

**360 Feedback analysis
for
Dr Prem Mahendra
Haematology- Extended
2012/05/16**

Dr Prem Mahendra

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

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 assessors 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 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 or contact us on telephone 01732 471586 or email info@360clinical.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

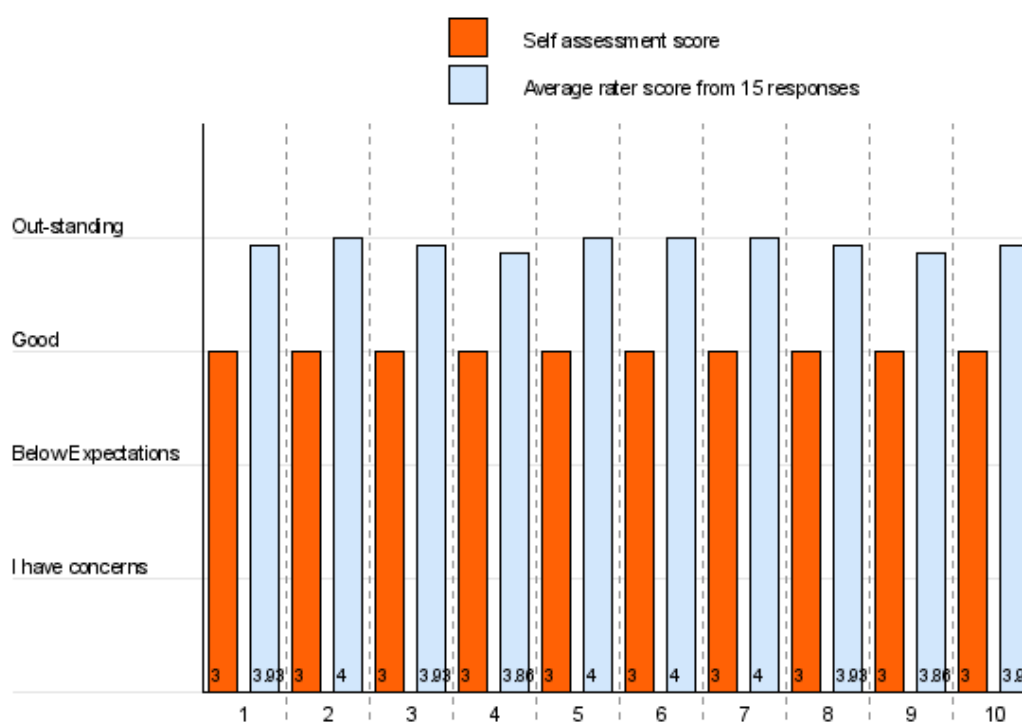
11. Spoken English
12. Communication with colleagues
13. Communication with patients, families and carers
14. Is polite, considerate and respectful to Patients
15. Is polite, considerate and respectful to colleagues of all levels
16. Compassion and empathy towards patients and their relatives
17. Values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

Dr Prem Mahendra

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

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Attribute: Maintain your professional performance

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

Q2. 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 | I have concerns | Below Expectations | Good | Out-standing |
|-------------------|-----------------|--------------------|------|--------------|
| 8 | 0 | 0 | 0 | 7 |

Q3. Management of complex clinical problems

Domain (UK only): Knowledge skills and performance

Attribute: Keep clear accurate and legible records

Attribute: Apply knowledge and experience to practice

Attribute: Maintain your professional performance

| 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 |
|-------------------|-----------------|--------------------|------|--------------|
| 1 | 0 | 0 | 2 | 12 |

Q5. Conscientious and reliable

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

| Unable to comment | I have concerns | Below Expectations | Good | Out-standing |
|-------------------|-----------------|--------------------|------|--------------|
| 0 | 0 | 0 | 0 | 15 |

Q6. Availability for advice and help when needed

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

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

Dr Prem Mahendra

Q7. Time management

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

Q8. Commitment to improving quality of service

Domain (UK only): Knowledge skills and performance

Attribute: Maintain your professional performance

Domain (UK only): Safety and quality

Attribute: Respond to risks to safety

Attribute: Put into effect systems to protect patients and improve patient care

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

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

Domain (UK only): Knowledge skills and performance

Attribute: Maintain your professional performance

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

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

Domain (UK only): Knowledge skills and performance

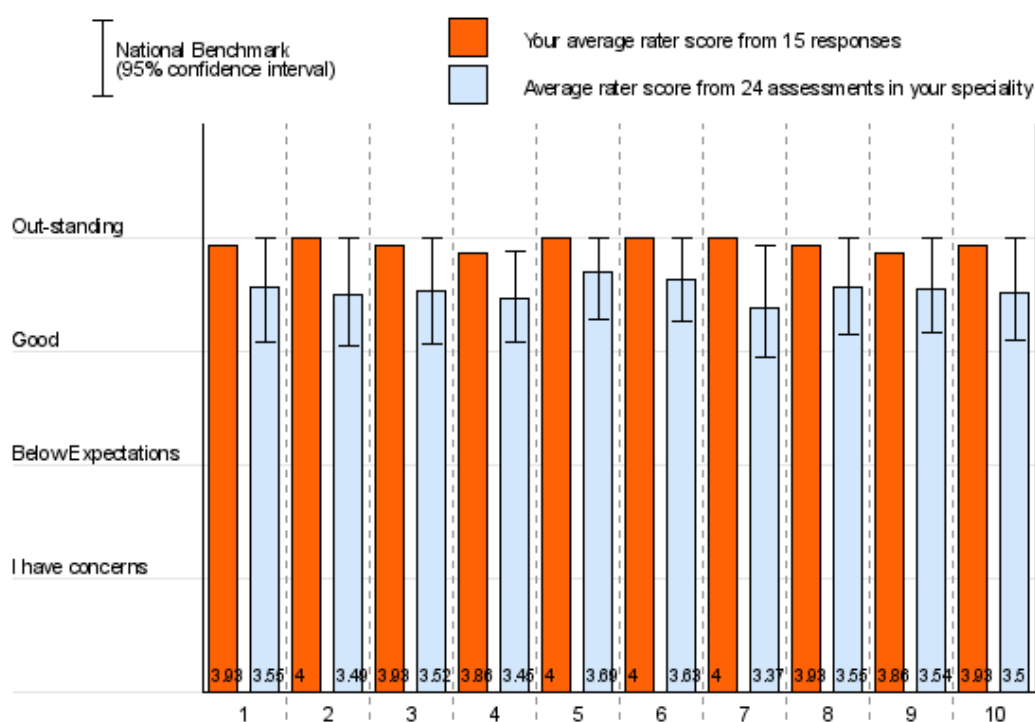
Attribute: Apply knowledge and experience to practice

| Unable to comment | I have concerns | Below Expectations | Good | Out-standing |
|-------------------|-----------------|--------------------|------|--------------|
| 1 | 0 | 0 | 1 | 13 |

Summary of colleague results

Comparisons with your speciality - Haematology- Extended

Average score given for the questions below



Questions

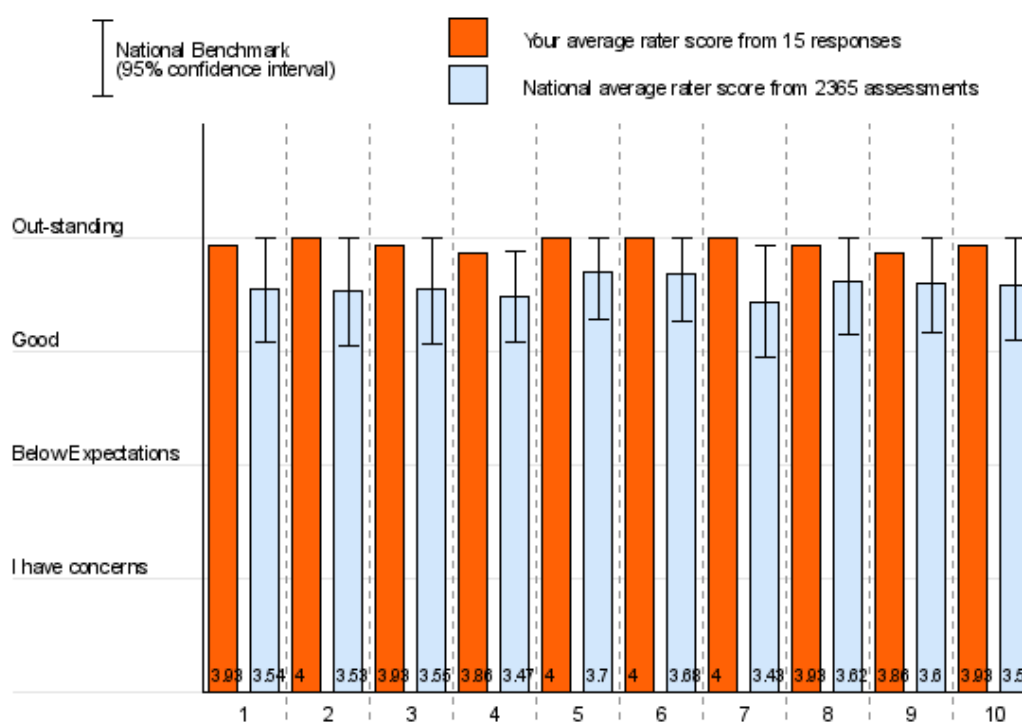
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Summary of colleague results

Comparisons with National Average

Average score given for the questions below



Questions

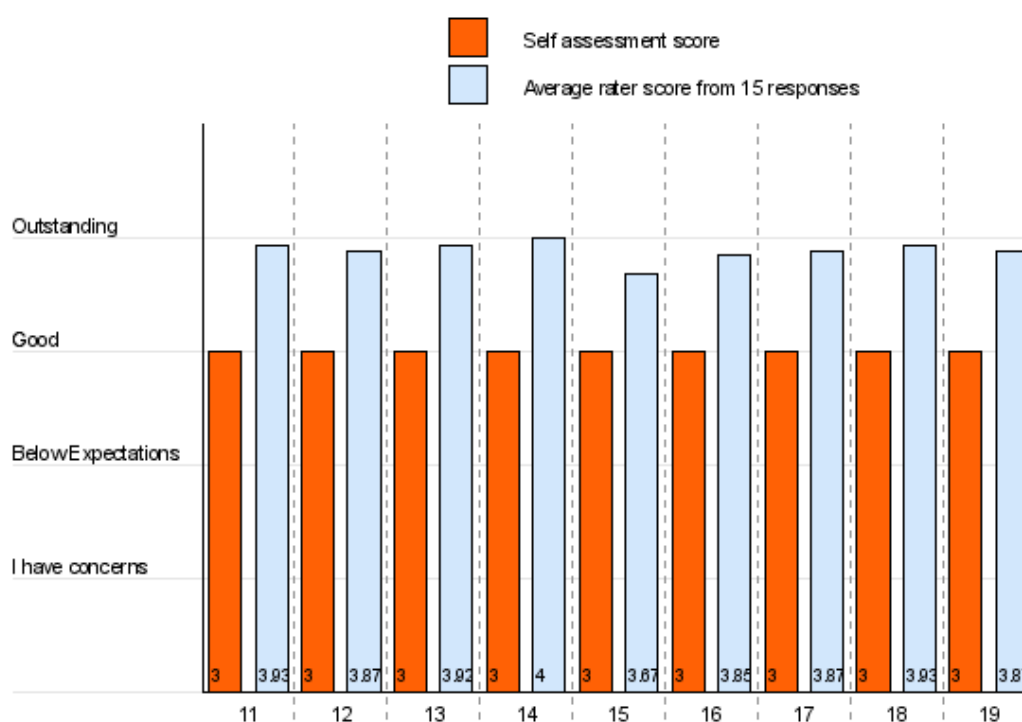
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Summary of colleague results

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

Dr Prem Mahendra

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

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

| Unable to comment | I have concerns | Below Expectations | Good | Outstanding |
|-------------------|-----------------|--------------------|------|-------------|
| 0 | 0 | 0 | 1 | 14 |

Q12. Communication with colleagues

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Attribute: Communicate effectively

Domain (UK only): Maintaining Trust

Attribute: Treats patients and colleagues fairly and without discrimination

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

Q13. Communication with 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 | I have concerns | Below Expectations | Good | Outstanding |
|-------------------|-----------------|--------------------|------|-------------|
| 2 | 0 | 0 | 1 | 12 |

Q14. Is polite, considerate and respectful to Patients

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Domain (UK only): Maintaining Trust

Attribute: Treats patients and colleagues fairly and without discrimination

Attribute: Show respect for patients

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

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

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Attribute: Work constructively with colleagues and delegate effectively

Domain (UK only): Maintaining Trust

Attribute: Treats patients and colleagues fairly and without discrimination

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

Q16. Compassion and empathy towards patients and their relatives

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Domain (UK only): Maintaining Trust

Attribute: Treats patients and colleagues fairly and without discrimination

Attribute: Show respect for patients

| Unable to comment | I have concerns | Below Expectations | Good | Outstanding |
|-------------------|-----------------|--------------------|------|-------------|
| 2 | 0 | 0 | 2 | 11 |

Q17. 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 | I have concerns | Below Expectations | Good | Outstanding |
|-------------------|-----------------|--------------------|------|-------------|
| 0 | 0 | 0 | 2 | 13 |

Q18. Takes the leadership role when circumstances require

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 | I have concerns | Below Expectations | Good | Outstanding |
|-------------------|-----------------|--------------------|------|-------------|
| 0 | 0 | 0 | 1 | 14 |

Q19. 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

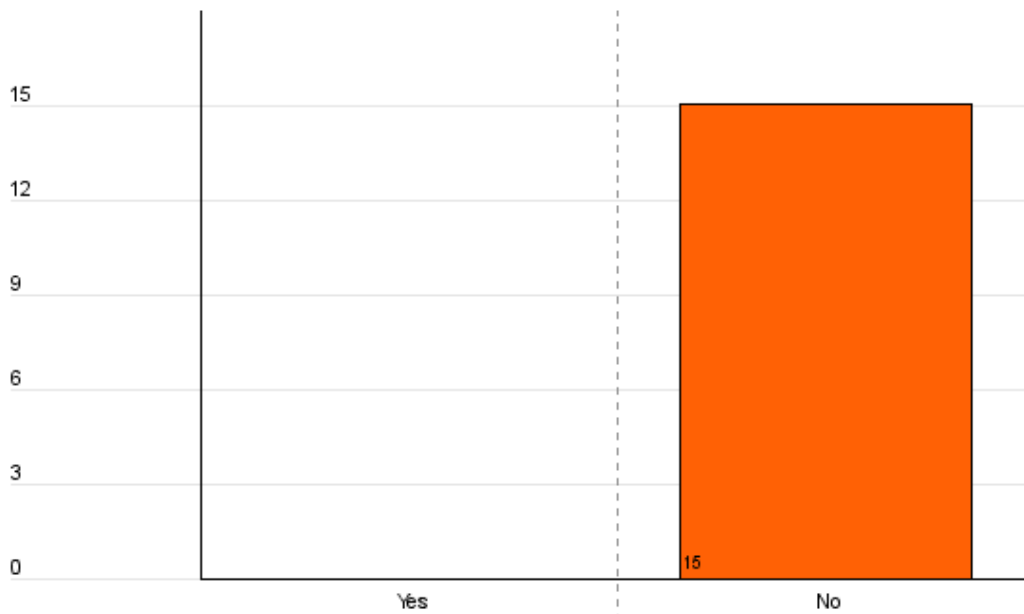
| Unable to comment | I have concerns | Below Expectations | Good | Outstanding |
|-------------------|-----------------|--------------------|------|-------------|
| 0 | 0 | 0 | 2 | 13 |

Summary of colleague results

Colleague assessment

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

Total responses received

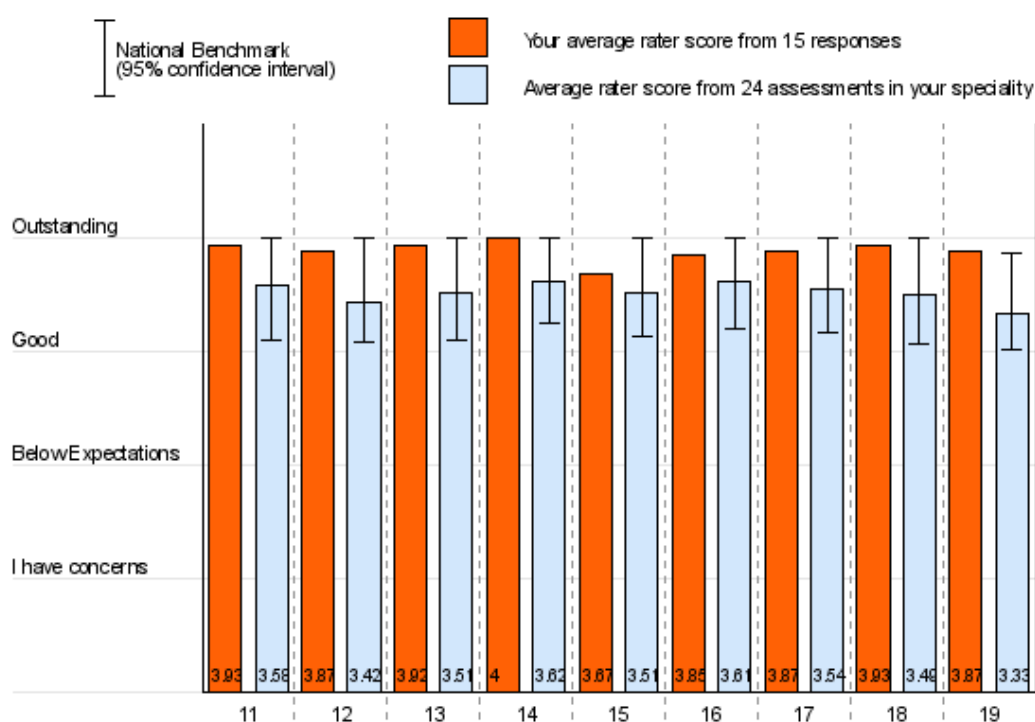


Self assessment response to this question: No

Summary of colleague results

Comparisons with your speciality - Haematology- Extended

Average score given for the questions below



Questions

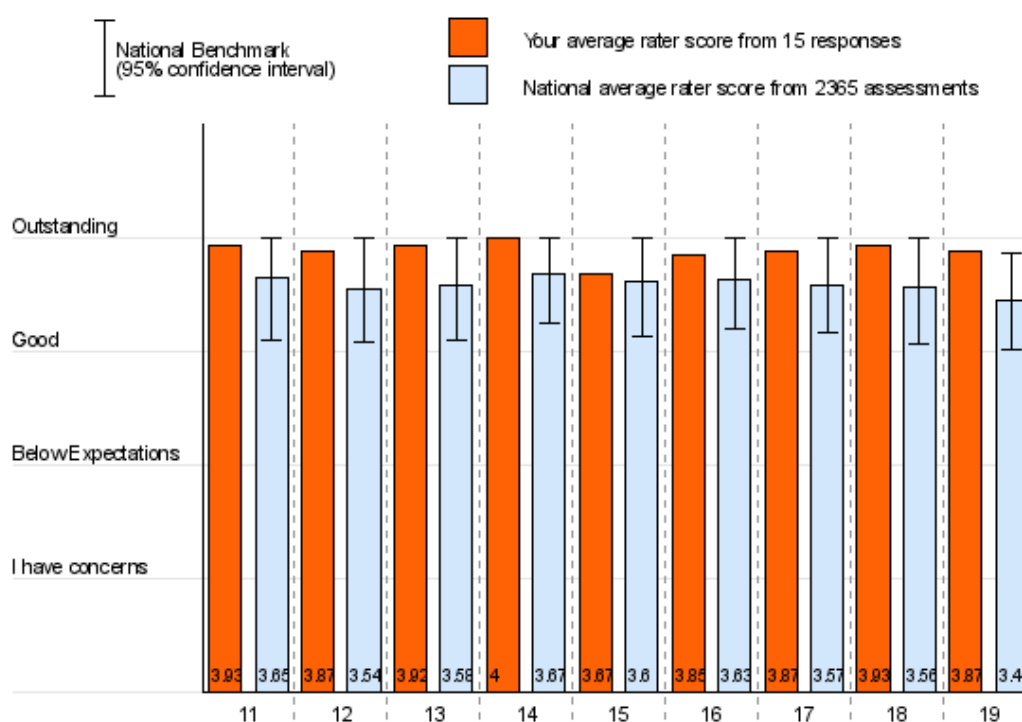
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17. Values the skills and contributions of multi-disciplinary team members
18. Takes the leadership role when circumstances require
19. Delegates appropriately

Dr Prem Mahendra

Summary of colleague results

Comparisons with National Average

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

Dr Prem Mahendra

Comments

Self assessment comments

Comments added by rater

"I have known Prem since I was an SHO, and regard her as my mentor. She excels in supervision of junior colleagues, partly because she is so approachable, but mostly because of her outstandingly supportive attitude. As the chair of the training committee she has been instrumental in helping a cohort of us deal with a difficult placement, and she shows great empathy and support when times are tough. In clinical situations she is remarkable for her communication with patients, families and colleagues, particularly so with more difficult consultations. I have learned a great deal from Prem, not just clinically but also regarding aspects of our job such as management of resources - things that are difficult to gain exposure to as a trainee but which are increasingly important.

Prem is a large part of the reason I entered the specialty, and I count myself fortunate to have her support and guidance. It's a pleasure to have an audience for all the things I have to say about her!"

"I have known Dr Mahendra for 12 years. She is an outstanding and inspirational consultant to work with. She has brought about impressive improvements in the standards of care in her department. She is an exceptional chairperson of the haematology SpR rotation by being organised, efficient, proactive and unfaltering in her support for the junior doctors."

"As a new member of the haematology team I have a lot of praise for Dr Mahendra. She is an excellent role model and someone I aspire to emulate. I feel very supported by her and feel that she has genuine concern for my educational needs. I have attended clinics with her and she is very polite and caring towards her patients and addresses their needs. She respects all members of the team regardless of their position and role. She is clinically outstanding and I would wish her to be my doctor if i was ever unwell."

"A highly valued and respected stem cell transplant specialist within and outside the West Midlands. Prem provides an outstanding service in her Tertiary Care clinical setting."

"Prem Mahendra is an outstanding Doctor. She always displays a very high degree of professionalism with patients, their families, staff and other colleagues. I have had the pleasure to work with her for the past 7 years and have never come across any time when she has lacked professionalism. She is very caring towards everyone and has endeavoured to always make time for everyone. Her communications skills are exceptionally high as well as her leadership qualities. I am so lucky to have worked with and for her."

"excellent leader. Has excellent knowledge base."

"Excellent performance"

"Dr Mahendra is an excellent Haematology Doctor, she is very professional. She is very caring, kind, honest and always has the best interest of her patient in mind.

She knows how to get the best from all the team, very supportive to all in her team."

"I have found that Dr Mahendra is very conscientious and a strong advocate for her patients at all times."

Dr Prem Mahendra

Comments added by patients

"A FIRST CLASS CLINICIAN. ANSWERS QUESTIONS IN A MANNER EASILY UNDERSTOOD BY A LAYMAN. THE CARITY OF HER LOGICAL EXPLANATIONS IS UNPARALLELED."

"Only seen this doctor once before my father has usually seen Dr Chen who dad likes very much and Dr Bailey who he also likes. Dad is 81."

"Dr Mahendra is extremely good. Like alot of people when I was diagnosed with Non-Hogkins Lymphoma I was in denial. Dr Mahendra was very understanding and helped me through chemotherapy. I am very fortunate to have her as my consultant."

"THE DOCTOR WHO SEEN ME WAS VERY POLITE AND LISTENED TO WHAT I HAD TO SAY OVER ALL I WAS VERY HAPPY."

"First time of meeting Dr Mahendra. Very impressed. Things happened immediately phoned other consultant, explained everything clearly, procedure booked, follow up booked, left feeling as though positive progress has been made. Very happy."

"I've been a patient for 12 years & I have had absolutely first class treatment. I owe my life to her."

"I have received wonderful care from this professional kindly and thoughtful, caring Doctors. We could not have hoped for any better treatment anywhere."

"There is no-one that could support me more than Dr Mahendra. I know I am in the best hands possible. Without her I would be in much worse situation psychologically."

"I HAVE ALWAYS BEEN VERY HAPPY WITH ALL ASPECTS OF MY TREATMENT. I HAVE NEVER HAD CAUSE FOR COMPLAINT"

"NOTHING COULD HAVE BEEN BETTER."

"I COULD NOT BE IN BETTER HANDS. DR ALWAYS POLITE, FRIENDLY AND VERY PORFESSIONAL. DR IS VERY CARING AND CONSIDERATE. ALWAYS READY TO SPEND TIME AND ANSWER ANY QUESTIONS. SHE EXPLAINS EVERYTHING TO MY UNDERSTANDING. I AM VERY GLAD TO BE HER PATIENT. EXCELLENT CARE."

"DR MAHENDRA IS ALWAYS VERY APPROACHABLE AND INSPIRES CONFIDENCE - IS ALWAYS VERY UNDERSTANDING - COULD NOT WISH FOR A BETTER CONSULTANT!"

"WE HAVE EVERY CONFIDENCE IN DR MAHENDRA AND FEEL VERY PRIVILEGED TO HAVE HER LOOKING AFTER US. WE HOPE SHE NEVER RETIRES!!"

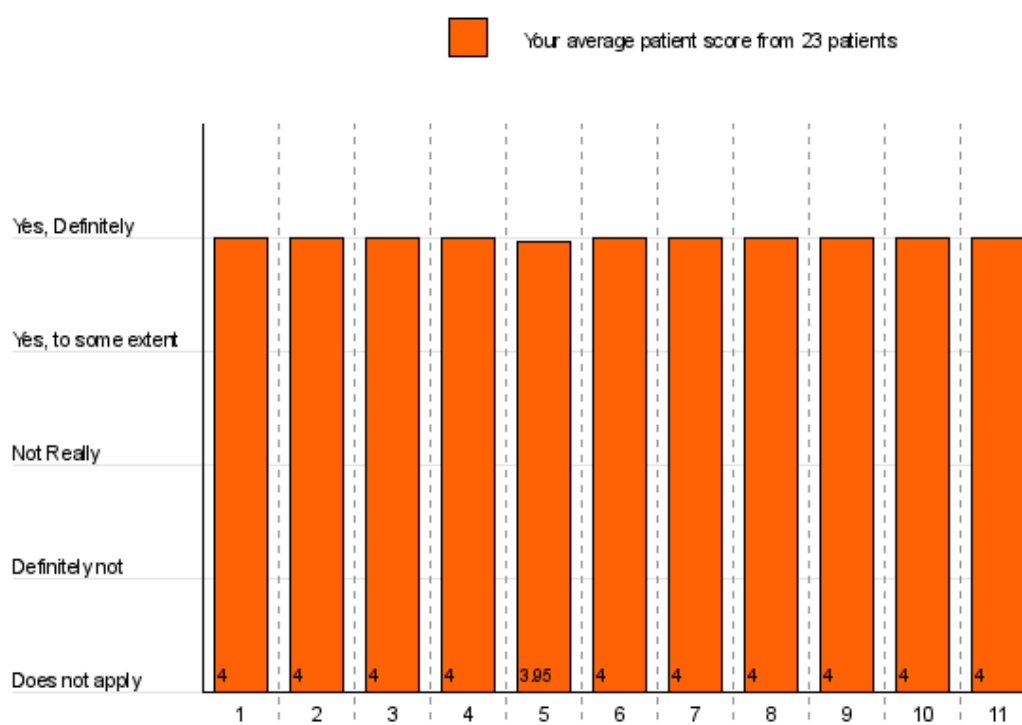
"I have been a patient in this department for 15 yrs. Dr MaHendra, is a pleasure for me to see, each time I visit, she listens and is so caring towards patients."

"Nothing more to add. Very helpful & friendly. Thank you."

Dr Prem Mahendra

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?

Dr Prem Mahendra

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 | 23 |

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 | 23 |

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 | 23 |

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 | 23 |

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 |
|----------------|----------------|------------|---------------------|-----------------|
| 1 | 0 | 0 | 1 | 21 |

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

Dr Prem Mahendra

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 | 23 |

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 | 23 |

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 | 22 |

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 |
|----------------|----------------|------------|---------------------|-----------------|
| 10 | 0 | 0 | 0 | 13 |

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 |
|----------------|----------------|------------|---------------------|-----------------|
| 9 | 0 | 0 | 0 | 14 |

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: Establish and maintain partnerships with patients

Attribute: Communicate effectively

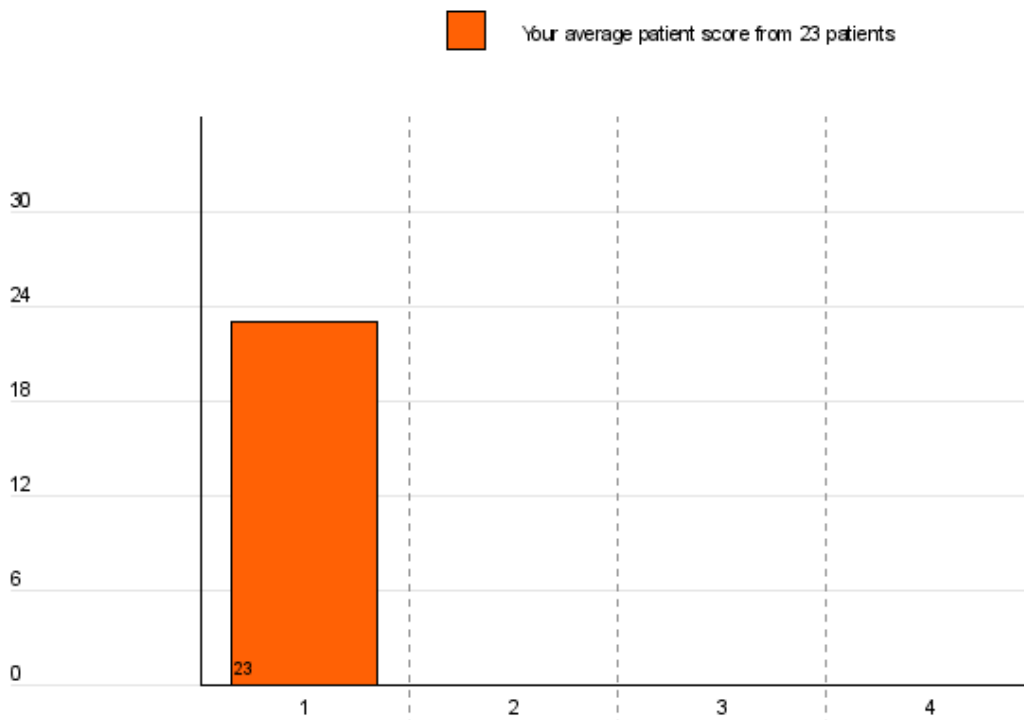
| Does not apply | Definitely not | Not Really | Yes, to some extent | Yes, Definitely |
|----------------|----------------|------------|---------------------|-----------------|
| 0 | 0 | 0 | 0 | 23 |

Dr Prem Mahendra

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

Dr Prem Mahendra