

# How would you change the management mindset of a veterinary organization to incorporate a risk-oriented approach to FMD control?



Chris Bartels - EuFMD

Prapas Pinyocheep – DLD Thailand

Karin Schwabenbauer – CVO Germany

Laure Weber-Vintzel – OIE

## Introduction – what we face?

- The need for a **risk-oriented approach to FMD management**
- **Issues around changing** current management norms found in countries in lower PCP stages



## Introduction – what we like to discuss?

- How can **changes needed to management and organization** can be introduced?
- What **forms of individual or group training** make a difference in equipping people for change management



## Aim to this session

- to discuss the need for change management in particular in relation to building sufficient epidemiologic competence for FMD control
- to share experience and discuss how changes to the organizational mind set to incorporate a risk-oriented approach for developing FMD control may be introduced



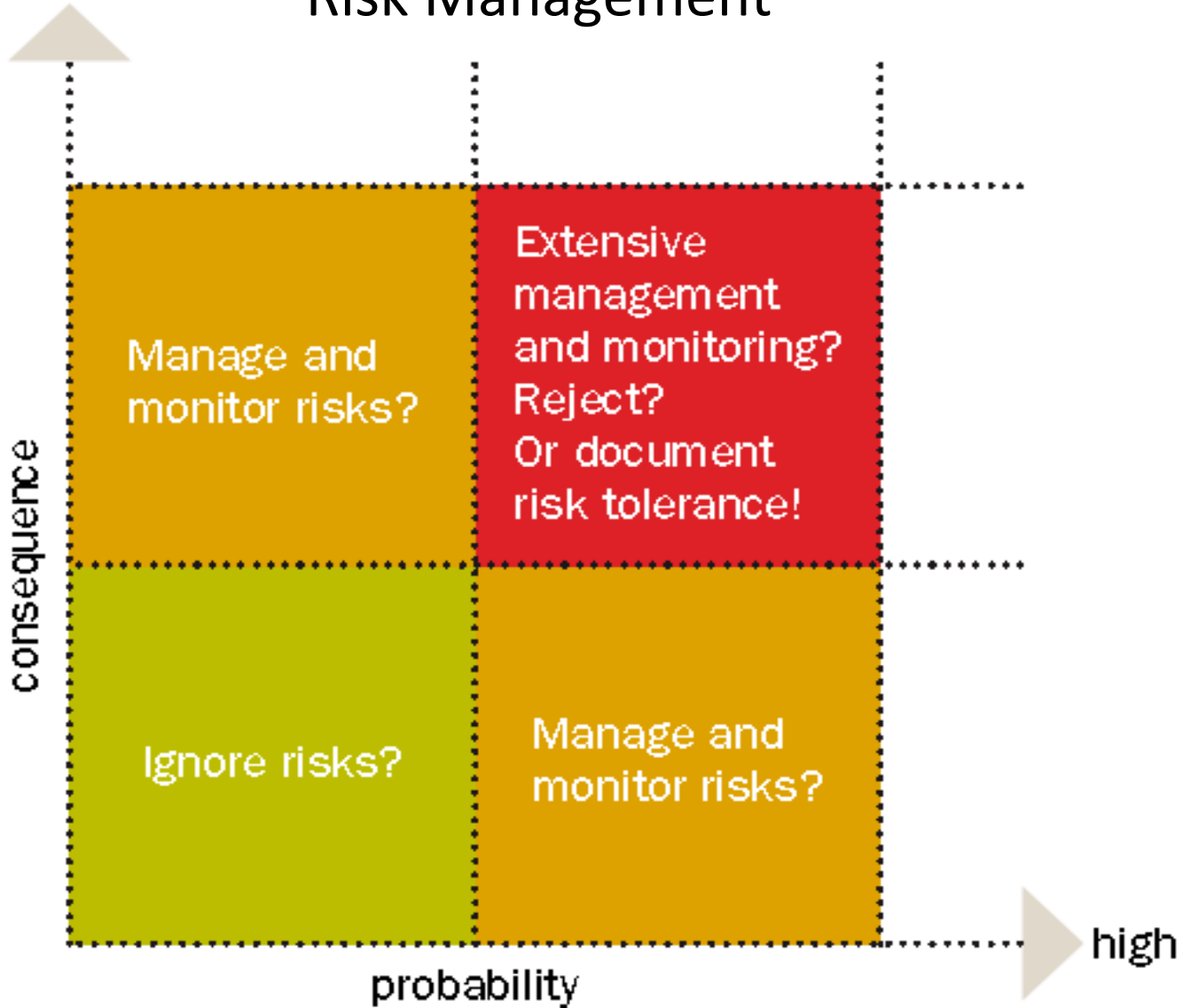
| Duration | Topic  | Facilitator(s)                      |
|----------|--|-------------------------------------|
| 10 min   | Welcome and introduction to the subject (with some examples)   | Chris Bartels (EuFMD)               |
| 10 min   | OIE's role in supporting management changes to veterinary organisations through the PVS-pathway  | Laure Weber-Vintzel (OIE)           |
| 10 min   | Changes to the veterinary organization:<br>why, what, how, when, who, where  | Dr Prapas Pinyocheep (DLD Thailand) |
| 5 min    | Summary – consolidation of the aim of this session   | Karin Schwabenbauer (CVO Germany)   |
| 5 min    | Propositions for working groups or plenary <ol style="list-style-type: none"> <li>1) What critical epidemiologic thinking/competence is required to improve control animal diseases effectively?</li> <li>2) What advocacy is needed, how to make the decision makers understand and support these changes</li> <li>3) What can you (your institute, your organization, the international organizations) contribute to support or facilitate such changes to a risk mindset to disease control?</li> </ol> | Chris / Karin                       |
| 30 min   | Working groups set to work   | One reporter                        |
| 15 min   | Reporting back   | Each group                          |
| 5 min    | Conclusions and thank you  | Chris / Karin                       |



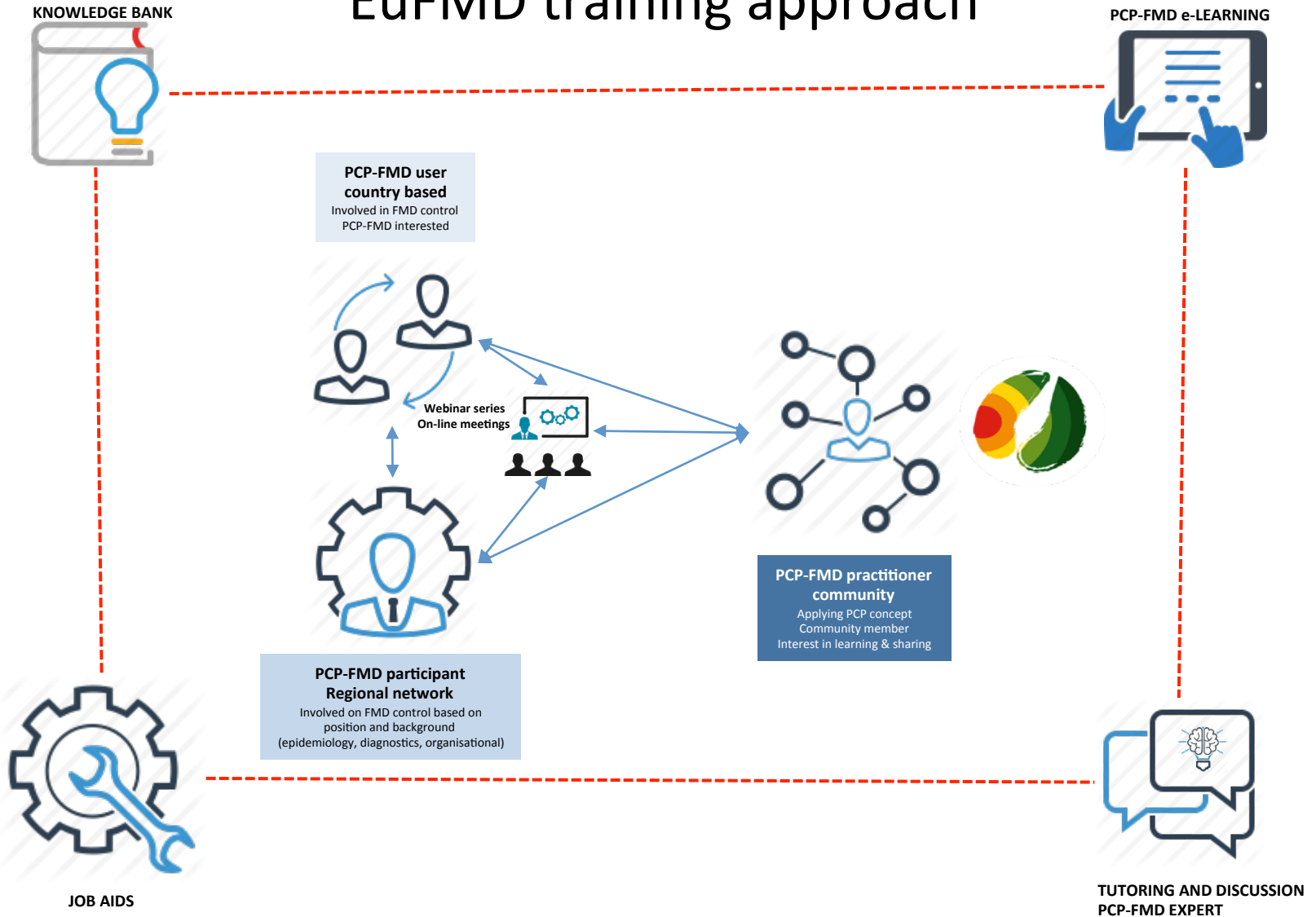
# The Progressive Control Pathway



# Risk Management



# EuFMD training approach





# Issues around current management of Veterinary Services



## Services

Vaccines, vaccinating,  
medications, treatment



## Authority

Inspection, supervision,  
monitoring, evaluation,

# Who do we reach and are these people the right persons to initiate changes?

Training/workshop/elearning/network



Individual change to  
risk-attitude & management



For disease control it requires  
an organisational change towards  
a risk-based mindset (analysis,  
management, monitoring&evaluation)

# How would you change the management mindset of a veterinary organisation to incorporate a risk-oriented approach to FMD control?

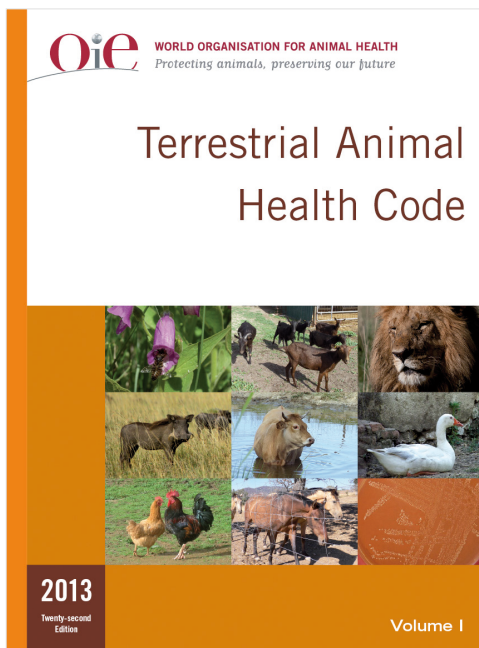
## The OIE supportive tools

Laure Weber-Vintzel  
Head, OIE Status Department



## The good governance of Veterinary Services

The OIE has adopted and published international standards to ensure the quality of the Veterinary Services:



### ► **Section 3: Quality of Veterinary Services**

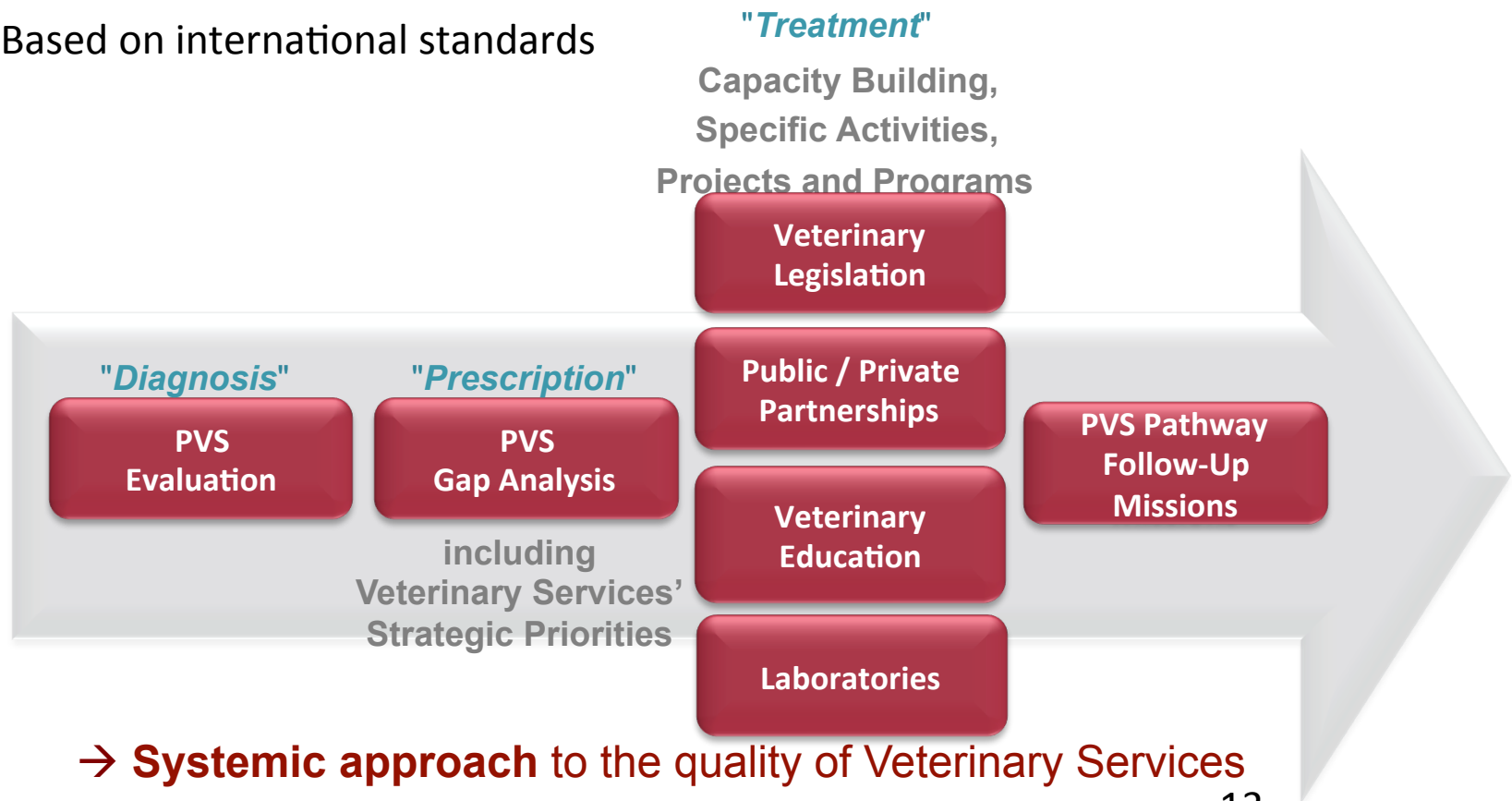
- Chapter 3.1. Veterinary Services
- Chapter 3.2. Evaluation of Veterinary Services
- Chapter 3.3. Communication
- Chapter 3.4. Veterinary legislation

*Terrestrial Animal Health Code*  
*mammals, birds and bees*

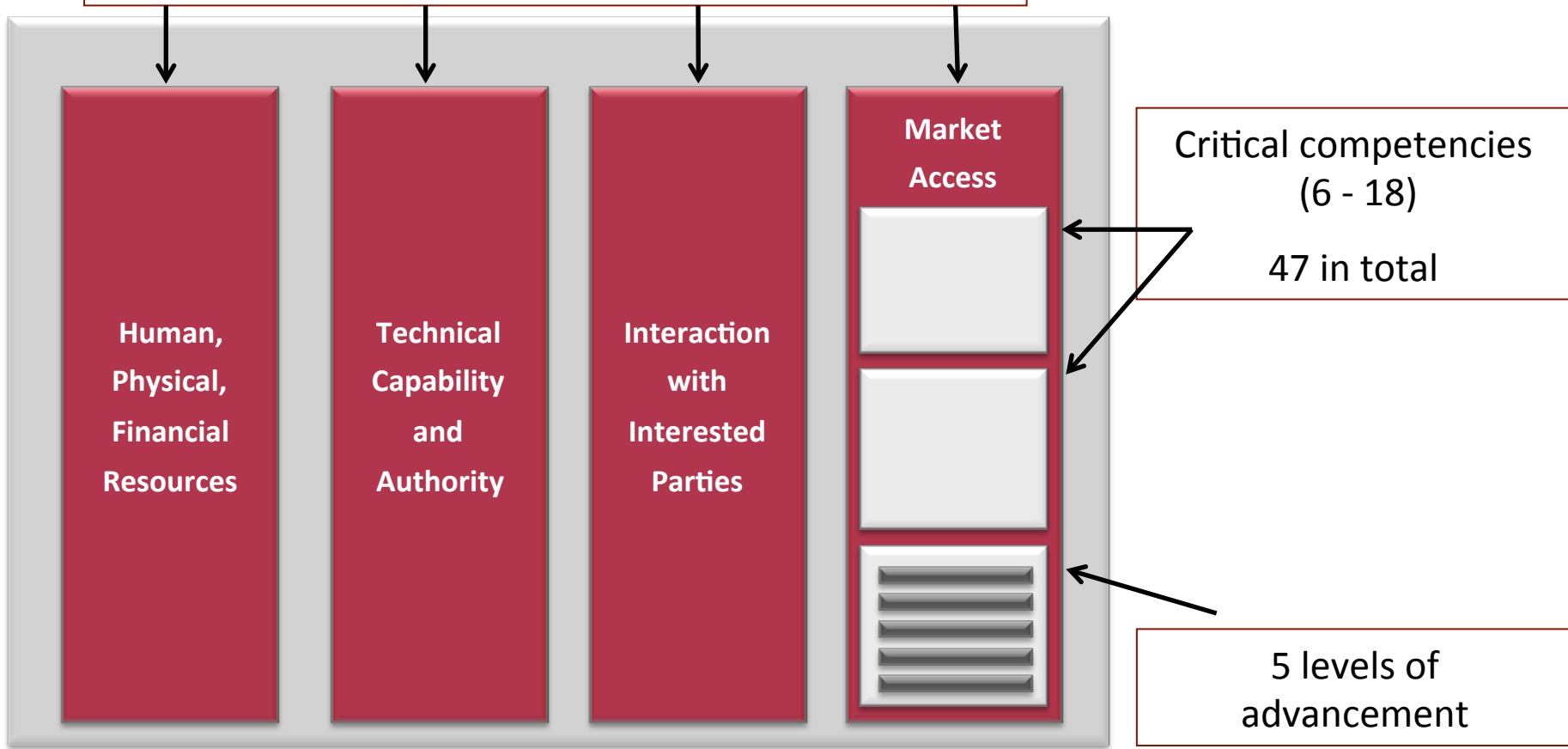
[http://www.oie.int/eng/normes/mcode/en\\_sommaire.htm](http://www.oie.int/eng/normes/mcode/en_sommaire.htm)

# PVS pathway

- A global programme for the sustainable improvement of a country's Veterinary Services
- Based on international standards



## 4 fundamental components





# CHAPTER II - TECHNICAL AUTHORITY AND CAPABILITY

| II-3 Risk analysis   | Levels of advancement  |
|--|--|
| <p>The authority and capability of the VS to base its <i>risk management</i> measures on <i>risk assessment</i>.</p> | <p>1. <i>Risk management</i> measures are not usually supported by <i>risk assessment</i>.</p>   |
|  | <p>2. The VS compile and maintain data but do not have the capability to carry out <i>risk analysis</i>. Some <i>risk management</i> measures are based on <i>risk assessment</i>.</p>   |
|  | <p>3. The VS compile and maintain data and have the capability to carry out <i>risk analysis</i>. The majority of <i>risk management</i> measures are based on <i>risk assessment</i>.</p>   |
|  | <p>standards, and base their <i>risk management</i> measures on the outcomes of <i>risk assessment</i>.</p>  |
|  | <p>5. The VS are consistent in basing sanitary measures on <i>risk assessment</i>, and in communicating their procedures and outcomes internationally, meeting all their OIE obligations (including WTO SPS Agreement obligations where applicable).</p> |

II - Epidemiological surveillance and early detection, emergency response, disease prevention, control and eradication

I-11 - Management of resources and operations

# OIE recommendations on the Competencies of graduating veterinarians to assure National Veterinary Services of quality



# Veterinary Education Core curriculum

| Course                                      | Sequence in VEE Curriculum | Day 1 Competencies addressed  |  | Description   |
|---|----------------------------|---|--|---|
|   |                            | Specific  | Advanced   |   |
| <b>Epidemiology</b>                         | Mid                        | Epidemiology<br>Disease prevention and control programmes<br>Veterinary legislation and ethics<br>Emerging and re-emerging diseases | Management of contagious diseases<br>Food hygiene<br>Risk analysis   | ... principles of risk analysis, and basic information needed, and techniques used, to conduct disease outbreak investigations and develop disease prevention programmes... |
| <b>Herd health management and nutrition</b> | Late                       | Veterinary products<br>Animal welfare<br>Epidemiology<br>Zoonoses<br>Disease prevention and control programmes<br>Food hygiene      | Management of contagious diseases<br>Inspection and certification procedures<br>Food hygiene<br>Application of risk analysis | ...assessment and mitigation of risk factors that contribute to incidence of disease and production inefficiencies...   |

## Continuous training

- Seminar for new Delegates
- Focal points
  - "Communication"
  - "Wildlife"
  - "Animal Disease Notification to the OIE"

# Veterinary Organisation to Incorporate a Risk-Oriented Approach to FMD Control in Thailand



**Dr Prapas Pinyocheep**  
**Director of Bureau of Disease Control and Veterinary Services**  
**Department of Livestock Development**  
**Ministry of Agriculture and Cooperatives**

# Outline

- Change Management for
  - Organisation
  - Veterinary System Strengthening
  - Personnel (10-year plan of veterinarian recruitment)
  - Trainings
  - Corporations: SEACFMD
  - Policy/Strategy: National FMD Strategic Plan

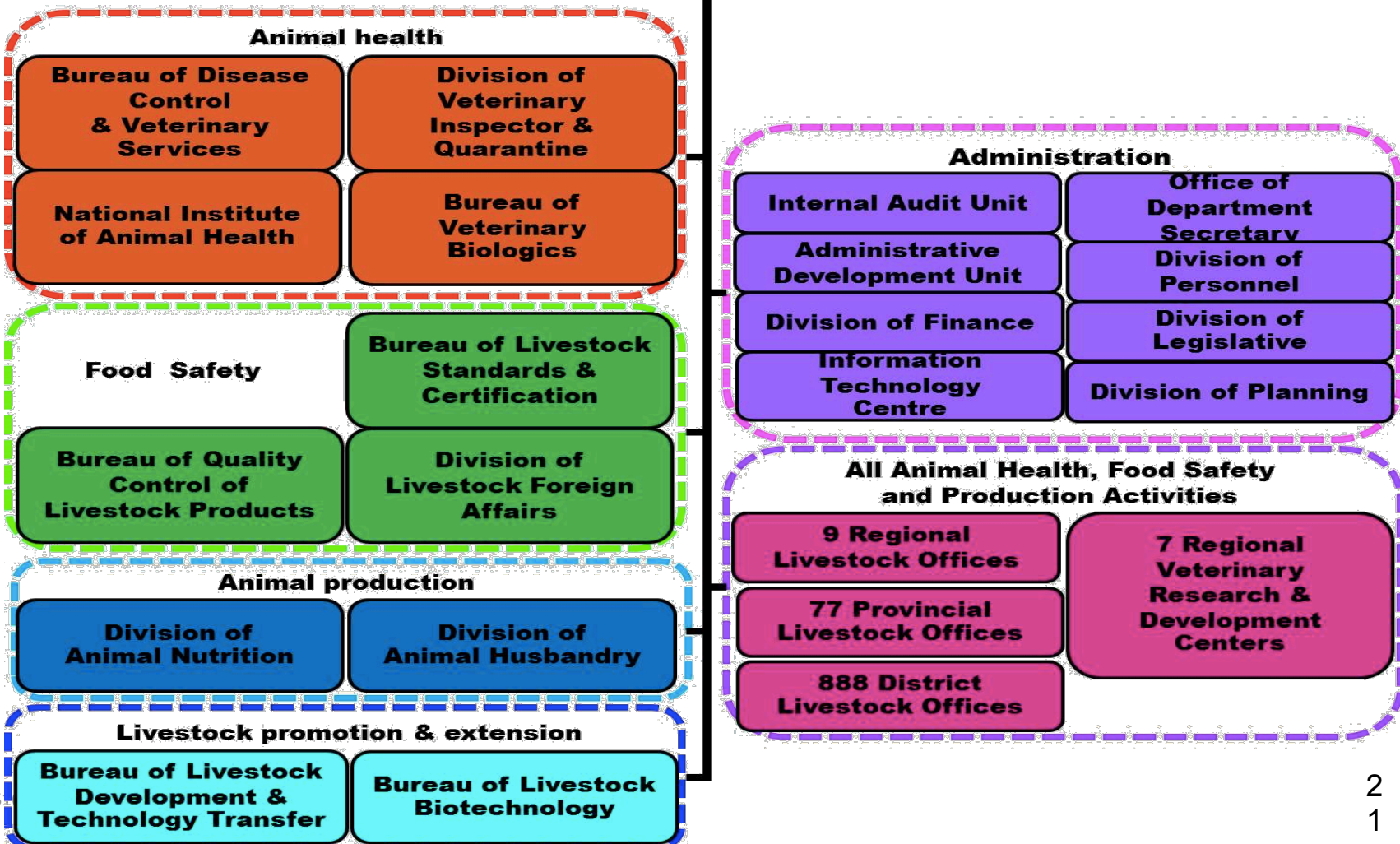
to incorporate a Risk-Oriented Approach to FMD Control



# DLD Organization Chart

**DLD = Department of Livestock Development (Competent Authority for Veterinary Services in Thailand)**

**Director General,  
4 Deputy Directors General**



# Change Management for Organisation

## **CENTRAL:**

- Specific Deputy Director General for Animal Health
- Specific agency for FMD control: Bureau of Disease Control and Veterinary Services

## **REGIONAL:**

- Animal Health Sections in 9 Regional Livestock Offices
- Animal Health Sections in 77 Provincial Livestock Offices
- Regional Reference Laboratory for FMD (in Pakchong)
- 8 Regional Veterinary Research and Development Centers under National Institute of Animal Health

## **ANIMAL MOVEMENT MANAGEMENT:**

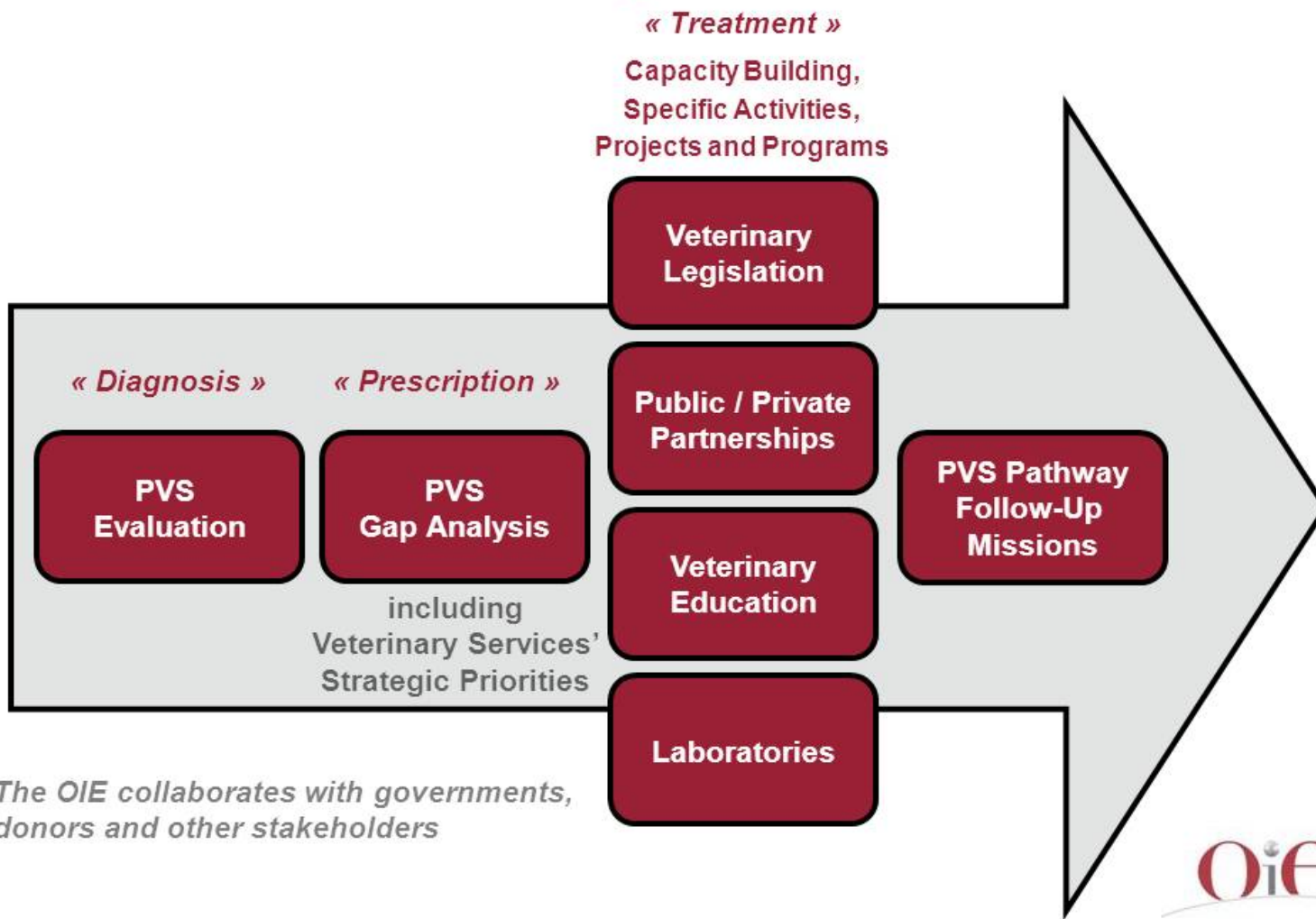
- Specific agency for animal movement control and quarantine: Division of Veterinary Inspector and Quarantine and 58 Animal Quarantine Stations

## **ANNUAL BUDGET:**

- Specific finance/resourcing for FMD control

# Veterinary System Strengthening

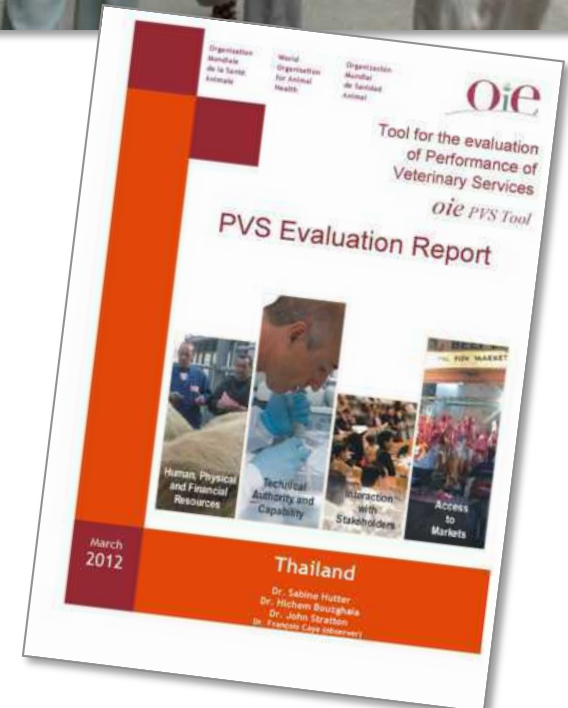
## The OIE PVS Pathway



OS'16

# Major gaps of PVS Evaluation

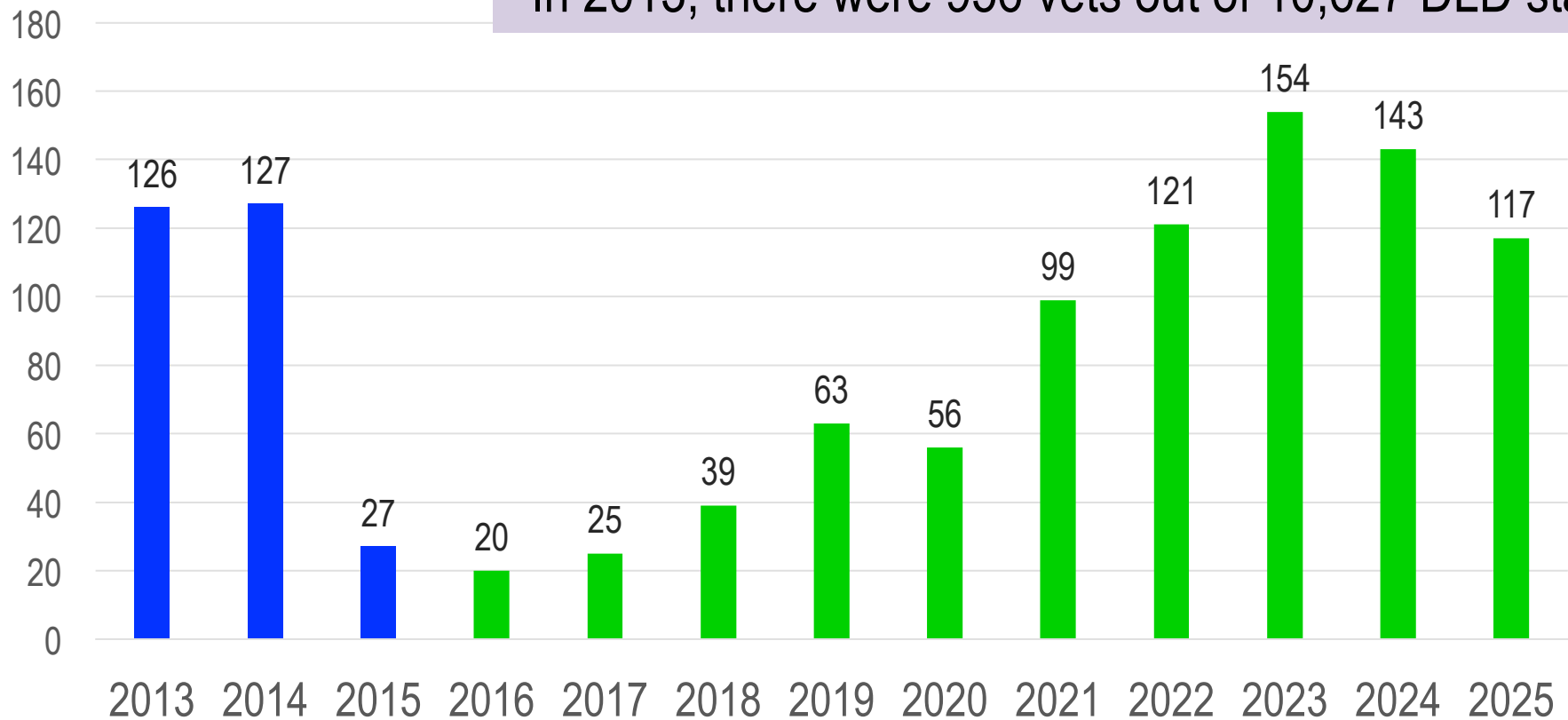
- A lack of veterinarians at field level (district level),
- A lack of regulatory control over veterinary drug sales and their use (outside of GAP certified farms),
- Domestic food safety in smaller slaughtering establishments, milk collecting centres needs more attention in order to guarantee the same high quality as the exports,
- Technical independence to be improved,
- Some gaps in disease control programmes,
- Capacity and authority of the VSB



# 10-year plan of veterinarian recruitment



In 2013, there were 956 vets out of 10,627 DLD staff



- In 2013-2015, 280 new veterinarians were recruited to work at the DLD district level.
- The Royal Thai Government approved a 10-year recruitment plan of 1,000 official vets.
- Public-private partnership in VS (delegation of the authority to private sector)



## TRAININGS / WORKSHOPS

- Field Epidemiology Training Program for Veterinarians (FETPv)
- Table-top simulation exercise for FMD Control
- PCP FMD Workshops

### PCP FMD Workshops

| Date               | Target areas | Number of participant | Venue            |
|--------------------|--------------|-----------------------|------------------|
| 10-12 July 2013    | All regions  | 57                    | Bangkok          |
| 4-6 August 2013    | Central      | 70                    | Nakhonpathom     |
| 14-16 August 2013  | Northeast    | 50                    | Nakhonratchasima |
| 18-20 August 2013  | East         | 40                    | Chonburi         |
| 25-27 August 2013  | South        | 50                    | Suratthani       |
| 1-3 September 2013 | North        | 40                    | Chiangmai        |

#### Expected output

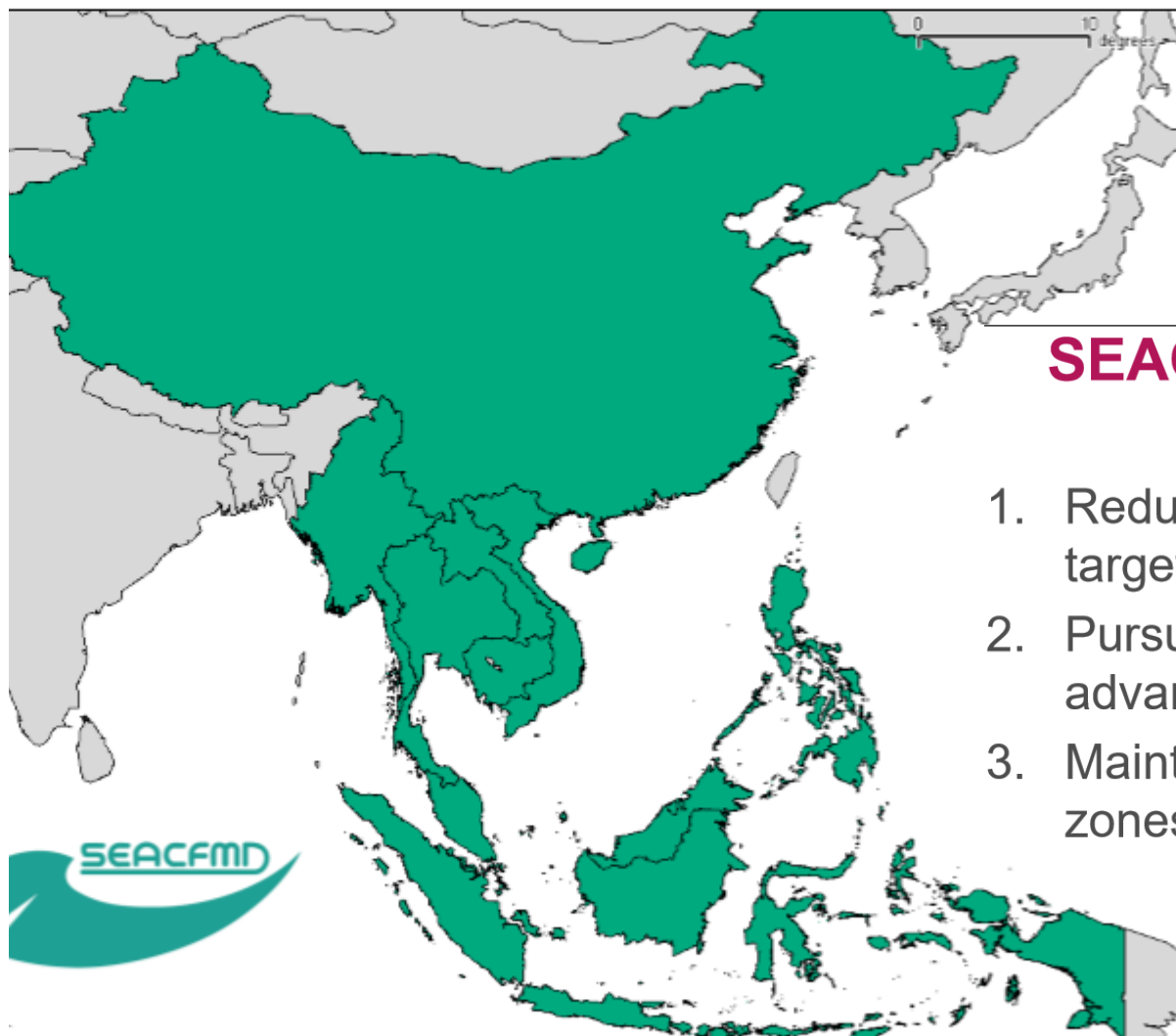
- Supply chain information
- Animal movement route
- List of stakeholders
- Socio-economic information
- etc.

parts of national FMD plan  
revised contingency plan





# CORPORATION: OIE SEACFMD

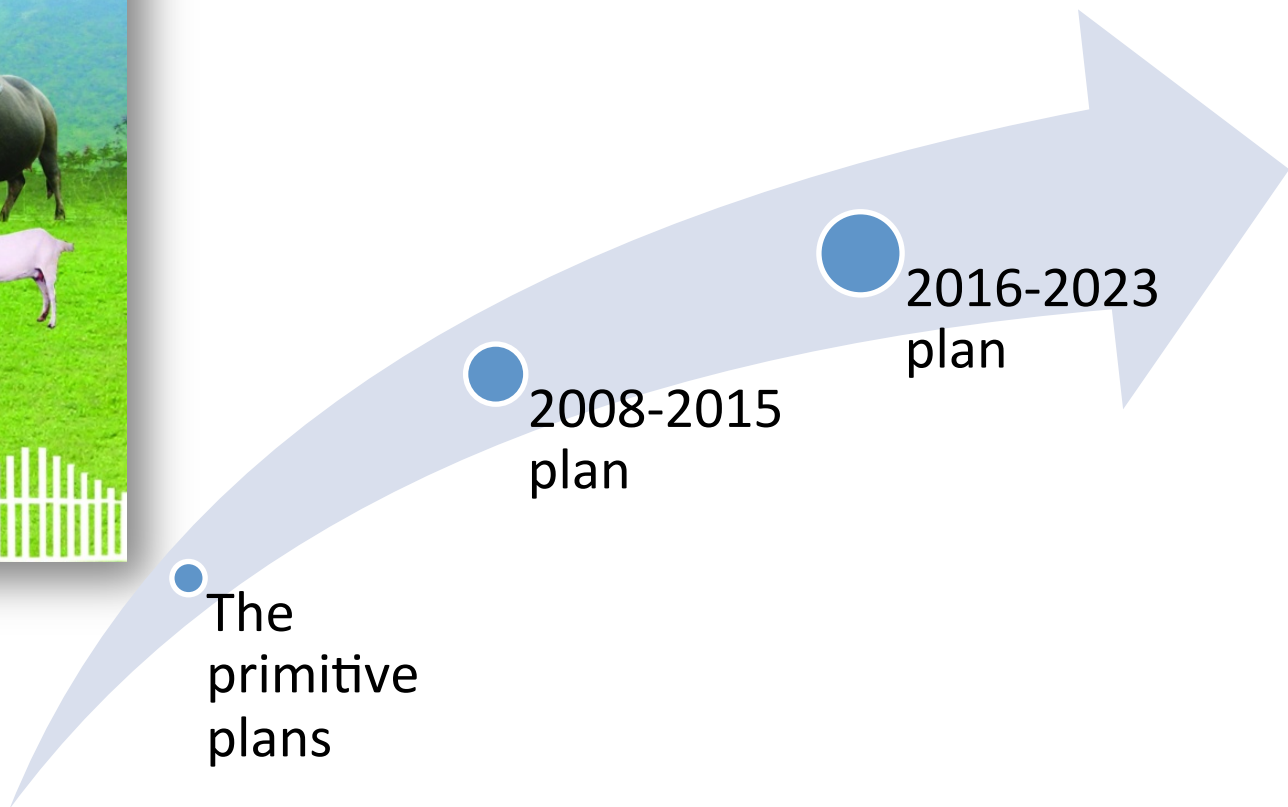


## SEACFMD Roadmap 2020 Strategies

1. Reduce FMD prevalence by targeting hotspots and critical point
2. Pursue zoning in the most advanced area of FMD control
3. Maintain and expand FMD free zones



# National FMD Strategic Plan (Revised)





THANK YOU

## Question 1

- What critical epidemiologic thinking/competence is required to improve control animal diseases effectively?
  - What skills and competencies, what horizon to make this happen
  - What roles and responsibilities are to be embedded in the organisation
  - What infrastructure (hardware, software) is required

## Question 2

- What advocacy is needed, how to make the decision makers understand and support these changes
  - What needs need to be needed at Ministerial or Governmental level
  - What demands need to be requested for by the private stakeholders, in particular livestock owners

## Question 3

- What can you (your institute, your organization, the international organizations) contribute to support or facilitate such changes to a risk mindset to disease control?
  - Individual or group training to support change management
  - Long-term cooperation with a veterinary organisation



## Tangible output

- Is EuFMD in the position to support change management
- What suggestions are there for EuFMD to proceed
  - With who
  - What
  - Where
  - How
  - When