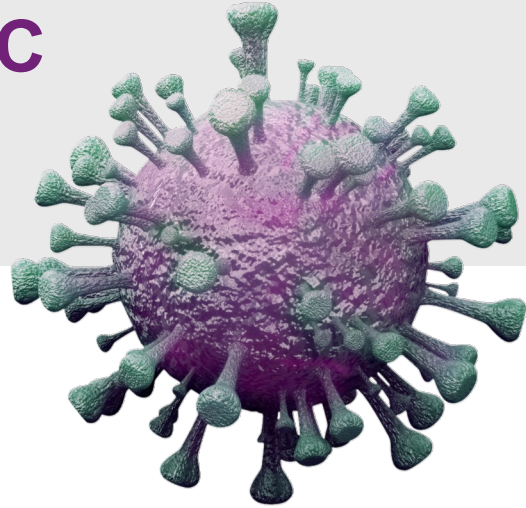


# LEADING YOUR ASC THROUGH THE COVID-19 CRISIS



**PART II | APRIL 2, 2020**  
Financial Projections  
to Support Business Decisions



PROGRESSIVE  
SURGICAL SOLUTIONS  
A DIVISION OF BSM CONSULTING



OUTPATIENT OPHTHALMIC  
SURGERY SOCIETY  
*Belong Today. Shape Tomorrow.*

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## Meet Your Speakers



PROGRESSIVE  
SURGICAL SOLUTIONS  
A DIVISION OF BSM CONSULTING



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Senior VP, Executive Consultant  
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SURGERY SOCIETY



**ALBERT CASTILLO**

Director of Membership Services | OOSS  
CEO | San Antonio Eye Center

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## Today's Agenda

- 13 Week Cash Flow Forecasting Tool
- ASC Forecast scenarios without funding
- Funding Options
- Strategies and Considerations
- 13 Week Forecast scenario with funding

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## Handouts

- CARES Act Fact Sheet
- Small Business Owners Guide to CARES Act
- CMS APP Fact Sheet
- PPP Fact Sheet
- PPP [Sample](#) Application Form (this [may](#) change)
- [Excel Tool](#) | 13 Week Cash Flow Forecast



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PPP  
SAMPLE  
Application  
Form

**Paycheck Protection Program Application Form**

OMB Control No.: 3245-  
Expiration Date: 06/30/2020

<input type="checkbox"/> Non-Profit <input type="checkbox"/> Vet Org <input type="checkbox"/> Tribal <input type="checkbox"/> Ind. Cont. <input type="checkbox"/> Self Employed <input type="checkbox"/>		DBA or Tradename if applicable	
Business Legal Name			
Business Primary Address		Business EIN (EIN/SSN)	Business Phone
		( ) -	
		Primary Contact	Email Address

Average Monthly Payroll: \$	X 2.5 equals Loan Amount: \$	Number of Jobs:
Purpose of the loan (select more than one): <input type="checkbox"/> Payroll <input type="checkbox"/> Rent / Mortgage Interest <input type="checkbox"/> Utilities <input type="checkbox"/> Other (explain):		

Applicant Ownership

List all owners of Applicant with greater than 20% ownership stakes. Attach a separate sheet if necessary.

Owner Name	Title	Ownership %	EIN (EIN/SSN)	Address

*If questions (1) or (2) below are answered "Yes," the loan will not be approved.*

Question	Yes	No
1. Is the Business or any owner presently suspended, debarred, proposed for debarment, declared ineligible, voluntarily excluded from participation in this transaction by any Federal department or agency, or presently involved in any bankruptcy?	<input type="checkbox"/>	<input type="checkbox"/>
2. Has the Business, any of its owners, or any business owned or controlled by any of them, ever obtained a direct or guaranteed loan from SBA or any other Federal agency that is currently delinquent or has defaulted in the last 7 years and caused a loss to the government?	<input type="checkbox"/>	<input type="checkbox"/>
3. Is the Business or any owner an owner of any other business or have common management with any other business? If yes, attach a listing of all Affiliates and describe the relationship as addendum A.	<input type="checkbox"/>	<input type="checkbox"/>
4. Has the Business received an SBA Economic Injury Disaster Loan between January 31, 2020 and April 3, 2020? If yes, provide details on a separate sheet identified as addendum B.	<input type="checkbox"/>	<input type="checkbox"/>

*Applicants who are individuals and all 20% or greater owners of the business must answer the following questions. If questions (5) or (6) are answered "Yes" or question (7) is answered "No," the loan will not be approved.*

Question	Yes	No
5. Are you presently subject to an indictment, criminal information, arraignment, or other means by which formal criminal charges are brought in any jurisdiction, or presently incarcerated, on probation or parole? <span style="font-size: x-x-small;">Initial here to confirm your response to question 5 →</span>	<input type="checkbox"/>	<input type="checkbox"/>
6. Within the last 7 years, for any felony or misdemeanor for a crime against a minor, have you: 1) been convicted; 2) pleaded guilty; 3) pleaded nolo contendere; 4) been placed on pretrial diversion; or 5) been placed on any form of parole or probation (including probation before judgment)? <span style="font-size: x-x-small;">Initial here to confirm your response to question 6 →</span>	<input type="checkbox"/>	<input type="checkbox"/>
7. <input type="checkbox"/> I am a U.S. Citizen <input checked="" type="checkbox"/> OR <input type="checkbox"/> I have Lawful Permanent Resident status <input type="checkbox"/> No <span style="font-size: x-x-small;">Initial here to confirm your response to question 7 →</span>		

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# 13 Week Cash Flow Forecasting Tool

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## Why should I use the tool?

- We do not know when this will end...
- Day by day, week by week assessment assuming limited to no case volume.
- Cash is **KING!**
- What are your options? Who do you call? How do you position yourself to remain viable?



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## Getting Started | Data Collection

### Balance Sheet

- It must be up to date and include accurate cash and debt balances.

### Income Statement

- Pull the last 12 months, plus the last 3 months and review trends.

### Fixed and Variable Expenses

### Most Recent KPI Data

- Know your costs per case and average revenue per case by specialty



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## Getting Started | Data Collection

### Accounts Receivable Aging Report

- Make sure all the cash receipts have been posted
- Review AR for % of collectability
- Make sure AR is net of contractual adjustments
- Delegate AR list to staff for collection efforts

### Accounts Payable Aging Report

- Make sure all invoices due and debt payments are booked
- Review list for disputed items



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## Getting Started | Data Collection

### Master List of Contracts

- Include Annual and Monthly Commitments
- Put services on hold, terminate or renegotiate
- Document any reduction during shut down in tracking tool

### Revenue Ramp Up Tool

- Gather a list of cases by category
- Review list for urgent cases allowable per state, if still open
- Map out how case mix will ramp up once open




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# Getting Started | Data Collection

Payroll Data

- A master list of all active employees, rate of pay, role and status
- Identify employees as terminated, furloughed, or essential
- Identify all staff with health insurance benefits, Employer costs and Employee Costs
- Identify Essential Staff as Fixed Staffing or Variable Staffing during ramp up



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## THE TOOL

### DATA COLLECTION SUMMARY

#### DATA COLLECTION

**Before you get started, you need to pull together the following items:**

##### BALANCE SHEET

The most up to date cash balance to start your cash flow projections  
Accurate Debt balances and access to loan amortization schedules

##### INCOME STATEMENT

A historical Income Statement  
Breakdown of Fixed and Variable categories  
Recent KPI data  
Trending Income Statement - for recent trends

##### ACCOUNTS RECEIVABLE AGING REPORT

The most up to date AR Balances  
Review AR for % of collectability  
Make sure AR is net of contractual adjustments  
Delegate AR list to staff for collection efforts

##### ACCOUNTS PAYABLE AGING REPORT

The most up to date AP aging report - open all the mail, post the bills  
Review list for disputed items

##### MASTER LIST OF CONTRACTS


If your contract book is not electronic with values of contracts, build it  
Notify all contracted vendors of shut down  
Put services on hold, terminate or renegotiate  
Document any reduction during shut down in tracking tool

##### REVENUE RAMP UP TOOL

Gather a list of cases by category  
Understand average revenue per category  
Review list for urgent cases allowable per state, if still open  
Map out how case mix will ramp up once open

##### PAYROLL DATA

A master list of all active employees, rate of pay, role and status  
Identify employees as terminated, furloughed, or essential  
Identify all staff with health insurance benefits, Employer costs and Employee Costs  
Reroute emails, Access to EMR, building, etc.  
Identify Essential Staff as Fixed Staffing or Variable Staffing during ramp up



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## Revenue Projections

Expected re-open date: 05/08/20 Medicare % 75% Other Payer Mix 25%

Description	CPT Code	Medicare Procedure Volume	Costs Per Case	Medicare Facility Fees		Other Payers			Total Procedure Volume	Total Revenue	Total Costs
				Local Rate	Total Revenue	Procedure Volume	Facility Fee	Total Revenue			
Cataract	66984	30	250	\$909	\$27,270	10	\$1,045	\$10,454	40	\$37,724	\$10,000
Retina: Removal of Inner Eye Fluid				0	0	0	\$0	0	0	0	0
Laser	66821	5	5	200	1,000	2	\$230	460	7	1,460	35
Retina: Vitrectomy/PRP				0	0	0	\$0	0	0	0	0
Other	68110	5	200	732	3,660	3	\$842	2,405	8	6,065	1,571
Keratoplasty (Corneal transplant)	65730	0	450	1,647	0	0	\$1,894	0	0	0	0
Oculoplastics	15823	10	350	732	7,320	6	\$842	4,810	16	12,130	5,500
<b>TOTALS</b>		<b>50</b>			<b>\$39,250</b>	<b>21</b>		<b>\$18,129</b>	<b>71</b>	<b>\$57,379</b>	<b>\$17,106</b>

Urgent Cases Projected  
As a % of weekly volume

Description	% Volume	Medicare Procedure Volume	Costs Per Case	Medicare Facility Fees		Other Payers			Total Procedure Volume	Total Revenue	Total Costs
				Local Rate	Total Revenue	Procedure Volume	Facility Fee	Total Revenue			
Cataract	0.0%	0	250	909	0	0	\$1,045	\$0	0	\$0	\$0
Retina: Removal of Inner Eye Fluid	0.0%	0	0	0	0	0	\$0	0	0	0	0
Laser	0.0%	0	5	200	0	0	\$230	0	0	0	0
Retina: Vitrectomy/PRP	0.0%	0	0	0	0	0	\$0	0	0	0	0
Other	0.0%	0	200	732	0	0	\$842	0	0	0	0
Keratoplasty (Corneal transplant)	0.0%	0	450	1,647	0	0	\$1,894	0	0	0	0
Oculoplastics	0.0%	0	350	732	0	0	\$842	0	0	0	0
<b>TOTALS</b>		<b>0</b>			<b>\$0</b>	<b>0</b>		<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>\$0</b>

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## Revenue Projections

Expected re-open date: 05/08/20 Medicare % 75% Other Payer Mix 25%

Description	CPT Code	Medicare Procedure Volume	Costs Per Case	Medicare Facility Fees		Other Payers			Total Procedure Volume	Total Revenue	Total Costs
				Local Rate	Total Revenue	Procedure Volume	Facility Fee	Total Revenue			
Cataract	66984	30	250	\$909	\$27,270	10	\$1,045	\$10,454	40	\$37,724	\$10,000
Retina: Removal of Inner Eye Fluid				0	0	0	\$0	0	0	0	0
Laser	66821	5	5	200	1,000	2	\$230	460	7	1,460	35
Retina: Vitrectomy/PRP				0	0	0	\$0	0	0	0	0
Other	68110	5	200	732	3,660	3	\$842	2,405	8	6,065	1,571
Keratoplasty (Corneal transplant)	65730	0	450	1,647	0	0	\$1,894	0	0	0	0
Oculoplastics	15823	10	350	732	7,320	6	\$842	4,810	16	12,130	5,500
<b>TOTALS</b>		<b>50</b>			<b>\$39,250</b>	<b>21</b>		<b>\$18,129</b>	<b>71</b>	<b>\$57,379</b>	<b>\$17,106</b>

Urgent Cases Projected  
As a % of weekly volume

Description	% Volume	Medicare Procedure Volume	Costs Per Case	Medicare Facility Fees		Other Payers			Total Procedure Volume	Total Revenue	Total Costs
				Local Rate	Total Revenue	Procedure Volume	Facility Fee	Total Revenue			
Cataract	0.0%	0	250	909	0	0	\$1,045	\$0	0	\$0	\$0
Retina: Removal of Inner Eye Fluid	0.0%	0	0	0	0	0	\$0	0	0	0	0
Laser	0.0%	0	5	200	0	0	\$230	0	0	0	0
Retina: Vitrectomy/PRP	0.0%	0	0	0	0	0	\$0	0	0	0	0
Other	0.0%	0	200	732	0	0	\$842	0	0	0	0
Keratoplasty (Corneal transplant)	0.0%	0	450	1,647	0	0	\$1,894	0	0	0	0
Oculoplastics	0.0%	0	350	732	0	0	\$842	0	0	0	0
<b>TOTALS</b>		<b>0</b>			<b>\$0</b>	<b>0</b>		<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>\$0</b>

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## Revenue Projections

Expected re-open date: 05/08/20 Medicare % 75% Other Payer Mix 25%

Weekly Volume & Rates Before Shut Down		Urgent Cases Projected As a % of weekly volume		Urgent Cases Projected As a % of weekly volume		Payers				
Description	CPT Code	Description	Volume	Description	Volume	Facility Fee	Total Revenue	Procedure Volume	Total Revenue	Total Costs
Cataract	66984	Cataract	0.0%	Cataract	0	\$1,045	\$10,454	40	\$37,724	\$10,000
Retina: Removal of Inner Eye Fluid	66821	Retina: Removal of Inner Eye Fluid	0.0%	Retina: Removal of Inner Eye Fluid	200	\$0	\$0	0	\$0	\$0
Laser	68110	Laser	0.0%	Laser	732	\$230	\$1,662	7	\$1,460	\$35
Retina: Vitrectomy/PRP	65730	Retina: Vitrectomy/PRP	0.0%	Retina: Vitrectomy/PRP	0	\$0	\$0	0	\$0	\$0
Other	15823	Other	0.0%	Other	0	\$842	\$2,405	8	\$6,065	\$1,571
Keratoplasty (Corneal transplant)		Keratoplasty (Corneal transplant)	0.0%	Keratoplasty (Corneal transplant)	450	\$1,894	\$0	0	\$0	\$0
Oculoplastics		Oculoplastics	0.0%	Oculoplastics	350	\$842	\$4,810	16	\$12,130	\$5,500
<b>TOTALS</b>		<b>TOTALS</b>		<b>TOTALS</b>			\$18,129	71	\$57,379	\$17,106

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## Revenue Cost Summary

	Actual WE 3/27	6 WE 5/8	7 WE 5/15	8 WE 5/22	9 WE 5/29	10 WE 6/5	11 WE 6/12	12 WE 6/19	13 WE 6/26
<b>ASC facility income</b>									
Urgent Case Volume	A	-	-	-	-	-	-	-	-
Urgent Case Income	A	-	-	-	-	-	-	-	-
Ramp up rate		10%	20%	60%	90%	110%	110%	110%	110%
Ramp up Case Volume	A	7	14	42	64	78	78	78	78
Ramp up Income	A	-	5,738	11,476	34,427	51,641	63,117	63,117	63,117
<b>Total Income</b>		-	5,738	11,476	34,427	51,641	63,117	63,117	63,117
<b>ASC Collections</b>									
Urgent case collections	A	-	-	-	-	-	-	-	-
Ramp up case collections	A	-	-	-	4,590	9,181	27,542	41,313	50,493
<b>Total cash collections</b>		-	-	-	4,590	9,181	27,542	41,313	50,493
<b>Variable Costs per case</b>									
Urgent Case Costs	A	-	-	-	-	-	-	-	-
Ramp up Case Costs	A	-	1,711	3,421	10,264	15,396	18,817	18,817	18,817
<b>Total Costs</b>		-	1,711	3,421	10,264	15,396	18,817	18,817	18,817

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## Revenue Cost Summary

		Actual	6	7	8	9	10	11	12	13
			6	7	8	9	10	11	12	13
			WE	WE	WE	WE	WE	WE	WE	WE
			5/8	5/15	5/22	5/29	6/5	6/12	6/19	6/26
<b>REVENUE PROJECTION, RAMP UP, AND COSTS PER CASE SUMMARY</b>										
<i>ASC facility income</i>										
Urgent Case Volume	A		-	-	-	-	-	-	-	-
Urgent Case Income	A		-	-	-	-	-	-	-	-
Ramp up rate			10%	20%	60%	90%	110%	110%	110%	110%
Ramp up Case Volume	A		7	14	42	64	78	78	78	78
Ramp up Case Income	A		5,738	11,476	34,427	51,641	63,117	63,117	63,117	63,117
<b>Total Income</b>			<b>5,738</b>	<b>11,476</b>	<b>34,427</b>	<b>51,641</b>	<b>63,117</b>	<b>63,117</b>	<b>63,117</b>	<b>63,117</b>
<i>Variable Costs per case</i>										
Urgent Case Costs	A		-	-	-	-	-	-	-	-
Ramp up Case Costs	A		1,711	3,421	10,264	15,396	18,817	18,817	18,817	18,817
<b>Total Costs</b>			<b>1,711</b>	<b>3,421</b>	<b>10,264</b>	<b>15,396</b>	<b>18,817</b>	<b>18,817</b>	<b>18,817</b>	<b>18,817</b>

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## Revenue Cost Summary

		Actual	6	7	8	9	10	11	12	13
			6	7	8	9	10	11	12	13
			WE	WE	WE	WE	WE	WE	WE	WE
			5/8	5/15	5/22	5/29	6/5	6/12	6/19	6/26
<b>PROJECTED COLLECTIONS</b>										
<i>ASC facility income</i>										
Urgent Case Volume	A		-	-	-	-	-	-	-	-
Urgent Case Income	A		-	-	-	-	-	-	-	-
Ramp up rate			10%	20%	60%	90%	110%	110%	110%	110%
Ramp up Case Volume	A		7	14	42	64	78	78	78	78
Ramp up Case Income	A		5,738	11,476	34,427	51,641	63,117	63,117	63,117	63,117
<b>Total cash collections</b>			<b>5,738</b>	<b>11,476</b>	<b>34,427</b>	<b>51,641</b>	<b>63,117</b>	<b>63,117</b>	<b>63,117</b>	<b>63,117</b>
<i>Variable Costs per case</i>										
Urgent Case Costs	A		-	-	-	-	-	-	-	-
Ramp up Case Costs	A		1,711	3,421	10,264	15,396	18,817	18,817	18,817	18,817
<b>Total Costs</b>			<b>1,711</b>	<b>3,421</b>	<b>10,264</b>	<b>15,396</b>	<b>18,817</b>	<b>18,817</b>	<b>18,817</b>	<b>18,817</b>

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## Revenue Cost Summary

		Actual	6	7	8	9	10	11	12	13	
			URGENT AND RAMP UP COST PER CASE								
			WE								
			6/26								
<i>ASC facility income</i>											
Urgent Case Volume	A		-	-	-	-	-	-	-	-	
Urgent Case Income	A										
Ramp up rate			10%	20%	60%	90%	110%	110%	110%	110%	
Ramp up Case Volume	A		7	14	42	64	78	78	78	78	
FN / Ref.	Actual WE 3/27	6 WE 5/8	7 WE 5/15	8 WE 5/22	9 WE 5/29	10 WE 6/5	11 WE 6/12	12 WE 6/19	13 WE 6/26		
<i>Variable Costs per case</i>											
Urgent Case Costs	A		-	-	-	-	-	-	-	-	
Ramp up Case Costs	A	-	1,711	3,421	10,264	15,396	18,817	18,817	18,817	18,817	
<b>Total Costs</b>		-	<b>1,711</b>	<b>3,421</b>	<b>10,264</b>	<b>15,396</b>	<b>18,817</b>	<b>18,817</b>	<b>18,817</b>	<b>18,817</b>	
<b>Total cash collections</b>		-	-	-	-	4,590	9,181	27,542	41,313	50,493	

FN / Ref.	Actual WE 3/27	6 WE 5/8	7 WE 5/15	8 WE 5/22	9 WE 5/29	10 WE 6/5	11 WE 6/12	12 WE 6/19	13 WE 6/26
<i>Variable Costs per case</i>									
Urgent Case Costs	A		-	-	-	-	-	-	-
Ramp up Case Costs	A	-	1,711	3,421	10,264	15,396	18,817	18,817	18,817
<b>Total Costs</b>		-	<b>1,711</b>	<b>3,421</b>	<b>10,264</b>	<b>15,396</b>	<b>18,817</b>	<b>18,817</b>	<b>18,817</b>

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## Accounts Receivable Collection Projections

FN / Ref.	Actual WE 3/27	1 WE 4/3	2 WE 4/10	3 WE 4/17	4 WE 4/24	5 WE 5/1	6 WE 5/8
<b>AR Balance</b>	239,318.44						
<b>Aging Buckets</b>	1	20%	20%	20%	20%	10%	0%
Current	2	181,283	36,257	36,257	36,257	36,257	18,128
30		26,810	5,362	5,362	5,362	5,362	2,681
60		10,694	2,139	2,139	2,139	2,139	1,069
90		3,338	668	668	668	668	334
120		2,368	474	474	474	474	237
150		2,173	435	435	435	435	217
180+ Credit Balances		12,652	2,530	2,530	2,530	2,530	1,265
Other		-					
<b>Total AR Collections</b>		<b>239,318</b>	<b>47,864</b>	<b>47,864</b>	<b>47,864</b>	<b>47,864</b>	<b>23,932</b>

**STEPS:**

- Row 12 - Enter the AR Balance before the week of shut down. Make sure this number is net of contractual allowance
- Enter the Aging buckets by Grouping, assess the ability to collect
- Row 13 - Enter the % of Each Bucket assumed to collect each week.

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## Vendor Accounts Payable

	Actual WE 3/27	1 WE 4/3	2 WE 4/10	3 WE 4/17	4 WE 4/24	5 WE 5/1	6 WE 5/8
<b>Supplier Cash Disbursements</b>							
Alcon	90,881	4,901	-	-	53,751	32,229	-
Ambler Surgical	6,349	-	6,073	-	-	276	-
AMO Sales & Service Inc	230	-	-	-	-	230	-
Hyman Hayes Associates	-	-	-	-	-	-	-
Lenstec Inc.	(76)	-	-	-	(90)	14	-
Lex-Tech Surgical	33	19	-	-	-	14	-
McKesson	7,629	-	-	-	-	7,629	-
CPA	600	-	-	600	-	-	-
Moria	347	-	-	-	-	347	-
Sight Society	45,200	-	-	-	-	45,200	-
State Ophthalmic Inc.	404	-	-	-	-	404	-
<b>Supplier Cash Disbursements</b>	<b>151,596</b>	<b>4,920</b>	<b>6,073</b>	<b>600</b>	<b>53,661</b>	<b>86,342</b>	<b>-</b>

**STEPS:**  
 1. Export your AP Aging report from the financial System. Make sure all bills are entered.  
 2. Age the payables out based on Due date (from financial system)  
 3. Review Aging for disputed invoices, debt payments, etc

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## Detailed Employee Data

	Role	Cost Type	Status	Hrly Rate	Avg Hrs	Retention Status
Employee 1	Nurse	Variable	Per Diem	34.00	10.00	Furlough
Employee 2	Nurse	Variable	Full Time	31.00	80.00	Active
Employee 3	DON	Fixed	Salary	40.87	80.00	Active
Employee 4	MA	Variable	Hourly	14.00	80.00	Furlough
Employee 5	ST	Variable	Per Diem	24.00	10.00	Furlough
Employee 6	Nurse	Variable	Hourly	31.00	80.00	Furlough
Employee 7	ST	Variable	Hourly	21.00	80.00	Furlough
Employee 8	Nurse	Variable	Per Diem	35.00	10.00	Furlough
Employee 9	BO	Variable	Hourly	16.50	82.00	Furlough
Employee 10	MA	Variable	Per Diem	16.00	60.00	Furlough
Employee 11	Nurse	Variable	Per Diem	31.00	80.00	Furlough
Employee 12	Nurse	Variable	Per Diem	35.00	10.00	Furlough
Employee 13	MA	Variable	Per Diem	18.25	80.00	Furlough
Employee 14	MA	Variable	Per Diem	15.00	80.00	Furlough
Employee 15	BO	Variable	Full Time	20.50	80.00	Furlough
Employee 16	BOM	Fixed	Salary	32.21	80.00	Active
Employee 17	Nurse	Variable	Per Diem	34.00	32.00	Furlough
Employee 18	Nurse	Variable	Per Diem	30.00	15.00	Furlough
<b>Total</b>					<b>1,029</b>	

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### Detailed Employee Data | Layoff/Furlough

	Retention Status	Bi-Weekly Lay Off or Furlough Costs					Termination Costs	Terminated Access to EMR-EHR	Building Access Terminated
		0.0939		0					
		Gross Wages	ER Payroll Tax	ER Match	ER Benefits	EE Benefits			
Employee 1	Furlough	340	32	-			372		
Employee 2	Active	2,480	233	-	312.00	(178.37)	2,847		
Employee 3	Active	3,270	307	-	312.00	(178.37)	3,710		
Employee 4	Furlough	1,120	105	-			1,225		
Employee 5	Furlough	240	23	-			263		
Employee 6	Furlough	2,480	233	-			2,713		
Employee 7	Furlough	1,680	158	-			1,838		
Employee 8	Furlough	350	33	-			383		
Employee 9	Furlough	1,353	127	-			1,480		
Employee 10	Furlough	960	90	-			1,050		
Employee 11	Furlough	2,480	233	-	312.00	(178.37)	2,847		
Employee 12	Furlough	350	33	-			383		
Employee 13	Furlough	1,460	137	-			1,597		
Employee 14	Furlough	1,200	113	-			1,313		
Employee 15	Furlough	1,640	154	-	312.00	(178.37)	1,928		
Employee 16	Active	2,577	242	-	726.92		3,546		
Employee 17	Furlough	1,088	102	-			1,190		
Employee 18	Furlough	450	42	-			492		
<b>Total</b>		<b>25,517</b>	<b>2,396</b>		<b>1,974.92</b>	<b>(713.48)</b>	<b>29,175</b>		

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### Detailed Employee Data | Essential Staff

	Retention Status	Ongoing Weekly Payroll - Essential Staff ONLY					Forecasted Weekly Payroll
		0.0939		0			
		Salaries and Wages	ER Payroll Tax	Employer Match	ER Benefits	EE Benefits	
Employee 1	Furlough		-	-	-		-
Employee 2	Active		-	-	156		156
Employee 3	Active	1,635	154	-	156	(89)	1,855
Employee 4	Furlough		-	-	-		-
Employee 5	Furlough		-	-	-		-
Employee 6	Furlough		-	-	-		-
Employee 7	Furlough		-	-	-		-
Employee 8	Furlough		-	-	-		-
Employee 9	Furlough		-	-	-		-
Employee 10	Furlough		-	-	-		-
Employee 11	Furlough		-	-	156		156
Employee 12	Furlough		-	-	-		-
Employee 13	Furlough		-	-	-		-
Employee 14	Furlough		-	-	-		-
Employee 15	Furlough		-	-	156		156
Employee 16	Active	1,288	121	-	363		1,773
Employee 17	Furlough		-	-	-		-
Employee 18	Furlough		-	-	-		-
<b>Total</b>		<b>2,923</b>	<b>274</b>		<b>987</b>		<b>4,096</b>

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## Detailed Employee Data | Payroll Cost per Case

	Cost Type	Retention Status	Enter % of Taxes, Benefits		
			15%	10%	
			Annual Wages	Fixed Annual Wages	Variable Annual Wages
Employee 1	Variable	Furlough	17,680	-	19,448
Employee 2	Variable	Active	128,960	-	141,856
Employee 3	Fixed	Active	170,019	195,522	-
Employee 4	Variable	Furlough	58,240	-	64,064
Employee 5	Variable	Furlough	12,480	-	13,728
Employee 6	Variable	Furlough	128,960	-	141,856
Employee 7	Variable	Furlough	87,360	-	96,096
Employee 8	Variable	Furlough	18,200	-	20,020
Employee 9	Variable	Furlough	70,356	-	77,392
Employee 10	Variable	Furlough	49,920	-	54,912
Employee 11	Variable	Furlough	128,960	-	141,856
Employee 12	Variable	Furlough	18,200	-	20,020
Employee 13	Variable	Furlough	75,920	-	83,512
Employee 14	Variable	Furlough	62,400	-	68,640
Employee 15	Variable	Furlough	85,280	-	93,808
Employee 16	Fixed	Active	133,994	154,093	-
Employee 17	Variable	Furlough	56,576	-	62,234
Employee 18	Variable	Furlough	23,400	-	25,740
<b>Total</b>			<b>1,326,907</b>	<b>349,615</b>	<b>1,125,184</b>
			Per Case	139.85	450.07
			Annual Case Volume:	2,500.00	

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## Fixed Cost Contracts

Contract Types	Vendor Name	Fixed Annual Contract Costs	Fixed Monthly Costs	Status	Reduced Monthly Costs	Date of Notice	Re-instate date	Notes
<b>Pack or Per Use Contracts</b>								
Cataract Pack Agreement	Alcon	-	-	Active	-			
Premium Lens Agreement	Alcon	-	-	Active	-			
Femto / LOI Agreement	Alcon	-	-	Active	-			
ORA Subscription Fees	Alcon	15,000	1,250	Active	938			Contract is based on volume
<b>PM Service Contracts</b>								
Femto	Alcon	14,781	1,232	On Hold	-			Vendor delayed 3 months
Microscope	Zeiss	10,351	863	Active	647			Will call for extension
Carestation	GE Healthcare	1,219	102	Active	76			
ORA		5,995	500	Active	375			
Centurion	Alcon	5,179	432	On Hold	324			Vendor delayed 3 months
Sterilizer		-	-	Active	-			
Other Equipment Repair	Zoetek	4,800	400	Active	300			
<b>Other Contracts</b>								
Trash Pickup	County Waste	-	-	Terminated	-			
Bio-Hazardous Waste	Stericycle	4,903	409	Active	306			DON to call vendor
Fire Alarm		-	-	Active	-			
IT Services	Northeast Network	1,030	86	Active	64			
Janitorial Services	Janitronics	28,189	2,349	On Hold	-	03/26/20		Shut down
Linen	Century Linen	23,410	1,951	On Hold	-	03/26/20		Shut down
Medical Gas Pump		-	-	Active	-			
Medical Gases	Airgas	3,191	266	Active	199			
Patient Transportation		-	-	Active	-			
Pest Control	Orkin	1,166	97	Active	73			
Pharmacy Consultant	ASC Pharmacy	3,000	250	On Hold	188			Quarterly Only
Security System	Capital Security	1,711	143	Active	107			
Shredding Services		342	29	Reduced	21			As needed
Water Softener		-	-	Active	-			
Landscaping		10,945	912	Active	684			
Chart Audits	GF	3,400	283	Reduced	213			Quarterly Only
<b>Leases &amp; Other Obligations</b>								
EMR	HST Pathways	26,568	2,214	Active	1,661			BOM to put call out to Vendor
Equipment Rental		959	80	Active	60			BOM to put call out to Vendor
Accounting Software	Intuit	600	50	Active	38			
<b>Total Contracted Services</b>		<b>166,739</b>	<b>13,895</b>		<b>6,272</b>			

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Capital Expenditures (Urgent and Non-Urgent)					
FN / Ref.	Actual WE 3/27	1 WE 4/3	2 WE 4/10	3 WE 4/17	4 WE 4/24
<b>Capital Expenditures by Project</b>					
Project A	-	-	-	-	-
Project B	-	-	-	-	-
Project C	-	-	-	-	-
Project D	-	-	-	-	-
Project E	-	-	-	-	-
<b>Capital Expenditures by Project</b>					
	-	-	-	-	-

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Debt Service Schedule														
Starting week ending:		3/27/20												
FN / Ref.	Monthly Debt Service	1 WE 4/3	2 WE 4/10	3 WE 4/17	4 WE 4/24	5 WE 5/1	6 WE 5/8	7 WE 5/15	8 WE 5/22	9 WE 5/29	10 WE 6/5	11 WE 6/12	12 WE 6/19	13 WE 6/26
<b>Loan Schedules</b>														
Femto Loan	4,730	1,092	1,092	1,092	1,092	1,092	1,092	1,092	1,092	1,092	1,092	1,092	1,092	1,092
ORA Loan	2,251	520	520	520	520	520	520	520	520	520	520	520	520	520
Line of Credit	1,276	295	295	295	295	295	295	295	295	295	295	295	295	295
Equipment Loan	7,229	1,668	1,668	1,668	1,668	1,668	1,668	1,668	1,668	1,668	1,668	1,668	1,668	1,668
SCSA	6,667	1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538
Other Loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Loan Schedules</b>		<b>5,112</b>	<b>5,112</b>	<b>5,112</b>	<b>5,112</b>	<b>5,112</b>	<b>5,112</b>	<b>5,112</b>	<b>5,112</b>	<b>5,112</b>	<b>5,112</b>	<b>5,112</b>	<b>5,112</b>	<b>5,112</b>

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## Other Expenses

Starting week ending:		3/27/20													
FN / Ref.		Annual Average Costs	1 WE 4/3	2 WE 4/10	3 WE 4/17	4 WE 4/24	5 WE 5/1	6 WE 5/8	7 WE 5/15	8 WE 5/22	9 WE 5/29	10 WE 6/5	11 WE 6/12	12 WE 6/19	13 WE 6/26
<b>Other Expenses</b>															
	HVAC	7,500	144	144	144	144	144	144	144	144	144	144	144	144	144
	Building Repairs	8,000	154	154	154	154	154	154	154	154	154	154	154	154	154
	Other Repairs	5,000	96	96	96	96	96	96	96	96	96	96	96	96	96
	Office Supplies	5,000	96	96	96	96	96	96	96	96	96	96	96	96	96
	Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other Expenses</b>		<b>25,500</b>	<b>490</b>	<b>490</b>	<b>490</b>	<b>490</b>	<b>490</b>	<b>490</b>	<b>490</b>	<b>490</b>	<b>490</b>	<b>490</b>	<b>490</b>	<b>490</b>	<b>490</b>

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### 13 WEEK CASH FLOW FORECAST

Starting week ending :		3/27/20													
FN / Ref.		Actual WE 3/27	1 WE 4/3	2 WE 4/10	3 WE 4/17	4 WE 4/24	5 WE 5/1	6 WE 5/8	7 WE 5/15	8 WE 5/22	9 WE 5/29	10 WE 6/5	11 WE 6/12	12 WE 6/19	13 WE 6/26
<b>BEGINNING CASH BALANCE</b>		<b>124,168</b>	<b>94,993</b>	<b>100,434</b>	<b>130,077</b>	<b>165,192</b>	<b>147,247</b>	<b>47,335</b>	<b>30,326</b>	<b>8,456</b>	<b>-32,859</b>	<b>-89,208</b>	<b>-180,633</b>	<b>-246,703</b>	<b>-312,774</b>
<b>Facility Revenue</b>															
	> Case Volume		0	0	0	0	0	7	14	42	64	78	78	78	78
	> Urgent Case Collections		0	0	0	0	0	0	0	0	0	0	0	0	0
	> Ramp up Case Collections		0	0	0	0	0	0	0	4,590	9,181	27,542	41,313	50,493	
	> Sublease Rental														
<b>TOTAL REVENUE</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,590</b>	<b>9,181</b>	<b>27,542</b>	<b>41,313</b>	<b>50,493</b>	
<b>ONE TIME CLOSURE COSTS</b>															
	> A/P Pay down		4,920	6,073	600	53,661	86,342	0	0	0	0	0	0	0	0
	> Wages & Related - Lay Off	29,175													
<b>VARIABLE COSTS</b>															
	> Variable Staffing		0	0	0	0	0	3,151	6,301	18,903	28,805	35,106	35,106	35,106	35,106
	> Variable Supply Costs		0	0	0	0	0	1,711	3,421	10,264	15,396	18,817	18,817	18,817	18,817
<b>FIXED COSTS</b>															
	> Contracted Services		1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447
	> Capital Expenditures		0	0	0	0	0	0	0	0	0	0	0	0	0
	> General Taxes / Property Taxes		558	558	558	558	558	558	558	558	558	558	558	558	558
	> Insurance (General, D&O, Other)		244	244	244	244	244	244	244	244	244	244	244	244	244
	> Payroll, including ER tax and benefits		4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096
	> Professional Fees		200	200	200	200	200	200	200	200	200	200	200	200	200
	> Other (Repairs, Supplies, etc)		490	490	490	490	490	490	490	490	490	490	490	490	490
	> Rent		22,125				22,125					22,125			
	> Utilities		3,229	0	0	0	3,229	0	0	0	0	3,229	0	0	0
	> Debt service payments		5,112	5,112	5,112	5,112	5,112	5,112	5,112	5,112	5,112	5,112	5,112	5,112	5,112
<b>OTHERS</b>															
	> Prior Period Distributions		0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CASH DISBURSEMENTS</b>		<b>29,175</b>	<b>42,422</b>	<b>18,221</b>	<b>12,748</b>	<b>65,809</b>	<b>123,844</b>	<b>17,009</b>	<b>21,870</b>	<b>41,315</b>	<b>56,348</b>	<b>91,425</b>	<b>66,071</b>	<b>66,071</b>	<b>66,071</b>
<b>SOURCES OF CASH</b>															
	> Accounts Receivable Collections		47,864	47,864	47,864	47,864	23,932	0	0	0	0	0	0	0	0
	> Capital contributions from Owners		0	0	0	0	0	0	0	0	0	0	0	0	0
	> Loans, LOC, PPP		0	0	0	0	0	0	0	0	0	0	0	0	0
<b>NET CASH FLOW</b>		<b>-29,175</b>	<b>5,441</b>	<b>29,643</b>	<b>35,116</b>	<b>-17,945</b>	<b>-99,912</b>	<b>-17,009</b>	<b>-21,870</b>	<b>-41,315</b>	<b>-56,348</b>	<b>-91,425</b>	<b>-66,071</b>	<b>-66,071</b>	<b>-66,071</b>
<b>ENDING CASH BALANCE</b>		<b>94,993</b>	<b>100,434</b>	<b>130,077</b>	<b>165,192</b>	<b>147,247</b>	<b>47,335</b>	<b>30,326</b>	<b>8,456</b>	<b>-32,859</b>	<b>-89,208</b>	<b>-180,633</b>	<b>-246,703</b>	<b>-312,774</b>	<b>-378,845</b>
<b>Total Funding Requirements</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,859</b>	<b>89,208</b>	<b>180,633</b>	<b>246,703</b>	<b>312,774</b>	<b>378,845</b>

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Starting week ending :		3/27/20	13 WEEK CASH FLOW FORECAST												
FN / Ref.	Actual WE 3/27	1 WE 4/3	2 WE 4/10	3 WE 4/17	4 WE 4/24	5 WE 5/1	6 WE 5/8	7 WE 5/15	8 WE 5/22	9 WE 5/29	10 WE 6/5	11 WE 6/12	12 WE 6/19	13 WE 6/26	
<b>BEGINNING CASH BALANCE</b>	124,168	94,993	100,434	130,077	165,192	147,247	47,335	30,326	8,456	-32,859	-89,208	-180,633	-246,703	-312,774	
<b>Facility Revenue</b>															
› Case Volume	B	0	0	0	0	0	7	14	42	64	78	78	78	78	
› Urgent Case Collections	B	0	0	0	0	0	0	0	0	0	0	0	0	0	
› Ramp up Case Collections	B	0	0	0	0	0	0	0	4,590	9,181	27,542	41,313	50,493		
<b>› Sublease Rental</b>															
<b>ONE TIME CLOSURE COSTS</b>															
› A/P Pay down	D							0	0	0	0	0	0	0	
› Wages & Related - Lay Off															
<b>VARIABLE COSTS</b>															
› Variable Staffing	E	0	0	0	0	0	3,151	6,301	18,903	28,805	35,106	35,106	35,106	35,106	
› Variable Supply Costs	B	0	0	0	0	0	1,711	3,421	10,264	15,396	18,817	18,817	18,817	18,817	
<b>FIXED COSTS</b>															
› Contracted Services	F	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	
› Capital Expenditures	G	0	0	0	0	0	0	0	0	0	0	0	0	0	
› General Taxes / Property Taxes		558	558	558	558	558	558	558	558	558	558	558	558	558	
› Insurance (General, D&O, Other)		244	244	244	244	244	244	244	244	244	244	244	244	244	
› Payroll, including ER tax and benefits	E	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	
› Professional Fees		200	200	200	200	200	200	200	200	200	200	200	200	200	
› Other (Repairs, Supplies, etc)	I	490	490	490	490	490	490	490	490	490	490	490	490	490	
› Rent		22,125					22,125				22,125				
› Utilities		3,229	0	0	0	3,229	0	0	0	0	3,229	0	0	0	
› Debt service payments	H	5,112	5,112	5,112	5,112	5,112	5,112	5,112	5,112	5,112	5,112	5,112	5,112	5,112	
<b>OTHER</b>															
› Prior Period Distributions		0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>TOTAL CASH DISBURSEMENTS</b>		29,175	42,422	18,221	12,748	65,809	123,844	17,009	21,870	41,315	56,348	91,425	66,071	66,071	
<b>SOURCES OF CASH</b>															
› Accounts Receivable Collections	C	0	47,864	47,864	47,864	47,864	23,932	0	0	0	0	0	0	0	
› Capital contributions from Owners		0	0	0	0	0	0	0	0	0	0	0	0	0	
› Loans, LOC, PPP	J	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>NET CASH FLOW</b>		-29,175	5,441	29,643	35,116	-17,945	-99,912	-17,009	-21,870	-41,315	-56,348	-91,425	-66,071	-66,071	
<b>ENDING CASH BALANCE</b>		94,993	100,434	130,077	165,192	147,247	47,335	30,326	8,456	-32,859	-89,208	-180,633	-246,703	-312,774	
<b>Total Funding Requirements</b>		0	0	0	0	0	0	0	0	32,859	89,208	180,633	246,703	312,774	

"Hospitals without Walls"

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# Scenario

# 1

- New ASC in 2<sup>nd</sup> year of operations**
- Prior to shut down...  
Big ramp up recruiting new partners**
- State mandated full closure**
- Anticipated Ramp Up: Week 6 (May 8<sup>th</sup>)**
- Cash needed by Week 13: \$378K**

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# Scenario

# 2



**New ASC, recruiting, full closure...**



**Successfully negotiates rent and debt payments out 90 days by working with local bank and calling equipment vendors**



**Cash needed by Week 13: \$287K**

**\$133K  
Improvement**

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Starting week ending :		3/27/20	13 WEEK CASH FLOW FORECAST   SCENARIO 2												
FN / Ref.	Actual WE 3/27	1 WE 4/3	2 WE 4/10	3 WE 4/17	4 WE 4/24	5 WE 5/1	6 WE 5/8	7 WE 5/15	8 WE 5/22	9 WE 5/29	10 WE 6/5	11 WE 6/12	12 WE 6/19	13 WE 6/26	
<b>BEGINNING CASH BALANCE</b>		<b>124,168</b>	94,993	127,671	162,426	202,654	189,821	117,146	105,249	88,491	52,289	1,052	-63,135	-124,094	-185,052
<b>Facility Revenue</b>															
	Case Volume	0	0	0	0	0	7	14	42	64	78	78	78	78	78
	Urgent Case Collections	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Ramp up Case Collections	0	0	0	0	0	0	0	0	4,590	9,181	27,542	41,313	50,493	50,493
	Sublease Rental														
<b>TOTAL REVENUE</b>		0	0	0	0	0	0	0	0	4,590	9,181	27,542	41,313	50,493	50,493
<b>ONE TIME CLOSURE COSTS</b>															
	A/P Pay down	4,920	6,073	600	53,661	86,342	0	0	0	0	0	0	0	0	0
	Wages & Related - Lay Off	29,175													
<b>VARIABLE COSTS</b>															
	Variable Staffing	0	0	0	0	0	3,151	6,301	18,903	28,805	35,106	35,106	35,106	35,106	35,106
	Variable Supply Costs	0	0	0	0	0	1,711	3,421	10,264	15,396	18,817	18,817	18,817	18,817	18,817
<b>FIXED COSTS</b>															
	Contracted Services	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447
	Capital Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	General Taxes / Property Taxes	558	558	558	558	558	558	558	558	558	558	558	558	558	558
	Insurance (General, D&O, Other)	244	244	244	244	244	244	244	244	244	244	244	244	244	244
	Payroll, including ER tax and benefits	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096
	Professional Fees	200	200	200	200	200	200	200	200	200	200	200	200	200	200
	Other (Repairs, Supplies, etc)	490	490	490	490	490	490	490	490	490	490	490	490	490	490
	Rent	3,229	0	0	0	3,229	0	0	0	0	3,229	0	0	0	0
	Utilities														
	Debt service payments														
<b>OTHER</b>															
	Prior Period Distributions	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CASH DISBURSEMENTS</b>		29,175	15,185	13,109	7,636	60,696	96,607	11,897	16,758	36,203	51,236	64,188	60,959	60,959	60,959
<b>SOURCES OF CASH</b>															
	Accounts Receivable Collections	0	47,864	47,864	47,864	47,864	23,932	0	0	0	0	0	0	0	0
	Capital contributions from Owners	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Loans, LOC, PPP	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>NET CASH FLOW</b>		-29,175	32,679	34,755	40,228	-12,833	-72,675	-11,897	-16,758	-36,203	-51,236	-64,188	-60,959	-60,959	-60,959
<b>ENDING CASH BALANCE</b>		<b>94,993</b>	<b>127,671</b>	<b>162,426</b>	<b>202,654</b>	<b>189,821</b>	<b>117,146</b>	<b>105,249</b>	<b>88,491</b>	<b>52,289</b>	<b>1,052</b>	<b>-63,135</b>	<b>-124,094</b>	<b>-185,052</b>	<b>-246,011</b>
<b>Total Funding Requirements</b>		0	0	0	0	0	0	0	0	0	63,135	124,094	185,052	246,011	246,011

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Starting week ending :		3/27/20	13 WEEK CASH FLOW FORECAST   SCENARIO 2												
FN / Ref.	Actual WE 3/27	1 WE 4/3	2 WE 4/10	3 WE 4/17	4 WE 4/24	5 WE 5/1	6 WE 5/8	7 WE 5/15	8 WE 5/22	9 WE 5/29	10 WE 6/5	11 WE 6/12	12 WE 6/19	13 WE 6/26	
<b>BEGINNING CASH BALANCE</b>	124,168	94,993	127,671	162,426	202,654	189,821	117,146	105,249	88,491	52,289	1,052	-63,135	-124,094	-185,052	
<b>Facility Revenue</b>															
› Case Volume	B	0	0	0	0	0	7	14	42	64	78	78	78	78	
› Urgent Case Collections	B	0	0	0	0	0	0	0	0	0	0	0	0	0	
› Ramp up Case Collections	B	0	0	0	0	0	0	0	0	4,590	9,181	27,542	41,313	50,493	
› Sublease Rental															
<b>TOTAL REVENUE</b>		0	0	0	0	0	0	0	0	4,590	9,181	27,542	41,313	50,493	
<b>ONE TIME CLOSURE COSTS</b>															
› A/P Pay down	D	4,920	6,073	600	53,661	86,342	0	0	0	0	0	0	0	0	
› Wages & Related - Lay Off	E	29,175													
<b>VARIABLE COSTS</b>															
› Variable Staffing	E	0	0	0	0	0	3,151	6,301	18,903	28,805	35,106	35,106	35,106	35,106	
› Variable Supply Costs	B	0	0	0	0	0	1,711	3,421	10,264	15,396	18,817	18,817	18,817	18,817	
<b>NET CASH FLOW</b>		-29,175	32,679	34,755	40,228	-12,833	-72,675	-11,897	-16,758	-36,203	-51,236	-64,188	-60,959	-60,959	
<b>ENDING CASH BALANCE</b>		94,993	127,671	162,426	202,654	189,821	117,146	105,249	88,491	52,289	1,052	-63,135	-124,094	-185,052	
<b>Total Funding Requirements</b>		0	0	0	0	0	0	0	0	0	63,135	124,094	185,052	246,011	
› Payroll, including ER tax and benefits	E		4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	
› Professional Fees			200	200	200	200	200	200	200	200	200	200	200	200	
› Other (Repairs, Supplies, etc)	I		490	490	490	490	490	490	490	490	490	490	490	490	
› Rent															
› Utilities			3,229	0	0	0	3,229	0	0	0	3,229	0	0	0	
› Debt service payments	H														
<b>OTHER</b>															
› Prior Period Distributions			0	0	0	0	0	0	0	0	0	0	0	0	
<b>TOTAL CASH DISBURSEMENTS</b>		29,175	15,185	13,109	7,636	60,896	96,607	11,897	16,758	36,203	51,236	64,188	60,959	60,959	
<b>SOURCES OF CASH</b>															
› Accounts Receivable Collections	C	0	47,864	47,864	47,864	47,864	23,932	0	0	0	0	0	0	0	
› Capital contributions from Owners		0	0	0	0	0	0	0	0	0	0	0	0	0	
› Loans, LOC, PPP	J	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>NET CASH FLOW</b>		-29,175	32,679	34,755	40,228	-12,833	-72,675	-11,897	-16,758	-36,203	-51,236	-64,188	-60,959	-60,959	
<b>ENDING CASH BALANCE</b>		94,993	127,671	162,426	202,654	189,821	117,146	105,249	88,491	52,289	1,052	-63,135	-124,094	-185,052	
<b>Total Funding Requirements</b>		0	0	0	0	0	0	0	0	0	63,135	124,094	185,052	246,011	

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## Available Funding Options

### EIDL


### PPP

### CMS APP

### Economic Injury Disaster Loan

### Paycheck Protection Program

### Accelerated & Advance Payments Program



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Funding Options Comparison			
	EIDL	PPP	CMS APP
<b>Lender</b>	SBA	SBA approved bank	CMS
<b>Loan Maximum</b>	\$2M	\$10M	This is not a loan, it is an advance.
<b>Interest Rate</b>	3.75%	not to exceed 4%	N/A
<b>Loan Term</b>	Up to 30 years	10 years	Based on historical payments from CMS
<b>First Payment Due Date</b>	One year after loan origination date	At least 6 months after loan origination date	Recoupment starts 210 days after payment issuance
<b>Funding Use</b>	All expenses that cannot be met due to COVID	Payroll costs and related, rent and utilities	All operating expenses
<b>Collateral</b>	YES	NO	NO
<b>Personal Guarantee</b>	YES	NO	NO
<b>Loan Forgiveness</b>	No	Yes – for specific expenses	NO
<b>Application Process</b>	2-3 weeks	5-7 days - promised	7 days
<b>Available Now</b>	YES	April 3-10	Yes through your Medicare Carrier
<b>Eligibility</b>	Small Business (SBA definition)	<500 employees on 2/15/2020	CMS claims submitted w/in 180 days of application

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## Financing Considerations

**How much help do I need?**

**How long will I need assistance?**

**What can I afford?**

**What is the best option for me?**




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# Financing Considerations

SHORT TERM


MEDIUM TERM

LONG TERM



## ASK YOURSELF...




- How much do I need and what are my options?
- Who do I contact?
- What am I planning for?
- Will what I am borrowing help during ramp up?
- What are the repayment options?



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## Scenario

# 3

	<b>New ASC, recruiting, full closure...</b>
	<b>Lands a 90-day debt extension Applies for and receives PPP Loan Cash Infusion \$321K</b>
	<b>Cash balance at Week 13: + \$75K</b>

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Payment Protection Program Loan Example			
PPP LOAN CALCULATION	Last 12 Months	Average Monthly	2.5 X Average
1. Gross Wages	1,326,907	110,576	276,439
2. Employer Costs - Benefits	199,036	16,586	41,466
3. Employer Costs - 401K Match	7,961	663	1,659
4. Workers Comp	8,094	675	1,686
5. Other		-	
<b>Total Amount of Loan</b>	<b>1,541,999</b>	<b>128,500</b>	<b>321,250</b>

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Starting week ending :		3/27/20	13 WEEK CASH FLOW FORECAST   SCENARIO 3												
FN / Ref.	Actual WE 3/27	1 WE 4/3	2 WE 4/10	3 WE 4/17	4 WE 4/24	5 WE 5/1	6 WE 5/8	7 WE 5/15	8 WE 5/22	9 WE 5/29	10 WE 6/5	11 WE 6/12	12 WE 6/19	13 WE 6/26	
<b>BEGINNING CASH BALANCE</b>	124,168	94,993	127,671	162,426	523,904	511,071	438,396	426,499	409,741	373,538	322,302	258,115	197,156	136,197	
<b>Facility Revenue</b>															
› Case Volume		0	0	0	0	0	7	14	42	64	78	78	78	78	
› Urgent Case Collections		0	0	0	0	0	0	0	0	0	0	0	0	0	
› Ramp up Case Collections		0	0	0	0	0	0	0	4,590	9,181	27,542	41,313	50,493		
› Sublease Rental															
<b>TOTAL REVENUE</b>	0	0	0	0	0	0	0	0	4,590	9,181	27,542	41,313	50,493		
<b>ONE TIME CLOSURE COSTS</b>															
› A/P Pay down	29,175	4,920	6,073	600	53,661	86,342	0	0	0	0	0	0	0	0	
› Wages & Related - Lay Off															
<b>VARIABLE COSTS</b>															
› Variable Staffing		0	0	0	0	0	3,151	6,301	18,903	28,805	35,106	35,106	35,106	35,106	
› Variable Supply Costs		0	0	0	0	0	1,711	3,421	10,264	15,396	18,817	18,817	18,817	18,817	
<b>FIXED COSTS</b>															
› Contracted Services		1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	1,447	
› Capital Expenditures		0	0	0	0	0	0	0	0	0	0	0	0	0	
› General Taxes / Property Taxes		558	558	558	558	558	558	558	558	558	558	558	558	558	
› Insurance (General, D&O, Other)		244	244	244	244	244	244	244	244	244	244	244	244	244	
› Payroll, including ER tax and benefits		4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	
› Professional Fees		200	200	200	200	200	200	200	200	200	200	200	200	200	
› Other (Repairs, Supplies, etc)		490	490	490	490	490	490	490	490	490	490	490	490	490	
› Rent															
› Utilities		3,229	0	0	0	3,229	0	0	0	0	3,229	0	0	0	
› Debt service payments															
<b>OTHER</b>															
› Prior Period Distributions		0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>TOTAL CASH DISBURSEMENTS</b>	29,175	15,185	13,109	7,636	60,696	96,607	11,897	16,758	36,203	51,236	64,188	60,959	60,959	60,959	
<b>SOURCES OF CASH</b>															
› Accounts Receivable Collections	0	47,864	47,864	47,864	47,864	23,932	0	0	0	0	0	0	0	0	
› Capital contributions from Owners	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
› Loans, LOC, PPP	0	0	0	321,250	0	0	0	0	0	0	0	0	0	0	
<b>NET CASH FLOW</b>	-29,175	32,679	34,755	361,478	-12,833	-72,675	-11,897	-16,758	-36,203	-51,236	-64,188	-60,959	-60,959	-60,959	
<b>ENDING CASH BALANCE</b>	94,993	127,671	162,426	523,904	511,071	438,396	426,499	409,741	373,538	322,302	258,115	197,156	136,197	75,239	
<b>Total Funding Requirements</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

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Starting week ending :		3/27/20	13 WEEK CASH FLOW FORECAST   SCENARIO 3												
FN / Ref.	Actual WE 3/27	1 WE 4/3	2 WE 4/10	3 WE 4/17	4 WE 4/24	5 WE 5/1	6 WE 5/8	7 WE 5/15	8 WE 5/22	9 WE 5/29	10 WE 6/5	11 WE 6/12	12 WE 6/19	13 WE 6/26	
<b>BEGINNING CASH BALANCE</b>	124,168	94,993	127,671	162,426	523,904	511,071	438,396	426,499	409,741	373,538	322,302	258,115	197,156	136,197	
<b>Facility Revenue</b>															
› Case Volume	B	0	0	0	0	0	7	14	42	64	78	78	78	78	
› Urgent Case Collections	B	0	0	0	0	0	0	0	0	0	0	0	0	0	
› Ramp up Case Collections	B	0	0	0	0	0	0	0	0	4,590	9,181	27,542	41,313	50,493	
› Sublease Rental															
<b>TOTAL REVENUE</b>		0	0	0	0	0	0	0	0	4,590	9,181	27,542	41,313	50,493	
<b>ONE TIME CLOSURE COSTS</b>															
› A/P Pay down	D		4,920	6,073	600	53,661	86,342	0	0	0	0	0	0	0	
› Wages & Related - Lay Off	E	29,175													
<b>VARIABLE COSTS</b>															
› Variable Staffing	E		0	0	0	0	0	3,151	6,301	18,903	28,805	35,106	35,106	35,106	
› Variable Supply Costs	B		0	0	0	0	0	1,711	3,421	10,264	15,396	18,817	18,817	18,817	
<b>NET CASH FLOW</b>		-29,175	32,679	34,755	361,478	-12,833	-72,675	-11,897	-16,758	-36,203	-51,236	-64,188	-60,959	-60,959	
<b>ENDING CASH BALANCE</b>		94,993	127,671	162,426	523,904	511,071	438,396	426,499	409,741	373,538	322,302	258,115	197,156	136,197	
<b>Total Funding Requirements</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	
› Payroll, including ER tax and benefits	E		4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	4,096	
› Professional Fees			200	200	200	200	200	200	200	200	200	200	200	200	
› Other (Repairs, Supplies, etc)	I		490	490	490	490	490	490	490	490	490	490	490	490	
› Rent												0	0	0	
› Utilities			3,229	0	0	0	3,229	0	0	0	0	3,229	0	0	
› Debt service payments	H														
<b>OTHER</b>															
› Prior Period Distributions			0	0	0	0	0	0	0	0	0	0	0	0	
<b>TOTAL CASH DISBURSEMENTS</b>		29,175	15,185	13,109	7,636	60,696	96,607	11,897	16,758	36,203	51,236	64,188	60,959	60,959	
<b>SOURCES OF CASH</b>															
› Accounts Receivable Collections	C	0	47,864	47,864	47,864	47,864	23,932	0	0	0	0	0	0	0	
› Capital contributions from Owners		0	0	0	0	0	0	0	0	0	0	0	0	0	
› Loans, LOC, PPP	J	0	0	0	321,250	0	0	0	0	0	0	0	0	0	
<b>NET CASH FLOW</b>		-29,175	32,679	34,755	361,478	-12,833	-72,675	-11,897	-16,758	-36,203	-51,236	-64,188	-60,959	-60,959	
<b>ENDING CASH BALANCE</b>		94,993	127,671	162,426	523,904	511,071	438,396	426,499	409,741	373,538	322,302	258,115	197,156	136,197	
<b>Total Funding Requirements</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	

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# Resources

**Progressive Surgical Solutions, a division of BSM Consulting**  
[www.progressivesurgicalsolutions.com/](http://www.progressivesurgicalsolutions.com/)

**OOSS**  
[www.ooss.org](http://www.ooss.org)

**ASC Nurse Manager Facebook Group**  
<https://www.facebook.com/groups/ascmanagers/>

**Progressive eSupport**  
<https://progressivesurgicalsolutions.com/esupport/>


**ASC Association and State Associations**




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# COVID-19 Resources from PSS

<https://progressivesurgicalsolutions.com/covid-19-resources/>



- ✓ Important Announcements
- ✓ Regulatory Guidance
- ✓ Employer Guidance
- ✓ AO Guidance
- ✓ CEMP Implementation
- ✓ Posters



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For guidance on

“Hospitals Without Walls”  
&  
Re-Opening your ASC



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We are here to help!

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**Thank you for joining us!**  
Stay safe, and know that we will continue to keep you updated as the situation unfolds.



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