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# HEALTH MANAGEMENT BULLETIN

## 21<sup>st</sup> May 2026

### Quality and Safety

- [Half of medium-and high-risk mental health patients in A&E not properly observed throughout their stay, new RCEM report reveals](#) **RCEM**  
According to new data published by the Royal College of Emergency Medicine around half of higher-risk mental health patients in Emergency Departments were not properly observed during their stay last year.
- [Acute Behavioural Disturbance in Emergency Departments](#) **RCEM**  
This guideline has been written to support the emergency care of a patient with acute behavioural disturbance whose presentation may affect the clinician's ability to ensure that the patient, staff and others are safe, and to achieve appropriate clinical investigations and management.
- [Why do politicians restructure the NHS?](#) **King's Fund**  
As the NHS goes through its latest NHS reorganisation, in this blog we look at seven reasons why politicians restructure the NHS, and seven lessons to learn from this.
- [Biosimilar Sustainability Scorecards for Europe 2026](#) **IQVIA**  
This report highlights the value of biosimilars and evaluates the structural determinants of biosimilar market sustainability across a diverse set of European countries through a standardized, multi-dimensional assessment framework.
- [We asked how the NHS can boost productivity: here's what we heard](#) **Health Foundation**  
This blog shares a snapshot of insights and ideas of the health service's productivity challenge of respondents to the recent NHS productivity commission call for evidence.
- [Progress – but is it enough? What the latest NHS waiting times mean for elective recovery](#) **Health Foundation**  
This analysis examines the progress made and what it means for the government's aims to restore the 18-week standard by 2029.
- [Safety and quality in healthcare: why the distinction is important](#) **HSSIB**  
In this blog, Ted Baker discusses a new paper by HSSIB colleagues and highlights the call for a fundamental rethink of how the NHS views and prioritises patient safety.
- [Best practice guide for NHS frailty pathways](#) **NHSE**



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This best practice guide sets out the priorities and related key actions to help ensure people living with frailty and those who support them experience high-quality care and support: co-ordinated, compassionate care that is personalised, consistent, and easy to navigate.

- [\*\*Better patient care as NHS set to introduce Single Patient Record\*\*](#) **DHSC**  
Safer and faster care for patients as NHS set to introduce single patient record and cut bureaucracy.
- [\*\*Initial findings from the Royal College of Nursing 2026 Last Shift Survey\*\*](#) **RCN**  
This briefing sets out some of the key headline findings from our 2026 survey, and the implications for nursing. We will continue to use the dataset to support our work on staffing for safe and effective care.
- [\*\*Health Bill: patient safety - fact sheet\*\*](#) **DHSC**  
Outlines the proposed legislative changes in the upcoming Health Bill to the way patient safety is being strengthened.
- [\*\*Bias and Discrimination in Patient Safety Investigations\*\*](#) **HSSIB**  
This briefing outlines that discussion from a roundtable discussion focussing on bias and discrimination in patient safety investigations. It is intended for national and regional policymakers, NHS senior leaders, regulators, and system partners with responsibility for patient safety, quality, and equity.
- [\*\*Maternity Adviser to champion safer care for mothers and babies\*\*](#) **DHSC**  
Michelle Welsh MP appointed as the government's first Maternity Adviser.
- [\*\*Improving emergency care for people in mental health crisis: actions for change\*\*](#) **NHS Alliance**  
This guidance offers key actions for change for clinical, operational and improvement leaders across acute trusts, mental health providers, ICBs and voluntary sector partners who wish to strengthen joint working, reduce friction at the mental health and ED interface and accelerate practical improvement locally.
- [\*\*Too old for paediatrics, too young for adult services: the problem that must be solved\*\*](#) **Nuffield Trust**  
This blog explores the difficulties encountered for teenagers when moving from paediatric to adult health services and proposes a potential solution.

## Service Improvement/Redesign

- [\*\*The RCP view on neighbourhood health: planned specialist care\*\*](#) **RCP**  
This new report sets out its vision for the role of planned specialist care in neighbourhood health, calling for physician expertise to be embedded in integrated neighbourhood teams, with the capacity and capabilities to make the model work.



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- [\*\*NHS modernisation and regulation for growth bills outlined in King's Speech\*\*](#) **HTN**  
One of the headline announcements of the King's Speech has been the NHS Modernisation Bill, which sets out plans to abolish NHS England, strip back national bureaucracy, drive forward the Single Patient Record, and streamline patient safety.
  - [\*\*Impact assessment: Health Bill: structural measures to ICBs and foundation trusts - impact assessments\*\*](#) **DHSC**  
This document outlines the approach to assessing the objectives, rationale, costs and benefits of the proposed changes to integrated care boards and foundation trusts as part of the Health Bill.
  - [\*\*Impact assessment: Health Bill: abolishing NHS England - impact assessment\*\*](#) **DHSC**  
This document outlines the approach to assessing the objectives, rationale, costs and benefits of the proposal to abolish NHS England as part of the Health Bill.
  - [\*\*Collection: Health Bill\*\*](#) **DHSC**  
Information relating to the Health Bill, which was introduced in the House of Commons on 14 May 2026.
  - [\*\*Strengthening public health expertise within integrated care boards\*\*](#) **NHSE**  
This guidance supports integrated care boards (ICBs) in embedding public health expertise into governance, commissioning and service transformation. The aim is to drive efficiency, improve outcomes and reduce health inequalities.
  - [\*\*From rhetoric to reality: delivering an effective neighbourhood health service\*\*](#) **NHS Alliance**  
This guide helps leaders move from aspiration to action, translating the vision of a neighbourhood health service into meaningful progress. Drawing on insights from leaders at the forefront of innovative models of neighbourhood working and approaches being developed across the country.

## Patient Experience

- [\*\*Optimising shared decision-making in the chronic angina care pathway\*\*](#) **The Patients Association**  
This report presents the findings of a project to develop a toolkit to improve shared decision-making in the care pathway for chronic angina treated with planned coronary angioplasty (heart stents). The project explored patient and staff experiences of decision-making, informed consent and care pathways, and identified opportunities to strengthen support for shared decision-making in cardiology services.



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- [\*\*What do people experience when they need an ambulance? Healthwatch\*\*](#)  
Over the past seven years, thousands of people have shared their experiences of ambulance services with us. And last month, those voices helped shape a major parliamentary inquiry.
  - [\*\*Voice of the Customer: Public response to the NHS 10 Year Plan RNIB\*\*](#)  
RNIB's latest Voice of the Customer report explores public attitudes towards the NHS 10 Year Plan for England, with a focus on proposed changes to eye care services. The research looks at views on moving more care into community optometry settings and increasing the use of digital services, including the NHS App.
  - [\*\*Patient Experience Survey: May 2026 Patients Association\*\*](#)  
This survey was conducted in early 2026 with 807 patient respondents, providing evidence drawn from their experiences. It does so at a significant moment. The government's 10 Year Health Plan for England, and more recently the NHS Modernisation Bill, commits to putting patient choice, voice, and feedback at the heart of how quality is defined and measured.
  - [\*\*Maternity experience survey 2025: national qualitative report NHSE\*\*](#)  
The focus of this report is on the 2025 NHS Maternity survey, which gathered feedback from patients about their experiences of care provided before giving birth (antenatal care), during labour and delivery, and up to 8 weeks following birth (postnatal care). A total of 16,755 people responded to the survey during April to July 2025.

## Training and Development

- [\*\*Developing quality T Level industry placements in health and care settings: a toolkit for employers NHS Employers\*\*](#)  
Practical guidance and resources to help structure and deliver high-quality Health T Level industry placements.

## Communication

- [\*\*Strengthening inclusive NHS England messaging National Voices\*\*](#)  
This project was commissioned to strengthen the evidence base on how NHS digital messages can be designed and delivered in ways that prompt action while remaining inclusive for groups most at risk of exclusion.

## Leadership

- [\*\*Letting go of certainty: rethinking how we lead in health and care King's Fund\*\*](#)  
When complexity is the water we swim in, leadership must change. Kathryn Perera and Simon Newitt reflect on moving beyond heroics towards more collective and curious leadership.



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- ['Leading the way' episode 11: Trust, courage and diversity in medical leadership, with Dr Erum Jamall](#) **RCPCH**

In this blog, Jonathan reflects on a compelling conversation with Dr Erum Jamall, a consultant paediatrician and medical director, about leadership within NHS trusts and the crucial role of medical management.

## People Management

- [Half of hospital trusts employing non-doctors on doctor rotas](#) **BMA**  
Almost half of hospital trusts have been asking non-doctors to fill in on medical rotas, according to Freedom of Information requests lodged by the BMA.
- [Case Study: Flex Evelina: embedding a fair and inclusive flexible working culture](#) **NHS Employers**  
Evelina London shows how a staff-led approach improved access to flexible working, addressed inequality and shaped a more inclusive workplace culture.
- [UK Regulators Sign New Principles to Tackle Racism](#) **NHS Race & Health Observatory**  
In an unprecedented move, national UK health and social care regulators including the Care Quality Commission (CQC), General Medical Council (GMC) and Nursing and Midwifery Council (NMC) have today committed & signed up to nine new shared anti-racism principles to help tackle longstanding racism experienced by health and social care staff.
- [Mental health in the workplace](#) **NHS Employers**  
Tools, resources and guidance to help you make positive, practical improvements to the mental wellbeing of your workforce.
- [How do healthcare workers feel about the NHS, Spring 2026?](#) **YouGov**  
66% of NHS staff believe the government are handling the NHS badly, with just 25% expecting the health service to improve.
- [BMA survey finds 81% of doctors think the way advanced practitioners currently work is risk to patient safety](#) **BMA**  
The BMA has called for swift action from Government to protect patients as a new survey of doctors reveals widespread fears for patient safety over the chaotic way employers use advanced practitioners (APs) in the NHS.
- [RCN condemns NHS leaders and politicians as racism reports soar](#) **NHE**  
The Royal College of Nursing (RCN) has condemned health leaders and politicians for allowing racism to “flourish” in the NHS, as new figures reveal a sharp rise in reported incidents of racial abuse against nursing staff.
- [Men's health guidance](#) **NHS Employers**



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Guidance for organisations on how to take practical steps to support men's health and promote a preventative approach.

## Research and Innovation

- [Sheffield introduces surgical robot to advance cancer care](#) **Digital Health**  
Sheffield Teaching Hospitals NHS Foundation Trust has introduced a new robotic-assisted surgery system to advance cancer care.
- [NHS tech investment needs better delivery, not greater urgency](#) **Digital Health**  
NHS digital investment is being held back not by lack of urgency but by weak delivery on the ground, writes Professor Joe McDonald.
- [Digital tools key to improve patient flow in the NHS, report says](#) **Digital Health**  
Digital technology should be used to support whole-system patient flow rather than simply improving bed management, according to a new report from Public Policy Projects (PPP).
- [Artificial intelligence and evidence-informed policy: emerging challenges and opportunities](#) **WHO**  
Artificial intelligence (AI) is increasingly shaping evidence-informed policy-making (EIP) in health by enabling faster analysis, synthesis and use of large and diverse data sources across the policy cycle. This discussion paper examines the intersection of AI and EIP, outlining how AI can support problem identification, policy design and implementation through enhanced data integration, predictive modelling, scenario simulation and adaptive feedback.
- [Digital health exclusion mapped](#) **UK Authority**  
A new online tool, the Digital Exclusion Risk Atlas (DERA), has been launched to help health and care teams identify areas in England where people may struggle to access digital health services due to barriers such as poor connectivity, affordability issues, or lack of digital skills.
- [Making AI in health care safe: the story so far – with Ricardo Baptista Leite and Alastair Denniston](#) **Health Foundation**  
For a high-risk area like health care, safe, responsible use will be critical. But pressures on health systems mean governments can ill afford to delay adoption. So what's the right balance? And how can we ensure AI tools work in real-life health care settings and minimise unintended consequences?
- [Good practice guide for organisations using AI](#) **NAO**  
This guide highlights key considerations for audit and risk assurance committees when overseeing the planning, deployment and scaling of artificial intelligence (AI) within public sector organisations.



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- [\*\*The use of AI in UK healthcare: public perceptions and healthcare priorities\*\*](#)  
**King's College London**  
This report examines the public's attitudes towards AI in healthcare – both its personal use and its role in clinical settings – revealing a public that is already engaging with AI technology, but with significant anxieties and divisions about how far it should go.
  - [\*\*Artificial intelligence \(AI\)-assisted echocardiography analysis and reporting to support the diagnosis and monitoring of heart failure: early-use assessment \(HTG779\) NICE\*\*](#)  
Evidence-based recommendations on the early use of artificial intelligence (AI)-assisted echocardiography analysis and reporting to support the diagnosis and monitoring of heart failure.

## Finance

- [\*\*Repairing EPR data errors could cost NHS at least £13.5m in 2026\*\*](#) **Digital Health**  
NHS trusts in England could spend more than £13.5 million in 2026 on correcting data problems that emerge after electronic patient record (EPR) go-lives, according to analysis by healthcare data specialists MBI Health.

## Public Health

- [\*\*Better homes, better health: insights from linking housing and health data\*\*](#) **Health Foundation**  
This briefing presents new findings from the Networked Data Lab (NDL), a UK-wide network of analysts led by the Health Foundation.
- [\*\*What would it take for the NHS to treat violence against women and girls as a public health emergency?\*\*](#) **King's Fund**  
The NHS sees the effects of violence against women and girls every day. What needs to change to ensure it plays its full part in preventing and responding to it?
- [\*\*Royal College of Physicians \(RCP\) report on Smoking, health and social justice\*\*](#) **RCP**  
A new report from the Royal College of Physicians (RCP) examines the effects of smoking that are increasingly concentrated among people already living in poverty, poor health and with social exclusion. It calls on the UK government to adopt opt-out treatment models across all NHS services.
- [\*\*Demographic change and the welfare state\*\*](#) **King's Fund**  
Since the welfare state was created in the aftermath of the Second World War, Britain's population structure, patterns of work, health needs and sources of public revenue have all changed.



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## Information Management

- [How personal data is used and shared during the NHS continuing healthcare process](#) **DHSC**  
This is an overview of the rules and legal basis for using and sharing personal data during the NHS continuing healthcare process.
- [Impact assessment: Health Bill: single patient record and information sharing - impact assessment](#) **DHSC**  
Outlines the approach to assessing the objectives, rationale, costs and benefits of the proposals on the single patient record and information sharing as part of the Health Bill.

## Climate

- [Air pollution harms brain health – existing standards may fall short](#) **University of Birmingham**  
Air pollution doesn't just harm our lungs and hearts – it quietly erodes our brain health, global IQ, and equality. This blog explores whether current standards are enough.
- [Pan-European Commission on Climate and Health: Call to Action - Progress measures dashboard](#) **WHO**  
A preliminary long list of potential measures for tracking progress against the Pan-European Commission on Climate and Health's recommendations.

## Annual Reports & Statistics

- [NHS injury costs recovery scheme: amounts collected April 2026 to March 2027](#)
- [NHS sickness absence rates: Jan 2026](#)
- [NHS staff earnings estimates: Feb 2026](#)
- [Healthcare expenditure, UK Health Accounts: 2024 and 2025](#)
- [NHS acute \(hospital\) trust catchment populations: April 2026](#)
- [2026 Patient Report of the National Emergency Laparotomy Audit around Standards of Care for Patients who do not Undergo Emergency Laparotomy \('NoLap' cohort\)](#)
- [Breast surgery GIRFT Programme Follow-up Report](#)
- [NHS productivity growth estimates: January 2026](#)
- [NHS referral to treatment waiting times data: March 2026](#)
- [Provisional monthly Hospital Episode Statistics for admitted patient care, outpatient & A&E data: Apr 2025-Mar 2026](#)
- [Public opinions and social trends, Great Britain: April 2026, Office for National Statistics, 15 May 2026](#)
- [Rapid cancer registration data](#)
- [Summary Hospital-level Mortality Indicator: deaths associated with hospitalisation, England, Jan-Dec 2025](#)



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- [Excess mortality in England](#)

## Bulletins

- [NHE Bulletin Issue 108 Q2](#)

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