



NHS Monthly Insight Report

May 2026

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Introduction

'The Internal Audit Network' (TIAN) comprises the seven NHS internal audit consortiums and in-house teams operating across England. These organisations collaborate across a number of areas to leverage their collective knowledge and expertise and drive efficiency and effectiveness. This monthly insight report produced by TIAN highlights key publications and is intended as a useful update and reference tool for our clients.

Developments in the NHS	
NHS England (NHSE) - Strengthening public health expertise in ICBs	<p>This guidance supports ICBs to embed public health expertise into governance, commissioning and service transformation. It aims to drive efficiency, improve outcomes and reduce health inequalities.</p> <p>https://www.england.nhs.uk/long-read/strengthening-public-health-expertise-within-integrated-care-boards/</p> <p>For information of ICBs</p>
NHSE - Tackling modern slavery in NHS procurement	<p>This updated guidance is for goods or services being procured for the purposes of the health service in England. This applies to all NHS organisations who are expected to:</p> <ul style="list-style-type: none">• take steps for assessing and addressing the risk of slavery and human trafficking taking place• design procurement procedures and contracts which respond in a proportionate and relevant way to the level of risk of modern slavery• make provisions within contracts to ensure supplier compliance with the regulations and this guidance. <p>https://www.england.nhs.uk/long-read/tackling-modern-slavery-in-nhs-procurement/</p> <p>For implementation by all NHS Procurement functions</p>
Department of Health and Social Care (DHSC) - How personal data is used and shared during the NHS continuing healthcare process	<p>This guidance is an overview of the rules and legal basis for using and sharing personal data during the NHS continuing healthcare process.</p> <p>https://www.gov.uk/government/publications/nhs-continuing-healthcare-giving-consent-for-information-sharing/how-personal-data-is-used-and-shared-during-the-nhs-continuing-healthcare-process</p> <p>For information</p>
DHSC - Health Bill: fact sheets	<p>This collection of fact sheets, published by the DHSC, provides an overview of key aspects of the new Health Bill. It includes a summary of the Bill itself; how it will enable the creation of a single patient record; the role and functions of the restructured DHSC; data and digital functions; oversight of the health system; an overview of integrated care boards as strategic commissioners and proposed legislative changes affecting patient safety and patient voice.</p> <p>https://www.gov.uk/government/collections/health-bill</p> <p>For information</p>
Kings Fund – Analysis of the NHS Modernisation Bill 2026	<p>The King's Speech outlined the government's plans to reform how the NHS is led and managed through the proposed NHS Modernisation Bill, with significant changes to the way national and local parts of the system are structured and governed. The reforms include:</p>

Developments in the NHS	
	<ul style="list-style-type: none"> the abolition of NHS England changes to the roles and responsibilities of integrated care boards changes to statutory data functions and the single patient record the abolition of Healthwatch and the creation of a new DHSC patient voice function. <p>To help make sense of what this bill could mean in practice, the Kings Fund has brought together all their latest analysis and commentary at:</p> <p>https://www.kingsfund.org.uk/insight-and-analysis/projects/nhs-modernisation-bill-2026</p> <p>For information</p>
Nuffield Trust - What's in the Bill?: Nuffield Trust briefing on the 2026 Health Bill	<p>The NHS Modernisation Bill (Health Bill) is the government's flagship legislation changing how the English NHS works. It represents a major NHS restructure that abolishes NHS England and merges it with the Department of Health and Social Care, grants the Secretary of State new powers to intervene in and direct NHS organisations, and mandates the creation of a Single Patient Record. This briefing outlines how the changes in the Health Bill will affect the way health care in England is run.</p> <p>https://www.nuffieldtrust.org.uk/resource/whats-in-the-new-health-bill</p> <p>For information</p>
Patients Association - Patient experience survey	<p>This report is based on a survey which was conducted in early 2026. It had 807 responses from patients, providing evidence drawn from their experiences. The survey asked about topics such as access to health services, patient communication, coordination of care, involvement in care, digital tools and the impact of delays in care on their lives.</p> <p>https://www.patients-association.org.uk/Blog/patient-experience-survey-may-2026</p> <p>For information</p>
Royal College of Emergency Medicine (RCEM) - Mental health: self harm 2025 national report	<p>This report finds that around half of higher-risk mental health patients in emergency departments (EDs) were not properly observed during their stay in 2025. The RCEM's Quality Improvement Programmes (QIP) are designed to improve care and awareness of particular issues in EDs among clinicians, offer recommendations on practice and in turn drive improvements to patient care. This report is the final one for the QIP on mental health and self harm, which ran from 2022-2025 and tracked progress in the care for patients attending EDs across the UK at risk of self harm and absconding. The report makes a series of recommendations aimed at driving further improvements for each clinical standard for care of mental health patients in EDs.</p> <p>https://rcem.ac.uk/college-news/half-of-medium-and-high-risk-mental-health-patients-in-ae-not-properly-observed-throughout-their-stay-new-rcem-report-reveals/</p> <p>For information</p>
Public Policy Projects - Beyond bed management: enabling whole-system patient flow through digital intelligence	<p>This report summarises the insights from a roundtable organised by Public Policy Projects in March 2026, exploring how patient flow can be improved across the whole care system. It finds that problems with patient flow can be linked to governance as well as technology. It looks at the potential of digital tools and makes various recommendations on how NHS organisations can improve patient flow.</p> <p>https://publicpolicyprojects.com/wp-content/uploads/2026/05/PPP_DDT26_RT1_Report_Beyond_bed_management.pdf</p> <p>For information</p>
Kings Fund - Health inequalities in a nutshell	<p>Health inequalities are avoidable, unfair and systematic differences in health between different groups of people. They remain one of the most pressing challenges facing the UK today – and where you live can have a big impact on your years of healthy life. In this updated</p>

Developments in the NHS	
	<p>explainer, the Kings Fund highlights the scale and urgency of the issue.</p> <p>https://www.kingsfund.org.uk/insight-and-analysis/data-and-charts/health-inequalities-nutshell</p> <p>For information</p>
World Health Organization - Artificial intelligence and evidence-informed policy: emerging challenges and opportunities	<p>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.</p> <p>https://iris.who.int/items/04f0c95e-b1d4-4a79-9abd-bf8346ca112c</p> <p>For information</p>
Health Foundation – Progress, but is it enough? What the latest NHS waiting times mean for elective recovery	<p>This analysis assesses the progress made on elective care waiting lists and what it means for the government’s aim to restore the 18-week standard by 2029.</p> <p>https://www.health.org.uk/reports-and-analysis/analysis/progress-but-is-it-enough-what-the-latest-nhs-waiting-times-mean-for</p> <p>For information</p>
Health Foundation - Better homes, better health: insights from linking housing and health data	<p>This briefing presents new findings from the Networked Data Lab, a UK-wide network of analysts led by the Health Foundation. Teams in five areas of the country (Cheshire and Merseyside, North West London, West Yorkshire, Grampian and Wales) accessed, linked and analysed local data sources to produce new evidence on the links between housing and health.</p> <p>https://www.health.org.uk/reports-and-analysis/briefings/better-homes-better-health-insights-from-linking-housing-and-health</p> <p>For information</p>
NHS Alliance - Targets and trade-offs: NHS finance and performance ambitions in 2026/27	<p>Ahead of financial year-end, NHS Alliance surveyed ICBs, NHS trusts and foundation trusts, and general practice providers to build a broad understanding of experiences across the NHS. The findings reveal the progress made in the last year despite ongoing challenges from industrial action, rising demand and constrained finances. They also reveal the difficult trade-offs required – and those still ahead – to improve financial sustainability and operational performance. The research highlights that the measures taken to meet financial plans have come at a cost, impacting efforts to build a more prevention- and community-focused model of care and staff morale.</p> <p>https://thenhsalliance.org/resources/targets-and-trade-offs-cost-of-nhs-finance-and-performance-ambitions</p> <p>For information</p>
House of Commons Library - NHS key statistics	<p>Summary of NHS demand, performance, backlogs, and capacity of services in England. It covers A&E waiting times, hospital waiting lists, cancer waiting times, ambulance response times, staffing levels including doctors and nurses, vacancies, and more.</p> <p>https://commonslibrary.parliament.uk/research-briefings/cbp-7281/</p> <p>For information</p>
Office for National Statistics (ONS) – Crime in England & Wales: Year ending 31 December 2025	<p>Fraud accounts for 45% of UK crime. New figures published on Thursday 23 April by the ONS reinforce the scale and persistence of fraud across the UK. The latest report, Crime in England and Wales: year ending December 2025, shows that fraud continues to outpace all other offence types:</p> <ul style="list-style-type: none"> • Fraud accounts for 45% of all crime, with an estimated 4.4 million incidents • Bank and credit account fraud increased by 15%, reaching around 2.7 million incidents

Developments in the NHS	
	<ul style="list-style-type: none"> Fraud levels remain around 30% higher than in 2017, despite reductions in many traditional crime categories <p>While overall crime is stable or declining in some areas, fraud has not followed the same trajectory, underlining that it is a sustained and evolving national threat. These findings highlight the importance of sharing data and intelligence across sectors. Continued collaboration between financial services, technology, retail, the public sector and law enforcement is critical to disrupt criminal activity and better protect individuals and organisations.</p> <p>https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingdecember2025#fraud</p> <p>For information</p>
HFMA - NHS corporate governance map (update)	<p>The HFMA's NHS corporate governance map has been updated, with items added since the last update marked as new. The map brings together the key guidance and models to support effective corporate governance within the NHS.</p> <p>https://www.hfma.org.uk/publications/nhs-corporate-governance-map</p> <p>For information</p>
HFMA - Pocket guide to NHS finance (updated)	<p>The NHS is always changing and developing – this edition, updated April 2026, reflects the structures and processes in place as at the time of writing. The HFMA's pocket guide provides an easy-to-read introduction to finance in the NHS. The guide sets out the key themes of how the NHS finance regime works and how this fits within the wider NHS landscape. It is designed to give readers a basic understanding of the key aspects of NHS finance.</p> <p>The guide has been written for a wide audience and will be of interest to finance staff at all levels, non-executive directors, clinicians, budget holders and general managers. Indeed, anybody who wants to get a basic understanding about how money works in the NHS; be they at the beginning of their career, moving to a new role, or just interested to understand the NHS financial regime.</p> <p>https://www.hfma.org.uk/publications/pocket-guide-nhs-finance</p> <p>For information</p>

Disclaimer: This briefing paper is intended to highlight recent developments and issues within the NHS that may be of interest to non-executive directors, lay members and NHS managers. It is not exhaustive and TIAN cannot be held responsible for any omission.

