

<b>ACRONYMS</b>	<b>MEANING</b>
<b>A&amp;E</b>	Accident & Emergency
<b>ACS</b>	Accountable Care System
<b>ADASS</b>	Association of Directors of Adult Social Services
<b>AWD</b>	Acting Workforce Director
<b>APMS</b>	Alternative Provider Medical Services (a type of Primary Care contract)
<b>AQP</b>	Any Qualified Provider
<b>ARAC</b>	Audit and Risk Assurance Committee
<b>BAF</b>	Board Assurance Framework
<b>BAME</b>	Black, Asian and minority Ethnic
<b>BAU</b>	Business as Usual
<b>BCP</b>	Business Continuity Plan
<b>BMA</b>	British Medical Association
<b>BWC</b>	Birmingham Women's and Children's NHS Trust Foundation Hospital
<b>CAS</b>	Clinical Assessment Service
<b>CCG</b>	Clinical Commissioning Group
<b>CCG IAF</b>	Clinical Commissioning Group Improvement and Assessment Framework
<b>CCU</b>	Clinical Care Unit
<b>CEG</b>	Clinical Effectiveness Group
<b>CEO</b>	Chief Executive Officer
<b>CEPN</b>	Community Education Provider Network
<b>CHC</b>	Continuing Healthcare
<b>CHP</b>	Community Health Partners
<b>CHS</b>	Community Health Systems
<b>CNST</b>	Clinical Negligence Scheme for Trusts
<b>CRL</b>	Crown Rump Length (Measure of foetal / baby)
<b>CS</b>	Company Secretary
<b>CSD</b>	Corporate Services Director
<b>COO</b>	Chief Operating Officer
<b>CPD</b>	Continuing Professional Development
<b>CRL</b>	Capital Resource Limit
<b>CQC</b>	Care Quality Commission
<b>CQRM</b>	Clinical Quality Review Meeting
<b>CQUIN</b>	Commissioning for Quality and Innovation (Payment Framework)
<b>CSU</b>	Commissioning Support Unit
<b>CT</b>	Computerised Tomography (CT) Scan
<b>CTO</b>	Community Treatment Order
<b>CYP</b>	Children & Young People
<b>DES</b>	Direct Enhanced Service
<b>DIPC</b>	Director of Infection Prevent & Control
<b>DMO1</b>	Diagnostics Waiting Times
<b>DoH / DH</b>	Department of Health
<b>DRSS</b>	Diabetes Retinopathy Screening Service
<b>DToC</b>	Delayed Transfers of Care
<b>DTS</b>	Director of Transformation & Strategy
<b>ECIST</b>	Emergency Care Intensive Support Team
<b>ED</b>	Emergency Department
<b>EPCS</b>	Extended Primary Care Service
<b>EPCT</b>	Extended Primary Care Team
<b>EPR</b>	Electronic Patient Record

<b>EPRR</b>	Emergency Planning Resilience & Response
<b>ESIRG</b>	Executive Serious Incident Group
<b>FOI</b>	Freedom of Information
<b>FPAC</b>	Finance and Performance Assurance Committee
<b>GB</b>	Governing Body
<b>GCC</b>	Good Corporate Citizen
<b>GIRFT</b>	Getting It Right First Time
<b>GMC</b>	General Medical Council
<b>GMS</b>	General Medical Services (a type of Primary Care contract)
<b>GP</b>	General Practitioner
<b>HBPoS</b>	Health Based Places of Safety
<b>HEE</b>	Health Education England
<b>HMT</b>	Her Majesty's Treasury
<b>HoM</b>	Head of Midwifery
<b>HoT</b>	Head of Terms (Contract Summary)
<b>HRBP for ER</b>	Human Resources Business Partner for Employee Relations
<b>HSSF</b>	Health Safety Security & Fire
<b>IAPT</b>	Increasing Access to Psychological Therapy
<b>ICC</b>	Integrated Care Committee
<b>ICD</b>	International Classification of Diseases
<b>ICP</b>	Integrated Care Partnership
<b>ICS</b>	Integrated Care System
<b>IDSP</b>	Interim Director of Strategy & Planning
<b>IFD</b>	Interim Finance Director
<b>IG</b>	Information Governance
<b>IMCA</b>	Independent Mental Capacity Advocate
<b>IMR</b>	Infant Mortality Rate
<b>IMT</b>	Information Management & Technology
<b>ICN</b>	Interim Chief Nurse
<b>ICS</b>	Integrated Care System
<b>IDG</b>	Interim Director of Governance
<b>IPR</b>	Integrated Performance Report
<b>IPS</b>	Individual Placement & Support Schemes
<b>ITT</b>	Invitation to Tender
<b>ITU</b>	Intensive Therapy Unit
<b>IUC</b>	Integrated Urgent Care
<b>JCC</b>	Joint Commissioning Committee
<b>JNCC</b>	Joint Negotiating Consultative Committee
<b>JSNA</b>	Joint Strategic Needs Assessment
<b>JVCI</b>	Joint Committee on Vaccination and Immunisations
<b>KLOE</b>	Key Lines of Enquiry
<b>KPI</b>	Key Performance Indicator
<b>LAP</b>	Local Area Partnership
<b>LA</b>	Local Authority
<b>LCFS</b>	Local Counter Fraud Specialist
<b>LD</b>	Learning Disability
<b>LD SAF</b>	Learning Disability Self-Assessment Framework
<b>LES</b>	Local Enhanced Service
<b>LMC</b>	Local Medical Committee
<b>LNC</b>	Local Negotiating Committee

<b>MD</b>	Medical Director
<b>MHCC</b>	Mental Health Commissioning Committee
<b>MHPS</b>	Maintaining High Professional Standards
<b>MHRA</b>	Medicines and Healthcare products Regulatory Agency
<b>MIAA</b>	Mersey Internal Audit Agency
<b>MM</b>	Medicines Management
<b>MoC</b>	Management of Change
<b>MoLCV</b>	Medicines of Limited Clinical Value
<b>MoU</b>	Memorandum of Understanding
<b>MPIG</b>	Minimum Practice Income Guarantee
<b>MRI</b>	Magnetic Resonance Imaging
<b>MSK</b>	Musculoskeletal
<b>MTP</b>	Maternity Transformation Plan
<b>NDPP</b>	National Diabetes Prevention Programme
<b>NHS PS</b>	NHS Property Services
<b>NHSE</b>	NHS England
<b>NHSI</b>	NHS Improvement
<b>NHSR ENS</b>	NHS Resolution Early Notification Scheme
<b>NICE</b>	National Institute of Health and Care Excellence
<b>NIQAM</b>	Nursing Incident Quality Assurance Group
<b>NMC</b>	Nursing Midwifery Council
<b>OOH</b>	Out of Hours
<b>OPD</b>	Outpatients Department
<b>OPE</b>	One Public Estate
<b>OSCE</b>	Objective Structure Clinical Examination
<b>PALS</b>	Patient Advice and Liaison Service
<b>PAU</b>	Paediatric Assessment Unit
<b>PbR</b>	Payment by Results
<b>PCCC</b>	Primary Care Commissioning Committee
<b>PCH</b>	Primary Care Home
<b>PCR</b>	Polymerase Chain Reaction
<b>PCT</b>	Primary Care Trust
<b>PHE</b>	Public Health England
<b>PMRT</b>	Perinatal Mortality Review
<b>PMS</b>	Personal Medical Services (a type of Primary Care contract)
<b>PPE</b>	Patient & Public Engagement
<b>PPE</b>	Personal Protection Equipment
<b>PPG</b>	Patient & Public Group
<b>PREM</b>	Patient Reported Experience Measure
<b>PRH</b>	Princes Royal Hospital
<b>PROM</b>	Patient Reported Outcome Measure
<b>PTL</b>	Patient Treatment List
<b>QICIC</b>	Quality Improvement Committees in Common
<b>QIPP</b>	Quality, Innovation, Productivity and Prevention
<b>QOF</b>	Quality Outcome Framework (Assessor Validation Reports)
<b>QR</b>	Quick Response
<b>QSAC</b>	Quality & Safety Assurance Committee
<b>R&amp;D</b>	Research & Development
<b>RAG</b>	Red, Amber, Green
<b>RALIG</b>	Review Action and Learning from Incidents Group

<b>RC</b>	Remuneration Committee
<b>RJAH</b>	Robert Jones and Agnes Hunt Orthopaedic Hospital
<b>ROI</b>	Return on Investment
<b>RSH</b>	Royal Shrewsbury Hospital
<b>RTT</b>	Referral To Treatment
<b>SaTH</b>	Shrewsbury & Telford Hospital
<b>SDEC</b>	Same Day Emergency Care
<b>SEP</b>	Strategy Estates Plan
<b>SFH</b>	Sherwood Forest Hospital NHS Foundation Trust
<b>ShropCom</b>	Shropshire Community Healthy NHS Trust
<b>SI</b>	Serious Incident
<b>SIO</b>	Senior Investigation Officer
<b>SIP</b>	System Improvement Plan
<b>SMI</b>	Severe Mental Illness
<b>SOAG</b>	Sath Safety Oversight and Assurance Group
<b>SPA</b>	Single Point of Access
<b>SPR</b>	Service Program Review
<b>SRO</b>	Senior Responsible Officer
<b>STP</b>	Sustainability & Transformation Plan or Partnership
<b>SVOC</b>	System Vaccination Operations Centre
<b>TOIL</b>	Time Off In Lieu
<b>TOR</b>	Terms of Reference
<b>TSCL</b>	Transforming Services Changing Lives
<b>TST</b>	Transforming Services Together
<b>UCC</b>	Urgent Care Centre
<b>UCWG</b>	Urgent Care Working Group
<b>UEC</b>	Urgent & Emergency Care
<b>UHB</b>	University Hospital Birmingham
<b>UTC</b>	Urgent Treatment Centre
<b>VfM</b>	Value for Money
<b>WDES</b>	Workforce Disability Equality Standard
<b>WRaPT</b>	Workforce to Raise Awareness of Prevent
<b>WRES</b>	Workforce Race Equality Standard
<b>WTE</b>	Whole Time Equivalent
<b>WLI</b>	Waiting List Initiative