



My Contribution Conversation

LUHFT Appraisal Framework

Manager's Preparation Guide

Introduction

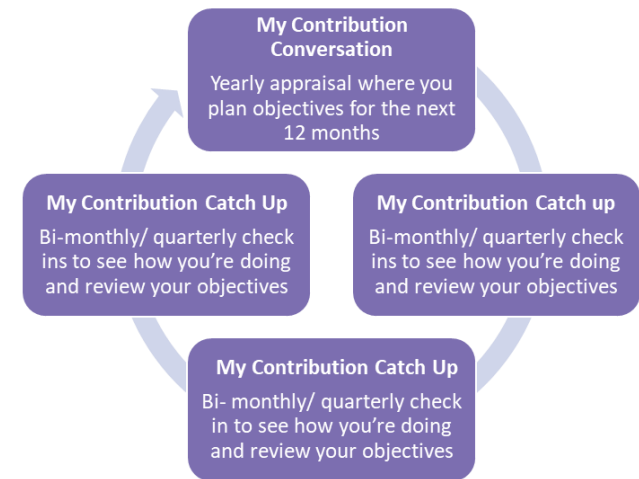
What is My Contribution Conversation?

At LUHFT, we recognise that our people are our most valuable asset, and the way we engage with our employee's around their performance, development and wellbeing will support us to keep our staff feeling happy and connected in work. My Contribution Conversation is LUHFT's new appraisal framework, which promotes a simple, person-centred, meaningful conversation between colleagues about their contribution to their team and the trusts goals, and ultimately our mission to work together to deliver outstanding healthcare. It will offer you an opportunity to have an honest conversation with your staff that will also address their wellbeing, any career aspirations, as well as recognising their personal values and what's important to them.

Throughout this guide, we will use the terms My Contribution Conversation, Contribution Conversation and Appraisal interchangeably.

What's my role as a manager?

At LUHFT, we don't want our appraisal conversation to be a one-off annual event, it has to be a continuous conversation throughout the year that reflects the employee's contribution to the trust. Your role as a manager is to hold a quality Contribution Conversation meeting with your staff, where together you'll reflect on the year and set some goals for the following year. You'll then follow this up with Contribution Check-in meetings throughout the year, where you'll check in on their wellbeing and use the framework as a conversation tool to re-visit individual and team goals. We recommend you meet at least once per quarter but ideally every 6-8 weeks, so that your colleague feels valued and invested in by you. These check-ins are designed to be flexible, and don't need to be formal meetings, and you can use your regular 1:1 check-in time with your staff to do this. Here's how it will look throughout the year:



How will this guide help me?

Throughout this guide we want to help you as a manager feel as prepared as possible to have the best My Contribution Conversation with your staff. Take some time before you hold your annual appraisal conversation to go through this guide, as there will be some useful hints and tips that will help you to prepare in the best possible way. We will also be signposting you to further services and resources that will help you feel prepared for what else might come up during My Contribution Conversation. There is also an [Employee Preparation Guide](#), so please encourage your staff member to also take some time to work through and prepare in advance of your Contribution Conversation meeting.

This guide will help you understand...

- What needs to happen during the My Contribution Conversation meeting.
- The role you play as a manager to support your employee's Contribution Conversation.
- How you can best prepare for the meeting with some areas to consider.
- How to make your staff's appraisal a meaningful conversation about their contribution.
- Resources and services to support staff outside of their Contribution Conversation.



Look out for this icon throughout this document for signposting to supportive resources which are designed to help you as a manager through the Contribution Conversation.

Section 1- Let's start with you

Staff are at the heart of what we do as a trust to deliver outstanding care to patients and our communities. It's essential we take the time to check in on our staff's physical and emotional wellbeing, to ensure they stay well in and out of work. That's what makes it the perfect starting point for the Contribution Conversation. Use this time to have an honest conversation with your employee about their wellbeing.

How to have a wellbeing conversation

Opening a wellbeing conversation can be tough, as you never know what you might expect to be revealed. You may choose to start the conversation by simply asking **'How are you doing?'** or you can choose to start from a place of openness and honesty by saying something along the lines of...

'There has been a lot going on lately inside and outside the trust and we know that times have been particularly tough. We want to keep improving how we support colleagues in terms of their wellbeing- what does that support look like for you?'

However you open this conversation, it's important that you create a natural, normalised conversation where both you and the staff member feel a sense of psychological safety.

By using the prompting questions on the My Contribution Conversation template, you'll get an idea of your employee's physical and emotional wellbeing, as well as the things they do to keep themselves well. You'll also get some indications of health and wellbeing related goals which might be set in Section 5.

Remember, there may be things that you might need to support your colleague with and local support you might need to seek after this conversation. Check out our Life at LUHFT staff support offer, and talk about what aspects of wellbeing your colleague might need help with.



Life at LUHFT Your staff support offer

Life at LUHFT is our promise to take great care of you, to allow you to take great care of yourself. Our priority at LUHFT is to provide you with access to the tools and resources which will allow you to live life well.

Your staff support offer includes information and resources in the below four sections:

Your Physical Wellbeing



Your Mental Wellbeing



Your Financial Wellbeing



Working Life



Use this QR code to access the staff support offer guidebook on your smartphone.
liverpoolft.pagetiger.com/cfxcqja



LIVING OUR VALUES



Signposting for wellbeing support

Occupational health- access support for all areas of wellbeing [here](#) or call 0151 529 3803/ email occupation.health@liverpoolft.nhs.uk

Staff psychological support- visit the website [here](#). Individuals can self refer or managers can refer on their behalf.

For anything out of hours- call Mersey Care's Crisis team on 0800 145 6570.

You may also be interested in...

Cheshire and Merseyside Resilience Hub- collection of self-help resources as well as training for all NHS workers. Access [here](#).

Zero Suicide Alliance- free online suicide prevention training that takes just 20 minutes to complete. Access [here](#).



What if my staff member isn't OK? Dealing with signs of distress

Through this conversation you may find you have a concern about someone's welfare or risk of harm, as staff may make a disclosure to you. This could be a staff member in mental health crisis/ suicidal thoughts or safeguarding issues.

Here's some practical steps you can take with staff:

- Present to A&E- if they are in immediate distress and having suicidal thoughts/ feelings. If you can, support them to get to A&E to be seen by a medical team.
- Contact Staff Psychological Support team/ Crisis team
- Follow your local safeguarding procedures

Some other considerations for you as a manager:

- Can I do anything locally to help?
- Can I discuss this with other teams such as Organisational Development/Freedom to speak up/HR?? See our useful contacts page at the end of this guidance.

Key tips to help you

In the moment, it can feel overwhelming to see and witness a person in distress. It's important that you aim to do the following:

- Stay calm, try not to act shocked as you could be the first person they've trusted to tell.
- Listen and explore the best ways you and others can support.
- Be honest and explain why you must pass information on if your colleague raises a safeguarding issue or is experiencing suicidal thoughts. Ensure you plan a follow-up conversation to check the appropriate action has been taken. Monitor, reassess and make additional plans as requested.
- Offer them comfort, reassurance and hope.

Some helpful things to say could be...

Thank you for sharing this with me.

This is really concerning me, and we need to tell someone else to get the best help

I'm going to do my best to help you.

Section 2- My last 12 months

The ability to reflect is such a key part of the Contribution Conversation as it helps staff to look back at work performance across the year, at both the highs and the lows. This also provides an opportunity to give and receive some feedback with your staff member, acknowledge their strengths, as well as saying well done/ thank you. There should be no shocks or surprises during My Contribution Conversation, so make sure any negative/ constructive feedback is giving as soon as it surfaces.

During this part of the conversation, help your appraisee find three things they are proud of, as well as three things they have found challenging, considering the following areas:

Achievements

Tangible accomplishments:

- Targets hit (based on team's objectives)
- Training and development achieved
- Projects completed
- Patients outcomes or feedback
- Meetings chaired/ facilitated
- Events coordinated

Intangible accomplishments:

- Teamwork
- Going above and beyond
- Having a positive attitude
- Supporting colleagues

Challenges

Ask your colleague...

- What challenges did you overcome?
- What did you learn about yourself/ the organisation?
- Any difficult work relationships- how did you resolve or manage?
- What could have been done differently?
- What's in your power to change?

Having a quality conversation is key to this part of the Contribution Conversation, and reflection may help you both to start to think about key areas to develop in section 5 (goal setting). This all forms part of effective performance management.

Having a quality conversation...

Did you know our Learning and Development team offers training about quality conversations? Find more info about our Micro-Learns [here](#).

Know your Policies

Effective performance management also means being able to draw on key trust policies to support throughout the Contribution Conversation. To access LUHFT's policies, [click here](#).



Section 3- My work values

At LUHFT we are a values-driven organisation, and we want everyone who is part of Team LUHFT to live and breathe our values. It's important you share the how vital our values are with your colleagues, as they guide our behaviours and ways of working with each other and ultimately, reflect the service we offer to our patients and communities.

Be mindful that for some people it may be the first time they've heard about LUHFT's values.

During this section of the Contribution Conversation, you and your appraisee should reflect on our LUHFT values, with a focus on the behaviours they display.

Are there any examples of where your colleague has demonstrated the values and behaviours in their work since their last appraisal?

What do these values mean to your team and service? How do they apply in your local area?

Help your appraisee to record these and identify any behaviours and values they want to develop for the coming year, and that you want to see in your team(s).

Here's a reminder of LUHFT's values...



WE ARE CARING

We are kind to each other and always show compassion to ourselves and others

- We are always kind and compassionate to ourselves, our patients, families and colleagues
- We recognise and appreciate each other, taking pride in working here and our contribution to success
- We are professional and always seek to deliver the best standards of care



WE ARE FAIR

We treat people equitably and value their differences

- We value everyone for their unique contribution and we embrace diversity
- We are confident in speaking up and we support all our colleagues to do the same
- We are open and honest



WE ARE INNOVATIVE

We work as a team to continuously improve the way we deliver and transform health care

- We continuously improve the services we deliver and pioneer new ways of doing things
- We learn from mistakes, striving to ensure we get things right first time
- We create and share knowledge with each other, patients and our professional communities

When reflecting on values and behaviours, it's important that you...

- Actively listen and show genuine interest in your colleagues' hopes and fears.
- Be honest in your reflection and give consideration to where your colleagues are at, having key examples to share about their behaviours.
- Are able to provide helpful challenge in your feedback, with guidance for solutions.
- Are able to show empathy, whilst being honest when there is a difference in perception.
- Help your colleagues in ways to develop different behaviours.
- Make sure the outcomes from these conversations are fed into the development plan in section 5.

There should be no shocks or surprises during My Contribution Conversation, so make sure any negative/ constructive feedback is given as soon as it surfaces.

Support for having quality conversations

At LUHFT, we have a range of programmes to support you to have the best possible conversations with your staff. Check out the following programmes...

Conducting a Quality Appraisal- half day training on how to have a quality conversation with your staff. Book on [here](#).

Having a Quality Conversation with Your Staff- 30 minute Micro-Learn session, access the recording [here](#).

How to have a development conversation- Bitesize course accessed [here](#).

How to have an effective one-one- Bitesize course accessed [here](#).

Confident Conversations- half day training on how to manage difficult conversations. Accessed [here](#).



Section 4- What is my contribution and how do I play my part?

At LUHFT, it's not just about what we do, but about how we do it, which helps us to deliver on our mission to “**work together to deliver outstanding healthcare**”, helping our patients and communities lead **happier, healthier and fairer lives**. During this part of the Contribution Conversation, this is your chance to enable your employee to reflect on the everyday work that they do, and how it fits into the bigger picture at LUHFT.

Chat about the following and together record some reflections on your employee's contribution to LUHFT:

Me and my role

What are you here to do that will make a difference?
What is your personal impact?

My service and team

How do you help your team and colleagues to achieve the trust's mission and goal?

By the end of this part of the contribution conversation, your employee should have a clearer understanding of how their role contributes to your team's overall purpose, as well as how their work impacts on patients and communities. Even if they are in a non-clinical space, their work will still contribute to our mission. This is an opportunity to help your colleague feel valued and appreciated in their role!

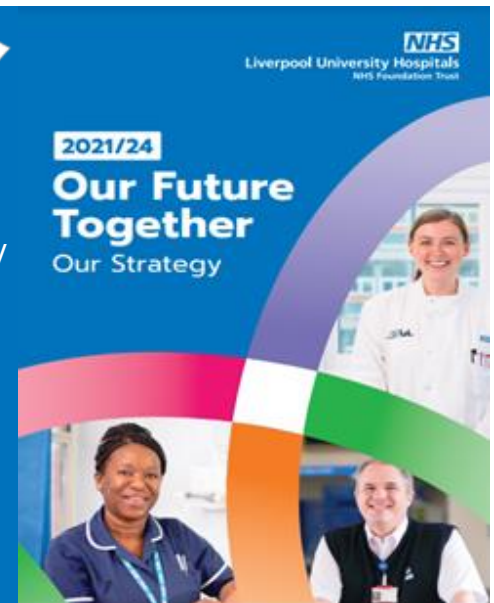
Do you know what your team's objectives are?

To enable your employee to fully reflect on their role, it's important that your team has a clear vision and goals, which align to our strategic objectives as a trust.

For more information, take the time to read Our Future Together strategy which outlines these.

For more information on making your team great, head to our bitesize learning on [How to define your team purpose](#) on Staff Hub.

You can also get in touch with the **Organisational Development** team for guidance on setting Team Objectives.



Section 5- My Objectives at LUHFT

Throughout your conversation, you'll have already begun to talk about areas where your employee wants to develop and grow. Here is your opportunity to help your colleagues set some personal development goals for the following year.

Development for clinical roles

Additional things to consider...

- CPD opportunities
- Registration with professional bodies
- Revalidation requirements

Help them to consider:

How could they develop in their current role?
What tasks/ projects will they be involved in?

What will they need to achieve in the next 12 months?
What development opportunities are there to support them?

Development goals and the Four Greats

Remember, the goal setting part of your appraisal conversation is the perfect opportunity to talk about LUHFT's Four Greats, as each goal will align to one of our strategic priorities:



If your employee is struggling to think about these areas, help them by giving them more information...

Great Care

Is it safe?
Is it caring?
Is it effective?

Great People

Great staff experience
Great place to learn and work
Retain our talent

Great Research and Innovation

High quality research and innovation
Widened access to research
Embedded Culture

Great Ambition

Successful partnerships
Sustainable services
Digitally-enabled organisation
Financial sustainability

Setting SMART Goals

When setting your personal and professional goals, make sure they are SMART and include the following:

Specific- which piece of work does it fit with or what is it you want to achieve?

Measurable- how will you know when this goal has been a success

Achievable- is this a realistic goal to achieve?

Relevant- Does it align to one of the Four Greats?

Timely- when will you see a difference or the result?

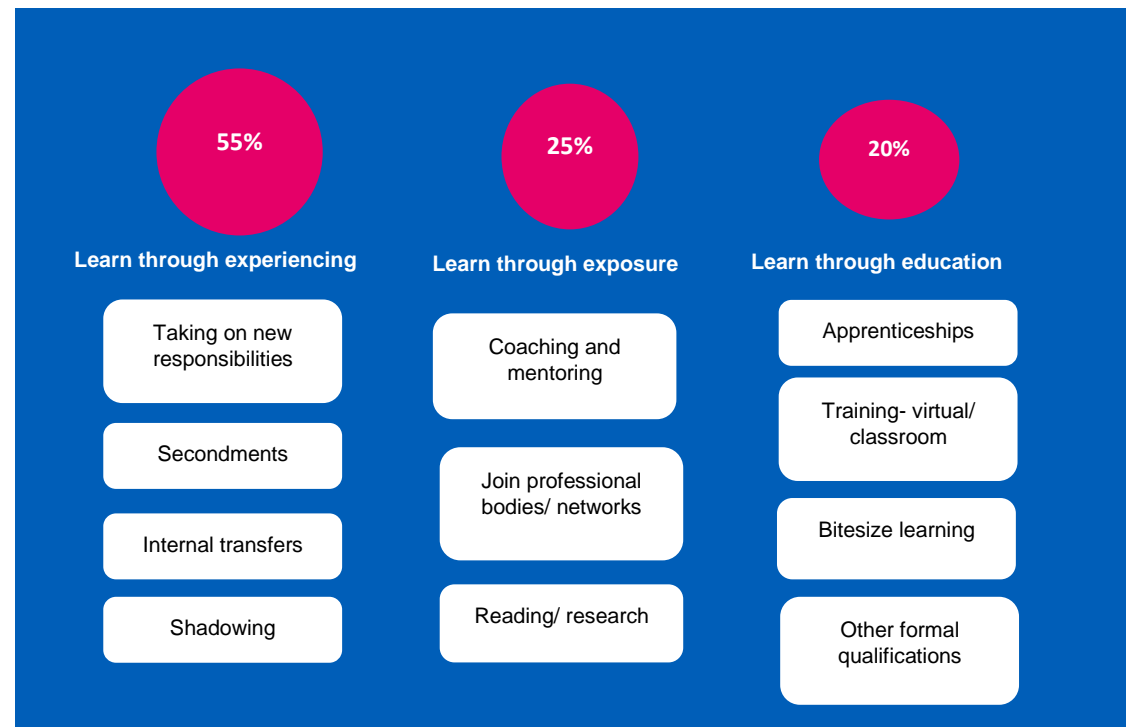
For more help on setting SMART goals, click the link [here](#) for access to our bitesize resource.



Creating Learning and Development opportunities

At LUHFT we want all of our staff to have the opportunity to grow in both breadth and depth in their roles, and we recognise that when it comes to learning and development, there's no "one-size-fits-all" training solution. It's also important that your employee sets development goals that are realistic and work within the demands and constraints of your service.

We operate the [55:25:20](#) model to how we learn and develop, so when setting developmental goals with your employees, consider how they can be met through the following...



Section 6- My Future at LUHFT

This presents an opportunity for colleagues to talk about any plans for their future, any aspirations they may have and next career steps. Help your colleague by talking about how ready they may feel currently and how they can prepare for the future.

But what if my employee doesn't have any desire to progress in their career?

We appreciate that not everyone wants to progress and develop in their career, so it's important you recognise this with staff who are happy where they are, and focus on how they can get the most out of their current role and stay happy at work. For example, how could they contribute to the continuous development of the work you do in the team?

Section 7- Final thoughts and reflections

As you bring the Contribution Conversation to a close, give your employee the opportunity to give any further feedback or have their chance to cover anything they feel they haven't said throughout the conversation.

This is the perfect opportunity to end the Contribution Conversation on a positive tone, where you can thank them for all their hard work throughout the year. This will encourage them to feel seen, heard and valued as an employee at LUHFT, and leave the meeting feeling like they have a way forward for the coming year.

Next steps for Managers after holding the Contribution Conversation

Keep a **safe and confidential** record of the Contribution Conversation, by following our practices on storing of personal information. To review your training, head to the Data Security Awareness on ESR. You will be asked to produce copies of recorded conversations for audit purposes so they will need to be accessible to you.

Schedule your Contribution Catch-up date so that this time is protected for you and your employee to review the goals that have been set.

Think about any **signposting services** you might need to find as a result of your conversation, or referrals you might need to make (for example Occupational Health).

Update ESR to record the appraisal date against the staff member's record.

Getting the most out of My Contribution Conversation

Handy tips for managers

- The manager should take responsibility for writing/ typing up the Contribution Conversation notes. You should then share this with the employee to get their agreement on what was discussed.
- Its up to you and the employee to decide how often you hold your Contribution Catch-ups, but it's recommended between once per quarter or once every 6-8 weeks.
- Your Contribution Catch-ups don't have to be a formal meeting, you may already do these regularly with your staff. They are designed to be an opportunity to continue the Contribution Conversation and help employees stay on track to achieve their goals.
- Don't do all the talking, remember this is the employee's time to reflect.
- Think about values and behaviours just as much as skills and performance outputs- it's not just about what we achieve but how we do it.
- An employee's most important relationship at work is with their line manager. You are the single most important person who impacts an employee's behaviour, morale and motivation. Remember to listen, focus, inspire and thank them.

Useful Contacts

Here are some useful contacts which might help you throughout the My Contribution Conversation

Organisational Development Team

Organisational.development@liverpoolft.nhs.uk

Learning and Development Team

learninganddevelopmentdepartment@liverpoolft.nhs.uk

Admin Office: 0151 529 6224

Equality, Diversity & Inclusion

Tracey Lowry- tracey.lowry@liverpoolft.nhs.uk

0151 529 3010

Occupational Health and Wellbeing

Occupational.health@liverpoolft.nhs.uk

0151 529 3803

ESR System

0151 706 2462/ 2943

0151 529 0714/ 2221

Freedom to Speak Up Guardian

Lorraine Heaton- Lorraine.Heaton@liverpoolft.nhs.uk

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