



HEALTH MANAGEMENT BULLETIN

27 August 2026

Quality and Safety

- **[Modern Service Frameworks: raising the standards of care](#) NICE**
Modern Service Frameworks aim to make high-quality care more consistent across England. Deputy chief medical officer, Judith Richardson explains how NICE guidance is helping turn evidence into practical service improvement.
- **[AI and smarter systems help doctors reclaim time for patients](#) GMC**
Doctors are increasingly using technology, including artificial intelligence (AI), to reduce their administrative burdens, improve efficiency and create more time for their patients, according to a report published today by the General Medical Council (GMC).
- **[Electronic patient record systems – electronic referrals for ongoing care: advice and guidance](#) HSSIB**
This report focuses on advice and guidance services in the NHS in England which enable clinicians in general practice to seek specialist advice from secondary care. It also considers where such services are used as part of a single point of access (SPoA) models.
- **[Roles and responsibilities for delivery of the UK antimicrobial resistance national action plan](#) NHSE**
This document sets out the roles and responsibilities of the Department of Health and Social Care and NHS structures in delivering antimicrobial resistance (AMR) prevention.
- **[The state of organizations 2026](#) McKinsey & Company**
This report highlights sharper focus on performance at a time of tech innovation, economic disruption, and changing workforce structures. It seeks to help leaders better understand these dynamics and address them effectively.
- **[Discharge Ready Date \(DRD\) guidance and scenarios](#) NHSE**
This guidance sets out how Discharge Ready Date (DRD) data should be recorded and reported.
- **[Enhanced therapeutic observations and care \(ETOC\): workforce deployment models](#) NHSE**
This guidance supports organisations to undertake ETOC workforce planning.
- **[“From bricks to clicks”? Experts flag risk of patient harm from NHS 10 Year Health Plan](#) Healthcare in Europe**



The NHS 10 Year Health Plan “risks propagating patient harm at an unprecedented scale” due to the lack of appropriate safety architecture to support the envisaged digital transformation, warn experts.

- [Study finds no evidence that virtual wards reduce hospital admissions](#)

Digital Health

A study of more than 236,000 patients found no consistent evidence that NHS virtual wards reduce hospital admissions, length of stay or readmission rates.

- [National survey shows improvements in people’s hospital experiences, although concerns remain around discharge arrangements](#) **CQC**

Many people are reporting a better experience of hospital inpatient care than a year ago, according to a national survey from the Care Quality Commission (CQC).

Nuffield Trust Indicators:

- [Safety of hospital care](#)
- [Maternity care](#)
- [Smoking in pregnancy](#)
- [Stillbirths and neonatal and infant mortality](#)
- [Healthcare-associated infections](#)
- [Potentially preventable emergency admissions](#)

Service Improvement/Redesign

- [Neighbourhoods and hospital activity: oh yes it can, oh no it can’t?](#) **The Strategy Unit**

This piece explores whether increasing community-based services will decrease hospital activity.

Training and Development

- [The state of medical education and practice in the UK: workplace experiences 2026](#) **GMC**

This report sets out insights on doctors’ workplace experiences from the Barometer survey 2025 and supplementary research.

- [Educator development fundamentals: A guide to inform educator development across the NHS workforce](#) **NHSE**

The Educator development fundamentals framework sets out 9 core capability areas for healthcare educators. Together, they provide a consistent approach to developing educational practice, supporting learner success, improving educational quality, and strengthening the future NHS workforce.

People Management



- [**Building the case for organisation development and workplace culture**](#)

NHS Employers

The purpose of this guide is to empower those in the NHS people profession to secure buy-in from the board and senior leaders in promoting a positive workplace culture through the work of organisation development (OD).

- [**Consultation response on reforms of zero hours contracts summary**](#)

NHS Employers

A summary of the NHS Employers response to the government's consultation on ending zero hours contracts.

Research and Innovation

- [**Empowering safe and confident AI adoption \(case study\)**](#) **NHS Employers**

Health Innovation Manchester shares how it supported safe adoption of artificial intelligence (AI) through governance, culture and staff-led learning.

- [**Unlocking Dementia Prevention: The Role of Technology in Supporting Brain Health**](#) **Centre for Aging & Brain Health Innovation**

Based on an international survey of 2000+ respondents in Canada and the United Kingdom (UK), this report examines how much people know about lifestyle choices that can support brain health and reduce dementia risk, the perceived barriers to adopting these behaviours, and the role technology can play in helping people overcome those barriers to live healthier lives.

- [**More human, less machine: an honest conversation about leading through AI transformation**](#) **King's Fund**

This video explores what it is like to lead AI and digital transformation during a time of constant change, examining why successful transformation starts with problems rather than technology and how leaders can create lasting change.

- [**Trust pioneers voice recognition technology to enhance surgical patient safety**](#) **NHE**

Surgical teams at Stockport NHS Foundation Trust are leading the way in patient safety innovation after becoming the first NHS trust in the UK to pilot a groundbreaking voice recognition system in a surgical setting.

- [**Trust pilot shows AI can accelerate DVT diagnosis**](#) **NHE**

Chelsea and Westminster Hospital NHS Foundation Trust has demonstrated how artificial intelligence can significantly reduce the time taken to diagnose suspected deep vein thrombosis (DVT), following a successful three-month pilot using AI-powered ultrasound technology.

- [**World first AI-assisted brain tumour surgery saves man's sight**](#) **NIHR**

A neurosurgeon was supported by Artificial Intelligence (AI) during live surgery for the first time to help protect the sight of a man having a brain tumour removed.



Public Health

- [What can England learn from public health policy in Wales?](#) **King's Fund**
Wales is often seen internationally as progressive on public health. David Buck explores what sits behind that reputation and what England can learn from it.
- [Housing, homelessness and health: lessons from Birmingham's joined-up approach](#) **King's Fund**
Housing instability can drive avoidable health crises. Sharon Thompson draws from Birmingham's experience to show the value of joined-up support built around the homeless people who need agencies working to shared timelines, shared outcomes and a common methodology.
- [Healthy childhoods: shared responsibility for growing up well](#) **King's Fund**
The King's Fund is undertaking a dedicated programme of work on children's health. This work brings together research, events, engagement and analysis to examine how responsibility for children's health is shared across society, and what needs to change so all children can experience as healthy and fulfilling a childhood as possible.

Finance

- [Key facts and figures about the NHS](#) **King's Fund**
What's the NHS annual budget? How many doctors and nurses are there? What's the cost of an operation? This analysis answers some of the most frequently asked questions the King's Fund receive about the NHS.
- [Pay education hub](#) **NHS Employers**
This hub plays helps employers understand the journey, history, evolution and key developments in NHS pay.

Climate

- [Farming for 5-a-day: how resilient is the UK's supply of fruit, veg and beans in a changing climate?](#) **The Food Foundation**
The government's forthcoming Horticulture Sector Growth Plan is an important opportunity to help build a food system that's fit for the future. This report lays out what should be included.
- [Policy paper: Air Pollution Awareness Coalition \(APAC\)](#) **DeFRA, DHSC, DfT**
The Air Pollution Awareness Coalition (APAC) is a cross-sector coalition to improve public understanding of air pollution and support action to reduce harm.



- [Decarbonising and extreme heat – the twin challenge for the NHS Elemental London](#)
Making healthcare estates future-ready will require urgent addressing of overheating as well as reducing emissions and fabric improvements, technology and maintenance should all play their part.

Information Management

- [Getting data to work together UK Authority](#)
This article explores the benefits of data sharing across organisations which helps to understand complex problems more clearly, coordinate services more effectively and make more informed decisions about where support and resources are needed most.
- [Stopping unlawful access to records guidance for health and care professionals NHS Digital](#)
This guidance explains what unlawful access to records is and what organisations can do to keep information safe and check who is accessing health and care records.

Bulletins

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

Annual Reports & Statistics

- [NHS Providers' annual report and accounts for financial year ending 31 March 2026](#)
- [NHS Activity Tracker: August 2026](#)
- [NHS injury costs recovery scheme: amounts collected Apr 2026 to Mar 2027](#)
- [Provisional accident and emergency quality indicators for England: June 2026, by provider](#)
- [Public opinions and social trends, Great Britain: July 2026](#)
- [Summary hospital-level mortality indicator: deaths associated with hospitalisation, England, Apr 2025 - Mar 2026](#)
- [Work and health regional data explorer](#)
- [Bed availability and occupancy data: Q1 2026/27](#)
- [Economic activity and social change in the UK, real-time indicators: 20 August 2026](#)
- [Provisional monthly Hospital Episode Statistics for admitted patient care, outpatient and accident and emergency data: April 2026 - June 2026](#)

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