

Acronym Buster.

A

AACE Association of Ambulance Chief Executives

AAR after action review

ABHI Association of British Healthcare Industries

ABPI Association of the British Pharmaceutical Industry

AC Audit Commission

ACAD ambulatory care and diagnostic unit

ACCEA Advisory Committee on Clinical Excellence Awards

ACDP Advisory Committee on Dangerous Pathogens

ACEVO Association of Chief Executives of Voluntary Organisations

ACG adjusted clinical group

ACRA Advisory Committee on Resource Allocation

ACS ambulatory care-sensitive (conditions)

ADASS Association of Directors of Adult Social Services

ADCS Association of Directors of Children's Services

A&E accident and emergency

AEC ambulatory emergency care

AfC Agenda for Change

AGNSS Advisory Group for National Specialised Services

AHCS Academy for Healthcare Science

AHP allied health professional

AHSC academic health science centre

AHSN academic health science network

AIR (strategic health authority) annual innovation report

ALB arm's-length body

ALE auditors' local evaluation

ALTO arm's-length trading organisation

AM Assembly Member (Wales)

AME annually managed expenditure

AMHP approved mental health professional

AMR antimicrobial resistance

AoMRC Academy of Medical Royal Colleges

AMU acute medical unit

AP assistant practitioner

APMS alternative provider medical services

APT anatomical pathology technologist

AQI ambulance quality indicator

AQP any qualified provider

AQuA Advancing Quality Alliance

ASCOF Adult Social Care Outcomes Framework

ASI appointment slot issues

ASN Ambulance Service Network

ASPC Association of Surgeons in Primary Care

ASPIH Association for Simulated Practice in Healthcare

AT area team

AVR Accredited Voluntary Registers

AWD agency workers directive

AWR agency workers regulations

B

BADS British Association of Day Surgery
BAF Board Assurance Framework
BDA British Dental Association
BIS (Department for) Business, Innovation and Skills
BMA British Medical Association
BME black and minority ethnic
BNF British National Formulary
BRC biomedical research centre
BROMI Better Regulation of Medicines Initiative
BPT best practice tariff
BRU biomedical research unit
BTBC Better Training Better Care (programme)

C

CAA comprehensive area assessment
CAG Confidentiality Advisory Group
CAJE computer aided job evaluation
CAMHS child and adolescent mental health services
CARU clinical audit and research unit
CAS Central Alert System
CAT computerised axial tomography (scan)
CAT crisis assessment and treatment

CAU clinical assessment unit

CBRNE chemical, biological, radiological, nuclear and explosive hazards

CBT cognitive behavioural therapy

c-CBT computerised cognitive behavioural therapy

CCG clinical commissioning group

CCP Co-operation and Competition Panel

CCP critical care paramedic

CCT community care team

CCU coronary care unit

CDF Cancer Drugs Fund

CDMI Clinical Digital Maturity Index

CDO chief dental officer

CDS commissioning data sets

CDU clinical decision unit

CEA clinical excellence awards

CEAC Clinical and Excellence Awards Committee (Northern Ireland)

CEM College of Emergency Medicine

CEMACH Confidential Enquiry into Maternal and Child Health

CEP Centre for Evidence-based Purchasing

CES care episode service

CFH (NHS) Connecting for Health

CfWI Centre for Workforce Intelligence

CHC community health council

CHC NHS continuing healthcare

CHCP community health and care partnership (Scotland)

CHD coronary heart disease

CHI community health index (Scotland)

CHMS community health and miscellaneous services

CHP community health partnership (Scotland)

CHRE Council for Healthcare Regulatory Excellence

CIC community interest company

CIMP clinical information management programme

CIO chief information officer

CIP cost improvement programme

CLAHRC collaboration for leadership in applied health research and care

CLG (Department of) Communities and Local Government

CMB corporate management board (Department of Health)

CMD common mental disorder

CME continuing medical education

CMHT community mental health team

CMO chief medical officer

CNO chief nursing officer

CNST Clinical Negligence Scheme for Trusts

CO Cabinet Office

COBIC capitated outcomes-based incentivised contracts

COF Commissioning Outcomes Framework

COMARE Committee on Medical Aspects of Radiation in the Environment

COMEAP Committee on the Medical Effects of Air Pollutants

COSLA Convention of Scottish Local Authorities

CPA care programme approach

CPAG Clinical Priorities Advisory Group (Department of Health subcommittee)

CPCF Community Pharmacy Contractual Framework

CPD continuing professional development

CPN community psychiatric nurse

CPPE Centre for Pharmacy Postgraduate Education

CPR Child Protection Register

CQC Care Quality Commission

CQI clinical quality indicator

CQRS Calculating Quality Reporting Service

CQUIN commissioning for quality and innovation

CRB Criminal Records Bureau

CRD Centre Reviews and Dissemination (n.b note change from Research to Reviews)

CRES cash releasing efficiency scheme

CRG clinical reference group

CRL capital resource limit

CROM clinician reported outcome measure

CRS (NHS) Care Records Service

CRS commissioner requested services

CSA Common Services Agency

CSO chief scientific officer

CSO civil society organisation

CSO commissioning support organisation

CSP Chartered Society of Physiotherapy

CSR comprehensive spending review

CSS commissioning support service

CSU commercial support unit

CSU commissioning support unit

CTLD community team for learning disabilities

CTO community treatment order

CTO compulsory treatment order

CTP care trust plus

D

DAT drug action team

DBS disclosure and barring service

DBSs directly bookable services

DCMS Department for Culture, Media and Sport

DCS director of children's services

DDRB doctors and dentists (pay) review body

DECC Department of Energy and Climate Change

DEFRA Department for Environment, Food and Rural Affairs

DEL departmental expenditure limit

DES directed enhanced services

DfE Department for Education

DFP Department of Finance and Personnel (Northern Ireland)

DfT Department for Transport

DFT distance from target

DGH district general hospital

DH or DoH Department of Health

DHSS Department for Health and Social Services (Wales)

DHSSPS Department of Health, Social Services and Public Safety
(Northern Ireland)

DMB departmental management board (Department of Health)

DMS Defence Medical Services

DQ data quality

DRG diagnosis-related group

DNA did not attend

DNAR do not attempt resuscitation

DNR do not resuscitate

DoLS Deprivation of Liberty Safeguards

DPA Data Protection Act

DPH director of public health

DPHHP Department for Public Health and Health Professions (Wales)

DPR Data Protection Registrar

DRE delivering race equality

DSO departmental strategic objective

DsPH directors of public health

DSSA delivering same-sex accommodation

DSU day surgery unit

DTOC delayed transfer of care

DTC diagnosis and treatment centre

DV domestic violence

DWP Department for Work and Pensions

E

EAU emergency assessment unit

EBCD experience-based co-design

EBH evidence-based healthcare

EBM evidence-based medicine

EBS emergency bed service

ECA emergency care assistant

ECCT extended community care team (NHS Scotland)

ECHR European Convention on Human Rights

ECJ European Court of Justice

ECN extended choice network

ECT enhanced care teams

E&D equality and diversity

ED emergency department

EDC emergency dispatch centre

EDC (NHS) Equality and Diversity Council

EDD estimated date of discharge

EDS (NHS) Equality Delivery System

EFL external financing limit

e-GIF (electronic) Government Interoperability Framework

EHC emergency hormonal contraception

EHPF European Health Policy Forum

EHIC European health insurance card

EHR electronic health record

EHRG equality and human rights group (Department of Health)

EI early intervention

EIA equality impact assessment

EIP early intervention in psychosis

e-KSF (electronic) Knowledge and Skills Framework

EM emergency medicine

ENDPB executive non-departmental public body

ENT ear, nose and throat

EO employers' organisation

EOC emergency operation centre

EOF Education Outcomes Framework

EPaCCS electronic palliative care coordination systems

EPP Expert Patient Programme

EPR electronic patient record
EPRR emergency preparedness, resilience and response
EPS electronic prescription service
ERDB England Revalidation Delivery Board
ERIC Estates Return Information Collection
ERMA emergency response management arrangements
ESD early supported discharge
ESR electronic staff record
ETP electronic transmission of prescriptions
ETS emissions trading scheme (EU)
EWTD European working-time directive

F

FBC full business case
FCE finished consultant episode
FCN free choice network
FESC Framework for procuring External Support for Commissioners
FFT Friends and Family Test
FHS family health services
FIMS Financial Information Management System
FMP financial management programme
FNP family nurse partnership
FNP family nurse practitioner
FOI freedom of information
FOIA Freedom of Information Act

FPNC free personal and nursing care (NHS Scotland)

FSA Food Standards Agency

FT foundation trust

FTGA Foundation Trust Governors' Association

FTN Foundation Trust Network

FY foundation year

G

GDC General Dental Council

GDS general dental services

GMB British trade union

GMC General Medical Council

GMS general medical services

GO Government Office (of the English Regions)

GOS general ophthalmic services

GPC (BMA) General Practitioners Committee

GPES General Practice Extraction Service

GPhC General Pharmaceutical Council

GPS government procurement services

GPSoC GP systems of choice

GPSI or GPwSI general practitioner with a special interest

GSCC General Social Care Council

GTAC Gene Therapy Advisory Committee

GTN (UK) Genetic Testing Network

GWC General Whitley Council

H

HA health authority

HALO hospital ambulance liaison officer

HaN Hospital at Night (services)

HARTS hazardous area response team

HASU hyper acute stroke unit

HAZ health action zone

HAZMAT hazardous materials

HB health board

HCA health care assistant

HCAI healthcare-associated infection

HCHS hospital and community health services

HCPC Health and Care Professions Council

HCW Health Commission Wales

HDL Health Department letter

HDU high dependency unit

HEA Higher Education Academy

HEAT health efficiency access treatment (targets – Scotland)

HEE Health Education England

HEFCE Higher Education Funding Council for England

HEI Healthcare Environment Inspectorate (Scotland)

HEI higher education institution

HEMS helicopter emergency medical service

HENSE Health and Education National Strategic Exchange

HES hospital episode statistics

HFEA Human Fertilisation and Embryology Authority

HFMA Healthcare Financial Management Association

HGC Human Genetics Commission

HIA health impact assessment

HIEC health innovation and education cluster

HIMP health improvement and modernisation plan

HIW Health Inspectorate Wales

HLC healthy living centre

HLE healthy life expectancy

HMO health maintenance organisation (USA)

HoNOS health of the nation outcome scales

HOSC health overview and scrutiny committee

HPA Health Protection Agency

HPU health protection unit

HPMA Healthcare People Management Association

HQIP Healthcare Quality Improvement Partnership

HRA Health Research Authority

HRG healthcare resource group

HSC (House of Commons) health select committee

HSC health and social care (Northern Ireland)

HSCI health service cost index

HSCIC Health and Social Care Information Centre

HSCT health and social care trust (Northern Ireland)

HSCVF Health and Social Care Volunteering Fund (Department of Health)

HSDU hospital sterilisation and disinfection unit

HSE Health and Safety Executive

HSE Health Survey for England

HSJ Health Service Journal

HSMR hospital standardised mortality ratio

HSR health service research
HSS health science services
HSRN Health Services Research Network
HTA health technology assessment
HUI Health Utilities Index
HWB health and wellbeing board
HWE Healthwatch England



IAA information asset administrator
IAO information asset owner
IAPT Improving Access to Psychological Therapies (programme)
IBP integrated business plan
IC information commissioner
ICAS Independent Complaints Advocacy Service
ICASE Integrated Care and Support Exchange
ICD international classification of diseases
ICO integrated care organisation
ICP integrated care pathway
ICP integrated care pilot
ICR (NHS) injury costs recovery (scheme)
ICT information and communication technology
ICU intensive care unit
IDCR integrated digital care record
IG information governance
IGTK information governance toolkit

IHI Institute for Healthcare Improvement

IHW innovation health and wealth

IMAS interim management and support

IMB integrated management board

IMCA independent mental capacity advocate

ImROC Implementing Recovery through Organisational Change(programme)

IM&T information management and technology

IP information prescriptions

IP inpatient

IPR individual performance review

IPS individual placement and support

IQI indicators for quality improvement

IRP Independent Reconfiguration Panel

ISA Independent Safeguarding Authority

ISB Information Standards Board for Health and Social Care

ISCAS Independent Sector Complaints Adjudication Service

ISCG Informatics Services Commissioning Group

ISD Information and Statistics Division (Scotland)

ISMS information security management system

ISN information standard notice

ISP independent sector provider

ISTC independent sector treatment centre

IWL Improving Working Lives

J

JCP Jobcentre Plus

JCVI Joint Committee on Vaccination and Immunisation

JHWS joint health and wellbeing strategy

JIP joint investment plan

JNC Joint Negotiating Committee

JSNA joint strategic needs assessment

K

KLOE key lines of enquiry

KPI key performance indicator

KSF (NHS) Knowledge and Skills Framework

L

LA local authority

LAA local area agreement

LAC looked after children

LAL local authority letter

LAS locum appointment for service

LAT locum appointment for training

LCFS local counter fraud specialist

LCP Liverpool Care Pathway

LDP local delivery plan

LES local enhanced services

LETBs local education and training boards

LGA Local Government Association

LHB local health board (Wales)

LHP local health plan

LHRP local health resilience partnership

LHW local HealthWatch

LINK local involvement network

LIS local implementation strategy

LIT local implementation team

LKS library and knowledge service

LMC local medical committee

LPN local professional network

LPSA local public service agreement

LQAF (NHS) Library Quality Assurance Framework

LRF local resilience forum

LSCB local safeguarding children board

LSP local service provider

LSP local strategic partnership

LTA long-term agreement

LTC long-term conditions

M

MAC Migration Advisory Committee

MADL medical and dental education levy

MARS mutually agreed resignation scheme

MASH Multi-Agency Safeguarding Hub

MAU medical assessment unit

MBC Metropolitan Borough Council

MCN managed clinical network

MCO managed care organisation

MDA medical device alert

MDHU Ministry of Defence hospital unit

MDT multi-disciplinary team

MDT multi-drug therapy

MEE Medical Education England

MERIT medical emergency response incident teams

MFF market forces factor

MHCT mental health clustering tool

MHMDS mental health minimum dataset

MHRA Medicines and Healthcare Products Regulatory Agency

MHRT mental health review tribunal

MIP Managers in Partnership

MIU minor injuries unit

MLA Member of the Legislative Assembly (Northern Ireland)

MLU midwife led unit

MMC Modernising Medical Careers

MMH maternal mental health

MMR measles, mumps, rubella (vaccination)
MoJ Ministry of Justice
MPET multi-professional education and training
MPIG minimum practice income guarantee
MQI measuring for quality improvement
MRC Medical Research Council
MRI magnetic resonance imaging
MRSA methicillin-resistant *Staphylococcus aureus*
MSC modernising scientific careers
MSP Member of the Scottish Parliament
MST multi-systemic therapy
MTC major trauma centre
MTS (NHS) management training scheme
MUR medicines use review
MUS medically unexplained symptoms
MWIA mental well-being impact assessment

N

N3 new national network
NAG National Advisory Group
NAGCAE National Advisory Group on Clinical Audit and Enquiries
NAMPS National Association of Medical Personnel Specialists
NAO National Audit Office
NAPC National Association of Primary Care
NARU National Ambulance Resilience Unit

NAW National Assembly for Wales

NBAP national booked admissions programme

NBI national beds inquiry

NCAF National Clinical Audit Forum

NCAPOP National Clinical Audit and Patients' Outcomes Programme

NCAS National Clinical Assessment Service

NCASP National Clinical Audit Support Programme

NCD national clinical director

NCE national confidential enquiry

NCEPOD National Confidential Enquiry into Patient Outcome and Death

NCG National Commissioning Group

NCIN National Cancer Intelligence Network

NCVO National Council for Voluntary Organisations

NDA National Diabetes Audit

NDIS National Diabetes Information Service

NDPB non-departmental public body

NEAT new and emerging applications of technology

NED non-executive director

NEF New Economics Foundation

NES national enhanced services

NES NHS Education for Scotland

nGMS new general medical services (contract)

NHSBSA NHS Business Authority Services

NHSBT NHS Blood and Transplant

NHSCB NHS Commissioning Board

NHSCC NHS Clinical Commissioners

NHSE NHS Employers

NHSI NHS Institute for Innovation and Improvement

NHSIC NHS Information Centre

NHS IQ NHS Improving Quality

NHSLA NHS Litigation Authority

NHSOF NHS Outcomes Framework

NHSRA NHS Registration Authority

NHST NHS trust

NHS LIFT NHS Local Improvement Finance Trust

NHS QIS NHS Quality Improvement Scotland

NHS TEF NHS Transitional Executive Forum

NIA Northern Ireland Assembly

NIAO Northern Ireland Audit Office

NIC national insurance contribution

NIC (NHS) National Innovation Centre

NICE National Institute for Health and Care Excellence

NIGB National Information Governance Board

NIHR National Institute for Health Research

NIO Northern Ireland Office

NJR National Joint Registry

NLIAH National Leadership and Innovation Agency for Healthcare
(Wales)

NLOP National Programme for IT local ownership programme

NLPH National Library for Public Health

NMC Nursing and Midwifery Council

NMS New Medicine Service

NNCPS National Network of Clinical Procurement Specialists

NNU neonatal unit

NOF New Opportunities Fund

NOG National Oversight Group (for high-security hospitals)

NPDG National PALS Development Group

NPfIT National Programme for IT (in the NHS)

NPG national priorities guidance

NPSA National Patient Safety Agency

NQB National Quality Board

NQR national quality requirement

NRAC NHS Scotland resource allocation committee

NRCI national reference cost index

NRES National Research Ethics Service

NRLS National Reporting and Learning Service

NRLS national reporting and learning system

NRT nicotine replacement therapy

NSCG National Specialist Commissioning Group

NSF national service framework

NSR Next Stage Review

NSRC national schedule of reference costs

NSS National Services Scotland

NTA National Treatment Agency (for Substance Misuse)

NTAC NHS Technology Adoption Centre

NTD National Tariff Document

NTDA or NHS TDA NHS Trust Development Authority

NTO national training organisation

NWP (NHS) national workforce projects

O

OBC outline business case

OCPA Office of the Commissioner for Public Appointments

OCS Office for Civil Society

ODP operating department practitioner

OFMDFM Office of the First Minister & Deputy First Minister (Northern Ireland)

OGC Office of Government Commerce

OHE Office of Health Economics

OJEU Official Journal of the European Union

OLS Office for Life Sciences

ONS Office for National Statistics

OOH out of hours

OP outpatient

ORSA organisational readiness self assessment

OSC (local authority) overview and scrutiny committee

OSCHR Office for Strategic Coordination of Health Research

OT occupational therapist/therapy

OTC over-the-counter

P

PA physician assistant

PA programmed activity

PAB professional advisory board

PAC (House of Commons) public accounts committee

PACS picture archiving and communications system

PAF performance assessment framework

PALS patient advice and liaison service

PAR patient at risk

PAS patient administration system

PASLU (NICE) Patient Access Scheme Liaison Unit

PASS Patient Advice and Support Service (Scotland)

PBC practice-based commissioning

PbR payment by results

PCIP primary care investment plan

PCO primary care organisation

PCS productive community services

PCT primary care trust

PCTPS primary care trust-provided services

PDA patient decision aid

PDC public dividend capital

PDD predicted date of discharge

PDP personal development plan

PEAT patient environment action team

PEC professional executive committee (of PCT)

PFI private finance initiative

PGD patient group direction

PHB personal health budget

PHE Public Health England

PHO public health observatory

PHOF Public Health Outcomes Framework

PhwSI pharmacist with special interest

PICD procurement, investment and commercial division (DH)

PICU psychiatric intensive care unit

PID project initiation document

PIG policy implementation guide

PII patient/ person identifiable information

PIMHS parent and infant mental health service

PIMHS perinatal and infant mental health service

PIP personal independence payment

PLACE patient-led assessments of the care environment

PLIC patient-level information and costing

P-MERIT paramedic medical emergency response incident teams

PMHW productive mental health ward

PMI private medical insurance

PMS personal medical services

PNA pharmaceutical needs assessment

POET personal budgets outcomes and evaluation tool

POM prescription-only medicines

POPP Partnerships for Older People Project

POSHH Partnership for Occupational Safety and Health in Healthcare

PPC (prescription) pre-payment certificate

PPE patient and public engagement

PPF priorities and planning framework

PPG patient participation group

PPI patient and public involvement

PPIC private patient income cap

PPIF patient and public involvement forum

PPO preferred provider organisation

PPP public–private partnership

PPRS Pharmaceutical Price Regulation Scheme

PPU private patient units
PPV patient and public voice
PRB pay review body
PRCC Principles and Rules for Cooperation and Competition
PREM patient reported experience measure
PROM patient-reported outcome measure
PRP policy research programme
PRSB Professional Record Standards Body
PS protected services
PSA Professional Standards Authority for Health and Social Care
PSA public service agreement
PSD patient specific direction
PSS personal social services
PTL patient tracking list
PTS patient transport service
PWP psychological wellbeing practitioner
PYLL potential years of life lost

Q

QA quality assurance
QALY quality-adjusted life year
QIA quality impact assessment
QIPP quality innovation productivity prevention
QMAS quality management and analysis system
QOF quality and outcomes framework
QQUIP quest for quality and improved performance

QSG quality surveillance group

R

RAB resource accounting and budgeting

RAID rapid assessment, interface and discharge

RAT rapid assessment and treatment

RCA root cause analysis

RCD research capacity development

RCGP Royal College of General Practitioners

RCM Royal College of Midwives

RCN Royal College of Nursing

RCoA Royal College of Anaesthetists

RCP Royal College of Physicians

RCPE Royal College of Physicians of Edinburgh

RCPSG Royal College of Physicians and Surgeons of Glasgow

RCS Royal College of Surgeons

RCSE Royal College of Surgeons of Edinburgh

RCSLT Royal College of Speech and Language Therapists

RCT randomised controlled trial

RDAG Rare Diseases Advisory Group

REF research and excellence framework

RFID radio frequency identification

RGH rural general hospital (NHS Scotland)

RO responsible officer

RN registered nurse

ROCR Review of Central Returns

RPA Radiation Protection Adviser Service
RRG Rapid Reference Group
RRR Rapid Responsive Review
RRR recovery, rehabilitation and reablement (model)
RST (NHS) Revalidation Support Team
RTA road traffic accident
RTT referral to treatment

S

SACDA Scottish Advisory Committee on Distinction Awards
SAM Society for Acute Medicine
SAR subject access request
SARS severe acute respiratory syndrome
SAS Scottish Ambulance Service
SAS staff and associated specialist (doctors)
SASM Scottish Audit of Surgical Mortality
SBS (NHS) Shared Business Services
SCG specialised commissioning group
SCI Scottish care information
SCIE Social Care Institute for Excellence
SCN strategic clinical network
SCR summary care record
SCCR single community care record
SCS senior civil servants
SCVO Scottish Council for Voluntary Organisations
SDO service delivery and organisation

SDU (NHS) Sustainable Development Unit

SEIF Social Enterprise Investment Fund

SEN special educational need

SES Single Equality Scheme (Department of Health)

SEQOHS safe effective quality occupational health service

SFA statement of fees and allowances

SfC Skills for Care

SfH Skills for Health

SGHD Scottish Government health directorates

SHA strategic health authority (and special health authority)

SHMI summary hospital-level mortality indicator

SHO senior house officer

SHOW Scottish Health on the Web

SHRINE Strategic Human Resources Information Network

SHMI summary hospital mortality indicator

SI serious incident

SID senior independent director

SIGN Scottish Intercollegiate Guidelines Network

SIRO senior information risk owner

SLA service level agreement

SMAC Standing Medical Advisory Committee

SMC Scottish Medicines Consortium

SMDU strategic market development unit (Department of Health)

SMR standardised mortality ratio

SNOMED systematised nomenclature of medicine

SOC strategic outline case

SOR Society of Radiographers

SPA single point of access

SPA special programmed activity
SPF Social Partnership Forum
SPI Scientific Pandemic Influenza Advisory Committee
SPMS specialist provider of medical services
SPOR single point of referral
SRB single regeneration budget
SRO senior responsible officer
SRP structural reform plan
SSA standard spending assessment
SSC shared service centre
SSCIF Specialised Services Commissioning Innovation Fund
SSRB Senior Salaries Review Body
ST&T scientific, therapeutic and technical (staff)
SUI serious untoward incident
SUS secondary uses service
SUSARS suspected unexpected serious adverse reactions

T

TARN Trauma Audit and Research Network
TaMHS targeted mental health in schools
TFA tripartite formal agreement
TLAP Think Local Act Personal (partnership)
TOM therapy outcome measure
TSA trust special administrator
TUC Trades Union Congress
TUPE Transfer of Undertakings (Protection of Employment)

U

UCB urgent care board

UKBA UK Border Agency

UKCC UK Cochrane Centre

UKCRC UK Clinical Research Collaboration

UKCRN UK Clinical Research Network

ULR union learning representative

UPR unsustainable provider regime

USAR urban search and rescue

V

VCS voluntary and community sector

VFM value for money

VSM very senior managers

VTE venous thromboembolism

W

WAG Welsh Assembly Government

WAO Wales Audit Office

WHO World Health Organization

WIC walk in centre

WORD Wales Office of Research and Development for Health and
Social Care

WPF Welsh Partnership Forum

WRAPS wellness recovery action plans

WRT workforce review team

WTE whole time equivalent

WTD working-time directive

WTR working time regulations