

SUSTAINABLE NATIONAL LABORATORY NETWORKS

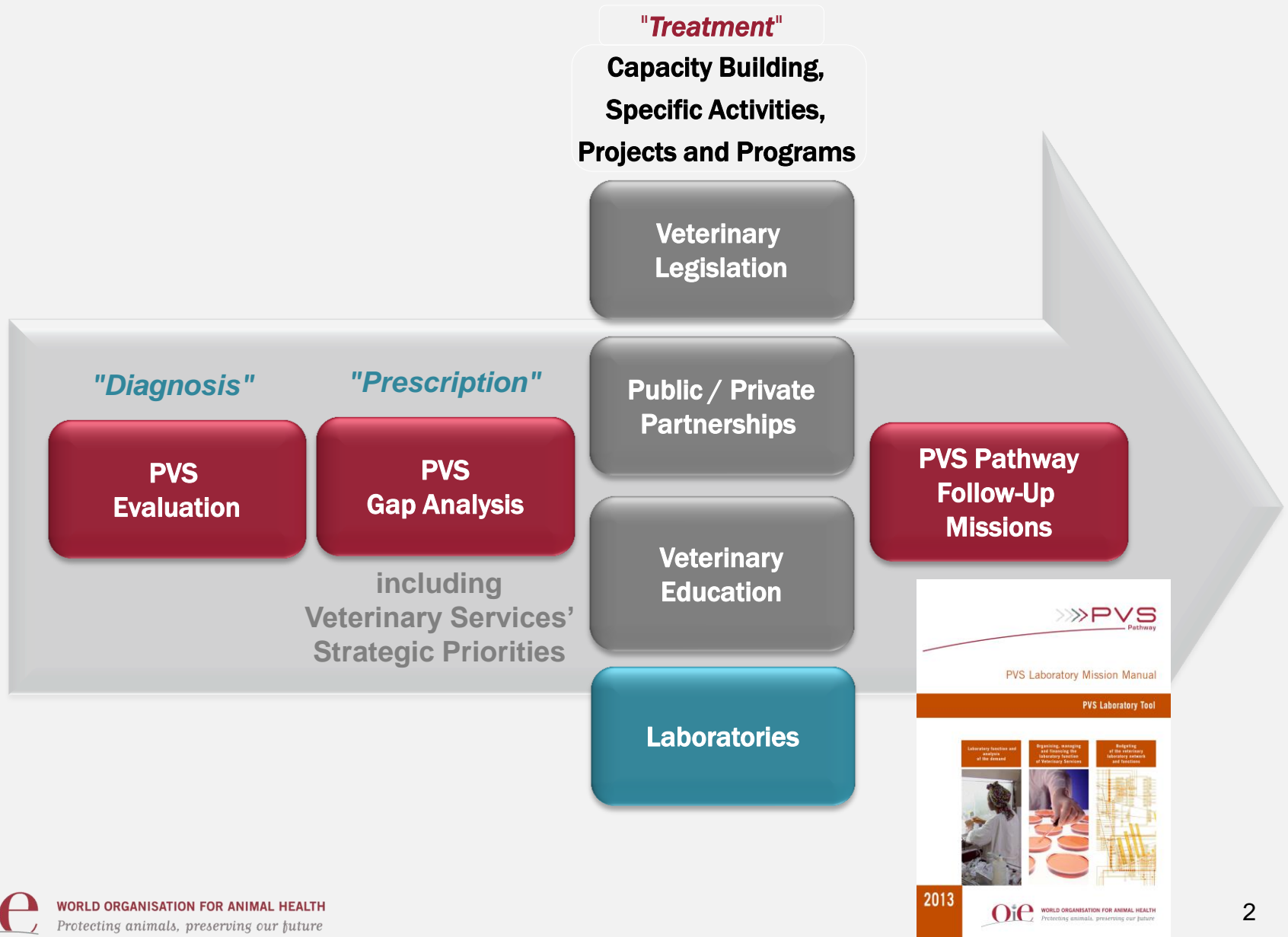
**JENNIFER
LASLEY
MPH**

**M Petitclerc
AM Nicola
E Fermet-
Quinet**

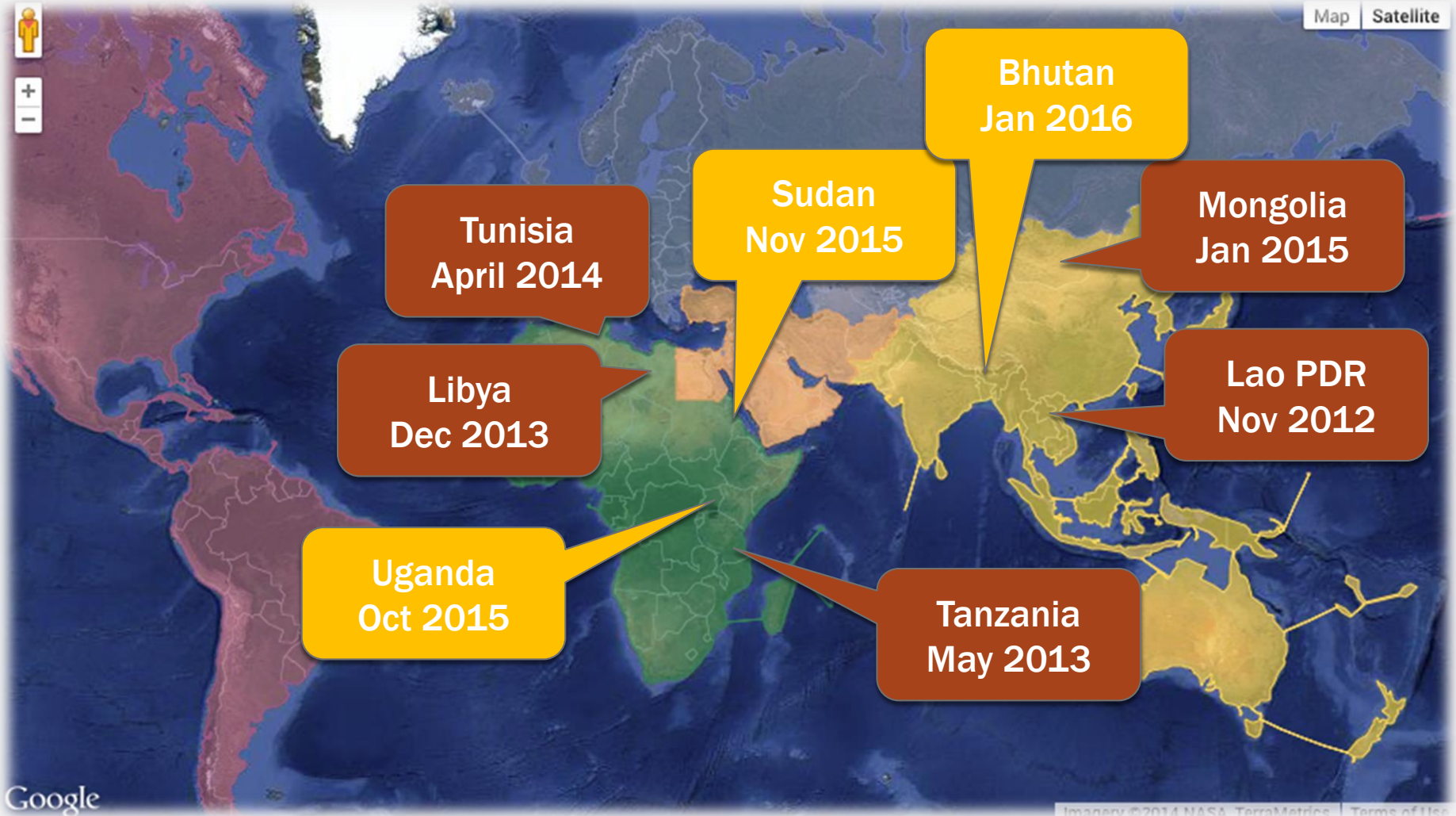


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The PVS Pathway



PVS PATHWAY LABORATORY MISSIONS TO DATE



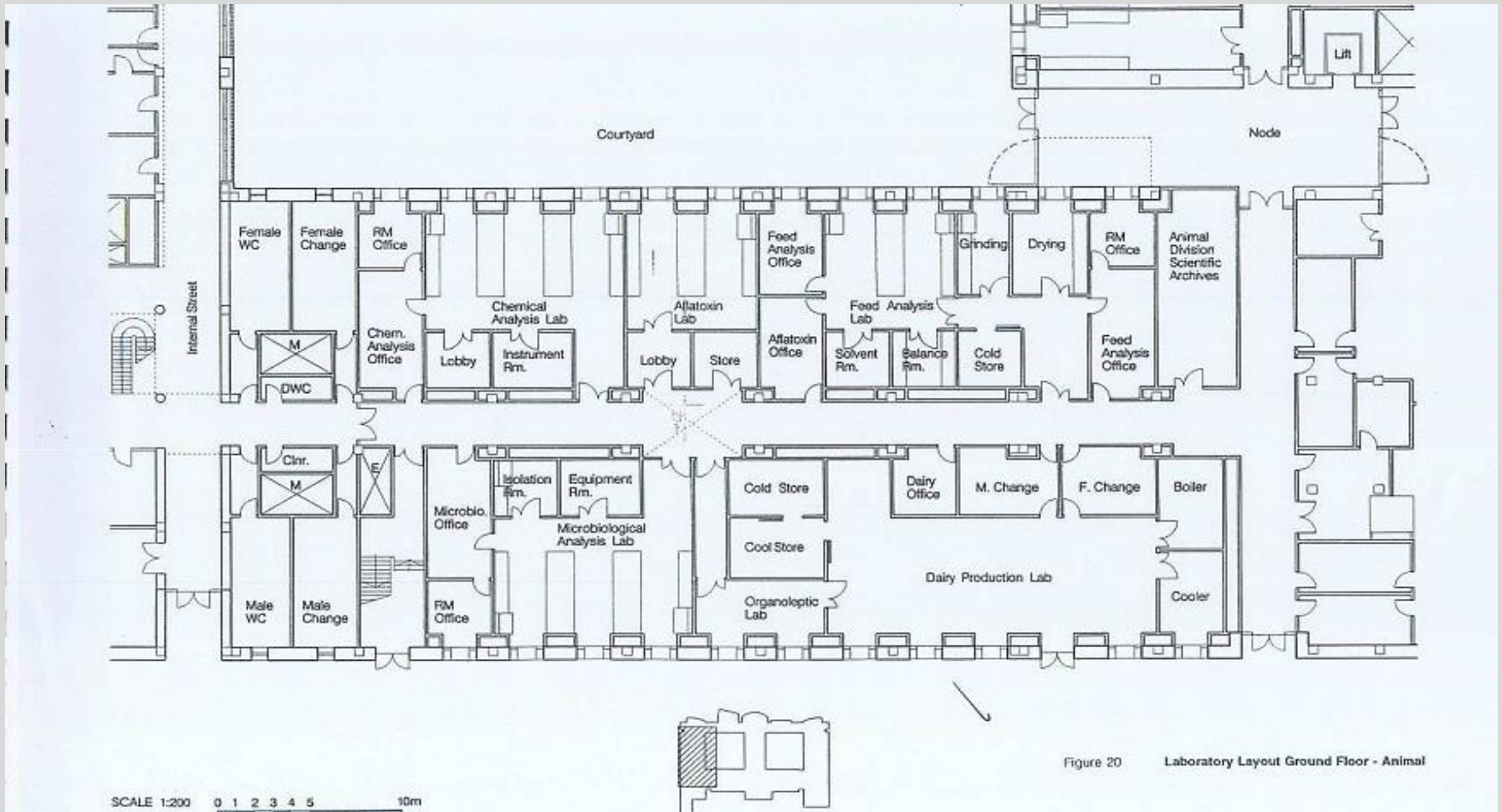
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THE BEST LAID PLANS...



<http://www.commonwealthhealth.org/partner/national-veterinary-research-institute/>

...OFT GO ASTRAY

Thousands of square meters...

Dozens of staff...

BUT

- Half the laboratory is closed to keep cleaning, maintenance and air-conditioning costs down
- Enough technical work for a handful of technicians
- Little to no possibility of expanding into new markets



<http://www idiomsbykids.com/taylor/mrtaylor/stories/idiomsfromiowa/to%20go%20overboard.html>



Sticky Branding

"If you build it, they will come."
Sounds appealing, but it's not going to happen.

Image: hijanicht



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NATIONAL LABORATORY NETWORKS?



...DESPITE DECADES OF ASSESSMENTS BY EXTERNAL PROJECTS...

- Huge investments in laboratories as compared to VS
- Focused on infrastructure, equipment, consumables and training, but rarely on strategy or management
- Few over-arching strategies & lacking mid- or long-term vision
- Focus on specific diseases breeds neglect of priority diseases
- Unsuitable and redundant structures
- Create unsustainable fixed costs that are never funded



To sum up, wasted resources

http://www.pagreencolleges.org/PHE-FRC_Main

CONSEQUENCES

Out of
proportion

Over-
investment

Unsustain-
able fixed
costs

Too much
technology

Service Not
Delivered



**The more it fails,
the more likely it is to succeed ?**



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<http://www.ofwlaw.com/2014/12/15/fdas-draft-guidance-on-dcsa-preemption-misses-the-mark/>

TRADITIONAL ASSESSMENT MODELS



One Laboratory

Establish Baseline
Performance

List of
Indicators

Intervention

Improvement

Over a Short Period of Time

Long-term Strategic, Financial, Organizational and
Operational Aspects

GLOBAL RECOGNITION OF PVS PATHWAY

« There must be sustainability,
effectiveness and efficiency
of the national public and private
laboratory infrastructures
to service the needs of
Veterinary Services »

-Dr Thomas Frieden, Director
Centers for Disease Control and Prevention, USA



OIE APPROACH



**Financial
Sustainability**

Cost of Choices

<http://mecteam.blogspot.fr/2011/02/strong-sustainability-and-csr-by-robert.html>



**National Laboratory
Network**

<http://allthingsd.com/20121228/three-reasons-to-watch-interest-based-social-networks-in-2013/>



**Supply of
& Demand for
Laboratory Analysis**

<http://www.mynewyorkcitylawyer.com/the-supply-and-demand-of-finding-a-spouse/>



**Veterinary Services'
Strategic Planning &
Decision Making**

<http://youthvoices.net/discussion/thinking-outside-box>

FINANCIAL SUSTAINABILITY NOT THE ONLY GOAL...BUT AN IMPORTANT ONE

- Gifts with hidden costs
- Disconnect between VS and Laboratory Services
- Lack of knowledge about the true cost of analysis



<http://www.savethebills.com/5-gifts-that-come-with-hidden-costs/>



**Actual
Activity**

Date	Site	Person	Location	Activity	Cost	Notes	Remarks
14/02/10	50	Samir	Beni-Salem	Slide agglutination	10	Slide agglutination	Slide agglutination
18/02/10	51	Toufik	Beni-Salem	Slide agglutination	10	Slide agglutination	Slide agglutination
22/02/10	52	Samir	Beni-Salem	Slide agglutination	10	Slide agglutination	Slide agglutination
28/02/10	53	Samir	Beni-Salem	Slide agglutination	10	Slide agglutination	Slide agglutination
05/03/10	54	Samir	Beni-Salem	Slide agglutination	10	Slide agglutination	Slide agglutination
11/03/10	55	Samir	Beni-Salem	Slide agglutination	10	Slide agglutination	Slide agglutination
17/03/10	56	Samir	Beni-Salem	Slide agglutination	10	Slide agglutination	Slide agglutination
23/03/10	57	Samir	Beni-Salem	Slide agglutination	10	Slide agglutination	Slide agglutination
29/03/10	58	Samir	Beni-Salem	Slide agglutination	10	Slide agglutination	Slide agglutination
04/04/10	59	Samir	Beni-Salem	Slide agglutination	10	Slide agglutination	Slide agglutination
10/04/10	60	Samir	Beni-Salem	Slide agglutination	10	Slide agglutination	Slide agglutination
16/04/10	61	Samir	Beni-Salem	Slide agglutination	10	Slide agglutination	Slide agglutination
22/04/10	62	Samir	Beni-Salem	Slide agglutination	10	Slide agglutination	Slide agglutination

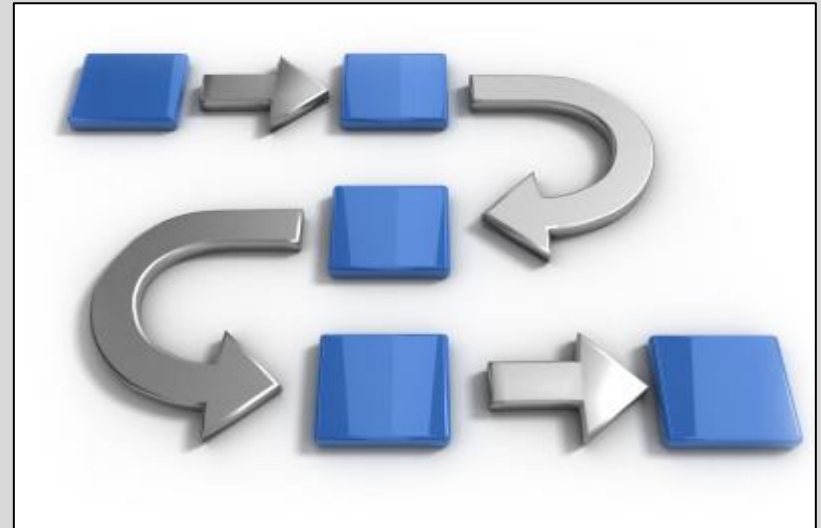
**Total
Expenditures**

**⇔ Cost of a slide agglutination...
€ 1,450!**

LOGIC OF THE OIE APPROACH

- Describe the Situation
- Define Strategic Options
- Cost Strategic Options over 5 Years

<http://www.trubiquity.com/solutions/process-automation/>



<http://toolkit.smallbiz.nsw.gov.au/part/12/61/250>

Supply

Demand

Type of services offered

Official needs (VS)

Number of tests conducted

Regulatory needs

Lab network & infrastructure

Self-monitoring needs

OBSERVATIONS: WHAT WE HAVE SEEN SO FAR

- Few clients
- Infrequent submissions
- Poor sample quality
- Network size disproportionate to demand
 - Too many laboratories
 - Too spread out
 - Too many services offered at all levels
 - Poor division of labor

OBSERVATIONS: WHAT WE HAVE SEEN SO FAR

Stay tuned...
more this
afternoon!

- Poor division of labor

SUSTAINABILITY MODEL OF THE NATIONAL LABORATORY NETWORK



Thank you

Jennifer Lasley, MPH

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