Population Health Management

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

Emerging Capabilities

Baker’s Dozen
Our Platform

Emerging Capabilities

Baker’s Dozen
Community First
Company Second
The DaVita Village
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
• 2,300 clinics
• 36% market share
Leading Independent Medical Group in America
<table>
<thead>
<tr>
<th>STAR Measure</th>
<th>2016 DMG Overall</th>
<th>Beat Benchmark?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Body mass index (BMI)</td>
<td>5</td>
<td>★</td>
</tr>
<tr>
<td>Colorectal cancer</td>
<td>4</td>
<td>★</td>
</tr>
<tr>
<td>Diabetes: Blood sugar</td>
<td>4</td>
<td>★</td>
</tr>
<tr>
<td>Diabetes: Nephropathy</td>
<td>4</td>
<td>★</td>
</tr>
<tr>
<td>Diabetes: Eye exam</td>
<td>4</td>
<td>★</td>
</tr>
<tr>
<td>Osteoporosis</td>
<td>5</td>
<td>★</td>
</tr>
<tr>
<td>Rheumatoid arthritis</td>
<td>4</td>
<td>★</td>
</tr>
<tr>
<td>Breast cancer</td>
<td>5</td>
<td>★</td>
</tr>
<tr>
<td>Blood pressure</td>
<td>5</td>
<td>★</td>
</tr>
</tbody>
</table>
Senior hospital admits per 1000

- DaVita: 225
- National Average: 282

20% better
Senior 30-Day Readmit Rate

DaVita: 15.1%
National Average: 18.6%

20% better
National initiatives

Controlling BP

- 2014: 60%
- 2015: 76%
- 2016: 79%

Senior Flu Vac.

- 2014: 26%
- 2015: 36%
- 2016: 67%
Patient satisfaction

90% satisfied with physicians

86% would recommend to family/friends
Investing in Our Clinicians

Great Physician Leaders

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

- **Rest of industry**
- **DaVita**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Rest of industry</th>
<th>DaVita</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 star</td>
<td>11%</td>
<td>2%</td>
</tr>
<tr>
<td>2 star</td>
<td>22%</td>
<td>10%</td>
</tr>
<tr>
<td>3 star</td>
<td>39%</td>
<td>42%</td>
</tr>
<tr>
<td>4 star</td>
<td>18%</td>
<td>29%</td>
</tr>
<tr>
<td>5 star</td>
<td>10%</td>
<td>16%</td>
</tr>
</tbody>
</table>
DaVita Rx patients

have

21% lower risk of death

spend

14% fewer days in hospital

Integrated care: Hospital admits

Hospital admits

DaVita: 1.2
National Average: 1.7

30% better

Sources: USRDS Annual Report, DaVita C-SNP across Las Vegas and Southern CA (N= 1,198 enrolled members)
Integrated care: Re-admits

Hospital re-admits

<table>
<thead>
<tr>
<th>DaVita</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.30</td>
<td>0.63</td>
</tr>
</tbody>
</table>

52% better

Sources: USRDS Annual Report, DaVita C-SNP across Las Vegas and Southern CA (N= 1,198 enrolled members)
Our Platform

Emerging Capabilities

Baker’s Dozen
Pervasive Disruption

• Crumbling boundaries
• Patient engagement technologies
• Big data
• Services becoming global
VC investments in digital health first captured in 2011
Source: Rock Health and Silicon Valley Bank, US deals only

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A few examples at DaVita...
Tech Enabled Engagement

AUGMEDIX
House calls program

24/7 Access

Medical

Psychological

Functional
Blood glucose monitoring
Custom patient apps

Welcome, Belle Potter

Reminders
- 3 NEW

Resources

Contact a Clinician

My Profile

Settings

Home

Reminders

Now

All

Completed

Today

Great job!

Blood Pressure Med
- Take 1 dose with food and a small amount of water
  - DUE 01/13/17 at 8:30 AM

Weigh Yourself
- Weigh yourself after eating breakfast
  - DUE 01/13/17 at 9:00 AM

Go on your morning walk
- Aim for 30 minutes
  - DUE 01/13/17 at 9:15 AM

Eat vegetables
- Vegetables are important

If this is an emergency, please call 911 immediately

Call a Clinician
- CALL NOW
  - 24 hours a day, 7 days a week

Video Chat
- CHAT NOW
  - 24 hours a day, 7 days a week

Live Chat
- CLOSED NOW
  - Mon-Fri 7am-7pm EST
Tele-consults
Point of care decision support

### 12 months of Claims History – Point of Care / Diagnoses

<table>
<thead>
<tr>
<th></th>
<th>Date</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>PCP Office</td>
<td>1/2016</td>
<td>Migraine</td>
<td>$139</td>
</tr>
<tr>
<td>ER</td>
<td>1/2016</td>
<td>Headache</td>
<td>$141</td>
</tr>
<tr>
<td>Virus intestinal infection, unspecified</td>
<td>12/2015</td>
<td>Viral intestinal infection, unspecified</td>
<td>$207</td>
</tr>
<tr>
<td>Uchealth emergency</td>
<td>1/2016</td>
<td>Migraine</td>
<td>$2000</td>
</tr>
<tr>
<td>OUTPATIENT</td>
<td>1/2015</td>
<td>Chest pain, unspecified</td>
<td>$115</td>
</tr>
<tr>
<td>Other chest pain</td>
<td>1/2015</td>
<td>Other chest pain, unspecified</td>
<td>$667</td>
</tr>
<tr>
<td>Uchealth emergency</td>
<td>1/2015</td>
<td>Viral intestinal infection, unspecified</td>
<td>$648</td>
</tr>
<tr>
<td>LAB OTHER</td>
<td>1/2016</td>
<td>Iron and TIBC</td>
<td>$10</td>
</tr>
<tr>
<td>Uchealth emergency</td>
<td>1/2016</td>
<td>Viral intestinal infection, unspecified</td>
<td>$323</td>
</tr>
</tbody>
</table>

### Chronic Mgmt

<table>
<thead>
<tr>
<th></th>
<th>Perf</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best Scrn</td>
<td></td>
</tr>
<tr>
<td>DM BP Ctrl</td>
<td></td>
</tr>
<tr>
<td>HTN BP Ctrl</td>
<td></td>
</tr>
<tr>
<td>ASCVD Cnsl</td>
<td></td>
</tr>
<tr>
<td>CPE Ever</td>
<td></td>
</tr>
<tr>
<td>DM A1C Scrn</td>
<td></td>
</tr>
<tr>
<td>DM BP Scrn</td>
<td></td>
</tr>
<tr>
<td>DM MALB</td>
<td></td>
</tr>
<tr>
<td>FGF365</td>
<td></td>
</tr>
<tr>
<td>LDL C Scrn</td>
<td></td>
</tr>
<tr>
<td>DEPR Scrn</td>
<td></td>
</tr>
</tbody>
</table>

### Prev. Screen

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mammogram</td>
<td>Colonscropy</td>
</tr>
<tr>
<td>3/22/2016</td>
<td>3/22/2016</td>
</tr>
</tbody>
</table>

### Rx Opportunities

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Naltely with Fl</td>
<td>Bost Evacuant Com</td>
</tr>
<tr>
<td></td>
<td>2/2016</td>
</tr>
<tr>
<td>Cholestramine</td>
<td>2/2016</td>
</tr>
<tr>
<td>Supp Bowel</td>
<td>2/2016</td>
</tr>
<tr>
<td>Welshol</td>
<td>12/2016</td>
</tr>
<tr>
<td>Dextroamphetamine</td>
<td>12/2016</td>
</tr>
<tr>
<td>Ciprofloxacine</td>
<td>12/2016</td>
</tr>
<tr>
<td>Diphenoxylate</td>
<td>12/2016</td>
</tr>
<tr>
<td>Creator</td>
<td>11/2016</td>
</tr>
<tr>
<td>Omeprazole</td>
<td>11/2016</td>
</tr>
<tr>
<td>MetoPranolin</td>
<td>11/2016</td>
</tr>
<tr>
<td>Fosfomycin</td>
<td>9/2016</td>
</tr>
</tbody>
</table>

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Patient-level prescriptive analytics
Daily predictive analytic reports
Bluetooth scale for CHF patients
“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
#1

To do PHM, you must do PHM
Incentives
#3

Culture
#4

Change management
#5

Cycle time of learning
#6

Analysis
#7

Recognize and celebrate
#8

Link to Mission
Allocate talent
#10

Acknowledge tensions
Objectivity
Mental health, education, and home environment
Begin with the end in mind
“Tis better...”
Our Vision is To Build The Greatest Healthcare Community The World Has Ever Seen.