

**360 Feedback analysis  
for  
Dr Richard Bogle  
Cardiology- Extended  
2013/02/04**

*Dr Richard Bogle*

## **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 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. 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?

### Cardiology- Extended Specific Questions

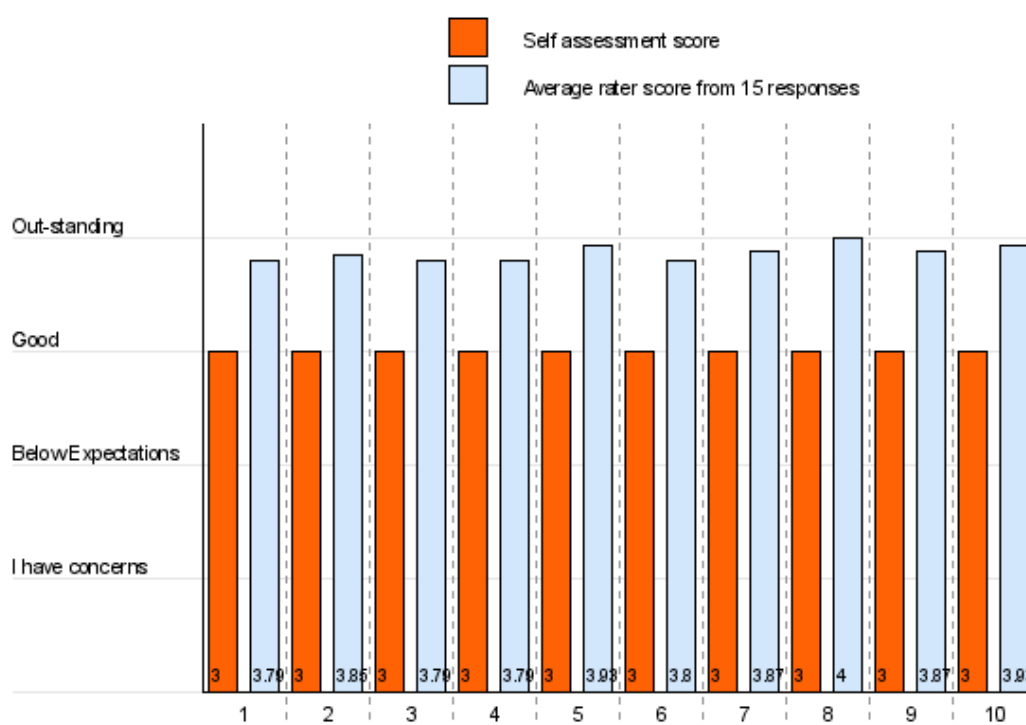
21. Ability to explain the significance of cardiovascular rehabilitation in the treatment of patients with cardiovascular disease
22. Ability to use appropriate investigations prior to recommending an invasive procedure

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

## Summary of colleague results

### Colleague assessment

Average score given for the questions below



### Questions

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

*Dr Richard Bogle*

## 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
1	0	0	3	11

#### 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
2	0	0	2	11

#### 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
1	0	0	3	11

#### Q4. Appropriate use of resources

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
1	0	0	3	11

#### 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	1	14

#### 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	3	12

Dr Richard Bogle

Q7. Time management

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
0	0	0	2	13

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	0	15

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
0	0	0	2	13

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

Domain (UK only): Knowledge skills and performance

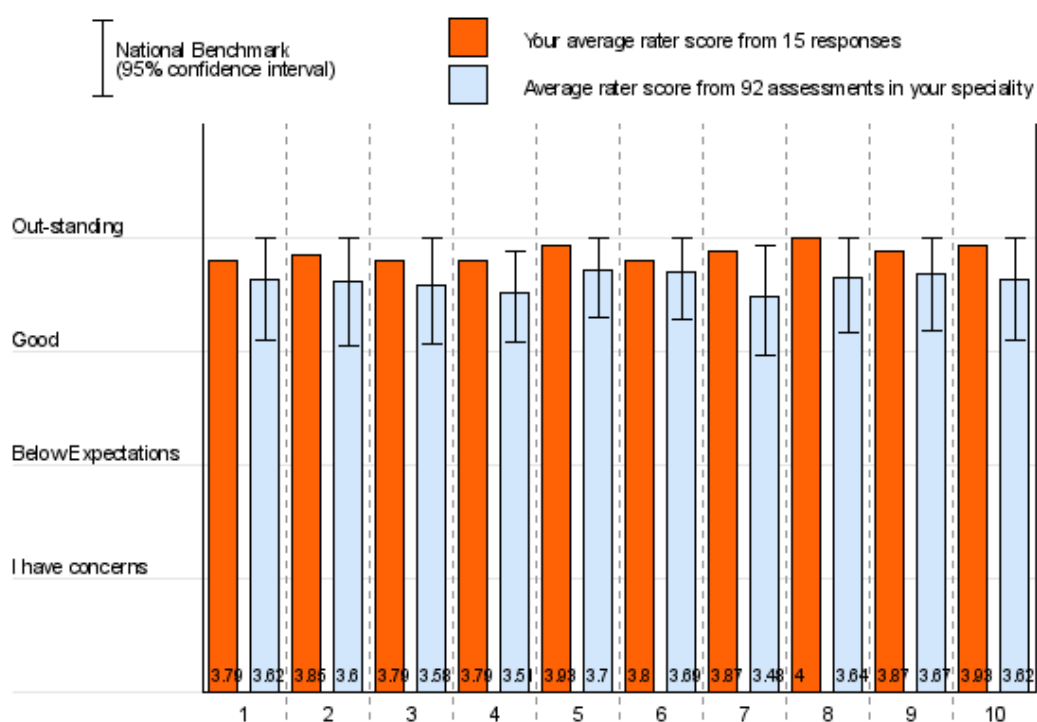
Attribute: Apply knowledge and experience to practice

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

## Summary of colleague results

### Comparisons with your speciality - Cardiology- 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

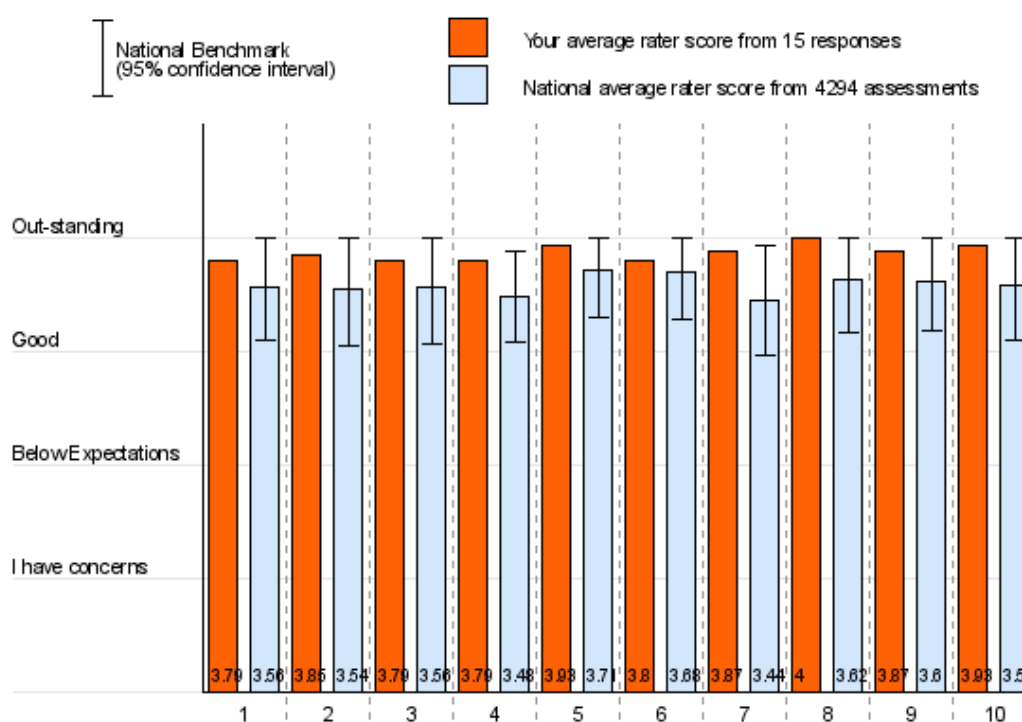
Dr Richard Bogle



## Summary of colleague results

### Comparisons with National Average

Average score given for the questions below



### Questions

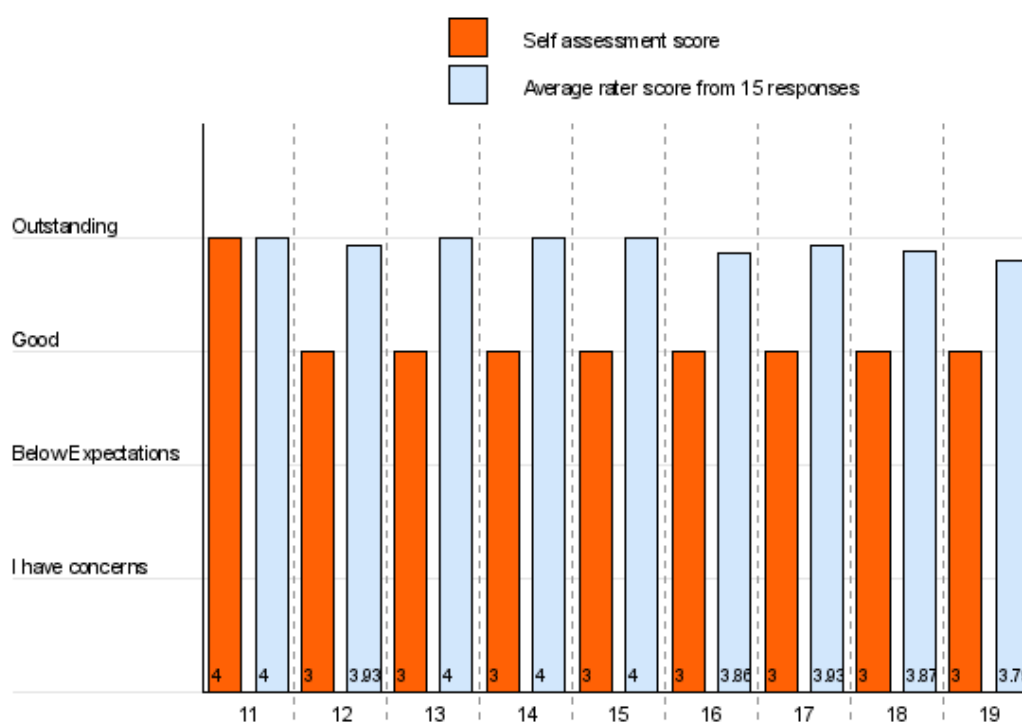
1. Diagnostic skill
2. Performance of practical/technical procedures
3. Management of complex clinical problems
4. Appropriate use of resources
5. Conscientious and reliable
6. Availability for advice and help when needed
7. Time management
8. Commitment to improving quality of service
9. Keeps up-to-date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

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## Summary of colleague results

### Colleague assessment

Average score given for the questions below



### Questions

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

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## 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	0	15

#### 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	1	14

#### 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
1	0	0	0	14

#### 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
1	0	0	0	14

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

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Attribute: Work constructively with colleagues and delegate effectively

Domain (UK only): Maintaining Trust

Attribute: Treats patients and colleagues fairly and without discrimination

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
0	0	0	0	15

**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
1	0	0	2	12

**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
1	0	0	1	13

**Q18. Takes the leadership role when circumstances require**

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Domain (UK only): Safety and quality

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

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

**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	3	11

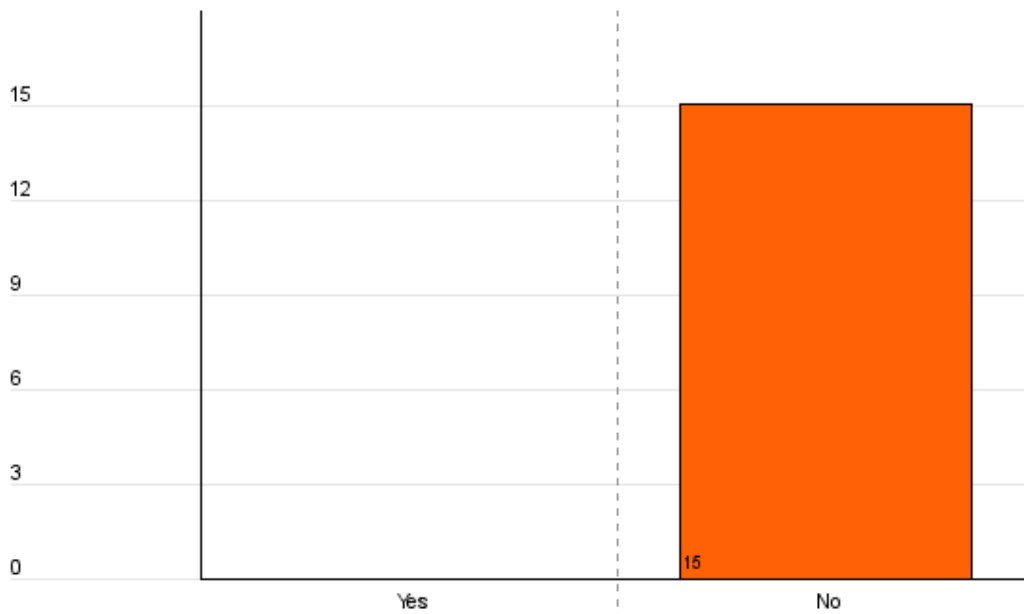
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## Summary of colleague results

### Colleague assessment

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

Total responses received

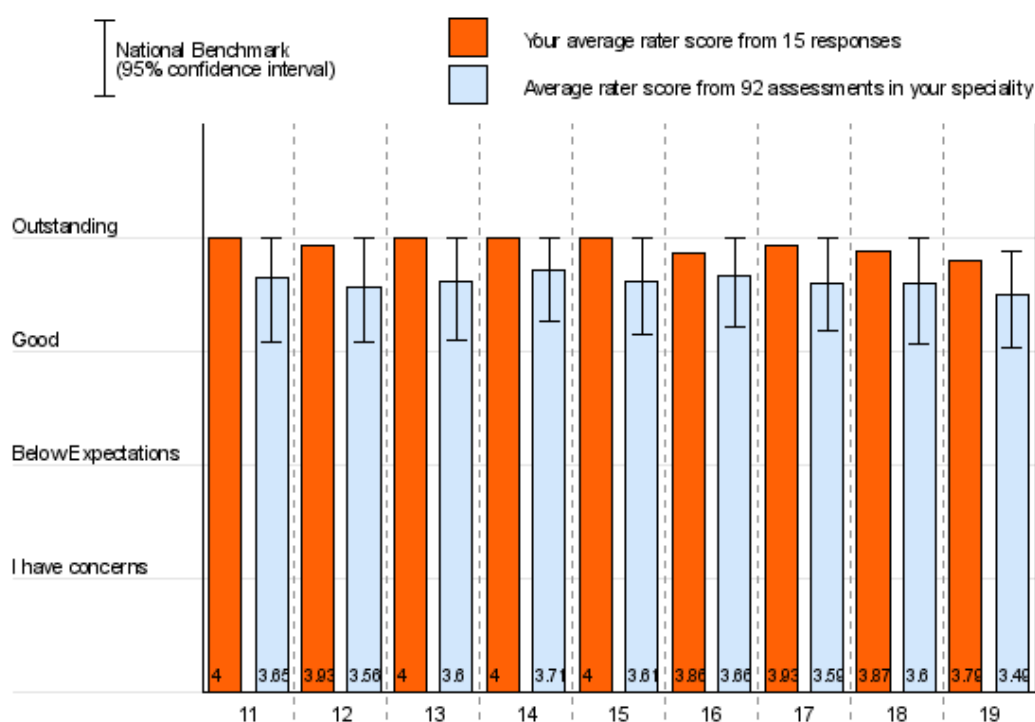


Self assessment response to this question: No

## Summary of colleague results

### Comparisons with your speciality - Cardiology- Extended

Average score given for the questions below



### Questions

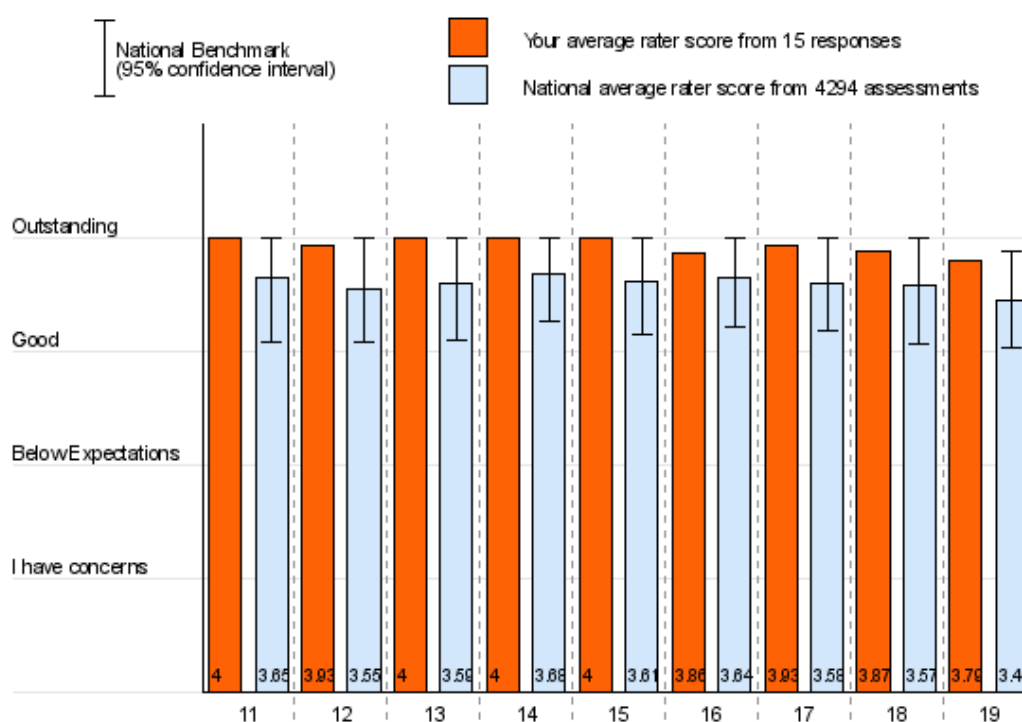
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17. Values the skills and contributions of multi-disciplinary team members
18. Takes the leadership role when circumstances require
19. Delegates appropriately

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## Summary of colleague results

### Comparisons with National Average

Average score given for the questions below



### Questions

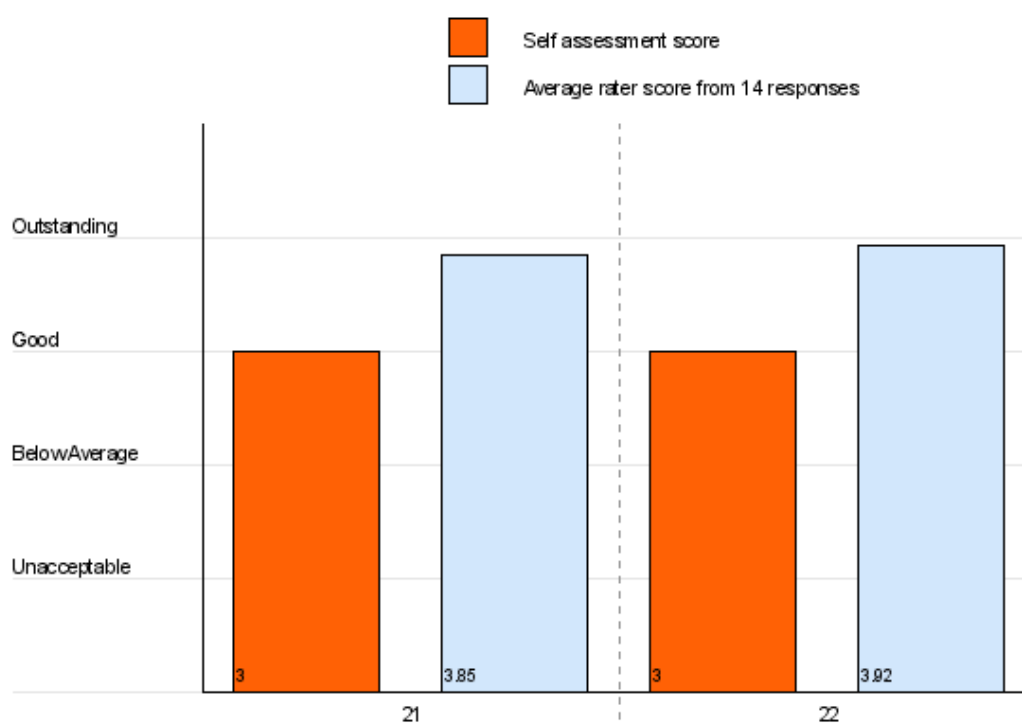
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17. Values the skills and contributions of multi-disciplinary team members
18. Takes the leadership role when circumstances require
19. Delegates appropriately

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## Summary of Cardiology- Extended Specific Results

### Colleague assessment

Average score given for the questions below



### Questions

21. Ability to explain the significance of cardiovascular rehabilitation in the treatment of patients with cardiovascular disease
22. Ability to use appropriate investigations prior to recommending an invasive procedure

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## Summary of Cardiology- Extended Specific Results

### Colleague assessment

Detailed breakdown of results showing the number of different responses for each question

Self Assessment Score

Q21. Ability to explain the significance of cardiovascular rehabilitation in the treatment of patients with cardiovascular disease

Unable to Comment	Unacceptable	Below Average	Good	Outstanding
1	0	0	2	11

Q22. Ability to use appropriate investigations prior to recommending an invasive procedure

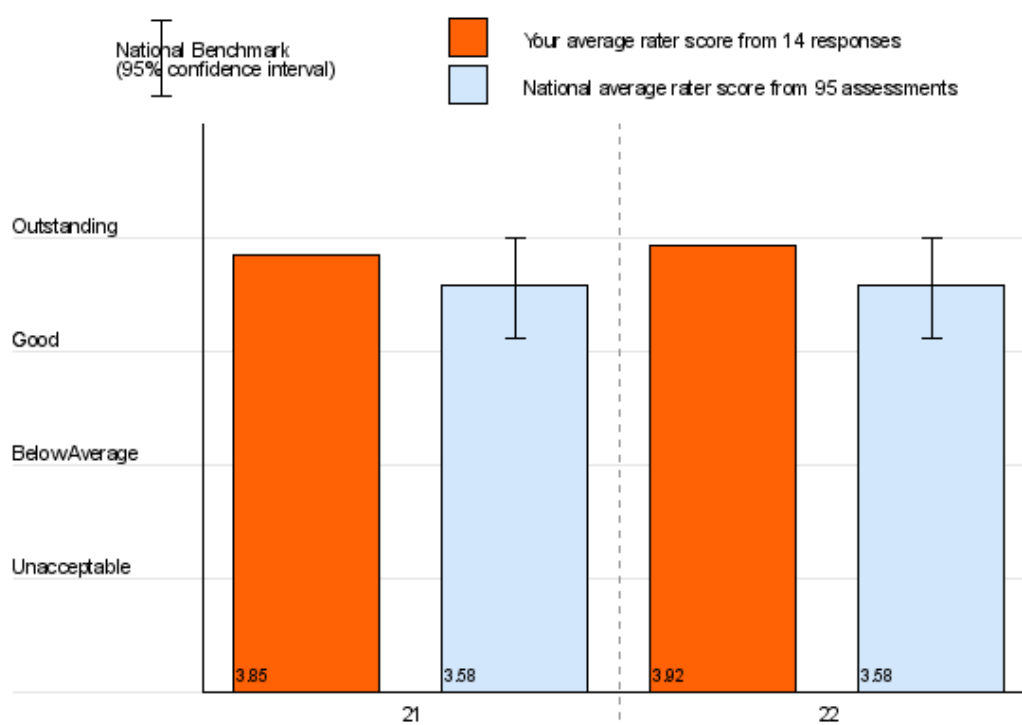
Unable to Comment	Unacceptable	Below Average	Good	Outstanding
2	0	0	1	11

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## Summary of Cardiology- Extended Specific Results

### Comparisons with National Average

Average score given for the questions below



### Questions

- 21. Ability to explain the significance of cardiovascular rehabilitation in the treatment of patients with cardiovascular disease
- 22. Ability to use appropriate investigations prior to recommending an invasive procedure

Dr Richard Bogle

## Comments

### Self assessment comments

#### Comments added by rater

"Has been a true friend of primary care, has gone the extra mile to build and maintain relationships.

Patients have always been happy with your plans and care.

Cardiac Rehab- thanks for the evening meeting and the booklet , done without "GE charges2, shame tooting didnt know about your project."

"He is like encyclopedia"

"Dr Bogle is an excellent example to those around him. He has an amazing work ethic which is infectious, spreading to all members of the team, motivating them to do their very best for their patients.

He is very approachable as a consultant even under circumstances where he is clearly busy ensuring his team are able to provide a high standard of care."

"Richard is Clinical Cardiology Lead for the Trust, he more then fulfills this role.

He is very supportive to all in the Department, and is always willing to listen and help

His excellent leadership has increased the profile of the Department within the Trust and with local GPs/CCG.

His IT skills has made a big impact towards a paperless environment with Diagnostics."

"Dr Richard Bogle is an excellent doctor and a very good teacher. Throughout my time working with him, he has always been supportive and very kind. I have no doubts in his skills both as a clinician and member of the healthcare team. He is approachable and very enthusiastic about the work he is doing."

"Dr Bogle is an excellent Cardiologist, well respected throughout my unit.

Dr Bogle is approachable and is an excellent resource for discussions and the of planning pt care.

He shares his skills and knowledge with the team. He is an excellent teacher and role model for all staff but particulary for Registrars."

"Sound all round clinical cardiologist."

"Dr Bogle is one of the most outstanding, inspirational, knowledgeable, and yet immensely humble Consultants that I have ever worked with in my life. Moreover, he is an exceptionally compassionate doctor and human being, ever-willing to understand and listen to others in need. He is also a great teacher and mentor to students, regardless of the stage of their career.

I have been particularly impressed with the following attributes he has:

- 1) always takes initiative and leads the team from the front;
- 2) involves all members of his team, and values their opinion; importantly, he respects every member of his team as a valued individual, which then reflects back in the immensely congenial work environment in Cardiology at St Helier Hospital;
- 3) highly organised and incredibly efficient at work, setting a sterling example for his peers and juniors to follow
- 4) always calm, and has the impeccable manners of a gentleman

*Dr Richard Bogle*

5) always keen to learn new things and shows genuine interest for others' skills/achievements; this has led to a positive impact on every level of patient care;

6) great teacher, who has inspired me to follow his foot-steps when I come of age"

"all very good as usual"

"I have worked alongside Dr Bogle for a few years and he is an outstanding and excellent colleague who can be relied upon for support and advice."

"Outstanding physician with diverse academic interests, and exemplary patient care."

### **Comments added by patients**

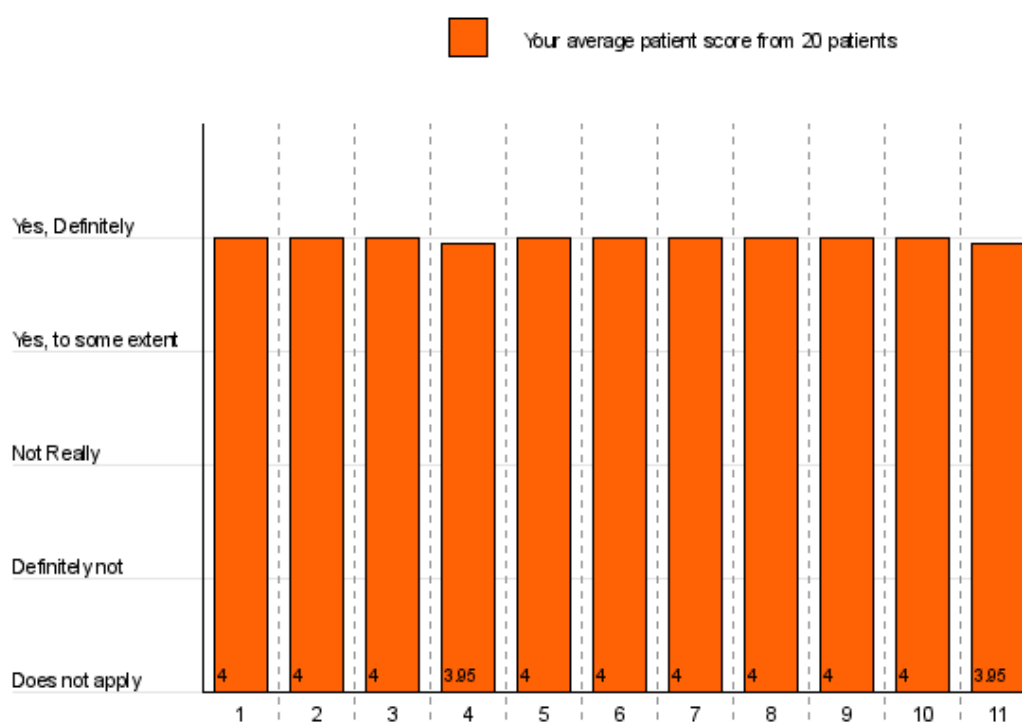
"VERY HELPFUL & FRIENDLY EVEN AFTER A LONG MORNING- LAST IN ORDER OF SEEING DOCTOR REGULATED FAIRLY BY TIME OF APPOINTMENT."

"VERY VERY FRIENDLY, and helpful Doctor. I Love him very much. He is my God!"

"He is 100% a doctor anyone would love to be his patient. A Gentleman in every respect. He even helped me with my coat. I was not rushed in answering or asking question. A role model for all doctors."

## Summary of patient results

### Average score given for the questions below



## Questions

1. Was the doctor polite and considerate?
2. Did the doctor listen to what you had to say?
3. Did the doctor give you enough opportunity to ask questions?
4. Did the doctor answer all your questions?
5. Did the doctor explain things in a way you could understand?
6. Are you involved as much as you want to be in the decisions about your care and treatment?
7. Did you have confidence in the doctor?
8. Did the doctor respect your views?
9. If the doctor examined you, did he or she ask your permission?
10. If the doctor examined you, did he or she respect your privacy and dignity?
11. By the end of the consultation did you feel better able to understand and/or manage your condition and your care?

*Dr Richard Bogle*

## 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
1	0	0	0	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	1	19

### 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

*Dr Richard Bogle*

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	20

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

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 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	20

**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: 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
3	0	0	0	17

**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	17

**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
1	0	0	1	18

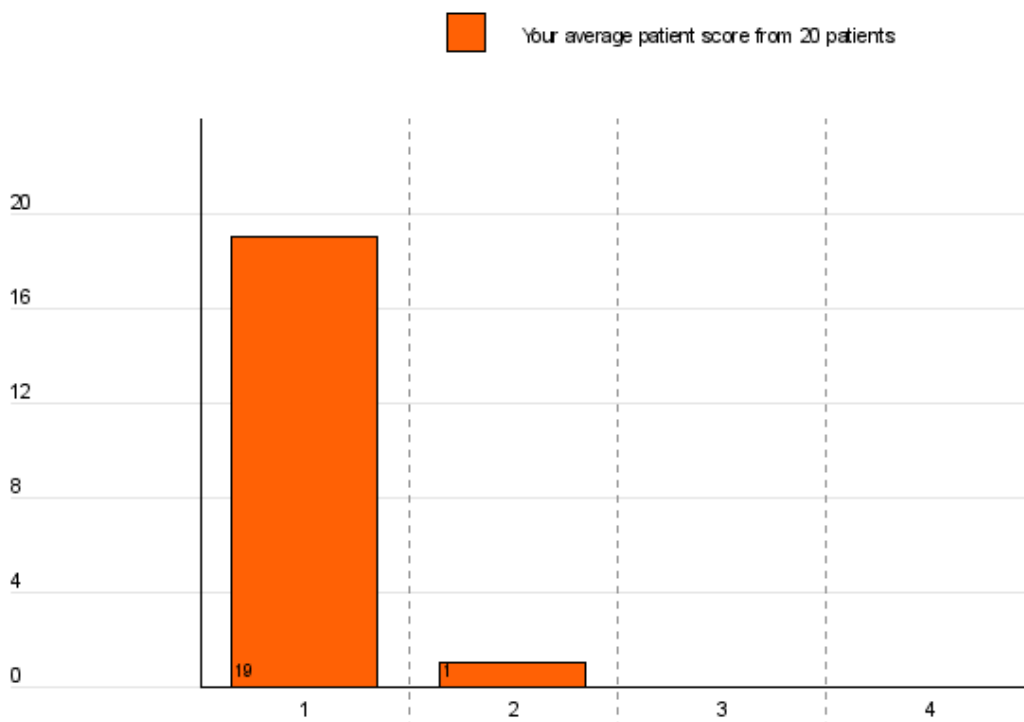
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## Summary of patient results

### 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

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