



System Change – Jargon Buster

Introduction

As with many other industries and sectors, the health and care system uses numerous abbreviations and terminology that can be confusing. Ongoing improvement plans and changes at a national, regional, and local level, have meant different parts of the system are sometimes using the same words or abbreviations to refer to quite different things.

In response, the Social Partnership Forum (SPF) has produced this simple to use jargon buster and guide on system change for staff and their representatives working across the NHS and wider health and care system. It is intended for people who already have a good working knowledge of the system, but who might want to understand the new terminology, or system improvement plans.

It is recognised that terminology and plans are constantly evolving and to ensure this guide is kept up to date, it will be reviewed on a quarterly basis with links to other useful resources being provided.

It should be noted that this guide does not set out to answer questions about specific changes that might affect certain organisations, staff, or groups of staff and their representatives.

Further useful resources include:

1. The [NHS Confederation's acronym buster](#).
2. Think local act personal [Care and Support Jargon Buster](#).
3. [NHS Long Term Plan \(LTP\)](#) to improve care for patients over the next ten years.
4. The [Interim NHS People Plan](#) sets out how staff will be supported to deliver the LTP.
5. [We are the NHS: People Plan 2020/21 – Action for us all](#).
6. [Working together to improve health and social care for all](#) - White paper setting out legislative proposals for a Health and Care Bill.
7. The [ICS Design Framework](#), which sets out more details on the plans for statutory ICSs.
8. The [Health and Care Bill](#) which was introduced to Parliament in July 2021.

Overview of planned system changes

- As part of the [NHS Five Year Forward View](#) (FYFV) published in October 2014, NHS England launched a national initiative to enable better, more sustainable services for local populations. New care models, including vanguards, integrated pioneer sites and primary care homes tested approaches for shifting the focus away from service and disease-led decisions about how health and care is delivered to population health and demand-led decisions.
- To further progress the FYFV, sustainability and transformation plans were developed, these set out how local partners intend to work together to address the triple aim - improved health and wellbeing, transformed quality of care delivery, and sustainable finances. Sustainability and transformation partnerships (STPs), and integrated care systems (ICS), the latter being more advanced in system working, were tasked with taking forward these plans. ICSs now cover the whole of England.
- ICSs seek to develop new joined up models for the provision of health and care services. This involves a move away from traditional organisational and professional boundaries to establish place-based systems of care in which healthcare, social care, voluntary, charitable sectors collaborate with each other to address the challenges and improve the health of the populations they serve.
- The LTP, published January 2019, featured information on a new way of working including: the ambition for all health and care systems to be ICSs by April 2021 and an NHS England and NHS Improvement (NHSEI) shared operating model and plans for how their new regional structure would support locally driven initiatives.
- The Interim NHS People Plan, published in June 2019, set out a vision for people who work for the NHS, to enable them to deliver the LTP. Action from the Interim NHS People Plan was already being taken to increase the support and recognition for the NHS workforce. The COVID-19 pandemic heightened the need to support staff effectively and to have in place mechanisms to enable staff to be rapidly deployed to where they are needed most – in an organisation or an STP/ICS.
- We are the NHS: People Plan 2020/21 – action for us all included lessons to be drawn from the COVID-19 pandemic and set out what NHS staff could expect – from their leaders and from each other – for the rest of 2020 and into 2021.
- The working together to improve health and social care for all, white paper, published in February 2021, sets out legislative proposals for a Health and Care Bill. The Bill will aim to enable integrated care systems play a greater role, delivering the best possible care, with different parts of the NHS joining up better; and the NHS and local government forming dynamic partnerships to address some of society's most complex health problems. The proposals will also seek to ensure a system that is more accountable and responsive to the people that work in it and the people that use it. The Bill was introduced to Parliament in July 2021.
- On 16 June 2021, NHSEI published the ICS Design Framework which sets out some of the main ways NHS leaders and organisations will operate with their partners in ICSs from April 2022 – subject to legislation.

Terminology used in reference to system change

Acute care	Acute care is the treatment of patients with short-term but serious conditions.
ALBs Arm's Length Bodies	Arm's Length Bodies regulate the health and social care system, establish national standards, protect patients and the public, and provide central services to the NHS. They share in managing, or overseeing, the use of resources across the NHS, public health and social care. ALBs include CQC, HEE, NHS Digital, NHSEI and NHSX.
CCG Clinical Commissioning Groups	The NHS Clinical Commissioners (NHSCC) website defines CCGs as "...clinically-led statutory NHS bodies responsible for the planning and commissioning of health care services for their local area." See the NHSCC website for more information on CCGs. Under proposals set out in the ICS Design Framework and subject to legislation, CCGs will cease to exist from the 1 April 2022 and their functions will transfer to new statutory ICSs.
Community care	Most community healthcare takes place in people's homes and includes supporting patients to manage long-term conditions and treating those who are seriously ill with complex conditions. Teams of nurses and therapists typically coordinate care, working with other professions including GPs and social care. NHS community care services can be provided by community trusts, acute trusts, mental health trusts and community interest companies and social enterprises.
CQC Care Quality Commission	The CQC is an ALB of the Department of Health and Social Care (DHSC). It is responsible for regulating the performance of all health and social care providers, both public and private. This may include hospitals, GP surgeries, dental practices, and care homes. The CQC's role is to ensure that services are safe and effective and that they provide high-quality care. Inspectors of services have a background knowledge and experience of the service which they inspect. For more information on the CQC, see its website .
CSUs Commissioning Support Units	CSUs provide a wide range of commissioning support services that enable clinical commissioners to focus their clinical expertise and leadership in securing the best outcomes for patients and driving up quality of NHS patient services. This includes transformational change – such as overseeing the reconfiguration of local services – as well as transactional support – including IT, HR and business intelligence – to a range of customers including CCGs, acute trusts, NHS England and NHS Improvement and local government. Ownership of the contract a CSU holds with a CCG should transfer to the new statutory ICS in April 2022 – subject to legislation.
DHSC Department of Health and Social Care	The DHSC leads, shapes and funds health and social care in England. DHSC is a ministerial department, supported by arm's length bodies, and other agencies and public bodies. For more information see the DHSC website .
EDC Equality and Diversity Council	The Equality and Diversity Council (EDC) works to bring people and organisations together to realise a vision for a personal, fair, and diverse health and care system, where everyone counts and the values of the NHS Constitution are brought to life. The Council provides leadership on equality and health inequalities issues across the health and social care. Its purpose is to shape the future of health and social care from an equality, health inequalities and human rights perspective and to improve the access, experiences, health outcomes and quality of care for all who use and

	deliver health and care services. See the NHS England website for more information on the EDC.
EDS Equality Delivery System	The EDS is a toolkit and framework for assessing how NHS organisations are performing regarding equality, diversity, and human rights; how they can improve; and how they get to where they want to be. See the NHS England website for more information on the EDS.
EIA Equality Impact Assessment	Under the Equality Act (2010), all public sector organisations need to undertake an equality analysis of the impact of any changes to or new policies/services in relation to the nine protected characteristics e.g. race, disability, gender etc. This is often done through equality impact assessments – a system which many NHS organisations have in place.
ESR Electronic Staff Record	This is a national database used by most NHS trusts in England and Wales to hold staff data. The functions are interlinked and specific to HR, training, occupational health, and payroll.
HEE Health Education England	HEE is a national arm's length body of the DHSC that supports the delivery of excellent healthcare and health improvement to the patients and public of England by ensuring that the workforce of today and tomorrow has the right numbers, skills, values, and behaviours, at the right time and in the right place. See HEE's website for more information.
Healthwatch England	Healthwatch England was established as an independent consumer champion for health and social care. It also provides a leadership support role for the local Healthwatch network. Each local Healthwatch is part of its local community and works in partnership with other local organisations. See the Healthwatch website for more information on what they do.
ICS Integrated Care System	In an ICS, NHS organisations, in partnership with local councils and others, take collective responsibility for managing resources, delivering NHS standards, and improving the health of the population they serve. There are currently 42 ICSs across England and each covers a population size of 1-3 million. See NHS England's website for more information on ICSs. An ICS includes both an Integrated Care Board and Integrated Care Partnership as statutory entities.
Integrated Care Board	As set out in the ICS Design Framework, it is proposed, subject to legislation, that an Integrated Care Board will take on all functions of CCGs as well as direct commissioning functions NHS England may delegate including commissioning of primary care and appropriate specialised service. The proposed functions of the Integrated Care Board will also include: <ul style="list-style-type: none"> • developing a plan to meet the health needs of the population • allocating resources to deliver the plan across the system (revenue and capital) • establishing joint working and governance arrangements between partners • arranging for the provision of health services including through contracts and agreements with providers, and major service transformation programmes across the ICS • People Plan implementation with employers • leading system-wide action on digital and data • joint work on estates, procurement, community development, etc • leading emergency planning and response.

ICS Integrated Care Partnership	Under proposals set out in the ICS Design Framework, each ICS will have a statutory Integrated Care Partnership that will operate as a forum to bring partners – local government, NHS and others – together across the ICS area to align purpose and ambitions, and develop a plan to address the areas’ health, public health, and social care needs.
Learning disability services	A learning disability affects the way a person learns new things, understands information, and communicates - throughout their lifetime. Learning disability services can be provided by GPs, paediatricians (doctors who specialise in treating children), speech and language therapists, physiotherapists, educational and clinical psychologists, and social care; with the aim to help people with a learning disability live as full and independent a life as possible.
Mental health services	Someone with a mental health condition may feel great emotional distress or anxiety, cannot cope with day-to-day life or work, think about suicide or self-harm, or experience hallucinations and hear voices. This may be the result of an underlying medical condition or delusions caused an infection, overdose, illicit drugs or intoxication with alcohol. NHS Mental health services can be provided by GPs, local health centres, specialist mental health clinics or an NHS mental health hospital trust.
New Care Models (Vanguards)	<p>As part of the new care models programme, 50 vanguards took the first steps towards delivering the FYFV - supporting improvement and integration of services. There were five vanguard types:</p> <ul style="list-style-type: none"> • Integrated primary and acute care systems (PACS) - joining up GP, hospital, community and mental health services • Multispecialty community providers (MCPs) - moving specialist care out of hospitals into the community • Enhanced health in care homes - offering older people better, joined up health, care and rehabilitation services • Urgent and emergency care - new approaches to improve the coordination of services and reduce pressure on A&E departments • Acute care collaborations - linking hospitals together to improve their clinical and financial viability <p>See the NHS England website for more information on the new care models/vanguards. See The Health Foundation report: Some assembly required: implementing new models of care – lessons from the new care models programme.</p>
NHS Digital	NHS Digital has responsibility for standardising, collecting, and publishing data and information from across the health and social care system in England and using this to improve health and care services. For more information, see the NHS Digital website .
NHS Employers	NHS Employers is the employers’ organisation for the NHS in England. They support workforce leaders and represent employers and systems to develop a sustainable workforce and be the best employers they can be. Its role includes negotiating with trade unions on the terms and conditions of employment for NHS staff on a national basis. NHS Employers also provides advice and guidance to the NHS on staff wellbeing; pay and reward; recruitment and retention and helps NHS organisations plan for their future workforce needs. NHS Employers works in partnership with the government, arm’s length bodies and trade unions, through the SPF, on workforce issues that are impacting or could have an impact on staff working for the NHS in

	England. NHS Employers is part of the NHS Confederation . For more information, see the NHS Employers website .
NHS England (now combined with NHS Improvement referred to as NHSEI)	A national ALB of the DHSC, NHS England sets the priorities and direction of the NHS and encourages and informs the national debate to improve health and care. Much of NHS England's work involves the commissioning of health care services in England. They commission primary care services from independent contractors (GPs, pharmacists, dentists and optometrists) and oversee the work of CCGs, which plan and commission local health services from hospitals and ambulance services. In April 2019, NHS England and NHS Improvement came together to act as a single organisation. For more information, see the NHS England website .
NHSI NHS Improvement (now combined with NHS England referred to as NHSEI)	A national regulatory ALB of the DHSC, supporting foundation trusts and NHS trusts to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. NHSI aims to develop an environment for success by empowering leaders and developing improvement capabilities and they encourage collaboration across the sector and the increased use and sharing of established improvement tools and techniques. NHSI brought together Monitor, NHS Trust Development Authority, Patient Safety, the National Reporting and Learning System, the Advancing Change Team, and the Intensive Support Teams. In April 2019, NHS England and NHS Improvement came together to act as a single organisation. For more information, see NHS England's website .
NHS People Promise	Part of We are the NHS: People Plan 2020/21 – Action for us all, the promise aims to encourage all to work together to improve the experience of working in the NHS for everyone. The descriptions in the promise should apply to all about working in the NHS by 2024. The People Promise is available on NHS England's website .
NHSX	NHSX is a joint unit of NHS England and the DHSC, supporting local NHS and care organisations to: <ul style="list-style-type: none"> • digitise their services • connect the health and social care systems through technology • transform the way patients' care is delivered at home, in the community and in hospital. For more information, see the NHSX website .
Place	A 'place' brings together health and care organisations to improve patient services and to deliver joined-up care. A 'place' covers a population within an ICS. Under proposals set out in the Integration and innovation: working together to improve health and social care for all, white paper an ICS NHS Body will be able to delegate significantly to 'place' level and to provider collaboratives.
Primary care	Primary care is a typically a service user's first point of contact in the healthcare system. Providers of primary care services include general practice, community pharmacy, dental and optometry services.
Provider collaborative	These bring together NHS trusts and foundation trusts to work more closely with each other. Under proposals set out in the Integration and innovation: working

	together to improve health and social care for all, white paper an ICS NHS Body will be able to delegate significantly to 'place' level and to provider collaboratives.
PCNs Primary Care Networks	PCNs build on the core of current primary care services and enable greater provision of proactive, personalised, coordinated and more integrated health and social care. They include GP practices working with community, mental health, social care, pharmacy, hospital, and voluntary services in their local areas. They help meet the needs of people who are living with long term conditions such as diabetes and heart disease or suffer with mental health issues. For more information on PCNs see NHS England's website .
Provider (NHS)	NHS acute, ambulance, community and mental health hospital trusts that treat patients are all NHS providers.
Regional teams (NHSEI)	There are seven NHSEI regional teams that support local systems to provide more joined up and sustainable care for patients. They are also responsible for the quality, financial and operational performance of the NHS organisations in their region. For more information see NHS England's website .
Secondary care	Secondary care covers treatment for illness, injury or other health problem, with patients either referred by a GP or through attending accident and emergency. Secondary care services, which includes elective care (a planned operation) are usually provided by an NHS hospital trust.
SPF Social Partnership Forum	The SPF brings together NHS Employers, NHS Trade Unions, NHSEI, HEE and the DHSC to discuss and debate the development and implementation of the workforce implications of policy. The forum also encourages and supports managers and trade unions to work in partnership to support staff to deliver high quality patient care. See annex for the membership of the SPF.
STP Sustainability and Transformation Partnerships	In STPs NHS organisations and local councils developed approaches to improve health and care in the areas they serve. All STPs have now evolved to form ICSs.
System by Default	The process by which NHSEI is looking to devolve money, accountability, and freedoms to local NHS partnerships in the form of ICS.
Tertiary care	Tertiary care services are provided in specialised hospitals by clinicians qualified to treat unusual disorders, equipped with diagnostic and treatment facilities not available in other hospitals.
WDES Workforce Disability Equality Standard	The NHS standard for governing all that NHS organisations do regarding disability equality and for which the CQC will hold organisations to account as part of their inspection regime. The WDES became mandatory for NHS providers, via the NHS Standard Contract in England, from April 2019. For more information on the WDES, see the NHS England website .

WRES Workforce Race Equality Standard	The NHS standard for governing all that NHS organisations do regarding race equality and for which the CQC will hold organisations to account as part of their inspection regime. For more information on the WRES, see the NHS England website .
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Annex

SPF partners' websites

Social Partnership Forum	www.socialpartnershipforum.org
UNISON	www.unison.org.uk
NHS Employers	www.nhsemployers.org
NHS England	www.england.nhs.uk
NHS Improvement	www.improvement.nhs.uk
Health Education England	www.hee.nhs.uk
Royal College of Midwives	www.rcm.org.uk
Royal College of Nursing	www.rcn.org.uk
British Medical Association	www.bma.org.uk
Chartered Society of Physiotherapy	www.csp.org.uk
Managers in Partnership	www.miphealth.org.uk
Unite	www.unitetheunion.org
GMB	www.gmb.org.uk
British Dietetic Association	www.bda.uk.com
British and Irish Orthoptic Society	www.orthoptics.org.uk
Federation of Clinical Scientists	www.acb.org.uk
Hospital Consultants & Specialists Association	www.hcsa.com
College of Podiatrists	www.cop.org.uk
Society of Radiographers	www.sor.org
British Association of Occupational Therapists	www.cot.co.uk
Trades Union Congress	www.tuc.org.uk
Business Services Association	www.bsa-org.com

Department of Health and Social Care: www.gov.uk/government/organisations/department-of-health-and-social-care