



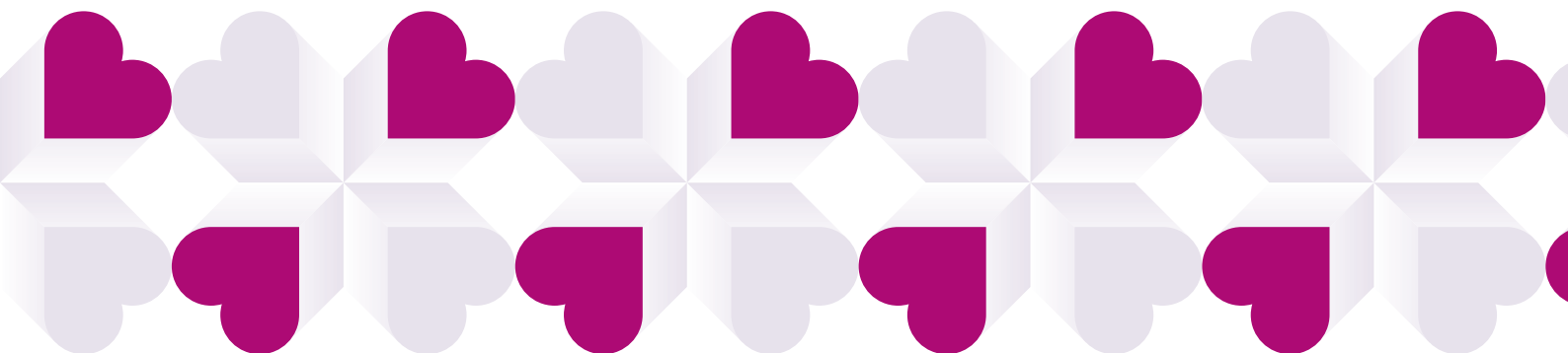
Australian Government
Organ and Tissue Authority




Progressing Australian organ and tissue
donation and transplantation to 2024

Strategic Plan





2020–21 to 2023–24





The Government's national program is delivered in partnership with the community, states and territories, the national DonateLife Network, the donation and transplantation clinical sectors and eye and tissue banks.

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Foreword

Transplantation is an effective and well-established treatment that saves lives, restores health and improves quality of life; and offers significant cost benefits to the health system when compared with other treatment options.

Transplantation relies on the donation of organs and tissues. However, there is a persistent disparity between the supply of and need for transplantable organs in Australia, as there is in the rest of the world. For this reason, the Organ and Tissue Authority (OTA) in collaboration with our key stakeholders are committed to optimising every donation opportunity.

This strategic plan identifies our four objectives across the next four years 2020–21 to 2023–24, and the strategies and actions to support achievement of each objective. Future planning in the COVID-19 environment is complex and delivery of our program will inevitably be impacted by this uncertainty. Recognising the current environment and its challenges, actions that require a dedicated focus over the next 12 months to support the national program have been prioritised in this plan. The Board has approved this approach and the plan will continue to be reviewed annually.

Our aim for the next 12 months is to support the national program to continue safe delivery of donation and transplantation services for all Australians, and optimise transplantation opportunities for the more than 1,700 Australians waitlisted for an organ transplant, and a further 12,000 people on dialysis who may benefit from a transplant.

We thank and acknowledge the generous Australians and their families who have saved and transformed the lives of transplant recipients through organ and tissue donation. The generosity of donors and their families who consent to donation have a profound impact on those Australians who receive a transplant, as well as on their families and communities. We also acknowledge the dedication and commitment of our donation and transplantation specialists.

The current environment is challenging, and the OTA Board, and Chief Executive Officer, Lucinda Barry, look forward to continuing to work in collaboration with our partners and key stakeholders to optimise the availability of donated organs and tissues and ensure more Australians benefit from transplantation.



Dr Mal Washer
OTA Board Chair

00 September 2020

Our Strategic Plan

This plan identifies the objectives, strategies and actions for the four years 2020–21 to 2023–24 and the performance measures against which our progress will be reported.

Due to the current environment, actions requiring a dedicated focus for the 2020–21 period have been prioritised.

The strategic plan is reviewed and updated annually. The annual review provides the opportunity to assess the effectiveness of the strategies and actions in terms of progress; to identify any changed circumstances, needs or priorities; and to update the plan to ensure it remains relevant and practicable.

Purpose, objectives, strategies and actions



Purpose

Our purpose is to save and improve the lives of more Australians through optimising every potential organ and tissue donation for transplantation.



Objectives

1

Optimise donation opportunities for transplantation



Strategies



Actions

2

Provide specialist support for families involved in the donation process



Strategies



Actions

3

Increase consent through registration and family discussion



Strategies



Actions

4

Enhance systems and processes to support donation and transplantation



Strategies



Actions



Performance measures

(refer to page 17)

Prioritised actions

2020–21

Key strategic focus areas – 1 July 2020 to 30 June 2021

Focus area	Actions
1 DonatLife Network Collaboration and support for our DonatLife Network to save and improve the lives of more Australians through optimising organ and tissue donation for transplantation	1.1 Continue to lead program delivery in response to changes in the COVID-19 environment and any associated changes to donation and transplantation services, including a safe, flexible workforce and service delivery model
	1.2 Continue to promote clinical best-practice in organ and tissue donation through the <i>Best Practice Guideline for Offering Organ and Tissue Donation in Australia</i> and the Clinical Practice Improvement Program (CPIP) Phase 4, noting the need for adaptability in response to the COVID-19 environment
	1.3 Deliver innovative best practice education and training of donation specialists, intensive care and other clinical staff in a COVIDSafe environment. This includes evolving the core Family Donation Conversation workshop in line with best practice and delivery of web-based coaching for Donation Specialists
	1.4 Further enhance support services for families throughout the donation experience incorporating learnings from the national Donor Family Study
	1.5 Implement and monitor the Australian Donor Risk Assessment Interview (AUS-DRAI)
	1.6 Implement the 2020-21 work plan for eye and tissue donation through the Eye and Tissue Advisory Committee
	1.7 Collaborate with the Commonwealth Department of Health and all jurisdictions on the draft <i>National Policy Framework for the Eye and Tissue Sector</i>
	1.8 Continue to contribute to the NHMRC review of the <i>Ethical guidelines for organ and tissue donation and transplantation in Australia</i>
	1.9 Agree options and approach to facilitate increased Australian Organ Donor Register (AODR) registrations, including state and territory driver's licence systems. Collaborate with the Department of Health, Services Australia and jurisdictions to overcome barriers and facilitate progression
	1.10 Develop innovative ways to deliver our community awareness and engagement in a COVID-19 environment. This includes a digital focus for DonatLife Week in 2020 and a social media plan
	1.11 Continue to look at culturally appropriate ways and resources to engage with Aboriginal and Torres Strait Islander (ATSI) people and culturally and linguistically diverse (CALD) communities to further increase awareness, with consideration of COVIDSafe requirements
	1.12 Continue to offer forums for collaboration and engagement with the retrieval and transplantation sector including through our clinical committees, with consideration of COVIDSafe requirements

Focus area	Actions
<p>2 Retrieval and transplantation</p> <p>Collaboration and support for the retrieval and transplantation sector to save and improve the lives of more Australians through optimising organ and tissue donation for transplantation</p>	<p>2.1 Continue to support program delivery in response to changes in the COVID-19 environment and any associated changes to donation and transplantation services, including support for local, jurisdictional and national communication and coordination of changes to service delivery</p> <p>2.2 Continue to monitor the prevalence of COVID-19 nationally and globally to identify and respond to potential impacts on the national program including continued engagement with the National Incident Room and the Australian Health Protection Principal Committee (AHPPC)</p> <p>2.3 Work with the transplant sector to increase the transplantation of organs from an expanded donor pool including acceptance of above normal risk donors, noting that acceptance criteria and practice may change in response to the COVID-19 environment</p> <p>2.4 Support the ongoing currency review and update of the <i>Clinical guidelines for organ transplantation from deceased donors</i> including guidance on malignancy risk and patient consent processes</p> <p>2.5 Continue to work with the clinical sector to identify opportunities for review and update of the renal organ allocation within the OrganMatch governance framework</p> <p>2.6 Support the clinical sector to enhance the efficiency of the organ allocation, offer and acceptance process in Australia, noting that practice and associated logistics may change in response to the COVID-19 environment</p> <p>2.7 Support the transition to virtual crossmatch on 1 July 2021</p> <p>2.8 Consider options and approach for living donation in Australia</p> <p>2.9 Continue to support the Australian and New Zealand Paired Kidney Exchange (ANZKX) Program, noting that practice and associated logistics may change in response to the COVID-19 environment</p> <p>2.10 Support TSANZ to explore new techniques and technologies for the preservation and utilisation of retrieved organs</p> <p>2.11 Continue to support forums for collaboration and engagement with the retrieval and transplantation sector: COVID-19 Taskforce; Transplant Liaison Reference Group; OrganMatch Strategic Governance Committee; and ongoing TSANZ and professional engagement, with considerations of COVIDSafe requirements</p> <p>2.12 Work with the Commonwealth Department of Health and state and territory governments to progress the recommendations from Phase 1 of the <i>Review of the organ donation, retrieval and transplantation system</i></p>

Focus area	Actions
<p>3 Data and systems</p> <p>Enhanced data analytics, reporting and systems to support the donation, retrieval and transplantation sector to save and improve the lives of more Australians through optimising organ and tissue donation for transplantation</p>	<p>3.1 Continue to monitor and report on the impacts of COVID-19 across the organ donation and transplantation sector</p> <p>3.2 Continue to review and evolve national, jurisdictional and hospital DonateLife dashboard reporting incorporating CPIP Phase 4 KPIs</p> <p>3.3 Collaborate with jurisdictions to progress the Data Governance Framework and agree the national de-identified data set to inform continual improvement in donation and transplantation systems</p> <p>3.4 Develop a suite of national and jurisdictional retrieval and transplant dashboards</p> <p>3.5 Support utilisation of OrganMatch as the national waitlisting system for all organs</p> <p>3.6 Continue to identify and support enhancements to OrganMatch to support transparency, equity, adaptability and efficiencies to drive clinical best practice, noting practices may need to change in response to the COVID-19 environment</p> <p>3.7 Develop and implement the OrganMatch website</p> <p>3.8 Continue to identify and support enhancements to the EDR to support efficiencies and clinical best practice</p> <p>3.9 Collect and analyse data on consent rates for tissue donation in DonateLife hospitals</p> <p>3.10 Collect and analyse registration data, including key registration demographics and the effectiveness of registration channels, to inform future initiatives</p> <p>3.11 Continue the evolution of the national vigilance and surveillance system; collection, analysis and reporting of serious adverse events and reactions for deceased organ donation and transplantation</p> <p>3.12 Further enhance and maintain currency of the DonateLife website and social media platforms</p> <p>3.13 Enhance and maintain currency of the DonateLife Learning Site to provide opportunity for online education and training to the clinical sector</p>

Objective 1

2021–22 to 2023–24

Optimise donation opportunities for transplantation

Strategies	2021–22	2022–23	2023–24
<p>1.1 Embed organ and tissue donation as a routine part of end-of-life care</p> <p>The potential for organ and tissue donation should be considered in all patients when end-of-life care is planned in the intensive care unit (ICU) or emergency department (ED).</p> <p>Organ and tissue donation best practice occurs in a hospital culture where high quality end-of-life care is a priority.</p> <p>Ongoing collaboration with ICUs and EDs is required to embed organ and tissue donation in best practice end-of-life care.</p> <p>Appropriate and timely advice on donor potential and suitability should be sought from clinicians with donation expertise who may then consult with transplantation and other experts.</p>	<p>1.1.1 Monitor and report routine referral in DonateLife Network hospitals for all patients undergoing end-of-life care in ICU and ED</p> <hr/> <p>1.1.2 Through the DonateLife Network, provide ongoing support for mechanisms to ensure timely expert advice is sought and available to determine donor suitability</p> <hr/> <p>1.1.3 Monitor the delivery of education and training programs and consider options for new/revised education resources as required</p> <hr/> <p>1.1.4 Collaborate to deliver and monitor strategies to increase eye and tissue donation when organ donation occurs</p> <hr/> <p>1.1.5 Continue to support the engagement of state and territory health department representatives and DonateLife Network staff with hospital executive and leadership teams to ensure a positive donation culture within hospitals</p> <hr/> <p>Continue to support and monitor the engagement of hospital leadership at state and territory progress report meetings</p> <hr/> <p>1.1.6 Identify and engage with clinical champions in hospitals to drive a positive donation culture and remove barriers to donation</p>		

Optimise donation opportunities for transplantation

Strategies	2021–22	2022–23	2023–24
<p>1.2 Support the delivery of best-practice donation processes</p> <p>All patients and their families should receive excellent care throughout the donation process that meets their physical, psychosocial and spiritual needs. This care is delivered with a focus on dignity and comfort, while patient care is simultaneously managed to optimise donation and transplantation outcomes.</p> <p>The Clinical Practice Improvement Program (CPIP) is a key initiative under the national program. It is a performance framework to guide and monitor clinical practice by DonateLife Network staff. The CPIP identifies the elements integral to achieving best-practice organ and tissue donation in intensive care units and emergency departments.</p> <p>The elements of best-practice donation identified in the CPIP are embedded in training and national guidelines for health professionals working in the donation sector.</p>	<p>1.2.1 Continue to enhance monitoring and reporting on implementation of the CPIP at the hospital level to drive continuous improvement</p> <hr/> <p>1.2.2 Continue to enhance the DonateLife Learning Site, develop new resources and monitor completion of education through the site</p> <hr/> <p>1.2.3 Monitor the implementation of the National Competency Framework and review the supporting materials</p> <hr/> <p>1.2.4 Monitor the implementation of national guidelines to support clinical practice and consider options for new guidelines as required</p> <hr/> <p>1.2.5 Monitor implementation of the AUS-DRAI and make agreed updates to maintain clinical currency</p> <hr/> <p>1.2.6 Contribute to the ongoing review and update of relevant ethical and clinical practice guidelines that are developed by professional groups, including intensive care, emergency medicine, donation and transplantation</p> <hr/> <p>1.2.7 Engage in activities to promote collaboration across the donation and transplantation sector nationally and internationally</p> <hr/> <p>Deliver forums for collaboration between donation and transplantation</p> <hr/> <p>Continue to engage with the International Society of Donation Procurement (ISODP) and The Transplantation Society (TTS)</p>		
<p>1.3 Increase opportunities for living kidney donation through the Australian and New Zealand Paired Kidney Exchange (ANZKX) Program</p> <p>The ANZKX Program increases living donor kidney transplants by identifying matches for patients who are eligible for a kidney transplant, and have a living donor who is willing but unable to donate because of an incompatible blood type or tissue type.</p>	<p>1.3.1 Support and monitor the ANZKX program and report outcomes</p>	<p>Continue to support and review the ANZKX program</p>	

Objective 2

2021–22 to 2023–24

Provide specialist support for families involved in the donation process

Strategies	2021–22	2022–23	2023–24
<p>2.1 Provide high quality care for families throughout the donation experience</p> <p>The opportunity for donation most often arises in the context of a sudden and unexpected illness or injury leading to death. This means donation conversations with families invariably occur at times of intense emotion and grief.</p> <p>The <i>Best practice guideline for offering organ and tissue donation in Australia</i> outlines the optimal approach for supporting families through the donation process in hospital and is integral to the CPIP. A key principle of the Guideline is the active participation of a donation specialist nurse in collaboration with the treating clinician.</p> <p>Families are offered ongoing support after donation and when they go home. This support is respectful and responds to a family's specific needs including the provision of targeted resources and access to counselling.</p> <p>Feedback from donor family members about their donation experience is critical to inform and improve donation practices.</p>	<p>2.1.1 Continue to monitor and report on the delivery of the current <i>Best practice guideline for offering organ and tissue donation in Australia</i> to ensure families receive optimal support throughout their donation experience including:</p> <ul style="list-style-type: none"> — checking the AODR prior to raising donation with families and — the involvement of donation specialists with families in the hospital 	<p>2.1.2 Continue to evolve and deliver the Family Donation Conversation training for health professionals involved in donation to provide best practice support and provide information to families, including the use of technology and new resources for donation specialists to practise and enhance their skills</p>	<p>2.1.3 Deliver the current National DonateLife Family Support Service</p> <p>2.1.4 Continue to conduct and evolve donor family studies, including dissemination of findings to inform best practice</p>

Provide specialist support for families involved in the donation process

Strategies	2021–22	2022–23	2023–24
<p>2.2 Acknowledge the generosity and gift of organ and tissue donation</p> <p>Donation is only possible through the generosity of donors and their families who save and transform the lives of others through the gift of donation. This act of generosity has a profound impact on those who receive a transplant, as well as their families, friends and the community.</p> <p>Acknowledgement of their generosity and gift of donation is an important way to recognise the contribution made by donors and their families.</p>	<p>2.2.1 Continue to coordinate the national DonateLife Thank You Day and support annual DonateLife Services of Remembrance to recognise the contribution of donors and their families</p> <hr/> <p>2.2.2 Undertake ongoing activities to recognise the contribution of donors and their families through our website and social media channels</p> <hr/> <p>2.2.3 Continue to support opportunities to recognise the contribution of donors and their families at local, state and national levels</p>		

Objective 3

2021–22 to 2023–24

Increase consent through registration and family discussion

Strategies	2021–22	2022–23	2023–24
<p>3.1 Increase community awareness of, and support for, donation and transplantation</p> <p>Access to transplantation depends on community willingness to donate and public confidence in the donation process.</p> <p>Targeted community awareness and education activities play an important role in engaging the community on the need for and benefits of organ and tissue donation and provide an opportunity to highlight the importance of being an organ and tissue donor.</p> <p>This work with the community promotes a culture of shared responsibility for increasing awareness of organ and tissue donation.</p>	<p>3.1.1 Continue to evolve delivery of DonateLife Week, our key national event to promote community awareness</p> <hr/> <p>3.1.2 Continue to engage and collaborate with stakeholders, community groups and relevant organisations to promote community awareness</p> <hr/> <p>3.1.3 Continue to engage with culturally and linguistically diverse (CALD) and Aboriginal and Torres Strait Islander (ATSI) communities to further increase awareness of and support for donation</p> <hr/> <p>Review and update the suite of culturally-appropriate resources on organ and tissue donation</p> <hr/> <p>3.1.4 Continue to monitor and report rates of consent for donation to inform ongoing engagement and activities</p>		
<p>3.2 Increase registration on the Australian Organ Donor Register (AODR) and family discussion about donation</p> <p>Registration and family discussion about donation have a direct influence on increasing donation in Australia.</p> <p>Families who know that their family member wanted to be a donor generally try to honour their wishes.</p> <p>Although the majority of Australians report a willingness to donate, only 34% of Australians are registered on the AODR.</p> <p>This strategy closely aligns with 3.1.</p>	<p>3.2.1 Continue to undertake national and state and territory initiatives to encourage registration on the AODR and family discussion about donation</p> <hr/> <p>Monitor the outcomes of these initiatives to inform next steps</p> <hr/> <p>3.2.2 Collect and analyse registration data, including key registration demographics and the effectiveness of registration channels, to inform future initiatives</p>		

Objective 4

2021–22 to 2023–24

Enhance systems and processes to support donation and transplantation

Strategies	2021–22	2022–23	2023–24
<p>4.1 Enhance collection and analysis of data to inform clinical best practice for donation and transplantation</p> <p>An essential part of improving clinical best practice for donation and transplantation is the collection and analysis of data on the donation and transplantation process.</p>	<p>4.1.1 Expand and enhance hospital performance measurement and reporting framework to inform evidence-based practice in the clinical and community aspects of donation and transplantation</p>		
	<p>4.1.2 Support and monitor the data governance framework</p>		
	<p>4.1.3 Develop the performance management framework using the de-identified data set</p>		
	<p>4.1.4 Monitor and report jurisdictional performance against process metrics and projected outcomes</p>		
	<p>4.1.5 Work with key stakeholders to utilise, monitor and review the national eye and tissue data sets</p>		
<p>4.2 Work with the clinical sector to improve the equity and efficiency of the organ offer and allocation processes</p> <p>In 2019 the Australian organ matching system was replaced with a purpose-built state-of-the-art technology system known as OrganMatch. OrganMatch is the platform for our transplant sector to determine the most appropriate match of solid organs for patients currently waiting for an organ transplant.</p> <p>Medical advances, such as preservation fluids and machine technologies, continue to improve organ function following retrieval. Evaluation of these new technologies will inform decisions regarding their acceptance and use.</p> <p>Leadership of the clinical sector is integral to the implementation of this strategy.</p>	<p>4.2.1 Support and monitor the OrganMatch governance framework</p>		
	<p>4.2.2 Continue to implement OrganMatch enhancements</p>		
	<p>4.2.3 Implement agreed actions to improve organ allocation</p>		

Enhance systems and processes to support donation and transplantation

Strategies	2021–22	2022–23	2023–24
<p>4.3 Enhance the safety of organ donation and transplantation</p> <p>Vigilance and surveillance systems are an essential aspect of donation and transplantation world-wide to safeguard public health and maintain public confidence in donation and transplantation.</p> <p>The Australian vigilance and surveillance system for deceased organ donation and transplantation complements and operates in parallel with state and territory clinical incident management systems that remain responsible for the immediate management of any adverse events.</p> <p>The Australian vigilance and surveillance system collects, retrospectively reviews, analyses and reports on adverse events in a national context to inform clinical practice improvements.</p>	<p>4.3.1 Continue to manage the national vigilance and surveillance system supporting the collection, analysis and reporting of serious adverse events and reactions for deceased organ donation</p> <hr/> <p>4.3.2 Contribute to the international vigilance and surveillance dialogue on organ donation for transplantation through Project Notify</p> <hr/> <p>4.3.3 Continue to support the ongoing review of the clinical and ethical guidelines for deceased and living organ and tissue donors ensuring guidelines are current in relation to donor and recipient care and safety</p> <hr/> <p>4.3.4 Report de-identified data on adverse events assessed under the Australian vigilance and surveillance system to support shared learning and improvements in clinical practice nationally</p>		
<p>4.4 Enhance the Australian organ donor registration system</p> <p>The Australian Organ Donor Register (AODR) is the single national register for Australians to record their decision to be a donor.</p>	<p>4.4.1 Work with the Commonwealth Department of Health to implement agreed options and approach</p>	<p>Monitor and review the donor registration system to inform continuous improvement</p>	

Enhance systems and processes to support donation and transplantation

Strategies	2021–22	2022–23	2023–24
<p>4.5 Collaborate with states and territories to determine the requirements of the health system to support future growth in donation and transplantation</p> <p>As donation activity increases, the donation and transplantation systems need to continually adapt and change to support Australians who need transplants.</p> <p>There are two reviews being led by the Commonwealth Department of Health in collaboration with all state and territory governments that may have significant impact on both the transplant sector and the eye and tissue sector, as well as the future role of the OTA.</p>	<p>4.5.1 Monitor and report jurisdictional and hospital performance against the agreed process metrics</p>	<p>4.5.2 Monitor accountabilities under the state and territory funding agreements</p>	<p>4.5.3 Report the annual performance of the national program, including state and territory outcomes, to Australian Health Ministers</p> <p>4.5.4 Continue to engage with clinical professional organisations to understand capacity and capability issues within their sector</p> <p>4.5.5 Continue to work with the Commonwealth Department of Health to progress the National Eye and Tissue Policy Framework</p> <p>4.5.6 Continue to work with the Commonwealth Department of Health to progress the Review of the Australian donation, retrieval and transplantation system</p>

Performance measures

Quantitative measures 2020–23

Performance criteria	2019 result	2020 target	2021 target	2022 target	2023 target
Increase the donation rate of deceased organ donors per million population (dpmp) through delivery of a nationally coordinated and consistent approach	22 dpmp	25 dpmp	N/A	N/A	N/A
Increase the rate of consent to organ donation through clinical best practice and community engagement	62%	≥70%	N/A	N/A	N/A
Through clinical practice improvement, increase family donation conversations involving a donation specialist when the opportunity for donation is raised by staff	74%	80%	85%	90%	90%
Through community awareness and education, increase registrations on the Australian Organ Donor Register (AODR)	9% increase	10% increase in new registrations on the AODR from 2019	10% increase in new annual registrations on the AODR from the previous year		

Performance measurement

- + Performance measures are reported by calendar year to align with Australian and international donation and performance reporting practice. Progress against these performance measures will be reported in the OTA Annual Report and regular progress reports on donation and transplantation activity.
- + The national donation target has been endorsed by the Australian Health Ministers' Advisory Council for 2020 only.
- + The consent rate will inform the modelling of organ donation targets beyond 2020 for consideration by Health Ministers.
- + Progress against quantitative performance is measured using data sourced from:
 - Australia and New Zealand Organ Donor Registry
 - DonateLife Audit
 - Australian Bureau of Statistics 3101.0 – Australian Demographic Statistics
 - Services Australia

Qualitative deliverables 2020–21

Increase the capability and capacity within the health system to maximise donation and transplantation

Work with the donation sector to further evolve the Clinical Practice Improvement Program to deliver best practice organ and tissue donation in intensive care units and emergency departments

Work with the donation sector to deliver professional education programs and resources to support the provision of high quality care to donor families through the donation process

Collaborate with states and territories to improve the capacity and capability of the organ donation, retrieval and transplantation system

Work with the donation and transplantation sector to support OrganMatch and optimise functionality to drive clinical practice improvement

Collaborate with states and territories to develop a national donation and transplantation de-identified data collection to inform clinical practice improvement across the organ donation, retrieval and transplantation system

Raise community awareness and stakeholder engagement across Australia to promote organ and tissue donation

Work with community organisations and partners to raise public awareness of organ and tissue donation, and the importance of talking about donation and registering on the Australian Organ Donor Register

Performance measurement

- + Progress against our qualitative performance is sourced from:
 - Analysis and reporting of jurisdictional and hospital dashboards
 - Six-monthly progress reports and follow up meetings with our Donatelife Network and state and territory government representatives
 - Professional, community and clinical input and engagement through Committees and other forums
 - Community surveys and studies, including post campaign evaluation, research on community attitudes, Donor Family Study

donatelife.gov.au

