

**360 Feedback analysis  
for  
Mr Antony Wilkinson  
Consultant Podiatric Surgeon  
13/10/2009**

## **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](mailto: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 podiatrist's views first - Ask questions rather than make statements.**

*If your 360 podiatrist 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 assessors scoring below average/unacceptable, the Medical Director should be informed.

Seek 360 podiatrists 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 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](http://www.360clinical.com) or contact us on telephone 01732 471586 or email [info@360clinical.com](mailto:info@360clinical.com)

## Questionnaire

**The following questionnaire was distributed to peers**

**Page 1**

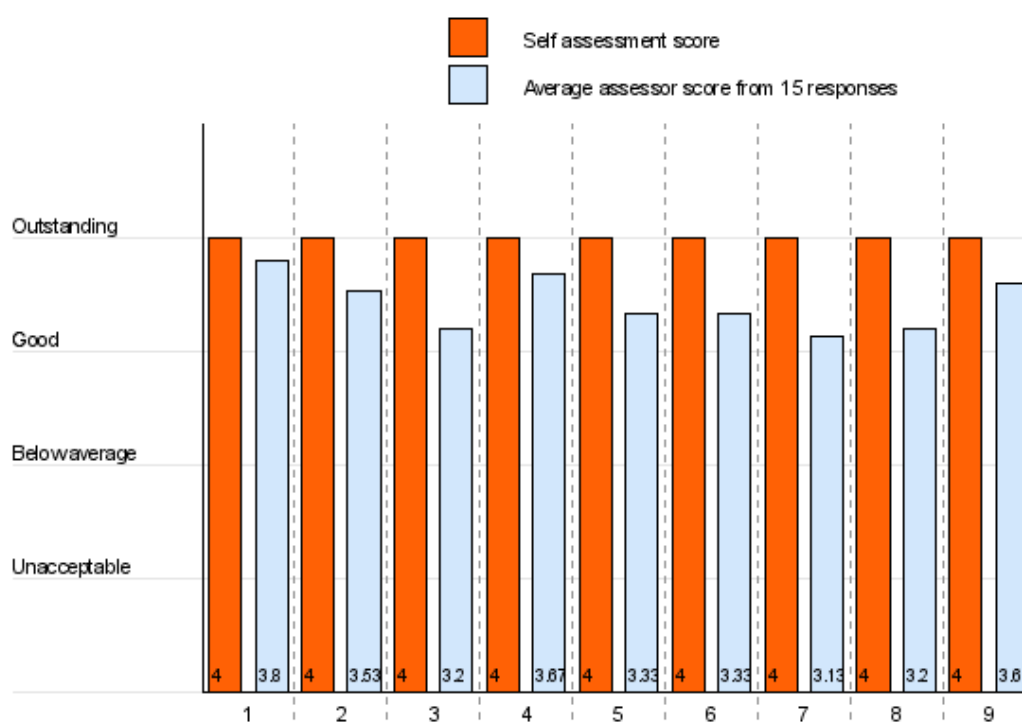
1. Clinical Assessment: Diagnostic skill; performance of practical/technical procedures
2. Patient Management: Management of complex clinical problems; appropriate use of resources
3. Reliability: Conscientious and reliable; available for advice and help when needed; time management
4. Professional Development: 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 podiatrist?

**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

## 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

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	3	12

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

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	7	8

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

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	12	3

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

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	5	10

Q5. Teaching and Training: Contributes to the education and supervision of students and junior colleagues

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	10	5

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

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	10	5

Q7. 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	2	9	4

Q8. Team Player: Values the skills and contributions of multi-disciplinary team members

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

Q9. Leadership: Takes the leadership role when circumstances require; Delegates appropriately

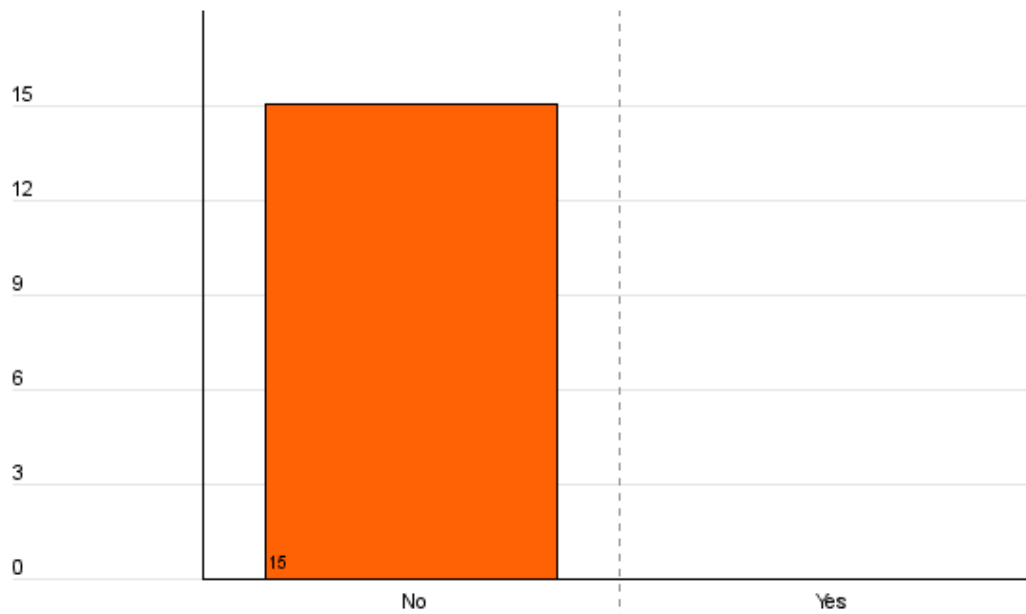
Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	6	9

## Summary of colleague results

### Colleague assessment

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

Total responses received

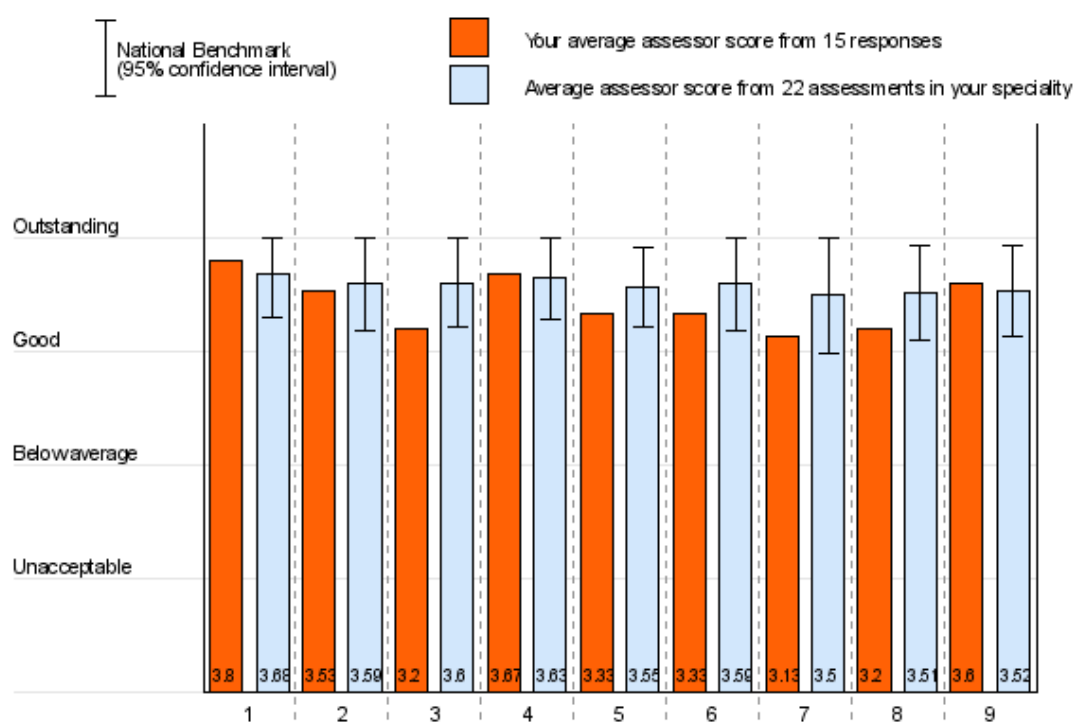


Self assessment response to this question: No

## Summary of colleague results

### Comparisons with your speciality - Consultant Podiatric Surgeon

Average score given for the questions below



### Questions

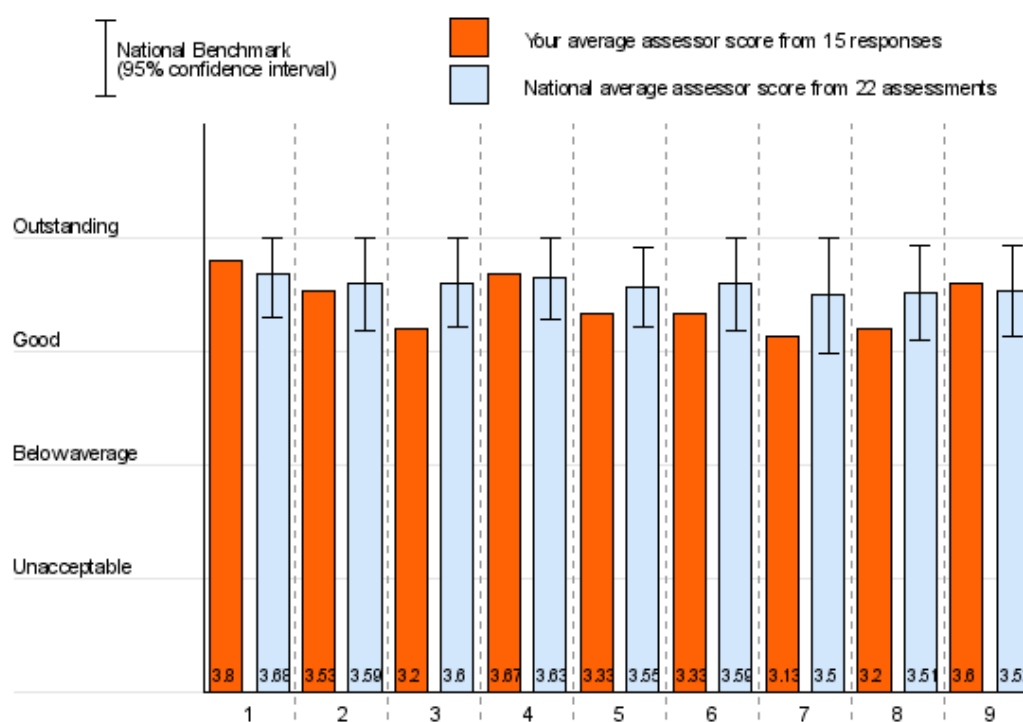
1. Clinical Assessment: Diagnostic skill; performance of practical/technical procedures
2. Patient Management: Management of complex clinical problems; appropriate use of resources
3. Reliability: Conscientious and reliable; available for advice and help when needed; time management
4. Professional Development: 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



## 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
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

## Comments

### Self assessment comments

"Lead clinical and surgical directorate for Podiatric surgery. Responsible for all clinical and admin staff within team.

Involved in latest advances in foot surgery and regularly contributes to local and national conferences.

Directly responsible for training 2 registrars and 1 surgical trainee.

Current regional chair for northern region, vice dean, faculty of surgery. ( dean elect 2010 )

Regularly attends other centers to aid consultants with complex cases or to teach."

### Comments added by assessors

"I have often heard Mr Wilkinson doing a clinical assessment, he and his team are very thorough and put the patient at ease, explaining everything to the patient as they go along. All patients and team members are treated with great respect. As we all work together on a regular basis Mr Wilkinson very often takes the Leadership Role, he may delegate tasks, which shows he is confident that the task will get done and that he trusts his staff."

"Mr. Wilkinson is very competent in dealing with complex cases, asking others for opinions where appropriate, requesting further tests to aid diagnosis and working along side other specialists if a combined approach is required."

"I Have worked with Mr Wilkinson for 3 years. I have observed his work and consider it to be of a very high standard. The patients of Mr Wilkinson also speak of him very highly. I have never been given reason to question the work of Mr Wilkinson."

"I have observed Mr Wilkinson's clinical and surgical skills and he is an outstanding surgeon"

"- continuing professional development is an important for all members of the team to keep up to date and abreast of any changes. Mr Wilkinson is happy to consider any member's application for course attendance as long as relevant to the unit, either clinically or academically.

- Mr Wilkinson is able to delegate work when appropriate and has every capability of taking leadership."

"Always up to date with changes and knowledge which is implemented in the department on a daily basis."

"I have known Mr Wilkinson as a Consultant Podiatric Surgeon and colleague for the last 3 years. During this time he has organised and participated in many local and national podiatric surgery conferences, with his contributions always being of an outstanding nature. He is currently Dean of the Northern Regional Podiatric Surgery faculty and has been instrumental in the development of Podiatric Surgery in the region. He consistently promotes in earnest the responsibility we all have in attainment and maintenance of only the highest standards for those in our care undergoing foot surgery."

Mr Wilkinson is a very well respected and high regarded colleague. My experience with him is that he is a thoroughly professional, trustworthy and honest person, focussed on providing only the very highest quality care to each and every one of his patients. He has undertaken an extensive range of foot surgery and is extremely generous in the opportunities provided to colleagues to gain more experience regarding all aspects of foot surgery.

In September 2008 I was fortunate enough to attend to observe a more unusual and complicated procedure and was taken by his acute attention to detail in the planning, undertaking and post-operative care regime for his patient. Mr Wilkinson adopted a respectful and understanding approach, taking the time to ensure that his patient had time to discuss their problem and had a comprehensive understanding of their foot complaint and forthcoming surgery, as well as the benefits and potential risks

involved. He also spent time perusing the thorough and comprehensive patient's records / X rays and MRI scans in order to discuss the diagnosis, past treatments and forthcoming surgery in order that I was aware of the whole episode of care. Surgery was extremely well planned, and undertaken with precision and dexterity, with a successful conclusion.

I was so impressed with the level of skill and efficiency of Mr Wilkinson that I invited his expert assistance on a similar complicated foot surgery case at my workplace (Department of Podiatric Surgery, Nottinghamshire County Teaching PCT). I was again struck by his comprehensive and thorough knowledge and experience regarding the procedure involved. Again his efficiency and attention to detail in the assessment, pre-surgical planning, discussion with the patient and ultimately undertaking of surgery was faultless.

Surgery (Talo-navicular fusion) was undertaken principally by Mr Wilkinson. I once again witnessed his precise surgical skills to be of the highest quality resulting in a successful conclusion. The patient is now pain free and delighted with the surgical result.

Mr Wilkinson has an impressive work ethic and clearly demonstrated that he is able and fully committed to providing podiatric day case surgery at the highest level. I am absolutely confident in his skills and abilities to deliver the high standards of care we all expect and consider him to be a great asset to the profession.

I would not hesitate to recommend him to colleagues and patients alike, having absolutely confidence of them receiving thoroughly comprehensive, skilful and professional care."

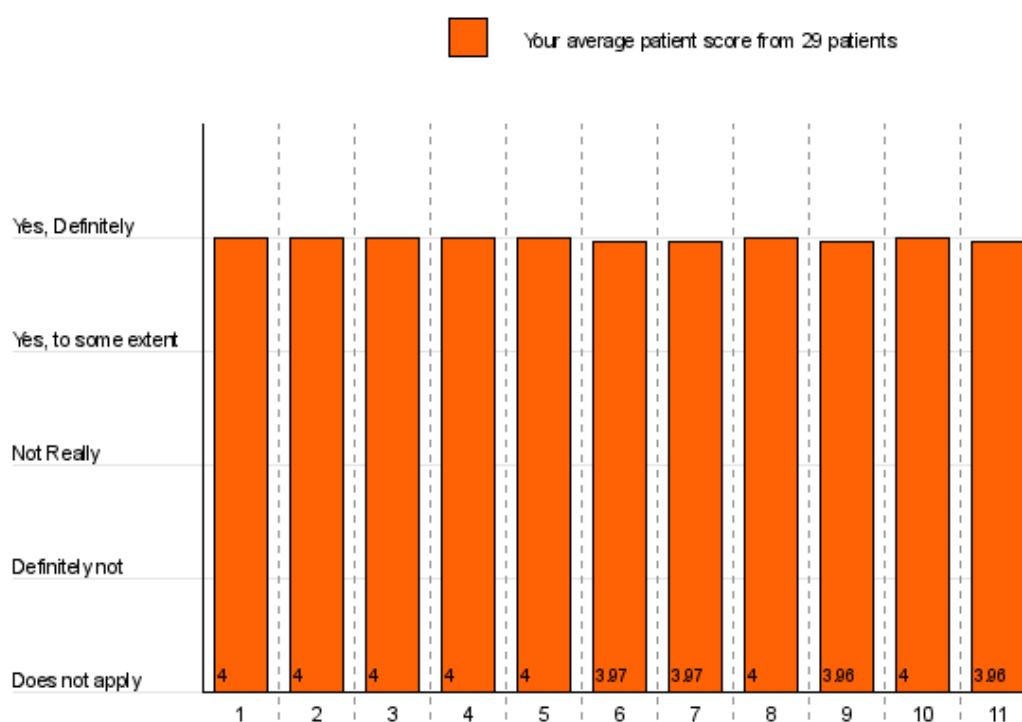
"Excellent technical skills and exceptional knowledge of Podiatric Surgery

Has the confidence and ability to manage complex clinical problems/procedures. Has created a wide ranging network of experienced colleagues who can complement his skill set.

Excellent lecturer, able to get his message across."

## Summary of patient results

Average score given for the questions below



## Questions

1. Was the podiatrist polite and considerate?
2. Did the podiatrist listen to what you had to say?
3. Did the podiatrist give you enough opportunity to ask questions?
4. Did the podiatrist answer all your questions?
5. Did the podiatrist 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 podiatrist?
8. Did the podiatrist respect your views?
9. If the podiatrist examined you, did he or she ask your permission?
10. If the podiatrist 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 podiatrist polite and considerate?

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	29

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

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	29

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

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	29

Q4. Did the podiatrist answer all your questions?

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	29

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

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	29

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

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	1	28

Q7. Did you have confidence in the podiatrist?

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	1	28

Q8. Did the podiatrist respect your views?

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	29

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

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
2	0	0	1	26

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

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
3	0	0	0	26

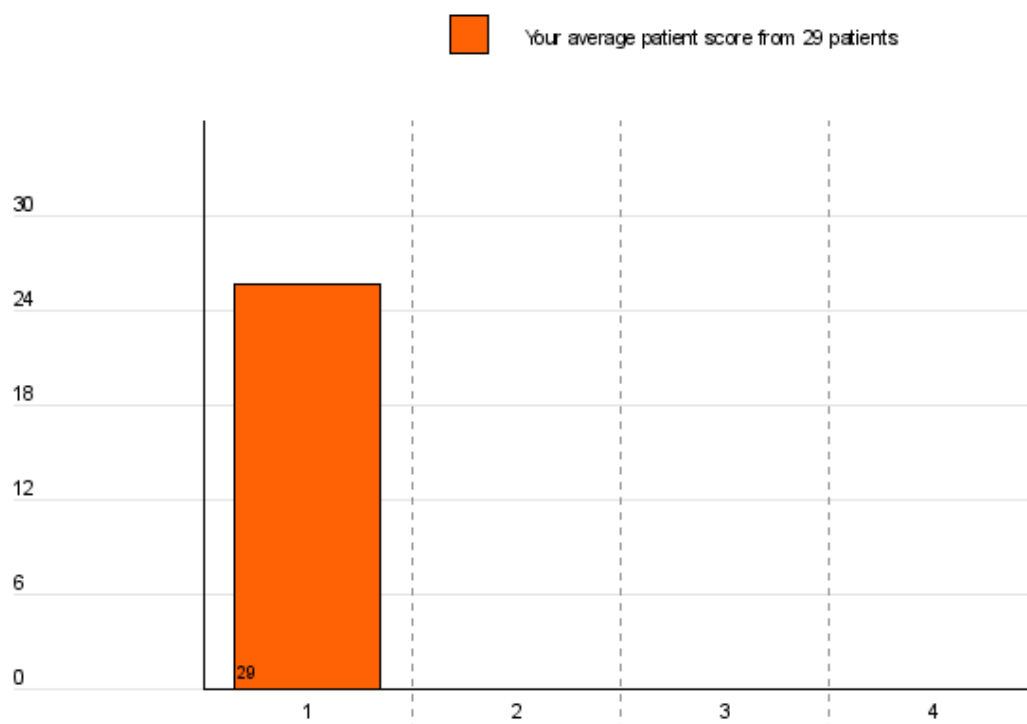
Q11. By the end of the consultation did you feel better able to understand and/or manage your condition and your care?

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
1	0	0	1	27

## Summary of patient results

### Overall how satisfied were you with the podiatrist you saw?

Total responses received



### Key

1. Very satisfied
2. Fairly satisfied
3. Nor really satisfied
4. Not at all satisfied