

THE DAVITA VISION FOR
GLOBAL CITIZENSHIP

Community Care

2019



Davita®

Trilogy of Care

Welcome to DaVita's annual Community Care Report, a look at our continued commitment to corporate social responsibility (CSR).

We strive to be a community first, a company second. For more than 10 years, our Trilogy of Care—Caring for Our Patients, Caring for Each Other and Caring for Our World—has been at the heart of everything we do. From our treatment floors to our business offices to where we live, it reaches across every level of our community.

37M **1 in 3**

U.S. adults estimated to have CKD¹

U.S. adults at risk for developing CKD¹

90% **9th**

People with kidney disease who don't know they have it.¹

CKD's rank among leading causes of death in the U.S.¹

Understanding Kidney Disease

When a person has chronic kidney disease (CKD), it means their kidneys are no longer able to remove waste effectively from their body or to balance their fluids. Kidney failure, or end stage kidney disease (ESKD), happens when kidneys function at or below 10 to 15%, which is not enough to live without dialysis or a kidney transplant.

We want patients with kidney disease to live longer, healthier lives. That's why our personalized care is designed to help prevent or delay disease progression, manage comorbidities and, when needed, smooth the transition to receiving a transplant or life-sustaining dialysis. DaVita's innovative approach incorporates no-cost patient education and health management tools to empower patients as well as resources, such as cutting-edge predictive analytics, to help care teams identify patients with CKD early and manage their condition before it progresses to ESKD.



The United Nations' Sustainable Development Goals

The Sustainable Development Goals (SDGs) are a call for action by all countries to promote prosperity while protecting the planet. In 2015, all United Nations Member States adopted 17 goals as part of the 2030 Agenda for Sustainable Development, which sets out a 15-year plan to achieve the SDGs. As a global citizen, DaVita is committed to helping reach these goals. To learn more about how our efforts in 2019 helped support the SDGs, visit [DaVita.com/CommunityCare](https://www.davita.com/CommunityCare).



Quality Education



Gender Equality



Good Health and Well-Being



Affordable and Clean Energy



Sustainable Cities and Communities



Responsible Consumption and Production

2. 37 Million American Adults Now Estimated to Have Chronic Kidney Disease. National Kidney Foundation website. <https://www.kidney.org/news/37-million-american-adults-now-estimated-to-have-chronic-kidney-disease>.

207K
patients

64K
teammates

3K
dialysis centers

1.7K
home dialysis centers

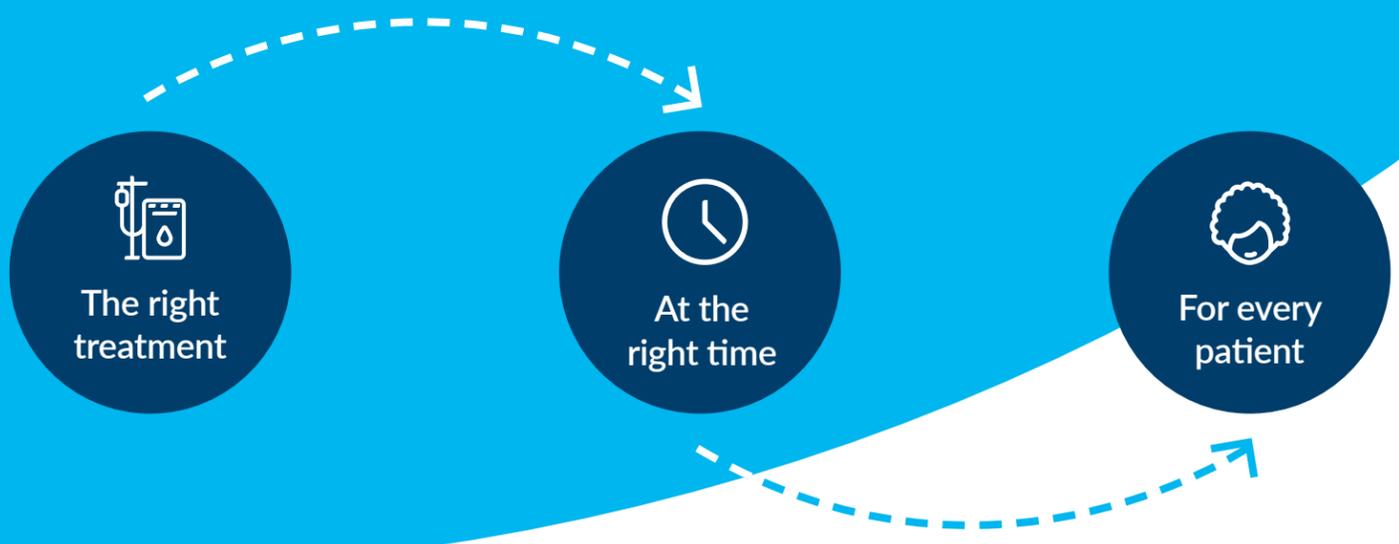
11
countries

1
global community



Yan, DaVita teammate
Brandi, DaVita teammate

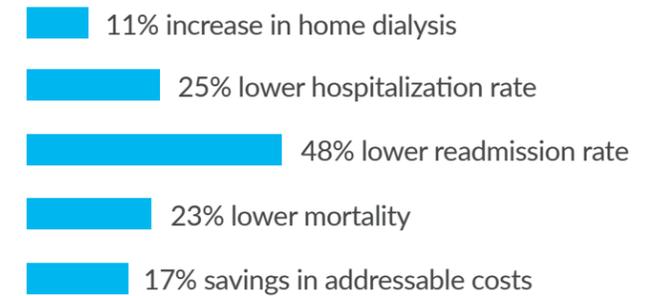
20+ years of integrated care experience



Integrated Care across the Continuum

Over the past 20 years, DaVita® Integrated Kidney Care (IKC) has specialized in delivering comprehensive care and complex chronic condition management to patients, whether they are in the early stages of kidney disease, transitioning to or receiving life-sustaining dialysis or seeking a transplant. Providing holistic care to kidney patients nationwide, DaVita IKC grew the number of IKC patients by 10% in 2019.

Through a value-based partnership in 2019, DaVita IKC demonstrated positive results across outcomes, experience and cost reduction.²



27K patients served every month

\$1.7B medical costs under management

74 Net Promoter Score (NPS), which falls in the category of excellent services.¹

1. Among patients surveyed; A score of 70 or higher is considered excellent. Net Promoter, Net Promoter Score, NPS and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., Fred Reichheld and Satmetric Systems, Inc.
2. In specific markets; Internal DaVita data.

DaVita's approach to kidney care puts patients at the center of their care.

A Focus on Patients

In July 2019, the U.S. Administration released the Executive Order on Advancing American Kidney Health. The executive order prioritizes alternatives to in-center dialysis for treating CKD and ESKD that can improve quality of life, such as home dialysis and kidney transplant. DaVita's approach to kidney care aligns with the goals laid out by the Administration through our emphasis on patient education and patient-centered care.

We do this by offering holistic care that spans the entire continuum of kidney disease—from identifying CKD patients early and helping delay kidney disease progression to smoothing the transition from CKD to ESKD and optimizing treatment. The comprehensive care and patient education seeks to empower patients to work with the care teams to help find the right treatment at the right time for every patient, whether that's in-center or home dialysis or transplant if they're eligible.

💡 Patient Testimonial

Holistic Care in Action

Sherrie had never missed a treatment in six years of receiving dialysis, so it stood out to her social worker when Sherrie called in and said she'd need to skip treatment because she wasn't feeling well. The social worker's quick thinking led to a home visit with the DaVita Integrated Kidney Care (IKC) nurse practitioner and consultation with the integrated care team via DaVita's telehealth platform. Sherrie's care team identified symptoms, requested blood tests and communicated with her nephrologist. The result: DaVita IKC's personalized care led to an infection being detected and Sherrie receiving the care she needed quickly.

"They made it personal and that made things much easier for me to get through. That's who DaVita IKC is for me."

—Sherrie, DaVita IKC patient



Sherrie, DaVita IKC patient

Caring for Our Patients

Home Care Innovation

Home dialysis, through either peritoneal dialysis (PD) or home hemodialysis (HHD), offers patients more control over treatment schedules and allows them more time to do the things they enjoy such as spending time with loved ones. DaVita's home dialysis program, which includes over 1,700 home programs¹, is growing at five times the rate of our in-center program². As of 2019, DaVita has served more home patients than any other provider.

Released in 2019, our **telehealth platform** makes it easier than ever for patients to stay connected with their care team. Features include:

- Appointment scheduling
- Photo uploads
- Reminders
- Educational library
- Secure messaging
- Care partner engagement

Through technological advances like telehealth and home remote monitoring, DaVita is enhancing the care experience and outcomes for patients on home dialysis and their physicians.

During Hurricane Dorian, DaVita worked to prepare our nearly 20,000 Florida patients across more than 200 centers. To further support emergency preparedness, we purchased an additional 16 portable generators and 19 fixed generators.

Patient Education

Whether a patient is just learning they have CKD, is transitioning to dialysis or is considering a transplant, DaVita believes they can benefit greatly from understanding and better managing their kidney disease. Since the launch of **Kidney Smart®** in 2012, more than 195,000 people have received award-winning, in-depth education at no cost. Thanks to robust education, patients can feel more in control of their health decisions and may experience better outcomes. DaVita patients who have attended a Kidney Smart class have experienced the below outcomes⁵.

- **30%** lower hospitalization rate
- **38%** fewer missed treatments
- **6X** higher chance of starting treatment at home vs. in a center

In 2019, all DaVita facilities adopted patient-centered care processes and tools that foster team collaboration in an effort to enhance patient care. We launched new teammate training on modality education and predictive analytics that help care teams identify patients at the highest risk of being hospitalized. These efforts have led to reduced hospitalizations, readmissions and missed treatments, giving more moments back to our patients and helping improve their quality of life.

DaVita has over 27,000 patients on home dialysis, more than any other U.S. provider.⁶

Transplant as an Ideal Solution

DaVita believes that a kidney transplant is often an ideal treatment option for people who have ESKD. Our goal is to help all of our eligible patients pursue a transplant. Through our multimedia education program **Transplant Smart®**, launched in 2019, patients and their loved ones get an in-depth look at the transplant process, from what to expect during the evaluation and how to find a donor to preparing for and recovering from surgery, and living with a new kidney.

50,000

DaVita patients have received a kidney transplant



Stephen, DaVita patient

1. 2019 DaVita Internal Analysis.
2. Based on the comparative growth rate for twelve month periods ended June 2019 and June 2018 respectively.
3. 2019 NNI Provider Survey.
4. Internal DaVita data, 2012-2019.
5. DaVita Internal Clinical Outcomes Study, May 2016-March 2018. While Kidney Smart provides education on all modality choices, Kidney Smart-educated patients have been shown to choose PD at a higher rate than patients that did not receive Kidney Smart education.
6. Nephrology News & Issues, Sept. 2018.



Dr. Velasco, Nephrologist
Annette, DaVita teammate
Khadija, DaVita teammate

At DaVita, we believe that when we create a thriving community for our teammates, they in turn create a special community for our patients and their families, and are inspired to help others.

Fostering a Village of Belonging

We want all teammates to experience DaVita as a place where they belong. In 2017, we launched our **Executive Belonging Council**, a committee of senior leaders working toward bringing our vision to life. We published two new resources in 2019 to support this mission: "Belonging in the Village" and an accompanying leadership guide.

27%

of our board of directors are ethnic minorities

27%

of our board of directors are women

35%

of senior management are women

78%

of our clinics are led by women

Growing Tomorrow's Leaders

Teammates are encouraged to learn and grow, both professionally and personally, through DaVita's award-winning training programs. In 2019, nearly 15,000 teammates participated in one of **DaVita University's** education programs.

Our robust career development programs promote equal opportunity creation for all members of our diverse Village.



Bridge to Your Dreams offers high-performing patient care technicians (PCTs) a path to becoming a registered nurse through fully funded tuition and career coaching.



For aspiring undergrads and MBA candidates, the **Redwoods Leadership Development Program** provides hands-on learning, executive mentorship and training that empowers them to become great leaders.



THRIVE develops high-potential nurses, clinical coordinators and clinic nurse managers into operational managers.



FA Prep 365 provides resources and support for first-time facility administrators (FAs) to become strong leaders in their first year with DaVita.



Foresters helps prepare operational managers for a regional operations director role through mentorship, coaching and hands-on experience with real project work.



DaVita offers teammates the opportunity to **further their education and career** with up to \$3,000 in tuition reimbursement each year.



DaVita Family Scholarships give scholarships to teammates' children and grandchildren who excel in leadership, community service and academics. Together they have awarded more than \$3 million to more than 1,375 students.

Caring for Each Other

1. Internal DaVita data as of 12/31/2019.

“Bridge to Your Dreams provides so much support along the way and I’m grateful to DaVita for giving me this chance to further my career and make an impact as a future DaVita nurse!”

—Zach, DaVita teammate

Teammate Health and Wellness

We want to empower our teammates to achieve their dreams in all aspects of life. **Village Vitality**, one of our many **Village Programs**, offers tools and incentives to help teammates and their families embrace healthy living.

- In 2019, we launched **We Belong As We Are**, our first mental health awareness campaign. The campaign educated teammates about mental health conditions, associated stigma and resources available to support the mental health of teammates and their families.
- Over 33,000 convenient, no-cost wellness screenings and flu shots were provided to teammates and their spouses or domestic partners in 2019.
- The 2019 **We Are Well Award** granted fully paid health insurance in 2020 to 50 teammates. These teammates were selected for focusing on their health, overcoming challenges and inspiring those around them.

Lending a Helping Hand

In a healthy village, members look out for each other’s well-being. And when a teammate is in need, the DaVita Village responds.

DaVita Village Network (DVN) provides teammates the opportunity to receive financial assistance during times of hardship, such as a life-threatening emergency, major medical diagnosis, natural disaster and financial difficulty because of military deployment. All teammates have the option to make voluntary payroll contributions to help fund the program. DaVita contributes the same amount as teammates’ payroll contributions, up to \$250,000 per year. Since 2001, 2,138 grants worth \$4.5 million have been awarded.

“Now that I feel like I belong, I come to work more positive, more excited. I know it’s going to be an easy day because I have my teammates to support me.”

—Tanya, DaVita teammate



Family Support

DaVita provides a suite of resources to help teammates take care of their families, now and in the future.



Milk Stork®: A milk-delivery service for moms who travel for work



Little Star: A benefit for eligible mothers and fathers of the Village upon the birth or adoption of a child

Bright Horizons Care Advantage® family care:



College Coach: Educational and financial advising for teammates’ children heading to college



Care Direct: Access to Sittercity and other resources to help find family care and household support



Special Needs: Support for parents to handle a range of educational, developmental and social challenges



Jisha, DaVita teammate
Kevin, DaVita teammate

2019 Well-Being Awards

We were honored with multiple awards for our leadership, culture and programming dedicated to supporting the health and well-being of our teammates and their families.

- Healthiest Employers® 100 Healthiest Workplaces in America
- Cigna Well-Being Award—Outstanding Culture of Well-Being
- National Business Group on Health’s Best Employers: Excellence in Health and Well-Being Award—Silver
- American Health Association Workplace Health Achievement Index—Silver



DaVita is committed to improving quality of life in our communities. From our own backyard in Colorado to other countries, our teammates participate in a number of local service projects, outreach initiatives, charitable contributions and sustainability efforts that are having a positive impact on a growing number of lives.

Helping Improve Lives Across the Globe

Bridge of Life (BOL) is an international nonprofit founded by DaVita that works to strengthen health care globally through sustainable programs developed to help prevent and treat chronic disease. BOL strives to empower local staff, community health workers and patients through training and education to make sustainable changes to health care.

33

countries impacted

205

international medical missions

320

domestic events

1,494

volunteers

In 2019, more than 540 people rode in the 13th annual Tour DaVita, DaVita's charity bike ride, and helped raise \$1.2 million to benefit BOL. To date, Tour DaVita has helped generate more than \$12 million to raise awareness of kidney disease and bring vital health services to people all over the world.

DaVita Way of Giving (DWOOG) empowers our clinical teammates throughout the U.S. to give back to nonprofits in their communities. Since 2011, teammates have directed donations of over \$15.7 million through the program, including over \$2.1 million in 2019.

"I came to Ghana with so many different ideals, but I am a changed person. BOL gave me an outlet to explore the real [health care] issues and struggles that exist at a grassroots level [across the globe], and they do so by immersing each person into the real facets of the community. I have shifted my judgments and reservations on so many things, and I can attribute this to BOL."

- Sheela, DaVita teammate and BOL volunteer in Ghana



Village Green Celebrates Earth Day 2019

2.8K

volunteers

9,328

hours volunteered

1,817

bags of trash collected

3.3K

trees and plants planted

231

environmental projects across 7 countries

8

miles of beaches cleaned up

Keeping Our Village Green

Created in 2007, Village Green is DaVita's initiative to promote environmental sustainability in our centers and offices around the world. Its goal is to reduce our environmental impact while educating teammates and patients about what they can do to help. Review DaVita's Environmental Policy and 2020 Environmental Goals at [DaVita.com/CommunityCare](https://www.davita.com/communitycare).

Through **Village Service Days**, teammates can plan and execute service projects for local nonprofits. DaVita teammates, friends and family have contributed more than 161,000 volunteer hours since 2014—including special Village Green Village Service Days celebrating Earth Day.

Committed to Sustainability



By 2022, we aim to be 100% powered by renewable energy across our 2,700 North American locations, which is equivalent to 625,000 megawatt hours of electricity.



Since 2016, DaVita has donated more than 39,000 meals through food waste recovery initiatives to a local Denver homeless shelter.



For the sixth year in a row, DaVita's World Headquarters participated in Denver's Bike to Work Day. DaVita placed No. 1 in Denver for highest participation among large businesses.



Since 2015, DaVita has diverted more than 621,500 pounds of electronic waste from the landfill. This is equal to the weight of 48 elephants.



2,700 centers were evaluated for Water Optimization and Default Flow Rate projects in an effort to be more water-efficient.



204 locations were retrofitted with high-efficiency LED lighting to significantly lower energy consumption.



Lawrence, DaVita patient

2019 Highlights

Caring for Our Patients

- Fewer missed treatments and lower hospitalization rates helped patients spend approximately **100,000 more days at home**.¹
- **Ninety-two percent** of DaVita dialysis centers have a three-, four- or five-star rating by the Centers for Medicare & Medicaid Services' (CMS) Five-Star Quality Rating System.²

Caring for Each Other

- We continue to create new opportunities for teammates to thrive in their careers, including Bridge to Your Dreams, which offers fully funded tuition and support for patient care technicians to become DaVita nurses.
- DaVita was distinguished as a member of the 2019 **Bloomberg Gender-Equality Index**, a metric that provides companies across the globe an opportunity to disclose and showcase their efforts in gender equality.

Caring for Our World

- DaVita was named to the **Dow Jones Sustainability Indices** on this year's DJSI World Index after being analyzed for our environmental, social and governance practices.
- In 2019, DaVita nonprofit Bridge of Life completed **35 international medical missions**, impacting more than 9,000 lives with the support of 183 teammates.
- In our home state of Colorado, we **donated more than \$1.4 million to local nonprofits** and continued to encourage volunteerism and board service as ways to spread ripples of community service.

The Village Lives: Supporting Our Teammates During COVID-19

DaVita is providing extra support to nearly 55,000 U.S. teammates with a Village Lives Award giving additional pay through May 2, 2020. Additionally, we are giving holistic support to all teammates by ramping up many of our other essential relief programs, such as back-up child care, modified sick leave policies and financial assistance to all teammates, or their immediate dependents, through the DaVita Village Network.

Materiality Assessment: Focusing on What Matters Most

In 2019, we surveyed key stakeholders, beginning with teammates, to learn more about what issues are "material" and matter most to them. From this survey data, we have identified key focus areas where we have an opportunity to make an impact.

Top Focus Areas



Other Focus Areas



1. 2020 DaVita Internal Analysis.
2. October 2019 CMS Five Star Quality Rating result (Performance Year 2018).

Looking Ahead

In the years ahead, we look forward to continuing to push for what health care could be, innovating to create better solutions for patients everywhere and striving To Build the Greatest Health Care Community the World Has Ever Seen.

Caring for Our Patients

DaVita is passionate about **value-based care** and growing its partnerships in order to drive positive clinical outcomes and quality of life while helping to reduce costs in the health care system.

Caring for Each Other

DaVita's CEO, Javier Rodriguez, is part of CEO Action for Diversity & Inclusion™—a group of more than 800 CEOs who have **pledged to support more inclusive workplaces** where all teammates feel like they belong.

Caring for Our World

By 2022, DaVita aims to be **100% powered by renewable energy**. This means all 2,700 of our North American locations would be powered by renewable energy, which is equivalent to 625,000 megawatt hours of electricity.

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

Our Trilogy of Care

Caring for Our Patients
Caring for Each Other
Caring for Our World

The DaVita Way

The DaVita Way means that 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.com/CommunityCare](https://www.davita.com/CommunityCare)

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