

ACRONYMS & INITIALISMS* BUSTER

A

A&E - Accident and Emergency
ACS - Accountable Care System
ACO - Accountable Care Organisation
AD - Associate Director
ADT - Admission, Discharge and Transfer
AfC - Agenda for Change
AGM - Annual General Meeting/Annual Governance Meeting
AHP - Advanced Health Professional
AI – Artificial Intelligence. The development of technologies able to carry out tasks that normally require human abilities.
AKI - Acute Kidney Injury
AMM - Annual Members Meeting
AMR - Antimicrobial Resistance
AMU - Acute Medical Unit
AOS - Acute Oncology Service
ANP - Advanced Nurse Practitioner
AR - Annual Report
ASPH - Ashford and St. Peter’s Hospital

CDI - Clostridium Difficile Infection Committee
Cdif/C.Diff - Clostridium Difficile
CEA - Clinical Excellence Awards
CEG – Community Engagement Group
CEO - Chief Executive Officer
CFC – Charitable Funds Committee
CFO - Chief Finance Officer
CHC - Continuing Health Care
CHD - Coronary Heart Disease
CIO - Chief Information Officer
CIP - Continuous Improvement Plan
Cloud – Computing which enables users to share computing resources within an organisation
CoG - Council of Governors
 Comms – Communications
CoS - Chief of Service
CoSec - Company Secretary
CoSRR - Continuity of Service Risk Rating
Covid/Covid-19 – Coronavirus disease
CPA - Care Programme Approach
CNST – Clinical Negligence Schemes for Trusts
CQC - Care Quality Commission
CQUIN - Commissioning for Quality and Innovation
CRAB - Copeland’s Risk Adjusted Barometer
C.Section - Caesarean Section
CSU - Commissioning Support Unit
CT - Computerised Tomography or Charitable Trustees
CTG - Cardiotocography
CVC - Central Venous Catheter

B

BAF - Board Assurance Framework
BAME – Black, Asian and Minority Ethnic
BAU - Business As Usual
BBE - Bare Below Elbow
Blockchain – A database which creates a single, shared digital ledger.
BME - Black and Minority Ethnic
BCF - Better Care Fund
BMA - British Medical Association
BMI - Body Mass Index
BoD - Board of Directors
BSPS – Berkshire and Surrey Pathology Services

D

DBS - Disclosure Barring Service
DGH - District General Hospital
DH/DoH - Department of Health
DIPC - Director of Infection Prevention and Control
DIPU – Diagnostic and Inpatient Unit
DNA - Did Not Attend
DNACPR - Do Not Attempt Cardiopulmonary Resuscitation
DNAR - Do Not Attempt Resuscitation
DNR - Do Not Resuscitate
DoLS - Deprivation of Liberty Safeguards
DoN - Director of Nursing
DoO - Director of Operations
DPA - Data Protection Act
DSU - Day Surgery Unit

C

CAMHS - Child and Adolescent Mental Health Services
CAS - Central Alert System
CAU - Clinical Assessment Unit
CCG - Clinical Commissioning Group
CCU - Coronary Care Unit

DVT - Deep Vein Thrombosis

E

E&D - Equality and Diversity
EAU - Emergency Assessment Unit
EBITDA - Earnings Before Interest, Taxes, Depreciation and Amortization
ECG - Electrocardiogram
ECIST - Emergency Care Intensive Support Team
E-Coli – Escherichia coli
ED - Emergency Department
EDD - Estimated Date of Discharge or Delivery
EDMS - Electronic Document Management System
EEA - European Economic Area
EEG - Electroencephalogram
EHR - Electronic Health Record
EHRC - Equality and Human Rights Commission
EIA - Equality Impact Assessment
ELSCS - Elective Caesarean Section
EM - Emergency Medicine
EMLSCS - Emergency Caesarean Section
ENT - Ear, Nose and Throat
EOLC - End of Life Care
EOLCA - End of Life Care Audit
EPR - Electronic Patient Record
EPRR - Emergency Preparedness, Resilience and Response
ERS - e-Referral System (electronic)
ESD - Early Supported Discharge
ESR - Electronic Staff Record
ETP - Electronic Transmission of Prescriptions

F

FIC - Finance Investment Committee
FBC - Full Business Case
FFT - Friends and Family Test
FH - Frimley Health
FHFT - Frimley Health NHS Foundation Trust
FOI - Freedom of Information
FPH - Frimley Park Hospital
FRR - Financial Risk Rating
FT - Foundation Trust
FTSU – Freedom to Speak Up
FTE - Full Time Equivalent
FYE - Financial Year End

G

GI - Gastrointestinal
GMC - General Medical Council
GMS - General Medical Services
GP - General Practitioner
GRE - Glycopeptide Resistant Enterococci

H

HAI - Hospital Acquired Infection
HASU - Hyper Acute Stroke Unit
HCA - Health Care Assistant
HCAI - Healthcare-Associated Infection
HDU - High Dependency Unit
HEB - Hospital Executive Board
HED - Healthcare Evaluation Data
HEKSS - Health Education Kent, Surrey and Sussex
HETV - Health Education Thames Valley
HH - Heatherwood Hospital
HICC - Hospital Infection Control Committee
HoN - Head of Nursing
HR - Human Resources
HSE - Health and Safety Executive
HSLI – Health System Led Investment
HSMR - Hospital Standardised Mortality Ratio
HTC - Hospital Transfusion Committee
HWB - Health and Wellbeing Board
HWD - Heatherwood
HWP - Heatherwood and Wexham Park
HWPH/H&WPH - Heatherwood and Wexham Park Hospitals

I

I&E - Income and Equity
IaaS – Infrastructure as a Service. Cloud computing hosted by a third party.
IC - Information Commissioner
ICM - Integrated Case Management
ICP - Integrated Care Pathway
ICS - Integrated Care System
ICU - Intensive Care Unit
IEA – Immediate and Essential Actions
IG - Information Governance
IGT/IGTK - Information Governance Toolkit
IM&T - Information Management and Technology

IoT – Internet of Things. A scenario whereby resources or assets are connected to a network that enables them to link, interact and exchange data.

IPCN - Infection Prevention and Control Nurse

IPCT - Infection Prevention and Control Team

IPR - Individual Performance Review

ITU - Intensive Therapy Unit/Critical Care Unit

IV - Intravenous

J

JAG - Joint Advisory Group

JVCI – Joint Committee on Vaccination and Immunisation

K

KPI - Key Performance Indicator

L

LA - Local Authority

LCFS - Local Counter Fraud Specialist

LCS – Lean Competency System

LD - Learning Disability

LHRP - Local Health Resilience Partnership

LiA - Listening into Action

LINAC - Linear Accelerator

LMS – Local Maternity Services

LOS/LoS - Length of Stay

LUCADA - Lung Cancer Audit Data

M

M&M - Morbidity and Mortality

ML - Machine Learning. A specific subset of AI that focuses on learning, reasoning and decision-making.

MADU - Medical Acute Dependency Unit

MAST – Mandatory and Statutory Training

MAU - Medical Assessment Unit

MDT - Multi-Disciplinary Team

MIS – Maternity Incentive Scheme

MHPS - Maintaining High Professional Standards

MIDU - Medical Investigations Day Unit

MIG - Medical Interoperability Gateway

MIU - Minor Injuries Unit

MRI - Magnetic Resonance Imaging

MRSA - Methicillin-Resistant Staphylococcus Aureus

N

NBOCAP - National Bowel Cancer Audit Programme

NCASP - National Clinical Audit Support Programme

NED - Non-Executive Director

NEHF/NEH&F - North East Hants and Farnham

NERC – Non-Executive Remuneration Committee

NHS - National Health Service

NHS FT - NHS Foundation Trust

NHSE - NHS England

NHSI - NHS Improvements (formerly Monitor)

NHSLA - NHS Litigation Authority

NHSP - NHS Professional

NIMS - National Immunisation Management System

NICE - National Institute for Health and Care Excellence

NICU - Neonatal Intensive Care Unit

NMC - Nursing and Midwifery Council

NNU - Neonatal Unit

NOGCA - National Oesophago-Gastric Cancer Audit

NRLS - National Reporting and Learning System/Service

O

O&G - Obstetrics and Gynaecology

OBC - Outline Business Case

ODP - Operating Department Practitioner

OHD - Occupational Health Department

OLM - Oracle Learning Management

OOH - Out of Hours

OP - Outpatient

OPD - Outpatient Department

OSCE - Observed Structured Clinical Exam

OT - Occupational Therapist/Therapy

P

PACS - Picture Archiving and Communications System

PACU - Post-Anaesthetic Care Unit

PALS - Patient Advice and Liaison Service

PAS - Patient Administration System

PAU - Paediatric Assessment Unit

PbR - Payment by Results

PCI - Percutaneous Coronary Intervention

PD - Practice Development

PDC - Public Dividend Capital

PDD - Predicted Date of Discharge

PE - Pulmonary Embolism
PEAT - Patient Environment Action Team
PEIG – Patient Experience and Involvement Group
PET – Patient Experience Tracker
PFI - Private Finance Initiative
PGD – Patient Group Directive
PHE - Public Health England
PICC - Peripherally Inserted Central Catheters
PID - Patient/Person Identifiable Data
PILS - Patient Information Leaflets
PID - Project Initiation Document
PLACE - Patient-Led Assessments of the Care Environment
PMS - Personal Medical Services
PMO - Programme Management Office
POD - Pre-Operative Department
POSSUM - Physiological and Operative Severity Score for the enUmeration of Mortality and Morbidity
PPE - Personal Protective Equipment
PPI - Patient and Public Involvement
PPU – Private Patient Unit
PSED - Public Sector Equality Duty
PSF - Provider Sustainability Fund
PRC – Performance and Remuneration Committee
P

Q

QA - Quality Assurance
QAC - Quality Assurance Committee
QI - Quality Indicator or Quality Improvement
QIP - Quality Improvement Plan
QIPP - Quality, Innovation, Productivity and Prevention
QIA - Quality Impact Assessment
QOF - Quality and Outcomes Framework

R

RAAC – Reinforced Autoclaved Aerated Concrete
RAF - Risk Assurance Framework
RAG - Red Amber Green
RBH - Royal Berkshire Hospital
RCA - Root Cause Analysis
RCN - Royal College of Nursing
RCP - Royal College of Physicians
RCS - Royal College of Surgeons

RIDDOR - Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
RN - Registered Nurse
RSCH - Royal Surrey County Hospital
RTT - Referral to Treatment

S

SaaS – Software as a Service. Cloud computing hosted by a third-party provider
SADU - Surgical Day Unit
SAU - Surgical Assessment Unit (FPH)/Surgical Assessment Unit (WPH)
SCAS/SCAmb - South Central Ambulance Service
SCT - System Control Total
SDIP - Service Development and Improvement Plan
SECAMB - South East Coast Ambulance Service
SFIs – Standing Financial Instructions
SH - Surrey Heath
SHMI - Standard Hospital Morality Index
SHO - Senior House Officer
SI - Serious Incident
SIRI - Serious Incident Requiring Investigation
SIRO - Senior Information Risk Owner
SID - Senior Independent Director
SLA - Service Level Agreement
SLR - Service-Line Reporting
SLT/SaLT - Speech and Language Therapy
SME - Subject Matter Expert
SMR - Standardised Mortality Ratio
SoS - Secretary of State
SPC – Statistical Process Control
SPS - Surrey Pathology Service
SSI(S) - Surgical Site Infections (Surveillance)
SSNAP - Sentinel Stroke National Audit Programme
SSS - Short Stay Surgical Unity
STF - Sustainability and Transformation Funding
STP - Sustainability and Transformation Plan/Partnership
SUI - Serious Untoward Incident

T

TACC - Theatres and Critical Care directorate
TIA - Transient Ischaemic Attack
TLC - Turn off, Lights out, Close doors
TMG - Theatre Management Group

TNA - Training Needs Analysis
TPN - Total Parenteral Nutrition
TOC – Trust Operation Centre
ToR – Terms of Reference
TTA - To Take Away
TTO - To Take Out
TUPE - Transfer of Undertakings (Protection of Employment) Regulations 1981

U

UCB - Urgent Care Board
UI - Untoward Incident
UGI - Upper Gastrointestinal
UTI - Urinary Tract Infection

V

ViP – Values in Practice
VfM - Value for Money
VSM - Very Senior Manager
VTE - Venous Thromboembolism

W

WAM - Windsor and Maidenhead
WHO - World Health Organization
WLI - Waiting List Initiative
WPH - Wexham Park Hospital
WTE - Whole Time Equivalent
WOS – Wholly Owned Subsidiary

Y

YTD - Year to Date

** An acronym is an abbreviation formed from the initial letters of other words and pronounced as a word (e.g. PIN, NICU). An initialism is an abbreviation consisting of initial letters pronounced separately (e.g. BBC, NHS).*

Dictionary

A

Accident & Emergency – hospital department that assesses and treats people with serious injuries and those in need of emergency treatment (NHS is now changing these to Emergency Departments)

Acute – describes a disease of rapid onset, severe symptoms and brief duration

Acute care – specific care for diseases or illness that progress quickly, feature severe symptoms and have a brief duration

Advisory bodies – evaluate, investigate and support government policy development

Agenda for Change – NHS system of pay that is linked to the job content, and the skills and knowledge staff apply to perform jobs

Ambulance trusts – provide emergency access to healthcare

Annual Health Check – the former Healthcare Commission's assessment of the performance of all NHS organisations

Arm's length bodies – standalone national organisations with executive functions, sponsored by the Department of Health. They are accountable to the Department and sometimes directly to parliament

B

Benchmarking – process that helps professionals to take a structured approach to share, compare, identify and develop best practice

Board of Directors (BOD) – the powers of a trust are exercised by the board of directors. Any of those powers may be delegated to a committee of directors or to an executive director. The board of directors is accountable to governors for the performance of the trust

Booked admissions – system that will give all patients a choice of convenient appointments or admission date within a guaranteed maximum waiting time

British Medical Association (BMA) – professional association that represents UK doctors and acts as

an independent trade union, scientific and educational body and publisher

C

C.difficile – a healthcare-associated intestinal infection that most affects elderly patients with other underlying diseases

Caldicott Guardians – senior staff in the NHS and social services appointed to protect patient information

Care services – services that ensure the well-being of the most vulnerable people in society

Care trusts – organisations working in both health and social care offering either social care, mental health services or primary care services

Chief Health Professions Officer (CHPO) – the government's most senior allied health professions advisor

Chief Medical Officer (CMO) – the government’s principal medical adviser and the professional head of all medical staff in England

Chief Nursing Officer (CNO) – responsible for delivering the Government’s strategy for nursing, and leading all England’s nurses, midwives, health visitors and allied health professionals

Chief Pharmaceutical Officer (CPO) – the professional lead within the Department of Health on carrying out the government’s Pharmacy in the Future programme

Chief Scientific Officer (CSO) – responsible for building the capacity and development of the healthcare science workforce

Children’s trusts – trusts that identify what needs to be improved in a local area for children and young people, and then plan services around those needs

Choice – system that gives patients more choice about where and when they receive surgery and other NHS services

Choose and Book – system that allows patients to make their first outpatient appointment at a time, date and place that suits them

Clinical governance – the system through which NHS organisations are accountable for continuously improving the quality of their services and safeguarding high standards of care

Clinical network – health professionals from different NHS organisations working together across institutional and local boundaries to provide care for a particular disease or patient group

Clinical Risk and Safety Board – local NHS boards responsible for establishing a framework for the safe implementation and continuing use of new IT systems in local NHS organisations. The board is made up of clinical representatives including doctors, nurses and other healthcare professionals

Commissioning – the process local authorities and primary care trusts (PCTs) undertake to make sure that services funded by them meet the needs of the patient

Community-based health services – services provided outside of a hospital setting, usually in clinics, surgeries or in the patient’s own home

Community hospitals – local hospitals serving populations of less than 100,000 that provide a range of clinical services

Corporate governance – the system by which organisations are directed, accountable and managed

Cost per case – a cost-per-case agreement occurs where the commissioning authority agrees an allocation for each patient treatment provided
Critical care – an integrated service for critically ill patients when they are in the health system

D

Direct Payments – payments given to individuals to choose, organise and pay for the social care services they need, rather than using the services offered by their local authority

E

Electronic Patient Records (EPR) – a catch-all term covering patient data held in digital form

European Health Insurance Card (EHIC) – card that entitles Europeans to free or reduced cost medical treatment in a European economic area

Expert patient – patients who become experts at managing their conditions on a day-to-day-basis

Expert Patient Programme – programme designed to teach good self-care and self-management skills to people with long-term conditions

F

Foundation trust – NHS hospitals that are run as independent, public benefit corporations, which are both controlled and run locally

FoundationTrust Governors' Association – the only national body that brings governors together so they can understand their role, learn from each other and share best practice

Framework – long-term strategies for improving specific areas of care. They set measurable goals within set timeframes

Freedom of Information Act (FOI) – government act which gives a general right of access to all types of recorded information held by public authorities

G

General Medical Council (GMC) – the statutory body responsible for licensing doctors to practise medicine in the UK

General Medical Services Contract – contract that creates greater flexibility for GPs and represents a significant level of investment in primary care

H

Health economy – all health organisations and staff within an identified area. It includes PCTs, primary care practitioners, NHS trusts and relevant voluntary sector organisations. May also be referred to as a health community

Health Protection Agency – advises the government on public health protection policies and programmes

Health reform – a programme of reforms to the NHS set out in the 10 year NHS plan published in July 2000

Healthcare Acquired Infection (HCAI) or

Healthcare Associated Infection (HAI) – infections such as MRSA and Clostridium difficile that patients or healthcare workers acquire from a healthcare environment such as a hospital or care home

Healthcare Resource Groups (HRGs) – data groups that provide a way of categorising the treatment of patients in order to monitor and evaluate the use of resources

I

Independent sector treatment centres (ISTCs) – private sector treatment centres that offer pre-booked day and short stay surgery, and diagnostic procedures

Infection control – the practices used to prevent the spread of communicable diseases

Integrated care – NHS and local authority health responsibilities are managed together so that care trusts can offer a more efficient and better integrated service

Integrated governance – system that results in the better governing of NHS trusts

K

Knowledge and Skills Framework (KSF) – NHS KSF process involves managers working with individual members of staff to plan their training and development

L

Local Area Agreements (LAAs) – three-year agreement that sets out the priorities for a local area in certain policy fields as agreed between government, local authority and other partners

Local Delivery Plan (LDP) – a plan that every primary care trust (PCT) prepares and agrees with its strategic health authority (SHA) on how to invest its funds to meet its local and national targets

Local Involvement Networks (LINKs) – individuals and groups from across the community who are funded and supported to hold local health and social care services to account

Local Public Service Agreement (LPSA) – an agreement between a local authority and government to improve services in return for extra funding

Local Service Providers – responsible for working with the local NHS to deliver the National Programme for IT systems and services at a local level

M

Mental health trusts – trusts that provide specialist mental health services in hospitals and local communities

Monitor – the independent regulator of NHS foundation trusts that is responsible for authorising, monitoring and regulating them

N

National Information Governance Board for Health and Social Care (NIGB) – provides leadership and promotes consistent standards for information on governance across health and social care. It arbitrates on the interpretation and application of information governance policy and gives advice on matters at national level

National Service Framework (NSFs) – long-term strategies for improving specific areas of care. There are a range of NSFs, which establish a set of minimum national standards of clinical quality and access to services in a series of major care areas and disease groups, including mental health, diabetes, older people, and coronary heart disease. The aim is to drive up performance and decrease geographical variations

National Quality Board – a key aspect of the work to deliver the goal of high-quality care for patients. The aim of the board will be to bring together all those with an interest in improving quality, to align and agree the NHS quality goals, while respecting the independent status of participating organisations. The board's members will have a range of skills and expertise and will include representatives from some of the national statutory and professional bodies that are responsible for the quality of health and social care

National tariff – linked to the Payment by Results policy, the national tariff is a centrally agreed list of prices for particular procedures. The provider of those treatments is paid a fixed amount for each patient undergoing the procedure

Needs assessment – process by which NHS organisations or local authorities use information to judge the health and wellbeing of their population and then decide what services should be provided to meet local needs

NHS Code of Practice – sets out the basic principles underlying public access to information about the NHS. It reflects the government's intention to ensure greater access by the public to information about public services and complements the Code of Access to Information, which applies to the Department of Health

NHS Confederation – an independent membership body that represents NHS organisations as well as some independent health care providers. The NHS Confederation host the Foundation Trust Network (FTN)

NHS Constitution – establishes the principles and values of the NHS in England. It sets out rights to which patients, public and staff are entitled, and pledges which the NHS is committed to achieve, together with responsibilities which the public, patients and staff owe to one another to ensure that the NHS operates fairly and effectively. All NHS bodies and private and third sector providers supplying NHS services will be required by law to take account of this Constitution in their decisions and actions

NHS Improvement Plan – a government plan that sets objectives for the NHS and related agencies
NHS Local Improvement Finance Trust (NHS LIFT) – builds and refurbishes primary care premises that it owns. It rents accommodation to GPs on a lease basis, as well as to other parties such as chemists, opticians and dentists

NICE (National Institute for Health and Clinical Excellence) – body set up as National institute for Clinical Excellence in April 1999 (renamed in April 2005) to decide which health treatments and technologies – from drugs to artificial hips – should be available on the NHS. An independent organisation that provides national guidance on the promotion of good health and the prevention and treatment of ill-health

Non-executive directors (NEDs) for NHS trusts – lay people appointed by the Appointments Commission who sit on the board of NHS trusts and primary care trusts with the executive directors, overseeing the work of the organisation.

Non-executive directors (NEDs) for foundation trusts – lay people appointed by governors. Governors are responsible for appointing, appraising and removing the NEDs. The chair of the trust will be a NED

O

Operating Framework – the guidance produced each year by the Department of Health which outlines national priorities for the NHS

Our NHS, Our Future – a wide-ranging review of the NHS launched in 2007 and led by the health minister Lord Darzi

Outbreak plans – plans developed to combat possible outbreaks of communicable diseases, including outbreaks caused by the deliberate release of biological agents

Outcome-based commissioning – form of commissioning that attempts to make better and more creative use of public funds to provide user services

P

Patient Advice and Liaison Services (PALS) – services that provide information, advice and support to help patients, families and their carers

Patient and public involvement (PPI) – involving the public in shaping a care system’s development, and keeping patients well informed of clinical processes and decisions

Patient choice – giving patients more choice about how, when and where they receive treatment

Patient Environment Action Team (PEAT) – team that assesses environmental cleanliness and food standards in hospitals

Patient pathway – the route followed by the patient into, through and out of the NHS and social care services

Pay Review Body – independent panels which recommend pay awards for NHS staff such as doctors and dentists, nurses and allied health professionals. Appointments to the pay review body are the responsibility of the Prime Minister. Their recommendations are submitted to the Secretary of State for Health, who can authorise the proposed pay rises

Payment by Results (PbR) – transparent rules-based system used for paying trusts that links the allocation of funds to hospitals to the activity they undertake (in other words you get paid for what you do)

Practice-based commissioning (PBC) – is a government policy designed to give GPs, nurses and other primary care professionals the power to decide how NHS money is spent in their local area. GP practices are given ‘virtual’ budgets with which to ‘buy’ services for their populations, with the real money being held by their local primary care trust (PCT)

Primary care – the collective term for all services that are people’s first point of contact with the NHS, eg, GPs and dentists

Primary care trusts (PCT) – an NHS body that has responsibility for the planning and securing of health services in a local area. It must ensure the

availability and accessibility of GPs, dentists and other health providers, as well as hospital treatment, to all in the community it covers

Public health – is concerned with improving the health of the population rather than treating the diseases of individual patients

Public service agreement (PSA) – agreement between each government department and the Treasury, which specifies how public funds will be used to ensure value for money

Q

Quality and Outcomes Framework (QOF) – as part of a new NHS contract, introduced in 2004, GP practices are rewarded for achieving clinical and management quality targets and for improving services for patients within a Quality and Outcomes Framework

R

Royal College of Nursing (RCN) – the world’s largest professional union of nurses. The RCN campaigns on behalf of the profession and helps to develop nursing practices and standards of care

S

Skills for Care – initiative that helps to strategically develop the social care workforce, by supporting employers to improve standards of care through training and development, and workforce planning

Skills for Health – initiative that helps to create a skilled and flexible healthcare workforce

Standardised mortality ratio – the number of deaths in a given year as a percentage of those expected

Special health authorities – provide a service to the whole of England rather than to a local community. They are independent, but can be subject to ministerial direction like other NHS bodies

Strategic health authorities (SHAs) – there are currently 10 strategic health authorities which cover England and they are tasked with providing strategic management support for primary care trusts and hospitals as they improve and develop their services

U

UNISON – public services and essential industries trade union. It represents employees in local government, healthcare, the voluntary sector and elsewhere. The largest trade union in the NHS

W

World Class Commissioning – outlines what it means to be world class commissioners and how world class commissioning will have an impact on the health and well-being of the population. It is a shared vision, which has been developed jointly by the Department of Health and the wider health and care community. It will be delivered by the NHS at a local level