



Community Care

THE DAVITA VISION FOR GLOBAL CITIZENSHIP - 2017

10TH ANNIVERSARY EDITION

Our Trilogy of Care

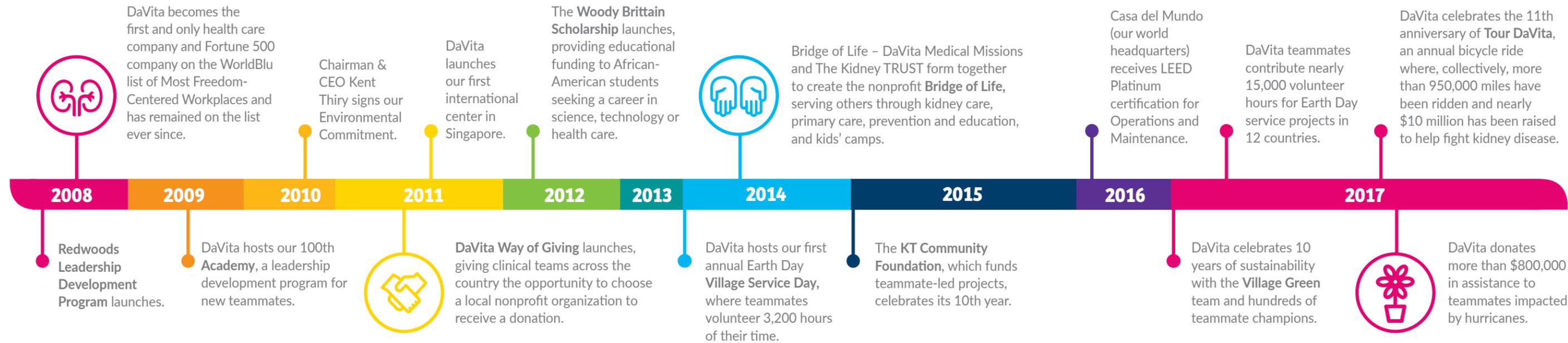
Welcome to the 10th edition of DaVita's Community Care Report. Since the annual report was first published in 2008, DaVita has made great strides in realizing its vision for corporate social responsibility, one that reflects a deep-seated belief that we are a community first and a company second. Our commitment to living our Trilogy of Care—**Caring for Our Patients**, **Caring for Each Other** and **Caring for Our World**—continues to deepen

as our company grows. In 2008, nearly 32,500 teammates cared for 112,000 kidney care patients in the United States. Today, 57,000 teammates care for 220,000 patients across 12 countries. And our community is stronger than ever through industry-leading clinical outcomes, philanthropic endeavors and environmental stewardship.

Caring for Our Patients: For 5 years in a row, DaVita has led the industry with the highest percentage of dialysis centers that meet or exceed the government's Quality Incentive Program (QIP) standards.

Caring for Each Other: DaVita has awarded more than \$2.5 million in educational scholarships to children and grandchildren of teammates.

Caring for Our World: For more than 10 years, teammates around the world have come together and volunteered nearly 180,000 hours of service in their communities.



“One for All, All for One”

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

Caring for Our Patients

Integrated Care, Improved Results

DaVita Kidney Care supports approximately 220,000 kidney patients nationally and internationally and continuously works to improve our integrated model to provide the care they need. Guided by a strong compliance program, our approach offers preventive care and also addresses the health and lifestyle complexities of chronic conditions.

ACHIEVING QUALITY ONE PATIENT AT A TIME

Since inception of the Centers for Medicare & Medicaid Services (CMS) Five-Star Quality Rating System, dialysis center quality has improved. In 2017, the percentage of Four- and Five-Star centers increased, reflecting the industry's focus on delivering high-quality care to our patients—and ensuring access to that care.

DaVita Hospital Services, the first nationally Joint Commission-accredited provider of inpatient kidney care and apheresis, developed a program with Yale New Haven Hospital in May 2016 to help reduce the hospital's dialysis-related central line-associated blood stream infections (CLABSIs). As of December 2017, the hospital had experienced no new cases of CLABSI since the program had been implemented.

INTERNATIONAL GROWTH

Located in 12 countries, DaVita is dedicated to improving health care for kidney patients in the United States and beyond. In 2017, we more than doubled our operations in Brazil to 18 centers (including a vascular access center). We also committed to provide dialysis for cruises in Germany, started 5,000 patients on a chronic kidney disease (CKD) program in Colombia, acquired 44 centers in Poland and launched a new dialysis nurse training program in Saudi Arabia.



INTEGRATED KIDNEY CARE

DaVita VillageHealth has led the industry in providing integrated kidney care (IKC) for more than two decades. VillageHealth currently manages the total care for more than 20,000 renal patients with end stage renal disease (ESRD) and CKD, of which more than 7,000 are under at-risk arrangements, through partnerships with more than 10 health plans and health systems.

VillageHealth's IKC programs have demonstrated compelling results:

- 25 percent lower hospitalization rate than the industry average
- 51 percent lower readmission rate than the industry average
- Up to 21 percent addressable cost savings over four years

Providing care to more than 5,000 patients, DaVita's three ESRD Seamless Care Organizations achieved 100 percent quality reporting scores, experienced a 13 percent reduction in hospital readmissions and saved \$4,868 per patient per year.



Latocia, DaVita patient



Hubert, DaVita patient



Manuel, DaVita patient

PATIENT RESOURCES

DaVita provides comprehensive online tools to help patients better understand and manage their health.

myDaVita

A personalized platform to help people manage their kidney disease.

DaVita Diet Helper™

A robust diet-planning tool for people with kidney disease.

Kidney Smart®

No-cost kidney education classes for anyone with kidney disease, regardless of patient status, and their loved ones.

DaVita® Health Portal

A portal that allows DaVita dialysis patients to track their health online.

Kidney Disease Risk Quiz

Questions that can help people find out whether they may be at risk for kidney disease.

GFR Calculator

A calculator that helps determine the stage of kidney disease a person is in by calculating a glomerular filtration rate (GFR).

Caring for Each Other

Living The DaVita Way

On any given day, DaVita teammates around the world give life to our patients. We pride ourselves on the quality of care we provide, and commit to Caring for Each Other with the same intensity with which we care for our patients. This is The DaVita Way, and we offer numerous resources and programs that reinforce this commitment.

TEAMMATES, LEADERS

We encourage our teammates to realize their potential and grow as leaders through our award-winning training programs. In 2017, our **Academy** program taught nearly 7,000 new teammates about the DaVita culture and how to be leaders in their personal and professional lives. To date, the **Redwoods Leadership Development Program** has provided 653 teammates on-the-job and classroom learning, executive mentorship and opportunities to work cross-functionally with the goal of growing DaVita's future leaders from universities and offices across the nation. A trademark experience of the MBA Redwoods Resident Program is a four-month leadership practicum, which allows a Resident to become the facility administrator for a clinic in the U.S.

STRONGER TOGETHER

We strive to create an environment that allows teammates to be their authentic selves and embrace all differences. In 2017, we launched the Executive Inclusion Council to help create a strategy for diversity and inclusion for all teammates.

ENCOURAGING ALL VOICES

Teammates are invited to share their ideas and questions through open dialogue with leadership. In 2017, teammates submitted more than 1,150 ideas to the **Idea Hub**, an incubator for innovation and a place where their ideas can directly impact projects that help to continuously improve our operations. On **Voice of the Village Calls**, in which senior leaders report on the state of the company, teammates are encouraged to ask questions about any subject.

WE ARE WELL

Through **Village Vitality**, we offer the following tools and incentives to help our teammates and their families make healthy choices at and outside of work:

- Free onsite wellness screenings, health coaching and counseling
- Stress-management resources and tobacco-cessation programs
- Education assistance: tuition reimbursement and scholarships
- Vitality Points: insurance premium discounts for completing healthy actions
- Match the Mayor: a challenge to match Chairman and CEO Kent Thiry in incorporating more holistic and healthy activities into daily life
- We Are Well Award: a chance to earn free health insurance for reaching healthy goals

CREATING PATHS

Our new **Bridge to Your Dreams** pilot provides life-changing career opportunities for our patient care technicians by removing financial and other barriers to pursuing their nursing degree.

MILITARY AND VETERAN FRIENDLY

DaVita has long been committed to honoring our retired and active-duty service members and works to ensure they feel welcome in our community. Through several of our programs, we help veterans transition to civilian life. In 2017, we accepted more veterans than ever into **Veterans 2 Village (V2V)**, which focuses on self-development, community service and transition skills.

Through **Star Troopers**, teammates have sent more than 11,000 letters and care packages to soldiers deployed around the world.

We honor our military veteran patients, teammates and physicians each Veterans Day with celebrations across the country that include giving each veteran a lapel pin.



Members of the 2017 V2V class held in Washington, D.C., participated in a team service project at Arlington National Cemetery.

SUPPORT IN TIMES OF NEED

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. Together they have awarded more than \$2.5 million to nearly 1,200 students.

The DaVita Village Network (DVN) provides teammates and their dependents financial assistance during times of crisis, such as natural disasters and financial hardships as a result of military deployment. All eligible teammates have the option to make voluntary payroll contributions to fund the program. For every approved grant, DaVita contributes the same amount as the teammate payroll contribution, up to \$250,000 per year.

In 2017, damage from hurricanes, wildfires and other natural disasters led to an unprecedented outpouring of support from across the country. DVN donated more than \$800,000 in direct assistance to our hurricane-impacted teammates. Teammates also showed their commitment to living The DaVita Way by traveling from across the country to help support our affected teammates and patients.



"When I saw the devastation in Houston with Hurricane Harvey, I knew I wanted to help in any way I could ... I received an email asking if I could travel to Florida as Hurricane Irma was approaching the East Coast ... I was quickly on a plane to Miami where I spent 11 days working with my teammates on the opposite side of the country... I know that if we're taking care of each other as a team, we're providing better care for our patients."

Erik Warner, DaVita RN and Clinical Coordinator

Caring for Our World

Creating a Future for Future Generations

Our teammates across 12 countries are working toward building a better world not only for ourselves, but for our children and grandchildren as well. We are helping to create this world through service projects, outreach initiatives, charitable contributions and a continued focus on sustainability.

BEING THE CHANGE

Bridge of Life (BOL), an international nonprofit organization founded by DaVita, has expanded its efforts beyond kidney care to include screening and prevention of chronic illnesses and increased access to primary care services. Since 2006, BOL has completed 155 international medical missions in 26 countries and more than 300 domestic screenings and events, which have affected more than 110,000 lives.

DaVita celebrated the 11th anniversary of **Tour DaVita**, an annual, three-day, 250-mile bicycle ride to raise awareness about kidney disease. The ride through Washington raised \$1.25 million to benefit Bridge of Life.

Village Green partnered with **Village Service Days** to encourage teammates to volunteer in their communities in celebration of Earth Day 2017. Approximately 2,600 teammates, family members and friends contributed nearly 15,000 hours toward 194 environmental projects in their local communities across 12 countries.

SPREADING RIPPLES, STARTING AT HOME

For the seventh year in a row, clinical teams across the country chose a local nonprofit organization to receive a donation on behalf of our community. Through **DaVita Way of Giving**, teammates directed donations of more than \$2.2 million in 2017, bringing our total donations to more than \$11 million.

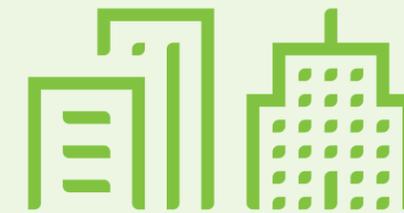
In our home state of Colorado, we have developed relationships with organizations whose missions positively impact the lives of our citizens. In 2017, we donated more than \$1.3 million to local nonprofits and continued to encourage volunteerism and board service as ways to spread ripples of community service.

Every year, teams come together and contribute hundreds of hours volunteering to improve their communities and world around them. Since 2006, DaVita teammates, their family and friends have volunteered nearly 160,000 hours during more than 4,500 Village Service Days.

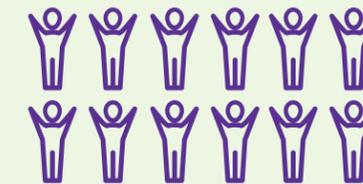
The **KT Community Foundation** allocated nearly \$21,000 in funds to teammate-led community service projects in 2017 and has contributed nearly \$440,000 total since the program's inception.

DaVita's Commitment to Sustainability

2017 marked the 10th anniversary of Village Green, DaVita's initiative to promote environmental sustainability in our centers and offices around the world.



DaVita received LEED (Leadership in Energy and Environmental Design) certifications on two buildings this year, giving DaVita 623,000 square feet of LEED-certified space.



DaVita offered its first in-house prep class for teammates taking their LEED credential exam. In 2017, twelve teammates earned either their LEED Green Associate or LEED Accredited Professional certifications.

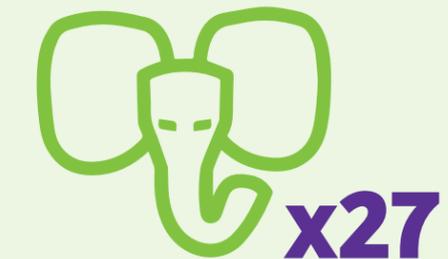


975

Through water conservation efforts at dialysis centers, DaVita has saved 643 million gallons since 2013. This is the equivalent of 975 Olympic-sized swimming pools.

30,000

Number of meals donated to Denver shelters from catering leftovers.



Since 2016, DaVita has diverted 354,610 pounds of electronic waste from the landfill. This equates to the weight of 27 elephants! Through recycling and reuse programs, the energy saved is equivalent to powering 3,096 homes for a year, or removing 5,330 cars from the road.



Percentage of Denver teammates who choose a commuting option (walk, bike, carpool, etc.) other than driving alone.



More than 140 teammates from DaVita's world headquarters pedaled their way to work in Denver's "Bike to Work Day," making DaVita second in Denver for highest participation among large businesses and twelfth overall.

Highlights & Recognition

2017 Highlights

CARING FOR OUR PATIENTS

- DaVita's three ESRD Seamless Care Organizations achieved 100 percent quality reporting scores, experienced a 13 percent reduction in hospital readmissions and saved \$4,868 per patient per year.
- DaVita continued to be the national leader in providing peritoneal dialysis.

CARING FOR EACH OTHER

- DaVita debuted the Bright Horizons Care Advantage® family care program to all teammates, introduced Milk Stork (a milk-delivery service) for working moms who travel, and added paid parental and caregiver leave to our suite of family-friendly benefits.
- DaVita is proud to have been selected to the 2018 Bloomberg Gender-Equality Index (GEI), which recognizes global organizations for their work in advancing gender equality.

CARING FOR OUR WORLD

- DaVita Way of Giving expanded overseas to include our German clinical teammates, who directed donations to multiple nonprofit organizations across Germany.
- 3,500 teammates came together during DaVita's annual Villagewide celebration to build bikes for students from local Colorado school districts, breaking a GUINNESS WORLD RECORD™ for "Most Bicycles Built in One Hour" in the process.

2017 Recognition

BUSINESS EXCELLENCE

- FORTUNE® World's Most Admired Companies
- Modern Healthcare 100 Most Influential People in Healthcare
- WorldBlu® Most Freedom-Centered Workplaces

CARING FOR OUR PATIENTS

- Medal of Excellence from American Association of Kidney Patients
- Five Clinical Research Organization Leadership awards for DaVita Clinical Research®
- eHealthcare Leadership
- National Health Information

CARING FOR EACH OTHER

- Becker's Hospital Review: 150 Great Places to Work in Healthcare
- Colorado Top Workplaces, Tampa Bay Top Workplaces
- Training Top 125
- LearningElite
- National Business Group on Health® Best Employers for Healthy Lifestyles®

CARING FOR OUR WORLD

- Newsweek Green Rankings
- Silver Level Environmental Leader by the Colorado Dept. of Public Health & Environment
- Certifiably Green Denver certification for our world headquarters

MILITARY AWARDS

- Military Times EDGE: Best for Vets Employers
- U.S. Veterans Magazine: Top Veteran-Friendly Companies
- CivilianJobs.com: Most Valuable Employer Military Winner
- GI Jobs Top 100 Military and Military Spouse-Friendly Employers

Looking Ahead

We look forward to another year of striving To Build the Greatest Health Care Community the World Has Ever Seen through helping improve the lives of our patients and teammates and the communities where we live and work.

CARING FOR OUR PATIENTS

Through a new clinical initiative, we will continue to evolve the dialysis center from a place of treatment to a place for patient-centered care.

CARING FOR EACH OTHER

Through our LeaRN Award, we will support the professional development of our hard-working clinical teammates by sending 90 DaVita nurses, nominated by their managers, to attend the American Nephrology Nurses Association dialysis conference.

CARING FOR OUR WORLD

In 2018, we will celebrate our 5th anniversary of Earth Day Service Days, with teammates across the country volunteering in their communities for an environmental project.





[DAVITA.COM/COMMUNITYCARE](https://www.davita.com/communitycare)

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