

**360 Feedback analysis
for
Dr Philip Hammond
Rehabilitation Medicine
2013/04/18**

Dr Philip Hammond

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

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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

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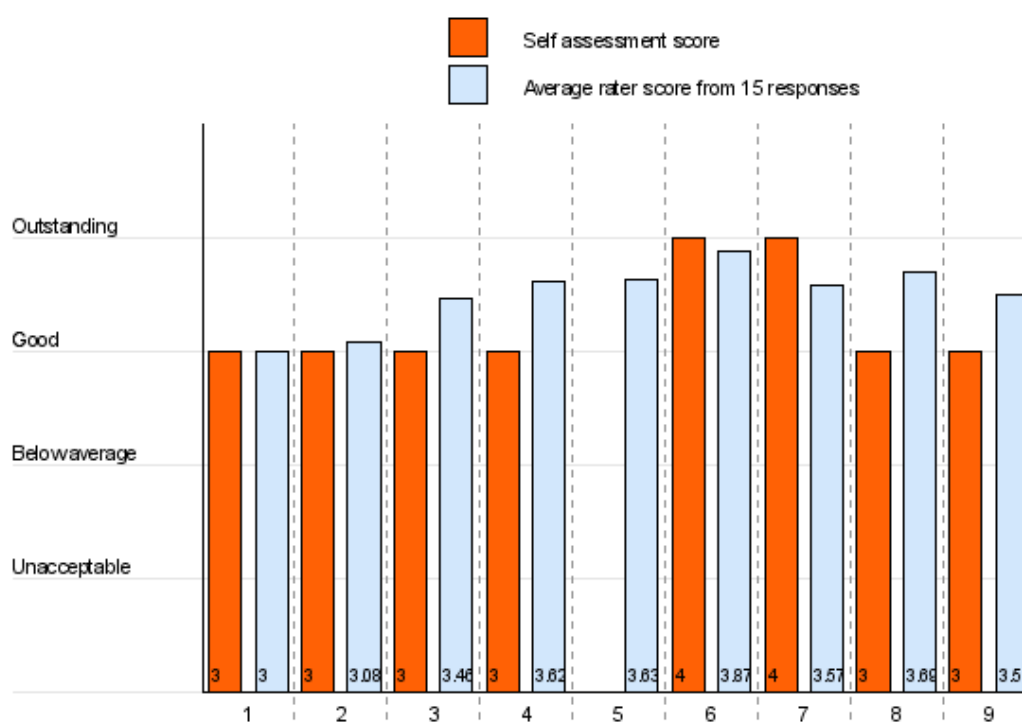
1. Clinical Assessment: Diagnostic skill; performance of practical/technical procedures
2. Patient Management: Management of complex clinical problems; appropriate use of resources
3. Reliability: Conscientious and reliable; available for advice and help when needed; time management
4. Professional Development: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

The question numbers correspond to the key on any graph

Summary of colleague results

Colleague assessment

Average score given for the questions below



Questions

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

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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. Clinical Assessment: Diagnostic skill; 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	Unacceptable	Below average	Good	Outstanding
6	0	0	9	0

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

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Attribute: Maintain your professional performance

Unable to Comment	Unacceptable	Below average	Good	Outstanding
2	0	0	12	1

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

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Unable to Comment	Unacceptable	Below average	Good	Outstanding
2	0	0	7	6

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

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

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

Q5. Teaching and Training: Contributes 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	Unacceptable	Below average	Good	Outstanding
7	0	0	3	5

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

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	Unacceptable	Below average	Good	Outstanding
0	0	0	2	13

Q7. Empathy and Respect: Is polite, considerate and respectful to patients and colleagues of all levels; compassion and empathy towards patients and their relatives

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Domain (UK only): Maintaining Trust

Attribute: Show respect for patients

Attribute: Treats patients and colleagues fairly and without discrimination

Unable to Comment	Unacceptable	Below average	Good	Outstanding
1	0	0	6	8

Q8. Team Player: 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	Unacceptable	Below average	Good	Outstanding
2	0	0	4	9

Q9. Leadership: Takes the leadership role when circumstances require; 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	Unacceptable	Below average	Good	Outstanding
5	0	0	5	5

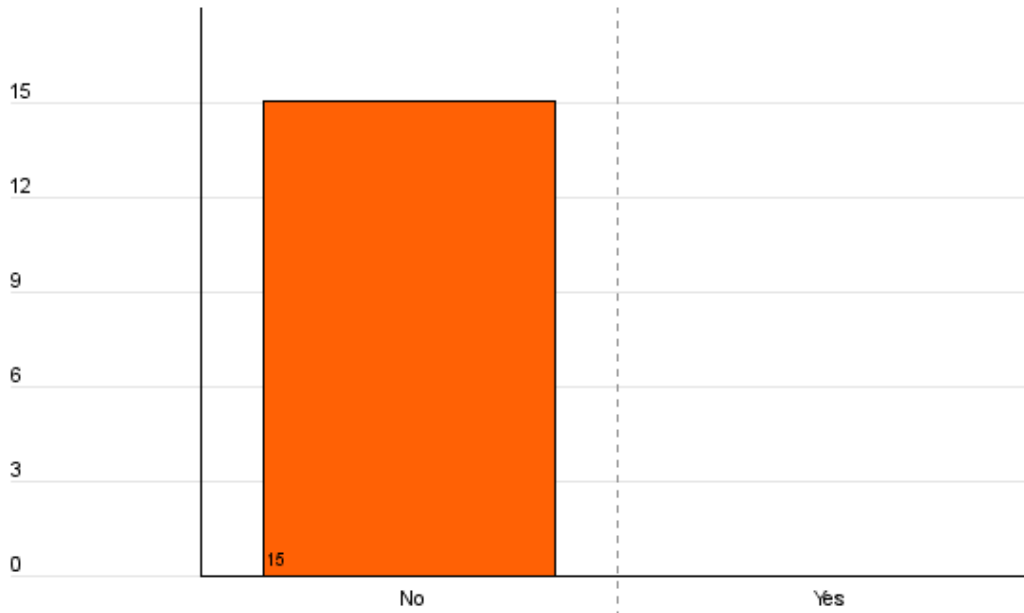
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Summary of colleague results

Colleague assessment

Q10. Do you have any concerns about the Probity or Health (physical or mental) of this doctor?

Total responses received



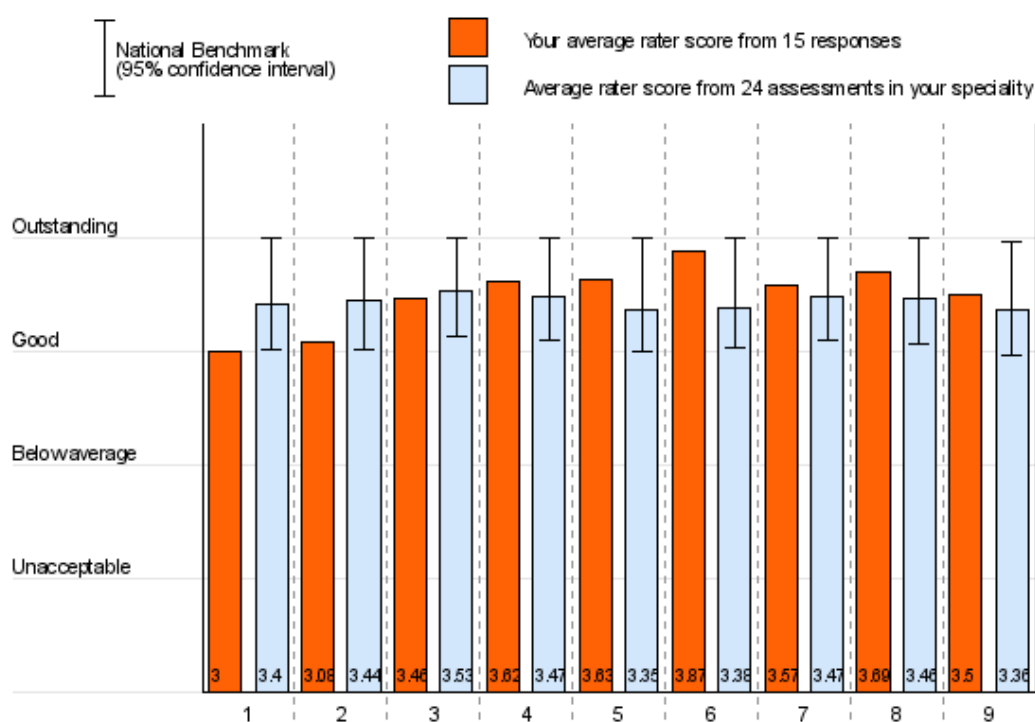
Self assessment response to this question: No

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Summary of colleague results

Comparisons with your speciality - Rehabilitation Medicine

Average score given for the questions below



Questions

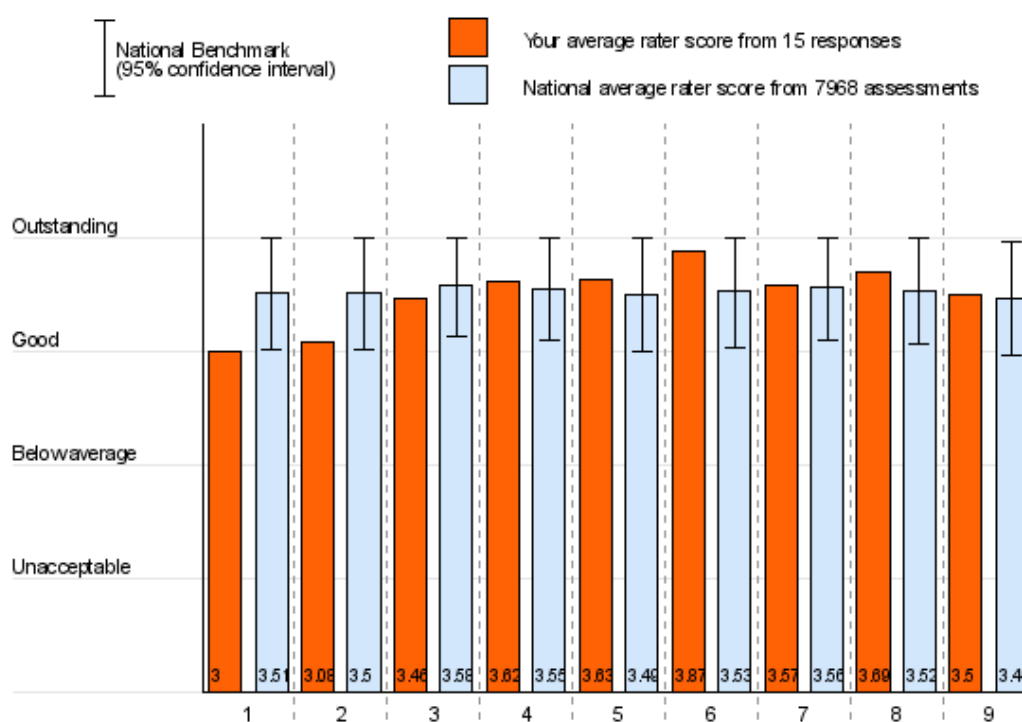
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Summary of colleague results

Comparisons with National Average

Average score given for the questions below



Questions

1. Clinical Assessment: Diagnostic skill; performance of practical/technical procedures
2. Patient Management: Management of complex clinical problems; appropriate use of resources
3. Reliability: Conscientious and reliable; available for advice and help when needed; time management
4. Professional Development: Commitment to improving quality of service; keeps up-to-date with knowledge and skills
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Comments

Self assessment comments

"I work as a journalist, broadcaster and comedian, as well as a doctor, so my communication skills are appraised very often, at many levels and in many contexts. There is always a danger than good communication can mask clinical deficiencies, and I must continue to work hard to keep up to date amidst all the competing demands in my life, to be the best doctor I can possibly be. I must also to be careful not to use comedy inappropriately in a medical context, but I have never had a complaint from a patient in this regard, and only one patient complaint in my 26 years as a doctor - and that was 23 years ago."

Comments added by rater

"Dr Hammond is a wonderful team player, loved by the children, their parents, and all the clinical team. He is fascinated by training and support and engages appropriately and positively in all team meetings."

"Please note, since his commencing clinical services within my team, I only see Dr Hammond in team meetings as we work on different days of the week. Prior to this, he observed/contributed to several of my clinics during his induction, so scores are on this basis. He was outstanding with the patients, and helpful in adding to the research knowledge for individuals as needed."

"Patients seem to like him very much from when we need to contact them but as an administrator I am not able to comment on his clinical skills. However, he is very pleasant and when left messages etc.. by us from patients he is happy to contact the families to help."

"Feedback from patients is always good and they say how much they like him.

He will always deal with messages left for him and when asked to contact patients etc for other members of the team he will always do so."

"In so far as it is relevant to your assessment I have to say that Phil Hammond is a terrific medical journalist campaigner and adviser."

"In so far as it is relevant to your assessment I have to say that Phil Hammond is a terrific medical journalist campaigner and adviser."

"I rarely see this Dr in clinic/working with patients but the post clinic communication from the Dr , be it written or verbal, is good."

"I knew Phil as his trainer when he returned to GP about 10-12 years ago. The answers above relate to that time I have not worked with him since and have no current knowledge of his recent performance as a doctor He recently lead a discussion about his work in CFS which offered some insight into his current role."

"Has done a few individual locums with us and iam not not able to comment on most of the questions you ask .

Comes across to colleagues very well . Well presented"

"Communicates well"

"Phil is a good listener and is thorough in his assessment and management of problems. He is always good humoured and

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supportive of the team around him."

"I have known Dr Hammond for a number of years but my most recent experience of his clinical abilities comes from his time spent in the South Bristol walk-in centre as a GP in the equitable access service. For just over a year I was his clinical supervisor. During this time I found his clinical acumen and management strategies to be of high quality mirroring his extensive experience both as a doctor and as a student of the human condition. He combines knowledge with humility and has a clear awareness of both his strengths and his limitations. He provided a good deal of support to the nursing team around him and also contributed at to the wider team when the opportunity arose. It was unfortunate that the contract for this service came to an end, but I am glad that he has continued to find an outlet for his clinical Skills in the management of chronic fatigue syndrome in children."

Comments added by patients

"He made us feel completely comfortable and explained things in a very clear and logical way. I feel tremendously relieved that my daughters condition can be managed and that things are going to improve for her now. Thank you."

"Dr Hammand was fantastic in his approach of my daughters care."

"Excellent doctor."

"My daughters doctor was polite, considerate, listened to all we had to say with positive feedback. Excellent. Very professional- couldn't have asked for better."

"The Doctor made us feel quite at ease. He has a very nice friendly manner, understanding, knowledgeable + helpful."

"VERY HELPFUL AND INFORMATIVE. HE WAS EXCELLENT PEOPLE SKILLS MADE US FEEL VERY RELAXED AND GAVE US ALL THE INFORMATION WE NEEDED."

"He explained what I was doing wrong and how to fix that"

"Very impressed with Dr Hammond's care and clear communication. I now feel we can make progress in helping my son through CFS."

"Very pleased overall, felt alot better about things after appointment."

"Very pleased with the appointment, felt a lot better after the appointment. Very thorough."

"I THOUGHT HE WAS A VERY NICE MAN CONSIDERATE UNDERSTANDING OF MY SONS CONDITION GAVE HIM MYSELF A LOT OF SUPPORT AND ADVICE EXPLAINED HIS CONDITION CLEARLY MADE US FEEL VERY POSSITIVE AND THAT I WAS DOING THINGS RIGHT FOR MY LITTLE BOY. THANK YOU"

"Very helpful & understanding."

"Nis and undsanding spotif. Fanc you"

"Dr Hammond was particularly effective in understanding where "anonymous" was coming from & the significance of her experience for her programme & progress. We don't have any useful advice."

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"He is very friendly, and the appointment was very useful."

"Very professional."

"This Doctor was extremely helpful in helping me understand the condition and very clear for our plan of action."

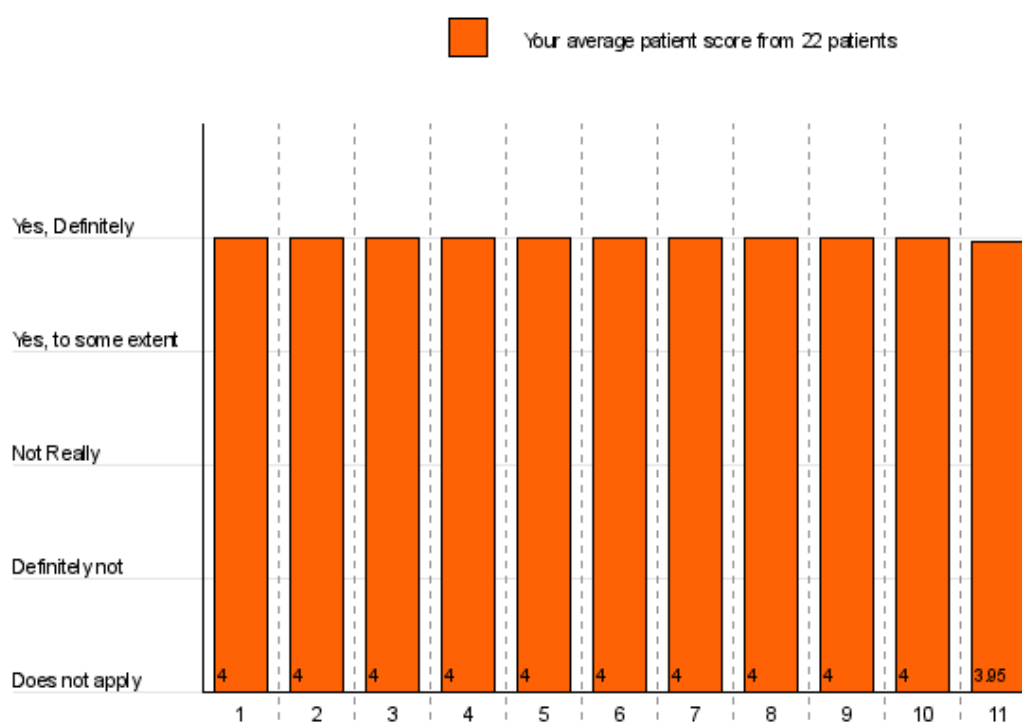
"Friendly, easy to talk to, includes personal experiences which makes it easier to understand and become a reality for you."

"Dr Hammond, was very approachable, offering tangible example for my daughter to relate and thoroughly explaining the treatment/therapies for her condition. Thank you very much."

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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	22

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	22

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	22

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	22

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	22

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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

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	22

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	22

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
1	0	0	0	21

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
21	0	0	0	1

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
19	0	0	0	3

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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

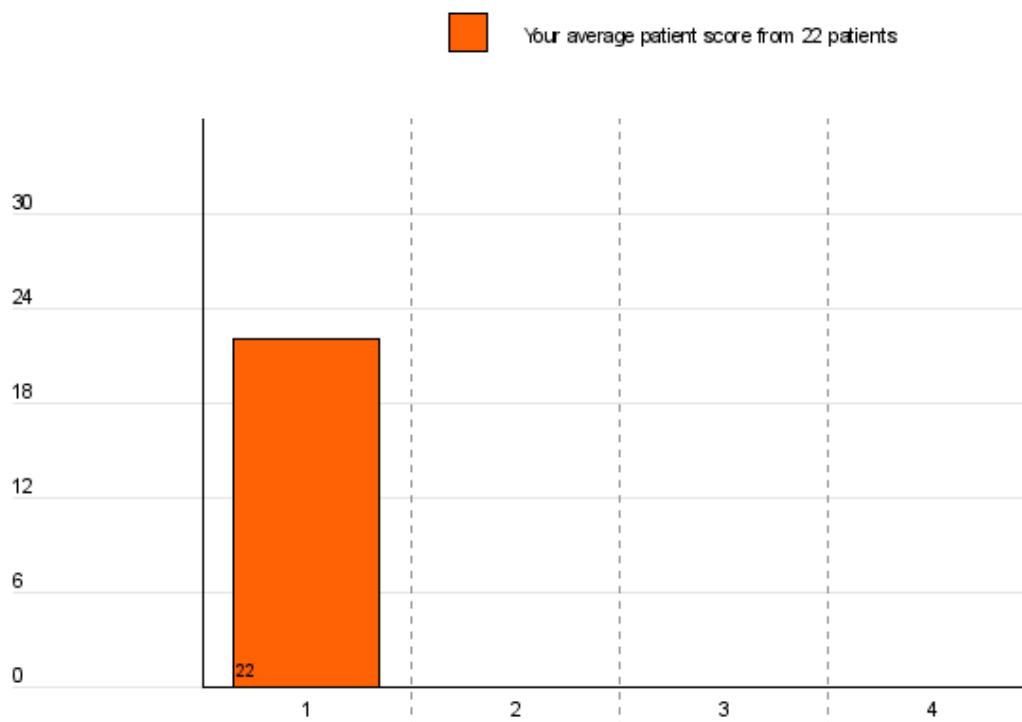
Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	1	21

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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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