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HOSPITAL SERVICE DISTRICT WARDS 3, 4 AND 10  
OF THE PARISH OF UNION, STATE OF LOUISIANA  
TRI-WARD GENERAL HOSPITAL AND CLINIC

FINANCIAL STATEMENTS  
AND  
INDEPENDENT AUDITORS' REPORT

FOR THE YEARS ENDED  
DECEMBER 31, 1997, 1996, AND 1995

Under provisions of state law, this report is a public document. A copy of the report has been submitted to the audited, or reviewed, entity and other appropriate public officials. The report is available for public inspection at the Baton Rouge office of the Legislative Auditor and, where appropriate, at the office of the parish clerk of court.

Release Date: 01 01 1998

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Tri-West General Hospital and Clinic  
 Financial Statements  
 and  
 Independent Auditors' Report  
 Years Ended December 31, 1997, 1998 and 1999

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## INDEPENDENT AUDITORS' REPORT

Board of Commissioners  
Tri-Ward General Hospital and Clinic  
Bossierie, Louisiana

We have audited the accompanying general purpose financial statements of Tri-Ward General Hospital and Clinic, a component unit of the Union Parish Police Jury, Bossierie, Louisiana, as of December 31, 1997, 1998 and 1999, filed in the foregoing table of contents. These general purpose financial statements are the responsibility of the District's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards and Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Tri-Ward General Hospital and Clinic as of December 31, 1997, 1998 and 1999, and the results of its operations and cash flow for the years then ended, in conformity with generally accepted accounting principles.

In accordance with Government Auditing Standards, we have also issued a report dated April 20, 1998 on our consideration of Tri-Ward General Hospital and Clinic's internal control structure and a report dated April 20, 1998 on its compliance with laws and regulations.

Our audits were made for the purpose of forming an opinion on the general purpose financial statements, taken as a whole. The supplementary information listed in the table of contents is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements, and in our opinion, is fairly stated in all material respects in relation to the general purpose financial statements taken as a whole.

*Earley, Lester & Wells*  
Certified Public Accountants  
April 20, 1999

Hospital Service Districts Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Tri-Plant General Hospital and Clinic  
Balance Sheets - Restricted and Unrestricted Funds  
December 31, 1997, 1996 and 1995

ASSETS	1997	1996	1995
<b>Current assets:</b>			
Cash and cash equivalents (Note 3)	\$ 431,364	\$ 273,349	\$ 261,320
Accounts receivable less estimated uncollectibles (Note 5)	212,288	185,417	297,534
Inventory	114,447	87,655	88,899
Prepaid expenses	40,133	59,772	47,353
<b>Total current assets</b>	<u>828,232</u>	<u>606,193</u>	<u>695,106</u>
Property, plant and equipment, less accumulated depreciation (Note 6)	396,278	499,406	471,395
Investments (Note 4)	74,816	50,208	36,024
<b>Total assets</b>	<u>\$ 1,299,326</u>	<u>\$ 1,155,807</u>	<u>\$ 1,162,525</u>
<b>LIABILITIES AND FUND BALANCE</b>			
<b>Current liabilities:</b>			
Accounts payable	\$ 37,389	\$ 60,691	\$ 41,919
Accrued expenses and withholdings payable (Note 7)	73,493	70,058	80,058
Current installments of long-term debt	2,189	1,028	1,294
Unearned physician's rent	-0-	1,293	5,033
<b>Total current liabilities</b>	<u>113,061</u>	<u>132,968</u>	<u>128,304</u>
Long-term debt	8,718	6,813	10,189
Commitments and contingencies (Note 14)	---	---	---
<b>Total liabilities</b>	<u>121,779</u>	<u>139,781</u>	<u>138,493</u>
<b>Fund balance:</b>			
Unrestricted (including unrealized gains on available-for-sale securities of \$55,963; \$35,324 and \$21,190 in 1997, 1996 and 1995, respectively)	1,146,675	920,629	1,008,175
Temporarily restricted	-0-	12,081	-0-
<b>Total fund balance</b>	<u>1,146,675</u>	<u>932,710</u>	<u>1,008,175</u>
<b>Total liabilities and fund balance</b>	<u>\$ 1,268,454</u>	<u>\$ 1,072,491</u>	<u>\$ 1,136,668</u>

See accompanying notes to financial statements.

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Tri-Ward General Hospital and Clinic  
Statements of Operations - Unrestricted Fund  
Years Ended December 31, 1997, 1998 and 1999

	1997	1998	1999
<b>Revenue:</b>			
Net patient service revenue	\$ 1,786,872	\$ 1,495,334	\$ 1,513,373
Donor revenue (Note 10)	73,800	80,714	200,800
Property tax revenue (Note 11)	172,819	146,781	147,787
Loss on equipment disposal	(7,318)	(2,418)	(3,165)
Other revenue	<u>238,313</u>	<u>288,652</u>	<u>181,738</u>
<b>Total revenue</b>	<b><u>2,272,467</u></b>	<b><u>1,998,283</u></b>	<b><u>2,045,133</u></b>
<b>Expenses:</b>			
Salaries and benefits	1,130,058	1,227,237	1,184,848
Medical supplies and drugs	203,848	193,732	199,468
Professional and contract services	203,243	158,083	182,798
Other expenses	297,287	223,081	233,251
Insurance	63,892	63,830	41,328
Leases	41,733	34,783	8,544
Interest	738	782	505
Depreciation	75,153	77,143	63,489
Provision for bad debts	<u>67,682</u>	<u>84,814</u>	<u>69,239</u>
<b>Total expenses</b>	<b><u>2,096,384</u></b>	<b><u>2,023,904</u></b>	<b><u>1,923,523</u></b>
<b>Operating income (loss)</b>	<b>177,083</b>	<b>(124,201)</b>	<b>121,610</b>
<b>Nonoperating income</b>			
Interest income	<u>13,388</u>	<u>13,508</u>	<u>14,182</u>
<b>Excess of revenue over expenses</b>	<b>190,471</b>	<b>(110,723)</b>	<b>135,812</b>
Change in unrealized gains on securities	<u>24,808</u>	<u>16,104</u>	<u>21,380</u>
<b>Increase (decrease) in unrestricted fund balance</b>	<b><u>\$ 215,279</u></b>	<b><u>\$ (108,528)</u></b>	<b><u>\$ 157,192</u></b>

See accompanying notes to financial statements.

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Tri-Ward General Hospital and Clinic  
Statements of Changes in Fund Balance - Restricted and Unrestricted Funds  
Years Ended December 31, 1997, 1998 and 1999

	Unrestricted	Restricted
Fund balance, December 31, 1994	\$ 682,184	\$ -0-
Excess of revenues over expenses	135,891	-0-
Change in unrealized gain on securities	<u>21,180</u>	<u>-0-</u>
	156,891	-0-
Fund balance, December 31, 1995	<u>1,008,175</u>	<u>-0-</u>
Excess of expenses over revenues	(122,723)	-0-
Unexpended Rural Health Care Transition Grant, plus interest	-0-	12,000
Change in unrealized gains on securities	<u>14,324</u>	<u>-0-</u>
	(108,400)	12,000
Fund balance, December 31, 1996	<u>590,636</u>	<u>52,000</u>
Excess of revenues over expenses	190,431	-0-
Transfer from restricted to unrestricted	-0-	(12,000)
Change in unrealized gains on securities	<u>24,608</u>	<u>-0-</u>
	215,039	(12,000)
Fund balance, December 31, 1997	<u>\$ 1,145,675</u>	<u>\$ -0-</u>
Composition of Fund Balance at December 31, 1997:		
Accumulated excess of revenues over expenses	<u>\$ 1,145,675</u>	
Total unrestricted fund balance	<u>\$ 1,145,675</u>	

See accompanying notes to financial statements.

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Tri-Ward General Hospital and Clinic  
Statements of Cash Flows - Restricted and Unrestricted Funds  
Years Ended December 31, 1997, 1996 and 1995

	1997	1996	1995
<b>Cash flows from operating activities:</b>			
Operating income (loss)	\$ 177,063	\$ (134,291)	\$ 121,699
Interest expense considered capital financing activity	736	792	906
Adjustments to reconcile net income to net cash provided by operating activities:			
Provision for bad debt	67,622	64,014	62,238
Depreciation	75,153	77,143	63,498
(Gain) loss on disposal of assets	7,316	2,478	3,162
Changes in:			
Accounts receivable (net)	(92,372)	(14,597)	(142,069)
Third party payor	(5,158)	2,790	76,648
Inventory	(16,760)	(7,989)	(18,275)
Prepaid expenses	(10,361)	17,282	(12,025)
Accounts payable	(93,180)	16,073	(30,084)
Accrued expenses and withholdings payable	(2,663)	(7,830)	6,011
Unearned rents	(1,332)	(4,280)	0,532
<b>Net cash provided by operating activities</b>	<u>129,663</u>	<u>26,317</u>	<u>130,332</u>
<b>Cash flows from investing activities:</b>			
Investment income	13,369	11,558	14,932
Cash invested in assets whose use is limited	(13,369)	(11,558)	(14,932)
<b>Net cash provided by investing activities</b>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Cash flows from non capital financing activities:</b>			
Unexpended grant and interest	(12,001)	(12,001)	(12,001)
<b>Net cash provided (used) by non capital financing activities</b>	<u>(12,001)</u>	<u>(12,001)</u>	<u>(12,001)</u>
<b>Cash flows from capital and related financing activities:</b>			
Sale of capital assets	8,221	2,507	0
Acquisition of capital assets	(26,140)	(67,368)	(115,051)
Payments on long-term debt	(11,758)	(1,284)	(1,192)
Interest expense on long-term debt	(736)	(792)	(906)
<b>Net cash used by capital and related financing activities</b>	<u>\$ (21,415)</u>	<u>\$ (66,947)</u>	<u>\$ (115,051)</u>

See accompanying notes to financial statements.

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
The Island General Hospital and Clinic  
Statements of Cash Flows - Restricted and Unrestricted Funds (Continued)  
Years Ended December 31, 1997, 1996 and 1995

	1997	1996	1995
Net increase (decrease) in cash and cash equivalents	\$ 158,015	\$ (7,691)	\$ 30,207
Cash and cash equivalents, beginning of year	<u>273,349</u>	<u>281,020</u>	<u>248,113</u>
Cash and cash equivalents, end of year	\$ <u>431,364</u>	\$ <u>273,349</u>	\$ <u>281,020</u>
Supplemental disclosures of cash flow information:			
Cash paid during the period for:			
Interest	\$ <u>735</u>	\$ <u>782</u>	\$ <u>665</u>
Unrealized gains recorded to investments and fund balance	\$ <u>24,938</u>	\$ <u>14,184</u>	\$ <u>21,180</u>
Equipment acquisition under capital lease	\$ <u>2,428</u>	\$ <u>0</u>	\$ <u>0</u>

See accompanying notes to financial statements.



Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Tri-Ward General Hospital and Clinic  
Notes to Financial Statements  
Years Ended December 31, 1997, 1996 and 1995

**NOTE 1 - ORGANIZATION AND OPERATIONS**

**Legal Organization**

Hospital Service District Wards 3, 4 and 10 of the Parish of Union, State of Louisiana (referred to as "the District") was created by an ordinance of the Union Parish Police Jury on July 11, 1997, and is referred to as Tri-Ward General Hospital and Clinic.

The District is a political subdivision of the Union Parish Police Jury whose jurors are elected officials. Its commissioners are appointed by the Union Parish Police Jury. As the governing authority of the Parish, for reporting purposes, the Union Parish Police Jury is the financial reporting entity for the District. Accordingly, the District was determined to be a component unit of the Union Parish Police Jury based on Statement No. 14 of the National Committee on Governmental Accounting. The accompanying financial statements present information only on the funds maintained by the governmental services provided by that governmental unit or the other governmental units that comprise the financial reporting entity.

**Nature of Business**

The District provides outpatient, emergency, and inpatient acute hospital services.

**NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Enterprise Fund**

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

**Method of Accounting**

The District uses the accrual method of accounting. Revenue is reported when earned, not of the provision for contractual adjustments based upon each payor's agreement with the District. Hospital accounting and reporting procedures conform to the requirements of Louisiana Revised Statute 34:514 and to the guide set forth in the Louisiana Governmental Audit Guide, the AICPA Guide to Providers of Health Care Services, published by the American Institute of Certified Public Accountants, and standards set by the Governmental Accounting Standards Board (GASB), which is the accepted standard-setting body for establishing governmental accounting and financial reporting principles.

**Income Taxes**

The entity is a political subdivision and exempt from taxation.

**Credit Risk and Uncollectible Accounts**

The District provides medical care primarily to Union Parish residents and grants credit to patients, substantially all of whom are local residents.

The Hospital's estimate of collectibility is based on evaluation of historical collections compared to gross charges and an analysis of aged accounts receivable to establish an allowance for uncollectible accounts.

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Tri-Ward General Hospital and Clinic  
Notes to Financial Statements  
Years Ended December 31, 1997, 1998 and 1999

**NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**Significant Concentration of Economic Dependence**

The District has an economic dependence on a small number of staff physicians. Two physicians admit over 90% of the Hospital's patients.

**Net Patient Service Revenue**

Net patient service revenue is reported at the estimated net realizable amounts from patients, third-party payors and others for services rendered, including estimated retroactive adjustments under reimbursement agreements with third-party payors. Retroactive adjustments are accrued on an estimated basis in the period the related services are rendered and adjusted in future periods as final settlements are determined.

**Inventory**

Inventories are stated at the lower of cost or market value. Cost is determined by the first-in, first-out method.

**Changes in Reporting Classification**

The classification of certain prior year amounts has been changed to reflect consistent reporting when compared to current year balances. The financial statement format has been changed to reflect changes in the AICPA Audit and Accounting Guide - Health Care Organizations, issued June 1, 1999.

**Property, Plant and Equipment**

Property, plant and equipment is recorded at cost for purchased assets or, if applicable, at fair market value on the date of donation. The District uses straight-line depreciation for financial reporting and third party reimbursement. The following estimated useful lives are generally used:

Buildings	10 to 40 years
Machinery and Equipment	5 to 20 years
Furniture and Fixtures	5 to 15 years

Expenditures for additions, major renewals and betterments are capitalized and expenditures for maintenance and repairs are charged to operations when incurred.

The cost of assets retired or otherwise disposed of and the related accumulated depreciation are eliminated from the accounts in the year of disposal. Gains or losses resulting from property disposals are credited or charged to operations currently.

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Tul-Ward General Hospital and Clinic  
Notes to Financial Statements  
Years Ended December 31, 1997, 1996 and 1995

**NOTE 3 - CASH AND CASH EQUIVALENTS**

Cash and cash equivalents consist primarily of deposits in checking, money market and certificates of deposits with original maturities of 90 days or less. The following is a summary of cash and cash equivalents:

	1997	1996	1995
Petty cash	\$ 505	\$ 505	\$ 505
Checking	215,197	149,591	79,333
Investment account	215,152	121,293	281,482
Total	\$ 430,854	\$ 271,389	\$ 281,320

One hundred thousand dollars of the above amount is covered by federal depository insurance. The remaining balances on December 31, 1997, 1996 and 1995, with the exception of petty cash, are covered by collateral held by the pledging financial institution's trust departments in the District's name.

**NOTE 4 - INVESTMENTS**

The District considers certificates of deposit with original maturities in excess of 90 days to be temporary cash investments.

Investments in marketable equity securities at December 31 were as follows:

	Fair value			
Shares	1997	1996	1995	
Consolidated Natural Gas	11	\$ 666	\$ 666	\$ 499
Exxon Corporation	269	24,875	19,650	19,100
Warner Lambert	489	89,075	36,080	19,450
Total market value		114,616	56,396	39,049
Less: carrying value, at cost		(114,838)	(114,838)	(114,838)
Unrealized gain		\$ 50,822	\$ 38,374	\$ 21,189

As of January 1, 1996, the District recorded these registered securities under the provisions of the FASB Statement No. 115. These securities are classified as available for sale and are therefore recorded at fair value and unrealized gains are recognized as a component of fund equity. Fair values are based upon quoted market prices. Warner Lambert had a two for one stock split on May 17, 1996. Exxon had a two for one stock split on April 15, 1997.

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Tri-Ward General Hospital and Clinic  
Notes to Financial Statements  
Years Ended December 31, 1987, 1986 and 1985

**NOTE 5 - ACCOUNTS RECEIVABLE**

A summary of accounts receivable is presented below:

	1987	1986	1985
Patients	\$ 323,075	\$ 321,183	\$ 392,268
Order - GCRH	18,304	12,089	4,250
Estimated third party settlement:	<u>9,344</u>	<u>6,180</u>	<u>6,098</u>
	351,023	339,452	402,616
Estimated uncollectibles	<u>(127,721)</u>	<u>(154,000)</u>	<u>(148,060)</u>
Total	<u>\$ 223,302</u>	<u>\$ 185,452</u>	<u>\$ 254,556</u>

The District generates a substantial portion of its charges from the Medicare and Medicaid programs at discounted rates. A summary of gross Medicare and Medicaid charges for the years ended December 31, 1987, 1986 and 1985 follows:

	1987	1986	1985
Medicare patients	\$ 987,800	\$ 946,120	\$ 1,037,000
Medicaid patients	<u>111,909</u>	<u>126,967</u>	<u>152,225</u>
Total	<u>\$ 1,099,709</u>	<u>\$ 1,073,087</u>	<u>\$ 1,189,225</u>
Percent of all patients	52%	52%	50%

**NOTE 6 - PROPERTY, PLANT AND EQUIPMENT**

The following is a summary of property, plant and equipment and related accumulated depreciation for the year ended December 31, 1987:

	December 31, 1988	ASSET COST		December 31, 1987
		Additions	Deletions	
Land	\$ 23,454	\$ -	\$ -	\$ 23,454
Land improvements	9,787	-	-	9,787
Buildings	421,818	-	-	421,818
Fixed equipment	244,325	-	-	244,325
Major movable equipment	629,750	57,469	59,386	627,833
Minor equipment	<u>1,171</u>	<u>-</u>	<u>-</u>	<u>1,171</u>
Total	<u>\$ 1,318,285</u>	<u>\$ 57,469</u>	<u>\$ 59,386</u>	<u>\$ 1,326,368</u>

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Tri-Ward General Hospital and Clinic  
Notes to Financial Statements  
Years Ended December 31, 1997, 1996 and 1995

**NOTE 5 - PROPERTY, PLANT AND EQUIPMENT (Continued)**

	ACCUMULATED DEPRECIATION			December 31, 1997
	December 31, 1995	Additions	Deletions	
Land improvements	\$ 2,255	\$ 445	\$ -	\$ 2,700
Buildings	264,643	10,475	-	265,118
Fixed equipment	190,294	10,493	-	190,787
Major movable equipment	414,581	45,713	43,789	416,505
<b>Total</b>	<b>\$ 871,673</b>	<b>\$ 76,126</b>	<b>\$ 43,789</b>	<b>\$ 904,010</b>

The following is a summary of property, plant and equipment and related accumulated depreciation for the year ended December 31, 1996:

	ASSET COST			December 31, 1996
	December 31, 1995	Additions	Deletions	
Land	\$ 23,454	\$ -	\$ -	\$ 23,454
Land improvements	3,497	3,366	-	6,863
Buildings	417,217	4,401	-	421,618
Fixed equipment	244,322	-	-	244,322
Major movable equipment	678,822	50,607	15,679	693,750
Minor equipment	1,171	-	-	1,171
<b>Total</b>	<b>\$ 1,368,483</b>	<b>\$ 58,374</b>	<b>\$ 15,679</b>	<b>\$ 1,411,178</b>

	ACCUMULATED DEPRECIATION			December 31, 1996
	December 31, 1995	Additions	Deletions	
Land improvements	\$ 1,949	\$ 308	\$ -	\$ 2,255
Buildings	245,648	18,988	-	264,643
Fixed equipment	185,744	10,483	-	190,294
Major movable equipment	277,953	47,382	50,754	414,581
<b>Total</b>	<b>\$ 703,294</b>	<b>\$ 77,141</b>	<b>\$ 50,754</b>	<b>\$ 801,681</b>

Hospital Service District Wards 3, 4 and 13  
of the Parish of Union, State of Louisiana  
Tri-Ward General Hospital and Clinic  
Notes to Financial Statements  
Years Ended December 31, 1997, 1996 and 1995

**NOTE 5 - PROPERTY, PLANT AND EQUIPMENT (Continued)**

The following is a summary of property, plant and equipment and related accumulated depreciation for the year ended December 31, 1997:

	ASSET COST			December 31, 1995
	December 31, 1994	Additions	Deletions	
Land	\$ 23,454	\$ -0-	\$ -0-	\$ 23,454
Land improvements	3,457	-0-	-0-	3,457
Buildings	388,288	21,602	-0-	417,217
Fixed equipment	244,322	-0-	-0-	244,322
Major movable equipment	528,330	94,028	89,537	549,821
Minor equipment	1,171	-0-	-0-	1,171
<b>Total</b>	<b>\$ 1,507,842</b>	<b>\$ 115,630</b>	<b>\$ 89,537</b>	<b>\$ 1,533,935</b>

	ACCUMULATED DEPRECIATION			December 31, 1995
	December 31, 1994	Additions	Deletions	
Land improvements	\$ 1,834	\$ 115	\$ -0-	\$ 1,949
Buildings	228,252	17,356	-0-	245,608
Fixed equipment	158,026	30,718	-0-	188,744
Major movable equipment	308,158	35,221	53,377	379,932
<b>Total</b>	<b>\$ 706,270</b>	<b>\$ 83,410</b>	<b>\$ 53,377</b>	<b>\$ 736,293</b>

Property, plant and equipment includes fully depreciated assets which are still in service in the amounts of \$375,353, \$522,863 and \$298,879 for 1997, 1996 and 1995, respectively.

**NOTE 7 - ACCRUED EXPENSES AND WITHHOLDINGS PAYABLE**

Accrued expenses and withholdings payable at December 31, 1997, 1996 and 1995, consist of the following:

	1997	1996	1995
Accrued payroll taxes	\$ 1,988	\$ 1,708	\$ 1,757
State and federal income taxes payable	1,418	1,720	8,215
Social security tax payable	-0-	-0-	8,773
State unemployment tax payable	1,983	1,689	1,508
Accrued vacations, & holiday	40,878	44,288	45,878
Accrued payroll	22,455	23,825	22,895
<b>Total</b>	<b>\$ 75,602</b>	<b>\$ 73,830</b>	<b>\$ 80,826</b>

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Tri-Ward General Hospital and Clinic  
Notes to Financial Statements  
Years Ended December 31, 1997, 1998 and 1999

**NOTE 8 - COMPENSATED ABSENCES**

Employees of the District are entitled to paid vacation and sick days depending on job classification, length of service and other factors. It is impracticable to estimate the amount of accrued compensation for future unvested sick days and, accordingly, no liability has been recorded in the accompanying financial statements. However, vested vacation and paid days off have been recorded as a liability in the accompanying financial statements of employee earning rates in effect at the balance sheet date.

**NOTE 9 - NOTE AND LEASE PAYABLE**

The following is a summary of notes and bonds payable at December 31, 1997, 1998 and 1999:

	1997	1998	1999
7.0 percent mortgage note, due February 2009, collateralized by a mortgage on property and lease.	\$ 9,913	\$ 10,109	\$ 11,473
8.0 percent lease payable, due August 2008, collateralized by EKG machine with a book value of 2,368.	2,044	—	—
<b>Total</b>	<b>10,957</b>	<b>10,109</b>	<b>11,473</b>
Less: Current maturities	(2,128)	(1,308)	(1,268)
Long-term maturities	<u>\$ 8,829</u>	<u>\$ 8,811</u>	<u>\$ 10,205</u>

A table of total debt service requirements follows:

Fiscal Year	Principal	Interest	Total
1999	\$ 2,044	\$ 750	\$ 2,794
1999	2,044	900	2,944
2000	2,044	554	2,598
2001	2,044	0	2,044
2002	2,044	0	2,044
2003	288	0	288
	<u>10,514</u>	<u>2,204</u>	<u>12,718</u>
Less amounts representing interest	(1,290)	(1,161)	(1,868)
<b>Total</b>	<u><b>\$ 9,224</b></u>	<u><b>\$ 2,044</b></u>	<u><b>\$ 10,957</b></u>

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Tri-Ward General Hospital and Clinic  
Notes to Financial Statements  
Years Ended December 31, 1997, 1996 and 1995

**NOTE 10 - NET PATIENT SERVICE REVENUE**

The District has agreements with third-party payors that provide for payments to the District at amounts different from its established rates. A summary of the payment arrangements with major third-party payors follows:

**Medicaid** - Inpatient acute care services rendered to Medicare program beneficiaries are paid at prospectively determined rates per discharge. These rates vary according to a patient classification system that is based on clinical, diagnostic and other factors. Certain outpatient services related to Medicare beneficiaries are paid based on a cost reimbursement methodology. The District is reimbursed for cost reimbursable items at a tentative rate with final settlement determined after submission of annual cost reports by the District and audits thereof by the Medicare fiscal intermediary. The District's classification of patients under the Medicare program and the appropriateness of their admission are subject to an independent review by a peer review organization under contract with the District. The District's Medicare cost reports have been audited by the Medicare fiscal intermediary through December 31, 1996.

**Medicaid** - Until July 1, 1994, inpatient services were reimbursed based upon the lesser of reasonable costs (subject to certain limits) or charges to the patient. As of July 1, 1994, the program reimbursement is based upon a prospectively determined per diem rate. Certain outpatient services rendered by Medicaid program beneficiaries are reimbursed under a cost reimbursement methodology. The District is reimbursed at a tentative rate with final settlement determined after submission of annual cost reports by the District and audits thereof by the Medicaid fiscal intermediary. The District's Medicaid cost reports have been audited by the Medicaid fiscal intermediary through December 31, 1994.

The District has entered into payment agreements with certain commercial insurance carriers and preferred provider organizations. The basis for payment under these agreements include discounts from established charges and prospectively determined daily rates.

**NOTE 11 - PROPERTY TAX REVENUE**

Assets whose use is limited consist of property taxes that have been collected for (a) retirement of bonds and (b) maintenance and operation of the facility. The taxes are collected by the Union Parish Sheriff's office for an 8% collection fee. Property tax notices are mailed by November 15 each year and are due by December 31. The tax millage for the retirement of bonds is for 2.80 mills, which expired in 1994. The special maintenance and operation millage is a ten-year tax assessed on all taxable property within the District at the rate of 10.40 mills. The 5.11 mills, which expired December 31, 1995, has been renewed for the period 1996 through 2000. The 3.34 mills, which expired in 1991, has been renewed for the period 1992 through 2001.



Hospital Service District Wards 3, 4 and 18  
of the Parish of Union, State of Louisiana  
Te-Ward General Hospital and Clinic  
Notes to Financial Statements  
Years Ended December 31, 1997, 1996 and 1995

**NOTE 12 - PROFESSIONAL LIABILITY RISK**

The District participates in the Louisiana Patients' Compensation Fund ("PCF") established by the State of Louisiana to provide medical professional liability coverage to health care providers. The fund provides for \$400,000 in coverage per occurrence above the first \$100,000 per occurrence for which the District is at risk. The fund places no limitation on the number of occurrences covered. In connection with the establishment of the Patient's Compensation Fund, the State of Louisiana enacted legislation limiting the amount of settlement for professional liability to \$300,000 per occurrence. The constitutionality of this legislation has not been tested by the courts, although the Louisiana Supreme Court has decided that this limit does not apply in cases of strict liability.

The District's membership in the Louisiana Hospital Association Trust Fund provides additional coverage for professional medical malpractice liability and worker's compensation. The trust fund bills members in advance, based upon an estimate of their exposure. At policy year-end, premiums are redetermined utilizing actual losses of the District. The trust fund premiums to be a "Grantor Trust" and, accordingly, income and expenses are reported to member hospitals. The District has included these allocations of equity in the trust in its financial statements as prepaid insurance and insurance expense or a reduction thereof. Any return of equity reduces the prepaid balance.

**NOTE 13 - BUSINESS AND CREDIT CONCENTRATIONS**

The District grants credit to patients, substantially all of whom are local residents, under terms requiring timely repayment. The District generally does not require collateral or other security in extending credit to patients; however, it routinely obtains assignment of (or is otherwise certified to receive) patients' benefits payable under their health insurance programs, plans, or policies (e.g., Medicare, Medicaid, Blue Cross, and commercial insurance policies).

The mix of gross receivables from patients and third-party payors at December 31 was as follows:

	1997	1996	1995
Medicare and Medicaid	36%	35%	30%
Commercial Insurance	6%	11%	11%
Patients	48%	43%	36%
Contract	10%	11%	17%

**NOTE 14 - COMMITMENTS AND CONTINGENCIES**

The District evaluates contingencies based upon the best available evidence. The District believes that no allowances for loss contingencies are considered necessary. To the extent that resolution of contingencies results in amounts which vary from the District's estimates, future earnings will be charged or credited.

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
11-Ward General Hospital and Clinic  
Notes to Financial Statements  
Years Ended December 31, 1997, 1996 and 1995

**NOTE 14 - COMMITMENTS AND CONTINGENCIES (Continued)**

The principal contingencies are described below:

**Third Party Cost-Based Charges (Note 5)** - The District is contingently liable for retroactive determinations made by the Medicare and Medicaid programs as the result of their examinations as well as retroactive changes in interpretations applying statutes, regulations and general instructions of those programs. The amount of such adjustments cannot be determined.

Further, in order to continue receiving reimbursement from the Medicare program, the District entered into an agreement with a government agent allowing the agent access to the District's Medicare patient medical records for purposes of making retroactive necessary and appropriate level of care determinations. The agent has the ability to deny reimbursement for Medicare patient claims which have already been paid to the District. The amount of such adjustments cannot reasonably be determined.

**Professional Liability Risk (Note 12)** - The District is contingently liable for losses from professional liability not underwritten by the Louisiana Patient's Compensation Fund or the Louisiana Hospital Association Trust Fund as well as for assessments by the Louisiana Hospital Association Trust Fund.

**Worker's Compensation Risk** - The District carries worker's compensation insurance through the Louisiana Hospital Association Trust Fund. Should the fund's assets not be adequate to cover claims made against it, the District may be assessed its pro rata share of the resulting deficit. It is not possible to estimate the amount of additional assessments, if any.

Accordingly, the District is contingently liable for assessments by the Louisiana Hospital Association Trust Fund. The District has included these allocations of equity in the trust in its financial statements as prepaid insurance and insurance expense or a reduction thereof. Any return of equity reduces the prepaid balance.

**NOTE 15 - GRANT REVENUE**

The District was awarded emergency room operational grants under Act 810 of the State of Louisiana for \$25,000 and \$50,714 during 1997 and 1998, respectively. In 1995, the Louisiana Department of Health and Hospitals awarded the District a \$50,000 physician's grant. A Rural Health Transition Grant was awarded in 1995 for \$50,000 of which \$12,500 was received but unexpended at December 31, 1998. The unexpended amount is shown as temporarily restricted fund balance. The remaining \$38,000 was received in 1997 and the whole \$50,000 recorded in revenue in 1997.

## SUPPLEMENTAL INFORMATION

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Ten-Ward General Hospital and Clinic  
Statements of Patient Statistics  
Years Ended December 31, 1997, 1998 and 1999

	1997	1998	1999
<b>Number of Hospital Patient Days</b>			
Medicare	620	617	680
Medicaid	22	59	62
Other	_____62	_____49	_____55
<b>Total</b>	<b>_____704</b>	<b>_____725</b>	<b>_____800</b>
<b>Number of Hospital Patient Discharges</b>			
Medicare	157	147	167
Medicaid	9	19	15
Other	_____21	_____22	_____30
<b>Total</b>	<b>_____187</b>	<b>_____188</b>	<b>_____212</b>
<b>Average Number of Days of a Hospital Patient Stay:</b>			
Medicare	4.11	4.20	5.09
Medicaid	2.50	3.10	4.13
Other	2.95	2.22	3.83
Overall	3.95	3.98	4.90
<b>Number of Emergency Room Visits</b>	1,015	925	979

Hospital Service District Wards 3, 4 and 19  
of the Parish of Union, State of Louisiana  
Tri-Week General Hospital and Clinic  
Hospital Unrestricted Fund  
Statements of Non-Patient Service Revenue  
Years Ended December 31, 1997, 1998 and 1999

	1997	1998	1999
Daily patient services:			
Rooms and board	\$ 113,840	\$ 118,184	\$ 148,584
Total daily patient services	113,840	118,184	148,584
Other professional services:			
Radiology			
Inpatient	37,911	27,770	30,608
Outpatient	44,378	88,521	58,126
Total radiology	82,289	116,291	88,734
Laboratory			
Inpatient	78,757	81,968	82,064
Outpatient	276,104	248,704	288,368
Total laboratory	354,861	330,672	370,432
Blood			
Inpatient	4,780	6,812	6,878
Outpatient	8,839	5,503	6,723
Total blood	13,619	12,315	13,601
IV solutions			
Inpatient	43,148	38,061	44,588
Outpatient	261	369	1,241
Total IV solutions	43,409	38,430	45,829
Oxygen			
Inpatient	111,234	102,142	78,688
Outpatient	18,827	32,937	30,917
Total oxygen	130,061	135,079	109,605
EKG			
Inpatient	7,048	9,163	18,338
Outpatient	23,025	23,880	22,853
Total EKG	30,073	33,043	41,191

(Continued)

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Tri-Week General Hospital and Clinic  
Hospital Unrestricted Fund  
Statements of Net Patient Service Revenue (Continued)  
Years ended December 31, 1997, 1998 and 1999

	1997	1998	1999
Medical supply			
Inpatient	\$ 111,437	\$ 109,908	\$ 119,949
Outpatient	<u>66,529</u>	<u>57,957</u>	<u>68,849</u>
Total medical supply	<u>177,966</u>	<u>167,865</u>	<u>188,798</u>
Pharmacy			
Inpatient	145,845	168,744	130,221
Outpatient	<u>381,738</u>	<u>282,707</u>	<u>258,757</u>
Total pharmacy	<u>527,583</u>	<u>451,451</u>	<u>388,978</u>
Clinic/Rural Health Clinic			
Physician services	370,031	383,708	335,871
Ancillary income	<u>11,952</u>	<u>14,736</u>	<u>20,719</u>
Total Clinic/Rural Health Clinic	<u>381,983</u>	<u>398,444</u>	<u>356,590</u>
Emergency room			
Inpatient	4,066	7,590	5,506
Outpatient	<u>103,428</u>	<u>88,858</u>	<u>87,084</u>
Total emergency room	<u>107,494</u>	<u>96,448</u>	<u>92,590</u>
Monitor			
Inpatient	31,447	35,914	25,287
Outpatient	<u>8,923</u>	<u>8,972</u>	<u>7,668</u>
Total monitor	<u>40,370</u>	<u>44,886</u>	<u>32,955</u>
Total other professional services	<u>1,879,375</u>	<u>1,704,608</u>	<u>1,894,463</u>
Gross patient service revenue	1,992,215	1,826,683	1,841,447
Deductions from revenue	<u>220,343</u>	<u>304,250</u>	<u>326,674</u>
Net patient service revenue	<u>\$ 1,771,872</u>	<u>\$ 1,522,433</u>	<u>\$ 1,514,773</u>

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Te-Ward General Hospital and Clinic  
Hospital Unrestricted Fund  
Statement of Deductions from Revenue  
Years Ended December 31, 1997, 1998 and 1999

	1997	1998	1999
Medicare and Medicaid contractual adjustments	\$ 197,021	\$ 229,742	\$ 212,999
Administrative and other adjustments	8,998	4,381	1,788
Rehab adjustments	124,011	109,435	111,483
Dispro	(115,245)	-	-
<b>Total deductions from revenue</b>	<b>\$ 304,785</b>	<b>\$ 343,558</b>	<b>\$ 326,270</b>

Statement of Other Revenue  
Years Ended December 31, 1997, 1998 and 1999

	1997	1998	1999
Rehab dietary	\$ .01	\$ 468	\$ 824
Vending machine	(794)	914	906
Medical records	291	313	378
Contributions	11,818	17,231	7,468
Discounts taken	7,700	7,554	4,000
Rental income	202,379	193,337	197,738
Kid Med revenue	-	-	3,264
Miscellaneous revenue	19,836	19,067	17,201
<b>Total other revenue</b>	<b>\$ 238,229</b>	<b>\$ 238,973</b>	<b>\$ 185,738</b>

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
The Ward General Hospital and Clinic  
Hospital Unrestricted Fund  
Statements of Expenses - Salaries and Benefits  
Years Ended December 31, 1997, 1998 and 1999

	1997	1998	1999
Administration	\$ 136,303	\$ 123,990	\$ 110,578
Plant maintenance	23,954	18,063	95,000
Housekeeping	10,520	12,213	13,928
Delivery	-	3,532	12,156
Nursing administration	63,642	86,883	73,240
Medical records	21,980	22,350	78,854
Transport services	264,007	274,078	263,130
Radiology	44,073	46,881	48,482
Laboratory	80,882	78,875	67,488
ERG and EEO	1,718	3,194	3,231
Pharmacy	36,273	32,194	21,084
Rural Health Clinic	222,788	213,125	298,244
Emergency room	29,367	24,883	20,068
<b>Total salaries</b>	<u>1,071,817</u>	<u>1,044,738</u>	<u>891,738</u>
FICA/LUC	78,832	77,738	80,615
Healthlife insurance	17,331	89,357	82,823
Workers' compensation	8,288	30,612	34,571
<b>Total benefits</b>	<u>104,451</u>	<u>197,707</u>	<u>198,010</u>
<b>Total salaries and benefits</b>	<u>\$ 1,176,268</u>	<u>\$ 1,242,445</u>	<u>\$ 1,089,748</u>



Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Trusteed General Hospital and Clinic  
Hospital Unrestricted Fund  
Statements of Expenses - Medical Supplies and Drugs  
Years Ended December 31, 1987, 1988 and 1989

	1987	1988	1989
Nursing services	\$ 20,409	\$ 18,615	\$ 23,580
Podology	9,098	8,589	8,819
Laboratory	10,043	28,242	30,428
Blood	9,307	9,482	8,114
Respiratory therapy	4,754	4,084	5,371
ERG	845	704	1,078
Pharmacy	133,533	90,892	84,904
Rural Health Clinic	8,782	4,583	1,727
Emergency room	891	558	1,392
Monitor supplies	171	273	364
	<u>\$ 269,592</u>	<u>\$ 303,738</u>	<u>\$ 380,628</u>
Total medical supplies and drugs			

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Te-Ward General Hospital and Clinic  
Hospital Unrestricted Fund  
Statements of Expenses - Medical, Professional and Contract Services  
Years Ended December 31, 1987, 1988 and 1989

	1987	1988	1989
Nursing	\$ 123	\$ -0-	\$ -0-
Radiology	1,053	18,902	8,800
Laboratory	26,517	18,184	18,357
Cardiovascular	1,500	1,100	800
Rural-Health Clinic	22,034	8,800	12,780
Emergency room	<u>252,048</u>	<u>117,880</u>	<u>138,944</u>
<b>Total medical professional and contract services</b>	<b>\$ <u>283,943</u></b>	<b>\$ <u>158,682</u></b>	<b>\$ <u>182,280</u></b>

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
14-Ward General Hospital and Clinic  
Hospital Unrestricted Fund  
Statements of Expenses - Other  
Years Ended December 31, 1987, 1988 and 1989

	1987	1988	1989
Consulting and purchased services - non medical	\$ 35,528	\$ 31,296	\$ 32,878
Accounting and legal	16,828	22,786	17,448
Non medical supplies	45,008	45,300	45,947
Repairs and maintenance	29,323	29,485	21,888
Utilities	45,819	44,823	35,314
Telephone	10,807	10,300	8,852
Travel	2,809	2,205	1,158
Rentals	8,844	4,277	1,887
Training	1,767	2,109	2,870
Promotion and advertising	1,836	2,425	3,884
Licensing and publications	18,673	17,285	8,345
Recruitment	-0-	-0-	82
Miscellaneous	3,848	6,280	13,807
Tax assessment fees	18,781	18,088	24,307
<b>Total other expenses</b>	<b>\$ 282,261</b>	<b>\$ 223,081</b>	<b>\$ 223,261</b>

Hospital Service District Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Tri-Ward General Hospital and Clinic  
Hospital Unrestricted Fund  
Statements of Pay Given and  
Other Compensation Paid to Board Members  
Years Ended December 31, 1997, 1998 and 1999

	1997	1998	1999
<b>Board Members:</b>			
Pat Risinger	\$ -0-	\$ -0-	\$ -0-
Sammye Telford	-0-	-0-	-0-
W. C. Reeves	-0-	-0-	-0-
Orla Roddatt	80	71	787
Isaac Payne	480	480	480
Clifton McInosh	480	480	480
Melvin Isaac	<u>480</u>	<u>480</u>	<u>480</u>
<b>Totals</b>	<b>\$ 1,520</b>	<b>\$ 1,950</b>	<b>\$ 1,887</b>

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**Independent Auditors' Report on Internal Control  
Structure Based on an Audit of  
General Purpose Financial Statements  
in Accordance with  
Government Auditing Standards**

**Board of Commissioners  
Hospital Service District, Wards 3, 4 and 10  
of the Parish of Union, State of Louisiana  
Tri-Ward General Hospital and Clinic  
Bossier, Louisiana**

We have audited the general purpose financial statements of Tri-Ward General Hospital and Clinic (the District) for the years ended December 31, 1997, 1998, and 1999, and have issued our report thereon dated April 20, 1999.

We conducted our audits in accordance with generally accepted auditing standards and Government Auditing Standards, issued by the Comptroller General of the United States. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

The management of the District is responsible for establishing and maintaining an internal control structure. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of internal control structures, policies, and procedures. The objectives of an internal control structure are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of financial statements in accordance with generally accepted accounting principles. Because of inherent limitations in any internal control structure, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the structure to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the effectiveness of the design and operation of policies and procedures may deteriorate.

In planning and performing our audits of the financial statements of the District for the years ended December 31, 1997, 1998 and 1999, we obtained an understanding of the internal control structure. With respect to the internal control structure, we obtained an understanding of the design of relevant policies and procedures and whether they have been placed in operation, and we assessed control risk in order to determine our auditing procedures for the purpose of expressing our opinion on the financial statements and not to provide an opinion on the internal control structure. Accordingly, we do not express such an opinion.

We noted certain matters involving the internal control structure and its operation that we consider to be reportable conditions under standards established by the American Institute of Certified Public Accountants. Reportable conditions involve matters coming to our attention relating to significant deficiencies in the design or operation of the internal control structure that, in our judgment, could adversely affect the entity's ability to record, prepare, summarize and report financial data consistent with the assertions of management in the financial statements. The schedule that accompanies this letter summarizes comments and suggestions regarding those matters.

A material weakness is a reportable condition in which the design or operation of one or more of the specific internal control structure elements does not reduce to a relatively low level the risk that errors or irregularities in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions.

Our consideration of the internal control structure would not necessarily disclose all matters in the internal control structure that might be reportable conditions and, accordingly, would not necessarily disclose all reportable conditions that are also considered to be material weaknesses as defined above. However, we believe none of the reportable conditions described on the accompanying schedule is a material weakness.

This report is intended for the information of the Board of Commissioners, management and the office of the Legislative Auditor of the State of Louisiana. However, this report is a matter of public record, and its distribution is not limited.

*Earley, Lester & Wells*  
Certified Public Accountants

**Tri-Ward General Hospital and Clinic  
Auditors' Comments and Recommendations  
For the Year Ended December 31, 1997**

A summary of current reportable conditions follows:

**Condition:** Due to a limited number of available employees, there is not a complete segregation of duties in all accounting, recording and custody functions.

**Recommendations:** We recommend that duties be segregated to the extent possible to prevent both intentional and unintentional errors. Segregation includes: 1) separating transaction authorization from custody of related assets; 2) separating transaction recording from general ledger posting and maintenance; 3) separating operational responsibility from record-keeping. Where these segregations are not possible, we recommend close supervision and review.

**Response:** It is not practicable or cost effective to achieve the total segregation of duties with the number of available employees. However, management will segregate wherever possible and supervise and review in the other areas.

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**Independent Auditors' Report  
On Compliance Based on an Audit of  
General Purpose Financial Statements  
in Accordance with  
Government Auditing Standards**

**Board of Commissioners**  
Hospital Service District, Wards 3, 4 and 10  
of the Parish of Orlice, State of Louisiana  
(Tri-Ward General Hospital and Clinic)  
Bossier, Louisiana

We have audited the financial statements of Tri-Ward General Hospital and Clinic (the District) as of and for the years ended December 31, 1987, 1988 and 1989, and have issued our report thereon dated April 20, 1990.

We conducted our audits in accordance with generally accepted auditing standards and Government Auditing Standards, issued by the Comptroller General of the United States. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

While performing our audits, we read the responses to the questions in the attached Systems Survey and Compliance Questionnaire completed by management and adopted by the Board of Commissioners and found no evidence that would indicate that the Hospital Service District had not answered the questions correctly. However, it should be noted that our audit was not directed primarily towards the answers to the questions in the questionnaire.

Compliance with laws, regulations, contracts and grants applicable to Tri-Ward General Hospital and Clinic is the responsibility of the District's management. As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we performed tests of the District's compliance with certain provisions of laws, regulations, contracts and grants. However, the objective of our audit of the financial statements was not to provide an opinion on overall compliance with such provisions. Accordingly, we do not provide such an opinion.

The results of our test disclosed no instances of noncompliance that are required to be reported under Government Auditing Standards.



Board of Commissioners  
Tri-River General Hospital and Clinic  
Page Two

This report is intended for the information of the Board of Commissioners, management and the office of the Legislative Auditor of the State of Louisiana. However, this report is a matter of public record and its distribution is not limited.



Certified Public Accountants