

***THE BUSINESS OF
ORTHOPAEDIC TRAUMA***

20th ANNUAL 2026

ORTHOPAEDIC TRAUMA COURSE

TIM BRAY M.D.

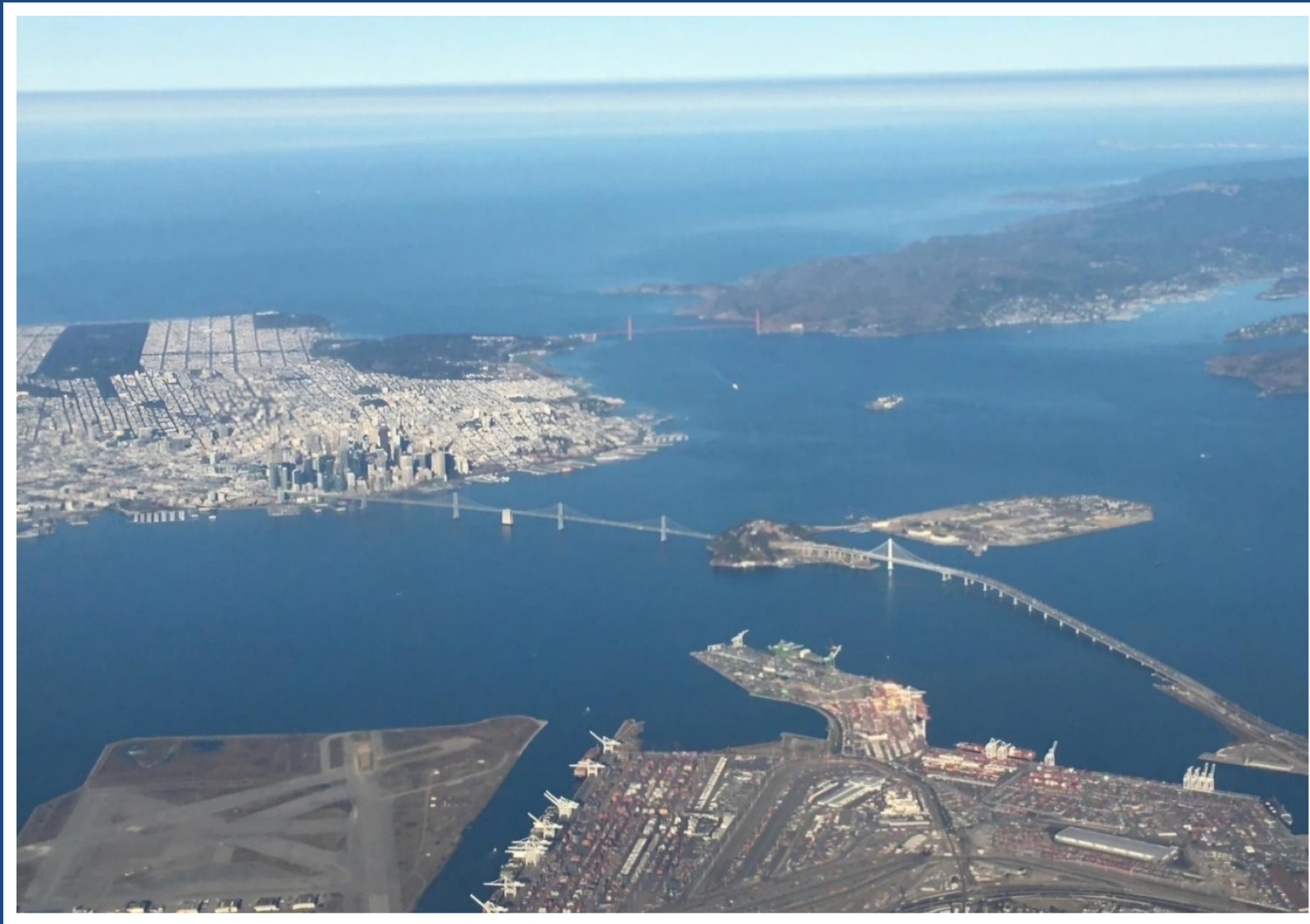
UCSF GRADUATE

CHANGES IN PRIVATE

PRACTICE

ORTHOPAEDICS

LAST 50 YEARS



CONFLICTS

- PART OWNER RENO ORTHOPAEDIC CENTER (ROC) AND ANCILLARY SERVICES
- NOTHING OF VALUE FROM THIS PRESENTATION

BRAY BIO 48 YEARS

- **1970S- UCSF**
- **1980s-FELLOW UCDAVIS-STAFF**
 - **1989-CURRENT ROC**
 - **PRESIDENT OTA 2011**

1. AI

2. ANCILLARY INCOME

3. WOUND VAC

4. ORTHOBIOLOGICS

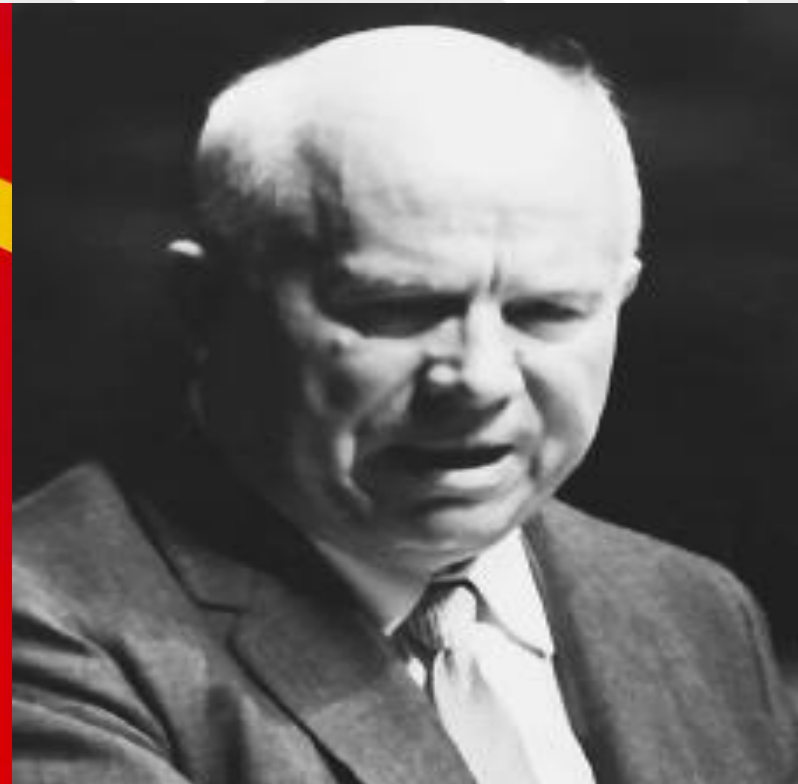
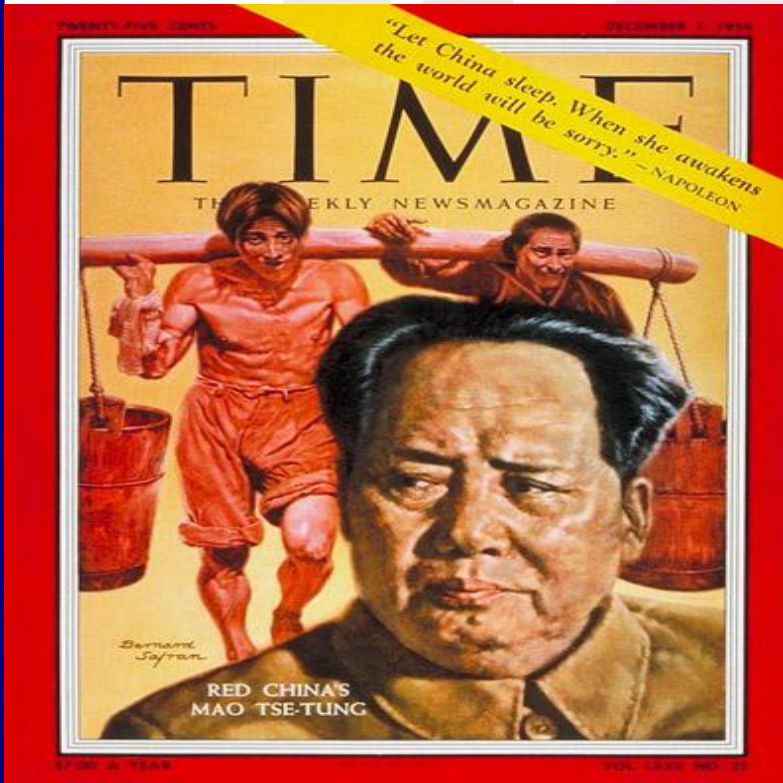
5. MIS

NEVADA



1958: HUMBLE BEGININGS

- THE POLITICAL LANDSCAPE:



10:22

Chinese Tanker
Sanctioned By U.S
Crosses Strait Of
Hormuz Despite U.S
Naval Blockade

By MI News Network | April 14, 2026 |
Shipping News



ROC SUSTAINABILITY

PATIENTS ALWAYS FIRST

PARTNER RESPECT

STEWARDSHIP

COMMUNITY

TECHNOLOGY

THE THREE A'S THAT DEFINE EXCELLENCE IN SURGEONS

APRIL 4, 2025

Stephen M. Cohen, MD, MBA shares the three A's every surgeon should embody—availability, affability, and ability—timeless pillars that not only define excellence in surgical practice but also shape the character and credibility of a physician in life.



THE BULLY PULPIT



BRAY EDITORIAL

JOT JOURNAL OF ORTHOPAEDIC TRAUMA

Articles & Issues ▾ Videos ▾ Grand Rounds For Authors ▾ Journal Info ▾



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Cite



Share

EDITORIAL

Medical School or “Provider School”

Bray, Timothy J. MD, Past President OTA; Walker, Justin MD, MS

Author Information

Journal of Orthopaedic Trauma 35(2):p e64-e65, February 2021. | DOI: 10.1097/BO

‘DEPROFESSIONALIZATION’ OF OUR INDUSTRY

- **NO PROVIDER SCHOOLS**
- **INSURANCE/INDUSTRY HAS LUMPED ALL HEALTHCARE SERVICES/PROFESSIONALS INTO A ‘COLLECTIVE POT’ FOR BETTER NEGOTIATING POSITIONS**
- **EMPLOYED POSITIONS –CONTRACT LANGUAGE**
 - **“HEALTH CARE PROFESSIONAL, PRACTITIONER, PHYSICIAN, NURSE, PHYSICIAN ASSISTANT, SCRIBE”**

**THE BUSINESS OF
ORTHOPAEDIC TRAUMA
WHY IS IT IMPORTANT 2025?**



**SORRY, “RVU PRODUCTION DOWN;
OVERHEAD UP, SEE MORE PATIENTS,
BONUS OUT THIS YEAR, ...”**



THE BUSINESS OF ORTHOPAEDIC TRAUMA

'AVERAGE' BUSINESS ACUMEN

MORE CONNECTED TO THE ORGANIZATION

MORE EMPOWERED TO CONTRIBUTE

MORE COMMITTED TO STAY

GUIDE THE MISSION, VISION, VALUES

INCREASED SATISFACTION BOTH WORK AND PLAY

1. AI

2. ANCILLARY INCOME

3. WOUND VAC

4. ORTHOBIOLOGICS

5. MIS

Install

#1 AI Chatbot

+ 50,000,000
users



AI Writing Assistant

AI Image Generator

AI Web Search

AI Math Solver

Developed on GPT-5.4
& Gemini 3 Pro

THE BUSINESS OF ORTHOPAEDIC TRAUMA

ROLL OF “AI” IN ORTHOPAEDICS

DIAGNOSTIC PRECISION- PRE OP PLANNING

**OPERATIONAL EFFICIENCY- ROBOTIC
SURGERY**

AUTOMATED IMAGING-RADIOLOGIST FRIEND

3D TREATMENT SIMULATORS

REMOTE PATIENT MONITORING

2026 WHERE ARE WE?

- **INFANCY...**
- **AUTOMATED DOCUMENTATION, DECREASE MA WORKLOAD**
- **ASSIST IN XRAY ANALYSIS**
- **IMPLANTED OUTCOME MONITORS**

1. AI

2. ANCILLARY INCOME

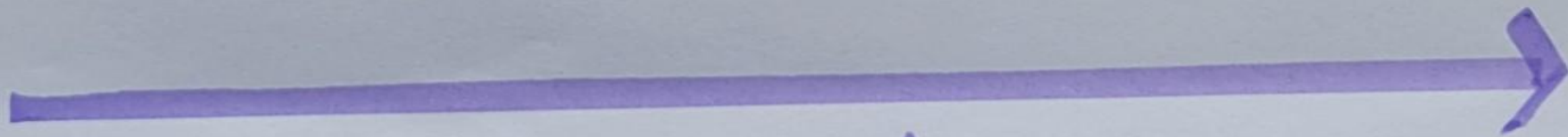
3. WOUND VAC

4. ORTHOBIOLOGICS

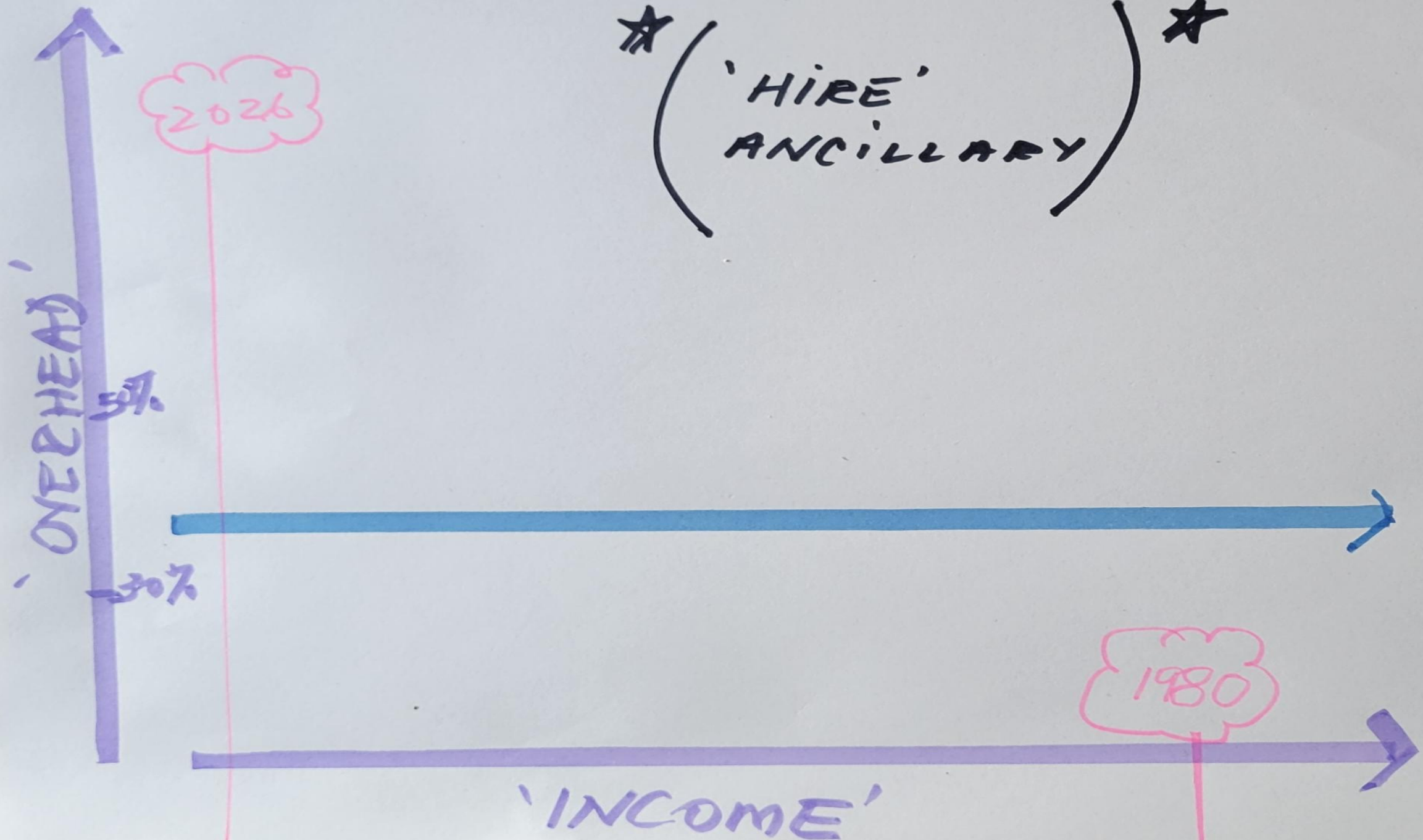
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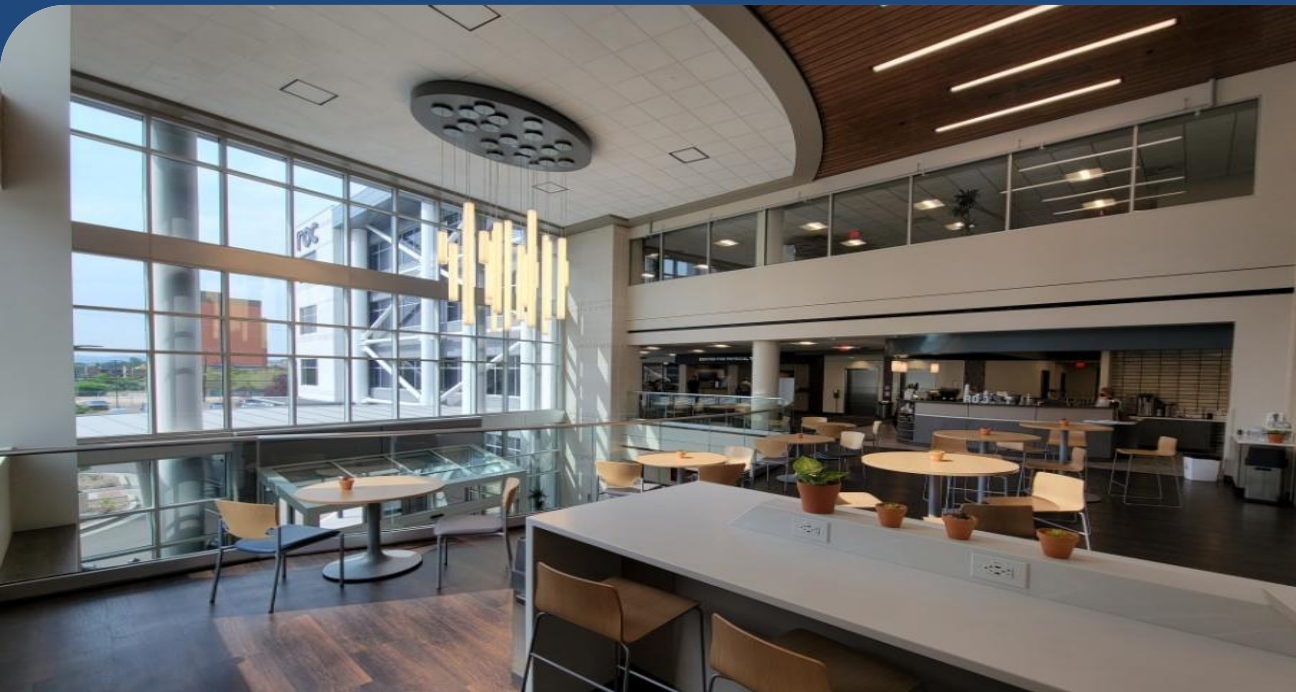
'OVERHEAD'

'INCOME'



* ('HIRE' ANCILLARY) *





roc
Reno Orthopedic Center
Occupational Therapy
Physical Therapy
ROC Shop • ROC Express
Surgery Center
Pre-op Clinic • Cafe



THE BUSINESS OF ORTHOPAEDIC TRAUMA

ROLL OF ANCILLARY INCOME IN

ORTHOPAEDICS

- **“GROW OR DIE”**
- **VOLUMEN**
- **URGENT CARE CENTERS**
- **AMBULATORY SURGERY CENTERS (ASC)**

1978-2026(48years)

1. AI

2. ANCILLARY INCOME

3. WOUND VAC

4. ORTHOBIOLOGICS

5. MIS

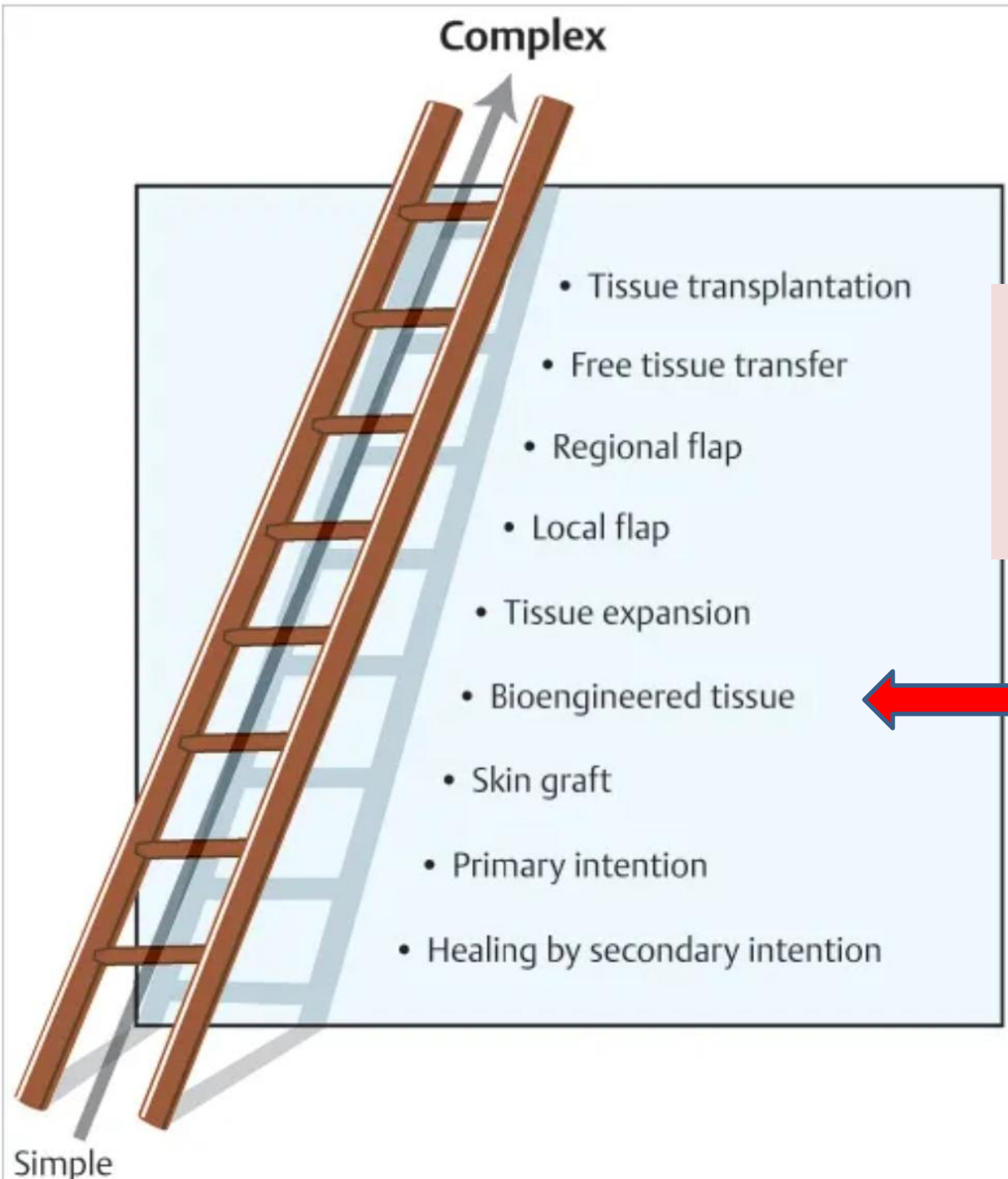
ORTHOBIOLOGICS
REGENERATIVE MEDICINE

EXPERIENCES IN ORTHOPAEDIC TRAUMA



Wound VAC (Negative Pressure Wound Therapy)

accelerates healing by applying consistent suction to remove excess fluid, reduce swelling, and stimulate new tissue growth. It enhances blood flow, reduces bacteria, and can shrink wound size, often allowing for fewer, easier dressing changes.



RECONSTRUCTIVE LADDER

***AMPUTATION vs
LIMB SALVAGE***



**64 Y/O
DIABETIC MALE,
NATIVE
AMERICAN, PIPE
SMOKER,
PALPABLE
PULSES OTHER
FOOT**

Sept.18 21'



**PATIENT
DISCUSSION
OPTIONS?
RETURNED TO
OR FOR SECOND
DEBRIEDMENT**



ADAPTIC





Oct 27 21'



NOV 17 21'



DEC 1 21'



DEC 18 21'





MAR 1 22'



MAR 1 22'



FINALLY....

- **Minimally invasive surgery**

1978-2026(48years)

1. AI

2. ANCILLARY INCOME

3. WOUND VAC

4. ORTHOBIOLOGICS

5. MIS

ALL ORTHO SUBSPECIALITIES

- LESS HOSPITAL TIME, PAIN, AND SCARRING, LESS INFECTION
- COSMETICALLY APPEALING, QUICKER RECOVERY
- INDUSTRY SUPPORT, GYN AND GENERAL SURGERY
 - NEW IMPLANTS TO FIT THE NEED
 - ROBOTIC, KEYHOLE, ENDOSCOPIC, LAPAROSCOPIC
- ALL OF THIS DESIGNED AND DEVELOPED DURING MY CAREER

CONCLUSION

1. AI

2. ANCILLARY INCOME

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4. ORTHOBIOLOGICS

5. MIS



THE THREE A'S THAT DEFINE EXCELLENCE IN SURGEONS

APRIL 4, 2025

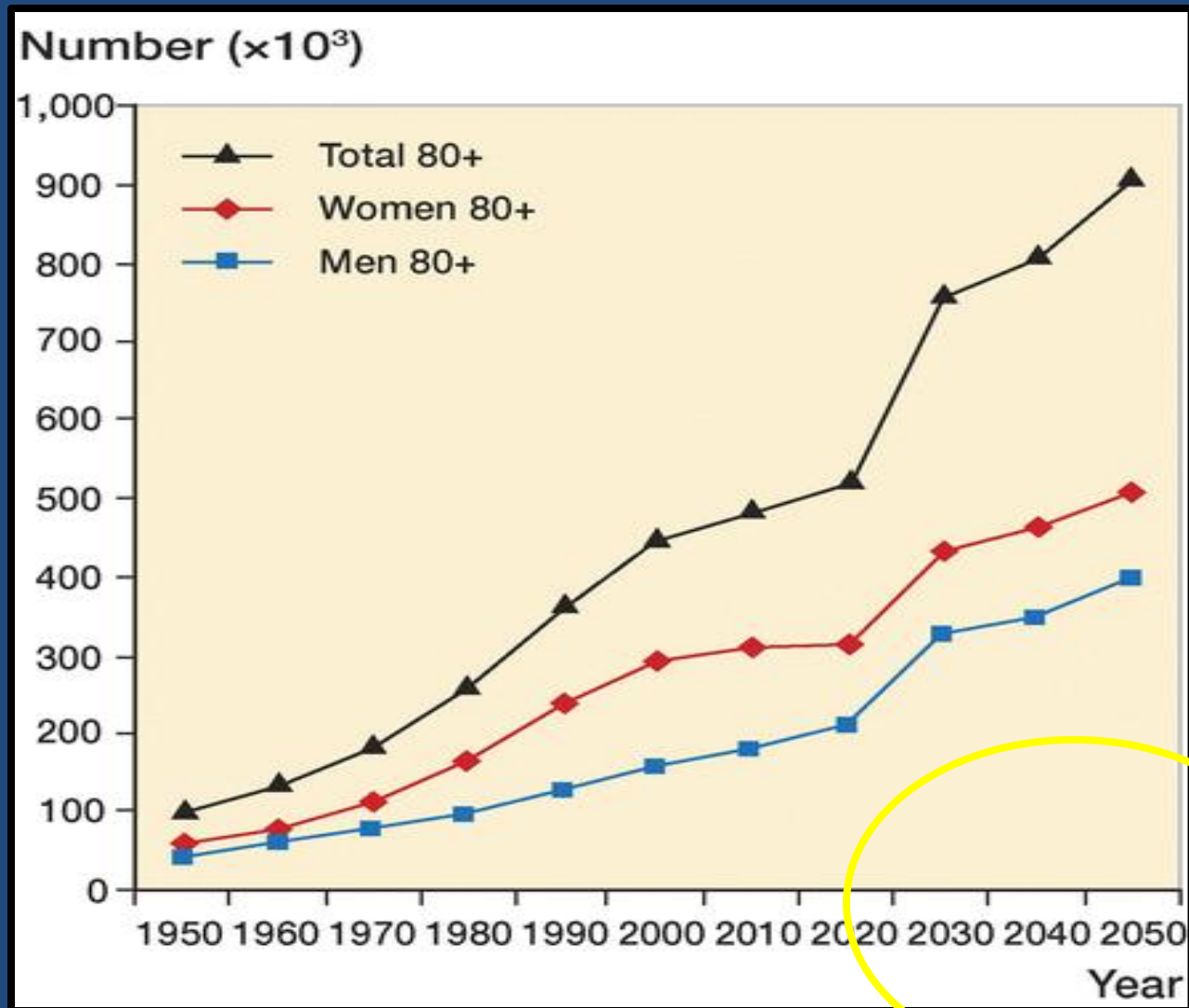
Stephen M. Cohen, MD, MBA shares the three A's every surgeon should embody—availability, affability, and ability—timeless pillars that not only define excellence in surgical practice but also shape the character and credibility of a physician in life.

‘BUSINESS STAPLES’ 2025

8 WAYS TO SAVE YOUR HOSPITAL OR PRACTICE MONEY

HOW TO MAKE AN IMPACT RIGHT NOW

HIP FRACTURE PROTOCOLS



1. Geriatric fracture programs

- **Save time and money while improving patient care**
 - Decrease ER time
 - Decrease Length of Stay
 - Decrease Morbidity and Mortality
 - Improve Osteoporosis Treatment (Own the Bone)
- **Kates et al, JOT 2011** reported a 33% decrease in costs and total annual savings in excess of \$730,000

2. Trauma Operating Room

- **Multiple studies showing**
 - Improved efficiency-turnovers
 - Improved outcomes-traumatologists
 - Lower complication rate-traumatologists
 - Less night time surgery-protocol driven

3. Operative Efficiency

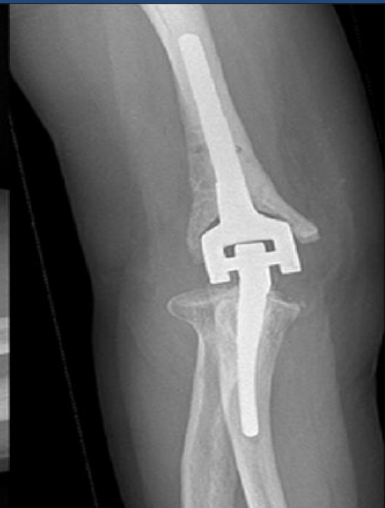
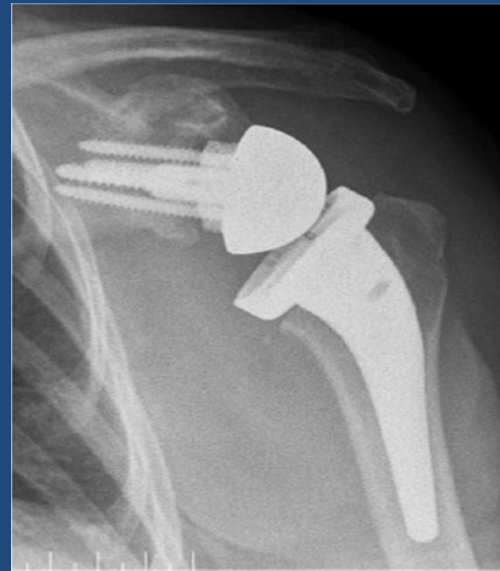
- **Althausen et al, JOT, 2013 studied operative times and costs comparing traumatologists to general orthopaedic surgeons**
- **2076 fracture cases**
- **The traumatologist group demonstrated significantly decreased procedure times when compare to the GOS group(55.6 min vs 75.8min, $p < 0.0001$).**
- **This led to significantly decreased surgical labor costs(\$381.4 vs \$484.8, $p < 0.0001$), and surgical supply and implant costs(\$2567 vs \$3003, $p < 0.0001$).**

4. Trauma Physician Assistants

- Decreased ER time
- Decreased time to OR
 - Decreased LOS
- Improved patient satisfaction
- **On the surface they don't cover salary but due to the above benefits they are financially beneficial**

5. Implant Pricing Control

DUAL VENDOR, SOLE SOURCES, PRICING MATRIX, 'RED-YELLOW-GREEN', GENERICS, GROUP STANDARDIZATION



7. Bone Graft and Orthobiologic Utilization Protocol

- **Vallier et al (OTA 2012)** instituted a program
“Limit BMP use to evidence based indications”
 - **Reduced costs from \$470k to 78k**

CAUTION

NOT TO EXCLUDE NEW TECHNOLOGY

8. Participation in Hospital Committees

- **Multiple opportunities exist- especially senior physician**
 - **Can be time consuming**
 - **Provides visibility for your group and service**
 - **Exert influence within the hospital system**
- **Serve as a conduit for consultations for your partners**

CHANGING TRENDS

19TH ANNUAL 2025

ORTHOPAEDIC TRAUMA COURSE

2025 CHANGING TRENDS

- *ASC GROWTH*



REIMBURSEMENT

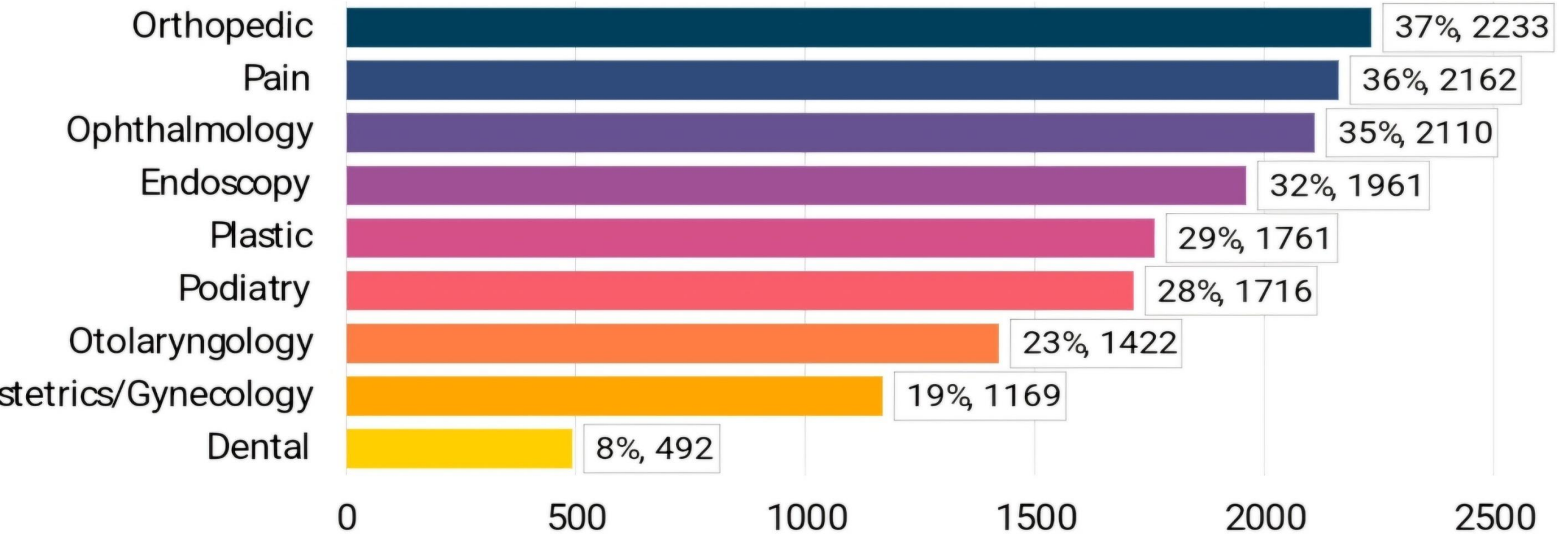
EDUCATED PATIENTS =  EXPECTATIONS

'ONE STOP SHOPS'

DIGITAL HEALTH, AI

Medicare-Certified ASCs by Specialty Type

Percentages don't add up to 100 because centers may have more than one specialty.



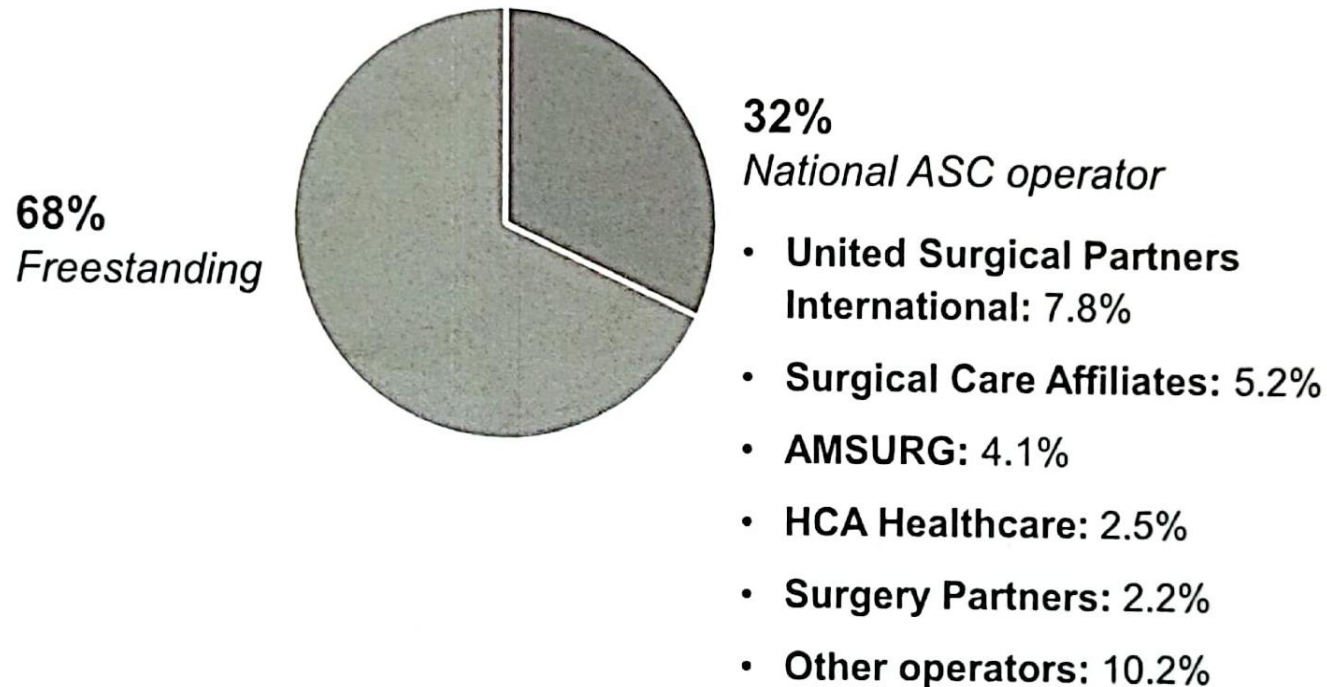
Based on data provided by the Centers for Medicare & Medicaid Services (CMS), December 2022

Corporate entities grow ortho

Proportion of Medicare-certified ASCs by ownership¹

VMG Health (2023)

n=6,087





FRACTURE MANAGEMENT IN ASC

- 1/3 OF ALL ED VISITS ARE ORTHO RELATED
- 60-70 % OUTPATIENT FRACTURES *COULD BE* TX IN ASC
 - ? HOW TO SAFELY TRIAGE; CHANGES TREATMENT PARADIGM ED
 - POLITICS OF HOSPITAL RELATIONSHIPS
- PATIENT SATISFACTION, OUTCOMES, COST, *SHOULD* IMPROVE.

2025 CHANGING TRENDS

- ASC GROWTH

-  REIMBURSEMENT, TRUMP, CMS

- EDUCATED PATIENTS=  EXPECTATIONS

- 'ONE STOP SHOPS'

- DIGITAL HEALTH, AI

MEDICAL RATES WILL BE LOWER



According to state data, roughly 1.6 million illegal immigrants are currently enrolled in Medi-Cal, part of the program's total 15 million enrollees. The state had initially projected the expansion would cost just under \$6 billion for fiscal year 2024–2025. But just one year in, the costs have surged far past that estimate.

Newsom's latest budget proposal now puts the cost of covering illegal immigrants at \$8.4 billion for 2024–2025, and \$7.4 billion the following year.

MEDICARE/ADVANTAGE PLANS 2025

- PRIMARY HEALTH INSURANCE 65 OLDER
- 68 MILLION RECIPIENTS
- \$1.03 TRILLION, 14% TOTAL FEDERAL SPENDING
- HHS **KENNEDY** TERMINATED 10,000 WORKERS, savings of 1.8B =LOWER PERSONAL AND BUSINESS TAXES?
- **Dr. OZ** HEAD CMS-HEALTHCARE BUZZ WORDS
 - “transparency, streamline access, prevent fraud waste and abuse, no cut in benefits”



WHAT WE DO KNOW

2025

2.8% Medicare Physician Fee Schedule
payment **cut** for 2025

fifth consecutive year that Medicare
physician payments have been cut

When medical practice inflation is factored in,
this is in effect a **6.3%** payment cut to
physicians.

HR 879, the Medicare Patient Access and Practice Stabilization Act of 2025.

This legislation would reverse the 2.83% Medicare payment cut physicians suffered at the start of this year—and provide an additional 2% positive payment increase that would take effect April 1



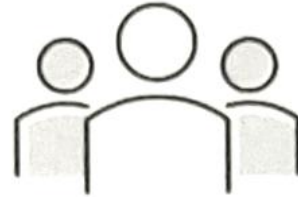
BOC members serve as an advisory body to the AAOS Board of Directors and a resource to AAOS committees. The BOC also manages AAOS' relations with state and regional orthopaedic societies on the national level.

2025 ROADMAP

ASC GROWTH

-  REIMBURSEMENT, TRUMP, CMS
- EDUCATED PATIENTS=  EXPECTATIONS
 - 'ONE STOP SHOPS'
 - DIGITAL HEALTH, AI

After insurance coverage, consumers prioritize quality



Most important attributes of a provider, according to consumers

1. Insurance is accepted at the facility
2. Surgeon specializes in surgery of interest
3. Surgeon has good bedside manner
4. Surgeon has top quality scores, including short recovery time, a low complications rate, and a low readmissions rate
5. Facility is known for being one of the best in the area

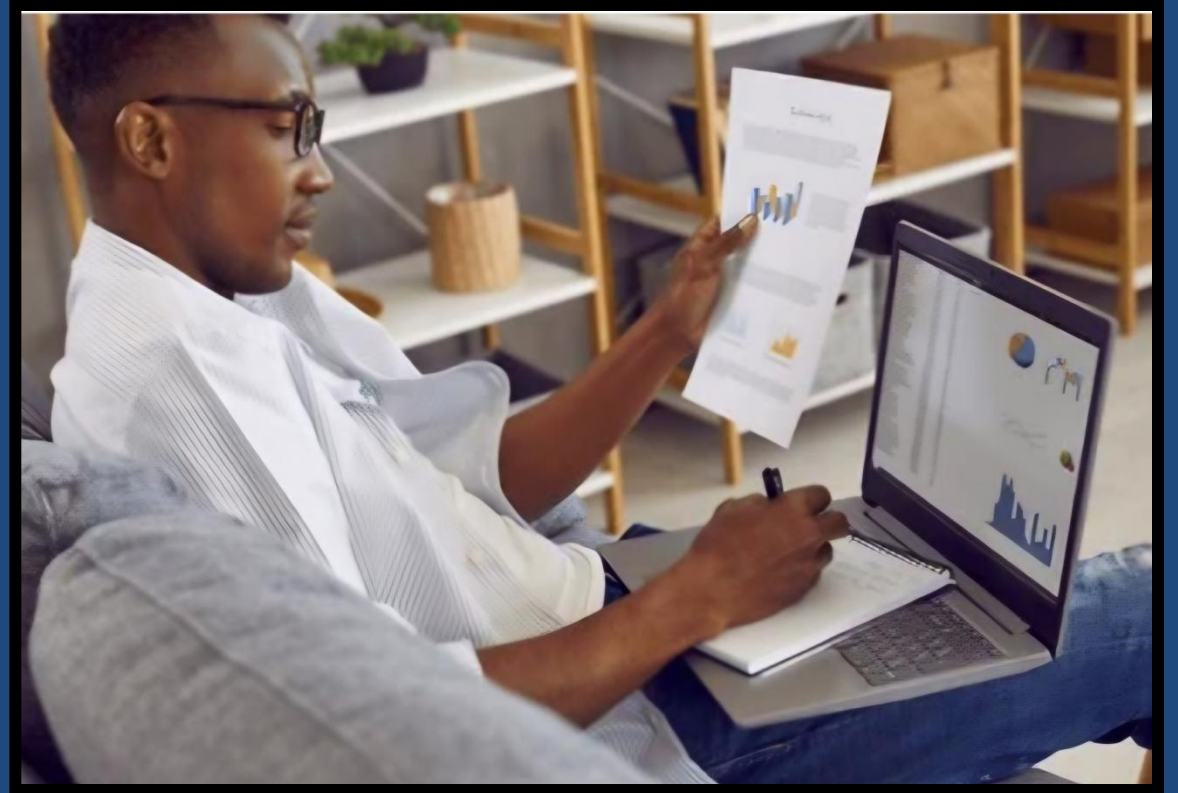
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TRADITIONAL PATIENT INFORMATION

- *HEALTHCARE PROFESSIONAL*
- MED LINE PLUS
- CDC,CMS,NIA,
- JAMA NETWORK
- PROFESSIONAL ORGANIZATIONS
- SOCIETIES OF.....



TODAY'S SOURCES

- ***YOUR PRACTICE MUST BE PRESENT ON LINE WITH UP TO DATE INFORMATION***
- ***DRIVES BUSINESS TO YOU!!!***

- **GOOGLE, FACEBOOK,**
- **YELP, INSTAGRAM**
- **LINKDIN**
- **X.COM**
- **PICTURES AND VIDEOS**

ACCESS TO CARE

roc

express

Walk-In Orthopedic Clinic

Reno Location OPEN

Monday - Friday 7AM-7PM

AND Saturdays 9AM-4PM

Carson Location OPEN

Monday - Friday 8AM-5PM



roc powered by



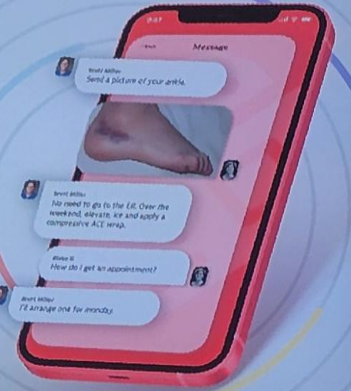
Injuries happen in an instant.

Knowing how to treat them should happen just as fast.

New web version now available.

That's why ROC has partnered with the HURT! App to offer FREE virtual access to orthopedic specialists. Connecting you with the right orthopedic care, just when you need it.

Scan this QR code to download the HURT! App NOW.



One-stop shops lead with a convenience

Common characteristics of one-stop shop orthopedic and spine facilities

Multiple specialists under the same roof to provide the full spectrum of orthopedics medical care in one location

EXAMPLE

University of Florida Orthopedics and Sports Medicine Institute

In-house physical therapy to facilitate collaboration between providers and reduce patient travel time

EXAMPLE

University of Virginia Health Orthopedic Center



Whole-person care with services such as nutritional counseling and health coaching

EXAMPLE

University of Rochester Medical Center Physical Performance Center

Educational and athletic services to prevent future injuries, guide return-to-sport and

EXAMPLE

Memorial Hermann Pearlman Center

All products shown below are sold at The Shop at ROC,
located on the first floor of our Reno building.
Open Monday–Thursday from 8:30 AM to 5:00 PM & Fridays from 8:30 AM
to 4:00 PM. Closed for lunch from 12 :00 PM to 1:00 PM, Monday–Friday.

hand & upper extremity fracture & trauma



**Voltaren
Topical**
\$30.00ea



**CMC
Thumb
Restriction
Splint**
\$34.00ea



**Polar Care
Wave Unit
With Pad**
\$375.00ea



**Thumb
Immobilizer
Brace**
\$57.99ea



**Compression
Glove**
\$15.00ea



**Heelbo
Pad**
\$25.00ea



**Push
Tennis
Elbow
Brace**
\$40.50ea



**Wrist
Widget**
\$29.99ea



**Carpal Gel
Sleeve**
\$34.00ea



**Compression
Socks**
\$29.99ea -
\$34.99ea



**Buddy
Loops**
\$5.00ea



**Polar Care
Cube with
Pad**
\$225.00ea -
\$240.00ea



**Stabilizing
Ankle Brace**
\$46.00ea



**Crutch
Tips/Grips**
\$8.00ea



**Knee
Scooter
Rental**
\$35.00 / Week
or \$100.00 / Month
& \$100.00 Depos

Pricing as of 07/12/23. All pricing is subject to change due to pricing fluctuations.
Contact ROC Shop for exact pricing.

Did you know ROC has Pedorthist services?

A pedorthist is a specialist in using footwear, which includes shoes, shoe modifications, foot orthotics and other pedorthic devices, to solve problems in, or related to, the foot and lower limb.

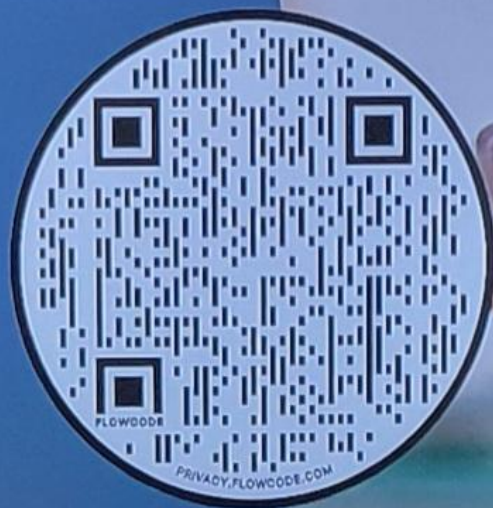
When a foot requires medical attention, footwear becomes a factor in treatment/recovery/rehabilitation. It's a team approach: While the doctor treats the foot, the pedorthist addresses footwear needs.



Combating the Effects of Aging

Understanding the aging process and taking proactive steps to counter its effects can contribute to maintaining vitality and independence.

Visit our website at www.renoortho.com to learn more or scan this QR code.







ROC now offers Bone Health services.

Learn more by scanning the QR code

<http://www.renoortho.com>



2025 ROADMAP

- ASC GROWTH
-  REIMBURSEMENT, TRUMP, CMS
- EDUCATED PATIENTS =  EXPECTATIONS
 - 'ONE STOP SHOPS'

AI

**“ANYTHING YOU CAN DO—THEY CAN DO
BETTER”**



“ANYTHING YOU CAN DO—THEY CAN DO BETTER”

- OFFICE REGISTRATION BURDEN
- INITIAL CONTACT DATA FOR EMR
- LESSEN LABOR BURDEN, OVERHEAD
- SAVINGS? ROI?



“ANYTHING YOU CAN DO—THEY CAN DO BETTER”

- **SURGERY- in progress;**
- **DX IMAGING**
- **CUSTOMIZATION OF IMPLANTS**
- **PERSONAL REHAB PROGRAMS**
- **REMOTE MONITORING**
- **RESEARCH-DATA ANALYSIS**



CONCLUSIONS

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ORTHOPAEDIC TRAUMA COURSE

2025 CHANGING TRENDS

ASC GROWTH



REIMBURSEMENT

EDUCATED PATIENTS =  EXPECTATIONS

'ONE STOP SHOPS'

DIGITAL HEALTH



1436648802



**64 Y/O DIABETIC
MALE, NATIVE
AMERICAN, PIPE
SMOKER, PALPABLE
PULSES OTHER FOOT**

**S/P I&D BY
ASSOCIATE 48
HOURS AGO,
PASSED OFF FOR
YOUR CARE**

Sept.18 21'

ELECTED FOR APPLICATION OF
BIOLOGIC

REVITA CLEAR



BRAY BIO 48 YEARS

- 1970S- UCSF
- 1980s-FELLOW UCDAVIS-STAFF
 - 1989-CURRENT ROC
 - PRESIDENT OTA 2011