

# Evidence Brief: Urgent and Emergency Care

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Produced by the Knowledge Management team Evidence Briefs offer an overview of the published reports, research, and evidence on a workforce-related topic.

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### Key publications – the big picture

#### The 10 Year Health Plan

Department of Health and Social Care, July 2025

The 10 Year Health Plan is part of the government's health mission to build a health service fit for the future. It sets out how the government will reinvent the NHS through 3 radical shifts:

- hospital to community
- analogue to digital
- sickness to prevention

#### Urgent and Emergency Care Plan 2025/26

NHS England, June 2025

This plan sets out how we'll resuscitate urgent and emergency care, with a focus on getting patients out of corridors, keeping more ambulances on the road, and enable those ready to leave hospital to do so as soon as possible.

See also [Urgent and emergency care plan: what you need to know](#) (NHS Confederation)

#### Ambulance 999 call handlers quitting amid burnout and pressure

Unison, June 2025

Call handlers are under immense pressure, making split-second decisions that directly affect lives. A report launched at the union's annual conference in Liverpool today shows the toll taken on the workforce, with more than a quarter (27%) of NHS ambulance control room staff quitting their jobs over the past three years.

#### Did the NHS experience record pressures this winter?

Health Foundation, April 2025

This winter saw the NHS in distress. Only 73% of A&E patients were treated within 4 hours, similar to the last two winters, and far below the 95% constitutional standard. The number of people experiencing 12-hour waits before admission reached a new

record high. Numbers of A&E diverts and ambulance handover delays were worse than over previous winters.

#### On the frontline of the UK's Corridor Care Crisis

Royal College of Nursing, January 2025

The RCN asked members to respond to a short survey at the end of December. Thousands of nursing staff responded, confirming corridor care is widespread across the UK. This report includes the raw, unedited and often heart-breaking responses of nursing staff working across the UK.

#### Seen and heard: Understanding frequent attendance at A&E

Red Cross, November 2024

People who frequently attend A&E constitute a small and vulnerable minority of people in Dorset whose needs are consistently not being met. They make up a significant proportion of A&E attendances. 1.7 per cent of Dorset's population account for 13.8 per cent of the county's A&E attendances.

#### Improvement guide: acute and emergency care acute patient flow

NHS England, September 2024

This urgent and emergency care (UEC) acute patient flow clinical and operational improvement guide provides a range of change ideas for how UEC services can improve both patient care and productivity.

#### The patient who absconds

Royal College of Emergency Medicine, 2024

This guideline has been developed to assist emergency physicians in the management of patients who abscond from the emergency department (ED). In this document, 'absconding' is defined as a patient who has left the department unexpectedly, without the knowledge of clinical staff, and in whom there remains a potential risk of harm to self or others either through

neglect or deliberate means. Some patients who leave without warning may present a risk to themselves whilst others may not.

### Corridor care: unsafe, undignified, unacceptable

Royal College of Nursing, June 2024

The impact on patients and staff of providing care in corridors and other inappropriate areas.

### A vision for the NHS ambulance sector

NHS Providers, March 2024

We have launched a new report in collaboration with NHS Confederation and Association of Ambulance Chief Executives which sets out the long term vision for the NHS ambulance sector.

## Case Studies

### Collaborating to provide care at home for terminally ill patients

NHS Confederation, June 2025

Enhancing the overall experience of patients and their families through personalised, holistic care in Bradford.

### Advanced paramedic rotational placement models in Wales

NHS Confederation, February 2025

How experience in primary care is empowering and informing decision making for advanced paramedics and reducing avoidable conveyance to hospital.

### Service makes remarkable impact on emergency services

National Health Executive, January 2025

[Somerset NHS Foundation Trust](#) has successfully reduced emergency department attendances by 58% among frequent users, thanks to its High Intensity Use (HIU) service.

### AI tool improving outcomes for patients by forecasting A&E admissions

FutureNHS log in required to view

FutureNHS, July 2024

Using lessons learned during the recent pandemic, NHS England data scientists worked with Faculty, a private AI organisation, to develop an A&E demand forecasting tool.

### An Advanced Clinical Practitioner (ACP) Led Surgical Same Day Emergency Care (SSDEC) service model at Wythenshawe Hospital

FutureNHS log in required to view

Wythenshawe Hospital, January 2024

Advanced Clinical Practitioners (ACPs) offer senior assessment to general surgical patients and have changed the face of general emergency surgical assessment and care at Wythenshawe Hospital. An ACP team is employed specifically to work within the Surgical SDEC (SSDEC) service. A key element to their role on top of managing the patients, is to focus on developing the service model. Having dedicated and consistent ACPs within the service has enabled this to happen and has been a key part of the service's success.

### Emergency floor transformation and staff investment proves a success

Isle of Wight NHS Trust, 2023

Over the past 12 months the emergency floor team has completed an innovative transformation resulting in zero nursing vacancies, less reliance on agency staff, an increase in positive feedback and a decrease in complaints.

### Urgent community response in Warrington

NHS Confederation, November 2022

Enabling 999 call handlers to divert calls directly to urgent community response (UCR) teams.

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### Reducing ambulance dispatches in mid-Nottinghamshire

NHS Confederation, November 2022

Working collaboratively to reduce ambulance dispatches and increase response capacity for non-injury falls through community first responders.

### Supporting admission avoidance in Hertfordshire

NHS Confederation, November 2022

Supporting admission avoidance along the urgent and emergency care (UEC) pathway.

### Preventing unnecessary ambulance trips to A&E and hospital admissions in Walsall

NHS Confederation, November 2022

Embedding community health services to prevent unnecessary ambulance trips to A&E and reduce hospital admissions.

### Urgent community response across Mid and South Essex

NHS Confederation, January 2022

A new urgent community response team provides a single integrated service responding to people experiencing an acute medical crisis.

### Implementation of a discharge to assess model

NHS England

Implementation of a discharge to assess model: 7-day discharge hub, change of placement structure, follow up calls – Barnsley Hospital NHS Foundation Trust and community partners.

### Swindon's discharge to assess model

NHS England

Swindon's Discharge to Assess model: Moving acute services to the community, integrated care, assessment at home within 24 hours.

### Home First + service

NHS England

The Home First + service brings together GPs, nurses, therapists, social care and NHS Continuing Healthcare (CHC) practitioners into a single integrated team.

### South Warwickshire out of hospital response

NHS England

South Warwickshire out of hospital response: Creating extra community capacity, retraining staff, increasing support at home.

### Integrated care in action – urgent care

NHS England, 2019

Understanding how integrated care systems are changing urgent and emergency care services.

## The Star for workforce redesign

More resources and tools are available in the **In hospital including urgent and emergency care** section of [the Star](#)

## Statistics

You can find relevant statistics on the [Health and Care Statistics Landscape](#) under “**Health and Care**” and by using “**urgent**” or “**emergency**” as search terms.

### Accident and Emergency wait times across the UK: 2024

Office for National Statistics, February 2024

A summary of the cross-UK comparability of Accident and Emergency wait time statistics from January 2013 to September 2023.

### Urgent and Emergency Care Daily Situation Reports 2024-25 NHS England, 2024-25

Weekly updates will commence on Thursday 5 December 2024, covering the week ending 1 December 2024, and will continue every Thursday at 09:30 throughout winter. The final publication will be made on Thursday 3 April 2025 covering the week ending Sunday 30 March 2025.

## National Data Programme

Workforce, Training and Education staff can look at the [National Data Warehouse \(NDL\)](#) SharePoint site to find out more about datasets and Tableau products.

## Published Peer Reviewed Research

### Advanced Practitioners

#### A qualitative study exploring the experiences of advanced clinical practitioner training in emergency care in the South West of England, United Kingdom

Emergency Medicine Journal : EMJ 42(3), 2025

BACKGROUND: Attempting to improve emergency care (EC) advanced clinical practitioner (ACP) training, Health Education England (HEE) South West (SW) implemented a pilot, whereby emergency departments (ED) were provided with enhanced funding and support to help ED consultants deliver teaching and supervision to EC ACPs to ensure more timely completion of EC ACP training compared with previous cohorts training in the region. We explored the experiences of trainee EC ACPs and consultant EC ACP leads working in EDs, which had implemented the new regional pilot.

#### Advanced practice nurse competencies to practice in emergency and critical care settings: A scoping review Abstract only\*

International Journal of Nursing Practice 30(4), 2024

AIM: Advanced Practice Nurses are expected to provide lifesaving care to patients with complex acute illnesses in emergency and critical care settings. However, little is known about their competencies and barriers to practice in emergency and critical care settings. This review investigated these nurses' competencies to practice.

#### Pharmacists in advanced clinical practice roles in emergency departments (PARED)

International Journal of Clinical Pharmacy, May 2021

Following evidence published in the Pharmacists in Emergency Departments (PIED 2016) study Health Education England funded novel advanced clinical practitioner training for pharmacists (ACP-p), to support service delivery. Objective: To explore experiences and clinical activity of trainee ACP-p, and opinions and recommendations of both trainees and clinical supervisors.

#### Productivity of Advanced Clinical Practitioners in Emergency Medicine: A 1-year dual-centre retrospective analysis Abstract only\*

International Emergency Nursing, 2020

This paper sets a national benchmark for other EDs by reporting ACP productivity and contributes to the evidence by reporting productivity in other clinician groups. The data presented may be helpful in future national workforce planning for UK Eds.

#### Multidisciplinary team attitudes to an advanced nurse practitioner service in an emergency department Abstract only\*

Emergency Nurse, 2020



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The aim of this study was to examine an emergency department's (ED) multidisciplinary teams' (MDTs) attitudes towards an advanced nurse practitioner (ANP) service.

### Advanced clinical practitioners in emergency care: past, present and future

British Journal of Hospital Medicine 79(9), September 2018  
Developing a consistent and skilled workforce is critical to the have formed part of the emergency care workforce for many years and the extended role of these staff groups has supported patient care as the demand has risen and outstripped the capacity of the medical staff. In many hospitals and health-care systems, these extended roles have developed in response to local demand and case mix, resulting in inconsistent role descriptions and lack of transportable qualifications. Even for established roles such as emergency nurse practitioners, there is no UK-wide defined scope of practice or curriculum to support the role. In 2014 a joint working group of the Royal College of Emergency Medicine and Health Education England agreed a programme of work to support a sustainable emergency care workforce.

## Career Pathways and Planning

### Designing a standardised emergency nurse career pathway for use across rural, regional and metropolitan New South Wales, Australia: A consensus process

Australasian Emergency Care 27(3), 2024  
Background: Emergency nurses are the first clinicians to see patients in the ED; their practice is fundamental to patient safety. To reduce clinical variation and increase the safety and quality of emergency nursing care, we developed a standardised consensus-based emergency nurse career pathway for use across Australian rural, regional, and metropolitan New South Wales (NSW) emergency departments. Method(s): An analysis

of career pathways from six health services, the College for Emergency Nursing Australasia, and NSW Ministry of Health was conducted.

### Developing an integrated career and competence framework for a whole systems approach to urgent and emergency care delivery Abstract only\*

International Emergency Nursing 48, 2020  
The impact of crowding in emergency departments on patient safety, staff wellbeing, residents' education and performance of the wider healthcare systems is a global concern. Attention to whole systems healthcare strategies to improve service efficiency is growing, but staff are not well prepared to deliver care across organizational boundaries. Our study aimed to develop an integrated career and competence framework for whole systems urgent and emergency care.

## Corridor Care

### Patients cared for in the Corridor of a large hospital in the United Kingdom: Sick, elderly, and sad Abstract only\*

Acute Medicine 23(4), 2024  
Care of patients in corridors of emergency departments is being normalised in many hospitals across the United Kingdom. Clinicians within Emergency Medicine and Acute Medicine have been discussing the impact of this care on patients, as well as the 'morale injury' on the staff looking after them.

### Staff and patient experiences of crowding, corridor care and boarding: a rapid review Abstract only\*

Emergency Nurse : The Journal of the RCN Accident and Emergency Nursing Association, 2024  
The increasing use of healthcare services is leading to issues with hospital overcrowding and this is particularly apparent in emergency departments (EDs). Consequently, patients are being

cared for in areas that were not designed for that purpose, such as waiting areas and corridors. This negatively affects nurses' and patients' experiences of care. This article provides a rapid review of the evidence on nurses' and patients' experiences of crowding, corridor care and boarding

### Emergency Care Transfers

#### [Residential care home to emergency care transfers](#)

NIHR Applied Research Collaboration Yorkshire and Humber, 2024

People living in care homes are sometimes taken urgently to hospital when they could be treated safely in the community, which can cause problems for them and health services. In this stakeholder engagement project, we consulted with residents in two residential care homes and their families about their experiences and what more could be done to make sure people only go to hospital when they need to.

#### [Paramedic perceptions of barriers and facilitators to the use of ambulance service appropriate care-referral pathways in Northern Ireland: a qualitative study](#) Abstract only\*

British Paramedic Journal 9(3), 2024

Introduction: Paramedic clinical practice has seen significant evolution from the traditional role of transporting patients to an emergency department (ED). An evolving and flexible scope of practice, modernisation and healthcare reform has necessitated the development of a range of referral pathways for paramedics, with the aim of ensuring that service users receive the most appropriate care at the point of contact. Ambulance conveyance rates to EDs in Northern Ireland (NI) have only occasionally fallen below 75%.

#### [How do emergency departments respond to ambulance pre-alert calls? A qualitative exploration of the management of pre-alerts in UK emergency departments](#)

Emergency Medicine Journal : EMJ, 2024

BACKGROUND: Calls to emergency departments (EDs) from ambulances to alert them to a critical case being transported to that facility that requires a special response ('pre-alerts') have been shown to improve outcomes for patients requiring immediate time-critical treatment (eg, stroke). However, little is known about their usefulness for other patients and the processes involved in ED responses to them. This study aimed to understand how pre-alerts influence patient care in the ED.

#### [What influences ambulance clinician decisions to pre-alert emergency departments: a qualitative exploration of pre-alert practice in UK ambulance services and emergency departments](#)

Emergency Medicine Journal : EMJ, 2024

BACKGROUND: Ambulance clinicians use pre-alerts to inform receiving hospitals of the imminent arrival of a time-critical patient considered to require immediate attention, enabling the receiving emergency department (ED) or other clinical area to prepare. Pre-alerts are key to ensuring immediate access to appropriate care, but unnecessary pre-alerts can divert resources from other patients and fuel 'pre-alert fatigue' among ED staff. This research aims to provide a better understanding of pre-alert decision-making practice.

### Equality, Diversity and Inclusion

#### [The experiences of trans \(binary and non-binary\) patients accessing care in the emergency department: An integrative review](#)

Australasian Emergency Care 27(3), 2024

Accessing care in the Emergency Department is often fraught with stress and heightened emotions due to illness or injury, and



the complexity of navigating an often busy and overwhelming healthcare setting. For people who identify as trans (binary and non-binary), accessing Emergency Department care is often associated with additional stress or avoided due to fears of discrimination, or previous negative experiences (1). The aim of this integrative review was to identify and review the literature relating to the experiences of trans (binary and non-binary) people accessing Emergency Department care, to guide practice and future research.

### Strategies to improve care for older adults who present to the emergency department: a systematic review

BMC Health Services Research 24(1), 2024

BACKGROUND: The aim of this systematic review was to examine the relationship between strategies to improve care delivery for older adults in ED and evaluation measures of patient outcomes, patient experience, staff experience, and system performance.

## Health and Wellbeing

### In harm's way: moral injury and the erosion of trust for emergency responders in the United Kingdom

European Journal of Psychotraumatology 16(1), 2025

Background: Moral injury describes the impact of witnessing or being part of events that violate one's values. Initially described in relation to conflict and war, recent work shows that moral injury is a relevant concept for professionals working in emergency situations. Emergency responders work in contexts of human suffering and make complex decisions in time-pressured, high-stakes situations, but emergency responders' viewpoints regarding moral injury and how strongly they align with different viewpoints is currently not well understood.

### One element of the emergency department nurse burnout epidemic-who can help? Based on a qualitative exploratory case study Abstract only\*

International Journal of Healthcare Management 18(1), 2025

Background: Nurses are responsible for a substantial portion of the care patients receive in emergency departments and must be well-equipped to deal with the associated environmental challenges, including managing patients in crises, boarding, and overcrowding. These challenges lead to adverse impacts, like burnout. This study identified training as a resource to reduce the prevalence of nurse burnout.

### Common antecedents and outcomes of burnout among healthcare workers in the Emergency Department: A scoping review Abstract only\*

The American Journal of Emergency Medicine 96, 2025

BACKGROUND: Burnout among Emergency Department (ED) healthcare workers arises from their high-stress environment, characterized by acute patient conditions, unpredictable workflows, and emotional and physical demands. While burnout has been extensively studied in healthcare, the specific antecedents and outcomes unique to ED settings remain insufficiently explored. This review aimed to map the common factors contributing to burnout and its impacts among ED healthcare workers.

### Digital stressors and resources perceived by emergency physicians and associations to their digital stress perception, mental health, job satisfaction and work engagement BMC

Emergency Medicine 24(31), 2024

Digital technologies are increasingly being integrated into healthcare settings, including emergency departments, with the potential to improve efficiency and patient care. Although digitalisation promises many benefits, the use of digital technologies can also introduce new stressors and challenges

among medical staff, which may result in the development of various negative work and health outcomes. Therefore, this study aims to identify existing digital stressors and resources among emergency physicians, examine associations with various work- and health-related parameters, and finally identify the potential need for preventive measures.

### Exploring compassion satisfaction and compassion fatigue in emergency nurses: a mixed-methods study Abstract only\*

Emergency Nurse 32(3), 2024

Compassion fatigue can have detrimental effects on emergency nurses and the quality of patient care they deliver. Ongoing challenges such as operational pressures and the coronavirus disease 2019 (COVID-19) pandemic may have increased nurses' risk of experiencing compassion fatigue.

### The influence of nurse managers' authentic leadership style and work environment characteristics on job burnout among emergency nurses Abstract only\*

International Emergency Nursing, 2023

Emergency nurses experience excessive workloads and high job burnout. Limited evidence exists exploring the role of authentic leadership and nurse work environment on job burnout among emergency nurses. Results suggest the importance of providing effective leadership, adequate support to staff, maintaining optimum staffing and resources, and developing nurse managers' authentic leadership to reduce nurses' job burnout.

### Advanced clinical practitioners' inter-shift need for recovery: a cross-sectional survey in emergency medicine

BMJ Open 31(14), 2022

Emergency departments (EDs) in NHS hospitals in England have faced considerable increases in demand over recent years. Most hospitals have developed general practitioner services in emergency departments (GPEDs) to treat non-emergency

patients, aiming to relieve pressure on other staff and to improve ED efficiency and patient experience. We measured the impact of GPED services on patient flows, health outcomes and ED workload.

### Peer assessment after clinical exposure (PACE): an evaluation of structured peer support for staff in emergency care Abstract only\*

British Journal of Nursing 30(19), 2021

There is an increasing body of evidence that identifies psychological stressors associated with working in emergency medicine. Peer Assessment After Clinical Exposure (PACE) is a structured programme designed to support staff following traumatic or chronic work-related stressful exposure. The first author of this study created the PACE programme and implemented it in one emergency department (ED).

### How emergency nurses cope and motivate themselves to sustain their caring work: An integrative literature review Full text available with NHS OpenAthens account\*

Journal of Clinical Nursing 31(7-8), 2021

To sustain themselves in caring work, emergency nurses need to be intrinsically and extrinsically motivated and know how to cope effectively with stressors and work demands. There is need for research examining the relationships between these aspects of emergency nursing work.

### "I don't have any emotions": An ethnography of emotional labour and feeling rules in the emergency department

Journal of Advanced Nursing, 2021

This study aims to apply Hochschild's theory of emotional labour to emergency care, and uncover the 'specialty-specific' feeling rules driving this labour. Despite the importance of positive nurse well-being, the emotional labour of nursing (a great influencer in wellbeing) remains neglected.

### The prevalence of stress and burnout in UK emergency ambulance service workers and its impact on their mental health and well-being Abstract only\*

British Paramedic Journal 5(4), 2021

To assess the prevalence of burnout among emergency ambulance service workers in one ambulance station; to determine if there are any variances based on socio-demographic information such as gender, clinical grade and length of service; to examine the distinctions between personal, work-related and patient-related burnout; to identify current workplace interventions to reduce stress and burnout that will improve mental health and well-being.

### 'You keep going because you don't want to let your team down': Winter pressures and rising COVID-19 cases have put emergency departments at the eye of the storm – and front-line staff are struggling Abstract only\*

Emergency Nurse, 2021

Winter combined with COVID-19 was always set to be the perfect storm for emergency departments (EDs). And with the current wave of the virus peaking at the busiest time of the year for hospitals, it has proved to be just that.

### Insights into nurses' precarious emotional labour in the emergency department

Emergency Nurse, 2021

The ED is an environment that requires sophisticated but precarious forms of emotional labour. Recognising, valuing and supporting the emotional aspect of an ED nurse's role is essential if emergency services are to remain functional, efficient and humane.

### Measuring 'Need for Recovery' as an indicator of staff well-being in the emergency department: a survey study

Emergency Medicine Journal 37(9), 2020

The Need for Recovery (NFR) Scale is an 11-item questionnaire that assesses how work affects intershift recovery. Items are summated to form a score with a maximum value of 100. Previously reported scores range from 38 in nurses to 55 in miners. This study aimed to determine the NFR Score among ED staff and to identify whether the NFR Score was associated with characteristics potentially implicated with recovery from work.

### Effectiveness of interventions to reduce emergency department staff occupational stress and/or burnout: a systematic review

JBIC Evidence Synthesis 18(6), 2020

The prevalence of occupational stress and burnout among busy emergency department staff requires urgent attention. This review summarizes the current evidence to provide recommendations on interventions to reduce occupational stress in the emergency department.

### A longitudinal assessment of occupational stress in Emergency Department Nursing Staff

Journal of Nursing Management, 2020

To examine perceptions of occupational stress in Emergency Department (ED) nurses and measure the impact of interventions to address them. Background: Cross-sectional studies internationally have established that Emergency Department (ED) nursing staff experience high levels of occupational stress.

### 'I actually only come to work for the banter': A qualitative study into contributors to emergency department care providers' transitory emotional state Abstract only\*

Emergency Medicine Journal 36(12), 2019

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Our affective (emotional) state has far reaching and well recognised implications relating to well-being, teamwork and patient safety. The aim of this novel study was to gain an in depth understanding of factors that influence the transitory emotions of Emergency Department (ED) care providers whilst at work. Method and results Using a pragmatist theoretical lens, a qualitative methodology was selected to explore staff members' experiences of factors generating positive and negative emotions.

### Burnout in the emergency department: Randomized controlled trial of an attention-based training program Abstract only\*

Journal of Integrative Medicine 17(3), 2019

Burnout (encompassing emotional exhaustion, depersonalization and personal accomplishment) in healthcare professionals is a major issue worldwide. Emergency medicine physicians are particularly affected, potentially impacting on quality of care and attrition from the specialty. Objective(s): The aim of this study was to apply an attention-based training (ABT) program to reduce burnout among emergency multidisciplinary team (MDT) members from a large urban hospital.

### Evaluating an intervention addressing stress in emergency department clerical staff Abstract only\*

Occupational Medicine 68(9), 2018

The sustained improvements in addressing occupational stressors in these ED clerical workers are encouraging. Further work should examine whether similar improvements can be achieved in clinical staff and for other work stressors such as effort-reward imbalance and organizational justice.

### The psychological health and well-being of emergency medicine consultants in the UK Emergency Medicine Journal 34(7), 2017

EM consultants experience considerable physical and mental strain. This strain is dynamically related to consultants'

experiences of diminishing self-worth and satisfaction, alongside current sociopolitical demands on EM services. Recognising the psychological experiences and needs of EM consultants and promoting a sustainable EM consultant role could benefit individual psychological well-being and the delivery of emergency care.

### Workplace pressures are driving nurses out of emergency care

Abstract only\*

Emergency Nurse, 2016

Nurses are being deterred from working in pressured emergency departments (EDs) because of the associated stress, MPs have warned. A Commons health committee report on winter pressures in emergency care says poor performance has 'become the norm' for some NHS trusts, due to increasing demand for services, insufficient staff numbers and bed-blocking.

## Health inequalities

### Deprivation is associated with hospital conveyance among patients who are terminally ill Full text available with NHS

OpenAthens account\*

Emergency Medicine Journal: EMJ, 2025

BACKGROUND: Hospital admissions of patients who are terminally ill can be associated with poor experiences and unwanted outcomes, such as dying away from home. While area deprivation is associated with emergency hospital admissions in the last year of life, few studies have explored the relationship between deprivation and ambulance clinicians' decisions to convey a patient to the hospital. The aim of this study is to understand the overall proportion of terminally ill patients conveyed to hospitals by paramedics in North West England, and to explore the associations between hospital conveyance and area deprivation.

### 'The lights are on, and the doors are always open': a qualitative study to understand challenges underlying the need for emergency care in people experiencing homelessness in rural and coastal North East England

BMJ Public Health 3(1), 2025

Introduction: People experiencing homelessness have high rates of emergency care attendance compared with the general population. This study explores the factors underlying the need for emergency care services among people experiencing homelessness in rural and coastal areas of North East England.

### Well-being interventions for emergency department staff: 'necessary' but 'inadequate' - a phenomenographic study Full text available with NHS OpenAthens account\*

Emergency Medicine Journal : EMJ, 2024

INTRODUCTION: Stress and burnout are prevalent among emergency department (ED) staff in the UK. The concept of well-being interventions for ED staff is a growing area of interest and research worldwide. Various interventions are described in the literature, yet little is known about the experience of ED staff in the UK of interventions designed to support their well-being. This study therefore aimed to understand their experiences of these interventions.

### How can health systems approach reducing health inequalities? An in-depth qualitative case study in the UK

BMC Public Health 24(1), 2024

BACKGROUND: Addressing socioeconomic inequalities in health and healthcare, and reducing avoidable hospital admissions requires integrated strategy and complex intervention across health systems. However, the understanding of how to create effective systems to reduce socio-economic inequalities in health and healthcare is limited. The aim was to explore and develop a system's level understanding of how local

areas address health inequalities with a focus on avoidable emergency admissions.

## Leadership

### Clinical leadership development in the NHS - a study in urgent and emergency care (UEC)

Journal of Health Organization and Management 39(9), 2025

PURPOSE: This paper explores why clinicians in an emergency department (ED) become leaders, their experiences of leadership and their future developmental needs. It focuses on emerging leaders, middle management, and senior management whilst addressing the knowledge gap in identifying the training needs of clinical leadership in urgent and emergency care (UEC).

### Tailored leadership training in emergency medicine: qualitative exploration of the impact of the EMLeaders programme on consultants and trainees in England

Emergency Medicine Journal : EMJ 41(9), 2024

BACKGROUND: Emergency medicine (EM) consultants are expected to provide leadership to facilitate optimal clinical results, effective teamwork and learning. To foster leadership skills, the Emergency Medicine Leadership Programme (EMLeaders) was launched in 2018 by the Royal College of Emergency Medicine (RCEM), Health Education England and National Health Service England. A mixed-methods evaluation of EMLeaders was commissioned to assess the impact at the strategic, team and individual levels. This paper reports the qualitative evaluation component.

### Leadership training in emergency medicine: A national survey

AEM Education and Training 8(6), 2024

Background: Emergency medicine (EM) is a uniquely stressful environment in which leadership training could improve individual



and team performance, patient outcomes, well-being, and EM career intentions. The primary aim was to evaluate EM-specific leadership training (EMLeaders) compared to no leadership training. A secondary comparison was with other forms of leadership training.

[Role of emotions in change and change management in an emergency department: a qualitative study](#) Full text available with NHS OpenAthens account\*  
BMJ Leader, 2024

BACKGROUND: Changes in emergency departments are frequently implemented to improve efficiency and reduce costs. However, staff acceptance and adoption are crucial for the intended success of changes., OBJECTIVES: This study explored staff perceptions of factors influencing the implementation of changes and any common themes linking changes and factors influencing changes in an emergency department at a university teaching hospital in the UK.

### Learning from Covid-19

['It's only a matter of time' - Lessons learnt and recommendations from COVID-19 to inform emergency nursing for future pandemics: An integrated literature review](#)

Australasian Emergency Care 28(2), 2025

PURPOSE: In the recovery phase of COVID-19 disaster management, Emergency Department (ED) nurses are attempting to return to normal workforce operations, despite significant impacts on personal and professional lives. This review aims to examine and synthesise current literature for the learnings and recommendations from the lived experiences of ED nurses during the COVID-19 pandemic.

[Applying the major system change framework to evaluate implementation of rapid healthcare system change: a case study of COVID-19 remote home monitoring services](#)

Implementation Science Communications 6(1), 2025

BACKGROUND: A framework to evaluate implementation of Major System Change (MSC) in healthcare has been developed and applied to implementation of longer-term system changes. This was the first study to apply the five domains of the MSC framework to rapid healthcare system change. We aimed to: i) evaluate implementation of rapid MSC, using England COVID-19 remote home monitoring services as a case study and ii) consider whether and how the MSC framework can be applied to rapid MSC.

[International comparison of hospitalizations and emergency department visits related to mental health conditions across high-income countries before and during the COVID-19 pandemic](#)

Health Services Research 59(6), 2024

OBJECTIVE: To explore variation in rates of acute care utilization for mental health conditions, including hospitalizations and emergency department (ED) visits, across high-income countries before and during the COVID-19 pandemic., DATA SOURCES AND STUDY SETTING: Administrative patient-level data between 2017 and 2020 of eight high-income countries: Canada, England, Finland, France, New Zealand, Spain, Switzerland, and the United States (US).

[Changes in urgent and emergency care activity associated with COVID-19 lockdowns in a sub-region in the East of England: Interrupted times series analyses](#)

PloS One 19(11), 2024

BACKGROUND: Access to and use of urgent and emergency care in the United Kingdom's National Health Service reduced during COVID-19 related lockdowns but demand reportedly increased since then. We investigated the impact of COVID-19



on urgent and emergency health care services activity in an eastern England population of 1.1 million.

### Evaluating emergency service response to COVID-19: A scoping review

BMC Emergency Medicine 39(4), 2024

The issue of how emergency services (police, fire, ambulance, local authorities) respond to pandemics has received greater research focus recently in relation to the COVID-19 outbreak, which saw agencies going beyond usual roles to support communities for prolonged periods. A critical appraisal is needed of this published evidence to take stock of what is known about the effectiveness of emergency service response to Covid-19.

### Looking after the emergency medicine workforce: lessons from the pandemic

Emergency Medicine Journal 40(2), February 2023

In this month's EMJ, there are two reports looking at the well-being of emergency medicine staff during the early stages of the pandemic. These are both small qualitative studies, one from Canada and one from the USA, but the findings will resonate with many clinicians worldwide. The authors have performed a useful service to document and archive their findings to inform better responses in future pandemics. This qualitative research compliments existing quantitative work.

### Frontline experiences and perceptions of Urgent Dental Care centre staff in England during the COVID-19 pandemic: a qualitative study

British Dental Journal, 2021

Following the World Health Organisation declaration of COVID-19 as a global pandemic, routine dental care in the UK ceased, and Urgent Dental Care centres (UDCs) were established to offer remote and face-to-face urgent dental treatment for those in need. Participants reported experiencing a number of emotional

challenges that appeared to be exacerbated by an unsupportive environment, often due to lack of leadership. However, positive experiences and coping strategies were also identified. Collective and sustained efforts at system level to improve the resilience and mental wellbeing of the current and future dental workforce and integration of dentistry into wider healthcare infrastructures are needed.

### The future of dentistry post-COVID-19: perspectives from Urgent Dental Care centre staff in England

British Dental Journal, 2021

The pandemic has highlighted the desire from the dental profession for urgent reform of the current NHS dental contract in England. This was directed towards a more resilient, responsive and equitable dental service that is better prepared for current and future challenges.

### Emergency medicine response to the COVID-19 pandemic in England: A phenomenological study

Emergency Medicine Journal 37(12), 2020

The COVID-19 pandemic has stretched EDs globally, with many regions in England challenged by the number of COVID-19 presentations. In order to rapidly share learning to inform future practice, we undertook a thematic review of ED operational experience within England during the pandemic thus far.

## New and extended roles

### Doctors', Patients' and Physician Associates' Perceptions of the Physician Associate Role in the Emergency Department

Health Expectations : An International Journal of Public Participation in Health Care and Health Policy 27(4), 2024

INTRODUCTION: The Emergency Department (ED) has seen increased patient attendance and difficulty meeting demands. New healthcare professions such as Physician Associates (PAs)

are being utilised to complement the existing medical workforce. Despite the growth of their professions in the United Kingdom, little evidence is available about the perceptions of their roles., OBJECTIVE: This study aims to provide evidence of doctors', PAs' and patients' perceptions of the PA role in the UK ED.

### Comparing physician associates and foundation year 1 doctors-in-training undertaking emergency medicine consultations in England: a quantitative study of outcomes

BMJ Open 14(1), 2024

OBJECTIVES: To compare the contribution of physician associates (PAs) to the outcomes of emergency medicine consultations with that of foundation year 1 doctors-in-training (FY1s)., DESIGN: A quantitative study using retrospective chart review of adult patients seen by PAs or FY1s from August 2018 to January 2020 using 16 months of anonymised clinical record data.

### Impact of pharmacist interventions provided in the emergency department on quality use of medicines: a systematic review and meta-analysis

Emergency Medicine Journal 40(2), February 2023

This systematic review aimed to synthesise evidence from studies examining the impact of interventions provided by pharmacists on the quality use of medicines in adults presenting to ED.

### GP roles in emergency medical services: a systematic mapping review and narrative synthesis

BJGP Open, 2023

A significant proportion of emergency medical services (EMS) work is for problems that may be amenable to timely primary care management and could benefit from GP input. Utilising GPs in EMS may reduce avoidable emergency department (ED) conveyance, releasing emergency ambulances for higher-acuity

care, and meeting patient needs earlier in the evolution of an emergency call.

### Radiographer-led discharge for emergency care patients, requiring projection radiography of minor musculoskeletal injuries: a scoping review

BMC Emergency Medicine 22(70), 2022

Pressure on emergency departments (EDs) from increased attendance for minor injuries has been recognised in the United Kingdom. Radiographer-led discharge (RLD) has potential for improving efficiency, through radiographers trained to discharge patients or refer them for treatment at the point of image assessment. This review aims to scope all RLD literature and identify research assessing the merits of RLD and requirements to enable implementation.

### Does the presence of general practitioners in emergency departments affect quality and safety in English NHS hospitals? A retrospective observational study

BMJ Open 12(2), 2022

Emergency departments (EDs) in NHS hospitals in England have faced considerable increases in demand over recent years. Most hospitals have developed general practitioner services in emergency departments (GPEDs) to treat non-emergency patients, aiming to relieve pressure on other staff and to improve ED efficiency and patient experience. We measured the impact of GPED services on patient flows, health outcomes and ED workload.

### A paramedic's role in reducing number of falls and fall-related emergency service use by over 65s: a systematic review

British Paramedic Journal 6(1), May 2021

Around 10-25% of emergency calls for adults aged over 65 are attributed to falls. Regardless of whether injuries are caused, quality of life is often affected by fear of falling, leading to

reduced confidence and activity, negatively impacting mobility and risking depression and isolation. Ambulance service staff are well placed to identify falls risk factors so patients can be directed to falls prevention services. This article aims to determine how the referral by paramedics of uninjured falls patients to community falls services may reduce future falls and emergency services use.

### Potential impacts of general practitioners working in or alongside emergency departments in England: initial qualitative findings from a national mixed-methods evaluation

BMJ Open 11(5), May 2021

To explore the potential impacts of introducing General Practitioners into Emergency Departments (GPED) from the perspectives of service leaders, health professionals and patients. These 'expectations of impact' can be used to generate hypotheses that will inform future implementations and evaluations of GPED.

### Respiratory improvement programme: Admission avoidance in the emergency Department by physician associates

Thorax 76(Suppl1), 2021

This innovative way of working as part of the MDT not only provided a safer patient flow, but as respiratory PAs, patients received an excellent bundle of respiratory care within the acute setting. The close links with local community respiratory teams and rehabilitation services enhanced the management and transition of care back to the community effectively.

### Comparing physician associates and foundation year two doctors-in-training undertaking emergency medicine consultations in England: a mixed-methods study of processes and outcomes

BMJ Open 10(9), 2020

Physician associates in emergency departments in England treated patients with a range of conditions safely, and at a similar level to foundation year two doctors-in-training, providing clinical operational efficiencies.

### Impact of volunteers in the emergency department

British Journal of Nursing 17(6), September 2020

Fundamental aspects of patient experience have been reported as substandard in emergency departments. Hospital volunteers can improve the patient experience in inpatient settings. However, evidence is limited on their impact in emergency departments. Aims: To determine whether emergency department volunteers could enhance patient experience through assisting with the psychological aspect of patient care and patients' nutritional needs.

### How I make the emergency department less daunting: Lauren Johnston describes her work as a newly qualified learning disability nurse in a pioneering nursing role Abstract only\*

Emergency Nurse, September 2020

For patients with learning disabilities and/or autism, visiting a hospital's emergency department (ED) can be an especially frightening experience. To address this issue, a Merseyside trust has become one of the first in the UK to introduce a new nursing post to support vulnerable patients when in the ED.

### Contribution of paramedics in primary and urgent care: a systematic review

June 2020, The British Journal of General Practice, June 2020

Within the UK, there are now opportunities for paramedics to work across a variety of healthcare settings away from their traditional ambulance service employer, with many opting to move into primary care. AIM: To provide an overview of the types of clinical roles paramedics are undertaking in primary and urgent care settings within the UK.

### The Emergency Physiotherapy Practitioner (EPP)-a descriptive case study of development and implementation in two Danish hospitals Abstract only\*

Apotheker Zeitung, May 2020

Role of physiotherapists in the emergency department is a recent professional development and is still limited to few western countries. There is a degree of uncertainty on the role, its benefits and implementation of the role in the healthcare systems. Therefore, this case study aims to describe the development, implementation and evaluation of the emergency physiotherapy practitioner (EPP) role in two Danish hospitals.

### Impact of the primary contact physiotherapy practitioner role on emergency department care for patients with musculoskeletal injuries in New South Wales Abstract only\*

Emergency Medicine Australasia 32(2), April 2020

To determine the impact of the emergency physiotherapy service provided through different models of care on service quality indicators, patient flow, staff and patient satisfaction. METHOD: A mixed method prospective observation study was conducted between September 2014 and April 2015 in 19 EDs where a physiotherapy service is provided. RESULTS: Patients seen by the primary contact physiotherapist (PCP) were associated with a significant reduction in ED length of stay by 108 min, wait time to treatment by 10 min (n = 4 EDs) and time-to-first analgesia by 18 min (n = 19 EDs) compared to those seen through usual care processes.

### Benefits of Musculoskeletal Physical Therapy in Emergency Departments: A Systematic Review

Physical Therapy September 99(9), 2019

Over the past few decades, physical therapists have emerged as key health care providers in emergency departments (EDs), especially for patients with musculoskeletal disorders (MSKD). Purpose The purpose of this review was to update the current

evidence regarding physical therapist care for patients with MSKD in EDs and to update current recommendations for these models of care.

### Clinical Care Pharmacists in Urgent Care in North East England: A Qualitative Study of Experiences after Implementation

Pharmacy, August 2019

Our objective was to explore the implementation of a novel NHS England (NHSE)-funded pilot project aimed at deploying clinical pharmacists in an integrated urgent care (IUC) setting including the NHS 111 service. Eight integrated urgent care clinical pharmacists (IUCCPs) within the participating North East of England Trusts.

### Extending the scope of community pharmacists' practice to patients requiring urgent care – An evaluation of a training programme using the Theoretical Domains Framework Health & Social Care in the Community, July 2019

Redesigned health systems could meet the rising demand for healthcare, with community pharmacy currently an underused resource for the treatment and management of patients requiring urgent care. This study aimed to investigate whether a training intervention delivered over 2 days to community pharmacists resulted in behaviour and practice change.

### Skill mix changes and new roles in emergency and urgent care Abstract only\*

Nursing Times, January 2018

To try and respond to pressures in emergency departments and urgent care, new roles have been introduced and the skill mix altered. What is the evidence around these changes?

### Examining the emerging roles for pharmacists as part of the urgent, acute and emergency care workforce

The Pharmaceutical Journal, February 2017

In the future, acute and emergency medicine clinical workforce, new models of care and care delivery need to be developed, in order to maintain and enhance standards of safe and accessible patient care. A departure from traditional (doctor-led) approaches to workforce planning, and an understanding of scope and governance surrounding emerging clinical roles is necessary to develop a sustainable, multi-skilled workforce across primary, community and secondary care.

### New ways of working

#### Evaluation of different models of general practitioners working in or alongside emergency departments: a mixed-methods realist evaluation

Health and Social Care Delivery Research 12(10), 2024

Background: Emergency healthcare services are under intense pressure to meet increasing patient demands. Many patients presenting to emergency departments could be managed by general practitioners in general practitioner-emergency department service models., Objectives: To evaluate the effectiveness, safety, patient experience and system implications of the different general practitioner-emergency department models.

#### Non-medical practitioners in the staffing of emergency departments and urgent treatment centres in England: a mixed qualitative methods study of policy implementation

BMC Health Services Research 23(1221), 2023

Patient demand, internationally, on emergency departments and urgent care treatment centres has grown. Shortages of staff, particularly of emergency medicine doctors, have compounded problems. Some countries are pursuing solutions of including non-medical practitioners e.g., nurse practitioners and physician associates/assistants in their emergency department workforces. This study investigated at the macro and meso level of the health

system in England: what the rationale was and the factors influencing the current and future employment, or otherwise, of non-medical practitioners in emergency departments and urgent treatment centres.

#### Improving the safety and effectiveness of urgent and emergency care

Future Healthcare Journal 10(3), November 2023

Delays and waiting in urgent and emergency care (UEC) services are causing avoidable harm to patients and affecting staff morale. Patients are often having a poor experience of using UEC services, increasing stress and anxiety for both their families and themselves, delaying their recovery. Despite the constraints of available permanent staffing, funding and competing NHS priorities, changes along the whole UEC pathway in and out of hospital, admitted and non-admitted pathways need to be made safe, timely and accessible, to provide clinically appropriate care for patients.

#### Identifying models of care to improve outcomes for older people with urgent care needs: a mixed methods approach to develop a system dynamics model

Health and Social Care Delivery Research 11(14), September 2023

We aimed to understand urgent and emergency care pathways for older people and develop a decision support tool using a mixed methods study design.

We have reaffirmed the poor outcomes frequently experienced by many older people living with urgent care needs. We have identified interventions that could improve patient and service outcomes, as well as implementation tools and strategies to help including clinicians, service managers and commissioners improve emergency care for older people.



### Supporting High-impAct useRs in Emergency Departments (SHarED) quality improvement: a mixed-method evaluation

BMJ Open Quality 12(4), 2023

The need to better manage frequent attenders or high-impact users (HIUs) in hospital emergency departments (EDs) is widely recognised. These patients often have complex medical needs and are also frequent users of other health and care services. The West of England Academic Health Science Network launched its Supporting High impAct useRs in Emergency Departments (SHarED) quality improvement programme to spread a local HIU intervention across six other EDs in five Trusts.

### Mapping the Patient and Family Liaison Role in UK Helicopter Emergency Medical Services: A Service Evaluation

Air Medical Journal 41(5), 2022

Patient and family liaison practitioners are a relatively recent addition to UK helicopter emergency medical services to support patients with their recovery. A service evaluation was completed that mapped the current provision of patient and family liaison practitioner roles in helicopter emergency medical services in the United Kingdom.

### Exploring the potential for social prescribing in pre-hospital emergency and urgent care: A qualitative study

Health & Social Care in the Community, May 2021

There is a sustained increase in demand for emergency and urgent care services in England. The NHS Long Term Plan aims to reduce the burden on emergency hospital services through changing how pre-hospital care operates, including increased delivery of urgent care. Given the recognised potential of social prescribing to address wider determinants of health and reduce costs in other settings, this study aimed to understand the role that social prescribing can play in pre-hospital emergency and urgent care from the perspectives of staff.

### A classification of primary care streaming pathways in UK emergency departments: Findings from a multi-methods study comprising cross-sectional survey; site visits with observations, semi-structured and informal interviews Abstract only\*

International Emergency Nursing 56, 2021

Variation in initial assessment methods at emergency departments in with primary care service models and a conflated terminology causes difficulties in assessing relative performance, improving quality or gathering evidence about safety and clinical effectiveness. We aim to describe and classify streaming pathways in emergency departments in different models of emergency department primary care services in England and Wales.

### Experience of using video support by prehospital emergency care physician in ambulance care - an interview study with prehospital emergency nurses in Sweden

BMC Emergency Medicine, April 2021

The use of video communication as a complement of medical support when referring to self-care is still an unexplored method in a prehospital setting. Our study aimed to elucidate ambulance nurses' experience of video consultation with RMS physician during the assessment of patients considered to be triaged to self-care.

### Management of non-urgent paediatric emergency department attendances by GPs: a retrospective observational study

The British Journal of General Practice, January 2021

Non-urgent emergency department (ED) attendances are common among children. Primary care management may not only be more clinically appropriate, but may also improve patient experience and be more cost-effective. AIM: To determine the impact on admissions, waiting times, antibiotic prescribing, and treatment costs of integrating a GP into a paediatric ED.



### Impact of assessment and intervention by a health and social care professional team in the emergency department on the quality, safety, and clinical effectiveness of care for older adults: A randomised controlled trial

PLOS Medicine, 2021

Background: Older adults frequently attend the emergency department (ED) and experience high rates of adverse events following ED presentation. This randomised controlled trial evaluated the impact of early assessment and intervention by a dedicated team of health and social care professionals (HSCPs) in the ED on the quality, safety, and clinical effectiveness of care of older adults in the ED.

### Stakeholders' perspectives on models of care in the emergency department and the introduction of health and social care professional teams: A qualitative analysis using World Cafés and interviews

Health Expectations, October 2020

There is some evidence that health and social care professional (HSCP) teams contribute to enhanced patient and process outcomes in increasingly crowded emergency departments (EDs), but the views of service users and providers on this model of care need investigation to optimize implementation.

### Emergency department clinical leads' experiences of implementing primary care services where GPs work in or alongside emergency departments in the UK: a qualitative study

BMC Emergency Medicine, August 2020

To manage increasing demand for emergency and unscheduled care NHS England policy has promoted services in which patients presenting to Emergency Departments (EDs) with non-urgent problems are directed to general practitioners (GPs) and other primary care clinicians working within or alongside emergency departments. However, the ways that hospitals have implemented primary care services in EDs are varied. The aim of

this study was to describe ED clinical leads' experiences of implementing and delivering 'primary care services' and 'emergency medicine services' where GPs were integrated into the ED team.

### Clarifying workforce flexibility from a division of labor perspective: a mixed methods study of an emergency department team

Human Resources for Health, March 2020

The need for greater flexibility is often used to justify reforms that redistribute tasks through the workforce. However, "flexibility" is never defined or empirically examined. This study explores the nature of flexibility in a team of emergency doctors, nurse practitioners (NPs), and registered nurses (RNs), with the aim of clarifying the concept of workforce flexibility. Taking a holistic perspective on the team's division of labor, it measures task distribution to establish the extent of multitasking and role overlap, and explores the behaviors and organizational conditions that drive flexibility.

### Concepts in Practice: Geriatric Emergency Departments

Annals of Emergency Medicine 75(2), February 2020

This article describes 4 geriatric ED models of care to provide practical examples and guidance for institutions considering developing geriatric EDs: a geriatric ED-specific unit, geriatrics practitioner models, geriatric champions, and geriatric-focused observation units. The advantages and limitations of each model are compared and examples of specific institutions and their operational metrics are provided.

### Implementing an allied health team intervention to improve the care of older adults in the emergency department: Protocol for a process evaluation

BMJ Open 9(7), July 2019

Health and social care professionals (HSCPs) have increasingly contributed to enhance the care of patients in emergency departments (EDs), particularly for older adults who are frequent ED attendees with significant adverse outcomes. For the first time, the effectiveness of a HSCP team intervention for older adults in the ED has been tested in a large randomised controlled trial.

### A mixed methods study of the impact of consultant overnight working in an English Emergency Department

Emergency Medicine Journal, May 2019

There is a growing expectation that consultant-level doctors should be present within an ED overnight. However, there is a lack of robust evidence substantiating the impact on patient waiting times, safety or the workforce. OBJECTIVES: To evaluate the impact of consultant-level doctors overnight working in ED in a large university hospital. METHODS: We conducted a controlled interrupted time series analysis to study ED waiting times before and after the introduction of consultant night working. Adverse event reports (AER) were used as a surrogate for patient safety.

### An emergency department based children's mental health liaison service

Full text available with NHS OpenAthens account\*

Archives of Disease in Childhood 104(Suppl 2), 2019

To measure the safety, quality and cost-effectiveness of a child and adolescent mental health service (CAMHS) embedded in a paediatric emergency department (PED). Methods A prospective interventional study. Children and young persons (CYP) aged up to 16 years presenting to the PED with a psychiatric emergency during Monday to Friday between the hours of 0800 to 2300

were assessed by a CAMHS clinician based in the department over a 3 month period.

### Triple R: Rapid registrar review to improve flow through majors in the paediatric emergency department

Abstract only\*

Archives of Disease in Childhood 104(Suppl 2), May 2019

As attendances and acuity rise, providing exemplary care in the Paediatric Emergency Department (PED) whilst maintaining safe patient flow can challenge even the most organised departments. This is particularly important for the sickest children in PED: those in majors. Although Rapid Assessment and Triage/Treatment (RAT) in adult patients is well described in the literature, very little has been published about its use in paediatrics. We aimed to develop a paediatric RAT tool.

### The impact of general practitioners working in or alongside emergency departments: a rapid realist review

BMJ Open 9(4), April 2019

Worldwide, emergency healthcare systems are under intense pressure from ever-increasing demand and evidence is urgently needed to understand how this can be safely managed. An estimated 10%-43% of emergency department patients could be treated by primary care services. In England, this has led to a policy proposal and £100 million of funding (US\$130 million), for emergency departments to stream appropriate patients to a co-located primary care facility so they are 'free to care for the sickest patients'. However, the research evidence to support this initiative is weak.

### The impact of different liaison psychiatry models on the emergency department: A systematic review of the international evidence

Journal of Psychosomatic Research, 2019

This review aimed to evaluate the current evidence for what impact different Liaison Psychiatry (LP) services are having on

Emergency Departments (ED). Mental Health (MH) problems contribute to 12 million annual US ED attendances and 5% in the UK. METHODS: Databases were searched for articles describing LP services for adult MH patients attending EDs which reported ED care-related outcomes, published since 2000.

Review article: A scoping review of physiotherapists in the adult emergency department Abstract only\*

Emergency Medicine Australasia 31(1), 2018

To provide an overview of the literature that considers physiotherapists working in the ED in relation to their roles, training levels, patient profile, safety, effectiveness, efficiency, cost-effectiveness and the provision of low-value care.

A study of nurse-based Injury Units in Ireland: An emergency care development for consideration worldwide Abstract only\*

The International Journal of Health Planning and Management 34(1), 2018

The aim of this 2018 research study was to determine why nurse-based Injury Units were developed in Ireland and how they function in the Irish healthcare system, including what they contribute in relation to addressing the healthcare needs of Irish citizens. A document review was completed and interviews of nurse practitioners and physicians working in Irish Emergency Rooms (ERs) and Injury Units, as well as nurse managers with responsibility for Injury Units and health service executives who helped design Injury Units.

General practitioners and emergency departments (GPED)-efficient models of care: a mixed-methods study protocol

BMJ Open, Oct 2018

Pressure continues to grow on emergency departments in the UK and throughout the world, with declining performance and adverse effects on patient outcome, safety and experience. One proposed solution is to locate general practitioners to work in or

alongside the emergency department (GPED). Several GPED models have been introduced, however, evidence of effectiveness is weak.

Prudent healthcare in emergency departments: a case study in Wales Abstract only\*

Emergency Nurse 25(10), 2018

To deliver a patient-centred service, emergency departments (EDs) must be efficient, effective and meet the needs of the local population. This article describes a service redesign of unscheduled care in a hospital in Wales, which followed the principles of prudent healthcare to improve patient experiences.

Occupational therapists in emergency departments: a qualitative study Abstract only\*

British Journal of Occupational Therapy 81(3), 2017

Globally occupational therapists are establishing their role in emergency care, especially in emergency departments. This practice development merits investigation due to its nascence and the challenges that face emergency department professionals. The researchers concluded that occupational therapists are establishing their presence in the emergency department; professional identity is forming and the practice paradigm requires further consideration.

Ambulatory emergency care: improvement by design

Medicine Journal 18(1), 2018

Ambulatory emergency care (AEC) has been developed by clinicians as a means of providing emergency care without the traditional bed base of a hospital. Given that AEC is provided in a clinic-style setting, it can continue to operate during periods of high bed occupancy, alleviating bed pressures and continuing to provide timely care for selected patients.

## Evidence Brief: Urgent and Emergency Care

### Emergency Departments and Occupational Therapy: Integration, unscheduled care and over-crowding

International Journal of Integrated Care, 2017

Occupational therapists are well-placed to address some of the issues around unscheduled care. This is because they assess and treat people directly in the Emergency Department and determine whether a discharge directly home is feasible. There are good reasons why occupational therapists are well-placed to address issues of overcrowding in the Emergency Department. However, based on current evidence, there can only be a limited understanding of its role and efficacy. There is a need for largescale, well designed research studies of occupational therapy within emergency care.

### Primary care services co-located with Emergency Departments across a UK region: early views on their development

Emergency Medicine Journal, 2017

Co-location of primary care services with Emergency Departments (ED) is one initiative aiming to reduce the burden on EDs of patients attending with non-urgent problems. However, the extent to which these services are operating within or alongside EDs is not currently known. This study aimed to create a typology of co-located primary care services in operation across Yorkshire and Humber (Y&H) as well as identify early barriers and facilitators to their implementation and sustainability.

### Using systems thinking to identify workforce enablers for a whole systems approach to urgent and emergency care delivery: a multiple case study

BMC Health Services Research, 2016

Overcrowding in emergency departments is a global issue, which places pressure on the shrinking workforce and threatens the future of high quality, safe and effective care. Healthcare reforms aimed at tackling this crisis have focused primarily on structural

changes, which alone do not deliver anticipated improvements in quality and performance. The purpose of this study was to identify workforce enablers for achieving whole systems urgent and emergency care delivery.

### Unplanned, urgent and emergency care: what are the roles that EMS plays in providing for older people with dementia? An integrative review of policy, professional recommendations and evidence

Emergency Medicine Journal 33(1), 2016

The use of EMS by OPWD is not well understood, although the literature reviewed demonstrated a concern for this group and awareness that services are not optimum. Research in dementia care should consider the role that EMS plays, particularly if considering crises, urgent care responses and transitions between care settings. EMS research into new ways of working, training or extended paramedical roles should consider specific needs and challenges of responding to people with dementia.

## Other relevant articles

### Exploring the role of receptionists in emergency departments: a scoping review Abstract only\*

Emergency Nurse : The Journal of the RCN Accident and Emergency Nursing Association, 2025

Receptionists have an important role in emergency departments (EDs), helping to greet and register patients and ensure the smooth functioning of the department. However, there appears to be a dearth of research about the extent of their role. This article details a scoping review that aimed to map current research about the role and responsibilities of ED receptionists.

### Ambulance Staff Experiences and Perceptions of Medical Emergencies in Care Homes in the East Midlands, United Kingdom: A Qualitative Interview Study

Prehospital Emergency Care, 2025

**OBJECTIVES:** Care home residents often experience medical emergencies requiring ambulance attendance that may lead to potentially avoidable hospitalization. We aimed to explore ambulance staff experiences of medical emergencies in care homes., **METHODS:** We used a qualitative design and purposive sampling to recruit frontline ambulance staff who had attended medical emergencies in care homes in England, United Kingdom.

### Mapping study for health emergency and disaster risk management competencies and curricula: literature review and cross-sectional survey

Globalization and Health 20(15), 2024

With the increasing threat of hazardous events at local, national, and global levels, an effective workforce for health emergency and disaster risk management (Health EDRM) in local, national, and international communities is urgently needed. However, there are no universally accepted competencies and curricula for Health EDRM. This study aimed to identify Health EDRM competencies and curricula worldwide using literature reviews and a cross-sectional survey.

### Emergency department staff views of NHS 111 First: qualitative interview study in England

Emergency Medicine Journal 40(9), 2023

NHS 111 is a phone and online urgent care triage and assessment system that aims to reduce UK ED demand. In 2020, 111 First was introduced to triage patients before entry to the ED and to offer direct booking for patients needing ED or urgent care into same-day arrival time slots. 111 First continues to be used post pandemic, but concerns about patient safety,

delays or inequities in accessing care have been voiced. This paper examines ED and urgent care centre (UCC) staff experiences of NHS 111 First.

### Psychological safety during the test of new work processes in an emergency department

BMC Health Services Research 22(307), 2022

Emergency medicine is a complex setting for healthcare delivery which relies on communication, negotiation, teamwork, trust, and shared dialog. The nature of the work comprises dealing with emotionally challenging situations and acting under uncertainty. For healthcare staff this poses the need to be adaptive and open to change. Psychological safety is an important component of productive teamwork and learning in such contexts. Edmondson's model of team psychological safety highlights factors which contribute to the development of psychological safety for staff groups and the mediating role this has for team performance.

### The practice of emergency radiology throughout Europe: a survey from the European Society of Emergency Radiology on volume, staffing, equipment, and scheduling Abstract only\*

European Radiology 31, 2021

To obtain information from radiology departments throughout Europe regarding the practice of emergency radiology Methods: A survey which comprised of 24 questions was developed and made available online. The questionnaire was sent to 1097 chairs of radiology departments throughout Europe using the ESR database.

### The interplay of roles and routines: situating, performances and patterning in the emergency department Abstract only\*

Journal of Health Organization & Management 34(4), 2020

While previous research acknowledges the influence of roles on routine dynamics, roles are largely taken for granted. The



purpose of this paper aims at examining how roles and routines interplay in accomplishing work in organizations.

### What does the ideal urgent and emergency care system look like? A qualitative study of service user perspectives

Emergency Medicine Journal 37(4), 2020

Policies aimed at diverting care from EDs to alternative services have not been successful in reducing ED attendances and have contributed to confusion for service users when making care-seeking decisions. It is important that service users are at the heart of decision making to ensure new services meet the needs of those who will be accessing them. In this study, service users were encouraged to think freely about the desirable qualities of an ideal urgent and emergency care (UEC) system.

### Has the NHS 111 urgent care telephone service been a success? Case study and secondary data analysis in England

BMJ Open 7(5), 2017

To explore the success of the introduction of the National Health Service (NHS) 111 urgent care service and describe service activity in the period 2014-2016. DESIGN Comparative mixed method case study of five NHS 111 service providers and analysis of national level routine data on activity and service use

## Patient Flow

### Patient flow in emergency departments: a comprehensive umbrella review of solutions and challenges across the health system

BMC Health Services Research 24(274), 2024

Background: Globally, emergency departments (EDs) are overcrowded and unable to meet an ever-increasing demand for care. The aim of this study is to comprehensively review and synthesise literature on potential solutions and challenges throughout the entire health system, focusing on ED patient flow.

### Impact of junior doctor strikes on patient flow in the emergency department: a cross-sectional analysis Abstract only\*

European Journal of Emergency Medicine : Official Journal of the European Society for Emergency Medicine 31(1), 2024

BACKGROUND AND IMPORTANCE: Healthcare worker strikes are a global phenomenon. Mortality and morbidity seem to be unaffected by doctor strikes, but there is little evidence on the impact on emergency department (ED) flow and patient characteristics. In March and April 2023, two consecutive UK junior doctor strikes occurred., OBJECTIVES: This study investigated the impact of junior doctor strikes on ED patient flow. Additionally, variation in patient presentations was compared between non-strike and strike days.

### Rethinking patient flows in a changing healthcare system: a unified approach

Journal of Preventive Medicine and Hygiene 65(2), 2024

Introduction: The management of chronic diseases poses a challenge to the National Health Service (NHS), but it can also offer an opportunity for a radical renovation of healthcare provision. To improve the appropriateness of healthcare settings, it is essential to adopt integrated approach in all healthcare settings.

### Interprofessional barriers in patient flow management: an interview study of the views of emergency department staff involved in patient admissions Full text available with NHS

OpenAthens account\*

Journal of Interprofessional Care 35(3), 2021

Patient flow in emergency departments (EDs) is notoriously difficult to manage efficiently. While much of the attention has focused on the procedures, protocols and pathways in which patients receive their first hours of care, less attention has been paid to the relational factors that make it happen. Our study is the first, to our knowledge, to consider the role of



interprofessional barriers, defined as suboptimal ways of working, as perceived by ED staff in patient flow management.

### Recruitment, retention and supply

#### AmReS: an observational retrospective time-to-event analysis of staff voluntary turnover in an English ambulance trust

BMJ Open 15(4), 2025

OBJECTIVES: The purpose of this study was to identify which, and to what extent, demographic and operational factors are indicative of likelihood for a new call handler or paramedic to remain in role within the first two years of employment at an ambulance trust using data held in the trust's bespoke data warehouse., DESIGN: The study uses a retrospective observational cohort design using routinely collected data., SETTING: One ambulance trust focused on a large, predominantly urban area in the UK., PARTICIPANTS: The study used the data of all employees of the trust who started employment as call handlers (869) or paramedics (1672) between 1 January 2018 and 31 July 2023.

#### Another gap on the rota: a scoping review of attrition from specialty training in secondary care

BMJ Open 15(4), 2025

BACKGROUND: The healthcare workforce is in crisis. Despite a competitive selection process, a substantial number of doctors leave specialty training (ST) programmes prematurely. This attrition causes increased costs for the National Health Service, exacerbates workforce shortages and threatens quality and safety of care. It also increases pressure on trainees who remain, further compounding the risk of attrition. There is an urgent need to understand why doctors leave ST in order to find ways to maintain the training pipeline from ST to consultant.

#### Critical Care Nursing Workforce Retention From an Irish Perspective: A National Survey

Nursing in Critical Care 30(4), 2025

BACKGROUND: Retention of critical care nurses has been identified as a growing international concern for a multitude of reasons. There is a dearth of evidence in the literature on this topic from an Irish perspective., AIM: The aim of the survey is to explore the factors influencing workforce retention among adult critical care nurses in Ireland., STUDY DESIGN: A cross-sectional, electronic survey of adult critical care nurses working in the Republic of Ireland was undertaken between May and July 2024.

#### Perceived barriers and opportunities to improve working conditions and staff retention in emergency departments: a qualitative study

Emergency Medicine Journal : EMJ 41(4), 2024

BACKGROUND: Staff retention in Emergency Medicine (EM) is at crisis level and could be attributed in some part to adverse working conditions. This study aimed to better understand current concerns relating to working conditions and working practices in Emergency Departments (EDs).

#### Retaining doctors in emergency medicine: an ethnographic study of emergency departments in England

BMJ Open 14(9), 2024

OBJECTIVES: To gain a deep understanding of factors driving retention in emergency medicine. To understand in detail the day-to-day lived experience of emergency medicine doctors, to identify and explore factors influencing retention, to situate these descriptions within the current educational and health policy contexts and to advance the debate and make policy and practice recommendations., DESIGN: Ethnography and semistructured interviews.

### Factors that contribute to turnover and retention amongst emergency department nurses: A scoping review Abstract only\*

International Emergency Nursing 74, 2024

BACKGROUND: Internationally, the emergency nursing workforce shortage is of critical concern., AIM: To synthesise the evidence and assess the scope of literature regarding factors that contribute to turnover and retention amongst emergency nurses., METHOD: A scoping review using the Joanna Briggs Institute approach was undertaken.

### Perceived barriers and opportunities to improve working conditions and staff retention in emergency departments: a qualitative study

Emergency Medicine Journal 41(4), 2024

Staff retention in Emergency Medicine (EM) is at crisis level and could be attributed in some part to adverse working conditions. This study aimed to better understand current concerns relating to working conditions and working practices in Emergency Departments (EDs).

### The recruitment, retention and development of an integrated urgent care telephone triage workforce: a small-scale study

Journal of Integrated Care 30(1), 2022

NHS 111 is a non-emergency telephone triage service that provides immediate access to urgent care 24 h a day. This study explored the recruitment, retention and development of one integrated urgent care (IUC) workforce in England, specifically the NHS 111 service and Clinical Hub.

### Perspectives of GPs working in or alongside emergency departments in England: qualitative findings from the GPs and Emergency Departments Study

British Journal of General Practice 72, 2022

Around 43% of emergency department (ED) attendances can be managed in general practice. Strategies to address this include

directing appropriate patients to GPs working in or alongside EDs (GPED). Views of GPs choosing to work in GPED roles may inform planning and implementation of GPED services as well as wider general practice provision.

### Retention of doctors in emergency medicine: A scoping review of the academic literature

Emergency Medicine Journal 38(9), 2022

Workforce issues prevail across healthcare; in emergency medicine (EM), previous work improved retention, but the staffing problem changed rather than improved. More experienced doctors provide higher quality and more cost-effective care, and turnover of these physicians is expensive. Research focusing on staff retention is an urgent priority.

### Easy come, easy go? Time to change our approach to staff retention in emergency medicine Full text available with NHS

OpenAthens account\*

Emergency Medicine Journal 38(9), 2021

Why do Doctors leave their posts in emergency medicine? And what makes them stay? These are perennial questions for health service leaders concerned about staff and their workforce. However, what do we really know about the factors that influence doctors decisions to stay or go in the health service in general and specifically in emergency care?

### Validation of a grounded theory of nurse bullying in emergency department settings Abstract only\*

International Emergency Nursing, May 2021

Workplace bullying in health care settings is a significant and negative factor in the dynamics of patient care and nursing work culture. Workplace bullying has a significant impact on nurse retention. Workplace bullying may result in symptoms of secondary traumatic stress. This model of workplace bullying in

emergency settings is theoretically coherent and may be used to design interventions.

### The recruitment, retention and development of an integrated urgent care telephone triage workforce: a small-scale study

Abstract only\*

Journal of Integrated Care, 2020

NHS 111 is a non-emergency telephone triage service that provides immediate access to urgent care 24 h a day. This study explored the recruitment, retention and development of one integrated urgent care (IUC) workforce in England, specifically the NHS 111 service and Clinical Hub.

### Advanced Nurse Practitioners' (Emergency) perceptions of their role, positionality and professional identity: A narrative inquiry

Journal of Advanced Nursing, May 2020

This study presents unique insights into the ANP role covering recruitment, organizational culture changes required and support to ease transition emerged. Better understanding the motivation to undertake the role, the transition experience and use of advanced practice skills sets will inform the targets for the future recruitment and retention of ANPs are met nationally and internationally.

### Using systems thinking to identify workforce enablers for a whole systems approach to urgent and emergency care delivery: a multiple case study

BMC health Services Research, August 2016

Overcrowding in emergency departments is a global issue, which places pressure on the shrinking workforce and threatens the future of high quality, safe and effective care. Healthcare reforms aimed at tackling this crisis have focused primarily on structural changes, which alone do not deliver anticipated improvements in quality and performance. The purpose of this study was to

identify workforce enablers for achieving whole systems urgent and emergency care delivery.

## **Reducing Admissions, Wait Times, Congestion, and Length of Stay**

### Interventions to reduce wait times in emergency departments in Canadian hospitals: A scoping review Abstract only\*

Public Health 245, 2025

OBJECTIVES: Prolonged wait times in Canada's Emergency Departments (EDs) adversely impact patients, hospital staff, and the healthcare system. Despite the growing literature on ED wait times in Canada, our understanding of what strategies work to reduce wait time remains sporadic due to the absence of a current, comprehensive mapping of the interventions implemented within EDs. This scoping review aims to address this gap and map ED interventions in Canada, which may be useful for policymakers and healthcare professionals to make evidence-informed decisions.

### Avoidable visits to UK emergency departments from the patient perspective: A recursive bivariate probit approach

Health Policy 154, 2025

Unsustainably high numbers of patients attending emergency departments (ED) is a serious issue worldwide, with consequences for the quality and timeliness of emergency care. Avoidable visits, i.e. unnecessary or that should be dealt with elsewhere, exacerbate this issue. Most studies focussed on avoidable attendances use clinical data collected by hospital staff, while this study relies on survey data collected from patients asked to recall their last ED attendance and reflect on its necessity.

### An Updated Scoping Review of Factors Associated with Length of Stay in Emergency Department

Journal of Multidisciplinary Healthcare 18, 2025

Background: The Emergency Department (ED) is important to the hospital healthcare system. However, increasing patient visits to the ED have increased the length of stay (LOS), which contributes to overcrowding, resource constraints, and decreased quality of care. Factors affecting LOS are complex and involve patient characteristics, hospital operations, and health system policies., Purpose: This review aimed to explore the factors influencing ED LOS.

### Co-design of a Mobile Stroke Unit pathway highlights uncertainties and trade-offs for viable system-wide implementation in the English and Welsh NHS

BMC Emergency Medicine 25(1), 2025

BACKGROUND: Mobile stroke units (MSUs) are specialist ambulances equipped with scanning and point of care testing that can identify patients eligible for intravenous thrombolysis - medication to dissolve a clot used in ischaemic strokes - and provide this on location. While benefits of MSUs have been demonstrated, this is context dependent. Routine use of MSUs across the English and Welsh National Health Service (NHS) has not yet been considered, and as such no pathway for their operation exists. This study aimed to co-design a viable pathway, detailing dispatch, staffing and treatment decisions, for MSUs within the NHS context.

### Practitioner, patient and public views on the acceptability of mobile stroke units in England and Wales: A mixed methods study

PloS One 20(1), 2025

BACKGROUND: Evidence for Mobile Stroke Units (MSUs) demonstrates that onset to treatment times for intravenous thrombolysis can be reduced and access to mechanical

thrombectomy might be improved. Despite growing use of MSUs internationally, to date there have been no studies in NHS England and NHS Wales exploring the acceptability of MSUs to clinicians, patient and public representatives and other key stakeholders, which are important when considering potential feasibility and implementation.

### The Role of Urgent Care Clinics in Alleviating Emergency Department Congestion: A Systematic Review of Patient Outcomes and Resource Utilization

Cureus 17(4), 2025

This systematic review evaluates the impact of standalone urgent care clinics (UCCs) on reducing emergency department (ED) congestion by assessing their influence on patient volumes, wait times, and length of stay. Additionally, it examines UCCs' role in improving patient satisfaction, optimizing healthcare resource utilization, and enhancing cost-effectiveness.

### The Use of Triage in Primary Care in the UK: An Integrative Review and Narrative Synthesis

Journal of Advanced Nursing, 2025

AIMS: To examine the use of triage systems in primary care in the UK., DESIGN: Integrative literature review and narrative synthesis.

### Streaming and redirection of lower acuity adult patients attending the ED: patient and staff experience

Emergency Medicine Journal : EMJ, 2025

BACKGROUND: Streaming and redirection in the ED involves the assessment, triage and prioritisation of patients. Lower acuity patients can be streamed to alternative services within the hospital or redirected to off-site services with the aim of alleviating ED clinical pressures. This study aimed to understand staff, patient, family members and carers' experiences of



streaming and redirection, including patients and staff who used an NHS web-based application.

### Clinical pathways for secondary care and the effects on professional practice, patient outcomes, length of stay and hospital costs

The Cochrane Database of Systematic Reviews 5, 2025

BACKGROUND: Clinical pathways (CPWs) are structured multidisciplinary care plans. They aim to translate evidence into practice and optimize clinical outcomes. This is the first update of the previous systematic review., OBJECTIVES: To investigate the effect of CPWs on patient outcomes, length of stay, costs and charges, adherence to recommended practice, and to measure the impact of different approaches to implementation of CPWs

### A long way from Frome: improving connections between patients, local services and communities to reduce emergency admissions

BMC Primary Care 25(307), 2024

Background: Low socio-economic status can lead to poor patient outcomes, exacerbated by lack of integration between health and social care and there is a demand for developing new models of working. Aim: To improve connections between patients, local services and their communities to reduce unscheduled admissions.

### Decoding the persistence of delayed hospital discharge: An in-depth scoping review and insights from two decades

Health Expectations : An International Journal of Public Participation in Health Care and Health Policy 27(2), 2024

OBJECTIVE: This article addresses the persistent challenge of Delayed Hospital Discharge (DHD) and aims to provide a comprehensive overview, synthesis, and actionable, sustainable plan based on the synthesis of the systematic review articles

spanning the past 24 years. Our research aims to comprehensively examine DHD, identifying its primary causes and emphasizing the significance of effective communication and management in healthcare settings.

### Interventions to minimise hospital winter pressures related to discharge planning and integrated care: a rapid mapping review of UK evidence

Health and Social Care Delivery Research 12(31), 2024

Background: Winter pressures are a familiar phenomenon within the National Health Service and represent the most extreme of many regular demands placed on health and social care service provision. This review focuses on a part of the pathway that is particularly problematic: the discharge process from hospital to social care and the community. Although studies of discharge are plentiful, we identified a need to focus on identifying interventions and initiatives that are a specific response to 'winter pressures'. This mapping review focuses on interventions or initiatives in relation to hospital winter pressures in the United Kingdom with either discharge planning to increase smart discharge (both a reduction in patients waiting to be discharged and patients being discharged to the most appropriate place) and/or integrated care.

### Free-for-all: Does crowding impact outcomes because hospital emergency departments do not prioritise effectively?

Journal of Health Economics 95, 2024

Unexpected peaks in volumes of attendances at hospital emergency departments (EDs) have been found to affect waiting times, intensity of care and outcomes. We ask whether these effects of ED crowding on patients are caused by poor clinical prioritisation or a quality-quantity trade-off generated by a binding capacity constraint. We study the effects of crowding created by lower-severity patients on the outcomes of



approximately 13 million higher-severity patients attending the 140 public EDs in England between April 2016 and March 2017.

### Variation in attendance at emergency departments in England across local areas: A system under unequal pressure

Health Policy (Amsterdam, Netherlands) 150, 2024

BACKGROUND: Crowding in Accident and Emergency Departments (AEDs) and long waiting times are critical issues contributing to adverse patient outcomes and system inefficiencies. These challenges are exacerbated by varying levels of AED attendance across different local areas, which may reflect underlying disparities in primary care provision and population characteristics.

### Strategies to Measure and Improve Emergency Department Performance: A Review

Cureus 16(1), 2024

Emergency Departments (EDs) globally face escalating challenges such as overcrowding, resource limitations, and increased patient demand. This study aims to identify and analyze strategies to enhance the structural performance of EDs, with a focus on reducing overcrowding, optimizing resource allocation, and improving patient outcomes. Through a comprehensive review of the literature and observational studies, the research highlights the effectiveness of various approaches, including triage optimization, dynamic staffing, technological integration, and strategic resource management.

## Shared Decision Making

### Using the Recommended Summary Plan for Emergency Care and Treatment (ReSPECT) in a community setting: does it facilitate best interests decision-making?

Journal of Medical Ethics, 2025

In the UK, the Recommended Summary Plan for Emergency

Care and Treatment (ReSPECT) is a widely used process, designed to facilitate shared decision-making between a clinician and a patient or, if the patient lacks capacity to participate in the conversation, a person close to the patient. A key outcome of the ReSPECT process is a set of recommendations, recorded on the patient-held ReSPECT form, that reflect the conversation. In an emergency, these recommendations are intended to inform clinical decision-making, and thereby enable the attending clinician-usually a general practitioner (GP) or paramedic-to act in the patient's best interests. This study is the first to explore the extent to which ReSPECT recommendations realise their goal of informing best interests decision-making in community contexts.

## Technology

### The role of AI in emergency department triage: An integrative systematic review Abstract only\*

Intensive & Critical Care Nursing 89, 2025

BACKGROUND: Overcrowding in emergency departments (EDs) leads to delayed treatments, poor patient outcomes, and increased staff workloads. Artificial intelligence (AI) and machine learning (ML) have emerged as promising tools to optimize triage., OBJECTIVE: This systematic review evaluates AI/ML-driven triage and risk stratification models in EDs, focusing on predictive performance, key predictors, clinical and operational outcomes, and implementation challenges.

### Evaluation of a pilot of a community virtual triage for breast symptoms outside of usual primary or secondary care pathways

Annals of the Royal College of Surgeons of England 106(7), 2024

Both primary and secondary care services in the NHS have been overwhelmed with an increase in referrals on the suspected cancer pathways. The years 2020/2021 saw 551,770 symptomatic breast referrals made in England alone. The

Wessex Rapid investigations service in conjunction with the local district general hospital and primary care networks instigated a virtual triage for new breast symptoms. Over the course of a year, 664 people were assessed by either telephone or video using specially trained nurses. Appointments were given within 1-2 working days.

### The Role of Large Language Models in Transforming Emergency Medicine: Scoping Review

JMIR Medical Informatics 12, 2024

BACKGROUND: Artificial intelligence (AI), more specifically large language models (LLMs), holds significant potential in revolutionizing emergency care delivery by optimizing clinical workflows and enhancing the quality of decision-making. Although enthusiasm for integrating LLMs into emergency medicine (EM) is growing, the existing literature is characterized by a disparate collection of individual studies, conceptual analyses, and preliminary implementations. Given these complexities and gaps in understanding, a cohesive framework is needed to comprehend the existing body of knowledge on the application of LLMs in EM.

### Use of Artificial Intelligence in Triage in Hospital Emergency Departments: A Scoping Review Abstract only\*

Cureus 16(5), 2024

The integration of artificial intelligence (AI) and machine learning (ML) in healthcare has become a major point of interest and raises the question of its impact on the emergency department (ED) triaging process. AI's capacity to emulate human cognitive processes coupled with advancements in computing has shown positive outcomes in various aspects of healthcare but little is known about the use of AI in triaging patients in ED. AI algorithms may allow for earlier diagnosis and intervention; however, overconfident answers may present dangers to patients.

## Upskilling and workforce development

### Roles, Skills, and Knowledge Requirements of Clinical Pharmacists in Disaster or Emergency Response Teams: A Scoping Review

Disaster Medicine and Public Health Preparedness 18, 2025

OBJECTIVE: The scoping review aims to provide an overview of the existing literature to inform an understanding of pharmacists' roles, skills, and knowledge requirements for Emergency Medical Teams responding to disasters or humanitarian crises

### Global health experience of staff working in UK emergency care: a reflexive thematic analysis Full text available with NHS

OpenAthens account\*

Emergency Medicine Journal : EMJ 42(7), 2025

BACKGROUND AND AIMS: There is growing recognition among practitioners worldwide of the benefits of practising emergency medicine in different countries and healthcare settings. A recent survey by the Royal College of Emergency Medicine found interest and experience in global health (GH) work among college members, but many struggled with barriers that limited their contribution to this work. This study aims to understand the role of GH experience by emergency care practitioners and how it interconnects with the National Health Service and UK practice.

### Training the public health emergency response workforce: a mixed-methods approach to evaluating the virtual reality modality

BMJ Open, 2023

At a time when a trained emergency public health workforce is a critical need, VR may be an option for addressing this gap. Participants' impressions and feedback, in the setting of their high skill level and experience, highlighted the utility and benefit of using VR to deliver training. Further research is needed to

determine skill acquisition through VR training among a pool of future responders with limited to no response experience.

Emergency team competencies: scoping review for the development of a tool to support the briefing and debriefing activities of emergency healthcare providers

Journal of Anesthesia, Analgesia and Critical Care 2(24), July 2023

The literature analysed and the data identified, which are heterogeneous due to different study methodologies, objectives and types of interventions, suggest that human factors applied to emergency situations must deserve great attention and are still under-researched. The proposed briefing and debriefing tool identifies a framework of core competencies to be observed, discussed and assessed with the team and consisting of 8 domains, 33 elements and 42 behaviours.

Pilot evaluation of a brief training video aimed at reducing mental health stigma amongst emergency first responders (the ENHANcE II study)

Journal of Mental Health, May 2022

First responders (i.e. police and ambulance staff) have increasingly become part of the mental health care system, often being the first port of call for those experiencing a crisis. Despite their frequent involvement in supporting those with mental health problems, there is evidence that mental health stigma is high amongst first responders.

The present study provides encouraging evidence that levels of mental health stigma can be improved using a resource-light training intervention.

Does your emergency department match up to the new nursing workforce standards?: Meeting the RCN and Royal College of Emergency Medicine's standards for Type 1 emergency departments might prove challenging, warn leading nurses

Abstract only\*

Emergency Nurse, January 22021

Rigorous new standards for the number and skill mix of nurses in major emergency departments (EDs) will be challenging to meet for most hospitals, leading emergency nurses warn.

Extended training to prepare GPs for future workforce needs: a qualitative investigation of a one-year fellowship in urgent care

British Journal of General Practice, June 2018

It has been argued that UK general practice specialist training should be extended to better prepare GPs for the challenges facing 21st century healthcare. To investigate the experience of recently trained GPs undertaking a 1-year full-time fellowship programme designed to provide advanced skills training in urgent care, integrated care, leadership, and academic practice; and its impact on subsequent career development.

Providing a navigable route for acute medicine nurses to advance their practice: a framework of ascending levels of practice

Acute Medicine 15(2), June 2016

This article conveys concerns raised by delegates at the International SAM conference regarding how to advance nursing practice in acute medicine. It endeavours to capture the essence of 'how to advance practice' and 'how to integrate advanced practice' within the workforce structures of an acute medicine unit (AMU). This article offers an early conceptual framework through which levels of advancement and potential transition points to advance nursing practice in acute medicine are articulated.

### Violence and aggression

#### Effectiveness of Environmental Design Interventions to Reduce Aggression and Violence in Emergency Departments: A Scoping Review

HERD, 2025

Aim: To investigate evidence for the effectiveness of physical design interventions to reduce patient and bystander violence in emergency departments. Background: Workplace violence in emergency departments can cause financial, emotional and physical harm for health care staff and organizations. Violence may be impacted by the physical design of the department.

#### Practitioner experiences of developing and implementing two UK ED-based hospital violence intervention programmes: a process evaluation

Emergency Medicine Journal: EMJ, 2025

BACKGROUND: EDs can address modifiable risks of patients attending due to violence. Hospital-based violence intervention programmes (HVIPs) can reduce patients' exposure to violence but can place additional burdens on staff. We explored practitioners' views on two nurse-led HVIPs' design and delivery, response to patient need, engagement with ED health professionals, adaptation to local context and analysed documents relevant to these objectives.

#### Attitudes towards protecting Emergency Medical Services (EMS) staff from violence and aggression: a survey of adults in Wales

BMJ Open 15(4), 2025

OBJECTIVE: To explore the Welsh public's views of violence and aggression (V&A) directed at EMS (emergency medical services) staff, awareness of policy changes and the reach of media campaigns., DESIGN/SETTING/PARTICIPANTS: Survey involving non-probabilistic purposive sampling of 1010 Wales adults (aged 18+) from a matched panel, representative of the

population, derived from a UK YouGov panel of >360 000 adults registered.

#### Conflict in emergency medicine: A systematic review

Academic Emergency Medicine : Official Journal of the Society for Academic Emergency Medicine 31(6), 2024

BACKGROUND: The emergency department (ED) is a demanding and time-pressured environment where doctors must navigate numerous team interactions. Conflicts between health care professionals frequently arise in these settings. We aim to synthesize the individual-, team-, and systemic-level factors that contribute to conflict between clinicians within the ED and explore strategies and opportunities for future research.

#### Protecting Emergency Medical Services (EMS) Staff from Aggression and Violence in Conflict Encounters (PEACE1): A survey of Wales Adults attitudes in 2022

Journal of Psychiatric & Mental Health Nursing 31(3), 2023

Findings are of particular relevance to individual EDs and NHS England. Addressing the challenges staff are reporting can have positive implications for staff wellbeing, as well as a patient's experience and journey throughout the ED.

### Workforce

#### The association between nurse staffing and quality of care in emergency departments: A systematic review

International Journal of Nursing Studies 153, 2024

BACKGROUND: The relationship between nurse staffing, skill-mix and quality of care has been well-established in medical and surgical settings, however, there is relatively limited evidence of this relationship in emergency departments. Those that have been published identified that lower nurse staffing levels in emergency departments are generally associated with worse

outcomes with the conclusion that the evidence in emergency settings was, at best, weak.

Important factors for planning nurse staffing in the emergency department: A consensus study Abstract only\*

International Emergency Nursing 56, 2021

Nurse staffing in EDs requires the consideration of multiple factors to optimise staffing. The complexity of EDs and contextual differences influences the way staffing should be done. Staffing of ED's should be further investigated with specific focus on acuity and workload. Planning adequate nurse staffing in the emergency department (ED) is challenging. Although there are models to determine nurse staffing in EDs, these models do not consider all the factors.

How safe staffing can improve emergency nursing: time to cut the Gordian knot Abstract only\*

Emergency Nurse, January 2020,

Why you should read this article: • To understand how nursing presence can enhance emergency nurses' job satisfaction, staff retention and patient outcomes • To recognise the combined effects of fatigue, workplace bullying, moral distress and inadequate staffing levels on nursing presence and staff retention • To understand the various factors to consider when making safe staffing decisions in the emergency department.

## Competency Frameworks

### 111/Clinical Assessment Service

NHS 111 Workforce Blueprint: Workforce Governance Guide

NHS England, 2018

This document brings together best practice from across the IUC professions to: describe what good support of clinical practice looks like; provide assurance for providers, patients and healthcare professionals; and mitigate against increased indemnity. Caters for the range of registered and non-registered staff working within IUC / NHS 111 call centres including in the Clinical Assessment Service (CAS).

NHS 111 Workforce Blueprint: Career Framework Competency Based Job Descriptions: Skills for Health Levels 2-6

NHS England, 2018

This document provides clearly defined roles, supported by competency-based job descriptions and person specifications for roles at Skills for Health Levels 2 to 6 operating within IUC / NHS 111 call centre services.

NHS 111 Workforce Blueprint: Career Framework Competency Based Job Descriptions: Skills for Health Levels 7-9

NHS England and Health Education England, 2018

This document outlines the person specifications, core and specialist competences for the registered workforce roles at Skills for Health Levels 7-9 within the IUC Clinical Assessment Service (CAS), to provide remote and direct patient contact, clinical supervision and support of non-registered staff.



### NHS 111 Workforce Blueprint: Accreditation and Qualifications Guide

NHS England, 2018

This document provides employers with the information they need to map current job roles to appropriate accredited training or qualifications, including apprenticeship standards.

## Emergency Nursing

### National Curriculum and Competency Framework: Emergency Nursing (Level 1)

### National Curriculum and Competency Framework: Emergency Nursing (Level 2)

Royal College of Nursing, June 2017

These frameworks, developed by leading emergency nursing experts, are founded on nursing philosophy and detail the depth and breadth of knowledge and skills required of emergency nurses. They offer long overdue clarity on the nomenclature of nursing roles in emergency care settings and provide a clear career structure for those wishing to advance in this specialism.

## Ophthalmic/ non-medical eye healthcare practitioners

### Ophthalmic Common Clinical Competency Framework (OCCCF)

NHS England – Workforce, training and education and The Royal College of Ophthalmologists

The Ophthalmic Common Clinical Competency Framework (OCCCF) provides standards and guidance for the knowledge and skills required for non-medical eye healthcare professionals to deliver patient care. It is well known that there is a need for a systematic patient-centred approach to multi-disciplinary education and training in order to ensure standardised and recognised competences across all ophthalmic secondary care locations in the UK. See 4. Acute and Emergency Eye Care

## Paramedics

### Paramedic Specialist in Primary and Urgent Care Core Capabilities Framework

College of Paramedics

The capabilities set out what a paramedic is able to do, recognising that the paramedic working in primary and urgent care must be adaptable and not constrained by protocols or prescriptions for practice. The framework describes the knowledge, skills and behaviours that must be acquired, developed and demonstrated in order to safely and effectively manage service users across the lifespan and in often quite challenging situations, whilst retaining responsibility and accountability for those service users.

## Urgent and Emergency Care

### Same Day Emergency Care: Competency Framework

NHS England, 2023

The Same Day Emergency Care (SDEC) competency framework has been developed in collaboration with a group of SDEC specialists working across a variety of settings across the UK. Contributors include clinical staff such as nursing leads, clinical educators, advanced clinical practitioners in addition to colleagues at NHS England and NHS Elect.

We believe that this document will help to support and contribute to the continued growth and development of the nursing workforce within SDEC.

### Urgent and Emergency Care – Emergency Practitioner Framework

NHS England, 2023

This document aims to outline the framework for developing the Emergency Practitioner (EP) workforce within the Urgent and Emergency Care (UEC) setting. The aim is to provide the

necessary information for those wanting to develop an Urgent Treatment Centre (UTC) service with the necessary information to develop the EP workforce to deliver such a service.