

Growing stronger together

2014 ANNUAL REPORT

Live. Learn. Hope.



Lacey Stroomer, registered dietitian



Anthony Berkley, licensed practical nurse



Nelle Short, patient

By the numbers

247,254

treatments in centers, hospitals and homes

3%

more treatments than last year

390

people started dialysis

1,544

dialysis patients in centers and at home

83

kidney transplants

28%

patients on transplant waiting list

14

transplants received after treatment through Access to Dental

1,594

people attended classes

935

people served by pharmacy

17%

on home dialysis

26%

patients working or in school

43%

patients in poverty, eligible for Medicaid

1%

homeless

548

staff members

10%

staff turnover

Dear friends,

What a good year it's been.

We improved on the superior care we give our patients. We cut infections in half, reduced patients' reliance on infection-prone catheters, and reduced the number of hospital stays. While dialysis quality improved across the country, federal statistics tell us we kept our leading edge.

We worked hard to identify best practices inside and outside Northwest Kidney Centers, and then standardize optimal procedures. As a result we cut our cost per dialysis treatment for the second year in a row. We invested significantly in information services planning and infrastructure, which led to improved efficiency and coordinated care.

Our free kidney health education classes steered patients' behavior to healthier choices. And our creative, highly productive Kidney Research Institute continues to churn out an impressive volume of practice-shaping studies.

Financially, we exceeded goals for operating revenue, investments and contributions. Medicare had considered drastic cuts for reimbursement affecting our payments for three quarters of our patients, but instead froze payments at the current level. We worked with others in the industry to speak to officials and shape the policy. We're on solid ground.

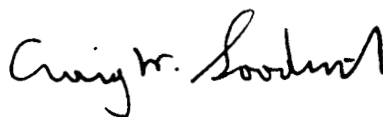
We value your role investing in our mission and helping us achieve so much this year. Generous support from our community is a primary element that sets Northwest Kidney Centers apart from other dialysis providers. Your gifts make it possible for us to give back with charity care, public health education and promising research.

As always, we thank you.

In gratitude,



Joyce F. Jackson
President and CEO



Craig Goodrich
Chair, Board of Trustees



Joyce F. Jackson
President and CEO



Craig Goodrich
Chair, Board of Trustees



“Home dialysis is very manageable. It’s doable.”



Jackie Brown was 13 when she was diagnosed with diabetes. She learned that kidney disease is a common complication, but managed to avoid it for years with careful blood pressure management, diet and exercise. In 2010, at age 35 and finally facing kidney failure with a husband and two kids, she chose to go home. “Home hemodialysis is great – I have more freedom, free rein on what I do, when I want. I spend more time at home, spend more time with my family. I like doing it by myself and for myself. I have that spirit of independence. Being able to be independent with dialysis lets me feel that I’m getting revenge on the diabetes.”

Extending lives

We serve 4 out of 5 people who need dialysis in King and Clallam counties.

According to this year's federal Dialysis Facility Reports:

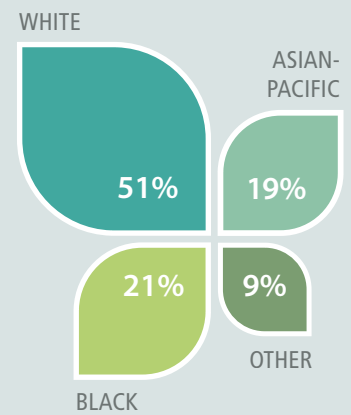
- **We improved** on our strong performance in new patient survival, transplantation and safe vascular access.
- **We consistently outperform** the country in new patient survival, helping patients secure a transplant, safe vascular access, less hospitalization, better preparation for starting dialysis, and higher immunization rate.

We refined the extras. We now provide on-dialysis protein supplements for new and recently hospitalized patients. Our specialty pharmacy now delivers at no charge to patients' dialysis locations as well as their homes.

We're providing better service on the Eastside of Lake Washington. We replaced an existing dialysis center in Kirkland with a \$4 million, 17,000-square-foot facility. It houses a 20-station community dialysis clinic, home dialysis training hub, and public health education classroom.

Other capital improvements included more dialysis stations at SeaTac, new dialysis machines and improved water treatment systems at several locations.

Collaboration was a watchword as we launched a formal quality alliance with Puget Sound Kidney Centers, our nonprofit colleagues in Snohomish County, to share outcomes and best practices. We also actively participate in the Nonprofit Kidney Care Alliance and Washington State Nonprofit Dialysis Alliance; those associations work together to promote patient-friendly public policy related to kidney disease.



PATIENTS' ETHNICITY

8% of our patients received a first kidney transplant this year

Our patients are 80% more likely to receive a transplant than peers across the country



U.S. Rep. Suzan DelBene, third from left, was the keynote speaker at the opening of our new Kirkland clinic.



“Life hands you lemons. You make lemonade.”



Bonnie Martin still entertains almost every day even though she's retired from the family business running hotels and restaurants. She drives to Northwest Kidney Centers in Enumclaw at 5:30 a.m. to be the day's first patient. That way she's finished in time to stop by the senior center or work at maintaining her status as “garage sale queen.” “Everything changed all at once” when Bonnie's husband died and her kidneys failed in 2013. “I'm not a candidate for a transplant. I said, ‘Give those kidneys to a younger person.’ Without dialysis, they're going to throw dirt in my face. I knew I needed to be tough to keep going.”

Expanding minds

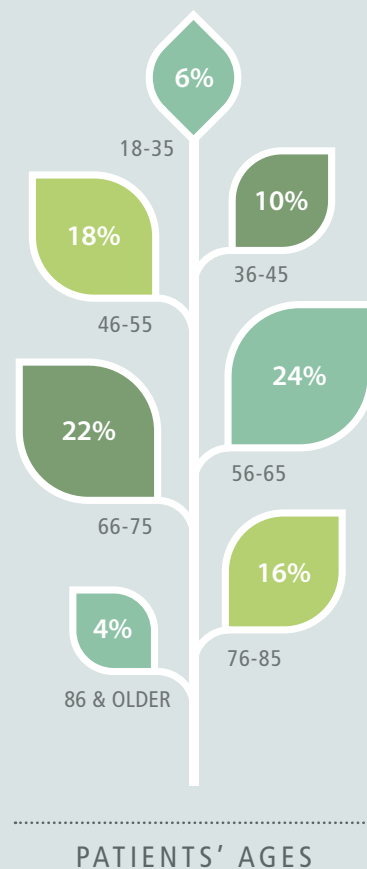
It's empowering for people to learn that they can live well with chronic kidney disease.

We offer a growing selection of free classes, thanks to donor support.

- **Our Choices class changes patients' behavior** in healthy ways as they look ahead to impending kidney failure. Compared to those who don't have the benefit of the class, attendees are far more likely to start dialysis with permanent blood access in place, and with a scheduled start instead of in a hospital. They also are more likely to choose to do peritoneal dialysis at home. All of these results usually translate to longer, better lives.
- **We launched Next Step Transplant**, thanks to donor support. The new class rounds out our free series of Next Step classes, which also cover home hemodialysis and peritoneal dialysis. We held 12 Next Step Transplant sessions in the first year. Surveys show attendees became more motivated to work to achieve active status on the transplant waitlist.
- **We republished The Art of Good Eating**, our classic dialysis nutrition workbook. Now in its fourth edition, it's a colorful, interactive teaching tool. Donations made at the 2013 Breakfast of Hope will enable our team of registered dietitians to distribute it to all patients.

39%

of new patients have prepared for dialysis by taking our free Choices class.



Nutrition intern Janna Rice gets some coaching from registered dietitian Beth Shanaman.



“It’s not the end of the world, for sure. It’s 99% mental.”



Larry Epley used to work a 10-hour shift as a truck driver, then catch a ferry from Vashon Island to West Seattle for 3 hours of dialysis. During one vacation, he took a break from camping at Crystal Mountain to get a treatment at our Enumclaw clinic. Now retired and using peritoneal dialysis, he has more time for travel and outdoor fun. Every year he creates a 9-hole golf course on his 5-acre property and invites friends to a tournament and picnic. Asked how he’s managed 30 years with kidney disease, Larry said, “I’m easygoing. Things roll off me.” A transplant from his wife, Trish, eventually failed, and they joke that Trish has refused to donate again.

Exploring new frontiers

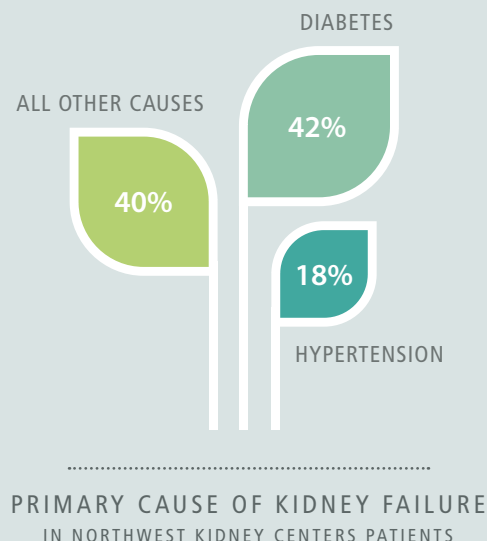
Northwest Kidney Centers participants are key to the Kidney Research Institute's scientific investigations.

Here are some current study highlights:

- **Wearable Artificial Kidney trials.** Safety trials in Seattle, including Northwest Kidney Centers patients, were scheduled for fall of 2014.
- **International PD study.** Northwest Kidney Centers was selected as a study site for PDOPPS (Peritoneal Dialysis Outcomes and Practice Patterns Study), an international investigation to improve PD treatment.
- **Transplantation AIMS study of American Indian and Alaska Native populations** will include Northwest Kidney Centers as a site. Researchers hadn't planned to work here, but selected our site after seeing how engaged our patients were in pre-study focus groups.
- **Springboards to new ideas.** A pilot study at Northwest Kidney Centers considered whether breathing extra oxygen during dialysis might help prevent patients' need for diabetes-related amputations. The pilot may result in a grant to do further research.

Northwest Kidney Centers provided the impetus and the seed money to collaborate with the University of Washington in the Kidney Research Institute, which has become a leading force tackling big questions in the field since it opened in 2008.

50 research studies now underway at the Kidney Research Institute hold potential to change clinical practice



500 Northwest Kidney Centers patients are on the Kidney Research Institute registry of those interested in participating in future studies



Inventor Dr. Victor Gura checks a prototype Wearable Artificial Kidney.



“Your values change. People become more important.”



When **Ken Hamada's** kidney transplant failed last year, he and his wife, Joan, knew what lay ahead. Ken managed to run his Shoreline dental practice for 46 years despite previous home dialysis, the kidney transplant, and also a heart transplant that has been working for him more than two decades. This time, Ken retired to reorganize life for home hemodialysis. “I was due to retire soon anyway; kidney disease just prompted me to retire a little sooner. Some things just aren't worth getting all wound up about. I was told that, on home hemodialysis, you feel better, live longer and have more flexibility. Which is definitely true. I do feel much better.”

Extraordinary support

You gave an all-time high annual total of \$2.6 million, enabling us to share expertise and resources.

With your help we provided:

- **Charity care** for dialysis and transplant patients to cover gaps in insurance coverage for treatment and pharmacy services.
- **Special projects** such as a backup generator at the new Kirkland clinic, home dialysis, ethics education, new machines and chairs, our dialysis museum and archives.
- **Support for the Kidney Research Institute**, our collaboration with UW Medicine. We helped equip laboratories and enabled investigators to conduct mini-studies to refine ideas as they prepare to submit major research proposals.
- **Fellowships to train kidney doctors** at the University of Washington. We paid salary and benefits for four physicians doing advanced study.

Among the year's notable gifts: a \$1 million endowment bequest from the estate of Gladys Rubinstein, a long-time, generous friend. This gift will generate annual income of \$45,000 in perpetuity to address our greatest needs.

It was great to see our many donors and supporters at events.

- **Our second annual gala** in November was attended by 334 people. Your gifts plus sponsorships totaled \$464,000 for kidney research.
- **The 12th annual Breakfast of Hope** in May attracted 872 people to hear keynote speaker Sherman Alexie. Attendees and sponsors raised \$331,000 for home dialysis services and charity care.
- **378 people volunteered** in our facilities and at public events, helping us connect with 12,658 people in outreach activities and speaking engagements.



At the Be Inspired Gala: Co-chairs Dr. Lisa and Hank Florence with Gerda Wirz.



Seattle Sounders forward Cam Weaver and his wife, Estrella, attended the Breakfast of Hope in May.

5,615
gifts received



“You’re never alone.”



Molly Ramage lived just fine with a kidney transplant for 12 years. When it failed two years ago, she went into a tailspin, afraid she was dying. Her doctor helped her recover, and she went on home dialysis. Now she makes a point of savoring life. “When I wake up and go out, I look at the sky and think, ‘what a gorgeous sky.’ I try to keep a positive attitude, because I don’t want to miss a moment.” Retired, Molly walks nearly every day at Juanita Beach, and meets a group of friends every weekday for coffee. “Kidney disease is scary. When you’re diagnosed, it’s like the world is falling on you. But there’s a lot of us. And there’s great support.”

Exceeding our goals

Financially, it was a year of good news.

Northwest Kidney Centers provided more treatments, worked more efficiently, reaped a good return on investments, and received gifts at a generous rate. We remain the dialysis provider of choice for the region we serve.

Philanthropy enables us to provide extra services for our patients on dialysis, and it is the foundation on which we have built our robust education and research programs. In short, it is your gifts and their results that set Northwest Kidney Centers apart in the nation.

Sources and uses of revenue

Fiscal year ending June 30, 2014

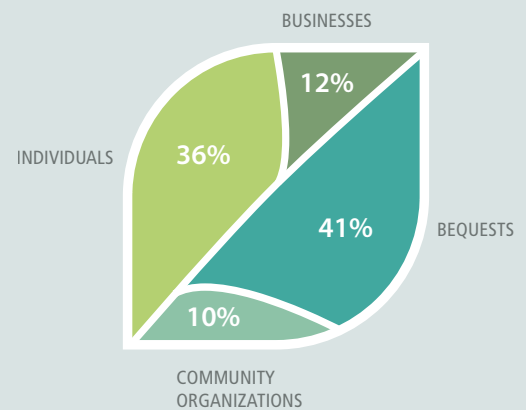
SOURCES OF REVENUE

Patient service revenue	\$100,486,443
Contributions	2,628,715
Investment income	2,869,390
Total	\$105,984,548

USES OF REVENUE

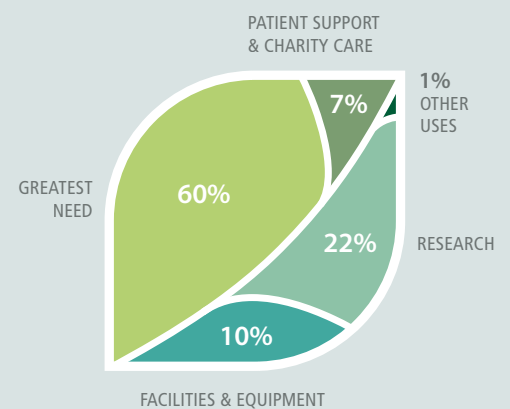
Salaries and benefits	\$51,173,929
Supplies and other expenses	42,603,425
Depreciation and interest	5,726,176
Provision for renovation and new facilities, new equipment and new programs	6,481,018
Total	\$105,984,548

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



2014 GIFT SOURCES

\$2.6M
in community benefits



2014 DONOR DESIGNATIONS



“Northwest Kidney Centers is more than a dialysis provider. It’s a loyal community invested in patient care, education and research. All of us doing incredible things together... that is what makes us special. Thank you for your generous support.”

Jane Pryor, CFRE
Vice president, development and public relations

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, 2014.

Anonymous (3) Aksys, Ltd. Alaska Kidney Foundation Aldrich + Associates, Inc. Amgen, Inc. Anderson Foundation Paul M. Anderson Foundation B. Braun Medical Inc. Jacqueline D. Barnard* Boeschoten Foundation Philip G. and Inez J. Bowman* Mary Brill*	Gary and Catherine Bylund Catherine G. Chism* Davis Wright Tremaine LLP Employees Community Fund of Boeing Puget Sound Bertha Barrett Feaster* Cyrus K. Gates* Gary and Parul Houlahan Margaret E. Houston* Steve and Elizabeth Huebner Italian Club of Seattle Harold E. and Gladys L. Jackson*	Joyce and Craig Jackson, MD Elizabeth N. Johnson* Alice Jones* Irving A. Lassen Foundation Juanita R. Leggett* Shirley M. McDonald Trust Winifred Meier* John Moffitt Foundation John and Susie Morganti* Rose Napoleon* John* and Margaret Nelson John J. Nelson Trust	Nordcliffe Foundation PACCAR Inc Mark Pigott Lucy Ransdell Auxiliary George Rosenberg* Willow Rosetti* Gladys Rubinstein* Gladys and Sam Rubinstein Foundation Elizabeth B. Ruthford Seattle Foundation Dorothy A. Stauffer*	Sue J. Stubbers* Swedish Medical Center - First Hill 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
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HERITAGE SOCIETY

These donors have included Northwest Kidney Centers in their estate plans with a bequest in their will, a charitable trust or annuity, or beneficiary designation for life insurance or individual retirement account.

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Evelyn Clark
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Tillie Anderson
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Edith Sophia Bengtson
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Thomas Woerndle
Chan Lam Wong



TOM OLSON

“With kidney disease, outward signs aren’t there, so you don’t hear about the disease unless you know someone and they reveal it. It’s a disease that’s just not visible, but it’s widespread in our community.”

An attorney with Helsell Fetterman in Seattle and a member of Northwest Kidney Centers Foundation Board, which helps raise funds and build relationships in the community.

Thank you

to our dedicated donors who generously supported Northwest Kidney Centers between July 1, 2013 and June 30, 2014.

ENDOWMENTS

Funds held permanently and invested so that the interest provides continual support.

Christopher Blagg, MD
Scholarship Endowment

Anna Briglio Driano Patient
Support Endowment

Dominick V. Driano Patient
Care Endowment

Julie Renee Fernandez
Research Endowment

Vincent A. Gervais
Scholarship Endowment

James W. Haviland, MD
Scholarship Endowment

Gladys L. Jackson Charity
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Michael R. Kelly, MD
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Victor F. Knutzen Patient
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Hilja Alt Mangold Research
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John Moffitt Scholarship
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Elmer Nordstrom Emergency
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Damian Potts Scholarship
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Gifts of \$100,000 or more

PACCAR Inc
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Gifts of \$1,000 - \$4,999

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Austin T. Ross
Alan and Gwen Ross
Dave Ross
Rotary Club of Bellevue
Bryan and Michaela Rush
Russell Lowell Catering
Michele and Joerg Saegesser



DR. BRUCE O'NEILL

“I think the teams in the dialysis units work well together. Every unit has its own personality but the organization’s core values show through. The quality targets are good, and the organization has maintained good staffing ratios.”

A nephrologist at the Polyclinic and medical director at various Northwest Kidney Centers facilities in the past two decades, Bruce currently oversees the Elliott Bay dialysis clinic.

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Colleen Swift Schafer
Bill Schlitter and Gloria Kimball
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Seattle Mariners
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MICHELE SAEGESSER

“Must say it would have been very easy to go on disability but I knew the minute I took that route that I would have given up on ever getting better.”

Transplant recipient and vice president of North and South American sales for cruise-ship company Viking River Cruises, a sponsor of our annual gala to support kidney disease research.

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DR. RAJNISH MEHROTRA

“What still impresses me is how successful Northwest Kidney Centers has been in engaging the community in Seattle about the well-being of patients with kidney disease. It’s really remarkable. And they are committed to educating people with kidney disease, to teaching them how to live successfully with it.”

Division of nephrology section chief at Seattle’s Harborview Medical Center and an investigator at the Kidney Research Institute.

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MARLENE MCKINESS

“When I first learned I had kidney failure, I knew just the basics – I have two kidneys and they’re in the back. I had to gather information on my own. That’s what I like about Northwest Kidney Centers – they go above and beyond to raise awareness, to get the word out about kidney disease.”

Marlene has lived with a transplant for 27 years and is a longtime Northwest Kidney Centers volunteer. This year she traveled to Washington, D.C. with a small group led by CEO Joyce Jackson to advocate for people with kidney disease.

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DR. ANDY BROCKENBROUGH

“Northwest Kidney Centers has provided a platform for allowing me to help the community in ways beyond what I can do as a practicing physician. I admire the community outreach, educational opportunities and goal to improve the general health of our population.”

A physician at Valley Nephrology and medical director at the Kent center. He’s been involved with Northwest Kidney Centers since he started a University of Washington nephrology fellowship in 2002.



BILL BOWDEN

“When you work with patients, even after 30 years, there are always new things that come up that force you to think differently. As the organization grows, it’s a challenge to be able to continue to provide personal care for each individual – and that’s a challenge Northwest Kidney Centers has really met.”

Social services department manager, a regular donor through payroll deduction. Bill joined a staff of four social workers in 1983. Today, he manages a team of 18.

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If we’ve made a mistake, we apologize. Please call us at 206-292-5351 so we can correct our records.



HERMAN WILLIAMS

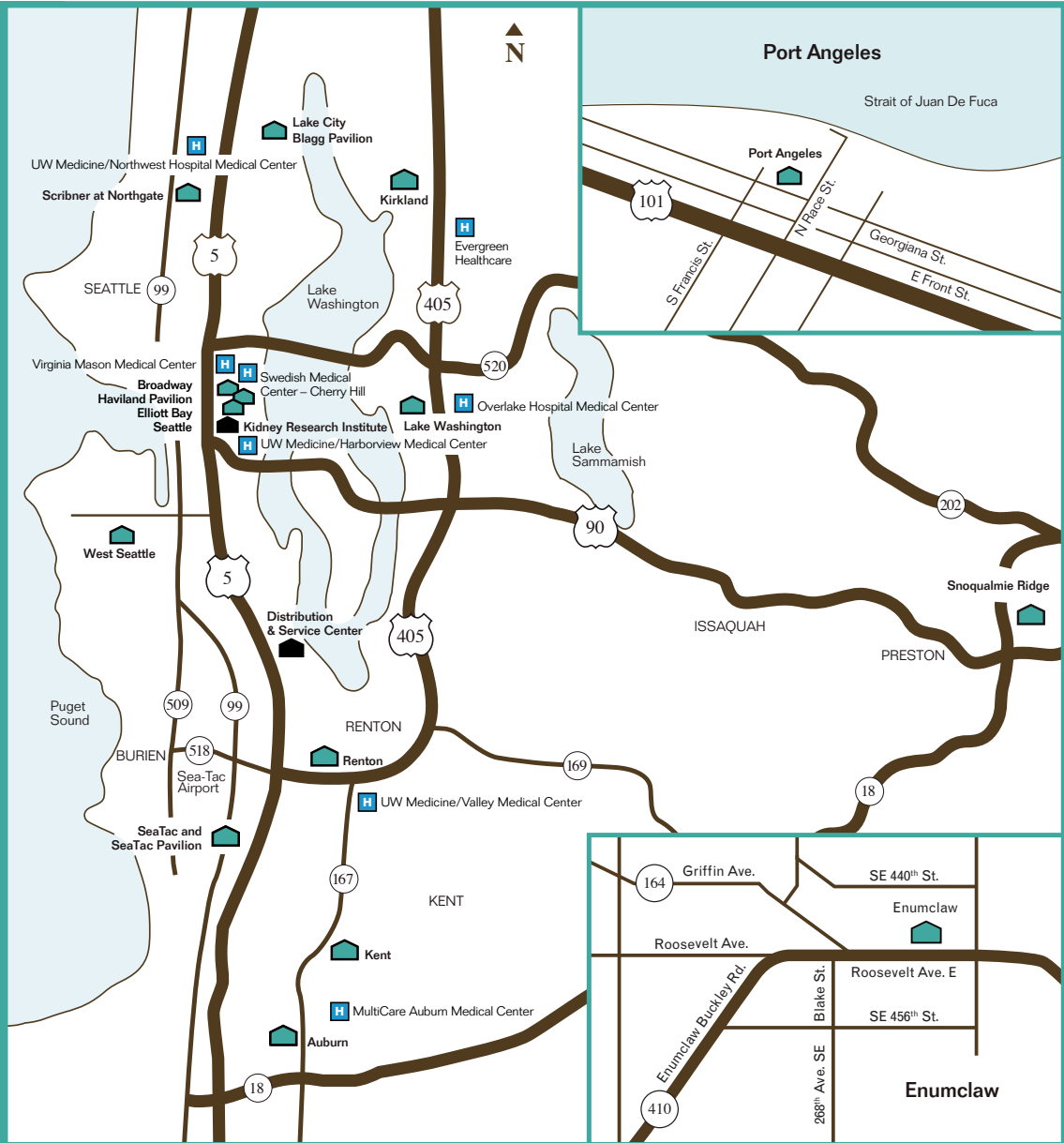
“I believe Northwest Kidney Centers is a crucial part of health care in the Puget Sound region.”



Chair of the Tulalip Tribal Council. In 2013, Tulalip Tribes Charitable Contributions gave Northwest Kidney Centers a grant to help start Next Step Transplant, a free class about the ins and outs of kidney transplant.


Northwest Kidney Centers is a not-for-profit, locally managed 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.

The 10th-largest dialysis provider in the country, it is an influential model because of its high quality services, deep community connections and generous donor support.

our locations



-  Community dialysis clinics
-  Other Northwest Kidney Centers facilities

-  Hospitals where Northwest Kidney Centers provides dialysis

Peritoneal dialysis support
 Auburn, Kent, Kirkland, Lake City,
 Port Angeles, SeaTac, Renton, Seattle

Home hemodialysis support
 Kent, Kirkland, Renton,
 SeaTac, Seattle

Special care
 Auburn, Kent,
 Seattle



Abby Houser, registered nurse



Anthony Williams, patient



Laura Brock, instructor

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Who gets kidney disease?

One in seven American adults, statistics tell us. Testing is important because the disease has no symptoms in early stages. But for people who are aware, it's possible to slow down the disease and keep it from resulting in kidney failure.

The biggest risk factors:

- ▶ Diabetes
- ▶ High blood pressure
- ▶ Kidney disease among your relatives
- ▶ Being African American, Native American, Hispanic, Asian or Pacific Islander
- ▶ Being obese
- ▶ Being over age 60

If you're at risk, ask your doctor to test your blood pressure and samples of urine and blood. Create an action plan and get peace of mind.

“I wouldn’t want to go anyplace else.”



Emmett Smith

On the front cover

IgA nephropathy came as a shock to Emmett Smith. “I’m young, and I felt like nothing could stop me.” When his kidneys failed, he did peritoneal dialysis treatments at home for a few months, and later transitioned to our clinic in Renton. He juggles dialysis with his job enforcing safety at an indoor shooting range, and family time with wife Esther and baby Arianna. “Now my biggest challenges are scheduling – three days a week, four hours each time at the center.” Emmett is happy with the staff at Northwest Kidney Centers. “They’re awesome. They’re professional, well-educated. They know what they are doing.”

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.