



DaVita[®]

COMMUNITY CARE

The DaVita Vision for Global Citizenship





GROWING WITH OUR TRILOGY OF CARE

The DaVita® Village has grown to more than 64,000 teammates serving approximately 2 million patients around the world. Through the growth of DaVita Kidney Care, HealthCare Partners (a DaVita Medical Group), Paladina Health and our international kidney and health care centers, we have kept a sharp focus on our approach to healthcare—providing exceptional care for our patients; supporting the development of our teammates both at work and at home; caring for the communities in which we live and operate around the world; and utilizing sustainable environmental practices.

We define our corporate social responsibility (CSR) programs as our Trilogy of Care—**Caring for Our Patients**, **Caring for Each Other** and **Caring for Our World**. It is what makes us a community first and a company second.

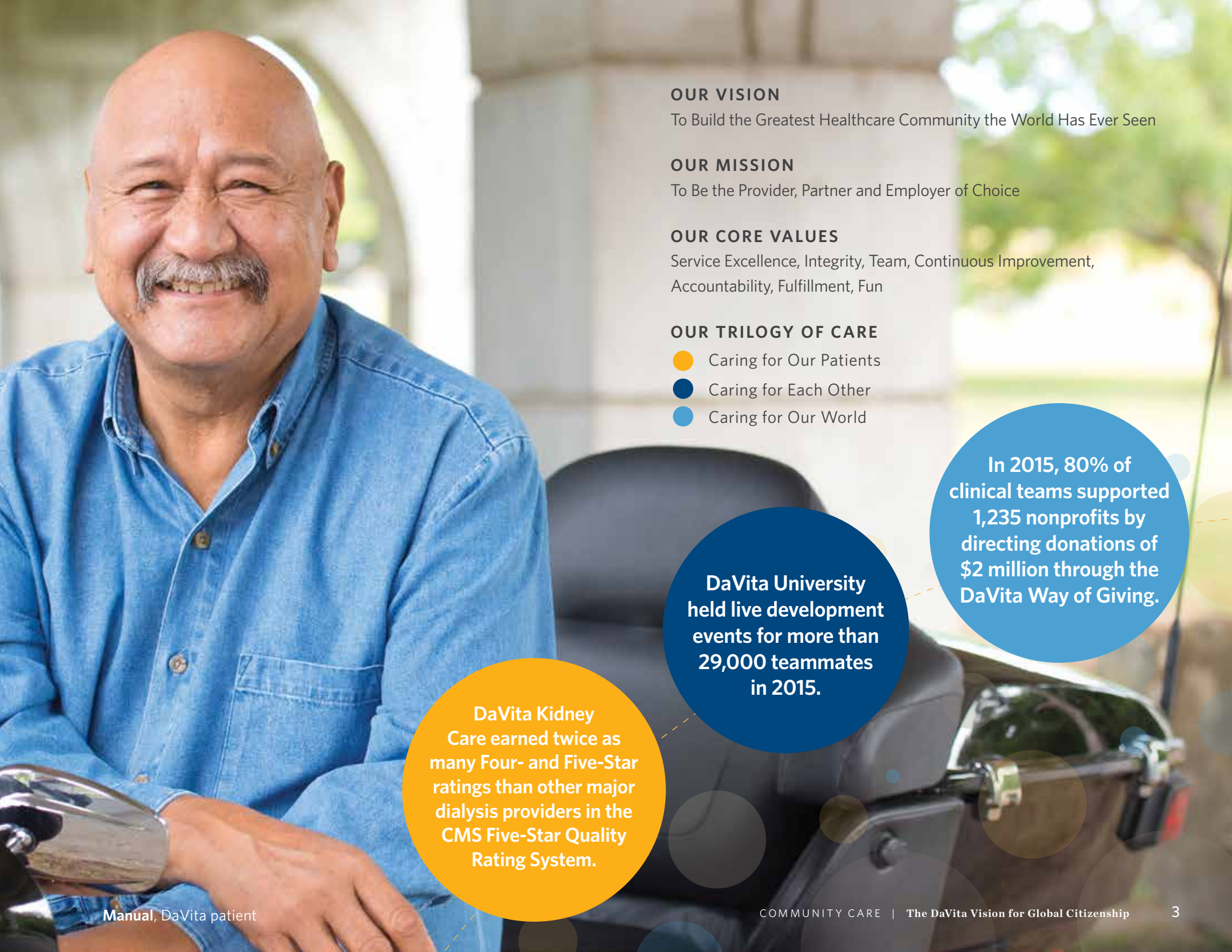
Leading Industry Quality

DaVita continuously works to improve quality of care, and our standards have been recognized publicly by the federal government. For two years in a row, the Centers for Medicare and Medicaid Services (CMS) Five-Star Quality Rating System recognized DaVita Kidney Care as a leader in quality care, with twice as many Four- and Five-Star centers than other major dialysis providers.¹ HealthCare Partners in California was also recognized for high-quality care through an elite status award from the CAPG 2015 Standards of Excellence survey.

¹ According to 2014 data (for 2016 year) from the Centers for Medicare and Medicaid Services' (CMS) Five-Star Quality Rating System. Although many DaVita centers outperformed other centers, only certain DaVita centers received a Four- or Five-star rating.

On the cover: Edward, DaVita dialysis patient.





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 earned twice as many Four- and Five-Star ratings than other major dialysis providers in the CMS Five-Star Quality Rating System.

DaVita University held live development events for more than 29,000 teammates in 2015.

In 2015, 80% of clinical teams supported 1,235 nonprofits by directing donations of \$2 million through the DaVita Way of Giving.



Becky, DaVita patient, and **Teresa**, DaVita teammate, share a moment during treatment.

CARING FOR OUR PATIENTS

Innovating Care, Improving Lives

DaVita continuously works to improve our integrated care model to help enhance the lives of our patients. The kidney care division supports approximately 190,000 people with end stage renal disease (ESRD) around the globe, and the medical group division provides coordinated primary and specialty care for more than 1.5 million people across the United States. Our innovative clinical programs help coordinate all facets of health, including diet, medications, patient education and emotional support to help improve clinical outcomes, reduce healthcare costs and enhance patient quality of life.

VillageHealth®. As one of the nation's leading integrated kidney care management organizations, VillageHealth now touches 28,000 lives a month through a variety of value-based reimbursement programs. They include three End Stage Renal Disease Seamless Care Organizations (ESCOs) and five full-risk Chronic Special Needs Plans (C-SNPs). Results from one of the C-SNPs include:

- :: Less than six percent hemodialysis central venous catheter rates for the last three years
- :: 24 percent fewer hospital admissions compared to the Medicare benchmark
- :: 16 percent lower non-dialysis cost for ESRD care

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

HealthCare Partners. The CAPG awarded HealthCare Partners in California with elite status in its annual 2015 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.

Paladina Health. Paladina Health, a primary care medical home subsidiary of DaVita, makes care easy through a patient-centric approach and 24/7 access to personal physicians. In 2015, Paladina Health achieved a 73 percent Net Promoter Score in patient satisfaction.

International. DaVita Kidney Care is committed to elevating the health and quality of life for patients around the world. In 2015, we achieved several milestones internationally.

- :: **Saudi Arabia.** We opened our 8th dialysis clinic, allowing us to care for nearly 800 patients in the Kingdom of Saudi Arabia.
- :: **Germany.** We held our first Medical Affairs Summit, which brought together local leading physicians and DaVita global medical officers to discuss kidney care and patient quality of life.
- :: **China.** In the Shandong province, we formed a joint venture kidney care specialty hospital chain—the first of its kind between a multinational healthcare provider and the private sector in China. This gives us the opportunity to help raise the quality of kidney care services in the Shandong province.

Health Tools. DaVita Kidney Care provides some of the most comprehensive kidney disease education tools available to help patients take control of their health:

- :: **myDaVita:** A personalized platform to help people manage their kidney disease
- :: **DaVita Diet Helper™:** A robust diet-planning tool for people on a kidney diet
- :: **DaVita Health Portal™:** A portal that allows DaVita dialysis patients to track their health online

HealthCare Partners in California received SCAN Health Plan's 2015 Top Performing Medical Group award.

DaVita Kidney Care outperformed the rest of the industry by 5x in CMS Quality Incentive Program metrics.

DaVita's Medical Group in Colorado Springs ranked best for urgent care and in the top three for physician group and medical facility in the Colorado Springs Business Journal.

DAVITA'S PATIENT-FOCUSED QUALITY PYRAMID: KIDNEY CARE

DaVita.com/Pyramid

Through evidence-based clinical initiatives, DaVita's Patient-Focused Quality Pyramid provides an infrastructure that supports the pursuit of quality for people with kidney disease. With this framework, we have improved clinical outcomes each year since 2000 and have been recognized through the CMS Quality Incentive Program and Five-Star Quality Rating System as a leader in clinical performance.



Teammates **Tara Poysnick** and **Paul Hegarty** ride the Tour DaVita course in North Carolina in 2015.



CARING FOR EACH OTHER

Inspired by Teammates, for Teammates

We provide unique opportunities for our teammates to help them succeed at work and at home through leadership courses, professional development, educational scholarships for children and grandchildren, support in times of crisis and avenues to allow each teammate's voice to be heard.

DaVita University. DaVita University, which offers leadership, management, operational and clinical education opportunities, focuses on growing better leaders, family members and citizens. In 2015, DaVita University held live development events for 29,000 teammates, 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 2015, we awarded 640,000 continuing education contact hours. We value continuing education credit hours at \$15 per hour and last year invested more than \$9.6 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 2015, more than 8,100 teammates participated in Academy.

HealthCare Partners. DaVita Way Days and monthly activities introduce teammates to our Core Values, and various symbols and traditions for celebrating success. Teammates learn how to create and lead DaVita Way activities in their centers and offices.

Redwoods Leadership Program. More than 470 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 2015, the Redwoods program built specialized leadership practicums for HealthCare Partners, VillageHealth and DaVita Rx®.

Star Troopers. Through the Star Troopers program, we honor fellow teammates, family members and friends on active military duty. Teammates have sent 9,000 letters, notes and care packages overseas since the program began in 2007.

Idea Hub. This innovation platform is focused on improving the quality of patient care, streamlining our operations and alleviating teammate pain points. The number of unique contributors increased 39 percent year over year to 1,521 teammates in 2015, and ideas ranged from a facility administrator dashboard to new patient buddies.

Voice of the Village Calls and State of HealthCare Partners Calls. These calls are held every eight weeks, one for DaVita Kidney Care teammates and the other for HealthCare Partners teammates. Teammates are invited to hear about the state of the company from senior leaders and ask questions about any subject they choose. Enterprise-wide Voice of the Village Calls are held periodically with all DaVita teammates

and feature senior leaders from across the enterprise.

DaVita Village Network. The DaVita Village Network gives teammates the opportunity to help one another 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 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 programs have awarded nearly \$2 million to 1,000 students.

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

DaVita University hosted four DaVita Way Days in Singapore, Malaysia, Germany and Poland, impacting 241 international teammates in 2015.

35,500 teammates and family members participate in the health-promoting Vitality Points program.

The DaVita Children's Foundation and the KT Family Foundation have given nearly \$2M in educational assistance to 1,000 children and grandchildren of DaVita teammates.

DEVELOPING LEADERS

Through DaVita's School of Leadership, School of Clinical Education and Village Gatherings, DaVita directly provided personal and professional development for more than 29,000 teammates in 2015.


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 and DaVita Kidney Care CEO Javier Rodriguez in adding a variety of fruits and vegetables to their daily meals

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



Local children participate in a **Bridge of Life** kidney disease screening event in Ghana in 2015.

CARING FOR OUR WORLD

Improving Lives, Sustainably

We are working to improve the lives of our patients, of people in 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.

Bridge of Life. This nonprofit improves access to primary care and dialysis treatments in underserved communities around the world. It also focuses on prevention of chronic kidney disease through early-detection testing and education.

In 2015, Bridge of Life completed 32 international medical missions in 15 countries, hosted 28 domestic kidney disease screenings and assisted with 21 medical camps for kids sessions. In total, nearly 17,000 people were served with the support of more than 300 teammate volunteers.

DaVita Way of Giving. Each year, teammates in DaVita centers support nonprofits in their communities across the nation by making charitable contributions through the DaVita Way of Giving. In 2015, a record-breaking 80 percent of clinical teams participated in the program, supporting 1,235 organizations by directing donations of \$2 million. In total, teammates have donated \$6.8 million to thousands of nonprofits since the DaVita Way of Giving began in 2011.

KT Community Foundation. The KT Community Foundation offers backing for teammate-led projects that make a difference in teammates' local communities and overseas. To date, it has funded more than \$400,000 for such projects.

Tour DaVita®. Since 2007, this annual 250-mile bicycle ride has raised more than \$7.3 million, and both teammate and patient riders have collectively ridden 735,487 miles in different locations across the nation, to help increase kidney disease awareness.

World Kidney Day. As part of the global World Kidney Day campaign, DaVita held 30 kidney disease awareness events in seven countries. During these events in 2015, more than 1,300 people were screened for kidney disease.

Village Service Days. DaVita teammates and their families and friends have volunteered more than 111,000 hours through 2,500 community service projects—known as Village Service Days—since 2006.

Dynamic Volunteerism. In 2015, teammates at the Casa del Mundo, DaVita’s World Headquarters in Denver, launched a new community engagement strategy focused on making a direct and measurable impact on the way local nonprofits conduct business. Through Dynamic Volunteerism, teams assist nonprofits with strategic planning, corporate development, board development, IT consultancy, coaching, capacity building, staffing and more.

Home-State Engagement. In addition to teammates donating more than \$2 million nationwide through DaVita Way of Giving in 2015, DaVita contributed nearly \$1.4 million to 116 community and nonprofit organizations across Colorado.

Bridge of Life completed 32 international medical missions in 2015.

DaVita Kidney Care centers used 30% fewer gallons of water per treatment in 2015 compared to 2010.

DaVita contributed nearly \$1.4 million to 116 community and nonprofit organizations across Colorado in 2015.

SUSTAINABILITY

At DaVita, we recognize the strong connection between healthy workplaces and healthy teammates and patients. We continue to help improve our patients’ and teammates’ health and quality of life while reducing our environmental footprint. For example, we saved 350 million gallons of water from 2014 through 2015. If those gallons were individual water bottles, they would stretch from Los Angeles to Paris. And in 2015, HealthCare Partners opened a new environmentally friendly office—complete with a “green team” that oversees all environmental efforts—in California. DaVita met or surpassed three of the five environmental goals it aimed to accomplish by the end of 2015, as noted below.

GOAL	2015 RESULTS
1 Reduce energy consumption per treatment by 15%	We reduced consumption by 5%. We are seeking an additional 10% reduction by 2020.
2 Reduce water consumption per treatment by 10%	We surpassed the goal with 30% reduction. We are seeking an additional 30% reduction by 2020.
3 Reduce office paper consumption by 20%	We reduced consumption by 5%. We are seeking an additional 15% reduction by 2020.
4 Increase environmentally preferable procurement by 10%	We achieved 10% and incorporated this into the 2020 goal, as well.
5 Add 1 teammate education program each year	We achieved this goal by adding more than one new educational program each year since 2011.

LOOKING AHEAD

In reflecting on the progress we made in 2015, we're excited to continue our legacy this year and work to improve quality of life for our patients and teammates, and in the communities in which we live and work.

Caring for Our Patients

With a focus on providing the highest-quality care, HealthCare Partners will work in 2016 to develop defined national care models and protocols for specific areas of disease—cardiovascular disease, respiratory disease, dementia, behavioral health, chronic kidney disease and palliative care. DaVita Kidney Care's primary clinical focus will be to help reduce hospitalizations through ongoing fluid and infection management.

Caring for Each Other

As we continue to grow, DaVita University will broaden education offerings that target our new physician and clinician leaders within DaVita Kidney Care. We will also expand our leadership and management programs for our HealthCare Partners clinician leaders.

In 2016, DaVita University plans to expand course offerings to include teammates in Malaysia, India, Germany, Poland, the Netherlands, Portugal, China and Brazil.

The Redwoods Resident program will expand its placement to international markets, as well. The Idea Hub will provide greater transparency to ongoing innovation projects, in addition to encouraging increased engagement and collaboration.

Caring for Our World

Bridge of Life plans to complete 40 international medical missions, 24 domestic chronic kidney disease screenings and seven medical camps for kids sessions in 2016. Altogether, this will directly impact more than 16,000 people.

In the future, HealthCare Partners plans to implement more green teams to expand on its environmental goals. DaVita Kidney Care teammates from across the country and across several teams came together in April 2015 for a Sustainability Summit to brainstorm ideas for our next set of environmental goals. We sought to determine key challenges and how to craft goals around those issues to inspire a larger impact. The final product—our 2020 goals—focuses on our ambitious objectives to reduce our environmental impact in the areas of energy, water, waste, buildings and supply chain.



2015 HIGHLIGHTS

Caring for Our Patients

- :: When selected from thousands of applicants and awarded a five- year National Institutes of Health award, HealthCare Partners launched Strategies to Reduce Injuries and Develop Independence in Elders (STRIDE). This is the largest and most visible pragmatic study in the nation's history for fall injury prevention in vulnerable, older individuals.
- :: For the third straight year, DaVita Kidney Care led the industry in the CMS Quality Incentive Program, ranking first in four clinical measures.
- :: As part of the American Medical Group Association's Anceta Collaborative (40 million patients nationally), DaVita's Medical Group in Colorado Springs ranked first in the percentage of diabetics with controlled blood pressure at 89 percent.

Caring for Each Other

- :: To date, 470 DaVita teammates have grown within the company through the Redwoods Leadership Development Program.
- :: DaVita provided personal and professional development for more than 42,000 teammates in 2015 through DaVita's School of Leadership, School of Clinical Education and Village Gatherings.
- :: Through the Star Troopers program, 8,500 teammates sent letters of encouragement, notes and care packages to active-duty military personnel overseas in 2015.

Caring for Our World

- :: Bridge of Life completed 32 international medical missions in 15 countries, hosted 28 domestic kidney disease screenings and assisted with 21 camps for kids with chronic illnesses. In total, nearly 17,000 people were served with the support of more than 300 teammate volunteers.
- :: We saved 350 million gallons of water from 2014 through 2015. If those gallons were individual water bottles, they would stretch from Los Angeles to Paris.
- :: A record-breaking 80 percent of clinical teams participated in DaVita Way of Giving, supporting 1,235 organizations by directing donations of \$2 million.

For nine consecutive years, HealthCare Partners (a DaVita Medical Group) has earned Elite status from the CAPG—the highest honor for physician organizations practicing coordinated care.

DaVita was honored as a Training Top 125 company for the 12th consecutive year.

On Earth Day 2015, approximately 1,600 teammates, their families and friends contributed 5,400 hours toward 110 environmental projects in their local communities.

2015 AWARDS

- » 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 for corporate philanthropy
- » 21 HealthCare Partners physicians named "Top Doctors" in Nevada and New Mexico
- » National Health Information
- » Digital Health Information
- » Web Health
- » eHealthCare Leadership
- » Modern Healthcare 100 Most Influential People in Healthcare
- » Outstanding Report Card from HealthNet
- » SCAN Health Plan Top Performing Medical Group
- » ERE Recruiting Excellence Awards
- » Integrated Healthcare Association Medicare Advantage 4.5 Star



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