Health Management Bulletin
August 2026

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

If you would like to request any of the articles included in this bulletin or to be added to the distribution list, please contact: ulth.library.pilgrim@nhs.net

If you would like to receive this or any of our other bulletins please register here: https://www.nhslincslibrary.uk/bulletin-request-form/

For more information on Library and Knowledge Services please go to: www.nhslincslibrary.uk

Articles

Identifying Clinical Managers' Leadership Competencies: A Systematic Review and Cross-Frameworks Mapping Using the CLCF
This systematic review examined three questions: how clinical managers perceive their leadership competency; what challenges they encounter in exercising leadership roles; and what development mechanisms the literature identifies.
Healthcare 2026, 14, 1720 Ali Maashi and Julie Davies, 15 June 2026, doi.org/10.3390/healthcare14121720

Developing quality improvement awareness, skills, and emerging leadership behaviours through clinical audits in postgraduate medical education
QI is a crucial competency for medical residents navigating the complexities of modern healthcare systems. This article explores the impact of experiential learning through clinical audits on residents' QI awareness, QI skills and emerging QI leadership behaviours within their clinical learning environment.
BMC Medical Education, June 2026, doi.org/10.1186/s12909-026-09541-9 article in press

One year on, is the NHS 10 Year Health Plan being delivered?
Although the team of officials who produced the plan has been disbanded and we will have a new Prime minister and possibly a new chancellor, the policy direction has not changed. One year on, how is the care you and I receive from the NHS any different?
The Kings Fund, Siva Anandaciva, 2 July 2026
Available from: One year on, is the NHS 10 Year Health Plan being delivered? | The King's Fund | The King's Fund

Coaching as a Core Leadership Capability in healthcare: A framework for embedding adaptive leadership behaviour in complex health systems
In this perspective, current evidence and leadership theory are synthesized to propose a practical framework for coaching as a core leadership behaviour in complex health systems.
Journal of Healthcare Leadership, Carolyn Kloek, 12 June 2026, doi.org/10.2147/JHLS614661

The influence of leadership on stakeholder involvement in the digitalisation of the UK healthcare sector: An activity theory perspective
This study used Activity Theory as a theoretical lens to explore leadership influence on stakeholder involvement in the digitalisation of the UK healthcare sector.
Digital Health, Vol 12; 1-15 Boroto Hwabamungu and Paul Shepherd, 2026, doi: 10.1177/20552076261462656

Widening participation in the medical workforce
Widening participation in medicine is opening up opportunities for students from socio-economic backgrounds.
NHS Employers, 18 June 2026
Available from: Widening participation in the medical workforce | NHS Employers

How hospitalists experience and manage clinical uncertainty: a qualitative study
Uncertainty is part of the role in complex clinical environments with rising patient acuity and competing demands. This article explores how hospitalists experience and mange uncertainty in clinical practice.
Journal of Hospital Medicine, Elizabeth W Beiermann et al,12 June 2026, doi: 10.1002/jhm.70400

Adaptive Leadership over time: activation, adaption and service commitment in Healthcare Leadership in Health Services
This article examines why adaptive leadership reliably activates early engagement yet fails to sustain or reverse its effect under prolonged exposure.
Leadership in Health Services, Duy Phan Khanh et al, May 2026
Doi: 10.1108/LHS-01-2026-0016

Green Human Resource Management and Employee Mental Well-Being: The roles of Ethical Leadership and Green Intrinsic Motivation
This article explores the pathway through which Leadership and Personal Motivation influence the relationship between Green Human Resource Management Practices and employees' mental well-being.
Acta Psychologica, Ujwal Shankar and Anita Sarkar, 2026
doi.org/10.1016/j.actpsy.2026.107337

England's long-term resident doctors' dispute ends
After 3 years of disagreement, the BMA has accepted the Government's offer of better pay and more training for resident doctors.
The Lancet, Talha Burki, July 11, 2026, Issue 408 no 10550

Artificial Intelligence for Assessment and Feedback in Medical Education: Bibliometric Mapping Study and Thematic Evidence Map
This study aims to map the literature on AI for assessment and feedback in Medical Education.
JMIR Medical Education, Zhao et al, 2026

Leading Through Complexity: What makes healthcare executive teams thrive
The strength of an executive team is elemental to the overall success of a healthcare organisation. This article finds that success lies in three important areas: the individuals, how the individuals function together, and how they avoid the dysfunction common to many leadership teams.
Journal of Healthcare Management, Michael Gitman et al, 10.1097/JHM-D-26-00136

How efficiency varies across NHS acute trusts
This article examines how NHS efficiency has changed since the pandemic, the extent of variation across Trusts and whether reducing that variation could provide a feasible route to improving efficiency nationally.
Health Foundation, Andrew Mooney et al, 3 July 2026
Available from: How efficiency varies across NHS acute trusts - The Health Foundation

The association of leadership with nurses' turnover intention: A two-wave cross-sectional study
A look at destructive leadership, particularly exploitative leadership that trigger high staff turnover.
International Journal of Nursing Studies Advances 10, pp 100459, Masih et al, June 2026, pub med 41438259

Time to clear the tables: why NHS league rankings don't work
Last year the government introduced league tables rating the performance of NHS trusts in England. Thea Stain, who raised concerns at the time, argues that the tables are a poor guide to the quality of care that patients can expect.
Nuffield Trust, Thea Stein, 3 July 2026
Available from: Time to clear the tables: why NHS league rankings don't work | Nuffield Trust

Medical Education and Training Review
Information about the review commissioned by NHS England and the DHSC.
NHS Employers, 8 July 2026
Available from: Medical Education and Training Review | NHS Employers

Enhancing wellness: a systematic review of biofeedback interventions for healthcare professionals
This systematic review aims to evaluate the effectiveness of biofeedback-based interventions in improving psychological and physiological outcomes.
Frontiers in Psychiatry, E Cantone et al, 2026,doi.org/10.3389/fpsyt.2026.1761371

Extreme Heat in the NHS
DAUK heatwave survey: written summary and supplementary evidence. Based on 1,111 responses from healthcare workers.
Doctors' Association UK, 30 June 2026
Available from: Extreme Heat in the NHS: DAUK heatwave survey written summary

Seizing a rare opportunity: scaling ambient voice technology in the NHS
An exploration of how the NHS can maximise the benefits of AVT.
Available from: Seizing A Rare Opportunity: Scaling Ambient Voice Technology In The NHS | The King's Fund

How and why is life expectancy in London different to other English regions?
How did things change and what explains London's atypical trends in life expectancy compared with other regions?
The King's Fund, Veena Raleigh, 27 July 2026
Available from: How and Why Is Life Expectancy in London Different to Other English Regions? | The King's Fund

Equal waiting for elective care?
New evidence on inequalities in the NHS waiting times in England.
The Health Foundation, Tom Prendergast et al, 17 July 2026
Available from: Equal waiting for elective care? - The Health Foundation

Improving nurse career progression: actions for leaders
Five practical actions that are grounded in insight from nurses, the evidence from NHS data and expertise from NHS employers, professional body and trade union organisations.
NHS Employers, 14 July 2026
Available from: Improving nurse career progression: actions for leaders | NHS Employers

News

New accountability for NHS employers with new racism and violence standards
NHS employers across England are set to face formal accountability for how they treat staff for the first time, under landmark set of workforce standards that will be published in public league tables.
Available from: New accountability for NHS employers with new racism and violence standards | UK Healthcare News

NHS accelerates artificial intelligence rollout to cut waiting times and improve care for millions
A new triage tool in the NHS App that helps direct patients to the most appropriate NHS service, as well as widespread access to AI notetaking tools to reduce admin for NHS staff are among the improvements being prioritised.
NHS England, 4 July 2026
Available from: NHS England » NHS accelerates artificial intelligence rollout to cut waiting times and improve care for millions

AI rollout marks positive step forward, but risks remain without long term strategy
The Deputy Director of Policy at the Health Foundation recognises the positives but also feels a broader long-term strategy for guiding the use of AI in the health system needs to be established.
The Health Foundation, Tim Horton, 4 July 2026
Available from: AI rollout marks positive step forward, but risks remain without long term strategy

Band 5 Nursing Role Review
Details of NHS England's ask for NHS trusts to review their Band 5 nursing roles.
NHS Employers, 4 June 2026
Available from: Band 5 nursing role review | NHS Employers

Over a third of the nursing and midwifery workforce is Black, Asian and ethnic minority for the first time
A record 293,778 nursing and midwifery professionals are Black, Asian and ethnic minority.
Nursing and Midwifery Council, 29 July 2026
Available from: Over a third of the nursing and midwifery workforce is Black, Asian and ethnic minority for the first time - The Nursing and Midwifery Council

Uni Hospitals of Leicester upgrades EPR and begins AVT rollout
An upgrade to the Nerve centre electronic patient record (EPR) system and the phased deployment of AI-powered ambient choice technology (AVT) to support clinical documentation has begun.
Digital health, 7 July 2026
Available from: Uni Hospitals of Leicester upgrades EPR and begins AVT rollout

Lincolnshire Community and Hospitals Group board focuses on cyber landscape and resilience
LCHG board recently discussed its cyber landscape, increased operational complexity, plans for cyber resilience and a pilot for managed security operations.
Health Tech Newspaper, 8 July 2026
Available from: Lincolnshire Community and Hospitals Group board focuses on cyber landscape and resilience – HTN Health Tech News

Climate changes raises the year-round pressure on the NHS
Response to the latest monthly NHS performance statistics.
Nuffield Trust, Bea Taylor, 9 July 2026
Available from: Climate change raises the year-round pressure on the NHS | Nuffield Trust

We are living fewer years in good health: Is the NHS part of the problem?
A discussion on different health care models and if these allow patients to live in good health for more years, than with the NHS.
BBC News, 12 July 2026
Available from: We are living fewer years in good health: Is the NHS part of the problem? - BBC News

Impact of the Medical Training Prioritisation Act
NHS England has published findings on the real-life impact of the Medical Training Prioritisation Act on speciality training recruitment.
NHS Employers, 23 June 2026
Available from: Impact of the Medical Training Prioritisation Act | NHS Employers

GMC publishes results of the 2026 national training survey
Summary of the key findings from the GMC national training survey for doctors in postgraduate medical training.
NHS Employers, 23 July 2026
Available from: GMC publishes results of the 2026 national training survey | NHS Employers

Ten years and counting is too long to wait for accessible health information
A decade after the launch of the NHS England Accessible Information Standard, RNIB campaigners call for the NHS standard to be made mandatory across the health and care system.
RNIB, 23 July 2026
Available from: Ten years and counting is too long to wait for accessible health information | RNIB

First studies funded under initiative to decarbonise health and social care
The NIHR has announced the first studies to be chosen as part of a multi-year funding opportunity, which aims to help the health and social care decarbonise.
National Institute for Health and Care Research, 20 July 2026
Available from: First studies funded under initiative to decarbonise health and social care | NIHR

Reports

Beyond productivity: AI and NHS workforce implications
This report explores what non-clinical AI means for the workforce, from changing roles and skills to the governance, training and support staff need to use AI safely and effectively.
UCL Partners, 9 June 2026
Available from: | UCLPartners % : UCLPartners

Immigration and the NHS: the evidence
A review of immigration and its impact on the NHS in the UK.
The Health Foundation, Lucinda Allen et al, June 2026
Available from: Immigration and the NHS: the evidence | The Health Foundation

Module 5 Report – Procurement
A report by The Rt Hon the Baroness Hallett DBE, Chair of the UK Covid-19 Inquiry on procurement.
UK Covid 19 Inquiry, 14 July 2026
Available from: Module 5 Report - Procurement - UK Covid-19 Inquiry

State of Child Health
In 2026 children's health is in decline. This report provides analysis and recommendations in 12 indicators of child health.
Royal College of Paediatrics and Child Health, 2026
Available from: State of Child Health | RCPCH

Patient Safety Commissioner annual report 2025 to 2026
DHSC, 13 July 2026
Available from: Patient Safety Commissioner annual report 2025 to 2026 - GOV.UK

National Institute for Health and Care Research Annual Report 2025/26
This report offers a snapshot of the NIHR's work to build an NHS and care system fit for the future and improve lives in the UK and beyond.
NIHR, 2026
Available from: Introduction | NIHR

Broken Trust: Medical students' experiences of professional standards in the UK
Findings from this UK-wide study suggest that the way professionalism is defined and applied in medical schools is not consistently achieving the aim set out in this document.
BMA, July 2026
Available from: 20260545+Professionalism+Report+final

Futureproofing the NHS starts in the back office
Sets out why the NHS's next phase of reform depends on getting the operational business layer right.
NHS Shared Business Services, July 2026
Available from: Futureproofing-the-NHS-full-version.pdf

Shaping neighbourhood health through a household lens
This report argues that effective neighbourhood health services should look beyond the individual patients and take account of the wider household and community circumstances that can influence health outcomes.
Public Policy Projects, Dr Mo Ali, 2026
Available from: Shaping-neighbourhood-health-through-a-household-lens-3.pdf

Climate change increases heat-health risks from 2026's May and June Heatwaves
This report investigates the links between the recent heatwaves, global warming and the impact on health.
Grantham Institute, Clair Barnes et al, 2026
Available from: Climate change increases heat-health risks from 2026's May and June heatwaves

The People's Priorities for our NHS – Year one Scorecard
In 2025 38 Degrees and the Institute for Public Policy Research developed a scorecard to assess the ambition and effectiveness of the 10 Year Health Plan.
38 Degrees, July 2026
Available from: One Year review: The People's Priorities for our NHS

Inquiry into interdisciplinary mental health research
Interdisciplinary research has the potential to achieve breakthroughs in areas of mental health and can complement established mental health scholarship by addressing complex questions that are difficult to engage with fully through any single discipline**.**
Centre for Mental Health, Mark Sladen, et al, 15 July 20206
Available from: Inquiry into interdisciplinary mental health research - Centre for Mental Health

Guidance & Frameworks

NHS Staff Standards: detailed requirements for employers
The Standards set out the actions employers must take to deliver them and what staff can expect at work as a result.
DHSC, 6 July 2026
Available from: NHS staff standards - GOV.UK

General debate on corridor care in the NHS
This briefing was prepared ahead of a HoC general debate on corridor care in the NHS on Wednesday 8 July 2026.
House of Commons Library, Tom Powell, 6 July 2026
Available from: General debate on corridor care in the NHS - House of Commons Library

Post-incident support framework
This guidance offers a support framework with actionable steps for staff affected by physical violence and psychological trauma within NHS settings.
NHS Employers, 1 July 2026
Available from: Post-incident support framework | NHS Employers

NHS Leadership and Management Framework
This framework is designed to help people who lead or manage people in the NHS to succeed.
NHS England, 6 July 2026
Available from: Leadership and Management Framework

Preventing unlawful access to patient records
A letter and supporting information from Sir James Mackey about preventing unlawful access to patient records.
NHS England, 8 July 2026
Available from: NHS England » Preventing unlawful access to patient records

Principles and Framework for Fairness and Proportionality
A revised Fairness and Proportionality Framework as well as new case studies and an Insight publication, to support the local management of performance concerns.
NHS Resolution, July 2026
Available from: Principles and Framework for Fairness and Proportionality - NHS Resolution

Preventing unlawful access to patient records
Outlining expectations from all staff that records are only accessed by the necessary people and the implications for patients and for staff when a breach of trust occurs.
NHS England, 8 July 2026
Available from: NHS England » Preventing unlawful access to patient records

National Standards for healthcare portering services
These national standards establish a consistent, high-quality framework for the delivery of safe, effective and patient-centred portering across NHS organisations in England.
NHS England, 8 July 2026
Available from: NHS England » National standards for healthcare portering services

Flu Vaccination Programme 2026/27
Letter setting out an initial 3-year ambition for the flu vaccination programme.
NHS England, 2 July 2026
Available from: NHS England » Flu Vaccination Programme 2026/27

New NHS Quality Strategy puts outcomes and evidence at the heart of improvement
NHS England published its Quality Strategy for NHS Funded care in England, it sets the direction of how the NHS will approach quality over the next decade.
Healthcare Quality Improvement Partnership, 17 July 2026
Available from: New NHS Quality Strategy puts outcomes and evidence at the heart of improvement - HQIP

Screening and vaccinations trust framework for NHS employees
All NHS trusts are required to carry out health assessment screening on their staff to determine suitability and fitness to undertake their roles. This framework has been developed to standardise and streamline occupational health screening requirements of NHS employees.
NHS England, 13 July 2026
Available from: NHS England » Screening and vaccinations trust framework for NHS employees

Opening Leadership pathways for SAS Doctors (case study)
Find out how appointing an SAS leader strengthened departmental decision making and supported recruitment, retention and inclusion.
NHS Employers
Available from: Opening leadership pathways for SAS doctors | NHS Employers:

Ethics Guidance for Occupational Health Practice
2026 updated guidance to support with occupational health.
Faculty of Occupational Medicine
Available from: Ethics Guidance for Occupational Health Practice 9th Edition - Book - Page 1

Blogs

The mistake we don't have to repeat from the 2013 NHS reforms
England lost public health from the NHS in 2013 through misjudgement and poor specification. We don't have to make the same mistake again.
The Kings Fund, Joe Home et al, 1 July 2026
Available from: The Mistake We Don't Have To Repeat From The 2013 NHS Reforms | The King's Fund | The King's Fund

Let's think about flex
Enabling managerial mindsets towards decent, agile approaches to flexible work arrangements.
NHS Employers, 3 July 2026
Available from: Let's think about flex | NHS Employers

Andy Burnham as Prime Minister: what could it mean for health and care?
The King's Fund, Siva Anandaciva, 9 July 2026
Available from: Andy Burnham As Prime Minister: What Could It Mean for Health and Care? | The King's Fund

Waiting to get in, waiting to get out: corridor care, delayed discharges and rising pressures on hospitals
New data from NHS England shows that in May 2026 more than 2000 patients experienced corridor care each day.
The King's Fund, Danielle Jefferies, 7 July 2026
Available from: Corridor Care, Delayed Discharges And Rising Pressures On Hospitals | The King's Fund

Moving one step closer to a single patient record
Single patient records could increase accuracy and efficiency of care.
Healthwatch, 13 July 2026
Available from: Moving one step closer to a single patient record | Healthwatch

Emerging challenges for collaboration: holding onto what works in a changing NHS
The NHS Alliance, 7 July 2026
Available from: Emerging challenges for collaboration: holding onto what works in a changing NHS

A new health secretary, an overflowing in-tray
This blog analyses the priorities facing the new Health Secretary.
The King's Fund. Niamh Buckingham, 20 July 2026
Available from: A New Health Secretary, an Overflowing In-Tray | The King's Fund

Truth over triumphalism: Yvette Cooper must paint fuller picture of NHS Progress than her predecessors
The new Sec of State will need to be honest about what is real progress in the NHS and what is not – with six tests, in particular, to look out for.
Nuffield Trust, Thea Stein and Leonora Merry, 23 July 2026
Available from: Truth over triumphalism: Yvette Cooper must paint fuller picture of NHS progress than her predecessors | Nuffield Trust

The path to social care reform: four key questions
This blog sets out 4 key questions that the new PM will need to confront if he wants to avoid repeating failures of the past.
Nuffield Trust, Natasha Curry, 24 July 2026
Available from: The path to social care reform: four key questions | Nuffield Trust

What does the public think about AI scribe used in healthcare?
Public support requires trust, confidence and transparency.
Healthwatch, 16 July 2026
Available from: What does the public think about AI scribe use in healthcare? | Healthwatch

How could the Burnham government overcome three barriers to NHS devolution?
It is clear that devolution will be a key theme under Burnham's leadership. Making the NHS part of that devolution agenda will be difficult, but not impossible.
Nuffield Trust, Mark Dayan and Sarah Reed, 21 July 2026
Available from: How could the Burnham government overcome three barriers to NHS devolution? | Nuffield Trust

Podcasts

Health on the Line
The suggested shift to more centralised control by the Secretary of State raises questions about autonomy and the future of local decision-making.
Are NHS foundation trusts losing the heart of local governance?
Health on the Line, July 2026
Available from: Health On The Line - Hosted by The NHS Alliance

Race and Health Matters
New podcast looking at what racial inequality in the NHS workplace is really like.
NHS Race and Health Observatory, Dr Guddi Singh, July 2026
Available from: Race and Health Matters - NHS – Race and Health Observatory

Library Training Calendar – For more information or to book a course please follow this link for details Training Calendar	
Getting the best out of your OpenAthens Account	• Friday 14th August 10:00 - 10:50am • Thursday 20th August 9:30am - 10:20am • Friday 11th September 12:00pm - 12:50pm • Monday 28th September 2:00pm - 2:50pm
Online Patient Information	• Friday 14th August 1:00pm - 1:50pm • Friday 25th September 10:00am - 10.50am
Effective Searching Skills	• Tuesday 25th August 2:00pm - 3:30pm • Wednesday 30th September 10:00am - 11:30am
Critical Appraisal	• Tuesday 1st September 10:00am - 12:00pm • Thursday 1st October 2:00pm - 4:00pm
AI Literacy	• Wednesday 26th August 10:00am - 11:00am • Wednesday 30th September 10:00am - 11:00am

	• Wednesday 10th October 10:00am - 11:00am
Publishing for Beginners	• Tuesday 18th August 3:00pm - 4:00pm • Wednesday 16th September 2:00pm - 3:00pm
Introduction to Research Metrics	• Wednesday 19th August 10:00am-11:00am • Tuesday 15th September 11:00am-12:00pm
Starting a Journal Club for Beginners	• Thursday 20th August 10:00am-11:00am • Thursday 17th September 11:00am-12:00pm