



HEALTH MANAGEMENT BULLETIN

10th September 2026

Quality and Safety

- [Tracking hospital admission thresholds within emergency departments](#)
The Strategy Unit

This report addresses two questions relating to clinical admission thresholds within emergency departments. In the first part it seeks to discover whether admission thresholds have changed in recent years, and in the second examines whether it is feasible to routinely track these thresholds within individual emergency departments, so that local health systems can stay informed about this important factor.

- [Diabetes: children and young adults — GIRFT programme national speciality report](#) **Getting it Right First Time**

This review, undertaken across all 42 Integrated Care Boards, provides a comprehensive picture of how diabetes services are currently delivered and where opportunities exist to improve. It identifies six key domains where variation is most evident and sets out clear recommendations to strengthen leadership and accountability, improve data and intelligence, and standardise care across the 0-25 age pathway.

- [Adult inpatient survey 2025](#) **CQC**

This survey looks at the experiences of 58,139 people, across 130 NHS trusts, who stayed at least one night in hospital as an inpatient during November 2025.

- [Productivity in the NHS and health care sector](#) **King's Fund**

What is productivity and how is it measured in the NHS and health care sector?

- [Launch of Knowledge Exchange as demand for investigation expertise grows](#) **HSSIB**

This new online Knowledge Exchange is designed to improve access to practical guidance, learning and expertise for those involved in patient safety investigations.

- [Nurses warn pressures on time, staffing and care planning are affecting end of life care](#) **Marie Curie and Nursing Standard**

This survey reveals that more than 1,100 UK nurses have warned that pressures on staffing, time and care planning are putting end of life care at risk, leaving dying people facing distressing and undignified deaths.

- [Managing the flow of patients through hospital from A&E](#) **NAO**

This report sets out how well patients flow through A&E into the wider hospital in England and at the support NHSE provides to trusts to improve that flow.



-
- [**We need to talk: Public attitudes to social care and the NHS**](#) **Health Foundation**
This briefing takes stock of what the public thinks about social care and the NHS, based on this latest survey from Ipsos.
 - [**Referrals from GPs to the NHS waiting list are rising**](#) **Nuffield Trust**
Much of the discussion around NHS waiting lists focuses on how many people are waiting and how long they wait, but less attention is paid to where those referrals came from. Ini Ajayi and Sophie Julian reveal there has been a rise in referral from general practice over the past three years.
 - [**Nurse-to-patient ratios are essential to safe staffing in every setting**](#) **RCN**
This RCN briefing explains why having enough registered nurses is critical to safety and wellbeing, and makes good economic sense.

HQIP reports

- [**Pancreatic cancer State of the Nation report 2026**](#)
- [**Primary breast cancer State of the Nation report 2026**](#)
- [**Oesophago-gastric cancer State of the Nation report 2026**](#)
- [**Non-Hodgkin lymphoma State of the Nation report 2026**](#)
- [**Metastatic breast cancer State of the Nation report 2026**](#)
- [**Challenging inequities in hip fracture care**](#)
- [**Maternity care: State of the Nation report 2026**](#)

Service Improvement/Redesign

- [**What Helps Improvement Take Root? Lessons in Relationships, Data, and Learning**](#) **IHI**
Sustainable improvement required more than a single intervention. Two place-based efforts show how clinician engagement, meaningful use of data, and continuous learning can create the conditions for lasting change.
- [**Parliamentary briefing: Health Bill remaining stages**](#) **NHS Alliance**
This briefing provides NHS Alliance analysis on amendments tabled for the Report stage in the House of Commons.
- [**Health Bill: Report Stage briefing**](#) **Nuffield Trust**
This briefing presents the Nuffield Trust's understanding of the Health Bill and suggests questions and amendments for MPs to draw upon.
- [**24-hour prevention people: how is Greater Manchester putting prevention into practice?**](#) **King's Fund**
How can communities and public services work together to help people to stay healthy? Ruth Robertson looks at Greater Manchester's Live Well approach – and what makes it distinctive.



- [**First Point of Care: A Plan for a Better NHS Front Door through Connected Primary Care**](#) **Policy Connect**
This report calls for a rebalancing of NHS funding towards primary care and care closer to home. It identifies five key findings and sets out thirteen recommendations.
- [**Network positions: proposed multi-neighbourhood provider and single neighbourhood provider contracting models**](#) **NHS Alliance**
This document brings together the positions of NHS Alliance member networks following engagement on the proposed multi-neighbourhood provider (MNP) and single neighbourhood provider (SNP) contracting models.

Training and Development

- [**Upfront help cuts placement costs for healthcare students**](#) **DHSC/NHSE/NHSBSA**
From 2026 to 2027, eligible healthcare students can get travel and accommodation costs upfront, easing financial pressure and supporting rural placements.
- [**High priority? The past, present and future of specialty training recruitment**](#) **Nuffield Trust**
This blog explores the impact so far of the Medical Training (Prioritisation) Act which was brought in to ease difficulties with the current lack of specialty training posts and whether it can help address longer-term challenges that medics face.
- [**New law has dramatically reduced overseas doctors' chances of securing NHS specialty training places**](#) **Nuffield Trust**
New analysis has revealed that the proportion of doctors accepting NHS specialty training places from the group that includes most overseas-trained doctors has fallen from more than one in four to less than one in 50 (this is the final training stage before becoming a GP or consultant).

Finance

- [**Is the era of annual NHS top-ups over?**](#) **IFS**
For the first time in over a decade, the NHS broadly stuck to its planned 2025-26 budget – but partly because hospital activity grew more slowly.
- [**NHS paid almost £1bn over three years to private companies providing services**](#) **BMJ**
It has been revealed that the NHS paid almost £1bn over three years to private companies providing NHS services, mostly to help clear elective care backlogs.



- [Over £1.5 billion to help NHS withstand year-round pressure](#) **DHSC**
More than 950 projects will make NHS hospitals safer, more resilient and better equipped to care for patients.

Public Health

- [Why warm homes should be part of the health system's prevention toolkit](#) **King's Fund**
Dr Danielle Butler, Head of Development at National Energy Action, explores the role of warm homes in supporting health and reducing demand on services.

Leadership

- [Managing for survival: 40 tips for terribly treacherous turbulent and tricky times](#) **Academy of Fab NHS Stuff**
Managing for Survival by Roy Lilley and Ed Smith is the third book in their series, offering practical ideas and guidance for leaders when the going gets tough. In this edition they turn their attention to sharing ideas, innovations, the basics, the new, the do's and don't of managing when the going gets tough.
- [What is compassionate leadership?](#) **King's Fund**
Research shows that compassionate leadership has wide-ranging benefits for both staff and organisations. Learn more in this explainer.

Patient Experience

- [Why patient trust matters to technology and data in healthcare](#) **Patients Association**
This webinar of Patient Partnership Week 2026 explored a question that will only become more critical as AI develops further in healthcare. Why does patient trust matter so much to how technology and data are used in healthcare?

Research and Innovation

- [Framework for NHS boards: monitoring research activity](#) **NHSE**
This framework defines what NHS boards need to do to monitor research and describes what a high-performing, research-active organisation looks like.
- [Child health tech centre opens in Sheffield](#) **Health Tech World**



A £17m child health technology centre has been completed in Sheffield and is due to become operational later this year.

- [**Ambient voice technology: exploring the patient safety risks**](#) **Patient Safety Learning Hub**
The 10 Year Health Plan for England sets an ambition to “make the NHS the most AI-enabled care system in the world”. In line with this aim, there has been a significant increase in use of ambient voice technology (AVT) products, sometimes referred to as AI scribes, by healthcare providers.
- [**Patients flag AI scribe errors in drugs and diagnoses**](#) **Digital Health**
NHS watchdog Healthwatch England has raised concerns about potentially harmful errors in AI-generated medical records, following cases in which patients identified mistakes involving drugs and diagnoses.
- [**National Commission into the Regulation of AI in Healthcare: Recommendations for a future regulatory framework**](#) **MHRA**
Recommendations from the National Commission into the Regulation of AI in Healthcare, which was established to advise government on a future regulatory framework for AI in healthcare.
- [**The public's views on the regulation of AI in health care**](#) **Health Foundation**
This report summarises the findings from deliberative research with members of the UK public in 2026, focused on understanding people's views on the aims for regulating AI in health care, how they prioritise them and the conditions necessary for the public to have trust and confidence in regulation.
- [**Regulators' Pioneer Fund project: Ambient voice technology in regulatory practice**](#) **CQC**
Ambient voice technology in regulatory practice, is a report on a feasibility test carried out by the Care Quality Commission (CQC). The project explored how ambient voice technology (AVT) could support regulatory assessments.

People Management

- [**Enhanced appraisals under the resident doctors' deal**](#) **NHS Employers**
Guidance for employers on appraisal requirements, timelines and trust level preparatory actions.
- [**Empowering staff to assess suicide risk in colleagues**](#) **NHS Employers**
Read how UHN NHS Group built an early pandemic initiative to support distressed staff and address suicide-risk concerns.
- [**Suicide prevention and postvention**](#) **NHS Employers**



Information on the impact of suicide and how employers can best support their staff through preventative and postvention measures.

- **[End of GMC transition period for PAs and AAs](#) NHS Employers**
As the GMCs registration deadline for physician associates and anaesthesia associates approaches, find out what action employers need to take.
- **[Get your board onboard to improve staff experience](#) NHS Employers**
The purpose of this guide is to empower those responsible for elements of the staff experience agenda to engage senior leaders and board members in promoting a positive and supportive staff experience.

Annual Reports & Statistics

- **[Climate-related mortality, England and Wales: 1988 to 2025](#)**
- **[Health trends in England](#)**
- **[NHSE annual report and accounts 2025/26 for the period 1 April 2025 to 31 March 2026](#)**

Bulletins

- **[SPS Medication safety update – August 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.