

CPD – from a managers perspective

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Some background knowledge/disclaimers:

- Highly specialized Nuclear Medicine Department at larger University Hospital (1000 beds, 900.000 patients/annually)
- Major tasks for the lab scientist in the Department are patient examinations/operating our biomedical equipment such as PET/CT scanners and the production of radiopharmaceuticals.
- High degree of academic personnel at the Department (25% of our employees being academic personnel: physicians, physicist, chemist and engineers)
- Relative low personnel turnover

The challenge

Closing the gap between the Departments academics with a long tradition of CPD as well as research & development and the group of biomedical laboratory scientist without a tradition of CPD nor research & development and whom are more clinically oriented.

This “gap” is a cause of demotivation for the lab scientist and as a department, we are not utilising our full potential as long we are not utilising the large group’s skills more actively in R&D tasks.

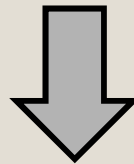
The solution could very well be a CPD system based on R&D for the lab scientists.

CPD as a motivational tool

Very few lab scientist are active partners in basic research, some are now part of the clinical research.

The first is more prestigious, the latter is more likely to be implemented in clinical routine.

And a CPD should emphasise clinical research because...



...It is highly motivating for the lab scientist to see the outcome of their clinical research being implemented in clinical routine →
Their efforts becomes visible in the organization →
More ideas for clinical R&D →
More lab scientists are becoming part of the Departments R&D programs.

CPD – part of the organizational culture

The high performing laboratory organization needs a clear common goal which all members of the organization strives toward: The obvious choice for a university hospital is research & development → the endpoint is culture of improvements.



Basic part of a culture of improvement → all staff needs to not only maintain their skills, but to improve their skills → and most academic staff has had CPD program for ages.

Now we have introduced a hospital-wide “CPD” program for all lab scientist.



In the Department we are using the CPD program to strengthen the lab scientists ability to participate in the organisations core functions: R&D, clinical work and education of pre-graduates.

An integrative approach to CPD

- 4 dimensions to professional development:
 - Laboratory skills
 - Social skills (the ability to be part of a team)
 - Learning skills (the ability to obtain and pass on knowledge)
 - Organizational skills (knowledge of the health sector and ethics = the higher purpose)
- ...Because our lab scientist has to function within an interdisciplinary team doing clinical work, R&D and education, they need to be more than just highly technically skilled:

They need to be able to put their specific skills to use as part of a interdisciplinary team knowing their own professional strengths and weaknesses and of all team members.

Professional development

- **Incentives** → Income from contract research is an integrated part of the Departments budget. We have to be an attractive partner for CROs, or there will be layoffs.
- **Talent nourishing** → All though CPD is for all lab scientist, we select the very best and give them the tools (such as academic training/Ph.D.s) needed to attract external funding. These talents are also functioning as role models.
- **Reward** → If you get an abstract accepted at a international conference, the Department guarantees that you can attend the conference.
- **Cooperation** → The typical research team consist of an entry level lab scientist, an high performing lab scientist, a physician and a non-medical academic.
- **We do accept a no** → Not all lab scientist are at a place in the personal life, where they are in a condition to take part of a demanding research program.

Why CPD?

- A tool for recruitment: Having mapped the staffs skills through CPD makes it easy to pinpoint the organizations needs when hiring.
- CPS is a motivational tool.
- And most important: It improves the overall performance of the entire laboratory organization.