



Health Management Bulletin

August 2025

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

Association of well-being-centred leadership with burnout and professional fulfilment among physicians: mediating effects of autonomy support and self-evaluation.

Study to investigate autonomy support and self-evaluation as potential mechanisms by which supportive leadership improves physician well-being.
Leadership in Health Services, Anthony C Waddimba et al. May 2025

Factors that contribute to physician burnout, interventions to prevent and mitigate burnout and knowledge gaps – a Delphi study

Frontiers in Public Health, Simones et al, pp 1-9, June 2025

The Effect of Inclusive Leadership on Nurses' Taking Charge Behaviour: The Mediating Role of Psychological Security and the Moderating Role of Power Distance.

This article aims to explore the influence of inclusive leadership on nurses.
International Journal of Nursing Practice, Min Shi et al, June 2025

Leader's Humility: Unveiling the Mediating Effect of Decent Work on the Relation between Humble Leadership and Nurses' Grit

Assessing the relationship between leaders' humility and nurses' tenacity and enthusiasm.

Journal of Nursing Management, Ahmed Abdellah Othman et al, June 2025

Team Leader Communication in Ad Hoc Teams and its Impact on Team Outcomes: a Systemic Review.

BMC Health Services Research, Aaberg, et al, June 2025

How to Develop a Quality Improvement Project using the PDSA Method

How to identify change needed in practice using the PDSA method.

Marting Galligan, (2025), Cancer Nursing Practice. doi: 10.7748/cnp.2025.e1881



The Rise of AI personal tooling in the NHS

The author argues that this innovation – if guided responsibly – can be powerful and essential.

UKAuthority, 9 July 2025

Available from: [The rise of AI personal tooling in the NHS | UKAuthority](#)

How AI agents can improve mental health care

The report focuses on the enhancements AI can make to, rather than replacing clinical care

BCS, 7 July 2025

Available from: [How AI agents can improve mental health care | BCS](#)

Being Fair Tool: Supporting staff following a patient safety incident

The tool will support decision-making for patient safety incidents referred to workforce.

NHS England, May 2025

Available from: [NHS England » Being fair tool: Supporting staff following a patient safety incident](#)

Support for hospital doctors' workplace well-being in England: the care under pressure 3 realist evaluation

The vital role of medical workforce well-being for improving patient experience and population health whilst assuring safety and reducing costs is recognised internationally.

BMJ Quality and Safety 2025; 34(7): 443-456

Supporting T Level Industry Placement students under the age of 18

NHS Employers, 2 July 2025

Available from: [Supporting T Level industry placement students under the age of 18 | NHS Employers](#)

Understanding sources of bias in research

Smith J, Noble H Evidence-Based Nursing 2025;28:137-139.

Uk Climate Adaption Resources

Risk assessment tool and Climate change Adaption Framework

NHS England, July 2025

Available from: [NHS England » Climate adaptation resources](#)

Infrastructure for innovation: getting the NHS and Social Care Ready for AI

Basic Infrastructure challenges are holding back the potential for AI. This article looks at what infrastructure needs to be in place to ensure AI can be used to its full potential.

The Kings Fund, Pritesh Mistry June 25.

Available from: [Infrastructure for innovation: getting the NHS and social care ready for AI | The King's Fund](#)



Changing characteristics of Medical Directors in Mental Health Trusts in England.

This article aimed to describe the characteristics of psychiatrists with board-level responsibility in mental health trusts in England in 2024.

BJPsych Bulletin, 2025 doi:10.1192/bjb.2025.10123

Exploring the Role of Advanced Clinical Practitioners in Acute Medicine

This article explores the evolution and impact of ACPs, particularly in acute medicine, where their roles encompass evolution and impact of ACPs.

Int Journal for Advancing Practice, July 2025 doi.org/10.12968/ijap.2024.0046

GMC Survey Reveals Over a Fifth of Trainee Doctors Feel Hesitant about Escalating Patient Care and Highlights Pressure on Educators

CSJ, 17 July 2025

Patient Safety Review Now Published

The report found that the focus on safety has been “at the expense of other aspects of quality care”.

CSJ 8 July 2025

GMC National Training Survey

The report gives a comprehensive picture of the experiences of doctors in training and trainers across the UK

GMC, 2025

Available from: [National training surveys - GMC](#)

A Systematic Review on Patient and Public Attitudes Towards Health Monitoring Technologies Across Countries

This article explores public perception of technologies which track health information and provide access to medical data, promising benefits to users.

NPJ Digital Medicine, Tianian, Chen et al, doi.org/10.1038/s41746-025-01762-4, 2025

Integrating Equity, Diversity and Inclusion Throughout the Life Cycle of Artificial Intelligence for Healthcare: a Scoping Review

This review reports on what and how EDI principles have been integrated into the design, development and implementation of AI technologies in healthcare.

PLOS Digital Health, Wang Tim et al, doi.org/10.1371/journal.pdig.0000941 14, July 2025

From Patient engagement to patient empowerment: What is next for PEPs?

Patient Engagement Portals have given patients greater access to their health information and helping Trusts digitise the basics of engagement, This article examines where they should go next.

Health Tech Newspaper, Jack Tabner and Elliott Engers, 7 July 2025

Available from: [Feature: From patient engagement to patient empowerment: What's next for PEPs? – HTN Health Tech News](#)



Immigration rule changes – July 2025

Changes to the immigration system announced in July 2025.

NHS Employers, 3 July 2025

Available from: [Immigration rule changes - July 2025 | NHS Employers](#)

An Engine for Economic Growth? Why it won't be a piece of cake for the NHS

Sally Gainsbury, Nuffield Trust, 17 July 2025

This article reflects on the government's gamble on the NHJS as a driver of economic growth and investment, and that this might mean for patients and NHS services.

Available from: [An engine for economic growth? Why it won't be a piece of cake for the NHS | Nuffield Trust](#)

Doing With: Reinventing public services in a time of crisis

This article examines the theory that the public sector operates as though we live in the era of post-war stability when, in fact, services now face a permanent high demand/low resource reality created by multiple, overlapping crises.

The Kings Fund, Adam Lent, 21 July 2025.

Available from: [Doing With: Reinventing Public Services In A Time Of Crisis | The King's Fund](#)

Mastering NHS Supplier Relationships for a Digital NHS

For the NHS to truly succeed digitally, we need to shift from highly transactional buying and selling relationships to working as a partnership to create better outcomes.

NHS Providers, 23 July 2025

Available from: [Mastering NHS supplier relationships for a Digital NHS](#)

Health bosses “won't be rewarded for failure” under new regulations, says government

NHS Managers who commit serious misconduct will not be able to take up other senior NHS roles, under plans to boost patient safety. The proposals set out the first steps to meet the government's commitment to introduce professional standards for and regulation of NHS managers.

Clinical Services Journal, 22 July 2025

World-first AI system to warn of NHS patient safety concerns

Pioneering AI technology will be developed to scan NHS systems to flag safety issues in real time and trigger crucial inspections earlier.

DHSC, CQC, NHS England 20 June 2025

Available from: [World-first AI system to warn of NHS patient safety concerns - GOV.UK](#)



NHS Patient safety review finds “relatively small improvements” despite deployment of “considerable resources” and insufficient use of NHS data

A review commissioned by the secretary of state for HSC into six organisations overseeing the safety of care has been completed.

Health Tech Newspaper, 8 July 2025

Available from: [NHS patient safety review finds “relatively small improvements” despite deployment of “considerable resources” and insufficient use of NHS data – HTN Health Tech News](#)

News

NHS will be “digital by default” under 10 year health plan.

Under the plan the majority of outpatient care will happen outside of hospitals by 2035, by transforming care in the community.

Digital Health, Tammy Lovell, 3 July 2025

Available from: [NHS will be ‘digital by default’ under 10 year health plan](#)

Managing Healthcare Easy as Online banking with Revamped NHS App

The NHS App will be the main gateway for accessing NHS services.

Gov.uk 3 July 2025, Press Release

Available from: [Managing healthcare easy as online banking with revamped NHS App - GOV.UK](#)

Government Plans Health Store App Marketplace

Patients would be able to obtain a range of new digital products for their healthcare through the proposed marketplace app.

UK Authority, 2 July 2025

Available from: [Government plans Health Store App Marketplace | UKAuthority](#)

University Launches Courses to Tackle Nursing Digital “Skills Gap”

Nursing Times: Ed Church, 1 July 2025

Available from: [University launches courses to tackle nursing digital ‘skills gap’ | Nursing Times](#)

Be Part of Life-Changing Health and Care Research

NIHR & NHS 2025

Free service to take part in health and care research across the UK.

Available from: [Be Part of Research](#)

Working together to create a national walking, wheeling and cycling network

Active Travel England and 12 Mayors of England’s combined local authorities’ statement on creating a national walking, wheeling and cycling network

Gov.Uk 2 July 2025

Available from: [Working together to create a national walking, wheeling and cycling network - GOV.UK](#)



Success of 10 Year Health Plan will hinge on fixing workforce shortages and valuing staff, says BMA

BMA, 3 July 2025

Available from: [Success of 10 Year Health Plan will hinge on fixing workforce shortages and valuing staff, says BMA - BMA media centre - BMA](#)

Government accepts PA review recommendations

The review made 18 recommendations.

CSJ 17 July 2025

“Innovator Passports” set to accelerate cutting-edge NHS Care

NHS patients across the country will get accelerated access to cutting edge technology through a new digital system that will cut red tape and boost life sciences.

CSJ, 3 July 2025

Tackling System Paralysis is Key to Delivering on Health Ambitions

The Government’s vision to make the life sciences a key driver in improving the nation’s health, can only work if we tackle the operational paralysis that currently stalls vital health data research.

Health Data Research UK, 16 July 2025

Available from: [Tackling system paralysis is key to delivering on health ambitions - HDR UK](#)

Artificial Intelligence-Generated Medical Podcast Deceive Even the Experts

Researchers have evaluated the use of AI to generate podcasts from peer-reviewed scientific articles.

Medscape, Vincent Richeux, 18 July 2025

Available from: [AI-Generated Medical Podcasts Deceive Even the Experts](#)

Reports

Digital transformation and the productivity and efficiency challenge

This report focuses on the potential for digital transformation.

NHS Providers, 8 July 2025

Available from: [Digital transformation and the productivity and efficiency challenge](#)

Review of Patient Safety across the health and care landscape

Gov.UK, July 2025

Available from: [Review of patient safety across the health and care landscape - GOV.UK](#)



UK Wellbeing Report

An investigation into how three measures of wellbeing, namely (1) Average life satisfaction, (2) share of people living with low levels of wellbeing and the (3) share of people living with high levels of wellbeing, have evolved across UK areas and over the past decade.

World Wellbeing Movement, Maria Cotofan, June 2025

Available from: [UK-Wellbeing-Report-2025.pdf](#)

Maximising the Impact of the NHS Federated Data Platform

Public Policy Projects, 2025

Available from: [PPP DDT-RT2-Report 0625](#)

Independent review of the physician associate and anaesthesia associate roles: Final Report

Gov.UK, Prof Gillian Leng CBE, 16 July 2025

Independent report looking at the safety and effectiveness of physician and anaesthesia associates.

Available from: [Independent review of the physician associate and anaesthesia associate roles: final report - GOV.UK](#)

Life Sciences Sector Plan

The Plan sets out a vision and an action plan to drive growth, innovation and better health outcomes.

Gov.UK , 16 July 2025

Available from: [Life Sciences Sector Plan - GOV.UK](#)

Pandemic Preparedness, prevention and response: health and care research and development framework

UK government's approach to research funding for new emerging and escalating infectious disease threats.

Gov.uk, 8 July 2025

Available from: [Pandemic preparedness, prevention and response: health and care research and development framework - GOV.UK](#)

All-Party Parliamentary Group on Pharmacy -Inquiry into Medicines Shortages in England

Medicines shortages are not a new phenomenon, but in recent years they have become increasingly severe, persistent and disruptive, with far-reaching consequences for patients, healthcare professionals and the wider NHS. What was once considered an occasional inconvenience is now a daily reality in pharmacies across the country.

All-Party Parliamentary Group, July 2025

Available from: [APPG+on+Pharmacy+-+Medicines+Shortages+Report+-+July+2025.pdf](#)



Improvement across the interface: Lessons from collaboratives

Lessons learned on improving the patient journey at the interface between primary and secondary care

NHS Confederation, 10 July 2025

Available from: [Improvement across the interface | NHS Confederation](#)

David Fuller Inquiry: Phase 2 Report

The independent inquiry's concluding report on whether procedures and practices in hospitals and other settings safeguard the security and dignity of deceased people.

DHSC, Gov.Uk, 15 July 2024

Available from: [David Fuller inquiry: phase 2 report - GOV.UK](#)

Blogs

The Provider Podcast – Leading the shift from analogue to digital: the art of the possible for NHS leaders.

The Provider Podcast, 10 July 2025

Available from: [Podcast - Leading the shift from analogue to digital: the art of the possible for NHS leaders](#)

10 Year Health Plan empowers NICE to get Patients better care, faster

NICE, 3 July 2025

Available from: [NHS 10 Year Health Plan empowers NICE to get patients better care, faster | NICE](#)

Personalised Health – a Key Ambition within the 10 Year NHS Plan

This blog cautions that while genomics is a powerful tool in the personalised health kit, we must tread carefully to ensure that we utilise genomics only when it is helpful.

PHG Foundation, 15 July 2025

Available from: [Personalised health - a key ambition within the 10 Year NHS plan - PHG Foundation](#)

Has the 10 Year Plan Failed to Learn Lessons from History?

Nuffield Trust, Nigel Edwards, 16 July 2025

Available from: [Has the 10 Year Plan failed to learn lessons from history? | Nuffield Trust](#)

Another Postcode Lottery? Regional Variation in NHS 111 Services for Mental Health

Nuffield Trust, Stuti Bagri, 18 July 2025

Available from: [Another postcode lottery? Regional variation in NHS 111 services for mental health | Nuffield Trust](#)



Organisational Anxiety: What does taking a relational approach mean in practice?

The Kind's Fund, Kiran Chauhan and Naja Felter, 24 July 2025

Available from: [Organisational Anxiety: What Does Taking A Relational Approach Mean In Practice? | The King's Fund](#)

Patient Safety in Outpatients: What are the risks and why aren't we dealing with them?

In this blog rheumatology consultants Anne Kinderler and Benjamin Ellis highlight some of the key patients risks in outpatients and outline why these issues have been neglected by health systems.

Patient safety Learning, Anne Kinderler and Benjamin Ellis, 8 July 2025

Available from: [Patient safety in outpatients: What are the risks and why aren't we dealing with them? - Transitions of care - Patient Safety Learning - the hub](#)

Values to action: Embedding equality, diversity and inclusion in a changing NHS.

An explanation of why now more than ever, at a time of seismic change in the NHS, we must continue to treat including as a strategic investment, not a compliance exercise.

NHS Providers.org, Danile Elkeles, 22 July 2025

Available from: [Values to action: Embedding equality, diversity and inclusion in a changing NHS](#)

Podcasts

The Provider Podcast – The role of digital and data in improving patient safety

NHS Providers, 17 July 2025

Available from: [The Provider Podcast - The role of digital and data in improving patient safety](#)

Leading Improvement: How to resource improvement and transformation

Leading Improvement in Health and Care podcast, 26 June 2025

Available from: [Leading Improvement: How to resource improvement and transformation | The Health Foundation](#)

Empowering NHS Leaders through continuous learning

National Health Executive podcasts

Available from: [Podcast Ep 57: Empowering the NHS Leaders Through Continuous Learning | UK Healthcare News](#)