



COMMUNITY CARE

The DaVita Vision for Global Citizenship



OUR TRILOGY OF CARE COMES FULL CIRCLE

As a leader in integrated healthcare, we believe that not only should we do well, we should also do good. Every segment of our Village, encompassing DaVita Kidney Care, HealthCare Partners, Paladina Health and our international kidney care centers, works hard to provide exceptional care for our patients, support the development of our teammates (employees) and partners, and bring resources and care to the communities where we operate around the globe.

Our corporate social responsibility (CSR) extends far beyond the walls of our business offices, coordinated care clinics and kidney care centers. It sends ripples throughout our Village, to patients, teammates and their families, and is what makes us a community first and a company second. DaVita's Trilogy of Care—**Caring for Our Patients**, **Caring for Each Other** and **Caring for Our World**—is how we define our approach to CSR, which has resulted in industry-leading clinical outcomes, innovative philanthropic endeavors and a sharp focus on sustainability and the environment.

ABOUT INTEGRATED HEALTHCARE

DaVita HealthCare Partners continuously works to improve our integrated model to provide optimal patient care. Our Kidney Care division supports 170,000 kidney patients nationally and internationally, and our HealthCare Partners division provides coordinated primary and specialty care to 1.5 million patients across several states.¹

Chronic kidney disease (CKD) affects 1 in 10 U.S. adults² and, if not treated, can lead to end stage renal disease (ESRD) and kidney failure, requiring dialysis or a transplant for survival.

Our integrated approach offers preventive care and also addresses the health and lifestyle complexities of chronic conditions. We also invest in creating user-friendly online tools to help patients learn about their healthcare options and take a more-active role in managing their health and diet. At DaVita HealthCare Partners, we believe that patients can live more healthy and fulfilling lives if given the proper support and encouragement.

¹ As of Dec. 31, 2014.

² USRDS 2011 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

DaVita Kidney Care outperformed other major dialysis providers by nearly **200 percent in the 2015 federal Five-Star Ratings.**

In 2014, we invested more than \$14.9 million in continuing education contact hours valued at \$15 per hour to teammates.

12,000 teammates and friends led nearly 500 Village Service Days community service projects in 2014.

Tracie M., DaVita dialysis patient.

CARING FOR OUR PATIENTS

Innovating Care, Improving Lives

The Kidney Care and HealthCare Partners divisions of DaVita HealthCare Partners together support more than 1 million primary and specialty care patients through an integrated care model that focuses on the whole patient, not just the disease. Our innovative clinical programs help to coordinate all facets of health, including diet, medications, patient education and emotional support to improve clinical outcomes, reduce healthcare costs and enhance patient quality of life.

VillageHealth. One of the nation's leading integrated kidney care management organizations, VillageHealth now touches more than 22,000 lives a month. The integrated care management results are most visible in VillageHealth's ESRD special needs plan (SNP), where it has achieved:

- :: 15 percent lower year-one mortality rate over a three-year period.
- :: 27 percent fewer hospital readmissions compared to the Medicare benchmark.
- :: 15 percent lower non-dialysis costs for ESRD care.

DaVita Rx. DaVita Rx, the first and largest kidney pharmacy, delivered its 15 millionth prescription in 2014. Studies have shown that patients who use DaVita Rx spend 14 percent fewer days in the hospital³ and have a 37 percent lower mortality risk⁴ than patients who use other pharmacies.

Compliance. By maintaining integrity through our robust compliance program, DaVita HealthCare Partners is able to provide ethical, quality care to our patients.

Meet Earl.

Earl won't let his dialysis treatments interfere with his career. As a professional pianist who performs around the world, he needs a dialysis provider that offers treatment coordination and flexibility. He receives that support from DaVita Kidney Care. Friendly staff and flexible care options allow him to receive dialysis wherever he performs. Even with ESRD, Earl can continue to pursue his passion.



Paladina Health. Paladina Health, a subsidiary of DaVita Healthcare Partners that offers primary care, makes care easy through a patient-centric approach and 24/7 access to personal physicians. In 2014, its Clinical Excellence program exceeded the HEDIS 90th percentile in hypertension management—a commercial HMO benchmark for quality.

Kidney Health Tools. DaVita Kidney Care 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. In 2014, online tools became mobile-friendly.

myDaVita.com. With 148,000 users, myDaVita.com allows patients to connect with an online support community and share their experiences.

DaVita Diet Helper™. The most robust diet-planning tool for kidney care patients, DaVita Diet Helper lets users access more than 1,000 kidney-friendly recipes, create meals and recipes, save favorites and track nutrition levels.

Kidney Smart®. DaVita's Kidney Smart program offers no-cost, instructor-led kidney disease education classes that are open to the entire community. The classes are held across the country or online at KidneySmart.org.

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

International. DaVita Kidney Care is committed to elevating the health and quality of life for patients around the world. In 2014 we celebrated the accreditation of one of our dialysis centers in Malaysia—the first-ever dialysis center to be accredited in the country. We were also recognized in India as the Dialysis Service Provider Company of the Year.

Accountable Care Organizations. Accountable care organizations (ACOs) serve as an integrated care framework to improve patient care, clinical outcomes and costs. HealthCare Partners and Anthem Blue Cross partnered to build a commercial ACO and, in its first year, achieved nearly \$2 million in shared savings.

79% of patients say their health has improved because of Paladina Health.

Since 2000, DaVita has improved its fistula adoption rate by 103%, protecting more patients from infection.

Patients who use DaVita Rx have a 37% lower mortality risk.

HealthCare Partners was on the 2014 list of 100 Accountable Care Organizations to Know, published by Becker's Hospital Review.

LEADING INDUSTRY QUALITY

At DaVita Kidney Care, we are committed to improving patient care. That's why we're proud that the Centers for Medicare and Medicaid Services (CMS) Five-Star Quality Rating System recognized DaVita highest among all major dialysis providers.

:: DaVita Kidney Care outperformed the industry average by 138 percent.

:: 50 percent of DaVita's dialysis clinics earned a four- or five-star rating.

DaVita Kidney Care outperformed other major kidney care providers in Medicare's Quality Incentive Program (QIP), with over 98 percent of the company's centers ranking in the top clinical performance tier.

HealthCare Partners was also recognized in 2014 for outstanding clinical measures. The Integrated Healthcare Association awarded us a 4.5 out of 5 star rating for quality of care provided to our Medicare Advantage patients in California. This was one of the highest ratings across all California physician organizations.

CLINICAL INITIATIVES

DaVita Kidney Care

In 2014, we made strides in four Quality of Life programs that focus on fluid, medication, infection and diabetes management for kidney care patients.

FluidWise. Reduce fluid-related hospitalizations and mortality while enhancing the patient experience.

MedsMatter. Improve medication adherence rates and reduce related hospitalizations.

WipeOut. Reduce the risk of patient infections by actively addressing their leading causes.

StepAhead. Help kidney care patients prevent avoidable complications from diabetes mellitus.

HealthCare Partners

We help our primary and specialty care patients achieve their best possible health through a number of innovative programs and initiatives, including:

Transitions of Care. Decrease unnecessary hospital readmissions.

Flu Vaccinations. Aim to vaccinate 70 percent of patients and 90 percent of teammates.

Hypertension. Work to achieve blood pressure control for at least 75 percent of our hypertensive patients.

³ Weinhandl ED, Arneson TJ, St. Peter WL. Clinical outcomes associated with receipt of integrated pharmacy services: Potential quality improvement in hemodialysis patient care. Am J of Kidney Dis.

⁴ Brunelli SM, Wilson S, Hoang M, Bengtsson E, Furguete T. Enrollment of hemodialysis patients in an integrated pharmacy management program is associated with reduced mortality. Poster presented at: American Society of Nephrology (ASN) Kidney Week, 2014.



CARING FOR EACH OTHER

Together, We're Stronger

We provide unique opportunities for our teammates to succeed at work and at home through leadership courses, professional development, education scholarships for children and grandchildren, and support in times of crisis.

DaVita University. DaVita University, which offers leadership, management, operational and clinical education opportunities, focuses on growing better leaders, family members and citizens. In 2014, DaVita University conducted 26,330 live learning touches, including division and clinical meetings, teaching and presenting internationally and much more.

Continuing Education. DaVita provides tuition, license renewal and recertification reimbursement to teammates. In 2014, we awarded 999,684 continuing education contact hours. We value continuing education credit hours at \$15 per hour and last year invested more than \$14.9 million in continuing education contact hours.

DaVita Academy. This two-day event introduces new field and corporate teammates to the DaVita culture and empowers them to be leaders in their communities, families and teams. In 2014, 6,182 teammates participated in Academy, which hosted the largest number of HealthCare Partners teammates to date.

The DaVita Way. DaVita Way Days and Monthly Activities introduce teammates to our Core Values and our various symbols and traditions for celebrating success. Teammates learn how to create and lead DaVita Way activities in their centers and offices.

Meet Suzy.

Suzy has a scrapbook called "Cool Things I Get to Do" to remind her of what she has experienced as a teammate in our Village. Suzy has supported fellow teammates at Academy as a Red Shirt and led multiple Village Service Days for her teams, choosing causes that align with our Core Values. She also participated in Tour DaVita, riding 250 miles on a bike to raise awareness of kidney disease. Suzy has enrolled in DaVita University courses to further her career and is earning her Ph.D. with the help of tuition assistance as a Redwoods Scholar.



Redwoods Leadership Program.

To date, 433 DaVita teammates have grown within the company through the Redwoods Leadership Development Program. The Redwoods curricula provide on-the-job and classroom learning, mentorship, a leadership practicum and opportunities to work cross-functionally. In 2014, the program expanded to include HealthCare Partners teammates. Summer Associate interns worked at HealthCare Partners locations and the Resident and Analyst Development programs performed site visits with HealthCare Partners in Torrance, California.

Star Troopers. Through the Star Troopers program, we honor fellow teammates, family members and friends on active military duty. Teammates have sent 7,552 letters, notes and care packages overseas.

The Eureka! Forum. Eureka! is an innovation platform for teammates to share their ideas about how to enhance the Village by improving the quality of patient care, reducing teammate burden and minding Village economics. In 2014, teammates logged into Eureka! over 3,000 times and submitted 429 new ideas.

Voice of the Village Calls. These calls are held approximately every eight weeks. All 60,000-plus teammates are invited to hear about the state of the company from senior DaVita HealthCare Partners leaders and ask questions about any subject they choose.

DaVita Village Network. The DaVita Village Network gives teammates the opportunity to help each other during times of crisis, such as a natural disaster, an accident or an illness. Teammates can make payroll contributions, which DaVita provides funding to match up to \$250,000 per year.

DaVita Children's Foundation and the KT Family Foundation. DaVita teammates' children and grandchildren who excel in leadership, community service and academics can earn scholarships of \$1,000 to \$3,000. The DaVita Children's Foundation, funded by DaVita, awards students in college or 12th grade. The KT Family Foundation, funded by Chairman and CEO Kent Thiry and his wife, Denise O'Leary, awards students in grades six through 11. Together, the two programs have awarded more than \$1.7 million to 891 students.

Woody Brittain Scholarship. The Woody Brittain Scholarship was established in 2012 to honor a past DaVita HealthCare Partners board member. Woody was a successful businessman who was dedicated to community service. DaVita offers \$7,500 scholarships annually to three African-American high school seniors who are interested in pursuing a career in science, technology or healthcare. Students also receive exposure to DaVita's culture and mentor opportunities through college.

DaVita University hosted three DaVita Way Days in India, Germany and Portugal, impacting 170 international teammates in 2014.

The DaVita Village Network has awarded \$2.6M in crisis assistance to 574 teammates.

DaVita Children's Foundation and KT Family Foundation have given more than \$1.7M in educational assistance to 891 children and grandchildren of DaVita teammates.

DaVita University held 26,330 live learning touches with teammates in 2014.

DEVELOPING LEADERS

In 2014, a record-breaking number of teammates attended DaVita University's award-winning classes for teammate development.

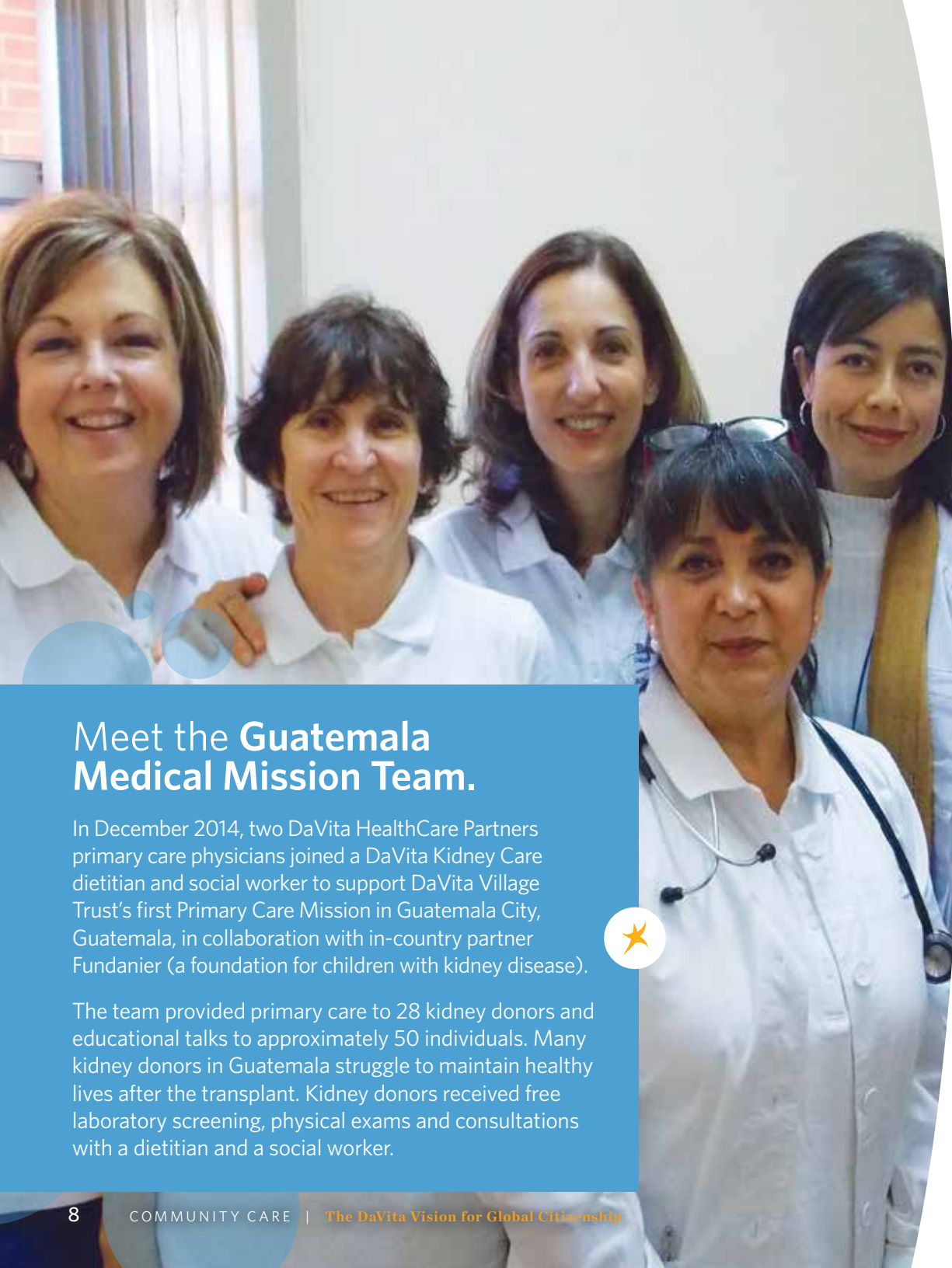
Through DaVita's School of Leadership, School of Clinical Education and Village Gatherings, DaVita directly touched more than 22,600 teammates in 2014. DaVita University also launched a dozen new and innovative leadership and educational programs, expanded the availability of distance learning and rolled out leadership and development programs to international teammates in multiple countries.

VILLAGE VITALITY

Our Village Vitality program offers teammates multiple tools for making healthy choices including:

- Free biometric screenings at work sites
- Stress-management courses
- Tobacco-use cessation programs
- Challenges such as Match the Mayor, a six-week program in which teammates try to match Chairman and CEO Kent Thiry in adding a variety of fruits and vegetables to their daily meals

Teammates have the opportunity to earn free health insurance and the We Are Well award for their commitment to achieving their health goals.



CARING FOR OUR WORLD

Improving Lives, Sustainably

We are working to improve the lives of our patients, the regions in which we operate and those in need throughout the world by examining and reducing our environmental impact, performing international medical missions, offering health screenings and pursuing philanthropic endeavors.

DaVita Village Trust. DaVita Village Trust is improving access to kidney care and primary care, and increasing chronic kidney disease awareness. It saves lives through early-detection testing, kidney care education and increased access to dialysis treatment in underserved communities around the world.

In 2014, DaVita Village Trust completed 21 medical missions in 7 countries, bringing life-saving dialysis treatment to more than 250 patients around the world. Through its first primary care medical mission, it provided care and health education to more than 70 kidney donors and individuals. It provided CKD rapid-screenings for over 8,500 people through 38 domestic and two international CKD screening events.

DaVita Way of Giving. DaVita Kidney Care continued its long tradition of supporting local communities this year by making charitable contributions across the nation through the DaVita Way of Giving. As part of the program, teammates in our centers chose more than 950 nonprofits and community organizations to receive more than \$1.6 million in 2014. The program has donated a total of \$4 million since it began. In HealthCare Partners' first year with DaVita Way of Giving, 46 clinics in four states donated to 38 different charities.

Meet the Guatemala Medical Mission Team.

In December 2014, two DaVita HealthCare Partners primary care physicians joined a DaVita Kidney Care dietitian and social worker to support DaVita Village Trust's first Primary Care Mission in Guatemala City, Guatemala, in collaboration with in-country partner Fundanier (a foundation for children with kidney disease).

The team provided primary care to 28 kidney donors and educational talks to approximately 50 individuals. Many kidney donors in Guatemala struggle to maintain healthy lives after the transplant. Kidney donors received free laboratory screening, physical exams and consultations with a dietitian and a social worker.



KT Community Foundation. The KT Community Foundation funds teammate-led projects that make a difference in teammates' local communities and overseas. To date, the KT Community Foundation has funded more than \$367,000 for such projects.

Tour DaVita. An annual 250-mile bicycle ride in different locations across the nation raises awareness about kidney disease. DaVita Kidney Care and HealthCare Partners teammates have raised more than \$6 million and collectively ridden 638,337 miles to fight kidney disease since 2007.

Village Service Days. Since 2006, DaVita Kidney Care teammates and their families and friends have volunteered more than 79,000 hours through 1,470 Village Service Days community services projects. HealthCare Partners and Paladina Health teammates also participate in a variety of volunteer projects and events specific to their communities.

Home-State Engagement. In addition to \$1.6 million in nationwide giving, DaVita HealthCare Partners contributed more than \$1.3 million in donations to 90 nonprofits and community groups in Denver, where the company is headquartered.

Community Efforts. More than 60 HealthCare Partners care sites and administrative offices in California participated in a variety of service projects in 2014. These included literacy programs, collecting blankets for tsunami victims and food for children in need, building prosthetic hands and organizing hygiene kits for women's shelters, among others.

HealthCare Partners in Colorado Springs constructed a new energy-efficient medical office in 2014 for primary and urgent care with geothermal heating and cooling and motion-sensor lighting.

In 2014, HealthCare Partners teammates across the country began recycling old cell phones to raise funds for DaVita Village Trust.

HealthCare Partners teammates participated in walks and runs in their communities in 2014 to help raise funds for a variety of health-related causes.

SUSTAINABILITY

At DaVita HealthCare Partners, we continue to help improve our patients' health and quality of life while reducing our environmental footprint. In 2010, we established environmental goals for the Kidney Care division to achieve by the end of 2015.

GOAL	2014 PROGRESS
1 Reduce energy consumption by 15 percent per treatment	DaVita Kidney Care has reduced energy consumption by 6 percent per treatment across the country. In 2014, a Building Management Systems pilot launched in 150 centers and we anticipate a 10 percent energy reduction through improvements in temperature controls and set points.
2 Reduce water consumption by 10 percent per treatment	Since 2007 DaVita Kidney Care has reduced water consumption in clinics by 30 percent per treatment. Through the efforts of DaVita Kidney Care's biomedical team to optimize the frequency and duration of the water used in the pre-treatment filtration processes, our centers have, on average, reduced gallons per month by 20 percent from 2013 to 2014.
3 Reduce office paper consumption by 20 percent	DaVita Kidney Care has reduced paper consumption in centers and offices by 5 percent per treatment. Various avenues, including Print to PDF, electronic signatures for contracts and e-faxing capabilities have enabled teammates to move toward more paperless processes.
4 Increase environmentally preferable procurement by 10 percent	DaVita Kidney Care continues to increase its environmentally preferable procurement through partnerships with vendors and purchases of environmentally friendly products when available. In 2014 we refurbished more than 1,300 dialysis machines. This prevents hundreds of thousands of pounds of plastic and metal from going to the landfill.
5 Add one teammate education program each year	DaVita Kidney Care has added more than one new educational program each year. These programs include events such as green fairs, which educate teammates about sustainability at work and at home. Quarterly criteria were provided for Green Champions, focusing on engaging teammates about energy and paper reduction at their center.

LOOKING AHEAD

In reflecting on the progress we made in 2014, we are excited to continue our legacy this year and work to improve quality of life for our patients, for our teammates and in the communities in which we live and work.

Caring for Our Patients

Building on our holistic approach to healthcare, DaVita Kidney Care recently launched a new program called **Empowering Patients**. This program offers comprehensive training for our social workers that builds on their expertise to help patients manage their adjustment to dialysis and enhance their coping skills and self-care. The program explores interventions designed to complement DaVita Kidney Care's Patient-Focused Quality Pyramid and, ultimately, improve what matters most to patients—their quality of life.

Caring for Each Other

In 2015, DaVita University will be offering courses that have historically been available only in classroom settings in webinar and e-learning formats. Our goal is that all DaVita HealthCare Partners teammates, regardless of their schedule or location, will have the opportunity to participate in our award-winning

leadership and professional development courses. These webinars and e-learning courses are designed to offer the same experience as a classroom setting, with small group discussion and interactive features. Additionally, DaVita University has launched new learning programs this year focused on emotional intelligence and building relationships of integrity.

Caring for Our World

The DaVita Village Trust plans to complete **47 international and domestic medical missions, including 15 medical camps for kids this year**. We will expand access to primary care and dialysis care in underserved communities around the world, directly impacting more than 1,400 patients. DaVita Village Trust also aims to provide free CKD rapid-screenings for more than 7,000 people in at-risk and underserved communities in the U.S. and abroad by hosting 32 screening events in 2015.

We launched our **greenest dialysis center to date in Brandywine, Maryland, incorporating designs chosen by a collaborative group of teammates**. The center enhances patient experience while being energy efficient. Using the new Furnish By Owner program, DaVita Kidney Care is now able to specify greener, more durable and contemporary materials, finishes and equipment such as solar shades, light shelves, daylight systems, LED lighting, energy efficient HVAC systems, floor and ceiling finishes, and more.



2014 HIGHLIGHTS

Caring for Our Patients

- :: DaVita Kidney Care led the industry in quality, with 50 percent of its dialysis centers earning four or five stars in the federal Five-Star Ratings, compared to the 21 percent industry average.
- :: DaVita Kidney Care led the industry in Medicare's Quality Incentive Program, ranking No. 1 in three out of four clinical measures and receiving the fewest penalties.
- :: DaVita Kidney Care continued to innovate clinically, improving fistula adoption by 103 percent since 2000, achieving an all-time low catheter rate of 13 percent and vaccinating 92.7 percent of patients for influenza and 93.4 percent for pneumonia.
- :: HealthCare Partners was on the 2014 list of 100 Accountable Care Organizations to Know published by Becker's Hospital Review.
- :: HealthCare Partners in California received a 4.5 out of 5 star rating from the Integrated Healthcare Association for quality of care provided to its Medicare Advantage patients. This was one of the highest ratings across all California physician organizations.

Caring for Each Other

- :: To date, 433 DaVita Kidney Care teammates have grown within the company through the Redwoods Leadership Development Program.
- :: Aon Hewitt honored DaVita Kidney Care in the Special Recognition category for overcoming challenges and demonstrating enormous progress toward becoming one of the best companies for leaders in North America.
- :: Through the Star Troopers program, teammates have sent 7,500 letters of encouragement, notes and care packages to active-duty military personnel overseas.

Caring for Our World

- :: DaVita Village Trust completed 21 medical missions in 7 countries, bringing life-saving dialysis treatment to more than 250 patients around the world and providing care and health education to more than 70 kidney donors and individuals.
- :: Teammates have supported local communities across the nation by donating nearly \$4 million through the DaVita Way of Giving since the program began.

DaVita Kidney Care outperformed other major dialysis providers in the federal Five-Star Ratings and Quality Incentive Program.

ABQ Health Partners Bariatric Surgery, part of HealthCare Partners, was recognized by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program as a Center of Excellence for Bariatric Surgery.

DaVita was honored in 2014 as one of the World's Most Admired Companies by FORTUNE for the tenth consecutive year.

2014 AWARDS

- » FORTUNE® World's Most Admired Companies
- » Aon Hewitt Top Company for Leaders Special Recognition
- » Harvard Business Review Reputation Institute Award
- » National Adult and Influenza Summit Immunization Excellence
- » Denver Post Top Workplaces Colorado
- » Training Top 125
- » LearningElite
- » WorldBlu Most Democratic Workplaces
- » Becker's Hospital Review 150 Great Places to Work in Healthcare
- » Top Military Employer (GI Jobs)
- » Newsweek Green Rankings for corporate sustainability and environmental impact
- » 20 HealthCare Partners physicians named "Top Doctors" in Nevada and Albuquerque
- » National Health Information
- » Web Health
- » Case in Point Platinum awards for Best Case Management in Acute Settings, Provider Program and Best Disease Management/Population Health
- » Modern Healthcare 100 Most Influential People in Healthcare
- » American Medical Group Foundation Measure Up/Pressure Down



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