



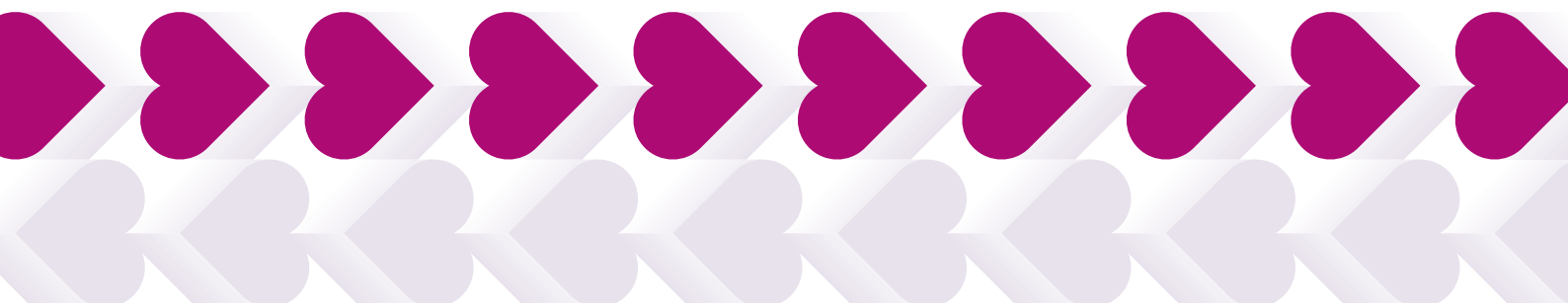
Australian Government
Organ and Tissue Authority



Progressing Australian organ and tissue
donation and transplantation to 2025

Strategic Plan





2021–22 to 2024–25



Purpose






To save and improve the lives of more Australians through optimising potential organ and tissue donation for transplantation.

Strategic objectives 2021–22 to 2024–25

Objectives	Strategies
 1 Increase donation for transplantation	<p>1.1 Embed organ and tissue donation as routine end-of-life care in DonateLife hospital intensive care units and emergency departments</p> <p>1.2 Deliver best-practice donation processes in DonateLife Network hospitals</p> <p>1.3 Increase opportunities for living kidney donation through the Australian and New Zealand Paired Kidney Exchange (ANZKX) Program</p>
 2 Increase consent rates for deceased organ and tissue donation	<p>2.1 Increase community awareness of, and support for, donation and transplantation</p> <p>2.2 Increase registration on the Australian Organ Donor Register (AODR) and family discussion about donation</p>
 3 Provide specialist support for families involved in the donation process	<p>3.1 Provide specialist support for families throughout the donation experience</p> <p>3.2 Acknowledge the generosity and gift of organ and tissue donation</p>
 4 Enhance systems and processes to support donation and transplantation	<p>4.1 Enhance collection and analysis of data to inform clinical best practice for donation and transplantation</p> <p>4.2 Work with the clinical sector to improve the equity and efficiency of the organ allocation and offer processes</p>

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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Foreword

Transplantation is an effective and well-established treatment that can save lives, restore health, improve quality of life, and offer significant cost benefits to the health system when compared with other treatment options.

The Organ and Tissue Authority (OTA) leads the national program to increase organ and tissue donation so more Australians have access to a transplant. Globally, there is a persistent disparity between the supply of and need for organs and some tissues, as there is in Australia.

2020 was a challenging year, with the COVID-19 pandemic having a direct impact on the program.

The OTA and DonateLife teams worked hard with transplant teams to navigate the challenges facing hospitals and logistics — including with COVID-19 safe restrictions, flight reductions and border closures and the temporary suspension of the adult kidney and pancreas transplant program — so that patients received the best possible outcomes.

There was a 12% decrease in the number of people receiving a transplant (174 fewer recipients) and a 16% decrease in the number of deceased donors (85 fewer donors) compared to 2019.

Recognising the complexities of program delivery in the COVID-19 environment, the 2020 review of the strategic plan identified actions requiring a dedicated focus to support the national program through COVID-19 to facilitate continued safe delivery of donation and transplantation services.

This Plan has been developed noting the ongoing challenges COVID-19 presents. It outlines how the OTA will continue to work collaboratively with governments, the clinical sector and community to try and prevent further impacts on the program whilst also striving to bring rates back to pre-pandemic levels.

Our key objectives remain focused on improving donation outcomes, both within our clinical and community programs. We work together with our stakeholders to optimise donation opportunities, increase consent and enhance best practice care and clinical systems.

This is an evolving document and outlines our vision and priorities for the four years. It seeks to ensure a shared understanding of priority areas of focus, working within Australia's Framework for legal consent, to increase organ and tissue donation and improve access to transplantation for the Australian community.

We thank and acknowledge the generous Australians and their families who have saved and transformed lives 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.

We look forward to continuing to work in partnership with our colleagues and stakeholders to implement this strategic plan to increase organ and tissue donation and so more Australians benefit from transplantation.



Dr Mal Washer
OTA Board Chair
31 August 2021



Lucinda Barry
CEO
31 August 2021

Who we are

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 lead the delivery of the national program focussed on a best-practice clinical system combined with increasing community awareness and willingness to donate.

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 DonateLife Network, the transplantation clinical sector, eye and tissue banks, and the community.

The DonateLife Network consists of a DonateLife Agency in each jurisdiction, and a network of over 265 specialist medical, nursing and support staff in organ and tissue donation across more than 95 hospitals in Australia. Each DonateLife Agency has a State Medical Director, Agency Manager, clinical, communications, family support and education teams who deliver the national program in their state or territory. These teams work closely with Intensive Care Units and Emergency Departments so all possible donation cases are identified and considered, providing families the opportunity to make an informed decision about donation.

The OTA is a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

265

**Donation medical, nursing
and support staff**

95

Hospitals across Australia

What we do and why we do it

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 due to advancements in medical technology. It is expected that the need for transplantation will continue to rise in Australia as it is around the world.

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.

There has been significant growth in donation and transplantation outcomes since the national program commenced in 2009.

However, the challenges of COVID-19 in 2020 resulted in a decrease in donation and transplantation activity in Australia. The temporary suspension of the kidney transplant program in March and April, in addition to the impacts on hospitals, borders closures, movement restrictions and flights, all contributed to a decrease in rates in 2020.

Despite the improvements in donation and transplantation rates under the national program, there are now around 1,800 people on the waitlist, and it is likely waitlists will increase further as a result of COVID-19. There are Australians awaiting life-saving heart, lung or liver transplantation whilst the majority require a transplant due to chronic kidney failure. There are an additional 12,000 people on dialysis who may benefit from a kidney transplant. This comes at a significant cost to those needing a transplant, their family and community, and the health care system.

A fundamental limitation in meeting this need is that very few people can become organ donors when they die. For donation to be possible a person must die in hospital, usually within the intensive care unit, on a ventilator as their organs must be functioning well. Only around 1300 people, or 2% of those that die in hospital, have the chance to be an organ donor.

With donation possible in so few circumstances, and with so many people needing a transplant, it is vital that every donation opportunity is identified and that consent rates are maximised. Key to this is having optimal donation practices in hospitals and a high level of 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 and, unlike organs, tissue can be stored for varying periods of time.

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

The challenge with the COVID-19 pandemic

The pandemic continues to impact the health system in Australia, including the organ and tissue donation and transplantation program.

Our organ donation program is national, often requiring retrieval clinical teams, people on the waitlist and matched organs to cross state borders. To be an organ donor you need to die in hospital, usually in intensive care unit, with families fully involved. Challenges with COVID restrictions on movement, lockdowns, and border closures have all impacted the program.

In addition to this, concerns about the ability to care for transplant recipients both in and out of hospital has seen transplant teams needing to assess risk verses benefit for immunosuppressed people – resulting in a reduction in organ transplantation in Australia.

In 2020, there was a negative effect on all areas of the program compared to 2019, including:

- + a 12% decrease in transplants, or 163 less than 2019
- + a 16% decrease in organ donation
- + a 13% decrease in eye donation, with 6% less people receiving a corneal transplant
- + a 7% decrease in tissue donation
- + a 16% decrease in the number of Australians registering to be a donor
- + the national consent rate dropping below 60%.

It is critical that we continue to work collaboratively with governments, the clinical sector and community to try and prevent further impacts on the program whilst also striving to bring rates back to pre-pandemic levels.

The OTA and DonateLife Network will continue to navigate challenges, focusing on:

- + impacts on hospitals, specifically intensive care units and clinical staff
- + impacts on families with movement and hospital visitor restrictions
- + logistics with COVID restrictions including local and state lockdowns, border closures and the resulting decrease in domestic flights, affecting both our clinical and community engagement programs
- + impacts on clinical professional development and education programs, including the delivery of face to face workshops and specialist conferences
- + monitoring the evolving situation and sharing international evidence and learnings with clinical stakeholder groups, the National Incident Room and the Australian Health Protection Principle Committee.

We will continue to provide leadership, including as a member of the COVID-19 Rapid Response Taskforce for Donation and Transplantation and continue to monitor the prevalence of COVID-19 nationally and globally to identify and respond to potential impacts on the national program.

**We will remain agile and flexible,
continuing to enhance digital
engagement with our stakeholders and
importantly, continue to support our
staff in this very unsettling period.**

Delivering on our objectives

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.

Lifting the national consent rate is essential to saving more lives through transplantation.

In 2020, Australia's national consent rate dropped to 58% of cases (down from 62% in 2019) meaning less people said 'yes' to donation¹. This consent rate resulted in 463 deceased organ donors, and 1,270 organ transplant recipients. There is no doubt that restrictions in hospital as a result of COVID-19 contributed to this decrease. However, even in such challenging circumstances, families were still motivated to donate and help others through donation.

It is critical that there is a concerted effort to increase donation and transplant activity levels to pre-COVID levels and explore options for increasing rates further over the next four years.

Lifting the consent rate to 70% would place Australia in the world's top ten performing countries, and is estimated to result in 1,637 transplant recipients from deceased organ donors. If Australia's consent rate reached 75%, it is estimated there would be more than 300 additional life-saving organ transplants. Coupled with the 240–250 living donors each year, this could lead to an outcome of close to 2,000 transplant recipients each year.

Increasing consent for donation is a shared responsibility across the community sector and clinical sector. Community focused strategies should include raising awareness about donation and willingness to donate with individuals registering on the Australian Organ Donor Register and letting their families and those closest to them know they want to be a donor. Clinical practice changes include ensuring families of potential donors are supported and communicated with by "donation specialists" who are involved in the donation conversation with families.

¹ The methodology for calculating the consent rate was revised for 2020 to more accurately reflect the outcomes for all discussions with families where consent for donation is sought. This means that the consent rate for 2020 is not directly comparable with rates reported for previous years. The consent rate for 2019 using the updated methodology was 59%.

58%

Australia's national consent rate 2020

463

Deceased organ donors

1,270

Organ transplant recipients

▲ 70%

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

▲ 75%

A consent rate of 75% would lead to an outcome of close to 2,000 transplant recipients each year

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 2020, 89% of families agreed to donation when their family member was registered to donate on the Australian Organ Donor Register (AODR). Consent for donation was given in 66% of cases when the family had prior knowledge of the wishes of their loved one. This dropped to 44% 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 2020 only one in three (35%) are registered to be a donor on the AODR.

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.

We will also 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.

Working with our DonateLife 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 the DonateLife Network of agencies and dedicated medical and nursing staff working across more than 95 hospitals in Australia. The hospital-based DonateLife staff provide professional donation services and encourage best practice to increase donation rates.

In 2020 families consented to donation in 62% of cases when they were supported by a DonateLife donation specialist doctor or nurse in the hospital. This dropped to 24% when there was no donation specialist involved.

Targeted education and training is provided to donation specialists so that they can support families to make an informed decision about donation that is right for them. A national education program provides sequential learning that includes introductory information about donation pathways, clinical processes and family communication related to organ and tissue donation; Family Donation Conversation workshops provide a platform for information sharing and practical skills focussing on grief and family reactions to catastrophic news, best practices for supporting families in end of life situations and the donation conversation, as well as strategies for communicating with families to support informed decision-making; and an e-learning package that provides material to support the FDC training to reinforce key learnings.

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

Clinical Practice Improvement Program

We will continue to lead and monitor the delivery of best practice donation services across the DonateLife Network through the Clinical Practice Improvement Program (CPIP) which identifies seven elements of clinical strategic focus that are key to achieving best-practice organ and tissue donation in the intensive care and emergency department environment.

Consideration of organ and tissue donation at end-of-life is consistent with excellent patient and family care.

1 100% Routine referral to DonateLife of all planned end of life in the ICU or ED

2 100% Checking of the Australian Organ Donor Register (AODR)

3 100% of the donation conversation with families have a donation nurse specialist involved.

Routine referral to DonateLife Agency/hospital donation specialist staff provides appropriate and timely advice on donor potential and suitability from clinicians with donation expertise who may then consult with transplantation and other experts.

Checking the AODR means that a person's decision on donation is checked, and their family can be informed. We know that if a person is registered, 9 in 10 families will say yes to donation.

Having a donation specialist in the conversation when organ donation is discussed, allows an informed and non-rushed discussion which results in more families saying yes to donation as they are fully informed and supported with all their questions answered.

Organ and tissue donation best practice occurs in a hospital culture where there is senior executive engagement and high-quality end-of-life care is a priority.

Data and systems that support donation, inform clinical practice and drive improvements

The allocation of organs is a complex process that depends on a range of factors including medical need, urgency, capacity to benefit and donor/recipient matching criteria. The OTA funds the Transplantation Society of Australia and New Zealand (TSANZ) to maintain and promulgate national clinical guidelines and protocols to support the management of effective, equitable and transparent transplant waiting lists and the allocation of organs.

OrganMatch is the new state of the art national system for waitlisting patients and for optimal immunological matching of donor organs to patient's waitlisted for an organ transplant. Working with the clinical sector, further enhancements to OrganMatch will improve efficiency, accountability and transparency of the organ allocation and offer process.

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 trends and reports on adverse events in a national context to inform clinical practice improvements.

The outlook for 2021–22 and beyond

Throughout 2021–22, the OTA, in collaboration with our partners and key stakeholders, will continue to provide access to high quality donation and transplantation services across Australia.

The Commonwealth Department of Health continues to lead the progression of work following two key national reviews relevant to donation and transplantation:

- + the National Eye and Tissue Sector Policy Framework in response to the 2016 PricewaterhouseCoopers Report: *Analysis of the Australian Tissue Sector*; and
- + the response to recommendations made from the 2018 *Review of the Australian organ donation, retrieval and transplantation system Final Report*.

All governments have agreed to progress the outcomes of the reviews, noting that some delay has occurred due to COVID-19 and associated health sector priorities.

Work continues on the development of key frameworks to provide the overarching future directions, and actions have been identified that can be delivered in the shorter term within current resources.

Future reviews of the Strategic Plan will consider how the OTA and DonateLife Network respond to the outcomes and government response to the review.





Our plan to increase organ and tissue donation for transplantation

This plan is a point in time document and details the identified objectives, strategies and actions for the four years 2021–22 to 2024–25 and the performance measures against which progress will be reported.

The plan will be reviewed annually to ensure it remains relevant and practicable for the national donation program for Australia, and will be adapted to reflect any future impact of Governments reviews or any changes in policy.

Eight key areas of focus have also identified for 2021–22. These areas align with the qualitative performance criteria identified in the OTA's 2021–22 Portfolio Budget Statement.

Strategic objectives 2021–22 – 2024–25

Objectives	
	<div>1</div> <div>Increase donation for transplantation</div>
	<div>2</div> <div>Increase consent rates for deceased organ and tissue donation</div>
	<div>3</div> <div>Provide specialist support for families involved in the donation process</div>
	<div>4</div> <div>Enhance systems and processes to support donation and transplantation</div>

Objective 1

2021–22 to 2024–25

Increase organ and tissue donation for transplantation

Strategies	2021–22	2022–23	2023–24	2024–25
<p>1.1 Embed organ and tissue donation as routine end-of-life care in DonateLife hospital intensive care units and emergency departments</p> <p>Consideration of organ and tissue donation at end-of-life is consistent with excellent patient and family care.</p> <p>The potential for organ and tissue donation should be considered for all patients when end-of-life care is planned in the intensive care unit (ICU) or emergency department (ED).</p> <p>Routine referral to DonateLife Agency/ hospital donation specialist staff occurs to provide appropriate and timely advice on donor potential and suitability from clinicians with donation expertise who may then consult with transplantation and other experts.</p> <p>An ongoing commitment in ICUs and EDs is required to embed organ and tissue donation as part of best practices at end-of-life.</p> <p>Organ and tissue donation best practice occurs in a hospital culture where there is senior executive engagement and high quality end-of-life care is a priority.</p>	Continue to embed and monitor routine referral in all DonateLife Network (DLN) hospitals with a focus on engagement with hospital executive where routine referral has not occurred	Formalise accountability for routine referral through continued engagement with hospital executive with consideration of national standards. Commence review of the Clinical Practice Improvement Program (CPIP)	Implement any agreed changes to the CPIP and reporting framework	Monitor implementation of the revised CPIP and hospital performance against agreed KPIs for routine referral
	Continue to enhance hospital staff training and engagement to strengthen hospital commitment to donation and referral	Continue to deliver training and engagement activities with hospital staff	Monitor effectiveness and consider new activities as part of the National Professional Education Plan	Implement new training and engagement activities with hospital staff
	Through the DLN, continue to provide expert advice on donor suitability and consider formal mechanisms to improve consistency of this advice	Consider enhancements to the assessment of donor suitability for inclusion in the CPIP		Monitor implementation of the revised CPIP
	Routinely consider eye and tissue donation in the deceased organ donor referral process in collaboration with the eye and tissue sector and the DLN	Monitor deceased eye and tissue donation associated with organ donor referrals		

Increase organ and tissue donation for transplantation

Strategies	2021–22	2022–23	2023–24	2024–25
<p>1.2</p> <p>Deliver best-practice donation processes in DonateLife Network hospitals</p> <p>All patients and their families should receive excellent end-of-life care which includes consideration of organ and tissue donation. This care should meet physical, psychosocial and spiritual needs and be delivered with a focus on dignity and comfort, while patient care is simultaneously managed to optimise donation and transplantation outcomes.</p> <p>The <i>Clinical Practice Improvement Program</i> (CPIP) is a key initiative under the national program. It is a performance framework for the DonateLife Network to guide and monitor clinical practice in hospitals. 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 imbedded in training and national guidelines for health professionals working in the donation sector.</p>	<p>Continue to monitor the CPIP in all DLN hospitals to drive continuous improvement and implement the <i>Best Practice Guideline for Offering Organ and Tissue Donation in Australia</i></p>	<p>Commence a review of the elements of clinical strategic focus of the CPIP and associated key performance indicators (KPIs)</p>	<p>Implement any agreed changes to the CPIP and reporting framework</p>	<p>Monitor the revised CPIP and hospital performance against agreed KPIs</p>
	<p>Monitor implementation of the <i>National Professional Education Plan</i> for the DLN and the broader clinical community</p>	<p>Review the <i>National Professional Education Plan</i> to identify new actions and develop new education opportunities and resources</p>	<p>Monitor implementation of the revised <i>National Professional Education Plan</i></p>	<p>Review the <i>National Professional Education Plan</i> to identify new actions and develop new education opportunities and resources</p>
	<p>Continue to evolve the <i>DonateLife Learning Site</i> and monitor completion of education requirements of the CPIP</p>	<p>Review education requirements in line with the <i>National Professional Education Plan</i> and CPIP</p>	<p>Maintain currency and develop new resources on the <i>DonateLife Learning Site</i></p>	<p>Review opportunities for enhancement of the <i>DonateLife Learning Site</i></p>
	<p>Review the <i>National Competency Framework for coordinating the donation process in Australia</i> and explore options for national consistency in the assessment of competency</p>	<p>Support implementation of the revised <i>National Competency Framework</i> and associated assessment tools</p>	<p>Monitor effectiveness of the <i>National Competency Framework</i> and associated assessment tools</p>	
	<p>Maintain currency and monitor effectiveness of national best practice guidelines for donation, and develop additional national guidelines and training where required</p>			
	<p>Collaborate with relevant professional organisations, in Australia and internationally, to promulgate information and remain abreast of current best practice and emerging evidence</p>			

Increase organ and tissue donation for transplantation

Strategies	2021–22	2022–23	2023–24	2024–25
1.3 Increase opportunities for living kidney donation through the Australian and New Zealand Paired Kidney Exchange (ANZKX) Program <p>The Australian and New Zealand Paired Kidney Exchange (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>The collaboration between Australia and New Zealand Governments has increased and diversified the patient pool which increases the chance of matches in both countries.</p>	<p>Continue to deliver the ANZKX program and support recommencement of exchanges between Australia and New Zealand when possible following COVID-19 restrictions</p>	<p>Assess effectiveness of continuous matching and consider further opportunities to enhance the program</p>	<p>Undertake a review of the ANZKX program</p>	<p>Implement review outcomes</p>
	<p>Raise awareness of the ANZKX program through increased community and clinical activities</p>	<p>Monitor effectiveness of the ANZKX program awareness raising activities</p>	<p>Review and update ANZKX program resources</p>	<p>Promote updated ANZKX program resources</p>
	<p>Produce a suite of ANZKX program and participating transplant unit data collection and reports</p>		<p>Review suite of ANZKX Program and transplant unit data collection and reporting to inform future enhancements</p>	

Objective 2

2021–22 to 2024–25

Increase consent rates for deceased organ and tissue donation

Strategies	2021–22	2022–23	2023–24	2024–25
<p>2.1 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>Develop and agree a targeted national communication plan focusing on identifying key target audiences, strengthening community engagement channels and identifying KPIs to lift consent rates by encouraging family discussion and registration</p>	<p>Annual evaluation of the national communication plan to enhance goals, KPIs and strategies that will enhance community awareness and education program consent rates and measure community awareness and support for donation.</p>		
	<p>In line with the national communication plan, undertake key annual media, community engagement and digital activities to encourage discussion and registration about donation – with a key focus on optimising DonateLife Week, the key national event for raising public awareness about organ and tissue donation, and encouraging family discussion and registration</p>	<p>Continue to deliver annual community engagement activities, including DonateLife Week, in line with the national communication plan, agreed goals and KPIs.</p> <p>Conduct annual evaluation to continuously evolve strategies, goals and activities.</p>		
	<p>Review and evaluate the effectiveness of the stakeholder engagement approach in order to enhance collaboration with stakeholders, community groups and relevant organisations, to raise awareness about organ and tissue donation</p>	<p>Continue to enhance the stakeholder engagement approach including exploring new ideas and strategies to encourage family discussion and increase rates of registration</p>		

2021–22 to 2024–25

Increase consent rates for deceased organ and tissue donation

Strategies	2021–22	2022–23	2023–24	2024–25
	Evaluate the impact and effectiveness of the DonateLife brand in the Australian community to further increase brand recognition	Continue to conduct annual surveys to evaluate the impact and effectiveness of the DonateLife brand in the Australian community, using feedback to inform branding, key messages and strategy improvements		
	Deliver the DonateLife Partnerships program with strategic partners from across the sporting, corporate, media, health care, and community sectors to raise awareness about organ and tissue donation, and expand reach into key target audience groups			Assess impact of DonateLife Partnerships program and continue to work with partners on opportunities to raise awareness
	Deliver the DonateLife Community Awareness Grants program with community partners to raise awareness about organ and tissue donation, and expand reach into key target audience groups	Assess the impact of the DonateLife Community Awareness Grants program, appointing community partners to raise awareness about organ and tissue donation, and expand reach into key target audience groups		
	Review and update the suite of culturally appropriate resources on organ and tissue donation, increasing engagement with Culturally and Linguistically Diverse groups and Aboriginal and Torres Strait Islander Peoples.	Update the suite of culturally appropriate resources on organ and tissue donation, increasing engagement with Culturally and Linguistically Diverse groups and Aboriginal and Torres Strait Islander Peoples.		

Increase consent rates for deceased organ and tissue donation

Strategies	2021–22	2022–23	2023–24	2024–25
<p>2.2</p> <p>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 honour their wishes.</p> <p>Although the majority of Australians report a willingness to donate, only 33% of Australians are registered on the AODR. This strategy closely aligns with 2.1.</p>	<p>Collaborate with the Department of Health, Services Australia and jurisdictions to explore options and approach to facilitate increased Australian Organ Donor Register (AODR) registrations, including state and territory driver's licence systems.</p> <hr/> <p>Continue to undertake national and state and territory initiatives to encourage family discussion about donation and registration on the AODR. Monitor the outcomes of these initiatives to inform next steps as part of the 4-year integrated communication plan (2.1)</p> <hr/> <div> <div>Undertake research on youth attitudes to better understand how the 16–35 cohort view organ and tissue donation, and their reasons for not registering or registering to be a donor</div> <div>Assess the effectiveness of research and continue to undertake discrete projects to better understand DonateLife target audience groups attitudes and behaviour – informing ongoing engagement activities to increase registration and family discussion</div> </div> <hr/> <p>Continue to collect and analyse registration data, including key registration demographics and the effectiveness of registration channels, to inform targeted community engagement and education initiatives</p> <hr/> <div> <div>Evaluate the effectiveness of the OTA online registration channel and streamline and simplify the user experience</div> <div>Continue to look for ways, based on data analytics to simplify any barrier to sign up, and encourage more people to register</div> </div>			

Objective 3

2021–22 to 2023–24

Provide specialist support for families involved in the donation process

Strategies	2021–22	2022–23	2023–24	2024–25
<p>3.1 Provide specialist support 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> (the Best Practice Guideline) outlines the optimal approach for supporting families through the donation process in hospital and is integral to the Clinical Practice Improvement Program (CPIP). Key elements of this approach include routine referral to DonateLife, checking the Australian Organ Donor Register (AODR), planning for family communication, and a collaborative approach involving the donation specialist nurse and intensive care team working together to support the family.</p> <p>The Donation Specialist Nurse role is central to the family donation conversation. They provide detailed and accurate information about donation and have the skills to sensitively introduce the topic of donation and openly explore what donation may mean for a family, thereby assisting them in making a fully informed decision.</p>	Release Edition 2 of the Best practice guideline and work with hospital teams to implement and support families in a collaborative approach	Monitor and report on the revised Guideline through CPIP and DonateLife Agency engagement with hospitals		Commence review of the Best Practice Guideline with a focus on continuous improvement and delivery of best practice
	Deliver the revised core Family Donation Conversation (cFDC) workshop and review supporting resources and tools	Monitor the effectiveness of the revised cFDC workshop and develop any new resources and tools to support ongoing learning		
	Increase education opportunities for Donation Specialist Nurses through the <i>DonateLife Coaching Program</i> and other avenues	Continue to monitor the effectiveness of the <i>DonateLife Coaching Program</i> and agree an approach for the advancement of education for Donation Specialist Nurses		Develop and deliver new education opportunities for Donation Specialist Nurses and enhancements to the <i>DonateLife Coaching Program</i>
	Continue to monitor delivery of the National DonateLife Family Support Service and resources to support families throughout the donation process and after donation			Review the National DonateLife Family Support Service and resources with consideration of findings from the Donor Family Study
	Release the report of Wave 5 of the National Donor Family Study and disseminate findings to inform best practice	Continue to share findings and respond to family feedback provided through the study to inform training and enhance family support services		

2021–22 to 2023–24

Provide specialist support for families involved in the donation process

Strategies	2021–22	2022–23	2023–24	2024–25
<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>Commence a review of the National Donor Family Study to evaluate its purpose and increase its effectiveness in monitoring family satisfaction</p>	<p>Conduct the agreed National Donor Family Study following the appropriate consultation and approval processes</p>		

3.2

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.

Continue to develop and undertake key annual media, community engagement and commemorative activities to thank donors and their families including DonateLife Thank You Day, National Service of Remembrance and the release of Donor Family Study

Evaluate the online 2021 National Service of Remembrance and confirm future national and state/territory activities to honour donors and their families

Continue to deliver and monitor the effectiveness of the National Service of Remembrance and local activities

Undertake ongoing activities to recognise the contribution of donors and their families through our website and social media channels

Continue to support opportunities to recognise the contribution of donors and their families at local, state and national levels

Objective 4

2021–22 to 2024–25

Enhance systems and processes to support donation and transplantation

Strategies	2021–22	2022–23	2023–24	2024–25
<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>Establishing an agreed monitoring and reporting framework will provide transparency in the implementation of the national organ and tissue donation program, and provide evidence to support strategic decision-making and continuous improvement to achieve program outcomes.</p> <p>This includes metrics across clinical performance, family satisfaction, community awareness and donation and transplantation outcomes.</p>	Develop and agree a DonateLife Performance Reporting Framework and key quantitative and qualitative metrics for monitoring deceased and living donation and transplantation of solid organs	<p>Evolve the DonateLife Performance Reporting Framework to include key metrics for:</p> <ul style="list-style-type: none"> + monitoring and reporting deceased eye and tissue donation + monitoring waitlist, organ allocation and transplantation activity 	Continue to monitor and report national, jurisdictional, hospital and transplant unit performance in line with the Performance Reporting Framework	
	Work with key stakeholders to explore eye and tissue data sets and reporting	Agree key metrics for monitoring deceased eye and tissue donation and transplantation	Monitor and report national and jurisdictional performance of eye and tissue donation and transplantation	
	Work with key stakeholders to explore transplantation activity data sets and reporting	Agree key metrics for monitoring transplantation activity and reporting	Monitor and report national, jurisdictional, and transplant unit performance of transplantation activity	

Enhance systems and processes to support donation and transplantation

Strategies	2021–22	2022–23	2023–24	2024–25
<p>4.2</p> <p>Work with the clinical sector to improve the equity and efficiency of the organ allocation and offer processes</p> <p>The allocation of organs is a complex process that depends on a range of factors including medical need, urgency, capacity to benefit and donor/recipient matching criteria. Maintaining and auditing the implementation of national transplantation guidelines and protocols supports the management of effective, equitable and transparent transplant waiting lists and the allocation of organs.</p> <p>OrganMatch is the national system for waitlisting patients and for optimal immunological matching of donor organs to patient's waitlisted for an organ transplant.</p> <p>Further enhancements to OrganMatch will improve efficiency, accountability and transparency of the organ allocation and offer process.</p> <p>Leadership and collaboration across the donation and transplantation sectors is integral to drive clinical best practice and processes across the sector.</p>	<p>Continue to collaborate with professional groups for the ongoing review, update and implementation of clinical best practice guidelines, including the <i>TSANZ Clinical Guidelines for Organ Transplantation from Deceased Donors</i> and associated protocols</p> <p>Contribute to the development and consultation for the <i>NHMRC Ethical Guidelines for Organ and Tissue Donation and Transplantation in Australia</i></p> <p>Support the ongoing review of the organ offer and allocation processes</p> <p>Enhance functionality in the OrganMatch Transplantation portal, including waitlist management, ANZKX program enrolment and secure information sharing</p> <p>Support delivery of the OrganMatch Donation portal to facilitate secure information sharing and streamlined offer process</p> <p>Contribute to the transition to Virtual Crossmatching (VXM), aligning with international best practice for determining donor and recipient compatibility</p>	<p>Support the finalisation and promulgation of the <i>NHMRC Ethical Guidelines for Organ and Tissue Donation and Transplantation in Australia</i></p> <p>Support monitoring and ongoing review of the revised organ allocation processes</p> <p>Conduct post implementation review of the OrganMatch portal enhancements to inform next steps</p> <p>Conduct post implementation review of the OrganMatch Donation portal enhancements to inform next steps</p> <p>Conduct post implementation review and monitoring of VXM</p>	<p>Continue to collaborate with professional groups on the <i>NHMRC Ethical Guidelines for Organ and Tissue Donation and Transplantation in Australia</i></p> <p>Continue to maintain and enhance the transplantation portal to meet clinical needs</p> <p>Continue to maintain and enhance the donation portal to meet clinical needs</p>	

Enhance systems and processes to support donation and transplantation

Strategies	2021–22	2022–23	2023–24	2024–25
4.3 Enhance the safety of organ donation and transplantation <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>Continue to manage the national vigilance and surveillance system supporting the collection and retrospective analysis of serious adverse events and reactions for deceased organ donation</p> <hr/> <p>Report de-identified shared learnings with the clinical sector and community, through quarterly communiques and an annual report</p> <hr/> <div> <div> <p>Review the Australian Vigilance and Surveillance Framework for reporting of serious adverse events and reactions against international standards and feedback from the sector</p> </div> <div> <p>Finalise and implement the revised framework to support the Australian Vigilance and Surveillance System for deceased organ donation and transplantation</p> </div> </div> <hr/> <p>Contribute where appropriate to the international vigilance and surveillance dialogue on organ donation for transplantation through Project Notify</p> <hr/> <p>Continue to support the ongoing review of the implementation 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>			

Enhance systems and processes to support donation and transplantation

Strategies	2021–22	2022–23	2023–24	2024–25
<p>4.4 Collaborate with the Commonwealth Department of Health and states and territories to determine the requirements of the health system to support future growth in donation and transplantation</p> <p>The last decade has seen significant growth in donation and transplantation outcomes in Australia. Increased organ donation results in more Australians receiving a lifesaving or life transforming transplant.</p> <p>Organ donation and transplantation is a shared responsibility and relies on collaboration between state and territory governments, clinicians, professional bodies, eye and tissue banks, and the community sector.</p> <p>The implementation of recommendations from two key Government reviews led by the Commonwealth Department of Health will inform the development of a future national strategy for the Australian organ donation, retrieval and transplantation system, incorporating the eye and tissue sector.</p>	<p>Strengthen accountabilities under the DonateLife Network funding arrangements through monitoring jurisdictional and hospital performance against the agreed process metrics</p>	<p>Negotiate funding arrangements for delivery of the national program from July 2023</p>		<p>Continue to monitor accountabilities under funding arrangements for delivery of the national program</p>
	<p>Work with the Commonwealth Department of Health and state and territory governments to progress the <i>Review of the Australian organ donation, retrieval and transplantation system</i></p>			
	<p>Work with the Commonwealth Department of Health and state and territory governments to progress the <i>National Eye and Tissue Sector Framework</i></p>			

Key focus areas 2021–22



Clinical Practice Improvement Program

Focus on routine referral, checking the Australian Organ Donation Register and involvement of a donation specialist nurse



Data

Focus on enhancing the collection, reporting and sharing of data



Professional Education

Focus on enhancing education opportunities, including digital delivery and resources



Community engagement

Focus on enhancing community engagement opportunities, including digital delivery and resources



Donor family support

Focus on reviewing the National Donor Family Study



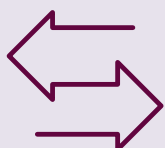
Transplant sector collaboration

Focus on supporting clinical best practice guidelines



Eye and tissue sector collaboration

Focus on strengthening eye and tissue donation as part of deceased organ donation



OrganMatch

Focus on the enhancements of Donation and Transplantation portals

How will we deliver against our strategic objectives for 2021–22

Performance measures

Having an effective performance reporting and monitoring framework is key to good governance. All Commonwealth entities have a **purpose** and **strategic objectives** that the entity intends to pursue over a reporting period.

The framework is delivered on through initial reporting in the **Portfolio Budget Statement** (PBS), reinforced in the **Strategic** and **Corporate Plans**, and outcomes reported on in the **Annual Report** through the Annual Performance Statement and associated narratives.

As part of the annual review of OTA's performance framework, the following five areas identify how we will deliver against our strategic objectives in the year ahead.

These areas of delivery align with the qualitative performance criteria identified in the OTA's 2021–22 Portfolio Budget Statement and progress against these deliverables will be reported in the OTA's Annual Performance Statement in the OTA's 2021–22 Annual Report.

Qualitative performance criteria

Lead and monitor the delivery of best practice donation services across the DonateLife Network through the Clinical Practice Improvement Program

Raise community awareness of the importance of family discussions and registration on the Australian Organ Donor Register

Provide specialist support to families throughout the donation process

Enhance the functionality and usage of OrganMatch

Inform evidence-based policy and best practice service delivery through the collection, analysis and reporting of donation and transplantation data

Notes and measures

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
- + 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

Quantitative performance criteria

Performance measures 2021–2024

Performance criteria	2020 target	2020 result	2021 target	2022 target	2023 target	2024 target
Increase the donation rate of deceased organ donors per million population (dpmp) through the delivery of a nationally coordinated and consistent approach	25 dpmp	18 dpmp	25 dpmp	25 dpmp	N/A	N/A
Increase the rate of consent to organ donation through clinical best practice and community engagement	≥70%	58%	≥70%	≥70%	N/A	N/A
Increase the percentage of family donation conversations involving a donation specialist when the opportunity for donation is raised by clinical staff	80%	76%	80%	85%	90%	90%
Through community awareness and education, increase registrations on the Australian Organ Donor Register (AODR)	2020 result There was a 16% decrease from the previous year, with 186,656 new registrations on the AODR compared to 221,641 in 2019		2021 target 10% increase in new registrations on the AODR from 2020 (as at 31 December)		2022 (and beyond) target 10% increase in new annual registrations on the AODR from the previous year (as at 31 December)	

Notes and measures

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 is being considered / has been endorsed by Health Ministers for 2021 and 2022 while the national strategy is being developed.

Sources

Progress against quantitative performance is measured by analysing of data sourced from:

- + Australia and New Zealand Organ Donor Registry, Secure Report Depot – Donor extract, December 2020
- + Australian Bureau of Statistics, 3101.0 – Australian Demographic Statistics, (June 2020), Accessed 17/12/2020
- + Organ and Tissue Authority, DonateLife Audit, December 2020
- + Services Australia, Monthly AODR extract, December 2020

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