

Manor Care Soars Above The Pack By 18,000 Beds

The 10 largest skilled nursing facility (SNF) companies in this year's Top 50 might well be the same as last year's Top 10 but for two companies that emerged from the sale and restructure of Beverly Enterprises: Golden Living (ranked No. 4 this year) and Beverly Living (ranked No. 9). Had this event not occurred, Daybreak Venture, now ranked at No. 11, would not have been squeezed out of the Top 10.

Aside from this change, seven of the Top 10 companies in this year's survey registered either a slight gain or a slight loss in bed counts, but largely held their rankings. Only HCR Manor Care, which has held the No. 1 spot for the past four years, made significant gains in 2006, with the addition of more than 10,000 beds—a gap that is even more noteworthy when compared with No. 2 Kindred Healthcare, which stands nearly 18,000 beds behind the leader.

Bed Counts Rise

Collectively, the 10 largest nursing facility chains registered a slight rise in bed counts, of just over 2,000, marking a break in what has been a pattern of decline in the previous seven years. Since 2000, the bed count among the Top 10 players has fallen by more than 42 percent.

However, the drop from 2004 to 2006 was much less precipitous, signaling the possibility of an upward trend moving forward.

On the following pages is *Provider's* annual Top 50 ranking of nursing facility companies, by the number of nursing beds as of Dec. 31, 2006. The data include the profession's 2006 experience of revenue, occupancy rates, and extent of regionalism. The information was collected through e-mailed, Web-based, and faxed surveys that were followed up and verified by phone and augmented by review of published documents.

Only partial data were obtained for many private companies, which are not required to make public certain information.

Of the 50 largest companies of 2006, 12 were public, 31 were private, and seven were nonprofit.

As a group, the Top 50 companies of 2006 represent more than 350,000 beds, or approximately 30 percent of the nation's nursing facility population, according to an average occupancy rate of 88 percent (as reported in 2006).

Looking further down the rankings, several companies made noteworthy expansions in 2006, with the biggest gain coming from Trilogy Health Services.

After holding the No. 50 spot in 2003 and 2004, the company rose to No. 36 in 2005 and then jumped another eight slots last year to No. 28, thanks to a gain of over 1,000 beds.

Also inching their way up the rankings are Petersen Healthcare and Nexion Health. Petersen climbed three slots from its year-earlier ranking, to

No. 16, while Nexion gained six slots, to No. 20.

Expansion, Diversification

Provider has recently reported that SNF companies are diversifying their menu of services to attract more private-pay and Medicare revenue. The 2006 data, however, reveal a mixed bag. While the number of companies offering hospice care is up from 29 to 36 companies in one year, three fewer companies reported offering home care since last year's survey, bringing the total to 20.

Meanwhile, 25 companies reported having independent living among their services on this year's survey, while 30 companies offered it last year. The number of companies offering assisted living remained the same year-to-year, at 35. Notable among the data yielded from this year's survey instrument are four new categories that show 18 companies offering ventilator care services, 22 providing bariatric services, 42 with residential Alzheimer's or memory care units, and 31 companies offering outpatient therapy.

A new question on this year's survey shows that more than 80 percent of the Top 50 SNF companies are planning to begin or complete renovation of one or more of their facilities within the next 18 months. Among these companies, 30 will add or modify rehabilitation units or suites, while 15 companies will add or modify specialty care services.

—Meg LaPorte

Top 50 Nursing Facility Chains

Ranked by number of beds as of Dec. 31, 2006. 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	Post-acute	Assisted Living	Independent Living	Therapy	Outpatient Therapy	Dementia Care	Pharmacy	Home Care	Hospice		
1. HCR Manor Care Paul Ormond	333 N. Summit St. Toledo, OH 43604 (419) 252-5500	48,393	278	89.1	29	39	33	28	0	\$3.6 Billion	x	x	x	x	x	x	x	x	x	x	x	
2. Kindred Healthcare Paul Diaz	680 S. 4th St. Louisville, KY 40202 (800) 345-0749	30,664	242	87.8	28	34	19	47	0	\$2 Billion	x	x			x	x	x	x				
3. Genesis HealthCare Corp. George Hager Jr.	101 E. State St. Kennett Square, PA 19348 (610) 444-6350	26,768	221	92	13	29	19	52	0	\$1.8 Billion	x	x	x	x	x	x	x		x	x		
4. Golden Living* Randy Churchey	1000 Fianna Way Fort Smith, AR 72919 (479) 201-2000	26,578	261	N/A	22	N/A	N/A	N/A	N/A	N/A	x		x		x	x	x	x	x	x	x	
5. SavaSeniorCare* Tony Ogelesby	1 Ravinia Dr., Ste. 1500 Atlanta, GA 30346 (770) 829-5100	22,886	185	N/A	19	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
6. Sun Healthcare Group Richard Matros	101 Sun Ave. N.E. Albuquerque, NM 87109 (800) 729-6600	15,447	118	N/A	19	31.1	23	45.9	0	\$1 Billion	x	x	x	x	x		x				x	
7. Extendicare Health Services Philip Small	111 W. Michigan St. Milwaukee, WI 53203 (800) 395-5000	15,383	149	91.3	11	34	18	47	1	\$1 Billion	x	x	x	x	x	x	x		x	x		
8. The Evangelical Lutheran Good Samaritan Society† David Horazdovsky	4800 W. 57th St. Sioux Falls, SD 57117 (605) 362-3100	14,118	190	89	24	8	32	62	0	\$839.7 Million	x	x	x	x	x	x	x	x	x	x	x	
9. Beverly Living* Julianne Vink	381 S. Lexington Dr., Ste. 100 Folsom, CA 95630 (916) 983-1400	9,255	81	N/A	17	N/A	N/A	N/A	N/A	N/A	x		x		x	x	x	x	x	x	x	
10. National Healthcare Corp. Robert Adams	100 E. Vine St. Murfreesboro, TN 37130 (615) 890-2020	9,245	74	93.9	N/A	N/A	N/A	N/A	N/A	\$562.9 Million	x	x	x	x	x	x	x	x	x	x	x	
11. Daybreak Venture* Robert Idzi	401 N. Elm St. Denton, TX 76201 (940) 387-4388	8,453	77	59	1	24	10	66	<1	\$226.8 Million	x	x			x		x				x	
12. Skilled Healthcare Group Boyd Hendrickson	27442 Portola Pkwy., Ste. 200 Foothill Ranch, CA 92610 (949) 282-5800	7,648	61	87	N/A	36	32	32	0	\$531.7 Million	x	x	x		x							x

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13. Home Quality Management* Paul Walczak	2979 PGA Blvd. Palm Beach Gardens, FL 33410 (561) 627-0664	7,249	60	84	6	35	9	53	3	\$379.8 Million	x		x		x	x										
14. Complete HealthCare Resources* Peter Licari	200 Dryden Rd., Ste. 2000 Dresher, PA 19025 (215) 441-7700	7,232	57	87	5	28	9	62	1	\$300 Million	x	x	x	x	x		x	x	x							
15. UHS-Pruitt Corp.* Neil Pruitt Jr.	409 E. Doyle St. Toccoa, GA 30577 (706) 886-8493	6,449	61	89.7	4	22	7	54	16	N/A	x		x	x	x				x	x						
16. Petersen Healthcare* Mark Petersen	830 W. Trailcreek Dr. Peoria, IL 61614 (309) 691-8113	6,286	77	84	3	8	20	70	2	\$210 Million	x	x	x	x	x	x	x								x	
17. Five Star Quality Care Evvrett Benton	400 Centre St. Newton, MA 02458 (617) 796-8387	6,101	75	89	32	14	67	19	0	\$827 Million	x	x	x	x	x	x	x	x								x
18. Covenant Care* Robert Levin	27071 Aliso Creek Rd., Ste. 100 Aliso Viejo, CA 92656 (949) 349-1200	5,119	46	88.7	8	43.1	14.9	38.8	3.2	\$340.9 Million	x	x	x		x	x	x									
19. American Senior Communities* James Burkhardt	6900 S. Gray Rd. Indianapolis, IN 46237 (317) 788-2500	4,841	30	90	2	35	10	53	2	\$275 Million	x	x	x	x	x	x	x	x	x	x						x
20. Nexion Health* Francis Kirley	6937 Warfield Ave. Sykesville, MD 21784 (410) 552-4800	4,576	39	78	3	28	8	57	7	\$191.5 Million	x	x			x	x	x	x								x
21. Advocate William Council III	1621 Galleria Blvd. Brentwood, TN 37027 (615) 771-7575	4,505	43	77.9	8	30	13	57	0	\$216.8 Million	x	x			x				x							
22. Alden Management Services* Floyd Schlossberg	4200 W. Peterson Ave., Ste. 140 Chicago, IL 60646 (773) 286-3883	4,240	31	72	2	38	12	45	5	\$241.3 Million	x	x	x	x	x	x	x	x	x	x						x
23. Benedictine Health System† Dale Thompson	503 E. Third St., Ste. 400 Duluth, MN 55805 (218) 786-2370	4,196	39	91.7	8	13	25	61	1	\$332 Million	x	x	x	x	x	x	x	x	x	x						x
24. Life Care Services* Ed Kenny	400 Locust St. Des Moines, IA 50309 (515) 875-4500	4,163	66	91	31	N/A	N/A	N/A	N/A	N/A	x		x	x	x				x	x	x					
25. CPL Long Term Care* Stuart Lindeman	19 Tuttle Pl. Middletown, CT 06457 (860) 347-6300	3,630	30	93	9	N/A	N/A	N/A	N/A	\$350 Million	x	x	x		x	x	x	x								x

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26. Tendercare* Louis Lukenda	209 E. Portage Ave. Sault St. Marie, MI 49783 (906) 635-0020	3,533	30	85	1	44	10	42	4	\$234 Million	x	x	x		x		x					x	
27. Advantage Health Systems* Michael McBride	101 Grace Dr. Easley, SC 29640 (864) 269-3725	3,268	27	95	5	27	8	37	28	\$180 Million	x	x	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	3,205	42	90.5	4	38	37	25	0	\$185 Million	x	x	x	x	x	x	x	x					
29. Grace Living Centers* Don Greiner	P.O. Box 270120 Oklahoma City, OK 73137 (405) 943-1144	2,693	23	75	1	11	18	70	1	N/A	x	x	x		x	x	x					x	x
30. Athena Health Care Systems Michael Mosier	300 Queen St. Southington, CT 06489 (860) 628-5514	2,550	19	95.8	2	23.05	14.18	59.79	2.98	\$230.4 Million	x	x	x		x								x
31. Avante Group* Sisel Klurman	4000 Hollywood Blvd., Ste. 540N Hollywood, FL 33021 (321) 228-0555	2,311	19	95	3	35	9	52	4	\$212 Million	x	x			x	x	x						x
32. Medicalodges* Garen Cox	201 W. 8th St. Coffeyville, KS 67337 (620) 251-6700	2,258	29	86.3	4	20	20	59	1	\$81 Million	x	x	x				x					x	
33. ABCM Corp.* Richard Allbee	1320 Fourth St. N.E. Hampton, IA 50441 (641) 456-5636	2,217	31	74.7	1	14	33	49	4	\$86.5 Million	x	x	x	x	x	x	x	x	x	x	x	x	x
34. Apple Health Care* Brian Foley	21 Waterville Rd. Avon, CT 06001 (860) 678-9755	2,189	25	91	3	20	23	57	0	\$161.6 Million	x				x			x					
35. Vetter Health Services* Jack Vetter	5020 S. 118th St. Omaha, NE 68137 (402) 895-3932	2,183	30	85	5	20	53	26	1	\$59.8 Million	x	x	x	x	x		x						x
36. The MediLodge Group* Gail Clarkson	64500 Van Dyke Washington, MI 48095 (586) 752-5008	2,103	14	92	1	24	12	58	6	\$157.7 Million	x	x	x	x	x	x	x	x	x				x
37. Ecumen† Kathryn Roberts	3530 Lexington Ave. N. Shoreview, MN 55126 (651) 766-4300	1,942	21	91	2	18	26	37	19	\$97.5 Million	x	x	x	x	x	x	x					x	x

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38. Long Term Care Mgmt. Services* Jeff Wilson	2334 S. 41st St. Wilmington, NC 28403 (910) 592-5400	1,713	16	89	1	N/A	N/A	N/A	N/A	N/A	x	x	x		x	x	x	x	x	x	
39. Prestige Care* Harold Delamarter	7700 N.E. Pkwy. Dr., Ste. 300 Vancouver, WA 98662 (360) 735-7155	1,693	19	71	2	28.42	13.33	50.85	7.41	\$95.1 Million	x	x			x		x	x			x
40. Community Eldercare Services Doug Wright Jr.	2844 Traceland Dr. Tupelo, MS 38801 (662) 680-3148	1,656	20	97	3	33	4	59	4	\$83.8 Million	x	x			x	x	x	x			
41. FutureCare Health and Mgmt. Corp.* Gary Altman	8028 Ritchie Hwy., Ste. 118 Pasadena, MD 21122 (410) 766-1995	1,615	10	N/A	1	N/A	N/A	N/A	N/A	N/A	x	x			x	x					
42. Jewish Home & Hospital Lifecare System† Audrey Weiner	120 W. 106th St. New York, NY 10025 (212) 870-5000	1,600	3	98.8	1	15.84	7.94	75.94	0.29	\$290 Million	x	x		x	x		x	x	x	x	x
43. Americare* Clay Crasson	214 N. Scott St. Sikeston, MO 63801 (573) 471-1113	1,559	20	N/A	2	35	21	44	0	\$110 Million	x	x	x	x	x	x	x	x			
44. Crowne Management* Joseph Jones Jr.	501 Whetstone St. Monroeville, AL 36460 (251) 743-3608	1,545	14	92	1	12	8	80	0	\$92 Million	x	x			x			x			x
45. Christian Homes† Timothy Phillippe	200 N. Postville Dr. Lincoln, IL 62656 (217) 732-5123	1,519	15	91	4	36	30	29	5	\$113.6 Million	x		x	x	x		x	x			
46. NewCourtland Elder Svcs.† Gail Kass	1845 Walnut St., 12th Fl. Philadelphia, PA 19103 (215) 965-1910	1,440	7	95	1	10	10	80	0	\$91.3 Million	x	x	x	x	x	x	x	x	x	x	x
47. NuVision Management** Andrew Weisman	5310 N.W. 33rd Ave., Ste. 211 Fort Lauderdale, FL 33067 (954) 731-3350	1,390	9	84	2	20	10	68	2	N/A	x	x			x	x		x			
48. ElderWood Senior Care* Robert Chur	7 Limestone Dr. Williamsville, NY 14221 (716) 633-3900	1,282	9	95.8	1	14	25	60	1	\$115.2 Million	x				x		x	x			x
49. Health Concepts* David Ryan	359 Broad St. Providence, RI 02907 (401) 751-3800	1,046	9	94	1	12	15	69	4	\$67 Million	x	x			x		x				x
50. United Methodist Homes† Robert Clapp	580 Long Hill Ave. Shelton, CT 06484 (203) 225-5000	838	8	95	6	N/A	N/A	N/A	N/A	N/A	x		x	x	x	x	x				x

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