Fields of Opportunities

STATE OF IOWA

CHESTER J. CULVER, GOVERNOR
PATTY JUDGE, LT. GOVERNOR

DEPARTMENT OF HUMAN SERVICES
CHARLES J. KROGMEIER, DIRECTOR

February 18, 2010

Michael Marshall
Secretary of Senate
State Capitol
LOCAL

Mark Brandsgard
Chief Clerk of the House
State Capitol
LOCAL

Dear Mr. Marshall and Mr. Brandsgard:

Enclosed please find a copy of the 2009 report to the General Assembly relative to the analysis of employee turnover in nursing facilities.

This report is prepared pursuant to directive contained in House File (HF) 2539, Section 71.

In accordance with this legislation, the Department of Human Services was directed to submit a report on an annual basis to the governor and general assembly, which provides an analysis of direct care worker and other nursing facility employee turnover.

The attached report includes the initial analysis on the turnover of nursing facility employees.

Sincerely,

Julie Fleming
Legislative Liaison

Enclosure

cc: Governor Chet Culver
Legislative Service Agency
Peter Matthes, Senate Minority Caucus
Kris Bell, Senate Majority Caucus
Brad Trow, House Minority Caucus
Zeke Furlong, House Majority Caucus

1305 E WALNUT STREET - DES MOINES, IA 50319-0114

Analysis of Employee Turnover in Nursing Facilities
Annual Report

In accordance with
House File 2539
2008 Session of the Iowa General Assembly

Prepared by:
Iowa Medicaid Enterprise, Bureau of Long Term Care
Contact: Jennifer Steenblock, 515-725-1299 or jsteenb@dhs.state.ia.us

Submitted to the Iowa Legislature by
Charles Krogmeier, Director
Iowa Department of Human Services
December 30, 2009

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I. Introduction and Background

The 2001 Iowa Acts (HF 740) directed the Iowa Department of Human Services (DHS) to begin reimbursing nursing facilities under a modified price-based case-mix reimbursement system beginning July 1, 2001. The components of the case mix reimbursement system resulted from a series of meetings that involved providers, industry association representatives, advocacy organizations, and state agency staff.

Throughout the process, the advocacy organizations stressed the importance of including a provision in the reimbursement structure that would financially recognize a nursing facility's capacity to provide quality of life and appropriate access to medical assistance program beneficiaries in a cost-effective manner. With consensus and support of the organizations that participated in the discussions, reference to an Accountability Measures initiative was included in the legislation. The legislation directed DHS to implement a process to collect data for measurements and develop a program to increase nursing facility payments effective July 1, 2002 based on achievement of multiple favorable outcomes.

Following passage of the legislation, DHS convened a workgroup comprised of industry representatives, advocacy groups, state agency representatives and others interested in long-term care. The charge to the workgroup was to refocus reimbursement on quality, encourage compliance with HCFA (now CMS) quality indicators and survey process and to do so in a format that was measurable. Per the legislation, a portion of the Medicaid rates under the new case mix system would be based on a facility's achievement of certain accountability measures that would, in turn, link to reimbursement.

The workgroup ultimately settled on ten measures which then went through the administrative rule review process resulting in enactment of 441 IAC 81.6(16)g. Each measure developed was designed to be an "objective" and "measurable" nursing facility characteristic that indicated quality care, efficiency or a commitment to care for special populations. Members of the workgroup recognized that no single measure ensured a "good facility". There was also recognition that the measures would need to be reviewed and modified as more data became available.

One of the ten measures implemented was High Employee Retention Rate. This data was not available prior to the implementation of the Accountability Measures. Therefore, the Financial and Statistical Report (Form 470-0030) was modified to include an additional schedule (Schedule I) to collect employee retention data. All nursing facilities are required to submit the Financial and Statistical Report to Iowa Medicaid Enterprise (IME) on an annual basis within three months after the nursing facilities fiscal year end.

Annually, a workgroup, made up of industry representatives, advocacy groups, state agency representatives and other interested parties, meet to review the Accountability Measures in context of the goals developed when the Accountability Measures were initially implemented in SFY 2001. During the annual review in Fall of 2007 through Spring of 2008, the workgroup concluded, based on research completed, that a measure based on employee turnover would

better align with the work being completed by Medicare. This would allow Iowa data to be compared to national data.

In order to determine if a change to a measure of Employee Turnover rather than Employee Retention was warranted, additional data was needed. In order to collect the needed information, a new form would need to be developed since employee turnover data was currently not being submitted by nursing facilities. An employee turnover form was developed by the workgroup and sent to nursing facilities requesting that they complete the form and voluntarily submit to the IME. Nursing facilities were requested to complete the form for the period January 1, 2007 through December 31, 2007. This would allow the Department and workgroup to collect and analyze the information to inform future recommendations to Accountability Measures.

The 2008 general assembly acknowledged in House File (HF) 2539, Section 71 that employee turnover rates in nursing facilities should be documented but also recognized that this information was not currently being collected. The Department of Human Services (DHS) was directed to modify the nursing facility cost report to capture information on the turnover rates of direct care and other employees of nursing facilities. The Department was also required to submit a report on an annual basis to the governor and general assembly which provides an analysis of direct care worker and other nursing facility employee turnover by individual nursing facility, a comparison of the turnover rate in each individual nursing facility with the state wide average, and an analysis of any improvement or decline in meeting any accountability goals or other measures related to turnover rates. The annual reports shall also include any data available regarding turnover rate trends, and other information the department deems appropriate.

The IME implemented the changes to the cost report as directed which was effective for all cost reports completed on or after December 1, 2008. The IME provided public notice on November 13 of the changes to the cost report and submission requirements. The Financial and Statistical Report, Form 470-0030 was modified to include a new schedule that required nursing facilities to report turnover rates of direct care and other employees of the nursing facility. This schedule is identified as Schedule I-1 of the Financial and Statistical Report, Form 470-0030. Schedule I-1 will be required to be submitted for Financial and Statistical Reports, Form 470-0030 completed on or after December 1, 2008.

The IME submitted to the Centers for Medicare and Medicaid Services (CMS) and received approval of a Medicaid State Plan Amendment requiring the revised cost report to be used with all cost reports submitted after 12/1/08.

The 2009 general assembly further required in House File (HF) 811, Section 32, the Department to implement a system to recognize nursing facilities that provide quality of life and appropriate access to medical assistance program beneficiaries in a cost-effective manner. The intent of the legislation was to modify the accountability measures program and to rename it the pay for performance program. As part of the pay for performance program, the employee retention benchmark was changed to a measure of employee turnover.

II. Observations

The summary below uses data from nursing facilities who submitted Schedule I-1 of the Financial and Statistical Reports, Form 470-0030. The data represents Schedule I-1 forms received from December 1, 2008, through October 1, 2009. 356 nursing facilities out of approximately 425 submitted Schedule I-1 with their annual Financial and Statistical Report, Form 470-0030. Based on the implementation date, it was anticipated that all nursing facilities would have completed and submitted Schedule I-1 data to be included in this report. However, not all nursing facilities complied with the requirements or did not submit complete data that could be used in the analysis.

Schedule I-1 collects data for the following job classifications: administrator, business office, laundry, housekeeping, maintenance, director of nursing, registered nurse, licensed practical nurse, certified nurse aides, activities, social services, medical records services, medical director, dietary and other. An employee turnover rate is calculated for each job classification, a facility-wide rate and a nursing only rate. The nursing only rate includes the director of nursing, registered nurse, licensed practical nurse and certified nurse aides. Contracted employees are not reported. Therefore the number of providers reporting data for each job classification varies.

The table below provides a summary of the employee turnover rates by job classification for cost reports received from December 1, 2008 through October 1, 2009. See *Appendix A* for employee turnover rates by job classification for each nursing facility that submitted data.

Job Classification	Number of Providers	Number of Providers With Zero Turnover	Minimum Turnover Rate	Maximum Turnover Rate	Average Turnover Rate
Administrator	341	280	0%	241%	21%
Business Office	343	243	0%	200%	19%
Laundry	333	191	0%	862%	30%
Housekeeping	349	102	0%	648%	49%
Maintenance	346	231	0%	300%	24%
Director of Nursing	349	273	0%	400%	26%
Registered Nurse	355	67	0%	286%	49%
Licensed Practical Nurse	355	62	0%	282%	44%
CNA	356	1	0%	217%	64%
Activities	354	221	0%	256%	26%
Social Services	294	233	0%	320%	21%
Medical Records	151	129	0%	208%	13%
Medical Director	55	48	0%	200%	17%
Dietary	346	15	0%	226%	57%
Other Staff	196	97	0%	1000%	39%
Total Facility	356	0	3%	208%	50%
Total Nursing	356	1	0%	226%	57%

The table below provides a summary of the employee turnover rates by job classification for each nursing facility that voluntarily submitted data for the period January 1, 2007, through December 31, 2007, (identified as 2008 Report) and cost reports received between December 1, 2008, through October 1, 2009, (identified as 2009 Report).

Job Classification	Number of Providers		Number of Providers With Zero Turnover		Percent of Providers With Zero Turnover		Minimum Turnover Rate		Maximum Turnover Rate		Average Turnover Rate	
	2008 Report	2009 Report	2008 Report	2009 Report	2008 Report	2009 Report	2008 Report	2009 Report	2008 Report	2009 Report	2008 Report	2009 Report
Administrator	185	341	157	280	85%	82%	0%	0%	450%	241%	21%	21%
Business Office	186	343	123	243	66%	71%	0%	0%	600%	200%	27%	19%
Laundry	175	333	104	191	59%	57%	0%	0%	320%	862%	33%	30%
Housekeeping	186	349	52	102	28%	29%	0%	0%	324%	648%	48%	49%
Maintenance	185	346	124	231	67%	67%	0%	0%	200%	300%	23%	24%
Director of Nursing	185	349	134	273	72%	78%	0%	0%	300%	400%	29%	26%
Registered Nurse	189	355	35	67	19%	19%	0%	0%	356%	286%	51%	49%
Licensed Practical Nurse	189	355	26	62	14%	17%	0%	0%	185%	282%	44%	44%
CNA	189	356	0	1	0%	0%	1%	0%	227%	217%	65%	64%
Activities	186	354	117	221	63%	62%	0%	0%	600%	256%	28%	26%
Social Services	159	294	134	233	84%	79%	0%	0%	275%	320%	17%	21%
Medical Records	6	151	3	129	50%	85%	0%	0%	60%	208%	19%	13%
Medical Director	34	55	33	48	97%	87%	0%	0%	100%	200%	3%	17%
Dietary	184	346	5	15	3%	4%	0%	0%	337%	226%	62%	57%
Other Staff	124	196	65	97	52%	49%	0%	0%	218%	1000%	25%	39%
Total Facility	189	356	0	0	0%	0%	8%	3%	175%	208%	52%	50%
Total Nursing	189	356	0	1	0%	0%	13%	0%	174%	226%	58%	57%

III. Appendices

Appendix A: Employee Turnover Rates by Job Classification for Each Nursing Facility

Appendix A: Employee Turnover Rates by Job Classification for Each Nursing Facility

Data Source: Schedule I-1 forms received from December 1, 2008, through October 1, 2009

Provider Name	Administrator	Business Office	Laundry	House-keeping	Maintenance	D.O.N.	Registered Nurse	Licensed Practical Nurse	Certified Nurses Aide
Aase Haugen Homes, Inc.	0%	0%	0%	35%	20%	100%	40%	26%	58%
Abbey of LeMars, Inc.	0%	0%	0%	63%	0%	0%	62%	0%	38%
ACC Enterprises, L.L.C.	0%	80%		26%	0%	0%	32%	81%	60%
Afton Care Center		0%	0%	58%	0%		0%	64%	67%
Akron Convalescent Care Center	100%	0%	0%	50%		0%	67%	17%	25%
Allison Health Care Center	0%	44%	0%	0%	0%	36%	25%	59%	65%
Altoona Nursing and Rehabilitation	0%	0%	45%	14%	0%	0%	50%	48%	85%
Anamosa Care Center	0%	0%	72%	61%	0%	0%	221%	0%	152%
Arbor Court	0%	0%	0%	25%	0%	0%	58%	80%	85%
Atlantic Nursing and Rehab Center	171%	0%	0%	68%	48%	0%	211%	129%	95%
Avoca Nursing and Rehab Center	0%	0%	0%	32%	100%	0%	49%	69%	77%
Bartels Lutheran Home	0%	16%	22%	78%	0%	0%	41%	53%	63%
Baxter Healthcare Center	100%	0%		41%	50%	0%	0%	18%	10%
Bedford Nursing and Rehab Center	93%	0%	88%	183%	0%	0%	78%	71%	59%
Belle Plaine Nursing and Rehab Center	0%	0%	40%	0%	0%	0%	18%	78%	30%
Belmond Health Care Center	70%	0%	0%	20%	0%		37%	49%	68%
Bethany Home	0%	0%	0%	19%	23%	0%	43%	0%	31%
Bethany Lutheran Home, Inc.	0%	30%	0%	13%	69%	0%	20%	21%	72%
Bethany Manor	0%	34%		100%	0%	0%	50%	116%	74%
Bettendorf Health Care Center	0%	0%	0%	139%	0%	0%	10%	7%	60%
Bishop Drumm Care Center	0%	9%	30%	0%	60%	0%	46%	67%	42%
Blair House	0%	100%	150%	43%	0%	100%	55%	40%	169%
Bloomfield Care Center	0%	44%	0%	18%	0%	0%	122%	128%	74%
Brooklyn Community Estates, Inc.	0%	0%	0%	16%	109%	0%	0%	20%	26%
Calvin Community	0%	29%	0%	42%	0%	100%	82%	17%	59%
Careage Hills	0%	0%	0%	0%	0%	0%	86%	107%	71%
Careage of Clarion	0%	0%	112%	36%	0%	0%	56%	35%	58%
Careage of Fort Dodge	0%	0%	29%	120%	0%	0%	280%	17%	65%
Careage of Newton	93%	100%	0%	0%	0%	93%	0%	39%	74%
Carlisle Care Center	0%	93%	33%	100%	29%	50%	0%	11%	52%
Carrington Place at Muscatine	0%	57%			0%	0%	31%	44%	108%
Carrington Place at Toledo	0%	0%			0%	100%	24%	0%	25%
Carroll Health Center	0%	0%	20%	78%	0%	0%	27%	27%	75%
Cedar Falls Lutheran Home	0%	10%		40%	27%	0%	39%	39%	75%
Cedar Foundation, Inc.	0%	0%	0%	40%	0%	0%	0%	0%	93%
Centerville Nursing and Rehab Center	0%	0%	0%	0%	50%	0%	45%	16%	68%
Chariton Nursing and Rehab Center	100%	0%	20%	53%	67%	57%	42%	45%	75%
Chautauqua Home # 2	0%	25%	20%	52%	0%	0%	27%	32%	54%
Chautauqua Home # 3	0%	77%	0%	25%	0%	0%	63%	0%	56%
Cherokee Nursing and Rehab Center	0%	0%	52%	0%	0%	0%	37%	0%	27%
Clarence Nursing Home	0%	0%	73%	0%	0%	0%	0%	53%	42%

Appendix A: Employee Turnover Rates by Job Classification for Each Nursing Facility

Data Source: Schedule I-1 forms received from December 1, 2008, through October 1, 2009

Provider Name	Administrator	Business Office	Laundry	House-keeping	Maintenance	D.O.N.	Registered Nurse	Licensed Practical Nurse	Certified Nurses Aide
Clearview Home		0%	0%	0%	20%	0%	88%	50%	79%
Clearview Home		0%	0%	24%	0%	0%	24%	14%	67%
Colonial Manor of Amana	0%	0%	0%	0%	0%	0%	0%	18%	74%
Colonial Manor of Columbus Community	149%	133%	0%	120%	50%	0%	0%	0%	45%
Colonial Manor of Elma	0%	0%		40%	0%	0%	36%	0%	71%
Colonial Manor of Oakland d/b/a Oakland Manor	0%	0%	0%	25%	0%	0%	86%	0%	33%
Community Care Center, Inc.	0%	0%	22%	0%	36%	0%	45%	18%	46%
Community Memorial Health Center	0%	0%		33%	0%	0%	23%	22%	21%
Community Nursing Home, Inc.	0%	0%	0%	0%	0%	0%	0%	73%	42%
Concord Care Center	0%	0%	0%	51%	0%	0%	0%	0%	24%
Corning Nursing and Rehab Center	0%	0%	48%	0%	0%	0%	100%	0%	43%
Correctionville Nursing and Rehab Center	0%	0%	167%	20%	0%	0%	0%	0%	37%
Corydon Nursing and Rehab Center	0%	0%	0%	76%	0%	50%	83%	44%	44%
Country View	0%	0%	0%	0%	13%	100%	26%	14%	23%
Country View Manor, Inc.	0%	0%	0%	0%	75%	0%	59%	33%	80%
Countryside Estates	0%	0%	0%	0%	0%	0%	57%	20%	79%
Countryside Retirement Home	0%	35%	18%	35%	0%	0%	60%	114%	174%
Cresco Care Center	0%	0%	49%	56%	109%	0%	42%	45%	54%
Crest Haven Care Centre	0%	0%	34%	73%	52%	100%	115%	126%	155%
Creston Nursing and Rehab Center	100%	0%	27%	32%	0%	50%	117%	9%	75%
Crestridge, Inc.	0%	50%	107%	44%	0%	0%	37%	27%	109%
Crestview Acres, Inc.	0%	96%	111%	72%	0%	0%	114%	121%	78%
Crestview Manor	0%	0%		17%		0%	16%	27%	60%
Crestview Nursing and Rehab Center	0%	0%	37%	90%	0%	0%	12%	17%	35%
Crystal Heights	0%	0%	162%	550%	122%	0%	54%	46%	84%
Danville Care Center	0%	0%	0%	48%	0%	0%	116%	0%	31%
Davenport Lutheran Home	0%	0%	114%	96%	54%	0%	140%	56%	85%
Davis Center - ResCare, Inc.	0%	0%	71%	0%	0%	0%	92%	22%	49%
Davis County Hospital	0%						40%	0%	46%
Denver Sunset Home	0%	0%	0%	141%	52%	0%	96%	0%	42%
DeWitt Community Hospital (Genesis)		0%		0%	37%		0%	9%	23%
Dubuque Nursing and Rehab Center	100%	70%	0%	120%	34%	0%	50%	26%	74%
Dumont Wellness Center	0%	0%	39%	33%			0%	0%	78%
Dunlap Nursing and Rehab Center	0%	63%	0%	129%	0%	0%	0%	0%	66%
Eagle Point Nursing & Rehab. Center	0%	20%	0%	30%	0%	0%	16%	39%	55%
East Towne Care Center		85%	0%	0%	0%	0%	97%	30%	23%
Eastern Star Masonic Home	0%	0%	0%	0%	0%	0%	52%	9%	31%
Edgewood Convalescent Home	0%	0%	0%	166%	0%	0%	16%	85%	115%
Eldora Nursing and Rehab Center	0%	0%	52%	120%	0%	0%	0%	47%	38%
Elkader Care Center	0%	0%	0%	20%	0%	0%	24%	14%	67%
Elm Heights Care Center	0%	0%				0%	41%	17%	30%

Appendix A: Employee Turnover Rates by Job Classification for Each Nursing Facility

Data Source: Schedule I-1 forms received from December 1, 2008, through October 1, 2009

Provider Name	Administrator	Business Office	Laundry	House-keeping	Maintenance	D.O.N.	Registered Nurse	Licensed Practical Nurse	Certified Nurses Aide
Elmwood Care Centre	100%	0%	0%	33%	52%	0%	72%	74%	60%
Embassy Rehab and Care Center	0%	200%	100%	100%	100%	0%	36%	63%	55%
Emmetsburg Care Center	39%	35%	93%	0%	0%	0%	70%	52%	62%
English Valley Nursing Care Center, Inc.	0%	63%	20%	0%	0%	100%	48%	0%	28%
Evangelical Free Church Home of Boone	100%	0%	0%	66%	63%	0%	51%	9%	48%
Evans Memorial Home for the Aged, Inc.	0%	0%	0%	0%	0%	100%	0%	97%	57%
Eventide Lutheran Home for the Aged	0%	0%	0%	36%	0%	0%	46%	12%	47%
Faith Lutheran Home Corp.	0%	0%	26%	19%	75%	0%	0%	32%	20%
Fejervary Health Care Center	0%	50%	48%	18%	156%	0%	32%	79%	90%
Fellowship Village	0%	0%	0%	50%	0%	0%	21%	26%	18%
Fleur Heights Care Center	49%	100%	144%	285%	75%	0%	103%	80%	140%
Fonda Nursing and Rehab Center	0%	0%	114%	62%	57%	0%	22%	0%	40%
Fort Dodge Villa Care Center	0%	0%	46%	69%	0%	0%	45%	42%	57%
Fountain Health Centers, Inc.	0%	19%	0%	59%	32%	0%	38%	40%	78%
Friends of Faith Retirement Homes, Inc.	0%	23%	0%	25%	29%	0%	0%	28%	30%
Friendship Haven, Inc.	0%	0%	22%	71%	0%	0%	47%	36%	45%
Friendship Home Association	0%	65%	0%	0%	0%	100%	100%	11%	61%
Friendship Manor Care Centre	100%	200%	0%	0%	100%	200%	101%	69%	127%
Genesis Senior Living Center	0%	100%	0%	0%	100%	50%	131%	200%	217%
Glen Haven Home, Inc.	93%	80%	0%	59%	160%	0%	96%	49%	80%
Golden Age Care Center	0%	70%	0%	33%	0%	0%	55%	68%	111%
Goldenrod Manor	0%	0%	0%	0%	0%	133%	58%	27%	76%
Good Neighbor Society	0%	26%		37%	44%	0%	21%	8%	15%
Good Samaritan Society - Algona	0%	0%	0%	0%	26%	0%	29%	46%	64%
Good Samaritan Society - Brentwood Center	0%	0%	28%	27%	0%	0%	106%	50%	107%
Good Samaritan Society - Davenport	0%	6%	16%	46%	29%	0%	27%	61%	47%
Good Samaritan Society - Estherville	0%	0%	0%	0%	37%	0%	80%	31%	77%
Good Samaritan Society - Fontanelle	0%	0%	68%	55%	0%	0%	29%	52%	98%
Good Samaritan Society - Forest City	0%	0%	0%	54%	0%	0%	73%	24%	116%
Good Samaritan Society - George	200%	0%	0%	0%	0%	93%	93%	41%	51%
Good Samaritan Society - Holstein	0%	0%	0%	57%	0%	0%	130%	71%	103%
Good Samaritan Society - Hovenden of Laurens	0%	0%	96%	0%	0%	0%	51%	46%	53%
Good Samaritan Society - Indianola	0%	0%	51%	75%	0%	0%	64%	23%	75%
Good Samaritan Society - Manson	0%	0%	0%	115%	0%	0%	73%	96%	79%
Good Samaritan Society - Ottumwa	0%	0%	52%	191%	41%	0%	35%	39%	96%
Good Samaritan Society - Postville	0%	56%	21%	128%	52%	0%	80%	188%	50%
Good Samaritan Society - Red Oak	0%	20%	0%	58%	0%	0%	25%	31%	69%
Good Samaritan Society - St. Ansgar	200%	0%	0%	0%	0%	0%	16%	248%	106%
Good Samaritan Society - Van Buren	0%	0%	0%	86%	48%	100%	129%	153%	145%
Good Samaritan Society - Villisca	0%	0%	71%	0%	0%	0%	158%	69%	155%
Good Samaritan Society - Waukon	100%	24%	0%	0%	37%	0%	81%	55%	61%

Appendix A: Employee Turnover Rates by Job Classification for Each Nursing Facility

Data Source: Schedule I-1 forms received from December 1, 2008, through October 1, 2009

Provider Name	Administrator	Business Office	Laundry	House-keeping	Maintenance	D.O.N.	Registered Nurse	Licensed Practical Nurse	Certified Nurses Aide
Good Samaritan Society - West Union	100%	0%	0%	14%	41%	0%	25%	29%	67%
Good Samaritan Society -Newell	0%	0%	267%	0%	0%	0%	23%	73%	31%
Good Shepard Health Center, Inc.	0%	20%	17%	7%	0%	0%	29%	39%	40%
Gowrie Care Center	0%	100%	46%	20%	120%	0%	34%	56%	26%
Grandview Care Center	0%	0%	41%	19%	0%	0%	41%	62%	61%
Grandview Heights, Inc.	0%	0%	0%	46%	0%	0%	47%	26%	120%
Granger Nursing and Rehabilatation Center	100%	171%	47%	76%	171%	93%	80%	81%	63%
Great River Care Center	0%		0%	0%	300%	0%	22%	0%	70%
Greenfield Manor	0%	0%	0%	0%	0%	85%	41%	0%	60%
Greenleaf	100%	0%	0%	216%	0%	100%	129%	0%	66%
Greenwood Manor Care Center	0%	109%	0%	41%	171%	0%	133%	70%	125%
Griffin Nursing Center	0%	0%	69%	103%	0%	0%	122%	105%	130%
Griswold Care Center	0%	0%	0%	0%	0%	0%	0%	26%	79%
Guttenberg Care Center	0%	0%	0%	39%	93%	0%	30%	15%	23%
Halcyon House	0%	0%	0%	83%	39%	0%	102%	92%	47%
Hallmark Care Center	0%	33%	52%	66%	0%	0%	89%	0%	28%
Hallmark Care Center	75%	0%	0%	68%	0%	100%	26%	27%	44%
Hampton Health Care Center	0%	0%	0%	0%	0%	0%	0%	46%	47%
Happy Siesta Health Care Center	0%	0%	28%	13%	0%	0%	19%	15%	41%
Harmony House Care Center	0%	33%	0%	48%	0%	0%	15%	35%	61%
Heartland Care Center	0%	93%	50%	35%	0%	0%	57%	27%	45%
Heritage Care & Rehabilitation Center	0%	0%	112%	0%	0%	0%	41%	27%	45%
Heritage Home of Bancroft	0%	0%	0%	0%	0%	0%	31%	40%	70%
Heritage House	0%	76%	144%	14%	22%	100%	44%	45%	65%
Heritage Manor	100%	0%		0%	100%	300%	0%	62%	36%
Heritage Manor	0%	0%	21%	20%	63%	0%	79%	33%	65%
Heritage Nursing and Rehab Center	0%	0%	0%	19%	0%	0%	58%	15%	61%
Hillcrest Health Care Services	0%	0%	0%	66%	0%	0%	35%	0%	21%
Hillcrest Home, Inc.	0%	0%	0%	0%	0%	0%	0%	9%	30%
Hilltop Care Center	0%	50%	120%	115%	0%	0%	53%	20%	82%
Holy Spirit Retirement Community	0%	0%	0%	57%	0%	0%	18%	7%	43%
Hubbard Care Center	0%	0%	0%	26%	60%	0%	13%	59%	138%
Humboldt Care Centers, Inc.	0%	0%	0%	71%	93%	0%	30%	31%	47%
Humboldt Quality South, Inc.	0%	0%	0%	48%	300%	0%	86%	0%	34%
Indian Hills Nursing and Rehab Center	100%	0%	64%	0%	0%	0%	38%	28%	65%
Indianola Residential, L.L.C.	0%			94%	0%				123%
Iowa Jewish Senior Life Center	0%	0%	20%	0%	34%	0%	0%	21%	32%
Iowa Masonic Health Facilities	0%	20%	0%	45%	46%	0%	39%	33%	67%
Iowa Odd Fellows and Orphans Home Corporation	0%	0%	28%	17%	0%	0%	30%	32%	71%
Kahl Home for the Aged and Infirm	0%	0%	69%	25%	74%	0%	106%	50%	62%
Kanawha Community Home	0%	0%	0%	56%	0%	0%	0%	35%	19%

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Provider Name	Administrator	Business Office	Laundry	House-keeping	Maintenance	D.O.N.	Registered Nurse	Licensed Practical Nurse	Certified Nurses Aide
Karen Acres Health Care Center	0%		0%	26%	120%	185%	172%	233%	178%
Kingsley Nursing and Rehab Center	100%	0%	0%	0%	44%	0%	59%	0%	6%
Lake Mills Care Center	28%	0%	67%	52%	70%	0%	0%	29%	42%
Lake Park Care Center	100%	0%	73%	648%	0%	100%	16%	150%	59%
Lakeside Lutheran Home	0%	0%	25%	0%	0%	109%	27%	0%	75%
Lamoni Nursing and Rehab Center	0%	100%	0%	0%	0%	77%	0%	32%	52%
Lantern Park Nursing and Rehab Center	0%	0%	52%	0%	0%	0%	40%	55%	121%
LaPorte City Nursing and Rehab Center	0%	0%	144%	183%	53%	0%	0%	18%	53%
Lexington Square	0%	42%	0%	16%	55%	0%	46%	55%	118%
Liebe Care Center	0%	0%	50%	67%	0%	0%	0%	33%	7%
Linn Manor Care Center	0%	0%	0%	0%	0%	0%	36%	36%	66%
Little Flower Haven	0%	0%	85%	41%		0%	0%	70%	65%
Living Center East	0%	33%	0%	26%	104%	0%	156%	64%	79%
Living Center West	0%	33%	0%	132%	0%	0%	77%	16%	94%
Lone Tree Health Center	241%	0%	0%	0%	0%	267%	67%	47%	39%
Longhouse - Northshire, Ltd.	0%	0%	0%	43%	49%	0%	43%	32%	56%
Longview Home	0%	0%	33%	56%	71%	0%	0%	21%	50%
Luther Manor	0%	14%	94%	21%	0%	0%	45%	31%	71%
Lutheran Home Society		34%	0%	62%	28%	84%	18%	68%	77%
Lutheran Retirement Home	0%	0%	0%	0%	0%	267%	28%	15%	47%
Lyon Nursing and Rehab Center	0%	0%	0%	30%	0%	0%	13%	26%	52%
Madrid Home for the Aging	0%	27%	18%	13%	0%	0%	24%	21%	66%
Manilla Manor	0%	0%	0%	26%	0%	0%	0%	44%	103%
Manly Nursing and Rehab Center	0%	0%		0%	0%	0%	96%	20%	35%
Manor Care of Cedar Rapids IA, L.L.C.	0%	39%	106%	76%	100%	34%	140%	79%	69%
Manor Care of Davenport IA, L.L.C.	241%	88%	37%	52%	0%	100%	71%	57%	63%
Manor House Care Center	0%	0%	0%	18%	0%	0%	13%	32%	61%
Manor of Malvern, Inc.	0%	0%	0%	140%	0%	0%	0%	53%	124%
Maple Heights Nursing Home	0%	0%	33%	29%	0%	0%	31%	54%	54%
Maple Manor Village	0%	99%	50%	25%	109%	0%	0%	42%	36%
Maplewood Manor, Inc.	100%	0%	97%	31%	0%	200%	25%	120%	76%
Mayflower Homes, Inc.	0%	0%	27%	9%	32%	100%	30%	13%	39%
MCHS - Utica Ridge	0%	0%	67%	21%	0%	0%	12%	48%	19%
MCHS - Waterloo	0%	0%	0%	0%	0%	0%	43%	34%	92%
MCHS - West Des Moines	100%	114%	0%	29%	185%	0%	209%	195%	117%
MCHS Dubuque	0%	0%	0%	73%	0%	0%	40%	17%	34%
Mechanicsville Nursing and Rehab Center	100%	0%	0%	55%	0%	0%	82%	0%	28%
Mercy Living Center - North	0%	0%	0%	0%	0%	0%	0%	16%	27%
Mercy Living Center - South	0%	0%	0%	0%	0%	0%	28%	8%	32%
Mercy Medical Center - Dyersville	0%	27%		11%	0%	0%	0%	0%	18%
Methodist Manor Retirement Community	0%	0%	0%	43%	56%	0%	42%	66%	75%

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Provider Name	Administrator	Business Office	Laundry	House-keeping	Maintenance	D.O.N.	Registered Nurse	Licensed Practical Nurse	Certified Nurses Aide
Midlands Living Center	0%	0%	50%	50%	75%	0%	19%	23%	60%
Milford Nursing Center	0%	0%	57%	100%	0%	0%	21%	46%	92%
Mill Pond Retirement Community	0%	0%	0%	17%	59%	0%	44%	0%	37%
Mill Valley Care Center	0%	0%	0%	0%	0%	0%	47%	26%	35%
Mitchell Village Care Center	0%	0%	0%	0%	0%	0%	0%	0%	38%
Monticello Nursing & Rehabilitation Center	0%	0%	17%	34%	0%	0%	24%	41%	21%
Morning Sun Care Center	0%	0%	0%	20%	0%	0%	23%	46%	65%
Morningside Care Center, Inc.	100%	0%	107%	117%	0%	0%	0%	0%	71%
Mount Ayr Health Care Center	0%	0%	0%	24%	86%	0%	0%	55%	63%
N.V.H. d/b/a Exira Care Center	0%	0%	0%	68%	0%	0%	28%	24%	25%
Nelson Manor, Inc.	0%		862%	43%	0%	0%	86%	0%	100%
New Hampton Care Center	0%	0%	46%	26%	70%	0%	19%	48%	59%
New Hampton Nursing & Rehabilitation Center	0%	46%	0%	25%	109%	109%	51%	33%	44%
New London Nursing and Rehab Center	0%	0%	0%	29%	0%	0%	28%	0%	48%
Nora Springs Care Center	0%	0%	0%	51%	0%	0%	0%	0%	56%
Northern Mahaska Nursing and Rehab Center	0%	0%	104%	133%	0%	0%	36%	0%	100%
Northgate Care Center	0%	0%	0%	0%	0%	70%	20%	0%	27%
Norwalk Nursing and Rehabilitation Center	0%	0%	100%	50%	100%	100%	286%	200%	124%
Oaknoll Retirement Residence	0%	0%	0%	15%	25%	133%	35%	22%	50%
Oakview Home	0%	0%	37%	0%	100%	0%	60%	59%	69%
Oakwood Care Center	0%	0%	0%	0%	0%	0%	29%	15%	34%
Oakwood Nursing and Rehab Center	0%	0%	150%	35%	85%	0%	72%	62%	148%
Odebolt Nursing and Rehab Center	0%		0%	0%	0%	0%	0%	31%	46%
Oelwein Healthcare Center	0%	0%	31%	0%	0%	0%	0%	0%	14%
Ogden Manor	100%	0%	0%	333%	0%	100%	0%	73%	31%
Ossian Senior Hospice	0%	0%	0%	93%	0%	0%	11%	26%	26%
Palo Alto County Hospital		0%		0%	0%	0%	40%	0%	9%
Panora Nursing and Rehab Center	100%	0%	33%	20%	0%	0%	0%	21%	35%
Park Centre	0%	25%	0%	0%	33%	0%	34%	0%	57%
Park View Care Center	0%	0%	0%	62%	0%	100%	21%	32%	36%
Parkridge Nursing and Rehab Center	0%	0%	0%	31%	0%	0%	0%	15%	102%
Parkview Manor	109%	150%	0%	0%	112%	100%	129%	31%	71%
Parkview Manor, Inc.	0%	80%	0%	80%	0%	0%	40%	16%	50%
Parkview Nursing and Rehab Center	0%	43%	109%	196%	40%	0%	24%	22%	57%
Paulline Care Center	217%		133%	258%	200%	267%	215%	267%	210%
Pella Regional Health Center Long Term Care				50%		0%	23%	33%	61%
People's Memorial Hospital	0%	50%	0%	0%	0%	0%	58%	43%	24%
Perry Health Care Center	200%	0%	0%	39%	0%	400%	31%	217%	85%
Pleasant Care Living Center	0%	0%	100%	28%	0%	100%	34%	58%	63%
Pleasant View Home	100%	0%	34%	26%	0%	0%	0%	18%	4%
Pleasantview Home	0%	0%	0%	13%	0%	50%	16%	12%	29%

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Provider Name	Administrator	Business Office	Laundry	House-keeping	Maintenance	D.O.N.	Registered Nurse	Licensed Practical Nurse	Certified Nurses Aide
Pocahontas Manor Care Center	0%	0%	0%	0%		0%	34%	67%	88%
Polk City Nursing and Rehabilatation Center	100%	0%	48%	0%	50%	0%	141%	127%	117%
Pomeroy Care Center	0%	0%	50%	52%	133%	0%	114%	0%	91%
Prairie View Home	0%	0%	41%	21%	0%	0%	30%	32%	55%
Prime Nursing & Rehabilitation Center	0%	61%	0%	35%	57%	100%	92%	106%	72%
Primghar Rehabilitation and Care Center	100%		0%	0%	150%	100%	0%	0%	21%
Ramsey Village	50%	27%	60%	19%	74%	118%	38%	35%	94%
Ravenwood Nursing and Rehab Center	0%	0%	21%	38%	32%	0%	21%	14%	55%
Red Oak Rehab & Care Center	149%	0%	172%	500%	0%	52%	208%	282%	155%
Regency Care Center	0%	93%	46%	21%	55%	0%	30%	136%	125%
Regency Park Nursing and Rehab Center of Carroll	0%	0%	50%	69%	0%	0%	17%	23%	39%
Regency Park Nursing and Rehab Center of Jefferson	0%	0%	0%	0%	44%	0%	84%	55%	45%
Riceville Family Care and Therapy Center	0%	0%	0%	0%	0%	0%	0%	0%	22%
Ridgecrest Village	0%	6%	0%	47%	0%	0%	23%	48%	60%
Ridgewood Nursing and Rehab Center	100%	0%	0%	0%	0%	0%	31%	66%	120%
Risen Son Christian Village	0%	29%	89%	35%	16%	0%	66%	60%	56%
Riverside Manor	0%	0%	100%	141%	0%	0%	37%	72%	76%
Riverview Care Center	0%	0%	0%	20%	67%	0%	94%	58%	54%
Riverview Care Center		0%	0%	0%	0%	0%	0%	13%	11%
Riverview Manor	100%	109%	0%	106%	0%	0%	0%	34%	60%
Rock Rapids Health Centre	0%	0%	43%	118%	0%	0%	39%	29%	53%
Rockwell Community Nursing Home	0%	0%	0%	0%	0%	100%	19%	44%	41%
Rolfe Care Center	0%	0%	0%	0%	0%	0%	44%	0%	7%
Rolling Green Village	0%	0%	24%	73%	0%	0%	42%	16%	58%
Rose Vista Home, Inc.			0%	0%	0%	0%	27%	36%	75%
Rosewood Manor	0%	100%	0%	0%	0%	0%	21%	20%	85%
Rotary Club of Eagle Grove, Inc.	0%	0%	0%	0%	0%	0%	75%	0%	44%
Rowley Memorial Masonic Home	0%	0%	0%	0%	0%	0%	0%	40%	20%
Ruthven Community Care Center, Inc.	100%	0%		230%	0%	75%	66%	94%	102%
Salem Lutheran Home	0%	0%		27%	50%	0%	0%	65%	122%
Sanford Sheldon Medical Center		0%	0%	8%	0%	172%	0%	83%	65%
Scenic Manor	0%	0%	23%	69%	0%	0%	0%	0%	48%
Shellrock Healthcare Center	0%	0%	0%	25%	0%	100%	35%	32%	83%
Sibley Nursing & Rehab Center	0%	67%	0%	0%	0%	0%	29%	34%	33%
Sigourney Care Center, Ltd.	100%	0%	0%	71%	100%	0%	44%	75%	99%
Simpson Memorial Home	0%	0%	57%	146%	30%	80%	39%	17%	51%
Sioux Care Center	0%	0%	104%	50%	0%	0%	20%	0%	69%
Solon Nursing Care Center, Inc.	0%	127%	93%	0%	43%	0%	145%	53%	93%
Southern Hills Specialty Care	0%	0%	0%	0%	0%	0%	32%	83%	41%
Southfield Wellness Community	0%	0%	0%	46%	120%	0%	23%	51%	54%
Southridge Nursing and Rehab Center	0%	0%	0%	0%	0%	70%	68%	18%	77%

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Provider Name	Administrator	Business Office	Laundry	House-keeping	Maintenance	D.O.N.	Registered Nurse	Licensed Practical Nurse	Certified Nurses Aide
St. Anthony Regional Hospital	0%	0%	0%	0%	0%	100%	29%	17%	40%
St. Francis Manor, Inc.	0%	0%	0%	47%	15%	0%	22%	28%	86%
St. Luke Homes & Services, Inc.	0%	0%	42%	32%	0%	0%	20%	22%	41%
Stacyville Community Nursing Home		0%	0%	71%	0%	0%	29%	0%	20%
State Center Nursing and Rehab Center	100%	0%	100%	400%	0%	200%	167%	92%	103%
Stonehill Care Center	0%	0%	0%	68%	0%	0%	44%	38%	31%
Stratford Nursing and Rehab Center	100%	0%	0%	36%	0%	0%	16%	0%	46%
Strawberry Point Lutheran Home	0%	0%	41%	92%	0%	0%	13%	116%	61%
Sunny Hill Care Center	133%	0%	0%	20%	0%	0%	23%	90%	111%
Sunny Knoll Care Center	0%	100%	0%	0%	0%	0%	67%	0%	75%
Sunny View Care Center	0%	0%	0%	0%	0%	0%	51%	12%	93%
Sunnycrest Nursing Center	0%	0%	68%	86%	0%	100%	192%	116%	116%
Sunrise Hill Care Center	0%	0%	19%	65%	0%	0%	63%	25%	54%
Sunrise Retirement Community	63%	10%	35%	23%	0%	0%	24%	51%	70%
Sunrise Terrace Care Center	0%	114%	48%	40%	0%	0%	39%	86%	34%
Sunset Knoll, Inc.	0%	100%	0%	300%	35%	100%	0%	0%	73%
Sutherland Care Center	171%		0%	0%	100%	93%	56%	0%	27%
Tabor Manor Care Center, Inc.	0%	0%	25%	0%	0%	185%	190%	63%	75%
The Abington on Grand	100%	200%	60%	188%	0%	0%	152%	141%	122%
The Alverno Health Care Facility		44%	0%	41%	0%	0%	37%	0%	59%
The Ambassador Sidney, Inc.	0%	0%	0%	39%	93%	0%	0%	54%	21%
The Continental Care Center at Seymour, Inc.	0%		0%	0%	0%	0%	30%	77%	84%
The Meth-Wick Community, Inc.	0%	25%	119%	12%	0%	0%	52%	30%	84%
The New Homestead	0%	100%	0%	22%	0%	0%	37%	44%	42%
The Presbyterian Village	0%	0%	24%		0%	0%	20%	60%	64%
The Village	0%	0%	0%	0%	156%	0%	167%	48%	103%
The Village at Legacy Pointe Nursing Facility	100%	25%	0%	126%	0%	0%	167%	200%	117%
Thomas Rest Haven	0%	0%	0%	40%	0%	0%	0%	19%	43%
Thornton Manor		0%	32%	32%	0%	0%	60%	13%	48%
Timely Mission Nursing Home	0%	0%	21%	0%	0%	0%	22%	48%	24%
Titonka Care Center		93%	0%	0%	0%	0%	0%	0%	26%
Trinity Center at Luther Park	100%	0%	0%	105%	0%	0%	186%	82%	89%
Tripoli Nursing Home	0%	0%	0%	0%	0%	0%	0%	27%	71%
Twilight Acres	0%	33%	0%	0%	0%	0%	0%	0%	32%
United Presbyterian Home	0%	0%	0%	24%	19%	0%	0%	0%	0%
University Park Nursing and Rehabilitation Center	0%	0%	49%	40%	0%	0%	24%	18%	61%
Valley View Nursing and Rehab Center	0%	0%	0%	60%	0%	0%	0%	0%	36%
Valley View Village	0%	28%	0%	54%	80%	0%	95%	34%	70%
Valley Vue Care Center	0%	0%	41%	0%	0%	0%	0%	56%	65%
Villa Del Sol	0%	0%	92%	75%	0%	0%	22%	83%	68%
Vinton Lutheran Home	0%	120%	0%	56%	0%	109%	19%	31%	41%

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Virginia Gay Hospital	0%	0%	0%			0%	0%	20%	46%
Wapello Nursing and Rehab Center	0%	0%		0%	0%	0%	80%	0%	55%
Washington Care Center	0%	93%	0%	17%	0%	0%	33%	26%	39%
Washington County Hospital	0%	100%					0%	46%	20%
Wellington Place	0%	0%	0%	17%	52%	0%	53%	16%	37%
Wesley Acres	0%	79%	32%	33%	13%	60%	136%	122%	125%
West Bend Care Center	0%	0%	0%	0%	0%	0%	62%	0%	40%
West Ridge Nursing and Rehab Center	0%	75%	0%	30%	100%	100%	192%	43%	115%
West Village Care Center	0%	0%	62%	34%	0%	0%	52%	0%	51%
Westbrook Acres	0%	0%	0%	29%	0%	200%	86%	27%	95%
Western Home Communities	0%	14%	66%	29%	0%	0%	0%	23%	41%
Westmont Care Center	0%	0%	100%	123%	100%	100%	0%	33%	13%
Westview Acres Care Center	200%	100%	0%	138%	0%	120%	78%	117%	66%
Westview Care Center	0%	0%	0%	0%	0%	0%	25%	16%	20%
Westview of Indianola	0%	0%	86%	129%	0%	0%	43%	30%	38%
Westwood Nursing and Rehab Center	0%	0%	67%	102%	0%	50%	24%	58%	122%
Wheatland Manor	0%		0%	0%	0%	0%	51%	34%	52%
Whiting Commercial Development Corporation	0%	0%	17%	20%	0%	0%	30%	29%	22%
Williamsburg Retirement Community	100%	0%	63%	31%	0%	0%	57%	267%	83%
Willow Dale Wellness Village	0%	0%	0%	53%	0%	345%	62%	58%	28%
Willow Gardens Care Center	0%	128%	70%	170%	0%	26%	67%	51%	115%
Windmill Manor	171%	91%	120%	234%	133%	185%	127%	207%	147%
Windsor Nursing and Rehab Center	100%	0%	42%	63%	33%	0%	26%	0%	106%
Winslow House Care Center	0%	93%	0%	129%	0%	300%	106%	31%	72%
Winterset Care Center North, Inc.	0%	0%	29%	20%	0%	0%	138%	34%	156%
Winterset Care Center South, Inc.	200%	0%	133%	0%	0%	100%	34%	48%	51%
Woodlands Rehabilitation Center	0%	103%	0%	81%	0%	0%	74%	125%	83%
Zearing Healthcare Center, Inc.	0%	0%	0%	0%	0%	0%	68%	90%	47%
Number of Providers Reporting Data	341	343	333	349	346	349	355	355	356
Number of Providers with Zero Percent Turnover	280	243	191	102	231	273	67	62	1
Minimum	0%	0%	0%	0%	0%	0%	0%	0%	0%
Maximum	241%	200%	862%	648%	300%	400%	286%	282%	217%
Average	21%	19%	30%	49%	24%	26%	49%	44%	64%

Appendix A: Employee Turnover Rates by Job Classification for Each Nursing Facility

Data Source: Schedule I-1 forms received from December 1, 2008, through October 1, 2009

Provider Name	Activities	Social Services	Medical Records Services	Medical Director	Dietary Service	Other Staff	Total	Nursing Only
Aase Haugen Homes, Inc.	0%	0%	0%	0%	21%	0%	39%	53%
Abbey of LeMars, Inc.	52%	0%		0%	34%		30%	31%
ACC Enterprises, L.L.C.	0%	0%		0%	80%		55%	61%
Afton Care Center	0%	0%			67%		51%	58%
Akron Convalescent Care Center	0%	0%	0%		35%	55%	28%	26%
Allison Health Care Center	0%	0%			30%	0%	40%	58%
Altoona Nursing and Rehabilitation	0%	0%	0%		167%	59%	70%	71%
Anamosa Care Center	55%	0%	0%	0%	37%	0%	85%	120%
Arbor Court	0%	0%	149%		48%	46%	57%	79%
Atlantic Nursing and Rehab Center	171%	100%			70%	19%	91%	108%
Avoca Nursing and Rehab Center	0%	0%			45%	70%	59%	69%
Bartels Lutheran Home	49%	36%	0%		79%	44%	55%	58%
Baxter Healthcare Center	75%				20%	0%	22%	11%
Bedford Nursing and Rehab Center	0%	0%			41%	100%	62%	60%
Belle Plaine Nursing and Rehab Center	0%				22%	33%	28%	33%
Belmond Health Care Center	48%	0%			66%	100%	53%	60%
Bethany Home	0%	0%			35%	93%	23%	25%
Bethany Lutheran Home, Inc.	0%	33%	50%		53%	56%	48%	56%
Bethany Manor	17%	0%	0%		49%		60%	75%
Bettendorf Health Care Center	0%	0%		0%	68%		46%	42%
Bishop Drumm Care Center	21%	0%		0%	12%	15%	28%	44%
Blair House	0%		0%		84%		102%	120%
Bloomfield Care Center	0%	0%	0%		16%		54%	87%
Brooklyn Community Estates, Inc.	33%	0%			43%		25%	23%
Calvin Community	41%	0%	0%		43%	0%	43%	56%
Careage Hills	180%	0%	0%		40%		55%	76%
Careage of Clarion	100%	0%	0%		202%		66%	52%
Careage of Fort Dodge	0%	0%	0%		183%		68%	71%
Careage of Newton	0%				38%	0%	42%	59%
Carlisle Care Center	26%	0%	0%		22%	24%	37%	39%
Carrington Place at Muscatine	0%	200%	0%			51%	73%	83%
Carrington Place at Toledo	71%	0%				39%	25%	23%
Carroll Health Center	22%	0%			74%		58%	63%
Cedar Falls Lutheran Home	0%	0%	0%		59%	0%	51%	64%
Cedar Foundation, Inc.	0%	0%			71%		62%	75%
Centerville Nursing and Rehab Center	0%	0%			67%		46%	54%
Chariton Nursing and Rehab Center	43%	100%			48%	0%	57%	65%
Chautauqua Home # 2	0%	0%	0%		41%	178%	42%	45%
Chautauqua Home # 3	0%	0%	0%		54%	150%	44%	48%
Cherokee Nursing and Rehab Center	0%				36%		21%	21%
Clarence Nursing Home	0%	100%		0%	62%		39%	37%

Appendix A: Employee Turnover Rates by Job Classification for Each Nursing Facility

Data Source: Schedule I-1 forms received from December 1, 2008, through October 1, 2009

Provider Name	Activities	Social Services	Medical Records Services	Medical Director	Dietary Service	Other Staff	Total	Nursing Only
Clearview Home	100%	0%			86%		61%	68%
Clearview Home	41%	0%			39%		42%	53%
Colonial Manor of Amana	0%	303%			47%	26%	42%	54%
Colonial Manor of Columbus Community	0%	0%			104%		53%	32%
Colonial Manor of Elma	0%	50%			66%	0%	46%	52%
Colonial Manor of Oakland d/b/a Oakland Manor	33%	0%			31%	0%	25%	28%
Community Care Center, Inc.	50%	0%		0%	0%		28%	42%
Community Memorial Health Center	0%	0%			12%		18%	21%
Community Nursing Home, Inc.	0%	0%			9%		24%	42%
Concord Care Center	0%	0%	85%		48%	0%	25%	16%
Corning Nursing and Rehab Center		0%			73%		40%	38%
Correctionville Nursing and Rehab Center	0%				32%		28%	26%
Corydon Nursing and Rehab Center	0%	0%			65%	0%	46%	47%
Country View	15%	0%	0%		27%	0%	17%	23%
Country View Manor, Inc.	0%	0%			17%	0%	45%	69%
Countryside Estates	0%				42%	44%	42%	59%
Countryside Retirement Home	26%	0%	55%		149%	0%	114%	135%
Cresco Care Center	0%				24%		42%	50%
Crest Haven Care Centre	240%				91%		119%	143%
Creston Nursing and Rehab Center	0%	0%			76%	75%	54%	60%
Crestridge, Inc.	50%				7%	0%	62%	81%
Crestview Acres, Inc.	0%	0%	100%		59%		78%	87%
Crestview Manor	0%				99%		50%	49%
Crestview Nursing and Rehab Center	0%	0%			8%	0%	26%	27%
Crystal Heights	0%	0%			217%		129%	73%
Danville Care Center	0%	0%		100%	9%		25%	30%
Davenport Lutheran Home	50%	0%		0%	31%		69%	82%
Davis Center - ResCare, Inc.	67%	0%			83%		44%	43%
Davis County Hospital	0%	0%					30%	33%
Denver Sunset Home	26%	0%		0%	31%	67%	44%	46%
DeWitt Community Hospital (Genesis)	0%	0%	0%		0%	15%	13%	15%
Dubuque Nursing and Rehab Center	36%	0%			25%	13%	50%	58%
Dumont Wellness Center	0%				0%		34%	48%
Dunlap Nursing and Rehab Center	0%	100%			38%	36%	40%	40%
Eagle Point Nursing & Rehab. Center	37%	27%	0%		45%		40%	45%
East Towne Care Center	0%				39%		28%	30%
Eastern Star Masonic Home	17%	0%	0%	0%	29%	0%	21%	26%
Edgewood Convalescent Home	0%	0%	0%	0%	38%		76%	92%
Eldora Nursing and Rehab Center	0%	0%			50%		37%	33%
Elkader Care Center	0%				107%		54%	51%
Elm Heights Care Center	0%	0%					25%	28%

Appendix A: Employee Turnover Rates by Job Classification for Each Nursing Facility

Data Source: Schedule I-1 forms received from December 1, 2008, through October 1, 2009

Provider Name	Activities	Social Services	Medical Records Services	Medical Director	Dietary Service	Other Staff	Total	Nursing Only
Elmwood Care Centre	0%	80%	0%		106%	10%	55%	62%
Embassy Rehab and Care Center	200%	0%			16%	15%	37%	53%
Emmetsburg Care Center	0%				94%	0%	58%	60%
English Valley Nursing Care Center, Inc.	0%	0%		0%	21%	25%	24%	28%
Evangelical Free Church Home of Boone	52%	0%			28%		39%	42%
Evans Memorial Home for the Aged, Inc.	200%		0%		41%		45%	56%
Eventide Lutheran Home for the Aged	0%	0%	0%		109%	43%	41%	37%
Faith Lutheran Home Corp.	0%	0%	0%		6%	25%	15%	18%
Fejervary Health Care Center	0%	0%	0%	0%	37%	100%	64%	82%
Fellowship Village	33%	0%	75%	0%	41%	39%	25%	19%
Fleur Heights Care Center	0%	0%	0%		92%	21%	98%	114%
Fonda Nursing and Rehab Center	0%				51%		41%	31%
Fort Dodge Villa Care Center	92%		0%		96%		57%	52%
Fountain Health Centers, Inc.	46%	0%	92%	0%	99%	83%	63%	64%
Friends of Faith Retirement Homes, Inc.	0%	0%	0%		98%	81%	52%	25%
Friendship Haven, Inc.	0%	19%	0%		85%	0%	40%	43%
Friendship Home Association	0%	0%	0%		65%	0%	46%	56%
Friendship Manor Care Centre	0%	93%	0%		88%		99%	115%
Genesis Senior Living Center	256%	0%			41%		145%	199%
Glen Haven Home, Inc.	200%	0%	133%	0%	105%	0%	77%	71%
Golden Age Care Center	70%	0%			40%	0%	69%	91%
Goldenrod Manor	0%	0%			39%		42%	63%
Good Neighbor Society	0%	0%			26%		19%	15%
Good Samaritan Society - Algona	0%	0%	0%		39%	0%	44%	57%
Good Samaritan Society - Brentwood Center	37%	0%	0%		144%	0%	87%	99%
Good Samaritan Society - Davenport	11%	0%	0%		63%	43%	42%	46%
Good Samaritan Society - Estherville	0%	80%	0%		90%	11%	56%	69%
Good Samaritan Society - Fontanelle	85%	0%	0%		0%	1000%	65%	79%
Good Samaritan Society - Forest City	33%	0%			64%	22%	70%	90%
Good Samaritan Society - George	0%	0%	0%		30%		43%	56%
Good Samaritan Society - Holstein	0%	0%	0%		64%	203%	81%	99%
Good Samaritan Society - Hovenden of Laurens	0%	0%	0%		67%	0%	44%	50%
Good Samaritan Society - Indianola	42%	0%	36%		59%	0%	55%	62%
Good Samaritan Society - Manson	59%	0%	0%		174%		83%	79%
Good Samaritan Society - Ottumwa	50%	0%	86%		95%	23%	80%	78%
Good Samaritan Society - Postville	0%	0%	0%		46%	0%	61%	67%
Good Samaritan Society - Red Oak	0%	63%	0%		28%	0%	43%	56%
Good Samaritan Society - St. Ansgar	32%	0%	0%		9%	0%	76%	115%
Good Samaritan Society - Van Buren	54%	0%	0%		86%	0%	114%	144%
Good Samaritan Society - Villisca	41%	0%	0%		41%		97%	138%
Good Samaritan Society - Waukon	0%	0%	0%		48%	0%	50%	63%

Appendix A: Employee Turnover Rates by Job Classification for Each Nursing Facility

Data Source: Schedule I-1 forms received from December 1, 2008, through October 1, 2009

Provider Name	Activities	Social Services	Medical Records Services	Medical Director	Dietary Service	Other Staff	Total	Nursing Only
Good Samaritan Society - West Union	0%	0%	0%		62%	0%	47%	55%
Good Samaritan Society -Newell	18%	0%	0%		42%	0%	39%	36%
Good Shepard Health Center, Inc.	17%	0%	0%		14%	0%	29%	38%
Gowrie Care Center	133%				39%		34%	30%
Grandview Care Center	0%	0%	0%		60%	41%	51%	59%
Grandview Heights, Inc.	0%	0%		0%	26%		72%	97%
Granger Nursing and Rehabilatation Center	93%	93%	0%		61%	0%	69%	69%
Great River Care Center	0%	0%	0%		0%		38%	50%
Greenfield Manor	0%				29%		34%	48%
Greenleaf	67%	0%	0%		186%	0%	90%	58%
Greenwood Manor Care Center	200%		0%		22%	57%	89%	115%
Griffin Nursing Center	171%	0%	0%	0%	72%		94%	121%
Griswold Care Center	0%	0%			61%		45%	55%
Guttenberg Care Center	0%	0%	0%		47%	0%	24%	22%
Halcyon House	50%				30%	0%	42%	55%
Hallmark Care Center	0%	0%			35%		30%	27%
Hallmark Care Center	52%				14%	0%	34%	40%
Hampton Health Care Center	80%	0%	0%		25%		35%	43%
Happy Siesta Health Care Center	57%	0%			34%		31%	32%
Harmony House Care Center	40%	34%	0%		38%	14%	40%	53%
Heartland Care Center	72%	0%			56%	26%	44%	42%
Heritage Care & Rehabilitation Center	0%	0%			8%	0%	31%	41%
Heritage Home of Bancroft	0%				10%		35%	55%
Heritage House	50%	0%			39%	0%	50%	61%
Heritage Manor	0%			100%	119%	0%	52%	49%
Heritage Manor	0%	0%			139%		66%	60%
Heritage Nursing and Rehab Center	0%	0%			88%	5%	42%	50%
Hillcrest Health Care Services	0%	100%	0%		24%		22%	18%
Hillcrest Home, Inc.	0%	0%			6%	22%	16%	23%
Hilltop Care Center	34%	100%			91%	29%	70%	66%
Holy Spirit Retirement Community	0%	0%			29%	175%	39%	33%
Hubbard Care Center	48%	0%			22%		64%	100%
Humboldt Care Centers, Inc.	0%	100%	52%		37%		41%	40%
Humboldt Quality South, Inc.	0%	100%	0%		11%		33%	34%
Indian Hills Nursing and Rehab Center	0%	0%	100%		7%	0%	37%	51%
Indianola Residential, L.L.C.	120%	120%			0%		65%	123%
Iowa Jewish Senior Life Center	0%	0%	0%		6%	0%	19%	26%
Iowa Masonic Health Facilities	0%	0%	0%		41%		47%	57%
Iowa Odd Fellows and Orphans Home Corporation	35%	0%			16%		43%	58%
Kahl Home for the Aged and Infirm	58%	0%	0%		88%	47%	59%	62%
Kanawha Community Home	0%				47%		27%	19%

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Data Source: Schedule I-1 forms received from December 1, 2008, through October 1, 2009

Provider Name	Activities	Social Services	Medical Records Services	Medical Director	Dietary Service	Other Staff	Total	Nursing Only
Karen Acres Health Care Center	0%				226%		148%	185%
Kingsley Nursing and Rehab Center	0%				43%	0%	23%	16%
Lake Mills Care Center	0%		0%		83%		44%	36%
Lake Park Care Center	0%	0%	0%		82%		75%	63%
Lakeside Lutheran Home	36%	100%			26%		46%	59%
Lamoni Nursing and Rehab Center	0%	0%			18%		37%	46%
Lantern Park Nursing and Rehab Center	0%	100%			24%	12%	63%	92%
LaPorte City Nursing and Rehab Center	34%				24%		45%	42%
Lexington Square	104%	75%	0%		186%	300%	91%	97%
Liebe Care Center	0%	0%	0%		27%	0%	21%	12%
Linn Manor Care Center	100%	0%		0%	42%	0%	37%	55%
Little Flower Haven	0%	100%			22%		49%	58%
Living Center East	0%	0%	0%		48%		55%	77%
Living Center West	52%	0%	93%	0%	53%		68%	73%
Lone Tree Health Center	0%	0%			165%	55%	61%	48%
Longhouse - Northshire, Ltd.	48%	0%			85%		52%	50%
Longview Home	80%	44%	0%		34%	0%	40%	40%
Luther Manor	0%	0%	0%		121%		65%	62%
Lutheran Home Society	54%	50%			106%	67%	73%	72%
Lutheran Retirement Home	0%	0%			50%	90%	39%	43%
Lyon Nursing and Rehab Center	0%				9%	35%	31%	40%
Madrid Home for the Aging	18%	26%	0%		114%	323%	55%	54%
Manilla Manor	0%	0%			31%		53%	76%
Manly Nursing and Rehab Center	0%	0%			74%		36%	35%
Manor Care of Cedar Rapids IA, L.L.C.	0%	93%	0%		29%	15%	54%	77%
Manor Care of Davenport IA, L.L.C.	33%	67%	0%		162%	32%	61%	63%
Manor House Care Center	0%	0%			39%		37%	45%
Manor of Malvern, Inc.	0%	0%	0%		103%		73%	87%
Maple Heights Nursing Home	75%	0%	100%		50%	0%	45%	51%
Maple Manor Village	0%	0%	0%		59%	0%	39%	33%
Maplewood Manor, Inc.	0%		0%		13%	83%	58%	79%
Mayflower Homes, Inc.	36%	0%			25%	77%	29%	34%
MCHS - Utica Ridge	0%	0%	0%	0%	128%	0%	28%	22%
MCHS - Waterloo	0%	104%	0%	0%	47%	17%	44%	63%
MCHS - West Des Moines	70%	240%	185%	0%	26%	33%	90%	151%
MCHS Dubuque	0%	93%	0%		55%	9%	30%	32%
Mechanicsville Nursing and Rehab Center	0%	100%	0%		11%	12%	22%	27%
Mercy Living Center - North	0%	0%		0%	23%		17%	20%
Mercy Living Center - South	28%	0%		0%	36%		26%	26%
Mercy Medical Center - Dyersville	0%	0%	0%	120%	34%	0%	15%	14%
Methodist Manor Retirement Community	100%	50%	0%		76%	164%	70%	68%

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Provider Name	Activities	Social Services	Medical Records Services	Medical Director	Dietary Service	Other Staff	Total	Nursing Only
Midlands Living Center	0%	50%	0%		200%		67%	49%
Milford Nursing Center	0%				97%	0%	66%	70%
Mill Pond Retirement Community	0%	0%	0%	0%	53%	17%	27%	31%
Mill Valley Care Center	0%	0%	0%	0%	30%		25%	34%
Mitchell Village Care Center	0%	0%	0%		0%		15%	24%
Monticello Nursing & Rehabilitation Center	0%	0%	0%	0%	23%	0%	22%	25%
Morning Sun Care Center	0%	0%	0%		69%	0%	45%	54%
Morningside Care Center, Inc.	0%	0%			41%		51%	46%
Mount Ayr Health Care Center	0%				118%		58%	57%
N.V.H. d/b/a Exira Care Center	0%	0%			13%		20%	25%
Nelson Manor, Inc.	0%				93%		82%	78%
New Hampton Care Center	0%				96%	0%	52%	52%
New Hampton Nursing & Rehabilitation Center	50%	180%	0%	0%	41%		43%	43%
New London Nursing and Rehab Center	0%				32%	0%	26%	34%
Nora Springs Care Center	0%	0%			42%	0%	32%	38%
Northern Mahaska Nursing and Rehab Center	0%	0%			34%	0%	63%	73%
Northgate Care Center	0%	100%			0%		17%	24%
Norwalk Nursing and Rehabilitation Center	0%	0%			33%		98%	147%
Oaknoll Retirement Residence	94%	0%			90%	29%	50%	46%
Oakview Home	0%	0%			56%	0%	53%	65%
Oakwood Care Center	0%	0%			52%	0%	28%	29%
Oakwood Nursing and Rehab Center	57%	0%			75%	0%	95%	118%
Odebolt Nursing and Rehab Center	0%	0%			67%		35%	33%
Oelwein Healthcare Center	0%	0%			26%	0%	12%	10%
Ogden Manor	0%				51%		51%	41%
Ossian Senior Hospice	0%				26%	0%	21%	23%
Palo Alto County Hospital	0%		0%				5%	11%
Panora Nursing and Rehab Center	0%	0%			82%	0%	37%	30%
Park Centre	100%	100%	0%		120%	0%	56%	50%
Park View Care Center	52%	0%			30%		33%	34%
Parkridge Nursing and Rehab Center	0%	0%			192%	0%	71%	69%
Parkview Manor	120%	0%			49%	0%	58%	68%
Parkview Manor, Inc.	0%	0%		0%	104%		51%	40%
Parkview Nursing and Rehab Center	50%	200%	0%		18%	0%	47%	42%
Paulline Care Center	133%	133%			195%		208%	226%
Pella Regional Health Center Long Term Care	0%	0%					49%	51%
People's Memorial Hospital	0%	0%	0%		51%		32%	32%
Perry Health Care Center	0%				125%		90%	96%
Pleasant Care Living Center	0%			200%	82%	59%	60%	57%
Pleasant View Home	48%				80%	30%	24%	6%
Pleasantview Home	35%	0%			37%		24%	26%

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Provider Name	Activities	Social Services	Medical Records Services	Medical Director	Dietary Service	Other Staff	Total	Nursing Only
Pocahontas Manor Care Center	0%				56%	0%	57%	72%
Polk City Nursing and Rehabilatation Center	0%	100%	0%	0%	44%		88%	118%
Pomeroy Care Center	0%				193%	100%	93%	85%
Prairie View Home	27%	0%			66%	22%	41%	49%
Prime Nursing & Rehabilitation Center	88%				21%	769%	57%	82%
Primghar Rehabilitation and Care Center	30%	0%			28%		24%	15%
Ramsey Village	0%	0%	0%	133%	56%	16%	55%	76%
Ravenwood Nursing and Rehab Center	0%	0%	0%		98%	7%	39%	41%
Red Oak Rehab & Care Center	120%	100%			71%	81%	139%	169%
Regency Care Center	120%	150%	0%		21%	69%	82%	115%
Regency Park Nursing and Rehab Center of Carroll	0%	100%			75%		42%	33%
Regency Park Nursing and Rehab Center of Jefferson	109%	100%	0%	0%	32%	67%	41%	49%
Riceville Family Care and Therapy Center	0%	0%			0%		10%	16%
Ridgecrest Village	21%	0%	0%		73%	20%	43%	54%
Ridgewood Nursing and Rehab Center	167%	0%			132%	0%	85%	96%
Risen Son Christian Village		57%	50%		104%	44%	58%	56%
Riverside Manor	0%			0%	95%	58%	71%	69%
Riverview Care Center	185%	0%	0%		128%	0%	61%	59%
Riverview Care Center	0%	0%	0%		18%	0%	8%	9%
Riverview Manor	0%		0%	0%	25%		38%	43%
Rock Rapids Health Centre	0%	93%			159%		67%	43%
Rockwell Community Nursing Home	0%	0%		0%	10%		25%	39%
Rolfe Care Center	50%	0%			93%		34%	9%
Rolling Green Village	0%	52%			45%		45%	48%
Rose Vista Home, Inc.	0%	0%	0%		72%		53%	63%
Rosewood Manor	93%	0%	55%		106%		61%	60%
Rotary Club of Eagle Grove, Inc.	25%	0%			73%	200%	44%	43%
Rowley Memorial Masonic Home	71%	0%			16%		17%	19%
Ruthven Community Care Center, Inc.	0%				87%		97%	96%
Salem Lutheran Home	27%	0%	0%		130%	0%	81%	100%
Sanford Sheldon Medical Center	0%	0%			36%	0%	39%	62%
Scenic Manor	0%	0%	0%	0%	32%	0%	30%	32%
Shellrock Healthcare Center	0%	0%	0%	0%	58%		54%	71%
Sibley Nursing & Rehab Center	0%	50%			33%		29%	32%
Sigourney Care Center, Ltd.	0%				13%		58%	79%
Simpson Memorial Home	0%		52%		59%	0%	55%	46%
Sioux Care Center	0%				83%	0%	51%	46%
Solon Nursing Care Center, Inc.	57%	0%			79%	0%	69%	85%
Southern Hills Specialty Care	78%	0%			38%	100%	42%	50%
Southfield Wellness Community	0%	100%			25%	100%	40%	48%
Southridge Nursing and Rehab Center	52%	0%			99%	16%	56%	63%

Appendix A: Employee Turnover Rates by Job Classification for Each Nursing Facility

Data Source: Schedule I-1 forms received from December 1, 2008, through October 1, 2009

Provider Name	Activities	Social Services	Medical Records Services	Medical Director	Dietary Service	Other Staff	Total	Nursing Only
St. Anthony Regional Hospital	0%	0%			0%		23%	35%
St. Francis Manor, Inc.	0%				90%	0%	55%	65%
St. Luke Homes & Services, Inc.	0%	63%			35%	0%	31%	34%
Stacyville Community Nursing Home	0%	0%			54%		27%	18%
State Center Nursing and Rehab Center	0%	100%			45%	0%	91%	116%
Stonehill Care Center	64%	0%	0%		55%	24%	38%	34%
Stratford Nursing and Rehab Center	0%	0%			0%	30%	25%	33%
Strawberry Point Lutheran Home	0%				37%		51%	60%
Sunny Hill Care Center	46%			0%	13%		60%	88%
Sunny Knoll Care Center	0%				28%		46%	63%
Sunny View Care Center	39%	0%			20%	0%	48%	74%
Sunnycrest Nursing Center	0%	0%	0%		141%	0%	101%	121%
Sunrise Hill Care Center	0%	0%	0%		13%		38%	49%
Sunrise Retirement Community	0%	0%		0%	49%	63%	46%	55%
Sunrise Terrace Care Center	85%	0%			118%	0%	57%	36%
Sunset Knoll, Inc.	0%	0%			65%		67%	54%
Sutherland Care Center	0%	0%			0%		25%	31%
Tabor Manor Care Center, Inc.	100%	100%			29%		57%	79%
The Abington on Grand	0%	0%		100%	175%	103%	127%	126%
The Alverno Health Care Facility	13%	0%	22%		88%	100%	45%	47%
The Ambassador Sidney, Inc.	0%	0%	0%		58%	100%	30%	24%
The Continental Care Center at Seymour, Inc.	0%			0%	60%		56%	72%
The Meth-Wick Community, Inc.	0%	0%	0%				51%	71%
The New Homestead	0%	0%			62%	93%	40%	40%
The Presbyterian Village	0%	0%	0%		57%	48%	46%	57%
The Village	41%	0%	0%		90%	0%	66%	94%
The Village at Legacy Pointe Nursing Facility	0%	0%	0%		141%		118%	128%
Thomas Rest Haven	72%	0%			40%		33%	34%
Thornton Manor	0%	0%	0%		20%		34%	43%
Timely Mission Nursing Home	0%	0%			20%		17%	25%
Titonka Care Center	0%	0%			19%		15%	16%
Trinity Center at Luther Park	94%	0%			37%		76%	92%
Tripoli Nursing Home	0%	0%			43%		41%	54%
Twilight Acres	55%	0%		0%	44%	9%	21%	20%
United Presbyterian Home	0%	0%	0%	0%		0%	3%	0%
University Park Nursing and Rehabilitation Center	18%	200%	0%	0%	86%	0%	48%	47%
Valley View Nursing and Rehab Center	0%	100%			19%	0%	19%	20%
Valley View Village	19%	0%	0%		101%		63%	65%
Valley Vue Care Center	0%	0%			24%		41%	55%
Villa Del Sol	0%	0%			95%		67%	67%
Vinton Lutheran Home	0%	0%		0%	42%		36%	39%

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Data Source: Schedule I-1 forms received from December 1, 2008, through October 1, 2009

Provider Name	Activities	Social Services	Medical Records Services	Medical Director	Dietary Service	Other Staff	Total	Nursing Only
Virginia Gay Hospital	0%	0%		0%			29%	36%
Wapello Nursing and Rehab Center	0%				171%		55%	44%
Washington Care Center	0%				8%	0%	23%	35%
Washington County Hospital	0%	0%					21%	21%
Wellington Place	33%	0%	0%		29%	0%	29%	36%
Wesley Acres	25%	0%	0%		35%	67%	74%	124%
West Bend Care Center	0%	0%	0%		45%		29%	35%
West Ridge Nursing and Rehab Center	0%	0%			23%	67%	79%	110%
West Village Care Center	0%	0%	0%		0%	75%	31%	41%
Westbrook Acres	0%	0%			55%	0%	62%	82%
Western Home Communities	0%	0%		0%	7%	0%	22%	35%
Westmont Care Center	0%	0%			44%	49%	32%	17%
Westview Acres Care Center	150%	93%			64%	141%	79%	77%
Westview Care Center	0%	0%	0%		36%		18%	19%
Westview of Indianola	46%	0%	0%		77%		47%	35%
Westwood Nursing and Rehab Center	60%	0%			111%	9%	75%	92%
Wheatland Manor	55%		109%		11%		32%	48%
Whiting Commercial Development Corporation	106%	0%	0%		22%	0%	23%	24%
Williamsburg Retirement Community	93%	0%			42%	0%	51%	81%
Willow Dale Wellness Village	0%				0%		31%	45%
Willow Gardens Care Center	67%	320%	0%		129%		104%	87%
Windmill Manor	175%		208%		18%		145%	156%
Windsor Nursing and Rehab Center	0%	0%			75%	0%	59%	69%
Winslow House Care Center	0%	0%		200%	0%		57%	74%
Winterset Care Center North, Inc.	0%	85%			27%		82%	125%
Winterset Care Center South, Inc.	0%	0%			22%		45%	50%
Woodlands Rehabilitation Center	0%	37%	100%		117%		85%	90%
Zearing Healthcare Center, Inc.	93%	0%	0%	0%	54%		44%	57%
Number of Providers Reporting Data	354	294	151	55	346	196	356	356
Number of Providers with Zero Percent Turnover	221	233	129	48	15	97	0	1
Minimum	0%	0%	0%	0%	0%	0%	3%	0%
Maximum	256%	320%	208%	200%	226%	1000%	208%	226%
Average	26%	21%	13%	17%	57%	39%	50%	57%