



HEALTH MANAGEMENT BULLETIN

2nd April 2026

Quality and Safety

- **[Children waiting to leave hospital](#) Children's Commissioner for England**
This report brings together data on how long children spend in hospital across their childhoods, alongside the voices and experiences of families, health and care professionals working in hospitals, hospices, community nursing teams and care providers. It sets out the issues facing children whose hospital stays are being prolonged or more frequent because the support they need to be in the community is not in place.
- **[Module 3 Report – The impact of the Covid-19 pandemic on the healthcare systems of the United Kingdom](#) UK Covid-19 Inquiry**
The UK Covid-19 Inquiry has published its third report, setting out findings and recommendations following its investigation into the impact the Covid-19 pandemic had on the healthcare systems in the four nations of the United Kingdom.
- **[The Blood Safety and Quality Common Framework](#) DHSC**
This policy paper sets out how the UK and devolved governments will continue to work closely and collaboratively together on blood safety and quality policy.
- **[Medicines Shortages: Solutions for Empty Shelves \(One Year On\)](#) RPS**
This report provides a comprehensive assessment of the causes of medicines shortages, their impact on patients and healthcare professionals, and what more could be done to mitigate and manage them.
- **[Insulin: supporting safe administration in inpatient settings](#) HSSIB**
This report considers the safe administration of insulin for people with known diabetes mellitus, who may be at risk of harm during admissions to hospital.
- **[Pandemic Preparedness Strategy: building our capabilities: policy paper](#) DHSC**
How the UK intends to rebuild readiness for future pandemics through a whole-of-government approach that prioritises the needs of the most vulnerable.
- **[Better data for better decisions](#) NICE**
Sophie Cooper, senior scientific adviser at NICE, explains the importance of recently published EQ-5D-5L value set and how it has the potential to help us decide if new treatments offer good value for money for the NHS.



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- **[Get medicines to NHS patients earlier via the MHRA-NICE aligned pathway](#) MHRA**
By streamlining decision-making, the MHRA–NICE aligned pathway will help patients access new medicines 3–6 months sooner.
 - **[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.
 - **[European CHMP recommendations for approval of new medicines in the EU \(March 2026\)](#) European Medicines Agency**
Five new medicines recommended for approval; another 13 medicines recommend for extension of their therapeutic indications.
 - **[Independent review into mental health conditions, ADHD and autism: interim report](#) DHSC**
This interim report outlines the progress on the independent review into the prevalence and support for mental health conditions, ADHD and autism.
 - **[Regulator responds to concerns raised by bereaved families in Nottingham](#) NMC**
The Nursing and Midwifery Council (NMC) has restated its commitment to learning from feedback and changing the way it works, as a result of its engagement with bereaved families involved in the independent review of maternity services at the Nottingham University Hospitals NHS Trust, chaired by Donna Ockenden.

Service Improvement/Redesign

- **[Urgent community care: clinical decision-making framework](#) NHSE**
This framework supports teams to balance patient, clinical and system risk, so more people can benefit from safe care out of hospital. It lists 8 key actions for managing patients in the community, and identifies which patient cohorts and presentations should be considered for community-based care.
- **[Delivering the left shift: the 24/7 neighbourhood mental health pilot sites](#) NHS Confederation**
An overview of the six pilot neighbourhood mental health centres aiming to provide 24/7 support as part of the wider neighbourhood health agenda.
- **[Derbyshire, Lincolnshire & Nottinghamshire ICB shares five-year strategic commissioning and population health improvement plan](#) HTN**
The Derby & Derbyshire, Lincolnshire, and Nottingham & Nottinghamshire (DLN) ICB cluster has published a five-year strategic commissioning and population health improvement plan, detailing the role of digital in supporting system ambitions to 2031.



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- [Health devolution in Greater Manchester and South Yorkshire](#) **DHSC**
Communities in Greater Manchester and South Yorkshire will benefit from a greater focus on preventative healthcare.
 - [Communities to benefit from health centres on their doorstep](#) **DHSC/NHSE**
Government rolling out first 27 neighbourhood health centres, providing more care closer to home.
 - [Devolution, integration, prevention: do the government's public service reform plans add up?](#) **Institute for Government**
There is a mismatch between the government's stated aims for public service reform and how departments are driving change.
 - [1 April 2026 next steps on planning and priorities for 2026/27](#) **NHSE**
Letter from Sir James Mackey, Chief Executive, NHS England covering NHSE's collective priorities and a look ahead for the new financial year.
 - [How digital enables neighbourhood health](#) **Digital Health**
This podcast episode recorded at day one of Digital Health Rewired 2026 explores how technology and data can help deliver neighbourhood health.

Training and Development

- [New medical training chair to bring system from "dial up" to modern era](#) **DHSC**
The new chair of a major review into medical training has pledged to bring the "dial up" system into the modern era.
- [Medical Training Initiative scheme closure](#) **NHS Employers**
NHS England has made the decision to end the current MTI scheme.
- [Student experience: what employers can do to better support students on placement](#) **NHS Employers**
Explore what employers can do to better support their students on placement.

Leadership

- [How to navigate the political pitfalls of health legislation](#) **King's Fund**
Passing health legislation through parliament is difficult. Bill Morgan explores some of the challenges the government will face – and how ministers can tackle them.



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- **[Why the NHS needs a 'slow policymaking' movement](#) King's Fund**
In a system bloated on fast-food-style policymaking, slowing down might be the most positive – and radical – step the government can take to improve health care.

Research and Innovation

- **[FDP digital scheduling tool improves theatre utilisation, finds study](#)**
Digital Health
A digital scheduling tool on the NHS federated data platform (FDP) led to improvements in theatre utilisation, according to an evaluation by Chelsea and Westminster Hospital NHS Foundation Trust.
- **[Electronic patient record systems in England: what do NHS staff think?](#)**
Health Foundation
This analysis explores how NHS staff feel about EPR systems, and how to get the most value out of them.
- **[Digital Inclusion Action Plan: One Year On](#) DSIT/DHSC/DfE/DWP/MHCLG**
Progress report on delivering the Digital Inclusion Action Plan.
- **[Apheresis capacity in England: report of the apheresis expert working group](#)** DHSC
Report from an expert working group on the current and anticipated capacity issues for apheresis service providers.
- **[Assessing digital inclusion in the NHS: how ready are we for the NHS app](#)** NHS Confederation
This digital exclusion index is designed to help ICBs understand the context of their neighbourhoods when commissioning healthcare services.
- **[Pioneering a sustainable model for NHS digital productivity](#)** Open Access Government
Key barriers to automation in the NHS are high upfront costs, inflexible licensing, and limited internal expertise. Transformation Partners in Health and Care (TPHC) suggests a shift to a 'consumption-based' productivity model, as explained by Jo Bowers and James Davies.
- **[Scaling Artificial Intelligence in Health](#)** OECD
Artificial Intelligence (AI), when scaled responsibly, holds significant potential for healthcare systems. Yet significant barriers to its adoption remain, including fragmented data foundations, regulatory uncertainty, and gaps in governance and workforce capacity. Unleashing AI's potential to benefit everyone's health requires the balancing of market forces and health culture.
- **[Digital Maturity Assessment report 2024 and 2025 results](#)** NHS Digital



This is the summary of results from the 2024 and 2025 Digital Maturity Assessments (DMA), an annual self-assessment for all ICBs and NHS trusts in England against the What Good Looks Like (WGLL) framework.

- [Testing and spreading AI in health care: the case for rapid revolution](#) **Health Foundation**
This blog explores how productivity-enhancing technologies such as AI need to be developed, tested and successfully adopted at scale and fast.
- [NHSE publishes fresh guidance on safe use of ambient scribes](#) **Digital Health**
NHS England has published new guidance on the use of AI-powered ambient scribing tools in health and care settings, setting out how organisations can safely adopt the technology while meeting data protection and patient rights requirements.

People Management

- [An honest account of the benefits and costs of international health worker recruitment](#) **APPG Global Health & Security**
The report finds that the NHS is deeply dependent on internationally educated staff. It says one in three doctors were trained overseas, around one in four registrants on the UK nursing register were internationally educated in 2025 and nearly half of new nursing joiners in 2023/24 were internationally educated. It describes international recruitment as “not a marginal feature of the system - it is structural.”
- [Managing trauma in the workplace: Evolving workplace mental health practices for a changing world](#) **University of Manchester**
This report provides employers with guidance on how to manage trauma in the workplace.
- [Secondary care doctors prepare for strike ballot](#) **BMA**
Senior secondary care doctors in England will be balloted for industrial action following an ‘inadequate’ award of a 3.5 per cent uplift from the pay review body.
- [Crunching the Numbers: Why We Need an Analytical Capability and Workforce Plan](#) **King’s Fund**
In a rapidly changing landscape, does the health and care system have the analytical capability it needs – and a plan to sustain it?
- [Poor mental health is strongest driver of nurses leaving the NHS](#) **Nuffield Trust**
High levels of sickness absence make NHS nurses more likely to leave their role, but long absence periods due to mental ill health have a stronger effect



on likelihood of leaving the NHS than any other reason, including a much bigger impact than physical health.

- [**How staff joined the NHS under the 50,000 nurses programme – and why they left**](#) **Nuffield Trust**
In this long-read highlights the key findings from the N50k programme, and ahead of a new workforce plan for the NHS emphasises the importance of learning the lessons from previous efforts to drive up the numbers of nurses in the health service.
- [**NMC puts anti-racism at the heart of Code and Revalidation reviews**](#) **NMC**
The Nursing and Midwifery Council's (NMC) commitment to anti-racism has been central to its ongoing reviews of the Code and Revalidation process – two regulatory tools which shape nursing and midwifery practice in all settings across the four countries of the UK.
- [**New HCPC resources to support advanced levels of practice**](#) **NHS Employers**
The Health and Care Professions Council (HCPC) has released a new suite of resources to support registrants, managers and employers.

Sustainability

- [**Waste Not How the UK government can save money and support public services**](#) **Verdant**
This report argues how reducing waste and rooting out fraud and tax avoidance would save up to £30 billion annually which could be used to improve public services.

Public Health

- [**Assessing recent changes to the Soft Drinks Industry Levy**](#) **IFS**
This report explores the effect that the planned reforms to the Soft Drinks Industry Levy will have on the government's efforts to tackle obesity.
- [**Healthier lives and a healthier NHS: the role of social prescribing**](#) **King's Fund**
From tackling loneliness to navigating housing issues, social prescribing can help more people live healthy lives. GP Kamila Hawthorne reflects on the power and potential of social prescribing.
- [**The rising state pension age risks widening inequalities**](#) **Health Foundation**
This blog explores why the raising state pension age leaves some at risk of living in poverty for longer.



Patient Experience

- [**Public satisfaction with the NHS and social care in 2025: Results from the British Social Attitudes survey King's Fund**](#)

In 2025, 26% of British adults were satisfied with how the NHS runs – a statistically significant 6 percentage point increase from 2024, and the first increase in satisfaction since 2019. 2025 also saw the largest fall in dissatisfaction in 25 years, falling from 59% in 2024 to 51%.

- [**Public satisfaction with the NHS and social care in 2025: Results from the British Social Attitudes survey Nuffield Trust**](#)

The NHS has seen a 6 percentage point increase in public satisfaction, the first rise since 2019, according to the latest finding of the public attitudes to the NHS and social care.

- [**Glimmers of light but no new dawn in public satisfaction with the NHS Nuffield Trust**](#)

The results of the British Social Attitudes survey have revealed a 6 percent point increase in public satisfaction with the NHS in 2025. This blog argues that it is right to greet the findings with a degree of hope and optimism, but that it's important not to get carried away.

Finance

- [**Diversity pay gap reporting 2024/25 for NHS England NHSE**](#)

This report presents NHS England's gender, ethnicity, disability and sexual orientation pay gaps as of 31 March 2025, based on data from the NHS Electronic Staff Record (ESR).

- [**2026/27 NHS Payment Scheme NHSE**](#)

A set of rules for four payment mechanisms that establish the amount payable for provision of NHS-funded secondary healthcare.

- [**2026 to 2027 financial directions to NHS England DHSC**](#)

The government's financial directions to NHS England set out its budgets for 2026 to 2027.

- [**£1 billion invested in health protection as new Pandemic Strategy published Cabinet Office, DHSC & UKHSA**](#)

New Pandemic Preparedness Strategy has been published alongside the UK Government's response to the Covid-19 Inquiry Module 2 report.

- [**BMA resident doctors committee rejects landmark deal DHSC**](#)

Historic new deal for resident doctors would have seen more frequent and fairer pay rises and more training places from this year.



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- **[Quality and Outcomes Framework guidance for 2026/27](#) NHSE**
This document provides additional guidance on the interpretation and verification of the QOF indicators for 2026/27 in England, which are listed in Annex D of the Statement of Financial Entitlements Directions (SFE). It is effective from 1 April 2026 and replaces versions issued in previous years.
 - **[How can we fix health care spending? Views from across the political spectrum](#) King's Fund**
This blog explores how health care spending can be put on on a sustainable footing.
 - **[A Review of Pay Comparability for the DDRB](#) Review Body on Doctors' and Dentists' Remuneration (DDRB)**
Independent review of pay comparability for doctors and dentists by IDR for the DDRB.
 - **[Public health commissioning in the NHS: 2026 to 2027](#) DHSC**
Information about NHS England's objectives and funding arrangements as it commissions public health services.
 - **[DHSC and NHSE internal plan pledges £7.4bn digital investment](#) Digital Health**
The Department of Health and Social Care (DHSC) and NHS England have pledged to invest £7.4bn in technology, digital and data between now and 2030, according to internal planning guidance.

Bulletins

- **[SPS Medication Safety Update - March 2026](#)**
- **[MHRA Safety Roundup: March 2026](#)**
- **[SPS Spotlight, March 2026](#)**

Annual Reports & Statistics

- **[Adult inpatient experience survey 2024: national qualitative report](#)**
- **[Public opinions and social trends, Great Britain: February 2026](#)**
- **[Public sector finances, UK: February 2026](#)**
- **[Invasive meningococcal disease statistical releases](#)**
- **[Deprivation of Liberty Safeguards, England: 2024 to 2025](#)**
- **[NHS sickness absence rates: Dec 2025](#)**
- **[NHS staff earnings estimates: Jan 2026](#)**
- **[NHS workforce statistics: January 2026](#)**

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