



# Health Management Bulletin

## May 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

#### **Leadership and professional development: PAUSE to sustain career flourishing**

PAUSE – is a framework for mid-career hospitalists to sustain career flourishing. Journal of Hospital Medicine, Desiree C, Burroughs-Ray and Ryan E Nelson, 11 February 2026, DOI: 10.1002/jhm.70313

#### **How staff joined the NHS under the 50,000 nurses programme – and why they left**

Key findings highlighted from an NIHR funded evaluation of the N50k programme. Nuffield Trust, Luciana Rolewicz and Dr Billy Palmer, 2 April 2026

Available from: [How staff joined the NHS under the 50,000 nurses programme – and why they left | Nuffield Trust](#)

#### **New HCPC resources to support advanced levels of practice**

The Health and Care professions council (HCPC) has launched new resources to support registrants and managers overseeing advanced practitioner roles.

NHS Employers, 2 April 2026

Available from: [New HCPC resources to support advanced levels of practice | NHS Employers](#)

#### **Minimum standards for annual leave for resident doctors**

These minimum standards support delivery of point 3 of the NHS 10 point plan to improve resident doctors working lives.

NHS England, 1 April 2026

Available from: [NHS England » Minimum standards for annual leave for resident doctors](#)



### **Medicine Supply Management**

An overview of the systems and processes DHSC and NHS England use for responding to medicine shortages.

DHSC, 7 April 2026

Available from: [Medicine supply management - GOV.UK](#)

### **Two thirds of consultants want to work for the new NHS online hospital**

A new poll has revealed that almost two thirds of NHS consultants are keen to work for the new NHS online hospital when it launches next year, alongside their current NHS roles.

Clinical Services Journal, 1 April 2026

### **Public health commissioning in the NHS: 2026 to 2027**

Information about NHS England's objectives and funding arrangements as it commissions public health services.

Setting out the arrangements under which the Sec of State for HSC delegates responsibility to NHS England for certain public health services.

**Available from:** [Public health commissioning in the NHS: 2026 to 2027 - GOV.UK](#)

### **Transforming Outpatient Care: a case study for success**

Northumbria Healthcare NHS Trust, totally redesigned their outpatient service, simplifying access and strengthening relationships between primary and secondary care.

The NHS Alliance, 26 March 2026

Available from: [Transforming outpatient care: a case study for success](#)

### **Still lost in the system: the urgent need for better NHS admin**

A year on from the December 2024 poll, latest research shows no improvement in people's experiences of NHS admin. These findings point to a major opportunity for government and NHS leaders to act.

The King's Fund, Lillie Wenzel et al, 16 April 2026

**Available from:** [Still Lost In The System: The Urgent Need For Better NHS Admin | The King's Fund](#)

### **Managing the uncertainty of human error**

Discussion of a risk-based and systems approach to perioperative safety.

Clinical Services Journal, Mona Guckian Fisher, Vol 25, Issue 4, April 2026 p17

### **Ethical recruiters list**

A list of recruitment organisations, agencies and collaborators that operate in accordance with the revised code of practice.

NHS Employers, 17 April 2026

Available from: [Ethical recruiters list | NHS Employers](#)



### **The critical role of contract management**

A discussion of how structured oversight, collaboration and digital tools enable hospitals to be delivered safely on time and within budget.

IHEEM, Vol 80, Issue 04, April 2026, p31

### **Cause for alarm: what can safeguarding data tell us about the challenges facing health and care services?**

This article describes what safeguarding is, examines how safeguarding concerns and enquiries have changed over time, and states why they should be a cause for concern.

Nuffield Trust, Rachel Hutchings, 10 April 2026

Available from: [Cause for alarm: what can safeguarding data tell us about the challenges facing health and care services? | Nuffield Trust](#)

### **The many facets of NHS patient safety**

A discussion of some recently published patient safety reports.

British Journal of Nursing, Vol 35 No 7 Jon Tingle, 2026,  
[doi.org/10.12968/bjon.2026.01.31](https://doi.org/10.12968/bjon.2026.01.31)

### **Cybersecurity: the upgrade paradox**

The ways in which implementing building management systems can expose healthcare estates to critical vulnerabilities.

IHEEM, Vol 80. Issue 04, April 2026 p57

### **Campaign to protect workers from exposure to hazardous medicines**

The safer Healthcare and Biosafety Network (SHBN) has launched a new campaign titled "Protecting Healthcare Workers: Safer Handling of Hazardous Medicinal Products", to raise awareness.

Clinical Services Journal, Vol 25, Issue 4, April 2026 p11

### **Boost for aspiring health professionals from deprived areas**

A comprehensive package to address long-standing barriers in healthcare careers has been announced by the government as part of its 10-year Health Plan.

Clinical Services Journal, 23 April 2026

Available from: [Boost for aspiring health professionals from deprived areas](#)

### **The future of Freedom to Speak Up**

Following the Dash review of patient safety across health and care, the government has agreed the National Guardian's Office will close at the end of June 2026.

NHS England, 16 April 2026

Available from: [NHS England » The future of Freedom to Speak Up](#)

### **Professional identity formation, professionalism, leadership and resilience: a longitudinal assessment in medical students**

BMC Medical Education , D Nisimbe et al, 2026 [doi.org/10.1186/s12909-026-09152-4](https://doi.org/10.1186/s12909-026-09152-4)



## News

### **Sir Jim Mackey outlines three-year plan for commissioners and providers**

In a letter to ICN and Trust Chief Executives, Sir Jim set out the key metrics for 2026/27 and outlined plans for the two following years.

Healthcare Management, Lee Peart, 7 April 2026

Available from: [Sir Jim Mackey outlines three-year plan for commissioners and providers](#)

### **Building the foundations of the NHS digital ambition**

Digital care only works if the connection does.

Healthcare Management, Lee Peart, 8 April 2026

Available from: [Building the foundations of the NHS's digital ambition](#)

### **Derbyshire, Lincolnshire and Nottinghamshire ICB shares five-year strategic commissioning and population health improvement plan**

This plan details the role of digital in supporting system ambitions in 2031.

Health Tech Newspaper, March 2026

Available from: [Derbyshire, Lincolnshire and Nottinghamshire ICB shares five-year strategic commissioning and population health improvement plan – HTN Health Tech News](#)

### **Humber Teaching receives NHSE funding to lead on roll-out of NHS App functionality**

The functionality to be rolled out is allowing patients to manage their appointments and visits directly from the NHS app. The trust's implementation will be shared with 11 NHS trusts using SystemOne across the country.

Health Tech Newspaper, 31 March 2026

Available from: [Humber Teaching receives NHSE funding to lead on roll-out of NHS App functionality – HTN Health Tech News](#)

### **HPMA publishes report on NHS disciplinary processes**

The discussion paper provides insight from leaders in the NHS about approaches to disciplinary procedures and outlines improvements that can be made.

NHS Employers, 26 March 2026

Available from: [HPMA publishes report on NHS disciplinary processes | NHS Employers](#)

### **NHSE explores home testing via NHS App for new conditions**

NHS England is exploring plans to enable patients to order tests, complete them and receive results at home via the NHS app.

Digital Health, Jordon Sollof, 24 April 2026

Available from: [NHSE explores home testing via NHS App for new conditions](#)

### **AI cyber threats: open letter to business leaders**

Open letter from DSIT Sec of state Liz Kendall and Security Minister Dan Jarvis to UK business leaders. Including leaders in the NHS.



DSIT, Gov.uk, 15 April 2026

Available from: [AI cyber threats: open letter to business leaders - GOV.UK](#)

### **NHS App “not improving patients’ views on NHS admin”**

According to research from The King’s Fund, the NHS App is failing to improve how patients perceive NHS administration despite rising adoption.

digitalhealth Jordon Sollof, 20 April 2026

Available from: [NHS App not improving patients’ views on NHS admin, polling finds](#)

## **Reports**

### **Preparing for the Mental Health Act 2025: Insights from the SCIE’s advisory groups.**

The Mental Health Act 2025 marks a moment of significant reform in the sector – organisations will need to consider how to best implement the legislative changes.

Social care institute for excellence, March 2026

Available from: [Preparing for the Mental Health Act 2025: insights from SCIE’s Advisory Groups](#)

### **Health of the Health System Index: annual report 2025/26**

The index offers a new perspective on NHS system health by combining structured quantitative indicators with the judgements of senior leaders across England.

UCL Global Business School for Health, March 2026

Available from: [Health of the Health System Index | Faculty of Population Health Sciences](#)

### **What makes care outstanding?**

The Kings Fund in partnership with the CQC researched what makes care outstanding and this report shares those findings.

The Kings Fund, Lillie Wenzel et al, 13 April 2026

Available from: [What Makes Care Outstanding? | The King's Fund](#)

### **Digital insights: Outcomes are at the heart of patient care, so why not your digital transformation?**

This report examines why an outcome-focused board is necessary to ensure that every digital investment can be translated into measurable impact.

The NHS Alliance, 24 March 2026

Available from: [Digital insights: Outcomes are at the heart of patient care, so why not your digital transformation?](#)

### **Workforce Race Equality Standard: 2025 data analysis report for NHS trusts**

The 20<sup>th</sup> publication since the WRES was mandated, covering all 9 indicators.

NHS England, 7 April 2026

Available from: [NHS England » Workforce Race Equality Standard: 2025 data analysis report for NHS trusts](#)



### **Safeguarding children, young people and adults at risk in the NHS:**

Safeguarding accountability and assurance framework

Sets out clearly the safeguarding roles and responsibilities of all individuals and organisations related to their statutory requirements and appropriate accountabilities.

NHS England, updated 30 March 2026

Available from: [NHS England » Safeguarding children, young people and adults at risk in the NHS: Safeguarding accountability and assurance framework](#)

### **Environmental sustainability in the NHS: a new approach to national leadership and accountability**

This report examines how national and local NHS bodies are held to account for sustainability.

The Kings Fund, Chris Naylor et al, 21 April 2026

Available from: [Environmental Sustainability In The NHS | The King's Fund](#)

### **Renewed Women's Health Strategy for England**

Setting out how the government will improve women's health and healthcare over the next 10 years.

DHSC, 15 April 2026

Available from: [Renewed Women's Health Strategy for England - GOV.UK](#)

### **What can England and Singapore learn from each other on neighbourhood health?**

Senior leaders from England and Singapore health care discuss the shift to neighbourhood based health care.

The Kings Fund, Ben Collins and Dr Nicola Walsh, 23 April 2026

Available from: [What Can England And Singapore Learn From Each Other On Neighbourhood Health? | The King's Fund](#)

### **Parliamentary roundtable recommendations for retaining diverse NHS staff**

4 key policy recommendations to aim to improve NHS staff retention policy.

UCL and The University of Leicester, April 2026

Available from: [icare\\_policy\\_roundtable.pdf](#)

## **Blogs**

### **Neighbourhood health framework: clarity, gaps and what comes next**

The government has published its much-awaited Neighbourhood Health Framework, Setting out in detail it's aims and how it will be achieved.

The King's Fund, Anna Charles et al, 1 April 2026

Available from: [Neighbourhood Health Framework Response | The King's Fund](#)

### **Crunching the numbers: why we need an analytical capability and workforce plan**

Does the health and care system have the analytical capability it needs and if there is a plan to sustain it.



The King's Fund, David Buck, 2 April 2026

Available from: [Crunching the Numbers: Why We Need an Analytical Capability and Workforce Plan | The King's Fund](#)

### **What do Labour's reforms mean for local systems in the NHS**

The government have chosen to embark on another round of NHS organisation, what does this mean locally.

The Health Foundation, Pheobe Dunn, Dr Hugh Alderwick, 7 April 2026

Available from: [What do Labour's reforms mean for local systems in the NHS? - The Health Foundation](#)

### **EPR promise risks fading without national action**

Following a string of well-publicised troubles, EPRs have become often associated with delay, litigation, patients safety risks and frustrated staff.

The Health Foundation, Alex Lawrence, 10 April 2026

Available from: [EPR promise risks fading without national action - The Health Foundation](#)

### **Skating on thin ice: the jeopardy of the "accidental leader" in the health and care system**

Clinical Leadership in the NHS does not always happen by design. It often emerges by accident and is increasingly likely to be something people fall into doing and are not prepared or trained for. These "accidental leaders" are becoming a defining feature of today's NHS leadership landscape.

The King's Fund, Alistair Thomson and Jeremy Cox, 7 April 2026

Available from: [Skating On Thin Ice The Accidental Leader In Health And Care | The King's Fund](#)

### **What does climate change mean for the future of public services?**

Five implications of climate change for health care and other public services.

The King's Fund, Chris Naylor, 24 April 2026

Available from: [What Does Climate Change Mean for the Future of Public Services? | The King's Fund](#)

## **Podcasts**

### **Tackling Long Wait Times**

National Health Executive Podcast, Ep 65, 10 April 2026

Available from: [Healthcare podcast for NHS Professionals](#)

### **Is the opening of an AI hospital closer to reality than we think?**

The Lancet, Pulse, April 2026

Available from: [The Lancet Pulse](#)