

# CEO NEWS & VIEWS



Dear Colleagues:

Happy New Year! I think we are still early enough in 2011 for me to say that! I got a real kick out of learning on New Year's Day that UCH delivered the first baby of 2011 in the greater metro area (beating other hospitals by 30 seconds!). I could not help but think that the accolades just keep coming – Magnet, our University HealthSystem Consortium Quality Award and now the first baby! But I also thought it was a great sign for the year to come.

The New Year always gets me thinking about new beginnings and changes, both from a personal as well as an organizational viewpoint. This year, it seems easier for me to think about this from an organizational perspective.

**This Year I resolve to...**But given my penchant for sharing things with you, I thought I'd let you in on a couple of my personal resolutions for 2011:

- **Rest more, stress less:** As some of you may know, I am an insomniac in good standing! The start of each New Year gives me hope that there will be more sleep on my horizon. I'll let you know on December 31<sup>st</sup> how this worked for me! And despite the fact that we have one of the most dynamic and full agendas of any health care organization, I am vowing to stress less – or at least less about the little things!
- **Breathe:** Sounds easy, but the other day I was reading an article that reminded me that the way we breathe affects the health of all of our body's functions. It went on to say that very few of us truly breathe deeply. And I'll be darned if they weren't right. Accustomed to taking shallow breaths, I was amazed by how much air I took in when I really breathed deeply. And considering that this is supposed to be an effective stress reducer, it helps my first resolution, too!
- **Take a hike:** My wife Lorrie and I love being outside and we try to spend at least one day each weekend hiking. But this year, I plan to explore more. I am fairly fanatical about exercising every day, and living in Colorado, there's no better way to do it than outside!

**And on the Hospital front...**It's going to be a year of change for all of us. We're going to spend a lot of time this year talking about, debating and discussing transitions we will be going through. But here's my bottom line: expect to spend at least part of your year being uncomfortable.

There's a lot going on in health care these days and it feels like even more going on at the Anschutz Medical Campus. I just checked the clock on the front of the Epic Central Web page and saw that it's 19

days (I'll leave out the hours, minutes and seconds!) until we go-live February 1 with Phase 1. And, as I do my rounds I can feel the stress levels ticking up.

Earlier this week, I had an extended meeting with my vice presidents, and we spent a good deal of time addressing – you guessed it – transitions and change. Perhaps the most ironic statement that came out of that meeting was someone's observation that said the move from 9<sup>th</sup> and Colorado to the Anschutz Medical Campus was easy compared to what's going on today!

Now I'm not sure how other people who went through the move would feel about that statement, but the sentiment is hard to argue with! We're in a different place, dealing with different transitions and changes, than we were in 2007. We agreed as a group that one of the most difficult components of what we are dealing with now is the great unknown. There's change we know about – Epic, construction, service excellence – as well as those things in our lives here as members of an academic medicine enterprise that we must always focus on. Those include building our relationship with our enterprise partners; growing and maintaining market share; and recruiting and retaining great staff. These seem almost like the easy changes for us to deal with.

Far tougher to plan for and deal with is the stuff we don't have as much control over: doing more with less resources; reduction of Medicare reimbursement; less reimbursement for our faculty.

**Stop, look and listen...**When my kids were young, they loved the Richard Scarry song "Stop, Look and Listen," which went on to say "you don't know what you're missing." That song has been running through my head as we start to move our agenda forward in a lot of areas.

With such dynamic plans, I think we have to be extra cautious to take the time to do what I call a "stop and check" – stop and have the conversations that allow us to ask why we are doing something; are we moving the 2020 vision forward; and most importantly, is what we are doing in the best interest of our patients.

In the coming months, we will begin work on a more structured plan that gets the entire organization prepared for the changes and transitions coming our way over the next 12-24 months. As we did when we moved in 2007, much of our efforts will be based on the work of Bill Bridges, who wrote the iconic business book, *Managing Transitions*.

So stay tuned and good luck with your own resolutions for 2011.

**A few good bits of news....**Please join me in congratulating Dr. Rob McIntyre, the new president of the Medical Staff. I have enjoyed a great relationship with outgoing Medical Staff President Dr. Andy Meacham, who deserves a round of cyber-applause for his work over the last four years in that role. And we look forward to continuing to build upon our strong and vital partnership with our faculty by working closely with Rob in the months and years ahead.

Our billboards are up around town. See the Hub for locations!

Have a great week -- stay warm!

Bruce

Your feedback is important, so if there's something on your mind, write to me at [talktome@uch.edu](mailto:talktome@uch.edu).