



IF 2022 SHOWED US ANYTHING, IT'S THAT WE ARE A BRIDGE.

As an organization committed to excellence, it is common practice for us to reflect back on the events of each year so that we can learn from them and evolve. Even more importantly, we must examine the connecting points between them—what systems and individuals bridged the gap between one successful endeavor and the next, or from learning opportunities to the moment change is implemented. These bridges are what moves us forward in our mission to *Save* and *Heal* lives. Collectively, **we are those bridges.**

On any given day, we will help a grieving family navigate from the worst day of their life to a path toward healing as they learn a loved one lost can also give the gift of life. In many ways, we help bridge the death of a loved one to a second chance for a grateful recipient. Our passion at CORE is to facilitate the connections that make up these bridges, and ultimately, lead to life-saving outcomes. We are honored and committed to this mission.

In 2022, we are proud to say that for the fourth consecutive year we achieved a record-breaking year for *Saving* and *Healing* lives in western Pa. and W.Va. More than 850 organ transplants were made possible thanks to the generosity of 334 organ donors. Our region saw 1,073 corneas transplanted as a direct result of the selflessness of the cornea donors, and 1,297 tissue donors chose to transform the lives of

others. These heroes, along with their families, are the foundation of the bridges we build and our gratitude for them is beyond measure.

CORE cannot achieve our mission alone. CORE's hospital partners displayed unrelenting dedication to supporting our transplantation as well as awareness efforts. Our advocates and staff immersed themselves in the community to foster a greater understanding of donation, logging countless hours to our shared cause. We also took careful measures within our own walls to adapt to the changing needs of the region as well as our team. All of these efforts, along with those of our peer organizations in the transplant system, are part of a much bigger picture.

Together, we helped the U.S. reach the historic achievement of 1 million organ transplants in 2022. As evidence of a bright future, we also helped Pa. exceed 5 million registered donors and supported changes to W.Va.'s Uniform Anatomical Gift Act (UAGA) that will help us *Save* and *Heal* even more lives. While we celebrate these wins, we also acknowledge our work is not done until everyone who needs a transplant can get one. With gratitude in our hearts and renewed tenacity, we enter 2023 with a continued commitment to be the bridge between registered donors and individuals on the waiting list.



Susan A. Stuart
President and CEO



Michael Baker Chair, Board of Directors



SAVING & HEALING MORE LIVES IN 2022

CORE CREDITS COMMUNITY, HOSPITALS & STAFF FOR ACHIEVEMENTS

858 ORGANS TRANSPLANTED





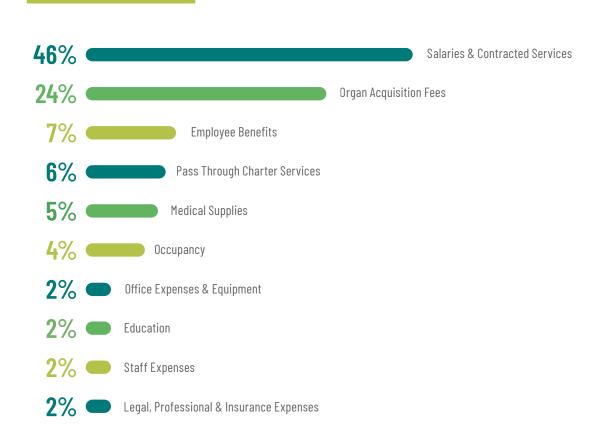






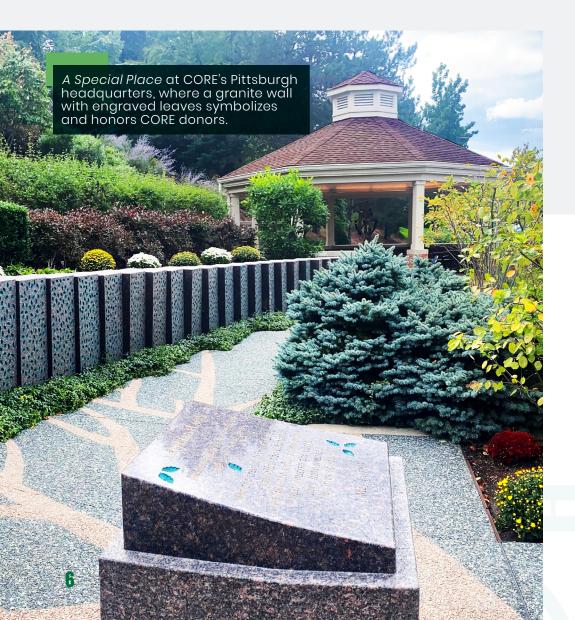


2022 USE OF FUNDS:



ONE TEAM, ONE MISSION

The unique challenges CORE faces as an OPO cannot be addressed without collaboration and creativity. Alongside the donors, volunteers, transplant centers and donor hospitals that make CORE's work possible, there is an exceptional team of CORE staff behind the scenes who push CORE's progress further. Each and every department within CORE's walls is committed to excellence and innovation, and for that reason, all members of the CORE team share in its successes. There were many proud moments to celebrate in 2022.



CORE's Ossium Health Partnership Reached New Heights:

CORE's partnership with Ossium Health resulted in a record year in 2022 for donor bone marrow grafts recovered. CORE is one of 27 OPOs that partner with Ossium Health, which facilitates a first-of-its-kind solution for processing, banking and deploying bone marrow-derived cell therapies. In total, 41 grafts were recovered, each a portion of the spine containing bone marrow with the power to treat five individuals for conditions ranging from blood diseases, to autoimmune diseases, HIV and more. Specifically, a significant factor of the partnership's success was the implementation of automated Ossium referrals in CORE's LifeLogics True North donor charting program. The automation, which triggers Ossium referrals based on set criteria, led to a 335% increase in referrals, of which 225% more were accepted and 179% more underwent recovery.

Bone Bank Allografts (BBA) Brought on Board:

In June, CORE initiated a partnership with Bone Bank Allografts (BBA), an American Association of Tissue Banks (AATB) accredited and United States Food and Drug Administration (FDA) registered Musculo-skeletal tissue processor. Thanks to the partnership, CORE is able to honor the wishes of more donors and their families by maximizing the gift of traditional bone and soft tissue donation for processing and distribution of quality surgical allografts for transplant to aid in healing. The company's values closely align with CORE's and are embedded in a belief that every donation is an opportunity to serve.

Employed a People Strategy Rooted in Retention:

A commitment to people was paramount for CORE in 2022. Forty-three new employees were onboarded to further CORE's life-saving mission. The clinical response teams experienced the most growth in an effort to ensure the internal mantra of "every donor, every time" is achieved. Efforts were also made to recognize and retain the valued members of the CORE team, leading to 86% overall retention and 92% of employees staying with the company after their first year of employment. CORE also held two "Years of Contribution" recognition dinners to honor its most tenured employees, commemorating 45 team members who collectively represented 465 years of service. Five of the individuals who were honored have been with CORE for more than a quarter of a century.

Pa. Surpasses 5 Million Registered Donors:

As part of Donate Life Pennsylvania, CORE propelled the commonwealth to a milestone of 5 million registered organ donors. The achievement represents the possibility to Save and Heal millions of people. Without the support of CORE's hospital partners, advocates, broader OPO network—including Gift of Life in eastern Pa.— and the Pa. Departments of Health, Transportation and Education, this landmark would not have been met. The announcement came on the third annual Pa. Donor Day, offering even more reason for celebration.

WE CAN'T AFFORD TO BECOME STAGNANT. IT'S OUR DUTY TO EMBRACE NEW OPPORTUNITIES.

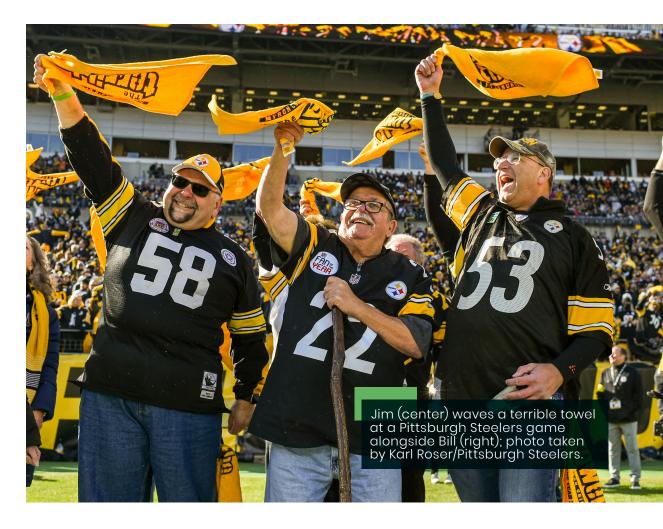
MIKE GERUSKY, CHIEF INNOVATION AND PERFORMANCE OFFICER



DENISE & JANET

WIVES OF DONOR BROTHERS

Denise and Janet always knew their husbands were heroes, and the selfless spirit the two brothers shared prevailed even in death. Denise's husband, Joe, was the longtime president of the Pittsburgh Firefighters Union. After his death in 2021, he gave of himself for his community one last time as a tissue donor. Janet's husband, Danny, was also a firefighter before his unexpected death in 2014. Danny saved four people with his decision to become an organ donor. Both brothers were donors at Allegheny General Hospital, leaving behind a lasting legacy of service.



JIM FATHER OF HEART DONOR

Jim's son, James Jr., gave the gift of life as a heart donor following his tragic death in 2015. He had made the decision to become an organ donor years prior, following his retirement from a courageous career as a Marine. The recipient of his gift, Bill, went on to compete in the Transplant Games of America and earned a cycling medal that he presented to Jim in honor of his son. They bonded over a shared love of football, which led to Bill nominating Jim for the 2022 Pittsburgh Steelers Fan of the Year. Jim won the fan vote and was surprised with the news at a Steelers game, where JJ Watt presented him with a commemorative Fan of the Year jersey.

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OUR PARTNERS ARE A CATALYST FOR DELIVERING HOPE AND HEALING. **COLLEEN SULLIVAN, DIRECTOR OF PUBLIC AFFAIRS** AND DONOR FAMILY SERVICES **Fort Pitt Bridge** Pennsylvania 10

PARTNER INITIATIVES PROMOTE PROGRESS

CORE relies on its partners, peers in the field of donation and passionate advocates to make a lasting difference in the region. Every year, CORE finds opportunities to challenge members of its own team as well as its partners to recommit themselves to the shared cause of ensuring every potential donor will make A Pledge for Life. During 2022, there were two major partner initiatives that fueled collaboration as well as fresh thinking around education and advocacy.

Local Hospitals Rise to CORE's Challenge

As part of the hospital challenges hosted by the Healthsystem Association of Pennsylvania (HAP) and Donate Life Pennsylvania in Pa., as well as Donate Life West Virginia in W.Va., CORE encourages hospitals in its service area to earn points based on their efforts to promote donation during Donate Life Month in April. In 2022, 44 hospitals in CORE's region earned Silver, Gold, Platinum or Titanium recognition for their hard work throughout the monthly observance. CORE hosted award ceremonies in Pa. and W.Va. to present the accolades to its hospital partners. Board members Jeff Bechtel of HAP and Jim Kauffman of the West Virginia Hospital Association shared words of inspiration at their respective luncheons. Donor and recipient families also spoke at the events to provide a connection back to the ultimate purpose of these partnerships.

Bringing the Donate Life America Conference to Pittsburgh

In October, CORE welcomed Donate Life America to Pittsburgh for its annual meeting. Held at the Omni William Penn, more than 200 attendees from organ procurement organizations, Donate Life state teams and transplant centers gathered for the four-day conference. Highlights included an appearance by donor dad and retired NFL great lckey Woods, an awards ceremony sponsored by CORE and a screening of "Burden of Genius," the movie that profiles the accomplishments of transplant pioneer Dr. Thomas Starzl, which took place at the Heinz History Center. Among the biggest takeaways were the importance of health literacy and the changing face of the volunteer workforce.



Members of the CORE and Gift of Life teams pictured at the Donate Life America Conference in Pittsburgh.



LEAHKIDNEY RECIPIENT

After giving birth to her daughter in 2011, Leah learned she had an autoimmune disease that could put her kidneys at risk. She underwent conservative treatment in the years that followed but suddenly faced a rapid decline in kidney function in 2015. After treatments to reverse it proved unsuccessful, she found herself in need of a transplant. Thankfully, a hero emerged. She received her transplant through UPMC and her life was renewed, allowing her to watch her two daughters grow up. Her oldest daughter has graduated high school since the transplant and her youngest is a competitive dancer. Leah also went back to work full time and is pursuing a nursing degree. She's thankful that her donor's gift allowed her life to be spared, not only for herself, but for her girls as well.



MICHAEL HEART RECIPIENT

As a former WVU college athlete and current high school swim coach in the Pittsburgh area, Michael never expected to find himself in need of a life-saving transplant. He was focused on being a husband and father when he was placed on the waiting list for a heart transplant. Thanks to the generosity of his donor, and his care team at Allegheny General Hospital, Michael received his transplant in 2022 and is back to living a full life with his family and friends by his side.

COMMUNITY COMES TOGETHER FOR NATIONAL DONATE LIFE MONTH

CORE joined together with hospital partners, public officials and individuals touched by donation to celebrate National Donate Life Month in April. The observance was marked by nearly 100 special events held throughout the month across western Pa. and W.Va., all honoring the generosity of donors and seeking to spread awareness about the vital need for registrations.

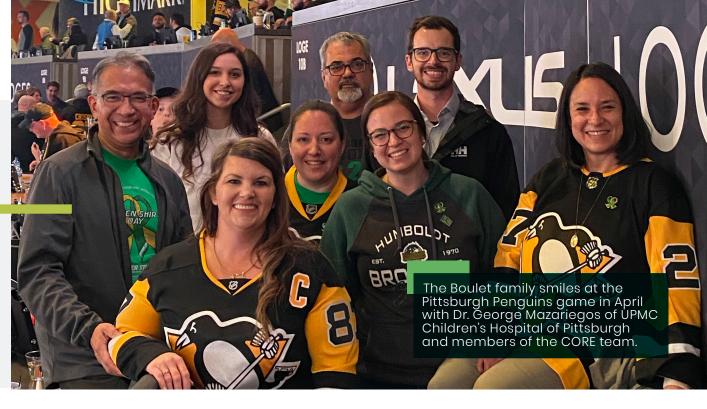
Thirty Days of Honoring Donors and Inspiring Communities

The Professional Services and Community Outreach teams were honored to partner with nearly 75 hospitals in CORE's service region to host ceremonial flag-raising events. The community also rallied around the cause through donor/recipient wall re-dedications, government proclamations and hospital hosted challenges including 5K races, contests and sporting events.

To highlight a few, Allegheny General Hospital saw a record number of supporters for their Step Up and Give a Hand initiative, painting the hands blue and green of staff and visitors alike. UPMC Hamot threw the first pitch at an Erie Seawolves game to spread awareness. CAMC General Hospital and WVU Medicine J.W. Ruby Memorial Hospital both held rededication ceremonies for their respective donor walls, while UPMC Presbyterian hosted a Celebration of Life Candlelight ceremony and many other donor-focused events. The VA Pittsburgh once again held a symbolic flag-raising where many donned their dress uniforms. And fittingly for its patients, UPMC Children's Hospital of Pittsburgh promoted a hospital-wide coloring contest with a focus on the gift of donation.



The Boulet family hoists the Donate Life flag during CORE's flag-raising event at its headquarters in Pittsburgh.



Bringing the Boulet Family to Pittsburgh

The Starzl Network for Excellence in Pediatric Transplantation (SNEPT) joined with CORE to host a well-known Canadian donor family who has, to date, registered 150,000 new organ donors in Canada. Toby Boulet and his family bring awareness to organ donation in honor of his son, Logan, who saved six lives after his tragic death in 2018. Logan died after a bus carrying his junior hockey team crashed and killed 16 passengers. In the aftermath, Canadians were inspired by Logan's decision to donate life and registered in masses.

During the family's visit to Pittsburgh, CORE honored Logan by hosting a flag-raising ceremony, which was covered by local media. CORE and UPMC also partnered with the Pittsburgh Penguins to invite the Boulet family to a hockey game, during which the Penguins offered special ticket discounts to registered organ donors—like Logan—as a thank you for their decision. Dubbed "Pittsburgh Penguins Fans Save Lives" discount night, the promotion ultimately inspired a wave of new registrations and helped thousands of hockey fans to keep organ donation top-of-mind.

REGISTER, TELL YOUR FAMILY AND BE INSPIRED.

TOBY BOULET, FATHER OF LOGAN BOULET (DONOR)



DYLANORGAN DONOR

When 21-year-old Dylan "DP" Pesock died after an automobile crash, he saved four lives by donating his heart, liver and both of his kidneys. An avid athlete, having run cross country and having played baseball in high school, Dylan was especially passionate about wrestling. He even attended college at Mercyhurst North East on a wrestling scholarship, where he graduated with a degree in criminal justice. As a tribute to Dylan and his final gifts, CORE and UPMC Hamot held an honor walk for Dylan and his family when he passed away in January of 2022. Today, his mom finds comfort in his donation and says she will always remember him as her beloved son and a compassionate brother, grandson, nephew, cousin and friend.



HEATHERWIFE OF ORGAN DONOR

Heather and Mark Mudrick's marriage created a wonderful, blended family. They each had three daughters and together they had a son. Sadly, Mark unexpectedly died when their son was only one year old. He was a registered donor, a fact that brought Heather relief as it meant one less decision for her to make in the midst of her grieving process. Mark was able to save several lives by donating multiple organs under the care of WVU Medicine J.W. Ruby Memorial Hospital. His family met his heart recipient in 2019 and they remain in contact today. Their conversations and meetings bring a smile to Heather's face and keep Mark's memory alive.

NEW W.VA. LEGISLATION IMPROVES DONOR EVALUATION PROCESS

Members of the CORE team proudly gathered alongside donor family and recipient volunteers as well as state lawmakers in April to watch W.Va. Gov. Jim Justice sign W.Va. House Bill 4340 into law. The bill, which was introduced and passed during the 2022 legislative session, made changes to the state's Uniform Anatomical Gift Act (UAGA) that will help CORE continue to Save and Heal more lives through donation. Specifically, the legislation streamlines processes between CORE and the State Medical Examiner's Office, provides clarity in the Legal Next-of-Kin decision-making authority when an action for divorce is pending and allows for blood draws and minimally invasive testing on potential donors to test for suitability.

The bill was fittingly signed during National Donate Life Month. CORE is thankful for the continued support from Gov. Justice, state legislators and Board Member Delegate Moore Capito, who helped advance the legislation through the House of Delegates.



Gov. Jim Justice poses for a photo with the CORE team after signing W.Va. House Bill 4340 into law.



SUSAN STUART EARNS BALDRIGE FOUNDATION AWARD

CORE President and CEO Susan Stuart was honored by the Foundation for the Malcolm Baldrige National Quality Award as a recipient for the 2022 Foundation Award for Leadership Excellence. She accepted the award at the Foundation Awards Luncheon in Washington, D.C. in April, representing the nonprofit sector among the 11 awardees. The recognition is afforded to outstanding individuals, leaders and supporters who embody Baldrige leadership and management values and principles. The achievement is a reflection of the collective efforts by CORE's team and its partners to Save and Heal lives through donation.



Beyond the luncheon, CORE was also recognized for earning the 2019 Malcolm Baldrige National Quality Award during a formal ceremony that brought together winners from the past three years. An in-person ceremony to celebrate the winners had not yet been held due to safety restrictions, but on April 3, CORE and its fellow awardees proudly received the honor on stage. CORE also led a presentation on its own best practices during the gathering, shedding light on the performance management system that allows information to be assessed and disseminated at any point in the donation process. This system also offers a vehicle for sharing that information out throughout CORE's networks for shared benefit and learning—a process that all organizations can draw inspiration from, and for CORE, leads to life-saving results.

Susan Stuart accepts the Foundation Award for Leadership Excellence at the ceremony on April 3 in Washington, D.C. THE FOUNDATION AWARDS
FOR LEADERSHIP EXCELLENCE
WERE ESTABLISHED TO RECOGNIZE
LEADERS WHO PROVIDE EXCEPTIONAL
SUPPORT TO BALDRIGE AND THE
FOUNDATION'S MISSION.

AL FABER, PRESIDENT AND CEO OF THE FOUNDATION FOR THE MALCOLM BALDRIGE NATIONAL QUALITY AWARD, INC



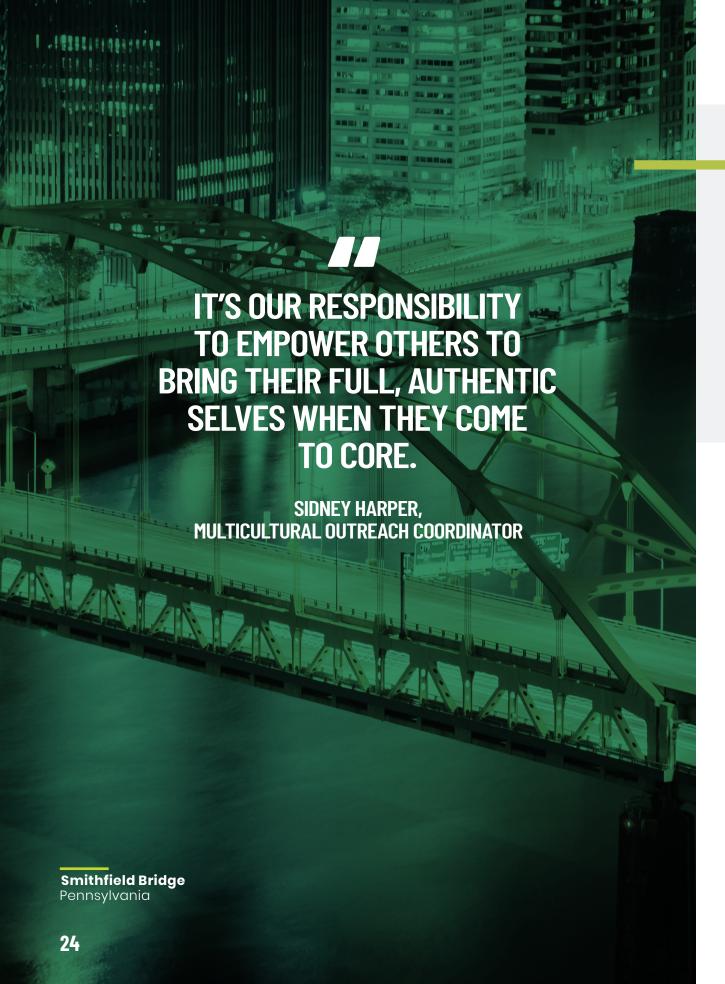


Ashley didn't know how sick she was until it was discovered she was in stage 4 renal failure. She works in the medical field but never expected to be a patient herself. That all changed when she was diagnosed with an autoimmune disorder that threatened to shut down her kidneys. Ashley underwent dialysis for seven months while waiting for a second chance at life. The call came from Charleston Area Medical Center in May 2020, and because of a generous donor and their family, Ashley received her life-saving transplant. She doesn't take the gift of a healthy kidney lightly. Though she's always been a registered organ donor herself, her experience educated her on the critical need for more donors and inspired her to honor her own donor by spreading the word.

VICTOR HEART RECIPIENT

Even a fit and active person can find themselves in need of a transplant. As an Air Force veteran and firefighter, Victor is proof of this fact. He had his heart transplant in 2016 at Allegheny General Hospital and remains an active member of the hospital's heart support group. Now, he's turned his overwhelming appreciation for his donor into action as a volunteer with CORE who provides hope and advice to others on the waiting list. He was once in their shoes, and now nearly 7 years post-transplant, Victor is evidence of the difference donors can make.





CORE ESTABLISHES DEIA STATEMENT

In 2022, CORE finalized and implemented a Diversity, Equity, Inclusion & Accessibility (DEIA) statement that articulates its unfaltering commitment to keeping DEIA at the center of its mission. A mission to *Save* and *Heal* lives through donation—**every life.**

The statement's purpose is to affirm the organization's dedication to DEIA matters within the values of CORE, aiding in CORE's ability to connect DEIA to its policies and practices. From the very beginning of the iterative process to

produce the statement, CORE was intentional about being inclusive and conducting various levels of review to ensure alignment with a broad range of viewpoints and CORE's existing culture. This included interdepartmental reviews as well as consultation with experts beyond CORE's walls.

CORE believes the newly released DEIA statement will help convey the organization's passion and promise for fostering an environment where every person can feel a deep sense of belonging.

CORE'S DIVERSITY, EQUITY, INCLUSION & ACCESSIBILITY STATEMENT

As advocates, we know the lives we *Save* and *Heal* represent all abilities, ages, cultures, education-levels, ethnicities, gender identities, neurotypes, religions, sexual orientations and socio-economic statuses.

Together, we are a community that is:

- **Dedicated** to making our mission accessible for all people
- **Passionate** about creating a culture where everyone knows they belong
- **Determined** to place the lives of all we serve at the center of our organization

Each day we will:

- Respect the full and authentic selves of our team and community
- Work to ensure that our policies embody the compassion of DEIA best practices
- Strive for excellence through a culture of education, transparency and empowerment

ALLEGHENY GENERAL HOSPITAL AND CORE ELVES MAKE SPIRITS BRIGHT

Heart recipients from Allegheny General Hospital found a unique way to pay it forward to individuals on the waiting list for a heart transplant during the holiday season. CORE partnered with the hospital and recipients to dress as elves and deliver care packages to Allegheny General Hospital's heart failure clinic staff and their patients.

The holiday surprise was appreciated by all and would not have been possible without the gracious donations CORE received on Giving Tuesday 2022. The joyous occasion demonstrated the difference that the community can make when people come together in support of donation.





ABIR LIVING KIDNEY DONOR

When Abir's mother learned she was in need of a kidney, Abir knew it was necessary to do what she could to help save her life. In her words, it was a blessing when she learned she was a match. Abir was able to return the favor to the woman who gave her life. Her mother received her kidney transplant in October 2022 at UPMC Presbyterian's Montefiore Hospital. Today, they are making the most of every moment they have together and encouraging others to register as donors in hopes that other families who end up on the waiting list won't have to wait long.

CREATING CONNECTIONS THROUGH SPECIAL EVENTS

In support of creating a culture of donation within the communities it serves, CORE hosts and participates in events throughout the year to keep donors and registrations top of mind. In 2022, these events sought to spark conversation inside and outside the transplant community about the difference donors make when they make *A Pledge for Life*.

OF ANTWON WOULD ALWAYS LIVE ON.

YOLANDA WHITE-PENN, MOTHER OF ANTWON RICE (DONOR)





Donor Families Gather for A Special Place Ceremonies

The CORE team worked tirelessly to host two separate A Special Place events in 2022, honoring the donors of W.Va. and Pa. and bringing their loved ones together in remembrance. The events brought donor families together in person for the first time since 2019, while still offering a livestream option for those who preferred to participate at home. The annual event honored the previous year's 325 organ donors and 1,315 tissue donors, who collectively Saved and Healed more than 99,000 people. Donor families and transplant recipients shared their stories, highlighting the difference each donor makes.

CORE Shows Pride in Pittsburgh with Pride on the Shore

On June 3, CORE sponsored the Pride on the Shore festival, a one-night music festival that kicked off Pride Month in Pittsburgh. CORE hosted a table where festival-goers could learn more about organ donation and register in the moment. CORE will continue its partnership with the festival in 2023 to fuel more conversation about organ donation in the local LGBTQ+ community.

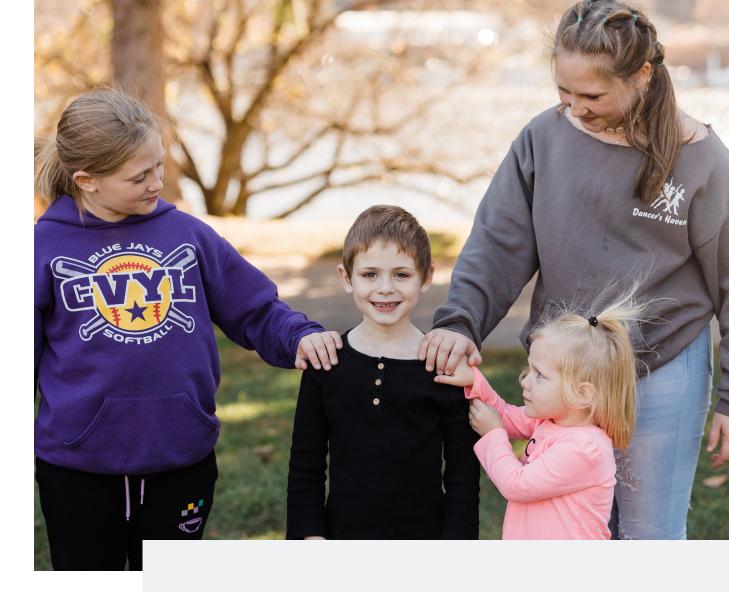
Team Alleghenies Transplant Wins Big at Transplant Games

CORE funded and supported Team Alleghenies Transplant in the 2022 Donate Life Transplant Games of America, which took place from July 29 through Aug. 3 in San Diego. The Olympic-style, multi-sport event drew more than 2,000 athletes and transplant supporters from across the U.S. for 20 athletic and recreational competitions for transplant patients and living donors, as well as 60 events for all attendees, including donor families, to enjoy. Twelve local athletes competed on behalf of Team Alleghenies, earning 24 gold medals, five silver and 12 bronze.





Hollis was in his late 40s when a hereditary kidney disease placed him on dialysis and the waiting list. He endured the draining treatments for five years, and as a single dad, the appointments cut into cherished time with his daughter. When he finally received the call for his transplant days before Christmas in 2022, he said it was the best gift he ever received. He underwent transplant care through the VA Pittsburgh Healthcare System and now regards the team there as family. As for his real family, he's now able to travel again with his daughter and see her off to school in the morning—a simple joy his dialysis appointments previously made impossible. Now nearly 53, Hollis is thankful that his donor's kindness gave him a new lease on life.



MACKSTON LIVER RECIPIENT

Mackston's transplant journey started at just 5 months old after a liver disease he was born with landed him on the waiting list. He received his first liver transplant just one day before his first birthday. While the transplant would help him to live fully for the next three years, he was ultimately relisted for transplant in December 2020. In June of 2021, a second transplant was made possible by the selflessness of a grieving family who chose to turn their loss into a life-saving opportunity. Since his transplant at UPMC Children's Hospital of Pittsburgh, Mackston has celebrated his fifth birthday and started karate. His family is amazed by his progress and grateful to both donors who helped him in his journey.





