

This glossary provides definitions to terms and abbreviations that may be encountered by directors in their governance role. It does not include all of the many terms used by health care providers.

### Glossary Of Terms

Academic Health Sciences Centre (AHSC)	An affiliation or working relationship between universities that have health profession schools, including a medical school, and teaching hospitals that are involved in education, research and patient care and are responsible for providing the complex or specialized care (i.e. tertiary and quaternary care) required for their communities, districts, regions, and in some cases, other parts of the province and the country.
Accreditation	A detailed comparison of an organization's services and method of operation against a set of national standards. Accreditation Canada ( <a href="http://www.accreditation.ca">www.accreditation.ca</a> )
Acute Care	Care for patients who require immediate intervention and constant medical attention, equipment and personnel.
Acute Care Hospital	A category of health care facility that is staffed and equipped to deliver care to patients in the acute phase of illness. Acute care hospitals are characterized by having medical, surgical, nursing and allied health professionals available at all times to provide rapid, intensive interventions.
ADE	Adverse Drug Event
ADT	Admit, Discharge, Transfer System
Adverse event	Any harm a patient suffers that is caused by factors other than the patient's underlying condition.
AFA, AFP or APP	Alternate Funding Agreement, Alternate Funding Plan, or Alternate Payment Plan  Type of compensation for physicians who are not paid on a fee-for-service basis but are either salaried, sessional, or hired on contract. These physicians submit claims (shadow billings) for administrative purposes only.
AHRQ	Agency for Healthcare Research and Quality
ALC	Alternate Level of Care: When a patient who has completed the acute care phase of treatment occupies an acute care bed while awaiting placement elsewhere (long-term care home, rehabilitation, complex continuing care, home care, etc.).
ALOS	Average Length of Stay
Ambulatory care	Services to patients not admitted to hospital or to a special clinic, including those available in walk-in centers and day-surgery.
AMI	Acute Myocardial Infarction (Heart Attack)
APER	Annual Program Expenditure Reconciliation (see TPAR)

APG	Affiliated Physician Group
APP	Alternate Payment Plan. See AFA, AFP.
AROs	Antibiotic Resistant Organisms
Benchmark	A "best in class" comparator; a high level of performance that others achieve when undertaking a similar responsibility. The term benchmark is often interchangeable with targets. Benchmarks are used as assessments of performance. They are established for various categories of hospital activity such as average length of stay, outpatient surgery, and occupancy by adopting a "best practice" approach. Benchmarks serve to highlight areas where there may be opportunities for improvement in operating efficiency and effectiveness.
Best Practices	Approaches that have been shown to produce superior results, selected by a systematic process, and judged as "exemplary," "good," or "successfully demonstrated." (Accreditation Canada)
BPMH	Best Possible Medication History
BPSAA	Broader Public Sector Accountability Act
BPSO	Best Practice Spotlight Organizations (BPSOs) are health-care and academic organizations selected by the Registered Nurses' Association of Ontario (RNAO) to implement and evaluate the RNAO's best practice guidelines. The program focuses on making a positive impact on patient care through evidence-based practice.
C diff	<i>Clostridium difficile</i> A spore forming bacterium that has been associated with outbreaks of diarrhea and colitis in hospital patients and in residents of Long-Term Care.
Canada Health Act	Passed by Parliament in 1984, the Canada Health Act provides the basic framework within which provincial health insurance plans must operate in order to qualify for full federal health contributions. To ensure that hospital and medical services are made available to all Canadians based on need, and not ability to pay, the Act stipulates five principles: accessibility, universality, comprehensiveness, portability and public administration.
CAP	Community Acquired Pneumonia
CCHL (formally CCHSE)	Canadian College of Health Leaders formally Canadian College of Health Service Executives
CCO	Cancer Care Ontario
CCRT	Critical Care Response Team
CCU	Cardiac Care Unit
CDIFF	<i>Clostridium difficile</i>
CEO	Chief Executive Officer

CFO	Chief Financial Officer
CFPC	College of Family Physicians of Canada
CHC	Community Health Centre
CHF	Congestive Heart Failure
Chronic Disease	Chronic diseases are those conditions that are generally incurable, are often caused by a complex interaction of factors, and usually have a prolonged clinical course. (Examples include cancer, arteriosclerosis, emphysema, hypertension, diabetes.)
CIHI	Canadian Institute for Health Information
CIHR	Canadian Institute for Health Research
CIO	Chief Information Officer
Clinical Practice Guidelines	Systematically developed statements based on evidence and/or consensus regarding the care of patients with clearly described conditions; also referred to as clinical criteria, protocols, algorithms, review criteria, and practice guidelines.
CLI	Central Line Infection
CMA	Canadian Medical Association
CMAR	Computerized Medication Administration Record
CME	The recording of participation in continuing education for health professionals, generally by participation in self-directed or group learning activities, to satisfy requirements of specialty or other societies. These requirements may also be directed to issues of relicensure or recertification.
CMG	Case Mix Group: A methodology designed to aggregate hospital inpatients with similar diagnoses and treatment requirements. CMG is a registered trademark of the Canadian Institute for Health Information.
CMH	Cambridge Memorial Hospital
CMI	Case Mix Index is a measurement of the average acuity or “heaviness” of the patients served by a given hospital.
CND OHT	Cambridge-North Dumfries Ontario Health Team
CNE	Chief Nursing Executive
Collaborative Practice	Collaborative Practice is defined as “an interprofessional process for communication and decision-making that enables the knowledge and skills of care providers to synergistically influence the client/patient care provided.” (Way, Jones, & Busing N, 2000b)

Community Care	All client-related health activities that occur in settings other than acute care hospitals and cancer clinics. These settings include community family or children's treatment centres or clinics, day care facilities, physician or dentist offices, retail pharmacies, home care, continuing or long-term care, palliative care, mental health facilities, schools, worker's compensation facilities and industrial workplaces. (It includes CCAC's, seniors' care, public health laboratories and public health units.)
Comorbidity	The presence of more than one disease or health condition in a person at a given time.
Complex Continuing Care (Chronic Care)	Services for patients requiring 24-hour nursing care and complex medical and diagnostic services.  Patients may have physical, cognitive or behavioural conditions that limit their ability to live independently in the community. Marked by long duration, by frequent recurrence over a long time, and often by slowly progressing seriousness or not acute. The term "Chronic Care" is also used to refer to "Complex Continuing Care."
Continuity	The provision of unbroken services that is coordinated across a continuum of health care, over time within and across programs and organizations, as well as during the transition between levels of services.
Continuum of Services	An integrated and seamless system of settings, services, service providers and service levels to meet the needs of patients/clients or defined populations over time. Elements of the continuum are self-care, prevention and promotion, short-term care and service, continuing care and service, rehabilitation, and ongoing support.
Controlled acts	The <i>Regulated Health Professions Act</i> sets out 13 "controlled acts" which may only be performed by certain of the regulated health professionals in Ontario. The controlled acts are considered to be potentially harmful if performed by unqualified persons.
CBD	Conservable Bed Days
COPD	Chronic Obstructive Pulmonary Disease
COS	Chief of Staff
COVID-19	Coronavirus disease
CRCI	COVID-19 related critical illness
CPO	Chief Privacy Officer
CPOE	Computerized Physician Order Entry
CPSO	College of Physicians and Surgeons of Ontario
CPSI	Canadian Patient Safety Institute

CPWC	Cost per Weighted Case is an indicator that measures the cost associated with caring for a standard acute patient. Cost per Weighted Case is calculated using the Ontario Cost Distribution Methodology (OCDM). It is calculated as Total and Acute & Day Surgery Expenses (both direct and indirect) divided by Acute & Day Surgery Weighted Cases.
c-QIP	Collaborative Quality Improvement Plan
Critical Incident	A “critical incident” is defined in Regulation 965 under the <i>Public Hospitals Act</i> , as any unintended event that occurs when a patient receives treatment in the hospital; <ul style="list-style-type: none"> <li>• That results in death, or serious disability, injury or harm to the patient, and</li> <li>• Does not result primarily from the patient’s underlying medical condition or from a known risk inherent in providing treatment.</li> </ul>
CRO	Chief Redevelopment Officer
CRP	Capital Redevelopment Project
CRRT	Continuous Renal Replacement Therapy
CT or CAT	Also known as CT scans or CAT scans (Computer Assisted Tomography). This technique uses X-rays to generate computerized images (pictures) of all parts of the body. The technique can create pictures in 2D and 3D.
CTAS	Canadian Emergency Department Triage and Acuity Scale
DAD	Discharge Abstract Data
Day surgery	A surgical, diagnostic, or therapeutic procedure where the patient returns home without an overnight stay in hospital. (Examples include day surgery, endoscopies, and cystoscopies.)
Delegated act	Delegation of acts: The RHPA permits a regulated health professional whose profession has been authorized to perform a controlled act to delegate the performance of that act to someone else. The delegation can be to a regulated health professional whose profession is not authorized to perform the controlled act or to an unregulated person.
DI	Diagnostic Imaging
Do Not Resuscitate order or DNR order	An order placed by a physician on a person's health record which instructs health care personnel not to attempt resuscitation in the event of heart or respiratory arrest.
ECFAA	Excellent Care for All Act, Ontario, 2010
ED	Emergency Department
E-Health	E-Health is the electronic collection and secure sharing of health information so that clinicians can provide the best care, and people can take better care of themselves and their families.
EHR	Electronic Health Record

ELOS	Expected Length of Stay
Emergency Care	Care for patients with severe or life-threatening conditions that require immediate medical attention.
ENDO	Endoscopy
ENT	Ear, Nose and Throat
ER	Emergency Room
EUS	Endoscopic Ultrasound
Fee-For-Service (FFS)	A method of payment whereby physicians bill for each service rendered, according to a pre-arranged schedule of fees and services. Physicians who are paid on a fee-for-service basis file a claim for each service rendered and are responsible for their operating costs. Other physicians are compensated under the alternate payment plan (APP).
FIPPA	Freedom of Information and Protection of Privacy Act
FMEA	Failure Mode Effect Analysis
FTE	Full Time Equivalent
GCE	Governance Centre of Excellence
GGG	The Guide to Good Governance
GI	Gastrointestinal
GIM	General Internal Medicine
GP	General Practitioner
GYN	Gynecology
HAI	Hospital Acquired Infection
HAPS	Hospital Accountability Planning Submission
HBAM	Health-based Allocation Model: A population health-based funding model and management tool to be used in Ontario
HCCSS WW (previously CCAC)	Home and Community Care Support Services Waterloo Wellington - organization in Ontario with a focused mandate to deliver local health care services such as home and community care and long-term care home placement
Health Promotion	Process of actively supporting and enabling people to increase control over and improve their health (World Health Organization, 1998).

Health Force Ontario (HFO)	Health Force Ontario is a provincial strategy that was launched in May 2006 to help address the shortage of health care professionals in key areas, to create competitive job opportunities and to better equip the province to compete for health care professionals. A key initiative of the strategy is to support health care providers to work collaboratively in their workplace, thereby strengthening the health workforce.
Health Quality Ontario (HQO)	Formerly the Ontario Health Quality Council (OHQC), Health Quality Ontario is a crown agency in Ontario that is arms length from the Ministry of Health and Long-Term Care and the provincial government. HQO has the mandate to monitor and report on health care performance to the public, support quality improvement in the health care system, and promote the use of the best evidence in health care.
HIG	HBAM Inpatient Grouper is the new methodology for grouping inpatient cases and assigning resource weights to them for funding. It is similar to the CMG methodology, but breaks some groups into more detail to make the groups more homogeneous in terms of resource use.
HIROC	Healthcare Insurance Reciprocal of Canada: provider of healthcare liability insurance.
HIS	Hospital Information System
HIT	Hospital Indicator Tool
HOCC	Hospital On-Call Coverage (HOCC) funding is a premium for physicians being available to take call after hours. HOCC is provided for in the Physician Services Agreement.
Home Care	An array of services which enables clients incapacitated in whole or in part, to live at home, often with the effect of preventing, delaying, or substituting for long term care or acute care alternatives.
HOOPP	Healthcare of Ontario Pension Plan
Hospitalist	A physician who spends a major portion of his or her time caring exclusively for hospitalized patients. Most often hospitalists care for patients who do not have a family physician or their family physician does not have hospital privileges.
HQO	Health Quality Ontario
HR	Human Resources
HHR	Health Human Resources
H-SAA	Hospital Service Accountability Agreement: Hospitals in Ontario must enter into an HSAA with Allied Health requiring that Boards and administrators deliver on a number of quality and volume measures as well as a balanced budget.
HSFR	Health System Funding Reform

HSMR	(HSMR) is an important measure to support efforts to improve patient safety and quality of care in Canadian hospitals. The HSMR compares the actual number of deaths in a hospital with the average Canadian experience, after adjusting for several factors that may affect in-hospital mortality rates, such as the age, sex, diagnosis and admission status of patients. The ratio provides a starting point to assess mortality rates and identify areas for improvement to help reduce hospital deaths. (CIHI)
HSP	Health Service Provider
ICU	Intensive Care Unit
IHI	Institute for Healthcare Improvement
IHSP	Integrated Health Service Plan; developed by the Local Health Integration Network
Inpt	Inpatient
Interdisciplinary	A variety of disciplines (e.g. social workers, family physicians, administrators, nurses, recreationists, interpreters, client advocates) that participate in the assessment, planning, and/or implementation of clients' or groups' services with close interaction and integration among each other to achieve common goals.
IPBA	Integrated Population Based Allocation
IPFCC	Institute for Patient and Family Centred Care
ISMP	Institute for Safe Medication Practices
IMT	Information Management Technology
JOHSC	Joint Occupational Health & Safety Committee
JPPC	Ontario Joint Policy and Planning Committee
LHIN	Local Health Integration Network:
LHSIA	Local Health System Integration Act
LTC	Long-Term Care The co-ordination of community care services provided by multi-service agencies (homemaking, personal, professional and community) that support and promote a continuum of health and social services (at home or in a care facility) together with those services offered by hospitals, long-term care facilities, mental health services, health care professionals and social service agencies.
Long-Term Care Home	Long-term care homes are designed for people who require the availability of 24-hour nursing care and supervision within a secure setting. In general, long-term care homes offer higher levels of personal care and support than those typically offered by either retirement homes or supportive housing.



LOS	Length of Stay
L-SAA	Long Term Care Home Service Accountability Agreement
MAC	Medical Advisory Committee
MDRD	Medical Devices Re-Processing Department
MHFAC	Mental Health Family Advisory Council
Med/Surg	Medical/Surgical
Medical Directives	Medical directives are blanket instructions by physicians (often more than one) to other health care providers. They pertain to any patient who meets the criteria set out in the medical directive. The medical directive contains the delegation and provides the authority to carry out the treatments, interventions or procedures that are specified in the directive, providing that certain conditions and circumstances exist.
Mental Health Services	Comprise a mix of health, social, vocational, recreational, volunteer, occupational therapy, and educational services, as well as housing and income support. They include services ranging from mental health promotion and the prevention of mental health problems to the treatment of acute psychiatric disorders and the support and rehabilitation of persons with severe and persistent psychiatric disorders and disabilities.
MOH	Ministry of Health
MOLTC	Ministry of Long Term Care
Morbidity	Illness from a particular disease
Mortality	Death from a particular disease.
MR	Medication Reconciliation
MRI	Magnetic Resonance Imaging. A technique uses radio waves and a strong magnetic field to generate images of the body in 2D and 3D.
MRP	Most responsible physician
MRSA	Methicillin Resistant Staphylococcus Aureus: MRSA is a type of common skin bacteria that has become resistant to some antibiotics.
M-SAA	Multi Sector Accountability Agreement
MSK	Musculoskeletal
MSW	Multi- skill worker
NACRS	National Ambulatory Care Reporting System
NEER	New Experimental Experience Rating: used by the WSIB (Workplace Safety and Insurance Board). Under NEER, a company with a good record relative to

	the industry average gets a refund of its premium; those with a poor record relative to the average pay a surcharge.
NRS	National Rehabilitation Reporting System
Nurse Practitioner (NP)	A nurse registered in the College of Nurses Extended Class with an expanded scope of practice that includes the additional controlled acts of: communicating a diagnosis; prescribing certain drugs; ordering diagnostic ultra sound; ordering selected X-rays and lab tests.
OBS	Obstetrics
OBSP	Ontario Breast Screening Program
OCCI	Ontario Case Costing Initiative
ODB	Ontario Drug Benefits
OH	Ontario Health
OHA	Ontario Hospital Association. Representing approximately 154 public hospitals, the OHA assumes a leadership role, focused on patients, promoting an efficient and effective health system.
OHIP	Ontario Health Insurance Program
OHRS	Ontario Hospital Reporting System
OHSC	Occupational Health and Safety Committee
OHT	Ontario Health Team Note: our area is called CND OHT (Cambridge and North Dumfries Ontario Health Team)
OMA	Ontario Medical Association
ONA	Ontario Nurses Association
OPSEU	Ontario Public Service Employees Union
OR	Operating Room
OT	Occupational Therapy
Outpatient care	Care provided to a patient that does not necessitate admission of the patient to an inpatient bed. (See ambulatory care.)
OP	Outpatient
PAC	Professional Advisory Committee
PACS	Picture Archiving and Communication System

PACU	Post Anesthetic Care Unit
PFAC	Patient and Family Advisory Council
PCC	Patient Centered Care
Palliative Care	Coordinated support for individuals and families who are living with a life-threatening illness, usually at an advanced stage. It focuses on physical, psychological, social, cultural, emotional and spiritual needs of the ill person and his or her family. Palliative care services are delivered in various types of facilities. The term “End-of Life Care” is also used to refer to “Palliative Care”.
Paramedic	An Emergency Medical Care Attendant who has been certified by a base hospital physician to perform one or more delegated medical acts within a Ministry of Health approved advanced life support ambulance program.
PBC	Performance Based Compensation
PCOP	Post construction operating plan
PDoV	Patient Declaration of Values
PDSA	Plan-Do-Study-Act
Peds	Pediatrics
Performance Measures/ Metrics	Specific quantitative or qualitative measures of what outcomes are to be achieved. Each outcome will typically have several performance measures. Performance measures may be efficiency measures (ratio of outputs to inputs); effectiveness measures (impact / results of a service); or customer service measures (degree to which expectations of service recipients are met). Performance may be monitored at the client, program and system levels.
Perioperative Care	Services related to the operating room for clients needing surgical care. The services cover the preoperative, intra-operative and immediate post-operative periods for individuals.
PFCC	Patient and Family Centered Care
PHA	Public Health Act
PHIPA	Personal Health Information Protection Act
Physio/ PT	Physiotherapy
Population Health Approach	A way to manage health care and health services; focuses on the needs of a given group as a whole and the factors that contribute and determine the health status of a defined group of people; facilitates the integration of services across a continuum of services.
Primary Care	The first contact between the patient and the health care system, and the link with diagnostic and hospital services. Primary care providers include family

	physicians, nurses, chiropractors, psychologists and other regulated health practitioners.
Primary Level of Care	Procedures or treatments that can be provided in any hospital setting by general practitioners or specialists.
Protocols	Systematically developed statements to assist practitioners and patients with decisions about appropriate health care for specific clinical circumstances.
P4R	Emergency Department Performance in the Pay for Results
PSW	Personal Support Worker
QBPs	Quality Based Procedures – specific types of cases where the treatment protocol has been defined by expert panels and priced based on Ontario Case Costing data. Each QBP has a handbook detailing best practice, the definition, and quality metrics. Hospitals are funded at the provincial price per weighted case (unique rate for each QBP) multiplied by the volume of each QBP that they have been allocated to complete.
QCIPA	Quality of Care Information Protection Act
QIP	Quality Improvement Plan
Quaternary care	The provision of highly complex sub-specialty services. Centres delivering quaternary care may act as provincial, national, and international resources, e.g., Hospital for Sick Children.
QWL	Quality of Work Life
R&R	Recruitment and Retention
RAI-MDS	Resident Assessment Instrument – Minimum Data Set
RCA	Root Cause Analysis
RCPS(C)	Royal College of Physicians and Surgeons of Canada
Rehabilitation	The provision of often time-limited, goal-oriented therapeutic services geared towards the restoration or optimization of health, physical or other ability.
Report Card	An accounting of the quality of services, compared among providers or systems over time; as in health report card; grades providers/systems on predetermined, measurable quality and outcome indicators; may be used by consumers and policy makers to determine overall program effectiveness, efficiency, and financial stability.
Retirement Home	Retirement homes are privately owned rental accommodations for seniors who are able to manage and pay for their own care. Generally, retirement homes are designed for seniors who need minimal to moderate support with their daily living activities. These settings enable residents to live as independently as possible, while providing certain services and social activities. Retirement homes are also called "retirement residences".

RHPA	Regulated Health Professions Act - Ontario
RIWs	Resource Intensity Weights
RN	Registered Nurse
RN (EC)	Registered Nurse, Extended Class (Nurse Practitioner)
RNAO	Registered Nurses Association of Ontario
ROP	Required Organizational Practice: An ROP is an essential practice that an organization must have in place to enhance patient/client safety and minimize risk. <i>Accreditation Canada</i>
RPN	Registered Practical Nurse
SARS	Sudden Acute Respiratory Syndrome
SBAR	Situation/Background/Assessment/Recommendation (communication tool)
Schedule 1 facility	A hospital with a mental health unit that can admit patients on an involuntary basis.
Schedule 3 facility	A hospital with a mental health unit which cannot admit patients on an involuntary basis.
Scorecard	Specific quantitative or qualitative measures of what outcomes are to be achieved. Each outcome will typically have several performance measures. Performance measures may be efficiency measures (ratio of outputs to inputs); effectiveness measures (impact / results of a service); or customer service measures (degree to which expectations of service recipients are met). Performance may be monitored at the client, program and system levels.
SDM	Substitute Decision Maker
Secondary Level of Care	Surgical and other procedures provided by medical specialists, usually in larger community hospitals.
Sentinel event	Any unexpected occurrence involving death, serious physical/ psychological, social or spiritual injury “or the risk thereof”. Serious injury specifically includes loss of limb or function. The phrase, “or the risk thereof” includes any process variation for which a recurrence would carry a significant chance of serious adverse outcome.
Service Agreement / Contract	An instrument for contracting to provide a [health] service under the authority of specific legislation; a formal agreement between the ministry and a second party (usually an agency or an individual) for the delivery of service to third party clients.
SEIU-S SEIU-C	Service Employees International Union – Service Service Employees International Union – Clerical

Shadow Billing	Claims (billings) submitted to the provincial government by physicians on alternate payment plans (APP) for services they provide. Unlike physician claims submitted by fee-for-service physicians for payment, these claims are for administrative purposes only (i.e.: as a record of services provided). Also known as "Evaluation Claims" and "Dummy Claims".
SSI	Surgical Site Infection
Support services	Hospital departments responsible for maintaining the operation of the facility, i.e. laundry, purchasing, housekeeping, and maintenance.
Telemedicine	Medical imaging technology and other provisions of health care through use of telecommunications technology.
Tertiary care	Care that requires highly specialized skills, technology and support services, usually provided in facilities serving a large region or the province as a whole.
TGOL	Trillium Gift of Life – Ontario organ donation program
THREB	Tri-Hospital Research Ethics Board
TOA	Transfer of Accountability
TPAR	Same as APER. Transfer Payment Annual Reconciliation
Transfer Payments	Payments to individuals, corporations, or other levels of government for which the ministry does not directly receive goods or services, does not expect to be repaid in future, or expect a financial return
TCU	Transitional Care Unit
Transparency	A system of operation that allows outsiders to see how the organization operates, makes decisions, and uses resources; an important aspect to ensure the public trust in an organization
Triage	The sorting of patients according to criteria which ensures that the most seriously ill or injured patient is treated before patients with less serious problems.
Utilization	The level of use of a particular health service over time.
Utilization Management (UM)	A systematic process designed to evaluate health services provided to a specific patient or group of patients over a given time to ensure that they are cost-effective, appropriate, and accessible.
VAP	Ventilator acquired pneumonia
VRE	Vancomycin Resistant Enterococci (See also ARO)
VTE	Venous Thromboembolism
Wait Times Strategy (WTS)	The Government of Ontario's plan to increase access and reduce wait times for five major health services: cancer surgery, cardiac procedures, cataract

	surgery, hip and knee replacements, and MRI and CT exams. <a href="http://www.ontariowaittimes.com">www.ontariowaittimes.com</a>
WHO	World Health Organization
WTIS	Wait Times Information System: a web-based information system, to support wait times management and provide the public with wait times information.
YE	Year end
YTD	Year-to-Date