



Health Management bulletin

December 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

Patient concerns about AI-based voice analysis in healthcare

Focus Groups of patients revealed that they had multiple concerns about voice analysis technologies.

BMC Digital Health, Pacyna et al. (2025) 3:79 doi.org/10.1186/s44247-025-00221-0

Available from: [Patient concerns about AI-based voice analysis in healthcare | BMC Digital Health | Full Text](#)

NHS workforce in a nutshell

Who works in the NHS, what are their roles and how have numbers changed over time?

The Kings Fund, Niamh Buckingham, 4 November 2025

Available from: [NHS Workforce Nutshell | The King's Fund](#)

Pioneering the transition to all-electric hospitals

Healthcare facilities produce a significant proportion of the world's carbon emissions, which means that decarbonisation of the sector is absolutely crucial.

IHEEM, November 2025, Volume 79, Issue 10

Plan B: What the forthcoming NHS workforce strategy should not ignore

A reflection on lessons from the 2023 NHS workforce plan.

Nuffield Trust, Luciana Rolewicz, 6 November 2025

Available from: [Plan B: What the forthcoming NHS workforce strategy should not ignore | Nuffield Trust](#)



Relationships between Nurses' self-leadership practices, professional autonomy, job satisfaction and intention to leave: A structural equation modelling approach

Journal of Advanced Nursing, Katja Pursio et al, October 2025,
doi.org/10.1111%2Fjan.70316

What is Neighbourhood health?

This article summarises some of the features that often characterise neighbourhood health and highlights the various ways it is being understood and implemented in different contexts.

The King's Fund, Leila Morris et al, 29 October 2025

Available from: [What Is Neighbourhood Health? | The King's Fund](#)

Why management matters so much for the success of the NHS 10 Year Health Plan

The Kings Fund, Professor Judith Smith et al, 4 November 2025

Available from: [Why Management Matters To The NHS 10 Year Health Plan | The Kings Fund | The King's Fund](#)

Experiential Learning and AI: Improving Nursing Education

A look at the challenges nurses face with regards to their education and how this can be improved.

National Health Executive, Issue 105, Q3, P54

Available from: [National Health Executive : Issue 105 Q3](#)

Consultant doctors: Solutions for a medical recruitment crisis

BMJ Careers, Emma Wilkinson and Emma Wirnbren, 30 October 2025

Available from: [Consultant doctors: Solutions for a medical recruitment crisis | BMJ Careers](#)

Healthcare leadership insights for transforming patient and workforce experience

Journal of Patient Experience, Vol 12, 1-6, Laura Cooley and Rachel Biblow, 2025
Doi: 10.1177/23743735251383266

Why change management is more critical than innovation

National Health Executive, 31 October 2025

Available from: [Why change management is more critical than innovation | UK Healthcare News](#)

Managing Organisation Change with Compassion

Resources and tips to support leaders managing organisation change.

NHS Employers, 5 November 2025

Available from: [Managing organisational change with compassion | NHS Employers](#)



Use of and confidence in YouTube and Chat CPT in surgical teaching and training

This article investigated how often doctors used You Tube and ChatGPT, how widespread their use was and the degree of confidence doctors had in these resources for teaching and training surgical procedures.

BMC Medical Education, Stefan Tajsic et al, 31 October 2025,
doi.org/10.1186/s12909-025-07992-0

Available from: [Use of and confidence in YouTube and ChatGPT in surgical teaching and training | BMC Medical Education | Full Text](#)

Workforce Redesign

How workforce redesign supports the 10 Year Health Plan, helping you develop, retain and grow the skills and potential of your workforce.

NHS Employers, 5 November 2025

Available from: [Workforce redesign | NHS Employers](#)

Getting to the heart of Peer-to-Peer recognition

How Barts Health NHS Trust implemented its Barts Hearts initiative to enhance peer-to-peer recognition.

NHS Employer, 13 November 2025

Available from: [Getting to the heart of peer-to-peer recognition | NHS Employers](#)

Experiences of community nurses with temporary contracts in the NHS

The study explores why community nurses with temporary contracts may join an adult community NHS trust and what would influence their retention.

British Journal of Community Nursing, Edwin Chamanga et al, 2025,
doi.org/10.12968/bjcn.2024.0122

Royal College of Physicians warns NHS staffing vacancies are contributing to longer hospital stays and waiting lists

A new major report from the RCP calls for urgent national workforce planning, medical training reform and investment in social care.

Clinical Services Journal, 13 November 2025

Core Determinants of a positive workplace: leadership, culture and engagement

It is crucial that priority is given to developing effective leaders who can foster an energised and engaged workforce.

The Obstetrician and Gynaecologist, Emily Wright, 23 September 2025,
DOI10.1111/rog.70005



News

NHS England presses providers to increase digital capabilities over next three years

NHS England has told healthcare providers to prioritise the adoption of digital capabilities including those on the NHS APP and the Federated Data Platform.
UK Authority, Mark Say, 3 November 2025

Available from: [NHS England presses providers to increase digital capabilities over next three years | UKAuthority](#)

Nearly all NHS trusts failing to hit cancer target

Just 3 trusts out of 121 in England are treating cancer patients quickly enough.
BBC News, Chloe Hayward et al, 11 November 2025

Available from: [Nearly all NHS hospitals are missing cancer targets - is yours one of them? - BBC News](#)

NHS to launch “online hospital” service

NHS England has announced plans to establish an online hospital, called NHS online, which will provide specialist care through digital channels rather than a physical site.

IHEEM, November 2025, Volume 79, Issue 10

Health Boost for the Armed Forces Community: new NHS Training Programme Launches

A new NHS initiative is set to transform care for the armed forces community.
NHS Employers, 12 November 2025

Available from: [Health boost for the Armed Forces community: new NHS training programme launches | NHS Employers](#)

NMC’s midwifery action plan

The plan sets out work and priorities across 3 key areas.
Nursing and Midwifery Council, 6 November 2025

Available from: [NMC’s midwifery action plan - The Nursing and Midwifery Council](#)

Top NHS trusts given new powers to improve care

Gov.uk, 12 November 2025

High-performing NHS trusts will be given more independence to deliver faster, better and more personalised care

Available from: [Top NHS trusts given new powers to improve care - GOV.UK](#)

Launch of Pathways to Progress: BME Leadership in the NHS Survey

NHS Confederation, 13 November 2025

THE NHS Confederation’s BME Leadership network is inviting black and minority ethnic staff currently working across the NHS staff to take part in a national survey exploring leadership, career development and anti-racism.

Available from: [Launch of Pathways to Progress: BME Leadership in the NHS survey | NHS Confederation](#)



Nottingham Hospitals declares critical incident after EPR go-live

The critical incident was declared due to sustained pressures across the trust, issues with the technical roll out of its Nervecentre EPR, which took place last weekend had “added to the ability to manage the current levels of pressure”
Digital Health, 5 November 2025

Available from: [Nottingham Hospitals declares critical incident after EPR go-live](#)

Thousands of NHS Staff in England to Lose Jobs After Deal Approved

Redundancies to go ahead after a deal was reached with the Treasury to allow the health service to overspend this year to cover the cost of pay-offs.
BBC News, 12 November 2025

Available from: [NHS gets go-ahead to make thousands of redundancies - BBC News](#)

RCN Warns of workforce shortages causing nightmares and panic attacks

Due to being short-staffed many nursing staff are continuing to work while unwell, with stress as the leading cause of illness.
Royal College of Nursing, 17 November 2025

Available from: [RCN warns of workforce shortages causing nightmares and panic attacks | News | Royal College of Nursing](#)

Remote monitoring hoped to free up 500,000 appointments a year

The DHSC has announced 45 pilot schemes across England using remote monitoring and self-reporting tools through the NHS App.
Digitalhealth, Samuel Webb, 7 November 2025

Available from: [Remote monitoring hoped to free up 500,000 appointments a year](#)

Health educators call for greater recognition of training needs and strengths in NHS workforce plans

Organisations responsible for training doctors, nurses and other health professionals have called for greater recognition of education, training and research in the current NHS workforce call for evidence.
Russel Group, 14 November 2025

Available from: [Health educators call for greater recognition of training needs and strengths in NHS workforce plans | Russell Group](#)

England's Emergency Departments Faced second-worst October for 12-hour waits

One in 9 patients endured a 12 hour wait or more to be admitted, discharged or transferred from a major Emergency Department last month.
National Health Executive, 17th November 2025

Available from: [England's Emergency Departments Faced Second-Worst October for 12-Hour Waits | UK Healthcare News](#)



NHS providers reviewing stolen data published by cyber criminals

Pathology supplier Synovis is contacting NHS organisations which had data stolen and published online following a major cyber attack last year,
Digitalhealth, Jordon Sollof, 11 November 2025

Available from: [NHS providers reviewing stolen data published by cyber criminals](#)

Single sign-on saves 3.3m clinician hours a year, study finds

A study into the time saving and financial effects of SSO.

Health Tech World, November 11 2025

Available from: [Single sign-on saves 3.3m clinician hours a year, study finds](#)

First eight trusts to be assessed for advanced foundation trust programme

Performance against priority areas of leadership, quality and financial sustainability to determine whether they will be given greater autonomy and financial freedom.

Health Tech Newspaper, 13 November 2025

Available from: [First eight trusts to be assessed for advanced foundation trust programme – HTN Health Tech News](#)

Tackling health inequalities in a digital NHS: Making inclusion the national priority

Tackling health inequalities in the digital age requires urgent, coordinated action from NHS leaders, policymakers and system partners.

Available from: [Tackling health inequalities in a digital NHS: Making inclusion the national priority | HSJ Partners | Health Service Journal](#)

Embedding the Workforce Disability Equality Standard

Learn about the Workforce Disability Equality Standard

NHS Employers, 24 November 2025

Available from: [Embedding the Workforce Disability Equality Standard | NHS Employers](#)

Fit for the Future: Reforming the NHS Workforce

This is a critical period for the NHS and the workforce plan must serve to engage and motivate what is a vast and dispersed staff base.

Healthcare Management UK, 24 November 2025

Available from: [Fit for the future: Reforming the NHS workforce](#)

Chancellor to double down on drive to cut NHS waiting times and rollout of new Neighbourhood Health Centres

How the budget will affect these areas.

Department for Health and Social Care, 24 November 2025

Available from: [Chancellor to double down on drive to cut NHS waiting times and rollout of new Neighbourhood Health Centres - GOV.UK](#)



Building better health: enhancing NHS and independent sector partnerships to boost capital investment and deliver the 10 Year Health Plan

Enabling the independent sector to invest and deliver more NHS services is essential to success of 10 Year Health Plan.

Independent Healthcare Providers Network, 20 November 2025

Available from: [Enabling the independent sector to invest and deliver more NHS services is essential to success of 10 Year Health Plan - new report - Independent Healthcare Provider Network](#)

Reports

The state of integrated care systems 2024/25: delivering through change

Evidence-based report on ICSs' progress, their response to evolving health policies and role in implementing the 10 Year Health Plan.

NHS Confederation, 4 November 2025

Available from: [The state of integrated care systems 2024/25 | NHS Confederation](#)

Designing the future health and care digital architecture

Insights from the third round table in the Digital and Data Transformation Programme.

Public Policy Projects, 2025

Available from: [DDTRT3 Modern Digital Architecture.pdf](#)

Beyond Ambition: Global Lessons for an Integrated NHS

Views on realising the ambition for integrated care in Fit for the Future: 10 Year Health Plan for England.

International Foundation for Integrated Care, 24 October 2025

Available from: [Fit For the Future: 10 Year Health Plan for England - Views From Near and Far - IFIC](#)

State of the provider sector

Findings from the annual online survey sent to leaders from all trusts, conducted in September and October 2025. Providing a snapshot of issues facing hospital, mental health, ambulance and community services across England.

NHS Providers, 11 November 2025

Available from: [State of the Provider Sector 2025](#)

Climate change and mental health report

This report builds on the conclusions found in "Health Effects of Climate Change in the UK" report 2023, to synthesise the growing evidence base on climate change and mental health.

UK Health Security Agency, 2025

Available from: [Climate change and mental health report](#)



The Longest Wait – Our A&E crisis demands an emergency response

A Report into the impact of long waits in A&E on the elderly, including lived experiences.

Age UK

Available from: [longest-wait.pdf](#)

Estimating the future UK consultant physician workforce in relation to projected demand on the National Health Service: a modelling study

A model created to predict the future number of NHS consultant physicians, to identify interventions to meet future demands.

The Lancet, Volume 58, 101456, Amar Srinivasa et al, November 2025

Available from: [Estimating the future UK consultant physician workforce in relation to projected demand on the National Health Service: a modelling study - The Lancet Regional Health – Europe](#)

Men's health strategy equality impact assessment

Details the equality impact assessment that accompanies the men's health strategy. Men's health: a strategic vision for England.

Available from: [Men's health strategy equality impact assessment - GOV.UK](#)

From Diagnosis to Delivery

A framework for accelerating NHS productivity growth.

The Health Foundation, Tera Allas et al, November 2025

Available from: [From diagnosis to delivery | The Health Foundation](#)

Sexism and sexual violence towards medical students

This report exposes the prevalence of sexism and sexual violence being faced by many medical students.

BMA, November 2025

Available from:

[20250745+Sexism+and+sexual+violence+against+medical+students+report+FINAL](#)

Keep Britain Working Review: Final report

An independent review of the role of employers tackling health based economic inactivity and promoting healthy and inclusive workplaces.

Gov.uk, 5 November 2025

Available from: [Keep Britain Working Review: Final report - GOV.UK](#)

A prescription for change: rethinking plastics use in healthcare

How reducing single-use plastics in healthcare can cut emissions, save billions and protect patient care.

Systemiq, 2025

Available from: [A prescription for change | Systemiq](#)



Men's Health: How to improve health outcomes, knowledge and behaviours

New research to help shape the Government's upcoming first ever men's health strategy for England.

Healthwatch, 5 November 2025.

Available from: [Men's Health: How to improve health outcomes, knowledge and behaviours | Healthwatch](#)

Happier Staff, healthier patients: The benefits of Flexible Working

A case study of Bridgewater Community Healthcare Foundation Trust's Making Flexible Work campaign, which reaps benefits for both staff and patients.

NHS Employers, 18 November 2025

Available from: [Happier staff, healthier patients: the benefits of flexible working | NHS Employers](#)

Reducing NHS waiting times for elective care

NHSE's programme to reduce waiting time for elective care have not met their goals, DHSC now takes this over and there is serious risk that it will not meet the targets.

House of Commons, Fifty-Fifth Report of Session 2024-26,

Available from: [Reducing NHS waiting times for elective care](#)

The state of medical education and practice in the UK: Workforce Report 2025

Key findings from analysis of trends and patterns in the number, demographics and place of primary medical qualification (PMQ) of doctors holding a licence to practise in the UK.

GMC, November 2025

Available from: [The state of medical education and practice in the UK. Workforce report 2025](#)

Towards integrated health organisations: Considerations for policy and NHS Leaders.

Outlining the current state of play on integrated delivery models and exploring the next steps to move towards integrated health organisations.

NHS Confederation, 24 November 2025

Available from: [Towards integrated health organisations | NHS Confederation](#)

Hospital of the Future – The Last Word

This article considers how to move from a treatment-oriented model to one geared towards health creation, the changes necessary in healthcare to facilitate this and how to build a fair and sustainable approach to funding.

Re:State, Rosie Beacon, November 2025

Available from: [Hospital-of-the-Future-the-last-word.pdf](#)



UK Covid 19 Inquiry, Module 2, 2A, 2B, 2C Report – Core decision-making and political governance

UK Covid 19 Inquiry, 20 November 2025

Available from: [Module 2, 2A, 2B, 2C Report - Core decision-making and political governance - UK Covid-19 Inquiry](#)

Blogs

Breaking through the fog: A Black leader's journey through the NHS

The King's Fund, Tabettha Darmon, 7 November 2025

Available from: [Breaking Through The Fog: A Black Leader's Journey Through The NHS | The King's Fund](#)

We must bring digital home care to those who need it most

Digital health, Tara Donolley, 5 November 2025

Available from: [We must bring digital home care to those who need it most](#)

How to put community partnership at the heart of neighbourhood health

The King's Fund, Dr Minal Bahai et al, 31 October 2025

Available from: [How To Put Community Partnership At The Heart Of Neighbourhood Health | The King's Fund](#)

Schemes for Supporting the Research Workforce

NHS Providers, 3 November 2025

Available from: [Schemes for supporting the research workforce](#)

Who picks up the Phone? Different approaches to NHS admin

The King's Fund, Julia Cream, 30 October 2025

Available from: [Who Picks Up The Phone? Different Approaches To NHS Admin | The King's Fund](#)

AI and Algorithms in Healthcare – What are the Risks and Opportunities for the NHS?

Healthwatch, 5 November 2025

Available from: [AI and algorithms in the NHS – navigating risks and opportunities.](#)

Learning from other countries implementing AI into Health and Care

The Health Foundation, 10 November 2025

Available from: [Learning from other countries implementing AI in health and care | The Health Foundation](#)

Is the UK becoming the “sicker man” of Europe?

The King's Fund, Veena Raleigh, 13 November 2025

Available from: [Is The UK Becoming The 'Sicker Man' Of Europe? | The King's Fund](#)



Ten tests to ensure the cancer plan improves lives

The Kings Fund, Sarah Woolnough, 11 November 2025

Available from: [Ten Tests to Ensure The Cancer Plan Improves Lives | The King's Fund](#)

Focusing on what matters most to the NHS

How do NICE ensure the NHS gets guidance on what matters most.

NICE, Jonathan Benger, 3 November 2025

Available from: [Focusing on what matters most to the NHS | NICE](#)

Turning local decisions into healthier communities

The Health Foundation, Sharlene McGee, 4 November 2025

Available from: [Turning local decisions into healthier communities - The Health Foundation](#)

Podcasts

Maximising the use of AI in PCN

Pulse PCN, Beth Gault, 5 November 2025

Available from: [Podcast: Maximising the use of AI in a PCN - Pulse PCN](#)

AI in health care: an update from the US

The Health Foundation, Episode 61, 10 November 2025

Available from: [AI in health care: an update from the US](#)

Workforce of Tomorrow

NHE, Episode 61, 27 November 2025

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

FabStuff Podcast – Rob Webster CBE

One of the most prominent NHS managers, heading up West Yorkshire and Harrogate Health and Care Partnership. Grappling with the same challenges as every other system in the country.

Available from: [Episode 13 Rob Webster CBE](#)