

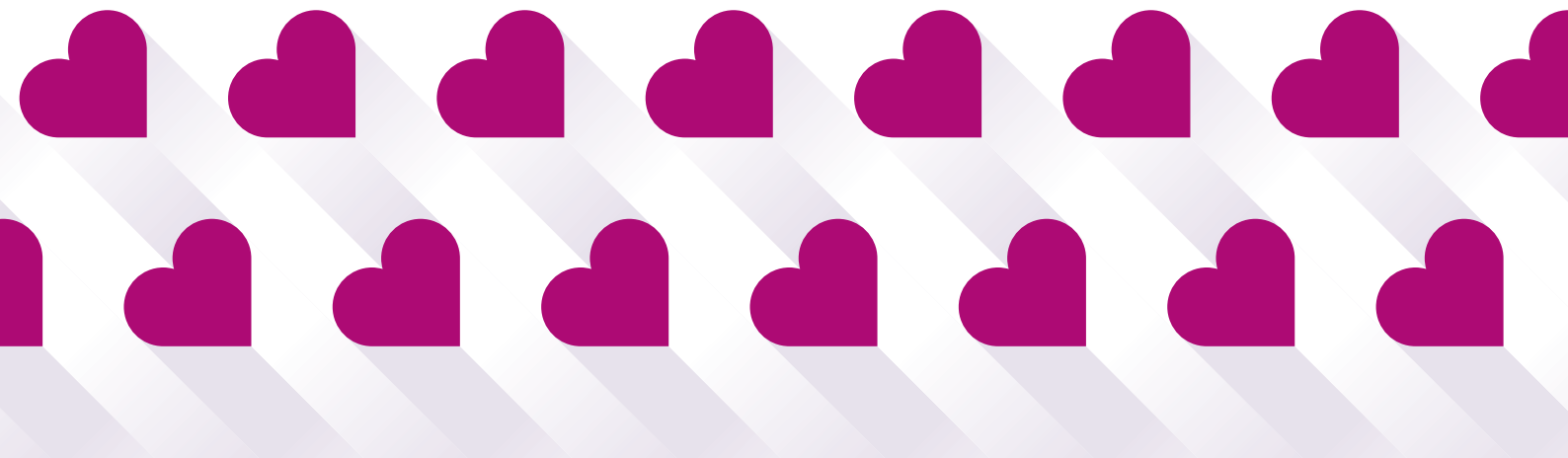


Australian Government
Organ and Tissue Authority



2020–21 Corporate Plan

for the period 2020–21 to 2023–24



The Organ and Tissue Authority (OTA) is an Australian Government statutory agency established by the *Australian Organ and Tissue Donation and Transplantation Authority Act 2008* (OTA Act) and a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The Board is the Accountable Authority under the PGPA Act and reports directly to the responsible Commonwealth Minister. The Chief Executive Officer (CEO) is a member of the Board.

The PGPA Act requires each Commonwealth entity and company to produce an annual Corporate Plan at the beginning of the reporting cycle setting out the entity's strategies for achieving its purpose(s) and how success will be measured.

The OTA welcomes feedback on the 2020–21 Corporate Plan.

If you would like to share your views or ideas for reform and improvement in the sector, please contact us:

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

We also acknowledge the dedication and commitment of our donation and transplantation specialists.

At a glance

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Message from the OTA Board Chair

The Board, as the Accountable Authority for the Organ and Tissue Authority (OTA), is pleased to present the 2020–21 Corporate Plan which covers the four year period 2020–21 to 2023–24, as required under Section 35(1)(b) of the Public Governance, Performance and Accountability Act 2013 (PGPA Act).

The 2020–21 Corporate Plan is the OTA's primary business planning document. It explains our purpose and the activities we will pursue over the next four years as identified in our 2020–21 Strategic Plan. The plan also describes the environment in which we work and how we will measure our outcomes. Our performance will be reported in the Annual Performance Statement in our 2020–21 Annual Report.

The emergence of COVID-19 is presenting challenges for all Australians and the full social, economic and health sector impacts of this pandemic will not be known for some time. Future planning for the national program in the current environment is complex. It is critical that learnings and understandings of the COVID-19 environment are considered in identifying the areas of strategic focus for the donation and transplantation sector.

Australia has a world class reputation for successful organ transplant outcomes. However, the demand for transplantation in Australia, as in the rest of the world, continues to exceed the supply of organs.

Our purpose is clear: to improve access to life-transforming transplants for more Australians through a sustained increase in organ and tissue donation by implementing a nationally coordinated approach. The COVID-19 pandemic is impacting both donation and transplantation in Australia and we will continue to collaborate with our key stakeholders and monitor the situation and impacts.

We work in collaboration with the community, state and territory governments, our DonateLife Network, the transplant sector and other clinicians, hospitals, professional bodies and eye and tissue banks. Our partners include donor families, transplant recipients, faith and cultural organisations, corporate, sporting and community organisations that support organ and tissue donation and transplantation within their communities. Effective engagement with our partners and key stakeholders is integral to creating a culture of collaboration and to the success of our program.

We have seen significant growth in donation and transplantation rates since the national program commenced in 2009. The current complex environment is challenging and we will continue to work closely with the donation and transplantation sector to have all donation opportunities identified so that Australians in need can continue to benefit from life-saving and life-changing transplantation.

We will continue to work with the community to promote awareness of organ and tissue donation and encourage Australians to make a real difference to the lives of others by registering and telling their family they want to be a donor at the end of their life.

COVID-19 has reminded us all to check in on our family and friends. With loved ones at the forefront of our minds, I encourage you to take this opportunity to talk to your family about donation and register to be an organ and tissue donor for the chance to save lives.



Dr Mal Washer
OTA Board Chair
26 August 2020

Purpose

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

The OTA leads the national program to optimise potential organ and tissue donation for transplantation in partnership with the: community, states and territories, DonateLife Network, donation and transplantation clinical sectors and eye and tissue banks.

2009

The national program started

↑ 122%

Since 2009, the number of deceased organ donors has more than doubled...

13,000+

...resulting in over 13,000 Australians receiving a life-saving transplant

21,500+

In addition, over 21,500 Australians have benefited from corneal transplantation since 2009

48,000+

Since national reporting began in 2013, over 48,000 Australians have benefited from tissue transplantation

Despite the significant growth in donation and transplantation outcomes, there is still more to do. With around 1,700 Australians currently on organ transplant waiting lists, and a further 12,000 people on dialysis, many more people could benefit from transplantation.

Organ donation is a rare event

“ Organ donation is a rare event with only around 2% of people who die in hospitals having the opportunity to become a donor. ”

Environment

The OTA works in a complex and highly sensitive environment to deliver a nationally coordinated approach to organ and tissue donation based on the world's best practice models. We provide national leadership to the sector and drive, implement and monitor national initiatives and programs.

The COVID-19 pandemic has added another layer of complexity to the national clinical program. Donation occurs in hospital intensive care units, and optimal organ matching often means teams and organs cross jurisdictional borders. Future planning in the current environment is challenging, and at a national level, future health policy, budget, and service delivery will inevitably be impacted by COVID-19.

During the initial outbreak of the pandemic, both leading up to the suspension of, and recommencement of renal transplantation services, the OTA played a key national leadership role with the sector in facilitating coordination and communications. This was particularly evident in the development and communication of changes to testing requirements, logistics and provision of services.

Recognising the current environment, we will continue to adapt the way we collaborate with: the community, states and territories, national DonateLife Network, donation and transplantation clinical sectors and eye and tissue banks. Each plays an important role in contributing to Australia's donation and transplantation outcomes.

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 on the *National Eye and Tissue Sector Policy Framework* and progress outcomes from the *Review of the Australian organ donation, retrieval and transplantation system* (EY review). 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.

BE COVIDSAFE

**CORONAVIRUS
(COVID-19)**

Stakeholders

Working with our stakeholders

Increasing organ and tissue donation in Australia is a collective responsibility and we have a strong commitment to effective stakeholder engagement.

Collaboration and engagement with the community, governments, our DonateLife Network, our clinical eye and tissue, donation and transplantation specialists, our partners and international colleagues is integral to achieving our purpose. Our interactions inform our work by leveraging their expertise, capabilities and experiences. Our stakeholders contribute to the rigour of our planning and program management, and promote a culture of joint responsibility.

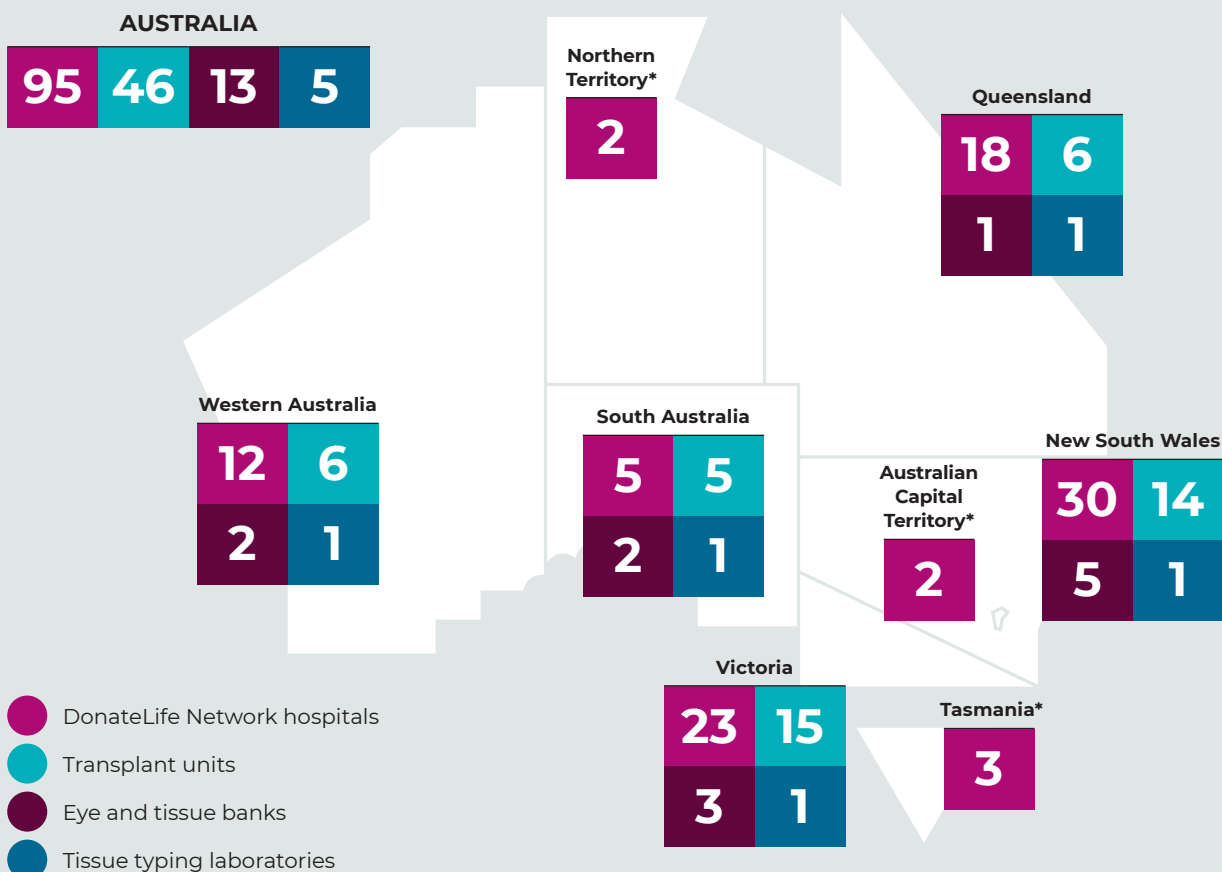
Further growth in organ and tissue donation over the next four years will require us to continue to normalise the discussion about donation in the community and work even more closely with our donation and transplant colleagues to ensure the gift of organ and tissue donation provides as many Australians as possible with access to transplantation.

In assessing and implementing strategies to build the OTA's capability to effectively engage with our stakeholders, we need to:

- + be aware of the wider environment in which we operate and our varying degrees of influence
- + utilise a mixed approach to reflect the different relationships with stakeholders
- + encourage and focus on effective stakeholder engagement with our team.

Adopting a national role during COVID-19, we will continue to work with governments and across the donation and transplantation sector to monitor and address impacts on the national program. We will enhance our communications to the sector and general public about the COVID-19 impacts on the program.

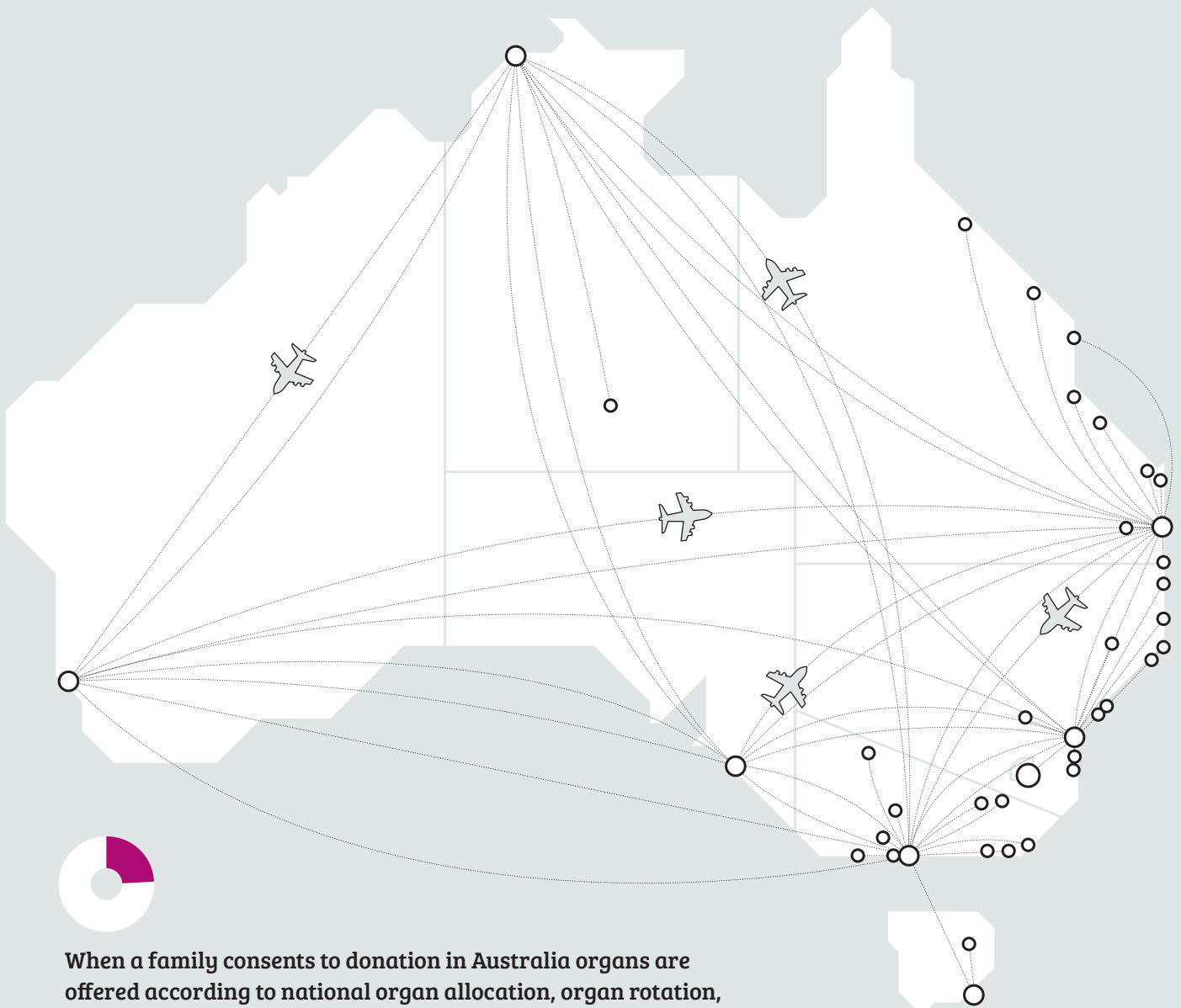
Figure 1: Our stakeholders



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

Figure 2: Collaboration

2019 organs transplanted	No. of transplants
I N S T A T E	1 1 3 5
I N T E R S T A T E	3 6 6
T O T A L	1 5 0 1



When a family consents to donation in Australia organs are offered according to national organ allocation, organ rotation, urgent listings and listing guidelines.

Priority for organ allocation is given to a patient on the national urgent listing.

Donated organs from deceased donors can be transplanted in different jurisdictions to where the donation and retrieval occurred. In 2019, 24.4% of organs transplanted occurred across jurisdictions.

Working with the community

The community is an essential partner in helping to increase organ and tissue donation in Australia; donation is dependent on individuals and their families agreeing to donate.

Consecutive OTA surveys indicate around 70% of Australians support donation. In 2019 families consented to donation in 62% of cases – around six out of 10 families agreed to donation. Increasing the number of families saying ‘yes’ to donation is critical to further growth in donation.

Our national community awareness and education program builds on the high level of public support for organ and tissue donation. We work with donor families, transplant recipients, faith and cultural organisations, corporate, sporting and community partners and the media to: increase community awareness, encourage Australians to register on the Australian Organ Donor Register (AODR), and tell their family they want to be a donor. We promote online registration through our website – donatelife.gov.au.

We are enhancing our digital reach and engagement, through our social media platforms including Facebook, Instagram and Twitter and our website, as key channels to provide information for the public and our call to action to register and talk to your family. We will be flexible in the delivery of our key campaigns; digital delivery of DonateLife Week and how we deliver local state and territory and national Services of Remembrance.

We continue to pursue opportunities to increase the number of people registered on the AODR through exploring additional channels for registration including driver’s licence systems, which will need to be undertaken in consultation with state and territory governments. Effective engagement with our key stakeholders will optimise our audience reach, provide multiple touchpoints for registration and contribute to further normalising organ and tissue donation.

Recognising the importance of our key community engagement committee and community organisations, we will strengthen our communications during this period with regular updates and continue to host meetings virtually to receive members input and feedback. We will also help coordinate national information for the community on COVID-19 impacts to the program. Acknowledging the extra risk in the current environment, face-to-face meetings cannot be held until it is safe to do so.

“ The community is an essential partner in helping to increase organ and tissue donation in Australia ... Increasing the number of families saying ‘yes’ to donation is critical to further growth in donation. ”

Register online: donatelife.gov.au

Working with the national DonateLife Network

The Australian Government, through the OTA, coordinates and funds state and territory health departments for the delivery of our national program. As at 30 June 2020 the DonateLife Network (DLN) comprised 265 dedicated donation specialists occupying 164 full-time equivalents. These fractionated roles were occupied by organ and tissue donation specialists in our 95 DLN hospitals and in eight DonateLife Agencies.

The DonateLife Agency team facilitate the process of organ, eye and tissue donation and retrieval from deceased donors within a consistent national framework. The OTA works closely with these dedicated specialists across all eight states and territories. Each jurisdiction has an appointed State Medical Director who is responsible for overseeing the practices and performance of deceased donation for transplantation services. Across our DLN hospitals 176 nursing and medical specialists are dedicated to drive continuous improvement of organ and tissue donation practice.

The COVID-19 environment has meant the DLN has had to adapt to support best practice donation and transplantation processes, and will need to stay abreast of the situation and any further changes. The OTA will continue to support the DLN through ongoing consultation with states and territories to review and develop workforce strategies for the delivery of donation services and the provision of optimal support for families at this difficult time. Noting the unprecedented time and impacts on the donation program, we will further enhance our communications with the DonateLife team and health departments, with a regular newsletter and continue our meeting schedule virtually.

We will continue to enhance resources and support for the DLN including professional awareness and education, data collection and analysis. This includes the evolution of dashboards providing key donation and transplantation metrics to drive best clinical practice. These are provided to the DLN, hospital executives and state and territory Health Ministers and their departments.

Professional education delivery includes the enhancement of the online learning site and further development of virtual delivery options and downloadable resources.

95

DonateLife Network hospitals

8

DonateLife Agencies

265

Dedicated donation specialists

Working with the eye and tissue sector

Each year the lives of thousands of Australians are transformed through the transplantation of donated tissue, including eye tissue, bone, tendons, heart valves and skin.

Australia's eye and tissue sector comprises 13 eye and tissue banks across the public, not-for-profit and commercial sectors, funded from a range of private and state government sources. The public eye and tissue banks are the responsibility of each state and territory government. The Therapeutic Goods Administration (TGA) provides overarching governance for the quality and safety of eye and tissue donation for transplantation for all banks.

Our DLN team primarily coordinate tissue donation from deceased donors in intensive care units, where there may be the opportunity to be both an organ and tissue donor, or only tissue if their organs are not suitable for donation.

While only about 2% of people die in circumstances in hospital that will enable them to be an organ donor; many more can become tissue donors because tissues can be donated up to 24 hours after death regardless of where death occurred, and can be stored for varying periods of time.

One donor can transform the lives of many people. There are often 20–30 recipients who benefit from one multi-tissue donor.

The OTA facilitates an opportunity and a forum for the complex eye and tissue sector to discuss and collaborate on key issues. This is achieved formally through the OTA Eye and Tissue Advisory Committee (ETAC). The OTA are assisting the sector through progression of the ETAC work plan, including key projects such as skin donation and supply, increasing community awareness and working with the TGA to review standards that will increase donation opportunities.

The COVID-19 pandemic has impacted the supply and demand of eye and tissue services. The suspension and subsequent reduction in elective surgeries across Australia has resulted in decreased demand for tissue. We continue to facilitate national forums and collaboration between the eye and tissue banks and other key stakeholders to discuss the impacts and challenges of COVID-19, including discussions on the requirements for COVID-19 testing of eye and tissue donors, and resourcing impacts.

The OTA supports the eye and tissue sector through representation on the Jurisdictional Eye and Tissue Steering Committee, to inform the 'National Eye and Tissue Sector Policy Framework'. The Framework will guide future actions to support a sustainable and future-focused Australian eye and tissue sector.

24 hrs

Tissues can be donated up to 24 hours after death

20–30

Recipients may benefit from one multi-tissue donor

13

Eye and tissue banks

Working with the transplant sector

Australia has a world class reputation for successful organ transplant outcomes. With advances in surgical and anaesthetic techniques, patient management and immunosuppressive agents, a significant proportion of patients can now expect to achieve long-term survival with a high quality of life.

In Australia there are currently five jurisdictions that have dedicated transplant units, a number of these units also undertake retrieval surgeries. In total there are 46 renal, heart, lung and liver and pancreas transplant units across Australia. Surgical teams are often required to travel interstate to enable organ retrieval. There are five state laboratories providing 24/7 services for compatibility testing and matching for potential transplant recipients and donors.

During the emergence of the COVID-19 pandemic the OTA played a key leadership role in national coordination and communications across the sector. The National Transplantation and Donation Rapid Response Taskforce (the Taskforce) was established in partnerships with TSANZ to consider the clinical impact of COVID-19 on donation and transplantation in Australia, and has been instrumental in providing an effective forum for key stakeholders to agree and communicate critical information.

The Taskforce will continue to collaborate on issues relating to the sector while the pandemic evolves, and beyond.

The OTA also continues to strengthen collaboration with the transplantation sector to enhance and improve on the process of organ offer, allocation and acceptance to provide more Australians with access to life-transforming transplantation.

Australia has a new state of the art waitlisting and organ matching system, OrganMatch, which is accessed by over 150 laboratory scientists and 650 clinicians and transplant coordinators. For the first time clinicians, through the OrganMatch Clinical Portal, have access to real time patient results and reports, matching and transplant information for their patients.

To provide national governance and oversight of OrganMatch, the OTA established the OrganMatch Strategic Governance Committee (OMSGC). Chaired by the Transplantation Society of Australia and New Zealand, the OMSGC brings together key transplant, donation and laboratory experts to focus on maintaining clinical currency and driving clinical best practice.

The OTA will also continue to contribute to the future national strategy for retrieval and transplantation. With the increase in deceased organ donation rates under the national program, the EY Review has recognised the increased pressure on the demand for organ retrieval and transplantation services. Enhanced support and resourcing for retrieval and transplantation services is required to ensure all opportunities for donation and transplantation are realised.

46

Transplant units across Australia

150+ / 650+

OrganMatch, a new state of the art waitlisting and organ matching system, which is accessed by over 150 laboratory scientists and 650 clinicians and transplant coordinators

Capability

Capability is the ability to achieve our purpose through effective use of resources. To meet its purpose we rely on the capabilities of our team, relationships with internal and external stakeholders; 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.

The OTA adopted an agile approach in response to the COVID-19 pandemic and effective communication and collaboration was critical to support all our key stakeholders during this evolving environment.

At an Agency level we are working from a COVID-19 Plan which is reviewed monthly, and supports a remote working environment for our team. A Recommencement Plan has also been implemented and will continue to evolve with the COVID-19 environment. Our planning will continue to be informed by the Commonwealth Department of Health, Safe Work Australia and Comcare. Our Business Continuity Framework and Plan continues to evolve to reflect the changing environment.

The successful transition to working from home arrangements during the COVID-19 pandemic will inform our Agency delivery model and flexibility in working arrangements for all employees will continue.

Our people

The OTA is a high-performing micro-agency comprising employees with expertise across a range of areas including clinical practice, research analysis, data and systems analysis, public health, communication, accounting, and financial 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.

In direct response to the COVID-19 environment, the OTA has restructured how we deliver against our strategic objectives and actions facilitating a more responsive and agile approach. The OTA values the talent and contribution of its employees and recognises the importance of building capability within the organisation.

We are committed to harnessing the diverse skills, experience and qualities of our staff. To ensure we continue to attract and retain highly qualified employees to deliver on its purpose, the Agency will also maintain its focus on the Australian Public Service (APS) values; and actively integrate these values into day-to-day activities. We recognise that these values provide a framework within which the OTA can drive various business tasks, respond quickly and soundly to changing circumstances and priorities, and remain accountable for decisions.

Our information and communication technology

Efficient and reliable information and communication technology (ICT) 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.

The COVID-19 environment has required the OTA to be more flexible in our ICT approach and adaptable in the delivery of meetings, forums and training. We continue to explore options to identify the most appropriate platforms to optimise virtual delivery and remote working arrangements.

We are exploring and adapting to future delivery mechanisms for enhanced engagement with the community in response to the changing digital presence. DonateLife Week was delivered as a digital campaign in 2020 and analytics indicate a significant increase in community engagement with social and digital media, and key learnings will inform our future campaign delivery.

Training and professional education services are being adapted to be delivered virtually and downloadable educational resources are being increased.

The Australian Cyber Security Centre has published advice on COVID-19 themed malicious cyber activity. An enhanced cyber security focus is critical to protect our systems, data and personal information during the COVID-19 pandemic.

We continue to invest in ICT equipment and infrastructure, integrate these technologies into our work and support staff to make the most of the digital technologies available to them.

The National Blood Authority continues to provide and support the OTA's ICT systems applying measures to effectively use and protect our information, under a shared services arrangement.

The OTA also supports key applications for our DLN including the Electronic Donor Record and the DonateLife Audit Tool. The OTA also supports the Australian Organ Donor Register portal and encourages all Australians who support organ and tissue donation to register via our website.

Our 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.

The data analysis undertaken by the OTA informs discussions with the DLN and relevant state and territory health departments in relation to: improvements in practice, further opportunities for growth in donation and transplantation at the state and individual hospital levels.

We report and disseminate information to internal and external stakeholders on the performance of the national program. The DonateLife hospital reporting framework includes a variety of dashboards and reports provided regularly to the DLN and relevant state and territory health departments to inform discussions and assist with monitoring compliance with Clinical Practice Improvement Program indicators.

Expanding the breadth of 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 are priorities for 2020–21.

Risk oversight and management

Responsibility for risk oversight and management rests with the Board as the Accountable Authority.

Section 16 of the PGPA Act requires agencies to establish and maintain an appropriate system of risk oversight, management and internal control for the entity.

The COVID-19 environment will inevitably impact our approach to risk tolerance and risk management. As a micro agency with a prescriptive remit, the OTA and our DLN will need to have a flexible and pragmatic approach to risk oversight and management.

The OTA has a Risk Management Framework and Policy. The framework sets out our approach to risk management and addresses risk appetite, tolerance, culture and assigns accountabilities and responsibilities.

The OTA's Risk Management Policy and Guide meets the PGPA Act and Commonwealth Risk Management Policy requirements and are consistent with AS/NZS ISO 31000:2009 – Risk management – principles and guidelines.

We face a range of risks reflecting the diversity of activities we undertake to fulfil our purpose. Our appetite for risk is highly dependent 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.

The Board, in conjunction with the Audit Committee reviews the framework and policy annually to ensure the risk appetite and tolerance statements remain appropriate for our risk profile.

The 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 and that our risks are actively managed through systems, processes and strategies to ensure they are within accepted tolerances.

Risk management is informed by internal audit and assurance activities that assess the strength of our current controls and recommend ongoing improvement for consideration by the OTA.

Risk management

Risk management is integral to the OTA's strategic direction and our environment, and is recognised by our Board and Executive as an essential component of sound management and good governance.

OTA staff are aware of the risks inherent in the activities we undertake and are proactive in their management. This positive risk culture enables us to undertake evidence-based decision-making, respond to challenges, realise opportunities, improve performance and achieve our purpose. Our project work is aligned to the mitigation strategies and treatments identified in each risk assessment which helps promote an integrated risk management culture within the OTA.

Our Risk Management Framework supports our officers in managing risk. The Framework identifies the OTA's risk appetite, what constitutes acceptable risk taking, and shapes our day-to-day decision-making.

Managing risk in the COVID-19 environment is challenging and the OTA will continue to strengthen its governance and reporting arrangements. Teams will be supported to build risk management capabilities to assess and manage our risks.

Key activities

Our Corporate Plan is informed by our Strategic Plan to 2024 and Portfolio Budget Statements. It supports the Board and the OTA CEO to align our day-to-day work with our overarching purpose, objectives and strategies.

The Strategic Plan identifies four key objectives and the strategies to support achievement of each objective.

1	Optimise donation opportunities for transplantation	1.1 Embed organ and tissue donation as a routine part of end-of-life care
		1.2 Support the delivery of best practice donation processes
		1.3 Increase opportunities for living kidney donation through the Australian and New Zealand Paired Kidney Exchange (ANZKX) Program
2	Provide specialist support for families involved in the donation process	2.1 Provide high quality care for families throughout the donation experience
		2.2 Acknowledge the generosity and gift of organ and tissue donation
3	Increase consent through registration and family discussion	3.1 Increase community awareness of, and support for, donation and transplantation
		3.2 Increase registration on the Australian Organ Donor Register (AODR) and family discussion about donation
4	Enhance systems and processes to support donation and transplantation	4.1 Enhance collection and analysis of data to inform clinical best practice for donation and transplantation
		4.2 Work with the clinical sector to improve the equity and efficiency of the organ offer and allocation processes
		4.3 Enhance the safety of organ donation and transplantation
		4.4 Enhance the Australian Organ Donor Registration System
		4.5 Collaborate with states and territories to determine the requirements of the health system to support future growth in donation and transplantation

Key focus areas for 2020–21

Recognising the challenges of the current environment the following prioritised and targeted focus areas have been identified.

We will continue to collaborate with the sector to facilitate responses to future uncertainties in the COVID-19 environment.

Embed the Clinical Practice Program Phase 4 and enhance associated national, jurisdictional and hospital reporting

Collaborate to progress the Review of the Australian organ donation, retrieval and transplantation system

Collaborate to progress the National policy framework for the eye and tissue sector

Deliver innovative approach for increasing community awareness and engagement

Agree options to facilitate increased AODR registrations focusing on state and territory driver's licence systems

Enhance reporting and analysis across the donation, retrieval and transplant sector

Collaborate with the transplantation sector to enhance the efficiency of the organ allocation, offer and acceptance process

Support OrganMatch enhancements to streamline the organ offer and allocation process

Deliver innovative approach for providing education and training of Donation Specialists and the broader clinical sector

Conduct the Wave 5 National Donor Family Study to further inform support services for families

Continue to evolve the National Vigilance and Surveillance System

Performance

The qualitative deliverables and quantitative measures for the four years, as outlined in our Strategic Plan and Portfolio Budget Statements, are shown below. These are the criteria against which our performance will be measured and reported.

Quantitative measures 2020–21

Performance Criteria	2019 result	2020 target	2021 target	2022 target	2023 target
Increase the donation rate of deceased organ donors per million population (dpmp) through delivery of a nationally coordinated and consistent approach	22 dpmp	25 dpmp	N/A	N/A	N/A
Increase the rate of consent to organ donation through clinical best practice and community engagement	62%	≥70%	N/A	N/A	N/A
Through clinical practice improvement, increase family donation conversations involving a donation specialist when the opportunity for donation is raised by staff	74%	80%	85%	90%	90%
Through community awareness and education, increase registrations on the Australian Organ Donor Register (AODR)	9% increase	10% increase in new registrations on the AODR from 2019	10% increase in new annual registrations on the AODR from the previous year		

Performance measurement

- + 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 has been endorsed by the Australian Health Ministers' Advisory Council for 2020 only.
- + The consent rate will inform the modelling of organ donation targets beyond 2020 for consideration by Health Ministers.
- + Progress against quantitative performance is measured using data sourced from:
 - Australia and New Zealand Organ Donor Registry
 - DonateLife Audit
 - Australian Bureau of Statistics 3101.0 – Australian Demographic Statistics
 - Services Australia

Qualitative deliverables 2020–21

Increase the capability and capacity within the health system to maximise donation and transplantation

Work with the donation sector to further evolve the Clinical Practice Improvement Program to deliver best practice organ and tissue donation in intensive care units and emergency departments

Work with the donation sector to deliver professional education programs and resources to support the provision of high quality care to donor families through the donation process

Collaborate with states and territories to improve the capacity and capability of the organ donation, retrieval and transplantation system

Work with the donation and transplantation sector to support OrganMatch and optimise functionality to drive clinical practice improvement

Collaborate with states and territories to develop a national donation and transplantation de-identified data collection to inform clinical practice improvement across the organ donation, retrieval and transplantation system

Raise community awareness and stakeholder engagement across Australia to promote organ and tissue donation

Work with community organisations and partners to raise public awareness of organ and tissue donation, and the importance of talking about donation and registering on the Australian Organ Donor Register

Performance measurement

Progress against our qualitative performance is sourced from:

- Analysis and reporting of jurisdictional and hospital dashboards
- Six-monthly progress reports and follow up meetings with our DonateliLife Network
- Professional, community and clinical input and engagement through Committees and other forums
- Community surveys and studies, including post campaign evaluation, research on community attitudes, Donor Family Study

donatelife.gov.au

