



Health Management bulletin

March 2026

The aim of this current awareness bulletin is to provide a digest of recent guidelines, reports, research and best practice on Health Management

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Articles

Our future our way: creating the conditions to thrive and improve wellbeing

Case Study – how Leicester Partnership NHS Trust made sustained improvements to staff experience by co-designing their wellbeing programme.
NHS Employers, 27 January 2026

Available from: [Our Future Our Way: Creating the conditions to thrive and improve wellbeing | NHS Employers](#)

Hospital-at-home for COPD: A retrospective comparison with brick-and-mortar settings

US study comparing care in the home against care in hospital for patients with COPD.

Journal of Hospital Medicine, Hieu M Nguyen et al, doi.org/10.1002/jhm.70277, 4 February 2026

Available from: [Hospital-at-home for COPD: A retrospective comparison with brick-and-mortar settings - Nguyen - Journal of Hospital Medicine - Wiley Online Library](#)

Staff experiences of implementing patient-initiated follow up (PIFU) in the NHS in England: findings from a rapid qualitative evaluation

A study examining how the implementation of patient-initiated follow up affects staff roles, workload and job satisfaction.

Sage Journals, Cril Lobont et al, doi.org/10.1177/13558196261421165, 30 January 2026

Available from: [Staff experiences of implementing patient-initiated follow-up \(PIFU\) in the NHS in England: findings from a rapid qualitative evaluation | Nuffield Trust](#)



Managing the shift to prescribing at registration for pharmacists

Prescribing from registration offers pharmacy and the wider healthcare sector a great opportunity, but this reform must be managed and supported properly.

The Pharmaceutical Journal, William Swain. 28 January 2026

Available from: [Managing the shift to prescribing at registration for pharmacists - The Pharmaceutical Journal](#)

Commissioning: lessons from the last 30 years and implications for the role of ICBs

Since its introduction in 1990, the commissioning layer of the NHS has been the most reorganised part of the health service. This article review lessons to learn from the past and describes what need to happen for ICB-led strategic commissioning to succeed.

Nuffield Trust, Nigel Edwards, 11 February 2026

Available from: [Commissioning: lessons from the last 30 years and implications for the new role of ICBs | Nuffield Trust](#)

Government and RCN agree major reforms to boost NHS nursing careers

The comprehensive package aims to properly recognise the vital contribution nurses make to patient care and to the government's 10-Year Health Plan for England.

NHE, 12 February 2026

Available from: [Government and RCN agree major reforms to boost NHS nursing careers | UK Healthcare News](#)

Strong public support for dedicated health and well being support after pregnancy

New findings from Public Health Wales Time to talk Public Health survey shows overwhelming public support for improving health and well-being support for women during their first year after pregnancy.

NHS, 11 February 2026

Available from: [Strong public support for dedicated health and well being support after pregnancy | UK Healthcare News](#)

One year on, have “crack teams” cut NHS waiting lists?

In October 24 a ‘crack teams of top clinicians’ were deployed to 20 hospitals in England in areas with the highest numbers of people off work sick. These teams aimed to support trusts to bring down the elective waiting list.

The Health Foundation, 5 February 2026

Available from: [One year on, have ‘crack teams’ cut NHS waiting lists? - The Health Foundation](#)

Learning and professional development: Two is better than one: The dyad leadership model

In this paradigm two individuals are elevated to relatively equal footing as co-leaders.



Journal of Hospital Medicine, Anne M Polick, Adam E Mikolajczyk, 6 January 2026
doi:10.1002/jhm.70282

Ambulance improvements despite busiest January since before Covid-19

Ambulance handover times in England improved last month despite the NHS facing its busiest January since before Covid-19.

NHE, 6 February 2026

Available from: [Ambulance improvements despite busiest January since before Covid-19 | UK Healthcare News](#)

Development and evaluation of a multilingual caregiver electronic rounds summary

A multi-disciplinary team developed the Rounds eSummary using health literacy, communication and language equity best practices and multiple rounds of piloting.

Journal of Hospital Medicine, Alexander F Glick et al, December 2025

From rhetoric to reality: what is the neighbourhood health service?

Inside the shift towards community centred care in England and what is needed to make it work.

MacMillan Cancer Support, February 2026

Available from: [From rhetoric to reality: what is the neighbourhood health service? | Macmillan Cancer Support](#)

Beyond the “Quadruple Threat”: Radiology Leadership in a Transforming Health System

Radiology is a central, systemwide partner in modern health care, serving as the integrating backbone for clinical care, research, and innovation. It supports a wide range of services, from screening and acute care to advanced therapies. -

Journal of the American College of Radiology, Noushin Yahyavi-Firouz-Abadi, January 2026

Delivering the NHS 10-Year-Plan: The Role of Digital Transformation

Growing populations, rising demand and increasing complexity of care have placed the system under unprecedented strain.

Imperial College London, 17 February 2026

Available from: [Delivering the NHS 10-Year Plan: The Role of Digital Transformation](#)

One in five NHS Trusts lack clear Net Zero roadmaps

New research has revealed that a significant number of NHS Trusts across England still lack clear plans and measurement practices to reduce their carbon emissions.

Health Estate Journal, 19 February 2026



The NHS 10-Year-Plan: between aspiration and implementation

Fiscal constraints have fuelled scepticism about delivering the plan's ambitions at necessary pace or scale.

The Lancet, Michael Anderson et al, 22 January 2026

[doi.org/10.1016/S0140-6736\(26\)00035-8](https://doi.org/10.1016/S0140-6736(26)00035-8)

News

Home FIT test cuts 140,000 bowel cancer referrals

A simple home test is sparing thousands of people from unnecessary hospital investigations for bowel cancer, while helping patients who do have the disease to receive faster answers.

NHE, 4th February 2026

Available from: [Home FIT test cuts 140,000 bowel cancer referrals | UK Healthcare News](#)

National Cancer Plan launches with focus on tech, data, AI, diagnostics, robotics, supported by billions in investment

The government has published its National Cancer Plan for England backed by billions of pounds of investments. Informed by almost 12,000 responses to an earlier call for evidence from individuals and organisation.

Health Tech Newspaper, 4 February 2026

Available from: [National Cancer Plan launches with focus on tech, data, AI, diagnostics, robotics, supported by billions in investment – HTN Health Tech News](#)

Clinicians must lead on AI in healthcare, say medical bodies

The Royal College of Radiologists, the Institute of Physics and Engineering in Medicine and the Society of Radiographers call for regulation that ensure the use of AI in healthcare is safe, reflects the realities of workforce capacity and has clear system-wide accountability.

Digital Health, 6 February 2026

Available from: [Clinicians must lead on AI in healthcare, say medical bodies](#)

How to lead with empathy in the age of AI

Following the launch of the National Commission on the Regulation of AI in healthcare and the roll-out of AI diagnostic tools across selected hospital trusts, the healthcare sector is rapidly embracing AI-enabled clinical transformation.

Digital Health, 4 February 2026

Available from: [How to lead with empathy in the age of AI](#)

New guidance for inspectors on care in non-clinical spaces

Updated guidance for inspectors assessing safety and quality of hospital care provided in non-designated clinical space.

CQC, 12 February 2026

Available from: [New guidance for inspectors on care in non-clinical spaces - Care Quality Commission](#)



GIRFT team publishes methodology to support progression of clinical pathway decarbonisation

The GIRFT team has published the methodological framework it uses to support the programme's work on rapid decarbonisation of clinical care pathways.

NHS England, 27 January 2026

Available from: [GIRFT team publishes methodology to support progression of clinical pathway decarbonisation - Getting It Right First Time - GIRFT](#)

Pressure on NHS to meet March targets

Comments on the latest monthly NHS performance statistics.

Nuffield Trust, 12 February 2025

Available from: [Pressure on NHS to meet March targets | Nuffield Trust](#)

NHS Offering support staff more career opportunities

The NHS has expanded the routes available for its clinical support staff to train for and progress into registered roles over the past decade, new research reveals.

Healthcare Management, 3 February 2026

Available from: [NHS offering support staff more career opportunities](#)

Skills-mix, optimisation and the future dental workforce

As dentistry continues to evolve within a changing healthcare landscape, the concept of skill-mix has moved from long-standing discussion to practical necessity.

BDJ Team, 20 February 2026

Available from: [Skill-mix, optimisation and the future dental workforce | BDJ Team](#)

NHS Transformation Directorate launches best practice and content guidance for patient messaging

Launch of best practice and content guidance, designed to help NHS colleagues in deciding when and how to message patients, using NHS Notify and protecting patient data.

Health Tech Newspaper, 19 February 2026

Available from: [NHS Transformation Directorate launches best practice and content guidance for patient messaging – HTN Health Tech News](#)

How the NHS' new Federated Data Platform will enhance clinician and patient experiences

The FDP provides the backbone for deploying advanced technologies, improving efficiency and delivering seamless, patient centred care across the NHS.

British Computer Society, Martin Cooper, 18 February 2026

Available from: [How the NHS' new Federated Data Platform will enhance clinician and patient experiences](#)



Case study: University Hospitals of Northamptonshire optimising clinical pathways through digital

UHN share how their project working with SLA Health tackled the challenge of managing complex clinical pathways and the mountain of paperwork their NHS teams managed.

Health Tech Newspaper, 17 February 2026

Available from: [Case Study: University Hospitals of Northamptonshire optimising clinical pathways through digital – HTN Health Tech News](#)

No trust, no scale – what AI in the NHS needs next

The Chief Medical Informatics Officer at Barking Heaving and Redbridge University Hospitals NHS Trust offers a sober and nuanced assessment of the crisis involved in scaling tools such as ambient voice scribes at pace.

Integrated Care Journal, Chandu Wickramarachchi, 16 February 2026

Available from: [No trust, no scale - what AI in the NHS needs next - Integrated Care Journal](#)

Reports

Career pathways between occupations in the English NHS

Using data from the ESR to set out which staff transition between which occupations and how this has changed over time. This report finds that movement between occupations is becoming increasingly common for NHS support staff, but much more so in wealthier parts of the country.

Institute for Fiscal Studies, Olly Harvey-Rich, Elaine Kelly, Isabel Stockton, 3 February 2026

Available from: [Career pathways between occupations in the English NHS | Institute for Fiscal Studies](#)

State of person centred care 2025

Findings from 9 national NHS patient and staff surveys commissioned by CQC and NHS England, mapping them against the 8 Picker Principles of person centred care.

Picker Institute, Olly Potter and Chris Graham, Europe, 28 January 2026

Available from: [New report reveals state of person centred care in the NHS in England](#)

The global state of patient safety 2025

The headlines seem very similar to the first report published two years ago, however stability in the rankings should not obscure the improvements taking place beneath the surface.

Institute of Global Health Innovation, Imperial College London, John Illingworth et al

Available from: [Global State of Patient Safety 2025](#)



The Model Emergency Department: High performing urgent and emergency care pathways

This guidance sets out the core principles and components of high-performing emergency departments.

NHS England, 9 February 2026

Available from: [NHS England » The Model Emergency Department: high performing urgent and emergency care pathways](#)

The Model Acute Pathways: standards for care of acutely unwell patients in their first 72 hours in hospital

The model pathway provides evidence-based standards to improve care during the first 72 hours of hospital care.

NHS England, 9 February 2026

Available from: [NHS England » The Model Acute Pathway: standards for care of acutely unwell patients in their first 72 hours in hospital](#)

Accelerating estate solutions for neighbourhood health centre delivery

Using NHS and partner estates effectively is key to succeeding in delivering one of the 10 Year Health Plan's ambitions.

NHS Confederation, Victoria MacConnachie and George Johnson, 23 February 2026

Available from: [Accelerating estate solutions for neighbourhood health centre delivery | NHS Confederation](#)

What shapes family confidence in care.

Report exploring how families experience care today and what providers must do next.

Care England, 24 February 2026

Available from: [Care England launches new national report 'What shapes family confidence in care' - Care England](#)

National Cancer Plan for England

Detail the government's plans to transform cancer care and outcomes in England by 2035.

DHSC, 4 February 2026

Available from: [National Cancer Plan for England - GOV.UK](#)

The cost of carrying on: presenteeism, burnout and the medical workforce

Findings on presenteeism and burnout in the medical workforce.

BMA, 23 January 2026

Available from: [The cost of carrying on: presenteeism, burnout, and the medical workforce - Workforce - BMA](#)



Blogs

The changing terrain of mental health in A&E: specialised care or the same old bottlenecks?

A look at the mental health care that is currently provided in A&E and a discussion of the challenges that new specialist services will need to overcome.

Nuffield Trust, Bea Taylor, 28 January 2026

Available from: [The changing terrain of mental health in A&E: specialised care or the same old bottlenecks? | Nuffield Trust](#)

A new National Cancer Plan for England – does it deliver?

The Kinds Fund, Sarah Woolnough, 5 February 2026

Available from: [A New National Cancer Plan For England – Does It Deliver? | The King's Fund](#)

Ambient voice technology in health care: what is the evidence so far?

With findings from the first phase of a rapid evaluation of ambient voice technology in the NHS published today, Jenny Shand and Steve Morris describe the most notable insights so far.

Nuffield Trust, Jenny Shand and Steve Morris, 4 February 2026

Available from: [Ambient voice technology in health care: what's the evidence so far? | Nuffield Trust](#)

Achieving culture change: growing positive working teams

Discussion on how to support positive cultural change in social care nursing and the purpose of the Global Majority Nursing Network.

Skills for Care, 4 February 2026

Available from: [Achieving culture change: growing positive working teams](#)

Ways to tackle violence: the story so far

Progress on key recommendations to government on tackling violence in the NHS, from Social Partnership Forum.

Social Partnership Forum, Rebecca Smith, Alan Lofthouse, 12 February 2026

Available from: [Ways to tackle violence: the story so far | Social Partnership Forum](#)

England's first men's health strategy: will system design still leave some men behind?

For the first time there is explicit vision and national commitment to address men's poorer health outcomes and lower engagement. But a strategy is only as good as its implementation.

The Kings Fund, Paul Galdas, 19 February 2026

Available from: [England's First Men's Health Strategy | The King's Fund](#)



Creating the conditions where care can thrive: four actions for clinical leaders

Reflections from clinical leaders on steps organisation can take to prioritise the health and wellbeing of staff.

The King's Fund, Sharon Nash, 13 February 2026

Available from: [Creating The Conditions Where Care Can Thrive: Four Actions For Clinical Leaders | The King's Fund](#)

Podcasts

Can NHS regulation really drive improvement?

Prof Sir Mike Richards and Matthew Taylor discuss rebuilding confidence in regulation and how it can aid improvement in health and social care.

NHS Confederation Health on the Line Podcast, 28 January 2026

Available from: [Can NHS regulation really drive improvement? | NHS Confederation](#)

Why isn't the NHS improving faster?

Waiting lists, winter pressures, productivity and reform plans – is real change coming?

IFS, 16 January 2026

Available from: [Why isn't the NHS improving faster? | Institute for Fiscal Studies](#)

Training Dates

Library and Knowledge Services Training Dates – please email ulth.clinical.librarian@nhs.net to book a place on any of our upcoming training sessions.

Getting the best out of your OpenAthens Account

- Wednesday 18th March 9:30am - 10:20am
- Tuesday 24th March 1:00pm - 1:50pm
- Thursday 26th March 9.15am - 10:00am
- Thursday 2nd April 10:00am - 10:45am
- Tuesday 28th April 9:30am - 10:20am
- Wednesday 6th May 10:00am - 10:45am
- Friday 22nd May 9:30am - 10:20am
- Tuesday 9th June 10:00am - 10:45am



	<ul style="list-style-type: none">• Friday 19th June 9:30am - 10:20am
Effective Searching Skills	<ul style="list-style-type: none">• Tuesday 17th March 2:30pm - 4:00pm• Thursday 2nd April 2:30pm - 4:00pm• Tuesday 19th May 10:00am - 11:30am• Monday 29th June 2:30pm - 4:00pm
Publishing for Beginners	<ul style="list-style-type: none">• Tuesday 10th March 2:00pm - 3:00pm• Tuesday 7th April 10:00am - 11:00am• Tuesday 12th May 2:00pm - 3:00pm• Tuesday 16th June 12:00pm - 1:00pm
Introduction to Research Metrics	<ul style="list-style-type: none">• Thursday 12th March 2:00pm - 3:00pm• Thursday 9th April 2:00pm - 3:00pm• Thursday 14th May 2:00pm - 3:00pm• Thursday 11th June 10:00am - 11:00am
Starting a Journal Club for Beginners	<ul style="list-style-type: none">• Wednesday 8th April 12:00pm - 1:00pm• Wednesday 13th May 2:00pm - 3:00pm• Wednesday 10th June 10:00am - 11:00am
Future dates will be published on the website Training Calendar	