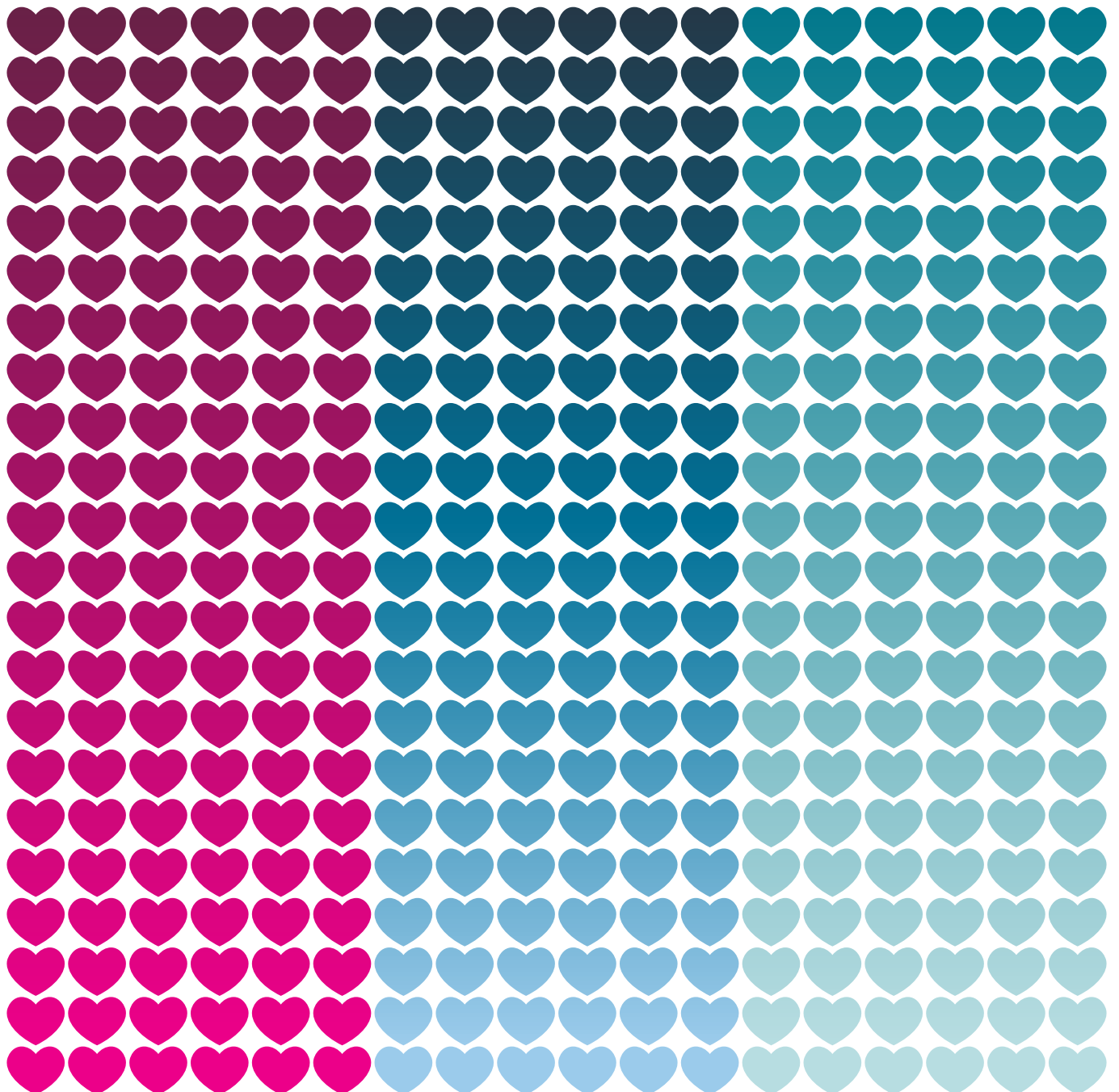




Australian Government
Australian Organ and Tissue Donation
and Transplantation Authority



Corporate Plan 2026–27



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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.

Artwork by Mali Isabel for the Organ and Tissue Authority's Reconciliation Action Plan.



Contents

Introduction	4
Message from the Chief Executive Officer	4
Purpose	5
Goals and objectives	5
Our values and behaviours	6
About our agency	7
The OTA and Australia's health system	7
Our teams	8
Our diversity	8
Environment	9
Organ donation in an increasingly complex health system	9
The DonateLife program	10
Five years of the OTA Strategy	11
A focus on registrations, consent and living donation	12
Living donation	14
Culturally safe and inclusive engagement	14
Policy opportunities and structural reform	15
Cooperation	16
The DonateLife Network	16
Capability	17
Analytics and technology	18
People and culture	19
Communication and stakeholder engagement	20
Clinical expertise	21
Corporate governance and risk oversight	22
Risk oversight and management	23
Desired risk culture	23
Risk appetite and tolerance	23
Enterprise risks	24
Performance	25
Our performance measures	25
DonateLife program	27
Build support	29
Optimise opportunities	31
Enhance systems	34

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 2026–27, 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 2026–27 to 2029–30.

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, Disability and Ageing portfolio and reports to Assistant Minister White (Assistant Minister for Health and Aged Care, Assistant Minister for Indigenous Health and Assistant Minister for Women).

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

Since the national DonateLife program began in 2009, more than 20,000 Australians have received life-saving organ transplants thanks to more than 7,500 deceased organ donors. This is an incredible milestone achievement for DonateLife and I'm proud to lead a DonateLife program with such a strong commitment to purpose.

Collaboration continues to be integral to achieving our purpose. Working in partnership with our key stakeholders, we are well placed to continue to increase donation and transplantation activity as seen in recent years. To achieve this, we will continue to prioritise building support across the community, optimising opportunities in the clinical sector, and enhancing systems to enable quality outcomes.

As the OTA approaches the conclusion of its 2022–2027 Strategy, we are focused on undertaking a comprehensive review of our strategic settings, informed by emerging data and evidence, community and stakeholder insights and evolving clinical systems. This work will shape a new 5-year strategy from 2027, in which future priorities and measures of success are clearly defined and aligned to the opportunities and challenges facing Australia's organ donation and transplantation systems.

I encourage all Australians to talk about donation with their family and, for those who are 16 years and over, to register to be an organ and tissue donor. It only takes one minute at donatelife.gov.au or through Medicare.

Lucinda Barry AM
Chief Executive Officer
27 August 2026

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 DonateLife donation specialist staff, intensive care units and transplant 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 DonateLife program to increase organ and tissue donation and transplantation in partnership with the DonateLife Network, state and territory governments, organ donation and transplantation sectors, eye and tissue sectors, hospitals, community organisations and the public.

Our Strategy 2022–2027 articulates our 3 goals: build support, optimise opportunities and enhance systems. Each goal represents a key activity, supported by 3 objectives.

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

Our values and behaviours

We are committed to promoting and supporting the Australian Public Service (APS) Values and Code of Conduct, as set out in the *Public Service Act 1999*.

Through a collaborative process with our staff, we developed a set of values specific to the OTA. In addition to the APS Values, they embody what we stand for and the core principles and beliefs that guide our behaviour and decision-making.



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**

About our agency

The Australian Organ and Tissue Donation and Transplantation Authority, more commonly known as the Organ and Tissue Authority (OTA), was established in 2009 by the *Australian Organ and Tissue Donation and Transplantation Authority Act 2008 (OTA Act)*.

We deliver a nationally coordinated program to increase organ and tissue donation to improve opportunities for transplantation in Australia.

Our national DonateLife program is delivered in partnership with the DonateLife Network, state and territory governments, the organ donation and transplantation sectors, hospitals, the eye and tissue sectors, community organisations and the public.

The OTA operates as a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)* and is funded as an extra-small agency within the Australian Government Department of Health, Disability and Ageing portfolio. We have around 30 people, who support the agency and the broader DonateLife Network to deliver the key activities of the OTA.

We operate within the legislative foundations provided by the OTA Act, under which an Advisory Board is established to advise the CEO about the objectives, strategies and policies to be followed by the OTA in the performance of its functions and about organ or tissue donation and transplantation matters.

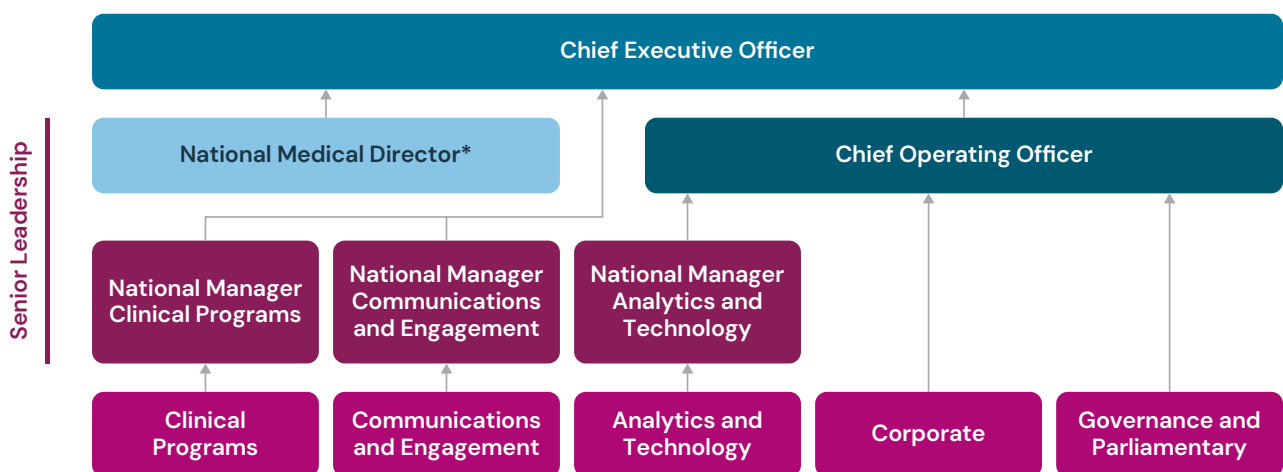
The OTA and Australia's health system

In Australia the Commonwealth, in collaboration with state and territory governments, sets the legal consent framework for organ donation. The framework is based on an informed consent or an 'opt-in' model where individuals have the option to record their intent to donate their organs and/or tissue on the Australian Organ Donor Register.

The OTA leads the DonateLife program in collaboration with state and territory governments, which deliver the program via the DonateLife Network in each state and territory. States and territories manage downstream services, including tissue typing, retrieval surgery and transplant services.

The OTA provides funding, via grant agreements, to state and territory governments to deliver donation services as part of the DonateLife program. This Commonwealth funding supports the operation of a DonateLife agency in each jurisdiction and the employment of donation specialists to deliver a nationally consistent organ donation service across all jurisdictions.

Figure 1: OTA organisational structure



*The National Medical Director (NMD) is the OTA's expert clinical advisor. An intensive care specialist, the NMD is engaged in a fractional role through the Victorian Department of Health.



Our teams

Clinical Programs: supports the development and delivery of key national initiatives driving a coordinated and consistent clinical approach for the DonateLife Network and the broader clinical sector across the donation, retrieval and transplantation system in Australia.

Communications and Engagement: delivers innovative and effective communication, marketing, stakeholder and community engagement strategies to the Australian public. Through the national DonateLife brand, the team's focus, working in collaboration with DonateLife agencies in each state and territory, is raising public awareness about organ and tissue donation and increasing the number of registered donors – which contributes to increasing the rates of organ and tissue donation in Australia.

Analytics and Technology: delivers a range of data collection, reporting, analysis and analytics functions. The team is also responsible for the development and enhancement of key national organ donation and transplantation information systems to support real-time donation activity and to inform policy development and program delivery. The team provides analytical support to internal and external stakeholders across all jurisdictions.

Corporate: oversees the financial management of over \$60 million in Commonwealth funds annually, consistent with the PGPA Act. Other responsibilities include external reporting, human resource management, risk management and property.

Governance and Parliamentary: provides parliamentary coordination and committee governance support, and enables the delivery of requirements under the Commonwealth Performance Framework. The team also administers the legislative requirements for freedom of information, public interest disclosure and privacy.

Our diversity

The OTA values the diversity of our people, and we are committed to creating an inclusive, safe and positive environment that values the diversity of the Australian public. The OTA is committed to providing an inclusive workplace culture in which there is equal opportunity for all our people to contribute, participate and achieve their full potential.

We have created an environment where fairness and equity are encouraged and supported and where any form of discrimination is not tolerated. We aim to attract and retain the right people for the right jobs, no matter what their gender, race, age, sexual orientation, religious beliefs or personal commitments. This is achieved by embedding diversity and inclusion in all aspects including recruitment, workplace culture, performance development plans, stakeholder engagement, policies and procedures.

Employee diversity

15%

identify as culturally and/or linguistically diverse

9%

identify as neurodivergent

3%

identify as Aboriginal and/or Torres Strait Islander

Source: APS Employee Census 2026

Environment

Organ donation in an increasingly complex health system

Australians experience one of the best healthcare systems in the world; however, the impact of long-term challenges continues to place additional pressures across budgets, workforce and technology.

We know that an increasing number of Australians are living with one or more chronic health conditions. This change over time, in addition to the ageing nature of our population, has a significant impact on individuals, hospitals, and society more broadly.

In the most recent analysis, around 2.7 million Australians aged 18 years and over displayed signs of chronic kidney disease, representing 14.2% of the adult population.¹ The rate of people receiving dialysis for kidney failure has increased by 40% over 2 decades.²

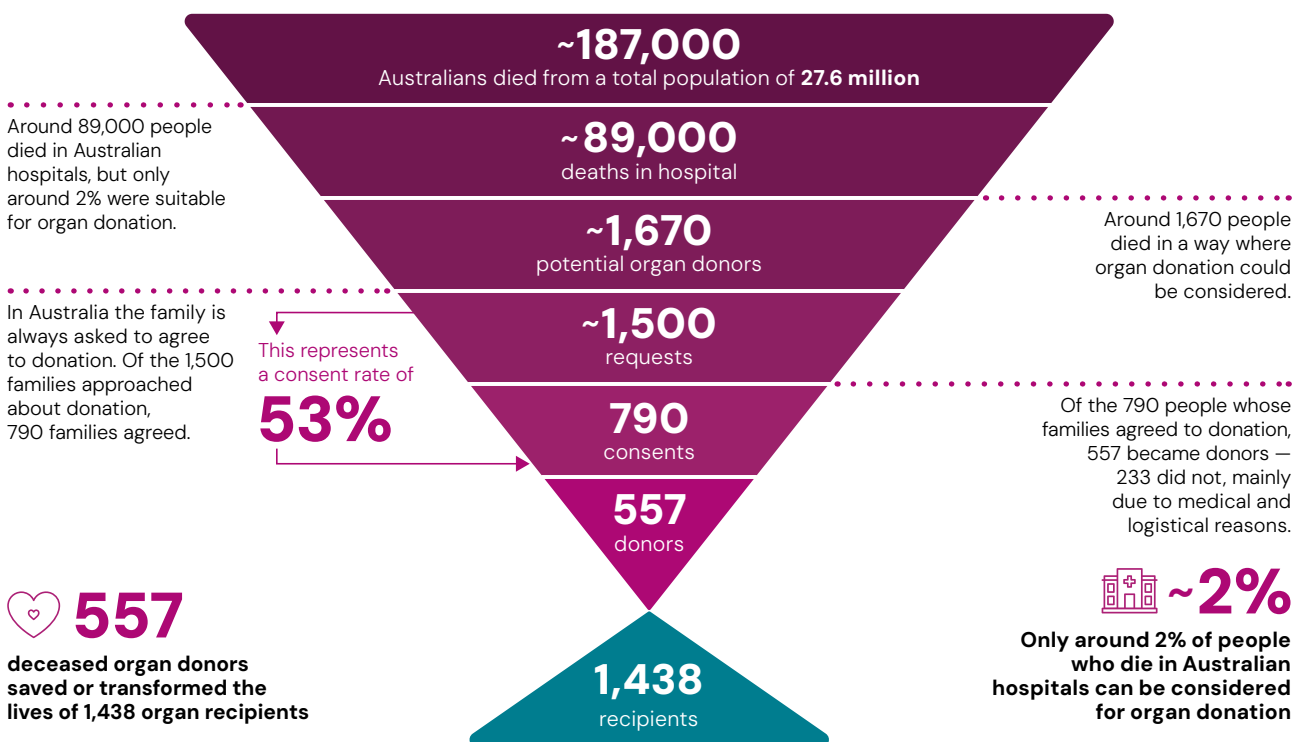
Transplantation is the optimal and sometimes only treatment option for people with organ failure.

Currently there are around 2,000 Australians on the organ transplant waitlist and a further 14,000 people on dialysis, many of whom could benefit from a kidney transplant.

Organ and tissue transplantation is life-changing and life-saving. Transplantation can mean someone being able to enjoy quality of life and resume an active role in their family, workplace and community.

The opportunity to become an organ donor is only possible for very few people when they die. A person must die in a hospital in specific circumstances, usually in an intensive care unit or emergency department, as organs need to be functioning well to be considered for transplantation. In Australia, only around 2% of people who die in hospital meet the criteria required to be an organ donor.

Figure 2: Australia's potential deceased organ donor population and transplantation outcomes 2025



Key ~ = approximately

¹ [Chronic kidney disease: Australian facts, 'Summary', Australian Institute of Health and Welfare, 2026.](#)

² [Chronic kidney disease: Australian facts: 'How many people are living with chronic kidney disease in Australia?', Australian Institute of Health and Welfare, 2026.](#)

The DonateLife program

Australia has a globally recognised organ donation system which is nationally coordinated, with a consistent approach across clinical services and community engagement. The OTA was established in 2009 to lead the national DonateLife program in collaboration with state and territory governments, the DonateLife specialist network, hospitals, clinicians and the community. The success of the program has seen more than 20,000 Australians receive a life-changing organ transplant, thanks to more than 7,500 deceased organ donors.

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. The foundations of the DonateLife program to increase organ and tissue donation and transplantation have been developed with reference to international best practices and adapted for the Australian environment.

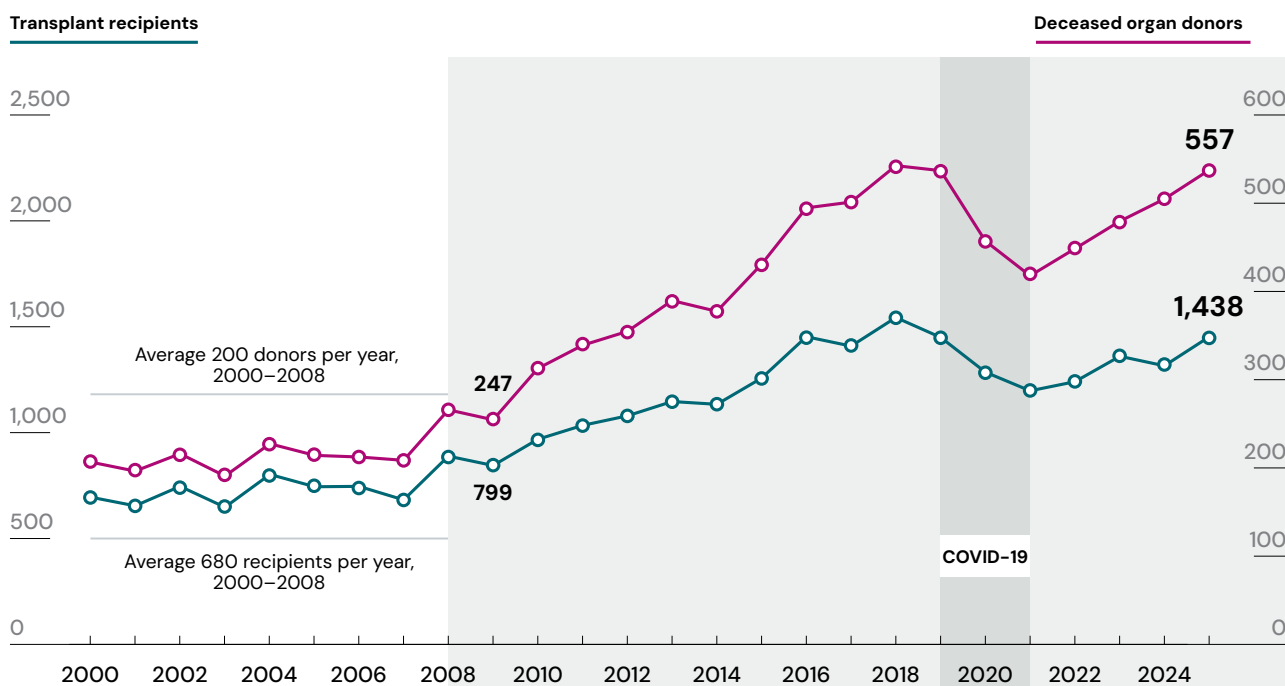
The first decade of the national program saw a 122% increase in deceased donation, resulting in an 81% increase in people receiving an organ transplant.

The COVID-19 pandemic significantly impacted the program, resulting in a 23% reduction in deceased donation activity across 2020 and 2021.

A 5-year recovery strategy set by the OTA in 2022, in collaboration with the sector, resulted in the program exceeding 2019 donation rates and Australia reaching its highest number of organ donors in 2025.

Collaboration remains integral to increasing organ and tissue donation and transplantation in Australia. As we continue to navigate pressures across the health system, workforce and community, we work closely with all governments, the DonateLife Network, the transplantation sector, the eye and tissue sector, hospitals and the community to deliver the DonateLife program. While the program has driven significant progress, ongoing challenges and emerging opportunities remain across the donation and transplantation sectors and must be addressed to support future growth so that all Australians in need of a transplant have equitable access.

Figure 3: Deceased organ donation and transplant recipients 2000–2025



Note: The DonateLife program commenced in 2009.

Five years of the OTA Strategy

The OTA's Strategy 2022–2027 was released in August 2022 to support the recovery and future growth of Australia's organ and tissue donation system following the significant impacts of the COVID-19 pandemic.

Developed with expertise and insights from our Advisory Board, the DonateLife leadership team, clinical committees, community groups and the lived experience of donor families and transplant recipients, the strategy built on the existing strong foundations of the DonateLife program. It has 3 clear goals:



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

The strategy was developed at a time when donation and transplantation activity had been significantly affected by the pandemic. Between 2020 and 2021, deceased donation activity declined by 23%, with only 421 deceased donors and 1,174 transplant recipients recorded in 2021, compared with 548 donors and 1,683 transplant recipients in 2019. In response, the strategy set ambitious targets to increase donor registration to 50% and family consent rates to 70% by 2027, recognising the critical role these measures play in increasing donation and transplantation.

Over the past 5 years, the DonateLife program has driven a sustained recovery in donation and transplantation activity, resulting in Australia recording its highest level of deceased organ donors in 2025.

However, our community research and clinical modelling indicates that achieving the current targets will require further reform, investment and coordinated action across all governments. During 2025–26 the OTA commenced a review of performance targets, with a view to striking a balance between aspirational and achievable. This work will inform the development of the next OTA Strategy, to be implemented in 2027, including revised targets that reflect the current and future operating environment and align with the implementation of the Commonwealth's National Strategy for Organ Donation, Retrieval and Transplantation (the National Strategy).



A focus on registrations, consent and living donation

Australia has established a strong foundation through the DonateLife program and is internationally recognised for the quality of its clinical program and world-leading transplantation outcomes.

Building on this foundation, continued effort is required to increase the consent rate, to increase the number of Australians registered as organ and tissue donors, and to expand access to transplantation through strategies that support living kidney donation.

Registration

Despite significant progress under the DonateLife program to increase community awareness of organ donation and encourage Australians to register to be a donor, Australia's registration rate has dropped to 35%, down from 36% in 2024. This is despite 4 in 5 people saying they support donation (Australia Talks, ABC, 2021).

Family discussion of registration has a direct impact on consent – the number of families who say yes to donation when approached in the hospital. More than 8 in 10 families agree to donation when their family member is registered. This drops to 4 in 10 when their family member is not registered and has not discussed donation.

The declining registration rate presents a significant strategic challenge. New registrations are not keeping pace with population growth, and registration rates are particularly low for Australians aged 16–25. At the same time, Australia's registered donor population is ageing, creating a risk that future family consent and donation outcomes will decline unless registration trends improve. Increasing registration is a critical priority to support increased consent rates and to increase donation and transplantation rates in Australia.

There is clear evidence from South Australia that registration through drivers licence systems has the potential to provide a scalable, national pathway to substantially increase registrations, particularly among younger Australians.

The OTA will continue to work collaboratively across the health, transport and government services portfolios to progress this initiative to increase registration rates so more Australians have access to a life-changing organ transplant.

Strengthening registration, increasing consent and further improving donation rates in the longer term requires coordinated action across all governments.

Increasing consent

Increasing consent – the number of families who say yes to organ donation when approached in the hospital – remains one of the most significant opportunities to improve donation and transplantation rates in Australia.

In Australia our 'opt-in' legal framework means that donation is voluntary and that family agreement is sought when donation is possible, so it is important that people let those closest to them know if they want to be an organ donor.

In 2025, 53% of families consented to organ donation when asked in the hospital – unchanged from 2024 and well below the peak of 60% achieved in 2018. Lifting the consent rate is a complex challenge, and one that is also being experienced internationally in similarly mature donation and transplantation systems, including in the UK and Canada.



8/10

families agreed to donation when their family member was a registered donor



6/10

families agreed to donation when they knew if their family member wanted to be a donor



4/10

families agreed to donation when their family member was not registered and the family was not aware



5/10

Families agreed to donation when they were supported by a donation specialist nurse

1/10

Families agreed to donation when there was no donation specialist nurse involved

The OTA's strategies to lift the consent rate continue to be informed by the evidence and known factors that influence decisions to register for and consent to donation, including:

- whether a person has registered that they want to be a donor on the Australian Organ Donor Register or discussed donation with their family – where this has occurred, families are twice as likely to say yes to donation when approached
- the way families are approached about donation in the hospital – more families consent to donation when a donation nurse specialist is involved in the discussion about donation with families, with consent rates more than 30% higher than when a donation specialist nurse is not involved
- sociocultural attitudes – a diverse range of cultural beliefs, religious values, family traditions, community norms, and levels of trust in the healthcare system play a critical role in influencing knowledge about organ and tissue donation decisions.

The OTA continues to work with the DonateLife Network to enhance and optimise clinical practice and provide best-practice family support when donation is discussed with the family.

Together, we have co-designed a national consent roadmap to identify opportunities within the hospital environment to improve consent. This includes increasing the involvement of highly trained donation specialist nurses who are specialists in family donation conversations in the hospital setting.

Combined with improvements in clinical practice as part of the DonateLife program, ongoing investment is required to inform community awareness and

education initiatives that build confidence in organ and tissue donation, normalise conversations about donation within families and encourage more Australians to register their donation decision on the Australian Organ Donor Register. Continuing to build community understanding of organ and tissue donation remains fundamental to supporting informed decision-making. We want all Australians, regardless of cultural background or beliefs, to talk about organ and tissue donation, to tell their family if they want to be a donor, and to register on the Australian Organ Donor Register.

Our targets

In 2022 the OTA established ambitious national targets to increase organ donation registration to 50% and the national consent rate to 70% by 2027. Achieving these targets was projected to result in an additional 400 organ transplants per year. These targets continue to reflect the long-term ambition of the DonateLife program, but in the current environment, a 50% registration and 70% consent target will not be achieved without a mass registration channel such as drivers licences nationally.

Continued system-wide reform and sustained investment in public awareness, donor registration pathways and evidence-based clinical initiatives will be required to improve both registration and consent outcomes and support future growth in organ donation and transplantation outcomes.

In the context of the development of a new strategy from 2027 onwards, the OTA is reviewing its performance targets with a view to making sure they remain evidence based and aligned with the priorities of the National Strategy.



Living donation

As the prevalence of chronic kidney disease – and the consequent demand for dialysis – continues to increase, the kidney transplant waitlist will continue to grow. Increasing both deceased and living kidney donation will be critical to meeting future demand and improving patient outcomes.

Increasing opportunities for living kidney donation is a critical component of improving outcomes for Australians with kidney failure. A living donor kidney transplant is recognised as the optimal treatment for many people with kidney failure and results in less, and in some cases no, time on dialysis. As deceased donation opportunities are very rare, living kidney donation represents an important opportunity to increase the number of transplants available to Australians with kidney failure.

The National Strategy identifies increasing opportunities for living donation as a national priority. The OTA, in collaboration with governments, health services, the transplant sector and those in the community with lived experience of the system, will map and identify gaps in the patient journey towards living donation. Working to fill gaps will support improved access and ultimately improved outcomes for patients and will also progress nationally agreed priorities as implementation of the National Strategy continues.

Culturally safe and inclusive engagement

Community attitudes, beliefs and levels of trust in the healthcare system play an important role in decisions about organ and tissue donation. To achieve equitable access to donation and transplantation, all Australians must be supported to make informed decisions through engagement approaches that are inclusive, culturally safe and responsive to the needs of different communities. Consistent with the National Strategy, the OTA is committed to reducing barriers to donor registration, family consent and ultimately access to transplantation.

A key focus is improving outcomes for communities that experience lower rates of donor registration and consent, as well as for Aboriginal and Torres Strait Islander peoples, who continue to face inequities in access to transplantation services. With a view to better understanding these barriers, the OTA continues to research and explore community attitudes, beliefs and barriers to donation, with key findings informing our future communication and engagement initiatives and clinical practices.

The OTA with the DonateLife Network will also continue to work with Aboriginal and Torres Strait Islander organisations and communities to support culturally safe education, community-led engagement and more equitable pathways to transplantation. Through these efforts, the OTA aims to strengthen awareness, trust and participation across the Australian community.

2025

230

living kidney donors

=

177

living kidney donors
through hospital
transplant units

+

53

living kidney donors
through the
ANZKX* program

*Australian and New Zealand Paired Kidney Exchange



Policy opportunities and structural reform

There are 3 critical reforms underway in our operating environment that are intended to build on Australia's successes and maximise opportunities for donation and transplantation.

National Strategy for Organ Donation, Retrieval and Transplantation

The National Strategy was developed in response to a review of the Australian organ donation, retrieval and transplantation system undertaken in 2018. It was endorsed by all Australian governments in 2024.

The National Strategy identifies the need for mass registration channels, including drivers licence systems.

Another key area of focus is providing equitable access to transplantation for all Australians – including Aboriginal and Torres Strait Islander people and those living in rural, regional and remote areas of Australia.

Aboriginal and Torres Strait Islander people experience significant challenges in accessing organ and tissue donation and transplantation. Identifying and addressing the causes of this inequity is critical, particularly as only 15% of Aboriginal and/or Torres Strait Islander people with kidney disease receive a kidney transplant, compared with 49% of non-Indigenous Australians.

The National Strategy also identifies national strategic planning and leadership as critical to sustainably strengthen organ donation, retrieval and transplantation capability, capacity, consistency and equitable system-wide access. It presents an opportunity for Australia to create a nationally led end-to-end organ donation and transplantation program.

A proposed national governance model, which includes an expanded national coordination role for the OTA to also support national initiatives across, retrieval and transplantation, will be considered by Australian Health Ministers.

The proposed governance model will provide consistency and equitable access across the system. The OTA is well positioned to support this vision and build on the success of the DonatLife program.

Australian Law Reform Commission review of human tissue laws

The OTA continues to play a key role in the Australian Law Reform Commission inquiry into human tissue laws. The review represents a significant opportunity for all Australian governments to review and harmonise legislation impacting human organ and tissue donation, retrieval and transplantation, with a view to creating a nationally consistent, safe and modern system to take us into the future.

The inquiry's final report is expected in late 2026.

Independent Health and Aged Care Pricing Authority project

The OTA continues to support the Independent Health and Aged Care Pricing Authority (IHACPA) review of the costs and pricing associated with organ donation, retrieval and transplantation services in the hospital environment.

IHACPA released the *Organ and Tissue Donation and Transplantation Project final report* on 9 April 2026 and will consider the report's recommendations as part of the next steps of the project.

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. We collaborate with the Australian Government Department of Health, Disability and Ageing, state and territory governments, the broader organ donation and transplantation clinical sectors, the eye and tissue sectors, hospitals and community organisations, who also provide advice through our advisory committees to inform and support the delivery of the national DonateLife program.

The OTA has a range of strategic and community partnerships to increase public awareness about organ and tissue donation in Australia. Behavioural insights research informs our partnerships, with the goal to encourage Australians who support donation to take action and register as organ and tissue donors.

This is supported by community engagement activities and education to reach target audience groups that are under-represented on the Australian Organ Donor Register:

- people aged 16 to 25
- First Nations people
- culturally and linguistically diverse people.

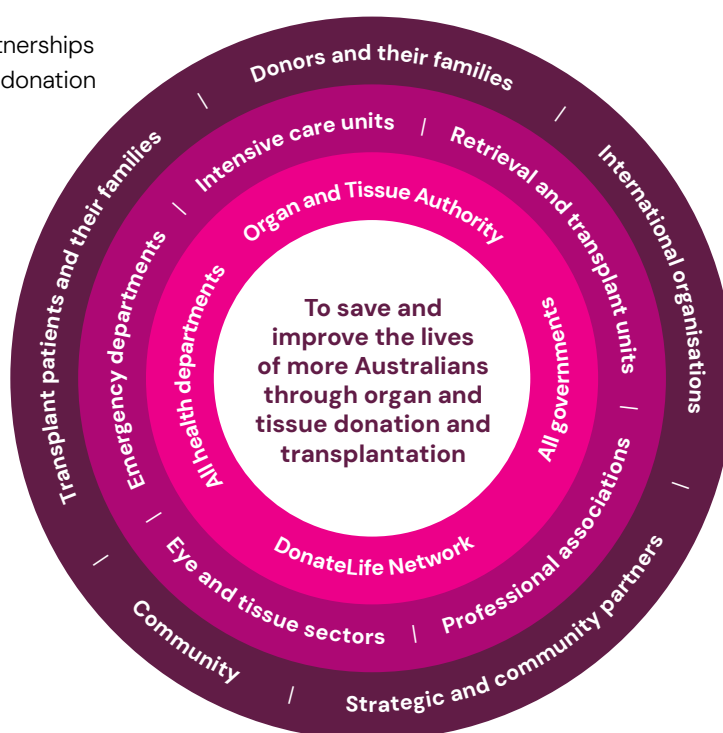


Figure 4: Collaboration environment

The DonateLife Network

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

Each state and territory has a DonateLife agency, a 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 OTA and the DonateLife Network work together to deliver the DonateLife program.

The DonateLife Network includes



8

**DonateLife agencies
across Australia**



260+

**donation specialist staff
across Australia**



~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



We have a small, specialised workforce of around 30 people. We are predominantly based in Canberra with a small presence in Melbourne and Adelaide.

Our workforce brings to the organisation a diverse range of valuable skills and expertise, helping us to foster productive relationships in the health and community sectors. Many of our people are recognised experts in their fields and bring to their role important local and national experience.

To achieve our purpose, we will continue to ensure our people have the right balance of core, technical and leadership skills to undertake their roles. Our key areas of capability, how we undertake key activities and the ways in which we intend to enhance our capability are outlined below.

APS Strategic Commissioning Framework

In line with the APS Strategic Commissioning Framework, we will continue to review how we deliver the core work of the OTA, including how our existing functions and roles are resourced. The OTA uses contractors, labour hire and consultants in very limited circumstances. The OTA is not expecting a reduction in outsourcing expenditure in 2026–27.

As required by the APS Strategic Commissioning Framework, for 2026–27 the OTA has identified the following job families as core work: Accounting and Finance; Business and Organisational Management; Communications and Engagement; Data and Research; Human Resources; ICT and Digital; Legal and Parliamentary; and Policy, Portfolio, Program and Project Management.



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 through robust governance processes
- 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 cybersecurity 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 (Australia's national organ-matching system)
- continuing to grow 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 on our understanding of the donation and transplantation sectors and organ donation process by working closely with the DonateLife Network
- working with the clinical sector and industry partners to expand our knowledge and skills base
- engaging with partners to improve our technology infrastructure and enhance our cybersecurity posture
- improving governance processes in line with legislation, such as the *Data Availability and Transparency Act 2022*, and changes in clinical and data best practices.

AI capability and innovation

The Australian Government Policy for the Responsible Use of AI in Government came into effect on 1 September 2024 (and was refreshed on 15 December 2025). The policy aims to ensure that government plays a leadership role in embracing AI for the benefit of Australians while ensuring its use is safe, ethical and responsible, in line with community expectations.

In 2026–27 the OTA will work with our shared services provider (the Department of Health, Disability and Ageing) to implement full Microsoft Copilot licences for all staff. Implementation will be based on training and approved use cases and accompanied by acceptable use policies. These will be aligned to whole-of-government policies to ensure that AI tools are used safely and responsibly, in a way that protects organisational information and supports productivity without introducing unacceptable security, privacy or integrity 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 and which minimises psychosocial risks
- uphold and champion integrity every day
- build our cultural literacy, diversity and inclusion practices so that our people thrive
- maintain a healthy working environment that supports our people to deliver their best work
- support our people by enabling autonomy and building capabilities
- encourage innovation and a workplace culture that promotes open discussion of risk and exploration of new ideas, empowering people to act and to learn from their mistakes.

We will enhance our capability by:

- engaging in 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
- improving the workplace experience by listening to our people through the Australian Public Service (APS) Employee Census survey and providing an action plan to address the results
- building cultural competency to acknowledge, celebrate and learn more about the significance of First Nations peoples, communities, histories and cultures, including through implementing a Reconciliation Action Plan and providing cultural competency training
- implementing actions from the APS Reform agenda, including bolstering integrity, outwardly engaging and strengthening the capability of our people.

APS Reform

We are committed to growing and uplifting the capability of our agency through actions in line with the APS Reform agenda.

In 2026–27 the OTA will continue to implement actions in line with the 4 pillars of the reform agenda, including:

- implementing and embedding our Integrity Action Plan
- continuing to collaborate with governments, clinicians, community organisations and people with lived experience to deliver the national DonateLife program
- building the capability of staff through training programs, webinars and information sessions
- undertaking proactive workforce planning activities to attract and retain the right people.



Communication and stakeholder engagement

We apply evidence-based communication and engagement methods, in collaboration with the DonateLife Network, community groups, stakeholders and people with lived experience of organ and tissue donation and transplantation, to build support for organ and tissue donation.

We raise awareness and encourage behavioural change – asking Australians to register and talk to their family about donation.

We aim to:

- lead a national team of professional communication experts across Australia in collaboration with the DonateLife Network
- partner with a range of local and national stakeholders, media, community groups, professional organisations and governments 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 safe, appropriate and inclusive in our engagement and communication.

We will enhance our capability by:

- implementing communication and engagement strategies to deliver nationally focused and consistent activities to increase awareness, drive new registrations on the Australian Organ Donor Register and increase family discussion
- using audience segmentation and research findings about attitudes and behaviour 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 such as First Nations peoples, young people and culturally and linguistically diverse groups
- actively collaborating with a range of stakeholders, advocates and partners to increase public awareness about organ and tissue donation in Australia.



Clinical expertise

We bring together clinical expertise from across the DonateLife Network and the broader 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
- lead the development of clinical guidelines and standards to drive a safe, efficient and effective system
- lead the national DonateLife program based on international clinical best practice
- maintain vigilance and surveillance to enhance safety across the organ donation and transplantation sectors
- support and listen to families who make the decision to donate
- deliver a high-quality clinical organ donation education and training program.

We will enhance our capability by:

- guiding and participating in expert committees and working groups to draw on specialist skills and capabilities within the DonateLife Network and among sector partners
- implementing the OTA's National Education Program, which further develops 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
- collecting data on donor family experience to understand how families experience donation and how we can improve the donation process
- engaging with hospitals to cultivate relationships, grow best practice and further improve organ donation performance outcomes
- supporting the implementation of the National Strategy for Organ Donation, Retrieval and Transplantation
- undertaking further enhancements to our national vigilance and surveillance system to further develop the efficacy and safety of the Australian donation and transplantation system
- driving further enhancements to the OrganMatch system to increase safe and equitable transplantation
- continuing to review the Australian Donor Risk Assessment Interview so information on donors is relevant and useful to the transplantation sector.

Corporate governance and risk oversight

Corporate governance plays an integral role in ensuring the OTA achieves its corporate objectives effectively, efficiently and ethically. It is based on best-practice public sector governance and identifies the practices that drive and support good governance.

The OTA's enabling legislation, the *Australian Organ and Tissue Donation and Transplantation Authority Act 2008*, defines the CEO as the Accountable Authority who reports to the responsible minister for the agency. This is currently the Assistant Minister for Health and Aged Care, the Hon Rebecca White MP.

The OTA Advisory Board is established in legislation and provides strategic advice to the CEO.

The OTA's governance structure has 4 key elements:

- senior leadership – operates in an advisory capacity to the CEO
- statutory committees – required or established by law
- advisory committees – composed of internal and external stakeholders who bring unique knowledge and skills to provide strategic direction, guide quality improvement, and assess the effectiveness of our national DonateLife program against our strategy
- operational working groups – established to provide input into the overall operations of the DonateLife program. These groups may be ongoing or established as temporary working groups to achieve specified goals, information sharing and/or group discussions about a subject.

Figure 5: OTA governance structure



Risk oversight and management

In 2026–27 the OTA's risk management framework will be refreshed to ensure it supports informed decision-making and can be integrated into strategic planning, governance and operational activities. The framework will align with the Commonwealth Risk Management Policy and promote a positive risk culture that encourages accountability, collaboration, innovation and continuous improvement.

The OTA recognises that it operates within a complex and evolving environment that is influenced by national health priorities, legislative reform, clinical practice, emerging technologies and stakeholder expectations.

The OTA's CEO, as the Accountable Authority, is responsible for ensuring that appropriate systems of risk oversight and internal control are in place. This is supported by the OTA's Audit and Risk Committee, established in compliance with section 45 of the PGPA Act, which reviews and advises on the appropriateness of our audit and risk frameworks.

We recognise that effective risk management is a critical component of sound corporate governance, particularly in relation to the delivery of outcomes, transparency and accountability to the public, portfolio ministers and the parliament.

Desired risk culture

Our 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 everyone, every day.

The OTA strives to have a positive and effective risk culture – an environment that supports open discussion about uncertainties and opportunities, enables evidence-based decision-making every day, encourages staff to speak up, and provides a channel for the escalation of concerns where necessary.

Our risk culture in practice includes:

- proactively identifying and managing risks
- using available risk training resources and tools
- adopting a reflective and lessons-learned attitude to risk
- having open and honest conversations about risk
- clearly identifying risk responsibilities
- establishing decision-making roles and escalation procedures
- working closely with our partners and stakeholders to understand our shared risks
- ensuring our people (at all levels) model 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.

Our risk appetite statement

The OTA engages with higher levels of risk, particularly for innovation to achieve community and clinical outcomes. However, the OTA does not want to engage with risks that could harm our people, the DonateLife Network or the community.

We only tolerate risks that:

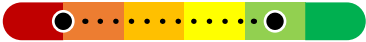
- achieve our stated objectives efficiently and effectively
- comply with all applicable laws and regulations
- allow us to conduct our business in a safe and sound manner.

Our tolerance for risk is highly dependent on the activity undertaken and the views of our partners and stakeholders.

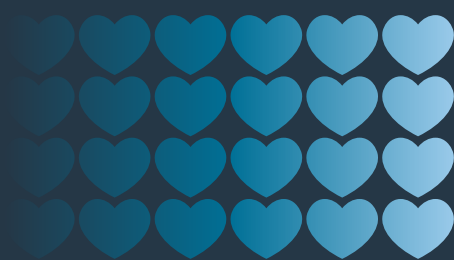
We have identified 4 core areas of enterprise-level risks that may impact our ability to achieve our purpose.

Enterprise risks

Table 1: Enterprise risks, management strategies and tolerance

Risk statement	Management strategies	Tolerance level and statement
People		
Failure to attract, engage and retain high-quality, committed people leads to insufficient capability to deliver	- Offer a flexible workplace culture that invests in staff wellbeing and life-long learning - Actively and regularly engage with staff through staff surveys and employee consultation – taking action as required - Leverage our workforce strategy, to enable the right capability to be attracted and retained into the future	 We have a low tolerance for any activities that may cause harm to the safety and wellbeing of our people. We have a high tolerance for taking a flexible approach to recruiting and retaining an engaged, diverse and skilled workforce.
Engagement		
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	- Design communications and engagement initiatives using data, insights and research to maximise awareness opportunities, specific to audience needs - Maintain formal governance structures to collaborate with and seek expertise from a range of stakeholders and partners - Build and maintain key relationships through consultation, sharing knowledge and developing solutions with a focus on shared outcomes	 We have a high tolerance 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.
Delivery		
Failure to optimise opportunities with the clinical sector or improve quality outcomes leads to decreased or less effective donation and transplantation outcomes	- Maintain formal governance structures to collaborate and seek expertise - Work with key stakeholders to ensure the most appropriate and effective processes, systems and resources to deliver services - Build and maintain key relationships through consultation, sharing knowledge and developing solutions with a focus on shared outcomes - Use evidence, standards, evolving technology and techniques to drive clinical innovation - Increase capability and capacity in organ donation and transplantation	 We have a low tolerance for any activities that may cause harm to the safety of the community. We have a high tolerance for optimising opportunities with the clinical sector to improve the quality of donation and transplantation outcomes.
Information and technology		
Inadequate information and technology systems and infrastructure leads to interruption of critical services and/or loss of key data	- Partner with trusted suppliers to enable information and technology to be available, secure and well maintained and enhance our cybersecurity posture - Ensure adequate business continuity processes are in place to respond to disaster events - Improve governance processes in line with new legislation and changes in clinical and data best practices	 We have a low tolerance for inappropriate, illegal or fraudulent access to systems, which might result in the exposure of personal data and critical information. We have a high tolerance for innovative information technology and consistent practices for lawful sharing of data and information.

Performance



The OTA's purpose is to save and improve the lives of more Australians through organ and tissue donation and transplantation.

Our Strategy 2022–2027 articulates our 3 goals:

- Build support
- Optimise opportunities
- Enhance systems.

Each goal represents a key activity, supported by 3 objectives.

The OTA's annual planning and performance reporting cycle enables us to be transparent and accountable to the parliament and the Australian public.

Our planning processes are undertaken in consultation with our key stakeholders and informed by insights from

our advisory committees and clinical experts and by the lived experience of donor families and recipients.

Our performance measures:

- provide information on how well the OTA is delivering against its purpose
- help our people understand the impact of their activities in delivering our purpose.

The OTA's Annual Report contains our Annual Performance Statements, which assess our performance against our performance measures and provide narrative and analysis. Overall results of the national DonateLife program are published annually through a public data release. Our data released is reported by calendar year to align with Australian and international donation and performance reporting practices.

Figure 6: Planning and performance reporting framework

Planning	Performance reporting
Strategy	Australian donation and transplantation data release
Portfolio Budget Statements	Annual Report (Annual Performance Statements)
Corporate Plan	
Operational plans	Operational reporting
Individual development plans	Individual performance reviews

Our performance measures

The OTA's performance measures are designed to assess what we have delivered, how effectively it was delivered, and the resulting benefits, providing a clear picture of what we aim to achieve over the next 4 years. We will report annually on our performance against the measures and review the measures each year to ensure they remain relevant and appropriate.

The OTA's measures and targets were set as part of our Strategy 2022–2027, based on the external environment

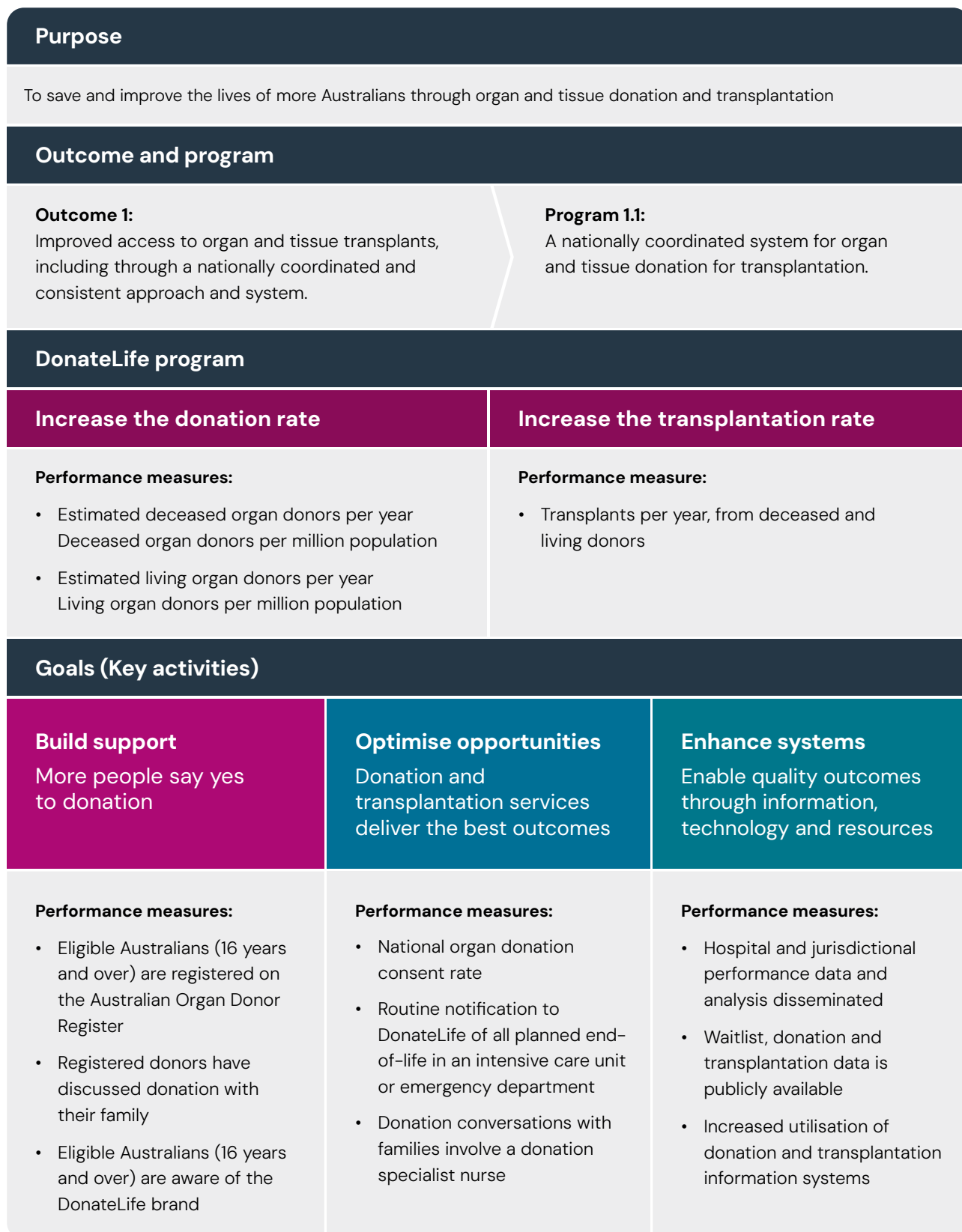
at the time. They include the performance targets set by all governments in 2009 when the agency was established. Since this time much has changed in our operating environment – see 'Environment' for more information.

This Corporate Plan maintains the targets set by our Strategy 2022–2027; however, over the next 12 months, the OTA will undertake a detailed review of the Strategy, national priorities and key performance indicators to inform any required revisions.

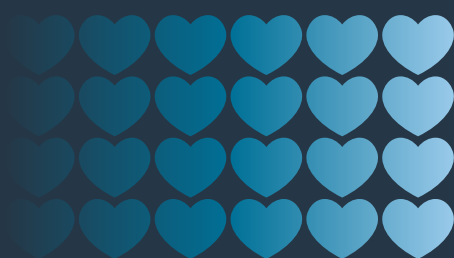


Our performance measures are demonstrated in the framework in figure 7 below. Our purpose measures for the DonateLife program are to increase the donation rate and to increase the transplantation rate. Our purpose is supported by 3 key activities, which are our goals. Each activity has performance measures to guide us in delivering our purpose.

Figure 7: Performance measures overview



DonateLife program



DonateLife program – performance measures

Increase the donation rate					
Targets	Current	2026	2027	2028	2029
Estimated deceased organ donors per year	557	625	680	680	680
Deceased organ donors per million population (dpmp)	20.2 dpmp	23.3 dpmp	25 dpmp	25 dpmp	25 dpmp
Estimated living organ donors per year	230	340	380	380	380
Living organ donors per million population (dpmp)	8.3 dpmp	12.5 dpmp	14 dpmp	14 dpmp	14 dpmp
Rationale	This is a core outcome measure of the national DonateLife program – the number of people who actually become a deceased or living organ donor in Australia, and the number of lives saved or transformed as a result. Access to organ donation and transplantation is essential to the provision of quality healthcare in Australia, especially where providing an organ transplant can be the difference between life and death.				
Methodology	The number of deceased organ donors is expressed as a total number and as a rate of the Australian population – referred to as donors per million population (dpmp). Organ donation is measured internationally in dpmp, and this provides a standardised, comparable way to assess Australia's organ donation performance with that of other countries. The number of deceased organ donors is the total number of patients in a calendar year on whom, with family consent for organ donation, an operation commenced for the purpose of organ retrieval for transplantation. This number is also expressed in dpmp. The number of living organ donors is the total number of people in a calendar year who donate a kidney, or on rare occasions part of their liver, to another person. This number is also expressed in dpmp.				
Data sources	Australia and New Zealand Organ Donation Registry, which receives deceased organ donation data from DonateLife hospitals through the Electronic Donor Record and living organ donation data through OrganMatch. Australian Bureau of Statistics, National, State and Territory Population.				
Notes	The targets for this measure are currently under review. A national target for deceased donation of 25 dpmp was agreed to by all states and territories in 2015. While there has been significant growth in the rates of organ donation and transplantation since the DonateLife program started in 2009, the highest national donation rate achieved to date is 22.2 dpmp in 2018. In 2020 COVID-19 had a direct impact on donation rates, and the annual dpmp target was adjusted to reflect these environmental impacts. The revised targets reflect a gradual increase towards the agreed target of 25 dpmp. Future revisions to dpmp targets will be aligned with changes to the consent rate targets.				



Increase the transplantation rate					
Target	Current	2026	2027	2028	2029
Transplants per year, from deceased and living donors	1,669	1,865	2,000	2,000	2,000
Rationale	This is a core outcome measure of the national DonateLife program – the number of people who receive an organ transplant that saves or transforms their lives as a result. Access to organ donation and transplantation is essential to the provision of quality healthcare in Australia, as an organ transplant is the optimal treatment for organ failure and can be the difference between life and death. There are around 2,000 Australians on the waitlist for a transplant and an additional 14,000 people on dialysis. For someone who is seriously ill, an organ or tissue transplant can mean the difference between life and death, being healthy or sick, seeing or being blind, or being active or never walking again. Transplantation enables people to resume an active role in their family, workplace and community.				
Methodology	This measure calculates the total number of organ transplants from deceased or living donors. These include kidney, liver, lung, heart, pancreas, and intestine transplants.				
Data source	Australia and New Zealand Organ Donation Registry, which receives deceased donor data from the DonateLife hospitals through the Electronic Donor Record, and living donor data from OrganMatch.				
Notes	The targets for this measure are currently under review. The number of transplant recipients per year has a direct relationship to the number of deceased and living donors per year. In most years, donation and transplantation rates increase or decrease together. However, in 2024, there was an increase in the number of deceased organ donors, yet a decrease in the number of transplant recipients. Factors that contribute to this include donor age and the donation pathway, both of which can influence the number of organs suitable for transplantation. Further growth in the number of transplant recipients is reliant on implementation of the National Strategy for Organ Donation, Retrieval and Transplantation. This strategy, led by the Department of Health, Disability and Ageing in collaboration with all governments, focuses on increasing capability and capacity across the transplant sector and developing a national strategy for increasing living donation rates.				

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	 Increase family discussion	 Increase registration
Objective More Australians understand the need for organ and tissue donation and the benefits it gives to another person needing a transplant.	Objective More Australians talk to their family about organ and tissue donation.	Objective All Australians who want to be an organ and tissue donor register on the Australian Organ Donor Register.
Why it's important Access to life-changing and often life-saving transplantation depends on the willingness of people to donate and public awareness of and confidence in the donation process.	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.	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.
40% of families say yes to donation if they are not aware of what their family member wanted.	60% of families say yes to donation when they know what their family member wanted.	80% of families say yes to donation if their family member is registered.

Build support – performance measures

Eligible Australians (16 years and over) are registered on the Australian Organ Donor Register

Target	Current	2026	2027	2028	2029
	35%	46%	50%	50%	50%
Rationale	Several factors influence whether families consent to organ donation, including whether their family member is registered as an organ donor on the Australian Organ Donor Register. More than 80% of families say yes to donation if their family member is registered. Around 4 in 5 Australians support organ and tissue donation (Australia Talks, ABC, 2021) but only 1 in 3 have registered to be a donor.				
Methodology	This measure identifies the number of people aged 16 years and over who have registered a decision on the Australian Organ Donor Register as at a given date, expressed as a proportion of the Australian population.				
Data sources	Services Australia, Australian Organ Donor Register Australian Bureau of Statistics, National, State and Territory Population				
Notes	The targets for this measure are currently under review. Current targets are not achievable without commitment and investment from all governments to implement large-scale registration initiatives, such as the national adoption of drivers licences as a registration channel, and national marketing campaigns.				

Registered donors have discussed donation with their family

Target	Current	2026	2027	2028	2029
	80%	85%	87%	90%	90%
Rationale	Several factors influence whether families consent to organ donation, including whether the donation wishes of the family member are known. More than 80% of families say yes to donation when they know their family member was registered as a donor on the Australian Organ Donor Register. Family consent is lower, however, when the family was unaware that their family member wanted to be a donor.				
Methodology	This measure identifies the proportion of organ donors who were registered on the Australian Organ Donor Register and who had discussed donation with their family.				
Data source	Organ and Tissue Authority, DonatLife Audit (sourced from DonatLife hospitals)				

Eligible Australians (16 years and over) are aware of the DonatLife brand

Target	Current	2026	2027	2028	2029
	42%	37%	40%	40%	40%
Rationale	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. Awareness of the DonatLife brand can create awareness about the need for organ and tissue donation and the benefits it gives to another person needing a transplant. When people recognise and trust the DonatLife brand, this can influence their decision to become an organ and tissue donor.				
Methodology	A nationally representative sample of Australians aged 18 and over are surveyed each month. The data is weighted by age, gender and religion to reflect the latest Australian Bureau of Statistics population estimates. Results are reported as at June each year.				
Data source	Community survey via YouGov				

Optimise opportunities

Donation and transplantation services deliver the best outcomes

Only around 2% of deaths in hospital occur in such 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	 Drive excellence in donation services	 Increase safe & equitable transplantation
Objective DonateLife receives notification of all patients approaching end-of-life in intensive care and emergency departments for assessment for potential organ donation.	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.	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 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.	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 is important in enabling the best outcomes for donors, for their families and for those on the transplant waitlist.	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.



Optimise opportunities – performance measures

National organ donation consent rate					
Target	Current	2026	2027	2028	2029
	53%	66%	70%	70%	70%
Rationale	In Australia, families are approached to consent to deceased organ and tissue donation. This measure assesses the proportion of families who say yes to donation in the hospital when they are asked to agree to donation when their family member dies. Only around 2% of people who die in Australian hospitals meet the criteria required to become an organ donor. With only a small number of potential donors, increasing family consent in the hospital is critical to increasing donation rates and improving opportunities for transplantation.				
Methodology	The consent rate measures the proportion (expressed as a percentage) of donation conversations with families in the hospital where the outcome of the conversation was consent for donation.				
Data source	Organ and Tissue Authority, DonateLife Audit (sourced from DonateLife hospitals)				
Notes	The targets for this measure are currently under review. Current targets are not achievable without substantial commitment and investment from all governments to implement the National Strategy for Organ Donation, Retrieval and Transplantation. This includes investment in public awareness initiatives such as marketing campaigns and mass registration channels like drivers licences.				
Routine notification to DonateLife of all planned end-of-life in an intensive care unit or emergency department					
Target	Current	2026	2027	2028	2029
	90%	100%	100%	100%	100%
Rationale	To maximise organ donation opportunities and ensure families receive appropriate support, best practice is the notification to DonateLife of all patients approaching end-of-life in intensive care and emergency departments. This process enables exploration of donation possibilities, respects what the individual wanted by checking their registration status on the Australian Organ Donor Register, and facilitates timely involvement of a donation specialist nurse to assist with planning and family communication when donation is possible. This measure is a key performance indicator for DonateLife Network hospitals in accordance with the Donatelife Clinical Practice Improvement Program, which forms part of the DonateLife Network agreements between each state and territory and the OTA.				
Methodology	For all cases in a hospital intensive care unit or emergency department, where the patient is aged more than 28 days and less than 80 years and there is medical consensus for planned end-of-life care, this measure evaluates the proportion of cases that were notified to Donatelife for consideration of organ and tissue donation.				
Data source	Organ and Tissue Authority, DonateLife Audit (sourced from DonateLife hospitals)				



Donation conversations with families involve a donation specialist nurse					
Target	Current	2026	2027	2028	2029
	85%	92%	95%	95%	95%
Rationale	Families of potential donors require care, sensitive communication and accurate information about donation. Optimising practices in family approach, donor care and assessment is important in enabling the best outcomes for donors, for their families and for those on the transplant waitlist. Families supported by a donation specialist nurse are more likely to receive the information required throughout the donation process. This has also been shown to significantly improve consent rates.				
Methodology	For cases where the subject of donation was raised with the patient's family by hospital staff, this measure identifies the proportion of family donation conversations that involved a donation specialist nurse.				
Data source	Organ and Tissue Authority, Donatelife Audit (sourced from Donatelife hospitals)				

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 taken 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



Enhance systems – performance measures

Hospital and jurisdictional performance data and analysis disseminated		
Target	Current	2026 and beyond
	Dashboards and tailored analysis are distributed broadly across the DonateLife Network in a variety of formats to inform and monitor hospital clinical practice	Dashboards and tailored analysis are distributed broadly across the DonateLife Network in a variety of formats, including through self service, to inform, shape and monitor hospital clinical practice
Rationale	The OTA is committed to promoting data-driven decision-making and enhancing the technology systems that support donation and transplantation to drive clinical best practice. By collecting, analysing and reporting donation data – such as through the DonateLife Audit, the DonateLife Network dashboards and other relevant sources – DonateLife agencies, hospitals, clinical specialists and health departments are equipped with timely, high-quality insights to monitor hospital performance, evaluate activities and guide future work. This targeted approach enables hospitals to make more responsive decisions and drive meaningful clinical change to optimise donation and transplantation outcomes.	
Methodology	Analysis of the data products distributed throughout the year, including daily national and jurisdictional dashboards.	
Data sources	Organ and Tissue Authority, DonateLife Audit (sourced from DonateLife hospitals) Australia and New Zealand Organ Donation Registry, which receives deceased organ donation data from the DonateLife hospitals through the Electronic Donor Record	
Waitlist, donation and transplantation data is publicly available		
Target	Current	2026 and beyond
	National waitlist, donation and transplant activity metrics are publicly available	National and state patient waitlist, organ donation and transplant activity metrics are publicly available on an annual basis
Rationale	Public access to waitlist, donation and transplantation data promotes transparency and public trust in organ donation and transplantation systems. It also supports community engagement and awareness of organ donation and transplantation.	
Methodology	Analysis of the public data products distributed throughout the year by the OTA or in partnership with the OTA, including the Australian Donation and Transplantation Activity Report, datasets provided by the Australia and New Zealand Organ Donation Registry and transplant outcome registries.	
Data sources	Australia and New Zealand Organ Donation Registry, which receives deceased organ donation data from the DonateLife hospitals through the Electronic Donor Record Organ and Tissue Authority, Australian Donation and Transplantation Activity Report LifeBlood, OrganMatch	



Increased utilisation of donation and transplantation information systems

Targets	Current	2026 and beyond
	Increase use of OrganMatch for waitlist management National capture of adverse events in the Serious Adverse Event Reporting database	Establishment of OrganMatch as the central patient waitlisting, recipient matching and offer management system National capture of an expanded range of adverse events across the sector in the Serious Adverse Event Reporting database
Rationale	The use of agreed platforms and systems across the Donatelife Network is integral to the collection, analysis and clinical usage of accurate donation and transplantation data. The OTA supports the use of OrganMatch across the Donatelife Network as Australia's organ waitlisting, matching and allocation system – designed to drive national clinical best practice and the agreed platform to implement nationally consistent best practice in organ offering, allocation, waitlisting and management of patients across the end-to-end donation and transplantation system. The OTA has also established the Australian Vigilance and Surveillance System for Organ Donation and Transplantation, which provides a national framework for the reporting of adverse events and reactions in the Australian donation and transplantation system to identify national trends to inform clinical practice improvements. This is consistent with similar vigilance and surveillance systems globally.	
Methodology	Analysis of user and usage data from OrganMatch and the Serious Adverse Event Reporting database.	
Data sources	LifeBlood, OrganMatch Organ and Tissue Authority, Serious Adverse Event Reporting database	

