Integrated Urgent Care Shift Manager Handler Audit Framework

Version:	Owner:	Created:
1.3	Hollie Gage	26th August 2021
Published:	**Approving Manager:**	**Next Review**
25.06.2024	Julie Marshall	24.05.2025

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 13 criteria and will come out with an overall percentage score for each shift which will demonstrate their performance level.

Auditing Process

Shift Selection

Two shifts will be selected for each Shift Manager every other month. Where it is identified that a Shift Manager works in more than one of the Shift Manager roles, the audit will be representative of this and incorporate an audit for two of the roles.

Calls to be audited will be accessed using the RecordX system for calls from Osprey Court, and Sesui Lite for calls from Marksbury Road. No calls will be downloaded or stored.

Instant messages to be audited will be identified by the Standard System Audit Instant Message Report on Adastra.

Individual Review

The IUC Shift Manager lead (SML) will be responsible for the audits, and will review a minimum of two shifts per Shift Manager initially. There is the possibility of the volume of shifts reviewed increasing depending on the initial audit result. For each audit, the SML will communicate the results of each staff member's audit with the staff member via email, copying in their Team Manager for information. New Shift Managers within their first six months of working in the role will have four of their shifts audited per audit.

Audit Criteria

Shift Managers will be scored against 13 criteria, outlined below.

<u>Effective communication</u>

Welcome and shift guidance (2 points maximum)

The Shift Manager should use the instant messaging function within Adastra to introduce themselves at the start of the shift. This message should include themselves as point of contact for the shift and any important information that will impact the running of the shift.

Follow up instant messages (2 points maximum)

The Shift Manager should continue to communicate with clinical and operational colleagues at all treatment centres by instant message throughout the shift as appropriate to advise of any updates, to request particular action to be taken and provide the key guidance for the shift as per the above criteria for those with later start times.

Content of messaging (2 points maximum)

The content of instant messages to the wider team should be appropriate, factual and positive. Opinionated and/or emotional language should be avoided, and no mention of restriction of service should be made (e.g. "we have no urgent F2F capacity"). Messages should encourage team morale.

<u>SMR completion (CSM/Evening/Overnight Shift Manager)</u>

Hourly volumes (2 points maximum)

The Shift Manager should ensure that they are adding the hourly volumes to the shift report for the following:

- IUC Advice queue
- ED/999
- Mental health
- Children's
- F2F appointments
- Home visits
- NCCBQ
- Consult and Hold queue

This should ideally be completed every hour but at a minimum:

- Evening shift x 4
- Weekend CSM shift x 6
- Overnight shift x 7

Opel calculator & Alamac data (2 points maximum)

The Shift Manager should make a Faculty OPEL submission at the following pre-determined times:

- 10:00 (weekend only), 15:00 (weekend only), 21:00, 01:00, 06:00

This should be logged on the Shift Manager report.

Factual shift overview (2 points maximum)

The Shift Manager should provide a shift overview for every shift to expand on the information provided by the hourly figures. This will give context to the running of the shift and will be purely

factual information. This overview should take into account the wide audience of the shift manager report distribution, therefore should contain no sensitive or confidential information.

Follow up actions (2 points maximum)

The Shift Manager should ensure that any actions requiring a follow up are clearly identified on the shift report, detailing what is required and a timeframe if appropriate.

Learning event & IT form submission (2 points maximum)

The Shift Manager should ensure that learning event and IT support forms are completed where either have been identified and annotate brief details of this on the shift report in the relevant section. If IT issues are mentioned on the shift report, an entry should also show in the IT support form section.

SMR completion (Assistant Shift Manager)

Factual shift overview (2 points maximum)

The Assistant Shift Manager should provide a factual call handling and safety calling overview for every shift. This will give context to the running of the shift and provide factual information about what actions were required and any issues identified.

Follow up actions (2 points maximum)

The Assistant Shift Manager should ensure that any actions requiring a follow up are clearly identified on the shift report, detailing what is required and a timeframe if appropriate.

Learning event & IT form submission (2 points maximum)

The Shift Manager should ensure that learning event and IT support forms are completed where either have been identified and annotate brief details of this on the shift report in the relevant section.

Base and car feedback (2 points maximum)

The Assistant Shift Manager should ensure that any feedback from Hosts or Drivers regarding a treatment centre or one of the visiting cars is clearly recorded on the shift report, including as much information as possible.

Staff breaks & panic alarm check (2 points maximum)

The Assistant Shift Manager is responsible for completing the staff break report, annotating which staff members took a pre-arranged break. The ASM should also communicate with all hosts to ensure panic alarms are out at their treatment centre.

Process Application

AccuRx texts sent (2 points maximum)

The Overnight Shift Manager should ensure that a text message is sent using AccuRx to any patients being offered a face to face appointment at one of our treatment centres.

Opel actions (2 points maximum)

The Shift Manager should refer to the opel actions after completing the opel score and be guided by these for any action required to ensure the safe running of the shift. Where the on-call Manager is contacted, this should be documented with a reason and an outcome on the shift report.

Spot checks / counts

Medication & prescription checks (2 points maximum)

The Shift Manager should ensure that all required medication checks and prescription counts are completed daily.

Softphone spot check (2 points maximum)

The Shift Manager should complete a spot check of users logged onto both the Sesui and Synety telephony platforms to ensure that all current clinicians and Hosts working out of a treatment centre are logged in.

Patient forms, desktop and email checks (2 points maximum)

The Shift Manager should ensure that all patient identifiable information and photographs are deleted from patient forms folders, desktops and email accounts at the start and end of shift.

Scoring

The various criteria are all worth a maximum of 2 points. 2 points is 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:

100%	**Exemplary performance – feedback provided**
90-99.9%	**Good performance – feedback provided**
80-89.9%	**Work required on weaker areas – feedback provided and a further 2 shifts audited the following month to review for improvement.**
<80%	**Follow up from Line Manager and plan to improve performance agreed.**

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%).

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.

Roles and Responsibilities

ROLE	NAME	RESPONSIBILITY
Team Manager (Shift Manager lead)	Hollie Gage	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
Head of People Team	Mike Duncan	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.
25.06.2024	1.3	Hollie Gage	Addition of target performance inclusion in feedback emails