

# IAP Shift Manager Audit Framework

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V1.1	Aimee Henley	22/01/2025
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# IAP Shift Manager Audit Framework – V1.1

## 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 (practitioner & operational) 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 on the telephone. The Shift Manager should be able to give good direction and be able to support staff with any issues.

Shift Managers will be audited monthly, with two calls and two shift reports being reviewed for each Shift Manager. Shift Managers will be audited against 19 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. This is completed by selecting 2 shift reports for each person within the S'drive' folder (S:\Shift Manager reports after 19th Feb\2026).

Each shift manager is also audited on two incoming calls. To find the calls:

- Use rotamaster to find 2 dates where a shift manger has worked in the previous month.
- Use the call recorder to select the date and times the shift manager was working.
- Sort the calls into Alphabetical order to group the shift manager calls together.
- Listen to the start of the call and find the patients details in CLEO.
- Use the below criteria to score in each of the categories.

## Audit Criteria

The criteria for each of these audits is as follows-

### IAP SM (Maximum 40 points)

Shift Manager report completion
Hourly volumes completed (MINIMUM x6)
OPEL calculated & Reported on the SM report
Opel actions considered, implemented and evidenced (if appropriate)

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Factual shift overview provided
Clearly requests where any follow up actions are required on shift report ensuring items entered in correct boxes
Confirms Learning Event and IT support forms submitted (when issues highlighted on SMR)
Completes all required checks- including headset count & PC restarts if applicable
<b>Call audits</b>
Calls to be audited in line with the Mental Health Call Handler Audit Framework

### Scoring

The various criteria are worth 1/2points. Maximum points are awarded if criteria is fully met, 1 point is awarded if criteria is partly met and 0 points awarded if criteria is not met. Overall points are totalled and a percentage score assigned.

The overall scores are colour-coded as follows:

<b>Green - 100%</b>	demonstrating exemplary performance	Feedback with Line Manager copied
<b>Green - 90-99.9%</b>	Good performance	Feedback with Line Manager copied
<b>Amber - 80-89.9%</b>	has key areas for improvement to be made	<p><b>First amber</b> Feedback Line Manager copied - with learning highlighted</p> <p><b>Two consecutive ambers or three in 12 months</b> 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>
<b>Red - &lt;80%</b>	not displaying required performance, immediate improvement required	1 - Line Manager to follow up with the individual within one week and agree

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		support/immediate remedial actions and plan. 2 - If improvement is not achieved manage in line with performance manager policy including Performance Management Plan
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## Feedback

Shift Managers will receive feedback on their audits 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%).

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 monthly average percentage is calculated and shared with the head of IUC.

This is also reported at the monthly Severnside Operational Quality and Performance Review (QPR) by completing the IUC OPS - AUDIT REPORTING TEMPLATE. This can be found S:\Service Delivery Team\QPR\2026.

### SEVERNSIDE IUC QPR Audit Reporting

<u>Month &amp; Year being audited</u>	
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<u>ROLE:</u>	
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<u>AVERAGE TEAM PERFORMANCE:</u>	
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**ALL BOXES MUST BE COMPLETED FOR ALL AUDITS**

<u>Number of audits completed for the month:</u>	
<u>Percentage of staff who have been audited in the last 12 months:</u>	
<u>Target audit completion:</u>	
Exception reporting: (Please explain if audit completion is not 100%)	
Any actions required from audit reporting:	

## Roles and Responsibilities

ROLE	NAME	RESPONSIBILITY

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Team Manager (IAP Shift Manager lead)	Aimee Henley	<p>To carry out monthly audits for all Shift Managers</p> <p>To maintain database and collate the results of each audit</p> <p>To attend monthly QPR Meeting and report on Shift Manager performance</p> <p>To provide monthly average results to Head of IUC for reporting purposes</p> <p>To provide feedback to members of team and arrange training if necessary</p>
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
22/01/2025	V1	Aimee Henley	Framework Created.
30/03/2026	V1.1	Aimee Henley	Full Review to add QPR reporting template and