



# Health Management bulletin

## January 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

#### **From hospital to community: How portable diagnostics can transform patient access**

How the rural county of Cornwall is trying to avoid long journeys for hospital patients but using portable diagnostics.

National Health Executive, Issue 106, p 8, Chrissie Eade,  
Available from: [National Health Executive : Issue 106 Q4](#)

#### **How Scotland is making strides in Health Improvement**

A significant amount of change has been made since October. Including relating to reduced waiting times, improved maternity services and delivering better cancer care.

National Executive, Issue 106, P44  
Available from: [National Health Executive : Issue 106 Q4](#)

#### **Integrated Care Systems and Strategic Authorities: Coming together to tackle health inequalities and the wider determinants of health**

Centre for Local Economic Strategies and the King's Fund, 17 December 2025  
Available from: [Integrated care systems and strategic authorities: Coming together to tackle health inequalities and the wider determinants of health | CLES](#)



## **Improving departmental Quality Improvement Plans through Standardisation, Structured peer-to-peer feedback and building improvement capacity and culture.**

BMJ Open Quality, doi.org/10.1136/bmjoq-2025-00353, Hailey Hobbs et al, 16 November 2025

Available from: [Improving departmental Quality Improvement Plans through standardisation, structured peer-to-peer feedback and building improvement capacity and culture | BMJ Open Quality](https://bmjopenquality.bmjjournals.org/content/6/1/00353)

## **Digital transformation in the NHS: a reference guide**

Unpacking the fundamentals of digital transformation in the NHS to support the shift from analogue to digital

NHS Confederation, Rexina Hakim et al, 11 December 2025

Available from: [Digital transformation in the NHS: a reference guide | NHS Confederation](https://www.nhsc.org.uk/digital-transformation-nhs-a-reference-guide)

## **Needle-free devices: design, function, benefits and possible complications**

NFDs first became available in the early 1990s with the aim of reducing the number of needles in clinical practice.

BJN, Vol 34 No 21, doi.org/10.12968/bjon.2025.0173, Gemma Munoz-Mozas, 25 November 2025

## **Integrated Workforce Thinking**

A guide to support leaders and those working across health and social care to integrate their workforces for more joined-up, person-centred care.

NHS Employers, 9 December 2025

Available from: [Integrated workforce thinking | NHS Employers](https://www.nhsemployers.org/integrated-workforce-thinking)

## **The Causes and Impact of Burnout Among Primary Care Physicians in 10 Countries**

Use of the findings from the 2025 Commonwealth Fund International Health Policy Survey to examine the factors contributing to burnout among primary care physicians.

The Commonwealth Fund, 20 November 2025

Available from: [Causes Impacts of Burnout Primary Care Physicians 10 Countries | Commonwealth Fund](https://www.commonwealthfund.org/cause-impacts-burnout-primary-care-physicians-10-countries)

## **Referrals: Improving experiences and closing “black holes”**

Follow-up report to see if referrals have improved for patients over the last two years and recommendations to ensure referral processes work for patients and NHS teams alike.

Healthwatch, 8 December 2025

Available from: [Referrals: improving experiences and closing “black holes” | Healthwatch](https://www.healthwatch.org.uk/report/referrals-improving-experiences-and-closing-black-holes)



## **The Subtle Art of Influential Leadership**

In a landscape that has become increasingly team-based, healthcare leaders must shift from traditional hierarchical leadership models to collaborative approaches. Journal of Hospital Medicine, DOI: 10.1002/jhm.70240 Rachel J Peterson and Brittany Hubbell, 23 November 2025

## **Information relating to the 10 Year Health Plan**

Department of Health and Social Care, 17 December 2025

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

## **Bridging the AI-Literacy Gap in Health Care: Qualitative Analysis of the Flanders Case Study**

While addressing key research questions, the study investigates the necessary prerequisites, barriers and opportunities for AI adoption and specific training priorities that medical staff require.

JMIR Publications, Vol 27 (2025) Christos Chatzichristos et al, 8 December 2025

## **Handling, use and sharing of exception reporting data**

Guidance outlining when identifiable and non-identifiable information may be used, staff access rights and the required safeguards.

NHS Employers, 18 December 2025

Available from: [Handling, use and sharing of exception reporting data | NHS Employers](#)

## **From pilots to system value: AI, leadership and collaboration in value-based healthcare**

As AI and robotics transform healthcare, the challenge is shifting from developing new tools to delivering measurable value for patients and health systems. This article explores how value-based healthcare (VBHC) can help turn digital innovation into scalable, system-wide impact.

Open Access Government, 16<sup>th</sup> December 2025

Available from: [From pilots to system value: AI, leadership and collaboration in value-based healthcare](#)

## **Expanding recruitment to medical school: the motivations for and perceived barriers to entry of non-science entrants to a graduate-entry medical course: a qualitative study**

In the context of expanding medical school places to applicants with increasingly diverse educational backgrounds, this article investigated the GEM cohort's motivations for studying medicine and perceived barriers to entry into medical school

BMC Medical Education (2025) 25:1700, Jessica Sinyor and Lindsay Muscroft doi.org/10.1186/s12909-025-08193



## News

### **Project to explore responsible AI adoption in mental health services**

To ensure AI technologies are deployed responsibly, the NHS Confederations Menal Health Network has announced a new project to explore how AI can be safely and effectively adopted.

National Health Executive, 15 December 2025

Available from: [Project to explore responsible AI adoption in mental health services | UK Healthcare News](#)

### **NHS measures to support victims of domestic and sexual abuse**

Victims and survivors to receive improved support through the NHS under a major package of measures announced as part of the government's forthcoming Violence Against Women and Girls Strategy.

National Health Executive, December 17<sup>th</sup> 2025

Available from: [NHS measures to support victims of domestic and sexual abuse | UK Healthcare News](#)

### **Patients being told serious diagnoses via the NHS App**

Kidney Care UK says thousands of patients are discovering their disease diagnoses through the NHS App rather than a doctor.

Smart Health, Tammy Lovell, 10 December 2025,

Available from: [Patients being told serious diagnoses via NHS App](#)

### **Initiative launched for the safe use of agentic AI in health and care**

An initiative called TrustX has been launched to help verify, deploy and test agentic AI for use across the NHS and social care.

Digital Health, Tammy Lovell, 11 December 2025

Available from: [Initiative launched for the safe use of agentic AI in health and care](#)

### **Working from home tax relief to be abolished**

The Autumn Budget 2025 confirmed that the working from home tax relief will be abolished from 6 April 2026, what employers need to do now.

NHS Employers, 10 December 2025

Available from: [Working from home tax relief to be abolished | NHS Employers](#)

### **NMC Midwifery Action Plan progress report 19 December 2025**

An update on the progress of the Midwifery Action plan to help midwives deliver the highest standards of care.

Nursing and Midwifery Council, 19 December 2025

Available from: [NMC publishes Midwifery Action Plan progress report - The Nursing and Midwifery Council](#)



### **Tech provider for NHS England confirms data breach**

DXS International, a UK based company that provides healthcare tech for England's NHS, disclosed a cyberattack.

TechCrunch, Lorenzo Francceshi Bicchieri, 18 December 2025

Available from: [Tech provider for NHS England confirms data breach | TechCrunch](#)

### **Shaping future regulation of AI in healthcare**

Members of the public, clinicians, healthcare providers and industry innovators are being invited to share their views on how AI should be regulated.

National Health Executive, 18 December 2025

Available from: [Shaping future regulation of AI in healthcare | UK Healthcare News](#)

### **Taskforce calls for more NHS leaders to sign charter to tackle racial inequalities in communications**

Health leaders are being asked to do more to tackle bias and discrimination in the NHS communications sector.

NHS Confederation, 18 December 2025

Available from: [Taskforce calls for more NHS leaders to sign charter to tackle racial inequalities in communications | NHS Confederation](#)

### **Eight in 10 Trusts caring for emergency department patients in corridors**

79% of NHS Trusts in England are treating patients in corridors or makeshift areas in emergency departments including "fit to sit" rooms, x-ray waiting areas, and in one case a café, an investigation by The BMJ has found.

Clinical Services Journal, 21 December 2025

### **Autumn clock change linked to reduction in certain health conditions**

With a reduction in demand for NHS services for sleep disorders, cardiovascular disease, anxiety, depression, and psychiatric conditions in England, finds a study in the Christmas issue of the BMJ.

Clinical Services Journal, 22 December 2025

### **Driving sustainability in the operating theatre**

The role of perioperative practitioners in driving sustainability in operating theatres is key to reducing the impact of healthcare on the environment.

Clinical Services Journal, 18 December 2025

## **Reports**

### **Abolished to Perfection? Building a better centre for the NHS**

The abolition of NHS England marks the biggest restructure of the health service's command structure for over a decade. This report looks at the opportunities and risks involved.

Nuffield Trust, Mark Dayan et al, 01 December 2025

Available from: [Abolished to perfection? Building a better centre for the NHS | Nuffield Trust](#)



## **Delayed Discharges from Hospital: Comparing performance this year and last**

The Health Foundation, George Stevenson et al, 14 December 2025

Available from: [Delayed discharges from hospital: comparing performance this year and last - The Health Foundation](#)

## **Independent Investigation into Maternity and Neonatal Services in England – Reflections and Initial Impressions**

A summary of the reflections of the Chair of the investigation.

National Maternity and Neonatal Investigation, Baroness Amos, 9 December 2025,

Available from: [Independent Investigation into Maternity and Neonatal Services in England - Reflections and Initial Impressions - National Maternity and Neonatal Investigation](#)

## **The contractual Mechanisms to Deliver a Neighbourhood health Service: Considerations for NHS Leaders**

How the contractual mechanisms can evolve, their purpose and core principles to guide policy development on multi-neighbourhood provider contracts.

NHS Confederation, 4 December 2025, Jack Sansum

Available from: [The contractual mechanisms to deliver a neighbourhood health service | NHS Confederation](#)

## **Understanding Ethnicity Data Gaps**

Report identifying barriers to the collection, availability and use of quality ethnicity data and opportunities and best practice to overcome these barriers.

Race Equality Foundation, Jabeer Butt and Halima Cooper Stubbs, December 2025

Available from: [Understanding ethnicity data gaps - Race Equality Foundation](#)

## **DHSC annual report and accounts: 2024 to 2025**

Overviews of the DHSC's resources and how it has used them to fulfil its statutory functions during the financial year 2024 to 2025.

Department for Health and Social Care, 2025

Available from: [DHSC annual report and accounts: 2024 to 2025 - GOV.UK](#)

## **HIV Action Plan for England, 2025 to 2030**

How the government will reach its ambition of ending new HIV transmissions by 2030.

Department for Health and Social Care 1 December 2025

Available from: [HIV Action Plan for England, 2025 to 2030 - GOV.UK](#)

## **Principles for providing patient care in corridors**

Guidance to support point of care staff in delivering the safest and highest quality care possible when corridor care has been deemed unavoidable.

NHS England, 11 December 2025

Available from: [NHS England » Principles for providing patient care in corridors](#)



## **Reframing the NHS Friends and Family Test (FFT) Report**

A report exploring the FFT Report and reforms required to improve impact and value for money.

Picker, 4<sup>th</sup> December 2025

Available from: [Reforming the NHS Friends and Family Test \(FFT\) Report - Picker](#)

## **Chief Medical Officer's Annual Report 2025: Infections**

Annual report considering trends, successes and challenges in preventing and treating infectious diseases.

Department for Health and Social Care, 4 December 2025

Available from: [Chief Medical Officer's annual report 2025: infections - GOV.UK](#)

## **Caring Together: a joint vision for the future of cooperation between adult social care and the NHS**

A shared vision of what is possible today and what could become possible in the future, at the interface between adult social care and the NHS.

NHS Confederation, 18 December 2025

Available from: [Caring together | NHS Confederation](#)

## **Safety Culture in the NHS**

Use of data from the NHS Survey to look at Safety Culture in the NHS.

Nuffield Trust, 18 December 2025

Available from: [Safety culture in the NHS | Nuffield Trust](#)

## **Patient experience: do patients have confidence and trust in clinicians?**

A look at how confidence and trust in clinicians has changed over time.

Nuffield Trust, 18 December 2025

Available from: [Patient experience: do patients have confidence and trust in clinicians? | Nuffield Trust](#)

## **New report urges trauma-informed support to improve mental health**

Specialised support that recognises the trauma experienced by most people in prison is critical to improving mental health and rehabilitation, according to a new report from Centre for Mental Health.

National Health Executive, 10 December 2025

Available from: [New report urges trauma-informed support to improve mental health | UK Healthcare News](#)

## **Blogs**

### **From Strength to Strength – the National Deaf and Hard of Hearing NHS Staff Network**

Insights on how this network supports deaf and hard of hearing staff from across the NHS.

NHS Employers, Matthew James, 11 December 2025.



Available from: [From strength to strength - the National Deaf and Hard of Hearing NHS Staff Network | NHS Employers](#)

### **Holding the NHS to account for wasteful use of resources**

The Kings Fund, Chris Naylor, 12 December 2025

Available from: [Holding The NHS To Account For Wasteful Use Of Resources | The King's Fund](#)

### **NHS Restructures are eroding digital leadership at the worst possible time**

Digitalhealth, 15 December 2025

Available from: [NHS restructures are eroding digital leadership at the worst possible time](#)

### **Will scrapping the two child limit have an impact on the health of children?**

The Nuffield Trust, Dr Douglas Hargreaves et al, 16 December 2025

Available from: [Will scrapping the two-child limit have an impact on the health of children? | Nuffield Trust](#)

### **How Healthy are Gen Z?**

The Government wants Gen Alpha to be the healthiest generation ever, but what about Gen Z?

The Kings Fund, Danielle Jeffries, 16 December 2025

Available from: [How Healthy Are Gen Z? | The King's Fund](#)

## **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 14<sup>th</sup> 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](#)



## Training Dates

**Library and Knowledge Services Training Dates – please email [ulth.clinical.librarian@nhs.net](mailto:ulth.clinical.librarian@nhs.net) to book a place on any of our upcoming training sessions.**

### **Getting the best out of your OpenAthens Account**

- Monday 12th January 12:30pm - 1:15pm
- Friday 23rd January 9:30am - 10:20am
- Thursday 29th January 1:00pm - 1:50pm
- 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**

- Friday 23rd January 2:00pm - 3:30pm
- Monday 9th February 10:30am - 12:00pm
- Tuesday 17th March 2:30pm - 4:00pm

### **Publishing for Beginners**

- Tuesday 13th January 2026, 2:00pm - 3:00pm
- Tuesday 10th February 2026, 2:00pm - 3:00pm
- Tuesday 10th March 2026, 2:00pm - 3:00pm

### **Introduction to Research Metrics**

- Thursday 15th January 2026, 2:00pm - 3:00pm
- 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](#)