

BISHOP+ASSOCIATES QUALIFICATIONS

Bishop+Associates (B+A) is uniquely qualified in trauma system and trauma center finance and economic analysis and development. We enjoy an excellent track record and reputation built over the past 38 years with clients in all regions of the country.

Trauma Center/System Economics

B+A was formed in 1984 by Greg Bishop, a Stanford MBA in health care economics and Ernst & Young (EY) alumnus, who pioneered the field of trauma care economics. This includes developing:

- Trauma Resource Project (1988), a collaborative project among trauma centers to develop economic benchmarks for trauma systems and centers and address common financial problems.
- Trauma 2000 (1989), a national initiative to promote economic support for trauma centers.
- U.S. Trauma Center Economic Study (1991), which benchmarked trauma center financial performance in collaboration with the American Association for the Surgery of Trauma.
- Managed Trauma Care Project (1994), to address payment for the added “readiness costs” to meet trauma center requirements, in collaboration with health plans.
- Trauma Resource Network (1996), a membership program for support joined by 250 trauma centers and systems, with a focus on economic issues and best practices.
- The proposal to the National Uniform Billing Committee (2002) for the trauma patient "activation charge" that was then approved by the federal Centers for Medicare and Medicaid Services (CMS).
- *U.S. Trauma Center Crisis* report (2002), a national trauma center economic assessment conducted on behalf of the federal Health Resources and Services Administration.
- B+A evaluated state trauma systems and conducted trauma center funding initiatives in Arkansas, Georgia, Illinois, Mississippi, Virginia, Delaware, Oklahoma, South Carolina, New Mexico, Texas, Arizona, Washington, Colorado, and California. The firm’s unique methodology for assessing trauma center financial performance was instrumental in gaining stakeholder and policymaker support.
- Trauma Center Association of America (2004), the nation's nonprofit association of trauma centers and systems to address common challenges and pursue their solutions. This includes both economic research and lobbying the U.S. Government on behalf of trauma systems and centers.

B+A has developed proprietary data and unique tools for economic assessment, including a detailed survey to determine trauma center “readiness costs,” the added costs for obtaining required resources to maintain continuous trauma readiness.

Trauma System Development & Re-Alignment

B+A has assisted trauma systems in developing new trauma centers, with a process that involved identifying potential trauma centers based on regional needs and working with the hospitals to address the challenges for both considering and developing trauma centers.

- Our work in Nevada, where the only trauma center in the Las Vegas region shut down due to demands by orthopedic surgeons for malpractice reform, resulted in the development of an additional trauma center.

- The Illinois EMS Agency, with no trauma centers in the south half of the state, asked B+A to assess all hospitals there for trauma center potential (2010). This resulted in the first Level II in the region.
- Statewide Level IV trauma center development project (2021), in South Carolina that produced an efficient Level IV Trauma Center Assessment tool for determining the financial potential of new Level IVs that can also be used to assess existing ones.
- B+A recently worked with Alameda County (California) EMS leadership to evaluate the county's mature trauma system and assess the need for additional trauma capacity for the future. This included providing financial performance assessments for its three trauma centers and two hospitals with trauma center potential, mapping trauma patient flow, and ensuring that stakeholders were fully informed and had ample opportunities to ask questions and provide feedback. We were then asked to develop a new trauma center to meet the gaps in trauma coverage. Other EMS agencies have engaged B+A to do similar assessments for their trauma systems.

We also have extensive experience recognizing trauma centers that are not financially viable and recognizing potential hospitals that would not be viable as trauma centers. In these cases, we have helped downgrade those facilities to lower-level trauma centers or provided recommendations for how such hospitals could improve their financial performance and strengthen their trauma centers.

Hospital Network Trauma System Development

B+A has also assisted a variety of hospital networks in developing trauma systems that included optimizing their structures and financial performance and expanding their trauma capabilities. This has included:

- Ballad Health (Tennessee/Virginia) where B+A was asked to restructure a merged system with two Level I and one Level II trauma centers (for a population of 1.1 million) that resulted in one Level I, one Level II, and one Level III. B+A's economic methodology proved crucial in obtaining the collaboration of the many stakeholders involved. This was part of an overall Ballad Health trauma system development project that included air medical transport.
- AdventHealth (Florida), a large hospital system where B+A evaluated the potential of 15 hospitals to become Level II trauma centers.
- Centura Health (Colorado), with multiple Level I, II and III trauma centers, where B+A worked with their many stakeholders to optimize financial performance and identify where trauma centers could be expanded, and new ones developed.

B+A has been an innovator in trauma care for decades, which recently includes new issues such as developing and expanding the role of Acute Care Surgery programs, developing hospital Surgery Centers of Excellence strengthen a trauma hospital's overall surgical sector, and optimizing geriatric patient fracture care and marketing to the community.

We think trauma reflects the very best aspects of health care and we know that a strong trauma program improves the performance of the entire hospital. We welcome new clients and new challenges as we continue to refine our services and innovate solutions that optimize trauma care.