



:: Community Care ::

{ The DaVita Vision for **Social Responsibility** }

2010

Our **Mission**

To be the Provider, Partner and Employer of choice

Our **Core Values**

Service Excellence :: Integrity ::
Team :: Continuous Improvement ::
Accountability :: Fulfillment :: Fun

Our **Vision**

To be the greatest healthcare
community the world has ever seen



The past year has been an especially exciting one for DaVita. We expanded our vision of being the greatest “kidney care company” to being the greatest “healthcare community” the world has ever seen.

In this third edition of Community Care, our annual report on corporate social responsibility, we aim to highlight the ways in which we are striving to achieve that vision in our day-to-day operations at our more than 2,000 caregiving locations, including our 1,600-plus dialysis centers in the U.S.

At the heart of what we do is a profound commitment to behaving as a community first and a company second, and in a healthy community, people thrive. The more than 125,000 patients we serve are part of that community, and we are dedicated to leading innovation to improve the standard of their care, as well as for kidney care patients around the world.

Our 36,500 teammates and physician partners are another vital part of our community, and we continually look for new ways to honor and support them and their families.

As we expand our operations overseas, we feel it is especially important to consider new cultures and the environment as part of our growing community. We must nurture the neighborhoods in which we operate by giving back and behaving responsibly.

We would like to thank all of our patients, teammates, physician partners and other friends for enriching our lives and supporting our efforts to improve the quality of every life we touch.

One for All, and All for One!



A handwritten signature in black ink that reads "Kent J. Thiry".

Kent J. Thiry
Chairman and CEO of DaVita Inc.
Mayor of the DaVita Village

96% of patients polled would recommend DaVita to a friend or family member who needed dialysis.*

DaVita has achieved **11 consecutive years** of improved clinical outcomes.

\$3.4 million has been raised for nonprofit The Kidney TRUST™ through Tour DaVita® and DaVita Kidney Awareness Run/Walks™.

\$5.7 million has been given to **teammates** (employees) and their families through DaVita's extensive teammate support programs.

DaVita is the **only kidney care company recognized by the EPA** for its sustainability initiatives.

Patients who get their medication through DaVita RxSM have been correlated with prescription adherence rates almost double those of patients who fill their prescriptions elsewhere, and are correlated with

40%
fewer hospitalizations.**

We estimate that DaVita has generated **\$509 million** in **healthcare savings** through improving care and leading innovation.

* 2009 patient satisfaction survey

** This data is correlated based on a two-year study: National Retailers sample (198), Independents sample (83) and Rx sample (42). Results statistically significant at the p<.01 level.

:: Community Care ::

{ The DaVita Vision for **Social Responsibility** }

DaVita[®] does dialysis, but is not about dialysis.

DaVita is about life — and improving quality of life for our patients, our teammates and communities around the world. At the core of what we do is a profound commitment to enriching lives through our **Trilogy of Care**.

{ Caring for **Our World** }

- :: Operating sustainably ::
- :: Raising awareness & giving back ::
- :: Generating taxpayer savings ::
- :: Bringing dialysis to global communities ::
- :: Pioneering governance & compliance standards ::

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{ Caring for **Each Other** }

- :: Cultivating leaders ::
- :: Building a culture of caring ::
- :: Encouraging a diverse workforce ::
- :: Listening to our teammates ::

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{ Caring for **Our Patients** }

- :: Leading clinical outcomes & innovation ::
- :: Integrating care to treat the whole patient ::
- :: Educating & empowering patients ::
- :: Appreciating our patients ::

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DaVita.

{ About DaVita }

DaVita Inc., a Fortune 500® company, is a leading provider of kidney care in the United States, delivering dialysis services and education to patients with chronic kidney failure and end stage renal disease. As of December 31, 2010, DaVita operated or provided administrative services at 1,612 dialysis facilities, serving approximately 125,000 patients.



In addition to dialysis services, DaVita brings innovation and value to kidney care by helping to prevent or delay kidney failure, increasing access to care and advancing integrated care management.

We aim to be a role model for American healthcare — conserving healthcare dollars by developing models and systems for improvement that may be used in other chronic disease populations.

Beyond our ambition to serve as a catalyst for change in U.S. healthcare, our unabashed goal is to be The Greatest Healthcare Community the World Has Ever Seen. And while “greatest” can indicate the largest, the longest-lasting or the most important, we aspire simply to do the best for those we serve.

This 2010 Community Care report highlights some of the many ways in which DaVita innovates to enrich our patients, our teammates (employees) and our world. By striving endlessly to balance our business goals with our social, educational and environmental ones, we move ever closer to achieving our vision of greatness.

We consider DaVita to be a community first, a company second. As citizens of the “DaVita Village,” our teammates have initiated dozens of goodwill programs that support our Mission, reflect our Core Values and strive to improve the quality of life for our patients, each other and people in communities around the world.



{ About Chronic Kidney Disease }

A silent epidemic, chronic kidney disease (CKD)

affects approximately 31 million people in the United States — one in six adults — yet most are unaware of their condition until it progresses to kidney failure, or end stage renal disease (ESRD). The Centers for Disease Control and Prevention recognize CKD as a major public health problem that reduces the quality and length of life.

End stage renal disease occurs when kidneys are no longer able to perform their many important functions fully and require dialysis to do the following:

- Remove extra water and wastes from the body
- Help control blood pressure
- Keep body chemicals in balance
- Maintain healthy bones
- Help make red blood cells

The chance that an American adult has CKD is 12 times greater than an American woman's risk of getting breast cancer.

Kidney failure happens when the kidneys function at or below 10 to 15 percent, no longer well enough to keep someone alive without dialysis or a kidney transplant.

{ Caring for





Our World }

As part of **our commitment** to building a healthy, caring community, DaVita develops, participates in and donates to numerous programs dedicated **to transforming communities** and creating positive, sustainable change for children, families and our environment.



Going green



Giving back



Sharing the gift of life

Just as we care for our patients and are committed to ensuring their well-being, we must care for the environment and commit to its well-being for future generations. **By balancing the two, we give life to both.**



DaVita is the only kidney care company **recognized by the EPA for its sustainability initiatives.**

- We opened the first **LEED-certified** dialysis center in the United States in 2010.
- Approximately **8.5 million pounds of medical waste are saved** through dialyzer reuse.
- **95% of waste** at DaVita corporate headquarters is diverted through composting and recycling programs.



:: Operating sustainably ::

As a healthcare services provider, DaVita faces the challenge of reconciling our commitment to sustainability with our mandate to provide safe, effective care that saves patients' lives.



DaVita
Village Green[™]
EARTH FRIENDLY KIDNEY CARE

While we will never compromise patient care in our quest to be greener, we aggressively pursue innovative solutions in areas where we can reduce our footprint.

In 2010, we formalized our dedication to environmental stewardship in our new **Environmental Commitment**, which is posted at DaVita.com/communitycare. It sets forth DaVita's goal of being an environmental leader in the healthcare industry by implementing programs to promote conservation, stewardship and sustainability at our more than 2,000 dialysis centers, business offices, labs, pharmacies and other facilities around the U.S.

We have piloted programs around energy and water conservation, renewable energy, environmentally preferable purchasing and green design. We also are members of the **Business Roundtable's Sustainable Growth and Climate RESOLVE initiatives** to help reduce greenhouse gas emissions within our industry.

DaVita offers teammates in the Denver office a complimentary annual pass for public transportation.

Building Green

In 2010, DaVita opened the first **Leadership in Energy and Environmental Design (LEED®)-certified dialysis center in the U.S.**, and we are seeking LEED® Gold certification for our new corporate headquarters in Denver.

We also recently executed our first solar thermal application in Scottsburg, Ind., and the DaVita data center in Tacoma, Wash., has undergone extensive retrofits to increase efficiency in heating and cooling loads while also consolidating servers to reduce energy consumption.

Reusing Supplies

Because dialyzer components are made from 100 percent crude oil, the non-degradable parts comprise more than 60 million pounds of medical waste annually. While patients have a choice to select reusable or single-use dialyzers, if we offered only single-use, our contribution to that sum would be 20 million pounds of waste each year. **By being a leader in offering dialyzer reuse, we save more than 8.5 million pounds of medical waste annually and help reduce our dependence on foreign oil.**

Reducing, Recycling and Composting

- Purchasing dialysis machine cleaning supplies in bulk has **reduced waste by 252,000 gallon jugs and 120,000 pounds of cardboard.**
- Changing our latex glove packaging from 1,000 to 2,000 per case **has saved 350,000 pounds of cardboard.**
- **Our copier paper contains 30 percent post-consumer materials, and our business cards, letterhead and envelopes use 100 percent post-consumer paper.**
- Approximately 400 of the office/janitorial products we purchase **contain recycled content.**
- DaVita purchases sharps containers made of approximately **82 percent recycled plastic, keeping more than 550,000 pounds of plastic out of landfills.**
- For every used remanufactured toner cartridge we return, **a \$2 donation is made to The Kidney TRUST. In 2010, this raised more than \$9,000.**
- Our interim headquarters currently **diverts 95 percent of waste through composting and recycling programs.** On Earth Day, teammates launched a composting program at our Lakewood, Colo., location.

The Ripple Effect

The momentum around Village-wide sustainability efforts has inspired teammates to post on the Eureka! forum (an internal online message board) such ideas as turning off lights for one hour, installing energy-efficient lighting on motion sensors, using water-saving faucets and participating in local park-rehabilitation projects. More than 320 dialysis centers participated in a competition to reduce energy consumption.

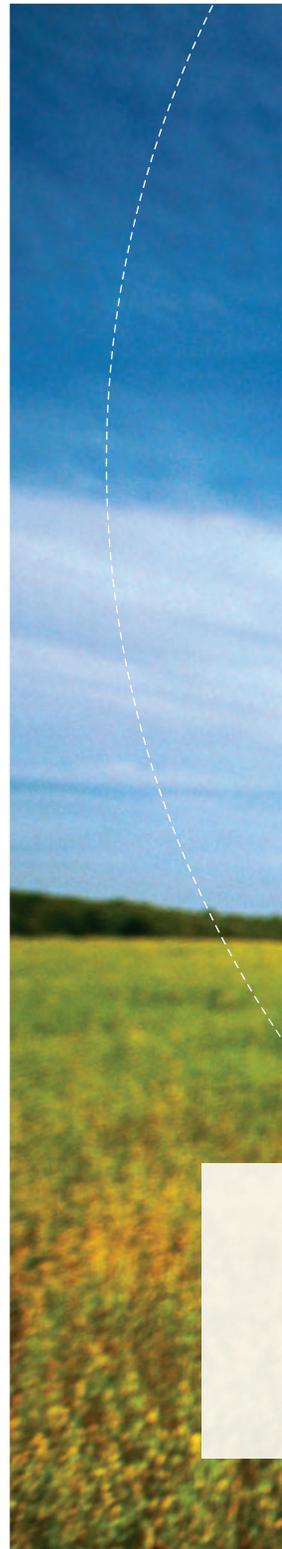
Reducing Greenhouse Gas Emissions

- **In 2011, for the third year in a row, DaVita will offset 100 percent of the energy used** at all of our corporate business offices by purchasing green power credits that generate a net zero increase in carbon dioxide emissions.
- **Our facilities have reduced overall carbon emissions by eliminating 4,000 medical waste pickups annually.** Based on an average of 15 miles for each pickup, we saved more than 60,000 miles and 7,500 gallons of diesel fuel at 8 miles per gallon.

Finding Sustainable Suppliers

When evaluating potential vendors, we ask if they do the following:

- **Reduce packaging, energy consumption and waste** in manufacturing and distribution processes
- **Promote the use of alternative forms of energy** and reduce their overall carbon footprint
- **Audit their suppliers' social awareness efforts**
- **Ensure safe and legal labor** conditions in their own and their suppliers' manufacturing plants
- **Contribute to the local community** where the products are manufactured





DaVita teammates around the country have started recycling and composting programs at their facilities by partnering with local entities, including one in the Phoenix area that **diverts food waste from a landfill through a partnership with a local hog farm.**



DaVita is committing **\$1.5 million** in 2011 for our teammates to put toward charitable work in their communities.

:: Raising awareness & giving back ::

Beyond the millions of dollars in unreimbursed patient care that we absorb each year, DaVita contributes to organizations aimed at improving access to kidney care and is deeply involved in community enrichment initiatives based in our home state of Colorado.

Contributions to Raising Kidney Disease Awareness

The majority of people living with kidney disease don't know they have it. DaVita made cash contributions totaling more than \$2 million to the following kidney disease-awareness organizations and others in 2010:

- **The Kidney TRUST™**
- **National Kidney Foundation®**
- **American Kidney Fund®**
- **Bridge of Life — DaVita Medical Missions™**
- **Dialysis Patient Citizens**
- **American Society of Nephrology®**
- **National Home Infusion Association**
- **Renal Physicians Association**

Home State Community Engagement

In our first full year in its new headquarters state, DaVita placed a high priority on engagement and impact on civic and charitable organizations. Colorado takes a uniquely collaborative approach to addressing the challenges facing so many local and state governments across the country. In this regard, it has proven to be a unique fit for DaVita and its emphasis on engagement and on creating ripples of citizen leadership.

- Provided financial support to more than two dozen charitable organizations in Denver in 2010, including the Latin American Education Fund, Center for Women's Health Research, Denver Museum of Nature and Science and Junior Achievement
- Served on the boards of nearly 40 Colorado business and charitable organizations, from the Denver Chamber of Commerce to the Public Education & Business Coalition to the Humane Society
- “Adopted” Project Angel Heart, which prepares nutritious meals for people with life-threatening illnesses, and conducted a toy drive for Children's Hospital Colorado, collecting hundreds of toys and gift cards over the holidays
- Actively engaged at the executive level in helping Denver and Colorado address public education, business development and recruitment, budget deficits and structural reform
- Hosted numerous state and federal elected officials for thoughtful debate and civil discourse during “Town Hall” meetings at DaVita's interim headquarters



The Kidney TRUST™

Founded by DaVita in 2006, the Kidney TRUST is an independent 501(c)(3) organization that provides public education programs and no-cost, rapid-result kidney screenings in non-medical settings, with the aim of delaying or preventing the progression of CKD to kidney failure. The Kidney TRUST also helps patients retain their insurance coverage by providing financial assistance for co-pays, co-insurance and deductibles.

Kidney Awareness Run/Walk™

In 2010, DaVita held 10 Kidney Awareness Run/Walks across the nation to raise awareness of kidney disease and funds for The Kidney TRUST. **In its first five years, approximately 15,000 participants have raised more than \$1 million.**

Tour DaVita®

Tour DaVita is an annual 250-mile bicycle ride to raise awareness and funds to fight kidney disease. More than **1,200 DaVita teammates, physicians, family members and friends have ridden 250,000 miles collectively and raised more than \$2.3 million to benefit The Kidney TRUST.**

A Show of Hands

In addition to donating funds and volunteers to support external organizations, DaVita has founded several grassroots programs focused on driving CKD awareness and community enrichment.

Village Service Days™

More than 2,400 teammates around the country have launched local community service projects, such as building bicycles for children, remodeling a long-term care facility for AIDS patients and preparing supplies for homeless infants. **Teammates have participated in 128 community service projects totaling 19,000-plus hours.**

KT Community Foundation

Funded by Chairman and CEO Kent Thiry and his wife, Denise O'Leary, the KTC Foundation provides assistance to DaVita teammates who engage directly in helping to transform the communities where they live. **Fifty-four grants – totaling more than \$145,000 – have been awarded since 2006, including a grant to benefit the Meds & Food for Kids foundation's efforts to improve nutrition among the children of Haiti.**

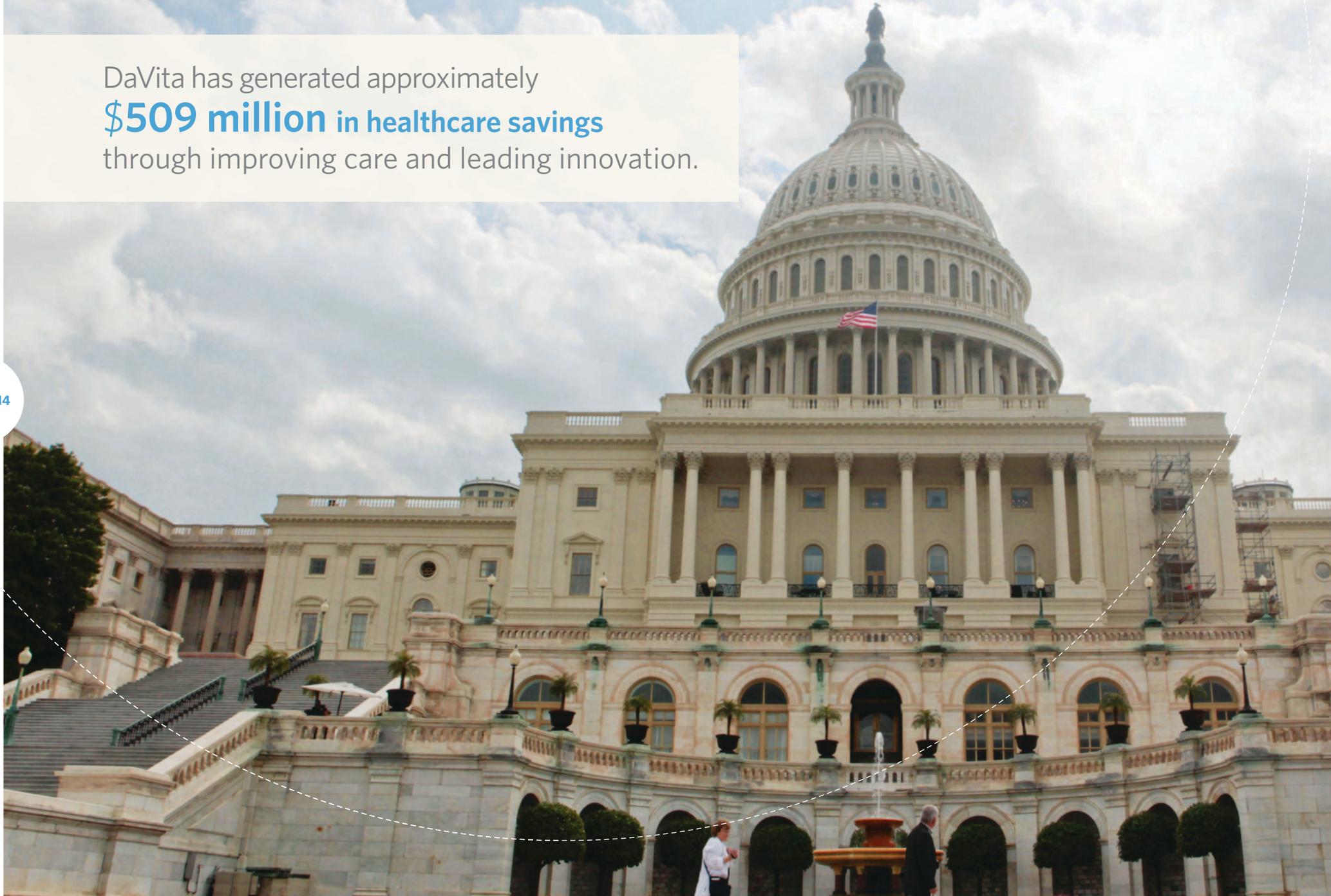




\$3.4 million has been raised for **The Kidney TRUST** through Tour DaVita and DaVita Kidney Awareness Run/Walks.

Since 2007, The Kidney TRUST has administered more than **15,000 kidney screenings** as part of its CKD rapid-testing program and awarded **nearly 1,200 individual grants totaling nearly \$2.4 million** to help people on dialysis manage medical costs.

DaVita has generated approximately
\$509 million in healthcare savings
through improving care and leading innovation.



:: Generating taxpayer savings ::

There are more than 380,000 people in the United States being treated for kidney failure*, the majority of whom rely on Medicare. Fueled by the growing number of people with diabetes and high blood pressure, the leading causes of kidney disease, the incidence of costly kidney care treatment is expected to increase.

DaVita takes extraordinary measures to keep costs low and improve access to care for all patients – not just our own. By reducing hospitalizations through our integrated approach to kidney care, we are generating significant savings to the American healthcare system.

DaVita's Taxpayer Cost-Saving Initiatives

- Investing tens of millions of dollars over several years to experiment with, refine and roll out healthcare cost-savings measures, such as the CathAway™ program to transition patients to a safer form of vascular access
- Advancing more cost-effective treatment options to states for use in their Medicaid programs
- Treating patients' unique health conditions with related services
- Outpatient vascular access centers (Lifeline Vascular Access®)
- Pharmacy services within dialysis centers (DaVita RxSM)
- Disease management assistance (VillageHealth®)
- Recognition of teammates who pursue innovative ways to reduce costs

Advocating for Kidney Care Patients

DaVita's commitment to social responsibility is also demonstrated in our pioneering work in the complex arena of U.S. healthcare reform. In 2010, DaVita was a successful advocate for patients with chronic kidney disease.

We met with officials at the Centers for Medicare and Medicaid Services (CMS) and lawmakers in Congress to educate them about ESRD. Providers, patient groups, politically active teammates and many members of Congress engaged with CMS to advocate for changes that would benefit the kidney care community and ensure that access to high-quality care is preserved.

Surplus Value to Society

As the largest independent provider of kidney care, in 2010 DaVita generated approximately \$509 million in total healthcare savings through improved care and leading innovation initiatives. Added to the company's \$207 million in federal and state taxes, the approximate savings to the healthcare system exceed the company's after-tax profits for 2010 by approximately \$310 million.

*2010 United States Renal Data System Annual Data Report (2008 Data)

:: Bringing dialysis to global communities ::

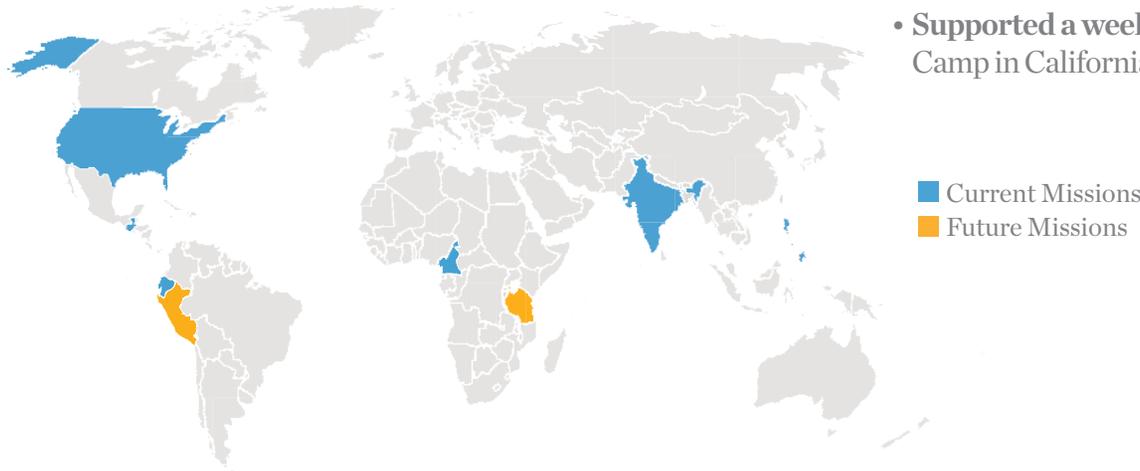
Bridge of Life—DaVita Medical Missions™ is helping improve kidney health and save lives around the world by bringing treatment, education and hope to communities in developing countries.

Bridge of Life is a 501(c)(3) nonprofit organization founded by DaVita that operates on donations to bring care to those for whom it is out of reach. In addition to contributing dialysis equipment to the Missions, DaVita participates by encouraging teammates to volunteer to staff Missions and by covering their expenses.

Bridge of Life has provided desperately needed services in Cameroon, India, Ecuador, Guatemala and the Philippines, and has trained more than 45 nurses, technicians, biomed and doctors, who have in turn touched the lives of hundreds.

2010 Bridge of Life Highlights

- **Opened a 12-station unit** in Plaridel, Bulacan, Philippines
- **Provided follow-up Mission support** and training in San Carlos, Philippines
- **Provided biomed support in Cameroon**
- **Provided equipment and training** at a pediatric dialysis center in Guatemala
- **Hosted a doctor who will share his experience** learning about the care and treatment of CKD with clinics in Phalodi, India
- **Supported a week of programs** at the Painted Turtle Camp in California for children with chronic illnesses





Since 2006, **Bridge of Life** has accomplished **18 Missions**, with more than **75 participating teammates** spending more than **650 days abroad** sharing the gift of life.



:: Pioneering governance & compliance standards ::

In 2010, the Board of Directors undertook a thorough evaluation of DaVita's corporate governance structure. In response to shareholder feedback and corporate governance trends, our already strong governance policies and practices were enhanced even further.

DaVita is the only kidney care company to institute a **Clinical Performance Committee**, at the request of management, to advise the Board and management on policies, issues and procedures relating to quality clinical performance.

Our **Chief Compliance Officer, General Counsel** and internal **Compliance Committee** oversee and monitor DaVita's adherence to the laws and regulations affecting our business and industry. DaVita's Compliance Program requires every teammate to complete annual Compliance training and provides the following resources to ensure adherence to regulatory and ethical practices:

- **Code of Conduct**
- **Compliance Policies and Procedures**
- **Compliance Guidance**
- **Board-Level Oversight**
- **Disclosure Program**
- **Auditing and Monitoring**
- **Compliance Hotline**
- **Code of Ethics**

The majority of DaVita's Board of Directors is composed of directors who are independent of the company and management. All members of the Board are required to be elected annually by a majority of votes cast by our stockholders. DaVita established and holds itself to the standards of board-level committees on Audit, Compensation, Nominating and Governance, Compliance, Public Policy and Clinical Performance. Each committee's charter requires it to conduct an annual self-evaluation of the performance of the committee and each of its members.

{ Caring for



Each Other }

DaVita's teammates refer to the company as
"the DaVita Village."

Creating a sense of community was just the start for DaVita; building a community is an ongoing process. It is our fervent conviction that if we create a thriving, sustainable community for our teammates, they in turn create a special clinical and caring community for patients and their families, and are inspired to help others.



When people feel like they are heard and supported, they are more engaged in their work and their families, and are inspired to give back. This simple concept is the guiding principle behind DaVita's award-winning leadership development programs, open communication channels, scholarships and other financial assistance that we offer teammates in times of need.