

## **Saxon Cross Surgery Patient Participation Group – Jargon Buster**

Welcome to the Saxon Cross Surgery Patient Participation Group (PPG) Jargon Buster.

This document has been compiled by the PPG from a number of sources both within and outside of the National Health Service. The Jargon Buster is not all encompassing nor does it seek to replace or compete with other available glossaries or references such as “NHS Choices”. It has been tailored in some areas to be relevant to our local community. Users seeking further explanations, particularly of any medical terminology, are urged to address their questions to health care professionals.

As a general principal the Jargon Buster seeks to provide expanded explanations of an entry rather than just stating what an abbreviation or acronym stands for. Additionally older terminology has deliberately been retained in order that those familiar with those terms can find an entry and also be guided to the current term or abbreviation. Entries are listed in number then alphabetical order (abbreviations included).

Constructive criticism of this document is welcome in order to keep it accurate, current and fit for purpose. It is the PPG’s intent to review the Jargon Buster every six months to consider amendments, additions or other suggested revisions.

We hope that you find our Jargon Buster useful.

*Julie Bryant*

PPG Chair  
Saxon Cross Surgery

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	Abbreviation	Term	Definition
#	2WW	Two Week wait	An appointment system introduced so that a specialist would see any patient with symptoms that might indicate cancer as quickly as possible; within 2 weeks from appointment booking.
	5YFV	Five Year Forward View	Published October 2014 –and sets out a new shared vision for the future of the NHS based around the new models of care. It has been developed by the partner organisations that deliver and oversee health and care services including Care Quality Commission, Public Health England and NHS Improvement (previously Monitor and National Trust Development Authority). Patient groups, clinicians and independent experts have also provided their advice to create a collective view of how the health service needs to change over the next five years if it is to close the widening gaps in the health of the population, quality of care and the funding of services.
	-	7 day services	A government pledge to provide routine GP services seven days per week. This is in addition to out of hours services which some argue already provides necessary cover outside of 'core GP working hours'.
A	A4C	Agenda for Change	More commonly "AfC" – see below.
	A&C	Admin & Clerical	Staff responsible for documentation management including records and general administrative matters (paper and electronic). Also reception staff with patient greeting and scheduling duties.
	A&E	Accident and Emergency	The hospital department dealing with people who need treatment resulting from sudden illness or injury.
	ABPI	Association of the British Pharmaceutical Industry	The Association of the British Pharmaceutical Industry (ABPI) represents innovative research-based biopharmaceutical companies in the UK.
	ABV	Alcohol by Volume	The strength of pure alcohol in an alcoholic drink.
	AC	Audit Commission	National organisation that was responsible for ensuring Public Services are provided in the most cost effective way. Public Sector Audit Appointments Ltd, National Audit Office, Financial Reporting Council and Cabinet Office replaced the Audit Commission in April 2015.
	AC	Audit Committee	A committee of the NHS Commissioning Board established with the objective of providing an independent and objective view of internal control of the Commissioning Board. The AC's duties include providing oversight of audits, reviewing financial and information systems, monitoring the integrity of the financial statements and reviewing significant financial reporting judgements.
	-	Access	The availability of NHS services - 'getting the care you need'.
	-	Action on Hearing Loss	UK charity providing expert support to people with hearing loss and tinnitus in the UK. (Formerly RNID)
	-	Activity	The level of work carried out in a given period.
	-	Acute	"Acute" is a measure of the time scale and is in contrast to "sub-acute" and "chronic." Conditions are characterised by a relatively sudden onset of symptoms that are of short duration and often severe.
	-	Acute Care	Hospital-based health services.
	-	Acute Services	Medical and surgical treatment provided mainly in hospitals.
	-	Acute Trust	An NHS body that provides medical and surgical services from one or more hospitals.
	ADHD	Attention Deficit Hyperactivity Disorder	ADHD is a group of behavioural symptoms that include inattentiveness, hyperactivity and impulsiveness usually but not exclusively seen in children.
	-	Admissions	When a patient is admitted to hospital.
	ADV	Advocate	An advocate is a person who supports or speaks in favour of another person.
	AED	Automated External Defibrillator	A device designed to give an electric shock to those whose heart has stopped beating. It guides those assisting with visual or voice prompts, analyses the patient's heart activity and automatically gives an electric shock as necessary.
	AF	Assurance Framework (see BAF)	The (Board) Assurance Framework forms part of the Nottingham Healthcare NHS Foundation Trust's risk management strategy and is the framework for identification and management of strategic risks. The document includes all Organisational risks that are classified as Extreme, High or Moderate. Committees with risk monitoring responsibilities review the extent to which they are assured by the evidence presented for each risk and to complete the final column on the BAF - 'Board assured? Yes/No?'
	AfC	Agenda for Change	Introduced in 2004 AfC was a reform of NHS staff pay systems and remains the current grading and pay system for all NHS staff, with the exception of apprentices, doctors, dentists and some senior managers. (Also referred to as A4C)
	AGP	Acute GP	A General Practitioner who provides a same day urgent service to patients, usually as part of a wider GP team.
	AHP	Allied Health Professionals	Professional services which are allied to Medicine, Physiotherapy, Speech and Language Therapy, Podiatry, and Occupational Therapy.
	AIDS	Acquired Immune Deficiency Syndrome (see also: HIV)	Human immunodeficiency virus infection and acquired immune deficiency syndrome (HIV/AIDS) is a spectrum of conditions caused by infection with the human immunodeficiency virus (HIV).

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ALD	<b>Adults with Learning Disability</b>	Often characterised by a reduced intellectual ability and difficulty with everyday activities – for example household tasks, socialising or managing money – that affects someone for their whole life. People with a learning disability tend to take longer to learn and may need support to develop new skills, understand complicated information and interact with other people. The level of support someone needs depends on the individual.
-	<b>Ambulatory Care</b>	Services where people do not stay in hospital overnight e.g. outpatients, X-ray, day surgery and medical diagnostics.
-	<b>Ambulance Trust</b>	A legal entity responsible for providing ambulance services within a defined geographic area. Locally; East Midlands Ambulance Service NHS Trust (EMAS).
-	<b>Any willing provider</b>	Model for providing healthcare by selecting who provides care from a list of those willing to offer it and who meet certain standards.
AO	<b>Accountable Officer (Controlled Drugs)</b>	A senior manager appointed to be responsible for the management of controlled drugs and related governance issues in their organisation in accordance with The Controlled Drugs (Supervision of Management and Use) Regulations 2013.
AO	<b>Accountable Officer (CCG)</b>	The Accountable Officer is responsible for ensuring that a CCG fulfils its duties to exercise its functions effectively, efficiently and economically
APC	<b>Area Prescribing Committee</b>	Establishes a collaborative strategy for ensuring the consistent high quality and cost effective use of medicines across a region. Locally: Nottingham APC - (NAPC).
APMS	<b>Alternative Provider Medical Services</b>	One of the four routes available for primary care organisations (PCOs) to make provision for primary medical services to patients. Its introduction has broadened the range of potential providers from whom PCOs can commission services.
AQP	<b>Any Qualified Provider</b>	A means of commissioning certain NHS services in England. Clinical commissioning groups (CCGs) will determine the services to be commissioned as AQP; the intention is to increase patient choice. All providers must meet the qualification criteria set for a particular service and once qualified their service will appear on choose and book for patients to select.
-	<b>Area Team</b>	Means the local office of NHS England often termed "Regional Team". Locally the term Area Team is still in use and for NHS Nottingham West this is the NHS North Midlands Area Team.
ASTRO-PU	<b>Age, Sex, Temporary Resident Prescribing Unit</b>	A weighting designed to weight individual practice or organisation populations for age and sex to allow for better comparison of prescribing patterns. These figures are based on the cost or volume of prescribing across all therapeutic areas, and these weightings should be used only when considering all prescribing.
AWP	<b>Any Willing Provider</b>	A service provider accredited to deliver a range of specified services within a community setting. The model aims to reduce bureaucracy and barriers to entry for potential providers, and so improve patient choice, access, and deliver value for money.
B	<b>BACCH</b>	<b>British Association for Community Child Health</b> National organisation concerned with matters relating to the health of children.
	<b>BBV</b>	<b>Blood Borne Virus</b> Virus carried in the blood stream.
	<b>BC</b>	<b>Business Continuity</b> The process of creating resilience, by prevention and recovery, to deal with potential threats to business activity.
	<b>BCP</b>	<b>Business Continuity Plan</b> A documented strategy for ensuring Business Continuity in the event of foreseen threats. The process of creating resilience, by prevention and recovery, to deal with potential threats to business activity.
	<b>BDA</b>	<b>British Dental Association</b> National association responsible for Dentists.
	<b>BDA</b>	<b>British Diabetic Association</b> Since Jun 2000 named Diabetes UK. The leading UK charity that cares for, connects with and campaigns on behalf of all people affected by diabetes.
	-	<b>Bed blocking</b> (See delayed discharge rate)
	-	<b>Beds</b> Number of beds in a ward or department refers to staffed beds used overnight.
	-	<b>Best Value</b> Sets a duty to deliver services of a clear standard, covering cost and quality, by the most effective, economic and efficient means available.
	-	<b>Better Care Better Value indicators</b> National benchmarks of good practice.
	-	<b>Better Care Fund</b> Creates a local single pooled budget to incentivise the NHS and local government to work more closely together around people, placing their well-being as the focus of health and care services.
	<b>BHF</b>	<b>British Heart Foundation</b> Charity fighting heart and circulatory disease. The BHF funds research, education and life-saving equipment and helps heart patients.
	-	<b>Bill</b> A draft of intended legislation that becomes an Act once both Houses of Parliament approve it.
	<b>BIR</b>	<b>British Institute of Radiology</b> International membership organisation for everyone working in imaging, radiation oncology and the underlying sciences.
	<b>BMA</b>	<b>British Medical Association</b> Professional association of doctors, which acts as a trade union, a scientific and an educational body.
	<b>BME</b>	<b>Black and Minority Ethnic</b> The terminology normally used in the UK to describe people of non-white descent. Sometimes also "Black, Asian and Minority Ethnic".
	<b>BMI</b>	<b>Body Mass Index</b> A measure of body fat based on height and weight.
	<b>BMJ</b>	<b>British Medical Journal</b> "The BMJ" is a journal that aims to lead the debate on health, and to engage doctors, researchers and health professionals to improve outcomes for patients.
	<b>BNF</b>	<b>British National Formulary</b> An information source (book and online) providing up-to-date, practical guidance on prescribing, dispensing, and administering medicines. It reflects current best practice as well as legal and professional guidelines relating to the uses of medicines.
	<b>BNFC</b>	<b>British National Formulary for Children</b> An information source (book and online) providing essential practical information to all healthcare professionals involved in the prescribing, dispensing, monitoring and administration of medicines to children.
	-	<b>Booked Admission Scheme</b> Electronic booking system for admission into hospital.
	<b>BMS</b>	<b>Booking Management System</b> The systems to manage the way appointments are made.

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BP	<b>Blood Pressure</b>	A measure of the force that your heart uses to pump blood around your body.
BPAS	<b>British Pregnancy Advisory Service</b>	Supports reproductive choice by advocating and providing services to prevent or end unwanted pregnancy with contraception or by abortion.
BTS	<b>Blood Transfusion Service</b>	Since Oct 2005 part of NHSBT. Was the National service for the collection and distribution of blood supplies.
BUPA	<b>British United Provident Association</b>	Private healthcare company.
C	<b>C&amp;B</b>	<b>Choose and Book</b>
		Replaced in 2015 by the NHS e-Referral Service this was a national service that combined electronic booking and a choice of place, date and time for first hospital or clinic appointments. It allowed patients to choose their initial hospital or clinic appointment, and book it on the spot in the practice or later on the phone or via the internet.
	<b>C2C</b>	<b>Consultant to consultant</b>
		A referral of a patient made from one hospital consultant to another under an agreed protocol for referrals on behalf of a CCG, for the provision of health care services. The aim of the policy is to enable the effective use of C2C referrals. In doing so there must be some key guiding principles to ensure patient safety and reduce clinical risk. The overarching principle, however, is if the patient can be managed in primary and community care they should be referred back to their GP.
	<b>CA</b>	<b>Clinical Audit</b>
		An evaluation by health professionals of the clinical standards they are achieving.
	<b>CAB</b>	<b>Citizens Advice Bureau</b>
		The Citizens Advice service helps people resolve their legal, money and other problems by providing free, independent and confidential advice.
	<b>CAF</b>	<b>Common Assessment Framework</b>
		An early help inter-agency assessment offering a basis for the early identification of an individual's additional needs, typically children, by the sharing of information between organisations and the coordination of service provision"
	-	<b>Caldicott Guardian</b>
		A person with responsibility for policies that safeguard the confidentiality of patient information.
	<b>CAMHS</b>	<b>Child &amp; Adolescent Mental Health Services</b>
		Specialist mental health services providing help and treatment for children and young people (0-18years) with emotional, behavioural and mental health difficulties.
	-	<b>Capital</b>
		Money spent on buying land, constructing, adapting or modernising buildings and buying major items of equipment.
	-	<b>Care Data Programme</b>
		The care data programme ( <b>now closed</b> ) was established by NHS England and the Health and Social Care Information Centre to securely bring together health and social care information from different healthcare settings, such as GP practices, hospitals and care homes, in order to see what's working really well in the NHS – and what could be done better.
	-	<b>Care Home</b>
		A residential home providing nursing and personal care, in addition to living accommodation.
	-	<b>Care pathway</b>
		An approach to managing a specific disease or clinical condition that identifies early on what treatments and care are required, along with the possible outcome.
	-	<b>Carer</b>
		A friend or relative who looks after an ill, disabled or older person on an informal, voluntary and long term basis.
	<b>CAS</b>	<b>Clinical Assessment Service</b>
		An appointment booking system aimed to provide patients with a more effective and efficient care pathway, which in turn, will help to reduce both the hospital's waiting times, and provide cost savings through an intermediary to ensure the referral goes to the most efficient provider.
	<b>CAS 2</b>	<b>Continence Advisory Service</b>
		A service to help adults and children over the age of three who have bladder or bowel problems. It also aims to provide education, advice, support and clinical practice development in continence for carers and healthcare professionals within the wider health community.
	<b>CASH</b>	<b>Contraception &amp; Sexual Health</b>
		Service providing all aspects of sexual and reproductive health, including contraception, sexually transmitted infection (STI) and HIV testing and treatment. See also iCash
	<b>CBT</b>	<b>Cognitive Behavioural Therapy</b>
		A talking therapy that can help <b>individuals</b> manage their problems by changing the way <b>they</b> think and behave. <b>It is</b> most commonly used to treat anxiety and depression, but can be useful for other mental and physical health problems.
	<b>CC</b>	<b>Community Care</b>
		Provides social care and treatment outside of hospitals.
	<b>CC</b>	<b>Clinical Cabinet</b>
		A senior clinical forum, to strengthen clinical leadership in commissioning decisions, and to promote innovation.
	<b>CCF</b>	<b>Congestive Cardiac Failure</b>
		Disease of the Heart.
	<b>CCG</b>	<b>Clinical Commissioning Group</b>
		CCGs replaced primary care trusts (PCTs) on April 1 2013. CCGs are clinically led statutory NHS bodies responsible for the planning and commissioning of healthcare services for their local area. CCG members include GPs and other clinicians, such as nurses and consultants. They are responsible for about 60% of the NHS budget, commission most secondary care services, and play a part in the commissioning of GP services.
	<b>CCP</b>	<b>Community Care Plan</b>
		A document that lays out the care and treatment of patients outside of hospital.
	<b>CDC</b>	<b>Child Development Centre</b>
		A service devoted to the study and delivery of help related to child development.
	<b>CDC</b>	<b>Clinical Development Committee</b>
		A sub-committee of Nottingham West CCG's Governing Body. It drives forward the CCG's clinical and service development agenda to support the delivery of the CCG's objectives and plans.
	<b>CDP</b>	<b>Crime and Drug Partnership</b>
		A group of staff / services involved with the treatment and prevention of substance misuse.
	<b>CDS</b>	<b>Community Dental Service</b>
		Provider, often on referral of specialised dental services. Community dental services are available in a variety of places to ensure everyone can have access to dental health. These include hospitals, specialist health centres and mobile clinics as well as home visits or visits in nursing and care homes.
	<b>CE</b>	<b>Chief Executive</b>
		The most senior manager within an organisation.

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<b>CFO</b>	<b>Chief Finance Officer</b>	A corporate officer responsible for managing the financial risks of the corporation, financial planning and record-keeping, as well as financial reporting to higher management.
<b>CGR</b>	<b>Clinical Governance Review</b>	Assesses NHS trusts across seven components of performance.
<b>CHAI</b>	<b>Commission for Healthcare Audit and Inspection</b>	The Commission for Healthcare Audit and Inspection, also known as the Healthcare Commission was created in 2004. It was responsible for assessing standards of care provided by the NHS. Its responsibilities were taken over by the Care Quality Commission in 2009.
-	<b>Chair (person)</b>	A chairman, also commonly chair is the highest officer of an organised group.
<b>CHC</b>	<b>Community Health Council</b>	CHCs were established in 1974. They were statutory bodies that represented the interests of the public in the health service. They were abolished, in England, on December 1 <sup>st</sup> 2003 and replaced by the new patient and public involvement schemes.
<b>CHC</b>	<b>Continuing Health Care</b>	A package of care that is arranged and funded solely by the NHS for individuals who are not in hospital and have been assessed as having a "primary health need".
<b>CHD</b>	<b>Coronary Heart Disease</b>	Term that describes what happens when your heart's blood supply is blocked or interrupted by a build-up of fatty substances in the coronary arteries.
<b>CHI</b>	<b>Commission for Health Improvement</b>	The Commission for Health Improvement was a non-departmental public body sponsored by the Department of Health of the United Kingdom from 2001 until 2004, when its functions were subsumed by the Healthcare Commission.
-	<b>Children's trusts</b>	Children's trusts bring together services for children and young people provided by PCTs and local councils.
-	<b>Choice</b>	Patients acting as consumers in exercising a "choice" of treatment provided.
<b>CHP</b>	<b>County Health Partnership</b>	Providers of a wide range of community based health care services (locally) in Nottinghamshire.
-	<b>Chronic</b>	"Chronic" is a measure of the time scale and is in contrast to "subacute" and "acute". It refers to a health condition or disease that is persistent or otherwise long-lasting in its effects or a disease that comes with time.
<b>CHS</b>	<b>Community Health Services</b>	NHS services provided outside a hospital.
<b>CIPFA</b>	<b>Chartered Institute of Public Finance &amp; Accountancy</b>	The leading accountancy body for the public services providing education and training in accountancy and financial management.
<b>CityCare</b>	<b>CityCare Partnership</b>	Provider of community services.
<b>CJD</b>	<b>Creutzfeldt-Jacob Disease</b>	A rare and fatal condition that affects the brain. It causes brain damage that worsens rapidly over time from infection.
-	<b>Clinical audit</b>	A measurement and evaluation by health professionals of the clinical standards they are achieving.
-	<b>Clinical governance</b>	A framework through which NHS organisations are accountable for continuously improving the quality of their services and safeguarding high standards of care.
-	<b>Clinician</b>	A health professional directly involved with the care and treatment of patients.
-	<b>Clinical negligence</b>	A breach of duty by a healthcare practitioner in the performance of their duties.
-	<b>Clinical network</b>	A network of health professionals from different NHS organisations working together across institutional and local boundaries, to provide care for a particular disease or patient group.
-	<b>Cluster</b>	A group of GP practices with common interests.
<b>CMHT</b>	<b>Community Mental Health Teams</b>	Made up of health and social services staff.
<b>CMO</b>	<b>Chief Medical Officer</b>	The government's principal advisor and the professional lead for all medical staff in England.
<b>CNO</b>	<b>Chief Nursing Officer</b>	The government's principal advisor and the professional lead for all Nursing staff in England.
<b>CNT</b>	<b>Clinical Network</b>	A network of health professionals from different NHS organisations working together across institutional and local boundaries, to provide care for a particular disease or patient group.
<b>CO</b>	<b>Carbon Monoxide</b>	A toxic colourless, odourless, and tasteless gas that is slightly less dense than air.
<b>COMAH</b>	<b>Control of Major Accident Hazards</b>	A system to help reduce accidents and the hazards that cause them.
-	<b>Commissioning</b>	Relates to the purchasing and contracting of health care services. It involves identifying health needs, service planning and design and purchasing services from appropriate providers and subsequently managing the contracts put in place.
-	<b>Community care</b>	Is the health and social care services available to individuals within their own homes (which may include care homes).
-	<b>Community Matron</b>	Community Matrons are highly experienced senior nurses who work closely with patients in the community to provide, plan and organise care.
-	<b>Community Mental Health Teams</b>	Community mental health teams are made up of health and social services staff. They provide support to people with mental health problems who live in the community.
<b>Comm. Paed</b>	<b>Community Paediatrician</b>	A doctor specialising in conditions affecting children working in a community (not hospital).
-	<b>Co-morbidity</b>	Term used to signify multiple illnesses.
-	<b>Compact</b>	An agreement between the Government and the voluntary and community sector, designed to improve relationships with commitments on both sides.
-	<b>Concordat</b>	Agreement; for example memorandum of understanding.
-	<b>Consortium</b>	Two or more individuals, companies or organisations with the objective of participating in a common activity or pooling their resources to achieve a common goal.

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-	<b>Constitution</b>	A set of fundamental principles or established precedents according to which an organization is governed.
-	<b>Contingency</b>	Action to manage risk.
-	<b>Continuing care</b>	Health care provided over an extended period of time for people with long-term needs or disability / people's care needs after hospital treatment has finished.
<b>COO</b>	<b>Chief Operating Officer</b>	An Executive Director with an active role in the determination and delivery of corporate strategies and associated business plans. Responsible for the day-to-day management, ensuring high performance and confident delivery of services. Often the executive lead for emergency planning/preparedness.
<b>COPD</b>	<b>Chronic Obstructive Pulmonary Disease</b>	Another name for lung conditions including emphysema and bronchitis.
-	<b>Corporate governance</b>	A framework through which organisations are accountable for standards in conducting corporate business, including meeting statutory financial duties.
-	<b>Coterminous</b>	Having the same geographic boundaries.
<b>CPA</b>	<b>Care Programme Approach</b>	A system of delivering community mental health services.
<b>CPD</b>	<b>Continuing Professional Development</b>	Part of a process of lifelong learning for all healthcare professionals helping them to care for patients.
<b>CPK</b>	<b>Care Package</b>	Following individual assessment, an appropriate package or programme of care is agreed.
<b>CPL</b>	<b>Care plan</b>	A signed written agreement setting out how care will be provided.
<b>CPN</b>	<b>Community Psychiatric Nurse</b>	A mental health nurse who works in the community. They can support individuals with taking medication, manage their health, and offer them treatment in the community.
<b>CPR</b>	<b>Cardio Pulmonary Resuscitation</b>	An emergency procedure that combines chest compressions often with artificial ventilation in an effort to manually preserve intact brain function until further measures are taken to restore spontaneous blood circulation and breathing in a person who is in cardiac arrest.
<b>CQC</b>	<b>Care Quality Commission</b>	The independent regulator of all health and social care services in England, that monitors, inspects and regulates health and social care services and publishes their findings, including ratings to help people choose care.
<b>CQRM</b>	<b>Clinical Quality Review Meeting</b>	A meeting between the commissioner and provider of health services to review all the quality measures.
<b>CQUIN</b>	<b>Commissioning for Quality and Innovation</b>	Is a framework that enables commissioners of care to financially reward providers where they can demonstrate they are delivering high quality care to agreed standards.
<b>CRB</b>	<b>Criminal Records Bureau</b>	The Criminal Records Bureau (CRB) and Independent Safeguarding Authority (ISA) have been replaced by the Disclosure and Barring Service (DBS). DBS helps employers make safer recruitment decisions and prevent unsuitable people from working with vulnerable groups, including children.
<b>CSR</b>	<b>Comprehensive Spending Review</b>	A full inquiry into an area of spending by a public body.
<b>CSS</b>	<b>Commissioning Support Service</b>	A strategy seeking to ensure that CCGs and others have a resilient, cost-effective and vibrant market that enables access to best in class providers from the public, voluntary and independent sectors. This strategy outlines the key building blocks required to ensure that all commissioners can access excellent and affordable commissioning support services, enabling them to commission effectively for the benefit of patients.
<b>CSU</b>	<b>Commissioning Support Unit</b>	Originally intended as organisations accredited to provide CCGs with support. Suffered much criticism and were effectively abolished by 2015 following several mergers and absorption of responsibilities elsewhere.
<b>CT</b>	<b>Care Trust</b>	NHS trusts that work in both health and social (non -clinical) care.
<b>CTs</b>	<b>Children's Trusts</b>	A future idea for bringing all local Health Services for children into one organisation.
<b>CVD</b>	<b>Cardiovascular Disease</b>	Heart disease.
<b>CVS</b>	<b>Community Voluntary Sector</b>	The duty of social activity undertaken by organisations that are not-for-profit and non-governmental. This sector is also called the third sector, in contrast to the public sector and the private sector.
<b>CVS</b>	<b>Community and Voluntary Service</b>	An organisation aiming to improve the quality of people's lives through strengthening the voluntary sector. Locally Voluntary Action Broxtowe or Helpful Bureau.
<b>CYP</b>	<b>Children's &amp; Young People</b>	A generic term and self-explanatory term for young people (under 18 years old).
<b>D</b>	<b>-</b>	<b>Dashboard</b>
		A 'Clinical Dashboard' is a toolset developed to provide clinicians with the relevant and timely information they need to inform daily decisions that improve quality of patient care. Term "Quality Dashboard" also in use in connection with monitoring and reporting.
	<b>-</b>	<b>Day care</b>
		Day care is social support that is provided in a centre The centre may offer a range of services such as a lunch club, chiropody, hairdressing and adult education courses.
	<b>-</b>	<b>Day Case Admission</b>
		A patient admitted electively during the course of a day with the intention of receiving care who does not require the use of a Hospital Bed overnight and who returns home as scheduled
	<b>-</b>	<b>Day Surgery</b>
		A surgical procedure/treatment completed in one day.
<b>DBS</b>	<b>Disclosure and Barring Service</b>	DBS helps employers make safer recruitment decisions and prevent unsuitable people from working with vulnerable groups, including children. The Criminal Records Bureau (CRB) and Independent Safeguarding Authority (ISA) have been replaced by the Disclosure and Barring Service (DBS).

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<b>DDA</b>	<b>Disability Discrimination Act</b>	Act of the Parliament which has now been repealed and replaced by the Equality Act 2010, except in Northern Ireland where the Act still applies. Formerly, it made it unlawful to discriminate against people in respect of their disabilities in relation to employment, the provision of goods and services, education and transport.
<b>DEAS</b>	<b>Department of Education and Skills</b>	Government Department existed until 2007 when it was replaced the Department for Children, Schools and Families and the Department for Innovation, Universities and Skills.
<b>DEFRA</b>	<b>Department of Environmental, Food and Rural Affairs</b>	Government Department responsible for safeguarding our natural environment, supporting our world-leading food and farming industry, and sustaining a thriving rural economy.
-	<b>Delayed Discharge</b>	Where a patient who is fit for discharge remains in an acute hospital bed.
-	<b>Delayed discharge rate</b>	The proportion of patients in a hospital bed who are ready for discharge from the hospital either to their own homes or to another care setting.
-	<b>Demographic trends</b>	Changes in age, sex and size of the population over time.
-	<b>Dental access centres</b>	Dental access centres provide a complete range of NHS dental services including routine as well as urgent care. People do not need to register to see a dentist in an access centre.
-	<b>Dental UDAs</b>	Unit of activity for dentists
-	<b>Dentist</b>	Independent contractor who may provide National Health Services or private dental treatment.
<b>DES</b>	<b>Directed Enhanced Service</b>	Extra services specified by a Primary Care Trust.
<b>DFES</b>	<b>Department for Education and Skills</b>	Government Department DFES existed until 2007 when it was replaced the Department for Children, Schools and Families and the Department for Innovation, Universities and Skills
<b>DfT</b>	<b>Department for Transport</b>	Government Department responsible for transport issues (except when devolved), in particular railway franchising and a range of executive agencies
<b>DGH</b>	<b>District General Hospital</b>	A Hospital servicing one geographical area
<b>DH</b>	<b>Department of Health</b>	The DH is responsible for strategic leadership and funding for both health and social care in England. The DH is a ministerial department, supported by 23 agencies and public bodies
-	<b>Diabetes UK</b>	The leading UK charity that cares for, connects with and campaigns on behalf of all people affected by diabetes
-	<b>Direct Access Service</b>	A service that allows GPs to refer patients directly for treatment / procedure which would normally require referral by a hospital consultant. Examples of direct access services include x-ray, physiotherapy, ECG
-	<b>Disinvestment</b>	The process of reducing or removing funds
<b>DIST</b>	<b>Dementia Intensive Support Unit</b>	Support for adults experiencing memory problems or with severe mental health problems and complex physical frailties in need of assessment and support in the community - locally; see also IRIS and MHIR.
<b>DLA</b>	<b>Disability Living Allowance</b>	An allowance paid to disabled people.
<b>DN</b>	<b>District Nurse</b>	A registered nurse who has been trained to provide nursing care to people in their own homes.
<b>DNA</b>	<b>Did not Attend</b>	Failure to keep an appointment.
<b>DNAR</b>	<b>Do Not Attempt Resuscitation</b>	A document stating a patient's wishes (Can be patient's relative if patient incapable) issued and signed by a doctor, which tells the medical team not to attempt cardiopulmonary resuscitation (CPR). The form is designed to be easily recognised and verifiable, allowing healthcare professionals to make decisions quickly about how to treat the patient.
<b>DOLS</b>	<b>Deprivation Of Liberty Safeguards</b>	An amendment to the Mental Capacity Act 2005 (Applicable in England and Wales only). The Mental Capacity Act allows restraint and restrictions to be used – but only if they are in a person's best interests.
<b>DOS</b>	<b>Directory of Services</b>	A book containing lists of services available.
<b>DPA</b>	<b>Data Protection Act 1998</b>	The law on the processing of data on identifiable living people and is the main piece of legislation that governs how your personal information is used by organisations, businesses or the government.
<b>DPH</b>	<b>Director of Public Health</b>	Senior leadership appointment with overarching responsibilities for health delivery and development.
<b>DRE</b>	<b>Disability Resource Exchange</b>	A local service for all the aspects of disability, run by disabled people.
<b>DTC</b>	<b>Diagnostic and Treatment Centre (see also TC)</b>	A privately owned centre providing diagnostic and treatment services to the NHS. For example; Circle plc based on the QMC campus.
<b>DTI</b>	<b>Department of Trade and Industry</b>	Government Department replaced in 2007 by Department for Innovation, Universities and Skills and Department for Business, Enterprise and Regulatory Reform.
<b>DTOC</b>	<b>Delayed Transfers of Care</b>	Occurs when an adult inpatient in hospital (children are excluded from this definition) is ready to go home or move to a less acute stage of care but is prevented from doing so. Sometimes referred to in the media as 'bed-blocking', delayed transfers of care are a problem for the NHS as they reduce the number of beds available to other patients who need them, as well as causing unnecessarily long stays in hospital for patients
<b>DVT</b>	<b>Deep Vein Thrombosis</b>	A blood clot that develops within a deep vein in the body, usually in the leg.

## Saxon Cross Surgery Patient Participation Group – Jargon Buster

DWP	<b>Department for Work and Pensions</b>	Government Department responsible for welfare, pensions and child maintenance policy.
E&D	<b>Equality and Diversity</b>	A term used to define and champion equality, diversity and human rights as defining values of society.
E	<b>e-RS</b>	<b>e-Referral Service</b> The NHS e-Referral Service (e-RS) combines electronic booking with a choice of place, date and time for first hospital or clinic appointments. Patients can choose their initial hospital or clinic appointment; book it in the GP surgery at the point of referral, or later at home on the phone or online. The service replaced "Choose and Book".
EA	<b>Earned Autonomy</b>	NHS Organisations that are rated with three stars under the performance assessment framework and have earned some independence from Central NHS Management. Principal being developed under NHS Improvement since Apr 2016.
EAZ	<b>Education Action Zone</b>	National Government initiative aimed at building on the roles of schools by using partnerships and raising levels of educational attainment.
EBP	<b>Electronic Booking Programme</b>	A process to book hospital appointments at both a time and place that is convenient to the patient.
EBP	<b>Evidence Based Practice</b>	Planning and Managing services based on previously successful activities.
EC	<b>Elective Care</b>	Elective care is given at a planned/prearranged time rather than in response to an emergency.
ECG	<b>Echocardiography (examination of hearts using ultrasound)</b>	An echocardiogram, or "echo", is an ultrasound scan used to look at the heart and nearby blood vessels. A small external probe is used to send out high-frequency sound waves that create echoes when they bounce off different parts of the body. These echoes are picked up by the probe and turned into a moving image that's displayed on a monitor while the scan is carried out.
ECN	<b>Emergency Care Network</b>	In review as "Urgent and Emergency Care Networks" - vanguards operating strategically and serving 1-5 million .
ED	<b>Emergency Department</b>	The emergency departments of hospitals deal with people who need emergency treatment because of sudden illness or injury. Sometimes called casualty departments or A&E.
EDbN	<b>European Deaf Blind Network</b>	International network of voluntary sector groups of deaf/blind people and their supporters.
EDS	<b>Equality Delivery System</b>	A system that helps NHS organisations improve the services they provide for their local communities and provide better working environments, free of discrimination, for those who work in the NHS, while meeting the requirements of the Equality Act 2010.
EFL	<b>External Financing Limit</b>	Term used to describe financial limits.
eFT	<b>Equivalent Foundation Trust</b>	Formerly referred to as Foundation Trust equivalent (FTE), this designation applies only to trusts providing (high) secure psychiatric services. There are three: Nottinghamshire Healthcare NHS Trust, West London Mental Health NHS Trust and Mersey Care NHS Trust. Nottinghamshire Healthcare gained Foundation Trust standard on 2 November 2010. The other two trusts are in the assessment process.
EHC	<b>Emergency Hormonal Contraception</b>	Contraceptive drug taken within 72 hours of sexual intercourse.
EHR	<b>Electronic Health Record</b>	An electronic version of a patients' medical history, maintained by the provider over time, and may include all of the key administrative clinical data relevant to that persons' care under a particular provider, including demographics, progress notes, problems, medications.
EHRC	<b>Equality &amp; Human Rights Commission</b>	An organisation with a Parliament given mandate to challenge discrimination, and to protect and promote human rights. EHRC protects people against discriminatory treatment and holds organisations, such as businesses and Government, to account for what they do.
EIA	<b>Equality Impact Assessment</b>	A tool for identifying the potential impact of our policies, services and functions on our patients and staff.
-	<b>Elective</b>	Most treatment is routine or 'elective'. This simply means treatment is planned in advance rather than needing emergency treatment. Elective treatment usually takes place during normal working hours, although occasionally some hospitals work at weekends.
-	<b>Elective Admission</b>	A patient admitted from a waiting list.
EMA	<b>Emergency Medical Admission</b>	An admission to hospital, which has not been planned. See also non-elective.
EMAHSN	<b>East Midlands Academic Health Science Network</b>	Brings together the NHS, universities, industry and social care seeking to transform the health of our 4.6m East Midlands residents and stimulate wealth creation. Achieves this through: promoting health equality and best practice, speeding up the spread and adoption of innovation into practice, building a culture of partnership and collaboration, putting patients and the public at the heart of everything we do, working with industry to promote the adoption and spread of proven products and services.
EMAS	<b>East Midlands Ambulance Service</b>	Promoting health equality and best practice.
EMAS	<b>Employment Medical Advisory Service</b>	Speeding up the spread and adoption of innovation into practice.
-	<b>Emergency Admission/Non-Elective</b>	Building a culture of partnership and collaboration.
-	<b>Emergency plan</b>	An element of a programme of work is referred to in the health community as emergency preparedness, resilience and response (EPRR). The NHS needs to plan for, and respond to, a wide range of incidents and emergencies that could affect health or patient care. These could be anything from extreme weather conditions to an outbreak of an infectious disease or a major transport accident.



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<b>EMLA</b>	<b>East Midlands Leadership Academy</b>	A membership organisation developed to serve the leadership and development needs of the all NHS organisations in the East Midlands by designing, commissioning and delivering high quality leadership development interventions and activity; working with industry to promote the adoption and spread of proven products and services.
<b>EM SCN and Senate</b>	<b>East Midlands Strategic Clinic Network and Senate</b>	Established by NHS England in April 2013 to improve everyone’s access to high quality care and to improve health outcomes. The networks and senates have strong clinical leadership and as such are well placed to influence and inform service change and improvement across health and care.
<b>ENB</b>	<b>English National Board of Nursing, Midwifery and Health Visiting</b>	Abolished and replaced by the National Midwifery Council in 2002.
<b>ENT</b>	<b>Ear, nose and throat</b>	A specialism within medicine.
<b>EoL</b>	<b>End of Life</b>	Normally associated with care aimed at supporting someone with advanced incurable disease to live as well as possible until they die.
<b>EP</b>	<b>Emergency Plan</b>	A plan outlining how to deal with a serious or major incident.
<b>EPP</b>	<b>Expert Patient Programme</b>	The Expert Patient programme recognises that many patients are “experts” in their own right and that with proper support they can take a lead in managing their own conditions.
<b>EPR</b>	<b>Electronic Patient Records</b>	Medical records held electronically for each individual registered with a GP.
<b>EPRR</b>	<b>Emergency Preparedness, Resilience and Response</b>	The policy name for a programme of work by which the NHS plans for, and responds to, a wide range of incidents and emergencies that could affect health or patient care.
<b>EPS</b>	<b>Electronic Prescription Service</b>	An online service offering patients the possibility to have their GP send prescriptions directly to the place chosen to get medicines (typically a pharmacist), or appliances from, without need to attend the GP surgery to collect the prescriptions.
-	<b>Equality Act 2010</b>	Law to end discrimination within 9 protected characteristics (age, gender, ethnicity, religion, sexual orientation, pregnancy/maternity, marriage, disability, transgender).
<b>ES</b>	<b>Essential Services</b>	Services of a basic standard, which are indispensable.
<b>ET</b>	<b>Executive Team</b>	Part of NHS governance the ET is responsible for day-to-day management and for making sure that Monitor carries out the strategic objectives agreed with the board.
<b>EWTD</b>	<b>European Working Time Directive</b>	Rules about the maximum hours that can be worked.
-	<b>Excess Bed Days</b>	Excess bed days occur as a result of overstepping a trim point as defined by national tariff. The trim point is the nationally agreed length of stay.
<b>Exec</b>	<b>Executives</b>	Individuals responsible for the day-to-day management of an NHS organisation.
<b>FAQ</b>	<b>Frequently Asked Questions</b>	A list of common questions that, when put together, is a good method to explain a complex plan.
<b>FHP</b>	<b>Family Health Practitioner</b>	A term to describe a trained nurse who has done further training to specialise in the prevention of ill health. Previously known as a Health Visitor.
<b>FHS</b>	<b>Family Health Services</b>	Back-office administrative support services designed to support primary care providers e.g. GP practices, dental practices, community pharmacies and high street optometrists
<b>FIA</b>	<b>Freedom of Information Act 2000</b>	An Act of Parliament that creates a public "right of access" to information held by public authorities.
-	<b>Finished consultant episode</b>	The time spent under the care of a particular consultant.
<b>FYFV</b>	<b>Five Year Forward View</b>	Published October 2014 –and sets out a new shared vision for the future of the NHS based around the new models of care. It has been developed by the partner organisations that deliver and oversee health and care services including Care Quality Commission, Public Health England and NHS Improvement (previously Monitor and National Trust Development Authority). Patient groups, clinicians and independent experts have also provided their advice to create a collective view of how the health service needs to change over the next five years if it is to close the widening gaps in the health of the population, quality of care and the funding of services.
<b>FNC</b>	<b>Funded Nursing Care</b>	Also known as Registered Nursing Care Contribution (RNCC). FNC and RNCC are the same thing. It is a weekly payment made by the NHS to cover nursing care from a Registered Nurse. FNC is only provided if a person needs nursing care and is in a care home that can provide nursing care
<b>FOI</b>	<b>Freedom of Information (Act)</b>	An Act passed in 2000 enabling creating a public "right of access" to information held by public authorities
<b>FOT</b>	<b>Forecast Outturn</b>	A forecast of the spend for each practice for the current financial year, calculated using the expected profile of expenditure for England
<b>FPA</b>	<b>Family Planning Association</b>	National body associated with sexual health and contraception.
<b>FPC</b>	<b>Family Planning Clinic</b>	A clinic that specifically deals with supplying advice on family planning and contraceptives.
<b>FT</b>	<b>Foundation Trust</b>	Overseen by NHS Improvement a Foundation Trust is an independent legal entity set free from central government control and not performance-managed by health authorities. As self-standing, self-governing organisations, NHS foundation trusts are free to determine their own future having financial freedom and can raise capital from both the public and private sectors within borrowing limits based on affordability determined by projected cash flows). Each NHS foundation trust has a duty to consult and involve a board of governors – including patients, staff, members of the public, and partner organisations – in the strategic planning of the organisation.
<b>FTE</b>	<b>Full time equivalent</b>	A FTE is a concept using the hours worked by one employee, on a full-time basis, to convert the hours worked by several part-time employees into the hours worked by full-time employees

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<b>G</b>	<b>GA</b>	<b>General Anaesthetic</b>	Use of drugs to render a state of controlled unconsciousness. During a general anaesthetic, medications are used to send patients to sleep, so they are unaware of surgery and do not move or feel pain while it is carried out.
	<b>GB</b>	<b>Governing Body</b>	A group of people who formulate the policy and direct the affairs of an institution in partnership with the managers
	<b>GDC</b>	<b>General Dental Council</b>	UK-wide statutory regulator protecting patient safety and maintain public confidence in dental services.
	<b>GDP</b>	<b>General Dental Practitioner</b>	Term covering the vast majority of UK dentists; commonly known as "High Street dentists" providing general primary care services to patients. GDPs can work either wholly within the NHS, wholly privately, or any mixture of the two.
	<b>GDPC</b>	<b>General Dental Practice Committee</b>	The General Dental Practice Committee represents all general dental practitioners in the UK and aims to reflect the mixed economy of dental practice. It represents the interests, and acts on behalf of, dentists working in general practice. It is also recognised by the Government as representing NHS general dental practitioners in negotiations and consultations.
	-	<b>Generic Medicines</b>	Medicines marketed without a brand name – Usually (but not always) the cheaper way for a doctor to prescribe.
	-	<b>Geriatric</b>	Sometimes called Care of the Elderly.
	<b>GMC</b>	<b>General Medical Council</b>	National body regulating Doctors. The GMC helps to protect patients and improve medical education and practice in the UK by setting standards for students and doctors. We support them in achieving and exceeding those standards, and take action when they are not met.
	<b>GMS</b>	<b>General Medical Services</b>	A contract between general practices and NHS England for delivering primary care services to local communities.
	<b>GNA</b>	<b>Generic Nursing Assistant</b>	Assistant or a nurse who is not employed in a health care specialism.
	<b>GOC</b>	<b>General Optical Council</b>	The regulator for the optical professions in the UK, one of the 12 organisations in the UK known as health and social care regulators. These organisations oversee the health and social care professions by regulating individual professionals.
	<b>GP</b>	<b>General Practitioner</b>	A local Doctor delivering Primary Health Care Services.
	-	<b>GP Access Hub(s)</b>	A GP practice that offers evening and weekend appointments for patients registered with other practices in the area allowing patients that are unable to obtain an appointment from their local GP within 48 hours or who may need an appointment outside of regular open times to find help at their closest access hub. Also: Primary Care Access Hub.
	<b>GPFV</b>	<b>General Practice Forward View</b>	Introduced in April 2016, sets out a plan, backed by a multi-billion pound investment, to stabilise and transform general practice by promoting a variety of new initiatives to help improve patient care and GP services.
	<b>GPSoC</b>	<b>GP Systems of Choice</b>	A contractual framework to supply IT systems and services to GP practices and associated organisations in England. It makes sure GPs and practice staff have access to the best technology to support patient care.
	<b>GPWSI</b>	<b>GP With a Specialist Interest</b>	A local Doctor within Primary Health Care who also has some interest in a particular area of medicine.
	<b>GUM</b>	<b>Genito-Urinary medicine</b>	Specialist in Medicine concerned with diseases and conditions, which typically result from sexual activity.
<b>H</b>	<b>HA</b>	<b>Health Authority</b>	Superseded in 2003 by the NHS Foundation Trusts, the Health Authority (HA) was responsible, within resources available, for identifying the health care needs of its resident population, and securing hospital and community health services to reflect those needs. NB. Specialist Health Authority - 4 support authorities remain; NHS Blood and Transplant, NHS Business Services Authority, NHS Litigation Authority and NHS Trust Development Authority.
	-	<b>Health Assessment Advisory Service</b>	The Health Assessment Advisory Service arranges and carries out assessments for the Department for Work and Pensions.
	<b>HAS</b>	<b>Health Advisory Service</b>	The service was disbanded in 1997. It was intended to help health services to improve their management of patient care by conducting inspections, offering advice and spreading good practice. It was replaced by a consortium of professional bodies.
	<b>HC</b>	<b>Health Community</b>	This includes all health organisations and staff within an identified area.
	<b>HCA</b>	<b>Health Care Assistant</b>	Assistant employed to support other health care professions.
	<b>HCAI</b>	<b>Health Care Associated Infections</b>	Term covering a wide range of infections acquired either as a direct result of healthcare interventions such as medical or surgical treatment, or from being in contact with a healthcare setting. The most well-known include those caused by methicillin-resistant Staphylococcus aureus (MRSA) and Clostridium difficile.
	<b>HCOP</b>	<b>Health Care of Older People</b>	The preparations necessary to deliver health care to a society where the proportion of older people is acknowledged as increasing and age related conditions are more frequently presented.
	<b>HCT</b>	<b>Healthcare Trust</b>	Provider of mental health care services. See also eFT.
	<b>HDA</b>	<b>Health Development Agency</b>	Transferred to NICE in 2005. Originally created in 2000 to develop the evidence base to improve health and reduce health inequalities. It worked in partnership with professionals and practitioners across a range of sectors to translate that evidence into practice.
	<b>HDU</b>	<b>High Dependency Unit</b>	Wards for people who need more intensive observation, treatment and nursing care than is possible in a general ward but slightly less than that given in intensive care.
	<b>HE</b>	<b>Health Economy</b>	The NHS organisations including GP practices, and voluntary and independent sector bodies involved in the commissioning, development and provision of health services for particular population groups.

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<b>HEA</b>	<b>Health Equity Audit</b>	A HEA seeks to identify how fairly services or other resources are distributed in relation to the health needs of different groups and areas, and the priority action to provide services relative to need. (This may include resources such as services, facilities, and the determinants of health). The overall aim is not to distribute resources equally but, rather, relative to health need, otherwise inequities occur which lead to health inequalities.
-	<b>Health &amp; Social Care Act 2012</b>	Legislation concerning the most extensive reorganisation of the structure of the National Health Service in England to date. Subsequent Acts in 2014 and 2015 concern further reform of delivery for specific areas of health care.
-	<b>Health and Social Care Bill</b>	The Health and Social Care Bill created the legislative framework for the NHS as set out, and consulted on, in the White Paper Equity and excellence: Liberating the NHS. Culminated in the extant 2012 Act.
-	<b>Health Needs Assessment</b>	Is a method for reviewing the health issues facing a population, leading to agreed priorities and allocation of resources that will improve health and reduce inequalities.
-	<b>Health Overview and Scrutiny Committee</b>	Overview and Scrutiny Committees are structured to cover every aspect of Local Authority work ensuring that Cabinet Members are accountable for the decisions they make and for the services being delivered.
-	<b>Health Visitor</b>	A health visitor is a trained nurse who has done further training to specialise in the prevention of ill health, particularly for children.
<b>HEE</b>	<b>Health Education England</b>	An executive non-departmental public body of the Department of Health. Its function is to provide national leadership and coordination for the education and training within the health and public health workforce within England. It has been operational since June 2012.
<b>HEEM</b>	<b>Health Education East Midlands</b>	A development organisation managing postgraduate medical education and training in the East Midlands.
<b>HEFT</b>	<b>Heart of England NHS Foundation Trust</b>	Large NHS teaching hospital in Birmingham serving the West Midlands.
<b>HES</b>	<b>Hospital Episode Statistics</b>	Record of activity in hospitals.
<b>HFEA</b>	<b>Human Fertilisation and Embryology Authority</b>	National body dedicated to licensing and monitoring UK fertility clinics and all UK research involving human embryos, and providing impartial and authoritative information to the public.
<b>HI</b>	<b>Health Improvement</b>	Increasing the well-being of individuals or communities.
<b>HIQ</b>	<b>Health Inequalities</b>	Differences in the health of people across communities or geographical areas
<b>HIV</b>	<b>Human Immunodeficiency Virus (see also: AIDS)</b>	Human immunodeficiency virus infection and acquired immune deficiency syndrome (HIV/AIDS) is a spectrum of conditions caused by infection with the human immunodeficiency virus (HIV). Following initial infection, a person may not notice any symptoms or may experience a brief period of influenza-like illness
<b>HLC</b>	<b>Healthy Living Centre</b>	A project aimed at improving people's health through community action – not used locally.
<b>HMR</b>	<b>Hospital Medical Record</b>	Patient records held at a hospital.
<b>HOB</b>	<b>Heart of Birmingham Teaching PCT</b>	Ceased to exist after 2013. Now part of Heart of England NHS Foundation Trust.
-	<b>Hospital at Home</b>	Provides care in the patient's home which otherwise would be provided in hospital.
<b>HP</b>	<b>Health Promotion</b>	Promotion of healthier living.
<b>HPA</b>	<b>Health Protection Agency</b>	Originally a NHS special health authority set up in 2003 to protect the public in England from threats to their health from infectious diseases and environmental hazards. Now a non-departmental public body.
<b>HPC</b>	<b>Health and Care Professions Council</b>	A regulator set up to protect the public by keeping a Register of health and care professionals who meet our standards for their training, professional skills, behaviour and health.
<b>HPE</b>	<b>Health Promotion England</b>	HPE was established in April 2000 following the closure of the Health Education Authority. It develops and delivers public education campaigns and promotes healthy living.
<b>HPE</b>	<b>Health Protection England</b>	It develops and delivers public education campaigns and promotes healthy living. (N.B. The term varies in usage across the country).
<b>HPV</b>	<b>Human Papilloma Virus</b>	The name for a group of viruses that affect your skin and the moist membranes lining the body.
<b>HR</b>	<b>Human Resources</b>	The management of people as employees.
<b>HSCIC</b>	<b>Health and Social Care Information Centre</b>	The national provider of information, data and IT systems for commissioners, analysts and clinicians in health and social care HSCIC rebranded in July 2016; changing its name to NHS Digital.
<b>HSJ</b>	<b>Health Service Journal</b>	A weekly news print title and website on the NHS, healthcare management and health policy.
<b>HSMR</b>	<b>Hospital Standard Mortality Rate</b>	An indicator of healthcare quality that measures whether the number of deaths in hospital is higher or lower than would be expected.
<b>HV</b>	<b>Health Visitor</b>	A previous term to describe a trained nurse who has done further training to specialise in the prevention of ill health. The correct description is now Family Health Practitioner.

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<b>HVIP</b>	<b>Health Visitor Implementation Plan 2011-15</b>	HVIP 2011-2015 outlined plans to develop and expand the Health Visiting Service in England. It proposed that Health Visitors (HVs) provide four different levels (tiers) of service based on assessment of the needs of the child and family: - Community Services (available to all families) - Universal Services (provided for all families with children aged 0-5), - Universal Plus Services (offered to families with children aged 0-5 with specific issues) - Universal Partnership Plus Services (offered to families with children aged 0-5 with complex needs)
<b>HW</b>	<b>Healthwatch</b>	The national consumer champion in health and care seeking to ensure that patients are involved in decisions about their care and that their views are considered when providers commission services.
<b>HWB</b>	<b>Health and wellbeing boards</b>	Established by local authorities to act as a forum for local commissioners across the NHS, social care, public health and other services. Charged with promoting greater integration and partnership between bodies from the NHS, public health and local government. They have a statutory duty, with clinical commissioning groups (CCGs), to produce a joint strategic needs assessment and a joint health and wellbeing strategy for their local population.
<b>IA</b>	<b>Internal Audit</b>	A review providing independent assurance that an organisation's risk management, governance and internal control processes are operating effectively or identifying issues to be addressed.
<b>IAPT</b>	<b>Improving Access to Psychological Therapies</b>	IAPT services provide evidence based treatments for people with anxiety and depression (implementing NICE guidelines).
<b>IC</b>	<b>Intermediate Care</b>	Treatment and care given after an acute hospital stay or to prevent a person needing one.
<b>ICAS</b>	<b>Independent Complaints Advocacy Service</b>	A free, confidential and independent service offering help if an individual, or someone they know, has not had the care or treatment expected to be received from NHS services and they want to complain. Also see POhWER.
<b>iCaSH</b>	<b>Integrated Contraception and Sexual Health)</b>	Service provides all aspects of sexual and reproductive health, including contraception, sexually transmitted infection (STI) and HIV testing and treatment.
<b>ICATS</b>	<b>Integrated Clinical Assessment and Treatment Service</b>	A service providing a range of specialist assessment and treatment services for patients with the aim of helping reduce outpatient waiting times. The service is provided by multi-disciplinary teams including a doctor, specialist nurse and allied health professionals such as physiotherapists. Patients who do not require urgent treatment are referred to the local ICATS team for assessment, treatment or diagnostic tests. If a patient's condition requires the attention of a consultant, arrangements are made for the patient to be referred for a hospital outpatient appointment.
<b>ICO</b>	<b>Integrated Care Organisation</b>	The intent to merge and/or effect structural configurations or virtual integration through contracts between separate organisations with the aim of delivering "Integrated care"; increasingly being advocated as a means to overcome perceived fragmentation of care within and between organisations that provide health care and associated services.
<b>ICP</b>	<b>Integrated Care Pathway</b>	Structured multidisciplinary care plans which detail essential steps in the care of patients with a specific clinical problem.
<b>ICU</b>	<b>Intensive Care Unit</b>	Specialist hospital wards that provide treatment and monitoring for people who are very ill.
<b>IFR</b>	<b>Individual Funding Request</b>	A request that can be made by a clinician (doctor or other health professional) if they believe that a particular treatment or service that is not routinely offered by the NHS is the best treatment for a patient, given their individual clinical circumstances.
<b>IG</b>	<b>Information Governance</b>	A framework to bring together all the legal rules, guidance and best practice that apply to the handling of information, allowing: implementation of central advice and guidance, compliance with the law and year on year improvement plans.
<b>IGMT</b>	<b>Information Governance, Management and Technology</b>	The systems and legal framework restricting the use of personal confidential data in health care. It is complex and includes the NHS Act 2006, the Health and Social Care Act 2012, the Data Protection Act, and the Human Rights Act. The law allows personal data to be shared between those offering care directly to patients but it protects patients' confidentiality when data about them are used for other purposes. These "secondary uses" of data are essential to run a safe, efficient, and equitable health service.
-	<b>Indemnity claims</b>	Allow patients to claim damages if they are a victim of clinical negligence. The cost of indemnity insurance – which protects GPs against these claims and enables them to practice – has been rising significantly in recent years.
-	<b>In-patient</b>	An in-patient is a patient who has been admitted to a hospital and is occupying a bed.
-	<b>Integrated care pathway</b>	A plan crafted to determine the patient's best route for treatment through different health and social care systems by combining resources and co-ordinating working methods to prevent delays and repetition.
-	<b>Integrated services</b>	Health services provided across professions and organisations and, critically, being person-centred, coordinated, and tailored to the needs and preferences of the individual, their carer and family. It means moving away from episodic care to a more holistic approach to health, care and support needs, that puts the needs and experience of people at the centre of how services are organised and delivered.
-	<b>Intermediate care</b>	Intermediate care refers to services that are designed to prevent unnecessary hospital admissions and which enable people to live independently at home through the provision of additional home care and other support.
-	<b>Involvement, Engagement and Partnership Committee</b>	A group established to help steer and co-ordinate engagement and involvement with a CCG, specifically to establish a strategic partnership approach to planning and ensure that any service developments are influenced by meaningful consultation and feedback.

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IRIS	<b>Intensive Recovery Intervention Service</b>	A service providing specialist assessment, active therapy, treatment, and the opportunity for recovery, for older people with a mental health problem. Enables people to have the choice to live as independently as possible at a time of crisis. The service is delivered in people's own homes and every effort is made to prevent unnecessary admission to hospital or residential care
IRP	<b>Independent Reconfiguration Panel</b>	The IRP is the independent expert on NHS service change, and provides advice to the Secretary of State for Health (SOS) on contested proposals for health service change in England. The IRP also offers on-going support and advice to the NHS and other interested bodies on successful service changes.
IT	<b>Information Technology</b>	The use of computer equipment, internet and communication devices to store, retrieve, transmit, and manipulate information and electronic data.
IV	<b>intravenous</b>	Related to veins, typically meaning administered by injection into a vein.
IVF	<b>In Vitro Fertilisation</b>	One of several techniques available to help people with fertility problems have a baby. During IVF, an egg is removed from the woman's ovaries and fertilised with sperm in a laboratory. The fertilised egg, called an embryo, is then returned to the woman's womb to grow and develop.
IWL	<b>Improving Working Lives</b>	An initiative launched in 2000 and closed as a centrally monitored programme in 2006/7, to improve the work-life balance of NHS staff. In 2009, NHS Employers worked in partnership with the NHS Staff Council to develop the Improving Working Lives Framework. The framework maintains the principles of the original standards and takes into account recent changes in the NHS, new working practices, and UK Government initiatives and legislation. It aims to help organisations become employers of excellence.
J	<b>JAQ</b>	<b>Job Analysis Questionnaire</b>
		A mechanism for comparing different types of jobs through the Agenda for Change Process to enable the correct pay to be set. The JAQ is designed to obtain all the information necessary to evaluate a job locally. Where there is not an appropriate nationally agreed profile for a job, it has to be assessed by a Panel made up of trained evaluators who, working in management and trade union partnership, will use the NHS Job Evaluation Scheme to evaluate the job information provided in the JAQ so that the job can be placed in the appropriate pay band.
	<b>JC</b>	<b>Joint Commissioning</b>
		Enables one or more CCGs to jointly commission general practice services with NHS England through a joint committee.
	<b>JCCG</b>	<b>Joint Clinical Contracting Groups</b>
		The aim of a JCCG is to provide strategic direction for developments, capacity change and improvements across the breadth of acute, outreach and community services provided.
	<b>JCVI</b>	<b>Joint Committee on Vaccination and Immunisation</b>
		The JCVI advises UK health departments on immunisation.
	<b>JMMC</b>	<b>Joint Medicines Management Committee</b>
		A local committee, which considers medicines also known as an Area Prescribing Committee.
	<b>JSNA</b>	<b>Joint Strategic Needs Assessment</b>
		JSNAs are assessments of the current and future health and social care needs of the local community. – These are needs that could be met by the local authority, CCGs, or the NHS Commissioning Board. JSNAs are produced by health and wellbeing boards and are unique to each local area.
K	<b>KPI</b>	<b>Key Performance Indicator(s)</b>
		A consistent way of measuring the performance of the NHS screening programmes according to specific public health priorities.
	<b>KSF</b>	<b>Knowledge Skills Framework</b>
		A competence framework to support personal development and career progression within the NHS in the UK. It applies to all staff except board members, doctors and dentists, as they did not come under the Agenda for Change Pay Negotiations.
L	<b>LA</b>	<b>Learning Accounts</b>
		The NHS Learning Account Scheme was introduced in April 2001 as part of a firm commitment in The NHS Plan to widen learning and development opportunities for staff who do not have a professional qualification.
	<b>LA</b>	<b>Local Authority</b>
		An administrative body in local government. In some areas there are two layers or tiers: Typically a County or Shire Council as the upper tier and a District, Borough or City Council as the lower tier. However Nottinghamshire County Council does not have jurisdiction over Nottingham, which is a unitary authority governed by Nottingham City Council.
	<b>LAC</b>	<b>Looked After Children</b>
		A child (up to 18 years) in the care of a Local Authority either through a Care Order made by a Court or voluntary agreement with their parent(s) to accommodate them. They may be looked after in a Children's Home, by foster carers, or other family members. All unaccompanied asylum seeking children are also Looked After Children.
	<b>LAN</b>	<b>Local Area Network</b>
		A computer network that links devices within a building or group of adjacent buildings, especially when within close proximity.
	<b>LATs</b>	<b>Local Area Teams</b>
		27 LATs created in 2012 to work with the National Commissioning Board for CCG development and assurance. Also known as NHS Area Teams the 27 were rationalised into 13 Regions (Geographies) in 2015.
	<b>LC</b>	<b>Local Compacts</b>
		An agreement between the NHS, local council, other public sector agencies, and local voluntary and community sector organisations. It can also include the local private sector.
	<b>LCN</b>	<b>Local Commissioning Network</b>
		Local leadership groups of the CCG, forming the link within a CCG, between member practices or across the wider county
	<b>LD</b>	<b>Learning Disability</b>
		Formerly known as a Mental Handicap and referred to as an Intellectual Disability. A Learning Disability usually has a significant impact on a person's life. They may find it harder than others to learn, understand and communicate. People with Profound and Multiple Learning Disabilities may need full-time help with every aspect of their lives, including eating, drinking, washing, dressing and toileting etc. Learning Disability includes the presence of a significantly reduced ability to understand new or complex information, to learn new skills (impaired intelligence), with a reduced ability to cope independently (impaired social functioning) that started before adulthood, with a lasting effect on development.
	<b>LDC</b>	<b>Local Dental Committee</b>
		Recognised in statute since the NHS Act 1977, local NHS representatives may consult with LDCs on any matters of local dental interest

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<b>LDP</b>	<b>Local Delivery Plan</b>	Sets out how the NHS, working with Social Services and other partners, plans to make improvements in health and health care in a given locality and address immediate local priorities. The LDP is shaped by the national policy GPFV and FYFV in addition to the pan locality plans such as the emerging Sustainability and Transformation Programme (STP) “together we’re better” and supports the vision and overarching principles in any locality 5 year Primary Care Strategy.
-	<b>Length of Stay</b>	The time from admission to discharge based on the number of nights in hospital.
<b>LES</b>	<b>Local Enhanced Service</b>	Extra services provided by a local GP Practice (e.g. DVT or phlebotomy services)
<b>LGA</b>	<b>Local Government Association</b>	National body of all local councils.
<b>LGBT</b>	<b>Lesbian, Gay, Bisexual &amp; Transgender</b>	“LGB” in this term refers to sexual orientation and “T” is an umbrella term for people whose gender identity or gender expression does not conform to that typically associated with the sex to which they were assigned at birth.
<b>LHW</b>	<b>Local Healthwatch</b>	An Organisation that represents the views of local people (using services, carers or the public) on the Health and Wellbeing Boards set up by Local Authorities. It forwards complaints and concerns to providers, commissioners and CQC to support people who make reports about the quality of health care and social care.
<b>LIFT</b>	<b>Local Improvement Finance Trust</b>	A joint venture made up of local stakeholders (typically CCGs, Local Authorities and GPs), a private sector partner and Partnerships for Health, itself a national joint venture between public and private sectors.
<b>LIFTCo</b>	<b>Local Improvement Finance Trust Company</b>	A partner organisation that takes ownership of the premises it builds or refurbishes and then leases the space to health and social care providers under a LIFT framework.
<b>LINKS</b>	<b>Local Involvement Networks</b>	LINKs aimed to give citizens a stronger voice in how their health and social care services are delivered. Run by local individuals and groups and independently supported, the role of LINKs is to find out what people want and monitor local services. Abolished in 2013 (Replaced by Healthwatch)
<b>LIT</b>	<b>Local Implementation Team</b>	A broad group of stakeholders, originally focused in mental health care in the UK, including health professionals, carers, and service users who meet to plan how to best provide a broad range of health care services in their area. The LIT may work with those who commission health care services.
<b>LMC</b>	<b>Local Medical Committee</b>	LMCs are local representative committees of NHS GPs and represent their interests in their localities to the NHS health authorities. They interact and work with and through the General Practitioners Committee as well as other branch of practice committees and local specialist medical committees in various ways, including conferences.
<b>LOC</b>	<b>Local Optical Committee</b>	Committee which considers Opticians and local services in order to develop, negotiate and implement local objectives in respect of primary ophthalmic services.
<b>LOCSU</b>	<b>Local Optical Committee Support Unit</b>	The LOC Support Unit provides quality, practical support to Local and Regional Optical Committees (LOCs/ROCs) in England and Wales. It is a key interface between the optical, representative bodies and the LOCs/ROCs, facilitating robust lines of communication between the national organisations and the grass roots of the professions
-	<b>Locality</b>	Group of GP practices with a common interest (previously called cluster)
<b>LOS</b>	<b>Length of Stay</b>	Duration of a hospital stay.
<b>LPC</b>	<b>Local Pharmaceutical Committee</b>	The representative committee of persons providing pharmaceutical services as defined in Section 44 of the National Health Service Act 1977. The LPC is an independent, autonomous organisation bound by this Act and regulations.
<b>LSP</b>	<b>Local Strategic Partnership</b>	A non-executive, non-statutory body that: brings together at a local level the different parts of the public sector as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together. Operates at a level which enables strategic decisions to be taken and is close enough to individual neighbourhoods to allow actions to be determined at community level; and should be aligned with local authority boundaries.
<b>LTC</b>	<b>Long Term Condition</b>	Conditions that cannot be cured but can be managed through medication and/or therapy.
<b>LVF</b>	<b>Left Ventricular Failure</b>	Particular type of Heart failure.
<b>MAS</b>	<b>Minor Ailments Scheme</b>	Provides access to medicines in selected pharmacies for certain minor illnesses; supported within the scheme may differ between locations
-	<b>Maternity Services Liaison Committee</b>	A forum for maternity service users, providers and commissioners of maternity services to come together to design services that meet the needs of local women, parents and families
<b>MCA</b>	<b>Mental Capacity Act 2005</b>	An Act covering people in England and Wales who can’t make some or all decisions for themselves. The ability to understand and make a decision when it needs to be made is called ‘mental capacity’.
<b>MCP</b>	<b>Multi-specialty Community Provider</b>	One of the new models of care announced in the Five Year Forward View. Future models of primary care will proactively target services at registered patients with complex on-going needs such as the frail elderly or those with chronic conditions, patients in an integrated service model that may to include nurses, therapists and other community based professionals. It could also offer care in different ways, making fuller use of digital technologies, new skills and roles, and offering greater convenience for patients.
<b>MDO</b>	<b>Mentally disordered offender</b>	The CPS uses the term “mentally disordered offender” to describe a person who has a disability or disorder of the mind and has committed or is suspected of committing a criminal offence.

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<b>MDT</b>	<b>Multi-Disciplinary Team</b>	A grouping of care professionals working together to support people with complex care needs that have been identified through risk stratification and case finding. Involves appropriately utilising knowledge, skills and best practice from multiple disciplines and across service provider boundaries, e.g. health, social care or voluntary and private sector providers to redefine, re scope and reframe health and social care delivery issues and reach solutions based on an improved collective understanding of complex patient need(s)
-	<b>Medical advice</b>	Improvements that allow the medical profession to treat an increasing range of conditions or treat existing conditions in a better way.
-	<b>Medical Assistants</b>	The RCGP has proposed that a new member of the GP practice team – Medical Assistants – could potentially take on the role of an enhanced Healthcare Assistant combined with a Personal Assistant. Whilst not intended as an alternative to GPs and nurses, Medical Assistants could help alleviate some of the pressure that general practice is facing.
-	<b>Medicines Management</b>	A system of processes and behaviours that determines how medicines are used by the NHS and patients
<b>MH</b>	<b>Mental Health</b>	Mental health describes a level of psychological and emotional well-being. It affects how we think, feel, act and deal with stress, relate to others, and make choices.
<b>MHA</b>	<b>Mental Health Acts 1983 &amp; 2007</b>	An Act largely concerned with the circumstances in which a person with a mental disorder can be detained for treatment for that disorder without his or her consent. It also sets out the processes that must be followed and the safeguards for patients, to ensure that they are not inappropriately detained or treated without their consent. The main purpose of the legislation is to ensure that people with serious mental disorders which threaten their health or safety or the safety of the public can be treated irrespective of their consent where it is necessary to prevent them from harming themselves or others.
<b>MHIR</b>	<b>Mental Health Intensive Recovery Service</b>	Provides short-term intensive support to allow people with a mental health problem to remain at home who would otherwise be at risk of being admitted to hospital or other care settings.
<b>MHT</b>	<b>Mental Health Trust</b>	Provides treatment and care for patients with mental disorders either provided in a hospital or in the community.
<b>MI</b>	<b>Myocardial Infarction</b>	A serious medical emergency in which the supply of blood to the heart is suddenly blocked, usually by a blood clot. Often more simply referred to as a “Heart attack”.
-	<b>Mixed sex wards</b>	Hospital accommodation with male and female patients. Being in mixed-sex hospital accommodation can be difficult for some patients for a variety of personal and cultural reasons. All providers of NHS-funded care are expected to eliminate mixed-sex accommodation, except where it is in the overall best interests of the patient or reflects their personal choice.
<b>MM</b>	<b>Modern Matrons</b>	A role introduced to the NHS in 2001 to take a lead in improving aspects of patient care by: <ul style="list-style-type: none"> <li>- Securing and assuring high standards of care by providing leadership to fellow professionals and direct-care staff</li> <li>- Ensuring that administrative and support services are designed and delivered to achieve the highest standards of care</li> <li>- Providing a visible, accessible and authoritative presence in ward settings, to whom patients and their families can turn for assistance, advice, and support</li> <li>- Infection control, housekeeping management and ward cleanliness.</li> </ul>
<b>MMR</b>	<b>Measles, Mumps and Rubella Vaccination</b>	A safe and effective combined vaccine that protects against three separate illnesses – measles, mumps and rubella (German measles) – in a single injection.
<b>MoCAM</b>	<b>Models of Care for Alcohol Misusers</b>	Provide practice guidance for local health organisations and their partners in delivering a planned and integrated local treatment system for adult alcohol misusers. MoCAM identifies four main categories of alcohol misusers who may benefit from some kind of intervention or treatment; Hazardous drinkers, Harmful drinkers, Moderately dependent drinkers, Severely dependent drinkers.
-	<b>Monitor</b>	The sector regulator for health services in England; Monitor has been a part of NHS Improvement since 1 April 2016. It is responsible for authorising, monitoring and regulating NHS foundation trusts and setting prices for NHS-funded care in partnership with NHS England, enabling integrated care, safeguarding patient choice and preventing anti-competitive behaviour which is against the interests of patients and supporting commissioners to protect essential health care services for patients if a provider gets into financial difficulties.
-	<b>Morbidity</b>	The rate of incidence of a disease.
-	<b>Mortality</b>	The number of deaths in a given time, hospital or community.
<b>MRC</b>	<b>Medical Research Council</b>	A national funding agency dedicated to improving human health by supporting research across the entire spectrum of medical sciences, in universities and hospitals, in MRC units, centres and institutes in the UK, and in MRC units in Africa.
<b>MRCGP</b>	<b>Member of the Royal College of General Practitioners</b>	A postgraduate medical qualification in the United Kingdom (UK) run by the Royal College of General Practitioners (RCGP).
<b>MRI</b>	<b>Magnetic Resonance Imaging</b>	A type of scan that uses strong magnetic fields and radio waves to produce detailed images of the inside of the body.
<b>MRSA</b>	<b>Meticillin-Resistant Staphylococcus Aureus</b>	MRSA is a type of bacteria that is resistant to a number of widely used antibiotics meaning MRSA infections can be more difficult to treat than other bacterial infections
<b>MS</b>	<b>Multiple Sclerosis</b>	A condition which can affect the brain and/or spinal cord, causing a wide range of potential symptoms, including problems with vision, arm or leg movement, sensation or balance..

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<b>MSK</b>	<b>Musculo-Skeletal</b>	Muscles, bones and joints. Conditions and treatments relating to the muscles and bones (musculoskeletal system) or the impact of these conditions upon everyday life. Musculoskeletal medicine incorporates aspects of physical therapy, spinal manipulation, joint, ligament and muscle injections, acupuncture, exercise therapy, and assistance in helping with pain.
<b>MSLC</b>	<b>Maternity Services Liaison Committee</b>	A forum for maternity service users, providers and commissioners of maternity services to come together to design services that meet the needs of local women, parents and families.
-	<b>Multi-agency</b>	Services or activities which involve staff drawn from a range of organisations such as health, social services education and voluntary groups.
-	<b>Multidisciplinary team</b>	A team made up of healthcare staff from different disciplines (e.g. general practice, psychiatrists, pharmacists etc.) who are all working together to support a patient's overall needs.
-	<b>Multimorbidity</b>	Someone who has two or more long-term conditions is said to have multimorbidity. This is especially common amongst older people and so is becoming more frequent due to the ageing population in the UK.
<b>N3</b>	<b>NHS National Network (broadband)</b>	N3 is the national broadband network for NHS England. Originally intended to provide the foundation to deliver other components of the NHS National Programme for IT (NPFIT) such as Choose and Book, the NHS Care Records Service, Electronic Prescriptions and the NHS Picture Archiving and Communications System. A new Health and Social Care Network (HSCN), delivered by multiple suppliers adhering to an agreed set of standards is intended to progressively replace N3.
<b>NAO</b>	<b>National Audit Office</b>	The National Audit Office (NAO) scrutinises public spending for Parliament, helping to hold government departments and the bodies audited to account for how public money is used. NAO work helps public service managers to improve performance and service delivery, nationally and locally.
<b>NAPC</b>	<b>Nottingham Area Prescribing Committee</b>	Local Area Prescribing Committee for the Nottinghamshire health community establishing a collaborative strategy for ensuring the consistent high quality and cost effective use of medicines across the area.
<b>NAPP</b>	<b>National Association of Patient Participation</b>	UK umbrella organisation for patient-led groups in general practice promoting and supporting patient participation in primary care.
<b>NCVS</b>	<b>Nottingham Community and Voluntary Service</b>	Established in 1875, Nottingham Community and Voluntary Service aims to improve the quality of people's lives in Nottingham through strengthening the voluntary sector. Suffered in 2015 with a loss of Nottingham City Council funding
<b>NED</b>	<b>Non-Executive Director</b>	A member of a company's board of directors who is not part of the executive team. A non-executive director typically does not engage in the day-to-day management of the organization, but is involved in policy making and planning exercises.
<b>NEDS</b>	<b>Nottingham Emergency Dental Services</b>	Commissioned in 2006 to provide out of hours urgent dental care for patients resident in South Nottinghamshire and Nottingham City, however the service does accept patients out of area. NEDS offers a dental clinician led service with access to advice and treatments and is located at Fanum House, Derby Road, Nottingham, close to the city centre and QMC.
<b>NeLH</b>	<b>National Electronic Library for Health</b>	A website for health professionals, the aim of the NeLH is to provide easy access to best current knowledge to improve health and health care, patient choice, and clinical practice.
<b>NEMS</b>	<b>Nottingham Emergency Medical Services</b>	A non-commercial out of hours GP co-operative dedicated to providing a comprehensive, high quality out of hours general practice services of all general practitioners in the Nottingham Health Authority district.
<b>NES</b>	<b>National Enhanced Service</b>	Additional services provided by Primary Care over and above the requirements of their core contract for an agreed level of additional income. The scheme is designed to help reduce avoidable unplanned admissions by improving services for vulnerable patients and those with complex physical or mental health needs, who are at high risk of hospital admission or re-admission. The NES should be complemented by whole system commissioning approaches to enable outcomes of reducing avoidable unplanned admissions.
<b>NEW</b>	<b>Nights, Evenings and Weekends Service</b>	Primary Care provided out of normal daytime hours. (See also OOH).
<b>NHCT</b>	<b>Nottinghamshire Healthcare Trust</b>	Provider of mental health care services for the county.
<b>NHIS</b>	<b>Nottinghamshire Health Informatics Service</b>	An organisation providing Information and Communication Technology services across the NHS and health community in the East Midlands.
<b>NHIS 2</b>	<b>National Health Informatics Service</b>	An organisation providing Information and Communication Technology services across the NHS.
<b>NHS</b>	<b>National Health Service</b>	The NHS is the name of the public health services of England, Scotland and Wales.
<b>NHSBT</b>	<b>NHS Blood and Transplant</b>	A Special Health Authority, dedicated to saving and improving lives through a wide range of services provided to the NHS.
<b>NHS CB</b>	<b>NHS Commissioning Board</b>	Established in 2012 as the centrepiece of a set of reforms to liberate the NHS from day-to-day political management this Board sits at arm's length from the government and oversees local GP consortia. It makes sure that consortia have the capacity and capability to commission successfully and meet their financial responsibilities. (Now named NHS England).
-	<b>NHS Choices Website</b>	The main website for the NHS and a comprehensive health information source for the public.



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-	<b>NHS Confederation</b>	The NHS Confederation is the membership body for all organisations that commission and provide NHS services. Three roles - to be an influential system leader; to represent our members (with politicians, national bodies, the unions and in Europe) and to support our members to continually improve care for patients and the public.
<b>NHSC</b>	<b>NHS Constitution</b>	A document that sets out the objectives of the National Health Service, the rights and responsibilities of the various parties involved in health care, (patients, staff, trust boards) and the guiding principles which govern the service.
-	<b>NHS Direct</b>	NHS Direct closed on 31 March 2014. It was a telephone helpline and website that gives access to a 24-hour nurse advice and health information service. Telephone helpline, for non-urgent enquiries, replaced by NHS 111.
-	<b>NHS Digital</b>	An executive non-departmental public body of the Department of Health and the national provider of information, data and IT systems for commissioners, analysts and clinicians in health and social care. Formerly the Health and Social Care Information Centre (HSCIC) until re-branded in 2016.
-	<b>NHS Direct Online</b>	NHS Direct closed on 31 March 2014. It was a health advice and information source on the internet. Most of the on-line facilities were replaced within the NHS Choices website.
<b>NHSE</b>	<b>NHS England</b>	NHS England is an independent body, at arm's length to the government. Its main role is to set the priorities and direction of the NHS and to improve health and care outcomes for people in England. (Previously named NHS Commissioning Board).
<b>NHS IQ</b>	<b>NHS Improving Quality</b>	Replaced by the Sustainable Improvement Team.
<b>NHSLA</b>	<b>NHS Litigation Authority</b>	An executive non-departmental public body, sponsored by the Department of Health that manages negligence and other claims against the NHS in England on behalf of its member organisations. Its aim is to help resolve disputes fairly; share learning about risks and standards in the NHS and help to improve safety for patients and staff.
-	<b>NHS Outcomes Framework</b>	Sets out the framework and indicators that will be used to hold NHS England to account for improvements in health outcomes.
-	<b>NHS Property Services</b>	Improving clinical services and patient experience by managing and developing safe and efficient estate, buildings and facilities. Also provides advice, information and guidance on estates and facilities management issues to ministers, the Department of Health and the NHS. (Formerly NHS Estates).
-	<b>NHS Trusts</b>	An organisation within the English NHS generally serving either a geographical area or a specialised function (such as an ambulance service). In any particular location there may be several trusts involved in the different aspects of healthcare for a resident.
<b>NHT</b>	<b>Nottinghamshire Healthcare Trust</b>	A major provider of mental health, intellectual disability and community healthcare services for the people of Nottinghamshire.
<b>NICE</b>	<b>National Institute for Health and Care Excellence</b>	The independent organisation responsible for developing national guidance, standards and information on providing high-quality health and social care, and preventing and treating ill health. NICE guidance helps health, public health and social care professionals deliver the best possible care based on the best available evidence.
<b>NICE TA</b>	<b>National Institute for Health and Clinical Excellence Technology Appraisal Guidance</b>	Recommendations on the use of new and existing medicines and treatments within the NHS. These can be: medicines, medical devices, such as hearing aids or inhalers, diagnostic techniques - tests used to identify diseases, surgical procedures, such as repairing hernias or health promotion activities such as ways of helping people with diabetes manage their condition.
<b>NIHR</b>	<b>National Institute for Health Research</b>	Funds health and care research and translates discoveries into practical products, treatments, devices and procedures, involving patients and the public in all our work. We ensure the NHS is able to support the research of other funders to encourage broader investment in, and economic growth from, health research.
<b>NIHR CLAHRC EM</b>	<b>National Institute for Health Research for East Midlands, Collaboration for Leadership in Applied Health Research and Care East Midlands</b>	Local research group (One of 13) aiming to improve patient outcomes across the region (Nottinghamshire, Derbyshire, Lincolnshire, Leicestershire, Northamptonshire and Rutland) by conducting research of local relevance and international quality into five main areas: preventing chronic disease, managing chronic disease, caring for older people and stroke survivors, enhancing mental health, implementing evidence and improvement.
<b>NIHR CRN EM</b>	<b>National Institute for Health Research Clinical Research Network East Midlands</b>	Provides the supporting infrastructure to enable high quality clinical research to take place, ensuring that patients in the East Midlands benefit from new and better treatments.
<b>NIHR MindTech HTC</b>	<b>National Institute for Health Research MindTech Healthcare Technology Cooperative</b>	A national centre focussing on the development, adoption and evaluation of new technologies for mental healthcare and dementia. It was established in 2013 and is funded by the National Institute for Healthcare Research. MindTech brings together healthcare professionals, researchers, industry and the public.
<b>NMC</b>	<b>Nursing &amp; Midwifery Council</b>	Statutory Body and regulator for nursing and midwifery professions in the UK since 2002.
<b>NNE</b>	<b>Nottingham North &amp; East (CCG)</b>	Geographic area of responsibility for Nottingham North and East CCG across five local authority areas within Nottinghamshire County, namely Gedling, Ashfield, Broxtowe, Nottingham City, and Newark and Sherwood.
-	<b>Non-elective</b>	Care that is unplanned, for example if a patient is involved in a serious accident and went to A&E, or is rushed into hospital following a heart attack.
<b>Non-exec</b>	<b>Non-executive Director</b>	A member of the public appointed to the Board of NHS Trusts working alongside other non-executives and executive directors as an equal member of the board. They share responsibility with the other directors for the decisions made by the board and for success of the organisation in leading the local improvement of healthcare services for patients. Non-executives use their skills and personal experience as a member of their community.

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	<b>NPfIT</b>	<b>National Programme for IT</b>	A troubled initiative by the Department of Health in England seeking to move the National Health Service (NHS) in England towards a single, centrally-mandated electronic care record for patients and to connect 30,000 general practitioners to 300 hospitals, providing secure and audited access to these records by authorised health professionals. NHS Digital currently oversees NPfIT the component projects of which are now under new names.
	<b>NPSA</b>	<b>National Patient Safety Agency</b>	Abolished in 2012 with key functions transferred to NHS England. It lead and contributed to improved, safe patient care by informing, supporting and influencing organisations and people working in the health sector. On 1 April 2016 the statutory patient safety functions previously delivered by NHS England transferred with the national patient safety team to NHS Improvement.
	<b>NRT</b>	<b>Nicotine Replacement Therapy</b>	An aid to quitting smoking where some of the nicotine that would have been received from cigarettes is received, but without all the harmful stuff like tar, cyanide and carbon monoxide.
	<b>NSF</b>	<b>National Service Framework</b>	Policies set by the National Health Service (NHS) to define standards of care for major medical issues such as cancer, coronary heart disease, chronic obstructive pulmonary disease, diabetes, kidney disease, long-term conditions, mental health, old age, and stroke care. NSFs are developed in partnership with health professionals, patients, carers, health service managers, voluntary agencies and other experts. The two main roles of NSFs are: - Set clear quality requirements for care based on the best available evidence of what treatments and services work most effectively for patients. - Offer strategies and support to help organisations achieve these.
	<b>NUH</b>	<b>Nottingham University Hospitals (Trust)</b>	UK's fourth largest acute teaching Trust and principal provider of acute general, specialist and tertiary hospital care to the population of Nottingham, with approximately 1,663 hospital beds. Activities include general hospital services for the local population and a wide range of specialist services for regional and national patients. The Trust also has a close partnership with The University of Nottingham across a vast range of research activities.
	<b>NW</b>	<b>Nottingham West</b>	Geographic area of responsibility for Nottingham West CCG across Broxtowe and including 12 GP practices from Eastwood in the North to Chilwell in the South.
	<b>NWCCG</b>	<b>Nottingham West Clinical Commissioning Group</b>	Responsible for planning, funding and monitoring local health services, for a geographically defined population, covered by 12 GP practices across the Broxtowe area.
<b>O</b>	<b>OA</b>	<b>Open Appointment</b>	Term for an as-yet unscheduled patient appointment approved by the hospital consultant (specialist) who saw the patient and gave him or her a specific time frame—e.g., 6 months—in which to book an appointment for repeat evaluation, without needing a formal re-referral from the patient's GP.
	<b>OATs</b>	<b>Out of Area Placement</b>	Care required by a patient outside their own CCG / authority area. The term "Out of Area Placement" (OAP) replaces the term Out of Area Treatment (OAT). Out of Area Placements are also referred to as Out of Area Admissions in NICE guidance.
	<b>OAT</b>	<b>Out of Area Treatment</b>	Care required by a patient outside their own CCG / authority area. Out of Area Treatment is a retired term. The term "Out of Area Placement" (OAP) replaces the term Out of Area Treatment (OAT). Out of Area Placements are also referred to as Out of Area Admissions in NICE guidance.
	<b>OD</b>	<b>Organisational Development</b>	Development of organisations to be as fit for purpose so they could meet the opportunities, challenges of the Five Year Forward view and the demands of our NHS system. Typically delivered by the NHS Leadership Academy supporting leaders, OD & HRD leads and other staff.
	<b>Ofsted</b>	<b>Office for Standards in Education</b>	Office for Standards in Education, Children's Services and Skills. Ofsted inspects and regulates services that care for children and young people, and services providing education and skills for learners of all ages.
	<b>OH</b>	<b>Occupational Health</b>	The promotion and maintenance of the highest attainable degree of physical, mental and social well-being of workers in all occupations by preventing departures from health, controlling risks and the adaptation of work to people, and people to their jobs.
	-	<b>Older age groups</b>	People aged 65 and above.
	<b>ONS</b>	<b>Office for National Statistics</b>	UK's largest independent producer of official statistics and is the recognised national statistical institute for the UK. It is responsible for collecting and publishing statistics related to the economy, population and society at national, regional and local levels.
	<b>OOH</b>	<b>Out of Hours</b>	The out-of-hours period is from 6.30pm to 8.00am on weekdays and all day at weekends and on bank holidays.
	<b>OP</b>	<b>Out-patient</b>	A patient who attends hospital for treatment, consultation and advice but does not require a stay in hospital.
	<b>OPT</b>	<b>Optometrist (Optician)</b>	Optometrists are trained to recognise, treat and manage abnormalities and signs of some, but not all, eye diseases. The term Optician is in decline within the profession.
	-	<b>Ordinary admission</b>	A patient not admitted electively, and any patient admitted electively with the expectation that they will remain in hospital for at least one night, including a patient admitted with this intention who leaves hospital for any reason without staying overnight.
	<b>OSC</b>	<b>Overview and Scrutiny Committee</b>	Overview and Scrutiny Committees have a statutory role to review and scrutinise the local NHS and are made up of locally elected County Councillors.
	<b>OT</b>	<b>Occupational Therapy or Therapist</b>	Provision or provider of support to people whose health prevents them doing the activities that matter to them and/or returning to work.
	<b>OTC</b>	<b>Over The Counter</b>	Relating to commercially available medicines that treat minor self-limiting complaints people may feel are not serious enough to see their GP or pharmacist about. The term refers to medicines that can be purchased directly without the need for a prescription.
	-	<b>Out Of Hours GP services</b>	The NHS aims to provide services 24 hours each day. Outside normal surgery hours you can still phone your GP practice, but you'll usually be directed to an out-of-hours service.
	-	<b>Outpatient</b>	An outpatient attends for a consultation, advice and/or treatment but does not stay in a hospital overnight
<b>P</b>	<b>PACT/ePACT</b>	<b>Prescribing Analysis and Cost data</b>	Provides details of the number of items and the net ingredient cost of all prescriptions dispensed in the community in England. (ePACT = electronic PACT)
	-	<b>Paediatric care</b>	Health care of infants, children, and adolescents. The age limit usually ranges from birth up to 18 years of age

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-	<b>Palliative Care</b>	Care, which gives relief from symptoms but does not cure diseases. It is often given to people who are terminally ill.
<b>PALS</b>	<b>Patient Advice and Liaison Service</b>	Organisation offering confidential advice, support and information on health-related matters. PALS provides a point of contact for patients, their families and their carers.
<b>PARR</b>	<b>Patients At Risk of Re-hospitalisation</b>	Individuals with conditions making them more likely to be re-admitted to hospital. The subject of several models seeking to identify and reduce the number of such occurrences.
<b>PAS</b>	<b>Patient Administration System</b>	Developed out of the move to electronic data systems of administrative paperwork in healthcare organisations, particularly hospitals, and is one of the core components of a hospital's IT infrastructure.
-	<b>Pathway</b>	Defines a patient's journey through care for a specific health condition. The pathway identifies what care and treatment is required along the pathway and the expected outcomes of that care and treatment.
-	<b>Patient Involvement</b>	Used in discussions about whether, and how, patients (both as individuals and groups) are involved in the design, planning and delivery of primary care services at the GP-practice or health-centre level.
-	<b>Patient Online</b>	Patient Online is a NHS England programme designed to support GP practices to offer and promote online services to patients, including access to coded information in records, appointment booking and ordering of repeat prescriptions.
<b>PbR</b>	<b>Payment by Results</b>	The payment system in England under which commissioners pay healthcare providers for each patient seen or treated, taking into account the complexity of the patient's healthcare needs. The two fundamental features of PbR are nationally determined currencies and tariffs. Currencies are the unit of healthcare for which a payment is made, and can take a number of forms covering different time periods from an outpatient attendance or a stay in hospital, to a year of care for a long term condition. Tariffs are the set prices paid for each currency.
<b>PC</b>	<b>Patient Choice</b>	At the heart of the NHS a directed assurance that patients will have choice in where and how they receive care and to promote their involvement in decisions related to their care or treatment.
<b>PC</b>	<b>Primary care</b>	The care provided by people you normally see when you first have a health problem. It includes services provided by GP practices, dental practices, community pharmacies and high street optometrists.
<b>PC</b>	<b>Patient Cabinet</b>	A formal sub-committee of a CCG Board having an important voice in relation to the decisions made by the CCG, linking closely with the Clinical Cabinet by patient representatives and clinicians pairing -up on various work areas. Formed by patient champions with a commitment to involve and engage local communities, and to make a difference to health services locally. The Patient Cabinet aims to ensure that the views of local people are placed at the heart of the CCG's work and that they have a chance to actively participate in consultations and service planning. Locally the Patient Cabinet is the Patient Reference Group (PRG).
<b>PCA</b>	<b>Patient Choice Advisor</b>	Advisors who can help patients make choices about their treatment they are often the main point of contact for patients, their carers, General Practice staff and staff from NHS and Independent Sector hospitals.
<b>PCP</b>	<b>Personal/Personalised Care Plan</b>	A Personalised Care Plan is the primary focus for most long term conditions teams, as it is a key component underpinning the work done by integrated neighbourhood teams, as well as for informing the patient and supporting them in managing their condition. Ordinarily: It relates to a single individual, supports future care, aids decision making about future care and may also record decisions made about care.
<b>PCT</b>	<b>Primary Care Trust</b>	Primary care trusts were abolished on 31 March 2013 as part of the Health and Social Care Act 2012, with their work taken over by CCGs. Largely administrative bodies they were responsible for commissioning primary, community and secondary health services from providers. Until 31 May 2011 they also provided community health services directly.
<b>PDP</b>	<b>Personal Development Plan</b>	A PDP is a scheme designed to suit an individual by setting out a systematic way of identifying and addressing educational and professional development needs, a tool that can identify areas for further development and encourage lifelong learning. A PDP can identify goals for the forthcoming year and methods for achieving these goals.
<b>PDSA</b>	<b>Plan Do Study Act (model)</b>	A simple improvement tool employing an approach through which staff can identify, implement and evaluate the changes they make during processes or health care interventions.
<b>PDS</b>	<b>Personal Demographic Service</b>	National database that holds patient demographics data for the NHS.
<b>PEC</b>	<b>Professional Executive Committee</b>	Part of the management structure within PCTs; elected from local general practitioners, community nurses, pharmacists, dentists.
-	<b>Performance Management</b>	A process for monitoring the commissioning and provision of services. May also refer to an assessment and review of an individual's ability to execute their responsibilities.
-	<b>Personal Health Budget</b>	An amount of money to support an individual's identified health and wellbeing needs, planned and agreed between them and their local NHS team. The aim is to give people with long-term conditions and disabilities greater choice and control over the healthcare and support they receive.
<b>PSS</b>	<b>Personal Social Services</b>	Care delivered to vulnerable individuals, for instance residential care homes for the elderly, home help and home care services. Social care in England is defined as the provision of social work, personal care, protection or social support services to children or adults in need or at risk, or adults with needs arising from illness, disability, old age or poverty.

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<b>PF</b>	<b>Patients Forum</b>	An officially constituted forum of local people to provide feedback to NHS bodies on the provision of services (current and/or planned). The PF is separate from a PRG.
<b>PFI</b>	<b>Private Finance Initiative</b>	A way of creating "public-private partnerships" (PPPs) by funding public infrastructure projects with private capital.
<b>PH</b>	<b>Public Health</b>	Is the approach to medicine that is concerned with the health of the community as a whole. Public health is community health. The mission of public health is to "fulfil society's interest in assuring conditions in which people can be healthy".
-	<b>Pharmacists</b>	Specialist health professionals, who dispense and/or sell medication.
<b>PHC</b>	<b>Primary Health Care</b>	Health services which are provided as a first response to illness - for example, General Practice.
<b>PHE</b>	<b>Public Health England</b>	PHE provides national leadership and expert services to support, protect and improve public health and wellbeing and to reduce health inequalities. Also works with local government and the NHS to respond to emergencies..
<b>PHeL</b>	<b>Public Health Electronic Library</b>	The Public Health electronic Library (PHeL) aims to provide knowledge and know how to promote health, prevent disease and reduce health inequalities.
<b>PHSO</b>	<b>Parliamentary and Health Service Ombudsman</b>	The final stage for complaints about the NHS in England and public services delivered by the UK Government. Looks into complaints where someone believes there has been injustice or hardship because an organisation has not acted properly or fairly or has given a poor service and not put things right. The PHSO service is free for everyone.
<b>PI</b>	<b>Performance Indicators</b>	Measures of achievement in particular clinical and managerial areas used to assess the performance of a Trust. Examples are: A&E 4 Hour Wait, Cancer, Friends and Family, Infection, Mortality, Pressure Ulcers, Staffing Levels or Waiting Times - each measured over a set period against a given target percentage. Results are given as a simple pass or fail.
<b>PICS</b>	<b>Primary Integrated Care Service</b>	A GP owned provider organisation aimed at providing services to support primary care in the challenging times ahead. GPs face competition; not just from the private sector but increasingly from NHS Acute Trusts, Community Service Providers and Social Enterprises that may want a slice of GP business and contracts for work transferred from secondary to primary care (other than that which is deemed suitable for AQP) may soon be out of most practices' reach.
<b>PID</b>	<b>Project Initiation Document</b>	Provides a common understanding of the project to help manage expectations, identifies resources required to complete the project, and identifies any potential risks or issues so they can be addressed as early as possible.
<b>PIL</b>	<b>Patient Information Leaflet</b>	Sheet(s) containing specific information about medical conditions, doses, side effects that packed with medicines to give the user information about the product.
<b>PIN</b>	<b>Personal Identification Number</b>	A code number for a user of a system, ordinarily required to grant access or approval.
-	<b>Planned Care</b>	Pre-arranged, non-emergency care that includes outpatient appointments and planned operations. It is provided by consultants in a hospital setting or in a local setting in the community. Patients are usually referred from a primary care professional e.g. GP.
<b>PLCV</b>	<b>Procedures of Limited Clinical Value</b>	The CCG has a duty to spend the money it receives from the Government in a fair and efficient way, taking into account the health needs of the whole local community. As there is only a set amount of money available to spend sometimes difficult decisions are made about which treatments are not routinely provided
<b>PLP</b>	<b>Personal Learning Plan</b>	A strategy, formulated in consultation with line management, for an individual's development, normally applicable and relevant to their current or future employment, with achievable goals set out against a stated timeframe.
<b>PLT</b>	<b>Protected Learning Time</b>	An educational forum where periods are set aside from routine care duties for staff to receive updates, news, development and other presentations
<b>PM</b>	<b>Practice Manager</b>	The primary duties of a practice manager are to plan, coordinate, direct, and supervise various elements of a GP practice. They may oversee finances, design patient services, and design and implement work policies for employees.
<b>PMI</b>	<b>Private Medical Insurance</b>	Insurance to pay for Private Medicine, often sold on the basis of providing care over and above that delivered by the NHS.
<b>PMO</b>	<b>Programme Management Office</b>	Responsible for ensuring strategic fit and appropriate prioritisation of projects. It provides; project monitoring, tracking and evaluating the delivery and progress of the projects, monitoring benefits realisation, managing project risks and ensuring Programme Boards are kept fully informed of the programme's status through robust reporting. A Programme may comprise several Projects (The terms Project and Programme are occasionally reversed)
<b>PMO</b>	<b>Project Management Office</b>	Responsible for planning and securing resources for the project, managing the project team, identifying and managing risks, ensuring the project remains on track and delivers on time and building, sustaining and facilitating relationships with project stakeholders (The terms Project and Programme are occasionally reversed)
<b>PMS</b>	<b>Personal Medical Services</b>	Locally agreed contracts between NHS England and a GP practice. PMS contracts offer local flexibility compared to the nationally negotiated General Medical Services (GMS) contracts by offering variation in the range of services which may be provided by the practice, the financial arrangements for those services and the provider structure.
<b>PO</b>	<b>Patient Opinion</b>	The deliberate intent to seek and review comment from the patient population and beyond. A department hosting feedback mechanisms (Care Opinion) and the leading independent non-profit feedback platform for health services.
-	<b>POhWER</b>	Charity and membership organisation. Providing information, advice, support and advocacy to people who experience disability, vulnerability, distress and social exclusion. See also ICAS.

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POP	<b>Partnership of Partnerships / Partners Health / GP company to handle services beyond “standard general practice”</b>	The coming together of a group of smaller partnerships (typically GP practices to provide a wider range of services to its patients).
PP	<b>Patient Pathway</b>	The route that a patient will take from their first contact with an NHS member of staff (usually their GP), through referral, to the completion of their treatment. It also covers the period from entry into a hospital or a Treatment Centre, until the patient leaves.
PPE	<b>Public and Patient Engagement</b>	Used to describe individuals' direct engagement in primary care consultations regarding their own health, care and treatment, predominantly focused primarily between the patient and the GP.
PPG	<b>Patient Participation Group</b>	A "grass roots" group of registered patients of a GP practice who respond to the needs of their own patient and practice community, with the aim of being involved in decisions about the range and quality of services provided, and, over time, commissioned by their practice through the Clinical Commissioning Group. They aspire to contribute to continuous long term improvement in quality of patient care and improvement in the patient experience.
PPI	<b>Patient and Public Involvement/ Influence</b>	A mechanism that helps the NHS to improve all aspects of health care, including: patient safety; patient experience; and health outcomes – giving people the power to live healthier lives. Participation, by the people who use and care about NHS services, enables the NHS to understand and respond to their needs; including those people who have the poorest health. This helps us to improve access to services and reduce differences in health in different communities. It allows the NHS to see things through the eyes of those who use services and to be innovative, leading to better use of taxpayers' money.
PPL	<b>Public and Patient Leadership</b>	A drive to empower those outside the NHS under which, in order to have a significant impact on improving experience of care, health organisations should invest in patient leaders, put robust feedback mechanisms in place and develop the culture and systems to act on feedback. It is believed that patient and carer leaders can raise the profile of improving experience of care and have a real impact on action being taken in response to patient and carer feedback.
PR	<b>Performance Ratings</b>	A comparator used to assess the relative execution and delivery of similar areas of care (e.g. CCGs). The Government is responsible for setting priorities that in turn determine the indicators relating to key targets.
-	<b>Practice resilience:</b>	Because of the way they are set up, often as individual businesses, GP surgeries can often become vulnerable because of changes in circumstances. For example the retirement of GP partners or illness of a practice manager could cause the risk of closure. Proposed "Resilience" schemes seek to support practices going through difficult times.
PRD	<b>Performance Review and Development</b>	Formal process for reviewing the performance of an individual or organisation and to agree areas for future improvement and/or development.
-	<b>Prescription Services</b>	NHS Prescription Services calculates the remuneration and reimbursement due to dispensing contractors across England. It also provides the NHS with a range of drug, financial and prescribing information.
PRG	<b>Patient Reference Group</b>	Originally a short term, reactive group with an agenda defined by the medical profession and the NHS acting as a "sounding board for the practices but having a much more narrow remit than PPGs which are usually able to follow the patients' agenda and be a long term critical friend to the Practice. Locally the PRG has assumed the role and responsibilities of a Patient Cabinet.
-	<b>Primary Care</b>	Term covering GP practices, health centres, community or district nurses, health visitors, dental practices, community pharmacies and high street optometrists. Approximately 90% of patient interaction is with Primary Care services.
-	<b>Primary health care team</b>	Primary health care teams are usually centred around a GP surgery or health centre. They provide community based health services. Teams may include district nurses, GPs, community psychiatric nurses, health visitors and other staff linked to GPs.
PROMS	<b>Patients reported outcome measures</b>	Assess the quality of care delivered to NHS patients from the patient perspective. Currently covering four clinical procedures, PROMs calculate the health gains after surgical treatment using pre- and post-operative surveys. The four procedures are: hip replacements, knee replacements, groin hernia and varicose veins
-	<b>Provider</b>	The name used to describe any organisation that provides a service to the NHS.
PRP	<b>Performance Related Pay</b>	The flexibility to make a stronger link between an individual's pay progression and their contribution to delivering high quality care, rewarding as appropriate
PS	<b>Patient Surveys</b>	A survey that enables local managers and health professionals to take account of patients' views and provide data.
PSC	<b>Patient Safety Collaborative</b>	Programme to improve the safety of patients and ensure continual patient safety learning sits at the heart of healthcare in England. The programme officially launched in autumn 2014.
PSED	<b>Public Sector Equality Duty</b>	A requirement for public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.
PTS	<b>Patient Transport Services</b>	Non-emergency transport for patients who are registered with GPs. This service is for patients who need medical or clinical support to get to and from their healthcare appointments.
QA	<b>Quality Assurance</b>	Maintenance of a desired level of quality in a service or product, especially by means of attention to every stage of the process of delivery or production. All actions taken to ensure that standards and procedures are adhered to and that delivered products or services meet performance requirements.
QARC	<b>Quality Assurance Reference Centres</b>	Regional centres that monitor and ensure that NHS screening services meet minimum standards, reviewing and reporting performance data against national standards.

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QE/QEH	The Queen Elizabeth Hospital King's Lynn NH Foundation Trust	The Queen Elizabeth Hospital Kings Lynn NHS Trust is a acute hospital serving the West Norfolk area, South Lincolnshire and North East Cambridgeshire
QIA	Quality Impact Assessment	A continuous process to ensure that possible or actual business plans are assessed and the potential consequences on quality are considered and any necessary mitigating actions are outlined in a uniformed way.
QIPP	Quality, Innovation, Productivity and Prevention	A programme that supports the NHS to deliver Quality, Innovation, Productivity and Prevention programmes. QIPP programmes are necessary because the funding the NHS is set to receive is lower than funding estimated to be required to meet increasing demand on health services (due to the aging population, increase in long terms conditions, more expensive drugs and technologies).
QMC	Queens Medical Centre	Teaching Hospital and part of Nottingham University Hospitals NHS Trust and one of the biggest and busiest acute Trusts in England, employing 14,500 staff. It provides services to over 2.5 million residents of Nottingham and its surrounding communities. It also provide specialist services to a further 3-4 million people from neighbouring counties each year.
QOF	Quality and Outcomes Framework	A system for the performance management and payment of general practitioners intended to improve the quality of general practice and was part of an effort to solve a shortage of GPs. The QOF rewards GPs for implementing "good practice" in their surgeries. Participation in the QOF is voluntary for each partnership, but for most GPs, under the present contract, the QOF is almost the only area where they can make a difference to their income.
QP	Quality & Productivity Indicators	A network to allow providers and CCG commissioners to share ideas and good practice in the development of new pathways.
QRC	Quality and Risk Committee	A Quality and Risk Committee monitors, reviews and provides assurance that services commissioned by the CCGs are being delivered in a high quality and safe manner, and to promote a culture of continuous improvement and innovation by focussing on the three quality domains: Patient Safety, Patient Experience and Clinical Effectiveness.
QSP	Quality Scrutiny Panel	Established to review and routinely monitor performance against specific Clinical Quality Performance Indicators stated in the quality section of the contract and quality schedules for lead contracts. The panels will provide assurance to the QRC that patient safety and the quality of clinical services are acceptable for all users of those services.
-	Quality of care	Quality of care is the statutory duty of chief executives of NHS trusts. It was introduced in 1999 to ensure a level of quality in the provision of care.
R	R&D	Research and Development.
-	Race equality scheme	A race equality scheme is a statement of how a public body plans to meet both its general and specific duties to promote equality under the Race Relations Act. All NHS organisations are required to produce a race equality scheme.
RAG	Red, Amber, Green (rating)	A popular management method of rating performance, issues or reports, based on the colours used in a traffic lights. Ordinarily green represents the best rating, above amber and red (which represents the worst rating). Additionally the colours can be used to grade information: red being the critical, through amber to green which represents non-essential data.
-	Rapid response team	Rapid response teams provide emergency care at home and prevent unnecessary hospital admission especially of older people.
RAT	Rapid Assessment Team	The team is a often a multi-agency service recognising that patients wish to remain at home rather than be admitted to hospital if at all possible. The team assess individual patient needs while in the acute setting and organise appropriate support whether in the home or in an alternative community environment with appropriate services and equipment.
RCA	Root Cause Analysis	Typically implemented by NHS investigations to identify how and <b>why</b> patient safety incidents happen. Analysis is used to identify areas for change and to develop recommendations which deliver safer care for patients.
RCGP	Royal College of General Practitioners	The professional membership body and guardian of standards for family doctors in the UK, working to promote excellence in primary healthcare
RCN	Royal College of Nursing	A membership organisation describing its mission as representing nurses and nursing, promoting excellence in practice and shaping health policies
RCP (1)	Royal College of Physicians	A professional membership body for physicians in the UK and internationally, working to achieve it's vision by: <ul style="list-style-type: none"> <li>• influencing the way that healthcare is designed and delivered</li> <li>• promoting good health and leading the prevention of ill health across communities</li> <li>• supporting physicians to fulfil their potential</li> </ul>
RCS	Royal College of Surgeons	A professional membership organisation and registered charity, which exists to advance patient care. It supports the surgical membership in the UK and internationally by improving their skills and knowledge, facilitating research and developing policy and guidance.
-	Recurring costs	In accounting terms recurring cost are known as revenue expenses; which we need to incur on regular basis for example raw material expenses or labour expenses.
ROC	Regional Optical Committee	A geographic catchment area of responsibilities similar to Local Optical Committees e.g. SE Wales (SEWROC).
-	Registered population	Those persons registered with a GP practice in a given area.
-	Regular Day Admission	A patient admitted electively during the day, as part of a planned series of regular admissions for an on-going regime of broadly similar treatment and who is discharged the same day.

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-	<b>Regular Night Admission</b>	A patient admitted electively for the night, as part of a planned series of regular admissions for an on-going regime of broadly similar treatment and who is discharged in the morning
-	<b>Resident population</b>	Those persons who live in a given area
-	<b>Resource Allocation System</b>	Policy to implement resource allocation rules to reduce health inequalities, based on the assumption that additional healthcare expenditure translates into improved population health outcomes
-	<b>Respite Care</b>	Temporary institutional care of a sick, elderly, or disabled person, providing relief for their usual carer.
<b>RGN</b>	<b>Registered General Nurse</b>	A nurse who has completed a three-year training course in all aspects of nursing care to enable him or her to be registered with the Nursing and Midwifery Council.
<b>RIDDOR</b>	<b>Reporting of Injuries, Diseases and Dangerous Occurrences</b>	Regulations that require employers, the self-employed and those in control of premises to report specified workplace incidents. HSE guidance is available to help clarify how RIDDOR applies to the health and social care sector and whether certain types of incident are reportable.
-	<b>RightCare</b>	A programme committed to improving people's health and outcomes. It makes sure that the right person has the right care, in the right place, at the right time, making the best use of available resources. Based on three principals: Intelligence, Innovation and Implementation/improvement.
<b>RMC</b>	<b>Referral Management Centre</b>	Referral management centres (RMCs) are used by some CCGs to monitor, direct and control referrals from primary care. In its guidance "Managing conflicts of interests: Guidance for CCGs" NHS England suggests the use of RMCs to manage any potential conflict of interest "where referring GPs have an interest in a provider service that the patient could potentially choose." It suggests a third party such as an RMC "would take away any perceived potential for GPs to influence patient behaviour.
<b>RNCC</b>	<b>Registered Nursing Care Contribution</b>	Also referred to as Funded Nursing Care (FNC). RNCC and FNC are the same thing. It is a weekly payment made by the NHS to cover nursing care from a Registered Nurse. It is only provided if a person needs nursing care and is in a care home that can provide nursing care.
<b>RNIB</b>	<b>Royal National Institute of Blind people</b>	UK charity for anybody affected by sight loss. Whether an individual is losing their sight, blind or partially sighted RNIB offers practical and emotional support and can help people face the future with confidence.
<b>RNID</b>	<b>Royal National Institute for Deaf People</b>	Now rebranded as Action on Hearing Loss. RNID: UK charity providing expert support to people with hearing loss and tinnitus in the UK.
<b>ROH</b>	<b>Royal Orthopaedic Hospital NHS Foundation Trust</b>	The Royal Orthopaedic Hospital NHS Foundation Trust is one of the largest specialist orthopaedic units in Europe. Offering planned orthopaedic surgery to people locally, nationally and internationally.
<b>RRT</b>	<b>Rapid Response Team</b>	Provide emergency care at home and prevent unnecessary hospital admission especially of older people.
<b>RTC</b>	<b>Road Traffic Collision</b>	Broadly a collision involving a mechanically-propelled vehicle on a road or other public area which causes injury to others, specified animals or damage to other vehicles or property.
<b>RTT</b>	<b>Referral To Treatment</b>	In England, under the NHS Constitution, patients 'have the right to access certain services commissioned by NHS bodies within maximum waiting times, or for the NHS to take all reasonable steps to offer a range of suitable alternative providers if this is not possible'. The NHS Constitution sets out that patients should wait no longer than 18 weeks from GP referral to treatment.
<b>SAB</b>	<b>Safeguarding Audits Board</b>	The overarching purpose of an SAB is to help and safeguard adults with care and support needs. It does this by: <ul style="list-style-type: none"> <li>- assuring itself that local safeguarding arrangements are in place as defined by the Care Act 2014 and statutory guidance</li> <li>- assuring itself that safeguarding practice is person-centred and outcome-focused</li> <li>- working collaboratively to prevent abuse and neglect where possible</li> <li>- ensuring agencies and individuals give timely and proportionate responses when abuse or neglect have occurred</li> <li>- assuring itself that safeguarding practice is continuously improving and enhancing the quality of life of adults in its area.</li> </ul>
<b>SAP</b>	<b>Single Assessment Process</b>	Introduced in the National Service Framework for Older People (2001), Standard 2: person centred care. This standard aims to ensure that the NHS and social care services treat older people as individuals and enable them to make choices about their own care.
<b>SAR (1)</b>	<b>Standard Admission Ratio</b>	A measure of how more or less likely a person living in an area is to have an admission to hospital compared to the standard population, in this case England.
<b>SAR (2)</b>	<b>Subject Access Request</b>	An individual's right under the Data Protection Act to ask for a copy of the information an organisation holds about them. A request for information from health records has to be made with the organisation that holds the records (The data controller). For example; a GP practice, optician or dentist. For hospital health records, the records manager or patient services manager at the relevant hospital trust should be contacted.
<b>SC</b>	<b>Secondary care</b>	A service provided by medical specialists who generally do not have first contact with patients. Secondary care is usually delivered in hospitals or clinics and patients have usually been referred to secondary care by their primary care provider (usually their GP). Secondary care services commissioned by CCGs are: planned hospital care, rehabilitative care, urgent and emergency care (including out-of-hours and NHS 111), most community health services, mental health services and learning disability services
<b>SC</b>	<b>Social Care</b>	Also known as care and support services, helps people who are in need of practical support due to illness, disability, old age or a low income. Example: Social Care could include having a personal assistant to help a person around the home, structural changes to help moving around or managing in their house, or even an alarm system so that they can call for help if they have a fall.
<b>SCBU</b>	<b>Special Care Baby Unit</b>	A unit taking premature and term babies who do not require intensive care, but are unable to be cared for on a regular postnatal ward.

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SCG	<b>Specialised Commissioning Group</b>	A group of many CCGs who collaboratively commission very specialised services.
SCN	<b>Strategic Clinical Network</b>	Work in partnership with commissioners (including local government), supporting their decision making and strategic planning, by working across the boundaries of commissioner, provider and voluntary organisations as a vehicle for improvement for patients, carers and the public.
SCR	<b>Serious Case Review</b>	Normally held after a child or vulnerable adult dies or is seriously injured under circumstances where abuse or neglect are thought to have been involved or if there are concerns about the way organisations and/or professionals worked together to safeguard the individual. The purpose is to learn lessons to help prevent future similar incidents.
SDIP	<b>Service Development Improvement Plan</b>	An SDIP takes account of the environment and establishment of the Integrated service development group (ISDG) and so is intended to enable an enhanced level of visibility, moving away from provider specific developments (unless appropriate). Sharing within the local health and social care economy ensures transparency which will enable a range of providers to be aware of and prepare for procurement of services and engage in service developments, particularly through the ISDG.
-	<b>Services</b>	A term used to cover all patient treatments and consultations offered by the NHS, examples are; emergency and urgent care, general practitioners (GPs) or dental services.
SHA	<b>Strategic Health Authority</b>	An NHS organisation established to lead the strategic development of the local health service and manage Primary Care Trusts and NHS Trusts on the basis of local accountability agreements.
SHMI	<b>Summary Hospital-level Mortality Indicator</b>	Following the recommendations from the national review of the Hospital Standardised Mortality Ratio (HSMR), the Department of Health has commissioned NHS Digital to produce and publish the SHMI.
SI	<b>Serious Incident(s)</b>	In broad terms, serious incidents are events in health care where the potential for learning is so great, or the consequences to patients, families and carers, staff or organisations are so significant, that they warrant using additional resources to mount a comprehensive response. Serious incidents can extend beyond incidents which affect patients directly and include incidents which may indirectly impact patient safety or an organisation's ability to deliver on-going healthcare.
SIRI	<b>Serious Incident(s) Requiring Investigation</b>	A SIRI can be identified as an incident where one or more patients, staff members, visitors or member of the public experience serious or permanent harm, alleged abuse or a service provision is threatened.
SIRO	<b>Senior Information Risk Officer</b>	An executive or senior manager appointed to hold the following responsibilities: <ul style="list-style-type: none"> <li>• Leading and fostering a culture that values, protects and uses information for the success of the organisation and benefit of its customers</li> <li>• Owning the organisation's overall information risk policy and risk assessment processes and ensuring they are implemented consistently by IAOs</li> <li>• Advising the Chief Executive or relevant accounting officer on the information risk aspects of his/her statement on internal controls</li> <li>• Owning the organisation's information incident management framework</li> </ul>
SLA	<b>Service Level Agreement(s)</b>	A contract defining the level of service expected between a service provider and a customer
SLAM	<b>Service Level Agreement Monitoring</b>	The process of reviewing performance of an organisation against the agreed SLA
SLT	<b>Speech and Language Therapy</b>	Treatment, support and care for children and adults who have difficulties with communication, or with eating, drinking and swallowing
SMR	<b>Standardised Mortality Ratio</b>	A measurement tool where crude mortality data are adjusted to take account of some of the factors known to affect the underlying risk of death. It is used as a tool to help monitor hospital mortality and identify opportunities for improving patient care
SMT	<b>Senior Management Team</b>	Under the NHS England Senior Management Structure these are the appointments that sit immediately below and support the Director level posts
SO	<b>Standing Orders</b>	SO regulate the way in which the proceedings and business of the Trust will be conducted
SOA	<b>Super Output Area</b>	A geography for the collection and publication of small area statistics. They are used on the Neighbourhood Statistics site and across National Statistics
-	<b>Social care</b>	Social work, personal care, protection or social support services are provided to children or adults in need or at risk, or adults with needs arising from illness, disability, old age or poverty.
-	<b>Social prescribing</b>	This consists of several different initiatives that provide patients with secondary care from their local community. Patients have a variety of social problems such as housing and employment that require organisations to work together. With social prescribing in place GPs have access to voluntary sector organisations and other social care providers.
SoD	<b>Scheme of Delegation</b>	A detailed document that sets out clearly who has the authority to make decisions and take actions within the NHS. (Effectively the over-arching document setting out how the NHS delivers health care).
SOP	<b>Standard Operating Procedure(s)</b>	Describes the activities necessary to complete tasks in accordance with legislation, mandates and regulations including local practices to deliver safe and sustainable care. Any document that is a "how to" falls into the category of procedures.
SPA	<b>Single Point of Access</b>	A central place, site or phone number (e.g., 999, NHS Direct, GP out-of-hours, NHS 111) which provides a gateway to a range of health and social services.
-	<b>(Hospital) Spell</b>	A Hospital Provider Spell is the total continuous stay of a patient using a Hospital Bed on premises controlled by a Health Care Provider during which medical care is the responsibility of one or more consultants, or the patient is receiving care under one or more Nursing Episodes or Midwife Episodes in a ward.



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SPL	<b>Service Plan</b>	The written end product of a process to identify the aims and objectives and the resource requirement of an organisation, often over a three to five year period, using project management methodology. For example; designing and implementing service elements that deliver continuous improvement and improve quality for patients
SPS	<b>Specialised Services</b>	Those provided in relatively few hospitals, accessed by comparatively small numbers of patients but with catchment populations of usually more than one million. These services tend to be located in specialised hospital trusts that can recruit a team of staff with the appropriate expertise and enable them to develop their skills.
SSFH	<b>Secretary of State for Health</b>	Has overall responsibility for the work of the Department of Health (DH). DH provides strategic leadership for public health, the NHS and social care in England.
-	<b>Stakeholder</b>	A stakeholder is a person or organisation with a direct interest in a service or practice.
-	<b>Standardised hospital admissions</b>	Admissions standardised to take account of the different age and/or gender structures of local populations.
STAR - PU	<b>Specific Therapeutic Group Age-sex weightings Related Prescribing Units</b>	There are differences in the age and sex profiles of patients who are prescribed drugs in specific therapeutic groups. For example: drugs for dementia are generally prescribed for older people. STAR-PU's allow more accurate and meaningful comparisons within a specific therapeutic group by taking into account the types of people who will be receiving that treatment. These have been developed using the same methodology as used for ASTRO-PU's but are based on costs within therapeutic groups rather than all prescribing.
STD	<b>Sexually Transmitted Disease</b>	Disease transmitted from person to person during sexual activity.
STEIS	<b>Strategic Executive Information System</b>	NHS England's web-based serious incident management system, through which providers record incidents.
STI	<b>Sexually Transmitted Infection</b>	Infection transmitted from person to person during sexual activity.
STKH	<b>Stakeholder</b>	A person or organisation with an interest in a particular issue.
STP	<b>Sustainability and Transformation Partnerships</b>	A new approach to help ensure that health and care services are built around the needs of local populations as outlined in December 2015, by the NHS shared planning guidance 16/17 – 20/21. To do this, every health and care system in England will produce a multi-year Sustainability and Transformation Plan (Also abbreviated as STP), showing how local services will evolve and become sustainable over the next five years – ultimately delivering the Five Year Forward View vision of better health, better patient care and improved NHS efficiency.
-	<b>Sub-acute</b>	Related to a symptom or illness that is not yet chronic but has passed the acute phase. It may also indicate that the condition is not as severe as the acute stage.
-	<b>Sub-acute care</b>	A level of care needed by a patient who does not require hospital acute care, but who requires more intensive skilled nursing care than is provided to the majority of patients in a skilled nursing facility.
SUI	<b>Serious Untoward Incident</b>	A serious untoward incident (SUI) is any incident on an NHS site, or elsewhere, whilst in NHS-funded or NHS regulated care involving: 1. patients, relatives or visitors 2. staff 3. contractors working for the NHS, equipment, building or property and which may or has :- resulted in death (this includes deaths from suspected suicide/suicide or homicide) or serious injury or was life-threatening or may have met one of several other significant criteria.
SUS	<b>Secondary Uses Service</b>	The single, comprehensive repository for healthcare data in England which enables a range of reporting and analyses to support the NHS in the delivery of healthcare services. When a patient or service user is treated or cared for, information is collected which supports their treatment. This information is also useful to commissioners and providers of NHS-funded care for 'secondary' purposes - purposes other than direct or 'primary' clinical care.
SUS Data	<b>Secondary Uses Sources Data</b>	Secondary data refers to data that was collected by someone other than the user. Common sources of secondary data for social science include censuses, information collected by government departments, organisational records and data that was originally collected for other research purposes.
-	<b>Sustainable Improvement Team</b>	One of the driving forces for improvement across the NHS. The team brings together a wealth of knowledge, expertise and experience from across the NHS. It works to improve quality of care by achieving large-scale transformational improvement and change. Key priorities are: - Support the delivery of the Five Year Forward View priorities by designing and commissioning improvement programmes - Support the wider NHS system to make transformational improvement
T	<b>T&amp;F</b>	<b>Task and Finish</b>
		Title given to a number of groups originally established by the (now dissolved) NHS Working Longer Steering Group to deliver specific pieces of work from the work programme. Now associated with many activities from inception, delegation of responsibility to completion
	<b>T&amp;O</b>	<b>Trauma &amp; Orthopaedics</b>
		Diagnosis and treatment of a wide range of conditions of the musculoskeletal system. This includes bones and joints and their associated structures that enable movement - ligaments, tendons, muscles and nerves.
-	<b>Tariff</b>	A set of prices and rules to help providers of NHS care and commissioners provide best value to their patients.
TBC	<b>To Be Continued</b>	Self explanatory.
TC	<b>Treatment Centre</b>	A facility dedicated to the delivery of a range or specific type of health care intervention. Urgent Treatment Centres will be GP-led, open 12 hours a day, every day, and be equipped to diagnose and deal with many of the most common ailments people attend A&E for, thereby easing the pressure on hospitals, leaving other parts of the system free to treat the most serious cases.
TCS	<b>Transforming Community Services</b>	The Transforming Community Services programme has developed 43 indicators for quality improvement. The use of these indicators is voluntary and for local use only. They cover many aspects of community services that interface with GPs, secondary care and social services. TCS supports the delivery of the Five Year Forward View priorities by designing and commissioning improvement programmes.

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-	<b>Tender(ing)</b>	Process by which organisations bid to deliver services on behalf of the NHS.
-	<b>Tertiary Care</b>	The third and highly specialised stage of treatment, usually provided in a specialist hospital centre. Tertiary care requires professionals, usually surgeons, with specific expertise in a given field, to carry out investigation and treatment for the patient. Examples include neurosurgery, cardiac surgery and cancer management. See also primary care and secondary care.
-	<b>Test Beds</b>	The NHS Five Year Forward View, published in October 2014, set out the intention to develop a small number of ‘test beds’. These sites will evaluate the real world impact of new technologies offering both better care and better value for taxpayers, testing them together with innovations in how NHS services are delivered.
<b>TIA</b>	<b>Transient Ischaemic Attack</b>	A temporary inadequacy of the circulation in part of the brain (a cerebral or retinal deficit) that gives a clinical picture similar to a stroke except that it is transient and reversible. Hence, TIA is a retrospective diagnosis.
<b>ToR</b>	<b>Terms of Reference</b>	Documented definition of the purpose and structures of a project, committee, meeting, negotiation, or any similar collection of people who have agreed to work together to accomplish a shared goal.
-	<b>Transitional Care</b>	The coordination and continuity of health care during a movement from one healthcare setting to either another or to home, called care transition, between health care practitioners and settings as their condition and care needs change during the course of a chronic or acute illness.
-	<b>Treatment Centre</b>	A healthcare centre in the UK which provides rapid pre-booked surgery and related diagnostic tests, usually concentrating on procedures with the highest historic waiting times for treatment (e.g., hip replacements and orthopaedics procedures, as well as ophthalmology services).
-	<b>Trust</b>	A generic term for a legal entity/organisation providing health and social care services within the NHS.
<b>TUPE</b>	<b>Transfer of Undertakings (Protection of Employment) Regulations 2006</b>	Legislation that gives employees protected terms and conditions of employment in the event of a change of employer.
<b>TWOC</b>	<b>Trial without Catheter</b>	A Trial Without Catheter (TWOC) is when the catheter (the tube inserted into a person's bladder to drain urine) is removed from the bladder for a trial period to determine whether the individual can pass urine without it. A scan of the bladder ordinarily forms part of the trial.
<b>U</b>	<b>UCN</b>	<b>Urgent care Network Group</b> The Urgent and Emergency Care Networks will operate strategically, covering a footprint of 1-5 million (depending on population density, rurality, and local factors). Their purpose is to improve the consistency and quality of UEC by bringing together SRGs and other stakeholders to address challenges in the urgent and emergency care system that are difficult for single SRGs to address in isolation. This will include coordinating, integrating and overseeing care and setting shared objectives for the Network where there is clear advantage in achieving commonality for delivery of efficient patient care.
	<b>UEC</b>	<b>Urgent and Emergency Care</b> Care delivered through the Urgent Care Network Group. Good UEC is: <ul style="list-style-type: none"> <li>• Patient-focussed</li> <li>• Based on good clinical outcomes, e.g. survival, recovery, lack of adverse events and complications</li> <li>• A good patient experience, including ease of access and convenience</li> <li>• Timely</li> <li>• Right the first time</li> <li>• Available 24/7 to the same standard See UCN</li> </ul>
-	<b>Unplanned Care, urgent and emergency care</b>	Urgent and emergency care is the range of healthcare services available to people who need medical advice, diagnosis and/or treatment quickly and unexpectedly. There is often confusion about the terminology used by users, providers and commissioners of urgent and emergency care. Terms such as “unscheduled care”, “unplanned care”, “emergency care and urgent care” are often used interchangeably.
<b>USC</b>	<b>Unscheduled Care</b>	Term used to describe any unplanned health or social care. The range of USC provision includes support to patients at their home, booking of urgent or emergency GP appointments, 999 ambulance services and emergency department/hospital treatment.
<b>UTI</b>	<b>Urinary Tract Infection</b>	Common infections that can affect the bladder, the kidneys and the tubes connected to them. Lower urinary tract symptoms (urinary frequency, urgency, dysuria) in the presence of bacteriuria and pyuria.
<b>V</b>	-	<b>Vanguards</b> Vanguards were introduced in 2015 as part of the NHS Five Year Forward View. The 50 chosen vanguards are tasked to develop new care models and potentially redesign the health and care system. It is envisaged that this could lead to better patient care, service access and a more simplified system
<b>W</b>	-	<b>Waiting list</b> A list of patients waiting to receive a consultative, assessment, diagnosis, care or treatment activity from an organisation. The list is maintained for an identified care professional or service within an organisation.
<b>WAN</b>	<b>Wide Area Network</b>	A telecommunications network or computer network that extends over a large geographical distance; normally over 1km.
-	<b>Whole systems approach</b>	Broadly, it refers to the process of involving all stakeholders of a domain in discussion about service change – all parties are encouraged to think about the way the whole service delivery system works, rather than focusing only upon their own service.
<b>WiC</b>	<b>Walk in Centre</b>	WiCs are available to everyone and offer convenient access to a range of treatments without patients needing an appointment. WiCs are usually managed by a nurse and deal with minor illnesses and injuries. WiCs are provided by CCGs.
<b>WRAP</b>	<b>Wellness Recovery Action Planning</b>	A framework with which individuals can develop an effective approach to overcoming distressing symptoms, and unhelpful behaviour patterns. It is a self-designed prevention and wellness tool that people can use to get well, and stay well.

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<b>X</b>	-		-
<b>Y</b>	<b>YTD</b>	<b>Year to date</b>	The period extending from the beginning of the year (either the calendar year or fiscal year) to the present.
<b>Z</b>	-		-