HEALTH MANAGEMENT BULLETIN
5th March 2026

Quality and Safety

- **Medicines security: a national priority** House of Lords Public Services Committee
This report from the House of Lords Public Services Committee finds that medicine supply shortages are not prioritised as the potential national security issue that they represent given the significant risk to people's health when they cannot access necessary medication

- **Creating the conditions where care can thrive: four actions for clinical leaders** King's Fund
High responsibility and low control can lead to burnout. This blog shares reflections from clinical leaders on steps organisations can take to prioritise the health and wellbeing of staff.

- **Evaluation of Palliative care in England: Government Response** HSCC
This report evaluates the current landscape of palliative and end-of-life care in England.

- **Will the recent raft of policy developments in palliative and end of life care make a difference for patients?** Nuffield Trust
End of life care had been more in the spotlight recently, due to the bill to legalise assisted dying. But there have been several recent developments around end of life care that will remain relevant even if that bill doesn't become law. This blog takes a closer look at what they are and what impact they may have on patients.

- **New strategy to strengthen investigation capability in England** HSSIB
HSSIB have launched a new strategy which will be instrumental in supporting investigators across the NHS carry out high-quality investigations that drive real improvements in patient safety.

- **National maternity and neonatal investigation interim report** NMNI
Baroness Amos has published her Interim Reports as Chair of the Independent National Maternity and Neonatal Investigation.

- **Equity for rare: delivering fair healthcare systems for people affected by rare conditions** Genetic Alliance UK
This policy report presents findings from its community consultation into what healthcare equity means for people living with rare conditions.

- **England Rare Diseases Action Plan 2026** DHSC
The fifth action plan shows how the Department of Health and Social Care and delivery partners are implementing the UK Rare Diseases Framework in England.

- **[Will specialist advice and guidance reduce the waiting list for planned care as the government hopes?](#)** **Nuffield Trust**
  This piece explores the government's drive to reduce NHS waiting lists by increasing the amount of advice that hospital specialists provide to GPs in order to help them manage their patients without a referral to hospital.

- **[New bone scanners to help prevent fractures and cut waiting times](#)** **DHSC/NHSE**
  Patients across England will benefit from new bone scanners to diagnose fragile bones earlier and prevent painful, life-changing fractures.

- **[Martha's Rule: core standards](#)** **NHSE**
  This guidance helps NHS providers to meet this requirement by describing what they should have in place for the safe, effective and reliable implementation of Martha's Rule.

- **[Learning from medication safety events (update)](#)** **SPS**
  Practical guidance to ensure learning from local safety events is translated into shared local and national learning.

- **[Reporting and management of medication safety events (update)](#)** **SPS**
  High quality reporting and management of medication safety events ensures opportunities for learning and improving medication safety.

- **[Children and young people's patient experience survey 2024: national qualitative report](#)** **NHSE**
  This report share national insights from the qualitative thematic analysis of written responses provided by respondents that took part in the NHS Patient Survey Programme. The aim of this endeavour is to identify opportunities for learning and improvement through an in-depth understanding of experiences of care.

- **[Respiratory care is on life support](#)** **HSJ**
  The impact of this year's winter pressures on the health system's overburdened urgent and emergency care services again highlights the urgent need to improve NHS respiratory care.

- **[Delivery that matters: the state of the state 2026](#)** **Re:State**
  This report explores the key issues and opportunities facing public services. It is based on an exclusive Ipsos public poll, and over 100 interviews with public sector leaders. These provide both an insider's view of the state of public services, and a citizen's view of public priorities and how those services are functioning.

- **[New blueprint for healthcare investigators could save lives](#)** **HSSIB**
  A first-of-its-kind framework has mapped the exact skills and qualities healthcare safety investigators need to prevent repeated harm to patients,

offering a way forward from the old-style and retrain approach that has dominated incident investigations for decades.

- **NMC and GMC work together to create resources to help tackle challenges in maternity care** NMC
The NMC and the General Medical Council (GMC) have worked together to launch two resources – the new maternity page on the GMC ethical hub and the NMC's Good Teamwork Means Better Maternity Care case studies. These provide practical advice and support to those working in maternity care and are intended to support them in providing compassionate and high-quality care.

Service Improvement/Redesign

- **Casting a queer lens on the 10 Year Health Plan** King's Fund
This blog explore how the three big shifts outlined in the 10 Year Health Plan could reshape health and care for LGBTQ+ people.

- **Designing health into the devolution bill** Health Foundation
Health improvement should be a core test of devolution, write the Health Foundation's Katherine Merrifield and Tom Lloyd Goodwin, Deputy Chief Executive of the Centre for Local Economic Strategies.

- **England's first men's health strategy: will system design still leave some men behind?** King's Fund
Improving men's health is less about stoicism and more about how services are designed. Paul Galdas explores what it will take to make England's first men's health strategy a success.

- **Accelerating estate solutions for neighbourhood health centre delivery** NHS Confederation
Using NHS and partner estates effectively is key to succeeding in delivering one of the Ten Year Health Plan's ambitions.

- **How to include the VCFSE sector in neighbourhood health delivery** VSNW
This briefing sets out why the voluntary, community, faith and social enterprise (VCFSE) sector must be treated as a core partner in Neighbourhood Health.

- **Fixing the front doors? Public perceptions of the NHS and general practice** Health Foundation
This briefing reveals how the public believe that making it easier to GP appointments is of equal priority to improving A&E waiting times.

- **Co-producing change (podcast)** Health Foundation
This episode addresses the important role co-production plays in improvement. We look at it from different angles, including an international perspective, lived experience and clinical insight.

- [**From rhetoric to reality: what is the neighbourhood health service?**](#) **Macmillan Cancer Support**
  This long-read from Macmillan Cancer Support explores what it truly takes to shift from rhetoric to reality when it comes to a neighbourhood health service.

- [**Fuel poverty scheme linked to reduction in GP appointments**](#) **Health Innovation North West Coast**
  A scheme to reduce the impact of fuel poverty on vulnerable people has been linked to a near 10 per cent reduction in GP appointments, according to a new report.

Leadership

- [**Navigating complexity: moral distress among NHS chief executives**](#) **Nuffield Trust**
  Thea Stein has recently spoken to a number of NHS chief executives about the difficult choices they confront in their everyday wok and the moral distress that may accompany those decisions. In this long read she reveals what was said to her, and emphasises once more the importance of making the NHS a psychologically safe place to work.

- [**NHS Confederation and NHS Providers announce new merged membership organisation**](#) **NHS Confederation**
  The NHS Confederation and NHS Providers have announced the name of the new national membership organisation created from their merger in January. From April the NHS Alliance will represent and support the health system across England, Wales and Northern Ireland.

Research and Innovation

- [**Inclusion by design: how to address structural and cultural barriers to PPIE in academic research**](#) **Genetic Alliance UK**
  This report sets out how patient and public involvement and engagement (PPIE) can be more meaningfully embedded across the research system. While it is grounded in the experiences of rare condition researchers, its findings are relevant across a number of biomedical and healthcare research disciplines.

- [**Exploring career experiences in health services research**](#) **Health Services Research UK**
  This report examines the career experiences of researchers working across the health services research (HSR) landscape, highlighting the structural, cultural and personal factors that shape progression, inclusion and long-term sustainability in the field. Drawing on evidence from a literature review, national survey and in-depth interviews, it explores how precarity, workload pressures, inequity and uneven access to support create persistent challenges that risk limiting who can enter, thrive and remain in HSR.

- **Scribe and prejudice? Exploring the use of AI transcription tools in social care** Ada Lovelace Institute
This report explores the use of AI transcription tools in social care.

- **AI in NHS care: Patient experiences, benefits, and safety concerns** Open Access Government
Public experiences with AI in NHS care reveal both optimism about potential benefits and concerns regarding risks, accessibility, and accuracy as AI systems are integrated into health services.

- **UKRI artificial intelligence research and innovation strategic framework** UKRI
This framework outlines UK Research and Innovation's (UKRI) future investments in artificial intelligence (AI) across six priority action areas.

- **Oxford University Hospitals shares evaluation of ambient voice pilots** HTN
Oxford University Hospitals (OUH) NHS Foundation Trust has shared outcomes from its pilot of ambient voice technology (AVT), noting it shows "real promise" in helping clinicians save time, reducing stress, and allowing more of a focus on patient care.

- **Your electronic patient record will be the never-ending story** NHS Providers
In this blog, James Rawlinson, the director of health informatics at The Rotherham NHS Foundation Trust (Rotherham) and Abigail Harrison, the executive director for digital, infrastructure and improvement at Lancashire and South Cumbria NHS Foundation Trust (Lancashire and South Cumbria), share lessons from their own experiences implementing and optimising electronic patient records.

- **It's not technology that makes or breaks an EPR go-live** Digital Health
Andy Callow chief digital and transformation officer at Nottingham University Hospitals NHS Trust shares his experiences and challenges of an EPR (electronic patient record) launch.

- **Digital literacy and digital confidence** NHS England Digital Transformation
Digital literacy and digital confidence are essential for delivering safe, effective and person-centred care. Improving both is primarily the responsibility of employers. The NHS Digital Academy provides guidance and expertise to help organisations do this well.

- **New polling shows public backs new NHS App functions, but many remain cautious about AI** Health Foundation
New polling from the Health Foundation's third annual health tech tracker survey shows that while the public backs most of the proposed new functions

for the NHS App, many remain cautious around the use of artificial intelligence (AI) in health care.

- **Attitudes to technology and AI in health care** **Health Foundation**
  This analysis presents the results of a public and NHS staff survey on attitudes of the use of AI and tech in health.

Communication

- **NHSE guidance on communicating with patients and the public** **NHSE**
  This guidance provides advice on how to write NHS App messages, text messages, emails and letters for patients and the public.

- **NHS Transformation Directorate launches best practice and content guidance for patient messaging** **HTN**
  The NHS Transformation Directorate has launched best practice and content guidance, designed to help NHS colleagues in deciding when and how to message patients, using NHS Notify, and protecting patient data.

- **New NHS SBS framework to boost communication and reduce missed appointments** **NHE**

  NHS Shared Business Services has launched a new Patient/Citizen Communication, Engagement and Hybrid Mail Solutions framework agreement to help NHS organisations and wider public sector bodies improve how they communicate with patients and service users.

People Management

- **NHS Employers written evidence submission to the Home Affairs Committee Routes to Settlement Inquiry** **NHS Employers**
  This NHS Employers written submission to the Home Affairs Committee Routes to Settlement Inquiry outlines the implications of proposed changes to UK visa settlement routes.

- **Implementing team-based rostering across multiple wards** **NHS Employers**
  Read how Salisbury NHS Foundation Trust found an effective solution for its rostering needs.

- **Embedding T Levels into a grow your own workforce strategy** **NHS Employers**
  Insights and recommendations on how to integrate T Level placements into workforce strategies.

- **About the rights of pregnant women and new mothers in the workplace** **UNISON**

This report reports the findings of a survey with female UNISON members who had been pregnant or adopted a child. It focused on their experience of being pregnant in the workplace, and of returning to work, or not returning to work, after their maternity leave or adoption leave.

Patient Experience

- **[Refugee and asylum seekers' experiences of using the NHS](#)** **Healthwatch**
  Feedback to Healthwatch suggest that many refugees and asylum seekers face barriers to getting the care that they need. It reveals that when they can access health care, it can sometimes be culturally inappropriate or insensitive.

Climate

- **[Health service to save millions with boost to electrify NHS fleet](#)** **DHSC/DfT**
  Switching the NHS vehicle fleet to electric will save the health service millions and help to decarbonise 460 million miles of travel each year.

- **[Towards Sustainable NHS Travel and Transport Solutions (podcast)](#)** **NHE**
  This episode of the NHE podcast explores significant share of emissions attributed to staff commutes, patient travel, and ambulance fleets.

- **[Seventh Carbon Budget Report](#)** **House of Commons Environmental Audit Committee**
  The Seventh Carbon Budget (CB7) will set legally binding limits on UK greenhouse gas emission for the period 2038-2042 and is a critical checkpoint on the UK's statutory pathway to net zero in 2050.

Public Health

- **[Fuel poverty project sets health equalities example](#)** **Health Innovation North West Coast**
  A project to reduce the impact of fuel poverty on vulnerable people is being promoted nationally as an example of how to tackle health inequalities.

- **[Hardwiring tackling health inequalities in Herefordshire and Worcestershire](#)** **NHS Confederation**
  Herefordshire and Worcestershire ICS's unique ambassador programme ensures tackling health inequalities is embedded across the system at all levels.

- **[Improving the nation's diet: the impact of ultra-processed food](#)** **BMA**
  This report sets out our calls to action to improve the food environment and address the health impacts of poor diet, including food high in salt, sugar and fat and UPFs (ultra-processed foods).

- **[Wales leading the way on recognition of social isolation as a public health priority](#)** **NHE**

Public Health Wales has published a new national report examining loneliness, social isolation and social connection, drawing on findings from the World Health Organisation's 2025 flagship report from the Commission on Social Connection.

- **What would it take to halve the gap in healthy life expectancy?** **Health Foundation**
  This blog explores why self-reported health matters if we are interested in closing the gap in health expectancy between the richest and poorest areas.

- **Health inequalities across England and their impact on cardiovascular diseases** **Heart**
  This review explores the impact of health inequalities on cardiovascular disease which remains one of the leading causes of mortality in England, with its burden disproportionately concentrated in the North.

Annual Reports & Statistics

- **NHS activity tracker: February 2026**
- **NHS productivity growth estimates: October 2025**
- **Virtual ward capacity and occupancy statistics: January 2026**
- **Waiting list minimum data set for week ending 25 January 2026**
- **Healthy life expectancy, UK: between 2011 to 2013 and 2022 to 2024**
- **UK Clinical Research Delivery key performance indicators: data to Jan 2026**
- **Excess mortality in England (January 2026 data)**
- **Health of the region data explorer**
- **Surveillance of bloodstream infections in critical care, England**
- **A&E waiting times – 26 Feb 2026**
- **Cancer waiting times – 26 Feb 2026**
- **Ambulance response times – 26 Feb 2026**
- **Cancer mortality rates – 26.2.2026**
- **Avoidable mortality in England and Wales: 2024**
- **Deaths registered monthly in England and Wales: January 2026**
- **NHS sickness absence rates: November 2025**
- **NHS staff earnings estimates: Dec 2025**
- **NHS vacancy statistics, England: April 2015 - December 2025**
- **NHS workforce statistics: December 2025**
- **Patient-led assessments of the care environment: 2025**
- **Cold Mortality Report**
- **NHS staffing tracker**
- **A&E attendances and emergency admissions: January 2026**
- **Ambulance quality indicators systems indicators: January 2026**
- **Diagnostic waiting times and activity: December 2025**
- **Integrated urgent care aggregate data collection for January 2026**
- **NHS cancelled elective operations: Q3 2025/26**
- **NHS continuing healthcare and NHS-funded nursing care: Q3 2025/26**
- **Provisional monthly Hospital Episode Statistics for admitted patient care, outpatient and accident and emergency data: April 2025 - December 2025**

Bulletins

- **MHRA Safety Roundup: February 2026**
- **SPS Spotlight, February 2026**
- **SPS Medication Safety Update – February 2026**

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