

MSF Report

Miss Rachel Bright-Thomas

MSF Exercise: 14 October 2025 - 13 January 2026



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- 2.2.2 Decide how far you agree with the following statements by selecting ONE option in each line.
- 2.2.3 This doctor is fit to practise medicine
- 2.2.4 Please add any other comments you want to make about this doctor.

3 Explanatory Materials

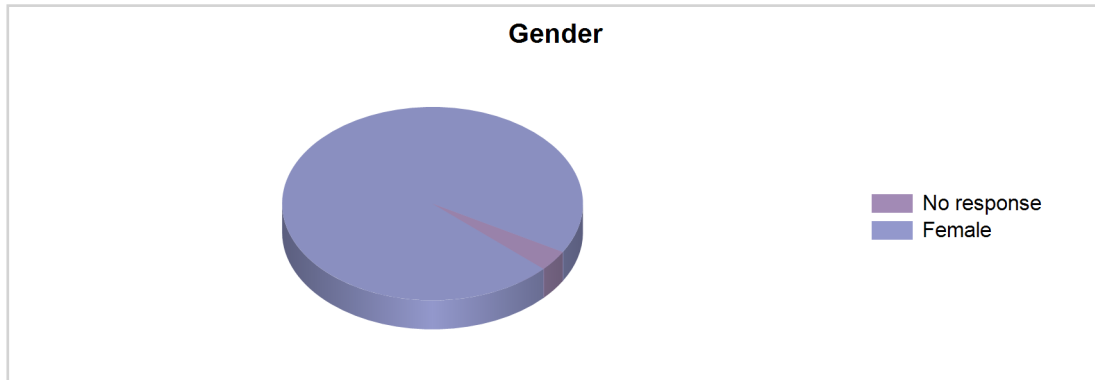
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1 Patient Feedback

1.1 SAMPLE INFORMATION

Your patient feedback is based on responses from 30 patients with the following characteristics:

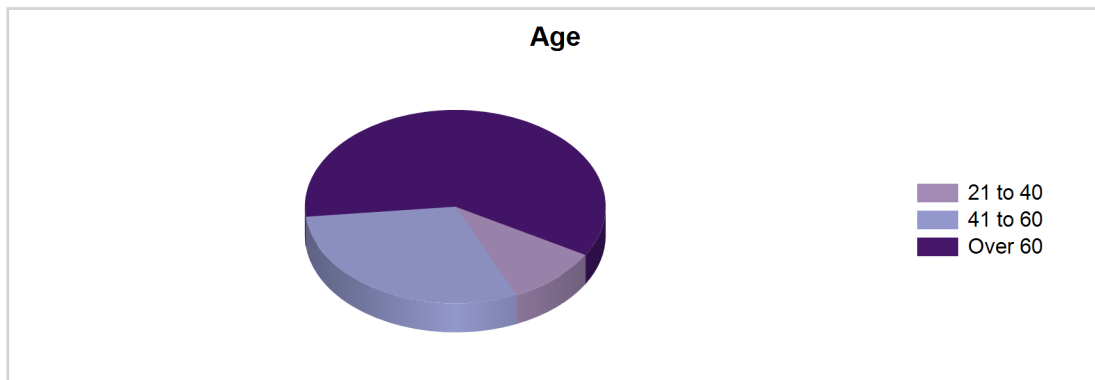
1.1.1 GENDER



Please note: to maintain anonymity of participants, if there are less than 3 responses in any category for this question, that category is not reported.

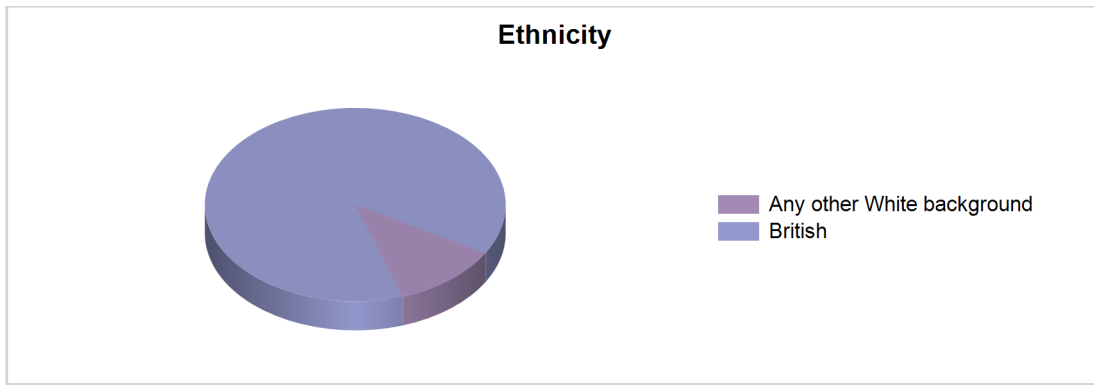
Gender	Count	Percentage
No response	1	3%
Female	28	97%

1.1.2 AGE



Age	Count	Percentage
21 to 40	3	10%
41 to 60	9	30%
Over 60	18	60%

1.1.3 ETHNICITY

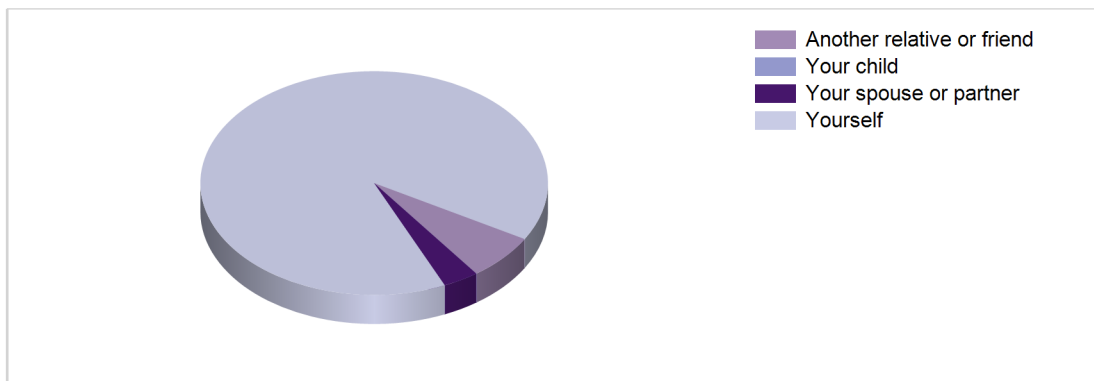


Please note: to maintain anonymity of participants, if there are less than 3 responses in any category for this question, that category is not reported.

Ethnic group	Cultural background	Count	Percentage
White	Any other White background	3	12%
White	British	23	88%

1.2 FEEDBACK DATA (inc. self assessment)

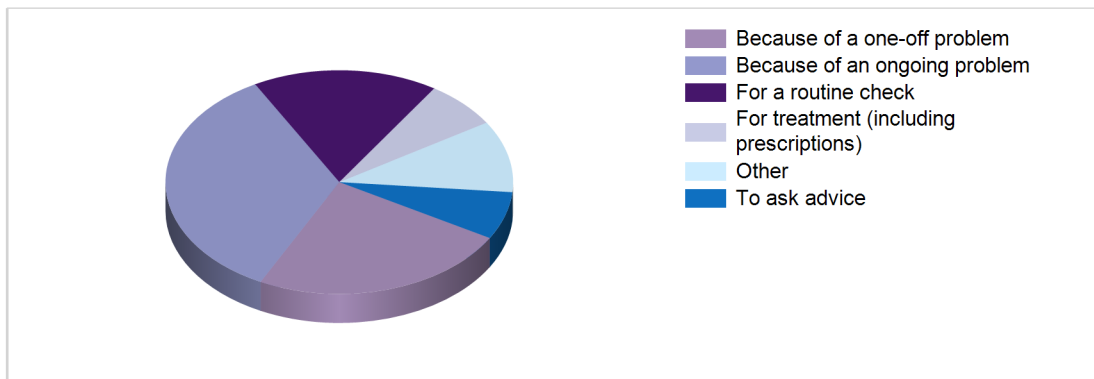
1.2.1 Question: Are you filling in this questionnaire for:



Answer	Count	Percentage
Another relative or friend	2	7%
Your spouse or partner	1	3%
Yourself	27	90%

1.2.2 Question: Which of the following best describes the reason you saw the doctor today?

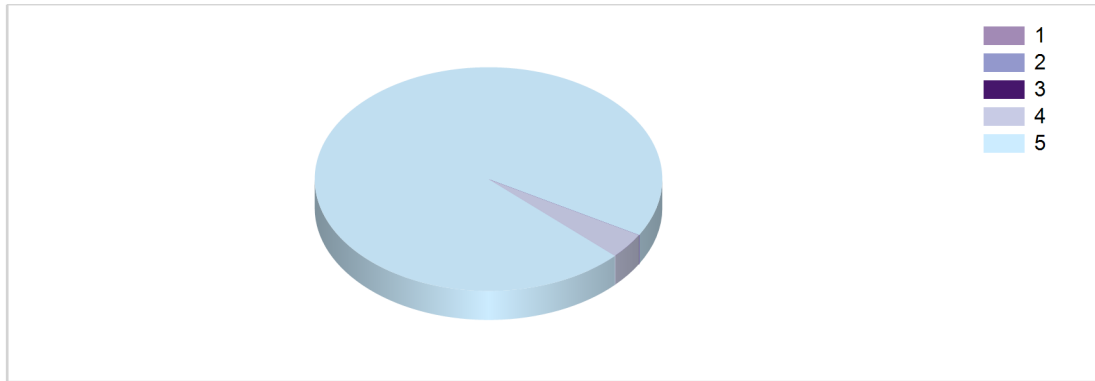
Description: Please tick all boxes that apply



Answer	Count	Percentage
Because of a one-off problem	7	24%
Because of an ongoing problem	10	34%
For a routine check	5	17%
For treatment (including prescriptions)	2	7%
Other	3	10%
To ask advice	2	7%

1.2.3 Question: On a scale of 1 to 5, how important to your health and wellbeing was your reason for visiting the doctor today?

Description: 1= Not very important 5= Very important



Answer	Count	Percentage
4	1	4%
5	26	96%

1.2.4 Question: How good was your doctor today at each of the following?

Description: Please select one box in each line

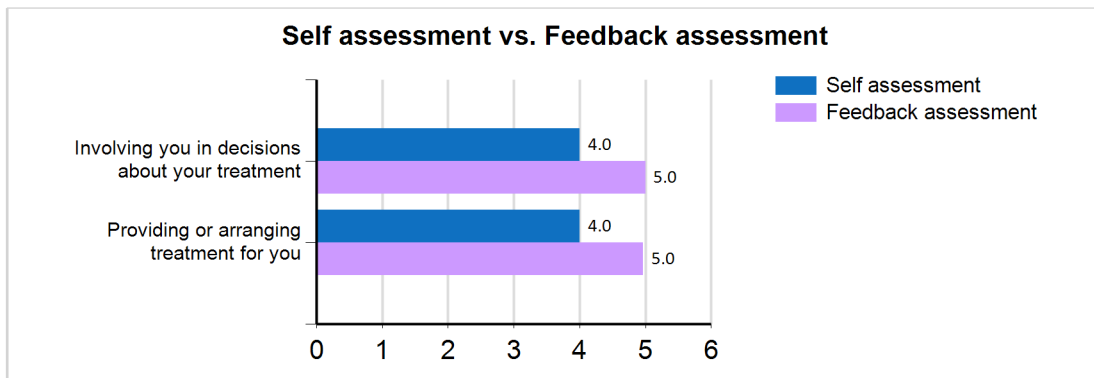
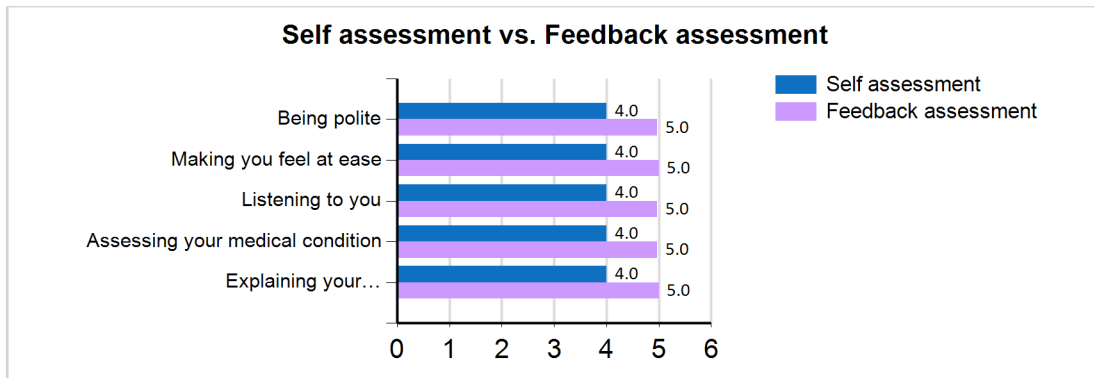
FREQUENCY AND DISTRIBUTION

Evaluation question ratings and scores

Responses	Poor	Less than satisfactory	Satisfactory	Good	Very good	Does not apply
Being polite	0	0	0	1	29	0
Making you feel at ease	0	0	0	0	30	0
Listening to you	0	0	0	1	29	0
Assessing your medical condition	0	0	0	1	29	0
Explaining your condition and treatment	0	0	0	0	30	0
Involving you in decisions about your treatment	0	0	0	0	28	2
Providing or arranging treatment for you	0	0	0	1	27	2

SELF ASSESSMENT vs. FEEDBACK ASSESSMENT

Evaluation question ratings and scores



BENCHMARK DATA

Evaluation question ratings and scores

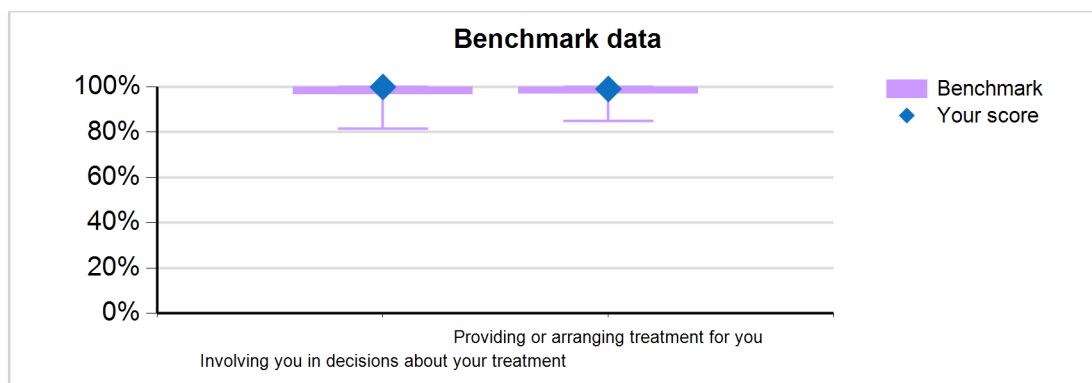
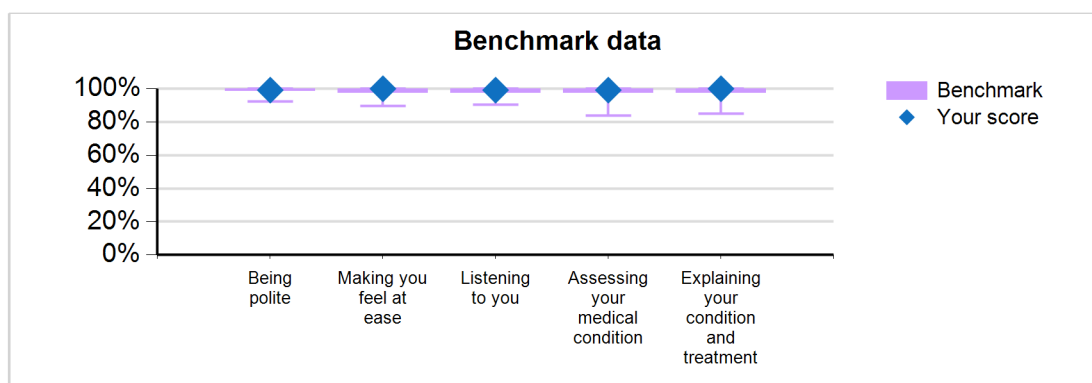
		Benchmark data (%)				
	Mean score (%)	Min	Lower quartile	Median	Upper quartile	Max
Being polite	99.2%	92.2%	98.4%	100.0%	100.0%	100.0%
Making you feel at ease	100.0%	89.5%	97.5%	100.0%	100.0%	100.0%
Listening to you	99.2%	90.3%	97.4%	99.3%	100.0%	100.0%
Assessing your medical condition	99.2%	83.9%	97.4%	100.0%	100.0%	100.0%
Explaining your condition and treatment	100.0%	85.0%	97.5%	100.0%	100.0%	100.0%
Involving you in decisions about your treatment	100.0%	81.7%	96.5%	98.5%	100.0%	100.0%
Providing or arranging treatment for you	99.1%	85.0%	96.9%	99.1%	100.0%	100.0%

Your mean score for this question falls in the highest 25% of all means

Your mean score for this question falls in the middle 50% of all means

Your mean score for this question falls in the lowest 25% of all means

- insufficient number of responses to generate score



1.2.5 Question: Please decide how strongly you agree or disagree with the following statements by selecting one box in each line

FREQUENCY AND DISTRIBUTION

Evaluation question ratings and scores

Responses	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Does not apply
This doctor will keep information about me confidential	0	0	0	0	29	0
This doctor is honest and trustworthy	0	0	0	1	29	0

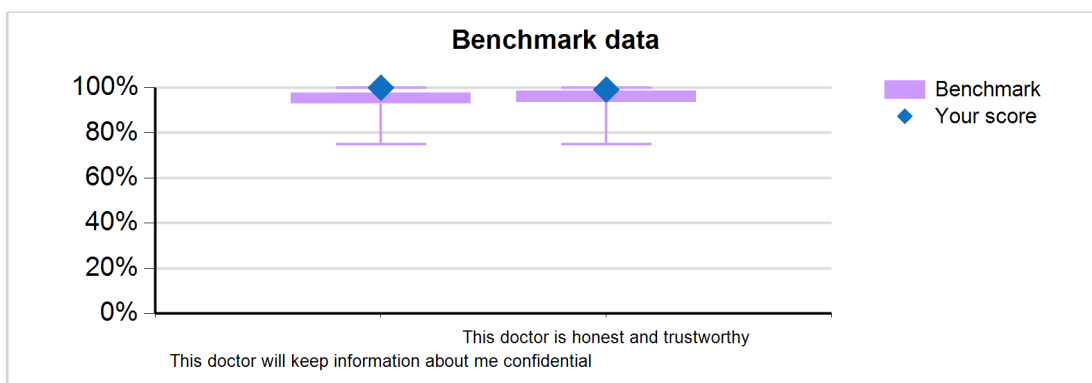
BENCHMARK DATA

Evaluation question ratings and scores

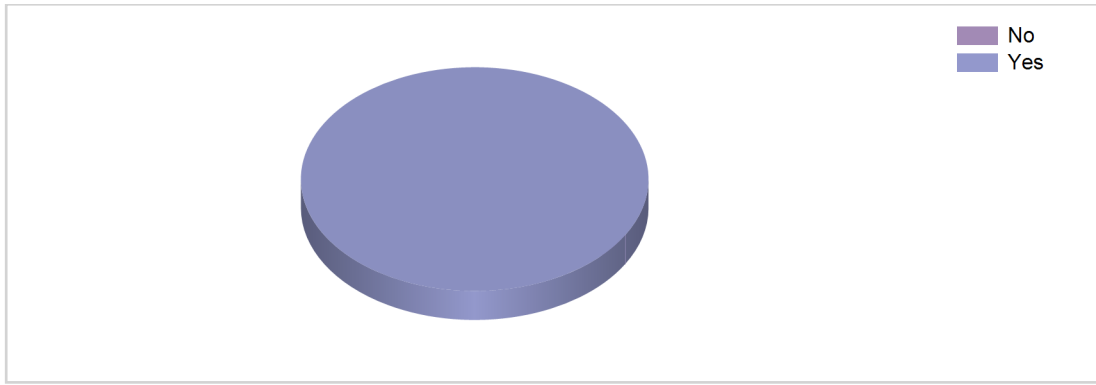
	Mean score (%)	Benchmark data (%)				
		Min	Lower quartile	Median	Upper quartile	Max
This doctor will keep information about me confidential	100.0%	75.0%	92.9%	95.3%	97.9%	100.0%
This doctor is honest and trustworthy	99.2%	75.0%	93.6%	96.6%	98.5%	100.0%

- Your mean score for this question falls in the highest 25% of all means
- Your mean score for this question falls in the middle 50% of all means
- Your mean score for this question falls in the lowest 25% of all means

- insufficient number of responses to generate score

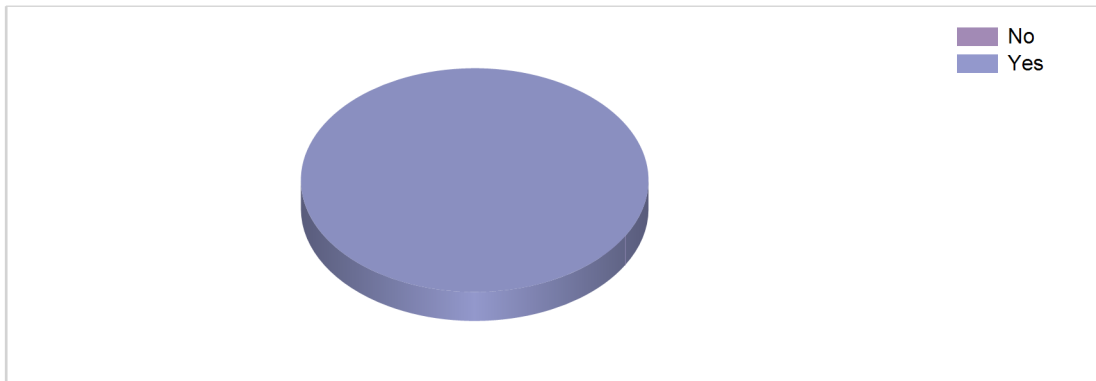


1.2.6 Question: I am confident about this doctor's ability to provide care



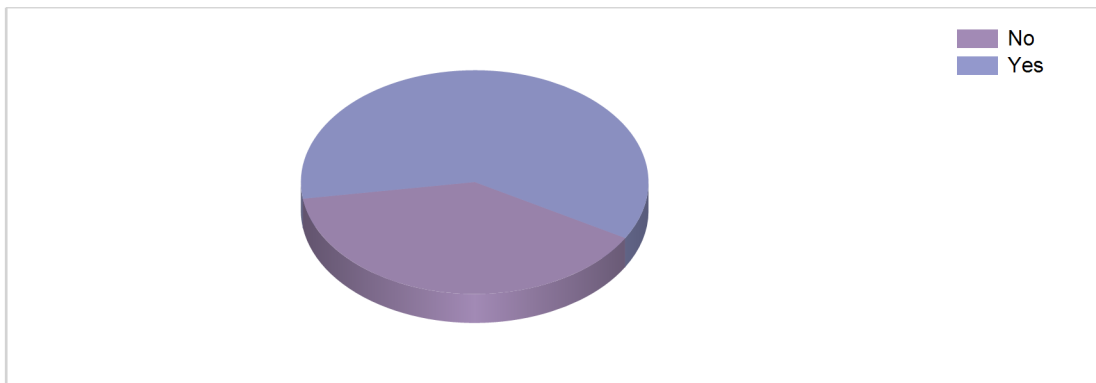
Answer	Count	Percentage
Yes	30	100%

1.2.7 Question: I would be completely happy to see this doctor again



Answer	Count	Percentage
Yes	30	100%

1.2.8 Question: Was this visit with your usual doctor?



Answer	Count	Percentage
No	11	39%
Yes	17	61%

1.2.9 Question: Please add any other comments you want to make about this doctor.

Description: Please note: No patients will be identified when this information is given to the doctor.

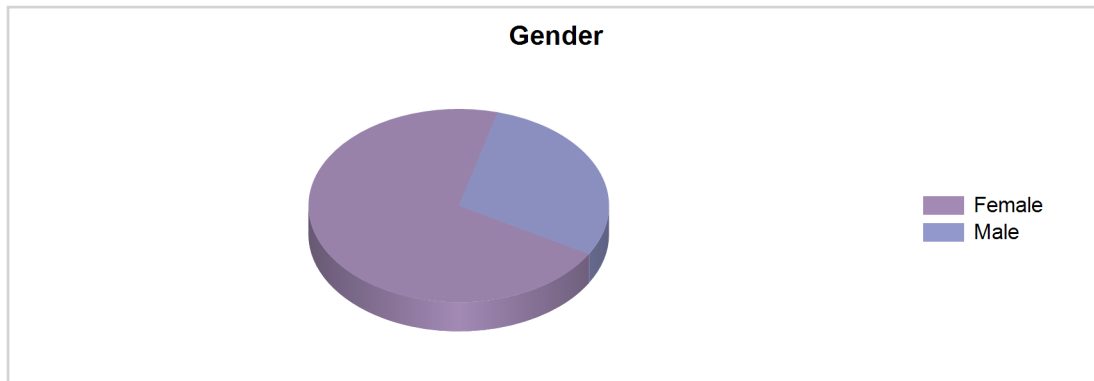
- I am extremely grateful to have had Miss B-T as my consultant throughout this process. She has listened to me and led me down the correct path of treatment, with utmost professionalism and empathy. Thank you
- Very polite and always making me feel at ease. Couldn't recommend more, very happy with all the care provided.
- all the staff here are fantastic!
- It was with the surgeon who performed my original surgery - 16 years ago. I have ultimate confidence in her treatment from all possible angles.
- Thank you
I cannot speak highly enough in commending Ms Rachel Bright Thomas for her care of me. For the kindness and honesty, respect for my feelings and dignity and of course her surgical skills. I have felt secure in her positive and open personality and the hope she has given me for the future.
- WONDERFUL! and so caring and professional
- She was very nice
Made me feel comfortable and relaxed
Felt confident with her
- Excellent and easy to talk to
Couldn't ask for anything better
- I was very worried and this doctor explained the problem and the treatment clearly and well so I can relax. Thanks
- Very patient centered
calm and polite
- Fabulous
- I think she is amazing. I trust her completely
- Miss Bright Thomas is amazing, listens, understands and explains things really well. I would not want to see anyone else
- Was very professional, efficient and listened to me and concluded with good advice and willingness for me to refer again via my GP if problems reoccurs again.
- Dr Bright Thomas filled me with confidence about my ongoing treatment from my first meeting with her and her supporting staff.
I couldn't say a bad word against the Breast Unit
- Very understanding and explained everything in detail. Have had excellent care.
- Throughout my journey Miss Bright Thomas, along with all the team she leads, have been above all caring, supportive and helpful and have made my journey that much easier. I always felt I was in safe hands. I cannot thank her and her team enough for their care and support.
- Very professional and caring. Did a brilliant job, I'm very pleased and grateful
- Makes me feel confident about my treatment & future course of action
- very informative

2 Colleague Feedback

2.1 SAMPLE INFORMATION

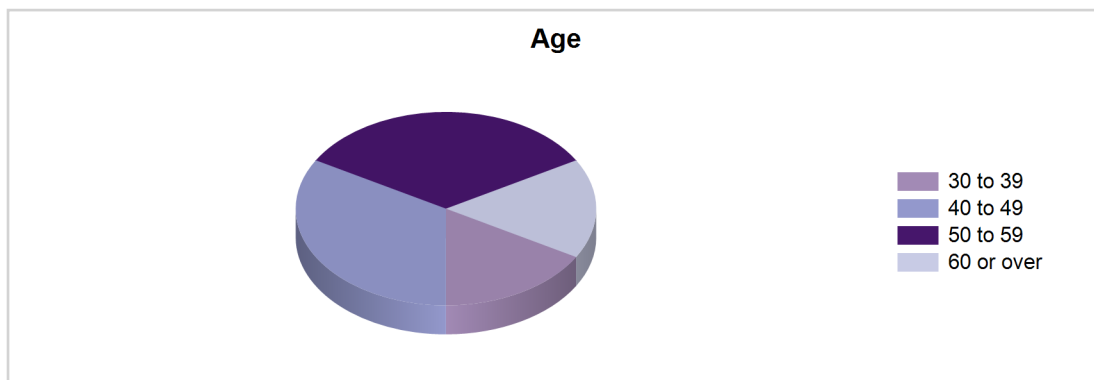
Your colleague feedback is based on responses from 24 colleagues with the following characteristics:

2.1.1 GENDER



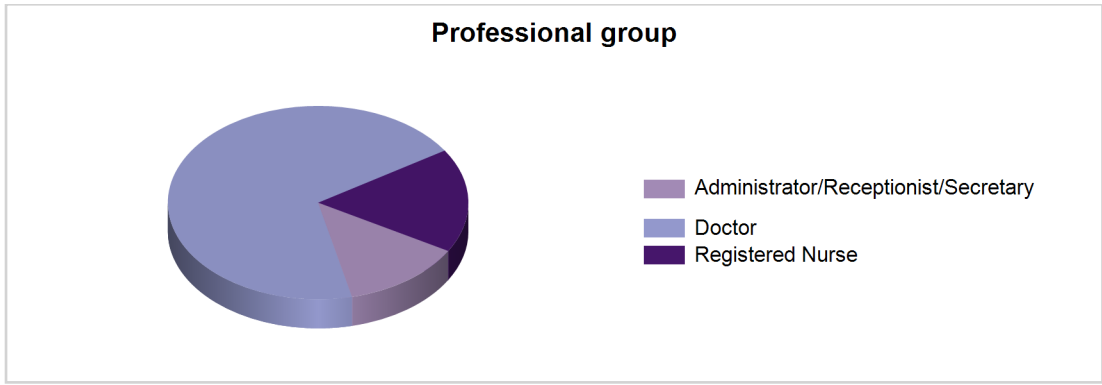
Gender	Count	Percentage
Female	17	71%
Male	7	29%

2.1.2 AGE



Age	Count	Percentage
30 to 39	4	17%
40 to 49	8	33%
50 to 59	8	33%
60 or over	4	17%

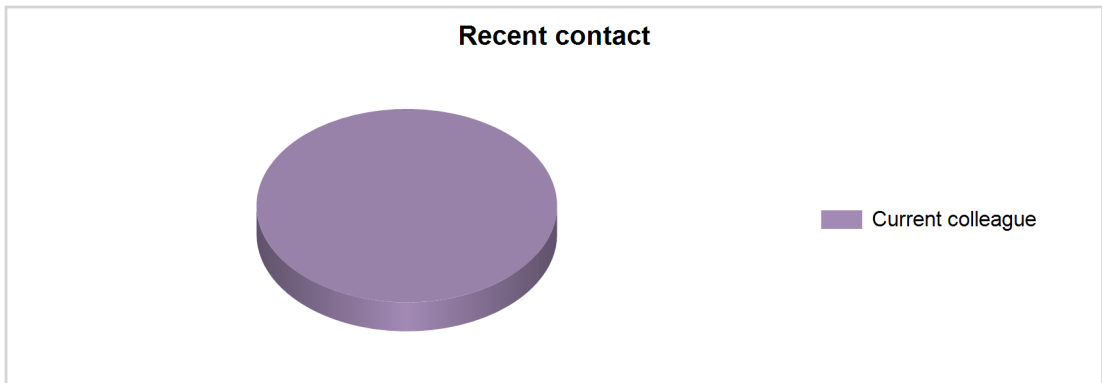
2.1.3 PROFESSIONAL GROUP



Please note: to maintain anonymity of participants, if there are less than 3 responses in any category for this question, that category is not reported.

Professional group	Count	Percentage
Administrator/Receptionist/Secretary	3	13%
Doctor	16	70%
Registered Nurse	4	17%

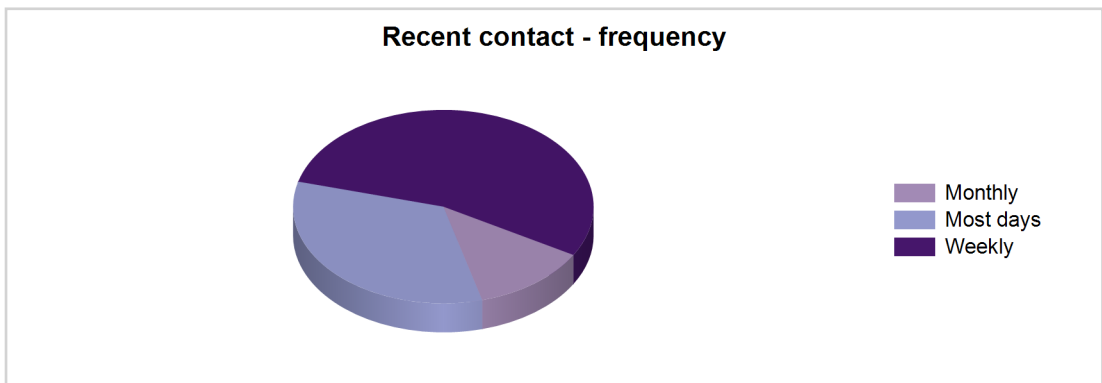
2.1.4 RECENT CONTACT



Please note: to maintain anonymity of participants, if there are less than 3 responses in any category for this question, that category is not reported.

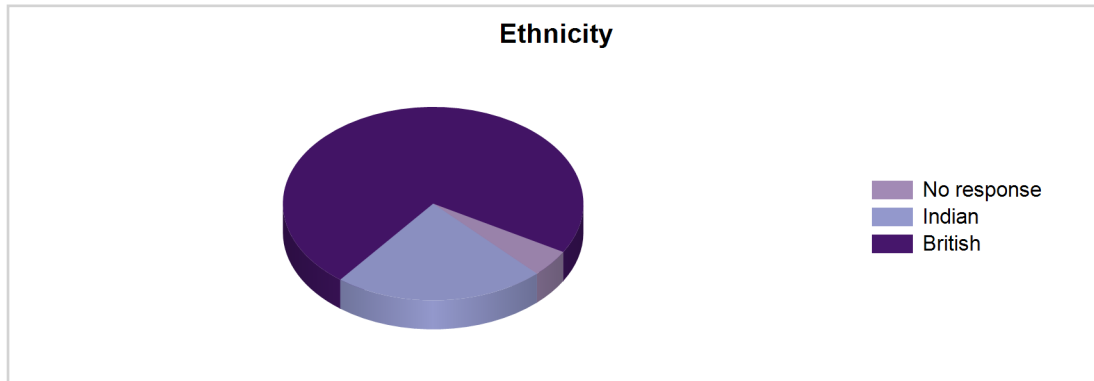
Recent contact	Count	Percentage
Current colleague	23	100%

2.1.5 RECENT CONTACT - FREQUENCY



Recent contact - frequency	Count	Percentage
Monthly	3	13%
Most days	8	33%
Weekly	13	54%

2.1.6 ETHNICITY



Please note: to maintain anonymity of participants, if there are less than 3 responses in any category for this question, that category is not reported.

Ethnicity	Cultural background	Count	Percentage
No response	No response	1	5%
Asian or Asian British	Indian	5	23%
White	British	16	73%

2.2 FEEDBACK DATA (inc. self assessment)

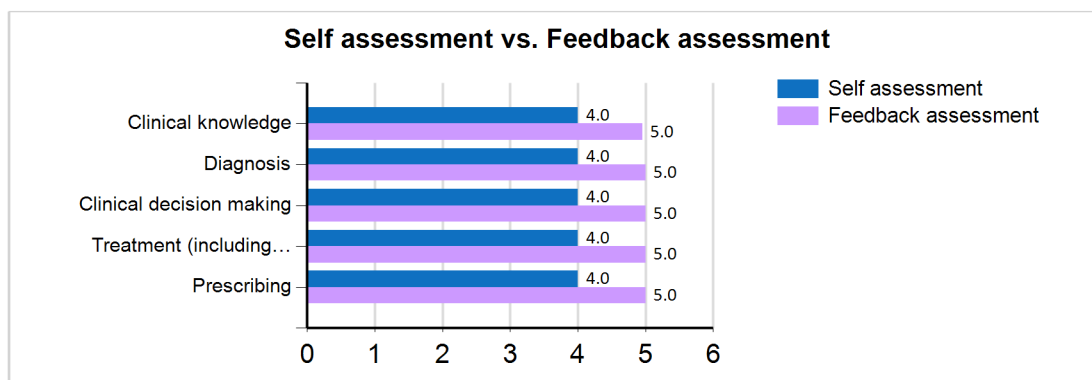
2.2.1 Question: Please rate your colleague in each of the following areas by selecting ONE option in each line.

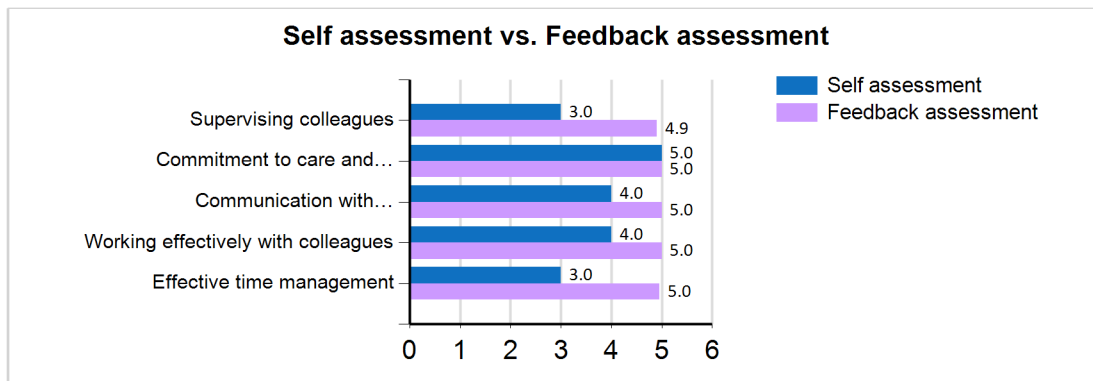
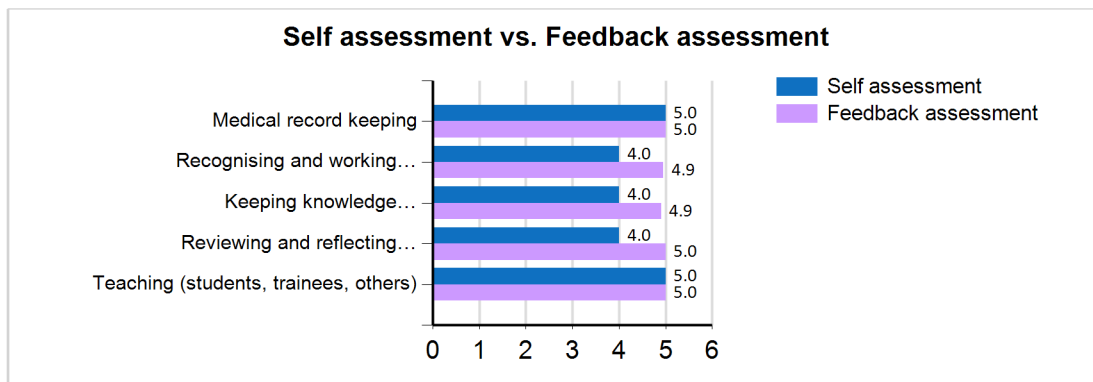
Evaluation question ratings and scores

Responses	Poor	Less than satisfactory	Satisfactory	Good	Very good	Don't know
Clinical knowledge	0	0	0	1	20	3
Diagnosis	0	0	0	0	21	3
Clinical decision making	0	0	0	0	20	3
Treatment (including practical procedures)	0	0	0	0	20	4
Prescribing	0	0	0	0	18	6
Medical record keeping	0	0	0	0	23	1
Recognising and working within limitations	0	0	0	1	18	5
Keeping knowledge and skills up to date	0	0	0	2	19	3
Reviewing and reflecting on own performance	0	0	0	0	19	5
Teaching (students, trainees, others)	0	0	0	0	19	5
Supervising colleagues	0	0	0	2	19	3
Commitment to care and wellbeing of patients	0	0	0	0	24	0
Communication with patients and relatives	0	0	0	0	24	0
Working effectively with colleagues	0	0	0	0	24	0
Effective time management	0	0	0	1	22	1

SELF ASSESSMENT vs. FEEDBACK ASSESSMENT

Evaluation question ratings and scores







BENCHMARK DATA

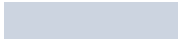
Evaluation question ratings and scores

	Mean score (%)	Benchmark data (%)				
		Min	Lower quartile	Median	Upper quartile	Max
Clinical knowledge	98.8%	75.0%	93.8%	97.7%	100.0%	100.0%
Diagnosis	100.0%	68.8%	93.0%	97.2%	99.6%	100.0%
Clinical decision making	100.0%	62.5%	92.6%	96.9%	98.9%	100.0%
Treatment (including practical procedures)	100.0%	62.5%	93.3%	97.2%	99.1%	100.0%
Prescribing	100.0%	68.8%	94.2%	96.9%	99.0%	100.0%
Medical record keeping	100.0%	56.3%	93.8%	96.7%	98.5%	100.0%
Recognising and working within limitations	98.7%	56.3%	94.4%	97.1%	98.8%	100.0%
Keeping knowledge and skills up to date	97.6%	62.5%	93.9%	97.2%	100.0%	100.0%
Reviewing and reflecting on own performance	100.0%	25.0%	93.0%	96.5%	98.5%	100.0%
Teaching (students, trainees, others)	100.0%	37.5%	91.7%	96.2%	98.4%	100.0%
Supervising colleagues	97.6%	50.0%	92.2%	96.1%	98.4%	100.0%
Commitment to care and wellbeing of patients	100.0%	68.8%	96.2%	97.7%	100.0%	100.0%
Communication with patients and relatives	100.0%	50.0%	94.1%	96.9%	100.0%	100.0%

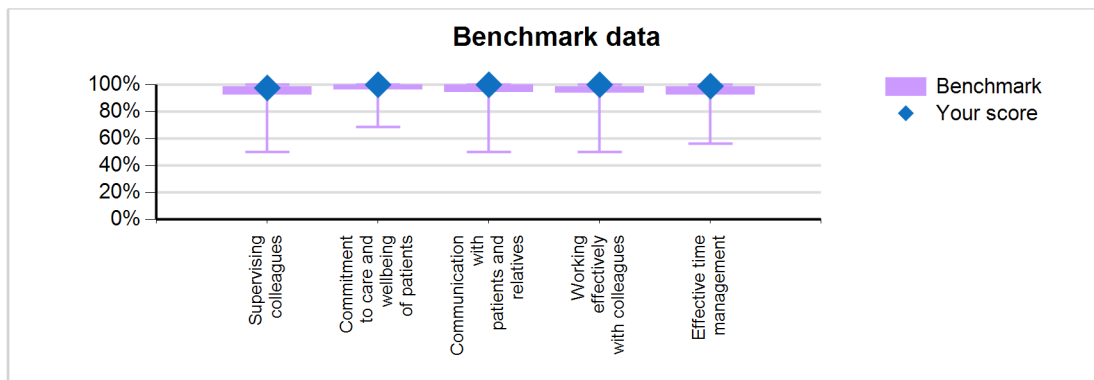
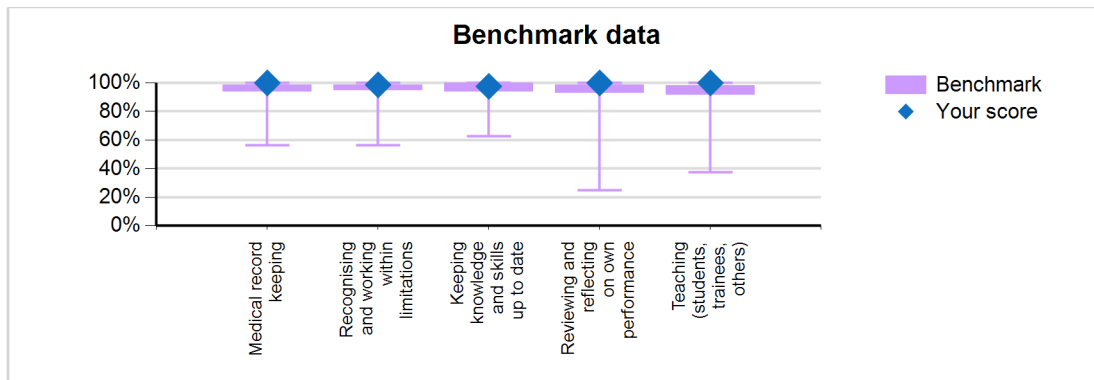
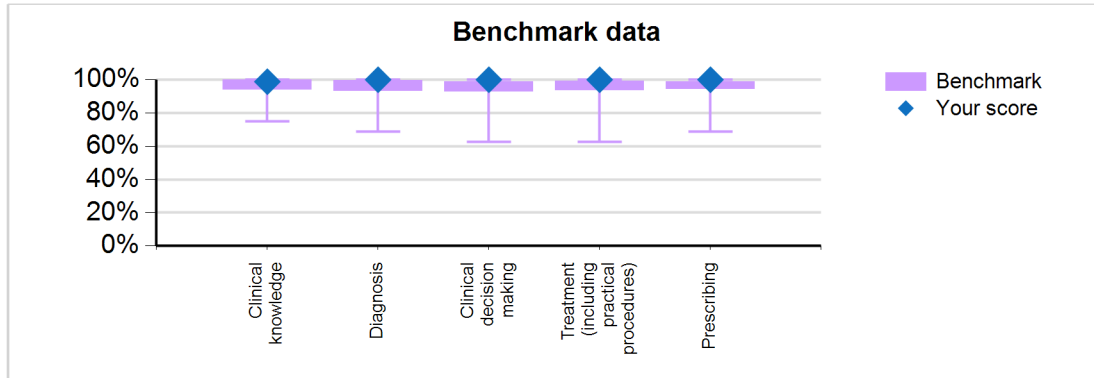
Working effectively with colleagues	100.0%	50.0%	93.8%	96.9%	98.8%	100.0%
Effective time management	98.9%	56.3%	92.3%	95.6%	98.4%	100.0%

 Your mean score for this question falls in the highest 25% of all means

 Your mean score for this question falls in the middle 50% of all means

 Your mean score for this question falls in the lowest 25% of all means

- insufficient number of responses to generate score



2.2.2 Question: Decide how far you agree with the following statements by selecting ONE option in each line.

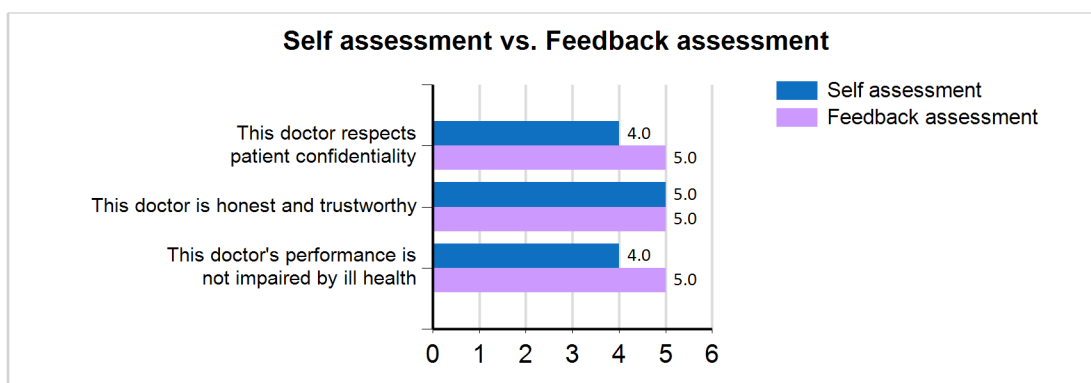
FREQUENCY AND DISTRIBUTION

Evaluation question ratings and scores

Responses	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
This doctor respects patient confidentiality	0	0	0	0	24	0
This doctor is honest and trustworthy	0	0	0	0	24	0
This doctor's performance is not impaired by ill health	0	0	0	0	23	0

SELF ASSESSMENT vs. FEEDBACK ASSESSMENT

Evaluation question ratings and scores



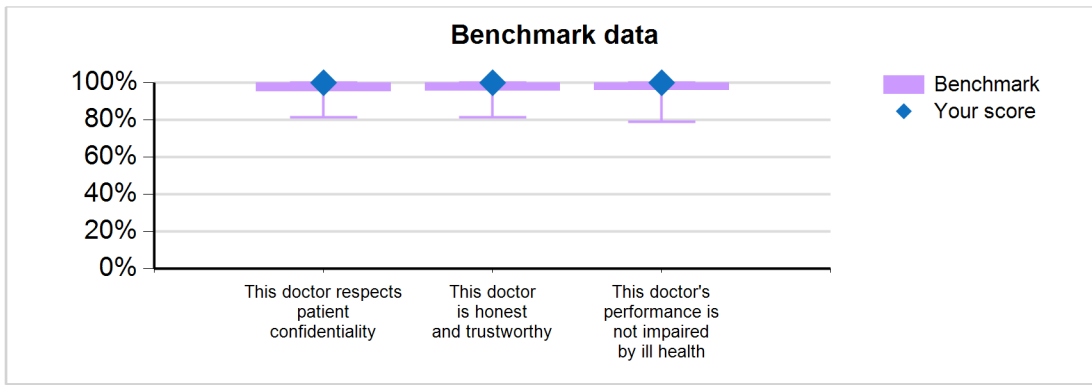
BENCHMARK DATA

Evaluation question ratings and scores

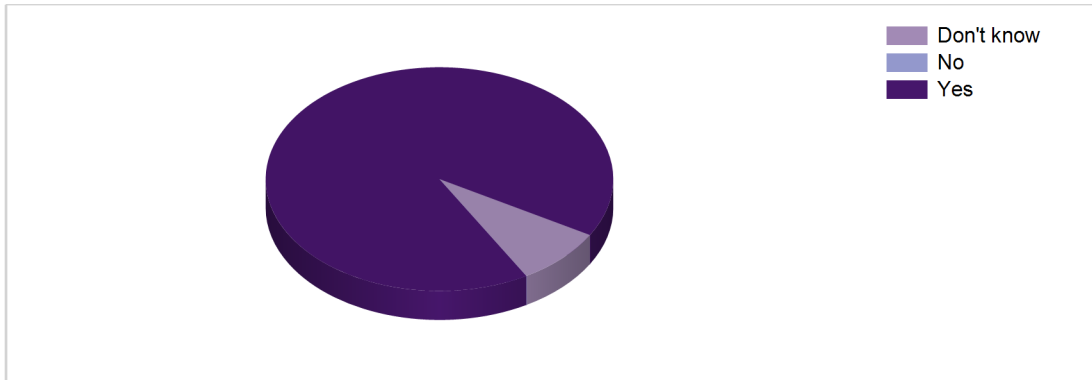
	Mean score (%)	Benchmark data (%)				
		Min	Lower quartile	Median	Upper quartile	Max
This doctor respects patient confidentiality	100.0%	81.3%	95.3%	98.1%	100.0%	100.0%
This doctor is honest and trustworthy	100.0%	81.3%	95.6%	98.2%	100.0%	100.0%
This doctor's performance is not impaired by ill health	100.0%	78.8%	95.8%	97.9%	100.0%	100.0%

- Your mean score for this question falls in the highest 25% of all means
- Your mean score for this question falls in the middle 50% of all means
- Your mean score for this question falls in the lowest 25% of all means

- insufficient number of responses to generate score



2.2.3 Question: This doctor is fit to practise medicine



Answer	Count	Percentage
Don't know	2	8%
Yes	22	92%

2.2.4 Question: Please add any other comments you want to make about this doctor.

Description: Please note: No one will be identified when this information is given back to the doctor.

- Rachel is an excellent consultant and highly valued within the breast team. She is well respected not only by work colleagues but by her many patients. Everyone who comes into contact with her remarks on "how lovely she is". She is a kind and caring doctor and colleague. It is a pleasure to work with her.
- Rachel is the most caring, compassionate and supportive colleague. A joy to work with and the doctor we should all aspire to emulate.
- I am a Directorate Support Manager within the breast service so have not been able to provide ratings for the clinical areas.

Miss Bright-Thomas is a highly valued and respected member of our breast team. She is a supportive team member and is always welcoming of resident Drs wishing to spend time gaining experience in our breast clinics or theatres.

- Miss Bright-Thomas goes above and beyond for all her patients - she gives them information in a timely and understanding way, with kindness and thought with attention not only to their diagnosis but to any other problems they may have ensuring that these are addressed by the appropriate people. Her written communication is faultless thorough and easy to understand. She is always mindful of the staff that are with her in clinics asking them if they need anything or can she do anything to help them > she is approachable and excellent at teaching as a colleague and a mentor. Nothing is ever too much trouble her operating skills are remarkable
- An exceptional trainer who leads with empathy, integrity, and genuine care for both patients and trainees. Her support over the past year has made a huge difference to my confidence and development, especially through some challenging times. She's the kind of consultant I hope to become.
- Helpful and approachable, a valued colleague.
- Excellent in every way
Rachel is a pleasure to work with and clearly cares about every single one of her patients
I really enjoy anaesthetising for Rachel's lists at KTC as you always feel like the patients are safe in her hands and are getting excellent care
A true exemplar about how to be a professional and empathetic doctor, I could not regard this doctor more highly to be honest.
- Miss Bright-Thomas fosters clear communication in a sensitive approach to patient care, she always provides the time and expertise in a calm professional manner to ensure their understanding.
Miss Bright-Thomas is extremely kind and considerate towards colleagues within the MDT and I would not hesitate to ask her a question or for advice in situations if unsure.
It is a pleasure to work alongside Miss Bright-Thomas.
- Very approachable and experienced. Great colleague to work with.
- Miss Bright-Thomas is an outstanding consultant and it is a pleasure to work alongside her.
- Always a pleasure to work with, friendly and approachable

Excellent surgeon, provides holistic perioperative care

- Miss Bright-Thomas is an excellent clinical colleague. Her knowledge is consistently up to date, taking into account new developments and new evidence. She is willing to consider new information and other opinions to develop management plans for individual patients. She is an active member of the breast MDT and works well with colleagues of all specialities, whether of medical or nursing background. She communicates very well with patients, their families and colleagues. She always manages to see the positive in any situation.
- Miss Bright-Thomas is a caring, courteous and exceptionally good clinician and surgeon. She is very highly regarded within the department and a pleasure to work with.
- She is a very caring and thoughtful doctor who puts the best interests of the patient first in a very professional manner.
Very helpful and supportive of staff colleagues
- Rachel is an excellent colleague. She is a great role model in the team. Aspirational.

3 Explanatory Materials

3.1. CALCULATING SELF ASSESSMENT SCORES

To calculate the self assessment score for a question, each response is converted to a numerical value. The self assessment score is the numerical value of the corresponding response to the question.

For example: 1=Poor, 2=Less than satisfactory, 3=Satisfactory, 4=Good, 5=Very good

3.2. CALCULATING FEEDBACK ASSESSMENT (MEAN) SCORES

To calculate the mean score for a question, each response is converted to a numerical value. The sum of the numerical values for each response is then divided by the total number of responses received.

So if v is the series of converted numerical values corresponding to the responses to a question and n is the number of responses and $v(i)$ is value of the i th response, then the formula for the mean scores is:

$$\text{Mean score} = \left(\sum_{i=1}^n v(i) \right) / n$$

Nb: The responses Don't know and Does not apply are not included in the mean score calculation.

3.3. CALCULATING MEAN PERCENTAGE SCORES

The mean percentage score represents the average scored on the question as a percentage.

To calculate the mean percentage score for a question, each response is converted to a numerical value on a scale of **0 to (Max - 1)** - where **Max** is the highest possible score that can be scored on the question (5 in this example)

We sum up these numerical values, and divide it by the maximum possible score that could be achieved for all the response, and multiply it by 100 to get a percentage.

So, given

- v is the series of responses
- n is the number of responses received
- **Max** is the maximum that can be scored in the question (in this example, 5)
- $v(i)$ is the value of the i th response converted to a scale of **0 to (Max - 1)**. This is done by subtracting 1 from the response value

$$\text{Mean percentage score} = \left(\left(\sum_{i=1}^n v(i) \right) / n \times (\text{Max} - 1) \right) \times 100$$

Nb: The responses Don't know and Does not apply are not included in the mean percentage score calculation.

3.4. CALCULATING BENCHMARK DATA

All responses from within the Trust that have been submitted within twelve months of the MSF completing and obtained using the same questionnaire are considered for this report. Benchmark data is only calculated when there are at least four appraisees with responses for the same question from across the trust.

The mean percentage score for the appraiser is presented alongside the maximum and minimum mean percentage scores of all appraisees across the trust for the same question. This range is further divided into quartile bands. The appraiser's score is highlighted to help identify the band their score fits into.

3.5. QUARTILE BANDS

The quartile bands are calculated such that 25% of responses fall between the upper and lower values of each band. To calculate the quartile boundaries, we calculate the 25th, 50th (Median) and 75th percentiles. First, the mean percentage scores for the question from all doctors who have surveys containing the question are ordered. Next the position of each quartile is estimated by multiplying the number of responses by 0.25, 0.5 and 0.75 (corresponding to 25th, 50th and 75th percentiles). If the resulting number for each of the quartile is an integer, then the quartile value is the value in position $v(i)$ where v is the set of values and i is the integer part of the previously estimated position.

However, if the estimated position is not an integer, then the quartile value is calculated by adding the values $v(i)$ and $v(i + 1)$ and then dividing them by two.

$$(v(i) + v(i + 1))/2$$

Where i is the integer part of the estimated position and v is the ordered set of converted numerical response values.