

GLOBAL CONFERENCE ON BIOLOGICAL THREAT REDUCTION

Building cooperation for efficient health and security systems worldwide

30 JUNE – 2 JULY 2015
MAISON DE LA CHIMIE, PARIS

SUSTAINABLE NATIONAL LABORATORY NETWORKS

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PVS PATHWAY LABORATORY MISSIONS TO DATE

THE BEST LAID PLANS...

Figure 20: Laboratory Layout Second Floor - Actual

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...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

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

NATIONAL LABORATORY NETWORKS?




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...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

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CONSEQUENCES

Out of proportion

Over-investment

Unsustainable fixed costs

Too much technology

Service Not Delivered

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The more it falls,
the more likely it is to succeed ?

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<http://www.oie.int/2014/12/15/fda-draft-guidance-on-disease-prevention-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

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OIE APPROACH

Financial Sustainability
Cost of Choices

National Laboratory Network

Supply of & Demand for Laboratory Analysis


Veterinary Services' Strategic Planning & Decision Making

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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.foxnews.com/story/2014/07/01/5-gifts-that-come-with-hidden-costs/

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Actual Activity



Total Expenditures

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

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LOGIC OF THE OIE APPROACH

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



http://www.industry.com/industry-practice-submission/

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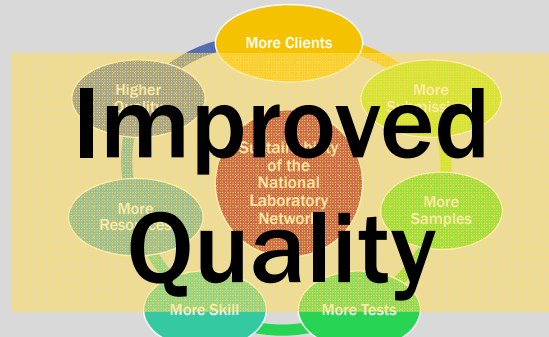
OBSERVATIONS: WHAT WE HAVE SEEN SO FAR

- 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
- Food safety and quality samples handled elsewhere

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SUSTAINABILITY MODEL OF THE NATIONAL LABORATORY NETWORK



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Thank you

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