



HealthSouth: A Case Study in Corporate Fraud

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Arxis Financial, Inc.

Embezzlement, misappropriation, cheating or stealing – whatever name you give it, corporate fraud is rampant. There are television and newspaper stories nearly every day about all kinds of corporate schemes, scams and swindles. How is corporate fraud accomplished and who does it? Behind every fraud is a person – or a group of people – who has taken what is not theirs to take. Some of those people intended to steal – they just never thought they would get caught. Others were pulled into the original crime or some aspect of the cover-up and before they knew it they were labeled a co-conspirator. This article will examine the people behind the much publicized fraud scheme at HealthSouth. Some did not set out to commit white-collar crime but found themselves as defendants in criminal trials for fraud. Where did those people go wrong?

In the HealthSouth case, we observe real life examples of people who were “just doing their job” but at some point crossed the line from law-abiding citizens to law-breaking villains. Seemingly small compromises in ethics and morality led to larger compromise and, ultimately, a full-scale commitment to fraud. Finally, we will conclude with a discussion on whether “the law” is ultimately the proper criteria for evaluating the morality of our behavior or the ethics of our thinking.

Nobody sets out in their career to end up in prison cleaning toilets and on the front page of the Wall Street Journal after they are arrested for fraud. At some point, though, many end up that way. How do they transition from new employee to a white collar criminal?

The Stage is Set

In the 1990's there was a convergence in the United States of several forces creating economic growth and wealth at a pace never seen before. Exploding technological advances, ample supplies of capital, and a loosening of regulations created the “perfect storm” that allowed for lax oversight of financial reporting. As could have been predicted, that loose oversight gave room for fraudulent transactions and reporting.

Investors and lenders became less concerned with profitability and seemingly more focused on revenue. If revenue was growing, investors seemed satisfied to provide the capital needed to fuel that growth. The market of investors also became accustomed to, and even demanded, “proforma” financial statements. These reports presented financial information “as if” certain factors would have happened rather than on actual results. The focus on sales volume and good economic news created a compelling incentive for companies to adopt aggressive accounting policies, as it related to the recognition of income. From that point, several companies took the leap to inflating and then fabricating revenue numbers.

All of this took place in an environment of a strange legalism ... if accounting policies and procedures didn't violate Generally Accepted Accounting Principles (GAAP) then it was viewed as compliant with GAAP. Further, if it was GAAP, it must be legal – and if legal it must be morally and ethically acceptable. This slippery slope was used to justify actions that ranged from aggressive to illegal.

HealthSouth was one of several publicly-held companies that made that transition. What follows is a brief overview of one of the largest corporate frauds in the history of the United States. This is not designed to be a detailed look at the fraud but instead will be an overview of the people behind the fraud story of HealthSouth.

Healthsouth A Case Study In Corporate Fraud

Phyllis B. Gerstenfeld



Healthsouth A Case Study In Corporate Fraud:

Healthcare Applications: A Casebook in Accounting and Financial Management Thomas E. McKee, Linda J.B.

McKee, 2016-05-24 Instructor Resources Suggested case solutions Word or Excel formats Financial issues are of paramount importance in today's rapidly changing and increasingly competitive healthcare environment Healthcare managers must understand accounting and financial management concepts and be prepared to operationalize them in their organizations Healthcare Applications A Casebook in Accounting and Financial Management provides a series of practice exercises for analyzing understanding and applying these concepts across a wide range of healthcare settings Healthcare Applications contains 56 short cases designed to link theory to practical real world application via active learning Based on fictitious entities and individuals unless otherwise noted the cases cover basic concepts such as how to record transactions compute financial ratios and prepare financial statements as well as more advanced issues such as the effects of healthcare regulation the valuation of debt or equity securities cost volume profit analysis and capital budgeting Each case features assignments or questions to enhance students critical thinking and generate classroom engagement Instructors can select case topics and difficulty levels that are most appropriate for their courses The book's cases can be either assigned as out of class homework or used directly in class to introduce a topic or facilitate discussion

E-book: Ethical Obligations and Decision-Making in Accounting: Text and Cases Mintz, 2016-04-16 E book Ethical Obligations and Decision Making in Accounting Text and Cases

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Report on the Activity of the Committee on Energy and Commerce for the ... Congress United States. Congress. House. Committee on Energy and Commerce, 2005

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The Sarbanes-Oxley Act of 2002: Analysis & articles, 2004

Securities Regulation & Law Report, 2003

Going South William Cast, 2005 The rise of corporate message boards and online trading over the past decade has shifted power from analysts to small investors. In *Going South*, author William Cast describes how the power of this new technology revealed corporate accounting fraud at HealthSouth. Cast reveals how high school dropout and CEO Scrushy managed a corporation of more than 44,000 employees in 1,700 clinics while leading a country western band and flying corporate jets. Why online trading behaviour in the HealthSouth case supports new theories about group decision making and how the Sarbanes-Oxley Act applies to executives who certify false

financial records William Cast MD is a nationally recognised physician and entrepreneur **Business Periodicals Index**,2003 **Business Week** ,2005 **The New York Times Index** ,2009 **Enron and Other Corporate Fiascos** Nancy B. Rapoport,Jeffrey D. Van Niel,Bala G. Dharan,2009 This law school text explores the Enron debacle from a variety of different aspects Essays analyze the business government interactions and decisions that laid the foundations for Enron s growth and subsequent demise Other essays describe and detail the complex web of partnerships and accounting tricks used by Enron to hide bad news and project good news Additional essays focus on the ethical and legal dimensions of the Enron crisis and the subsequent lessons for business and law students as well as for society **The Wall Street Journal** ,2009

Corruption in Corporate America Abraham L. Gitlow,2007-06-13 Modern capitalism and political freedom rest on concepts of conscience and morality and abhor concentrations of unbridled power In America that economic and political system developed mechanisms designed to check and balance such power Despite those mechanisms corporate America developed too many imperial chief executives who abused their power by engaging in a fraudulent and self serving pursuit of wealth and perquisites This edition deals with how this happened how the system responded and actions that could minimize the danger of its recurrence The text analyzes those who either support or keep quiet for miscreant chief executives and how these participants became involved in corporate fraud The investigation is completed by a look at the results of the Sarbanes Oxley Act of 2002 the law enacted as the corrective response to corporate corruption and the increasingly intense pressure to ease the expense and other burdens associated with its vigorous enforcement Hopefully the insights gained by the analysis will contribute to a revived confidence in the integrity of corporate accounts and thereby sustain the vitality of America s capital markets which are essential to our future economic well being CFA Program Curriculum: Financial statement analysis ,2007

Criminal Law Sue Titus Reid,2007 **Massachusetts reports** ,2006 **Securities Litigation** ,2006
Criminal Justice Phyllis B. Gerstenfeld,2006

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