

**Private and Confidential**

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**CFEP360  
Patient and Colleague Feedback  
Report**

Mr Simon Kendall





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5 October 2015

Dear Mr Kendall

Please find enclosed your report outlining your feedback from the CFEP patient and colleague multisource feedback survey, using the Interpersonal Skills Questionnaire (ISQ) and the Colleague Feedback Evaluation Tool (CFET). The results have been illustrated in tables with associated benchmarks where applicable. Please see the important notes regarding how the benchmarks were generated. Your self assessment data, if completed, has been included for reference. Supporting documents have been provided to help you in the interpretation and understanding of your results.

Your survey resulted in the return of 28 patient (ISQ) questionnaires and 14 colleague (CFET) questionnaires. Please note that in order to generate a full report with reliable and meaningful results, and associated benchmarks, a minimum of 28 returned patient questionnaires and 12 returned colleague questionnaires is required. If less than this number was returned then you will receive an abbreviated report for that element. In the eventuality that 5 or less patient or colleague questionnaires are returned no report will be issued for that survey component.

The report should provide you with a clear reflection of the feedback from your patients and colleagues. It is worth spending time to assimilate the detail to obtain the best understanding of your feedback.

At the outset of the survey process you nominated Mr Andrew Owens to be your supporting medical colleague (SMC) should you wish to discuss the findings of your report. Mr Andrew Owens has been informed that your report has been sent to you, and as you requested has been sent a copy.

In order to enable us to improve our services we would be grateful if you could complete a feedback form using the following link: <http://www.cfepsurveys.co.uk/questionnaires/feedback/default.aspx?psid=173295>

Please contact the office on 01392 823766 or [reports@cfepsurveys.co.uk](mailto:reports@cfepsurveys.co.uk) if you require further information about your results.

I hope the report provides you with a basis for reflection and useful feedback for future appraisal.

Yours sincerely

CFEP UK Reports Team

# CFEP360 Report: Contents

## Introduction

## Graphical overview of results

## Your patient feedback

Distribution and frequency of ratings (table 1.1, graph 1.1)	P1
Your mean percentage scores and practitioner specific benchmarks (table 1.2)	P2
Your mean percentage scores and specialty specific benchmarks (table 1.3)	P3
Your patient demographics and associated mean percentage scores (table 1.4)	P4
Your current and previous mean percentage scores (table 1.5)	P5
Your patient comments	P6

## Your colleague feedback

Distribution and frequency of ratings (table 2.1, graph 2.1)	C1
Your mean percentage scores and practitioner specific benchmarks (table 2.2)	C2
Your mean percentage scores and specialty specific benchmarks (table 2.3)	C3
Your colleague demographics and associated mean percentage scores (table 2.4, graph 2.2)	C4
Your current and previous mean percentage scores (table 2.5)	C5
Your colleague comments	C6

## Self assessment

Comparison of self assessment and patient scores (table 3.1)	S1
Comparison of self assessment and colleague scores (table 3.2)	S2
Your personal comments	S2

## Supporting documents

Details of score calculation
Explanation of quartiles
Reflection guide and review record
Guide to report interpretation
Sample patient and colleague questionnaires

# CFEP360 Report: Introduction

The CFEP patient and colleague questionnaires were designed to help you gain an insight into how your professional behaviour and practice are viewed by your patients and colleagues. The process will also enable you to compare how others perceive you as a doctor with your own personal assessment. Multisource feedback has been found to be a useful way to assess a doctor's performance and is valuable to support appraisal.

This report outlines the information that has been collected and analysed from a sample of your patients (if your current role includes direct consultations with patients) and a range of your colleagues. Full explanation on how to interpret this information can be found in the report and benchmarks are provided where applicable. We hope that this report will offer you clear guidance for your professional development.

## Supporting medical colleague (SMC)

It is important that support is available after receiving any multisource feedback. At the outset of the process, you nominated a supporting medical colleague (SMC), with whom you might wish to discuss the issues raised by the survey: to help pinpoint the positives and negatives, and to help you to work out future goals and a personal development plan. Your SMC has been notified that your report has been sent to you, although only you will have received a copy (unless you or your organisation specified otherwise).

## Benchmarks

Benchmarks are provided in the report to give you a sense of how you are performing in relation to other doctors who have completed the surveys. They are not intended to imply any 'minimum standard' that doctors are expected to achieve. Benchmarks are based on all doctors working within a specified clinical setting. Where there is sufficient data, additional practitioner and/or speciality specific benchmark data may be provided. Please note that all benchmark data is for guidance only – and relate to doctors working in a variety of clinical settings and may not be totally representative of your personal situation.

## Your feedback

From the report you will be able to clearly pinpoint areas where you did well and also those areas where you may feel that improvements may be needed. The frequency distribution table illustrates the spread of your ratings and can provide an at-a-glance picture of your colleagues' or patients' perception of any given area of performance and the scoring tables allow you to make comparisons with other participating doctors. The graphical overview provides a summary of all the quantitative data in the patient, colleague and self assessment sections of your report, however, it is advisable to take time to assimilate all the feedback and to avoid scanning the report and noting specific scores or comments on which too much emphasis can be placed. The 'reflection guide and review record' may help with this, together with discussion with your SMC.

## Support for reflection

The 'reflection guide and review record' provides a few suggestions as to what to look at in your report and space to write a few notes prior to your meeting with your SMC/appraiser. This has been designed to make your report more relevant to appraisal and enable you to present it as part of your portfolio evidence if desired.

A 'guide to report interpretation' has been provided at the end of your report which explains the tables and charts in a clear step by step format, should this be required.

## Abbreviated reports

If insufficient questionnaires are returned for the patient and/or the colleague component of your multisource feedback survey to make the results meaningful, then an abbreviated report is produced. In these reports, the frequency and distribution of ratings are illustrated together with any comments made. Scores, benchmarks and supporting documentation are not provided to avoid over interpretation of this information.

## Use of data from your report

The data in your report will be held in accordance with the requirements of the Data Protection Act. Your anonymised data will be aggregated with data from all other participating doctors, and may be used in the generation of national performance benchmarks and contribute to scientific literature.

In most circumstances, the feedback report is entirely confidential and would not be shared with anyone else unless specifically requested by the named professional on the report or without their prior knowledge.

The main exceptions to this would be:

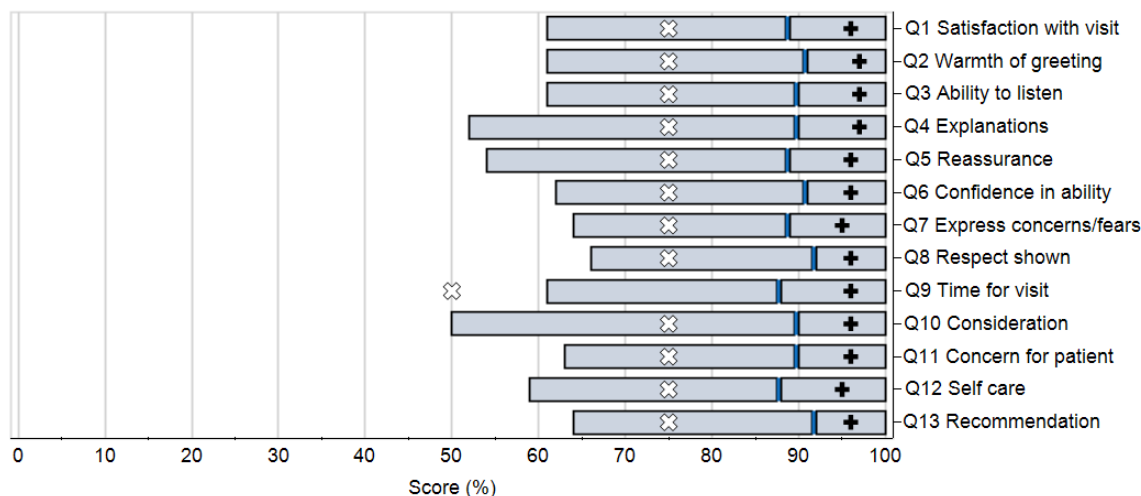
- Where a specific request has been made by the named professional that their supporting medical colleague (SMC) is to receive a copy of the report.
- Where there is a pre designated arrangement with the named professional's organisation/commissioner/appraisal system, or similar, for them to receive a copy of the report (of which the named professional should have been notified by the relevant body prior to survey).

However, in addition to this, in the unlikely event where instances of potential professional misconduct or significantly low scores have been identified or where patient safety may be affected, the feedback will be referred to our Survey Director and the professional's overarching employer/contracting organisation may be contacted and results disclosed as appropriate (information to this extent is provided in the guidelines on our online portal, acceptance of which was acknowledged during the initial stages of the survey process).

# CFEP360 Report: Graphical overview of results

The two graphs below provide a graphical summary of the quantitative data in the patient, colleague and self assessment sections of your report. They illustrate your achieved patient and colleague feedback scores for each question within the questionnaires, together with your self assessment score (if completed). These overlay the range of scores incorporated in the benchmark data (please see important notes about the benchmark data on pages P2 and C2 of your report). This chart should enable you to be able to visually compare how others perceive you as a doctor with your own personal assessment, and also provide you with a sense of how you are performing in relation to other doctors who have completed the surveys.

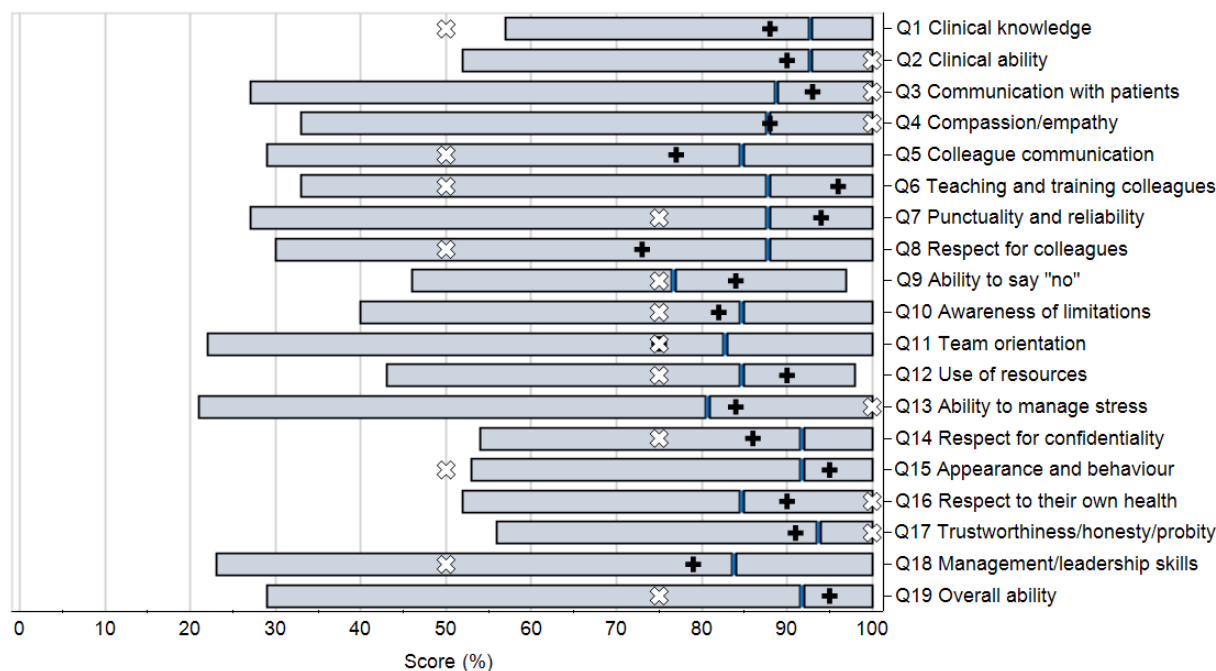
## Patient feedback



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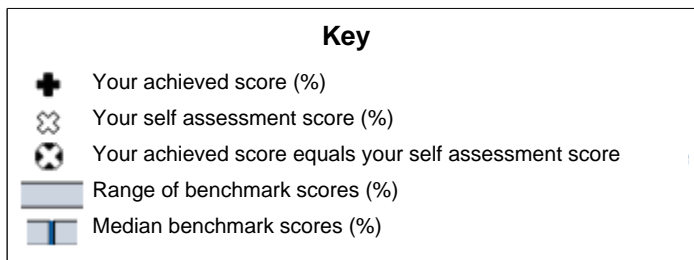
Benchmarks are based on data from 478 surveys completed by Consultants between June 2008 and December 2013 with 28 or more returned questionnaires.

## Colleague feedback



11334

Benchmarks are based on data from 855 surveys completed by Consultants between June 2008 and December 2013 with 12 or more returned questionnaires.



If achieved or self assessment score for any question is not illustrated please refer to relevant scoring tables in your report for clarification.

# Your patient feedback

May 2014 - September 2015\*

\*Date patient questionnaires were received by CFEP.

## Your patient feedback

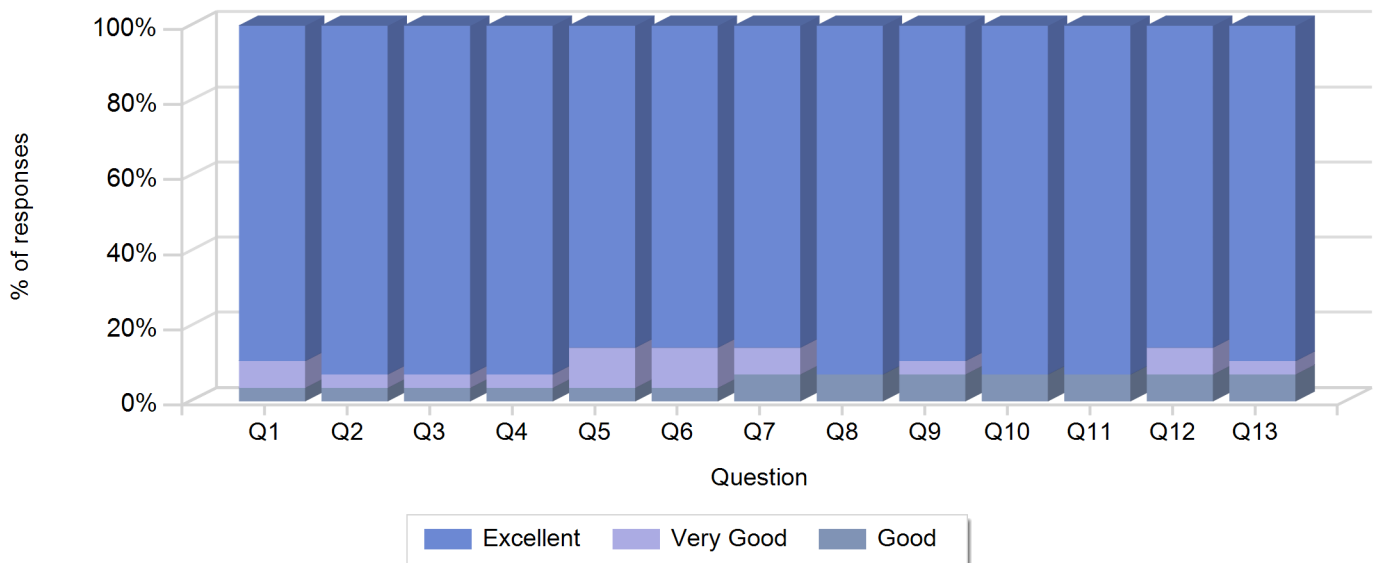
Table 1.1: Distribution and frequency of ratings and your self assessment rating

	Poor	Fair	Good	Very Good	Excellent	Blank / Spoilt
Q1 Satisfaction with visit	0	0	1	2	25	0
Q2 Warmth of greeting	0	0	1	1	26	0
Q3 Ability to listen	0	0	1	1	26	0
Q4 Explanations	0	0	1	1	26	0
Q5 Reassurance	0	0	1	3	24	0
Q6 Confidence in ability	0	0	1	3	24	0
Q7 Express concerns/fears	0	0	2	2	24	0
Q8 Respect shown	0	0	2	0	26	0
Q9 Time for visit	0	0	2	1	25	0
Q10 Consideration	0	0	2	0	26	0
Q11 Concern for patient	0	0	2	0	26	0
Q12 Self care	0	0	2	2	24	0
Q13 Recommendation	0	0	2	1	25	0

Blank/spoilt responses are not included in your mean percentage score analysis.

Your self assessment rating

Graph 1.1: Percentage distribution and frequency of ratings



Please note blank/spoilt responses have not been incorporated in this graphical representation.

## Your patient feedback

Table 1.2: Your mean percentage scores and benchmarks

### Practitioner specific benchmarks: Consultant

	Your mean score (%)	Benchmark data (%)*				
		Min	Lower Quartile	Median	Upper Quartile	Max
Q1 Satisfaction with visit	96	61	86	89	92	100
Q2 Warmth of greeting	97	61	88	91	94	100
Q3 Ability to listen	97	61	87	90	93	100
Q4 Explanations	97	52	87	90	93	100
Q5 Reassurance	96	54	85	89	92	100
Q6 Confidence in ability	96	62	88	91	94	100
Q7 Express concerns/fears	95	64	85	89	92	100
Q8 Respect shown	96	66	89	92	95	100
Q9 Time for visit	96	61	83	88	91	100
Q10 Consideration	96	50	86	90	93	100
Q11 Concern for patient	96	63	86	90	93	100
Q12 Self care	95	59	84	88	91	100
Q13 Recommendation	96	64	88	92	95	100

\*Benchmarks are based on data from 478 surveys completed by Consultants between June 2008 and December 2013 with 28 or more returned questionnaires.

Please note the reliability of your patient feedback will be reduced if less than 28 patient responses per question is achieved. In the event that there are less than 5 valid patient responses for any question, this score will not be illustrated. See score explanation for percentage score calculation and quartile information.

Median or 'middle' value: the numerical value cutting the data in half – above and below this value lie the highest and lowest 50% of the mean percentage score values of all benchmarked doctors respectfully.

11300

### Important notes about this benchmark data

- Benchmarks are provided in the report to give you a sense of how you are performing in relation to other doctors who have completed these surveys. They are not intended to imply any 'minimum standard' that doctors are expected to achieve.
- The benchmark data relate to doctors working in a variety of clinical settings and may not be totally representative of your personal situation.



## Your patient feedback

Table 1.3: Your mean percentage scores and benchmarks

### Specialty specific benchmarks: Surgery

	Your mean score (%)	Benchmark data (%)*				
		Min	Lower Quartile	Median	Upper Quartile	Max
Q1 Satisfaction with visit	96	78	86	89	92	97
Q2 Warmth of greeting	97	76	88	91	95	97
Q3 Ability to listen	97	76	88	91	94	98
Q4 Explanations	97	78	88	91	94	97
Q5 Reassurance	96	76	86	90	93	98
Q6 Confidence in ability	96	82	88	92	94	98
Q7 Express concerns/fears	95	73	85	89	92	96
Q8 Respect shown	96	80	89	93	95	98
Q9 Time for visit	96	73	83	87	90	95
Q10 Consideration	96	76	86	90	93	97
Q11 Concern for patient	96	75	86	90	93	97
Q12 Self care	95	76	84	88	91	96
Q13 Recommendation	96	79	89	92	95	98

\*Benchmarks are based on data from 104 surveys completed by Consultants in Surgery between June 2008 and December 2013 with 28 or more returned questionnaires.

Please note the reliability of your patient feedback will be reduced if less than 28 patient responses per question is achieved. In the event that there are less than 5 valid patient responses for any question, this score will not be illustrated. See score explanation for percentage score calculation and quartile information.

Median or 'middle' value: the numerical value cutting the data in half – above and below this value lie the highest and lowest 50% of the mean percentage score values of all benchmarked doctors respectfully.

11306

### Important notes about this benchmark data

- Benchmarks are provided in the report to give you a sense of how you are performing in relation to other doctors who have completed these surveys. They are not intended to imply any 'minimum standard' that doctors are expected to achieve.
- The benchmark data relate to doctors working in a variety of clinical settings and may not be totally representative of your personal situation.

## Your patient demographics

Table 1.4: Your patient demographics and associated mean percentage scores

	Number of responses	Your mean score (%)	Benchmark data (%)				
			Min	Lower Quartile	Median	Upper Quartile	Max
<b>Age</b>							
Under 25	2	--	-	-	-	-	-
25 - 59	6	92	52	85	90	93	100
60+	20	99	60	87	91	94	100
<b>Gender</b>							
Female	7	92	58	86	90	93	100
Male	21	97	66	86	90	93	100
<b>First consultation</b>							
First	14	93	61	86	90	93	100
More than once	13	99	52	86	90	94	100
Blank	1	--	-	-	-	-	-


\*Benchmarks are based on data from 478 surveys completed by Consultants between June 2008 and December 2013 with 28 or more returned questionnaires.

Please note the reliability of your patient feedback will be reduced if less than 28 patient responses per category is achieved. In the event that there are less than 5 patient responses in any category, this score will not be illustrated.

See score explanation for percentage score calculation and quartile information.

-- score not provided

- benchmark data not available

 Median or 'middle' value: the numerical value cutting the data in half – above and below this value lie the highest and lowest 50% of the mean percentage score values of all benchmarked doctors respectfully.

11300

## Your patient feedback

Table 1.5: Your current and previous mean percentage scores

	Current Scores	February 2010
Q1 Satisfaction with visit	96	90
Q2 Warmth of greeting	97	91
Q3 Ability to listen	97	94
Q4 Explanations	97	93
Q5 Reassurance	96	90
Q6 Confidence in ability	96	92
Q7 Express concerns/fears	95	92
Q8 Respect shown	96	93
Q9 Time for visit	96	91
Q10 Consideration	96	94
Q11 Concern for patient	96	91
Q12 Self care	95	89
Q13 Recommendation	96	95

Please note that the scoring scale used to calculate the mean percentage scores was updated in October 2009. In the above table any previous scores displayed will have been calculated using the new scale to be directly comparable with your current scores.

## Your patient comments

From the free text component of the questionnaire. All comments have been included in their entirety but all attempts have been made to remove details which could identify specific patients and/or other practitioners.

The consultant would appreciate any suggestions as to how he/she could improve:

- Excellent bedside manner couldn't get any better. Thank you.
- No improvement needed.
- Very happy with Mr S Kendall.
- You are fantastic, keep it up. Thank you for what you have done.
- Not needed.
- Nothing, he was great, listened to everything we had to say. One of the best consultants we have seen.

# Your colleague feedback

April - October 2014\*

\*Date colleague responses received by CFEP.

## Your colleague feedback

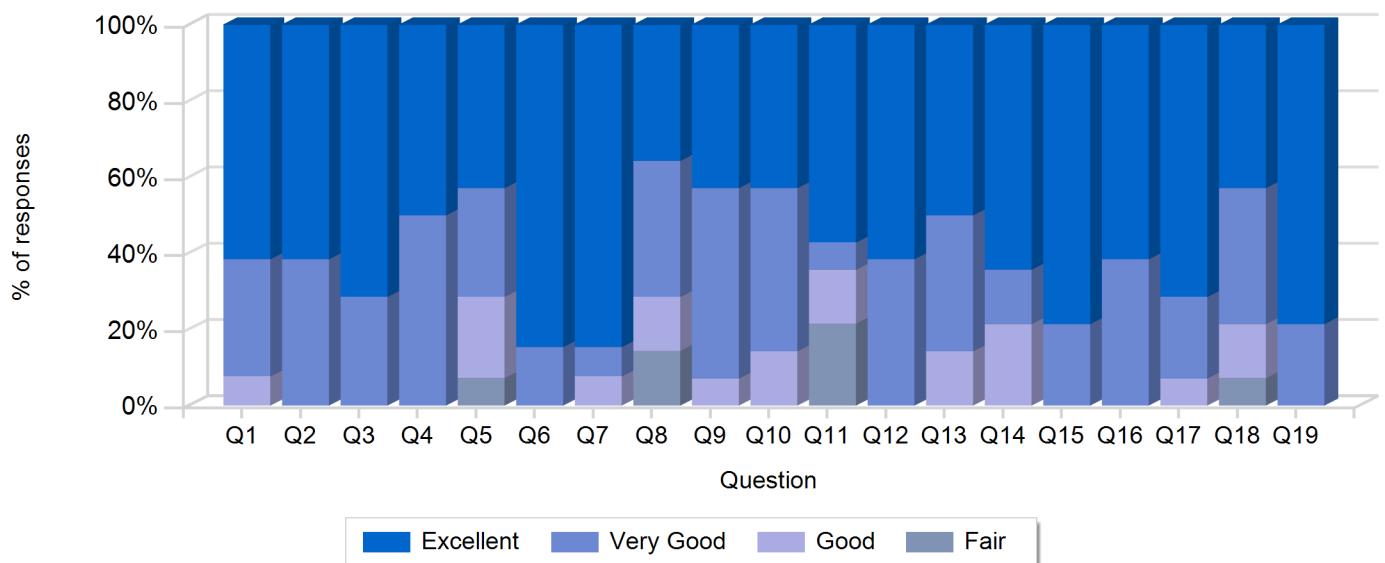
Table 2.1: Distribution and frequency of ratings and your self assessment rating

	Poor	Fair	Good	Very Good	Excellent	Unable to comment	Blank / Spoilt
Q1 Clinical knowledge	0	0	1	4	8	1	0
Q2 Clinical ability	0	0	0	5	8	1	0
Q3 Communication with patients	0	0	0	4	10	0	0
Q4 Compassion/empathy	0	0	0	7	7	0	0
Q5 Colleague communication	0	1	3	4	6	0	0
Q6 Teaching and training colleagues	0	0	0	2	11	1	0
Q7 Punctuality and reliability	0	0	1	1	11	1	0
Q8 Respect for colleagues	0	2	2	5	5	0	0
Q9 Ability to say "no"	0	0	1	7	6	0	0
Q10 Awareness of limitations	0	0	2	6	6	0	0
Q11 Team orientation	0	3	2	1	8	0	0
Q12 Use of resources	0	0	0	5	8	1	0
Q13 Ability to manage stress	0	0	2	5	7	0	0
Q14 Respect for confidentiality	0	0	3	2	9	0	0
Q15 Appearance and behaviour	0	0	0	3	11	0	0
Q16 Respect to their own health	0	0	0	5	8	1	0
Q17 Trustworthiness/honesty/probity	0	0	1	3	10	0	0
Q18 Management/leadership skills	0	1	2	5	6	0	0
Q19 Overall ability	0	0	0	3	11	0	0

Blank/spoilt and unable to comment responses are not included in your mean percentage score analysis.

Your self assessment rating

Graph 2.1: Percentage distribution and frequency of ratings



Please note blank/spoilt and unable to comment responses have not been incorporated in this graphical representation.

## Your colleague feedback

Table 2.2: Your mean percentage scores and benchmarks

### Practitioner specific benchmarks: Consultant

	Your mean score (%)	Benchmark data (%)*				
		Min	Lower Quartile	Median	Upper Quartile	Max
Q1 Clinical knowledge	88	57	88	93	96	100
Q2 Clinical ability	90	52	88	93	97	100
Q3 Communication with patients	93	27	82	89	94	100
Q4 Compassion/empathy	88	33	81	88	93	100
Q5 Colleague communication	77	29	79	85	91	100
Q6 Teaching and training colleagues	96	33	80	88	93	100
Q7 Punctuality and reliability	94	27	79	88	93	100
Q8 Respect for colleagues	73	30	81	88	93	100
Q9 Ability to say "no"	84	46	71	77	82	97
Q10 Awareness of limitations	82	40	80	85	90	100
Q11 Team orientation	75	22	77	83	89	100
Q12 Use of resources	90	43	80	85	90	98
Q13 Ability to manage stress	84	21	73	81	86	100
Q14 Respect for confidentiality	86	54	88	92	95	100
Q15 Appearance and behaviour	95	53	87	92	96	100
Q16 Respect to their own health	90	52	80	85	90	100
Q17 Trustworthiness/honesty/probity	91	56	90	94	96	100
Q18 Management/leadership skills	79	23	77	84	90	100
Q19 Overall ability	95	29	87	92	96	100

\*Benchmarks are based on data from 855 surveys completed by Consultants between June 2008 and December 2013 with 12 or more returned questionnaires.

Please note the reliability of your colleague feedback will be reduced when less than 12 colleague responses per question is achieved. In the event that there are less than 5 valid colleague responses for any question, this score will not be illustrated. See score explanation for percentage score calculation and quartile information.

Median or 'middle' value: the numerical value cutting the data in half – above and below this value lie the highest and lowest 50% of the mean percentage score values of all benchmarked doctors respectfully.

11334

### Important notes about this benchmark data

- Benchmarks are provided in the report to give you a sense of how you are performing in relation to other doctors who have completed these surveys. They are not intended to imply any 'minimum standard' that doctors are expected to achieve.
- The benchmark data relate to doctors working in a variety of clinical settings and may not be totally representative of your personal situation.

## Your colleague feedback

Table 2.3: Your mean percentage scores and benchmarks

### Specialty specific benchmarks: Surgery

	Your mean score (%)	Benchmark data (%)*				
		Min	Lower Quartile	Median	Upper Quartile	Max
Q1 Clinical knowledge	88	61	90	94	98	100
Q2 Clinical ability	90	64	90	95	98	100
Q3 Communication with patients	93	53	84	89	94	100
Q4 Compassion/empathy	88	63	82	88	93	100
Q5 Colleague communication	77	57	79	85	90	100
Q6 Teaching and training colleagues	96	58	82	88	93	100
Q7 Punctuality and reliability	94	27	80	88	93	100
Q8 Respect for colleagues	73	50	81	88	93	100
Q9 Ability to say "no"	84	48	70	78	83	97
Q10 Awareness of limitations	82	56	81	86	90	97
Q11 Team orientation	75	46	79	84	90	100
Q12 Use of resources	90	55	81	86	90	98
Q13 Ability to manage stress	84	45	75	83	88	97
Q14 Respect for confidentiality	86	77	88	92	95	100
Q15 Appearance and behaviour	95	64	88	92	96	100
Q16 Respect to their own health	90	52	80	87	91	100
Q17 Trustworthiness/honesty/probity	91	79	90	94	97	100
Q18 Management/leadership skills	79	52	78	85	90	99
Q19 Overall ability	95	57	88	93	96	100

\*Benchmarks are based on data from 163 surveys completed by Consultants in Surgery between July 2008 and December 2013 with 12 or more returned questionnaires.

Please note the reliability of your colleague feedback will be reduced when less than 12 colleague responses per question is achieved. In the event that there are less than 5 valid colleague responses for any question, this score will not be illustrated. See score explanation for percentage score calculation and quartile information.

Median or 'middle' value: the numerical value cutting the data in half – above and below this value lie the highest and lowest 50% of the mean percentage score values of all benchmarked doctors respectfully.

11346

### Important notes about this benchmark data

- Benchmarks are provided in the report to give you a sense of how you are performing in relation to other doctors who have completed these surveys. They are not intended to imply any 'minimum standard' that doctors are expected to achieve.
- The benchmark data relate to doctors working in a variety of clinical settings and may not be totally representative of your personal situation.



## Your colleague demographics

Table 2.4: Your colleague demographics and associated mean percentage scores

Colleague type	Number of responses	Your mean score (%)	Benchmark data (%)*				
			Min	Lower Quartile	Median	Upper Quartile	Max
Doctor	8	--	-	-	-	-	-
Other healthcare professional	5	--	-	-	-	-	-
Non-clinical colleague	1	--	-	-	-	-	-

Colleague type	Number of responses	Your mean score (%)	Benchmark data (%)*				
			Min	Lower Quartile	Median	Upper Quartile	Max
Doctor	8	86	51	81	86	90	98
Other**	6	88	66	82	89	94	99

\*Benchmarks are based on data from 855 surveys completed by Consultants between June 2008 and December 2013 with 12 or more returned questionnaires. 11334

\*\* If there are insufficient responses in either the 'Other healthcare professional' or the 'Non-clinical colleague' categories (as displayed in the top table above) to provide a score, the data from these two categories is combined and displayed as 'Other'.

Please note the reliability of your colleague feedback will be reduced when less than 12 colleague responses per category is achieved.

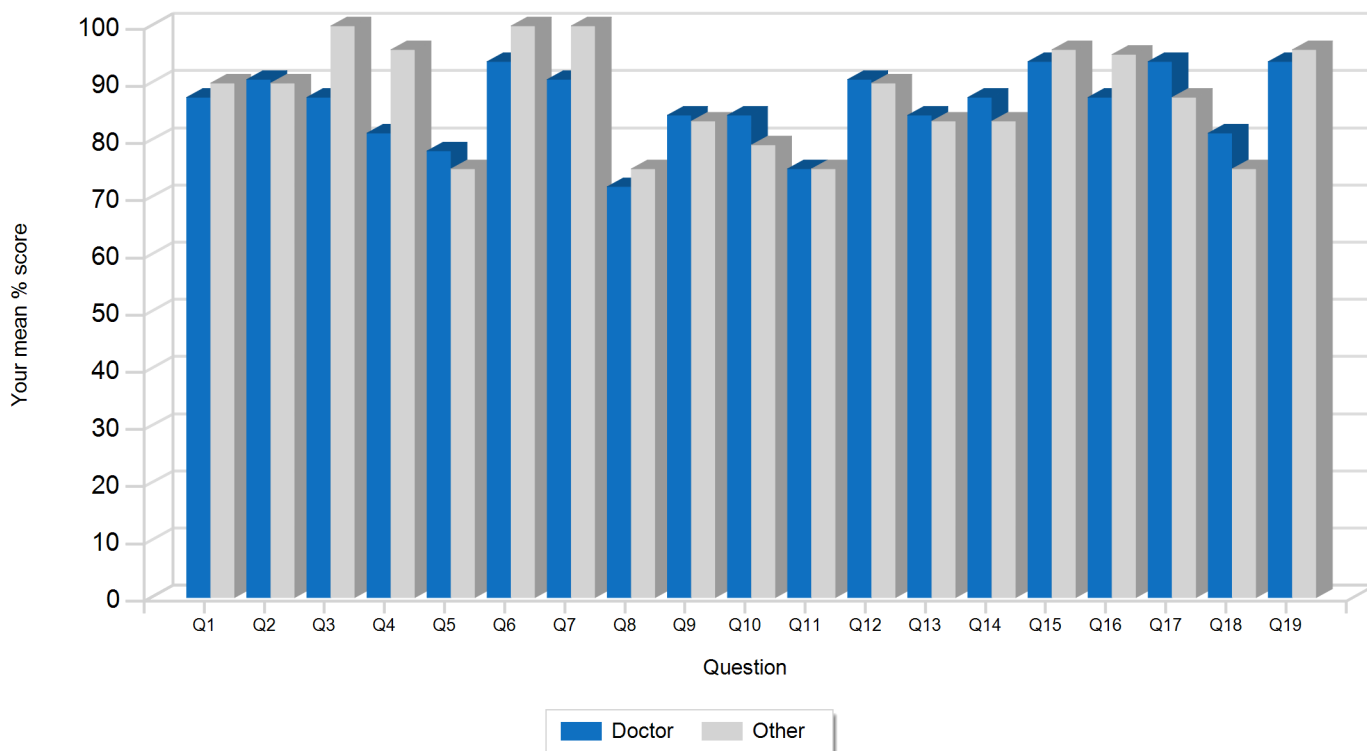
In the event that there are less than 3 colleague responses in any colleague category, scores will not be illustrated.

See score explanation for percentage score calculation and quartile information.

-- score not provided

- benchmark data not available

Median or 'middle' value: the numerical value cutting the data in half – above and below this value lie the highest and lowest 50% of the mean percentage score values of all benchmarked doctors respectively.



Please note the reliability of your colleague feedback will be reduced when less than 12 colleague responses per category and/or question is achieved. In the event that there are less than 3 responses from any colleague type for a given question, the corresponding bars for that question in the chart above will not be displayed.

## Your colleague feedback

Table 2.4: Your current and previous mean percentage scores

	Current Scores	September 2009
Q1 Clinical knowledge	88	85
Q2 Clinical ability	90	84
Q3 Communication with patients	93	85
Q4 Compassion/empathy	88	88
Q5 Colleague communication	77	70
Q6 Teaching and training colleagues	96	83
Q7 Punctuality and reliability	94	83
Q8 Respect for colleagues	73	60
Q9 Ability to say "no"	84	73
Q10 Awareness of limitations	82	75
Q11 Team orientation	75	64
Q12 Use of resources	90	75
Q13 Ability to manage stress	84	72
Q14 Respect for confidentiality	86	79
Q15 Appearance and behaviour	95	92
Q16 Respect to their own health	90	91
Q17 Trustworthiness/honesty/probity	91	85
Q18 Management/leadership skills	79	63
Q19 Overall ability	95	81

Please note that the scoring scale used to calculate the mean percentage scores was updated in October 2009. In the above table any previous scores displayed will have been calculated using the new scale to be directly comparable with your current scores.

## Your colleague comments

From the free text component of the questionnaire.

All comments are included in their entirety.

## Other strengths of this consultant?

- Simon has been an excellent colleague whom I have worked with for many years. He is considered in his approach and confident in his abilities and aware of his limits. He has led his department over a number of years and been instrumental in establishing a well respected, efficient and supportive cardiac surgical unit which is the envy of many other units nationally. He has also won awards for training surgeons.
- Takes time to communicate with his patients regularly ensuring they are up to date with their condition and prognosis.
- Is always willing to accommodate a request, for his time to discuss issues. You can communicate with him openly and honestly.
- Simon Kendall is a respectful and respected 'gentleman'. He has a great sense of humour; his experience shines through. I think we are lucky to have him in our Trust.
- Very approachable. Communicates well with staff at all levels.
- Simon is a very competent and experienced consultant. As a CD he has an excellent team approach. He is very conscious of how individuals and their decisions can effect the wider team.
- Does not waste time - gets on with the job in hand. Prepared to stand up to poor decision making by senior managers and debate a better way forward.
- Simon is an outstanding colleague and consultant. His surgical results are excellent. He leads well as CD and communicates well with colleagues. He is recognised as a leader in the training of all levels of junior surgeons. I enjoy working with him.
- Efficient.

## How could this consultant become more effective?

- Occasionally he could be even more confident in his own ability.
- Although he tries to encourage engagement with all members of the team it doesn't always come across as though he then takes on board the responses received back.
- In trying to communicate to ensure an effective and efficient service he can sometimes fail to see the impact his actions have on colleagues. However, when this is brought to his attention he is keen to rectify and discuss any issues which have occurred.
- As a CD and leader focus less on commenting on small issues or trivialities, appear to take an interest in the bigger, more important issues faced by staff in his Directorate currently. Appear to consider the importance of all teams in the Directorate equally.
- N/A.
- I have no suggestions for improvement.
- He can be so focused on the next patient requiring medical care that he pushes the team (any member of staff) and previous patients to achieve his current goals. This can result in conflict.
- Mr Kendall would be more effective if he increased his responsiveness to other people's perspectives.
- Has a habit of upsetting people by his overriding desire to see that things get done. Whilst very effective at achieving his objective, it often leaves waves of discontent behind. I know he is aware of this (so I'm not sure how much he cares!). Tends to be very broad brush in his approach, leaving others to sort the detail. Again, this often achieves his objectives, but can be very irritating to those sorting out the mess!
- On occasion, it may be more helpful (and less counter-productive) to engage colleagues in achieving a desired goal, rather than pursuing the goal independently, and failing to take account of other perspectives.
- Be more flexible in adapting to the disruption caused by peaks in the referral of patients for urgent procedures.

# Self assessment

April 2014

## Comparison of self assessed scores with patient scores

Table 3.1: Comparison of self assessment and patient scores

Patient question	Your assessment (as on original questionnaire)	Your assessment (equivalent percentage score)*	Patient assessment (overall mean percentage score)*
Q1 Satisfaction with this visit	Very Good	75	96
Q2 Warmth of greeting	Very Good	75	97
Q3 Ability to listen	Very Good	75	97
Q4 Explanations	Very Good	75	97
Q5 Reassurance	Very Good	75	96
Q6 Confidence in ability	Very Good	75	96
Q7 Express concerns	Very Good	75	95
Q8 Respect shown	Very Good	75	96
Q9 Time for visit	Good	50	96
Q10 Consideration	Very Good	75	96
Q11 Concern for patient	Very Good	75	96
Q12 Take care of myself	Very Good	75	95
Q13 Recommendation	Very Good	75	96

\*See score explanation for percentage score calculation

## Comparison of self assessed scores with colleague scores

Table 3.2: Comparison of self assessment and colleague scores

Colleague question	Your assessment (as on original questionnaire)	Your assessment (equivalent percentage score)*	Colleague assessment (overall mean percentage score)*
Q1 Clinical knowledge	Good	50	88
Q2 Clinical ability	Excellent	100	90
Q3 Communication with patients	Excellent	100	93
Q4 Compassion/empathy	Excellent	100	88
Q5 Colleague communication	Good	50	77
Q6 Teaching and training colleagues	Good	50	96
Q7 Punctuality and reliability	Very Good	75	94
Q8 Respect for colleagues	Good	50	73
Q9 Ability to say "no"	Very Good	75	84
Q10 Awareness of limitations	Very Good	75	82
Q11 Team orientation	Very Good	75	75
Q12 Use of resources	Very Good	75	90
Q13 Ability to manage stress	Excellent	100	84
Q14 Respect for confidentiality	Very Good	75	86
Q15 Appearance and behaviour	Good	50	95
Q16 Respect to their own health	Excellent	100	90
Q17 Trustworthiness/honesty/probity	Excellent	100	91
Q18 Management/leadership skills	Good	50	79
Q19 Overall ability	Very Good	75	95

\*See score explanation for percentage score calculation

– no self assessment score provided

### Your personal comments

#### Your other strengths?

- Not sure there are any others.

#### How could you become more effective?

- I would like to become more patient when I get frustrated with events/circumstances around me.

## Supporting documents

## Details of score calculation

The score provided for each question in this questionnaire is the mean (average) value of all of the ratings from all patients who completed the question. It is expressed as a percentage - so the best possible score is 100%. Non-rated responses (blank/spoilt or unable to comment) are not used in the score calculations. (A blank response is where a patient did not respond to the question and a spoilt response is where more than one tick box option was chosen or the questionnaire was defaced).

Example from your Q1 Satisfaction with visit

Total number of patient responses = 28

Questionnaire rating scale	Poor	Fair	Good	Very Good	Excellent	Non rated responses
Number of ratings	0	0	1	2	25	0
Value assigned to each rating	0	25	50	75	100	n/a

$$\frac{(\text{number of Poor ratings} \times 0) + (\text{number of Fair ratings} \times 25) + (\text{number of Good ratings} \times 50) + (\text{number of Very Good ratings} \times 75) + (\text{number of Excellent ratings} \times 100)}{(\text{total number of patient responses} - \text{number of Non rated responses})} = \frac{(0 \times 0) + (0 \times 25) + (1 \times 50) + (2 \times 75) + (25 \times 100)}{(28 - 0)}$$

Your mean percentage score for Q1 = 96%

## Explanation of quartiles

In statistics a quartile is any one of the three values that divide data into four equal parts, each part represents  $\frac{1}{4}$  of the sampled population.

Quartiles comprise:

Lower quartile, below which lies the lowest 25% of the data

The median, cuts the data set in half

Upper quartile, above which lies the top 25% of the data

Please note that the benchmarks presented in this report are based on data obtained from a volunteer sample of doctors, and as such may be artificially high.

Question	Your mean score (%)	Benchmark data (%)*				
		Min	Lower Quartile	Median	Upper Quartile	Maximum
Q1 Satisfaction with visit	96	61	86	89	92	100

11300

\*Benchmarks are based on data from 478 surveys completed by Consultants between June 2008 and December 2013 with 28 or more returned questionnaires.

Median or 'middle' value: the numerical value cutting the data in half – above and below this value lie the highest and lowest 50% of the mean percentage score values of all benchmarked doctors respectfully.



## Reflection guide and review record

Listed below are a few suggestions as to what to look for in your report and what actions, if any, you may think worthwhile to take as a result of your patient and colleague feedback.

*NB We advise use of this template only where 'full' (not 'abbreviated') patient and/or colleague feedback report components have been outlined, where there is sufficient feedback for scores and benchmarks to be provided.*

Please look at Tables 1.1 and 1.2 (patient feedback) and Tables 2.1 and 2.2 (colleague feedback). It is important to look at the spread of the ratings and not just scores achieved. One or two higher or lower ratings for any one question may affect your scores considerably.

In which areas did you perform well?	
Patient feedback	Colleague feedback

Are there any areas which you feel may benefit from further development?	
Patient feedback	Colleague feedback

## 2. Please look at your patient and colleague comments

Which comments are you most happy with?	
Patient feedback	Colleague feedback

Which comments are you least happy with?	
Patient feedback	Colleague feedback

Are there any recurrent themes in the patient and/or colleague comments? Do they tie up with achieved scores?

## Reflection guide and review record

### 3. Please look at the self assessment section (Tables 3.1 and 3.2)

Do your self assessment ratings tie up with achieved scores? Are there specific areas where they deviate more than others?

Patient feedback

Colleague feedback

Are you perceived by patients and/or colleagues as you would have expected?

### 4. Planning for the future - having reflected on all the feedback

What do you feel are your areas of greatest strength? What concrete things can you do to build on these? Do you need any resources for this?

What do you feel are your areas of least strength? What concrete things can you do to develop these? Do you need any resources for this?

### 5. Can you identify any goals from this reflection? (It may be helpful to categorise both positive and negative issues raised into 'keep doing', 'start/do more', 'stop/do less' and 'consider' categories)

1.

2.

3.

4.

## Guide to report interpretation

This document may be useful in guiding you through the tables and information contained within the report to enable you to fully contemplate your feedback. For clarity, it has been subdivided according to the layout of the report. The patient and colleague feedback sections follow a similar format, but have been outlined individually for clarity.

Please note if you have received an abbreviated report for either the patient or the colleague component of your multisource survey, the associated section of this document will not be applicable.

## Graphical overview

This provides an **overview of all your achieved patient and colleague scores together with your self assessment scores**. The range and median of the patient and colleague benchmark data have been incorporated. From this chart you will be able to compare how others perceive you as a doctor with your own personal assessment and also allow you to compare your achieved scores with other doctors who have completed the survey. Please see the footers of tables 1.2 and 2.2 to explain the provenance and limitations of the benchmark data.

You may find it easier to interpret this information after having considered each component of your report separately as detailed below.

## Patient feedback

**The frequency distribution table** (table 1.1) shows the number of patient ratings from poor to excellent (valid responses) and the number of 'blank/spoilt' responses for every question (a blank response is where a patient did not respond to the question and a spoilt response is where more than one tick box option was chosen or if the questionnaire was defaced). If these values are added up, for any one question, this will equate to the total number of patients surveyed (shown in the top right hand corner of the page). This table clearly shows the degree of satisfaction patients have with the subject area defined in each question. Please note the spread of the ratings. Are they widely spread or closely packed around one or two specific ratings? One or two higher or lower ratings can make a big difference to your mean percentage scores illustrated in the following scoring tables.

Superimposed in grey on the frequency distribution table is your self assessed rating for each question. This allows you to see where your personal rating lies within all your patient ratings.

Graph 1.1 provides a visual representation of the distribution of all your ratings for each question. Blank/spoilt responses are not illustrated.

**The mean percentage score and benchmark table/s** illustrate your mean percentage scores for each question calculated from the data in table 1.1. Each score is the mean (average) score calculated from valid patient ratings (i.e. not the blank/spoilt responses) expressed as a percentage. A more detailed explanation of this calculation can be found on the 'Details of score calculation' page.

It has been established by our statisticians that the reliability of your patient feedback for any one question will be reduced if less than 28 valid patient responses is achieved (this number can be determined from table 1.1). In the event that there are less than 5 valid patient responses, the corresponding score for the question will not be illustrated.

Your mean percentage scores for each question have been displayed together with associated benchmark data to indicate how your score falls within the benchmark data. The median value has been shaded in grey. The median divides the benchmark dataset in half – so it effectively represents the 'middle' achieved mean percentage score achieved by all doctors in the dataset: the lowest half of scores fall below this value and the highest half of scores fall above this value. The highest 25% of doctors' scores fall above the upper quartile value; the lowest 25% of doctors' scores fall below the lower quartile value. The provenance and any limitations of the benchmark data is provided in the footer below the table.

A further mean percentage score and benchmark table, broken down according to each patient 'demographic' group detailed on the questionnaire, has been included. This table also provides the number of patients responding in each group.

If you have carried out this survey previously, a table is provided to compare your current scores for each question together with scores from up to 3 previous surveys.

**Patient comments** usually reflect scores achieved. However, comments can pinpoint other more specific issues identified by the patient related to their consultation or treatment. Any recurrent themes in the comments should be noted. In order to ensure patient anonymity, and to encourage honest response, any personal identifiers have been removed.

## Colleague feedback

**The frequency distribution table** (table 2.1) shows the number of colleague ratings from poor to excellent (valid responses) and the number of 'blank/spoilt' responses for every question (a blank response is where a colleague did not respond to the question and a spoilt response is where more than one tick box option was chosen or if the questionnaire was defaced). If these values are added up, for any one question, this will equate to the total number of colleagues surveyed (shown in the top right hand corner of the page). This table clearly shows the degree of satisfaction colleagues have with the subject area defined in each question. Please note the spread of the ratings. Are they widely spread or closely packed around one or two specific ratings? One or two higher or lower ratings can make a big difference to your mean percentage scores illustrated in the following scoring tables.

Superimposed in grey on the frequency distribution table is your self assessed rating for each question. This allows you to see where your personal rating lies within all your colleague ratings.

Graph 2.1 provides a visual representation of the distribution of all your ratings for each question. Blank/spoilt responses are not illustrated.

**The mean percentage score and benchmark table/s** illustrate your mean percentage scores for each question calculated from the data in table 2.1. Each score is the mean (average) score calculated from valid colleague ratings (i.e. not the blank/spoilt responses) expressed as a percentage.

A more detailed explanation of this calculation can be found on the 'Details of score calculation' page. It has been established by our statisticians that the reliability of your colleague feedback for any one question will be reduced if less than 12 valid colleague responses is achieved (this number can be determined from table 2.1). In the event that there are less than 5 valid colleague responses, the corresponding score for the question will not be illustrated.

Your mean percentage scores for each question have been displayed together with associated benchmark data to indicate how your score falls within the benchmark data. The median value has been shaded in grey. The median divides the benchmark dataset in half – so it effectively represents the 'middle' achieved mean percentage score achieved by all doctors in the dataset: the lowest half of scores fall below this value and the highest half of scores fall above this value. The highest 25% of doctors' scores fall above the upper quartile value; the lowest 25% of doctors' scores fall below the lower quartile value. The provenance and any limitations of the benchmark data is provided in the footer below the table.

A further mean percentage score and benchmark table, broken down according to the professional status of your colleague i.e. doctor, other healthcare professional or non-clinical colleague, has been provided in order for you to assess if there is any difference in scoring between professions. This table also provides the number of colleagues responding in each group.

If you have carried out this survey previously, a table is provided to compare your current scores for each question together with scores from up to 3 previous surveys.

**Colleague comments** usually reflect scores achieved. However, comments can pinpoint other more specific issues identified by colleagues in relation to professional behaviours. Any recurrent themes in the comments should be noted. Please note: colleague comments are included in their entirety (colleagues have been informed of this on the questionnaire itself).

## Self assessment

Tables 3.1 and 3.2 allow you to compare your own self assessed scores with achieved scores for both the patient and colleague components. Rating descriptor options which you selected on completion of the survey are equated to mean percentage score values to aid interpretation.

If you provided written comment, these will be displayed in this section.

# Interpersonal Skills Questionnaire



Office use only	Org ID
	Survey ID
	Practitioner ID

## You can help improve the quality of care for patients

- The would welcome your honest feedback
- The will not be able to identify your personal responses
- Any comments you make will be included in the feedback report but all attempts will be made to remove information that could identify you.

Please mark the box like this  with a ball point pen. If you change your mind just cross out your old response and make your new choice.

**When giving your feedback, please only consider the consultation you have had today.**

Please rate the following based on your visit today		Poor	Fair	Good	Very good	Excellent
1	My overall satisfaction with this visit to the is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	The warmth of the 's greeting to me was	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	On this visit I would rate the 's ability to really listen to me as	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	The 's explanations of things to me were	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	The extent to which I felt reassured by this was	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	My confidence in this 's ability is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	The opportunity the gave me to express my concerns or fears was	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	The respect shown to me by this was	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	The amount of time given to me for this visit was	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	This 's consideration of my personal situation in deciding a treatment or advising me was	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	The 's concern for me as a person on this visit was	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	The extent to which the helped me to take care of myself was	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	The recommendation I would give to my friends about this would be	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Sample only  
Please do not copy**

The would appreciate any suggestions as to how he/she could improve:

The following questions provide us only with general information about the range of people who have responded to this survey. This information will not be used to identify you and will remain confidential.

How old are you in years?  Under 25  25-59  Over 60

Are you:  Female  Male

Is this your first consultation?  First Visit  More than once

**Thank you for your time and assistance**

Format and design by CFEP UK Surveys. Processing of any data entered on this questionnaire by anyone other than CFEP UK Surveys is strictly forbidden.  
Rev 2.2



# Colleague Feedback Evaluation Tool



Org ID only	Org ID
	Survey ID
	Colleague ID

Doctor's name:

## You can help this doctor with their appraisal and revalidation

Your colleague would welcome your honest feedback

- All feedback will be collated and presented to your colleague
- Individual ratings will remain totally anonymous
- Any comments will be fed back in their entirety

Please mark the box like this  with a ballpoint pen. If you change your mind just cross out your old response and make your new choice

Please rate your colleague according to the following areas:		Poor	Fair	Good	Very Good	Excellent	Unable to comment
1	<b>Clinical knowledge</b> i poor - does not keep knowledge up to date; misinformed excellent - evidence aware; regularly updates knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	<b>Clinical ability</b> i poor - examination technique deficient; does not recognise serious illness quickly excellent - careful examination and investigation; can detect serious illness quickly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	<b>Communication with patients</b> i poor - doesn't listen well, poor explanations, fails to keep patient informed excellent - listens well, good explanations, keeps patients informed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	<b>Compassion/empathy</b> i poor - fails to recognise or explore patients' fears and/or concerns excellent - actively seeks patients' fears and concerns, recognises and responds to them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	<b>Communication with colleagues</b> i poor - fails to record all consultations, records illegible, fails to talk to colleagues excellent - clear and concise records, intelligible and detailed treatment plan; seeks to meet and talk to colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	<b>Teaching and training colleagues</b> i poor - fails to share their knowledge or help others to learn excellent - seeks to share their knowledge effectively and assist others in learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	<b>Punctuality and reliability</b> i poor - fails to start on time, unpredictable, clinics/surgeries often run late, leaves early excellent - starts on time, reliable, sensitivity to running surgeries/clinics to schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	<b>Respect for colleagues</b> i poor - selfish, arrogant and insensitive to colleagues' needs or work pressures excellent - sensitive to others' needs, actively seeks to offer colleagues help if needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	<b>Ability to say "no"</b> i poor - always says "yes" without respect to self or others, fails to set limits excellent - aware of need to shape appropriate demand by patients and colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	<b>Awareness of limitations</b> i poor - arrogant and egotistical, takes on responsibility beyond competence, takes unwise risks excellent - aware of competence limits, takes risks wisely, seeks help from others when needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	<b>Team orientation</b> i poor - delegates excessively or not enough, selfish and uncompromising, demeans colleagues excellent - delegates appropriately, seeks to reach compromise, encourages colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



	Poor	Fair	Good	Very Good	Excellent	Unable to comment
12 Use of resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>i</i> poor - withholds necessary treatments or profligates without sensitivity to budgetary constraints, unwilling to compare their behaviour with others excellent - uses resources wisely and prudently, prepared to justify their actions, actively seeks peer review and comparisons						
13 Ability to manage stress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>i</i> poor - overtly displays emotions (e.g. anger, tears, sulks), vulnerable to depression, takes problems out on themselves or others excellent - displays emotions appropriately, aware of vulnerabilities and seeks help when needed						
14 Respect for confidentiality with patients and colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>i</i> poor - gossips, handles confidential data carelessly excellent - sensitive to confidentiality issues, respects confidences entrusted by colleagues unless a risk to others						
15 Appearance and behaviour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>i</i> poor - personal hygiene or appearance deficient, behaviour in or out of work likely to bring professional reputation into disrepute excellent - well presented, behaviour in keeping with professional status in and out of work						
16 Respect to their own health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>i</i> poor - ignores own physical or psychological health, fails to achieve work-life balance, fails to seek help for illnesses, self diagnoses and medicates - abuses drink or drugs excellent - actively seeks to maintain healthy mind and body, good work-life balance, seeks medical help promptly when needed - sober						
17 Trustworthiness/honesty/probity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>i</i> poor - dishonest, fraudulent or fails to speak honestly, lies and deceives excellent - honest and trusted, displays probity and declares conflicting interests						
18 Management/leadership skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>i</i> poor - fails to take any responsibility or overtly dominates, fails to manage or supervise others e.g. Junior doctors excellent - takes responsibility within skills and limitations, takes fair share of management roles, supervises and manages others						
19 Overall ability as a doctor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>i</i> Compared with a peer						

**!** Your colleague would welcome any comments on the following (please note these will be included in their report in their entirety. Please comment about changeable behaviour and not personality traits, and in a manner in which you would like to receive a comment yourself).

Other strengths of this doctor?

How could this doctor become more effective?

Are you a:  Doctor  Other healthcare professional  
 Non-clinical colleague

Are you:  Female  
 Male



Thank you for your time and assistance



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