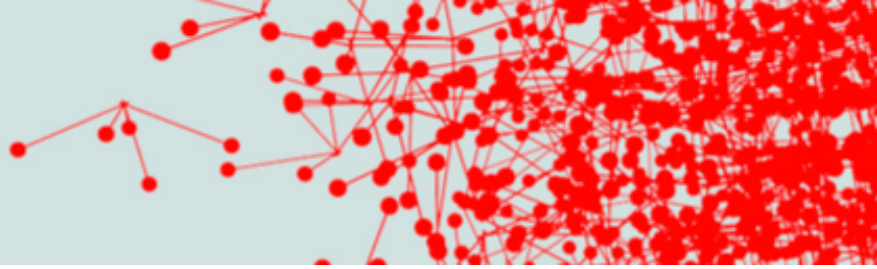


**360 Feedback analysis
for
Prof Vinod Menon
General Surgery
2023/04/28**

Prof Vinod Menon



How to analyse your report

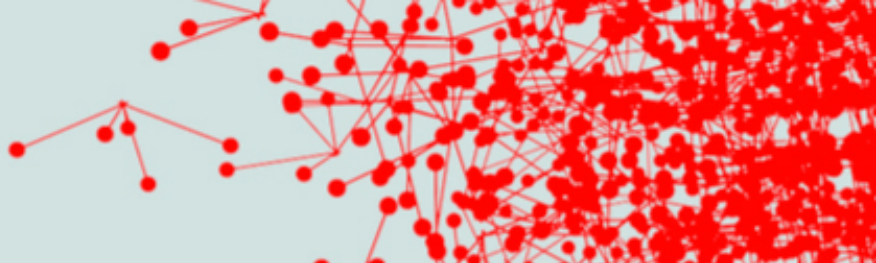
In most instances scores are very high. However, no quick assumptions or conclusions should be drawn from low scores until reasons have been explored. Below is a list of possible reasons for low scores. These have been provided for discussion and reflection. There may well be many other reasons for low 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



Facilitator Feedback Notes

Feeding back the contents of the 360 report to your colleague

Introduce the feedback session and describe your role as a facilitator to encourage reflection and personal development planning. If appropriate, consider setting some ground rules, such as confidentiality.

Seek your 360 doctor's views first - Ask questions rather than make statements.

If your 360 doctor has low scores in a particular area, do not make assumptions. There are many reasons for low scores some of which are detailed on the previous page. Low scores may be a result of workload or staff shortages. Of course, low scores may also be due to personal competence.

If there are clusters of raters scoring below average/unacceptable, the Medical Director should be informed.

Seek 360 doctors views first: -

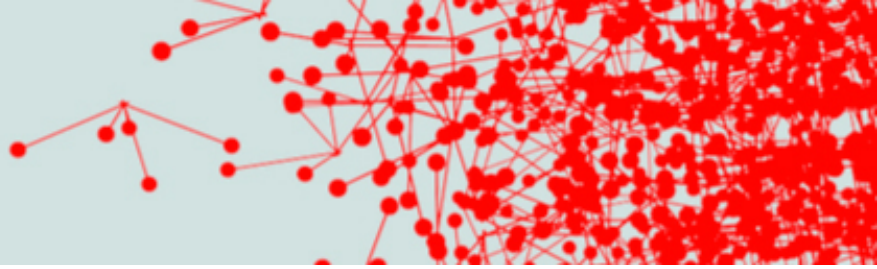
- What went well and why?
- What didn't go so well? and why?
- What changes would you like to see in the future?
- How will these changes be implemented?
- What will happen to reassess / monitor improvements?

Concentrate on specific areas which cause most concern e.g. high variance between self and colleagues assessments. Then focus on specific items of behaviour.

Compliment on the areas where the individual scored highly as well as address areas for improvement. Encourage the individual to build on their strengths. The graphic quantitative feedback report allows you to discuss current, sensitive issues in a direct manner. The feedback interview should be held in private, avoiding interruptions.

Stick to the facts and always avoid becoming emotional or using emotional language. For example, if a doctors has a low score in communication skills you might say 'you have scored below average to unacceptable in the communication skills element please comment on that?' instead of "you didn't do very well in communication skills did you?"

If you are looking for additional training then 360 Clinical can help. For further information please visit www.360clinical.com or contact us on telephone +44 0845 180 1405 or email info@equiniti360clinical.com



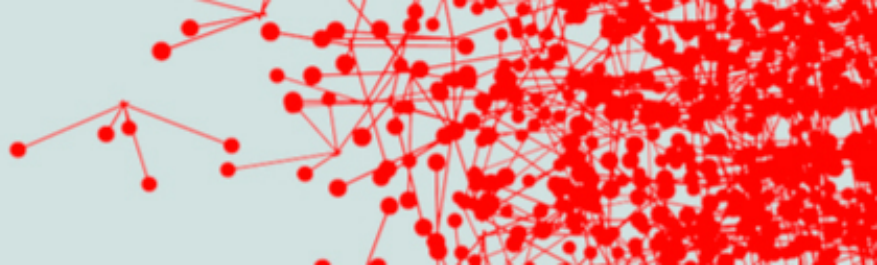
Questionnaire

The following questionnaire was distributed to peers

Page 1

1. Clinical Assessment: Diagnostic skill; performance of practical/technical procedures
2. Patient Management: Management of complex clinical problems; appropriate use of resources
3. Reliability: Conscientious and reliable; available for advice and help when needed; time management
4. Professional Development: Commitment to improving quality of service; keeps up-to-date with knowledge and skills
5. Teaching and Training: Contributes to the education and supervision of students and junior colleagues
6. Verbal Communication: Spoken English; communication with colleagues, patients, families and carers
7. Empathy and Respect: Is polite, considerate and respectful to patients and colleagues of all levels; compassion and empathy towards patients and their relatives
8. Team Player: Values the skills and contributions of multi-disciplinary team members
9. Leadership: Takes the leadership role when circumstances require; Delegates appropriately
10. Do you have any concerns about the Probity or Health (physical or mental) of this doctor?

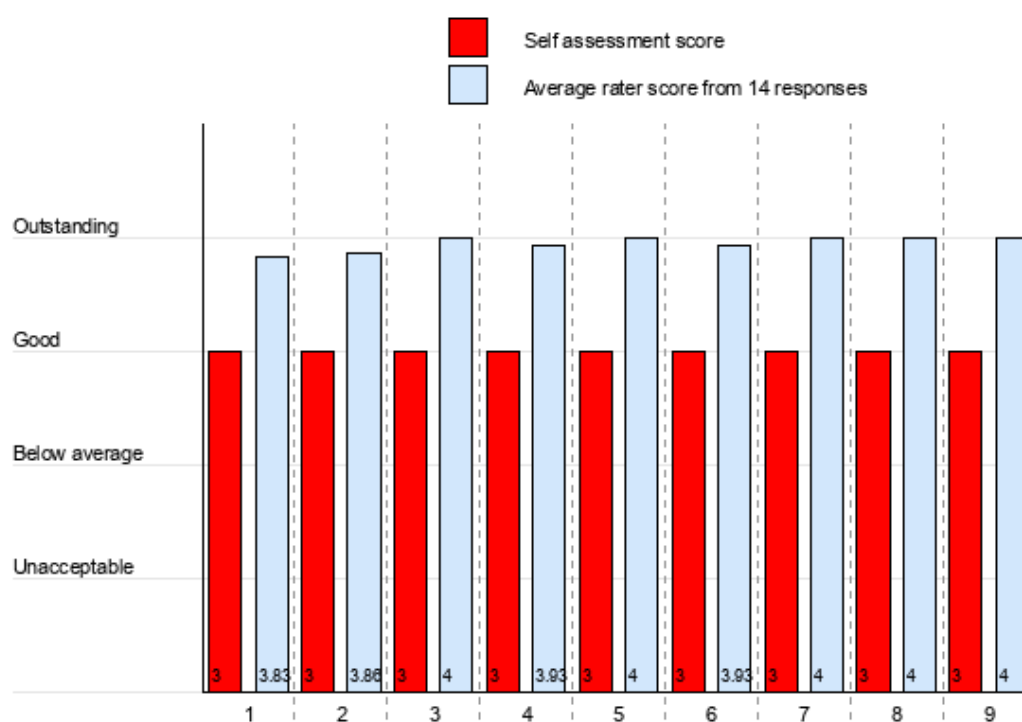
The question numbers correspond to the key on any graph



Summary of colleague results

Colleague assessment

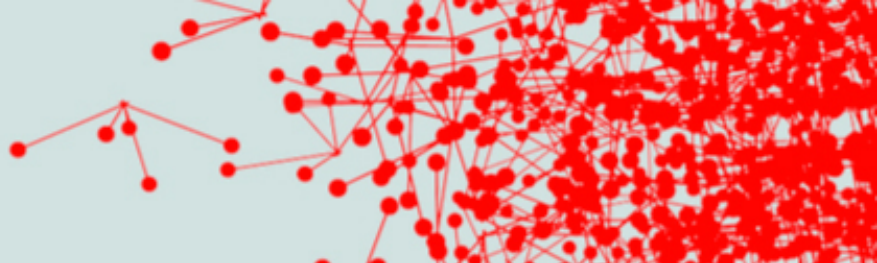
Average score given for the questions below



Questions

1. Clinical Assessment: Diagnostic skill; performance of practical/technical procedures
2. Patient Management: Management of complex clinical problems; appropriate use of resources
3. Reliability: Conscientious and reliable; available for advice and help when needed; time management
4. Professional Development: Commitment to improving quality of service; keeps up-to-date with knowledge and skills
5. Teaching and Training: Contributes to the education and supervision of students and junior colleagues
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

Prof 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	2	10

Q2. Patient Management: Management of complex clinical problems; appropriate use of resources

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Attribute: Maintain your professional performance

Unable to Comment	Unacceptable	Below average	Good	Outstanding
0	0	0	2	12

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	0	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	13

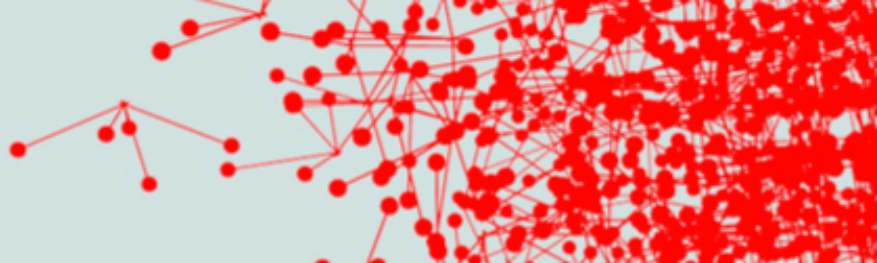
Q5. Teaching and Training: Contributes to the education and supervision of students and junior colleagues

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	0	14

Prof 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	1	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	0	14

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	0	14

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

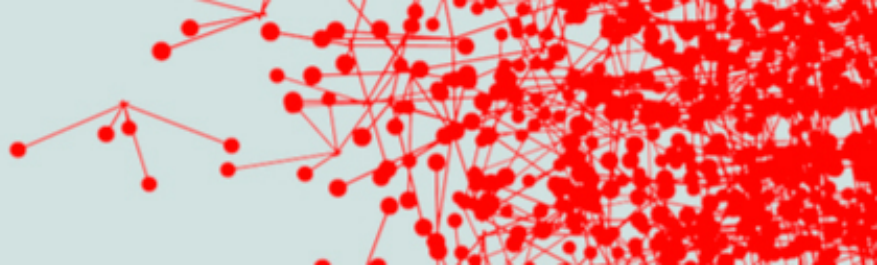
Domain (UK only): Communication partnership and teamwork

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	0	14

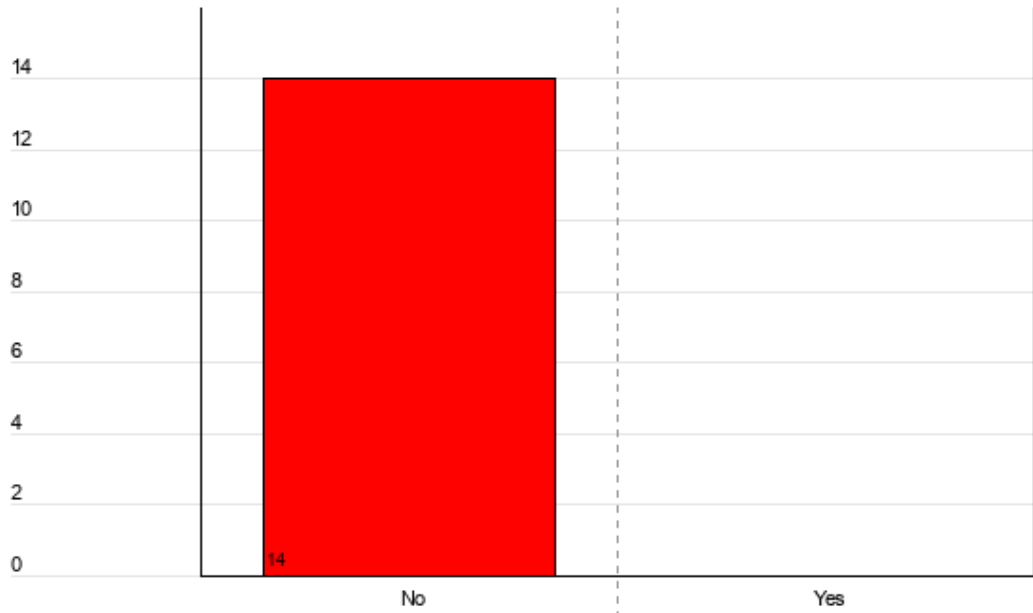


Summary of colleague results

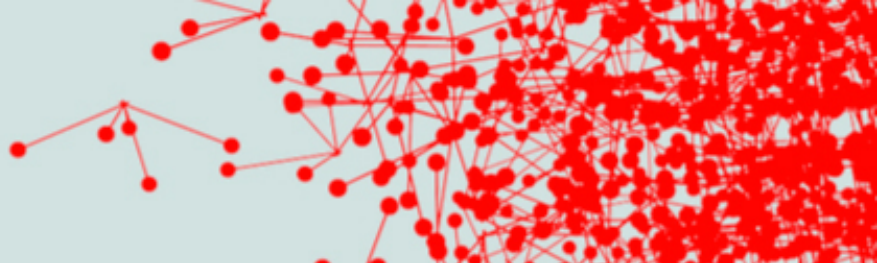
Colleague assessment

Q10. Do you have any concerns about the Probity or Health (physical or mental) of this doctor?

Total responses



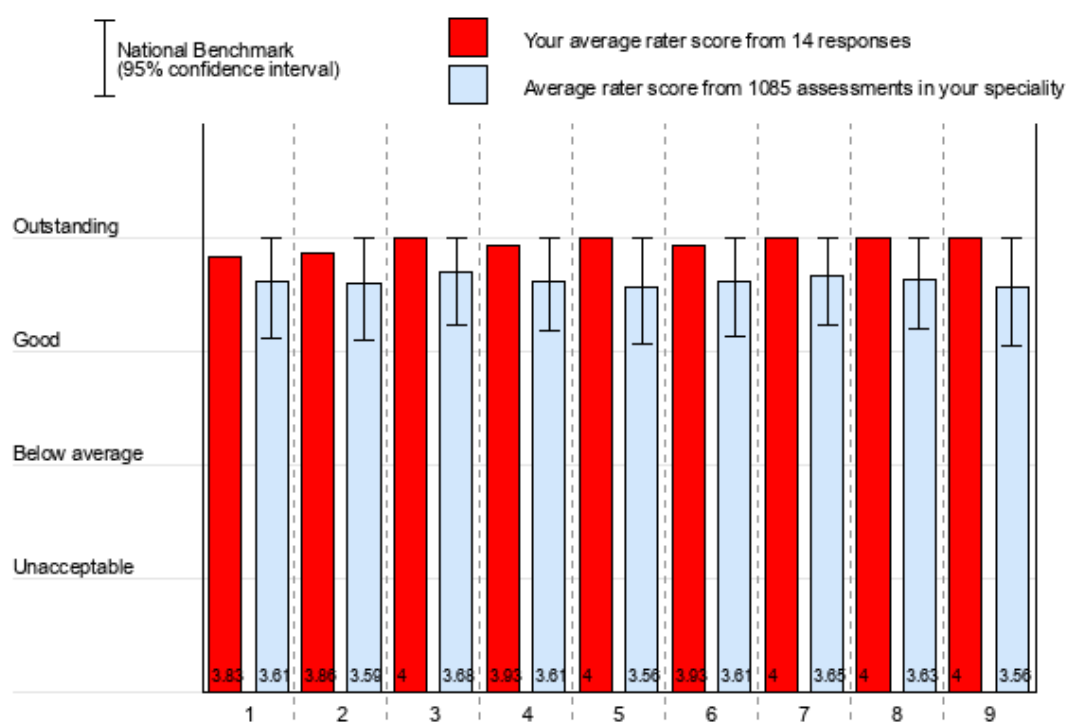
Self assessment response to this question: No



Summary of colleague results

Comparisons with your speciality - General Surgery

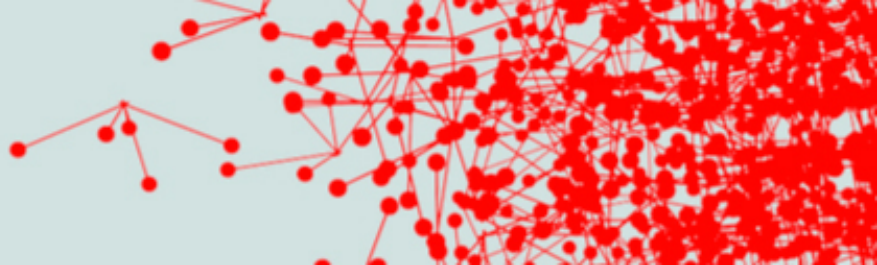
Average score given for the questions below



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
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

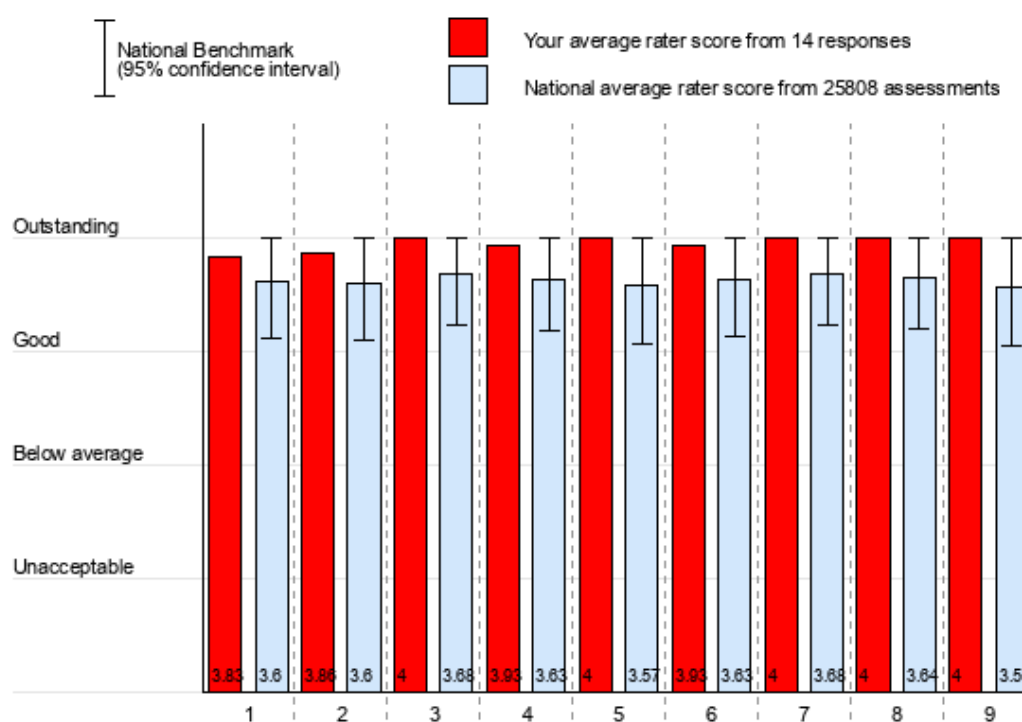
Prof Vinod Menon



Summary of colleague results

Comparisons with National Average

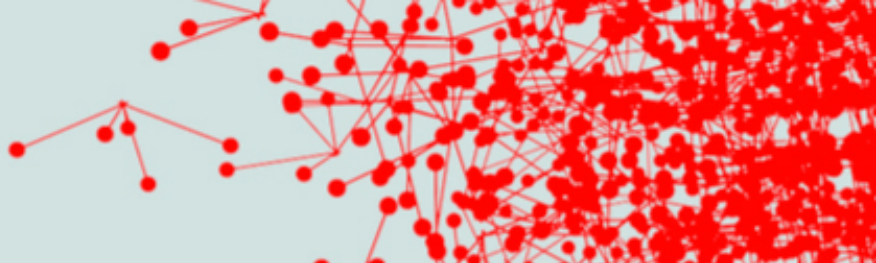
Average score given for the questions below



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
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

Prof Vinod Menon



Comments

Self assessment comments

Comments added by rater

"I work with Professor Menon on a daily basis - I find him incredibly approachable, kind, supportive and always with a smile on his face.

He is a pleasure to work with and glad to have him within my team."

"Professor Menon is an inspirational senior member of the team. He has many objective strengths including excellent patient assessment skills, communication skills, and operative decision making and leadership in theatre with patient safety always at the forefront. He is constantly abreast of national and international guidelines and is always accessible no matter what time of day or night if help is required when it comes to patients. He has been in hospital with me at 3am before even when not on call to ensure his patients get appropriate care. Furthermore he exhibits immense leadership and management skills and when he was Clinical Director of Surgery he implemented several measures to ensure we as juniors could give outstanding clinical care - for example the creation of SAU clinic for emergency surgical patients with designated ultrasound slots; and protocols allowing theatre prioritisation of sick surgical patients.

Overall he is"

"Great inspiring teacher"

"Mr Menon has been in the leading front as an excellent surgeon, working closely with the upper GI MDT, managing complex patients and leading education and clinical skills. He has always stepped forward to support and help his colleagues as an excellent team player"

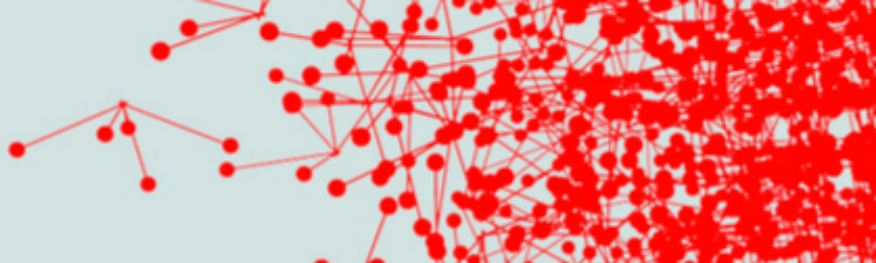
"Mr. Menon always introduces himself to all staff and says hello when walking on the unit
he is always polite and explains things clearly to patients and staff
he always asks if we are happy to have his patients back on the unit"

"I have worked with Prof Menon for 19 years. I have rated him outstanding in every question above as I could not find a rating which says 'outstanding and an example to other consultants'. Out of all the consultants who have worked in the surgical department at UH over the past 19 years, he is 1 of the 2 consultants who have chaired a national committee (BOMSS). Every year I see many publications with his name as the author or a co-author. As a Senior consultant, he is always there to discuss, advice and take on the management of complex patients even from other hospitals. He is easily contactable and always available even when he is not on call. He is also the director of West Midlands surgical training centre and take a keen interest in the training of the juniors. He is an extremely busy man who also travel abroad to attend meetings and collaborate with other centres. He is Humble and always cares about the well being of his co"

"Professor Menon is a true professional and exceptional Doctor/surgeon; being highly skilled. He is very well liked by his colleagues and most definitely his patients and their families. He goes the extra mile in his care and patients' always comment on this fact. He is a highly valued member of the MDT and supports all colleagues. He is keen to teach and ensures this is integrated into his working day. He is very approachable and staff really enjoy working with him and learning from him. He is a natural leader. Past patients remember him with fondness and gratitude."

"Vinod is an excellent doctor who leads by example. He is an excellent leader, teacher and trainer. He is liked by patients and

Prof Vinod Menon



colleagues alike."

"Very considerate to patient and colleagues, always ready to liaise with everyone/anyone needed to get best for the patient and open to suggestions."

"Vinod Menon has been my colleague and friend at the University Hospital since I joined the trust in 2005. In all these years, he has been a great help and support to me personally. He is a great team player, and he has always been a conscientious surgeon and clinician, who is well liked by his patients and everyone in the trust."

"Vinod is fantastic colleague, excellent communicator and aspiring mentor. I work with him closely in both Upper GI and bariatric surgery. His surgical planning skills and procedural skills are outstanding. He is very hardworking and phenomenal team player. Fantastic asset to UHCW."

"Vinod brings a confidence and assurance to his role, he is totally patient first in his attitude and approach. He is both professional and charming in his interactions - he values the staff around him and the contribution they bring. He quietly develops himself and his specialty and deserves more credit than he is potentially receiving in the Trust."

"Mr Menon demonstrates good clinical assessment skills and patient management, communicates well with patients and colleagues. He continues to lead and be involved in developing services both in UK and India. He is president of BOMSS and encourages team learning and participation of all grades of health professionals both in acute care and primary care. He is good at involving all members of the MDT in decision making regarding complex patients."

"Mr Menon is an extremely fantastic Consultant to work with and for, having been his Medical Secretary for 14 years, during his times of Clinical Director for General Surgery as well as Clinical Lead for many years. He is very hard working and never says NO to anybody, he is very highly respected by everybody he works with as well as patients and this reflects in the amount of patients he has referred to him from all specialities inside the trust and outside and the number of patients on his waiting list for surgery.

He is a very good role model for Junior Doctors coming through under his supervision and is respected by everybody who knows him. Nothing is ever too much for him, very obliging on all levels and a very good and supportive Consultant.

It is very hard to think of anything Mr Menon could improve upon other than to stop working so hard :)"

Comments added by patients

"A very Pleasant Doctor."

"EXLENT TREATMENT FROM MR MENON AND HIS STAFF."

"Felt very confident with the Doctor who answered all my questions and made me feel relaxed."

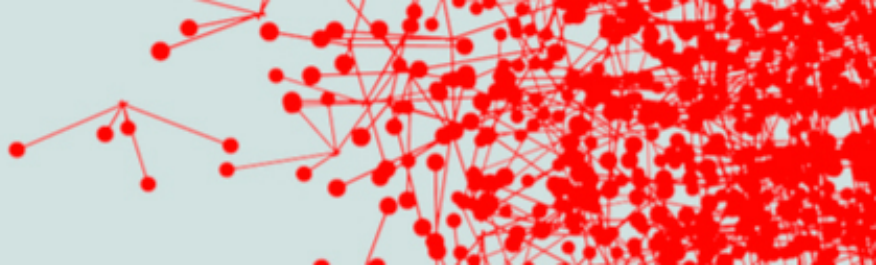
"Just to say Thankyou for your Hard work."

"Felt at ease & listened to."

"He was very good I Happy."

"The doctor was great."

Prof Vinod Menon



"Very polite friendly and put me at ease."

"Thank you so much - it was a rough year and you all helped me - thank you."

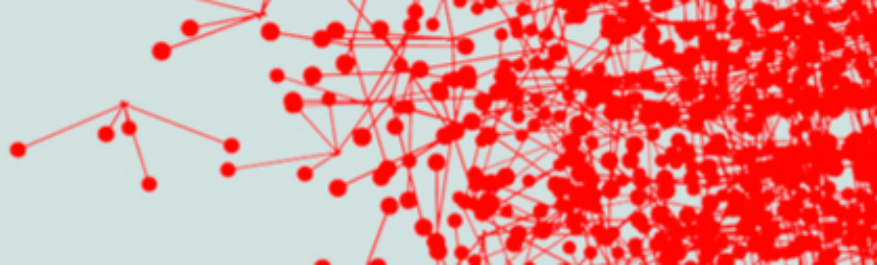
"Wonderful Service by Mr Menon."

"Just excellent treatment all round."

"Very Satisfied."

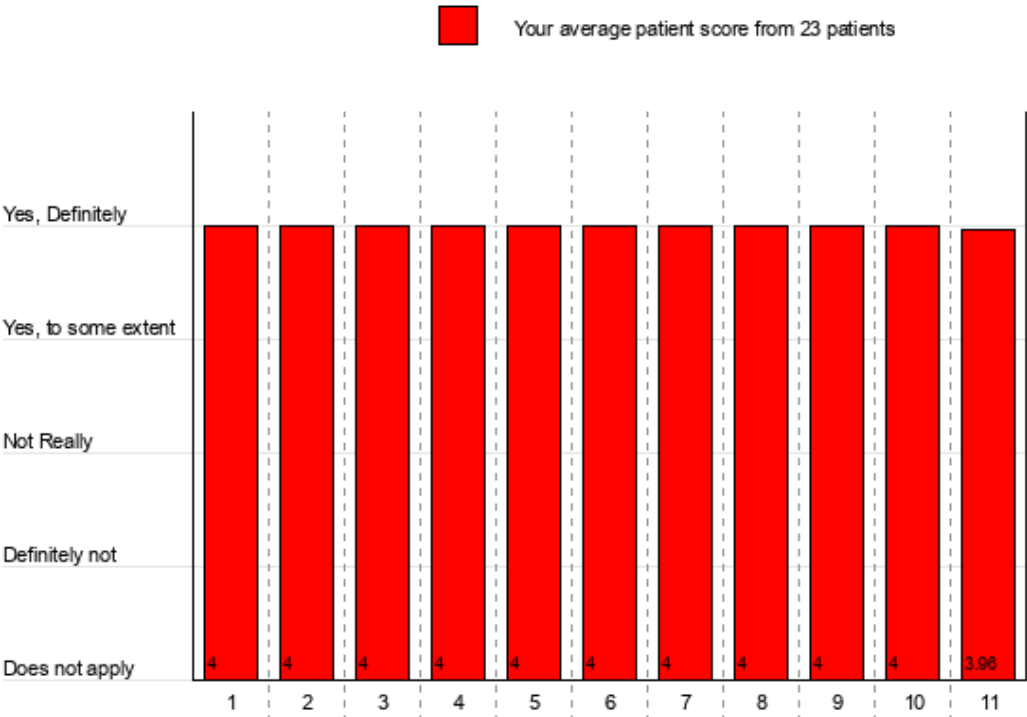
"Delighted from start to finish. Everything was done so professionally and with great politeness and friendly."

"EXCELLENT DOCTOR SO KIND."



Summary of patient results

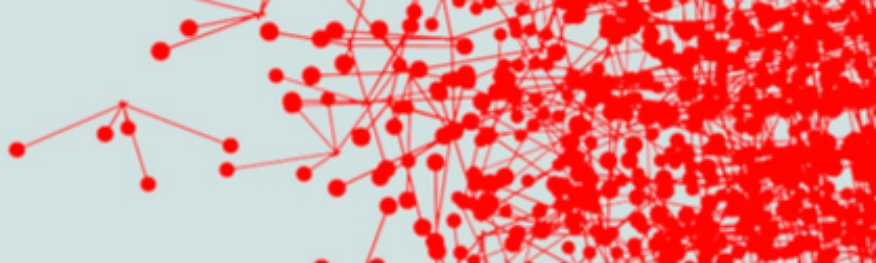
Average score given for the questions below



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?

Prof 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	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: 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	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?

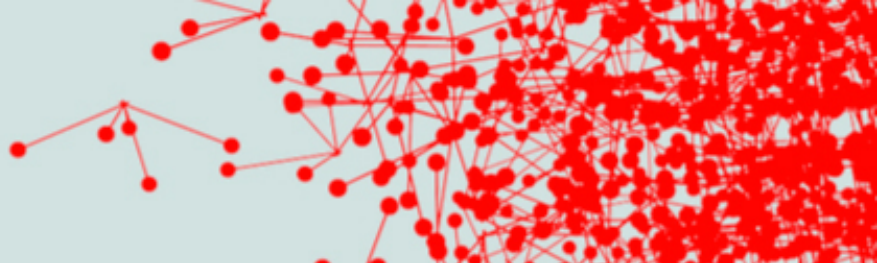
Domain (UK only): Knowledge skills and performance

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
0	0	0	0	23



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	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
0	0	0	0	23

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

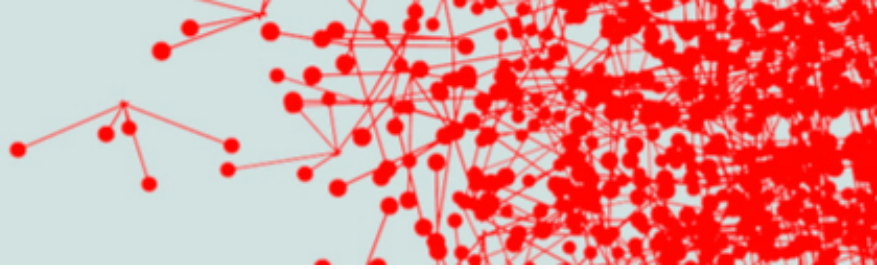
Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
3	0	0	0	20

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
3	0	0	0	20



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

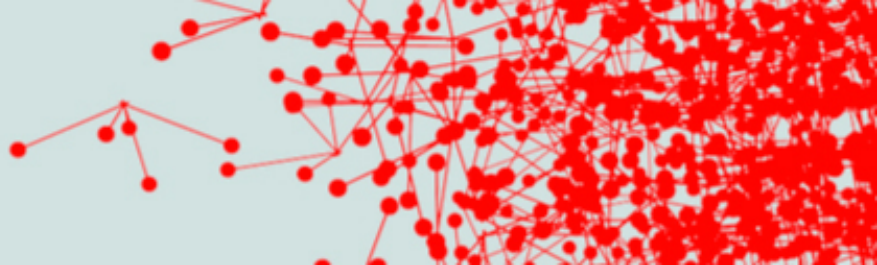
Attribute: Apply knowledge and experience to practice

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	22



Summary of patient results

Overall how satisfied were you with the doctor you saw?

Total responses



Key

- 1. Very satisfied
- 2. Fairly satisfied
- 3. Not really satisfied
- 4. Not at all satisfied