

A SELF-SUSTAINING STRATEGY BASED ON QUALITY AND RISK MANAGEMENT IN CENTRAL RESEARCH LABORATORIES, FACULTY OF MEDICINE, UNIVERSITI MALAYA : FROM ZERO TO HERO

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ABSTRACT

Over the last decade, institutions of higher learning have been compelled to cut costs, seek new financing sources and make better use of existing resources. This is as a result of budgetary limitations of the government, combined with demands for world-class paper publication, higher university ranking, and improved efficiency. Thus, the institution was placed in a challenging predicament, particularly central research laboratories in offering the most recent technology, equipment, and top-notch services for the researchers without compromising the quality. A strategic restructure of Central Research Laboratories (CRL), Faculty of Medicine, Universiti Malaya was conducted in 2014 in order to assess and address the risk of financial constraints, followed by the planning and execution of new organisational administration in order to achieve self-sustainability. A preliminary study was conducted primarily to evaluate the expenditure reduced by (1) resource sharing among facilities, (2) maximising utilisation through central inventory, (3) space rent out, (4) equipment maintenance commitment sharing, (5) establishment of in-house calibration service and supply store and (6) strategic collaboration with industrial partners. This study also assesses the significance of offering accredited laboratory services and having competent laboratory personnel. At the end of the fifth year, significant reduction (40%) in expenditure was observed with increased effectiveness. Sharing has enabled elimination of resources duplication, better use of the expertise, enhance quality assessment and expand training programs. The scope of this study has now been broadened to include the entire faculty in order to maximise the benefits of resource sharing and cost-saving measures.

Keyword(s): Central Research Laboratories, financial constraints, resource sharing, in-house calibration service, supply store

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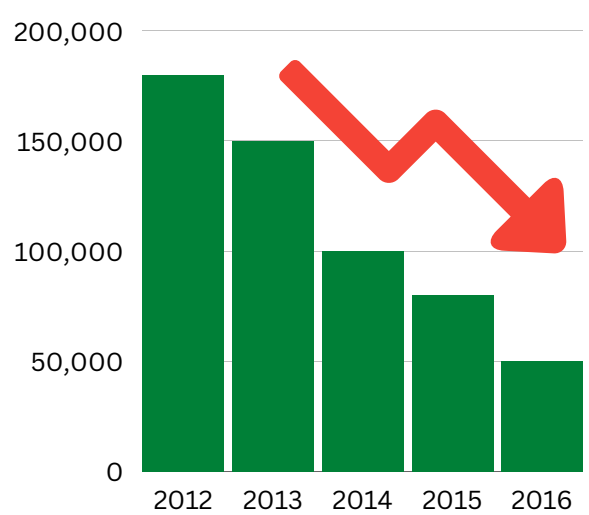
CENTRAL RESEARCH LABORATORIES

Central Research Laboratories (CRL) was established as a research catalyst by the Faculty of Medicine to enhance technical services to the researchers in view of developing an environment more conducive for research.

01

WHAT IS THE PROBLEM STATEMENT?

Central Budget Allocation VS Year



Over the last decade, institutions of higher learning have been compelled to cut costs, seek new financing sources and make better use of existing resources as a result of budgetary limitations of the government, thus placing the institution in a challenging predicament, particularly central research laboratories in offering the most recent technology, equipment, and top-notch services for the researchers without compromising the quality.

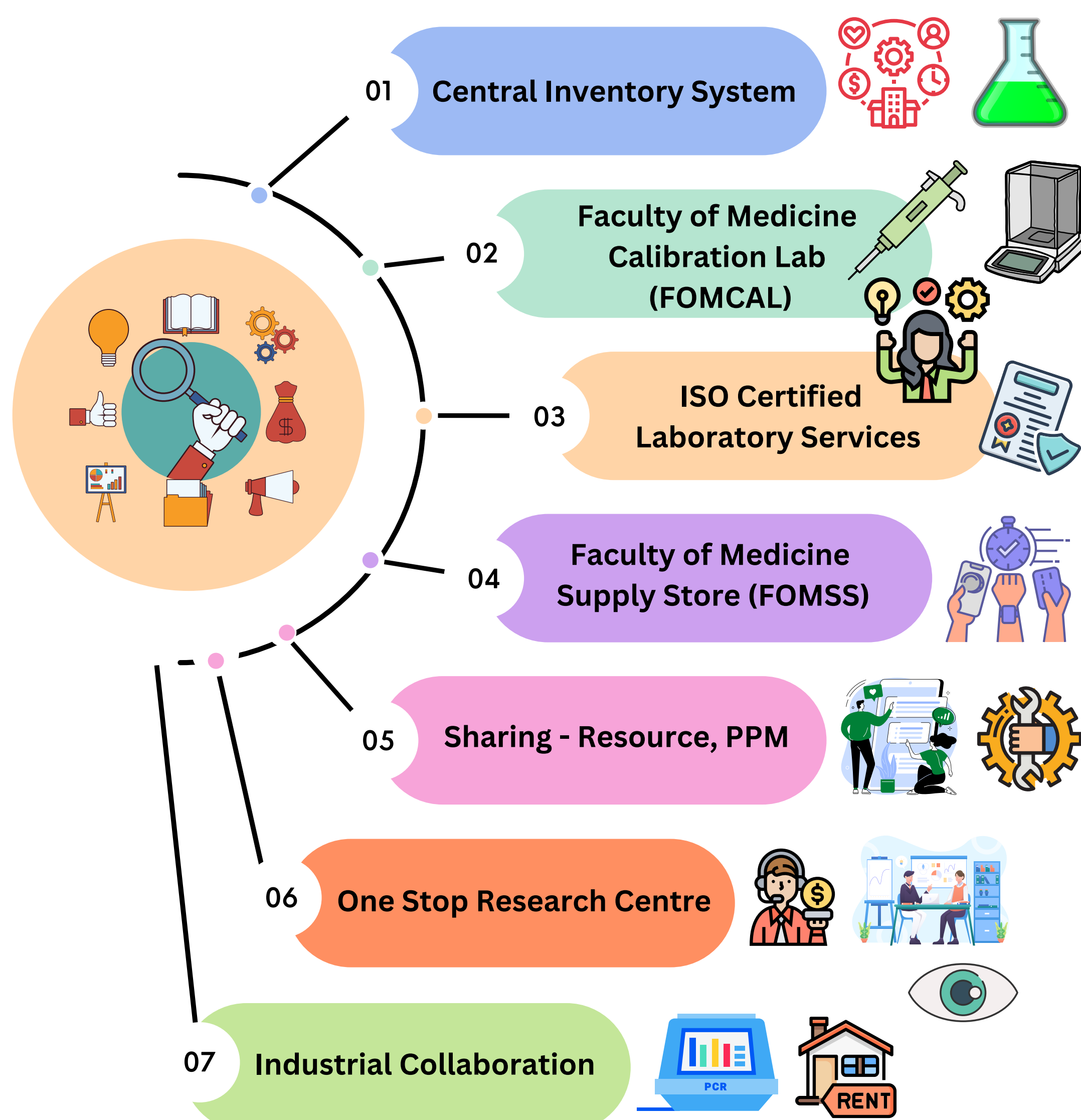
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HOW DOES CRL RESPOND?

CRL IDEATION & STRATEGIC RESTRUCTURING

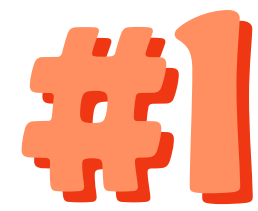
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FINDINGS: WHAT ARE THE IDENTIFIED STRATEGIES?



02 WHAT ARE THE STAKEHOLDERS' EXPECTATIONS?

- No 1 University Ranking in Malaysia
- Reference University
- The Best Technology & Equipment
- High Quality Publications
- Top Notch Services & Expertise
- Excellent Facilities
- Innovations

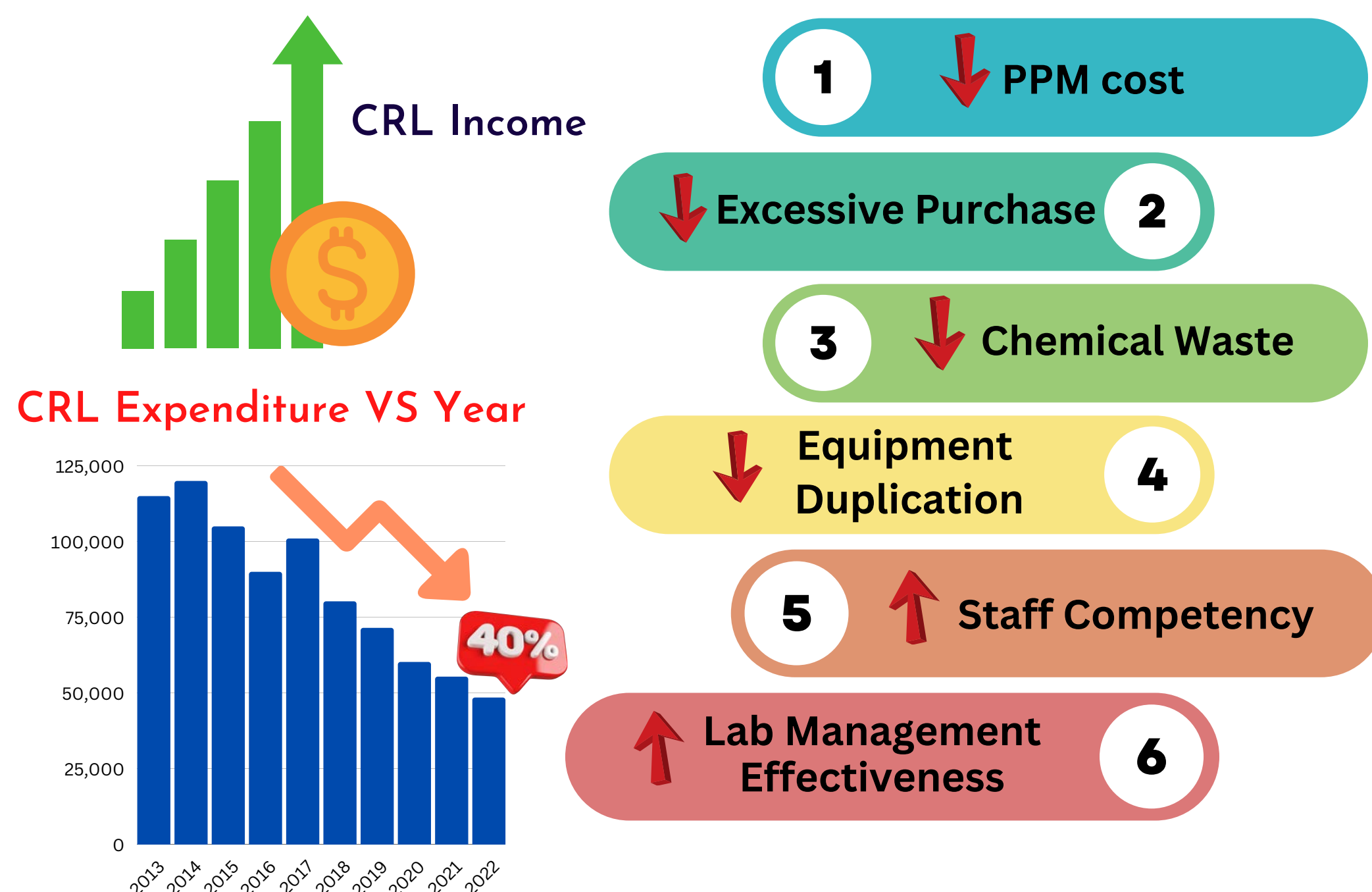


04 FINDINGS: WHAT ARE THE RISKS INVOLVED?



06

WHAT WAS THE OUTCOME?



1 ↓ PPM cost

2 ↓ Excessive Purchase

3 ↓ Chemical Waste

4 ↓ Equipment Duplication

5 ↑ Staff Competency

6 ↑ Lab Management Effectiveness

07 WHAT IS THE FUTURE STRATEGY?

FACULTY OF MEDICINE IDEATION & STRATEGIC RESTRUCTURING

in line with Universiti Malaya's Transformation Plan