

**360 Feedback analysis  
for  
Mr Tony Wilkinson  
Podiatric Surgery - Extended  
2013/09/25**

*Mr Tony Wilkinson*

## **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](mailto:info@equiniti360clinical.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 raters 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 podiatrist 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 +44 0845 180 1405 or email [info@equiniti360clinical.com](mailto: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

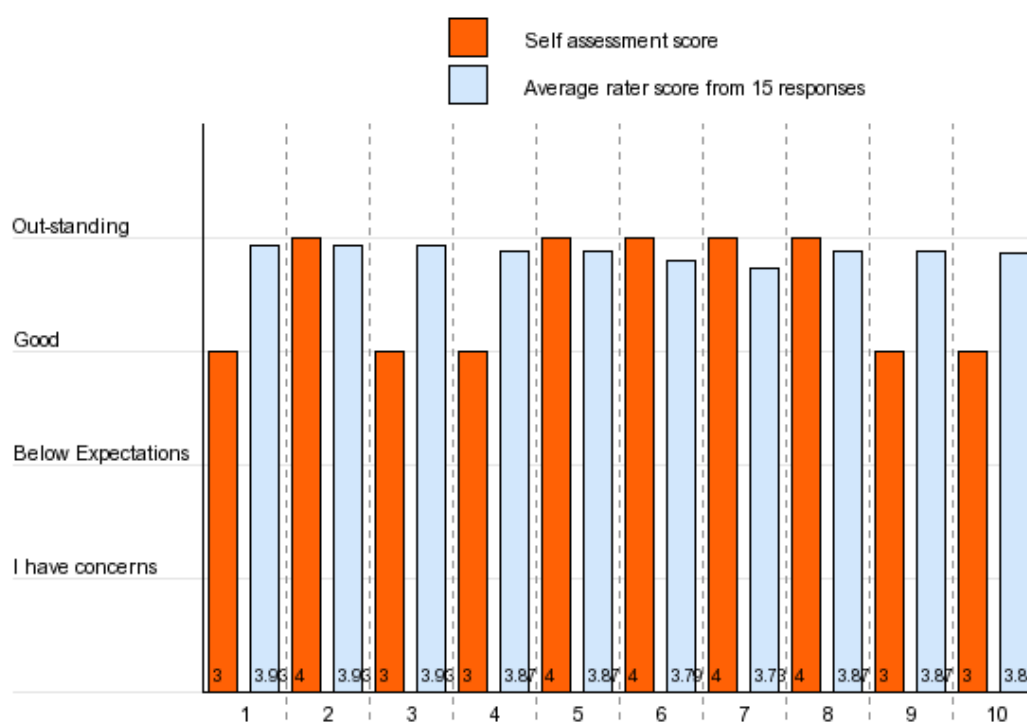
11. Spoken English
12. Communication with colleagues
13. Communication with patients, families and carers
14. Is polite, considerate and respectful to Patients
15. Is polite, considerate and respectful to colleagues of all levels
16. Compassion and empathy towards patients and their relatives
17. Values 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 podiatrist 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

Mr Tony Wilkinson

## 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

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

#### Q2. Performance of practical/technical procedures

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

#### Q3. Management of complex clinical problems

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

#### Q4. Appropriate use of resources

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

#### Q5. Conscientious and reliable

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

#### Q6. Availability for advice and help when needed

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
1	0	0	3	11

#### Q7. Time management

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

#### Q8. Commitment to improving quality of service

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

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

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

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

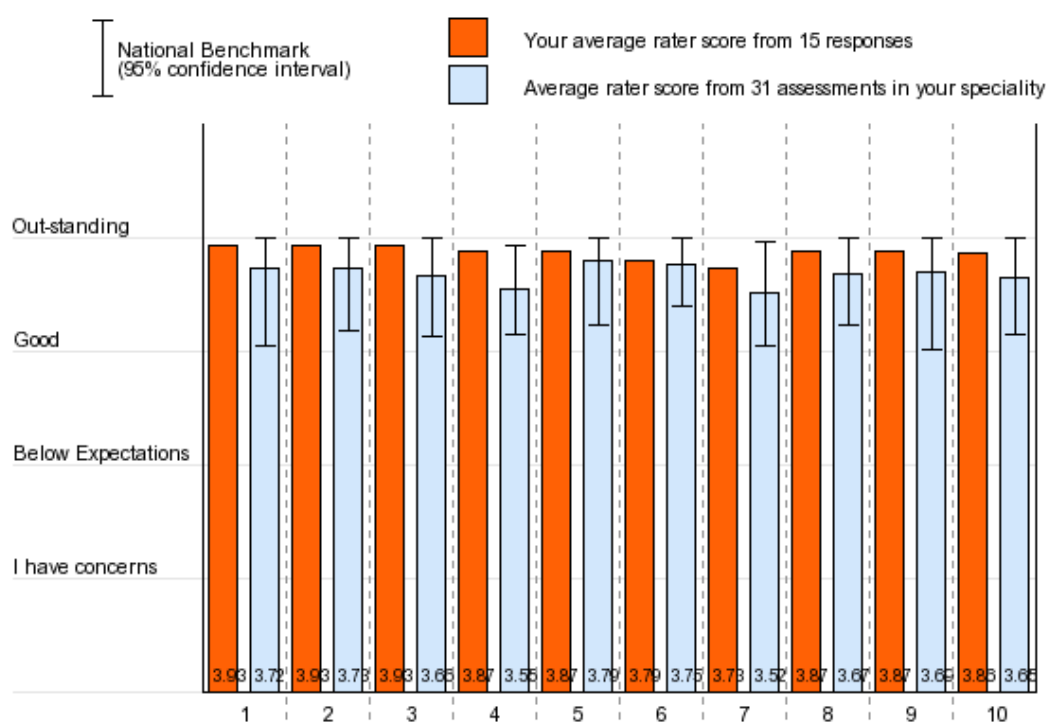
Unable to comment	I have concerns	Below Expectations	Good	Out-standing
1	0	0	2	12

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## Summary of colleague results

### Comparisons with your speciality - Podiatric Surgery - Extended

Average score given for the questions below



### Questions

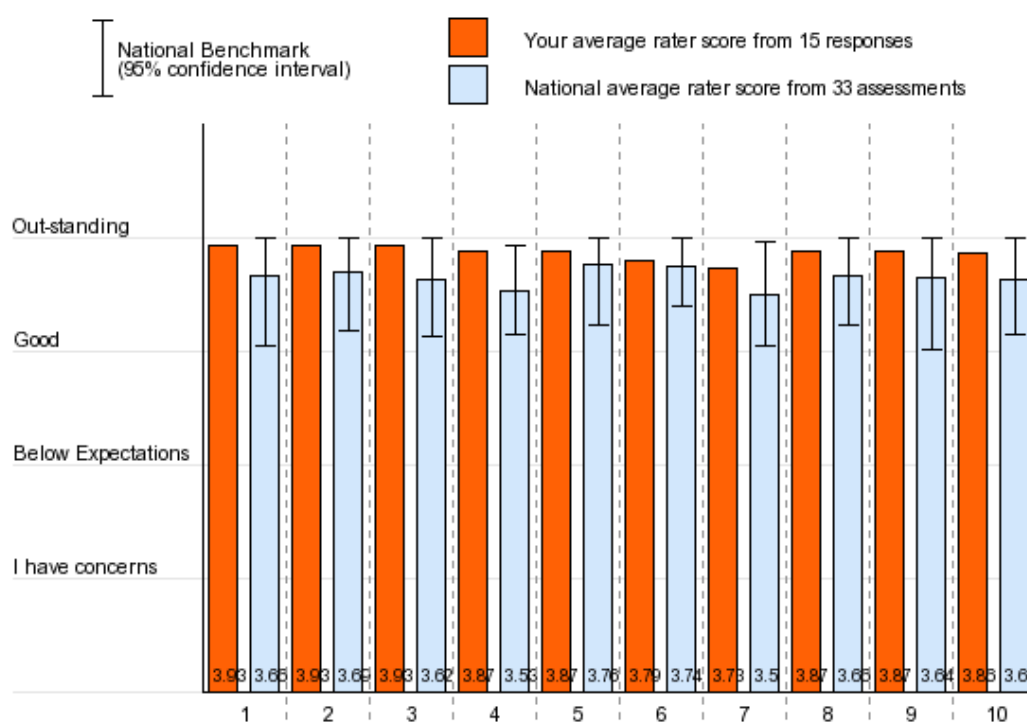
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9. Keeps up-to-date with knowledge and skills
10. Contribution to the education and supervision of students and junior colleagues

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

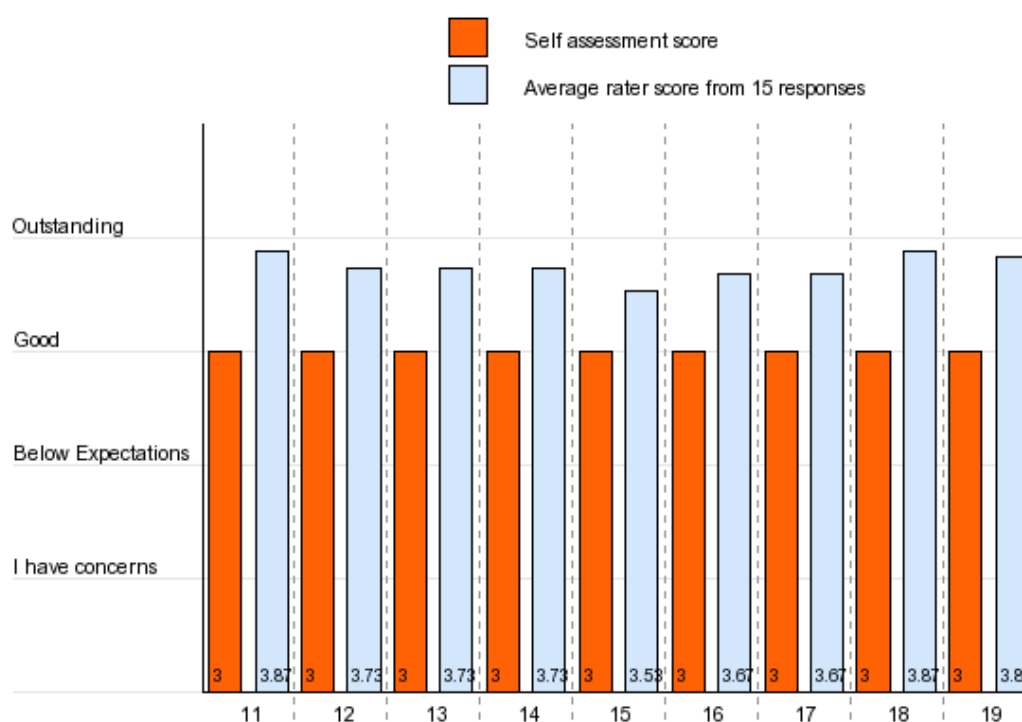
Mr Tony Wilkinson



## 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

Mr Tony Wilkinson

## 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

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
0	0	0	2	13

Q12. Communication with colleagues

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

Q13. Communication with patients, families and carers

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

Q14. Is polite, considerate and respectful to Patients

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

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

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
0	0	0	7	8

Q16. Compassion and empathy towards patients and their relatives

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
0	0	0	5	10

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

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
0	0	0	5	10

Q18. Takes the leadership role when circumstances require

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
0	0	0	2	13

Q19. Delegates appropriately

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
4	0	0	2	9

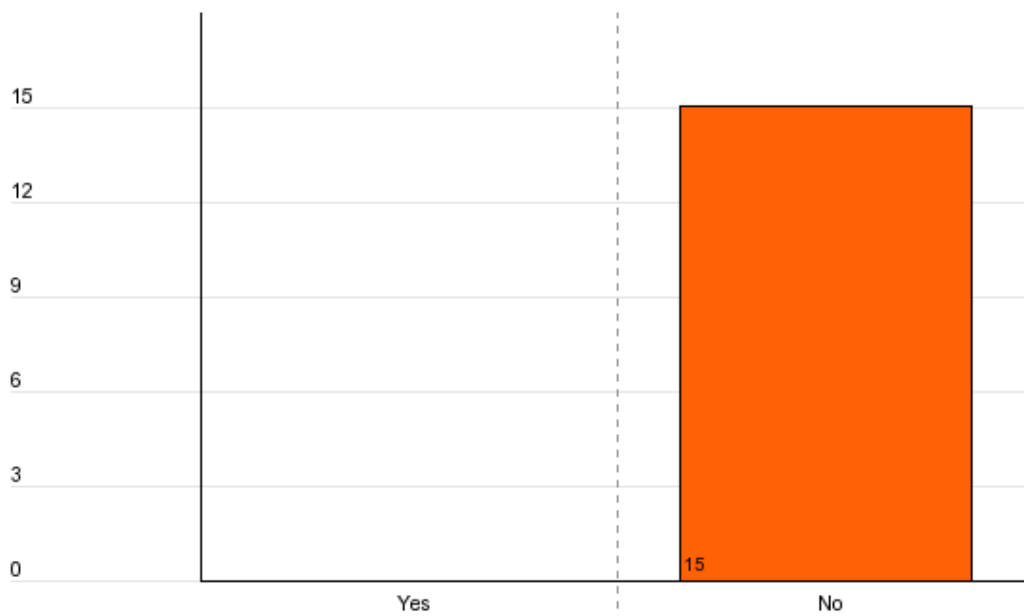
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## Summary of colleague results

### Colleague assessment

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

Total responses received



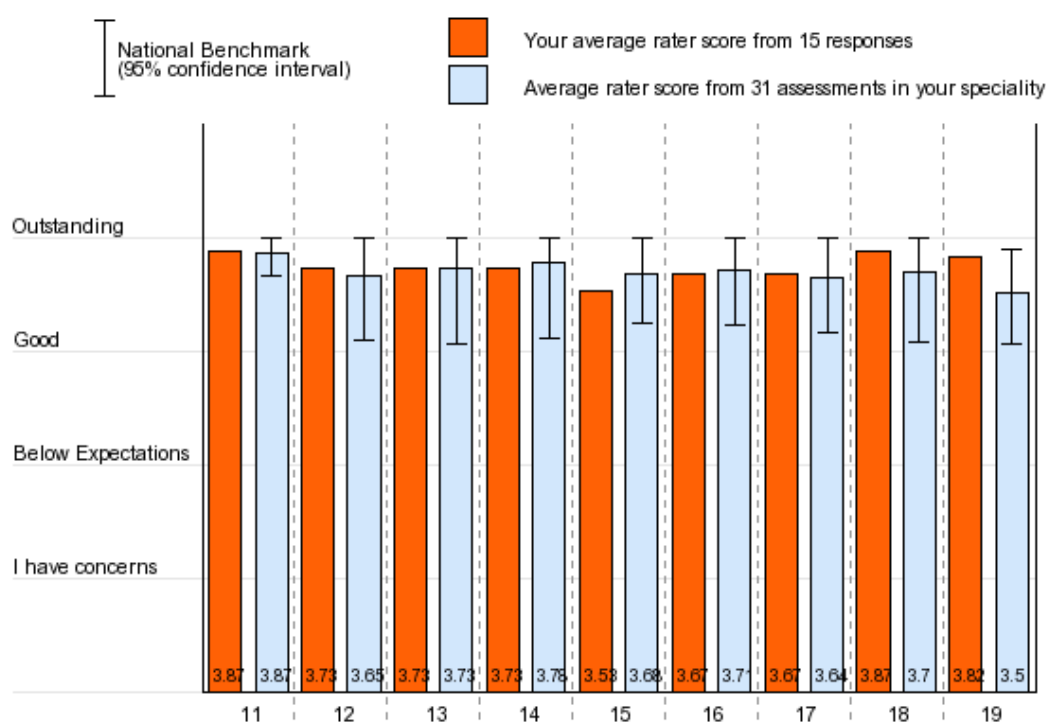
Self assessment response to this question: No

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## Summary of colleague results

### Comparisons with your speciality - Podiatric Surgery - Extended

Average score given for the questions below



### Questions

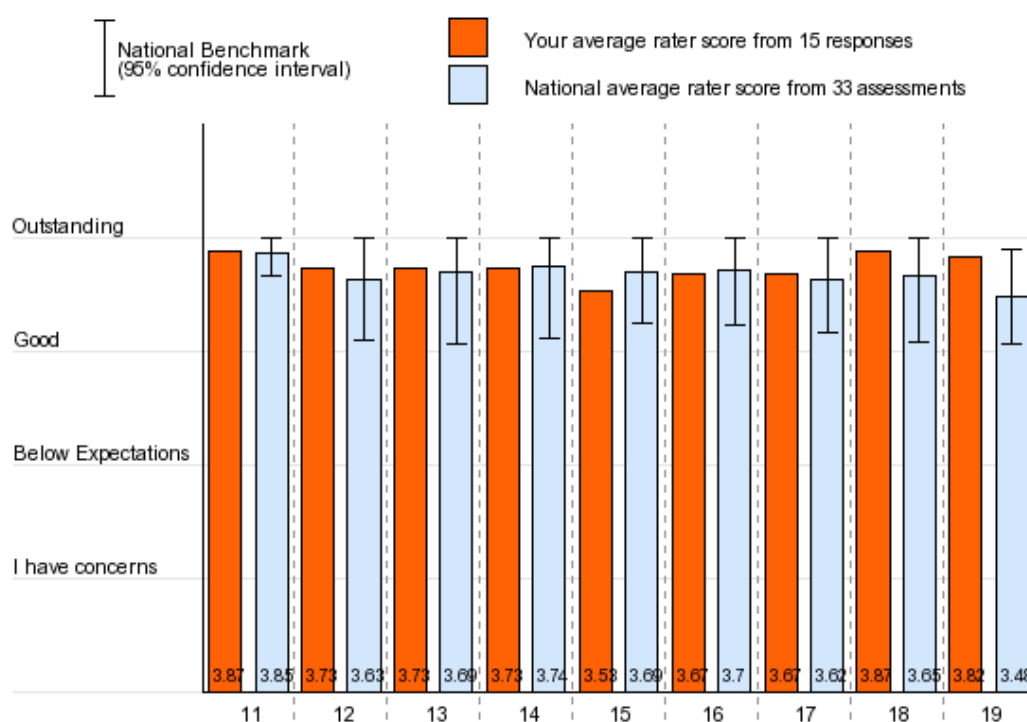
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## Summary of colleague results

### Comparisons with National Average

Average score given for the questions below



### Questions

11. Spoken English
12. Communication with colleagues
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14. Is polite, considerate and respectful to Patients
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18. Takes the leadership role when circumstances require
19. Delegates appropriately

Mr Tony Wilkinson

## Comments

### Self assessment comments

#### Comments added by rater

"Excellent all rounder !"

"This podiatrist has an approachable, down to earth manner that puts colleagues and patients at ease. He is confident in his work and position without appearing over confident.

He is particularly good at guiding students and less experienced team members and will take time to explain and answer questions. This is backed up by feedback from his patients which is always good."

"Dedicated to the profession and an excellent diagnostician and clinician"

"He is an extremely competent surgeon in all aspects of the job. He is a good team player and encourages other team members to progress and build on their skills. He takes time to share his knowledge and practical experience with those wanting to pursue surgery themselves and is an excellent mentor."

"He is an extremely competent surgeon in all aspects of the job. He is a good team player and encourages other team members to progress and build on their skills. He takes time to share his knowledge and practical experience with those wanting to pursue surgery themselves and is an excellent mentor."

"TONY IS VERY APPROACHABLE FOR ADVICE AND VERY IMPORTANTLY WILL ALSO ASK FOR ADVICE WHERE APPROPRIATE  
HE IS DEFINITELY AN ASSET TO THE PROFESSION"

"Tony is an outstanding clinician who clearly works hard to maintain his knowledge and skills at a high level. He is a delight to work with."

"Mr Wilkinson participates fully in time brief, taking on board information provided by team members and altering lists as appropriate, ensuring patient safety and a positive experience for all patients. He willingly shares his vast knowledge with junior members of the team and visiting students."

"I have worked with Mr T Wilkinson for many years now. He is an outstanding surgeon with all the resources to skillfully negotiate the complex demands of surgery, team working and communication to provide safe and effective clinical care."

"Mr Wilkinson is an outstanding podiatric surgeon who is happy to share his clinical knowledge and skills with more junior staff.

I feel he has excellent communication skills, tailoring the information he presents to the person or patient needs. He is very enthusiastic about his work and this motivates the people around him. He is a strong leader, managing the department firmly but fairly.

His clinical and surgical skills are excellent, he is at the forefront of the profession continually pushing the bounds and moving the profession forwards."

"Mr Wilkinson thoroughly supports all staff and trainees through each aspect of their training, he is able to tailor any advice and

*Mr Tony Wilkinson*

education clearly and effectively at any level.

"No decision about me without me" is a Statement that Mr Wilkinson works endlessly to encourage. He is empathetic with his patients, explains their presenting complaint/condition to them (and families if present) clearly and where possible provides multiple treatment options. This empowers the patient to make informed decisions on their treatment plan."

### **Comments added by patients**

"He put my mind at ease how he explained the op."

"Excellent all round treatments. Thank you."

"He put my son at ease and informed him on what he was going to do with his toe."

"VERY HAPPY WITH TODAY'S APPOINTMENT, AND PLANNED TREATMENT."

"FIRST TIME OF MEETING. VERY IMPRESSED."

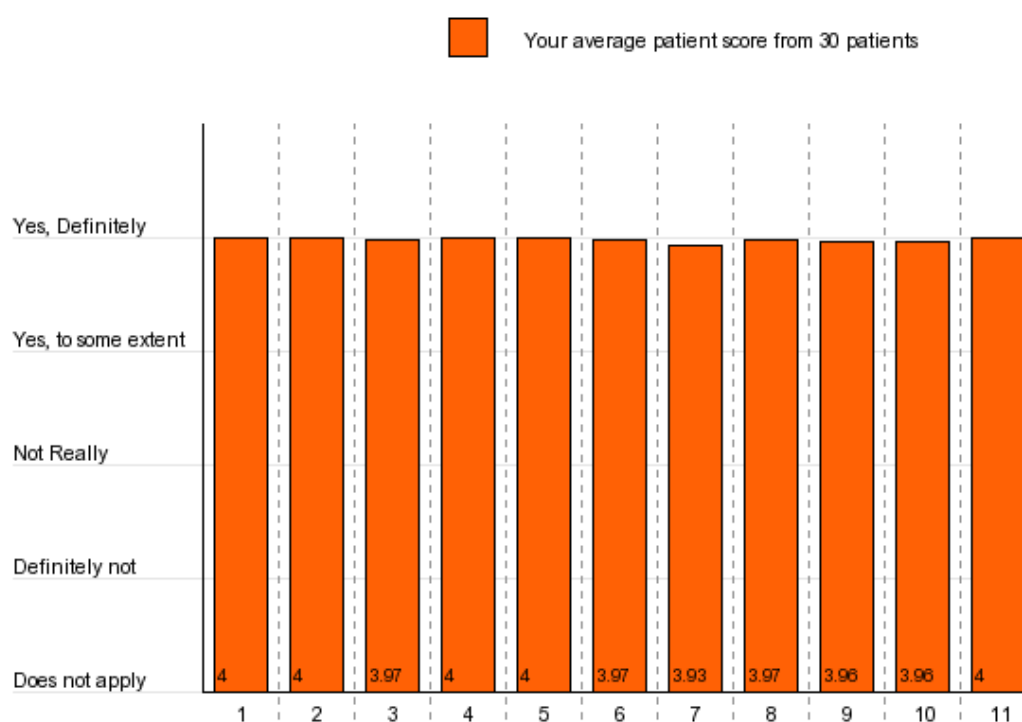
"I have found Mr Wilkinson professional and polite. He takes the time to answer the questions asked during and after the operation."

"VERY PLEASANT AND INFORMATIVE."

*Mr Tony Wilkinson*

## 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?

Mr Tony Wilkinson



## Summary of patient results

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

### Q1. Was the podiatrist 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	30

### Q2. Did the podiatrist 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	30

### Q3. Did the podiatrist 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	1	29

### Q4. Did the podiatrist 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	30

### Q5. Did the podiatrist 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	30

### 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

Mr Tony Wilkinson

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	29

**Q7. Did you have confidence in the podiatrist?**

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	1	0	29

**Q8. Did the podiatrist 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	1	29

**Q9. If the podiatrist 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
2	0	0	1	27

**Q10. If the podiatrist 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
2	0	0	1	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

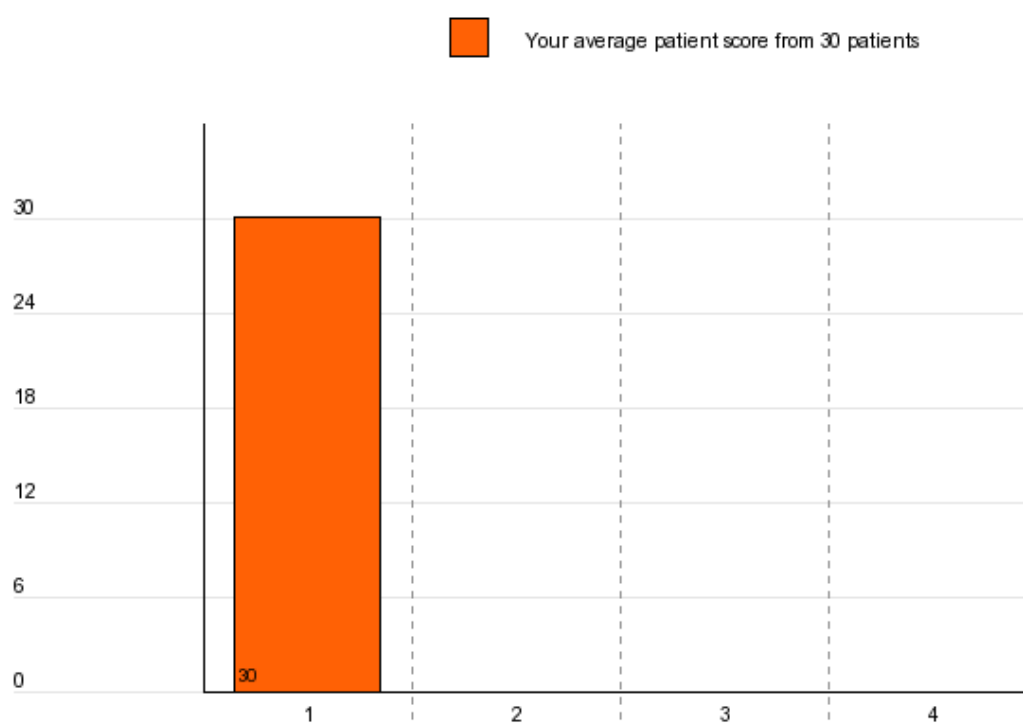
Mr Tony Wilkinson

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	30

## 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. Not really satisfied
4. Not at all satisfied

Mr Tony Wilkinson