



2021-11-08 Regular Meeting of the Truckee Surgery Center Board of Managers

Monday, November 8, 2021 at 12:00 p.m.

Gateway Conference Room - Tahoe Forest Hospital District

10976 Donner Pass Road, Truckee, CA 96161



2021-11-08 Regular Meeting of the Truckee Surgery Center Board of Managers

AGENDA

2021-11-08 Regular Meeting of Truckee Surgery Center
Board_Agenda.pdf

ITEMS 1-4: See Agenda

5. APPROVAL OF MINUTES

2021-09-08 Special Meeting of Truckee Surgery Center Board_DRAFT
Minutes.pdf

6. ITEMS FOR BOARD ACTION

6.1. Policy/Procedure Review

6.1.1. Education-License Reimbursement- HR-2103.pdf

6.1.2. Pneumatic Tourniquet- PS-1913.pdf

7. ITEMS FOR BOARD DISCUSSION

7.1. Financial Reports

7.1.1. TSC Balance Sheet Q1 FY22.pdf

7.1.2. TSC Profit & Loss Q1 FY22.pdf

7.1.3. TSC Quarterly 3Q2021.pdf

7.1.4. Quarterly Payer Aging 10.2021.pdf

7.2. Facility/Equipment Update

No related materials.

7.3. Staffing Update

No related materials.

ITEMS 8-10: See Agenda



TRUCKEE SURGERY CENTER REGULAR MEETING OF THE BOARD OF MANAGERS

AGENDA

Monday, November 8, 2021 at 12:00 p.m.
Gateway Conference Room – Tahoe Forest Hospital District
10976 Donner Pass Road, Truckee, CA 96161

1. CALL TO ORDER

2. ROLL CALL

3. CLEAR THE AGENDA/ITEMS NOT ON THE POSTED AGENDA

4. INPUT – AUDIENCE

This is an opportunity for members of the public to address the Board on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Board Clerk 24 hours prior to the meeting to allow for distribution. Under Government Code Section 54954.2 – Brown Act, the Board cannot take action on any item not on the agenda. The Board may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.

5. APPROVAL OF MINUTES OF: 09/08/2021 ♦ ATTACHMENT

6. ITEMS FOR BOARD ACTION ♦

6.1. Policy/Procedure Review ♦

Truckee Surgery Center Board of Managers will review the following policies and procedures:

6.1.1. Education/License Reimbursement ATTACHMENT

6.1.2. Pneumatic Tourniquet..... ATTACHMENT

7. ITEMS FOR BOARD DISCUSSION

7.1. Financial Reports

Truckee Surgery Center Board of Managers will review the following financial reports:

7.1.1. TSC Balance Sheet Q1 FY22 ATTACHMENT

7.1.2. TSC Profit & Loss Q1 FY22 ATTACHMENT

7.1.3. Medbridge Quarterly Report..... ATTACHMENT

7.1.4. Medbridge Quarterly Payer Aging Report..... ATTACHMENT

7.2. Facility/Equipment Update

Truckee Surgery Center Board of Managers will receive an update on facility and equipment needs.

7.3. Staffing Update

Truckee Surgery Center Board of Managers will receive an update on staffing.

8. CLOSED SESSION

8.1. Approval of Closed Session Minutes ♦

Regular Meeting of the Truckee Surgery Center Board of Managers
November 8, 2021 AGENDA – Continued

09/08/2021

8.2. Hearing (Health & Safety Code § 32155)

Subject Matter: Third Quarter 2021 Infection Control Data Summary

Number of items: Four (4)

8.3. Hearing (Health & Safety Code § 32155)

Subject Matter: Third Quarter 2021 Quality Assurance Performance Improvement Data

Number of items: Five (5)

8.4. Hearing (Health & Safety Code § 32155) ♦

Subject Matter: Medical Staff Credentials Report

7. REPORT OF ACTIONS TAKEN IN CLOSED SESSION

9. ITEMS FOR NEXT MEETING

10. ADJOURN

*Denotes material (or a portion thereof) may be distributed later.

Note: It is the policy of Tahoe Forest Hospital District to not discriminate in admissions, provisions of services, hiring, training and employment practices on the basis of color, national origin, sex, religion, age or disability including AIDS and related conditions.

Equal Opportunity Employer. The meeting location is accessible to people with disabilities. Every reasonable effort will be made to accommodate participation of the disabled in all of the District's public meetings. If particular accommodations for the disabled are needed (i.e., disability-related aids or other services), please contact the Executive Assistant at 582-3481 at least 24 hours in advance of the meeting.



TRUCKEE SURGERY CENTER SPECIAL MEETING OF THE BOARD OF MANAGERS

DRAFT MINUTES

Wednesday, September 8, 2021 at 12:00 p.m.

Pursuant to Executive Order N-08-21 issued by Governor Newsom, a Special Meeting of the Truckee Surgery Center Board of Managers for September 8, 2021 will be conducted telephonically through Zoom. Please be advised that pursuant to the Executive Order, and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Eskridge Conference Room will not be open for the meeting. Board Members will be participating telephonically and will not be physically present in the Eskridge Conference Room.

1. CALL TO ORDER

Meeting was called to order at 12:01 p.m.

2. ROLL CALL

Board of Managers: Harry Weis, Judy Newland, Crystal Betts, Dr. Jeffrey Dodd

Staff in attendance: Karen Baffone, Chief Nursing Officer; Karla Weeks, Administrative Director of Courtney Leslie, TSC Administrator; Heidi Fedorchak, TSC Nursing Supervisor; Martina Rochefort, Clerk of the Board

3. CLEAR THE AGENDA/ITEMS NOT ON THE POSTED AGENDA

No changes were made to the agenda.

4. INPUT – AUDIENCE

No public comment was received.

5. APPROVAL OF MINUTES OF: 07/21/2021

ACTION: Motion made by Dr. Jeffrey Dodd, seconded by Crystal Betts, to approve the Truckee Surgery Center Open Session Minutes of July 21, 2021 as presented. Roll call vote taken.

Dodd – AYE

Betts – AYE

Weis – AYE

Open Session recessed at 12:03 p.m.

6. CLOSED SESSION

6.1. Approval of Closed Session Minutes

07/21/2021

Discussion was held on a privileged item.

6.2. Hearing (Health & Safety Code § 32155)

Subject Matter: Medical Staff Credentials Report

Discussion was held on a privileged item.

6.3. Conference with Legal Counsel; Existing Litigation (Gov. Code § 54956.9(d)(1))

The Board of Directors finds, based on advice from legal counsel, that discussion in open session will prejudice the position of the local agency in the litigation.

Name of Claimant: Marilyn Willis

Claim No.: 0274368-WCMPRO

Discussion was held on a privileged item.

Open Session reconvened at 12:18 p.m.

7. REPORT OF ACTIONS TAKEN IN CLOSED SESSION

Item 6.1. Approval of Closed Session Minutes was approved on a 3-0 vote. Judy Newland was not present. There was no reportable action taken on items 6.2. and 6.3.

8. ITEMS FOR NEXT MEETING

No discussion was held.

9. ADJOURN

Meeting adjourned at 12:19 p.m.



Origination: 09/2021
Last Approved: 09/2021
Last Revised: 09/2021
Next Review: 09/2022
Owner: Courtney Leslie: Administrator
Department: Human Resources
Applicabilities: Truckee Surgery Center

Education/License Reimbursement, HR-2103

POLICY:

Truckee Surgery Center (TSC) encourages employee attendance at seminars, conferences, workshops and other educational meetings where such attendance contributes to employee growth and TSC objectives. Employees are also encouraged to join and participate in professional organizations related to their position in with TSC.

PROCEDURE:

A. Regular full time, part time, and per diem employees (working the required minimum of 2 shifts per month) who have completed six months of continuous service will be eligible to receive reimbursement for seminars, conferences, workshops, license/certification renewal, and other educational programs to further career development. Education must be related to the employee's current job title.

B. **Educational Expense/License Reimbursement allowances per year:**

Management and Supervisory	\$450 per year
Regular Full-Time & Part-Time Employees	\$250 and 16 hours per year
Per Diem Employees working the required minimum	\$100 and 8 hours per year

C. The employee that is required to maintain licensure or certification may submit for reimbursement. CEUs required for licensure or certification may be covered. This also applies to exam fees.

D. To receive reimbursement, itemized receipts and proof of attendance must be submitted to the Nurse Manager or Administrator for approval. All expenses must be documented on the Education Reimbursement Request form. Reimbursement will either be made via payroll or check.

E. The year is January 1 to December 31.

F. **SUBMISSION FOR PAYMENT IN ADVANCE:** Only conference/class registration fees may be paid in advance by TSC.

1. Submit a completed Education/License Reimbursement Request form 30 days in advance of the conference/class.
2. Submit a completed registration form to accompany the check/credit card payment to the educational organization.
3. Submit supporting documentation issued by the educational organization that identifies the name and content of the conference/course, the date(s) and time(s) of the educational meetings, the cost,

who the check should be made out to and where to send it or who to call to process a credit card payment.

G. SUBMISSION FOR REIMBURSEMENT AFTER COMPLETION OF CONFERENCE/CLASS:

1. Submit a completed Education/License Reimbursement Request form no more than 30 days after the conference/class has taken place.
 - a. If Education hours are requested and approved by the Nurse Manager or Administrator the employee should indicate Education hours on their time card on the date they attended the conference/course. Education hours will not be paid in advance.
2. Submit supporting documentation issued by the educational organization clearly indicating the name and content of the conference/course, date(s) and time(s) of the educational meetings, and the cost.
3. Submit proof of attendance/completion of the course (i.e. certificate, transcript, etc.)
4. Itemized receipts must be submitted for each expense.
 - a. If requested, lodging, travel and meals will be reimbursed in accordance with IRS guidelines.
5. If all supporting documentation is not provided, reimbursement may be denied.

SUBMISSION FOR LICENSE/CERTIFICATION RENEWAL REIMBURSEMENT

1. Submit a completed Education/License Reimbursement Request form no more than 30 days after payment has been made.

H. EDUCATION HOURS FOR EXEMPT EMPLOYEES

1. Salaried employees cannot be paid over 80 hours per pay period. Time worked must be flexed to accommodate attendance at educational conferences and classes.

Attachments

[Education Expense Reimbursement Form.docx](#)

Approval Signatures

Step Description	Approver	Date
	Heidi Fedorchak: Nurse Supervisor	09/2021
	Courtney Leslie: Administrator	09/2021



Origination: 08/2021
Last Approved: 08/2021
Last Revised: 08/2021
Next Review: 08/2022
Owner: Heidi Fedorchak: Nurse Supervisor
Department: Perioperative Services
Applicabilities: Truckee Surgery Center

Pneumatic Tourniquet, PS-1913

PURPOSE:

To describe the safe and proper use of the pneumatic tourniquet in the Operating Room to prevent or minimize untoward effects.

POLICY:

- A. Pneumatic tourniquets will be used in a manner that reduces the risk of patient injury.
- B. Preoperatively, patients will be screened for potential contraindications of tourniquet use. Any identified contraindications will be reported to the operative physician.
- C. A complication prevention plan will be utilized during surgery to reduce risk related pneumatic tourniquets.

PROCEDURE:

- A. A pneumatic tourniquet screening for potential contraindications will be conducted prior to surgery.
 - 1. Potential contraindications include, but are not limited to:
 - a. Venous thromboembolism
 - b. Impaired circulation or peripheral vascular compromise
 - c. Open fracture
 - d. Previous revascularization of the extremity
 - e. Extremities with dialysis access
 - f. Acidosis
 - g. Clotting disorder or hemoglobinopathy (e.g. sickle cell anemia)
 - h. Extremity infection
 - i. Tumor distal to the tourniquet
 - j. Severe hypertension
 - k. Medications (e. g. antihypertensive)
 - 2. Any identified potential contraindications will be reported to the operative physician. The decision to use a pneumatic tourniquet rests with the operating physician.

B. Complication prevention plan:

1. Pre-operatively, prior to placement of the pneumatic tourniquet:
 - a. The entire tourniquet system will be checked.
 - b. The diagnostic self-check and calibration should indicate that the system is operating within manufacturer's specified parameters.
 - c. The cuff, tubing and connectors should be checked for wear and integrity.
 - d. Patient's skin under and distal to the planned cuff site will be assessed. Additionally, circulation, including pulses, distal to the planned cuff site will be assessed.
2. Placement of the pneumatic tourniquet:
 - a. The application of tourniquet cuffs may be done by anesthesia providers, appropriately trained nursing staff, operating physician, or assistant.
 - b. The following guidelines will be utilized:
 - i. The tourniquet cuff length should be individualized, taking into consideration the size and shape of the patient's limb. Proper cuff size should allow for an overlap of 3 to 6 inches.
 - ii. Skin beneath the pneumatic tourniquet cuff shall be padded with soft, wrinkle-free padding.
 - iii. Pneumatic tourniquet cuff should be applied as proximal to the incision site as possible, being careful not to pinch the skin folds.
 - iv. Tourniquet cuffs should be positioned on the limb at the point of maximum circumference. Tourniquet should be placed on the extremity without compression on bony and/or superficial neurovascular structures. Examples of incorrect pneumatic tourniquet placement sites are, among others, over the peroneal nerve, or over the knee or ankle.
 - v. The tourniquet cuff should be applied in its final position. If its position needs to be adjusted, it should be removed and reapplied. Moving the cuff after placement can cause shearing injuries to the tissues beneath.
 - vi. The tourniquet cuff should be protected to keep fluids from collecting under the cuff and causing skin breakdown due to moisture or chemical burns from surgical skin preps.
3. The pneumatic tourniquet should be inflated per manufacturer's recommendations.
4. The pneumatic tourniquet will be monitored by the operating physician, with the assistance of the anesthesia provider and the circulating nurse. Criteria to be monitored may include but are not necessarily limited to:
 - a. Tourniquet inflation pressure should be maintained at the minimum possible level to obtain the desired result and continuously monitored.
 - i. In establishing the appropriate inflation pressure, the physician gives consideration to the patient's age, systolic blood pressure, the circumference of the extremity, the tourniquet cuff width, and other clinical factors. Although there is no documented or established "ideal" pressure to which the tourniquet cuff should be inflated, it is recommended that the tourniquet cuff pressure should not exceed 300-350 mm Hg for the thigh and 250-300 mm Hg for the arm and lower leg.
 - b. Tourniquet inflation time should be kept to a minimum and continuously monitored. The physician will be informed of the duration of tourniquet time by the anesthesia provider or the

circulating nurse.

- i. There is no documented or established maximum safe inflation time. The physician will take into account the patient's age, physical status, and the vascular supply to the extremity. In general, recommended inflation time limits are 1 hour for upper extremities, and 1½ to 2 hours for lower extremities. In addition, after a period of reperfusion, the tourniquet may be re-inflated for another full period. It is recommended to deflate the tourniquet every 2 hours for at least 10 minutes for tissue reperfusion to decrease risk of tissue damage.
- c. The tourniquet should be deflated per manufacturer's recommendations. Upon deflation, the cuff and padding should be removed from the extremity to prevent congestion and pooling of blood at the surgical site.
- d. Upon deflation and removal of the tourniquet cuff and padding, skin under the tourniquet and circulation of the affected extremity will be assessed and documented in the nurses OR record as applicable.
- e. When tourniquets are used in conjunction with Intravenous Regional Anesthesia (IVRA): although the anesthesia provider monitors the patient for complications, perioperative personnel should also be aware of potential patient injuries and complications. These may include:
 - i. Adverse reactions to local anesthetic agents;
 - ii. Inadvertent entering of bolus of local anesthetic into the general circulation, which can occur when there is an accidental or sudden deflation of the tourniquet, from deflation soon after injection of local anesthetic, or if the bolus is released too rapidly at the end of the procedure.
 - iii. When used for IVRA, to minimize the potential for adverse reactions, the tourniquet should be deflated gradually as determined by the physician.

C. Documentation:

1. The anesthesia record or procedure record will include:
 - a. Cuff pressure;
 - b. Duration time for tourniquet inflation.
2. The OR record or procedure record will include:
 - a. Tourniquet machine number
 - b. Cuff location
 - c. Skin protection/padding beneath the cuff
 - d. Skin integrity under the cuff before and after the use of the pneumatic tourniquet
 - e. Assessment and evaluation of the entire extremity
 - f. Identification of person who applied the cuff

D. Competency

1. Operating Room nurses and scrub technicians will receive initial and ongoing education regarding safe and proper use of pneumatic tourniquets.

E. Maintenance of equipment

1. Maintenance of equipment will be performed per the manufacture recommendations.

References:

2021 AORN Standards, Recommended Practices and Guidelines, 16th edition of Alexander's Care of the Patient in Surgery

Attachments

No Attachments

Approval Signatures

Step Description	Approver	Date
	Courtney Leslie: Administrator	08/2021
	Heidi Fedorchak: Nurse Supervisor	08/2021

COPY

Truckee Surgery Center LLC
Balance Sheet
As of July 31, 2021

	Jul 31, 21	Jul 31, 20	% Change
ASSETS			
Current Assets			
Checking/Savings			
Bank of the West	87,001.83	37,868.97	129.7%
Petty Cash	292.08	113.08	158.3%
Total Checking/Savings	87,293.91	37,982.05	129.8%
Accounts Receivable			
Accounts Receivable			
Allowance for Doubtful Accounts	-93,431.68	-81,041.28	-15.3%
Accounts Receivable - Other	407,819.37	313,670.76	30.0%
Total Accounts Receivable	314,387.69	232,629.48	35.2%
Total Accounts Receivable	314,387.69	232,629.48	35.2%
Other Current Assets			
Prepaid Expense			
Preventative Maint	137.51	524.33	-73.8%
Worker's Comp	4,696.08	4,541.17	3.4%
Prepaid Expense - Other	614.65	754.56	-18.5%
Total Prepaid Expense	5,448.24	5,820.06	-6.4%
Total Other Current Assets	5,448.24	5,820.06	-6.4%
Total Current Assets	407,129.84	276,431.59	47.3%
Fixed Assets			
Computer/Office Equipment	7,051.91	7,051.91	0.0%
Furniture & Fixtures	14,087.00	14,087.00	0.0%
Instruments	27,805.38	27,805.38	0.0%
Leasehold Improvements	991,765.18	991,765.18	0.0%
Machinery & Equipment	87,129.12	87,129.12	0.0%
Surgical & Medical Equipment	215,098.69	215,098.69	0.0%
Accumulated Depreciation	-588,086.94	-548,547.40	-7.2%
Goodwill	3,914,333.00	3,914,333.00	0.0%
Accumulated Amortization	-2,761,779.89	-2,500,824.41	-10.4%
Total Fixed Assets	1,907,403.45	2,207,898.47	-13.6%
Other Assets			
Rent Deposit	20,256.00	20,256.00	0.0%
Total Other Assets	20,256.00	20,256.00	0.0%
TOTAL ASSETS	2,334,789.29	2,504,586.06	-6.8%
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
Accounts Payable	567,960.27	261,325.89	117.3%
Total Accounts Payable	567,960.27	261,325.89	117.3%
Credit Cards			
BankCard	7,220.15	530.74	1,260.4%
Total Credit Cards	7,220.15	530.74	1,260.4%

Truckee Surgery Center LLC
Balance Sheet
As of July 31, 2021

	Jul 31, 21	Jul 31, 20	% Change
Other Current Liabilities			
US Bank Equipment Lease	4,796.73	6,070.62	-21.0%
Due to TFH	1,233,668.17	1,063,668.17	16.0%
Franchise Tax Payable	-4,100.00	-4,100.00	0.0%
Billing Fee Accrued	-66,756.48	-12,433.24	-436.9%
*Direct Deposit Liabilities	0.00	-12,895.93	100.0%
Compensated Absenses	26,624.65	21,040.89	26.5%
Payroll Liabilities	5,678.97	681.88	732.8%
Total Other Current Liabilities	1,199,912.04	1,062,032.39	13.0%
Total Current Liabilities	1,775,092.46	1,323,889.02	34.1%
Total Liabilities	1,775,092.46	1,323,889.02	34.1%
Equity			
Tahoe Forest Hospital			
Tahoe Forest Hospital Equity	2,986,307.79	2,986,307.79	0.0%
Total Tahoe Forest Hospital	2,986,307.79	2,986,307.79	0.0%
Truckee Surgery Center Inc			
Truckee Surgery Cntr Inc Equity	604,650.70	604,650.70	0.0%
Total Truckee Surgery Center Inc	604,650.70	604,650.70	0.0%
Retained Earnings	-3,014,936.04	-2,501,251.73	-20.5%
Net Income	-16,325.62	90,990.28	-117.9%
Total Equity	559,696.83	1,180,697.04	-52.6%
TOTAL LIABILITIES & EQUITY	2,334,789.29	2,504,586.06	-6.8%

Truckee Surgery Center LLC
Balance Sheet
As of August 31, 2021

	Aug 31, 21	Aug 31, 20	% Change
ASSETS			
Current Assets			
Checking/Savings			
Bank of the West	60,201.83	43,923.39	37.1%
Petty Cash	292.08	97.08	200.9%
Total Checking/Savings	60,493.91	44,020.47	37.4%
Accounts Receivable			
Accounts Receivable			
Allowance for Doubtful Accounts	-123,007.92	-83,824.06	-46.8%
Accounts Receivable - Other	423,937.23	274,148.79	54.6%
Total Accounts Receivable	300,929.31	190,324.73	58.1%
Total Accounts Receivable	300,929.31	190,324.73	58.1%
Other Current Assets			
Prepaid Expense			
Preventative Maint	2,950.01	7,284.19	-59.5%
Worker's Comp	4,269.16	4,247.50	0.5%
Prepaid Expense - Other	460.65	3,657.86	-87.4%
Total Prepaid Expense	7,679.82	15,189.55	-49.4%
Total Other Current Assets	7,679.82	15,189.55	-49.4%
Total Current Assets	369,103.04	249,534.75	47.9%
Fixed Assets			
Computer/Office Equipment	7,051.91	7,051.91	0.0%
Furniture & Fixtures	14,087.00	14,087.00	0.0%
Instruments	27,805.38	27,805.38	0.0%
Leasehold Improvements	991,765.18	991,765.18	0.0%
Machinery & Equipment	87,129.12	87,129.12	0.0%
Surgical & Medical Equipment	215,098.69	215,098.69	0.0%
Accumulated Depreciation	-590,676.95	-551,640.45	-7.1%
Goodwill	3,914,333.00	3,914,333.00	0.0%
Accumulated Amortization	-2,783,526.18	-2,522,570.70	-10.3%
Total Fixed Assets	1,883,067.15	2,183,059.13	-13.7%
Other Assets			
Rent Deposit	20,256.00	20,256.00	0.0%
Total Other Assets	20,256.00	20,256.00	0.0%
TOTAL ASSETS	2,272,426.19	2,452,849.88	-7.4%
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
Accounts Payable	598,544.49	255,697.72	134.1%
Total Accounts Payable	598,544.49	255,697.72	134.1%
Credit Cards			
BankCard	6,834.59	2.18	313,413.3%
Total Credit Cards	6,834.59	2.18	313,413.3%

Truckee Surgery Center LLC
Balance Sheet
As of August 31, 2021

	Aug 31, 21	Aug 31, 20	% Change
Other Current Liabilities			
US Bank Equipment Lease	4,685.11	6,070.62	-22.8%
Due to TFH	1,248,668.17	1,083,668.17	15.2%
Franchise Tax Payable	-4,100.00	-4,100.00	0.0%
Billing Fee Accrued	-71,238.94	-16,249.47	-338.4%
*Direct Deposit Liabilities	0.00	-12,895.93	100.0%
Compensated Absenses	28,625.57	20,357.84	40.6%
Payroll Liabilities	4,929.71	3,079.16	60.1%
Total Other Current Liabilities	1,211,569.62	1,079,930.39	12.2%
Total Current Liabilities	1,816,948.70	1,335,630.29	36.0%
Total Liabilities	1,816,948.70	1,335,630.29	36.0%
Equity			
Tahoe Forest Hospital			
Tahoe Forest Hospital Equity	2,986,307.79	2,986,307.79	0.0%
Total Tahoe Forest Hospital	2,986,307.79	2,986,307.79	0.0%
Truckee Surgery Center Inc			
Truckee Surgery Cntr Inc Equity	604,650.70	604,650.70	0.0%
Total Truckee Surgery Center Inc	604,650.70	604,650.70	0.0%
Retained Earnings	-3,014,936.04	-2,501,251.73	-20.5%
Net Income	-120,544.96	27,512.83	-538.1%
Total Equity	455,477.49	1,117,219.59	-59.2%
TOTAL LIABILITIES & EQUITY	2,272,426.19	2,452,849.88	-7.4%

Truckee Surgery Center LLC
Balance Sheet
As of September 30, 2021

	Sep 30, 21	Sep 30, 20	% Change
ASSETS			
Current Assets			
Checking/Savings			
Bank of the West	39,961.70	59,865.65	-33.3%
Petty Cash	292.08	97.08	200.9%
Total Checking/Savings	40,253.78	59,962.73	-32.9%
Accounts Receivable			
Accounts Receivable			
Allowance for Doubtful Accounts	-154,165.26	-82,634.49	-86.6%
Accounts Receivable - Other	532,101.20	274,887.21	93.6%
Total Accounts Receivable	377,935.94	192,252.72	96.6%
Total Accounts Receivable	377,935.94	192,252.72	96.6%
Other Current Assets			
Prepaid Expense			
Preventative Maint	2,704.18	5,480.43	-50.7%
Worker's Comp	3,842.24	3,822.75	0.5%
Prepaid Expense - Other	306.65	3,356.45	-90.9%
Total Prepaid Expense	6,853.07	12,659.63	-45.9%
Total Other Current Assets	6,853.07	12,659.63	-45.9%
Total Current Assets	425,042.79	264,875.08	60.5%
Fixed Assets			
Computer/Office Equipment	7,051.91	7,051.91	0.0%
Furniture & Fixtures	14,087.00	14,087.00	0.0%
Instruments	27,805.38	27,805.38	0.0%
Leasehold Improvements	1,003,817.04	991,765.18	1.2%
Machinery & Equipment	87,129.12	87,129.12	0.0%
Surgical & Medical Equipment	215,098.69	215,098.69	0.0%
Accumulated Depreciation	-593,266.96	-554,733.50	-7.0%
Goodwill	3,914,333.00	3,914,333.00	0.0%
Accumulated Amortization	-2,805,272.47	-2,544,316.99	-10.3%
Total Fixed Assets	1,870,782.71	2,158,219.79	-13.3%
Other Assets			
Rent Deposit	20,256.00	20,256.00	0.0%
Total Other Assets	20,256.00	20,256.00	0.0%
TOTAL ASSETS	2,316,081.50	2,443,350.87	-5.2%
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
Accounts Payable	610,840.87	273,731.29	123.2%
Total Accounts Payable	610,840.87	273,731.29	123.2%
Credit Cards			
BankCard	1,911.47	-1,957.70	197.6%
Total Credit Cards	1,911.47	-1,957.70	197.6%

Truckee Surgery Center LLC
Balance Sheet
As of September 30, 2021

	Sep 30, 21	Sep 30, 20	% Change
Other Current Liabilities			
US Bank Equipment Lease	4,572.72	6,070.62	-24.7%
Due to TFH	1,290,720.03	1,083,668.17	19.1%
Franchise Tax Payable	-4,100.00	-4,100.00	0.0%
Billing Fee Accrued	-74,924.92	-20,592.83	-263.8%
Compensated Absences	32,303.09	20,563.06	57.1%
Payroll Liabilities	6,206.65	3,084.76	101.2%
Total Other Current Liabilities	1,254,777.57	1,088,693.78	15.3%
Total Current Liabilities	1,867,529.91	1,360,467.37	37.3%
Total Liabilities	1,867,529.91	1,360,467.37	37.3%
Equity			
Tahoe Forest Hospital			
Tahoe Forest Hospital Equity	2,986,307.79	2,986,307.79	0.0%
Total Tahoe Forest Hospital	2,986,307.79	2,986,307.79	0.0%
Truckee Surgery Center Inc			
Truckee Surgery Cntr Inc Equity	604,650.70	604,650.70	0.0%
Total Truckee Surgery Center Inc	604,650.70	604,650.70	0.0%
Retained Earnings	-3,014,936.04	-2,501,251.73	-20.5%
Net Income	-127,470.86	-6,823.26	-1,768.2%
Total Equity	448,551.59	1,082,883.50	-58.6%
TOTAL LIABILITIES & EQUITY	2,316,081.50	2,443,350.87	-5.2%

Truckee Surgery Center LLC

Profit & Loss YTD Comparison

July 2021

	Jul 21	Jul 20	% Change	Jul 21
Ordinary Income/Expense				
Income				
Patient Revenue				
Private Pay	2,230.58	0.00	100.0%	2,230.58
Medbridge	160,837.82	223,454.56	-28.0%	160,837.82
Patient Revenue - Other	0.00	0.00	0.0%	0.00
Total Patient Revenue	163,068.40	223,454.56	-27.0%	163,068.40
Refunds				
Patient Refund	-2,072.57	-10.05	-20,522.6%	-2,072.57
Total Refunds	-2,072.57	-10.05	-20,522.6%	-2,072.57
Total Income	160,995.83	223,444.51	-28.0%	160,995.83
Gross Profit	160,995.83	223,444.51	-28.0%	160,995.83
Expense				
Purchased Services	857.25	2,631.24	-67.4%	857.25
Bad Debt	-165.64	-430.94	61.6%	-165.64
General Office				
Dues and Subscriptions	3,786.74	1,830.90	106.8%	3,786.74
Office Supplies	3,053.22	2,970.80	2.8%	3,053.22
Postage and Delivery	80.49	103.90	-22.5%	80.49
Total General Office	6,920.45	4,905.60	41.1%	6,920.45
Liability Gen'l, Prof Insurance	412.01	896.59	-54.1%	412.01
Linen	4,032.50	4,206.54	-4.1%	4,032.50
Medical Supplies Total				
Gas Medical	1,450.54	520.24	178.8%	1,450.54
Implants	20,662.36	10,061.06	105.4%	20,662.36
Instrument Expense	1,562.05	102.06	1,430.5%	1,562.05
Medical Supplies	3,266.83	3,852.13	-15.2%	3,266.83
Pharmacy	3,381.16	3,850.56	-12.2%	3,381.16
Patient Nutrition	84.14	79.54	5.8%	84.14
Medical Supplies Total - Other	0.00	68.75	-100.0%	0.00
Total Medical Supplies Total	30,407.08	18,534.34	64.1%	30,407.08
Other Expenses				
Advertising & Promotion	0.00	1,508.56	-100.0%	0.00
Bank Charges	13.00	23.00	-43.5%	13.00
Educational	499.99	0.00	100.0%	499.99
Equipment Rental/Lease	0.00	4.60	-100.0%	0.00
Interest Expense	33.15	41.94	-21.0%	33.15
Merchant Fees	147.83	73.25	101.8%	147.83
Total Other Expenses	693.97	1,651.35	-58.0%	693.97
Payroll Expenses				
Health Insurance Total				
Health	8,444.48	2,899.26	191.3%	8,444.48
Dental	424.78	320.56	32.5%	424.78
Vision	96.70	61.10	58.3%	96.70
Total Health Insurance Total	8,965.96	3,280.92	173.3%	8,965.96
Employee Benefit	100.00	230.67	-56.7%	100.00
Payroll Taxes	9,874.08	3,458.87	185.5%	9,874.08
Retirement Contribution	475.61	135.00	252.3%	475.61
Service Fee	100.00	0.00	100.0%	100.00
Wages	68,652.96	42,075.46	63.2%	68,652.96
Work Comp	426.92	555.83	-23.2%	426.92
Payroll Expenses - Other	233.90	118.75	97.0%	233.90
Total Payroll Expenses	88,829.43	49,855.50	78.2%	88,829.43

Truckee Surgery Center LLC
Profit & Loss YTD Comparison
July 2021

	Jul 21	Jul 20	% Change	Jul 21
Professional Fees				
Consulting	1,500.00	0.00	100.0%	1,500.00
Pension Fees	95.00	125.00	-24.0%	95.00
Transcription Services	84.77	175.67	-51.7%	84.77
Total Professional Fees	1,679.77	300.67	458.7%	1,679.77
Rent & CAM	14,229.84	13,723.44	3.7%	14,229.84
Repairs				
Building/Equipment Repairs	0.00	2,201.49	-100.0%	0.00
Instrument Refurbishing	0.00	2,445.00	-100.0%	0.00
Maintenance-Preventative	2,185.90	1,504.90	45.3%	2,185.90
Total Repairs	2,185.90	6,151.39	-64.5%	2,185.90
Taxes				
Property	1,710.32	1,519.20	12.6%	1,710.32
Total Taxes	1,710.32	1,519.20	12.6%	1,710.32
Utilities				
Alarm Monitor	74.62	72.45	3.0%	74.62
Cable	60.12	105.44	-43.0%	60.12
Gas and Electric	573.44	2,070.35	-72.3%	573.44
Telephone	484.09	1,421.73	-66.0%	484.09
Total Utilities	1,192.27	3,669.97	-67.5%	1,192.27
Depreciation Expense	2,590.01	3,093.05	-16.3%	2,590.01
Total Expense	155,575.16	110,707.94	40.5%	155,575.16
Net Ordinary Income	5,420.67	112,736.57	-95.2%	5,420.67
Other Income/Expense				
Other Expense				
Amortization Expense	21,746.29	21,746.29	0.0%	21,746.29
Total Other Expense	21,746.29	21,746.29	0.0%	21,746.29
Net Other Income	-21,746.29	-21,746.29	0.0%	-21,746.29
Net Income	-16,325.62	90,990.28	-117.9%	-16,325.62

Truckee Surgery Center LLC

Profit & Loss YTD Comparison

August 2021

	Aug 21	Aug 20	% Change	Jul - Aug 21
Ordinary Income/Expense				
Income				
Patient Revenue				
Private Pay	11,074.80	0.00	100.0%	13,305.38
Medbridge	124,094.78	39,306.77	215.7%	284,932.60
Total Patient Revenue	135,169.58	39,306.77	243.9%	298,237.98
Refunds				
Patient Refund	-1,408.33	0.00	-100.0%	-3,480.90
Total Refunds	-1,408.33	0.00	-100.0%	-3,480.90
Total Income	133,761.25	39,306.77	240.3%	294,757.08
Gross Profit	133,761.25	39,306.77	240.3%	294,757.08
Expense				
Purchased Services	879.08	193.92	353.3%	1,736.33
Bad Debt	29,576.24	2,782.78	962.8%	29,410.60
General Office				
Dues and Subscriptions	4,947.98	-1,513.47	426.9%	8,734.72
Office Supplies	2,876.85	2,054.14	40.1%	5,930.07
Postage and Delivery	494.20	185.01	167.1%	574.69
Total General Office	8,319.03	725.68	1,046.4%	15,239.48
Liability Gen'l, Prof Insurance	412.01	0.00	100.0%	824.02
Linen	2,815.76	3,202.31	-12.1%	6,848.26
Medical Supplies Total				
Gas Medical	1,112.83	1,033.33	7.7%	2,563.37
Implants	25,034.83	4,547.81	450.5%	45,697.19
Instrument Expense	861.22	0.00	100.0%	2,423.27
Medical Supplies	7,286.42	1,486.04	390.3%	10,553.25
Pharmacy	6,602.44	462.89	1,326.4%	9,983.60
Patient Nutrition	119.13	69.42	71.6%	203.27
Total Medical Supplies Total	41,016.87	7,599.49	439.7%	71,423.95
Other Expenses				
Advertising & Promotion	0.00	1,171.58	-100.0%	0.00
Bank Charges	80.80	23.00	251.3%	93.80
Educational	199.99	0.00	100.0%	699.98
Equipment Rental/Lease	0.00	25.00	-100.0%	0.00
Interest Expense	32.38	0.00	100.0%	65.53
Meals & Entertainment	183.31	0.00	100.0%	183.31
Merchant Fees	1,183.08	34.83	3,296.7%	1,330.91
Total Other Expenses	1,679.56	1,254.41	33.9%	2,373.53
Payroll Expenses				
Health Insurance Total				
Health	8,476.78	3,243.25	161.4%	16,921.26
Dental	484.94	320.56	51.3%	909.72
Vision	106.50	61.10	74.3%	203.20
Total Health Insurance Total	9,068.22	3,624.91	150.2%	18,034.18
Employee Benefit	100.00	945.00	-89.4%	200.00
Payroll Taxes	40,791.38	1,106.91	3,585.2%	50,665.46
Retirement Contribution	333.76	311.74	7.1%	809.37
Service Fee	0.00	0.00	0.0%	100.00
Wages	44,761.90	22,851.84	95.9%	113,414.86
Work Comp	426.92	293.67	45.4%	853.84
Payroll Expenses - Other	540.95	22.75	2,277.8%	774.85
Total Payroll Expenses	96,023.13	29,156.82	229.3%	184,852.56

Truckee Surgery Center LLC
Profit & Loss YTD Comparison
August 2021

	Aug 21	Aug 20	% Change	Jul - Aug 21
Professional Fees				
Consulting	0.00	500.00	-100.0%	1,500.00
Pension Fees	0.00	0.00	0.0%	95.00
Transcription Services	175.69	127.77	37.5%	260.46
Total Professional Fees	175.69	627.77	-72.0%	1,855.46
Rent & CAM	14,229.84	13,723.44	3.7%	28,459.68
Repairs				
Building/Equipment Repairs	0.00	6,580.91	-100.0%	0.00
Instrument Repairs	0.00	3,420.94	-100.0%	0.00
Maintenance-Preventative	744.50	-1,224.36	160.8%	2,930.40
Total Repairs	744.50	8,777.49	-91.5%	2,930.40
Taxes				
Property	6,270.57	6,971.82	-10.1%	7,980.89
State	6,035.70	0.00	100.0%	6,035.70
Taxes - Other	0.00	0.00	0.0%	0.00
Total Taxes	12,306.27	6,971.82	76.5%	14,016.59
Utilities				
Alarm Monitor	74.62	72.45	3.0%	149.24
Cable	60.12	105.44	-43.0%	120.24
Gas and Electric	4,848.36	2,109.70	129.8%	5,421.80
Telephone	483.21	641.36	-24.7%	967.30
Total Utilities	5,466.31	2,928.95	86.6%	6,658.58
Depreciation Expense	2,590.01	3,093.05	-16.3%	5,180.02
Total Expense	216,234.30	81,037.93	166.8%	371,809.46
Net Ordinary Income	-82,473.05	-41,731.16	-97.6%	-77,052.38
Other Income/Expense				
Other Expense				
Amortization Expense	21,746.29	21,746.29	0.0%	43,492.58
Total Other Expense	21,746.29	21,746.29	0.0%	43,492.58
Net Other Income	-21,746.29	-21,746.29	0.0%	-43,492.58
Net Income	-104,219.34	-63,477.45	-64.2%	-120,544.96

Truckee Surgery Center LLC

Profit & Loss YTD Comparison

September 2021

	Sep 21	Sep 20	% Change	Jul - Sep 21
Ordinary Income/Expense				
Income				
Patient Revenue				
Private Pay	269.16	0.00	100.0%	13,574.54
Medbridge	187,764.12	93,571.19	100.7%	472,696.72
Total Patient Revenue	188,033.28	93,571.19	101.0%	486,271.26
Refunds				
Patient Refund	-1,751.48	-550.07	-218.4%	-5,232.38
Total Refunds	-1,751.48	-550.07	-218.4%	-5,232.38
Total Income	186,281.80	93,021.12	100.3%	481,038.88
Gross Profit	186,281.80	93,021.12	100.3%	481,038.88
Expense				
Purchased Services	1,691.08	1,290.17	31.1%	3,427.41
Bad Debt	31,157.34	-1,189.57	2,719.2%	60,567.94
General Office				
Dues and Subscriptions	2,392.44	1,083.00	120.9%	11,127.16
Office Supplies	3,900.28	2,510.32	55.4%	9,830.35
Postage and Delivery	464.36	342.11	35.7%	1,039.05
Printing and Reproduction	0.00	0.00	0.0%	0.00
Total General Office	6,757.08	3,935.43	71.7%	21,996.56
Liability Gen'l, Prof Insurance	412.01	896.59	-54.1%	1,236.03
Licenses and Permits	871.00	866.00	0.6%	871.00
Linen	4,232.00	2,993.46	41.4%	11,080.26
Medical Supplies Total				
Gas Medical	1,290.48	502.00	157.1%	3,853.85
Implants	25,288.75	18,018.47	40.4%	70,985.94
Instrument Expense	1,663.33	0.00	100.0%	4,086.60
Medical Supplies	6,595.40	-233.50	2,924.6%	17,148.65
Pharmacy	4,872.84	3,494.03	39.5%	14,856.44
Patient Nutrition	217.23	221.26	-1.8%	420.50
Medical Supplies Total - Other	0.00	2,179.00	-100.0%	0.00
Total Medical Supplies Total	39,928.03	24,181.26	65.1%	111,351.98
Other Expenses				
Advertising & Promotion	0.00	1,211.75	-100.0%	0.00
Bank Charges	48.00	23.00	108.7%	141.80
Educational	341.20	699.99	-51.3%	1,041.18
Equipment Rental/Lease	0.00	4.60	-100.0%	0.00
Interest Expense	31.61	0.00	100.0%	97.14
Meals & Entertainment	142.63	0.00	100.0%	325.94
Merchant Fees	63.85	127.84	-50.1%	1,394.76
Miscellaneous	0.00	0.00	0.0%	0.00
Total Other Expenses	627.29	2,067.18	-69.7%	3,000.82
Payroll Expenses				
Health Insurance Total				
Health	7,868.74	3,243.25	142.6%	24,790.00
Dental	0.00	0.00	0.0%	909.72
Vision	96.70	61.10	58.3%	299.90
Total Health Insurance Total	7,965.44	3,304.35	141.1%	25,999.62
Employee Benefit	144.99	0.00	100.0%	344.99
Payroll Taxes	2,565.90	1,962.80	30.7%	53,231.36
Retirement Contribution	333.25	333.69	-0.1%	1,142.62
Service Fee	100.00	100.00	0.0%	200.00
Wages	47,687.02	26,259.08	81.6%	161,101.88
Work Comp	426.92	424.75	0.5%	1,280.76
Payroll Expenses - Other	198.92	12,966.18	-98.5%	973.77
Total Payroll Expenses	59,422.44	45,350.85	31.0%	244,275.00

Truckee Surgery Center LLC
Profit & Loss YTD Comparison
September 2021

	Sep 21	Sep 20	% Change	Jul - Sep 21
Professional Fees				
Consulting	0.00	0.00	0.0%	1,500.00
Pension Fees	0.00	0.00	0.0%	95.00
Transcription Services	184.23	102.72	79.4%	444.69
Total Professional Fees	184.23	102.72	79.4%	2,039.69
Rent & CAM	14,229.84	13,723.44	3.7%	42,689.52
Repairs				
Building/Equipment Repairs	0.00	333.09	-100.0%	0.00
Instrument Refurbishing	953.50	0.00	100.0%	953.50
Instrument Repairs	0.00	1,190.00	-100.0%	0.00
Maintenance-Preventative	3,760.58	2,736.76	37.4%	6,690.98
Total Repairs	4,714.08	4,259.85	10.7%	7,644.48
Taxes				
Property	1,710.32	1,519.20	12.6%	9,691.21
State	0.00	0.00	0.0%	6,035.70
Taxes - Other	0.00	0.00	0.0%	0.00
Total Taxes	1,710.32	1,519.20	12.6%	15,726.91
Utilities				
Alarm Monitor	74.62	72.45	3.0%	223.86
Cable	60.12	105.44	-43.0%	180.36
Gas and Electric	2,316.14	1,841.54	25.8%	7,737.94
Telephone	483.78	501.86	-3.6%	1,451.08
Total Utilities	2,934.66	2,521.29	16.4%	9,593.24
Depreciation Expense	2,590.01	3,093.05	-16.3%	7,770.03
Total Expense	171,461.41	105,610.92	62.4%	543,270.87
Net Ordinary Income	14,820.39	-12,589.80	217.7%	-62,231.99
Other Income/Expense				
Other Expense				
Amortization Expense	21,746.29	21,746.29	0.0%	65,238.87
Total Other Expense	21,746.29	21,746.29	0.0%	65,238.87
Net Other Income	-21,746.29	-21,746.29	0.0%	-65,238.87
Net Income	-6,925.90	-34,336.09	79.8%	-127,470.86



Truckee Surgery Center

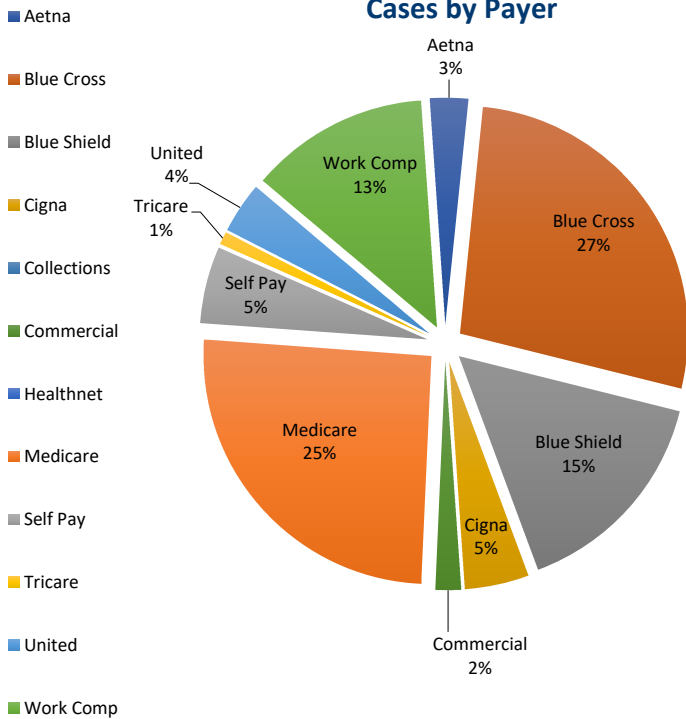
Monthly Comparison & Quarterly Totals

As of September 30, 2021

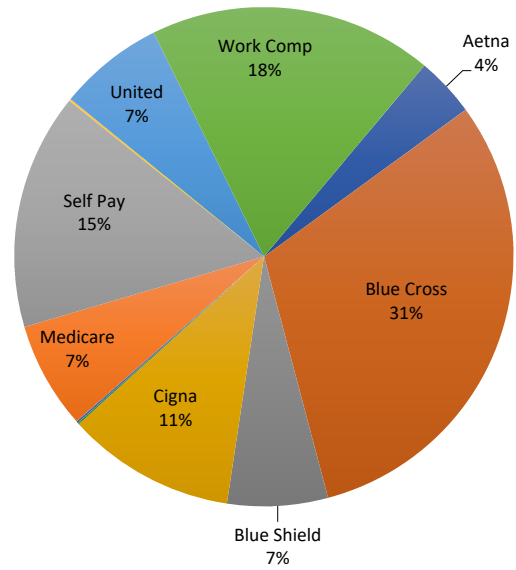
Cases and Collections by Payer

Payer	July 2021			August 2021			September 2021			3rd Quarter 2021		
	Cases	Collections	% Total	Cases	Collections	% Total	Cases	Collections	% Total	Cases	Collections	% Total
Aetna	0	\$0.00	0.00%	3	\$0.00	0.00%	0	\$13,140.75	17.95%	3	\$13,140.75	3.9%
Blue Cross	14	\$42,594.36	27.13%	10	\$40,834.42	37.38%	6	\$21,391.49	29.22%	30	\$104,820.27	30.9%
Blue Shield	7	\$7,682.58	4.89%	5	\$7,729.41	7.08%	5	\$6,692.77	9.14%	17	\$22,104.76	6.5%
Cigna	1	\$35,772.05	22.78%	1	\$1,172.73	1.07%	3	\$143.72	0.20%	5	\$37,088.50	10.9%
Collections	0	\$0.00	0.00%	0	\$0.00	0.00%	0	\$0.00	0.00%	0	\$0.00	0.0%
Commercial	0	\$239.53	0.15%	0	\$0.00	0.00%	2	\$121.79	0.17%	2	\$361.32	0.1%
Healthnet	0	\$0.00	0.00%	0	\$389.79	0.36%	0	\$0.00	0.00%	0	\$389.79	0.1%
Medicare	8	\$6,688.07	4.26%	11	\$8,337.51	7.63%	9	\$8,522.85	11.64%	28	\$23,548.43	6.9%
Self Pay	1	\$21,376.98	13.62%	4	\$27,901.98	25.54%	1	\$2,626.47	3.59%	6	\$51,905.43	15.3%
Tricare	1	\$0.00	0.00%	0	\$335.00	0.31%	0	\$95.81	0.13%	1	\$430.81	0.1%
United	1	\$8,750.51	5.57%	2	\$3,052.19	2.79%	1	\$11,455.65	15.65%	4	\$23,258.35	6.9%
Work Comp	4	\$33,904.62	21.59%	4	\$19,479.86	17.83%	6	\$9,015.43	12.32%	14	\$62,399.91	18.4%
Painblocks	1	\$0.00	0.00%	8	\$0.00	0.00%	10	\$0.00	0.00%	19	\$0.00	0.0%
Totals	38	\$157,008.70		48	\$109,232.89		43	\$73,206.73		129	\$339,448.32	

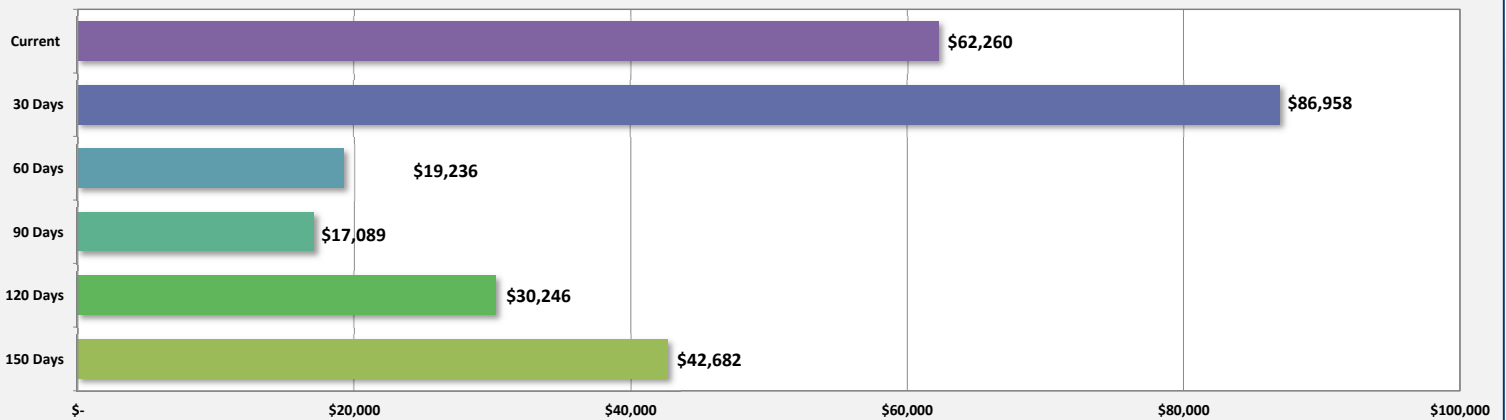
Cases by Payer



Collections by Payer



Accounts Receivable Aging





Truckee Surgery Center

Monthly Comparison & Quarterly Totals
As of September 30, 2021

Cases and Revenue by Physician

Physician	2nd Quarter 2021					3rd Quarter 2021				
	Cases	% Total	Net Revenue	% Total	Rev/Case	Cases	% Total	Net Revenue	% Total	Rev/Case
Condon	3	2.2%	\$ 5,440.25	1.3%	\$1,813.42	1	0.8%	\$ 5,280.00	1.7%	\$5,280.00
Dodd	33	23.9%	\$ 121,089.49	29.3%	\$3,669.38	30	23.3%	\$ 95,218.41	31.0%	\$3,173.95
Ganong	23	16.7%	\$ 17,779.62	4.3%	\$773.03	27	20.9%	\$ 21,673.83	7.1%	\$802.73
Gustafsson	2	1.4%	\$ 1,370.00	0.3%	\$685.00	6	4.7%	\$ 7,096.38	2.3%	\$1,182.73
Haeder	0	0.0%	\$ -	0.0%	\$0.00	0	0.0%	\$ -	0.0%	\$0.00
Hagen	26	18.8%	\$ 135,695.09	32.9%	\$5,219.04	21	16.3%	\$ 95,647.18	31.1%	\$4,554.63
Ringnes	25	18.1%	\$ 131,202.41	31.8%	\$5,248.10	23	17.8%	\$ 81,183.72	26.4%	\$3,529.73
Stanec	0	0.0%	\$ -	0.0%	\$0.00	0	0.0%	\$ -	0.0%	\$0.00
Taylor	0	0.0%	\$ -	0.0%	\$0.00	1	0.8%	\$ 1,304.93	0.4%	\$1,304.93
Voss	0	0.0%	\$ -	0.0%	\$0.00	0	0.0%	\$ -	0.0%	\$0.00
Ward	0	0.0%	\$ -	0.0%	\$0.00	1	0.8%	\$ -	0.0%	\$0.00
Watson	0	0.0%	\$ -	0.0%	\$0.00	0	0.0%	\$ -	0.0%	\$0.00
Painblocks	26	18.8%	\$ -	0.0%	\$0.00	19	14.7%	\$ -	0.0%	\$0.00
Totals	138		\$ 412,576.86		\$ 2,989.69	129		\$ 307,404.45		\$2,382.98

Cases and Collections - Rolling 12 Months

Collection Min
\$69,544.40

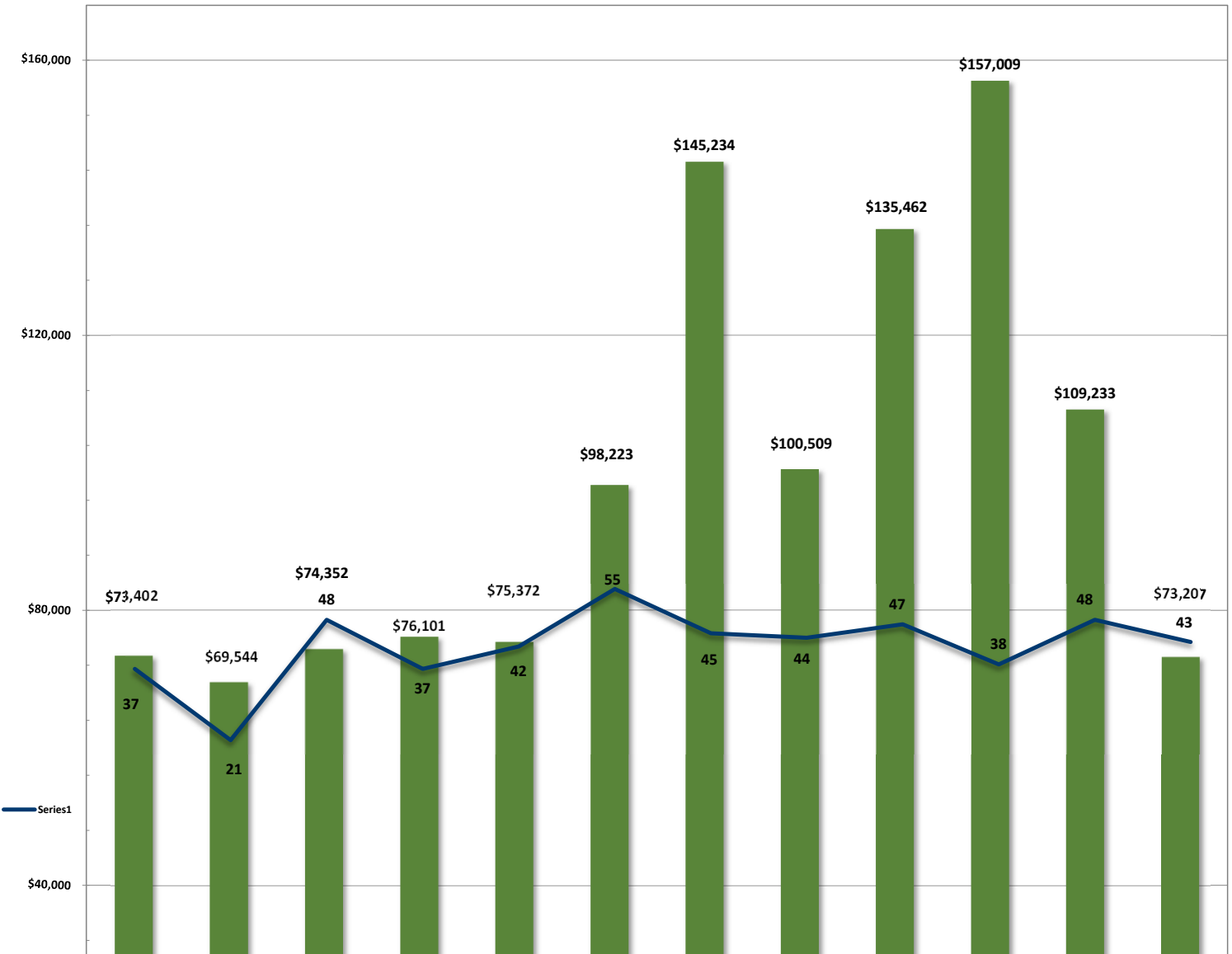
Collection Max
\$157,008.70

Collection Average
\$98,970.59

Cases Min
21

Cases Max
55

Cases Average
42





Truckee Surgery Center

Monthly Comparison & Quarterly Totals

As of September 30, 2021

Revenue - Booked vs Collected

Month	Cases	Revenue	Rev/Case	Open A/R	% Open	Collected	% Collected
Oct 2020	37	\$ 75,176.52	\$2,031.80	\$ -	0%	\$ 116,169.48	155%
Nov 2020	21	\$ 39,481.70	\$1,880.08	\$ -	0%	\$ 49,005.49	124%
Dec 2020	48	\$ 112,904.43	\$2,352.18	\$ 4,468.15	4%	\$ 107,610.77	95%
Jan 2021	37	\$ 68,847.08	\$1,860.73	\$ 1,495.42	2%	\$ 70,302.23	102%
Feb 2021	42	\$ 128,638.53	\$3,062.82	\$ 382.91	0%	\$ 128,168.45	100%
Mar 2021	55	\$ 176,745.99	\$3,213.56	\$ 43,327.69	25%	\$ 142,942.88	81%
Apr 2021	45	\$ 141,162.86	\$3,136.95	\$ 16,475.78	12%	\$ 132,062.24	94%
May 2021	44	\$ 138,798.62	\$3,154.51	\$ 30,390.70	22%	\$ 108,966.18	79%
Jun 2021	49	\$ 133,094.43	\$2,716.21	\$ 16,560.13	12%	\$ 118,491.80	89%
Jul 2021	38	\$ 84,787.98	\$2,231.26	\$ 15,166.19	18%	\$ 71,004.15	84%
Aug 2021	48	\$ 110,621.98	\$2,304.62	\$ 35,360.31	32%	\$ 85,445.28	77%
Sept 2021	43	\$ 111,994.49	\$2,604.52	\$ 85,471.49	76%	\$ 26,523.00	24%
Totals	507	\$ 1,322,254.61	\$2,608.00	\$ 249,098.77	19%	\$ 1,156,691.95	87%

3rd Quarter QuickFacts

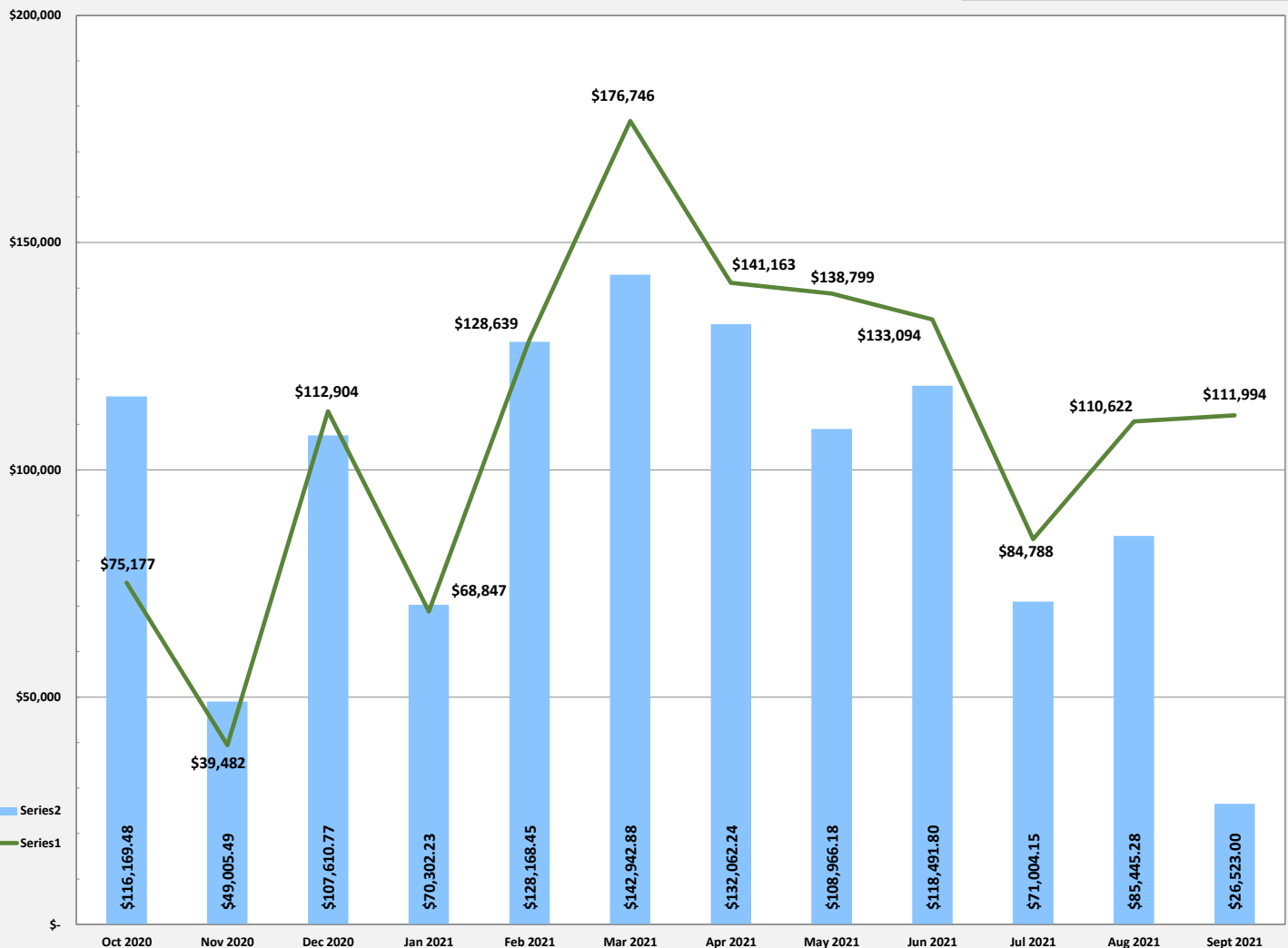
Cases: 129

Revenue: **\$307,404.45**

Collections: **\$339,448.32**

Outstanding Physician: Hagen
16.3% of cases, 31.1% of revenue

Outstanding Payer: Blue Cross 23.3%
of cases, 31% of collections



Truckee Projects & Changes

~ Quarterly Updates ~

A/R Aging

Center	%	Current \$	%	31 - 60 \$	%	61 - 90 \$	%	91 - 120 \$	%	121 - 180 \$	%	180+ \$	Total \$	# OF CASES	
TSC	29%	\$ 97,092.78	11%	\$ 37,112.36	9%	\$ 30,736.91	6%	\$ 19,633.70	18%	\$ 61,554.10	26%	\$ 88,365.10	\$ 334,494.95	46	
Expected Loss	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	\$ -	0	
Appeal	0%	\$ -	0%	\$ -	0%	\$ -	45%	\$ 3,581.72	40%	\$ 3,192.42	15%	\$ 1,155.00	\$ 7,929.14	4	
Liason email list	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	100%	\$ 2,715.03	\$ 2,715.03	1	
Issue		\$ -		\$ -		\$ -		\$ 1,614.48		\$ -		\$ -	\$ 2,016.00	2	
Processing	30%	\$ 97,092.78	12%	\$ 37,112.36	10%	\$ 30,736.91	5%	\$ 14,437.50	18%	\$ 58,361.68	26%	\$ 82,479.07	\$ 320,220.30	39	
TOTAL													\$ 88,365.10	\$ 668,989.90	46

PAYER	OPEN CASES	\$
LIEN	0	\$0.00
UNITED HEALTHCARE	2	\$4,624.71
WORKERS COMPENSATION	8	\$52,848.58
AETNA	2	\$39,938.34
BLUE CROSS	14	\$48,201.27
BLUE SHIELD	12	\$55,134.12
CIGNA	4	\$34,499.02
COMMERCIAL-00N	2	\$1,142.51
TRIWEST	1	\$718.58
MEDICARE	3	\$9,786.24
Total		\$246,893.37