

**360 Feedback analysis  
for  
Mr Christopher Young  
Cardiology  
20/09/2007**

## **How to analyse your report**

In most instances scores are very high. However, no quick assumptions or conclusions should be drawn from low scores until reasons have been explored. Below is a list of possible reasons for low scores. These have been provided for discussion and reflection. There may well be many other reasons for low scores not included in this list, but many of the more common reasons have been included.

Possible Reasons for Low Scores.

These are listed with no particular weighting: -

- Workload
- Technical support
- Team/Trust failure
- Suitability of selected assessors
- Staff shortages
- Specialty
- Personality clashes
- Personal problems / illness
- Patient case load
- Lack of training
- Lack of skills/knowledge
- Lack of information
- Lack of feedback
- Lack of awareness
- Keeping up to date
- Job structure/job role
- Honesty
- Equipment availability/failure
- Cultural issues
- Confidence
- Communication skills
- Awareness of own limitations
- Attitude
- Other (investigate)

If you need any help or have encountered a problem, please contact us on 01732 471586 or e-mail: [info@360clinical.com](mailto:info@360clinical.com)

## **Facilitator Feedback Notes**

### **Feeding back the contents of the 360 report to your colleague**

Introduce the feedback session and describe your role as a facilitator to encourage reflection and personal development planning. If appropriate, consider setting some ground rules, such as confidentiality.

### **Seek your 360 doctor's views first – Ask questions rather than make statements.**

*If your 360 doctor has low scores in a particular area, do not make assumptions. There are many reasons for low scores some of which are detailed on the previous page. Low scores may be a result of workload or staff shortages. Of course, low scores may also be due to personal competence.*

If the majority of assessors have scored a candidate fair/poor in any question, the Medical Director should be informed.

Seek 360 doctors views first: -

- What went well and why?
- What didn't go so well? and why?
- What changes would you like to see in the future?
- How will these changes be implemented?
- What will happen to reassess / monitor improvements?

Concentrate on specific areas which cause most concern e.g. high variance between self and colleagues assessments. Then focus on specific items of behaviour.

Compliment on the areas where the individual scored highly as well as address areas for improvement. Encourage the individual to build on their strengths. The graphic quantitative feedback report allows you to discuss current, sensitive issues in a direct manner. The feedback interview should be held in private, avoiding interruptions.

Stick to the facts and always avoid becoming emotional or using emotional language. For example, if a doctor has a low score in communication skills you might say 'you have scored fair to poor in the communication skills element please comment on that?' instead of 'you didn't do very well in communication skills did you?'

If you are looking for additional training then 360 Clinical can help. For further information please visit [www.360clinical.com](http://www.360clinical.com) or contact us on telephone 01732 471586 or email [info@360clinical.com](mailto:info@360clinical.com)

## Questionnaire

**The following questionnaire was distributed to peers**

### Page 1

1. Can manage complex clinical problems?
2. Is available to give advice and help when needed?
3. Shows compassion to patients and relatives?
4. Accepts responsibility for actions and is honest with results?
5. Works well as a team member?
6. Ensures that students and junior colleagues receive appropriate educational supervision?
7. Is an effective manager, defining what needs to be done and achieving it through appropriate people?

### Page 2

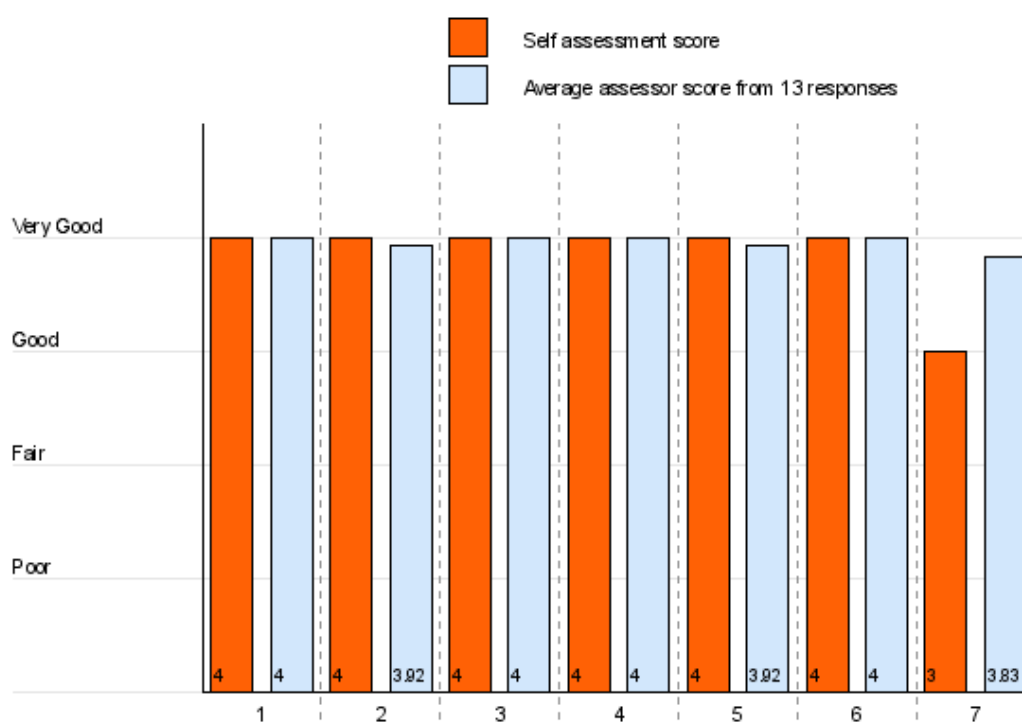
8. Clinical Assessment: Diagnostic skill; performance of practical/technical procedures
9. Patient Management: Management of complex clinical problems; appropriate use of resources
10. Reliability: Conscientious and reliable; available for advice and help when needed; time management
11. Professional Development: Commitment to improving quality of service; keeps up-to-date with knowledge and skills
12. Teaching and Training: Contributes to the education and supervision of students and junior colleagues
13. Verbal Communication: Spoken English; communication with colleagues, patients, families and carers
14. Empathy and Respect: Is polite, considerate and respectful to patients and colleagues of all levels; compassion and empathy towards patients and their relatives
15. Team Player: Values the skills and contributions of multi-disciplinary team members
16. Leadership: Takes the leadership role when circumstances require; Delegates appropriately
17. Do you have any concerns about the Probity or Health (physical or mental) of this doctor?

**The question numbers correspond to the key on any graph**

## Summary of colleague results

### Colleague assessment

Average score given for the questions below



### Questions

1. Can manage complex clinical problems?
2. Is available to give advice and help when needed?
3. Shows compassion to patients and relatives?
4. Accepts responsibility for actions and is honest with results?
5. Works well as a team member?
6. Ensures that students and junior colleagues receive appropriate educational supervision?
7. Is an effective manager, defining what needs to be done and achieving it through appropriate people?

## Summary of colleague results

### Colleague assessment

Detailed breakdown of results showing the number of different responses for each question

Self Assessment Score

Q1. Can manage complex clinical problems?

Cannot answer	Poor	Fair	Good	Very Good
2	0	0	0	11

Q2. Is available to give advice and help when needed?

Cannot answer	Poor	Fair	Good	Very Good
1	0	0	1	11

Q3. Shows compassion to patients and relatives?

Cannot answer	Poor	Fair	Good	Very Good
1	0	0	0	12

Q4. Accepts responsibility for actions and is honest with results?

Cannot answer	Poor	Fair	Good	Very Good
1	0	0	0	12

Q5. Works well as a team member?

Cannot answer	Poor	Fair	Good	Very Good
0	0	0	1	12

Q6. Ensures that students and junior colleagues receive appropriate educational supervision?

Cannot answer	Poor	Fair	Good	Very Good
1	0	0	0	12

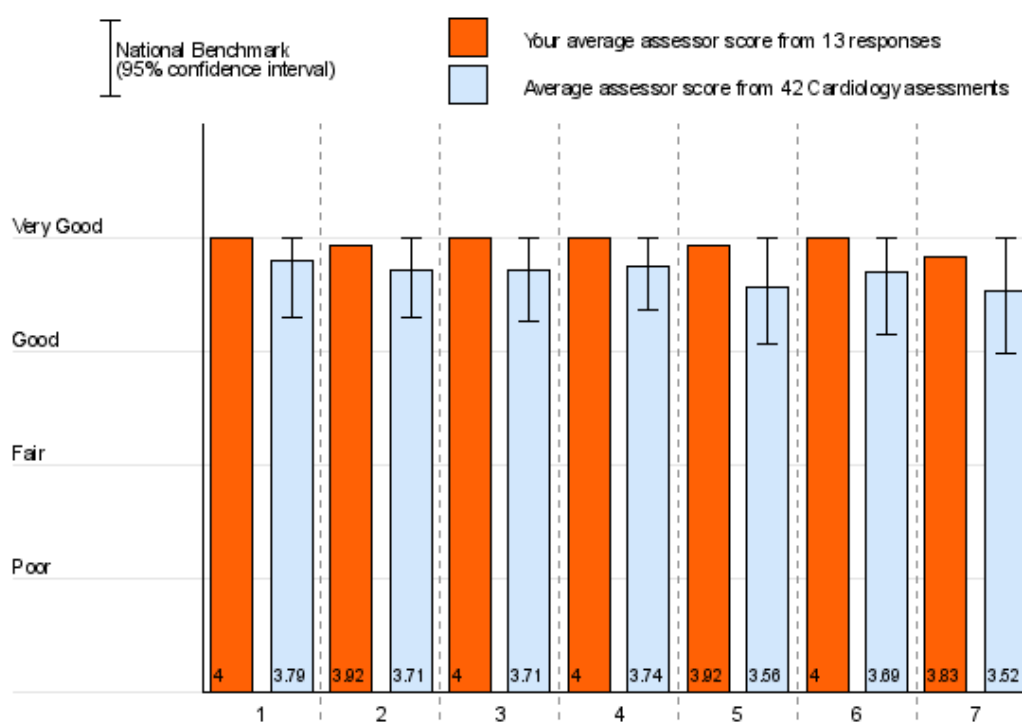
Q7. Is an effective manager, defining what needs to be done and achieving it through appropriate people?

Cannot answer	Poor	Fair	Good	Very Good
1	0	0	2	10

## Summary of colleague results

### Comparisons with your speciality - Cardiology

Average score given for the questions below



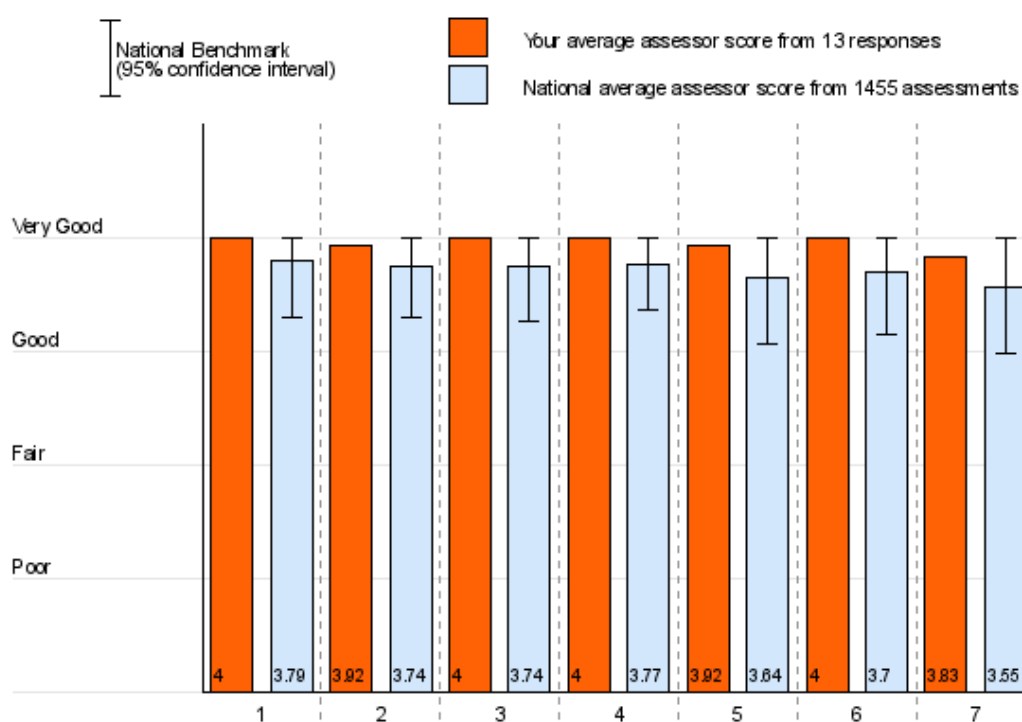
### Questions

1. Can manage complex clinical problems?
2. Is available to give advice and help when needed?
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5. Works well as a team member?
6. Ensures that students and junior colleagues receive appropriate educational supervision?
7. Is an effective manager, defining what needs to be done and achieving it through appropriate people?

## Summary of colleague results

### Comparisons with National Average

Average score given for the questions below



### Questions

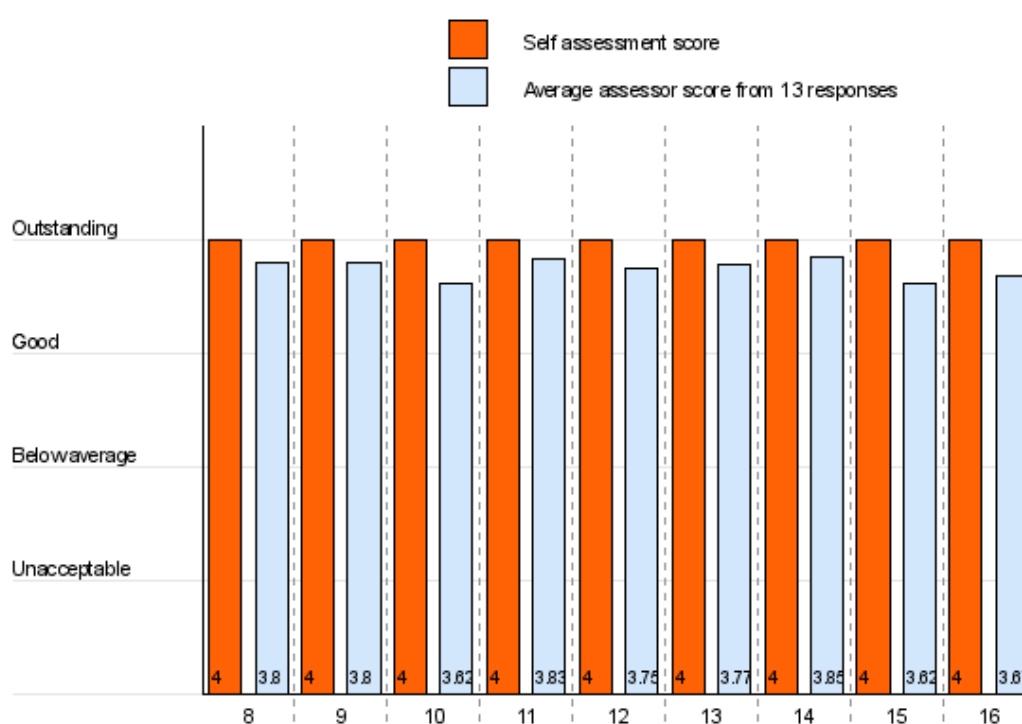
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7. Is an effective manager, defining what needs to be done and achieving it through appropriate people?



## Summary of colleague results

### Colleague assessment

Average score given for the questions below



### Questions

8. Clinical Assessment: Diagnostic skill; performance of practical/technical procedures
9. Patient Management: Management of complex clinical problems; appropriate use of resources
10. Reliability: Conscientious and reliable; available for advice and help when needed; time management
11. Professional Development: Commitment to improving quality of service; keeps up-to-date with knowledge and skills
12. Teaching and Training: Contributes to the education and supervision of students and junior colleagues
13. Verbal Communication: Spoken English; communication with colleagues, patients, families and carers
14. Empathy and Respect: Is polite, considerate and respectful to patients and colleagues of all levels; compassion and empathy towards patients and their relatives
15. Team Player: Values the skills and contributions of multi-disciplinary team members
16. Leadership: Takes the leadership role when circumstances require; Delegates appropriately

## Summary of colleague results

### Colleague assessment

Detailed breakdown of results showing the number of different responses for each question

Self Assessment Score

Q8. Clinical Assessment: Diagnostic skill; performance of practical/technical procedures

Unable to Comment	Unacceptable	Below average	Good	Outstanding
3	0	0	2	8

Q9. Patient Management: Management of complex clinical problems; appropriate use of resources

Unable to Comment	Unacceptable	Below average	Good	Outstanding
3	0	0	2	8

Q10. Reliability: Conscientious and reliable; available for advice and help when needed; time management

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	5	8

Q11. Professional Development: Commitment to improving quality of service; keeps up-to-date with knowledge and skills

Unable to Comment	Unacceptable	Below average	Good	Outstanding
1	0	0	2	10

Q12. Teaching and Training: Contributes to the education and supervision of students and junior colleagues

Unable to Comment	Unacceptable	Below average	Good	Outstanding
1	0	0	3	9

Q13. Verbal Communication: Spoken English; communication with colleagues, patients, families and carers

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	3	10

Q14. Empathy and Respect: Is polite, considerate and respectful to patients and colleagues of all levels; compassion and empathy towards patients and their relatives

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	2	11

Q15. Team Player: Values the skills and contributions of multi-disciplinary team members

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	5	8

Q16. Leadership: Takes the leadership role when circumstances require; Delegates appropriately

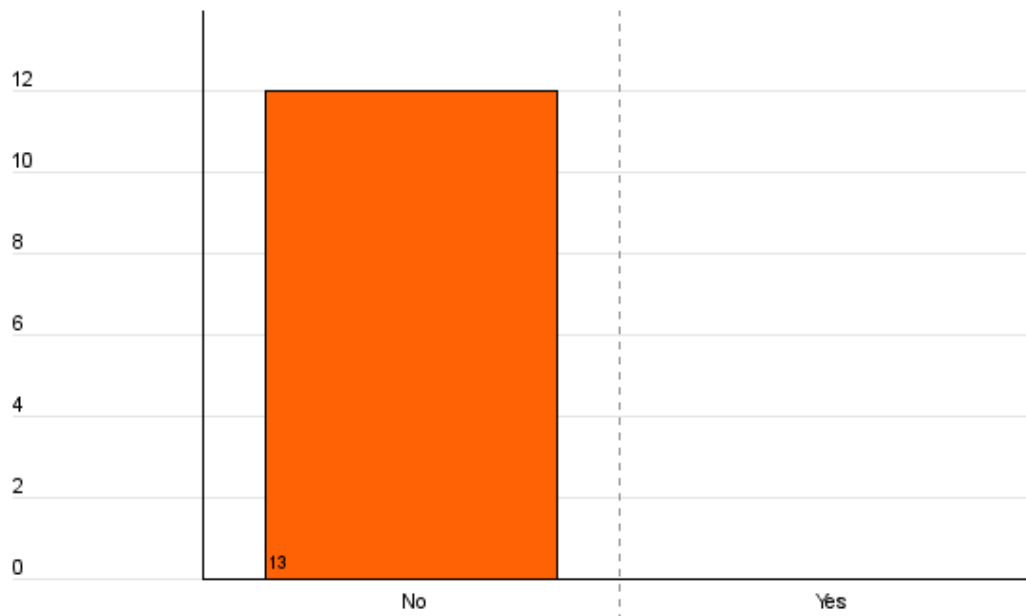
Unable to Comment	Unacceptable	Below average	Good	Outstanding
1	0	0	4	8

## Summary of colleague results

### Colleague assessment

Q17. Do you have any concerns about the Probity or Health (physical or mental) of this doctor?

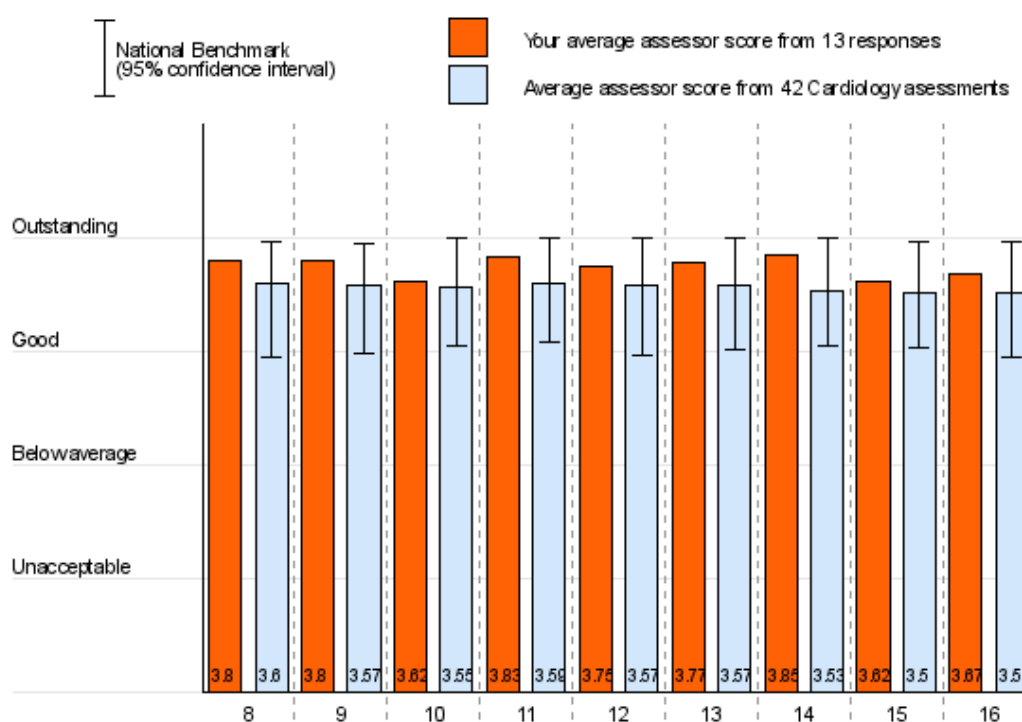
Total responses received



## Summary of colleague results

### Comparisons with your speciality - Cardiology

Average score given for the questions below



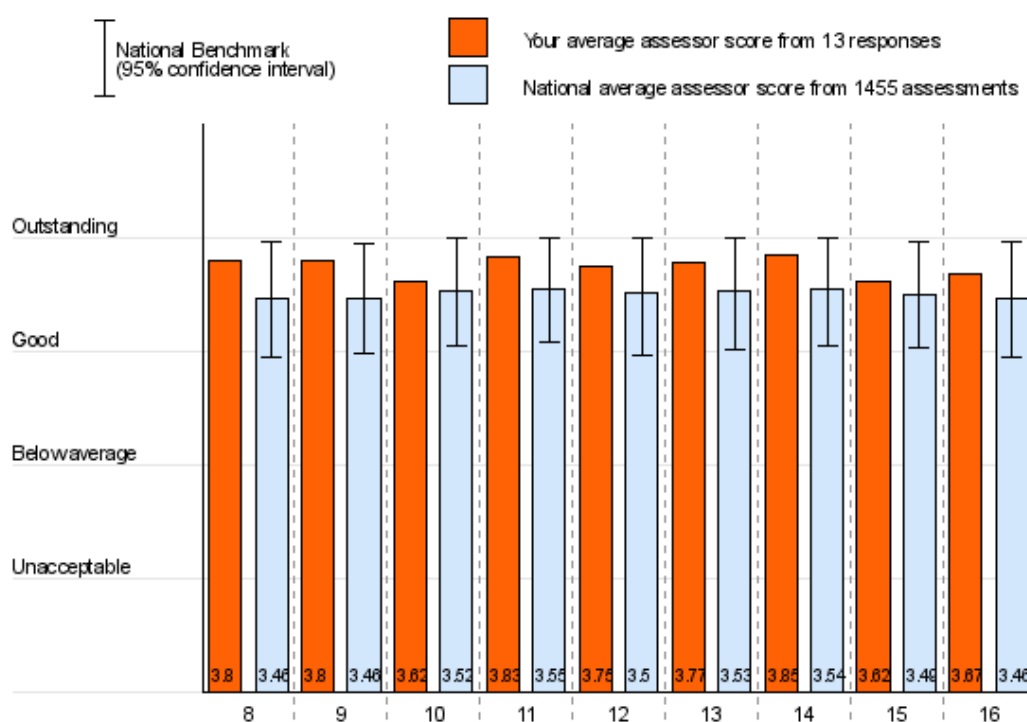
### Questions

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## Summary of colleague results

### Comparisons with National Average

Average score given for the questions below



### Questions

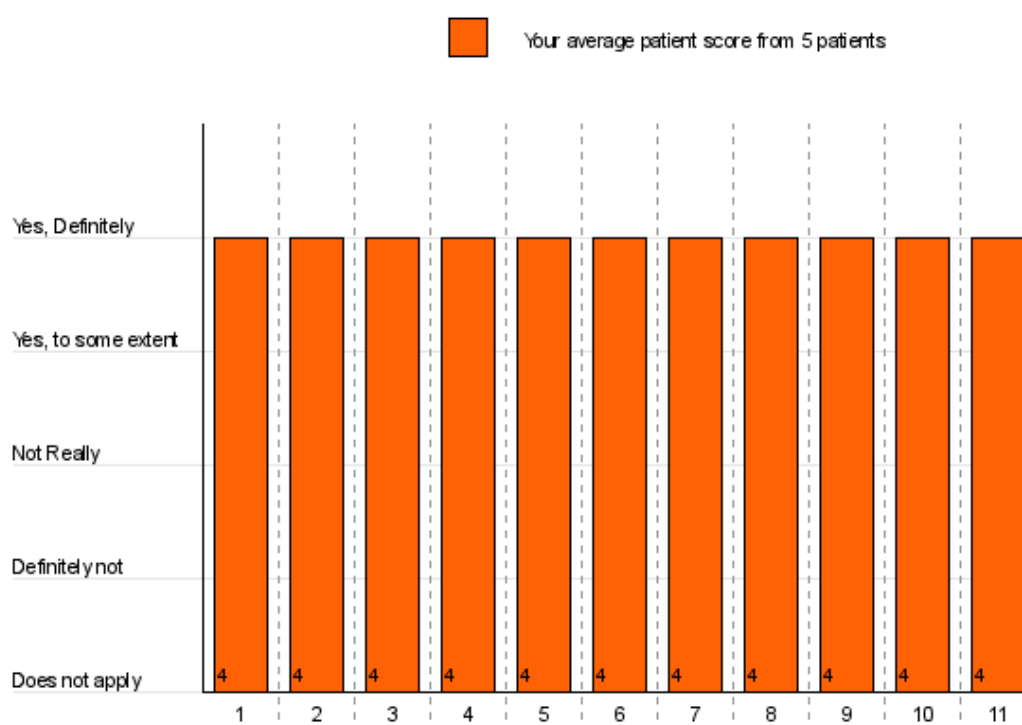
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**Assessor comments**

**Comments added by assessors**

## Summary of patient results

Average score given for the questions below



## Questions

1. Was the doctor polite and considerate?
2. Did the doctor listen to what you had to say?
3. Did the doctor give you enough opportunity to ask questions?
4. Did the doctor answer all your questions?
5. Did the doctor explain things in a way you could understand?
6. Are you involved as much as you want to be in the decisions about your care and treatment?
7. Did you have confidence in the doctor?
8. Did the doctor respect your views?
9. If the doctor examined you, did he or she ask your permission?
10. If the doctor examined you, did he or she respect your privacy and dignity?
11. By the end of the consultation did you feel better able to understand and/or manage your condition and your care?

## Summary of patient results

Detailed breakdown of results showing the number of different responses for each question

Q1. Was the doctor polite and considerate?

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	5

Q2. Did the doctor listen to what you had to say?

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	5

Q3. Did the doctor give you enough opportunity to ask questions?

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	5

Q4. Did the doctor answer all your questions?

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	5

Q5. Did the doctor explain things in a way you could understand?

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	5

Q6. Are you involved as much as you want to be in the decisions about your care and treatment?

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	5

Q7. Did you have confidence in the doctor?

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	5

Q8. Did the doctor respect your views?

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	5

Q9. If the doctor examined you, did he or she ask your permission?

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
2	0	0	0	3

Q10. If the doctor examined you, did he or she respect your privacy and dignity?

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
2	0	0	0	3



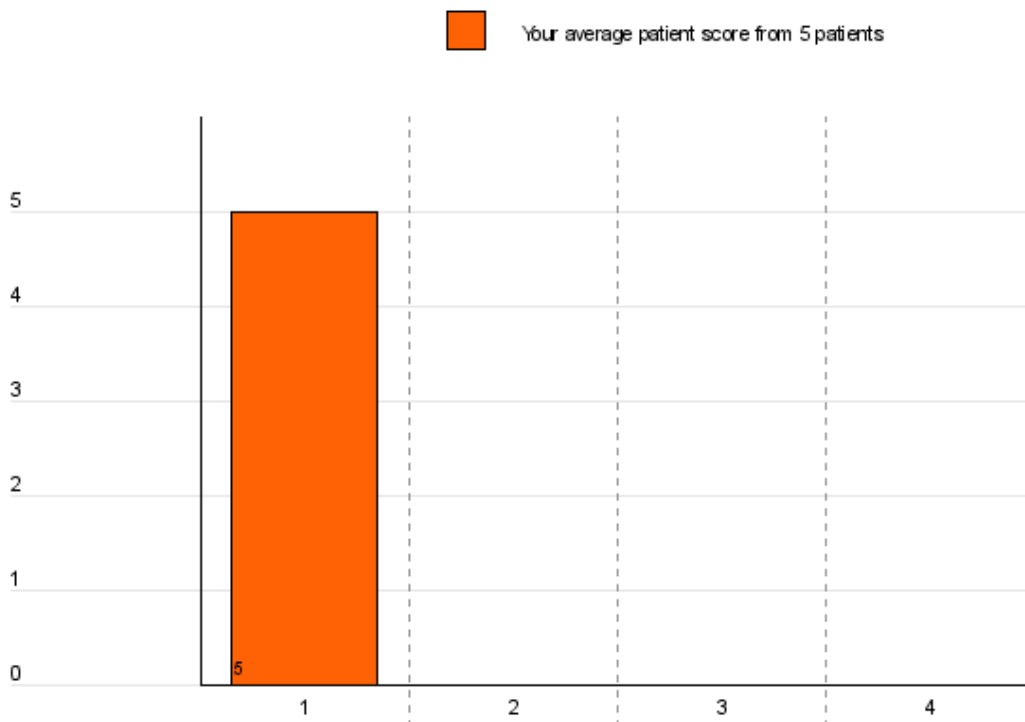
Q11. By the end of the consultation did you feel better able to understand and/or manage your condition and your care?

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	5

## Summary of patient results

### Overall how satisfied were you with the doctor you saw?

Total responses received



### Key

- 1. Very satisfied
- 2. Fairly satisfied
- 3. Nor really satisfied
- 4. Not at all satisfied