



**360 Feedback analysis  
for  
Mr Vinod Menon  
General Surgery  
2018/05/31**

*Mr Vinod Menon*



## **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)

*Mr Vinod Menon*



## **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](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. 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?

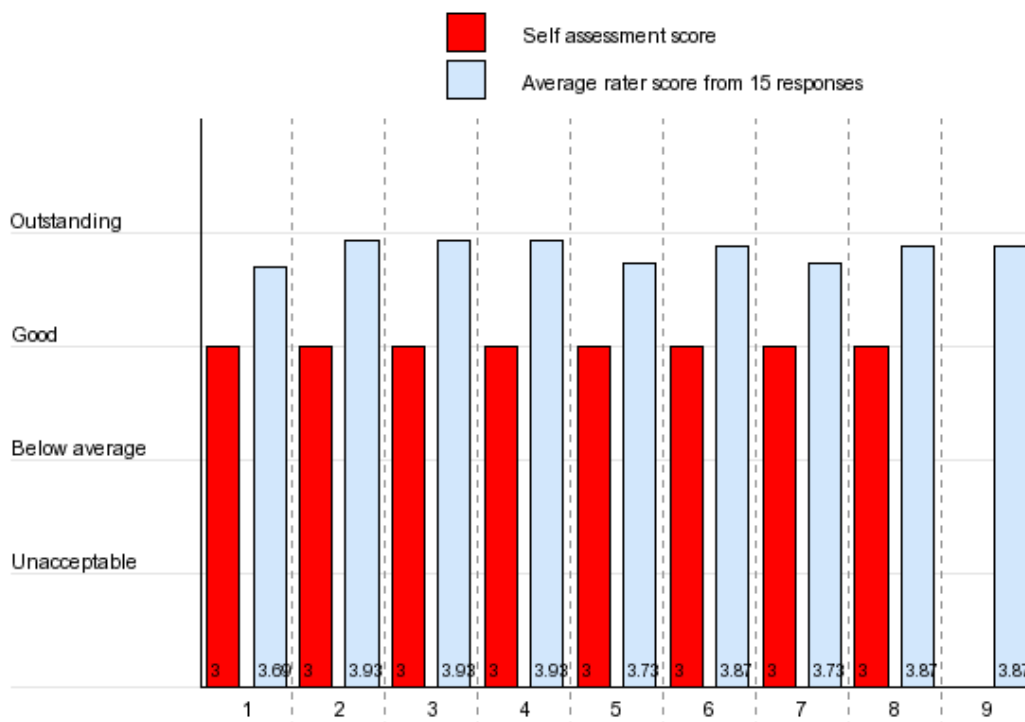
**The question numbers correspond to the key on any graph**



## 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
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

Mr Vinod Menon



## 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
2	0	0	4	9

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
1	0	0	1	13

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	1	14

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
0	0	0	1	14

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
0	0	0	4	11

Mr Vinod Menon



**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	2	13

**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	11

**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	2	13

**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	13

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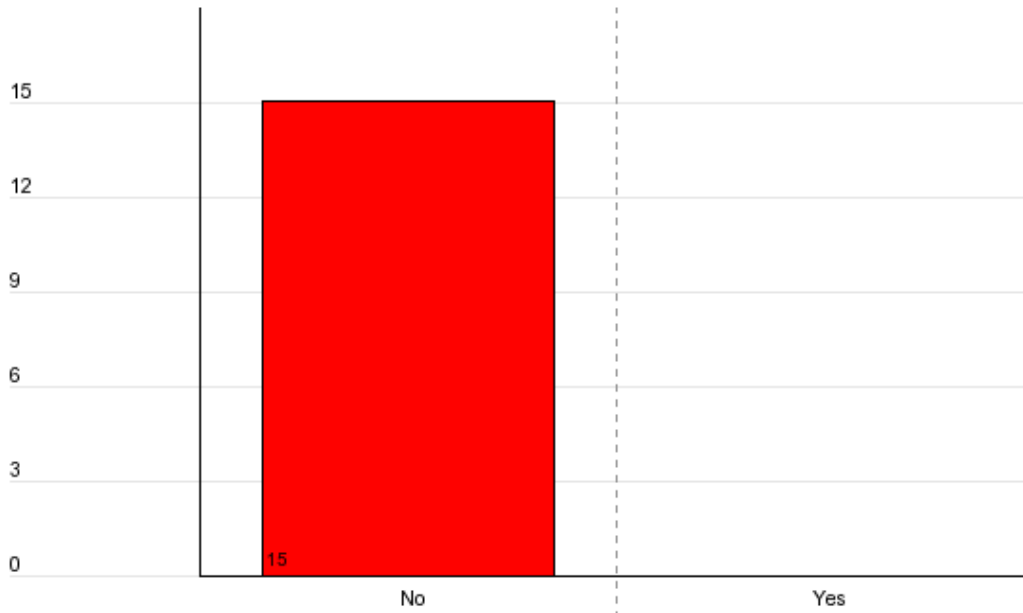


## Summary of colleague results

### 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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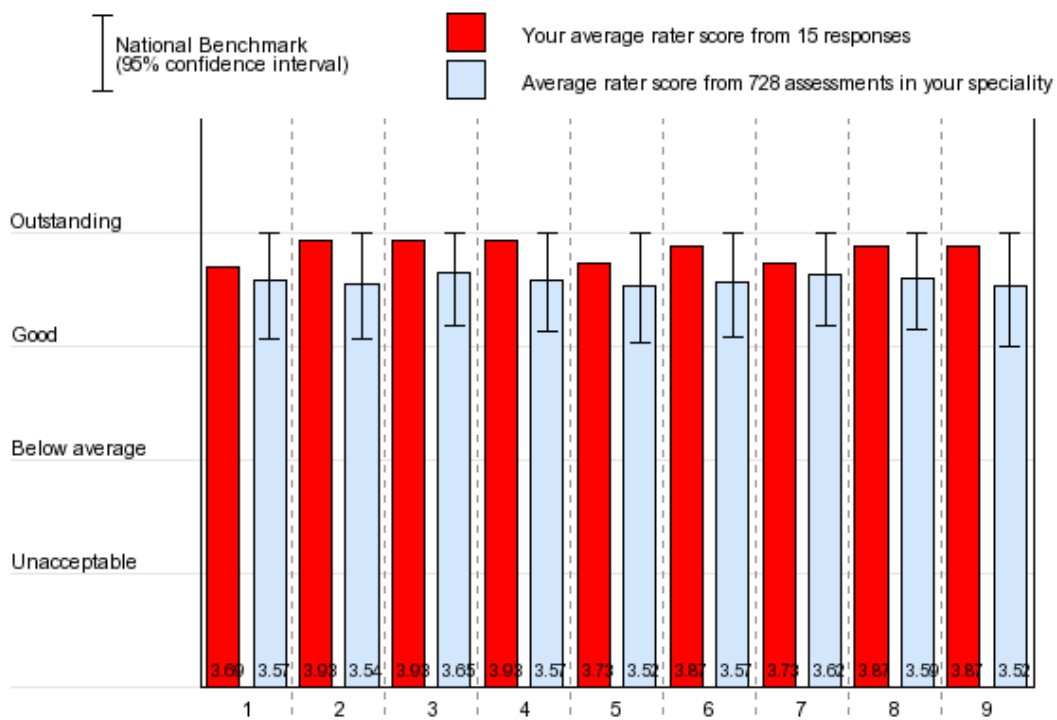




## Summary of colleague results

### Comparisons with your speciality - General Surgery

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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8. Team Player: Values the skills and contributions of multi-disciplinary team members
9. Leadership: Takes the leadership role when circumstances require; Delegates appropriately

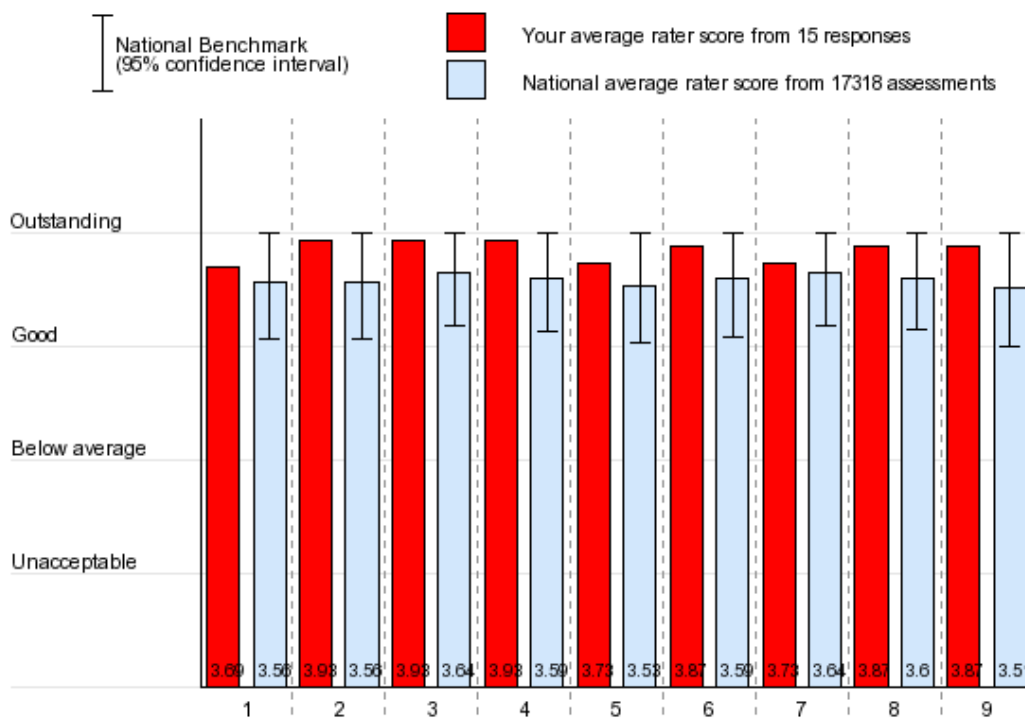
Mr Vinod Menon



## 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
4. Professional Development: Commitment to improving quality of service; keeps up-to-date with knowledge and skills
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Mr Vinod Menon



## Comments

### Self assessment comments

"I have been a consultant surgeon for over 15 years, 10 years as Clinical Director for surgery. During this time period I have contributed to and led on a number of developments in surgery, we have progressed on recruitment and retention, contributed to research and published widely. Our clinical outcomes are extremely good and come within the very top in the country"

### Comments added by rater

"Mr Menon is an excellent all-round Consultant, extremely hard working, very supportive and very well liked by both patients and co-workers everywhere and is a real pleasure to work with."

"Mr Menon, works hard to communicate effectively with all grades of staff to manage and improve patient care. He is willing to listen to alternative suggestions and lead the team, delegating appropriately. He encourages research, audit and regularly teaching and encourages team members to attend relevant teaching to remain current."

"He is a great role model.

Our team is the best team, because he is in charge.

He is a great team leader who leads by example.

He is very approachable, extremely hard working and very thoughtful about the team.

We learn a lot from him and are privileged to have this experience."

"Vinod is a hardworking, reliable and supportive colleague. He is also very good Clinical Director, who has accomplished a lot during his tenure as CD."

"Mr Menon is an outstanding leader who does so from the front, middle and when required, steers from the back.

He understands the needs of the Division (of Surgery) and how these can be met, within the ever-challenging environment in which we work.

Mr Menon has a busy clinical practice which he delivers to a high level, amidst a number of other commitments and roles.

Going forward, he may wish to consider, and discuss with colleagues, how he envisages the future leadership of the Division, and his vision for the development of new services."

"Clinically exceptional

Challenging times to be a clinical manager- performs exceptionally well

Greater pressure to deliver more operating facilities might (or might not!) resolve the problems"

"Vinod is a surgeon who thinks as well as does operation.

He manages complex cases expediently and holistically with sub-specialties.

He is receptive and supportive of service development, to improve patient care."

"I have known Mr Menon since 2004 when I joined this trust. till 2008 I have been on call registrar and have done many on calls with Mr Menon. In every aspect he appeared to be outstanding and I was very happy when he became the Clinical Director for Surgery. He proved to be an exceptional clinical director improving the surgical department enormously. I got to know him better when I joined upper GI team for most of my general surgical activities in 2012. He is an exceptional surgeon, clinical director and above all a human being with excellent qualities. I still learn from him. I wish him all the best and wish he lead the Surgery Department for many more years."

*Mr Vinod Menon*



"Vinod is a great surgeon who manages to remain kind and calm even in the most trying circumstances."

"I have worked with Mr Menon for a number of years now and he is a valued leader and also team player. He is supportive of all members of the team and very approachable. He values the team for their skills and input. He is kind and considerate towards patients and treats them with compassion and care."

"Mr Menon is a colleague surgeon in theatres, he always communicate well with the team, comes to theatres early and discussed the plan for the day. He has a good working relation with the theatre staff as well."

"Mr. Vinod Menon is an exceptional surgeon. He is an expert in his field as evidence of his outstanding performance in both practical and technical procedures. He can manage complex cases with the use of appropriate resources. He is compassionate and considerate to all his patients and their relatives. He is very polite and respects everybody in theatre regardless of their position or job role. He values the skills and contributions of everybody in the team. He always say good morning first thing in the morning and say thank you to everybody at the end of the day. He is a very good teacher to students and learners and supervise students and junior colleagues. Overall, he is not just an outstanding surgeon but an exceptional human being as well."

"I always enjoy working with Mr Menon. I have commented that his teaching skills are outstanding. From a Medical Student to a Consultant Mr Menon's teaching is of a high standard."

"Mr Menon is a dedicated, conscientious and caring surgeon. He has led his own subspecialty and more widely the surgical group as Clinical Director for 10 years. This challenging role brings few rewards and much criticism, all of which Mr Menon carries with upmost professionalism. He is an excellent colleague and mentor and strives to develop good relationships with colleagues and staff alike. It is my privileged to work alongside such a role model."

### **Comments added by patients**

"NO COMPLAINTS IN TREATMENT RECEIVED."

"Helpfull as always."

"Dr was very friendly and Approachable answered all my questions and come up with an alternate solution to my surgery. Made me feel very Relaxed."

"WONDERFUL & PLEASANTLY KIND."

"Explained how I could understand Very Helpfull."

"ALL OK."

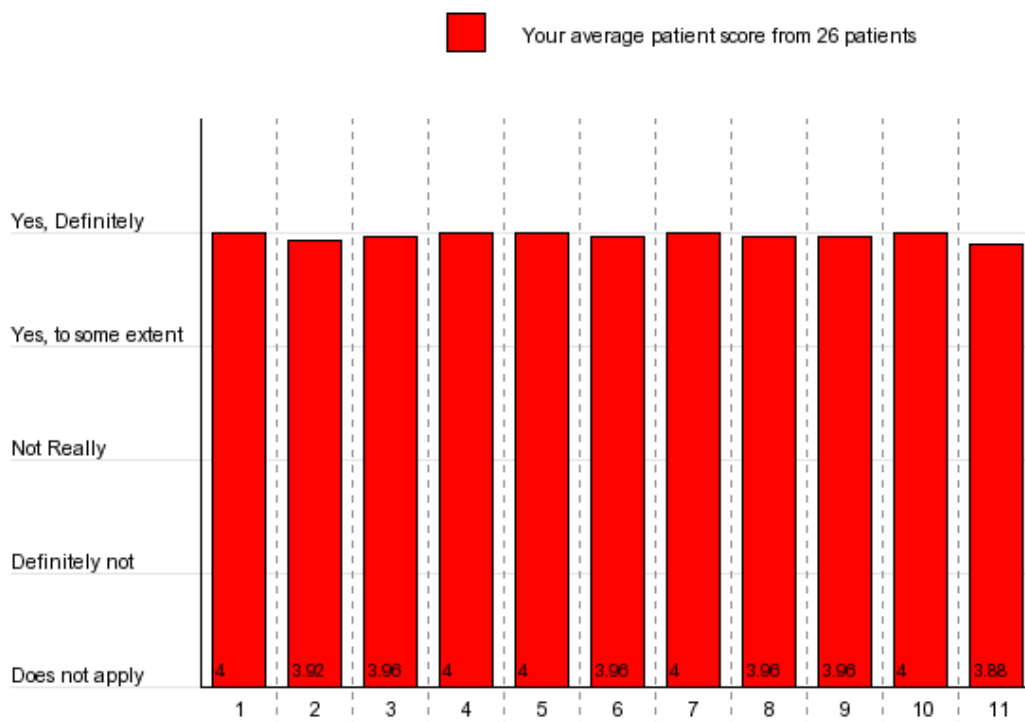
"Warm welcome + very understanding. I am so relieved to have a doctor like this, he has listened and been lovely."

*Mr Vinod Menon*



## 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 Vinod Menon*



## 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	26

### 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	2	24

### 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	25

### 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	26

### 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	26

Mr Vinod Menon



**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
0	0	0	1	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	0	26

**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	25

**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	1	24

**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	25

Mr Vinod Menon





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	3	23

Mr Vinod Menon

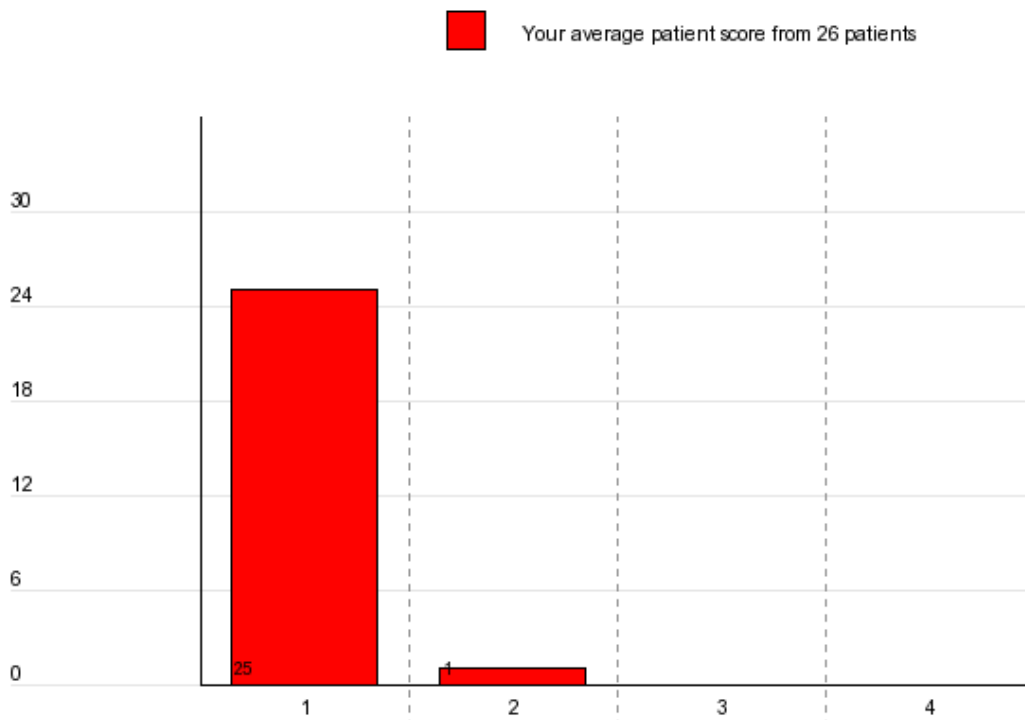




## Summary of patient results

### 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

Mr Vinod Menon