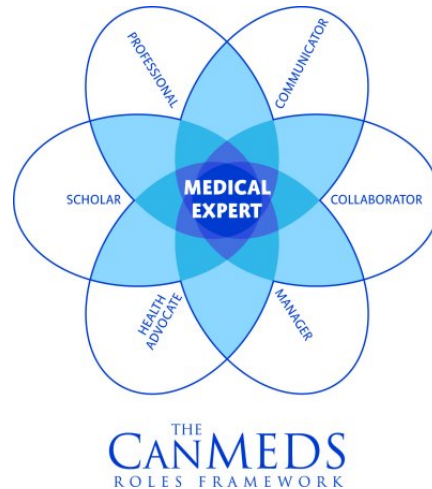


Guide for Those Participating in the Physicians 360 Process

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 your 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

- ✓ Using this feedback to identify areas of strength and areas for improvement, and
- ✓ Using this feedback to plan developmental activities.

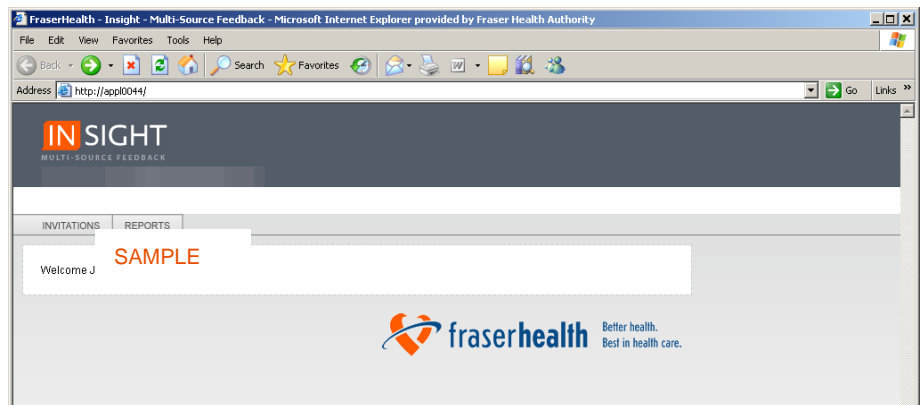
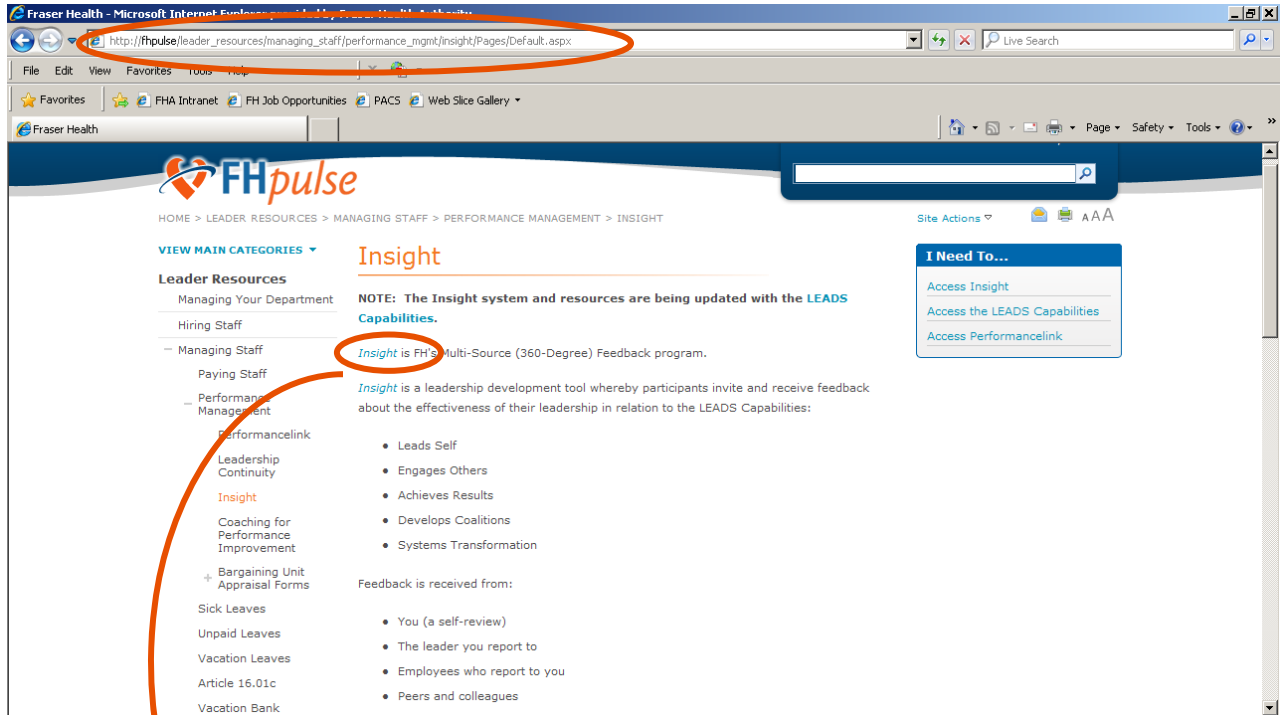
This document contains the following information for participants of **Physicians 360**:

1. Accessing **Physicians 360**,
2. Inviting Individuals to Participate,
3. Confidentiality and Anonymity,
4. Obtaining Your Results Report, and
5. Who to Call if You Have Questions.

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

[1] Accessing *Physicians 360*

You do not need to log on to the **Physicians 360** system. **Physicians 360** automatically recognizes you as you have previously been authenticated through your Windows account. Simply click on the link on the **Physicians 360** web page:



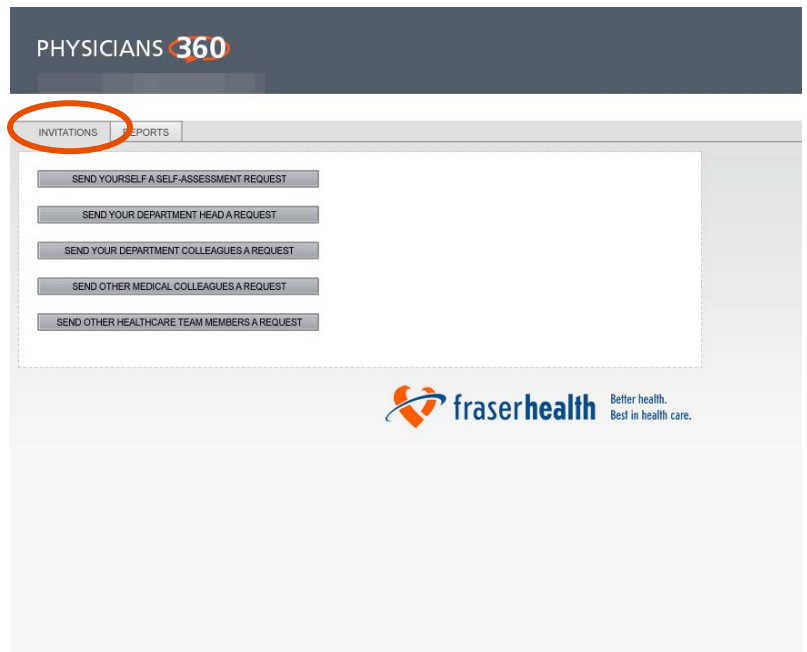
If you experience difficulties in accessing the system, please contact Kim Dean @ 604.517.8631.

[2] Inviting Individuals to Participate

Once you've opened the **Physicians 360** system, the screen will show two (2) tabs for you to select from. Click on the tab titled "Invitations".

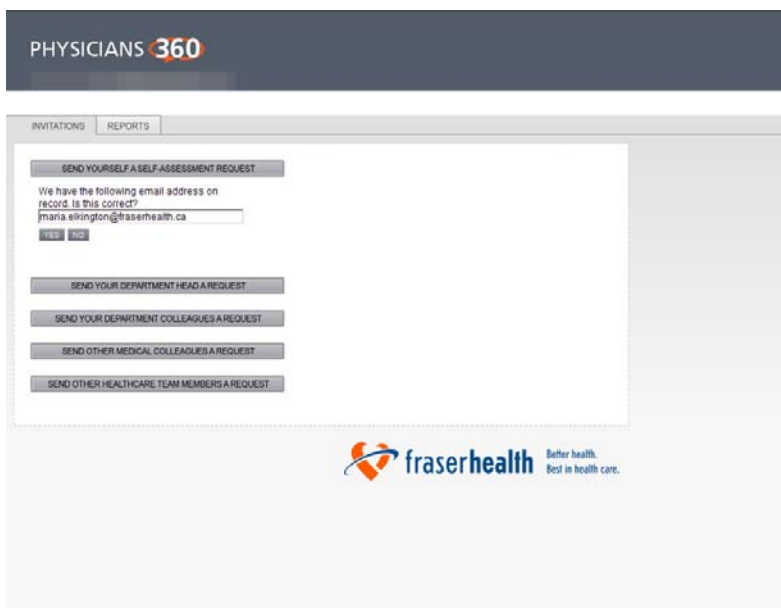
This tab opens to a list of grey bars, each representing a different group of people whom you can invite to provide feedback ("invitees").

First, decide who will be invited from each group, and then send the invitations accordingly. This process is described in further detail below.



[a] Self-Assessment. First, click the first grey bar, which says, "Send Yourself a Self-Assessment Request."

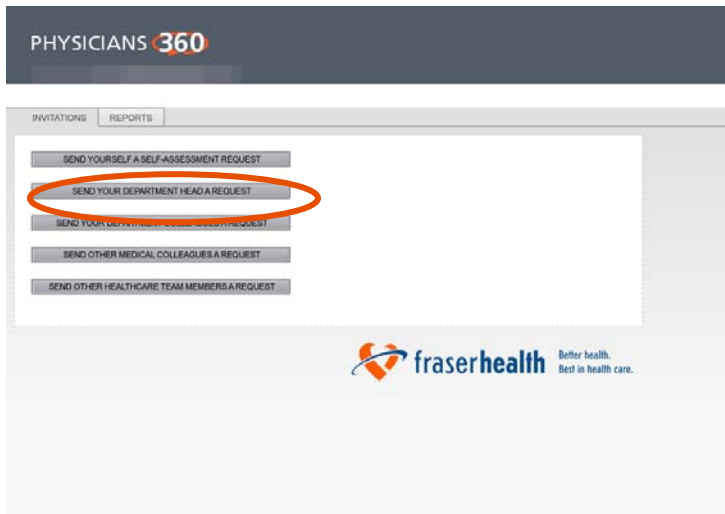
When you click this button, your invitation to yourself will automatically be sent to your e-mail address. A pop-up window such as the one depicted below will advise you of this. Click "Close" to close the pop-up window and return to the main invitation screen.



You will need to open the e-mail that was sent to you, and complete an assessment on yourself, just like any of your other invitees would do. You can do this now, or at a later time.

It is important to complete your self-assessment, because this provides a base of comparison against the other groups of invitees.

[b] Your Head of Department (Local)/Division Lead. On the main invitation screen, the second grey bar says, "Send Your Head of Department (Local)/Division Lead a Request." Click on this grey bar.



If the e-mail address of your Head of Department (Local)/Division Lead is correct, click "Yes" and the system will send your Head of Department (Local)/Division Lead an e-mail invitation with a link to the **Physicians 360** on-line questionnaire.

If the name showing as your Head of Department (Local)/Division Lead is not correct, you may simply click the "No" button and make the necessary correction by entering the appropriate e-mail address manually. If you wish to invite both your Head of Department (Local) and your Division Lead, click "No" and enter both names manually.



Once you are satisfied with the list click the "Send" button, which is located in the top, right corner of the screen. A pop-up window will appear to advise you that the e-mails have been sent.

Click the "Invitations" tab. You will be returned to the main screen.

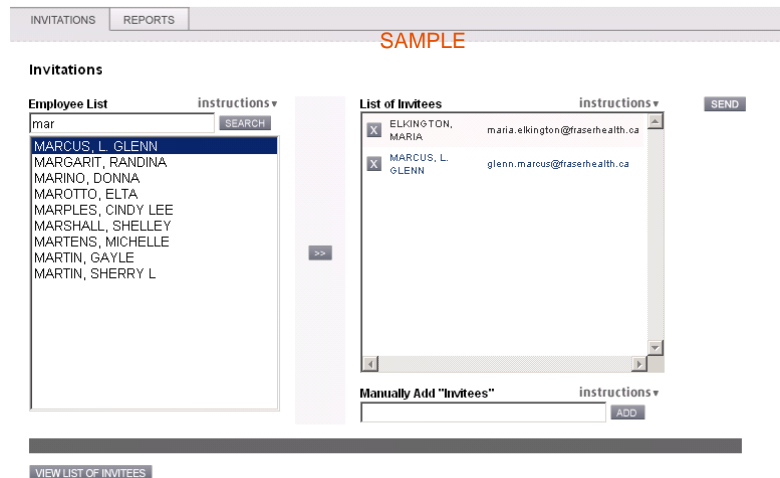
[c] Department Colleagues/Medical Colleagues/Healthcare Team Members. When you return to the main invitation screen, the grey bars will say, “Send your Department Colleagues a Request”, “Send your Medical Colleagues a Request”, “Send your Healthcare Team Members a Request”. Click on each of these grey bars separately and do the following:

- (a) Select 4 – 8 individuals from **each of these categories**. Consider that if a minimum of three individuals don’t respond within a group, then the results will have to be combined with another group in order to maintain anonymity. As such, select enough individuals so that you will have a high enough response rate to have this group reported separately.
- (b) Pick individuals that are familiar with you and your work, particularly with respect to the CanMEDS Competencies that are the substance of the multi-source (360-degree) feedback survey instrument. Try to avoid individuals that you have had only brief encounters with, and who would not be familiar with your demonstration of the competencies.
- (c) Try to pick individuals who will provide you with a perspective and insight that will be meaningful to you in your professional development planning.
- (d) Balance those who are critics with those who like your style; get different perspectives;
- (e) Select people you believe will provide candid, constructive feedback, whether positive or negative.

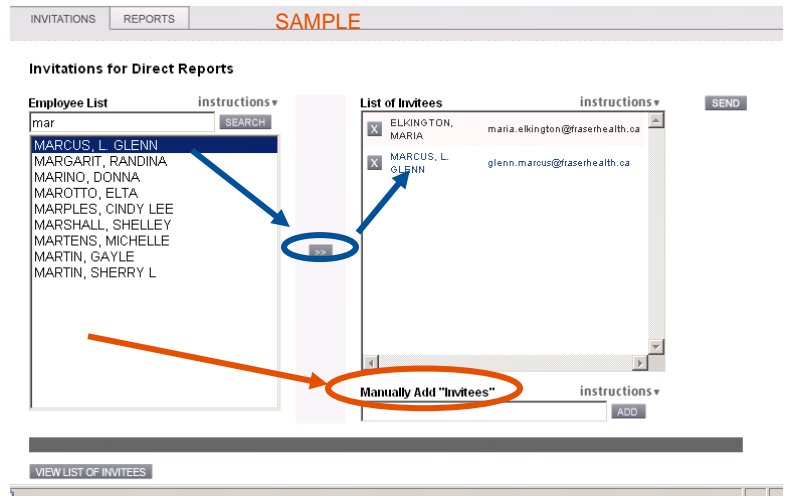
Once you’ve decided who to invite, follow the steps below in the on-line **Physicians 360** system:

1. Search for the name of each person that you wish to invite by entering their last name in the box called, “Search for Last Name”, and clicking on the “Search” button.
2. If that person’s name appears in the box below the “Search” button, simply highlight it, and click the long blue bar at the bottom, which says, “Add to Invitee List”.
3. Do this for the next invitee, and continue doing this until all of the individuals that you wish to invite appear in the “List of Invitees” box on the top right.

Once you are satisfied with the “Invitee List”, click the “Send” button, which is located in the top, right corner of the screen. A pop-up window will appear to advise you that the e-mails have been sent. Click the “Invitations” tab. You will be returned to the main screen.



Manually Add Names. If you can't locate the name of a person that you wish to invite through the search function on the left side of the screen, you can manually add names using the small box on the lower, bottom right side of the screen. Be sure to use the full e-mail address of the individual in the format of john.doe@fraserhealth.ca. Once you've typed the e-mail address, click the "Add" button. This will move the invitee's e-mail address to the box on the top, right – "List of Invitees" **Invitations may also be sent to external e-mail accounts (e.g. home email accounts or external colleagues).**

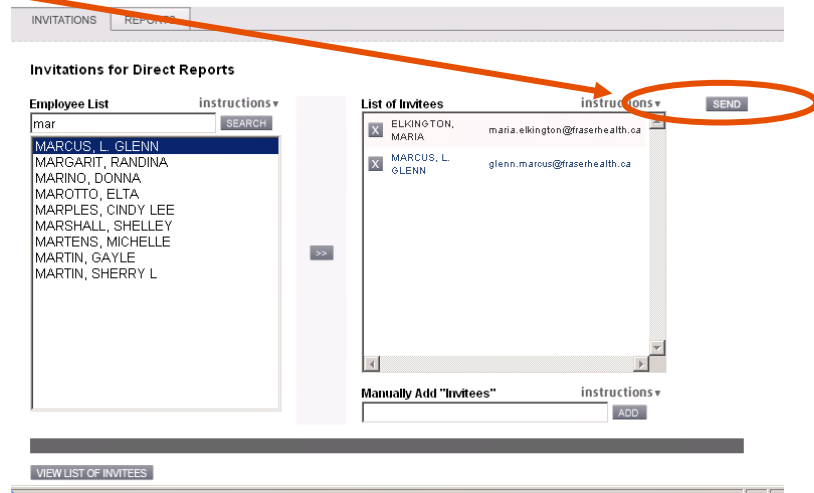


Removing Names. To remove names from the "List of Invitees", click once on the name that you wish to remove from the box on the right side of the screen – this will highlight that name, and turn the "Remove Selected" button from grey (inactive) to orange (active). Click the "Remove Selected" button to remove the highlighted name from the list.

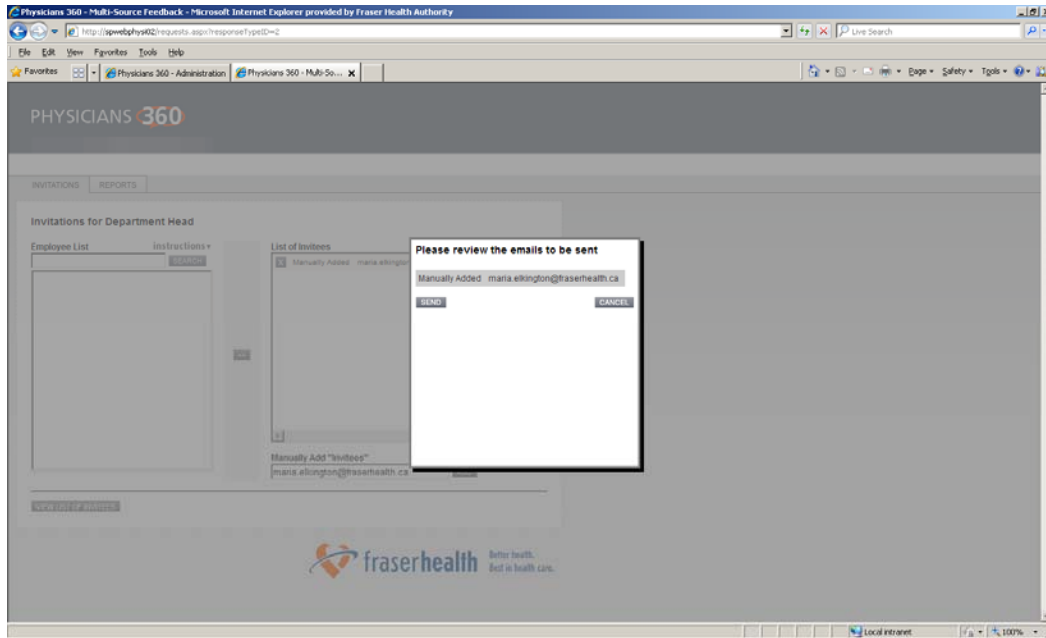
Once you are satisfied that the "Invitee List" is an accurate reflection of all the individuals that you wish to invite, click the "Send Emails" button, which is located in the top, right corner of the screen. A pop-up window will appear to advise you that the e-mail invitations have been sent.

Click the "Invitations" tab. You will be returned to the main screen.

Sending Invitations. Once you have gone through all the categories of invitees, send your invitations by clicking the send button.



You will be asked to review the list of invitee emails prior to sending. If the list is correct, click send. If the list requires editing, click cancel.



The people that you invited to participate will receive an automatic email from the system with the link to the online form and the closing date (see next page)

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

SAMPLE

----- 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
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 on-line: <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!

- ✓ Next, the people that you invited to provide feedback simply click on the link in the e-mail they received, and this will take them directly to the on-line survey. They complete and submit the survey from their computer, all on-line, and all confidential. See the next section for more information about confidentiality and anonymity.
- ✓ Once all invitations are sent out, you must wait until the “closing date” in order to receive your results. At that time, the results report will be available to you through the on-line **Physicians 360** system. See Section [5] for more information about accessing your *results report*.
- ✓ See the **Physicians 360** “Guide for Those Invited to Provide Feedback” to find out more about the process of responding to an invitation to participate in the **Physicians 360** process.

[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.

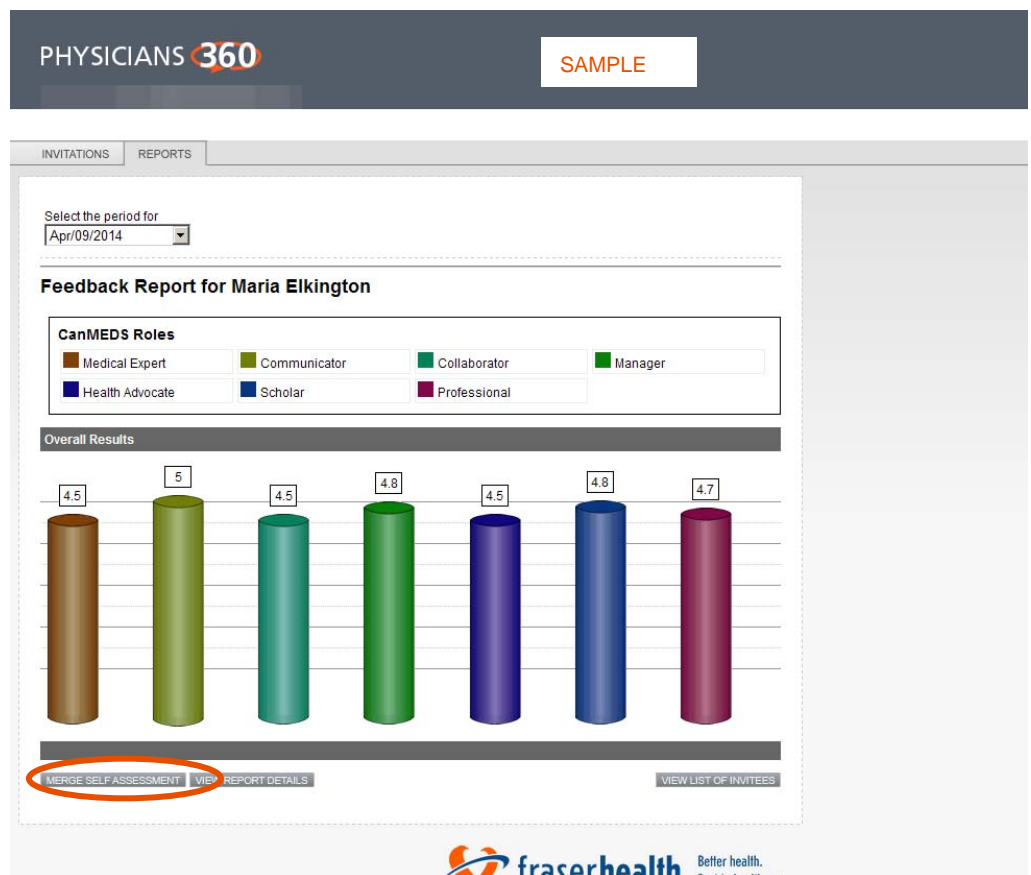
It is an expectation that the person will share their results with their Head of Department (Local)/Division Lead for professional development planning.

[4] Obtaining your Results Report

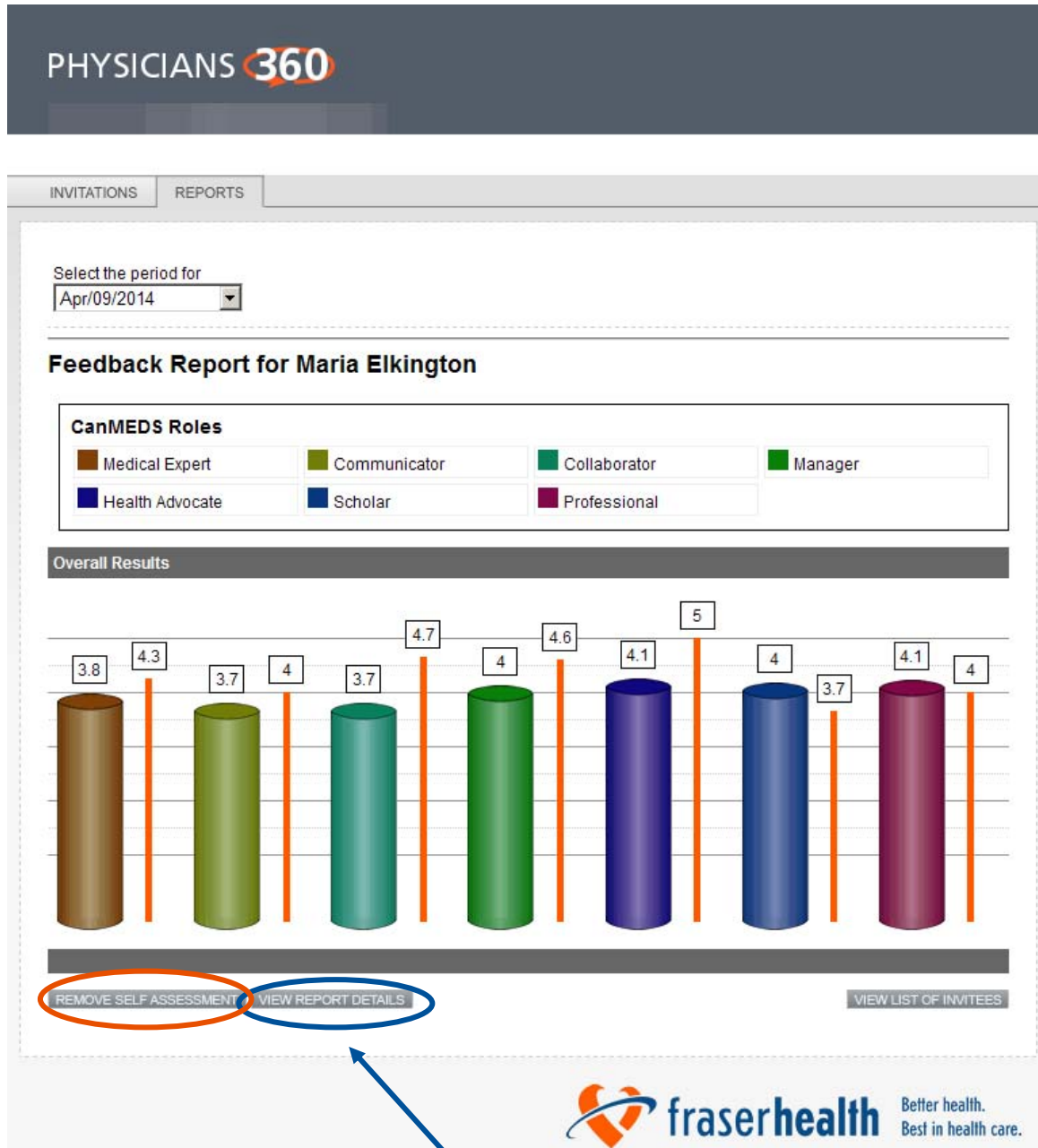
After the closing date, you will receive an email notifying you that you can obtain your results report:

1. Click on the link in the notifying email.
2. Click on “Reports” at the top of the main screen.
3. You will see the screen depicted below.
4. The initial report is presented in bar graph format, with a bar representing your aggregate score on each of the CanMEDS Competencies. The “aggregate score” for each competency as a whole is the average of the scores from each invitee group on all the components of that competency.

5. To view a graphical comparison of your self-assessment with the aggregate results, click on “Merge Self-Assessment”.



- You will now see orange vertical lines beside the bars that represent the aggregate score. The orange vertical lines represent your self-assessment. You can click "Remove Self-Assessment" to view the results comparison without your self-assessment.



- To view the scores of each invitee group, click on the bar "View Report Details":

Each table shows the average score of an invitee group as well as the number of invitees per group who selected a particular rating.



Feedback Report for Maria Elkington (Apr 09, 2014)

PRINT

	Invitee Categories	Sent	Received
	Self-Assessment	1	1
	Department Head	1	1
	Department Colleagues	2	4
	Other Medical Colleagues	N/A	3
	Other Healthcare Teams	N/A	3

} Legend of invitee groups

If less than three (3) individuals respond within an invitee group, then the results will have to be combined with another group in order to maintain anonymity. For example: if one (1) or two (2) "Other Healthcare Teams" respond, their results will be combined with the "Other Medical Colleagues" results.

CanMEDS Roles

Medical Competencies	Among the Best		...		Among the Worst		Average Score
	#5	#4	#3	#2	#1	N/A	
Medical Expert							
Psychopharmacology and somatic therapies	0	1	0	0	0	0	4.0
	0	1	0	0	0	0	4.0
	1	2	1	0	0	0	4.0
	1	2	0	0	0	0	4.3
	1	1	1	0	0	0	4.0
Nosology, etiology, symptoms and course of illness	1	0	0	0	0	0	5.0
	0	1	0	0	0	0	4.0
	1	2	1	0	0	0	4.0
	1	0	2	0	0	0	3.7
	1	1	1	0	0	0	4.0
Establish and maintain therapeutic relationships	0	1	0	0	0	0	4.0
	0	1	0	0	0	0	4.0
	1	1	2	0	0	0	3.8
	0	1	2	0	0	0	3.3
	1	0	2	0	0	0	3.7
Conduct and organize an appropriate interview	0	1	0	0	0	0	4.0
	0	1	0	0	0	0	4.0
	2	0	2	0	0	0	4.0
	0	1	2	0	0	0	3.3
	1	0	2	0	0	0	3.7

If less than three (3) individuals respond within an invitee group, then their results are combined with another invitee group to maintain anonymity. For example, if one (1) or two (2) "Other Healthcare Teams" respond, their results will be combined with the "Other Medical Colleagues" results.

PHYSICIANS **360** SAMPLE

Feedback Report for (May 29, 2013) PRINT

Invitee Categories	Sent	Received
Self-Assessment	1	1
Department Head	2	1
Department Colleagues	7	8
Other Medical Colleagues	2	0
Other Healthcare Teams	0	0

If less than three (3) individuals respond within an invitee group, then the results will have to be combined with another group in order to maintain anonymity. For example: if one (1) or two (2) "Other Healthcare Teams" respond, their results will be combined with the "Other Medical Colleagues" results.

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

[5] 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