



HEALTH MANAGEMENT BULLETIN

15 October 2026 2026

Quality and Safety

- [NHS England launches NHS-wide conversation on improving maternity and neonatal care](#) **HTN**
NHS England has launched an NHS-wide conversation on improving maternity and neonatal care, inviting staff from across the system to have their say on improving services and making change. Responses received will be used to inform the National Maternity and Neonatal Taskforce's action plan, with each trust that participates to receive their own targeted report on what needs to happen locally.
- [New study links A&E overcrowding to hundreds of preventable deaths every week](#) **NHE**
A major new study has reinforced concerns about the impact of overcrowding in the UK's Accident and Emergency departments, with researchers finding a direct association between rising emergency department occupancy levels and patient mortality.
- [All or nothing? access and variation in NHS continuing health care](#) **Nuffield Trust**
This report shows how continuing health care is highly inconsistent, with regional variation in eligibility, spending and practice.
- [New toolkit launched to tackle and reduce violence and aggression in Emergency Departments](#) **RCEM**
With violence and aggression towards Emergency Department prevalent across the UK, the Royal College of Emergency Medicine (RCEM) has published new guidance on the practical actions local EDs can and should take to make their workplaces safer for staff.
- [National Patient Safety Improvement Programmes: 2025-2026 Impact Report](#) **Health Innovation Network**
The Health Innovation Network has released its National Patient Safety Improvement Programmes 2025-2026 Impact Report, which reflects progress made across focus areas in support of the NHS Patient Safety Strategy.
- [Two years down, three to go: is progress on waiting times stalling?](#) **Health Foundation**
This analysis explore whether the NHS is on track to restore the 18-week standard by July 2029 as pledged by the government.
- [Independent review into mental health conditions, ADHD and autism: final report](#) **DHSC**



Final report detailing the findings of the independent review into the prevalence and support for mental health conditions, ADHD and autism.

- [**The NHS operating model will be judged on delivery, not structures**](#) **NHS Alliance**

Sir Ciarán Devane, chief executive of the NHS Alliance, voices his members' frustrations around the lack of clarity on the NHS operating model and what the government needs to consider.

- [**Pressures on maternity services: understanding the full picture**](#) **Nuffield Trust**

Failures in NHS maternity care have become all too well-known. Ahead of an action plan to address service failures, Sarah Scobie looks at three common explanations of what might be causing pressures on maternity services and argues that it's important not to oversimplify what is happening.

- [**Elective Single Point of Access: technical guidance and implementation considerations**](#) **NHSE**

These documents provide an overview of elective Single Point of Access and set out actions for integrated care systems and their partners to expand Advice and Guidance, improve digital assessment through the e-Referral Service and implement elective Single Point of Access locally.

- [**A year in the Maternity Incentive Scheme \(2025/26\)**](#) **NHS Resolution**

The Maternity (Perinatal) Incentive Scheme (MIS) is a financial incentive program designed to enhance maternity and neonatal safety within NHS trusts. This report is intended to provide a national overview of the results of Year 7 of MIS and is correct as at 13/04/2026.

- [**Improving NHS productivity is within our gift \(interview\)**](#) **Health Foundation**

Anita Charlesworth and Tera Allas, co-chairs of the NHS productivity Commission, reflect on how best to improve productivity in a complex, people-driven system like the NHS.

HQIP

- [**Kidney cancer: State of the Nation report**](#)
- [**National Joint Registry \(NJR\) annual report 2026**](#)
- [**Beyond hip fracture**](#)
- [**Rheumatology – State of the Nation summary report 2026**](#)
- [**Emergency laparotomy – eleventh patient report**](#)
- [**Bowel cancer – State of the Nation Report 2026**](#)
- [**Prostate cancer – State of the Nation report 2026**](#)
- [**Neonatal care – Summary report on 2025 data**](#)

Service Improvement/Redesign

- [**Using a neighbourhood model to better support frailty patients**](#) **NHS Alliance**



Apollo PCN is reducing avoidable admissions, improving personalised care and demonstrating what integrated neighbourhood working can achieve for frail and complex patients in Warwickshire North.

- [East and West Midlands Ambulance Services collaboration agreement looks to emerging opportunities and next steps](#) HTN
East Midlands Ambulance Service NHS Trust has outlined progress, emerging opportunities, and next steps from its digital collaboration agreement with West Midlands Ambulance Service.
- [Partnerships in practice: how to strengthen the role of community-led organisations in neighbourhood health](#) NHS Alliance
A report sharing the learning from an 18-month action research programme exploring how strategic services can work in partnership with community-led organisations to strengthen neighbourhood health.

People Management

- [In short supply: estimating the shortfall of registered nurses in the NHS in England](#) RCN
Registered nurses are integral to the delivery of key public services; accounting, for example, for half (49%) of professionally qualified clinical staff in NHS hospital and community services. But are there enough? This report doesn't seek to provide a single estimate on any shortfall, but by examining several approaches to assessing whether nurse numbers are sufficient, it aims to answer that primary question.
- [New NMC strategy puts safety, equity and anti-racism centre of midwifery regulation](#) NMC
The Nursing and Midwifery Council (NMC) has committed to making midwifery regulation safer, more equitable, anti-racist and trusted through a new strategy that has been approved by its governing body – the Council.
- [Cultural ambassadors: supporting inclusive career progression \(case study\)](#) NHS Employers
University Hospitals Tees share how Cultural Ambassadors and tailored support improves inclusion and career progression for ethnic minority nurses.
- [Helping refugee healthcare professionals return to clinical practice](#) NHS Employers
Read how ReSTORE is helping qualified refugee healthcare professionals overcome barriers to registration and build careers in the NHS.
- [10 tips to improve flu vaccine uptake among frontline healthcare workers](#) NHSE
This document sets out 10 actions that evidence and experience show can make the biggest difference to local staff flu vaccination campaigns, this year and beyond.



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- [Supporting careers, recognising contribution: specialty, associate specialist, specialist and locally employed doctors survey - initial findings report](#) **GMC**

This report draws on our recent survey of over 10,500 specialty, associate specialist, specialist (SAS) and locally employed (LE) doctors. It provides an overview into their career motivations and future intentions as well as an insight into the issues shaping their working lives.

- [NHS Employers and unions warn government immigration reforms could cost hundreds of millions and put frontline healthcare support staff at risk](#) **NHS Employers**

Ben Morrin says the NHS needs stability, fairness and workforce growth, not policies that risk making it harder to retain crucial staff.

Leadership

- [BAME NHS people leaders recognised](#) **NHS Employers**
Celebrating the NHS people leaders recognised among the HSJ's 75 most influential black, Asian and minority ethnic people in health.
- [Strategic commissioning is misunderstood by NHS leaders](#) **NHS Alliance**
Many ICB leaders believe NHS England doesn't fully understand the role of ICBs as strategic commissioners, writes Kathy McLean, ICB Network chair for the NHS Alliance.

Patient Experience

- [Achieving excellent patient experience](#) **NHSE**
This document defines what excellent experience looks and feels like across NHS-funded care, through the NHS experience excellence framework. This framework identifies 5 experience pillars and clarifies the importance of being clear about the behaviours, systems and culture that help people feel listened to, respected, involved and supported throughout their care.
- [What are people telling us about cardiovascular disease care?](#) **Healthwatch**
Latest insights into people's experiences of cardiovascular care and how it can be improved.
- [Shaping independent voice in the Health Bill: seven principles for what comes next](#) **The Patients Association**
The Health Bill will shape how patients' voices are heard in health and social care for years to come. This report sets out what independent patient voice means, seven principles that future arrangements must meet, and the messages decision-makers need to hear to ensure patients can influence decisions and see meaningful change.



Artificial Intelligence (AI)

- [From AI receptionists to patient recovery: agentic AI's emerging role in health and care](#) **King's Fund**
The King's Fund brought health and care leaders together to reflect on the opportunities, risks and practical realities of adopting agentic AI across services.
- [Governing AI for Collective Wellbeing](#) **Carnegie UK**
This paper proposes a UK framework for governing AI for collective wellbeing as well as a roadmap for implementation.
- [Government backs recommendations of NHS doctors-led AI Commission](#) **MHRA**
Ministers back independent Commission's blueprint in full, while the MHRA's AI Airlock opens its next phase.
- [NHS England on increased digital risk, pace of delivery for key digital programmes, vision for AI](#) **HTN**
In its latest meeting, the NHS England board discussed upcoming programmes and priorities, including concerns about slow pace of delivery for key digital programmes such as the Federated Data Platform, increased cyber, tech and innovation risk, and the development of an IT system to support delivery of the NHS Genomics Order Management Service.
- [NHS Communications Artificial Intelligence Operating Framework v2](#) **NHS Alliance**
Updated (2026) principles, expectations and safeguards to ensure AI is used in ways that are ethical, inclusive, transparent and anchored in trust.
- [AI in health care is changing what we mean by risk](#) **Health Foundation**
This blog explores what is needed for regulation to keep pace with the rapid development of AI.

Research and Innovation

- [NHS pilots rapid genomic test to transform brain tumour diagnosis](#) **NHSE**
Thousands of patients with suspected brain tumours could get a diagnosis sooner, as the NHS launches a major pilot of a rapid genomic test.
- [From innovation ambition to system readiness: what health leaders need to do now](#) **UCL Partners**
This report sets out a framework to help health leaders consider whether their organisations are ready to adopt and scale innovation successfully. The framework is a set of leadership questions to support decisions on when an innovation should be adopted, scaled, paused, redesigned or stopped. It argues that the next phase of health innovation will depend not only on what



emerging technologies can do, but on whether health systems have the conditions in place to use them effectively.

- [**A cycle of invisibility: how older people are overlooked in data and research**](#) **Centre for Ageing Better**
This short report explores how data gaps can cause real issues for older people in daily life, as well as perpetuating the ageism that is so harmful to all of us.
- [**Digital done right: moving towards a future where everyone is included**](#) **Age UK**
In ground-breaking analysis, Age UK sets out the most authoritative account to date of where older people in England are when it comes to their use of and familiarity with digital technology.
- [**Technology, innovation and NHS productivity: A policy options paper for the NHS Productivity Commission**](#) **Health Foundation**
This working paper looks at the challenges underlying the technology landscape in the NHS, the three key shifts to overcome these challenges and capitalise on the opportunities, and four key areas of recommendation to help realise these shifts.
- [**Parkinson's trial explores potential of new drug to improve motor symptoms**](#) **NHE**
Researchers at King's College Hospital NHS Foundation Trust are investigating whether a new oral medication could help people living with Parkinson's Disease better manage some of the condition's most challenging motor symptoms.

Public Health

- [**Staff protecting health of the public warn they lack support to meet emerging health threats**](#) **RSPH**
Staff working in roles that are crucial to protecting the public's health have said they lack the training, funding and support they need to do their jobs, according to new findings from the Royal Society for Public Health (RSPH).
- [**What Scotland and Greater Manchester are learning about prevention**](#) **King's Fund**
What does it take to shift public services toward prevention? We share reflections from Scotland and Greater Manchester on defining prevention, sharing power and learning across places.
- [**Norfolk and Suffolk ICB notes significant outcomes with preventative interventions \(case study\)**](#) **HTN**
Norfolk and Suffolk ICB has published details of its digital weight management programme, highlighting the contribution of a population health management approach to achieving "significant" outcomes.



Finance

- [Observatory commissions study to estimate cost of racism in healthcare NHS Race & Health Observatory](#)
The NHS Race and Health Observatory has commissioned a major study to investigate the economic cost of racism in health and healthcare in England. It will aim to calculate the economic impact of racial inequities across healthcare and the NHS workforce; exploring health outcomes, access to treatment and workforce issues, findings are expected by May 2027.
- [£33.2 million to protect public from future epidemics and pandemics DHSC](#)
£33.2 million will fund 8 vaccine projects targeting deadly diseases, strengthening UK pandemic preparedness and helping protect people worldwide.
- [Healthcare education and training tariffs: 2026 to 2027 DHSC](#)
Information on the national tariff rates for clinical placements, explaining what they cover, how they're administered and when they may vary.

Annual Reports & Statistics

- [Lived experiences of Roma people in England and Wales: 2025](#)
- [Public sector finances: August 2026](#)
- [Smoking profile: October 2026 update](#)
- [Hospital accident & emergency activity: 2025-26](#)
- [Hospital outpatient activity: 2025-26](#)
- [Diagnostic capacity within the NHS: how are MRI scanners distributed across the country?](#)
- [NHS Resolution Annual Statistics 2025/26](#)
- [Adult smoking habits in the UK: 2025](#)
- [Child and maternal health profiles: October 2026 update](#)
- [Health trends in England](#)
- [NHS injury costs recovery scheme: amounts collected April 2026 to March 2027](#)
- [Smoking profile: October 2026 update](#)
- [NHS performance dashboard – Sep 2026](#)

Bulletins

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



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