

# NHS ACRONYMS GLOSSARY OF TERMS

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**111:** 111 is the NHS non-emergency number. You should use the NHS 111 service if you urgently need medical help or advice but it's not a life-threatening situation.

## A

**A&C:** Administrative and Clerical.

**A&E:** Accident and Emergency.

**AAU:** Acute Assessment Unit - *A short-stay department, usually less than 48 hours, within some hospitals that is separate to the emergency department (ED). Acute Assessment Units (AAUs) deliver emergency ambulatory care to ensure swift and effective decision making and allow assessment of patients with the aim to prevent prolonged length of stay.*

**AC:** Audit Commission - *The Audit Commission is a statutory corporation in the United Kingdom. The Commission's primary objective is to appoint auditors to a range of local public bodies in England, set the standards for auditors and oversee their work.*

**Acute Care:** *Medical and Surgical treatment usually provided by a hospital.*

**Admission rates:** *Number of people admitted to hospital.*

**Admitted Pathway:** *The care a patient receives when they are admitted to hospital.*

**AEC:** Ambulatory Emergency Care - *patients that can be treated as a short Emergency Care attendance.*

**AfC:** Agenda for Change - *Agenda for Change (AfC) is the current grading and pay system for all NHS staff, with the exception of doctors, dentists and some senior managers.*

**AHP:** Allied Health Professional - *are health care professionals distinct from nursing, medicine, and pharmacy.*

**AMU:** Acute Medical Unit - *The Acute Medical Unit (AMU) is the first point of entry for patients referred to hospital as emergencies by their GP and those requiring admission from the Emergency Department.*

**AMU:** Alongside Midwifery Unit - *a midwifery birthing unit that is on the same site as an obstetric service but not necessarily in the same building or floor as the obstetric unit.*

**AP:** Assistant Practitioner.

**AQP:** Any Qualified Provider - *is an approach to commissioning under which any provider who is able to provide a specific service and meets the required minimum standards can be listed as a possible provider. Patients can choose which provider on the AQP (Any Qualified Provider) list they wish to see.*

## B

**BACK SLAB:** A 'backslab' is a slab of plaster that does not completely encircle the limb and is used for injuries which have resulted in a large amount of swelling. It is secured with a bandage to accommodate the swelling.

**BC:** Business Continuity.

**BCF:** Better Care Fund – *Funding from the Department of Health for local NHS organisations and Councils to work together to plan and deliver integrated care.*

**BMA:** British Medical Association.

## C

**C Section:** Caesarean Section.

**C4C:** Case for Change – sets out why services need to change in south west London.

**CAG:** Clinical Advisory Group.

**Caldicott Guardian:** A senior person responsible for protecting the confidentiality of patient and service-user information and enabling appropriate information-sharing. The Guardian plays a key role in ensuring that the NHS, Councils with Social Services responsibilities and partner organisations satisfy the highest practicable standards for handling patient identifiable information.

**Call to Action:** A Call to Action sets out a request to patients, public, staff and partners to join a national conversation about the future demand on NHS services, the impact of changing health needs and how we will meet these challenges.

**CAMHS:** Child and Adolescent Mental Health Services.

**Care leavers:** Any adult who spent time in care as a child (ie under the age of 18). Such care could be in foster care, residential care (mainly children's homes) or other arrangements outside the child's immediate or extended family.

**CBT:** Cognitive Behavioural Therapy - a type of psychotherapy in which negative patterns of thought about the self and the world are challenged in order to alter unwanted behaviour patterns or treat mood disorders such as depression.

**CC:** Community Care: Locally-based health or social care services provided to patients in and around their home.

**CCG:** Clinical Commissioning Group - NHS organisations set up by the Health and Social Care Act 2012 to organise the delivery of NHS services in England.

**CDG:** Clinical Design Group - develops clinical vision and work programmes for each workstream e.g. Planned Care.

**CDU:** Clinical Decision Unit – short stay medical care.

**CFH:** Connecting for Health - maintains and develops the NHS national IT infrastructure.

**CG:** Clinical Governance - Clinical governance ensures patients receive the highest quality of care possible. Effective clinical governance should guarantee that patient services continuously improve, staff treat patients courteously and involve them in decisions about their care, and that patients have all the information they need about their care, health professionals are up-to-date in their practice and clinical errors are prevented wherever possible.

**CHC:** Continuing Health Care - NHS continuing healthcare is free care outside of hospital that is arranged and funded by the NHS. It is only available for people who need ongoing healthcare. NHS continuing healthcare is sometimes called fully funded NHS care.

**CHS:** Croydon Health Services - Healthcare services in Croydon made up of Croydon University Hospital NHS Trust and Purley Hospital and Urgent Care Centre and Croydon Community Services.

**CI:** Commissioning Intentions - Proposed plans to purchase services in the future.

**CIO:** Chief Information Officer.

**CIP:** Cost improvement plan.

**Clinical Audit:** The systematic, critical analysis of the quality of patient care, including the procedures used for diagnosis and treatment, the use of resources and the resulting outcome and quality of life for the patient.

**Clinician:** A health service professional dealing with clinical rather than administrative issues.

**CMHT:** Community Mental Health Team - *A team of people from different health and social care professions who work in the community to help people recover from, and cope with, a mental health problem.*

**CMO:** Chief Medical Officer.

**CMT:** Clinical Management Team.

**CNO:** Chief Nursing Officer.

**COG:** Chief Officers Group.

**Cohort:** *A group of people with a statistic in common e.g. having been born in the same year.*

**Commissioning:** *Commissioning is the process of planning, agreeing and monitoring services, is not one action but many, ranging from the health-needs assessment for a population, through the clinically based design of patient pathways, to service specification and contract negotiation or procurement, with continuous quality assessment.*

**COPD:** Chronic Obstructive Pulmonary Disease.

**CPN:** Community Psychiatric Nurse.

**CPR:** Child Protection Register.

**CQC:** Care Quality Commission - *The Care Quality Commission (CQC) is an executive non-departmental public body of the Department of Health. It was established in 2009 to regulate and inspect health and social care services in England.*

**CQUIN:** Commissioning for Quality and Innovation - *Commissioning for Quality and Innovation is a payment framework that enables commissioners to reward excellence.*

**CSSU:** Children's Short Stay Unit – *Provides Accident and Emergency (A&E) care for children.*

**CSU:** Commissioning Support Unit - *Commissioning Support Units was set up by PCTs to help CCGs. They are hosted by NHS England (NHSE).*

**CUH:** Croydon University Hospital.

**CVS:** Community & Voluntary Sector.

## **D**

**DASS:** Director of Adult Social Services.

**DAT:** Drug Action Team.

**DCS:** Director of Children's Services.

**DH or DoH:** Department of Health - *The Department of Health is the department of the United Kingdom government responsible for government policy on health and adult social care matters in England, along with a few elements of the same matters which are not otherwise devolved to the Scottish Government, Welsh Government or Northern Ireland Executive.*

**DN:** District Nurse.

**DNA:** Did Not Attend – *A patient who did not turn up to their appointment.*

**DOCS:** Directors of Commissioning.

**DOFS:** Directors of Finance.

**DOS:** Directory of services.

**DPA:** Data Protection Act.

**DPH:** Director of Public Health.

**DQ:** Data quality.

**DRE:** Delivering race equality.

**DSU:** Day Surgery Unit.

**DTC:** Diagnosis and Treatment Centre.

**DTOC:** Delayed transfer of care.

## **E**

**E&D:** Equality and Diversity.

**EAU:** Emergency Assessment Unit - *is an assessment unit which means a patient would be assessed by a member of either the medical, surgical or the orthopaedic team. If required a patient could be transferred to another ward.*

**EBH:** Evidence-based Healthcare.

**EBM:** Evidence-based Medicine.

**ECA:** Emergency Care Assistant.

**ED:** Emergency Department – *also known as Accident and Emergency (A & E).*

**EHR:** Electronic Health Record.

**EI:** Early Intervention - *is a system of coordinated services that promotes the child's age-appropriate growth and development and supports families during the critical early years.*

**EqIA:** Equality Impact Assessment - *An equality impact assessment (EqIA) is a process designed to ensure that a policy, project or scheme does not discriminate against any disadvantaged or vulnerable people.*

**EIP:** Early intervention in psychosis.

**EL:** Elective Care - *Pre-arranged, non-emergency care that includes scheduled operations. It is provided by medical and surgical specialists in a hospital or other secondary care setting. Can also be known as Planned Care (PC).*

**EOC:** Elective Orthopaedic Centre - *A purpose built orthopaedic centre which offers, predominantly knee and hip replacement.*

**EoLC:** End of Life Care - *is defined as care that helps those with advanced, progressive, incurable illnesses to live as well as possible until they die.*

**ESTH:** *Epsom and St Helier University Hospitals NHS Trust.*

## **F**

**FBC:** Full business case.

**FHS:** Family Health Services.

**FOI:** Freedom of Information - *The Freedom of Information Act 2000 is an Act of Parliament of the United Kingdom that creates a public "right of access" to information held by public authorities.*

**FRG:** Finance Review Group.

**FT:** Foundation Trust - *are a type of hospital which are independent from the Department of Health and run on a not-for-profit basis. Foundation Trusts are accountable to local people who can become governors and members. They are authorised and monitored by an independent regulator for NHS Foundation Trusts.*

## **G**

**GDC:** General Dental Council.

**GMC:** General Medical Council.

**GMS:** General Medical Services.

**GP:** General Practitioner.

**GPOOH:** GP out of hours - GP services offered outside of normal working hours.

**GP Safe haven:** Surgeries where GPs can safely see potentially violent patients.

## H

**HCA:** Healthcare Assistants.

**Health Inequalities:** *Differences in health state or status between individuals or groups. These can be measured in various ways such as socioeconomic group, gender, ethnicity or geographical location. Health inequalities may be partly biological in origin but may also be the consequence of human activity.*

**HEE: Health Education England:** *A special health authority of the NHS, with responsibility for education, training and workforce development.*

**HESL:** Health Education South London – *Part of Health Education England (HEE) responsibility for education, training and workforce development within South London.*

**HR:** Human Resources.

**HRA:** Health Research Authority: *An authority responsible for promoting and protecting the interests of patients in health research and for streamlining the regulation of research.*

**HSJ:** Health Service Journal.

**HWBB:** Health and Wellbeing Boards - *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 better the health and wellbeing outcomes of the people in their area.*

**HWE:** Healthwatch England - *Healthwatch England was established under the Health and Social Care Act 2012, which took effect in April 2013. The Healthwatch network is made up of local Healthwatch's across each of the 152 local authority areas and Healthwatch England, the national body. Healthwatch England is the only statutory body whose sole purpose is to understand the needs, experiences and concerns of people who use health and social care services and to speak out on their behalf. The Healthwatch network works together to share information, expertise and learning in order to improve health and social care services.*

## I

**IAPT:** Improving Access to Psychological Therapies (programme) - *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.*

**IC:** Information Commissioner.

**ICT:** Information and Communication Technology.

**ICU:** Intensive Care Unit.

**IFR:** Individual Funding Request - *is a request to fund healthcare for an individual who falls outside the range of services and treatments that the CCG has agreed to commission.*

**IG:** Information Governance - *ensures necessary safeguards for, and appropriate use of, patient and personal information. Key areas are information policy for health and social care, IG standards for systems and development of guidance for NHS and partner organisations.*

**Integrated care:** *A concept that brings together the delivery, management and organisation of services related to diagnosis, treatment, care, rehabilitation and health promotion, in order to improve services in terms of access, quality, user satisfaction and efficiency.*

**IP:** Inpatient - *patient who has to stay in hospital for their treatment.*

## J

**JCG:** Joint Commissioning Group.

**JHWS:** Joint Health and Wellbeing Strategy - *is to inform commissioning decisions across local services so that they are focussed on the needs of service users and communities, and tackle the factors that impact upon health and wellbeing across service boundaries.*

**JSNA:** Joint Strategic Needs Assessment - *looks at the current and future health and care needs of local populations to inform and guide the planning and commissioning (buying) of health, well-being and social care services within a local authority area.*

## K

**KPI:** Key Performance Indicator – *help define and measure progress towards organisational goals. KPIs should focus on a range of areas.*

**KSF:** Key Skills Framework - *The NHS Knowledge and Skills Framework defines and describes the knowledge and skills which NHS staff need to apply in their work in order to deliver quality services. It provides a single, consistent, comprehensive and explicit framework on which to base review and development for all staff.*

**KHFT:** Kingston Hospital NHS Foundation Trust.

## L

**LA:** Local Authority - *an administrative body within local government.*

**LAS:** London Ambulance Service.

**LDP:** Local Delivery Plan – *a plan to show how the Clinical Commissioning Groups (CCGs) will make visible health improvements in the area.*

**LETBs:** Local Education and Training Boards - *Committees of the national body Health Education England (HEE), responsible at a regional level for the training and education of NHS staff, both clinical and non-clinical.*

**LHE:** London Health Economy.

**LHP:** London Health Programmes - *A body which identifies the health needs of Londoners and redesigns services to improve the way healthcare is delivered in the capital.*

**Looked after children:** A **child** who is being **looked after** by the local authority (also known as a **child** in care). They might be living: with foster parents or at home with their parents under the supervision of social services.

**LOS:** Length of stay – The time a patient will spend in hospital.

**LQS:** London Quality Standards – *represent the minimum quality of care patients should expect to receive in every hospital in London. Compliance with these standards will ensure that the assessment and subsequent care of patients would be consultant-delivered, seven days a week, and consistent across all providers of these services.*

**LTC:** Long-term Conditions - *defined as a condition that cannot, be cured but can be controlled by medication and other therapies.*

## M

**MDT:** Multi-Disciplinary Teams - *Groups of professionals from diverse disciplines who come together to provide comprehensive assessment and consultation.*

**MH:** Mental Health.

**MIU:** Minor Injury Units - *Units for less serious injuries, such deep cuts, eye injuries, broken bones, severe sprains, minor head injuries, minor burns and scalds.*

**MLU:** Midwife led birthing units - *Small maternity units which are staffed and, in most cases, run by midwives which offer a homely rather than a clinical environment, supporting women who want a birth with no or few medical interventions.*

**MMT:** Medicines Management Team - *Medicines management is an evidence-based approach to prescribing which balances the safety, tolerability, effectiveness, cost and simplicity of treatments. Good medicines management means that patients receive better, safer and more convenient care.*

**MOC:** Model of Care - *An overarching design for the provision of a particular type of health care service that is shaped by a theoretical basis, evidence based practice and defined standards which broadly define the way health services are delivered.*

**Mortality:** *The rate of actual deaths to expected deaths.*

## **N**

**NAO:** National Audit Office - *An organisation which scrutinises public spending on behalf of Parliament.*

**National Tariff:** *Nationally agreed price for procedures or activities provided by healthcare providers in a hospital setting.*

**NED:** Non-Executive Director.

**NEL:** Non Elective - *care requirement that is not pre-planned.*

**NHS:** National Health Service.

**NHSBSA:** NHS Business Authority Services - *is a Special Health Authority and an Arm's Length Body of the Department of Health which provides a range of critical central services to NHS organisations, NHS contractors, patients and the public.*

**NHSBT:** NHS Blood and Transplant - *a special health authority set up to provide an integrated approach to safe, efficient collection and provision of blood, tissues and organs for transfusion and transplantation.*

**NHSE:** NHS England - *is an executive non-departmental public body of the Department of Health (DoH). NHS England (NHSE) oversees the budget, planning, delivery and day-to-day operation of the commissioning side of the NHS in England as set out in the Health and Social Care Act 2012. It holds the contracts for GPs and NHS dentists.*

**NHSEL:** NHS England London – *Also part of NHS England, the London team are responsible for commissioning London's specialised and primary care services and holding CCGs in London to account.*

**NHSIC:** NHS Information Centre.

**NHSIQ:** NHS Improving Quality - *Part of NHS England, set up to provide improvement and change expertise to support improved health outcomes.*

**NICE:** National Institute for Health and Clinical Excellence - *Independent organisation that provides national guidance on the promotion of good health and the prevention and treatment of ill health.*

**NICU:** Neonatal Intensive Care Unit - *A hospital unit containing a variety of sophisticated devices and specialist equipment for the management and care of premature and seriously ill newborns.*

**Non-admitted:** *Range of care provided to a patient not admitted to hospital pathway for treatment.*

**NON-PbR:** Non-Payable by result - *Activity based on reference costs.*

**NP:** Nurse Practitioner.

**NSF:** National Service Framework - *Long term strategies for improving specific areas of care.*

## O

**OBS:** Obstetrics - *Medical care relating to pregnancy and childbirth provided by specialist doctors.*

**OD:** Organisational Development.

**ONS:** Office for National Statistics - *A government body with an aim to improve understanding of life in the United Kingdom and enable informed decisions through trusted, relevant, and independent statistics and analysis.*

**OOH:** Out-of hours.

**OOHC:** Out of Hospital Care – *provided in a non-acute setting (eg community health centre).*

**OP:** Outpatient - *A patient who comes to the hospital, clinic, or pharmacy for diagnosis and/or treatment but is not hospitalised.*

**OT:** Occupational Therapist/Therapy.

**OTC:** Over-the-counter.

## P

**PALS:** Patient Advice and Liaison Service - *offers confidential advice, support and information on health-related matters. They provide a point of contact for patients, their families and their carers.*

**PAS:** Patient Administration System - *Records the patient's demographics and contact with the hospital, both outpatient and inpatient.*

**Pathology:** *A service to analyse tests to detect disease.*

**Pathway:** *The process of diagnosis, treatment and care.*

**PAU:** Paediatric Assessment Unit - *A unit which provides paediatric assessment and care for children and young people that present with minor or moderate acute illness and/ injury.*

**PbR:** Payment by results - *Transparent rules based system that sets fixed prices (a tariff) for clinical procedures and activity in the NHS, enabling all trusts to be paid the same for equivalent work.*

**PC:** Planned Care - *Is the care provided to people which is planned in advance, for example, surgery which a patient has been booked in for (also known as Elective Care).*

**PCBC:** Pre-consultation business case.

**PCP:** Personal Care Plan - *A plan developed by the patient and their healthcare professional that contains information about the individual's health, lifestyle and options for treatment or care, with the aim of giving the patient greater ownership and responsibility in the management of their care.*

**PH:** Public Health - *Public health is concerned with improving the health of the population rather than treating the diseases of individual patients.*

**PHE:** Public Health England - *is an executive agency of the Department of Health in the United Kingdom that began operating on 1 April 2013. Its formation came as a result of reorganisation of the NHS in England outlined in the Health and Social Care Act 2012. It took on the role of the Health Protection Agency, the National Treatment Agency for Substance Misuse and a number of other health bodies.*

**PICU:** Paediatric Intensive Care Unit - *Area within a hospital specialising in the care of critically ill infants, children and teenagers.*

**PIP:** Patient Information Point.

**PLACE:** Patient-led Assessments of the Care Environment - *self-assessments by a combination of NHS and private/independent health care providers and patients.*

**PPE:** Patient and Public Engagement.

**PPESG:** Patient and Public Engagement Steering Group.

**PPG:** Patient Participation Group.

**PPI:** Patient and Public Involvement.

**Primary Care:** *Healthcare delivered outside hospitals. It includes a range of services provided by GPs, nurses, health visitors, midwives and other healthcare professionals and allied health professionals such as dentists, pharmacists and opticians.*

**PROMS:** Patient Reported Outcome Measures - *assessing the quality of care delivered to NHS patients, from a patient's viewpoint.*

**Provider:** *Healthcare organisation that provides healthcare services to the NHS.*

## Q

**QA:** Quality Assurance.

**QIPP:** Quality, Innovation, Prevention and Productivity - *A programme to achieve up to £20 billion of efficiency savings by 2015 through a focus on quality, innovation, productivity and prevention.*

**QOF:** Quality and Outcomes Framework - *The Quality and Outcomes Framework (QOF) is a system for the performance management and payment of general practitioners in the NHS.*

## R

**RCGP:** Royal College of General Practitioners - *A professional body working to improve the quality of healthcare by ensuring the highest standards for general practice and promotion of the best health outcomes for patients and the public.*

**RCM:** Royal College of Medicine - *An independent, apolitical organisation which provides accredited courses for continuing professional development for doctors, dentists, veterinary surgeons and other healthcare professionals.*

**RCM:** Royal College of Midwifery - *The RCM promotes midwifery, quality maternity services and professional standards. We support and represent our members individually and collectively in all four UK countries. We influence on behalf of our members and for the interests of the women and families for which they care.*

**RCOG:** Royal College of Obstetricians and Gynaecology - *A professional body which encourages the study and advancement of the science and practice of obstetrics and gynaecology.*

**RCP:** Royal College of Physicians - *An independent membership organisation engaging in physician development and raising standards in patient care.*

**RCPCH:** Royal College of Paediatricians and Child Health - *Responsible for training and examining paediatricians in the UK setting standards for professional and postgraduate medical education.*

**RCR:** Royal College of Radiologists - *The professional body responsible for the specialty of clinical oncology and clinical radiology throughout the United Kingdom.*

**RCS:** Royal College of Surgeons - *A college committed to enabling surgeons to achieve and maintain the highest standards of surgical practice and patient care.*

**Re-ablement:** *Services to maximise people's long-term independence, choice and quality of life, while at the same time attempting to minimise the requirement for ongoing support.*

**Reconfiguration:** *The rearrangement of services or facilities to achieve the maximum cost, clinical and patient benefit.*

**RMH:** The Royal Marsden NHS Foundation Trust.

**RN:** Registered Nurse.

## S

**SAMU:** Standalone Midwifery Led Unit - *a midwifery birthing unit that is not in the same site as an obstetric service.*

**SCB:** Strategic Commissioning Board - *Commissioner-led and clinically-driven. Steers and make decisions on the development and delivery of the 5 year strategy.*

**SCBU:** Special Care Baby Unit - *Special care and short term intensive care for babies.*

**Secondary Care:** *Secondary care is the health care services provided by medical specialists and other health professionals who generally do not have first contact with patients, for example, cardiologists, urologists and dermatologists.*

**SES:** Single Equality Scheme (Department of Health) - *The Single Equality Scheme (SES) is effectively a strategy and action plan detailing the Trust's commitment and approach to all forms of equality and human rights.*

**SGH:** St George's University Hospitals NHS Foundation Trust.

**SHH:** St Helier Hospital University Hospital NHS Trust.

**SI:** Serious Incident.

**SLA:** Service Level Agreement - *An SLA is simply a document that sets out an agreement between two or more parties, describing the expectations and requirements of each party.*

**SLAM:** South London and the Maudsley Mental Health Trust.

**SMT:** Senior Management Team.

**Special notes:** *Information recorded about patients with complex health and social care needs where health professionals could not effectively meet the needs of these patients without such additional information being made available.*

**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.*

**Summary Care Record (SCR):** *Your summary Care Record contains important information from the record held by your GP practice and includes details of any medicines you are taking, any allergies you suffer from and any bad reactions to medicines that you have previously experienced. Your Summary Care Record also includes your name, address, date of birth and your unique [NHS Number](#) to help identify you correctly.*

**SUS:** Secondary Uses Service: *The Secondary Uses Service (SUS) is 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.*

**SWL Forum:** *The south west London Collaborative Commissioning Forum acts as an advisory group to the south west London Strategic Commissioning Board (SCB). Its primary responsibility is to provide advice, input and challenge plans developed by the south west London Collaborative Commissioning Programme.*

**SWL:** South West London - *South west area of London made up of Wandsworth, Sutton and Merton, Kingston, Richmond and Croydon.*

**SWLCC:** South West London Collaborative Commissioning.

**SWLEOC:** South West London Elective Orthopaedic Centre.

**SWLMN:** South West London Maternity Network.

**SWLSTG:** South West London and St George's Mental Health Trust.

## **T**

**TDA:** Trust Development Authority - *A Special Health Authority of the Department of Health, responsible for overseeing the performance management and governance of NHS Trusts and managing their progress towards Foundation Trust (FT) status.*

**Tertiary Care:** *Care for people requiring complex treatments, usually in a specialist centre. People may be referred for tertiary care (for example, a specialist stroke unit) from either primary care or secondary care.*

**The Kings Fund:** *A charity seeking to understand how the health system in England can be improved.*

## **U**

**UC:** Urgent Care - *Care for people needing medical advice, diagnosis and/or treatment quickly and unexpectedly.*

**UCC:** Urgent Care Centre - *Units primarily used to treat patients who have an injury or illness that requires immediate care but is not serious enough to warrant a visit to an emergency department.*

## **V**

**VCS:** Voluntary and Community Sector.

**VFM:** Value for money.

**VSM:** Very Senior Managers.

## **W**

**WIC:** Walk in centre: *Centres that offer patients fast and convenient access to treatment and information without an appointment.*

**WTE:** Whole time equivalent: *A way to measure a worker's involvement in a project. A WTE of 1 relates to an individual working full time in an area and 0.5 would equate to 50% of time on a project.*