

**360 Feedback analysis  
for  
Mr Jason Hargrave  
Podiatric Surgery - Extended  
2013/09/09**

*Mr Jason Hargrave*

## **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

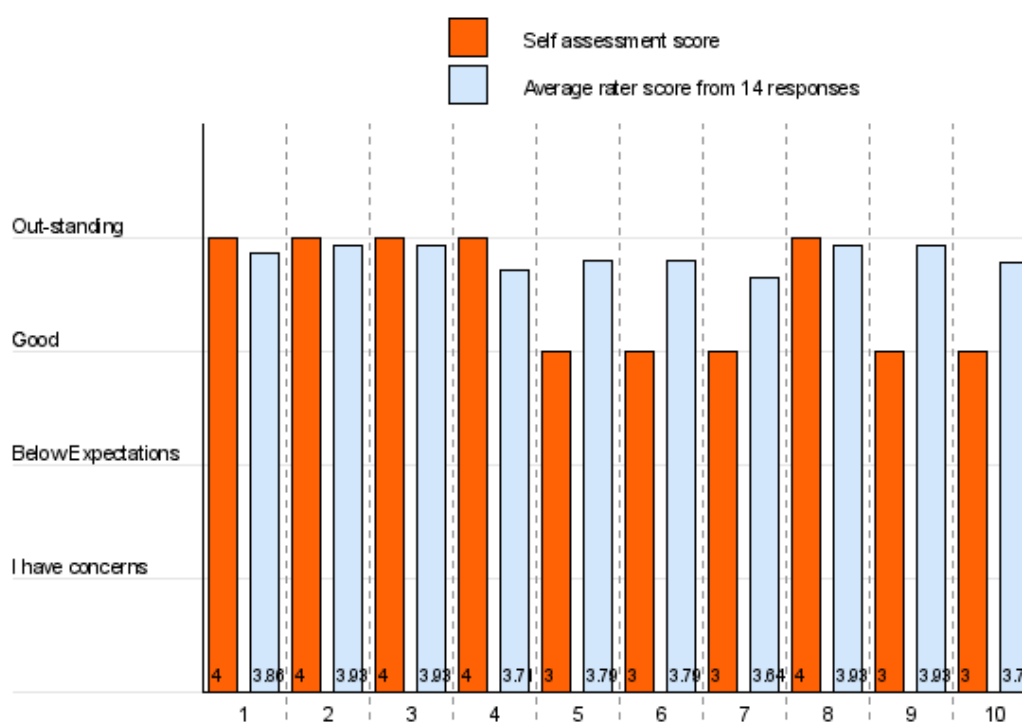
11. Spoken English
12. Communication with colleagues
13. Communication with patients, families and carers
14. Is polite, considerate and respectful to Patients
15. Is polite, considerate and respectful to colleagues of all levels
16. Compassion and empathy towards patients and their relatives
17. Values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

## 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	2	12

Q2. Performance of practical/technical procedures

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

Q3. Management of complex clinical problems

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

Q4. Appropriate use of resources

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
0	0	0	4	10

Q5. Conscientious and reliable

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

Q6. Availability for advice and help when needed

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

Q7. Time management

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
3	0	0	4	7

Q8. Commitment to improving quality of service

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

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

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

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

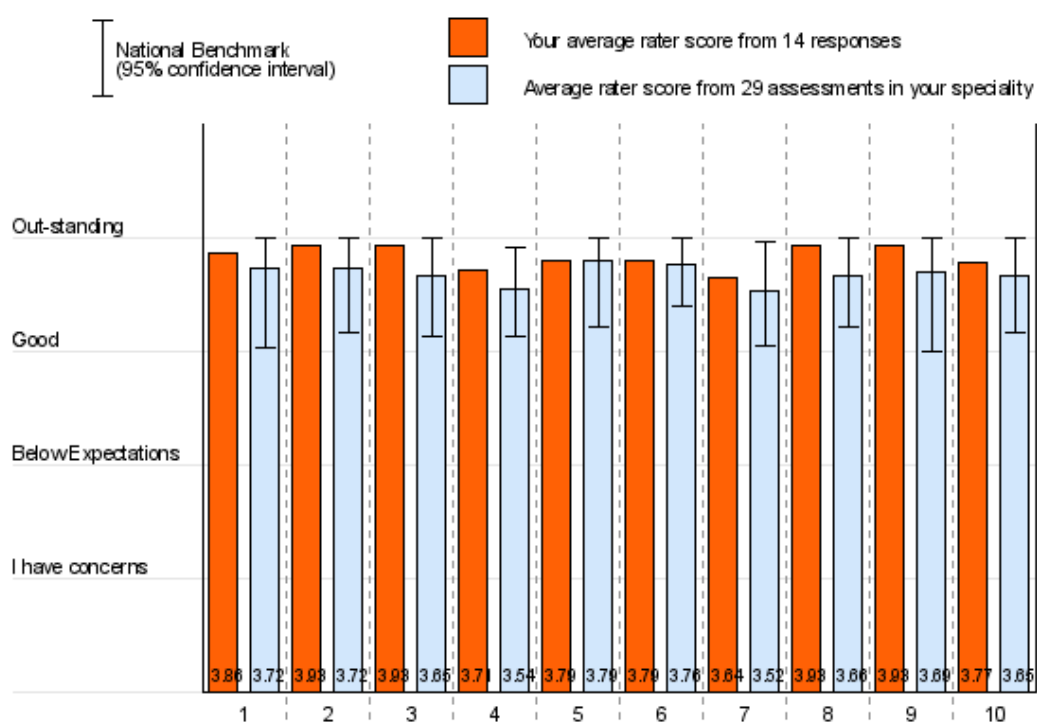
Unable to comment	I have concerns	Below Expectations	Good	Out-standing
1	0	0	3	10

Mr Jason Hargrave

## Summary of colleague results

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

Average score given for the questions below



## Questions

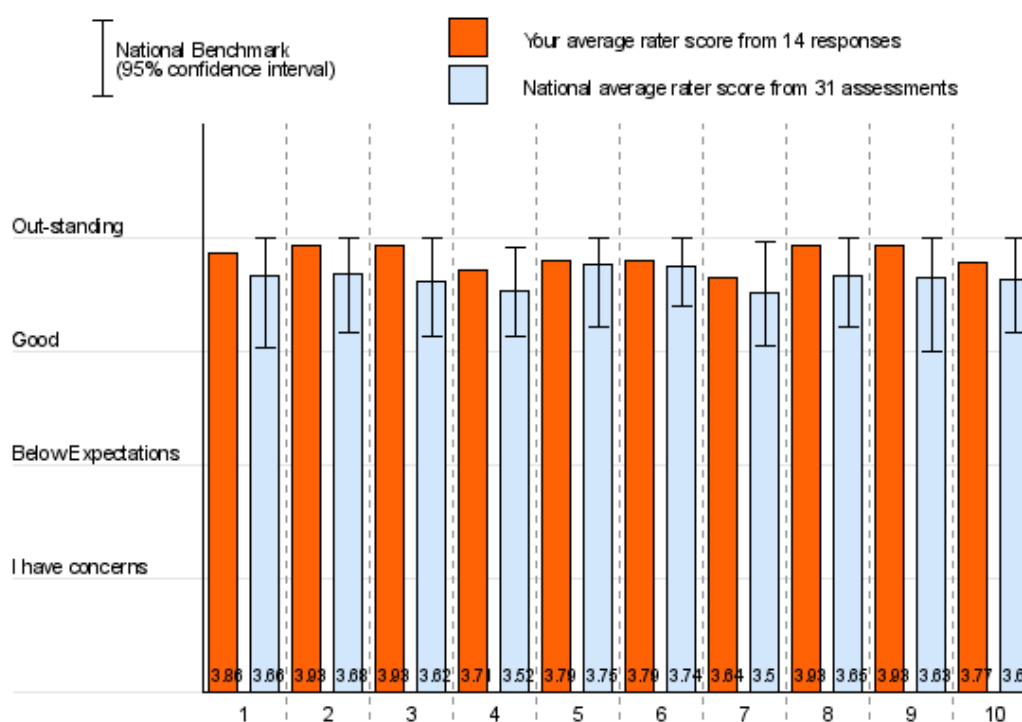
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10. Contribution to the education and supervision of students and junior colleagues

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

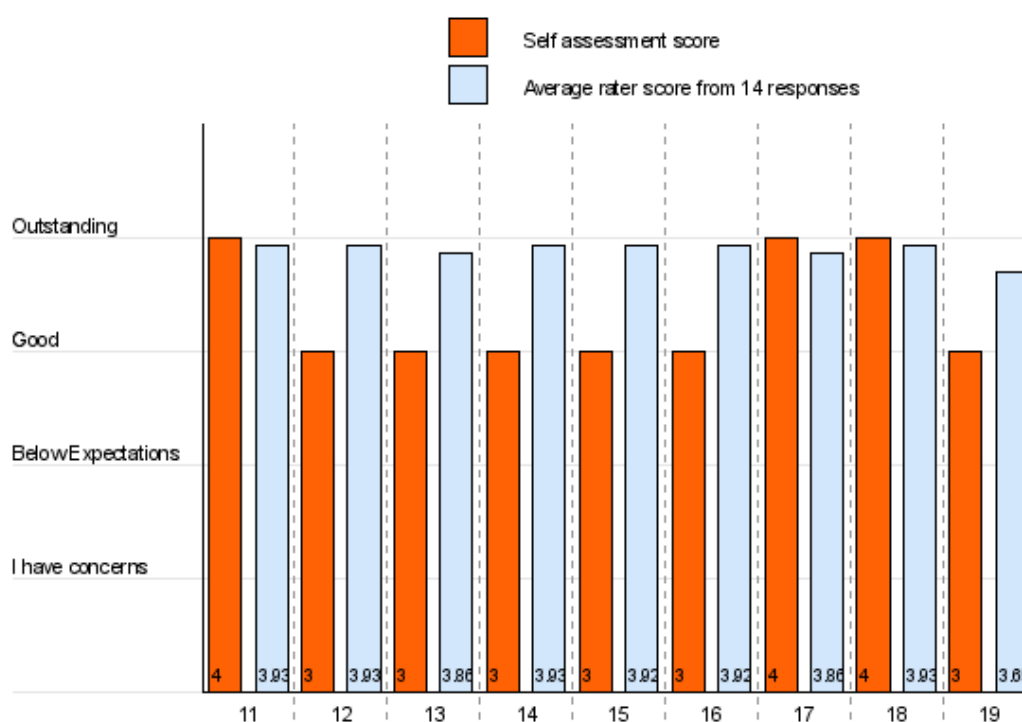
Mr Jason Hargrave



## 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 Jason Hargrave

## 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	1	13

Q12. Communication with colleagues

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
0	0	0	1	13

Q13. Communication with patients, families and carers

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
0	0	0	2	12

Q14. Is polite, considerate and respectful to Patients

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
0	0	0	1	13

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

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
1	0	0	1	12

Q16. Compassion and empathy towards patients and their relatives

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
1	0	0	1	12

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

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
0	0	0	2	12

Q18. Takes the leadership role when circumstances require

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
0	0	0	1	13

Q19. Delegates appropriately

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
1	0	0	4	9

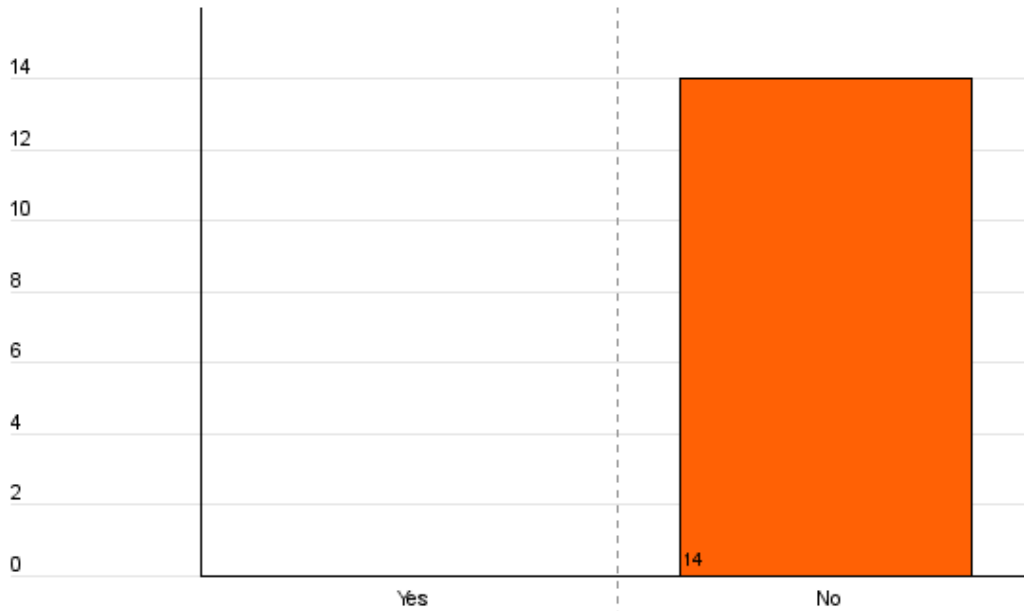
Mr Jason Hargrave

## 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



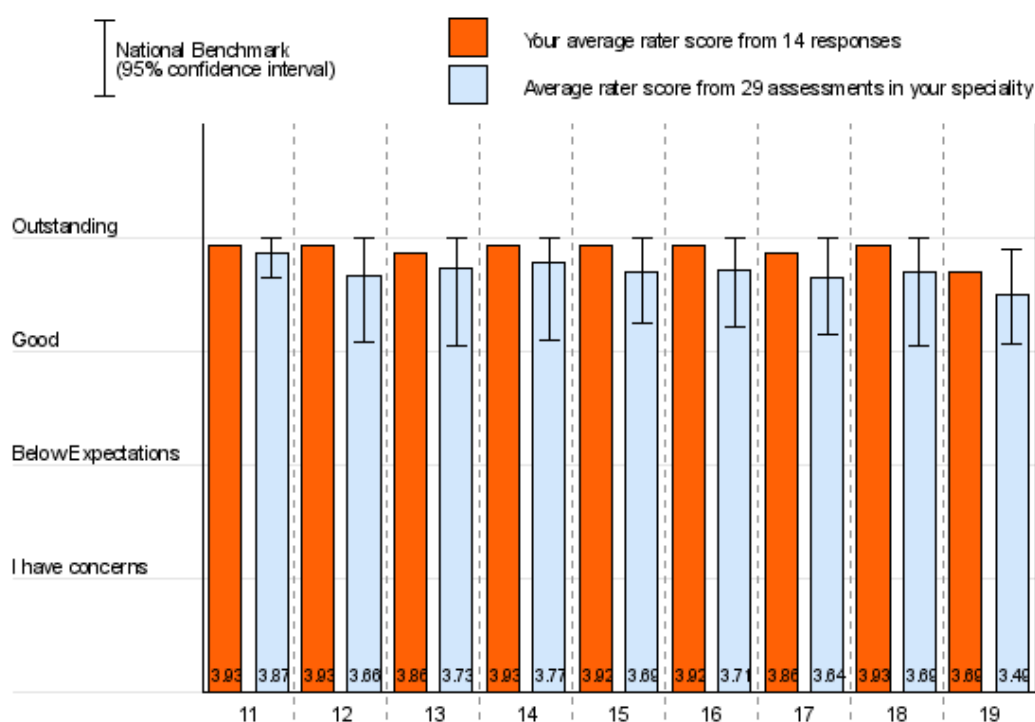
**Self assessment response to this question:** No

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## Summary of colleague results

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

Average score given for the questions below



### Questions

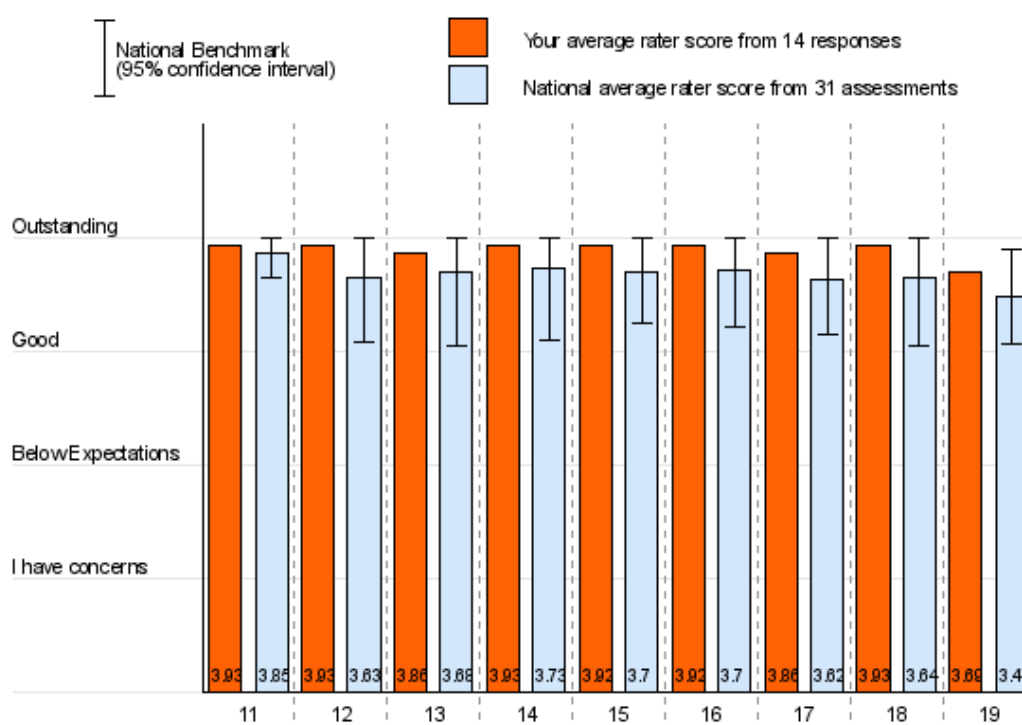
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## Summary of colleague results

### Comparisons with National Average

Average score given for the questions below



### Questions

11. Spoken English
12. Communication with colleagues
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
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## Comments

### Self assessment comments

"I have learnt to be less trustful of the knowledge of less experienced clinicians and more trusting of ones with greater experience.

I have learnt in the last few years that some colleagues lack the probity that I expect from myself. I have found this extremely disappointing and it has made me a more guarded individual."

### Comments added by rater

"Mr Hargrave is very caring with patients and work colleagues."

"Mr Hargrave is an exemplary practitioner, with very strong diagnostic and practical skills. He is open and approachable, very supportive of less experienced practitioners. He is an invaluable source of advice in the management of challenging cases."

"Jason is an excellent surgeon and one who pushes the envelope of treatment and management of cases. He is keen to grow the profession and is passionate about his work"

"Mr Hargrave is an outstanding gentleman, with manners and skills that match his position in his field. The ONLY downside to Mr Hargrave is his time keeping. At first when i knew him, his patients felt slightly rushed through their appointments. Now, he is slower spending the 'correct'(i feel) time with patients, but this can sometimes extend his list times. He has the amiable manner to correct others within the team of theatre and assessment, and teach them what he needs and why he needs such items to complete his task. Others in his field tend to not go into detail which seems to leave bad opinion. Mr Hargrave's technique in showing and explanation is well received."

"Jason has repeatedly demonstrated his desire to improve his own and his colleagues knowledge and professional skills. He is keen to teach and inform and is totally supportive to his colleagues. He demands and gives total support when he feels an injustice has been committed"

"His clinical work is excellent. His preoperative patient care is above par. His working relation with the colleagues is exemplary."

"I have worked alongside and known Jason for approximately 6 years. In that time I have found him to be one of the most discreet, conscientious, dedicated, highly skilled and professional surgeons within the profession. Trainees aspire to have the skills and knowledge that Jason has, and I am sure that he is unaware of this. He helps colleagues of all levels and never makes them feel inadequate or of a lesser skill level. Many of the profession would dream of working with him and tapping into his knowledge and surgical expertise. I am unable to give anything other than praise of this gentleman."

"Jason Hargrave is a very hard working and dedicated Podiatric Surgeon and is respected by both patients and colleagues. He is always looking for new advancements in his field and often attends conferences and teaching seminars. I enjoyed working with Jason and learnt a lot under his guidance."

"I have worked with Mr Hargrave for some years now and more closely for the past few years, I have always found him to be an excellent colleague.

He is extremely knowledgeable in his profession and always happy to share that knowledge. I have learnt a lot from him.

*Mr Jason Hargrave*

He is very caring towards all of his patients and always takes the time to speak with them explaining and answering all their questions and reassuring them.

He has a very positive attitude towards dealing with any potential problems or difficulties and will always deal with things immediately. He involves all colleagues in discussion with problem solving and will take on all suggestions, and where needed will put changes into place immediately where possible."

"Mr Hargrave is an outstanding surgeon, in fact I believe the most technically gifted person I have ever worked with, his skills are second to none"

"Mr Hargrave is an outstanding surgeon, in fact I believe the most technically gifted person I have ever worked with, his skills are second to none"

### **Comments added by patients**

"Very friendly and polite I'm very happy with the consultation and can't wait to go ahead with the procedure."

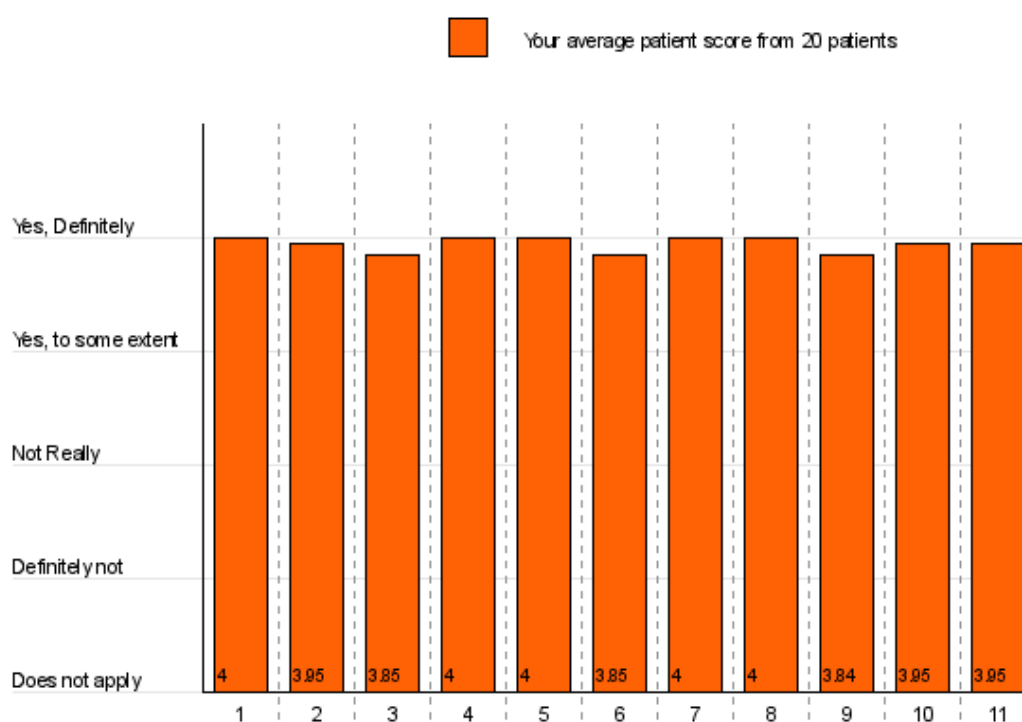
"Excellent doctor, would highly recommend him. Also very caring. Thanks. Even called me on weekend when I needed urgent response."

"Brilliant Doctor, no need for improvement. The doctor has changed my life I am and always been grateful. Thank you so much."

*Mr Jason Hargrave*

## 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 Jason Hargrave



## 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	20

### 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	1	19

### 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	3	17

### 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	20

### 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	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

Mr Jason Hargrave

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	3	17

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

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

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	20

**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
1	0	0	0	19

**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: Establish and maintain partnerships with patients

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	1	1	17

**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
1	0	0	1	18

**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 Jason Hargrave

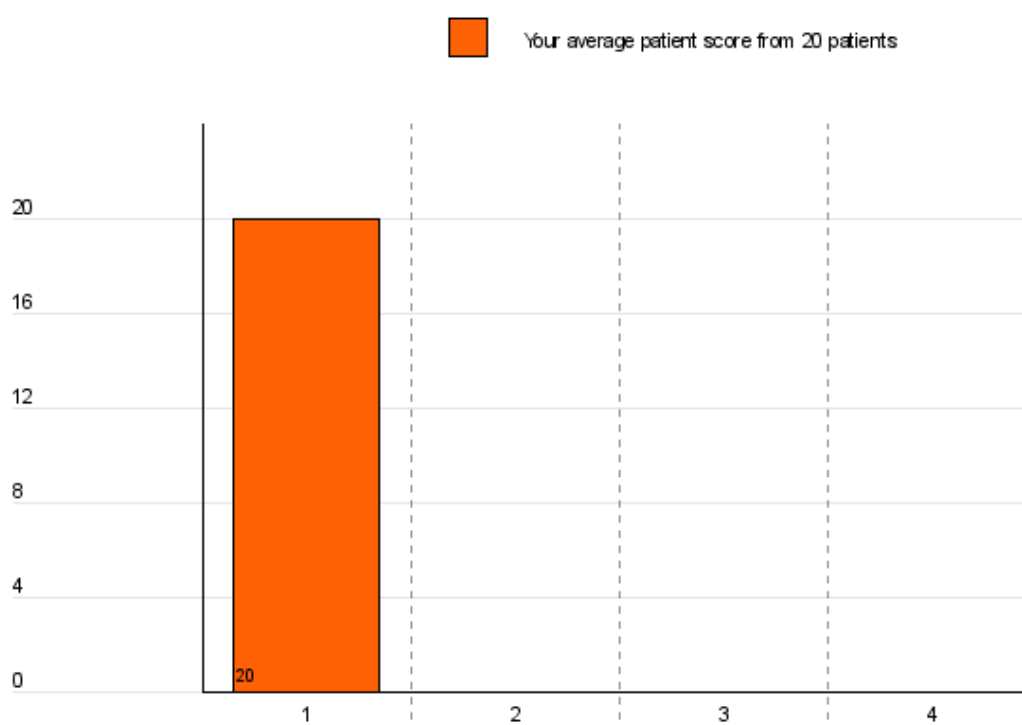
Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	1	19

Mr Jason Hargrave

## 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

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