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June 24, 2016

Mr. Peter John Camacho
Chief Executive Officer
Guam Memorial Hospital Authority
850 Governor Carlos Camacho Road
Tamuning, Guam 96913

Dear Mr. Camacho:

In planning and performing our audit of the financial statements of the Guam Memorial Hospital Authority (GMHA) as of and for the year ended September 30, 2015 (on which we have issued our report dated June 24, 2016), 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, we considered GMHA's internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of GMHA's internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of GMHA's internal control over financial reporting.

Our consideration of internal control over financial reporting was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control over financial reporting that might be significant deficiencies or material weaknesses and therefore, material weaknesses or significant deficiencies may exist that were not identified. However, in connection with our audit, we identified, and included in the attached Appendix I, deficiencies related to GMHA's internal control over financial reporting as of September 30, 2015 that we wish to bring to your attention. We have separately reported in a letter dated June 24, 2016 addressed to GMHA's management, certain deficiencies involving GMHA's information technology environment.

We have also issued a separate report to the Board of Trustees, also dated June 24, 2016, on our consideration of GMHA'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 definition of a deficiency is also set forth in Section II of the attached Appendix I.

A description of the responsibility of management for establishing and maintaining internal control over financial reporting and of the objectives of and inherent limitations of internal control over financial reporting, is set forth in the attached Appendix II and should be read in conjunction with this report.

This report is intended solely for the information and use of the Board of Trustees, management, the Office of Public Accountability of Guam and others within the organization and is not intended to be and should not be used by anyone other than these specified parties.

We will be pleased to discuss the attached comments with you and, if desired, to assist you in implementing any of the suggestions.

We wish to thank the staff and management of GMHA for their cooperation and assistance during the course of this engagement.

Very truly yours,

Deloitte + Tatchell LLP

SECTION I – DEFICIENCIES

We identified the following deficiencies involving GMHA's internal control over financial reporting as of September 30, 2015 that we wish to bring to your attention:

(1) Fixed Assets

Comment: Tests of fixed assets noted the following:

- a. Two of four disposals tested (Tag #s 5060 and 4037) were removed from the system and the register in FY 2015; however, they were surveyed for disposal in August 2014.
- b. One asset (tag #5236) has been obsolete for five years with no immediate plans for future use. The asset has not been surveyed and is included in the fixed asset register.
- c. One asset (tag #6894) has been broken since FY 2014 with no immediate plans for future use. The asset has not been surveyed and is included in the fixed asset register.
- d. One asset (tag #4922) was not in use and was ready for survey before September 30, 2015; however, an asset survey has not been completed.

Recommendation: We recommend GMHA examine fixed assets listings for assets that should be surveyed. Further, we recommend that assets in use be carried in the fixed asset listing. Department heads should regularly monitor fixed assets assigned to them for disposals or for assets transferred to or from another department.

(2) Accounts Payable

Comment: For 6 (or 33%), of 18 payables tested, variances were noted between balances confirmed by vendors against balances recorded as of 9/30/15. Such were subsequently corrected by GMHA.

Recommendation: We recommend that GMHA determine that vendor invoices are timely recorded and reconciled when payments are made.

(3) Patient Revenue

Comment: Tests of patient revenues noted the following:

- For 38 of 75 (51%), the number of days from discharge date to billing date ranged from 16 to 146 days. The average days for bills to drop is set at 7 - 14 days.
- One \$1,050 item was not timely posted to the Optimum system.

Recommendation: We recommend that GMHA take reasonable steps to improve posting of charges to the revenue system and timely billing within the established period.

SECTION II – DEFINITION

The definition of a deficiency is as follows:

A deficiency in internal control over financial reporting 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 and correct misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met. A deficiency in operation exists when (a) a properly designed control does not operate as designed, or (b) the person performing the control does not possess the necessary authority or competence to perform the control effectively.

MANAGEMENT'S RESPONSIBILITY FOR, AND THE OBJECTIVES AND LIMITATIONS OF, INTERNAL CONTROL OVER FINANCIAL REPORTING

The following comments concerning management's responsibility for internal control over financial reporting and the objectives and inherent limitations of internal control over financial reporting are adapted from auditing standards generally accepted in the United States of America.

Management's Responsibility

GMHA's management is responsible for the overall accuracy of the financial statements and their conformity with generally accepted accounting principles. In this regard, management is also responsible for establishing and maintaining effective internal control over financial reporting.

Objectives of Internal Control over Financial Reporting

Internal control over financial reporting is a process affected by those charged with governance, management, and other personnel and designed to provide reasonable assurance about the achievement of the entity's objectives with regard to reliability of financial reporting, effectiveness and efficiency of operations, and compliance with applicable laws and regulations. Internal control over the safeguarding of assets against unauthorized acquisition, use, or disposition may include controls related to financial reporting and operations objectives. Generally, controls that are relevant to an audit of financial statements are those that pertain to the entity's objective of reliable financial reporting (i.e., the preparation of reliable financial statements that are fairly presented in conformity with generally accepted accounting principles).

Inherent Limitations of Internal Control over Financial Reporting

Because of the inherent limitations of internal control over financial reporting, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may not be prevented or detected on a timely basis. Also, projections of any evaluation of the effectiveness of the internal control over financial reporting to future periods are subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.