Health Management Bulletin
September 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

Barriers to Accessing Paediatric Critical Care and Surgery: A Qualitative Study
This article aims to explore inequitable access to PCC and SIC for CYP and to inform recommendations for service improvement.
PLOS one. Catherine El Zerbi, et al, 4 August 2026,
doi.org/10.1371/journal.pone.0355278
Available from: Barriers to accessing paediatric critical care and surgery: A qualitative study | PLOS One

A Qualitative Exploration of Clinicians' Experiences and Perceptions of a Well-Being Leadership Development Training Program
Looking at The Clinician Wellness Council's (CWC) 15-month well-being leadership development training program, exploring CWC members' experiences with and perceptions of the impact of this program on their well-being leadership development.
BMC Health Services Research, Kirsti L. Roybal et al, 2 July 2026
Doi 10.1186/s12913-026-15058-0

Emotional Intelligence and Leadership in Nursing Management: The Role of Hierarchical Context in Shaping Leadership Behaviour
This article aims to examine the relationship between EI and leadership style among nurse managers.
Journal of Advanced Nursing, Pashalina Ntostl et al, 10 July 2026

The Impact of Nurse Leader Rounding on Patient Satisfaction: a Post-hoc Analysis of Trust, Communication and Collaboration in Inpatient Care
For this analysis over 22,000 post-discharge survey responses from adult inpatients across a large multi-facility health service were evaluated.
Journal of Patient Experience, Colleen Russell et al, 3 July 2026, DOI 10.1177/23743735261465564

Decarbonising and extreme heat – the twin challenge for the NHS
Making healthcare estates future-ready will require urgent addressing of overheating as well as reducing emissions.
Elemental London, Andrea Buckley, 25 August 2026
Available from: Decarbonising and extreme heat – the twin challenge for the NHS - elemental

Rotational training improvement pilot schemes begin
The BMA has welcomed efforts to reform the "absurd" rotational training placement programme for resident doctors, following the launch of more than 200 pilot placements.
The Doctor, Tom Tonkin, 4 August 2026
Rotational training improvement pilot schemes begin

Health Professions Education (HPE) in the age of generative AI
This article argues that GenAI does not replace existing educational commitments but intensifies the need for coaching, critical appraisal, self-regulation, trustworthy assessment and institutional standards.
Npj Digital Medicine, Eulho Jung et al, 31 July 2026
Available from: Health professions education (HPE) in the age of generative AI | npj Digital Medicine

Getting Data to Work Together
Getting data to work together means ensuring information held by different organisations can be shared, understood and used in meaningful ways.
UKAuthority, 19 August 2026
Available from: Getting data to work together | UKAuthority

The Single Patient Record Explained: What could it mean for patients and the health and care system
A review of the introduction of SPR.
The King's Fund, Katie Purbrick-Thompson, 4 August 2026
Available from: The Single Patient Record Explained: What Could It Mean For Patients And The Health And Care System | The King's Fund

Leadership & Professional Development: In the conflict Zone: practical steps for navigating clinician disagreement
Navigating conflict in the moment is a learned skill – one that empowers hospitalists to lead effectively and maintain focus on patient care.
Journal of Hospital Medicine, Diana Mancini and Lawrence Hanber, Online August 2026 doi.org/10.1002/jhm.70316

Embedding human factors and systems thinking in patient safety education: the contributing factors, analysis and recommendation education (CARE) Tool
Addressing the gap between the deficit of professionals skilled in the practical application of human factors theory and methods in patient safety incident reviews in healthcare, by embedding human factors theory into quality and safety education.
BMJ Open Access, Erika Petersen et al, 17 July 2026, doi.org/10.1136/bmjoq-2025-003968

National survey shows improvements in people's hospital experiences although concerns remain around discharge arrangements
The results of CQC's latest annual survey capturing the views and experience of more than 58,000 people reveal that generally patients' satisfaction levels have improved in the past year.
CQC, 26 August 2026
Available from: National survey shows improvements in people's hospital experiences, although concerns remain around discharge arrangements - Care Quality Commission

Developing Person-Centred Leadership Practices: Health and social care leaders' experiences following an educational programme
This study aimed to explore health and social care leaders' experiences of changes in leadership practices following participation in an educational programme on person-centred leadership.
PLOS One, C Kinga et al, 22 July 2026
Available from: July 2026 | PLOS Medicine

NHS breeds leaders who are "too insular", says ex-ICB chief
Mark Fisher believes that the NHS has some of the best leaders in public service, but they often have a mindset that is too insular.
HSJ, Lawrence Dunhill, 20 August 2026

Facilitating Leaders to Create Workplaces Where Healthcare Staff Want to Work: Evaluating a leadership development programme
Retention is impacted by multiple factors, leadership and culture are two major areas where a significant impact can be made.
Frontiers in Health services, Shaun Cardiff and Donna Michelle Frost, 9 July 2026
Available from: Facilitating leaders to create workplaces where healthcare staff want to work: evaluating a leadership development program

The NHS Feels Stuck: nursing leadership is what gets it moving
Why the NHS feels stuck and what that means to nursing.
British Journal of Nursing, Dominic Simpson, Vol 35, 14, 22 July 2026 DOI 10.12968/bjon2026.0263

Leading Beyond the Operating Room: Reimagining Leadership Pathways in Academic Surgery
Despite growing recognition that surgical excellence does not automatically confer leadership competence, formal preparations for administrative and organisational roles remains inconsistently embedded across surgical training and early faculty careers.
Journal of Surgical Research, Nadege T Fackche, et al, July 2026
doi.org/10.1016/j.jss.2026.05.089

Only 53% of treatments approved in Europe are available on the NHS
Just over half (53%) of the medicines and vaccines approved in Europe between 2022 and 2026 are currently available to patients on the NHS, a new analysis has found.
The Pharmacist, Emily Warner, 10 August 2026
Only 53% of treatments approved in Europe are available on the NHS - The Pharmacist

Reflections on Ethical Leadership: Organizational Ethics and Moral Injury
Different features of health leaders and their practice that support engaging in organizational ethics issues in accordance with relevant values are discussed.
Canadian College of Health Leaders, Christy Simpson, 2026

Empowering safe and confident AI adoption
Health Innovation Manchester shares how it supported safe adoption of AI through governance, culture and staff-led learning.
NHS Employers, 19 August 2026
Available from: Empowering safe and confident AI adoption | NHS Employers

Factors affecting nurses, midwives and Allied Health Professionals' ability to engage with research
Using data from NMAHPs across England to explore factors affecting research engagement by examining perceptions of research capacity at organisational, team and individual level.
Journal of Clinical Nursing, Ali Praveen et al, March 2026, doi.org/10.1111/jocn.70308

The AI Colleague: Reimaging Interprofessional Collaboration and Education in Medicine
AI will not replace interprofessional collaboration; it will change what collaboration is required. Education should make that change explicit, rehearsable and assessable.
JMIR Medical Education, Chisung Yuhi et al, 14 August 2026, doi.org/10.2196/94034

What do people think about the NHS?
What people think about the NHS is an important measure of how well it is performing.
The King's Fund, Danielle Jefferies, 14 August 2026
Available from: What do people think about the NHS? | The King's Fund

Relationships matter, but so do data and incentives
Strategic commissioning works when relationships and systems are built together.
HSJ, Andi Orlowski et al, 25 August 2026.

Leading with Impact: Transformational Leadership Among Women Surgeons – A Qualitative Study
An exploration of the interdependence of contextual influences and transformational leadership.
Journal of Healthcare Leadership, Laura Klosges et al, July 2026
Available from: JHL_A_606964 1..14

From operating room to leadership room: a systematic review of simulation-based interventions for leadership development in general surgery
An evaluation of the effect of simulation-based leadership training on behavioural and safety related outcomes in surgical and clinical environments.
BMC Medical Education, Nadia Gulnaz et al 2026, doi.org/10.1186/s12909-026-09486-z

News

MAC Recommends Occupations for Inclusion on Temporary Shortage Lists
The MAC had published its stage 2 report of the commission into creation of a temporary shortage list.
NHS Employers, 29 July 2026
Available from: MAC recommends occupations for inclusion on Temporary Shortage List | NHS Employers

GIRFT framework calls for improved data and consistent use of digital for diabetes care
The NHS England Getting It Right First Time programme has shared a report on improving care and support for children and young adults living with diabetes to highlight the use of digital, wearable tech, digital self-management tools, and digitally enabled pathways.
Health Tech Newspaper, 4 August 2026
Available from: GIRFT framework calls for improved data and consistent use of digital for diabetes care – HTN Health Tech News

Referral rules gone wrong
A patient safety watchdog has linked NHS England's "advice and guidance" policy to two deaths and called for its expansion to be paused pending review.
HSJ, 19th August 2026.

£2.8bn trust group unravels
Three Midlands hospital trusts are unravelling their shared chair and CEP arrangement
HSJ, Anabelle Collins, 21 August 2026

GPs and governors call for trust group to split
Local GPs have joined calls from governors and consultants to break up a controversial partnership between Northern Lincolnshire and Gould Foundation Trust and Hull University Teaching Hospitals.
HSJ, Henry Anderson, 20 August 20

Study Finds No Evidence that Virtual Wards Reduce Hospital Admissions
A study of more than 236,000 patients found no consistent evidence that NHS virtual wards reduce hospital admissions, length of stay or readmission rates.
Digital Health, Jordon Sollof, 20 August 2026
Available from: Study finds no evidence that virtual wards reduce hospital admissions

"From bricks to clicks"? experts flag risk of patient harm from NHS 10 Year Health Plan
The plan "risks propagating patient harm at an unprecedented scale" due to the lack of appropriate safety architecture to support the envisaged digital transformation, warn experts.
Healthcare in Europe, August 2026
Available from: "From bricks to clicks"? Experts flag risk of patient harm from NHS 10 Year Health Plan • healthcare-in-europe.com

Taskforce calls on NHS organisations to adopt successful trainee scheme
The Taskforce for Diversity in NHS Communications is supporting a toolkit developed by South London and Maudsley NHS Foundation Trust, to help NHS Organisations establish communications trainee schemes.
The NHS Alliance, 20 August 2026
Available from: Taskforce calls on NHS organisations to adopt successful trainee scheme

Reducing harm from the poor application of disciplinary processes: a public health issue.
A new paper from FPH calls for national conversation on disciplinary investigations. It warns that the impact on health and wellbeing from poorly administered disciplinary investigations should be recognised as an important public health issue.
Faculty of Public Health, July 2026
Available from: Reducing harm from the poor application of disciplinary processes: a public health issue

Reports

Faith in the NHS: Better Health, Greater Trust, Lower Costs
This report explores how faith literacy can help achieve better health outcomes at reduced costs, through inclusive, values-driven and patient-centred approaches that adopt a faith-literate perspective.
Equi, Oscar Davies, July 2026
Available from: 14-Equi-Report-Faith-in-the-NHS.pdf

No Second Chances: What complaints teach us about end-of-life care
This report draws on what has been learned from investigating complaints about end-of-life care in adult social care.
Local Government and Social Care Ombudsman, July 2026
Available from: Focus report - End of Life Care 2026

The state of medical education and practice in the UK: workplace experiences 2026
Report setting out our insights on doctors' workplace experiences from the Barometer survey 2025 and supplementary research.
GMC, 10 August 2026
Available from: Workplace experiences 2026 - GMC

Patient Safety Partners: 2025 survey review and recommendations
Findings from the 2025 national survey on the implementation of patient safety partners.
NHS England, August 2026
Available from: NHS England » Patient safety partners: 2025 survey review and recommendations

Understanding Patient Data in 2026: Navigating public confidence in a changing health data system
This report provides a comprehensive picture of public awareness, support and confidence around the use of health data during a period of rapid system change.
Understanding Patient Data, 2026
Available from: Understanding Patient Data in 2026: navigating public confidence in a changing health data system | Understanding patient data

Tracking Hospital Admission Thresholds Within Emergency Departments
An examination of the idea of an admission threshold and how it might be estimated from routine data.
The Strategy Unit, Steven Wyatt and Andrew Jones, Summer 2026
Available from: Tracking Hospital Admission Thresholds Within Emergency Departments

Guidance & Frameworks

Assessing provider capability: guidance for NHS trust boards
As part of the NHS Oversight Framework (NOF), NHS England will assess NHS trusts' capability – using this alongside providers' NOF segments – to judge what actions or support are appropriate at each trust.
NHS England, updated 28 July 2026
Available from: NHS England » Assessing provider capability: guidance for NHS trust boards

The State of Organizations 2026
These are challenging times for organisations everywhere; this report seeks to help leaders better understand the challenges and address them effectively.
McKinsey and Company, 2026
Available from: the-state-of-organizations-2026.pdf

Reporting same day emergency care activity in the admitted patient care data set
Guidance that introduces a new reporting framework for Same Day Emergency Care (SDEC) activity. It aims to address variations in how trusts have reported SDEC data and establish a consistent approach across all organisations.
NHS England, 6 August 2026
Available from: NHS England » Reporting same day emergency care activity in the admitted patient care data set

Building the case for organisation development and workplace culture
A practical guide to influencing your organisation to invest in organisation development and the importance of workplace culture.
NHS Employers, 17 August 2026
Available from: Building the case for organisation development and workplace culture | NHS Employers

Freedom to Speak Up: practical support for leaders and managers
Guidance and resources to support leaders and managers to create a culture where staff feel safe raising concerns.
NHS Employers, 7 August 2026
Available from: Freedom to speak up | NHS Employers

Maternity and Neonatal 10 Point Plan assurance process
Developed in response to recent independent reviews of maternity and neonatal services.
NHS England. 12 August 2026
Available from: NHS England » Maternity and Neonatal 10 Point Plan assurance process

Educator development fundamentals: A guide to inform educator development across the NHS workforce
9 core capability areas for healthcare educators.
NHS England, 20 August 2026
Available from: NHS England » Educator development fundamentals: A guide to inform educator development across the NHS workforce

Using the professional title "nurse"
Open call for evidence: using the professional title "nurse"
DHSC, 30 July 2026
Available from: Using the professional title 'nurse' - GOV.UK

Care continuity between Midwifery and Health Visiting Services
The important of continuity between midwifery and health visiting services in England and how this helps families receive safe, high-quality perinatal care.
DHSC, 31 July 2026
Available from: Care continuity between midwifery and health visiting services - GOV.UK

National partnership agreement on Asylum Seeker Health in England
A national partnership agreement on meeting the health and wellbeing needs for people seeking asylum in England from 2025 to 2028.
DHSC, 30 July 2026
Available from: National partnership agreement on asylum seeker health in England - GOV.UK

Framework for NHS Boards: Monitoring Research Activity
This framework defines what NHS boards need to do to monitor research.
NHS England, 26 August 2026
Available from: NHS England » Framework for NHS boards: monitoring research activity

Climate-related mortality, England and Wales: 1988 to 2025
Relative risk of all-cause mortality and estimated deaths associated with the hottest and coldest days for regions of England and Wales.
Office for National Statistics, 26 August 2026
Available from: Climate-related mortality, England and Wales - Office for National Statistics

Blogs and Videos

How far could Andy Burnahm take devolution in health and care?
The prime minister wants to 'rewire the state' through the devolution of powers to local areas. Niamh Buckingham explores what this could mean for the NHS, including the opportunities, risks and unanswered questions.
The Kings Fund, Niamh Buckingham, 12 August 2026
Available from: How Far Could Andy Burnham Take Devolution In Health And Care? | The King's Fund

Navigating Truth and Trust in the Consulting Room
A Trainee GP's experience of patients arriving with a
The King's Fund, Anaum Khan, 5 August 2026
Available from: Navigating truth and trust in the consulting room | The King's Fund

Beyond "how can I help?". The Ockenden and Amos maternity reviews and compassionate leadership
While differing in scope – one examines failures within a single organisation, and the other reviews maternity and neonatal care across England – they draw very similar findings and observations that have the same common factors: a lack of compassionate leadership.
The King's Fund, Alistair Thomson and Naja Felter, 31 July 2026
Available from: Beyond 'How Can I Help?' | The King's Fund

What can England learn from public health policy in Wales?
An exploration of what sits behind Wales's reputation as internationally progressive on public health and what England can learn from it.
The King's Fund, David Buck, 19 August 2026
Available from: What Can England Learn From Public Health Policy in Wales? | The King's Fund:

Modern Service Frameworks: raising the standards of care
Deputy CMO, Judith Richardson explains how MICE guidance is helping turn evidence into practical service improvement.
NICE, Judith Ricahrdson, 11 August 2026
Available from: Modern Service Frameworks: raising the standards of care | NICE

More human, less machine: an honest conversation about leading through AI transformation
What is it like to lead AI and digital transformation during a time of constant change? Mark Patterson speaks with three health and care leaders about what often goes unsaid.
The King's Fund. 13 August 2026
Video Available from: More Human, Less Machine: An Honest Conversation About Leading Through AI Transformation | The King's Fund

Why the future of medicine depends on thinking globally
Workforce policy and training cannot be separated from the global movement of doctors.
Royal College of Physicians, 10 August 2026
Available from: Why the future of medicine depends on thinking globally | RCP

Podcasts

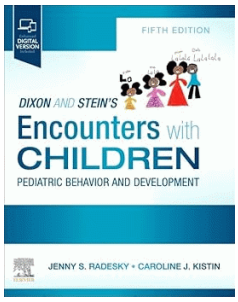
Workplace planning for a resilient NHS
NHE podcast, 10 August 2026
Available from: Healthcare podcast for NHS Professionals

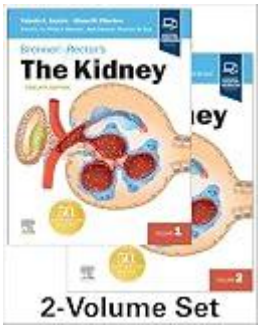
FabStuff Podcasts - Sir Mike Richards
The head of the UK National Screening Committee is questioned on the Committee's decision to rule against the mass screening of men for prostate cancer.
Fabstuff Podcasts, Series 2 episode 9, Dr T Porrett. 15 August 2026
Available from: Sir Mike Richards

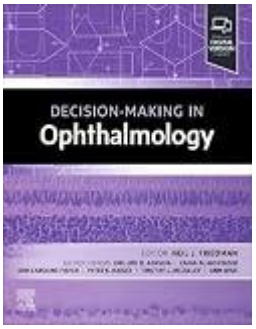
Leading the way 14: Leading through improvement, with Dr Yincent Tse
RCPCH Podcasts available on Spotify, 19 August 2026
Available from: Leading the Way 14: Leading through improvement, with Dr Yincent Tse - RCPCH Podcasts | Podcast on Spotify

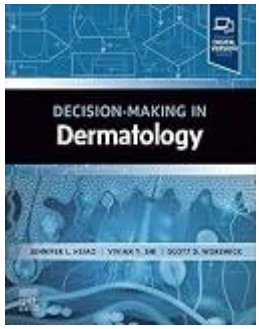
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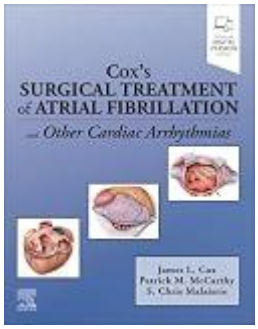
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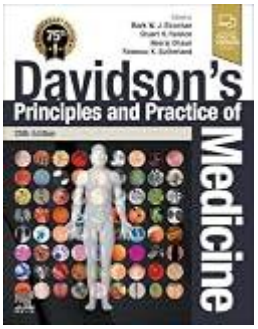


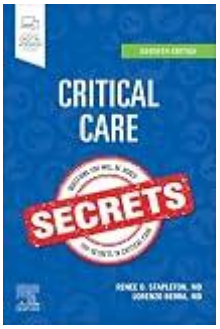


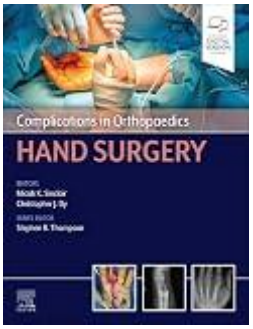


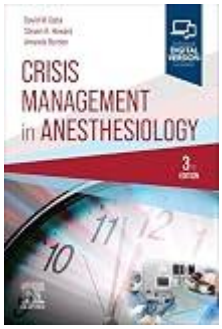




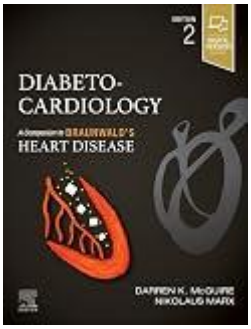


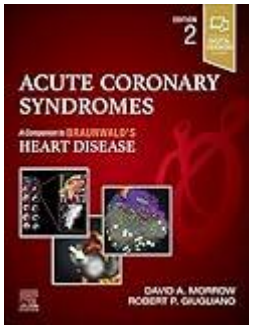




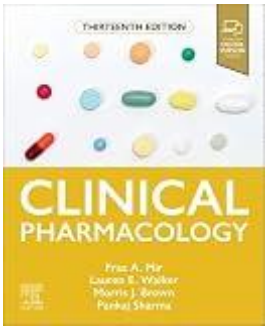


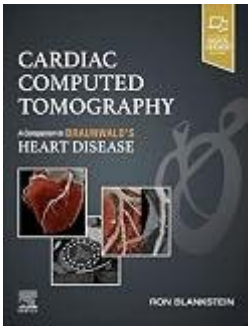


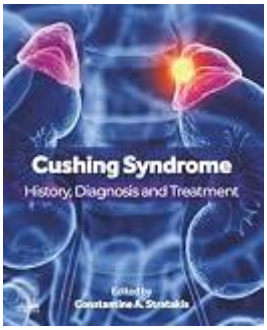


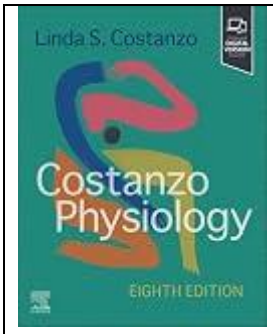


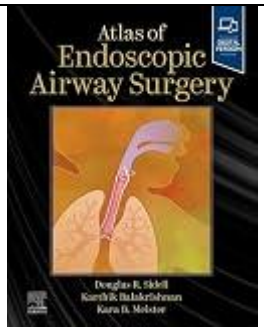









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