



# Health Management Bulletin

## June 2025

**The aim of this current awareness bulletin is to provide a digest of recent guidelines, reports, research and best practice on Health Management**

If you would like to request any of the articles included in this bulletin or to be added/unsubscribed to/from the distribution list, please contact:

[ulth.library.pilgrim@nhs.net](mailto:ulth.library.pilgrim@nhs.net)

For more information on Library and Knowledge Services please go to:

[www.nhslincslibrary.uk](http://www.nhslincslibrary.uk)

### Articles

#### **Money and carbon saving benefits for OUH project**

Description of a well-executed major decarbonisation project, at two of OUH NHS Trust's hospitals as part of the Public Sector Decarbonisation Scheme (PSDS).  
IHEEM Health Estate Journal April 2025, Vol 79, Issue 04

#### **Flexible hospital design key for future pandemics**

Study of 257 hospitals in Japan into some of the key infrastructural and other adaptations made to address a surge in patient numbers during the Covid 19 pandemic.

IHEEM Health Estate Journal May 2025, Vol 79, Issue 05

#### **Promoting just culture in nursing education: A systematic integrative review on enhancing patient safety**

A report looking at identifying and exploring the concept of "Just culture" within nursing education.

Nurse Education Today 152 (2025) 106776

#### **Career pathways taken by female healthcare leaders: a qualitative study**

Women are underrepresented in senior leadership positions, despite comprising over three quarters of the NHS workforce. An exploration of approaches to career progression among female healthcare leaders.

British Journal of Healthcare and Management, 2025

#### **Changing minds, saving lives: how training psychological safety transforms healthcare**

A quality improvement report following a study of psychological safety and how to systematically cultivate it at scale.

BMJ Open Quality, Vol 14, Issue 2, 2 May 2025



**Diverging paths: How other countries have designed and implemented assisted dying**

An in-depth analysis offering evidence from a wide range of contexts to further inform the debate.

Nuffield Trust, 9 May 2025

Available from: [Diverging paths: How other countries have designed and implemented assisted dying | Nuffield Trust](#)

**Freedom to Speak Up – Guidance for Managers**

Guidance and resources for managers who are supporting staff to speak up  
NHS Employers, May 2025

Available from: [Freedom to speak up - guidance for managers | NHS Employers](#)

**More than just hype: how emerging AI use is assisting health and social care**

An exploration of some of the ways that artificial intelligence is currently being developed, tested and used within the NHS and social care.

The Kings Fund, Pritesh Mistry 16 May 2025

Available from: [More than just hype: how emerging AI use is assisting health and social care | The King's Fund](#)

**Team emotional intelligence matters for hospitalists: Unlocking a key driver for performance, learning and well-being.**

An exploration of emotional intelligence within a team, critical for enhancing team effectiveness.

Journal of Hospital Medicine, Justin J. Choi, DOI: 10.1002/jhm.70082, 28 May 2025

**Improving clinical and co-ordination of care for people with multiple long-term conditions**

A project looking at the clinical co-ordination of people with multiple long-term conditions as part of a wider holistic approach.

The Kings Fund, Fenney, Gowar, Baird and Scott, 22 May 2025

Available from: [Improving Clinical Coordination Of Multiple Long-Term Conditions | The King's Fund](#)

**Improvement Framework: Community language translation and interpreting services**

Framework designed to support the provision of consistent, high quality community language translation and interpreting services.

NHS England, 27 May 2025

[NHS England » Improvement framework: community language translation and interpreting services](#)



## News

### **Researchers pilot AI model to predict future health outcomes**

De-identified NHS data from 57 million people in England is being used to train a generative AI model capable of predicting future health outcomes

Digital health, 8 May 2025

Available from: [Researchers pilot AI model to predict future health outcomes](#)

### **NHS SBS takes workforce consultancy to digital platform**

NHS SBS has integrated its workforce consultancy service with a digital engagement platform ImproveWell.

Uk Authority, Mark Say, 15 May 2025

Available from: [NHS SBS takes workforce consultancy to digital platform | UKAuthority](#)

### **Model ICB Blueprint**

Summary of the blueprint document highlighting the aspects most relevant to Trusts.

NHS Providers, 8 May 2025

Available from: [Model ICB Blueprint](#)

### **NHS Suppliers urged to sign cyber security best practice charter**

Suppliers have been urged to sign to show their commitment to being trusted and secure partners to the health system.

Digital Health, Jordon Sollof, 16 May 2025

Available from: [NHS suppliers urged to sign cyber security best practice charter](#)

### **NHS Leaders face both Carrot and stick in new performance drive**

NHS leaders will face new performance-based pay system with bonuses for improved patient care and penalties for failing trust executives.

Department of Health and Social Care, May 2025

Available from: [NHS leaders face both 'carrot and stick' in new performance drive - GOV.UK](#)

### **NHS Employers responds to survey findings on mental health of NHS staff**

Findings reinforce the importance of providing the fundamentals to staff when it comes to their wellbeing.

NHS Employers, 8 May 2025

Available from: [NHS Employers responds to survey findings on the mental health of NHS staff](#)

### **“Lessons can be learned” from DHSC cyber progress, says PAC**

A PAC report published on 9<sup>th</sup> May 2025 points to steps taken by DHSC to shore up cyber security in health and social care.

Digital Health, Owen Huges, 22 May 2025

Available from: [‘Lessons can be learned’ from DHSC cyber progress, says PAC](#)



### **Rapid evaluation in health care 2025: watch the sessions**

Session recordings from the Rapid Evaluation Conference, organised by the Nuffield Trust and the Health Foundation's Improvement Analytic Unit. Exploring how health and care can make the most of the shift to digital.

Nuffield Trust, 14 May 2025

Available from: [Rapid evaluation in health care 2025 | Nuffield Trust](#)

### **Health leaders reject law change that would give clinicians power to detain people in mental health crisis.**

The Mental Health Bill for England and Wales, currently going through parliament, was recently amended to transfer the power to detain and restrain people in crisis to health professionals.

BMJ 2025;389:r1085, Adrian O'Dowd

### **Two NHS trusts affected by cyber attack on mobile phone software**

NHS England investigating a cyber incident at UCLH and Southampton NHS Foundation Trust

Digital Health, 29 May 2025

Available from: [Two NHS trusts affected by cyber attack on mobile phone software](#)

### **National Quality Board Position Statement: Remaining focused on quality on times of change and financial challenge**

NHS England, 27 May 2025

Available from: [NHS England » National Quality Board position statement: remaining focused on quality in times of change and financial challenge](#)

## **Reports**

### **Digitising the NHS and adult social care**

With high hopes that that technology can help tackle the challenges the NHS faces and meet ambitious productivity targets, this report looks at what is required to achieve digitalisation.

The Health Foundation, T Hardie, J Hall, K Fozzard, A Watt. 08.05.25

Available from: <https://www.health.org.uk/reports-and-analysis/analysis/digitising-the-nhs-and-adult-social-care-what-could-it-cost>

### **Reconciling security and care in digital medicine**

The gaps between established security protocols and the daily reality of care practices.

Carboni, C., Brightwell, C., Halpern, O. *et al.* Reconciling security and care in digital medicine. *npj Digit. Med.* **8**, 261 (2025).

### **Place-based partnerships: Challenges and Opportunities**

Place-based working seeks to bring stakeholders together to use common resources to plan and arrange services for populations according to needs and other local factors.

The Kings Fund April 2025 Shilpa Ross, Joni Jabbal, Nicola Blythe, CJ Nwasike



**Mental Health inpatient settings: Overarching report of investigations directed by the Secretary of State for Health and Social Care**  
Health Services Safety Investigations Body 13.05.25

**Staff surveys, hazardous substances and global views of safety**

John Tingle, Assoc Prof, Birmingham Law School, Uni of Birmingham, discusses several recently published safety reports  
British Journal of Nursing, Vol 34, Issue 8 P 403-526 Apr 2025

**Collaborating on the future health of Europe: building an EU-UK Health Protection Agreement.**

Exploring areas of collaboration, agreement and interoperability between the UK and EU to ensure population health is protected and improved.  
NHS Confederation, 13 May 2025.

Available from: [Collaborating on the future health of Europe | NHS Confederation](#)

**Can Incentive schemes improve and transform NHS Services?**

Financial incentives aimed at improving services have long been a staple of many healthcare systems.

The Health Foundation 16 May 2025

Available from: [Can incentive schemes improve and transform NHS services? - The Health Foundation](#)

**Change in action**

Cultural change initiatives, done, delivered and having a measurable impact on staff experience outcomes in NHS Organisations

NHS Employers, 2025

Available from: [Change in action | NHS Employers](#)

**How Much Should NHS Staff be Paid?**

In view of the 2025/26 review body report and government's response due shortly, a look at what is the right rate for jobs within the NHS?

The Health Foundation, 16 May 2025

Available From: [How much should NHS staff be paid? - The Health Foundation](#)

**Embracing neurodiversity in the workplace**

Guidance to help support neurodivergent colleagues in the workplace.

NHS Employers 19 May 2025

Available from: [Embracing neurodiversity in the workplace | NHS Employers](#)

**Adapting a workforce for the sustainable future**

Briefing showcasing how NHS Wales is adapting its workforce to ensure long-term sustainability.

NHS Confederation, 21 May 2025

Available From: [Adapting the workforce for a sustainable future | NHS Confederation](#)



### **A new operating model for health and care**

Report describing how bodies operating at the health and care system's five geographical scales could work together to achieve a more integrated health care model.

NHS Confederation, A Bliss, May 2025

Available from: [A-new-operating-model-for-health-and-care-2025.pdf](#)

### **Review into the operational effectiveness of the Care Quality Commission**

Easy Read of the final findings and recommendations of the review

Gov.uk, 16 May 2025

Available from: [Review into the operational effectiveness of the Care Quality Commission \(easy read\) - GOV.UK](#)

### **Reducing NHS patient stay from days to minutes**

UHDB has been leading the way in demonstrating the effectiveness of SDEC.

NHS Confederation, 27 May 2025

Available from: [Reducing NHS patient stay from days to minutes | NHS Confederation](#)

## **Blogs**

### **The extent and impact of inaccurate NHS patient records**

Accurate patient medical records are crucial to delivering effective and efficient care.

Healthwatch, May 2025

Available from: [The extent and impact of inaccurate NHS patient records | Healthwatch](#)

### **Culture more important than ever at a time of transformation**

Highlighting the importance of culture at a time of NHS transformation.

NHS Providers, I Brown and L Turner, 16 May 2025

Available from: [Culture more important than ever at a time of transformation](#)

### **A recipe for reform: a commission to drive long-term NHS productivity growth**

The Health Foundation, P Krugman 09.05.25

Available from: <https://www.health.org.uk/features-and-opinion/blogs/a-recipe-for-reform-a-commission-to-drive-long-term-nhs-productivity>

### **Health Inequalities: impatient for change from a government committed to tackling them.**

The Kings Fund May 2025 David Buck

Available from: [Health Inequalities: Impatient For Change From A Government Committed To Tackling Them | The King's Fund](#)



**Delayed Discharges: why it's hard to say how many are due to social care capacity**

The Kings Fund, 21 May 2025

Available from: [Delayed Discharges: Why It's Hard To Say How Many Are Due To Social Care Capacity | The King's Fund](#)

**Podcasts**

**The New ICB Blueprint, what is the future of system working**

Health on the Line with Matthew Taylor.

NHS Confederation, May 2025

Available from: [The new ICB blueprint: what's the future of system working? | NHS Confederation](#)

**Mobilising change in the NHS**

Hosted by Penny Pereira and Matthew Taylor

NHS Confederation, 22 May 2025

Available from: [Mobilising change in the NHS | NHS Confederation](#)