



{ brand guidelines }



Introduction

DaVita Inc. is a unique company with an important purpose. Our name and logo are often the first introduction of our identity and culture to those outside our Village and have become important assets.

As we grow, it is important to establish and maintain a uniform corporate identity. It is critical to sustaining ongoing success that we create **a single impression of a strong, coordinated organization standing behind each of our centers and services**. The brand identity and guidelines help create a cohesive, meaningful brand.

The DaVita logo bears the fun and caring nature of our company and continues to embody greater value over time. Therefore, consistent use of the DaVita logo and identity standards are essential to creating and sustaining a positive impression. Proper use ensures continued viability and marketing value.

Within this guide, you will see the correct treatment of our new corporate tagline: **bringing quality to life**. This captures not only our commitment to great clinical outcomes and our culture of continuous improvement focused on patient care,

but also encompasses the benefit we strive to give to patients: an improved quality of life. We know through research this is something that matters to teammates, doctors and patients and represents what makes DaVita unique.

These basic guidelines explain how to use the identity system by providing information about the logo design, correct logo usage, colors, typography, brand names and trademarks. In addition, you will find helpful grammatical guidelines and service terminology.

From the website to direct mailers, sales presentations to advertisements, letterhead to signage, recruitment materials to press releases, **this single, unifying identity gives coherence and strength to all the promotional and informational pieces that represent DaVita**.

By following the guidelines contained herein at all times, you help ensure that we continue to enhance our reputation as an industry leader.

One for All & All for One!

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{ creative brand guidelines }



Our corporate logo

The DaVita corporate logo is the most immediate symbol of our company, our people and our brand to the world. It is a valuable corporate asset that must be used consistently in the proper, approved forms.

The DaVita logo may be used to promote DaVita products and services in marketing literature, advertising, direct mail, trade shows, websites, webinars, online sponsorships, compact disc or video presentations, and on promotional gift items such as T-shirts or coffee mugs. Corporate partners who display the DaVita logo in advertising and promotional literature reinforce the confidence patients already have in our brand.

Do's

- Display the logo only in the forms specified in this guide.
- Keep the design and logotype elements together.
- Display the logo only in the colors specified.
- Always position the logo apart from other text and graphics—especially other trademarks and service marks.
- Reproduce the logo only from the master art or from an electronic file provided by DaVita. Do not copy the logo from the website.

- Make sure the logo appears with the ® symbol and that the trademark is attributed with the correct trademark attribution statement: DaVita and the DaVita logo are registered trademarks of DaVita Inc.

Don'ts

- Don't rotate, skew, redraw, repropotion, reproduce three-dimensionally, or otherwise alter the logo or its elements in any way.
- Don't combine the logo with any other elements—such as other logos, words, graphics, photos, slogans or symbols—that might seem to create a hybrid mark.
- Don't translate elements of the logo into another language or change them to another character set.
- Don't display the logo in a way that suggests that a third party's product is a DaVita product, or that the DaVita name is part of a third party's product name.

Corporate logo guidelines

To preserve the strength of our corporate logo and the associated legal trademark and trade dress protection, the corporate logo must be used consistently, in the proper forms, according to the following guidelines.

The primary color palette for printing DaVita logos on paper consists of Pantone® 541 Blue and Pantone® 137 Gold. When Pantone® colors are not available use the CMYK build equivalents. For website implementation use the RGB builds or the corresponding Hexidecimal representation.



PANTONE® 137
C:0 M:38 Y:95 K:0
R:255 G:161 B:0
HEX#: FFA100



PANTONE® 541
C:100 M:58 Y:9 K:42
R:0 G:63 B:114
HEX#: 003F72

Tagline usage

The DaVita logo may be displayed with or without the tagline. The tag must never be used on its own, separately from the DaVita logo or an appropriate SBU logo. The tagline must always include the TM trademark symbol.

The tagline uses lowercase letters for a friendly, approachable look and feel.

Always use the supplied vector artwork and never re-create the tagline using different fonts or colors.

The tagline text should never be replicated as a headline.

The tagline should always be displayed as 60% Black for all full-color versions. On 1-color options, the tagline should be 60% of the logo color. On all reversed logo usages on dark backgrounds, the tagline should be reversed in white.

As with the DaVita logo, do not rotate, skew, redraw, reproportion, reproduce three-dimensionally, or otherwise alter the tagline in any way.

Use of the tagline is optional. It is appropriate but not required for ads, fliers, PowerPoint decks and other collateral. We must continue to use the DaVita logo without the tagline where appropriate, as well. For example, DaVita letterhead and business cards will not use the tagline.



Approved corporate logo treatments



Full-color logo

- Use on white or light background.
- Never place the logo on a photograph or texture.



Full-color logo reversed

- White + Pantone 137 (or build)
- Use on a dark background within DaVita's color palette.
- Never reverse the logo on a photograph or texture.



One-color logo:

- Use on white or light background.
- Never place the logo on a photograph or texture.



One-color logo reversed

- Use on a dark 1-color background.
- Never reverse the logo on a photograph or texture.

Approved corporate logo treatments (continued)



Optimal clear space

To preserve the impact of our corporate logo, never use less than the minimum clear space, as shown, when displaying the DaVita logo with or without the tagline.



Minimum size

To maintain legibility, never reproduce the corporate logo smaller than 1". When using the tagline, only measure the width of the DaVita logo.

Incorrect logo usage

To preserve the strength of our corporate logo and the associated legal trademark and trade dress protection, the corporate logo must be used consistently, in the proper forms, according to the following guidelines.



Don't add a drop shadow.



Don't use the logotype without the star.



Don't outline any of the logo elements.



Don't rotate the logo.



Don't skew or stretch the logo.



Don't use a staging box.



Don't make a pattern out of the logo.



Don't alter the transparency of the logo.



Don't make a watermark out of the logo.

Our corporate symbols

DaVita corporate symbols are secondary representations of our company. They are valuable corporate assets that must be used consistently in the proper, approved forms.

The Rising Star and Dancing Star marks shown below are the two alternate symbols that represent DaVita. These are to be used as free-standing graphics only, and not to be placed too close to the DaVita logo. It is important that the Rising Star mark never be displayed without the star at its tip.

However, the Dancing Star mark may be displayed on its own.

It is recommended that our corporate symbols not be displayed in the same design and/or on the same page as the DaVita logo.



Logo usage: Branded Merchandise

As individuals who are responsible for creating DaVita clothing and premium gifts, you are uniquely positioned to ensure that the DaVita brand is consistent and impactful across all items distributed to patients and teammates.

Applying the corporate logo to merchandise requires careful consideration, given the variety of surfaces and space limitations. It is especially important to follow the color and clear space guidelines (see page 9) as closely as possible.

Logo should be a minimum of 1" as described in the corporate logo guidelines section (page 9) of this document.



Use the corporate typefaces of Whitney and Chronicle Deck for text in addition to the logo. Do not re-create the corporate tagline. Use only supplied vector graphics.



Note: Go to <http://marketeers.davita.com/mrf/> on the VillageWeb for creative services.

Our color palette

Color helps to unify the appearance of everything we produce, from product packaging to printed communications and web/digital media.

<p>PANTONE: 137 C:0 M:35 Y:100 K:0 R: 251 G: 176 B: 52 HEX#: FBB034</p> <p>Core Color (reserved for logo and headlines)</p>		<p>PANTONE: 541 C:100 M:57 Y:0 K:38 R: 0 G: 70 B: 127 HEX#: 00467F</p> <p>Core Color (reserved for logo and headlines)</p>	
			
		<p>WHITE C:0 M:0 Y:0 K:0 R: 255 G: 255 B: 255 HEX#: FFFFFFFF</p>	
<p>85% PANTONE: 1235 C:0 M:25 Y:75 K:0 R: 255 G: 182 B: 18 HEX#: FFB612</p>	<p>PANTONE: 403 C:44 M:40 Y:46 K:5 R: 146 G: 139 B: 129 HEX#: 928B81</p>	<p>PANTONE: 542 C:64 M:19 Y:1 K:4 R: 109 G: 160 B: 200 HEX#: 64A0C8</p>	<p>PANTONE: 4535 C:5 M:7 Y:32 K:10 R: 209 G: 201 B: 157 HEX#: D1C99D</p>
<p>60% PANTONE: 1235 C:0 M:17 Y:54 K:0 R: 255 G: 199 B: 102 HEX#: FFC766</p>	<p>60% PANTONE: 403 C:26 M:23 Y:26 K:0 R: 190 G: 185 B: 180 HEX#: BEB9B4</p>	<p>60% PANTONE: 542 C:38 M:15 Y:1 K:0 R: 152 G: 191 B: 227 HEX#: 98BFE3</p>	<p>60% PANTONE: 4535 C:6 M:5 Y:22 K:0 R: 240 G: 223 B: 203 HEX#: F0E9CB</p>
<p>30% PANTONE: 1235 C:0 M:8 Y:27 K:0 R: 255 G: 227 B: 178 HEX#: FFE3B2</p>	<p>30% PANTONE: 403 C:12 M:10 Y:11 K:0 R: 222 G: 220 B: 217 HEX#: DEDCD9</p>	<p>30% PANTONE: 542 C:19 M:6 Y:1 K:0 R: 201 G: 221 B: 241 HEX#: C9DDF1</p>	<p>30% PANTONE: 4535 C:2 M:2 Y:10 K:0 R: 248 G: 244 B: 228 HEX#: F8F4E4</p>
<p>10% PANTONE: 1235 C:0 M:2 Y:9 K:0 R: 255 G: 246 B: 229 HEX#: FFF6E5</p>	<p>10% PANTONE: 403 C:3 M:2 Y:3 K:0 R: 244 G: 243 B: 242 HEX#: F4F3F2</p>	<p>10% PANTONE: 542 C:6 M:2 Y:0 K:0 R: 236 G: 243 B: 250 HEX#: ECF3FA</p>	<p>10% PANTONE: 4535 C:0 M:0 Y:4 K:0 R: 252 G: 251 B: 246 HEX#: FCFBF6</p>
<p>PANTONE PREMIUM METALLIC: 10256</p>		<p>PANTONE PREMIUM METALLIC: 10358</p>	

Our color palette (continued)

The use of a predominant color on collateral pieces will help to differentiate the work according to the audience for which it is designed.

Patient-facing color palette

The use of DaVita's warmer colors on patient-facing materials will reinforce the friendly and optimistic tone of the DaVita brand. For headlines, use Pantone 137 or the appropriate builds. Use tints of the secondary palette for supporting colors and for large, solid areas of color.

Physician-facing color palette

The use of DaVita's cooler colors on physician-facing collateral will emphasize the strong, progressive, confident side of the DaVita brand. For headlines, use Pantone 541 or the corresponding builds. Use tints of the secondary palette for supporting colors and for large, solid areas of color.

Teammate-facing color palette

On teammate-facing materials use the yellows and blues from the color palette. For headlines, use Pantone 137 or Pantone 541. Use tints of the secondary palette for supporting colors and for large, solid areas of color.

PANTONE: 137 Headline color for patient-facing collateral		PANTONE: 541 Headline color for physician-facing collateral		PANTONE: 137 Headline colors for Teammate-facing collateral		PANTONE: 541 Headline colors for Teammate-facing collateral	
PRIMARY COLORS	85% PANTONE: 1235	PANTONE: 403	PANTONE: 542	90% BLACK	85% PANTONE: 1235	PANTONE: 542	PANTONE: 542
	60% PANTONE: 1235	60% PANTONE: 403	60% PANTONE: 542	60% BLACK	60% PANTONE: 1235	60% PANTONE: 542	60% PANTONE: 542
	30% PANTONE: 1235	30% PANTONE: 403	30% PANTONE: 542	30% BLACK	30% PANTONE: 1235	30% PANTONE: 542	30% PANTONE: 542
	10% PANTONE: 1235	10% PANTONE: 403	10% PANTONE: 542	10% BLACK	10% PANTONE: 1235	10% PANTONE: 542	10% PANTONE: 542
SECONDARY COLORS	30% PANTONE: 542	30% PANTONE: 4535	30% PANTONE: 1235	30% PANTONE: 4535	PANTONE: 403	60% PANTONE: 4535	60% PANTONE: 4535
	10% PANTONE: 542	10% PANTONE: 4535	10% PANTONE: 1235	10% PANTONE: 4535	60% PANTONE: 403	30% PANTONE: 4535	30% PANTONE: 4535
	10% BLACK	WHITE	10% PANTONE: 403	WHITE	30% PANTONE: 403	WHITE	WHITE

Paper

The tactile quality of a handwritten letter or printed collateral piece promotes a much more personalized connection with the viewer versus an email or website page viewed on screen.

For letterhead and other collateral that is printed in-house, an uncoated cotton sheet is preferred. For collateral material printed on a digital or offset press, a matte, dull, satin or silk sheet will convey the perfect mix of sophistication and quality while maintaining the technical printability of a gloss stock.

For print projects that use recycled paper, vegetable-based inks, wind-powered plants, etc., be sure to include a reference to the paper's, ink's and printer's environmental stats in the copyright line.

Standard stock:

House silk stock

Minimum = 90 brightness

Text weight = 70 lb. / 80 lb. / 100 lb.

Cover weight = 65 lb. / 80 lb. / 100 lb.

Coating = Dull AQ

Premium stock:

Utopia U2:XG

Text weight = 80 lb. / 100 lb.

Cover weight = 80 lb. / 100 lb. / 120 lb.

Coating = Dull AQ

Note: Go to <http://marketeers.davita.com/mrf/> on the VillageWeb for creative services.

Brand imagery

The DaVita photography style is authentic and optimistic, capturing natural sunlight and sunbursts to portray bright, positive, happy outcomes. It should reflect the everyday heroism and strength of patients and DaVita teammates, as real people in natural, spontaneous situations. The style should be very warm with vibrant saturated colors and bright highlights.

In style and substance:

- Heroic and confident
- Sunlit, bright and vibrant
- Authentic and optimistic

Any photography with images of teammates, patients, physicians or others requires a signed Media Release from those in the photograph.

DaVita must own or appropriately license all photography used from its lawful owner. See page 19 for more information.



Note: Go to <http://marketeers.davita.com/mrf/> on the VillageWeb for creative services.

Brand imagery (continued)



Note: Go to <http://marketeers.davita.com/mrf/> on the VillageWeb for creative services.

Image licensing

Here you will find information on the types of license rights available for all images or illustrations, and each of the license agreements pertaining to those products and rights.

Rights-managed (RM)

Rights-managed products are licensed on a use-by-use basis. The fee for using the product is calculated from several factors including size, placement, duration of use and geographic distribution. At the time you order a rights-managed product, you will be asked to submit information that will specify the usage rights to be granted.

Rights-ready (RR)

Rights-ready products may be used for the particular use and the project and end client specified at the time of licensing. When you order a rights-ready product, you will be asked to submit information that specifies how you intend to use the product, and the project and end client for whom it will be used. Pricing of rights-ready products is based solely on the use of the product that you select. You don't have to pay any additional royalties if you reuse rights-ready products for the same use for the same project and end client specified at the time of licensing.

Royalty-free (RF)

Royalty-free products may be used by you multiple times for multiple projects without incurring additional fees. Royalty-free pricing is based solely on the file size of the product you need and the number of people entitled to use it (maximum 10), as well as the number of times you may print, not the specific use. You don't have to pay any additional royalties on a use-by-use basis. However, as with all image licenses, the rights granted are non-transferable and are personal to you. This means that if you license an RF product to be used in a derivative work by your client or any other person, they may not use the licensed product separately from the derivative work.

Note: Go to <http://marketeers.davita.com/mrf/> on the VillageWeb for creative services.

Our typography

Consistent use of our typefaces reinforces the DaVita brand in the eyes of our patients, partners and teammates. Our corporate faces are Whitney and Chronicle Deck for all materials except PowerPoint presentations, which are to be Arial.

Use Whitney as the primary typeface for:

Headlines, sub-headlines, shorter body copy, informational and technical copy, captions, text in tables and footnotes.

Use Chronicle Deck as the secondary typeface for:

Extended body copy, stories and pull-quotes (use italic)

Use Arial as the typeface for:

PowerPoint presentations and web content.

Arial

Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
OPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
tuvwxyz1234567890

Italicized

*ABCDEFGHIJKLMNOPQRSTUVWXYZ
OPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
tuvwxyz1234567890*

Bold

**ABCDEFGHIJKLMNOPQRSTUVWXYZ
OPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
tuvwxyz1234567890**

Whitney (by Hoefler & Frere-Jones)

Book

ABCDEFGHIJKLMNOPQRSTUVWXYZ
OPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
tuvwxyz1234567890

Semibold

**ABCDEFGHIJKLMNOPQRSTUVWXYZ
OPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
tuvwxyz1234567890**

Bold

**ABCDEFGHIJKLMNOPQRSTUVWXYZ
OPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
tuvwxyz1234567890**

Book Italic

*ABCDEFGHIJKLMNOPQRSTUVWXYZ
OPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
tuvwxyz1234567890*

Semibold Italic

***ABCDEFGHIJKLMNOPQRSTUVWXYZ
OPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
tuvwxyz1234567890***

Bold Italic

***ABCDEFGHIJKLMNOPQRSTUVWXYZ
OPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
tuvwxyz1234567890***

Chronicle Deck (by Hoefler & Frere-Jones)

Roman

ABCDEFGHIJKLMNOPQRSTUVWXYZ
OPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
tuvwxyz1234567890

Semibold

**ABCDEFGHIJKLMNOPQRSTUVWXYZ
OPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
tuvwxyz1234567890**

Bold

**ABCDEFGHIJKLMNOPQRSTUVWXYZ
OPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
tuvwxyz1234567890**

Italic

*ABCDEFGHIJKLMNOPQRSTUVWXYZ
OPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
tuvwxyz1234567890*

Semibold Italic

***ABCDEFGHIJKLMNOPQRSTUVWXYZ
OPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
tuvwxyz1234567890***

Bold Italic

***ABCDEFGHIJKLMNOPQRSTUVWXYZ
OPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
tuvwxyz1234567890***

Layout and composition

The actual product imagery is just one part of a cohesive message; considered treatment of the imagery and its surroundings ensures the integrity of both the products and our brand.

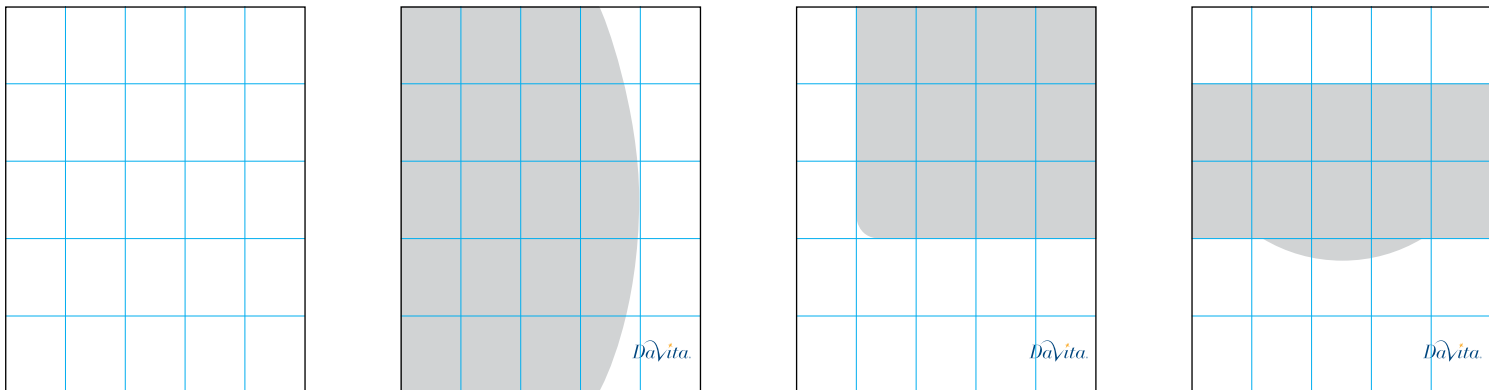
Color proportions and grid

Large photos should be used on all pieces but should be balanced with generous amounts of white-space.

The grid system uses basic grid lines to ensure the color-to-white-space ratio is always adequate. Utilizing this invisible system, all partners and printers will be able to consistently replicate DaVita's visual style.

Breaking out of the box

Dialysis is a cyclical process. By utilizing rounded corners, arches, and other circular design techniques, DaVita's corporate collateral can emphasize this, while at the same time creating a unique and consistent look and feel for all DaVita graphic design projects.



Note: Go to <http://marketeers.davita.com/mrf/> on the VillageWeb for creative services.

Supplementary graphic devices

In addition to circular/rounded image treatments, small graphic devices such as dashed circles and brackets can be used to enhance a layout.

Dashed circles

In some cases it can be appropriate to implement additional graphic devices to a layout. Dashed circle outlines can be used in addition to rounded image treatments or on their own to call out key words or phrases.

- Do not use graphic devices with the DaVita logo and/or tagline.
- Always use a .5 pt stroke of white or 40% black with a 2 pt dash and a 3 pt gap.
- Be sure to allow for a clear space equal to half the radius of the circle from headline text or other graphics.

Typographic elements

The use of brackets or double colons on words or small phrases can enrich a typographic layout. These elements are helpful for layouts that do not have supporting imagery.

- Use double colons only with the sans serif fonts Whitney or Arial.
- Use brackets with the font Chronicle Deck.
- Always use enclosing brackets, not just one.



Note: Go to <http://marketeers.davita.com/mrf/> on the VillageWeb for creative services.

Printed collateral

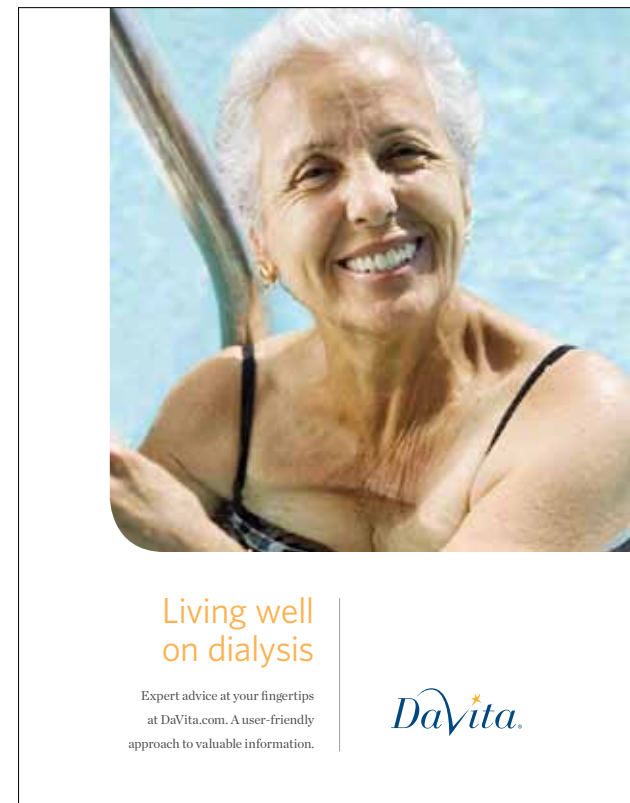
The following are examples of different types of printed matter, e.g., newsletters and brochures. These are meant to serve as examples and as inspiration.

Include these elements in every piece of printed collateral:

- Ample use of white space
- Rounded corners or arched image crops
- Dynamic imagery that follows our photographic guidelines
- Content that adheres to the communication guidelines



Direct mail postcard

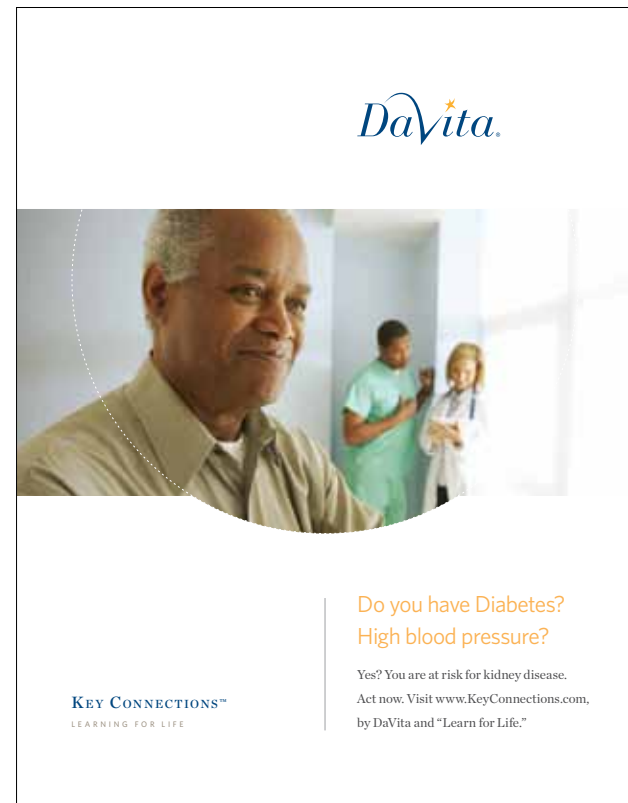


Print ad

Printed collateral (continued)



Pocket folder cover



Brochure cover

Note: Go to <http://marketeers.davita.com/mrf/> on the VillageWeb for creative services.

Website guidelines

When preparing additional website pages, follow these guidelines:

- The DaVita website address is www.davita.com. When referring to the site, rather than the URL, write it as DaVita.com.
- Maintain consistency in look and feel using the brand guidelines.
- Copy should always reflect the messages recommended in this guide.
- Follow the photography guidelines contained in this guide when adding imagery on primary and secondary pages.



Home page example



Secondary page example

{ brand communication guidelines }



Writing style guide

The DaVita writing style is both knowledgeable and caring. Whether communicating to a patient, teammate, physician or policy maker, the message should be straightforward and concise. The tone and voice should be of a subject-matter expert relaying information in a friendly tone. The writing style should accent the visual style, which should be reassuring, warm and vibrant.

The DaVita writing style should convey our medical expertise in a friendly way.

- Knowledgeable
- Straightforward
- Caring
- Conversational

Writing approval process

To ensure that all writing reflects the DaVita style and meets all legal standards, all materials must be sent for legal review.

All writing must be edited, proofread and then sent to legal for approval.

Note: Go to <http://marketeers.davita.com/mrf/> on the VillageWeb for creative services.

Writing style guide (continued)

Please note: Writing style guidelines were recently updated and are available separately on the VillageWeb.

DaVita writing generally adheres to the The Associated Press (AP) Stylebook for printed and electronic communications. However, there are some exceptions that we must use consistently.

abbreviations/acronyms

Spell out on first reference, followed by parentheses, unless otherwise noted:

The hemodialysis (HD) patients have an update. The HD patients are all in attendance.

This abbreviation rule is applicable for both internal and external publications.

bulleted lists

Capitalize first word. Use appropriate punctuation in each bullet.

Make bullets uniform in terms of punctuation; if first bullet is a complete sentence, make all subsequent bullets complete sentences:

To prevent illness this flu season, take the following precautions:

- Wash your hands with soap and warm water.
- Scrub between your fingers and let the water flow from your arms down to your fingertips.
- Dry your hands with a clean towel.

If first bullet is not a complete sentence, do not make subsequent bullets complete sentences.

If it's a one-word list or incomplete sentence, no period after the word:

Types of dialysis include:

- Hemodialysis
- Peritoneal dialysis
- Home hemodialysis

capitalization

Use sparingly. Do not capitalize words unless they are formal terms, or unless otherwise specified in this guide.

Do not capitalize generic drugs: vitamin D, angiotensin-converting enzyme (ACE), vitamin C, folic acid, erythropoietin, etc. EXCEPTIONS: Epoetin alfa

Do capitalize brand name drugs: Advil, Epogen, etc.

Do capitalize department names and formal titles: DaVita Rx, VillageHealth, Chief Medical Officer, Chief Operating Officer.

Other DaVita job titles require special consideration since some generic job functions are also job titles. Generally, however, functions such as nurse or physician are not titles and thus are not capitalized. Some examples:

Jane is a DaVita social worker.

Janelle is a DaVita nurse.

Jana is a DaVita Facility Administrator.

Jamie is a DaVita Medical Director.

Janet is a DaVita physician.

care partner

Definition: a friend or loved one who helps with treatment.

center

Use "center" instead of "clinic" or "facility" in most cases — always with patients. Exceptions may apply depending on the audience and Compliance regulations. Physicians and FAs use "facility" in some cases.

ChairSideSnappy

One word with each of three letters capitalized.

Writing style guide (continued)

updated writing guide available on the
VillageWeb

Cities and states

Use AP Style. If the state is mentioned on its own, do not abbreviate:

California is a great place!

We love to visit Barstow, Calif.

If a city and state are mentioned in the middle of a sentence, place a comma before and after the state name:

I shop in Orange, Calif., for antiques.

Alabama — Ala.

Alaska — Alaska

Arizona — Ariz.

Arkansas — Ark.

California — Calif.

Colorado — Colo.

Connecticut — Conn.

Delaware — Del.

D.C. — Washington, D.C.

Florida — Fla.

Georgia — Ga.

Hawaii — Hawaii

Idaho — Idaho

Illinois — Ill.

Indiana — Ind.

Iowa — Iowa

Kansas — Kan.

Kentucky — Ky.

Louisiana — La.

Maine — Maine

Maryland — Md.

Massachusetts — Mass.

Michigan — Mich.

Minnesota — Minn.

Mississippi — Miss.

Missouri — Mo.

Montana — Mont.

Nebraska — Neb.

Nevada — Nev.

New Hampshire — N.H.

New Jersey — N.J.

New Mexico — N.M.

New York — N.Y.

North Carolina — N.C.

North Dakota — N.D.

Ohio — Ohio

Oklahoma — Okla.

Oregon — Ore.

Pennsylvania — Pa.

Rhode Island — R.I.

South Carolina — S.C.

South Dakota — S.D.

Tennessee — Tenn.

Texas — Texas

Utah — Utah

Vermont — Vt.

Virginia — Va.

Washington — Wash.

West Virginia — W. Va.

Wisconsin — Wis.

Wyoming — Wyo.

comma (Oxford)

Do not include a comma before “and” in a series unless the series is complex:

I bought eggs, milk and sugar at the store.

I went to the store to buy milk and eggs, had lunch at a popular restaurant, and bought some flowers and a card for my friend.

Core Values

Capitalize the term Core Values and the name of each Core Value but do not italicize either:

DaVita has seven Core Values.

I think my favorite Core Values are Service Excellence and Fun.

Writing style guide (continued)

updated writing guide available on the
VillageWeb

dates

Abbreviate Jan., Feb., Aug., Sept., Oct., Nov. and Dec. when accompanied by a specific date:

Jan. 17, 2007.

NOT: Jan. 17th, 2007.

Use a comma after the year when preceded by a date in a complete sentence:

My sister was born on May 14, 1977, in Omaha.

My sister was born in May 1977 to proud parents.

Spell out month when no date is given, or when accompanied only by a year:

January 2007.

DaVita Village

Capitalize all references to the Village, e.g., "I joined the Village in 2010."

DaVita Village Voice

Use the full name, not Village Voice, DVV or The Voice, and do not italicize it.

department names

Capitalize in all instances:

The Marketeers are located in multiple neighborhoods.

Check with Legal before going to press.

Dietitian

NOT dietician.

See titles (positions). Capitalize when used as a job title with an individual's name; lowercase when speaking in general terms:

We value dietitians and nurses.

We value Dietitian Jane Doe.

Dr.

Acceptable on first reference to a medical doctor, but try to ascertain source's preference:

"John Doe, MD, presented" or

"Dr. John Doe presented." NOT both: Dr. John Doe, MD, presented.

CMO preference:

Allen R. Nissenson, MD, FACP
Chief Medical Officer, DaVita Inc.

DUCK

No periods. Abbreviated in all instances.

eCharting

not e-Charting

email

Lowercase and do not hyphenate, unless the start of a sentence.

NOT E-mail, e-mail

email addresses

lowercase all parts of email address unless the address is long enough to cause confusion:

john.doe@davita.com

OfficeOfTheCMO@davita.com

askallen@davita.com

employees

NEVER use this term internally.

Always use "teammates" instead.

For external audiences, use

"teammates" consistently but clarify on first reference with "(employees)"

as necessary, e.g.: "DaVita teammates (employees) raised thousands of dollars for kidney charities."

Writing style guide (continued)

updated writing guide available on the
VillageWeb

ePrescription

not e-Prescription

exclamation marks

Should rarely be used, except when making an actual exclamation, e.g.: Wow!

And, only use one.

Facility Administrator

See titles (positions). Spell out on first mention, followed by (FA).

Capitalize when preceding or following an individual's name or in a salutation; lowercase when speaking in general terms:

Shirley Smith, the Facility Administrator (FA), agreed.

The facility administrators (FAs) voted no.

flier

NOT flyer.

fundraiser

NOT fund-raiser.

HD

Spell out as hemodialysis (HD) on first mention. Okay to abbreviate on subsequent mentions.

HHD

Spell out as home hemodialysis (HHD) on first mention. Okay to abbreviate on subsequent mentions.

healthcare

One word.

Help Desk

Two words, both Help and Desk capitalized.

Homeroom

One word, capitalized.

Homeroom Meeting

Two words, both capitalized.

In-center

Hyphenate when preceding a word it modifies but use as two words when following the modified word:

In-center hemodialysis usually requires three sessions per week.

I dialyze in center three times per week.

includes/including

When using to introduce a list, "include/including" denotes an incomplete list (rather than all items in the list).

A standard triathlon is composed of swimming, biking and running.

NOT: A standard triathlon includes swimming, biking and running.

Intranet

Capitalized when referring to non-DaVita site. Do not use the term intranet to describe DaVita's internal website. Instead, use VillageWeb:

Did you see the VillageWeb listing?

Writing style guide (continued)

updated writing guide available on the
VillageWeb

KT

Use this term, followed by “, our Mayor,” in all references to Kent Thiry within the Village. No periods after the initials.

“KT, our Mayor, was at the Playa today.”

Use the full name, Kent Thiry, for external audiences and do not refer to him as the Mayor unless it is explained and appropriate for the audience. Kent Thiry, Chairman and CEO of DaVita Inc.

Lists

See Bulleted lists, Numbered lists.

Medical Director

Capitalized in all instances.

minority groups

Generally, follow AP guidance. However, in advocacy material, G-Force advises using the following terms favored by congressional caucuses, some of which differ from AP:

African Americans (no hyphen),

Asian Americans and Pacific Islanders, Hispanic, Caucasian
“minority” or “minority groups” or
“minority communities” rather than
“ethnic minorities.”

mission

Lowercase when used alone; capitalized when accompanied by values:

Our mission is “To be the Provider, Partner and Employer of Choice.”
Our Mission & Values make our company great.

more than/over

Use “more than” in all instances referring to quantities:

More than 100 teammates participated.

Use “over” to indicate movement:
We jumped over the fence.

numbers

Spell out numbers one through nine. Use digits for 10 and above, up to 1 million:

We have one dog.
We have 25 friends.
We know 3 million people.

numbered lists

Use a numbered list instead of a bulleted list if the items in the list must be presented in sequence. If sequence is unimportant, use bullets.

As in bulleted lists, capitalize the first word. Use sentence-completing punctuation for entries that are complete sentences; don’t for entries that aren’t. Don’t mix styles; if one entry is a complete list, they all should be. Examples:

To enjoy gum:

1. Unwrap the product.
2. Place it in your mouth.
3. Chew it.

Some fun facts about gum are:

1. There are many flavors.
2. Some are sugarless.
3. There are now gums that change flavors as you chew them.

Writing style guide (continued)

updated writing guide available on the VillageWeb

over/more than

See “more than/over”

PD

Spell out peritoneal dialysis (PD) on first mention. Use PD on subsequent mentions.

phone numbers

Use hyphens (not periods) in all instances:

Toll-free numbers style:

1-866-244-0680

Word style: 1-888-DAVITA-8

Area code numbers use parentheses:
(310) 536-2400

publication names

Do not italicize the names of publications, websites or scientific posters. (Book titles, however, go in quotation marks; see “quotation marks.”)

DaVita Magazine

DaVita Village Voice

Physician Resource Center

DaVita.com

Quotation Marks

Commas and periods must always be placed within quotation marks:

They took the WebEx titled “CQI and You,” as well as the one called “You and CQI.”

Question and exclamation points can be placed outside quotation marks only if the quotation marks pertain to a specific part of the sentence:

Have you read the book
“Kidneys and You”?

He said, “Did you see my
dialysis chair?”

Reuse

Capitalize in all cases when referring to the dialysis technique; lowercase when it’s a verb:

DaVita supports Reuse
among patients who prefer it.

DaVita labels and reuses
dialyzers with the same patient
when requested.

Spacing

One space following a period.
NOT two or more.

States

See cities and states

Talking Points

Capitalized when part of a proper title.
Lowercase if general reference:

Click here to read the Snappy
Talking Points.

The team developed talking points
for the release.

teammates

Lowercase. Use this term to refer to
DaVita employees internally.

time

Use digits, followed by a.m. and p.m.
(lowercase and with periods). Use ET
for Eastern Time and PT for Pacific
Time. (NOT 11:00 AM PST or 3:00
PM EDT). When describing a national
event, give times in PT and ET only,
starting with PT:

Physicians are invited to call
in at 10 a.m. PT/1 p.m. ET.

Writing style guide (continued)

updated writing guide available on the
VillageWeb

titles (positions)

Do not capitalize teammate titles.
Spell out on first reference, followed by acronym when applicable:

Facility administrators (FAs) are welcome here any time.

We love FAs.

toward

NOT towards.

trademarks

See separate list of DaVita trademarks maintained and provided by Justice League of DaVita.

In references to trademarked non-DaVita brands, be sure to include the proper mark.

Ultracare®

National Kidney Foundation®

United States

Use United States when used as a noun:

I live in the United States.

Use U.S. when used as an adjective:

He was carrying a U.S. passport.

Use America and American as acceptable descriptors, but pay attention to tone:

The American flag.

NOT: The U.S. flag.

All across America, people enjoy baseball and apple pie. NOT: All across the U.S., people enjoy baseball and apple pie.

URLs

Capitalize the D and V in DaVita.com in every case, except in email addresses. Capitalize new words in URLs only when the URL is long enough to cause confusion. Also, do not allow for a hyphen to appear if the URL breaks at the end of a line:

DaVita.com

YourKidneys.com

Also see www.

VillageWeb

One word, not italicized, in all cases.

NOT: Village Web or *VillageWeb*.

WebEx

One word, capital W and E.

WebRIMS

One word, RIMS all caps.

website

One word. No hyphen. Capitalize only when beginning a sentence.

www

Do not use www unless it is required for the site to load.

DaVita.com

Our Mission and Our Core Values

Use Our Mission and Our Core Values only when appropriate. This matrix includes a brief definition for each component and includes usage suggestions.

Our Mission:

To be the Provider, Partner and Employer of Choice.

PURPOSE/DEFINITION

Describes why we exist; our cause as a company

USAGE: AUDIENCE, CONTEXT

Our Mission should appear in any copy that introduces DaVita and describes it and its business at a high level. On its own, Our Mission can be used as the single phrase that best captures the essence of DaVita. Our Mission should be used verbatim. **Our Mission is distinct from our corporate tagline and should not appear next to the DaVita logo.**

EXAMPLES

- * Press release boilerplate
- * Corporate presentation
- * Newsletters
- * Event signs
- * Center banners
- * Press releases
- * Annual Report

Our Core Values:

Service Excellence, Integrity, Team, Continuous Improvement, Accountability, Fulfillment, Fun

PURPOSE/DEFINITION

The message we live by and use to guide our daily decisions.

USAGE: AUDIENCE, CONTEXT

Our Core Values should only be used with Our Mission in body text or as a graphic. Our Mission should appear on the left; our Core Values should appear on the right.

EXAMPLES

- * Press release boilerplate
- * Corporate presentation
- * Newsletters
- * Event signs
- * Center banners
- * Press releases
- * Annual Report

Protective intellectual property notices

Trademark Notices

A trademark is a word, name, symbol or device that is used in trade with goods to indicate the source of the goods and to distinguish them from the goods of others. A servicemark is the same as a trademark except that it identifies and distinguishes the source of a service rather than a product. The terms “trademark” and “mark” are commonly used to refer to both trademarks and servicemarks.

The brand name “DaVita” is an important asset of this company. We have other word and design marks that help brand the company. To protect our brand, each mark should be displayed with the appropriate trademark symbol (“®”, “™” or “SM”), which puts those viewing the mark on notice that we consider these words and/or designs to be part of our intellectual property.

Copyright Notices

Copyright is a form of protection provided to the authors of “original works of authorship” including literary, dramatic, musical, artistic and certain other intellectual works, both published and unpublished. The copyright protects the form of expression rather than the subject matter of the writing.

The copyright notice is intended to identify a publication as belonging to DaVita and to put those viewing the publication on notice that we consider this publication to be part of our intellectual property. Please make sure that all materials published include the following copyright notice:

© 2011 DaVita Inc. All rights reserved.

Note: Go to <http://marketeers.davita.com/mrf/> on the VillageWeb for creative services.

Protective statements

Protective Statements

Other protective statements and/or notices may need to be included in materials for publication, including statements that any educational materials provided by DaVita Inc. are not a substitute for medical advice. It is acceptable for the protective statement to be represented in font sizes no smaller than 7 points.

When creating an advertisement or literature for external publication, it is important to include the following statement:

DaVita Inc.: 1551 Wewatta Street, Denver, Colorado 80202
(303) 405-2100 :: www.davita.com

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Note: Go to <http://marketeters.davita.com/mrf/> on the VillageWeb for creative services.

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