

COLORADO

2009

EXECUTIVE SUMMARY

Prepared by



This report provides information needed to initiate quality improvement efforts, track referral sources, improve staff recruitment and retention, and evaluate outcomes of previous initiatives.

Includes:

RESIDENT SATISFACTION

FAMILY SATISFACTION

EMPLOYEE SATISFACTION

Published date: June 3, 2010

FOREWORD

My InnerView, a subsidiary of National Research Corporation (NASDAQ: NRCI), is the nation's largest provider of performance measurement and benchmarking in the senior services sector. My InnerView currently conducts regular customer and staff satisfaction surveys in nearly half of the nation's long-term care facilities, and possesses the largest private database of nursing home performance in existence. These surveys and other My InnerView evidence-based tools and programs are designed to assist service providers, government policy makers and consumers in their common efforts to enhance the quality and value available to the growing number of Americans who need reliable and affordable health and supportive services in nursing homes and other residential settings.

This Executive Summary presents aggregate measures of customer and employee satisfaction for large samples of Colorado nursing facilities. Results are displayed for resident, family and employee satisfaction surveys conducted by My InnerView in 2009, with comparisons to similar data reported for 2008 and 2007.

My InnerView produces other state-based reports and a national report each year on nursing home consumer and employee satisfaction levels. The *2008 National Survey of Consumer and Workforce Satisfaction in Nursing Homes* can be viewed at www.myinnerview.com.

SATISFACTION SURVEY PARTICIPATION IN 2009: COLORADO NURSING FACILITIES

SURVEY TYPE	FAC PARTICIPATING	% STATE'S NF	RESPONDENTS	CO RESPONSE RATE	MIV RESPONSE RATE*
Resident	140	66%	3,157	60%	54%
Family	143	68%	3,075	43%	36%
Employee	109	52%	7,624	67%	62%

* Most recent 12-month averages

DISTRIBUTION: Each participating facility provided My InnerView with the number of resident, family and employee surveys needed. Individually sealed packets containing a self-addressed, postage-paid envelope were sent to residents' family members or other responsible parties. Packets containing the employee survey and postage-paid envelopes were distributed at each participating facility to its current staff members. The survey process was designed to communicate and ensure that response was voluntary, anonymous and confidential.

QUALITY ASSURANCE: Responses are electronically compiled into a database, analyzed for integrity and subjected to a variety of statistical analyses.

RESULTS: Each facility has access to its satisfaction survey results and other performance results on My InnerView's members-only Web site. The results provide benchmark information, enabling the facility to compare its performance to the average performance of all participating Colorado facilities and to My InnerView's nationwide database. For individual facilities, My InnerView provides a Priority Action Agenda™ that highlights from the satisfaction surveys those areas of performance that represent priority opportunities for quality improvement. A comparable Priority Action Agenda is included with this report based on the aggregate satisfaction survey results for all participating Colorado facilities.

RESIDENT AND FAMILY SATISFACTION SURVEYS: These surveys included items grouped in four areas: (1) Overall Satisfaction, (2) Quality of Life, (3) Quality of Care and (4) Quality of Service.

EMPLOYEE SATISFACTION SURVEYS: This survey covers five areas: (1) Overall Satisfaction, (2) Training, (3) Work Environment, (4) Supervision and (5) Management.

COLORADO

KEY FINDINGS

Global satisfaction domains: Percent “Excellent” or “Good”

The current yearly report, the fourth of its kind, reflects the largest set of satisfaction survey data assembled to date by My InnerView in the state of Colorado. During 2009 provider and respondent participation in customer and employee satisfaction surveys expanded in response to the implementation of a Medicaid pay-for-performance program by the Colorado Department of Health Care Policy and Financing. The perceptions of direct users of nursing home care, and of the workers who provide that care, provide important guidance for continued quality improvement. These data also fill a significant gap in publicly reported performance ratings for nursing homes, which do not account for the primary and unique experiences of actual customers and caregivers.

- Eighty-seven percent (87%) of the **resident** survey respondents gave an overall satisfaction rating of “excellent” or “good,” with 86% rating their willingness to recommend their facility to others as either “excellent” or “good.” These resident ratings were fractionally higher than the previous year, and were virtually identical to My InnerView national benchmarks for resident global satisfaction during 2009. However, the Colorado combined percentages for residents included a lower proportion of “excellent” ratings compared to the national benchmark.
- These combined “excellent” and “good” global satisfaction ratings from family survey respondents were identical to the resident ratings for the year. These rating percentages have improved over the last two years and essentially match the national My InnerView benchmarks.
- **Employee** global satisfaction levels were markedly improved during 2008 and remained essentially stable for 2009 from a pool of respondents that was two-thirds larger than in prior years. Sixty-seven percent (67%) of responding employees rated their overall satisfaction as either “excellent” or “good,” with 69% giving an “excellent” or “good” recommendation of their facility to others as a place to work, and 75% saying they would recommend the facility as an “excellent” or “good” place to receive care.

All domains and items: Weighted average scores

This report also displays weighted average scores for global satisfaction, as well as for all other survey domains. These scores account for all respondent ratings, whether “excellent,” “good,” “fair” or “poor,” on a scale of 100. These average resident and family satisfaction ratings for Colorado have steadily improved over the last three years. Family and employee average scores are closely aligned with the current My InnerView national average satisfaction ratings across all surveyed domains. Resident average ratings, while also improving, remain generally below their national benchmarks.

Geographic differentiations

This report contains tables which separate weighted average satisfaction levels based on whether facilities were located in rural, suburban or urban areas. Customer satisfaction levels for Colorado nursing home residents and family members did not vary in recent years as widely as in other recent state data samples. However, larger samples in 2009 for both customer and employee respondents revealed notably less favorable ratings for all three surveyed groups in urban areas.

Detailed charts included in this report provide item-specific results and comparisons pointing to priority areas for further improvement, and display benchmarked results against My InnerView’s skilled nursing facility database numbering more than 8,500 facilities during 2009.

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SKILLED NURSING FAMILY SATISFACTION SURVEY REFERENCE

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SKILLED NURSING EMPLOYEE SATISFACTION SURVEY REFERENCE

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RESIDENT SATISFACTION

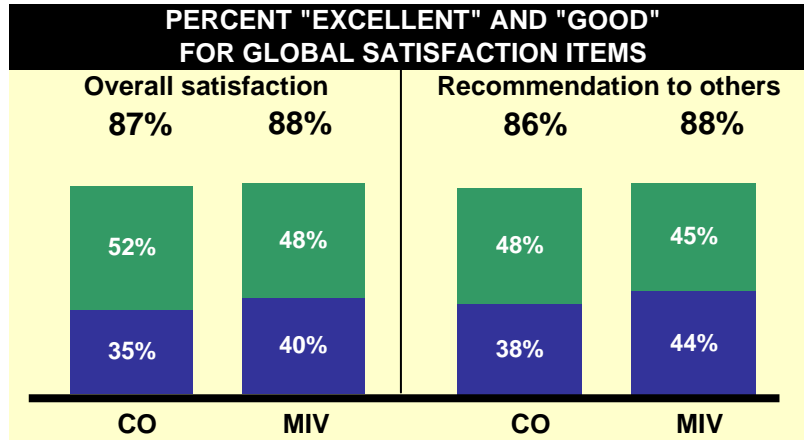
	2009	2008	2007
RESPONSE RATE	60%	46%	47%
FACILITIES SURVEYED	140	108	83
SURVEYS RECEIVED	3,157	1,455	938



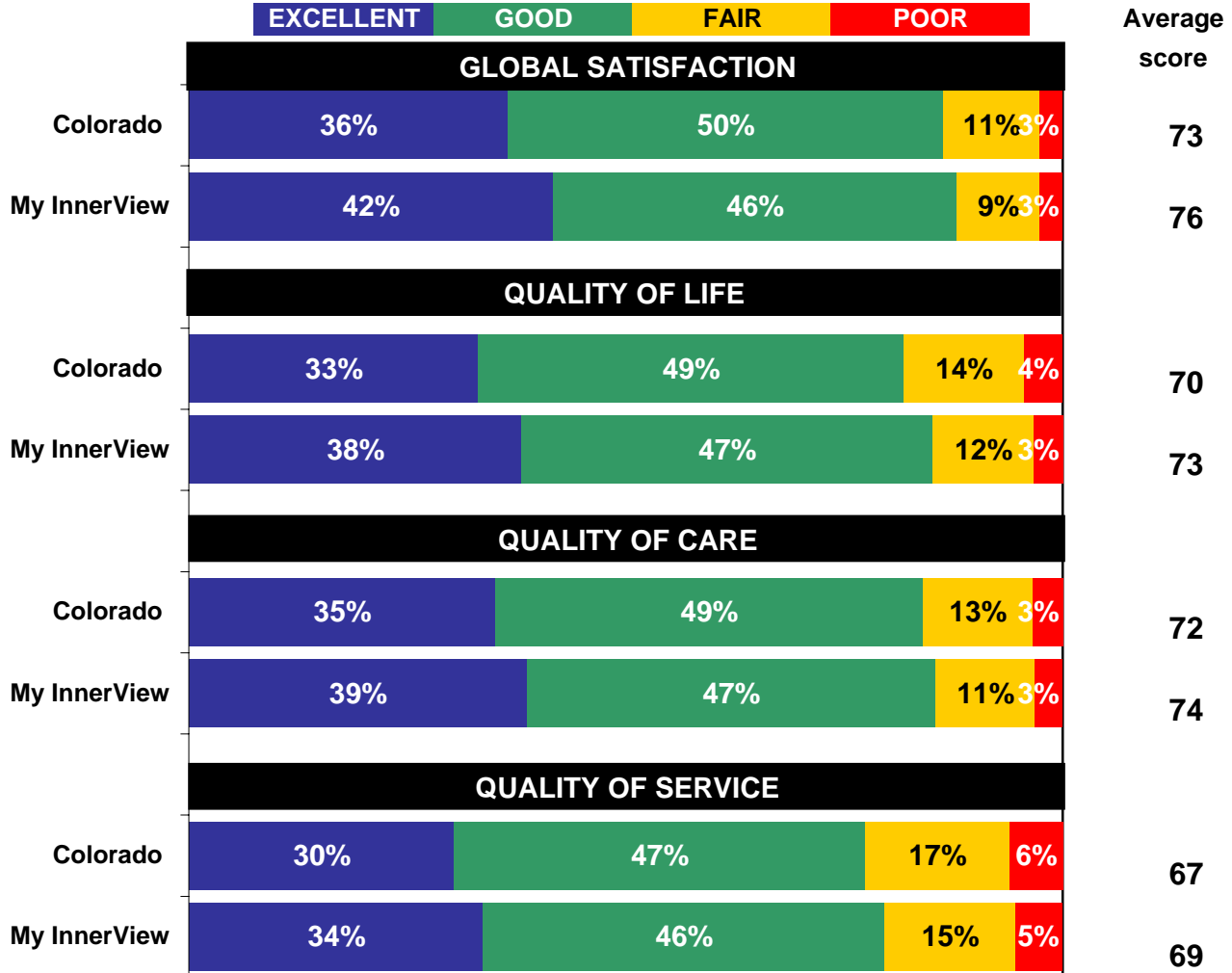
COLORADO

RESIDENT SATISFACTION

GLOBAL SATISFACTION AND RATINGS BY DOMAIN FOR 2009



(The total percentage listed may be higher or lower than individual rating totals due to rounding)



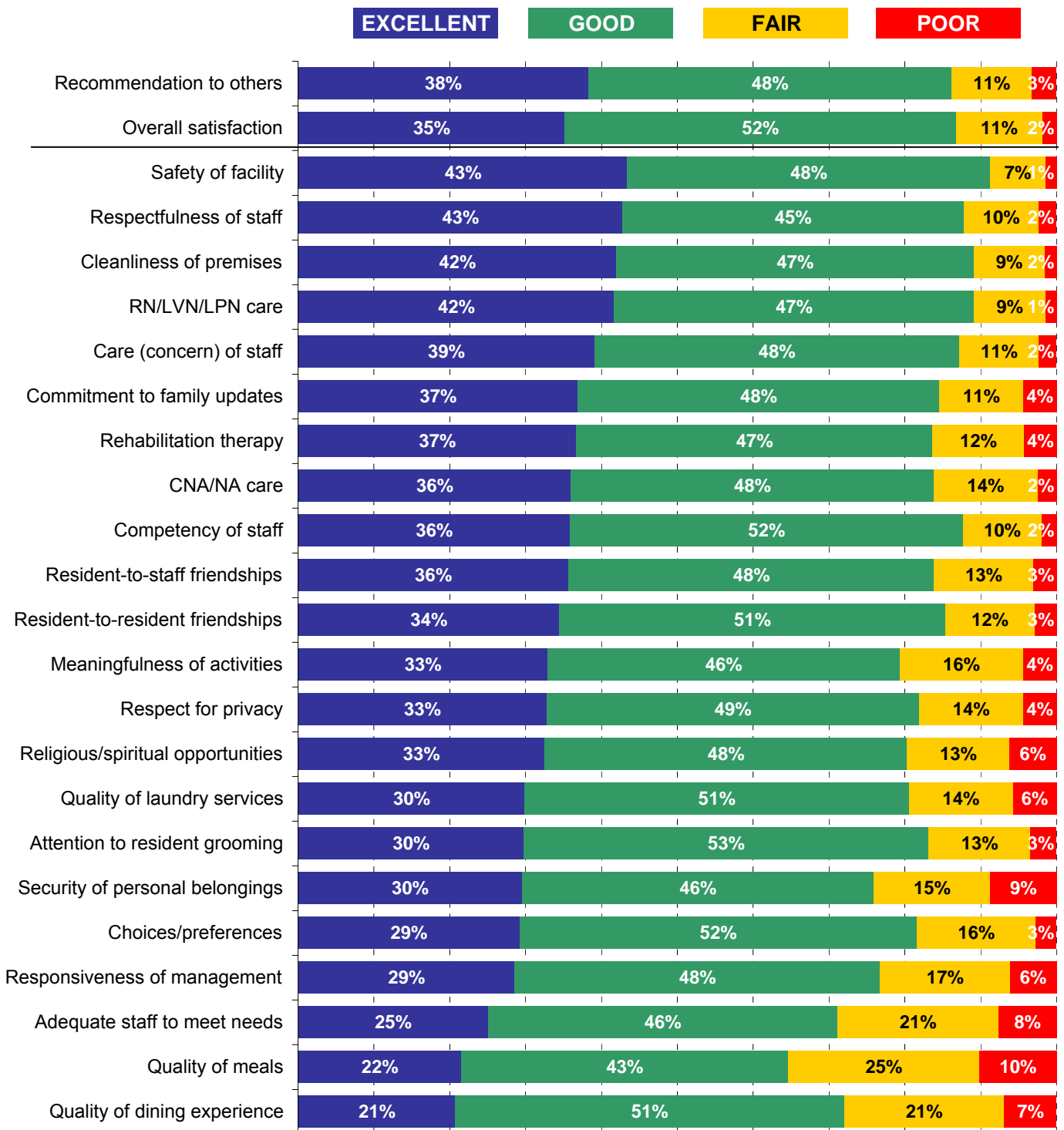
(May not total 100% due to rounding.)

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RESIDENT SATISFACTION

ITEMS RANKED BY PERCENT "EXCELLENT" FOR 2009

2



Items are ranked from highest to lowest on the percent of responses rated "Excellent." The percentages reflect averages survey respondents. (May not total 100% due to rounding.) See chart 4 for comparison to prior years.

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RESIDENT SATISFACTION

QUADRANT ANALYSIS: STRENGTHS AND OPPORTUNITIES

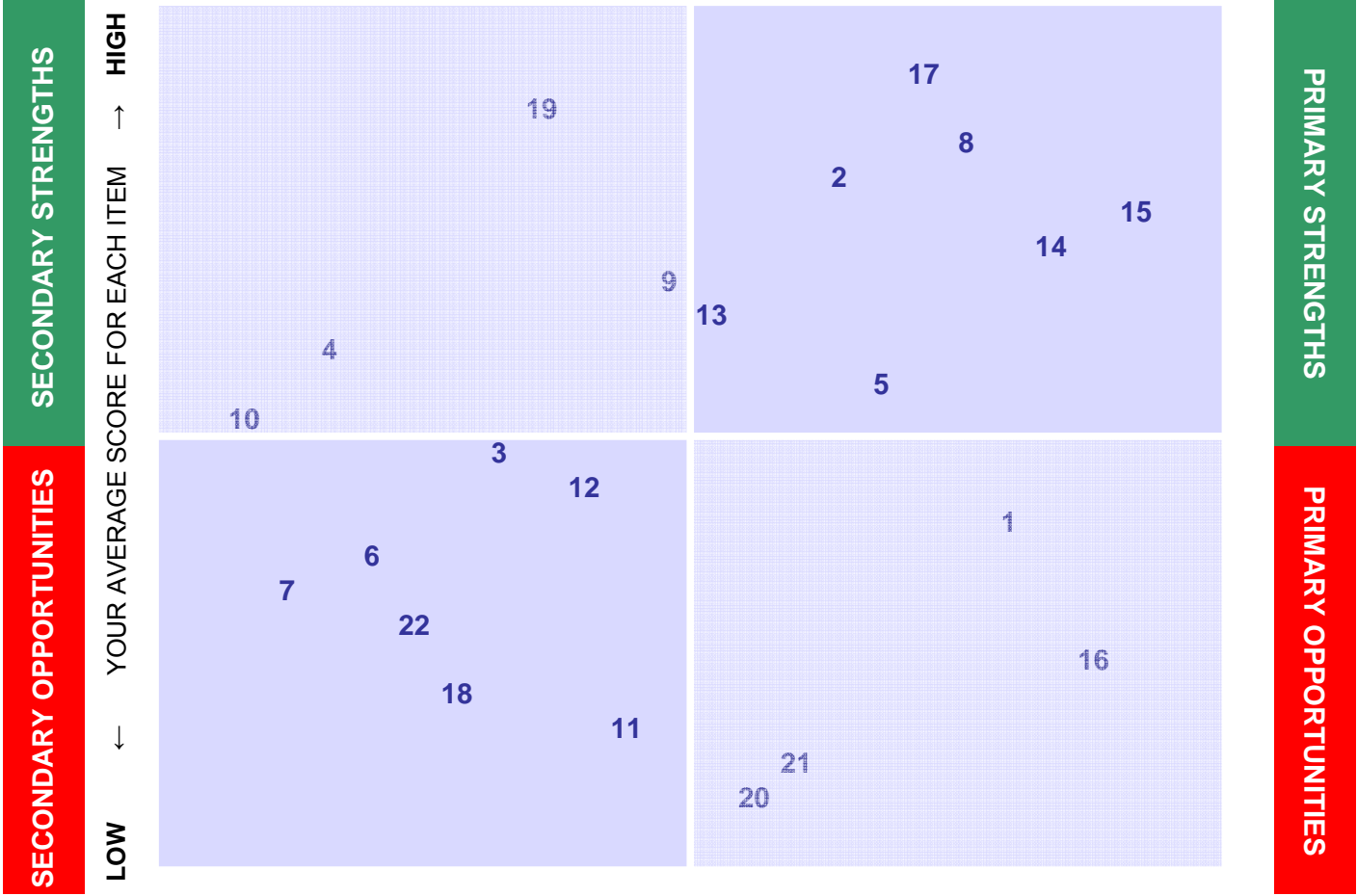
3

A

Quadrant A shows items of *lower* importance to "Recommendation" with a *higher* average score

Quadrant B shows items of *higher* importance to "Recommendation" with a *higher* average score

B



C

LOW ← IMPORTANCE TO RECOMMEND THIS FACILITY TO OTHERS → HIGH

Quadrant C shows items of *lower* importance to "Recommendation" with a *lower* average score

Quadrant D shows items of *higher* importance to "Recommendation" with a *lower* average score

D

The quadrant analysis plots the percentile rank of the average score on the satisfaction items against the percentile rank of the average "importance" score of each item and the question **What is your recommendation of this facility to others?** Items in the lower right quadrant are those that are most important to "Recommendation" but received the lowest scores.

See actual satisfaction items and report labels at end of section

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SECONDARY STRENGTHS

Items with average scores above the midline but not as important to "Recommendation"

- 9 CNA/NA care
- 4 Resident-to-resident friendships
- 10 Rehabilitation therapy
- 19 Cleanliness of premises



PRIMARY STRENGTHS

Items with average scores above the midline and more important to "Recommendation"

- 15 Care (concern) of staff
- 5 Resident-to-staff friendships
- 14 Competency of staff
- 8 RN/LVN/LPN care
- 13 Commitment to family updates
- 2 Respectfulness of staff
- 17 Safety of facility



SECONDARY OPPORTUNITIES

Items with average scores below the midline but not as important to "Recommendation"

- 11 Adequate staff to meet needs
- 18 Security of personal belongings
- 12 Attention to resident grooming
- 22 Quality of laundry services
- 3 Respect for privacy
- 6 Meaningfulness of activities
- 7 Religious/spiritual opportunities



PRIMARY OPPORTUNITIES

Items with average scores below the midline and more important to "Recommendation"

These are areas that represent a good opportunity for improvement.

PRIORITY ACTION AGENDA™

The top FIVE items in Quadrant D (*Primary Opportunities*) comprise your Priority Action Agenda and provide a focus for improving willingness to recommend your facility to others.

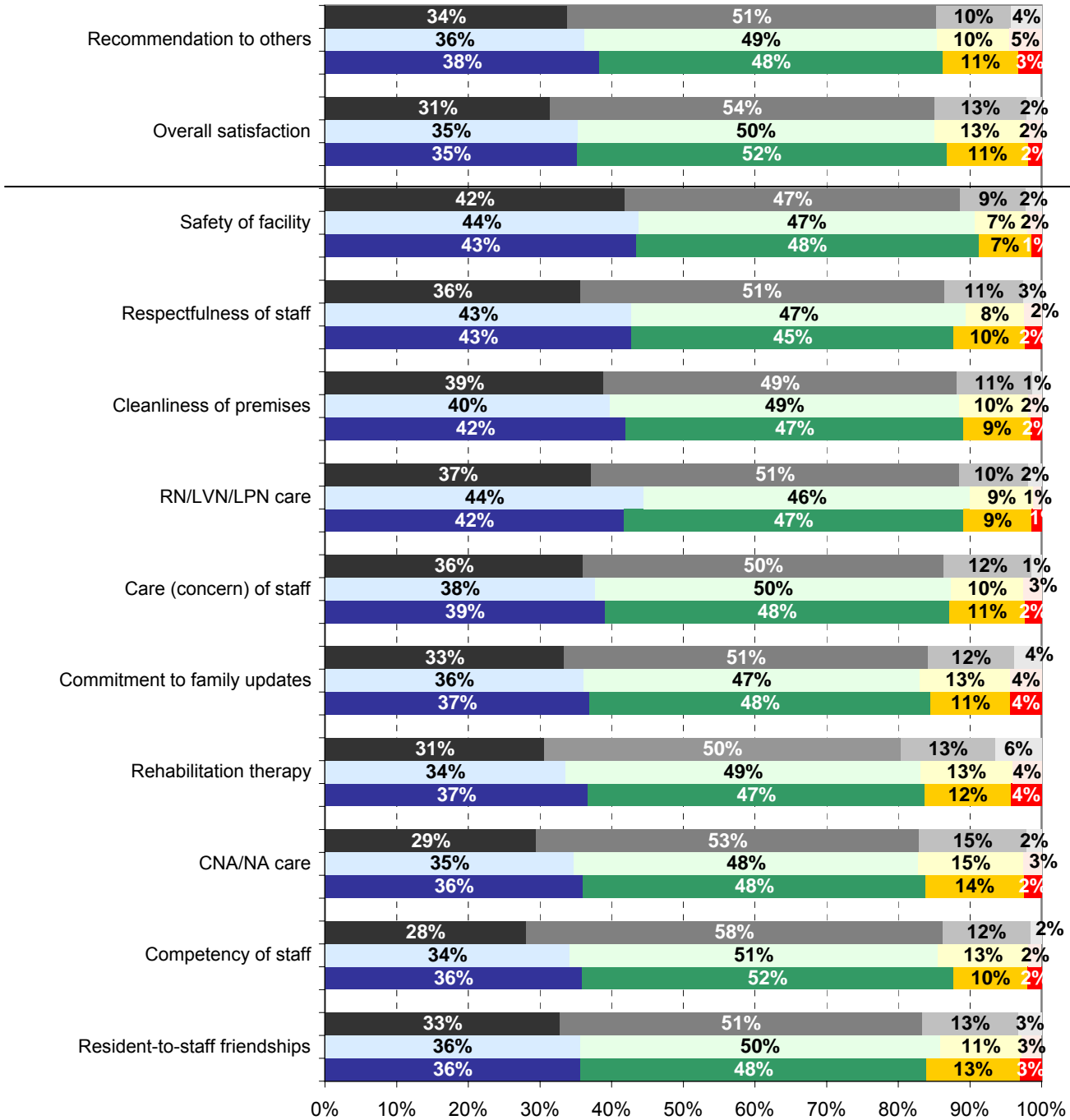
If Quadrant D has less than five items, the Priority Action Agenda will list only those items in the quadrant.

- 16** Responsiveness of management
- 20** Quality of meals
- 21** Quality of dining experience
- 1** Choices/preferences

RESIDENT SATISFACTION

ITEMS RANKED BY PERCENT "EXCELLENT" FOR 2007, 2008 AND 2009

Year	EXCELLENT	GOOD	FAIR	POOR
2007	EXCELLENT	GOOD	FAIR	POOR
2008	EXCELLENT	GOOD	FAIR	POOR
2009	EXCELLENT	GOOD	FAIR	POOR



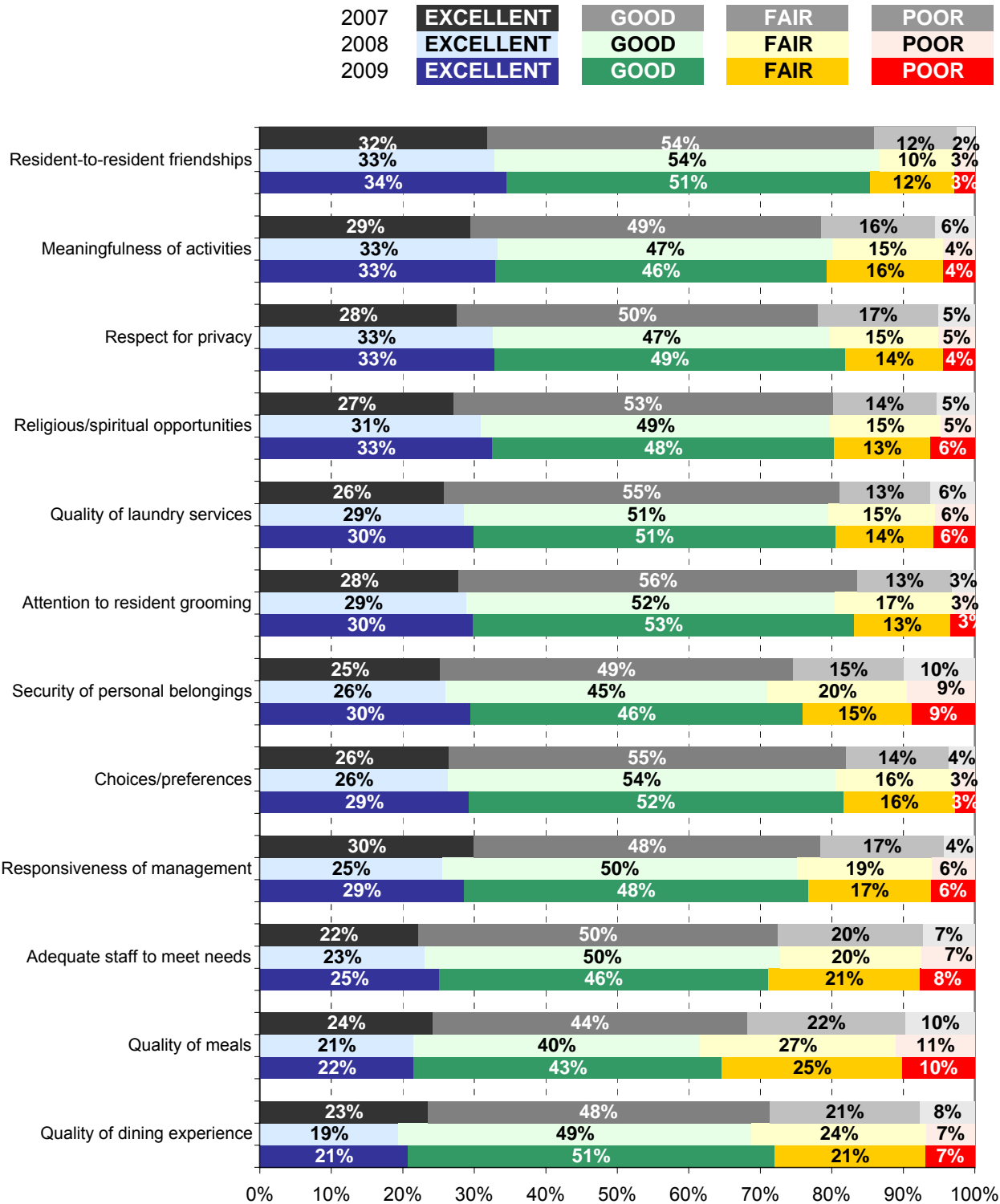
Items are ranked from highest to lowest on the percent of responses rated "Excellent" for the most recent year. (May not total 100% due to rounding.)

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RESIDENT SATISFACTION

ITEMS RANKED BY PERCENT "EXCELLENT" FOR 2007, 2008 AND 2009

CONTINUED



Items are ranked from highest to lowest on the percent of responses rated "Excellent" for the most recent year. (May not total 100% due to rounding.)

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RESIDENT SATISFACTION

ITEMS RANKED WITHIN DOMAIN BY AVERAGE SCORES FOR 2009

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		2008	2007	2009 MIV
Recommendation to others		74	72	76
Overall satisfaction		73	71	75
QUALITY OF LIFE	Safety of facility	78	77	80
	Respectfulness of staff	76	77	78
	Resident-to-resident friendships	72	72	75
	Resident-to-staff friendships	72	73	75
	Respect for privacy	70	69	74
	Choices/preferences	69	68	71
	Meaningfulness of activities	69	70	72
	Religious/spiritual opportunities	69	69	74
	Security of personal belongings	66	62	69
	Quality of dining experience	62	60	66
QUALITY OF CARE	RN/LVN/LPN care	76	78	78
	Care (concern) of staff	75	74	76
	Competency of staff	74	73	75
	CNA/NA care	72	72	74
	Commitment to family updates	72	72	75
	Rehabilitation therapy	72	71	75
	Attention to resident grooming	70	69	72
	Adequate staff to meet needs	63	63	65
QUALITY OF SERVICE	Cleanliness of premises	77	75	77
	Quality of laundry services	68	68	69
	Responsiveness of management	66	65	70
	Quality of meals	59	57	61

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RESIDENT SATISFACTION

AVERAGE SCORES BY ITEM BY LOCATION TYPE FOR 2009

6

	Colorado	Rural	Suburban	Urban
Recommendation to others	74	77	76	72
Overall satisfaction	73	75	76	72
QUALITY OF LIFE				
Safety of facility	78	81	80	76
Respectfulness of staff	76	78	77	75
Resident-to-resident friendships	72	73	75	72
Resident-to-staff friendships	72	74	75	71
Respect for privacy	70	71	71	69
Choices/preferences	69	72	70	68
Meaningfulness of activities	69	71	71	68
Religious/spiritual opportunities	69	72	71	68
Security of personal belongings	66	68	67	64
Quality of dining experience	62	63	63	61
QUALITY OF CARE				
RN/LVN/LPN care	76	78	78	76
Care (concern) of staff	75	77	76	74
Competency of staff	74	74	76	73
CNA/NA care	72	75	74	71
Rehabilitation therapy	72	72	73	72
Commitment to family updates	72	76	75	71
Attention to resident grooming	70	72	72	69
Adequate staff to meet needs	63	62	63	63
QUALITY OF SERVICE				
Cleanliness of premises	77	79	79	75
Quality of laundry services	68	69	70	68
Responsiveness of management	66	68	67	66
Quality of meals	59	62	58	58

All scores represent average scores across survey respondents. Each item was measured on a four-point scale:

Poor = 0 Fair = 33.3 Good = 66.7 Excellent = 100

Items are listed by domain as they appear in the survey. The shading in the Rural, Suburban and Urban columns reflects a comparison to the state average: Green = higher than the state average; yellow = same as the state average; red = lower than the state average.

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RESIDENT SATISFACTION

DEMOGRAPHICS AND BACKGROUND INFORMATION FOR 2009

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RESIDENT

Gender of resident		Age of resident	
Female	63%	19 or under	0%
Male	37%	20 to 29	0%
		30 to 39	1%
		40 to 49	4%
		50 to 59	10%
		60 to 69	15%
		70 to 79	22%
		80 to 89	33%
		90 or older	14%

FACILITY CHOICE

Homes visited		Reason for choosing		Length of stay	
None	43%	Convenient location	26%	Less than 1 month	4%
Only this one	21%	Good reputation	19%	1 to 3 months	11%
Two	20%	Doctor or hospital	22%	3 to 6 months	8%
Three	9%	Relative or friend	13%	6 months to 1 year	15%
Four	4%	Insurance requirement	4%	1 to 3 years	34%
Five or more	4%	Other reason	15%	3 or more years	27%

54%

61%

VISITOR

Person visiting most		How often visited	
Spouse	11%	Less than once a year	2%
Child	45%	Once a year	3%
Brother or sister	14%	Once every 3 months	6%
Grandchild	3%	Once a month or more	19%
Friend	13%	Once a week or more	47%
Another person	14%	Almost daily	22%

69%

Assistance with survey

By myself	26%
With facility staff	41%
With family or friend	18%
With another resident	0%
With another person	15%

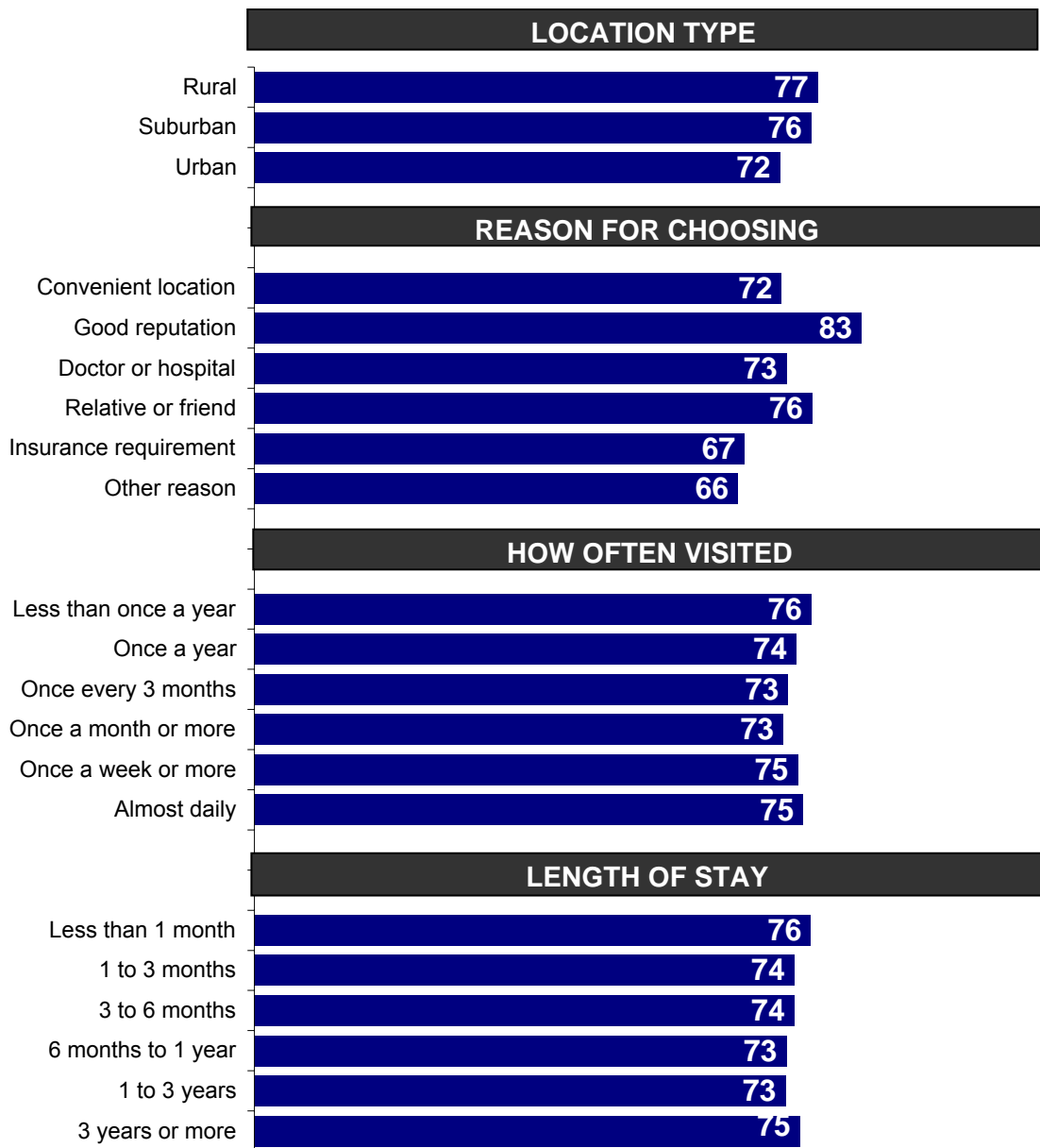
(May not total 100% due to rounding.)

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RESIDENT SATISFACTION

AVERAGE SCORES FOR "RECOMMENDATION TO OTHERS" BY DEMOGRAPHICS FOR 2009

8



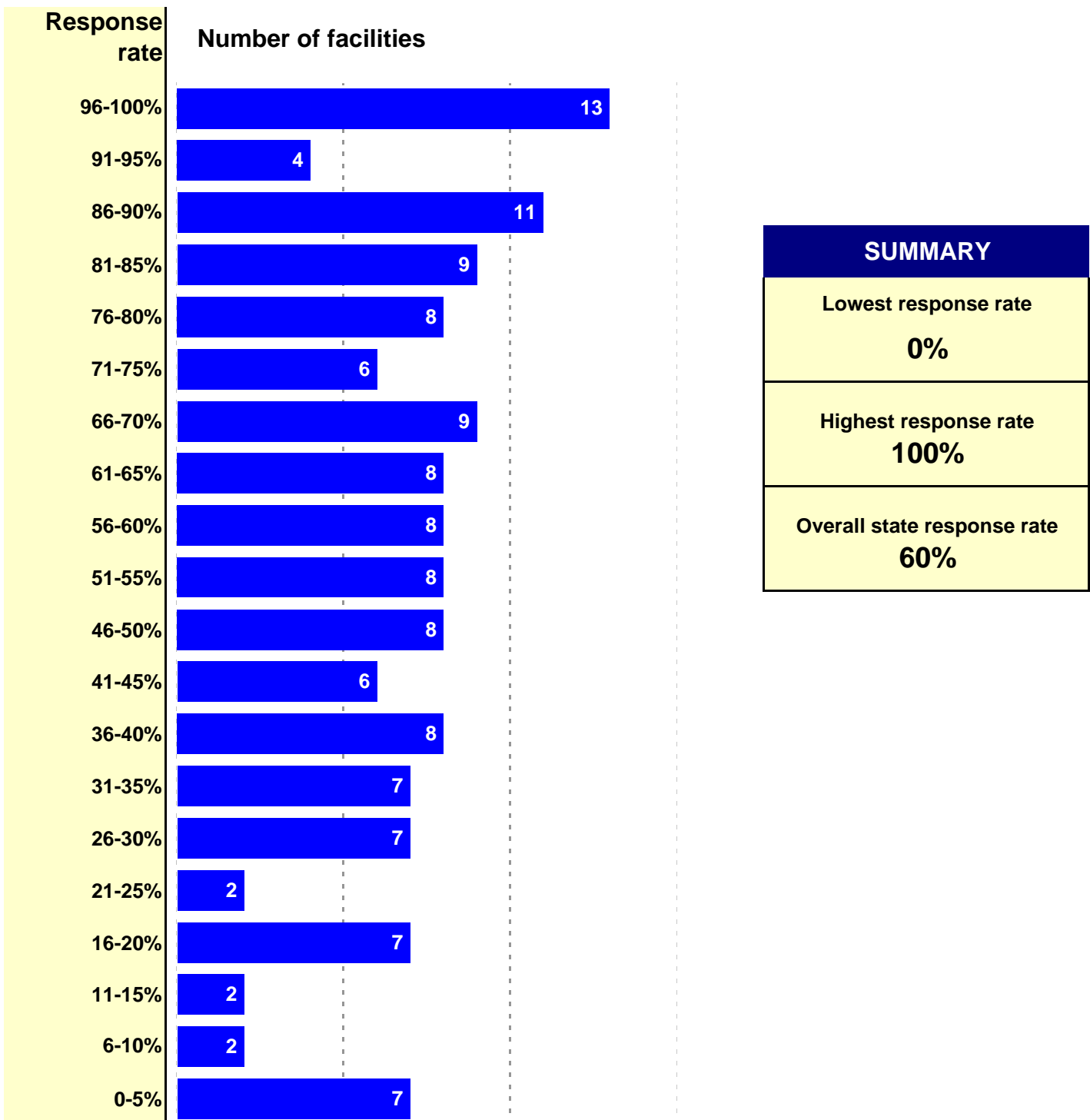
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RESIDENT SATISFACTION

DISTRIBUTION OF RESPONSE RATES FOR 2009

9

Results are for 140 participating facilities.



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RESIDENT SATISFACTION

SKILLED NURSING RESIDENT SATISFACTION SURVEY REFERENCE

ITEM NUMBER/LABEL	ORIGINAL SURVEY STATEMENT
GLOBAL SATISFACTION DOMAIN	
23 Overall satisfaction	How would you rate your overall satisfaction with this facility?
24 Recommendation to others	What is your recommendation of this facility to others?
QUALITY OF LIFE DOMAIN Rate this facility on ...	
1 Choices/preferences	Meeting your choices and preferences
2 Respectfulness of staff	The respect shown to you by staff
3 Respect for privacy	Meeting your need for privacy
4 Resident-to-resident friendships	Offering you opportunities for friendships with other residents
5 Resident-to-staff friendships	Offering you opportunities for friendships with staff
6 Meaningfulness of activities	Offering you meaningful activities
7 Religious/spiritual opportunities	Meeting your religious and spiritual needs
17 Safety of facility	How safe it is for you
18 Security of personal belongings	The security of your personal belongings
21 Quality of dining experience	How enjoyable your dining experience is
QUALITY OF CARE DOMAIN Rate this facility on ...	
8 RN/LVN/LPN care	The quality of care provided by the nurses (RNs/LVNs/LPNs)
9 CNA/NA care	The quality of care provided by the nursing assistants (CNAs/NAs)
10 Rehabilitation therapy	The quality of rehabilitation therapy (occupational, physical, speech)
11 Adequate staff to meet needs	Providing an adequate number of nursing staff to meet care needs
12 Attention to resident grooming	Meeting your grooming needs
13 Commitment to family updates	Keeping you and your family informed about you
14 Competency of staff	The competency of staff
15 Care (concern) of staff	The staff's care and concern for you
QUALITY OF SERVICE DOMAIN Rate this facility on ...	
16 Responsiveness of management	Management's responsiveness to your suggestions and concerns
19 Cleanliness of premises	The cleanliness of your room and surroundings
20 Quality of meals	The quality of the meals
22 Quality of laundry services	The quality of laundry services
DEMOGRAPHICS AND BACKGROUND INFORMATION	
25 Length of stay	How long have you lived at this facility?
26 Person visiting most	Who visits you most often?
27 How often visited	How often does this person visit the you?
28 Homes visited	How many nursing homes did you (or your family) visit before choosing this facility?
29 Reason for choosing	What is the most important reason you (or your family) chose this facility?
30 Gender of resident	What is your gender?
31 Age of resident	What is your age?
32 Assistance with survey	How is this survey being completed?

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FAMILY SATISFACTION

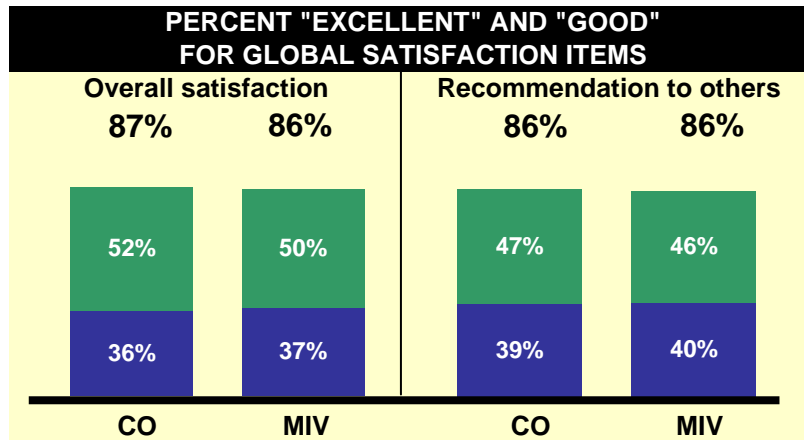
	2009	2008	2007
RESPONSE RATE	43%	41%	36%
FACILITIES SURVEYED	143	114	92
SURVEYS RECEIVED	3,075	2,710	2,187



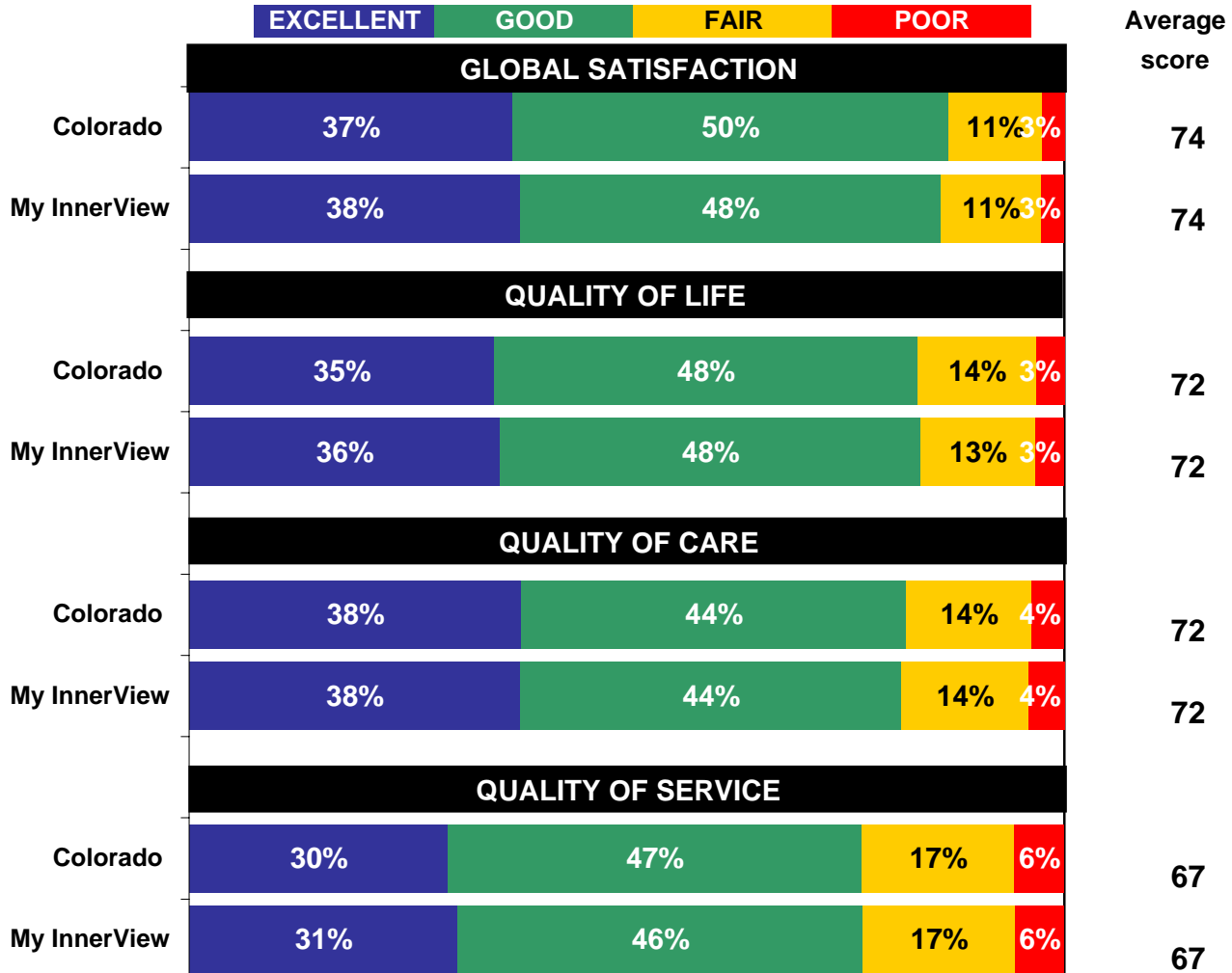
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FAMILY SATISFACTION

GLOBAL SATISFACTION AND RATINGS BY DOMAIN FOR 2009



(The total percentage listed may be higher or lower than individual rating totals due to rounding.)



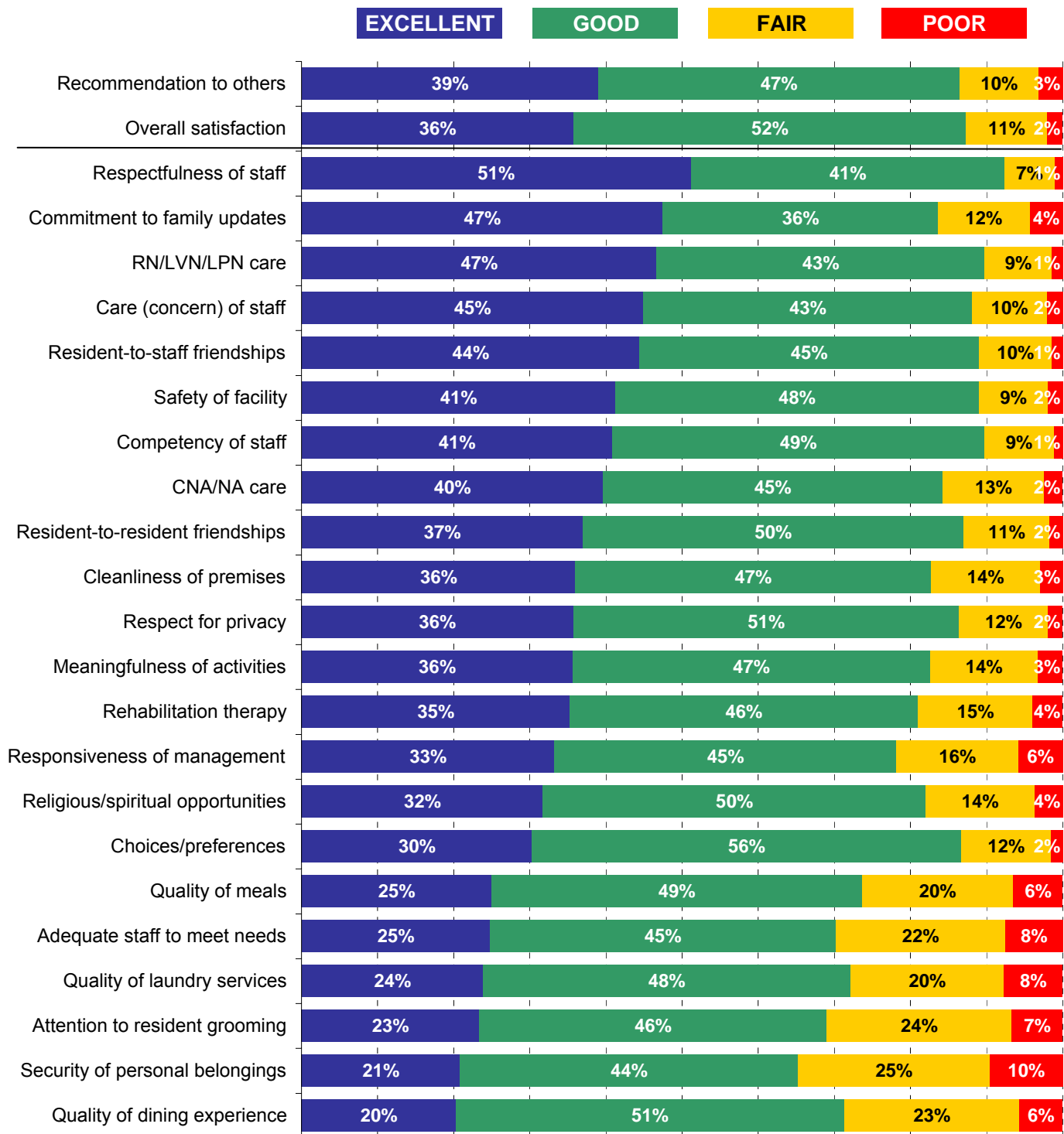
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FAMILY SATISFACTION

ITEMS RANKED BY PERCENT "EXCELLENT" FOR 2009

2



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FAMILY SATISFACTION

QUADRANT ANALYSIS: STRENGTHS AND OPPORTUNITIES

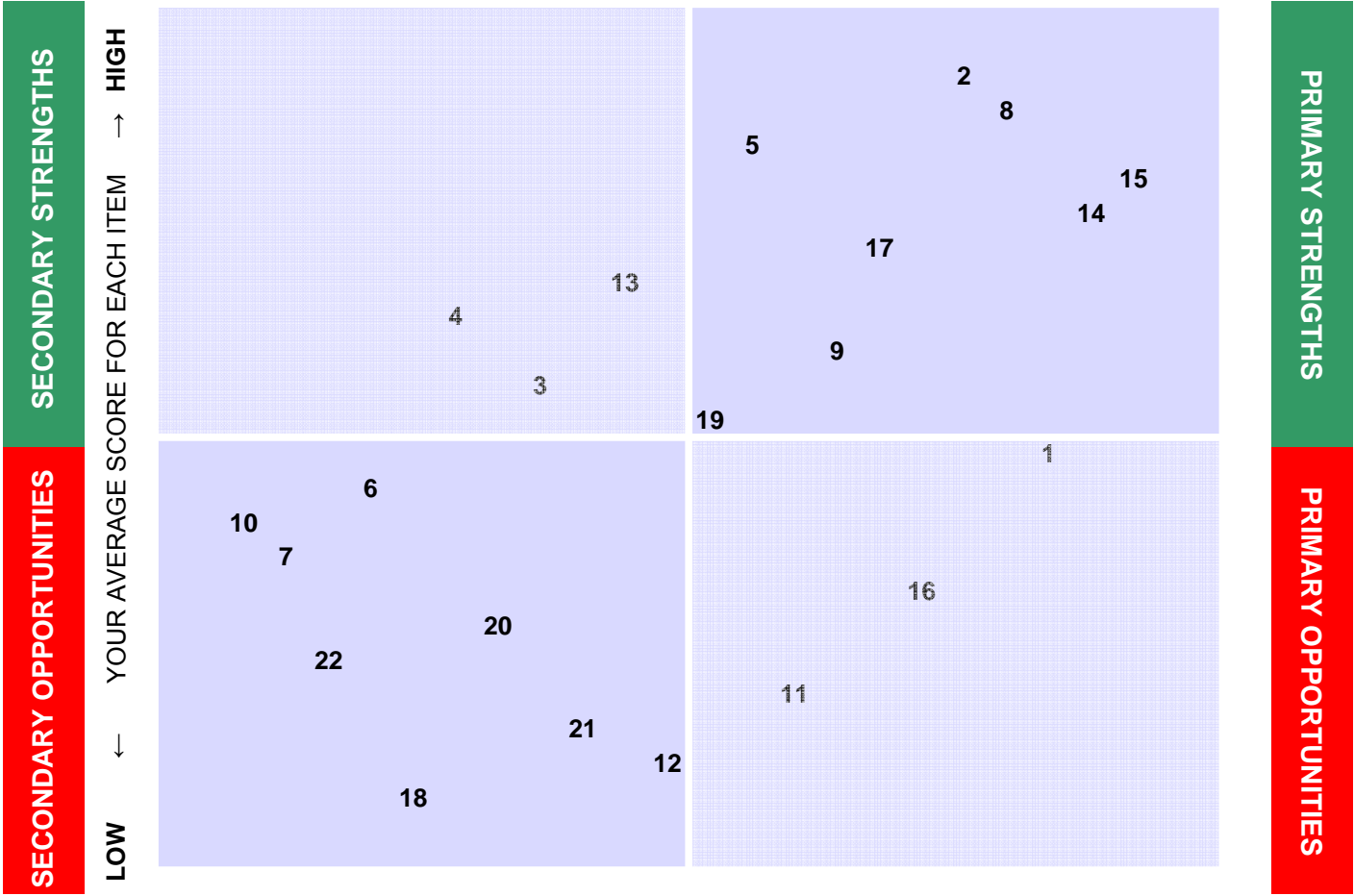
3

A

Quadrant A shows items of *lower* importance to "Recommendation" with a *higher* average score

Quadrant B shows items of *higher* importance to "Recommendation" with a *higher* average score

B



C

LOW ← IMPORTANCE TO RECOMMEND THIS FACILITY TO OTHERS → HIGH

Quadrant C shows items of *lower* importance to "Recommendation" with a *lower* average score

Quadrant D shows items of *higher* importance to "Recommendation" with a *lower* average score

D

The quadrant analysis plots the percentile rank of the average score on the satisfaction items against the percentile rank of the average "importance" score of each item and the question **What is your recommendation of this facility to others?** Items in the lower right quadrant are those that are most important to "Recommendation" but received the lowest scores.

See actual satisfaction items and report labels at end of section

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SECONDARY STRENGTHS

Items with average scores above the midline but not as important to "Recommendation"

- 3 Respect for privacy
- 13 Commitment to family updates
- 4 Resident-to-resident friendships



PRIMARY STRENGTHS

Items with average scores above the midline and more important to "Recommendation"

- 14 Competency of staff
- 15 Care (concern) of staff
- 9 CNA/NA care
- 19 Cleanliness of premises
- 17 Safety of facility
- 8 RN/LVN/LPN care
- 2 Respectfulness of staff
- 5 Resident-to-staff friendships



SECONDARY OPPORTUNITIES

Items with average scores below the midline but not as important to "Recommendation"

- 12 Attention to resident grooming
- 21 Quality of dining experience
- 18 Security of personal belongings
- 20 Quality of meals
- 22 Quality of laundry services
- 7 Religious/spiritual opportunities
- 6 Meaningfulness of activities
- 10 Rehabilitation therapy



PRIMARY OPPORTUNITIES

Items with average scores below the midline and more important to "Recommendation"

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PRIORITY ACTION AGENDA™

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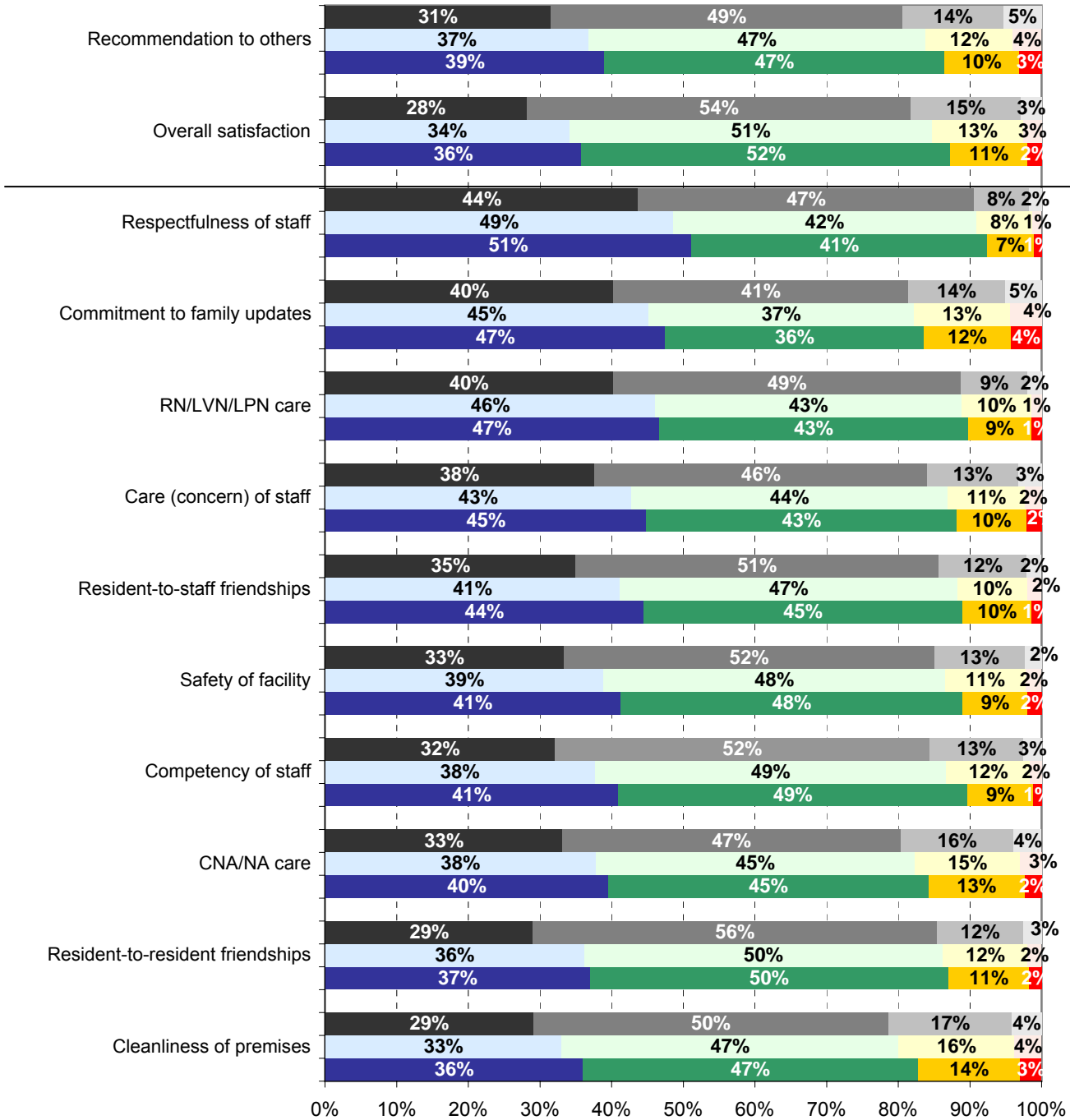
If Quadrant D has less than five items, the Priority Action Agenda will list only those items in the quadrant.

- 11 Adequate staff to meet needs**
- 16 Responsiveness of management**
- 1 Choices/preferences**

FAMILY SATISFACTION

ITEMS RANKED BY PERCENT "EXCELLENT" FOR 2007, 2008 AND 2009

Year	EXCELLENT	GOOD	FAIR	POOR
2007	EXCELLENT	GOOD	FAIR	POOR
2008	EXCELLENT	GOOD	FAIR	POOR
2009	EXCELLENT	GOOD	FAIR	POOR



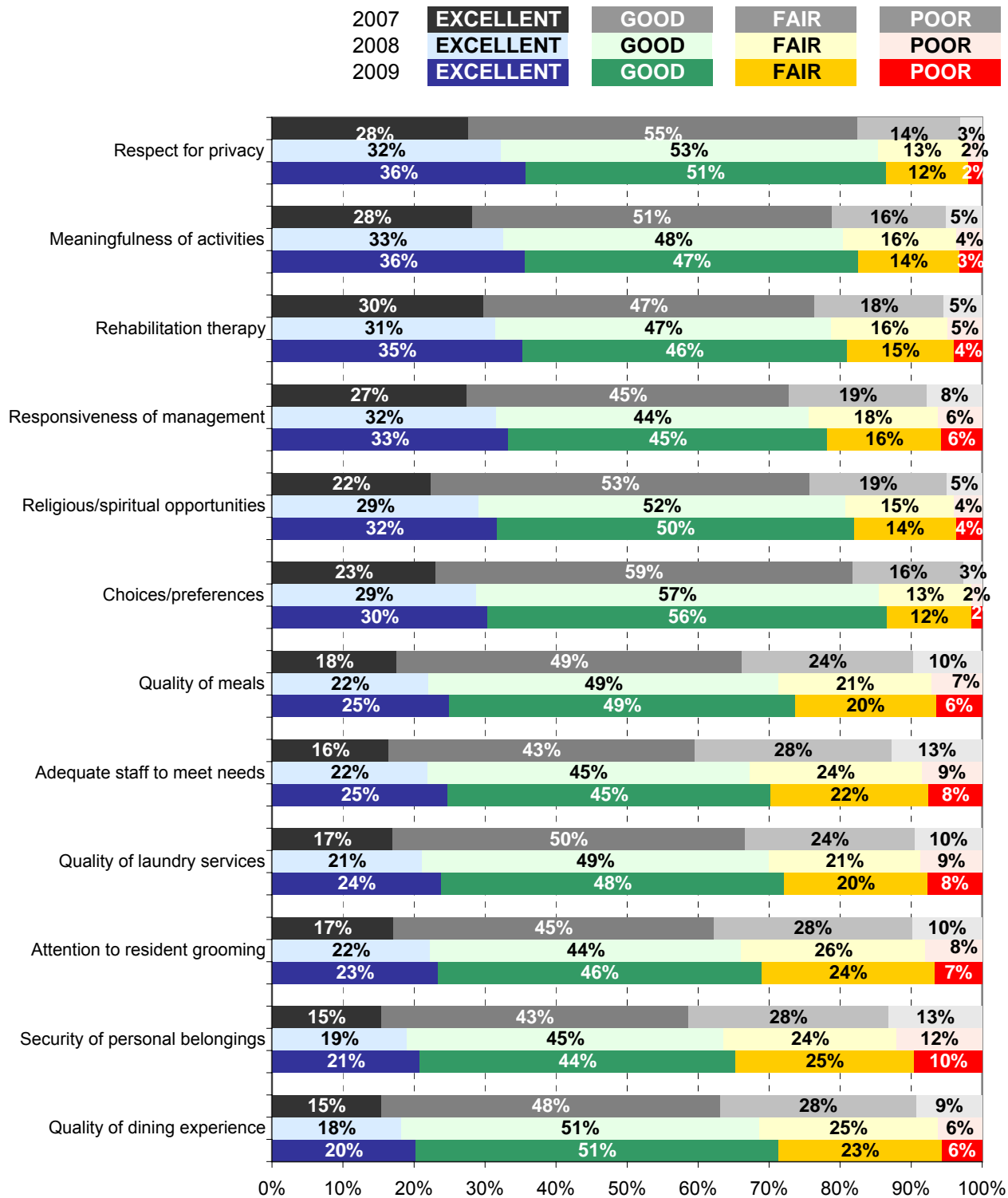
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FAMILY SATISFACTION

ITEMS RANKED BY PERCENT "EXCELLENT" FOR 2007, 2008 AND 2009

CONTINUED



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FAMILY SATISFACTION

ITEMS RANKED WITHIN DOMAIN BY AVERAGE SCORES FOR 2009

5

		2008	2007	2009 MIV	
Recommendation to others		74	72	69	74
Overall satisfaction		74	72	69	74
QUALITY OF LIFE	Respectfulness of staff	81	79	77	79
	Resident-to-staff friendships	77	76	73	76
	Safety of facility	76	74	72	76
	Resident-to-resident friendships	74	73	71	75
	Respect for privacy	73	72	69	74
	Choices/preferences	72	71	67	72
	Meaningfulness of activities	72	70	67	71
	Religious/spiritual opportunities	70	69	64	73
	Quality of dining experience	62	60	56	63
	Security of personal belongings	59	57	54	60
QUALITY OF CARE	RN/LVN/LPN care	78	78	76	78
	Care (concern) of staff	77	76	73	76
	Competency of staff	76	74	71	75
	Commitment to family updates	76	74	72	77
	CNA/NA care	74	72	70	73
	Rehabilitation therapy	71	68	67	72
	Adequate staff to meet needs	62	60	54	60
	Attention to resident grooming	62	60	56	63
QUALITY OF SERVICE	Cleanliness of premises	72	70	68	71
	Responsiveness of management	69	67	64	70
	Quality of meals	64	62	58	65
	Quality of laundry services	63	61	58	63

COLORADO

FAMILY SATISFACTION

AVERAGE SCORES BY ITEM BY LOCATION TYPE FOR 2009

6

	Colorado	Rural	Suburban	Urban	
QUALITY OF LIFE	Overall satisfaction	74	77	76	71
	Recommendation to others	74	78	78	71
	Respectfulness of staff	81	83	84	79
	Resident-to-staff friendships	77	81	80	75
	Safety of facility	76	78	79	74
	Resident-to-resident friendships	74	78	76	72
	Respect for privacy	73	76	75	72
	Choices/preferences	72	74	75	70
	Meaningfulness of activities	72	75	75	69
	Religious/spiritual opportunities	70	73	74	67
	Quality of dining experience	62	66	64	60
	Security of personal belongings	59	62	62	56
	QUALITY OF CARE	RN/LVN/LPN care	78	79	81
Care (concern) of staff		77	79	80	75
Commitment to family updates		76	79	78	73
Competency of staff		76	77	79	75
CNA/NA care		74	76	76	72
Rehabilitation therapy		71	71	73	70
Adequate staff to meet needs		62	63	65	60
Attention to resident grooming		62	66	65	59
QUALITY OF SERVICE	Cleanliness of premises	72	76	74	69
	Responsiveness of management	69	72	72	66
	Quality of meals	64	69	67	61
	Quality of laundry services	63	67	66	60

All scores represent average scores across survey respondents. Each item was measured on a four-point scale:

Poor = 0 Fair = 33.3 Good = 66.7 Excellent = 100

Items are listed by domain as they appear in the survey. The shading in the Rural, Suburban and Urban columns reflects a comparison to the state average: Green = higher than the state average; yellow = same as the state average; red = lower than the state average.

COLORADO

FAMILY SATISFACTION

DEMOGRAPHICS AND BACKGROUND INFORMATION FOR 2009

7

RESIDENT

Gender of resident		Age of resident	
Female	70%	19 or under	0%
Male	30%	20 to 29	0%
		30 to 39	0%
		40 to 49	1%
		50 to 59	3%
		60 to 69	6%
		70 to 79	15%
		80 to 89	43%
		90 or older	32%

FACILITY CHOICE

Homes visited		Reason for choosing		Length of stay	
None	26%	Convenient location	32%	Less than 1 month	2%
Only this one	12%	Good reputation	24%	1 to 3 months	9%
Two	25%	Doctor or hospital	15%	3 to 6 months	8%
Three	17%	Relative or friend	8%	6 months to 1 year	15%
Four	9%	Insurance requirement	4%	1 to 3 years	35%
Five or more	10%	Other reason	17%	3 or more years	31%

46%

66%

SURVEY RESPONDENT

Relationship to resident	
Spouse	16%
Child	60%
Brother or sister	8%
Grandchild	2%
Friend	3%
Other relationship	11%

VISITOR

Person visiting most		How often visited	
Spouse	19%	Less than once a year	1%
Child	58%	Once a year	1%
Brother or sister	9%	Once every 3 months	3%
Grandchild	2%	Once a month or more	14%
Friend	4%	Once a week or more	49%
Another person	8%	Almost daily	32%

81%

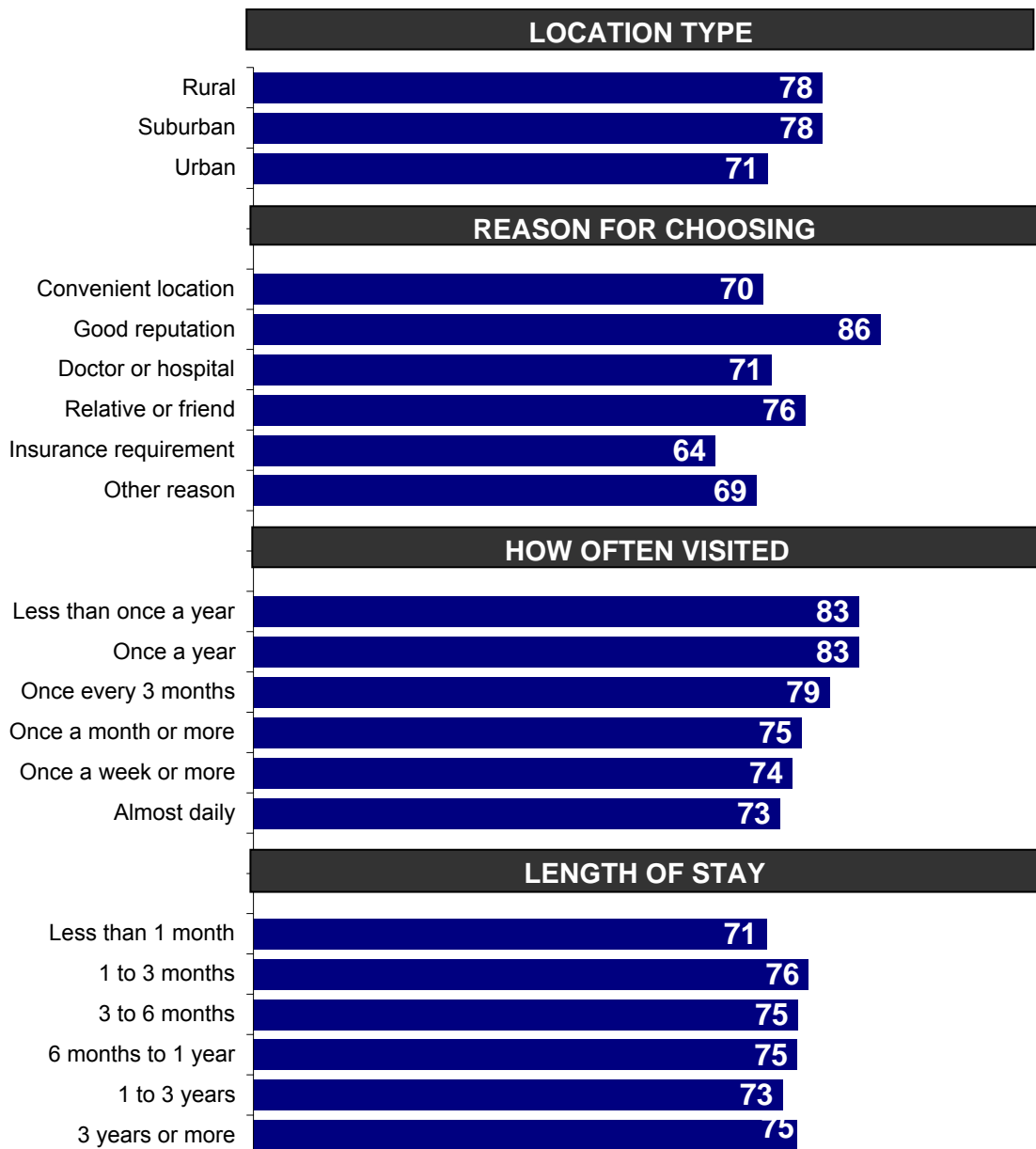
(May not total 100% due to rounding.)

COLORADO

FAMILY SATISFACTION

AVERAGE SCORES FOR "RECOMMENDATION TO OTHERS" BY DEMOGRAPHICS FOR 2009

8



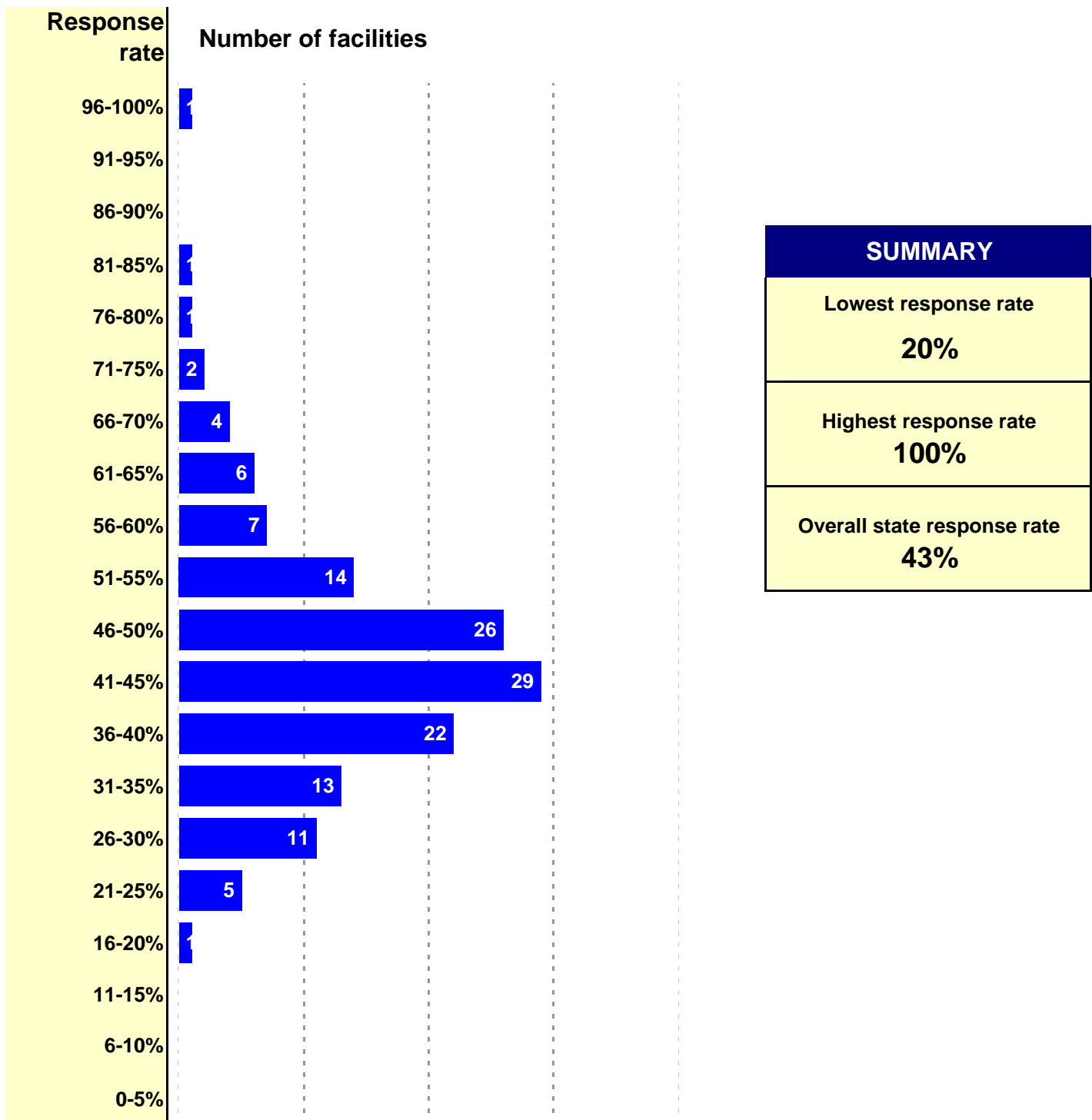
COLORADO

FAMILY SATISFACTION

DISTRIBUTION OF RESPONSE RATES FOR 2009

9

Results are for 143 participating facilities.



COLORADO

FAMILY SATISFACTION

SKILLED NURSING FAMILY SATISFACTION SURVEY REFERENCE

ITEM NUMBER/LABEL	ORIGINAL SURVEY STATEMENT
GLOBAL SATISFACTION DOMAIN	
23 Overall satisfaction	How would you rate your overall satisfaction with this facility?
24 Recommendation to others	What is your recommendation of this facility to others?
QUALITY OF LIFE DOMAIN	
	Rate this facility on ...
1 Choices/preferences	Meeting the resident's/patient's choices and preferences
2 Respectfulness of staff	The respect shown to the resident/patient by staff
3 Respect for privacy	Meeting the resident's/patient's need for privacy
4 Resident-to-resident friendships	Offering the resident/patient opportunities for friendships
5 Resident-to-staff friendships	Offering the resident/patient opportunities for friendships with staff
6 Meaningfulness of activities	Offering the resident/patient meaningful activities
7 Religious/spiritual opportunities	Meeting the resident's/patient's religious and spiritual needs
17 Safety of facility	How safe it is for the resident/patient
18 Security of personal belongings	The security of the resident's/patient's personal belongings
21 Quality of dining experience	How enjoyable the dining experience is for the resident/patient
QUALITY OF CARE DOMAIN	
	Rate this facility on ...
8 RN/LVN/LPN care	The quality of care provided by the nurses (RNs/LVNs/LPNs)
9 CNA/NA care	The quality of care provided by the nursing assistants (CNAs/NAs)
10 Rehabilitation therapy	The quality of rehabilitation therapy (occupational, physical, speech)
11 Adequate staff to meet needs	Providing an adequate number of nursing staff to meet care needs
12 Attention to resident grooming	Meeting the resident's/patient's need for grooming
13 Commitment to family updates	Keeping you and your family informed about the resident/patient
14 Competency of staff	The competency of staff
15 Care (concern) of staff	The staff's care and concern for the resident/patient
QUALITY OF SERVICE DOMAIN	
	Rate this facility on ...
16 Responsiveness of management	Management's responsiveness to your suggestions and concerns
19 Cleanliness of premises	The cleanliness of the room and surroundings
20 Quality of meals	The quality of the meals
22 Quality of laundry services	The quality of laundry services
DEMOGRAPHICS AND BACKGROUND INFORMATION	
25 Length of stay	How long has the resident/patient lived at this facility?
26 Person visiting most	Who visits the resident/patient most often?
27 How often visited	How often does this person visit the resident/patient?
28 Homes visited	How many nursing homes did you (or your family) visit before choosing this facility?
29 Reason for choosing	What is the most important reason you (or your family) chose this facility?
30 Gender of resident	What is the resident's/patient's gender?
31 Age of resident	What is the resident's/patient's age?
32 Relationship to resident	What is your relationship to the resident/patient?

EMPLOYEE SATISFACTION

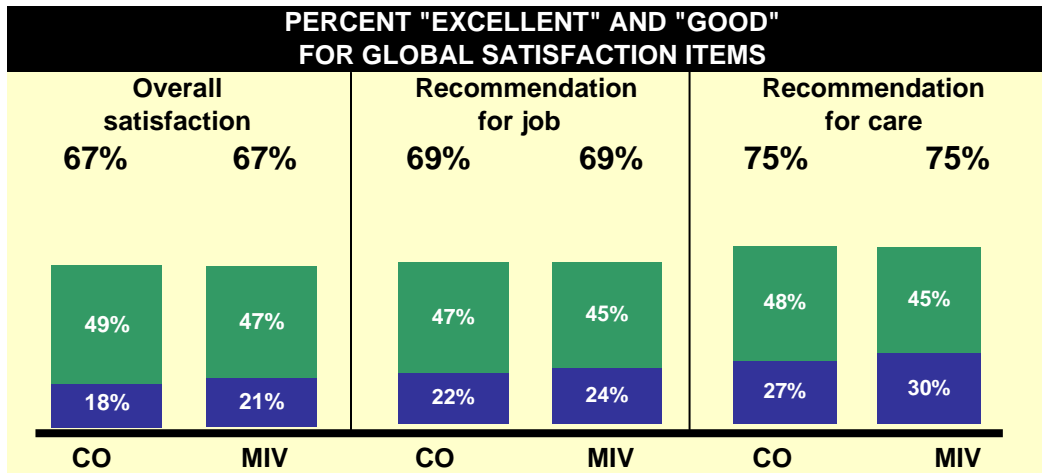
	2009	2008	2007
RESPONSE RATE	67%	56%	51%
FACILITIES SURVEYED	109	73	74
SURVEYS RECEIVED	7,624	4,547	4,204



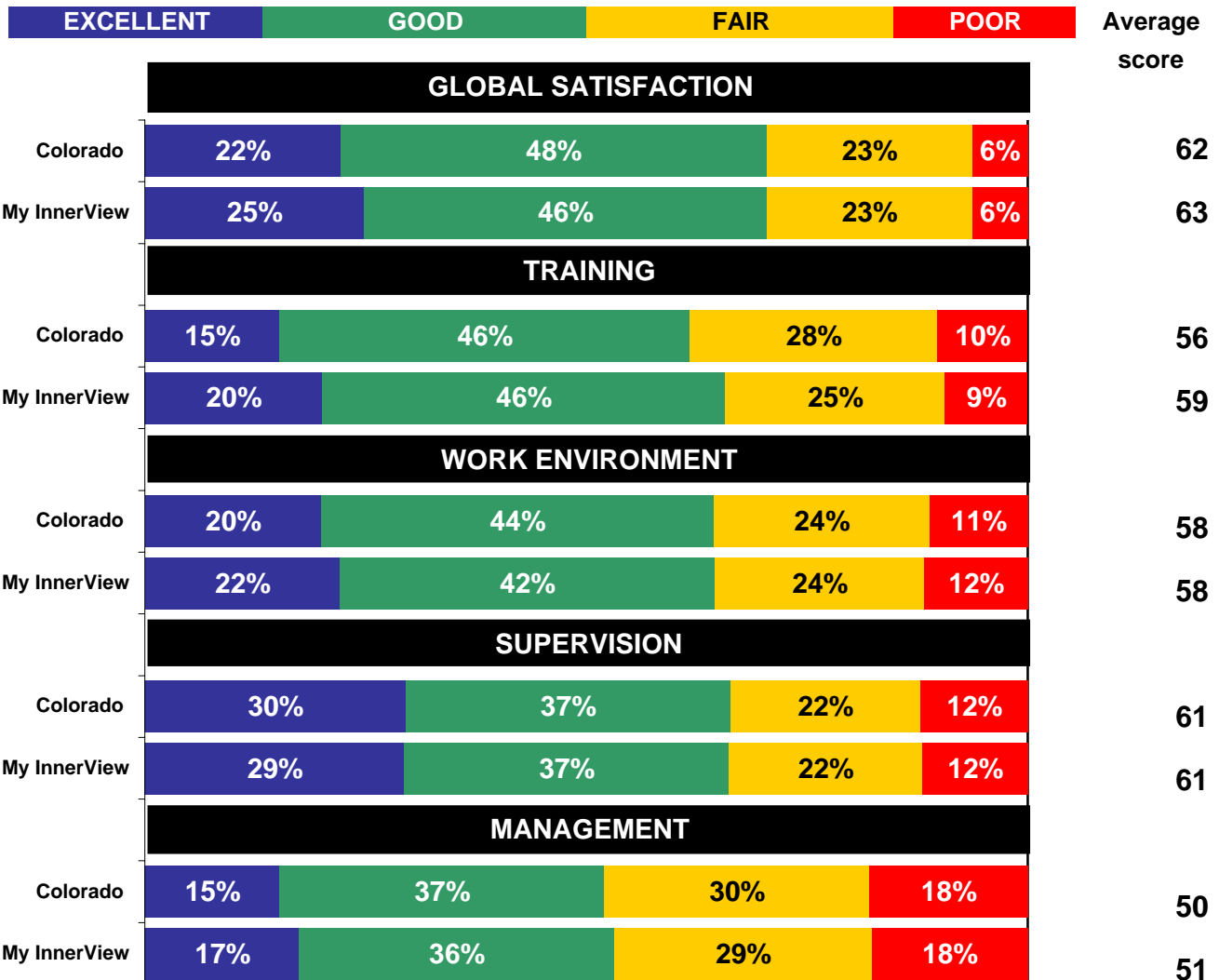
COLORADO

EMPLOYEE SATISFACTION

GLOBAL SATISFACTION AND RATINGS BY DOMAIN FOR 2009



(The total percentage listed may be higher or lower than individual rating totals due to rounding.)



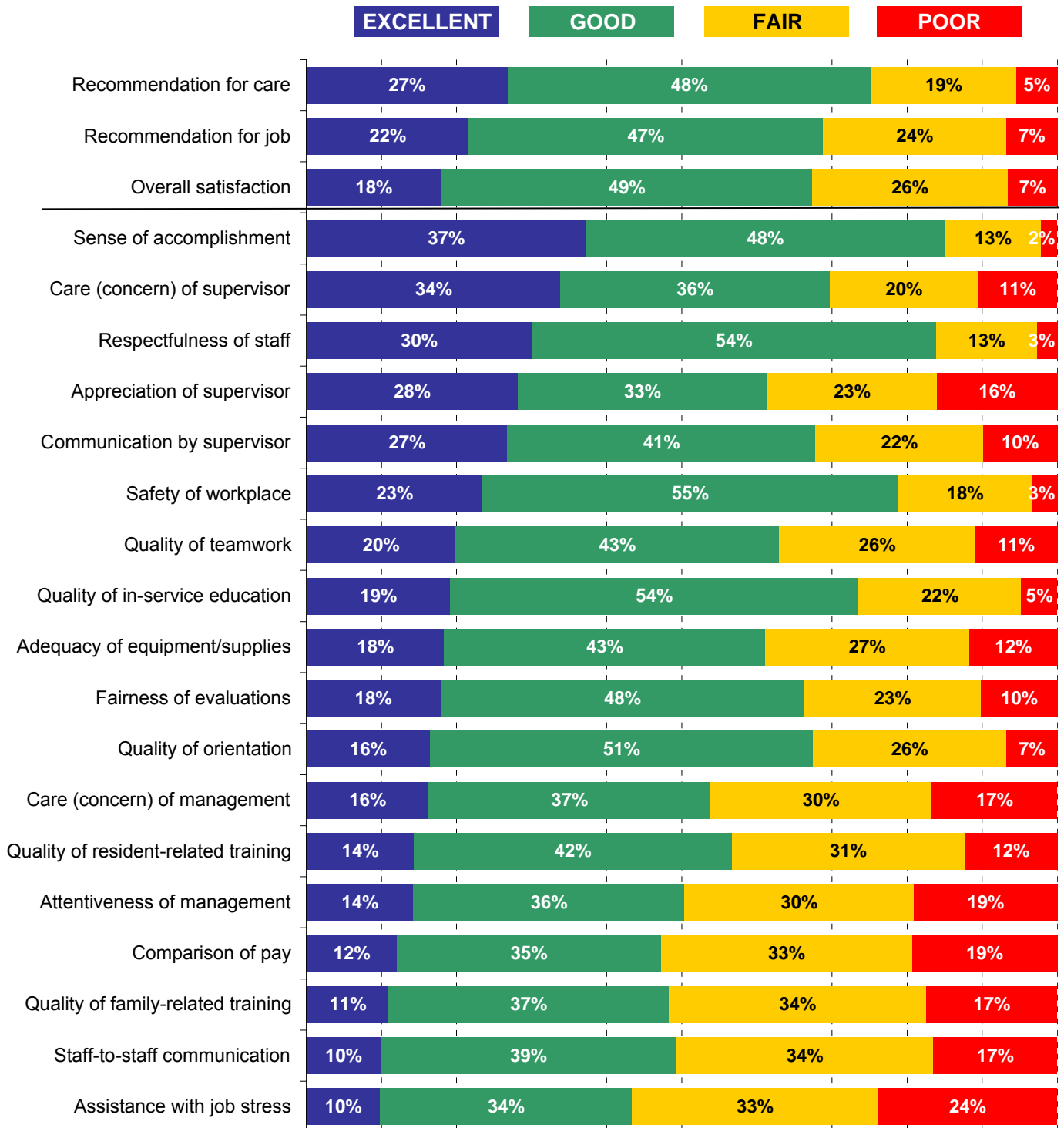
(May not total 100% due to rounding.)

COLORADO

EMPLOYEE SATISFACTION

ITEMS RANKED BY PERCENT "EXCELLENT" FOR 2009

2



Items are ranked from highest to lowest on the percent of responses rated "Excellent." The percentages reflect averages across facilities. (May not total 100% due to rounding.) See chart 4 for comparison to prior years.

COLORADO

EMPLOYEE SATISFACTION

QUADRANT ANALYSIS: STRENGTHS AND OPPORTUNITIES

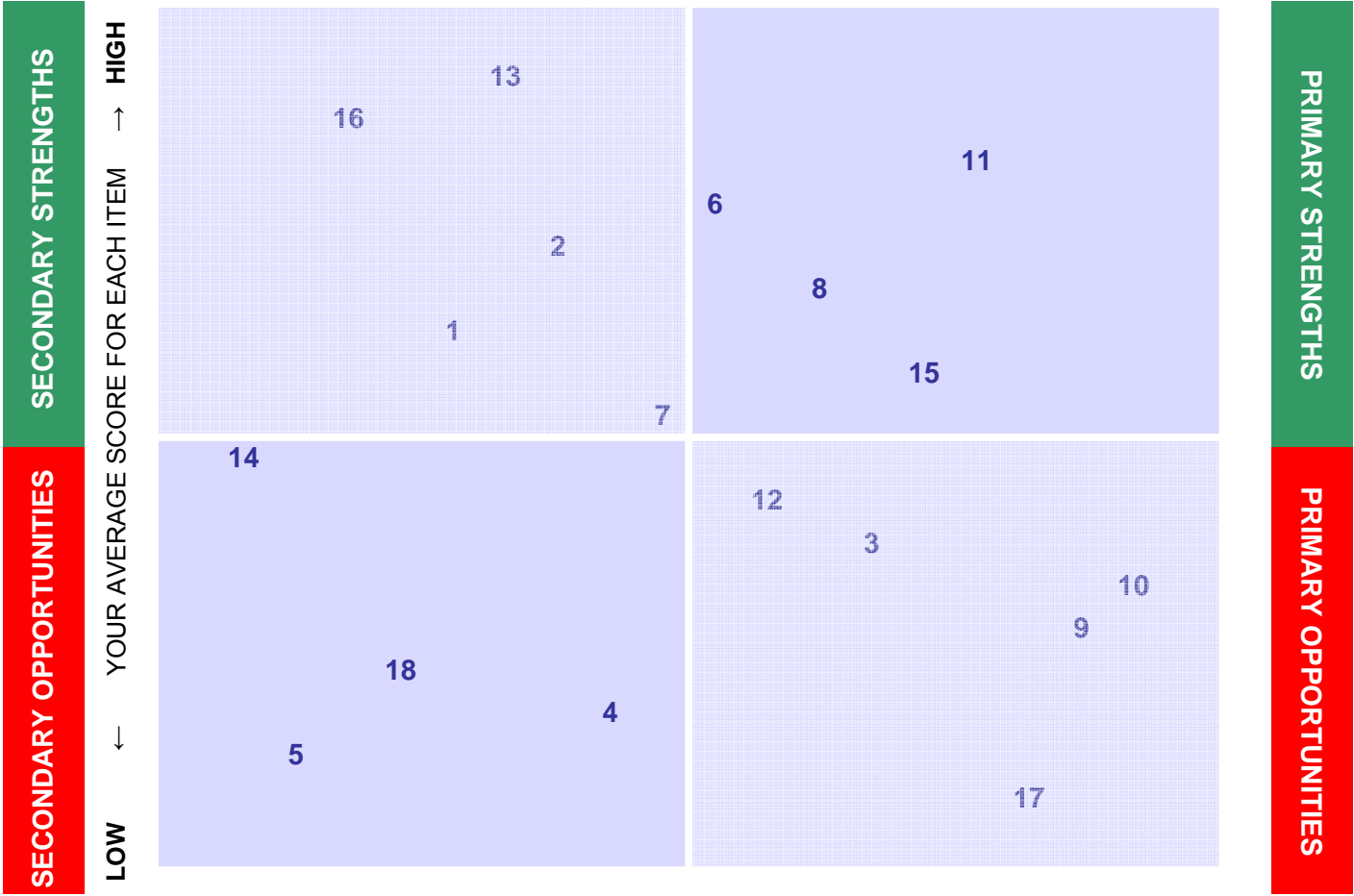
3

A

Quadrant A shows items of *lower* importance to "Recommendation" with a *higher* average score

Quadrant B shows items of *higher* importance to "Recommendation" with a *higher* average score

B



C

LOW ← IMPORTANCE TO RECOMMEND FOR JOB → HIGH

D

Quadrant C shows items of *lower* importance to "Recommendation" with a *lower* average score

Quadrant D shows items of *higher* importance to "Recommendation" with a *lower* average score

The quadrant analysis plots the percentile rank of the average score on the satisfaction items against the percentile rank of the average "importance" score of each item and the question **What is your recommendation of this facility as a place to work?** Items in the lower right quadrant are those that are most important to "Recommendation" but received the lowest scores.

See actual satisfaction items and report labels at end of section

COLORADO



SECONDARY STRENGTHS

Items with average scores above the midline but not as important to "Recommendation"

- 7 Appreciation of supervisor
- 2 Quality of in-service education
- 1 Quality of orientation
- 13 Sense of accomplishment
- 16 Respectfulness of staff



PRIMARY STRENGTHS

Items with average scores above the midline and more important to "Recommendation"

- 15 Fairness of evaluations
- 8 Communication by supervisor
- 11 Safety of workplace
- 6 Care (concern) of supervisor



SECONDARY OPPORTUNITIES

Items with average scores below the midline but not as important to "Recommendation"

- 4 Quality of family-related training
- 5 Comparison of pay
- 18 Staff-to-staff communication
- 14 Quality of teamwork



PRIMARY OPPORTUNITIES

Items with average scores below the midline and more important to "Recommendation"

These are areas that represent a good opportunity for improvement.

PRIORITY ACTION AGENDA™

The top FIVE items in Quadrant D (*Primary Opportunities*) comprise your Priority Action Agenda and provide a focus for improving willingness to recommend this facility as a place to work.

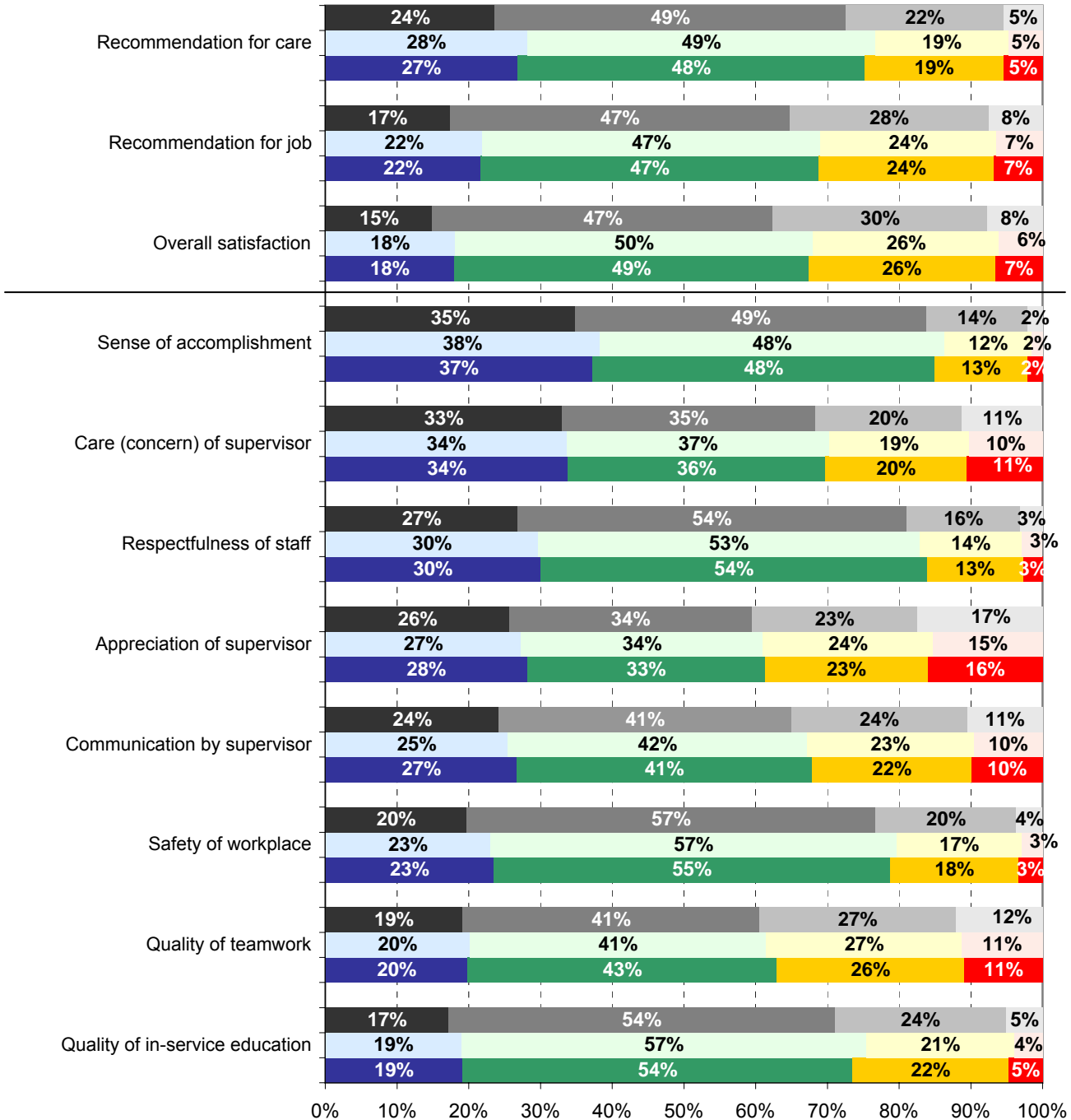
If Quadrant D has less than five items, the Priority Action Agenda will list only those items in the quadrant.

- 17 Assistance with job stress**
- 9 Attentiveness of management**
- 10 Care (concern) of management**
- 3 Quality of resident-related training**
- 12 Adequacy of equipment/supplies**

EMPLOYEE SATISFACTION

ITEMS RANKED BY PERCENT "EXCELLENT" FOR 2007, 2008 AND 2009

Year	EXCELLENT	GOOD	FAIR	POOR
2007	EXCELLENT	GOOD	FAIR	POOR
2008	EXCELLENT	GOOD	FAIR	POOR
2009	EXCELLENT	GOOD	FAIR	POOR



Items are ranked from highest to lowest on the percent of responses rated "Excellent" for the most recent year. (May not total 100% due to rounding.)

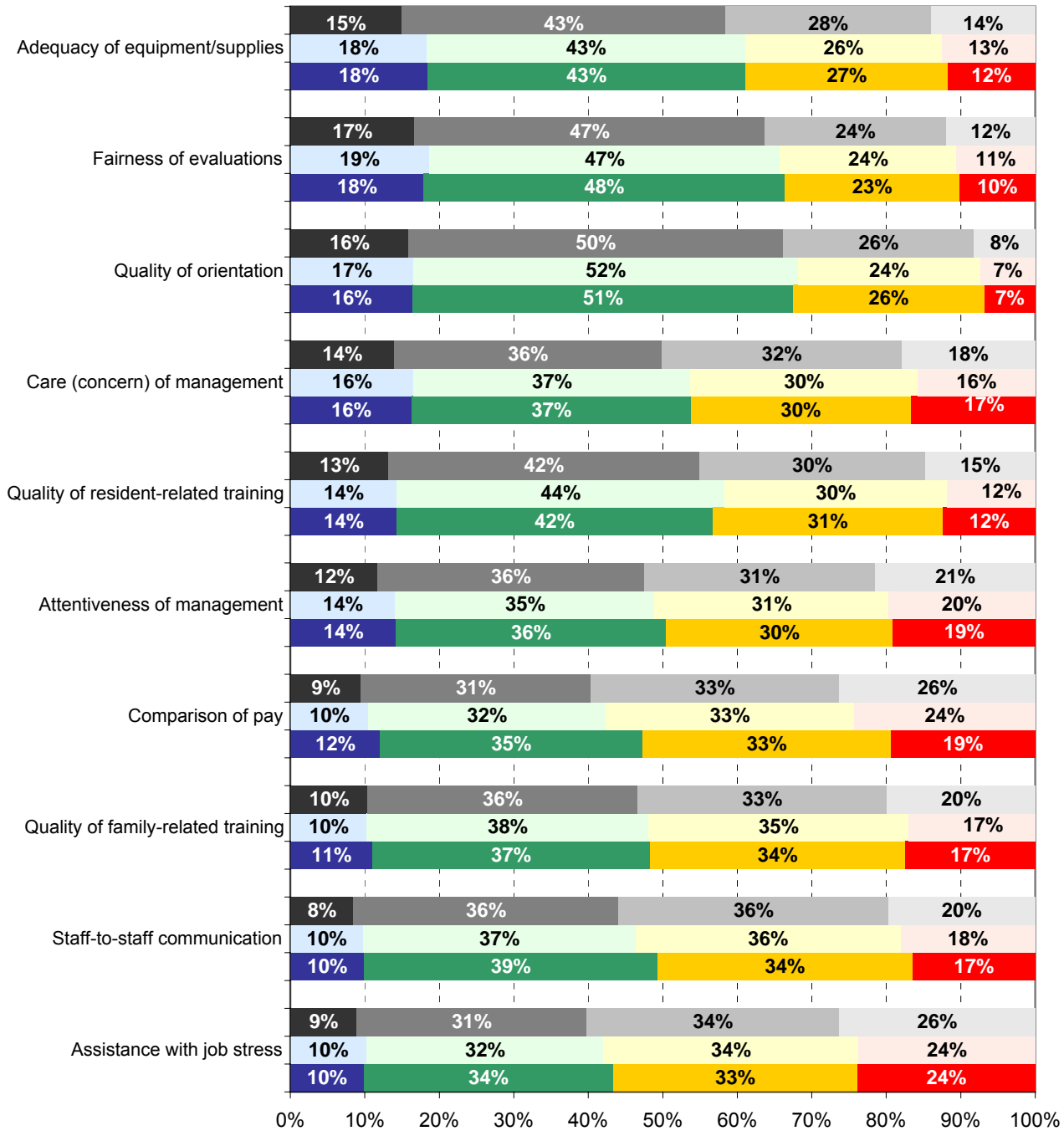
COLORADO

EMPLOYEE SATISFACTION

ITEMS RANKED BY PERCENT "EXCELLENT" FOR 2007, 2008 AND 2009

CONTINUED

Year	EXCELLENT	GOOD	FAIR	POOR
2007	EXCELLENT	GOOD	FAIR	POOR
2008	EXCELLENT	GOOD	FAIR	POOR
2009	EXCELLENT	GOOD	FAIR	POOR



Items are ranked from highest to lowest on the percent of responses rated "Excellent" for the most recent year. (May not total 100% due to rounding.)

COLORADO

EMPLOYEE SATISFACTION

ITEMS RANKED WITHIN DOMAIN BY AVERAGE SCORES FOR 2009

5

		2008	2007	2009 MIV
Recommendation for care		67	64	67
Recommendation for job		61	58	62
Overall satisfaction		60	57	60
TRAINING	Quality of in-service education	63	61	66
	Quality of orientation	59	58	62
	Quality of resident-related training	53	51	56
	Quality of family-related training	47	46	51
WORK ENVIRONMENT	Sense of accomplishment	73	72	75
	Respectfulness of staff	70	68	70
	Safety of workplace	66	64	67
	Fairness of evaluations	58	56	60
	Quality of teamwork	57	56	57
	Adequacy of equipment/supplies	56	53	56
	Staff-to-staff communication	48	44	48
	Comparison of pay	47	41	45
	Assistance with job stress	43	41	45
SUPERVISION	Care (concern) of supervisor	64	63	64
	Communication by supervisor	62	60	62
	Appreciation of supervisor	58	56	58
MANE-GE- MENT	Care (concern) of management	51	49	52
	Attentiveness of management	49	46	50

COLORADO

EMPLOYEE SATISFACTION

AVERAGE SCORES BY ITEM BY LOCATION TYPE FOR 2009

6

		Colorado	Rural	Suburban	Urban	
TRAINING	Recommendation for care	66	71	70	62	
	Recommendation for job	61	66	65	58	
	Overall satisfaction	60	63	63	57	
	Quality of in-service education	63	64	65	61	
	Quality of orientation	59	59	61	58	
	Quality of resident-related training	53	54	56	52	
	Quality of family-related training	47	48	49	47	
	WORK ENVIRONMENT	Sense of accomplishment	73	76	76	72
		Respectfulness of staff	70	71	74	69
		Safety of workplace	66	69	69	64
Fairness of evaluations		58	60	61	56	
Quality of teamwork		57	55	60	57	
Adequacy of equipment/supplies		56	60	59	53	
Staff-to-staff communication		48	46	48	48	
Comparison of pay		47	50	50	44	
SUPER-VISION	Assistance with job stress	43	44	46	42	
	Care (concern) of supervisor	64	66	67	63	
	Communication by supervisor	62	62	64	61	
MANAGEMENT	Appreciation of supervisor	58	58	59	57	
	Care (concern) of management	51	55	55	49	
	Attentiveness of management	49	50	53	47	

All scores represent average scores across survey respondents. Each item was measured on a four-point scale:

Poor = 0 Fair = 33.3 Good = 66.7 Excellent = 100

Items are listed by domain as they appear in the survey. The shading in the Rural, Suburban and Urban columns reflects a comparison to the state average: Green = higher than the state average; yellow = same as the state average; red = lower than the state average.

COLORADO

EMPLOYEE SATISFACTION

DEMOGRAPHICS AND BACKGROUND INFORMATION FOR 2009

7

EMPLOYEE

Age of employee		Gender of employee		English as first language	
19 and under	3%	Female	85%	Yes	90%
20 to 29	21%	Male	15%	No	10%
30 to 39	22%				
40 to 49	24%				
50 to 59	22%				
60 or older	8%				

POSITION

Job category		Shift typically worked		Hours worked in typical week	
CNA	35%	Days	66%	Less than 10 hours	2%
Nurse	19%	Evenings	19%	10 to 20 hours	6%
Nursing Administration	3%	Nights	8%	20 to 30 hours	10%
Food Service	11%	Rotating	7%	30 to 40 hours	61%
Social Services	2%			More than 40 hours	21%
Hskg./Lndry./Maint.	10%				
Activities	3%				
Therapy/Rehabilitation	4%				
Business Office	2%				
Administration	4%				
Other Position	6%				

WORK HISTORY

Length of employment		Homes worked in 3 years	
Less than 1 month	2%	Just this one	65%
1 to 3 months	8%	2 to 3	32%
3 months to 1 year	20%	4 or more	3%
1 to 2 years	18%		
2 to 5 years	26%		
5 to 10 years	15%		
More than 10 years	11%		

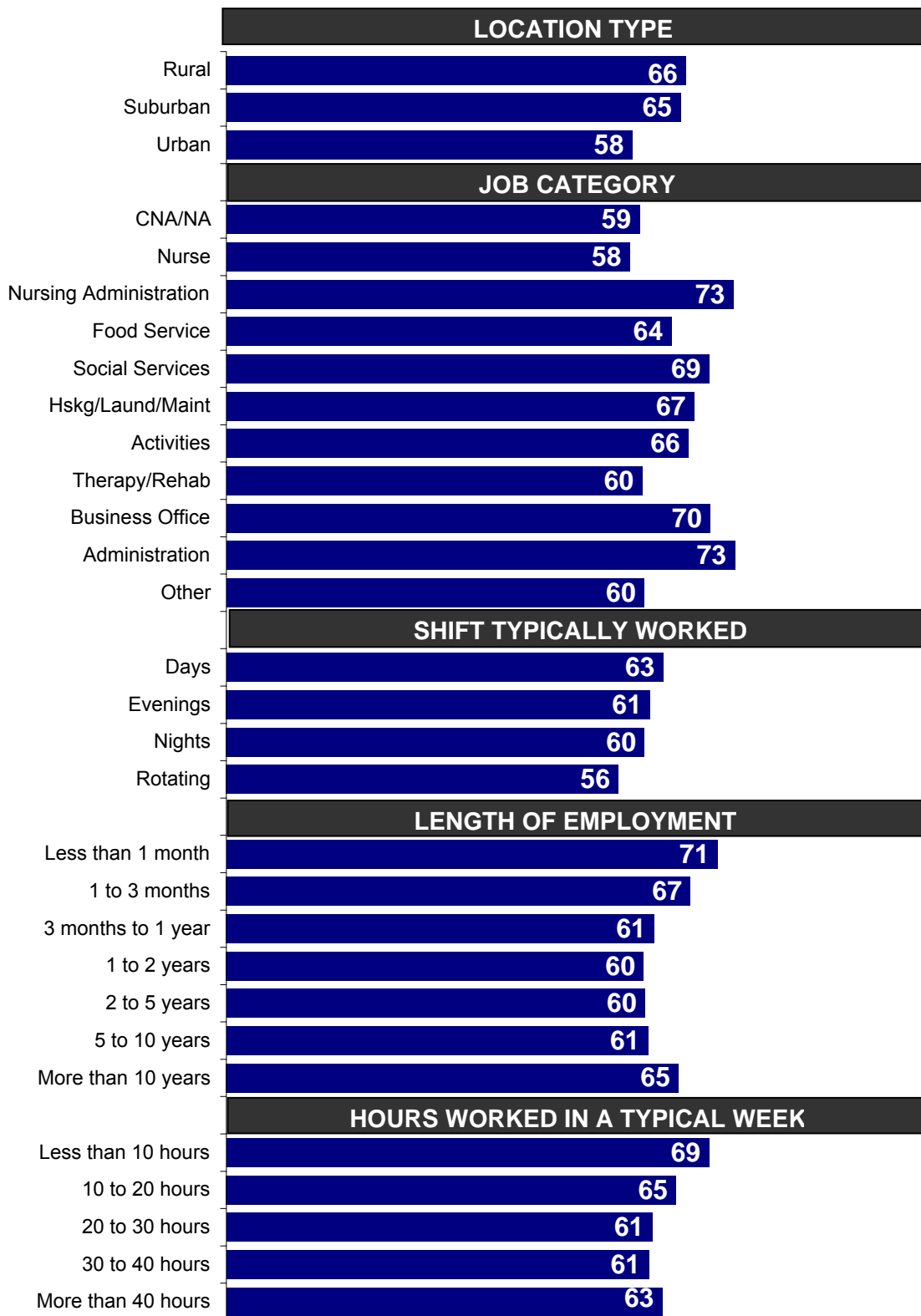
(May not total 100% due to rounding.)

COLORADO

EMPLOYEE SATISFACTION

AVERAGE SCORES FOR "RECOMMENDATION FOR JOB" BY DEMOGRAPHICS FOR 2009

8



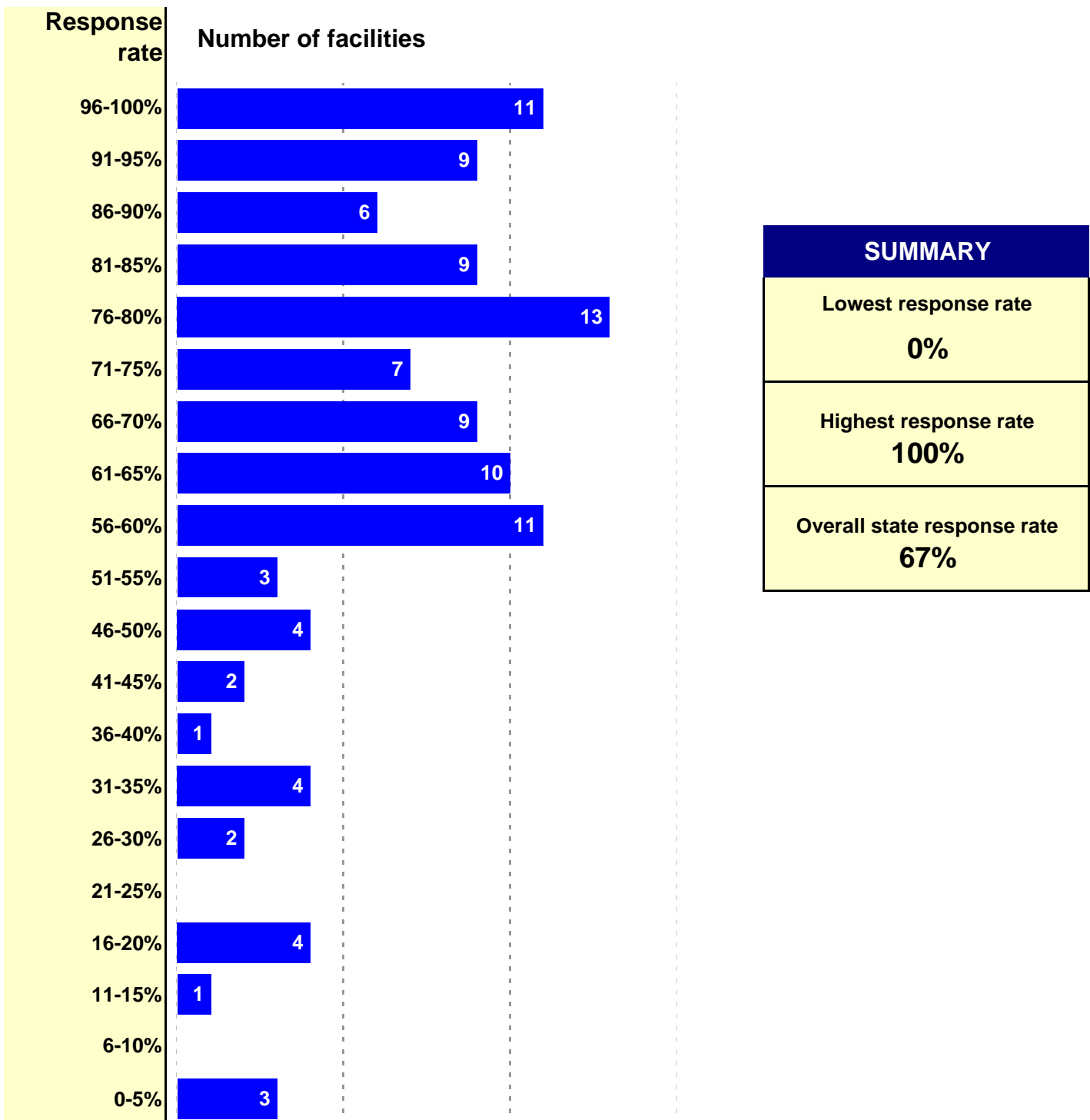
COLORADO

EMPLOYEE SATISFACTION

DISTRIBUTION OF RESPONSE RATES FOR 2009

9

Results are for 109 participating facilities.



COLORADO

EMPLOYEE SATISFACTION

SKILLED NURSING EMPLOYEE SATISFACTION SURVEY REFERENCE

ITEM NUMBER/LABEL	ORIGINAL SURVEY STATEMENT
GLOBAL SATISFACTION DOMAIN	
19 Overall satisfaction	How would you rate your overall satisfaction with this facility?
20 Recommendation for job	What is your recommendation of this facility as a place to work?
21 Recommendation for care	What is your recommendation of this facility as a place to receive care?
WORK ENVIRONMENT DOMAIN Rate this facility on ...	
5 Comparison of pay	The pay as compared to other facilities
11 Safety of workplace	The safety of the workplace
12 Adequacy of equipment/supplies	The adequacy of equipment and supplies to do your job
13 Sense of accomplishment	How your work allows you to make a difference in people's lives
14 Quality of teamwork	How your co-workers work together as a team
15 Fairness of evaluations	The fairness of your performance evaluations
16 Respectfulness of staff	The respect shown to the resident by staff
17 Assistance with job stress	Helping you to deal with job stress and burnout
18 Staff-to-staff communication	Staff communication between shifts
TRAINING DOMAIN Rate this facility on ...	
1 Quality of orientation	The quality of new staff orientation
2 Quality of in-service education	The quality of in-service education
3 Quality of resident-related training	The quality of training you receive to deal with difficult residents
4 Quality of family-related training	The quality of training you receive to deal with difficult family members
SUPERVISION DOMAIN Rate this facility on ...	
6 Care (concern) of supervisor	How your direct supervisor cares about you as a person
7 Appreciation of supervisor	How your direct supervisor regularly shows you appreciation for a job well done
8 Communication by supervisor	How your direct supervisor regularly gives you important work-related information
MANAGEMENT DOMAIN Rate this facility on ...	
9 Attentiveness of management	How well facility management listens to employees
10 Care (concern) of management	How facility management cares about employees
DEMOGRAPHICS AND BACKGROUND INFORMATION	
22 Age of employee	What is your age?
23 Gender of employee	What is your gender?
24 Job category	What is your job category?
25 Shift typically worked	Which shift do you normally work?
26 Length of employment	How long have you worked at this facility?
27 Homes worked in 3 years	How many nursing homes have you worked at during the last three years?
28 English as first language	Do you speak English as your first language?
29 Hours worked in typical week	How many hours during a typical week do you normally work at this facility?