



**Australian Government**  
**Australian Organ and Tissue Donation  
and Transplantation Authority**



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Australia

## Acknowledgement of Country

The Organ and Tissue Authority acknowledges Traditional Owners of Country throughout Australia and recognises the continuing connection to the land, waters and communities. We pay our respects to Aboriginal and Torres Strait Islander cultures, and to their Elders past and present.

Aboriginal and Torres Strait Islander peoples should be aware that this document may contain images or names of people who have since passed away.



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# Introduction

## Message from the Chief Executive Officer

As the Accountable Authority of the Organ and Tissue Authority (OTA), it is my pleasure to present the OTA's Corporate Plan 2023–24 (the Plan), as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act). This Plan is informed by the [OTA's Strategy 2022–2027](#) and covers the 4-year period of 2023–24 to 2026–27.

The OTA is a statutory authority established in 2009 by the *Australian Organ and Tissue Donation and Transplantation Authority Act 2008* and is a non-corporate Commonwealth entity under the PGPA Act. The OTA operates within the Health and Aged Care portfolio and reports to the Assistant Minister for Health and Aged Care.

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

Over the period of this plan, we aim to return donation and transplantation activity to pre-pandemic levels and to drive further improvements. To achieve this, we will prioritise building support across the community, optimising opportunities in the clinical sector, and enhancing systems to enable quality outcomes.

I encourage all Australians to talk about donation with their family, and for those 16 years and over, to register to be an organ and tissue donor – it only takes one minute at [donatelife.gov.au](https://donatelife.gov.au) or 3 taps on the [Express Plus Medicare app](#).



A handwritten signature in black ink that reads "Lucinda Barry".

**Lucinda Barry AM**  
**Chief Executive Officer**

31 August 2023

**We thank all the generous donors and their families who have transformed the lives of people needing a transplant through organ and tissue donation.**

We also acknowledge the dedication and commitment of our donation specialist staff and transplantation teams. Transplantation is only possible through the donation of organs and tissues, and its life-changing benefits would not be possible without this shared commitment.










# Purpose

To save and improve the lives of more Australians through organ and tissue donation and transplantation



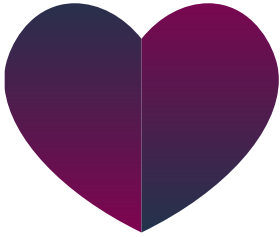
## Goals and objectives

The OTA, on behalf of the Australian Government, leads the national program to increase organ and tissue donation and transplantation in partnership with the DonateLife Network, state and territory governments, organ donation and transplantation clinical sectors, eye and tissue sectors, and the community.

Build support More people say yes to donation	Optimise opportunities Donation and transplantation services deliver the best outcomes	Enhance systems Enable quality outcomes through information, technology and resources
 Raise awareness	 Identify donors & increase consent	 Monitor, collect, analyse & report national performance
 Increase family discussion	 Drive excellence in donation services	 Advance quality, safety & efficiency
 Increase registration	 Increase safe & equitable transplantation	 Sustain specialist resources

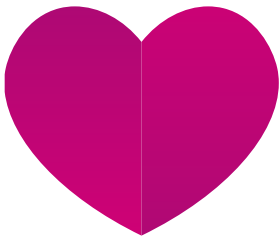
**Image:** Baby Thea, who is on the waitlist for a liver transplant and her dad Brett at a DonateLife Week 2023 launch event

## Values and behaviours



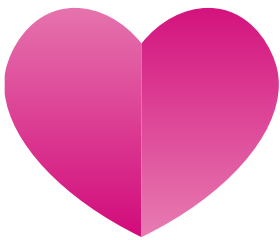
### **Commitment**

We are passionate about who we are, our work and our future



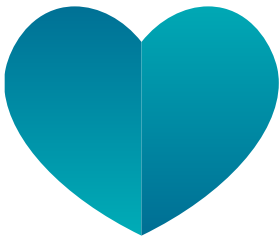
### **Collaboration**

We work together to achieve shared goals



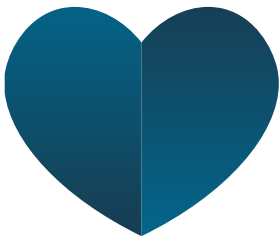
### **Excellence**

We strive for the best quality national outcomes



### **Integrity**

We operate with trust, respect, honesty and compassion



### **Innovation**

We keep an open mind and have courage to make improvements

# Environment

Globally there is a gap between the supply of and the need for organs for transplantation. Currently there are around 1,800 Australians on the organ transplant waitlist and a further 14,000 people on dialysis, many of whom could benefit from a kidney transplant. This is due to a rising prevalence of chronic disease as well as advancements in medical technology, that mean transplantation is the optimal and sometimes only treatment option for people with organ failure.

Transplantation can save lives, restore health and improve the quality of life. It also offers significant cost benefits to the health system. Evidence demonstrates that a coordinated and consistent national approach across the hospital system and clinical practice, with sustained public awareness, leads to improvements in donation and transplantation rates.

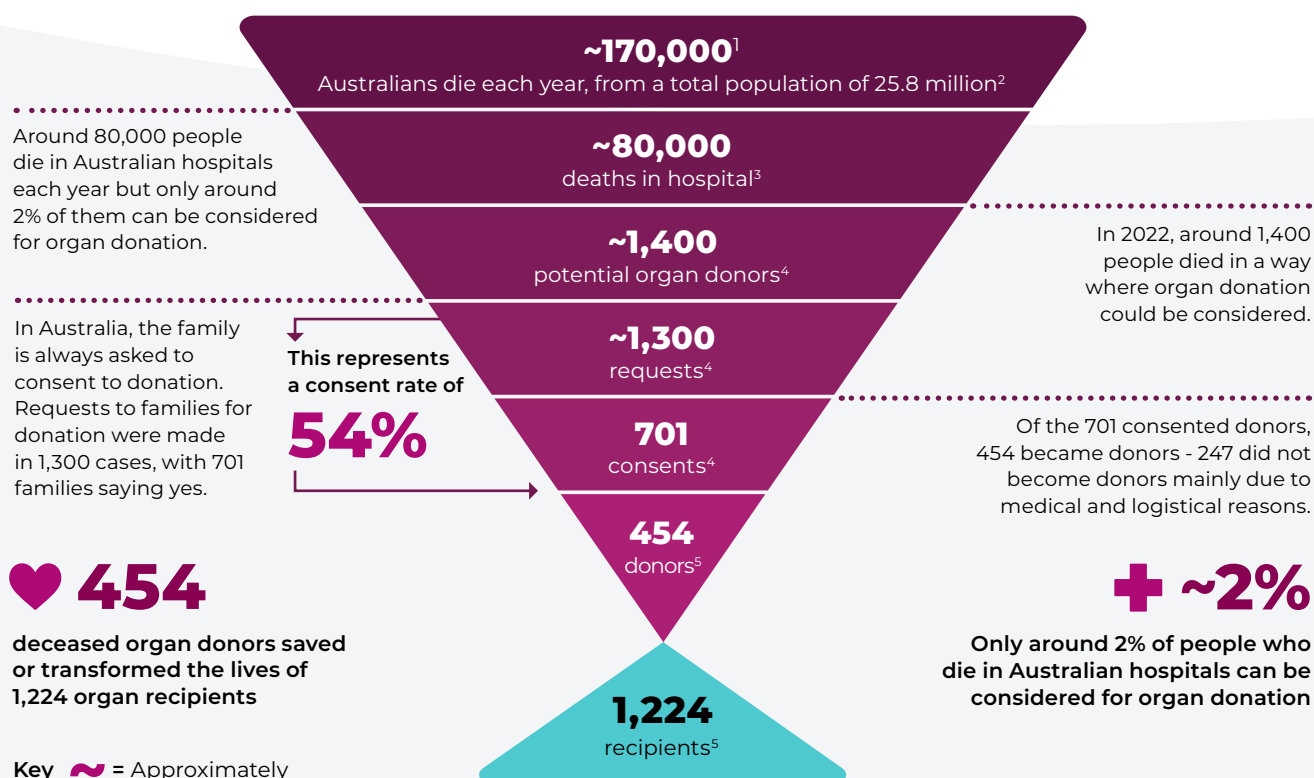
## Very few people can become an organ donor

To be an organ donor, a person must die in specific circumstances, usually in a hospital's intensive care unit or emergency department, and be medically suitable to donate organs for transplantation.

The national program to increase organ and tissue donation in Australia commenced in 2009 and resulted in Australia's organ donation rate more than doubling in the first decade (122% increase by 2019). Since 2009, nearly 17,000 Australians have received a life-changing transplant thanks to the generosity of around 6,000 deceased organ donors.

With only a small number of potential donors, increasing consent is critical to increasing our donation rate.

**Figure 1:** Australia's potential deceased organ donor population and transplantation outcomes



## Sources

- 1 Australian Bureau of Statistics. Causes of death, Australia, 2021 (Released 19/10/2022).
- 2 Australian Bureau of Statistics. National, state and territory Population, 30 June 2022 (Released 16/12/2022).
- 3 Australian Institute of Health and Welfare 2021. Admitted patient care 2020-21 (Released 01/06/2022).
- 4 DonateLife Audit, February 2023.
- 5 Deceased organ donation in Australia, Australia and New Zealand Organ Donation Registry, 15 January 2023.

## Implementing the national program

Australia has an 'opt-in' donation consent system. People can register their intent to be a donor on the Australian Organ Donor Register. Family agreement is sought when donation is possible, so it is important that people also let those closest to them know if they want to be a donor. The foundations of the national program have been developed with reference to international best practices and adapted for the Australian environment.

Collaboration is integral to increasing donation and transplantation in Australia. The OTA provides leadership to drive, implement and monitor a national approach in partnership with the DonateLife Network, which delivers the national program in 95 hospitals across Australia through an agency in each state and territory and 260 donation specialist staff.

State and territory governments, the organ donation and transplantation sectors, eye and tissue sectors, hospitals, community organisations and the public are critical partners in the national program's success.

## Recovering from COVID-19

Despite the continued challenges brought about by the COVID-19 pandemic in 2022, including pressures on the health system, the workforce and community, donation and transplantation outcomes improved compared with 2021. In 2022 we saw an 8% increase in the number of deceased donors and a 4% increase in the number of people receiving an organ transplant. The consent rate was 54%, down from a high of 59% in 2019, meaning fewer families said yes to donation.

The OTA will continue to work collaboratively with governments, the clinical sector and the community to return donation and transplantation activity to pre-pandemic levels and to drive further growth. To achieve this, we will prioritise building support across the community, optimising opportunities in the clinical sector, and enhancing systems to enable quality outcomes.

## Emerging international approaches to donation

The national program has been developed to prioritise continuous improvement with reference to international best practices. The OTA will continue to monitor the international landscape for emerging approaches to consent systems, registration and clinical practice, which includes expanding the pool of potential donors through new technologies and people requesting donation in the context of voluntary assisted dying.

## National reviews

Together the OTA, the Commonwealth Department of Health and Aged Care and state and territory governments will finalise the National Strategy for Organ Donation, Retrieval and Transplantation and implement, with the sector, the National Eye and Tissue Sector Framework. The delivery on agreed priorities across the sectors will build on the success and learnings of the national program and will complement the [OTA's Strategy 2022–2027](#).

## Legislation

The legislative environment for donation and transplantation remains complex and challenging. Each Australian jurisdiction regulates human organ and tissue donation and transplantation through its own human tissue legislation, including varying provisions around the disclosure of information that may identify an organ and/or tissue donor and/or transplant recipient. While these provisions all have the same intent, which is to protect confidentiality for those who donate and those who receive transplants, there are differences about who is prohibited from disclosing information. The OTA will continue to support opportunities for this legislation to be harmonised across Australia.



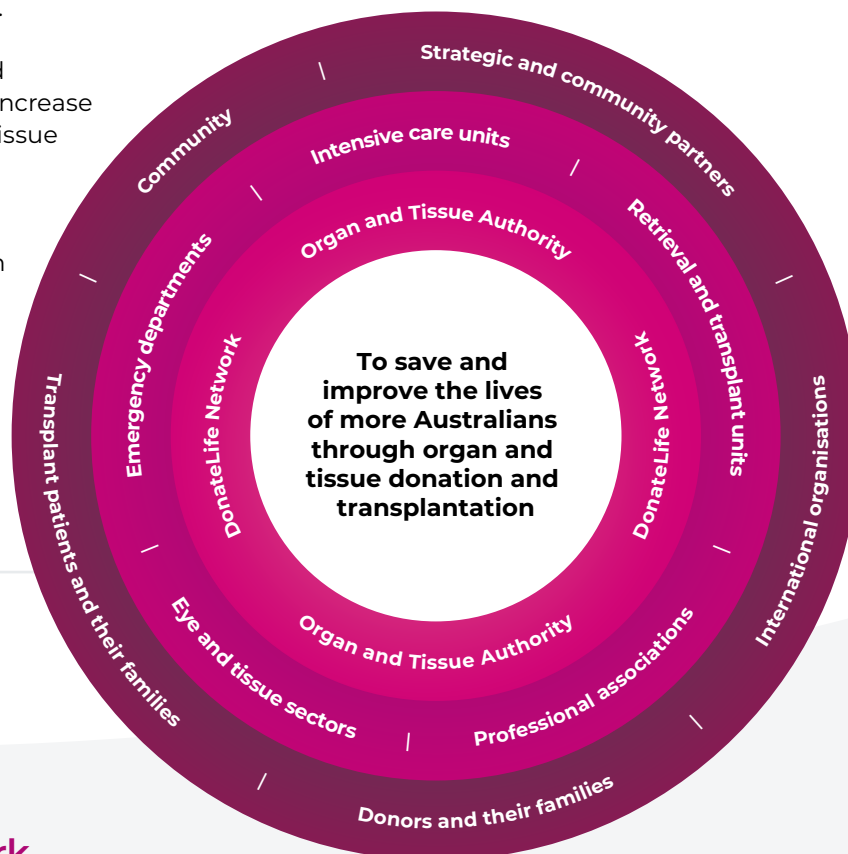
# Cooperation

## Collaboration is integral to increasing donation and transplantation rates in Australia.

The OTA provides leadership to drive, implement and monitor a national approach in partnership with the DonateLife Network. The Commonwealth Department of Health and Aged Care, state and territory governments, the broader organ donation and transplantation clinical sectors, the eye and tissue sectors, and community organisations provide advice through our advisory committees to inform and support the delivery of the national program.

The OTA has a range of strategic and community partnerships to further increase public awareness about organ and tissue donation in Australia. This includes supporting the OTA to reach target audience groups that are under-represented on the Australian Organ Donor Register: young people aged 16–30 years, First Nations peoples, and culturally and linguistically diverse groups.

**Figure 2:** Collaboration environment



## The DonateLife Network

The Australian Government, through the OTA, provides funding to state and territory governments to deliver donation services consistent with the national program.

Each state and territory has a DonateLife agency; a clinical leadership team; and hospital-based medical and nursing donation specialist staff. Agency staff also include educators, communication officers, donor family support officers, and data and audit personnel. These teams are referred to as the DonateLife Network.

### The DonateLife Network includes



**8**  
DonateLife agencies  
across Australia



**260+**  
donation specialist  
staff across



**95**  
hospitals

# Capability

The OTA relies on key capabilities to achieve our purpose and support the government's priorities, ensuring that we can respond flexibly to the challenges, risks and opportunities in our environment.



## Analytics and technology



## People and culture



## Communication and stakeholder engagement



## Clinical expertise



### Analytics and technology

We harness our expertise, data and technology assets to provide national insights and improve donation and transplantation outcomes across Australia.

#### We aim to:

- have technologies in place to access, create and communicate information and ideas, solve problems and work collaboratively
- safeguard the confidentiality, integrity and availability of information and data
- provide high-quality data to inform decision-making and drive improvement in organ and tissue donation outcomes and clinical practice
- enhance the efficiency, accountability and transparency of the donation organ allocation and offer process
- monitor and uplift our cyber security maturity in line with the protective security policy framework.

#### We will enhance our capability by:

- further investing in key applications that inform and enable the donation, retrieval and transplantation process, including the Electronic Donor Record, DonateLife Audit and OrganMatch (our national organ matching system)
- growing our technical expertise, including our data extraction, integration and analysis skills, through improvements in skill sharing and expanded collaboration in analysis and problem solving
- building understanding of the donation and transplantation sector and organ donation process by working closely with the DonateLife Network, clinical sector and partners
- engaging with partners to improve our technology infrastructure and manage cyber security risks.



## People and culture

We are committed to building a positive culture and harnessing our diverse skills, experience and qualities to achieve our purpose.

### We aim to:

- continue to foster a culture which is inclusive, psychologically safe and positive
- uphold and champion integrity every day
- build our cultural literacy, diversity and inclusion practices so that our employees belong and thrive
- maintain a healthy working environment that supports employees to choose a sustainable pace
- support employee agency by enabling autonomy and building employee capabilities
- encourage innovation and a workplace culture that openly discusses risk and explores new ideas, empowering employees to act and learn from their mistakes.

### We will enhance our capability by:

- proactive workforce planning which will enable us to attract and retain the right people, support a positive workplace culture and tackle immediate and emerging challenges
- providing tools and resources to build cultural competency and the development of a Reconciliation Action Plan
- implementing a modern physical workplace which provides a more flexible, healthier work environment that promotes adaptability and collaboration
- improving workplace experience by listening to our employees through the APS Census survey and providing an action plan to address the results.



## Communication and stakeholder engagement

We apply evidence-based communications and engagement methods, in collaboration with the DonateLife Network and stakeholders, to build support for organ and tissue donation – encouraging Australians to register and talk to their family about donation.

### We aim to:

- lead a nationally consistent team of professional communication experts across Australia, in collaboration with the DonateLife Network
- partner with a range of local and national stakeholders, media, governments, community groups and professional organisations to extend the reach of public awareness messages and activities into target audience segments
- use data, insights and research to deliver targeted communication and engagement activities that increase DonateLife brand awareness and identify key opportunities for behavioural change to increase the number of new registrations on the Australian Organ Donor Register and prompt family discussion about donation
- make our communication accessible to all
- be culturally appropriate in our engagement and communication.

### We will enhance our capability by:

- implementing the OTA's Communication and Engagement Framework 2022–27 to deliver nationally focused and consistent activities to increase awareness, drive new registrations on the Australian Organ Donor Register and increase family discussion
- conducting user research into understanding, attitudes and behaviour, and audience segmentation of the Australian community to build support for organ and tissue donation
- strengthening the DonateLife digital presence, using data and insights about audience behaviour to optimise digital content and channels for target audience groups
- actively collaborating with a range of stakeholders, advocates and partners to further increase public awareness about organ and tissue donation in Australia.

## Clinical expertise

We bring together clinical expertise from across the DonateLife Network and clinical sector to drive nationally consistent best clinical practices that deliver the best outcomes, so that more people have access to life-changing transplantation.

### **We aim to:**

- drive nationally consistent best clinical practices and efficiencies in donation and transplantation practices
- support and listen to families who make the decision to donate
- implement a national program based on international clinical best practice
- maintain vigilance and surveillance to enhance safety across the organ donation and transplantation sector
- deliver a high-quality clinical organ donation education and training program
- lead development of clinical guidelines and standards to drive a safe, efficient and effective system.

### **We will enhance our capability by:**

- participating in working groups and expert committees to draw on specialist skills and capabilities within the DonateLife Network and sector partners
- implementing the OTA's National Education Program, which will further develop the skill set of DonateLife donation specialists and clinicians, who play a critical role in caring for the donor, managing the process, engaging with families, and providing care in the hospital
- conducting a review of the Australian Donor Risk Assessment Interview so information on donors is relevant and useful to the transplantation sector
- collecting data on donor family experience to understand family experience and improve the donation process
- engaging with hospitals to cultivate relationships, grow best practice and further improve organ donation performance outcomes
- working with the Commonwealth Department of Health and Aged Care and state and territory governments to finalise the National Strategy for Organ Donation, Retrieval and Transplantation and implement, with the sector, the National Eye and Tissue Sector Framework
- undertaking further enhancements to our national vigilance and surveillance system to further develop the efficacy and safety of the Australian donation and transplantation system.



**Image:** Donation specialist staff supporting the donation process

# Risk oversight and management

**The OTA's CEO, as the Accountable Authority, is responsible for risk oversight and management.**

The OTA has an appropriate system of risk oversight, management and internal control consistent with section 16 of the PGPA Act, the Commonwealth Risk Management Policy and *AS ISO 31000:2018 – Risk management – principles and guidelines*.

Our risk management practices are also informed by internal assurance activities that assess the effectiveness of our current controls and whether further measures are necessary. The OTA's Audit and Risk Committee, established in compliance with section 45 of the PGPA Act, also reviews and advises on the appropriateness of the OTA's audit and risk frameworks.

## Our desired risk culture

Risk culture is a shared set of values, attitudes and behaviours that shape how staff engage with risk in the activities they complete at work. Our risk culture needs to be championed by all staff and managers, every day.

The OTA strives to have a positive and effective risk culture through evidence-based decision-making, implementing improvements to better engage with risk in its day-to-day work and seizing opportunities. The OTA regularly reviews its risk management practices and behaviours to enable a supportive and collaborative workplace culture that openly discusses risk regularly, explores new ideas, and empowers everyone to act and learn from every decision.

These practices and behaviours include:

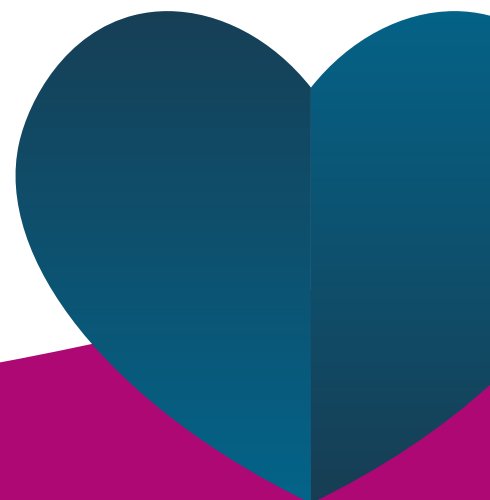
- Pro-actively identifying and managing risks
- Using available risk training resources and tools
- Adopting a reflective and lessons-learned attitude to risk
- Open and honest conversations about risk
- Clearly identified risk responsibilities, decision making roles and escalation procedures
- Leaders at all levels modelling our desired risk culture.

## Risk appetite and tolerance

We face a range of risks reflecting the diversity of activities we undertake to fulfill our purpose – to save and improve the lives of more Australians through organ and tissue donation and transplantation.


To achieve our objectives, we work with the DonateLife Network, state and territory governments, the donation and transplantation clinical sectors, the eye and tissue sectors and the community to deliver the Australian Government's national program to improve organ and tissue donation and transplantation outcomes in Australia.

Our tolerance for risk is highly dependent upon the activity undertaken and the views of our partners and stakeholders. We work closely with our partners and stakeholders to gain a better understanding of the risks we share.



## Enterprise risks

**Table 1:** Enterprise risks, management strategies and tolerance

Risk statement	Management strategies	Tolerance level and statement
<b>People</b>		
Failure to attract, engage and retain high-quality, committed people leads to insufficient capability to deliver	<ul style="list-style-type: none"> <li>Offer a flexible workplace culture that invests in staff wellbeing and life-long learning</li> <li>Actively and regularly engage with staff through staff surveys and employee consultation – taking action as required</li> <li>Leverage our workforce strategy, to enable the right capability to be attracted and retained into the future</li> </ul>	 <p>We have a <b>low tolerance</b> for any activities that may cause harm to the safety and wellbeing of our people. We have a <b>high tolerance</b> for taking a flexible approach to recruiting and retaining an engaged, diverse and skilled workforce.</p>
<b>Engagement</b>		
Ineffective collaboration with a range of stakeholders, advocates and partners means that we do not build public support for donation and we fail to increase donation rates so that more people can receive a transplant	<ul style="list-style-type: none"> <li>Communications and engagement initiatives are designed using data, insights and research to maximise awareness opportunities, specific to audience needs</li> <li>Maintain formal governance structures to collaborate and seek expertise from a range of stakeholders and partners</li> <li>Build and maintain key relationships through consultation, sharing knowledge and developing solutions with a focus on shared outcomes</li> </ul>	 <p>We have a <b>high tolerance</b> for engaging with our stakeholders and partners to build support for donation, optimise opportunities in the clinical sector and enhance systems to enable quality outcomes.</p>
<b>Delivery</b>		
Failure to optimise opportunities with the clinical sector or improve quality outcomes leads to decreased or less effective donation and transplantation outcomes	<ul style="list-style-type: none"> <li>Maintain formal governance structures to collaborate and seek expertise</li> <li>Work with key stakeholders to ensure the most appropriate and effective processes, systems and resources to deliver services</li> <li>Build and maintain key relationships through consultation, sharing knowledge and developing solutions with a focus on shared outcomes</li> <li>Use evidence, standards, evolving technology and techniques to drive clinical innovation</li> <li>Increase capability and capacity in organ donation and transplantation</li> </ul>	 <p>We have a <b>low tolerance</b> for any activities that may cause harm to the safety of the community. We have a <b>high tolerance</b> for optimising opportunities with the clinical sector to improve the quality of donation and transplantation outcomes.</p>
<b>Information and technology</b>		
Inadequate information and technology systems and infrastructure leads to interruption of critical services and or loss of key data	<ul style="list-style-type: none"> <li>Partner with trusted suppliers to enable information and technology to be available, secure and well maintained</li> <li>Adequate business continuity processes are in place to respond to disaster events</li> </ul>	 <p>We have a <b>low tolerance</b> for inappropriate, illegal or fraudulent access to systems, which might result in the exposure of personal data and critical information. We have a <b>high tolerance</b> for innovative information technology and consistent practices for lawful sharing of data and information.</p>

# Performance

The OTA's annual planning and performance reporting cycle enables us to be transparent and accountable to our stakeholders and the Australian public. We continue to deliver on our performance assurance responsibilities, meeting the requirements of the Commonwealth Performance Framework and accurately reporting on our key objectives and activities that will contribute towards achieving our purpose.

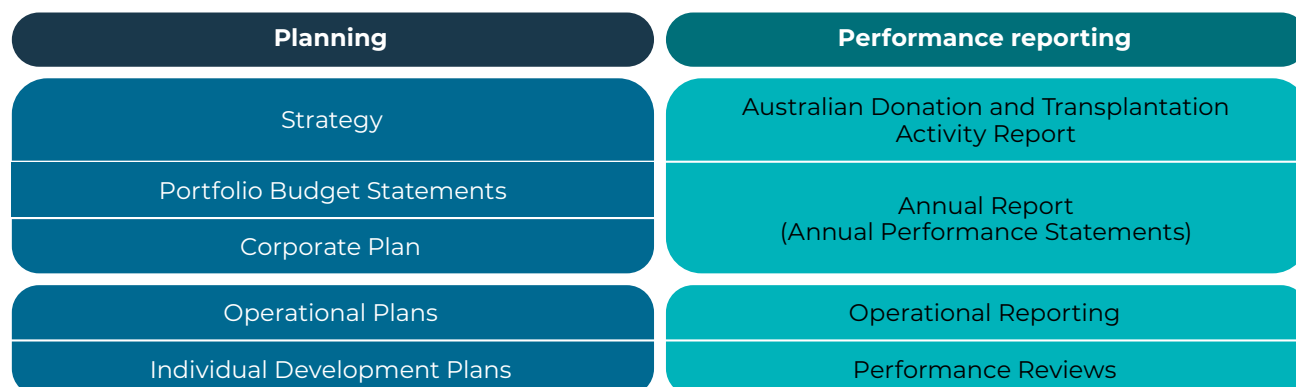
Our performance is reported annually in the OTA's Annual Performance Statements contained in the OTA's Annual Report. Overall results of the national program are reported annually in the Australian Donation and Transplantation Activity Report.

Performance measures are reported by calendar year to align with Australian and international donation and performance reporting practice.

As documented in the Health and Aged Care Portfolio Budget Statements, the OTA is responsible for:

- **Outcome 1:** Improved access to organ and tissue transplants, including through a nationally coordinated and consistent approach and system
- **Program 1.1:** A nationally coordinated system for organ and tissue donation for transplantation.

**Figure 3:** Planning and performance reporting framework



## Program performance

**Table 2:** Program performance measures

Measure	Current	2023	2024	2025	2026	2027
Deceased organ donors per million population (dpmp) <sup>1,2</sup>	17.5 dpmp	18 dpmp	19.8 dpmp	21.5 dpmp	23.3 dpmp	25 dpmp
Estimated donors per year	454	470	520	575	625	680
Living organ donors per million population (dpmp) <sup>1,2</sup>	8.6 dpmp	8.8 dpmp	9.7 dpmp	11.1 dpmp	12.5 dpmp	14 dpmp
Estimated living donors per year	224	215	255	300	340	380
Transplants per year, from deceased and living donors <sup>1,2,3</sup>	1,448	1,455	1,590	1,730	1,865	2,000

### Sources

- 1 Australia and New Zealand Organ Donation Registry
- 2 Australian Bureau of Statistics, National, State and Territory Population
- 3 Australia and New Zealand Dialysis and Transplant Registry



# Build support

## More people say yes to donation

Sustained community support for donation is crucial to improving donation outcomes in Australia. Donation is only possible through the generosity of individuals and their families who say yes to donation, to save and transform the lives of others.



### Raise awareness

#### Objective

More Australians understand the need for organ and tissue donation and the benefits it gives to another person needing a transplant.

#### Why it's important?

Access to life-changing and often life-saving transplantation depends on the willingness of people to donate and public awareness and confidence in the donation process.

**40%**

of families say yes to donation if they are not aware of what their family member wanted



### Increase family discussion

#### Objective

More Australians talk to their family about organ and tissue donation.

#### Why it's important?

In Australia, families are always asked to agree to donation. It is important registered donors have discussed their donation wishes with their family.

**60%**

of families say yes to donation when they know what their family member wanted



### Increase registration

#### Objective

All Australians who want to be an organ and tissue donor register on the Australian Organ Donor Register.

#### Why it's important?

Around 4 in 5 Australians aged 16 and over support organ and tissue donation but only 1 in 3 have registered to be a donor. Being a registered donor has a direct impact on families agreeing to donation.

**80%**

of families say yes to donation if their family member is registered



**Table 3:** Build support – key activities

Key activities	'23-24	'24-25	'25-26	'27-28
Deliver 'always on' media, public awareness, community engagement and digital activities, at the national and local levels to raise awareness and encourage family discussion about organ and tissue donation and promote registration	●	●	●	●
Deliver specific community education and awareness campaigns and events to promote donor registration and family discussion	●	●	●	●
Explore additional large-scale registration initiatives to significantly increase the number of people on the Australian Organ Donor Register	●	●	●	●
Work with strategic and community partners from across the sporting, corporate, media, healthcare and community sectors to raise awareness about organ and tissue donation and expand reach into key target audience groups	●	●	●	●
Acknowledge donors and their families for their generous gift of donation	●	●	●	●
Continue to enhance the user experience of digital channels, including registration channels	●	●	●	●
Deliver culturally appropriate initiatives and resources for target audience groups	●	●	●	●

**Table 4:** Build support – performance measures

Key activities	Current	2023	2024	2025	2026	2027
Eligible Australians (16 years and over) are registered on the Australian Organ Donor Register <sup>1,2</sup>	36%	37%	40%	43%	46%	50%
Registered donors have discussed donation with their family <sup>3</sup>	77%	80%	82%	85%	87%	90%
Eligible Australians (16 years and over) are aware of the DonateLife brand <sup>4</sup>	26%	28%	31%	34%	37%	40%

**Sources**

- 1 Australian Organ Donor Register
- 2 Australian Bureau of Statistics, National, State and Territory Population
- 3 Organ and Tissue Authority, DonateLife Audit
- 4 Community survey via YouGov

# Optimise opportunities

## Donation and transplantation services deliver the best outcomes

Only around 2% of deaths in hospital occur in a way that organ donation is medically possible, so every donation opportunity is precious. A national approach enables as many Australians as possible to have the opportunity to donate, so that more people have access to life-changing transplantation.



### Identify donors & increase consent

#### Objective

DonateLife receives notification of all patients approaching end-of-life in intensive care and emergency departments for assessment for potential organ donation.

#### Why it's important?

Notification to DonateLife means the opportunity to donate is explored whenever it is possible and that the wishes of individuals are respected. Suitability for donation is ascertained and the person's registration status is checked so their wishes can be made known to their family. Donation specialists assist families through providing accurate information and support, including throughout the entire process if donation proceeds.



### Drive excellence in donation services

#### Objective

Lead, implement and monitor nationally consistent best donation practice in Australia through clinical practice improvement initiatives to provide exceptional care throughout the donation process.

#### Why it's important?

Donation leading to transplantation is a complex process with many steps. Optimising practices in donor identification, family approach, donor care and assessment, organ allocation and retrieval are important in enabling the best outcomes for donors, their families and for those on the transplant waitlist.



### Increase safe & equitable transplantation

#### Objective

Support the donation and transplant sectors to adopt best clinical practices, policy and technology that enables optimal organ allocation and utilisation so more people have access to life-changing transplantation.

#### Why it's important?

Transplantation is the best and sometimes only treatment option for organ failure, saving or enhancing the life of the recipient, and providing benefits to their family and the broader community. Supporting the sectors to adopt robust practices, policies and frameworks will improve access to and outcomes from organ transplantation.

# ~1,800

Australians are waitlisted for a life-changing organ transplant

**Table 5:** Optimise opportunities – key activities

Key activities	'23-24	'24-25	'25-26	'27-28
Undertake engagement initiatives with states and territories, hospital executives and the DonateLife Network to drive a positive donation culture within hospitals, recover donation and transplantation rates from the impacts of the COVID-19 pandemic and further increase performance outcomes	●	●	●	●
Support the delivery of nationally consistent best-practice donation processes through the DonateLife Network including provision of consistent, expert advice for transplantation best practice	●	●	●	●
Collaborate with states and territories to improve the capacity and capability of the organ donation, retrieval and transplantation systems	●	●	●	●
Work with the DonateLife Network and hospitals to create, support and deliver nationally consistent professional education and resources	●	●	●	●
Work with the donation sector to sustain the elements of the Clinical Practice Improvement Program to deliver best practice in intensive care units and emergency departments	●	●	●	●
Collaborate with the eye and tissue sectors to increase tissue donation as part of deceased organ donation	●	●	●	●
Seek feedback from families who have made a donation decision on their experience to support improvement of the donation service	●	●	●	●
Collaborate with relevant professional organisations, in Australia and internationally, to promulgate guidelines and information to remain abreast of current best practice and emerging evidence	●	●	●	●
Deliver a national induction and orientation program for the DonateLife Network	●	●	●	●
Increase opportunities for living donation	●	●	●	●
Develop and implement a strategy to increase living donation	●	●	●	
Investigate, in collaboration with the Commonwealth Department of Health and Aged Care and jurisdictional governments, avenues to progress the harmonisation of state and territory human tissue Acts	●	●	●	

**Table 6:** Optimise opportunities – performance measures

Key activities	Current	2023	2024	2025	2026	2027
National organ donation consent rate <sup>1</sup>	54%	58%	60%	63%	66%	70%
Routine notification to DonateLife of all planned end-of-life in an intensive care unit or emergency department <sup>1</sup>	82%	86%	91%	95%	100%	100%
Donation conversations with families involve a donation specialist nurse <sup>1</sup>	80%	82%	85%	89%	92%	95%

**Source**

<sup>1</sup> Organ and Tissue Authority, DonateLife Audit

# Enhance systems

Enable quality outcomes through information, technology and resources

Underpinning a coordinated and consistent national approach is the effective use of enabling capability – information, technology, and resources – an essential part of achieving continuous improvements in clinical practice and community awareness.



## Monitor, collect, analyse & report national performance

### Objective

Monitor, collect, analyse and report information and data to provide evidence, support decision-making and drive continuous improvement in organ and tissue donation and transplantation.

### Why it's important?

Clinical data informs program design and delivery, which drives best clinical practices and efficiencies in donation and transplantation practices.

Data about community attitudes, beliefs and expectations is critical in addressing barriers to donation and informing the approach to increase donation consent rates.

National performance data is distributed to support strategic decision-making and continuous improvement across the donation and transplantation sectors.



## Advance quality, safety & efficiency

### Objective

The organ donation and transplantation system is safe, efficient and effective through clinical guidelines, timely surveillance practices and the adoption of state-of-the-art technology.

### Why it's important?

Transplant recipients, donors and families, as well as the Australian community trust that the organ donation and transplantation system is as safe and effective as possible.

Optimal systems and state-of-the-art technology enable improvements in efficiency, equity of access, donation and transplant outcomes, and mitigation of emerging risks.



## Sustain specialist resources

### Objective

Dedicated resources are available through collective funding from the Commonwealth and state and territory governments to enable the system to have the infrastructure and expertise necessary to support donation and transplantation.

### Why it's important?

Resourcing should not be a barrier to donation and transplantation. An effective system requires funding to employ specialist staff and cover associated donation and transplantation costs.

# 260

donation specialist staff support  
95 hospitals across Australia

**Table 7:** Enhance systems – key activities

Key activities	'23-24	'24-25	'25-26	'27-28
Enhance the technology systems that support donation and transplantation to drive clinical best practice	•	•	•	•
Monitor, collect, analyse and report waitlist, mortality, donation and transplantation data	•	•	•	•
Analyse clinical data to inform program design and delivery, driving best clinical practices and efficiencies in organ donation processes	•	•	•	•
Distribute national performance data to support strategic decision-making and continuous improvement across the donation and transplantation sector	•	•	•	•
Continue to evolve the Australian Vigilance and Surveillance System for Organ Donation and Transplantation which supports the collection and retrospective analysis of serious adverse events and reactions relating to deceased and living organ donation	•	•	•	•
Collect and provide data to support the ongoing review and implementation of the clinical and ethical guidelines and other publications	•	•	•	•
Collect international and community data to benchmark and understand the barriers to organ donation and opportunities to broaden support for donation and transplantation	•	•	•	•
Maintain collective funding from the Commonwealth and state and territory governments to enable the system to have the expertise necessary to support organ and tissue donation and transplantation	•	•	•	•

**Table 8:** Enhance systems – key activities

Key activities	Current	2023 and beyond
Hospital and jurisdictional performance data and analysis disseminated <sup>1,2</sup>	Dashboards on the Clinical Practice Improvement Program metrics are disseminated quarterly	Dashboards and tailored analysis are distributed broadly across the DonateLife Network in a variety of formats to inform and monitor hospital clinical practice
Waitlist, donation and transplantation data is publicly available <sup>2,3</sup>	National waitlist, donation and transplant activity metrics are publicly available	National and state patient waitlist, organ donation, retrieval and transplant activity metrics are publicly available on an annual basis
Increased utilisation of donation and transplantation information systems <sup>3,4</sup>	<p>Increase use of OrganMatch for waitlist management.</p> <p>National capture of adverse events in the Serious and Adverse Event Reporting database</p>	<p>Establishment of OrganMatch as the central patient waitlisting, recipient matching and offer management system</p> <p>National capture of an expanded range of adverse events across the sector in the Serious and Adverse Event Reporting database</p>

**Sources**

- 1 Organ and Tissue Authority, DonateLife Audit
- 2 Australia and New Zealand Organ Donation Registry
- 3 LifeBlood, OrganMatch
- 4 Organ and Tissue Authority, Serious Adverse Event Reporting database

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[donatelife.gov.au](https://donatelife.gov.au)