



## Briefs Focus Chairman's Message

By John Calderone, Ph.D., 2014 HASC Chair



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2014 HASC Chairman

### 2014 Could Be a Watershed Year, a Real Turning Point

Duane Dauner recently stated that “As an industry, 2013 presented us with many challenges. However, 2014 will likely be the most demanding in memory as we deal with ongoing federal and state issues, plus five explosive ballot initiatives.”

Never before have we faced so many major changes at one time; a partial list includes:

- ACA implementation
- Lower reimbursement
- Lower demand for inpatient services
- Price transparency
- Value-based purchasing
- IT – EMR
- Attacks on MICRA
- Ballot initiatives
- Union activities
- Health care exchanges
- ICD-10

As health care leaders, we must adapt to regulatory, technological, medical and market changes that are forcing the reinvention of health care. Business as usual has been disrupted and that disruption will continue with major change agents being both ACA and market driven.

It's hard to overstate the amount of transition we have already seen in the health care marketplace over the past couple of years. Our industry has endured upheaval in a very short time. It's not only the nature of change, it's also the pace. And now we face so many challenges; it's mind-boggling. If these challenges aren't handled well, and if we don't demonstrate strong leadership, well...the consequences are unthinkable. On the other hand, if we show leadership and step up to the challenge, then I believe our future is very encouraging.

This is a time to take stock. To count our blessings that we are in a position of saving human lives, to acknowledge our accomplishments, to learn from our mistakes, assess the opportunities and difficulties that lie before us and set goals for the coming year.

And what would we do without our associations to keep it all straight? HASC and CHA are more important now than they've ever been. There is no way a CEO of a hospital or even a big system could influence the political machinery without the strength of being together in the association. I can't imagine anyone wanting to face health care reform on their own.

I never thought I'd be Chairman of this association, much less at a time like this. It's a little daunting, I can tell you that for sure. But we have a great Board, supportive membership and dedicated staff to do the work ahead. The leaders of our hospitals and systems have been and remain very bright, ambitious and creative individuals – we have succeeded before and I am very confident we will succeed again.

I'd like to conclude my remarks with a quote from Martin Luther King, Jr., “*The ultimate measure of a leader is not where he stands in moments of comfort and convenience, but where he stands in moments of challenge and controversy.*”