



HEALTH MANAGEMENT BULLETIN

3rd April 2025

Quality and Safety

- [Continuing healthcare previously unassessed periods of care](#)
DHSC/NHSE
Guidance setting out the principles and processes for addressing NHS continuing healthcare previously unassessed periods of care requests.
- [Unlocking potential: a bold vision for stroke care in England](#) **Stroke Association**
This report sets out a comprehensive, evidence-based approach to addressing the challenges and inequities in stroke care.
- [NHS England's management of elective care transformation programmes](#)
NAO
This report takes a closer look at NHSE's management of three elective care transformation programmes, what they have delivered to date and whether NHSE is learning lessons from its experience and applying this learning as it develops its future plans.
- [Report for the Thirlwall Inquiry: Analysis of questionnaires from 120 NHS trusts](#) **Nuffield Trust**
This report was commissioned by the Thirlwall Inquiry in January 2024 which was set up to events at the Countess of Chester Hospital and their implications following the trial, and subsequent convictions, of former neonatal nurse Lucy Letby. It compiles and presents the analysis of responses to a questionnaire that was sent by the Inquiry to all 120 NHS trusts with neonatal units in England.
- [12-lead electrocardiograms \(ECGs\) in ambulance services: paramedic education, training and competence](#) **HSSIB**
This report is intended for healthcare organisations, healthcare staff, policymakers, higher education institutions and the public to help improve patient safety in how 12-lead electrocardiograms (ECGs) are taught, obtained and interpreted by paramedics.
- [Developing opioid safety across a system](#) **SPS**
This resource supports healthcare professionals in taking actions to promote the safer use of opioids for chronic, non-cancer pain. It aims to equip healthcare professionals with insights, support, and shared learning, to address practice with opioids that may lead to harm.
- [Frontline NHS staff facing rise in physical violence](#) **NHSE**



1 in 7 NHS staff (14.38%) experienced physical violence from patients, their relatives or other members of the public in 2024, according to the latest annual NHS staff survey.

- **[The case for more nurses and allied health professionals \(AHPs\) working in older people's healthcare](#) British Geriatrics Society**
This report sets out the data that currently exists regarding nurses and AHPs working in older people's healthcare in England and suggests how this workplace could be better utilised to ensure that older people have access to the care they need, where and when they need it.
- **[The safety gap: safety & accessibility of medicines and medical devices for people with sensory impairment](#) Patient Safety Commissioner**
This Report presents the results of a short-term study to explore the challenges experienced by patients with visual and/or hearing impairment or loss (hereafter referred to as sensory impairment) in relation to their safe and effective access to and use of medicines (hereafter referred to as their medicine-related needs) and medical devices.
- **[Performance of the health service in England: Secretary of State for Health and Social Care annual report 2022 to 2023](#) DHSC**
The Secretary of State for Health and Social Care's assessment of the performance of the health and care service in England for 2022 to 2023.
- **[Duty of Candour: Frequently Asked Questions](#) Patient Safety Learning Hub**
These FAQs on the Duty of Candour were produced by the Patient Safety Management Network in collaboration with experts from the Care Quality Commission (CQC) and NHS Resolution, and address the most pressing concerns about Duty of Candour.
- **[Startling collapse in NHS satisfaction since pandemic, with just 1 in 5 satisfied](#) Nuffield Trust**
The results of the latest British Social Attitudes survey reveal that just one fifth of people in 2024 said they were satisfied with the way the NHS runs.
- **[Public satisfaction with the NHS and social care in 2024 \(BSA\)](#) King's Fund**
Just 1 in 5 people (21%) in 2024 said they were satisfied with the way the NHS runs.
- **[A strain on sight: waiting for NHS specialist eye care](#) Healthwatch England**
This report examines the results from a survey of over 1,000 people's experiences of currently or recently waiting for specialist eye care from August to September 2024.



- [Half a million appointments and operations saved by ending resident doctor strikes](#) **DHSC**

Ending doctor strikes saved 500,000 appointments and operations, and cut waiting lists by 193,000.

Service Improvement/Redesign

- [Shared leadership is crucial to integrating and maximising social prescribing in neighbourhood health](#) **King's Fund**

How can social prescribing benefit older people in need? Loreen Chikwira and Emily Cousins look at what can be learnt from a pilot project.

- [Provider collaboratives building capacity: Investing in community provision](#) **NHS Providers**

This report focuses on the role mental health provider collaboratives are playing to build capacity in local communities to enable the shift from hospital to community.

- [Integrated workforce thinking: Practical solutions to support integrated care systems \(ICSs\)](#) **NHS Employers**

This guide has been written to support employers in integrated workforce thinking, in line with delivering the ICS strategy.

- [What should national policy-makers do to make care closer to home a reality?](#) **King's Fund**

This long read focuses on the policy levers available to any government wishing to reform health and care **services**.

- [Impacts and benefits of provider collaboration at scale](#) **NHS Providers**

This report underlines that lessons can be learned from the successes of collaboration at scale and across systems to support the health service to deliver on the government's 'three shifts' for the NHS.

- [Health in the UK after Brexit: Moving apart or stuck together?](#) **Nuffield Trust**

This report provides updates based on data and legal analysis for the issues of medicines supply, the migration of staff, and procurement, where the new reality after exiting the single market continues to be linked to rapid change.

- [The reshaping of NHS national bodies has only just started. How will it finish?](#) **King's Fund**

Following the announcement that NHS England is to be abolished, Siva Anandaciva considers the implications and why at the moment there are more questions than answers.



- **[Core20PLUS Connectors Programme: sustainability leading to system change](#) Health Creation Alliance**
This is the final report from a research project undertaken by THCA for SCW that explored section 3 draws on the wider work of THCA to explain why connections within communities and between communities and services are important – both for community and population health and for supporting system change.

Information Management

- **[Guidance on patient digital notification of diagnostic imaging reports](#) NHSE**
Guidance that sets out a clear approach for NHS trusts to automatically release verified imaging reports directly and digitally to patients.

Finance

- **[Pioneers of reform: realising a new vision of ICB strategic commissioning](#) NHS Confederation**
This report seeks further understanding of what strategic commissioning is and proposes six shifts in the approach to commissioning that ICSs need to make to drive public service reform and ensure a sustainable health and care system for the future.
- **[Strategic commissioning: what does it mean?](#) NHS Confederation**
This briefing summarises the NHS Confederation's vision for strategic commissioning and its key features.
- **[An overview of NHS and local government funding for work, health and skills](#) NHS Confederation**
Exploring key funding available to the NHS and local government to support areas to integrate and build on existing work, health and skills support.
- **[The cost of racism: how ethnic health inequalities are standing in the way of growth](#) NHS Race & Health Observatory**
Racism affects not only people's health and well-being but their economic lives too. The broad costs of racism also include an unnecessary financial burden on the NHS and a cost to the economy according to a new paper released today by the NHS Race and Health Observatory.
- **[Lessons learned: private finance for infrastructure](#) NAO**
This report aims to support members of parliament, decision-makers across government and their advisers as they develop plans for new infrastructure and establish their preferred financing and funding models.



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- [What's the way forward with NHS cuts? \(audio\)](#) **NHS Confederation**
Amanda Sullivan and 'Foluke Ajayi on the challenges faced by ICB budget cuts and the winding down of NHS England.
 - [On the day briefing: Spring Statement 2025](#) **NHS Providers**
This briefing outlines the key policy announcements and an overview of the Office for Budget Responsibility's growth forecast for 2025, along with our press statement.
 - [Spring Statement 2025: what you need to know](#) **NHS Confederation**
Unpacking the headline points healthcare leaders need to be aware of in the 2025 Spring Statement.
 - [Is the left shift mission impossible?](#) **NHS Confederation**
Exploring one of the government's three shifts to create an NHS fit for the future.
 - [The NHS budget and how it has changed](#) **King's Fund**
What is the NHS budget and how is it funded? Find out in our nutshell.
 - [Economic analysis of NHS pharmaceutical services in England](#) **Frontier Economics**
This report was commissioned to develop an up to-date analysis of the financial circumstances of the NHS community pharmacy sector. The evidence collected for this report suggests that profitability and cashflow issues are affecting large portions of the sector.
 - [Bridging the gender pay gap](#) **NHS Employers**
An updated guide to support reporting and creating action plans to tackle your organisation's gender pay gap.
 - [Managing overseas visitors and migrant health charging: NHS trusts \(updated 31 March\)](#) **DHSC**
Information and resources for NHS trusts to help with the management and charging of overseas visitors and migrants.

People Management

- [Research reveals NHS overreliance on doctors from "red list" countries and renewed signs of widespread medicines shortages](#) **Nuffield Trust**
A new report from the Nuffield Trust tracks the impact leaving the EU is continuing to have on the NHS and its workforce. It finds that following Brexit, all UK countries have relied heavily on very high migration of health care staff from outside the EU – rather than training and retaining enough domestic workers to fill staffing gaps.



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- [**What does the NHS Staff Survey 2024 really tell us? King's Fund**](#)
Michael West and Sonya Wallbank take a deep dive into some of the findings from the NHS Staff Survey 2024.
 - [**Code of practice for international recruitment updated NHS Employers**](#)
Read about the updates to the code of practice for international recruitment.
 - [**Code of practice for the international recruitment of health and social care personnel \(updated 27th March\) DHSC**](#)
Sets out the principles and best practice benchmarks health and social care employers and recruitment agencies must follow to ensure effective, ethical international recruitment.

Climate

- [**Great British Energy to cut bills for hospitals and schools DHSC**](#)
Great British Energy's first project will put rooftop solar panels on 200 schools and 200 hospitals - cutting energy bills.

Public Health

- [**Cancer in the UK 2025: Socioeconomic deprivation Cancer Research UK**](#)
This report shows that cancer death rates are nearly 60% higher for people living in the most deprived areas of the UK compared with the least deprived.
- [**Centering Black voices in health equity Partnership for Black People's health**](#)
Partnership For Black People's Health is a community-led research project that engages Black African and Black Caribbean communities in research to reduce the widely recognised disproportionate burden of health inequalities they face in all areas of medicine and public health.
- [**Design codes for health and wellbeing Quality of Life Foundation**](#)
This document provides guidance to all of those involved in the design code process, and those interested in prioritising healthy placemaking principles within the built environment. As a reference guide, the document establishes a policy framework and baseline, before outlining specific principles that should be incorporated into the content of health-focussed design codes.
- [**Population-level policies on risk factors for dementia could reduce costs NIHR**](#)
Population-level interventions that target risk factors for dementia (such as high blood pressure, smoking and obesity) save money and give people extra years in good health, a modelling study found. They include, for example, legislation to reduce salt and sugar in food, or introduce low emission zones.



Communication

- [Delivery of patient letters: an opportunity to improve patient access and productivity NHS Providers](#)
This briefing will help NHS trusts to understand upcoming reforms, consider improvements to patient communications and optimise their use of available postal services.

Bulletins

- [SPS spotlight monthly digest – March 2025](#)

Annual Reports & Statistics

- [Review of data, statistics and research on sex and gender](#)
- [UKHSA annual report summarising latest infectious disease trends](#)
- [Top-line findings on smoking in England from the Smoking Toolkit Study](#)
- [NHS Activity Tracker – March 2025](#)

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