

A photograph of a female nurse with curly hair, wearing a dark uniform with a stethoscope, smiling and gesturing with her hands. The background is a blurred clinical setting. The entire image is overlaid with a blue-to-purple gradient.

# Nursing and Urgent Care

Urgent care support and  
escalation management



MLCSU  
**Clinical**  
Nursing and Urgent Care

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# Introduction

I am delighted to introduce NHS Midlands and Lancashire Commissioning Support Unit's (MLCSU's) Nursing and Urgent Care team (NUCT) – your trusted partner for specialist, independent, clinical and analytical guidance on a regional, national and international scale.

Our mission is to enhance the patient experience and outcomes by supporting your decision-making processes at strategic, tactical, and operational levels.

With a wealth of senior clinical and operational experience, our team is uniquely positioned within the NHS and broader health and care systems to serve as your independent ally. We're committed to driving improvements in your key areas – offering a critical, friendly perspective to facilitate positive change.

Our expertise extends beyond clinical care and governance. We specialise in pathway and system transformation, urgent care flow and redesign, discharge optimisation, and capacity management. We offer expert insights and solutions to address your unique challenges and enhance your system's efficacy – improving outcomes for patients.

We pride ourselves on our proven track record in enhancing urgent care pathways. We support evidence-based understanding and decision-making for a variety of providers, including new and existing integrated care providers ('place'), integrated care boards (ICBs), integrated care systems (ICSs), and NHS England (NHSE).

Plus... as part of one of England's four commissioning support units (CSUs), we have the backing of thousands of experts in areas as diverse as data, analytics, transformational change, workforce planning, finance, and communications, engagement and behavioural insight. This adds unique value to our support.

At NUCT, we transform data and insight into action. Leveraging our expertise, we develop clinically-led solutions for system-wide improvements.

**Our passionate and dedicated team doesn't just provide solutions; we join you on your journey towards unparalleled patient care and system efficiency. We partner with you, work hand-in-hand, sharing your vision and commitment to delivering excellence.**



**Allison Cape**  
Deputy Director of  
Nursing and Urgent Care



## Our principles

Our values, fuelled by passion and commitment, lay the foundation for everything we do:

1

Enhancing patient experience – we are relentless in our mission to level up patient outcomes and enrich their experience

2

Data-driven decisions – clinical data and insights aren't just tools; they guide everything we do. We rely on them to direct all our actions and decisions

3

Of the NHS, for the NHS – we share the values of our customers and are united with you in purpose

4

Trust and collaboration – as your trusted system partner, we commit to sharing our expertise and knowledge for better decision-making that endures.

# Urgent care support and escalation management



## Supporting whole system partners to ensure patients receive the care they need, when they need it

With extensive experience in urgent and emergency care (UEC) co-ordination and delivery, we offer more than a data platform. Our team of clinical and operational experts support the optimisation of unplanned care across whole health and social care systems, measuring and facilitating the management of provider and system pressures and supporting all partners to ensure patients receive the care they need, when they need it.

The provision and management of system-wide solutions using real-time data and insight achieve greater quality, accuracy and evidence-based decisions for optimum escalation and improved patient flow. We provide a single version of the truth and multi-system view to drive service improvements through strategic, operational and tactical support.



## Why choose us:

- ✓ Extensive clinical, analytical and escalation experience and expertise
- ✓ Provide assurance to systems and regulators
- ✓ Time and cost-effective allowing systems to maximise internal resource
- ✓ Expert business intelligence and analytic teams using bespoke tools that answer questions before you anticipate them
- ✓ Analysis of real-time data
- ✓ Human support for whole system escalation
- ✓ Closer working with system partners to implement actions
- ✓ Clinical insight to inform decision making
- ✓ Fluid models to suit local system infrastructures.

## Our services:

### Escalation Management System

Choose EMS+ for a streamlined, proactive, and efficient escalation management experience.

Introducing EMS+, a dynamic web-based escalation management system, honed over 20 years for the evolving needs of health and social care providers.

We work with:



This intuitive tool helps you assess and manage operational pressures, in real-time, across all your providers, ensuring an optimal balance in your system's service delivery. The result? You'll have a powerful dashboard that provides a single, whole system view of what's happening on the ground.

Our team guarantees a smooth implementation of EMS+ across all providers, offering comprehensive training and support for maximum utilisation. Our team can also help you connect real-time data feeds into EMS+, providing immediate insights into key performance metrics such as A&E department pressures, ambulance handovers, arrivals, and decision to admit (DTA) information.

This data allows informed decision-making, fosters intelligent conveyancing and efficient internal and system-wide processes.

EMS+ empowers you with a proactive approach to managing system pressures. Its unique algorithm detects and communicates service pressures via automated alerts - enabling timely anticipation and management of activity surges. The tool also provides a clear overview of pressures across multiple health systems, helping facilitate mutual aid. Plus... EMS+ generates an automatic OPEL report for the entire system, ensuring appropriate action via the automated action card functionality, accurate reporting and proactive whole-system pressure management.

EMS+ provides a comprehensive view of capacity across health and social care systems, integrated with capacity grids and care home capacity. This feature streamlines discharge processes, ensuring seamless system-wide coordination. **With EMS+, you gain control, speed, and effectiveness in your healthcare operations.** The result is improved patient care and experience.

We continuously review and update EMS+ triggers in line with NHS policy changes, ensuring the system accurately reflects provider pressures and remains future-proof. Additionally, our team assists in developing and testing multi-agency action cards annually - utilising operational and clinical insights to guarantee robust and effective planning.



## System Control Centres (SCCs)

Enhance your healthcare system's efficiency with our Regional Capacity Management Team (RCMT), experienced specialists in urgent care escalation management for over 20 years.

Leveraging our comprehensive tool and strong professional relationships, we offer deep insights into the complexities faced by health and social care providers, steering effective and strategic solutions.

### Our bespoke services include:



Generating tailored reports to monitor pressures and activity levels when you need them: daily, weekly, monthly and ad hoc.



Creating and testing robust multi-agency escalation management strategies for optimal control during peak periods.



Predicting weekly, seasonal, and bank holiday trends for A&E attendances and admissions to enhance acute trusts' preparedness.



Driving comprehensive winter planning and analysis, including operational, clinical, and data insights workshops, for effective succession planning.



Designing and delivering ICB director on-call training and providing 24/7 support, ensuring efficient management of out-of-hours escalation pressures.



Playing a pivotal role in critical or major incidents, working in conjunction with NHS England and ICBs.



Operating our Urgent Care Intelligence Centre (UCIC), a year-round support team analysing live A&E and ambulance activity and coordinating with urgent care providers for efficient patient flow management.

**Engage with us and let's strengthen your system together, for seamless service delivery and system partner assurance.**



"RCMT provides comprehensive and understandable data that clearly shows the way issues and pressures affected the Staffordshire system throughout the winter period. This data is crucial in enabling MPFT to analyse their urgent care performance in this context, facilitating pro-active discussion about the effectiveness of their winter plans and supporting organisational decision-making and strategy for plans for the following winter. Without this data, there would be no understanding of the 'bigger picture' in which MPFT services operate and ultimately a lack of knowledge that enables MPFT to make informed decisions to improve people's lives".

*Midlands Partnership NHS Foundation Trust*



## Case study: System Control Centre

Building upon our extensive experience in escalation management and rapid 'Gold Command' mobilisation in Lancashire and South Cumbria ICS in 2020, we offer a System Control Centre (SCC) delivery model tailored to your local infrastructure.

Our service ensures a unified and consistent approach to managing system demand, capacity, and risk mitigation.

Our SCC is a key support system for tactical planning and improvement, providing specialist clinical advice and swift responses to emerging challenges.

This includes identifying and addressing systemic issues impacting patient flow, such as ambulance handover delays and performance, along with clinical and operational hurdles. Furthermore, we coordinate mutual aid to encourage collaborative action.

Backed by efficient real-time data streams, including critical Emergency Department metrics, our SCC identifies themes to alleviate immediate risk and pressure while fostering robust planning and continuous improvement.

Our services are deeply rooted in operational, clinical, and data insights. Through a comprehensive suite of tools and intelligence, we partner with other SCCs to support health and social care systems in managing escalation pressures and patient flow.



"The SCC has mobilised at pace during the pandemic to provide resilience by helping to manage daily operational activities. The centre is efficient and focused on patient care and makes a positive contribution to urgent and emergency care delivery across Lancashire and South Cumbria, coordinating mutual aid and mobilising staff to focus on challenges in the system."

*Regional Director, NHS England North West*





## Data informed insight

Our team produce and present clinically-led, data-driven UEC performance reports at site, trust and system level to help inform strategic decision making.

Developed using the Care Quality Commission (CQC) People First Framework and the national Making Data Count methodology, our reports provide valuable insight from accessible data looking beyond purely the acute care pathway.

The reports can be used for regular briefings to provider CEOs and key system stakeholders to alert them to system pressures and developing trends.

Our agile, multi-disciplinary team of clinicians and data scientists can quickly and dynamically respond to emerging issues with detailed analysis and specific recommendations.

**Choose NUCT – your trusted partner in efficient, effective care delivery.**



“The MLCSU Nursing and Urgent Care team provide and present clinically led and independent performance data to our local A+E Delivery Board. This supports welcome objective challenge and insight to inform our decision making for the population of Morecambe Bay.”

*Deputy Chief Operating Officer, University Hospitals of Morecambe Bay Foundation Trust*

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