

Dear

## FREEDOM OF INFORMATION – EMERGENCY ADMISSIONS

I write in response to your request for information in relation to emergency admissions to NHS Lothian.

### Question:

1. Does the Trust have a designated lead responsible for patient flow/navigation, or for reducing non-necessary A&E admissions? (This may include roles linked to Single Points of Access, Flow Navigation Centres, etc.)  
If so, please provide: Name; Job title; Division/department

### Answer:

Management of site and capacity teams at all adult acute hospital sites is part of the remit of Iain Gorman, Director of Diagnostics, Anaesthetics, Theatres and Critical Care, Acute Services Directorate.

### Question:

2. Does the Trust currently operate any live initiatives or programmes aimed at reducing A&E admissions? If yes, please provide a brief outline of these initiatives.

### Answer:

NHS Lothian is reviewing options for additional investment to enhance front-door models including support to further develop the Flow Centre and ensure effective patient flow navigation, streaming, and redirection processes

Discussions are ongoing with Edinburgh Health and Social Care Partnership regarding a Single Point of Contact model to support consistent processes across Health and Social Care Partnerships.

A series of Intensive Improvement Weeks have been carried out at the Royal Infirmary in the second half of 2025, focused on improving flow. These have involved close collaboration between site teams, Health and Social Care Partnership colleagues, and capacity staff, with senior leadership working directly within the Emergency Department and Acute Medicine. Early improvements include:

- Testing a GP presence at the front door to divert attendees to more appropriate resources
- Earlier identification of patients requiring Health and Social Care Partnership involvement through Trak flagging

This work is feeding directly into the development of the Command Centre model, which will co-locate site, capacity, and discharge teams and use live dashboards to highlight areas of high pressure and support timely intervention.

Frailty models continue to develop at the Royal Infirmary of Edinburgh, Western General Hospital, and St John's Hospital, supported by Healthcare Improvement Scotland. Longer-term actions include strengthening primary care involvement in the management of frail and complex patients and expanding community-based rehabilitation and assessment.

I hope the information provided helps with your request.

If you are unhappy with our response to your request, you do have the right to request us to review it. Your request should be made within 40 working days of receipt of this letter, and we will reply within 20 working days of receipt. If our decision is unchanged following a review and you remain dissatisfied with this, you then have the right to make a formal complaint to the Scottish Information Commissioner within 6 months of receipt of our review response. You can do this by using the Scottish Information Commissioner's Office online appeals service at <https://www.foi.scot/appeal>. If you remain dissatisfied with the Commissioner's response you then have the option to appeal to the Court of Session on a point of law.

If you require a review of our decision to be carried out, please write to the reviewer at the address at the top of this letter. The review will be undertaken by a Reviewer who was not involved in the original decision-making process.

FOI responses (subject to redaction of personal information) may appear on NHS Lothian's Freedom of Information website at: <https://org.nhslothian.scot/FOI>

Yours sincerely

**ALISON MACDONALD**  
**Executive Director of Nursing Midwifery and AHPs**  
Cc: Chief Executive