

Population Health Management

Kent Thiry, Chairman and CEO of DaVita
Mayor of the DaVita Village

Our
Platform

Emerging
Capabilities

Baker's
Dozen

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Community First

Company Second

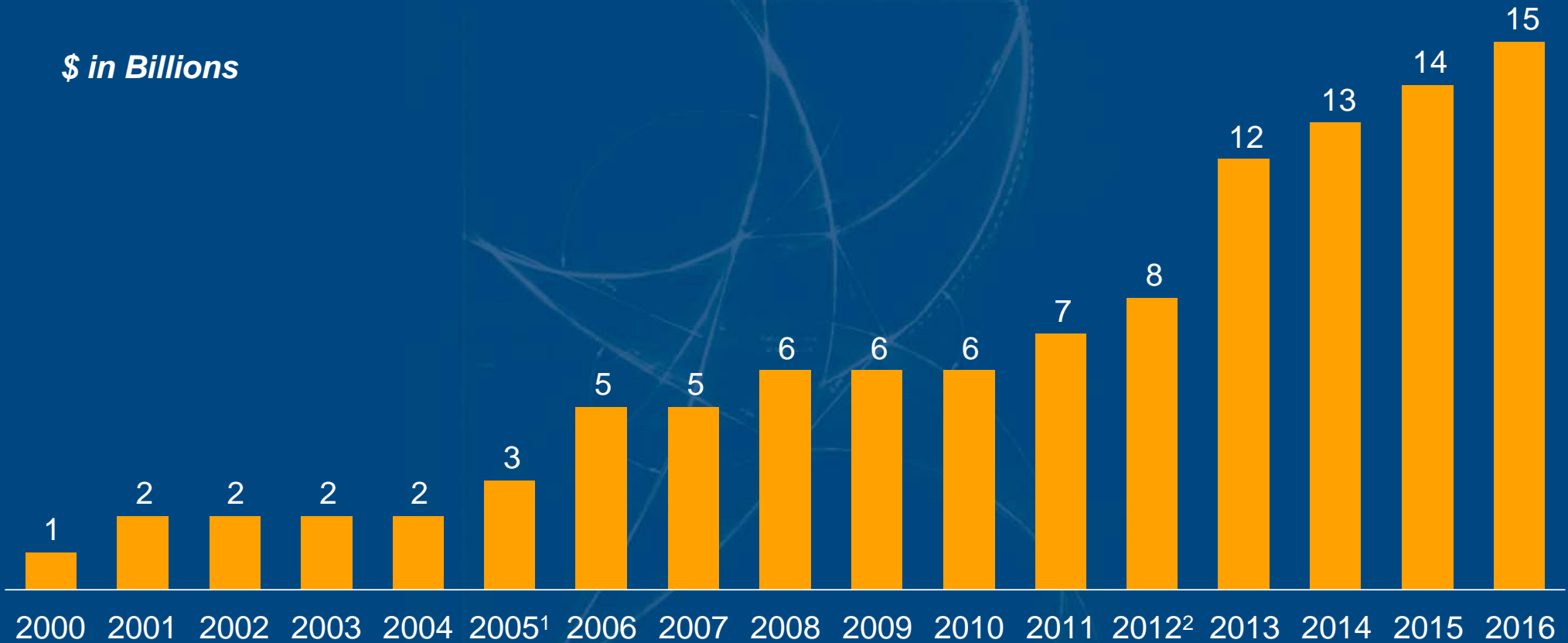


The DaVita Village



DaVita Revenue

\$ in Billions



- 1. Gambro acquired in Q4 2005
- 2. HCP acquired in Q4 2012

★ By the Numbers ...

~70 k

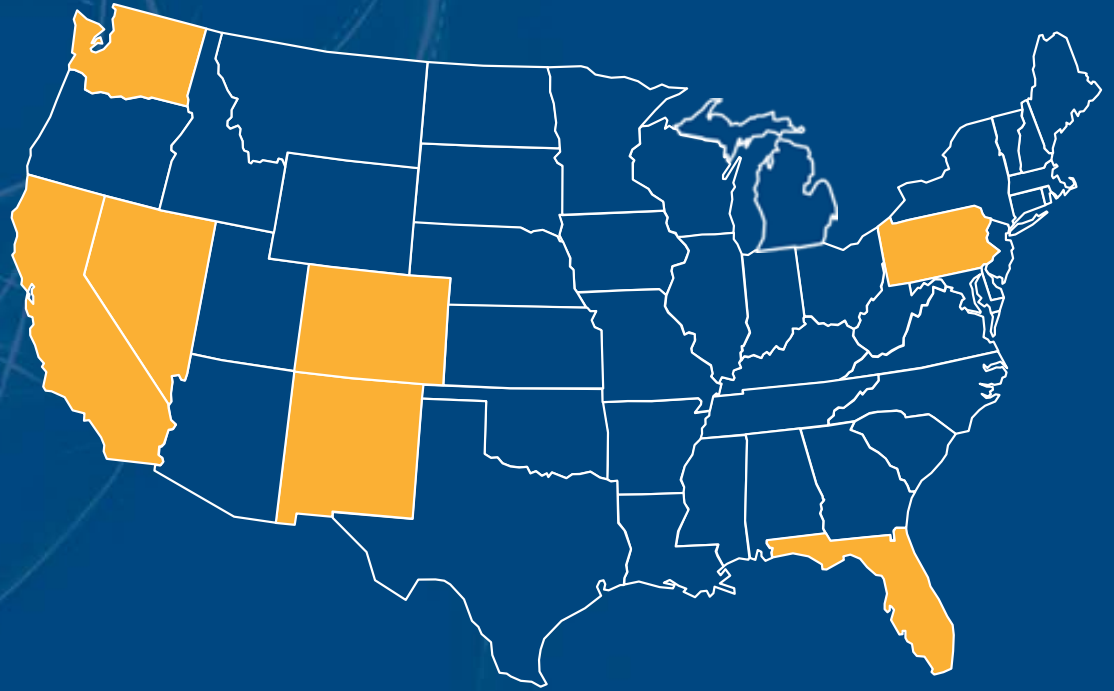
Total # of teammates

2.5 k

of clinics

★ DaVita Medical Group (DMG)

- 250 clinics
- 1,500 team physicians
- 13K affiliate physicians
- 800k Pts global cap



★ DaVita Kidney Care (DKC)



- 2,300 clinics
- 36% market share

Leading Independent Medical Group in America



A blue-tinted photograph of several glass vials and a syringe on a reflective surface.

Clinical
Outcomes

A blue-tinted photograph showing a hand drawing a network diagram of stick figures connected by arrows on a chalkboard.

Patient
Experience

4 Pillars










A blue-tinted photograph of a hand pointing at a digital medical interface displaying various icons and data.

Clinician
Experience

A blue-tinted photograph of a rowing team in a boat on water.

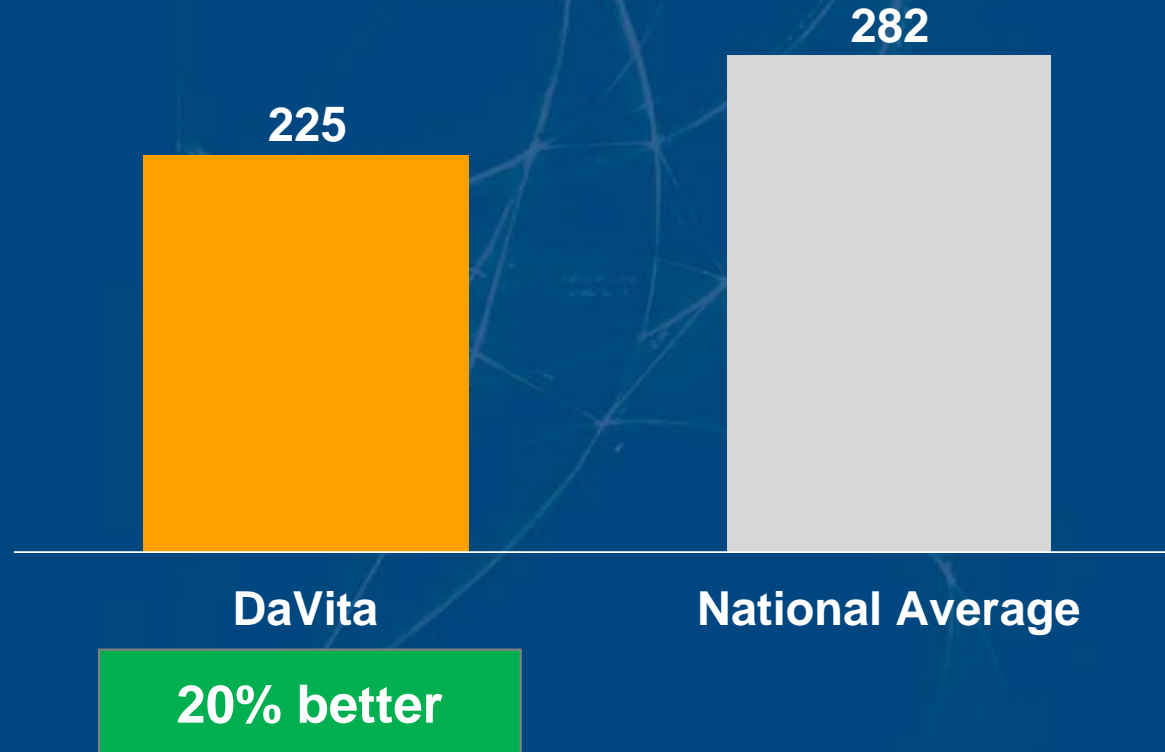
Great Place
to Work

Clinical – DaVita Medical Group

STAR Measure	2016	
	DMG Overall	Beat Benchmark?
Body mass index (BMI)	5	
Colorectal cancer	4	
Diabetes: Blood sugar	4	
Diabetes: Nephropathy	4	
Diabetes: Eye exam	4	
Osteoporosis	5	
Rheumatoid arthritis	4	
Breast cancer	5	
Blood pressure	5	

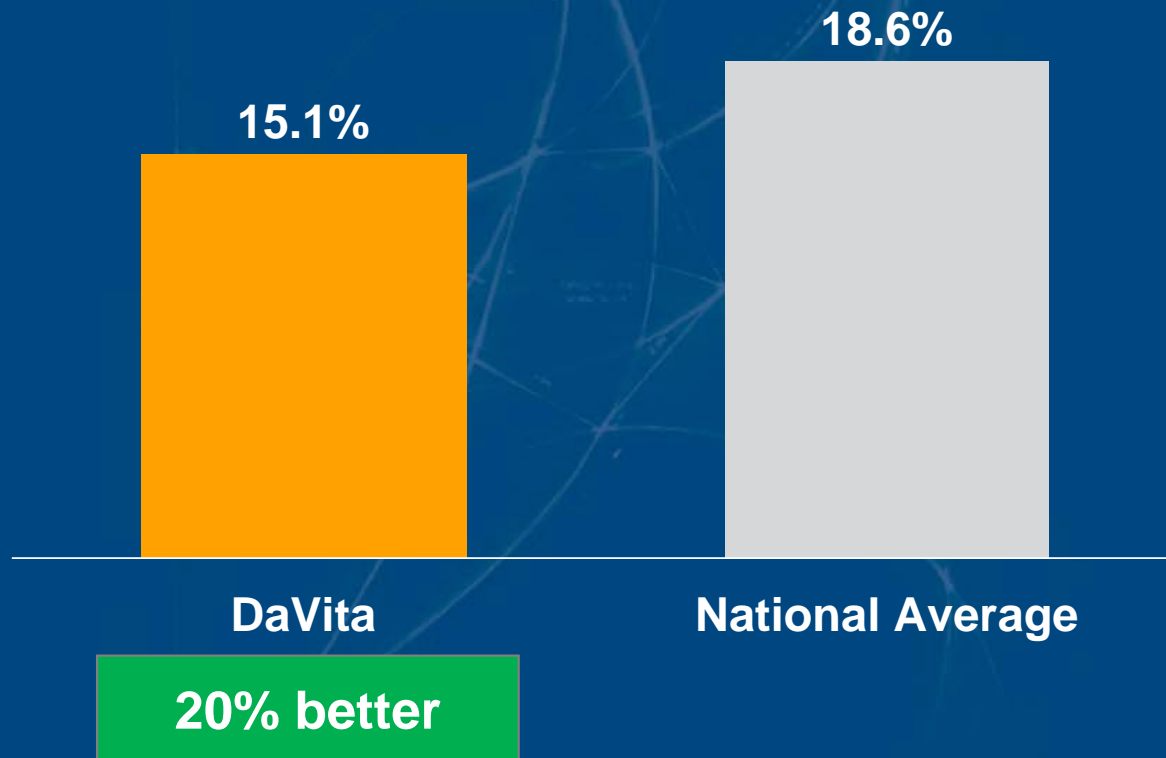
Hospital admits

Senior hospital admits per 1000



Hospital re-admits

Senior 30-Day Readmit Rate



★ National initiatives



Controlling BP

2014

60%

2015

76%

2016

79%



Senior Flu Vac.

26%

36%

67%

Patient satisfaction

90%

satisfied with
physicians

86%

would
recommend to
family/friends

★ Investing in Our Clinicians



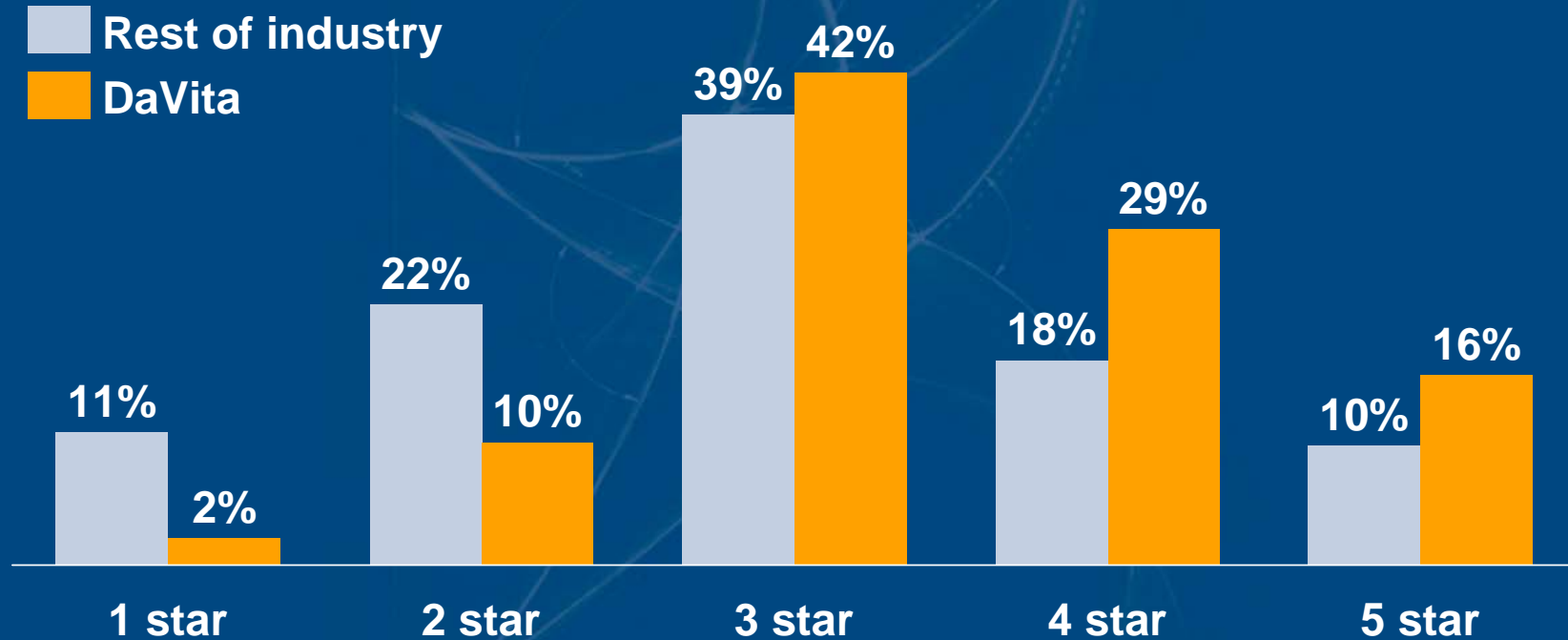
MD RESTORE

★ Clinical – DaVita Kidney Care



★ 5 Star data

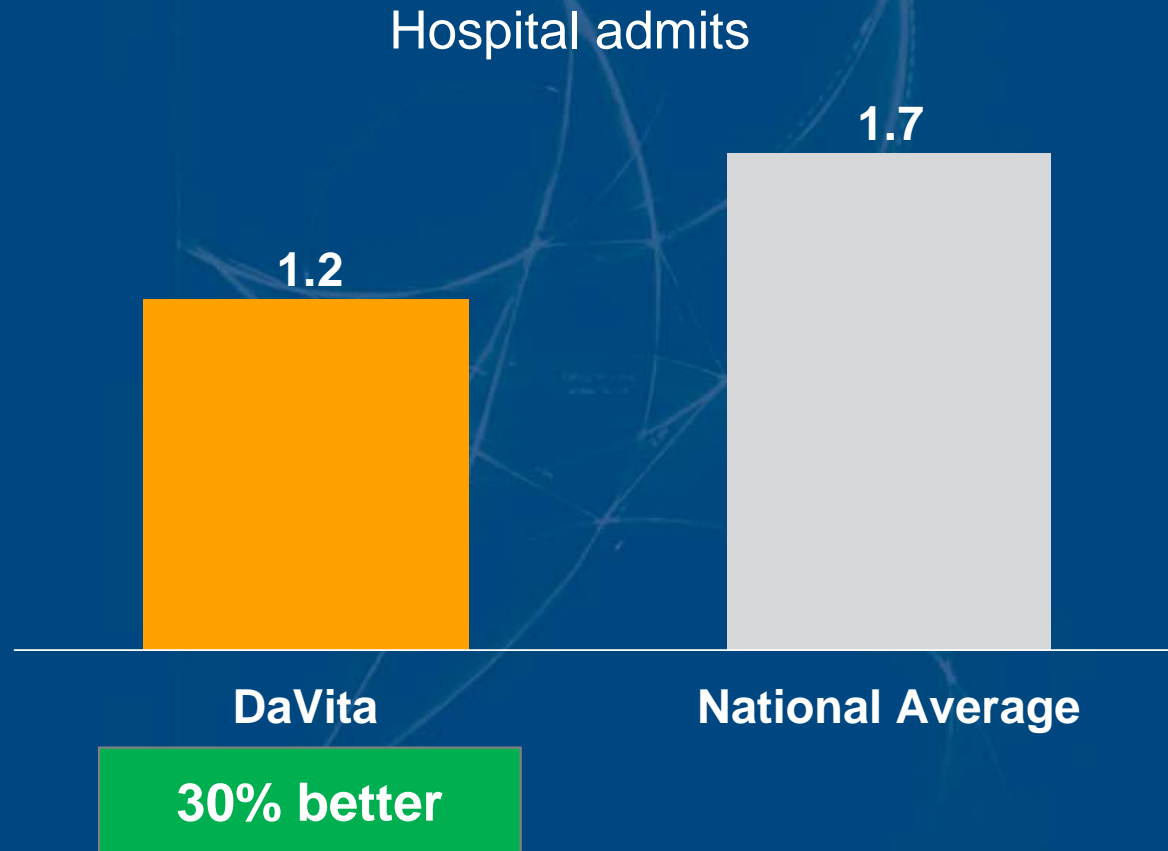
% of clinics by CMS STAR rating (3 yr rolling avg)



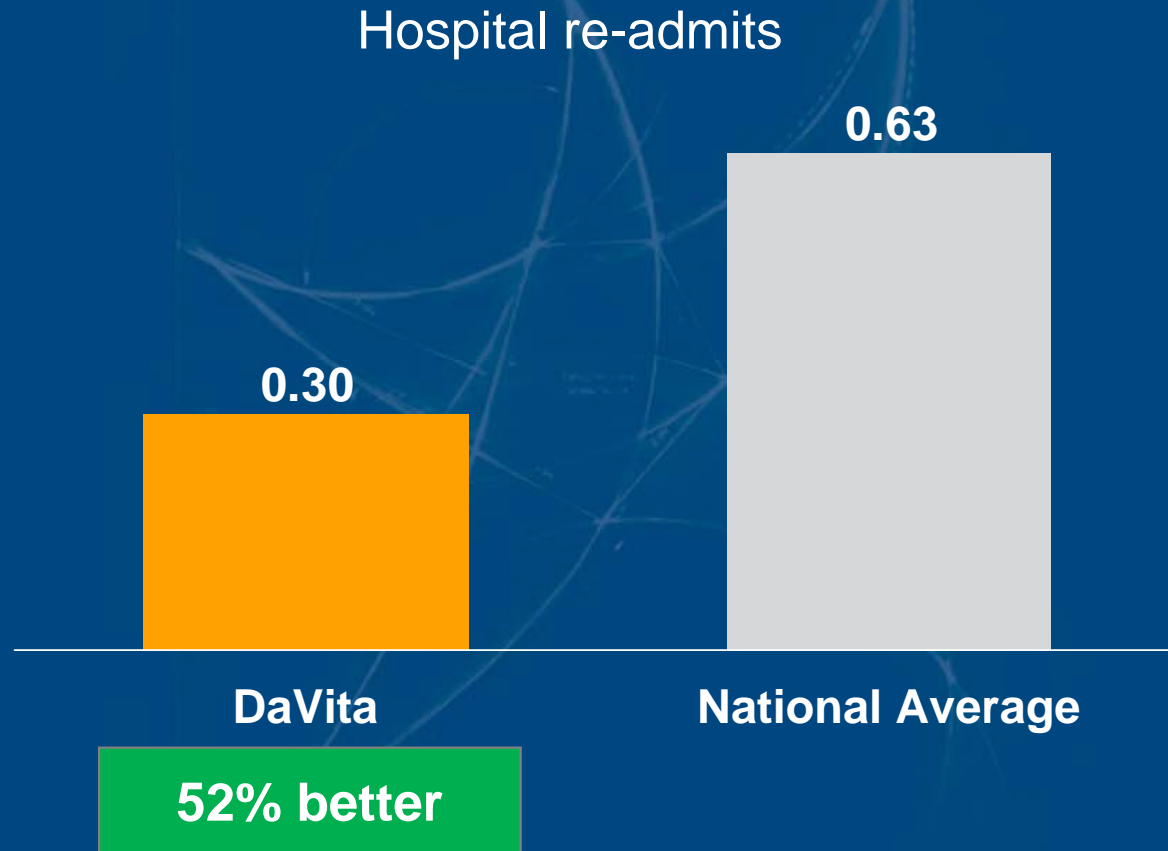
DaVita Rx patients



★ Integrated care: Hospital admits



★ Integrated care: Re-admits



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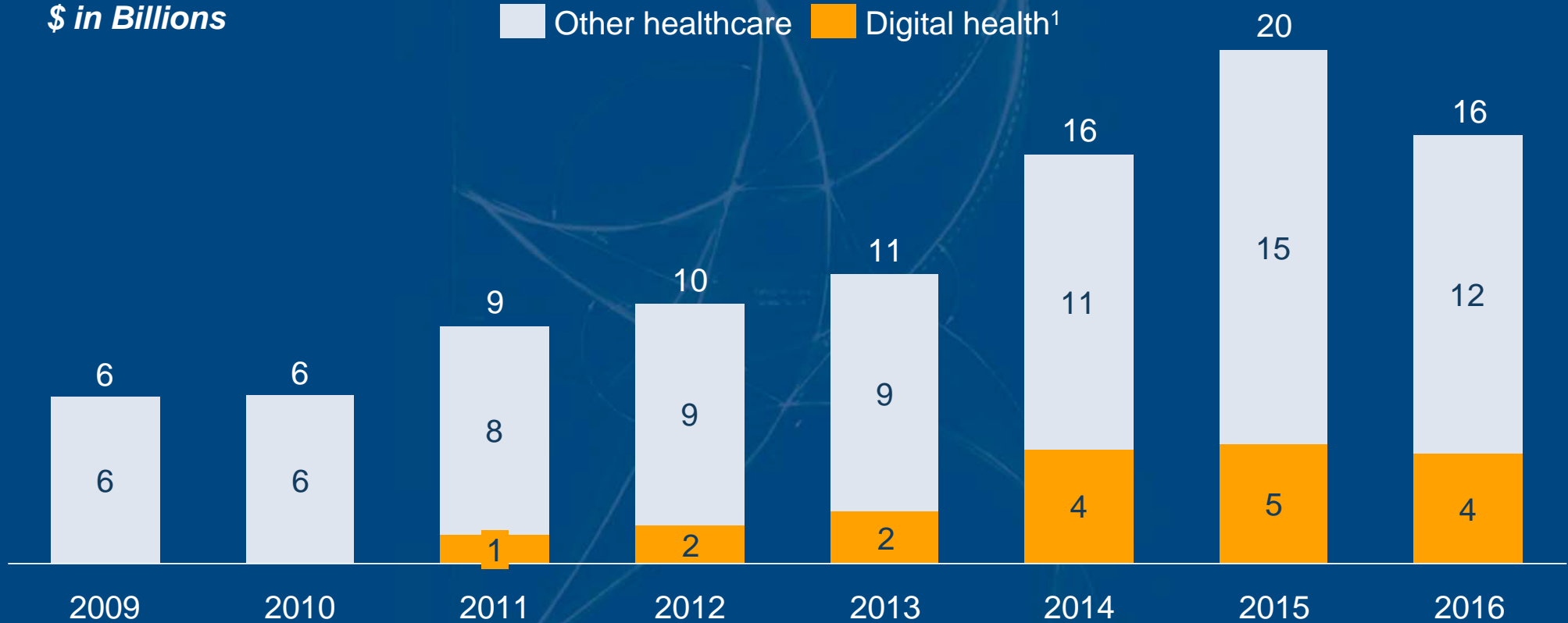
Pervasive Disruption

- Crumbling boundaries
- Patient engagement technologies
- Big data
- Services becoming global

Healthcare VC Investments

\$ in Billions

Other healthcare Digital health¹



1. VC investments in digital health first captured in 2011
Source: Rock Health and Silicon Valley Bank, US deals only

A few examples at DaVita...

★ Tech Enabled Engagement



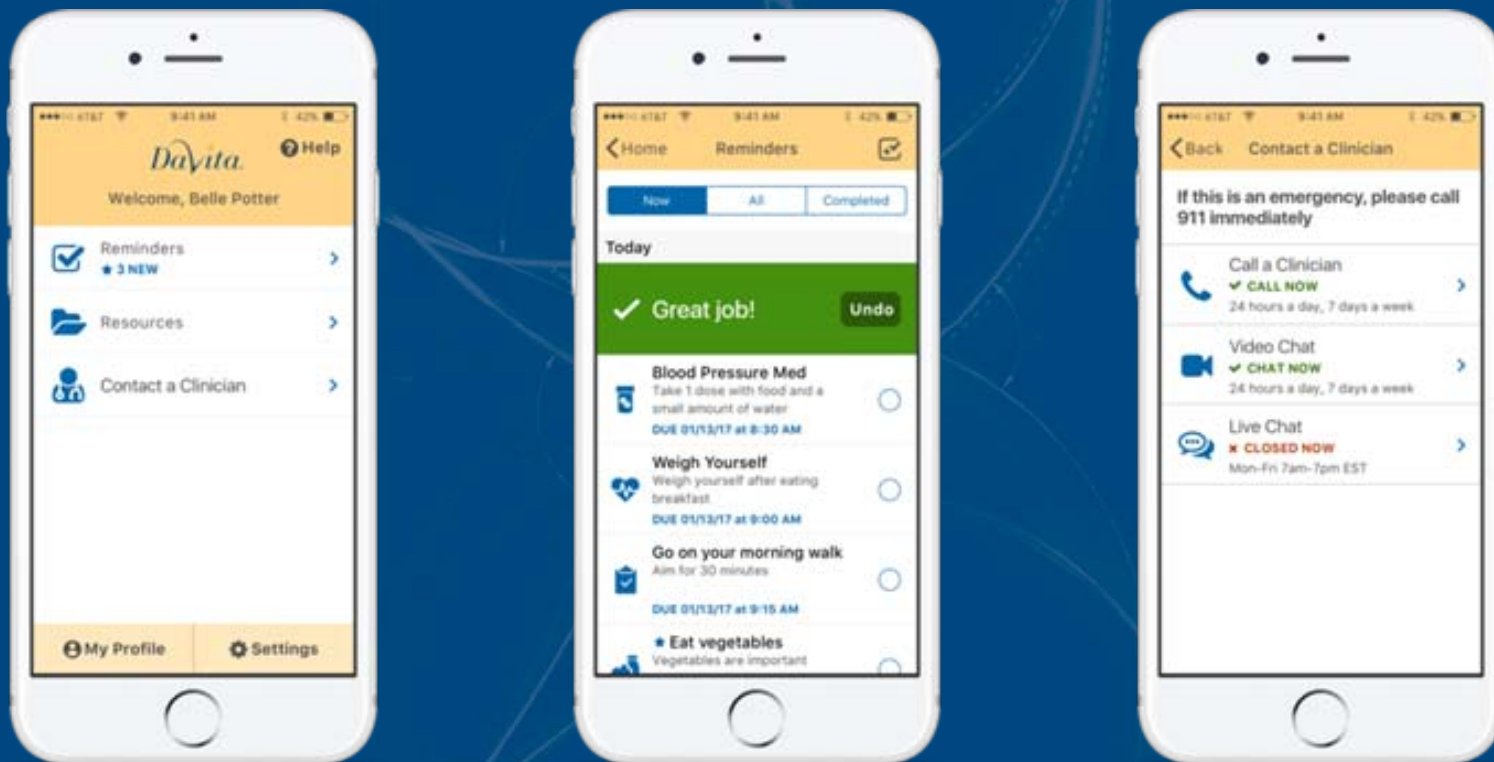
★ House calls program



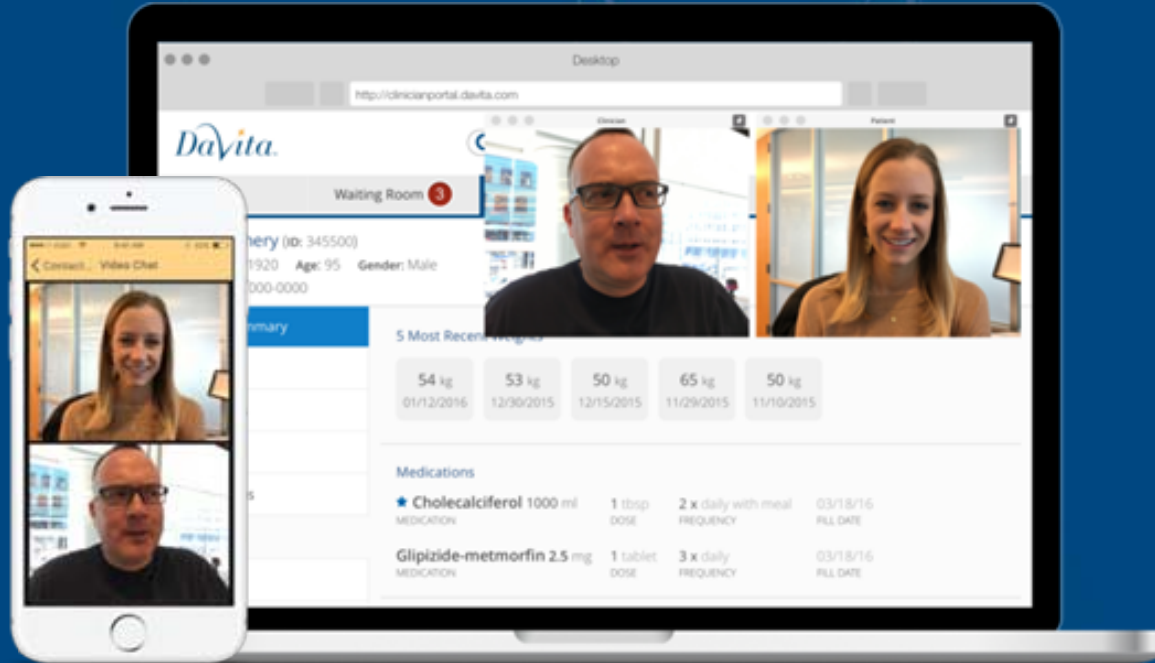
✧ Blood glucose monitoring



★ Custom patient apps



Tele-consults



Point of care decision support

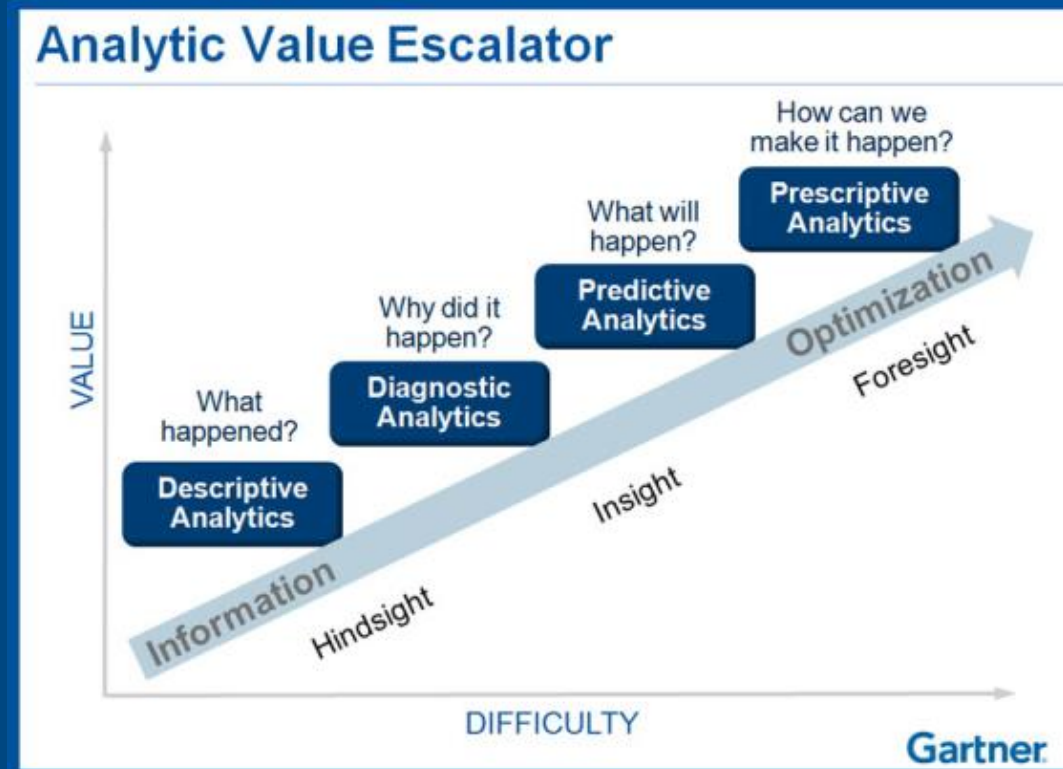
12 months of Claims History – Point of Care / Diagnoses				
> PCP Office				
flory m kreutter	1	3/2016	Migraine	\$139
>> ER				
david r abbott	1	10/2015	Chest pain, unspecified	\$19
john m mcgrath jr	1	1/2016	Headache	\$141
linda r sturtevant	1	12/2015	Viral intestinal infection, unspecified	\$207
parkview medical ce...	1	10/2015	Chest pain, unspecified	\$2000
uhealth emergency	2	12/2015	Viral intestinal infection, unspecified	\$1954
>> OUTPATIENT				
laurence a berarducci	1	10/2015	Chest pain, unspecified	\$115
parkview medical ce...	1	10/2015	Other chest pain	\$687
uhealth emergency	2	12/2015	Viral intestinal infection, unspecified	\$648
>> LAB OTHER				
misc lab	1	1/2016	Iron and TIBC	\$10
uhealth emergency	1	12/2015	Viral intestinal infection, unspecified	\$323

Chronic Mgmt		Prev. Screen	
Perf		Mammogram	3/22/2016
Bst Scrn	<input type="radio"/>	Pap	
DM BP Cntrl	<input type="radio"/>	Colonoscopy	
HTN BP Cntrl	<input type="radio"/>		
ASCVD Cnsl	<input checked="" type="radio"/>		
CPE Ever	<input checked="" type="radio"/>		
DM A1C Scrn	<input checked="" type="radio"/>		
DM A1C<8	<input checked="" type="radio"/>		
DM BP Scrn	<input checked="" type="radio"/>		
DM MALB	<input checked="" type="radio"/>		
F2F365	<input checked="" type="radio"/>		
LDL C Scrn	<input checked="" type="radio"/>		
DEPR Scrn	<input checked="" type="radio"/>		

Pred. Risk	
Risk	Moderate
EMR/ACG CC's	5 2
AERIER	0.0 2
IP Admits	0

Rx Opportunities			
Nulytely with FL...	Bowel Evacuant Com...	2/2016	\$29
Cholestyramine	-	2/2016	\$150
Suprep Bowel...	-	2/2016	\$83
Welchol	-	1/2016	\$179
Dextroampheta...	-	1/2016	\$313
Ciprofloxacin...	-	12/2015	\$5
Diphenoxylate...	-	12/2015	\$15
Crestor	Atorvastatin	11/2015	\$256
Omeprazole	-	11/2015	\$8
Methylphenidat...	-	11/2015	\$25
Fenofibrate	-	9/2015	\$138

★ Patient-level prescriptive analytics



★ Daily predictive analytic reports

HealthCare PARTNERS MEDICAL GROUP		HMO & ACO Opportunity Patients Listing				Red = Currently in a Facility				Export Report		
		SOUTHERN CALIFORNIA				PCP/Provider: (All PCPs/Providers)				HMO Information as of: 8/18/2014		
		Last visit, and # in last 6 months				RAI				Explanation of Patient Ranking		
Patient	DOB	30 Day Risk	90 Day Risk	1 yr. 1 case Rate	Primary Care	Urgent Care	CR	Acute Admits	Subacute Admits	2014 2013	Adv Ltr Date	Referral
Record count: 25												
██████████	(91) F	Very High 63.0x	Very High 6.0x	Average 6.0x	6/4/2014 2	-	-	-	-			TMS - TUSTIN MARIE MOEDERER
Programs: (none)		Conditions: CAD,CNF,CXDRF,COPD,DM										
██████████	(52) F	Very High 53.0x	Very High 6.0x	Average 6.0x	5/15/2014 2	-	-	-	-			TMS - FOUNTAIN VALLEY (UNASSIGNED TMS FOUNTAIN)
Programs: (none)		Conditions: CAD,CXDRF,COPD,DM										
██████████	(12) F	Very High 53.0x	Very High 6.0x	Very High 6.0x	10/9/2014 3	-	-	8/4/2014 1	-		7/9/2014	TMS - TUSTIN MARIE MOEDERER
Programs: (none)		Conditions: CNF,CXDRF,COPD,DM										
██████████	(34) F	Very High 38.0x	Very High 6.5x	Very High 8.0x	5/14/2014 2	-	8/12/2014 4	8/23/2014 3	-			TMS PA - ANAHEIM PARK WD JES-HYON
Programs: (none)		Conditions: CNF,CXDRF,COPD,DM										
██████████	(49) F	Very High 28.0x	Very High 4.5x	Very High 7.5x	2/25/2014 1	7/2/2014 3	7/4/2014 8	8/16/2014 6	-	7.36 6.22	6/4/2012	CRENSHAW PARLEY MD MARLON
Programs: CCC-Pediatric Hx		Conditions: CAD,CNF,CXDRF,COPD,DM										
██████████	(32) F	Very High 26.0x	Very High 5.0x	Very High 4.5x	10/1/2014 1	1/26/2014 1	7/25/2014 3	7/21/2014 2	-			TMS - ANAHEIM JOUBERT GREENE MD RAJULA
Programs: (none)		Conditions: COPD,DM										
██████████	(10) F	Very High 26.0x	Very High 5.0x	Very High 4.5x	-	-	7/26/2014 1	7/26/2014 1	-			TMS PA - WESTMIN-GARDEN GROVE
Done												

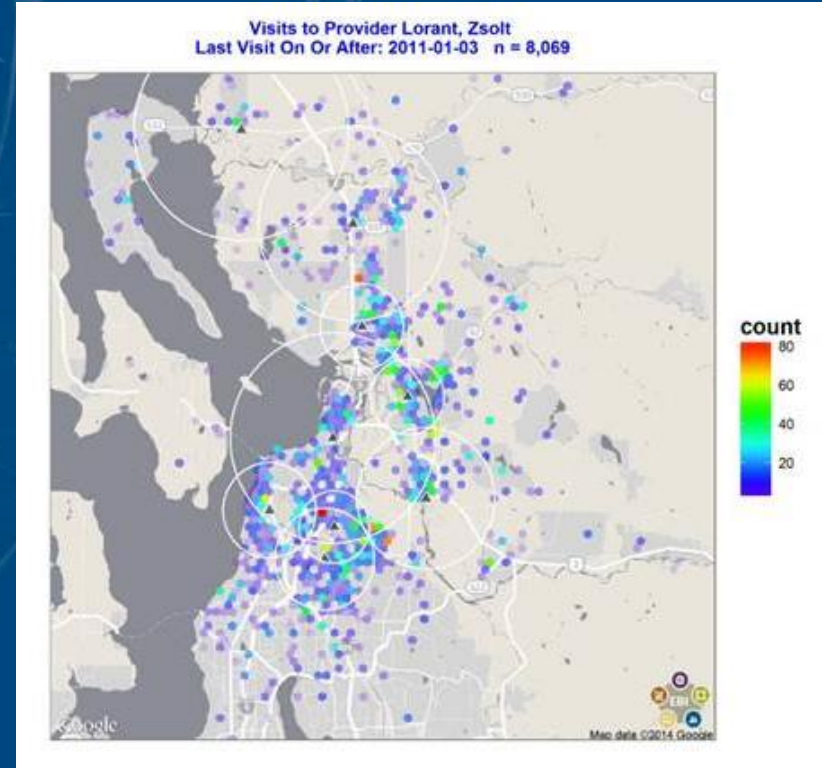
★ Bluetooth scale for CHF patients



★ Oral Adherence Technology



★ Telepsychiatry



*“We always **overestimate** the change that will occur in the next two years and **underestimate** the change that will occur in the next ten.*

-Bill Gates

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Dozen

#1

To do PHM, you must do PHM

#2

Incentives

#3

Culture

#4

Change management

#5

Cycle time of learning

#6

Analysis

#7

Recognize and celebrate

#8

Link to Mission

#9

Allocate talent

#10

Acknowledge tensions

#11

Objectivity

#12

*Mental health, education, and
home environment*

#13

Begin with the end in mind

“Tis better...”



Q & A



Our Vision is To Build
The Greatest Healthcare
Community The World
Has Ever Seen.