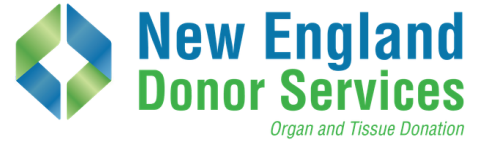


# ANNUAL REPORT



# 2025



# TRUST



# TRAINING



# TECHNOLOGY

# A Message From Alex

In 2025, NEDS again achieved remarkable, life-changing results for patients in need, recording our highest number ever of NEDS-recovered organs used in life-saving transplants. We are proud to honor and celebrate the memory of the organ and tissue donors who made this gift of life possible and gratefully thank the donor families who supported donation in their time of grief.

2025 highlights the powerful outcomes achievable when the donation and transplant community cooperate and work together in building public trust, leveraging new technologies, and expanding training opportunities. Last year, NEDS coordinated organ donations from 639 deceased donors, resulting in 1,692 life-saving transplants, the fifth year of consecutive growth in transplants, and places NEDS among the nation's top three OPOs by donor and transplant volume. Since 2020, NEDS has increased the number of life-saving organ transplants from New England organ donors by a total of 65 percent. NEDS also coordinated the recovery of donated tissue from 1,861 donors, a record year for tissue donation in New England.

During the year, NEDS sought to deepen community outreach and education to replace myths with facts: doctors fight equally hard for every life, donation does not come at a financial cost to donor families, and wealth or fame never jumps the waitlist line for transplant. This message was offered through multiple channels, including community events especially tailored toward youth and multicultural communities.

Throughout the year, we expanded training and implementation of perfusion technology that improves the function of the most medically complex organ donors, providing excellent clinical outcomes to more transplant patients. The select use of the Abdominal Normothermic Regional Perfusion (A-NRP) process on donation after circulatory death donors drove increases in organ utilization and offered donation opportunities to more families.

Our mission remains clear: no one should die waiting when a gift of a donated organ is possible. No patient should be left unhealed when a gift of donated tissue can be realized. With the continued support of the public and our clinical partners, and the dedicated effort of all NEDS staff, we are making real progress toward making transplants available to all in need.

In gratitude,

**Alexandra K. Glazier, Esq**  
**President & CEO**

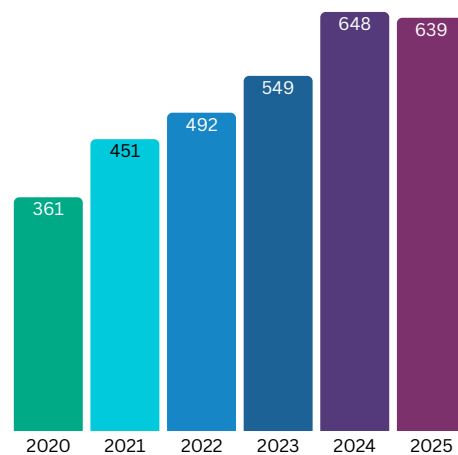


# Organ Donation

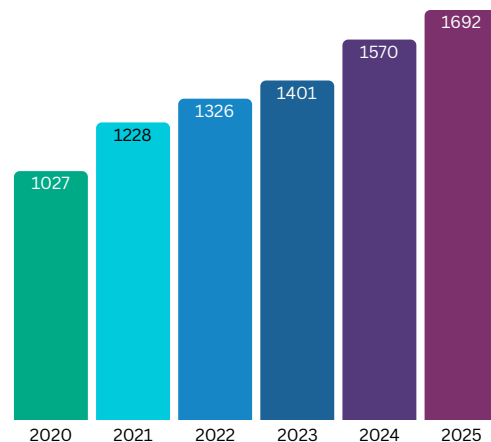
Innovation and the adoption of the latest technology is central to our goal to save lives through donation. Our investment in new technologies and improved processes means more organs available for transplant. New organ preservation techniques and automated referral systems increase efficiencies in the donation system and result in better outcomes for transplant recipients.

The use of Abdominal Normothermic Regional Perfusion (A-NRP) in cases of donation after cardiac death has expanded the number of live-saving transplants possible from each generous donor. In A-NRP, a pump mechanism maintains circulation and organ function within the donor's body so as to allow the donated organs to be better preserved prior to removal. NEDS was one of the first OPOs to train our in-house clinical teams in this process, which contributed to a record year in the number of transplants from NEDS donors. Further, the use of perfusion devices following surgical removal of the liver has likewise been beneficial toward increased utilization of donor organs that might otherwise be unused due to timing, distance, or initial marginal organ function.

Technology is also remaking how the donation process begins. In 2025, NEDS received more than 24,706 automated, electronic donor referrals from hospital partners. This automated method represented 44.5% of all organ and tissue referrals made to NEDS last year, up from 38.6% in 2024. Begun as a pilot project in 2020, the shift to electronic referral and transfer of data via an automated, digital exchange is significantly more accurate and time-efficient than the manual, telephone referrals from ICU staff of the past.



**Deceased Organ Donors**

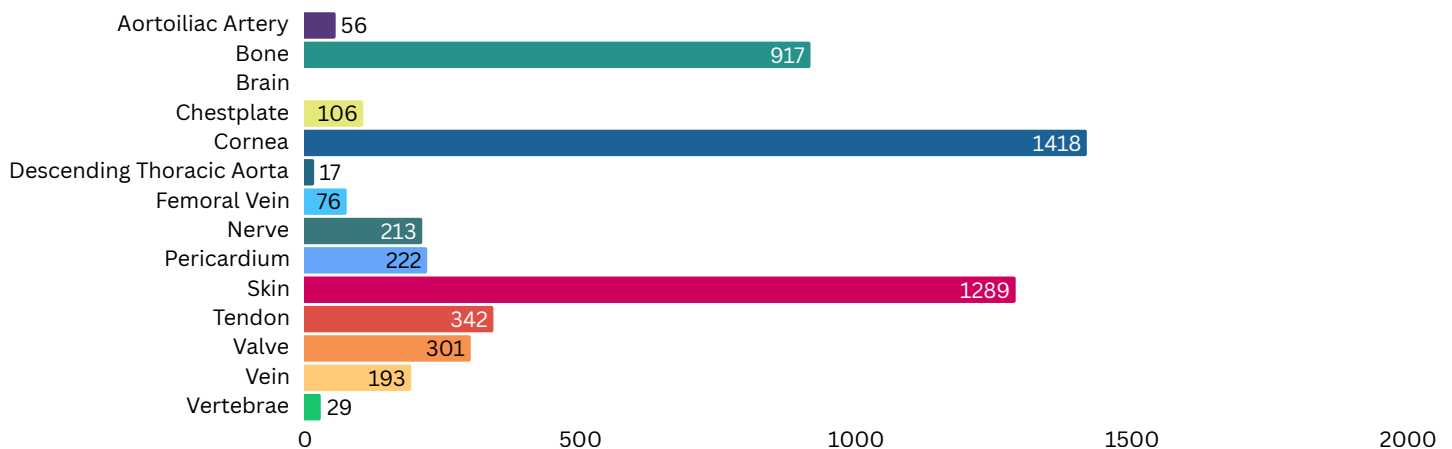


**Organ Transplants**

# Tissue Donation

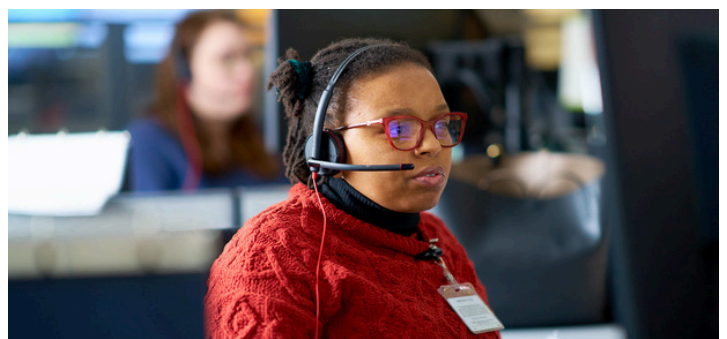
The impact of tissue donation continues to grow, benefiting millions of patients in need each year. Each tissue donor has the potential to restore health and mobility to more than 100 recipients, offering grafts for skin, bone, corneas, heart valves, and connective tissues that heal burns, repair orthopedic injuries, restore vision, and mend cardiovascular defects.

NEDS seeks to maximize every tissue donor's gift through efficient recovery processes and collaborative partnerships with the tissue processors and physicians who rely upon us. In 2025, NEDS teams recovered tissue from a record 1,861 donors. The generosity of these donors will lead to healing and restored health and mobility for many.



In 2025, NEDS witnessed remarkable growth in the utilization of recovered heart valves, due to a surgical technique called the Ross procedure. This surgical technique involves replacing a patient's damaged aortic valve with their own healthy pulmonary valve, while a donor pulmonary valve is implanted in its place. The procedure offers significant advantages over traditional mechanical or bioprosthetic valves, including better hemodynamic performance that mimics natural heart function. These benefits are particularly pronounced in younger patients and women, where long-term durability and compatibility with growth or pregnancy are critical considerations. In 2025, NEDS recovered 301 heart valves, a 5% increase in just a single year, with a substantial number used in Ross procedures.

NEDS invested in specialized training for recovery teams, focusing on valve-specific protocols that minimize ischemic time and improve patient outcomes.



# Henderson Program: Building the Next Generation of Leaders in Donation and Transplantation

2025 marked the inaugural year of the Galen V. Henderson, MD Program to offer medical students an eight-week, hands-on look at the full landscape of organ and tissue donation. Running from June 8 to July 30 of last year, the program brought the donation experience to medical students for 30 hours each week along four learning pathways: experiential, seminar, community engagement, and a scholarly project.

The goal of the Henderson program is simple: to deepen students' understanding of donation and transplantation while opening doors to future careers in the field. The experiential work, along with the powerful testimonials from donor families and transplant recipients, is often the most memorable. Participants observe organ and tissue recoveries, learn about machine perfusion and NRP, observe transplant surgeries, and shadow surgeons in clinic. They join clinical learning sessions, spend time in the Operations Call Center, and take part in simulations that mirror the sensitive conversations involved in donation authorization.



# Training Powers Improvement

The successful implementation of advanced organ perfusion technologies depends not only on acquiring the right devices but on ensuring that the staff operating them are thoroughly trained and consistently competent. Machine perfusion systems like the OrganOx Metra and XVIVO XPS are sophisticated pieces of equipment that require precise handling, as any errors in cannulation, device operation, or monitoring can compromise organ viability and patient outcomes.

As demonstrated by NEDS' experience, investing in staff training yields measurable results. The recruitment and training of Organ Machine Perfusion Specialists was a foundational step in expanding our perfusion capability, with their utilization of the OrganOx Metra directly contributing to over 45 transplanted livers. NEDS' ability to provide this highly skilled team in-house, as opposed to a contracted third-party, saved liver transplant programs in excess of \$5 million in added costs. Without that human expertise, even the best technology cannot deliver on its potential.

Similarly, procedures like A-NRP require a high level of surgical skill and procedural familiarity. The significant improvements in liver and kidney utilization seen with A-NRP compared to standard recovery methods reflect not just the value of the technique itself, but the proficiency of the teams performing it. Training is what makes a well-standardized and safe implementation of A-NRP possible.

Our continued investment in training will be essential to sustaining quality, scaling safely, and ensuring that every viable organ reaches the patient who needs it.

Our advanced simulation program trains NEDS staff on clinical assessment and management of donors, recovery surgery coordination, and workflow, as well as role-play to simulate interactions with hospital practitioners.



# Public Affairs & Community Outreach

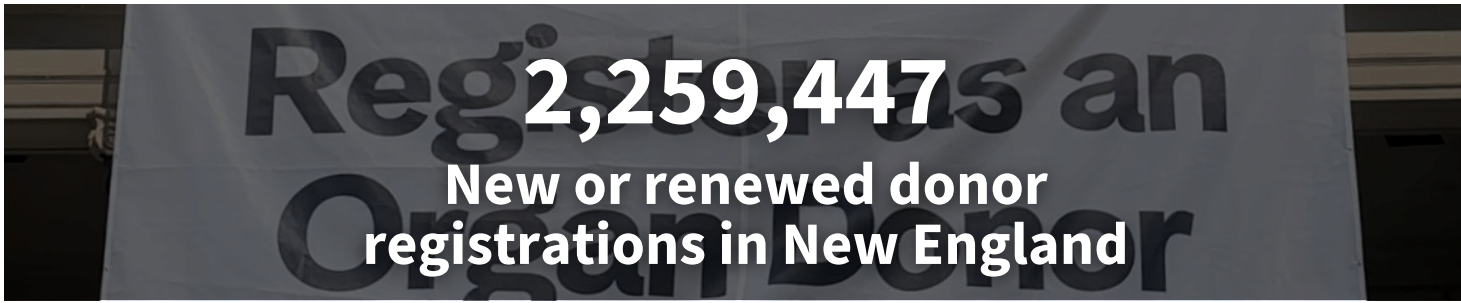
In 2025, New England Donor Services continued to grow a stronger, more informed, and connected community across New England in support of organ and tissue donation. A year of meaningful engagement inspired residents to register as donors, deepened public trust, expanded education among youth audiences, and strengthened vital partnerships across government, healthcare, and community networks.

Collaboration with motor vehicle departments and state leaders advanced through monthly ambassador visits, updated visual displays, and unified public messaging. Legislative partnerships remained strong, with lawmakers supporting Donate Life Month proclamations, education initiatives, and public events that elevated the importance of donation across the region.

Volunteer engagement continued to grow, fueled by expanded networking events, speaking opportunities, and enhanced training that strengthened the ambassador program. Signature events—including the Blue and Green Walk/5Ks, Golf Tournament, and cultural programs such as Dia de Los Muertos celebration altars—created meaningful, unifying, and healing experiences for donor families and the broader community.

Media engagement remained robust, generating extensive regional coverage that highlighted donor families, transplant recipients, and the vital importance of donor registration. These stories, combined with NEDS' unwavering commitment to transparency, integrity, and community outreach, remain central to building and maintaining public trust in the donation system.





**2,259,447**  
New or renewed donor  
registrations in New England



**3,390**  
New Donor Families Served



**388**  
Motor Vehicle Office Visits



**650**  
Community/Volunteer Events



**1,000+**  
Volunteer Hours



**130**  
Youth Education Presentations

# Selected Published Research From NEDS

Organizations such as NEDS, which are at the forefront of organ and tissue donation, are uniquely positioned to contribute to academic literature. Our real-world experiences and the insight they generate allow us to publish research that amplifies our impact beyond our own service area and advances the field nationally.

Here are select articles, research, and analyses from NEDS staff published in 2025 and the NEDS authors/co-authors.

**Donor Hearts for Transplantation after Circulatory Death.** New England Journal of Medicine. Dr. Francis Delmonico.

**A Man with Respiratory Failure and Shock after Kidney Transplantation.** New England Journal of Medicine. Dr. Francis Delmonico and Alexandra Glazier, JD.

**Organ Procurement Organization Approach of ICU Families in Person Versus by Phone for Donation Authorization.** Critical Care Explorations. Brandon McKown, Lisa Paolillo Alexandra Glazier, JD and Jill Stinebring.

**Reasons for donor heart offer refusal in the United States: Results from 14,132 transplant clinician surveys in the Donor Heart Study.** Journal of Heart and Lung Transplantation. John Belcher.

**Willingness of Veterans to Consider Organ and VCA Donation: Effects of a Randomized Educational Trial.** Clinical Transplantation. James Rodrigue, PhD and Matthew Boger.

**Evaluation of the stability of organ procurement organization performance metrics.** American Journal of Transplantation. James Rodrigue, PhD.

**Evaluation of Discrepant Infectious Disease Results in Deceased Organ Donors: Insights from a Retrospective Analysis of Post-Policy Testing.** Transplant Infectious Disease. Christopher Curran.

**Out-of-sequence, out of alignment, and out of time: Why the Organ Procurement Organization measures are at the root of this problem.** American Journal of Transplantation. Alex Glazier, JD.

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## In Honor of Francis L. Delmonico, MD

The end of 2025 concluded the exceptional career of Dr. Francis L. Delmonico. For 30 years, Dr. Delmonico served as NEDS' Chief Medical Officer, providing the clinical and strategic leadership required to improve the processes of organ donation, improve patient safety, and increase the number of transplants.

Dr. Delmonico's professional contributions include his presidencies of the OPTN, UNOS, and The Transplantation Society. He served as an 'ambassador' for principled ethical donation across the globe as an Advisor to the World Health Organization and was a recipient of the Medawar Prize, the highest honor awarded to an individual from the Transplantation Society. In 2016, Dr. Delmonico was appointed by Pope Francis to the Pontifical Academy of Sciences, nominated by Nobel Laureate Dr. Joseph Murray.



## Leadership & Executive Team

**Alexandra K. Glazier, Esq.**  
President & CEO

**Francis L. Delmonico, MD**  
Chief Medical Officer

Kristina Andrzejewski  
Benjamin Asfaw  
Christopher Curran  
Mark DeFilippis  
Allison Erickson  
Sean Fitzpatrick  
Mathew Moss  
Lisa Paolillo  
Jill Stinebring  
Dara Washburn

## New England Donor Services Governing Board\*

Khalilah Brown-Dean  
I. Glenn Cohen  
Hon. Geoffrey Crawford  
Marisol Feliciano  
Valerie Fleishman  
Mary Gallagher  
Heung Bae Kim, MD

Lindsay Martin  
Janice Mayforth  
Judith Laich Pepe, MD  
Ali Salim, MD  
Rob Skinner  
Kevin Smith  
Frederick J. Sorbo, III  
David Trull

\*As of December 2025

## Accreditations & Certifications



## Recognitions



# In Memory of Patrick Countryman



In 2025, we lost an important member of our NEDS team, Patrick Countryman, who dedicated 18 years to the mission of donation and transplant, most recently serving as NEDS Director of Tissue Recovery. Patrick was a compassionate leader who elevated our training standards, supported our recovery staff in the difficult work they do each day, and even introduced the meaningful gesture of leaving a teddy bear after pediatric donor cases.

Patrick also inspired and helped establish our annual NEDS golf tournament. Despite the fact that this project was far outside his responsibilities as a tissue director, he volunteered to help lead this event that has grown each year since it was launched. Patrick will be deeply missed.