***Problems in Appraisal***

*PRESENTATION OF PROBLEMS*

*Passive non-engagement*

* Problems fixing a date
* Late/ sparse/ incomplete paperwork
* Quiet/ silent/ withdrawn during appraisal

*Aggressive non-engagement*

* Complaints about process – before, during and after appraisal
* Aggressive answers to questions
* Arguing and interrupting questions

*Destructive non-engagement*

* Refusal to fix a date
* Attempts to side track or disrupt appraisal meeting
* Direct criticism and challenge of colleagues/ previous appraiser/ appraisal process

*UNDERLYING CAUSES OF NON-ENGAGEMENT*

Threatened by process – Big Brother, attitudinal

Work issues

* Patients – complaints, etc
* Partners – disputes, etc
* Overwhelmed - workload

Retirement – why bother?

Home Issues

* Relationships, children, divorce/ separation
* Finance issues
* Worries about money, debt

Health Issues

* Physical illness
* Mental/ psychiatric illness – depression
* Alcohol/ substance misuse
* Sleep disturbance, bereavement, etc.

Time Issues

* Interruptions
* Preparation time
* Study leave/ study time

Personal attributes

* Value given to learning and development
* Reflective skills – ability to reflect and record
* Organisational skills

*MANAGING THE PASSIVE GP*

* Expressing thoughts, ideas and feelings in a way that doesn't threaten or punish other people is very important.
* We are assertive when we act without showing fear or anxiety but without violating the rights of others.
* When we are assertive we can provide the right amount of challenge to the passive GP
* Because we generate feelings of respect for others they will be more willing to co-operate in discussions.
* They and we feel comfortable.
* Identify an interest of the GP
* Try and build up their enthusiasm
* Then try and focus on specific issues/ specific patients
* Use this to build up a picture – congratulate and reward
* Work with what you have got however sparse

*MANAGING THE AGGRESSIVE GP*

An assertive individual listens, negotiates and effectively influences other people.

An aggressive person suborns and dominates (Hitler was not a negotiator!).

They put their wants and needs above those of others. They do not offer choices but would seek to win.

They may enhance their position at the expense of putting down or humiliating others.

Defusing aggression:

* “I” Phrases can make repeated or sensitive questions or statements less threatening:
	+ "I am wondering...."
	+ "I get the feeling that..."
	+ "I have a sense of..."
* 'I' Statements can be used to diffuse hostility:
	+ "I understand that you are angry"
	+ "I am sorry that...." Can be an expression of sympathy only and does not have to imply that anything was your fault
* 'I' Statements that disclose your feelings in a professional manner and create empathy:
	+ "I am concerned that…"
* Make a diagnosis of the problem:
	+ Key to this is to build TRUST
	+ A trusting doctor will open up about their problems
	+ In some situations you may need to probe

*IDENTIFYING A HEALTH PROBLEM IN APPRAISAL*

*Clues to a health problem:*

* Appraisal Form information (content and style)
* Body Language
* Tone and speech
* Questionnaire(s) e.g. 360 degree
* [What the Appraiser knows about the GP??]

*Possible questions to probe for a health problem if suspected:*

* Are you registered with a GP?
* Outside your Practice?
* Have you seen them in the past year?
* Have you self-prescribed in the past year?
* Or asked a colleague to prescribe?
* Have you taken any time off sick in the past year?
* Have you bypassed the normal NHS referral process in the last year?
* What are your coping strategies for stress?
* Do you actively self-care and consider work-life balance?
* Do you have enough holiday entitlement?
* Do you take all your holidays?
* Do you benefit from holidays?
* What are your Study Leave arrangements?
* Do you have a chronic illness?
* Do you suffer with pain, acute or chronic?
* Have you suffered from any family problem in the past year?
* Are you experiencing any stress at work?
* Do you feel your workload is too much at times?
* What have you done about this?
* What is your current biggest stress?
* Are you involved in a complaint?
* Do you get enough sleep?
* How do you feel about your role as a doctor?
* Have you felt recently that you would prefer not to do this job any more?