



# Community Care

THE DAVITA VISION FOR GLOBAL CITIZENSHIP - 2016



# Our trilogy of care

DaVita strives to be a community first and a company second. Our 70,000 teammates work together to serve more than 1.5 million patients around the world through DaVita Kidney Care, DaVita Medical Group and other health care services. We work hard to provide exceptional care for our patients, support the development of our teammates and partners, and care for the environment and communities in which we operate around the globe.

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, philanthropic endeavors and environmental commitment.

# “A community produces most what it honors most.”

- KENT J. THIRY, CHAIRMAN AND CEO



## OUR VISION

To Build the  
Greatest Health  
Care 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



## OUR GUIDING PRINCIPLES

Physician-Led  
Patient-Centered  
Clinically Focused

For the third year in a row, DaVita Kidney Care is a clinical leader in the Centers for Medicare & Medicaid Services Five-Star Quality Rating System.

In early 2017, DaVita was recognized for the 10th consecutive year on FORTUNE World's Most Admired Companies® list.

More than 2,600 DaVita teammates, family and friends in five different countries celebrated Earth Day with 140 environmental service projects.

# Caring for Our Patients

## Integrated Care, Improved Results

DaVita continuously works to improve our integrated model to provide optimal patient care. Through kidney care services and our medical group, DaVita provides compassionate care to more than 1.5 million patients around the world.

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

## COMPLEX CARE PROGRAMS

The country's largest kidney care provider accredited by the National Committee for Quality Assurance (NCQA), DaVita VillageHealth has led the industry in providing renal population health management for more than two decades. We currently manage the total care for more than 20,000 people with end stage renal disease (ESRD), of whom nearly 7,000 are under at-risk arrangements, through partnerships with more than 20 health plans and health systems. DaVita VillageHealth has achieved these results:

- **20%** lower hospitalization rate than the industry average
- **27%** lower readmission rate than the industry average
- Up to **18%** addressable cost savings

## COMMITMENT TO QUALITY

Our quality standards have been recognized publicly by the federal government: For the third year in a row, DaVita Kidney Care has been a clinical quality leader in the Centers for Medicare & Medicaid Services (CMS) Five-Star Rating System. DaVita had the highest percentage of centers that met or exceeded quality measures compared to the rest of the industry.\*



We also outperformed the rest of the industry in Medicare's Quality Incentive Program (QIP) for the fourth year in a row, with the highest percentage of centers that met or exceeded QIP quality standards.

DaVita Medical Group in California and The Everett Clinic in Washington earned the Elite Award in the California Association of Physician Groups (CAPG) annual 2016 Standards of Excellence survey. This recognition for giving quality care is the highest-possible designation given by CAPG, one of the nation's largest professional organizations of physician groups focused on coordinated care.

In 2016, DaVita Kidney Care continued to improve clinical outcomes within the infrastructure of the DaVita Patient-Focused Quality Pyramid, which builds on fundamental metrics to address complex issues (such as infection, medication, diabetes and fluid management programs). DaVita Medical Group helped patients achieve their best-possible health through innovative programs and initiatives, including transitions of care, flu vaccinations and hypertension management.

## IMPROVING KIDNEY CARE GLOBALLY

DaVita Kidney Care is committed to elevating health and quality of life for patients around the world. In 2016, we continued to expand our operations to improve access to kidney care in 11 countries outside the U.S. We reached more than 140 million Arabic speakers through our kidney disease awareness campaign, expanded kidney care to nine new cities in Germany, acquired eight clinics across three regions in Brazil and became the largest private dialysis provider in Malaysia, with more than 1,500 patients served in 38 centers.

## HEALTH-MANAGEMENT TOOLS

From DaVita Diet Helper™ to the DaVita® Health Portal, DaVita Kidney Care provides some of the most-comprehensive diet- and health-management tools available to kidney care patients.

In 2016, Anthem recognized DaVita Medical Group for achieving quality scores that resulted in a cost savings of \$1.6 million from participation in its commercial Accountable Care Organization.

DaVita Medical Group was rated a high-performing medical group in Los Angeles for three years in a row by Consumer Reports.\*

DaVita Kidney Care is the first Joint Commission-accredited provider of inpatient kidney care and apheresis therapies and was re-accredited by the Joint Commission in 2016.

BONNIE, DaVita patient

\* Learn more at [http://static3.consumerreportscdn.org/content/dam/cro/news\\_articles/health/PDFs/ConsumerReports\\_Doctors\\_California.pdf](http://static3.consumerreportscdn.org/content/dam/cro/news_articles/health/PDFs/ConsumerReports_Doctors_California.pdf)



# Caring for Each Other

## Powered by Teammates

Led by our teammates' enthusiasm, the DaVita Village is stronger than ever. We aim to bolster that enthusiasm by providing our teammates opportunities to thrive, both at work and at home. Leadership courses, professional development, educational scholarships for children and grandchildren, and support in times of crisis are only a few of the many efforts we make to support our teammates' growth and fulfillment.

## LEADERSHIP DEVELOPMENT AND CONTINUING EDUCATION

DaVita's award-winning training programs give our teammates the opportunity to learn and grow. Through **Academy** in 2016, we introduced 8,047 new teammates to the DaVita culture, empowering them to be leaders in their communities, families and teams. The **Redwoods Leadership Development Program** has provided on-the-job and classroom learning and executive mentorship to 564 teammates to date. **DaVita University** offers continuing education and leadership through a variety of classes.

## OPEN COMMUNICATION

At DaVita, we encourage conversations between teammates and leadership. Through **Idea Hub**, teammates submitted more than 1,600 innovative ideas for all areas of the business in 2016. During **Voice of the Village Calls**, senior leaders report on the state of the company, and teammates are encouraged to ask questions about any subject.

## WHOLE-PERSON WELLNESS SUPPORT

Our **Village Vitality** program offers teammates tools and incentives to help them make healthy choices, including free biometric screenings, stress-management courses, tobacco-use cessation programs, opportunities to reduce insurance premiums, and nutrition and fitness challenges.

## COMMITMENT TO OUR VETERANS

DaVita cares for our active service men and women and strives to assist our veterans as they transition from life in the military to life as teammates in the Village. We provide workshops and development courses designed to help foster a stronger community for veterans who become new teammates.

## SUPPORT IN TIMES OF NEED

The **DaVita Village Network (DVN)** provides teammates or their dependents financial assistance during times of crisis such as natural disasters, medical or funeral expenses and financial hardships as a result of military deployment. For every approved grant through the DVN, DaVita contributes the same amount as the teammate payroll contribution, up to \$250,000 per year.

**DaVita Children's Foundation, KT Family Foundation** and the **Woody Brittain Scholarship** provide scholarships to teammates' children and grandchildren who excel in leadership, community service and academics. DaVita Children's Foundation and KT Family Foundation have together awarded more than \$2.1 million to nearly 1,100 students.



Through the Star Troopers program, clinical and business office teams have sent more than 10,000 letters of encouragement, notes and care packages to soldiers deployed around the world since 2007.

DaVita provided personal and professional development for more than 30,000 teammates in 2016 through DaVita's School of Leadership, School of Clinical Education and Village Gatherings.

Through Village Vitality's latest challenge, HealthWage, 27,905 pounds were lost among teammates who participated in this weight-loss journey.

CHRIS, ARIANA and SANDI, DaVita teammates

# Caring for Our World

## A Community First, A Company Second

Every year, our teammates reaffirm their commitment to caring for our world through service projects, outreach initiatives, charitable contributions and a continued focus on sustainability.

### GIVING BACK AROUND THE WORLD

**Bridge of Life (BOL)** is a nonprofit organization founded by DaVita to improve access to primary care and dialysis treatment in underserved communities around the world and emphasize prevention of kidney disease through early-detection testing and education. Since 2006, BOL has completed 398 domestic and international medical missions and events in 25 countries.

In 2016, DaVita celebrated the 10th anniversary of **Tour DaVita**, an annual, three-day, 250-mile bicycle ride, to raise awareness about kidney disease. The ride raised \$1.25 million to benefit Bridge of Life. Since 2007, DaVita cyclists and Tour supporters have raised more than \$8.6 million to fight kidney disease.

### GIVING BACK IN OUR HOME COMMUNITIES

Nearly 90 percent of eligible teams participated in the annual **DaVita Way of Giving** campaign, directing donations of more than \$2.2 million to nonprofits across the country. Since 2011, DaVita has donated nearly \$9.1 million to nonprofits. In our home state of Colorado, we partnered with more than 100 nonprofits to develop volunteer projects and contributed nearly \$1.4 million through event and program sponsorship.

The **KT Community Foundation (KTC)** allocated \$22,000 in funds to teammate-led community service projects in 2016, and \$415,000 total since the program's inception.

Through **Village Service Days**, groups of three or more teammates can plan and execute a service project with a local nonprofit. Since 2006, DaVita teammates and their family and friends have volunteered nearly 140,000 hours through nearly 3,600 Village Service Days around the world in the service of our communities.

### CARING FOR THE WORLD TO ENSURE ITS FUTURE

At DaVita, we are expanding programs that emphasize environmental sustainability in our centers and offices around the world.

DaVita was recognized in 2016 for the first time by the **Dow Jones Sustainability Indices (DJSI)** as one of only six companies in the Health Care Providers and Services Industry on the DJSI World Index.

In 2016, DaVita's world headquarters building was awarded **LEED Platinum Certification for Operations and Maintenance** by the U.S. Green Building Council. The LEED Platinum certification is the highest recognition a building can earn from the U.S. Green Building Council.

# 2020 DaVita Kidney Care Environmental Goals



## ENERGY

Reduce **energy use** and **carbon emissions 10%** per treatment



## BUILDINGS

Certify one new **LEED clinic** as prototype

Certify major business offices as **LEED Silver**

Implement **Village Green certification**, our internally developed green building certification process



## WASTE

Add **solid waste recycling** to at least **45%** of kidney care locations

Reduce **paper use** by **15%** per treatment

Transition to **reusable sharps** containers in **70%** of chronic facilities



## SUPPLY CHAIN

Conduct an **annual sustainability** review with all national vendors

**Increase** availability of **environmentally preferable products** & equipment and reduce packaging



## WATER

Reduce **water use** by **30%** per treatment

DaVita diverted 113,000 pounds of electronic waste from the landfill in 2016, which equates to the weight of 7.5 African elephants.

DaVita's Smarter Building Initiative systems have been installed at over 375 clinics across the country since 2014. They reduce energy consumption between 8 and 14 percent.

Eighty-three percent of teammates at our DaVita headquarters take alternative transportation (public transit, walk, carpool or bike) to work.

# Highlights & Recognition

## 2016 Trilogy of Care Highlights

### CARING FOR OUR PATIENTS

- DaVita Medical Group was recognized as a SCAN Health Plan Top Performing Medical Group for its quality of care and services.
- DaVita VillageHealth® programs have achieved a 20 percent lower hospitalization rate than the industry average.

### CARING FOR EACH OTHER

- Idea Hub reviewed more than 1,600 teammate-submitted ideas in 2016, many of which became active Village projects.
- DaVita added a third female director to our group of 11 board members, furthering our goal for a majority diverse board.

### CARING FOR OUR WORLD

- For its 10th anniversary, Tour DaVita brought riders back to Tennessee, where we held our very first ride, and raised \$1.25 million to benefit Bridge of Life.
- In 2016, Bridge of Life impacted over 19,000 lives with the support of more than 300 teammate volunteers.

## 2016 Recognition

- Dow Jones Sustainability Index (DJSI)
- FORTUNE® World's Most Admired Companies
- Denver Post Top Workplaces Colorado
- Training Top 125
- LearningElite
- WorldBlu® Most Freedom-Centered 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
- Communitas Award for corporate sustainability
- 77 DaVita Medical Group physicians received patient satisfaction or "Top Doctors" awards in California, Colorado, Florida, Nevada, New Mexico and Washington
- National Health Information
- Digital Health Information
- eHealthCare Leadership
- Modern Healthcare 100 Most Influential People in Healthcare
- SCAN Health Plan Top Performing Medical Group
- Anthem® Blue Cross Enhanced Personal Health Care Program
- CAPG Standards of Excellence Elite Status
- A clinical leader in the Centers for Medicare & Medicaid Services Five-Star Quality Rating System
- A clinical leader in the Quality Incentive Program from the Centers for Medicare & Medicaid Services

# Looking Ahead

We look forward to another year of working to improve quality of life for our patients and teammates and in the communities where we live and work.

## CARING FOR OUR PATIENTS

DaVita Medical Group will work in 2017 to develop defined national care models and protocols for specific areas of disease—cardiology, respiratory disease, dementia, behavioral health, chronic kidney disease and palliative care.

## CARING FOR EACH OTHER

In 2017, industry-leading support will go into effect for DaVita Kidney Care teammates who are new parents or caregivers, including paid caregiver leave benefits and expanded time-off benefits for maternity, paternity and adoptive parental leave.

## CARING FOR OUR WORLD

Our Village Programs continue to grow and adapt to best serve our teammates around the world. In 2017, DaVita Kidney Care will continue its pursuit of its 2020 environmental goals, with a particular emphasis on our goal to reduce water use by 30 percent.

DEBBIE, DaVita patient

COMMUNITY CARE | The DaVita Vision for Global Citizenship

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