



Health Management Bulletin

February 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

NHS urged to address patient safety risks in temporary care environments

The Health Services Safety Board has published a new report calling on healthcare leaders and NHS Trusts to better understand and manage the risks posed by temporary care environments.

National Health Executive, Dan Benn, 8 January 2026

Available from: [NHS urged to address patient safety risks in temporary care environments | UK Healthcare News](#)

Leadership and management competency frameworks in undergraduate medical education: a scoping review

Review highlighting growing international momentum toward comprehensive medical leadership and management, (MLM), education in UME.

BMC Medical Education, Alhadithi A. Almansour M, doi.org/10.1186/s12909-025-08489-628, December 2025

Available from: [Leadership and management competency frameworks in undergraduate medical education: a scoping review | BMC Medical Education](#)

Serendipity, support and equity: a qualitative study examining career initiation in medical education

Physicians become medical educators along different pathways, and their stories reflect varied perspectives and interpretations of career influences.

BMC Medical Education, Stein CJ, Luff DF, Gold M, et al, doi.org/10.1186/s12909-025-08014-9, 30 December 2025



AI forecasting to cut A&E waiting times across the NHS Patients across the NHS

Hospitals begin to rely on AI to predict when A&E departments will face the most pressure in the winter.

NHE, 2 January 2026

Available from: [AI forecasting to cut A&E waiting times across the NHS | UK Healthcare News](#)

Retaining those who care: Ethical climate, leadership and workforce sustainability in healthcare

High turnover rates, combined with the emigration and attrition of qualified nurses, make it essential to understand how institutional factors affect professional well-being and work-force retention.

Healthcare, Ana Poeira, Lucilia Nunes, 13, 3014 2025,
doi.org/10.3390/healthcare13233014

Resident-Lead Peer Support Groups in Emergency Medicine: A Pilot Framework for Peer Leader Training

This article investigates the impact of peer-support training.

Behavioural Sciences, Kyra D Reed et al, Vol 15 Issue 12,
doi.org/10.3390/bs15121744

Understanding the relationship between care hours per patient day and summary hospital-level mortality indicator in English hospitals: A time series approach

Exploring the relationship between care hours per patient day and summary hospital-level mortality.

Journal of Patient Safety and Risk Management, Jose Pereira et al,
doi.org/10.1177/25160435251410480 2025

“Complex and largely uncharted”: the grey area of AI

AI tools are advancing faster than regulations can keep up. Pharmacists now face operating in a “grey area”, where professional judgement is their only guide.

Pharmaceutical Journal, Carlotta Eden, 8 January 2026

Available from: [‘Complex and largely uncharted’: the grey area of AI - The Pharmaceutical Journal](#)

Artificial intelligence and deskilling in medicine

Over-reliance on AI may reduce the quality of clinical reasoning and decision-making, negatively impact patient communications and raise potential for deskilling.

BJPsych, Scott Monteith et al, 2026, [doi:10.1192/bjp.2025.10496](https://doi.org/10.1192/bjp.2025.10496)

Available from: [Artificial intelligence and deskilling in medicine | The British Journal of Psychiatry | Cambridge Core](#)



Comparing Predictors for Leadership in Surgical Subspecialty National Organizations

Analysing characteristics of national leaders in surgery can provide insight into what contributes to their success.

Plastic and Reconstructive Surgery, Global Open 13912 pp e7330 doi:
10.1097/GOX.00000000000007330

Rebuilding CQC: progress during 2025

Throughout 2025, CQC have been working to rebuild, to get back to their purpose of providing effective regulation of health and adult social care services.

Care Quality Commission, 23 December 2025

Available from: [Rebuilding CQC: progress during 2025 - Care Quality Commission](#)

Medical training posts bill: UK graduates will be prioritised, but critics flag lack of clarity on IMGs

Ministers have set out legislation to prioritise UK medical graduates for medical training places to help curb soaring competition for training posts, but the BMA has asked for more clarity on the impact the changes would have on IMGs.

BMJ, 14 January 2026, 392, doi.org/10.1136/bmj.s78

Clinicians' perspectives on electronic medical records use in diabetes outpatient care: A qualitative study

Clinicians reported mixed outcomes across the quintuple aim domains, shaped but technology adoption constructs.

International Journal of Medical Inform., 209 (2026) 106275, Wenyong Wang et al, 2026.

MHRA issues new safety guidance for digital tools

The Medicines and Healthcare products Regulatory Agency has published comprehensive new advice to help the public navigate the rapidly expanding world of digital mental health tools.

National Health Executive, 27 January 2026

Available from: [MHRA issues new safety guidance for digital tools | UK Healthcare News](#)

How Scotland is making strides in health improvement

Whilst the UK government and the NHS continue to work through the ways that health services can be improved for everybody around the country, similar work is also constantly ongoing across the devolved governments to achieve the same goal.

NHE, January 2026

Available from: [National Health Executive • Issue 106 Q4](#)



The Hidden Cost of free AI

The hidden exchange between free AI tools, where convenience comes at the cost of your information – and why understanding that balance is critical.

British Computing Society, Meletius Igbokwe, 21 January 2026

Available from: [The hidden cost of free AI | BCS](#)

Building an AI-ready public workforce: Implications and strategies

More and more institutions develop training on AI for their staff, targeting all employees to develop foundational AI skills, leaders to gain strategic knowledge on AI and digital and data professionals to improve technical AI-related skills.

OECD, 19 January 2026

Available from: [Building an AI-ready public workforce \(EN\)](#)

News

Putting patients and staff at the heart of the NHS digital transformation

Real success for digital healthcare in the NHS will be understanding the human experience – both for patients navigating care and the staff delivering it.

Health Tech Digital, 30 December 2025

Available from: [Putting patients and staff at the heart of the NHS digital transformation - Digital Health Technology News](#)

NHS App reaches 39 million users and 67.8 million annual repeat prescription orders

Stats and information regarding the development of the NHS App.

HTN Health Tech News, 29 December 2025

Available from: [NHS App reaches 39 million users and 67.8 million annual repeat prescription orders – HTN Health Tech News](#)

Nuffield Trust response to plans set out for NHS online hospital

Greater online NHS access will be helpful for some, but tricky questions remain about how this new online hospital plan will be implemented.

Nuffield Trust, 05.01.26

Available from: [Nuffield Trust response to plans set out for NHS online hospital | Nuffield Trust](#)

New NHS Online hospital to focus on eyes, menopause and prostates

The new online hospital will focus initially on these three conditions, increasing to nine conditions in total, for the service available through the NHS app in 2027.

BBC News, Nick Triggle, 6 January 2026

Available from: [New NHS online hospital to focus on nine health conditions - BBC News](#)

Impact Statement: 10 Year Health Plan for England

Presenting the impacts of the 10 year Health Plan for England.

DHSC, 12 January 2026

Available from: [Impact statement: 10 Year Health Plan for England - GOV.UK](#)



"The NHS is fundamentally unprepared for AI": 7 in 10 doctors say the NHS is not digitally fit to deploy it

The RCP view on digital and AI report reveals that while a majority of doctors support widespread implementation of AI in the NHS, 68% believe the NHS lacks digital infrastructure to introduce it in a way that will make a difference for patients. Royal College of Physicians, 15 January 2026

Available from: [‘The NHS is fundamentally unprepared for AI’: 7 in 10 doctors say the NHS is not digitally fit to deploy it | RCP](#)

Areas with highest joblessness see faster waiting list reduction

Specialist NHS teams have helped reduce waiting lists three time faster than the national average, according to a new report on the Further Faster 20 programme National Health Executive, 15 January 2026

Available from: [Areas with highest joblessness see faster waiting list reduction | UK Healthcare News](#)

Nuffield Trust response to the latest NHS performance stats

A response to the latest NHS Performance data

Nuffield Trust, Sarah Scobie, 15 January 2026

Available from: [Nuffield Trust response to the latest NHS performance stats | Nuffield Trust](#)

Nuffield Trust response to Lib Dem A&E Policy announcements

Response to the new policies on A&E and Social Care announced by the Liberal Democrats

Nuffield Trust, Thea Stein, 12 January 2026

Available from: [Nuffield Trust response to Lib Dem A&E policy announcements | Nuffield Trust](#)

Black Country NHS nature wellbeing boost

OT and Community Mental Health teams at the Black Country Healthcare NHS Foundation Trust are among over 150 practitioners across the Midlands to be given training by the RSPB to help support patients.

Health Estate Journal, 15 January 2026

Available from: [Black Country NHS nature wellbeing boost](#)

Access guidance to support your workforce during Ramadan

Ramadan is expected to begin on 18 February 2026. This guidance is to help manages and staff during this religious period of fasting.

NHS Employers, 9 January 2026

Available from: [Access guidance to support your workforce during Ramadan | NHS Employers](#)

NHS Leaders are not ready for digital reform

Just 1% of clinical and IT leaders say they feel fully prepared to implement the digital reforms outlined in the government’s 10-year plan, according to new



research, raising concerns about the feasibility of national ambitions amid ongoing workforce pressures.

UK Authority, Mark Chillingworth, 12 January 2026

Available from: [NHS leaders are not ready for digital reform | UKAuthority](#)

New App to become national channel for the “shift to prevention”

The NHS app is being positioned as the central national channel for delivering preventative healthcare.

Digital Health, Tammy Lovell, 21 January 2026

Available from: [NHS App to become national channel for the ‘shift to prevention’](#)

Beyond the 10 year plan – Making NHS AU investments actually work today

With the NHS pursuing an AI-driven future, the challenge is no longer imagining what is possible but delivering what is needed today.

Open Access Government, 22 January 2026

Available from: [Beyond the 10 year plan - Making NHS AI investments actually work today](#)

Reports

Community Mental Health Services

This report finds that too many people with severe and enduring mental illness are continuing to fall through the gaps of community health services. Unacceptable long waits, discharged without ongoing support and denied care as they do not meet arbitrary thresholds.

UK Parliament, 2 December 2025

Available from: [Community Mental Health Services - Reports, special reports and government responses - Committees - UK Parliament](#)

Managing pharmaceutical waste

Guidance and principles for managing waste generated from the use of medicines Specialist Pharmacy Service, 23 December 2025

Available from: [Managing pharmaceutical waste – NHS SPS - Specialist Pharmacy Service – The first stop for professional medicines advice](#)

National Qualitative Insight – Urgent and Emergency Care 2024

This report shares national insights from qualitative thematic analysis of written responses to the NHS Patient Survey Programme.

NHS England, 7 January 2026

Available from: [NHS England » National Qualitative Insight – Urgent and Emergency Care 2024](#)

The Maternal Care Bundle – a care bundle for reducing maternal mortality and morbidity

The MCB sets best practice standards across 5 areas of clinical care.

NHS England, 6 January 2026



Available from: [NHS England » The Maternal Care Bundle – a care bundle for reducing maternal mortality and morbidity](#)

Roundtable: Strengthening patient involvement in quality improvement programmes

Report summarising a roundtable discussion with National Voices member charities reflecting on emerging findings from the BRACE Centre's evaluation of general practice improvement programmes.

National Voices, 18 December 2025

Available from: [Roundtable: Strengthening Patient Involvement in Quality Improvement Programmes – National Voices](#)

Government Cyber Action Plan

How Government will rapidly improve the cyber security and resilience of public services.

Department for Science, Innovation and Technology, 9 January 2026

Available from: [Government Cyber Action Plan - GOV.UK](#)

Fuller Inquiry: Government interim update on phase 2 recommendations

Outlines progress made by government and relevant organisation in response to the recommendations made in phase 2 of the Fuller inquiry.

DHSC, 16 December 2025

Available from: [Fuller inquiry: government interim update on phase 2 recommendations - GOV.UK](#)

Body worn video cameras (BWVC) worn by police accompanying patients in the emergency department

Disagreements between police officers and ED staff have arisen due to the use of BWVC. This guidance has been written to provide a unified multi-agency response to these scenarios.

Royal College of Emergency Medicine, December 2025

Available from: [Managing-Body-Worn-Video-Camera-BWVC-Worn-by-Police-Accompanying-Patients-in-the-Emergency-Department.pdf](#)

Progress against our equality, diversity and inclusion targets

GMC most recent targets, progress and priorities against the targets to:

Eliminate disproportionate fitness to practice referrals by 2026

Eliminate inequality in medical education by 2031

Improve the representation progression and inclusivity of ethnic minority staff at the GMC by 2026

General Medical Council, 15 January 2026

Available from: [Progress against our equality, diversity and inclusion targets - GMC](#)

Public-service reform in the age of AI



Despite record spending, research shows that people in Britain are increasingly frustrated with public services. This report argues that a new agenda of reform is needed to build personalised, preventative, always on-line services.

Tony Blair Institute for Global Change, 16 January 2026

Available from: [Public-Service Reform in the Age of AI](#)

First 1000 days: a renewed focus

The UK has some of the worst health outcomes for young children in Europe. This report says that improving access to health visitors and Family Hubs whilst boosting vaccine uptake would help improve the lives of infants in England.

Health and Social Care Committee, January 2026

Available from: [First 1000 Days: a renewed focus](#)

Aligning research with care closer to home

Findings from asking people to get in touch with thoughts and ideas about the shift from hospital to community and what that could mean for research and innovation in the NHS.

The Kinds Fund, Anna Charles and Emma Wills, 20 January 2026

Available from: [Aligning Research With Care Closer To Home | The King's Fund](#)

Blogs

The hidden inequalities in NHS digital transformation

A warning that the roll out of AI within the NHS is likely to create gendered divisions.

Digital Health, Prof Nora Colton, 7 January 2026

Available from: [The hidden inequalities in NHS digital transformation](#)

The health policy year in twelve charts 2025

The Kings Fund, Siva Anandaciva and Danielle Jefferies, 5 January 2026

Available from: [2025 Health Policy Year In 12 Charts | The King's Fund](#)

Meeting the NHS workforce retention challenge

Achieving an effective and sustainable response to retention will require NHS managers and policymakers to develop a better-informed understanding of the root causes of workforce retention problems.

The Health Foundation, Prof James Buchan, 8 January 2026

Available from: [Meeting the NHS workforce retention challenge - The Health Foundation](#)

Feeling our way forward: emotions, leadership and the future of care



Hope is a consistently emerging theme following the action research exploring organisational anxiety.

The King's Fund, Naja Felter and Kiran Chauhan

Available from: [Emotions, Leadership, and the Future of Care | The King's Fund | The King's Fund](#)

NHS Regions should be part of the NHS, not the department

Amid the messy abolition of NHS England, it's seven regions have indeed survived. These regions are to be rolled into the DHSC.

The Kinds Fund, Nicholas Timmins, 21 January 2026

Available from: [NHS Regions Should Be Part Of The NHS, Not The Department | The King's Fund](#)

Toolkits

Improving postnatal care: a toolkit for integrated care boards, partners and providers

Toolkit to improve the postnatal care experience and both short and long-term maternal and infant health.

NHS England, 6 January 2026

Available from: [NHS England » Improving postnatal care: a toolkit for integrated care boards, partners and providers](#)

Podcasts

Workforce of Tomorrow

A look at one of the biggest challenges facing the NHS today: how to attract, train and retain the next generation of health professionals.

National Health Executive Podcast, Ep 61, 2 December 2025

Available from: [Podcast Episode 61 – Workforce of Tomorrow | UK Healthcare News](#)

Why are Early Career Doctors angry?

With the 14th strike by resident Doctors since March 2023 and the ostensible reason being pay, however coming up behind it as an issue for younger doctors is the question of their futures

The Briefing Room, Radio 4, 11 December 2025

Available from: [The Briefing Room - Why are early career doctors angry? - BBC Sounds](#)

NHE Podcast Episode 62 – The Healthcare Paradox

Fiona Garin McDonagh, VP, Strategic

Marketing, EMEA, BD unravels the complexities of the healthcare paradox.

Available from: [Podcast Episode 62 – The Healthcare Paradox | UK Healthcare News](#)

How Trump is affecting health around the world



Donald Trump has taken office in the US and immediately turned his attention to dismantling the US position as a world leader in global health. How will actions taken so far affect the health of people around the world?

The Lancet, Jessamy Bagenal.

Available from: [Multimedia](#) | [Podcasts](#) | [The Lancet Voice](#)

Training Dates

Library and Knowledge Services Training Dates – please email ulth.clinical.librarian@nhs.net to book a place on any of our upcoming training sessions.

Getting the best out of your OpenAthens Account

- Wednesday 11th February 12:30pm - 1:15pm
- Tuesday 24th February 10:00am - 10:50am
- Tuesday 17th March 9:30am - 10:20pm
- Tuesday 24th March 1:00pm - 1:50pm
- Thursday 26th March 9.15am - 10:00am

Effective Searching Skills

- Monday 9th February 10:30am - 12:00pm
- Tuesday 17th March 2:30pm - 4:00pm

Publishing for Beginners

- Tuesday 10th February 2026, 2:00pm - 3:00pm
- Tuesday 10th March 2026, 2:00pm - 3:00pm

Introduction to Research Metrics

- Thursday 12th February 2026, 2:00pm - 3:00pm
- Thursday 12th March 2026, 2:00pm - 3:00pm

Future dates will be published on the website [Training Calendar](#)