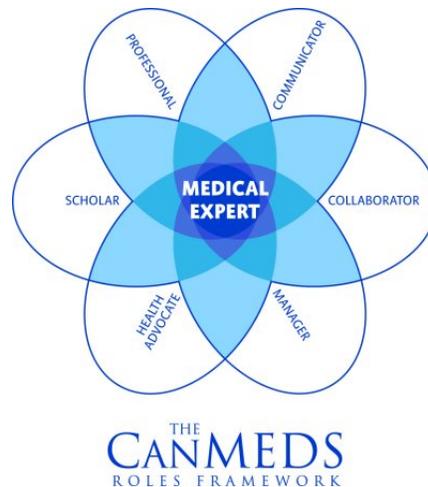


Guide for Those Invited to Provide Feedback

Physicians 360 is Fraser Health’s on-line multi-source (360-degree) feedback tool for physicians. The purpose of **Physicians 360** is **professional development**. It is not a performance appraisal.

Physicians 360 is a tool that facilitates acquiring feedback from multiple sources about the demonstration of the CanMEDS Competencies and using this feedback to plan professional development activities.



| | |
|------------------------|---|
| Medical Expert | ❖ Ability to integrate evidence from best practices into own performance (knowledge, procedure and clinical skills) |
| Communicator | ❖ Ability to encourage open exchange of information |
| Collaborator | ❖ Ability to encourage effective team building cultivating trust and rapport amongst colleagues, adopting a team approach |
| Manager | ❖ Ability to be accountable for own performance, ensuring key priorities have been followed through to continuously improve delivery and quality of service |
| Health Advocate | ❖ Ability to demonstrate importance of commitment to patients, ensuring services respond to their needs and concerns |
| Scholar | ❖ Ability to be proactive in regularly acquiring and disseminating knowledge for best practices |
| Professional | ❖ Ability to demonstrate model qualities, remaining focused and productive under challenging or sensitive circumstances |

This document contains the following information for people who have been invited to provide feedback for another individual using the on-line **Physicians 360** system:

1. How to Participate using the **Physicians 360** On-line System,
2. How to Provide Effective Feedback
3. Confidentiality and Anonymity
4. Who to Call if you Have Questions.

Additional information is available on the Fraser Health Website for Physicians at <http://physicians.fraserhealth.ca>

[1] How to Participate Using the *Physicians 360* On-Line System

If you have been invited to provide feedback for another individual through FH's *Physicians 360* multi-source (360-degree) feedback process, then you will receive an email such as the one below.

**Closing Date:
Respond before
this date**

**Name of
person who
invited you to
provide
feedback**

From: physicians@fraserhealth.ca [mailto:physicians@fraserhealth.ca]
Sent: April 14, 2014 3:40 PM
To: Elkington, Maria
Subject: Physicians Feedback Invitation

----- ATTENTION -----

*** Please do not forward or reply to this e-mail ***

Please respond prior to **Wednesday, April 16, 2014** to participate in the process. After that date, responses are no longer accepted. The feedback will be summarized and made available to Maria Elkington after the survey end date.

Maria Elkington is participating in a physician personal and professional development program. As part of this program, Maria Elkington invites you to participate in his/her Physicians 360 (multi-source feedback) process.

Please provide your assessment of your observations of how Maria Elkington has demonstrated these behavioural measures based on CanMEDS Roles:

- Medical Expert
- Communicator
- Collaborator
- Manager
- Health Advocate
- Scholar
- Professional

Ratings Definitions are as follows:

| | |
|---------------------------------|--|
| 5 - EXCEPTIONAL | Provides leadership, fosters teamwork, is highly productive, innovative, responsive and generates top quality work. |
| 4 - EXCEEDS EXPECTATIONS | Shows initiative and versatility, works collaboratively, has strong technical & interpersonal skills or has achieved significant improvement in these areas. |
| 3 - MEETS EXPECTATIONS | Meets, but seldom exceeds or falls short of desired results or expectations. Achieves what is required, but does not exceed minimum expectations. |
| 2 - BELOW EXPECTATIONS | Seldom exceeds and often falls short of desired results or expectations. Performance has declined significantly, or |

| | |
|---------------------------------|--|
| 5 - EXCEPTIONAL | Provides leadership, fosters teamwork, is highly productive, innovative, responsive and generates top quality work. |
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| 2 - BELOW EXPECTATIONS | Seldom exceeds and often falls short of desired results or expectations. Performance has declined significantly, or individual has not sustained adequate improvement in productivity, quality of work or collaboration. |
| 1 - NEEDS IMPROVEMENT | Consistently falls short of desired results or expectations. |
| NA - NOT APPLICABLE | Not able to rate |

Information provided through this process will be used by the individual for personal development purposes only, and not as a performance appraisal. Your input is anonymous.

Providing effective feedback is vital to meeting the intention, and hence success, of the Physicians 360 multi-source feedback process.

PLEASE CLICK on the following link to access the survey questionnaire and complete it online: <https://physicians360.fraserhealth.ca/default.aspx?participant=C38B91AF-6464-4833-A3A2-DA8E9EDB581A>.

(*****Note: once you have started the questionnaire, you must complete it as you cannot go back again to finish at a later date*****).

Please direct questions and comments to the following representatives:

- Kim Dean at 604.517.8631
- or
- Daniela Derrick 604.587.4453

Thank you for participating in this important process!

**Link to
Physicians 360
on-line system**

Follow the steps below to participate in the process and provide feedback:

1. Click on the link listed in the email message. This will take you to a screen in the on-line **Physicians 360** system that looks like the one below.

PHYSICIANS 360

Feedback for Maria Elkington

Welcome. Please use this on-line form to provide your feedback.

- All rankings must be completed - select N/A if you are unable to provide a ranking.
- Comments are optional, but are encouraged, as they provide one of the richest sources of feedback for people.
- Click the "down arrow" icon on the right of each capability heading to view a list of Medical Competencies.

CanMEDS Roles

Medical Expert

Psychopharmacology and somatic therapies ▾

Psychopharmacology and somatic therapies

5 - Exceptional 4 - Exceeds Expectations 3 - Meets Expectations 2 - Below Expectations 1 - Needs Improvement N/A

Nosology, etiology, symptoms and course of illness ▾

Nosology, etiology, symptoms and course of illness

5 - Exceptional 4 - Exceeds Expectations 3 - Meets Expectations 2 - Below Expectations 1 - Needs Improvement N/A

Establish and maintain therapeutic relationships ▾

Establish and maintain rapport, and an effective working and therapeutic relationship

5 - Exceptional 4 - Exceeds Expectations 3 - Meets Expectations 2 - Below Expectations 1 - Needs Improvement N/A

Conduct and organize an appropriate interview

Conduct and organize an appropriate interview

5 - Exceptional 4 - Exceeds Expectations 3 - Meets Expectations 2 - Below Expectations 1 - Needs Improvement N/A

Comments

Communicator

Listen effectively and respond to concerns ▾

Listen effectively and respond to concerns

2. All questions are listed on this single screen. Scroll down the screen to see the rest of the questions.

3. The questions correspond to the CanMEDS Competencies. You are asked to provide feedback about the person who invited you to participate.
 - To do this, remember that you are answering the question, “How often has this individual demonstrated this particular CanMEDS Competency?”
 - The bullets listed beneath the Competency provide further clarification of what each Competency means.
4. Answer each question by checking off one of the numerical choices on the scale. The scale ranges from 5 for “Exceptional” to 1 for “Needs Improvement”. The numbers in between represent degrees from one extreme to the other.

| | |
|---------------------------------|--|
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| 1 - NEEDS IMPROVEMENT | Consistently falls short of desired results or expectations. |
| NA - NOT APPLICABLE | Not able to rate |

5. “N/A” is also provided as a possible response. **Check off “N/A” if you do not know, or if you do not have enough information to feel comfortable or confident answering a question.**
6. Respond to the questions by clicking on the appropriate response. You may change your response at any time up until you submit the form.
7. A *comments box* is provided at the end of each Competency for you to provide written comments that pertain to the person’s demonstration of the particular Competency.
 - **Written comments provide a rich source of information to the individual receiving the feedback.** Note that the person will receive the comments verbatim, with no changes. See Section 2 for guidelines for providing effective feedback.
8. Complete all questions and add comments as appropriate.
9. Once you are satisfied that your responses are complete, click the “Submit” button at the bottom right corner of the screen. Be sure that you are satisfied with your responses prior to clicking.

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- Click the "down arrow" icon on the right of each capability heading to view a list of Medical Competencies.

CanMEDS Roles

Medical Expert

Psychopharmacology and somatic therapies

Psychopharmacology and somatic therapies

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Nosology, etiology, symptoms and course of illness

Nosology, etiology, symptoms and course of illness

- 5 - Exceptional
 4 - Exceeds Expectations
 3 - Meets Expectations
 2 - Below Expectations
 1 - Needs Improvement
 N/A

Establish and maintain therapeutic relationships

Establish and maintain rapport, and an effective working and therapeutic relationship

- 5 - Exceptional
 4 - Exceeds Expectations
 3 - Meets Expectations
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 N/A

Conduct and organize an appropriate interview

Conduct and organize an appropriate interview

- 5 - Exceptional
 4 - Exceeds Expectations
 3 - Meets Expectations
 2 - Below Expectations
 1 - Needs Improvement
 N/A

Comments

Communicator

Listen effectively and respond to concerns

Listen effectively and respond to concerns

Submit

Once you have clicked the "Submit" button, you cannot retrieve your responses, change them, or add to them.

10. Once the system accepts your responses, the following screen will appear:



To exit the system, click the “x” “close button” in the top right hand corner of the screen.



[2] How to Provide Effective Feedback

Providing effective feedback is vital to meeting the intention, and hence success, of the **Physicians 360** multi-source feedback process - to help the **Physicians 360** participants become more competent and effective in their roles.

Receiving written comments provides the most meaningful information about performance and areas for improvement. Providing effective written feedback increases the chance that the individual receiving it will accept the information as valid and act on it. Without it, there is likely to be little learning and little improvement.

The following should guide you in providing effective written feedback:

Considerations

- The purpose of providing the feedback through **Physicians 360** is for professional development.
- Some individuals are not aware of areas that require improvement. A person cannot change until there is first awareness of areas that require change.
- Some individuals are not aware of areas of strengths. It is useful for people to get a “multi-source” perspective on how other people view them.

General Principles

- **Give it with care.** Offer feedback with the positive intent of wanting to help, not hurt, the recipient.
- **Be descriptive rather than evaluative.** Tell the recipient what you have noticed or what has happened (i.e., in relation to a particular CanMEDS Competency). Opinions, perceptions and reactions should be differentiated from facts. Avoid evaluative judgments and comments about them as a person.
- **Be specific instead of general.** Describe exactly what happened so that facts, not impressions, form the basis of the feedback. The most helpful feedback is concrete and covers specific incidents or behaviours.
- **Consider including feelings.** Consider expressing how you feel, so that the receiver can judge the full impact of the incident or behaviour you have described. For example, you might state, “*When you don’t solicit my opinion, I feel frustrated because...*”
- **Speak for yourself.** Be sure to state only things you have experienced. For example, do not state, “*A lot of people don’t like it.*”
- **Focus on what can change.** Make suggestions for improvements that the recipient is capable of implementing. Feedback concerning matters outside the control of the receiver is less useful and can cause resentment.

Additional Practices

- Be balanced in your comments (i.e., be neither too critical nor too lenient).
- Try to avoid choosing “middle of the road” responses in order to avoid providing negative feedback due to your discomfort in addressing difficult issues.
- Take a broad perspective; try to think of all aspects of the person’s behaviours, rather than isolated incidents such as first impressions, most recent behaviours, or a single especially positive or negative incident.
- Try to avoid over-valuing people who are similar to you and under-valuing people who are different.
- Don’t forget positive feedback. We often assume people “just know” what their strengths are, and this is often not the case.

[3] Confidentiality and Anonymity

Anonymity

People who participate in the **Physicians 360** initiative by providing feedback to another individual will have their anonymity protected, with some limitations:

- Responses of the *Head of Department (Local)/Division Lead* are not anonymous.
- To assist in maintaining anonymity, if the number of responses received back are less than three, they will be included with the results of another group.
- Comments provided to an individual are presented to the individual in the *results report* verbatim, as they were written, with no edits or spell checks. Since these comments are not edited in any way, the style of a person’s writing may give the individual clues about who wrote the comments.

Confidentiality

Individuals' *results reports* will be confidential, with some limitations:

- The person receiving the feedback will be the first person to access their results report.
- Nobody else can access the individual's results through the on-line system.
- It is an expectation that the person will share their results with their Head of Department (Local)/Division Lead for professional development planning.

[4] Who to Call if You Have Questions

Questions may be directed to the following representatives:

➤ **For technical issues:**

Kim Dean (604) 517-8631

➤ **For Content issues** (604) 587-4453

Resources

Tips on Giving and Receiving Feedback. Alberta Provincial Government.
www.pao.gov.ab.ca/toolkit/coaching/giving-and-receiving.pdf April 24, 2007