



**360 Feedback analysis
for
Miss Rachel Bright-thomas
General Surgery- Extended
2015/05/12**

Miss Rachel Bright-thomas



How to analyse your report

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

Possible Reasons for Low Scores.

These are listed with no particular weighting: -

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

If you need any help or have encountered a problem, please contact us on +44 0845 180 1405 or e-mail: info@equiniti360clinical.com

Miss Rachel Bright-thomas



Facilitator Feedback Notes

Feeding back the contents of the 360 report to your colleague

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

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

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

If there are clusters of raters scoring below average/unacceptable, the Medical Director should be informed.

Seek 360 doctors views first: -

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

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

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

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

If you are looking for additional training then 360 Clinical can help. For further information please visit www.360clinical.com or contact us on telephone +44 0845 180 1405 or email info@equiniti360clinical.com



Questionnaire

The following questionnaire was distributed to peers

Page 1

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

Page 2

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

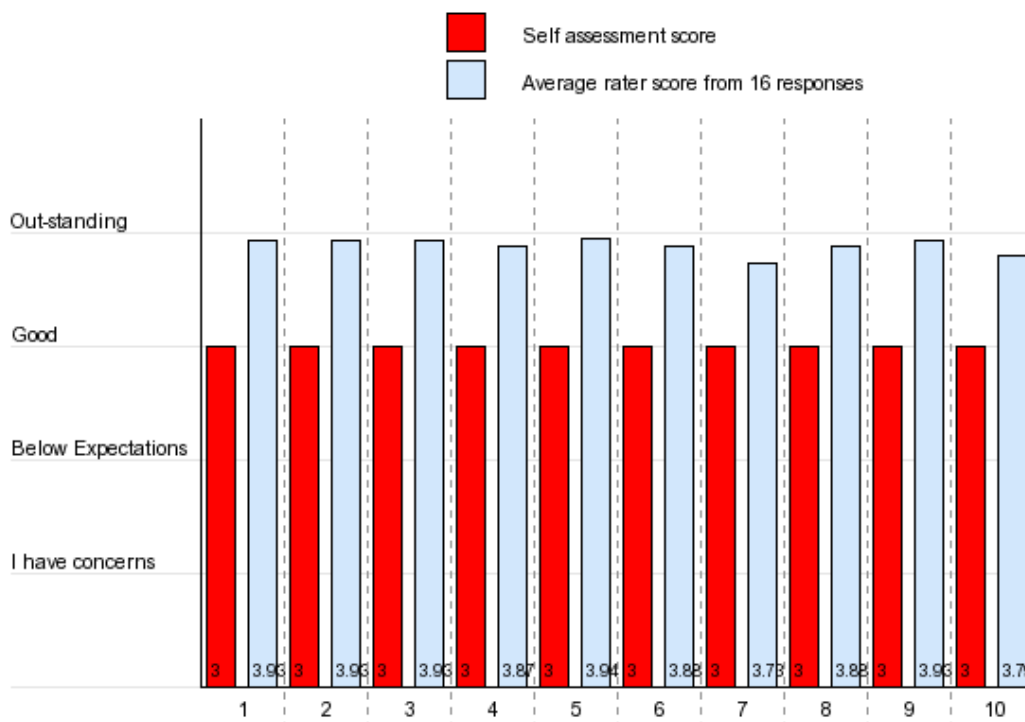
The question numbers correspond to the key on any graph



Summary of colleague results

Colleague assessment

Average score given for the questions below



Questions

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

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Summary of colleague results

Colleague assessment

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

Self Assessment Score

Q1. Diagnostic skill

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Attribute: Maintain your professional performance

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
2	0	0	1	13

Q2. Performance of practical/technical procedures

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Attribute: Maintain your professional performance

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
1	0	0	1	14

Q3. Management of complex clinical problems

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Attribute: Maintain your professional performance

Attribute: Keep clear accurate and legible records

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
1	0	0	1	14

Q4. Appropriate use of resources

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
1	0	0	2	13

Q5. Conscientious and reliable

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
0	0	0	1	15

Q6. Availability for advice and help when needed

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
0	0	0	2	14

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Q7. Time management

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
1	0	0	4	11

Q8. Commitment to improving quality of service

Domain (UK only): Knowledge skills and performance

Attribute: Maintain your professional performance

Domain (UK only): Safety and quality

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

Attribute: Respond to risks to safety

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
0	0	0	2	14

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

Domain (UK only): Knowledge skills and performance

Attribute: Maintain your professional performance

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
2	0	0	1	13

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

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
2	0	0	3	11

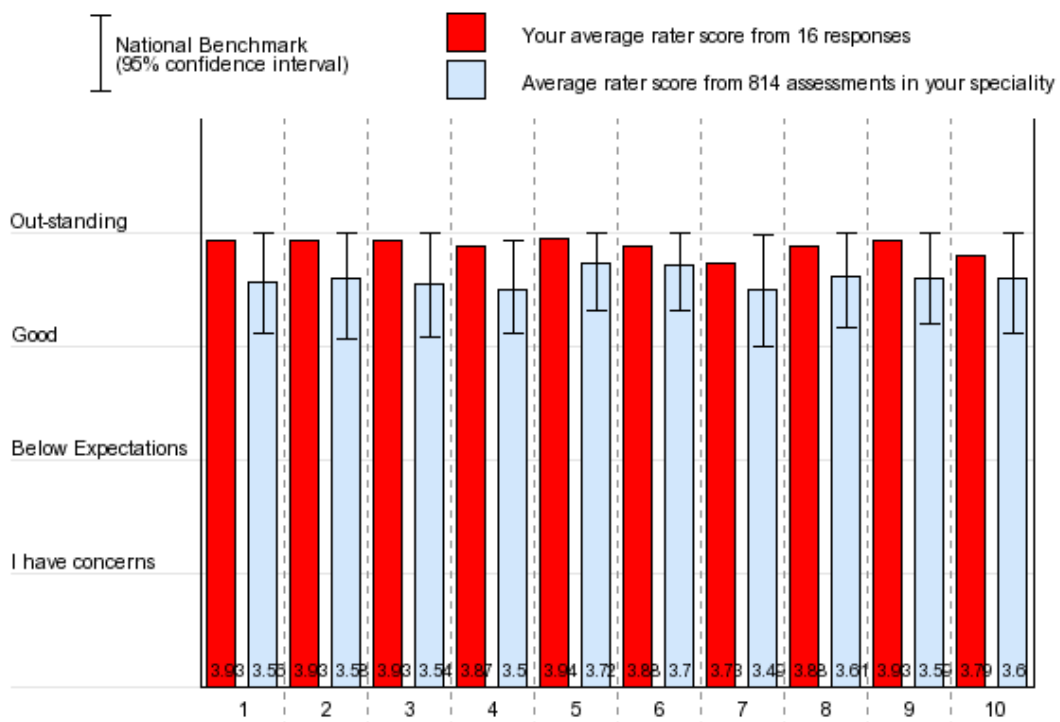
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Summary of colleague results

Comparisons with your speciality - General Surgery- Extended

Average score given for the questions below



Questions

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

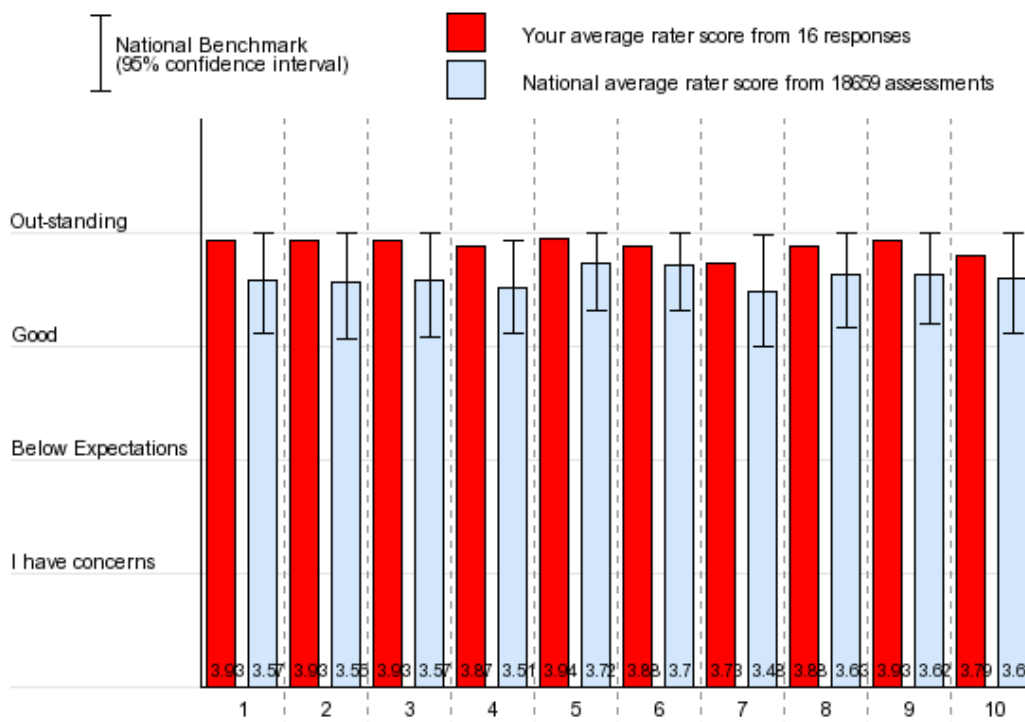
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Summary of colleague results

Comparisons with National Average

Average score given for the questions below



Questions

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

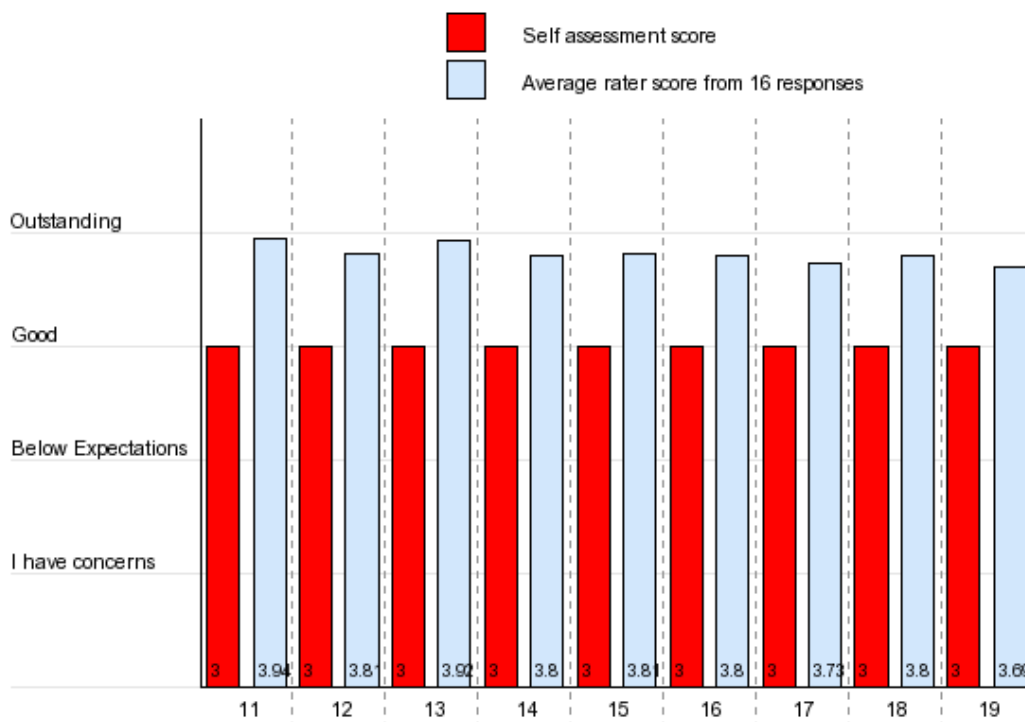
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Summary of colleague results

Colleague assessment

Average score given for the questions below



Questions

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

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Summary of colleague results

Colleague assessment

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

Self Assessment Score

Q11. Spoken English

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
0	0	0	1	15

Q12. Communication with colleagues

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Attribute: Communicate effectively

Domain (UK only): Maintaining Trust

Attribute: Treats patients and colleagues fairly and without discrimination

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
0	0	0	3	13

Q13. Communication with patients, families and carers

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Domain (UK only): Maintaining Trust

Attribute: Treats patients and colleagues fairly and without discrimination

Attribute: Show respect for patients

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
4	0	0	1	11

Q14. Is polite, considerate and respectful to Patients

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Domain (UK only): Maintaining Trust

Attribute: Show respect for patients

Attribute: Treats patients and colleagues fairly and without discrimination

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
1	0	0	3	12

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

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Attribute: Work constructively with colleagues and delegate effectively

Domain (UK only): Maintaining Trust

Attribute: Treats patients and colleagues fairly and without discrimination

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
0	0	0	3	13

Q16. Compassion and empathy towards patients and their relatives

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Domain (UK only): Maintaining Trust

Attribute: Show respect for patients

Attribute: Treats patients and colleagues fairly and without discrimination

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
1	0	0	3	12

Q17. Values the skills and contributions of multi-disciplinary team members

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
1	0	0	4	11

Q18. Takes the leadership role when circumstances require

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Domain (UK only): Safety and quality

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

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
1	0	0	3	12

Q19. Delegates appropriately

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Domain (UK only): Safety and quality

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

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
3	0	0	4	9

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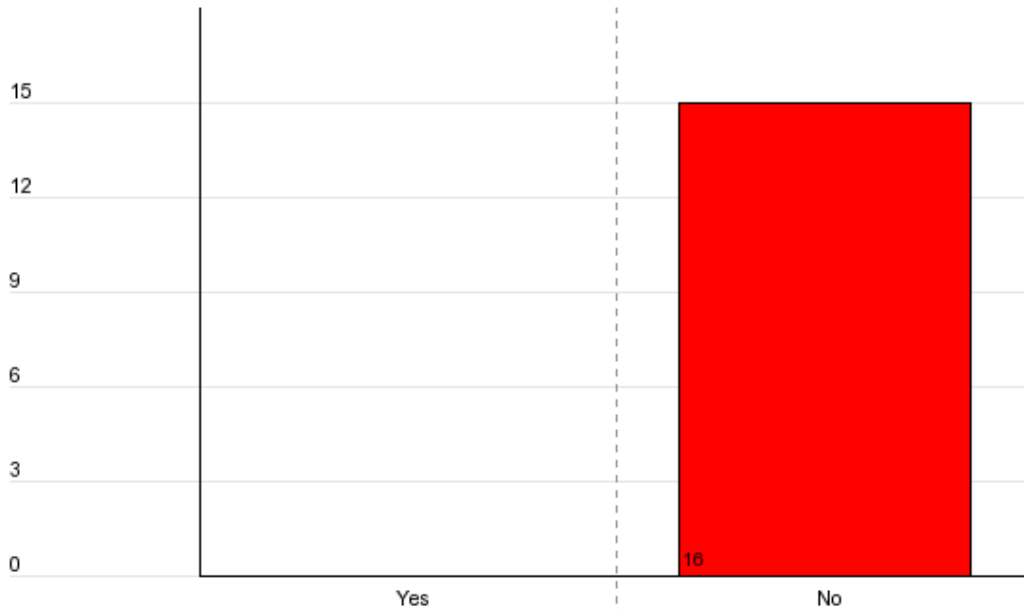


Summary of colleague results

Colleague assessment

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

Total responses received



Self assessment response to this question: No

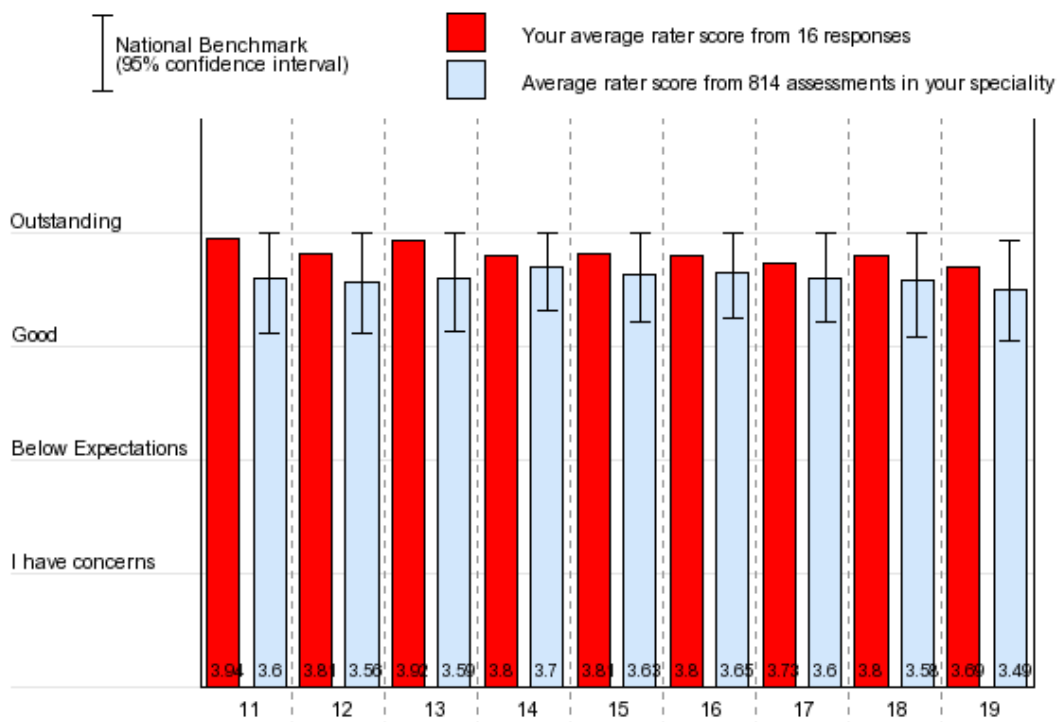
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Summary of colleague results

Comparisons with your speciality - General Surgery- Extended

Average score given for the questions below



Questions

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

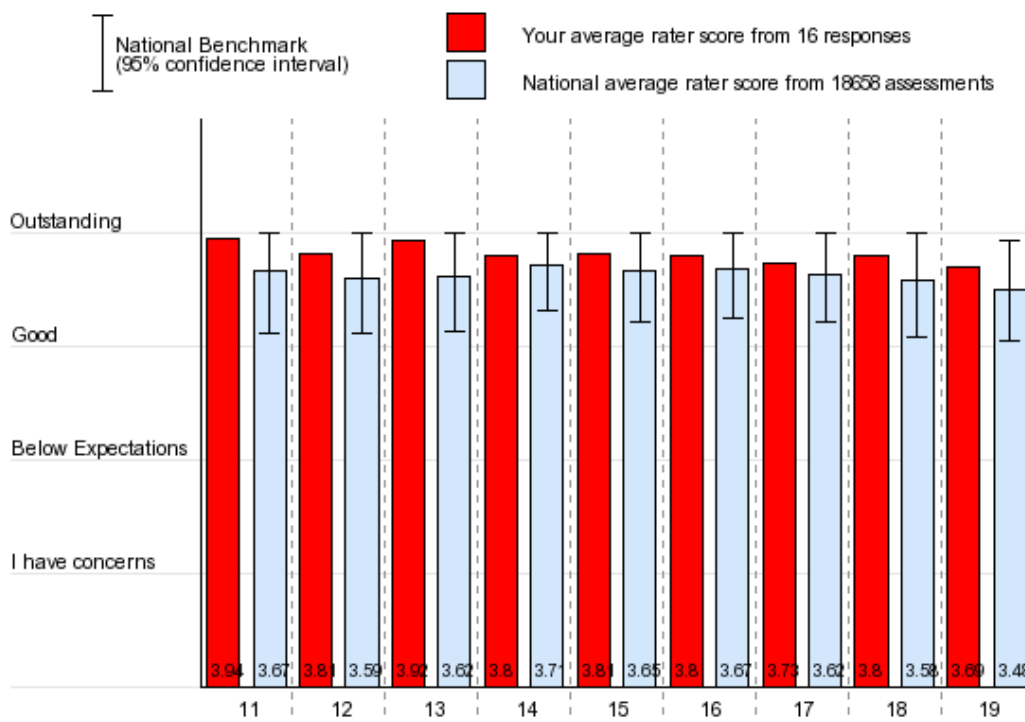
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Summary of colleague results

Comparisons with National Average

Average score given for the questions below



Questions

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

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Comments

Self assessment comments

Comments added by rater

"Very reliable and communicates professionally in all ways.
Extremely organised member of staff."

"I enjoy working with her.
Always calm, polite and approachable."

"Miss Bright-Thomas is a highly skilled clinician who is outstanding in my opinion. She is a pleasure to work with and I value her contributions to the Breast Service hugely. She is a dedicated member of the team and always has a good view point in regards to complex cases.

I feel privileged to be able to work with such a fantastic doctor.
She gives energy to her research projects and is a true role model."

"I always find Miss Bright-Thomas very professional, approachable and empathetic. Patients often comment favourably about her in the clinics etc. and value her advice."

"Miss Bright Thomas is an excellent trainer"

"I have always found Rachel to be up to date, excellent with patients and staff alike. she achieves excellent results and is supportive of her staff. She communicates well and is a great team worker."

"Miss Bright-Thomas shows exceptional communication skills and kindness when speaking with patients/families/carers giving complex diagnoses. Many patient feedback forms have commented on this."

"As her secretary it is difficult to comment on her medical skills but to work alongside her is a pleasure. She is always professional and well organised (sometimes a little too organised)She is extremely well liked by everyone who comes into contact with her and is popular among the junior staff. Nothing is too much trouble and she always has time for anyone with a query or problem even when under pressure of work herself.

The best consultant i have ever worked for in over 30 years in the NHS."

"An excellent consultant and trainer."

"An excellent clinician. Accomodating and helpful. There are no negative comments"

Comments added by patients

"I FOUND RACHEL BRIGHT-THOMAS TO BE A WONDEFUL CARING, CONSIDERATE & HELPFUL PERSON, IN WHOM I HAVE EVERY CONFIDENCE & TRUST."

"She is always wonderful."

Miss Rachel Bright-thomas



"AN ABSOLUTE FIRST RATE CONSULTANT AND TEAM."

"HAS ALWAYS BEEN EXCELLENT SERVICE."

"MS B THOMAS IS A LEGEND."

"excellent explanations, patient centred and considered dignity at all time."

"Ms Bright-Thomsa is exceedingly understanding and helpful/caring. She has followed me since I was first diagnosed and I couldn't have wished for anyone else to guide me through with such tact, expertise and kindness."

"Miss Bright-Thomas has been brilliant all the time through the last 5 yrs. Always explained in a way I would understand very professional and friendly and caring. Pleasure to have met her wish her well in the future. (very good experience through my breast cancer)"

"Brilliant."

"Excellent!!"

"We have always received a first class standard of care from this Dr (Miss R. Bright-Thomas)"

"The Doctor was excellent. Thankyou."

"Excellent treatment."

"EXCELANT CARE."

"Really fantastic care. Many thanks."

"Very patient and understanding Doctor. Listened carefully to issue and gave clear verbal and written guidance."

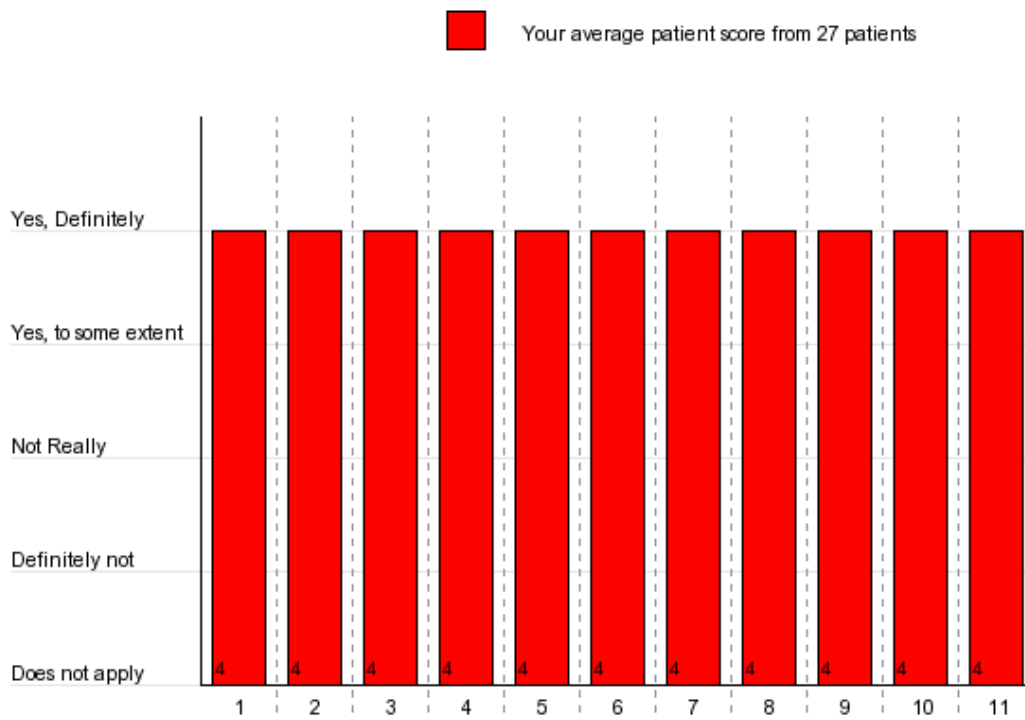
"Mis Bright-Thomas has been a massive support over the last few years, I wouldn't want to see anyone else."

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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?

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Summary of patient results

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

Q1. Was the doctor polite and considerate?

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Domain (UK only): Maintaining Trust

Attribute: Show respect for patients

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	27

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

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	27

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

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Attribute: Establish and maintain partnerships with patients

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	27

Q4. Did the doctor answer all your questions?

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	27

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

Domain (UK only): Knowledge skills and performance

Attribute: Keep clear accurate and legible records

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	27

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

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Domain (UK only): Communication partnership and teamwork

Miss Rachel Bright-thomas



Attribute: Communicate effectively

Attribute: Establish and maintain partnerships with patients

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	27

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Q7. Did you have confidence in the doctor?

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Domain (UK only): Maintaining Trust

Attribute: Show respect for patients

Attribute: Treats patients and colleagues fairly and without discrimination

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	27

Q8. Did the doctor respect your views?

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Domain (UK only): Maintaining Trust

Attribute: Show respect for patients

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	27

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

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Attribute: Establish and maintain partnerships with patients

Domain (UK only): Maintaining Trust

Attribute: Show respect for patients

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	27

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

Domain (UK only): Maintaining Trust

Attribute: Show respect for patients

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	27

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

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Attribute: Establish and maintain partnerships with patients

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	27

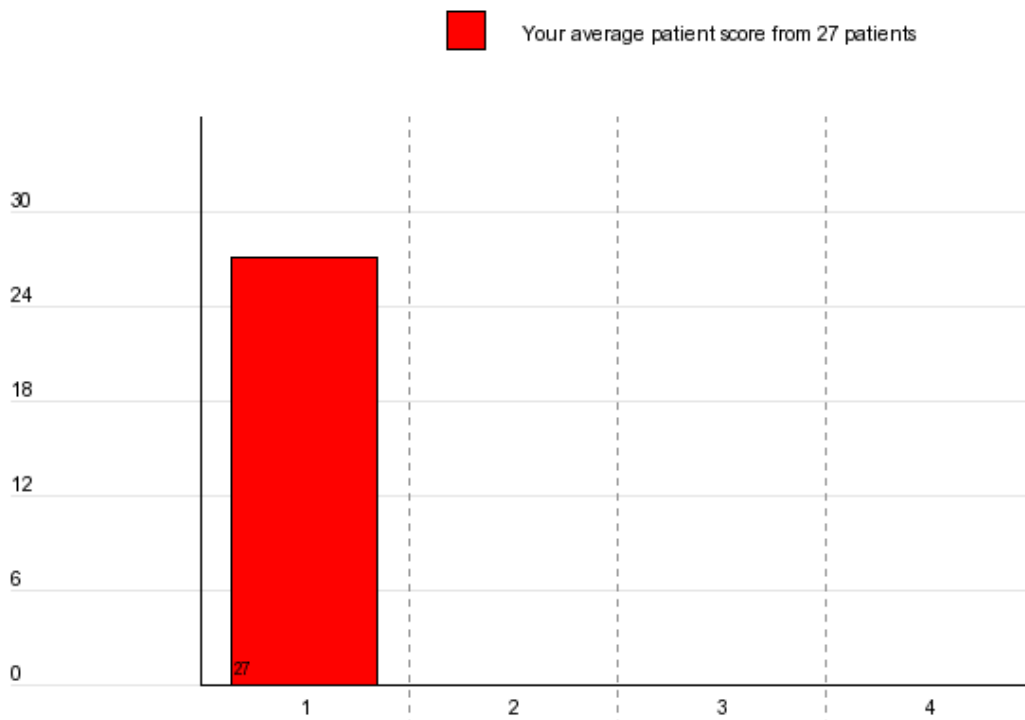
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Summary of patient results

Overall how satisfied were you with the doctor you saw?

Total responses received



Key

- 1. Very satisfied
- 2. Fairly satisfied
- 3. Not really satisfied
- 4. Not at all satisfied

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