COMMUNITY CARE
The DaVita Vision for Global Citizenship
2013
At DaVita Kidney Care, we do dialysis, but we are not about dialysis. We are about the lives of our patients, teammates (employees) and partners, and the communities in which we operate around the globe.

We believe that if we create a thriving, sustainable community for our teammates, they in turn will create a special clinical and caring community for our patients and their families, and be inspired to help others. We call this vision for corporate social responsibility (CSR) our Trilogy of Care: Caring for Our Patients, Caring for Each Other and Caring for Our World. This trilogy is at the heart of our industry-leading clinical outcomes, our goodwill initiatives and our environmental commitment.

Chronic kidney disease (CKD), a silent epidemic, affects 1 in 10 U.S. adults\(^1\), many of whom are unaware of the condition until it progresses to kidney failure, or end stage renal disease (ESRD). More than 600,000 people in the U.S. have ESRD and require a transplant or dialysis to survive\(^2\).

Anyone can be affected by ESRD, but African Americans, Hispanic Americans and Native Americans are affected disproportionately. Diabetes and hypertension are the two leading causes of CKD, which is recognized as a major public-health problem that reduces the quality and length of life\(^3\).

Our integrated and individualized approach to kidney care offers patients choice, comfort and convenience to help them continue to lead the lives they knew before dialysis.

\(^{1}\) 2010 CDC Report in reference to adults aged 20 years or older
\(^{2}\) 2013 USRDS Annual Data Report
\(^{3}\) USRDS 2013 Atlas of ESRD
OUR VISION
To Build the Greatest Healthcare Community the World Has Ever Seen

OUR MISSION
To Be the Provider, Partner and Employer of Choice

OUR CORE VALUES
Service Excellence, Integrity, Team, Continuous Improvement, Accountability, Fulfillment, Fun

OUR TRILOGY OF CARE
Caring for Our Patients
Caring for Each Other
Caring for Our World

Paul H., DaVita dialysis patient.

14% reduction in water consumption per treatment since 2010.

9,700 teammates trained in award-winning DaVita University professional-development classes in 2013.

Continuous clinical improvement since 2000.
DaVita’s vision To Build the Greatest Healthcare Community the World Has Ever Seen means continuously evolving the way we treat our more than 163,000 kidney care patients. Through our integrated, personalized approach to care that focuses on innovation, education and empowerment, we are improving our patients’ health, healthcare experience and quality of life. Some of our initiatives to set a new standard for kidney care are highlighted here.

**IMPACT™.** DaVita’s IMPACT care management program improves outcomes and reduces mortality rates by focusing on the first 90 days of dialysis, when patients are at highest risk for serious and potentially fatal complications. The program has helped improve DaVita’s overall gross mortality rate, which has fallen by 28 percent over the last 13 years.

**CathAway™.** DaVita’s CathAway program helps transition patients from central venous catheters (CVCs) to arteriovenous fistulas, reducing the risk of hospitalization from infections and blood clots. Since 2000, our fistula adoption rate has improved by 102 percent, and CVC use was at an all-time low of 13 percent at the end of 2013. DaVita received the Renal Physicians Association’s 2013 Patient Safety Improvement Award for adherence to access monitoring and surveillance procedures, which resulted in reducing fistula and graft thromboses, the leading cause of reversion to infection-prone catheters.

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**Meet Bennye V.**

Bennye refused to accept that her kidneys were failing until she met the caring teammates at her DaVita dialysis facility in California. She could see that the teammates who made up her dialysis support team cared not only about her health but about her quality of life. That personal connection inspired Bennye to treat dialysis as “her job,” laying out her clothes the night before her treatment days. She quickly started to thrive and credits DaVita for changing her life.
Vaccinations. DaVita’s pneumococcal pneumonia and influenza vaccination initiatives lead the industry and help foster a safe environment for our patients and clinical teams. In 2013, DaVita vaccinated 92 percent of patients for each. Since undertaking the initiative, patient flu vaccinations have improved by 4.1 percent, teammate flu vaccinations by 43.5 percent and patient pneumonia vaccinations by 26.9 percent.

Lifeline Vascular Access. Lifeline Vascular Access, the nation’s largest network of outpatient vascular access centers for patients with end stage renal disease (ESRD), has performed more than 750,000 procedures, and in 2013 achieved an overall success rate of 98.6 percent.

VillageHealth. One of the nation’s leading integrated kidney care management organizations, VillageHealth now touches more than 20,000 lives a month. The integrated care management results are most visible in VillageHealth’s ESRD special needs plan (SNP) program, where it has achieved:
- 30 percent fewer hospital readmissions compared to the Medicare benchmark.1
- 15 percent lower year-one mortality rate over a three-year period.2
- 15 percent lower non-dialysis costs for ESRD care.3

DaVita Rx. As the first and largest renal pharmacy, DaVita Rx focuses on improving patients’ ability to access and stay adherent to their medications. Studies suggest that patients that use DaVita Rx spend 14 percent fewer days in the hospital each year and are 21 percent more likely to live longer than patients that use a different pharmacy.4

Dedication to Working Patients. Studies have proven that when patients continue working after they go on dialysis, they generally experience a lower rate of depression5, have fewer hospitalizations6 and score higher on general health and vitality tests.7 DaVita provides flexible treatment shifts and a variety of home-treatment options to accommodate working patients as well as information to help patients make the right choice for them.

Compliance. Our compliance program is essential to ensure ethical business practices. By maintaining an environment of integrity through our robust compliance program, DaVita is able to provide quality care to our patients and be the employer of choice to our teammates. In 2013, DaVita earned the Health Ethics Trust’s Best Practice Award for our compliance training program.

DaVita provides some of the most-comprehensive kidney disease education tools available to help patients take control of their health and make better choices to enrich their lives. Millions of people visit DaVita.com for free information on kidney disease.

myDaVita.com. myDaVita.com allows people to connect with a social support community and share their experiences on any of their online devices.

DaVita Diet Helper. The most robust diet-planning tool for kidney care patients, DaVita Diet Helper lets users access 1,000-plus kidney-friendly recipes for pre-planned daily menus, create their own meals and recipes, save their favorites and track their nutrition levels with ease.

Kidney Smart. DaVita aims to empower people diagnosed with chronic kidney disease who have not yet started dialysis to make healthy choices and slow the progression of their disease. Kidney Smart offers early- and late-stage CKD patients and their caregivers no-cost, instructor-led classes in neighborhoods across the country—or via interactive online courses at KidneySmart.org.

DaVita Health Portal. The DaVita Health Portal lets DaVita patients track their health by accessing, printing and sharing their lab values, nutrition reports and more online.

$204 million generated in approximated taxpayer savings through improved clinical outcomes.

14% more flexible treatment times added in 2013, enabling 23% more patients to fit dialysis into their work schedule.

13.7% gross mortality rate in 2013, our lowest ever.

KIDNEY HEALTH TOOLS

Community Care | The DaVita Vision for Global Citizenship
C A R I N G F O R E A C H O T H E R
Together, We’re Stronger

Whether by training teammates for leadership, offering ways for new parents to spend more time with their little ones, helping teammates make healthy choices, funding scholarships for their children or being a safety net in times of crisis, DaVita invests in creating a thriving, healthy and supportive culture throughout our “Village.”

Encouraging Inclusion. We believe that having a diverse and inclusive workforce helps us to deliver on our mission of being the provider, partner and employer of choice in the communities that we serve. We strive to create an environment for our patients and teammates that embraces gender and racial equality, as well as the full spectrum of cultural backgrounds and beliefs.

Developing Leaders. In 2013, more than 9,700 teammates benefited from the various award-winning curricula offered through DaVita University. Additionally, nearly 5,000 teammates from every level of the company attended a DaVita Academy, an immersive two-day introduction to DaVita culture and to leadership practices they can use with their teams and in their personal lives.

To date, 627 DaVita teammates have grown within the company through the Redwoods Leadership Development Program. The three Redwoods curricula provide scholarships, on-the-job and classroom learning, mentorship, a leadership practicum or opportunities to work cross-functionally.
The DaVita Village Network (DVN) gives teammates the opportunity to help each other during times of crisis, such as a natural disaster, accident or illness. Teammates can make payroll contributions, which DaVita provides funding to match up to $250,000 per year.

DaVita teammates’ children and grandchildren who excel in leadership, community service and academics can earn scholarships of $1,000 to $3,000 from the DaVita Children’s Foundation (DCF) and the KT Family Foundation (KTF), respectively. The KTF, funded by Chairman and CEO Kent Thiry and his wife, Denise O’Leary, and the DCF together have awarded more than $1.6 million to 807 students since inception in 2001.

In 2012, DaVita launched the Woody Brittain Scholarship to honor a past DaVita board member. Woody had a lifetime of success in the business world and donated many hours to community service. Three African-American high school seniors each year receive this scholarship and these students will receive exposure to DaVita’s culture and mentor opportunities through college.

DaVita’s Little Star Gift of $2,500 helps new DaVita birth and adoptive parents provide essentials for their little ones.

More than 24,000 teammates and 6,500 spouses and domestic partners participated in DaVita’s Village Vitality program in 2013. Dedicated to creating and sustaining a culture of health awareness and improvement among teammates, our Village Vitality program offers teammates multiple tools for making healthy choices, such as free biometric screenings, stress-management and tobacco-cessation programs, and the six-week Match the Mayor exercise competition with Chairman and CEO Kent Thiry.

In the spirit of producing most what we honor most, DaVita presents the We Are Well Award and the opportunity to earn free health insurance to teammates who have made the commitment to achieving their health goals.

$2.42M in crisis assistance awarded to 492 teammates through the DaVita Village Network.

24,050 DaVita University learning and development experiences offered in 2013.

$1.6M in educational assistance granted to 807 children and grandchildren of DaVita teammates through DaVita Children’s Foundation and KT Family Foundation.

SUPPORT FOR OUR TROOPS

DaVita honors our more than 1,800 teammates who have served in the United States Armed Forces by extending healthcare coverage and life insurance during new deployments lasting 30-plus days and contributing up to $5,000 per year to each deployed teammate.

In 2013, DaVita was recognized with 11 military awards, including the Freedom Award, the Department of Defense’s highest military-friendly employer award. DaVita is the first kidney care provider to earn this distinction.
It is our duty to give back to the neighborhoods in which we operate through environmental, philanthropic and educational means. We work hard to raise awareness about kidney disease, to bring treatment to people who need it most and to be good neighbors in communities around the world.

**Extending Access to Dialysis.** Bridge of Life—DaVita Medical Missions brings kidney care, education and hope to underserved global communities. In 2013, the organization completed 15 medical missions in 11 countries, which will bring treatment to more than 420 dialysis patients around the world. In the last six years, Bridge of Life has provided an estimated 147,000 treatments to more than 1,400 patients.

**Raising Awareness of a Silent Disease.** The Kidney TRUST provides rapid screening to identify signs of kidney impairment. Since 2007, more than 40,000 people have received screenings—12 percent of whom showed evidence of kidney disease. In 2013, The Kidney TRUST partnered with the National Alliance for Hispanic Health and the Congressional Black Caucus to provide free screening for almost 3,000 people.

**Philanthropy.** Through the DaVita Way of Giving, teammates at our 2,000-plus clinics were invited to give to charities in their communities. In 2013, they chose more than 760 local nonprofit organizations such as food banks, shelters and disaster relief organizations to receive $1.2 million through the 2013 campaign.

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**Meet Nakita ★**

*Bridge of Life—DaVita Medical Missions™* helps improve kidney health and saves lives. Nakita is a six-year-old dialysis patient at the University Hospital of the West Indies in Kingston, Jamaica. During a Bridge of Life mission in July 2013, she was able to receive an arteriovenous fistula, which will reduce the number of complications and infections she was having with her catheter and greatly improve the quality of dialysis care she receives.
DaVita Kidney Care also made cash contributions totaling more than $1.362 million to kidney disease–awareness organizations and provided financial support to 117 nonprofit organizations in our hometown of Denver, Colorado.

**Community Service.** Chairman and CEO Kent Thiry and his wife, Denise O’Leary, created the KT Community Foundation in 2006 to help support hands-on community service projects benefiting 501(c)(3) charities. In 2013, the KT Community Foundation awarded its 100th grant, and to date has funded a total of $312,000 toward teammate-led projects.

In 2013, DaVita Kidney Care teammates and their family and friends participated in 369 Village Service Days, volunteering 15,913 hours to community service.

**Tour DaVita.** Tour DaVita is an annual 250-mile bicycle ride to raise awareness about kidney disease. Since it started in 2007, Tour DaVita participants have collectively ridden 533,000 miles and raised more than $5 million in the fight against kidney disease.

**Home-State Engagement.** DaVita has partnered with dozens of organizations to launch community-enrichment initiatives in our home state. After devastating floods hit Colorado in 2013, more than 50 DaVita teammates and Village Service Partners flew out from across the country to help with relief efforts.

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**SUSTAINABILITY**

At DaVita, we aggressively pursue ways to reduce our environmental footprint without compromising patient care. In 2010, we established environmental goals to achieve by the end of 2015:

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<tr>
<th>GOAL</th>
<th>PROGRESS</th>
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<tr>
<td>1</td>
<td>Reduce energy consumption by 15 percent per treatment</td>
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<tr>
<td>2</td>
<td>Reduce water consumption by 10 percent per treatment</td>
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<tr>
<td>3</td>
<td>Reduce office paper consumption by 20 percent</td>
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<td>4</td>
<td>Increase teammate awareness/education by implementing one new sustainability program a year</td>
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<td>5</td>
<td>Environmentally preferable procurement</td>
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In 2013, more than 900,000 pounds of sharps container plastic diverted from the landfill, by purchasing containers with recycled content.

$5M raised to fight kidney disease since 2007 through the annual 250-mile Tour DaVita bicycle ride.

$1.2M donated to more than 760 organizations nationwide through the DaVita Way of Giving in 2013.

“By their nature, dialysis operations use a large amount of resources. We aim to reduce our environmental footprint while continuously improving the care provided to dialysis patients each day.”

— Kent Thiry, Chairman and CEO of DaVita HealthCare Partners Inc.
Every new year presents new opportunities to move closer to achieving our goals of improving quality of life for our patients, supporting our teammates and partners and helping improve the communities in which we live.

**Caring for Our Patients.** Building on our foundation of continuously improved patient outcomes, DaVita recently launched several new clinical initiatives to improve fluid, infection and medication management. These initiatives take the fundamentals of kidney care to the next level and focus on the complex factors that affect patients’ quality of life. This year, DaVita will be working with our physician partners and teammates to roll out these initiatives across the Village.

**Caring for Each Other.** Among our ongoing efforts to promote healthy and balanced lifestyles, DaVita University has launched new programs aimed at achieving life alignment and balance.

The new Thriving After Military Service program honors and supports our teammates who have served or are currently serving in the military. Camp Courage is a way to provide support for our teammates who are battling or have survived cancer. We are always finding new ways to build management and leadership skills through programs like the DaVita University webinars and Leadership Essentials.

**Caring for Our World.** In 2014, DaVita will bring two prominent kidney care non-profit organizations, Bridge of Life and The Kidney TRUST, under one umbrella called DaVita Village Trust. The new entity aspires to improve community health, wellness and vitality by providing chronic kidney disease education, prevention and treatment. In its first year, DaVita Village Trust plans to complete 18 international medical missions that will expand access to quality dialysis treatment for more than 330 new patients around the world. Additionally, DaVita Village Trust aims to provide free rapid-screenings for more than 12,000 people in at-risk and underserved communities.
2013 HIGHLIGHTS

Caring for Our Patients
:: DaVita Kidney Care has improved clinical outcomes each year since 2000, generating an estimated $204M in net savings to the American healthcare system in 2013.
:: By the end of 2013, DaVita had improved patient use of fistulas, the preferred method of vascular access, by 102 percent since 2002.
:: An independent study showed that dialysis patients using DaVita Rx as their pharmacy are 21 percent more likely to live longer and experience 14 percent fewer days in the hospital than patients who do not use DaVita Rx\(^1\).

Caring for Each Other
:: DaVita was recognized for the 10th consecutive year as the No. 1 national healthcare services provider for employee training programs on Training Magazine’s Top 125 list.
:: For its fourth consecutive year since moving to the state, DaVita was voted among the Best Companies to Work For Colorado, ranking No. 5 in the large company category.
:: Starting in 2012, more than 4,500 teammates organized 7,300 letters, care packages and Veterans Day celebrations to honor military veteran patients and teammates serving overseas.

Caring for Our World
:: By the end of 2013, Bridge of Life—DaVita Medical Missions\(^\text{TM}\) installed or repaired 257 dialysis machines to enable 1,400-plus people to receive life-saving care in underserved communities around the world.
:: DaVita Kidney Care had a record-breaking year for volunteerism. DaVita volunteers helped complete 369 community service events around the country, dedicating more than 15,900 hours through Village Service Days.
:: Through DaVita Way of Giving, DaVita donated $1.2M to 760 nonprofits across the country.


2013 AWARDS
\(\rightarrow\) Fortune World’s Most Admired Companies
\(\rightarrow\) Training Top 125
\(\rightarrow\) LearningElite
\(\rightarrow\) WorldBlu Most Democratic Workplaces
\(\rightarrow\) Case In Point Best Discharge Planning Program
\(\rightarrow\) Communitas Community Service
\(\rightarrow\) Health Ethics Trust Best Practice
\(\rightarrow\) Renal Physician Association’s Patient Safety Improvement
\(\rightarrow\) Secretary of Defense Employer Support Freedom Award
\(\rightarrow\) Military Friendly Top 100 Employer (GI Jobs)
\(\rightarrow\) Web Health
\(\rightarrow\) eHealthcare Leadership
\(\rightarrow\) Denver Post Top Workplaces Colorado
\(\rightarrow\) Best Companies to Work For Colorado
\(\rightarrow\) Metro Denver’s Healthiest Employer