

## One of a kind

KaShawna Foster's co-workers no longer do double takes when they see her dialysis equipment in the office. She takes it wherever she goes.

**KaShawna likes the flexibility of her therapy.** KaShawna Foster chose peritoneal dialysis because she's a woman on the go and PD doesn't slow her down. She takes along supplies and gives herself therapy in her office at Microsoft, at friends' homes, in the car – even at Safeco Field or on Mount Rainier.

Northwest Kidney Centers keeps people in the Seattle area alive with dialysis care, educates the public about kidney health, and collaborates with UW Medicine in the Kidney Research Institute. We are one of very few community-based, nonprofit dialysis providers in the country. Founded in 1962, ours was the first out-of-hospital dialysis program in the world and it is still a model in the field today. Our mission remains critical. One in seven American adults now has chronic kidney disease, up 30 percent in the last decade.

## One of a kind





# One of a kind

Like a fingerprint, like a snowflake, each of our patients is individual, and we customize treatment to fit each one's needs.



**Northwest Kidney Centers is unique as well** – because of our heritage, our community connections, and the breadth of our mission. We spent much of the past year examining our organization's strengths as we created a strategic plan to carry us through 2015. As a result, we resolved to:

- ▶ **Improve quality** while aligning payment and costs. Our patient outcomes beat the nation today and we plan to do even better in the future – as we cope with impending Medicare payment changes, state budget cuts and health care reform.
- ▶ **Bridge gaps in care** via coordination with other providers and smart use of technology.
- ▶ **Deepen collaboration** and trust among staff, nephrologists and patients.
- ▶ **Grow to meet the region's need** for kidney care. In 2010, we provided 7 percent more dialysis treatments than in the prior year.
- ▶ **Collaborate in kidney research** to find innovative and effective new treatments. We're so pleased by the rapid advances at our 2-year-old Kidney Research Institute!
- ▶ **Increase community knowledge** about the work we do and how to prevent or slow kidney problems. In 2010 that included vigorous advocacy at the federal and state levels.
- ▶ **Foster a culture of philanthropy** to cultivate robust support for our work.
- ▶ **Develop our workforce** to be the best, today and in the future.

It's a long list and a tall order. We are confident that Northwest Kidney Centers can achieve our ambitious plan with your generous and continuing support. You, our supporters, are one of a kind, and I thank you for being with us as we move with confidence into the future.



Joyce F. Jackson  
President and CEO  
Northwest Kidney Centers

\*Northwest Kidney Centers president and CEO Joyce F. Jackson holds the 2009 State of Washington Warren Featherstone Reid Award for Excellence in Healthcare, presented to her by Secretary of Health Mary Selecky on behalf of Gov. Chris Gregoire.

On the front cover: Former dialysis patient Brian Brugge sings a happy song since his kidney transplant June 1, 2010. With help from a Northwest Kidney Centers patient rehabilitation scholarship, he's on track to earn a degree in environmental science.

Northwest Kidney Centers' mission is to promote the optimal health, quality of life and independence of people with kidney disease.

## 7%

Increase in dialysis treatments in fiscal year 2010 compared to 2009.

## 75%

Patients whose primary insurance is through Medicare.

## \$15.3 million

Shortfall in Medicare and Medicaid reimbursements.

**Self-dialysis works for Jim.** Jim Smith says it took him only 5 or 10 minutes in a dialysis center to realize that kind of treatment wasn't for him. "I have this overwhelming desire to have my freedom, to control my life. At a dialysis center, it's on their schedule. I want control of my therapy in my hands, not someone else's." He headed for home hemodialysis training as soon as a spot was available. In the 3½ years since, he's packed along his portable dialysis machine to "any number of states" and many overseas destinations. Northwest Kidney Centers is a longstanding champion of home dialysis.



Jim Smith relaxes on a trip through Great Smoky Mountains National Park. His dialysis machine rides in the silver box.





Caroline Mollenberg receives dialysis at our SeaTac Kidney Center.

Because each patient is one of a kind,  
we provide a broad array of services.

## 14 dialysis centers delivering superior results

Many people prefer to receive treatment three times a week from professional care givers in a dialysis center. Our centers deliver results well above the national norm.

**Our patients live longer and better.**

# 87%

Patients who rate their  
experience with Northwest  
Kidney Centers "very good"  
or "excellent."

	Northwest Kidney Centers	National average
Survival overall	81.3%	79%
Hospitalizations during the year	Average stay 9 days, 9% fewer admissions	Average stay 15 days

Statistics as reported by Medicare, 2010

In 2010 we took steps to:

- **Prepare dialysis solution more efficiently** by mixing chemicals with super-pure water in our centers. That required plumbing and filtration upgrades.
- **Ensure continuing operations in an emergency** by installing generators. Now even if a storm shuts down several facilities, we will have an up-and-running center nearby.

## One of the country's leading home dialysis programs

For many people with chronic kidney failure, self-dialysis is the best choice.

Northwest Kidney Centers has developed one of the country's largest programs to train and provide 24/7 help for people who give themselves dialysis at home.

Northwest Kidney Centers patients  
choosing home therapies

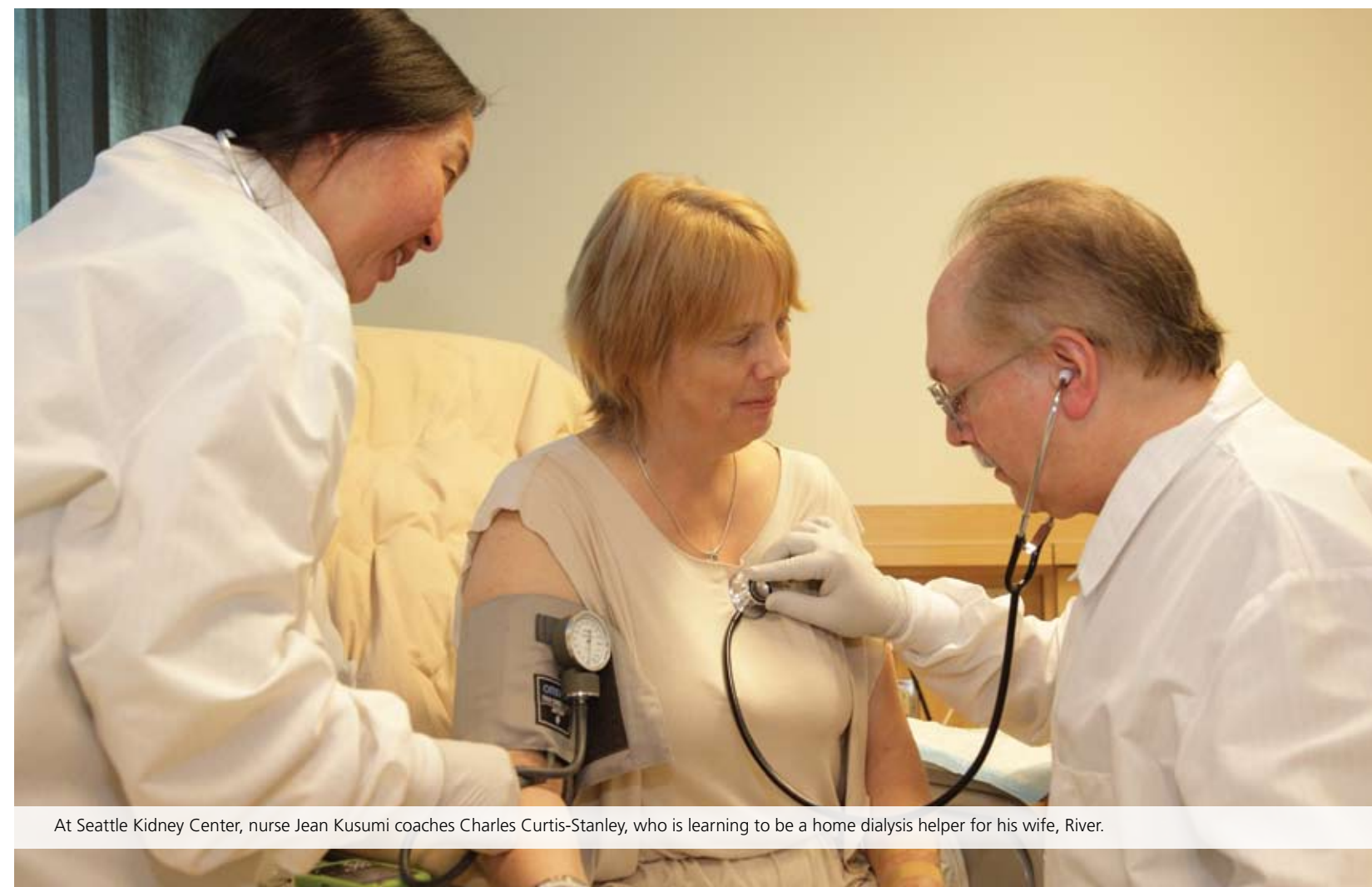
► **16%, compared to the national  
average of 8%**

Peritoneal dialysis, a way to remove  
wastes from the body by filtering  
through the abdominal lining

► **The choice for three quarters of our  
home dialysis users, up 21% in 2010**

Home hemodialysis, the same  
procedure used in dialysis centers,  
which involves direct access to  
the bloodstream

► **One quarter of our home dialysis  
users choose this procedure**



At Seattle Kidney Center, nurse Jean Kusumi coaches Charles Curtis-Stanley, who is learning to be a home dialysis helper for his wife, River.





Northwest Kidney Centers' pharmacy, housed at Haviiland Pavilion, takes orders by phone, fax or e-mail.

Our patient care  
extends beyond dialysis.

485

Incoming: 410 new patients started dialysis and 75 people transferred to Northwest Kidney Centers from another provider.

**When does a toothache hurt your kidneys?** For a person hoping for a kidney transplant, oral health is crucial to being eligible for transplant surgery. Many dialysis patients lack consistent dental care because they don't have insurance or personal funds, and a dental infection can put a transplant out of reach. To bridge the gap, Northwest Kidney Centers partnered with the Seattle-King County Dental Society to match low-income dialysis patients with volunteer dentists and oral surgeons. The pilot Access to Dental program treated 52 patients in fiscal year 2010.

Northwest Kidney Centers' transplant rate is  
66 percent higher than the U.S. average.  
We make it a priority to facilitate the process.

206,918

Outpatient dialysis treatments in 2010, up 7 percent from the prior year.

In 2010 we took steps to make the transplant process smoother by:

- Developing a curriculum to teach dialysis patients about transplantation
- Launching Transplant Connection, a newsletter offering specialized health information to transplant recipients
- Convening a summit meeting of transplant surgeons and hospital representatives to improve coordination of services

We operate one of very few renal specialty  
pharmacies in the country.

In 2010 our five staff pharmacists served 700 patients. People on dialysis average four prescriptions each month; kidney transplant recipients use nine. Pharmacists who dedicate every day to treating kidney patients provide expert consultation and are instrumental in reducing adverse drug interactions.

11,866

Hospital-based treatments, up 6 percent. Northwest Kidney Centers provided dialysis services in 11 area hospitals.



Seattle Kidney Center patient Jose Camacho flashes a grin, thanks to volunteer dentistry services from Dr. Chris Pickel.





Our Asian Pacific Islander Kidney Health Fair in Kent is a colorful way to draw attention to kidney health issues.

## We empower people with accurate information.

- We developed Choices, a patient-focused, evidence-based class to help people understand the implications of their kidney disease diagnosis. A total of 518 individuals attended in 2010, up 50 percent from the prior year.
- We did one-to-one education for 90 new dialysis patients in the hospital last year.
- Good nutrition is a key to kidney health. Our Eating Well, Living Well class is geared to people with chronic kidney disease and their families. The class had 358 attendees in 2010. We held 72 sessions, up from 48 in 2009.

## We evoked our heritage as the world's first out-of-hospital dialysis provider when we awarded our highest honor to Dr. Robin Eady of London.



Dr. Robin Eady was a patient at the dawn of the technology developed in Seattle that made dialysis able to sustain life long-term. Forty-seven years later, retired from a career as an eminent dermatologist, he joined us as the world's longest-living survivor of kidney failure. In June we presented him our Clyde Shields Distinguished Service Award for his continuing advocacy for kidney patients to live life fully.

## OUR MISSION: EDUCATION

## We reach out to people of color because they are at greater risk for kidney disease.

Each year Northwest Kidney Centers hosts the Kidney Health Fest for African American Families. In June 2010, 680 people attended the free, daylong event filled with education, entertainment and healthy eating. More than half of eligible participants accepted our offer for free kidney disease screening, and we found 53 percent of those tested had abnormal findings. We also put on the Asian Pacific Islander Kidney Health Fair, and staff an information booth at dozens of community health fairs.

# 7,680

Hours donated by generous volunteers who extend our reach. More than 500 people turned out during the year to help Northwest Kidney Centers produce outreach events or deliver extra services in our dialysis units.

# \$18,000

in rehabilitation scholarships awarded to patients in need of training to go back to work.



African Americans have four times the risk that Caucasians do for kidney problems, so health screenings are a big part of our Kidney Health Fest.





A collaboration between Northwest Kidney Centers and UW Medicine, the Kidney Research Institute studies questions that can make tangible improvements in the lives of people with kidney disease.



The Kidney Research Institute focuses on improving detection, prevention and treatments for kidney disease and its complications.

The 2-year-old institute had received nearly \$20 million in funding from the National Institutes of Health by year-end.

- The Kidney Research Institute staff moved into 5,500 square feet of newly constructed space at Harborview Medical Center's Ninth and Jefferson Building in Seattle.
- A bench laboratory opened, fully equipped with a mass spectrometer, -80° C freezers for tissue samples, and other advanced tools. Northwest Kidney Centers is covering \$6 million of the startup costs.
- Recruitment began for Northwest Kidney Centers patients to participate in studies.
- A total of 17 studies are under way or soon to begin, focusing on the role of genetics, impact of lifestyle, and diabetes, as well as ways to improve dialysis outcomes.



Laboratory manager John Ruzinski places a sample in the Kidney Research Institute's chemistry analyzer, which can conduct 65 tests simultaneously.





Joyce Jackson, president and CEO, addresses an early-rising crowd at the Breakfast of Hope.

608

The number of Northwest Kidney Centers patients who lived below the federal poverty line of \$10,830 annual income in 2010. Donor support allowed us to provide 271 emergency grants to patients for utility bills, housing, food, transportation and medications.

We are a nonprofit dialysis provider with close community ties. Open-hearted donors are integral to making us a model in the field.

Thanks to philanthropic support, we are able to:

- Bridge the gap between insurance reimbursements and the cost of treatment.
- Offer programs for which we receive no other funding – like intensive nursing in special care units for the most medically fragile patients, or predialysis, nutrition and transplant education through our LivingWell with CKD program.
- Provide one-of-a-kind care to each patient.

Sponsors and donors set records at the eighth annual Breakfast of Hope, our principal fundraising event.

- A total of 853 people attended the breakfast in May 2010.
- Together we raised \$375,230 in support of transplant education and other Northwest Kidney Centers services – the most ever.

100%

We apply all of your donation to the purpose you designate.



As individual as Northwest Kidney Centers patients, our donors likewise are one of a kind.

Some donors have been patients; some honor a loved one with their support. Some are medical professionals who appreciate the marvelous complexity of kidney function. Some have no immediate connection with kidney disease and are moved to help in gratitude for their good health.

Some have the means to share great bounty. Others give more modest gifts that combine to create a pool of support for Northwest Kidney Centers and its patients. Many give generously of their time and talents.

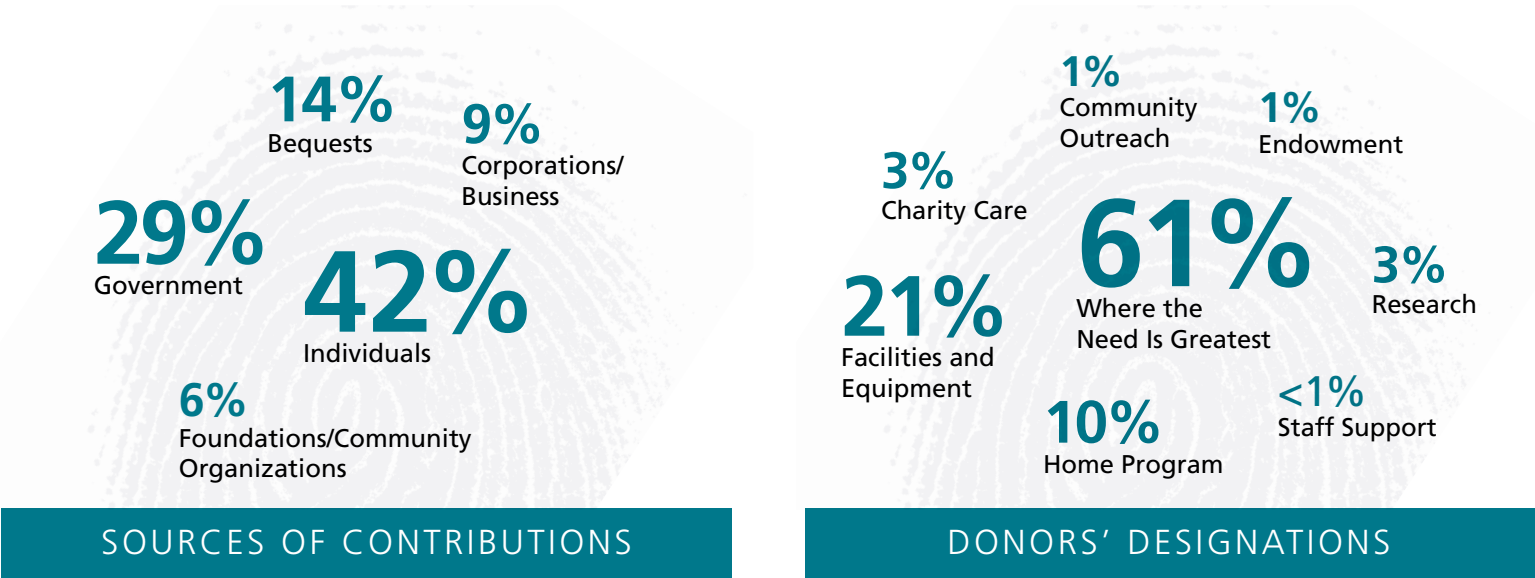
In whatever way you connect with us, we are deeply grateful for your gifts and we value what you share with Northwest Kidney Centers. As we sustain the lives of patients, your support sustains us as well.

Thank you again for your generosity during the past year.

Jane Pryor, CFRE  
Vice president of development and public relations  
Northwest Kidney Centers

# Northwest Kidney Centers exceeded 2010 budget goals

We provided 7 percent more treatments than budgeted, with corresponding revenue. We maintained tight expense control, and we enjoyed strong investment performance and generous support from donors. We are on a firm footing as we enter 2011, when Medicare, our largest insurance payer, will change its reimbursement structure for the first time since 1983.



Sources and uses of revenue			
Fiscal year ending June 30, 2010			
Sources of revenue		Uses of revenue	
Patient service revenue	\$89,330,838	Uncompensated care	\$15,300,000
Other revenue	24,259	Salaries and benefits	35,984,630
Contributions	1,915,390	Supplies and other expenses	31,454,906
Restricted contributions	57,974	Depreciation and interest	3,628,750
Investment income *	1,103,465	Support for research	1,000,000
<b>Total</b>	<b>\$92,431,926</b>	Provision for facility improvements, new equipment and new programs	5,063,640
		<b>Total</b>	<b>\$92,431,926</b>

\* Includes unrealized investment gains

Audited financial statements are available by request.

Northwest Kidney Centers is a 501(c)(3) not-for-profit, community-based health care provider. We spend 84 percent of our budget on direct patient care services.

## Our Donors

Thank you to all the dedicated donors who have given generously to support Northwest Kidney Centers during the fiscal year July 1, 2009 through June 30, 2010. We appreciate your support!



At the 2010 Northwest Kidney Centers Heritage Society luncheon: Clint Randolph, Audrey Miller, Bert Lundh and Nancy Spaeth.

### HERITAGE SOCIETY

We are grateful to the following individuals who have notified us of their intention to include Northwest Kidney Centers in their estate plans, or from whom we have received a planned gift. We honor at right those special donors who have made a bequest in their will, established a life income charitable trust or annuity, named Northwest Kidney Centers as a beneficiary of a life insurance policy or individual retirement account, or made any other planned gift. Bold type indicates people whose gifts we learned of this year.

- Anonymous

Ed\* and Katherine Boersma

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Cyrus Cryst, MD and Ann Merryfield

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Chan Lam Wong





“Northwest Kidney Centers is a not-for-profit and we have a focus on the community here. That’s important to me.”

Ashok Varma, chief technology officer at Northwest Kidney Centers, longtime donor and volunteer fundraiser at the Breakfast of Hope

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Gifts of \$100,000 +

Estate of Elizabeth N. Johnson  
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“I’ve had a healthy life that I would not have been able to have without a transplant. That means I can travel to Europe, earn a second college degree and coach softball teams.”

Arnie Mayer, a loyal, regular donor to Northwest Kidney Centers for 15 years





“I get to enjoy Larry’s company.”

John Backus, president of his family’s Lucky Seven Foundation, explaining why he donated a kidney to a college buddy. Northwest Kidney Centers matched the foundation’s \$10,000 challenge grant in 2010.

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“Northwest Kidney Centers is a pioneer in dialysis and is renowned for doing innovative work. And it is staffed by very fine people.”

Sharlee Eising, who with her husband, Peter, was an initial donor for the Michael R. Kelly, MD Endowment for Special Care

In this photo: Sharlee and Peter Eising





“I’m proud to be associated with a dialysis provider that’s nonprofit and that puts energy back into the community with extra training, teaching and extra services for its patients beyond the minimum provided by for-profits.”

Dr. Cyrus Cryst, medical director at our Port Angeles Kidney Center and member of Northwest Kidney Centers Foundation Board

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Grateful thanks to families and friends of the following individuals, who will be fondly remembered now and always at Northwest Kidney Centers.

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Christine Skrak, president of Triumph Expo & Events Inc., with team members who provide noncash gifts of exhibitor services at our outreach events

In this photo: Anthony Yaranon, Christine Skrak and John Wai





“It’s one of the best kidney centers in the United States. The patient care outcomes are above the national norms and the leadership is visionary in meeting the needs of kidney patients around this area.”

Luth Tenorio, former president of Northwest Kidney Centers Foundation Board and a member of the Heritage Society

In this photo: Luth Tenorio, PhD, RN and Norge Tenorio

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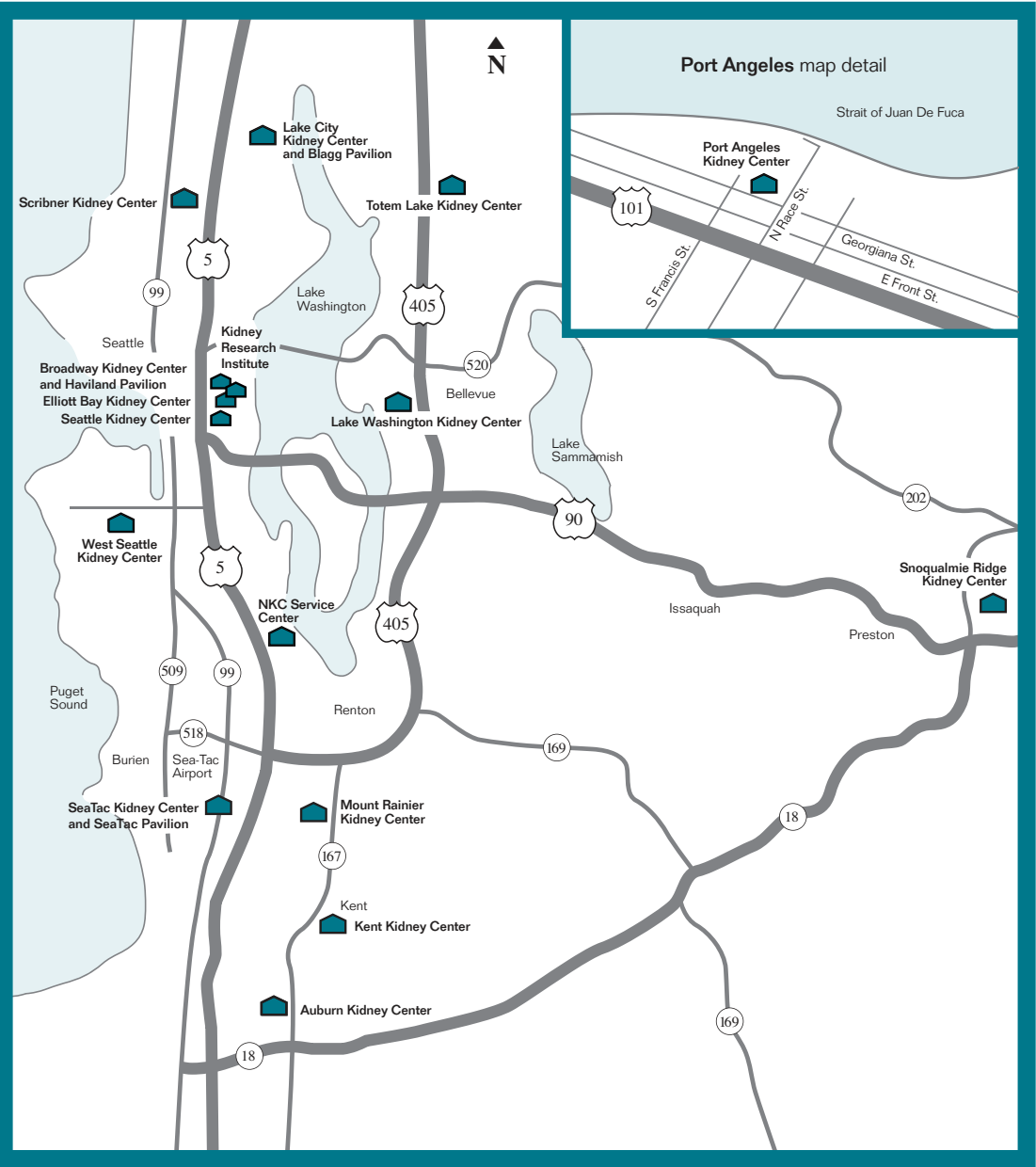
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