



Australian Government
Organ and Tissue Authority



**Progressing
Australian organ and
tissue donation and
transplantation to 2023**

The 2019–20 to 2022–23
strategy



The Organ and Tissue Authority (OTA)

leads the implementation of the Australian Government's national program for increasing organ and tissue donation for transplantation in partnership with the national DonateLife Network, state and territory governments, the donation and transplantation clinical sectors, eye and tissue banks, and the community. This strategic plan has been developed in consultation with the DonateLife Network leadership team and representatives of Commonwealth, state and territory health departments.

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Archer, 7
Liver
recipient

“

It really was a miracle
and one that is bittersweet
because you know it saved
his life, but you also know
that another family out
there was going through
a really tough time.”



**Alex, Pauline &
Kendra**
Donor family

**Why we
do what
we do!**



Clement, 22
Kidney recipient

“

In the midst of saying
their final goodbyes, they
were able to grant us the
miracle of life to save our
boy. It's absolutely mind
blowing and we can
never repay them.”



Wayne, 60
Corneal recipient

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 and some tissues in Australia, as there is in the rest of the world. For this reason, we are committed to optimising every donation opportunity.

There has been significant growth in transplantation and donation outcomes since the Australian Government's national program commenced in 2009. However, as long as there are Australians waiting for a transplant, there is still more that can be done.

This strategic plan outlines our vision and priorities for the four years 2019–2020 to 2022–23 to ensure a shared understanding of our strategies to sustain the increase in organ and tissue donation and deliver improved access to transplantation for the Australian community. Our strategic focus remains on increasing consent rates – that means increasing the number of Australian families who agree to donation in hospital.

Increasing the consent rate is a collective responsibility – there is a role for the community and clinicians. Data shows that more families agree to donate if their family member is on the Australian Organ Donor Register and has told their family and friends they want to be a donor. We also know that more families agree to their loved one becoming a donor when they are supported through the donation process, particularly the donation conversation, by donation specialist doctors and nurses.

We must work together to normalise donation in Australia. This means increasing the acceptance of organ and tissue donation as a routine part of end-of-life care to ensure that potential donors and their families are provided with every opportunity to donate. At the same time, we must work with state and territory governments and clinicians across the donation, retrieval and transplant sector to optimise the transplant opportunities presented by increased donation rates.

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 OTA Board, Chief Executive Officer, Lucinda Barry, and staff look forward to continuing to work collaboratively with our partners and key stakeholders to implement this strategic plan to increase the availability of donated organs and tissues and ensure more Australians benefit from transplantation.



Dr Mal Washer
Chair, OTA Board

1 July 2019

The issue

Australia has seen an increasing number of people who could benefit from organ or tissue transplantation due to a rising prevalence of chronic disease and enhanced effectiveness of transplantation as a treatment due to advancements in medical technology. It is expected that this need for transplants will continue to increase as it is around the world.

There has been significant growth in donation and transplantation outcomes since the Australian Government's national program commenced in 2009. Between 2009 and 2018 the number of deceased organ donors more than doubled (124%) and the number of transplant recipients has almost doubled (93%).

In 2018 Australia achieved a record number of organ transplant recipients. The lives of 1,544 Australians were saved through transplantation thanks to the generosity of 554 deceased organ donors and their families. The key factor driving the increase in donation in 2018 was the significant rise in the national consent rate compared with 2017 – from 59% in 2017 to 64% in 2018 – the highest rate ever recorded.

Despite the improvements in donation and transplantation outcomes under the national program,

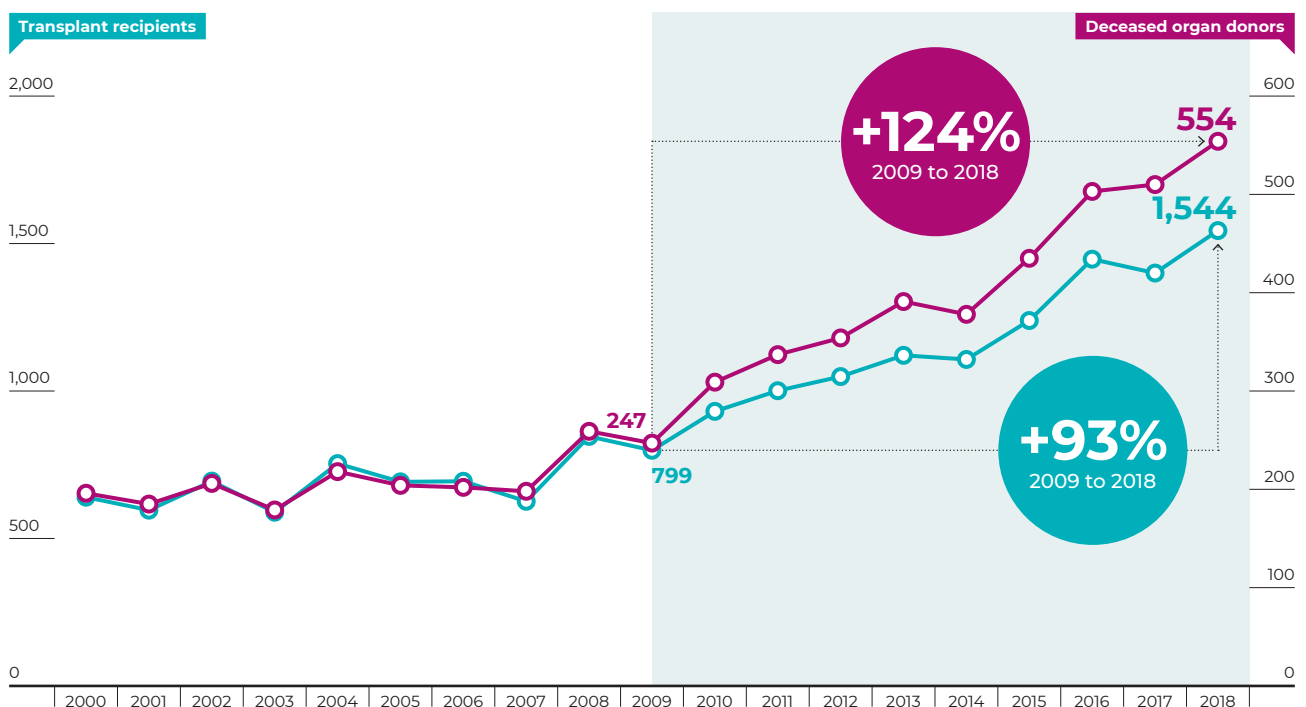
the number of people waiting for a transplant remains high. There are around 1,400 Australians on organ transplant waiting lists at any one time, with the majority being patients with chronic kidney failure. There are a further 11,000 patients on dialysis with many who may benefit from a transplant. This comes at a significant cost to those needing a transplant, their family and community, and the health care system.

The fundamental challenge is the rarity of organ donation – not everyone can be an organ donor when they die. To be an organ donor, people must die in hospital. Around 2% of those who die in hospital die in circumstances where it is feasible for them to donate organs.

With donation possible in so few cases, and with so many people needing a transplant, there is still more that needs to be done. We need to have optimal donation practices in hospitals and a very high level of family and community awareness and support for donation.

Many more people can become eye and tissue donors as these can be donated following death in broader circumstances, including outside of hospital. In addition, unlike organs, tissue can be stored for varying periods of time.

Deceased organ donation and transplant recipients 2000–2018



Our purpose

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

Chloe, 2
Liver recipient

On 2 July 2008 the Australian Government announced a national reform program to improve access to life-transforming transplants for Australians through a sustained increase in the donation of organs and tissues by implementing a nationally coordinated approach to organ and tissue donation. The program was endorsed by the Council of Australian Governments (COAG) on 3 July 2008.

The OTA was established to deliver the national program.

Collaboration is integral to the implementation of the national program. The OTA works in partnership with the Department of Health, state and territory governments, the national DonateLife Network, the donation and transplantation clinical sectors, eye and tissue banks, and the Australian public.

The national program aims:

- **To increase the capability and capacity within the health system to maximise donation and transplant rates**
- **To raise community awareness and stakeholder engagement with the goal of encouraging all Australians to make a decision to support organ and tissue donation.**

Further increasing organ and tissue donation

Lifting our national consent rate is fundamental to saving more lives through transplantation.

In 2018 families consented to donation in 64% of cases.

Lifting the consent rate from 64% to 70% would place Australia in the world's top ten performing countries.

In Australia the family is always asked to consent to donation for their family member before donation for transplantation can proceed. Increasing organ and tissue donation relies on more individuals and their families agreeing to donate.

Two key factors that will lead to more Australians agreeing to donate are:



Lifting the consent rate from 64% to 70% would place Australia in the world's top ten performing countries.



Increasing the number of people on the Australian Organ Donor Register and who talk about their decision to be a donor with family and friends

Working with the community

The role of the community is pivotal to increasing organ and tissue donation in Australia because consent is dependent on individuals and their families agreeing to donation.

Registration and a family knowing their loved one wanted to be a donor make a major difference when families are faced with making a decision about donation.

In 2018 donation proceeded in more than 93% of cases when the patient had registered their decision to donate. This dropped to 52% when they were not on the register and the family was not aware of their wishes.

While the majority of Australians support organ and tissue donation, at December 2018 only 33% had recorded their decision to be a donor on the Australian Organ Donor Register.

Through community awareness and education, we are encouraging Australians to speak with family and friends to let them know they want to be a donor and importantly register.



Providing families with high quality care during the donation process and involving a donation specialist doctor or nurse in hospital when donation is raised with families

Working with our DonatLife Network and the broader donation sector

Increasing donation requires the engagement of clinicians involved in providing end-of-life care in intensive care units and emergency departments.

Organ and tissue donation is now firmly embedded in our national health system with a network of agencies and dedicated hospital-based medical and nursing staff working across 96 hospitals in Australia – the DonatLife Network. The hospital-based DonatLife staff provide professional donation services and encourage best practice to increase donation rates.

In 2018 families consented to donation in 75% of cases when they were supported by a DonatLife donation specialist doctor or nurse in the hospital. This dropped to 45% when there was no donation specialist involved.

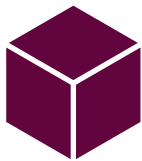
Specialist education and training is provided to donation specialists so that they can support families to make an informed donation decision that is right for them.

Best donation practice in hospitals is critical to increasing consent. Individual hospital performance is monitored, reported and analysed to inform continuous clinical practice improvement.

The outlook for 2019–20 and beyond

Throughout 2019–20, the OTA, in collaboration with our partners and key stakeholders, will continue to deliver high quality donation and transplantation services on a collaborative and consistent basis across Australia to support of our purpose.

There are two key projects currently being led by the Commonwealth Department of Health that may have significant implications for the future role of the OTA and require closer collaboration with the transplant sector and the eye and tissue sector.



Development of the National Eye and Tissue Sector Policy Framework

The *Analysis of the Australian Tissue Sector Report*, commissioned by the Australian Government, was released in June 2017.

To address the key issues raised in the Report, the Commonwealth Department of Health is leading the development of a national policy framework for the Australian eye and tissue sector, in close partnership with states and territories and the OTA, with a view to ensuring that the sector is sustainable.

The National Eye and Tissue Sector Policy Framework is scheduled for endorsement by the COAG Health Council in 2019–20.



Review of the Australian donation, retrieval and transplantation sector

In April 2018 the COAG Health Council agreed to the Australian Government's proposal to undertake a review of pre- and post-transplantation services to identify areas within our health system which could compromise future growth and sustainability of donation and transplantation.

In response to the Review report, a future national strategy for organ donation, retrieval and transplantation will be developed for agreement by all Australian Health Ministers.

The OTA will play an important role in informing the development of the strategy in 2019–20.

Our plan to increase organ and tissue donation for transplantation

This plan identifies the objectives, strategies and actions for the four years 2019–20 to 2022–23 and the performance measures against which our progress will be reported.

The key areas of focus for 2019–20 are also identified (see page 22). These areas align with the qualitative performance criteria identified in the OTA's 2019–20 Portfolio Budget Statement.

The strategic plan is an evolving and dynamic document that is edited and updated over time. As part of this process, 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 action

Our purpose is to save and improve the lives of more Australians through optimising every potential organ and tissue donation for transplantation.			
Objectives			
Further increase donation opportunities for transplantation 1	Provide specialist support for families involved in the donation process 2	Increase consent through registration and family discussion 3	Enhance systems to support donation and transplantation 4
Strategies	Strategies	Strategies	Strategies
Actions	Actions	Actions	Actions
Performance measures (refer to page 23)			

Objective 1

Objectives, strategies and actions

Further increase donation opportunities for transplantation

Strategies		2019–20	2020–21	2021–22	2022–23
1.1 Embed organ and tissue donation as a routine part of end-of-life care 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). Organ and tissue donation best practice occurs in a hospital culture where high quality end-of-life care is a priority. Ongoing collaboration with ICUs and EDs is required to embed organ and tissue donation in best practice end-of-life care. 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.	1.1.1 Embed organ and tissue donation as a routine part of end-of-life care Through the Donatelife Network, provide ongoing support for mechanisms to ensure timely expert advice is sought and available to determine donor suitability Continue to develop and deliver education and training to ensure routine referral of patients at planned end of life to enable the identification of donation opportunities including through: — new eLearning modules for hospital staff and — revision of the Introductory Donation Awareness Training (IDAT) workshop Develop strategies to increase eye and tissue donation when organ donation occurs Launch the Eye and Tissue Donation eLearning module	Monitor and report routine referral in Donatelife Network hospitals for all patients undergoing end-of-life care in ICU and ED	Monitor the delivery of education and training programs and consider options for new/revised education resources as required	Review strategies to increase eye and tissue donation when organ donation occurs	Monitor the implementation of strategies to increase eye and tissue donation and review where indicated
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 Continue to support and monitor the engagement of hospital leadership at state and territory progress report meetings	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 Continue to support and monitor the engagement of hospital leadership at state and territory progress report meetings	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	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	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	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

Objective 1

Further increase donation opportunities for transplantation

Strategies		2019–20	2020–21	2021–22	2022–23
1.1 continued	1.1.6	Identify and engage with clinical champions in hospitals to drive a positive donation culture and remove barriers to donation			
	1.2				
	Support the delivery of best-practice donation processes				
		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.			
		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.			
		The elements of best-practice donation identified in the CPIP are imbedded in training and national guidelines for health professionals working in the donation sector.			
1.2	1.2.1	Further enhance monitoring and reporting on implementation of the CPIP at the hospital level to drive continuous improvement			
	1.2.2	Continue to enhance the capability of the <i>DonateLife Learning Site</i> and deliver targeted training and resources for DonateLife Network staff including eLearning, podcasts, videos and other formats	Continue to enhance the <i>DonateLife Learning Site</i> , develop new resources and monitor completion of education through the site		
	1.2.3	Implement the <i>National Competency Framework for coordinating the donation process in Australia</i> and consider further opportunities to support implementation	Develop agreed options to support the National Competency Framework	Monitor implementation of the National Competency Framework and supporting materials	
	1.2.4	Develop guidelines and training resources to support nationally consistent clinical practice including guidance on core aspects of the donation process	Monitor the implementation of national guidelines to support clinical practice and consider options for new guidelines as required		
	1.2.5	Implement the Australian Donor Risk Assessment Interview (AUS DRAI) including the development and implementation of a national AUS DRAI training program	Explore options to formalise national processes and structures governing the management and ongoing development of the AUS DRAI	Implement national processes and structures to govern the management and ongoing development of the AUS DRAI	Utilise and monitor the AUS DRAI and governance structures
	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			

Objective 1

Further increase donation opportunities for transplantation

Strategies		2019–20	2020–21	2021–22	2022–23
1.2 continued	1.2.7	Engage in activities to promote collaboration across the donation and transplantation sector nationally and internationally			
			Deliver the 2021 Donation and Transplantation Conference		Deliver the 2023 Donation and Transplantation Conference
		Continue to engage with the International Society of Donation Procurement (ISODP) and The Transplantation Society (TTS)			
1.3		Review the ANZKX program →			
1.3.1					
Increase opportunities for living kidney donation through the Australian and New Zealand Paired Kidney Exchange (ANZKX) Program					
The Australian Paired Kidney Exchange (AKX) 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.					
To expand opportunities for living kidney donation, the OTA has been working with the New Zealand Ministry of Health and clinicians on a collaboration between the Australian Paired Kidney Exchange (AKX) and the New Zealand Paired Kidney Exchange Programs. Commencing from 1 July 2019, the collaboration will create the Australian and New Zealand Paired Kidney Exchange (ANZKX) Program which will result in a larger pool of patients for matching and increased living donor kidney transplants in both countries.					
		Commence the collaboration between Australia and New Zealand to expand opportunities for living kidney donation through the inclusion of NZ pairs	Support and monitor implementation of the ANZKX program and report outcomes		

Objective 2

Provide specialist support for families involved in the donation process

Strategies		2019–20	2020–21	2021–22	2022–23
2.1 Provide high quality care for families throughout the donation experience 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. 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 doctor or nurse who has completed the core Family Donation Conversation (FDC) workshop. Evidence shows that higher consent rates are achieved when the FDC trained doctor or nurse is a Donatelife donation specialist. The donation specialist works in collaboration with the treating medical team to provide high quality care and support for the family as they consider donation in the hospital setting.	2.1.1	Continue to monitor and report the implementation 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			
		Review the <i>Best practice guideline for offering organ and tissue donation in Australia</i> to ensure currency and highlight the importance of involving a Donatelife donation specialist in all donation conversations	Monitor implementation of the revised <i>Best practice guideline for offering organ and tissue donation in Australia</i> with a specific focus on the involvement of donation specialists when families are first approached		
	2.1.2	Continue to develop 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			
	2.1.3	Review the FDC training to ensure it reflects the feedback provided through Wave 3 and 4 of the Donor Family Study			
	2.1.4	Continue to monitor and report donation practices including: — checking the Australian Organ Donor Register prior to raising donation with families and — the involvement of donation specialists with families in the hospital			
	2.1.4	Continue to deliver the National Donatelife Family Support Service to ensure families are supported throughout their donation experience			
		Review the National Donatelife Family Support Service and resources with consideration of findings from the Donor Family Study to ensure the service meets the current needs of families	Deliver the revised National Donatelife Family Support Service		

Objective 2

Provide specialist support for families involved in the donation process

Strategies		2019–20	2020–21	2021–22	2022–23
2.1 continued 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. Feedback from donor family members about their donation experience is critical to inform and improve donation practices.	2.1.5 Work with states and territories to review existing processes for communication between donor families and transplant recipients	Continue to disseminate findings from the Wave 3 Donor Family Study (2014–2015) to ensure family perspectives inform best practice, and release Wave 4 (2016–2017) report	Conduct Wave 5 Donor Family Study (2018–2019) to obtain feedback from families following new approval by the appropriate ethics and governance processes	Continue to disseminate findings from the Wave 5 Donor Family Study (2018–2019)	Conduct Wave 6 Donor Family Study (2020–2021)
	2.1.6 Continue to disseminate findings from the Wave 3 Donor Family Study (2014–2015) to ensure family perspectives inform best practice, and release Wave 4 (2016–2017) report				
2.2 Acknowledge the generosity and gift of organ and tissue donation 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. Acknowledgement of their generosity and gift of donation is an important way to recognise the contribution made by donors and their families.	2.2.1 Continue to coordinate the national DonatELife Thank You Day and support state and territory remembrance services to recognise the contribution of donors and their families				
	2.2.2 Undertake ongoing activities to recognise the contribution of donors and their families through our website and social media channels				
	2.2.3 Continue to support opportunities to recognise the contribution of donors and their families at local, state and national levels Review opportunities to recognise the contribution of donors and their families including re-introducing a print version of the Book of Life collection				

Objective 3

Increase consent through registration and family discussion

Strategies		2019–20	2020–21	2021–22	2022–23
3.1 Increase community awareness of, and support for, donation and transplantation Access to transplantation depends on community willingness to donate and public confidence in the donation process. 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. This work with the community promotes a culture of shared responsibility for increasing awareness of organ and tissue donation.	3.1.1	Continue to develop and undertake Donatelife Week, our key national event to promote community awareness			
	3.1.2	Continue to engage and collaborate with stakeholders, community groups and relevant organisations to promote community awareness			
	3.1.3	Build the Donatelife brand and impact in the Australian community	Implement findings of the 2019–20 market research	Sustain the Donatelife brand and impact on the Australian community	Implement findings of the 2021–22 market research
	3.1.4	Evaluate the awareness and effectiveness of the Donatelife brand through market research of the community	Implement findings of the 2019–20 market research	Evaluate the awareness and effectiveness of the Donatelife brand through market research of the community	
	3.1.5	Evaluate the 2017–2019 corporate and sporting partnerships and recommend future partnership approaches			
	3.1.6	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			
		Review and update the suite of culturally-appropriate resources on organ and tissue donation for communities		Review and update the suite of culturally-appropriate resources on organ and tissue donation	
	3.1.6	Continue to monitor and report rates of consent for donation to inform ongoing engagement and activities			

Objective 3

Increase consent through registration and family discussion

Strategies		2019–20	2020–21	2021–22	2022–23
3.2 Increase registration on the Australian Organ Donor Register (AODR) and family discussion about donation Registration and family discussion about donation have a direct influence on increasing donation in Australia. Families who know that their family member wanted to be a donor generally try to honour their wishes. Although the majority of Australians report a willingness to donate, only 33% of Australians are registered on the AODR. This strategy closely aligns with 3.1.	3.2.1 Continue to undertake national and state and territory initiatives to encourage registration on the AODR and family discussion about donation Monitor the outcomes of these initiatives to inform next steps				
		3.2.2 Continue to explore opportunities and alternative channels to facilitate registration on the AODR, including state and territory driver's licence systems in consultation with the Commonwealth Department of Health as the policy agency			
		3.2.3 Collect and analyse registration data, including key registration demographics and the effectiveness of registration channels, to inform future initiatives			
		3.2.4 Further develop specific initiatives to engage with 16–25 year olds who have the lowest registration rates Evaluate initiatives to engage 16–25 year olds to inform next steps			

Objective 4

Enhance systems and processes to support donation and transplantation

Strategies	2019–20	2020–21	2021–22	2022–23
4.1 Enhance collection and analysis of data to inform clinical best practice for donation and transplantation 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.	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			
	4.1.2 Work with states and territories to implement the data governance framework	Support the data governance framework	Review the data governance framework	Update and support the data governance framework
	4.1.3 Collaborate with the donation and transplantation sector to develop a national de-identified data set to inform continual improvement in donation and transplantation systems	Develop the performance management framework using the de-identified data set		
	4.1.4 Work with the states and territories to model projected outcomes in donation and transplantation beyond 2019 to inform resourcing requirements	Monitor and report jurisdictional performance against process metrics and projected outcomes		
	4.1.5 Continue to work with key stakeholders in the Australian eye and tissue sector to develop national eye and tissue data sets	Work with key stakeholders to utilise the national eye and tissue data sets	Monitor and revise the national eye and tissue data sets	
4.2 Work with the clinical sector to improve the equity and efficiency of the organ offer and allocation processes 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.	4.2.1 Work with state and territory governments and clinical sector to implement the OrganMatch governance framework	Support the OrganMatch governance framework	Review the OrganMatch governance framework	Update and support the OrganMatch governance framework
	4.2.2 Work with the Australian Red Cross Blood Service and the clinical sector to develop and implement the 2019–2023 OrganMatch enhancement plan to optimise equity of access and clinical outcomes for organ transplant recipients	Continue to implement OrganMatch enhancements →		

Objective 4

Enhance systems and processes to support donation and transplantation

Strategies		2019–20	2020–21	2021–22	2022–23
4.2 continued 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. Leadership of the clinical sector is integral to the implementation of this strategy.	4.2.3 Work with the transplant sector to identify opportunities to improve organ allocation within the OrganMatch governance framework	Implement agreed actions to improve organ allocation →			
		4.2.4 Support the transplant sector to explore new techniques and technologies for the preservation and utilisation of retrieved organs Consider outcomes of scoping to determine next steps			
4.3 Enhance the safety of organ donation and transplantation 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. 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. The Australian vigilance and surveillance system collects, retrospectively reviews, analyses and reports on adverse events in a national context to inform clinical practice improvements.	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 4.3.2 Contribute to the international vigilance and surveillance dialogue on organ donation for transplantation through Project Notify 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 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. From 2019–20, there will be a published annual report.	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 Contribute to the international vigilance and surveillance dialogue on organ donation for transplantation through Project Notify 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 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. From 2019–20, there will be a published annual report.			

Objective 4

Enhance systems and processes to support donation and transplantation

Strategies	2019-20	2020-21	2021-22	2022-23
4.4 Enhance the Australian organ donor registration system The Australian Organ Donor Register (AODR) is the single national register for Australians to record their decision to be a donor. An efficient system is required to: ▶ support clinical access to the AODR ▶ streamline the registration process ▶ ensure accurate and timely registration information is available to inform the donation process.	4.4.1 In consultation with the Commonwealth Departments of Health and Human Services, work with states and territories and the Commonwealth Departments of Health and Human Services to develop a strategy for enhancing the AODR	Work with the Commonwealth Department of Health to implement the endorsed strategy	Monitor and review the donor registration system to inform continuous improvement	

Objective 4

Enhance systems and processes to support donation and transplantation

Strategies		2019–20	2020–21	2021–22	2022–23
4.5 Collaborate with states and territories to determine the requirements of the health system to support future growth in donation and transplantation As donation activity increases, the donation and transplantation systems need to continually adapt and change to support Australians who need transplants. 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. The outcomes of these reviews will become clearer in 2019–20. Changes in clinical practice are also required to ensure continuous improvement. The CPIP identifies key performance indicators (KPIs) against which the performance of individual hospitals is monitored and reported. Since its implementation in 2014, the CPIP has continued to evolve.	4.5.1 Contribute to the work of the Jurisdictional Eye and Tissue Steering Committee in the development of a National Policy Framework for the Eye and Tissue Sector in response to the PricewaterhouseCoopers <i>Analysis of the Australian Tissue Sector Report</i>				
	4.5.2 Work with the Commonwealth Department of Health and state and territory governments to inform next steps from Phase 1 of the <i>Review of the organ donation, retrieval and transplantation system</i>				
	4.5.3 Work with states and territories to further enhance and agree, based on data and analysis, the process metrics for best practice donation services and the associated accountability framework			Monitor and report jurisdictional and hospital performance against the agreed process metrics	
	4.5.4 Negotiate funding agreements with state and territory governments for delivery of donation services for 2020–24			Monitor accountabilities under the state and territory funding agreements	
	4.5.5 Report the annual performance of the national program, including state and territory outcomes, to Australian Health Ministers				
	4.5.6 Continue to engage with clinical professional organisations to understand capacity and capability issues within their sector				

Key areas of focus 2019–20

As part of the annual review of the strategic plan, ten key areas of focus are identified for the year ahead.



Performance measures

Performance measures 2019–2022

1

Increase the donation rate – deceased organ donors per million population (dpmp) – through the delivery of a nationally coordinated and consistent approach

2018 result	2019 target	2020 target	2021 target	2022 target
22.2 dpmp	25 dpmp	Not available		

2

Increase the rate of consent to organ donation through clinical best practice and community engagement

2018 result	2019 target	2020 target	2021 target	2022 target
64%	70%	Not available		

3

Through clinical practice improvement, increase family donation conversations involving a trained donation specialist when the opportunity for donation is raised by staff

2018 result	2019 target	2020 target	2021 target	2022 target
62%	70%	75%	80%	85%

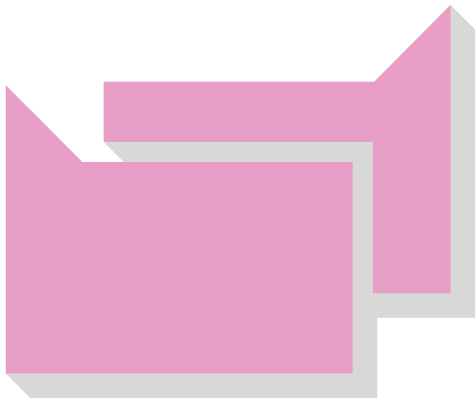
4

Through community awareness and education, increase registrations on the Australian Organ Donor Register (AODR)

2018 result	2019 target	2020 target	2021 target	2022 target
203,783 new registrations on the AODR – a 12% increase from 2017	10% increase in new registrations on the AODR from 2018	10% increase in new registrations on the AODR from 2019	Not available	

Notes

- 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.
- Progress against performance measure 1 is measured using national organ and transplantation data reported by ANZOD. These targets are reviewed annually and are COAG endorsed to 2019 only.
- Progress against performance measures 2 and 3 is measured using national data from the DonateLife Audit, a retrospective audit of all deaths in DonateLife Network hospitals.
- Performance measure 2 is the number of consents as a percentage of all requests of potential organ donors including Donation after Circulatory Death (DCD) and Donation after Brain Death (DBD). The consent rate will inform the modelling of organ donation targets beyond 2019.
- Performance measure 3 is the number of family donation conversations involving a trained donation specialist as a percentage of all conversations when the opportunity for donation is raised by staff.
- The 2021 and 2022 targets for performance measure 4 are to be determined pending consideration of additional channels for registering on the AODR.
- The Department of Human Services (DHS) manages the AODR under contract with the Commonwealth Department of Health. Performance measure 4 is calculated using registration data provided by DHS.



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