

Integrated Urgent Care Shift Manager Handler Audit Framework

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Introduction

The Shift Manager is responsible for offering leadership, direction and operational management to the Integrated Urgent Care service during the course of an operational shift.

Audits will be performed to ensure that a high level of support and leadership is being demonstrated to enhance the Quality Care and Patient Care on every shift. This will allow us to meet the aims of our service:

- The shift is able to deliver high standards of patient care in line with the key performance indicators
- Resources (clinical, operational, facilities and mobile) are utilised to the best effect throughout the shift
- The Shift Manager gives the shift a feeling of being safe and well managed. Clinicians and operational staff should enjoy the experience of working with Severnside IUC and this will be achieved if the Shift Manager is anticipating potential problems and acting early and taking control
- The attitude of the staff is crucial as they are representing Severnside IUC at each treatment centre and on the telephone. The Shift Manager should be able to give good direction and be able to support staff at any base with any issues.

Shift Managers in all roles; Co-ordinating, Assistant, Evening and Overnight will be audited bi-monthly, with two shifts and the correlating shift reports being reviewed for each Shift Manager. Shift Managers will be audited against the below criteria and will come out with an overall percentage score for each shift which will demonstrate their performance level.

Auditing Process

Shift Managers will have two shift reports from the previous month audited.

The shifts to be audited should be selected by reviewing the individual's shifts in RotaMaster. Where a Shift Manager has undertaken more than one type of shift manager role, the selected shifts should reflect different roles where possible.

The corresponding shift reports should then be located on the S drive. These are stored in the following folder:

S:\Shift Manager reports after 19th Feb\2026

Two shift reports should be selected for each individual and reviewed as part of the audit.

Auditing Criteria

Audit criteria will differ depending on the type of shift manager shift being audited. The three different audit criteria groups refer to:

- Co-ordinating shift manager, Overnight shift manager, evening shift manager
- Assistant shift manager
- Weekday shift manager

The criteria for each of these audits is as follows-

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CSM/ESM/ONSM (Maximum 24 points)

Effective communication
Cleo and Digital Tickets Raised where appropriate
Action Adhoc Requests from Daily Handover document
Detail Rota Changes for Ops and Clinical Staffs
Shift Manager report completion
Hourly volumes completed (MINIMUM x4 evenings, x6 weekend CSM, x7 overnight)
OPEL information submitted on Faculty
Factual shift overview provided
Clearly requests where any follow up actions are required on shift report
Confirms Learning Event and IT support forms submitted (when issues highlighted on SMR)
Process application
Opel actions considered, implemented and evidenced (if appropriate)
Checks Patient Forms and Desktop, as well as Referral and Oneoneone accounts at the start and end of shift
Completes all required checks- including drug checks, headset count, Sesui checks, manual prescriptions, Osprey fobs, desktop and patient forms folder, email accounts
Completes the DoS management spreadsheet as appropriate

ASM (Maximum 16 points)

Required Checks
Manual Prescriptions checked
Action as required for : Box Allocation/Med issued from stock and Handwashing Audits
Base and Car Drugs Check documented inc Osprey Car
Shift Manager report completion

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Factual shift overview provided, including call handling management
Clearly requests where any follow up actions are required on shift report
Confirms Learning Event and IT support forms submitted (when issues highlighted on SMR)
Identifies appropriate base or car feedback
Headset Count Completed

WDSM (maximum 24 points)

Follow up Actions
Take list access annotated for ops team
Action Adhoc Requests from Daily Handover document
Clearly document any rota changes for ops and clinical staff
Shift Manager report completion
Hourly volumes completed (MINIMUM x8 weekday)
Factual shift overview provided
Completes the DoS management spreadsheet as appropriate
Clearly requests where any follow up actions are required on shift report
Confirms Learning Event and IT support forms submitted (when issues highlighted on SMR)
Spot checks/counts
Checks Patient Forms and Desktop, as well as Referral, Oneoneone and Consultation accounts at the start and end of shift
Completes all required checks- including drug checks, headset count, Sesui checks, manual prescriptions, Osprey fobs, desktop and patient forms folder, email accounts
PEMS position update provided

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Scoring

Results are recorded on the Shift Manager Audits reporting spreadsheet which calculates the audit score.

Maximum points are awarded if criteria are fully met, 1 point is awarded if criteria is partly met and 0 points awarded if criteria are not met. Overall points are totalled and a percentage score assigned.

The overall scores are colour-coded as follows:

Green - 100%	demonstrating exemplary performance	Feedback with Line Manager copied
Green - 90-99.9%	Good performance	Feedback with Line Manager copied
Amber - 80-89.9%	has key areas for improvement to be made	<p>First amber Feedback Line Manager copied - with learning highlighted</p> <p><u>Two consecutive ambers or three in 12 months</u> 1 - Lead Auditor to feedback result to individual and Line Manager 2 - Line Manager to follow up with the individual within two weeks and agree a plan for support/improvement 3 - Increase audits for next audit to 5 shifts (or all shifts if less than 5)</p>
Red - <80%	not displaying required performance, immediate improvement required	<p>1 - Line Manager to follow up with the individual within one week and agree support/immediate remedial actions and plan.</p> <p>2 - If improvement is not achieved manage in line with performance manager policy including Performance Management Plan</p>

Feedback

Shift Managers will receive feedback on their audits bi-monthly via email. This email will contain the scoring breakdown and overall score of each call audited, as well as the overall average score across all Shift Managers, in comparison to target performance (95%).

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There is also a 'comments' column where specific feedback can be addressed. The Line Manager of each Shift Manager (where this is not the SML) will be copied into the feedback email so that they can keep track of their team member's progress and can address feedback with them.

Audit reporting

The audit results and action plans will be reported and reviewed monthly during the Severnside Operational Quality and Performance Review (QPR) meeting.

Roles and Responsibilities

ROLE	NAME	RESPONSIBILITY
Team Manager (Shift Manager lead)	Stuart Burgess	To carry out monthly audits for all Shift Managers To maintain database and collate the results of each audit To attend monthly QPR Meeting and report on Shift Manager performance To provide feedback to members of team and arrange training if necessary
Team Manager	Assigned	To assist in further training of Shift Managers causing concern. To occasionally assist the Workforce Lead with the auditing process
People Team	People Team Advisor and/or Business Partner	To support in the Formal Performance Management process.

Date	Version	Author	Change details
12.02.2024	1.1	Lucy Grinnell	Addition of new version table at the beginning, document title and version number in header, and change table.
26.02.2024	1.2	Hollie Gage	Amended names, auditing timeframe and some of the audit criteria.

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25.06.2024	1.3	Hollie Gage	Addition of target performance inclusion in feedback emails
05.02.2025	1.4	Hollie Gage	Updated criteria added (auditing process section)
28.04.2026	1.5	Stuart Burgess	Full review Updated criteria added Auditing process section added Updates scoring thresholds