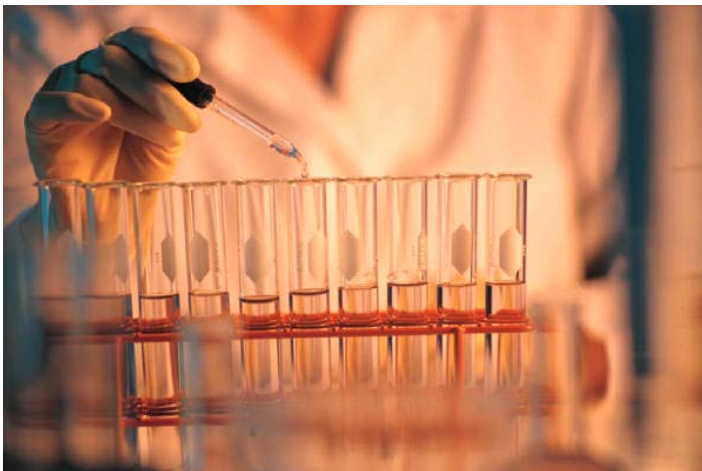


# CDC/APHL Laboratory Efficiencies Initiative (LEI)

“The LEI needs to accomplish what more than 100 individual labs cannot accomplish by working alone.”

– Dr. Thomas Frieden



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# LEI: High-Efficiency Practices

- Sharing testing services (intra- and inter-state)
- Optimum models of service organization
- Application of informatics solutions
- Standardization of testing platforms
- Workforce development
- Workflow efficiencies (Lean, Six Sigma)
- Generation of new revenue streams
- Procurement cost-savings



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# Major LEI Accomplishments/Activities

## ❑ Test Sharing

- Currently gathering information from PHL directors for “Policy Guide”
- CDC FOA for multi-state consortia is in development

## ❑ Optimum Models of Service Organization

- “Practical Guide to Assessing & Planning Implementation of PHL Service Changes” (June 2012)
  - Adapted for “California’s Guide for Assessing & Implementing PHL Service Changes” (May 2013)
- Developing a PHL information management tool to enable future export of data into a national directory

## ❑ Informatics Solutions

- “Informatics Self-Assessment Tool for Public Health Laboratories” (June 2013)



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# Major LEI Accomplishments/Activities

## ❑ Workforce

- Comprehensive PHL workforce competencies in process
- APHL/CDC PHL workforce strategy being developed (kickoff meeting May 13-14, 2013)

## ❑ Revenue Generation

- APHL developing information resources

## ❑ Procurement Cost-Savings

- APHL: Surveys and exploration of new mechanisms
- CDC: Cross-cutting procurement task force



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# Consolidation of CDC and APHL Data

Billie Juni  
June 3, 2013



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# Speaker Disclosure

*The APHL adheres to established standards regarding industry support of continuing education for healthcare professionals. The following disclosure of personal financial relationships with commercial interests within the last 12 months as relative to this presentation have been made by the speaker.*

Billie Juni --- Nothing to disclose

# Background Information

- A key goal of the Laboratory Efficiency Initiative (LEI) is to ensure public health laboratories always have the data needed as guidance/evidence to make critical decisions.
- LEI supports collection and reporting of data and information related to the capabilities, capacities, organization, and services of PHLs.
- Consolidation of CDC and APHL data allows PHLs to make full use of this data and supports the LEI vision of long-term sustainability for PHLs.

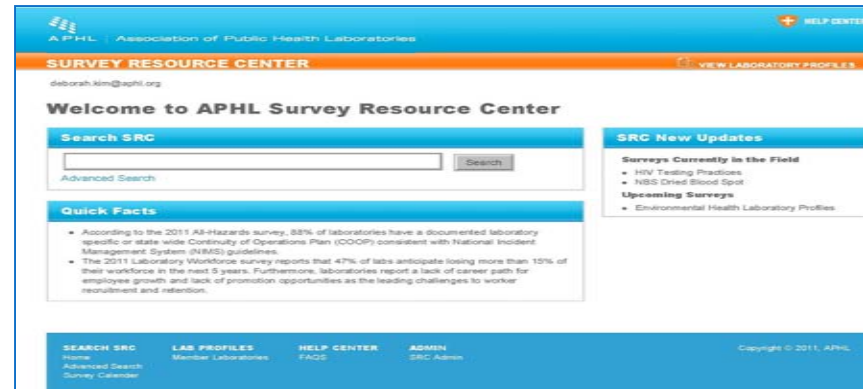
# LEI-Data Subcommittee

- A joint CDC/APHL committee to guide data gathering efforts recognized the need to:
  - Reduce duplication
  - Provide better access to data
  - Increase awareness of data and its availability
- This joint CDC/APHL committee eventually became the LEI-Data Subcommittee.
- The LEI-Data subcommittee identified the need to have data and information in one central location.



# Survey Resource Center

- The SRC is a searchable database of APHL survey data
- Used for trending, benchmarking and reporting purposes
- View individual and aggregate laboratory data and filter on categories
- Laboratory directors, their designees and key CDC personnel have access



# Consolidating Data

- Importing selected CDC program data into the SRC
- Identified the specific program data
  - Based on data consolidation exercise
- Requested permission to migrate data to SRC
  - Via conference calls
  - Meetings with program staff

# Consolidating Data (cont.)

- Work with consultant to format data to fit SRC templates
  - Several conference calls to determine data display, data source, timeframe, etc.
  - Data uploaded on test site to ensure data is:
    - Correctly displayed
    - Graphs are relevant
- CDC data will be in SRC soon

# Original Data Format



State	C_NumLab1	C_NumLab2	C_NumLab3	C_NumMethCore	C_NumMethAdd	C_NumMethTotal
AL		One		8	2	10
AK		One		8	0	8
AZ		One		9	2	11
AR		One		7	1	8
CA	One			9	4	13
CO		One		8	0	8
CT		One		8	0	8
DE		One		9	0	9
FL	One		One	9	4	13
GA		One		9	0	9
HI		One		8	0	8
ID		One		9	1	10
IL			Three			N/A
IN		One		9	1	10
IA		One		9	1	10
KS		One		7	0	7
KY			One			N/A
LA		One		7	0	7
ME		One		8	1	9
MD		One		9	0	9
MA	One			9	4	13
MI	One			9	4	13
MN	One			9	3	12
MS		One		9	1	10
MO		One		9	2	11
MT		One		6	0	6
NE		One		8	0	8
NV		One		9	2	11
NH		One		7	0	7
NJ		One		6	0	6
NM	One			9	4	13
NY	One			9	4	13
NC		One		9	1	10
ND		One		3	0	3
OH		One		1	0	1
OK			One			N/A
OR			One			N/A
PA		One		9	2	11

# Data in Import Templates

ExternalQuestionID	QuestionType	OriginalQuestionText
1	Numeric	1. Indicate the number of LRN-C level 1 labs.
2	Numeric	2. Indicate the number of LRN-C level 2 labs.
3	Numeric	3. Indicate the number of LRN-C level 3 labs.
4	Numeric	4. What was the number of core methods demonstrated by Level 1/Level 2 labs? [1/1/2011 - 12/31/2011]
5	Numeric	5. What was the number of additional methods demonstrated by Level 1/Level 2 labs? [1/1/2011 - 12/31/2011]
6	Numeric	6. What was the total number of total methods demonstrated by Level 1/Level 2 labs? [1/1/2011 - 12/31/2011]
7	Single Choice	7. What was the LRN-C level 1 lab's grade in its ability to collect, package, and ship samples during LRN exercise [1/1/2011 - 12/31/2011]
8	Single Choice	8. What was the LRN-C level 2 lab's grade in its ability to collect, package, and ship samples during LRN exercise [1/1/2011 - 12/31/2011]
9	Single Choice	9. What was the LRN-C level 3 lab's grade in its ability to collect, package, and ship samples during LRN exercise (First) [1/1/2011 - 12/31/2011]
10	Single Choice	10. What was the LRN-C level 3 lab's grade in its ability to collect, package, and ship samples during LRN exercise (Second) [1/1/2011 - 12/31/2011]
11	Single Choice	11. What was the LRN-C level 3 lab's grade in its ability to collect, package, and ship samples during LRN exercise (Third) [1/1/2011 - 12/31/2011]
12	Single Choice	12. What was this lab's Pop Proficiency Test (PopPT) participation status?
13	Numeric	13. How many chemical agents were detected by level 1 / level 2 labs during LRN PopPT exercise? [7/18/2011]
27	Text	13. How many chemical agents were detected by level 1 / level 2 labs during LRN PopPT exercise? [7/18/2011] (Other/NA Explanation)
14	Numeric	14. What was the total number of chemical agents detectable by level 1 / level 2 labs during LRN PopPT exercise? [7/18/2011]
15	Single Choice	15. What was the reason the awardee participated in the surge capacity exercise? [4/4/2011 - 4/8/2011]
16	Numeric	16. What was the average number of minutes to process and report on each sample in surge capacity exercise? [4/4/2011 - 4/8/2011]
17	Numeric	17. How many national labs in LRN could test for biological agents (includes both those labs participating and not participating in proficiency testing)? [12/31/2011]
18	Numeric	18. How many reference labs in LRN could test for biological agents (includes both those labs participating and not participating in proficiency testing)? [12/31/2011]
29	Text	18. How many reference labs in LRN could test for biological agents (includes both those labs participating and not participating in proficiency testing)? [12/31/2011] (Other Specified)
19	Numeric	19. How many proficiency tests were passed by LRN reference labs and national labs? [1/1/2011 - 12/31/2011]
20	Numeric	20. How many proficiency tests were participated in by LRN reference labs and national labs? [1/1/2011 - 12/31/2011]
21	Single Choice	21. What was the LRN notification drill 1 outcome? [June 2011]
22	Single Choice	22. What was the LRN notification drill 2 outcome? [August 2011]
23	Numeric	23. What was the number of E. coli samples for which state/locality performed tests? [8/10/10-8/9/11]
24	Numeric	24. What percentage of E. coli test results were submitted within 4 working days? [8/10/10-8/9/11]
25	Numeric	25. What was the number of L. monocytogenes samples for which state/locality performed tests? [8/10/10-8/9/11]
26	Numeric	26. What percentage of L. monocytogenes test results submitted within 4 working days? [8/10/10-8/9/11]




# Data in SRC


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 HELP CENTER

---

**SURVEY RESOURCE CENTER**

 VIEW LABORATORY PROFILES


deborah.kim@aphl.org
 
 Survey Resource Center > Search Results











## Search Results

[Advanced Search](#)

Results per page: 
 < PREVIOUS 1 2 3 4 5 NEXT >

**INSTRUCTIONS**  
 Select one or more questions to display answers in crosstab view.  
 Showing 1 - 10 of 46 questions from 4 survey(s)  
[Select All](#) | [Clear All](#)

 PRINT RESULTS

Display Answer	Question	Survey Name	Survey Year	Graph Available
<input type="checkbox"/>	1. Please indicate the number of instruments that are currently available in your laboratory for performing LRN-B assays.: ABI 7000	CDC Data: LRN Biological - DPEI/NCEZID	2012	<input type="text" value="Numeric Summary"/> 
<input type="checkbox"/>	1. Indicate the number of LRN-C level 1 labs.	CDC Data: OPHPR-PHEP-LRN	2012	<input type="text" value="Numeric Summary"/> 
<input type="checkbox"/>	1. What is the LRN-C PHL Level?	CDC Data: LRN Chemical - DLS/NCEH	2012	<input type="text" value="Numeric Summary"/> 
<input type="checkbox"/>	2. Please indicate the number of instruments that are currently available in your laboratory for performing LRN-B assays.: ABI 7500 Fast	CDC Data: LRN Biological - DPEI/NCEZID	2012	<input type="text" value="Numeric Summary"/> 
<input type="checkbox"/>	2. Indicate the number of LRN-C level 2 labs.	CDC Data: OPHPR-PI ICP-LRN	2012	<input type="text" value="Numeric Summary"/> 
<input type="checkbox"/>	3. Please indicate the number of instruments that are currently available in your laboratory for performing LRN-B assays.: ABI 7500 Fast DX	CDC Data: LRN Biological - DPEI/NCEZID	2012	<input type="text" value="Numeric Summary"/> 
<input type="checkbox"/>	3. Indicate the number of LRN-C level 3 labs.	CDC Data: OPHPR-PHEP-LRN	2012	<input type="text" value="Numeric Summary"/> 
<input type="checkbox"/>	4. Please indicate the number of instruments that are currently available in your laboratory for performing LRN-B assays.: Bio-Plex/Luminex	CDC Data: LRN Biological - DPEI/NCEZID	2012	<input type="text" value="Numeric Summary"/> 
<input type="checkbox"/>	5. Please indicate the number of instruments that are currently available in your laboratory for performing LRN-B assays.: Lightcyder 1.2	CDC Data: LRN Biological - DPEI/NCEZID	2012	<input type="text" value="Numeric Summary"/> 
<input type="checkbox"/>	6. Please indicate the number of instruments that are currently	CDC Data: LRN	2012	<input type="text" value="Numeric Summary"/> 

# Consolidating Data (cont.)

- Revised APHL data access and sharing policy to include CDC data
  - Received feedback from subcommittee members and APHL staff
  - Revised policy to be more comprehensive
  - Included language on permission to use identifiable data, details on data access and publication guidelines
  - APHL BOD just approved the policy

# Next Steps

- Upload approved CDC data into “live” SRC site
- Promote the SRC to increase awareness and utilization
- Include data from additional CDC programs
- Update the database with current APHL and CDC data.
- Make SRC upgrades/improvements to meet user needs

Thank You!

# Public Health Laboratory Management Database Tool

June 3, 2013



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“The LEI needs to accomplish what more than 100 individual labs cannot accomplish by working alone.”

– Dr. Thomas Frieden



# The Players and the Process

<b>Simon Adebola</b> CDC	<b>Christine Bean</b> New Hampshire PHL	<b>Karen Breckenridge</b> APHL
<b>Roberta Carey</b> CDC	<b>May Chu</b> CDC	<b>Kelley Hise</b> CDC
<b>Billie Juni</b> Minnesota PHL	<b>Deborah Kim</b> APHL	<b>Grace Kubin</b> Texas State PHL
<b>Nastassia Laster</b> CDC	<b>Tony Moulton</b> CDC	<b>Renee Ned</b> CDC
<b>Angelica O'Connor</b> CDC	<b>John Ridderhof</b> CDC	<b>Bonnie Rubin</b> State Hygienic Laboratory at the University of Iowa
<b>Alvin Shultz</b> CDC	<b>Angela Starks</b> CDC	<b>Justin Underwood</b> APHL

# The What????

- **Access database modeled after the CDC OIG Laboratory Quality Management Program database but tailored for SPHL use**
- **A tool for each PHL to manage and control their own capacity data.**
- **APHL will create a nationwide test service directory.**

# Database Features

- **General personnel information (e.g., number of FTEs and non-FTEs, classifications, and education levels)**
- **Tests performed, equipment used and testing methodologies**
- **Certification/accreditation related information**
- **Organizational information**
- **Equipment inventory**

# How does it work?

- **Each PHL will receive own database to update and maintain**
- **Each PHL can view standard reports and query data**
- **APHL will remind each PHL to update database**
- **Each PHL will upload the updated database to APHL on yearly basis**



# What's in it for me?

- **Run reports and queries for one lab or for multiple labs if you have more than one lab in your SPHL system**
- **Will contain information that can be easily used to meet the APHL survey and CDC data requests**
- **Centralized location to find information about the laboratory**



State - Name of Laboratory  
Lab Classification, CLIA #

Main data	Personnel Data	CLIA Data	Testing Data	Equipment
State <input type="text"/> <input type="button" value="v"/>	Name of Laboratory <input type="text"/> <input type="button" value="v"/>	CLIA # <input type="text"/>	<input type="text"/>	<input type="text"/>
	Last <input type="text"/> First <input type="text"/>			
Person Responsible for Updates				

### Leadership

Position	First Name	Last Name	Phone	Email
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Emergency Contact Last First 24-hour Phone Number

### Regulatory & Quality Systems

What accreditation or certification is your laboratory subject to?

CLIA     ISO15189     NELAP     Other  
 CAP     ISO17025     Select Agent

What agencies or associations is your laboratory subject to?

A2LA     AIHA     ASCLD     APHIS     CMS     CAP     ELLAP  
 EPA     FDA     NIST/ NVLAP     PHAB     SFT     TNI     Other

Quality Manager(s)	First Name	Last Name	Phone	Email
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

### Location Data

Street Address	City	State	Mailing Address	Training Lab Capacity	Square Footage	No. of BSL Labs		
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	Yes <input type="button" value="v"/> No <input type="button" value="v"/>	<input type="text"/>	BSL <input type="text"/>	BSL <input type="text"/>	BSL <input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="button" value="v"/>	<input type="text"/>	2 <input type="text"/>	3 <input type="text"/>	4 <input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="button" value="v"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="button" value="v"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>



Data

Personnel Data – questions below are regarding staff that work in laboratories

Number of *filled* FTE positions

Table 1

Staff	# of Staff
Laboratory Staff (bench and supervisory)	o
Laboratory support staff (admin & clerical, not IT)	o
Laboratory IT Staff	o
<b>Filled Staff TOTALS</b>	<b>o</b>

Number of *vacant* FTE positions

Table 2

Staff	# of Staff
Laboratory Staff (bench and supervisory)	o
Laboratory support staff (admin & clerical, not IT)	o
Laboratory IT Staff	o
<b>Vacant Staff TOTALS</b>	<b>o</b>

Education levels for all filled lab and support staff positions

Table 3

Highest Degree Attained	# of Staff
Doctoral	o
Master's	o
Bachelor's	o
Associate's	o
High School Diploma	o
Fellows/Interns/Externs	o
Other	o
<b>Education TOTALS</b>	<b>o</b>



Main data	Personnel	CLIA Data	Testing Data	Equipment
-----------	-----------	-----------	--------------	-----------

How many non-CLIA tests are performed in a 12 month period?

How many CLIA tests are performed in a 12 month period?

Test examples: a cluster of assays that provides a phenotypic identification; a susceptibility test (e.g., MIC or disk diffusion); typing of an organism (e.g., serological or by PFGE); nucleic acid sequencing for identification of an organism.

## Personnel Data – questions below are regarding staff that work in laboratories

### CLIA Personnel

Lab Director						
Last	First	Phone	Email	Certificate #	Area of responsibility	# of CLIA Labs responsible for

Clinical Consultant						
Last	First	Phone	Email	Area of responsibility	Qualifications	

Technical Supervisor						
Last	First	Phone	Email	Area of responsibility	Qualifications	

General Supervisor						
Last	First	Phone	Email	Area of responsibility	Qualifications	

Testing Personnel						
Last	First	Area of responsibility	Qualifications	Lab Start Date		

### Proficiency Testing or Alternative Proficiency Test

Provider	Program(s)

### Audits & Inspections

Date of Last Inspection?





Main data	Personnel	CLIA Data	Testing Data	Equipment
What tests are offered by the lab?	Category		Test Volume	
	SubCategory		Laboratory Section	
	Test		POC First Name	
	Test Description		Location	
			Year of Record	
			Test Number	

Testing Performed

Test #	Category	Subcategory	Test	
1				Show Details
2				Show Details
3				
				Show Details
				Show Details
				Show Details
				Show Details
				Show Details
				Show Details
				Show Details
				Show Details
				Show Details
				Show Details

The fields above are the details to the records below. When you select a record below you will see the detail for that record above and can modify it in the section above.



Main data Personnel CLIA Data Testing **Equipment**

Equipment List – Automated or specialized test related equipment

Instrument Type	Manufacturer	Model	Building	Location	# of Instruments	LIMS Integration	Comment	Service Contract
PCR, thermal cycler	Agilent	Stratagene 3000	Whitaker	235	7	<input type="checkbox"/> yes <input type="checkbox"/> no		<input type="checkbox"/> yes <input type="checkbox"/> no



Thank You!

# Workforce Competencies for Public Health, Environmental and Agricultural Laboratories

Jack DeBoy, DrPH

June 3, 2013

APHL Annual Meeting, Raleigh, NC



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# Speaker Disclosure

*The APHL adheres to established standards regarding industry support of continuing education for healthcare professionals. The following disclosure of personal financial relationships with commercial interests within the last 12 months as relative to this presentation have been made by the speaker.*

DeBoy --- Nothing to disclose

# Background History -- Early

1943 Military workforce competencies

1956 Bloom's taxonomy

1960 Private sector

1970 Educational relevance

# Background History -- Recent

- 2004 PHF's Council on Linkages (Public health professionals)
- 2004 Association of Schools of PH (MPH graduates)
- 2005 CDC (Informatics)
- 2009 CSTE and CDC (Epidemiology)
- 2010 CDC and APHL (Lab. biosafety)

# Background History – APHL's WDC

- Personnel standards
- Compensation
- National certification
- **Workplace competencies**
- Core academic courses/curricula
- Doctoral program in PHLSAP
- Recruitment, retention, and  
succession planning
- Career marketing



# Background History – APHL/CDC

- 2011 WDC initiated core competency project for PHEALs
- 2012 APHL and CDC formed partnership; Support obtained under CDC's LEI; Initial project planning undertaken

# Why Workforce Competencies?

- Developing

  - Job descriptions

  - Performance objectives

  - Competency assessments

  - Development plans

  - Training plans

  - Curricula

  - Certification exams

# Why Workforce Competencies?

- Conducting

  - Employee performance reviews

  - Curricula reviews

- Preparing for

  - Personal certification

  - Organizational accreditation

# Project Design Criteria

1. Must focus on PHEALs
2. Must have proficiency levels
3. Must be standardized in format
4. Must meet national regulatory standards
5. Activities must be captured at the competency level (not the task level)

# Competency Structural Components

Domains



Core Competencies



Sub-competencies



Proficiency Levels

# Competency Structural Components

- Domain

a field of action, thought,  
range of personal knowledge,  
and/or responsibility,  
delineated into competencies



# Competency Structural Components

- Core Competency

an important functional topic that is sufficiently broad to include a number of sub-competencies

# Competency Structural Components

- Sub-competency

A single or specific aspect of a competency

# Competency Structural Components

- Proficiency Levels

Beginner (entry-level)

Competent (mid-level)

Proficient (senior level)

Expert (expert level)

# Competency Framework -- Overview

## A. Domain Title and Description

1.00 Core competency statement

1.01 Sub-competency for each proficiency level

1.02 Sub-competency for each proficiency level

2.00 Core competency statement

2.01 Sub-competency for each proficiency level

2.02 Sub-competency for each proficiency level

## B. Domain Title and Description

# Domains & Descriptions as of 5/13

- Quality Management Systems
- Management & Leadership
- Communication
- General Laboratory Practice
- Workforce Training
- Bioinformatics
- Surveillance
- Emergency Preparedness and Response
- Professionalism in the Laboratory
- Safety
- Security
- Informatics
- Microbiology
- Chemistry
- Research

# Domain Relationships





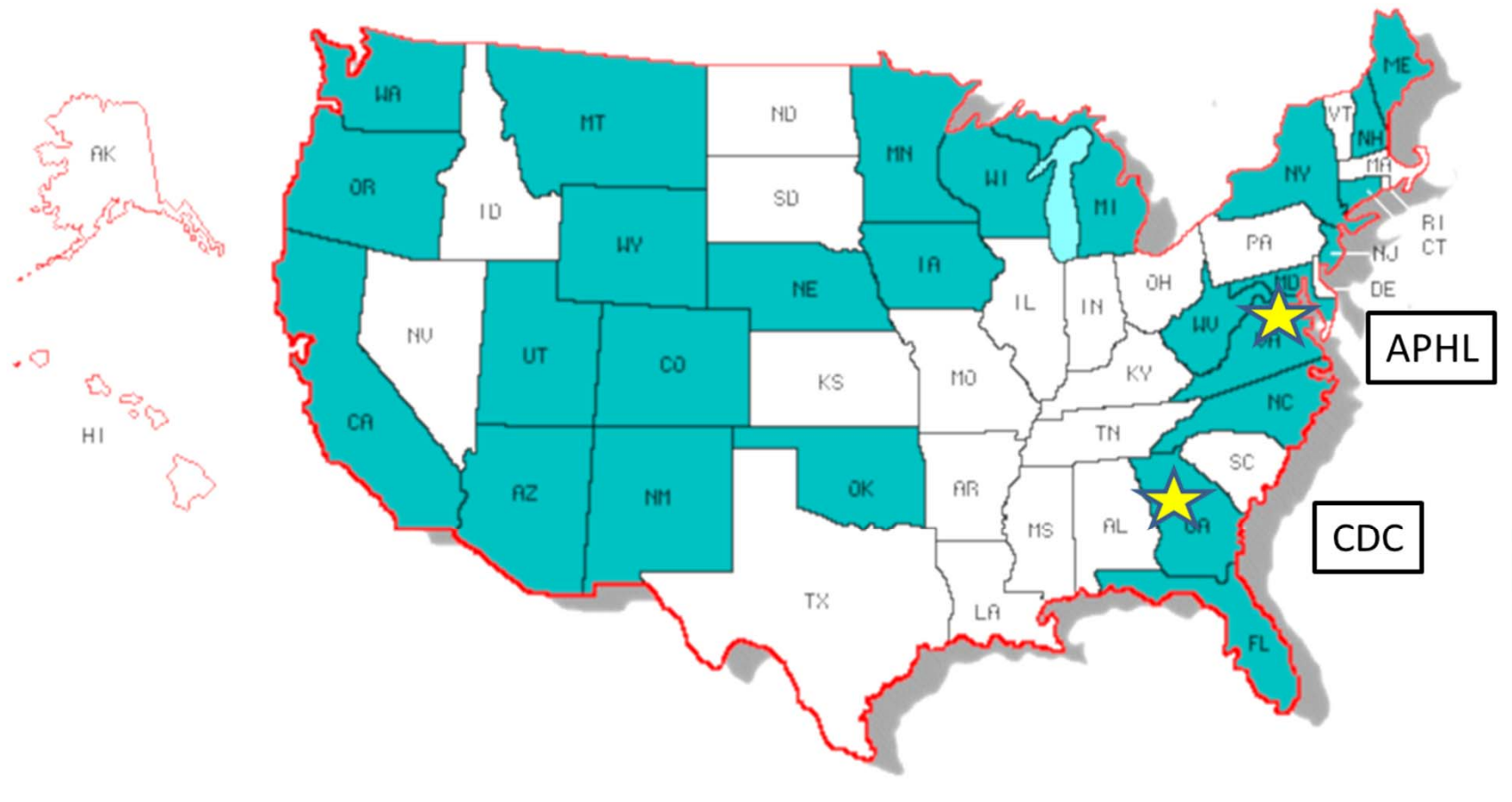
# Competencies: Microbiology

Domain	<b>Microbiology</b> [Draft: Excerpt PHL Workforce Competencies May 2013]			
Domain Description	The competencies in Microbiology address the knowledge, skills, and abilities needed to safely and securely detect, identify, and report infectious agents while following the laboratory path of workflow.			
Proficiency levels	Beginner (Entry Level)	Competent (Mid-Level)	Proficient (Senior Level )	Expert (Expert Level )
3.00 Competency Pre-examination	<b>Describes the skills necessary to appropriately assess microbiological samples during the phase prior to the actual performance of testing.</b>			
3.01 Sub-competency Sample collection and handling	Describes routine sample collection procedures for microbiologic examination and appropriate labeling	Consults on non-routine sample collection procedures for microbiologic examination	Monitors for compliance to established protocols on all sample collection and handling	Ensures sample collection and labeling procedures for microbiologic examination are optimal for testing methods

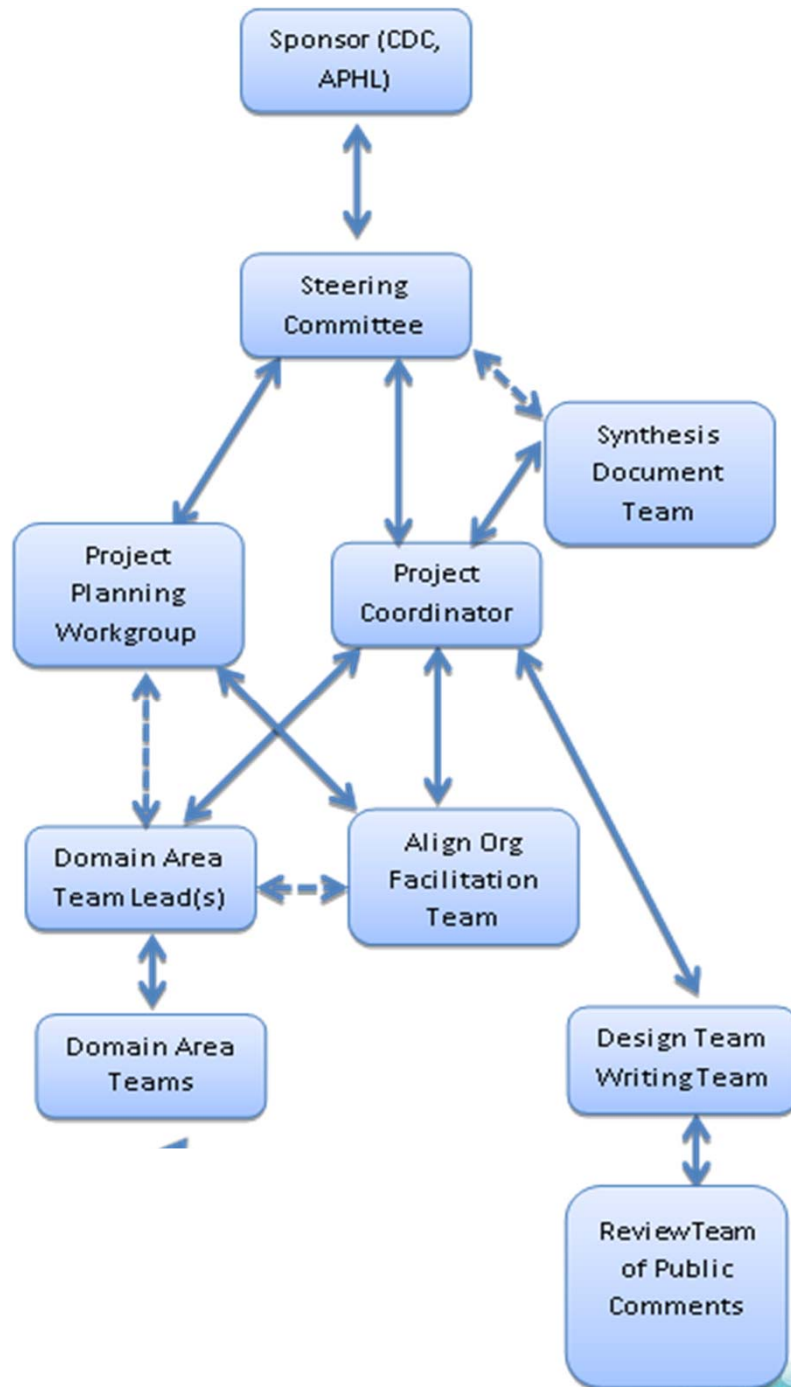
# Project Infrastructure

<u>Workgroup</u>	<u>Members</u>	<u>Some Responsibilities</u>
Steering Comm.	12	Scope, timelines, reviews
Synthesis Team	8	Strawman doc.; synthesis of domain teams' work
Domain Teams	88	Developing competencies
Public Reviewers	100+	Vetting competencies
Doc. writing team	8	Drafting for publication
AlignOrg Solutions	5	Facilitation
Proj. Coordinator	1	Coordination and oversight

# States Contributing Project Participants



# Workgroup Interactions



# Project Milestones Met

- Sep. '12 Project scope and timelines set
- Oct. '12 Orientation to competency writing
- Dec '12 Strawman competencies completed
- Jan '13 Domain teams began meeting weekly to draft competencies
- Apr. '13 Domain teams' drafts underwent initial review and editing

# Project Milestones to Be Met

- Jun. '13 Final edits by domain team leads;  
Public reviewers solicited
- July '13 Reviewers use doc. review tool with all  
domains' competencies
- Aug. '13 End of public comment period;  
Steering Comm. reviews public comments
- Sep. '13 Writing Team begins drafting for pub.
- Jan. '14 Document submitted for publication



# Reviewer Solicitation

Cathy Johnson, Project Coordinator

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E-mail

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# Steering Committee

Jack DeBoy (APHL)

Cathy Johnson (APHL)

Renee Ned (CDC)

Eva Perlman (APHL)

Pandora Ray (APHL)

John Ridderhof (CDC)

Judy Delany (CDC)

Wendi Kuhnert (CDC)

Jan Nicholson (CDC)

Anne Pollock (CDC)

Penny Reese (CDC)

# Synthesis Document Team

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Jack DeBoy (APHL)

Michael Pentella (APHL)

Renee Ned (CDC)

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# Questions? Comments? Suggestions?

For more information on the Laboratory Efficiencies Initiative please visit [www.aphl.org/lei](http://www.aphl.org/lei).



LABORATORY  
EFFICIENCIES  
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Transforming to a Sustainable Public Health Laboratory System

