



THE DAVITA VISION FOR GLOBAL CITIZENSHIP

# Community

# 2018 Care

This is DaVita's Community Care Report. It offers a glimpse into our vision for corporate social responsibility (CSR), which we call our Trilogy of Care: Caring for Our Patients, Caring for Each Other and Caring for Our World.

We established our Trilogy of Care more than 10 years ago, and it continues to be the foundation for how we build DaVita as a community first and a company second. By raising the bar in clinical quality, delivering innovative care to patients and fostering a community-focused culture, we strive to affect positive change for our patients, for our teammates and their families, and for the environment and neighborhoods in which we operate and live.



**227K**  
patients



**65K**  
teammates



**2.8K**  
dialysis  
centers



**10**  
countries



**1**  
global  
community

# Our Trilogy of Care

Sharice, DaVita teammate



**Chronic kidney disease (CKD) occurs when kidneys start to lose their ability to perform their functions of cleaning blood, removing extra fluid and controlling blood pressure.** Kidney failure, or end stage renal disease (ESRD), happens when kidneys function at or below 10 to 15 percent, which is not enough to keep someone alive without dialysis or a kidney transplant. Too many people aren't aware that their kidneys are failing until they end up in the hospital.

**We're changing that.** By raising awareness about kidney disease among people at risk and providing them hands-on, no-cost education and health-management tools, we aim to help keep more people from developing CKD and from progressing to ESRD.

Through multiple innovations in care delivery over the past 20 years, kidney care providers are significantly improving length and quality of life in people with CKD, saving 34,000 lives from 2005 to 2015.<sup>1</sup>

**We provide life-saving kidney care for more than 200,000 patients—but we're more than just a dialysis provider.** DaVita believes in giving the right treatment to the right patient at the right time, whether it's dialysis in a center or in the comfort of home, support in getting a transplant or integrated care for other chronic conditions.



**1 in 7**

U.S. adults is estimated to have CKD.<sup>2</sup>



**1 in 3**

U.S. adults is at risk for developing CKD.<sup>2</sup>



**90%**

of people with kidney disease don't know they have it and the vast majority of those people won't even learn of their condition until it's too late to reverse its course.<sup>2</sup>

1. NKF Statement: A Path Forward for Increasing Kidney Transplantation. National Kidney Foundation website. <https://www.kidney.org/news/nkf-statement-path-forward-increasing-kidney-transplantation>. 2. One in Seven American Adults Estimated to Have Chronic Kidney Disease. National Kidney Foundation website. <https://www.kidney.org/news/one-seven-american-adults-estimated-to-have-chronic-kidney-disease>

## 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 Caring Behaviors (WE CARE)

Welcome  
Empathize  
Connect  
Actively Listen  
Respect  
Encourage

## The DaVita Way

We dedicate our Head, Heart and Hands to pursue the Mission, live the Values, and build a healthy Village. It means we care for each other with the same intensity with which we care for our patients.

DaVita is leading the charge in changing how patients are cared for by helping prevent or delay kidney failure, increasing access to high-quality, affordable care and managing related conditions.

## Patient-Centered Care

Every interaction with our patients matters. In 2018, DaVita democratically developed **Our Caring Behaviors (WE CARE)**, noted on page 3, as a set of service guidelines to bring more intentionality and consistency to striving to deliver an exceptional caring experience to patients.

In addition to improving the patient experience, we focused on keeping patients healthy and out of the hospital. We launched a formal **Transition of Care** program (which includes teammate training, patient care steps and patient education) that reduced hospitalization readmission rates in 2018 that equated to 20,000 fewer days in the hospital for our patients.<sup>1</sup>

1. Internal DaVita data. 2018.

A photograph of a man with dark hair and glasses, wearing a light blue polo shirt, kissing a young girl on the cheek. The girl has dark hair with a small blue hair clip and is wearing a white short-sleeved shirt. They are outdoors with green foliage in the background.

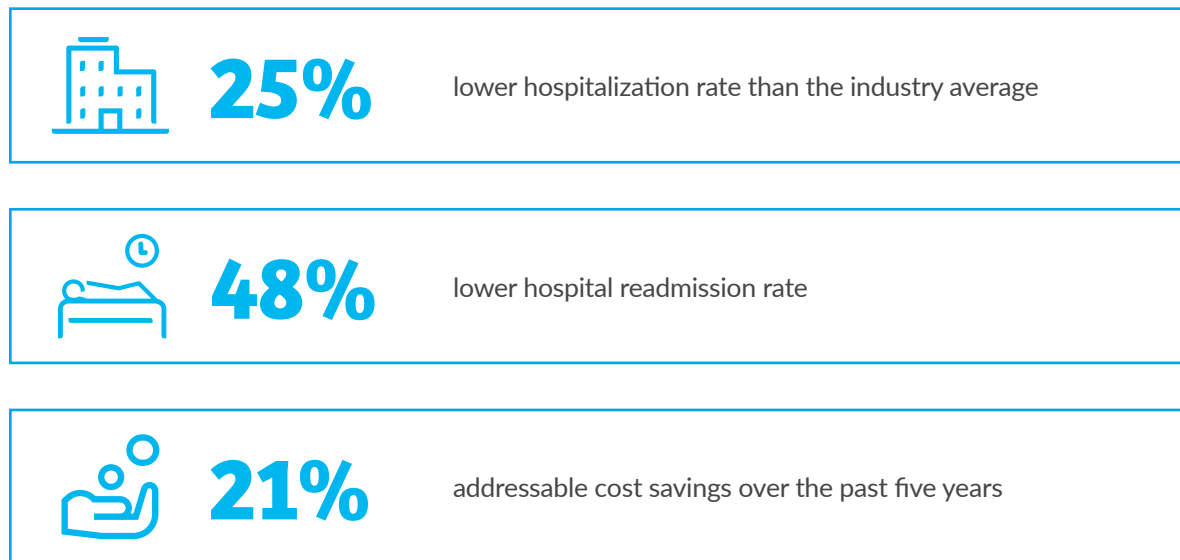
# Caring for Our Patients

## Integrated Kidney Care

DaVita® Integrated Kidney Care (IKC) has led the kidney care community in providing coordinated, holistic kidney care for more than two decades, and currently manages the total care for more than 25,000 patients with chronic kidney disease (CKD), of which more than 13,000 have end stage renal disease (ESRD).

During 2018, DaVita IKC provided education, resource support and care coordination to help patients better manage their kidney disease and transition smoothly to dialysis or a kidney transplant. Through engaging with patients and collaborating with kidney doctors (nephrologists), 75 percent of our patients transitioned to dialysis with a permanent vascular access (used to access patients' blood for dialysis) in place. Placing a permanent access before beginning dialysis can result in a smoother transition to dialysis. DaVita IKC outperformed the rest of the industry in early access placement by nearly 100 percent.<sup>1</sup>

In 2018, our IKC value-based programs demonstrated compelling results<sup>1</sup>:



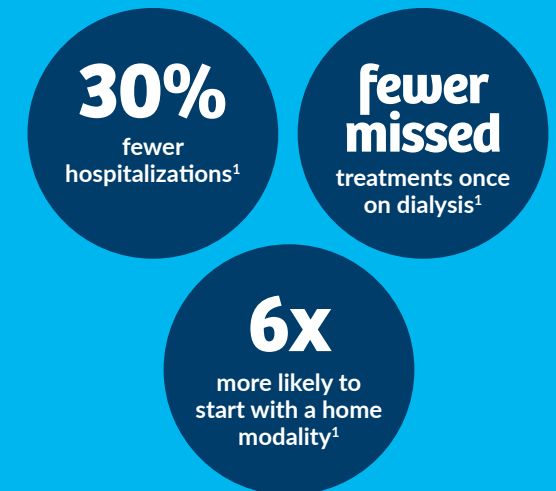
1. Internal DaVita data. 2018.

Paul, DaVita patient

## Kidney Smart®: A leader in kidney education

Educating patients and their care partners about CKD (from diet and nutrition to treatment options, such as home dialysis and transplant), can make an incredible impact on their quality of life and, ideally, help slow the progression to dialysis. In 2012, we launched **Kidney Smart**, a no-cost educational program available to the community.

Kidney Smart has educated more than 160,000 people since its inception<sup>1</sup> and helped lead to positive outcomes for many DaVita patients who attend a class.



1. Internal DaVita data, 2012-2018.

## Innovating Home Dialysis Care

Dialyzing at home means our patients can have more time for moments with their loved ones while receiving the life-saving treatment they need. When patients dialyze from the comfort of home, they are able to have better control of their treatment schedules, giving them more time for themselves, their families, their jobs and the activities they enjoyed before starting dialysis.

Patients who perform peritoneal dialysis (PD) at home may have fewer hospitalizations,<sup>1</sup> lower Medicare costs<sup>2</sup> and better transplant outcomes.<sup>3</sup>

DaVita experienced our highest-ever growth year, supporting more than 25,000 patients who dialyze at home—the **largest population of home dialysis patients in the U.S.**<sup>4</sup> We have 1,500 home dialysis centers across the U.S. which offer support and home dialysis training programs for patients and we've grown our home dialysis program nearly four times as fast as our in-center program.<sup>5</sup>

We are advancing and transforming patient care through innovations such as home remote monitoring, telehealth, predictive analytics and other programs so patients can receive clinical care at home. These technologies also help our care teams ensure they are delivering the right interventions at the right time to suit each patient's unique clinical needs.

## Investing in Home Dialysis Innovation



Interactive, multi-media therapy education



Remote patient management



High-touch support for smoother home starts



Virtual care delivery

1. Fried L et al. *Am J Kidney Dis.* 1999 May;33(5):927-933. 2. USRDS 2016 Annual Report. 3. Molnar, MZ et al. *Clin J Am Soc Nephrol.* 7: 332-341, 2012. 4. *Nephrology News & Issues.* Sept. 2018. 5. DaVita internal data.

## Caring for Our Nation's Most Vulnerable Patients

**DaVita® Health Solutions** delivers comprehensive care programs—including house calls, post-acute care and 24/7 care coordination and support—through at-risk arrangements with health plans to manage and care for high-risk patients, not just chronic kidney disease patients, who have multiple chronic conditions. For nearly two years, DaVita Health Solutions programs have served approximately 7,000 patients in partnership with more than 600 local primary care physicians, specialists and extended care teams.

Program results were extremely positive in its first year<sup>1</sup>:



**91%**

patient satisfaction rating



**35-40%**

fewer hospitalizations



**15-20%**

lower cost of care

1. J. Ryan, M. K. Abrams, M. M. Doty, T. Shah, and E. C. Schneider, How High Need Patients Experience Health Care in the United States: Findings from the 2016 Commonwealth Fund Survey of High Need Patients, The CommonwealthFund, December 2016.

## Patient Resources

DaVita.com provides comprehensive online tools to help patients (regardless of where they dialyze) and their care partners better understand and manage their health.

- myDaVita
- DaVita Diet Helper™
- DaVita® Health Portal\*
- Kidney Disease Risk Quiz
- GFR Calculator
- DaVita Education Videos
- 1,000+ Kidney-Friendly Recipes

\*DaVita® Health Portal is for use by DaVita patients.



Eunice, DaVita patient

## DaVita International

DaVita is improving health care for patients with kidney disease in the U.S. and abroad. In 2018, we achieved several milestones in our work globally:

- Our dialysis patient volume grew 18 percent, and we are treating over 24,000 patients across more than 230 clinics.
- In our largest international markets, Brazil and Germany, we added 11 and 14 dialysis clinics in 2018, respectively.
- In Colombia, we launched a “teledialysis” pilot and achieved a peritoneal dialysis (PD) penetration rate of 20 percent.



When people are encouraged to challenge themselves, to be leaders at work and at home, to grow and to be healthy, they can become a better version of themselves. DaVita is committed to providing resources and support for our teammates that help set them up for success in multiple aspects of their lives.

### Teammate Health and Wellness

The support we give our teammates doesn't stop when they leave work for the day. Through **Village Vitality**, we offer tools and incentives to teammates and their families to help them make healthy choices.

- To improve their health, 5,500 teammates and spouses sought out support from our onsite and virtual health coach teams.
- Convenient, no-cost health screenings and flu shots are provided to teammates, with over 36,000 wellness screenings administered in 2018.
- The **We Are Well Award** is an opportunity to celebrate and reward our teammates' personal accomplishments. From paying off debt or losing weight, to overcoming hardship and inspiring others, 50 teammates were awarded free medical premiums through the We Are Well program for their hard work and dedication in 2018.



# Caring for Each Other



## Lifting Each Other Up

In a healthy community, citizens share each other's successes as well as burdens. We strive to help our teammates live healthy, productive and enriched lives, especially in times of need.

**DaVita Village Network** provides teammates and their dependents financial assistance during times of crisis, such as acute illness, natural disasters and financial hardships as a result of military deployment. All 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 2018, 223 grants totaling \$334,000 were awarded, totaling 2,110 grants worth \$4.3 million to date.

Children and grandchildren of teammates may apply for **DaVita Children's Foundation, KT Family Foundation** and the **Woody Brittain Scholarship** which provide scholarships for eligible students who excel in leadership, community service and academics. Together they have awarded more than \$2.8 million to more than 1,300 students.



**5,500**

teammates and spouses sought out support from our onsite and virtual health coach teams

Ana and Lisa, DaVita teammates

## Serving Those Who Serve

In the past nine years, DaVita has hired more than 3,000 veterans and is honored to have been recognized with more than 40 awards for recruiting excellence and its commitment to creating a special place for our veteran teammates. Our **Village Veterans** programs (**Veterans 2 Village** and **Thriving after Military Service**) are multi-day classes that foster skills such as self-development and community service as a way to enhance participants' roles as leaders, family members and community members.

## Workplace Democracy



All teammates are encouraged to engage in direct dialogue with our leadership through regularly scheduled **Voice of the Village Calls** and **Town Halls**.



In 2018, Teammates submitted 875 new ideas to **Idea Hub**, an incubator for innovation where ideas directly impact projects that help continuously improve how we care for our patients and our business.



"I truly believe that starting a job [at DaVita] 10 days after such a tragedy was a gift to me from the universe. I have been allotted the flexibility and encouragement needed, through the wellness-focused culture here, to be able to meaningfully manage my mother's sudden death, changing jobs, buying a new home and moving, getting married and supporting my son—all in the last eight months. I am grateful to be welcomed with open arms into this community, and I believe wholeheartedly that this company is 'ours.' Thank you!"

- **Becca, DaVita teammate and We Are Well Award winner**

## Encouraging Bright Minds

DaVita's award-winning training programs give teammates at all levels the opportunity to learn, grow and become leaders in their personal and professional lives. In 2018, more than 18,400 teammates participated in education and career development programs and 378,000 continuing education hours were awarded.

- Last year, 5,763 new teammates attended **Academy**, a two-day leadership and cultural immersion session where they're given tools related to communication, team dynamics, conflict resolution, service excellence and health care compliance.
- **DaVita University's** class of 2018 had nearly 900 graduates from leadership programs and seminars, including **DaVita Way of Managing** and **DaVita Way of Leadership**.
- New to DaVita's career development programs, **Bridge to Your Dreams** supports qualified and high-performing patient care technicians in becoming registered nurses through fully funded tuition, scheduling assistance, coaching and role placement.

## The DaVita University School of Leadership 2018



**18,400**

teammates took education and leadership courses



**378,000**

continuing education contact hours were awarded



## Leaders Branching Out

To date, the **Redwoods Leadership Development Program** has provided 786 undergrads and MBA students first-rate development experience, mentorship by senior management and training that helps empower them to become great leaders, as well as up to \$25,000 in scholarships per student.

Two programs were introduced to the Redwoods program in 2018 to further encourage internal career development.

- **THRIVE** is focused on developing high-potential nurses, clinical coordinators and clinic nurse managers for positions in operations management.
- **Foresters** helps prepare operational managers for a regional operations director role through mentorship, coaching and hands-on experience with real project work.

## College Education

DaVita is proud to partner with Guild Education to offer teammates college and financial aid advising services, discounts at over 80 universities and learning providers, as well as up to \$3,000 in tuition assistance through a Guild partner school or tuition reimbursement with an accredited school of their choice.

Michael, DaVita teammate

## Family First

DaVita believes in a family-first approach to our culture. We know that when we prioritize caring for our personal lives, other areas of our lives are positively impacted.

- **Little Star:** A benefit for eligible mothers and fathers upon the birth or adoption of a child
- **Milk Stork:** A milk-delivery service for moms who travel for work
- **SitterCity:** Annual subscription coverage for services ranging from dog sitters to housekeepers and babysitters
- **Bright Horizons Care Advantage® family care:**
  - Support for parents who have children with emotional, behavioral or developmental challenges
  - In-center care or reimbursement for care when regular child or elder care falls through
  - Educational and financial advising for teammates' children heading to college



## DaVita Responds to Natural Disasters in 2018

Teammates activated emergency response plans across states on both coasts in response to Hurricanes Florence and Michael, as well as the California wildfires—preserving patient access to life-saving care and supporting teammates affected by these natural disasters. During the hurricanes, DaVita quickly deployed more than 50 teammates from across the country to help keep centers open and arranged for 13 generators, nearly 20,000 gallons of fuel, two water tankers and many other supplies to the areas hardest hit.

Across the globe, in our dialysis centers and in our communities, teammates are showing their commitment to caring for our world through service projects, outreach initiatives, charitable contributions and a continued focus on sustainability.

## Working Together for a Healthier World

**Bridge of Life (BOL)** is an international nonprofit founded by DaVita that supports medical missions in the U.S. and abroad. Working to strengthen health care globally through sustainable programs that help prevent and treat chronic disease, BOL has completed 179 international medical missions in 30 countries and 310 domestic screenings and events with the support of more than 1,300 volunteers, impacting over 118,000 lives since its inception in 2006.

BOL celebrated new initiatives in 2018, including a first-ever mission to Irbid, Jordan, where DaVita teammates joined the Syrian American Medical Society to provide chronic disease screenings and prevention education to more than 1,000 displaced Syrian refugees.

More than 570 riders participated in the 12th **Tour DaVita**, DaVita's annual charity bike ride, which raised more than \$1.1 million to support BOL. To date, Tour DaVita has helped raise more than \$11 million by riding more than 1 million miles.

**DaVita Way of Giving** empowers our clinical teammates throughout the U.S. to give back to nonprofits in their communities. Since 2011, teammates have directed donations of nearly \$13.6 million through the program, including \$2.1 million in 2018.

The **KT Community Foundation** allocated \$13,350 in funds to teammate-led community service projects in 2018, and more than \$450,000 since the program's inception.

# Caring for Our World



Since 2015, DaVita has diverted

# 558,000

pounds of electronic waste from the landfill. This equates to more than the weight of 45 elephants.



DaVita installed an additional 308 kilowatts of solar rooftop panels at two business offices in California and Colorado, providing the California office at least 60 percent of its annual electricity.



DaVita's world headquarters participated in Denver's Bike to Work Day for the fifth year in a row. This was the biggest year yet, with over 175 teammates pedaling their way to work.

Teammate engagement in DaVita's sustainability programs is at an all-time high—with more than

# 1,500

teammates acting as Green Champions who implement sustainability initiatives at their center or business office.

## All Things (Village) Green

**Village Green**, DaVita's initiative to promote environmental sustainability, was created in 2007 with the goal of reducing our environmental impact, while educating patients and teammates on this impact and what they can do to help.

We are committed to integrating sustainability into best practices, engaging stakeholders in our decisions, implementing progressive green policies and procedures, and holding ourselves accountable with environmental metrics without sacrificing Service Excellence or clinical outcomes.

Review DaVita's Environmental Policy and 2020 Environmental Goals at [DaVita.com/CommunityCare](https://www.davita.com/CommunityCare).

To date, 93 percent of centers have reusable sharps containers, diverting more than

# 1.4M lbs.

of plastic from landfills. This is equivalent to the weight of 1,400 polar bears.



Since 2016, DaVita has donated more than 34,000 meals through food waste recovery initiatives to a local Denver homeless shelter.

## 2018 Highlights

### Caring for Our Patients



Hospital readmissions for DaVita ESRD Seamless Care Organizations (ESCOs) patients was reduced by 13 percent, resulting in patients collectively spending 2,700 more days at home due to avoided hospitalizations.



DaVita teamed up with hospitals in San Antonio and Chicago to launch the **Transplant Waitlist Support Program**, setting new standards in care and data accuracy for patients awaiting a kidney transplant and aiming to help them stay transplant-ready.



Ninety-one percent of DaVita dialysis centers are rated with three, four or five stars by the Centers for Medicare & Medicaid Services' (CMS) Five-Star Quality Rating System.

### Caring for Each Other



DaVita, where 77 percent of all teammates are women, was named a member of the 2018 Bloomberg Gender-Equality Index (GEI), a metric that provides companies across the globe an opportunity to disclose and showcase their efforts in gender equality.



Teammates, friends and family took 380 million steps through **Match the Mayor**, an annual challenge led by our chairman and CEO, to raise awareness on mental health. This helped unlock a donation of \$17,750 to the National Alliance for Mental Illness.



Teammates downloaded our new **DaVita Leadership Insights** podcast more than 5,000 times in 2018. Episodes feature leaders from across the company sharing their experiences on a wide variety of topics, such as “Tips for Creating More Time in Your Day” and “Bringing Mindfulness into Your Leadership.”

### Caring for Our World



In 2018, DaVita nonprofit **Bridge of Life** completed 24 international medical missions in 12 countries and nine domestic events with the support of 153 volunteers, impacting 7,831 lives.



We opened doors to our second building at DaVita's HQ in Denver, Colorado. Sustainable features include an annual savings of 1.2 million gallons of water due to low-flow fixtures, daylighting for 90 percent of occupants and LED lighting that has a lifespan of 16 years.



In our home state of Colorado, we donated more than \$1.75 million to local nonprofits and continued to encourage volunteerism and board service as ways to spread ripples of community service.

# Highlights & Recognition

## 2018 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

- Five Clinical Research Organization Leadership awards
- eHealthcare Leadership
- National Health Information

### Caring for Each Other

- Bloomberg Gender-Equality Index (GEI)
- Training Top 125
- LearningElite
- Human Rights Campaign's Corporate Equality Index
- National Business Group on Health®
- Best Employers for Healthy Lifestyles®
- Cigna Well-Being Award®
- American Heart Association Workplace Health Achievement Index

### Caring for Our World

- Member of Dow Jones Sustainability Index (DJSI) World Index
- Gold Level Environmental Leader by the Colorado Dept. of Public Health & Environment
- Communitas Award, Excellence In Corporate Social Responsibility

### Military Awards

- 2018 Outstanding Large Employer of the Year by Disabled American Veterans
- Military Times Edge as a "Best for Vets" Employer
- U.S. Veterans Magazine Top Veteran-Friendly Employer
- CivilianJobs.com Most Valuable Employer Military Winner
- GI Jobs Top 100 Military-Friendly and Military Spouse-Friendly Employers
- RecruitMilitary Most Valuable Employer for Military

## Looking Ahead

In 2019 and beyond, we will continue to push for what health care could be, innovating ways to improve clinical outcomes and quality of life for our patients, supporting our teammates and giving back to our local communities.

### Caring for Our Patients

Our telehealth platform will expand nationally in 2019, allowing many people on home dialysis to virtually attend more than half of their monthly clinic visits. This means our patients and physicians will spend less time in centers while maintaining access to quality care.

### Caring for Each Other

On January 1, 2019, we launched **FA Prep 365**, a year-long onboarding and leadership development program for new facility administrators (FAs). With input from over 80 teammates, this curriculum is aimed at preparing our FAs to be operationally ready in 90 days and strong leaders of their center in the first year.

### Caring for Our World

By 2022, DaVita will be 100 percent powered by renewable energy through development of a wind farm and a solar farm in Texas that will create as much clean energy as the amount of electricity we use to operate our U.S. centers every day.



[DaVita.com/CommunityCare](https://www.davita.com/CommunityCare)

FACEBOOK: DAVITA KIDNEY CARE

TWITTER: @DAVITA

INSTAGRAM: @DAVITA

PINTEREST: /DAVITAPINS

LINKEDIN: DAVITA INC.

© 2019 DaVita Inc. 2000 16<sup>th</sup> Street, Denver, CO 80202

“DaVita is a community of teammates, patients and care partners working together toward a common goal of creating healthier lives for all.”

– Kent Thiry, Chairman and CEO, DaVita