

**360 Feedback analysis
for
Dr Sunil Bhudia
Cardiothoracic Surgery- Extended
2013/05/24**

Dr Sunil Bhudia

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 raters
- 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 +44 0845 180 1405 or e-mail: info@equiniti360clinical.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 there are clusters of raters 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 doctors 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 +44 0845 180 1405 or email info@equiniti360clinical.com

Questionnaire

The following questionnaire was distributed to peers

Page 1

1. Diagnostic skill
2. Performance of practical/technical procedures
3. Management of complex clinical problems
4. Appropriate use of resources
5. Conscientious and reliable
6. Availability for advice and help when needed
7. Time management
8. Commitment to improving quality of service
9. Keeps up-to-date with knowledge and skills
10. Contribution to the education and supervision of students and junior colleagues

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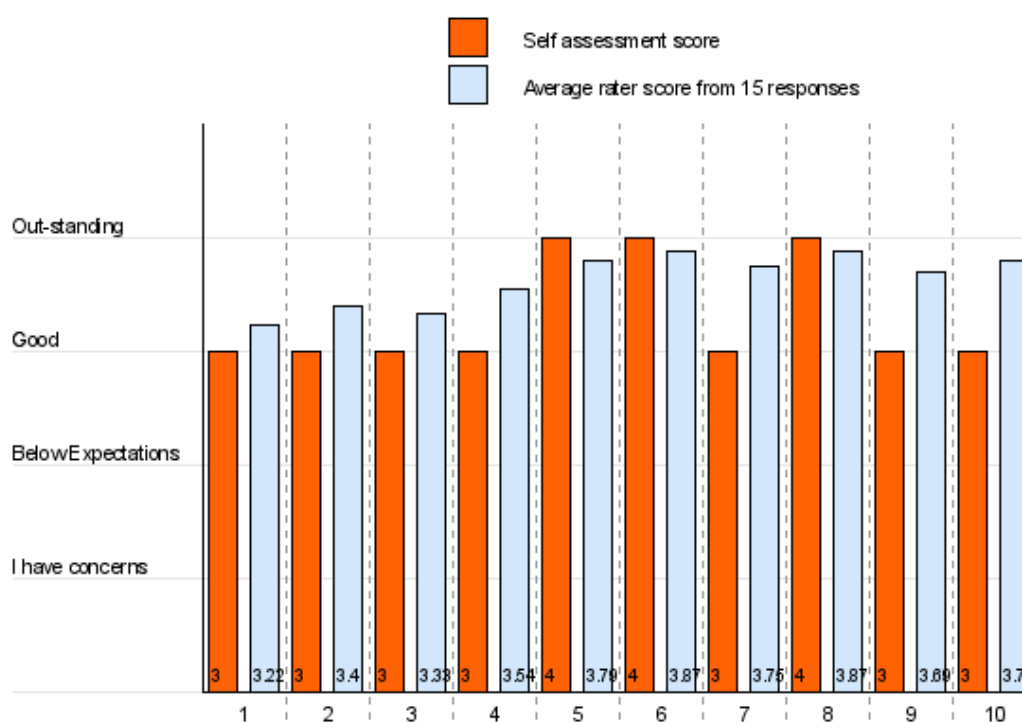
11. Spoken English
12. Communication with colleagues
13. Communication with patients, families and carers
14. Is polite, considerate and respectful to Patients
15. Is polite, considerate and respectful to colleagues of all levels
16. Compassion and empathy towards patients and their relatives
17. Values the skills and contributions of multi-disciplinary team members
18. Takes the leadership role when circumstances require
19. Delegates appropriately
20. Do you have any concerns about the Probity or Health (physical or mental) of this doctor that may impact on patient care?

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. Diagnostic skill
2. Performance of practical/technical procedures
3. Management of complex clinical problems
4. Appropriate use of resources
5. Conscientious and reliable
6. Availability for advice and help when needed
7. Time management
8. Commitment to improving quality of service
9. Keeps up-to-date with knowledge and skills
10. Contribution to the education and supervision of students and junior colleagues

Dr Sunil Bhudia

Summary of colleague results

Colleague assessment

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

Self Assessment Score

Q1. Diagnostic skill

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Attribute: Maintain your professional performance

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
6	0	0	7	2

Q2. 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	I have concerns	Below Expectations	Good	Out-standing
5	0	0	6	4

Q3. Management of complex clinical problems

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Attribute: Maintain your professional performance

Attribute: Keep clear accurate and legible records

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
3	0	0	8	4

Q4. Appropriate use of resources

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
2	0	0	6	7

Q5. Conscientious and reliable

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
1	0	0	3	11

Q6. Availability for advice and help when needed

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
0	0	0	2	13

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Q7. Time management

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
3	0	0	3	9

Q8. Commitment to improving quality of service

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

Attribute: Respond to risks to safety

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
0	0	0	2	13

Q9. Keeps up-to-date with knowledge and skills

Domain (UK only): Knowledge skills and performance

Attribute: Maintain your professional performance

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
2	0	0	4	9

Q10. Contribution to the education and supervision of students and junior colleagues

Domain (UK only): Knowledge skills and performance

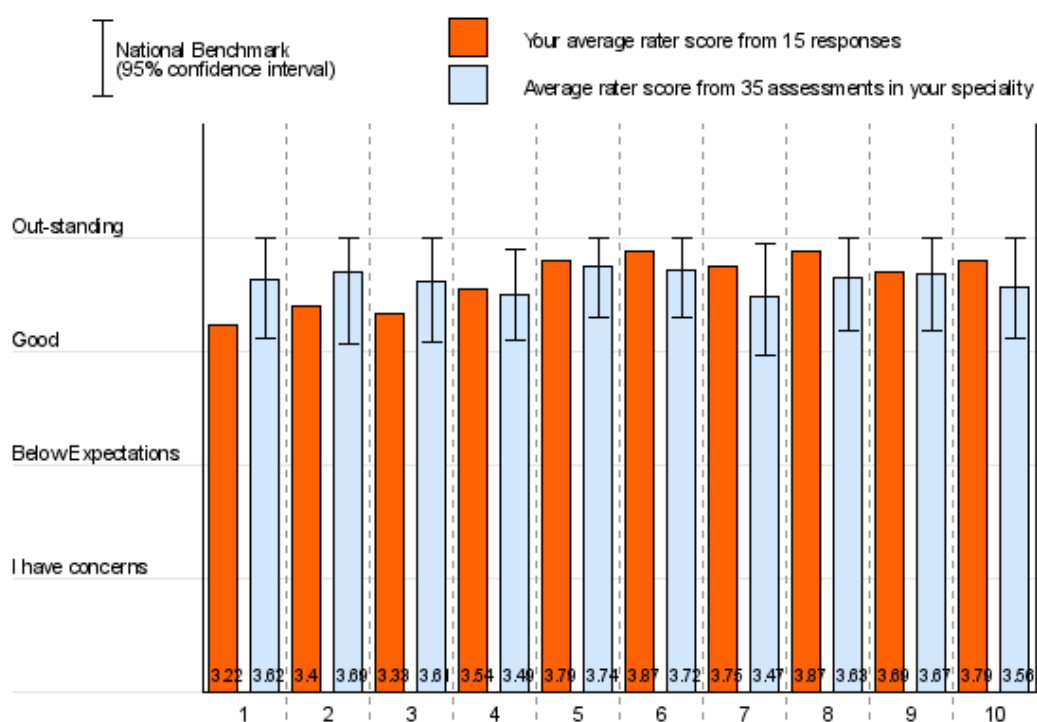
Attribute: Apply knowledge and experience to practice

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
1	0	0	3	11

Summary of colleague results

Comparisons with your speciality - Cardiothoracic Surgery- Extended

Average score given for the questions below



Questions

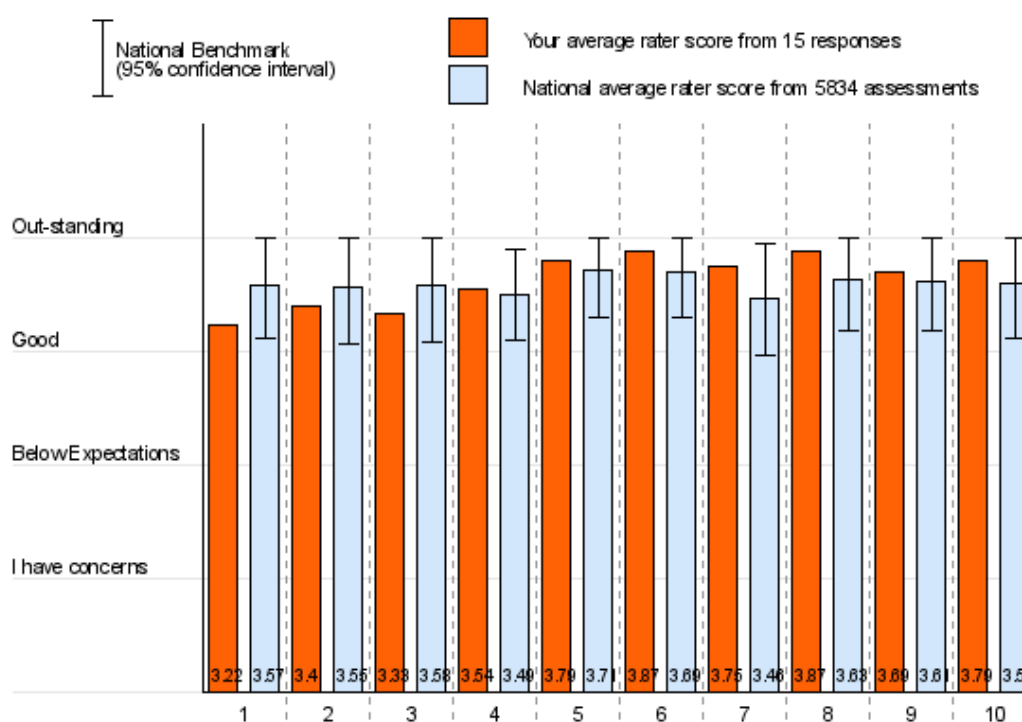
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6. Availability for advice and help when needed
7. Time management
8. Commitment to improving quality of service
9. Keeps up-to-date with knowledge and skills
10. Contribution to the education and supervision of students and junior colleagues

Dr Sunil Bhudia

Summary of colleague results

Comparisons with National Average

Average score given for the questions below



Questions

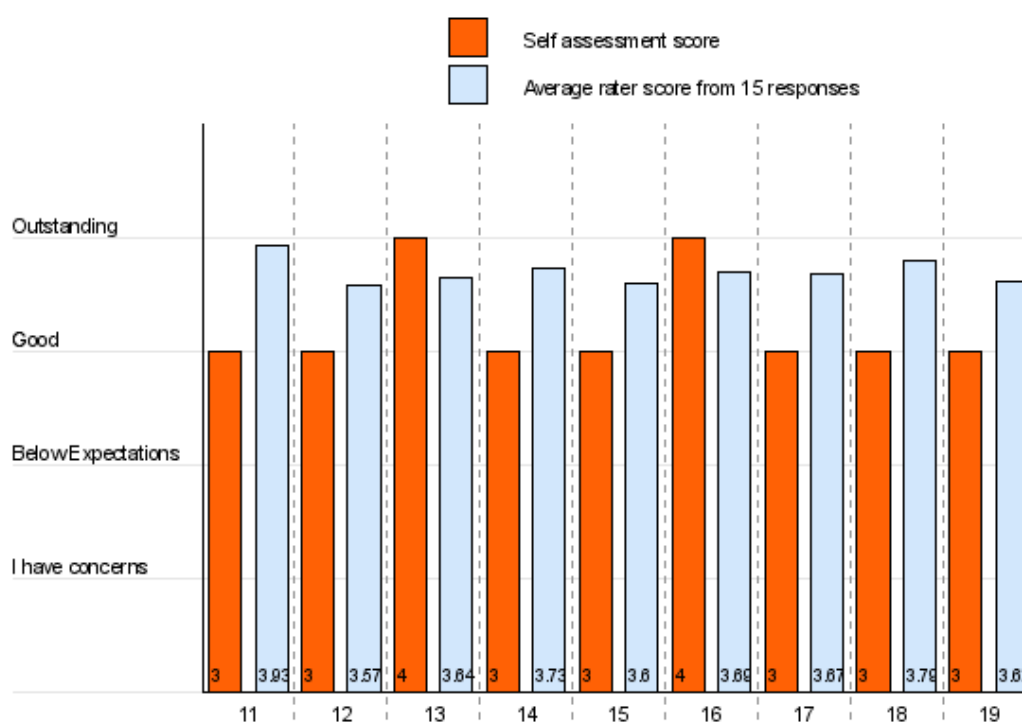
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Summary of colleague results

Colleague assessment

Average score given for the questions below



Questions

11. Spoken English
12. Communication with colleagues
13. Communication with patients, families and carers
14. Is polite, considerate and respectful to Patients
15. Is polite, considerate and respectful to colleagues of all levels
16. Compassion and empathy towards patients and their relatives
17. Values the skills and contributions of multi-disciplinary team members
18. Takes the leadership role when circumstances require
19. Delegates appropriately

Dr Sunil Bhudia

Summary of colleague results

Colleague assessment

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

Self Assessment Score

Q11. Spoken English

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
0	0	0	1	14

Q12. Communication with colleagues

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Attribute: Communicate effectively

Domain (UK only): Maintaining Trust

Attribute: Treats patients and colleagues fairly and without discrimination

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
1	0	0	6	8

Q13. Communication with patients, families and carers

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Domain (UK only): Maintaining Trust

Attribute: Treats patients and colleagues fairly and without discrimination

Attribute: Show respect for patients

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
1	0	0	5	9

Q14. Is polite, considerate and respectful to Patients

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	I have concerns	Below Expectations	Good	Outstanding
0	0	0	4	11

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Q15. Is polite, considerate and respectful to colleagues of all levels

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Attribute: Work constructively with colleagues and delegate effectively

Domain (UK only): Maintaining Trust

Attribute: Treats patients and colleagues fairly and without discrimination

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
0	0	0	6	9

Q16. Compassion and empathy towards patients and their relatives

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	I have concerns	Below Expectations	Good	Outstanding
2	0	0	4	9

Q17. 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	I have concerns	Below Expectations	Good	Outstanding
0	0	1	3	11

Q18. Takes the leadership role when circumstances require

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	I have concerns	Below Expectations	Good	Outstanding
1	0	0	3	11

Q19. 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

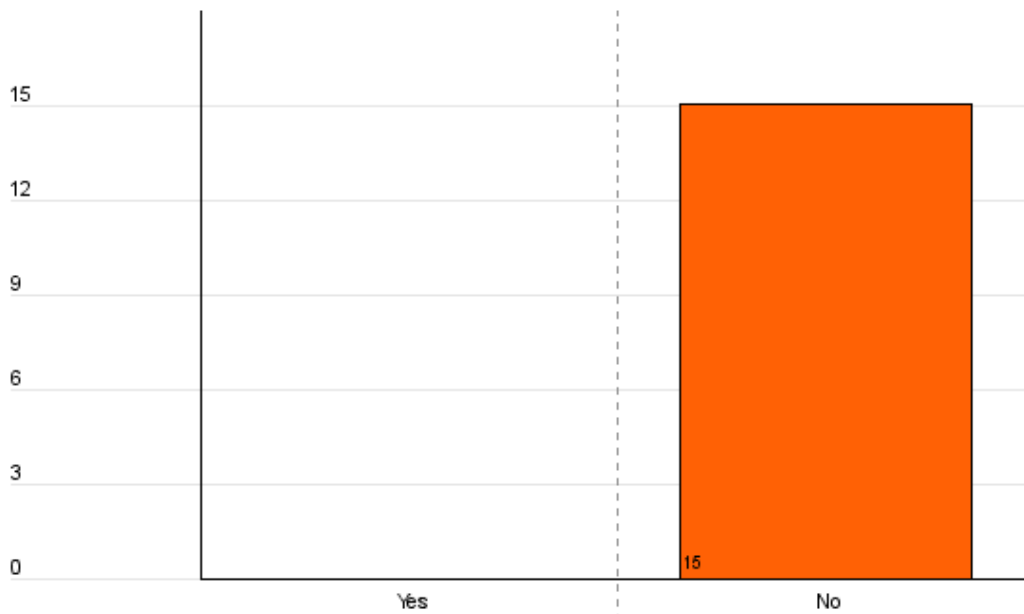
Unable to comment	I have concerns	Below Expectations	Good	Outstanding
2	0	0	5	8

Summary of colleague results

Colleague assessment

Q20. Do you have any concerns about the Probity or Health (physical or mental) of this doctor that may impact on patient care?

Total responses received

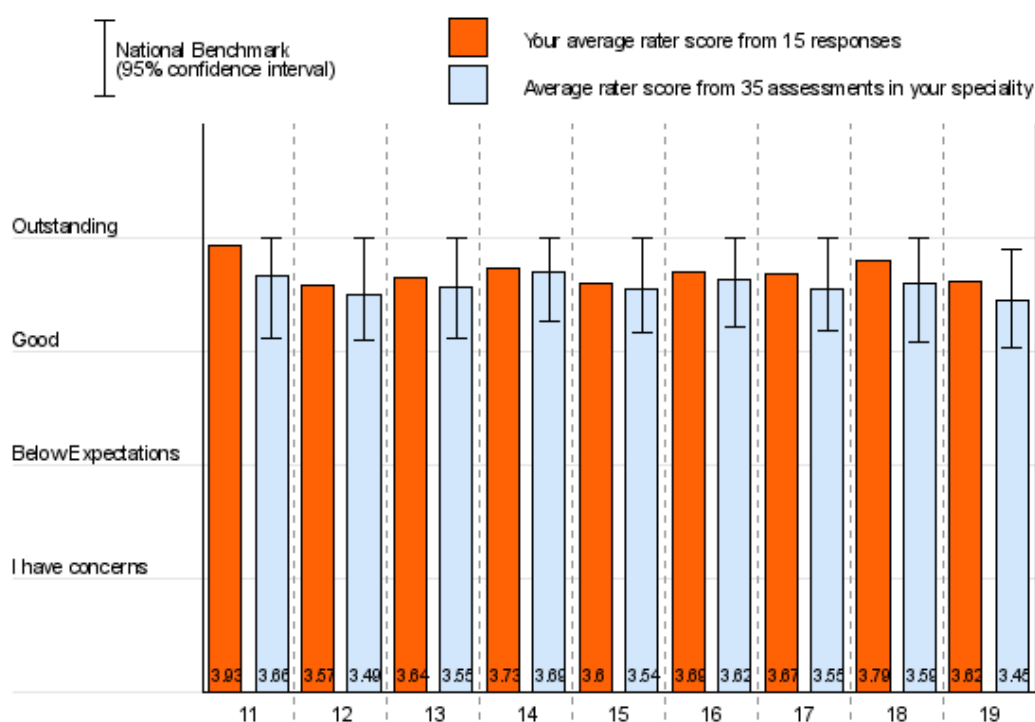


Self assessment response to this question: No

Summary of colleague results

Comparisons with your speciality - Cardiothoracic Surgery- Extended

Average score given for the questions below



Questions

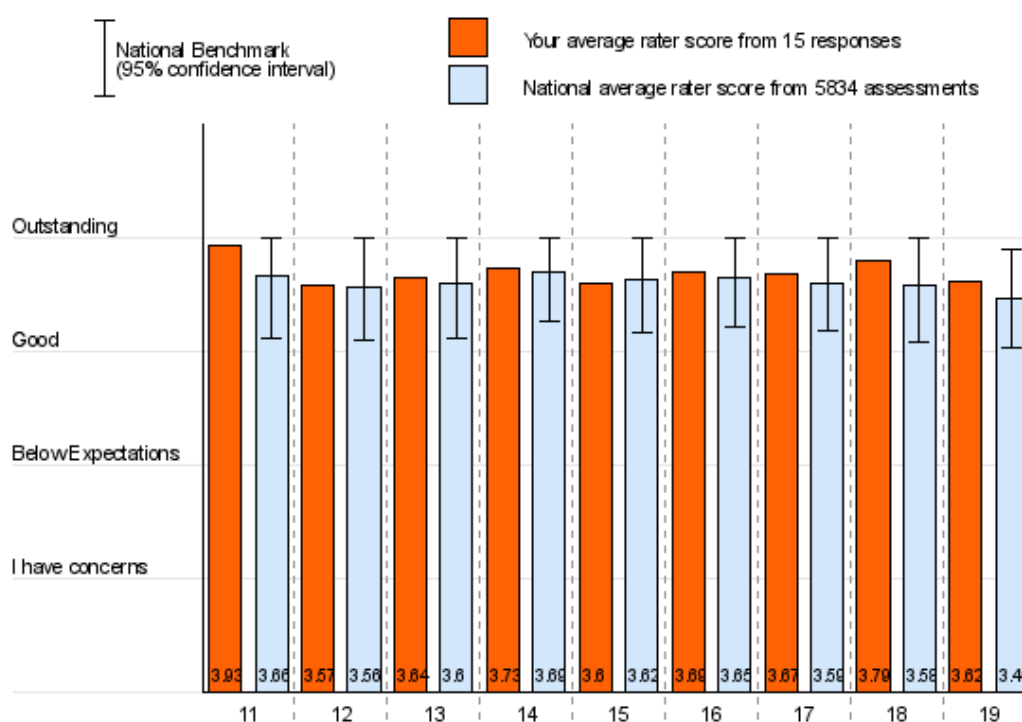
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17. Values the skills and contributions of multi-disciplinary team members
18. Takes the leadership role when circumstances require
19. Delegates appropriately

Dr Sunil Bhudia

Summary of colleague results

Comparisons with National Average

Average score given for the questions below



Questions

11. Spoken English
12. Communication with colleagues
13. Communication with patients, families and carers
14. Is polite, considerate and respectful to Patients
15. Is polite, considerate and respectful to colleagues of all levels
16. Compassion and empathy towards patients and their relatives
17. Values the skills and contributions of multi-disciplinary team members
18. Takes the leadership role when circumstances require
19. Delegates appropriately

Dr Sunil Bhudia

Comments

Self assessment comments

Comments added by rater

"Mr Bhudia has consistently proven very good standards in all areas of medical practice and medical care. He maintains a professional and approachable attitude towards colleagues and patients and strives to maintain and improve standards of care in his area of clinical/managerial practice."

"Mr Bhudia has proven himself to be an outstanding medical leader. He has used calm concern and persuasion to bring his colleagues and the whole department together. His success is due to his conciliatory approach, but also to his own personal integrity."

"Mr Sunil Bhudia is a very skilled, committed and dedicated clinician. He is passionate about the Cardiothoracic department and the people who work within it. He has a multidisciplinary team approach to situations and listens to all members of the team. He is striving to bring all members of the team together and lead the department to develop new and improved ways of working."

"He has performed his duties diligently and has always been there and willing to do more than required."

He has a sound knowledge base and is thoughtful and careful in his decision making
He works well with colleagues and is considerate to those around him – patients, relatives and colleagues (nursing and medical) alike.

It is always a pleasure to work with Mr Bhudia always courteous and professional."

"He has performed his duties diligently and has always been there and willing to do more than required."

He has a sound knowledge base and is thoughtful and careful in his decision making
He works well with colleagues and is considerate to those around him – patients, relatives and colleagues (nursing and medical) alike.

It is always a pleasure to work with Mr Bhudia always courteous and professional."

"I feel that Mr Bhudia is developing well in his role as both a consultant surgeon and clinical lead. As with all staff at this level there are issues outwith his control that can lead to frustration but he is able to compartmentalise these and not allow them to negatively impact on his clinical and managerial role."

"Mr Sunil Bhudia has led his service over the last year or so and encouraged the development of a most helpful team, which can be relied upon to provide advice and treatment in a very timely manner. His personal communication skills are excellent, and from speaking to relatives of mutual patients, I am aware that this is extended to patient contact in across a wide spectrum of environments."

"Demonstrates good organisational skills."

Has made a very valuable contribution to regular teaching and assessment of clinical staff and to introducing research portfolio studies to department.

Dr Sunil Bhudia

Have not been in a position to observe the interaction with patient's relatives.
Seems to be not fully aware of the skills and experience amongst colleagues."

"As clinical lead he is closely involved with both the organisation of the doctors and nurses. I think he has a quiet professional manner but does suffer fools. He is very supportive to junior doctors and is approachable. No particular areas to improve as his role as clinical lead is complex and I feel he manages these responsibilities confidently and efficiently. In addition, he has an academic role which I think is good for the department."

"I feel that he is truly committed to his role and is really striving to achieve the best for the unit and the patients within it."

"I have known Mr Bhudia for well over 18 years and I have no concerns with his ability to function as a doctor. He has matured well into his consultant and management role with fine skills. He is affable, approachable and reliable, executing his duties both within and outside the Trust."

"Mr Bhudia has regularly displayed high quality skills in this speciality. I have long considered him to be fully committed to the development of others and himself in regard to delivering up to date, research based clinical care. Opportunities for teaching are taken and constructive feedback is given in the clinical environment."

Conversations with patients and their families are pitched at the appropriate level to ensure understanding and Mr Bhudia is caring and compassionate when dealing with delicate situations.

He has taken the role of clinical lead for this speciality and has shown that he is focused on developing the department to produce a dedicated and highly proficient multidisciplinary team."

"As the General Manager I work closely with Mr Bhudia to support service developments and also review CIP schemes and staff development. I have found Mr Bhudia to be conscientious, very patient focused but understands the wider picture of the health service and financial implications."

My only concerns would be him managing his colleagues, some of whom may challenge his authority as Clinical Lead. Although I believe Mr Bhudia currently does this in a calm manner he may need support with managing difficult situations."

"Mr Bhudia is a caring and conscientious asset to our Multidisciplinary Cardio-Thoracic team. He has great patience with all and strives to improve service, encouraging everyone to get involved. He communicates excellently at all levels and as a junior consultant he gives excellent Clinical care and always conducts himself in a professional manner."

Comments added by patients

"AS ALWAYS. AN EXCELLENT SERVICE."

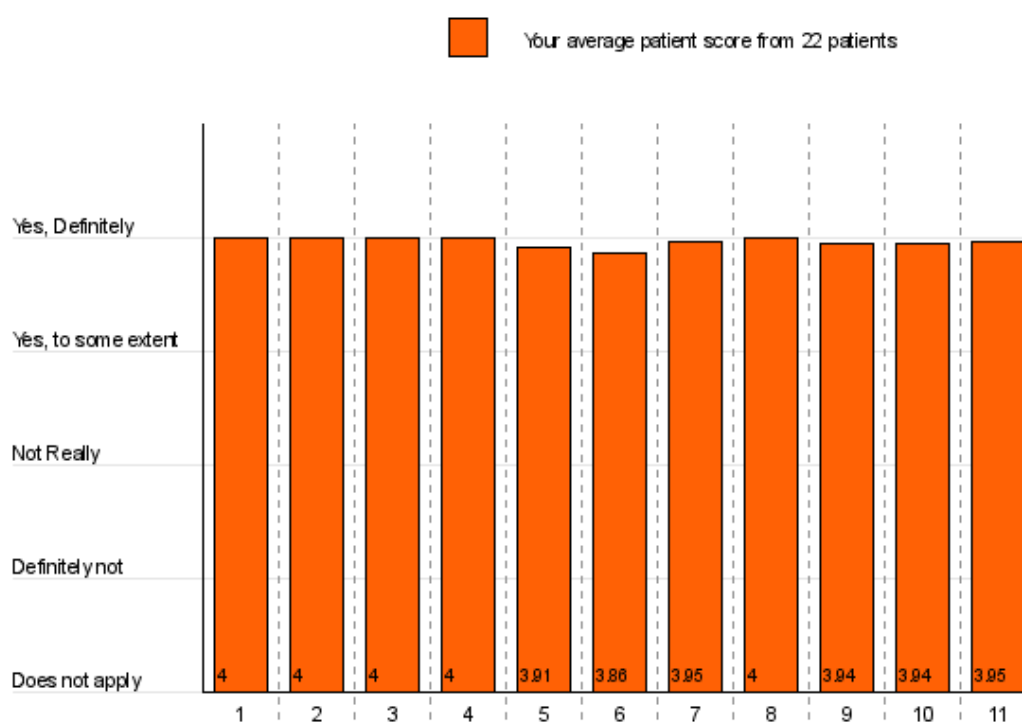
"My surgeon has gone above and beyond my expectations both in pre and post operative care"

"OUR FAMILY WOULD LIKE TO THANK THE DOCTOR, HOSPITAL AND ALL THE STAFF WHO HELPED WITH THE RECOVERY. THANK YOU ALL."

Dr Sunil Bhudia

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?

Dr Sunil Bhudia

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	22

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	22

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	22

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	22

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	2	20

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

Dr Sunil Bhudia

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	3	19

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	1	21

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	22

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
6	0	0	1	15

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
5	0	0	1	16

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

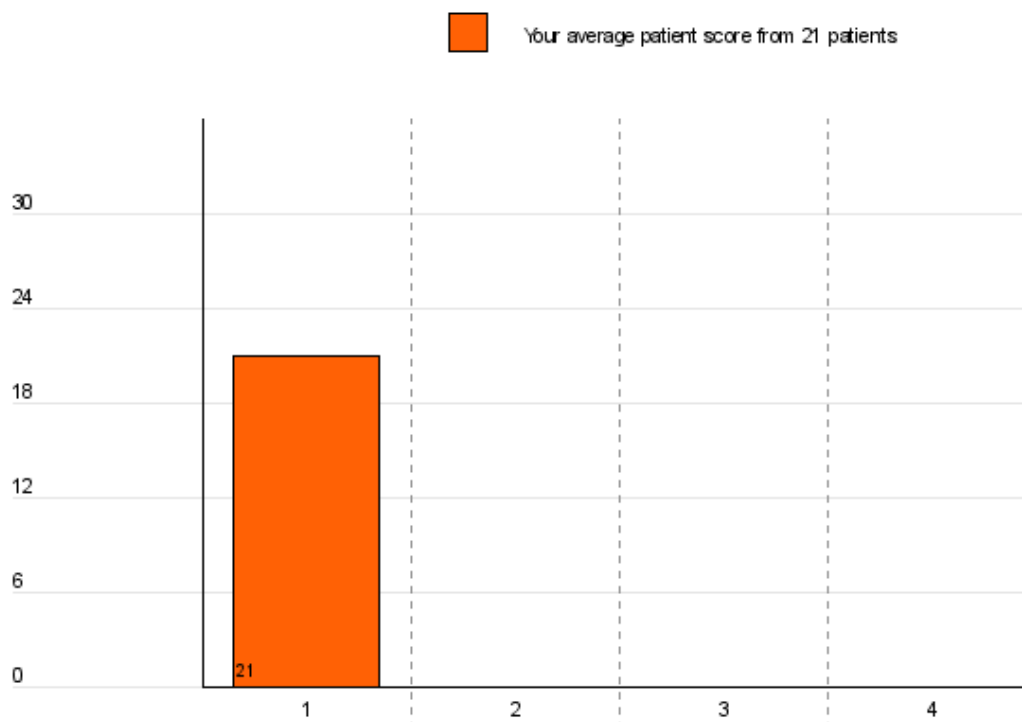
Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	1	21

Dr Sunil Bhudia

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

Dr Sunil Bhudia