Health Management Bulletin

July 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

Hospital of the Future, Hospital as a service, not a building
A rethink of the current model of the NHS
Re:State, Beacon, Semark, Conway May 2025

Digital Tools should enhance – not diminish – our ability to care for patients
Inclusive leadership to make digital transformation feel less enforced.
Nursing Times, Janet Dodd, 2 June 2025

Physician associates: Direct instruction is a more appropriate term than supervision
Following renewed debate on what constitutes adequate supervision for NHS clinical staff. This article looks at the ambiguity around the term and what is adequate.
BMJ 2025;389:r1096 doi.org/10.1136/bmj.r1096, Asif Qasim,29 May 2025

Is secure messaging an effective tool for inpatient communication?
A review of secure messaging platforms and do they enhance or disrupt workflows and in turn patient care.
Journal of Hospital Medicine, DOI: 10.1002/jhm.70090, 15 May 25

Why and how academic medicine must champion diversity, equity, inclusion and accessibility
Following President Trump's launch of a series of executive actions to dismantle diversity, equity and inclusion, a look at why these actions are harmful.
The Lancet, Salles, Arghavan et al. Vol 405, Issue 10494, 2033-2036

Burnout Prevention in the nursing profession
A reflection on burnout in nurses being associated with the concept of "moral distress".
BJ of Community Nursing 2 June 2025 30(6):260-262. doi: 10.12968/bjcn.2025.0091. PMID: 40454983.

The dangers of fatigue in the healthcare setting
A reflection on the findings of the latest Health Services Safety Investigations Body's report.
CSJ June 2025, Vol 24, Issue 6

Five Step approach to repurposing council space
This report argues that repurposing existing vacant local authority properties for healthcare, provides a solution which helps both financially challenged councils and the NHS.
I-HEEM Health Estate Journal, June 2025, Vol 79, Issue 06

Why medical equipment governance can't be ignored
An insight into the hidden threats in healthcare, arising from the misuse or failure of medical equipment.
CSJ Vol 24, Issue 6, June 2025

Mental Health: delivering the three shifts
The NHS has worked hard to meet the increasing demands on mental health care with services facing considerable pressure and challenges to consistently deliver high-quality, safe care.
NHS Providers, 5 June 2025
Available from: [Mental Health: delivering the three shifts](#)

Supporting the future community workforce: perceptions from undergraduate student nurses
Student nurses must be included in workforce planning to support preventative and proactive care and to replenish an aging workforce in the community setting.
BRJ Community Nursing 2025 2 June 2025 ;30(6):286-291. doi: 10.12968/bjcn.2024.0137. PMID: 40454986.

State of the world's nursing report 2025
The most comprehensive and up-to-date analysis of the nursing workforce.
World Health Organisation, 12 May 2025
Available from: [State of the world's nursing report 2025](#)

Access to new medicines in the English NHS
Explanation of the process that decides whether NHS England will pay for patients to receive new medicines.
The Kings Fund, 28 May 2025
Available from: [Access To New Medicines In The English NHS | The King's Fund](#)

Investment and upskilling line managers
Investing in the long-term retention of staff
NHS Employers, 2 June 2025
Available from: [Investment and upskilling line managers | NHS Employers](#)

Suspected Sepsis: recognition, assessment and early management (update)
Draft guidance consultation
NICE
Partial update, expected publication date of full report, 19 November 2025
Available from: [Project information | Suspected sepsis: recognition, diagnosis and early management | Guidance | NICE](#)

Delivery plan for recovering urgent and emergency care services
Full summary of the Plan
NHS Providers, 6 June 2025
Available from: [Delivery plan for recovering urgent and emergency care services](#)

Board buy in to support the rising cost of living
Board-level support for cost-of-living strategies is essential in helping deliver the aims of the NHS Long Term Workforce Plan.
NHS Employers, 2 June 2025
Available from: [Board buy in to support the rising cost of living | NHS Employers](#)

Cost of living support: data-driven approach
An example of a data-driven and evidence-based approach to support the financial welfare of the workforce.
NHS Employers, 2 June 2025
Available from: [Cost-of-living support: data-driven approach | NHS Employers](#)

Record Breaking NHS Progress: Waiting lists shrink as staff deliver millions of treatments
The NHS waiting list has fallen to its lowest level in two years, the first April drop since 2008 (excluding the first year of the pandemic).
NHE 16th June 2025
Available from: [Record-Breaking NHS Progress: Waiting Lists Shrink as Staff Deliver Millions of Treatments | UK Healthcare News](#)

How could regulation of NHS Managers work – and will it happen?
An exploration of the proposals and pit falls
BMJ 2025;389:r1019, Samir Jeraji, 11 June 2025

Spending review leaves a greater need for clarity on healthcare priorities
BMJ 2025;389:r1223
Available from: [Spending review leaves a greater need for clarity on healthcare priorities | The BMJ](#)

Creating health system citizens: enhanced professional identity formation through a para-curricular distinction track in health systems transformation and leadership
As healthcare systems grow increasingly complex, medical education must evolve to prepare future physicians to navigate and improve the environments in which they practice.
BMC Medical Education, Lawson et al, 2025 25:703

The complex process of developing an NHS patient safety culture
The answer will depend on who you ask.
British Journal of Nursing, John Tingle, 2025;34(9):488-490

News

NHS ten-year health plan: turning a vision into reality through prevention
To achieve the move from a sickness-based service to a wellness service the NHS must see prevention as an investment not a cost.
NHS Confederation, Neale Belson, 3 June 2025
Available from: NHS ten-year health plan: turning a vision into reality through prevention | NHS Confederation

NHS England sounds warning over translation apps
Warning over accuracy and the potential impact on patient safety.
UK Authority, 4 June 2025
Available from: NHS England sounds warning over translation apps | UKAuthority

Engineering Council launches new "higher-risk" building standard
New UK Standard for Professional Engineering Competence and Commitment contextualised for Highter Risk Buildings (UK-SPEC-HRB)
I-HEEM Health Estate Journal, June 2025 Vol 89, Issue 6

Letter to Keir Starmer, calling for an end to the shame of discharges from hospital to homelessness.
Pathway, 6 June 2025
Available from: One Thousand Healthcare and Homelessness Workers Send Letter To Keir Starmer, Calling for an End to the Shame of Discharges from Hospital to Homelessness – Pathway

Government pledges new ambulances and faster emergency care for patients next winter
The Government pledges a new package of investment and reforms
CSJ, 6 June 2025, Vol 24, Issue 6

Government plans to reform apprenticeships
New growth and skills levy will replace existing apprenticeship levy and removal of Level 7 apprenticeship funding.
NHS Employers, 6 June 2025
Available from: Government plans to reform apprenticeships | NHS Employers

All appropriate messages to be sent via NHS app within three years
Healthcare leader, Beth Gaunt, 09 June 25
Available from: All 'appropriate' messages to be sent via NHS App within three years - Healthcare Leader

Exploring the sustainability of virtual care interventions: A Scoping Review
Research highlighting the critical role of virtual care interventions and explores how these interventions can be sustained in the long term.
PLOS Digital Health, T Austin et al, 2025 doi.org/10.1371/journal.pdig.0000893
Available from: Exploring the sustainability of virtual care interventions: A scoping review | PLOS Digital Health

Resident doctors speak out: "Postgraduate training is outdated and unsustainable -it's a patient safety issue"
From a survey, one in four respondents actively dissatisfied with medical training, almost a third don't receive regular constructive feedback, only 17% think recruitment is fair, three in four want reform or abolition of rotational training.

Royal College of Physicians
Available from: Resident doctors speak out: 'Postgraduate training is outdated and unsustainable – it's a patient safety issue' | RCP

NHS England publishes national recruitment policy framework
Learn more about the new policy framework which recommends steps to removing barriers and widening access to NHS roles.
NHS Employers, 30 May 2025
Available from: NHS England publishes national recruitment policy framework | NHS Employers

Emergency workers to be better protected from racial abuse
Emergency workers will be better protected from violence and abuse when visiting homes as the government introduces new laws to support frontline staff.
Gov.uk 11 June 2025
Available from: Emergency workers to be better protected from racial abuse - GOV.UK

Country first for the NHS: Community healthcare Trust goes live in the NHS app
CLCH has become the first trust to enable patients to view their appointments in the NHS app.
Clinical Services Journal, 20 June 2025
Available from: [Country first for the NHS: community healthcare Trust goes live in NHS app](#)

Public Favours tiered system of access for single patient record
Research has found that the public do not want all health and care professionals to have full access to a single patient record and would prefer a tiered system of access.
Digital Health, 18 June 2025
Available from: [Public favours tiered system of access for single patient record](#)

New digital leaders forum launched
New digital forum launched to bring digital leaders from across the health and care system
NHS Confederation, 18 June 2025
Available from: [New digital leaders forum launched | NHS Confederation](#)

Patient death linked to cyber attack on NHS pathology provider
The first patient death linked to the cyber attack last year on NHS pathology system provider Synnovis has been confirmed.
Digital Health, 26 June 2025
Available from: [Patient death linked to cyber attack on NHS pathology provider](#)

DHSC to roll out national maternity dashboard to address failings
A new digital system will be rolled out to all maternity services by November 2025.
Digital Health, 24 June 2025
Available from: [DHSC to roll out national maternity dashboard to address failings](#)

Reports

High Impact Change Model: using data and intelligence for a whole system decision support
This change model is designed to support local health and social care team leaders to work together to embed and improve data-driven decision-making at all levels.
Local Government Association, June 2025
Available from: [High Impact Change Model: using data and intelligence for whole system decision support | Local Government Association](#)

NHS Key Statistics: England
Summary of NHS demand, performance, backlogs and capacity of services in England.
House of Commons Library, 30 May 2025
Available from: NHS key statistics: England - House of Commons Library

Implementing innovative flexible working to combat escalating demand on services
How Imperial College Healthcare NHS Trust used an innovative flexible working model to combat escalating demand for imaging diagnostic services.
NHS Employers, 29 May 2025
Available from: Implementing innovative flexible working to combat escalating demand on services | NHS Employers

Action needed on job evaluation outcomes for nursing and midwifery staff
NHS Staff council guidance to support the publication of updated profiles for nursing and midwifery
NHS Employers, 3 June 2025
Available from: Action needed on job evaluation outcomes for nursing and midwifery staff | NHS Employers

"Grounded Hope": understanding the perspective of chief people officers
Focusing on the future of work, this long read reflects the priority work NHS people leaders need to consider.
The King's Fund, Dr S Wallbank, 29 May 25
Available from: 'Grounded Hope': Understanding The Perspective Of Chief People Officers | The King's Fund

Urgent and emergency care plan 2025/26
NHS England, 6 June 2025
Available from: NHS England » Urgent and emergency care plan 2025/26

More ICBs announce clustering plans
Current planning assumptions are that Derby and Derbyshire, Nottingham and Nottinghamshire and Lincolnshire ICBs will cluster together to develop shared teams and operating models.
Healthcare Leader, Beth Gault, 5 June 2025
More ICBs announce clustering plans - Healthcare Leader

Evaluation of the Better Care Fund Support Programme 2023 to 2025
DHSC, 29 May 2025
Available from: Evaluation of the Better Care Fund Support Programme 2023 to 2025 - GOV.UK

Government to invest up to £10bn to bring NHS "into the digital age"
The Chancellor has announced the government will invest in NHS technology and digital transformation to bring the health system into the digital age.
Digital Health, 11 June 2025
Available from**:** [Government to invest up to £10bn to bring NHS 'into the digital age'](#)

Scaling AI in healthcare
The challenge often isn't whether AI works, it's how to scale it effectively.
NHS Confederation, 6 June 2025
Available from: [Scaling AI in healthcare | NHS Confederation](#)

The Month
First edition of a new publication taking an in-depth look at key priorities
NHS England, June 2025
Available from: [NHS England » The Month – June 2025](#)

Has the Time finally come for community health services?
The Community Network unpacks what's needed to realise the ambition of delivering care closer to home
NHS Confederation, 24 June 2025
Available from [Has the time finally come for community health services? | NHS Confederation](#)

Guidance to help regulators use new powers to protect the public
Regulators will have new powers to use a less adversarial and quicker "accepted outcomes" process for dealing with complaints about healthcare professionals.
Professional Standards Authority 24 June 2025
Available from: [The PSA publishes guidance to help regulators use new powers to protect the public | PSA](#)

Rise in senior NHS minority representation but inequalities still persist
The latest NHS workforce race equality standard report revealed that 1 in 8 senior NHS managers are not from black and minority ethnic backgrounds, a significant step forward, but one that highlights persistent inequalities in recruitment and career progression.
NHE, 26 June 2025
Available from: [Rise in senior NHS minority representation, but inequalities persist | UK Healthcare News](#)

Blogs

Fostering the digital health tech revolution
Discussion on how NICE is transforming to ensure more digital health technologies are adopted by the NHS.
NICE, Dr Sarah Byron, 3 June 2025
Available from: [Fostering the digital health tech revolution | NICE](#)

Desire paths: What might a landscaper see in the health system?
Kings Fund, Luca Tiratelli, 30 May 2025
When the design of "paths" don't match up with what people actually want.
Available from: Desire Paths: What Might A Landscaper See In The Health System? | The King's Fund

What's it like getting care when you don't have much money?
Why it is harder for people who earn less money to access NHS services
Healthwatch UK, June 2012
Available from: What's it like getting care when you don't have much money? | Healthwatch

Ambient voice technologies in the NHS: all talk?
Is it time to shout the benefits, or do we need to consider how to unlock the long-term benefits first.
The Health Foundation, Lydia Ragoonanan, 10 June 2025
Available from: Ambient voice technologies in the NHS: all talk? - The Health Foundation

Spending review leaves a greater need for clarity on healthcare priorities
BMJ 2025;389:r1223
Available from: Spending review leaves a greater need for clarity on healthcare priorities | The BMJ

How accessible is your healthcare?
Accessibility for people who have sensory impairment or a learning disability.
Healthwatch, 5 June 2025
Available from: How accessible is your healthcare?

Podcasts

How challenging is it to access NHS care?
Evidence on the current state of health care access and how things might change
BBC Sounds, You and Yours, 3 June 2025
Available from: You and Yours - Call You & Yours: Private Healthcare - BBC Sounds

How future ICBs will affect primary and secondary care
The budget cuts to ICBS are a shock to many across the healthcare system, but also an opportunity for leaders to implement changes in the fundamental structures of primary and secondary care.
NHS Confederation, Rory Deighton ad Ruth Ranking, 29 May 2025
Available from: How future ICBs will affect primary and secondary care | NHS Confederation

T Level system strategy: Conversations with integrated care systems
NHS Employers. 30 May 2025
Available from: T Level system strategy: conversations with integrated care systems | NHS Employers

The Provider Podcast – The Digital Shift
The role of a senior leader in delivering digital products and services, even with little hands-on experience in this area or limited knowledge of technology
NHS Providers: 12 June 2025
Available from: The Provider Podcast - The Digital Shift

How to resource improvement and transformation
NHS Confederation, 26 June 2025
Available from: How to resource improvement and transformation | NHS Confederation

The Provider Podcast – How to prepare for a Cyber Attack
NHS Providers, 19 June 2024
Available from: The Provider Podcast - How to prepare for a cyber attack