

# 2007 Steady Growth

To describe 2007 as a year of steady growth for long term care providers may seem a dull appraisal, but for an industry that's been through its share of ups and downs in the past decade it's a welcome one.

With the prospect of nearly \$60 million in Medicare skilled nursing facility payment cuts next year (*see News, page 9*) and a housing market crisis in progress, providers may need to call on this strength to weather another storm.

On the following pages is *Provider's* annual ranking of the top 50 nursing facility companies, by the number of nursing beds, as of Dec. 31, 2007. The data include the professions' 2007 experience of revenue, occupancy rates, extent of regionalism, and case mix.

### Industry Growth

The entire lineup of companies in this year's rankings registered a growth in bed count of nearly 9 percent, compared with last year, while a majority of companies reporting financial information saw notable revenue gains in 2007.

Despite a decline in bed count of nearly 10,000, HCR ManorCare still leads the pack as the nation's largest nursing facility company, while Golden Living, thanks to the addition of Beverly Healthcare to its portfolio, squeezed out Kindred for the No. 2 spot.

Kindred fell two slots—from No. 2 to No. 4—this year.

Re-emerging for the first time since

2002, Life Care Centers of America grabbed the No. 3 spot from Genesis HealthCare, which now ranks No. 6.

The acquisition of Harborside Healthcare put Sun Healthcare Group in the top five this year, up one slot from last year.

The remaining top 10 were shuffled slightly by Life Care Centers' reappearance, while Extendicare Health Services, which acquired Tendercare

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last year, registered a bed count increase of approximately 3,000 in the past year.

### Newcomers

The remaining top 50 companies largely mirror that of last year's ranking, with a few exceptions: Advocat climbed three slots to No. 18 with a gain of more than 1,200 beds, and ABCM and Apple Health Care each dropped four slots, to Nos. 37 and 38, respectively.

Debuting in the top 50 this year are Encore Healthcare, Columbia, Md. (25); Horizon West HealthCare, Rocklin, Calif. (31); and Wilsonville, Ore.-based Avamere Health Services

(35). Each of these companies has not recently appeared in the rankings. Prestige Care's precipitous drop from 39 last year to 43 this year may not have happened had the three newcomers not appeared, since the company's bed count has remained roughly the same over the past year.

### Services Expand

Additional data from this year's survey reveal steady activity in ancillary services. The number of companies offering independent living options rose from 25 to 30 since last year, while the provision of assisted living services remained largely the same from year to year.

Nearly all of the survey respondents indicated their intention to begin or complete renovations of facilities this year, with more than 70 percent choosing to add rehabilitation suites and/or services to their menus.

More than 15 companies plan to diversify into specialty care, such as dialysis, ventilator, or bariatric services. Among the top 50 this year, at least 19 currently offer ventilator services to their residents, while 43 companies now provide Alzheimer's or dementia care services—up from 41 companies last year.

The information in these rankings was collected through e-mail, Web sites, phone interviews, and faxed surveys. Only partial data were obtained for a number of private companies, which are not required to make public certain information.

—Meg LaPorte

# Top 50 Nursing Facility Chains

Ranked by number of beds as of Dec. 31, 2007. U.S. operations only. Percentages may not add up to 100% due to rounding.

Company Name/ Chief Executive Officer	Address/ Telephone	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	Assisted Living	Independent Living	Therapy	Outpatient Therapy	Dementia Care	Pharmacy	Home Care	Hospice	
1. HCR ManorCare* Paul Ormond	333 N. Summit St. Toledo, OH 43604 (419) 252-5500	38,372	280	N/A	29	40	33	27	0	\$3.877 Billion	x	x	x	x	x	x	x	x	x	x	x
2. Golden Living* OPEN	1000 Fianna Way Fort Smith, AR 72919 (479) 201-2000	33,757	329	N/A	22	N/A	N/A	N/A	N/A	N/A	x		x		x	x	x	x	x	x	x
3. Life Care Centers of America* Forrest Preston	3570 Keith St. Cleveland, TN 37312 (423) 472-9585	31,244	231	N/A	28	N/A	N/A	N/A	N/A	N/A	x	x	x		x	x	x			x	x
4. Kindred Healthcare Paul Diaz	680 S. 4th St. Louisville, KY 40202 (502) 596-7300	29,106	228	N/A	27	34	22	44	0	\$2 Billion	x	x			x		x	x			
5. Sun Healthcare Group Richard Matros	18831 Von Karman, Ste. 400 Irvine, CA 92612 (949) 255-7100	24,002	213	89.5	25	27	29	43	1	\$1.59 Billion	x	x	x	x	x		x				x
6. Genesis HealthCare Corp.* George Hager Jr.	101 E. State St. Kennett Square, PA 19348 (610) 444-6350	23,195	190	N/A	13	N/A	N/A	N/A	N/A	\$2.029 Billion	x	x	x	x	x	x	x			x	x
7. SavaSeniorCare* Tony Ogelesby	1 Ravinia Dr., Ste. 1500 Atlanta, GA 30346 (770) 829-5100	22,948	185	N/A	19	N/A	N/A	N/A	N/A	N/A	x	x			x		x				
8. Extendicare Health Services Philip Small	111 W. Michigan St. Milwaukee, WI 53203 (800) 395-5000	18,711	181	89.8	12	34	19	46	1	\$1.132 Billion	x	x	x	x	x	x	x			x	x
9. The Evangelical Lutheran Good Samaritan Society† David Horazdovsky	4800 W. 57th St. Sioux Falls, SD 57117 (605) 362-3100	13,710	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	x	x	x	x	x	x	x	x	x	x	x
10. Skilled Healthcare Group Boyd Hendrickson	27442 Portola Pkwy., Ste. 200 Foothill Ranch, CA 92610 (949) 282-5800	9,183	74	N/A	6	45.3	23.7	31	0	\$634.6 Million	x	x	x	x	x		x				x
11. National HealthCare Corp. Robert Adams	100 E. Vine St. Murfreesboro, TN 37130 (615) 890-2020	9,153	73	92.7	10	39	29	31	1	\$598 Million	x	x	x	x	x		x	x	x	x	x
12. Daybreak Venture* Robert Idzi	401 N. Elm St. Denton, TX 76201 (940) 387-4388	8,258	76	59	1	25	11	64	0	\$225.5 Million	x	x			x	x	x				x
13. Signature HealthCARE* E. Joseph Steier	2979 PGA Blvd. Palm Beach Gardens, FL 33410 (561) 273-6239	7,613	64	85	7	36	7.5	52.5	4	\$455 Million	x	x			x	x	x	x			x

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14. Complete HealthCare Resources* Peter Licari	200 Dryden Rd., Ste. 2000 Dresher, PA 19044 (215) 441-7700	7,353	54	83	5	35	5	59	1	\$300 Million	x		x	x	x			x				
15. Petersen Health Care* Mark Petersen	830 West Trailcreek Dr. Peoria, IL 61614 (309) 691-8113	6,850	85	73	4	15	20	63	2	\$160 Million	x	x	x	x	x	x	x	x	x	x	x	
16. UHS-Pruitt Corp. (United Health Services)* Neil Pruitt Jr.	1626 Jourgens Ct. Norcross, GA 30093 (770) 279-6200	6,639	59	91.1	3	22.6	8	52.3	17.1	N/A	x	x	x	x	x		x	x	x	x		
17. Five Star Quality Care Evertt Benton	400 Centre St. Newton, MA 02458 (617) 332-3990	6,056	49	87.8	11	21	61	16	2	\$972.9 Million	x	x	x	x	x	x	x	x			x	
18. Advocate William Council III	1621 Galleria Blvd. Brentwood, TN 37027 (615) 771-7575	5,773	50	77.6	8	31.2	13.1	55.7	0	\$245 Million	x	x	x		x		x					
19. American Senior Communities* James Burkhart	6900 S. Gray Rd. Indianapolis, IN 46237 (317) 788-2500	5,123	33	89	2	N/A	N/A	N/A	N/A	N/A	x	x	x	x	x	x	x				x	
20. Covenant Care* Robert Levin	27071 Aliso Creek Rd., Ste. 100 Aliso Viejo, CA 92656 (949) 349-1200	5,031	46	89	7	39	24	37	0	\$375 Million	x	x	x		x	x	x				x	
21. Alden Management Services* Floyd Schlossberg	4200 W. Peterson Ave., Ste. 140 Chicago, IL 60646 (773) 286-3883	4,436	32	72	2	42	17	38	3	\$256.7 Million	x	x	x	x	x	x	x	x	x	x	x	
22. Nexion Health* Francis Kirley	6937 Warfield Ave. Sykesville, MD 21784 (410) 552-4800	4,372	40	83	3	N/A	N/A	N/A	N/A	\$195 Million	x	x			x	x	x	x			x	
23. Life Care Services* Ed Kenny	400 Locust St., Ste. 820 Des Moines, IA 50309 (515) 875-4500	4,332	70	90	32	N/A	N/A	N/A	N/A	N/A	x		x	x	x		x	x			x	
24. Benedictine Health System† Dale Thompson	503 E. Third St., Ste. 400 Duluth, MN 55805 (218) 786-2370	3,968	37	N/A	7	30.6	22.5	46.2	0.7	\$170.2 Million	x	x	x	x	x	x	x				x	x
25. Encore Healthcare* Timothy Nicholson	7150 Columbia Gateway Dr., Ste. J Columbia, MD 21046 (443) 539-2350	3,618	26	N/A	10	37	7	49	7	\$262 Million	x	x			x	x	x					
26. Revera Health System* Stuart Lindeman	19 Tuttle Pl. Middletown, CT 06457 (860) 347-6300	3,527	30	91	9	18	15	60	4	\$310 Million	x	x			x	x					x	x

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27. Care Initiatives† Miles King	1611 West Lakes Pkwy. West Des Moines, IA 50266 (515) 224-4442	3,480	45	84	1	13	34	47	6	\$141.6 Million	x		x	x	x	x	x					x
28. Trilogy Health Services* Randall Bufford	1650 Lyndon Farm Ct., Ste. 201 Louisville, KY 40223 (502) 412-5847	3,400	N/A	N/A	4	38.9	21.1	23.2	0	N/A	x	x	x	x	x	x	x	x				
29. Miller's Health Systems* Patrick Boyle	1690 S. County Farm Rd. Warsaw, IN 46580 (574) 267-7211	3,000	32	84	1	22	34	44	0	N/A	x	x	x	x	x	x	x			x	x	
30. HMR Advantage Health Systems Michael McBride	101 Grace Dr. Easley, SC 29640 (864) 269-3725	2,958	26	94.2	5	24	8	39	27	\$177.5 Million	x	x	x	x	x	x	x	x				x
31. Horizon West HealthCare* Larry Bear	4020 Sierra College Blvd., Ste. 190 Rocklin, CA 95677 (916) 624-6230	2,893	27	N/A	2	N/A	N/A	N/A	N/A	N/A	x		x	x	x	x	x					
32. Grace Living Centers* Don Greiner	P.O. Box 270120 Oklahoma City, OK 73137 (405) 943-1144	2,693	23	72	1	10	20	70	0	N/A	x		x		x		x	x	x	x		
33. Athena Health Care Systems Lawrence Santilli	300 Queen St. Southington, CT 06489 (860) 628-5514	2,550	19	95.83	2	23.65	13.71	60.02	2.62	\$228.3 Million	x	x	x		x							x
34. Avante Group Dean Dickmann	4000 Hollywood Blvd., Ste. 540N Hollywood, FL 33021 (321) 228-0555	2,315	19	92	3	32	5	61	2	\$196 Million	x	x			x	x	x					
35. Avamere Health Services Bob Schneider	25115 SW Pkwy., Ste. C Wilsonville, OR 97070 (503) 570-3405	2,258	28	87.1	2	42.64	29.23	26.8	1.34	\$245.2 Million	x		x	x	x	x	x			x	x	
36. Vetter Health Services* Jack Vetter	5020 S. 118th St. Omaha, NE 68137 (402) 895-3932	2,221	30	85	5	21	52	27	0	\$119.9 Million	x	x	x	x	x	x	x					x
37. ABCM Corp.* Richard Albee	1320 Fourth St. NE Hampton, IA 50441 (641) 456-5636	2,217	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	x	x	x	x	x	x	x	x	x	x	x	x
38. Apple Health Care* Brian Foley	21 Waterville Rd. Avon, CT 06001 (860) 678-9755	2,134	24	90	2	18	23	59	0	\$164.3 Million	x				x		x					

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39. Long Term Care Mgmt. Services* Jeff Wilson	2334 S. 41st St. Wilmington, NC 28403 (910) 815-3122	1,830	17	85	1	26.1	9.6	58.9	5.4	N/A	x	x	x		x	x	x					
40. FutureCare Health and Management Corp.* Gary Altman	8028 Ritchie Hwy., Ste. 210B Pasadena, MD 21122 (410) 766-1995	1,800	11	N/A	1	N/A	N/A	N/A	N/A	N/A	x	x			x	x						
41. Cathedral Rock Corp.* C. Kent Harrington	306 W. 7th St., Ste. 415 Fort Worth, TX 76102 (817) 335-4111	1,782	17	81	4	27	9	58	6	\$67.2 Million	x	x	x	x	x		x					
42. Christian Homes† Timothy Philippe	200 N. Postville Dr. Lincoln, IL 62656 (217) 732-9651	1,725	13	90	4	44	28	26	2	\$111.7 Million	x		x	x	x		x	x				
43. Prestige Care/Prestige Senior Living Harold Delamarter	7700 N.E. Parkway Dr., Ste. 300 Vancouver, WA 98662 (360) 735-7155	1,678	19	N/A	2	37	10	52	1	\$101.3 Million	x				x		x	x				
44. Jewish Home Lifecare† Audrey Weiner	120 W. 106th St. New York, NY 10025 (212) 870-5000	1,600	3	99	1	17	8.7	62.5	11.8	\$285.2 Million	x	x		x	x		x	x	x	x	x	x
45. Crowne Management* Joseph Jones Jr.	501 Whetstone St. Monroeville, AL 36460 (251) 743-3608	1,545	14	N/A	1	N/A	N/A	N/A	N/A	N/A	x	x			x			x				x
46. Ecumen† Kathryn Roberts	3530 Lexington Ave. N. Shoreview, MN 55126 (651) 766-4300	1,527	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	x	x	x	x	x	x	x				x	x
47. NewCourtland Elder Services† Gail Kass	1845 Walnut St., 12th Fl. Philadelphia, PA 19103 (215) 965-1910	1,440	7	97	1	10	10	80	0	\$94.1 Million	x	x	x	x	x	x	x	x	x	x	x	x
48. NuVision Management* Andrew Weisman	5310 NW 33rd Ave. Fort Lauderdale, FL 33309 (954) 731-3350	1,400	8	82	2	35	5	63	2	N/A	x	x			x	x						
49. ElderWood Senior Care* Robert Chur	7 Limestone Dr. Williamsville, NY 14221 (716) 633-3900	1,282	9	96.6	1	18.4	37.4	43.7	0.5	\$104.3 Million	x	x	x	x	x		x	x				
50. Americare* Clay Crosson	214 N. Scott St. Sikeston, MO 63801 (573) 471-1113	1,145	20	N/A	2	38	20	41	1	\$128 Million	x	x	x	x	x	x	x	x				

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