



HEALTH MANAGEMENT BULLETIN

7th May 2026

Quality and Safety

- **[The future of Freedom to Speak Up](#) NHSE**
This document sets out the revised responsibilities for Freedom to Speak Up across the NHS.
- **[What makes care outstanding?](#) King's Fund**
The Care Quality Commission (CQC) is currently rebuilding its regulatory model following several reviews that were critical of its approach. This report shares the Fund's exploration into what makes outstanding care.
- **[Ombudsman sets out new five-year strategy to drive improvement](#) NHE**
The Parliamentary and Health Service Ombudsman (PHSO) has launched a new five-year strategy, setting out a renewed commitment to delivering fair, impartial justice for individuals while playing a stronger role in improving the quality of public services.
- **['Racism infiltrates every aspect of medicine': New 'blueprint' for anti-racist healthcare in the UK launched](#) University of Cambridge**
The first medical textbook on anti-racist healthcare warns that ethnic inequalities still run deep throughout UK medicine. Its authors argue that proactively fighting racism is fundamental to fulfilling a founding promise of the NHS: fairness.
- **[NHS overhauls clinical standards to reduce maternal deaths](#) NHSE**
Every maternity service in England will need to meet new clinical standards, set out by the NHS, to significantly reduce the number of women who die each year during or after pregnancy.
- **[A growing gap? ICB variation in elective care waiting times in 2019 and 2025](#) Health Foundation**
This analysis examines variations in waiting times across ICBs to understand the extent of progress towards recovering pre-pandemic waiting times, including changes in referrals and activity.
- **[1,000 NHS staff call Martha's Rule helplines in first 18 months](#) NHSE**
More than 1,000 NHS staff across England have used Martha's Rule helplines to help identify rapid deterioration of a patient's condition in the first 18 months of the scheme, new figures show.
- **[Safe and effective dose management in electronic prescribing and medicines administration systems](#) RCPCH**
This position statement is made on behalf of the Joint RCPCH and NPPG Medicines Committee. The Medicines Committee is a collaborative standing



committee with joint membership between Royal College of Paediatrics and Child Health (RCPCH) and Neonatal and Paediatric Pharmacy Group (NPPG).

- [**Observatory to support delivery of new national programme targeting racism and discrimination in maternity and neonatal care**](#) **NHS RHO**
A groundbreaking new national programme designed to address stark ethnic inequalities found in maternal and neonatal care has been established between NHS England and the NHS Race and Health Observatory.
- [**Embedding medication safety improvement within an organisation**](#) **SPS**
The Patient Safety Incident Response Framework (PSIRF) is an NHS approach to developing and maintaining effective systems and processes for responding to patient safety incidents for the purpose of learning and improving patient safety.

Service Improvement/Redesign

- [**The Neighbourhood Health Framework: enabling the ‘left shift’ or entrenching the ‘right drift’?**](#) **Health Foundation**
This blog explores the Neighbourhood Health Framework’s main priorities and risks, with a focus on the implications for general practice.
- [**Neighbourhood Health Centres Guidance for regions and integrated care boards: what you need to know**](#) **NHS Alliance**
Key points from the guidance and analysis as to what it means for integrated care boards and NHS England regions.
- [**What can England and Singapore learn from each other on neighbourhood health?**](#) **King’s Fund**
How do you create a strong foundation of primary and community care in neighbourhoods? We brought together senior leaders from across health and care in England and Singapore to discuss.
- [**Towards a model neighbourhood: next steps on implementing neighbourhood health**](#) **Private Public Ltd**
This report draws learning and experience working with systems, providers, local authorities and communities to provide something usable – a practical guide for systems, places and neighbourhoods looking to make progress now.
- [**Neighbourhood health centres: design and performance specification**](#) **NHSE**
This specification supports the planning and delivery of new-build neighbourhood health centres. It sets out shared principles to guide design, rather than prescribing a single model. While developed for purpose-built facilities, the principles can also be applied, where appropriate, to refurbishments, extensions and repurposed buildings, including health-on-the-high street models.



Training and Development

- [**NMC on course to publish anti-racism principles for nursing and midwifery education and practice**](#) **NMC**
The Nursing and Midwifery Council (NMC) is on track to deliver new anti-racism principles for nursing and midwifery education and practice in May – to help tackle the Black maternal health crisis and wider Black health disparities

People Management

- [**Still lost in the system: the urgent need for better NHS admin**](#) **King's Fund**
A year on from a poll which explored public attitudes towards NHS admin and communication, the King's Fund's latest research shows no improvement in people's experiences of NHS admin.
- [**Boost for thousands of aspiring health professionals from deprived areas**](#) **DHSC**
New measures to tackle inequality of opportunity and breakdown barriers to healthcare careers.
- [**Workforce Race Equality Standard report published**](#) **NHS Employers**
NHS England's 2025 WRES report shows rising BME representation but ongoing race inequality, with staff underrepresented at senior NHS levels.
- [**Findings for reward and recognition in the NHS Staff Survey**](#) **NHS Employers**
Summary of the we are recognised and rewarded findings from the 2025 NHS Staff Survey.
- [**NMC consultation on nursing and midwifery practice learning**](#) **NHS Employers**
The NMC has launched a consultation on proposed changes to nursing and midwifery education standards and practice learning.

Communication

- [**NHS Communications: What are the four things people want?**](#) **Healthwatch**
Learn how poor NHS communication harms patients and how staff can improve it.

Research and Innovation

[**Sherwood Forest Hospitals digital initiatives supporting elective care, diagnostics, and cancer pathways**](#) **HTN**



Sherwood Forest Hospitals NHS Foundation Trust's planned care improvement plan for 2026/27 has outlined how digital has supported elective care, diagnostics, and cancer pathways.

- [**Clinical trials for medicines: roles and responsibilities**](#) **MHRA**
Which professions can act as an investigator, training and experience expectations, provision of medical support and delegation of activities.
- [**Position statement: The use of Artificial Intelligence \(AI\) in pharmacy**](#) **GPC**
This statement sets out the General Pharmaceutical Council's position on the use of Artificial Intelligence (AI) in pharmacy practice, revalidation and education and training. It also sets out the responsibilities of pharmacists, pharmacy technicians and pharmacy owners when using AI.
- [**National commission into the regulation of AI in healthcare offers early insights from call for evidence**](#) **HTN**
The National Commission into the Regulation of AI in Healthcare has offered early insight into outcomes from a call for evidence attracting more than 770 responses, indicating strong support for regulatory reform and the need for further development in areas such as post-market surveillance and ongoing monitoring.
- [**The 'stuck paradox': what we learned from leaders about AI and digital transformation**](#) **King's Fund**
The King's Fund spoke with nearly 60 health and care leaders about the opportunities and challenges presented by AI, and how they are leading their organisations through change. This blog reports on what they heard.
- [**AI adoption is about leadership, not just tech**](#) **NHS Alliance**
In this blog, Dr Anne Kinderlerer, digital health clinical lead, Royal College of Physicians, reflects on the findings from the College's 'View on digital and AI report' and asks whether the NHS has the foundations required to implement AI effectively and safely.
- [**Innovation, economic growth, medtech and the NHS: from strategy to delivery**](#) **King's Fund**
Pritesh Mistry explores how the NHS, life sciences and medtech sectors can better translate national innovation into real-world delivery, patient benefit and economic growth.
- [**Digital inclusion delivery framework for Nottingham and Nottinghamshire ICB outlines priority themes and roadmap to 2030**](#) **HTN**
Nottingham and Nottinghamshire ICB's Digital Inclusion Delivery Framework has outlined a "bold and unified vision" for tackling digital inclusion, based around five themes: connectivity and access to devices and data; digital accessibility and information literacy; workforce digital skills and confidence; partnerships; and digital inclusion knowledge and expertise.



-
- [**The Potential and Pitfalls of Using AI for Safety Event Review**](#) **IHI**
AI has the potential to streamline safety event review and reporting. This blog explores how quality leaders can strengthen processes, reduce risks, and ensure AI truly supports patient safety.

Finance

- [**Ethnicity and disability pay gap reporting: consultation findings**](#) **NHS Employers**
Following a government consultation in 2025, it has been shown that ethnic minority and disabled people are less likely to be in work, less likely to be promoted and, on average, paid less than other employees. The government aims to address this disparity by understanding issues that employers face and by implementing a new mandatory reporting policy.
- [**Annual assessment of integrated care boards 2025/26 – supporting guidance**](#) **NHSE**
This guidance sets out the annual assessment process we will follow to assess integrated care board (ICB) performance in the 2025/26 financial year and should be read in conjunction with the 2025/26 priorities and operational planning guidance.

Climate

- [**Environmental sustainability in the NHS: a new approach to national leadership and accountability**](#) **King's Fund**
This research examined accountability arrangements for environmental sustainability in the NHS in England, focusing on the mechanisms and practices used to hold trusts and integrated care boards to account. We aimed to understand the strengths and limitations of existing arrangements and how these could be improved.
- [**What does climate change mean for the future of public services?**](#) **King's Fund**
Extreme weather, supply-chain stocks and rising inequalities are affecting public services. Chris Naylor explores five implications of climate change for health care and public services.

Annual Reports & Statistics

- [**NHS acute \(hospital\) trust catchment populations: April 2026**](#)
- [**A&E attendances and emergency admissions: March 2026 and quarterly report \(Q4\)**](#)
- [**Ambulance quality indicators systems: indicators for March 2026**](#)
- [**Healthy life expectancy by national area deprivation, England and Wales: between 2013 to 2015 and 2022 to 2024**](#)
- [**Integrated urgent care aggregate data collection: February 2026**](#)



-
- [Medicine degree applicants and acceptances by free school meals status: 2019 to 2025](#)
 - [Mixed sex accommodation breaches: February 2026](#)
 - [NHS productivity growth estimates: December 2025](#)
 - [Provisional accident and emergency quality indicators for England: February 2026, by provider](#)
 - [Provisional monthly Hospital Episode Statistics for admitted patient care, outpatient and accident and emergency data: April 2025 - February 2026](#)
 - [Referral to treatment waiting times statistics for consultant-led elective care: February 2026](#)
 - [Timeliness of acute hospital discharges \(discharge ready date\): February 2026](#)
 - [Waiting times for suspected and diagnosed cancer patients: February 2026](#)
 - [NHS Activity Tracker: April 2026](#)
 - [Medicine degree applicants and acceptances by free school meals status: 2019 to 2025](#)
 - [Mixed sex accommodation breaches: February 2026](#)
 - [NHS productivity growth estimates: December 2025](#)
 - [Provisional accident and emergency quality indicators for England: February 2026, by provider](#)
 - [Provisional monthly Hospital Episode Statistics for admitted patient care, outpatient and accident and emergency data: April 2025 - February 2026](#)
 - [Referral to treatment waiting times statistics for consultant-led elective care: February 2026](#)
 - [Timeliness of acute hospital discharges \(discharge ready date\): February 2026](#)
 - [Waiting times for suspected and diagnosed cancer patients: February 2026](#)
 - [NHS Activity Tracker: April 2026](#)
 - [Cancer in the UK: overview 2026](#)
 - [Health trends in England](#)
 - [Weekly all-cause mortality surveillance: 2025 to 2026](#)
 - [Cancelled operations indicator – 30/4/26](#)
 - [Ambulance handover delays](#)

 - [Diagnostic test waiting times](#)
 - [Elective \(planned\) treatment waiting times](#)

Bulletins

- [SPS Spotlight, April 2026](#)
- [MHRA Safety Roundup: April 2026](#)
- [SPS Medication safety update – Apr 2026](#)

Acknowledgements: This bulletin has been reproduced from the online Current Awareness Service for Health.



Contact Us:

The Patricia Bowen Library & Knowledge Service
West Middlesex Hospital
Tel: 0208 321 5968
Email: chelwest.library.infoservice@nhs.net

Register for OpenAthens to access e-resources:
<https://openathens.nice.org.uk/>

Health Management Update

Please visit our [Health Management Update](#) to find out books and journals available in the Library

Disclaimer: This Bulletin is for information only. The Library Staff are not responsible for the content of references. This list is a selection of the articles available and is not intended to be exhaustive.