



Northwest saved more lives than ever before. Here's the story of one of those lives saved.



Santokh Gill PRESIDENT & CHIEF EXECUTIVE OFFICER OF LIFECENTER NORTHWEST

MESSAGE FROM OUR PRESIDENT & CEO

In these troubled times, organ and tissue donation is truly proof that kindness still exists.

Thanks to the donors, their families and each of you, we facilitated the donation of **1,265 organs** from **417 deceased donors** in 2023—saving more lives than any other year in our 27-year history.

Beyond organ donations, **485 donors contributed tissues** such as bones, heart valves, skin and blood vessels in 2023. These vital tissue donations will repair faulty heart valves in children, aid in healing burn victims, provide comfort for mastectomy patients

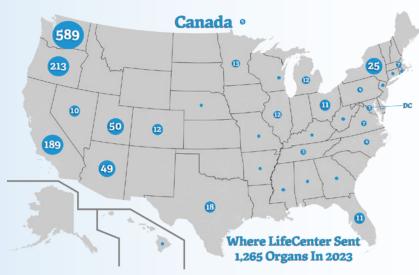
through reconstructive surgery and so much more.

I'm proud of the impact that we've made for those on the waiting list. My brother died last year while waiting for a lung transplant. His loss has had a profound impact on our family that we will never recover from and can only learn to cope with, but I'm proud there are so many families we have spared from that devastation.

We also support grieving families. Our Donor Family Aftercare team provided bereavement support to **1,030 new families** in 2023, offering counseling, solace and celebration of the lives of organ and tissue donors through storytelling and remembrance events. Each family has its own grief journey and we respect and honor that process through individualized support.

As you will read in this Annual Report, the progress that we've made throughout our history and markedly in 2023 motivates us to do even more for the thousands of people still waiting for an organ transplant. We will never stop working to improve our services so that we can save more lives and help more families through the gift of organ and tissue donation.

I'm happy to be on this journey with all of you—and thank you for supporting our life-saving work!



SERVING ALASKA, MONTANA, NORTH
IDAHO AND WASHINGTON

Mission

Working together to save lives through organ and tissue donation

Vision

A future where no one dies on the organ transplant waiting list, high-quality tissue grafts are available to all in need, every donor and donor family is honored and all employees are inspired and empowered to realize their highest potential in service of our mission.

Values

Our values guide our behaviors, practices and interactions with each other and our stakeholders:

Collaboration

Integrity

Courage

Service

LifeCenter Northwest is one of 56 federally designated and nonprofit organ procurement organizations in the United States. We work together with families, medical professionals, and communities in Alaska, Montana, North Idaho and Washington to save and heal lives through organ and tissue donation.

ON THE COVER:

Heart and liver recipient Adriana Rodriguez returns home nearly a year after her historic transplant. Photo: Caleb Young

FROM THE COVER: Pioneering Organ Transplant Saves Mom of Three



Adriana Rodriguez, 31, welcomed her third child last year — her first girl, Annalea. Her family was thrilled. Annalea's brothers Adrian, 13, and Junior, 12, were excited to spend time with their new sister.

But less than two weeks after giving birth Adriana experienced tightening in her chest while eating breakfast.

She described thinking that the last bite "went down the wrong way." Then she felt nauseated and light-headed — like she might pass out. Stress and pregnancy hormones weakened a coronary artery in Adriana's heart, and it burst in that moment. The tear couldn't be repaired, and it kept Adriana hospitalized for months.

The solution brought by doctors at UW Medicine in Seattle was a dual heart and liver transplant — a procedure that existed in concept only and had not been performed on a patient as sick as Adriana.

"I was scared. Freaked out. I didn't want to hear what they had to say," said Adriana. "They would talk to my mom, and she had to explain it to me later."

This option was considered because Adriana's body produced many antibodies that would attack a donated heart. But for reasons not completely understood, transplanting a liver from the same donor before the heart transplant could lower the risk of rejection.

It worked. Adriana was blessed to receive a liver and heart transplant from a generous organ donor. Her own healthy liver saved someone else in need. We are proud to work with such an innovative transplant team to save more lives than ever before.

And that sweet baby girl she hadn't held in five months? "She was quite heavy!" remarked Adriana.

Today, life is almost back to normal. Adriana has strength and a whole lot of gratitude for the donor who saved her life. Adriana worked with our Donor Family Aftercare team to write to her donor's family. She thinks about them often.

"I never realized the impact of organ donation before ... how much it mattered," she added.

An additional gift is that the historic dual transplant she received has been performed successfully for two other people as of early 2024. Adriana, her donor, and her care team have marked a new chapter in life-saving medical advancements. Organ donation is truly transformative.

One Heart's Record Journey + Donation Excellence in Alaska

In our pursuit of saving more lives than ever before, we're harnessing the skill of our LifeCenter team and the power of new technology to make donation possible even in the most challenging of circumstances.

In April of 2023, at Bartlett Regional Hospital in Juneau, Alaska—where we hadn't had a successful organ donor case in 10 years—our team was diligently trying to match a potential donor's organs with a patient in need. As it happened, the transplant center at Massachusetts General Hospital in Boston was interested in this donor's heart, but this would mean a long trip.

Ultimately, the 2,506-mile trip from Juneau to Boston was the farthest a human heart had ever traveled for transplant at that time. Thanks to an innovative cooling system, the heart was kept at the ideal temperature (4 to 8 degrees Celsius) during the 7.5-hour flight, and the surgical team monitored the heart's temperature with a mobile app. On the ground, healthcare providers used that same app to monitor the heart as it made its way across the country.

This heart was successfully transplanted into a grateful patient in Boston who was discharged from the hospital a few weeks later. In addition, both kidneys from the donor in Juneau were successfully transplanted in California. This Alaskan donor saved three lives! And our transplant partners literally went the extra mile to save lives.



This remarkable case is also emblematic of the larger success of our LifeCenter team and our partners at donor hospitals in Alaska. In 2022, we had 25 organ donors and 70 lives saved thanks to Alaskan donors, and in 2023 those numbers nearly doubled to 47 organ donors and 121 lives saved thanks to Alaskan donors.

Every single organ donor and every single organ transplanted matters, and we are grateful to the hard-working people who make saving lives possible. Your dedication and commitment give hope to the patients who are counting on us—today and every day.

STORIES OF Hope, Sharing & Caring

Sharing Esperanza (Hope) in the Hispanic Community

Personal stories about organ, eye and tissue donation can help others understand the profound impact of these lifesaving gifts. Including stories from people of color and in different languages is essential, and can help save lives in underserved communities whose members make up more than half the people on the transplant waiting list.

In 2023, LifeCenter partnered with USA TODAY to feature an article in Spanish and English about liver recipient Alberto "Al" Bass of Spokane. The article included facts about organ and tissue donation and was sent to 20,000+ emails of native Spanish speakers in Washington state who subscribe to USA TODAY.

Al is alive and well today thanks to his donor, Grega Sutton. In the summer of 2018, Bass collapsed on the side of a freeway trying to change a flat tire. He was flown to a Seattle hospital with only days to live. It was this same evening that Sutton, 35, passed away in a motorcycle accident. Sutton was a registered organ donor, and his liver saved Bass's life.

Al is happy to share his story with others in Spanish and English, to honor his donor, to dispel myths about donation, and to encourage people in his community to register to donate.



In Montana, LifeCenter featured the story of Latina donor Julie Shepherd on a billboard on I-15 between Jefferson City and Helena, to raise awareness about her lifesaving gifts and legacy. Julie was just 17 when she passed away, saving the lives of six people through the donation of her pancreas, liver, lungs, both kidneys and her heart.

"The donation process has helped to ease the pain of her death by giving us the knowledge that other people's lives were helped," said her dad, Derrek Shepherd. "We love the idea that something good came from Julie's death."

The Gift of Donation in Alaska

Currently, 53% of the patients waiting for an organ in Alaska are from native communities or people of color. These patients are at higher risk for hypertension and diabetes, which can lead to kidney failure. The organ needed by most patients is the kidney.

We have been honored to raise awareness about organ donation among native people in the communities we serve. Our governing and advisory boards have three native members, whose input has been invaluable as we expand our outreach and education efforts in tribal communities.

Tribal members joined LifeCenter Northwest at the Alaska Federation of Natives (AFN) convention in Anchorage in October 2023 to share their donation stories. They included Jennie Lawrence of Ketchikan, an Alaska tribal member who is alive today thanks to a donated heart, and Laura and Delores Givens of the Navajo tribe, who are the mother and grandmother of donor Rachel Givens. Laura is also a LifeCenter Advisory Board member.

The power of Jennie and Rachel's stories brought many people to tears and allowed them to share their own experiences of family members impacted by the gift of organ donation, or the need for one.

At AFN, more than 5,000 people from 228 Alaska tribes gather annually from all over the U.S. to connect and share on tribal issues. We plan to

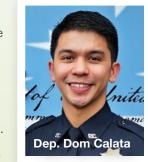




Connection

Carrie Holland's life is deeply intertwined with organ donation. Her husband's transformative liver transplant in 2011 inspired their families to register as organ donors. When Carrie's brother Marty Palmanteer passed away in 2016, his family knew and respected his decision to be an organ donor. Marty saved two people with the donation of his kidneys.

Sheriff's Deputy Dom Calata dedicated his life to service, and when he tragically lost his life in the line of duty in early 2022, his wife Erin Calata knew that he would want to help others. Dom saved four lives, restored sight to two people, and healed dozens more through organ and tissue donation.



We honored the lifesaving legacies of both Marty and Dom with floral

portraits that adorned the Donate Life float in the 2024 Rose Parade in Pasadena, Calif. Carrie was the volunteer artist who decorated both floragraphs.

Erin connected with Carrie at a mixer for donor families as part of the festivities that led up to the Rose Parade. This was a special moment of recognition for each other's loss and the connection they share through the gift of life.



Reece Chambers

HEART RECIPIENT Gig Harbor, Wash.



Reece Chambers was a healthy 42-year-old firefighter and father of four when he was hospitalized due to heart failure with only days to live. In a twist of fate, the untimely passing of another 42-year-old father named Kevin Irby presented a life-saving opportunity. Amidst their grief, Kevin's family selflessly chose to donate his organs, saving Reece, who received Kevin's heart.

Reece soon recovered, and he became the first firefighter in Washington state to return to duty following a heart transplant.

Reece honored Kevin and the Irby family by sharing his story of resilience and gratitude as the keynote speaker of the 2023 Donation Celebration in Bellevue, Wash.

"I remember lying in the hospital bed, not longing for adventures

or lost time, but to be a dad and watch my kids grow. I wanted to lead my crew again because I earned it,' said Reece, "I wake up grateful to Kevin and the Irby family for all they've done. Every moment, I'm aware of how lucky I am."



Honoring "Seva" in the Sikh Community

The Sikh community at the Gurudwara Singh Sabha Temple in Renton, Wash., warmly welcomed LifeCenter Northwest to share information about organ, eye and tissue donation at a fall health and wellness fair.

More than 500 people attended the event, which gave our staff the unique opportunity to provide information and answer questions about donation, not only with worshippers, but also with University of Washington (UW) medical professionals, interns, and Renton

> firefighters. The community was gracious and invited us to join them in a vegetarian meal and chai tea.

> We participated as part of our new Multicultural Education Initiative in partnership with Valley Medical Center. The region is among the most diverse in our donation service area.

In Sikhism, there is a core belief called "Seva" (pronounced "seah-vah"), the act of selfless service and giving without seeking reward and recognition. Under this belief, organ donation at the time of death can be honored and supported.

2023 Organ and Tissue Donation

Total Organ Donors in 2023

*There are two ways people die: when their heart stops (circulatory death) and when their brain dies (brain death). Both brain death and circulatory death are formal, legal definitions of death declared by hospital medica professionals and must be declared before donation is possible.

transplanted, adjusted

55% Organ Donation Rate
The percentage of potential donors who become donors

62% Organ Authorization Rate
The percentage of families or patients who authorize donation

1,265 Organs Transplanted

> 149 Hearts

168 Lungs

268 Livers

665 Kidnevs

15 Pancreata

> 0 Intestine

Providence Sacred Heart Medical Center Seattle Children's Hospital Swedish Medical Center **UW** Medicine Virginia Mason Medical Center

2023 Organ Transplant Partners

Estimated Processed Tissue Grafts

2023 Tissue Processing Partners

Alamo Biologics

Artivion

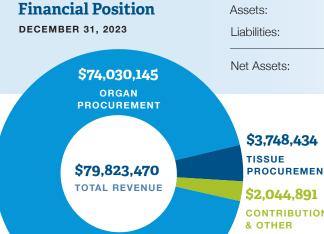
Axogen

LeMaitre Vascular

MTF Biologics

Solvita

2023 Financial Report



50.016.608 \$ 13,051,612 36,964,996

PROCUREMENT

CONTRIBUTIONS

\$64,260,632 **ORGAN & TISSUE PROCUREMENT** \$72,597,787 TOTAL EXPENSES

\$8,337,155 **ADMINISTRATIVE** & GENERAL



Families Are at the Heart of Our Work

Working with families is at the heart of our work, both in the hospital when a loved one's organs are to be donated, and after donation to support them in their loss and grief.

LifeCenter staff members are caring, compassionate individuals committed to serving families during and after a loved one's death. Our goal is to bring comfort and clarity so that their person's desire to be a donor can be carried out with support and dignity befitting their heroic act of generosity.

Organ, eye and tissue donors leave a lifesaving legacy like no other. Knowing that their loved one has provided lifesaving health and healing to a recipient who may be a mother, father, daughter or son can provide solace and healing.

Many families share that they are thankful for the extra time that they have with their loved one in the hospital because of donation. Extra time to crawl into the hospital bed and hug their person, hold their hand, and reflect on precious memories.

In conversations with families and spending time with them at events throughout the years, we have the privilege of seeing the donation experience heal the trauma of their loss.

Families receive grief and bereavement support from our Aftercare team for nearly two years after donation and longer as needed. Donor families receive resources, get support for writing letters to recipients, have access to a private Facebook group specifically for donor families and recipients, can attend monthly virtual support groups, and are invited to attend various honoring events throughout the year.

For more information please email FamilyAftercare@lcnw.org.

Aftercare Numbers for 2023

New Families Supported . . . 1,030

Phone Calls



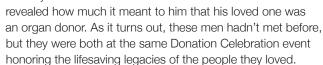
Donor Family Reflects on Grief and the Power of Community

Christian and Megan Paddock are donor parents. Their 6-year-old daughter Hazel saved four lives when she

became an organ donor in 2021. They describe still feeling raw when it comes to their grief, but they both found the Donation Celebration to be a bright spot in an otherwise challenging year.

Their busy lives haven't given them as much opportunity as they'd like to share Hazel's story, but each time they do, they unearth a connection that reminds them of the value of community.

On a recent flight, Christian was seated next to a gentleman who shared that he recently lost a loved one. This man also



Hazel, pediatric

donor hero

"Connection only happens when you get the chance to talk and tell your story," said Christian. "In return, you hear someone else's story. It's healing."

Check the Box:

A Lifesaving Partnership with Licensing Offices

Most people register as an organ, eye and tissue donor by checking the box at their local licensing office when receiving or renewing their driver's license, permit or state-issued ID. Our licensing office partners are proud to ask the legally mandated donation question with each guest. Every person who gets a driver's license through the mail also receives an informational donation leaflet, regardless of their donation status. Annually, this goes to more than 2 million people in Washington state (in Spanish and English) and to more than 250,000 in Montana. It provides LifeCenter contact info for those who have questions or want to make changes to their donor status.

255,131

inserts in 2023 distributed to residents in Montana

2,050,568

inserts in 2023 distributed to residents

Washington state driver's ed students instructed about donation in 2023

2023 Hospital Awards

Every year, LifeCenter Northwest celebrates our hospital and community partners by recognizing outstanding efforts that contributed to successful donation programs in the previous calendar year.

The Outstanding Hospital Achievement Award is presented to one hospital

that has demonstrated impressive outcomes, strong and effective processes and unwavering dedication to honoring donor decisions, supporting donor families and improving the lives of transplant recipients. This year, we honor:

Alaska Native Medical Center, Anchorage, Alaska

Alaska Native Medical Center (ANMC) provides comprehensive medical services to Alaska Native and American Indian people living in Alaska, providing both quality care and special cultural services to their unique patient population.



For many years, the donation environment at ANMC was characterized by distrust stemming from misunderstandings that often made donation challenging. While we were able to work through the misunderstandings even during these challenging times, the hospital's donation culture has dramatically improved in recent years, thanks to the support of leadership and the steadfast advocacy of ANMC's Site Champion, Jacque Quantrille.

In addition to numerous donation process improvements, 2023 saw the hospital's firstever honor walks and flag-raisings to commemorate donors. Throughout 2023, LifeCenter staff members were deeply impressed by the eagerness and commitment across all departments of ANMC to preserve opportunities for donation while supporting donors and their families.

Throughout the COVID pandemic and with rising numbers of patients, the ANMC team time and time again rose to the challenge. We are grateful for the welcoming, collaborative and supportive nature of this team that is passionately dedicated to saving lives through donation.

Donation Champion Award

Penny Clifton

ST. VINCENT REGIONAL HOSPITAL, BILLINGS, MONT.

The Donation Champion Award recognizes one individual in our region who is tirelessly devoted to creating and maintaining a strong donation program at their hospital through the End The Wait Campaign.

Penny Clifton, a Stroke and Bariatric Program Coordinator at St. Vincent Regional Hospital in Billings, Mont., has been a stalwart advocate for donation for many years. Penny is known as the go-to person for all donation questions, and she has spent extensive time and effort on improving donation outcomes.

As one of the most active participants in our End The Wait Campaign, Penny has played a key role in developing a strong brain death policy that's been used as an example for other hospitals, implemented new worksheets and checklists to better preserve donation opportunities, and educated



countless new nurses on the ins and outs of donation.

Penny is also the driving force behind the "Gift of Life Wall" at St. Vincent honoring the hospital's donors. Despite her full workload, Penny finds

the time to communicate with donor families and works to have a photo and details about their loved one permanently displayed at the hospital. The Gift of Life Wall is a powerful reminder of the strong donation program Penny has built, while also highlighting the importance of donation at St. Vincent and the profound impact of donation within the local Billings community.

LifeSaver of The Year Award

Sandra Kreider

EVERGREENHEALTH MEDICAL CENTER, KIRKLAND, WASH,



The LifeSaver of the Year Award honors and recognizes one individual who best exemplifies the spirit of going above and beyond to save lives—honoring our shared values to improve donation culture and outcomes.

Sandra Kreider, Executive Director of Acute Care Nursing at EvergreenHealth Medical Center, has supported and collaborated with LifeCenter for many years. We deeply appreciate her serving as Evergreen's Site Champion, her attendance at all our

End The Wait Campaign Roundtables and her diligent work to implement a new donation policy at Evergreen.

Sandra's commitment to donation is illustrated by her work on two recent donation cases:

- During the first case, the patient's family wanted to go to comfort care ASAP. While the LifeCenter team was making their way to the hospital, Sandra immediately alerted staff not to extubate the patient before LifeCenter staff had the opportunity to connect with the family.
- During the second case, the patient's family opposed their loved one's donor registry status. Sandra once again went onsite to ensure the hospital honored this donor's decision. She made sure the attending physician spoke to the family about brain death and that LifeCenter had full support from Evergreen's nursing and spiritual care teams so the donor family would be cared for in every way.

Thanks to Sandra's leadership and support, we moved forward with both of these challenging donation cases, saving eight additional lives through organ donation and enhancing hundreds of others through tissue donation.

Thanks to Sandra for being a resolute champion for donation!

LifeSaver Unit of The Year Award

MultiCare Deaconess Hospital SPOKANE, WASH.

The LifeSaver Unit of the Year Award is presented to one hospital unit that has demonstrated a commitment to improving donation outcomes and culture on their unit and in their hospital through their actions, time and energy.



The ICU team at MultiCare

Deaconess Hospital has long been dedicated to supporting donation, but a recent case demonstrated the full scope of their commitment, even under challenging circumstances.

During this case, a patient's family acknowledged that their loved one was a registered donor but was resistant to supporting the donation process. Working alongside LifeCenter staff, the Deaconess intensivist caring for this patient spent a great deal of time advocating for the patient and their donation decision while reiterating the hospital's support of that donation decision.

As the entire ICU staff continued to support the patient through the heightened emotions of this time, they also scheduled an OR time, found a location for withdrawal of ventilated support and, most importantly, compassionately supported the family still grappling with the loss of their loved one.

When the time came for donation, ICU leadership made special accommodations for the family to be present with the patient through withdrawal in an area not usually used for this purpose. Lastly, the Deaconess chaplain rearranged his day to provide support, going above and beyond his normal scope to ensure they were cared for during this challenging time.

We are grateful to the entire ICU team at Deaconess for exemplifying the LifeSaver spirit.

Excellence in Community Partnership Award

Madigan Army Medical Center
JOINT BASE LEWIS-MCCHORD, WASH.



The Excellence in Community Partnership Award is presented to organizations in our service area that have demonstrated unwavering dedication to collaborating with LifeCenter Northwest to improve the lives of those in our community.

It takes a literal "Army" to make sure that organ and tissue donation can happen at Madigan Army Medical Center, located on Washington state's enormous Joint Base Lewis-McChord (JBLM).

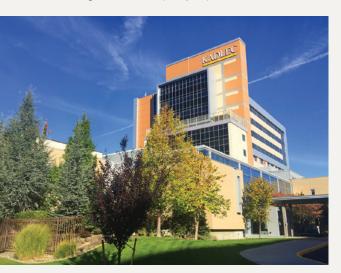
It's understandably complicated to gain access to a military installation as a civilian, but JBLM's staff has worked tirelessly to ensure LifeCenter's staff can get onto base swiftly in order to conduct timely evaluations for organ and tissue donation.

While military bases can sometimes feel quite separate from nearby communities, this is not the case for JBLM. From medical personnel at Madigan to military personnel at the gates, JBLM's proactive engagement and streamlined procedures have allowed organs and tissue recovered on-base to save and enhance many lives in the larger community.

Donation Innovation Award

Kadlec Regional Medical Center RICHLAND, WASH.

The Donation Innovation Award is presented to one hospital that has demonstrated a commitment to careful evaluation of their organ donation processes and has taken specific steps to improve outcomes through innovative quality improvement initiatives.



Kadlec Regional Medical Center has seen a remarkable increase in donation activity over the last year. The volume of potential organ donors has almost tripled and the number of actual organ donors more than doubled—from six organ donors in 2022 to 15 in 2023.

While this kind of jump in activity could easily cause challenges for most hospitals, Kadlec has handled this increase in activity incredibly well. Thanks to their strong donation culture and carefully constructed organ donation processes, the hospital had an extremely low 2% error rate and a perfect 100% collaborative request rate during their busy 2023.

LifeCenter's clinical staff only have positive things to say about working at Kadlec—their staff is always helpful and collaborative while providing excellent clinical support during all cases.

Lastly, Kadlec has shown that quality improvement initiatives are not always about numbers. The hospital has recently built up their support of donor families through more honor walks, flag-raising ceremonies and robust support of each patient's donation decision.

Thanks to Kadlec for consistently keeping the donor and the donor family at the center of your donation program and donation culture.

Organ Donation Process Excellence Award

Earned by hospitals with a process error rate of 5% or less.

Advanced Care Hospital of Montana Alaska Native Medical Center

Astria Toppenish Hospital

Benefis Health System

Confluence Health Central Washington Hospital

Harborview Medical Center

Kadlec Regional Medical Center

Kootenai Health

MultiCare Auburn Medical Center

MultiCare Capital Medical Center

MultiCare Deaconess Hospital

MultiCare Good Samaritan Hospital

MultiCare Mary Bridge Children's Hospital

MultiCare Valley Hospital

PeaceHealth Ketchikan Medical Center

PeaceHealth St. Joseph Medical Center

Providence Alaska Medical Center

Providence Sacred Heart Medical Center & Children's Hospital

Seattle Children's Hospital

St. James Healthcare

St. Luke Community Hospital

St. Vincent Regional Hospital

Swedish Medical Center - Cherry Hill

Swedish Medical Center - First Hill

Swedish Medical Center - Issaquah

UW Medical Center - Northwest

Valley Medical Center

Virginia Mason Medical Center, Seattle

St. Francis Hospital, Federal Way

Tissue Donation Referral Achievement Award

Earned by hospitals with a timely tissue referral rate of 95% or greater.

Advanced Care Hospital of Montana

Benefis Health System

Billings Clinic

Kootenai Health

Logan Health

Madigan Army Medical Center

MultiCare Auburn Medical Center

MultiCare Capital Medical Center MultiCare Valley Hospital

PeaceHealth St. Joseph Medical Center

Providence Sacred Heart Medical Center & Children's Hospital

Providence St. Patrick Hospital

St. Peter's Health

UW Medical Center - Northwest

End The Wait Organ Donation Rate Award

Gold: Earned by hospitals with a donation rate of 75% or greater.

Alaska Regional Hospital **Bartlett Regional Hospital Community Medical Center** Fairbanks Memorial Hospital **Mason General Hospital** & Family of Clinics **MultiCare Capital Medical Center MultiCare Deaconess Hospital Overlake Medical Center & Clinics** Swedish Medical Center - Edmonds Swedish Medical Center - First Hill **Trios Health Southridge Hospital** Virginia Mason Medical Center, Seattle St. Anne Hospital, Burien

Silver: Earned by hospitals with a donation rate between 65% and 74%.

Benefis Health System Bozeman Health Logan Health

St. Clare Hospital, Lakewood

Collaborative Family Support Award

Earned by hospitals with a collaborative request rate of 100%.

Bartlett Regional Hospital Bozeman Health

Central Peninsula Hospital Community Medical Center

EvergreenHealth Medical Center

Harbor Regional Health

Kadlec Regional Medical Center

Kootenai Health **Mason General Hospital**

& Family of Clinics

MultiCare Capital Medical Center Providence St. Patrick Hospital

Skagit Valley Hospital

St. Peter's Health

Swedish Medical Center - First Hill

Swedish Medical Center - Issaquah

Trios Health Southridge Hospital UW Medical Center - Montlake

UW Medical Center - Northwest

Valley Medical Center

Virginia Mason Medical Center, Seattle

St. Anthony Hospital, Gig Harbor

St. Clare Hospital, Lakewood

St. Francis Hospital, Federal Way

Honoring Donor Decisions Award

Earned by hospitals honoring 100% of registered donation decisions.

Alaska Native Medical Center Alaska Regional Hospital **Bartlett Regional Hospital**

Billings Clinic

Confluence Health

EvergreenHealth Medical Center

Harbor Regional Health

Kadlec Regional Medical Center

Logan Health

Mat-Su Regional Medical Center MultiCare Auburn Medical Center

MultiCare Capital Medical Center

MultiCare Good Samaritan Hospital

MultiCare Yakima Memorial Hospital Overlake Medical Center & Clinics

PeaceHealth St. Joseph Medical Center

Providence Regional Medical Center -

Providence Holy Family Hospital Providence St. Patrick Hospital

Providence St. Peter Hospital

St. James Healthcare

St. Vincent Regional Hospital

Benefis Health System

Bozeman Health

Central Peninsula Hospital Community Medical Center

Central Washington Hospital

Fairbanks Memorial Hospital

Kootenai Health

Mason General Hospital & Family of Clinics

MultiCare Deaconess Hospital

Providence Alaska Medical Center

Providence Centralia Hospital

Seattle Children's Hospital

Skagit Valley Hospital

St. Joseph Regional Medical Center

rate of 5% or less, and honoring 100% of registered donation decisions.

MultiCare Capital Medical Center MultiCare Deaconess Hospital Swedish Medical Center - First Hill

Virginia Mason Medical Center, Seattle

Swedish Medical Center - Cherry Hill

Swedish Medical Center - Edmonds

Swedish Medical Center - First Hill

Virginia Mason Medical Center, Seattle

Trios Health Southridge Hospital

UW Medical Center - Northwest

St. Anthony Hospital, Gig Harbor

St. Francis Hospital, Federal Way

St. Michael Medical Center. Silverdale

Excellence in Improvement

Organ: Discretionary selection from a list

of the top five hospitals with the highest

cumulative gains in donation rate and

collaborative request rate—as well as

the biggest decrease in process error

Tissue: Discretionary selection from a

list of the top five hospitals that had the

highest cumulative gains in timely tissue

Swedish Medical Center - Cherry Hill

Earned by hospitals who meet or exceed

all End The Wait objectives: a donation

rate of 75% or greater, a process error

rate—in the previous year.

Alaska Regional Hospital

referral rate and donation rate.

End The Wait Award

St. Clare Hospital, Lakewood

St. Anne Hospital, Burien

Award

2023 Winner:

Kelly Matsuwaka and Her Rescue Dog, Kirby

ORGAN DONOR Seattle, Wash.

Kelly embraced life with passion and

Sadly, just weeks before Kelly's 35th birthday, she collapsed during a hike with her husband. Despite heroic efforts by first responders, she would not recover.

Kelly's family and friends lined the halls for her hospital honor walk to celebrate the beautiful legacy of love she left behind—both during her life and for the five people she saved as an organ donor.

2023 ANNUAL REPORT



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Glenda Roberts, Advisory Board Member ORGAN RECIPIENT Seattle, Wash.

Glenda Roberts grew up as a Black woman in the Jim Crow era. She grew through adversity and excelled in senior corporate roles, despite battling kidney disease for almost 40 years. After a successful kidney transplant in 2010, she now champions inclusion and equality in

healthcare at UW's Kidney Research Institute. Glenda emphasizes cultural sensitivity in organ allocation, advocating for diverse representation and patient empowerment. Her journey underscores the importance of inclusive practices in organ donation for fairness and better patient experiences.