APPENDIX 3



Jargon Buster

A glossary of terms for Our Healthier South East London

All industries, sciences and services develop their own "jargon", or internal language that helps communication between those working in them. The NHS is no exception.

We try to make sure that our public documents are as easy to read as possible. We try to use as little jargon as possible and to follow Plain English guidelines. We also ask a group of patients – the Reading Group – to check our publications.

We know that despite this we still use words, phrases and abbreviations which are not immediately clear to everyone reading it. This is especially true in documents that are written primarily for other NHS staff or organisations.

What follows is a current list of jargon, abbreviations and acronyms that are used within the Our Healthier South East London programme, with an explanation of what they mean. In some cases the same word or acronym has two or more uses, which are also explained below. It is arranged alphabetically.

We hope that this list is useful. If there are any other words or phrases which are unclear on our website or in any of our published documents, please let us know. Contact: <u>ourhealthiersel@nhs.net</u>

Term	Abbreviation	Explanation
111		A 24-hours-a-day 7-days-a-week contact number (free of charge from landlines and mobiles) which can provide medical advice and help in a non-999 emergency situation.
999		The 24/7 number to call for emergencies. Callers will be asked what service is required (Fire, ambulance or police) and will be sent appropriate help.
Accident and Emergency	A&E	A hospital service which provides care for emergency, life threatening and critical conditions for patients of all ages, twenty-four hours a day, seven days a week. This is also known as ED – Emergency Department.
Accountable Officer/ Chief Executive Officer	AO/CEx	Executive leaders of local organisations. CCG leads are called Accountable Officers, Trust and Council leaders are usually Chief Executives or Chief Executive Officers.
Acute Care		Short-term treatment for illness or injury usually provided in hospital. Also applies to acute episodes in long term conditions. (LTCs – see below.)
Acute Trust		An NHS Hospital Trust or Foundation Trust providing and /



		or managing hospitals. Some acute trusts also provide community services, such as Guy's and St Thomas' NHS Foundation Trust.
Admission (to a hospital):		Needing to stay in hospital for (at least) overnight, either for an emergency or following a planned procedure.
Advocacy/Advocate		Where a person acts as a champion for a patient or carer. An advocate could be one of a range of people including pharmacists, doctors, voluntary workers or the carer themselves.
Allied Health Professions	АНР	Clinical health care professions other than dentistry, nursing and medicine. E.g physiotherapists, audiologists.
Ambulatory care		Health services provided on an outpatient basis.
Any Qualified Provider	AQP	A person or organisation qualified under the NHS AQP contractual regulations to provide services in the community e.g. for,hearing ests,diabetic eye screening,anti-coagulation and autism. Several AQPs may be required to deliver services at scale to a community.
'At scale' provision		Services which are or can be provided for a greater population or geographical area We often use this term to mean services to populations of 50,000 or more being provided at a much larger scale than found in single GP practices.
Average length of stay(Also sometimes LOS, Length of Stay)	ALOS	The average of the length of time a patient stays in a hospital when admitted. Usually expressed in days.
Business As Usual	BAU	Day-to-day, standards business for organisations (as opposed to special projects or programmes).
Benchmarking		The process of identifing best similar performers – for instance comparing waiting times between similar sized hospitals. In particular, it examines how results are achieved in order to bring a hospital's performance in line with the best.
Better Care Fund	BCF	The Better Care Fund. (BCF) Announced in June 2013 created a local single pooled budget to incentivise the NHS and local government to work more closely together around people, placing their wellbeing as the focus of health and care services, and shifting resources into social care and community services for the benefit of the people, communities and health and care systems.
Birth centres		Small maternity units staffed and in most cases run by



		midwives. They offer a homely rather than a clinical
		environment, supporting women who want a birth with no or few medical interventions.
Black & Minority Ethnic Group	BAME BME	People from black, Asian and other ethnic minorities identified as vulnerable groups in health terms and must be considered in all equalities assessments. Local health improvement programmes may include strategies to deal with the health needs of minority ethnic groups.
Blue light case		Patient transported to hospital A&E by emergency ambulance in response to a 999 call or GP request.
Briggs report / Getting it right first time	GIRFT	Published by Professor Tim Briggs in 2015, Getting It Right First Time looked at elective orthopaedic surgery provision in England.
Capped Expenditure Process	САР	Aims to contain or 'cap' spending in specific areas of the country, and differs to existing financial controls in its focus on health care systems (including both commissioners and providers of health care), rather than individual organisations
Care home		A residential home that provides accommodation with nursing and personal care.
Care navigator		Staff who are responsible for providing support to help people find the right service for their needs. They may work in GP surgeries or be part of the voluntary sector. Care navigators can also be called health champions, care co-ordinators or patient liaison officers. People doing these jobs can help identify services that might be helpful or act in a co-ordinating role, contacting other organisations, and arranging for practical help where necessary.
Care pathway		The care and treatment a patient receives from start to finish for a particular illness or condition. This usually includes several parts of the health service and social care.
Care Quality Commission	cqc	A Government-funded organisation which inspects hospitals, GP surgeries, care homes and care services in England to make sure they are meeting government standards and to share their findings with the public.
Carer		A person who looks after or supports someone else with illness or disability. They can be unpaid such as family members (including children and young people) who live with the person they care for; or family, friends or neighbours who live elsewhere. Carer is also used to describe paid staff working in care homes and/or



		supporting people at home, particularly staff who do not have professional qualifications. SEL includes such carers in Equality Assessments as one of two groups it has added to the list of nine under the Equality Act of 2010.
Carter review		A <u>review</u> of productivity in hospitals undertaken by Lord Carter of Coles. This sets out how non-specialist acute trusts can reduce unwarranted variation in costs productivity and efficiency across every area in the hospital to save the NHS £5 billion each year by 2020 to 2021.
Case for Change		Sets out the reasons why current health and services need to change. In south east London these set out why we we are changing the way we work - to improve health, reduce health inequalities and deliver health and integrated care services which are of consistently high quality within the money available.
Child and Adolescent Mental Health Services	CAMHS	NHS services for children and young adults needing or using mental health services.
Children and young people	СҮР	Often used in respect of services for children and young people, for instance the CYP clinical care group
Children's services		Healthcare services aimed at the care of children and adolescents and their transition to adult services.
Chronic disease		A disease, condition or health problem which persists over a long period of time. The illness may recur frequently and in some cases may lead to partial or permanent disabilities. Examples include: arthritis, diabetes and high blood pressure and mental health conditions.
Clinical		Relating to the medical treatment of patients in hospitals and clinics, or to the course of a disease or condition.
Clinical audit		The evaluation and measurement by health professionals of the clinical standards and outcomes they are achieving.
Clinical Commissioners		Staff working in CCGs who organise and buy (commission) local health services.
Clinical Commissioning Groups	CCGs	Statutory organisations which plan and fund (commission) most local health services. These replaced primary care trusts (PCTs) in April 2013. CCGs are led by GPs and other clinicians. All GP practices in a CCG area are members. They will normally have a board of governors with clinical leads, executive officers, local authority, HealthWatch and lay members. Each CCG in



		south east London covers one borough. CCGs do not commission or fund GP contracts (See NHS England).
Clinical Commissioning Board	ССВ	This was the decision making body for the commissioning strategy, which brought together commissioners from CCGs, NHS England and Local Authorities. It also included patient, public and Healthwatch representation. It has been superseded in the STP by the Strategic Planning Group.
Clinical evidence		Medical and research evidence that informs treatment decisions and improving patient care. (Evidence based care)
Clinical Executive Group	CEG	An OHSEL group that brings together clinical leaders (medical and nursing directors from NHS providers, clinical chairs from CCGs) and patient, public and Healthwatch representation. It guides design work to ensure that the STP is clinically-driven.
Community Education Provider Networks	CEPN	Local CCG-led group of providers, including social services, co-ordinating and prioritising a network-based approach to designing and delivering health education and training.
Clinical Leadership Groups	CLGs	Clinically-led working groups consisting of senior experts drawn from across commissioners, providers of NHS services, social care and public health, as well as patient, public and Healthwatch representation.
Clinical networks		Networks, either formally recognised or informal, used to deliver the strategic interventions.
Clinical Nurse Specialist	CNS	A nurse who specialises and has a high level of qualifications and experience in a specific area. (In medical texts CNS can mean Central Nervous System. However in our documents we are unlikely ever to use the abbreviation in this context.)
Collaboration for Leadership in Applied Health Research and Care	CLAHRC	The CLAHRC south London is investigating the best way to make tried and tested treatments and services routinely available. University-based researchers, health professionals, patients and service users are working together to make this happen. The collaborating organisations are Guy's and St Thomas' NHS Foundation Trust, Health Innovation Network, King's College Hospital NHS Foundation Trust, King's College London, King's Health Partners, St George's University Hospitals NHS Foundation Trust, St George's, University of London and South London



		and Maudsley NHS Foundation Trust.
Collective action		Work that we can do between two or more of our six boroughs. This is either because we can do it more efficiently and effectively together, or because the changes being looked at will affect more than one borough.
Commissioning		The planning, buying (procurement) and contract management of health and health care services. This can be for a local community, a specific population or a specific condition.
Commissioning for Quality & Innovation	CQUIN	A contractual mechanism that allows commissioners to pay providers for completing activities that directly relate to improving the quality of care received by patients. Guidance available on NHS England's website.
Commissioning Support Unit	CSU	An organisation providing back-office support (such as IT, HR, contract management and communications) to CCGs.
Committee in Common	CIC or CiC	The Committee in Common is a collective meeting of the six CCGs in SEL which, subject to certain conditions, has delegated powers to decide on proposals and initiatives to improve services for patients across south east London. NHS England also attends but does not have voting rights. The CiC has an independent Chair. Its purpose is to agree commissioning decisions that affect every borough where decisions need to be taken across SEL. CIC meetings are not public meetings but may be held in public.
Community Adult Health Services	CAHS	Community adult health services offer a broad range of care and treatment to local residents. They offer support to some of the most vulnerable groups of patients, those with long-term conditions and on-going disabilities. Community services include health visiting, district nursing and a wide range of therapy services.
Community Based Care	СВС	In south east London, we use this to refer to out of hospital and primary care – GPs, community clinics, health visitors, therapists, community pharmacists, and more. This is one of the specific areas of work being undertaken and a strategy to improve and develop <u>community based care</u> is one of the key elements of our work.
Community nurses		School nurses, health visitors, district nurses, and other staff nurses working in the community.
Community services		NHS,Voluntary sector services and some Local Authority



		services providing care outside a hospital. Many community staff are attached to GP practices and to health centres.
Co-morbidities		When two or more disorders or illnesses occur in the same person at the same time they are known as 'comorbidities'. Co-morbidity also implies the interaction between illnesses that can affect the course and outcome of both.
Contacts / NHS contacts / every contact counts		A contact occurs every time a patient or a member of the public sees, talks to, or otherwise makes contact with a health professional. 'Every contact counts' refers to making these meetings and conversations as meaningful as possible in helping patients keep healthy and/or manage their health. There is a specific, structured programme to improve the effectiveness of our contacts in addressing a range of health issues (used in Yorkshire and Humber) which we are considering as part of developing the strategy.
Continuing Care		CCG or local authority funded packages of care given to those meeting set criteria.
Continuing Professional Development	CPD	The means by which people maintain and increase their knowledge and skills related to their professional lives. It includes attendance at courses, personal and group study. All NHS staff should undertake CPD.
Coordinate My Care	СМС	An end-of-life care register to improve the coordination of care. This is to ensure patient-centered care so that patients' wishes are met during the final stages of their lives.
Co-production		Co-production is an approach to ensuring that effective and long-term partnerships are at the heart of services. It aims to bring together, in an equal relationship, professionals, users, communities and any other relevant individuals to jointly design and deliver services.
Cost Improvement Plan	CIP	The term for local plans from NHS organisations to meet the nationally set cost savings targets.
Day case or day surgery		Patients who have a planned investigation, treatment or operation and are admitted and normally discharged on the same day.
Deficit		The net financial position of an organisation where expenditure (outgoings) is greater than income. (opposite:



		surplus)
Deliberative Event		Event where the public, patients, service users and staff become actively involved in the shaping of NHS policy by discussing evidence, challenges and potential solutions in detail.
Demographic growth		An increase in the size of a population due to the effect of there being more births than deaths and immigration into the community.
Department of Health and Social Care	DH / DOHSC	A department of the UK government with responsibility for government policy for health and social care matters and the the National Health Service (NHS) in England.
Director(s) of Commissioning	DoCs	CCG Directors of Commissioning (buying or organising local services – see above) or Commissioning Strategy
Director(s) of Strategy	DoS	The person responsible for local organistion strategy, either in a CCG or hospital Trust
Elective admission		A planned admission – not emergency.
Elective care / treatment		Pre-arranged, non-emergency care, including scheduled operations. It is provided by medical and surgical specialists in a hospital or other secondary care setting.
Elective Care Centres		A hospital or a distinct part of a hospital which provides elective (planned) care, separated from urgent and emergency care
Elective Orthopaedic Centre	EOC	A hospital or a distinct part of a hospital which provides elective (planned) care, separated from urgent and emergency care, for orthopaedic operations – for instance, hip and knee replacement surgery.
Elective surgery		Planned, non-emergency surgery. This is usually carried out in a hospital either as a day case or an inpatient. Minor surgery may be carried out in a range of approved settings.
Electronic Staff Record	ESR	This is an IT system used by NHS human resources (HR) and payroll departments. (ESR is also the name of a blood test)
Emergency admission / emergency care		Emergency care provides care for illness or injury that is potentially life-threatening or life-altering. These patients will often be admitted to hospitals as emergency or urgent admissions. This can also be known as unplanned care.
Emergency Department	ED	See A&E
Enablers		Previously known as 'supporting strategies' – see this entry.



		Care of the dying. This should be dignified and planned to
End of Life Care	EOLC or EoLC	include the patient's wishes as to where they are cared for.
	LOLG OF EULG	This is a key area of improvement within our CBC strategy.
Equality Act 2010		The Equality Act 2010 provides people with legal protection from discrimination in the workplace and in wider society. It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. It sets out the different ways in which it is unlawful to treat someone.
Equality Impact Analysis	EqIA or EIA	When formulating policies or making changes to services or workforce practices, public bodies will normally analyse the impact on people with protected characteristics through use of an EqIA. This type of analysis typically centres on the three limbs of the general duty of the Equality Act, and asks how what is being proposed will help or hinder organisations to: eliminate discrimination, harassment and victimisation; to advance equality of opportunity; and to foster good relations.
		We have carried out <u>a number of EIAs</u> in south east London to ensure we understand the potential impacts of our strategy.
European Working Time Directive	EWTD	An EU initiative designed to prevent employers requiring their workforce to work excessively long hours.
Expert patient programme	EPP	Programme designed to teach good self-care and self-management skills to people with long-term conditions.
Every contact counts		See Contacts / NHS contacts
Finance and Technical Group	FTG	This group includes CCG Directors of Finance (DOF) and Trust Finance Directors (FDs) to drive financial affordability and transformation.
Financial surplus		The net financial position of an organisation where income is greater than expenditure (outgoings) – so there is a surplus of money at year end.
Five Year Forward View	FYFV	The NHS Five Year Forward View was published on 23 October 2014 and sets out a new approach for the future of the NHS based around the new models of care.
Foundation Trusts	FTs	A NHS hospital that is run as an independent, public benefit corporation, controlled and run locally. Foundation Trusts have increased freedoms, including around funding of and investment in services.
Front door / front door		Front door streaming in A&E is carried out by a trained



streaming		nurse or clinician before registration, with an assessment of the patient to decide whether they should be seen in the Emergency Department, or at an Urgent Care Centre. This is one of the areas that the urgent and emergency
Front-end		care workstream is looking at. The initial stages of a process.
General Medical Services	GMS	The GMS contract is the contract between general practices and NHS England for delivering primary care services to local communities.
General Practitioner	GP	General Practitioner, your local doctor. Usually practicing in groups.
Getting it right first time	GIRFT	See Briggs report (above)
GP-led Health Centre		A health centre which offers appointments and walk-in services, led by GPs, for any member of the public. See also General Practitioners (GPs).
Governing Body	GBs	Sets the direction of the CCG by developing plans and priorities for improving NHS services to ensure people in their borough get the best healthcare services possible; and ensures strong and effective leadership, management and accountability.
		Governing Body members are primarily GPs, together with CCG executive staff and lay members.
Health and Wellbeing Strategies		Jointly-agreed and locally-determined set of priorities for local partners (including CCGs and local authorities) to use as basis of commissioning plans.
		A forum for local commissioners across the NHS, public health and social care, elected representatives, and representatives of Healthwatch to discuss how to work together to improve the health and wellbeing outcomes of the people in their areas.
Health and Wellbeing Board	нwвв	HWBBs take a lead role in the Joint Strategic Needs Assessment; promote and support joined up commissioning across NHS social care and public health; support pooled budget arrangements with other agencies such as CCGs; and undertake a scrutiny role with respect to major service redesign.
Health Education England - South London region	HESL	Health Education England (HEE) is responsible for the education, training and personal development of the workforce in the NHS, and recruiting for values; HESL is the organisation with responsibility for south London within



		the overall umbrella of HEE.
Health Innovation Network	HIN	The Health Innovation Network is the Academic Health Science Network (AHSN) for South London, one of 15 AHSNs across England. The HIN connects academics, NHS commissioners and providers, local authorities, patients and patient groups, and industry in order to accelerate the spread and adoption of innovations and best practice, using evidence-based research across large populations.
Health inequalities		Describes the gap in health status and in access to health services between different groups, social classes and ethnic groups and between populations in different geographical areas. For example – life expectancy.
Health Needs Assessment	HNA	The process of exploring the relationship between health problems in a community and the resources available to address those problems in order to achieve a desired outcome.
Health Promotion		Programmes designed to inform the public about health risks and ways to prevent or reduce health problems; the programmes often target specific populations.
Health Visiting Service		Including community nurses and health visitors providing health promotion, prevention and support service to families with children under the age of 5 years.
Healthcare Assistants	нса	Healthcare Assistants (also known as support workers, nursing assistants, or nursing auxiliaries) help healthcare professionals with the day-to-day care of patients, either in hospitals or in patients' own homes.
		Healthwatch England is an independent organisation giving people a local voice about their health and social care services. It supports and co-ordinates the activity of all the local Healthwatch.
Healthwatch/ Healthwatch England		Each borough or CCG area typically has its own largely autonomous Healthwatch. They have a seat on health and wellbeing boards, ensuring that the views and experiences of patients, carers and other service users are taken into account when preparing local needs assessments and strategies such as the Joint Strategic Needs Assessment (JSNA).
		Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark Boroughs each have a Healthwatch. The six south east London Healthwatches have representation on



		all the CLGs and PPAG.
		The NHS in London came together successfully during 2015-16 by forming Healthy London Partnership to develop and agree a shared plan for our capital for the coming years.
Healthy London Partnership	НГБ	Healthy London Partnership was established in response to the NHS Five Year Forward View and the London Health Commission and to improve health services and deliver changes to health in the capital. The aim is to take London from seventh in the global healthy city rankings, to the number one spot.
Holistic		This approach takes into account the whole person, considering mental and physical health needs as well as social factors. It also recognises that people have capabilities as well as needs.
Home ward		Professional care is delivered to patients in their own homes rather than on a ward in hospital. It is a cost effective system and can avoid hospital admissions which can cause stress to elderly and vulnerable patients.
Improving Access to Psychological Therapies	IAPT	A programme which supports the frontline NHS in implementing National Institute for Health and Clinical Excellence (NICE) guidelines for people suffering from depression and anxiety disorders. See also National Institute for Health and clinical Excellence (NICE).
Implementation Executive Group	IEG	This was the executive group supporting the Clinical Commissioning Board (CCB). It is now abolished.
Implementation		Putting into practice the plans and strategies that have been developed.
Independent sector		A range of non-public sector organisations involved in service provision, including private, voluntary and charitable organisations.
Indicator		A statistic/piece of data that has been chosen to monitor health or service activity. For example, the number of women attending for breast cancer screening; or the number of deaths from coronary heart disease in a defined population.
Information Governance	IG	Information Governance is the NHS framework setting standards of practice to ensure information is processed legally, securely, efficiently and effectively.
Information Management	IM&T	The term used to cover digital systems in the NHS. Also



and Technology		known as IT or information technology.
Inpatient		A patient who stays (at least) overnight in hospital, either following an emergency admission or a planned procedure.
Integrated Care Network	ICN	See Local Care Network
Integrated Care System	ICS	Integrated care systems (ICSs) have evolved from STPs and take the lead in planning and commissioning care for their populations and providing system leadership. They bring together NHS providers and commissioners and local authorities to work in partnership in improving health and care in their area.
Integration		This means that the health and care system works in a joined up way. People should feel that the people who are in charge of their care have a joint understanding of what is going on. In practice this means better working between health and social care professionals and agencies providing care.
Intensive Care Unit	ICU	A hospital unit in which is concentrated special equipment and specially trained personnel for the care of seriously ill patients requiring immediate and continuous attention. Also referred to as a Critical Care Unit (CCU).
Intensive Therapy Unit	ITU	A specialised department in a hospital that provides intensive care medicine.
Interdependencies		Where several things are interdependent, or mutualy reliant, on each other. We use this for instance where two projects are heavily reliant on each other.
International Financial Reporting Standards	IFRS	Accountancy reporting standards that NHS bodies have been legally required to use from 1 April 2009. IFRS replaced UK Generally Accepted Accounting Standards (UK GAAP).
Interoperability		Ensuring that different IT systems can work together – for instance, to ensure GP can access hospital and other records and test results and vice versa even if GPs and hospitals use different digital systems.
Intervention		The term for when a medical, social care or other professional gets involved in a person's healthcare. Early intervention is when this happens before a person's health is severely affected. This term is also used as a general name for a medical or nursing procedure.
Joint Health Overview and Scrutiny Committee	JHOSC	A joint committee of the six boroughs in south east London (Bexley, Bromley, Greenwich, Lambeth, Lewisham and



		Southwark) with members from each Council, to review and respond to the work of the Our Healthier South East London programme.
Joint Strategic Needs Assessment	JSNA	A document which analyses the health needs of a population to inform the commissioning of health, wellbeing and social care services. This document is updated annually.
Keogh / Keogh requirements		Clinical standards set out by NHS England's Sir Bruce Keogh for seven day services across the NHS.
Key Performance Indicators	KPIs	Financial and non-financial data used to measure the performance of an organisation.
King's Fund		An independent charitable foundation working for better health, especially in London.
King's Health Partners	КНР	One of five Academic Health Science Centres in England, made up of Guy's and St Thomas', Kings College Hospital, South London and the Maudsley (SLaM) and King's College London. It works to transfer research into practice, teaching and clinical practice to the benefit of patients.
Learning Disabilities	LD	A reduced intellectual ability and difficulty with everyday tasks – for example household tasks, socialising or managing money – which affects someone their whole life. [Mencap definition]
Length of stay	LOS	The period of time a patient remains in a hospital or other health care facility as an inpatient.
Life expectancy		The theoretical time an average person born today would live if he or she had the same rate of death at each age as people who are alive at the moment.
Local Authority	LA	The governing body of a borough, county, district etc.
Local/ Integrated/ Neighbourhood Care Network	LCN	Networks of professionals working together as a team in the community, including doctors, nurses, social workers, housing support workers, home care workers, voluntary sector groups and therapists, around the needs of the patient. This is a key part of our community-based care strategy. Local care networks are operating in all our boroughs. They are known as LCNs in Southwark, Lambeth, Greenwich and Bexley; Neighbourhood Care Networks in Lewisham; and Integrated Care Networks in Bromley.
Local Digital Roadmap	LDR	The local plan to ensure that "all patient and care records



		will be digital, interoperable and real-time by 2020" in line with the NHS Five Year Forward View. See also interoperability.
Local Medical Committee	LMC	Local Medical Comittees are the local representative committes of NHS GPs and represent their interests in their localities to the NHS health authorities.
London Quality Standards	LQS	These are the minimum standards of care that patients attending A&E / admitted as an emergency or using maternity services should expect to receive in every acute hospital in London. These standards are set out by NHS England and have been agreed by all CCGs. Although they are specific to London, they are consistent with, and sometimes build on, national standards.
Long term conditions	LTC	A long term or chronic condition or illness that cannot be cured but can be managed through medication and/or therapy and that people live with for a long time, such as diabetes, heart disease, dementia and asthma.
Major acute / specialist centres		A large centre which provides acute and /or specialist care for patients with rapid onset or specific illnesses. See also Acute Care and Specialist Care.
Maternity services		Services which care for mothers during pregnancy, labour and after birth, together with their newborn babies.
Memorandum of understanding	MOU or MoU	A formal agreement between two or more parties – locally we have drafted and signed MOUs between all the organisations in south east London that set out how we will work together to develop our services.
Mantal has lith		Mental health refers to emotional and psychological wellbeing. Everyone has mental health and it is just as important as our physical health.
Mental health	МН	Mental health problems range from the worries we all experience as part of everyday life to serious long-term conditions.
Mental health trust	мнт	A Trust that provides specialist mental health services in hospitals and local communities.
Midwife led unit	MLU	A unit which specialises in delivering babies by midwives, without the intervention of a consultant obstetrician.
Minor injury unit	міи	A unit for less serious injuries, such as deep cuts, eye injuries, broken bones, severe sprains, minor head injuries, minor burns and scalds.



Minor surgery (Minor ops)		Small surgical procedures which may be carried out in a range of approved settings.
Model of care		We use this term when we are talking about an overarching design for the provision of a particular type of health care service. For instance, a midwife-led unit model; or a model for the front door of A&E. This is a theoretical model, usually based on evidence-based practice and defined standard.
Monitor		This was an organisation that regulated NHS Foundation Trusts. This is now part of NHS Improvement
Morbidity		Illness or disease
Mortality		Death. On a death certificate in England and Wales, a death is defined by a primary and underlying cause.
Mortality rate		A measure of the number of deaths (in general or due to a specific cause) in a defined population, scaled to the size of that population, per unit of time. National and local mortality rates can be compared and are essential in determining local priorities for services.
Multi-disciplinary/ multi- professional team	MDT	Teams comprising different kinds of staff involved in patient care – this could include GPs, nurses, psychologists, occupational therapists, pharmacists, social care staff, hospital doctors and other specialists.
Multispeciality community provider	МСР	The <u>national MCP model</u> is similar to the local care network model deveoped in south east London, but creates a defined organisation that could hold contracts. We see this model as a framework for the next stage of local care network development.
National Audit Office	NAO	An organisation which scrutinises public spending on behalf of Parliament.
National Health Service	NHS	The NHS is a publicly-funded national healthcare system for the UK, which provides free or low-cost healthcare to all legal residents in the UK.
NHS England	NHS England	This body oversees the day-to-day operation of the NHS from April 2013 as set out in the Health and Social Care Act 2012. It is responsible for commissioning some local services, such as GPs, and all specialised services such as prisons and HIV. It also assures the performance of CCGs.
NHS Improvement	NHSI	This body was formed in April 2016. It regulates and supports all NHS Trusts in England to give patients consistently safe, high quality, compassionate care within



		local health systems that are financially sustainable.
NHS Trust Development Authority	NTDA	This organisation worked with and supported NHS Trusts who had not become Foundation Trusts. The NTDA has been superceeded by NHS Improvement.
National Institute for Clinical Excellence	NICE	Independent organisation that provides national guidance on the promotion of good health and the prevention and treatment of ill health. Also responsible for assessing clinical and cost effectiveness of new treatments and medicines, and formally approving them
Neighbourhoods / Neighbourhood Care Networks		See Local Care Networks.
Neonatal care		The provision of care for newborn infants up to 28 days after birth.
Neonatal intensive care unit	NICU	A hospital unit containing a variety of sophisticated devices and specialist equipment for the management and care of premature and seriously ill newborns.
Never event(s)		Serious patient safety incidents that should not occur if the available preventative measures have been implemented. CCGs are required to monitor never events in their areas and report on them.
New models of care	NMC	Term used by the NHS to describe new ways of organising and delivering care in the community – includes models like the local care networks and new national models like MCPs.
Non-clinical		Staff within the NHS who do not have clinical responsibilities, e.g. administrative, IT, HR etc. This is also referred to as 'back-office'.
Non emergency		Not being or requiring emergency care. See also Emergency Care.
Obesity		Description of an individual with a Body Mass Index (BMI) equal to or greater than 30kg/m ² .
Out of hospital care	ООН	Services that are provided in GP or community clinic settings that give treatment to patients without them having to go into hospital.
Out of hours	ООН	A term usually referring to services available between 6.30pm and 8.00am and at weekends. OoH may also mean Out of Hospital.



Outcome		The result of a health intervention or treatment.
Outpatient / Outpatient services	ОР	A patient who visits a hospital, clinic or associated facility for diagnosis or treatment, and who is not admitted overnight. Also called 'ambulatory' (ie, walking/not in bed) care.
Palliative care		An approach that improves the quality of life of patients and their families facing the problems associated with life-threatening illness, including physical, psychosocial and spiritual issues. See also End Of Life Care
Parity of esteem		Patients' mental health and physical health are to be given equal importance by the services that support them.
Partnership Group		This brings together a wide range of senior clinicians and managers from commissioners, including local authorities, providers of NHS services and advisory bodies and also includes patient and public voices representation. It is an advisory group to the Strategic Planning Group.
Patient Advice and Liaison Service	PALS	Provides patients, carers and their families with confidential advice and support on NHS Services. All information provided to PALS is treated confidentially and no action will be taken without the agreement of the patient or the person concerned. PALS are accessible by phone, email or letter.
Patient and Public Advisory Group	PPAG	A formally constituted group of the STP's patient and public voices (or patient, public and Healthwatch representation) It holds regular meetings to examine and comment on the STP's proposals and reports to the Clinical Executive Group (CEG) and is represented on all CLGs and other groups of the STP.
Patient and Public Involvement	PPI	The active participation of citizens, users and carers and their representatives in the development of health care services.
Patient and Public Voices	PPV	People (usually volunteers) who are part of the strategy development to ensure that the experiences and values of patients and the public are included in all discussions.
Patient feedback		Feedback received from the public via such methods as deliberative events. See also Deliberative Event.
Planned care		Treatment that is planned in advance (i.e. not emergency).
Planned Care Business Case	PCBC	The document that outlines the case for change, financial and clinical details and plans for the proposed elective



		orthopaedic centre.
Personal Medical Services	PMS	PMS agreements are locally agreed contracts between NHS England and a GP practice. PMS contracts offer local flexibility compared to 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 (who can hold a contract).
Point of delivery		The setting, within a hospital, where the patient receives care – this can be A&E, Inpatients or Outpatients.
Population		A group of people with something in common. This might be geographic or characteristic. For examples, the population of Bermondsey, or the population of people living with three or more long term conditions.
Practice-based Commissioning	PBC	PBC engages Practices and other primary care professionals in the commissioning of services.
Preventative Care		See proactive care, below.
Primary care		Used to describe the services provided by GPs, NHS dentists, optometrists (opticians) and community pharmacists. This may also include other community health services.
Private Finance Initiative	PFI	The funding of public infrastructure projects with private capital.
Proactive care		Care that actively seeks to prevent ill health or deterioration in health by intervening and working with people before they get ill (also called preventive care).
Productivity (workstream)		In south east London, we use this term to describe the joint work being undertaken by our 6 provider trusts. By working together, the trusts will seek to make savings and efficiencies for instance by sharing or working together on some back-office (non-patient focussing) functions: HR, finance, or procurement (buying equipment and supplies).
Programme management office	РМО	A single, central support structure, designed to provide assistance to change and delivery initiatives within an organisation.



Protected characteristic		Nine types of characteristic are protected by the Equality Act 2010. (See above) They are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race including nationality and ethnic origin; religion or belief; sex; sexual orientation. This means it is unlawful to discrimate, harass or victimise another person because they have any of these characteristics.
Provider		A hospital, clinic, health care professional, or group of health care professionals who provide a service to patients.
Public health	РН	Public Health is concerned with improving the health of the population rather than treating the diseases of individual patients.
Public sector equality duty	PSED	The PSED of the Equality Act 2010 has two components: A general duty requires public bodies – including all NHS organisations – when considering, carrying out and reviewing their policies, services and functions to have due regard to the need to: eliminate discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations with regard to people with protected characteristics. The specific duties require public bodies to publish information to demonstrate compliance with the PSED and set equality objectives.
Quality and Outcomes Framework	QOF	Part of the contract Primary Care Trusts had with GPs. It is nationally negotiated and rewards best practice and improved quality of services.
Quality, Innovation, Productivity and Prevention	QIPP	An NHS-wide initiative to deliver more and better services and care with fewer resources.
Quartet		This is the term we use for the four leaders of the STP. They are: Amanda Pritchard, Chief Executive of Guys and St Thomas NHS Foundation Trust (also overall lead or SRO); Andrew Bland, Chief Officer of NHS Southwark CCG; Barry Quirk, Chief Executive of the London Borough of Lewisham; and Andrew Parson, GP and Clinical Lead of NHS Bromley CCG.
Referral to Treatment Times	RTT	Standards included in the NHS Constitution that establish a patient's right to be treated within a specified time frame. The Referral to Treatment (RTT) operational standards are that 90 per cent of admitted (requiring at least overnight stay) and 95 per cent of non-admitted (outpatient/day



		case) patients should start consultant-led treatment within 18 weeks of referral.
Ring-fencing		When a portion of an organisation's assets are kept separate and protected. We use this term when we talk about protecting time for certain procedures/operations to be carried out; protecting a budget so that it cannot be cut or used for other things; or using facilities just for one specific service – such as ring-fencing inpatient elective orthopaedic surgery.
Risk assessment / risk register		The process of evaluating the potential risks that may be involved in an activity or undertaking. In the NHS we always carry out risk assessments when planning projects. We hold a risk register where we explain what we think the risks to any given project are; and what we will do to minimise (mitigate) the risk.
Screening		Tests applied to a population at risk to detect problems that have not yet caused symptoms. We use these to detect the early signs of serious diseases and conditions such as cancer and diabetes.
Secondary Care		More specialised care, usually after referral from GP (primary care). This can be provided in a hospital or in the community, e.g. home ward.
Secure Hospitals		High security hospitals or a hospital with secured services.
Self care/self management		Health decisions that people make for themselves and their families to manage their own health and wellbeing. We are developing plans to encourage and support selfcare, sometimes by working with patients to identify goals for their health. See Expert Patient Programme
Serious Incident	SI	Identified as an incident where one or more patients, staff members, visitors or members of the public experience alleged serious or permanent harm.
Single point of access	SPA	The Single Point of Access (SPA) is a service that manages patient referrals from health professionals into all community health services. This makes it easier for patients to access health services.
Smoking cessation		A nationwide NHS strategy to help people who want to stop smoking.
Social care		Non-medical services arranged by local councils to help people in need of support due to illness, disability, old age or poverty. Social care services are available to everyone,



		regardless of background. Not all social care is funded by
		the local authorities.
Social services		Personal care services provided by local authorities for vulnerable people, including those with special needs because of old age, physical or mental disability and children in need of care and protection. Not all social services are funded by the local authorities.
South east London	SEL	The area covered by the London boroughs of Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark.
South East London Commissioning Alliance		From April 2018, the six CCGs in south east London (Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark) are building on their existing collaboration to commission services more efficiently and effectively for local people in each borough and across south east London. Importantly, each CCG in south east London remains the prime and sovereign body for commissioning primary, community, mental health and hospital services for residents in their boroughs. Within this new alliance, the CCGs have agreed to share a single accountable officer and single chief financial officer with four other CCGs (NHS Bromley, Greenwich, Lewisham and Southwark CCGs). From 1 April 2018 the accountable officer is Andrew Bland.
South East London Doctors On Call	SELDOC	A co-operative organisation of member practices which provides out-of-hours services across NHS Lambeth, Southwark and Lewisham CCGs, including telephone advice, GP consultations and home visits.
Specialised Commissioning	Spec Comm	NHS England is responsible for commissioning £15.6 billion of specialised services to meet a wide range of health and care needs. These include a range of services from renal dialysis and secure inpatient mental health services, through to treatments for rare cancers and life threatening genetic disorders. The commissioning of specialised services is a prescribed direct commissioning responsibility of NHS England. In south London we are working with NHS England to develop world-class and sustainable specialised services that meet the needs of patients locally and across England.
Specialist care		Health care limited to a particular branch of medicine or surgery.
Specialist hospital		A hospital which provides specialist care for complex



		conditions. There are none in south east London but patients might be referred to one – for instance, the Royal Marsden cancer hospital or Moorfields Eye Hospital.
Specialist/specialised service		Specialised services are 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.
Stakeholders		The NHS has a wide range of stakeholders that all share an interest in its work, including patients and the public, local and regional NHS organisations, local authorities and social care providers, charities, and the voluntary and community sector.
Standalone		A unit / organisation that operates a discrete service.
Strategic Commissioning Framework	SCF	Produced by the London Primary Care Transformation Clinical Board and Transformation Board, this is a response to the national NHS Five Year Forward View. It provides both a new vision for general practice, and an overview of the considerations required to achieve it.
Strategic Planning Group	SPG	The senior programme board of the STP. A joint group for strategic decision making in south east London. Members are CCG Chairs and COs; Trust Chief Execs; a Local Authority representative; patient representatives and NHS Specialised Commissioning.
Supporting strategies		Workstreams (programmes of work) that have been set up to support the overall aims of the strategy programme. They are: Information and IT; Communications and Engagement; Workforce; Commissioning models; and Estates. These are now known as 'enablers'.
Sustainability and Transformation Partnerships	STP	Following publication of the NHS Five Year Forward view, all NHS regions in England are required to work together and with their local councils. These regions were required to produce a Sustainability and Transformation Plan (STP) for local services. The STPs have since evolved to become Sustainability and Transformation Partnerships.
raitherships		In south east London, our STP is called "Our Healthier South East London". Its programmes of work are jointly carried out by south east London clinical commissioning groups (CCGs), hospitals, community health services and



		mental health trusts, with the support of local councils and members of the public.
		The partnership is working together to deliver the vision laid out in NHS England's Five Year Forward View and ensure financial and clinical sustainability. The current plan covers the period from October 2016 to March 2021.
STP Quartet Executive Group		This is the executive operational delivery group of the STP, making recommendations to the SPG and holding SROs to account. The members are the quartet with the OHSEL programme director.
System-wide		Across the whole of the health service or health and social care system, sometimes specifically in south east London.
Telehealth		The delivery of health-related services and information via telecommunications technologies.
Tertiary care		Very specialised care, usually provided in hospital, where a patient is referred by a secondary care provider.
Trauma		Serious or violent injury and shock to the body, as from violence or an accident.
Trust Special Administrator	TSA	Appointed by the Secretary of State in 2012 to make recommendations in relation to South London Healthcare NHS Trust, which was identified as not sustainable in its existing form.
Unplanned Care		This is care that is not planned or pre-booked with your GP or hospital.
Urgent and Emergency Care	U&EC	The workstream looking at urgent and emergency care in south east London.
Urgent Care (unscheduled)	uc	Care for people needing medical advice, diagnosis and/or treatment quickly and unexpectedly. See Urgent Care Centre.
Urgent Care Centre	ucc	A centre which provides care and treatment for minor illnesses and injuries that require urgent attention but that are not critical or life-threatening.
Value		The impact of outcomes in terms of effectiveness, safety and experience measured against cost.
Vanguards		In January 2015, the NHS invited individual organisations and partnerships to apply to become 'vanguard' sites for the new care models programme, one of the first steps towards delivering the Five Year Forward View and supporting improvement and integration of services.



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		In March, the first 29 vanguard sites were chosen. There
		were three vanguard types – integrated primary and acute
		care systems; enhanced health in care homes; and,
		multispecialty community provider vanguards.
Virtual (home) ward		See home ward
		Not-for-profit organisations set up to offer services to
Voluntary and Community Sector / Organisations	vcs/vco	specific groups in society. These can be run by paid
		professionals as well as volunteers.
Waiting time		The time between the request by a GP for an appointment
		and the actual appointment at an outpatient department
		or of receiving treatment. There are national targets for
		waiting times.
Walk-in centre		A service for residents to see a GP or nurse without an
		appointment.
		A way to measure a worker's involvement in a project. A
Whole Time Equivalent		WTE of 1 relates to an individual working full-time in an
	WTE	area and 0.5 would equate to 50% of time on a project.
		Staffing requirements for an organisation are based on
		WTEs
Willetts Review		This refers to a <u>report</u> by Professor Keith Willett, NHS
		England's Director for Acute Care, on Accident and
		Emergency Care in England.