



NSW Organ and Tissue Donation Service

Business Plan

November 2009

How to get further copies of the NSW Organ and Tissue Donation Service Business Plan

Further copies of this document can be obtained from:

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Acknowledgement

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Photographs taken by Marco Sacchi for the photographic exhibition titled *The Face of Donation*.

NSW Chief Health Officer's Message

The introduction of the Australian Organ and Tissue Authority and Commonwealth reform package for organ and tissue donation, announced by the Prime Minister on the 18th September 2008, provides NSW with approximately \$5.4M in new funding for dedicated hospital based organ and tissue donation medical and nursing staff and approximately \$1.4M in new funding for a new state based organ and tissue donation agency.

As the NSW Chief Health Officer and Deputy Director-General, Population Health, I am pleased to approve the first business plan of the NSW Organ and Tissue Donation Service (NSW OTDS). NSW has established the NSW OTDS as a stand-alone clinical business unit within South Eastern Sydney and Illawarra Area Health Service (SESIAHS) as the lead agency to implement the national reform agenda in NSW. The NSW OTDS service officially commenced operations on 01 July 2009 led by NSW Medical Director – Organ and Tissue. The NSW Organ and Tissue Donation Agency has been created as a branch of the NSW OTDS.

As part of the implementation of the National Reform Package, staff from the previous NSW Organ Donation Agency (LifeGift nsw/act) have transferred from the Australian Red Cross Blood Service (ARCBS) to NSW Health. I would like to take this opportunity to thank the ARCBS for the many years of dedicated service provision in the organ and tissue donation sector in NSW. NSW Health continues to have a close working relationship with the ARCBS through our continuing blood and tissue typing service contracts.

A key tenet of the national reform package is the employment of dedicated organ and tissue donation hospital-based medical and nursing staff. NSW Health has put in place a network-based model of organ and tissue donation teams, with the teams providing a service across their Critical Care networks.

Part of this network-based approach is the continuation of the relationship between the Australian Capital Territory (ACT) and NSW. NSW Health and ACT Health have entered into a partnership for the provision of organ and tissue donation services across both jurisdictions. The founding principle of the partnership is 'One Service – Two Jurisdictions'. The aim of the agreement is to ensure the efficient use of resources across both jurisdictions and to build on the existing close relationship between our services.

As well as solid organ donation, the NSW OTDS will be responsible for tissue only donation and banking. The existing NSW tissue banks within SESIAHS will transfer to the NSW OTDS during its first year of operation. I would like to thank all those clinicians, State and Area-based staff and members of the Clinical Advisory Committee for their work in assisting with the establishment of the NSW OTDS.

I look forward to the continued successful implementation of the national reform package in NSW and the positive impact this will have on so many people's lives.



Dr Kerry Chant
**Deputy Director-General, Population Health and
Chief Health Officer**

Chief Executive's Message

With the implementation of the national reform agenda for organ and tissue donation, 2009 marks a significant milestone for the organ and tissue donation sector and those who work within it.

New South Wales offers a comprehensive range of organ and tissue transplant services throughout both the public and private health care sector. NSW Health has employed nurses as organ procurement specialists since 1983 and has a solid success rate in organ and tissue donation. The Royal Prince Alfred Hospital (one of two liver transplant units in NSW) recently celebrated its 1000th liver transplant whilst the Heart and Lung Transplant Program at St Vincent's Hospital recently celebrated its 25th anniversary since its first heart transplant.

SESIAHS has a long relationship with organ and tissue donation as one five Area Health Services (AHS) with existing organ donor coordinators, kidney transplant services, heart/lung transplant services and the host AHS for the Lions NSW Eye Bank, NSW Bone Bank, Sydney Heart Valve Bank and Sydney Cord Blood Bank. This longstanding and successful relationship positioned SESIAHS as an ideal match as the host AHS for the NSW OTDS.

The NSW OTDS is led by the NSW Medical Director – Organ and Tissue who is supported by an executive management team of highly skilled business, clinical and operational managers. In addition to the executive management team, I have established an Organ and Tissue Clinical Advisory Committee (CAC) to provide advice on clinical issues, policies and future directions. The committee consists of clinical leaders from key sector stakeholder groups and will become the peak body for organ and tissue donation matters within NSW.

While the main emphasis of the national reform package is focused around solid organ donation, NSW Health has taken this opportunity to reform the eye and tissue donation and banking sector by integrating the four NSW eye and tissue banks into the NSW OTDS.

The eye and tissue banks will transfer to the NSW OTDS within the first year of its operation following a review of their operations. The aim of the review is to identify opportunities for the eye and tissue banks to more effectively utilise available resources. Ultimately this will allow the banks to gain leverage from the improvements in the organ and tissue donation sector brought about by the national reform package.

The strategies within this plan present opportunities and challenges for the Service as it establishes itself as a new model of service delivery. The ultimate measure of its success will be the increased availability of donated organs and tissues for transplantation and the reduction of those waiting for these life saving procedures.

I look forward to working with the team to ensure the success of this important initiative as we strive to achieve better health for the people of NSW.



Mr Terry Clout
Chief Executive
SESIAHS

NSW Medical Director – Organ and Tissue Message

The 'National Reform Package for Organ and Tissue Donation' will establish Australia as a world leader in best practice organ donation for transplantation. Implementing the national reform package will present significant changes and challenges to the NSW OTDS.

The national reform package comprises the following components:

- A coordinated, consistent approach spearheaded by the Australian Organ and Tissue Authority and a network of nationally coordinated organ procurement agencies.
- New funding for medical and nursing positions in public and private hospitals dedicated to organ and tissue donation.
- A new funding stream for public and private hospitals to cover the additional staffing and infrastructure costs associated with organ and tissue donation.
- An enhanced national education and training program for health professionals.
- An ongoing, nationally coordinated community awareness and education program.
- Appropriate support for families of deceased donors.
- Equitable, safe and transparent national transplantation processes to manage waiting lists and allocation of donated organs.
- A national eye and tissue donation and transplantation network.
- Other national initiatives, including living donation programs.

A key goal of the new NSW hospital-based teams is the integration or “normalisation” of organ and tissue donation in end of life care. Through normalisation of organ and tissue donation in end of life care we aim to significantly increase the number of potential donors.

Providing organ and tissue donation education to all health professionals, and a special emphasis on raising community awareness and understanding, will also lead to an increase in the organ and tissue donation rate in NSW.

In partnership with ACT Health, the NSW OTDS will continue to maintain a high level of cooperation within the 'one service across two jurisdictions' paradigm. The ACT will provide support to organ and tissue donation services in the Greater Southern Area Health Service while the NSW Organ and Tissue Donation Agency will continue to provide allocation, referral and coordination of retrieval for ACT multi-organ donors.

We will measure and review our success using the data currently being collected and reported on by NSW OTDS and other measures developed specifically for this purpose. We will monitor our targets and review the impact of changes in policy and the introduction of new initiatives.

The dedication and expertise of our staff and those within the wider organ and tissue donation sector will ensure the NSW OTDS is successful in achieving its goals and the aims of the national reform package.



Dr Deepak Bhonagiri
**Medical Director – Organ and Tissue
NSW OTDS**

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Introduction

The Prime Minister introduced the Australian Organ and Tissue Donation and Transplantation Authority Bill (2008) to the federal parliament on 18 September 2008. The central tenet of the bill and its associated reform package (\$151.1 million over four years) is the establishment of the Australian Organ and Tissue Authority to provide leadership, administer funding and drive the implementation of and monitor national reform initiatives and programs.

Commonwealth funding of \$19.2 million over three years is available nationally to establish a new network of Organ and Tissue Donation Agencies (OTDA). While based in jurisdictions, the OTDA will operate under nationally consistent policies and protocols established by the Authority. Staff will be employed by the State health departments with oversight provided by the Authority. To ensure that hospitals have the dedicated capacity to maximise organ and tissue donation for transplantation, \$67 million of new Commonwealth funding over four years will be available nationally for medical and nursing positions dedicated to organ and tissue donation.

\$17.1 million in new funding is available nationally for public and private hospitals to cover the additional staffing, bed and other infrastructure costs associated with organ and tissue donation.

The Authority will develop and implement an enhanced national program of recognised professional development and training, nationally-coordinated community awareness and education programs, support for deceased donor families and a national network to manage eye and tissue donation, retrieval, processing, storage and transplantation.

In NSW this means an additional \$5.4 million per annum for the establishment of hospital-based medical and nursing teams and \$1.4 million per annum for the establishment of an organ and tissue donation agency. NSW will continue to contribute \$1.24 million per annum to support the successful implementation of the national reform package in NSW.

NSW Health has established the NSW Organ and Tissue Donation Service (OTDS) as a standalone clinical business unit of South Eastern Sydney Illawarra Area Health Service. The NSW OTDS includes the NSW Organ and Tissue Donation Agency, NSW Bone Bank, Lions NSW Eye Bank, Sydney Cord Blood Bank and Sydney Heart Valve Bank as well as being responsible for the coordination of Area-based medical and nursing organ and tissue donation teams.

The NSW OTDS is led by the NSW Medical Director and is supported by an operations manager in a joint management model. The NSW OTDA is managed operationally on a day to day basis by a nurse manager who will also have professional responsibility for all organ and tissue donation nurses throughout the State.

The OTDS is supported administratively by a business support team led by a business manager to provide coordinated administrative, human resource, data management, quality improvement and media and communications support across all aspects of the Service.

(See [Appendix One](#) – NSW Organ and Tissue Donation Service Organisational Chart)

Creation of the Business Plan

This business plan has been developed by the NSW OTDS Project Management Team which was created to establish the OTDS in NSW. The plan was developed in the following stages:

Stage 1. Service Delivery Plan developed for NSW by NSW Health incorporating the tenets of the national reform agenda.

Stage 2. A detailed review of the infrastructure and operational aspects of multi-organ and tissue donation was conducted by the NSW Health Project Management Team in consultation with the LifeGift nsw/act agency staff and Area Health Service (AHS) donor coordinators March/April 2009. This review highlighted a number of items for change and development to enhance the Service already provided.

Stage 3. Review of Commonwealth Funding and Performance Agreement.

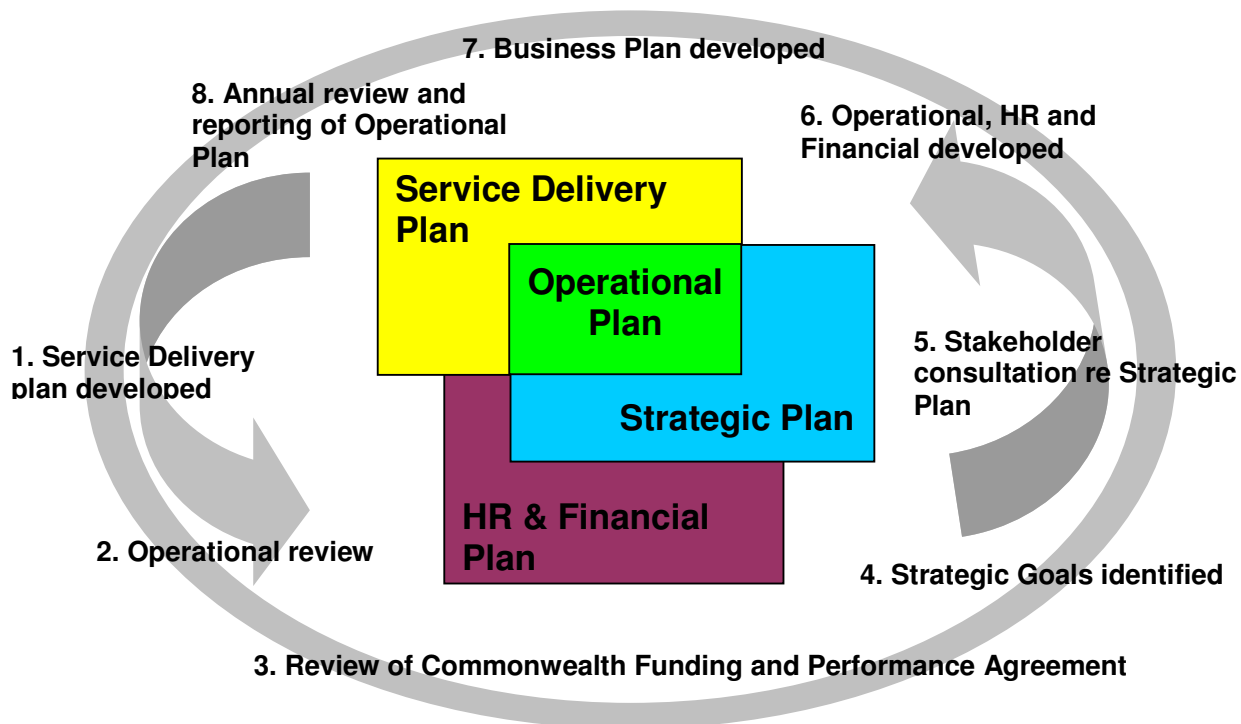
Stage 4. A workshop was held on the 7th April 2009 with key stakeholders to develop strategic goals for the Service. These goals created the framework for the Strategic Plan.

Stage 5. Strategic plan developed in consultation with the wider stakeholder group.

Stage 6. The operational plan developed based on the results of the strategic plan and operational review.

Stage 7. Creation of business plan incorporating the original service delivery plan, the strategic plan, operational plan, finance and human resources plan.

Stage 8. Annual review and reporting on achievements from the operational plan.



Vision, Mission, Value and Goals of NSW Organ and Tissue Donation Service

Our Vision is:

'Saving and improving lives through organ and tissue donation'.

Our Mission is:

'The provision of professional, accountable, evidence-based organ and tissue donation services for the community, within a well resourced network'.

Our Values are:

Compassion, Leadership, Advocacy, Teamwork and Integrity

Our Goals are:

- For organ and tissue donation to be an integral component of end-of-life care.
- To provide a high standard of bereavement support and care to all potential organ and tissue donor families.
- To provide community education to allow for informed decision making on matters of organ and tissue donation for transplantation.
- For all NSW clinical healthcare staff to receive appropriate education regarding organ and tissue donation.
- To increase organ and tissue donation for transplantation.
- To continue the coordinated and value-added monitoring of donation and transplantation outcomes.
- To engage with the Australian Government's National reform agenda on organ and tissue donation and transplantation to share best practice initiatives.

Eight Strategic Directions:

1. Develop and maintain national and regional partnerships for organ and tissue donation for transplantation.
2. Provide ongoing organ and tissue donation for transplantation education to clinical healthcare staff.
3. Develop community understanding of and support for organ and tissue donation and transplantation.
4. Provide culturally sensitive support for potential and actual donor families.
5. Foster clinical and community leadership to promote organ and tissue donation for transplantation.
6. Build and maintain a sustainable organ and tissue donation for transplantation workforce.
7. Ensure adequate and professionally managed resources are available to support the goals of the service.
8. Be ready for new risk and opportunities.

Strategic Plan

Background and Development

A planning workshop was held with key stakeholders on the 7th April 2009 to identify the strategic goals and directions for the NSW Organ and Tissue Donation Service (OTDS). Stakeholders included representatives from the following key groups:

- State Donor Coordinators
- Area Donor Coordinators
- Critical Care
- Palliative Care
- Paediatric Intensive Care
- Bereavement Services
- Communication and Marketing
- Transplant Surgery
- Quality and Data management
- Health Policy

The working group were asked to take into consideration the objectives of the National Reform Package¹, the NSW Organ and Tissue Donation Service Risk Management Plan, the priorities of the NSW State Plan² and the strategic directions of the NSW State Health Plan “Towards 2010”³ whilst considering the strategic directions for the NSW Organ and Tissue Donation Service. The working group were also asked to consider the integration of tissue only donation as part of each strategic direction.

The strategic plan was subsequently developed by the project management team using the material from the workshop to identify the service’s vision, mission, values, goals and eight strategic directions. The draft plan was then sent back to participants of the workshop for endorsement before its release for sector wide consultation.

Linkage to National and State Strategic Policy

During the development of the strategic plan, the workshop participants identified linkage to the following National and State strategic priorities and directions:

National Reform Package¹ on Organ and Tissue Donation for Transplantation

- A nationally coordinated and consistent approach to clinical practice, education and training of health professionals, community awareness and transplantation processes,
- Appropriate support for families of deceased donors,
- Creation of National eye and tissue donation and transplantation network; and
- New funding for staff and infrastructure costs associated with organ and tissue donation.

NSW State Plan² priorities

- Healthy communities: *Priority S2* Improving the survival rates and quality of life for people with potentially fatal or chronic illness through improvements in health care,
- Customer friendly services: *Priority S8* Increased customer satisfaction with Government services, and
- Growing prosperity: *Priority P4* More people participating in education and training throughout their life.

NSW State Health Plan³

- Strategic Direction 2: Create better experiences for people using health services,
- Strategic Direction 4: Build regional and other partnerships for health,
- Strategic Direction 5: Make smart choices about the costs and benefits of health services,
- Strategic Direction 6: Build a sustainable health workforce, and
- Strategic Direction 7: Be ready for new risks and opportunities.

Assessment and Review

Progress against the implementation of the strategic plan will be continuously monitored and reported in the NSW Organ and Tissue Donation Service Annual Report.

Strategic Direction One

Develop and maintain national and regional partnerships for organ and tissue donation for transplantation

To increase the number of organ and tissue donors, a broad coalition involving the public and private health care sectors, health education authorities and the general community will be required.

Public and private health care providers will be encouraged to raise the profile of organ and tissue donation through consultation on barriers and disincentives to donation, involvement of their staff in workshops and practice protocol development. Area Health Services will be engaged in the identification of specific reportable measures in funding and performance agreements for the dedicated organ and tissue donation hospital-based medical and nursing positions.

Consumer advocacy groups will be informed, involved and supported to promote organ and tissue donation to the general community consistent with the National Communication Charter.

Action will be taken to inform current and future health staff, in both the public and private sectors that organ and tissue donation should be an integral component of end-of-life care.

Through various national committees and working groups, the NSW OTDS will engage with the national sector to promote a nationally coordinated and consistent approach to organ and tissue donation.

A broad network of support which recognises the role of the NSW OTDS and promotes organ and tissue donation for transplantation will be in place by 2012.

Links to Strategic Plans

The NSW OTDS Strategic Direction 1 is linked to the following:

- National Reform Package¹ - a nationally coordinated and consistent approach to clinical practice, education and training of health professionals, community awareness; creation of National eye and tissue donation and transplantation network; new funding for staff and infrastructure costs associated with organ and tissue donation.
- NSW State Plan² - Priority S2, Priority S8 and Priority P4.
- NSW State Health Plan³ - Strategic Direction 2 and 4.

What we will do

Commitment to Organ and Tissue Donation

Further develop and broaden commitment from NSW Health, public and private health care providers and the community to organ and tissue donation by:

- Including specific organ and tissue donation measures in Area Health Service funding and performance agreements.
- Using strong and nationally consistent media policy and messages to promote organ and tissue donation and transplantation.
- As part of the National Authority's Education Strategy, engage with Family Practitioners, professional clinical bodies, and clinical student groups in a consistent and coordinated manner so that information on organ and tissue donation is broadly disseminated amongst health staff.
- As part of the National Authority's Community and Liaison program, engage with NSW consumer advocacy and stakeholder groups to promote the benefits of organ and tissue donation, and to dispel myths that may be limiting consent rates.

Develop understanding of and support for the NSW OTDS by:

- Communicating the roles and responsibilities, governance structure and contact details for the Service.
- Creating formal communication lines for clinical and stakeholder input and comment.
- Managing the appropriate development and implementation of new policies, procedures and practice guidelines for organ and tissue donation.
- Ensuring representative membership of the NSW OTDS Clinical Advisory Committee, Business Advisory Committee and their sub committees.
- Developing close liaison with the National Authority and interstate authorities.

Overcome Operational Barriers

Work with Area Health Services and speciality groups to identify operational restrictions and clinical barriers to organ and tissue donation and opportunities to eliminate or reduce such barriers. Promote research to identify barriers to organ and tissue donation and implement evidence based practice for all operational aspects of organ and tissue donation. Develop and implement education, in conjunction with the National Authority, for clinical staff to overcome knowledge barriers to organ and tissue donation. Liaise with the National Authority to consider financial models which can address operational constraints.

Information Management

- Provide State-focussed reporting of organ and tissue donation and transplantation to the relevant stakeholder groups.
- In conjunction with the National Authority, develop a Minimum Data Set to ensure data consistency.
- Work with Area Health Services to develop local audit procedures with appropriate clinical triggers.
- Continue to provide statistical reports to NSW Health, Area Health Services and specialty groups, and work with these bodies to improve the timeliness, completeness and usefulness of these reports.
- Implement procedures for the new Hospital-based medical directors to regularly report on organ and tissue donation.

Measuring Success

Targets:

- Publication of annual media and communications plans that will engender strong and positive understanding of and support for organ and tissue donation and transplantation within the community, private health providers and NSW Health staff;
- Seek to achieve by 2011, measurably increased knowledge of and involvement with the Service by stakeholder groups through use of website management, communication activities, education and discussion sessions, and committee and working party involvement;
- By mid-2010, identification of operational constraints to organ and tissue donation through liaison with the National Authority, health authorities and relevant parties, and the development and implementation of education programs, and formulation of appropriate financial models, to overcome the constraints;
- Production by 2010 of consistent and regular data reporting that meets the identified needs of the National Authority and stakeholder groups which have been obtained through feedback and consultation.

Strategic Direction Two

Provide ongoing organ and tissue donation for transplantation education to clinical healthcare staff.

In order for NSW clinical healthcare staff to receive appropriate education regarding organ and tissue donation, it is necessary to identify the education needs of established and new healthcare practitioners. Education programs with requisite resources will be developed and implemented in conjunction with the National Authority, taking into account the variables and needs of rural, regional and metropolitan settings in NSW.

To foster and strengthen knowledge on organ and tissue donation, clinical staff will be kept informed of donor outcomes and encouraged to work closely with NSW OTDS staff to review and improve education initiatives. NSW OTDS staff will need to be competent and knowledgeable to facilitate these initiatives and further promote organ and tissue donation.

NSW OTDS will strive to deliver information and education to all NSW public and private clinical healthcare staff by 2012 so that they are fully informed about and supportive of organ and tissue donation.

Links to Strategic Plans

The NSW OTDS Strategic Direction 2 is linked to the following:

- National Reform Package¹ - a nationally coordinated and consistent approach to clinical practice, education and training of health professionals; creation of National eye and tissue donation and transplantation network; new funding for staff and infrastructure costs associated with organ and tissue donation.
- NSW State Plan²- Priority S2, Priority S8 and Priority P4.
- NSW State Health Plan³- Strategic Direction 2, 4 and 6.

What we will do

Education and Resources

In conjunction with the National Authority, and as part of the National Education Strategy:

- Work with metropolitan, regional and rural clinical healthcare staff in the private and public sectors to identify organ and tissue donation education and knowledge requirements.
- Engage with healthcare related undergraduate and postgraduate University faculties to implement appropriate education for new and future healthcare practitioners.
- Develop and implement education programs based on education needs analysis and provide resources using appropriate mediums to deliver the information.
- Promote and facilitate Medical and Nursing ADAPT workshops or an equivalent as recommended by the National Authority, for critical care staff throughout NSW.
- Organise and promote Designated Officer workshops in conjunction with NSW Health.

Feedback Loop

- Establish formal feedback processes to clinical staff on donor outcomes and process and practice review.
- Create clear lines of communication from clinical staff to organ and tissue donation staff for formal and informal identification of on-going education needs.
- Create clear lines of communication from the NSW OTDS to the National Authority for formal and informal identification of on-going education needs as part of the National Education Strategy.
- Promote the review of hospital practice protocols to ensure that they include the organ and tissue donation processes and identify the relevant contacts for the organ and tissue donation staff.

Knowledge and Competency

- In conjunction with the National Authority, create robust competency-based education programs for medical and nursing organ and tissue donation staff which cover all aspects of the donation processes and bereavement support.
- Develop formal mechanisms for the NSW OTDS Clinical Advisory Committee to regularly review State and Area/Site practice protocols.
- Encourage professional development and education and involvement in research for organ and tissue donation staff.

Measuring Success

Targets:

- Complete education needs analysis, based on consultation with Area Health Services and clinical specialty groups, by mid-2010;
- Implement education workshops on organ and tissue donation for general clinical staff, and associated communication and media sources by mid 2011;
- All existing NSW medical and nursing critical care (ED and ICU/HDU) staff to have completed ADAPT workshops or an equivalent as recommended by the National Authority by 2012;
- All new NSW Health medical and nursing critical care (ED and ICU/HDU) staff to have completed ADAPT workshops or an equivalent as recommended by the National Authority within 12 months of employment;
- All NSW medical and nursing post graduate critical care courses to include ADAPT workshops or an equivalent as recommended by the National Authority by 2012;
- All appropriate NSW public in-patient health care facilities to have Designated Officer coverage (24 hours per day, 7 days per week) by December 2010;
- All NSW OTDS staff to have annual performance appraisals;
- 10% increase in number of presentations at National and International conferences/meetings and peer-reviewed articles published by NSW OTDS staff by mid 2012.

Strategic Direction Three

Develop community understanding of and support for organ and tissue donation and transplantation.

Although there is a high level of awareness of organ and tissue donation and transplantation, there is also a high level of misunderstanding and false beliefs in the community related to the donation process. The level of family refusal for solid organ donation is significant and must be addressed if organ and tissue donation rates are to substantially increase.

Particular attention must also be made to educate the community about the opportunities and benefits of eye and tissue only donation.

What we are striving for in 2012 is to have a high level of community understanding of and support for organ and tissue donation for transplantation, which will translate into increased donation rates.

Links to Strategic Plans

The NSW OTDS Strategic Direction 3 is linked to the following:

- National Reform Package¹ - a nationally coordinated and consistent approach to community awareness.
- NSW State Plan¹- Priority S2 and Priority S8.
- NSW State Health Plan³- Strategic Direction 2, 4 and 7.

What we will do

Community Education

- Identify indigenous populations and culturally and linguistically diverse (CALD) groups that have a high refusal rate for organ and tissue donation and develop links with these community groups to provide appropriate education and information.
- In conjunction with the National Authority's Communications and Marketing team, develop and enhance links with community service groups to provide more presentation and promotion opportunities to the general community.
- Monitor and report trend movements in organ and tissue donation registration with the RTA database and with the Australian Organ Donor Register (AODR).
- Work with the National Authority to explore and develop community education and general media campaigns.
- Identify and provide appropriate media training to key clinical personnel to act as spokespersons.
- Work with stakeholder groups to ensure that they are signatories to the National Authority's Communications Charter, so that messages to the community are consistent.
- Explore the potential for media training to community and stakeholder group members to align with the Service's communication plans and strategies.

Consistent Messages on Registries

- In conjunction with the Authority, promote nationally consistent messages and clear information to the community and clinical staff regarding the AODR and RTA registries, any delineation, and the impact of registering your decision on organ and tissue donation.
- Explore and publicise ways for people to more readily change their documented decision.

Harness Positive Donor Experiences

- In conjunction with the National Authority's Communication and Marketing team, develop communication plans and strategies for a variety of messages promoting organ and tissue donation in the general and health related media and publications, encompassing website development and conference presentations as well as published articles.
- Where appropriate, support donor family members interested in sharing their experience and story.

Measuring Success

Targets:

- Communication plan adopted;
- All relevant stakeholder groups are signatories to the Communications Charter;
- Media training protocols and programs are in place;
- 6 monthly trend analysis reporting of RTA and AODR database registrations;
- Clear and concise information on the registries, including ways for people to more readily change their documented decision, developed and implemented by 2011;
- 10 percentage point increase in people registering consent as potential organ and tissue donors by 2012;
- Reduction in the number of family refusals by 20% by 2012.

Strategic Direction Four

Provide culturally-sensitive support to donor families.

A key component for organ and tissue donation in NSW is the provision of appropriate and competent bereavement support and aftercare to potential and actual donor families.

When a death occurs, bereavement care for the family and friends must begin immediately. Donor families may represent a small percentage of the bereaved population but their involvement in the organ and tissue donation process requires them to face challenges and decisions not experienced by other bereaved groups. It is vital that professional bereavement aftercare is offered to address these unique needs, their associated issues and then evaluate the outcomes.

For a family considering organ and tissue donation, information must be delivered in a manner appropriate to the family's needs. Pressures on the bereavement aftercare program will develop with substantial increases in donor rates and the NSW OTDS must plan accordingly for this eventuality.

What we are striving for in 2012 is to have a consistent and educated 'best practice' approach to all communication with families and a bereavement aftercare program that is able to appropriately meet the needs of all who seek it.

Links to Strategic Plans

The NSW OTDS Strategic Direction 4 is linked to the following:

- National Reform Package¹ - a nationally coordinated and consistent approach to clinical practice, education and training of health professionals, appropriate support for families of deceased donors.
- NSW State Plan²- Priority S8.
- NSW State Health Plan³- Strategic Direction 2 and 7.

What we will do

Communication with Families

- Facilitate and conduct all communication with families in a respectful and informed manner.
- In conjunction with the National Authority and as a member of the Donor Family Support Working Group, develop and implement appropriate education opportunities and resources to assist organ and tissue donation staff to gain knowledge regarding the risk factors and implications of acute grief on the support, information needs and decision making capacity of a potential donor family.
- On-going review of organ and tissue donation processes with the aim of reducing the complexities for the families and implementation of streamlined procedures.

Bereavement Aftercare

- Ongoing review of the operational model of the bereavement aftercare program (The Next Step Programme or an equivalent as recommended by the National Authority) to ensure that appropriate coverage and service delivery is provided for NSW families.
- Identify and train appropriate local resources to assist with delivery of bereavement aftercare in consultation with the State Coordinator for Bereavement Services.
- Develop and deliver appropriate training courses for both organ and tissue donation staff and other appropriate healthcare staff.

Measuring Success

Targets:

- Nationally consistent, best practice education and resources for organ and tissue donation staff to appropriately conduct communication with donor families in place by 2010;
- Implement biennial review of respective pathways to donation, commencing in 2010, to streamline procedures and reduce complexity in the donation process;
- In conjunction with the National Authority, and according to the agreed national, best practice donor family support program, review the operational model for the bereavement aftercare program by mid-2010 , and schedule future biennial reviews;
- Nationally consistent, best practice bereavement care related training for organ and tissue donation staff and other appropriate healthcare staff developed by 2012.

Strategic Direction Five

Foster clinical and community leadership to promote organ and tissue donation for transplantation.

The promotion of organ and tissue donation in clinical and community settings will facilitate greater engagement in donation matters. Identifying and supporting groups and individuals who can act as 'champions' for organ and tissue donation will broaden the message and greatly increase the scope for presentations and distribution of information.

What we are striving for in 2012 is to have appropriately informed and supported groups and individuals who can extend the work of NSW OTDS staff by promoting organ and tissue donation to a wide audience using nationally consistent approaches.

Links to Strategic Plans

The NSW OTDS Strategic Direction 5 is linked to the following:

- National Reform Package¹ - a nationally coordinated and consistent approach to clinical practice, education and training of health professionals and community awareness.
- NSW State Plan²- Priority S8 and Priority P4.
- NSW State Health Plan³- Strategic Direction 2, 4, 5, 6 and 7.

What we will do

Foster Leadership

In conjunction with the National Authority's community relations team:

- Identify and engage with key clinical services, healthcare organisations and community groups. This will provide opportunities for individuals and groups to enhance their knowledge of and support for organ and tissue donation, and lead to promotion within the general community.
- Give opportunities for individuals in these groups to participate as spokespersons to promote organ and tissue donation by providing support and training as necessary.
- Engage with leaders of local indigenous populations and CALD groups that have a high refusal rate, so as to facilitate distribution of information and possibly identify organ and tissue donation 'champions'.

Monitor Development

- In conjunction with the National Authority's community relations team, develop appropriate monitoring mechanisms to gauge trends in clinical and community groups on their understanding of and support for organ and tissue donation.

Measuring Success

Targets:

- Increased number and diversity of spokespersons promoting organ and tissue donation;
- Annual reporting to the NSW OTDS Executive and advisory groups on participation of clinical and community leaders in activities promoting organ and tissue donation, in accordance with the NSW OTDS Communications Plan.

Strategic Direction Six

Build and maintain a sustainable organ and tissue donation for transplantation workforce.

A skilled and experienced workforce committed to organ and tissue donation for transplantation is critical to achieve the goals of the national reform package and the NSW OTDS. A shortage or uneven distribution of staff will limit the capacity of the Service and the effectiveness of the reform agenda.

What we are striving for in 2012 is a valued workforce that promotes competency and knowledge, and works closely with local services to build greater capacities for organ and tissue donation.

Links to Strategic Plans

The NSW OTDS Strategic Direction 6 is linked to the following:

- National Reform Package¹ - a nationally coordinated and consistent approach to clinical practice, education and training of health professionals and new funding for staff and infrastructure costs associated with organ and tissue donation.
- NSW State Plan² - Priority S2 and Priority P4.
- NSW State Health Plan³ - Strategic Direction 4, 5 and 6.

What we will do

Recruitment and Retention

- Work with Area Health Services and clinical speciality groups to recruit appropriate staff for organ and tissue donation.
- In conjunction with the National Authority, develop and publicise clear nationally consistent roles and responsibilities for the OTDS positions.
- Implement performance management and career development processes to identify development opportunities and reinforce competency assessment.
- Promote a career structure for staff working within organ and tissue donation.

Education and Training

- In conjunction with the National Authority and in accordance with the national education strategy, develop a structural competency-based education plan for all NSW OTDS funded positions.
- In conjunction with the National Authority and in accordance with the national education strategy, implement programs to provide medical and nursing organ and tissue donation staff in regional and rural areas with appropriate clinical experience and knowledge.
- Encourage succession planning that encompasses the NSW OTDS, Area Health Services and clinical specialty groups so that organ and tissue donation services can be sustained.

Local Workforce

- Recognise and support local non-NSW OTDS staff who will remain vital to the continuing success of organ and tissue donation for transplantation services.
- Involve local staff in training, education and mentoring roles for medical and nursing organ and tissue donation staff.
- Maintain frequent communication with local staff about OTDS development and lines of responsibility.
- Through the Clinical Advisory Committee and its key sub-committees, develop a briefing paper for submission to NSW Health on the future workforce requirements for transplant services to enable them to meet the increase in demand that will flow from the increase in organ donation.

Measuring Success

Targets:

- All organ and tissue donation positions filled;
- All NSW OTDS staff to have annual performance management and performance development interviews;
- In conjunction with the National Authority and in accordance with the national education strategy, competencies for all organ and tissue donation positions developed by 2010;
- In conjunction with the National Authority and in accordance with the national education strategy, ongoing clinical experience programs for rural and regional staff in place by 2010;
- In conjunction with the National Authority and in accordance with the national education strategy, local staff involved with training, education and mentoring for organ and tissue donation staff;
- Creation of an organ and tissue 'link nurse' (nurses based in critical care areas that are interested in gaining additional experience with organ and tissue donation and potentially assist with on-call roster) training program by June 2010;
- Organ and tissue 'link nurses' identified and offered training opportunities in all appropriate NSW Health hospitals by June 2012.

Strategic Direction Seven

Ensure adequate and professionally managed resources are available to support the goals of the service.

As the cost of health services rises and the number of organ and tissue donations increases, efficient and effective management of resources will determine the extent to which the NSW OTDS will meet its goals.

What we are striving for in 2012 is to ensure that there are sufficient resources to appropriately meet the Service's operational needs and ensure the sustainability of organ and tissue donation in NSW.

Links to Strategic Plans

The NSW OTDS Strategic Direction 7 is linked to the following:

- National Reform Package¹ - a nationally coordinated and consistent approach to new funding for staff and infrastructure costs associated with organ and tissue donation.
- NSW State Plan²- Priority S2 and Priority S8.
- NSW State Health Plan³- Strategic Direction 4, 5 and 6.

What we will do

Financial and Asset Management

- Secure continuing investment by the Commonwealth and NSW Health in organ and tissue donation beyond 2012.
- Develop robust finance and asset management plans that align with the NSW OTDS Business Plan.
- Regularly review the finance and asset management plans to take account of clinical and organisational developments.
- Comply with the financial and reporting requirements of the funding and performance agreement between NSW and the National Authority.

Quality and Safety

- Establish a Quality and Safety Committee with a broad remit to monitor all aspects of the Service.

Information Management

- In conjunction with the National Authority, implement an information management system that meets the needs of the National Authority, Service and stakeholder groups.
- In conjunction with the National Authority, implement a Minimum Data Set to ensure consistency of information.
- Monitor, and rectify where possible, instances of inability to provide requested data.

Accreditation

- Seek appropriate Health Service related Accreditation of the NSW OTDS.

Measuring Success

Targets:

- Secure ongoing funding beyond the current 3-year cycle;
- Regular review of finance and asset management plans;
- Meet financial and reporting requirements on time in accordance with the funding and performance agreement between NSW and the National Authority;
- Effective and wide-ranging Quality and Safety Committee operational by 2010;
- Positive assessment, as determined by annual review and survey, of the management information system;
- Accreditation awarded by 2012.

Strategic Direction Eight

Be ready for new risks and opportunities.

Organ and tissue donation and transplantation is a dynamic environment that can experience rapid clinical, legislative and corporate changes. The NSW OTDS will need to ensure that it can cope with new issues as they emerge.

What we are striving for in 2012 is a Service that is aware of impending developments and has the capacity to respond strategically to sustain operations in the face of predicted or unexpected changes.

Links to Strategic Plans

The NSW OTDS Strategic Direction 8 is linked to the following:

- National Reform Package¹ - a nationally coordinated and consistent approach to clinical practice, education and training of health professionals, community awareness and transplantation processes; appropriate support for families of deceased donors; creation of National eye and tissue donation and transplantation network; new funding for staff and infrastructure costs associated with organ and tissue donation.
- NSW State Plan²- Priority S2 and Priority S8.
- NSW State Health Plan³- Strategic Direction 7.

What we will do

Clinical and Business Development

- Ensure appropriate representation on the NSW OTDS Clinical Advisory and Business Advisory Committees that will canvass epidemiology and clinical developments and changing business environments.
- Develop communication links with relevant NSW Health sections, professional colleges, the National Authority, legislative bodies and education and research facilities to enable regular consideration of risks and opportunities and potential developments.
- Conduct bi-annual reviews of the Business Plan to ensure that current operations are and will be appropriate and resources are and will be adequate.
- Recommend the commissioning of a comprehensive review of organ and tissue retrieval and transplantation service capacity with recommendations on strategies that will enable transplant services to meet the increase in demand.

Risk Management

- Ensure that risk management is integrated into the clinical and corporate plans of the NSW OTDS.
- Implement a *Just Culture* to create an atmosphere of trust in which staff are encouraged to provide essential safety related information (reporting), but in which it is also clear that professional accountability remains.
- Develop an incident reporting system with appropriate reporting streams that links in with NSW Health incident reporting policies and systems.

Measuring Success

Targets:

- Regular discussion of risks and opportunities by the NSW OTDS Clinical Advisory and Business Advisory Committees;
- Regular contact with relevant bodies to consider potential developments;
- Bi-annual reviews of the Business Plan;
- Risk management is an integral part of the clinical and corporate activities.

Operational Plan

This plan documents the actions identified from an operational review of multi-organ and tissue donation service delivery in NSW, conducted in February 2009 as part of the transition to the NSW Organ and Tissue Donation Service (OTDS) and implementation of the National Reform agenda.

The review and recommendations were developed in consultation with LifeGift nsw/act (the NSW Donor Agency based Australian Red Cross Blood Service) Management, Coordination, Communication and Administration staff, NSW Area Donor Coordinators and the NSW Organ and Tissue Donation Service Project Team. A review of NSW Eye and Tissue Banks will be conducted within the first 12 months of operation.

Each of the actions in the operational plan has been allocated a priority and will be addressed in the NSW OTDS Annual Report.

Definitions and Abbreviations

Priority	Timeframe
1	Due by July 2010
2	Due by July 2011
3	Ongoing review and assessment

ACHS - Australian Council on Health Standards
 AHS – Area Health Service
 ANZDATA – Australia & New Zealand Dialysis and Transplant Registry
 ANZOD – Australia & New Zealand Organ Donation Registry
 ARCBS – Australian Red Cross Blood Service
 BM – NSW OTDS Business Manager
 CM - NSW OTDS Communications Manager
 DRIVES 24 – NSW Roads and Transport Authority Donor Register database
 EQuIP - ACHS Evaluation and Quality Improvement Program
 Form F – Criteria for Diagnosing Brain Death form PD 2005_341
 FP – Forensic Pathologist
 HMD – Hospital Medical Directors
 IIMS – Incident Information Management System
 KPI – Key Performance Indicator
 NAT – Nucleic Acid Testing
 NM – NSW OTDS Nurse Manager
 NOMS – National Organ Matching Scheme
 OM – NSW OTDS Operations Manager
 PD – Policy Directive
 QDO - NSW OTDS Quality and Data Officer
 QI – Quality Improvement
 SAC – Severity Assessment Score
 SANOK – Senior Available Next of Kin
 SCBS - NSW OTDS State Coordinator of Bereavement Services
 SDNC – State Donor Nurse Consultants
 SEALS – South Eastern Area Laboratory Services based at Prince of Wales Hospital at Randwick
 SMD – NSW OTDS Medical Director
 TSANZ – Transplant Society of Australia and New Zealand
 TxCIS – Transplant Computerised Information System

Governing and Policy Framework

Governing and Policy Framework

There are a number of documents that govern and guide the practice of organ and tissue donation for transplantation in NSW.

What we will do

Area	Recommendation	Action required by whom	Priority Status
NSW Legislation	Review of the Human Tissue Act ⁴ SANOK definition in a multicultural context and of significant others not defined as SANOK.	NSW Health	2
NSW Policy Directive	NSW Health PD 2005_341 <i>Human Tissue Use/retention including organ donation, post mortem examination and coronial matters</i> ⁵ needs to be reviewed and updated to reflect the revised structure in NSW	NSW Health	2
Clinical Practice Protocols	After the transition to the new agency, all the Clinical protocols will need to be reviewed, updated and re-badged for the new agency and Service. - LifeGift nsw/act State Donor Coordinator Standard Operating Procedure - After Brain Death ⁶ - LifeGift nsw/act State Donor Coordinator Standard Operating Procedure - After Cardiac Death ⁷ - LifeGift nsw/act State Donor Coordinator Standard Operating Procedure - Nucleic Acid Testing (NAT) ⁸ - LifeGift nsw/act Next Step Programme – Bereavement Aftercare Standard Operating Procedure ⁹ - LifeGift nsw/act Next Step Programme – Bereavement Aftercare (Area Donor Coordinator Guidelines) ¹⁰ - LifeGift nsw/act Roads Transport Authority Compliance - DRIVES 24 Standard Operating Procedure ¹¹ - LifeGift nsw/act Media Policy ¹²	NM & SMD	1
	Creation of clinical protocols specific for multi-organ and tissue donors in ACT to reflect roles and responsibilities of NSW Health and ACT Health staff.	NM	1
	All clinical protocols to be entered into a mandatory document review system with set minimum review dates.	NM	1
	All clinical protocols to be reviewed by Clinical Advisory Committee	NM & SMD	1
	All clinical protocols to be located on appropriate electronic platform for access and retrieval.	BM	1
	Creation of formal distribution lists for all forms of communication. ¹³	CM	1
	All state and site based practice protocols related to confirmation of death and end of life, to include guidance on documentation and the distinction between the assessment of the extinction of death including naming each of the tests used to confirm death according to brain death criteria and certification of death.	HMD & Area CNC	1
	Clinical Documentation	Recommend use of Form F ⁵ to confirm death according to brain death criteria.	SMD
	Review ANZICS 'Determination of death by absence of vital signs in the context of donation after cardiac death' form ¹⁴ for state-wide use in NSW.	Organ Donor Advisory Committee	1
	Review wording of consent form ⁵ from PD 2005_341, consider adding names of organs and tissues and aim for state-wide consistency.	Organ Donor Advisory Committee	1

Clinical Operations

Clinical Operations

The pathways to organ and tissue donation in NSW are based in the clinical environment.

What we will do

Area	Recommendation	Action required by whom	Priority Status
Blood tubes and eskies	That the current blood transport container be reviewed as necessary to accommodate extra tubes or if bloods are being sent to different testing sites	SDNC & Area CNC	3
	That the current shipper boxes be reviewed if necessary and after TSANZ review developed into a nationally consistent esky/shipper	SDNC & NM	3
	Review operational links with Tissue Typing and Serology labs at ARCBS.	SDNC & NM	1
	Source on-going supply of blood tubes to conduct tissue typing, serology and ABO typing.	SDNC	1
Courier	Courier and car service staff used by HNEAHS and Wollongong will require further instruction should blood need to be delivered to sites in addition to ARCBS Clarence Street in the future.	NM	1
	The mode of transfer of blood from the ACT needs to be reviewed for cost and efficiency;	NM & BM	1
	To formulate clear policies and procedures and responsibilities regarding local transfer of liver and pancreas	SDNC & NM	1
	Review transfer of kidney to QLD using Australian Air Express regarding time delays and restrictions of office not being open until 0600.	NM	1
Serology testing	Review adding additional tests to the serology screening routinely undertaken for multi-organ donors in NSW and ACT.	SMD	1
	Routine Serology testing transferred from ARCBS to SEALS and review.	SMD	1
Electronic Donor Referral	National electronic referral system trialled, reviewed and implemented	SMD & NM	2
AHS 24/7 On Call cover	24/7 On call cover provided in each NSW AHS	SMD & NM	1
NAT Screening	Review possibility of prospective NAT screening for all potential multi-organ and tissue donors, linking in with routine screening runs.	SMD & NM	1
	Review adding HBV to regular and urgent NAT screening.	SMD	1
	Highlight the importance and relevance of risk assessment questioning in any education given to organ and tissue donation staff.	SMD & NM	1
	Have on call access to expert panel of medical consultants with appropriate transplant related knowledge to assist with all aspects of donor suitability and risk assessment as deemed necessary.	SMD	1
	Continue to provide transplant units (the liver and heart/lungs units specifically) the option of potential donor with known high risk behaviour in last 2 months. Monitor outcomes of such an offer.	SMD & NM	1
	Review need and logistics of contacting Chair of the NSW Health Blood Borne Virus Panel (or delegate) to discuss need for urgent NAT screening.	SMD	1
	Conduct review of risks (i.e. accuracy of results) of conducting prospective NAT screen at ARCBS from non 'high risk' potential donors without temperature monitoring.	SMD & NM	1
	Prepare financial impact statement of conducting all NAT screening prospectively.	BM	1

Eye and Tissue Banks

Eye and Tissue Banks

The NSW Eye and Tissue Banks are intrinsic to the NSW Organ and Tissue Donation Service. At present, the four banks exist as individual identities within South Eastern Illawarra Area Health Service with only loosely coordinated governance and operational structures. The establishment of the NSW Organ and Tissue Donation Service creates an opportunity to provide a coordinated approach to organ and tissue donation in NSW and provides an ideal opportunity to realize potential operational efficiencies and maximise the synergies in the eye and tissue banking sector.

What we will do

Area	Recommendation	Action required by whom	Priority Status
Lions NSW Eye Bank	Operational, financial, strategic and governance review conducted	NSW Health	1
Sydney Heart Valve Bank	Operational, financial, strategic and governance review conducted	NSW Health	1
NSW Bone Bank	Operational, financial, strategic and governance review conducted	NSW Health	1
Sydney Cord Blood Bank	Operational, financial, strategic and governance review conducted	NSW Health	1

Professional Networks

Professional Networks

Professional relationships with the wider professional and speciality network are intrinsic to the pathways to organ and tissue donation in NSW.

What we will do

Area	Recommendation	Action required by whom	Priority Status
Designated Specialists	Education to regional sites and private hospitals re the need to appoint Designated Specialists.	Area CNC, CNS and HMD's	3
	Notification of appointed Designated Specialists to site based organ and tissue donation staff and state agency.	Area CNC, CNS and HMD's	3
	Education to appointed Designated Specialists re requirements of Human Tissue Act.	HMD's	3
Designated Officers	Education to metro and regional sites and private hospitals re the need to appoint Designated Officers.	Area CNC, CNS and HMD's	3
	Notification of appointed Designated Officers to site based organ and tissue donation staff and state agency.	Area CNC, CNS and HMD's	3
	Education by NSW Health to appointed Designated Officers re requirements of Human Tissue Act.	NSW Health	3
Coroner & FP	Ongoing engagement and feedback to State and Deputy Coroners and forensic medical staff	SMD & NM	1
	Review the possibility and implications of conducting the formal identification prior to death in DCD process.	SMD & NM	1
Clinical Staff education	Education to all organ and tissue donation staff re the requirements for and implications of the information and contact with the Coroner and Forensic Medicine staff.	SMD & NM	1
	With reference to information accuracy and time efficiency, review who is the most appropriate person to contact the FP and Coroner (i.e. site based medical staff or agency staff). If change is made, trial and review.	SMD & NM	1
RTA	Engagement with RTA to request changes to DRIVES 24; - Improve access (method and mode) for public to document and/or change documented decision. - Have date decision is documented visible on DRIVES 24. - That the benefits and implications of access to DRIVES 24 for site based organ and tissue donation staff be investigated and reviewed.	OM & NSW Health	1
Private Hospitals	Creation of practice protocols for organ and tissue donation for all appropriate Private Hospitals	SMD, NM, HMD, Area CNC	2
	Costing and remuneration process for deceased donation from Private Hospitals endorsed and implemented	SMD, BM	2
Community Education	Community education re the implications of documenting a refusal.	CM	1
Tissue Advisory Committee	Create Terms of Reference and membership list.	SMD	1

Donor Family Support

Donor Family Support

The provision of appropriate and competent bereavement support and aftercare to potential and actual donor families is intrinsic to the pathways to organ and tissue donation in NSW.

What we will do

Area	Recommendation	Action required by whom	Priority Status
Bereavement care	Continue to provide the established and highly evaluated 'Next Step Programme' or an equivalent National Donor Family Care package recommended by the National Authority.	NM & SCBS	3
	Continue to survey donor families for feedback on experience of the organ and tissue donation process and the 'Next Step Programme' or an equivalent national survey recommended by the National Authority	SCBS	3
	Monitor the work load of the State Coordinator of Bereavement Services for overload and consider surge planning.	NM & SCBS	1
	Conduct a review to assess the bereavement needs of tissue-only donor families and potential inclusion in the 'Next Step Programme'.	SCBS	1
	Ensure that the NSW State Coordinator of Bereavement Services is consulted on relevant donor family and bereavement issues at Hospital, State and National levels.	SMD, OM & NM	3
	Ensure that the State Coordinator of Bereavement Services is involved in the education and competency assessment of new and existing Service staff as appropriate.	NM & SDNC, Area CNC's	1
	Ensure that donor families are acknowledged and recognised for their generosity.	SMD, OM, BM & NM	3
	Ensure consistency and compliance of all organ and tissue donation dedicated staff and participating hospitals within the requirements of the 'Next Step Programme' or the equivalent National Donor Family Care package recommended by the National Authority.	SMD, NM, & SCBS	3
	Scan all past donor files and have available electronically	BM & SCBS	2

Databases

Databases

The ability to collect and have access to data is significant for all components of the pathways to organ and tissue donation in NSW.

What we will do

Area	Recommendation	Action required by whom	Priority Status
Data collection	Continue to contribute to the ANZDATA and ANZOD national databases or similar new national databases set up by the National Authority which are a significant resource for the donation and transplant medical community of Australia and New Zealand.	SDNC	3
	Maintain link with NOMS and continue quality audits of kidney allocations.	QDO	3
	As a priority and with reference to KPI needs from Authority, review potential organ donor database (APODD) audit tool with view to revise or create new program.	SMD & QDO	1
	Convert TxCIS to Access database.	QDO	2
	Creation of integrated information system to combine all of the existing state and agency based databases.	SMD, QDO & BM	2
	Trial and review of information system recommended by the National Authority to document the assessment, referral, allocation and retrieval portions of the process.	SMD, SDNC & QDO	1
	Participate in Authority's program to establish nationally consistent data and information systems.	SMD, SDNC & QDO	1
	Continue current data and information systems until a national system is implemented	SMD & QDO	3
	Maintain NSW specific data and knowledge bases as required by the NSW organ and tissue donation and transplantation community.	SMD & QDO	3
	Continue and extend the use of notification log.	SMD & QDO	3

Media and Communication

Media and Communication

Education, information sharing, promotion and media monitoring is essential for the NSW Organ and Tissue Donation Service.

What we will do

Area	Recommendation	Action required by whom	Priority Status
Communication	Creation of an annual communication strategy for NSW in consultation with ACT communication staff and the National Authority.	CM	1
	Review and monitor local, national and international media related to organ and tissue donation in association with the media and communications advisors of the National Authority.	BM & CM	3
	Creation of language and culture specific education opportunities and resources	BM & CM	2
	Ensure communication issues have appropriate representation and support in all operational and strategic aspects of organ and tissue donation in NSW.	SMD, OM & CM	3
	Formalise lines of communication for distribution of various components and types of communication.	CM	1
	Identify media spokespeople and implement media training.	CM	1
	Community focussed promotion and education to include tissue donation.	CM	3
	Ensure that appropriate recognition of donor families be done at every opportunity.	CM	3
	Ensure training of community volunteers (including donor families and recipients) about organ donation key messages	OM & CM	2
Website	Creation of a comprehensive web site with access for the communication staff to update.	CM & QDO	1

Quality and Safety

Quality and Safety

Risk assessment and management is a critical component of clinical and business management processes.

What we will do

Area	Recommendation	Action required by whom	Priority Status
Quality	Review the use of the Transplant Related Incident Monitoring (TRIM) system	SMD & OM	1
	Implement the use of IIMS ¹⁵ at the NSW ODTA and Service Exec and explore reporting lines of SAC 1 & 2 incidents i.e. can reports cross Area's?	SMD, BM & QDO	1
	Have all agency staff and Service Exec trained in the use of IIMS	BM & QDO	1
	Have appropriate staff trained to be able to participate in root cause analysis.	SMD & OM	2
	Continue to have incident reporting as a regular agenda item for the NSW/ACT Transplant Coordinators group.	NM	3
	Have all quality projects written up as practice protocols.	OM & NM	3
	Review creation/use of web based survey forms for QI activities and education feedback e.g. http://www.ctdn.org/resources_healthprofessionals.php#DHR_EducationfortheHea	BM, NM & QDO	1
	Train agency staff in the use of Equip	OM & BM	2
	Work toward ACHS accreditation	OM & BM	2

Education

Staff Education

The NSW OTDS will employ the principles of a 'learning organisation' to acknowledge that people are its most valuable asset and create a structure and process to encourage and reward continuous learning. The Service will create an environment where employees are able to learn from actual work situations and encouraged and supported to locate and create their own learning opportunities.

The NSW OTDS has created a learning framework to provide a systematic approach to learning and education that is divided into four phases¹⁶ of foundation, formation, continuation and transformation.

In the first phase, all NSW OTDS staff require orientation to the Service (see appendices) and the organ and tissue donation (OTD) pathways and process in addition to mandatory site and Area Health Service learning requirements e.g. occupational health and safety, fire safety and basic life support.

The Service and organ and tissue donation orientation will be managed and supervised as follows:

- NSW Medical Director, Operations Manager, Business Manager, Nurse Manager, State Coordinator of Bereavement Services and Communication Manager: by senior State Donor Nurse Consultant
- State Donor Nurse Consultants: by senior State Donor Nurse Consultant and colleagues
- Quality and Data Officer: by Business Manager, Nurse Manager and Operations Manager
- Hospital Medical Directors: by NSW Medical Director and Area Clinical Nurse Consultants
- Area Clinical Nurse Consultants: by Nurse Manager, State Donor Nurse Consultants and Area Clinical Nurse Consultants.
- Clinical Nurse Specialists: by Area Clinical Nurse Consultants, Nurse Manager and State Donor Nurse Consultants.
- Tissue Bank Coordinators: by State Coordinator of Bereavement Services, State Donor Nurse Consultants, Area Clinical Nurse Consultants and colleagues.

In the second learning phase, all NSW OTDS staff will attend the State formation workshop and undertake appropriate training for their role. See Table 1.

The third learning phase, continuation, is related to consolidation of skills and knowledge and working towards professional accreditation if applicable.

The aim of the fourth phase is to have staff appropriately trained, skilled, competent and able to identify the need for and cope with change as required.

Performance Management and Career Development

All NSW OTDS staff will be supported by the ongoing process of 'managing for performance' that includes planning, coaching and reviewing individual, team and organisation performance within the context of the organisation's goals and strategies. All positions will undertake performance management and career development interviews and review at the end of three months for the new positions and then annually with the interviews conducted by the role appointed as being professionally accountable in accordance with NSW Health policy¹⁷. The formal review provides an opportunity to express appreciation for work well done, discuss

factors that negatively impact on performance, review workloads/process/job descriptions and identify training and development needs and future performance planning.

Table 1. NSW OTDS Staff Education & Training

Role	OTD Orientation	Formation Workshop	Medical ADAPT	Nursing ADAPT	Comp Ed	Other
NSW Medical Director	√	√	√	√		Media Training, RCA, IIMS, Exec Com's & Protocols, R & S
Operations Manager	√	√	√	√		RCA, EQUiP, IIMS, Exec Com's & Protocols, R & S
Business Manager	√	√				EQUiP, IIMS, Exec Com's & Protocols, R & S
Nurse Manager	√	√	√	√		EQUiP, IIMS, Exec Com's & Protocols, R & S
State Coordinator of Bereavement Services	√	√	√	√		RCA, Bereavement Care, R & S
State Donor Nurse Consultants	√	√	√	√	√	Bereavement Care, Preceptor, NME*
Communication Manager	√	√				Media Training, Exec Com's & Protocols, R & S
Quality and Data Officer	√	√				EQUiP, IIMS, Website
Administration Clerk						Exec Com's & Protocols
Hospital Medical Directors	√	√	√		√	Bereavement Care, NME*
Area Clinical Nurse Consultants	√	√	√	√	√	Bereavement Care, Preceptor, NME*
Area Clinical Nurse Specialists	√	√		√	√	Bereavement Care, NME
Tissue Bank Coordinators	√	√		√	√	cGMP, Bereavement Care, NME

OTD Orientation = Organ and Tissue Donation Pathways and Service Orientation

Comp Ed = Competency based education program

RCA = Root Cause Analysis

EQUiP = ACHS Evaluation and Quality Improvement Program

IIMS = Incident Information Management System

Exec Com's & Protocols = writing Briefs, Ministerials and protocols of formal communication

R & S = recruitment and selection

cGMP = Code of Good Manufacturing Practice

Bereavement Care = theory and practice of Bereavement Care

Preceptor = Nursing Preceptor Course

NME = non-medical enucleators course (Lions NSW Eye Bank) * optional

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Medical Staff Education and Learning Framework

The Medical Staff Education and Learning Framework prepared by Dr Deepak Bhonagiri, NSW Medical Director – Organ and Tissue.

Background

10 FTE Hospital Medical Directors (HMDs) will be recruited in NSW as part of the 'National Reform Agenda for Organ and Tissue Donation in Australia'. It is anticipated that Intensive Care and Emergency Medicine specialists will be recruited to these positions. These senior medical staff will have variable knowledge and experience of the organ and tissue donation sector.

The HMD orientation and mentoring program will provide appropriate education to HMDs to ensure that they achieve the required competency to perform their roles as described in their position description and as expected by the National Authority in the funding and performance agreement.

The allocation of HMD positions is based on existing Area Health Service structures, Critical Care referral networks and historical donor activity data.

Framework

The HMD orientation and mentoring program framework consists of 4 components:

1. Local hospital, Area Health Service and outreach hospital orientation
2. NSW Organ and Tissue Donation Service orientation
3. Five day formation workshop
4. Case review meetings and mentoring for on- call

Local Hospital, Area Health Service and Outreach Hospital Orientation

Local orientation will consist of generic Area Health Service orientation as provided to every senior medical staff member followed by organ and tissue donation specific orientation.

As part of their roles, HMDs will form or be part of existing Area Organ Donation Liaison Committees. The HMDs and Area Clinical Nurse Consultant (CNC) - organ and tissue within each Area Organ Donation Liaison Committees will perform a structured review of the activity, current policies, and procedures and identify barriers to organ and tissue donation within their Area and present a report to the NSW Medical Director within 3 months of their appointment. This will ensure the HMD becomes familiar with all of the existing components of organ and tissue donation activity within their area of responsibility.

Areas with no Area Liaison Committees or where the Liaison committees are not active will receive support from the NSW OTDS to perform the review. HMDs will meet and discuss issues with the ICU and ED directors within their area and any associated outreach hospitals.

NSW Organ Donation Service Orientation

This will be in the form of a half-day session at the NSW OTDS office in Kogarah. HMDs will be introduced to the staff and orientated to the roles and responsibility of State Donor Nurse Consultants. They will be made aware of policies and procedures related to organ and tissue donation, referral and retrieval of donated organs and tissues for transplantation. The Data and Quality officer, Communications Manager and State Coordinator of Bereavement Services will conduct specific orientation sessions related to their roles within the Service. An overview of the processes used for tissue typing and organ matching for allocation will also be provided.

Completion of a medical Australian Donor Awareness Program Training (ADAPT) course will be mandatory for HMDs who have not attended this training in the past 5 years.

Three Day Formation Workshop

This will consist of 3 days of structured learning and case based discussions as recommended by the National Authority and tailored for NSW legislation and health service delivery system. This comprehensive program will include simulation based training and structured change management education for hospital-based staff. The formation workshop will be a multidisciplinary format that exercises the hospital based teams as a functional unit.

Case Review Meetings and Mentoring

Ongoing mentoring and continuing professional development will be conducted through bimonthly case review meetings to discuss all actual and potential organ donors. HMDs will participate in these meetings and present cases for review by the other HMDs, NSW Medical Director and members of the Medical Consultant on Call roster (MCOC).

The NSW Medical Director or a member of the MCOC will be available to assist the HMD to assess suitability for organ donation in every potential donor and answer any queries regarding organ donation the HMD may have. (Note: Assessment of medical suitability for organ donation will continue to be provided by the current members of the MCOC roster until a review of this arrangement in early 2010).

Competency Assessment

Individual HMD annual competency assessments will be performed by the NSW Medical Director, in conjunction with the local Critical Care Clinical Director, and will include:

1. The initial 3 elements of the framework described above, and
2. Attendance and presentation of cases in at least 3 case review meetings
3. Completion of any other elements as prescribed by the National Authority.

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Nursing Staff Education and Learning Framework

The Nursing Staff Education and Learning Framework prepared by NSW Organ and Tissue Donation Service Education Working Party. July 2009

The Education and Competency package has been adapted with permission from the original training package created by Jeanette Lacey and Nicole Coleman in December 2008 for Hunter New England Area Health Service.

The peer review chaired by Nicole Coleman, was conducted in the period March-June 2009 by the NSW Education Working Party as a component of the transition to the NSW Organ and Tissue Donation Service.

Members of the NSW Education Working Party:

Carrie Alvaro (LifeGift nsw/act)

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Team)

Introduction

The organ procurement specialist role was first established in the Netherlands in 1979 and established in Australia in 1983¹⁸. Since inception, the organ procurement specialists in NSW and the ACT have been registered nurses appointed as organ donor coordinators. The coordinators have a clinical role working with potential donor families, supporting bedside clinicians and coordinating the organ and tissue donation process as well as educating health professionals and the general public about organ and tissue donation.

A Nurse Manager, Clinical Nurse Specialists, NSW Medical Director and Hospital Medical Directors positions have been created and appointed across the State to support and enhance the clinical service provided by the existing State and Area based Clinical Nurse Consultant positions. In conjunction with the NSW Tissue Banks, these positions form the NSW Organ and Tissue Donation Service (OTDS).

With full establishment there will be 26 FTE nursing positions across the Service* and a career structure from CNS to Nurse Manager.

Site	Nurse Manager	CNC	CNS
Agency based	1 FTE	5 FTE	
Area based		7 FTE	12 FTE

* Does not include nursing staff employed by NSW Eye and Tissue Banks or the ACT.

NSW has a service level agreement with the ACT that outlines the partnership that exists between the two jurisdictions to provide a consistent and coordinated service. In particular, the NSW CNS positions based in GSAHS (Goulburn and Wagga Wagga) will work as part of the ACT 'team' and the NSW State Donor Nurse Consultants will coordinate the allocation and retrieval process of all NSW and ACT multi-organ donors.

This new chapter for nursing involvement in organ and tissue donation in NSW and ACT represents an opportunity to acknowledge the work and achievements of the past and to build and plan for the future.

This document reviews the operational aspects of the learning framework for the new and existing nursing staff of the NSW OTDS. The purpose of the learning framework is to provide a systematic approach to learning methods and activities and is divided into four phases¹⁹.

Stages of Education

Phase 1 Foundation: Job Skills Development - Induction and Orientation

Incumbent Clinical Nurse Consultants

- Appointment as preceptor to new staff.
- Information and resource pack re being preceptor and use of a learning contract.
- Attendance at Preceptor workshop.

New Staff

Clinical Nurse Specialists

- First day welcome pack: reading resources and contact with NSW OTDS Nurse Manager and/or Area Clinical Nurse Consultant – Organ and Tissue or State Donor Nurse Consultant preceptor or representative.
- Orientation to base site and AHS if necessary.
- Content of welcome pack:
 - CD containing the Education and Competency Package including:
 - Australasian Transplant Coordinators Association (ATCA) Guidelines
 - Australia and New Zealand Intensive Care Society (ANZICS) Guidelines
 - Contact list for staff of the NSW Organ and Tissue Donation Service and the Australian Organ and Tissue Donation and Transplantation Authority.
 - PowerPoint presentations: organ and tissue donation process
 - ATCA referral forms
 - Key articles from Critical Care Nurse Journal and Progress in Transplantation.

State Donor Nurse Consultants

- First day welcome pack: reading resources and contact with NSW OTDS Nurse Manager and State Donor Nurse Consultant preceptor or representative.
- Orientation to base site and AHS if necessary.
- Content of welcome pack:
 - CD containing the Education and Competency Package, including:
 - Australasian Transplant Coordinators Association (ATCA) Guidelines
 - Australia and New Zealand Intensive Care Society (ANZICS) Guidelines
 - Contact list for staff of the NSW Organ and Tissue Donation Service and the Australian Organ and Tissue Donation and Transplantation Authority.
 - PowerPoint presentations: organ and tissue donation process
 - ATCA referral forms
 - Key articles from Critical Care Nurse Journal and Progress in Transplantation.

Area Clinical Nurse Consultants

- First day welcome pack: reading resources and contact with NSW OTDS Nurse Manager and State Donor Nurse Consultant preceptor or representative.
- Orientation to base site and AHS if necessary.
- Content of welcome pack:
 - CD containing the Education and Competency Package, including:
 - Australasian Transplant Coordinators Association (ATCA) Guidelines
 - Australia and New Zealand Intensive Care Society (ANZICS) Guidelines
 - Contact list for staff of the NSW Organ and Tissue Donation Service and the Australian Organ and Tissue Donation and Transplantation Authority.
 - PowerPoint presentations: organ and tissue donation process
 - ATCA referral forms
 - Key articles from Critical Care Nurse Journal and Progress in Transplantation.

State Coordinator of Bereavement Services (if employed under nursing award)

- Orientation to base site and AHS if necessary.
- Introduction to role and background from member/s of NSW OTDS Executive.
- Orientation program guided by senior State Donor Nurse Consultant.

Nurse Manager

- Orientation to base site and AHS if necessary.
- Introduction to role and background from member/s of NSW OTDS Executive.
- Orientation program guided by senior State Donor Nurse Consultant.

Phase 2 Formation: Development of Work-based Learning and Self Directed and Team Learning

The current Education Working Party will become the Continuing Professional Development committee responsible for monitoring the competency assessment process.

New Staff

Start Education Package in consultation with preceptor:

- Contains: Pre-test, learning contract, objectives, learning modules, clinical competencies and post-test.
- Clinical competency assessment based on Education Package.
- Periodical feedback from staff member on preceptor program.

All Staff

Formation workshop developed and run by ADAPT team with content specific to NSW: four to five days including nursing ADAPT workshop.

Phase 3 Continuation: Fostering Innovation and Major Work and System Re-design

Performance Management and Career Development

Managing for performance²⁰ is a process that commences with the recruitment and orientation of an individual and involves an on-going cycle and day to day planning, coaching and performance review of the individual, the team and the organisation within the organisations goals and strategies.

The formal review process encompasses a meeting to express appreciation of work well done and to discuss what was achieved against the pre-determined performance criteria, discuss factors that may negatively impact on performance, review workload and identify training and development needs and future performance and mutually agreed goals. Managing for performance is not about a once a year event or competition, supervision and punitive or disciplinary action.

Consideration must be given to staff who work for a number of managers. This will necessitate the development of a system that appropriately accommodates the feedback from the managers involved and gives the responsibility of face to face feedback to one of the managers. Ideally the review tool will be based on the person's position description and could involve a peer review and individual self appraisal.

Professional Accreditation

All staff will be encouraged to collate and collect information for the creation of a portfolio to assist with performance appraisal and future professional accreditation.

Clinical Supervision Program

All staff will be encouraged to seek formal and informal clinical supervision on a regular basis.

Phase 4 Transformation: Whole System Involvement in Continuous Change

This phase is based on the success of the last three phases to engender the skills and knowledge to think and do things differently, in other words to identify problems, develop and implement solutions and cope with change. With staff turnover and natural attrition constant assessment is required to determine if individuals and the group are equipped to participate in change and if not to address the information deficit as required.

Identified Groups Requiring Special Attention²

With the aim of becoming a learning organisation, education and learning activities should be flexible enough to address the needs of all participants. As per NSW Health policy, particular attention should be paid to the following groups with appropriate strategies developed and resources allocated and reviewed for effectiveness:

- Employees based in regional areas;
- Clinical specialty groups;
- Managers and supervisors;
- Aboriginal and Torres Strait Islanders;
- Non-English speaking background;
- Women;
- People with disabilities.

Education and Competency Package Components

The following information is a summary of the NSW OTDS Nursing Education and Competency Package which commences with the appointment of a preceptor.

Outline of Topic

This program is designed to orientate and train Clinical Nurse Consultants (CNC) and Clinical Nurse Specialists (CNS) who work in the NSW Organ and Tissue Donation Service. The program will equip this target group with an awareness of and practice within:

- End of life care guidelines;
- Management of the potential organ and/or tissue donor;
- Potential legal and ethical Issues;
- Bereavement services and support for donor families;
- Clinical assessment and identification of potential donors, which includes clinical triggers;
- Procedural guidelines for NSW Hospitals and the Australian Organ and Tissue Donation and Transplant Authority;
- Education and professional development of health care workers regarding organ and tissue donation;
- Community awareness and promotion with the general public;
- Audit procedures;
- Reporting of key performance indicators;
- Clinical supervision and/or support for self; and
- Ability to seek expert consultation from relevant professional experts.

Pre & Post Test and Learning Contract

The pre and post test contains attitude and knowledge related questions to assist with the identification of learning needs and to assess the effectiveness of the program.

The contract names the learning needs and because of the specific nature of the program, provides three pre-identified objectives:

1. Develop an understanding of the fundamental legislative, clinical and operational aspects of organ and tissue donation for transplantation in NSW
2. Develop a level of competence to appropriately identify potential donors and work within the organ and tissue donation process in conjunction with the hospital based team, the State based agency and Tissue Banks.
3. Understand the clinical and professional responsibilities of the organ and tissue donation CNC or CNS.

Learning Modules

Objective One has eight learning modules:

1. National Guideline Framework

1. Describe the implications for clinical and institutional practice as outlined in the NHMRC document; Organ and Tissue Donation after Death, for Transplantation; Guidelines for Ethical Practice for Health Professionals.
2. Describe the process of determining brain death.
3. Describe the responsibilities of critical care staff within the organ and tissue donation process.
4. Describe the requirements for organ and tissue donation (e.g. legalities, medical suitability assessment and medical management of the potential organ donor) in the context of tissue only donation and multi-organ donation after brain death and cardiac death.
5. Identify and apply specific medical suitability criteria for organ and tissues.
6. Demonstrate the steps required to complete the Australasian Transplant Coordinators Association (ATCA) Confidential Donor Referral form.

2. State Legislation, Policies and Guidelines

Demonstrate an understanding of how to:

1. Explain the definition of death, refusal indication and privacy implications of the NSW Human Tissue Act.
2. Explain the role and responsibilities of Designated Officers and Designated Specialists.
3. Identify the components of the case definition in the Coroners Act.
4. Explain the process of seeking and confirming authorisation for organ and/or tissue retrieval for transplantation after death for a coronial and non-coronial case.
5. Explain and name the documentation requirements for confirmation of death and authorisation of organ and/or tissue retrieval for transplantation after death.

3. Local Clinical Procedures and Practice Guidelines

1. Have an awareness of local clinical procedures and practice as outlined in existing documents.
2. Be able to identify, review and update existing local clinical procedure and practise guidelines so that they are up-to-date, relevant and consistent with State/Territory and National legislation and guidelines.
3. Be able to apply, and appropriately communicate to relevant stakeholders about, new or revised local procedures and guidelines.

4. Principles of Learning and Presenting

1. Demonstrate an understanding of learning principles.
2. Be able to recognise the education and information delivery needs of different groups and situations with the ability to adapt the presentation content and delivery style appropriately.
3. Define and evaluate learning outcomes from education sessions.
4. Recognition of the local AHS and NSW OTDS policies and procedures regarding communication and contact with media.

5. Staff Support, Communication and Self Care

1. Develop an awareness of the emotions, stress and reactions that one might experience in the organ and tissue donation role.
2. Recognise actual and potential personal limitations that might influence the ability to support grieving families.
3. Develop appropriate own strategies to cope with grief and loss in the workplace.

6. Donor Family Care and Communication

1. Recognise that families will have different information, emotional, cultural and spiritual needs and that there is likely to be a wide variance in resilience both within and between families.
2. Recognise that families experiencing sudden death will have a limited capacity to process, store and retrieve information.
3. Create an environment that allows open and honest communication whilst maintaining confidentiality and privacy with clearly defined boundaries as to service provision.
4. In collaboration with the State Coordinator of Bereavement Services and the State Donor Nurse Consultants, ensure consistent and coordinated support for donor families through implementation of The Next Step Programme (or its equivalent).

7. Ethical, Cultural and Religious Considerations

1. Identify the different cultural and religious groups that reside within your AHS.
2. Be sensitive to the needs of those of different cultural and religious backgrounds in relation to care at end of life.
3. Identify available resources in relation to the indigenous population and culturally and CALD groups that exist within your individual institution and AHS.
4. Effectively communicate with indigenous clients and client who belong to a different CALD group.
5. Be aware of the different beliefs in relation to organ and tissue donation for the main cultural groups that reside within your AHS.
6. Identify the bioethics groups or committees that exist within your individual institution or AHS.

8. Reporting and Quality Assurance

1. Participate in clinical audit and quality initiatives with the aim of improving donation within your hospital/s. This includes recording and monitoring Key Performance Indicators:
 - a. Referral Rates/Notification data for both organ and tissue donation
 - b. Number of potential donors per month
 - c. Number of actual donors per month
 - d. Consent rates
 - e. Conversion rates
 - f. Education sessions delivered & attendance

- g. Documented evidence of meetings, relevant events and the progression of service development within your hospital/s
 - h. Sending out and distributing evaluation forms
2. Understand how to prepare and present activity and outcome report(s)
 3. Be familiar with the NSW/ACT Transplantation Related Monitoring Incident Reporting (TRIM) system for the organ and tissue donation process and report variances utilising the clinical pathway tool.
 4. Undertake ongoing prospective medical record reviews of all ITU and ED deaths within your designated Hospital/s.
 5. Participate in relevant research studies; formulate new clinical protocols/practices based on research findings.
 6. Participation and preparation of case presentations and reviews involving patient's where donation was and was not realised in forums such as departmental M+M meetings and State Liaison Group meetings.

Competency Assessment

The assessment for objective two includes competency assessment of the components of the three pathways to deceased donation; after brain death, after cardiac death and tissue only donation.

- a. Initial referral for all potential organ and tissue donors
- b. Process and mechanism for certifying death
- c. Human Tissue Act
- d. Requirements and documentation of Coronial Cases
- e. Organisation and management of consent process for families
- f. Comprehensive and systematic donor assessment and management
- g. Referral of organs and tissues
- h. Communication
- i. Requirements for procurement process including documentation and equipment
- j. Care of the Bereaved Family
- k. Care of Health Care Staff
- l. Documentation

Human Resources

Introduction

The NSW OTDS will employ the nursing based philosophy of a 'magnet hospital' to create a service that acknowledges that employees are central to service delivery and will provide a supportive environment for them to work in. This philosophy includes providing effective and supportive leadership, participatory management and involvement in decision making, a commitment to professional skills and qualities and appropriate levels of autonomy and accountability²¹. In addition to staff satisfaction, the benefits to the Service include successful recruitment and retention of staff and high standards of service delivery²².

The creation of the NSW OTDS has allowed for significant development of some roles. In addition, it has allowed for a more centralised approach to be adopted and will allow for the realisation of operational and administrative efficiencies. The centralisation of business support services will ensure a coordinated and consistent approach to the business of organ and tissue donation. The grouping of all organ and tissue donation services under one organisational structure will deliver improved service delivery for the clients and stakeholders.

Clinical staff will provide a 24 hour 7 days per week service. This will be achieved through staff participating in a statewide roster to ensure appropriate coverage and support. Innovative work practices will be employed to ensure that service delivery is met while ensuring staff workloads are maintained at acceptable limits. The use of technology will allow staff freedom of movement while still being able to provide appropriate clinical support.

Establishment

The additional funding for organ and tissue donation that has come about from the national reform agenda has resulted in a significant enhancement of the NSW Organ and Tissue Donation workforce. The retention and or redeployment of the existing workforce has been supported by the introduction of new positions at both the Area and State level.

Existing Positions

Existing positions at the State-based agency, LifeGift nsw/act, were transferred successfully from the ARCBS to the NSW OTDS on 01 July 2009. Existing Area-based donor coordinator positions were disestablished and the incumbents confirmed in the new roles of hospital-based CNC – Organ and Tissue or CNS – Organ and Tissue as appropriate.

NSW eye and tissue bank positions are currently under review. The final structure, roles and responsibilities is expected to be determined in late 2009.

Positions that were transferred to the NSW OTDS include:

- State Coordinator of Bereavement Services
Has overall responsibility for the delivery of specialist bereavement aftercare for families of organ and tissue donors for NSW.
- Communications Manager
Has responsibility for managing the communications portfolio for the NSW OTDS, including but not limited to media, event management, promotional campaigns and community awareness.
- Quality and Data Officer
Has responsibility for the management of the NSW OTDS database, performance and activity reporting, trend analysis and quality assurance.
- State Donor Nurse Consultants
Are primarily responsible for coordinating the organ and tissue referral, allocation and retrieval process in NSW and ACT public and private hospitals.

- Area Clinical Nurse Consultants - organ and tissue
Are part of the hospital-based organ and tissue donation team and have responsibility for a range of education and awareness raising activities and clinical processes to facilitate the process of organ and tissue donation. This includes donor identification, assessment, the consent process and support for families.
- Eye and Tissue Bank staff
Are responsible for eye and tissue donation processes.

New Positions

- NSW Medical Director (SMD)
Has overall responsibility for the functions and reporting activities of organ and tissue donation in NSW. Is the director of the NSW OTDS.
- Operations Manager
Is responsible for the operational management of the NSW OTDS. This includes management responsibility for the NSW Tissue Banks, management of the NSW OTDS external relationships, performance monitoring and management, corporate governance and coordination of service delivery.
- Business Manager
Is responsible for the management of the business support services including, HR, finance, administration support, data, reporting and quality assurance.
- Nurse Manager
Is the professional nursing leader within the NSW OTDS. The Nurse Manager is also responsible for the day to day operational management of solid organ donation, retrieval and allocation processes.
- Hospital Medical Directors (HMD)
Are leaders of the hospital-based team and are charged with the responsibility of optimising organ and tissue donation in the clinical setting. This role includes professional education of hospital staff, donor identification, donor suitability and the process of obtaining consent.
- Clinical Nurse Specialists (CNS 2) – Organ and Tissue
Are part of the hospital-based team and are responsible for a range of clinical processes to facilitate the process of organ and tissue donation, support donor families and provide education and awareness raising activities for health professionals and within the general community.
- Administration Staff
Are responsible for providing administrative support to the NSW OTDS executive and branches of the NSW OTDS.

Full Establishment

The NSW OTDS establishment consists of (excluding the NSW Tissue Banks):

- | | |
|--|---------------------------------------|
| • 12 FTE Hospital-based CNS 2 – Organ and Tissue | • 1 FTE Communications Manager |
| • 7 FTE Hospital-based Area CNC 2 – Organ and Tissue | • 1 FTE Data and Quality Officer |
| • 10 FTE Hospital Medical Directors – Organ and Tissue | • 1 FTE Administration Officer |
| • 5 FTE State Donor Nurse Consultants – Organ and Tissue | • 1 FTE Senior Administration Officer |
| • 1 FTE State Coordinator of Bereavement Services | • 1 FTE Nurse Manager |
| | • 1 FTE Business Manager |
| | • 1 FTE Operations Manager |
| | • 1 FTE NSW Medical Director |

Total count = 43 FTE across the State (excluding NSW Tissue Bank Staff).

Position Descriptions

Apart from the eye and tissue bank positions, all position descriptions have been reviewed, revised and graded as part of the transition to the NSW OTDS. A review of each position will occur 12 months after the introduction of the position to ensure that it is meeting the needs of the new service. Consultation will occur with the affected staff and their industrial representatives, as per normal HR procedures, where it is considered that the role and or responsibilities require modification.

All eye and tissue bank position descriptions will undergo a review in line with the recommendations of the NSW Tissue Bank review.

Area-based Position Locations

Hospital-based positions have been allocated based on Critical Care referral networks, geographical coverage and potential donor activity. While based at a particular hospital, the hospital-based teams will be required to provide organ and tissue donation services across their Area and Critical Care referral network as required.

NSW has a service level agreement with ACT Health for provision of clinical support for the GSAHS and ACT.

Orientation and Education

All NSW OTDS staff and all NSW hospital-based organ and tissue donation staff will complete the NSW OTDS orientation, induction and competency training in accordance with the education plan.

All new AHS service employees will complete local Area orientation requirements as required under the terms of their employment.

Performance Management

All staff employed as part of the NSW ODTs and all hospital-based organ and tissue donation staff will undergo annual performance appraisals in accordance with respective AHS performance management systems and NSW Health PD2005_180: Performance Managing for a Better Approach for NSW Health.

The NSW OTDS Nurse Manager, as the senior nurse of the organ and tissue nursing sector in NSW, will participate in all State and hospital-based nurse performance appraisals.

The NSW Medical Director – Organ and Tissue will participate in all Hospital Medical Director performance appraisals.

Executive staff performance appraisals will be conducted by the Chief Executive SESIAHS or the Chief Executive's nominated representative.

Finance Plan

Introduction

A key tenet of the National Reform Package is the provision of \$151.1 million in new Commonwealth funding of over four years to boost organ donation rates. In NSW this has meant an increase in Commonwealth funding of approximately \$5.4 million per annum for the employment of 10 hospital-based medical directors and 19 hospital-based clinical nurses specialists and clinical nurse consultants. In addition to hospital-based position funding, the reform package provides NSW with \$1.4 million for the operation of the NSW Organ and Tissue Donation Agency which is responsible for the donation coordination, referral and allocation of solid organs.

Activity based funding will also be available to hospitals to offset the operational costs associated with the donation process. This funding is targeted at reducing financial barriers to organ donation such as opening operating theatres after hours, calling in additional staff and managing donors in emergency departments or intensive care units while establishing donor suitability.

The NSW Government has continued its longstanding commitment to organ and tissue donation services by contributing \$1.24 million dollars of funding in addition to the Commonwealth funding. The NSW Government contribution has enabled the establishment of the NSW Organ and Tissue Donation Service which will provide a coordinated approach to organ and tissue donation in NSW.

Funding and Performance Agreements

The State of NSW has a funding and performance agreement with the Commonwealth Government for the implementation of the national reform agenda for organ and tissue donation. This agreement, signed by the Director-General NSW Health, outlines the funding, deliverables and reporting requirements of the State. A separate agreement has been signed by the Director-General and the Chief Executive SESIAHS for the implementation of the reform agenda by the NSW OTDS on behalf of the State.

Due to the Statewide nature of organ and tissue donation services, individual funding and performance agreements have been developed between the NSW OTDS and the Area Health Services for the delivery of hospital based components of the package in accordance with the NSW Health Implementation Plan.

The funding will be distributed centrally by the NSW Department of Health to Area Health Services. Control of the funding will be managed by the NSW Organ and Tissue Donation Service through funding and performance agreements with each Area Health Service.

The funding model for reimbursement by the National Authority of hospital-based operational costs associated with donor activity is yet to be released by the National Authority. The purpose of the activity-based funding is to reduce financial barriers to donation such as the costs associated with opening additional operating theatres.

Annual funding and performance agreements will be negotiated between the State and the Commonwealth for the four year duration of the reform package commencing in 2008/09 financial year.

Following the first six months of full operation, the NSWOTDS executive management team will review the budget to ensure that the budget is appropriate and reflects actual operating costs.

The Business Manager will review the budget phasing each quarter and make recommendations to the Executive Management Team on any re-phasing that is required to ensure compliance with the budget baseline. A full end of year financial report will be published in the NSW OTDS Annual Report.

Commonwealth Reconciliation and Acquittal

To ensure the appropriate use of the available funding, the State must demonstrate to the Commonwealth that it has appointed staff to the allocated positions prior to being able to access the funding. The State is required to acquit quarterly against hospital-based position occupancy rates and agency operating expenses.

State funding levels are to be reconciled by the Commonwealth on the receipt of each Progress Report (x 3) and Final Report (x 1), against the information provided by NSW on the occupancy rate of the positions. Any subsequent payments to the State will be reduced, as appropriate, by the net amount as determined by the Commonwealth.

The following information is required in the financial statement of each report to the Commonwealth for both the NSW OTDS and the NSW hospital-based staff.

EMPLOYEE COSTS
Wages and Salaries
Leave and Other Entitlements
Superannuation
Workers Compensation Premiums
Other Employee Expenses
SUPPLIER COSTS
Contractors and Consultants
Equipment and Software
Facilities Expenses
Motor Vehicle Expenses
Operating Lease Rentals
Outsource Providers / Managed Services
Telecommunications
Travel and Accommodation
Other Expenses
Additional Expenses Not Included Above

To facilitate the supply of this information, the Authority has developed an Excel based Funding and Expenditure Model for jurisdictions to complete and submit with each report. Each Financial Statement will be approved by the Chief Financial Officer, NSW Health prior to submission to the Commonwealth.

Budget 2009/10

Development of the budget has utilised the financial data provided by the Australian Red Cross Blood Service for the previous State-based agency LifeGift nsw/act. In addition to this, funding has been allocated for new activities as well as an increase in the staff establishment that is required for the State to be able to implement the reform package.

Revenue		Expenses	
Commonwealth Funding		Hospital-Based Staff	
- NSW Medical Director	\$350,000	- NCAHS	\$541,345
- Hospital-Based Staff	\$5,454,428	- HNEAHS	\$661,171
- Organ & Tissue Donation Agency	\$1,080,450	- GWAHS	\$104,201
- 08/09 Reimbursement	\$119,871	- GSAHS	\$208,402
- 08/09 Interim Funding	\$291,208	- SESIAHS	\$1,016,660
	\$7,295,957	- SSWAHS	\$1,009,739
		- SWAHS	\$942,014
NSW Government Funding		- CHW	\$52,101
- NSW O&T Donation Service	\$1,240,082	- NSCCAHS	\$889,913
	\$1,240,082	- Overtime Contingency Fund	\$28,882
			\$5,454,428
		NSW O&T Donation Service	
		- Salaries and Wages	\$1,665,032
		- Superannuation	\$119,498
		- TESL	\$31,200
		- Office Lease	\$160,000
		- Recruitment and Training	\$100,000
		- Travel and Accommodation	\$150,000
		- Office Expenses	\$70,000
		- Printing and Marketing	\$60,000
		- IT Charges	\$21,000
		- IT Transfer Costs	\$13,592
		- Video Conferencing System	\$34,810
		- Depreciation	\$9,000
		- Accrual of LSL from staff transfer	\$98,613
		- Repayment of Funding Advance	\$200,000
		- Tissue Bank Review	\$100,000
		- Laboratory Costs	\$248,866
			\$3,081,611
Total Revenue	\$8,536,039	Total Expenses	\$8,536,039

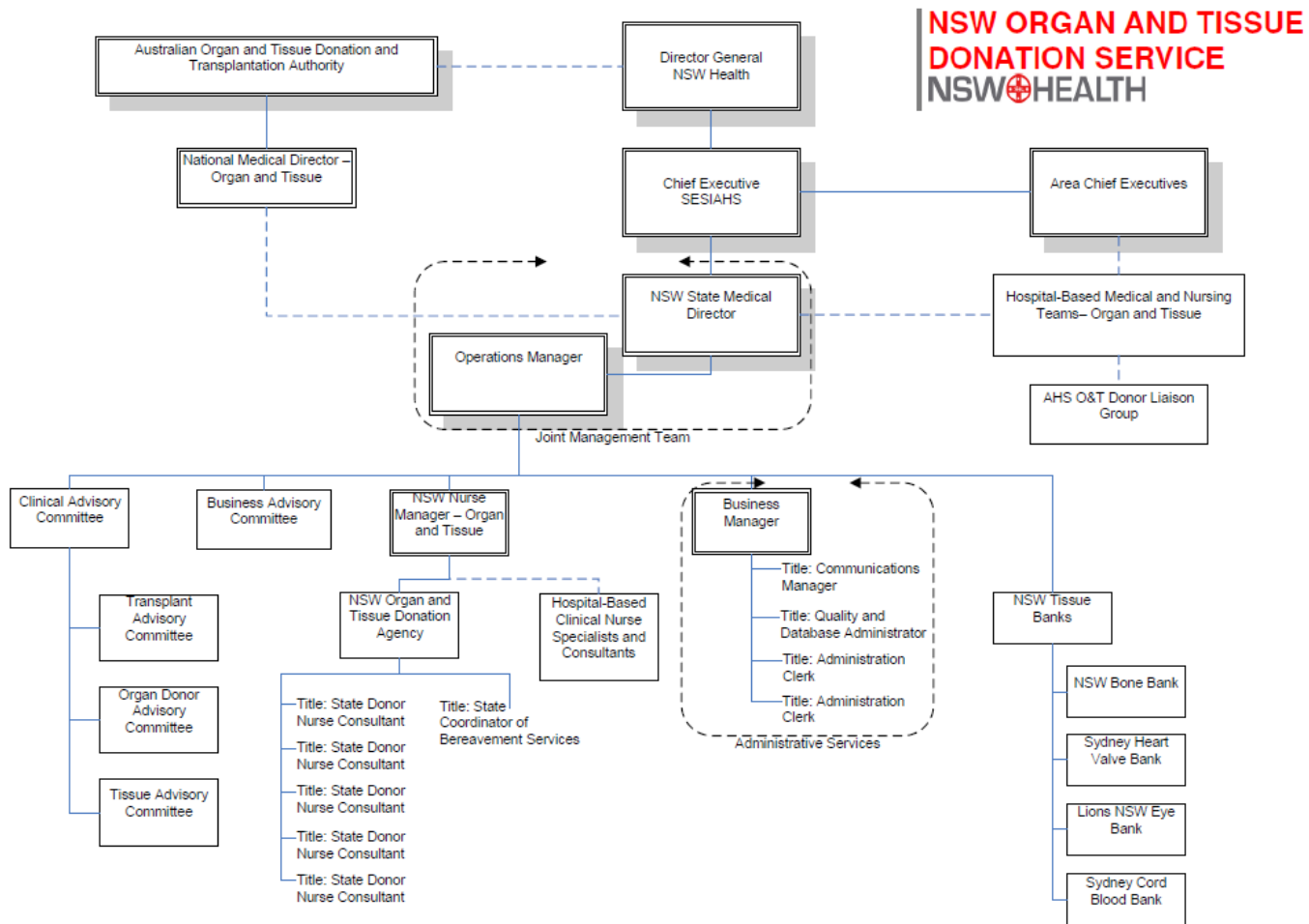
Note. Financial information for the NSW eye and tissue banks is not included in this financial plan. A full operational, financial and governance review of the individual tissue banks will be completed. Financial management of the eye and tissue banks is expected to be transferred to the NSW OTDS in 2010 once the review has been completed and its recommendations approved by the Chief Executive SESIAHS.

Appendices

- NSW Organ and Tissue Donation Service Organisational Chart
- Orientation to NSW Organ and Tissue Donation Service: General
- Orientation to NSW Organ and Tissue Donation Service: State Donor Nurse Consultants
- Orientation to NSW Organ and Tissue Donation Service: Hospital Medical Directors
Area Clinical Nurse Consultants, Clinical Nurse Specialist – Organ and Tissue

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NSW Organ and Tissue Donation Service Organisational Chart



Orientation to NSW Organ and Tissue Donation Service: General

Excluding State Donor Nurse Consultants, Hospital Medical Directors, Area Clinical Nurse Consultants and Clinical Nurse Specialists – Organ and Tissue.

Name: _____ Role: _____ Commencement Date: _____

1. Orientation

Subject	Item	Sub item	Responsibility	Completed Date
SESAHS Induction Day				
NSW Organ and Tissue Donation Agency office	Who sits where			
	White board calendar			
	Donor record locations, anniversary cards			
	Stationary cupboard			
	Referral/retrieval supplies – eskies, blood tubes, documentation, straps, labels			
	Resource info & folders, RTA & AODR folders, Journals			
	Urgent listing folders			
	Rotation Folders			
	Fax machine, photo copier, shredder			
Identification & Photo	From St George Hospital			
Cars	Availability and Travel log			
	Petrol			
	Where to park			
Office	Time sheets, pay day			
	Claiming Petty cash			
	Phone – land line and mobile			
	Phone numbers and contact details			
	Pager			
	Meetings – team meeting, journal club, case review	Dates and location		
	Ordering replacement stock			
	Cab Charges	Use and location		
IT access	Email address			

Subject	Item	Sub item	Responsibility	Completed Date
	Access to internet			
Staff meet and greet	NSW OTDS Medical Director			
	NSW OTDS Operations Manager			
	NSW OTDS Nurse Manager			
	NSW OTDS Business Manager			
	State Coordinator of Bereavement Services	Next Step Programme		
	Communications Manager			
	Quality and Data Officer	Databases – Education, TXCIS, Organ Retrieval report Forms		
	Administration Assistants			
	State Donor Nurse Consultants			
	ARCBS Tissue Typing Lab Manager	Role and Contact details		
	ADAPT Manager	Role and Contact details		
	ADAPT Clinical Nurse Consultants	Role and Contact details		
	Area Clinical Nurse Consultants and Clinical Nurse Specialists	Role and Contact details		
	Hospital Medical Directors	Role and Contact details		
	Transplant Units – Coordinators and surgeons	Role and Contact details		
	Eye and Tissue Banks	Lions NSW Eye Bank, Sydney Heart Valve Bank, NSW Bone Bank		
Committees – who, what, when and how	NSW Clinical Advisory Committee			
	Transplant Advisory Committee			
	State Liaison Group/Organ Donor Advisory Committee			
	Tissue Advisory Committee			
	RTAC			
	DDOPS			
	Service network meetings			
	NSW Transplant Coordinators			
	Training and assessment			
Australian Organ Donor Register & RTA Databases	Who, what, when and how			
NAT Screening	Why, when, how and by whom			
ANZDATA	Why, when, how and by whom			
Solid Organ Allocation	Why, when, how and by whom			

Subject	Item	Sub item	Responsibility	Completed Date
Legislation	1983 NSW Human Tissue Act			
Guidelines	ANZICS Organ Donation Guidelines			
	NHMRC Guidelines			
	ATCA National Guidelines			
	TSANZ donor and allocation guidelines			
	National DCD Guidelines			
	NSW Health DCD Guidelines			
	NSW End of Life Guidelines			
	NSW Health Blood Bourne Virus Guidelines			
	SOP – Donation after Brain Death			
	SOP – Donation after Cardiac Death			
	SOP – Bereavement			
	SOP – Media and Communications			
APODD	Why, when, how and by whom			
Notification Log	Why, when, how and by whom			
NOMS	Why, when, how and by whom			
IIMS	Incident Reporting			

2. Additional Training Program

Name or Subject of Course/workshop	Responsibility	Completed Date

Orientation to NSW Organ and Tissue Donation Service: State Donor Nurse Consultants

To be used in conjunction with the NSW OTDS Nursing Education and Orientation Package

Name: _____ Role: _____ Commencement Date: _____

Subject	Item	Sub item	Responsibility	Completed Date
SESAHS Induction Day				
NSW Organ and Tissue Donation Agency office	Who sits where			
	White board calendar			
	Donor record locations, anniversary cards			
	Stationary cupboard			
	Referral/retrieval supplies – eskies, blood tubes, documentation, straps, labels			
	Resource info & folders, RTA & AODR folders, Journals			
	Urgent listing folders			
	Rotation Folders			
	Fax machine, photo copier, shredder			
ARCBS Clarence Street orientation	Transport – Upper Basement			
	Tissue Typing – Level 3			
	Despatch – Level 1			
	Temperature Data Logger – Level 7			
	Level 5 – ABMDR, NOMS, IS			
Identification & Photo	From St George Hospital			
Cars	Travel log			
	Car inspection			
	Petrol			
	Where to park			
Office	Time sheets, pay day, claiming over time and time in lieu			
	Claiming Petty cash			
	Phone – land line and mobile			
	Phone numbers and contact details			
	Pager			
	Fax for home			
	On call folder and bag			

Subject	Item	Sub item	Responsibility	Completed Date
	Meetings – team meeting, journal club, case review	Dates and location		
	Ordering replacement stock			
	How to book a meeting room			
	Cab Charges	Use and location		
Computer	Email address			
	Access to internet			
	Dial-in access from home			
Staff meet and greet	NSW OTDS Medical Director			
	NSW OTDS Operations Manager			
	NSW OTDS Nurse Manager			
	NSW OTDS Business Manager			
	State Coordinator of Bereavement Services	Next Step Programme		
	Communications Manager			
	Quality and Data Officer	Databases – Education, TXCIS, Organ Retrieval report Forms		
	Administration Assistants			
	State Donor Nurse Consultants			
	ARCBS Tissue Typing Lab Manager	Access out of hours, process, key		
	ADAPT Manager	Role and Contact details		
	ADAPT Clinical Nurse Consultants	Role and Contact details		
	Area Clinical Nurse Consultants and Clinical Nurse Specialists	Role and Contact details		
	Hospital Medical Directors	Role and Contact details		
	Transplant Unit – Coordinators and surgeons	Role and Contact details		
	Eye and Tissue Banks	Lions NSW Eye Bank, Sydney Heart Valve Bank, NSW Bone Bank		
Committees – who, what, when and how	NSW Clinical Advisory Committee			
	Transplant Advisory Committee			
	State Liaison Group/Organ Donor Advisory Committee			
	Tissue Advisory Committee			
	RTAC			
	DDOPS			
	Network meetings			
	NSW Transplant Coordinators			
Roads and Transport Authority	Access			

Subject	Item	Sub item	Responsibility	Completed Date
Database (Tarantella)				
	Training and assessment			
Australian Organ Donor Register Database	Access			
	Training and assessment			
NAT Screening	Access – data logger			
	Why, when, how and by whom			
ANZDATA	Why, when, how and by whom			
Urgent Transplant Listings Guidelines	Why, when, how and by whom			
	1983 NSW Human Tissue Act			
	ANZICS Organ Donation Guidelines			
	NHMRC Guidelines			
	TRIM/Incident Reporting			
	SOP – Donation after Brain Death			
	SOP – Donation after Cardiac Death			
	SOP – Bereavement			
	SOP – Media and Communications			
	TSANZ donor guidelines			
NOMS	History, process			
APODD	Why, when, how and by whom			
Notification Log	Why, when, how and by whom			
Australasian Transplant Coordinators Association (ATCA)	Role, Membership and conference			
Transplant Nurses Association (TNA)	Role, Membership and conference			
TSANZ	Role, Membership and conference			
Education PowerPoint Presentations	ADAPT – medical and nursing			
	General Community			
	Hospital			
	Nursing – college and Uni			
Supervision	Contact details for Ann Mulheron			
Nursing ADAPT	Participant in workshop			
Medical ADAPT	Participant in workshop			

Orientation to NSW Organ and Tissue Donation Service: Hospital Medical Directors, Area Clinical Nurse Consultants, Clinical Nurse Specialists – Organ and Tissue

To be used in conjunction with the NSW OTDS Medical Education and Learning Framework and Nursing Education and Orientation Package

Name: _____ Role: _____ Commencement Date: _____

Subject	Item	Sub item	Responsibility	Completed Date
NSW OTDS Agency office visit				
Staff meet and greet	NSW OTDS Medical Director			
	NSW OTDS Operations Manager			
	NSW OTDS Nurse Manager			
	NSW OTDS Business Manager			
	State Coordinator of Bereavement Services	Next Step Programme		
	Communications Manager			
	Quality and Data Officer	Databases – Education, TXCIS, Organ Retrieval report Forms		
	Administration Assistants			
	State Donor Nurse Consultants	Role and Contact details		
	ADAPT Manager	Role and Contact details		
	ADAPT Clinical Nurse Consultants	Role and Contact details		
	Area Clinical Nurse Consultants and Clinical Nurse Specialists	Role and Contact details		
	Hospital Medical Directors	Role and Contact details		
	Transplant Units – Coordinators and surgeons	Role and Contact details		
	Eye and Tissue Banks	Lions NSW Eye Bank, Sydney Heart Valve Bank, NSW Bone Bank		
Committees – who, what, when and how	NSW Clinical Advisory Committee			
	Transplant Advisory Committee			
	State Liaison Group/Organ Donor Advisory Committee			
	Tissue Advisory Committee			

Subject	Item	Sub item	Responsibility	Completed Date
	RTAC			
	DDOPS			
	Network meetings			
	NSW Transplant Coordinators			
Roads and Transport Authority Database (Tarantella)	Why, when, how and by whom			
Australian Organ Donor Register Database	Why, when, how and by whom			
NAT Screening	Why, when, how and by whom			
ANZDATA	Why, when, how and by whom			
Urgent Transplant Listings	Why, when, how and by whom			
Guidelines	1983 NSW Human Tissue Act			
	ANZICS Organ Donation Guidelines			
	NHMRC Guidelines			
	TRIM/Incident Reporting			
	SOP – Donation after Brain Death			
	SOP – Donation after Cardiac Death			
	SOP – Bereavement			
	SOP – Media and Communications			
	TSANZ donor guidelines			
NOMS	History, process			
APODD	Why, when, how and by whom			
Notification Log	Why, when, how and by whom			
Australasian Transplant Coordinators Association (ATCA)	Role, Membership and conference			
Transplant Nurses Association (TNA)	Role, Membership and conference			
TSANZ	Role, Membership and conference			
Education PowerPoint Presentations	ADAPT – medical and nursing			
	General Community			
	Hospital			
	Nursing – college and Uni			
Nursing ADAPT	Participant in workshop			
Medical ADAPT	Participant in workshop			

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- 9 LifeGift nsw/act Next Step Programme – Bereavement Aftercare Standard Operating Procedure
- 10 LifeGift nsw/act Next Step Programme – Bereavement Aftercare (Area Donor Coordinator Guidelines)
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