

provider in the U.S. and is among Medicare's highest-rated providers in

the nation with \bigcirc out of 5 stars. \bigstar \bigstar



Dear friends,

Things have been busy. Northwest Kidney Centers gave 4 percent more treatments in 2017 than in the previous year in our clinics and in local hospitals. That follows a 6 percent increase in 2016. As more people in our region seek dialysis for kidney failure, we are actively looking for ways to become more efficient, maximize all available capacity and expand for the future.

This year the state Department of Health granted Northwest Kidney Centers permission to add three new stations at our Enumclaw clinic. We also received a green light to open a 14-station clinic called Federal Way East and a 7-station clinic called Federal Way West Campus. The Federal Way clinics are scheduled to open in 2018. We purchased property in Rainier Beach and Burien for future expansion.

Improving safety was a priority. Trustees, the executive team and staff members all worked to refine accountability and processes to cope with a variety of hazards. With help from donor gifts, we made significant investments in new equipment to improve staff and patient safety.

We welcomed new executive leaders: Dr. Suzanne Watnick is chief medical officer and Bob Peck is vice president of human resources.

About half of our managers are in new roles, so it's been a time of learning and adjustment. Part of our response is to adopt the continuous improvement methodology called kaizen, a new way of working on our work that empowers front-line staff members.

Northwest Kidney Centers has sustained lives for 55 years, longer than any other dialysis provider in the world. Things keep changing as we grow and build. But we remain constant in our dedication to promoting the optimal health, quality of life and independence of people with kidney disease. And we are constantly grateful to you for your support of that mission.

Joya 7. Jackson Hany Houldhom



Joyce F. Jackson President and CEO



2017 Chair, Board of Trustees





"I've gotten to know so many people at Northwest Kidney Centers. I know their kids, spouses, vacations. And they know me. It's like family."

"I was pretty frightened leading up to my first dialysis appointment," remembered Jimmie Price, a retired Air Force sergeant. "The anticipation was hard. But afterwards, I went home, ate, went to bed and woke up feeling terrific." Now Jimmie uses treatment time at Broadway to plan for his work as a high school girls' golf coach. "I write lesson

plans, put together pictures and graphics on swing movements and grip styles. Using the time I'm on dialysis constructively makes it fly by." Jimmie and his wife of 56 years are avid travelers, with trips to San Diego and Hawaii in the past few months. He arranges treatment at local dialysis clinics when he's on the road.

Our vision: to be the dialysis provider of choice

Our quality is tops in the country. In 2016 our clinics averaged 4.3 out of 5 stars in Medicare's ratings of dialysis quality. We learned that this was the highest in the United States. Our 2017 star rating average is even better, 4.6 out of 5. Among the factors that go into the rating: Mortality among first-year dialysis patients was 15 percent, compared to the national average of 22 percent. Our patients' transplant rate was 6.6 percent, well above the national average of 4.2 percent.

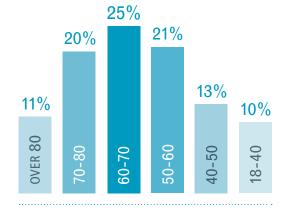
- ▶ We're working to improve. In January 2017 we launched the Northwest Kidney Care Alliance, a demonstration project to achieve better health, better health care and lower costs through coordinated care interventions and data sharing. Officially speaking, it is an End-Stage Renal Disease Seamless Care Organization (ESCO) that participates in Medicare's Comprehensive End-Stage Renal Disease Care Model (CEC).
- ▶ **To care better** for people with mental and behavioral health issues, 99 percent of staff members attended training by our partner organization Navos. The approach, known as trauma-informed care, asks, "What's happened to you?" not "What's wrong with you?"
- ▶ **We launched** renal supportive care services, piloting the nation's first mobile palliative care program in a dialysis organization.
- ▶ To help people seeking a kidney transplant, we renewed our annual sponsorship to Project Access Northwest to support the Access to Dental Program. Since October 2009, 76 patients have received a kidney transplant after receiving dental care, eight of them this year.
- ▶ We developed a new Safety Alert System, which improves real-time notification and response to critical issues.



Port Angeles clinic nurse manager Kathy Lilienthal has a chat with Johnny Davis, who received a kidney transplant the next day.



Home dialysis gives Tracy Berry of Federal Way freedom to travel when and where adventure calls him and his family.



PATIENTS' AGES

Pharmacy customers: 1,110

Average patient age: 61

On home dialysis: 16%





"The people at Northwest Kidney Centers are very caring and I enjoy it there. I've made friends. You count your blessings.
You cherish the time you're here."

After her kidneys failed in 1983, Maureen Bahnimtewa moved from Nebraska to the West Coast to increase her odds of receiving a transplant. Shortly afterward, she started dialysis at Northwest Kidney Centers. She spent the next five years cleaning up her lifestyle so she could be placed on the transplant list. "I changed

my diet, cut the salt. That was really hard." But then her heart gave out and she needed an artificial valve, which disqualified her for a transplant. "I used to resent dialysis. Why me, right? As time went by I realized I have to go to stay alive. I should be thankful. I used to be a real sourpuss. Now my attitude's different."

Marking 55 years, we reach out to educate

Someday we aim to be out of the dialysis business because we have eradicated kidney failure. One way to get there is to help people understand how to avoid kidney disease in the first place.

- ▶ We focus on diabetes, the leading cause of kidney disease. To help raise awareness and resources, we were a presenting sponsor for a second year for the American Diabetes Association Tour de Cure at Chateau Ste. Michelle winery in Woodinville. We centered the program at our Breakfast of Hope on diabetes and kidney disease.
- ▶ We entered a two-year partnership with African American Reach and Teach Ministry. With financial support from Northwest Kidney Centers, AARTH will offer the Diabetes Self-Management program, a workshop series developed at Stanford Medicine. The focus is South King County, where diabetes and kidney failure are prevalent.
- ▶ Our free Choices class about treatment options reached 46 percent of our new patients before they needed dialysis. A total of 89 percent of new patients have seen a nephrologist before going on dialysis, another indicator of a deliberate start to renal replacement therapy rather than an unanticipated crisis.

We marked 55 years of service to people with kidney disease. We are proud of our heritage as the world's first dialysis organization.

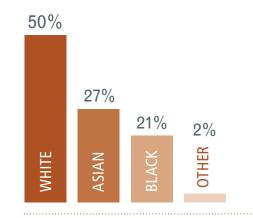
- ▶ **We videotaped** recollections of people involved with Northwest Kidney Centers over the years and shared their stories on our website and in our dialysis museum at 700 Broadway in Seattle.
- ▶ **Dialysis history** also is illuminated in a book published this year, "From Miracle to Mainstream: creating the world's first dialysis organization" by Northwest Kidney Centers' emeritus executive director Dr. Christopher R. Blagg.



Our 80-person team was the largest at the American Diabetes Association Tour de Cure bicycle ride and walk in May at Chateau Ste. Michelle winery.



Our free classes help people eat well to optimize kidney health, make informed decisions to cope with kidney failure, and prepare for the treatment of their choice.



PATIENTS' RACES

Patients in poverty (Medicaid qualified): 47%

Patients working or in school: 15%





"I'm a pragmatic person, I don't spend much time on things I can't change. I'm grateful for the opportunity to stay alive and to feel this good."

An assistant school principal in Auburn, doctoral candidate and single father of four, Ben Talbert leads a busy life. He chose home treatment after his kidneys failed in 2015, so he could stay available for his kids. After mixed results on peritoneal dialysis, he switched to home hemodialysis. "It's fantastic, I love it. The difference in how

I feel is exponentially better," he said. "You need to allow yourself to have a learning curve, to figure out what works best for you. Northwest Kidney Centers was exceptional right from the beginning. I cannot say enough about my home hemodialysis training. The staff was helpful, friendly and compassionate. They are solid gold."

Research holds the keys to eliminate kidney disease

Northwest Kidney Centers was founded as a result of research and innovation. We have marked many scientific milestones over the years, and research remains a pillar of our mission.



We jump-started the Center for Dialysis Innovation with a commitment to grant \$15 million over five years. The new center brings together scientists, engineers and other creative thinkers at the Kidney

Research Institute and the University of Washington Department of Biomaterials and Bioengineering. They are working on revolutionary technologies including a low-cost, resource-efficient wearable dialysis system to give people on dialysis more vitality and productivity.



The Kidney Research Institute continues its groundbreaking work, seeking innovative solutions to challenging clinical problems facing people with kidney disease. Among

studies that involved Northwest Kidney Centers patients this year were ASCEND, which compares ways to help hemodialysis patients with depression, and Bio-PD, exploring links between a patient's genetic makeup and how well the peritoneal membrane works as a filter for dialysis. The Kidney Research Institute is a collaboration between Northwest Kidney Centers and UW Medicine.



The Kidney Research Institute worked on kidney-on-a-chip 2.0 to test new drugs more effectively, and precision medicine to personalize kidney care.

Since the Kidney Research Institute was established in 2008:

MORE THAN

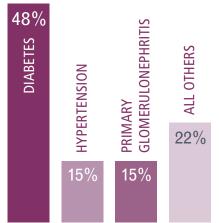
\$100 million in grant support

MORETHAN

900 peer-reviewed publications

MORE THAN

50 active, funded research studies



On the transplant wait list: 24%

Kidney transplants: 74

CAUSES OF KIDNEY FAILURE IN OUR PATIENTS





"Kidney failure is a lot, it's a lot more than you think sometimes. But you don't sit home, that's not my philosophy.
You get up, you get out."

Four years ago, Max Cossalter learned he had kidney disease when an unexpected health crisis kept him in the hospital for 66 days. That gave him time to think about his upcoming lifestyle of dialysis three times a week at the Broadway clinic. "I knew what to expect. Everyone was very up, very positive. They take care of you,"

he remembered. "I made dialysis my job. It doesn't impact my life in a negative way."

Max meets regularly for breakfast with a group of close friends. You can also find him showing off his classic cars at local car shows. "Cars are social. I go and sit with my friends, talk about all the cars we used to own. I just look at every day as a good day."

Past performance creates a solid base for our future

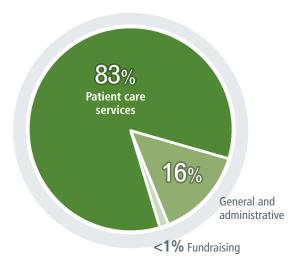
Northwest Kidney Centers is the provider of choice for nearly 4 out of 5 people who need dialysis in our area.

Our annual income comes from payments for dialysis treatments, earnings on investments, and financial donations from the community. Performance was strong in each of those areas, giving us a solid base on which to build for the future.

- ▶ To enhance safety and security, we installed eco-friendly, heat-sterilizing Aquaboss water treatment systems at Renton, SeaTac and Scribner (Northgate), and emergency backup generators at Enumclaw, Kent and Haviland Pavilion in downtown Seattle. We replaced special care beds throughout Northwest Kidney Centers and bought new dialysis machines for West Seattle and Broadway. We also strengthened information systems and security technology, upgraded building ventilation and replaced aging vehicles.
- ▶ **To improve patient care**, we added a home dialysis training suite and a staff education lab at SeaTac.
- ▶ **To grow in the future**, we purchased property and planned for new clinics.

Total \$133 million

2017 EXPENSES



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



Aquaboss water treatment systems are proving to save greatly on labor, electricity and water. They purify water for dialysis with heat instead of chemicals, which is safer for patients.



We use the new skills lab at SeaTac to train our own staff as well as hosting nursing students from local colleges, Medic One responders and other health care professionals.

Employees: 683

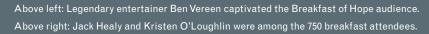
Average tenure: 9.8 years

Volunteers: 603

Hours donated: 8,774







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

Above: Sarah Cave, left, chaired the Discovery Gala in October 2016. Her mother, Maggie Taylor, was an

Right: The Discovery Gala is an evening of fun and fundraising for kidney research.



Your financial support of our mission set records this year, helping us raise \$3.3 million.

We welcomed hundreds of guests at the 2016 Discovery Gala and 2017 Breakfast of Hope, our major fundraising events. Gifts from attendees and sponsors totaled \$1.1 million.

We pay your generosity forward in community benefits to improve health in our region. For example:

- Charity care.
- ▶ Community health outreach and partnerships to fight diabetes.
- ▶ Funding advanced training of kidney specialist physicians at the University of Washington.
- ▶ Supporting kidney research studies.

Thank you for your generous gifts.

\$3.3 million in charitable gifts this year



Jane Pryor, Vice President of Development and Public Relations

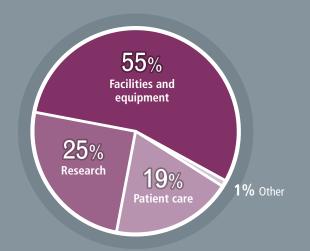


Brian Forcum 2017 Chair, Foundation Board

GIFT SOURCES

75% Individuals 15% 2% Community organizations

HOW WE USED YOUR GIFTS





DALE AND SALLY WALKER

"At the time my father was diagnosed with kidney disease, I knew nothing about dialysis. I learned what a great resource Northwest Kidney Centers is. They really made us feel comfortable that there were choices. They took away a lot of the anxiety that the family was feeling."

Sally's father, Stan Schafer, was on dialysis for more than three years at Northwest Kidney Centers in Kirkland. She and her husband, Dale, are members of our Heritage Society for donors who have included us in their estate plans.

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Members have included Northwest Kidney Centers in their estate plans by making a beguest in their will,

a charitable trust or annuity, or by naming us a beneficiary for life insurance or individual retirement account.

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Dale and Sally Walker

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research."

Research Institute, a pretty incredible collaboration between Northwest Kidney Centers and UW Medicine. truly the research juggernaut at the forefront of kidney

inception of the Kidney

Rags is a Northwest Kidney Centers Foundation Board member, associate professor of medicine in the Division of Nephrology, associate medical director for inpatient care and the medical director of dialysis services at University of Washington Medical Center.



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"When I volunteered before my transplant, I remember meeting people who had a transplant and I thought, I want to look and feel like that. So now when I volunteer, I try to be that inspiration for people. When I tell them I've had my transplant for 22 years, I hope it gives them hope."

Bob and his wife, Araseli, have donated time and money to Northwest Kidney Centers for more than 20 years.



DR. ANNEMARIE DOOLEY

"As a nephrologist, you really get to know the patients." It's a close relationship. I had one patient who made me pies, green pies, for St. Patrick's Day."

A native of Ireland, Annemarie trained as a computer engineer before her second career in nephrology. She is medical director at Northwest Kidney Centers' clinic in Bellevue and a financial donor.

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"I had this great life and this great wife for 39 years. Nancy and I would work at community health fairs together. I even like the menial tasks, like stuffing envelopes."

Art's wife, Nancy, died a few years ago after living 23 years with a transplanted kidney. Art makes financial gifts in Nancy's memory, and he continues to volunteer.

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CAROL PETTES, LPN

"The mission statement posted in the special care unit is one of the reasons why I have spent most of my tenure at Northwest Kidney Centers. I am a strong advocate of 'quality dialysis care that values a patient's dignity and fosters their physical, emotional, social and spiritual needs."

Carol has worked at Northwest Kidney Centers for nearly 30 years - at multiple dialysis units, as an on-call nurse and now in home dialysis training. She donates via payroll deduction and has captained Northwest Kidney Centers' teams in fundraising events.



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"We see ourselves as an advocate for Northwest Kidney Centers and we admire their approach to building community-based alliances to help them fight against kidnev disease."

Jim Brink, president of Aldrich + Associates, Inc., a significant sponsor at fundraising events and general contractor for Northwest Kidney Centers construction projects since 1994.

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DR. BOB SIGLEY

"Innovations in machinery are great - devices are getting smaller. But we still need to focus on prevention of kidney disease, and we need more transplants. Dialysis works. It keeps people alive. But it's not the best solution."

A vascular access surgeon, Bob started work with kidney patients in 1969 creating Scribner shunts, and later fistulas and grafts. He established the \$100,000 Sigley Family Endowment Fund to support patient care, vascular access and organ donation.



Anyone can get kidney disease

You can get kidney disease when you are old or young, rich or poor, no matter what your race. Sometimes it's inherited, but not always. Any of the following risk factors should trigger you and your doctor to check up on your kidneys:

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

Testing is easy and relatively inexpensive – lab evaluations of blood and urine samples, plus a blood pressure measurement. The results will help you and your doctor plan for you to live long and well.

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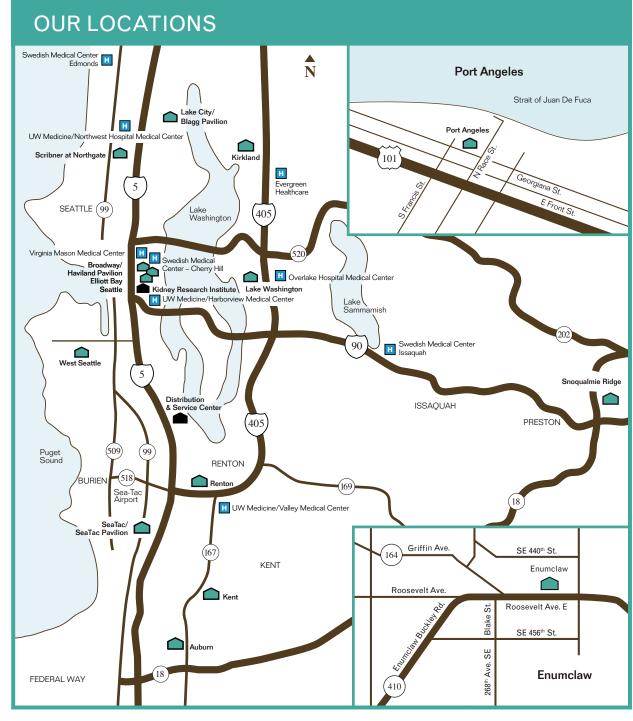
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Thomas E. Melang
Betty Lou Myers

Betty Lou Myers Sharon L. Peterson Clint Randolph Doug Seto

Luth M.Tenorio, PhD, RN Henry E. "Ned" Turner 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.



- Community dialysis clinics
- Other Northwest Kidney Centers facilities

Hospitals where Northwest Kidney Centers provides dialysis

ADMINISTRATION

Joyce F. Jackson, president and chief executive officer Suzanne Watnick, MD, chief medical officer

700 Broadway Seattle, WA 98122 NONPROFIT ORG PAID SEATTLE, WA PERMIT NO. 3768

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.



Amber Loft

On the front cover and to the left

A rare autoimmune condition caused Amber to have weak bones and joint pain. Yet she was always active and full of energy. In her teens she got addicted to heroin. At age 27, her hip bone punctured her pelvis, confining her to a wheelchair for five years. Still, she and her partner, Jerry, worked hard to get clean and sober together. Four years later, her kidneys failed. She sees a silver lining in the timing. "Getting sick was the best thing that happened to me. If I hadn't been sick, I'd either be dead or in prison." Now happily married, six years sober and walking again, she gets dialysis at our Seattle clinic at 15th and Cherry and is working hard to get a kidney transplant. "Everything that I thought was unsalvageable has been salvaged," she said. "I don't want to squander this second opportunity I've been given."