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This style guide covers the DaVita enterprise and DaVita Kidney Care. A style guide that covers DaVita Medical Group is forthcoming.

Α

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. (However, see **CKD** and **ESRD**.)

If there is only one reference and if the acronym is better known than the full name—NATO, AARO, ACO, etc.—refer to the full name and the parenthetical reference or offset with an "or" and a comma.

Join our Accountable Care Organization (ACO), today.

Join our Accountable Care Organization, or ACO, today.

Omit periods in acronyms of three letters or more. Use periods with two-letter acronyms such as U.S. and U.N. unless noted otherwise in the AP Stylebook or according to trademark.

ABQ Health Partners:

See DaVita Medical Group.

Accountable Care Organization(s):

Capitalize. Use "Accountable Care Organization (ACO)" or "Accountable Care Organizations (ACOs)" on first use. Use "ACO(s)" on any subsequent references.

acute kidney injury:

Use "acute kidney injury (AKI)" on first reference. Use "AKI" on any subsequent references.

Affordable Care Act:

May abbreviate as "ACA" on second reference.

Allen R. Nissenson, MD:

DaVita's chief medical officer. Include his middle initial when writing out his full name.

all right:

Not "alright."

although vs. while:

"Although" means "in spite of," "however" or "but." "While" means "during a period of time."

arteriovenous:

On first reference, use "arteriovenous (AV)." Use "AV" on all subsequent uses. Fine to use abbreviation without spelling out first for **physician** audience.

An arteriovenous (AV) fistula is created by connecting one of your arteries to one of your veins using your own vessels. The use of AV fistulas is the preferred vascular access.

If there is only one reference, use either "arteriovenous (AV)" or "arteriovenous, or AV,..." (See abbreviations/acronyms.)
Do not hyphenate as "arterio-venous."

В

billion:

Use figures with billion:

7 billion people \$250 billion

If there are space restrictions in headlines, infographics or PowerPoint decks, use a single B—no spaces around it—to indicate billion:

\$2B in savings See also **million.**

bloodline:

One word.

bloodstream:

One word.

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:

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

- Wash your hands with soap and warm water.
- Scrub between your fingers.
- Dry your hands.

If the first bullet is not a complete sentence, do not make subsequent bullets complete sentences. If it's a one-word list or incomplete sentence, do not include a period after the word.

Types of dialysis include

- Hemodialysis
- Peritoneal dialysis
- Home hemodialysis

Colons should not be used when a sentence is completed by the list items (see second example above). A colon should be used after "the following," "as follows," etc. (see first example in bulleted lists).

C

calls to action:

Calls to action, or CTAs, should include a period when the CTA is a sentence.

Sign up for Kidney Smart classes today at KidneySmart.org.

If the CTA is within a button on DaVita.com or another electronic publication, capitalize each word and do not use a period:

> Sign Up Today NOT: Sign up today.

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), folic acid, erythropoietin, etc.

EXCEPTION: Epoetin alfa

Capitalize brand name drugs: Advil, Epogen, etc. Capitalize department names.

DaVita Rx VillageHealth Capitalize formal titles when preceding a name:
Chief Medical Officer Allen R. Nissenson,
MD, presented at the conference.
Allen R. Nissenson, MD, chief medical

officer, presented at the conference.

Capitalize facility administrators (FAs), medical directors and regional operations directors only when preceding a name.

Facility Administrator (FA) Jana runs the DaVita Fremont Dialysis Center.
Jana is a DaVita facility administrator.
Jamie is a DaVita medical director.
Joe, regional operations director, visited the center today.

Other DaVita job titles require special consideration and are not capitalized. Some examples:

Jane is a DaVita social worker.
Janelle is a DaVita nurse.
Janet is a DaVita physician partner.
Capitalize hyphenated phrases in titles:
In-Center Hemodialysis Services

care partner:

A friend or loved one who helps with treatment.

caregiver:

A physician, nurse or other healthcare professional providing clinical care.

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.

Centers for Medicare & Medicaid Services:

Use "Centers for Medicare & Medicaid Services (CMS)" on first reference, with the "&." Use "CMS" for any subsequent references.

Center for Medicare & Medicaid Innovation:

Use "Center for Medicare & Medicaid Innovation (CMMI)" on first reference. Use "CMMI" on any subsequent references. Occasionally the Center for Medicare & Medicaid Innovation is referred to as the CMS Innovation Center; we do not use this wording.

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ChairSideSnappy:

One word with each of the three letters capitalized.

chronic kidney disease:

Use "chronic kidney disease (CKD)" on first reference. Use "CKD" for any subsequent references. Fine to use abbreviation without spelling out first for **physician** audience.

citations:

See footnotes.

cities and states:

Use AP style. Spell out all state names in body copy, and place a comma before and after the state name:

Jane Smith drives to Orlando, Florida, to work at a dialysis center.

Use state abbreviations with cities in datelines, photo captions and lists:

Orlando, Fla. (Dec. 29, 2014)
In datelines the city should be displayed in all caps, while the state, province or country should have an initial capital letter only.
There are 30 domestic cities and 26 international cities that can stand alone in a dateline, meaning they do not require the listing of a state, province or country with the

Standalone U.S. cities:

city name.

- ATLANTA
- BALTIMORE
- BOSTON
- CHICAGO
- CINCINNATI
- CLEVELAND
- DALLAS
- DENVER
- DETROIT
- HONOLULU
- HOUSTON
- INDIANAPOLIS
- LAS VEGAS
- LOS ANGELES
- MIAMI
- MILWAUKEE

- MINNEAPOLIS
- NEW ORLEANS
- NEW YORK
- OKLAHOMA CITY
- PHILADELPHIA
- PHOENIX
- PITTSBURGH
- ST. LOUIS
- SALT LAKE CITY
- SAN ANTONIO
- SAN DIEGO
- SAN FRANCISCO
- SEATTLE
- WASHINGTON, D.C.

Standalone international cities:

- BEIJING
- BERLIN
- DJIBOUTI
- GENEVA
- GIBRALTAR
- GUATEMALA CITY
- HAVANA
- HONG KONG
- JERUSALEM
- KUWAIT CITY
- LONDON
- LUXEMBOURG
- MACAU
- MONACO
- MONTREAL
- MEXICO CITY
- MOSCOW
- OTTAWA
- PARIS
- QUEBEC CITY
- ROME
- SAN MARINO
- SINGAPORE
- TOKYO
- TORONTO
- VATICAN CITY

Eight states are never abbreviated in datelines: Alaska, Hawaii, Idaho, Iowa, Maine, Ohio, Texas and Utah. Abbreviations for other states are as follows:

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- Alabama Ala.
- Arizona Ariz.
- Arkansas Ark.
- California Calif.
- Colorado Colo.
- Connecticut Conn.
- Delaware Del.
- D.C. Washington, D.C.
- Florida Fla.
- Georgia Ga.
- Illinois Ill.
- Indiana Ind.
- Kansas Kan.
- Kentucky Ky.
- Louisiana La.
- 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.
- Oklahoma Okla.
- Oregon Ore.
- Pennsylvania Pa.
- Rhode Island R.I.
- South Carolina S.C.
- South Dakota S.D.
- Tennessee Tenn.
- Vermont Vt.
- Virginia Va.
- Washington Wash.
- West Virginia W. Va.
- Wisconsin Wis.
- Wyoming—Wyo.

CMS Five-Star Quality Rating System:

The official name of the Centers for Medicare & Medicaid Services (CMS) Five-Star system. It may be shortened to Five-Star on second

reference. Do not write "5-Star."

Colorado Springs Health Partners:

See DaVita Medical Group.

comma usage (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.

Use a comma in a compound sentence:

I went to the store, and I bought some milk.

NOT: I went to the store, and bought some milk.

NOT: Go to the store, and buy some milk.

comorbid/comorbidity:

Do not hyphenate.

Comprehensive ESRD Care Initiative:

Capitalize. Use "Comprehensive ESRD Care (CEC) Initiative" on first use. Use "CEC Initiative" on any subsequent references. The CEC Initiative should be used to refer to the overarching program from Center for Medicare & Medicaid Innovation (CMMI), not to the ESRD Seamless Care Organization (ESCO) pilot programs. Do not refer to as the "Renal ACO."

See also ESRD Seamless Care Organization.

copav:

Do not hyphenate as "co-pay."

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.

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credentials:

MD, which stands for doctor of medicine, is the only credential consistently used in messaging. Credentials such as "FACP," "RDN" and "CDE" are acceptable in bylines and body copy if the professional requires it and you also explain their role:

> By Sara Colman Carlson, RDN, CDE Sara Colman Carlson, RDN, CDE, is a DaVita dietitian.

D

dates:

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

Jan. 17

Don't use "th," "nd," "st" or "rd" after dates:

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:

Capitalize the D and V in all circumstances.

NOT: Davita or DAVITA

DaVita Clinical Research:

Use "DaVita Clinical Research (DCR)" on first reference. Use "DCR" for any subsequent references.

DaVita Daily News:

Do not italicize.

Formerly the DaVita Village Voice.

DaVita Diet Helper:

Capitalize the "D" and "H" when referring to "DaVita Diet Helper."

DaVita Inc.:

DaVita Inc., a Fortune 500® company, is the parent company of DaVita Kidney Care and

DaVita Medical Group.

Do not use a comma between "DaVita" and "Inc."

Do not use a registration mark on DaVita Inc.
Use DaVita or DaVita Inc. when referring to
enterprise. Use DaVita Kidney Care when
referring to kidney care division. Internally, use
DaVita Medical Group in place of HealthCare
Partners. Externally, during the brand
transition, use HealthCare Partners, a DaVita
Medical Group. Use the same treatment for JSA,
ABQ and CSHP. The Everett Clinic name should
remain as is, without a link to DaVita

DaVita Health Portal:

Part of myDaVita, the DaVita Health Portal is an online health portal that can only be accessed by DaVita patients.

Use full name in all cases, adding the trademark symbol in the first mention of the tool.

Welcome to the DaVita Health Portal[™]. See how the DaVita Health Portal can help patients take control of their kidney care.

NOT: Health Portal, DHP, HP

DaVita-isms:

These DaVita terms and phrases are written with the following capitalization and punctuation:

A Community First, and a Company Second

GSD: Getting stuff done

Head, Heart and Hands

Living the DaVita Way

Neighborhood: Capitalized when referring to a DaVita business office.

New. Ours. Special. This company is New. It is Ours. And each day, through our attitudes and actions, we can choose to make it Special.

No Brag. Just Fact.

One for All, All for One

Our Core Values: Service Excellence,

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Integrity, Team, Continuous Improvement, Accountability, Fulfillment, Fun. (See also **Core Values**)

Our Mission: To be the Provider, Partner and Employer of Choice. (See also **Mission**)

Our Vision: To Build the Greatest Healthcare Community the World Has Ever Seen.

Phoenix Group

teammates (lowercase unless at the beginning of sentence; see also **teammates**)

The DaVita Way: The DaVita Way means that we dedicate our Head, Heart and Hands to pursue the Mission, live the Values, and build a healthy Village. It means we care for each other with the same intensity with which we care for our patients.

Trilogy of Care: Caring for Our Patients, Caring for Each Other and Caring for Our World.

We Said. We Did.

DaVita Kidney Care:

DaVita Kidney Care is the kidney care division of DaVita Inc., a Fortune 500® company. Capitalize the "K" and the "C" when referring to "DaVita Kidney Care."

DaVita Medical Group:

DaVita Medical Group is a division of DaVita Inc., a Fortune 500® company. DaVita Medical Group manages and operates medical groups and affiliated physician networks in California, Nevada, Florida, New Mexico, Colorado and Washington.

Internally, refer to this division as DaVita Medical Group. Externally, during the brand transition, use HealthCare Partners, a DaVita Medical Group. Use the same treatment for JSA, ABQ and CSHP. The Everett Clinic name

should remain as is, without a link to DaVita.

DaVita Patient-Focused Quality Pyramid:

The DaVita Patient-Focused Quality Pyramid represents the strategic framework by which DaVita addresses the complex factors affecting patients' health-related quality of life.

Do not refer to it as "the quality pyramid," "the quality of life pyramid," etc.

DaVita Rx:

Two words. Capitalize R, lower case x. Use a registration mark behind the "x" on first reference when referring to the brand:

DaVita Rx®

See **Trademarks** for guidance.

DaVita Village:

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

de novo:

Definition: A newly built dialysis center, part of non-acquired growth segment.

Two words, lowercase.

department names:

Capitalize in all instances:

Team Mercury includes teammates who are located in multiple neighborhoods. Check with Legal before going to press.

Do not capitalize words such as "team" or "department" when the word follows a team name:

The Creative Services team
The Accounting department

dietitian:

NOT dietician.

See **Titles (positions).** Capitalize when used as a job title before an individual's name; lowercase when following an individual's name or speaking in general terms:

We value dietitians and nurses. We value Dietitian Jane Doe.

Jane Doe, dietitian, provides valuable information to patients.

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discussion forums:

Lowercase unless telling people to click on something that says "Discussion Forums."

Please visit the DaVita.com discussion forums.

Once enrolled, click on the Discussion Forums link.

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.

CMO preference:

Allen R. Nissenson, MD, chief medical officer, DaVita

DUCK:

DUCK (DaVita's Online Clinical Information System) allows DaVita physicians, dietitians, social workers and nurses to access the online clinical information system.

No periods. Abbreviate in all instances.

Ε

eCharting:

NOT e-Charting

estimated glomerular filtration rate:

Abbreviated eGFR on second reference, not EGFR, which is epidermal growth factor receptor.

electronic health record:

Use "electronic health record (EHR)" on first reference. Use "EHR" for any subsequent references. Fine to use abbreviation without spelling out first for **physician** audience. EXCEPTION: You do not need to spell out EHR when referring to Falcon EHR. See also **Falcon EHR**.

ellipses:

A set of three periods that are used to indicate words that have been omitted from a sentence. Include spaces on either side of the ellipsis:

The ceremony honored 12 dietitians ... visiting Denver.

email:

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

NOT E-mail, e-mail.

email addresses:

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

> john.doe@davita.com OfficeOfTheCMO@davita.com askallen@davita.com NOT: Hospitals@DaVita.com

employees:

Always use "teammates" instead of "employees" in internal and external communications.

en dash vs. em dash:

An en dash indicates a range, is slightly wider than a hyphen and narrower than an em dash:

July 9-Aug. 17

An em dash indicates a parenthetical thought or break and is the longest dash:

It's that time of year again—time for New Year's Resolutions.

Don't add spaces around en dashes or em dashes.

end stage renal disease:

Use "end stage renal disease (ESRD)" on first reference. Use "ESRD" for any subsequent references. Fine to use abbreviation without spelling out first for **physician** audience. Do not use a hyphen between "end" and "stage." NOT end-stage renal disease.

Epoetin alfa:

Capitalize Epoetin but not alfa.

ePrescription:

NOT e-Prescription

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ESRD Seamless Care Organization:

Capitalize. Use "ESRD Seamless Care Organizations (ESCOs)" on first use. Use "ESCO(s)" on any subsequent references. ESCOs are groups comprised of a dialysis facility, an independent nephrologist or nephrology practice and one other Medicare provider or supplier under the Comprehensive ESRD Care (CEC) Initiative. Do not refer to as the "Renal ACO."

See also Comprehensive ESRD Care (CEC) Initiative.

e- terms:

Lowercase and use a hyphen in e- terms such as e-marketing, e-book, e-reader, e-newsletter and e-business. The only exception: email (no hyphen). If an e- term is used at the beginning of a sentence, capitalize the E:

E-marketing is my favorite thing to do. Email has revolutionized the way we communicate.

The Everett Clinic:

Founded in 1924, The Everett Clinic is a physician-led, patient-centered multispecialty medical group practice focused on clinical excellence. The Clinic provides comprehensive, community-wide healthcare to more than 320,000 patients in Snohomish and King County, Washington. Statistics updated September 2016. The Everett Clinic's team of more than 500 providers offers more than 40 specialty care services.

Note that all three components of the name are capitalized, including capitalizing Clinic when shortened. The Everett Clinic name will remain separate from DaVita until further notice.

exclamation marks:

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

F

facility administrator:

See titles (positions).

Spell out on first mention, followed by (FA). Lowercase except when preceding the proper name of the title holder:

Facility Administrator (FA) Shirley Smith agreed.

Shirley Smith, facility administrator (FA), agreed.

The facility administrators (FAs) voted no.

Falcon Physician:

Do not refer to as "Falcon EHR." See also **electronic health record.**

fewer vs. less:

Use "fewer" with count nouns (something you can count) and "less" with mass nouns (things you can't count individually):

I should eat fewer M&Ms.

If I had less clutter, my desk would be cleaner.

Five-Star:

See CMS Five-Star Quality Rating System.

flier:

To refer to a marketing flier, use "flier" NOT flyer. A flyer is the proper name for some trains and buses, like the Heartland Flyer.

FluidWise:

One word. Capitalize the "F" and "W."

footnotes:

Footnotes (at the end of each page) are preferred to endnotes (at the end of the entire piece of collateral).

Superscript numbers are preferred for footnotes and corresponding footnote indicators throughout the text. They should be numbered consecutively, beginning with 1, and placed outside of periods and commas, and inside colons and semicolons.

Only use asterisks to clarify text, not to cite sources.

Per Legal, use footnotes for health claims which promise or imply specific results or outcomes from DaVita. For example, if you promise or imply

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specific, non-obvious benefits from PD over other types of dialysis treatment, a footnote is required. Statements that are obvious on their face, such as "Home dialysis offers more flexibility," do not require footnotes. To help tell the difference, ask yourself, does this claim imply a non-obvious, specific, quantifiable result (e.g., specific numbers, percentages, study findings) that a patient may rely upon DaVita to deliver? If the answer is yes, include a footnote. If it's specific and not common knowledge (i.e. information not available on Wikipedia), then it likely needs a footnote.

Use AMA style guidelines when writing footnotes: http://guides.nyu.edu/amastyle

fundraiser:

NOT fund-raiser.

Н

headlines and subheads:

Headlines should be in title case. Subheads should be in title case unless they are a complete sentence, in which case they should be sentence case.

> Top 5 Kidney-Friendly Recipes What to Eat When You Have Kidney Disease

-or-

Top 5 Kidney-Friendly Recipes Find out what foods you can eat on a kidney-friendly diet.

Headlines do not include a period unless part of two complete sentences.

health insurance exchanges:

NOT health insurance marketplaces. May use "exchanges" on second reference.

healthcare:

Write "healthcare" as one word in all instances in marketing collateral.

The communications team follows AP Style and writes "health care" as two words in press releases.

HealthCare PartnersSee **DaVita Medical Group.**

Help Desk:

Two words, both capitalized.

hemodialysis:

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

Do not shorten to "hemo" for external audiences.

home dialysis:

Home dialysis is a general term to describe both types of home treatment options, peritoneal dialysis (PD) and home hemodialysis (HHD).

home hemodialysis:

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

Homeroom Meeting:

Two words, both capitalized.

hyphens:

Use hyphens to form a single idea from two or more words. Hyphens should be used with compound adjectives that precede the noun they modify.

She has a full-time job at DaVita.

She works full time at DaVita.

EXCEPTIONS: Do not use a hyphen with compound modifiers if the adverb is "very" or ends in "-ly."

That's an easily remembered rule.

We had a very good time.

Use hyphens to avoid ambiguity.

The patient recovered from surgery. He re-covered the patient's wound with bandages.

Make sure the use (or omission) of a hyphen doesn't change the meaning of a sentence.

A hot-water bottle is for holding hot water.

A hot water bottle is a water bottle that is hot.

In general, follow industry norms for hyphenated words. Refer to the Oxford English Dictionary or AP Stylebook for clarification.

SPECIAL CASES: Hyphenation style for commonly

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used healthcare/industry terms:

Accountable Care Organizations central venous catheter end stage renal disease in-center hemodialysis kidney care patient kidney care providers kidney-friendly diet

renal patient care renal providers

primary care physician stage 4 kidney disease

kidney-related illnesses

ı

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. I dialyze in a center three times per week.

includes/including:

When using to introduce a list, "includes/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.

Colons should not be used in bulleted lists after "includes" is used to introduce a complete list (see **bulleted lists**).

Types of dialysis include

- Hemodialysis
- Peritoneal dialysis
- Home hemodialysis

internet:

Lowercase.

Intranet:

Capitalize when referring to a non-DaVita site. Do not use the term "intranet" to describe DaVita's internal website. Instead, use VillageWeb (see VillageWeb):

Did you see the VillageWeb listing?

italics:

Avoid using.

JR:

Only use this term in reference to Javier Rodriguez within the Village. No periods after the initials. Use the full name, Javier Rodriguez, for all external audiences:

Javier Rodriguez, CEO of DaVita Kidney Care.

JSA HealthCare:

See DaVita Medical Group.

-----K

Kidney Smart:

Two words. Do not associate Kidney Smart with DaVita. Do not italicize Kidney Smart when referring to the magazine publication. Kidney Smart may also refer to the in-person and online CKD education classes. When referring to the classes, add the registration mark in the first mention of Kidney Smart:

Kidney Smart® classes are in a neighborhood near you. Join a Kidney Smart class today.

Kidney Smart patient advocate:

Lowercase "patient advocate" in all references.

kidney diet:

Use sparingly; use kidney-friendly diet whenever possible.

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 Mayor unless it is explained and appropriate for the audience.

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Kent Thiry, chairman and CEO of DaVita

Kent Thiry, CEO of DaVita Medical Group.

Kt/V:

Capitalize K and V; lowercase t. You may also reference Kt/V as "dialysis adequacy (Kt/V)" for clarity.

----L

Lifeline Vascular Access:

Three words.

lifesaving:

Not life-saving.

lists:

See bulleted lists.

log in vs. login:

Use log in as a verb and login as a noun. Same goes for log on and logon. If you're "logging in" that means you're entering a username and password—not simply visiting a site.

М

medical doctor:

Abbreviate MD, not M.D.

MedsMatter:

One word. Capitalize each "M."

medical director:

Lowercase except when preceding the proper name of the title holder.

Medical Director Linda Francisco, MD, led the webinar. Linda Francisco, MD, is a medical

million:

Use figures with million, billion or trillion:

7.5 million people \$250 billion

director.

More than \$1 trillion

If there are space restrictions in headlines, infographics or PowerPoint decks, use a single

M or B—no spaces around either—to indicate million or billion:

1M people

\$2B in savings

Do not abbreviate trillion.

See also billion.

Medicare Open Enrollment:

Period of time when people eligible for Medicare can elect healthcare benefits. A DaVita Medical Group initiative that typically starts in October and ends sometime in December.

Use full name.

Do NOT shorten to "Open Enrollment."

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," "minority groups" or "minority communities" rather than "ethnic minorities"

Mission:

Capitalize when used with the definition of Our Mission or when accompanied by Core Values:

Our Mission is "To be the Provider, Partner and Employer of Choice." Our Mission and Core Values make our company great.

Lowercase the word in all other instances.

money:

Use numerals. Spell out "cents," "million," "billion," etc:

\$26.52

\$111,038

\$8 million

6 cents

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.

NOTE: "More than" and "over" are both

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acceptable per AP Style to reference quantities, but the use of "more than" is preferred in such instances.

myDaVita:

If you're referring to the online kidney care community, it's written myDaVita. Only add the ".com" to the end if you need to call out the specific URL. Lowercase "my" in both instances and do not bold any part of the word.

See how the online kidney care community myDaVita can help you manage your kidney care.
Sign up for the online kidney care community myDaVita by visiting myDaVita.com.

Ν

nearly:

Use "nearly" instead of "almost" when referring to amounts.

Nearly 95 percent of patients expressed satisfaction with their care from DaVita. NOT: The report was almost 400 pages.

NephLink:

One word, capitalize N and L.

nocturnal hemodialysis:

On first mention, use "in-center nocturnal hemodialysis."

It's OK to use INHD or "nocturnal dialysis" on second reference for the physician audience. Use "nocturnal dialysis" on second reference for the patient audience.

numbers:

Spell out numerals one through nine in all cases. (SOME EXCEPTIONS: age, height, weight, other dimensions, temperatures—see the AP Stylebook for specific rules; see percentages in this Style Guide) Also spell out first through ninth.

Patients undergo in-center hemodialysis three times a week for four hours at a time.
He was the first teammate to participate.

Figures can be used for numerals 10 and up.

The center has 23 teammates.

EXCEPTIONS: If you have two numbers referring to like items in display copy or in body copy in close proximity, you may use numerals for both:

She has 5 children and 11 grandchildren.

1 in 10 adults has kidney disease.

Do not start a sentence with a number, except when used in ad-style headlines.

1 in 10 Adults Has Kidney Disease. Are You the 1?

In some marketing materials, particularly in adstyle headlines for list-based content, it's preferred to use numerals for one through nine.

Top 10 Questions to Ask Your Doctor 5 Tasty Treats to Beat the Heat

o

OK:

Not okay.

onboarding:

Not on-boarding.

online:

Not on-line or On-line.

open enrollment:

Do not hyphenate.

The open enrollment period runs from Oct. 1 through Nov. 30.

Ρ

patients:

Avoid using the word "patients" or the term "chronic kidney disease patients" when writing to the **patient** audience. When you do use the word, write it out so it's "patients with chronic kidney disease" or "patients with CKD." It's OK to refer to patients as "patients" or "CKD patients" with the **teammate**, **hospital** and **physician** audiences. Always lowercase the "p" in "patients" unless it's the beginning of a sentence.

payer:

Not payor.

percentages:

Use figures and the word "percent."

1 percent, 4.7 percent, 70 percent The average hospital saves 34 percent per treatment when partnering with DaVita.

EXCEPTION: Use the % sign in charts and other data-driven pieces. The % sign may also be used in ad-style headlines.

peritoneal dialysis:

Use "peritoneal dialysis (PD)" on first mention. Use "PD" for any 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

primary care physician (PCP):

Do not hyphenate as "primary-care physician." Spell out "primary care physician" on first mention and use "PCP" on subsequent mentions.

publication names:

Do not italicize the names of publications, websites or scientific posters.

Book titles go in quotation marks.

DaVita Magazine

DaVita Village Voice

Physician Resource Center

DaVita.com

"The Grapes of Wrath"

Q

Quality Incentive Program (QIP):

Part of Medicare's end stage renal disease (ESRD) program to encourage dialysis centers to meet or exceed certain performance standards. Use "Quality Incentive Program" in first reference. Use "QIP" in subsequent references.

quotation marks:

Commas and periods must always be placed within quotation marks. Semicolons and colons are placed outside quotation marks:

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

They took the WebEx titled "CQI and You"; however, they did not take the one called "You and CQI."

Question and exclamation marks can be placed outside quotation marks if they belong to the sentence and not to the quote material:

Have you read the book "Kidneys and You"?

He said, "Did you see my dialysis chair?"

R

rankings:

Abbreviate the word "number," capitalize the "N" and put a period after the abbreviation:

They ranked No. 2 in the division.

Read more:

At the end of each article summary in the Physician Update email, "Read more" links to the full article. "Read" is capitalized, "more" is not, and there is no period.

Catch up on the latest blogs. Read more

readmissions/rehospitalizations:

Do not hyphenate as "re-admissions" or "re-hospitalizations."

renal:

Avoid using, especially with the patient audience. Use "kidney" wherever possible.

regional operations directors:

Lowercase except when preceding the proper name of the title holder.

Three regional operations directors (RODs) attended the awards banquet. Regional Operations Director Jane Doe received an award at Thursday's banquet.

S

said:

The preferred verb of attribution for direct and indirect quotes:

"I love the Village," KT said. KT said he can't wait to attend Villagewide 2016.

Use in lieu of "commented," "agreed," "remarked," "replied," etc.

since vs. because:

"Since" is used to indicate an intervening period of time. "Because" is used to indicate cause or reason:

She has lived with diabetes since she was 16.

I love DaVita because it's a great place to work.

slashes:

Acceptable in descriptive phrases such as 24/7 or 9/11, but otherwise confine its use to special situations, such as fractions or URLs. Do not put spaces around slashes.

smartphone:

No spaces.

spacing:

ONE space following a period.

stage 1, 2, 3A, 3B, 4 or 5 kidney disease:

Only capitalize "stage" at the beginning of a sentence. Use numerals to note the level, do not spell out, and do not hyphenate the stage and number.

The patient is nearing stage 5 kidney disease.

For stage 3A and 3B, capitalize "A" and "B" in all instances.

states:

See cities and states.

StepAhead:

One word. Capitalize the "S" and first "A."

such as:

For use when providing an example. Do not use "like."

The nurse suggested eating kidneyfriendly foods, such as apples, bell peppers, poultry and unenriched rice milk.

Т

Talking Points:

Capitalize when part of a proper title. Lowercase if a 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.

See employees.

team names:

When referring to teams within the Village, use initial caps on the word team when it's part of a team's name:

Team Mercury is awesome.

However:

The Matadors team is also awesome.

that vs. which:

Use "that" with restrictive clauses and "which" for nonrestrictive clauses:

The team that had more experienced players won.

The team, which had more experienced players, won.

that vs. who:

Use "that" when you're referring to an object and "who" when you're referring to a person.

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 a.m. PST or 3 p.m. EDT.) Do not add :00 for an even hour.

The meeting is at 11 a.m. The room is free at 2:30 p.m.

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EXCEPTION: Use noon instead of 12 p.m. Do not repeat a.m. or p.m. if referring to a length of time.

The event runs from 8 to 10:30 a.m. He will be in the office from 9 a.m. to 3 p.m.

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.

titles (positions):

See also **capitalization** and individual title sections such as **facility administrators** and **medical directors**.

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

Medical Director Dr. Smith is from Dallas.

DaVita recruits medical directors.
Facility Administrator (FA) Jane Doe has been at the center for five years.
Each DaVita dialysis center is run by a facility administrator (FA).

Spell out on first reference, followed by acronym when applicable:

Facility administrators (FAs) are welcome here any time.

We love FAs.

The regional operations directors (RODs) are meeting.

toward:

NOT towards.

trademarks:

Use the following rules from Legal and Compliance when using trademarks with DaVita brands and business units.

- Use the ® on the first use in a caption and first use in text of a registered mark (such as Falcon or DaVita) when you are referring to the brand.
- Always use the ® with registered logos.
- The same word can be both a trademark and a company name

(such as DaVita). You don't need ® if you are referring to the company, organization or entity. A good test is to say the word "brand" where you put the ® and see if it makes sense. If it does not make sense, take the ® out.

- DaVita-brand teammates? No, so no
- DaVita-brand patients? No, so no ®.
- DaVita-brand centers? Yes, so insert
 if it is the first use in caption and/or text.
- A brand name/trademark (the same) should be followed by a generic noun. If no noun after the mark makes sense, then it's probably referring to the entity, and you don't need to use the ®.
 - DaVita® centers VillageHealth® services Falcon® Physician Silver tool

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

Leave marks off all third-party brands unless an agreement requires we use the mark.

No marks are required for food brands, such as Splenda, that are mentioned in our cooking articles, recipes and cookbooks.

U

underway:

One word in all uses.

United States:

Use United States when used as a noun:

I live in the United States.

Use U.S. (with periods) 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 after the slash in URLs as well.

Also, do not allow for a hyphen to appear if the URL breaks at the end of a line:

DaVita.com

YourKidneys.com

DaVita.com/Home

DaVita.com/CommunityCare

List of DaVita Inc. URLs:

ABQHP.com (capitalize the A, B, Q, H

and P)

DaVita.com (see above)

CSHP.net (capitalize the CSHP)

DaVitaClinicalResearch.com (capitalize

the D, V, C and R) DaVitaRx.com

(capitalize the D, V and R)

HCPNV.com (capitalize the HCP, N and V)

HCPSouthFlorida.com (capitalize the HCP, S and F)

HealthCarePartners.com (capitalize the HC and P)

JSAHealthCare.com (capitalize the JSA, H and C)

KidneySmart.org (capitalize the K and

myDaVita.com (lowercase "my" and capitalize D)

NephLink.com (capitalize the N and L) VillageHealth.com (capitalize the V and H)

LifelineVascularAccess.com (capitalize the L, V and A)

FalconEHR.com (capitalize the F and EHR)

Also see www.

V

VillageHealth:

One word. NOT: Village Health

VillageWeb:

One word, not italicized, in all cases. NOT: Village Web or Village Web

(See Intranet)

Villagewide vs. Village-wide:

Villagewide is an annual DaVita conference.

Capitalize the V; don't add a hyphen.

If you're referring to something that impacts the entire Village, Village-wide may be used as an adjective:

> Doing more community service is a Village-wide goal.

voice usage:

First-person voice refers to the use of "I," "me," "us" and "we" as the subject of a sentence. The possessive first-person pronouns are "my," "mine," "our" and "ours."

> We work with two-thirds of the top kidney care hospitals.

Use first-person sparingly. Too much firstperson can read as self-promotion and fail to elicit an emotional response from the target audience.

Second-person voice addresses the reader with "you," "your" and "yours," or in the actionoriented imperative.

> Your quality of life matters. Become actively involved in your dialysis treatment and take control of your health.

Make statements about the customer as much as possible. Why does it matter to them? Help build customer trust with second-person. Use secondperson instead of first-person when possible.

> First-person: DaVita offers numerous dialysis outsourcing options to hospitals. Better → Second-person: Discover the benefits of outsourcing your dialysis services to DaVita.

Third-person voice is the most common voice used in academic writing, using "he," "she," "it," "they," "them," "theirs," etc.

> The patient is on dialysis. She will come to the center three times per week for treatment.

A majority of health professionals within the nephrology community would prefer home dialysis over in-center dialysis.

Third-person voice will be commonly used throughout most writing, especially educational and informational pieces.

W

web:

Lowercase; short for World Wide Web. When appropriate, substitute "internet" for "web" to avoid confusion when used alone. When coupled with other terms, typically use "web," such as in "web-based" and "website."

WebEx:

One word, capital W and E

webinar:

One word. Capitalize the "W" only when beginning a sentence.

webpage:

One word, no hyphen. Capitalize the "W" only when beginning a sentence.

website:

One word, no hyphen. Capitalize the "W" only when beginning a sentence. It's ok to use "website" or "site."

well-being:

Not "wellbeing."

who vs. whom:

"Who" refers to the subject of a clause and "whom" refers to the object of a clause: Who sent this email? Whom did you visit?

WipeOut:

One word. Capitalize the "W" and "O."

www:

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

DaVita.com MerckManuals.com