



Health Management Bulletin

October 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

NHS reliant on beds in the independent sector for mental health care

This article examines the long-term focus in mental health policy on moving care out of hospitals and into the community.

The Kings Fund, Helen Gilbert, 29 August 2025

Available from: [NHS Reliance On Beds In Independent Sector For Mental Health Care | The King's Fund](#)

Resident Doctors: NHS issues 10-point plan to tackle “unacceptable” working conditions

This article discusses the 10-point plan and is this too little too late.

BMJ 2025;390:r1848 <http://doi.org/10.1136/bmj.r1848> Published:2 September 25

New Procurement Act sowing “seeds of activity”

Approaching 200 days since the post “go-live” marker of the Procurement Act 2023 – Insights into some major developments and key “take-aways”.

IHEEM Health Estates Journal, Vol 79, Issue 08, page 29 September 2025

Architects at the heart of NHS decarbonisation

How architects can assist NHS trusts in developing and implementing net zero carbon strategies.

IHEEM Health Estates Journal, Vol 79, Issue 08, page 43, September 2025

Use of an Immersive Virtual Reality Application to Education Medical Students in Patient Handover: Pilot Study

This study aimed to assess the effectiveness and user engagement of the first-time use of supplementary handover training in virtual reality (VR) for medical students as an addition to an existing curriculum.

JMIR Serious Games, Laura Isabel Hanke et al, JMIR Serious Games 2025, vol. 13, e73907



Cybersecurity must be treated as a clinical priority by the NHS

Cyberattacks don't just disrupt systems; they disrupt lives. As their complexity grows, so does the potential for patient safety incidents.

HSJ, Nicola Mortali, 8 September 2025

Available from: [Cybersecurity must be treated as a clinical priority by the NHS | HSJ Partners | Health Service Journal](#)

NHS Managers will make or break the 10-Year Plan

Managers make up between 2-3% of the NHS workforce, compared to nearly 9% across the wider UK workforce. This article looks at what skills Managers need to be successful.

National Health Executive, Ann Francke OBE, Issue 105, page 36

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

Martha's Rule now available in every acute hospital in England

The NHS has announced that Martha's Rule is now available in all 210 acute hospitals in England.

National Health Executive: Dan Benn, 4 September 2025

Available from: [Martha's Rule now available in every acute hospital in England | UK Healthcare News](#)

Designing men's health policy: the 5R framework

A 5R framework proposed to address the gendered health inequalities for men.

The Lancet, Prof Paul M Galdas et al, 11 September 2025

Screening tools used by paediatric healthcare providers to identify child maltreatment by parents or caregivers: a systematic review

An evaluation of the reliability and validity of screening tools. Particularly for use in early childhood or neonatal care.

BMJ Open, Vol 15, Issue 8, Josefine Ejnell Bjursell, 2025

Available from: [Screening tools used by paediatric healthcare providers to identify child maltreatment by parents or caregivers: a systematic review | BMJ Open](#)

Men's mental health: we need systems, not symbols

The UK Government is currently developing the country's first national strategy on men's mental health. Despite broad recognition of the problem, public health responses remain superficial.

The Lancet Public Health, David Francis Hunt, et al, Volume 10, Issue 10, e809 - e810

How ICSs are supporting the wider economy – four case studies

Stories from four systems on their impact on the wider economy

NHS Confederation, 8 September 2025

Available from: [How ICSs are supporting the wider economy - four case studies | NHS Confederation](#)



The Role of Not-For-Profit Organisations in Healthcare Delivery

A recent study by the Leverhulme Centre on not-for-profit organisations' involvement in the NHS showed that only 1% of NHS funds went to these entities. National Health Executive, Glenn Smith, Issue 105

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

Breaking the cycle: Preventing workplace violence against healthcare workers

This article reviews two recently published efforts. Sahota et al. implemented a specialized team and leveraged individualized care plans for high-risk patients, while Littlefield et al. took a policy-driven approach, enabling administrative discharge of disruptive patients.

Society of Hospital Medicine, Christina T VO et al, 21 September 2025
doi.org/10.1002/jhm.70167

Available from: [Breaking the cycle: Preventing workplace violence against healthcare workers - Vo - Journal of Hospital Medicine - Wiley Online Library](#)

Digital tool reduces paediatric prescribing errors by over 80%

A new study has revealed that Touchdose, a digital prescribing tool, has reduced paediatric medication errors by more than 80%, marking a major breakthrough in patient safety.

National Health Executive, 18 September 2025

Available from: [Digital tool reduces paediatric prescribing errors by over 80% | UK Healthcare News](#)

The model region blueprint: what you need to know

Summary and implications of the model region blueprint

NHS Confederation, Edward Jones and Joe Kiely, 11 September 2025

Available from: [The model region blueprint: what you need to know | NHS Confederation](#)

Barriers and enablers to making a complaint to a health or social care professional regulator

This research was commissioned to better understand the experiences of people who want to complain or who have complained and the potential barriers or enablers they may face.

Professional standards authority, 4 September 2025

Available from: [Barriers and enablers to making a complaint to a health or social care professional regulator | PSA](#)



Measuring health confidence: benefits to patients, clinicians and healthcare providers

This article uses Health Confidence Score which is a measure of patient's confidence and has four items covering their opinion of their health knowledge, ability to self-care, get help and participate in shared decision-making.

BMJ Open Quality 2025;14:e003134. doi:10.1136/ bmjoq-2024-003134, Tim Benson and Alex Benson, 2025

Available from: [Measuring health confidence: benefits to patients, clinicians and healthcare providers](#)

Supporting Black History Month 2025

October is Black History Month. This article details activities taking place and what action can be taken to improve race equality.

NHS Employers, 12 September 2025

Available from: [Supporting Black History Month 2025 | NHS Employers](#)

News

ICB clusters and mergers: What you need to know

Which ICBS are clustering and how this differs from merging.

NHS Confederation, Skeena Williamson, Verity Tether, 28 August 2025

Available from: [ICB clusters and mergers: what you need to know | NHS Confederation](#)

United Lincolnshire Teaching Hospitals signs contract with Mizaic

Contract signed for an Electronic Document Management System

Digital Health, Tammy Lovell, 27 August 2025

Available from: [United Lincolnshire Teaching Hospitals signs contract with Mizaic](#)

Lincolnshire Community and Hospitals NHS Group launches digital strategy to 2028

The strategy plans to address challenges such as increased demand for services and the intention to reduce the number of systems in use by 50% going forward.

Health Tech Newspaper, 27 August 2025

Available from: [Lincolnshire Community and Hospitals NHS Group launches digital strategy to 2028 – HTN Health Tech News](#)

Government puts nurses at heart of DNA testing and research

Government to create ground-breaking new genomics population health service, with nurses in leading roles.

Gov.uk, 28 August 2025

Available from: [Government puts nurses at heart of DNA testing and research - GOV.UK](#)



£42 Million planned for NHS digital weight management programme procurement

NHS England has announced plans to re-procure its national digital weight management programme.

Health Tech Newspaper, 4 September 2025

Available from: [£42 million planned for NHS digital weight management programme procurement – HTN Health Tech News](#)

Millions of people to benefit from healthcare on their doorstep

Government to roll out first neighbourhood health services in 43 places backed by £10 million.

Gov.Uk, DHSC, 9 September 2025

Available from: [Millions of people to benefit from healthcare on their doorstep - GOV.UK](#)

NHS App will provide parents with access to children's health records

NHS England is planning to add a new function to the NHS App to give parents access to their children's complete medical history.

UK Authority, Mark Say, 3 September 2025

Available from: [NHS App will provide parents with access to children's health records | UKAuthority](#)

NHS England issues guidance for trust boards on assessing capability including digital plans and system wide transformation

It sets out six areas to be assessed on an annual basis.

Health Tech Newspaper, 3 September 2025

Available from: [NHS England issues guidance for trust boards on assessing capability including digital plans and system wide transformation – HTN Health Tech News](#)

Government to combat flu outbreaks by removing red tape

The Government will remove red tape, allowing doctors and pharmacists to prescribe flu medicines year-round to reduce winter pressures and protect the NHS.

The Clinical Services Journal, 2 September 2025

eHealth literacy and NHS111 online: accessing urgent care

Millions of people in the UK do not go online or lack the skills to do so. Therefore, the push towards accessing care online may exacerbate health inequalities due to variations in eHealth literacy.

Nursing Times, Joanne Turnbull et al, 9 September 2025

Available from: [eHealth literacy and NHS 111 online: accessing urgent care | Nursing Times](#)



Medicine safety education added to school curriculum on World Patient safety Day

For the first time, medicine safety and side effect reporting are now part of the statutory Relationships, Sex and Health Education guidance for schools in England.

National Health Executive, 17 September 2025

Available from: [Medicine safety education added to school curriculum on World Patient Safety Day | UK Healthcare News](#)

Student nursing numbers rise for the first time since pandemic surge

The number of students taking up nursing degrees in England has risen for the first time since the post-pandemic surge in 2021.

NHS England, 13 September 2025

Available from: [NHS England » Student nursing numbers rise for first time since pandemic surge](#)

NHS struggling to keep up with demand

Sarah Scobie, Nuffield Trust Deputy Director, responds to the latest NHS performance data.

Nuffield Trust, Sarah Scobie, 11 September 2025

Available from: [NHS struggling to keep up with demand | Nuffield Trust](#)

NHS launches groundbreaking AI platform to transform screening and diagnosis

Millions of NHS patients could soon receive faster diagnoses and treatment as pioneering AI tools are tested on an unprecedented scale, thanks to a new cloud-based platform called AIR-SP.

National Health Executive, 23 September 2025

Available from: [NHS launches groundbreaking AI platform to transform screening and diagnosis | UK Healthcare News](#)

Jess's Rule rolled out across NHS to save lives

Patients across England will benefit from a new life saving patient safety initiative, Jess's Rule, which is being rolled out across the NHS on 23.09.25

National Health Executive, Dan Benn, 23 September 2025

Available from: [Jess's Rule rolled out across NHS to save lives | UK Healthcare News](#)

Urgent action needed to address inequalities in maternity outcomes for Black women says RCM

"Shocking inequalities in outcomes for Black women in maternity care must be addressed urgently", says the RCM following an inquiry and publication of a report by the House of Commons Health and Social Care Committee on Black Maternal Health.

Royal College of Midwives, Laura Hicks, 18 September 2025

Available from: [Urgent action needed to address inequalities in maternity outcomes for Black women says RCM - Royal College of Midwives](#)



Reports

Going Private 2025

This report examines public attitudes to private health care.

Independent Healthcare Provider Network, 2025

Available from: [Going Private 2025 Introduction - Independent Healthcare Provider Network](#)

Healthcare for older adults

Analysis of the results of the 2024 survey by The Health Foundation and the Commonwealth Fund, which surveyed older adults, (over 65), about their experience of using a range of health care services.

The Health Foundation, Ruth Thorlby et al, August 2025

Available from: [Health care for older adults | The Health Foundation](#)

Disability and Neurodivergence Survey Interim Findings

Key findings from a UK-wide survey of doctors and medical students who are disabled and/or neuro divergent and/or have a long-term health condition/s.

BMA, August 2025

Available from: [bma-disability-and-neurodivergence-survey-interim-findings-2025-1.pdf](#)

How much do NHS trusts spend on staff training, and how does this vary across trusts?

Institute for Fiscal Studies, Jamie Pender and Isable Stocklton, 28 August 2025

Available from: [How much do NHS trusts spend on staff training, and how does this vary across trusts? | Institute for Fiscal Studies](#)

Sexual safety charter assurance framework

The framework sets out the outcomes from each principle in the charter and lists actions that would assure their delivery. The actions are recommended best practice.

NHS England, updated 20 August 2025

Available from: [NHS England » Sexual safety charter assurance framework](#)

Planning Framework for the NHS in England

This framework is intended as a guide for local leaders responsible for shaping medium-term plans.

NHS England, 10 September 2025

Available from: [NHS England » Planning framework for the NHS in England](#)

Getting the basics right for resident doctors: 10 Point Plan

NHS England is setting out 10 ways in which we are improving resident doctors working conditions over the next 12 weeks.

NHS England, 29 August 2025

Available from: [NHS England » Getting the basics right for resident doctors: 10 Point Plan](#)



'Left in the dark' – one in five people affected by dementia get no support: the true impact of dementia laid bare

The Alzheimer's Society's lived experience survey captures the voices of almost 3,500 people affected by dementia.

Alzheimer's Society, 2 September 2025

Available from: ['Left in the dark' - One in five people affected by dementia get no support: the true impact of dementia laid bare | Alzheimer's Society](#)

Out Of Control - Assessing the Rise in Psychiatric and Neurodevelopmental Disorders amongst Children and Young People

This report identifies how poor incentives have driven overdiagnosis of mental ill health and neurodivergence in young people, stretching key public services to breaking point.

Policy Exchange, Zachary Marsh and Jean Andre Prager, 27 August 2025

Available from: [Policy Exchange - Out of Control](#)

Adult inpatient survey 2024

People were eligible to take part in the survey if they stayed in hospital for at least one night during November 2024, aged 16 or over.

Care Quality Commission, 9 September 2025

Available from: [Adult inpatient survey 2024 - Care Quality Commission](#)

Interventions for preventing falls in older people in care facilities (Review)

This is an update of a review on interventions in care facilities and hospitals.

Cochrane Library, SM Dyer et al, doi.org/10.1002%2F14651858.CD016064 2025

Operation automation: how to achieve productivity gains in the healthcare system

As clinical demand grows both in volume and complexity, health systems worldwide are searching for efficiency quick wins. Automation is one such innovation. From pharmacy to pathology, its potential is transformative, yet often overlooked.

Re:State, Florence Conway and Rosie Beacon, 17 September 2025

Available from: [Operation-automation-how-to-achieve-productivity-gains-in-the-healthcare-system.pdf](#)

National Health Service or National Safe Haven

The NHS is one of our most precious national institutions because it reflects the values at the heart of our society. Everyone contributes to our health service according to their means, and in return everyone is cared for according to their need. Break that model, and you weaken the social contract on which services like the NHS depend. This sobering report from Policy Exchange demonstrates why that principle is under threat.

Policy Exchange, Sam Wolfson, 15 September 2025

Available from: [National.Health.Service.or .National.Safe .Haven .pdf](#)



System Digital Leadership in the New World

This report captures insights from the session “Spotlight on ICSs: System Digital Leadership in the New World”, delivered at the Digital Health Summer School 2025.

Digital Health, ICS Digital Council, July 2025 Summer Schools – University of Warwick

Available from: [NHS10YP-Digital Leadership-Summer-School-Session.pdf](#)

Black Maternal Mental Health Project

This report centres on the lived experiences of Black mothers and highlights systematic barriers to quality, affordable mental healthcare.

Motherhood Group, 2025

Available from: [Black Maternal Mental Health Project - The Motherhood Group](#)

Reducing waste, adding value

A report of a roundtable, run by the HFMA and the Academy of Medical Royal Colleges, on waste reduction in the NHS.

Available from: [Reducing waste, adding value | HFMA](#)

UK 5-Year action plan for AMR: 1-Year Progress Report

An update on activities during the first year of the UK 5-year national action plan for antimicrobial resistance 2024 to 2029.

Gov.Uk, DHSC, 24 September 2025

Available from: [UK 5-year action plan for AMR: 1-year progress report - GOV.UK](#)

“Well-Led”: an evidence review

This report explores what it means to experience “well-led” care and support, drawing on the perspectives of people with lived experience and people working in health and social care.

Think Local Act Personal, September 2025

Available from: [‘Well-led’: an evidence review - TLAP](#)

Blogs

Does the NHS have too few staff or too many?

The King’s Fund, Siva Anandaciva, 2 September 2025

Available from: [Does The NHS Have Too Few Staff Or Too Many? | The King's Fund](#)

Unleashing the power of communities: why neighbourhood health must be neighbourhood-led not just neighbourhood-based

7 years ago, the community of Fleetwood bought their long-abandoned community hospital through a new charity. What has happened since offers a powerful vision for the future of neighbourhood health.

The Kings Fund, Minal Bakhai, Adam Lent, 9 September 2025



Available from: [Unleashing the power of communities: why neighbourhood health must be neighbourhood-led not just neighbourhood-based](#)

A prevention revolution – or another missed opportunity?

The UK's health is in trouble, and it's holding us back.

The King's Fund, Sarah Woolnough, Dr Jennifer Dixon DBE, 5 September 2025

Available from: [A Prevention Revolution Or Another Missed Opportunity? | The King's Fund](#)

Patient perception of physician attire: a systematic review update

This article aims to update and analyse patient perceptions of physician attire, focusing on its impact on the physician-patient relationship across different medical settings and specialities.

BMJ Open, Kim J et al, 2025;15:e100824. doi:10.1136/ bmjopen-2025-100824

Available from: [e100824.full.pdf](#)

We have a lot of valuable health data. Why is it so hard to use?

Every day, healthcare and health research systems around the world generate vast amounts of data that could profoundly transform how we manage public health and understand, prevent and treat diseases.

OECD, Clarisse Girot et al, 15 September 2025

Available from: [We have a lot of valuable health data. Why is it so hard to use?](#)

The GP workforce paradox: more trained GPs, fewer in NHS general practice

Successive governments have pledged to expand the number of GPs in England. On paper they have succeeded. However new research published in the BMJ reveals a troubling disconnect – more GPs are being trained, but proportionally fewer are working in General Practice.

The Health Foundation, Luisa Pettigrew and Jake Beech, 18 September 2015

Available from: [The GP workforce paradox: more trained GPs, fewer in NHS general practice - The Health Foundation](#)

What does it mean to have “good” and “bad” hospitals?

A look at what league tables can provide to patients.

The King's Fund, Danielle Jefferies, 8 September 2025

Available from: [What Does It Mean To Have 'Good' and 'Bad' Hospitals? | The King's Fund](#)

The 366 words that could reshape the NHS

The 10-year Health Plan is more than 60,000 words long, and just 366 of those are about integrated health organisations. IHOs have the potential to reshape the trust sector landscape, the role of providers and the relationships they have with their local partners.

NHS Providers, David Williams, 11 September 2025

Available from: [The 366 words that could reshape the NHS](#)



Podcasts

Innovating for Improvement

National Health Executive Podcast, EP59, Dr Penny Kechagioglou, 10 September 2025

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

NHS league tables: how do performance rankings impact NHS trusts?

NHS Confederation, 17 September 2025

Available from: [NHS league tables: how do performance rankings impact NHS trusts? | NHS Confederation](#)

Ambulance services: the canary in the coalmine for NHS pressures

NHS Confederation, 3 September 2025

Available from: [Ambulance services: the canary in the coalmine for NHS pressures | NHS Confederation](#)

The 10 Year Health Plan: from words to actions

Kings Fund, Andrew McCracken et al, 24 September 2025

Available from: [The 10 Year Health Plan: From Words To Action | The King's Fund](#)

Fab Stuff Podcast, Episode 10 Claire Murdoch

The first interview with Claire Murdoch, NHS England's outgoing mental health director, since she resigned earlier this month.

Fab Stuff, T Porrett, 21 September 2025

Available from: [Episode 10 - Claire Murdoch](#)