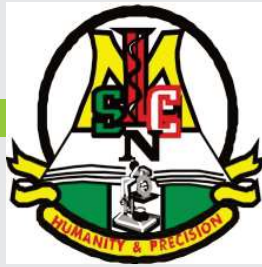




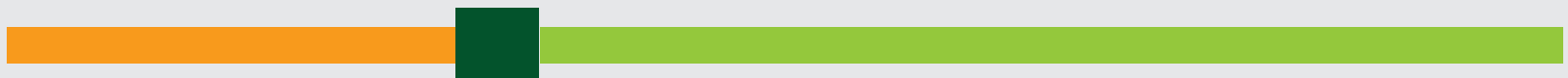
**MEDICAL LABORATORY SCIENCE
COUNCIL OF NIGERIA**

4-YEAR STRATEGIC PLAN

(MLSCN 2024 – 2027)



MLSCN 2024 - 2027 Strategic Plan





MLSCN 2024 - 2027 Strategic Plan



HIS EXCELLENCY

BOLA AHMED TINUBU GCFR

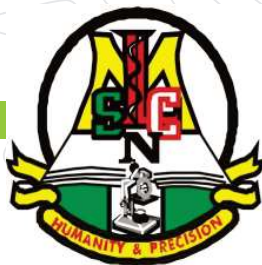
PRESIDENT, COMMANDER-IN-CHIEF OF THE ARMED FORCES
FEDERAL REPUBLIC OF NIGERIA



MLSCN 2024 - 2027 Strategic Plan



HIS EXCELLENCY
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VICE PRESIDENT
FEDERAL REPUBLIC OF NIGERIA

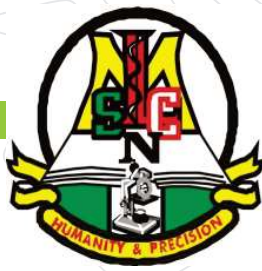


MLSCN 2024 - 2027 Strategic Plan



MUHAMMAD ALI PATE CON

COORDINATING MINISTER OF HEALTH AND SOCIAL WELFARE
FEDERAL REPUBLIC OF NIGERIA



MLSCN 2024 - 2027 Strategic Plan



TUNJI ALAUSA

MINISTER OF STATE FOR HEALTH AND SOCIAL WELFARE
FEDERAL REPUBLIC OF NIGERIA



MLSCN 2024 - 2027 Strategic Plan



TOSAN ERHABOR

REGISTRAR / CEO
MEDICAL LABORATORY SCIENCE COUNCIL OF NIGERIA

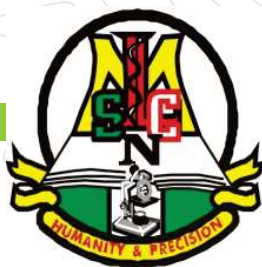


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ABBREVIATIONS & MEANING

1. MLSCN - Medical Laboratory Science Council of Nigeria
2. SWOT - Strength, Weakness, Opportunities & Weakness
3. IVD - In-Vitro Diagnostic
4. CEO - Chief Executive Officer
5. IGR - Internally Generated Revenue
6. PESTEL - Political, Economic, Social, Technological, Environment & Legal
7. 4Ps - Predictive, Personal, Preventative & Participatory
8. CAGR - Compound Annual Growth Rate
9. RoR - Rate of Return
10. ICT - Information and Communication Technologies
11. MPFO - MLSCN Projects Facilitating Office
12. KPIs - Key Performance Indicators
13. GDP - Gross Domestic Product
14. AI - Artificial Intelligence
15. GMLD - Guild of Medical Laboratory Directors
16. AMLSCN - Association of Medical Laboratory Scientists of Nigeria
17. NEQAL - National External Quality Assessment Laboratory
18. NaLECC - National Laboratory Equipment Calibrating Center
19. CPD - Continuous Professional Development
20. HLPRS - Health Laboratory, Planning, Research & Statistics



FOREWORD

The Medical Laboratory Science Council of Nigeria's Strategic Plan 2024 – 2027 as embodied in this document represents a watershed in the Council's quest for sustainable growth. Thus, the authors have done us a lot of favor. More so, that is the second of its kind since my appointment as your Registrar/CEO.

The Top Management Committee members of the Council, particularly the Director of Health Laboratory Planning, Research and Statistics, must have sacrificed a lot to make this project a reality, and the reward is the impressive piece that promises to hasten the realization of the MLSCN Vision.

The last Strategic Plan was developed five years ago for the fiscal Year 2018 – 2022. Arising from that, I am proud to report that all identified strategic goals with corresponding action plan were achieved beyond expectations because of the support and the collaborative efforts of all staff of MLSCN.

This edition is an improved version of the previous one, consolidating and building on the several years of sustainable performance of the Council led by the top echelon of the management for the purpose of fulfilling the mandate given to us by the Federal Government of Nigeria.

As Warren Bennis, the renowned Leadership expert once wrote in the Foreword to Alan Hooper and John Potter's *Intelligent Leadership*, "The attempt to shape what is to come is a social intervention that



legitimizes the process of strategic planning. There is no other way to resist the 'tyranny of blind forces' than by looking circumstances in the face – as we experience them in the present – and extrapolating how they may unfold, nor is there any better way to detect a compromise of a leader's or an organization's goal or values.”

What the authors of this document have done is indeed remarkable, as it reflects the sense of patriotism and commitment to duty associated with the Council with the Council since I became the Registrar/CEO. I strongly believe that, with our resolve to fully implement the contents of this document, our efforts towards becoming a world-acclaimed regulatory agency in the field of Medical Laboratory Science will surely be rewarded, considering the various accolades we have received internationally in the last few years.

However, with these achievements come more responsibilities and a need for greater performance as the authors have canvassed in this document. In addition to justifying the decision to develop the MLSCN 2024 – 2027 Strategic Plan, I am impressed by the authors' painstaking effort to anchor the entire framework on the following six pillars:

1. REGULATORY EXCELLENCE

This embodies the Council's commitment to quality and effective regulatory services through routine inspection of medical laboratory facilities, monitoring medical laboratories for continuous compliance to quality and safety requirements.



It also involves the registration of qualified medical laboratory facilities, accreditation and certification of medical laboratory facilities and so on.

2. IVD REGULATIONS & CONTROL

I applaud the authors for including the issue of fake and sub-standard medical laboratory reagents, chemicals and equipment as one of the pillars of this strategic plan. The preponderance of fake and sub-standard reagents and kits is already a menace to efficient health care delivery system.

While threatening the health of the population today, fake IVDs also pose a danger to the future. MLSCN is, therefore, right to commit resources to ensuring that standard IVD products are used in all our laboratories nationwide.

3. WORKFORCE DEVELOPMENT

It is often said that no organization can grow beyond the quality of its workforce, and MLSCN's case is not different. If the laudable contents of this document are to be implemented effectively, the Council must ensure the development of a competent health laboratory workforce. Bench marking international best practices in the delivery of accurate and reliable test results is not optional. Meanwhile, the development, review and implementation of relevant curriculum and guidelines of accredited training institutions should also be seen as a major priority for the Council.



4. PROMOTION OF PROFESSIONALISM

Professionalism as a key component of the practice of Medical Laboratory Science, helps the practitioners to focus on the patient and not the disease by applying the core principles of the profession. I am pleased to note that MLSCN is poised to promote professionalism among the workforce through annual licensing and registration of practitioners, accreditation of training institutions, and laboratory inspections among other crucial steps.

5. STAKEHOLDER RELATIONSHIP MANAGEMENT

It is worth keeping in mind that the current trend across the globe is for organizations to collaborate for a greater impact rather than embarking on an inconsequential 'solo voyage'. By paying attention to its stakeholders and how they impact its operations, MLSCN is aligning with what front line Strategy expert Michael Porter calls "Shared Values".

I find it encouraging that the authors have considered how the Council could sustain collaboration with relevant stakeholders, who have the most impact on its regulatory functions.

I find it encouraging that the authors have considered how the Council could sustain collaboration with relevant stakeholders, who have the most impact on its regulatory functions.



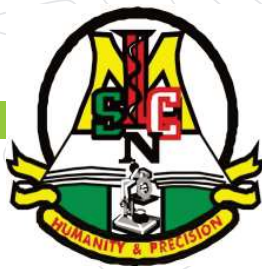
6. INCREASED REVENUE GENERATION

The critical mass now underpinning each Federal Agency's function is Internally Generated Revenue. This new framework speaks to the core of the Federal Government's recent charge for Agencies to find new ways of overcoming existing challenges, and funding is at the heart of it. Fortunately, the authors of this document have brought the issue of IGR to the fore as one of the strategic pillars of Council's activities in the next four years. They have also shown the pivotal role the complete automation of MLSCN's operational processes would play. The various revenue models suggested by the authors will bolster the growth of MLSCN's IGR.

The Authors have done a great job developing this pivotal framework, which confers a significant competitive advantage on MLSCN. Rather than being afraid of whatever change the next four years brings, the Council is now more prepared to influence the direction of the expected change. The document makes room for corrective action where necessary for the overall realization of the MLSCN mandate as enunciated in Act 11 of 2003.

Therefore, I confidently invite the entire MLSCN family, and stakeholders to hold on to this document like a reliable compass that will guide us into the future.

Prof Tosan Erhabor
Registrar/CEO



ACKNOWLEDGMENTS

The Medical Laboratory Science Council of Nigeria (MLSCN) Strategic Plan 2024 – 2027 is a document that provides a clear roadmap for MLSCN to meet its regulatory goals between 2024 and 2027. Developing a document of this quality could not have been possible without the contributions of several departments and officers of the Council.

The actualization of the Strategic Plan owes a lot to the Department of Health Laboratory Planning, Research and Statistics, which coordinated the entire process with technical support from Microbits Consultancy Limited, Abuja.

Our debt of gratitude goes to the Registrar/Chief Executive Officer of the Medical Laboratory Science Council of Nigeria, Prof. Tosan Erhabor for providing not only Management's support but also guidance in the realization of the task of developing the strategic plan. His commitment has shown that where there is a will, there is always a way.

The zeal and commitment of the MLSCN's Deputy Registrars (Dr. Lawrena Okoro, Dr. Godwin Aikpitanyi and Dr. Donald Ofili) are worthy of commendation. Individually and collectively, they brought their wealth of experience to bear on this document and the outcome bears their imprints.

The knowledge and skills the Directors (Mr. Idim Ime, Dr. Gregory Uchuno, Mrs. Ini Edeh, Mrs. Olufunmilayo Onakalu and Dr. Fred Obioma) put into the development of this document are sincerely appreciated. I must specially commend the immense contribution of



Dr. Raxy Ekwebelam, the Director of Corporate Affairs Department of the Council for the final proof reading and editing of this work.

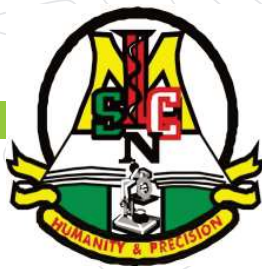
Commendation is due to all staff, who participated in the development of this strategic plan. From start to finish, they embodied loyalty to MLSCN, drive and determination, acceptance of responsibility, reliability under pressure, and application of professional and technical knowledge in berthing the document. With such attributes, the laudable goals of this document would surely be realized.

Finally, our acknowledgment goes to Microbits Consultancy Limited led by Dr. Sam Owokoniran for their due diligence, resilience, professionalism and resourcefulness in guiding us through the development of this document.

On behalf of the Registrar/CEO, Medical Laboratory Science Council of Nigeria, we thank you all.

Dr. Akinwale Akinlabi

*Director, Department of Health Laboratory Planning,
Research and Statistics*



1. INTRODUCTION

The Medical Laboratory Science Council of Nigeria (MLSCN) is a Federal Government Statutory Regulatory Agency established by Act 11 of 2003 as a parastatal of the Federal Ministry of Health. It has the core responsibilities of regulating medical laboratory services through registration and licensing of medical laboratories, practitioners, mandatory inspection, mentoring for quality improvement, accreditation, monitoring and evaluation as well as certification of laboratory test kits and reagents. The Act also empowers the Council to regulate the training of medical laboratory scientists, technicians and assistants.

The Council has a consistent history of leadership committed to excellence with a penchant for running an institution driven by strategy across organizational structures. In keeping with such a tradition of excellence, the last Strategic Plan of the Council was developed in Year 2017 for the fiscal Year 2018 – 2022 which later expired in Year 2022.

Strategic planning is a process in which an organization's leaders define their vision for the future and identify their organization's goals and objectives. It typically represents mid to long term goals with a life span of three to five years, though it can be more.

For the development of this edition of the MLSCN Strategic Plan, the method started with an internal process, which encouraged effective staff participation and contribution and feedback from other relevant



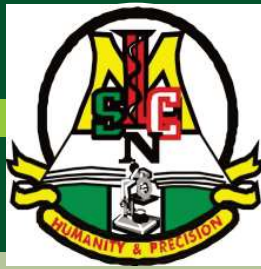
stakeholders. Submissions and representations were obtained from various departments and group discussions from a brainstorming session spanning several days. The outcome is this four-year strategic plan covering the period 2024- 2027.

Furthermore, this document is a product of a rigorous review of the last Strategic Plan and an improved version of the Vision and the Mission Statement. The aim was to align the current effort with the MLSCN mandate as enshrined in the Medical Laboratory Science Council of Nigeria Act of 2003. The Strategic Plan also reflects the Core values and the Policy Thrust of the Council as fundamental beliefs and highest priorities that drive employee behavior while molding the requisite culture to sustain the achievement of the Plan.

The Strategic Plan reviews the internal situation analysis of MLSCN, and its external business environment, where it is heading to and the resource-gap to be filled for this goal to be achieved. It allows us to see what is important, how to get there, the pitfalls to avoid, and what is to be ignored. A stakeholder analysis was also carried out to review key stakeholder needs and to identify the stakeholder value proposition.

Finally, it highlights the desired outcomes/strategic results, specifies strategic objectives and the initiatives as well as actions that will be carried out to achieve the objectives.

It also states the key performance indicators to measure effectiveness of the Strategic Plan and performance of MLSCN as a Regulatory Agency of Government.



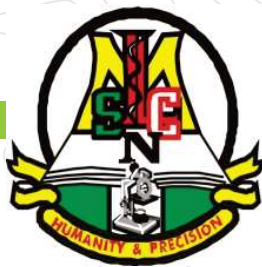
2. MLSCN 2024 – 2027 STRATEGIC PLAN

It is for Consolidation & Sustainable Growth

Mandate and achieve its Vision

It represents process flow for achieving success through strategy, professionalism, innovation and regulatory excellence.
It shows the roadmap guiding the Council to consistently discharge its

MLSCN Management, staff & entire Stakeholders are committed to its execution and successful implementation so that our statutory objectives can be achieved seamlessly



3. METHODOLOGY AND APPROACH

The MLSCN 2024 – 2027 Strategic Plan was based on the six steps of Strategic Planning Cycle, Change Management concept, Strategic Management Process Flow, Strategy Mapping and the Balanced Scorecard framework.

The strategic plan development was viewed as a cyclical process which follows a well-known pattern comprising a sequence of stages involved in realizing change in any entity, small or large. These stages follow the process of understanding the global environment and emerging trends in the medical laboratory science profession, assessing the strength, weaknesses, opportunities and threats of the MLSCN, validating the Council's mission and vision statements, developing goals, strategies and action plans, putting into consideration the execution and management of the strategies and action plans as top priorities. The assessment and adjustment of the Plan was also viewed as an ongoing process.

Furthermore, we applied the change management concept of evaluating the current state of MLSCN, how to move from the current state to the future (transition state) and how the MLSCN of our dreams will not only be realized but also continue to perform sustainably.

It is important to mention that the strategic management process flow was adopted in the structural formulation and development of the strategic plan. Strategic mapping approach as a planning tool was used by the stakeholders in deriving the relevant contents of the plan in line with the Balanced scorecard) approach.

Balanced Scorecard is an integrated strategic planning and performance



management system being used worldwide in both public and private sectors to improve organizational performance. It enables organizations to translate vision and strategy into implementation, sitting on four major areas of Financial, Customers (Stakeholders), Internal process and Organizational capacity (formerly known as Learning and Growth). The Balanced Scorecard templates define organizational success from both financial and non-financial perspectives as against the traditional approach of equating success to only financial achievement.

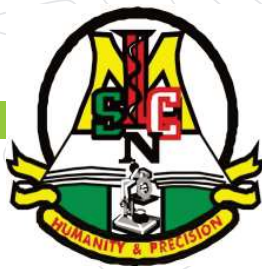
The MLSCN 2024 – 2027 Strategic Plan was developed on the platform of an in-house team made up of members of the Top Management of the Council coordinated by the Director of Health Laboratory, Planning, Research and Statistics as the Strategy Plan Development Working Group, to work with Microbits Consultancy Limited, a firm of Consultants engaged by the Council to facilitate the entire process.

The Strategy Plan Development Working Group later metamorphosed into a larger Group for a well-structured Strategy Plan Development Workshop with participants drawn from strategic departments in the Council to facilitate robust discussion and contribution of staff but also to give them a sense of ownership of the new framework. A Strategic Management Team chaired by the Registrar/CEO validated all important strategic elements developed during the strategy formulation process.



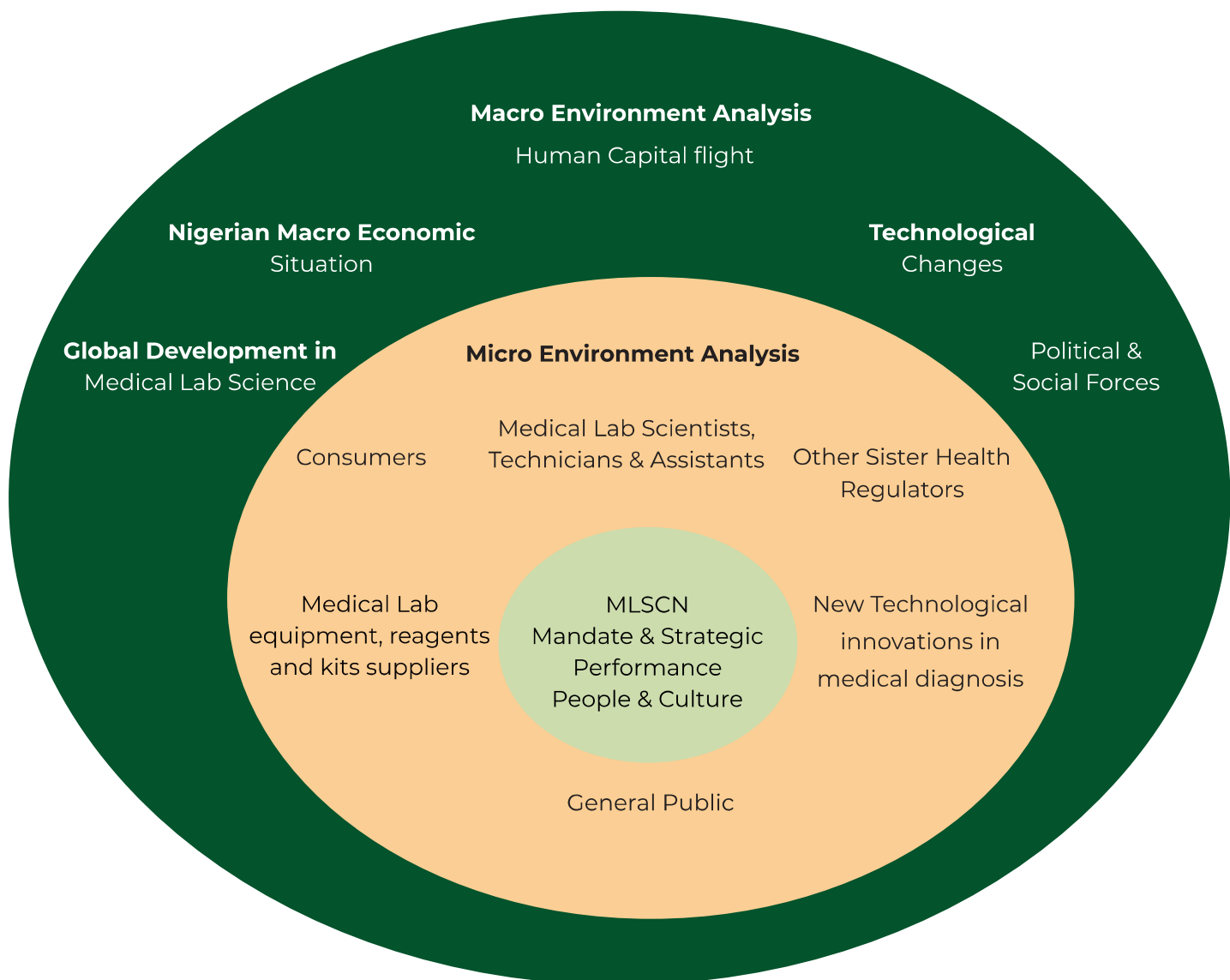
A program summary for developing MLSCN 2024 – 2027 Strategic Plan is schematically presented below:





4. ORGANIZATIONAL ASSESSMENT

Using an adapted PESTEL (Political, Economic, Social, Technological, environmental and legal / Regulatory) model, an organizational assessment was carried out covering the internal and external environments of the Council as depicted below:





The focus of the macro environmental analysis was on a review of the major uncontrollable external forces which influence Medical Laboratory Science Council of Nigeria's decision making and could impact the performance of this Strategic Plan. Global trends in Medical Laboratory Science were also reviewed. The micro environmental analysis focused on the major stakeholder needs analysis and value proposition, while internal situation analysis centered on the mandate and its strategic performance through people and culture-oriented strategies. Key highlights of the findings and conclusions of the various analyses are presented below.

4.1 GLOBAL TREND IN MEDICAL LABORATORY SCIENCE PROFESSION

The Medical Laboratory Science profession is currently undergoing a transformation phase from being laid back and profit focused to a customer-centric, technology-driven and Artificial Intelligence-enabled sub sector of the Healthcare industry. The sub sector is repositioning to be an integral part of a thriving health sector with enormous potential for future growth and development.

The digitalization and automation of most processes in every sector globally is redefining operational process flow in the healthcare industry and the Medical Laboratory Science profession being a key operational base of the sector is following the same pattern, exploring numerous options to engage and render services to its customers on different online platforms. Booking for laboratory tests from home, home collections of samples, digitalization of record keeping and improved turnaround time are some of the major emerging trends in the Medical Laboratory Science profession.



4.1.1 INNOVATIVE AND PREVENTIVE HEALTHCARE SYSTEM

There is a paradigm shift from the traditional belief that the Medical Laboratory Science profession only focuses on detection and diagnosis of medical conditions when symptoms necessitate. The rising trend has given preventive healthcare a new lease of life. People no longer wait for the symptoms to manifest but rather prefer to undergo periodic preventive check-up to detect signs early. The rise of preventive healthcare is a healthy development as the cost of preventive care is relatively minimal as compared to reactive care.

4.1.2 USER-FRIENDLY ONLINE HEALTHCARE DELIVERY SERVICES

New and very convenient online health care medical laboratory services are currently trending globally. One can log into a designated laboratory's online platform to schedule a phlebotomist visit, sample drawn from the convenience of your home and report delivered online through email. This has addressed the challenges of unnecessary absence from work, unnecessary travel and waiting to collect results at the laboratory. The user-friendly online healthcare delivery service system has helped patients, for example diabetics, who require regular laboratory tests in no small measure.

4.1.3 ENHANCED QUALITATIVE MEDICAL LABORATORY SERVICE AND BRAND EXPANSION

It is interesting to note that people are now more concerned about the quality and accuracy of test results from medical laboratories as it directly impacts their personal health. Less than 25% of medical laboratories globally are currently operating at a corporate



organizational level, with branches all over major cities, the rest are small laboratories. Most of these small medical laboratories are now requesting for regulatory certification and accreditation in order to earn the trust of the growing population in their countries. Medical Laboratories are now focusing on quality service delivery and brand expansion through additional funding of their operation in order to bolster their infrastructure and technology, such that they can conveniently serve as one stop destinations for all testing.

4.1.4 CUSTOMER – CENTRIC APPROACH TO MEDICAL LABORATORY SERVICES

Although the Medical Laboratory Science profession continues to depend on doctors and hospitals referrals, there is a new trend. Medical Laboratories now market their brand by engaging in educational campaigns and raising awareness among the people. They are now offering customers continued healthcare services without prescription from doctors. Medical Laboratories are now offering attractive screening and preventive healthcare packages such as annual health medical check-up, pre-marriage screening, well-women packages etc. to attract customers.

4.1.5 EMERGENCE OF TECHNOLOGICAL INNOVATIONS AND ARTIFICIAL INTELLIGENCE

Rapid advancement in medical science, technological innovation and data analytics is creating opportunities to remodel the Medical Laboratory Science profession to deliver a more predictive, personal, preventative and participatory (4Ps) future for patients, and a more cost effective future for health systems. Consequently, there is an urgent need to reform the Medical Laboratory Science profession in



Nigeria to reflect the current global trend. Current challenges must be turned into enabling concepts that will ensure a more productive and sustainable future for the Medical Laboratory Science Profession.

4.2. THE NIGERIAN ECONOMIC GROWTH

The Medical Laboratory Science profession accounts for a small fraction of Nigeria's cost of health care delivery yet delivers essential tools for clinical decision-making. Their contribution to the healthcare sector ranging from the routine blood tests to other advanced medical diagnosis cannot be underestimated for an efficient health care delivery system. In a nutshell, the Medical Laboratory Science profession assists health care providers in maintaining patients' optimal healthcare delivery, including screening, diagnosis, monitoring, and treatment of diseases.

With a membership strength of over 70,000 skilled and unskilled workers drawn from over 15,000 registered and unregistered Medical laboratories across the country, processing hundreds of millions of pathological samples annually with business turnover of more than 5% of the country's Gross Domestic Product, the Medical Laboratory Science profession in Nigeria has contributed immensely to the growth and development of the economy in no small measure, in addition to several billions of naira paid by these laboratories across the country in various taxes and on behalf of their staff to State and Federal Governments.

It has been widely proven that a high level of economic growth can be achieved by improving the health status of the populace. The Medical



Laboratory Science profession is integral to many clinical decisions on prevention, diagnosis, treatment and management of patients' diseases. Laboratory tests supply doctors with information necessary to provide high quality, safe, effective and appropriate care to patients.

In recent times, the Nigerian health care system has been widely criticized and labelled as poorly developed. It has also suffered several drawbacks, especially at the Local Government level because of inadequate and non-functional surveillance system as well as a lack of medical laboratories with advanced diagnostic equipment and reagents. However, current government efforts have improved the health sector considerably although there is room for improvement.

According to a market report published by Sheer Analytics and Insights, the Nigeria clinical laboratory services market was valued at \$550.2 million in 2021 alone and it is expected to reach \$889.2 million at a Compound Annual Growth Rate (CAGR) of 4.2% between 2022 and 2032. This information is very important considering the fact that the CAGR is the Rate of Return (RoR) that would be required for an investment to grow from its beginning balance to its ending balance, assuming the profits were reinvested at the end of each period of the investment's life span. The demand for laboratory testing is increasing, due to rising incidences of chronic diseases, thereby increasing the demand for accurate diagnosis of different diseases.

4.3. MICRO ENVIRONMENT ANALYSIS

As a result of the changing world of Medical Laboratory Technology, so many tests are now offered through kits to reduce turnaround time. Medical Laboratory Science practitioners ensure these tests are

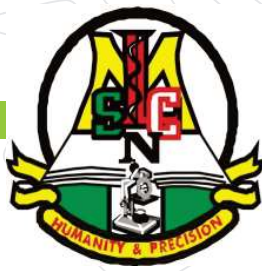


performed with quality by trained professionals. Health is an important determinant of economic development as a healthy population means higher productivity. The importance of human capital to economic growth cannot be over emphasized because it serves as a catalyst to economic development. From the end users of medical services to the suppliers of various medical laboratory reagents, kits and equipment, the medical laboratory practitioners, the general public and the sister regulators, the healthcare industry in Nigeria must make a conscious effort to ensure productive collaboration through pragmatic stakeholder relations management that will deliver the overall achievement of the strategic goals of the Council.

4.3.1. DEPLOYMENT OF ELECTRONIC HEALTH OR MEDICAL RECORD

Nigeria with an estimated population of 224million people and a demographic growth rate of 2.5% as against 1.05% global growth rate is the most populous country in Africa and seventh in the world. The statistics is as a result of persistent high fertility and consistent decline in mortality rate in the country. It is evidence that the Federal Government's renewed zeal in achieving a new public health order that is resilient, adaptable, and ready to cope with any disease through attractive, training, and retention of a public health workforce, local manufacturing of vaccines, therapeutics, and diagnostics is already yielding fruit.

Many years ago, only medical laboratories in few developed countries had automated medical record systems but at the moment, digitalization of health record systems enable all medical laboratory reports to be documented electronically and can be accessed virtually, in real-time, and from anywhere. This will help medical doctors



understand accurately the health history of the patient and promote efficient medical consultation in our health sector. It will also help the patient to save cost from unnecessary test repetition.

4.3.2. EMERGING HUMAN CAPITAL FLIGHT IN THE PROFESSION

The independent and reference laboratories segment of the Medical Laboratory Science profession in Nigeria is believed to have the largest market size as compared to other segments. Nigeria is a highly populated country where a significant chunk of the population does not have access to medical laboratory facilities. Despite this need-gap in the system, in Year 2022 alone, the nation lost about 906 medical laboratory scientists to human capital flight. This must not be allowed to continue.

In the country, laboratory services are integrated with the three-tier public health system at the primary, secondary, and tertiary levels. Besides this concept, there are reference laboratories, research laboratories, and disease-specific reference laboratories to provide services for complex and special tests.

The Nigerian health system operates in such a way that medical professionals, other than doctors, do not have first-hand direct contact with patients. This makes it difficult for the public to understand the responsibility or role of other health professionals such as laboratory practitioners, thus causing exploitation and unethical lab practices.

4.4. ANALYTICAL PROPOSITIONS

The Stakeholder review identified the following important propositions needed from the analysis above for effective regulatory functions by the Medical Laboratory Science Council of Nigeria (MLSCN):



1. A Servicom Department should be established that will drive and ensure that quality medical laboratory services are provided to the people, identify the entitlements of citizens, manage stakeholder relationships, educate citizens on their medical rights and ensure that medical laboratories, practitioners and MLSCN staff are all providing improved, efficient, timely and transparent service.
2. ICT Unit of the MLSCN should be better equipped to work with other organs of the agency in automating and digitalizing the operational processes of the council from service initiation, payment processing to service delivery. The unit should also promote the automation and digitalization of medical laboratories nationwide.
3. The Corporate Affairs Department of the Council should step up publicity of the statutory mandate of the Council and the importance of preventive healthcare check-up to detect early signs of disease. This can be done through electronic, print and social media platforms. The various media platforms can be structured to become a veritable source of revenue generation to the Council. Continuous engagement with stakeholders, as well as public enlightenment geared towards encouraging and empowering patients to demand quality service should be of paramount importance.
4. Regular and consistent inspection, monitoring and evaluation of existing medical laboratories in the country to sustain the goal of bequeathing a regulatory framework for quality health laboratory services to the people. More funding and staffing should be deployed to achieve this goal.



5. A new operational office to be known as MLSCN Projects Facilitation Office (MPFO) reporting directly to the Office of the Registrar/CEO should be established. The MPFO will help fast-track the technical and operational capacity of the Council to develop projects and actionable templates that will enhance the accelerated achievement of MLSCN projects to be financed using alternative sources of funding from Donor Agencies, international and local development partners as well as private sector leaders, to mention but few.

6. Urgent review of the curriculum development process for MLSCN accredited institutions and other training programmes to reflect medical laboratory practitioners' deep understanding of research, data science and diagnosis derived from digital and artificial intelligence devices.

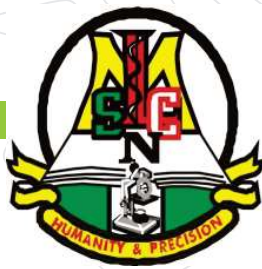
7. MLSCN is currently engaging manufacturers, distributors and marketers of in-vitro diagnostics (equipment, kits and reagents) to form a national body with a business code of ethics for more effective regulation and quality of products for medical laboratory services in Nigeria. This must be continuous and should be redesigned to reflect effective collaboration between healthcare service delivery and medical technology companies saddled with the responsibility of designing medical laboratory and diagnostic devices to address the gap in the usage and interpretation of results. Effective regulation and legal framework should be put in place to address this divergence.



8. Regulators in the Nigeria health sector including the MLSCN must work with the manufacturers of newly introduced medical technologies in the health sector to ensure that there is adequate understanding and requisite training of these devices by users.

9. The revenue generation system of the Council must be improved upon to complement the Federal Government remuneration structure for MLSCN Staff and improve the existing staff welfare programme in the Council.

10. Stakeholder relationship management must be the top priority of every staff in the Council to be championed from the office of the Registrar/CEO for effective working collaboration and dispute resolution among all parties in the system. This will bring about effective leadership, reduce corruption among staff, build a friendly working environment and eradicate incessant industrial disputes among the stakeholders.



5. MLSCN MANDATE

The Medical Laboratory Science Council of Nigeria (MLSCN) as a Federal Government Statutory Regulatory Agency, established by Act 11 of 2003 has continued to broaden its influence at the global stage as a result of consistent exceptional performance. The Council has received national accolades for developing and implementing a regulatory framework for quality health laboratory services to the people of Nigeria.

The Council is bequeathing a culture of quality in the health laboratory sector leveraging a well-defined strategy of delivering on its statutory mandate.

5.1. FUNCTIONS OF THE COUNCIL

The key functions of the Council as a statutory professional regulatory body are as stipulated in Section 4 of Act 11 2003 and include the following:

1. To regulate the practice of Medical Laboratory Science in Nigeria.
2. To determine, from time to time, the standard of knowledge and skills to be attained by persons seeking to become Medical Laboratory Scientists, Medical Laboratory Technicians and Medical Laboratory Assistants (hereafter referred to as 'Scientists', 'Technicians' and 'Assistants').
3. To regulate the training of Scientists, Technicians and Assistants in any institution in Nigeria and give periodic accreditation to institutions.
4. To provide and maintain separate register for Scientists, Technicians and Assistants.



5. To regulate the production, importation, sales and stocking of diagnostic laboratory reagents and chemicals.
6. To assess, evaluate and register foreign graduates of Medical Laboratory Science.
7. To conduct examinations for Technicians and Assistants.
8. To inspect regulate and accredit Medical Laboratories (Public and Private) and
9. To perform such other functions as may be conferred on it by the Act.

5.2. THE STIPULATION OF THE LAW ON THE PRACTICE OF MEDICAL LABORATORY SCIENCE PROFESSION IN NIGERIA

A practitioner of the profession of Medical Laboratory Science shall be one registered and licensed by the Medical Laboratory Science Council of Nigeria to practice as stipulated in Act 11 of 2003 i.e. a registered and licensed Medical Laboratory Scientist. Such a practitioner shall obtain a license to practice from the Council latest 31st day of March each year.

A person shall be deemed to be actively engaged as a practitioner regulated by the Council if in consideration of remuneration received or to be received and whether by himself or in partnership with any other person if:

- i He holds himself out to the public as a Medical Laboratory Scientist under Act 11 of 2003.
- ii He offers to perform or performs any service involving knowledge of Medical Laboratory Science or



- iii He renders professional service or assistance in or about matters of principle or details relating to Medical Laboratory Science Procedure or the processing of data; or Subject to the provision of Act 11, 2003 no person not being a fully registered Medical Laboratory Scientist under the act shall be entitled to hold any appointment in the Public Service of the Federation or State or any public or private establishment body or institution if the holding of such appointment involves the performance within Nigeria of any act pertaining to the profession of Medical Laboratory Science for gain.

All premises for the practice of Medical Laboratory Science shall operate with knowledge and backing of the Council and be fully registered with the Council for such purpose.

Medical Laboratories whether Government owned or private shall be headed by a Medical Laboratory Scientist with cognate experience.

A copy of the current license to practice shall be displayed in a conspicuous area in the business premises (Medical Laboratory). Besides the Council's seal, a neon or Perspex sign embossed with Council logo would be conspicuously displayed in front of all registered facilities.

It is mandatory that all practitioners abide by the code of conduct which is made available to them on registration.

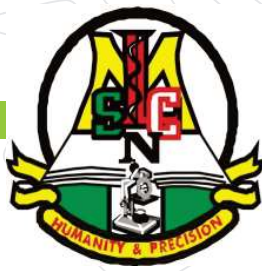
Over the years, the Medical Laboratory Science Council of Nigeria has continued to receive the Federal Government of Nigeria's commendation



for its giant strides and exceptional contributions to the development of the health sector in Nigeria with its new status as a world acclaimed regulatory agency for good medical laboratory services and practice.

The public profile of Council has progressively grown under the current leadership led by Prof. Tosan Erhabor with several landmark achievements within and outside the country in the field of Medical Laboratory Science.





6. SWOT ANALYSIS

SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is a framework used to evaluate an organization's competitive position and to develop strategic planning. SWOT analysis assesses internal and external factors, as well as current and future potential.

It is designed to facilitate a realistic, fact-based, data-driven review of the strengths and weaknesses of an organization's initiatives, or within its industry. The organization needs to keep the analysis accurate by avoiding pre-conceived beliefs or gray areas while focusing on real-life contexts.

The above organizational assessment led to rigorous SWOT analysis from which the key planning issues that informed strategy formulation were articulated and the following were derived:



6.1. STRENGTHS

Strengths describe what an organization excels at and what separates it from the competition. For MLSCN, the following are some of the highlighted strengths:



1. A Statutory Body established by Act 11 of 2003
2. Numerical strength of regulated practitioners and institutions
3. Effective, focused, visionary and exemplary leadership
4. Qualified and experienced manpower
5. Consistent Government funding in terms of salary payments
6. Availability of continuous professional development programmes
7. Industrial harmony
8. Technical support from stakeholders and development partners
9. Headquarters' presence in Abuja



6.2 WEAKNESSES

Weaknesses stop an organization from performing at its optimum level. They are areas where the business needs to improve to remain competitive.

For MLSCN, the following are some of the highlighted weaknesses:

1. Inadequate funding
2. Inadequate infrastructure
3. Inadequate computerization of key activities
4. Absence of recreational facilities
5. Inadequate committed staff



6.3 OPPORTUNITIES

Opportunities refer to favorable external factors that could give an organization a competitive advantage. For MLSCN, the following are some of the highlighted opportunities:

1. Location and ownership of Headquarters/Laboratory Complex in the Federal Capital Territory
2. Government support in establishing Act 11 of 2003
3. Presence in the six geo-political zones
4. Enhanced Public awareness
5. Partnership and collaboration with stakeholders and development partners
6. Implementation of the Act



6.4 THREATS

Threats refer to factors that have the potential to harm an organization. The following are some of the highlighted threats of the Council:

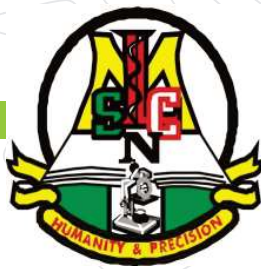
1. Menace of quackery
2. Misunderstanding of regulatory agency's mandate concept/scope
3. Irregular/non-payment of practitioner's retention fees
4. Insecurity in some parts of the country
5. Inadequate budgetary allocation
6. Inadequate reward system
7. Unstable political leadership in the health sector



6.5 GENERAL ASSUMPTIONS

There will be:

1. Complete digitalization and automation of the Council's operations
2. Strong and stable economic growth
3. Robust and more effective stakeholder support and relationship management
4. Adequate budgetary provisions and implementation
5. Increased Internally Generated Revenue of the Council
6. Stable electric power supply
7. Improved security of lives and properties in the country
8. Management and staff commitment to implement this strategic plan



7. STAKEHOLDER NEEDS ANALYSIS AND VALUE PROPOSITION

A stakeholder strategic and engagement session was conducted to identify and analyze the key needs, and expectations of stakeholders with respect to MLSCN Stakeholders' Value Proposition, as an essential part of the plan access to medical laboratory services irrespective of socio-economic, geographical, and financial divides.

THE VALUE PROPOSITION ELEMENTS AND INTENTS ARE PRESENTED BELOW:

VALUE PROPOSITION ELEMENT	INTEND
Consistent Stakeholders Engagement and Collaboration.	Eliminate unnecessary conflict among stakeholders and facilitate productive partnership and projects sponsorship.
Adaptive, Timely and Sustainable Regulatory Services.	Timeliness of licensing and laboratories accreditation, adaptive to emerging technologies in health industry.
Professionally inclined & strategically focused regulatory functions.	Delivery of efficient and quality medical laboratory & diagnostic services to the people.
Universal and Inclusive Access to preventive medical check -up.	Access to medical laboratory services irrespective of socio-economic, geographical, and financial divides.
Acceptable platform & fair Competition.	Level playing field for all medical laboratory practitioners and Laboratory centres across the country.



VALUE PROPOSITION ELEMENT	INTEND
Focused Service Excellence delivery in medical laboratory practice in Nigeria.	Making medical laboratory services most efficient in healthcare delivery in the country.
Promotion of innovative and modern medical laboratory technologies and reagents.	Service excellence and increased Internally Generated Revenue.
Improved media publicity of MLSCN activities.	Brand enhancement and improved revenue generation.
Automation & digitalization of MLSCN operational processes.	Encourage local innovation, usage & investment by promoting and protecting investments of investors.
Reviewed training Curriculum to reflect latest developments in medical laboratory and diagnostics profession.	Eradication of incompetence leading to improved productivity.
End to end automation of all payment processes of MLSCN.	Efficient service delivery and increased revenue Generation.
Regular training and capacity building of MLSCN staff and practitioners.	Professionally and technologically advanced medical laboratory practitioners to deliver efficient services.



8. VISION, MISSION, CORE VALUES AND POLICY THRUST



VISION

"To be a world acclaimed regulatory agency driving the culture of quality and efficient health laboratory care to the public and ensuring high academic standards in training institutions."

The MLSCN Vision statement is an inspirational statement of an idealistic emotional future of the Council.

It is a written declaration clarifying its organizational meaning and purpose for stakeholders, especially employees.

It also describes the desired long-term results of the organizational efforts with its mandate as contained in the MLSCN establishment Act of 2003.



MISSION

"Strengthening health laboratory systems and professional practice for quality services through strategic regulations and accreditation."

The MLSCN Mission statement is a reflection of the step-by-step process of achieving its vision.

It is the strategic action required to push the Council vision into fulfillment.

It could be described as the road map between today and the actualization of the vision of tomorrow.



CORE VALUES

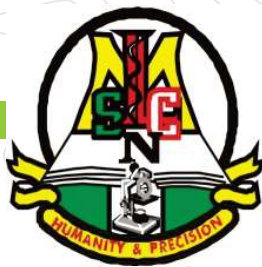
- » *Integrity*
- » *Excellence*
- » *Commitment*
- » *Efficiency*
- » *Professionalism*
- » *Team work*

They are the beliefs, philosophies, and principles that drive our business.

They impact the employee experience we deliver as well as the relationship we develop with our customers, partners, and shareholders.

POLICY THRUST

"To stem the efflux of Nigerians for quality healthcare abroad with attendant huge capital flight by driving the culture of quality and efficient Health Laboratory Care to the public as empirical data has shown that over 75% of indices required for effective medical diagnosis and treatment monitoring are based on medical laboratory tests results."



9. DEVELOPMENT OF STRATEGIC GOALS (PILLARS) & OTHER MLSCN 2024 -2027 STRATEGIC ELEMENTS

The final outcomes of the organizational assessment are the articulation of the key planning issues, which the Medical Laboratory Science Council of Nigeria (MLSCN) strategy must address in order to consistently deliver on its Mission and achieve its Vision. These key planning issues were grouped together to form consistent themes which are appropriately named as Strategic Pillars. The Strategic Pillars are the focused areas the Council will direct stakeholders' attention to during the MLSCN planning process for 2024-2027.

Six Strategic Pillars were identified with the Strategic Results.

These are:

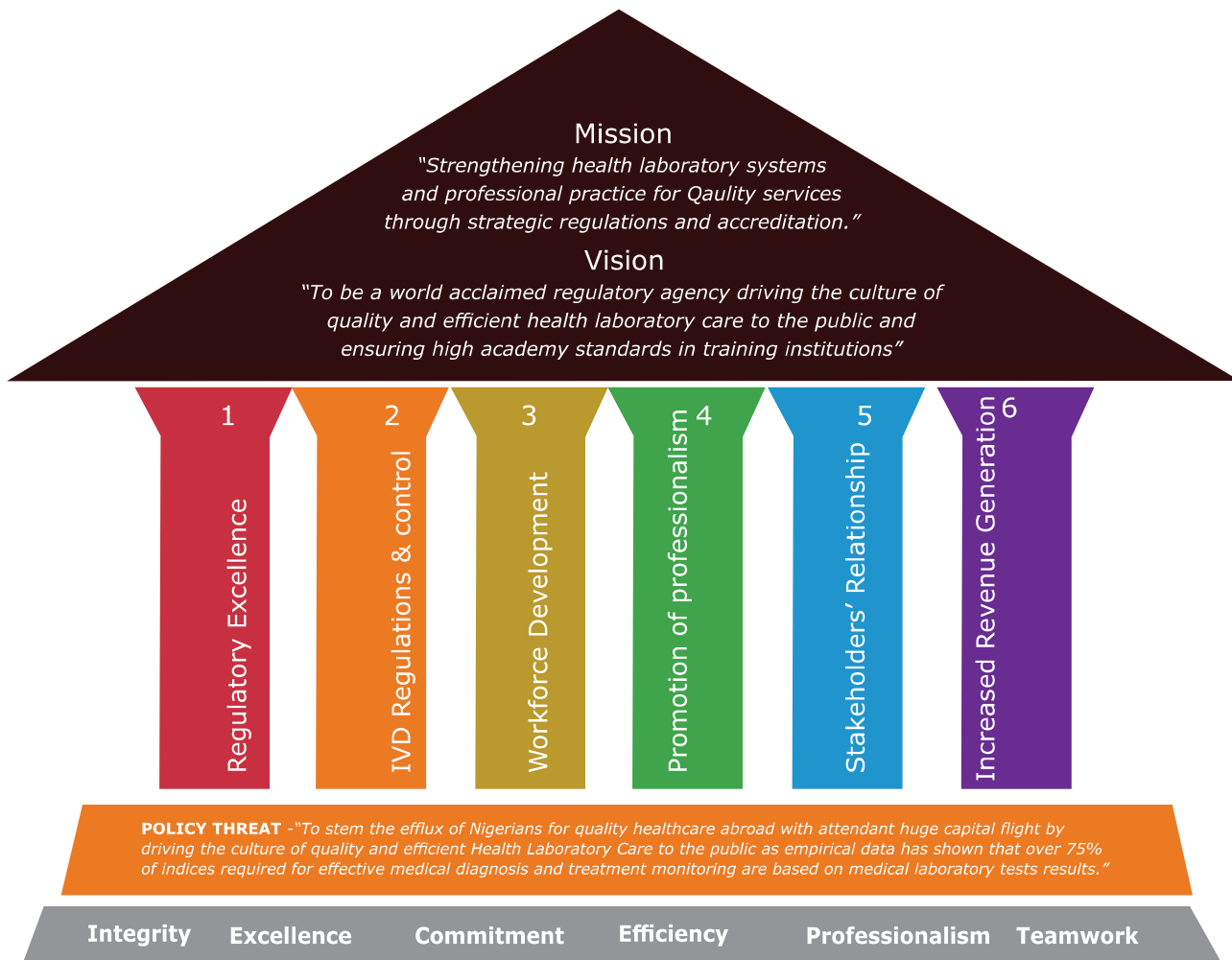
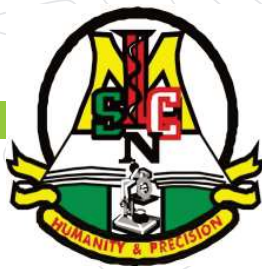
STRATEGIC GOAL	STRATEGIC RESULT
REGULATORY EXCELLENCE	Quality & efficient regulatory services to all stakeholders for the development and implementation of a regulatory framework for quality health laboratory services to the people of Nigeria.
IVD REGULATION & CONTROL	Eradication of fake and sub-standard public health diagnostic laboratory reagents, chemicals and equipment for In-vitro diagnostics (IVDs) in the Nigerian healthcare delivery system.



STRATEGIC GOAL	STRATEGIC RESULT
WORKFORCE DEVELOPMENT	Qualified health laboratory workforce for effective quality and compliance standard in laboratory service delivery is developed such that laboratory test outputs are reliable and conform to international regulations.
PROMOTION OF PROFESSIONALISM	Complete elimination of quackery in the medical laboratory and diagnostic profession and promoting professionalism among the workforce.
STAKEHOLDER RELATIONSHIP MANAGEMENT	Efficient productivity and sustainable performance in line with desired expectation and statutory objectives through mutually sustainable collaboration with relevant Stakeholders.
INCREASED REVENUE GENERATION	Steady and consistent growth in Internally Generated Revenue (IGR) & development of various Revenue models as foundational platform for the IGR growth.

9.1 MLSCN PERFORMANCE STRUCTURE

This is a structural presentation of the Six Strategic Pillars and how they serve as the thrusts, upon which the Mission that will help in achieving the Vision of the Council is sitting. This has a solid platform, framework for the Policy Thrust and a strong foundation provided by the Core Values of the MLSCN.



9.2 THE STRUCTURAL ANALYSIS

The above structure mimics the building of a house, where the Strategic Goals are the Pillars that strengthen the house. They will definitely give birth to the strategic objectives that will deliver the Strategic Results, such that the Vision and the Mission Statement of the MLSCN (visible to everyone and which is the purpose of erecting the building in the first instance) can be achieved seamlessly.



The foundation is made up of the MLSCN core values which make the building very firm. The MLSCN Policy Thrust now the “German floor” that provides additional support for the structural stability of the entire building.

The Pillars' objectives were then consolidated to arrive at twelve Strategic Objectives placed in their respective Balanced Scorecard perspectives as follows:

9.3 STRATEGIC OBJECTIVES IN BALANCED SCORE CARD PERSPECTIVES

PERSPECTIVE	STRATEGIC OBJECTIVES
FINANCIAL	1. Increase Revenue Generation. 2. Enhance Donor funding from stakeholders.
STAKEHOLDER	3. Improve Quality of Regulatory Services. 4. Promote Stakeholder Satisfaction. 5. Improve medical lab contribution to health sector growth.
INTERNAL PROCESS	6. Improve Stakeholder engagement & collaboration. 7. Promote adaptive, timely & sustainable Regulatory Services. 8. Step up media publicity of MLSCN activities. 9. Automate& digitalize MLSCN operational systems.
ORGANIZATIONAL CAPACITY	10. Strengthen Regulatory Framework. 11. Strengthen Work Ethics & Culture. 12. Improve People Management.



From the analysis above, one would observe that twelve Strategic Objectives have been developed from the six strategic pillars (goals). These strategic objectives were then restructured to reflect a definite Intended Outcome(s) to clarify what precisely is expected to happen once the strategic objectives have been achieved. It will also help us in developing the Key Performance Indicators (KPIs) required for the purpose of measuring and monitoring the overall performance of the MLSCN 2024 – 2027 strategic plan.

Although outcome and objective are linked, the outcome is the finish line for an objective. Unlike a goal, an objective is rooted in intention and planning. It is not something one hopes to achieve; it is instead something one actively plans to achieve. Goal setting is often important, but one has to break the goals down into objectives and then develop intended outcome for each objective. The table below also presents the Strategic Objectives by Balanced Scorecard Perspectives and the Intended Outcomes.

9.4 STRATEGIC OBJECTIVES AND INTENDED OUTCOMES

Perspective	S/n	Strategic Objectives	Intended Outcome(s)
FINANCIAL	1	Increase Revenue Generation.	<ol style="list-style-type: none"> 1. Improved project funding capacity. 2. Effective management of financial resources. 3. Reduce cost to minimal level.
	2	Enhance Donor funding from stakeholders.	<ol style="list-style-type: none"> 1. Innovative project funding. 2. Sustainable cash flow for projects.



Perspective	S/n	Strategic Objectives	Intended Outcome(s)
STAKEHOLDERS	3	Improve Quality of Regulatory Services.	<ol style="list-style-type: none"> 1. Improve quality of service delivery. 2. Stem efflux of Nigerians going abroad for quality healthcare. 3. More satisfied stakeholders.
	4	Promote Stakeholder Satisfaction.	<ol style="list-style-type: none"> 1. Increased brand enhancement for the medical laboratory science profession. 2. Increased stakeholder' collaboration.
	5	Improve medical lab contribution to health sector growth.	<ol style="list-style-type: none"> 1. Higher contribution to GDP. 2. More competitive and well-funded laboratories. 3. The industry is financially healthy.
	6	Improve Stakeholder engagement & collaboration.	<ol style="list-style-type: none"> 1. Better engaged stakeholders. 2. Reduced incidence of conflict & trade disputes. 3. Reduced incidence of quackery.
	7	Promote adaptive, timely & sustainable Regulatory Services.	<ol style="list-style-type: none"> 1. Our regulatory services are more acceptable. 2. Friendly and people oriented regulatory service that meet global standards. 3. More regulatory compliance.



Perspective	S/n	Strategic Objectives	Intended Outcome(s)
	8	Step up media publicity of MLSCN activities.	<ol style="list-style-type: none"> 1. Brand enhancement & wider publicity. 2. Social media platforms that generate revenue for the Council. 3. More enlightenment and awareness of MLSCN Programme to the public.
	9	Automate & digitalize MLSCN operational system.	<ol style="list-style-type: none"> 1. Timely delivery of services. 2. Increased revenue generation. 3. Reduced turnaround time.
ORGANIZATIONAL CAPACITY	10	Strengthen Regulatory Framework.	<ol style="list-style-type: none"> 1. Improved efficient regulatory service delivery. 2. Increased workforce and stakeholder participation. 3. Smarter/up-to-date regulatory framework.
	11	Strengthen Work Ethics & Culture.	<ol style="list-style-type: none"> 1. Departments fully comply with documented standard of operations and internal policies. 2. Departments comply with set Service Levels Agreements. 3. Management express satisfaction with work ethics.
	12	Improve People Management	<ol style="list-style-type: none"> 1. Consistent and continuous training of staff. 2. Staff are more productive.



9.5 STRATEGY MAP

Vision "To be a world acclaimed regulatory agency driving the culture of quality and efficient"

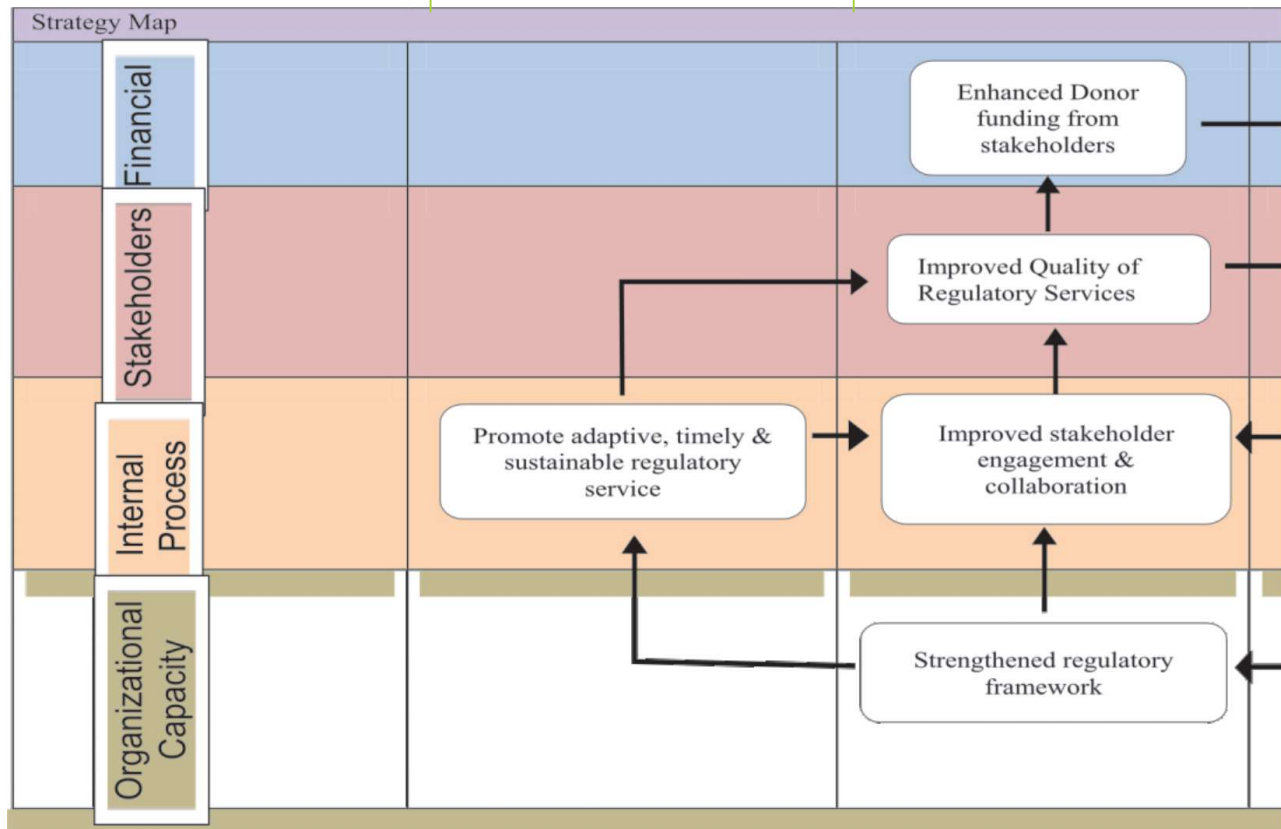
Mission "Strengthening health laboratory systems and professional"

Regulatory Services	IVD Regulations & Control	Workforce Development
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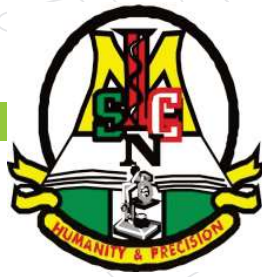
Quality & efficient regulatory services to all stakeholders for the development and implementation of a regulatory framework for quality health laboratory services to the people of Nigeria

Eradication of fake and sub-standard public health diagnostic laboratory reagents, chemicals and equipment for In-vitro diagnostics (IVDs) in the Nigerian healthcare delivery system.

Qualified health laboratory workforce for effective quality and compliance standard in laboratory service delivery is developed such that laboratory test outputs are reliable and conform to international regulations.

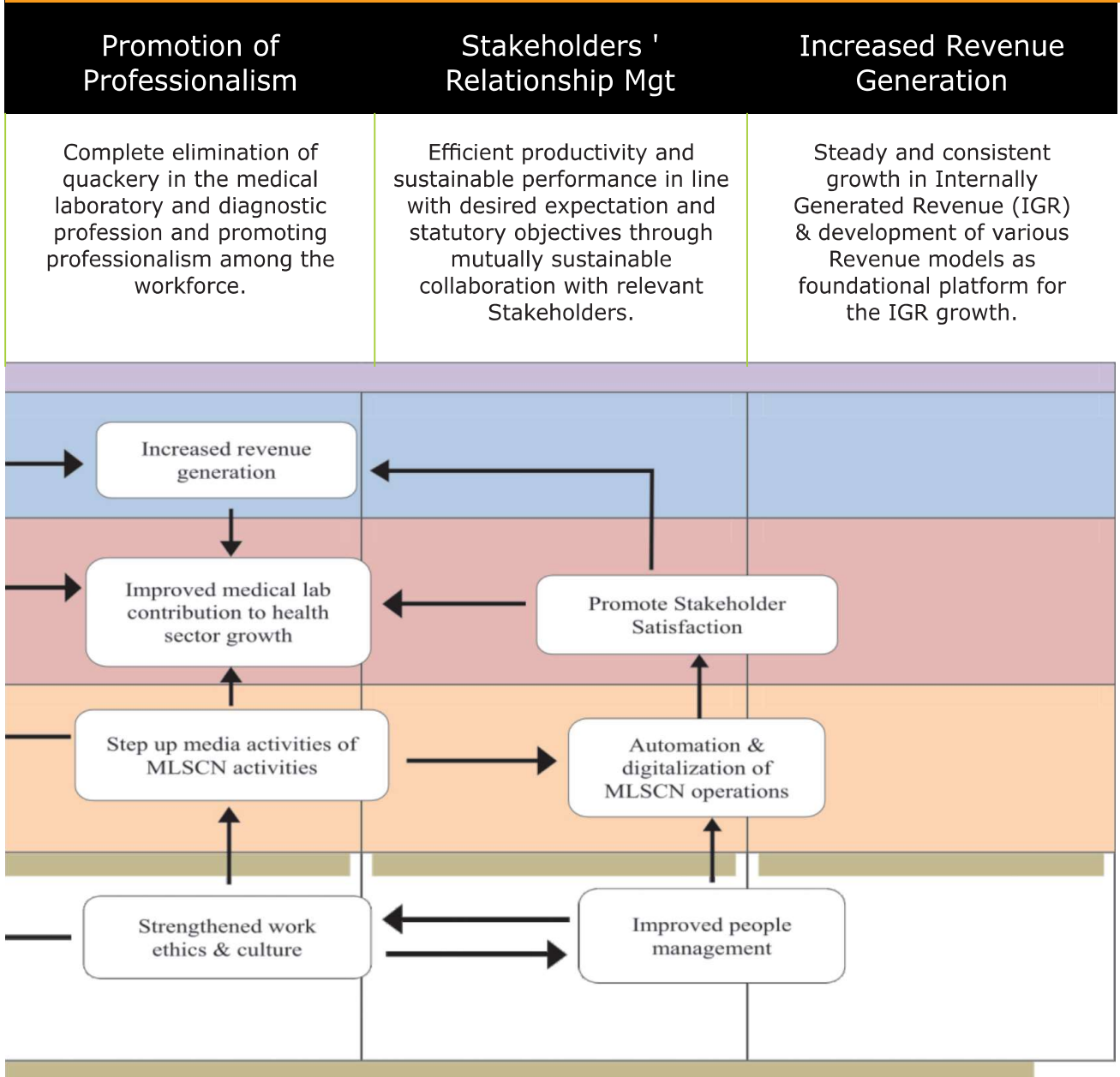


A strategy map is a simple graphic that shows a logical, cause-and-effect connection elements in the balanced scorecard methodology, as it is used to quickly communicate creates values for all stakeholders, of which values are driven from within the organization.



health laboratory care to the public and ensuring high academic standards in training institutions."

practice for quality services through strategic regulation and accreditation."



between strategic objectives (shown as ovals on the map). It is one of the most powerful how value is created by the organization. It demonstrates the process of how the Council



9.5.1 THE MLSCN VALUE CREATION STORY

Our Mission is “Strengthening health laboratory systems and professional practice for quality services through strategic regulation and accreditation.” while our shared Vision is “To be a world acclaimed regulatory agency driving the culture of quality and efficient health laboratory care to the public and ensuring high academic standards in training institutions.”

The landmark success expected from the implementation of MLSCN 2024 – 2027 Strategic Plan will largely depend on our ability to successfully execute the six strategic pillars, i.e. Regulatory Excellence, IVD Regulations & Control, Workforce Development, Promotion of Professionalism, Stakeholders relationship management and Increased Revenue generation.

Strengthening work ethic and culture is a top priority for MLSCN to achieve a well-defined and strengthened regulatory framework. This is because the ethical culture of an organization influences the moral judgment of employees and all stakeholders, and it is capable of creating an environment where everyone speaks and acts with honesty and integrity.

Furthermore, a well strengthened regulatory framework can promote adaptive, timely and sustainable regulatory service, which will in turn be capable of improving stakeholder engagement and collaboration. This will lead to an improvement in the quality of MLSCN regulatory services in the health sector that will later enhance the volume of donor funding we receive for our projects and an increase in our revenue generation.



Automation and digitalization of MLSCN operational activities is a product of how well we are able to improve the management of people of influence within and outside our operational system. It will also depend on how much information people have at their disposal through the publication of MLSCN activities. Automation and the digitalization of the operational process will undoubtedly promote stakeholder satisfaction resulting in an improvement in the Medical Laboratory Science profession's contribution to the health sector growth and that of the country's economy.

There is a strong interactive connect between work ethics and culture and the people management system in any organization. Both have the potential to strengthen the regulatory framework with the resultant effect of improving the quality of regulatory services through stakeholder engagement and collaboration.

Here it is assumed that the successful execution of these strategies and achieving the strategic goals as listed are possible tasks provided there is a resolute commitment from all stakeholders that we can do this together.

9.6 STRATEGIC PILLARS, OBJECTIVES, INITIATIVES & ACTIONS

Strategic Initiatives are short, medium or long-term projects and actions that are embarked upon to drive the achievement of the Strategic Objectives. The Strategic Pillars and related Strategic Results will be achieved by the success recorded in the Strategic Objectives



supporting the Pillars and the key Initiatives and Actions that drive those Objectives. The cascade of strategy, objectives and initiatives for each Pillar is schematically presented below:

9.6.1 REGULATORY EXCELLENCE PILLAR





Key Strategic
Initiatives
& Actions

1. Regular and consistent inspection, monitoring and evaluation of existing & new medical laboratories and diagnostic centers.
2. Servicom Department should be strengthened to monitor effectiveness of regulatory functions.
3. Adaptive, Timely and Sustainable Regulatory Services.
4. Professionally inclined & strategically focused regulatory functions.
5. Developing and Gazetting of key policy documents.
6. Identification of necessary policy documents and guidelines for Gazetting.
7. Conduct certification assessment of medical laboratory facilities.
8. Conduct accreditation assessment of medical laboratory facilities.
9. Provision of proficiency testing to medical laboratories
10. Conduct Biorisk management training for staff
11. Conduct Biorisk assessment in NEQAL, IVD, and NaLECC and Public health laboratories
12. Review existing standards to address trending service issues
13. Work culture re-orientation program for all staff

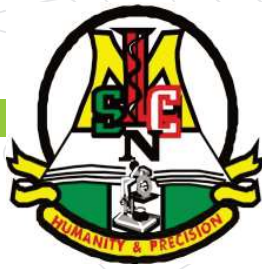


9.6.2 IVD REGULATIONS & CONTROL PILLAR





2. Work with manufacturers of newly introduced medical technologies in the health sector to ensure there is adequate understanding and requisite training for users of these devices .
3. Aggressive public enlightenment through electronic, print and social media platforms.
4. Testing & registration of all IVD products for approval & monitoring purpose.
5. Pre – market & post market validation.
6. Registration of all IVD manufacturers, marketers and importers.
7. Advocacy meetings with stakeholders.
8. Engaging Corporate Social responsibility as a funding mechanism.
9. Participation and mounting stands & booths in IVD targeted Conferences and workshops.
10. Training of staff in identifying fake and substandard IVD Products.
11. Collaboration with relevant Organizations in identifying fake and substandard IVD products.





9.6.3 WORKFORCE DEVELOPMENT PILLAR

Strategic Result

Qualified health laboratory workforce for effective quality and compliance standard in laboratory service delivery is developed such that laboratory test outputs are reliable and conform to international regulations.

Strategic Objectives

1. Strengthened regulatory Framework.
2. Improved people management.
3. Strengthened work ethics & Culture.
4. Automation & Digitalization of MLSCN activities.
5. Stakeholder engagement & collaboration.

Key Strategic Initiatives & Actions

1. Automation & digitalization of MLSCN operational processes and promote same for medical laboratories nationwide.
2. Urgent review of the Curriculum development process for MLSCN accredited institutions and other training programmes to reflect new innovations like AI, Data science e.t.c.

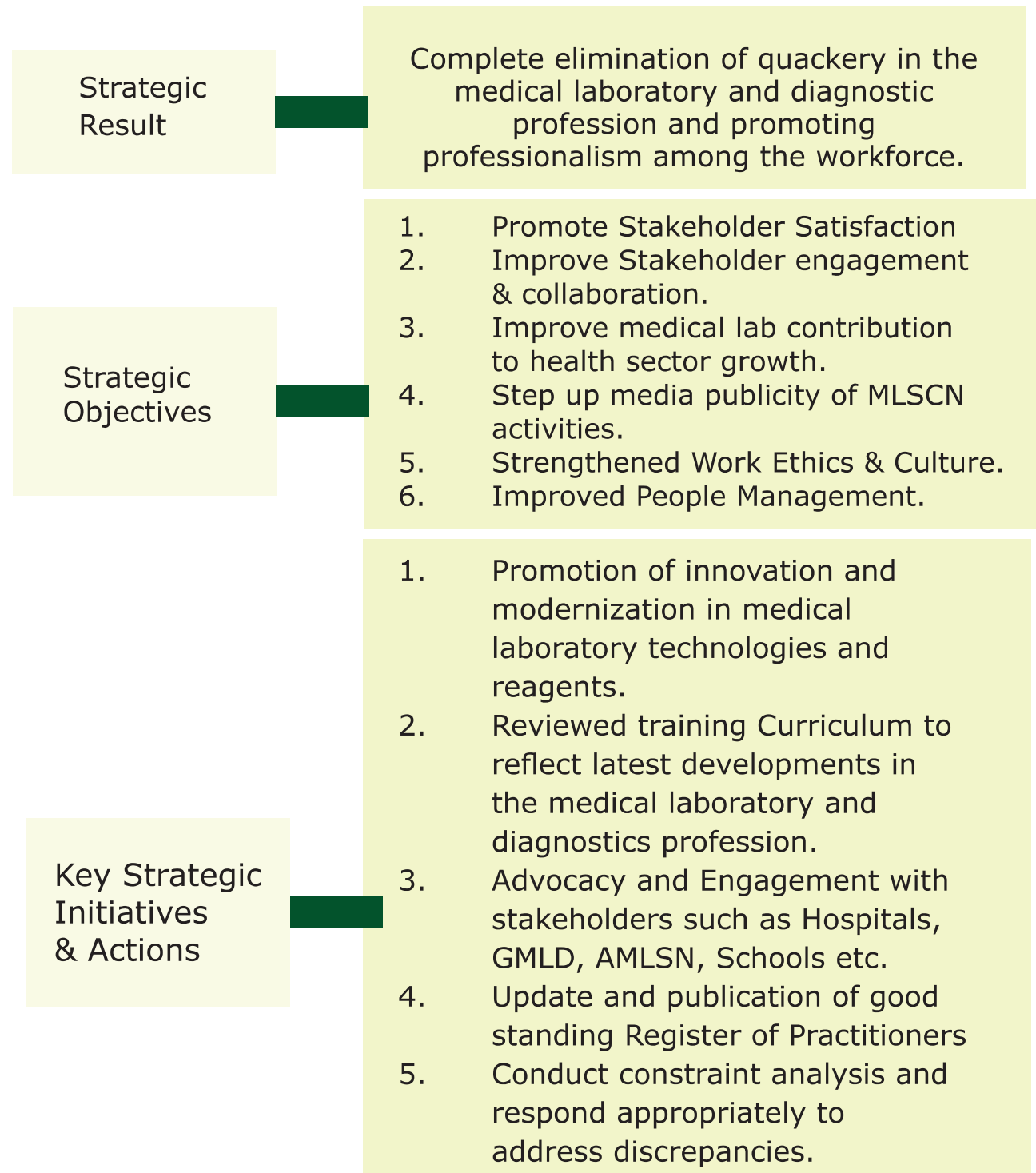


3. Ensure developed curriculum & relevant documents meet global standards.
4. Continuous monitoring & accreditation of Training Institutions.
5. Conduct training needs assessment for all staff and fill the training gap.
6. Step up licensing and enforcement of approved professionals working in laboratories .





9.6.4 PROMOTION OF PROFESSIONALISM PILLAR





9.6.5 STAKEHOLDERS' RELATIONSHIP MANAGEMENT PILLAR

Strategic Result

Efficient productivity and sustainable performance in line with desired expectations and statutory objectives through mutually sustainable collaboration with relevant Stakeholders.

Strategic Objectives

1. Promote Stakeholder Satisfaction
2. Improve Stakeholder engagement & collaboration.
3. Improve medical lab contribution to health sector growth.
4. Step up media publicity of MLSCN activities.
5. Strengthened Work Ethics & Culture.
6. Improved People Management.

Key Strategic Initiatives & Actions

1. Wider publicity of the MLSCN mandates and the need for preventive healthcare check-up through various media platforms.
2. Stakeholder relationship management as a top priority for all staff for effective working collaboration and dispute resolution among all parties.
3. Consistent Stakeholder Engagement and Collaboration.



4. Acceptable platform & fair Competition for all stakeholders.
5. Improve internal stakeholder engagement through regular and sustained departmental and unit meetings.
6. Prompt statistical analysis of results and feedback.
7. Collaboration with relevant MDAs and Sister regulators in the health sector.
8. Regular training and capacity building of MLSCN staff and practitioners.
9. Automate the process flow for certification and licensing.
10. Ensure staff are trained for assigned job schedules on a continuous basis.
11. Regular forum and training with Heads of training schools on the updated standard and professional requirement for Medical Laboratory Science profession.
12. Mentoring and Career Planning for all staff.
13. Institute work-life balance policy.
14. Encourage collaboration with government agencies at the national and state levels.



9.6.6 INCREASED REVENUE GENERATION PILLAR





- projects using alternative sources of funding from donors and partners.
4. Aggressive drive by all departments on revenue generation to complement FG remuneration structure for staff welfare improvement.
 5. Improve support for Zonal Offices operations including enhanced revenue drive.
 6. Review and update internal policies and processes that engender revenue growth & regulatory excellence.
 7. Standardization and automation of internal correspondences to block leakages parties.
 3. Consistent Stakeholder Engagement and Collaboration.
 4. Acceptable platform & fair Competition for all stakeholders.
 5. Improve internal stakeholder engagement through regular and sustained departmental and unit meetings.
 6. Prompt statistical analysis of results and feedback.



9.7 Full list of MLSCN 2024 -2027 Strategic Plan's Objectives & Initiatives

Strategic Objectives

1. Increase Revenue Generation.
2. Enhance Donor funding from stakeholders.
3. Improve Quality of Regulatory Services.
4. Promote Stakeholder Satisfaction.
5. Improve medical lab contribution to health sector growth.
6. Improve stakeholder engagement & collaboration.
7. Promote adaptive, timely & sustainable Regulatory Services.
8. Step up media publicity of MLSCN activities.
9. Automation & digitalization of MLSCN operational system.
10. Strengthened regulatory framework.
11. Strengthened work ethics & culture.
12. Improved people management.

Strategic Initiatives

1. Regular and consistent inspection, monitoring and evaluation of existing & new medical laboratories and diagnostic centers.
2. Servicom department should be established to monitor effectiveness of regulatory functions.
3. Adaptive, timely and sustainable regulatory services.
4. Professionally inclined & strategically focused regulatory functions.
5. Developing and gazetting of key policy documents.
6. Identification of necessary policy documents and guidelines for gazetting.



7. Certification assessment of medical laboratory facilities.
8. Conduct accreditation assessment of medical laboratory facilities.
9. Provision of proficiency testing to medical laboratories.
10. Conduct biorisk management training for staff.
11. Conduct biorisk assessment in NEQAL, IVD, NaLECC and public health laboratories.
12. Review existing standards to address trending service issues.
13. Work culture re-orientation programme for all staff.
14. Continuous engagement with manufacturers, distributors and marketers of in vitro diagnostics (equipment, kits and reagents) with well-defined regulations and business code of ethics.
15. Work with manufacturers of newly introduced medical technologies in the health sector to ensure adequate understanding and requisite training of users of these devices.
16. Aggressive public enlightenment through electronic, print and social media platforms.
17. Testing & registration of all IVD products for approval & monitoring purposes.
18. Pre – market & post market validation.
19. Registration of all IVD manufacturers, marketers and importers.
20. Advocacy meetings with stakeholders.
21. Engaging Corporate Social Responsibility as a funding mechanism.
22. Participation and mounting stands & booths in IVD targeted Conferences and workshops.
23. Training of staff to identify fake and substandard IVD Products.
24. Collaboration with relevant organizations in identifying fake and substandard IVD products.
25. Collaboration with law enforcement agencies for effective policing and prosecution.



26. Provide legal framework to punish offenders.
27. Creation of IVD targeted CPD workshop to create awareness
28. Automation & digitalization of MLSCN operational processes and promote same for medical laboratories nationwide.
29. Urgent review of the Curriculum Development Process for MLSCN accredited institutions and other training programme to reflect new innovation like AI, Data science etc.
30. Ensure developed curriculum & relevant documents meet global standards.
31. Continuous monitoring & accreditation of Training Institutions
32. Conduct training need assessment for all staff and fill the training gap.
33. Step up licensing and enforcement of approved professionals working in Laboratories.
34. Automate the process flow for the issuance of certification and licensing.
35. Ensure staff are trained for assigned job schedules on a continuous basis.
36. Regular forum and training with Heads of training schools on the updated standard and professional requirement for the Medical Laboratory Science profession.
37. Proper Indexing of Students.
38. Review and implement a robust Performance Management System for all staff.
39. Promotion of innovation and modernization in medical laboratory technologies and reagents.
40. Reviewed training curriculum to reflect latest development in medical laboratory and diagnostics profession.
41. Advocacy and engagement with stakeholders such as hospitals,

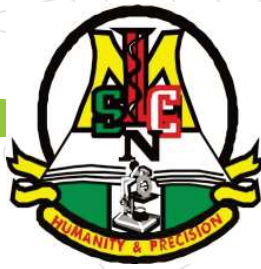


- GMLD, AMLSN, Schools etc.
42. Update and publication of Good Standing Register of Practitioners
 43. Conduct constraint analysis and respond appropriately to address discrepancies.
 44. Calibration of laboratory equipment.
 45. Validation of test kit, reagents and equipment.
 46. Continuous participation in External Quality Assessment (EQA).
 47. Wider publicity of the MLSCN mandates and the need for preventive healthcare check-up through various media platforms.
 48. Stakeholder relationship management as a top priority for all staff for effective working collaboration and dispute resolution among all parties.
 49. Consistent stakeholder engagement and collaboration.
 50. Acceptable platform & fair competition for all stakeholders.
 51. Improve internal stakeholder engagement through regular and sustained departmental and unit meetings.
 52. Prompt statistical analysis of results and feedback.
 53. Collaboration with relevant MDAs and sister regulators in the health sector.
 54. Regular training and capacity building of MLSCN staff and practitioners.
 55. Automate the process flow for certification and licensing.
 56. Mentoring and Career Planning for all staff.
 57. Institute work-life balance policy.
 58. Encourage collaboration with government agencies at the national and state levels.
 59. Leveraging various media platform as a source of revenue generation.
 60. Creation of MLSCN Projects Facilitation Office (MPFO) to fast-track



- & develop projects using alternative sources of funding from donors and partners.
61. Aggressive drive by all departments on revenue generation to complement FG remuneration structure for Staff welfare improvement
 62. Improve support for Zonal offices operations including enhanced revenue drive.
 63. Review and update internal polices and processes that engender revenue growth & regulatory excellence.
 64. Standardization and automation of internal correspondences to block leakages.





10. CRITICAL SUCCESS FACTORS FOR IMPLEMENTING MLSCN 2024 – 2027 STRATEGIC PLAN

Developing a Strategic Plan is the first step in actualizing an organizational strategic goal. The critical success factor is successful implementation because even the best strategy will ultimately fail if it is not implemented effectively.

There are many factors that make a successful implementation of a strategic plan. Based on our experience, it is a consolidated list of those key ingredients that are particularly critical to delivering success.

10.1 STAKEHOLDERS ENGAGEMENT & COMMITMENT

The main reason that strategy implementation fails is because staff and key stakeholders such as Top Management, end users, developing partners etc. do not get behind it. If people do not understand the strategy, they will be unable to connect with it. Clearly communicating the strategic plan on a regular basis facilitates employee 'buy-in' and a broader understanding of the organization's strategic goals and objectives.



It is crucial to create an environment that connects employees with the strategy and rewards success. This entails finding creative ways to motivate people to invest in the strategy and establishing positive and negative consequences for achieving or not achieving the strategic goals. Getting employees personally invested in the success of a business strategy can supercharge the effectiveness and success of the entire operation.

In the preparation of the MLSCN 2024 – 2027 Strategic Plan, leadership, staff and stakeholders of the Council have demonstrated commitment by allocating resources for its development, taking active part as Strategic Plan Development Working Group members and in the development of aligned operating plans at the departmental levels.

10.2 CLEAR COMMUNICATION

It is imperative for all stakeholders in the strategy implementation process to understand that a new strategy means new priorities and new activities across the organization. Strategy implementation therefore involves change and the natural human tendency is to resist it, no matter how enlightened or inspiring the organizational vision.

It is therefore essential that all staff and stakeholders are aware of how they are expected to change and what they have to deliver. Each individual needs to understand their role within the overall strategy, the expected outcomes and how they will be measured.



The all-inclusive approach employed in developing the MLSCN 2024 – 2027 Strategic Plan whereby all departments were represented in the development process and engagement of top management is an indication that participating staff have a greater chance of understanding the strategy and thus be able to explain it to the generality of staff.

L10.3 STRATEGIC BUDGETING

A business needs both a strategic plan and a budget. The strategic plan lays out the direction and goals of the organization as well as guidelines for actions to achieve those goals, while the budget looks at the funds needed to support achieving those goals.

Strategic budgeting allows flexible forecasting for complex spending and revenue goals. Its purpose is to shift the focus from the big picture to detailed data. Organizations use budgeting tools to better allocate funds, and achieve specific long-term goals.

It is expected that 60% of MLSCN budgets should be directly linked to this Strategic Plan implementation and the necessary financial, structural, time and human resources are allocated at the outset. We have considered the need to set realistic goals are fully aligned with the economic reality of the organization and its available resources. Thinking long term and measuring performance will enable the agency to judge the effectiveness of the budget and use of resources.



We are certain that assigning adequate resources and budgets will show how serious the Council leadership is about the strategy and will motivate staff and stakeholders to accomplish their assigned responsibilities and tasks.

10.4 STRATEGIC PLANNING & EVALUATION

The only constant in our fast-moving world is change. In developing the MLSCN 2024 – 2027 Strategic Plan, we have considered the fact that the strategy implementation is flexible enough to adapt to changes in both the internal and external environments.

Strategy evaluation involves reviewing the internal and external factors affecting the implementation of the strategy, measuring performance, and taking corrective steps to make the strategy more effective.

The implementation process will require us to adopt a probatively reactive approach that will ensure that we are more alert to new opportunities and unanticipated events like changes in the political landscape that might influence policy formulation and economic realities.

Our approach needs to evolve with consideration for the possible changes in the internal and external environmental situational analysis. Strategic flexibility requires liquidity for fast response time,



but more important is organizational structure, various departments working together and having the requisite freedom to take decisions on their own initiative for the overall accomplishment of the strategic plan.

Organizations that try to force a new strategy into an outdated structure will find it impossible to implement their strategy effectively.

10.5 PERFORMANCE MONITORING AND REPORTING

Monitoring of performance and reporting it is an important part of an organization's effective management and accountability. Performance reporting is not an end in itself; rather, it is an integral part of an organization's ongoing decision-making processes. Monitoring is part of the strategic planning system primarily to keep track of what is happening.

Performance reporting should help promote a “continuous improvement” feedback loop in which reports on activities and performance provide management with important information for decision making in the next planning cycle.

The monitoring of strategic planning should be carried out based on the same indicators used when preparing strategic planning. This allows for process review as the organization realizes that activities, internal and external relationships etc. need to be modified.

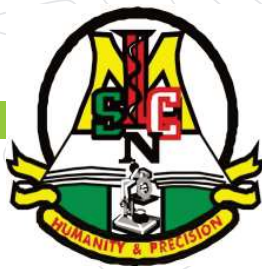


10.6 STRATEGIC INITIATIVE MANAGEMENT

Strategic objectives and desired outcomes are not magically achieved – specific and impactful actions and initiatives must be carried out to drive the results. It is not just that the identified initiatives are implemented; they must be implemented on time and in line with specifications to impact the desired results and achieve targets set.

Therefore, the success of the MLSCN 2024 – 2027 Strategic Plan in delivering the strategic objectives and outcomes will be highly dependent on the efficiency of implementation of the strategic initiatives identified and documented in the Strategic Plan.

Perhaps the most important factor for ensuring that strategic initiatives are implemented is the availability of funds through appropriate budgetary allocation. This means that specific budgetary allocations are made to fund initiatives that have been identified in the MLSCN 2024 – 2027 Strategic Plan as a matter of priority because they are meant to assist the Council to achieve the strategic objectives and desired outcomes.



11. ORGANIZATIONAL SET UP FOR EFFECTIVE STRATEGY EXECUTION

All organizations that are successful with strategy execution show a common trait; they have a strong internal organ that coordinates strategy execution in the organization. In MLSCN, this organ is the Health Laboratory, Planning, Research and Statistics Department (HLPRS). The Department should be strengthened to enable it to play the expected roles in coordinating the execution of the MLSCN 2024–2027 Strategic Plan, monitoring and reporting performance of the Council.

Furthermore, a Strategic Management Implementation Committee with strong representation from all the Departments should be set up to compliment the efforts of the HLPRS. This Committee will meet monthly to review departmental performance and organizational achievement of the Strategic Plan in the overall.

In summary, the critical success factors for an effective MLSCN 2024–2027 Strategic Plan are presented below:



CONTINUING STRATEGIC MANAGEMENT PLAN ESSENTIALS:







**MEDICAL LABORATORY SCIENCE
COUNCIL OF NIGERIA**



