



TAHOE FOREST HOSPITAL DISTRICT

2024-12-04 Regular Meeting of the Truckee Surgery Center Board of Managers

Wednesday, December 4, 2024 at 12:00 p.m.

Tahoe Forest Hospital - Human Resources Conference Room

10024 Pine Avenue, Truckee, CA 96161



TAHOE FOREST HOSPITAL DISTRICT

2024-12-04 Regular Meeting of the Truckee Surgery Center Board of Managers

AGENDA

2024-12-04 Regular Meeting of Truckee Surgery Center
Board_Agenda.pdf

ITEMS 1-4: See Agenda

5. APPROVAL OF MINUTES

2024-10-16 Regular Meeting of Truckee Surgery Center Board_DRAFT
Minutes.pdf

6. ITEMS FOR BOARD ACTION

6.1. Retire Policies

6.1.1. Employee Treatment- HR-1903- Retired.pdf

7. ITEMS FOR BOARD DISCUSSION

7.1. Financial Reports

7.1.1. FY25 Q1 Financials.pdf

7.1.2. Truckee Surgery Center_ EOM_October_2024.pdf

7.2. Administrator Update.pdf



TRUCKEE SURGERY CENTER REGULAR MEETING OF THE BOARD OF MANAGERS

AGENDA

Wednesday, December 4, 2024 at 12:00 p.m.
Human Resources Conference Room – Tahoe Forest Hospital
10054 Pine Avenue, 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** ♦

5.1. 10/16/2024 Regular Meeting ATTACHMENT

6. **ITEMS FOR BOARD ACTION** ♦

6.1. **Retire Policies** ♦

Truckee Surgery Center Board of Managers will retire the following policies:

6.1.1. Employee Treatment, HR-1903 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. Q1 FY25 Financial Statement..... ATTACHMENT

7.1.2. Monthly Dashboard ATTACHMENT

7.2. **Administrator Update** ATTACHMENT

Truckee Surgery Center Board of Managers will receive an update from the Administrator on operations, staffing, facility and equipment needs.

8. **CLOSED SESSION**

8.1. **Approval of Closed Session Minutes** ♦

8.1.1. 10/16/2024 Regular Meeting

8.2. **Hearing (Health & Safety Code § 32155)** ♦

Subject Matter: Third Quarter 2024 Infection Control Data Summary

Number of items: One (1)

Regular Meeting of the Truckee Surgery Center Board of Managers
December 4, 2024 AGENDA – Continued

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

Subject Matter: Third Quarter 2024 Quality Assurance Performance Improvement Data

Number of items: Eleven (11)

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

Subject Matter: Third Quarter 2024 Ambulatory Surgery Center Association (ASCA) Clinical Benchmarking Survey

Number of items: One (1)

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

Subject Matter: Medical Staff Credentials

Number of items: One (1)

9. REPORT OF ACTIONS TAKEN IN CLOSED SESSION

10. ITEMS FOR NEXT MEETING

11. ADJOURN

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

A copy of the board meeting agenda is posted on Tahoe Forest Hospital District's web site (www.tfhd.com) at least 72 hours prior to the meeting or 24 hours prior to a Special Board Meeting. Materials related to an item on this Agenda submitted to the Board of Managers, or a majority of the Board, after distribution of the agenda are available for public inspection in the District's Administration Office, 10977 Spring Lane, Truckee, CA 96161, during normal business hours.

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 REGULAR MEETING OF THE BOARD OF MANAGERS

DRAFT MINUTES

Wednesday, October 16, 2024 at 12:00 p.m.
Human Resources Conference Room – Tahoe Forest Hospital
10054 Pine Avenue, Truckee, CA 96161

1. CALL TO ORDER

Meeting was called to order at 12:02 p.m.

2. ROLL CALL

Board of Managers: Louis Ward, Crystal Felix, Dr. Jeffrey Dodd

Staff in attendance: Courtney Leslie, Truckee Surgery Center Administrator; Heidi Fedorchak, Truckee Surgery Center Nursing Supervisor; Jan Iida, Chief Nursing Officer; 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

5.1. 06/24/2024 Regular Meeting

ACTION: Motion made by Crystal Felix, to approve Truckee Surgery Center Board of Manager meeting minutes of June 24, 2024 as presented, seconded by Dr. Jeffrey Dodd.

AYES: Dodd, Felix, Ward

Abstention: None

NAYS: None

Absent: None

6. ITEMS FOR BOARD ACTION

6.1. Amended and Restated Operating Agreement

Truckee Surgery Center Board of Managers reviewed edits and consider approval of the Amended and Restated Operating Agreement. Discussion was held.

ACTION: Motion made by Dr. Jeffrey Dodd, to approve the Amended and Restated Operating Agreement as presented, seconded by Crystal Felix.

AYES: Dodd, Felix, Ward

Abstention: None

NAYS: None

Absent: None

6.2. Annual Policy Review

- 6.2.1. Medical Staff Bylaws
- 6.2.2. Medical Staff Rules and Regulations
- 6.2.3. Annual Policy and Procedure List

ACTION: Motion made by Dr. Jeffrey Dodd, to approve items 6.2.1 through 6.2.3. as presented, seconded by Crystal Felix.

AYES: Dodd, Felix, Ward

Abstention: None

NAYS: None

Absent: None

6.3. Updated Policies

Truckee Surgery Center Board of Managers reviewed the following updated policies:

- 6.3.1. Risk Management, QA-1905
- 6.3.2. Exposure Control Program, IC-2001
- 6.3.3. Exposure Control plan, IC-1909
- 6.3.4. Needle Stick and Blood or Body Fluid Exposure Protocol, IC-1921
- 6.3.5. Allograft Handling – Accepting, Storing and Tracking, TB-1901
- 6.3.6. Infection Control Plan, IC-1914
- 6.3.7. Intermittent Pneumatic Compression Devices, NS-1911

Courtney Leslie, Truckee Surgery Center (TSC) Administrator, shared the policies were updated to current standards.

On item 6.3.7. Intermittent Pneumatic Compression Devices policy, the assessment score sheet provided by vendor was removed.

Crystal Felix noted there were a number of typos and suggested TSC Administrator clean them up.

ACTION: Motion made by Dr. Jeffrey Dodd, to approve Updated Policies items 6.3.1 through 6.3.7. as presented, seconded by Crystal Felix.

AYES: Dodd, Felix, Ward

Abstention: None

NAYS: None

Absent: None

6.4. Retire Policies

Truckee Surgery Center Board of Managers retired the following policies:

- 6.4.1. Review of Nosocomial Infections, IC-1928
- 6.4.2. Post Exposure to Blood or Bodily Fluids Evaluation and Follow Up, IC-1924
- 6.4.3. Abnormal Diagnostic Test Results Follow Up, DI-1907
- 6.4.4. Handling Tissues at Truckee Surgery Center, TB-1902

TSC Administrator shared the following policies should be retired because duplicate info is already addressed in other policies.

ACTION: Motion made by Crystal Felix, to retire policies 6.4.1 through 6.4.4. as presented, seconded by Dr. Jeffrey Dodd.

AYES: Dodd, Felix, Ward

Abstention: None

NAYS: None

Absent: None

6.5. Updated Pre-Printed Orders

TSC Administrator shared there were no changes to the Pre-Printed Order. It is an annual review.

ACTION: Motion made by Crystal Felix, to approve the Pre-Printed Orders as presented, seconded by Dr. Jeffrey Dodd.

AYES: Dodd, Felix, Ward

Abstention: None

NAYS: None

Absent: None

6.6. Updated Delineated Privilege Request Form

TSC Board of Managers reviewed the Otolaryngology Privilege Request Form. ENT information was added. It mimics the privileges at the hospital.

ACTION: Motion made by Dr. Jeffrey Dodd, to approve the Updated Delineated Privilege Request Form as presented, seconded by Crystal Felix.

AYES: Dodd, Felix, Ward

Abstention: None

NAYS: None

Absent: None

6.7. Section 1557 Coordinator

Truckee Surgery Center Board of Managers reviewed and considered designation of a Section 1557 Coordinator as required by the Affordable Care Act of 2010.

ACTION: Motion made by Crystal Felix, to designate the Truckee Surgery Center Administrator as Section 1557 Coordinator, seconded by Dr. Jeffrey Dodd.

AYES: Dodd, Felix, Ward

Abstention: None

NAYS: None

Absent: None

7. ITEMS FOR BOARD DISCUSSION

7.1. Financial Reports

TSC Board of Managers reviewed the following financial reports:

7.1.1. Q4 FY24 Financial Statement

TSC Administrator noted the variance for profits should read \$250,462.

7.1.2. Q4 FY24 Balance Sheet

7.1.3. Monthly Dashboard

TSC Administrator reviewed the nimble end of month dashboard.

7.2. Administrator Update

TSC Board of Managers received an update from the Administrator on operations, staffing, facility and equipment needs.

Urology clinic sent an email that would not be doing cases at TSC. They do not have the bandwidth to schedule at two places. CEO will get the CMO involved for a bigger discussion on this item.

Dr. Hoff (ENT) will start working two Mondays per month all day at TSC. TSC will need to meet with him to discuss his needs.

CEO said we need to look at payor mix, needs, etc.

Sports Medicine will be coming on board.

TSC Administrator shared a facility update. The air handler above the restroom was replaced. Flooring has been replaced and looks great. The furniture in the lobby will also be replaced.

Medical waste vendor was switched.

Linens continue to be an issue.

Open Session recessed at 12:32 p.m.

8. CLOSED SESSION

8.1. Approval of Closed Session Minutes

8.1.1. 06/24/2024 Regular Meeting

Discussion was held on a privileged item.

8.2. Hearing (Health & Safety Code § 32155)

Subject Matter: Second Quarter 2024 Infection Control Data Summary

Number of items: One (1)

Discussion was held on a privileged item.

8.3. Hearing (Health & Safety Code § 32155)

Subject Matter: Second Quarter 2024 Quality Assurance Performance Improvement Data

Number of items: Eleven (11)

Discussion was held on a privileged item.

8.4. Hearing (Health & Safety Code § 32155)

Subject Matter: Second Quarter 2024 Ambulatory Surgery Center Association (ASCA) Clinical Benchmarking Survey

Number of items: One (1)

Discussion was held on a privileged item.

8.5. Hearing (Health & Safety Code § 32155)

Subject Matter: Medical Staff Credentials

Number of items: One (1)

Discussion was held on a privileged item.

Open Session reconvened at 12:44 p.m.

9. REPORT OF ACTIONS TAKEN IN CLOSED SESSION

Closed Session items 8.1. through 8.5. were approved as presented.

10. ITEMS FOR NEXT MEETING

No discussion was held.

11. ADJOURN

Meeting adjourned at 12:45 p.m.



Origination07/2019

Last09/2023

Approved

Last Revised08/2020

Next Review09/2024

OwnerCourtney Leslie:
Administrator

DepartmentHuman
Resources

ApplicabilitiesTruckee
Surgery
Center

Employee Treatment, HR-1903

POLICY:

- A. Medications will be dispensed to employees only after evaluation from a physician and with a written order.
- B. Procedures done at Truckee Surgery Center will be documented in the employee's medical file.

Effective: January 2006, Reviewed: June 2008, Revised: July 2013

Approval Signatures

Step Description	Approver	Date
	Courtney Leslie: Administrator	09/2023
	Heidi Fedorchak: Nurse Manager	08/2023

Truckee Surgery Center, LLC
Statement of Revenue and Expenses
For The Three Months Ended September 30, 2024

Ordinary Income/Expense		Actual	Budget	Variance
Income				
	Patient Revenue			
	Private Pay	4,449.00	15,000.00	(10,551.00)
	Commercial & Government Payors	449,344.52	498,960.00	(49,615.48)
	Medical Record Copy Fee	15.00	-	15.00
	Patient Revenue - Other	-	-	-
	Total Patient Revenue	453,808.52	513,960.00	(60,151.48)
	Refunds			
	Insurance Refund	-	(1,250.00)	1,250.00
	Patient Refund	(4,432.39)	(4,817.00)	384.61
	Total Refunds	(4,432.39)	(6,067.00)	1,634.61
	Total Income	449,376.13	507,893.00	(58,516.87)
Gross Profit		449,376.13	507,893.00	(58,516.87)
Expense				
	Sales Tax	-	-	-
	Service Fee	7,168.27	6,688.13	(480.14)
	Reconciliation Discrepancies	-	-	-
	Purchased Services	2,539.37	12,000.00	9,460.63
	Bank Service Charges	-	-	-
	Bad Debt	(951.56)	12,849.00	13,800.56
	Billing Fee	-	-	-
	Aged AR	-	150.00	150.00
	Billing Fee - Other	21,332.26	16,703.75	(4,628.51)
	Total Billing Fee	21,332.26	16,853.75	(4,478.51)
	Collection Agency Reimbursement			
	HELP Refund	-	650.00	650.00
	Collection Agency Reimbursement - Other	126.84	60.00	(66.84)
	Total Collection Agency Reimbursement	126.84	710.00	583.16
	General Office			
	Document Destruction	296.23	350.00	53.77
	Dues and Subscriptions	2,848.63	2,500.00	(348.63)
	Office Supplies	2,107.63	1,750.00	(357.63)
	Postage and Delivery	133.97	255.00	121.03
	Printing and Reproduction	2,650.63	600.00	(2,050.63)
	General Office - Other	400.22	350.00	(50.22)
	Total General Office	8,437.31	5,805.00	(2,632.31)
	Liability Gen'l, Prof Insurance	1,571.76	1,361.50	(210.26)
	Licenses and Permits	-	600.00	600.00
	Linen	8,127.10	11,564.00	3,436.90
	Medical Supplies Total			
	Gas Medical	7,391.14	6,218.85	(1,172.29)
	Implants-Tissue Products	52,934.00	65,016.05	12,082.05
	Instrument Expense	-	1,250.00	1,250.00
	Medical Supplies	43,162.39	48,055.15	4,892.76
	Pharmacy	8,674.70	14,133.90	5,459.20
	Patient Nutrition	206.61	565.40	358.79
	Medical Supplies Total - Other	-	200.00	200.00
	Total Medical Supplies Total	112,368.84	135,439.35	23,070.51
	Other Expenses			
	Advertising	131.88	-	(131.88)
	Bank Charges	246.16	237.50	(8.66)
	Cleaning Supplies	22.18	60.00	37.82
	Educational	2,321.89	2,500.00	178.11
	Equipment Rental/Lease	181.55	1,500.00	1,318.45
	Interest Expense	2.96	0.75	(2.21)
	Meals & Entertainment	434.80	275.00	(159.80)
	Merchant Fees	2,000.13	2,595.56	595.43
	Travel	2,975.67	850.00	(2,125.67)
	Total Other Expenses	8,317.22	8,018.81	(298.41)
	Payroll Expenses			
	Voluntary Benefits	495.80	500.00	4.20
	Basic Employee Life AD&D	88.50	88.50	-
	Health Insurance Total			
	Health	37,559.40	35,473.25	(2,086.15)

	Dental	2,545.29	2,608.25	62.96
	Vision	378.54	416.75	38.21
	Health Insurance Total - Other	-	-	-
	Total Health Insurance Total	40,483.23	38,498.25	(1,984.98)
	Employee Benefit	1,246.93	500.00	(746.93)
	Payroll Taxes	15,651.64	23,822.00	8,170.36
	Retirement Contribution	4,202.61	5,043.82	841.21
	Service Fee	100.00	-	(100.00)
	Wages	206,244.25	288,750.53	82,506.28
	Work Comp	2,645.02	1,924.25	(720.77)
	Payroll Expenses - Other	763.32	500.00	(263.32)
	Total Payroll Expenses	271,921.30	359,627.35	87,706.05
	Professional Fees			
	Consulting	500.00	500.00	-
	Pension Fees	125.00	655.00	530.00
	Transcription Services	897.89	1,285.00	387.11
	Total Professional Fees	1,522.89	2,440.00	917.11
	Rent & CAM	45,636.75	46,105.17	468.42
	Repairs			
	Building/Equipment Repairs	-	4,000.00	4,000.00
	Instrument Refurbishing	-	450.00	450.00
	Instrument Repairs	-	1,500.00	1,500.00
	Maintenance-Preventative	15,331.60	12,000.00	(3,331.60)
	Total Repairs	15,331.60	17,950.00	2,618.40
	Taxes			
	Property	12,579.83	8,000.00	(4,579.83)
	State	-	1,700.00	1,700.00
	Taxes - Other	-	-	-
	Total Taxes	12,579.83	9,700.00	(2,879.83)
	Utilities			
	Alarm Monitor	283.23	300.00	16.77
	Cable	187.65	195.00	7.35
	Gas and Electric	10,106.93	13,459.00	3,352.07
	Medical Waste	6.27	6.50	0.23
	Telephone	-	-	-
	Total Utilities	10,584.08	13,960.50	3,376.42
	Depreciation Expense	36,180.12	36,180.13	0.01
	Total Expense	562,793.98	697,852.69	135,058.71
Net Ordinary Income		(113,417.85)	(189,959.69)	76,541.84
Other Income/Expense				
Other Income				
Other Income		-	-	-
Interest Income		4.69	300.00	(295.31)
Total Other Income		4.69	300.00	(295.31)
Other Expense				
Amortization Expense		65,238.95	65,239.00	0.05
Total Other Expense		65,238.95	65,239.00	0.05
Net Other Income		(65,234.26)	(64,939.00)	(295.26)
Net Income		(178,652.11)	(254,898.69)	76,246.58

Truckee Surgery Center LLC

Balance Sheet

As of September 30, 2024

	Sep 30, 24	Jun 30, 24
ASSETS		
Current Assets		
Checking/Savings		
US Bank	226,206.22	179,221.71
Petty Cash	185.02	224.02
Total Checking/Savings	226,391.24	179,445.73
Accounts Receivable		
Accounts Receivable		
Allowance for Doubtful Accounts	-104,476.00	-105,427.56
Accounts Receivable - Other	544,895.13	588,290.39
Total Accounts Receivable	440,419.13	482,862.83
Total Accounts Receivable	440,419.13	482,862.83
Other Current Assets		
Other Receivable	5,093.78	5,093.78
Prepaid Expense		
Franchise Tax Prepaid	13,600.00	13,600.00
Preventative Maint	2,962.57	3,979.30
Worker's Comp	4,862.98	6,484.00
Prepaid Expense - Other	4,635.30	4,879.75
Total Prepaid Expense	26,060.85	28,943.05
Total Other Current Assets	31,154.63	34,036.83
Total Current Assets	697,965.00	696,345.39
Fixed Assets		
Computer/Office Equipment	7,051.91	7,051.91
Furniture & Fixtures	14,087.00	14,087.00
Instruments	27,805.38	27,805.38
Leasehold Improvements	1,017,519.04	1,017,519.04
Machinery & Equipment	645,320.84	635,254.67
Surgical & Medical Equipment	231,098.69	231,098.69
Accumulated Depreciation	-882,961.66	-846,781.54
Goodwill	3,914,333.00	3,914,333.00
Accumulated Amortization	-3,588,139.04	-3,522,900.09
Total Fixed Assets	1,386,115.16	1,477,468.06
Other Assets		
Rent Deposit	20,256.00	20,256.00
Total Other Assets	20,256.00	20,256.00
TOTAL ASSETS	2,104,336.16	2,194,069.45
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable	2,270,296.42	2,186,782.62
Total Accounts Payable	2,270,296.42	2,186,782.62
Credit Cards		

Truckee Surgery Center LLC

Balance Sheet

As of September 30, 2024

	Sep 30, 24	Jun 30, 24
BankCard	5,362.84	216.12
Total Credit Cards	5,362.84	216.12
Other Current Liabilities		
US Bank Equipment Lease	0.99	285.04
Due to TFH	1,655,257.17	1,655,257.17
Compensated Absenses	68,521.02	68,426.33
Payroll Liabilities	9,541.80	9,094.14
Total Other Current Liabilities	1,733,320.98	1,733,062.68
Total Current Liabilities	4,008,980.24	3,920,061.42
Total Liabilities	4,008,980.24	3,920,061.42
Equity		
Tahoe Forest Hospital		
Tahoe Forest Hospital Equity	2,986,307.79	2,986,307.79
Total Tahoe Forest Hospital	2,986,307.79	2,986,307.79
Truckee Surgery Center Inc		
Truckee Surgery Cntr Inc Equity	604,650.70	604,650.70
Total Truckee Surgery Center Inc	604,650.70	604,650.70
Retained Earnings	-5,316,950.46	-4,780,692.36
Net Income	-178,652.11	-536,258.10
Total Equity	-1,904,644.08	-1,725,991.97
TOTAL LIABILITIES & EQUITY	2,104,336.16	2,194,069.45

Truckee Surgery Center
AR Summary
October 2024 EOM Report

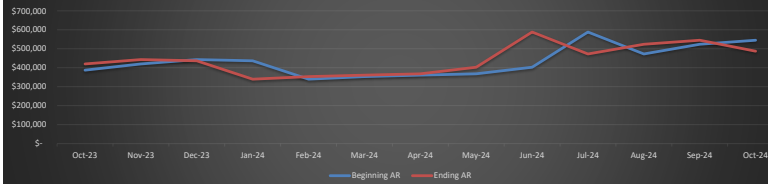


Report Name: Practice Summary
Report Month: October 2024

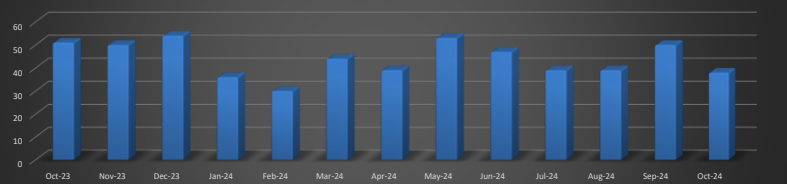
Practice Summary

	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	TTMT
Beginning AR	\$ 387,294	\$ 419,890	\$ 442,858	\$ 436,395	\$ 339,797	\$ 353,650	\$ 361,126	\$ 368,382	\$ 403,052	\$ 588,290	\$ 472,400	\$ 524,037	\$ 544,895	
Charges	\$ 750,346	\$ 1,027,433	\$ 773,432	\$ 669,952	\$ 627,546	\$ 1,051,423	\$ 591,755	\$ 995,504	\$ 936,274	\$ 785,112	\$ 844,691	\$ 888,574	\$ 797,382	\$ 9,989,078
Gross Collections	\$ 154,882	\$ 143,118	\$ 140,589	\$ 231,236	\$ 103,636	\$ 145,078	\$ 119,822	\$ 228,817	\$ 115,424	\$ 216,288	\$ 104,550	\$ 177,662	\$ 190,562	\$ 1,916,783
Refunds	\$ 238	\$ 149	\$ 1,493	\$ -	\$ 1,014	\$ 283	\$ 231	\$ 2,706	\$ -	\$ 976	\$ -	\$ 3,457	\$ 1,050	\$ 11,358
Net Collections	\$ 154,645	\$ 142,969	\$ 139,096	\$ 231,236	\$ 102,623	\$ 144,795	\$ 119,591	\$ 226,111	\$ 115,424	\$ 215,313	\$ 104,550	\$ 174,206	\$ 189,512	\$ 1,905,425
Credit Adjustments	\$ 563,105	\$ 861,496	\$ 640,800	\$ 535,313	\$ 511,071	\$ 899,151	\$ 464,908	\$ 734,722	\$ 635,612	\$ 685,690	\$ 688,504	\$ 693,510	\$ 665,272	\$ 8,016,050
Ending AR	\$ 419,890	\$ 442,858	\$ 436,395	\$ 339,797	\$ 353,650	\$ 361,126	\$ 368,382	\$ 403,052	\$ 588,290	\$ 472,400	\$ 524,037	\$ 544,895	\$ 487,493	
Cases	51	50	54	36	30	44	39	53	47	39	39	50	38	519
CPT Codes	91	109	87	67	68	99	76	113	134	49	80	82	40	1004
Avg CPT per Case	1.78	2.18	1.61	1.86	2.27	2.25	1.95	2.13	2.85	1.26	2.05	1.64	1.05	1.93
Avg Charge per Case	\$ 14,713	\$ 20,549	\$ 14,323	\$ 18,610	\$ 20,918	\$ 23,896	\$ 15,173	\$ 18,783	\$ 19,921	\$ 20,131	\$ 21,659	\$ 17,771	\$ 20,984	\$ 19,247
3 Mo. Gross Charges/Day	\$ 27,496	\$ 28,181	\$ 28,347	\$ 27,454	\$ 23,010	\$ 26,099	\$ 25,230	\$ 29,319	\$ 28,039	\$ 30,188	\$ 28,512	\$ 27,982	\$ 28,118	\$ 27,540
Days in AR	15.27	15.71	15.39	12.38	15.37	13.84	14.60	13.75	20.98	15.65	18.38	19.47		
3 Mo. Gross Charges/Day	\$ 28,046	\$ 27,496	\$ 28,181	\$ 28,347	\$ 27,454	\$ 23,010	\$ 26,099	\$ 25,230	\$ 29,319	\$ 28,039	\$ 30,188	\$ 28,512	\$ 27,982	
Days in AR	14.97	16.11	15.49	11.99	12.88	15.69	14.11	15.97	20.07	16.85	17.36	19.11	17.42	
"Avg Days to Bill"	11.63	8.74	5.41	5.17	15.83	10.07	8.95	11.00	9.98	7.60	9.53	7.77	7.12	

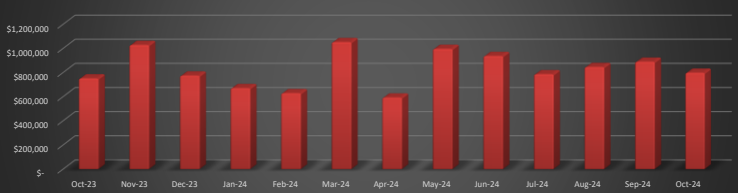
AR - Beginning & Ending



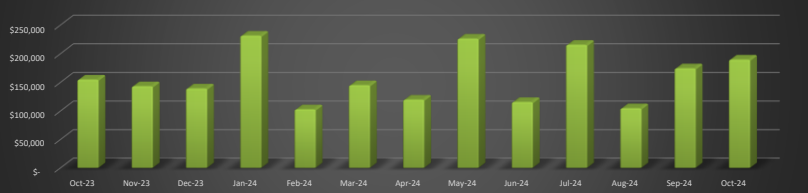
Cases



Charges



Net Collections





Administrator Update Q4 2024

Operations & Service Lines

- Q3 Volume: July: 39 August: 39 September: 50 Total: 128
 - Ortho: 79 Pain:30 Urology: 13 Dental: 3 GYN:0 Cosmetic: 0
- Urology- Interested in expanding their service line with TSC. Challenges with office scheduling and processes.
- GYN- Will begin performing Myosure cases once credentialing/privileging is approved. Estimated time frame January-February start.
- Pediatric ENT- Dr. Stephen Hoff. Starts 12/1/2024 TSC Block time 2nd & 4th Monday 0730-1200

Facility and Equipment

- Flooring has been replaced.
- Linens: Considering another vender for scrubs.
- AHU 1 control issues. Currently in an override state. Facilities is actively working on updating the controls.
- Vacuum pump malfunction on 111/13. Cases delayed and 1 rescheduled. New pump on order.
- Capital requests for Q4 2024
 - Equipment:
 - ENT Microscope
 - ENT Head Light with backup battery
 - Construction:
 - Med Gas Manifold/Vacuum Pump Replacement
 - Curtains and Window Tint
 - Lobby Ceiling Tiles
 - Waiting Room Capacity
 - Remove Drinking Fountains from lobby

Staff/HR

- Nothing to Report