

Health Care Industry Employment Trends



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The background is a solid dark blue color. Overlaid on this background are several thin, white, abstract lines and arrows. These lines are curved and intersect, creating a sense of movement and flow. Some lines are solid, while others are dashed. The overall effect is that of a complex, interconnected network or a series of paths.

DaVita[®] at a Glance



DaVita translates to
"To Give Life"

- ★ Kidney Dialysis
- ★ >128,000 patients/week
- ★ >2,300 locations
- ★ ~39,500 Teammates
- ★ ~\$6.5B in annual revenue
- ★ Fortune 500, S&P 500
- ★ 43 States + DC
- ★ International Expansion

Our Guiding Principles

Business Model

- ★ Community First, Company Second
- ★ Teammates, not “employees”
 - Citizens of the DaVita Village
 - Unites 39,000 nationwide
- ★ Beliefs → Behaviors → Results
 - 11 Years of Improved Clinical Outcomes
 - Struggling Provider → Healthcare Leader
- ★ Philosophy taught at top business schools

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”

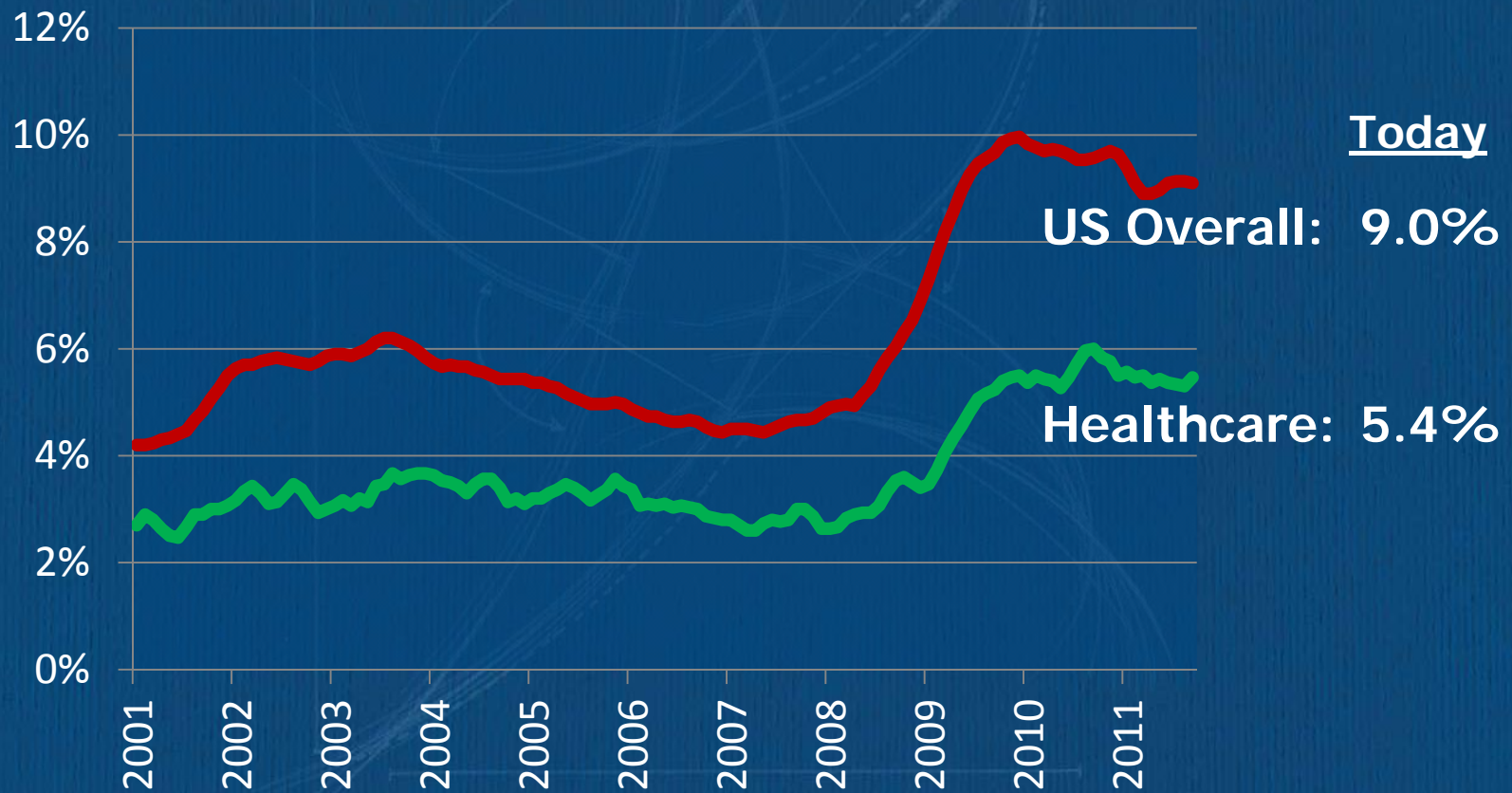
DaVita.

The background features a complex, abstract graphic composed of numerous overlapping, thin white lines and arrows. These lines form a dense, web-like structure that suggests movement and interconnectedness. The overall aesthetic is clean and professional, typical of a corporate presentation.

Employment Trends

Healthcare Unemployment

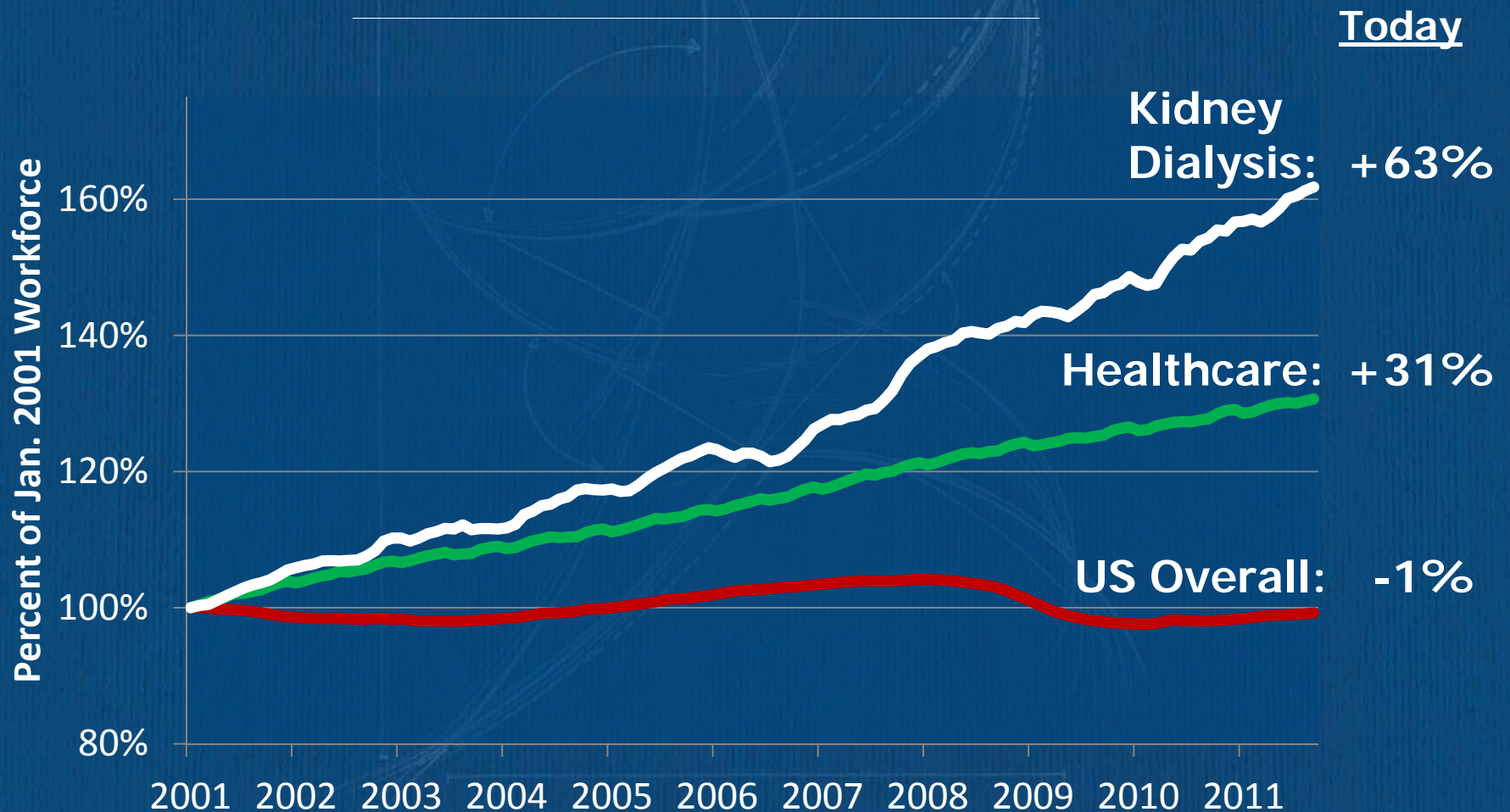
Unemployment Rate



Source: United States Department of Labor, Bureau of Labor Statistics

Healthcare Employment

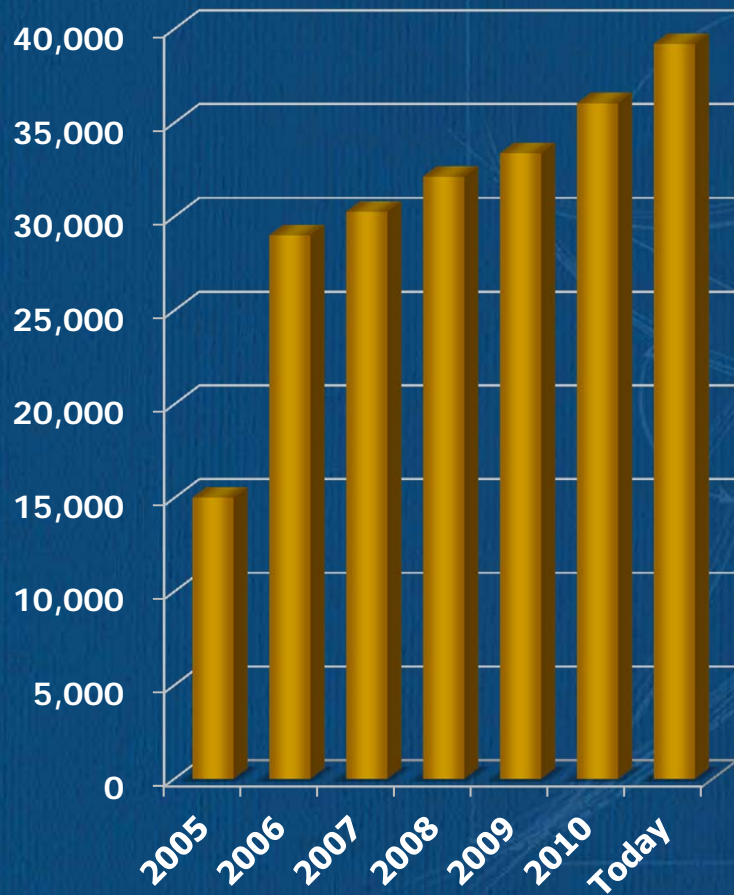
10 Year Growth



Source: United States Department of Labor, Bureau of Labor Statistics

DaVita Employment Growth

Teammate Growth



2011 Growth YTD

Overall:	9%
Nurses:	12%
Patient Care Tech's:	8%
Current Openings:	1,643

Challenges

- ★ Nursing Shortage
- ★ Rural & Select Urban Areas

Opportunities

- ★ Employer of Choice
- ★ Recession → Lower Turnover
- ★ Domestic and International

The background features a complex, abstract graphic composed of numerous thin, overlapping lines in various shades of light blue and white. These lines form a dense, web-like structure with several curved paths and arrows, suggesting movement and interconnectedness. The overall effect is a sense of dynamic flow and complexity.

DaVita in Colorado

Headquarters Decision – Key Factors

- ★ Central location in the US
- ★ Rich talent pool/attractive to recruits
- ★ Broad-based infrastructure
- ★ Quality of life
- ★ Strong Sense of Community
- ★ Access to Transit
- ★ Training Site

The Building



Building Highlights

- ★ 270,000 square feet
- ★ Leed Gold specifications
- ★ Compliment Millennium Bridge, “doorway” to 16th Street Mall
- ★ Construction partners:
 - **USI / CresaPartners** – Local site search and real estate negotiations
 - **CresaPartners** – Overall management of the project
 - **Saunders Construction** – General contractor
 - **Trammel Crow** – Development manager
 - **MOA** – Building architecture
 - **Acquilano / Leslie** – Interior design

DaVita In Colorado



Kidney Awareness Run/Walk

- ★ ~1,000 teammates in Colorado; 750 in metro Denver
- ★ >40 dialysis locations
- ★ Created >300 jobs, with benefits, since relocation decision
- ★ Thousands of DaVita teammates have traveled to Denver since relocation decision:
\$2 million in hotel revenue
- ★ Total payroll taxes paid in Denver Metro in 2010 – \$2.1 million
- ★ Total payroll taxes paid in Colorado in 2010 – \$3.1 million

Kidney Disease Awareness

- ★ What you don't know could hurt you
 - "Silent Killer" – **1 in 9** have Chronic Kidney Disease
 - >31 million adults, 90% don't know it
 - DaVita Kidney Rock



DaVita®

Community First,
Company Second