



Australian Government
Organ and Tissue Authority

Organ and tissue donation for transplantation in Australia **2014–2018** Strategic plan



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A collaborative strategy between:



Donateline Australian Capital Territory

Donateline New South Wales

Donateline Northern Territory

Donateline Queensland

Donateline South Australia

Donateline Tasmania

Donateline Victoria

Donateline Western Australia

Foreword

Transplantation is an effective and well-established treatment that can significantly benefit Australians facing illness, disability or premature death. Noting that the demand for organs for transplantation continues to exceed supply in Australia, as in the rest of the world, we are committed to optimising every donation opportunity. Clinicians in the donation and transplantation sectors, governments, and members of the community have a role to play in contributing to an organ and tissue donation service for Australians that meets our expectations.

On 2 July 2008 the Australian Government, recognising the importance of bridging the gap between the demand for transplantation and the availability of organs and tissues, announced a national reform programme to implement a world's best practice approach to organ and tissue donation for transplantation, which was endorsed by the Council of Australian Governments on 3 July 2008.

In January 2009 the Organ and Tissue Authority (OTA) was established to manage the implementation of the national reform programme, and over that year the DonateLife Network, a national network of DonateLife Agencies and hospital-based medical and nursing specialists in organ and tissue donation, was established to provide a coordinated approach to organ and tissue donation for transplantation.

There has been strong growth in donation and transplant outcomes since the establishment of the OTA and the DonateLife Network. In 2013, our national organ donation outcome was 58% higher than 2009 and the number of transplant recipients was 39% higher.

Despite the improvements in donation and transplantation outcomes, there are still not enough donated organs to meet the current need and the future need which is anticipated to grow with the ageing of Australia's population and the increased incidence of chronic diseases. In 2013, there were approximately 1,500 Australians waiting for an organ

transplant at any point in time. Obviously there is still much to do to continue to build on and sustain the increase in organ and tissue donation to ensure that more Australians are able to benefit from transplantation.

To date, strategic priorities to focus implementation of the national reform programme have been developed on an annual basis. As the implementation of the national reform programme matures, it is timely to develop a strategic plan over a longer period.

This strategic plan has been developed with input from the Advisory Council and the Jurisdictional Advisory Group. It aims to outline our vision and priorities for 2014-18 to ensure a shared understanding of our purpose and strategies to achieve our national goal of 25 organ donors per million population (dpmp) by 2018.

The strategies and actions outlined in the plan will be reviewed and updated annually to ensure the plan remains current and aligns with available resources and the updated plan will inform the development of strategic priorities for each future financial year.

In the 2014 federal Budget, the Australian Government announced plans to merge the functions of the National Blood Authority (NBA) with the OTA. This work is being progressed in the context of a whole-of-government approach to ensure new arrangements are effectively implemented.

We are committed to achieving the objectives, and implementing the strategies and actions, outlined in this strategic plan.

The National Reform Programme

The aim of the Australian Government's national reform programme is to implement a nationally coordinated world's best practice approach to organ and tissue donation for transplantation in collaboration with the states and territories, clinicians and the community sector.

The twin objectives of our national reform programme are:

1. To increase the capability and capacity within the health system to maximise donation rates, and
2. To build community awareness and stakeholder engagement across Australia to promote organ and tissue donation.

Our Vision

Our vision is to make Australia a world leader in organ and tissue donation for transplantation, and to work in partnership with state and territory governments to improve access by Australians to life- transforming transplants.

Our Mission

Our mission is to deliver a highly effective nationally consistent organ and tissue donation system for transplantation with the support of Australian governments, the clinical profession and the community and to increase the number of people from all parts of Australian society who consent to organ and tissue donation.

Our world's best practice approach

Australia's national reform programme was developed in the context of clear international commitments and statements by the World Health Organization relating to the obligation of governments to be more accountable and responsible for implementing safe, ethical and effective organ and tissue donation and transplantation systems at the national level.

Evidence from comparable countries demonstrates that a coordinated national approach and system, focused on clinical practice reform, improves organ donation and transplantation rates. The key reform elements adopted in Australia and by leading countries in organ and tissue donation are:

- > An appropriate legal and ethical framework
- > A national coordinating body
- > Hospital-based clinical donation specialists
- > Specialist training for clinical staff in management of the donation process and family donation conversations
- > Implementation of a clinical governance framework that supports quality assurance and audit of hospital clinical practice and governance of the donation process
- > Financial support to donor hospitals to ensure that costs related to donor management are not a barrier to donation
- > Media engagement and national community awareness and education
- > International cooperation to share best practice.

The Australian national reform programme has been informed by best practice in countries that are world leaders in organ and tissue donation.

The National Reform Programme

Organ and tissue donation - a precious opportunity

Only around 1-2% of people who die in hospitals, die in the specific circumstances required to be a potential organ donor. For this reason, it is important to optimise the identification of potential donors and the conversion of potential donors to actual donors.

Unlike organ donation, many more people can become eye and tissue donors as tissues can be donated up to 24 hours after death regardless of how and where death occurred.

Throughout this plan, unless otherwise specified, 'tissue' refers to all tissue types, including eye tissue.

The 2014-18 strategic plan includes outcome data for the 2013 calendar year. As this plan is updated for future financial years, the outcome data will be updated.

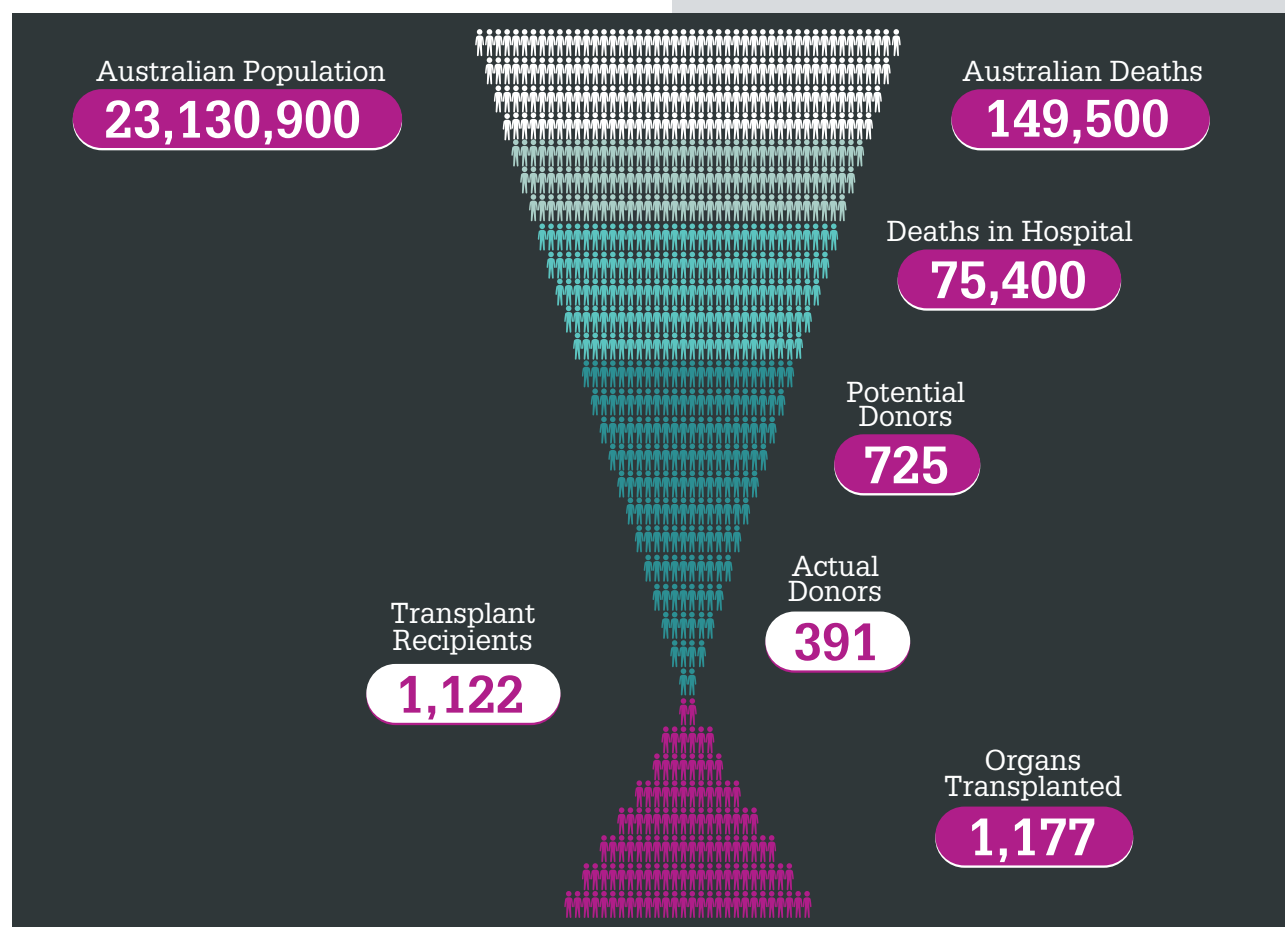
In 2013 the Australian population was 23,130,900 with an estimated 149,500 deaths occurring.

Of these, approximately 75,400 deaths occurred in hospitals with around 725 potential organ donors identified.

Requests to families for donation were made in around 700 cases, with approximately 430 families consenting to donation.

In just under 40 cases where family consent was given, donation did not proceed for a variety of clinical reasons.

The resulting 391 deceased organ donors enabled 1,177 organs to be transplanted, transforming the lives of 1,122 transplant recipients - the highest donation and transplantation outcome since national records began in 1989.



Progress

Australia has achieved strong growth in donation and transplant outcomes since the establishment of the OTA and the DonatLife Network in 2009. The 2013 donation outcome was 10% higher than in 2012 (391 donors compared to 354 in 2012). The 2013 outcome represented a 58% increase in the number of donors in 2009, the year the DonatLife Network was established.

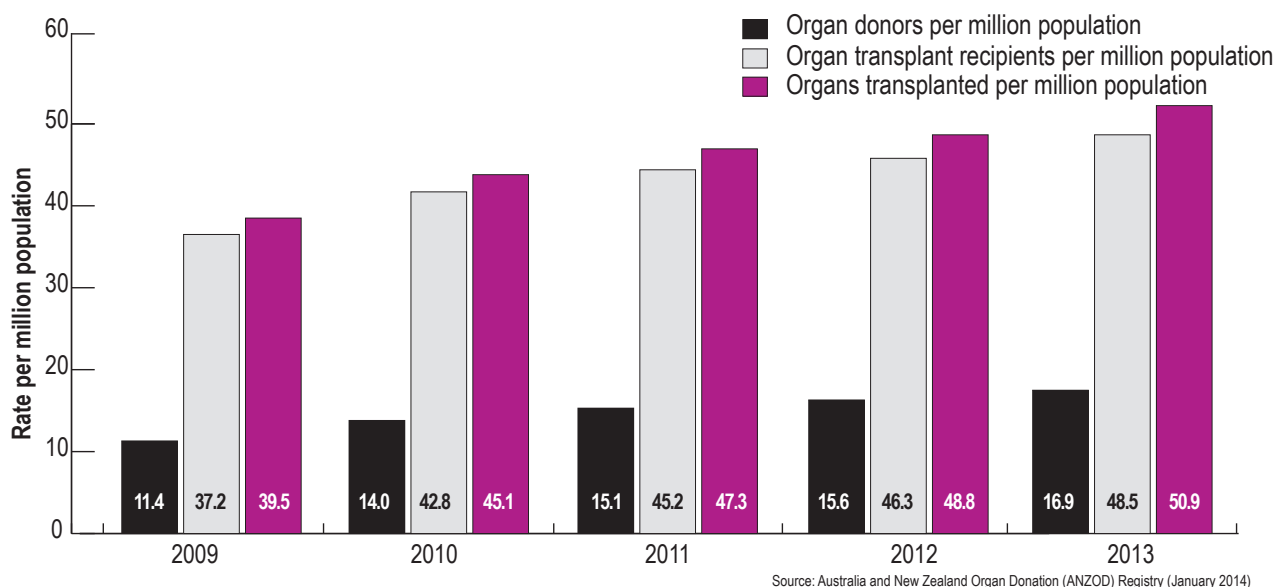
As a result the organ transplant recipient outcome was 7% higher than in 2012 (1,122 transplant recipients compared to 1,053 in 2012). The 2013 outcome represented a 39% increase in the number of transplant recipients (808) in 2009, the year the DonatLife Network was established.

In this time there have been major changes in Australia's organ and tissue donation infrastructure, most notably with the embedding of dedicated medical and nursing donation specialist staff in organ and tissue donation in key hospitals across Australia,

who work collaboratively with staff from eight DonatLife Agencies and their clinical colleagues. Initiatives such as the introduction of the Professional Education Package (PEP) and the DonatLife Audit of potential donor opportunities have further developed the skills of the hospital based donation specialist doctors and nurses, while the introduction of Organ Donation Hospital Support Funding has provided a contribution towards the costs associated with organ donation activity.

Further measures such as the introduction of a national donor family support service, the implementation of the Australian Paired Kidney Exchange programme and development of the Consensus Statement on Eligibility Criteria and Allocation Protocols for Organ Transplantation from Deceased Donors have all provided greater support, access and sector accountability to the Australian public.

Organ donation and transplantation outcomes 2009-13

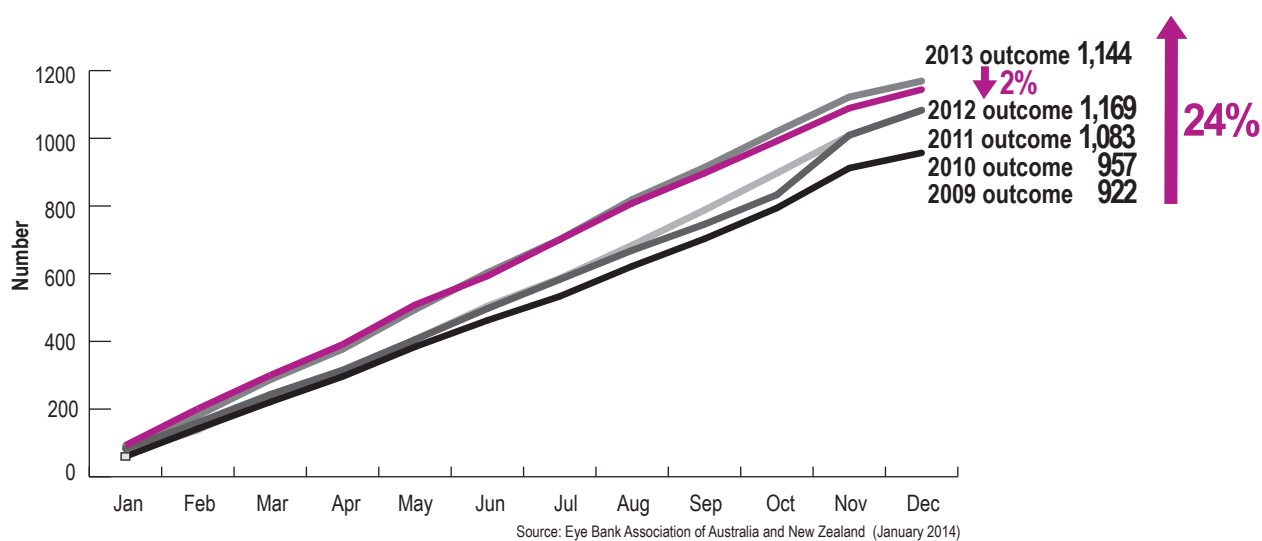


Note: All references to donation and transplantation in this document refer to deceased donation and transplantation of deceased donor organs unless otherwise stated.

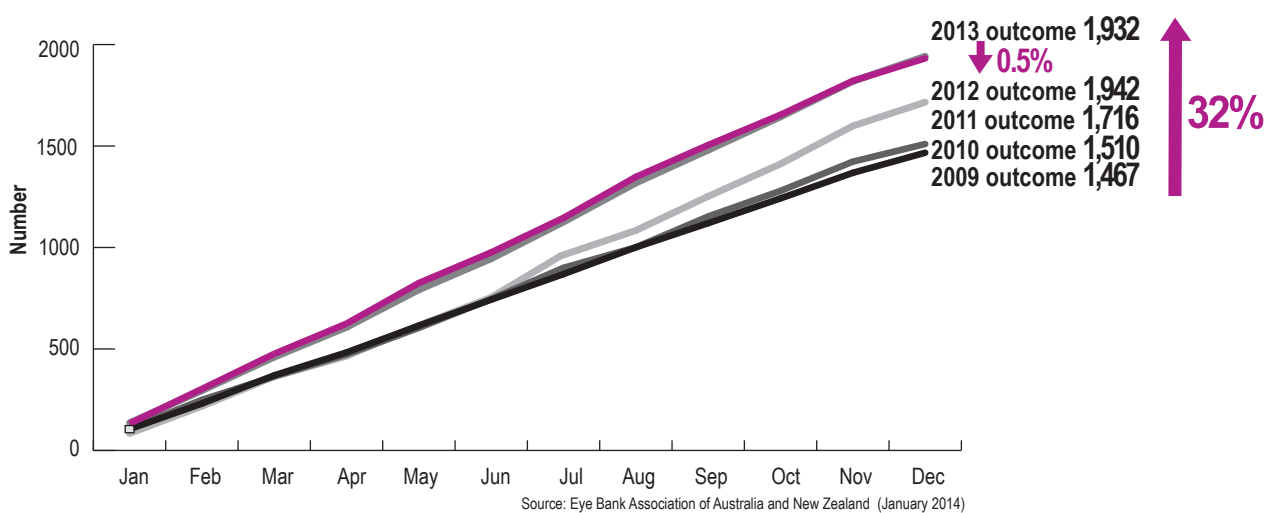
Progress (continued)

Since 2012, Australia has been able to report on national eye and tissue donation and transplantation data, with growth also occurring in both of these sectors as well.

Eye donors 2009-13

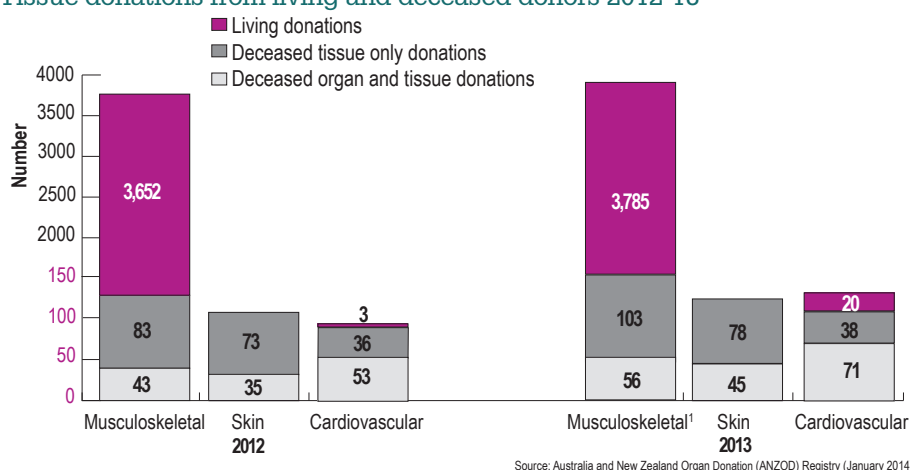


Corneal transplants 2009-13

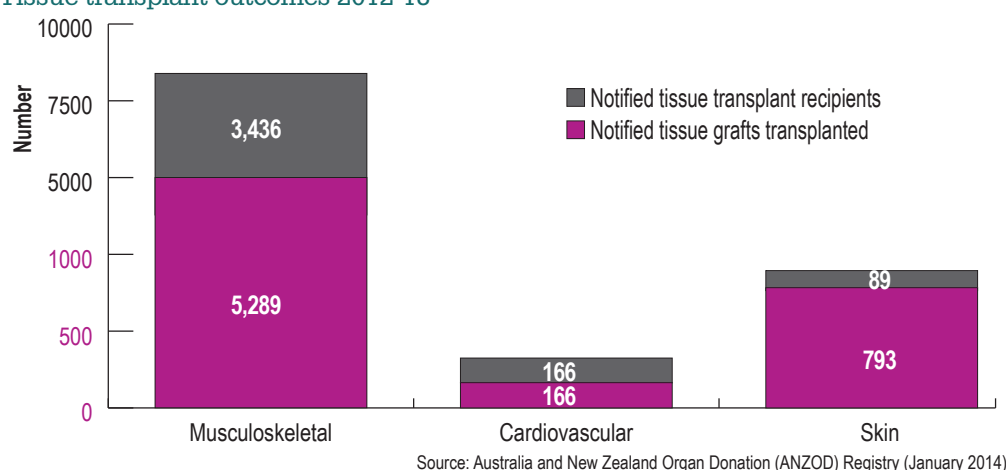


Progress (continued)

Tissue donations from living and deceased donors 2012-13



Tissue transplant outcomes 2012-13



These achievements are a tribute to those implementing the national reform programme; healthcare professionals involved in donation and transplantation; a wide range of community groups and religious and cultural leaders who have committed to work to raise awareness and promote organ and tissue donation for transplantation in the community; and particularly to organ donors and their families who have generously consented to donation.

Through the national DonatLife community awareness and education program considerable progress has been made in increasing public awareness of the importance of family discussion and knowledge of donation decisions. This is reflected in

the increased levels of family discussion at the height of the DonatLife advertising campaign and in the gradual increase in families initiating discussions regarding the potential for organ donation in the hospital setting. At the same time, there is an ongoing need to engage the community to register donation decisions and most importantly to discuss and know family donation decisions. There is a prevailing gap between those who believe their family know their donation decisions and those who actually know the donation decisions of their loved ones.

While the need for organs and tissue will continue to exceed availability, we can do more to increase our donation and transplantation outcomes. This is a challenge for the whole of Australian society.

Partnerships and Collaboration

Increasing organ and tissue donation for transplantation in Australia is a collective responsibility and requires a whole of community response.

At the forefront of our work are the families of deceased organ donors, transplant recipients and their families, and those Australians and their families waiting for a transplant. These Australians play a significant role in helping us to educate the broader community to understand the need and benefits of donation for transplantation.

To optimise opportunities for Australians to receive a life-transforming transplant, we must work together to normalise clinical and community acceptance of organ and tissue donation to ensure that donors and their families are provided with every opportunity to donate.

To achieve this, Commonwealth, state and territory governments, clinicians, professional bodies, eye and tissue banks, consumers and the community sector work in partnership to improve organ and tissue donation and transplantation outcomes in Australia.

Our partners also include faith and cultural organisations, media, corporate partners and community partners that support organ and tissue donation and transplantation within their communities.

All partners:

- Work collaboratively to realise our shared goal of a sustained increase in organ and tissue donation
- Receive and consider advice provided by others
- Respect their contribution and actively engage them in taking our mission forward
- Demonstrate integrity
- Manage efficiently to provide a sound return on investment for the Australian community.

Below are the key stakeholders with whom we work to implement the national reform programme, alongside our collective engagement with the Australian community.

Government:

- Australian Health Ethics Committee
- Australian Government Department of Health (including the Therapeutic Goods Administration)
- Australian Government Department of Human Services
- ACT Health
- Department of Health, Western Australia
- Department of Health, Northern Territory
- Department of Health and Human Services, Tasmania
- Department of Health, Victoria
- National Health and Medical Research Council
- NSW Ministry of Health
- Queensland Health
- South Australian Department for Health and Ageing

Professional bodies:

- Australian and New Zealand Intensive Care Society
- Australian College of Critical Care Nurses
- Australasian College for Emergency Medicine
- Australian Medical Students Association
- Australasian Transplant Coordinators Association
- Biotherapeutics Association of Australasia
- College of Intensive Care Medicine of Australia and New Zealand
- Eye Bank Association of Australia and New Zealand
- Transplant Nurses Association
- Transplantation Society of Australia and New Zealand

Partnerships (continued)

Eye and tissue banks:

- > ACT Bone Bank
- > Australian Biotechnologies
- > Barwon Health Bone Bank
- > Cells and Tissue Therapies Western Australia
- > Donor Tissue Bank of Victoria
- > Hunter New England Bone Bank
- > Lions Eye Bank WA
- > Lions Eye Donation Service VIC
- > NSW Bone Bank
- > NSW Lions Eye Bank
- > PlusLife
- > Queensland Bone & Skin Bank
- > Queensland Eye Bank
- > Queensland Heart Valve Bank
- > South Australian Eye Bank
- > South Australian Tissue Bank
- > Sydney Heart Valve Bank

Community Organisations:

- > David Hookes Foundation
- > Donor Families Australia
- > Eurobodalla Renal Support Group
- > Gift of Life Incorporated
- > Heart and Lung Transplant Trust (Victoria) Inc
- > Kidney Health Australia
- > LiverKids Australia
- > Organ Donation and Transplant Foundation of WA
- > Sammy D Foundation
- > Students and Volunteers for Organ Donation
- > St John of God Health Care
- > Transplant Australia
- > Transplant Cricket Australia
- > Zaidee's Rainbow Foundation

Donation and transplant outcome registries:

- > Australia and New Zealand Dialysis and Transplant Registry
- > Australia and New Zealand Liver Transplant Registry
- > Australia and New Zealand Organ Donation Registry
- > Australian and New Zealand Cardiothoracic Transplant Registry
- > Australian Corneal Graft Registry
- > National Organ Matching Service

International Organisations:

- > Canadian Blood Services
- > Donation and Transplantation Institute, Spain
- > Gift of Life Donor Program, USA
- > Institute for Transplantation and Biomedicine, The Republic of Croatia
- > Instituto Portuguese do Sanque e da Transplantacao, Portugal
- > International Registry on Organ Donation and Transplantation, Spain
- > National Health Service, UK
- > National Transplant Organization (ONT), Spain
- > Organ Donation New Zealand
- > The Transplantation Society
- > World Health Organization

Other organisations:

- > Australian Red Cross Blood Service

The Future

Despite the progress achieved to date, the demand for transplantation in Australia continues to exceed the supply of organs. The wait for a transplant can extend to years and comes at a significant cost to those needing a transplant, their family and community, and to the health system. It is for these reasons that continued sustained growth is required over the next four years to 2018.

The ability of Commonwealth, state and territory governments, working with the community and clinicians to maximise organ and tissue donation for transplantation, will require ongoing focus on key areas such as increasing the number of identified potential donors, improving the number of successful donation outcomes and ensuring that appropriate systems are in place to support organ and tissue donation and transplantation. In order to try to meet the demand it is essential that we work with Australian governments, the community and, the donation and transplant sectors to develop strategies that will increase availability of deceased donor organs and maximise organ transplantation.

The Australian community also has an ongoing role to play in increasing organ and tissue donation for transplantation. Unless individuals and their families consent to donation, transplant rates cannot improve. Australians need to consider organ and tissue donation as the normal and expected thing to do, both for themselves and their loved ones. Work will continue with the community to maintain active engagement and build on the high level of support for organ and tissue donation; to encourage all Australians to register their donation decision on the Australian Organ Donor Register and most importantly to discuss their donation decision with family members.

While the need for organs from deceased donors outweighs their availability, an appropriate balance must be found to address the needs of individuals who would benefit from receiving a transplant.

Unfortunately, whatever the allocation process, there will be people who could benefit from an organ transplant but will not receive one due to the limited availability of deceased donor organs.

In an attempt to expand the number of organs available for transplantation, extended criteria for organ suitability have been developed for some but not all organs. Success with this approach is being achieved internationally. Extended criteria relate to the characteristics of the donor (e.g. comorbidities, infectious diseases, age) or the donor organ (e.g. longer ischaemic time) that can be associated with poorer outcomes after transplantation in some recipients. However, the prospect of the potential recipient surviving considerably longer than may occur without a transplant, and the resulting community benefit, should be weighed against the medical factors and potentially higher risk involved. In these cases, the application of an alternate allocation system to match an extended criteria organ to suitable recipients should be explored.

Further growth in organ and tissue donation for transplantation will require us to work even more closely with our clinical and transplant colleagues and the broader community. We must ensure that the very best use is made of this scarce resource in order to provide as many Australians as possible with access to transplantation. This will necessitate further strengthening of the already strong professional relationships that exist between the donation and transplant communities to ensure that more organs are useable and surgeons are better supported to transplant organs safely into the most appropriate recipient. It will require ongoing development of relevant systems, policies and protocols to keep pace with the changing clinical environment to maintain a safe, ethical and effective organ donation for transplantation system in Australia.

The Future (continued)

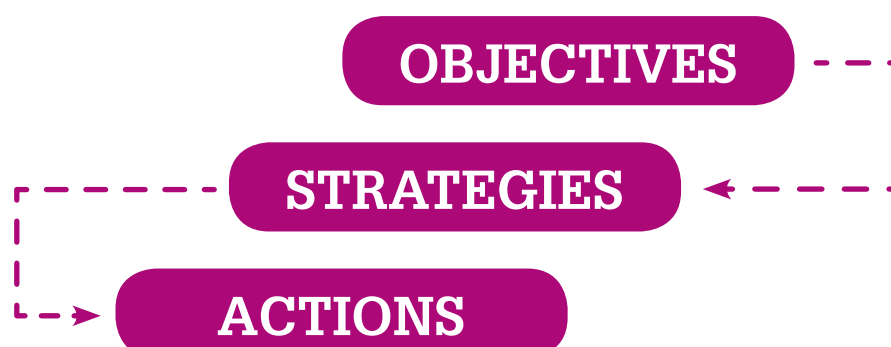
Ongoing awareness of developments in medical technologies is integral to understanding and utilising the best options available to the Australian community. There are scientific developments and research on the horizon that will challenge current accepted clinical and ethical practice in donation and transplantation. We need to be prepared to address clinical and ethical issues that may arise in relation to any evolving technology and techniques in organ transplantation and, the ongoing transition from innovation of research to established practice.

Developments in the field of organ transplantation such as machine reperfusion of organs have the potential to transform and increase the opportunities for patients needing a transplant. Repair and regeneration of organs will have a substantial impact on the number of suitable organ donors. Both mechanical and biological (stem cell) organ replacement therapies may change the profile of people needing an organ transplant. Eye and tissue banks are strong candidates to become launching hubs for novel biotechnology, enhanced tissue grafts and biotherapeutics. Work with the eye and tissue banking sector will continue to foster a strong national network, and consistency and sustainability of the sector.

We will work even more closely with our donation and transplantation sectors and the broader community with the aim to provide Australians with the opportunity to make informed decisions about their donation and transplantation options, in order to provide more Australians with the appropriate transplant outcome for them.

The OTA will work with the Department of Health and the NBA on plans to merge functions to streamline corporate and administrative activities within the context of a whole-of-government approach to other entity mergers to ensure new arrangements are effectively implemented.

The Plan



This strategic plan has been developed to ensure that organ and tissue donation is delivered on a collaborative basis throughout Australia with a view to increasing organ donation outcomes to 25 donors per million population (dpmp) by 2018.

The plan identifies the objectives, strategies and actions resulting from consultation with our stakeholders, as well as identifying performance measures.

The following key objectives are identified:

1. Increase the number of potential organ and tissue donors
2. Improve organ and tissue donor conversion rates
3. Enhance systems to support organ and tissue donation and transplantation.

Strategies are identified to support achievement of each objective and a set of actions for each of the four years 2014–18 is identified to support achievement of each strategy.

These strategies and actions represent a challenge to all those with a role in organ and tissue donation and transplantation. All stakeholders will need to continue to work together to achieve these outcomes.

Work to implement these strategies commenced on 1 July 2014. Our delivery against these objectives, strategies and actions is reported regularly to

stakeholders and the Australian Government. Implementation is managed by a framework of internal governance and control mechanisms.

Annual Review

The plan will be reviewed and updated annually to ensure it remains current and aligns with available resources. The annual review will provide the opportunity to assess the effectiveness of the planned strategies and actions in terms of progress towards achievement of the objectives; to identify any changed circumstances, needs or priorities; and to update the plan to ensure it remains relevant and practicable.

Strategic Priorities

In addition, the annual update of the plan will inform development of strategic priorities for the coming year which will focus our efforts; guide the allocation of our resources; and streamline reporting of progress. The OTA will submit the strategic priorities to the DonateLife Network leadership team, comprising the Advisory Council, the Jurisdictional Advisory Group and Operations/Agency/Clinical Managers, for endorsement.

Objective 1

INCREASE THE NUMBER OF POTENTIAL ORGAN AND TISSUE DONORS

DONOR IDENTIFICATION	STRATEGIES	ACTIONS			
		2014-15	2015-16	2016-17	2017-18
	Implement end of life prompts for donor identification and referral	Review, enhance and promote clinical triggers to identify all potential organ and tissue donors in emergency departments and intensive care units Explore options and agree an approach for comprehensive referral to the DonateLife Agency of all potential organ donors	Develop and implement the agreed comprehensive referral system Explore options and agree an approach for automatic death notification in hospitals for eye and tissue only donation	Evaluate the implementation of the comprehensive referral system Develop and implement the agreed system for automatic death notification in hospitals for eye and tissue only donation	Further review and evolve the comprehensive referral system Evaluate the implementation of the agreed comprehensive referral and automatic death notification system for eye and tissue only donation
	Provide professional education and training for clinicians	Raise professional awareness and knowledge of donation pathways and clinical processes through the Introductory Donation Awareness Training (IDAT) workshop Support peak bodies in promotion of professional guidance and training for brain death determination	Promote commencement of an organ and tissue Graduate Diploma course Develop a national education strategy on the comprehensive system for referral of potential organ donors Consider development of additional modules to extend the Professional Education Package (PEP)	Monitor enrolment and uptake of the organ and tissue Graduate Diploma course Implement the education strategy on the comprehensive system for referral of potential organ donors Develop and implement agreed additional PEP modules	Evaluate the education strategy on comprehensive referral and additional PEP modules Consider development of additional modules to extend the PEP
	Optimise the uptake of Donation after Circulatory Death (DCD) donation pathway in hospitals	Refine and apply an appropriate definition and DonateLife Audit system application for more accurate capture and reporting of DCD data Review the National Protocol for DCD and identify opportunities for increasing the uptake and consistency of DCD practice in the donation and transplantation sectors Increase the focus of DCD in national PEP education initiatives	Implement agreed and tested potential DCD methodologies in the DonateLife Audit production tool Commence reporting the full potential donor data set, including potential DCD donors, and use the data to inform debriefs and local case review of missed potential donor cases and to identify best practice Develop DCD key performance indicators (KPIs) Release the revised National Protocol for DCD	DCD KPIs are reported routinely as part of the DonateLife Audit Report Continue to promote uptake and consistent practice in donation and transplantation sectors	Apply DCD data driven analysis to inform strategies to increase conversion of DCD potential donors

Objective 1 (continued)

INCREASE THE NUMBER OF POTENTIAL ORGAN AND TISSUE DONORS

	STRATEGIES	ACTIONS			
		2014-15	2015-16	2016-17	2017-18
DONOR IDENTIFICATION	Establish processes to optimise the transplantation of organs from extended criteria donors (ECD)	Engage with the community and the donation and transplantation sectors (National Health and Medical Research Council, Transplantation Society of Australia and New Zealand) to gain support and consensus for optimised acceptance of ECD Promote awareness of changes and technological advancements that optimise the availability and quality of organs for transplantation with consideration of health technology assessment processes	Consider and develop national protocols, guidelines, tools and resources that will support the transplantation of organs from ECD Work with the donation and transplantation sectors to optimise transplantation of organs from ECD: <ul style="list-style-type: none"> > Better organ and recipient matching > Improved access to testing and screening > Work with jurisdictions to establish and maintain effective and efficient retrieval services > Allocation systems and processes > Scope national best practice guidelines for organ preservation strategies > Standardise extended criteria for donor suitability 	Develop and deliver education strategies that support the implementation of agreed national protocols and guidelines for transplantation of organs from ECD Develop best practice guidelines for organ preservation strategies	Evaluate the implementation of national protocols, guidelines, tools and resources and the transplantation of organs from ECD
	Support living organ donation	Continue to implement the Australian Paired Kidney Exchange (AKX) programme Work with the Department of Health to understand the relationship and impact of living kidney donation on deceased organ donation Work with the Department of Health on strategies to provide for living donor leave	Continue to implement and evaluate the AKX programme		
LIVING DONATION					

Objective 2

IMPROVE ORGAN AND TISSUE DONOR CONVERSION RATES

	STRATEGIES	ACTIONS			
		2014-15	2015-16	2016-17	2017-18
OPTIMISING REQUEST AND FAMILY CONSENT	Continue to develop an Australian best practice request and consent model for organ and tissue donation for transplantation	Complete the national evaluation of the pilot of request and consent models for offering organ and tissue donation in hospitals across Australia	Develop a national best practice model for request and consent for donation by analysing the findings from the national pilot	Develop an education strategy to support the implementation of a nationally agreed best practice model for request and consent	Evaluate the implementation of the national best practice model for request and consent Review the model in line with the findings of the evaluation
	Increase education of professionals involved in conversations about organ and tissue donation	Develop advanced Family Donation Conversation (FDC) modules on faith and cultural perceptions and requirements Develop communications training on calling families for consent for eye and tissue donation	Develop and deliver an advanced FDC module on a current topic of interest for donation professionals	Develop and deliver an advanced FDC module on a current topic of interest for donation professionals Review of the PEP and FDC modules	Develop and deliver an advanced FDC module on a current topic of interest for donation professionals Review the effectiveness of the PEP as an education delivery mode for health professionals in the donation and transplantation sector
NORMALISING COMMUNITY ACCEPTANCE	Continue to build public support and confidence in Australia's donation and transplantation system	Implement the national communications plan to increase family discussion and knowledge of the Australian Organ Donor Register (AODR) – registered donation decisions Continue to work with the Department of Health and the Department of Human Services to improve AODR online registration processes	Work with the Department of Health and the Department of Human Services to introduce the functionality for electronic signatures to register legal consent on the AODR Implement a national online donor registration campaign, in consultation with key stakeholders, to encourage Australians to utilise the enhanced AODR functionality to register their legal consent and revising the Professional Education Program to incorporate the AODR changes	Revise the national communications plan Evaluate the national online donor registration campaign	Implement the revised national communications plan, informed by market research on current attitudes and awareness levels

Objective 2 (continued)

IMPROVE ORGAN AND TISSUE DONOR CONVERSION RATES

	STRATEGIES	ACTIONS			
		2014-15	2015-16	2016-17	2017-18
CARE OF POTENTIAL DONORS	Support informed family discussion and AODR registration of donation decisions within culturally and linguistically diverse (CALD) and Aboriginal and Torres Strait Islander (Indigenous Australian) communities	Implement the national CALD community education and engagement plan, and engage an Indigenous Australian communications partner organisation to develop a national Indigenous Australian community education and engagement plan to improve access to culturally appropriate information about organ and tissue donation	Revise the national CALD community education and engagement plan, and implement the Indigenous Australian community education and engagement plan	Implement the national CALD and Indigenous Australian community education and engagement plans	Revise the national CALD and Indigenous Australian community education and engagement plans informed by market research on current attitudes and awareness levels
	Optimise physiological management of potential organ donors	Develop national clinical protocols to optimise the management of potential donors, with initial focus on management of brain dead donors	Embed the endorsed national protocols into clinical practice Scope options for the development of additional national clinical protocols	Evaluate the effectiveness of national clinical protocols, and develop new national clinical protocols as required	Revise national clinical protocols as necessary

Objective 3

ENHANCE SYSTEMS TO SUPPORT ORGAN AND TISSUE DONATION AND TRANSPLANTATION

RESOURCES	STRATEGIES	ACTIONS			
		2014-15	2015-16	2016-17	2017-18
	Continue to develop the Electronic Donor Record (EDR)	Undertake a post implementation evaluation of the EDR organ module Scope the feasibility of implementing eye and tissue banking modules	Update the EDR organ module in light of the findings of the evaluation Complete the feasibility scoping for implementing the tissue banking module Develop the EDR eye and tissue modules and associated processes	Implement the EDR eye and tissue modules and associated processes	Undertake a post implementation evaluation of the EDR eye and tissue modules and associated processes
	Deliver a national vigilance and surveillance system for deceased organ donation and transplantation	Develop a national vigilance and surveillance framework that complements existing jurisdictional incident reporting and investigation systems for the chain of donation through to transplantation	Implement the national vigilance and surveillance system and establish an expert advisory committee to monitor adverse events related to deceased organ donation and transplantation	Monitor implementation of the national vigilance and surveillance system	Undertake a post implementation evaluation of the vigilance and surveillance system
	Support the delivery of ethical guidelines and clinical protocols for organ transplantation from deceased donors	Contribute to the development of the ethical guidelines through representation on the National Health and Medical Research Council (NHMRC) Expert Advisory Group Assist the transplantation sector in the development of organ-specific Clinical Protocols	Support alignment of the ethical guidelines and clinical protocols	Support the community and the donation and transplantation sectors in the use of the ethical guidelines and clinical protocols Maintain the currency of the ethical guidelines and clinical protocols	
	Provide organ donation hospital support funding (ODHSF)	Administer funding agreements with States and Territories, Hospital and Health Services and Private Hospitals	Assess the effectiveness of the ODHSF model and outcomes Negotiate ODHSF funding with States, Hospital and Health Services and Private Hospitals		

Objective 3 (continued)

ENHANCE SYSTEMS TO SUPPORT ORGAN AND TISSUE DONATION AND TRANSPLANTATION

		ACTIONS			
STRATEGIES		2014-15	2015-16	2016-17	2017-18
DATA AND RESEARCH	Continue to develop systems and processes to capture, analyse and report on donation and transplantation data and research	<p>Develop the OTA Data Governance Framework</p> <p>Continue to develop the DonatLife Audit tool and processes to enable the reporting of Donation after Circulatory Death donation activity</p> <p>Continue to develop performance monitoring and measuring systems in accordance with the OTA Performance Reporting Framework</p> <p>Conduct and report on Wave 1 of the national Donor Family Study (2010 and 2011) seeking feedback from families on their donation experience</p> <p>Conduct market research into Indigenous Australian community attitudes and awareness levels</p>	<p>Implement the OTA Data Governance Framework and amend as necessary</p> <p>Implement the enhancements to the DonatLife Audit tool and processes to enable the reporting of Donation after Circulatory Death donation activity</p> <p>Conduct and report on Wave 2 of the national Donor Family Study (2012 and 2013)</p> <p>Develop strategies to support research in the donation and transplantation sectors</p> <p>Conduct market research into general community attitude and awareness levels</p> <p>Work with the transplant sector and registries to improve the quality of data available on transplantation outcomes and access to transplantation</p>	<p>Review the implementation of the OTA Data Governance Framework and amend as necessary</p> <p>Conduct and report on Wave 3 of the national Donor Family Study (2014 and 2015)</p> <p>Conduct market research into CALD community attitude and awareness levels</p> <p>Evaluate the updated DonatLife Audit tool and processes</p>	<p>Conduct and report on Wave 4 of the national Donor Family Study (2016 and 2017)</p> <p>Conduct market research into general and ATSI community attitude and awareness levels</p>
	Continue to support the ongoing development of the eye and tissue sector in collaboration with professional bodies	<p>Support the development and implementation of eye and tissue sector specific training and education programmes</p> <p>Implement nationally agreed eye and tissue definitions to support the consistent reporting of performance data and enhanced retrieval, processing and storage systems</p>	<p>Complete the review of the eye and tissue sector and present findings to the COAG Health Council (CHC) for a decision on the future structure and sustainability of the Australian eye and tissue sector</p> <p>In consultation with stakeholders develop an implementation plan for the agreed COAG CHC recommendations</p>	<p>Support the eye and tissue sector during the implementation of the agreed COAG CHC recommendations</p> <p>Complete implementation of the ISBT 128 coding standard across the eye and tissue sector</p>	<p>Review the eye and tissue sector education programmes</p>

Objective 3 (continued)

ENHANCE SYSTEMS TO SUPPORT ORGAN AND TISSUE DONATION AND TRANSPLANTATION

	STRATEGIES	ACTIONS			
		2014-15	2015-16	2016-17	2017-18
EYE AND TISSUE SECTOR	Continue to support the ongoing development of the eye and tissue sector in collaboration with professional bodies (continued)	Commence a review of the eye and tissue sector to inform the development of more effective, efficient, and sustainable working models across the sector	Develop an implementation plan for the integration of the ISBT 128 coding standard into the eye and tissue sectors Implement the Biotherapeutics Association (BAA) of Australia National Competency Matrix and Training Modules for Australian Tissue Banks Develop and implement the BAA and Eye Bank Association of Australia and New Zealand (EBAANZ) Donor Surveillance Pilot Continue to support eye and tissue sector organisations in complying with the Therapeutic Goods Administration Biologicals Framework		
AUSTRALIAN ORGAN MATCHING SYSTEM	Support the development of an Australian Organ Matching System (AOMS) to improve organ allocation and matching processes	Fund and support the Australian Red Cross Blood Service (Blood Service) to undertake a scoping review of options for the provision of an AOMS	Commence the development of AOMS	Complete the development of AOMS Implement the AOMS	Develop a review and evaluation plan to assess the effectiveness of the AOMS in meeting the requirements of the donation and transplantation sectors

Objective 3 (continued)

ENHANCE SYSTEMS TO SUPPORT ORGAN AND TISSUE DONATION AND TRANSPLANTATION

	STRATEGIES	ACTIONS			
		2014-15	2015-16	2016-17	2017-18
DONATELIFE NETWORK	Continue to support the evolution of the DonateLife Network in response to changes in the requirements of the organ and tissue donation and transplantation service model	<p>Monitor jurisdictional progress in implementing the national reform programme in accordance with the current funding agreements</p> <p>Continue to implement and develop the Clinical Governance Framework (CGF) and the Clinical Practice Improvement Programme (CPIP)</p> <p>Evaluate the CPIP/CGF to inform the development and implementation of Phase 2 of the programme</p> <p>Deliver the 2015 DonateLife Network Forum</p>	<p>Negotiate state and territory funding agreements for delivery of organ and tissue donation services from 1 July 2016</p> <p>Implement and monitor Phase 2 of the CGF/CPIP including a Targeted Hospital Improvement Programme</p>	Implement the state and territory funding agreements	Evaluate Phase 2 of the CGF/CPIP
CARE OF DONOR FAMILIES	Provide national Donor Family Support Services to ensure that donor families have access to quality bereavement care and support	<p>Review and update the National Donor Family Support Services Guidelines</p> <p>Consider opportunities for national recognition of donors and their families</p>	Consider findings from Wave 2 of the national Donor Family Study to inform enhancements to family support services	Review and update the resources provided to families after donation	Consider findings from Wave 3 of the national Donor Family Study to inform enhancements to family support services
OTA AS AN AGENCY OF EXCELLENCE	Maintain the OTA as an agency of excellence	<p>Foster a team of enthusiastic and dynamic people with relevant skills and expertise</p> <p>Align organisational structure and processes to support the OTA's business objectives</p>			

Objective 3 (continued)

ENHANCE SYSTEMS TO SUPPORT ORGAN AND TISSUE DONATION AND TRANSPLANTATION

	STRATEGIES	ACTIONS			
		2014-15	2015-16	2016-17	2017-18
OTA AS AN AGENCY OF EXCELLENCE	Maintain the OTA as an agency of excellence (continued)	Work with the Department of Health and the NBA on plans to merge functions to streamline corporate and administrative activities within the context of a whole-of-government approach to other entity mergers to ensure new arrangements are effectively implemented	Review and update the strategic plan and develop strategic priorities for 2016-17	Review and update the strategic plan and develop strategic priorities for 2017-18	
		Review and update the strategic plan and develop strategic priorities for 2015-16			

Outcome and Performance Measures

The aim of the strategy is for Australia to achieve an organ donation rate of 25 dpmp by 2018. This will require focused and sustained collaborative effort by all those contributing to the implementation of the national reform programme.

It is important to be able to understand whether the sum of these actions is having the expected impact. The following performance and outcome measures will be used to track progress:

Performance Measure 1 Donor per million population rate (dpmp)

2018 national target: 25 dpmp

Performance Measure 2 Transplant recipients from deceased donors per million population rate

2018 national target: 70 transplant recipients per million population

Note: Performance Measures 1 and 2 are time limited targets and progress is measured using national organ and tissue donation and transplantation data reported by the Australia and New Zealand Organ Donation Registry. These targets will be reviewed annually and the Strategic Plan will be updated if required.

While Performance Measure 2 is specific to deceased donors, public reporting will include transplant recipients from deceased donors per million population as well as transplant recipients from combined deceased and living donors per million population.

These performance measures, reported by calendar year, will enable comparison with international benchmarks.

Progress against these performance measures will be reported in the OTA Performance Report and the OTA Annual Report.

Performance Measure 3 Request rate: requests / potential donors x 100

(Number of requests as a percentage of all potential organ donors)

National target: 100%

Performance Measure 4 Consent rate: consents / requests

(Number of consents as a percentage of all requests of potential organ donors)

National target: 75%

Performance Measure 5 Conversion rate: actual donors / potential donors x 100

(Number of actual donors as a percentage of potential organ donors)

National target: 70%

Note: Performance Measures 3-5 are aspirational targets and progress is measured using data from the DonatLife Audit.

Progress against these performance measures will be reported in the OTA Annual Report.

Outcome Measure 1 Develop and implement performance measures for the tissue sector by the end of 2018

Note: Progress against Outcome Measure 1 will be reported as regular updates to the Jurisdictional Advisory Group.

2014-15 Strategic Priorities

During 2014-15, the Organ and Tissue Authority (OTA) will continue to remain focused on the delivery of the national reform programme objectives and outcomes, and to work with all our stakeholders in achieving continued and sustained increases in organ and tissue donation. In particular, the OTA will be focussing on five key priority areas:

1. Implementing the second stage of the DonateLife Clinical Governance Framework

The second stage of the DonateLife Clinical Governance Framework will deliver a targeted hospital practice improvement program for the subset of DonateLife Network (DLN) hospitals with demonstrated performance below national average outcomes in request and consent rates. It will prioritise intervention using outcome and process performance data from the DonateLife Audit and the Clinical Governance Framework.

The targeted hospital practice improvement program will build on the Clinical Governance Framework which has been implemented across the DLN and provides the governance and accountability structure that supports effective implementation of a Clinical Practice Improvement Program in each DonateLife Network hospital across Australia.

2. Developing a national vigilance and surveillance framework for organ donation and transplantation

The national vigilance and surveillance framework will support the reporting and investigation of adverse outcomes related to organ donation and transplantation. The data gathered will inform clinical practice improvement and allow for public reporting.

3. Delivering specialist education to health professionals involved in conversations with families about the opportunity for donation

Education will continue to be provided in all states and territories through the Family Donation Conversation (FDC) workshops of the Professional Education Package. FDC workshops provide health professionals with the necessary knowledge and skills to communicate with grieving families and support them to make a fully informed and enduring decision about donation.

The effectiveness of the FDC training, including its impact on requesting practices, family experiences and consent rates for donation, will continue to be evaluated.

4. Conducting community awareness and education activities on organ and tissue donation, in partnership with sector and community organisations

The public will continue to be educated about the need for family discussion and knowledge of organ and tissue donation decisions and be provided information to assist them in making and registering donation decisions on the Australian Organ Donor Register.

In partnership with sector organisations and the broader community, awareness raising activities will comprise: DonateLife Week; targeted community education campaigns; media liaison; and, online and social media engagement. These activities will include targeted outreach with communities and demographic groups that are less engaged with organ and tissue donation, including culturally and linguistically diverse audiences.

5. Merge functions of the OTA and NBA

The OTA will work with the Department of Health and the NBA on plans to merge functions to streamline corporate and administrative activities within the context of a whole-of-government approach to other entity mergers to ensure new arrangements are effectively implemented.

2015-16 Strategic Priorities

During 2015-16, the Organ and Tissue Authority (OTA), in partnership with state and territory governments and the DonateLife Network, will continue to remain focused on the delivery of the national reform programme objectives and outcomes to achieve continued and sustained increases in organ and tissue donation. Our efforts will focus on five key priority areas:

1. Implementing the second phase of the DonateLife Clinical Governance Framework including a Targeted Hospital Improvement Programme

The OTA, in partnership with State and Territory Governments and the DonateLife Network, will implement Phase 2 of the Clinical Governance Framework and Clinical Practice Improvement Program (CPIP) including a Targeted Hospital Improvement Programme. This phase will include building cross-border peer relationships between like hospitals to strengthen local organ and tissue donation practice through exposure to alternate systems and approaches within the national DonateLife Network. It will provide development opportunities; shared learning programmes; and targeted focus on hospitals with the greatest potential for growth in donation outcomes as part of the Targeted Hospital Improvement Programme, to ensure the adoption of best organ donation practice for donor identification and family consent conversations in all DonateLife hospitals. This implementation will be monitored using enhanced performance measures and reporting processes.

2. Continuing to deliver specialist education to health professionals involved in conversations with families about the opportunity for donation

Education opportunities for health professionals involved in family donation conversations will continue to be developed and delivered. This work will contribute to increasing the donation consent rate. Advanced Family Donation Conversation (FDC) workshops will be developed to provide treating clinicians and donation specialists with increased knowledge and skills to support families in making donation decisions. In addition, an Eye and Tissue FDC workshop tailored to telephone-based family consent for eye and tissue donation outside of the hospital setting will be developed and delivered.

3. Developing a national vigilance and surveillance framework for organ donation and transplantation

Endorsement of the National Vigilance and Surveillance Framework to further support safety and quality in organ donation for transplantation will be sought from states and territories and key stakeholders. The Framework will support the investigation, resolution and learning from adverse outcomes related to organ donation for transplantation. In addition, a Vigilance and Surveillance Expert Advisory Committee will be established to provide advice on appropriate evaluation, reporting and remedial action required for notified adverse events related to deceased organ donation for transplantation.

4. Commencing development of the Australian Organ Matching System

Development of the Australian Organ Matching System (AOMS) will commence to replace the current organ matching system. The AOMS will be developed with the functionality to adapt in an agile and timely manner to implement future clinical innovations in the matching and allocation of donor organs. The system will allow for optimal matching of transplant recipients through the application of best-practice algorithms to further maximise the equity of access and clinical outcomes of transplants in Australia.

5. Conducting community awareness and education activities on organ and tissue donation

The proportion of legal consent registrations on the Australian Organ Donor Register (AODR) will be increased by introducing the functionality for electronic signatures to register legal consent. This will remove the current barriers in the process, as well as providing greater certainty of an individual's donation decision for clinicians and families at the family donation conversation. The electronic registration process will be supported by the OTA through the implementation of a national online donor registration campaign and revising the Professional Education Program to incorporate AODR changes.