



Leadership in the clinic: The King's Fertility experience

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Director and PR

Overview

- My experience as a leader in the fertility sector
- The qualities, behaviours and skills I feel are important to do the job well
- An example of a challenge I overcame by providing good leadership



My leadership roles in the fertility sector

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- Medical Director
- Managing Director
- Scientific Director
- Person Responsible

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My leadership roles in the fertility sector

My leadership roles

Medical Director – ensure that the centre is:

- Clinically at the cutting edge of technology, and practice – not left behind
- Practicing evidence based medicine
- Improving pregnancy success rates (overall but also for the purposes of how the HFEA presents statistics)
- Safe practice

My leadership roles

Managing Director – ensure that the centre is:

- Staffed by the appropriate number of people who possess the correct skill mix for each of the four departments
- Coordinate the functions of the four departments (medical, nursing, embryology, admin) along with the Leads for each
- Profitable, so that it can invest in training and development
- Ensure growth and sustainability of the business

My leadership roles

Scientific Director – ensure that the centre:

- Offers high quality training (fellowships, STP etc)
- Draw research grants
- Deliver on the research projects committed to
- Deliver MDs and PhDs for the Research Fellows
- Organise conferences at our lecture theatre
- Present original work at conferences
- Publish scientific work in peer-reviewed journals

My leadership roles

Person Responsible – ensure that the centre is:

- Compliant with the HFEA Act and Code of Practice
- Has an effective Quality Management System
- Interact with the Inspectorate
- Conduct the inspections and licence applications
- All staff engage with the principles of the HFEA and CoP



The qualities, behaviours and skills I feel are important to do the job well



The qualities, behaviours and skills I use to do
my job well



Shape a vision that is exciting and challenging
for your team



Aspire to develop a team and unit where people want to work at, patients want to come to, scientists want to collaborate with, which is self sustained

Know your business

- Know inside out the medicine (EBM)
- Know inside out the embryology (science)
- Know inside out the numbers (business)
- know inside out the Law (regulation)
- know inside out your patients (humanity)

Listen

- Know your staff
- Speak to every member of staff, from HCA to Lab Manager, from telephonist to Service Manager – really speak to them, listen
- Be approachable – open door policy



Have a road map – Translate that vision into a clear strategy about what actions to take, and what not to do

Recruit, develop, and reward a team of great people to carry out the strategy

- Don't think you can achieve everything on your own
- Build a management team and delegate tasks
- Trust in your team's abilities
- Control the overall outcome



Inspire

- Motivate
- Find out what people want

Work hard and lead by example

- Lead by example – like what you do and have passion!
- Reward good work
- Don't forget to say "Thank you" and "Well done"
- Do not tolerate disruptive attitude – strongest argument wins, not the loudest
- Attention to detail, but also do not to lose the big picture – Don't let perfection to get in the way of good
Do not lose momentum



Make decisions

- Don't suffer from "analysis – paralysis"
- Instil a sense of calm and confidence
- But be reflective and learn from your own mistakes



Integrity

- Be true to your guiding values and to yourself
- Humility



An example of a challenge I overcame by
providing good leadership

An example of a challenge

As part of my job brief, I had to move the location of the unit by building a new lab and transferring the entire centre

Two options once building works were complete:

- A. Close the old unit – move equipment to the new premises – inspect and licence new premises – open new unit (timeframe from closing to opening – 8 weeks)
- B. Close old unit at the same time as opening the new unit, thus not stopping treatments. But how to get the new licence without buying all the equipment twice?

Decision – option B

- Move the unit in two stages, taking advantage of the Christmas shut-down
- Manage the workload in the old unit whilst at the same time prepare the new unit in time for inspection by using some of the old and the new equipment purchased (effectively two fully operational labs)
- After the licence is granted – shut the old lab, move all remaining equipment and personnel, revalidate and recommence treatments

A challenge I overcame by providing good leadership

- Draw on peoples experiences
- Plan in advance
- Work on the logistics
- Anticipate the problems
- Meticulous attention to detail – line item down to who will use the lifts at what time!

An example of a challenge I overcame by providing good leadership

- Delegation and autonomy
- Regular meetings and updates
- Keep on chasing every moving piece
- Holistic view as the project owner
- Always be on top of things
- Be agile and adapt to the unexpected
- Chase everything – be like a dog with a bone

Outcome

- From last transfer at old premises to first egg collection at new premises – 10 days
- Saw last patient at old premises at 12pm on Friday, saw first patient at new premises on Tuesday 9am
- No redundant equipment
- Patients and staff happy
- No incidents!



 King's Fertility

Thank you – Questions?

