

what's happening

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Underwood co-authors first-of-a-kind book

Robert F. Underwood, MMC's Director of Food and Nutrition Services, is a *bona fide*, published author-- complete with Library of Congress catalogue number. "I'll tell you, it was really something else," he says of the two-year process of writing, re-writing, editing, proofing, and polishing *Cafeteria Management for Hospitals*, published last month by the American Hospital Association.

Underwood and his co-authors -- Faisal Kaud, Food Services Administrator for University of Wisconsin Hospital/Madison, and R. Paul Miller, Food Services Director for Greenwich Hospital, Connecticut-- met together about four times a year over the past two years, talked by phone at least once a month, and used enough Special Delivery and Express Mail to keep the U.S. Postal Service solvent indefinitely.

But it was worth it, Underwood says as he points out that he and his colleagues have produced a "first." The book is a how-to manual, providing solid, practical information, Underwood says, on "how to run a hospital cafeteria and make it work for you." The book includes information on such stages as menu planning, financial planning, cash control, security, merchandising, and competition evaluation.

"It's a workbook," Underwood says. "There really has been no comprehensive manual on the subject before. This is the first attempt at putting it all in one document-- and specifically for hospitals."

The book may be a few years ahead of its time, he says, but not by too many. "More and more, hospital cafeterias will be looked to to produce revenue for their institutions, or will at least be required to break even. Maine Medical Center is way ahead of most hospitals, and probably in the top ten

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August Was A Busy Month For All at MMC

Sunday, August 8: just a bit hectic

At 10:00 p.m. Sunday, August 8, even seasoned MMC Emergency Department staffers were willing to admit that things were a bit hectic. Thirteen patients had come in from a one-truck accident in Standish, and in addition there were an unrelated trauma case, four maternity admissions, one chest pain sufferer, and assorted other visits. This was well above what could normally be expected on a Sunday night, but Emergency was ready.

When the call on the accident came in at 9:10 p.m., the initial reports from the site were unclear and the worst was feared. An instant mobilization

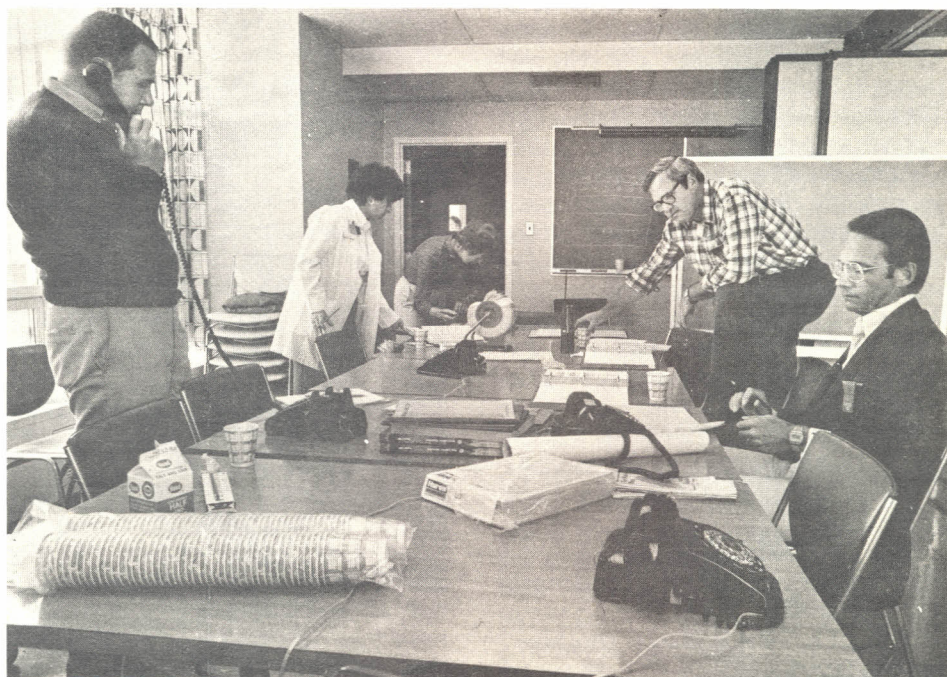
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August 20 census was all-time MMC record

The concept of "crowding" took on a whole new dimension August 20 at Maine Medical Center. After a week of extraordinarily high occupancy throughout the hospital, the 8:00 AM census Friday was 580. The hospital has a normal capacity of 533, plus 30 bassinets, so there were seventeen patients in extra beds and bassinets.

Director of Admissions and Patient Accounts Robert J. Pratt says one reason the census was so high was a large number of maternity admissions earlier in the week. Chief of Obstetrics/Gynecology C. Irving Meeker, M.D., reports that the Friday census on P4CD

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THE COMMAND CENTER for the Disaster Drill Sunday, August 22. Shown are, from left, Costas T. Lambrew, M.D., Medical Disaster Officer; Maryann Ogonowski, RN, Nursing Supervisor; Barbara Burns, Public Information Officer; Donald L. McDowell, Administrative Disaster Officer; and Reynold R. Welch, Administrator on Call. See story inside.

MMC disaster plan is tested under "fire"

It was conceived as a drill for the South Portland Fire Department, to test its response to a "worst case" plane crash. But by the time it was over at mid-morning Sunday, August 22, the disaster response capabilities of 25 fire companies, seven rescue units, Maine Medical Center, the Osteopathic Hospital of Maine, the Portland Jetport, and the Coast Guard had been put to the test.

The first call to the Regional Emergency Medical Information System, located in the Emergency Department at Maine Medical Center, came at 8:20 AM. Radio traffic overheard earlier had reported a plane crashing in the oil tank farm near the Bancroft & Martin building off Lincoln Street, and the call from the first responders indicated that MMC could expect up to 25 patients.

That notification led to the activation of a Two Alert External Disaster Plan at MMC. The Administrator on Call -- Associate Vice President Reynold R. Welch -- was called, and by 8:35 a Command Center was set up in the Cafeteria Conference Rooms. When he arrived, Executive Vice President and Treasurer Donald L. McDowell assumed the role of Administrative Disaster Officer. Also manning the Command Center were Interim Vice President for Health Affairs Costas T. Lambrew, M.D., as Medical Disaster Officer, Vice President for Nursing Judith T. Stone, RN, as Nursing Disaster Officer, and other administrative personnel as needed.

Other departments were called upon to activate their own departmental disaster plans. They were, in addition to Administration, Security and the appropriate medical departments: Audio/Visual, Data Management, Central Services, Pastoral Services, Engineering, Food Services, Housekeeping, Patient Accounts, Pharmacy, Public Information, Social Services, Switchboard, Unit Managers, Linen Services, Materials Management, Personnel and Volunteers.

All in all MMC's people were, in the words of Reynold Welch, "responsive and responsible. There was no sense of 'it's just a drill so we won't bother.'" He and Donald McDowell both report they learned "exactly the types of things you want to learn in a drill."

The drill at the "scene" was full-blown with a "fire" involving seven oil tanks, eight buildings and three oil



MMC SECURITY Chief William Burnham and Captain Mary Souza check IDs at the employee entrance during the August 22 Disaster Drill. Disaster protocol establishes the Charles Street/Cafeteria entrance as the only entry point for employees during a disaster, and also allows access only with a Photo ID. Many employees were turned away for lack of IDs.

terminal docks. Two dozen "passengers" -- made up, or moulaged, to present realistic injuries -- were extricated from an old school bus that served as the crashed plane. Nine were transported to MMC, four to the Osteopathic Hospital, and two to Mercy Hospital. Injured received by MMC included a 90% burned female, two patients with head injuries, and assorted fractures and trauma.

The patients were triaged and moved through Emergency, but physically the drill went no further here at MMC. A complete drill would have involved the nursing units more deeply, but given the high census and heavy workload for most of the month, the decision was made to complete the exercise on paper and with phone calls to the units.

The major problem observed during the drill was one of identification -- the kind necessary to enter the MMC complex. One of the initial steps in activating the disaster plan is the securing of the complex. Entry is by Photo ID only, and despite the fact that all employees are supposed to have their IDs with them at all times, over thirty people were turned away during the drill. "Had it been the real thing," Donald McDowell noted, "we might have had a serious shortage of personnel."

The drill proved an adequate test of

the strengths and weaknesses of the MMC External Disaster Plan, only recently revised, and, administrators say it is clear the hospital can function under serious pressure. Indeed, as one employee was heard to observe, "this isn't that different... we're crowded and looking for beds almost every day."

Heartsaver course open to employees, public

Maine Medical Center will offer a Heartsaver Course to its employees and the public on Wednesday, September 8. The basic, four-hour course teaches one-on-one CPR (cardiopulmonary resuscitation) rescue skills, including rescue mouth-to-mouth resuscitation and rescue chest compression. The course also includes instruction on assisting choking victims.

Information about heart diseases and risk factors leading to heart disease is also part of the course.

The Heartsaver program will be from 12:30-4:30 PM next Wednesday in Classroom 2. The program is free of charge, but space is limited and advance registration is required. To sign up call the Health Education Office, ext. 2111. The course may be repeated at a later date and persons not accommodated next week may be placed on a preferred waiting list.

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was 50, an all-time record for the 32-bed unit.

August will probably not turn out to be an overall record month for births at MMC, according to Dr. Meeker. He noted that July was a record, however, with 240 births. As for August, "It isn't unusual for us to have 10 births a day," he explains, "but we averaged that for the entire ten-day period ending August 20. That intensity created the high occupancy."

Needless to say, when occupancy runs close to 100% in the hospital, the impact is felt in every department. Official occupancy rates for the period of August 15-20, in fact, averaged a bit over 100% for the medical/surgical units and in the high 90s for the hospital overall. And those figures are based on the midnight census, which is generally lower than the 8 AM census.

Reports from nursing, support, and administrative departments indicate the pressures of the high census were handled well by all involved. Interim Vice President for Health Affairs Costas T. Lambrew, M.D., says the efforts of the medical staff to promptly discharge patients or admit them elsewhere when possible greatly contributed to lessening the pressure. He also praised the hospital's house officers for their role, and also noted the cooperation MMC received from other hospitals.

Nursing staff bore the brunt of the high occupancy, and Vice President for Nursing Judith T. Stone, RN, says

the response of her people was "overwhelmingly professional. They were able to balance frequent inequalities between patient needs and staff availability, and kept the level of care high."

The end of August saw a lessening of pressure, although occupancy hospital-wide was still at 90-95%.

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percent in the country now in this effort. We've had a mandate from our Board of Trustees since 1978, to approach the break-even point. We're just about there on a cost basis."

Underwood's contribution to the book -- 13 chapters -- deals with auditing and marketing techniques. "Hospital cafeteria managers have to develop a commercial attitude," he says. "Commercial in the customer service sense, an awareness of what appeals to customers. Urban hospitals, for example, are becoming surrounded by fast food restaurants, sandwich and salad shops; they have to compete, try to better the competition's variety and value."

Even before *Cafeteria Management for Hospitals* was published, the American Hospital Association asked the co-authors to present a seminar on the subject. Underwood and Kaud designed a seminar format and the AHA offered two sessions: one in September in Chicago, one in December in Scottsdale, Arizona. Chicago is sold out; Scottsdale is filling up.

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brought extra secretaries, extra nurses, and extra physician coverage to Emergency, and appropriate calls were made to on-call administrative personnel. The Orthopedic Clinic was turned into a triage/treatment area, and the onslaught of patients was handled quickly and efficiently.

Emergency Department Head Nurse Jean Atherton, RN, CEN, was among those called in, and she was very impressed with her staff and the others involved. "The response was fantastic," she said, "not just the nurses, but the secretaries, doctors, housekeepers, and security guards."

It is difficult to know just how many people in how many departments were called upon during the evening and early morning. As with any similar situation, help was needed from Admitting, the Pharmacy, Laboratories, Central Services, Radiology, and other places. And outside the hospital, Mrs. Atherton notes, volunteer Emergency Medical Technicians and deputy sheriffs put in an equally long night.

Standard protocol for a patient influx of that size called for the Administrator on Call to be notified. On call that night was Executive Vice President and Treasurer Donald McDowell, and when he arrived at the hospital, he was struck by the cool efficiency with which the situation was being handled. "The Emergency personnel and the Nurse Supervisors had everything under control," he reported, "and I had a chance to watch a textbook crisis response."

As it turned out, most of the accident victims sustained relatively minor injuries. There were two admissions, both for head injuries. The rest were released after treatment for fractures, lacerations, bruises, and other injuries. In terms of sheer numbers of patients in such a concentrated period of time, however, it was a major event.

This discount offer has sounds and surf

The Portland Symphony Orchestra is presenting the second annual *Symphony by the Sea* Sunday, September 12, and is offering MMC employees a 10% discount on tickets. Employees purchasing advance tickets for the concert, to be held at 2:00 PM at the Atlantic House in Scarborough, will save \$.50 on the regular ticket price.

Call x2325 for tickets. Reservations close September 8, and the discount will not be available the day of the concert.



EVELYN BEAULIEU, retiring from Housekeeping after 16 years at MMC, was honored at a department farewell party recently, with corsage and cake, flowers and friends. From left: Mary Smith, Corinna Schuler, Donna Market, Evelyn Beaulieu, and Ruth Walsh. (A/V Photo)

Marketplace

BABYSITTING: Working mother needs a dependable babysitter to supervise a 5-year-old preschooler in my house. 7:30 AM to Noon Mon.-Fri. starting Sept. 8. Needs own car. Ref. required. Call 773-2463 after 6.

BABYSITTING: In my home days. Munjoy South location. From 6 mo. to any age. Call 773-5229 after 5 PM.

CHILD CARE: In my home, 4 blocks from MMC. Call Bobby at 773-9007. Ref. available.

FOR RENT: Room in private home in Cape Elizabeth. Full bath, KT privileges, laundry, swimming pool and parking. Nice area - 5 mins. from Portland. Prefer female. Refs. required. Call 799-4539.

FOR RENT: Basement apt. Avail. Sept. \$325/mo. plus util. Parking avail. Western Prom area. Ref. required. Call 773-4486 eves.

FOR RENT: OOB East Grand Ave. 2-BR apt. Avail. Labor Day-June 15. \$225/mo. plus util. Call 934-2102 after 5 PM.

FOR RENT: 1 room w/loft. Neal & Brackett St. \$190 plus util. Call 775-1557.

HOUSEMATE WANTED: To share house in Yarmouth w/ law student. Full appliances, inc. washer & dryer, dishwasher. Wood heat for a cozy winter. Exc. privacy, lg. fenced yard. 15 min. from Portland. \$240 inc. all (heat, util., cable w/HBP) except telephone. Call 846-3094. Avail. Sept. 1.

FOR SALE: Excellent Panasonic stereo system, stand & deluxe albums; Lady Kenmore Deluxe portable washer; Moosehead desk; imitation fur coat, looks real; RCA b&w TV set & stand; pewter rose vase, candlesticks, cream & sugar. 799-3088.

FOR SALE: Electrolux Vacuum Cleaner, used 10 times, \$195. Twin bed frame still in carton, \$32. 2 sets of dishes: Russell Wright set, color "Black Chutney"; Ivory 911 by Grindley. Call 799-2721.

FOR SALE: Yarmouth Cape on approx. one acre w/ garden. 3-4 BR, 1 bath, lg. eat-in kitchen, full basement w/ Vigilant woodstove. Very low taxes. Asking \$64,900. Call 846-9665 after 6 PM.

FOR SALE: 1976 VW Dasher. Auto., A/C. 2-dr. hatchback. Low mileage, new exhaust, exc. cond. \$2,500. Call 883-6583 after 5 PM.

FOR SALE: 1975 Chevy Monza, new muffler, new brakes, good cond. \$500. Call 934-9765 mornings.

FOR SALE: 1978 Chevette, good cond. No rust. Good mileage. Asking \$2,450. Call 775-1515 after 6 PM.

FOR SALE: Portable Baseboard Electric Heater 1500-1250 watts. 40 in. long. Exc. cond. Asking \$30.00. Call 767-3940.

FOR SALE: Jotul 602G rare, unfired green enamel model. \$400. Gibson Girl wedding gown, size 10, Empire waist, chapel train, Juliet cap w/ veil. \$80.00. Phone 799-2843.

FOR SALE: 1977 Kawasaki KZ 750 Windjammer IV Fairing. Lowers. Vetter detachable saddlebags. Vetter super sound w/ 5" Coaxial speakers. Pioneer AM/FM Stereo cassette. 2 new continental tires. Touring seat. Over 50 MPG. Many extras. Asking \$2,200. Call Al Rumery at 282-1895.

FOR SALE: 2 men's 10-speed bikes. One exc. cond. Sears \$65. One needs new tubes, \$45. Call 772-1067 eves. after 6.

FOR SALE: Oak dresser. Call 773-2074 before 3:30 PM.

FOR SALE: 8' pool table. Good cond. with some accessories. Non-slate. Asking \$125 or trade for chest freezer or canoe. Call 929-8405.

FOR SALE: Collier stroller, blue plaid. Asking \$25. Sears Coldspot air conditioner. Asking \$85. Call 773-5844.

FOR SALE: 1973 Opel Manta service manual \$1.00. Spare parts also available. Call 797-6472.

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WHAT'S HAPPENING is published every Wednesday at Maine Medical Center, Portland, Maine 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 Public Information Office, MMC, Portland, ME 04102. Barbara Burns, Editor.

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FOR SALE: 1979 Ford Fiesta. Sunroof, AM Radio. Asking \$2,750. Call 324-8725.

FOR SALE: 57-pc. set fine china. Serves 8. Delicate light green pattern on edge. Never used, still in carton. \$100. Call 787-3126.

FOR SALE: Suzuki GS650G, mint cond. Schaft drive, 4-cyl. Asking \$2,300. Call 773-0066 eves.

FOR SALE: 1 Ashley Wood Stove Model 25HF.R. Needs new liner. \$70 or best offer. Call 839-6040.

WANTED: Med. Tech. student seeks female to share 2-BR apt. 1/2 mi. from MMC. \$167.50/mo. inc. heat, hot water. I'm an easy-going person. Call 773-6595 after 4 PM. Ask for Jan.

WANTED: Working female, mid-30s seeking M/F to share sunny, lg. 5-room apt. plus attic. Very convenient location near Deering Oaks. All buses, Maine P.O., Porteous. Pets OK. Split \$275 rent plus 1/2 util. Call Lucinda at 773-9167 (8-4:30) or 774-0439 (after 5).

WANTED: Male seeks 2 M/F to share lovely, spacious home off Shore Rd., Cape Eliz. 4 blocks to Casco Bay. \$285/mo. inc. heat & h.w. Call George Mon.-Fri. after 6:30 & weekends at 767-4315.

RIDE NEEDED: From Woodfords/Baxter Boulevard area to MMC at 8 AM and/or back at noon. I have a seeing-eye dog trained to lie on floor of car. Please call Gretchen at 772-4120 after 1 PM or x2343 before noon.

LOST: Univ. of Mass. School of Nursing Pin. Call Nancy at 797-5769.

AUTOMOBILE SHOW: Sunday, Sept. 12 at Waterhouse Field in Biddeford from 9-5. If anyone has antique or classic car they wish to enter, please leave message at Pharmacy w/ Dean Lowell or register day of the show. Check-in time 8 AM. Trophies awarded.

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