



**360 Feedback analysis
for
Mr Nicholas Lee
Ophthalmology
2018/09/21**

Mr Nicholas Lee



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

Mr Nicholas Lee



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. 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?

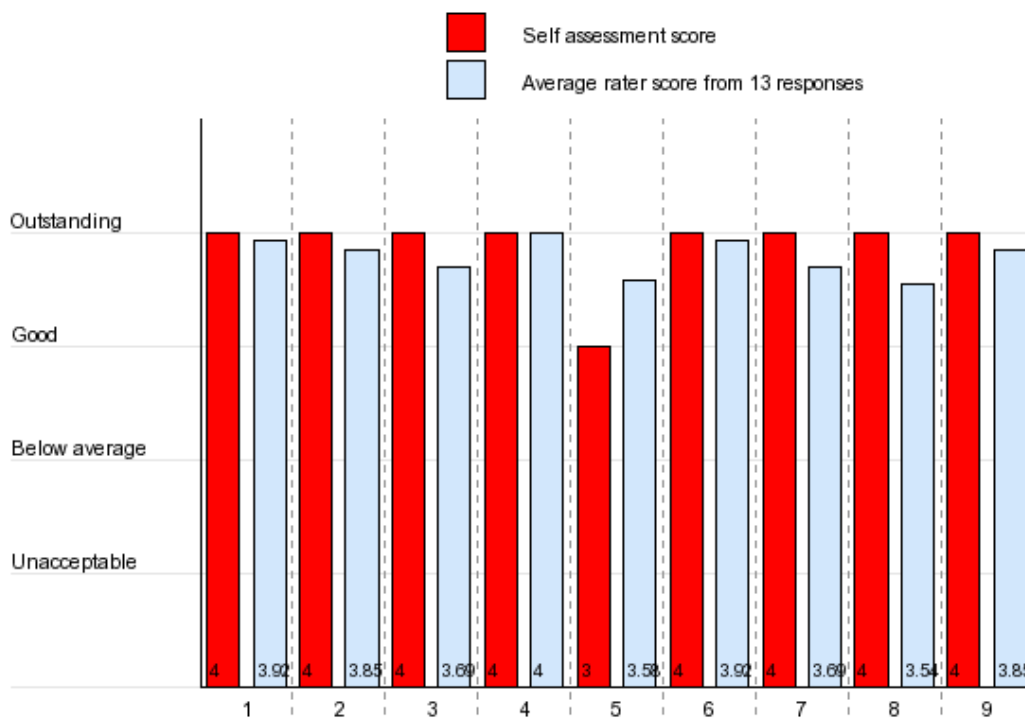
The question numbers correspond to the key on any graph



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
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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
0	0	0	1	12

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
0	0	0	2	11

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
0	0	0	4	9

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
1	0	0	0	12

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
1	0	0	5	7

Mr Nicholas Lee



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	1	12

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
0	0	0	4	9

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
0	0	0	6	7

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
0	0	0	2	11

Mr Nicholas Lee

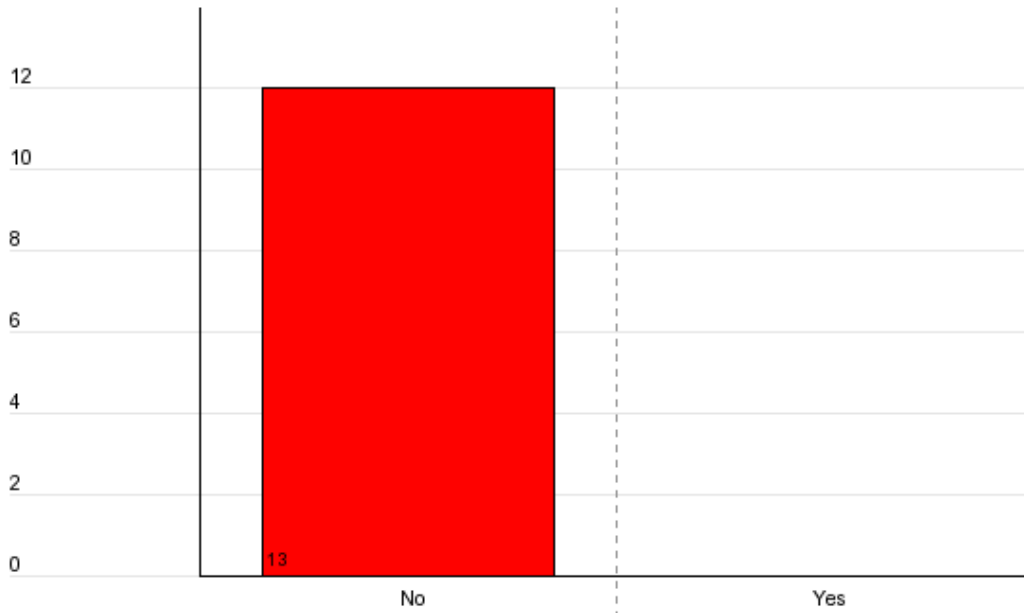


Summary of colleague results

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

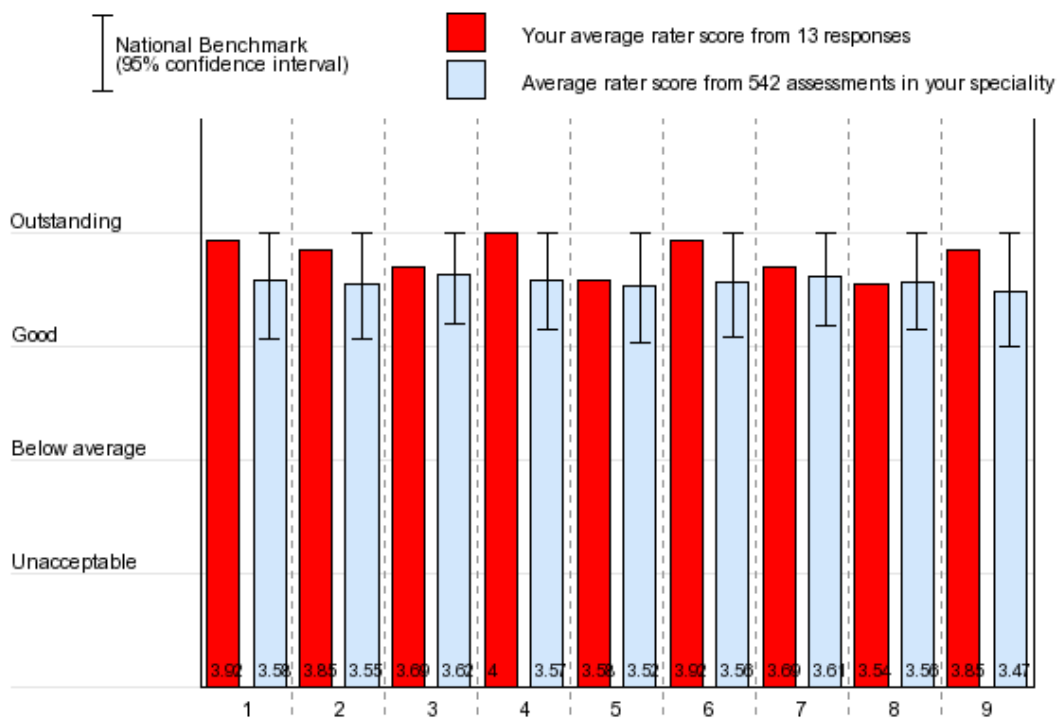
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Summary of colleague results

Comparisons with your speciality - Ophthalmology

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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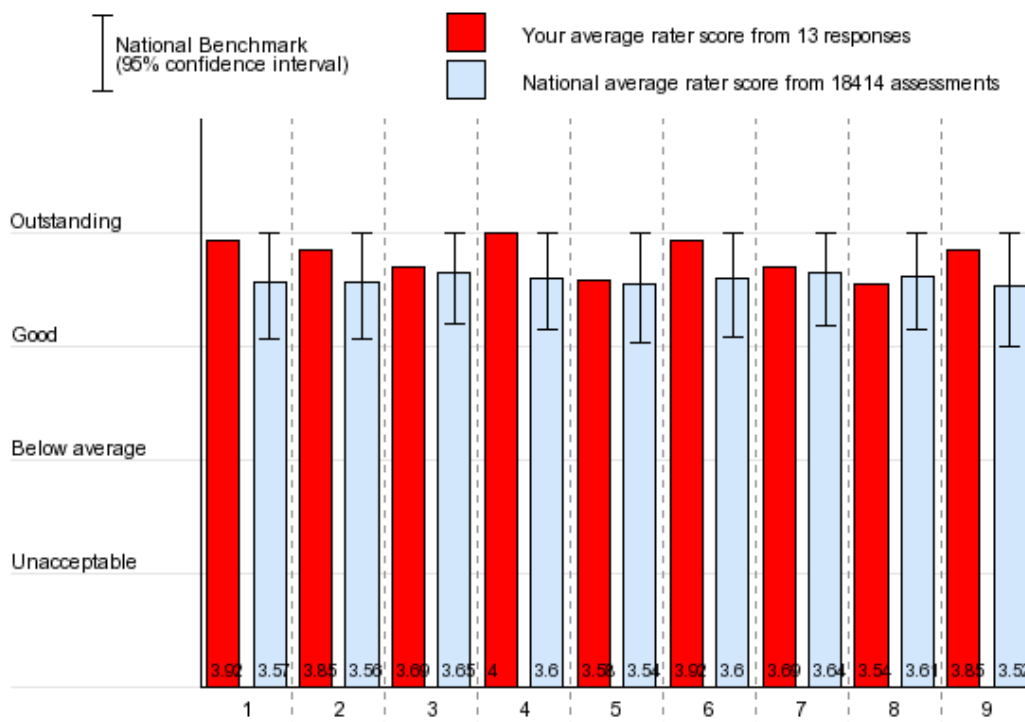
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Summary of colleague results

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
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Comments

Self assessment comments

"I am an early adopter of technology, and interested in learning new developments and treatments. I am very technically minded and have a good grasp of IT. I pride on high clinical quality and expect others to perform well. I am very busy clinically and this sometimes can make one seem a little arrogant or aggressive. However this is to ensure quality of care and patient satisfaction. If something is broken I will ensure it is reported or fixed. I am always looking to see how things can be done better or differently. I am always happy to help out others and lead on teaching as demonstrated by the RSM ophthalmic presidency in September 18. Surgically very competent but limit myself to the procedures I am trained and specialise in."

Comments added by rater

"Mr Lee is an exceptional doctor who works to the highest of standards and is liked by everyone. He has always been extremely approachable and helpful and I have learnt so much from him. He has been encouraging in both the theatre setting but also in clinics and has allowed me to grow as a clinician. His patients are all very fond of him and this is further proof of his competencies as a Consultant.

I look forward to working with him again."

"Nick Lee is with us for 1 session a week

His clinic always runs well and his patients like him and his team.

He Participates regularly and constructively in the relevant Directorate operational meetings"

"Highly organised

Great communicator

Excellent clinical judgment

Empathetic and caring"

"He is an effective leader and has taken the initiative on many occasions to improve the service such as sourcing appropriate equipment and devising patient pathways to improve the quality of care. Any clinical management issues are evidence based whenever possible. He is very passionate about educating patients by organising patient group meetings which have contributed to the Macular service at Hillingdon Hospital being awarded the Excellence Award for Best Clinical Service 2018 from the Macular Society."

"Very valuable member of our department. Approachable by any team member.

Excellent up to date knowledge of Ophthalmology especially AMD"

"An exemplary clinician."

"Mr Lee is a very organised person, Communicates with the theatre team before during and after surgery. Discusses how improvements can be achieved to improve patient care and safety.

He is always enthusiastic about his work and future developments that he shares with the team. He always reflects on what went well or not so well.

These values are important when working as a team or as the team leading in the theatre department. Everyone is respected

Mr Nicholas Lee



and is heard with in the team."

"Mr Lee is respected and adored by the patients and staff at Hillingdon Trust. He is always up to date on the latest technologies that can help with patients treatment and assessment, and is very knowledgeable. He is polite and considerate to all staff and patients and is a pleasure to work with."

"Mr Lee, in my opinion, is the most caring, knowledgeable, kind and compassionate doctor I have ever worked for. His patients hold him in high regard. He keeps them informed of medical advancements and encourages them to ask him about anything they have read or seen on tv regarding their condition. He really cares, and has got to know his patients over many years. If any of my family ever needed treatment, I would want them to be treated by Mr Lee."

"Wonderful colleague.. Skilled communicative and above all, puts his patients first"

Comments added by patients

"Very happy - no issue."

"Appointment for scan followed usual pattern."

"From the beginning (initial contact) through to all post-op reviews I have been delighted with service from Mr Lee and all practice staff - highly recommended!"

"VERY GOOD."

"The doctor left me feeling more confident about my condition and how to manage treatment."

"Always very pleasant."

"First class in every way."

"Excellent care. Thank you."

"Always an entirely satisfactory consultation."

"We are always delighted to see Mr Lee, who is a charming and humorous person in addition to what I consider to be his exceptional expertise."

"Very satisfied well looked after & grateful."

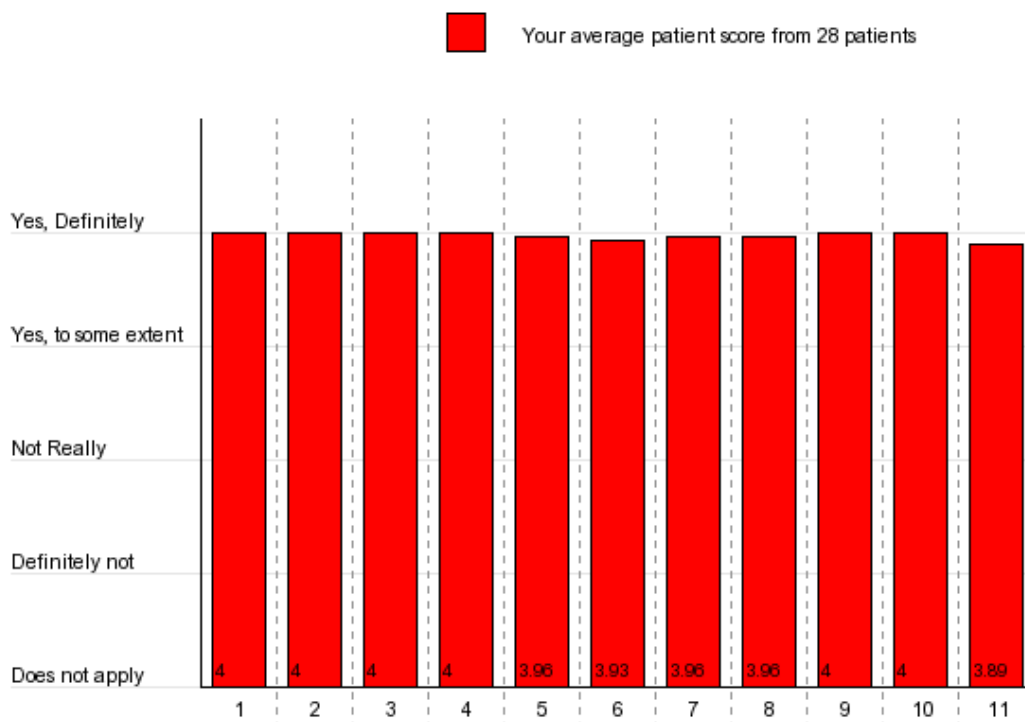
"We are very pleased with Mr Lee who has preserved as much sight as possible. He is also accomodating with appointment times."

Mr Nicholas Lee



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?

Mr Nicholas Lee



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	28

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	28

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

Domain (UK only): Communication partnership and teamwork

Attribute: Establish and maintain partnerships with patients

Attribute: Communicate effectively

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

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
1	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	1	27

Mr Nicholas Lee



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
1	0	0	2	25

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	1	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	1	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
6	0	0	0	22

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
4	0	0	0	24

Mr Nicholas Lee



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
1	0	0	3	24

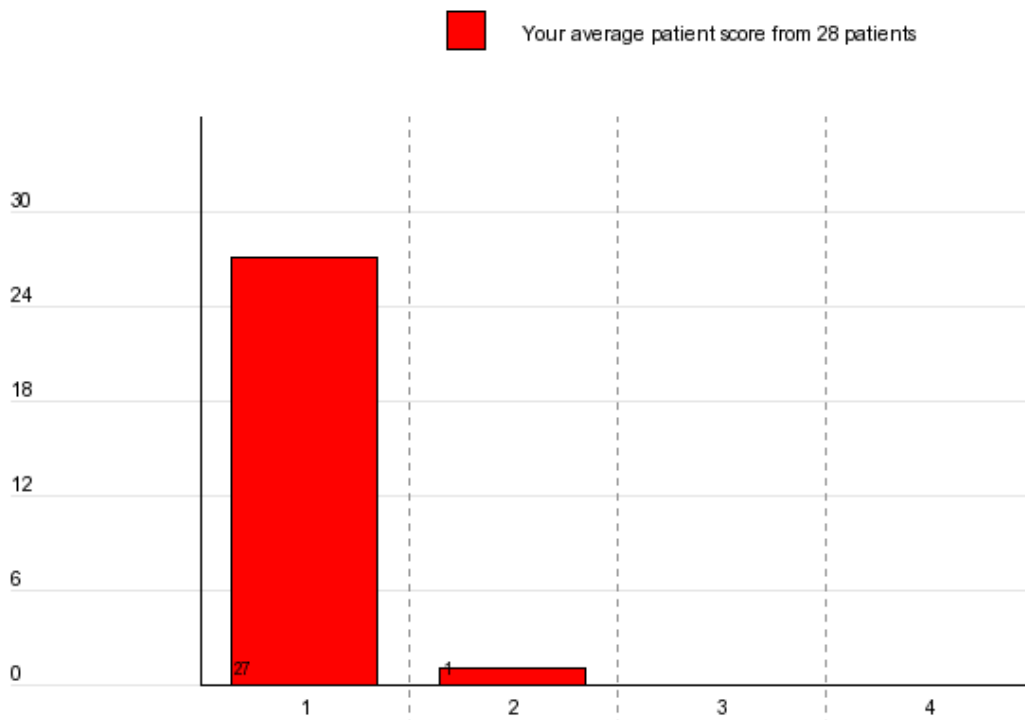
Mr Nicholas Lee



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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