

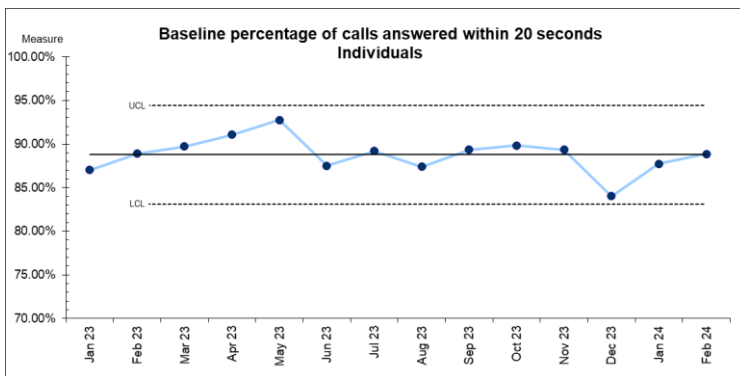
Step 1: Understanding the problem

Cross-cover across the east and west adult referral units (RU) is not feasible with the current way of working separately. Patient experience is hindered with a disparity in the service levels and email referral processing times.

Relevancy: Putting communities first.

Baseline data:

Percent phone calls answered within 20 seconds= 88.76%



Team feedback (January 2024):

- Concerns about the changes and targets coming in for the referral unit.
- Too many different processes across all east and west Kent services.
- Concerns over no robust training plan with time to learn the changes and updates.
- Understanding of communication within the team.
- Allocation of the emails to be reviewed.
- IT concerns.

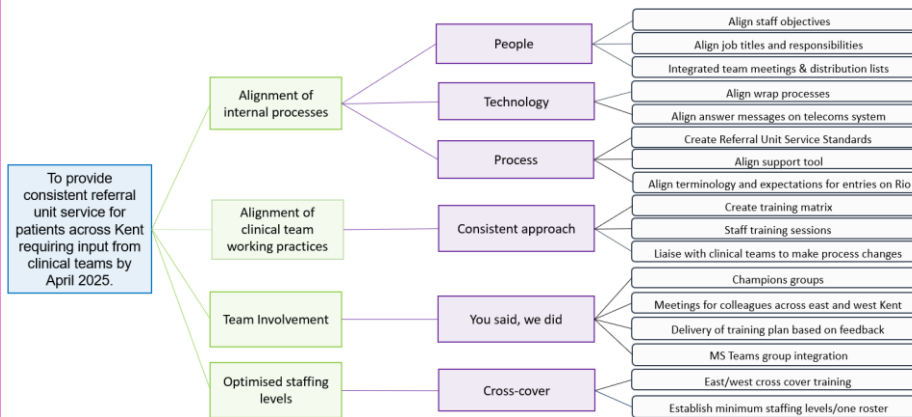
Step 2: What are we aiming to achieve?

To provide consistent referral unit service for patients across Kent requiring input from clinical teams by April 2025.

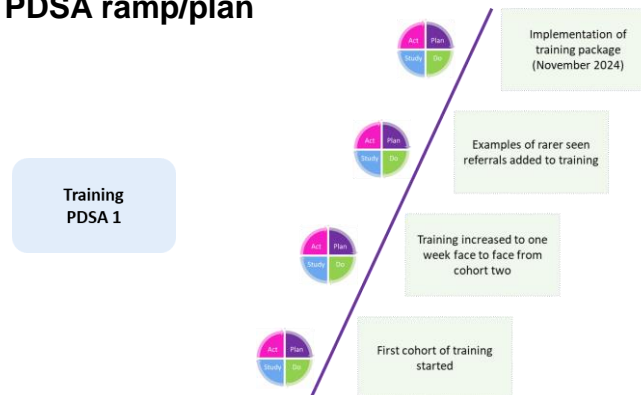
Step 3: What other measures do we need to think about?

- Service level agreement (SLA) 80% of calls answered within 20 seconds
- Average time to answer calls
- Email processing time
- Colleague feedback

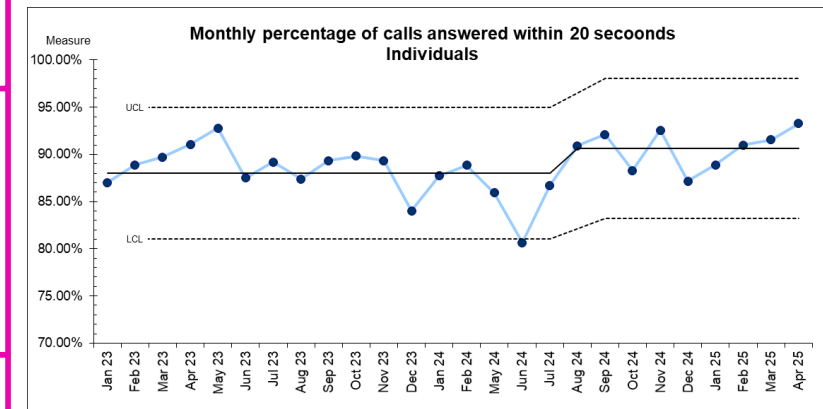
Step 4: What changes can we make to achieve the aim?



Step 5: PDSA ramp/plan



Step 6: Progress & learning



The RU now works across east and west Kent and the SLA continues to be exceeded at an average of 90.64%. Following the benefits realisation of cross-cover and consistent processes, a budget reduction has been achieved while maintaining quality and performance of the team.

Team feedback (April 2025):

- Training was great and I felt supported.
- Integration was a smooth process.
- I enjoy the differences and the challenges but there is a lot to remember.
- Team leads listen to the staff and take in what ideas the process improvement champions suggest.
- I understand this is still a work in progress and takes time.

What's next?

Moving forward, coaching questionnaires are being rolled out regularly across the team to help identify and support knowledge and understanding.