

Providing choices,
empowering lives.

2016
ANNUAL REPORT

Thank you for your choice
to share our vision.



“This is an organization that we’re supporting 100 percent. My wife and I just jumped on board; we’re very strong supporters of what they do.”

Todd Marangon is senior vice president of AHT Insurance, a broker for employee benefits. AHT is a corporate sponsor of Northwest Kidney Centers events and Todd and his wife, Cheryl, are major donors.



“People don’t think it can affect them. Young people, the elderly, minorities – kidney disease can happen to anyone.”

Guled Malin volunteers at health fairs for Northwest Kidney Centers, speaking to people about kidney disease, ways to prevent it and how to get tested for it.



“Northwest Kidney Centers was always there for my mom and that’s why we donate. Dialysis gave us three and a half more years with her that we wouldn’t have had. And I was just so impressed with how kind and supportive they were to her. She always felt like there were people she could talk to.”

Claudia and Frank Holzberger make regular donations to Northwest Kidney Centers in memory of Claudia’s mom, Rita, who was treated at our Lake City clinic starting in 2007.



The provider of choice

Our leadership spent hours this year crafting a strategic plan to be our guidestar over the next five years. To shape it, we reconsidered our vision of Northwest Kidney Centers. We envision our organization to be: the provider of choice.

We mean that in several ways. We want to be the first choice to provide life-sustaining treatment when anyone in King or Clallam county needs dialysis. We are on track, serving 80 percent of the people in our area who have chronic kidney failure.

As well, we want to provide patients with choices that foster quality of life and independence. If they choose to work during the day and get dialysis in the evening, we offer that choice. If they want a dialysis schedule with weekends off – or a weekend day on – we offer that choice. Self-dialysis at home? We cheer for that choice and make it happen. A transplant – by all means; we teach people how to improve their chances.

We also reach out into the community to help our neighbors understand what makes a healthy lifestyle, and we work aggressively to reach a future without kidney health challenges through our collaboration in the Kidney Research Institute. We are able to be more than just another dialysis provider thanks to loyal staff, big-hearted volunteers and generous donors.

Whatever the form of your connection to us, thank you for your choice to share our vision.

Joyce F. Jackson
President and CEO



Gary R. Houlahan
Chair, Board of Trustees

Technician Lily Lapworth checks on Kendall Harris during his dialysis treatment at our Elliott Bay clinic.





Northwest Kidney Centers was one of a few dialysis providers invited to a June White House summit in Washington, D.C., to help increase access to transplants and reduce the waiting list.

Gerry Crouch and his partner, Marcia Green

“Every night when I go to sleep, I go through my appreciations... for the kidney center, for the staff that works there and does such a good job... I’m just thankful. Chronic kidney failure is incurable and disruptive to life as usual. It was a shock. It’s really difficult. Last December was a dark time. I did not feel well. I was in the hospital. I didn’t know if I wanted to continue on with life. I had nausea all the time. Little by little I started feeling better. I decided my journey here wasn’t through. I felt like I still had a purpose. I have a close family. My three adult children and my partner, Marcia, are really supportive.”

LIVE

We grow bigger and perform better

Our roster of 1,661 patients is the most we’ve ever served. Demand for our dialysis services has grown fast and we’ve flexed to respond.

Our peritoneal dialysis program, in which we support people who do one type of home dialysis, grew 25 percent in 18 months. In-center treatment numbers climbed 5 percent overall, but by much more in our South King County clinics. In response, we expanded capacity at our clinics in SeaTac and Renton, and got approval to add stations in Enumclaw. Meanwhile, our hospital services team performed 8 percent more treatments than in 2015.

- ▶ Every one of our clinics met the standards of Medicare’s quality incentive program, despite the growth surge.
- ▶ We boosted patient survival almost 5 percent since 2014. It’s now 84.5 percent, compared to the national annual rate of 82.6.
- ▶ Our patients receive kidney transplants at a rate 70 percent higher than others across the country.
- ▶ Our patients are hospitalized 16 percent less often than the national average, and return trips to the hospital dropped from 28 percent to 24 percent.

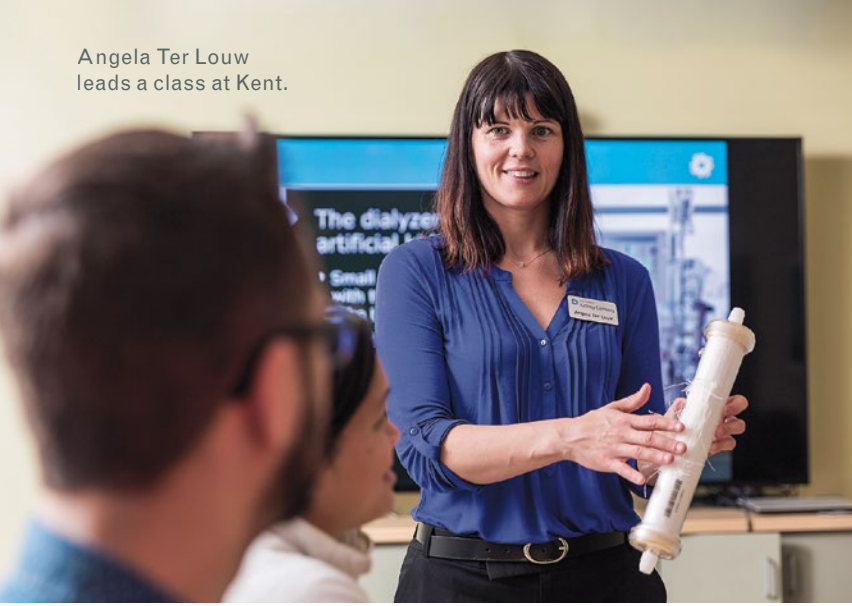
- ▶ An enhanced alert system now notifies us within five minutes when one of our dialysis patients goes to an emergency room or is admitted to a hospital; the notifications enable us to better coordinate care when the patient returns to us.
- ▶ We standardized a process to screen all patients for depression and pain, and then refer those who need additional services. We also formed a partnership with Navos, a community mental health agency, to improve support for patients with mental illness and for the staff members who care for them.



Rachel Becker, dialysis unit manager and donor, started her career as a nurse in Thailand. After she relocated to the United States in 2002, her first job was at Northwest Kidney Centers. She’s been the nurse manager of our Kent clinic since 2014.



Angela Ter Louw leads a class at Kent.



Graduates of our Choices pre-dialysis class select safer blood access devices, choose home dialysis more often and are less likely to begin dialysis on an emergency basis.

Jose Salas

“After my kidneys failed, it took me a year and a half to work my way back up to two hours of tennis at a stretch. I didn't tell my co-workers when I started dialysis. I had been coordinating Boeing's tennis league but I started to get exhausted after only 15 or 20 minutes. I gave up competitive tennis for a while, but my peritoneal dialysis care team strongly encouraged me to keep going. It took some time, but I learned that once you get past the fatigue, you can get back to enjoying the activities that you love.”

Empowered patients make wise choices

LEARN

In a perfect world, dialysis would no longer be necessary. With donor support, we work to make the perfect world a reality. One way we do that is with public health education.

- ▶ We launched an initiative to raise awareness of diabetes as the leading cause of kidney disease. We began our initiative with sponsorship of this year's American Diabetes Association events.
- ▶ We reach out to people in the early stages of kidney disease, offering custom-created classes to help them maximize their kidney health and avoid or delay dialysis. Follow-up research shows that people who attend our classes make choices that keep them healthier.
- ▶ We began medication reconciliation for new dialysis patients, in which a pharmacist meets one-to-one to help them understand their medications and introduce our specialized pharmacy service.
- ▶ We established a professional archives to preserve documents and artifacts related to our heritage as the world's first dialysis organization. The archives is adjacent to our Seattle dialysis museum, which

attracts several hundred visitors annually. This year, it was featured on the Travel Channel's "Mysteries at the Museum."

40% of our patients have kidney failure caused by diabetes



Northwest Kidney Centers was a prominent sponsor at the Tour de Cure diabetes event. Home hemodialysis nurse manager Janice Omri, second from left, captained our team. Her work/ride colleagues are Teresa Graham, Carol Pettes, John Vandermay and Anna Aslanidi.





Kidney Research Institute investigator Dr. Jeremy Duffield prepares a sample.

Northwest Kidney Centers patients are involved in studies about blood sugar variation in people with diabetes and kidney disease, muscle loss in chronic kidney disease, treatments for low mood in dialysis patients, palliative care and optimizing peritoneal dialysis.

Ollie Owens with grandson DeJuandre McCintyre

“I’ve been on the transplant waitlist since I started dialysis. The doctor said it could take 5 years, so maybe I’m getting close. At first dialysis is kind of depressing and hard. When I got used to it and saw I could still do most of what I used to, it was OK. I still like to go fishing. I take the grandchildren to Alki. They turn rocks over and find little crabs. We go to the park and they swing. I exercise and leave salt alone. Sometimes I wish I could eat anything I want. But I get just a little taste and then it’s enough.”

Research offers hope to transform lives

HOPE

The 8-year-old Kidney Research Institute, our collaboration with UW Medicine, has matured into an investigative powerhouse. Northwest Kidney Centers provides funds for preliminary studies and for basic equipment that is not covered by grants. There are now 62 studies underway and the results are beginning to impact medical practice.

with the University of Washington Department of Bioengineering. The new center brings together creative minds from various academic disciplines, and it aims to make a quick impact to improve longevity, quality of life, rehabilitation and chances for a kidney transplant.

62 studies underway

- ▶ Results were published this year from the Kidney Research Institute’s widely followed study determining that the prototype wearable artificial kidney is safe and effective.
- ▶ The Kidney Research Institute opened space for clinical research at a second Northwest Kidney Centers location, the Scribner Pavilion in Seattle near Northgate Mall. Having a facility with convenient parking near I-5 but outside the downtown core is making it easier to recruit patients from north Seattle and Snohomish County.
- ▶ The Center for Dialysis Innovation was announced. It’s a partnership of the Kidney Research Institute



Carol Carlson has a chat with her social worker, Marion Wilson, at our Renton clinic.





JIM AND SANDRA LIMING

“Northwest Kidney Centers is local and regional. I know my donations stay here. It’s one of the institutions Seattle can point to as one of its own, like Microsoft and University of Washington.”

Jim Liming is a member of Northwest Kidney Centers Foundation Board. He is a senior vice president at Heritage Bank, an annual sponsor of the Breakfast of Hope and table sponsor at the Discovery Gala. He and his wife, Sandra, are major donors.

Fatima Valentine

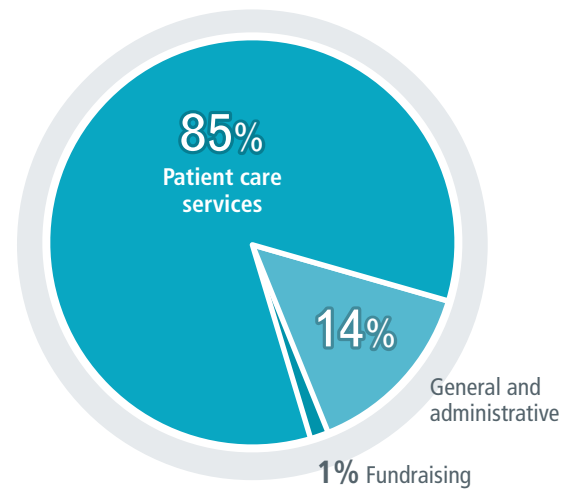
“I had high blood pressure for 30 years but I always stopped taking medicine because of the side effects. I ended up in the hospital, and then on dialysis. Coping with illness is just another way to exercise my faith in God. Northwest Kidney Centers has a great program. When I first started dialysis, it was at the SeaTac center three days a week. I fell in love with all of the techs. I’d pass the time during treatment crocheting hats and scarves for them. These people really care about me.”

Financial strength furthers our mission

GROW

Total revenue **\$120 million**

2016 EXPENSES



We are here for the long term, committed to providing a vital community health service. Fiscal stability allows us to weather unexpected changes in payments or a potential business interruption. It also enables us to continue investing in new care models and growth strategies.

Our revenue comes from three sources:

- ▶ Patient care payments. Our conservative budget estimates did not anticipate the swell of demand for dialysis this year. Treatment volume was up almost 7 percent. Meanwhile, we held the line on costs.
- ▶ Philanthropic support. Your generous gifts continued at a high pace.
- ▶ Investment returns. This year, returns reflected a down market.

Audited financial statements are available by request. Northwest Kidney Centers is a 501(c)(3) not-for-profit, community-based health care provider.



Dialysis technician Todd Doyle checks on Kathryn Martin during a treatment at our Elliott Bay clinic.

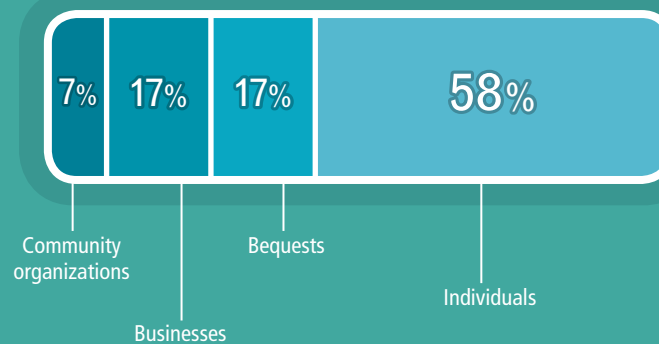




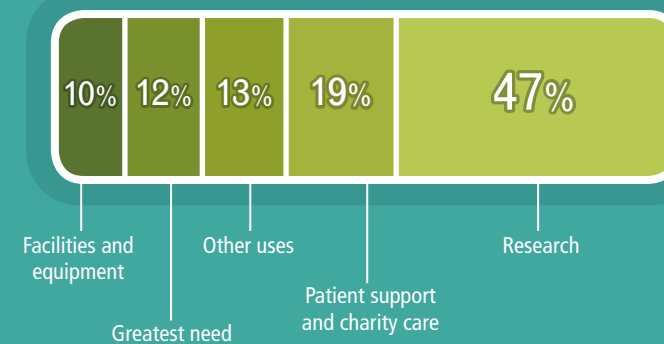
Stanley Hand at a treatment in Renton.

State-of-the-art equipment helps patients thrive. We replaced dialysis machines at clinics in Bellevue and Snoqualmie Ridge, and purchased new portable water treatment and hemodialysis machines for hospital services.

2016 GIFT SOURCES



2016 DONOR DESIGNATIONS



Community support allows us to do more

GIVE

\$2.1 million
in charitable gifts this year

- ▶ A video conferencing system that links our clinics and cuts down on travel time and expense.
- ▶ A generator to provide emergency power at 700 Broadway.
- ▶ Charity care for those who need it.

Your gifts empower us to innovate, support research and educate the community. Here are some of the ways we used unrestricted donor gifts this year – projects that would have been more difficult without community support:

- ▶ Remodel of the Elliott Bay clinic – a floor-to-ceiling refurbishment that required relocating patients and staff for 5 months.
- ▶ A state-of-the-art Aquaboss water delivery and purification system at Lake City to improve safety and save water.
- ▶ New equipment for added dialysis stations.
- ▶ Remote interpreter services for 100 languages available to patients at all clinics.

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.



Jane Pryor, vice president of development and public relations



Rich Bloch, Foundation Board chair, 2015-16



Debbie and Kent Treen chaired the 2015 Discovery Gala, which raised \$711,200 for kidney research.

\$398,000 raised for patient support services and charity care at Breakfast of Hope.



GEORGE TANIWAKI

“Northwest Kidney Centers’ support for transplant as a treatment option is incredible. To promote transplant as aggressively as Northwest Kidney Centers does means they’re looking out for patients’ best interests rather than their bottom line.”

In 2010, after extensive testing, George Taniwaki donated his kidney to an anonymous recipient. The following year, he began volunteer work at Northwest Kidney Centers and annual gifts to support our work.

We couldn’t do it without you

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

These donors have earned our gratitude for cumulative gifts that significantly advanced our mission. Totals as of June 30, 2016.

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SHARON PAHLKA

“Northwest Kidney Centers is wonderful. I didn’t realize how lucky we were until I traveled for speaking engagements and dialyzed at other centers.”

Although she felt good throughout her 20 years on dialysis, Sharon Pahlka’s doctor encouraged her to explore transplant. Now retired from work as a life coach, she still has the kidney she received from her brother in 1994. Sharon has volunteered for Northwest Kidney Centers since her earliest days on dialysis. She also supports the organization financially.



RUSS STEPP

“I’d been looking for some way to do whatever I can to help people with kidney disease come to some better outcome. Northwest Kidney Centers really takes a holistic approach. I couldn’t ask to be part of a better organization.”

Russ Stepp is a member of Northwest Kidney Centers Foundation Board, fundraising for the organization and supporting it personally as well. He joined in 2012, four years after a kidney transplant with his wife, Yvette, as donor.

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2016 by the numbers

256,769

treatments in clinics, hospitals and homes

61

average patient age

16%

employed or in school

45%

of patients in poverty (Medicaid-qualified)

18

transplants made possible by Project Access Northwest dental services

513

volunteers

8,532

volunteer hours

627

staff members



1,110
pharmacy customers







1,661
patients

18%
on home dialysis



623
class sessions

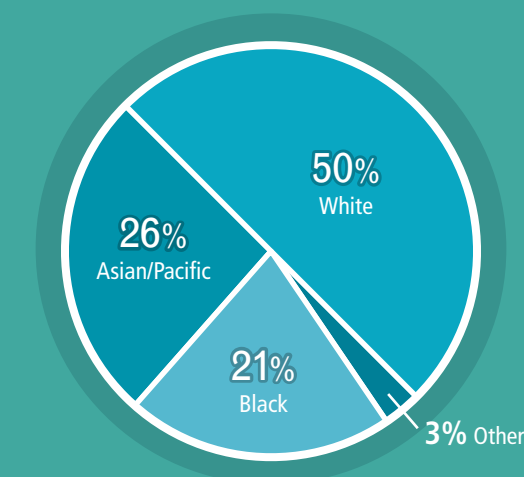
1,526
attendees

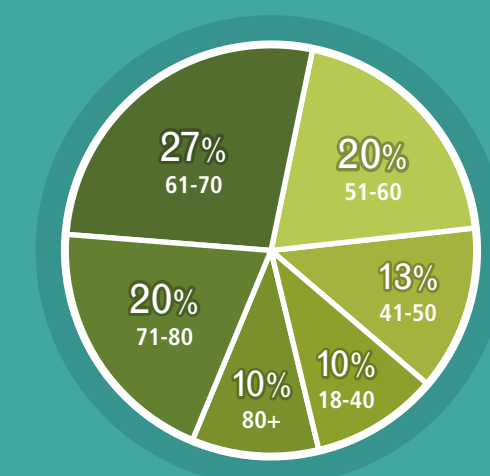
86
transplants

288
on transplant waitlist

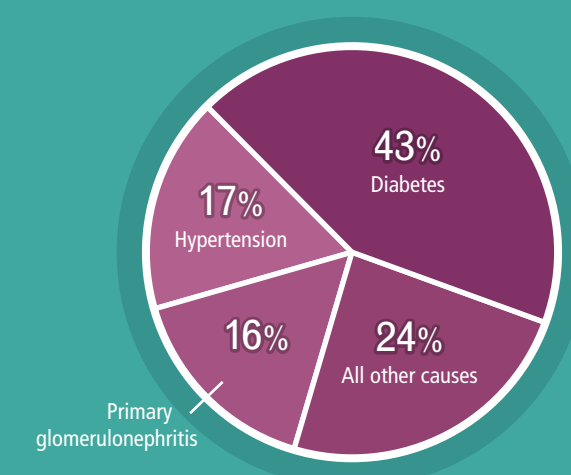
PATIENTS' RACE



PATIENTS' AGE



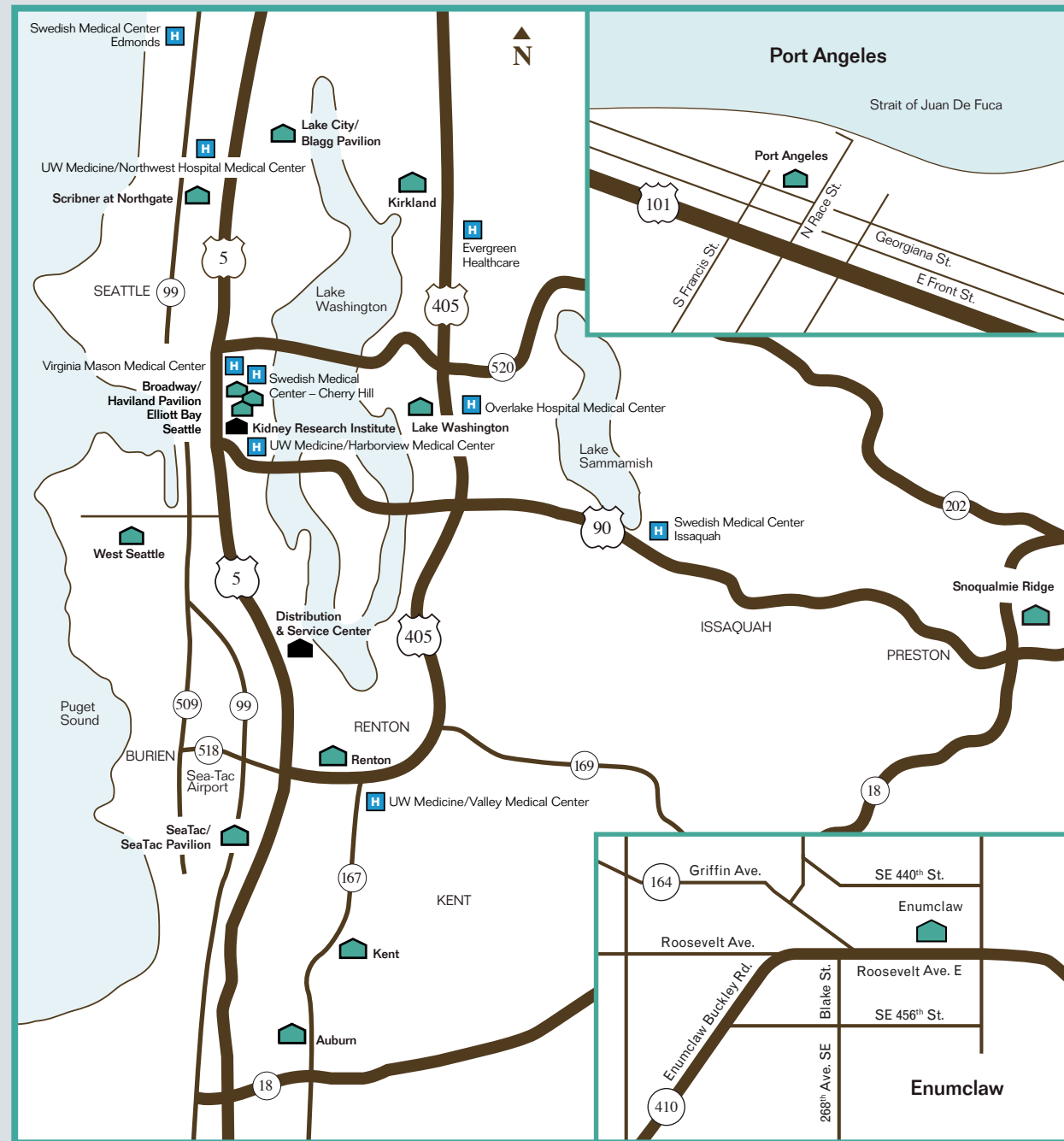
PRIMARY CAUSE OF KIDNEY FAILURE





Northwest Kidney Centers is a regional, not-for-profit 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. Now ranked as the 8th largest dialysis provider in the United States, it is known for high quality services, deep community connections and generous donor support.

Our Locations



- Community dialysis clinics
- Hospitals where Northwest Kidney Centers provides dialysis
- Other Northwest Kidney Centers facilities

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Could I have kidney disease?

More than one in 10 American adults do. Most don't know it because the disease has no symptoms until kidney damage is severe and irreversible. Early diagnosis and intervention can slow down the damage and keep it from resulting in kidney failure.

Get tested if you have one of these risk factors:

- Diabetes
- High blood pressure
- Kidney disease among your relatives
- African American, Native American, Hispanic, Asian or Pacific Islander heritage
- Obesity
- Age over 60

Your doctor will test your blood pressure and samples of urine and blood, and help you create an action plan to live well.

Our vision

To be the provider of choice.

Our mission

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



Patrick Boatsman

On the front cover, pictured here with his wife, Laurie

“I always knew dialysis was in my future, so I’ve always tried to take good care of myself. It’s a lifestyle now. I had a stroke in 2014 and took up kayaking to help with my recovery. I also like yoga, biking and walking around Lake Wilderness, where we live. When the weather’s less than ideal, Laurie and I might work on a puzzle. Now we’re exploring whether she can be a kidney donor for me. If it works, she’s driving a hard bargain: ‘If I give you a kidney, you have to close the cupboards and pick up your shoes,’ she says.”