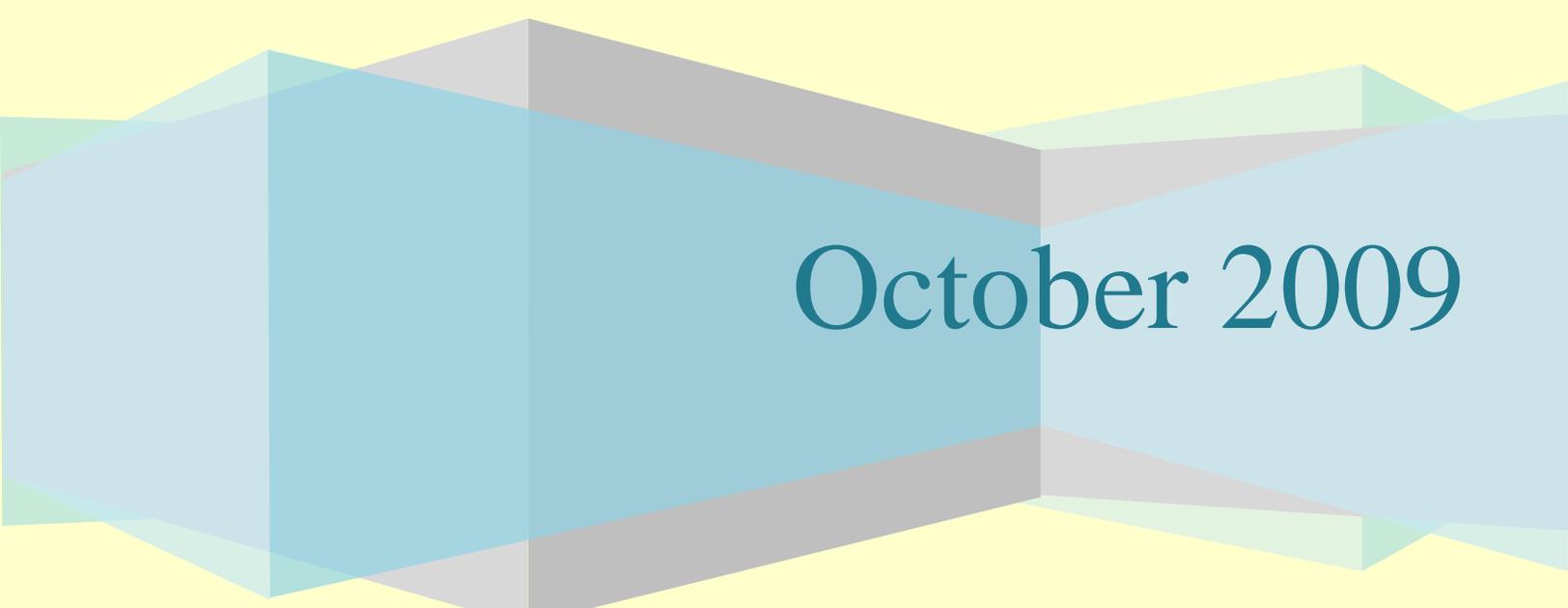


Minnesota Board of Examiners
for Nursing Home Administrators

Review of Acting Permit Utilization

*How effective is the use of an Acting Permit for
Minnesota nursing homes?*

Randy Snyder, BENHA Executive Director



October 2009



MN -BENHA

Acting Permit

Board of Examiners for Nursing Home Administrators
State of Minnesota

Key Findings:

Period of Review for an Acting Permit or Provisional License:

From: January 1, 2002 to October 1, 2009

- **96** Acting permits or provisional licenses were issued using Federal Guidelines. This corresponds to less than one facility per month utilizing this temporary solution to augment the LNHA leadership transition. Using 400 facilities (as a declining base for this seven year time frame) for the 94 month period, the monthly utilization percentage rate is 1.02% of all facilities.
- **56** Acting Permits were used for full six months and AP became a LNHA during that time: 58%
- **49** -- (51%) -- The acting permit was used for additional time to hire a new graduate or an emerging leader who required minor course completion or their practicum for final LNHA requirements.
- **8** -- (8%) -- The number of times an acting permit was used for a newly hired out-of-state licensed administrator to extend the period of time to meet Minnesota requirements. These candidates typically are required to pass the state examination as their only completion requirement and complete the licensure requirements well before the expiration of a six month acting permit.
- **8** -- (8%) -- The number of acting permits obtained by key facility staff to meet the thirty day requirement for a LNHA. The AP served as the provisional license as the facility

conducted an executive search and hired an out of state LNHA who became licensed within six months.

- **34** -- (35%) -- Number of Acting Permits obtained by existing key staff (ie: DNS, Social Service Director) for additional recruitment time for facility owner or board of governors to hire a LNHA with the key staff returning to their prior role.
- No causal relationship exists when comparing 'quality of care' measurements and the six month acting permit status.
- The provisional license appears to work very well as intended for established leadership teams that have temporary administrator openings, as they seek to fill the Administrator position
- The significant finding is that administrator turnover and a repetitive leadership change is detrimental to building key customer quality indicators and services.

For the past eight years, the monthly utilization of Minnesota facilities employing an acting permit for a vacant administrator position is 1.02% of all facilities.

Key Recommendations

- BENHA should consider how to work with MDH when multiple leadership changes occur and MDH identifies quality of care and quality of life issues.
- An annual report of administrator turnover should be provided to the full board for overview.
- The board should formalize a procedure to review multiple acting permit requests with quality indicators and to ascertain possible alternatives to assist the board or owner.

Background

“The Acting Permit as a lone causal issue does not appear to negatively impact public safety. However, there does appear to be a strong relationship in administrator turnover to survey compliance and long term quality improvement.”

The Federal Requirement (42 CFR 431.710) for a provisional or acting permit states:

To fill a position of nursing home administrator that unexpectedly becomes vacant, the agency or board may issue one provisional license, for a single period not to exceed six months. The license may be issued to a person who does not meet all of the licensing requirements established under 431.707 but who -

- a. is of good character and otherwise suitable and*
- b. meets any other standards established for provisional licensure by the board.*

The Minnesota Rules specific to issuing an acting permit:

6400.6770 ACTING ADMINISTRATOR PERMITS.

Subpart 1. Board to issue permits.

When the controlling persons of a nursing home designate an acting nursing home administrator under Minnesota Statutes, section 144A.27, the designee must secure an acting administrator's permit within 30 days of the termination of the previous licensed administrator. The board shall issue a permit to serve a facility as an acting administrator for up to six months from the termination of the facility's previous licensed administrator to an individual who

meets the qualifications specified in subpart 2.

A permit to serve a facility as an acting administrator is valid only for the holder's work with that facility and shall not be transferable to another facility.

A permit to serve as acting administrator is not renewable beyond the six months for which it was issued.

Subp. 2. **Qualifications.** An applicant for a permit to serve a facility as an acting nursing home administrator must furnish satisfactory evidence that the applicant:

- A. has graduated from high school or holds a general education development (GED) certificate of equivalent competency or has completed an associate or higher degree from an accredited postsecondary institution;
- B. is at least 21 years of age;
- C. has experience in the management of a nursing home or related facility or program or has completed a majority of the courses required for licensure under part 6400.6500;
- D. has passed within the last two years the state examination under part 6400.6000 E and part 6400.6100 subp.4; and
- E. is in good standing in each jurisdiction from which the applicant has ever received a nursing facility administrator license.

The October 21, 2009, BENHA meeting directive included: “Full discussion of the concerns from a recent letter were discussed regarding a) acting permits, b) shared administrator assignments, and c) time spent at facilities. All three are valid concerns and it was concluded that the Board will study these areas more thoroughly, even though current rules are not being violated in any of the cases noted. The board offered direction to continue discussion at each meeting, offering additional and sufficient data to draw conclusions on the impact on quality measures. The board will then track measurements to determine whether rule changes should be made”

Report Summary

The federal requirement of licensed nursing administrators to lead each skilled nursing facility has been Minnesota law since 1970. The federal requirement acknowledges leadership transition and allows an acting permit with special considerations for a one-time six month period of time.

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During the past eight years, at any one time, 1% of Minnesota nursing homes are led by an acting permit individual who is not a licensed nursing home administrator. For facilities with sustained successful leadership models, the acting permit appears to work well as boards and owners are given additional time to secure an administrator who will fit well in the organization. Typically, upon the resignation of the administrator, boards/owners are faced with 1) utilizing an acting permit, 2) hiring a licensed loca tenum specifically for the purpose of leading the organization during a transition or 3) sharing a licensed administrator from another facility.

~~~~~

In the previous eight years, 51% of the permits issued warranted additional time for a non-licensed individual to achieve full licensure in six months. These individuals appear to be very stable relative to maintaining their current administrator of record role to date as 88% of these individuals are currently in the administrator role for the period reviewed.

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Both CMS and the Quality Improvement Organizations (QIO) associate the high turnover of administrators with the slow development of a quality service

environment. This further suggests that turnover and administrator stability are key factors in altering an organizational culture.

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Data summarized in the detailed report reflects that multiple changes in leadership had lower quality indicators on Medicare Compare and the MDH Nursing Home Report Card.

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The detailed summary provides: 1). A list of facilities with multiple acting permit requests since January 1, 2002. 2). The Minnesota Nursing Home Report Card and Medicare Nursing Home Compare detail of each of those facilities with recent board member facilities and facilities recently visited by the board and 3) current research related to Administrator leadership with quality indicators and quality outcomes.

**The following list is comprised of facilities requesting more than two Acting Permits from January 1, 2002 to October 1, 2009. The listing shows 1) care center name, 2) city, 3) number of acting permits in time frame and total number of LNHA's and Acting Permits in the time frame. The significance of this is the frequency of administrator turn over.**

**Facility/City**

**# of acting permits/total administrative changes/notes**

1. Crest View Lutheran Home, Columbia Heights  
4 Acting Permits issued (AP) and a total 10 LNHA's/AP
2. McIntosh Manor/Senior Living, McIntosh  
4 Acting Permits issued and 13 LNHA's/AP
3. Evansville Care Center (Crestview Manor), Evansville  
3 Acting Permits Issued and 8 LNHA's/AP
4. Gil Mor Manor, Morgan  
3 Acting Permits issued
5. Mercy Hospital and Health Care Center, Moose Lake  
3 Acting Permits issued
6. Pine Medical Health Care Center, Sandstone  
3 Acting Permits issued
7. Divine Providence and Home, Sleepy Eye  
2 Acting Permits Issued
8. Eveleth Health Services, Eveleth  
2 Two successive AP's leading to a LNHA within 11 months
9. Grand Avenue Rest Home, Minneapolis  
2 Two successive Acting Permits leading to a LNHA within 10 months
10. New Richland Care Center, New Richland  
2 Two successive Acting Permits leading to a LNHA within 8 months
11. Bridges Care Community, Ada  
2 Two successive Acting Permits leading to a LNHA from out of state.

## *Compliance and Report Cards*

*The data below has been gathered for those facilities with two or more acting permits issued since January 1, 2002 to October 1, 2010, with the addition of the four current board members' facilities and three other facilities the board has toured in recent years. We choose to offer those for the public member's ability to have a correlation.*

*The information supplied is from these three sources:*

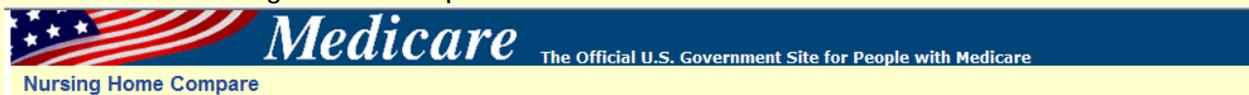
- a. BENHA Administrator of Record (AOR) reports

| Facility | City | <b>Administrators/Acting Permit</b> |      | Issued | Expired |
|----------|------|-------------------------------------|------|--------|---------|
|          |      | ID                                  | Name |        |         |

- b. Minnesota DHS/MDH Nursing Home Report Card



- c. Medicare Nursing Home Compare



# Crest View Lutheran Home, Columbia Heights

| Facility                 | City             |  | ID                                  | Name                 | Issued     | Expired    |               |  |
|--------------------------|------------------|--|-------------------------------------|----------------------|------------|------------|---------------|--|
| Crest View Lutheran Home | Columbia Heights |  | <b>Administrators/Acting Permit</b> |                      |            |            |               |  |
|                          |                  |  | 3905                                | Emily A. Rinaldi     | 7 /1 /2008 |            | Administrator |  |
|                          |                  |  | 3905                                | Emily A. Rinaldi     | 1 /21/2008 | 7 /21/2008 | Permit        |  |
|                          |                  |  | 3634                                | Kari B. Wilson       | 8 /8 /2005 | 1 /21/2008 | Administrator |  |
|                          |                  |  | 3752                                | Kevin J. Genereux    | 6 /22/2005 | 8 /7 /2005 | Administrator |  |
|                          |                  |  | 3752                                | Kevin J. Genereux    | 12/22/2004 | 6 /22/2005 | Permit        |  |
|                          |                  |  | 2147                                | Shirley E. H. Barnes | 3 /8 /2004 | 12/21/2004 | Administrator |  |
|                          |                  |  | 141                                 | Phyllis C. Winters   | 12/29/2003 | 3 /8 /2004 | Administrator |  |
|                          |                  |  | 3634                                | Kari B. Wilson       | 3 /7 /2003 | 1 /2 /2004 | Administrator |  |
|                          |                  |  | 3634                                | Kari B. Wilson       | 9 /16/2002 | 3 /16/2003 | Permit        |  |
|                          |                  |  | 1863                                | Martha M. Swenson    | 5 /1 /2002 | 8 /15/2002 | Administrator |  |
|                          |                  |  | 3218                                | Cynthia A. Anderson  | 2 /4 /2002 | 4 /30/2002 | Administrator |  |
|                          |                  |  | 3347                                | Michelle B. Chalin   | 4 /20/2000 | 7 /4 /2000 | Administrator |  |
|                          |                  |  | 3469                                | Vicki S. Sommerfeldt | 1 /6 /2000 | 11/30/2001 | Administrator |  |
|                          |                  |  | 3469                                | Vicki S. Sommerfeldt | 9 /10/1999 | 3 /10/2000 | Permit        |  |
|                          |                  |  | 3347                                | Michelle B. Chalin   | 3 /14/1998 | 9 /10/1999 | Administrator |  |
|                          |                  |  | 3222                                | Gavin L. Collins     | 2 /26/1997 | 3 /13/1998 | Administrator |  |

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| Crest View Lutheran Home, Columbia Heights                 |                   |   |   |   |   |               |
|------------------------------------------------------------|-------------------|---|---|---|---|---------------|
| Quality Measures                                           | Report Card Stars |   |   |   |   | State Average |
| Resident quality of life ratings <a href="#">more-&gt;</a> | ★                 | ★ |   |   |   | ★★★           |
| Minnesota quality indicators <a href="#">more-&gt;</a>     | ★                 | ★ |   |   |   | ★★★           |
| Hours of direct care <a href="#">more-&gt;</a>             | ★                 | ★ |   |   |   | ★★★           |
| Staff retention <a href="#">more-&gt;</a>                  | ★                 |   |   |   |   | ★★★           |
| Temporary staffing agency use <a href="#">more-&gt;</a>    | ★                 | ★ | ★ | ★ | ★ | ★★★★+         |
| Proportion of single rooms <a href="#">more-&gt;</a>       | ★                 |   |   |   |   | ★★            |
| State inspection results <a href="#">more-&gt;</a>         | ★                 | ★ |   |   |   | ★★★★+         |

## Evansville Care Center (Crestview Manor), Evansville

| Facility                            | City       |                     | ID         | Name       | Issued        | Expired |  |
|-------------------------------------|------------|---------------------|------------|------------|---------------|---------|--|
| Evansville Care Center              | Evansville |                     |            |            |               |         |  |
| <b>Administrators/Acting Permit</b> |            |                     |            |            |               |         |  |
|                                     | 4008       | Larry Novakoske     | 7 /16/2009 | 1 /16/2010 | Permit        |         |  |
|                                     | 3981       | Sandra M. Hovland   | 1 /16/2009 | 7 /16/2009 | Permit        |         |  |
|                                     | 1065       | Allen G. Potvin     | 12/8 /2008 | 1 /16/2009 | Administrator |         |  |
|                                     | 3915       | Shayla C. Henneberg | 8 /5 /2008 | 11/7 /2008 | Administrator |         |  |
|                                     | 3915       | Shayla C. Henneberg | 2 /29/2008 | 8 /29/2008 | Permit        |         |  |
|                                     | 2401       | Dale A. Nibbe       | 11/25/2003 | 2 /28/2008 | Administrator |         |  |
|                                     | 2493       | Calvin B. Anderson  | 10/15/2001 | 11/24/2003 | Administrator |         |  |
|                                     | 3257       | Roger O. Miller     | 7 /1 /2001 | 4 /1 /2002 | Administrator |         |  |
|                                     | 3079       | Carol A. Kvidt      | 12/2 /1999 | 10/25/2000 | Administrator |         |  |
|                                     | 2493       | Calvin B. Anderson  | 7 /6 /1999 | 12/1 /1999 | Administrator |         |  |
|                                     | 3403       | Thomas L. Jensen    | 5 /21/1999 | 10/23/2000 | Administrator |         |  |
|                                     | 3079       | Carol A. Kvidt      | 9 /8 /1998 | 5 /20/1999 | Administrator |         |  |
|                                     | 2533       | Roger D. Holtberg   |            | 2 /29/1996 | Administrator |         |  |
|                                     | 1528       | Mark A. Broman      |            | 9 /7 /1998 | Administrator |         |  |



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| Evansville Care Center, Evansville                         |                   |   |   |   |   |               |
|------------------------------------------------------------|-------------------|---|---|---|---|---------------|
| Quality Measures                                           | Report Card Stars |   |   |   |   | State Average |
| Resident quality of life ratings <a href="#">more-&gt;</a> | ★                 | ★ | ★ |   |   | ★★★           |
| Minnesota quality indicators <a href="#">more-&gt;</a>     | ★                 | ★ |   |   |   | ★★★           |
| Hours of direct care <a href="#">more-&gt;</a>             | ★                 | ★ | ★ | ★ |   | ★★★           |
| Staff retention <a href="#">more-&gt;</a>                  | ★                 | ★ | ★ | ★ | ★ | ★★★           |
| Temporary staffing agency use <a href="#">more-&gt;</a>    | ★                 | ★ | ★ | ★ | ★ | ★★★★          |
| Proportion of single rooms <a href="#">more-&gt;</a>       | ★                 | ★ |   |   |   | ★★            |
| State inspection results <a href="#">more-&gt;</a>         | ★                 | ★ | ★ |   |   | ★★★★          |

**McIntosh Manor/Senior Living, McIntosh**

| Facility                            |                     |            | City       |               |  |  |
|-------------------------------------|---------------------|------------|------------|---------------|--|--|
| McIntosh Senior Living              |                     |            | McIntosh   |               |  |  |
| ID                                  | Name                | Issued     | Expired    |               |  |  |
| <b>Administrators/Acting Permit</b> |                     |            |            |               |  |  |
| 4010                                | Dixie L. Kiger      | 7 /16/2009 | 1 /16/2010 | Permit        |  |  |
| 3980                                | Sharlene M Knutson  | 1 /16/2009 | 7 /16/2009 | Permit        |  |  |
| 1065                                | Allen G. Potvin     | 10/20/2008 | 1 /16/2009 | Administrator |  |  |
| 1148                                | Dallas C. Reese     | 9 /2 /2008 | 10/10/2008 | Administrator |  |  |
| 3084                                | Nicolai K. Berg     | 4 /10/2007 | 8 /15/2008 | Administrator |  |  |
| 2401                                | Dale A. Nibbe       | 3 /6 /2007 | 4 /10/2007 | Administrator |  |  |
| 3713                                | Shelley R. Solberg  | 5 /25/2004 | 3 /2 /2007 | Administrator |  |  |
| 3713                                | Shelley R. Solberg  | 11/25/2003 | 5 /25/2004 | Permit        |  |  |
| 2401                                | Dale A. Nibbe       | 7 /1 /2002 | 11/25/2003 | Administrator |  |  |
| 3635                                | Rosella M. Cormican | 5 /6 /2002 | 11/6 /2002 | Permit        |  |  |
| 3257                                | Roger O. Miller     | 1 /13/2002 | 5 /1 /2002 | Administrator |  |  |
| 3599                                | Karon L. Goldsmith  | 7 /12/2001 | 1 /12/2002 | Permit        |  |  |
| 3303                                | Kari L. Swanson     | 10/26/2000 | 3 /1 /2001 | Administrator |  |  |
| 2649                                | Curtis W. Jenson    | 8 /17/1995 |            | Administrator |  |  |
| 572                                 | Robert F. Odell     | 10/29/1994 | 4 /14/1995 | Administrator |  |  |
| 2649                                | Curtis W. Jenson    | 8 /1 /1989 | 1 /15/1994 | Administrator |  |  |

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**Report Card - McIntosh Senior Living**

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| McIntosh Senior Living, McIntosh                           |                   |   |   |   |   |               |
|------------------------------------------------------------|-------------------|---|---|---|---|---------------|
| Quality Measures                                           | Report Card Stars |   |   |   |   | State Average |
| Resident quality of life ratings <a href="#">more-&gt;</a> | ★                 | ★ |   |   |   | ★★★           |
| Minnesota quality indicators <a href="#">more-&gt;</a>     | ★                 |   |   |   |   | ★★★           |
| Hours of direct care <a href="#">more-&gt;</a>             | ★                 | ★ | ★ |   |   | ★★★           |
| Staff retention <a href="#">more-&gt;</a>                  | ★                 | ★ |   |   |   | ★★★           |
| Temporary staffing agency use <a href="#">more-&gt;</a>    | ★                 | ★ | ★ | ★ | ★ | ★★★★★         |
| Proportion of single rooms <a href="#">more-&gt;</a>       | ★                 | ★ | ★ | ★ |   | ★★            |
| State inspection results <a href="#">more-&gt;</a>         | ★                 | ★ | ★ |   |   | ★★★★★         |

## Gil Mor Manor, Morgan

| Facility                     |                    |            | City       |               |  |  |
|------------------------------|--------------------|------------|------------|---------------|--|--|
| Gil Mor Manor                |                    |            | Morgan     |               |  |  |
| ID                           | Name               | Issued     | Expired    |               |  |  |
| Administrators/Acting Permit |                    |            |            |               |  |  |
| 2378                         | James D. Broich    | 4 /1 /2007 |            | Administrator |  |  |
| 3853                         | Jennifer M. Loftus | 2 /12/2007 | 8 /12/2007 | Permit        |  |  |
| 1608                         | Larry P. Ravenberg | 9 /14/2006 | 2 /12/2007 | Administrator |  |  |
| 3841                         | Jenny L. Kettner   | 4 /22/2006 | 10/22/2006 | Permit        |  |  |
| 3795                         | Chris C. Schulz    | 2 /16/2006 | 4 /21/2006 | Administrator |  |  |
| 3795                         | Chris C. Schulz    | 8 /22/2005 | 2 /22/2006 | Permit        |  |  |
| 1554                         | Thomas K. Goeritz  | 7 /10/2005 | 8 /22/2005 | Administrator |  |  |
| 3505                         | Pamela C. Adam     | 12/1 /2002 | 6 /9 /2005 | Administrator |  |  |
| 2618                         | John E. Farley     | 1 /1 /1990 | 10/25/2002 | Administrator |  |  |



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| Gil Mor Manor, Morgan                                      |                   |   |   |   |   |               |
|------------------------------------------------------------|-------------------|---|---|---|---|---------------|
| Quality Measures                                           | Report Card Stars |   |   |   |   | State Average |
| Resident quality of life ratings <a href="#">more-&gt;</a> | ★                 | ★ | ★ | ★ |   | ★★★           |
| Minnesota quality indicators <a href="#">more-&gt;</a>     | ★                 | ★ |   |   |   | ★★★           |
| Hours of direct care <a href="#">more-&gt;</a>             | ★                 | ★ | ★ |   |   | ★★★           |
| Staff retention <a href="#">more-&gt;</a>                  | ★                 | ★ | ★ |   |   | ★★★           |
| Temporary staffing agency use <a href="#">more-&gt;</a>    | ★                 | ★ |   |   |   | ★★★★★         |
| Proportion of single rooms <a href="#">more-&gt;</a>       | ★                 | ★ | ★ | ★ | ★ | ★★            |
| State inspection results <a href="#">more-&gt;</a>         | ★                 | ★ | ★ |   |   | ★★★★★         |

## Mercy Hospital and Health Care Center, Moose Lake

| Facility                            |                     |            | City       |               |  |
|-------------------------------------|---------------------|------------|------------|---------------|--|
| Mercy Hospital & Health Care Center |                     |            | Moose Lake |               |  |
| ID                                  | Name                | Issued     | Expired    |               |  |
| Administrators/Acting Permit        |                     |            |            |               |  |
| 1096                                | John G. Berger      | 1 /9 /2007 |            | Administrator |  |
| 3576                                | Nicole D. Boder     | 7 /22/2005 | 1 /8 /2007 | Administrator |  |
| 3674                                | Clayton R. Peterson | 8 /17/2004 | 7 /31/2005 | Administrator |  |
| 3719                                | Linda K. Johnson    | 2 /17/2004 | 8 /17/2004 | Permit        |  |
| 3576                                | Nicole D. Boder     | 8 /16/2003 | 2 /16/2004 | Permit        |  |
| 3674                                | Clayton R. Peterson | 2 /15/2003 | 8 /15/2003 | Permit        |  |
| 2887                                | Dianne M. Mandemach | 7 /1 /1992 | 2 /16/2003 | Administrator |  |



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| Mercy Hospital & Hlth Care Ctr, Moose Lake                 |                   |   |   |   |   |               |
|------------------------------------------------------------|-------------------|---|---|---|---|---------------|
| Quality Measures                                           | Report Card Stars |   |   |   |   | State Average |
| Resident quality of life ratings <a href="#">more-&gt;</a> | ★                 | ★ | ★ | ★ |   | ★★★           |
| Minnesota quality indicators <a href="#">more-&gt;</a>     | ★                 | ★ | ★ | ★ |   | ★★★           |
| Hours of direct care <a href="#">more-&gt;</a>             | ★                 | ★ | ★ |   |   | ★★★           |
| Staff retention <a href="#">more-&gt;</a>                  | ★                 | ★ | ★ | ★ | ★ | ★★★           |
| Temporary staffing agency use <a href="#">more-&gt;</a>    | ★                 | ★ | ★ | ★ | ★ | ★★★★↓         |
| Proportion of single rooms <a href="#">more-&gt;</a>       | ★                 | ★ |   |   |   | ★★            |
| State inspection results <a href="#">more-&gt;</a>         | ★                 | ★ | ★ | ★ | ★ | ★★★★↓         |

**Pine Medical Health Care Center, Sandstone**

| Facility                            | City              |            |             |               |  |
|-------------------------------------|-------------------|------------|-------------|---------------|--|
| Pine Medical Health Care Center     | Sandstone         |            |             |               |  |
| ID                                  | Name              | Issued     | Expired     |               |  |
| <b>Administrators/Acting Permit</b> |                   |            |             |               |  |
| 4028                                | Debra L. Stassen  | 11/20/2009 | 4 /22/2009  | Permit        |  |
| 3580                                | Tim E. Zwickey    | 3 /28/2006 | 10/22/2009  | Administrator |  |
| 3816                                | Heidi L. Brown    | 10/4 /2005 | 4 /4 /2006  | Permit        |  |
| 3773                                | Amy Joy Hansen    | 4 /1 /2005 | 9 /30/2005  | Permit        |  |
| 610                                 | Larry E. Feickert | 4 /1 /2005 | 10/3 /2005  | Administrator |  |
| 3580                                | Tim E. Zwickey    | 10/1 /2004 | 3 /31/2005  | Permit        |  |
| 3049                                | Michael D. Hedrix | 9 /1 /1997 | 10/1 /2004  | Administrator |  |
| 2540                                | Susan B. Jensen   | 5 /29/1996 | 3 /31/1997  | Administrator |  |
| 3035                                | Anthony G. Boder  | 5 /28/1996 | 10/2 /1996  | Administrator |  |
| 3035                                | Anthony G. Boder  | 1 /7 /1995 | 5 /23 /1996 | Administrator |  |



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| Pine Medical Health Care Ctr, Sandstone                    |                   |   |   |   |   |               |
|------------------------------------------------------------|-------------------|---|---|---|---|---------------|
| Quality Measures                                           | Report Card Stars |   |   |   |   | State Average |
| Resident quality of life ratings <a href="#">more-&gt;</a> | ★                 | ★ |   |   |   | ★★★           |
| Minnesota quality indicators <a href="#">more-&gt;</a>     | ★                 | ★ |   |   |   | ★★★           |
| Hours of direct care <a href="#">more-&gt;</a>             | ★                 | ★ | ★ |   |   | ★★★           |
| Staff retention <a href="#">more-&gt;</a>                  | ★                 | ★ | ★ |   |   | ★★★           |
| Temporary staffing agency use <a href="#">more-&gt;</a>    | ★                 | ★ | ★ | ★ | ★ | ★★★★★         |
| Proportion of single rooms <a href="#">more-&gt;</a>       | ★                 | ★ |   |   |   | ★★            |
| State inspection results <a href="#">more-&gt;</a>         | ★                 | ★ | ★ | ★ | ★ | ★★★★★         |



Nursing Home Compare

<< [Back to Choose Nursing Homes to Compare](#)

Step 3: Compare Nursing Homes

The 3 nursing homes you selected to compare are displayed in the table below. To view more detailed information about a specific nursing home, click on the name of the nursing home.

Icon Legend



Special Focus Facilities (SFF) are nursing homes that have a history of persistent poor quality of care. These nursing homes have been selected for more frequent inspections and monitoring. To learn more, visit the [CMS Certification & Compliance website](#).

[Show All](#) | [Hide All](#)

| Your Selected Nursing Homes                                       |                                                                                                                                                                      |                                                                                                                                                   |                                                                                                                                             |
|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                   | <b>CREST VIEW LUTHERAN HOME</b><br>4444 RESERVOIR BOULEVARD<br>NORTHEAST<br>COLUMBIA HEIGHTS, MN 55421<br>(763) 782-1611<br><a href="#">Mapping &amp; Directions</a> | <b>EVANSVILLE CARE CENTER</b><br>649 STATE STREET NORTHWEST<br>EVANSVILLE, MN 56326<br>(218) 948-2219<br><a href="#">Mapping &amp; Directions</a> | <b>MCINTOSH MANOR</b><br>700 NORTHEAST RIVERSIDE AVENUE<br>MCINTOSH, MN 56556<br>(218) 563-2715<br><a href="#">Mapping &amp; Directions</a> |
| <b>Overall Rating</b>                                             | 2 out of 5 stars                                                                                                                                                     | 1 out of 5 stars                                                                                                                                  | 1 out of 5 stars                                                                                                                            |
| <a href="#">+ Show Information</a> <b>Health Inspections</b>      | 1 out of 5 stars                                                                                                                                                     | 1 out of 5 stars                                                                                                                                  | 1 out of 5 stars                                                                                                                            |
| <a href="#">+ Show Information</a> <b>Nursing Home Staffing</b>   | 4 out of 5 stars                                                                                                                                                     | 2 out of 5 stars                                                                                                                                  | 4 out of 5 stars                                                                                                                            |
| <a href="#">+ Show Information</a> <b>Quality Measures</b>        | 3 out of 5 stars                                                                                                                                                     | 3 out of 5 stars                                                                                                                                  | 1 out of 5 stars                                                                                                                            |
| <a href="#">+ Show Information</a> <b>Fire Safety Inspections</b> | 0 Fire Safety Deficiencies                                                                                                                                           | 1 Fire Safety Deficiencies                                                                                                                        | 3 Fire Safety Deficiencies                                                                                                                  |
| <b>Nursing Home Characteristics</b>                               |                                                                                                                                                                      |                                                                                                                                                   |                                                                                                                                             |
| Program Participation                                             | Medicare and Medicaid                                                                                                                                                | Medicare and Medicaid                                                                                                                             | Medicare and Medicaid                                                                                                                       |
| Number of Certified Beds                                          | 122 Certified Beds                                                                                                                                                   | 42 Certified Beds                                                                                                                                 | 45 Certified Beds                                                                                                                           |
| Type of Ownership                                                 | Non profit - Corporation                                                                                                                                             | Non profit - Corporation                                                                                                                          | Non profit - Corporation                                                                                                                    |
| Continuing Care Retirement Community                              | No                                                                                                                                                                   | No                                                                                                                                                | No                                                                                                                                          |
| Resident & Family Councils                                        | Resident & Family Councils                                                                                                                                           | Resident & Family Councils                                                                                                                        | Resident Council Only                                                                                                                       |
| Located in a Hospital                                             | No                                                                                                                                                                   | No                                                                                                                                                | No                                                                                                                                          |

| Your Selected Nursing Homes                                       |                                                                                                                                |                                                                                                                                                             |                                                                                                                                                       |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                   | <b>GIL MOR MANOR</b><br>96 THIRD STREET EAST<br>MORGAN, MN 56266<br>(507) 249-3143<br><a href="#">Mapping &amp; Directions</a> | <b>MERCY HOSPITAL &amp; HLTH CARE CTR</b><br>710 SOUTH KENWOOD AVENUE<br>MOOSE LAKE, MN 55767<br>(218) 485-4481<br><a href="#">Mapping &amp; Directions</a> | <b>PINE MEDICAL HEALTH CARE CENTER</b><br>109 COURT AVENUE SOUTH<br>SANDSTONE, MN 55072<br>(320) 245-2224<br><a href="#">Mapping &amp; Directions</a> |
| <b>Overall Rating</b>                                             | 3 out of 5 stars                                                                                                               | 3 out of 5 stars                                                                                                                                            | 4 out of 5 stars                                                                                                                                      |
| <a href="#">+ Show Information</a> <b>Health Inspections</b>      | 2 out of 5 stars                                                                                                               | 3 out of 5 stars                                                                                                                                            | 3 out of 5 stars                                                                                                                                      |
| <a href="#">+ Show Information</a> <b>Nursing Home Staffing</b>   | 4 out of 5 stars                                                                                                               | 3 out of 5 stars                                                                                                                                            | 4 out of 5 stars                                                                                                                                      |
| <a href="#">+ Show Information</a> <b>Quality Measures</b>        | 4 out of 5 stars                                                                                                               | 4 out of 5 stars                                                                                                                                            | 2 out of 5 stars                                                                                                                                      |
| <a href="#">+ Show Information</a> <b>Fire Safety Inspections</b> | 2 Fire Safety Deficiencies                                                                                                     | 0 Fire Safety Deficiencies                                                                                                                                  | 0 Fire Safety Deficiencies                                                                                                                            |
| <b>Nursing Home Characteristics</b>                               |                                                                                                                                |                                                                                                                                                             |                                                                                                                                                       |
| Program Participation                                             | Medicare and Medicaid                                                                                                          | Medicare and Medicaid                                                                                                                                       | Medicare and Medicaid                                                                                                                                 |
| Number of Certified Beds                                          | 35 Certified Beds                                                                                                              | 84 Certified Beds                                                                                                                                           | 60 Certified Beds                                                                                                                                     |
| Type of Ownership                                                 | Non profit - Corporation                                                                                                       | Government - Hospital district                                                                                                                              | Non profit - Corporation                                                                                                                              |
| Continuing Care Retirement Community                              | No                                                                                                                             | No                                                                                                                                                          | No                                                                                                                                                    |
| Resident & Family Councils                                        | Resident Council Only                                                                                                          | Resident & Family Councils                                                                                                                                  | Resident & Family Councils                                                                                                                            |
| Located in a Hospital                                             | No                                                                                                                             | Yes                                                                                                                                                         | Yes                                                                                                                                                   |

*Divine Providence and Home, Sleepy Eye*

| Facility                         | City       |  | ID                                  | Name                        | Issued     | Expired    |               |  |
|----------------------------------|------------|--|-------------------------------------|-----------------------------|------------|------------|---------------|--|
| Divine Providence Community Home | Sleepy Eye |  | <b>Administrators/Acting Permit</b> |                             |            |            |               |  |
|                                  |            |  | 3982                                | Sr. Janet Kosman            | 3 /12/2009 |            | Administrator |  |
|                                  |            |  | 2262                                | Sr. Margaret Mary Schissler | 8 /5 /2008 | 3 /11/2009 | Administrator |  |
|                                  |            |  | 2262                                | Sr. Margaret Mary Schissler | 1 /25/2008 | 7 /24/2008 | Permit        |  |
|                                  |            |  | 2811                                | Sister Sharon S. Williams   | 10/13/2007 | 12/17/2007 | Administrator |  |
|                                  |            |  | 3682                                | Sister Rhonda Brown         | 3 /7 /2005 | 9 /7 /2007 | Administrator |  |
|                                  |            |  | 3682                                | Sister Rhonda Brown         | 6 /2 /2003 | 1 /14/2004 | Administrator |  |
|                                  |            |  | 3591                                | Sister Mary A. Walker       | 8 /11/2002 | 2 /11/2003 | Permit        |  |
|                                  |            |  | 2811                                | Sister Sharon S. Williams   | 2 /1 /1991 | 7 /11/2002 | Administrator |  |
|                                  |            |  | 2811                                | Sister Sharon S. Williams   | 9 /18/1990 | 3 /17/1991 | Permit        |  |
|                                  |            |  | 2262                                | Sr. Margaret Mary Schissler | 12/1 /1985 | 5 /31/1986 | Permit        |  |



Nursing Home Report Card



Report Card - Divine Providence Comm Home

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| Divine Providence Comm Home, Sleepy Eye                    | Report Card Stars |   |   |   |   | State Average |
|------------------------------------------------------------|-------------------|---|---|---|---|---------------|
|                                                            | ★                 | ★ | ★ | ★ | ★ |               |
| Quality Measures                                           |                   |   |   |   |   |               |
| Resident quality of life ratings <a href="#">more-&gt;</a> | ★                 | ★ | ★ |   |   | ★★★           |
| Minnesota quality indicators <a href="#">more-&gt;</a>     | ★                 | ★ | ★ | ★ |   | ★★★           |
| Hours of direct care <a href="#">more-&gt;</a>             | ★                 | ★ |   |   |   | ★★★           |
| Staff retention <a href="#">more-&gt;</a>                  | ★                 | ★ | ★ |   |   | ★★★           |
| Temporary staffing agency use <a href="#">more-&gt;</a>    | ★                 | ★ | ★ | ★ |   | ★★★★★         |
| Proportion of single rooms <a href="#">more-&gt;</a>       | ★                 | ★ |   |   |   | ★★            |
| State inspection results <a href="#">more-&gt;</a>         | ★                 | ★ | ★ |   |   | ★★★★★         |

## Eveleth Health Services, Eveleth

| Facility                     | City                   |            |            |               |
|------------------------------|------------------------|------------|------------|---------------|
| Eveleth Health Services Park | Eveleth                |            |            |               |
| ID                           | Name                   | Issued     | Expired    |               |
| Administrators/Acting Permit |                        |            |            |               |
| 3784                         | Paul T. Fischer        | 5 /28/2008 |            | Administrator |
| 3929                         | James Q. Forsman       | 2 /18/2008 | 8 /18/2008 | Permit        |
| 3784                         | Paul T. Fischer        | 8 /17/2007 | 2 /18/2008 | Permit        |
|                              | Jaime M. Hess-Mitchell | 4 /2 /2005 | 8 /9 /2007 | Administrator |
|                              | Thomas J. Stoneman     | 2 /23/2004 | 4 /1 /2005 | Administrator |
|                              | Susan A. Cuffe         | 4 /29/1999 | 2 /23/2004 | Administrator |



### Report Card - Eveleth Health Services Park

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| Eveleth Health Services Park, Eveleth                      |                   |   |   |   |   |               |
|------------------------------------------------------------|-------------------|---|---|---|---|---------------|
| Quality Measures                                           | Report Card Stars |   |   |   |   | State Average |
| Resident quality of life ratings <a href="#">more-&gt;</a> | ★                 | ★ | ★ |   |   | ★★★           |
| Minnesota quality indicators <a href="#">more-&gt;</a>     | ★                 | ★ |   |   |   | ★★★           |
| Hours of direct care <a href="#">more-&gt;</a>             | ★                 | ★ | ★ | ★ | ★ | ★★★           |
| Staff retention <a href="#">more-&gt;</a>                  | ★                 |   |   |   |   | ★★★           |
| Temporary staffing agency use <a href="#">more-&gt;</a>    | ★                 | ★ | ★ | ★ | ★ | ★★★★↓         |
| Proportion of single rooms <a href="#">more-&gt;</a>       | ★                 |   |   |   |   | ★★            |
| State inspection results <a href="#">more-&gt;</a>         | ★                 | ★ | ★ | ★ |   | ★★★★↓         |

## Grand Avenue Rest Home, Minneapolis

| Facility                     | City               |            |            |               |
|------------------------------|--------------------|------------|------------|---------------|
| Grand Avenue Rest Home       | Minneapolis        |            |            |               |
| ID                           | Name               | Issued     | Expired    |               |
| Administrators/Acting Permit |                    |            |            |               |
| 3809                         | Allen B. Soderbeck | 8 /30/2006 |            | Administrator |
| 3809                         | Allen B. Soderbeck | 2 /23/2006 | 8 /22/2006 | Permit        |
| 3810                         | Nancy L. Soderbeck | 8 /25/2005 | 2 /25/2006 | Permit        |
| 57                           | Richard E. Johnson | 1 /1 /1968 | 8 /24/2005 | Administrator |



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| Grand Ave Rest Home, Minneapolis                           |                   |   |   |   |   |               |
|------------------------------------------------------------|-------------------|---|---|---|---|---------------|
| Quality Measures                                           | Report Card Stars |   |   |   |   | State Average |
| Resident quality of life ratings <a href="#">more-&gt;</a> | ★                 | ★ | ★ | ★ |   | ★★★           |
| Minnesota quality indicators <a href="#">more-&gt;</a>     | ★                 | ★ | ★ | ★ |   | ★★★           |
| Hours of direct care <a href="#">more-&gt;</a>             | ★                 | ★ | ★ |   |   | ★★★           |
| Staff retention <a href="#">more-&gt;</a>                  | ★                 | ★ |   |   |   | ★★★           |
| Temporary staffing agency use <a href="#">more-&gt;</a>    | ★                 | ★ | ★ | ★ | ★ | ★★★★★         |
| Proportion of single rooms <a href="#">more-&gt;</a>       | ★                 |   |   |   |   | ★★            |
| State inspection results <a href="#">more-&gt;</a>         | ★                 | ★ | ★ | ★ | ★ | ★★★★★         |

**Bridges Care Community, Ada**

| Facility                            |                    |            | City       |               |  |  |
|-------------------------------------|--------------------|------------|------------|---------------|--|--|
| Bridges Care Community              |                    |            | Ada        |               |  |  |
| ID                                  | Name               | Issued     | Expired    |               |  |  |
| <b>Administrators/Acting Permit</b> |                    |            |            |               |  |  |
| 3945                                | Katie A. Redig     | 12/19/2008 |            | Administrator |  |  |
| 3787                                | Daniel D. Rohrbach | 5 /15/2006 | 12/19/2008 | Administrator |  |  |
| 3787                                | Daniel D. Rohrbach | 9 /19/2005 | 3 /19/2006 | Permit        |  |  |
| 3775                                | Stephen L. Spaeth  | 3 /18/2005 | 9 /18/2005 | Permit        |  |  |
| 610                                 | Larry E. Feickert  | 7 /1 /2001 | 3 /17/2005 | Administrator |  |  |
| 610                                 | Larry E. Feickert  | 1 /1 /2001 | 6 /1 /2001 | Permit        |  |  |
| 3538                                | Lori L. Wightman   | 8 /8 /2000 | 2 /8 /2001 | Permit        |  |  |
| 2794                                | Kyle R. Rasmussen  |            | 8 /8 /2000 | Administrator |  |  |



## Nursing Home Report Card

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| <b>Bridges Care Community, Ada</b>                         |                   |   |   |   |   |               |
|------------------------------------------------------------|-------------------|---|---|---|---|---------------|
| Quality Measures                                           | Report Card Stars |   |   |   |   | State Average |
| Resident quality of life ratings <a href="#">more-&gt;</a> | ★                 | ★ | ★ | ★ |   | ★★★           |
| Minnesota quality indicators <a href="#">more-&gt;</a>     | ★                 |   |   |   |   | ★★★           |
| Hours of direct care <a href="#">more-&gt;</a>             | ★                 | ★ | ★ | ★ |   | ★★★           |
| Staff retention <a href="#">more-&gt;</a>                  | ★                 | ★ | ★ |   |   | ★★★           |
| Temporary staffing agency use <a href="#">more-&gt;</a>    | ★                 | ★ | ★ | ★ | ★ | ★★★★★         |
| Proportion of single rooms <a href="#">more-&gt;</a>       | ★                 |   |   |   |   | ★★            |
| State inspection results <a href="#">more-&gt;</a>         | ★                 | ★ | ★ |   |   | ★★★★★         |

## New Richland Care Center, New Richland

| Facility                            | City             |            |            |               |
|-------------------------------------|------------------|------------|------------|---------------|
| New Richland Care Center            | New Richland     |            |            |               |
| ID                                  | Name             | Issued     | Expired    |               |
| <b>Administrators/Acting Permit</b> |                  |            |            |               |
| 3891                                | Brenda J. Liker  | 12/19/2007 |            | Administrator |
| 3908                                | Penni L. Mueller | 10/8 /2007 | 4 /8 /2008 | Permit        |
| 3891                                | Brenda J. Liker  | 4 /7 /2007 | 10/7 /2007 | Permit        |
| 3306                                | Susan J. Johnson | 9 /13/2000 | 4 /6 /2007 | Administrator |
| 2586                                | Dori J. Mutch    | 8 /10/1998 | 10/1 /2000 | Administrator |
| 2635                                | Jeffrey A. Thome | 9 /25/1989 | 10/24/1994 | Administrator |



### Nursing Home Report Card



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| New Richland Care Ctr, New Richland                        |                   |   |   |   |   |               |
|------------------------------------------------------------|-------------------|---|---|---|---|---------------|
| Quality Measures                                           | Report Card Stars |   |   |   |   | State Average |
| Resident quality of life ratings <a href="#">more-&gt;</a> | ★                 | ★ | ★ | ★ |   | ★★★           |
| Minnesota quality indicators <a href="#">more-&gt;</a>     | ★                 | ★ | ★ |   |   | ★★★           |
| Hours of direct care <a href="#">more-&gt;</a>             | ★                 | ★ | ★ |   |   | ★★★           |
| Staff retention <a href="#">more-&gt;</a>                  | ★                 | ★ | ★ |   |   | ★★★           |
| Temporary staffing agency use <a href="#">more-&gt;</a>    | ★                 | ★ | ★ | ★ | ★ | ★★★★★         |
| Proportion of single rooms <a href="#">more-&gt;</a>       | ★                 | ★ |   |   |   | ★★            |
| State inspection results <a href="#">more-&gt;</a>         | ★                 | ★ | ★ | ★ | ★ | ★★★★★         |



**Medicare**

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**Nursing Home Compare**

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**Step 3: Compare Nursing Homes**

The 3 nursing homes you selected to compare are displayed in the table below. To view more detailed information about a specific nursing home, click on the name of the nursing home.

[Show All](#) | [Hide All](#)

| Your Selected Nursing Homes                                       |                                                                                                                 |                                                                                                   |                                                                                                     |
|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
|                                                                   | <b>DIVINE PROVIDENCE COMMUNITY HOME</b><br>700 THIRD AVENUE NORTHWEST<br>SLEEPY EYE, MN 56085<br>(507) 794-3011 | <b>EVELETH HEALTH SERVICES PARK</b><br>227 MCKINLEY AVENUE<br>EVELETH, MN 55734<br>(218) 744-7570 | <b>GRAND AVENUE REST HOME</b><br>3956 GRAND AVENUE SOUTH<br>MINNEAPOLIS, MN 55409<br>(612) 824-1434 |
|                                                                   | <a href="#">Mapping &amp; Directions</a>                                                                        | <a href="#">Mapping &amp; Directions</a>                                                          | <a href="#">Mapping &amp; Directions</a>                                                            |
| <b>Overall Rating</b>                                             | ☆☆☆<br>3 out of 5 stars                                                                                         | ☆☆<br>2 out of 5 stars                                                                            | ☆☆☆☆☆<br>5 out of 5 stars                                                                           |
| <a href="#">+ Show Information</a> <b>Health Inspections</b>      | ☆☆☆<br>3 out of 5 stars                                                                                         | ☆<br>1 out of 5 stars                                                                             | ☆☆☆☆☆<br>5 out of 5 stars                                                                           |
| <a href="#">+ Show Information</a> <b>Nursing Home Staffing</b>   | ☆☆☆<br>3 out of 5 stars                                                                                         | ☆☆☆☆☆<br>5 out of 5 stars                                                                         | Star Rating not available <sup>a</sup>                                                              |
| <a href="#">+ Show Information</a> <b>Quality Measures</b>        | ☆☆☆<br>3 out of 5 stars                                                                                         | ☆☆☆☆<br>4 out of 5 stars                                                                          | ☆☆☆☆☆<br>5 out of 5 stars                                                                           |
| <a href="#">+ Show Information</a> <b>Fire Safety Inspections</b> | 0 Fire Safety Deficiencies                                                                                      | 0 Fire Safety Deficiencies                                                                        | 0 Fire Safety Deficiencies                                                                          |
| <b>Nursing Home Characteristics</b>                               |                                                                                                                 |                                                                                                   |                                                                                                     |
| Program Participation                                             | Medicare and Medicaid                                                                                           | Medicare and Medicaid                                                                             | Medicaid                                                                                            |
| Number of Certified Beds                                          | 58 Certified Beds                                                                                               | 24 Certified Beds                                                                                 | 20 Certified Beds                                                                                   |
| Type of Ownership                                                 | Non profit - Corporation                                                                                        | Non profit - Corporation                                                                          | For profit - Corporation                                                                            |
| Continuing Care Retirement Community                              | No                                                                                                              | No                                                                                                | No                                                                                                  |
| Resident & Family Councils                                        | Resident Council Only                                                                                           | Resident Council Only                                                                             | Resident Council Only                                                                               |
| Located in a Hospital                                             | No                                                                                                              | No                                                                                                | No                                                                                                  |

<sup>a</sup> Not enough data available to calculate a star rating.

| Your Selected Nursing Homes                                       |                                                                                         |                                                                                                         |                                                                                              |
|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
|                                                                   | <b>BRIDGES CARE COMMUNITY</b><br>201 9TH STREET WEST<br>ADA, MN 56510<br>(218) 784-5500 | <b>NEW RICHLAND CARE CENTER</b><br>312 NORTHEAST 1ST STREET<br>NEW RICHLAND, MN 56072<br>(507) 465-3292 | <b>WOODBURY HEALTH CARE CENTER</b><br>7012 LAKE ROAD<br>WOODBURY, MN 55125<br>(651) 735-6000 |
|                                                                   | <a href="#">Mapping &amp; Directions</a>                                                | <a href="#">Mapping &amp; Directions</a>                                                                | <a href="#">Mapping &amp; Directions</a>                                                     |
| <b>Overall Rating</b>                                             | ☆☆☆<br>3 out of 5 stars                                                                 | ☆☆☆☆☆<br>5 out of 5 stars                                                                               | ☆☆<br>2 out of 5 stars                                                                       |
| <a href="#">+ Show Information</a> <b>Health Inspections</b>      | ☆☆☆<br>3 out of 5 stars                                                                 | ☆☆☆☆<br>4 out of 5 stars                                                                                | ☆<br>1 out of 5 stars                                                                        |
| <a href="#">+ Show Information</a> <b>Nursing Home Staffing</b>   | ☆☆☆☆<br>4 out of 5 stars                                                                | ☆☆☆☆<br>4 out of 5 stars                                                                                | ☆☆☆☆<br>4 out of 5 stars                                                                     |
| <a href="#">+ Show Information</a> <b>Quality Measures</b>        | ☆<br>1 out of 5 stars                                                                   | ☆☆☆☆☆<br>5 out of 5 stars                                                                               | ☆☆☆☆<br>4 out of 5 stars                                                                     |
| <a href="#">+ Show Information</a> <b>Fire Safety Inspections</b> | 0 Fire Safety Deficiencies                                                              | 3 Fire Safety Deficiencies                                                                              | 0 Fire Safety Deficiencies                                                                   |
| <b>Nursing Home Characteristics</b>                               |                                                                                         |                                                                                                         |                                                                                              |
| Program Participation                                             | Medicare and Medicaid                                                                   | Medicare and Medicaid                                                                                   | Medicare and Medicaid                                                                        |
| Number of Certified Beds                                          | 49 Certified Beds                                                                       | 50 Certified Beds                                                                                       | 202 Certified Beds                                                                           |
| Type of Ownership                                                 | Non profit - Church related                                                             | Government - City                                                                                       | Non profit - Corporation                                                                     |
| Continuing Care Retirement Community                              | No                                                                                      | No                                                                                                      | No                                                                                           |
| Resident & Family Councils                                        | Resident & Family Councils                                                              | Resident Council Only                                                                                   | Resident & Family Councils                                                                   |
| Located in a Hospital                                             | No                                                                                      | No                                                                                                      | No                                                                                           |

**Faribault Commons, Faribault**

| Facility                            |  |  | City      |  |  | ID                                  | Name                | Issued     | Expired    |               |
|-------------------------------------|--|--|-----------|--|--|-------------------------------------|---------------------|------------|------------|---------------|
| Faribault Commons Nursing and Rehab |  |  | Faribault |  |  | <b>Administrators/Acting Permit</b> |                     |            |            |               |
|                                     |  |  |           |  |  | 3932                                | Kristina C. Guindon | 12/12/2008 |            | Administrator |
|                                     |  |  |           |  |  | 3728                                | Dennis T. DeCosta   | 4 /14/2008 | 12/11/2008 | Administrator |
|                                     |  |  |           |  |  | 3893                                | Meghan B. Murphy    | 12/19/2007 | 4 /14/2008 | Administrator |
|                                     |  |  |           |  |  | 3426                                | Susan O. Olson      | 9 /6 /2007 | 12/19/2007 | Administrator |
|                                     |  |  |           |  |  | 3607                                | Michelle L. Mangan  | 5 /24/2004 | 8 /24/2007 | Administrator |
|                                     |  |  |           |  |  | 1741                                | James G. Blum       | 12/9 /2003 | 5 /23/2004 | Administrator |
|                                     |  |  |           |  |  | 3701                                | David C. Dunn       | 8 /13/2003 | 1 /16/2004 | Permit        |
|                                     |  |  |           |  |  | 1741                                | James G. Blum       | 4 /30/2003 | 7 /15/2003 | Administrator |
|                                     |  |  |           |  |  | 3607                                | Michelle L. Mangan  | 4 /16/2002 | 10/25/2002 | Administrator |
|                                     |  |  |           |  |  | 1741                                | James G. Blum       | 8 /1 /2001 | 4 /16/2002 | Administrator |



## Nursing Home Report Card

**Report Card - Faribault Commons Nurs & Rehab**[Back](#)[More information on Faribault Commons Nurs & Rehab](#)

| Faribault Commons Nurs & Rehab, Faribault                  |                   |   |   |   |               |
|------------------------------------------------------------|-------------------|---|---|---|---------------|
| Quality Measures                                           | Report Card Stars |   |   |   | State Average |
| Resident quality of life ratings <a href="#">more-&gt;</a> | ★                 |   |   |   | ★★★           |
| Minnesota quality indicators <a href="#">more-&gt;</a>     | ★                 | ★ |   |   | ★★★           |
| Hours of direct care <a href="#">more-&gt;</a>             | ★                 | ★ |   |   | ★★★           |
| Staff retention <a href="#">more-&gt;</a>                  | ★                 |   |   |   | ★★★           |
| Temporary staffing agency use <a href="#">more-&gt;</a>    | ★                 | ★ | ★ |   | ★★★★☆         |
| Proportion of single rooms <a href="#">more-&gt;</a>       | ★                 | ★ | ★ | ★ | ★★            |
| State inspection results <a href="#">more-&gt;</a>         | ★                 | ★ | ★ |   | ★★★★☆         |

## Owatonna Commons, Owatonna

| Owatonna Commons Skilled Nursing and |                          |            |            |
|--------------------------------------|--------------------------|------------|------------|
| Lic #                                | Licensee                 | Start Date | End Date   |
| 3932                                 | Kristina C. Guindon      | 11/21/2009 |            |
| 3936                                 | Dan F. Donohue           | 9/9/2009   | 11/20/2009 |
| 3973                                 | James J. Riemenschneider | 12/15/2008 | 9 /8 /2009 |
| 3500                                 | Leilani L. Eichman       | 1/2/2008   | 11/10/2008 |
| 3426                                 | Susan O. Olson           | 12/26/2006 | 12/26/2007 |
| 3765                                 | Scott M. Kallstrom       | 12/4/2006  | 12/18/2006 |
| 3169                                 | Murray L. Finger         | 10/12/2005 | 11/1 /2006 |
| 1741                                 | James G. Blum            | 4/23/2001  | 9 /12/2005 |
| 3428                                 | Sandra L. Archer         | 10/1/2000  | 4 /13/2001 |
| 3453                                 | Matthew C. Kinne         | 2/1/2000   | 4 /14/2000 |
| 2575                                 | Christopher R. Orr       | 1/18/1999  | 1 /15/2000 |
| 2953                                 | Daniel P. Donahue        | 1/23/1998  | 11/20/1999 |
| 3005                                 | Dennis B. Reiman         | 8/12/1996  | 1 /23/1998 |
| 2689                                 | Frederick W. Brumm       | 12/1/1995  | 7 /20/1996 |



Minnesota Department  
of Human Services

Nursing Home Report Card





MINNESOTA  
MDH  
DEPARTMENT OF HEALTH

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| Owatonna Commons Nurs & Rehab, Owatonna                    |                   |   |   |               |
|------------------------------------------------------------|-------------------|---|---|---------------|
| Quality Measures                                           | Report Card Stars |   |   | State Average |
| Resident quality of life ratings <a href="#">more-&gt;</a> | ★                 | ★ | ★ | ★★★           |
| Minnesota quality indicators <a href="#">more-&gt;</a>     | ★                 | ★ |   | ★★★           |
| Hours of direct care <a href="#">more-&gt;</a>             | ★                 | ★ |   | ★★★           |
| Staff retention <a href="#">more-&gt;</a>                  | ★                 |   |   | ★★★           |
| Temporary staffing agency use <a href="#">more-&gt;</a>    | ★                 | ★ | ★ | ★★★★↓         |
| Proportion of single rooms <a href="#">more-&gt;</a>       | ★                 | ★ |   | ★★            |
| State inspection results <a href="#">more-&gt;</a>         | ★                 | ★ | ★ | ★★★★↓         |



**Medicare**

The Official U.S. Government Site for People with Medicare

**Nursing Home Compare**

<< [Back to Choose Nursing Homes to Compare](#)

**Step 3: Compare Nursing Homes**

The 2 nursing homes you selected to compare are displayed in the table below. **To view more detailed information about a specific nursing home, click on the name of the nursing home.**

**Icon Legend**



Special Focus Facilities (SFF) are nursing homes that have a history of persistent poor quality of care. These nursing homes have been selected for more frequent inspections and monitoring. To learn more, visit the [CMS Certification & Compliance website](#).

[Show All](#) | [Hide All](#)

| Your Selected Nursing Homes                                                                                        |                                                                                                                                                            |                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                    | <b>FARIBAULT COMMONS NURS &amp; REHAB</b><br>1738 HULETT AVENUE NORTH<br>FARIBAULT, MN 55021<br>(507) 334-3918<br><a href="#">Mapping &amp; Directions</a> | <b>OWATONNA COMMONS NURS &amp; REHAB</b><br><br>201 SOUTHWEST 18TH STREET<br>OWATONNA, MN 55060<br>(507) 451-6800<br><a href="#">Mapping &amp; Directions</a> |
| <b>Overall Rating</b>                                                                                              | ★<br>1 out of 5 stars                                                                                                                                      | ★<br>1 out of 5 stars                                                                                                                                                                                                                            |
|  <b>Health Inspections</b>        | ★<br>1 out of 5 stars                                                                                                                                      | ★<br>1 out of 5 stars                                                                                                                                                                                                                            |
|  <b>Nursing Home Staffing</b>     | ★★<br>2 out of 5 stars                                                                                                                                     | ★<br>1 out of 5 stars                                                                                                                                                                                                                            |
|  <b>Quality Measures</b>         | ★★<br>2 out of 5 stars                                                                                                                                     | ★★<br>2 out of 5 stars                                                                                                                                                                                                                           |
|  <b>Fire Safety Inspections</b> | 4 Fire Safety Deficiencies                                                                                                                                 | 2 Fire Safety Deficiencies                                                                                                                                                                                                                       |
| <b>Nursing Home Characteristics</b>                                                                                |                                                                                                                                                            |                                                                                                                                                                                                                                                  |
| Program Participation                                                                                              | Medicare and Medicaid                                                                                                                                      | Medicare and Medicaid                                                                                                                                                                                                                            |
| Number of Certified Beds                                                                                           | 60 Certified Beds                                                                                                                                          | 60 Certified Beds                                                                                                                                                                                                                                |
| Type of Ownership                                                                                                  | For profit - Corporation                                                                                                                                   | For profit - Corporation                                                                                                                                                                                                                         |
| Continuing Care Retirement Community                                                                               | No                                                                                                                                                         | No                                                                                                                                                                                                                                               |
| Resident & Family Councils                                                                                         | Resident & Family Councils                                                                                                                                 | Resident & Family Councils                                                                                                                                                                                                                       |
| Located in a Hospital                                                                                              | No                                                                                                                                                         | No                                                                                                                                                                                                                                               |

## Research Relating to Nursing Home Administration and Quality Indicators

### Leadership

The staff and resident empowerment principles embedded in the person-centered culture change movement should be one of the elements addressed in any leadership program (Action Pact 2007).

Olson, Dana, and Ojibway (2005) examined the applications and interviewed the leaders of the nine 2004 recipients of the American Health Care Association's criteria-based Step 2 and Step 3 quality awards. The extensive interviews focused on the leadership practices and culture changes that the administrators led during the transition to high performance results. Seven common themes emerged: (1) they choose to act on a vision for what can be; (2) leaders and managers lead by example; (3) customer expectations define their quality standard; (4) the employees are engaged; (5) an effective quality management system sustains their focus on performance; (6) they developed a structure to fulfill their quality journey; and (7) they are committed to continuous learning and growth. These results are also supported by the broader studies on leadership practices.

MyInnerView (Grant, Gulsvig, and Call 2006) used its extensive data base of customer (resident and family) and employee satisfaction surveys to examine the attributes of facilities with high resident and family satisfaction ratings. They found that leadership and organizational culture are the key drivers of excellence. They used employee satisfaction surveys to determine the leadership practices of the 'best in class' (1) understand your customers, (2) keep score, (3) review results, (4) align processes and systems, (5) engage employees, (6) focus on strategic priorities, and (7) develop leaders. These practices are similar to the themes in the Olson, Dana, Ojibway study.

However, the application of basic management functions differs in long-term care due to the different characteristics of the operations. The chronic and frail conditions of the patients, the workforce skill level, the payment systems, the dependency on Medicaid as often the primary payer, the flat span of control, the sparse involvement of physicians—all differ from acute or ambulatory care. Regulations and oversight, although not absent in other healthcare organizations, are all the more intense in long-term care. Nursing home administrators are required to be licensed, and the special body of state and federal knowledge that goes with this requirement may or may not be taught as part of university education in generic management. (Evashwick, C and Smith P.)

### Commitment to Quality

Unfortunately, many long term care administrators view quality as the management of satisfactory levels of clinical outcomes and regulatory compliance. In his book, *Juran on Leadership for Quality*, Joseph Juran (1989) uses "Big Q" and "little q" to describe the difference in perspectives on quality. "Little q" thinking is narrowly focused on specific outcomes or tasks such as clinical measures and survey deficiencies. "Big Q" requires visionary thinking to develop systems that align all functions of the organization to contribute to performance excellence and customer satisfaction (a leadership process). Visionary thinking does not replace the need for knowledge of geriatric principles and practices, or the knowledge of what constitutes excellent care and services, or the ability to discern reality from expectations. Rather, visionary thinking connects the best care standards to the residents's expectations, productivity to satisfied employees, and person-centered

culture change to the rigor of managing effective processes and systems. (Olson, 2005)

Both CMS and the Quality Improvement Organizations (QIOs) have associated the high turnover of administrators and directors of nursing services and the failure to effectively utilize medical directors with the slow development of a quality service environment in long term care facilities. These problems reflect the need for more effective leadership to allocate the necessary time and energy commitment to achieve change (Kotter and Cohen 2002).

The slow improvement in quality is not an indictment of long term care administrators and managers. Most LTC leaders have both the heart and desire to achieve high levels of performance. Unfortunately, they often lack the training and support systems that will help them to escape from crisis management, develop a vision for excellence, and create the culture changes and disciplines needed for the vision to be realized. (Olson, 2005)

### **Administrator Expectations and Long Term Career Success**

“Nursing home administrators play a central role in the quality of life of nursing home residents in the U.S. These professionals are responsible for all aspects of life in nursing homes, including health care, housing, nutrition, social services, security, and recreation. Nursing home administrators are also responsible for supervising and managing staff, managing the finances of the facilities, and for assuring compliance with many government regulations and reporting requirements” [Wing and Salsberg, 2001].

Nursing home administrators affect the organizational culture and the work and living environments in the homes that they administer. (Langelier, Margaret and Paul Wing, Center for Health Workforce Studies)

Research examining the relationship between the qualifications of nursing home administrators and quality outcomes for patients in the facilities they manage and direct is lacking. There are few current studies addressing this relationship. (Langelier, Margaret and Paul Wing, Center for Health Workforce Studies)

Resources are almost certain to continue to be limited in long term care, even as demand for services increases. The importance of the administrator to the provision of quality services in such an environment will increase as effective management of limited resources becomes increasingly more important. (Langelier, Margaret and Paul Wing, Center for Health Workforce Studies)

The Institute of Medicine in Improving the Quality of Long-Term Care comments that there is no more “central” position in a nursing home than that of the nursing home administrator. In recent years, there has been limited but emerging interest in understanding the contributions of nursing home administrators to quality care and to measuring the effect of different aspects of professional nursing home administration preparation and practice on outcomes [IOM, 2001].

The public is currently very interested in understanding how nurse-staffing standards in long-term care relate to quality of care and to quality outcomes. However, the influence of nursing home administrators is largely ignored by the public interest and in the quality literature. Researchers have paid little attention to the effect of personnel on quality care other than nurses in nursing homes [Castle, 2001].

Nursing home administrators have substantial influence over the quality of care provided in nursing homes [Rubin and Shuttlesworth, 1986 citing Smith, 1978]. They are responsible for the overall climate and conditions within the nursing home where they work [Loescher, 1994 citing Hays, 1977]. Nursing home administrators

are responsible for the organizational culture and the overall quality of the environment in which direct care nursing staff work. If nursing workforce is dissatisfied, turnover and vacancy are likely and care is predictably compromised. Although not documented, the nursing home administrator can be presumed, therefore, to affect quality of care at various levels. Although this effect may be indirect, it is no less meaningful.

Castle and Fogel examined the effect on quality of care of membership of nursing home administrators in a professional association and found that membership in a professional organization is associated with better quality of care on several selected measures [Castle and Fogel, 2002].

In a study published in 1992, Al-Assaf, Taylor and Langston surmise that the qualifications of nursing home administrators have an effect on the quality of care provided to patients and on the stability and overall success of the institutions that they direct [Al-Assaf et al, 1992].

The findings of the study suggest that level of education does not directly affect job preparedness, but that years of experience in long-term care administration has a direct effect on both performance and preparedness [Al-Assaf et al, 1992].

In 1994, Loescher examined the relationship between repeat deficiencies in nursing homes in Alabama and the years of formal education, years licensed, and hours of continuing education of their administrators to determine if there was a statistically significant relationship among these factors [Loescher, 1994]. The study revealed no measurable relationship between the characteristics of the nursing home administrators and the number of repeat deficiencies in the nursing homes they manage [Loescher, 1994].

Nursing home administrators who had entered the field with unrealistic expectations about personal gratification from the job were

found to be more likely to leave [Rubin and Shuttlesworth, 1986]. Another factor found to be predictive of tenure in a nursing home administration position was having a prior relationship with a relative in elder care [Rubin and Shuttlesworth, 1986].

Singh and Schwab propose that an understanding of the administrator's past pattern of stability combined with measures of the administrator's community attachment and organizational commitment, and indicators of facility performance can be used to create a model to predict nursing home administrator tenure in a position. The researchers remark that an understanding of these predictors would help governing boards in their hiring proceedings and practices to permit these boards to counteract "the destabilizing impact of high administrative turnover" [Singh and Schwab, 2000] and its effect on quality of care. The implications of these finding extend to "recruitment, retention, and licensure policy" (Singh and Schwab, 2000). Some literature links lower administrator turnover rates to nursing homes with fewer deficiency citations suggesting that nursing home administrator tenure is linked to quality of care [Castle, 2001, citing Christensen and Beaver, 1996].

Results of an earlier study by the same researchers suggest that administrators who are provided with some autonomy, who are involved in decision making, who have been mandated to achieve reasonable goals, and who are treated fairly by their employing organizations tend to remain in their positions longer [Singh and Schwab, 1998].

Castle examined turnover rates of nursing home administrators in relationship to nursing home resident outcomes and found an association between poor quality and administrator turnover [Castle, 2001]. Researchers in this study remark that turnover is caused by both high performance resulting in voluntary promotion and poor performance resulting in involuntary dismissal [Castle, 2001]. Castle states that although nursing home administrators do not

provide direct patient care, the administrator is responsible for the caregivers in the facility. This suggests that they, therefore, have an impact on the kinds of services provided, the quality of those services, and ultimately, patient outcomes [Castle, 2001]. Castle further surmises that the nursing home administrator influence in a facility is “pervasive”, unlike many other factors that affect quality [Castle, 2001]

Although there is little scientific literature on nursing home administrators, existing literature pervasively suggests that further investigation and research is necessary to understand the relationship between nursing home administration and quality of care for patients. (Commonwealth Fund, 2002)