

JOINT ROADMAP FOR IMPROVED ONE-HEALTH COLLABORATION IN SERBIA (NATIONAL BRIDGING WORKSHOP – NOVEMBER 2019)

Action	Timeline	Difficulty (1-3 scale)	Impact (1-3 scale)	Responsibility	Process
JOINT RISK ASSESSMENT & JOINT SURVEILLANCE					
Objective 1: Build capacities to strengthen the surveillance system and sharing of information between both sectors					
1.1 Establish a joint surveillance working (sub-)group (JSWG) at national (ministerial) and institutional levels	June 2020	++	+++	Joint Working Group on Zoonoses (JWGZ), Department for Public Health of MoH (DPH), Department for Animal Health of MoA (DAH)	<ol style="list-style-type: none"> 1) Establish joint surveillance working groups at national and institutional levels 2) Develop ToR for JSWGs at all levels 3) Develop working plans for JSWGs at all levels 4) Nominate members of JSWGs (six experts including chairman at the national level)
1.2 Develop an electronic surveillance system for the public health sector and integrate it with existing electronic surveillance system for the animal health sector at all health care levels	April 2021	+++	+++	JSWG, DPH, DAH	<ol style="list-style-type: none"> 1) The integrated electronic surveillance system should ensure routine sharing of data related to priority zoonoses 2) National JSWG to agree on the type and format of data to be shared between the sectors 3) National JSWG to develop technical specifications including databases, interface, incorporation of GIS, etc. 4) Tender an IT company 5) Develop and test the electronic system 6) Legitimize and implement 7) Train relevant personnel at all levels
Objective 2: Harmonize national surveillance system					
2.1 Identify priority zoonotic diseases of joint concern	2021	+	++	JSWG, DPH, DAH	<ol style="list-style-type: none"> 1) Develop concept note 2) Develop/adapt methodology (encountering results of strategic risk assessment (activity 4.3)) 3) Conduct a joint workshop on prioritization of zoonotic diseases 4) Prepare workshop report and approve by both sectors
2.2 Revise the operational framework for evidence-based surveillance in both sectors	April 2020	+	++	JSWG, DPH, DAH, Veterinary Institutes Belgrade, IPHS Batut	<ol style="list-style-type: none"> 1) To prepare a draft version of an operational framework conduct a meeting with six representatives, three from each sector: <ol style="list-style-type: none"> a. one representative from each ministry, MoH and MoA, b. two representatives from the epizootiology units from Veterinary Institutes Belgrade and c. two epidemiologists from IPHS Batut 2) Clearly define an operational framework with terms of reference that will be applicable in both sectors

					<p>3) Share the draft version between Batut and Veterinary Institute Belgrade and after that send the draft version for revision and approval to the two ministries.</p> <p>4) When the document is approved and signed by the two ministries share the document in paper form with both sectors.</p> <p>5) Share the document on the web page of both ministries, Batut and Veterinary Institute Belgrade</p>
Objective 3: Institutionalize system for continuous joint risk assessment and risk mitigation					
3.1 Establish a multisectoral working (sub-)group for joint risk assessment (JRAWG) at the national level	May 2020	++	+++	JWGZ, DPH, DAH	<p>1) Conduct a multisectoral meeting to establish JRAWG</p> <p>2) Nominate members from DPH, DAH, NRL, Institutes, academia, and identify chairman</p> <p>3) JRAWG to develop ToR</p> <p>4) Develop a working plan and modality of work</p>
3.2 Conduct workshop to adopt the methodology of WHO/OIE/FAO on joint risk assessment (JRA)	June 2020	+	++	JRAWG	<p>1) Request the workshop</p> <p>2) Nominate participants</p> <p>3) Organize and conduct the JRA workshop</p> <p>4) Adopt JRA methodology and develop recommendations / guidelines</p>
3.3 Conduct joint risk assessment	November 2020	++	+++	JRAWG	<p>1) Systematically conduct JRA for priority zoonoses</p> <p>2) Develop JRA reports</p>
3.4 Develop and implement a mechanism for integrating risk assessment and surveillance data	2021	++	+++	JRAWG	<p>1) Conduct technical meetings annually</p> <p>2) Systematically update surveillance operational framework (activity 2.2) using JRA outcomes</p> <p>3) Regularly inform JRA with surveillance data</p>
3.5 Develop a joint risk management strategy	December 2020	++	+++	JWGZ, JRAWG	<p>1) Develop coordinated procedures for risk management depending on type and levels of risks</p> <p>2) Draft joint risk management strategy including activities to mitigate defined risks</p> <p>3) Seek approval of the strategy by relevant Ministries</p>
JOINT RESPONSE AND FIELD INVESTIGATION					
Objective 4: Strengthen strategic planning and operationability for joint response and field investigation of priority zoonoses					
4.1 Establish a joint working (sub-)group for joint response and field investigation (JWGRI)	2020	+	+++	JWGZ, DPH, DAH, Veterinary Directorate of MoAFW	<p>1) Develop ToR for JWGRI, including analysis of zoonoses trends in Serbia, surveillance data, and JRA reports</p> <p>2) Nominate members including chairman (10 people) and define ToR for each member</p> <p>3) Develop a working plan</p> <p>4) Meet monthly</p>

4.2 Develop a joint national strategic response plan for zoonotic diseases	November 2020	++	+++	JWGRI, DPH, DAH, Veterinary Directorate of MoAFW	1) Map existing supporting documents (rulebooks, guidelines, strategic plans, continuous plans, etc.) 2) Draft a strategic plan 3) Discuss the draft strategic plan with all the stakeholders 4) Finalize the plan 5) Seek approval by both Ministries
4.3 Develop/update contingency and control plans for priority zoonoses	November 2020	++	+++	JWGRI, DPH, DAH, Veterinary Directorate of MoAFW	1) Map all existing contingency/control plans from all sectors for each priority zoonosis 2) Nominate disease technical experts for each priority zoonosis to the respective technical sub-committees of JWGRI (activity 4.1) 3) Develop or update existing contingency/control plans which will include joint actions 4) Make reference for the developed/updated contingency/control plans to the strategic joint response plan
4.4 Develop SOPs/protocols for joint response and field investigation of priority zoonotic diseases outbreaks	November 2020	++	+++	JWGRI, DPH, DAH, Veterinary Directorate of MoAFW	1) Map all existing SOPs/guidelines/rulebooks from all sectors for each priority zoonosis 2) Nominate disease technical experts responsible for the development of SOPs 3) Develop SOPs 4) Reference for the developed/updated SOPs/protocols to contingency/control plans and the strategic joint response plan to build a comprehensive system
Objective 5: Enable joint rapid response to priority zoonoses					
5.1 Establish a system of joint rapid response teams (JRRTs)	December 2019	++	+++	JWGRI, DPH, DAH, Veterinary Directorate of MoAFW	1) JWGRI to ensure legislative basis enabling the functioning of JRRTs across existing legislation 2) Develop ToR for JRRTs 3) Develop ToR for JRRTs members including the person responsible for communication with media 4) Establish JRRTs of all relevant levels 5) Nominate JRRTs members, permanent members should have replacement members 6) Publish all groups at the official websites of both Ministries
Objective 6: Reinforce human resource capacities for joint field investigation and response on priority zoonoses					
6.1 Conduct cascade trainings on joint field investigation and response (from national to local level)	1 year, until November 2020	+++	+++	JWGSZ, JWGRI, Joint Working Group on Trainings and SimEx (JWGTSE), DPH, DAH, Veterinary Directorate of MoAFW	1) Develop a training program covering all aspects of joint field investigation and joint response (according to Activities 4.2-4.4) in line with Activity 10.2 2) Nominate trainers and trainees 3) Conduct inception training to train the trainers (3-days) 4) Conduct a relevant number of cascade trainings on district level

6.2 Conduct regular simulation exercises on joint SOPs/protocols	March 2021	+++	+++	JWGZ, JWGRI, JWGTSSE, DPH, DAH, Veterinary Directorate of MoAFW	<ol style="list-style-type: none"> 1) Develop a plan including the type of exercises, number of participants for each SimEx, priorities, schedule, etc., in line with Activity 10.2 2) Develop content (scenarios, injects, etc.) for each exercise 3) Estimate budgets for each exercise 4) Identify participants for each exercise (JRRT members, epidemiologists, epizootologists, veterinarians, infectionists, hygiene experts, etc.) 5) Conduct table-top and full-scale field simulation exercises according to the plan
COORDINATION					
Objective 7: Establish coordination mechanism between sectors to introduce and promote One Health approach					
7.1 Establish a national joint working group for zoonotic diseases (JWGZ)	March 2020	++	+++	Veterinary Directorate of MoAFW, DPH, Department for Inspections of MoH	<ol style="list-style-type: none"> 1) Develop ToR with a detailed description of the tasks and objectives of JWGZ 2) Ministers of MoH and MoAFW to make an agreement on composition of JWGZ and appoint its members 3) Conduct inception meeting, elect chairman, adopt modality of work and decision-making procedure 4) Form sub-groups for: <ol style="list-style-type: none"> a. Joint surveillance (JSWG, Activity 1.1); b. Joint risk assessment (JRAWG, Activity 3.1); c. Joint response and field investigation (JWGRI, Activity 4.1) 5) Regular quarterly meetings
7.2 Establish JWGZ structure at all levels	June 2020	+	+++	JWGZ	<ol style="list-style-type: none"> 1) After the constitution of the JWGZ, responsible representatives from each sector at both national and local levels to be selected and nominated 2) Nominated professionals at a local level will be focal points and members of local intersectoral teams at Public Health Institutes and Veterinary Institutes 3) JWGZ to develop ToRs for representatives at all levels 4) JWGZ to develop ToR for local intersectoral teams
7.3 Develop SOPs to operationalize coordination mechanisms	December 2020	+	+++	JWGZ	<ol style="list-style-type: none"> 1) JWGZ to organize intersectoral consultations with One Health focal points at the district level 2) Develop SOPs and adopt them by JWGZ 3) Distribute SOPs to all stakeholders at all levels including municipalities
Objective 8: Raise awareness of One Health activities among the public and health professionals of both sectors					
8.1 Develop one jointly administered One Health web page(s)	December 2020	++	+++	JWGZ	<ol style="list-style-type: none"> 1) Define content of the web page(s) 2) Designate responsible staff to manage the web page(s) relevant content

					3) Web page(s) to contain interlinks to other One Health resources
EDUCATION, TRAINING AND HUMAN RESOURCES					
Objective 9: Harmonize training needs assessment in both sectors					
9.1 Conduct needs assessment for trainings	September 2020	+	+++	JWGZ, MoH, MoAFWM	<ol style="list-style-type: none"> 1) Establish working (sub-)group to conduct a needs assessment on trainings in: <ol style="list-style-type: none"> a. lab sector, b. outbreak investigation, c. one health 2) By January 2020 nominate 8 specialists from both sectors (4+4): microbiologists, epidemiologists, epizootologists, veterinarian, hygiene expert. 3) Secure funding and IT-support 4) By February 2020 develop a questionnaire to assess training needs which will be sent online and embrace workforce, equipment, methods, education 5) By March 2020 send the questionnaire to each IPH and VSI (24+12) with clear instructions and deadline 6) By June 2020 collect data and conduct analysis 7) Share report with MoH, MoAFWM, and all participants 8) By September 2020 select and prioritize the needs
Objective 10: Enhance human resource capacities for long-term sustainable implementation of One Health approach					
10.1 Establish a multidisciplinary joint working (sub-)group to develop a sustainable program for trainings and simulation exercises (JWGTSSE)	2020	++	++	JWGZ, JWGRI, MoH, MoAFWM	<ol style="list-style-type: none"> 1) Develop ToR and approve by both Ministries 2) Nominate members from both sectors (medical doctors, veterinarians, environmental experts, biologists, epidemiologists, epizootologists, experts in SimEx)
10.2 Develop a sustainable long-term program for trainings and simulation exercises (align with Activities 6.1 and 6.2)	2020	++	++	JWGTSSE, JWGZ, JWGRI, MoH, MoAFWM	<ol style="list-style-type: none"> 1) Program to include generic and disease-specific trainings and SimExes 2) Request international support for the preparation and delivery of trainings and SimExes 3) Develop and present models of good practice in local communities
10.3 Develop and conduct joint training for outbreak investigations for vector-borne diseases	Twice a year	+	++	JWGTSSE, JWGZ, JWGRI	<ol style="list-style-type: none"> 1) Develop a program of the training (schedule, specific topic, budget, etc.) in line with Activity 10.2 2) Conduct twice a year at a regional level, 24 trainings in total, 30 participants per training 3) Include in participants: epidemiologists, epizootologists, veterinarians, medical doctors, inspectors (sanitary, veterinary), agencies for disinfection, representatives of authorities at the local, province, and national levels 4) Pilot in one region

					<ul style="list-style-type: none"> 5) Conduct training in all regions 6) Follow-up, analysis for future trainings
10.4 Develop and conduct joint training for Q-fever outbreak response	Twice a year	++	+++	JWGTSE, JWGZ, JWGRI	<ul style="list-style-type: none"> 1) To be conducted after training on outbreak investigation 2) Develop training program (24 trainings in the capital and regional cities, in line with Activity 10.2) 3) Include all professionals involved in outbreak response: epidemiologists, epizootologists, veterinarians, medical doctors, inspectors (sanitary, veterinary), agencies for disinfection, disinsection, and deratization, representatives of authorities at local, provincial, and national levels, national institutions, labs. 4) 30 participants per training 5) Pilot in one region 6) Follow-up, analysis for future trainings
10.5 Develop and accredit an interdisciplinary (joint) postgraduate program/course on One Health at the university level	2022/23	+++	++	University of Belgrade, University of Novi Sad	<ul style="list-style-type: none"> 1) Develop curriculum for "One Health" postgraduate course: <ul style="list-style-type: none"> a. Identify the current problem that would benefit from integrated perspective b. Identify individual disciplinary teaching areas c. Identify competencies expected to be attained by graduates d. Survey faculty members on their teaching areas e. Form a database of teaching competencies f. Form a database of teaching practical sites (veterinary and public health institutes) 2) Accredit at national accreditation body at national level 3) Seek for funding support from the Ministry of Education 4) Promote the "One Health" course through media, medical and veterinary faculties, veterinary and public health institutes
Objective 11: Strengthen human resource information management for surge capacity					
11.1 Develop a joint roster of One Health professionals	2021	+++	+++	MoH, MoAFWM	<ul style="list-style-type: none"> 1) Develop a joint roster for experts in the following areas: <ul style="list-style-type: none"> a. Field investigation b. Outbreak response c. Laboratory diagnostics 2) Include in roster information: <ul style="list-style-type: none"> a. Availability b. Competencies c. Contact details d. Region

Difficulty of implementation: Low +, Moderate ++, Very difficult +++

Impact: Low impact +, Moderate impact ++, High impact +++

PRIORITIZATION RESULTS

All participants were asked to vote to identify which objectives (and their constituting activities) they considered as of the highest priority. The results of the prioritization showed that all technical areas selected in the course of the workshop were crucial to strengthen intersectoral collaboration. Each group had a predominant objective(s) gained almost an equal number of votes indicating the highest priority.

