



## Blazing new trails

2013 ANNUAL REPORT

Northwest Kidney Centers is a regional, not-for-profit, community-based provider of kidney dialysis, public health education, and research into the causes and treatments of chronic kidney disease. Founded in Seattle in 1962, it was the world's first dialysis organization. It remains a model in the field because of its high quality services, community connections and generous donor support.



From left: Helen Nelson gets dialysis at our West Seattle clinic. Juliette Softli is a dialysis technician at West Seattle. Nutrition and fitness manager Katy Wilkens, on left, leads a workshop for dietitians.

## Tracking our numbers for 2013

1,526 patients in centers and at home

## 240,095

treatments in centers, hospitals and homes 42%

of patients in poverty (Medicaid-qualified)



# Leading the way into new territory

In the beginning, there was no trail to follow. At its inception in 1962, Northwest Kidney Centers was the world's first and only dialysis program. With no footsteps to trace, we blazed our own trail.

Our path is unusual in the United States: not-for-profit and accountable to our community, generously supported by big-hearted donors and volunteers, medium sized but influential on the national scene. Always, our guiding star is what is best for our patients. Our vision is to be the model in our field.

Although we come to work each day to keep people alive with dialysis care, we are able to step beyond that core mission thanks to donor gifts.

- Northwest Kidney Centers offers free classes for people in the community who want to optimize their health at any stage of kidney disease.
- We founded and continue to support the Kidney Research Institute, making promising strides toward better lives for people with kidney disease.
- We fund the training of five kidney doctors in year-long fellowships annually.

• We operate two special care units, unique in the nation, providing outpatient treatment with special equipment and intensive staffing for patients who are frail and medically challenged; anywhere else, they would very likely be hospitalized intermittently for dialysis.

All of this and more, because of your support. Please read further about where we have been this year and the new trails we plan to blaze. Thank you for staying the course with us.

Joya F. Jackso

Joyce F. Jackson President and CEO

2% homeless patients



employed among working-age patients 584 staff members





Retired Boeing manager Bub Dennis grew up riding horses under the big sky in Montana, and he hasn't stopped. When he learned his kidneys were failing, he knew he wanted home treatments so he could continue to do what he loves. He's been doing peritoneal dialysis since March 2013, and is happy with his choice. "I have the lifestyle I want. I can ride my horses. I don't have to travel to the center three to four times a week. Peritoneal dialysis enables me to have a life during the day," he said.







### Making strides toward improving patient care

People on kidney dialysis are vulnerable. Without their treatments, life expectancy shrinks to a matter of days. Their immune systems may be compromised by medications or disease complications. And every treatment – at least three a week – means opening the bloodstream to possible contamination. High quality care is essential.

Northwest Kidney Centers consistently outperforms the nation on Medicare's measures of patient survival, hospitalization, transplantation, optimal bloodstream access and immunizations.

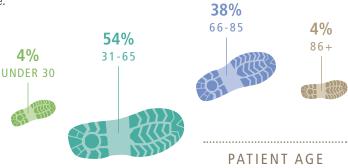
- Longer lives. Northwest Kidney Centers' adjusted mortality, taking into account patients' general health conditions, is 4 percent better than the national average. This means 39 more people are alive today because we beat the national average.
- New patients do much better. Our adjusted mortality rate for first-year dialysis patients, who are often very vulnerable, is 18 percent better than the nation.
- Fewer hospitalizations and trips to the ER. Our patients have 10 percent fewer hospital admissions and 6 percent fewer emergency room visits than the nation.
- More transplants. Our kidney transplant rate is 73 percent higher than the national average.

 Safe bloodstream access. The "gold standard" for hemodialysis blood access is a fistula. In 2012, the most recent ratings year, 72 percent of our hemodialysis patients had a fistula, compared to 65 percent nationwide. Another common means of blood access, the hemodialysis catheter, is dangerous. In 2012, 15 percent of our patients had a catheter, compared to 20 percent nationwide.

For full details, see www.nwkidney.org/quality. We proactively post our quality ratings to be transparent and accountable to the community that supports us.



U.S. Rep. Dave Reichert spoke at the opening of our 15th dialysis clinic, in Enumclaw.





Charlette Duckett has lived with in-center dialysis, then a transplant that lasted 7 years, and now peritoneal dialysis. "I love peritoneal dialysis," Charlette said. "It gives me mobility, flexibility. I can travel. I do everything. Being on dialysis takes some organization, but it's completely doable. It's part of my life now. It's no different than brushing my teeth or taking a shower. I don't think about it. Northwest Kidney Centers is like a security blanket for me. If there's a problem, I can call them up. They're always there."

# Charlette





### What makes a standout dialysis provider?

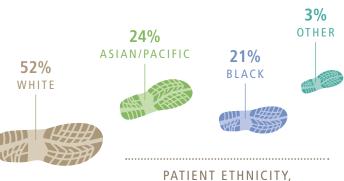
#### How can a dialysis provider make sure patients don't just survive, but thrive? Here are some ways we answer that question.

- Dialysis adequacy. Every one of our facilities met or exceeded the federal government's quality incentive program guidelines for adequate treatment, meaning thorough removal of waste and extra fluid during dialysis.
- Bloodstream access. Northwest Kidney Centers educates prospective patients about treatment options and preparation for dialysis. As a result, 36 percent of our patients begin dialysis with a permanent bloodstream access, which is much less prone to infection than temporary methods. Like adequacy, this is a measure of dialysis quality recognized by Medicare.
- Infection control. We make it a priority to reduce infections, which are preventable and yet the second-most common cause of dialysis patient death, after cardiovascular events.
- Treatment options. Northwest Kidney Centers actively promotes home dialysis, which allows patients to have longer and more frequent treatments. Of our 1,526 patients, 257 did self dialysis at home.
- Clinic hours. We have dialysis centers open from 5 a.m. to 1 a.m., 7 days a week. We don't want dialysis to get in the way of employment, schooling, worship or family activities.

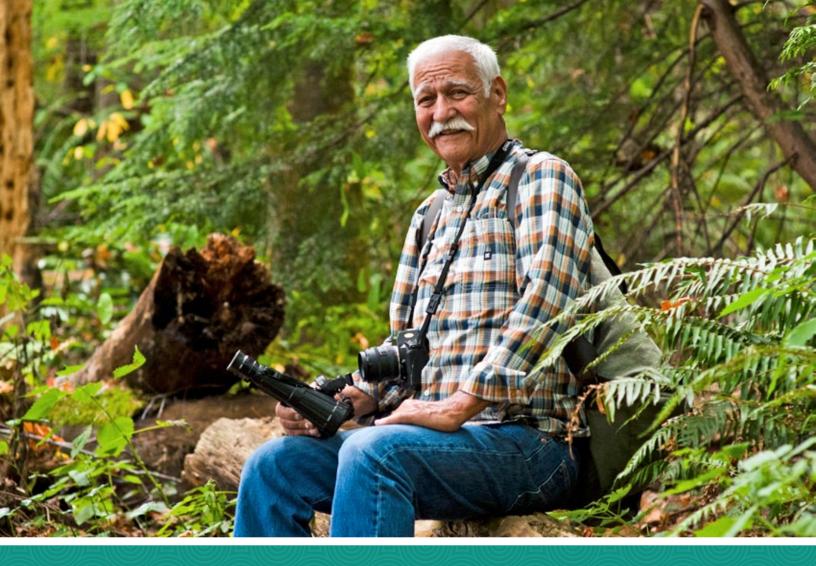
- Support services. We operate one of the country's oldest renal specialty pharmacies, and offer a wide range of social, nutritional and dental support services for patients.
- Coordinated transitions to and from hospitals. We piloted two programs to improve information flow and coordination with other members of a patient's care team, and to make the best use of community health resources. We are doing triage at Harborview Medical Center's emergency department, and working on electronic communication systems with Valley Medical Center.



Ronald D. Kelsie got dialysis treatments in our Renton clinic before his kidney transplant.

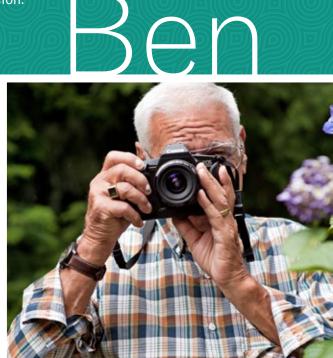


PATIENT ETHNICITY, NORTHWEST KIDNEY CENTERS



Ben and Renate Reali have attended several free classes at Northwest Kidney Centers, including the new Next Step Transplant class. "As much as we may think we already know, we always learn a bit more," said Renate. Ben is on dialysis at our Totem Lake clinic, not far from home. Renate got tested to see if she could donate a kidney to him, and was surprised to learn she also has chronic kidney disease. "You realize you better accept it and do what you have to do," said Ben. "We're both determined that kidney disease is not going to put us out of commission."







### Steering people away from becoming patients

We teach all the time. Each patient gets instruction from a nurse educator, a registered dietitian, social worker and financial case manager. Our high-quality patient education materials are even used in other dialysis organizations.

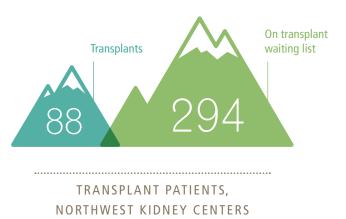
But because Northwest Kidney Centers is a not-for-profit health care provider, we take it upon ourselves to educate people who are *not* our patients as well. For some, it may mean they never reach kidney failure; for others it means living long and well with a healthy transplanted kidney.

- We hold free classes for people with advancing kidney disease, to help them understand the choices they can make to treat impending kidney failure. This year, 31 percent more new patients completed the class before they began dialysis, compared to last year. Research shows that they will stay healthier longer.
- We added Next Step Transplant to our roster of free classes, to help people consider this treatment option in detail. For those already living with a donated kidney, we offer Living Well with a Transplant, taught by a pharmacist and a dietitian.

- We hosted the 11th annual Kidney Health Fest for African American Families, educating and screening members of a high-risk group for kidney disease. More than 600 people attended.
- We used 50th anniversary observances as a platform to educate the public about kidney disease. Ragan's PR Daily recognized the celebration as the year's best traditional marketing campaign by a U.S. nonprofit.



A volunteer checks in a patient for kidney disease risk screening at the Kidney Health Fest for African American Families, hosted by Northwest Kidney Centers for 11 years. We screened 129 people this year.





Karlien Greeff has lived with chronic kidney disease for 30 years, including 14 years with a transplant donated by her father. When it failed this year, she decided to do dialysis treatments at home. "I chose peritoneal dialysis because I have a full-time job, a full-time family," Karlien said. "I don't want to dialyze in-center and be away from my family. It's important for us to have dinner together. It's important that we live as full a life as possible. This is our life, and kidney disease and dialysis will not hamper us."

# Karlien





## 570 patients registered for future research studies

### Heading for better outcomes

About 300 of our 1,500 patients are now participating in studies conducted by the Kidney Research Institute, Northwest Kidney Centers' collaboration with UW Medicine.

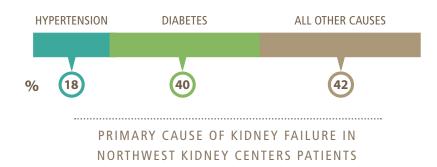
- A growing bank of findings. Since its inception five years ago, the Kidney Research Institute has launched 46 clinical studies and published more than 470 scientific papers.
- Great return on our investment. Started with a gift of \$6 million from Northwest Kidney Centers, it has since attracted \$35 million in federal grants.
- We continue to back a winner. This year Northwest Kidney Centers' board of trustees reaffirmed our pledge to provide seed money for preliminary investigations, laboratory infrastructure and other operating needs not tied to specific grants. We committed \$2 million in continuing funding for the Kidney Research Institute in 2013, with the intention to furnish an additional \$4 million in coming years.



Research scientist Denise Rock examines a specimen at the Kidney Research Institute.



Research coordinator Noah Citron measures the lung function of Rocio Banuelos, a patient. It's part of a study to understand loss of physical and mental function among people with chronic kidney disease.





## \$1.8 million in contributions recorded for the year

### Donor support means a brighter future

#### Fiscal year 2013 began in the middle of Northwest Kidney Centers' 50th anniversary calendar year. We had a lot to celebrate.

- Our 50th anniversary gala raised \$650,000 for kidney research. The 842 attendees at the 11th annual Breakfast of Hope raised \$325,000 for patient nutrition services and charity care.
- A capital campaign transformed our 700 Broadway building in Seattle into a comprehensive kidney resource center. We surpassed the \$1.5 million goal, raising a total of \$1.7 million in the 18-month campaign.
- For the year, we recorded \$1.8 million in contributions, with 100 percent of board members and senior management donating, along with 74 percent of the organization's department and dialysis clinic managers, and 60 percent of physicians.
- Donors made 9 percent more gifts in 2013 than in 2012, for a total of 5,520 gifts.

- The Heritage Society welcomed eight new members who notified us that Northwest Kidney Centers will be included in their estate plans. Membership in the society now totals 166.
- We enjoyed the services of 563 volunteers, who contributed 8,425 hours.

Thank you for your part in the year's successes. We deeply appreciate your generous support for our mission of patient care, education and research.



Vice president Jane Pryor, center, leads Northwest Kidney Centers' development team. She enjoys the 50th anniversary gala with her husband, Dan, and CEO Joyce Jackson.



#### **GARY AND CATHERINE BYLUND**

"We have a very personal connection to kidney disease. My mother passed away as a result of it. It's one of those silent crosses that so many people bear - people we work with, people we go to church with. It's time to do something about it." - Gary Bylund

Gary and Catherine chaired Northwest Kidney Centers' 50th anniversary gala, which raised more than \$650,000 for research. They're also volunteering on the organization's 2013 gala committee.

## \$2.7 million community benefits delivered

### Ready for the next leg of our journey

Northwest Kidney Centers continues to be the predominant kidney care provider in King County, delivering 79.5 percent of all dialysis treatments in our service area.

- Controlling costs. We gave 3 percent more treatments this year, but reduced the cost per treatment by 1.9 percent thanks to growth, renegotiating contracts, refinancing debt, purchasing carefully, scheduling better and working more efficiently.
- Preparing to meet demand. We invested \$10.9 million in capital projects including our new Enumclaw clinic, five stations at SeaTac, and new dialysis machines and chairs at several locations. We also purchased our building in Lake City, which we had leased since 2002.
- Living with uncertainty. We are pleased to be fiscally fit, knowing that the coming year will bring undetermined cuts to Medicare dialysis reimbursement and hard-to-anticipate ramifications of health care reform. We know we will need to remain nimble.

#### Sources and uses of revenue Fiscal year ending June 30, 2013

#### **SOURCES OF REVENUE**

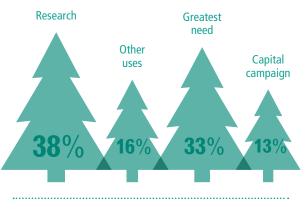
Patient service revenue \$96,633,546
Contributions 1,832,597
Investment income 1,146,988
Total\$99,613,131

#### **USES OF REVENUE**

Salaries and benefits	51,101,594
Supplies and other expenses	39,696,306
Depreciation and interest	5,298,978
Provision for renovation, new equipment and new programs	3,516,253
Total	\$99,613,131

Audited financial statements are available by request.

Northwest Kidney Centers is a 501(c)(3) not-for-profit, community-based health care provider.



GIFT DESIGNATIONS



SOURCES OF CONTRIBUTIONS



#### JIM BAUMAN

"I want to support research and education. I really wasn't apprised of my condition until my kidney function was already less than 50 percent. People need to get regular checkups to catch kidney disease early, and primary care physicians need to make a point of checking for kidney disease, especially with people who have diabetes."

Jim Bauman, an entrepreneur who has owned and operated three successful auto businesses in the Seattle area, found out he had kidney disease in 2004. Jim has made plans to make a gift to Northwest Kidney Centers in his will.

#### CASCADES SOCIETY, LIFETIME DONORS OF \$100,000+

Catherine G. Chism\*

Anonymous (3) Aksys, Ltd. Alaska Kidney Foundation Aldrich + Associates, Inc. Amgen, Inc. Dorothy A. Anderson\* Anderson Foundation Paul M. Anderson Foundation B. Braun Medical Inc. Jacqueline D. Barnard\* Philip G. and Inez J. Bowman\* Mary Brill\*

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Cumulative totals are as of June 30, 2013.

Ethel H. Taylor\* TEW Foundation Triumph Expo & Events Arthur Tuttle\* UW Medicine Virginia Mason Medical Center Maurice J. Weber\* Harry and Clare Cayo Wilson Trust Irene Wockner\* T. Evans\* and Ann P. Wyckoff

#### HERITAGE SOCIETY

We thank those who have included Northwest Kidney Centers in their estate plans with a bequest, charitable trust or annuity, life insurance policy or individual retirement account, or any other planned gift.

**Current members** Anonymous (15) James E. Bauman **Richard and Diane Bloch** Ed\* and Katherine Boersma Farl Ruell Charles W. and Naomi Burk **Evelyn Clark** Carol A. Cramer Cyrus Cryst, MD and Ann Merryfield John\* and Jean Derrig MaryAnn Eschbach Alene G. "Pat" Farr, RN Pat Woodruff Gaillard Audrey Hollinger **Gary and Parul Houlahan** Joyce F. Jackson **Dorothy Kewley** Louise D. Legaz Gloria Lomax Bert and Jarene Lundh Dawn Marsh Arnie Mayer **Ruellene Morganti** Sharon M. Pahlka William Parkinson William L. Peckham Peter and Christie Raffa

**Dorothy Reimer** 

Colleen Swift Schafer Matthew M. Seto Duane Shield Annette K. Siversen Greg and Ruth Sneed, RN Nancy H. Spaeth, RN Luth M. Tenorio, PhD, RN

#### In Memoriam

Anita Allison Dorothy Anderson **Oscar Anderson** Tillie Anderson **Rosalie Bacior** Jacqueline D. Barnard Edith Sophia Bengtson Anna Bergman Inez J. Bowman Philip G. Bowman Kathleen Branley Mary Brill Frederick Campion Brookes Clement J. Carlson Margaret Chew Catherine G. Chism Belle S. Coan V. Louise Companion Katherine P. Conover M. Genevieve Daley

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\*Deceased **Bold** = gifts we learned of this year



#### JULIE AND BRIAN FORCUM

"Northwest Kidney Centers feels very connected to the community. It provides total care for local patients, yet the research institute also gives it this global link." – *Brian Forcum* 

Kelly Coffing

Brian and his wife, Julie, began giving to Northwest Kidney Centers in 2005 after his kidney disease diagnosis. Brian is a member of the Foundation Board and Julie volunteers on the gala committee.

#### **Thank you** to our dedicated donors who generously supported Northwest Kidney Centers between July 1, 2012 and June 30, 2013.

#### **ENDOWMENTS**

Income from an endowed fund fulfills the donors' intention in perpetuity.

Christopher Blagg, MD Scholarship Endowment Anna Briglio Driano Patient Support Endowment Dominick V. Driano Patient Care Endowment Julee Renee Fernandez Research Endowment Vincent A. Gervais Scholarship Endowment James W. Haviland, MD Scholarship Endowment Gladys L. Jackson Charity

Care Endowment Michael R. Kelly, MD

Endowment – Special Care

Victor F. Knutzen Patient Emergency Endowment

Hilja Alt Mangold Research

Endowment John Moffitt Scholarship

Endowment Northwest Kidney Centers

Endowment

Elmer Nordstrom Emergency Transportation Endowment

Dorothy Phillips Emergency Grant Endowment

Damian Potts Scholarship Endowment

Kiyoko A. Seto Research Endowment

Scribner Clinical Research Endowment

Elenora Wydick Research

Endowment

Haruko Yamada Research Endowment Gifts of \$100,000 or more Norcliffe Foundation Ann P. Wyckoff

#### Gifts of \$50,000 - \$99,999

Gladys Rubinstein Harry and Clare Cayo Wilson Trust

#### Gifts of \$25,000 - \$49,999

Aldrich + Associates, Inc. Gary and Catherine Bylund Davis Wright Tremaine LLP Dialysis Clinics, Inc. Fresenius Medical Care NAI Puget Sound Properties Dean and Gwenn Polik John T. and Cindy Tran UW Medicine

#### Gifts of \$10,000 - \$24,999

Alaska Airlines Amgen, Inc. Paul M. Anderson Foundation Anderson Foundation Robert and Veronica Bagshaw Paula Begoun Jon and Bobbe Bridge Virginia C. Broudy, MD and David Broudy, MD The Capital Grille Estate of Catherine G. Chism El Gaucho - Mackay Restaurants First Choice Health Phelps and Christel Fisher **Bill & Melinda Gates Foundation** Robert and Penny Genise **Greene Wealth Management** Gary and Parul Houlahan Joyce and Craig Jackson, MD Kidney Research Institute Fu-Kuen Lin, PhD Todd and Cheryl Marangon Premera Blue Cross Elizabeth B. Ruthford Sabey Corporation Satellite Healthcare Swedish Medical Center **Diane** Tice **Triumph Expo & Events** 

Virginia Mason Medical Center Washington Dental Service Nathan and Debra Weinberger Wells Fargo Insurance Services David and Jeannette Wilde

#### Gifts of \$5,000 - \$9,999

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#### Gifts of \$1,000 - \$4,999

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Livingston and Christi Holder



#### DAWN MARSH

"A lot of people are frightened when they first get diagnosed, and I'm really glad Northwest Kidney Centers is focused on helping these pre-dialysis patients learn how to slow the disease down. People don't understand that it is a lifelong disease, even with a transplant."

A transplant recipient, Dawn served as secretary of the Northwest Kidney Patients Association in the 1990s. She has been a member of the external affairs committee and advocated for legislation in Olympia. She recently included Northwest Kidney Centers in her estate plans.

Nintendo of America, Inc. **Ray Nomura** North Star Electric, Inc. Northpoint Consulting Placida and Rex Ochi, MD Maureen O'Connor R. Thomas and Carol A. Olson **Olympic Interiors Olympic Peninsula** Kidney Center Ernie and Janice Omri, RN PACLAB Network Laboratories Sarah H. Patterson and Chuck Kinsey Todd and Tiffany Patterson Susan A. Peckham **Bill Peckham** Diana Perkinson, MD and Bradlev Perkinson, MD Palmer and Katy Pollock Porcelain Gallery Inc. **Deb and Arnie Prentice** Daintry N. Price and Jeff Kiser Betty J. Proctor Daniel and Jane Pryor Puget Sound Blood Center Puget Sound Data Systems Puget Sound Kidney Centers PwC Clinton C. Randolph Larry and Tricia Richards Hyun Hee Rim, RN Raleigh Roark and Mary Elizabeth Preslar Glenda V. Roberts and **Calvin Sturdivant** Bernadette R. Rollolazo, RN Douglas C. Ross Russell Lowell Catering Safeway Foundation **Colleen Swift Schafer** Schedulewise Melody and Tom Scherting Scott & Scott, LLP Seattle Theatre Group Dave and Leslie Seman, ARNP Barbara and Joe Shickich Sign Associates, Inc. Susan Silberman Stirrett Johnsen, Inc. John C. Stivelman, MD Scott and Linda Strandjord Patricia D. Taylor Norge and Luth Tenorio, PhD, RN

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#### Gifts of \$500 - \$999

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#### **BRYAN RUSH**

"I like to think I'm in-the-know about things. But until my diagnosis, kidney disease just wasn't on my radar. Everyone knows about breast cancer; we need this awareness for kidney disease."

After six months of dialysis, Bryan received a transplant from his sister Pam. Between work and family life, he volunteers on Northwest Kidney Centers' external affairs committee, and has advocated in Olympia and Washington, D.C. for legislation in support of kidney patients.

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#### **DR. MICHAEL SUTTERS**

"We're trying to keep people going with the most dignity and comfort. A doctor's responsibility is to be clear and compassionate. The patient is involved in the decision-making process, so everyone has a clear understanding of the care they wish to receive."

Dr. Michael Sutters is medical director of Northwest Kidney Centers' special care unit in Seattle (as of July 1, 2013) and a donor to the organization. His focus is on improving the quality of life for very ill kidney patients.

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"We treat every patient as an individual, and we, the staff, all work together to manage their care. Northwest Kidney Centers isn't just about dialysis – we work hard to make each patient feel the best they can feel."

Bernadette started as a staff nurse at Northwest Kidney Centers in 1987, and has been a case manager|patient educator for the last decade. She gives to Northwest Kidney Centers through payroll deduction.

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#### DR. DOUG JOHNSON, DIALYSIS CLINIC, INC.

"The staff and leadership at Northwest Kidney Centers are top-notch – they are an esteemed group that take the lead in advocating for patient care and rights. It is an incredible organization."

Dr. Doug Johnson, left, is vice chairman of Dialysis Clinic, Inc. Northwest Kidney Centers and DCI are colleagues in the Nonprofit Kidney Care Alliance, as are Centers for Dialysis Care (Diane Wish, center), Independent Dialysis Foundation (Dr. John Sadler, left) and Satellite Healthcare. These organizations made combined gifts, totaling \$50,000 in honor of our 50th anniversary, to support Next Step Transplant.

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"Through our involvement over the years, we've learned a lot about Northwest Kidney Centers and the work they do. It's great to be part of such a community event."

*Gilbert Whitman is part of the African American Veterans Group of Washington, which volunteers at Northwest Kidney Centers' Kidney Health Fest for African American Families. The group has supported the fest for the past seven years.* 

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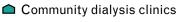
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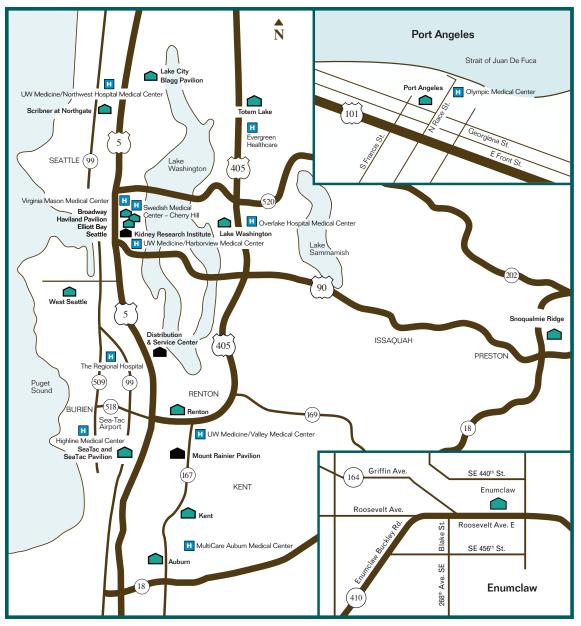
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Other Northwest Kidney Centers facilities

#### Hospitals where Northwest Kidney Centers provides dialysis



Peritoneal dialysis support: Auburn || Lake City || Lake Washington || Port Angeles || Renton || Seattle Home hemodialysis support: Renton || Seattle Special care: Kent || Seattle

375 people started dialysis 38%

of new patients attended our predialysis class 44

our locations

studies underway at Kidney Research Institute

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## Are you at risk?

#### Kidney disease is a concern if you

- Have diabetes or high blood pressure
- Are related to someone with kidney disease
- Are African American, Native American, Hispanic, Asian or Pacific Islander
- Are obese
- Are age 60 or older

If one of those descriptions fits you, ask your doctor for three simple tests:

- 1 Blood pressure
- 2 Check for protein in your urine
- 3 Check for a waste product called creatinine in your blood

1 in 7 adult Americans have kidney disease. Most don't know it.

patients joined transplant list thanks to Access to Dental

13

patients signed up for future research staff turnover

8%



#### Live. Learn. Hope.



700 Broadway Seattle, WA 98122





### Stan Iwata

On the front cover

It has been a long, winding road for Stan Iwata as he's navigated health issues. High blood pressure in spite of a healthy lifestyle eventually led to kidney failure 4 years ago. He's dealt with hospitalizations, kidney cancer and overall reduced strength. Stan works full-time, does peritoneal dialysis and is on the transplant list. "I want to be here for my kids. I want to hike and backpack again. I just move on from day to day, because it's not in my nature to become a victim. It doesn't help to feel down."

**Tell us your story.** Visit www.facesofnwkidney.org

#### Our mission

To promote the optimal health, quality of life and independence of people with kidney disease through patient care, education and research.

Our vision

To be the model in our field.