

**360 Feedback analysis  
for  
Miss Anita Hazari  
Plastic Surgery- Extended  
2012/06/26**

*Miss Anita Hazari*

## **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 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](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. 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

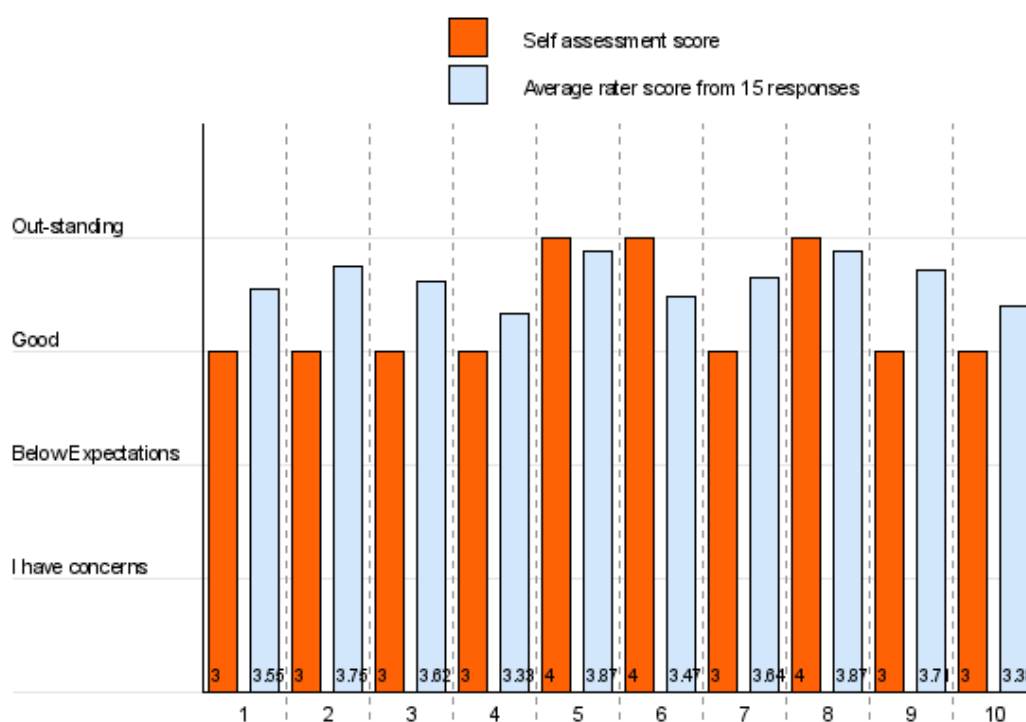
11. Spoken English
12. Communication with colleagues
13. Communication with patients, families and carers
14. Is polite, considerate and respectful to Patients
15. Is polite, considerate and respectful to colleagues of all levels
16. Compassion and empathy towards patients and their relatives
17. Values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

Miss Anita Hazari

## 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
4	0	0	5	6

#### 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
3	0	0	3	9

#### 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
2	0	0	5	8

#### Q4. Appropriate use of resources

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
0	0	0	10	5

#### 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	2	13

#### 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
0	0	0	8	7

Miss Anita Hazari

Q7. Time management

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
1	0	0	5	9

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	2	13

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	4	10

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

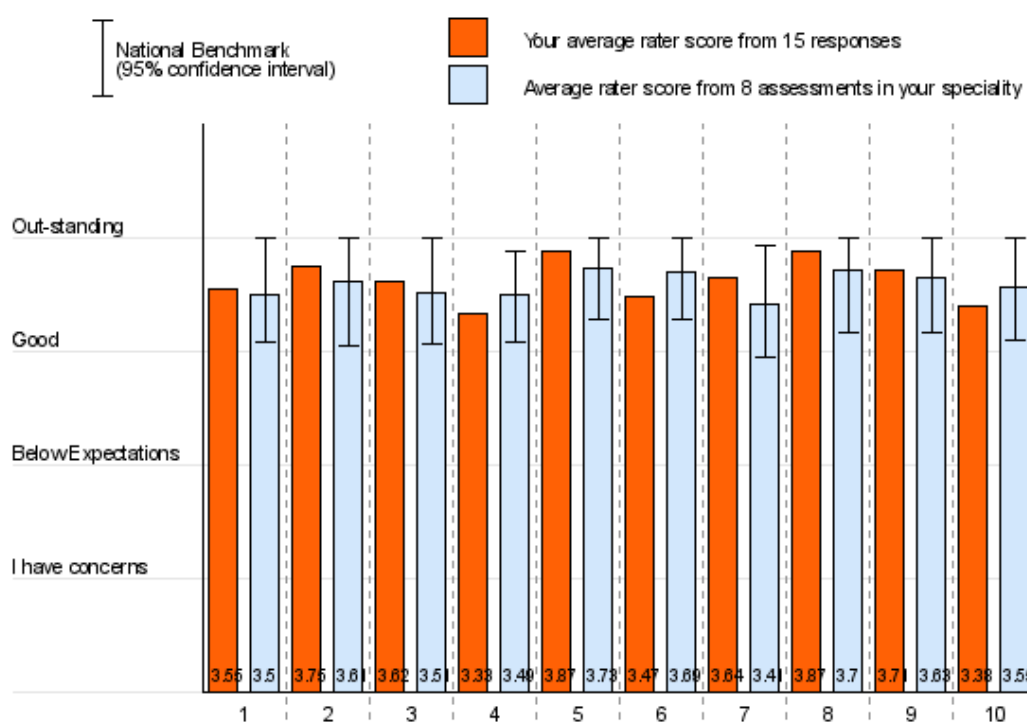
Unable to comment	I have concerns	Below Expectations	Good	Out-standing
2	0	0	8	5

Miss Anita Hazari

## Summary of colleague results

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

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

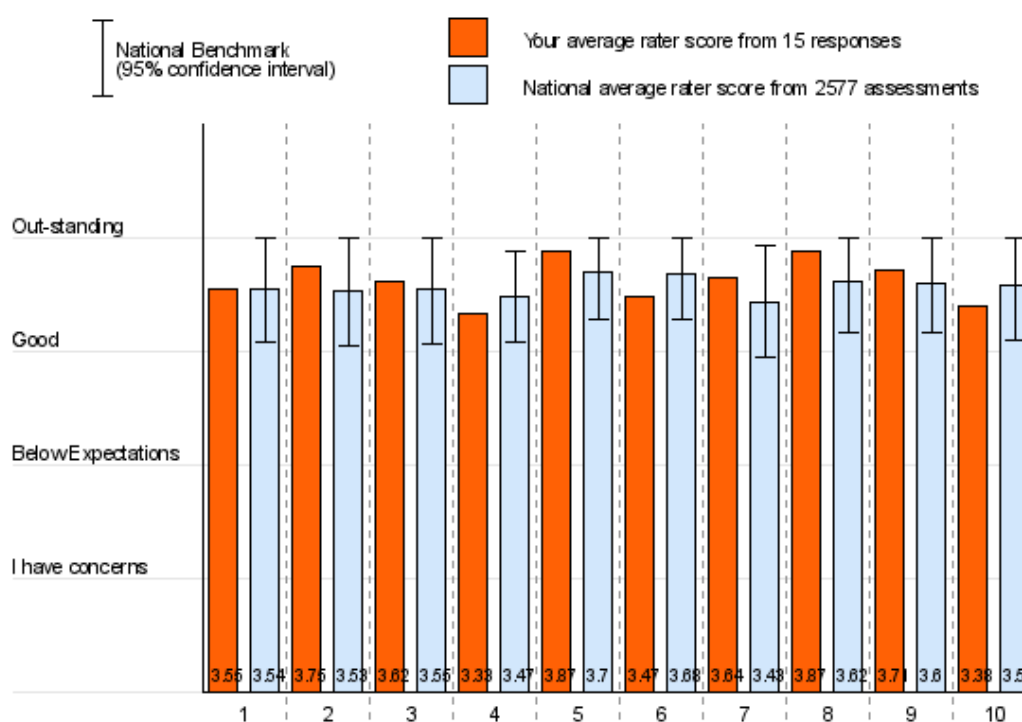
Miss Anita Hazari



## Summary of colleague results

### Comparisons with National Average

Average score given for the questions below



### Questions

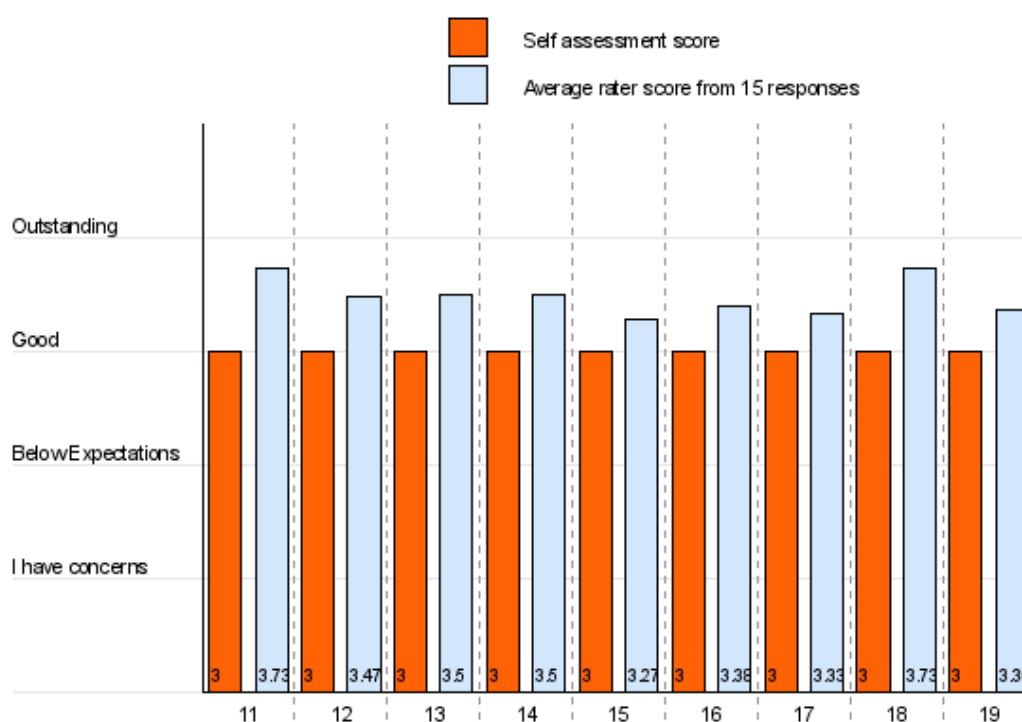
1. Diagnostic skill
2. Performance of practical/technical procedures
3. Management of complex clinical problems
4. Appropriate use of resources
5. Conscientious and reliable
6. Availability for advice and help when needed
7. Time management
8. Commitment to improving quality of service
9. Keeps up-to-date with knowledge and skills
10. Contribution to the education and supervision of students and junior colleagues

Miss Anita Hazari

## 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

Miss Anita Hazari

## 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	4	11

#### 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	8	7

#### 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
3	0	0	6	6

#### 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
3	0	0	6	6

Miss Anita Hazari

**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	11	4

**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	8	5

**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	10	5

**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	4	11

**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

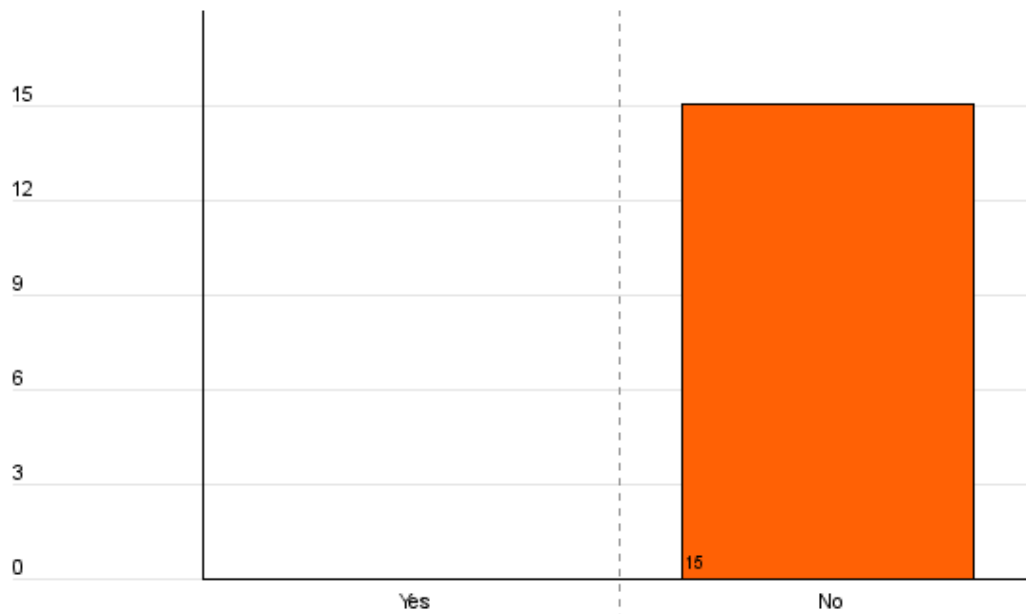
Unable to comment	I have concerns	Below Expectations	Good	Outstanding
1	0	0	9	5

## 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



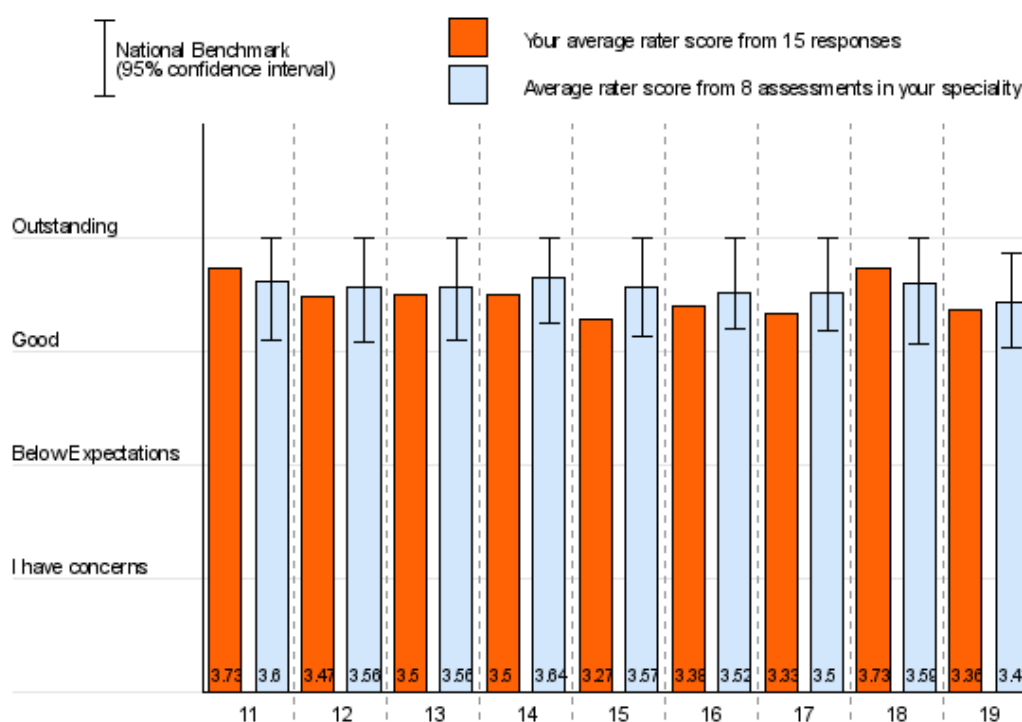
Self assessment response to this question: No

Miss Anita Hazari

## Summary of colleague results

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

Average score given for the questions below



### Questions

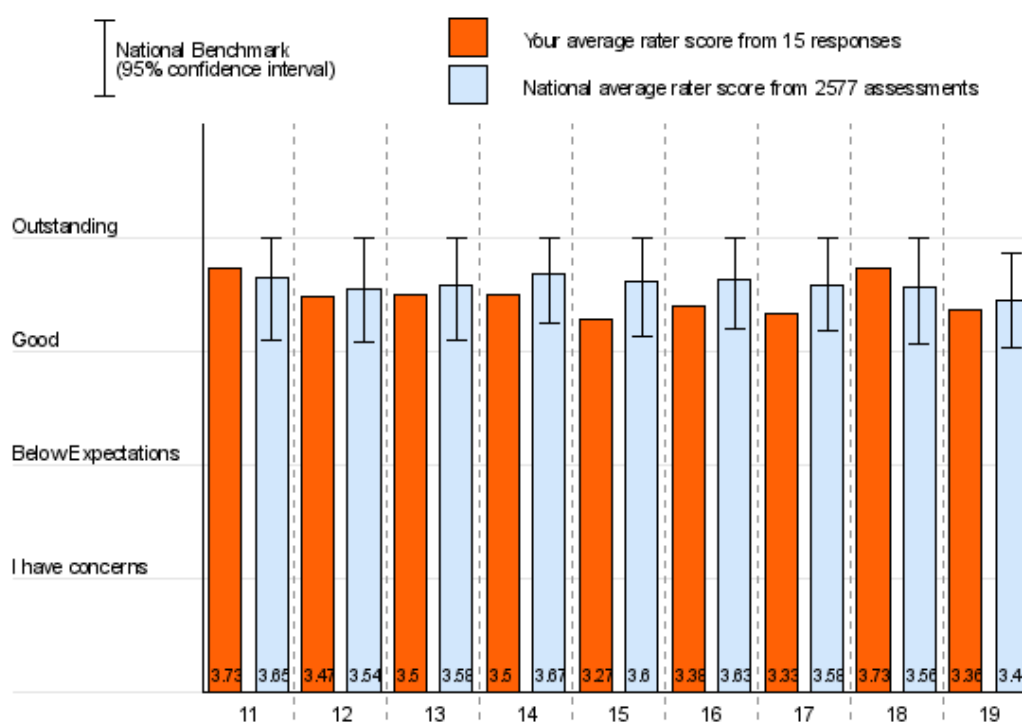
11. Spoken English
12. Communication with colleagues
13. Communication with patients, families and carers
14. Is polite, considerate and respectful to Patients
15. Is polite, considerate and respectful to colleagues of all levels
16. Compassion and empathy towards patients and their relatives
17. Values the skills and contributions of multi-disciplinary team members
18. Takes the leadership role when circumstances require
19. Delegates appropriately

Miss Anita Hazari

## 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

Miss Anita Hazari

## Comments

### Self assessment comments

#### Comments added by rater

"Anita is an outstanding member of our Department, making a significant contribution to the planning and delivery of the breast service. She is a good colleague both at a professional and personal level. Her forcefulness, which is never ill-presented or illogical is tempered by her humanity and sense of humour."

"Anita comes across as very professional and gives the patients confidence in her ability to give them the best results she can."

"Miss Hazari is well respected by the patients and their families. She cares about what she does and is very passionate.

Some of the members of staff have found that she can sometimes be unapproachable and this makes it difficult to raise any issues they may have.

It would be helpful if we could improve communication between all members of the team"

"Miss Anita Hazari always puts the patients first. Her communication skills are excellent with the patients and their families. She is extremely conscientious and hard working. She is very accommodating and flexible ensuring where possible that patients do not have a long wait for their surgery."

"self motivated, efficient and effective"

"Anita is a committed professional. She is passionate about her service and her patients. She can sometimes be frustrated by the system in which she works but is willing to give her time to explaining issues to others. She gives time and energy to the promotion and development of her service, using data and evidence to support her arguments. She would benefit occasionally from being less reactive and more reflective in her approach, recognising the perspectives of others."

"She is an extremely capable surgeon whose results speak for themselves. She speaks her mind so you always know what she is thinking."

"Anita is a very good surgeon, she is very caring towards her patients and always tries to do the best for them. She ensures that her surgery is always the best she can do and questions her juniors ability when necessary. She expects expertise from her staff."

"Hard working and excellent clinician; speaks her mind in meetings which I admire and respect. Developing her clinical service with real commitment"

"I have not been able to comment on Anita's interactions with patients as I have only work with Anita in her role as Clinical Lead. In this role I find Anita a very engaging, passionate person who is very committed to improving the service for the benefit of patients, colleagues and the Trust as a whole. She has really excelled in this role over the last 12 months engaging with GP's and all levels of management to ensure the service can overcome the challenges it faces. I thoroughly enjoy working with Anita."

*Miss Anita Hazari*



**Comments added by patients**

"VERY UNDERSTANDING AND CLEAR ADVICE."

"She is very matter of fact in a friendly professional way. I am glad to be under her medically."

"Fantastic service! Very pleased."

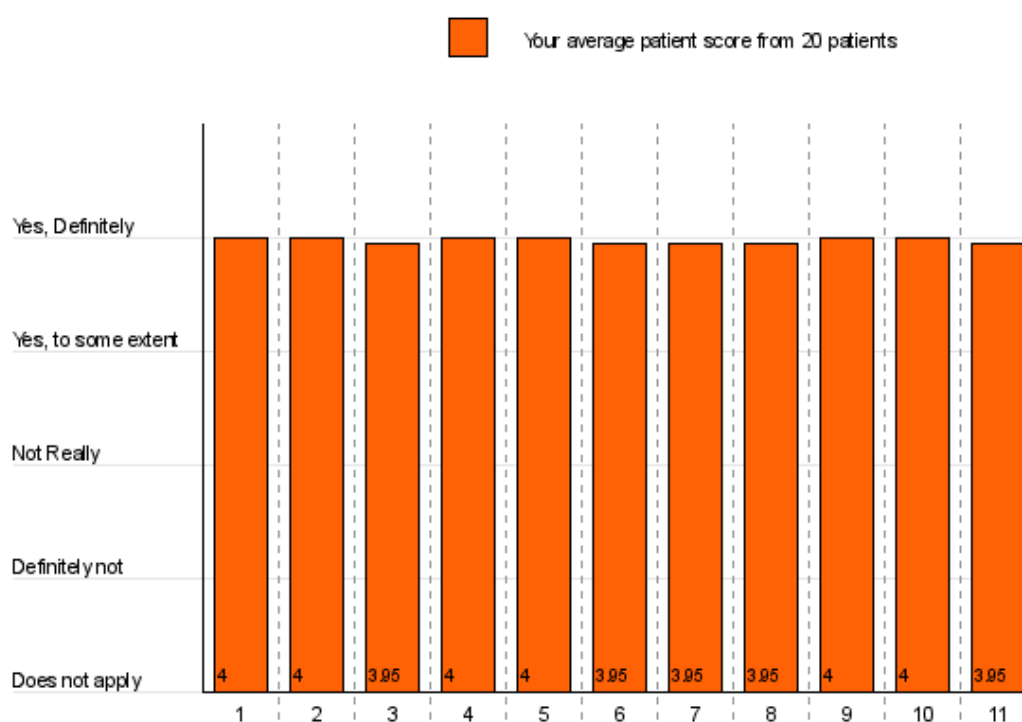
"Anita Hazari was very patient: listening carefullu and then clearly stating potential treatments/procedures. She was both assertive and empathetic but, most of all, reassuring."

"Extremely satisfied - could not ask for better care - always proffessional, polite, respectful & installs confidence in me."

*Miss Anita Hazari*

## 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?

Miss Anita Hazari

## 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	20

### 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	20

### 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	1	19

### 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	20

### 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	20

### 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

Miss Anita Hazari

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	19

Miss Anita Hazari

**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	19

**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	19

**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
1	0	0	0	19

**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
1	0	0	0	19

**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

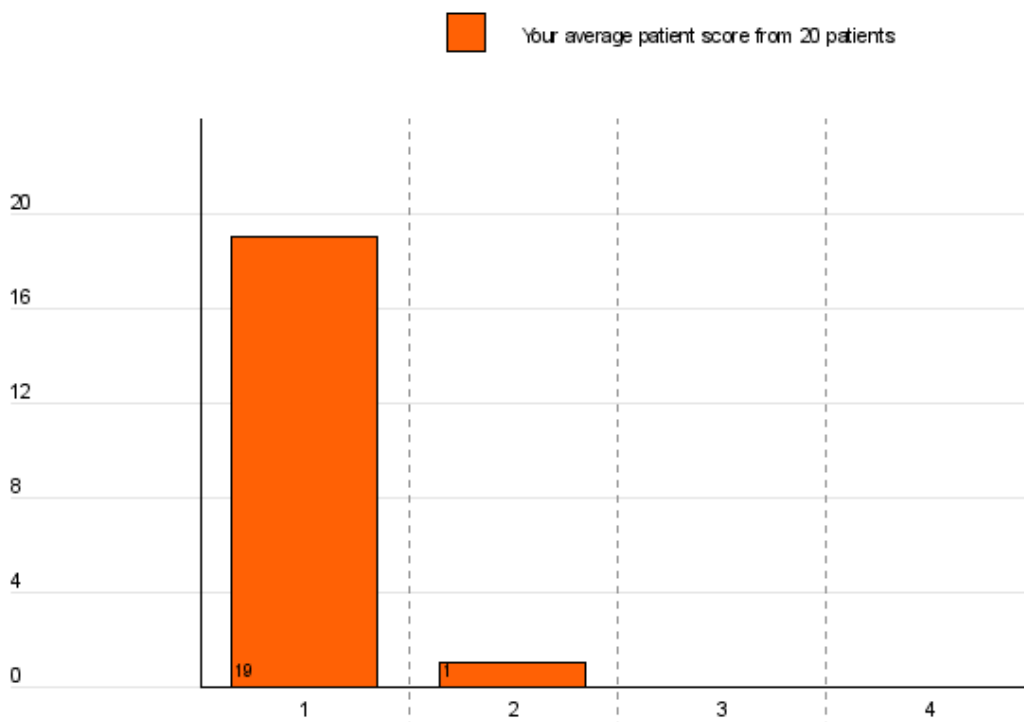
Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	1	19

Miss Anita Hazari

## 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

Miss Anita Hazari