

**360 Feedback analysis
for
Mr Simon Radley
General Surgery
2010/10/26**

Mr Simon Radley

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

Mr Simon Radley

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 there are clusters of assessors scoring below average/unacceptable, 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 below average to unacceptable 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 or contact us on telephone 01732 471586 or email info@360clinical.com

Questionnaire

The following questionnaire was distributed to peers

Page 1

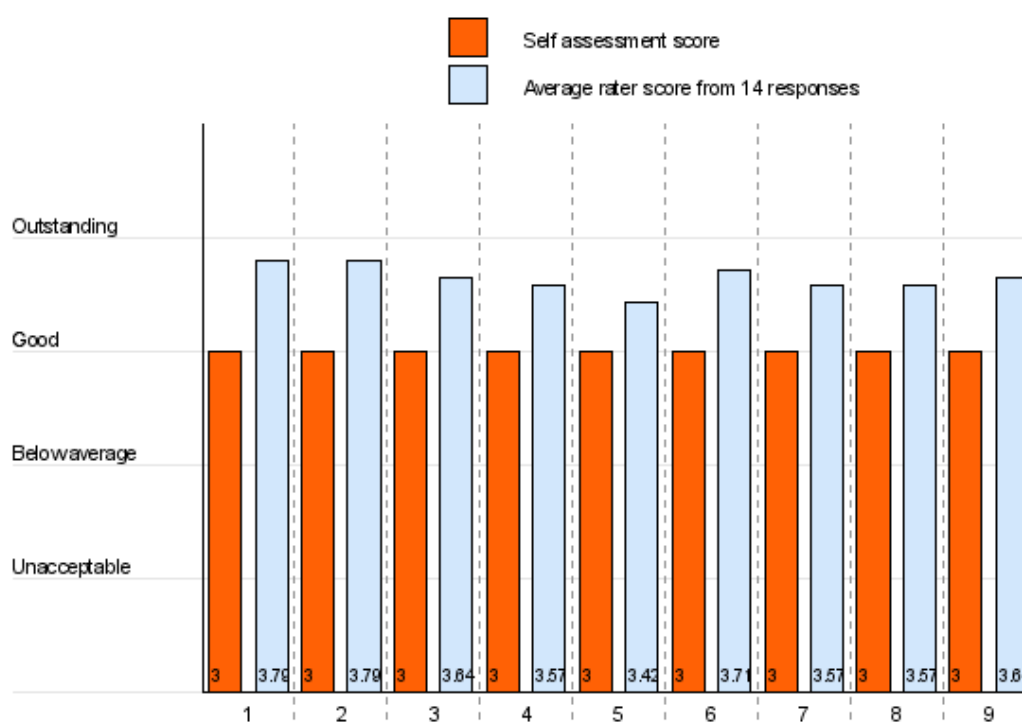
1. Clinical Assessment: Diagnostic skill; performance of practical/technical procedures
2. Patient Management: Management of complex clinical problems; appropriate use of resources
3. Reliability: Conscientious and reliable; available for advice and help when needed; time management
4. Professional Development: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

Mr Simon Radley

Summary of colleague results

Colleague assessment

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

Self Assessment Score

Q1. Clinical Assessment: Diagnostic skill; performance of practical/technical procedures

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Attribute: Maintain your professional performance

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	3	11

Q2. Patient Management: Management of complex clinical problems; appropriate use of resources

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Attribute: Maintain your professional performance

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	3	11

Q3. Reliability: Conscientious and reliable; available for advice and help when needed; time management

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	5	9

Q4. Professional Development: Commitment to improving quality of service; keeps up-to-date with knowledge and skills

Domain (UK only): Knowledge skills and performance

Attribute: Maintain your professional performance

Domain (UK only): Safety and quality

Attribute: Put into effect systems to protect patients and improve patient care

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	6	8

Q5. Teaching and Training: Contributes to the education and supervision of students and junior colleagues

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Unable to Comment	Unacceptable	Below average	Good	Outstanding
2	0	0	7	5

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Q6. Verbal Communication: Spoken English; communication with colleagues, patients, families and carers

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Domain (UK only): Maintaining Trust

Attribute: Show respect for patients

Attribute: Treats patients and colleagues fairly and without discrimination

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	4	10

Q7. Empathy and Respect: Is polite, considerate and respectful to patients and colleagues of all levels; compassion and empathy towards patients and their relatives

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Domain (UK only): Maintaining Trust

Attribute: Show respect for patients

Attribute: Treats patients and colleagues fairly and without discrimination

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	6	8

Q8. Team Player: Values the skills and contributions of multi-disciplinary team members

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	6	8

Q9. Leadership: Takes the leadership role when circumstances require; Delegates appropriately

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Domain (UK only): Safety and quality

Attribute: Put into effect systems to protect patients and improve patient care

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	5	9

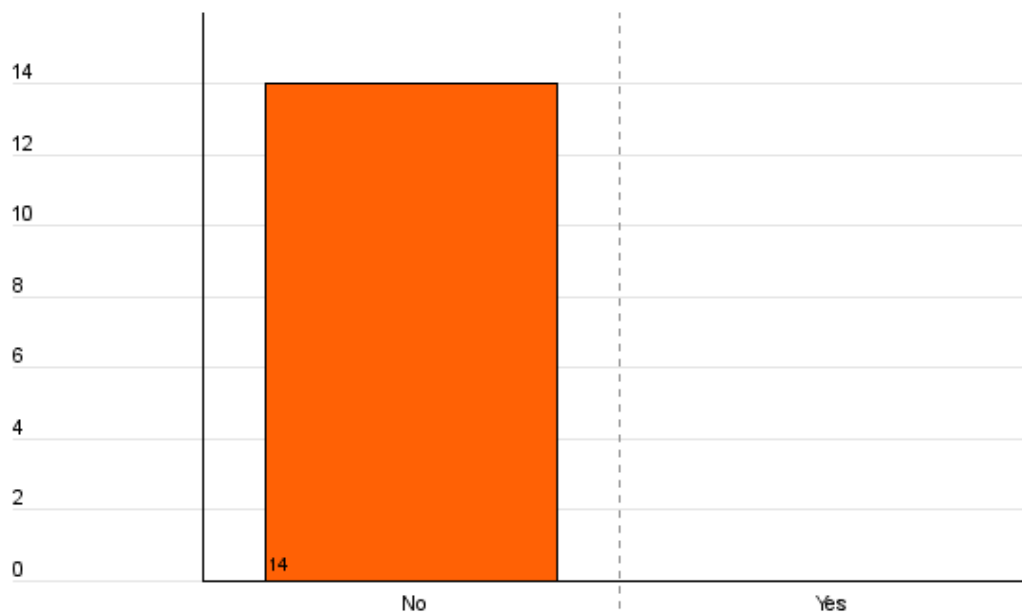
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Summary of colleague results

Colleague assessment

Q10. Do you have any concerns about the Probity or Health (physical or mental) of this doctor?

Total responses received



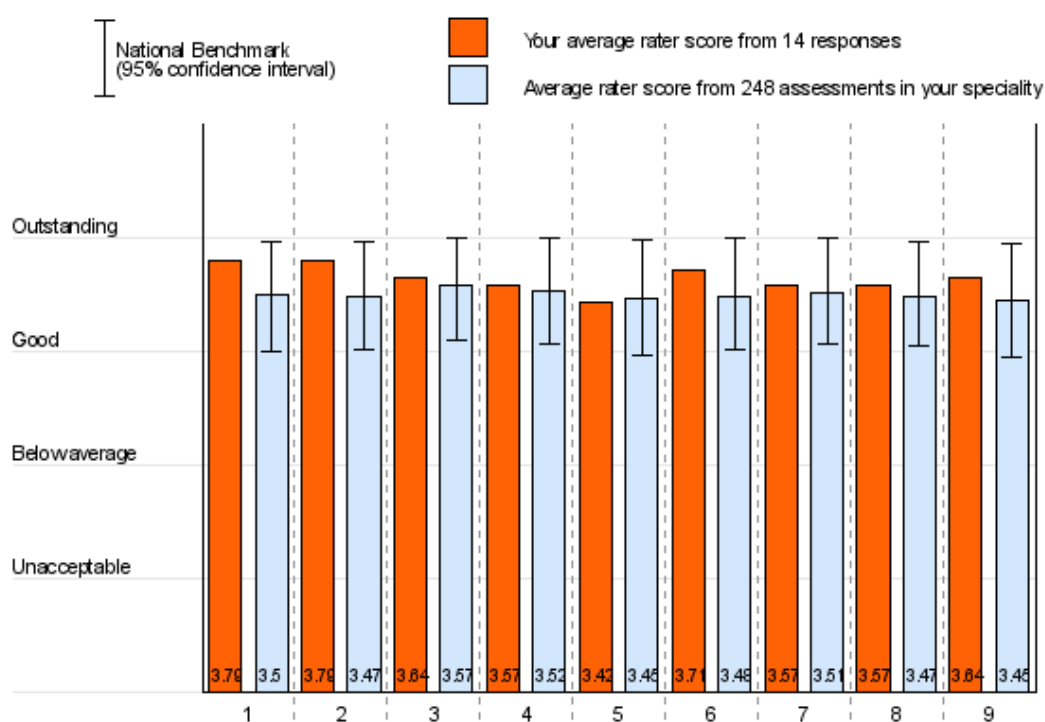
Self assessment response to this question: No

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Summary of colleague results

Comparisons with your speciality - General Surgery

Average score given for the questions below



Questions

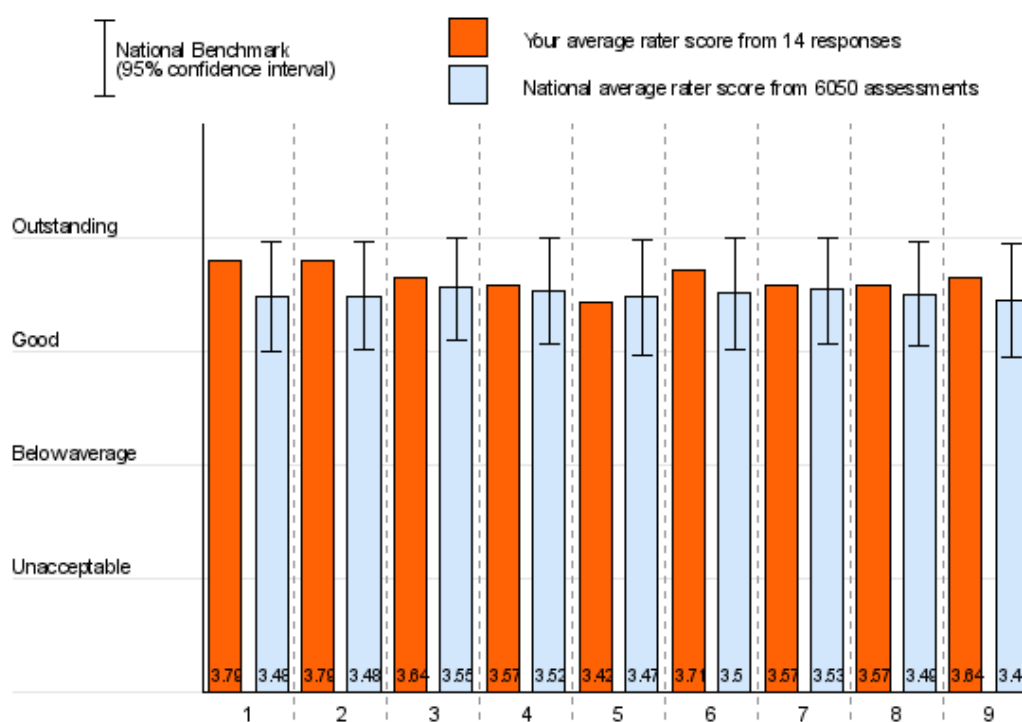
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Summary of colleague results

Comparisons with National Average

Average score given for the questions below



Questions

1. Clinical Assessment: Diagnostic skill; performance of practical/technical procedures
2. Patient Management: Management of complex clinical problems; appropriate use of resources
3. Reliability: Conscientious and reliable; available for advice and help when needed; time management
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Mr Simon Radley

Comments

Self assessment comments

Comments added by rater

"Mr Radley is an extremely good colorectal surgeon with an excellent reputation within the region. His opinions on complex cases are sound and respected, hence the increasing numbers of second opinions being referred to the Trust. He is a key member of the Colorectal MDT and works well within the team."

"Simon is an outstanding clinician and technical surgeon. He has led the development of colorectal services at UHB. Simon has developed laparoscopic services and single handedly performs all colorectal surgery on the liver transplant population. He probably has the greatest individual experience in dealing with these patients anywhere in the world."

"An exceptional surgeon with outstanding surgical skills and admirable clinical acumen and judgement. Excellent bedside manners and patient skills. Would choose him as the surgeon for my family any day."

Excellent trainer; the best I have encountered in the West Midlands."

"An exceptional surgeon most of us aspire to emulate."

"He is a very capable surgeon who is able to communicate with his patients at the level they require to understand very complicated situations. He also is able to communicate with other specialities in a positive manner."

"My comments are based on observations made of clinical practice in particular consultations with patients and their relatives in clinics. He is well respected by patients who find him approachable but professional."

MDT observation- logical suggestions given for the management and care of patients with complex disease processes. Mr Radley is very supportive of CNS nursing colleagues and their objectives for service development, open to discussion, provides help and advice when requested. Seeks and values nursing advice when necessary."

"He is a surgeon of the highest quality."

He is forward thinking and at the forefront of the surgical field he has chosen to specialise in."

An excellent colleague."

"Mr Radley is an excellent surgeon and one to whom I turn for solutions complex problems. His opinions on management are focussed and to the point. I am downstream from him in the patient pathway and it is clear that the outcome of surgery is technically excellent although I am not qualified to comment on details."

"Takes on very complex cases that are often turned down at other centres. This is because referring consultants are aware of his abilities and very sensible decision making."

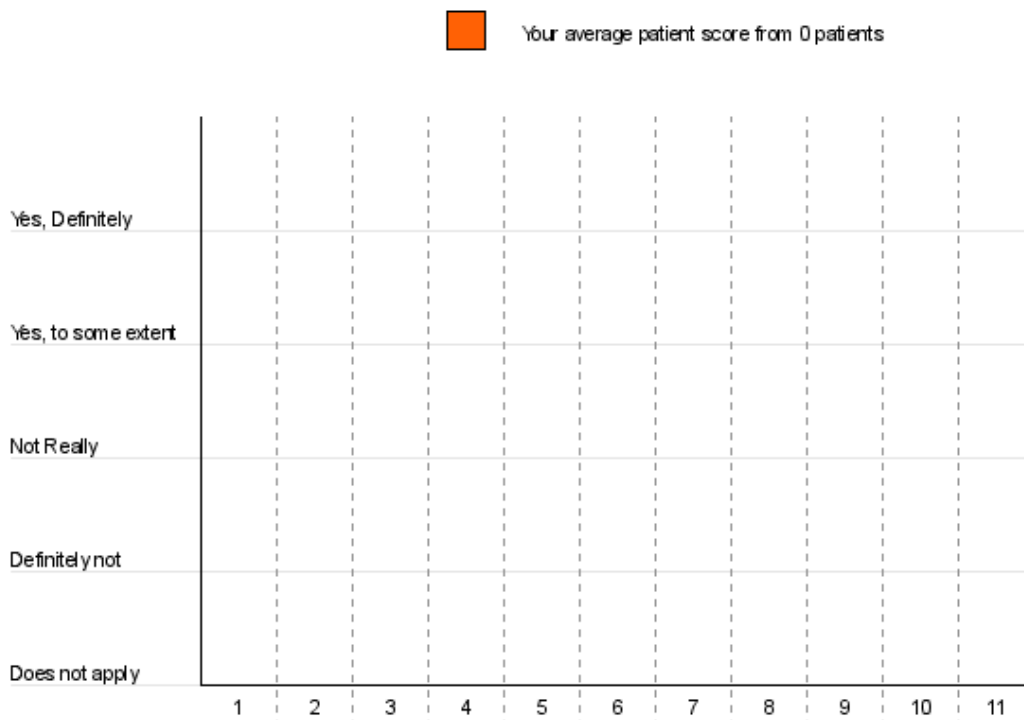
Liaises with team about any complex cases he may have so that adequate pre-operative preparation is conducted by all involved."

"A wonderful colleague"

Mr Simon Radley

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?

Mr Simon Radley

Summary of patient results

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

Q1. Was the doctor polite and considerate?

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Domain (UK only): Maintaining Trust

Attribute: Show respect for patients

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

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

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

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

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

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Attribute: Establish and maintain partnerships with patients

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

Q4. Did the doctor answer all your questions?

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

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

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

Domain (UK only): Knowledge skills and performance

Attribute: Keep clear accurate and legible records

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

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

Mr Simon Radley

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

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Attribute: Establish and maintain partnerships with patients

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

Q7. Did you have confidence in the doctor?

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Domain (UK only): Maintaining Trust

Attribute: Show respect for patients

Attribute: Treats patients and colleagues fairly and without discrimination

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

Q8. Did the doctor respect your views?

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Domain (UK only): Maintaining Trust

Attribute: Show respect for patients

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

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

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Attribute: Establish and maintain partnerships with patients

Domain (UK only): Maintaining Trust

Attribute: Show respect for patients

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

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

Domain (UK only): Maintaining Trust

Attribute: Show respect for patients

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

Mr Simon Radley

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

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Attribute: Establish and maintain partnerships with patients

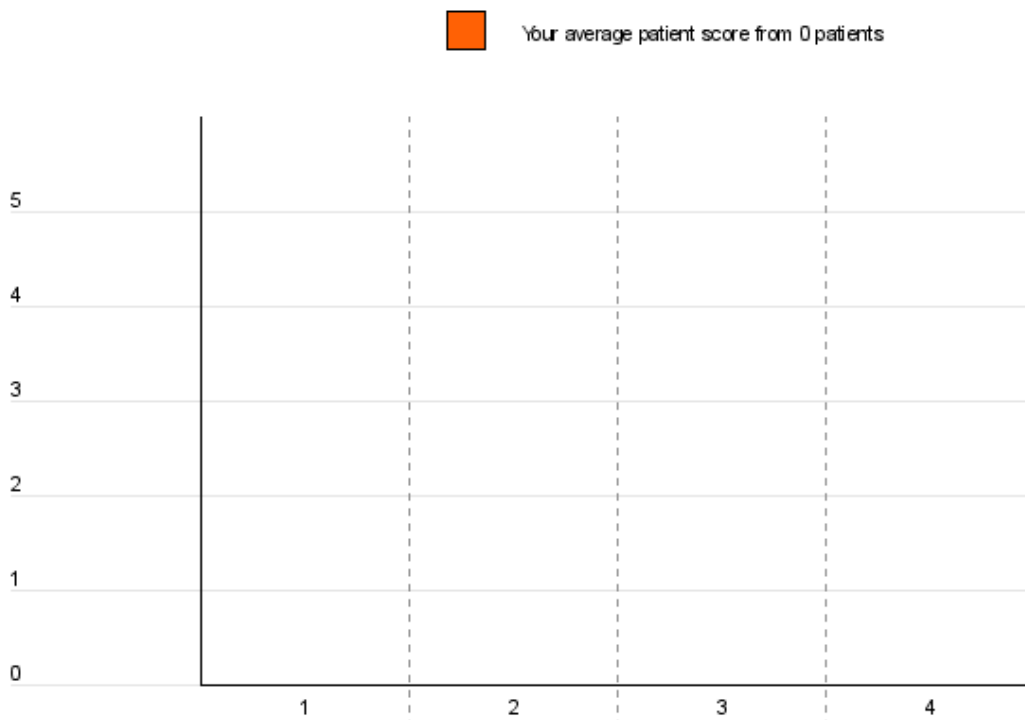
Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	0

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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. Not really satisfied
- 4. Not at all satisfied

Mr Simon Radley