

2025



Center for Organ Recovery & Education

ANNUAL REPORT



About Us

The Center for Organ Recovery & Education (CORE) is one of more than 50 federally designated not-for-profit organ procurement organizations (OPOs) in the United States, serving more than five million people in western Pennsylvania and West Virginia. CORE coordinates the recovery and matching of organs, tissues and corneas for transplant within our donor service area, and works tirelessly to create a culture of donation within the hospitals and communities we serve. CORE's life-saving mission aims to end the deaths of those on the transplant waiting list, while maintaining integrity for the donation process, dignity for the donors, and compassion for their families.

Mission

To *Save* and *Heal* lives through donation.

Vision

Every potential donor will make **a Pledge for Life.**

Values

Compassion, Education, Innovation, Integrity, Life, Quality, Respect, and Responsiveness.

Competencies

- A culture of transparency to drive performance excellence.
- Pursuit of **every donor, every time** with compassion and respect.
- **Every organ and tissue, every time** to save a life.

Xyla Blackshear
Pittsburgh, Pa.
Waiting for Transplant

A Strong FOUNDATION

When you think about growth, it is easy to focus on what is visible: the outcomes, the milestones, the lives saved and healed. But real growth begins earlier. It starts with strong roots, with care taken quietly, with choices made intentionally, with people who show up every day and do the work that allows everything else to grow. The most important work is often unseen, steady and grounded long before it reaches the sky.

That perspective guided our work throughout 2025. What emerged was CORE's seventh consecutive record-breaking year, not because growth itself was the goal but because saving and healing lives through donation stayed at the center of everything we did.

Every decision was grounded in the belief that donors deserve compassion, integrity and respect. Every investment reflected our commitment to building systems strong enough to serve families today while also innovating a future where every potential donor makes a pledge for life.

Throughout this report, you will see how that commitment continued to grow. It took shape in donor family services, with a redesign around what families told us they needed. It reached outward through community outreach that met people where they are. And it strengthened care in hospitals, where collaboration expanded what donation and transplantation can achieve.

You will also see how CORE invested in the systems that sustain this work. From clinical innovation to workforce development, these efforts were made to ensure the organization remains steady, responsive and ready for what lies ahead.

None of this is possible without donors and their families, whose generosity continues to reach lives far beyond what can be seen. We are grateful for their trust. We are equally grateful to the CORE team, whose expertise, compassion and commitment form the roots of this organization, often unseen but essential to everything we are able to grow and sustain.

As president/CEO and as board chair, we are proud of what was accomplished in 2025 and remain focused on growth that centers donors, their families and the lives they save and heal.



Jeff Bechtel
CORE Board Chair



Susan Stuart
CORE President/CEO



Liam Lee

ORGAN DONOR

Mount Lookout, WV

Ali Cash's life changed forever in April 2025 when a tragic accident took the life of her young son, Liam. In the midst of unimaginable heartbreak, Ali faced a reality no parent should endure. Supported by the compassionate team at CORE, she made the courageous decision to say yes to organ donation, allowing Liam's life to continue beyond the hospital room. Through that choice, Liam was able to donate his liver, kidneys and heart, giving another child and three others a second chance at life. Today, Ali shares her family's story to raise awareness about car seat safety, mental health, and organ donation.

2025

7th

Consecutive record-breaking year for *Saving and Healing* lives through donation.

1,191

Organs were transplanted from 484 organ donors in CORE's DSA, a 23% increase compared with 2024.

1,885

Tissue donors helped heal more than 140,000 lives.

990

People were able to have their vision restored because of CORE cornea donors in 2025.



CORE's commitment to innovation includes advanced preservation technology like the OrganOx device.

RECOVERY & PROCUREMENT

When Growth Becomes IMPACT

Clinical innovation at CORE is about honoring every donor opportunity, supporting families with clarity and confidence, and translating science into more lives saved and healed. In 2025, that work took root across every stage of the donation and transplant process, not as isolated projects but as coordinated systems designed to strengthen clinical decision-making and support transplant teams with consistency and trust.

OPO-Driven NRP: A Stronger Local Model

CORE continued to lead nationally in OPO-driven normothermic regional perfusion, or NRP, through our partnership with Procirca, a locally integrated perfusion partner. Together, we built a mission-aligned model that improves organ quality while reducing reliance on high-cost third-party vendors.

Our model ensures perfusionists are available around the clock, standardizes best practices across our service area, and maintains ongoing operational alignment through regular leadership collaboration. This consistency means NRP is available when it can make the greatest difference.

In 2025, CORE supported NRP cases that resulted in transplanted organs across multiple programs. Notably, several cases were requested by transplant centers outside our service area, reflecting regional trust in the model and its results.

The impact was clear: more organs transplanted, lower overall cost, expanded access to advanced technology and a scalable framework that strengthens donation across our region.

Kidney NRP: Seeing Deeper to Decide Smarter

CORE looked beyond transplant counts to understand why kidneys recovered with NRP were performing well. Using frozen-section biopsy during recovery, small tissue samples were examined in real time, giving our organ recovery coordinators immediate insight into organ quality.

Compared with standard donation after circulatory death recovery, CORE found kidneys supported by NRP demonstrated stronger tissue preservation and greater likelihood of successful transplant. The benefit extended across a wide donor age range and was especially meaningful among advanced age donors, a group often declined because of quality concerns. By reducing effects associated with loss of blood flow, CORE converted more of these opportunities into transplantable gifts.

By formalizing these observations into a structured evaluation process, CORE deployed NRP with greater intention, increasing kidney utilization without increasing donor volume.

When a Founder Comes HOME

Nearly five decades after helping incorporate CORE in 1977 as the Pittsburgh Transplant Foundation, one of CORE's founders, Dr. Thomas Hakala, returned in October 2025 to see how the work he began continues to grow. He traveled from his home in Reno, Nevada, with his friend Rebecca Gruner.

After spending the day at CORE, meeting team members and witnessing firsthand the compassion and innovation that define our work, Rebecca made a transformational decision. She committed a \$100,000 gift, the largest individual donation in CORE's history, to establish the Dr. Thomas Hakala Innovation Center in CORE's new building, scheduled to open in 2027.

"I think you're doing wonderful things there," she said. "And I wanted him to be recognized for helping get the whole thing started."

For Rebecca, the moment was personal. A longtime ICU and emergency room nurse and a 1971 graduate of the Presbyterian-University Hospital School of Nursing in Pittsburgh, she has walked alongside grieving families throughout her career. She is also the daughter of a cornea transplant recipient and knows firsthand what donation can mean for a family.

In the 1980s, Dr. Hakala served as both a practicing transplant surgeon at UPMC and CORE's medical director, guiding donor evaluation, recovery procedures and clinical standards at a time when organ donation was still new to many hospitals. He fostered collaboration among surgeons, coordinators and donor hospitals, helping form the regional network that now enables thousands of life-saving transplants. Just as importantly, he embedded a culture of respect for donors and their families that continues to define the way CORE cares for every gift entrusted to us.

The Dr. Thomas Hakala Innovation Center will support education, scholarships and equipment that advance the pioneering spirit that defined his early leadership and continues to shape CORE today.

Dr. Hakala's visit was more than a reunion. It was a reminder that the roots planted in 1977 continue to grow. CORE would not be here without him. And because Rebecca saw that legacy alive and chose to invest in it, the next chapter of innovation is already taking shape.



Top: Dr. Hakala during his return visit to CORE.

Bottom: Rendering of the new CORE facility addition, scheduled for completion in 2027.



Dr. Thomas Hakala in 1985, helping shape the early foundation of organ donation in the region.

CORE EYE BANK

When Shared Knowledge HEALS

Restoring sight does not happen in isolation. It happens through partnership, through shared learning, through surgeons, eye bank professionals and clinical teams coming together with a common purpose. In 2025, CORE took an important step forward in that collaboration by hosting the inaugural Pittsburgh Cornea Symposium.

The symposium was created as a dedicated space to advance corneal science, surgery and sight restoration. It brought together corneal transplant surgeons and eye care experts who are on the front lines of restoring vision every day. For CORE, it was both an honor and a responsibility to support that work through education, dialogue and partnership.

The day's program reflected the rapidly evolving landscape of corneal care. Sessions explored emerging trends in eye banking, molecular diagnostics and surgical innovation, offering attendees practical insights they could bring directly back to their patients and practices. More than a conference, the symposium was designed as a working exchange of ideas, experiences and expertise.

A defining moment of the day was the inaugural Dr. Robert Arffa Lecture, created to honor the legacy

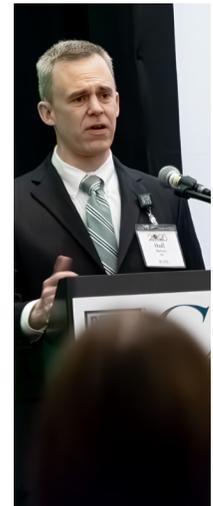
of CORE Eye Bank's longtime medical director. Dr. Arffa devoted his career to advancing corneal transplantation, improving patient outcomes and championing education and collaboration across the field, shaping not only the Eye Bank but generations of surgeons and colleagues. It was fitting that the first lecture in his honor, A Personal Journey Through Endothelial Keratoplasty, was delivered by Professor Massimo Busin, MD, who traveled from Italy to share his experience and perspective. His participation underscored the global nature of corneal care and the value of learning from one another across borders, disciplines and systems.

For CORE's Eye Bank, the symposium also reinforced a broader commitment. Since its founding in 1997, CORE's EBAA-accredited Eye Bank has supported ocular tissue donation for transplantation, education and research. That work extends throughout western Pennsylvania and reaches patients well beyond the region. At every step, the focus remains the same: responsiveness, safety, innovation and surgeon satisfaction.



Right: Hall T. McGee, MD, CORE medical director of eye banking, presents at the symposium.

Left: Justin Bork, senior technical ocular specialist at CORE, listens to a presentation.





Susan Martin, three-time corneal transplant recipient and daughter of a cornea donor, shares her story.

When a Heart HEALS

In August 2025, two families met for the first time through a moment made possible by organ donation.

Just over a year earlier, 2-year-old Seilah Stanley of Charleston, West Virginia, died after a tragic drowning accident. In the midst of unimaginable grief, her parents chose to honor her life through organ donation through CORE. Seilah's heart would go on to save the life of another child. That child was Shaun Evans of Columbus, Ohio.

Shaun had spent much of his short life in the hospital waiting for a heart transplant. Born with a severely enlarged heart, he and his parents spent his first birthday and first Christmas in the hospital.

On June 25, 2024, Shaun received Seilah's heart. More than a year later, CORE worked with both families to carefully coordinate their first meeting. When the Evans family walked into the room, the Stanleys greeted them with hugs.

"It's so good to meet you guys," Seilah's mother, Angie Stanley, said as she knelt to greet Shaun. "Hi, buddy. You are so handsome."

CORE staff also brought a stethoscope so Seilah's parents could listen to Shaun's heartbeat.



"It sounds so strong and beautiful," Angie said quietly after placing the stethoscope on his chest.

For Shaun's parents, the meeting brought a chance to thank the family whose decision changed everything.

"When we got the call that there was a match, it felt unreal," Michelle Evans said. "We had been waiting so long."

The meeting was covered by WTAE anchor Kelly Sasso, whose reporting helped share the families' story with the broader community. Sasso, named CORE's 2025 Media Champion, helped inspire 10 new donor registrations through coverage of the story.

Moments like this reflect why CORE does this work every day: to honor donors, support families and ensure that the gift of life continues.

Photos: (Right) Seilah's grandmother listens to Shaun's heart beating as his parents and Seilah's mother look on. (Left) Organ donor Seilah Stanley. Photo provided by the family.

A portrait of Dr. Tyler Skidmore, a man with short brown hair, a beard, and glasses, wearing green scrubs and a black lanyard. He is smiling and looking directly at the camera. The background is a dark green wall with a white horizontal bar. The entire image is framed by a thin yellow border.

Tyler

KIDNEY RECIPIENT & PHYSICIAN

Fayetteville, WV

At 31, Dr. Tyler Skidmore was balancing his career as a neurologist at WVU Thomas Memorial Hospital while facing kidney failure caused by a genetic mutation leading to tubulointerstitial kidney disease. Having grown up watching his mother undergo two kidney transplants, the diagnosis carried deep personal meaning. As his condition progressed, Tyler began peritoneal dialysis in late 2024, spending nights connected to a dialysis machine while continuing to work and manage frequent medical appointments. In 2025, he received a kidney transplant at WVU Ruby Memorial Hospital, giving him a renewed future.



Donor wife Jen Kresak at the Johnstown Tomahawks Donate Life Night game in support of organ donation awareness. Photo by Phil Andraychak, Johnstown Tomahawks.

COMMUNITY OUTREACH

When the Message Becomes ACTION

In 2025, CORE expanded community-based outreach through partnerships, events and innovative approaches designed to make donor registration simple, familiar and accessible.

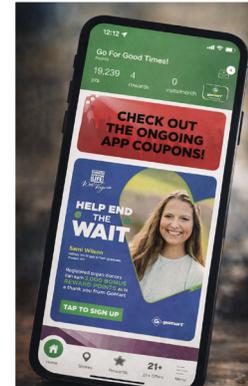
CORE's outreach teams showed up across the service area at festivals, sporting events, schools and community gatherings. From West Virginia hunting and fishing shows to Picklesburgh in Pittsburgh, conversations happened where people already felt comfortable and connected.

In total, CORE supported hundreds of community events in 2025 and registered thousands of donors outside the DMV. These face-to-face efforts were amplified by strong media engagement, resulting in hundreds of placements and a significant increase in earned media year over year.

Advocacy also remained a priority. CORE completed visits with federal legislators to advance policies that support donation and transplantation, ensuring that public awareness is matched by public policy.

One of the most innovative efforts of the year came through the CORE x GoMart partnership,

a first-of-its-kind collaboration that embedded donor registration directly into a convenience retail experience. Through the GoMart mobile app, customers who were already registered as organ donors, or who chose to register, could receive loyalty rewards. By connecting donation to an everyday purchase environment, the partnership made the decision to register simple, familiar and immediate.



In just one month, the partnership generated more than 1,400 new donor registrations, demonstrating the power of meeting people in the places they already go. The program earned national recognition with the Donate Life America Excellence in Action Award.



Tia

ORGAN DONOR

Pittsburgh, PA

Tia Stanton, 43, was known for her strength, resilience, and compassion. Diagnosed with lupus at 18, she faced major health challenges, including hip replacements at 22. Despite being told she might never have children, she became the proud mother of four. Organ donation was deeply personal to her family after her mother received a double lung transplant in 2021. After Tia's sudden passing in May 2025, her liver and kidneys saved three lives, while additional tissue and corneas were recovered to help others.



Hunter

ORGAN DONOR

Chagrin Falls, OH

Hunter Myers grew up in a family rooted in harness racing and knew from a young age he wanted to follow in his father's footsteps. He spent his early years in the barns and eventually began racing himself, determined to build a career in the sport he loved. Known for his humor and generous spirit, Hunter was always ready to help others at the track. While renewing his driver's license, he chose to become an organ donor. After his passing in a racing accident, Hunter was able to donate his heart, both kidneys, both lungs, his liver and pancreas, as well as his corneas and additional tissue to help others and support research.

CORE staff participate in clinical training at the Brian Broznick Surgical Pavilion.



QUALITY & PERFORMANCE IMPROVEMENT

When Excellence is the STANDARD

Performance excellence at CORE is not a milestone we reached. It is a discipline we practice.

Winning the Malcolm Baldrige National Quality Award in 2019 affirmed the strength of our systems at that moment in time. It did not signal completion. It reinforced an expectation that improvement must continue, measured and intentional, every year that follows. In 2025, CORE gave formal structure to a culture that has long defined its work: improvement that is disciplined, measured and shared.

The inaugural Performance Excellence Fair created a visible forum for teams across the organization to present projects aligned to the full performance excellence framework, from defining opportunity through measurable results. What emerged was not a series of isolated initiatives but a connected view of how refinement strengthens every stage of donation.

Referral teams highlighted enhancements to early case assessment within the LifeLogics True North module, improving clarity and decision speed at the first call. Tissue services presented updates to the Donor Risk Assessment Interview process that reduced duplication while maintaining safety standards.

Clinical teams demonstrated more consistent review processes in thoracic recovery and DCD cases, reducing variation and strengthening transplant suitability decisions. Perfusion refinements were evaluated for reliability and downstream placement impact.

Operational departments advanced supply readiness through par-level automation and dashboard tracking, while IT strengthened internal coordination through improved referral and communication tools. Donor family services aligned program updates with family feedback, improving accessibility and long-term sustainability.

What distinguished the fair was transparency. Teams did not simply describe change. They demonstrated impact. CORE board members served as judges, engaging directly with presenters and reinforcing that measurable outcomes, accountability and long-term sustainability remain the standard.

Improvement at CORE is intentional and accountable. Much of this work remains unseen by families and recipients, yet it supports every conversation, every recovery and every decision.



CORE team members who won the Performance Excellence Fair.



Photo: UPMC

HOSPITAL DEVELOPMENT

2025 Hospital Challenge

WV TOP HOSPITAL

Minnie Hamilton Health System

WV HOSPITAL PARTICIPANTS

Grafton City Hospital	Titanium
Minnie Hamilton Health System	Titanium
Boone Memorial Hospital	Platinum
Cabell Huntington Hospital	Platinum
CAMC General Hospital	Platinum
CAMC Memorial Hospital	Platinum
CAMC Teays Valley Hospital	Platinum
Mon Health Marion Neighborhood Hospital	Platinum
Mon Health Medical Center	Platinum
Mon Health Preston Memorial Hospital	Platinum
Mon Health Stonewall Jackson Memorial Hospital	Platinum
Pocahontas Memorial Hospital	Platinum
Rivers Health	Platinum
Roane General Hospital	Platinum
St. Mary's Medical Center	Platinum
Webster Memorial Hospital	Platinum
WVU Medicine Berkeley Medical Center	Platinum
WVU Medicine Camden Clark Medical Center	Platinum
WVU Medicine Grant Memorial Hospital	Platinum
WVU Medicine J.W. Ruby Memorial Hospital	Platinum
WVU Medicine Princeton Community Hospital	Platinum
WVU Medicine Reynolds Memorial Hospital	Platinum
WVU Medicine St. Joseph's Hospital	Platinum
WVU Medicine Thomas Hospitals	Platinum
WVU Medicine United Hospital Center	Platinum
WVU Medicine Wheeling Hospital	Platinum
Broaddus Hospital	Gold
CAMC Plateau Medical Center	Gold
CAMC Women and Children's Hospital	Gold
Davis Medical Center	Gold
Logan Regional Medical Center	Gold
Summers County ARH	Gold
War Memorial Hospital	Gold
WVU Medicine Braxton County Memorial Hospital	Gold
WVU Medicine Summersville Regional Medical Center	Gold
Beckley ARH	Silver
Hampshire Memorial Hospital	Silver
WVU Medicine Jefferson Medical Center	Silver
WVU Medicine Potomac Valley Hospital	Silver

PA TOP HOSPITAL

UPMC Presbyterian

PA HOSPITAL PARTICIPANTS

AHN Allegheny General Hospital	Titanium
AHN Allegheny Valley Hospital	Titanium
AHN Canonsburg Hospital	Titanium
AHN Forbes Hospital	Titanium
AHN Grove City Hospital	Titanium
AHN Jefferson Hospital	Titanium
AHN Wexford Hospital	Titanium
Conemaugh Memorial Medical Center	Titanium
Erie VA Medical Center	Titanium
Independence Health System Clarion Hospital	Titanium
Independence Health System Frick Hospital	Titanium
Independence Health System Westmoreland Hospital	Titanium
UPMC Children's Hospital of Pittsburgh	Titanium
UPMC Hamot	Titanium
UPMC Passavant	Titanium
UPMC Presbyterian	Titanium
WVU Medicine Uniontown Hospital	Titanium
AHN Neighborhood Hospitals	Platinum
AHN Saint Vincent Hospital	Platinum
AHN West Penn Hospital	Platinum
Armstrong County Memorial Hospital	Platinum
Conemaugh Meyersdale Medical Center	Platinum
Conemaugh Miners Medical Center	Platinum
Conemaugh Nason Medical Center	Platinum
Guthrie Robert Packer Hospital	Platinum
Independence Health Butler Memorial Hospital	Platinum
Independence Health Latrobe Hospital	Platinum
Indiana Regional Medical Center	Platinum
Penn Highlands Brookville	Platinum
Penn Highlands Clearfield	Platinum
Penn Highlands DuBois	Platinum
Penn Highlands Elk	Platinum
Penn Highlands Huntingdon	Platinum
Punxsutawney Area Hospital	Platinum
Titusville Area Hospital	Platinum
UPMC Altoona	Platinum
UPMC Bedford	Platinum
UPMC East	Platinum
UPMC Greene	Platinum
UPMC Horizon - Greenville	Platinum
UPMC Horizon - Shenango Valley	Platinum
UPMC Jameson	Platinum
UPMC Magee-Womens Hospital	Platinum
UPMC McKeesport	Platinum
UPMC Mercy	Platinum
UPMC Shadyside	Platinum
UPMC Somerset	Platinum
UPMC St. Margaret	Platinum
UPMC Washington	Platinum
VA Pittsburgh Healthcare System	Platinum
Warren General Hospital	Platinum
WellSpan Chambersburg Hospital	Platinum
Bradford Regional Medical Center	Gold
Meadville Medical Center	Gold



Adam

HEART & LIVER TRANSPLANT RECIPIENT

Nanty Glo, PA

Adam Schaeffer has faced serious health challenges since birth, living with congenital heart disease that required three open-heart surgeries and a pacemaker. By early 2024, he was listed for both a heart and liver transplant. The wait required major sacrifices, including remaining within four hours of Pittsburgh and spending several months hospitalized at UPMC Presbyterian as his health declined. In April 2025, the call finally came. Adam received a life-saving heart and liver transplant, giving him a second chance at life. Today, he is rebuilding his strength and looking toward the future with gratitude, embracing the renewed life made possible through organ donation.



Bonnie

LIVER TRANSPLANT RECIPIENT

West Deer Township, PA

Bonnie Schiavone's family has experienced organ donation from both sides—first through loss and later through hope. In 2003, Bonnie lost her mother, Pat, and her brother, Casey, just seven months apart to sudden cerebral hemorrhages. Honoring their wishes, the family chose donation. Pat saved lives as a kidney and liver donor, and her pancreas supported research. Casey's heart and liver saved recipients in Pennsylvania, while his tissue helped many others and additional organs supported research. Years later, Bonnie's journey came full circle. After developing cirrhosis and liver cancer, she received a life-saving liver transplant in July 2025 and now cherishes each day with family.

DONOR FAMILY SERVICES

When Care Continues FORWARD

At the heart of our mission is a promise: that every donor will be honored with dignity and every family supported with compassion that endures. In 2025, that promise continued.

A Special Place Ceremonies

In 2025, CORE gathered donor families and loved ones in both Pittsburgh and Charleston for two *A Special Place* ceremonies, honoring those who gave the gift of life. These efforts reflect something larger than a program. They reflect CORE's responsibility to honor every donor and to support every family. They offer families a dedicated space for reflection, connection and remembrance. Surrounded by others who share a similar journey, families heard their loved ones' names spoken aloud, placed ornaments in tribute and found comfort in community.

At *A Special Place WV*, families also participated in a ceremonial butterfly release, watching as each butterfly lifted into the sky, a quiet and powerful symbol of life, legacy and hope. The shared moment offered a visible expression of love and remembrance, honoring the lasting impact of every donor's gift.

A Special Place is more than a ceremony. It is a living reminder that every donor's legacy continues to grow. Through shared stories, quiet moments and visible acts of remembrance, families are assured that their loved one is never forgotten.

Care That Extends Beyond Donation

Supporting donor families is not a single act. It is an ongoing relationship that extends well beyond donation. In 2025, CORE redesigned our 13-month bereavement program to reflect what families told us they needed: support rooted in meaning, accessibility and connection.

New keepsakes, including fingerprint cards and heart necklaces, offer tangible ways to honor loved ones. Updated memorial materials now include QR codes linking to grief resources, recognition opportunities and direct connection to our donor family support team. Printing was brought in-house to ensure consistency, respond quickly to feedback and steward resources responsibly, strengthening both the family experience and the program's long-term sustainability.



Examples of new memorial cards created for donor families as part of CORE's redesigned 13-month bereavement program.



Butterfly release at *A Special Place WV* in 2025 with donor mom Ali Cash, whose son Liam saved lives through donation after his death. Photo by HEK Productions.



CORE team members celebrate Joe Weber and Kurt Shutterly's retirements at CORE's Pittsburgh headquarters.

FINANCE AND USE OF FUNDS

When Stewardship Guides GROWTH

Every dollar entrusted to CORE supports one purpose: saving and healing lives through organ, tissue and cornea donation. From clinical innovation and hospital partnerships to donor family support and community outreach, responsible financial stewardship ensures that resources strengthen every stage of the donation process.

In 2025, CORE marked an important leadership transition as Chief Financial Officer Joe Weber retired after years of dedicated service. Joe's steady stewardship helped guide CORE through record-breaking growth, operational expansion and the development of our new headquarters. His commitment to fiscal discipline ensured that every investment strengthened our mission and advanced the systems that make donation and transplantation possible.

Succeeding Joe is Ray Herron, an experienced executive with more than two decades of leadership in both corporate and nonprofit organizations. Ray began his career in public accounting before advancing into senior financial and operational roles, including vice president of finance during a period of rapid corporate expansion and later serving as chief



financial officer and chief operating officer in the nonprofit sector. His background spans finance, compliance, information technology and organizational infrastructure.

Ray brings a leadership philosophy grounded in integrity, accountability and mentorship. With his guidance, CORE is well positioned to

steward resources responsibly while continuing to invest in innovation, infrastructure and the people who make this lifesaving work possible.

2025 USE OF FUNDS

46% Organ Acquisition Fees

26% Salaries and Contracted Services

8% Employee Benefits

6% Medical Supplies

5% Transportation

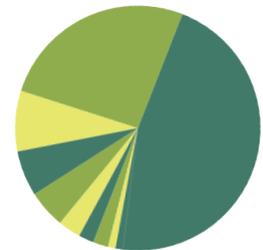
3% Occupancy

2% Staff Expenses

2% Office Expenses and Equipment

1% Legal, Professional and Insurance Expenses

1% Education





Center for Organ Recovery & Education

A Pledge for Life

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