

The ASC Closure Checklist

Handling Equipment When a Surgery Center Closes for Good

WRITTEN OFFER

One business day

PAYMENT

Before removal

FEES & COMMISSIONS

None

REMOVAL & TRANSPORT

At no cost

Most closure checklists were written for temporary shutdowns or for the legal side of winding down a practice — patient records, payer notices, staff transitions. Almost none of them cover the physical reality: a building full of surgical equipment that has to be gone, with documentation, by a fixed date.

This checklist covers that part. It's written for administrators, owners, and management companies permanently closing an ambulatory surgery center, and it works backward from the day the space must be empty.

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60–90 days out

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Phase 2



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Phase 4



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The day the space must be empty

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01

As soon as the closure decision is made

🕒 Ideally 60–90 days out



Fix the two dates that drive everything:

1.1

the last case date and the date the space must be handed back (lease end, building sale, or demolition/renovation start). Every equipment decision hangs on the gap between them.



Identify who has authority to sell the equipment.

1.2

Owned outright, financed, or leased makes a difference: financed and leased items have a lender or lessor with rights in the equipment. Pull the paperwork now — this is the single most common source of late-stage delays.



Start the inventory.

1.3

Room by room: equipment name, manufacturer, model, quantity, and photos. It doesn't need to be perfect — a buyer can help complete it — but an early rough list is what makes early written offers possible.



Decide the disposition path.

1.4

The structural choice is between models where your outcome depends on a later sale (auction, consignment) and a direct purchase where the amount is stated in writing before removal. Understand the sequence of each before committing — see our [auction vs. direct sale comparison](#).

02

While the center is still operating

🕒 30–60 days out



Get written offers early, even if removal is months away.

2.1

A written offer with a stated amount lets the board, owners, or management company sign off on the equipment line of the wind-down plan while everything else is still in motion.



Separate what's committed from what's still in use.

2.2

Equipment needed through the last case date can be included in an offer now and scheduled for removal after; nothing requires you to stop operating early.



Flag the items with strings attached:

2.3

leased equipment going back to lessors, items promised to a buyer of the practice, anything the landlord claims. Get each of these in writing before removal week.



Plan consumables and supplies separately.

2.4

In-date disposables and implants follow a different path than capital equipment; don't let them stall the main removal.

03

Removal window

🕒 After the last case



Confirm payment before anything moves.

3.1

Whatever path you chose, the cleanest closures share one feature: the facility knows exactly what it is receiving, in writing, before equipment leaves the building. If your buyer pays before removal, this step is automatic.



Schedule removal against the handback date, with margin.

3.2

Removal crews, freight, and building access (loading docks, elevators, after-hours rules) need coordinating — a good buyer handles this, but the building's rules are yours to surface.



Walk the space with the removal plan.

3.3

Room-by-room confirmation of what goes, what stays, and what is disposed of, so nothing is discovered in a closet the day before handback.



Collect chain-of-custody documentation as items leave.

3.4

Every item that leaves should be accounted for on paper. Boards, landlords, receivers, and future auditors all ask for this — and it's much easier to collect during removal than to reconstruct after.

04

Close-out

- ☐ **Reconcile the inventory against the documentation.** 4.1
The list you sold against, the removal records, and the final payment should tell one consistent story.

- ☐ **File everything with the wind-down records:** 4.2
the written offer, proof of payment, chain-of-custody documents, and any lessor/lender releases.

- ☐ **Leave the space in the condition the handback requires** 4.3
— confirm early whether "broom clean" or better is the standard, and make sure your removal plan was scoped to it.

Common mistakes we see in ASC closures

- ☒ Starting the equipment conversation after the last case instead of at the closure decision.
- ☒ Assuming the inventory has to be complete before anyone can make an offer.
- ☒ Discovering a lien or lease on key equipment during removal week.
- ☒ Choosing a path with an open-ended timeline when the building has a fixed one.
- ☒ And treating documentation as an afterthought — it's the thing everyone asks for six months later.

Checklist FAQ

Q1

When should we contact a buyer?

At the closure decision, not at the last case. Early contact means the written offer, the removal schedule, and the documentation plan all exist before the deadline pressure starts.

Q2

Do we need a complete inventory first?

No. Send what you have — a rough list and photos are enough to start, and a buyer can help complete the inventory on-site or from a walk-through video.

Q3

Who pays for removal?

It depends on the model — and it's the right question to ask any company you talk to. In our case: removal, packing, and transport are at no cost to the facility, there are no fees or commissions, and payment is confirmed before removal begins. See [who pays for equipment removal when a facility closes](#).

Q4

What if some equipment is leased or financed?

The lessor or lender holds rights in those items. Identify them early, notify the counterparty, and keep them on a separate track from the equipment you own outright.

See also



Nationwide facility closures

surgicalliquidations.com/service/nationwide-facility-closures



How long does medical equipment liquidation take?

surgicalliquidations.com/resources/how-long-does-medical-equipment-liquidation-take



Do liquidators charge fees?

surgicalliquidations.com/resources/do-medical-equipment-liquidators-charge-fees

The offer costs nothing and commits you to nothing.

Closing a center?

Send your equipment list →

Call 727-204-6707

surgicalliquidations.com/resources/asc-closure-checklist

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