The National Labor & Management Conference (NLMC) was founded by Louis L. Levine, President and CEO of the New York College of Podiatric Medicine (NYCPM), in 1977. At its 39th annual meeting earlier this year, he addressed the health-care session at the four-day conference. Mr. Levine pointed to a number of current issues that signal the need for great change. He described a delivery system that is inadequate nationally, a system in which costs are increasing, hospitals are closing and older physicians in individual practices are retiring, leaving behind group practices affiliated with hospitals, which by necessity present higher costs to patients. He described the particular failure of health care delivery in middle America, where the lack of population density means a lack of medical services density as well; doctor’s offices and hospitals could be 100 miles away from small-town residents who need medical services. Mr. Levine advised that residents there have to “speak up and say what they need and don’t have,” a prescription that fits most health care dilemmas nationally. There must be improvement in the health care delivery system in the U.S., he said, implying that the change must be far-reaching rather than cosmetic.