Science to policy at a provincial level: lessons from Preston Manning, Dragon’s Den and environmental movements

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What we say to dogs

Okay, Ginger! I've had it! You stay out of the garbage! Understand, Ginger? Stay out of the garbage, or else!

What they hear

blah blah GINGER blah blah blah GINGER blah blah blah GINGER blah blah blah GINGER blah...
The science - policy disconnect

• Science takes a long time to get results
  – Research programs take years/decades

• Science is often equivocal (at least in the beginning)
  – “Truth” changes over time (ie. flat earth, smoking doctors, diet advice)
  – Experimental science is often narrow and simplistic

• Science is expensive

• Science is confusing/intimidating to others

• Policy must be timely
  – Often reactive to issues
  – Pressure to “do something”

• Policy must set clear direction
  – Often working with incomplete information
  – Must work in real world complexity
  – Often bound by precedent

• Policy is very, very cost conscious

• Policy language must be clear to average people
Lessons from Preston Manning

• Build your network
  – meet lots of people and find out their interests
  – Find common ground and assemble groups of like-minded individuals

• Ride the wave
  – timing is everything
  – be ready when the opportunity presents itself

• Recognize the “political capital” cost

• Hold steady when you launch
Lessons from Dragon’s Den

• Speak the right language
  – What are the “drivers”
  – what are we trying to accomplish/fix

• Prepare, prepare, prepare

• Know what you want - $, marketing expertise

• Be realistic
  – know your value
  – settle for partial wins; press on to the bigger goal.

• Have some proven success
  – lots of people have lots of ideas - but few have demonstrated commitment
Lessons from environmental movements

• Know the ultimate goal and pursue it relentlessly
  – Save the ______; Ban _______
  – Green energy

• Package it in a way that makes sense to the public
  – “heritage for our children”
  – “think globally - act locally”

• Be prepared to switch strategies
  – Confrontation → legislation → collaboration
“Good managers don’t make policy decisions” — H. Edward Wrapp (1967)

• Keep networks open

• Concentrate on a few priorities

• Identify corridors of indifference – these are points of influence (lead from the middle)

• Fit into the big picture (leverage strategies of the organization)

• Spot opportunities and when to take advantage
The challenge: H5N1 influenza

• H5N1 threat from SE Asia
  – Lots of unknowns –
    • Avian (domestic ducks)
    • Human contact
    • Wild geese?

• Human health
  – Low morbidity
  – High mortality (50%)
The response: H5N1 Influenza

• How Manitoba responded
  – Action directed by the Premier
  – Creation of an avian influenza response plan and structure
  – over 30 different agencies
  – Jointly coordinated by MB Emergency Measures Organization and Public Safety Canada
  – Human and animal health worked collaboratively
  – Began the process of holistic thinking and knowledge translation across disciplines
Manitoba's Animal Emergency Response Plan

SCHEDULE D – FAN OUT SEQUENCE

Tier 1
Initial Risk Assessment

Tier 2
Notification of Emergency Mgmt Agencies, Govt Councils/Committees, and Headquarters

Tier 3
Notification of Steering Committee Members / Federal Coordination Group (FCG)

Tier 4
Notification of Additional AI Working Group Members / Additional FCG Managers

Tier 5
Additional Notifications, as Necessary

CFIA
EC - CWS
HC / PHAC (EM COORD)
HRSDC - LP
PFRA
NCFAD
AAFC
DND
RCMP
CBSA
INAC

GOC
FCSC
MFCC
HQ OF FEDERAL AGENCIES

PS CANADA

EMO (24/7)

DM COMMITTEE STAFF

MHHL (CPPHO)

MHHL (ODM)

CSM
MB CONSERVATION
MHHL (ODM)

POULTRY
SWINE
RHA(S)

Affected Municipality

MB Veterinary Diagnostic Services sends sample to National Centre for Foreign Animal Disease

CFIA (RD)

MAFRI (CVO)

MHHL (ODM)
The challenge: pandemic H1N1 influenza

- Triple reassortment
  - Swine
  - Avian
  - Human

- Human risk to animals
  - not previously considered
The response: Pandemic H1N1 influenza

• Increased collaboration between provinces (CVOs and CMOHs)

• Integration of industry into the response

• Series of ad hoc national scientific working groups – risk assessment, surveillance, public health recommendations
Salmonella enteriditis

Highlights Need to Share “Policy Space”

S. Enteriditis Human Cases
1992 - 2009

SE Positive Poultry Flocks from Vetlab, 2005-2009
SE Influence Diagram

CONCEPT FLOWCHART FOR SE DISEASE: FARM TO FORK

INPUTS
- FEED MILLS
- HATCHERIES
- GRAIN FARMS
- MANURE

PRODUCER
- POULTRY: MEAT, EGG, BREEDER FLOCK
- MARKET GARDEN
- GRAIN

PROCESSOR
- ABATTOIR TO MEAT CUTTING
- BAKERY
- MEAT CUTTING

RETAIL & DISTRIBUTION
- FARMERS MARKETS

HOME GROWN

HOME

FOOD CONTAMINATION
- STORAGE
- FREE
- COOKING

EATING ESTABLISHMENT

PERSON
- ENVIRONMENTAL TRAVEL
- ANIMAL CONTACT
- WATER PERSON TO PERSON

AH MARKETING PROGRAM
- FTP SE SURVEILLANCE

ANIMAL DIAGNOSTIC LABS
- REGULAR INSPECTION

REGULAR INSPECTION

MH DATABASE
- DIAGNOSTIC LABS

Developed by SE Surveillance Task Group, Feb. 2012
The response: *Salmonella enteritidis* surveillance in poultry and people
The response: creating a One Health framework

- Departments conceptually agree at working level & director level
- Departments agree at ADM level
- Find a champion
- Create a framework/ mechanism to insert One Health into mindset and facilitate adoption
- Dedicated people to carry forward the project
Draft collaborative OWOH framework in Manitoba

One Health Steering Committee

Joint recommendations (policy, technical)

ADM / Exec director

Technical experts

Issue WG

Issue WG

Issue WG

Issue WG

Think tank
Conclusions

• Science contributes to, but does not control policy

• Be thinking ahead; be ready

• Build networks and spheres of influence

• Build towards a long term outcome

• Be patient, but persistent
“The significant challenges we face cannot be solved at the same level of thinking we were at when we created them.”

A. Einstein