Corporate Plan
2021–22 to 2024–25
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Introduction

The Board, as the Accountable Authority, and Chief Executive Officer of the Organ and Tissue Authority (OTA) respectively, are pleased to present the 2021-22 Corporate Plan, as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013 (PGPA Act). This Corporate Plan, in conjunction with our Strategic Plan, outlines the OTA’s priorities and planned activities from 2021-22 to 2024-25.

The OTA leads the national program to increase organ and tissue donation for transplantation in partnership with states and territories, the national DonateLife Network, donation and transplantation clinical sectors, eye and tissue banks, and the community. The OTA is a statutory authority established by the Australian Organ and Tissue Donation and Transplantation Authority Act 2008 and a non-corporate Commonwealth entity under the PGPA Act.

There has been significant growth in donation and transplantation outcomes since the national program commenced in 2009. However, our current operating environment remains complex and challenging as the COVID-19 pandemic continues to impact the health system in Australia, including organ and tissue donation and transplantation. In 2020-21, there was a decrease in donation and transplantation activity in Australia mainly due to the direct impacts of COVID-19 on hospitals, transplant programs, borders closures, and movement restrictions.

We are committed to continue to work collaboratively with governments, the clinical sector and community to try and prevent further impacts on the program whilst also striving to bring donation and transplantation rates back to pre-pandemic levels and then further increase.

Our performance will be reported in the annual performance statement in the 2021–22 Annual Report.

Dr Mal Washer  
OTA Board Chair  
31 August 2021

Lucinda Barry  
CEO  
31 August 2021
**Purpose**

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

Since 2009, over 14,000 Australians have received a life-saving organ transplant

In addition, over 23,500 Australians have benefited from corneal transplantation since 2009

Since national reporting began in 2013, over 60,000 Australians have benefited from tissue transplantation

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### Strategic objectives 2021–22 to 2024–25

<table>
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<th>Objectives</th>
<th>Strategies</th>
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<tr>
<td><strong>Increase donation for transplantation</strong></td>
<td>1.1 Embed organ and tissue donation as routine end-of-life care in DonateLife hospital intensive care units and emergency departments</td>
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<td></td>
<td>1.2 Deliver best-practice donation processes in DonateLife Network hospitals</td>
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<td>1.3 Increase opportunities for living kidney donation through the Australian and New Zealand Paired Kidney Exchange (ANZKEX) Program</td>
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<tr>
<td><strong>Increase consent rates for deceased organ and tissue donation</strong></td>
<td>2.1 Increase community awareness of, and support for, donation and transplantation</td>
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<td>2.2 Increase registration on the Australian Organ Donor Register (AODR) and family discussion about donation</td>
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<td><strong>Provide specialist support for families involved in the donation process</strong></td>
<td>3.1 Provide specialist support for families throughout the donation experience</td>
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<td>3.2 Acknowledge the generosity and gift of organ and tissue donation</td>
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<tr>
<td><strong>Enhance systems and processes to support donation and transplantation</strong></td>
<td>4.1 Enhance collection and analysis of data to inform clinical best practice for donation and transplantation</td>
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<tr>
<td></td>
<td>4.2 Work with the clinical sector to improve the equity and efficiency of the organ allocation and offer processes</td>
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## Key focus activity areas for 2021–22

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<th>Area</th>
<th>Focus</th>
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<tr>
<td>Clinical Practice Improvement Program</td>
<td>Focus on routine referral, checking the Australian Organ Donation Register and involvement of a donation specialist nurse</td>
</tr>
<tr>
<td>Data</td>
<td>Focus on enhancing the collection, reporting and sharing of data</td>
</tr>
<tr>
<td>Professional education</td>
<td>Focus on enhancing education opportunities, including digital delivery and resources</td>
</tr>
<tr>
<td>Community engagement</td>
<td>Focus on enhancing community engagement opportunities, including digital delivery and resources</td>
</tr>
<tr>
<td>Donor family support</td>
<td>Focus on reviewing the National Donor Family Study</td>
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<tr>
<td>Transplant sector collaboration</td>
<td>Focus on supporting clinical best practice guidelines</td>
</tr>
<tr>
<td>Eye and tissue sector collaboration</td>
<td>Focus on strengthening eye and tissue donation as part of deceased organ donation</td>
</tr>
<tr>
<td>OrganMatch</td>
<td>Focus on the enhancements of Donation and Transplantation portals</td>
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</table>
Operating context

Environment

Best practice donation system

Australia’s donation system has been developed based on international best practice. It is recognised globally that the key to increased donation outcomes is having a national donation agency leading a clinical program which is driven by donation specialists in hospitals, such as we have in Australia with the OTA and the DonateLife Network.

Despite strong progress achieved to date in increasing the rate of organ donation resulting in a significant increase in people receiving a transplant, there remains a global shortage of organs to meet supply of the many people in need who would benefit from transplantation.

COVID-19

During the emergence of the COVID-19 pandemic the OTA has played a key part in facilitating national coordination and communications across the sector, evidenced by the development and communications of changes to donor testing requirements and provision of services across Australia. The National Transplantation and Donation Rapid Response Taskforce (the Taskforce) was established to consider the clinical impact of COVID-19 on donation and transplantation in Australia. It has been instrumental in providing an effective forum for key stakeholders across the end to end donation, retrieval and transplantation sector.

Working together, the Taskforce has enabled agreement and communication of critical information in relation to national approaches, including navigating the suspension and then recommencement of the adult renal and pancreas transplantation services in Australia.

The Taskforce has demonstrated the value of a regular, collaborative forum to discuss and advise on matters of clinical relevance spanning the donation and transplantation sectors. The Taskforce will continue to collaborate on issues relating to the sector while the pandemic evolves, and beyond.

National reviews

Progress of two key Government reviews over the next 12–18 months may also have significant implications for the OTA and our role across organ donation, retrieval and transplantation and eye and tissue donation. We will continue to work closely with the Department of Health and jurisdictions to progress relevant work following the national reviews relevant to donation and transplantation:

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

This includes development of a future strategy for retrieval and transplantation in Australia and delivery on agreed priorities across the sector, building on the success and learnings of the national donation program.
Australia’s potential deceased organ donor population and transplantation outcomes

Key

~ Approximately

Around 80,000 people die in Australian hospitals each year but only around 2% of them can be considered for organ donation.

In Australia the family is always asked to consent to donation. Requests to families for donation were made in 1,170 cases, with 680 families saying ‘yes’.

Of the 680 consented donors, 463 became donors – 217 did not become donors mainly due to medical and logistical reasons.

This represents a consent rate of 58%.

463 deceased organ donors and their families saved and transformed the lives of 1,270 organ recipients.

~170,000
Australians die each year, from a total population of 25.7 million

~80,000
deaths in hospital

~1,250
potential organ donors

1,170
requests

680
consents

463
donors

1,270
recipients

~1,250
potential organ donors

In 2020, around 1,250 people died in a way where organ donation could be considered.

With donation possible in so few cases, and with so many people needing an organ transplant, it is vital more people say ‘yes’ to donation.

There are some medical conditions, such as active cancer, which may mean the patient is not a suitable organ donor.

There are currently around 1,800 Australians waitlisted for a transplant and an additional 12,000 people on dialysis who may benefit from a kidney transplant.

Many more people can become eye and tissue donors. Eye and other tissues can be donated up to 24 hours after death, and donors do not have to die in a hospital.

Sources

4 Donatelife Audit, February 2021.
5 Deceased organ donation in Australia, Australia and New Zealand Organ Donor Registry, January 2021.
6 Australian and New Zealand Organ Donor Registry, Organ Waiting List, June 2021
7 Australia and New Zealand Dialysis and Transplant Registry, Total Prevalent Dialysis Patients, December 2019
 Capability
The OTA relies on the capabilities of its staff, its relationships with internal and external stakeholders; appropriate information and communication technologies to support delivery of the national program; and the collection and analysis of data to inform best practice and decision-making. To achieve our purpose and support the Government’s priorities, we will continue to enhance our capability to ensure we can respond flexibly to the challenges, risks and opportunities in our environment.

People
The OTA is a high-performing small agency comprising employees with expertise across a range of areas including clinical practice, research analysis, data and systems analysis, public health, communications, accounting and project management. A number of our team are considered experts in their fields, bringing to their roles important local and national experience which supports the agency to deliver on its purpose.

We are committed to harnessing the diverse skills, experience and qualities of our staff and will further enable this through workforce planning and a stronger focus on learning and development, to ensure that we continue to attract and retain highly qualified employees to deliver on our purpose.

We will also maintain our focus on the Australian Public Service (APS) values and our positive workplace culture.

Relationships with internal and external stakeholders
Increasing organ and tissue donation in Australia is a collective responsibility and we have a strong commitment to building and maintaining effective stakeholder relationships with the community, governments, our DonateLife team, clinical specialists, our partners and international colleagues.

The OTA coordinates the national program and funds state and territory health departments for the DonateLife Agency and the DonateLife Network (DLN) staff in each jurisdiction to deliver the nationally consistent program, including the organ and tissue donation service across 95 DLN hospitals in Australia.

Further growth in organ and tissue donation over the next four years will require us to continue to educate and normalise the discussion about donation in the community. We will work even more closely with hospitals and our clinical colleagues to fully embed the Wave 4 national Clinical Practice Improvement Program (CPIP) in all DLN hospital Intensive Care Units and Emergency Departments, to optimise donation opportunities to provide as many Australians as possible with access to transplantation.

We will continue to work closely with the Department of Health and jurisdictions to progress the work following two key national reviews relevant to donation and transplantation (see Environment).
### Information and communication technology

Efficient and reliable information and communication technology platforms and applications play a key role in delivering the national program. These technologies enable us to access, create and communicate information and ideas, solve problems and work collaboratively.

OTA supports key applications that enable the donation and transplantation process, including the Electronic Donor Record, DonateLife Audit Tool and OrganMatch. Further investment in these applications will not only improve patient outcomes, but enhance efficiency, accountability and transparency of the donation, organ allocation and offer process.

We will continue to enhance and improve our digital presence to engage with the community. This will include the refresh of our website and a stronger social and digital media presence for DonateLife Week to engage with those Australians who have no or low awareness about organ and tissue donation.

We continue to invest in the development of online training and professional education services so our donation specialists have access to both online and downloadable educational resources to improve patient care and outcomes.

### Data collection and analysis

The collection, analysis and reporting of data to monitor, assess and inform the national program remains a key area of focus for the OTA and we continue to evolve dashboard reporting to drive clinical best practice across DonateLife hospitals.

We report and disseminate information to internal and external stakeholders on the performance of the national program to inform discussions and assist with monitoring compliance with Clinical Practice Improvement Program indicators across DonateLife hospitals and state and territory health departments.

Expanding the breadth of de-identified data available under the Data Governance Framework and increasing data analytics and reporting to inform decision making and drive improvements across the donation and transplantation sector continues to be a priority.
Risk Oversight and Management

Risk Management

The OTA’s Board as the Accountable Authority is responsible for risk oversight and management.

Risk management plays an integral part in fulfilling the OTA’s purpose and achieving success. It enables us to meet our objectives, build and protect our reputation and foster strong and productive relationships with our partners, stakeholders and the community.

The OTA strives to have a positive risk culture and effective practice enables us to engage in evidence based decision making, manage threats and seize opportunities. It supports a workplace culture that openly discusses risk regularly, explores new ideas, empowers its officers to act, learns from its mistakes and is collaborative and open minded.

The OTA’s Risk Management Framework meets the obligations under Section 16 of the Public Governance Performance and Accountability Act 2013 (PGPA Act), which requires that all Commonwealth entities establish and maintain an appropriate system of risk oversight, management and internal control for the entity. The Framework also complies with the Commonwealth Risk Management Policy and is consistent with AS ISO 31000:2018 – Risk management – principles and guidelines.

The OTA’s Audit Committee, established in compliance with Section 45 of the PGPA Act, also has a role in overseeing risk management practices. Risk management is informed by internal audit and assurance activities that assess the effectiveness of our current controls and whether the OTA should implement further measures. The committee provides independent assurance to the Board on the financial statements, risk oversight and management, and performance reporting responsibilities.

Risk Appetite

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

To achieve our objectives we work with the states and territories, the donation and transplantation clinical sectors, eye and tissue banks and the community to deliver the Australian Government’s national program to improve organ and tissue donation and transplantation outcomes in Australia. Given this, our appetite for risk is highly dependent upon on the activity undertaken and the category of risk it may result in.

We only tolerate risks that:

- Achieve our stated objectives efficiently and effectively
- Comply with all applicable laws and regulations
- Conduct our business in a safe and sound manner

Enterprise risks and areas of focus

Key risks that could compromise our performance are summarised in the Enterprise Risk Register. Each risk is supported by an individual assessment which identifies potential adverse events, the likelihood of their occurrence, and the impact of their occurrence and mitigation strategies to potentially reduce the likelihood or overall impact of the event occurring.

Quarterly reporting of the OTA’s Enterprise Risks is also provided to our Board and Audit Committee to ensure that we proactively monitor our risks and risk profile.

Managing risk in the COVID-19 environment is challenging and the OTA will continue to strengthen its governance and reporting arrangements. The OTA is currently managing risks across the categories of financial, compliance, strategic and operations using systems, processes and strategies to mitigate these risks and ensure they are within accepted tolerances.
Cooperation

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

DonateLife Network

The DonateLife Network consists of a DonateLife Agency in each jurisdiction, and a network of over 265 specialist medical, nursing and support staff in organ and tissue donation with the clinical program covering 95 hospitals across Australia. Each DonateLife Agency has a State Medical Director, Agency Manager, clinical, communications, family support and education staff who deliver the national program in their state or territory.

These teams work closely with Intensive Care Units and Emergency Departments so all possible donation cases are identified and considered, providing families the opportunity to make an informed decision about organ and tissue donation.

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

Our clinical network

* Surgical teams travel interstate to facilitate donation in ACT, TAS and NT. Patients in ACT, TAS and NT travel interstate for transplantation.
Working with the community

Raising awareness and educating the community about organ and tissue donation is pivotal to increasing the consent rate for donation Australia.

It is critical that people register and tell their family that they want to be an organ and tissue donor. When someone dies in hospital, in a way where they are a suitable organ donor, their family will be asked to provide consent to donation.

In 2020, 89% of families agreed to donation when their family member was registered to donate on the Australian Organ Donor Register (AODR). Consent for donation was given in 66% of cases when the family had prior knowledge that their family member wanted to be a donor. This dropped to 44% when they were not on the AODR and the family was not aware of their wishes.

While the majority of Australians support organ and tissue donation, at December 2020 only one in three (35%) were registered to be a donor on the AODR.

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

Our community awareness activities run throughout the year and include events, digital activations, media and public relations activities and advertising. Our big registration push occurs during DonateLife Week. In 2021, we ran “The Great Registration Race for DonateLife Week” to encourage up to 100,000 new registrations on the AODR.

We will also continue to explore opportunities and alternative channels to facilitate registration on the AODR, including state and territory driver’s licence systems in consultation with the Commonwealth Department of Health as the policy agency.
Below are the criteria against which our performance will be measured and reported. This is consistent with our Strategic Plan and Portfolio Budget Statements.

<table>
<thead>
<tr>
<th>Performance criteria</th>
<th>2020 result</th>
<th>2021 target</th>
<th>2022 target</th>
<th>2023 target</th>
<th>2024 target</th>
<th>2025 target</th>
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<tbody>
<tr>
<td>Increase the donation rate of deceased organ donors per million population (dpmp) through the delivery of a nationally coordinated and consistent approach</td>
<td>18 dpmp</td>
<td>25 dpmp</td>
<td>25 dpmp</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Increase the rate of consent to organ donation through clinical best practice and community engagement</td>
<td>58%</td>
<td>≥70%</td>
<td>≥70%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Increase the percentage of family donation conversations involving a donation specialist when the opportunity for donation is raised by clinical staff</td>
<td>76%</td>
<td>80%</td>
<td>85%</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
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</tbody>
</table>

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

<table>
<thead>
<tr>
<th>2020 result</th>
<th>2021 target</th>
<th>2022 (and beyond) target</th>
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<tbody>
<tr>
<td>There was a 16% decrease from the previous year, with 186,656 new registrations on the AODR compared to 221,641 in 2019</td>
<td>10% increase in new registrations on the AODR from 2020 (as at 31 December)</td>
<td>10% increase in new annual registrations on the AODR from the previous year (as at 31 December)</td>
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Notes

Performance measures are reported by calendar year to align with Australian and international donation and performance reporting practice. Progress against these performance measures will be reported in the OTA annual report and regular progress reports on donation and transplantation activity.

The national donation target is being considered by Health Ministers for 2021 and 2022 while the national strategy is being developed.

The consent rate will inform the modelling or organ donation targets beyond 2022 for consideration by Health Ministers.

Sources

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

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