



***ISBP***

***Beijing***  
***Sept 10, 2011***

# Publicly Recognized and Peer Reviewed



**Top Companies  
for Leaders** 2009



Learn more at  
[www.davita.com/awards](http://www.davita.com/awards)

*Davita.*

# Mission-Driven Organization

## The Vision



GDC = Greatest Dialysis Company

## Mission & Values

Our Mission

To Be The  
Provider,  
Partner And  
Employer  
Of Choice

"he/she gives life"

Davita.

Our Core Values

Service Excellence

Integrity

Team

Continuous Improvement

Accountability

Fulfillment

Fun

"he/she gives life"

Davita.

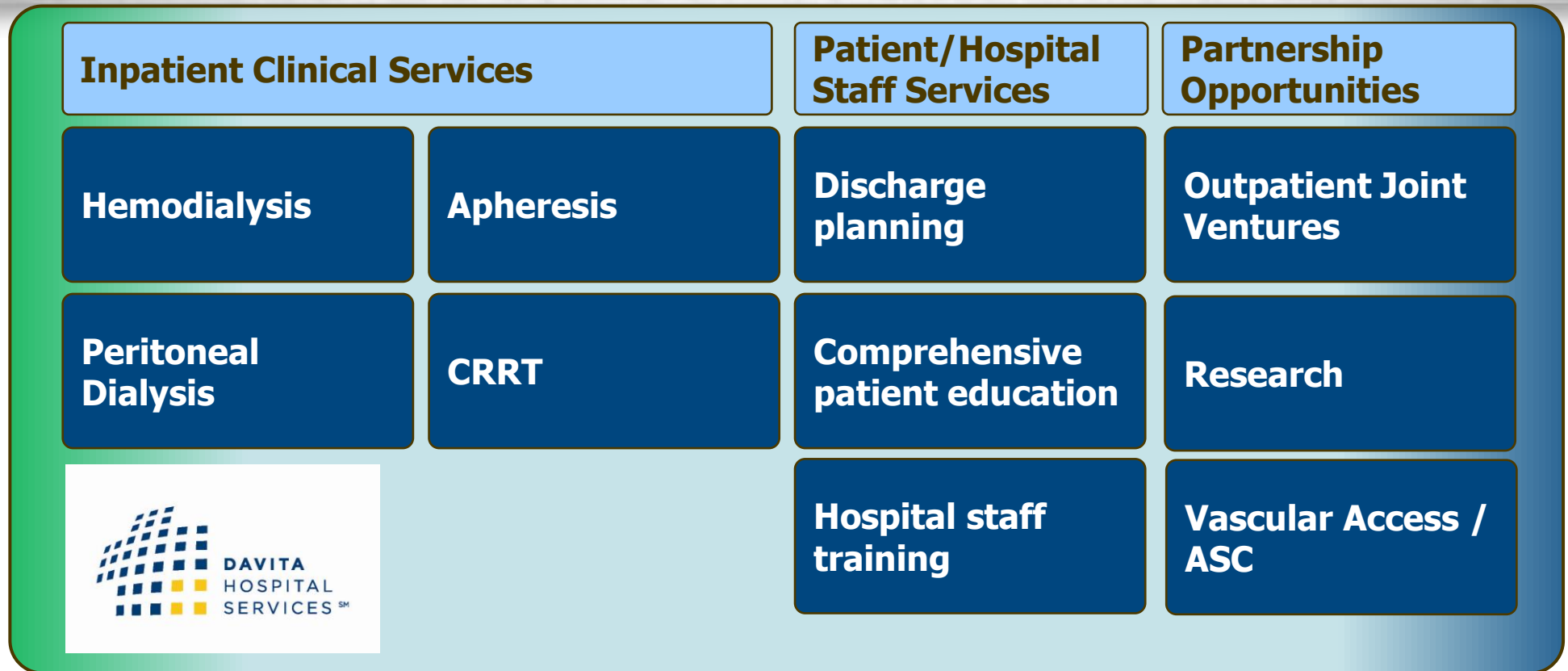
# DaVita at a Glance



- ~125,000 patients
  - ~1/3 patients in U.S.
- 1700+ outpatient dialysis centers
- 46 States
- >\$6B+ in Revenue
- FORTUNE 500 public company

**DaVita translates to  
*"Giving Life"***

# ★ Across the continuum of care DaVita is your kidney care partner



**DaVita's breadth of services cover**

<b>Hospitals</b> <b>800 partners</b>	<b>Outpatient</b> <b>1,700 clinics</b>
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# Modality Leadership



Nocturnal  
1,000 patients

PD  
~9,500 patients

HHD  
~2,000 patients

**Most in  
the USA**

**Most in  
the USA**



# What defines DaVita?

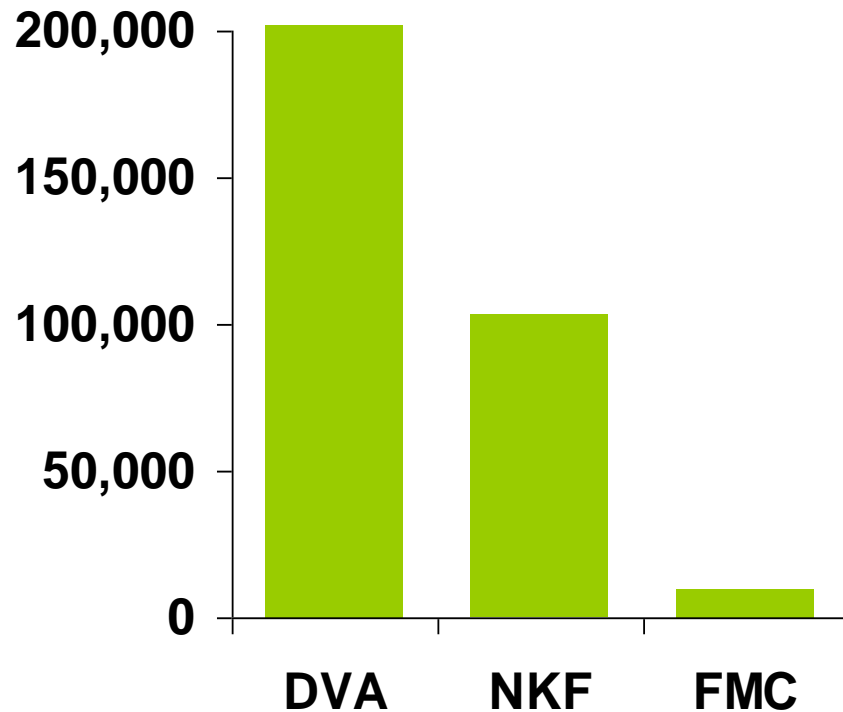


<b>Patient Focused Culture</b>	<b>Clinical Excellence</b>
<b>Innovation in Caring</b>	<b>Business Results</b>

# ★ Industry-Leading Education Website

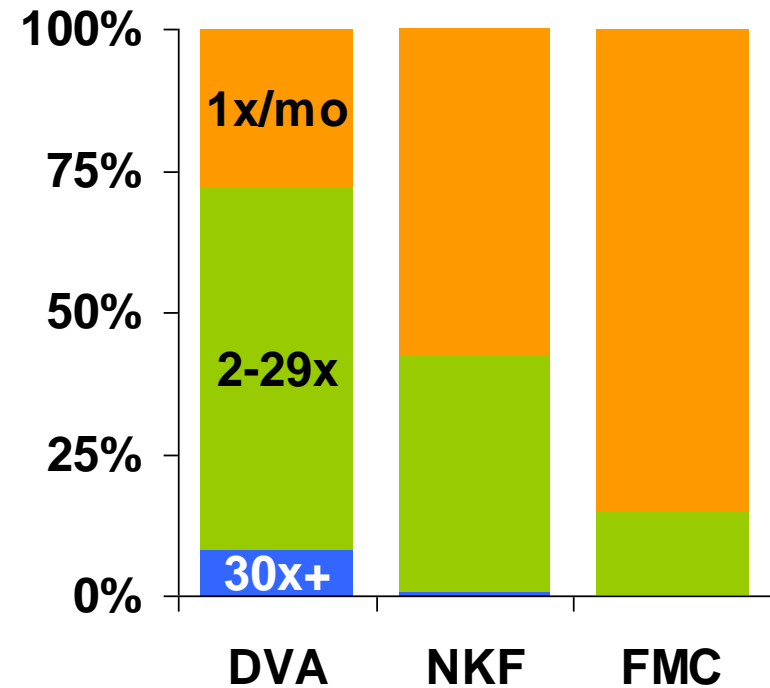
## DaVita.com

Est. Monthly Unique Visitors



**Leading Kidney Care Website**

% Freq. of Monthly Visits



**Visitor Engagement**

Source: Quantcast.com - 5mo trend, Nov 2009

# Quality Patient Experience



 **95%  
Satisfaction**

**"I am impressed by the service excellence that is shown at this center."**

 **96%  
Satisfaction**

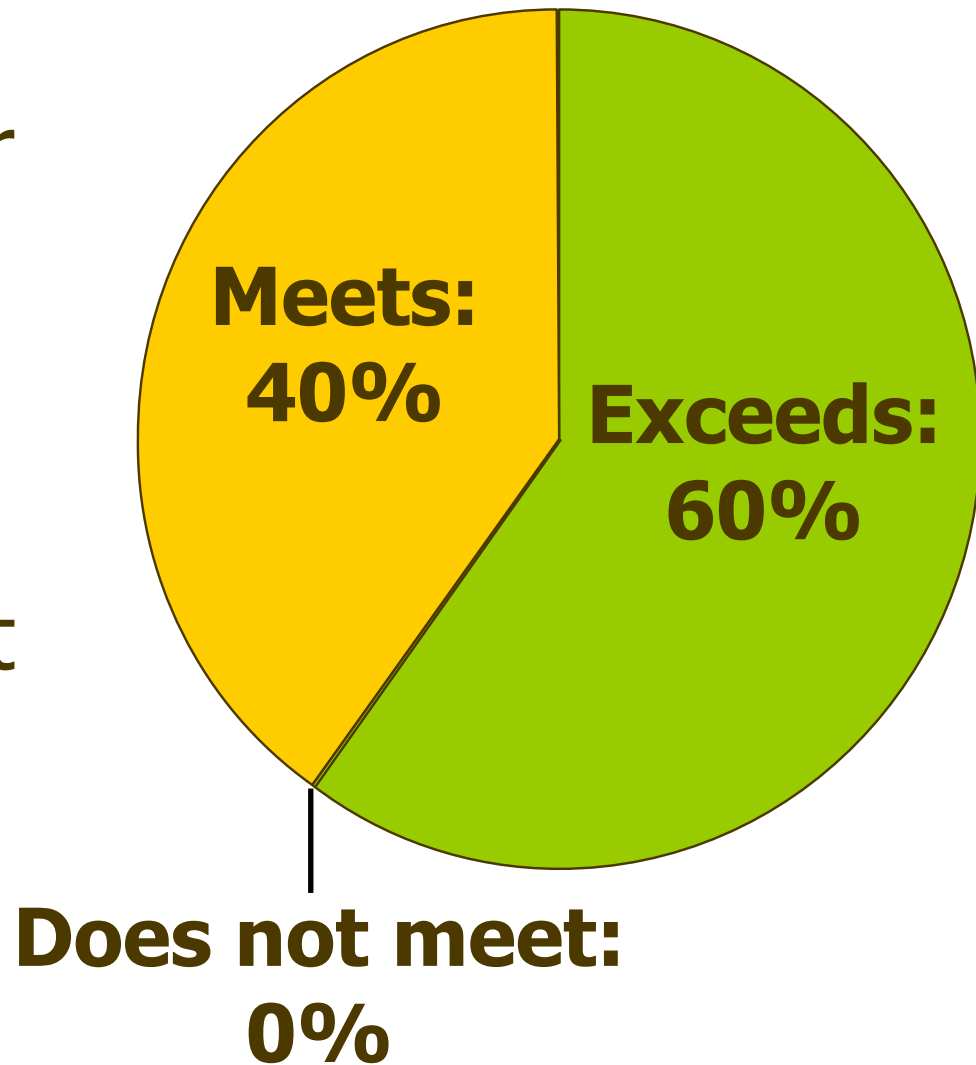
**"If I had a friend or family member who needed dialysis, I would recommend DaVita."**

Source: DaVita 2009 Patient Satisfaction Survey – 12,316 Respondents

# ★ Our Physician Partners Said...

Do we meet your expectations in terms of clinical outcomes?

100% said "meet or exceed"





# What defines Davita?



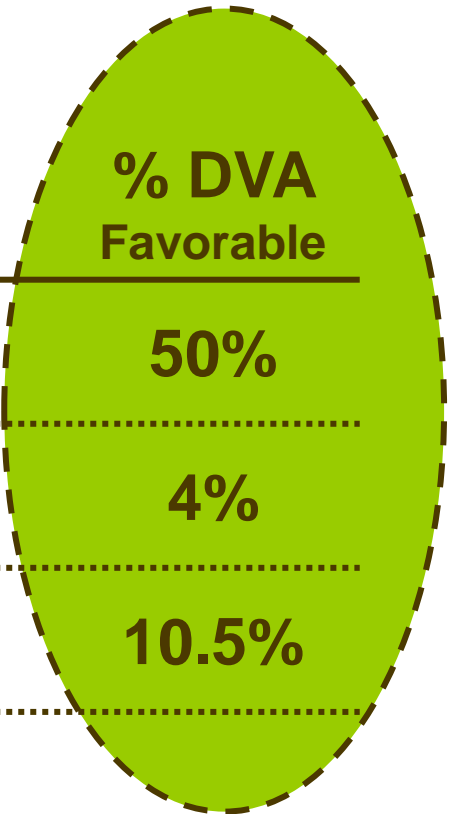
<p>Patient Focused Culture</p>	<p>Clinical Excellence</p>
<p>Innovation in Caring</p>	<p>Business Results</p>



# Industry-Leading Clinical Outcomes

DaVita's best practices establish premier brand for quality

Indicator	DVA	Nat'l	% DVA Favorable
Kt/V < 1.2 <small>(How well we clean out toxins from blood. Lower is better)</small>	5%	10%*	50%
Pts w/ Fistula in Use <small>(Best Access for patient &amp; taxpayer. Higher is better)</small>	54%	52%	4%
Mortality rate	17%	19%	10.5%

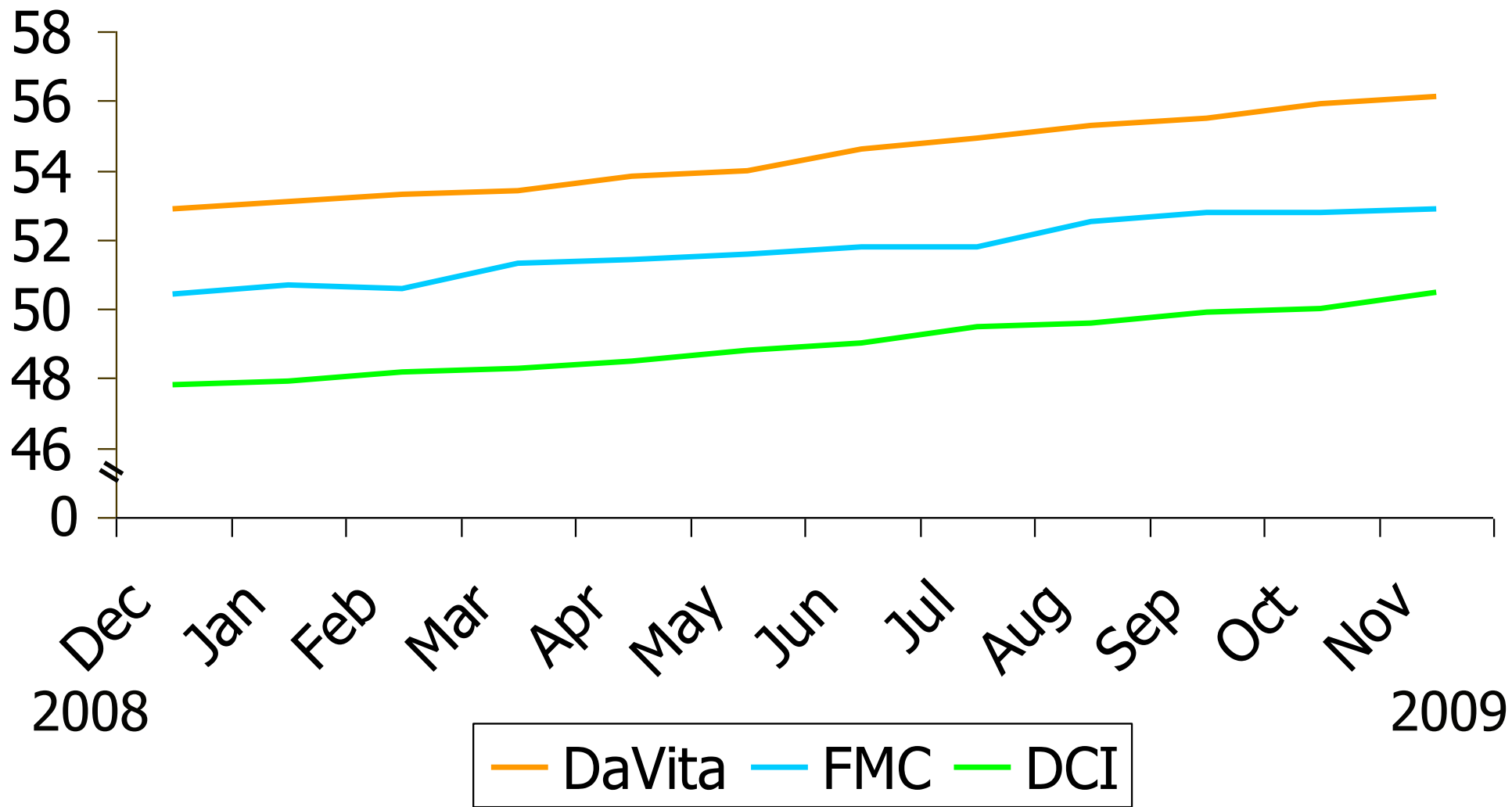


\* KT/V note: we suspect that KT/V national data is outdated and that it understates favorable outcomes for some reason. But we have not been able to confirm

2007 CMS Clinical Performance Measures Report (most recently published data; results from 2006 calendar year)  
Fistula First National Vascular Access Improvement Initiative. 2007 USRDS Annual Data Report (most recently reported data)



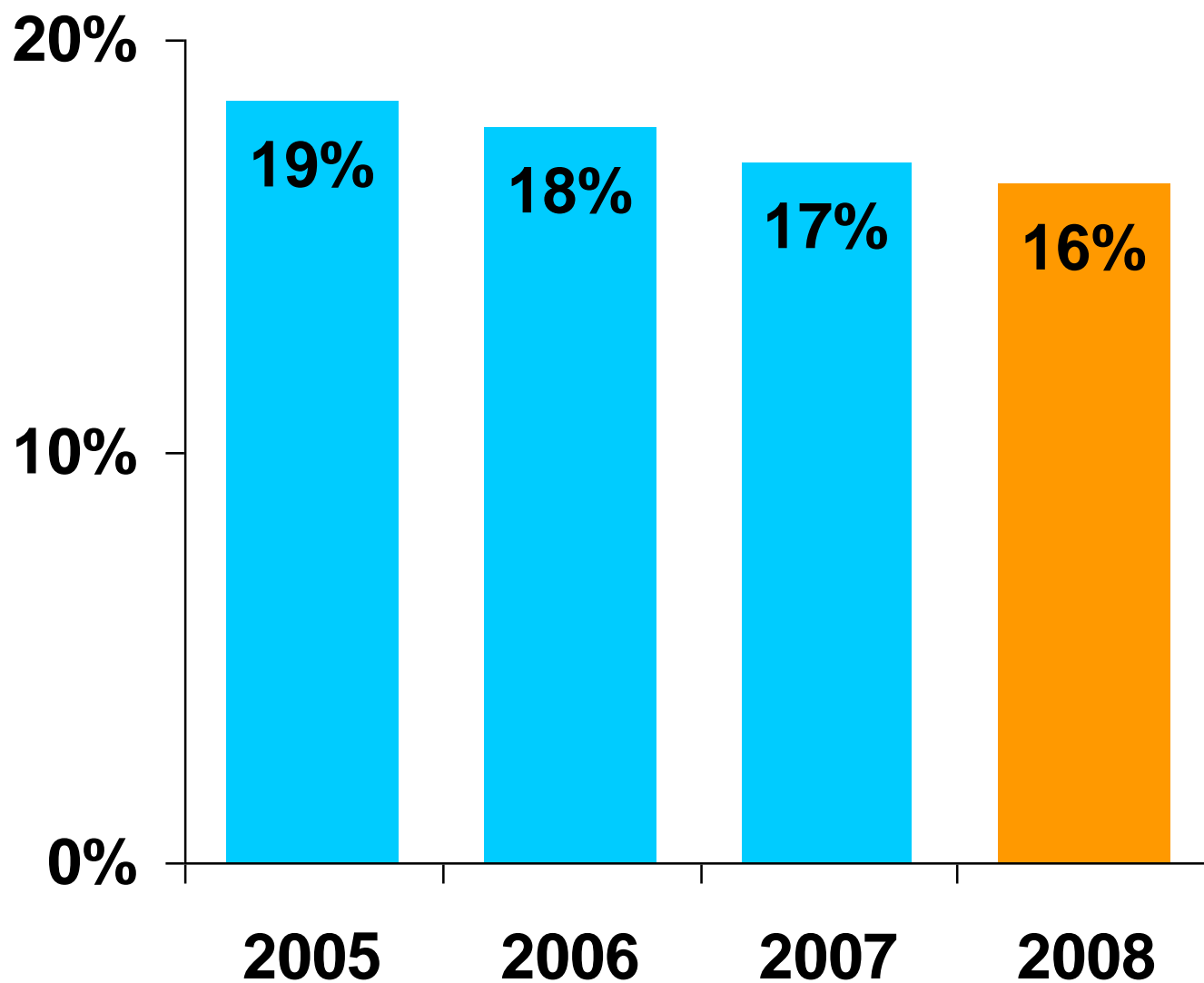
# Percent Of Patients With AVF In Use





Most Importantly...

# Ongoing Mortality Improvement!





# Leader in Managing Late Stage CKD

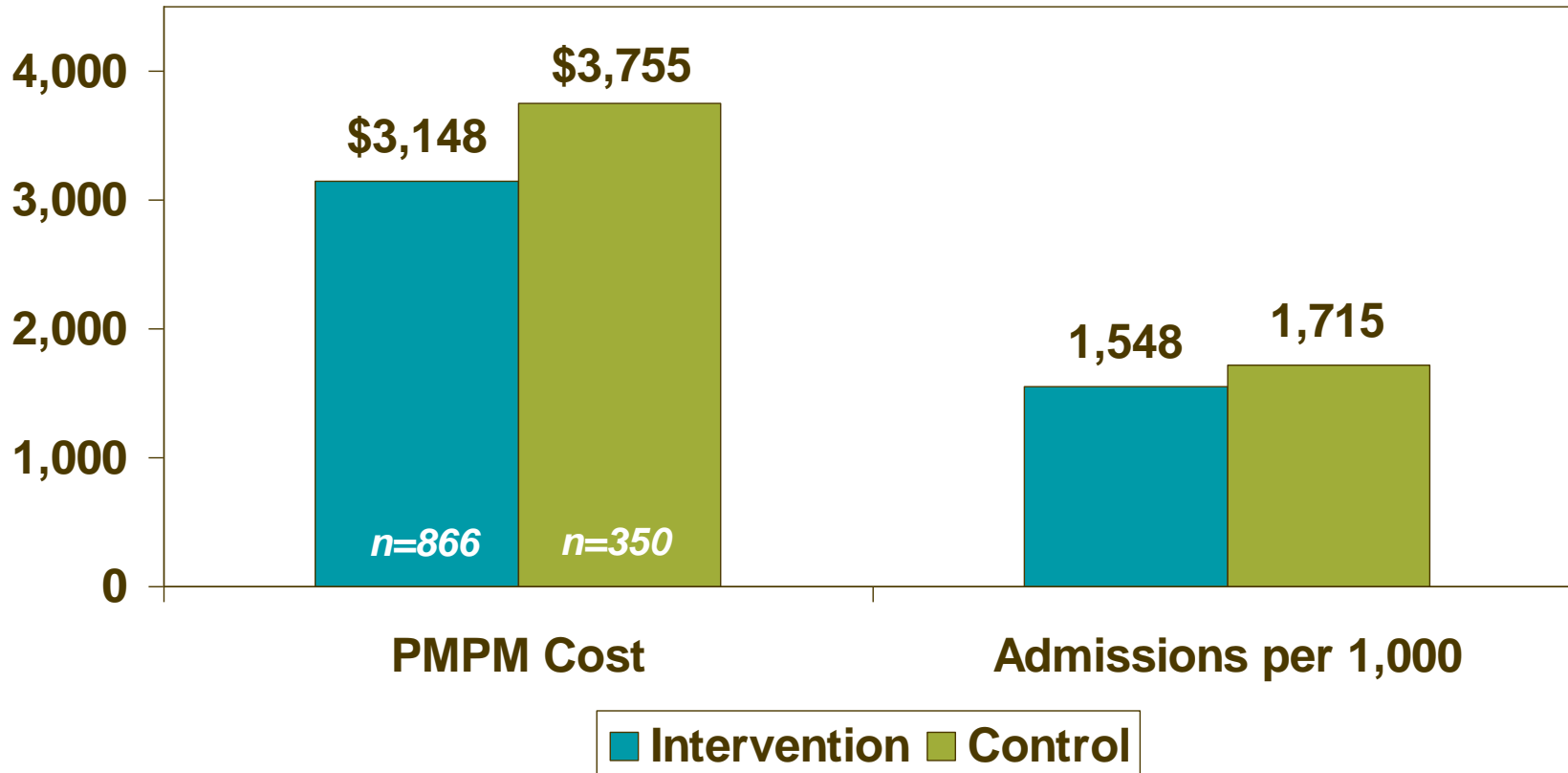
Stages 4 and 5 CKD Patients (CMHCB Demo)

**16% Lower Costs**

*p* < 0.0001

**10% Fewer Admits**

*p* = 0.009

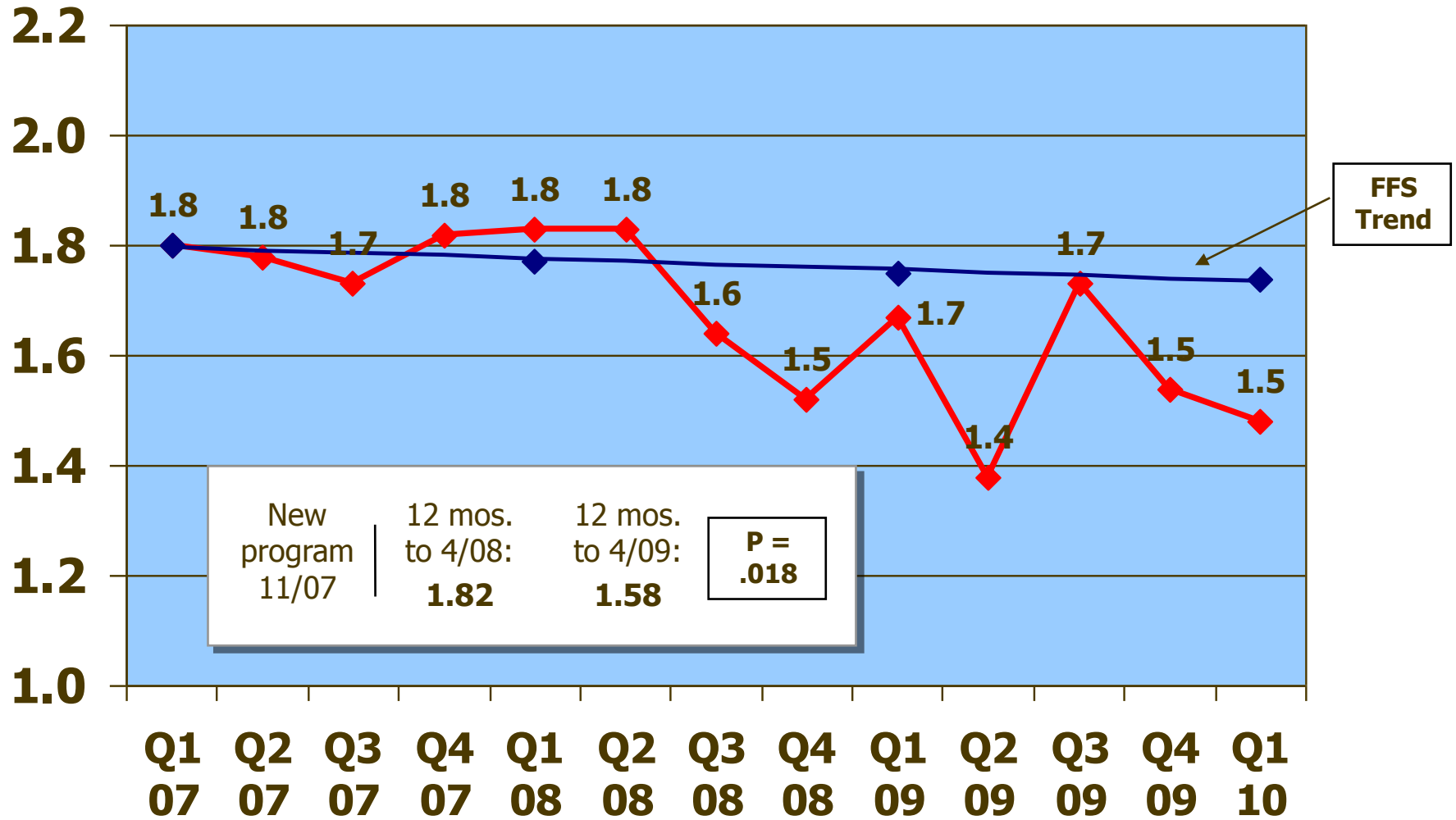


\* DaVita analysis of CMS Demonstration experience; CMS will conduct an independent evaluation



# Leader in Reducing Hospitalizations

## Hospital Admissions PMPY (ESRD Demo)



\* DaVita analysis of CMS Demonstration experience; CMS will conduct an independent evaluation



# What defines DaVita?



Patient Focused Culture	Clinical Excellence
Innovation in Caring	Business Results



# Office of the Chief Medical Officer



**Chief Medical Officer**

**Allen R. Nissenson, MD FACP**



**VP of Medical Affairs**  
**Robert Provenzano, MD, FACP**



**VP of Clinical Research**  
**Mahesh Krishnan, MD**



**VP of Clinical Risk Support**  
**Robert Merrell, MD FACP**



**VP of Clinical Support Services**

**John Robertson, MD**



**VP of Clinical Affairs-Home Modalities**

**John Moran, MD, FACP**



**VP of Clinical Support Services**

**David B. Van Wyck, MD**



**VP of Integrated Services**

**Stephen McMurray, MD**



# DaVita Clinical Research® Overview

- **Clinical Research**
  - Headquartered in Minneapolis
  - Phases 1-4 – Participated in every major Renal Trial
- **Medical Informatics**
  - Largest concentration of Renal Health Economists outside of pharma
  - Includes the world experts on the bundle, patient reported outcomes, comparative effectiveness in renal and ESAs (Mahesh Krishnan and Tracy Mayne)
  - Highly skilled and specialized team mates
- **Medical Communications**
  - Market leader
    - 63 publications at American Society of Nephrology recent meeting alone
    - Over 30 peer reviewed manuscripts last year

# ★ Holistic, Credible Research Community

**Physician  
Practices**

**Academic  
Thought-  
Leaders**

**Commercial  
Partners**

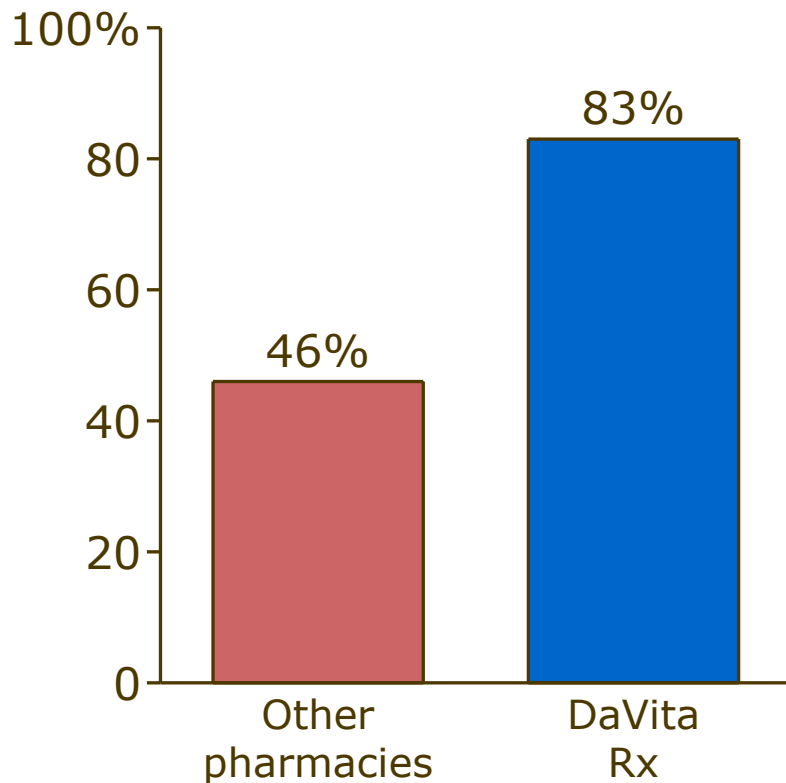


- 15+ years experience
- 300+ clinical trials
- 175+ publications

# ★ DaVita Rx: Improved Adherence & Hospitalization

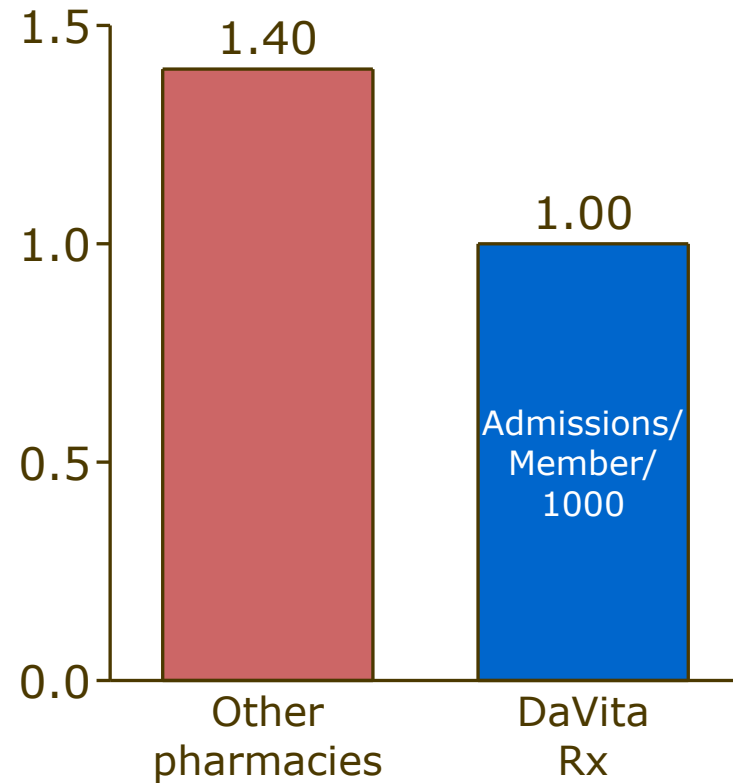
## Adherence Rate

**80% Better Adherence**



## Hospitalizations (risk adjusted)

**40% Fewer Hospitalizations**



**Note: n = 472 for adherence, 118 for hospitalizations (employed risk adjusted 1:1 match); p = <.001**

**VillageHealth® Demo claims data**



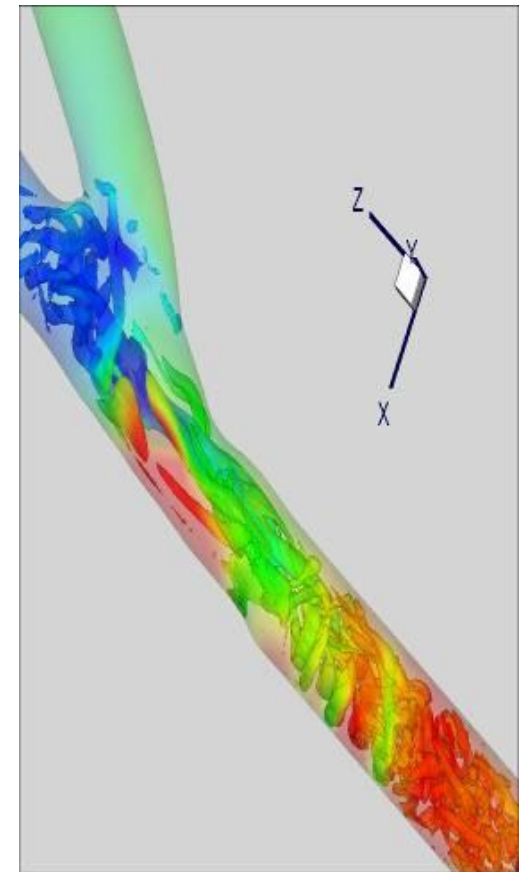
# DaVita Labs

- Two “state of the art” renal specialty labs based in Florida
- Serves all DaVita and non DaVita patients
- Specialized services such as:
  - On-site visits
  - Weekly calls
  - Lab draw observations
  - and more...
- An important part of comprehensive renal care



# ★ Our Vascular Access Centers

- **Largest Chain** – 66 freestanding Centers
  - 10x larger vs. next dialysis provider
- **Lower Cost of average procedure in Lifeline center vs. Hospitals**
- Much **higher quality** & patient happiness
- **Scope of service:** Permanent catheter placement and removal, venous mapping, angiogram, angioplasty, stent placement, PAD study
- **Operated by Interventional nephrologist, Interventional radiologist or vascular surgeon**
- Significantly **fewer complications**



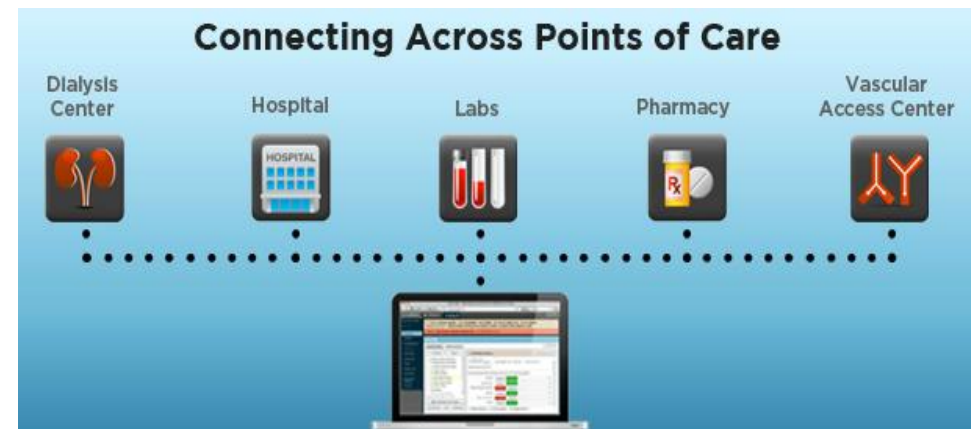
## Falcon:

Integrated EHR, EMR, and labs

- Certified, innovative nephrology-focused EHR, designed by technology experts and nephrologists
- A modern, intuitive, easily navigable user interface
- Integrated across hospital, lab, pharmacy, vascular access center and physician's office
- Customized, on-site and remote training for optimal adoption and proficiency rates
- Award-winning, 24/7 technical support

**Snappy:** Clinical system to document treatments, orders & medications

**Duck:** Multi-Disciplinary charting





# Village Health

- A Medicare sponsored ESRD demonstration project
- A outcome based reward program linked to all dialysis quality index and low admission rate
- A quest to discover the most efficient way to deliver optimal results for ESRD patients



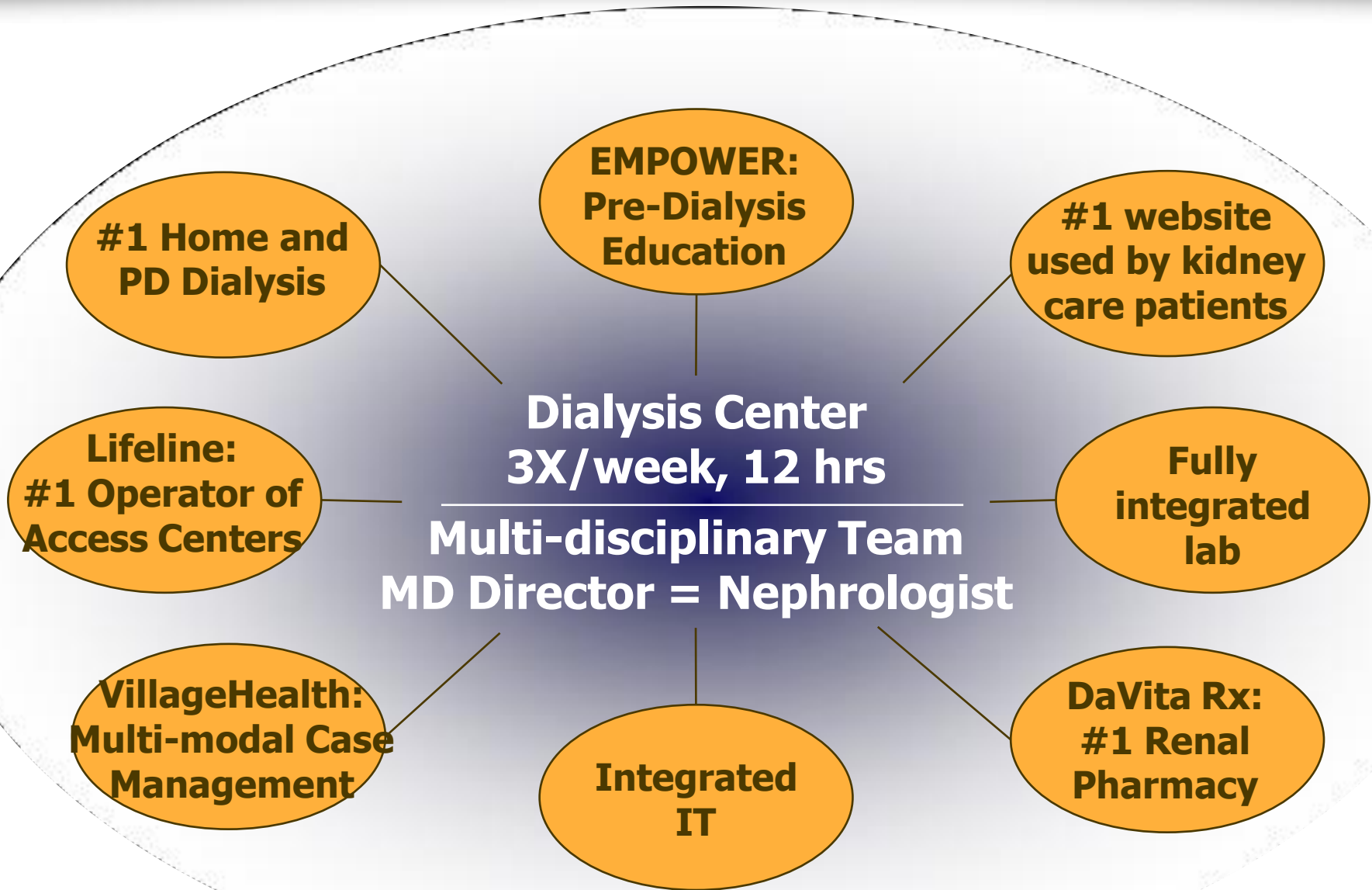
# Teammate Education

- Ranked #1 national healthcare service provider by Training Top 125 in 2005-2011 for employer-sponsored workforce training and development
- Preceptor program and Facility Administrator Survival Training
- Coordinated clinical initiative rollouts
- Online course offerings
- Leadership development at all levels
- 700,000 hours of training in 2010 alone





# Our Vision For Integrated Kidney Care

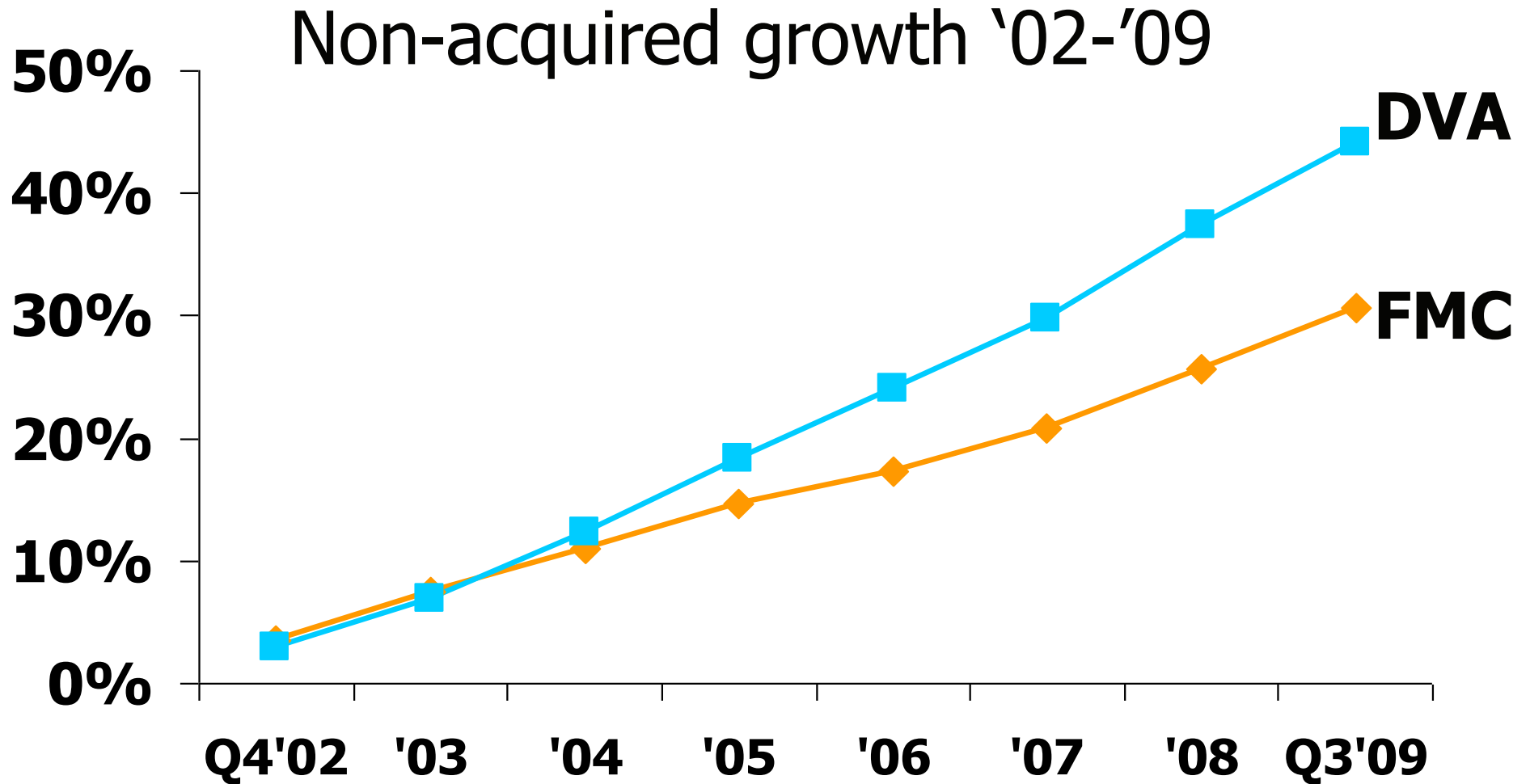




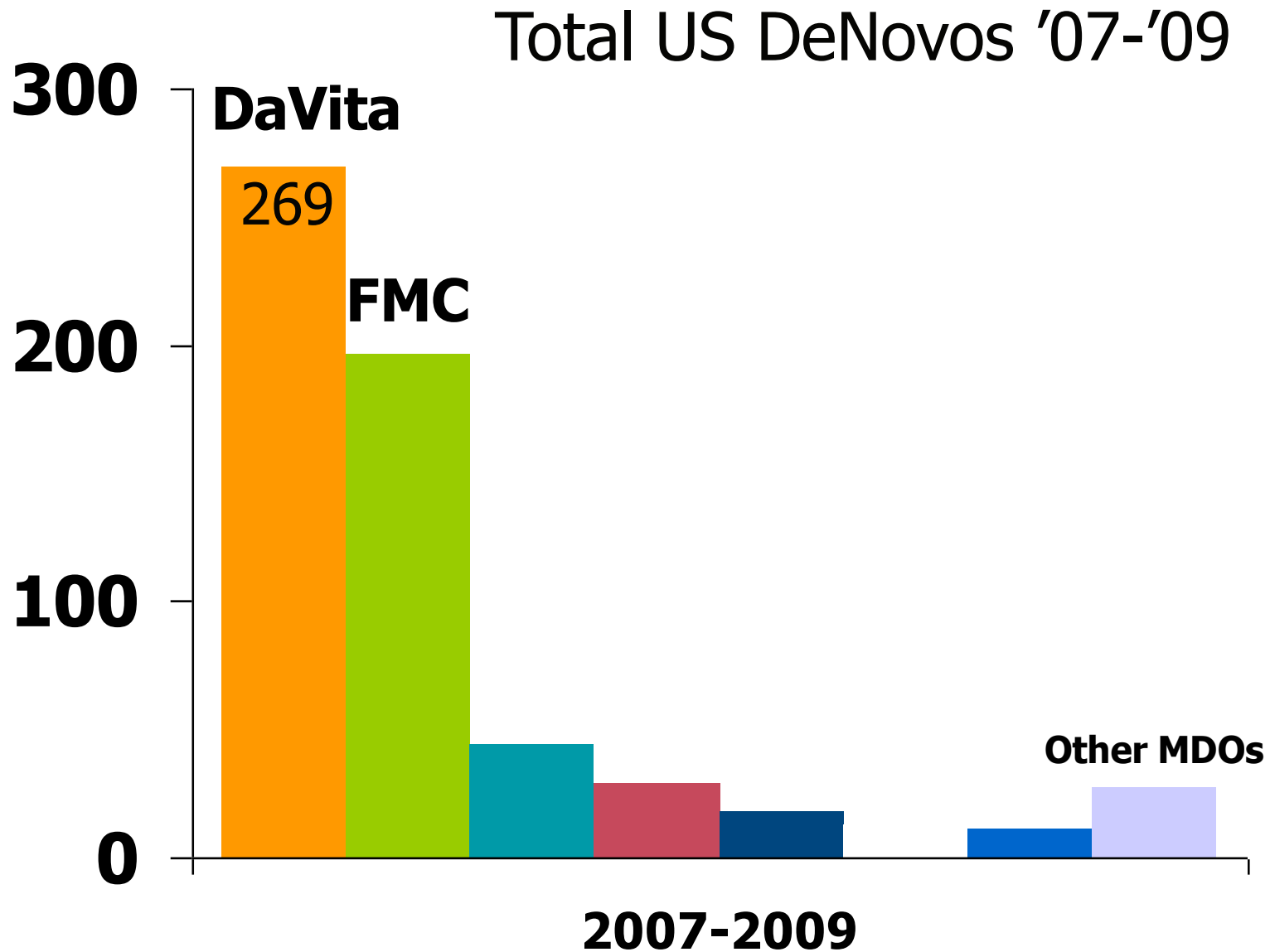
# Major Differentiation in Dialysis Industry

- Not a product company
- Transparency
- Most innovated dialysis company

# ★ Industry Leading Growth



# ★ More DeNovo Opportunity





# What is DVA doing Internationally?

- Large, aggressive push
  - Multiple regions and countries
  - 100% support of CEO and Board
- Local hires + DVA knowledge
  - Local relationships, International knowledge
- Local Partnerships
  - Finding right partners for each market
  - Faster, smarter growth vs. going it alone
- Local Adjustments
  - Realizations that model needs to shift with each market
  - Smaller clinics, simplified policies & procedures, et cetera

