

## Conclusions & Acknowledgements

- Quick & easy access to a national database is of benefit to a hospital committee reviewing its own data.
- Root cause analysis databases provide actionable items for system improvements.
- Acknowledgements:
  - Members of St. Mary's General Hospital's Safe Medication Practices Committee.
  - David U, President & CEO, ISMP Canada

## Around the Pharmacy in 360 Degrees

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EVANSTON  
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HEALTHCARE

The author of this presentation Lisa Michener, Pharm.D., M.S has nothing to disclose concerning possible financial or personal relationships with commercial entities.

## Background: 360-Degree Evaluation



- What is 360-degree feedback?
- History
- How/Why process started

American Society of Health-System Pharmacists. ASHP guidelines on the recruitment, selection, and retention of pharmacy personnel. *Am J Health-Syst Pharm.* 2003; 60:587-93.

## Development of 360-Degree Evaluation



- **Golden Rules:**
  1. Must be concise (one page) and easy to understand
  2. Tell employees in advance and explain the motivation
  3. Keep confidential
  4. For improvement and development NOT discipline

Adapted from: [www.reactive360.com/whatisa360degreeappraisal.html](http://www.reactive360.com/whatisa360degreeappraisal.html), accessed 9/1/07

## 360-Degree Evaluation Form



### Numerical Section: (Scored 1 - 5)

- Is dependable and trustworthy
- Willingly accepts assigned tasks
- Works well to solve problems independently
- Completes work on time /follows through on work
- Helped others with their work when needed
- Does work accurately and completely
- Works well with others
- Is a valuable member of the team overall
- Is easy to communicate with/approachable

### Comments:

- Tell me one thing this person does well
- Tell me one thing this person can improve upon

## 360-Degree Evaluation Advantages versus Disadvantages



### Advantages

- Incorporates your employees perceptions actively into process
- Manager may not know first-hand of employee's individual performance
- If delivered using **Golden** rules can be an effective tool

### Disadvantages

- Some may be unwilling to express true opinions
- If anonymous may limit accountability
- May create animosity or foster unhealthy relationships between the staff and management

## 360-Degree Evaluation Lessons Learned & Next Steps



- Overall took process serious and provided thoughtful and constructive feedback
- Objectivity to the evaluation process
- Comparisons:
  - Peer versus management ratings
  - Peer versus self rating
  - Manager to manager rating
- Rankings were similar among managers & peers
- Action plans for development to follow

Questions?





Big Sur,  
California

Nepenthe



Guess  
this  
location

