

**360 Feedback analysis
for
Mr Adrian Marchbank
Cardiothoracic Surgery
17/02/2010**

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

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

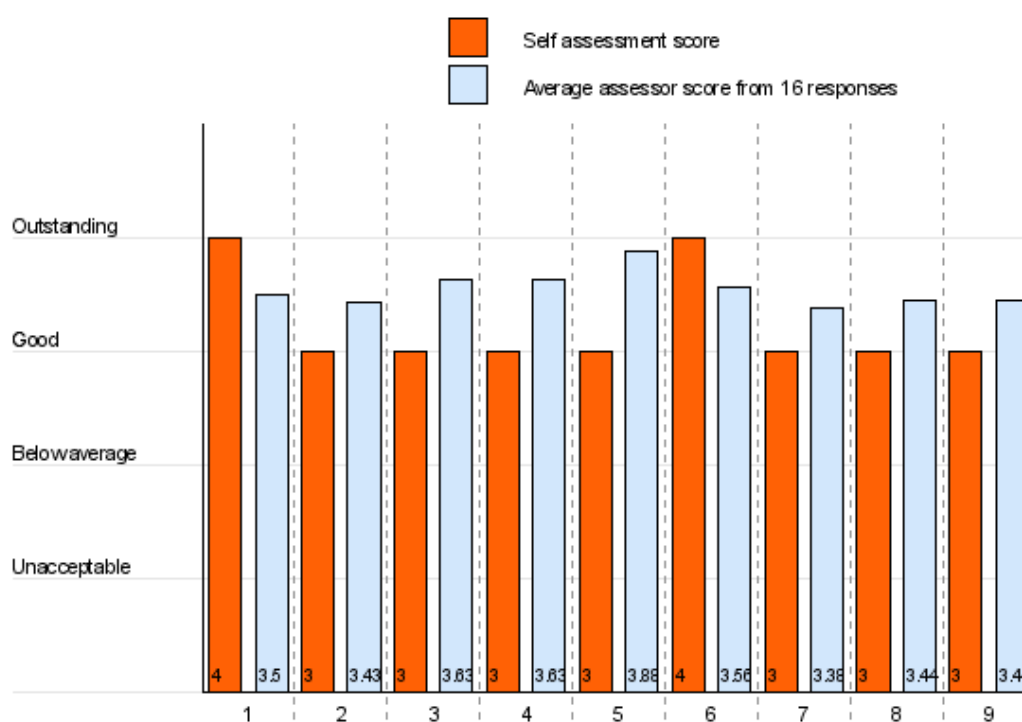
1. Clinical Assessment: Diagnostic skill; performance of practical/technical procedures
2. Patient Management: Management of complex clinical problems; appropriate use of resources
3. Reliability: Conscientious and reliable; available for advice and help when needed; time management
4. Professional Development: 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
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8. Team Player: Values the skills and contributions of multi-disciplinary team members
9. 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 |
|-----------------------|

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

| Unable to Comment | Unacceptable | Below average | Good | Outstanding |
|-------------------|--------------|---------------|------|-------------|
| 4 | 0 | 0 | 6 | 6 |

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

| Unable to Comment | Unacceptable | Below average | Good | Outstanding |
|-------------------|--------------|---------------|------|-------------|
| 2 | 0 | 0 | 8 | 6 |

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

| Unable to Comment | Unacceptable | Below average | Good | Outstanding |
|-------------------|--------------|---------------|------|-------------|
| 0 | 0 | 0 | 6 | 10 |

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

| Unable to Comment | Unacceptable | Below average | Good | Outstanding |
|-------------------|--------------|---------------|------|-------------|
| 0 | 0 | 0 | 6 | 10 |

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

| Unable to Comment | Unacceptable | Below average | Good | Outstanding |
|-------------------|--------------|---------------|------|-------------|
| 0 | 0 | 0 | 2 | 14 |

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

| Unable to Comment | Unacceptable | Below average | Good | Outstanding |
|-------------------|--------------|---------------|------|-------------|
| 0 | 0 | 0 | 7 | 9 |

Q7. 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 | 2 | 6 | 8 |

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

| Unable to Comment | Unacceptable | Below average | Good | Outstanding |
|-------------------|--------------|---------------|------|-------------|
| 0 | 0 | 1 | 7 | 8 |

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

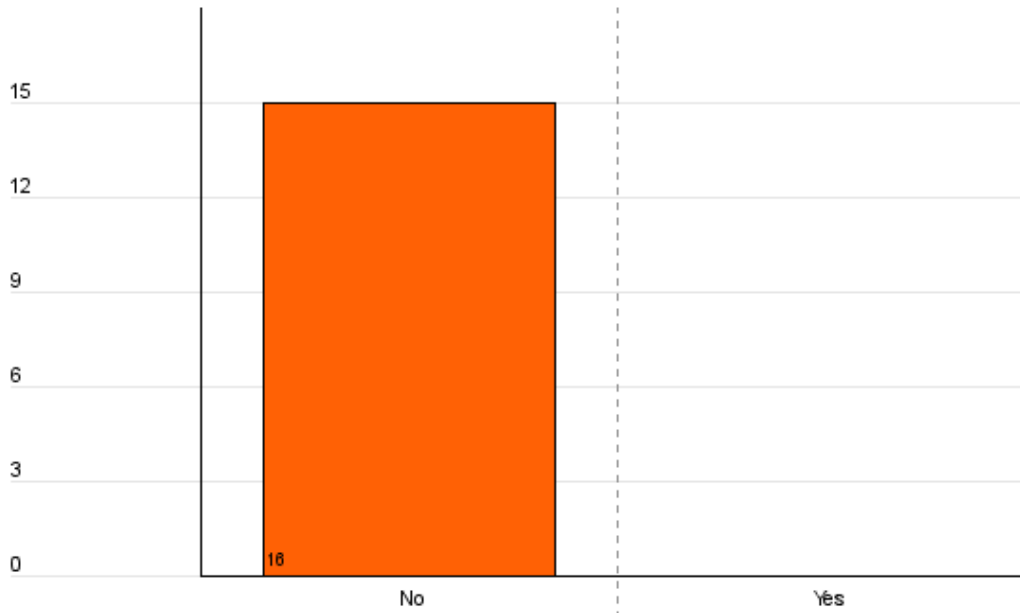
| Unable to Comment | Unacceptable | Below average | Good | Outstanding |
|-------------------|--------------|---------------|------|-------------|
| 0 | 0 | 1 | 7 | 8 |

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

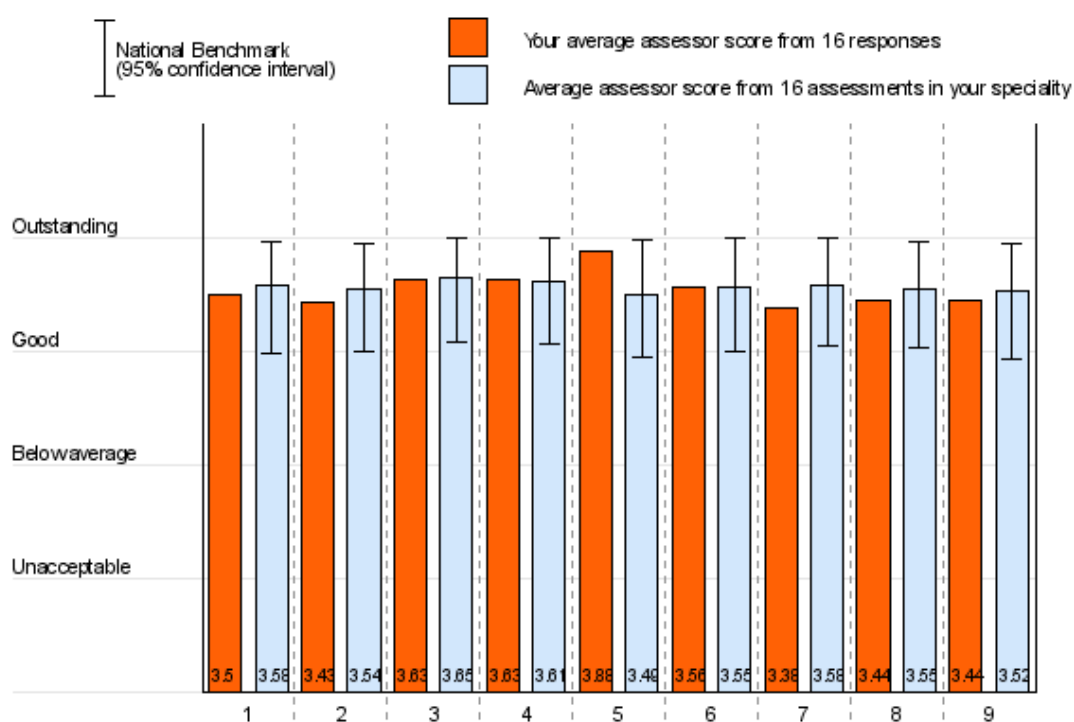


Self assessment response to this question: No

Summary of colleague results

Comparisons with your speciality - Cardiothoracic Surgery

Average score given for the questions below



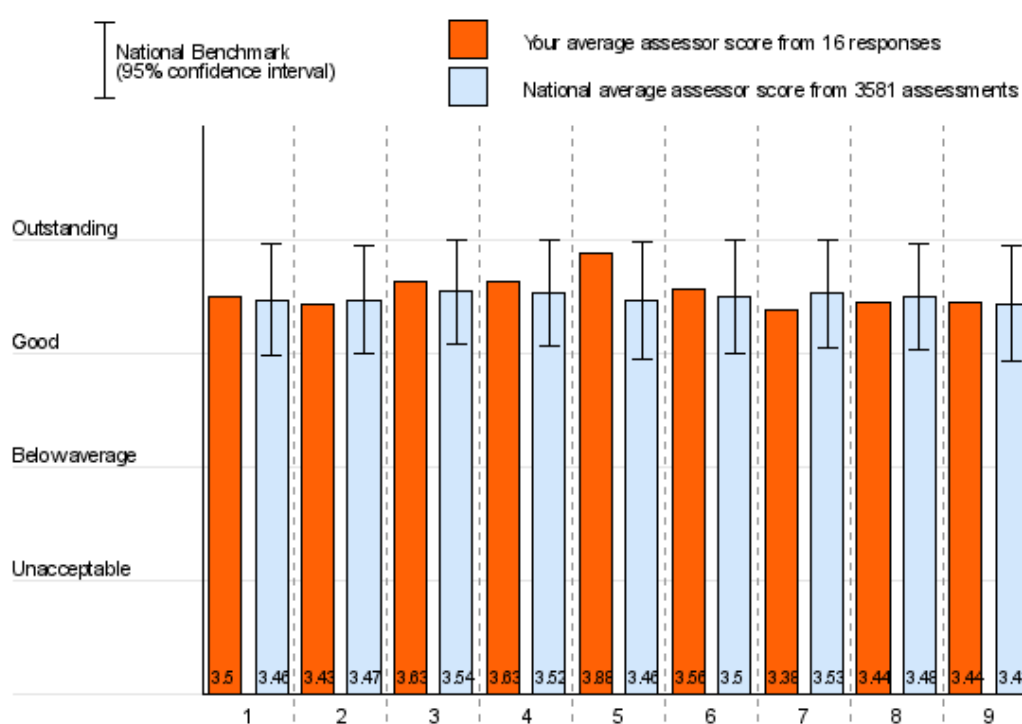
Questions

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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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Comments

Self assessment comments

Comments added by assessors

"Very strong on empathy. Clearly a motivated teacher."

"Excellent clinician and surgeon. Uses multidisciplinary team well for patients benefit. Good communication with team, patients and relatives.

Enthusiastic educator of juniors and nurses.

Valued member of the unit"

"works as my mentor, he is always available to answer questions. He does this in a "encouraging parent" (this is a personality/communication type identified in Transactional Analysis by Eric Berne) which has helped nurture me.

I think he sets a good example and has been keen to implement the WHO checklist, as much on grounds of team building as on patient safety. I work alongside him in clinic and find that he really involves patients in their care. I think of a particularly upset lady with cancer who became concerned that she had taken more than her allotted time in the clinic, whom he said could stay in there for as long as she needed. He then spent time with the son to further discuss her management."

"I have worked closely with Adrian on the development of an post qualifying work based programme and he has been outstanding in the development support and willingness to be part of a team and lead his medical colleagues in the implementation of this, and in supporting his colleagues in the first year of this programme. He is enthusiastic and committed to the further education and development of his colleagues in the provision of a improved service to patients."

"Adrian is an absolutely outstanding cardiac surgeon. He is technically very gifted taking on high risk patients and achieving remarkable success with low complication rates. He has developed new skills in specialist areas of cardiac surgery - one small example would be his development of epicardial lead placement techniques. He is always ready to give on the spot advice, deals with requests for assistance thoroughly and quickly and has a great depth of knowledge and experience. I often find that his suggestions will alter my plans for patients as a result of the thoughtful input he gives. He is an innovator and the cardiac theatre assistants program which is clearly cutting edge is managed and inspired by him. It has required great determination and hours of input by him and is a great achievement for the directorate.

He is very popular with staff at all levels and it is a tribute to his character that he treats everyone with warmth and respect whatever their position in the hierarchy.

He is one of the central assets to our directorate."

"Pleasure to work with. We receive many comments from juniors, trainees, nursing staff, colleagues, plus patients and families who find his approach valuable, helpful, easy to understand and clear about the issues with which they deal with him on."

"Adrian is meticulous in practice and preparation. He communicates well (albeit quietly) with all members of the multi-disciplinary team."

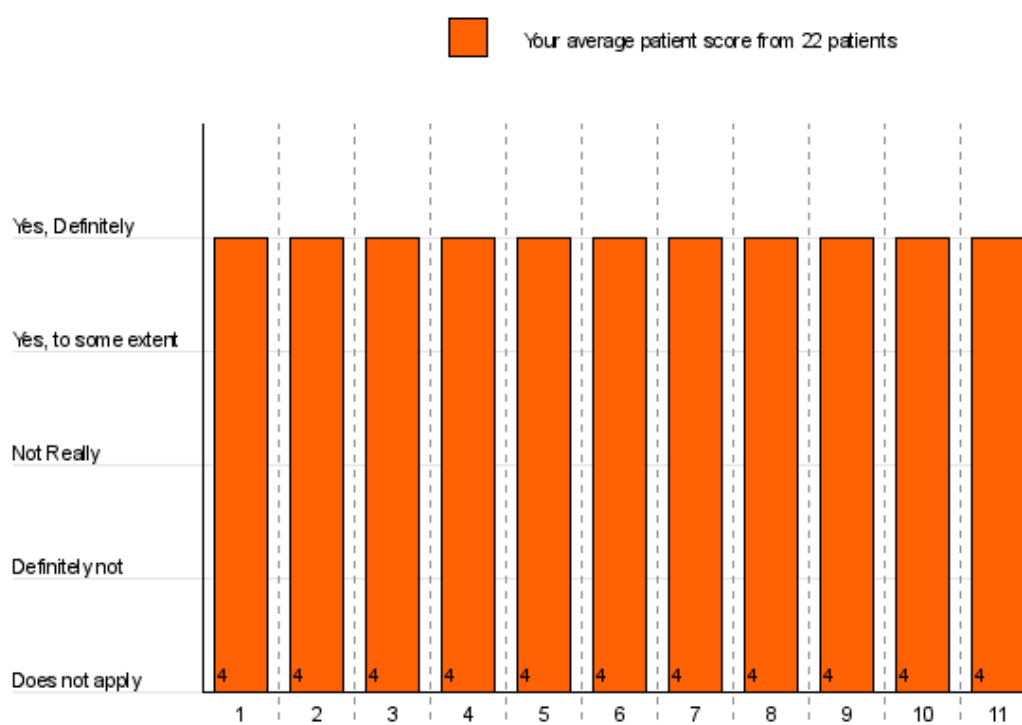
"Mr Marchbank continues to strive to improve the quality of service in cardiac surgery. Within the directorate he has implemented electronic discharge summaries and a robust MDT process (despite the absence of funding). He continues to provide an excellent surgical service including his subspecialty interest of mitral valve repair. He has worked to strengthen the surgical research programme by attracting funding for academic work. He remains an approachable hardworking colleague

whose opinion is highly valued."

"Has great empathy towards patients and staff. Always willing to listen and help where he can. Good team player - committed to improving education for the multidisciplinary team."

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 | 22 |

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 | 22 |

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 | 22 |

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 | 22 |

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 | 22 |

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 | 22 |

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 | 22 |

Q8. Did the doctor respect your views?

| 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?

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

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 |
|----------------|----------------|------------|---------------------|-----------------|
| 1 | 0 | 0 | 0 | 21 |

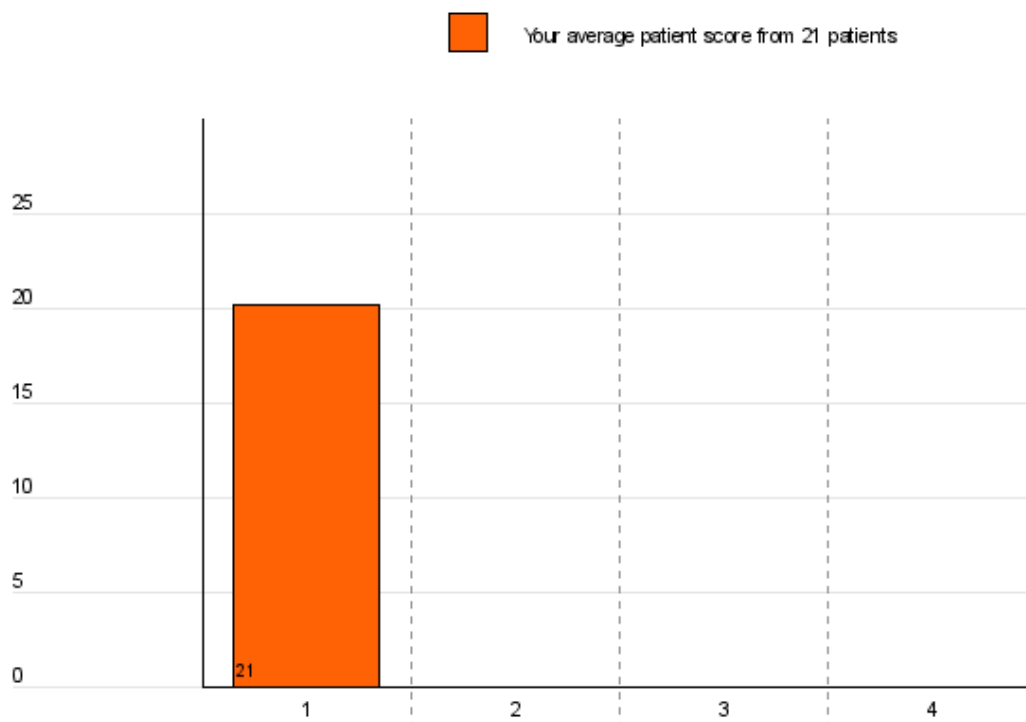
Q11. By the end of the consultation did you feel better able to understand and/or manage your condition and your care?

| Does not apply | Definitely not | Not Really | Yes, to some extent | Yes, Definitely |
|----------------|----------------|------------|---------------------|-----------------|
| 0 | 0 | 0 | 0 | 22 |

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