

What's Happening

a newsletter for the employees of Maine Medical Center

January 17, 1990

Vol. 21, No. 1

New committee takes productivity challenge

Last year, Maine Medical Center's people proved they could meet the challenge of a major budget deficit. What began as a projected \$2 million deficit for Fiscal Year 1989 became a positive bottom line. Programs and services were not cut, and in many cases were expanded, despite revenue shortfalls. The key was trying to save money where we could, and it worked.

That successful budget-cutting effort has now evolved into something more: an institution-wide productivity study. The challenge is greater, and the approach more universal, but the goal is the same. As Executive Vice President Donald McDowell explains, "if we want to continue to improve and offer expanded services, we have two choices: we can spend more money, or we can spend the same amount of money more wisely. Since the message from society--insurers, regulators, the government--seems to be 'don't spend any more,' we must look at ways to be more efficient."

A three-person team has been appointed to chair the Productivity Study Committee. Associate Vice President for Information Services Jerry Edson, Director of Nursing Resources Doris Skarka, RN, and Chief of Radiology Roger Pezzuti, M.D., will direct the efforts of a committee with representatives throughout the hospital. The use of a three-person team (or "troika") indicates the importance of the committee's work and the absolute necessity of total hospital involvement.

The first challenge will be to gather information about productivity in health care, assess MMC's current status, and develop ways to involve the entire hospital. Next, the

committee will look for a consultant to lend the expertise and support necessary to proceed from theory to practical work. The first meeting has been scheduled for early February.

"The concept of productivity improvement is a logical progression from last winter's budget review program," McDowell says. "We talked then about the '0% Solution,' spending what was necessary but not a penny more. Productivity is the same issue: we look for less expensive ways of doing things, for areas in which we can improve quality and save money as a result, for ways to reduce given services without affecting quality."

McDowell points to the budget review results as a good example of the savings that can come from a careful look at how things are done. By deciding, for example, that certain areas don't require daily cleaning, a vacant Housekeeping position could be eliminated. By reducing the number of items on the patient menus, Food Services could get by with less personnel on the tray assembly line. "Those kind of savings haven't affected quality," he says, "and they save money."

"We expect that the committee will be looking hard at the twin issues of quality and efficiency," he says. "There are quality improvements that can save money, and efficiencies that won't affect quality. Discerning the difference will be a challenge, and vital to the success of the effort. Without efficiency we won't be financially able to improve quality, and without quality all the efficiency in the world is meaningless."

The other members of the Productivity Study Committee are:

President William B. Deal, M.D.; Vice
PRODUCTIVITY, SEE P.3

Nurses: Look for *Byline* in this issue!

Register now for spring programs

Brush up your skills, learn something new, or try a Chinese therapeutic exercise this spring. The Office of Training and Development is offering programs that will appeal to just about everyone.

Some of the courses are open to all Maine Medical Center employees; some are for supervisors and managers. The registration process is the same.

Class sizes are limited, so registration forms must be completed in advance. Be sure that you can attend every session of the

OPEN ENROLLMENT PROGRAMS

Innovative Thinking and Problem Solving

Tuesdays, 1:00-4:00 PM
January 23—February 6

Customer Communication

Fridays, 9:00 AM-12 noon
January 26—February 9

Advanced Tai Chi

Tuesdays, 5:15-6:15 PM
January 30—March 13

Advanced Medical Terminology

Tuesdays and Thursdays, 3:00-5:00 PM
February 6—April 26

Parenting: Building Your Child's Self-Esteem

Fridays, 12:00-1:00 PM
February 16—March 23

Listening Skills

Tuesdays, 9:00-11:30 AM
February 27—March 27

Jobsight Job Satisfaction Seminar

Monday, March 5
8:30-5:00 PM and
Monday, March 26
9:00 AM-12 noon

Managing Stress Creatively:

Taking Care of Yourself

Fridays, 8:30-11:30 AM
April 6—April 20

How Do You Spell That?

Wednesdays, 3:00-5:00 PM
April 18—May 23

Presentation Skills

Wednesdays, 10:00 AM-1:00 PM
April 25—May 9

programs you choose and get permission from your supervisor to participate.

Program registration forms are available from your supervisor, outside the cafeteria, from the Human Resources Department receptionist, or from the Office of Training and Development. A separate form is needed for each program you wish to attend. Continuing Education Credits (CEUs) are given for some programs.

Learning is a life-long process. Enroll in a course this spring and continue your enrichment, personally or professionally. Registrations will be taken on a first come, first served basis, so sign up early!

Coping with Anger

Tuesdays, 1:00-4:00 PM
May 1—May 22
(final session 1:00-3:00 PM)

Introduction to Myers-Briggs Type Indicator

Tuesday, May 15
1:00-4:00 PM

Time Management

Wednesday, May 16
9:30-11:30 AM and
Wednesday, May 30
9:30 AM-12 noon

MANAGEMENT/SUPERVISORY PROGRAMS

Improving Individual Performance

Thursdays, 9:00 AM-12 noon
January 18—February 22

Conflict Management

Wednesdays, 9:30 AM-12 noon
February 7—March 7
(final session 9:30 AM-12:30 PM)

Performance Appraisal

Wednesdays, 2:00-4:00 PM
March 14—April 25

Innovative Thinking for Managers

Mondays, 1:00-4:00 PM
March 19—April 9

Group and Team Development

Thursdays, 1:00-4:00 PM
April 12—May 10

Developing Managers:

Observation and Feedback

Thursdays, 9:00 AM-12 noon
May 3—May 17

Your newsletter is looking for newshounds

What's Happening is looking for a few more news correspondents — 3,400 more, in fact. Since the newsletter staff can't be everywhere, they need help from all employees, volunteers, and others. The more news we can gather, the more we can share.

To help get everyone into the correspondent business, we're establishing a "NewsTips" program. Anyone with news to submit can simply take a form from a rack near the Cafeteria, fill it out, and drop it into a collection box.

The news we need: promotions, accreditation and certifications, speeches and presentations, research projects, special projects, unusual or special events, committee work, and other newsworthy happenings. Also welcome are ideas for feature stories and profiles.

Correspondents will need to give us the "5 Ws:" Who, What, Where, When, and Why. If we have those basics, we can take it from there. Of course, the more detail you can provide, the better.

Of course, please remember that we have to consider available space, timing, news value, appropriateness, and so on.

The "NewsTips" program should help the *What's Happening* staff improve its coverage of all areas of the hospital. Of course, it depends on you, our 3,400 newshounds, to work. So send it in!

Got a Question? Get an Answer!

A new column is coming to *What's Happening*. "Ask Away" is your chance to ask those questions you've had on your mind, but didn't know who to ask.

If you've wondered about policies, practices, decision-making, the impact of laws and regulations, or the way the hospital works--here's your chance.

If you've wondered "what does this mean?" "why is it this way?" "how did this come about?" or "who's in charge of ____?" now you can find out.

"Ask Away" forms will be available near the Cafeteria; just fill one out and drop it in the box. We will print one question in each issue of *What's Happening*, along with an answer from the appropriate person. And if we use *your* question, you can think up more questions while sipping from your new MMC coffee cup!

If a question is inappropriate for publication but deserving of an answer, you will receive an answer by interoffice mail. A few "buts:" please don't ask about personal information, don't bring personalities into your questions, and remember that we reserve the right to edit questions.

You may ask your question anonymously if you like, but of course if you do, don't expect a personal answer ... or a coffee cup.

PRODUCTIVITY, FROM P. 1

Presidents Judith T. Stone, RN, Stephen B. Larned, M.D., and Donald E. Quigley, Esq.; Chiefs Norman E. Wilson, M.D., Paul M. Cox, M.D., Donald F. Gove, M.D., George L. Higgins, III, M.D., John L. Randall, M.D., Robert S. Hillman, M.D., Phillip G. Stubblefield, M.D., Allen L. Pusch, M.D., Paul Dymont, M.D., Alan M. Elkins, M.D., Roger T. Pezzuti, M.D., B. Cairbre McCann, M.D., and Albert W. Dibbins, M.D. (Acting); Associate Vice Presidents Karen O. Fletcher, Michael M. Kilmartin, Michael Swan, Michael Ryan, and Robert Smith, M.D.; Nursing Directors Alice Cirillo, RN, Catherine Cohen, RN, Susan E.D.

Doughty, RN, M. Lynn Moulthrop, RN, Linda Pearson, RN, Kim Thomstad, RN, Doris Skarka, RN, and Kathleen Viger, RN; Thomas Sawyer, Administrative Director of Pathology, Kathy Harris, RRT, Administrative Director of Pulmonary Medicine, Paul Labbe, Director of Clinical Engineering, Mary Keysor, Director of Food and Nutrition Services, Mary Kohanski, Director of Compensation, Cindy Bridgham, RN, Head Nurse, R2/P2A, Nancy Sturdevant, RN, Head Nurse, R3, Marie Turcotte, RN, Head Nurse, R7, Estella Esposito, RN, Manager, Central Services, Janet Sakolsky, RN, Head Nurse, OPD, and Liz Hayes, RN, Head Nurse, SCU.



NURSING BI-LINE

Nurse to nurse

Can you believe all this hoopla around a statement of philosophy? Of course you can because it is our opportunity to make a statement—a clear statement about our profession and our practice to a world that is often perplexed about what nursing is and what nurses think and do.

What satisfaction we can enjoy from looking at our growth and development as reflected in our statement of belief and the maturation that it represents for us individually and collectively.

It was such fun to work through our values with professional colleagues who challenged, dissected, debated, and eventually affirmed a common set of ideas to which we unanimously subscribed. The sense of mutuality and oneness that comes from such an experience was another special outcome.

So what does it mean to us now? We can display a well-developed document and we can recount good exchanges in achieving it, but is that all? Certainly not, it means we now have the challenge of making the philosophy live for the patients and ourselves.

It has been repeatedly demonstrated that a patient's experience with nursing care will significantly influence his or her perception of the total hospitalization. We want that perspective and the patient's overall outcome to be positive. It is within our scope of influence and practice to achieve this, particularly if we are true to our beliefs.

Your colleagues who helped to craft this statement were confident that you believe as they do and that you will share the commitment to actualize this in your daily endeavors. To do so can only yield good nursing care and a higher level of professionalism.

Thank you for believing.

Judy Stone, RN
Vice President for Nursing

Maine Medical Center Nursing Services Nursing Philosophy

Maine Medical Center Nursing Services is committed to excellence in patient care, education, and research. This commitment reaffirms Nursing's belief in the mission of the institution and is fulfilled through the contribution of each nurse's professional knowledge and skill.

Nursing is both an art and a science. The practice is founded on theory and actualized through caring interactions. Nursing care is therapeutic when the patient and family are assisted in coping with their healthcare experience.

The patient and family are involved as decision-makers in the course of their care with information and support provided by nurses, physicians, and other health professionals. The patient has both the right and responsibility to care for his own needs appropriate to his health status. The nurse fulfills a vital role as an advocate for the patient in achieving these goals.

The unique function of the nurse is best stated by Virginia Henderson:

Nursing is primarily helping people, sick or well, in the performance of those activities contributing to health or its recovery (or to a peaceful death) that they would perform unaided if they had the necessary strength, will, or knowledge. It is likewise the unique contribution of nursing to help people to be independent of such assistance as soon as possible.

Henderson and Nite,
Principles and Practice of Nursing,
6th Edition, 1978

Nursing Services identifies the registered nurse as the coordinator of patient care services. Our nursing practice model promotes collaboration within nursing as well as between nurses, physicians, and other

PHILOSOPHY, SEE P.5

PHILOSOPHY, FROM P. 4

healthcare professionals. Effective collaboration will unify the unique talents of all into a team effort. It is this team effort that optimizes patient treatment and reinforces the contribution of each profession.

The ultimate responsibility for the quality of nursing care rests with the registered nurse. Other nursing team members fulfill critical functions in providing care and achieving positive patient outcomes. The changing health needs of individuals and families are addressed through a comprehensive plan of care. Nurses critically assess the patient's response to therapeutic interventions and integrate new data to assure maximum patient benefit. The best of established practice is expected while flexibility and receptiveness to change is essential.

Enhancing knowledge and skill is believed to be an ongoing process of professional development. Responsibility for this education is shared by the nurse, professional colleagues, and Nursing Services. The nurse must be a learner and a teacher in order to maximize practice and to contribute to the growth of self and others.

Research forms the link between knowledge and practice. By conducting and using research, nurses acquire the information base

to maintain competence in practice, improve standards of care, evaluate the effect of nursing actions, and contribute to the development of the profession's body of knowledge. Nurses at Maine Medical Center continually seek to improve patient care through nursing practice, education, and research.

In appreciation of the time and effort contributed to helping craft Maine Medical Center's Nursing Philosophy statement, we are honored to acknowledge these Philosophy of Nursing unit representatives:

Judy Aiken	Mary McDonough
Donna Akerson	Andrea Moore
Tom Alexander	Lynn Moulthrop
Jane Balfour	Sue Pendleton
Stephanie Bernhagen	Debbie Phelan
Carol Bocker	Karen Richards
Pat Bruce	Derreth Roberts
Marguerite Doliner	Eileen Rubin
Peggie Estes	Jeanne Lemire
Susan Fielding	Savage
Kathleen Giobbi	Joan Smaha
Janene Gorham	Judy Stone
Ellen Hathaway	Sheryl Swinburne
Maurie Hill	Marie Turcotte
Judy Howes	Amy Tuttle
Dana Johnson	Cori Vavra
Nancy Johnson	Victoria Webster
Jane Lorentzen	Kelly Wood

The Westbrook College-Maine Medical Center Connection

Dr. Eunice Messler, Ed.D., RN, is Director of the Westbrook College-Maine Medical Center BSN Program. Eunice is a graduate of Teachers College, Columbia University, and most recently has been Assistant Dean of the Undergraduate Program, School of Nursing at East Carolina University in Greenville, North Carolina. Her philosophy of nursing education includes the following comments from an October interview.

- Know thyself; knowledge is power.
- Nursing is basically a caring profession; the way to prepare for nursing is gathering knowledge to get to know one's self and gain knowledge to care for others.

WC-MMC, SEE P. 6

On the scene . . .

ValHalla Country Club was the setting for the Recovery Room Christmas party on December 2. Hosted by Dan Bergeron, the gala event included dinner and dancing with music provided by Bill Henderson. In the spirit of Christmas giving, the staff again this year donated Christmas dinner and gifts to a local needy family—thanks to Patty Pettis for organizing this event.

Watch for the second edition of "A Fair of the Heart," to be held on Valentine's Day. This is a community and patient education program sponsored by R9W and again spearheaded by Kathy Giobbi, RN. We will offer cholesterol screening, blood pressure checks, diet teaching, and general information about

ON THE SCENE, SEE P.6

Spotlight on . . .

- Patrick Caporino, RN, CSD, who was elected to the Board of Directors for the American Society of Health Care Central Service personnel of the American Hospital Association. And on Estella Esposito, RN, Kenneth Sawtelle, and James Gregory, all new members of the Maine Chapter of ASHCSP.
- Patrick Caporino, RN, CSD, who published "Letter concerning resterilization of reusable medical devices" in *Hospital Purchasing News*, September 1989.
- The evening shift of the Recovery Room which has taken on a whole new healthier appearance: a total of 160 pounds has been shed by five of our staff members since January, 1989!
- Kelly Wood, new evening Assistant Head Nurse on R6. Kelly holds her BSN from the University of New Hampshire and practiced for 3 1/2 years as a staff nurse on R6 prior to this appointment.
- Kathy Giobbi, RN, R9W, who was promoted to clinical level III. Kathy was featured speaker for December's Nursing Research Advisory Group presentation, "Spotlight on Clinical Practice: Cardiac Rehab Research."
- Barbara DeCoste, RNC, P6, who was interviewed and quoted by Kim Murphy of the Portland Evening Express to discuss the psychological implications of grieving lost relationships.
- Ellen Moulton, RN, P6, and Linda Jacobson, RN, P6, who received their Masters Degrees from the University of Southern Maine in May. Ellen's degree is an MS in counseling and Linda's is an MA in adult education.
- Deborah Turner, former Staff Development Instructor, and Linda Pearson, RN, Director of the Division of Nursing Resources, who published "The Faculty Fellowship Program: Uniting Service and Education" in the *Journal of Nursing Administration*, October 1989.
- JoAnn Groff, RN, ASU, who has been appointed to the membership committee of the Maine Society of Post Anesthesia Nursing.
- Winifred York, RN, ASU, who will serve on the Nursing Legislative Committee for the Maine State Nurses' Association.

PHILOSOPHY, FROM P.5

- Her basic philosophy stems from Florence Nightingale, and, more so, from Virginia Henderson.
- Nursing is humanistic and needs more focus on caring, attachment, relationships, and connectedness with other people as well as interdependence.
- There are many new voices to be heard, Patricia Benner, Carol Gilligan, Jean Watson, among others, that will assist us to promote qualitative research on caring and use of intuition. We sometimes tend to focus on being too objective and too competitive.
- Finally, Eunice paraphrases Gilligan to say, "Nursing is a caring profession for both men and women that focuses on the activity of relationships, and the web of connections so no one is left alone."

The WC-MMC BSN Program is in its second year with twenty-two freshmen and six sophomores. Its philosophy was developed jointly by a Task Force of nurses from Maine Medical Center and Westbrook College. In a nutshell, this philosophy focuses on people, nursing, the healthcare environments, and personal development. It encompasses a bio-psycho-social model to assist people in gaining and maintaining health.

In the next issue of *Bi-line*, this column will focus on nursing faculty.

Carolyn Fish, RN
Westbrook College *By-line* Liaison

ON THE SCENE, FROM P.5

heart disease. This was well received last year and we look forward to expanding our program. We hope to continue this on a yearly basis.

The Ambulatory Surgical Unit's pediatric suite and waiting room recently received a donation of several hundred dollars from Volunteers representing the Visiting Board of Children's Hospital for the purchase of toys. What a wonderful gift—as reflected in children's eyes and by thankful staff!

"A Time to Care" is the title of a video promoting nursing image. It is being shown on WPXT as a public service announcement. It highlights nurses in a variety of settings, including Pat Fallo, RN, Head Nurse in Ambulatory Surgery.

MARKETPLACE

In order to ensure that everyone has an opportunity to use the "Marketplace," ads may be placed *once only*. Repeats will be allowed only on a space available basis.

FOR SALE

- ❑ New light blue Sunbeam twin size electric blanket, never used, \$40; Hanksraft cool vapor humidifier, \$15. 799-2502.
- ❑ 1982 blue Ford Mustang, 4 speed manual, runs great, good body, 95 K miles. New water pump, heater core and thermostat. \$1,800. 775-3368.
- ❑ 5 piece blue Skyway luggage, excellent condition, will sell separately. Reasonable. 797-7929, or 797-7525.
- ❑ Glenridge condo, 2 BR, 1 1/2 bath, owner moving out of state. \$78,500. 772-4676.
- ❑ 2 BR, 1 1/2 bath condo on Baxter Blvd. Also rent or lease with option possibilities. 774-3242.
- ❑ Atari computer, 130XE. Almost new, \$150. Atomic skis with Solomon bindings, poles, and size 6 boots, \$150. Call 642-4814.
- ❑ 1983 Nissan Pulsar NX. High mileage, needs work, good for used parts. \$300 or BO. Call x2877 or 761-0227 after 5 PM.
- ❑ Portland condo. Single level, 2 BR, W/D, W/W carpet, patio; back, front, and side yards. Quiet. Relocating out of state. \$81,900. Call 772-8533, after 6 PM.

FOR RENT

- ❑ 2 BR apt. Crescent Street, stove, refrig., avail. 2/1/90. No pets. \$450/mo. includes heat. Sec. dep and lease required. 774-6621.
- ❑ Crescent Street, studio apt. \$325/mo. includes heat and all utils. No pets. Sec. dep. required. 774-6621.
- ❑ Woodfords area, large 2 room and bath studio. Stove and refrig. \$400/mo. includes heat and utils., sec. dep. and lease required. No pets. 774-6621.
- ❑ Biddeford, large apt., 5 rooms and bath, stove and refrig. \$450/mo. includes heat and all utils., sec. dep. and lease required. 774-6621.
- ❑ Biddeford, large 1 BR apt., stove and refrig. \$350/mo., sec. dep. and lease required. 774-6621.
- ❑ 3 BR apt. in North Deering area. Loft, storage and parking. Pets considered. \$725/mo., heated. 797-8225.
- ❑ 2 BR Neal Street apt. Many amenities. \$675/mo., heated. Available 2/1/90. 774-4732.
- ❑ 2 rooms and bath in single family North Deering home. Shared kitchen and bath. Private yard, on busline. 5 miles from MMC. \$400/mo., includes heat. 797-9587.
- ❑ Woodfords, newly-renovated two-room studio in Victorian home. Includes all utilities, cable, parking. No shower, no pets, no smokers. \$385/mo. plus security deposit. Call 761-4328, afternoons and evenings.
- ❑ Western Prom. 1 BR condo. Living room with balcony overlooking courtyard and gardens, fully applianced kitchen, dining area, large bedroom, full bath. Heated

underground parking, free laundry and storage. 3 minute walk to MMC. \$550/mo. Call 773-8812.

❑ Apt. on Brighton Ave., near Exit 8. 3 rooms and bath. Newly decorated, w/w carpet. 2nd floor in 2-family house. Off-street parking, storage. \$475/mo., heated. Call 772-9876 before 9 AM and after 5:30 PM.

ROOMMATE WANTED

- ❑ M/F to share apt. for 3 mo. or longer. USM area. Bedroom furnished. \$315/mo. plus 1/2 utils. 773-0050.
- ❑ Baxter Blvd. area. Professional, non-smoker. No pets. Privacy appreciated. Parking, \$285/mo. plus utilities. Call anytime, 774-0852. Leave message.
- ❑ Professional F to share 3 bedroom ranch in East Deering, 6-8 months. Parking, W/D. Non-smoking, no pets. \$300/mo. plus 1/2 utilities. Call 772-2704 after 5 PM weekdays or anytime weekends, or 799-6283 and leave message.
- ❑ Condo-mate, non-smoker. Female preferred. Must love cats! Close to MMC. \$250/mo., excluding phone. Call 775-4536 after 6 PM.
- ❑ Young, professional non-smoking, chem-free couple seek professional F/M to share spacious 2 BR, newly renovated Victorian-style apt. Large BR has view of Back Bay. \$300/mo. plus \$300 sec. dep. Includes heat, hot water, electricity. Call 775-3368, leave message.

WANTED

- ❑ Homes to wallpaper. US School of Professional Paper-hanging graduate. Free estimates. 874-6688, South Portland.
- ❑ Good home to 2 solid black indoor cats. Neutered and de-clawed. All shots given, supply of food and litter provided. Call 854-9161.



PATRICIA BOSTON, RN, MSN, will be serving as Acting Head Nurse on R9W. Most recently, Patricia was Staff Development instructor on R7, R4, and P4CD. She comes to MMC from Baptist Medical Center Princeton in Birmingham, Alabama. A/V Photo.



KATHLEEN MURPHY, DT, left, Pam Perkins, Clinical Dietician, and Kathy Halpin, MS, RD, Assistant Director for Nutrition, were ready to explain MMC Guidelines for Nutritional Assessment and Support at November's Nutrition Support Seminar here at MMC. A/V Photo.



AFTER 17 YEARS, Rebecca Hitchcock, RN, BSN, FNP, has left MMC's Outpatient Clinic to work for a local pulmonologist. She is shown above with OPD residents who presented her with a trophy equipped with a stethoscope and nurse's cap. From left: Peggy Duhamel, M.D., Glen Robinson, M.D., Hitchcock, Russ Hartung, M.D., and Alisand Sparks, M.D. A/V Photo.

What's Happening

Maine Medical Center, 22 Bramhall Street, Portland, Maine 04102

What's Happening is published every other Wednesday at Maine Medical Center for members of the hospital community and for friends of the institution throughout Maine and northern New England. Comments, questions, and suggestions may be addressed to the Office of Public Information, MMC, 22 Bramhall Street, Portland, Maine 04102. (207) 871-2196. Editor: Wayne L. Clark.

Family Practice Grand Rounds

"Self Awareness in the
Physician-Patient
Relationship"

Patricia Williams, M.D.

Tuesday, January 23

8:00 AM

Dana Health Education
Center

Classroom 7

NEW EMPLOYEES

NURSING: Deborah Benson, Diane Dagneau, Cynthia Holmes, Nicole McCabe, Debera Pinette

BUILDING & GROUNDS: Richard Haley, Jr.

ACCOUNTING: Nancy Irving

HOUSEKEEPING: Susan Lelansky

FOOD SERVICE: Victor Minor

DATA MANAGEMENT: Virginia Pimpis, Susan Sonntag

PATHOLOGY: Anna Raia

RADIOLOGY: Janet Brennan, Lynn Rowe

PSYCHIATRY: Louise Strong

Safety Snippet

Keep steps and walkways
free of ice.

NON-PROFIT ORG.

U.S. POSTAGE

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Portland, Maine

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