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Maine Department of Mental Health and Mental Retardation
Augusta Mental Health Institute

P.O. Box 724, Augusta, Maine 04330 (207) 289-7200 · TTY (207) 289-2000



JOHN R. McKERNAN, JR.
Governor

SUSAN B. PARKER
Commissioner

August 1, 1989

Susan B. Parker, Commissioner
Department of Mental Health and Mental Retardation
State Office Building, Room 400
State House Station #40
Augusta, Maine 04333

Thru: William B. Deal, M.D.
Chairman, Health Consortium, Inc.
c/o Maine Medical Center
Portland, Maine 04101

Subject: Interim Report No. 2 - June 16 through July 31, 1989

Dear Commissioner Parker,

This is the second of four reports and covers a period that has proven to be a busy one.

Along with the day to day duties of the Superintendent, I have been able to meet with the Maine Commission on Mental Health. I firmly believe that it will be of critical importance that frequent communications between AMHI and its various constituencies be initiated and improved (this will be a major role for the AMHI Superintendent as the mission of the community providers is expanded).

I have concluded that, as a part of the continuing analysis of AMHI operations, it would be beneficial to add three additional areas to those already under review. These areas are:

- a. Primary Medical Care
- b. Food and Nutrition Services
- c. Housekeeping Services.

Issue: How well is AMHI organized to meet the primary healthcare needs of its 300+ residents.

Action: A study group of five primary care physicians has been formed by the Consortium. They will meet during August and submit their report on September 9, 1989 (Appendix "A").

Issue: Review how food and nutrition services are delivered at AMHI.

Action: Early in July, I spoke with Mr. Anthony Alebrio, Eastern Regional Vice President of Marriott Corporation's Healthcare Division to find out if his company would, at no charge, review the overall food service operation at AMHI. He agreed, and on July 18 and 19, 1989, Mr. Ted Kinkle, RD, Regional Vice President, Ms. Peri Bridges, RD, Human Resources Director, Marriott Healthcare Services - East and Mr. Martin Smith, Food Service Director, Hale Hospital, visited AMHI. They met the various staff, observed food preparation and delivery, reviewed staffing as well as the general administration of the department. Dan Spofford, RD, of the Department of Mental Health and Mental Retardation also participated in the review. Completion Date: Mr. Kinkle expects his report will be submitted on or about August 21, 1989.

Issue: Review the delivery of Housekeeping Services.

Action: Mr. Mike Faucher, Area Manager for Servicemaster was asked if his company would review, at no cost, the Housekeeping Program at AMHI. Mr. Faucher has received approval for this study, with actual review taking place early in August and a report to be submitted before the end of the month.

I have made it clear to the representatives of both Marriott and Servicemaster that we are not looking for contract proposals for their services.

The following is an update on the previously identified issues:

Increased Staffing:

Appendices B1 and B2 shows the status of March 19, 1989 (81 positions) and June 30, 1989 (85 positions) staffing authorizations. The positions still vacant on the March 19th list are reflective of the continuing shortages in these professions.

Improved Therapeutic Environment:

I am including, as Appendix "C", Dick Besson's plan of correction and time-table to complete these changes. I must point out that the \$100,000 funding to cover certain pipes, that Dick mentions, is being provided by the Office of Risk Management, Department of Administration. Commissioner Morrison and his staff have been quick to recognize and respond to our need. Ron Martel was very effective in presenting our position on this issue.

Administrative Organization:

A new administrative organizational chart has been developed (Appendix "D") This organizational plan:

- a) Reduces the span of control of the Superintendent to a more reasonable number,
- b) Provides for a more logical grouping of clinical and administrative services/functions.

- c) Promotes collegial leadership in each area. This should result in improved clinical treatment, timely allocation of professional resources based on programmatic needs and will ultimately enhance the recruitment and retention potential in areas of very limited professional resources.
- d) Gives testimony to the critical role that Quality Assurance Program plays at AMHI.

There are still many details to be worked out before the plan can be fully implemented.

Nursing Organization and Staffing:

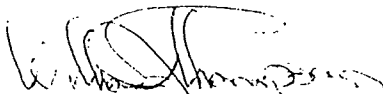
Work on the Nursing Organization and Staffing reports is progressing. The reports will be submitted as a two-part document on August 18, 1989.

Medical Records:

The Medical Records Group continues to meet. Their work is progressing on schedule. We have invited a representative from the Archives Office to meet with the group as the discuss records retention issues.

I continue to be very impressed with the sincerity and dedication of the AMHI Staff and their receptivity to change. I would not want any of the above initiatives to be taken as a reflection of lack of their competence.

Respectfully Submitted,


William J. Thompson
Interim Superintendent