



HEALTH MANAGEMENT BULLETIN

16th April 2026

Quality and Safety

- **[Record number of new and replacement ambulances delivered](#) DHSC**
Boost for paramedics as over 1,100 new or replacement ambulances rolled out nationwide.
- **[NHS patients and British businesses to benefit from historic changes to medicines access following pharmaceutical partnership with USA](#) DSIT/DHSC/DBT/MHRA/NICE**
New partnership accelerates NHS patients' access to new medicines and will see UK benefit from greater life sciences industry investment.
- **[Medicine supply management](#) DHSC**
An overview of the systems and processes DHSC and NHS England use for responding to medicine shortages.
- **[Mental health crisis care: legislative challenges in emergency departments](#) HSSIB**
This report is intended for healthcare organisations, policymakers and the public to help improve patient safety in relation to safety issues identified for people experiencing a mental health crisis who come into contact with urgent and emergency care services.
- **[Supporting young people to transition into adolescent and adult services](#) NHSE**
This guidance supports services to provide developmentally appropriate care for 0 to 25-year-olds. It sets out proposed actions for integrated care boards, providers and clinical teams to enable safe and effective transition between services.
- **[Independent prescribing in the UK: Workforce ambitions and implementation challenges](#) Nuffield Trust**
This report explores the current and future direction of the independent prescribing workforce in the UK health care system.
- **[Preparing for the Mental Health Act 2025: insights from SCIE's Advisory Groups: a sector-led view of what organisations need to effectively implement reform](#) King's Fund**
The Mental Health Act 2025 marks a moment of significant reform in the sector. This report provides insights from the sector following a set of advisory groups led by SCIE, highlighting the immediate reactions, concerns and what support organisations will require to meaningfully implement the changes.



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- [**NHS experts deployed to tackle corridor care**](#) **DHSC/NHSE**
NHS deploys specialist teams and expands urgent care services to tackle corridor care, cut waits and ease A&E pressure, targeting worst-affected trusts.
 - [**Cause for alarm: what can safeguarding data tell us about the challenges facing health and care services?**](#) **Nuffield Trust**
This explainer describes what safeguarding is, examines how safeguarding concerns and enquiries have changed over time, and states why they should be a cause for concern.
 - [**Safety management systems: NHS England position statement**](#) **NHSE**
This statement summarises NHS England's position on the potential for safety management systems to improve patient safety.
 - [**Delivering the National Cancer Plan: What will it take to build innovation-ready cancer services?**](#) **King's Fund**
In November 2025, The King's Fund convened a roundtable of clinical, policy, research and patient advocacy voices to explore what innovation readiness looks like in practice, and how to translate national ambition into real change for people with cancer. This long read sets out the findings and suggests changes in policy and practices for commissioners, providers and clinicians to take.
 - [**March was busiest month ever for A&Es amid meningitis outbreak**](#) **NHSE**
A&E waiting times have fallen to a five-year low, despite the NHS seeing record numbers of patients in March as the health service experienced a 'prolonged winter'.
 - [**Tackling waiting lists and modernising outpatient care: NICON webinar report**](#) **NHS Alliance**
On 10 March 2026, NICON held a webinar to take an in depth look at progress on waiting lists in Northern Ireland.

Service Improvement/Redesign

- [**Trust on the line: how healthcare in the UK is being reshaped**](#) **Ipsos**
Helen Bennis, Senior Healthcare Director, and Thomas Fife-Schaw, Head of Corporate Reputation in the UK, invited senior stakeholders from across the healthcare ecosystem to discuss how cultural and societal shifts are shaping trust within healthcare, what the consequences of these shifts are for the healthcare ecosystem, and what we can and should be doing to strengthen or rebuild or trust.
- [**Neighbourhood health framework: clarity, gaps and what comes next**](#) **King's Fund**



King's Fund experts take a closer look at the new neighbourhood health framework: the opportunities, the gaps, and the hard questions about capacity, priorities and national alignment.

- [What do Labour's reforms mean for local systems in the NHS?](#) **Health Foundation**
In re-shaping the NHS this time around, policymakers must ensure the right mechanisms are in place to encourage cross-sector collaboration.
- [Integrated care in your area](#) **NHSE**
Integrated care board (ICBs) are introducing new organisational arrangements as they redesign their structures and footprints to support their focus on strategic commissioning and reduce running costs.
- [Unpacking the neighbourhood health framework: the good, the bad and the puzzling](#) **Nuffield Trust**
With the 10-year health plan criticised for lacking detail on how the litany of initiatives and ideas within it will be delivered, the recently published neighbourhood health framework was meant to help provide a cleared picture on how care will be shifted from hospitals to communities. Sarah Reed and Becks Fisher assess the framework's strengths and weaknesses.
- [NHS patients to get quicker tests and scans closer to home](#) **DHSC/NHSE**
Government invests £237 million to expand community diagnostic centres across England.
- [Neighbourhood health centres](#) **NHSE**
The Neighbourhood health centre guidance for regions and integrated care boards sets out the practical planning instructions for developing NHCs in the current planning period.

Training and Development

- [Nursing and midwifery educator framework](#) **NHSE**
The Nursing and midwifery educator framework supports the development of a sustainable educator workforce by encouraging nurses, nursing associates and midwives into educator roles and helping employers and education bodies build future capacity.

People Management

- [Leadership in HR: balancing people and process](#) **HPMA**
The discussion paper provides insight from leaders in the NHS about approaches to disciplinary procedures and outlines improvements that can be made.
- [How staff joined the NHS under the 50,000 nurses programme – and why they left](#) **Nuffield Trust**



This long read highlights the key findings of the NIHR funded evaluation of the N50k programme to increase the number of registered nurses in the NHS in England.

- [**NMC building positive, inclusive culture one year into transformation plan**](#) **NMC**
One year into the delivery of its comprehensive, three-year Culture Transformation Plan, the Nursing and Midwifery Council (NMC) is steadily transforming its culture.

Patient Experience

- [**Two-thirds of patients and carers experience NHS admin problems**](#) **Healthwatch**
People still feel lost in the healthcare system, according to new research published by Healthwatch along with The King's Fund and National Voices.
- [**When is a story not a story? When it's evidence**](#) **RCP**
This blog reflects on why patients' accounts of illness are so often treated as 'stories' rather than evidence and why recognising patient evidence matters for trust, safety and care quality.

Leadership

- [**Skating on thin ice: the jeopardy of the 'accidental leader' in the health and care system**](#) **King's Fund**
Many clinicians step into leadership roles because of circumstance or need, often without much support or training. Alistair Thomson and Jeremy Cox explore the risks and opportunities for 'accidental leaders'.

Research and Innovation

- [**New AI tool can predict heart failure at least five years before it develops**](#) **BHF**
A pioneering artificial intelligence (AI) tool can predict a person's chance of developing heart failure at least five years before the debilitating condition develops, according to new research we've funded published today in Journal of the American College of Cardiology.
- [**EPR promise risks fading without national action**](#) **Health Foundation**
This blog outlines what the Health Foundation's survey of NHS staff in England reveals is needed to realise the promise of electronic patient records for improving care and productivity.
- [**NHS England on digital-by-default, EPR adoption, optimisation, improving workflows**](#) **HTN Health Tech News**
NHS England has shared a series of updates towards digital-by-default, drawing on findings from the digital maturity assessment and the EPR usability



survey, to outline next steps as the focus shifts from deployment to optimisation.

- [**Government drives forward its 150-day clinical trial target**](#) **DHSC**
NHS patients get faster access to groundbreaking treatments as government drives forward its 150-day clinical trial target.

Public Health

- [**NHS public health functions agreement 2026 to 2027**](#) **DHSC**
Information about NHS England's objectives and funding arrangements as it commissions public health services.
- [**Quantifying multiple insecurities in financial, housing, work, health and caring: trends, breakdowns by characteristics and impacts on wellbeing**](#) **Centre for Analysis of Social Exclusion**
This novel quantitative study of multiple insecurity demonstrates that it is possible to operationalise the concept using data on adults living in the UK to estimate prevalence and trends, and identify who is most at risk of experiencing various insecurities.
- [**How housing affects our health**](#) **RSPH**
Tenancy Services Officer and RSPH Fellow David Kingsley explores how housing affects our health, and how education for the workforce is key to improving outcomes.

Finance

- [**Changes to NICE's cost-effectiveness thresholds take effect**](#) **NICE**
NICE has implemented new measures to evaluate the cost-effectiveness of medicines, following a policy change that aims to give patients improved access to treatments.
- [**A higher NHS drugs bill means difficult decisions lie ahead for the government**](#) **Health Foundation**
This blog explains why the UK-US drug pricing deal could NHS spending tradeoffs even more difficult in the future.
- [**Why the new NHS financial year must fund stability today and digital maturity for tomorrow**](#) **Health Tech World**
Trust boards need to adopt a dual-track funding strategy: protecting essential services while ring-fencing investment in digital capabilities that enable new models of care, says Richard Oswald, NHS Client Director at Exponential-e.
- [**Bismarck versus Beveridge revisited: Does the model shape the outcome?**](#) **IPPR**



This report analyses data from 22 OECD countries to examine evidence on alternative healthcare funding approaches – principally social health insurance systems, as used in France, Germany and the Netherlands.

- [Study finds that hospital care at home could save the NHS hundreds of millions NHE](#)
Treating patients with serious conditions from the comfort of their own homes could deliver far greater benefits than previously thought, saving the NHS hundreds of millions of pounds while improving care quality and patient satisfaction, according to a major new study.

Annual Reports & Statistics

- [Health of the Health System Index: annual report 2025/26](#)
- [NHS acute \(hospital\) trust catchment populations: April 2026](#)
- [NHS injury costs recovery scheme: amounts collected April 2025 to March 2026](#)
- [Cancer Survival in England, cancers diagnosed 2018 to 2022, followed up to 2023](#)
- [Provisional Accident and Emergency Quality Indicators for England, February 2026, by provider](#)
- [Excess mortality in England](#)

Bulletins

- [New Medicines News March 2026](#)

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