



HEALTH MANAGEMENT BULLETIN

18th December 2025

Quality and Safety

- [Is there a quick route to reducing health care costs or visits to A&E?](#) **King's Fund**
A recent US study showed one simple intervention resulted in 27% fewer visits to emergency services. Could it work in the UK too?
- [Expert Panel: Evaluation of Palliative care in England: Third Special Report of Session 2024–26](#) **UK Parliament Committees**
This report evaluates the current landscape of palliative and end of life care in England.
- [Bracing for winter: a close look at NHS emergency and elective care in England and its implications for corridor care](#) **RCN**
This report examines the increasing pressures on the NHS in England and its implications for corridor care as we enter the winter period. It explores how rising demand, pressures, and challenges with patient flow for emergency and elective services has contributed to the persistence of corridor care, and why winter pressures risk making the situation worse.
- [Nearly half of NHS trusts missing test waiting time target as backlogs grow](#) **Royal College of Radiologists**
This analysis reveals that nearly half (46%) of NHS acute trusts in England are not currently meeting an interim NHS target requiring no more than 20% of people should wait 6 weeks or longer to have a diagnostic test.
- [Insufficient EPR training contributes to risk of patient harm](#) **Digital Health**
Electronic patient record training is often not sufficient to equip staff with the knowledge needed to use systems effectively, according to a report.
- [NHS England » NHS maternity signal system will spot and stop emerging safety concerns](#) **NHSE**
Mothers and babies in England will receive safer care thanks to the roll out of a first-of-its-kind safety signal system across NHS maternity services.
- [Closing referral black holes: how to improve experiences and reduce NHS workload](#) **Healthwatch England**
This research looks at whether changes to referrals over the last two years have improved the process for patients.
- [Exploring ethnicity data use and gaps in health care](#) **Race Equality Foundation**



This report identifies the barriers to the collection, availability and use of quality ethnicity data and opportunities and best practice to overcome these barriers.

- [**Why isn't hospital productivity growth bringing down the waiting list more quickly? IFS**](#)
Productivity is rising rapidly in English hospitals, but this has not translated into large falls in waiting times.
- [**CQC survey shows improvements in maternity services, but gaps remain NHE**](#)
Findings from the Care Quality Commission's latest national maternity survey, which gathered feedback from more than 16,750 women, reveal encouraging improvements in communication and mental health support, but persistent challenges remain in access to advice and continuity of care.
- [**Principles for providing patient care in corridors NHSE**](#)
Guidance to support point-of-care staff in delivering the safest and highest quality care possible when corridor care has been deemed unavoidable.
- [**What does a good discharge from hospital to home look like? The Patient's Association**](#)
This blog explores what safe discharge looks like and what might help should anyone find themselves in an unsafe situation.
- [**'Falling through the G-App': a snapshot of the patient experience of kidney disease diagnosis Kidney Care UK**](#)
This report that highlights that systemic changes are needed to ensure thousands of people do not find out that they have chronic kidney disease via the NHS app, without the support and context needed to come to terms with the diagnosis.
- [**National patient safety alert - Risk associated with adult breathing circuits lacking a patent exhalation route NHSE**](#)
A national patient safety alert has been issued by the NHS England National Patient Safety team – in collaboration with the Faculty of Intensive Care Medicine – about the risk of harm from incorrectly assembled breathing circuits lacking a proper exhalation route for patients receiving invasive or non-invasive ventilatory support.
- [**Maternity survey 2025 CQC**](#)
This survey looked at the experiences of pregnant women and new mothers who used NHS maternity services in 2025.
- [**Delayed discharges from hospital: comparing performance this year and last Health Foundation**](#)
This analysis finds that delayed discharges from hospital remain a critical issue in health and care services.



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- **[Worryingly high 'trolley waits' indicate deep-rooted problems, despite fractional performance improvements](#) RCEM**
The Royal College of Emergency Medicine is warning that fractional improvements to some “dismal” A&E performance metrics should not mask the “worryingly high” number of people waiting for over 12 hours on trolleys. It is calling for urgent action after the latest Emergency Department (ED) performance figures published by NHS England for November 2025 showed that 12-hour ‘trolley waits’ at their highest-ever levels for the month of November – a warning of what lies ahead in the depths of winter.
 - **[Holding the NHS to account for wasteful use of resources](#) King’s Fund**
There is waste in the NHS, argues Chris Naylor, but we don’t always look for it in the right places.
 - **[Independent Investigation into Maternity and Neonatal Services in England – Reflections and Initial Impressions](#) National Maternity and Neonatal Investigation**
On 9 December 2025 Baroness Amos published her Reflections and Initial Impressions on the Independent National Maternity and Neonatal Investigation.
 - **[Surgery accounts for up to 70% of NHS waste. We can safely reduce that](#) University of Birmingham**
New report highlights how NHS hospitals can safely and effectively cut the number of single use equipment that accounts for 156k tonnes of medical waste.
 - **[National Patient Safety Alert regarding supply issues impacting Licensed and Unlicensed Epidural Infusion Bags](#) RCOA**
Healthcare providers across the UK have been alerted to a supply issue affecting licensed and unlicensed Epidural Infusion Bags.
 - **[Learning from Obstetric Anal Sphincter Injury claims within the NHS in England: A thematic review](#) NHS Resolution**
This report analyses Obstetric Anal Sphincter Injuries (OASI) claims made by claimants between 2011/12 – 2021/22. It highlights common themes in OASI claims and provides guidance to help healthcare professionals prevent OASI where possible. It also identifies key areas of care that can be improved, ensuring better support for women affected by OASI.
 - **[What happens when nursing teams are short-staffed?](#) IFS**
Short-staffed and less experienced nursing teams deliver worse outcomes in NHS hospitals – with some patient groups particularly affected.
 - **[Safety culture in the NHS](#) Nuffield Trust**
This indicator uses data from the NHS Staff Survey to look at safety culture in the NHS
 - **[Violence in the NHS](#) Nuffield Trust**
This analysis examines staff and patient experiences of violence in the NHS.



- [Changes to medicines policy: what you need to know](#) **NHS Confederation**

This briefing digests the latest developments affecting medicines policy.

HQIP

- [Cardiovascular disease prevention, 2025](#)
- [Eating Disorders: Service Mapping Report 2025](#)
- [Emergency paediatric surgery \(NCEPOD\)](#)
- [Paediatric critical care audit 2025 \(PICANet\)](#)

Service Improvement/Redesign

- [A framework to guide early planning \(“the front end”\) of large-scale change programmes in health and healthcare](#) **THIS.Institute**
This framework prompts the questions which need to be asked at the beginning of large-scale programmes, offers suggestions on what good looks like, and highlights learning from previous programmes in health and healthcare.
- [Primary and community healthcare support for people living with frailty](#) **NAO**
This report examines the effectiveness of the government’s approach to identifying and managing frailty in non-hospital based services in England.
- [How to support partnership working: learning from the Healthy Communities Together programme](#) **King’s Fund**
This report shares learning from the setting up and running the Healthy Communities Together programme. It offers practical details and insights to support others who are seeking to develop partnership working within their local areas. The findings will be useful for commissioners, organisations developing grant and funding programmes, and individuals or organisations developing or providing support to organisations to develop new approaches to partnership working.
- [Launch of a framework to improve how the NHS in England makes large-scale change](#) **Health Foundation**
Charles Tallack outlines how a new framework helps guide early planning of large-scale change programmes in health and care.
- [Integrated workforce thinking](#) **NHS Employers**
This guide supports leaders and those working across health and social care to integrate their workforces for more joined-up, person-centred care.
- [Improving the primary and secondary care interface at Greenwich and Bexley \(case study\)](#) **NHS Confederation**
Tackling interface challenges across primary, community and secondary care in Greenwich and Bexley.



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- [Transforming the surgical pathway for older patients \(case study\)](#) **NHS Confederation**
Improving outcomes for elderly surgical patients at Guy's and St Thomas' through a multidisciplinary approach to assessment and treatment.
 - [Digital transformation in the NHS: a reference guide](#) **NHS Confederation**
Unpacking the fundamentals of digital transformation in the NHS to support the shift from analogue to digital.
 - [From promise to practice: Inclusive digital transformation for the NHS 10 year plan](#) **Open Access Government**
The NHS's 10-Year Plan aims to transform healthcare by prioritising prevention, personalisation, and integration. This approach must accommodate those who are digitally excluded while utilising technology to empower staff and improve patient outcomes.
 - [Beyond the hospital: How boards can lead the digital shift to neighbourhood working](#) **NHS Confederation**
This report examines the role that digital transformation will play in the creation of a Neighbourhood Health Service and what NHS boards need to know in order to realise these ambitions.
 - [Putting neighbourhood health into practice](#) **NHS Providers**
Insights from PPL's national neighbourhood health simulation.
 - [Caring together](#) **NHS Confederation**
This report sets out a shared vision of what is possible today, and what could become possible in future, at the interface between adult social care and the NHS.
 - [Redesigning complex pathways: improving frailty care \(podcast\)](#) **Health Foundation**
This podcast looks at how improvement approaches can help redesign services for frail older people, taking a whole system approach.
 - [Seven steps to deliver on integration](#) **NHS Confederation**
The only way to deliver better care is for the NHS and local authorities to work together more closely, not waste time arguing over responsibilities, write the president of the Association of Directors of Adult Social Services and the chief executive of the NHS Confederation.

Training and Development

- [Government to prioritise UK medical graduates for training places](#) **DHSC**
The government will prioritise UK medical graduates for training places from 2026 as part of efforts to bring an end to industrial action by resident doctors.
- [Universities 'excited to be trail blazers' of NMC's new advanced practice principles](#) **NMC**



20 universities across the UK have become early adopters of the Nursing and Midwifery Council's (NMC) new Principles for Advanced Practice – which for the first time set out clear expectations for nurses and midwives working at an advanced level.

People Management

- [**RCN survey shows nursing staff feel more undervalued than ever**](#) **RCN**
Two-thirds of nursing staff say their pay doesn't reflect their responsibilities, and four in 10 are considering leaving the profession according to an RCN survey.
- [**Managing concerns: a resource for employers**](#) **NMC**
This resource has been designed to support all employers of nursing and midwifery professionals on our register, including agencies. It aims to capture best practice for all, however the content should only be read as a guide where applicable, which does not replace existing guidance, policies or processes.
- [**Implementing decent agile working in the NHS**](#) **NHS Employers**
A research report that identifies four key priorities to support the implementation of agile working that can succeed in supporting NHS reform.
- [**Workforce of Tomorrow \(podcast\)**](#) **NHE**
This podcast delves into one of the biggest challenges facing the NHS today: how to attract, train, and retain the next generation of health professionals.
- [**Preventing and managing workplace violence webinar resources**](#) **NHS Resolution**
Event resources and recording of an NHS Resolution hosted a national webinar which focused on tackling workplace violence (WPV) in the NHS.
- [**Can we talk about race? – Tackling bullying and harassment webinar recording**](#) **NHS Providers**
Insights from a Race Equality programme webinar, held in December 2025, which covered topics including bullying, harassment and abuse and the role of allyship.

Research and Innovation

- [**'Life-changing' AI support helping stroke patients get a second chance**](#) **NHSE**
Stroke patients in England are getting life-changing treatment more than an hour earlier thanks to a revolutionary "fast-track" AI tool, a major study has revealed.
- [**Digital revolution in care saves millions of admin hours**](#) **DHSC**
Four in 5 care providers now use digital social care records, helping almost 90% of people who draw on care.



- [**Cutting edge cancer treatments set to be produced out of uranium**](#) **DSIT/DHSC et al.**
Precision treatments tackling the hardest-to-treat cancers set to be produced from hundreds of tonnes of reprocessed uranium from nuclear reactors.
- [**Reverse decline in research workforce to futureproof the NHS, universities urge**](#) **Russell Group**
Clinical academics are at the interface of research, teaching and patient care, but the Russell Group warns a shrinking workforce threatens delivery of the NHS 10 Year Health Plan.
- [**Ministers urged to make NHS protect academic research time**](#) **Research Professional News**
Russell Group says upcoming 10-year workforce plan for health service must safeguard squeezed clinical researchers.
- [**AI in the NHS**](#) **House of Lords Library**
Artificial intelligence (AI) arguably has the potential to deliver considerable cost and time saving in healthcare by automating some administrative and clinical tasks. This briefing explores the main concerns and outlines key questions for regulating this technology.
- [**UK clinical research delivery key performance indicators**](#) **DHSC**
Report bringing together data on the delivery of globally-competitive clinical research across the UK.

Climate

- [**Refreshed environmental sustainability strategy published**](#) **UKRI**
Report bringing together data on the delivery of globally-competitive clinical research across the UK.
- [**Green physician toolkit updated amid rising climate and health risks**](#) **RCP**
The revised Green physician toolkit will support physicians to play their part in tackling the climate crisis with an updated range of actions to deliver more sustainable care and advice on managing climate-related health risks, such as heatwaves and air pollution.

Patient Experience

- [**One in four UK patients using AI and social media for health info**](#) **Digital Health**
A survey of 2,000 UK patients found that one in four (24%) are turning to AI and social media for health guidance.
- [**Making the NHS Friends and Family Test 'fit for the future'**](#) **Picker Institute Europe**



A new report by Picker sets out a roadmap for reforming the NHS Friends and Family Test (FFT), with recommendations for the Department of Health and Social Care (DHSC), NHS England (NHSE) and local NHS providers.

- [**Patient experience: do patients feel involved in decisions about their care?**](#) **Nuffield Trust**
This analysis examines whether patients feel involved in decisions about their care and treatment.
- [**Patient experience: do patients have confidence and trust in clinicians?**](#) **Nuffield Trust**
This analysis looks at how confidence and trust in clinicians has changed over time.
- [**Patients' overall experience of NHS and social care services**](#) **Nuffield Trust**
This analysis explores how overall patient experience of NHS and social care services has changed over time.
- [**Patient experience: are patients treated with respect and dignity?**](#) **Nuffield Trust**
This analysis examines whether patients feel they are treated with respect and dignity.

Finance

- [**What does the Autumn Budget 2025 mean for health and care?**](#) **King's Fund**
Siva Anandaciva reviews the Autumn Budget 2025. What does it mean for health and care services and the people who rely on them?
- [**Landmark UK-US pharmaceuticals deal to safeguard medicines access and drive vital investment for UK patients and businesses**](#) **DHSC**
Milestone deal secures UK's medicines access for patients, with a wide range of groundbreaking new treatments to reach NHS front-line quicker.
- [**Final Report of the Covid Counter Fraud Commissioner**](#) **HM Treasury**
Independent review examining COVID-19-related fraud, recovery efforts, ongoing risks, and key recommendations to strengthen public sector resilience and counter-fraud capacity.

Public Health

- [**Tackling frailty key to the long-term health of our aging population**](#) **NAO**
This report looks at how the NHS identifies and supports people living with frailty before they reach the point of medical crisis or hospital admission.
- [**Understanding the latest deprivation data – and why it matters for health**](#) **Health Foundation**
This blog supports the most recent deprivation data and patterns in England.



- [The shift to prevention is possible](#) **Health Foundation**
It is imperative for the UK to shift from a crisis-driven approach to one that supports people to stay healthy and well.
- [Bridging the gap: practical action on health inequalities \(podcast\)](#) **NHS Confederation**
Sarah Sleet and Tom Nutt explore realigning healthcare and health inequalities. Sonia Nosheen discusses delivering ophthalmology near home and work.

Annual Reports & Statistics

- [NHS app management information: October 2025, NHS Digital, 28 November 2025](#)
- [NHS sickness absence rates: July 2025](#)
- [NHS staff earnings estimates: August 2025, NHS Digital, 27 November 2025](#)
- [NHS vacancy statistics England: April 2015-September 2025](#)
- [NHS workforce statistics: August 2025](#)
- [Chief Medical Officer's annual report 2025: infections](#)
- [Health and care of people with learning disabilities: experimental statistics 2024 to 2025](#)
- [Health trends in England](#)
- [Mortality profile: December 2025 update](#)
- [Sharp drop in international recruitment slows overall growth of UK Register](#)
- [Smoking profile: December 2025 update](#)
- [ONS life expectancy data shows recovery from pandemic, but long-term stagnation persists](#)
- [NHS Digital workforce statistics – November 2025](#)
- [Life expectancy for local areas of the UK: between 2001 to 2003 and 2022 to 2024](#)
- [The NMC register UK mid-year update: 1 April – 30 September 2025](#)
- [NHS performance dashboard](#)
- [DHSC annual report and accounts: 2024 to 2025](#)
- [UKHSA annual report and accounts: 2024 to 2025](#)
- [A&E attendances and emergency admissions: November 2025](#)
- [Ambulance handover times by acute trust](#)
- [Ambulance quality indicators clinical outcomes: July 2025](#)

Bulletins

- [New Medicines News – November 2025](#)
- [NHE Bulletin – Issue 106](#)
- [Ambulance quality indicators systems indicators: November 2025](#)
- [Category 2 ambulance response times by integrated care board](#)
- [Delayed discharges in an acute setting: November 2025](#)
- [Diagnostic waiting times and activity: October 2025](#)
- [Friends and Family Test data: Oct 2025](#)



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- [Integrated urgent care aggregate data collection: November 2025](#)
 - [Mixed sex accommodation breaches: October 2025](#)
 - [NHS surplus land: April-September 2025/26](#)
 - [National life tables – life expectancy in the UK: 2022 to 2024](#)
 - [Provisional accident and emergency quality indicators for England: October 2025](#)
 - [Provisional monthly Hospital Episode Statistics for admitted patient care, outpatient and accident and emergency data: April 2025 - October 2025](#)
 - [Referral to treatment waiting times statistics for consultant-led elective care: October 2025](#)
 - [Specialist advice activity: October 2025](#)
 - [Summary hospital-level mortality indicator: deaths associated with hospitalisation, England, August 2024 - July 2025](#)
 - [Timeliness of acute hospital discharges \(discharge ready date\): October 2025](#)
 - [Urgent and emergency care bed availability and occupancy: November 2025](#)
 - [Virtual ward capacity and occupancy statistics: November 2025](#)
 - [Waiting list minimum data set: week ending 30 November 2025](#)
 - [Waiting times for suspected and diagnosed cancer patients: October 2025](#)
 - [NHS Resolution annual statistics](#)

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