



HEALTH MANAGEMENT BULLETIN

16th October 2025

Quality and Safety

- [Investigating under the Patient Safety Incident Response Framework \(PSIRF\): sharing HSSIB learning for future development](#) **HSSIB**
This report shares learning and insights from HSSIB's education and investigation teams about patient safety incident investigation under the Patient Safety Incident Response Framework (PSIRF).
- [Rethinking pain: can a 'do with' approach prevent complex multiple conditions?](#) **King's Fund**
Adam Lent and Laura Finucane outline how an innovative project is exploring whether early pain intervention and a 'do with' approach can help prevent serious health conditions.
- [Right-touch regulation 2025](#) **Professional Standards Authority**
An updated version of *Right-touch regulation*.

HQIP

- [Respiratory care – clinical outcomes and outliers \(NRAP\)](#)
- [Neonatal care – summary report 2024 data \(NNAP\)](#)
- [Rheumatic diseases – State of the Nation 2025 \(NEIAA\)](#)
- [Inpatient falls – Stepping towards improvement \(NAIF/FFFAP\)](#)
- [Emergency laparotomy – tenth patient report \(NELA\)](#)
- [Blood sodium report \(Medical and Surgical Outcome Review/NCEPOD\)](#)
- [Prostate cancer – State of the Nation report \(NPCA/NATCAN\)](#)
- [Bowel cancer – State of the Nation report \(NBOCA/NATCAN\)](#)

Service Improvement/Redesign

- [Practical guide: Creating clinical capacity through digital pathways](#) **HTN**
Creating clinical capacity is a critical priority for the NHS. Isla Health has published a practical guide for NHS leaders and clinical teams. The paper details how digital pathways can streamline waiting list validation, scale remote monitoring, and improve efficiency.
- [Fixing social care: the six key problems and how to tackle them](#) **King's Fund**
Different people have different opinions about what's 'wrong' with social care and how to fix it. This long read outlines the six key issues and the options cited to tackle them.
- [Pride in Place: what you need to know](#) **NHS Confederation**



Summary and analysis of the government's flagship policy for community-driven local regeneration.

- [How will waiting times in community health services affect the shift towards neighbourhood health?](#) **Nuffield Trust**
Community services are under growing strain, with more than 1.1 million people waiting for care, and the steepest rise among children and young people. Focus to date has largely been on efforts to improve waits for hospital care, but as neighbourhood health services are rolled out, addressing pressures on community services will be essential if the 10 Year Plan 'hospital to community' shift is to become a reality.
- [Shifting from hospital to community: delivering the promise of integrated care closer to home](#) **RCP**
The Royal College of Physicians' (RCP) new clinical vice president Dr Hilary Williams explores the vital importance of integration, embedding medical specialist care and input, and better supporting patients to deliver the plan's hospital to community shift.
- [The neighbourhood health service risks becoming a conceptual muddle](#) **NHS Confederation**
A clear vision for implementation is key to moving the neighbourhood health service from rhetoric to reality.
- [People to Partners: Developing a unique approach for Northern Ireland](#) **NHS Confederation**
A roundtable report exploring the development of a unique approach to building a new relationship with the public in Northern Ireland.
- [Community-based glaucoma monitoring services \(case study\)](#) **NHS Confederation**
Addressing demand and capacity challenges in secondary care by monitoring low-risk cases in the community.
- [The interface at Mid and South Essex NHS FT \(case study\)](#) **NHS Confederation**
Bridging the gap between primary and secondary care teams to achieve more effective and streamlined services in Mid and South East Essex.
- [Reinventing FTs and creating IHOs: autonomy, accountability and flexibility](#) **NHS Providers**
This long-read summarises the 10-Year health plan's proposals for more autonomy, flexibilities and freedoms for providers, with in-depth feedback on the proposals.



Research and Innovation

- [**MHRA reforms and AI platforms halve clinical trial approval times**](#) **NHE**
The UK has significantly reduced the time it takes to approve clinical trials, cutting the average approval time from 91 days to just 41 days, thanks to major reforms at the Medicines and Healthcare products Regulatory Agency and the rollout of new digital platforms.
- [**£50 million boost for groundbreaking mental health research**](#)
DHSC/UKRI/DfSIT
People with mental health issues to benefit from groundbreaking research, backed by £50 million in **government funding**.
- [**New framework to modernise NHS IT Infrastructure launched**](#) **NHE**
NHS Shared Business Services has officially launched its Digital Workplace Solutions 2 framework agreement, a £2.5 billion initiative designed to help the NHS and wider public sector modernise IT infrastructure, transform workplaces, and drive future innovation.

Training and Development

- [**Nurse 'graduate guarantee': supply solution or short-term fix?**](#) **Health Foundation**
In late summer, the government announced a 'graduate guarantee' that promised a job for every newly qualified nurse or midwife in England. The Department of Health and Social Care (DHSC's) initiative is aimed at fixing an immediate problem – that these new graduates can struggle to find a job. But it also raises a much bigger question: what are the roles and limitations of government and the NHS in securing the future supply of nurses?
- [**How LED induction can support international medical graduates**](#) **NHS Employers**
Find out how Chelsea and Westminster Hospital NHS Foundation Trust invested in its LED workforce to improve the induction process.

Finance

- [**Reforming financial flows: lessons from systems**](#) **NHS Confederation**
Guidance, case studies and key principles to support designing and implementing new payment mechanisms, as set out in the 10 Year Health Plan.
- [**Investing in the NHS: empowering the sector to drive productivity, renewal and growth**](#) **NHS Providers**
This report highlights the urgent need for capital investment in the NHS.

People Management

- [**Responding to the Conservative leader Kemi Badenoch's announcement to 'ban doctors from going on strike'**](#) **BMA**



The BMA respond to the Conservative announcement to ban doctors from going on strike.

- [Recruiting people who have experienced homelessness toolkit](#) **NHS Employers**
On World Homeless Day and World Mental Health Day take a look at our toolkit on recruiting people with experience of homeless.
- [The voice of our next generation: the results of our 2025 national survey of resident doctors](#) **RCP**
Early career doctors in the UK are navigating a training landscape that is marked by rising competition, structural inflexibility, competing demands and increased burnout.
- [SAS development guidance](#) **NHS Employers**
This guide describe actions that can be taken to ensure that best practice is applied in the development of all SAS doctors.
- [Recognising autonomous practice for SAS doctors and dentists \(case study\)](#) **NHS Employers**
Collaborating with national stakeholders, Stockport NHS Trust developed an effective process for accurate coding leading to SAS autonomous working.
- [Making an impact: the SAS advocate at Sheffield Children's Trust \(case study\)](#) **NHS Employers**
Learn how the SAS advocate role has transformed culture and raised the profile of the SAS doctors in this trust.
- [Enhancing menopause support \(SFHT case study\)](#) **NHS Employers**
Learn how Sherwood Forest Hospital Foundation Trust is helping staff stay happy and healthy through a dedicated menopause strategy.

Public Health

- [Delivering the vaccination strategy](#) **NHS Confederation**
Information and resources for healthcare leaders on the barriers, success factors and enablers for vaccination programme enablers.
- [Rethinking pain: can a 'do with' approach prevent complex multiple conditions?](#) **King's Fund**
Adam Lent and Laura Finucane outline how an innovative project is exploring whether early pain intervention and a 'do with' approach can help prevent serious health conditions.
- [Later pub hours won't fix the economy, but could worsen a growing public health challenge](#) **Health Foundation**



Alcohol-specific deaths are at record highs, inequalities are widening and alcohol-related harm costs billions. So why is England considering making drinking easier?

Annual Reports & Statistics

- [NHS performance dashboard](#)
- [A&E attendances and emergency admissions: September 2025](#)
- [Ambulance handover times by acute trust: September 2025](#)
- [Ambulance quality indicators - clinical outcomes: May 2025](#)
- [Ambulance quality indicators - systems indicators: September 2025](#)
- [Category 2 ambulance response times by Integrated Care Board, up until 28 September 2025](#)
- [Delayed discharges in an acute setting: September 2025](#)
- [Diagnostic waiting times and activity: August 2025](#)
- [Experiences of NHS healthcare services in England](#)
- [Integrated urgent care aggregate data collection for September 2025](#)
- [Mixed sex accommodation breaches: August 2025, 9 October 2025](#)
- [Mixed sex accommodation breaches: August 2025, 9 October 2025](#)
- [Provisional accident and emergency quality indicators for England: August 2025, by provider](#)
- [Provisional monthly Hospital Episode Statistics for admitted patient care, outpatient and accident and emergency data: April 2025 - August 2025](#)
- [Quarterly epidemiological commentary: mandatory Gram-negative bacteraemia, MRSA, MSSA and C. difficile infections \(data up to April to June 2025\)](#)
- [Referral to treatment waiting times statistics for consultant-led elective care: August 2025, 9 October 2025](#)
- [Summary Hospital-level Mortality Indicator: deaths associated with hospitalisation, England, Jun 2024 - May 2025, 9 October 2025](#)
- [Timeliness of acute hospital discharges \(discharge ready date\): August 2025](#)
- [Urgent and emergency care bed availability and occupancy: September 2025](#)
- [Virtual ward capacity and occupancy statistics: September 2025](#)
- [Waiting list minimum data set for week ending 28 September 2025](#)
- [Waiting times for suspected and diagnosed cancer patients: August 2025](#)
- [Global status report on neurology](#)
- [NHS Activity Tracker: October 2025 10 October 2025](#)

Bulletins

- [New Medicines News September 2025](#)

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