



Health Management Bulletin

April 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

Sleep, fatigue and the workplace

Information on how sleep and fatigue can impact on the health of staff, with practical recommendations for improving the quality of sleep and rest.

NHS Employers, 27 February 2026

Available from: [Sleep, fatigue and the workplace | NHS Employers](#):

Application of AI-Generated content in Medical Education: Systematic Review of the Impact on Critical Thinking Abilities of Medical Students

AIGC is increasingly widely applied in the field of medical education. Medical students are at a crucial stage in cultivating critical thinking, and the intervention of AIGC technology may have a profound impact on this process.

JMIR Medical Education, Li Jinlei et al, Vol12 (2006),
preprints.jmir.org/preprint/79939

Available from: [JMIR Medical Education - Application of AI-Generated Content in Medical Education: Systematic Review of the Impact on Critical Thinking Abilities of Medical Students](#)

Identifying informal leaders among medical residents as a basis for educational interventions

Leadership training is not usually integrated into the curriculum of medical residents, contributing to variation in skills development. Hence identifying the manifestations of residents' informal leadership can guide educational interventions.

BMC Medical Interventions, PF Silva, et al 25 February 2026,
doi.org/10.1186/s12909-026-08918-0



Building investigation excellence: Our strategy for strengthening the capability of healthcare investigations

This strategy focuses on strengthening capability in investigation skills, increasing accessibility to investigation resources, improving the professional connections between investigators and working in collaboration with the NHS to align priorities and reduce duplication.

Health Services Safety Investigations Body, 27 February 2026

Available from: [Building investigation excellence](#)

NHS Workforce: Size, characteristics and staffing levels

A summary of the size and characteristics of the NHS workforce, including the number of hospital doctors, nurses and GPs.

House of Commons Library, UK Parliament, Devayani Gajjar, 3 March 2026

Available from: [NHS workforce: Size, characteristics and staffing levels - House of Commons Library](#)

Navigating complexity: moral distress among NHS chief executives

The role of being an NHS chief executive has arguably never been harder. But what impact is it having on those health service leaders?

Nuffield Trust, Thea Stein, 3 March 2026

Available from: [NHS workforce: Size, characteristics and staffing levels - House of Commons Library](#)

Time to change internal medicine training for UK resident doctors

This article discusses concerns Consultants and registrars concerns that the system rewards portfolio optimisation rather than clinical apprenticeship.

The Lancet, Nicholas Wong et al, Volume 407, Issue 10533, P1054-1055, 14 March 2026

Available from: [Time to change internal medicine training for UK resident doctors - The Lancet](#)

International recruitment in the NHS workforce

The NHS uses international recruitment to fill staffing vacancies. This briefing summarises numbers and trends in international recruitment of the NHS workforce, concerns and recent policy.

UK Parliament, House of Commons Library, Devayni Gajjar, 10 March 2026

Available from: [International recruitment in the NHS workforce - House of Commons Library](#)

Implementing innovative flexible working to combat escalating demand on services

Read how Imperial College Healthcare NHS Trust used an innovative flexible working model to combat escalating demand for imaging diagnostic services.

NHS Employers, 6 March 2026

Available from: [Implementing innovative flexible working to combat escalating demand on services | NHS Employers](#)



Consultants demand action to protect their freedom of speech in wake of Abu-Sitta case

Consultants have urged unions and regulators to protect their freedom of speech after high profile cases of doctors facing regulatory action.

The BMJ, Adele Waters, 6 March 2026, doi.org/10.1136/bmj.s449

Assessing the effectiveness of artificial intelligence education and training for healthcare workers: a systematic review

This article addresses the research questions: What evidence exists on the effectiveness of AI education and training programs in improving AI literacy among healthcare workers?

Springer Nature, 10 March 2026

Available from: [Assessing the effectiveness of artificial intelligence education and training for healthcare workers: a systematic review | BMC Medical Education | Springer Nature Link](#)

Three-Year high in attacks on NHS Staff

According to the latest NHS staff survey, almost 1 in 7 NHS staff were physically attacked by a patient or the public last year.

Clinical Services Journal, 12 March 2026

Redesigning leadership for clinical AI deployment

This article examines frameworks of organisational culture and leadership structures that can help guide the advancement of clinical AI.

npj Digital Medicine Athini Tejas, 12 March 2026, doi.org/10.1038/s41746-026-02532-6

Forging strategic partnerships: considerations for creating effective strategic partnerships to deliver the 10 year plan

This guidance shares insights of leaders from at-scale primary care organisations and NHS Trusts on how strategic partnerships can improve patient outcomes, strengthen neighbourhood deliver models and use collective resources more efficiently.

NHS Confederation, George Johnson, Calum Meakin, 16 March 2026

Available from: [Forging strategic partnerships | NHS Confederation](#)

Staff survey results crash to five-year lows

Analysis of staff engagement trends.

HSJ, Nick Kituno 12 March 2026



HTN Now panel deep dive into EPRs, discussing approaches, implementation, lessons learned, challenges and future direction

A panel of experts take a deep dive into EPRs.

Health Tech Newspaper, 19 March 2026

Available from: [HTN Now panel deep dive into EPRs, discussing approaches, implementation, lessons learned, challenges, and future directions – HTN Health Tech News](#)

GMC Consults on personal beliefs and medical practice guidance

A consultation on updated guidance detailing how doctors can practice in line with their beliefs and values, while maintaining good and safe care of their patients.

The Clinical Services Journal, 20 March 2026.

News

BBC investigation finds 50,000 people waited over 24 hours in A&E corridor care

The RCN has described the situation is a “national emergency” and called on the government to end the practice.

BBC News, 2 March 2026

Available from: [Thousands of patients waiting over 24 hours in A&E 'corridor care' - BBC News](#)

NHS urges patients to turn on push alerts to avoid missing appointments

The NHS has launched a new campaign urging people to turn on “push alerts” from the NHS app.

Healthcare Management, Liz Wells, 2 March 2026

Available from: [NHS urges patients to turn on push alerts to avoid missing appointments](#)

Corridor Care “actively killing patients”, MPs told

Corridor care is “being normalised” and “progressively getting worse”, an MPs’ committee has heard.

Healthcare Management, Lee Peart, 11 March 2026

Available from: [BREAKING NEWS: Corridor care 'actively killing patients', MPs told](#)

Short bursts of improvement on NHS waiting list but progress hard to sustain

Nuffield Trust Deputy Director of Research responds to the latest monthly NHS performance statistics.

Nuffield Trust, Sarah Scobie, 12 March 2026

Available from: [Short bursts of improvement on NHS waiting list but progress hard to sustain | Nuffield Trust](#)



UHL-UHN announces rollout of ambient voice technology

UHL and UHN have jointly procured AI-powered technology to capture and record clinician-patient consultations.

Health Estates Journal, 11 March 2026

Available from: [UHL-UHN announces rollout of ambient voice technology](#)

The NHS doesn't have a productivity problem: It has a precision problem

Exploring what productivity in healthcare really means.

Femtech World, Dr Melinda Rees, 9 March 2026

Available from: [The NHS doesn't have a productivity problem: It has a precision problem](#)

NHS Staff Survey shows racism deeply entrenched and disturbingly normalised

Commenting on the results of the latest NHS staff survey and performance figures.

The Kings Fund, Sarah Woolnough, 12 March 2026

Available from: [NHS staff survey shows racism deeply entrenched and disturbingly normalised | The King's Fund](#)

Unions call on government to improve "inadequate" NHS pay rise

Health unions have urged the government to improve on the inadequate 3.3% pay rise for staff by putting significant extra funding into long-delayed pay restructure talks.

Healthcare Management, Liz Wells, 17 March 2026

Available from: [Unions call on government to improve 'inadequate' NHS pay rise](#)

Digital health services failing those with greatest needs, WHO finds

A scoping review found that people with greater health needs and language barriers still struggle to use digital health services and technology.

Health Tech World, 18 March 2026

Available from: [Digital health services failing those with greatest needs, WHO finds](#)

Beyond Councils of Governors: rethinking public accountability

The impact of the new Health Bill.

NHS Providers, 20 March 2026

Available from: [Beyond Councils of Governors: rethinking public accountability](#)

Electronic patient record systems in England: what do NHS staff think?

To explore how staff across the health service feel about using these systems, and how to get the most value out of them, the Health Foundation commissioned a survey of 1,725 NHS staff members.

The Health Foundation, Alex Lawrence et al, 24 March 2026

Available from: [Electronic patient record systems in England: what do NHS staff think? - The Health Foundation](#)



Resident doctors announce further strikes in England

The BMA has dismissed the latest government pay offer as “insufficient” and called for a further six days of strike action.

Healthcare Management, Liz Wells, 25 March 2026

Available from: [BREAKING NEWS: Resident doctors announce further strikes in England](#)

Over half of NHS temps in England feel they do not have a voice when it comes to workplace issues

Temporary workers feel largely excluded from being able to speak up about workplace issues.

Healthcare Management, Liz Wells, 26 March 2026

Available from: [Over half of NHS temps in England feel they do not have a voice when it comes to workplace issues](#)

Reports

Independent investigation into maternity and neonatal services in England: Interim Report

This report sets out the background and changing context in which maternity and neonatal care is provided. Examining six factors which could be contributing to the pressures on the maternity and neonatal system.

Independent Investigation into maternity and neonatal services in England – interim report, 26 February 2026

Available from: [Independent Investigation into Maternity and Neonatal Services in England - Interim Report - National Maternity and Neonatal Investigation](#)

Menopause and Mental Health

Position Statement PS02/26 March 2026

This position statement examines how menopause affects mental health and its implications for clinical practice, services and policy across the UK.

Royal College of Psychiatrists, March 2026

Available from: [Menopause and mental health](#)

Children and young people’s patient experience survey 2024: national qualitative report

This report shares national insights from qualitative thematic analysis of written responses to the NHS Patient Survey Programme.

NHS England, 4 March 2026

Available from: [NHS England » Children and young people’s patient experience survey 2024: national qualitative report](#)



Community mental health services: government's response to the Health and Social Care committee report

The government's response to the Health and Social Care Select Committee's fourth report of session 2024 to 2026 into community mental health services.
DHSC, 11 March 2026

Available from: [Community mental health services: government's response to the Health and Social Care Committee's report - GOV.UK](#)

International recruitment in the NHS workforce

The NHS uses international recruitment to fill staffing vacancies. This briefing summarises numbers and trends in international recruitment of the NHS workforce, concerns and recent policy.

UK Parliament, Devyani Gajjar, 10 March 2026

Available from: [International recruitment in the NHS workforce - House of Commons Library](#)

Socioeconomic disadvantage and self-reported health: changes among the working-age population over time

Analysis looking at changes from 2011 to 2021 to understand which socioeconomic factors were associated with the working age population no longer reporting good health.

The Health Foundation, Freya Tracey, 9 March 2026

Available from: [Socioeconomic disadvantage and self-reported health - The Health Foundation](#)

Medical Misogyny: a lifetime of failure

For years Women on Mumsnet have described the same experience in the health service: pain minimised, symptoms blamed on stress or hormones, repeated appointments before any takes them seriously. This survey and ten-year analysis show these patterns are persistent and rising into the 2020s.

Mumsnet, 8 March 2026

Available from: [Medical Misogyny in the NHS | Mumsnet](#)

Integrated care systems in England: Where next?

Local system leaders on the evolving role of ICSs and policy changes needed.
Health Foundation, March 2026

Available from: [Integrated care systems in England: where next? | The Health Foundation](#)

The future of patient voice: learning from the Healthwatch model

In light of the government's plans to close Healthwatch England and the network of 153 local Healthwatch organisations, this research explores what can be learned from the Healthwatch model.

The King's Fund, Leila Morris et al March 2026

Available from: [future_of_patient_voice.pdf](#)



Neighbourhood health Framework

This framework defines neighbourhood health and sets out the challenges neighbourhood health and care services should address.

DHSC, 17 March 2026

Available from: [Neighbourhood health framework - GOV.UK](#)

CQC publishes research on good practice for dementia care

The report shows the findings of a review of good practice published by UK and worldwide universities and organisations in health and social care in supporting people with dementia.

CQC, 10 March 2026

Available from: [CQC publishes research on good practice for dementia care - Care Quality Commission](#)

Understanding patient experiences of buying medicines online

Findings of a project delivered by the Patients Association to better understand the experiences of patients when purchasing medicines from unregulated online sources, including website and social media.

The Patients Association, 11 March 2026

Available from: [Understanding patient experiences of buying medicines online | The Patients Association](#)

Public satisfaction with the NHS and social care in 2025

Results from the British Social Attitudes survey.

The King's Fund, March 2026

Available from: [Public Satisfaction With The NHS And Social Care In 2025 | BSA | The King's Fund](#)

Palliative Care

This report challenges the government to ensure its forthcoming plans for England's palliative and end of life care sector lead to lasting improvement.

House of Commons Health and Social Care Committee, 24 March 2026

Available from: [Palliative Care - Committees - UK Parliament](#)

Blogs

Nurses and midwives are particularly affected on pay

A look at how pay for different NHS staff groups has changed in real terms since 2010.

The Nuffield Trust, Lucina Rolewicz and Stelios Vassiliou, 05 March 2026

Available from: [How do NHS staff earnings compare to 15 years ago? | Nuffield Trust](#)

Healthier lives and a healthier NHS: the role of social prescribing

Social prescribing is an effective way to help people with a diverse range of issues.

The Kings Fund, Prof Kamila Hawthorne MBE, 26 March 2026

Available from: [Healthier Lives And A Healthier NHS | The King's Fund](#)



Movement matters: why supporting physical activity in NHS staff is good for everyone

Dr Hussein Al-Zubaidi, GP with extended role in lifestyle medicine, considers how NHS staff can integrate physical activity in their day-to-day lives.

NHS England, Dr Hussain Al-Zubaidi, 5 March 2026

Available from: [NHS England » Movement matters: why supporting physical activity in NHS staff is good for everyone](#)

Why the NHS needs a “slow policymaking” movement

In a system bloated on fast-food-style policymaking, slowing down might be the most positive and radical step the government can take to improve healthcare.

The Kings Fund, Ruth Robertson, 23 March 2026

Available from: [Why the NHS needs a ‘slow policymaking’ movement | The King's Fund](#)

Before the next bill lands: What history tells us about NHS reorganisation

Reflections on why NHS reorganisations often fall short and sets out what ministers should do differently if they press ahead with the new bill.

The King's Fund, Nicholas Timmins, 13 March 2026

Available from: [Before the Next Bill Lands: What History Tells Us About NHS Reorganisation | The King's Fund](#)

The GP employment paradox: why GP trainees are worried about finding jobs in a system short of GPs

Examining the employment paradox in general practice

The King's Fund, Bonar McGuire, 9 March 2026

Available from: [The GP Employment Paradox | The King's Fund](#)

How to navigate the political pitfalls of health legislation

The challenges in legislating are numerous but understanding them will help the government anticipate and mitigate the risks.

The King's Fund, Bill Morgan, 17 March 2026

Available from: [How To Navigate The Political Pitfalls Of Health Legislation | The King's Fund](#)

Podcasts

View from Oz: Comparing the NHS and Australian health system

Discussion of the Australian model of care, collecting, analysing and publishing data on comparative performance.

NHS Confederation, 25 February 2026

Available from: [View from Oz: comparing the NHS and Australian health system | NHS Confederation](#)



“Leading the way” episode 8: Strategic leadership in safeguarding, with Dr Vicki Walker

All child health professionals must have knowledge and skills in safeguarding. Vicki Walker has particular leadership experience in this area.

Royal College of Paediatrics and Child Health, Dr Jonathan Darling, 18 February 2026

Available from: [‘Leading the way’ episode 8: Strategic leadership in safeguarding, with Dr Vicki Walker | RCPCH](#)

Co-Producing Change

Talking about the important role co-production plays in improvement.

The Health Foundation, Leading Improvement in Health Care podcast, Season 2 Episode 7, 26 February 2026

Available from: [Co-producing change | The Health Foundation](#)

NHS Recruitment

With over 1.4 million staff, the NHS is the Uks largest employer, yet it faces significant challenges in attracting and retaining talent.

NHE -Podcast 64, 10 March 2026

Available from: [Podcast Episode 64 - NHS Recruitment | UK Healthcare News](#)

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

- 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
- Friday 19th June 9:30am - 10:20am

Effective Searching Skills

- 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 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 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	