

**360 Feedback analysis
for
Mr Adam Greenbaum
Plastic Surgery
22/06/2007**

How to analyse your report

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

Possible Reasons for Low Scores.

These are listed with no particular weighting: -

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

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

Facilitator Feedback Notes

Feeding back the contents of the 360 report to your colleague

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

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

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

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

Seek 360 doctors views first: -

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

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

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

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

If you are looking for additional training then 360 Clinical can help. For further information please visit www.360clinical.com or contact us on telephone 01732 471586 or email info@360clinical.com

Questionnaire

The following questionnaire was distributed to peers

Page 1

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

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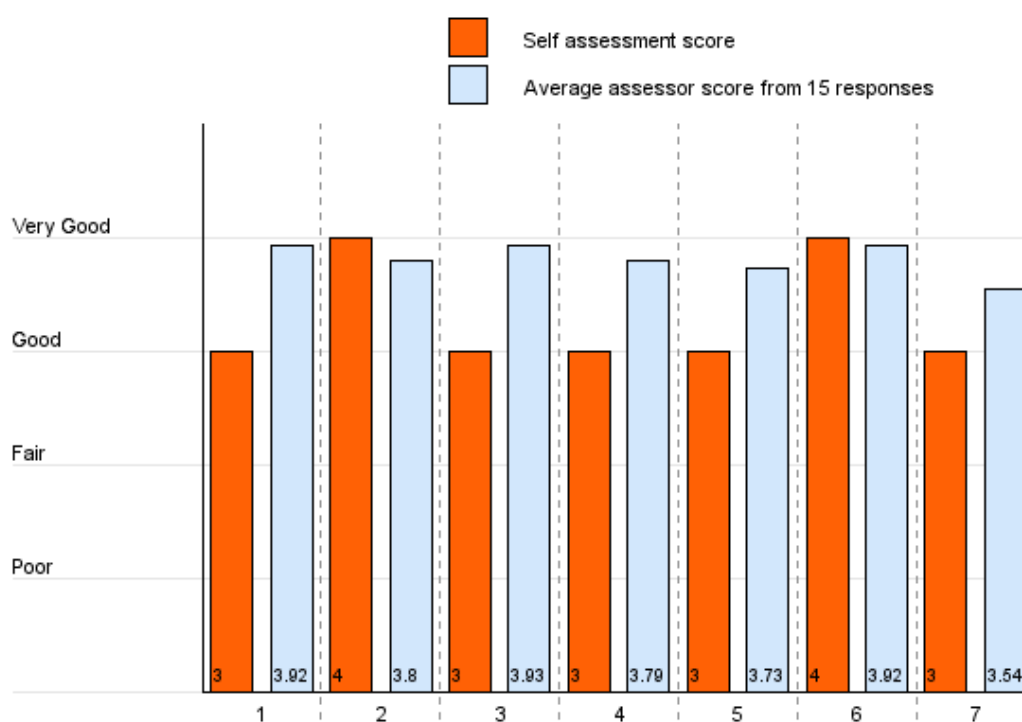
8. Clinical Assessment: Diagnostic skill; performance of practical/technical procedures
9. Patient Management: Management of complex clinical problems; appropriate use of resources
10. Reliability: Conscientious and reliable; available for advice and help when needed; time management
11. Professional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

The question numbers correspond to the key on any graph

Summary of colleague results

Colleague assessment

Average score given for the questions below



Questions

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

Summary of colleague results

Colleague assessment

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

Self Assessment Score

Q1. Can manage complex clinical problems?

Cannot answer	Poor	Fair	Good	Very Good
2	0	0	1	12

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

Cannot answer	Poor	Fair	Good	Very Good
0	0	0	3	12

Q3. Shows compassion to patients and relatives?

Cannot answer	Poor	Fair	Good	Very Good
0	0	0	1	14

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

Cannot answer	Poor	Fair	Good	Very Good
1	0	0	3	11

Q5. Works well as a team member?

Cannot answer	Poor	Fair	Good	Very Good
0	0	0	4	11

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

Cannot answer	Poor	Fair	Good	Very Good
2	0	0	1	12

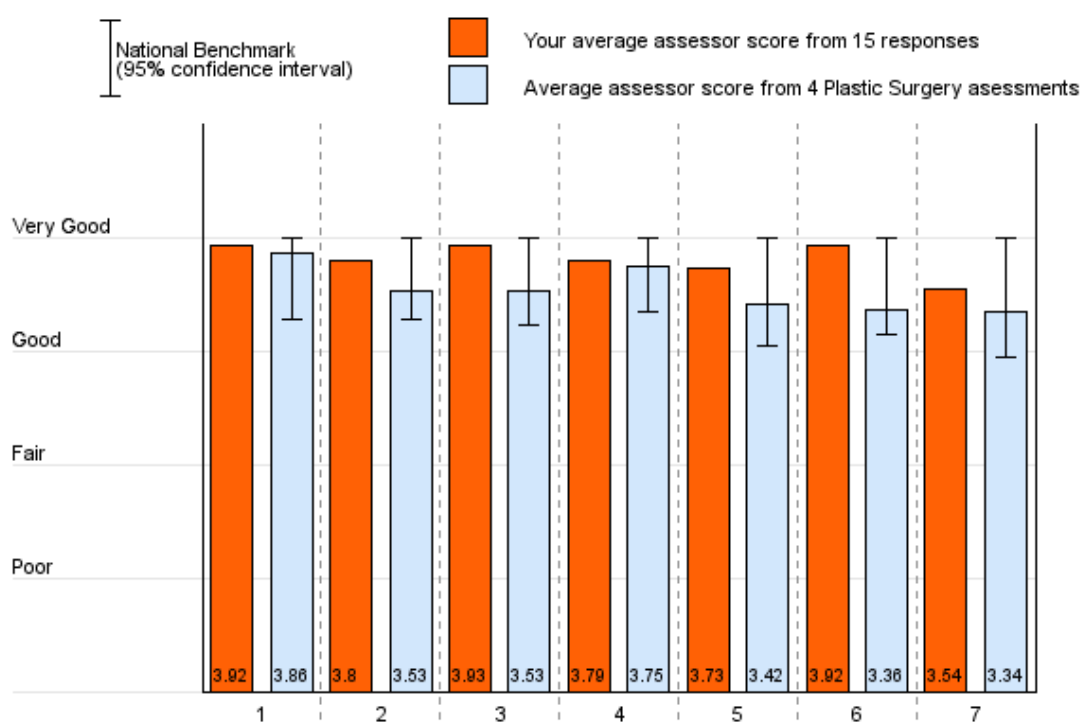
Q7. Is an effective manager, defining what needs to be done and achieving it through appropriate people?

Cannot answer	Poor	Fair	Good	Very Good
2	0	0	6	7

Summary of colleague results

Comparisons with your speciality - Plastic Surgery

Average score given for the questions below



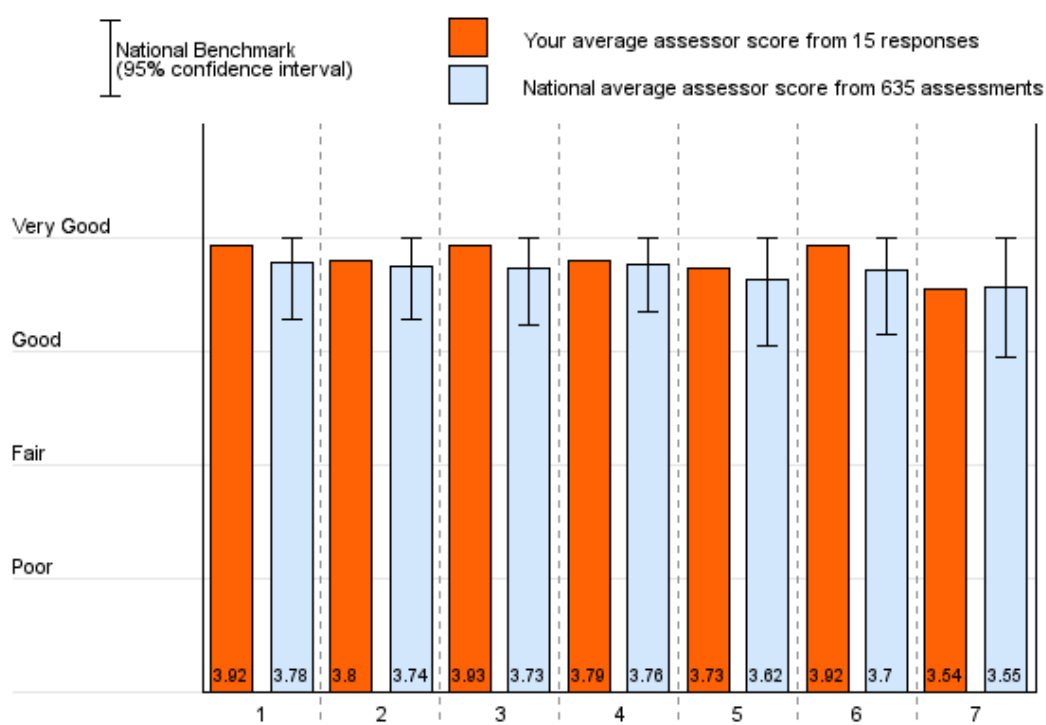
Questions

1. Can manage complex clinical problems?
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4. Accepts responsibility for actions and is honest with results?
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Summary of colleague results

Comparisons with National Average

Average score given for the questions below



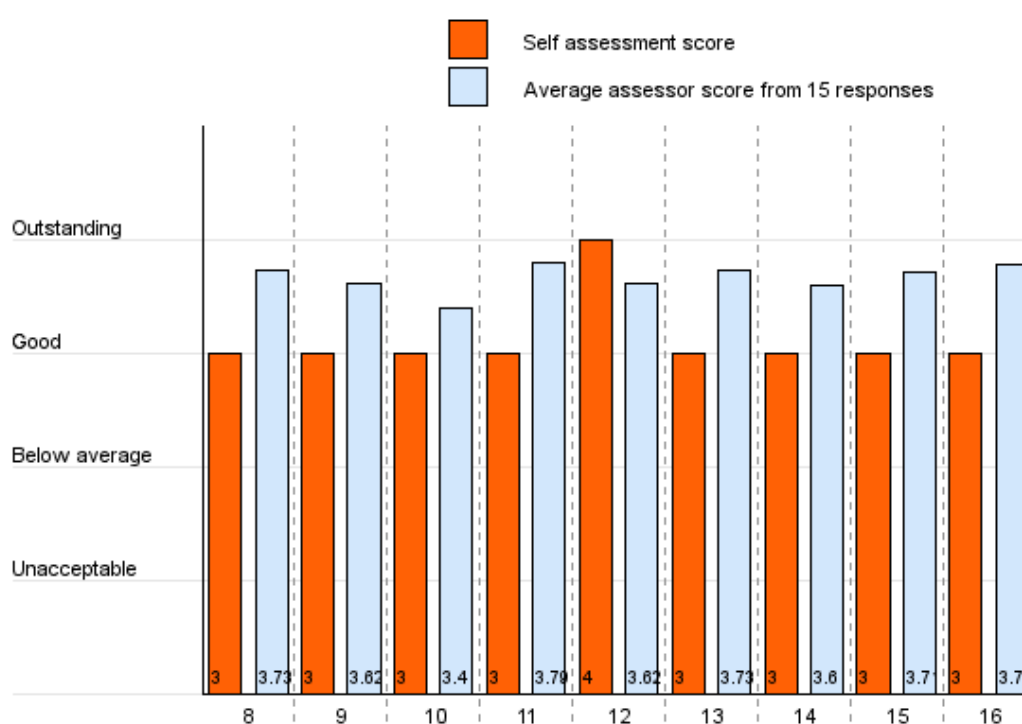
Questions

1. Can manage complex clinical problems?
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Summary of colleague results

Colleague assessment

Average score given for the questions below



Questions

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

Summary of colleague results

Colleague assessment

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

Self Assessment Score

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

Unable to Comment	Unacceptable	Below average	Good	Outstanding
4	0	0	3	8

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

Unable to Comment	Unacceptable	Below average	Good	Outstanding
2	0	0	5	8

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

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	9	6

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

Unable to Comment	Unacceptable	Below average	Good	Outstanding
1	0	0	3	11

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

Unable to Comment	Unacceptable	Below average	Good	Outstanding
2	0	0	5	8

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

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	4	11

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

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	6	9

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

Unable to Comment	Unacceptable	Below average	Good	Outstanding
1	0	0	4	10

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

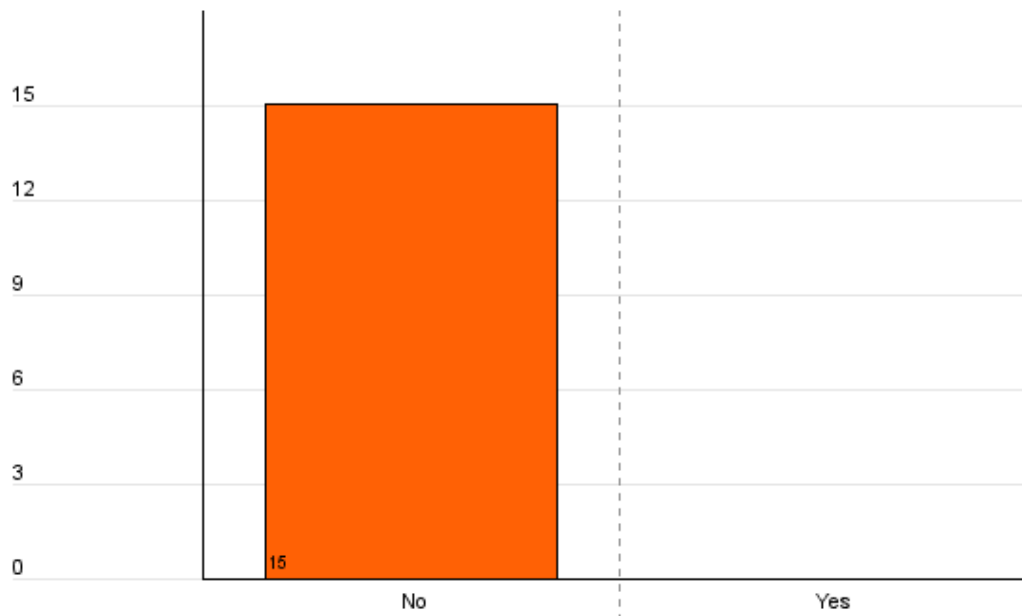
Unable to Comment	Unacceptable	Below average	Good	Outstanding
2	0	0	3	10

Summary of colleague results

Colleague assessment

Q17. 16. Do you have any concerns about the Probity or Health (physical or mental) of this doctor?

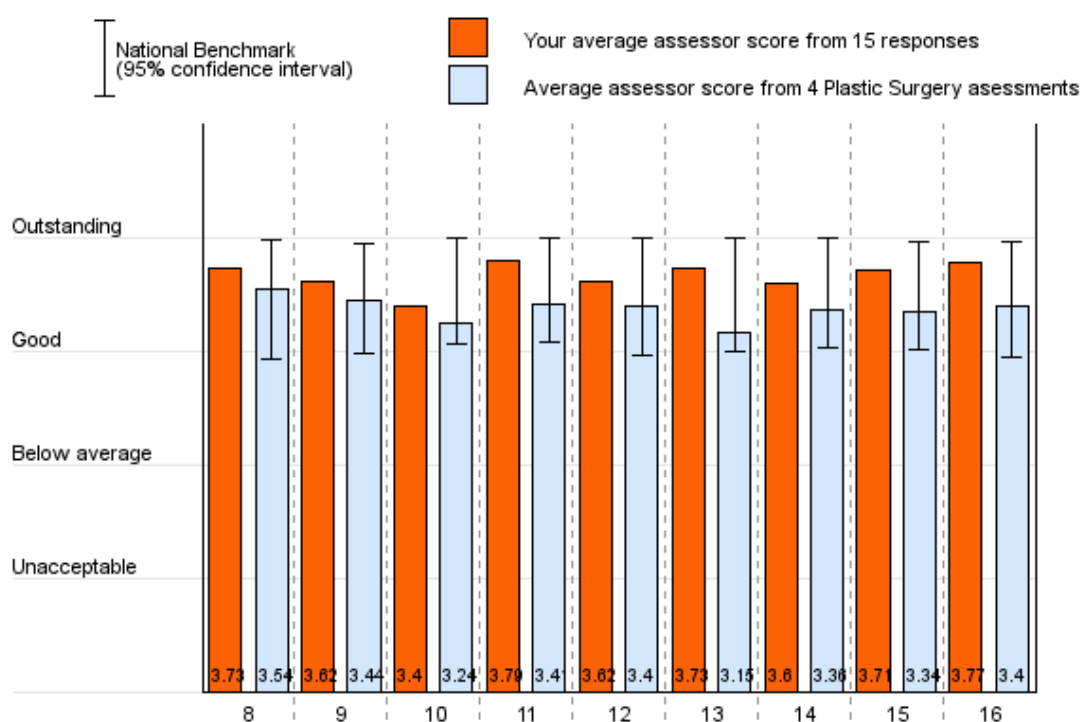
Total responses received



Summary of colleague results

Comparisons with your speciality - Plastic Surgery

Average score given for the questions below



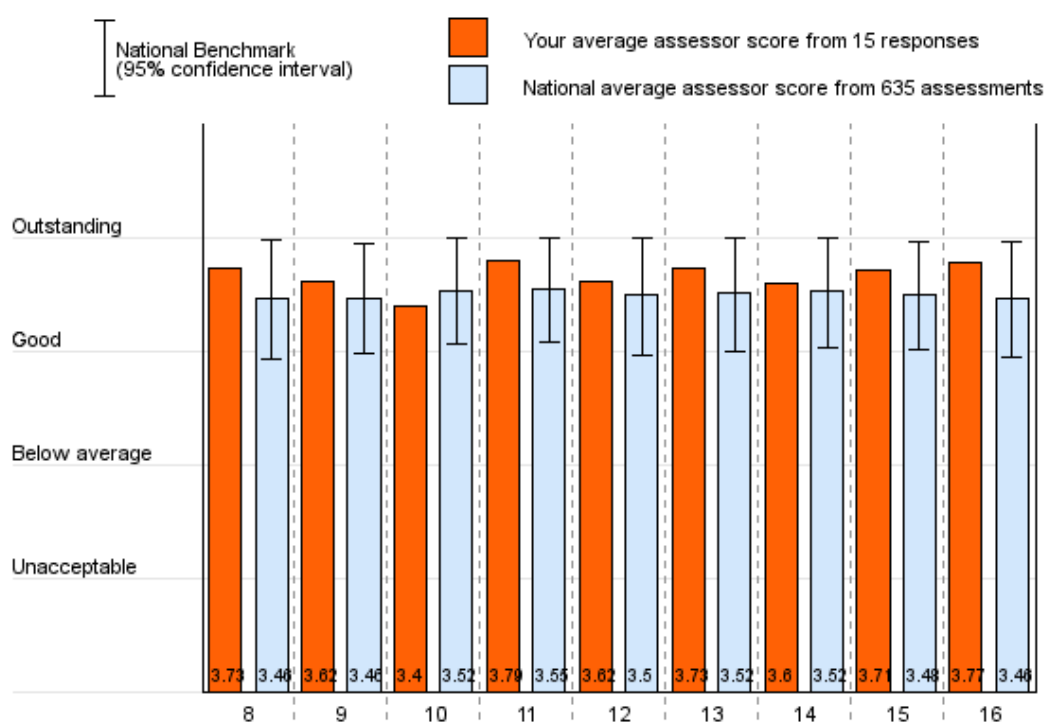
Questions

8. Clinical Assessment: Diagnostic skill; performance of practical/technical procedures
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Summary of colleague results

Comparisons with National Average

Average score given for the questions below



Questions

8. Clinical Assessment: Diagnostic skill; performance of practical/technical procedures
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Assessor comments

Comments added by assessors

"I have only positive comments here. Mr Greenbaum is easily the most approachable member of the department and will take time out of his busy day for anyone needing his help and offers them his full attention. I have observed Mr Greenbaum in clinic and his doctor-patient communication is simply unparalleled. He spends his full allotted time with each patient ensuring they are content and have a complete understanding of their complaint without 'rushing' them in or out. Mr Greenbaum is only one of two surgeons in the department that I would be happy operating on me or members of my family."

"I have only worked with Mr Adam Greenbaum for less than a year, but throughout that time, he has always been a professional team member, carrying out difficult surgery well and I would have no doubts about referring friends/relatives to him for either advice or surgery."

"He is very conscientious - his practice is patient centred at all times. What has also been very evident in the time I have worked with him is with regard to the welfare of the junior staff. He has supported them when some have been treated unjustly. Furthermore, I was aware of the amount of his own personal time that he gave to coaching SpR's - some of whom have now progressed to Consultant posts - during the FRCS(Plas) Examinations. He keeps up to date with the latest research and his knowledge is unsurpassed and it feels those around him with confidence. He has always been respectful of patients who are always grateful for the many advice sheets that he provides for them. As a junior member of team I always felt that my views were heard and respected. The fact that I was able to communicate to him with ease was a reflection of his approachable manner."

"Very approachable and helpful as a colleague.

He cares very much about the patients and always puts a great deal of time and effort into their management.

"

"Mr Greenbaum conducts himself as all doctors should: calm, considerate, non-judgemental, highly diligent and constantly striving for the best possible patient care. He involves all members of his team appropriately and is an excellent teacher and communicator, firm but fair, respectful and respected, and makes time for his colleagues and patients far above and beyond the call of duty. "

"Whilst working with Mr Greenbaum, I have always found him to be professional and caring. He always has time to listen to the patients and will talk to them regarding any concerns they may have. If I was a patient I would certainly want to be treated by this doctor. "

"When appointed consultant Adam Greenbaum initiated an outstanding teaching programme for juniors at St Thomas' Hospital. Until then there had been a dearth of effective teaching.

I have observed Adam Greenbaum talking with patients and have been impressed with his ability to level with them and identify their (not always obvious) agendas: his consultations are an excellent example of a 'meeting between experts'.

I was on call with Adam Greenbaum one night when the hospital was on the brink of calling a major incident owing to the number of outside events going on in central London. The A&E night co-ordinator is on record as saying that she could not recall a time when the throughput of plastics patients was so high. Adam Greenbaum was an outstanding team leader -

delegating but supporting, always available for advice, and staying with his team throughout the following day and night.

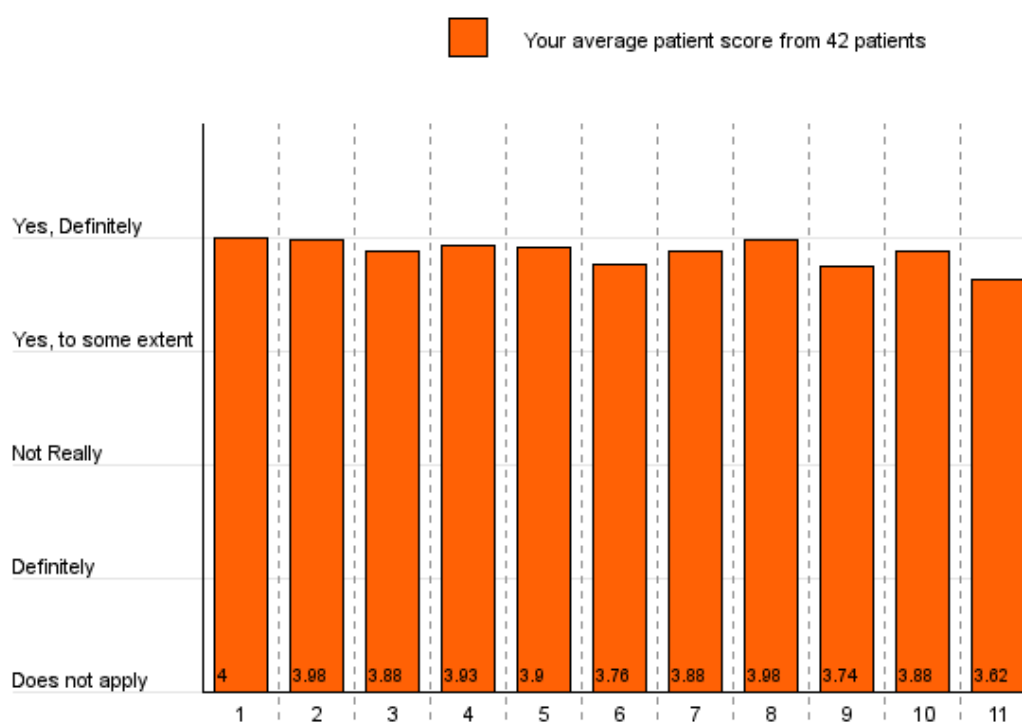
Adam Greenbaum has consistently been a tremendous support to juniors in terms of career advice and training - something that is all often all to lacking from busy consultants. He is also quick to identify unfair/unnecessary sources of stress for juniors, and crucially, taken action to ameliorate or deal with these effectively.

I found it a great pleasure to work with Adam Greenbaum. I found him bounded but immensely supportive. He listened; was practical in terms of providing appropriate clinical experience (having that right balance of pushing you almost more than you would prefer - but in a way that is necessary to progress); and was tolerant of situations when a trainee may feel inadequate.

"

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 Really	Yes, to some extent	Yes, Definitely
0	0	0	0	42

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

Does not apply	Definitely	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	1	41

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

Does not apply	Definitely	Not Really	Yes, to some extent	Yes, Definitely
1	0	0	1	40

Q4. Did the doctor answer all your questions?

Does not apply	Definitely	Not Really	Yes, to some extent	Yes, Definitely
0	0	1	1	40

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

Does not apply	Definitely	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	4	38

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

Does not apply	Definitely	Not Really	Yes, to some extent	Yes, Definitely
1	0	0	6	35

Q7. Did you have confidence in the doctor?

Does not apply	Definitely	Not Really	Yes, to some extent	Yes, Definitely
1	0	0	1	40

Q8. Did the doctor respect your views?

Does not apply	Definitely	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	1	41

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

Does not apply	Definitely	Not Really	Yes, to some extent	Yes, Definitely
2	1	0	0	39

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

Does not apply	Definitely	Not Really	Yes, to some extent	Yes, Definitely
1	0	0	1	40

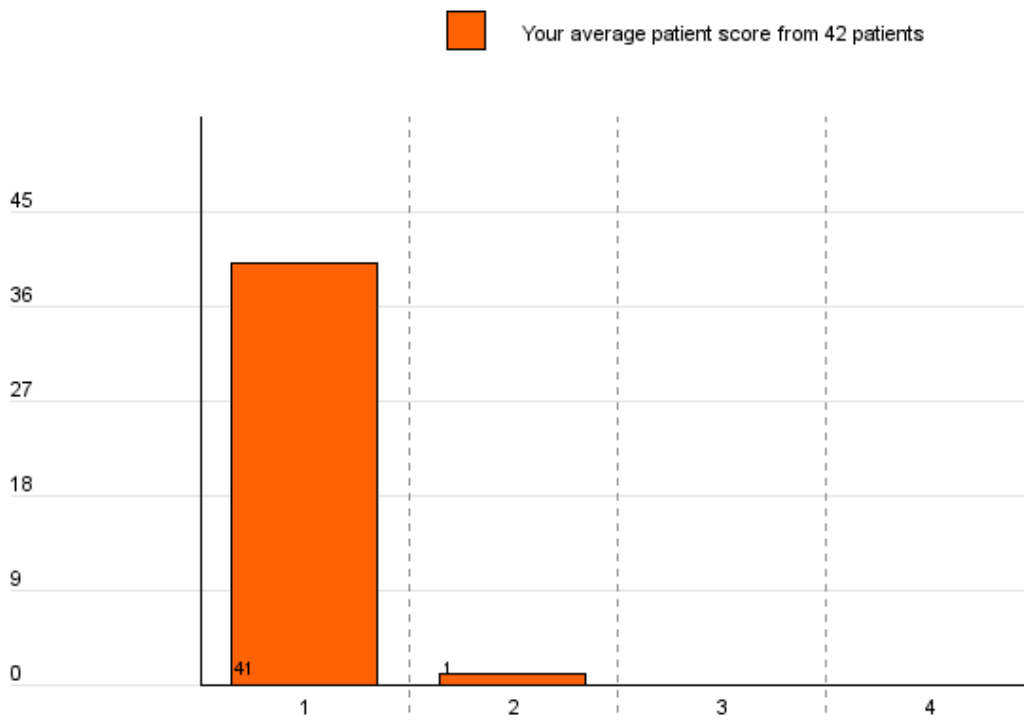
Q11. By the end of the consultation did you feel better able to understand and/or manage your condition and your care?

Does not apply	Definitely	Not Really	Yes, to some extent	Yes, Definitely
3	0	0	4	35

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