

Live. Learn. Hope.





226,195
dialysis treatments



1,421
patients in centers
and at home



15%
of our patients
give themselves
dialysis at home



2.8%
increase in
treatments overall



Live.
Learn.
Hope.

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.

On the cover from left to right: Roberta Chadwick, Masa Konishi and Damon Brown are among the patients who live healthy, independent lives thanks to Northwest Kidney Centers' services. Read their stories later in this report.

This page, top row: Barbra Dorris, patient at Kent, Christine Ker, peritoneal dialysis, **middle row:** Richard Crabb, patient at Totem Lake, **bottom row:** Diane Nelson, peritoneal dialysis, Rick Durden, transplant recipient.

49 years old and counting.

It's been an extraordinary year. Medicare introduced sweeping changes in its clinical and financial requirements for kidney dialysis. These are the biggest revisions in 40 years, affecting our care for every patient. We responded with a systematic effort to improve patient care while aligning payment and costs. As a result, we closed the year with quality measures above the national averages, and a solid financial performance that enables us to deliver significant benefits back to the community.

We appointed new senior medical leadership and new medical directors at five dialysis centers. Our medical leadership is seasoned and invigorated to guide us through challenges and improve quality.

Patient care, education, research.

We provided more than 226,000 dialysis treatments – in our 14 centers and in 11 local hospitals, as well as many treatments in homes, offices or on vacation by patients we trained to do it themselves. We expanded our continuum of care to include more classes for people who have just been diagnosed with serious kidney disease, and we introduced new services for those who have received a kidney transplant. The 3-year-old Kidney Research Institute continues to surpass expectations in terms of its productivity and success competing for grants. It is adding knowledge to the field that will improve the lives of kidney patients.

Fifty years, first in the world. In 2012 we will become the first outpatient dialysis organization anywhere to celebrate a half-century of service. In preparation, we have updated the look and feel of Northwest Kidney Centers' brand with a refreshed logo, contemporary colors, and images that show patients living in optimal health and quality of life. This report to you is the debut of the new brand that visually portrays Northwest Kidney Centers' spirit.

Thank you for your support. We are a nonprofit, and that means we are owned by you – our community. Your generosity sustains and inspires us.

Joyce F. Jackson
President and CEO



Roberta Chadwick



I live.

Roberta Chadwick's kidneys were damaged by an infection in 1983. That led, 25 years later, to dialysis. For three years, she tried both peritoneal dialysis at home, and visits to Northwest Kidney Centers at Auburn for hemodialysis. She found a kidney donor, but the donor discovered stones. Then a kidney from a deceased donor seemed promising, but as Roberta lay waiting the surgeon discovered potentially cancerous spots on it. Finally, Roberta received a transplant in July. She is regaining her energy and feels good. Although "retired," she manages rental homes and helps with her son's business.

We provided 226,195 dialysis treatments in fiscal year 2011.

We deliver about 80 percent of all dialysis care in our service area, King and Clallam counties. Our annual survey shows patient satisfaction is high. Staff turnover was a low 7 percent, ensuring continuity of care.

Medicare enacted regulatory changes more sweeping than any since 1973.

Most patients of any age are entitled to Medicare coverage for kidney dialysis; three-quarters of our patients rely on Medicare for their primary insurance.

By altering its payment system, Medicare shifted financial incentives and practice patterns industrywide. We found that longstanding Northwest Kidney Centers practices, such as conservative medication protocols and encouragement of home dialysis, stand us in good stead in the new payment environment. We held to these values in the past when it was bad for the bottom line, because it was good for patients. Now the new regulations encourage the rest of the industry to do what we've been doing all along.

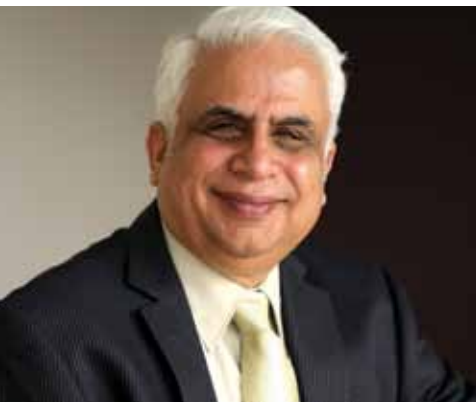
To meet the new requirements, maintain our high standard of care, and operate more efficiently, we updated computer systems that submit claims and bill for services. We improved productivity and made sure that we are using our resources wisely.



Laurence Gouveia's clearance for a kidney transplant this year was due in part to the Access to Dental project with volunteer dentists from the Seattle-King County Dental Society. Six people in the program have now received transplants.



Regina Ellison provides dialysis services at our SeaTac location.



*Dr. Suhail Ahmad
Chief Medical Officer*

Northwest Kidney Centers' new chief medical officer is Dr. Suhail Ahmad.

Dr. Suhail Ahmad has been medical director at our Scribner dialysis center near Northgate since 1985. He is known internationally for his expertise in dialysis technology and therapy; we know him for his dedication to making life better for patients. A physician, teacher and researcher, he began his career as a protégé of dialysis pioneer Dr. Belding Scribner, whose hardware invention at the University of Washington made it possible to maintain life indefinitely after kidney failure.

Working closely with nephrologists whose patients we treat, Dr. Ahmad has overseen many refinements to our clinical practices this year: standing orders for in-center and home dialysis patients, procedures for administering iron and anti-anemia drugs, changes in routine laboratory orders, and tests of new methods to maintain bone health.

Federal ratings show we are a leader in providing high quality care.

- **Longer lives.** Our mortality rate is 9 percent better than the national average.
- **More transplants.** We support kidney transplantation as the preferred treatment for many patients. Our transplant rate is 75 percent higher than the national average.
- **Less time in the hospital.** Our patients have 12 percent fewer hospital admissions than the national average. They spend an average of 10 days a year in the hospital, compared to 15 days nationwide.

Our kidney-focused pharmacy served 20 percent more patients this year.

Northwest Kidney Centers' pharmacy is rare in the nation – specializing in the complex medication requirements of people on dialysis or living with a kidney transplant. The pharmacy's growth is fueled by our increasingly active partnerships with the region's transplant surgery centers. We anticipate even more growth because of Medicare changes coming in 2014, so plans are under way to expand the pharmacy's current quarters at Haviland Pavilion, 700 Broadway in Seattle.



Patients enjoy the convenience of 24/7 ordering and home delivery at no extra charge from our pharmacy.

We prepared for the kidney disease epidemic to continue for a while.

Kidney disease surged 30 percent in the past decade. We hope that someday our public education and research about prevention will put us out of the patient care business, but in the meantime we are planning for expansion.

- **We remodeled our dialysis unit at 700 Broadway** in Seattle. That marks the first phase of an ongoing capital improvement project that will refurbish the building that's been our official headquarters since 1982.
- **We adapted a building in Renton** to provide more community dialysis capacity and serve as a hub for training people in self-dialysis at home.
- **We installed new systems in several centers** to mix chemicals with ultra-pure water to prepare dialysis solution more efficiently.
- **We received a state certificate of need**, the approval required to develop plans for a five-station dialysis center in Enumclaw.



373

new patients started dialysis

79

people received a kidney transplant

Roseni Roche, RN, West Seattle manager



13.6%

increase in treatments at hospitals

20%

more pharmacy users

Patsy Hoefel, transplant recipient



521

full-time equivalent staff members

527

volunteers who donated 7,900 hours

John Morgan, patient at Kent, and son Jamen



Chan Manochamng, patient at SeaTac

Masa Konishi



I learn.

Masa Konishi learned at age 18 he had polycystic kidney disease. By the time he turned 25 he had moved from his native Japan to the Puget Sound area to attend school – and his kidneys stopped working. So Masa added new subjects to his studies: dialysis and healthy eating. “At the Lake City kidney center they have a nurse who speaks Japanese. Even though I’ve been here for years, English is still my second language. She really told me a lot of things until I understood.” Now completing a communications degree from Northwest University, he also interns for a local Japanese media company.

Often kidney disease has no symptoms.

Half of all patients don’t know they have a problem until they’re in a crisis and kidney failure is imminent. Faced with complicated treatment decisions, they appreciate education that helps them plan and prepare. Generous donors make our education and outreach programs possible.

We offer classes at no charge.

- **About a third of new patients attend our Choices class**, which covers treatment options for kidney failure. Those who attend are more likely to choose home dialysis for its lifestyle advantages, or to begin treatment in a center with a permanent blood access, which reduces risk of infection and improves survival.
- **This year we expanded our reach** with a new class, Living Well with a Transplant. Learning about medication management and reducing cardiovascular risk promotes long-term survival and health.

We reach out to people at higher risk.

- **We conducted free health screenings** at the ninth annual Kidney Health Fest for African American Families, our largest outreach event. Out of a record 725 attendees, 157 were screened. The sobering result: 28 percent had protein in their urine, an indicator of kidney disease.
- **In all, we participated in 58 community events**, reaching 11,501 people.

We speak out for better health policies.

Northwest Kidney Centers’ voice is heard and respected in discussions of kidney treatment and public policy.

- **We worked on three national coalitions** offering independent, nonprofit dialysis providers’ perspective to Congress and Medicare. We also fended off state budget cuts that would have shut off dialysis for some patients.
- **We are recognized as a dialysis authority.** Our leaders and patients were quoted this year in *Modern Healthcare*, *The Wall Street Journal* and *The Atlantic*, along with regional newspapers, radio and TV.



We’re hailed for making the community healthier.

Joyce Jackson, right, accepts the Community Health Leadership Award from Sarah Patterson, chair of the Washington State Hospital Association.

“Northwest Kidney Centers is a shining example of tackling a huge health problem upstream. Preventing and slowing the incidence of kidney disease is an enormously important community service. Northwest Kidney Centers has clearly made a difference in the community’s kidney health and in the lives of the people they serve.”

*~ Leo Greenawalt,
retired Washington State Hospital
Association president*



Damon Brown and son Julian

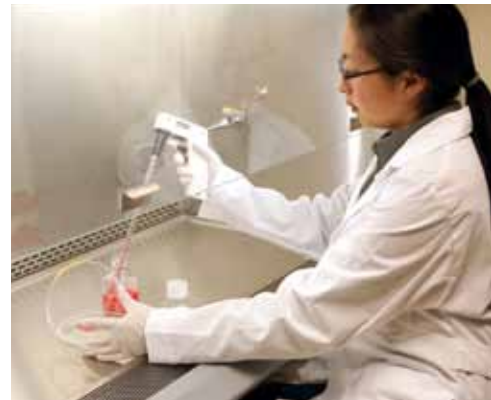
I hope.

When Damon Brown learned a decade ago that he needed dialysis, he figured research advances would eventually solve his kidney problems. "I was 26 and otherwise healthy," he said. "I thought that within 10 years they'd have artificial kidneys and that I'd be OK." Research has advanced, but not fast enough for Damon. He's now on peritoneal dialysis, awaiting a second kidney transplant. This time he's using Facebook to find a donor. Meanwhile, Damon and his wife, Bethany, still hope that research at Northwest Kidney Centers and the Kidney Research Institute will help their two children avoid kidney problems.

The Kidney Research Institute is now established as a scientific leader.

Founded in 2008 as a collaboration between Northwest Kidney Centers and UW Medicine, the Kidney Research Institute is dedicated to improving the lives of people with kidney disease.

- **Nearly 20 studies are under way** now, including multiple studies involving patients from Northwest Kidney Centers. A total of 1,108 patients in 11 regional institutions are enrolled as research subjects. Many more studies are in the planning phase.
- **Highly respected journals**, including *The New England Journal of Medicine* and the *Journal of the American Society of Nephrology*, published the institute's research findings this year.
- **More than \$20 million in grant funding** is in place to support kidney disease research, primarily from the National Institutes of Health.



Dr. Catherine Yeung conducts an experiment in the Kidney Research Institute cell culture facility.

It works on improvements that will have the biggest impact on the most people.

- **Fifty percent of studies have to do with cardiovascular complications.** That's because at every stage of kidney disease, patients are at higher risk for heart attack, heart rhythm problems that can be suddenly fatal, or stroke. Half the deaths of people on dialysis are related to heart disease. Kidney Research Institute scientists are actively studying the best ways to improve prevention, detection and treatment.
- **This year the Kidney Research Institute developed a registry** to allow interested patients to be notified of any studies for which they might qualify, created mechanisms to help researchers pilot-test clinical studies of promising new therapies, and established a blood and tissue bank to store and share samples for study in approved kidney disease research here and elsewhere, now and in the future.



I give.

Patricia Gaillard, above, is especially interested in kidney research. Like many donors, she is willing to pledge some of her estate to support the scientific quest for better tests and treatment and, one day, a cure for kidney disease. Patricia has joined our Heritage Society by designating Northwest Kidney Centers to receive a legacy gift. Others who attended our annual thank-you luncheon for Heritage Society donors this year are, from left, Ann Boeschoten, Annette Siverson and Doug Seto. The lunch program included an inside look at the most recent advances in kidney treatment.

Even in a year of economic challenges, loyal donors stood alongside us.

Generous community members contributed \$2.1 million to advance our patient care, education and research. Donors make it possible for us to provide community benefits beyond our basic budget. For example:

- **We invested in the next generation** of kidney specialist physicians by providing five fellowships for nephrologists doing an extra year of study at the University of Washington.
- **We took up the slack** when State of Washington budget cuts stopped the supply of nutritional supplements like Boost and Ensure that help dialysis patients living in poverty get enough protein in their diet.
- **We made a chaplain available** to comfort patients and family members in the special care unit, where we treat the most fragile patients.
- **We gave 366 emergency grants** to patients without money for food, housing or utility payments. About 44 percent of our patients have income below the poverty line.
- **We awarded scholarships** to eight patients and two staff members so they could return to school and train for career advancement.

More than 850 people – the most ever – attended the 2011 Breakfast of Hope, our annual fundraising event. Their individual contributions plus corporate sponsorships totaled \$399,000, also a record. Funds raised at the breakfast will help with the coming expansion of our unique kidney-specialist pharmacy and provide charity care in the coming year.

What you've read about in these pages is possible because you make it happen.

Our generous community steps up with financial gifts, volunteer energy and countless other shows of support. I extend my deepest thanks to you. Each patient's story represents thousands of people we've served in the past 49 years. Each of them reminds us why, with your help, we do this work.

~ Jane Pryor, CFRE

Vice President, development and public relations



Thelma Villalobos is one of eight patients who received a donor-funded scholarship from Northwest Kidney Centers. On dialysis since 2007, she looks forward to training for a better job.



*Jane Pryor, CFRE
Vice President,
development and public relations*

Northwest Kidney Centers exceeded 2011 budget goals.

We provided 2 percent more treatments than budgeted, with corresponding revenue. We maintained tight expense control, and we enjoyed strong investment performance and generous support from donors. We are on a firm footing as we enter 2012.

Sources and uses of revenue

Fiscal year ending June 30, 2011

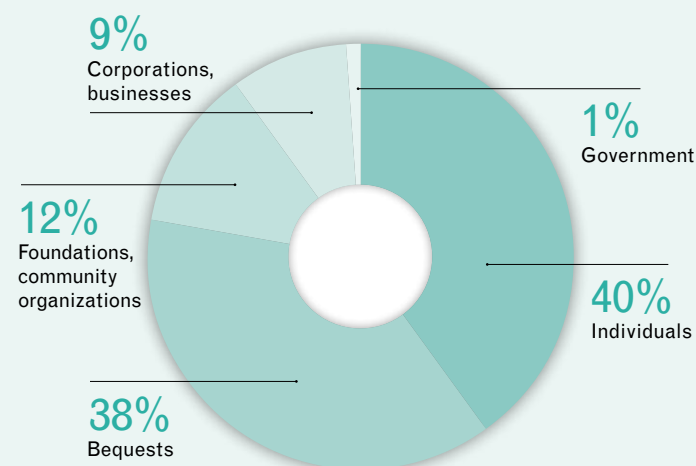
SOURCES OF REVENUE

Patient service revenue	\$91,748,052
Contributions	1,323,692
Restricted contributions	754,418
Investment income	2,236,433
Total	\$96,062,595

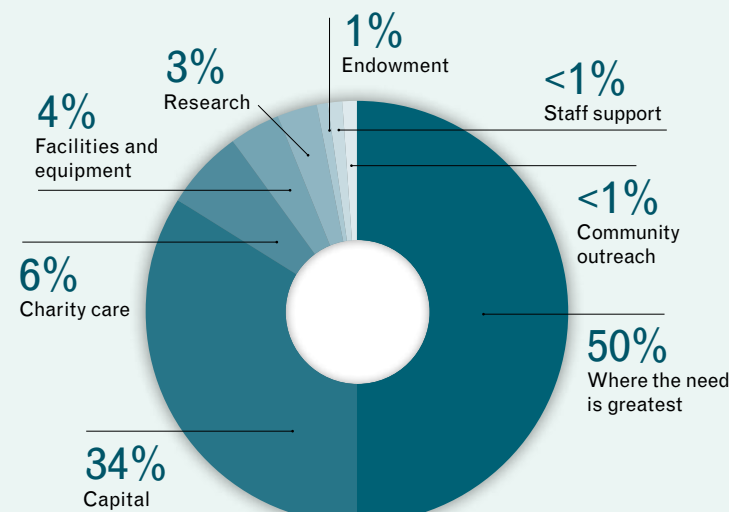
USES OF REVENUE

Uncompensated care	\$21,100,000
Salaries and benefits	36,360,195
Supplies and other expenses	30,417,779
Depreciation and interest	3,172,722
Provision for renovation, new equipment and new programs	5,011,899
Total	\$96,062,595

SOURCES OF CONTRIBUTIONS



DONOR DESIGNATIONS



Audited financial statements are available by request.

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

Your generosity helps people with kidney disease live, learn and hope.

Thank you to all the dedicated donors who have given generously to support Northwest Kidney Centers in the fiscal year July 1, 2010 through June 30, 2011.

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Tillie Anderson
Rosalie Bacior

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Chan Lam Wong

Bold type indicates people whose gifts we learned of this year.

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Gifts of \$100,000 +
Estate of Elizabeth N. Johnson
Estate of John and Susie Morganti
Estate of Willow Rosetti
Gladys Rubinstein
Harry and Clare Cayo Wilson Trust

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Gifts of \$50,000 - \$99,999
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Gifts of \$25,000 - \$49,999
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Brenda and Irwin Etter have created a planned gift to Northwest Kidney Centers.

Heritage Society

We are grateful to individuals who have notified us that they included Northwest Kidney Centers in their estate plans, or from whom we have received a planned gift. We honor those who have made a bequest in their will, established a life income charitable trust or annuity, named Northwest Kidney Centers as beneficiary of a life insurance policy or individual retirement account, or made any other planned gift.

*Indicates donors who are deceased.

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

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Greg and Ruth Sneed, planned gift donors. Ruth has worked as a registered nurse at Northwest Kidney Centers since 1973.



"The research aspect of the mission fascinated Walt, and it does me too. It's wonderful to see all the new possibilities for improved care."

Jean Walkinshaw, documentary producer, made a gift in memory of her husband, Walt, an attorney, fly-fisherman and early, longtime Northwest Kidney Centers trustee.

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Grateful thanks to families and friends of the following individuals for gifts made in their honor.

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“The unique thing is Northwest Kidney Centers’ drive to include people from the community to educate and to serve. Most important, Northwest Kidney Centers puts patients above profit.”

MaryAnn Eschbach, planned gift donor, whose late husband, Dr. Joseph W. Eschbach, made breakthroughs in kidney treatment. With her is their son Joseph C. Eschbach, a Northwest Kidney Centers trustee.



“It’s the care that Northwest Kidney Centers gives its patients that keeps me here. Kidney patients need constant care, and Northwest Kidney Centers delivers excellent care.”

Wanda Wong, banker and Northwest Kidney Centers Board member.

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\$1,000,000 or more
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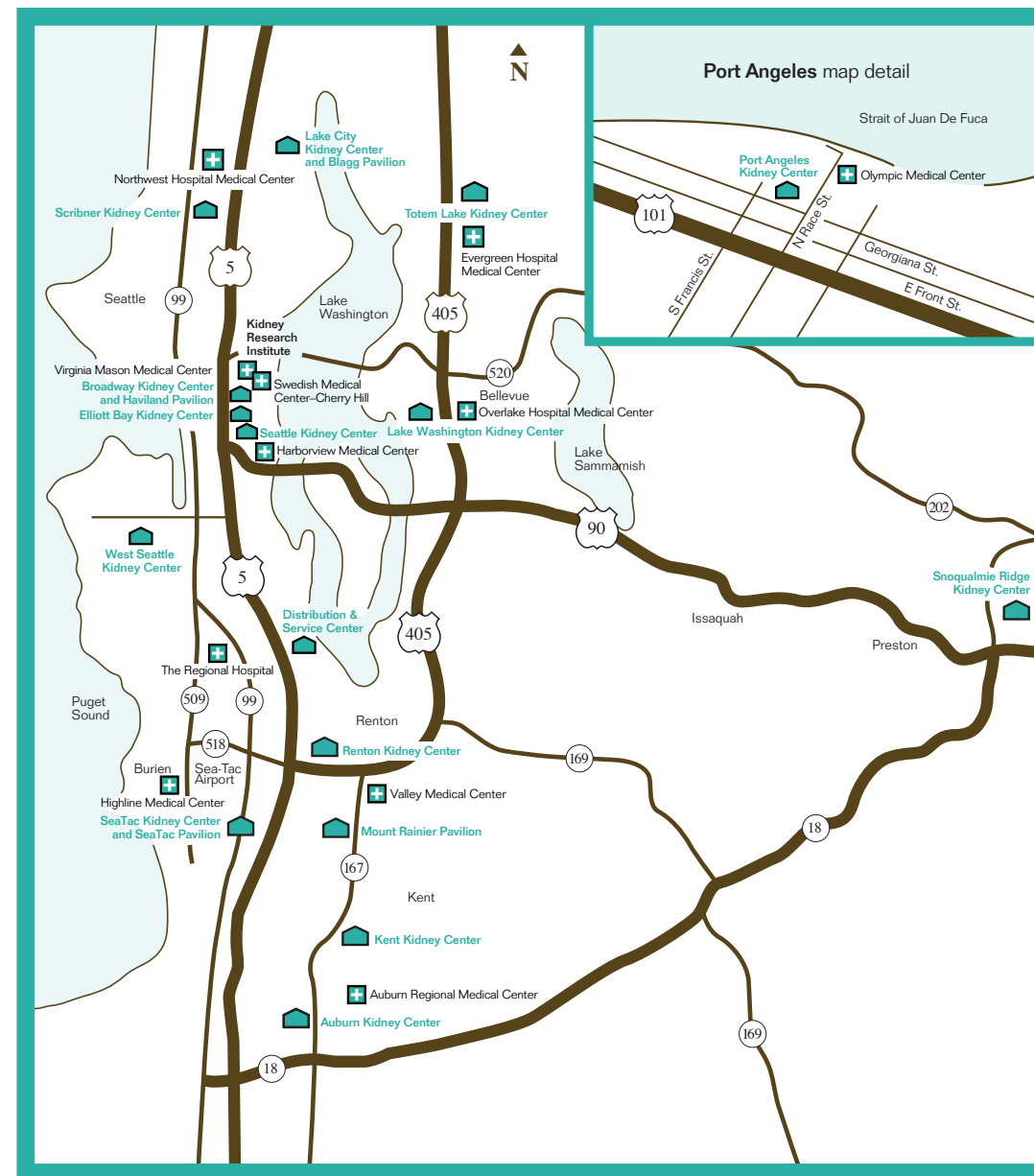
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If you notice an error or omission, we apologize. Please call us at 206-292-5351 or email giving@nwkidney.org so that we may correct our records.



Live.
 Learn.
 Hope.

With support from generous donors, Northwest Kidney Centers serves patients at 14 dialysis centers in western Washington. We also deliver treatments in 11 area hospitals and assist 211 patients who give themselves dialysis at home.

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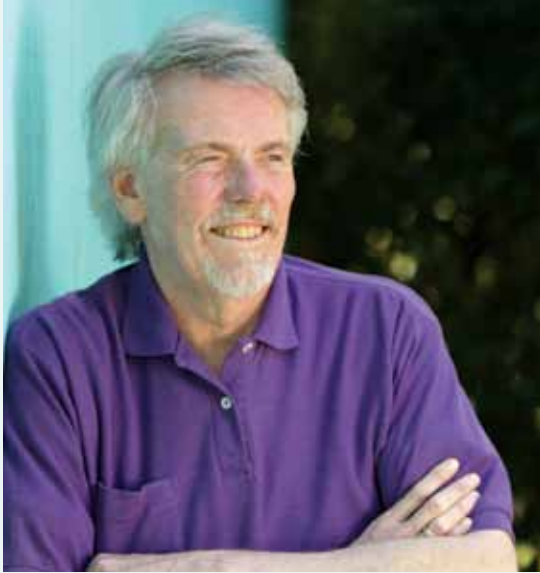
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"All of us experience a major medical event in our families at some time. Northwest Kidney Centers really does provide support – financial, emotional and social programs – for those in need." Hank Florence

Hank and Dr. Lisa Florence are regular donors to Northwest Kidney Centers. Lisa is a member of our board of trustees and a transplant surgeon.



Northwest Kidney Centers has sustained Gary Severson's life since 1967. We treated him with kidney dialysis in a center, trained him to do it at home, and now provide transplant medication from our kidney-specialty pharmacy.

Nooksack, Washington

June 30, 2011

Dear Northwest Kidney Centers staff,

I have been a kidney patient associated with Northwest Kidney Centers since May 1967. In November 1968 I began kidney machine dialysis in Eklind Hall and in January 1969 I began the home dialysis training program. I then dialyzed in my apartment until I received a kidney transplant on July 8, 1971. I still receive my prescription drugs from your pharmacy. Thank you for your wonderful support during the past 43 years. Truly I would not be writing this letter today if you had not been available in 1967. You have always been fair and helpful and caring. More than one of you has gone the "extra mile" for me with personal actions that came from your heart and were beyond your job description. Patients in the Northwest are extremely blessed to have a kidney center with such good patient-related qualities. I am celebrating the 40th anniversary of my successful kidney transplant. Without your initial acceptance of me into your kidney program and your continued follow-up, my kidney transplant probably never would have even occurred, or been so successful.

Gary Severson

Northwest Kidney Centers keeps people alive with dialysis care, educates the public about kidney health, and collaborates with UW Medicine in the Kidney Research Institute. We are one of very few community-based, nonprofit dialysis providers in the country. Founded in Seattle in 1962, ours was the first out-of-hospital dialysis program in the world, and it is still a model in the field.