

2011 Care And Services

This year's line-up of the largest nursing facility companies paints a vibrant portrait of long term and post-acute care providers moving forward with business models that tout person-centered care and services despite ominous threats to Medicare and Medicaid funding.

Notwithstanding a fairly gloomy outlook, the 2011 ranking, which represents more than 396,000 beds, illustrates a sector that is ramping up ancillary services and embracing the adoption of culture change models of care.

At Your Service

This year's survey revealed that at least 36 providers are planning to renovate or add rehabilitation and specialty services, such as bariatric, dialysis, or ventilator care, while a large number of companies are bolstering their consumer-oriented amenities such as enhanced dining programs and spa-like features.

For example, Golden Living, ranked No. 2 this year, is planning to replace resident beds, room furniture, and generators, as well as add information technology and life safety improvements to its facilities.

No. 6, Sun Healthcare Group, will add rehab suites and specialty care services, in addition to upgrades such as bathing suites or spas and environmental changes to its dining areas, lobby, patient rooms, and staff lounges.

Americare, ranked No. 44 this year, is eliminating nursing stations, med carts, and overhead paging.

At least four providers indicated plans to perk up their dining services to create more restaurant-style environments—one with plans to hold a competition and another rolling out a “may I take your order” service.

Onward With Culture Change

On the culture change front, no less than 30 providers are implementing resident-centered initiatives, up from 24 last year. Plans range from shifting to all-private rooms and implementing consistent assignment staffing, to building Green House homes, house-

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hold models, and neighborhoods. The majority of these respondents also plan to create homelike amenities and environments for residents.

No. 23, Life Care Services, launched its CARES philosophy—Centered Around Resident Empowered Services—that includes homelike renovations and removing nursing stations. Ranked No. 26, Avalon Health Care is renovating to give its facilities a “hospitality feel,” which it describes as “patient-centered and patient-driven.”

Greystone Healthcare, ranked at No. 36 this year, is building a new facility with all private rooms and baths, country kitchens, spa services, a

bistro, wireless Internet access, and mobility gardens, among other things.

Expanding Ancillary Services

The provision of ancillary services continues its upward trend this year. Hospice care is now offered by 36 of the largest 50 companies, compared with 31 last year.

Home care has gained in popularity this year, with 31 companies now offering it—a jump of eight slots.

Among this year's survey respondents, 19 provide dialysis, 20 ventilator, and 23 offer bariatric services to their residents.

Debuting on the list this year are several middle-sized providers with bed counts of 5,000 or less. Southfield, Mich.-based Ciena Healthcare is a first-timer with 4,142 beds and growing, at No. 25.

Avalon Health Care, based in Salt Lake City, Utah, placed at No. 26 with just over 4,000 beds. Management company iCare, based in Manchester, Conn., with 1,353 beds, lands on the list at No. 48, while No. 41, Roanoke, Va.-based American HealthCare makes the list with a bed count of 1,880.

Making the most notable leap in the ranking this year was Trilogy Health Services, which vaulted from No. 28 last year to No. 17 this year, with a bed count boost of 3,228.

On the following pages is *Provider's* annual list of the Top 50 largest nursing facility companies, which are ranked by bed count as of Dec. 31, 2010.

—Meg LaPorte

Top 50 Largest Nursing Facility Companies

Company Name/ Chief Executive Officer	City, State/ Web address	Total SNF/NF Beds (including subacute)	Total Facilities	% Occ. Rate	States with SNF/NF	Revenue Sources:				Total Operating Revenue	Services Offered:											
						% Medicare	% Private Pay	% Medicaid	% VA and Other		Traditional Nursing	Postacute	Dementia Care	Assisted Living	Independent Living	Therapy	Outpatient Therapy	Pharmacy	Home Care	Hospice		
1. HCR ManorCare* Paul Ormond	Toledo, OH www.hcr-manorcare.com	38,092	277	N/A	30	N/A	N/A	N/A	N/A	N/A	x	x	x	x	x	x	x	x	x	x	x	
2. Golden Living* Neil Kurtz, MD	Plano, TX www.goldenliving.com	31,143	305	N/A	21	N/A	N/A	N/A	N/A	N/A	x	x	x	x		x	x	x	x	x	x	
3. Life Care Centers of America* Forrest Preston	Cleveland, TN www.lcca.com	29,272	221	N/A	28	N/A	N/A	N/A	N/A	N/A	x	x	x	x	x	x	x			x	x	
4. Kindred Healthcare Paul Diaz	Louisville, KY www.kindredhealthcare.com	27,905	226	87.4	28	N/A	N/A	N/A	N/A	\$4.35 Billion	x	x	x	x		x		x			x	
5. Genesis HealthCare Corp.* George Hager Jr.	Kennett Square, PA. www.genesischc.com	26,018	211	N/A	13	N/A	N/A	N/A	N/A	\$2.5 Billion	x	x	x	x	x	x	x			x	x	
6. Sun Healthcare Group William Mathies	Irvine, CA www.sunh.com	22,243	200	87	25	30	11	43	16	\$1.9 Billion	x	x	x	x	x	x						x
7. SavaSeniorCare* Tony Oglesby	Atlanta, GA www.savaseniorcare.com	21,279	186	N/A	19	N/A	N/A	N/A	N/A	N/A	x	x	x			x						
8. Extencare Health Services Timothy Lukenda	Milwaukee, WI www.extencare.com	16,893	167	86.3	12	33	20	46	1	\$1.3 Billion	x	x	x	x	x	x	x			x	x	
9. Evangelical Lutheran Good Samaritan Society + David Horazdovsky	Sioux Falls, SD www.good-sam.com	12,419	177	86	16	16	37	37	10	\$915 Million	x	x	x	x	x	x	x	x	x	x	x	x
10. Skilled Healthcare Group Boyd Hendrickson	Foothill Ranch, CA www.skilledhealthcaregroup.com	10,456	74	N/A	7	N/A	N/A	N/A	N/A	N/A	x	x		x		x	x	x	x	x	x	
11. National Healthcare Corp. Robert Adams	Murfreesboro, TN www.nhccare.com	9,742	77	N/A	10	42	30	27	1	N/A	x	x	x	x	x	x	x	x	x	x	x	x
12. Signature HealthCARE* E. Joseph Steier III	Louisville, KY www.signaturehealthcarellc.com	8,837	72	90	7	N/A	N/A	N/A	N/A	\$637.7 Million	x	x	x			x	x	x	x			
13. The Ensign Group Christopher Christenson	Mission Viejo, CA www.ensigngroup.net	8,714	82	80	7	34	23	43	0	\$649.5 Million	x	x	x	x	x	x	x			x	x	
14. UHS-Pruitt Corp.* Neil Pruitt Jr.	Norcross, GA www.uhs-pruitt.com	8,420	75	91.5	4	38	15	42	5	N/A	x	x	x	x	x	x	x	x	x	x	x	x

Ranked by number of beds as of Dec. 31, 2010. U.S. operations only. Percentages may not add up to 100% due to rounding.

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15. Daybreak Venture* Michael Rich	Denton, TX www.daybreakventure.com	8,173	75	62	1	25	11	64	0	\$261 Million	x	x	x			x	x						x	
16. Petersen Health Care* Mark Petersen	Peoria, IL www.petersenhealthcare.net	7,457	86	84	4	24	29	46	1	\$320 Million	x	x	x	x	x	x	x	x	x	x	x	x	x	x
17. Trilogy Health Services* Randall Bufford	Louisville, KY www.trilogyhs.com	6,717	63	84.1	5	37.5	28.8	15.8	17.9	\$455.7 Million	x	x	x	x	x	x	x	x	x	x	x	x		
18. American Senior Communities* James Burkhart	Indianapolis, IN www.americansrcommunities.com	6,481	53	91	2	35	10	50	5	\$490.2 Million	x	x	x	x	x	x	x						x	x
19. Covenant Care* Robert Levin	Aliso Viejo, CA www.covenantcare.com	5,787	51	86	7	47	13	37	3	\$481.7 Million	x	x	x	x		x	x							x
20. Five Star Quality Care Bruce Mackey Jr.	Newton, MA www.fivestarliving.com	5,648	70	84.3	10	N/A	N/A	N/A	N/A	\$105 Million	x	x	x	x	x	x	x							
21. Advocat William Council III	Brentwood, TN www.diversicaremanagement.com	5,364	46	N/A	N/A	30.7	12.9	53.4	3	\$290 Million	x	x	x	x		x								
22. Nexion Health* Francis Kirley	Sykesville, MD www.nexion-health.com	4,975	41	N/A	3	N/A	N/A	N/A	N/A	\$232 Million	x	x	x			x	x							
23. Life Care Services* Ed Kenny	Des Moines, IA www.lcsnet.com	4,839	77	88.5	26	N/A	N/A	N/A	N/A	N/A	x	x	x	x	x	x	x						x	
24. Alden Management Services* Floyd Schlossberg	Chicago, IL www.thealdennetwork.com	4,772	33	80	2	37.1	14.7	45.4	2.7	\$332.4 Million	x	x	x	x	x	x	x	x	x	x	x	x	x	x
25. Ciena Healthcare Management* Mohammad Qazi	Southfield, MI www.cienafacilities.com	4,142	36	85	2	30	13	57	0	N/A	x	x	x			x	x					x	x	x
26. Avalon Health Care* David Dangerfield	Salt Lake City, UT www.avalonhci.com	4,015	39	62.8	7	46.5	10	42	1.5	\$280.9 Million	x	x	x	x		x	x					x	x	x

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27. Benedictine Health System[†] Dale Thompson	Duluth, MN www.bhshealth.org	3,852	39	85.4	7	29	27	43	1	\$366.2 Million	x	x	x	x	x	x	x	x	x	x	x	x	
28. Encore Healthcare* Timothy Nicholson	Columbia, MD www.encore-healthcare.com	3,800	31	N/A	10	N/A	N/A	N/A	N/A	N/A	x	x	x	x		x	x					x	
29. Revera Health Systems* Stuart Lindeman	Meriden, CT www.reveraliving.com	3,736	30	90	9	N/A	N/A	N/A	N/A	N/A	x	x	x	x		x	x	x	x	x	x	x	
30. Brookdale Senior Living William Sherff	Brentwood, TN www.brookdaleliving.com	3,336	39	84.6	15	9.9	80.6	2.8	6.6	\$2.2 Billion	x	x	x	x	x	x	x	x	x	x	x	x	
31. Stonegate Senior Living* John Taylor	Lewisville, TX www.stonegatesl.com	3,107	25	85	3	54.7	17.9	27.2	0.2	\$215 Million	x	x	x	x	x	x	x				x	x	
32. Athena Health Care Associates* Lawrence Santilli	Southington, CT www.athenahc.com	3,057	26	94.7	3	21.2	14.6	62.1	2.1	\$229.6 Million	x	x	x			x							x
33. Miller's Health Systems* Patrick Boyle	Warsaw, IN www.millerseniorkare.com	3,000	32	83	1	30	26	44	0	N/A	x	x	x	x	x	x	x				x	x	
34. Grace Living Centers* Don Greiner	Oklahoma City, OK www.gracelivingcenters.com	2,655	23	70	1	16	14	68	2	N/A	x	x	x	x		x	x				x	x	
35. Complete HealthCare Resources* Michael D'Arcangelo	Dresher, PA www.completehealthcare resources.com	2,642	11	90.6	1	19	9	72	0	\$95.1 Million	x		x		x								
36. Greystone Healthcare Management* Constance Bessler	Tampa, FL www.greystonehcm.com	2,563	27	88	3	40	12	43	5	\$235 Million	x	x		x		x	x				x		
37. Avante Group* Dean Dickman	Hollywood, FL www.avantegroup.com	2,436	20	88	3	43	5	51	1	\$190 Million	x	x	x			x	x						x
38. Avamere Family of Companies* Rick Miller	Wilsonville, OR www.avamere.com	2,431	25	80.5	2	20	10	55	15	\$290.6 Million	x		x	x	x	x	x				x	x	

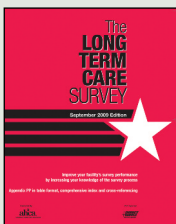


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39. Vetter Health Services* Jack Vetter	Omaha, NE www.vetterhealthservices.com	2,405	31	84	5	32	45	23	0	\$160 Million	x	x	x	x	x	x					x		
40. ABCM Corp.* Richard Allbee	Hampton, IA www.abcmcorp.com	2,130	30	77.9	1	16	36	44	4	\$112 Million	x	x	x	x	x	x					x	x	
41. American HealthCare Ted LeNeave	Roanoke, VA www.heritage-hall.org	1,880	16	N/A	1	N/A	N/A	N/A	N/A	N/A	x	x	x			x						x	
42. Medicalodges* Garen Cox	Coffeyville, KS www.medicalodges.com	1,857	24	78.4	3	21.6	14.7	61.5	2.2	N/A	x	x	x	x		x	x						
43. FutureCare Health and Management Corp* Gary Attman	Pasadena, MD www.futurecarehealth.com	1,800	11	90	1	30	5	55	10	N/A	x	x	x			x						x	
44. Americare* Clay Crosson	Sikeston, MO www.americareusa.net	1,632	21	N/A	5	39	20	41	0	\$79 Million	x	x	x	x	x	x	x	x					
45. Jewish Home Lifecare† Audrey Weiner, DSW	New York, NY www.jewishhome.org	1,630	3	98.3	1	17	8	66	9	\$293.8 Million	x	x	x		x	x					x	x	x
46. NewCourtland† Gail Kass	Philadelphia, PA www.newcourtland.org	1,440	7	98.5	1	N/A	N/A	N/A	N/A	N/A	x		x		x	x						x	
47. NuVision Management* Andrew Weisman	Fort Lauderdale, FL www.nuvm.com	1,361	N/A	84	2	20	15	65	0	N/A	x	x	x			x	x						
48. iCare* Chris Wright	Manchester, CT www.icaremanagement.com	1,353	9	92	1	N/A	N/A	N/A	N/A	N/A	x	x	x			x							x
49. Ecumen† Kathryn Roberts	Shoreview, MN www.ecumen.org	1,321	16	91	1	31	32	35	2	\$128.6 Million	x	x	x	x	x	x	x					x	x
50. Mission Healthcare* Thomas Boerboon	Edina, MN www.missionhealthcare.org	1,211	10	88.5	3	15.7	26.4	53	4.9	\$47.7 Million	x	x	x	x	x	x	x						x



Don't risk noncompliance and the possibility of a survey deficiency. Make sure your facility has an up-to-date survey reference manual. The American Health Care Association's (AHCA's) **Long Term Care Survey** manual contains the latest guidance, forms, and exhibits from the Centers for Medicare & Medicaid Services (CMS). Order your copy today! Call (800) 321-0343 or online at www.AHCApublications.org.