HEALTH MANAGEMENT BULLETIN
12th February 2026

Quality and Safety

- **How big is the problem of long-stay patients?** **The Lowdown**
  The Royal College of Emergency Medicine (RCEM) has argued that to free up beds to speed the flow of patients through Emergency Departments and empty hospital corridors of stranded patients would require a drive to discharge 60% of the patients who have been assessed as medically fit, and with 'no criteria to reside' in an acute bed.

- **Global State of Patient Safety 2025** **Imperial College London**
  This report from the Institute of Global Health Innovation at Imperial College London, and Patient Safety Watch, presents The Global State of Patient Safety 2025. It is accompanied by updated patient safety dashboard. Comprising 108 indicators across 209 countries and spanning 25 years, the dashboard provides a single point of access to the latest global patient safety data.

- **Clinical audits and registries: A best practice guide** **NHSE**
  This guidance sets out a unified approach for commissioning and overseeing clinical audits and registries across the NHS in England and within the audit and registry community.

- **People living with dementia kept in hospital unnecessarily** **Alzheimer's Society**
  Data revealing the true extent of delays to discharge from hospital for people living with dementia.

- **Prevention of future deaths report finds sodium prescribing error led to death of baby** **Courts and Tribunals Judiciary**
  Prevention of future deaths report.

- **Six years after COVID-19's global alarm: Is the world better prepared for the next pandemic?** **WHO**
  WHO urges all governments, partners and stakeholders: do not drop the ball on pandemic preparedness and prevention.

- **Every cancer patient to get individual support plan** **DHSC/NHSE**
  Under the government's National Cancer Plan, every patient will be given a tailored plan covering treatment, mental health and employment support.

- **National Cancer Plan for England** **NHSE**
  Policy paper about the Details the government's plan to transform cancer care and outcomes in England by 2035.
- **Making cancer care safer** **HSSIB**

Health Services Safety Investigations Body (HSSIB) carried out seven patient safety investigations that have touched upon care for patients with cancer, to understand why issues occur and how the healthcare system can improve.

- **[A new National Cancer Plan for England – does it deliver?](#)** **King's Fund**
  The government's new 10-year National Cancer Plan for England aims to bring cancer care squarely into the 21st century.

- **[Medicines security - a national priority](#)** **House of Lords Public Services Committee**
  Lords Committee calls for proactive leadership to tackle medicines supply.

- **[Management of patients with Haemophilia in Emergency Departments: Best practice Guideline](#)** **RCEM**
  This guidance applies to adult patients with haemophilia and similar heritable bleeding disorders presenting to emergency departments (ED).

- **[Guidelines for the provision of intensive care services](#)** **Faculty of Intensive Care Medicine**
  Focusing on infrastructure, people and processes, the latest edition of the Guidelines aims to bring greater clarity and accountability to intensive care services.

- **[One year on, have 'crack teams' cut NHS waiting lists?](#)** **Health Foundation**
  In October 2024, 'crack teams of top clinicians' were deployed to 20 hospitals in England in areas with the highest numbers of people off work sick. These teams aimed to support trusts to bring down the elective waiting list by improving productivity and reducing avoidable demand for elective care, in areas with high numbers of people out of work.

- **[Early NHS preparation 'paying off' amid shorter ambulance handover times](#)** **NHSE**
  Provisional figures show there were 420,324 ambulances handovers with known times in January, the highest number for the month since 2020 and a 5.2% increase compared to 399,415 in January last year.

- **[State of person centred care 2025](#)** **Picker Institute Europe**
  This report provides a clear, evidence-based assessment of the current state of patient and staff experience across the NHS in England.

- **[The upcoming national cancer plan – and lessons from Denmark](#)** **Health Foundation**
  This podcast is about upcoming national cancer plan with Michelle Mitchell Chief Executive of Cancer Research UK and Jesper Fisker, Chief Executive of the Danish Cancer Society.

- **[The Model Acute Pathway: standards for care of acutely unwell patients in their first 72 hours in hospital](#)** **NHSE**

This pathway provides evidence-based standards to improve care during the first 72 hours of hospital care. Developed in partnership with the Royal College of Physicians, the Society for Acute Medicine and the British Geriatrics Society, the standards set out the practical actions needed to overcome persistent barriers and deliver meaningful improvement.

- **[The Model Emergency Department: high performing urgent and emergency care pathways](#) NHSE**
  This guidance sets out the core principles and components of high-performing emergency departments.

- **[RCEM publishes new guidance on Extended Emergency Medicine Ambulatory Care (EEMAC)](#) RCEM**
  New guidelines on Extended Emergency Medicine Ambulatory Care (EEMAC) have been published by the Royal College of Emergency Medicine.

- **[NHS waiting list lowest in almost 3 years as NHS battled busiest winter on record](#) NHSE**
  The NHS delivered more elective activity in 2025 than any other year in its history, helping cut the waiting list to its lowest level since February 2023.

- **[NHS waiting lists fall but patients facing record waits in A&Es](#) NHS Providers**
  Rory Deighton, acute and community care director speaking on behalf of NHS Providers and the NHS Confederation, responds to latest NHS performance statistics.

- **[NHS productivity growth estimate (2025/26) – methodology](#) NHSE**
  This document describes the methodology used in 2025/26 to estimate productivity for all NHS trusts delivering patient care services.

- **[New guidance for inspectors on care in non-clinical spaces](#) CQC**
  This is updated guidance for inspectors assessing safety and quality of hospital care provided in a non-designated clinical space.

- **[What are the effects of hospital care delivered by a nurse instead of a doctor on patient, process of care, and economic outcomes?](#) Cochrane**
  This is a cochrane review conducted to compare care delivered by a nurse instead of a doctor in hospital settings.

HQIP
- **[Understanding consanguinity related child deaths (NCMD)](#)**
- **[Lung cancer State of the Nation 2026 (NLCA/NATCAN)](#)**

Service Improvement/Redesign

- **[Innovating care, closer to home: launching our new programme](#) King's Fund**

The goal of launching this new, two-and-a-half-year programme is to understand not just what works, but also the practical steps, system changes and cultural shifts that allow innovations to thrive in primary and community care.

- **How can the government make a success of the abolition of NHS England? (webinar)** Institute for Government
  This webinar explored the risks and opportunities associated with abolishing NHS England.

- **Home FIT test cuts 140,000 bowel cancer referrals** NHE
  Since the rollout of FIT, urgent referrals for suspected bowel cancer have fallen, but crucially, the number of cancers detected has remained stable.

- **At scale independent healthcare providers: How can they help shift care to the community?** IHPN
  The Government's aim to shift more patient care into community settings is a fundamental part of its Ten Year Plan for Health in England. Its intention to create a "Neighbourhood Health Service" has placed the role of primary and community care providers under renewed focus.

- **Building evidence on what works best will help strategic authorities lift health locally** Health Foundation
  This year's English devolution agenda presents a unique opportunity to drive forward progress on health and inequalities.

- **Whole system flow - NICON webinar report** NHS Confederation
  Summary of NICON's recent webinar on 'The Big Discussion', a whole systems conversation about improving winter flow in Northern Ireland

- **Commissioning: lessons from the last 30 years and implications for the new role of ICBs** Nuffield Trust
  In this article Nigel Edwards reviews the lessons to learn from the past and describes what needs to happen for ICB-led strategic commissioning to succeed where previous models have fallen short.

People Management

- **Career pathways between occupations in the English NHS** IFS
  In this report, IFS used data from the Electronic Staff Record (ESR), the monthly payroll of the NHS, to set out which staff transition between which occupations, and how this has changed over time.

- **Over half of professionals satisfied in their work, new NMC data show** NMC
  The widest survey of nurses, midwives and nursing associates by the Nursing and Midwifery Council (NMC) reveals that over half of respondents (58%) are satisfied in their work – motivated by making a difference to people's lives.

- **Spotlight on Nursing and Midwifery 2025: Workforce** NMC
This is the third edition of Spotlight, NMC annual insight report.

- **Our Future Our Way: creating the conditions to thrive and improve wellbeing (case study)** NHS Employers
This is the case study about how Leicestershire Partnership NHS Trust made sustained improvements to staff experience by co-designing their wellbeing programme.

- **Nurses to benefit from boost to graduate pay and job progression** DHSC
Press release about Government and Royal College of Nursing agree comprehensive package to recognise value of profession.

- **Supporting disabled staff in the workplace** NHS Employers
Article about the different types of disability and what the NHS is doing to support its disabled workforce.

- **FAQs for doctors' and dentists' contracts** NHS Employers
This page brings together all the FAQs and guidance we have for questions related to medical staff contract issues.

Finance

- **Audit insights: lessons and findings from the NAO's financial audits in 2024-25** NAO
Lessons and findings from the National Audit Office's financial audits in 2024-25.

- **Can financial incentives shift health care from an inpatient to an outpatient setting?** CHE
IFS exploit a unique policy that switched from a reimbursement scheme where the tariff was substantively lower for outpatient care relative to inpatient care, to one where the tariff was higher for outpatient care than for inpatient care. The policy affected three common procedures in England.

- **Why isn't the NHS improving faster? (podcast)** IFS
In this episode of this podcast, Helen Miller is joined by IFS colleagues Olly Harvey-Rich and Max Warner to unpack the data and the trade-offs.

- **Clinical negligence: Govt and NHS fail to act despite repeated warnings over patient safety** PCPE
The report paints a picture of a system overwhelmed by safety recommendations that it cannot action, with evidence that, despite the NHS in England keeping a plethora of data on patient harm, its fragmented nature does not amount to good information which could identify and address clinical negligence's underlying causes.

- **Costs of clinical negligence** Public Accounts Committee

This is a House of Commons committee report, with recommendations to government.

- **Public sector pension reform: modelling a shift to a funded defined-contribution scheme** Policy Exchange
  This Policy Exchange research note models the cost of transferring new public sector employees on to funded, defined-contribution pension schemes with a standardised employer contribution of 10%.

- **The costs of tackling drug harms in prisons** NAO
  This report focuses on how the prison and health services are using public funds to tackle drug harms in prisons.

- **Requesting transfers of NHS property** DHSC
  Guidance for NHS trusts and foundation trusts on requesting transfers of estate owned by NHS Property Services.

- **New fund to tackle cancer screening inequalities and save lives** DHSC/NHSE
  Press release about new fund to tackle cancer screening inequalities.

- **Should we be concerned about a forecasted doubling of health care spending?** King's Fund
  Sarah Arnold, Head of Responsive Policy and Public Affairs discusses about a forecasted doubling of health care spending.

- **Public Accounts Committee inquiry on the New Hospital Programme: submission from NHS Providers** NHS Providers
  While trusts support the adoption of a programmatic approach to the NHP, trust leaders highlight that some of the smaller schemes or projects are being slowed by processes designed for larger hospitals, adding unnecessary complexity and delaying benefits for staff and patients.

Research and Innovation

- **OpenAI launches ChatGPT Health** Health Tech World
  OpenAI has launched ChatGPT Health, letting users link medical records, wellness apps and wearables.

- **Potential future risks from autonomous AI systems** House of Lords Library
  Some experts argue that future autonomous AI systems may be able to evade human oversight and control. The likelihood and potential impacts of such "loss of control" incidents are debated as the trajectory of future AI advancement is uncertain. To address this risk, the UK has adopted non-statutory principles to guide responsible development and use but currently lacks AI-specific regulations or legislation.

- **[Guidelines and best practices for making government datasets ready for AI](#)** **Government Digital Service & DSIT**
  This document provides the initial guidelines for releasing government datasets for AI applications and sets out guidelines, success criteria, and best practices for UK public sector organisations, providing clear steps for preparing datasets to support various AI capabilities and promoting responsible data stewardship.

- **[NHS England Ambient Voice Technology Self-Certified Supplier Registry - Digitising the frontline](#)** **NHS Transformation Directorate**
  The information is intended to support and accelerate local procurement and assurance activities enabling informed strategy development and unlocking the full potential of safe, effective AVT solutions.

- **[Using Artificial Intelligence (AI) to Advance Translational Research](#)** **HEPI**
  This new report by HEPI and Taylor & Francis explores the potential of AI to advance translational research and accelerate the journey from scientific discovery to real-world application.

- **[Why digital solutions and AI in healthcare fail to scale](#)** **World Economic Forum**
  Successful digital transformation requires coordinated efforts that empower clinical staff, foster public-private partnerships and develop global innovation platforms.

- **[Why the NHS needs a single patient record to prepare for the AI era (podcast)](#)** **Digital Health**
  In this episode of Digital Health Unplugged, Dr Charlotte Refsum, director of health policy at the Tony Blair Institute for Global Change, explains why a single patient record is becoming increasingly important in the age of AI.

- **[Ambient voice technologies: from early enthusiasm to informed adoption](#)** **Healthcare Management**
  Phil Shelton, director of industry partnerships at Health Innovation East, looks at tackling documentation pressures on staff time

- **[Getting electronic patient records right: from digital notebooks to intelligent assets](#)** **Health Foundation**
  In this blog Alex Lawrence concludes that the NHS must not delay in setting out a strategy that will turn EPRs into real assets for the health of the UK. This should be as important as any digitisation plan of the last decade and will provide the essential digital foundation for the litany of ideas in the 10-Year Health Plan.

- **[Transforming rare cancer treatment and clinical trials access](#)** **NHE**

  Patients with rare cancers, including aggressive and hard-to-treat brain cancers, will benefit from faster access to breakthrough treatments under a

major new government initiative aimed at transforming the way clinical trials are delivered across England.

- **NHS backs new tech to slash heart failure hospitalisations by a third**
  NHE
  In the final guidance, health officials confirmed that the remote monitoring technology could fundamentally change the management of chronic heart failure.

- **Ambient voice technology in health care: what's the evidence so far?**
  Nuffield Trust
  This blog draws on Phase 1 findings from a national NIHR-funded evaluation of AVT in the NHS, led by the NIHR Rapid Service Evaluation Team.

- **Mixed-method evaluation of ambient voice technology: phase 1** **Nuffield Trust**
  This slide set reports findings from Phase 1 of the NIHR RSET rapid evaluation of the use of ambient voice technology in clinician settings.

- **Staff experiences of implementing patient-initiated follow-up (PIFU) in the NHS in England: findings from a rapid qualitative evaluation** **Nuffield Trust**
  A study examining how the implementation of patient-initiated follow up affects staff roles, workload and job satisfaction**.**

- **AI in NHS care: what's the impact, and what do people think?**
  Healthwatch North Yorkshire
  To understand whether AI is improving care, Healthwatch England reviewed feedback heard from the public about the technology in 2025.

- **Regulating AI for the NHS: Why Implementation, Not Innovation, Is the Real Test** Politics UK
  The UK does not need more AI rules in healthcare – it needs a framework the NHS can actually use, says policy institute Curia.

- **Faster, fairer access to HealthTech under new national programme** NICE
  The new programme forms part of a strategic open innovation approach to HealthTech that is set out in the 10 Year Health Plan to create a far better experience for patients and NHS professionals, unlocking the extraordinary potential of HealthTech advances and the UK's HealthTech sector.

Public Health

- **UK poverty 2026: the essential guide to understanding poverty in the UK**
  Joseph Rowntree Foundation
  This report sets out the nature of poverty in the UK and evaluates changes under the last Conservative-led Government. It also sets out the scale of action necessary for the current Government to deliver the change it has promised.

- **[Tackling regional inequalities: lessons from new research](#)** IFS
  Summary of new research on the scale and sources of regional inequalities and policy implications.

- **[Councils leading on digital inclusion but need extra funding and national coordination to unlock growth](#)** LGA
  Research by the Local Government Association shows that councils are actively working to improve digital inclusion, but progress is being hampered by funding challenges and a lack of national coordination.

- **[What if the 'nanny state' is exactly what our health needs?](#)** King's Fund
  ` This blog expands on a shorter version originally published by LBC on 28 January 2026.

- **[Uneven paths: socio-economic and structural inequalities facing women from Romani (Gypsy), Roma and Irish Traveller communities](#)** Women's Budget Group
  This briefing highlights the intersecting socio-economic and structural inequalities faced by women and girls from Romani (Gypsy), Roma, and Irish Traveller communities.

- **[Homelessness: attitudes to healthcare data for planning and research](#)** Health Innovation Oxford and Thames Valley
  This report talks about what Health Innovation Oxford and Thames Valley found out about how people experiencing homelessness feel about their health information being recorded and used for different reasons like planning and research.

Training and Development

- **[New qualifications to tackle NHS skills shortage](#)** Skills England
  This press release is about new qualifications in MedTech to tackle 145,000 skills shortage and ease NHS pressures.

- **[Digital Skills and Capabilities resource for Pharmacy teams](#)** RPS
  The Royal Pharmaceutical Society (RPS) has published a free, open-access digital resource to support pharmacy teams across Great Britain to build the digital skills and capabilities needed for modern practice.

Climate

- **[Advocating on clean air and greener paediatrics: reflections from a busy 2025](#)** RCPCH
  Helena Clements, RCPCH Officer for Climate Change, joins us to look back on her last year in post and the meaningful changes that have centred environmental health in the heart of RCPCH policy.

- **[Warm homes plan](#) Department for Energy Security and Net Zero**

The Warm Homes Plan will deliver £15 billion of public investment to upgrade up to 5 million homes and lift up to a million families out of fuel poverty by 2030.

- **Fuel Poverty Strategy for England Department for Energy Security & Net Zero**
  Fuel poverty is the issue of low-income households who are unable to keep warm at a reasonable cost. This new fuel poverty strategy for England seeks to ensure that 1 million households are supported to achieve warm homes, reversing the trend of stalling progress under the previous government.

- **Environmental Lessons Learned and Applied (ELLA) framework for decarbonising clinical pathways GIRFT**
  The GIRFT team has published the methodological framework it uses to support the programme's work on rapid decarbonisation of clinical care pathways. The study, published in the British Medical Journal Evidence Based Medicine. **Full text link** .

- **Can doctors really influence the NHS carbon footprint? UK Health Alliance on Climate Change**
  In this guest blog, BMA President John Chisholm reflects on the results of a survey of BMA members regarding their views on sustainability in the NHS.

- **End Of Year Report 2025 UK Health Alliance on Climate Change**
  This report is an important contribution to the national discourse on climate change and health. It calls for policymakers, healthcare leaders, and communities to work together in safeguarding our health against the realities of a changing climate.

- **Greener Pathways: a practical guide to decarbonising the total hip replacement pathway GIRFT**
  The second in GIRFT's series of 'greener' pathways highlights the high-impact steps trusts can take to decarbonise the elective hip replacement pathway, helping to reduce the environmental impact of the NHS while improving patient care.

Annual Reports & Statistics

- **Health Survey for England, 2024**
- **Tuberculosis notifications in England stabilise in 2025**
- **Accident and emergency (A&E) waiting times**
- **NHS sickness absence rates: Oct 2025**
- **NHS staff earnings estimates: Nov 2025**
- **NHS workforce statistics: November 2025**
- **Deferred payment agreements: England, 2024 to 2025**
- **Health trends in England: February 2026**

- **Life expectancy by sexual orientation, England and Wales: Mar 2021 to Mar 2024**

Bulletins

- **SPS Spotlight, January 2026**
- **SPS Medication Safety Update – Jan 2026**
- **New medicines news – January 2026**

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