

**360 Feedback analysis  
for  
Mr Ajay Mahajan  
Plastic Surgery- Extended  
2014/07/25**

*Mr Ajay Mahajan*

## **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 Ajay Mahajan*

## **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

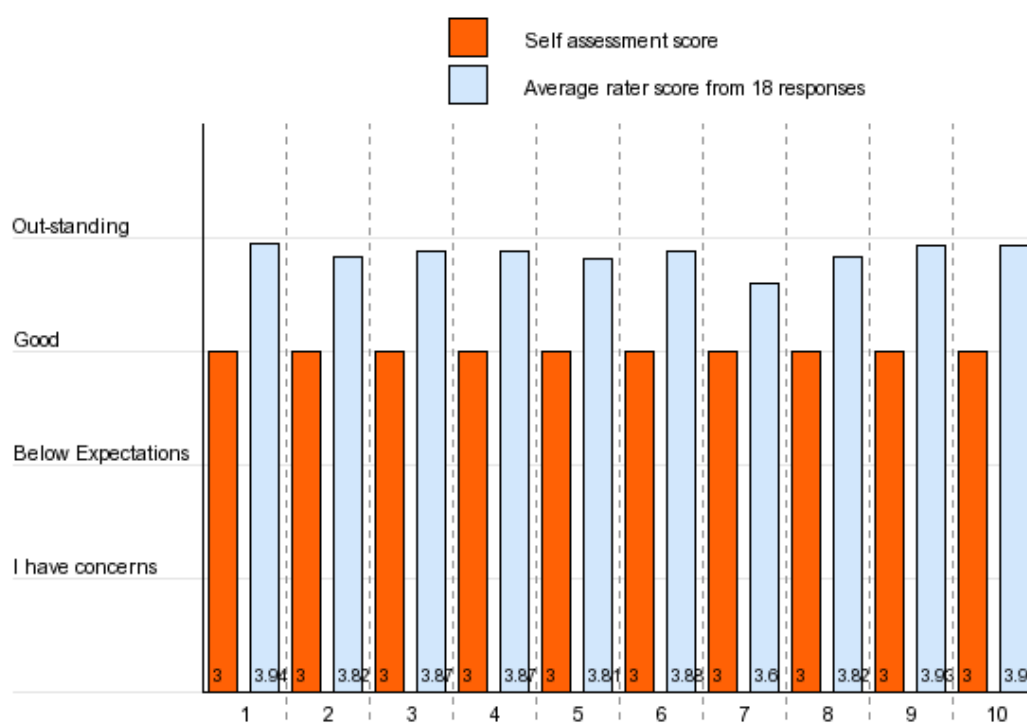
11. Spoken English
12. Communication with colleagues
13. Communication with patients, families and carers
14. Is polite, considerate and respectful to Patients
15. Is polite, considerate and respectful to colleagues of all levels
16. Compassion and empathy towards patients and their relatives
17. Values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

**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 Ajay Mahajan

## 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
2	0	0	1	15

#### 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
7	0	0	2	9

#### Q3. Management of complex clinical problems

Domain (UK only): Knowledge skills and performance

Attribute: Apply knowledge and experience to practice

Attribute: Maintain your professional performance

Attribute: Keep clear accurate and legible records

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
3	0	0	2	13

#### Q4. Appropriate use of resources

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
3	0	0	2	13

#### 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
2	0	0	3	13

#### Q6. Availability for advice and help when needed

Domain (UK only): Communication partnership and teamwork

Attribute: Work constructively with colleagues and delegate effectively

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
1	0	0	2	15

Mr Ajay Mahajan

Q7. Time management

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
3	0	1	4	10

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

Attribute: Respond to risks to safety

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
1	0	0	3	14

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
4	0	0	1	13

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

Domain (UK only): Knowledge skills and performance

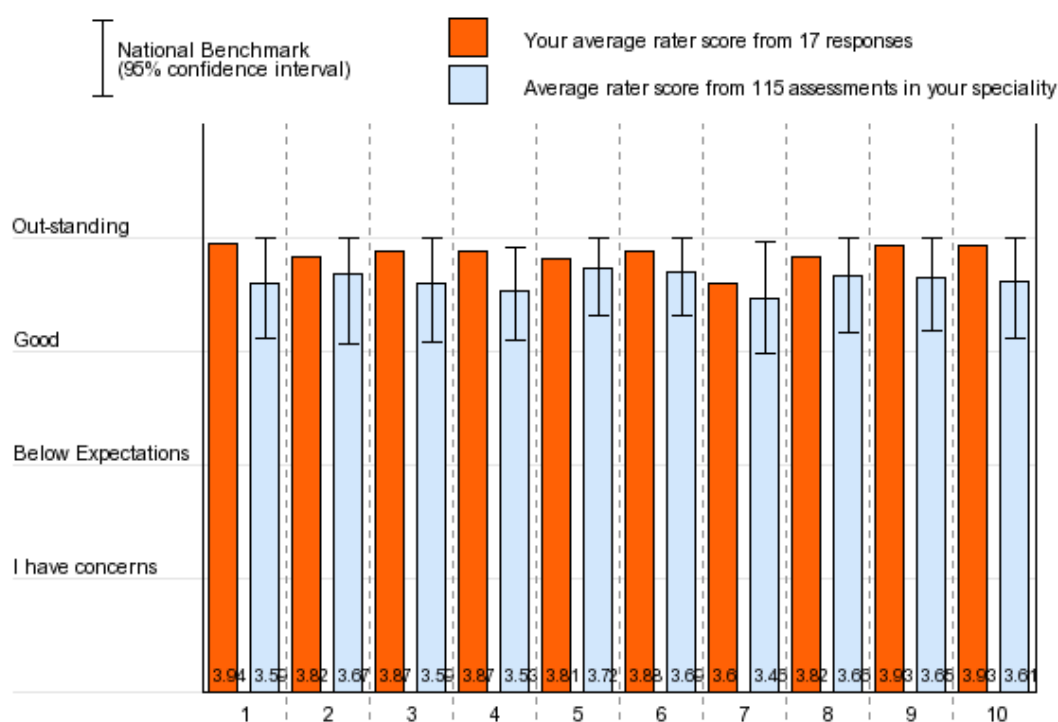
Attribute: Apply knowledge and experience to practice

Unable to comment	I have concerns	Below Expectations	Good	Out-standing
4	0	0	1	13

## Summary of colleague results

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

Average score given for the questions below



### Questions

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

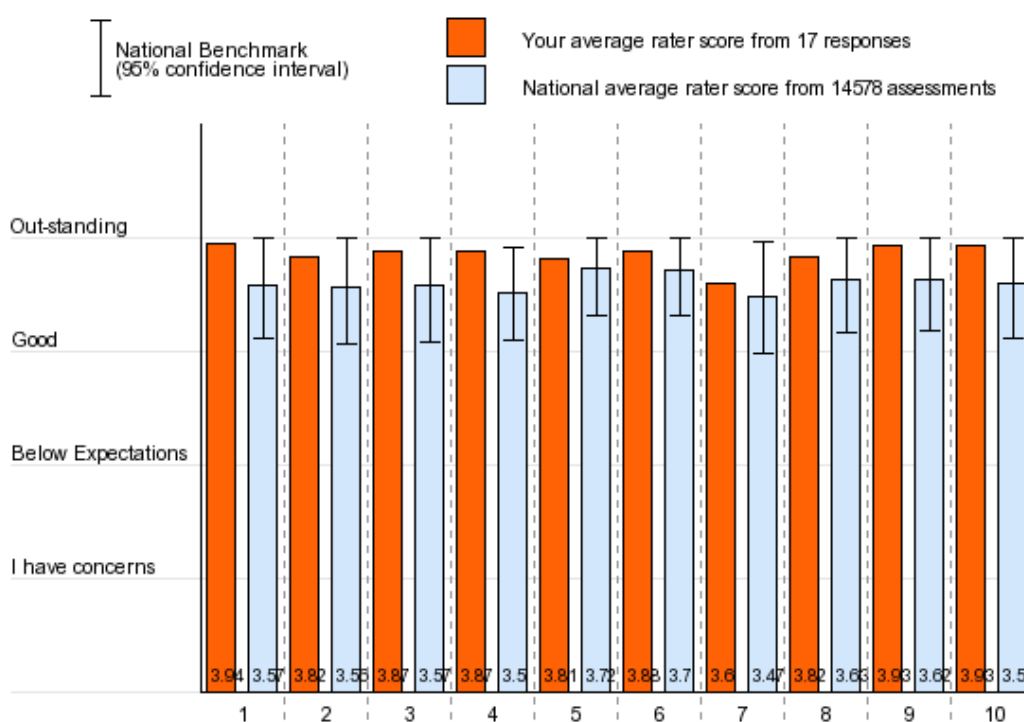
Mr Ajay Mahajan



## Summary of colleague results

### Comparisons with National Average

Average score given for the questions below



### Questions

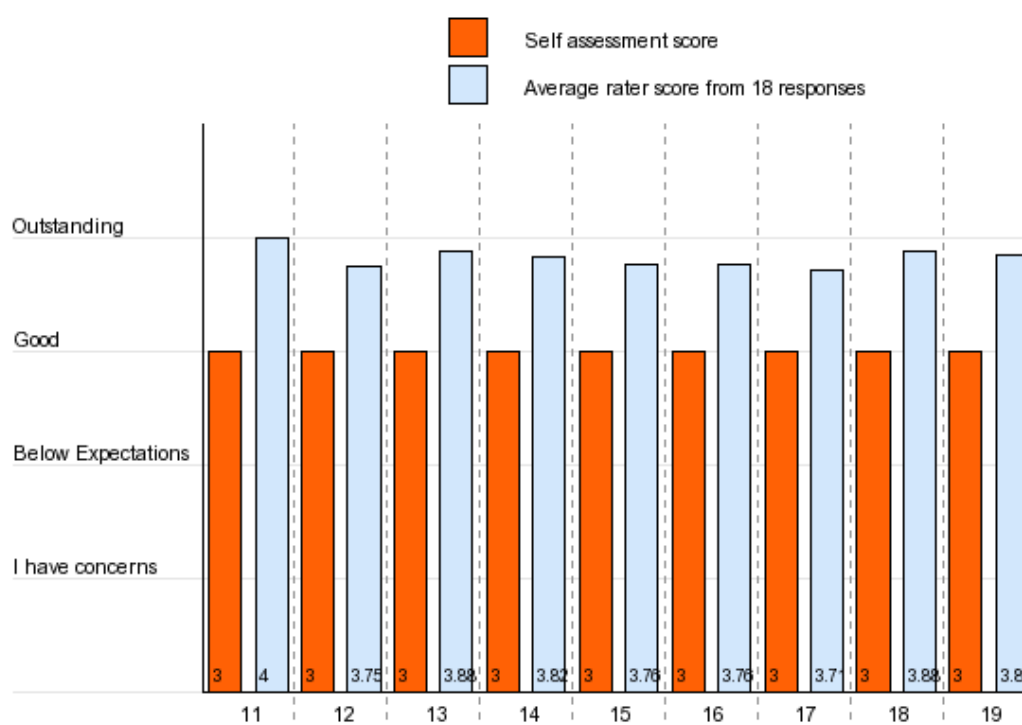
1. Diagnostic skill
2. Performance of practical/technical procedures
3. Management of complex clinical problems
4. Appropriate use of resources
5. Conscientious and reliable
6. Availability for advice and help when needed
7. Time management
8. Commitment to improving quality of service
9. Keeps up-to-date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

Mr Ajay Mahajan

## 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 Ajay Mahajan

## 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	18

#### 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
2	0	0	4	12

#### Q13. Communication with patients, families and carers

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Domain (UK only): Maintaining Trust

Attribute: Treats patients and colleagues fairly and without discrimination

Attribute: Show respect for patients

Unable to comment	I have concerns	Below Expectations	Good	Outstanding
2	0	0	2	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: 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	3	14

Mr Ajay Mahajan

**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
1	0	0	4	13

**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: 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	4	13

**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	5	12

**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
2	0	0	2	14

**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
5	0	0	2	11

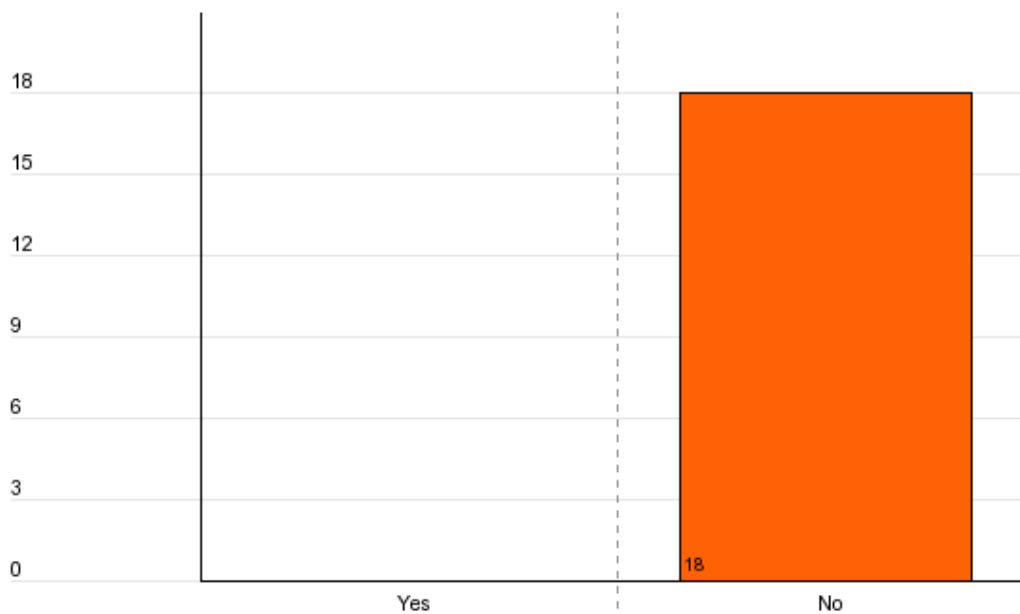
Mr Ajay Mahajan

## 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



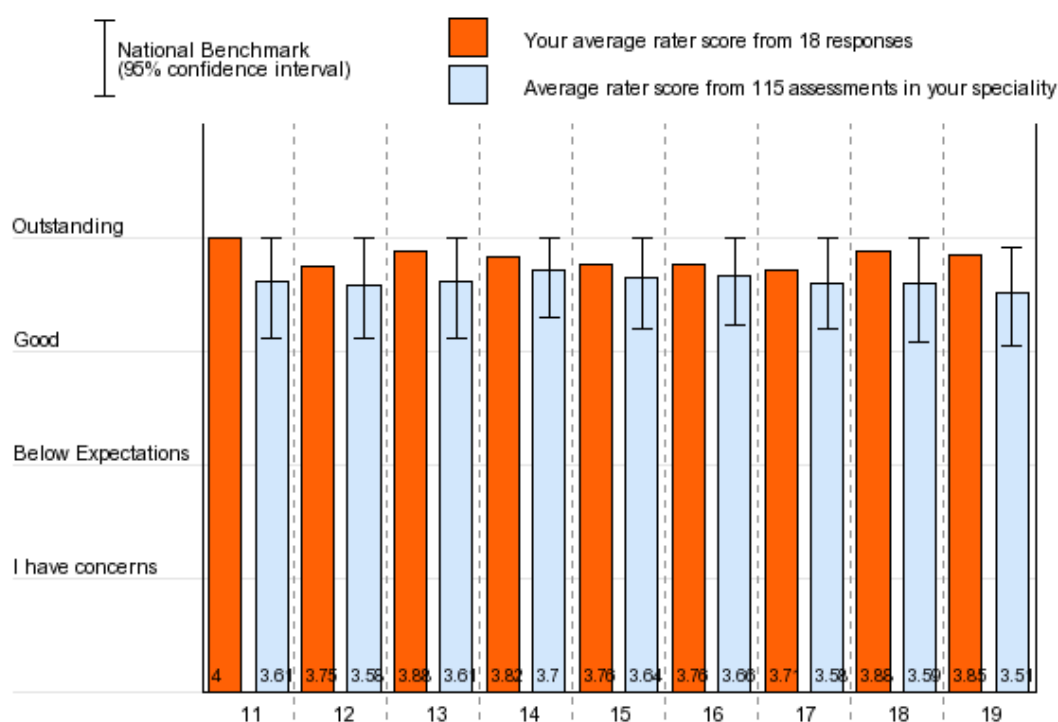
**Self assessment response to this question:** No

Mr Ajay Mahajan

## Summary of colleague results

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

Average score given for the questions below



### Questions

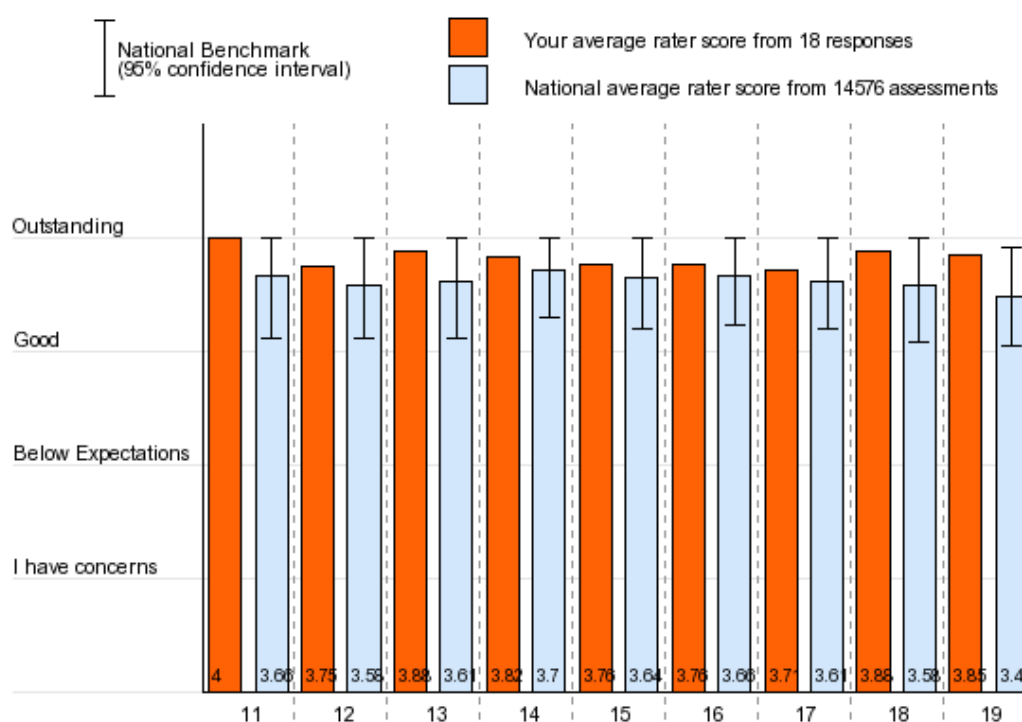
11. Spoken English
12. Communication with colleagues
13. Communication with patients, families and carers
14. Is polite, considerate and respectful to Patients
15. Is polite, considerate and respectful to colleagues of all levels
16. Compassion and empathy towards patients and their relatives
17. Values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

Mr Ajay Mahajan

## Summary of colleague results

### Comparisons with National Average

Average score given for the questions below



### Questions

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

Mr Ajay Mahajan

## Comments

### Self assessment comments

"I am a competent conscientious doctor, who believes in working hard to meet the clinical needs of my patients. I get along well with my colleagues and patients. I manage my time well and aim to make the best use of the resources available to me, to deliver a good service."

### Comments added by rater

"Mr Mahajan is very professional consistently.

The patients really appreciate his hard work that he carries out and are content. He does all that he is able to do to ensure that the patient is happy with the outcome of their care.

He communicates very effectively, clearly, and patiently with patients and relatives.

I feel that he has all the required skills, knowledge and expertise that a surgical consultant requires and a lot more.

He is very approachable and open to all types of communication when needed.

He communicates well interprofessionally and delegates very clearly and the best that he can.

I do not have any concerns regarding this consultant.

He is very good at what he does and I hope he continues his work."

"I find Mr Mahajan to be a dedicated clinician. In my opinion he performs his clinical duties and leadership role with the expertise and professionalism I would expect of a Consultant Surgeon."

"I have worked closely with Ajay for the past few years. He is a truly outstanding doctor in all areas of practice and is very highly regarded by patients and staff (both medical and non medical) who find him approachable, supportive and indeed inspirational. I cannot speak highly enough of him."

"I have no concerns"

"Mr Mahajan has an excellent bedside manner with patients. He is very patient and polite with patients, and this has been commented on by many past patients."

"Always kind and compassionate. A good listener. Keeps the registrars in check"

"Mr. Mahajan is an exemplary surgeon. He has technical skills which I will strive to emulate in my later career, but his patience and approachability make him a remarkable consultant to work for, both in terms of his ability to teach and give guidance."

"As I am a medical secretary I cannot cope on skills/clinical procedures"

"I do not work with this consultant very often, maybe twice a month for only a few hours so it is difficult for me to make a fair comment."

"I think Mr Mahajan is an excellent practitioner. He supports all his colleagues and team members extraordinarily, making sure that he teaches and allows junior to learn at the same time.

Mr Mahajan ensures quality of patient care is at the centre of all consultations and makes sure that all his delegated tasks have been completed."

*Mr Ajay Mahajan*



### **Comments added by patients**

"I can not fault the doctor and his team they were great. Thank You."

"Generally, Dr Mahajan has people skills & friendly attitude."

"VERY NICE DOCTOR THANK YOU VERY MUCH."

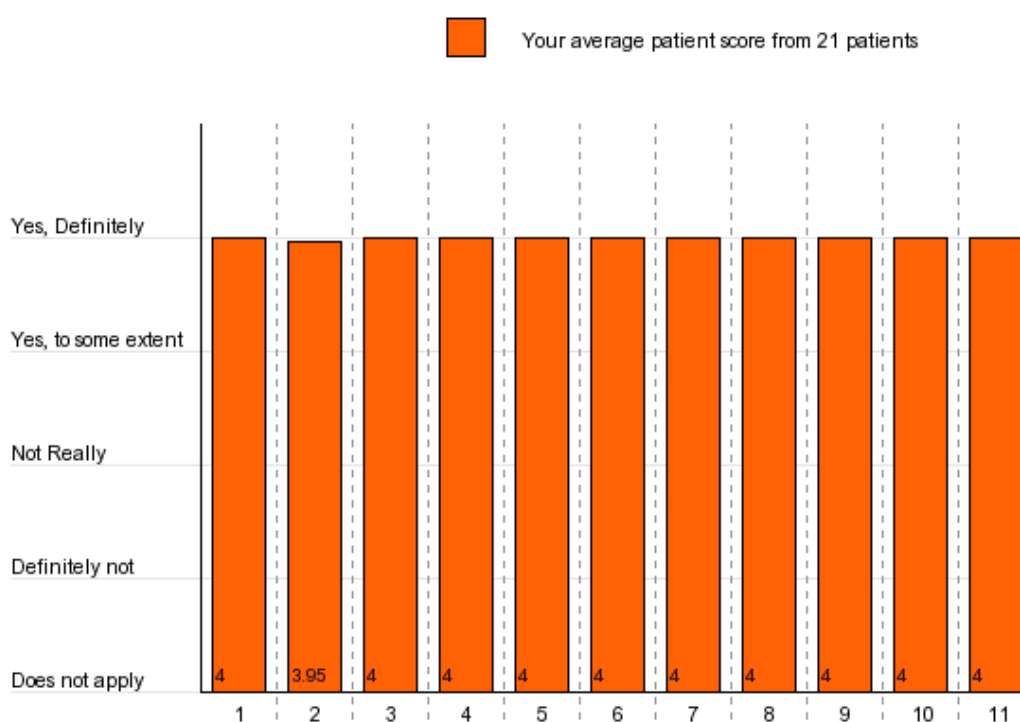
"A Fantastic doctor who listens & understand and gets you the results you wanted. No complaints."

"Dr Mahajan is the most wonderful doctor/surgeon that I have ever met. He goes out of his way to help everyone and his surgery results are exceptional. The anticipated closure of Ward 19 at BRI is disgraceful (one of the nurses told me yesterday) if the Ward wasn't open I don't know where my post op infection would have been treated."

*Mr Ajay Mahajan*

## 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 Ajay Mahajan*

## 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	21

### 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	1	20

### Q3. Did the doctor give you enough opportunity to ask questions?

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Attribute: Establish and maintain partnerships with patients

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	21

### 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
1	0	0	0	20

### Q5. Did the doctor explain things in a way you could understand?

Domain (UK only): Knowledge skills and performance

Attribute: Keep clear accurate and legible records

Domain (UK only): Communication partnership and teamwork

Attribute: Communicate effectively

Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	21

### 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 Ajay Mahajan

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	21

Mr Ajay Mahajan

**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	21

**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	21

**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	18

**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	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

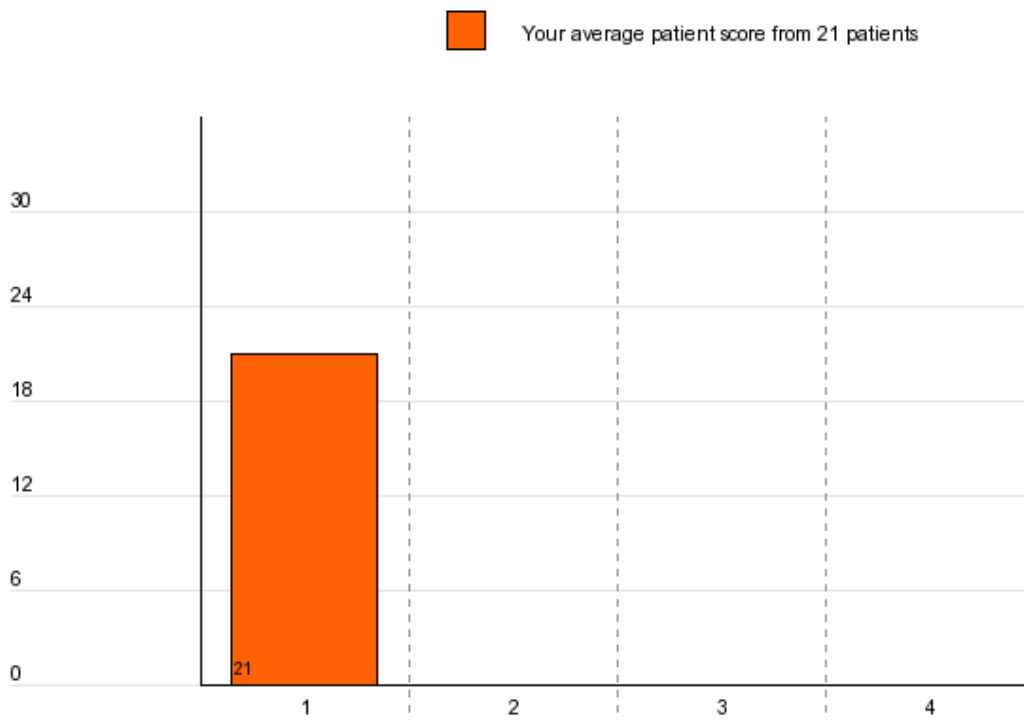
Does not apply	Definitely not	Not Really	Yes, to some extent	Yes, Definitely
0	0	0	0	21

Mr Ajay Mahajan

## 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 Ajay Mahajan