

APPRAISAL AND REVALIDATION

THE UK PERSPECTIVE

JOHN ALBERT
NORFOLK AND NORWICH UNIVERSITY HOSPITAL

POLICY FRAMEWORK FOR REVALIDATION

Department of Health, General Medical Council, and the Public are keen to ensure:

- ❖ Practice is up to date
- ❖ Professional activity is in line with GMC's standards of " Good Medical Practice"
- ❖ There is a process of Quality Assurance
- ❖ There is a mechanism for detecting impairment

REVALIDATION

- ❖ Appraisal process will deliver revalidation requirements of GMC
- ❖ Delivered by a Local system of scrutiny
- ❖ Licensing already in place (16-11-09)
- ❖ Formal appraisal takes place annually
- ❖ Enhanced appraisal every 5 years to maintain licence

LOCAL APPRAISAL

- ❖ Each doctor prepares a personal portfolio
 - ❖ CV
 - ❖ Job Plan
 - ❖ Objectives from last appraisal
 - ❖ Directorate/Trust objectives
 - ❖ Information regarding personal practice, under headings of Good Medical Practice
 - ❖ 360° survey
- ❖ Interview with trained Appraiser
- ❖ Personal and Professional Development Plan

GOOD MEDICAL CARE

Standards developed in 7 domains:

- ❖ Good clinical care
- ❖ Maintaining good medical practice
- ❖ Working relationships with colleagues
- ❖ Relationships with patients
- ❖ Teaching and Training
- ❖ Probity
- ❖ Health

360 DEGREE SURVEYS

“Top down” approach to appraisal seen as unfair, biased, limited perspective, demotivating

360 degree appraisal used extensively in industry to counteract these criticisms

Variety of methods of applying 360 available:

- ❖ Open ended, unstructured interviews
- ❖ Statements with simple rating scale
- ❖ Structured questionnaires

Most useful when combined with other evidence

360 DEGREE SURVEYS

- ❖ Tool must be validated, easy to administer, analyse and interpret
- ❖ Feedback must be anonymous
- ❖ Should be used for development, not performance management
- ❖ Career decisions should not be based on 360 alone
- ❖ Training necessary for both appraisee and appraiser to get best value from feedback
- ❖ Requires culture to be sufficiently open to allow criticism and comment among peers

360 IN PRACTICE

- ❖ Appraisee nominates 15 colleagues. First 10 responders used
- ❖ On-line survey is conducted
- ❖ Raw scores tabulated
- ❖ Appraisee carries out self assessment in the same way
- ❖ Survey distributed to appraisee and appraiser
- ❖ Appraisal meeting takes place and survey discussed together with self rating

GUIDANCE FOR RESPONDENTS

- ❖ Rate this doctor in comparison with others with whom you have worked scale is 1 to 8
- ❖ If you are unable to evaluate, select UE
- ❖ Be candid. All feedback is anonymous
- ❖ Rate doctor on TYPICAL performance. Do not let recent experience or single event affect rating
- ❖ Focus on actual performance. Avoid rating on personality or friendship (or dislike)
- ❖ Reflect your own personal view

GOOD CLINICAL PRACTICE

- ❖ Ability to diagnose
- ❖ Ability to treat
- ❖ Ability to solve problems
- ❖ Ability to make timely decisions
- ❖ Ability to manage risk within own skills and competence

MAINTAINING GOOD PROFESSIONAL PRACTICE

- ❖ Maintain current medical knowledge
- ❖ Maintain sufficient breadth of medical knowledge
- ❖ Maintain and develop clinical skills
- ❖ Participate in self-development activities

WORKING RELATIONSHIPS WITH COLLEAGUES

- ❖ Communicate effectively with colleagues
- ❖ Work effectively in teams
- ❖ Demonstrate appropriate leadership
- ❖ Demonstrate trust in others
- ❖ Demonstrate trustworthiness
- ❖ Manage time effectively
- ❖ Respond promptly to calls, bleeps and messages

RELATIONSHIPS WITH PATIENTS

- ❖ Treat patients and their relatives with courtesy
- ❖ Protect the dignity and privacy of patients
- ❖ Listen and respond to patients and relatives
- ❖ Respect the views of patients and relatives

TEACHING AND TRAINING

- ❖ Teach effectively
- ❖ Find opportunities to train others
- ❖ Encourage and support the learning of others
- ❖ Apply objectivity in the assessment of the performance of others

PROBITY

- ❖ Demonstrate honesty
- ❖ Demonstrate respect for confidentiality
- ❖ Accept personal responsibility for own decisions
- ❖ Put aside personal belief in pursuit of best professional practice

HEALTH

- ❖ Maintain good personal health
- ❖ Prevent others from suffering the effects of personal health problems

ASSESSMENT

- ❖ Self assessment questionnaire is compared to the 360° feedback.
- ❖ Used solely for personal reflection and discussion during appraisal interview
- ❖ Helps to identify both strengths and areas for consideration of improvement or personal development
- ❖ No summative grading or ranking is used