



Financial Statements

For the Years Ended  
June 30, 2011 and 2010

## Introductory Section

BRADLEY HEALTHCARE & REHABILITATION CENTER

Financial Statements

For the Years Ended June 30, 2011 and 2010

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BRADLEY HEALTHCARE & REHABILITATION CENTER

Members of the Board of Trustees

<b><u>Board Member Name</u></b>	<b><u>Title</u></b>
Dr. John Stanbery	Chairperson
Wendy Beck	Vice-Chairperson
Josephine Frazier	Secretary
Sandra Snider	Member
Judy Gee	Member
Maurice Clayton	Member
Bill Winters	Member
Erin Fuller	Member
Cliff Eason	Member

BRADLEY HEALTHCARE & REHABILITATION CENTER

Members of Management

<u>Name</u>	<u>Title</u>
Joseph Newcomb	Administrator
Teresa Valadez	Director of Nursing
Sandra Brock	Controller/ Human Resources Director
Becky Crabtree	Business Office Manager

## Financial Section



## INDEPENDENT AUDITORS' REPORT

To the Board of Trustees of  
Bradley Healthcare & Rehabilitation Center

We have audited the balance sheets of Bradley Healthcare & Rehabilitation Center (the "Nursing Center"), a component unit of Bradley County, Tennessee, as of June 30, 2011 and 2010, and the related statements of operations and changes in net assets, and cash flows for the years then ended. These financial statements are the responsibility of the Nursing Center's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States 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.

The Nursing Center has not presented management's discussion and analysis required by GASB 34 that accounting principles generally accepted in the United States has determined is necessary to supplement, although not required to be part of, the basic financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Bradley Healthcare & Rehabilitation Center, a component unit of Bradley County, Tennessee, as of June 30, 2011 and 2010, the results of its operations and changes in net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States.

In accordance with *Government Auditing Standards*, we have also issued our report dated September 2, 2011, on our consideration of the Nursing Center's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. The report is an integral part of the audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

September 2, 2011



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BRADLEY HEALTHCARE & REHABILITATION CENTER

Balance Sheets

June 30, 2011 and 2010

ASSETS	<u>2011</u>	<u>2010</u>
Current assets:		
Cash and cash equivalents	\$ 2,830,499	\$ 1,940,974
Accounts receivable, net of allowance for uncollectible accounts of \$161,504 in 2011 and \$76,440 in 2010	859,079	851,198
Third-party settlement receivable	28,833	18,256
Inventories	36,392	35,487
Prepaid expenses	<u>2,540</u>	<u>2,805</u>
 Total current assets	 3,757,343	 2,848,720
 Property and equipment, net	 2,665,994	 2,700,949
 Assets whose use is limited	 <u>212,141</u>	 <u>223,017</u>
 Total assets	 <u>\$ 6,635,478</u>	 <u>\$ 5,772,686</u>

The accompanying notes are an integral part of these financial statements.

BRADLEY HEALTHCARE & REHABILITATION CENTER

Balance Sheets

June 30, 2011 and 2010

LIABILITIES AND NET ASSETS	<u>2011</u>	<u>2010</u>
Current liabilities:		
Accounts payable	\$ 244,528	\$ 214,945
Accrued payroll	529,717	465,753
Accrued expenses	<u>88,505</u>	<u>104,863</u>
Total current liabilities	862,750	785,561
Long-term liabilities:		
Restricted funds	<u>81,244</u>	<u>93,968</u>
Total liabilities	<u>943,994</u>	<u>879,529</u>
Net assets:		
Invested in capital assets	2,665,994	2,700,949
Temporarily restricted net assets	8,897	7,049
Permanently restricted net assets	122,000	122,000
Unrestricted net assets	<u>2,894,593</u>	<u>2,063,159</u>
Total net assets	<u>5,691,484</u>	<u>4,893,157</u>
Total liabilities and net assets	<u>\$ 6,635,478</u>	<u>\$ 5,772,686</u>

The accompanying notes are an integral part of these financial statements.

BRADLEY HEALTHCARE & REHABILITATION CENTER

Statements of Operations and Changes in Net Assets

Years Ended June 30, 2011 and 2010

	<u>2011</u>	<u>2010</u>
Operating revenues:		
Net patient service revenue (net of provision for bad debts of \$108,000 in 2011 and \$90,000 in 2010)	\$ 12,791,567	\$ 12,072,715
Other operating revenue	<u>152,991</u>	<u>107,245</u>
Total operating revenues	<u>12,944,558</u>	<u>12,179,960</u>
Operating expenses:		
Nursing services	6,827,610	6,515,483
Dietary services	1,179,697	1,214,912
General services	1,772,460	1,591,046
Administrative services	2,112,157	2,016,731
Depreciation expense	<u>305,254</u>	<u>294,449</u>
Total operating expenses	<u>12,197,178</u>	<u>11,632,621</u>
Income from operations	<u>747,380</u>	<u>547,339</u>
Nonoperating gains:		
Donations	37,000	4,871
Interest income	<u>12,098</u>	<u>11,504</u>
Total nonoperating gains	<u>49,098</u>	<u>16,375</u>
Increase in unrestricted net assets	796,478	563,714
Change in temporarily restricted net assets	1,848	(10,453)
Interest released from the endowment fund	—	6,004
Net assets at beginning of year	<u>4,893,158</u>	<u>4,333,892</u>
Net assets at end of year	<u>\$ 5,691,484</u>	<u>\$ 4,893,157</u>

The accompanying notes are an integral part of these financial statements.

BRADLEY HEALTHCARE & REHABILITATION CENTER

Statements of Cash Flows

Years Ended June 30, 2011 and 2010

	<u>2011</u>	<u>2010</u>
Cash flows from operating activities:		
Cash received from patients	\$ 12,773,109	\$ 12,155,486
Cash payments to suppliers for goods and services	(4,414,716)	(4,208,016)
Cash payments to employees for services	(7,400,659)	(7,225,316)
Other operating revenue	<u>152,991</u>	<u>107,245</u>
Net cash provided by operating activities	<u>1,110,725</u>	<u>829,399</u>
Cash flows from capital and related financing activities:		
Acquisition of property and equipment	(270,298)	(194,150)
Transfer of interest from the endowment fund	—	6,004
Donations received	<u>37,000</u>	<u>4,871</u>
Net cash used for capital and related financing activities	<u>(233,298)</u>	<u>(183,275)</u>
Cash flows from investing activities:		
Interest earned	<u>12,098</u>	<u>11,504</u>
Net cash provided by investing activities	<u>12,098</u>	<u>11,504</u>
Net increase in cash	889,525	657,628
Cash and cash equivalents at beginning of year	<u>1,940,974</u>	<u>1,283,346</u>
Cash and cash equivalents at end of year	<u><u>\$ 2,830,499</u></u>	<u><u>\$ 1,940,974</u></u>

The accompanying notes are an integral part of these financial statements.

BRADLEY HEALTHCARE & REHABILITATION CENTER

Statements of Cash Flows

Years Ended June 30, 2011 and 2010

	<u>2011</u>	<u>2010</u>
Reconciliation of income from operations to net cash provided by operating activities:		
Income from operations	\$ 747,380	\$ 547,339
Adjustments to reconcile income from operations to net cash provided by operating activities:		
Depreciation	305,254	294,449
Provision for bad debts	108,000	90,000
Changes in assets and liabilities:		
(Increase) decrease in:		
Accounts receivable	(115,881)	(27,891)
Third-party settlements receivable	(10,577)	20,662
Inventories	(905)	3,803
Prepaid expenses	265	37
Increase (decrease) in:		
Accounts payable	29,583	(79,751)
Accrued payroll	63,964	(20,662)
Accrued expenses	(16,358)	1,413
Total adjustments	<u>363,345</u>	<u>282,060</u>
Net cash provided by operating activities	<u>\$ 1,110,725</u>	<u>\$ 829,399</u>

The accompanying notes are an integral part of these financial statements.

# BRADLEY HEALTHCARE & REHABILITATION CENTER

## Notes to the Financial Statements

June 30, 2011 and 2010

### Note 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### Reporting Entity

Bradley Healthcare & Rehabilitation Center (the "Nursing Center") is a component unit of Bradley County, Tennessee. The Nursing Center's Board of Trustees is appointed by the County Board of Commissioners. Capital projects are funded primarily from general obligation bonds of the County.

#### Nature of Operations

The Nursing Center is principally engaged in providing long-term medical and therapeutic care to elderly residents of Bradley County and the surrounding area.

#### Basis of Accounting

The Nursing Center uses enterprise fund accounting. Revenues are recorded when earned and expenses are recognized when incurred using the economic resources measurement focus. Based on Governmental Accounting Standards Board (GASB) Statement No. 20, *Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities That Use Proprietary Fund Accounting*, as amended, the Nursing Center has elected to apply the provisions of all relevant pronouncements of the Financial Accounting Standards Board (FASB) issued after November 30, 1989.

#### Use of Estimates

The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

#### Income Taxes

The Internal Revenue Service has ruled that the Nursing Center, as a component unit of Bradley County, is an exempt organization as described in Section 501(a) of the Internal Revenue Code; therefore, no provision for income taxes is provided in the financial statements.

#### Patient Service Revenue

Patient service revenue is reported at the Nursing Center's estimated net realizable amounts from residents, third-party payers, and others for services rendered.

Retroactively calculated contractual adjustments arising under reimbursement agreements with third-party payers are accrued on an estimated basis in the period the related services are rendered and adjusted in future periods, as final settlements are determined.

# BRADLEY HEALTHCARE & REHABILITATION CENTER

## Notes to the Financial Statements

(continued)

### Note 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### Cash Equivalents

For purposes of the Statements of Cash Flows, the Nursing Center considers all highly liquid investments with an original maturity of three months or less when purchased to be cash equivalents. Limited use assets include cash held for patients which are not considered cash equivalents for purposes of the Statements of Cash Flows as they are not the property of the Nursing Center and can only be used at the direction of the patient. The Nursing Center also holds limited use assets that are restricted by donors for specific purposes that are not considered cash equivalents until the specifications are met. These items are not considered cash equivalents until they are transferred to unrestricted net assets.

#### Inventories

Inventories are stated at the lower of cost (first-in, first-out) or market.

#### Property and Equipment

Property and equipment are recorded at cost. Depreciation is provided over the estimated useful lives of the depreciable assets, ranging from 5 to 40 years, using the straight-line method.

#### Compensated Absences

Accumulated paid time off is accrued when earned.

#### Net Assets

Net assets of the Nursing Center are classified in four components. Net assets invested in capital assets consist of property and equipment net of accumulated depreciation and reduced by any outstanding borrowings used to finance the purchase or construction of those assets. There was no outstanding debt for property and equipment. Temporarily restricted net assets are subject to donor imposed restrictions that may or will be met, whether by action of the Nursing Center or the passage of time. When a restriction expires, temporarily restricted net assets for which the restricted purpose is related to the Nursing Center are reclassified to unrestricted net assets and reported in the statement of operations as net assets released from restrictions. Permanently restricted net assets are subject to donor-imposed stipulations that they be maintained permanently by the Nursing Center. Generally, the donors of permanently restricted net assets permit the Nursing Center to use all or part of the income earned on any related investment for general or specific purposes. Unrestricted net assets are the remaining net assets that do not meet the definition of net assets invested in capital assets or restricted net assets.

BRADLEY HEALTHCARE & REHABILITATION CENTER

Notes to the Financial Statements

(continued)

Note 2 CUSTODIAL CREDIT RISK

Custodial credit risk is the risk that in the event of a bank failure, the Nursing Center's deposits may not be returned to it. The Nursing Center's deposits are made to a local bank that participates in the Tennessee Bank Collateral Pool (the "Pool"), a multi-entity risk pool that assumes the burden of collateralizing public funds on deposit with local banks. The Treasury Department of the State of Tennessee administers the Pool. The Treasury Department, using uniform procedures, centralizes the collateralization of public funds. The funds in the Pool are collateralized at 105% of the face amount of the deposits uninsured by the Federal Deposit Insurance Corporation (the "FDIC"). All deposits are either insured by the FDIC or through the Pool resulting in no custodial credit risk.

Note 3 INVENTORIES

Inventories consist of the following:

	<u>2011</u>	<u>2010</u>
General stores	\$ 25,982	\$ 24,811
Foods and dietary	8,728	9,470
Enteral feeding supplies	<u>1,682</u>	<u>1,206</u>
	<u>\$ 36,392</u>	<u>\$ 35,487</u>

Note 4 ASSETS WHOSE USE IS LIMITED

Assets whose use is limited are as follows:

	<u>2011</u>	<u>2010</u>
Patient trust funds	\$ 81,244	\$ 93,968
Scholarship fund	13,517	13,426
Activities fund	1,163	1,157
Chapel fund	777	677
Country store fund	3,413	3,068
Citizens' Endowment Fund	<u>112,027</u>	<u>110,721</u>
	<u>\$ 212,141</u>	<u>\$ 223,017</u>

These assets represent cash and certificates of deposit with a local financial institution. The patient trust funds are patients' personal assets and are reflected in the financial statements as both an asset and a liability. The Scholarship, Activities, Chapel, Bus, Country Store, and Citizens' Endowment funds represent restricted cash and are shown on the balance sheet as both limited use assets and restricted net assets.

BRADLEY HEALTHCARE & REHABILITATION CENTER

Notes to the Financial Statements

(continued)

Note 5 PROPERTY AND EQUIPMENT

Property and equipment consist of the following:

	<u>2009</u>	<u>Increases</u>	<u>Decreases</u>	<u>2010</u>	<u>Increases</u>	<u>Decreases</u>	<u>2011</u>
Land	\$ 1,250	\$ —	\$ —	\$ 1,250	\$ —	\$ —	\$ 1,250
Land improvements	332,699	11,862	—	344,561	35,253	—	379,814
Buildings	5,254,322	147,432	—	5,401,754	101,322	—	5,503,076
Fixed equipment	852,949	—	—	852,949	22,162	—	875,111
Major movable	1,661,678	28,775	—	1,690,453	88,900	—	1,779,353
Computer software	42,695	1,000	—	43,695	—	—	43,695
Computer hardware	106,006	5,083	—	111,089	17,078	—	128,167
Construction in progress	—	—	—	—	5,582	—	5,582
Vehicles	106,444	—	—	106,444	—	—	106,444
	<u>8,358,043</u>	<u>194,152</u>	<u>—</u>	<u>8,552,195</u>	<u>270,297</u>	<u>—</u>	<u>8,822,492</u>
Less accumulated depreciation:							
Land improvements	(178,372)	—	(24,676)	(203,048)	—	(27,153)	(230,201)
Buildings	(3,108,008)	—	(167,265)	(3,275,273)	—	(177,240)	(3,452,513)
Fixed equipment	(761,840)	—	(15,709)	(777,549)	—	(13,320)	(790,869)
Major movable	(1,285,497)	—	(74,704)	(1,360,201)	—	(75,711)	(1,435,912)
Computer software	(40,422)	—	(543)	(40,965)	—	(710)	(41,675)
Computer hardware	(90,124)	—	(6,597)	(96,721)	—	(6160)	(102,881)
Vehicles	(92,532)	—	(4,957)	(97,489)	—	(4,958)	(102,447)
	<u>(5,556,795)</u>	<u>—</u>	<u>(294,451)</u>	<u>(5,851,246)</u>	<u>—</u>	<u>(305,252)</u>	<u>(6,156,498)</u>
Property and equipment, net	<u>\$ 2,801,248</u>	<u>\$ 194,152</u>	<u>\$ (294,451)</u>	<u>\$ 2,700,949</u>	<u>\$ 270,297</u>	<u>\$ (305,252)</u>	<u>\$ 2,665,994</u>

BRADLEY HEALTHCARE & REHABILITATION CENTER

Notes to the Financial Statements

(continued)

Note 6 PERMANENTLY RESTRICTED NET ASSETS

Assets whose use is permanently restricted are as follows:

	<u>2011</u>	<u>2010</u>
Scholarship fund	\$ 12,000	\$ 12,000
Citizens' Endowment Fund	<u>110,000</u>	<u>110,000</u>
	<u>\$ 122,000</u>	<u>\$ 122,000</u>

Citizens' Endowment Fund

On December 27, 2005, the trustees of the Nursing Center took over control of the Bradley Memorial Hospital Citizens' Endowment Fund (the "Fund"). The Fund was originally established at the bequest of a private citizen to provide a source of income for the Bradley Memorial Hospital (the "Hospital"). On October 14, 2005, the Hospital was sold to a private entity and in accordance with the terms of the Hospital's Declaration of Trust, the assets of the Fund were required to be transferred to another county-owned entity. The trustees of the Nursing Center took over management of the Fund by executing a separate Declaration of Trust dated December 27, 2005. Should the Nursing Center be sold to a private entity, these funds are to be transferred to the Cleveland Public Library.

Donations may be made to the Fund and be designated either restricted or unrestricted. No part of the original principal of the Fund shall be expended; it should be invested and reinvested by the Nursing Center's trustees at a financial institution in Bradley County, Tennessee, and be fully insured by a federal agency. All income of the Fund must be used for exempt purposes under federal tax laws and regulations applicable to the Fund.

Scholarship Fund

The Scholarship Fund was established by a former medical director of the Nursing Center as a memorial to his sister. The corpus of the fund is to be held in a certificate of deposit with the earnings to be used to fund scholarships for Nursing Center employees who desire to pursue a career in nursing. The fund is administered by the trustees through the Nursing Center's management.

BRADLEY HEALTHCARE & REHABILITATION CENTER

Notes to the Financial Statements

(continued)

Note 7 NET PATIENT SERVICE REVENUE

Medicare

The Nursing Center is paid for Medicare patients under a prospective payment system that bases payment on categories that are indicative of the amount of resources used to treat the specific patient. The category is determined based on periodic clinical assessments of the patient's functional ability.

TennCare

Services rendered to TennCare recipients are reimbursed at per day rates determined by the Tennessee Comptroller's office. The rates are subject to ceilings for both skilled and intermediate care. The per day rate is established prospectively, based on the prior year's cost report.

A summary of gross and net patient revenues for the years ended June 30, 2011 and 2010, follows:

	<u>2011</u>	<u>2010</u>
Medicare	\$ 2,770,802	\$ 2,273,244
TennCare	8,053,918	8,472,271
Other	<u>1,348,660</u>	<u>1,094,635</u>
Gross patient service revenues	12,173,380	11,840,150
Contractual adjustments and uncollectible accounts	<u>618,187</u>	<u>232,565</u>
Net patient service revenue	<u>\$ 12,791,567</u>	<u>\$ 12,072,715</u>

Note 8 ACCRUED LEAVE

The Nursing Center has an all-purpose paid time off ("PTO") policy. Employees who work 30 hours or more per week are eligible to earn and use PTO. PTO is accrued using a formula based on length of employment at the Nursing Center. Accrued but unpaid PTO benefits at June 30, 2011 and 2010, were \$266,692 and \$230,338, respectively, and are included in accrued payroll as a current liability.

Note 9 PENSION PLAN

The Nursing Center sponsors a 403(b) salary deferral plan for the benefit of its employees. Under the plan, employees are allowed to defer a portion of their earnings up to certain maximum amounts. The Nursing Center matches the employee contributions at the amount deferred up to 4%. The employer match totaled \$80,132 and \$51,861 for the years ended June 30, 2011 and 2010, respectively. There was no unpaid liability at either June 30, 2011 and 2010.

BRADLEY HEALTHCARE & REHABILITATION CENTER

Notes to the Financial Statements

(continued)

Note 10 COMMITMENTS AND CONTINGENCIES

The Nursing Center is insured for professional liability under a claims-made policy with an independent insurance carrier. The policy covers all claims reported to the carrier for incidents that occur during the coverage period. The coverage period coincides with the Nursing Center's fiscal year. Coverage was renewed under a binder of coverage at June 30, 2011, rendering the need for tail coverage unnecessary. Premiums are determined by a variety of factors related to the Nursing Center.

Leases that do not meet the criteria for capitalization are classified as operating leases with the related rentals charged to operations as incurred.

The following is a schedule by year of future minimum lease payments under operating leases as of June 30, 2011, which have initial or remaining terms of one year or more.

<u>Year Ending June 30</u>	<u>Minimum Lease Payments</u>
2012	\$ 10,104
2013	6,948
2014	6,948
2015	6,948
	<hr/>
Total minimum lease payments	<u>\$ 30,948</u>

Total rental expense for all operating leases was \$26,806 and \$31,144 for 2011 and 2010, respectively, and is included in the general services expense classification.

Note 11 RISK FINANCING AND RELATED INSURANCE ISSUES

The Nursing Center is subject to the risks of torts by its employees; theft, destruction or damage to its fixed assets; business interruptions; errors or omissions; injury or illness of employees while in the course of their employment and acts of God, such as fires, floods and earthquakes. The Nursing Center insures itself against losses due to this exposure through the purchase of commercial liability and workers' compensation insurance from reputable insurers. There have been no substantial losses incurred in prior years, and the amount of coverage purchased has not been reduced. Management is unaware of any potential claims that would result in reductions to or cancellation of coverage by the insurer.

NOTE 12 SUBSEQUENT EVENTS

As required by FASB Statement No. 165 "*Subsequent Events*," subsequent events for the Nursing Center have been evaluated through the financial statements date of issuance.

## Internal Control and Compliance Section



REPORT ON COMPLIANCE AND ON INTERNAL CONTROL OVER FINANCIAL REPORTING  
BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH  
*GOVERNMENT AUDITING STANDARDS*

To the Board of Trustees of  
Bradley Healthcare & Rehabilitation Center

We have audited the financial statements of Bradley Healthcare & Rehabilitation Center, a component unit of Bradley County, as of and for the year ended June 30, 2011, and have issued our report thereon dated September 2, 2011. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements of Bradley Healthcare and Rehabilitation Center (the “Nursing Center”) as of and for the year ended June 30, 2011, in accordance with auditing standards generally accepted in the United States of America, we considered the Nursing Center’s internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Nursing Center’s internal control. Accordingly, we do not express an opinion on the effectiveness of the Nursing Center’s internal control.

A *control deficiency* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A *significant deficiency* is a control deficiency, or a combination of control deficiencies, that adversely affects the entity’s ability to initiate, authorize, record, process, or report financial data reliably in accordance with generally accepted accounting principles such that there is more than a remote likelihood that a misstatement of the entity’s financial statements that is more than inconsequential will not be prevented or detected by the entity’s internal control.

A *material weakness* is a significant deficiency, or a combination of significant deficiencies, that results in more than a remote likelihood that a material misstatement of the financial statements will not be prevented or detected by the entity’s internal control.

Our consideration of internal control was for the limited purpose described in the first paragraph and would not necessarily identify all deficiencies in internal control that might be significant deficiencies or material weaknesses. We did not identify any deficiencies in internal control that we consider to be material weaknesses, as defined above. However, we identified the following deficiencies in internal control that we consider to be significant deficiencies.



REPORT ON COMPLIANCE AND ON INTERNAL CONTROL OVER FINANCIAL REPORTING  
BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH  
*GOVERNMENT AUDITING STANDARDS (CONTINUED)*

The Nursing Center lacks a complete segregation of duties. In an entity of this size the complete segregation of duties is often an unreasonable and unattainable goal. Management has separated as many of the incompatible functions as possible to mitigate this lack of full segregation. We agree that management cannot attain a complete segregation of duties without substantial and unjustified expenditures of resources that do not substantially improve financial reporting for the entity.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether Bradley Healthcare & Rehabilitation Center's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

However, we noted other insignificant matters involving the internal control over financial reporting, which we have reported to the management of Bradley Healthcare & Rehabilitation in a separate letter dated September 15, 2011.

This communication is intended solely for the information and use of the Board of Trustees, management, the Bradley County Government, and the State of Tennessee, and is not intended to be and should not be used by anyone other than these specified parties.

Chattanooga, Tennessee  
September 2, 2011

