

# IMPLEMENTATION & KNOWLEDGE MOBILISATION GLOSSARY

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A guide to implementation and  
knowledge mobilisation for  
patients and project partners

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# PRIMARY CARE CENTRE VERSUS ARTHRITIS

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# - insert phrase as appropriate



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## Introduction

This booklet is a glossary of terms and words often used in implementation and knowledge mobilisation projects and you may hear them used when working with the IAU. This is not meant to be a complete reference of all terms, but we hope it will help you. If you come across any terms that are not included in the glossary, please let us know and we will add them in.

A:

**Advanced Clinical Practitioners (ACPs):** ACPs come from a variety of professional backgrounds such as nursing, pharmacy, physiotherapy and occupational therapy. They have skills and knowledge for expanded roles of caring for patients.

**Academic Health Science Network (AHSN):** AHSNs promote the uptake of health innovations in the NHS. They bring together education, clinical research, IT, entrepreneurs, training and education and healthcare delivery. Their goal is to improve patient and population health by translating research into NHS practice, and developing and implementing integrated health care services. They support networks for organisations and people from the industries above to share knowledge and best practice. They also support these networks to quickly evaluate any new changes and to use new innovations. AHSNs find and commercialise innovations that will have national and international significance.

**Accident and Emergency (A&E):** Accident and Emergency, otherwise known as the ED (Emergency Department) or Casualty. The first place a patient goes in secondary care when they need immediate treatment for an accident or an emergency

**Allied Health Professionals (AHPs):** These are people who have health care jobs which are not in nursing, medicine or pharmacy. Allied Health Professionals include occupational therapists (OTs), podiatrists, dietitians, physiotherapists and radiographers.

**Applied Research Collaborations (ARCS):** There are 15 ARCs in England. ARCs are partnerships covering different regions, with the aim of joining up some of the country's best universities, leading innovators and local authorities to solve some of the biggest issues facing health and social care.

**Audit:** A way to find out if current healthcare treatments are in line with desired standards.

## B:

**Bespoke treatment:** Part of stratified care, the term bespoke treatment refers to when a patient is given a treatment that is matched to their specific condition.

## C:

**Care Quality Commission (CQC)** - The CQC is the independent regulator of health and adult social care in England. It makes sure health and social care services provide people with safe, effective, compassionate, high-quality care and encourage care services to improve. They work together with NHS England to improve outcomes for patients.

**Case study:** A form of descriptive research that is used to look at individuals, a small group of participants, or a group as a whole.

**Centre of Excellence:** A team, place or network that has the expertise to provide leadership and best examples in specific areas of healthcare.

**Clinical champions:** Health care professionals who help push forward new ideas into healthcare settings.

**Clinical Commissioning Groups (CCGs)** - CCGs are clinically led statutory NHS bodies responsible for the planning and commissioning of healthcare services for their local area. CCG members include GPs and other clinicians, such as nurses and consultants. They are responsible for about 60% of the NHS budget, commission most secondary care services, and play a part in the commissioning of GP services. The secondary care services commissioned by CCGs are:

- planned hospital care
- rehabilitative care
- urgent and emergency care (including out-of-hours and NHS 111)
- most community health services

- mental health services and learning disability services

CCGs can commission any service provider that meets NHS standards and costs. These can be NHS hospitals, social enterprises, charities or private sector providers. However, they must be assured of the quality of services they commission, taking into account both National Institute for Health and Care Excellence (NICE) guidelines and the Care Quality Commission's (CQC) data about service providers. All GP practices have to be members of a CCG, and every CCG board must include at least one hospital doctor, nurse and member of the public.

**Clinical outcomes:** Changes seen in a patients' symptoms, which result from treatment

**Clinical pathways:** The 'journey' taken by a patient through the healthcare system, from diagnosis to treatment.

**Clinical Research Facility (CRF)** - Dedicated and purpose built facilities with specialist clinical research and support staff from universities and NHS Trusts work together on experimental medicine studies.

**Clinical Research Network (CRN):** A network which coordinates and supports the delivery of research across the NHS in England, made up of 15 regional networks across the country.

**Commissioning:** Commissioning is the effective planning and delivery of healthcare to meet the needs of the population. Commissioners decide whether or not a treatment should be used.

**Community Health Partnership (CHP):** This is an organisation which works collaboratively with the NHS to provide high quality health and social care facilities for high quality patient care and to support staff wellbeing.

**Community of Practice (CoP):** A group of people who share a common interest and work together to achieve a common goal. For example, the JIGSAW-E project has a Community of Practice, which is made up of researchers, educators, health professionals, industry, patients and public who are all working together to improve arthritis care.



**Co-production / co-creation:** Involving patients in the production or creation of new innovations, interventions and resources from the start. Working together.

**Critically Appraised Topic (CAT):** This is a way of answering clinical questions by looking at all the research evidence in that area and coming up with a 'clinical bottom line' – the key message.

## D:

**Dashboard:** Dashboards are a tool used by NHS staff to view, analyse and export data to inform their work - it helps to monitor progress against specific projects and improves the quality and accuracy of data. Services users and their families and carers can see how local services are performing and understand where to look to make informed choices about their care.

**Deliverables:** A deliverable is a project management term, which describes the product or service that comes out of the project. A deliverable usually has a due date and is tangible, measurable and specific.

**Department of Health and Social Care:** Responsible for strategic leadership and funding for both health and social care in England. It is a ministerial department, supported by 23 agencies and public bodies.

**Diagnosis:** The identification of the nature of an illness or other problem, by a health care professional, by examination of the symptoms, patient and test results.

**Dissemination:** Dissemination refers to the act of spreading something, especially information, widely. In research, it refers to when researchers circulate the results of their research studies and trials. It differs from implementation and knowledge mobilisation as dissemination informs people of the research outcomes.

## E:

**EIT-Health:** (European Institute of Innovation and Technology): A European Union initiative to improve healthy living and active ageing across Europe by bringing together universities and industry and providing funding for projects.

**Elective care:** Planned care, such as a planned operation or treatment in hospital

**Electronic Patient Record (EPR):** An electronic patient record is a secure digital version of a patient's healthcare records. They make information available instantly and securely to authorised users such as doctors, nurses and physios.

**EMIS:** This is a clinical computer system which is used by GPs, nurses and other health care professionals in Primary Care. It allows healthcare professionals to record, share and use vital information, so they can provide better, more efficient care. Also see: [SystemOne](#)

**E-template:** An electronic form used by a healthcare professional during a consultation with a patient

**E-training:** A way of teaching that is offered online, using the internet, instead of face to face.

**Evaluation:** The collection and analysis of information to help organisations know how they're doing, which helps identify changes that need to be made along the way

**Evidence based practice / Evidence based medicine:** Healthcare professionals use current best evidence, along with their clinical expertise and patient values to help them make decisions on how best to treat a patient.

## **F:**

**Footprint:** A footprint when used in the NHS context usually refers to a geographical area.

**Foundation Trust:** NHS Foundation Trusts have been created to allow decisions to be made by local organisations and communities which are free from central government control and able to decide how best to spend the Trust's income, taking into account the needs of the local community.

**Friends and Family test:** The Friends and Family Test (FFT) is an important feedback tool that supports the fundamental principle that people who use NHS services should have the opportunity to provide feedback on their experience.

**G:**

**H:**

**Health and wellbeing boards:** Health and wellbeing boards were established by local authorities to act as a forum for local commissioners across the NHS, social care, public health and other services. The boards intended to:

- increase democratic input into strategic decisions about health and wellbeing services
- strengthen working relationships between health and social care
- encourage integrated commissioning of health and social care services

**Health Education England (HEE):** Health Education England (HEE) leads education, training and workforce development nationally. It promotes high-quality education and training that is responsive to the changing needs of patients and local communities. Professional regulators are still responsible for setting and upholding standards. HEE has six professional boards. Its medical board is responsible for ensuring that training posts are filled by high-quality candidates, that curriculum-based training is delivered, that academic medicine's needs are recognised, and that there is enough capacity in the health service to deliver high-quality training.

**Health Informatics:** The use of IT (Information Technology) to deliver and manage health care.

**Healthwatch:** The independent consumer champion for NHS and social care services - representing the interests of patients and the public

**I:**

**Impact:** Any effect on, change or benefit to:

- The economy
- Society & people
- Culture
- Public policy or services
- Health
- The environment
- Quality of life

Projects in the Impact Accelerator Unit have impact on real world healthcare practice.

Universities measure the impact that their research has had in practice and this is called the Research Excellence Framework (REF).

**Impact Accelerator Unit:** The Keele Impact Accelerator Unit moves evidence based practice into real world healthcare

**Implementation:** Implementation refers to the many different approaches, processes and strategies that can be used for an organisation to adopt and integrate evidence based interventions into active use.

**Implementation Science:** The scientific study (rather than the process, which is implementation) of methods and strategies that facilitate the uptake of evidence-based practice and research into regular use by practitioners and policymakers.

**Improvement Science:** Actually changing and improving healthcare using evidence based interventions, achieving widespread use of 'new, better ways' more quickly. Uses a specific Quality Improvement method to make something better than before.

**Innovations:** New or cutting edge improvements and developments in healthcare treatment. The Impact Accelerator Unit will often use the term innovation to describe evidence based treatments, training, or information which we are implementing into clinical practice.

**Integrated Care Systems (ICS):** ICSs promote joined up working between the NHS and local government, to coordinate services and improve local population health, reducing inequalities between different groups. Strategic Commissioning of specialised acute services, 111 and ambulance. System-wide coordination including setting an overarching clinical strategy and clinical standards, Urgent & Emergency Care coordination, ICT, data management and digital care, Workforce planning, Strategic Communication (e.g. key public health messages re prevention), Shared policy development. 42 ICSs replaced 44 Sustainability and Transformation Partnerships across England in 2021.

**Integrated Care Partnership (ICP):** a broad alliance of organisations and representatives concerned with improving the care, health and wellbeing of the population, jointly convened by local authorities and the NHS. Part of an ICS. Provide non-specialist acute hospital services including horizontal integration/clinical networking any the management of any reconfiguration as required and commissioning, contracting and performance management of non-specialist acute hospital services.

**Integrated Care Board (ICB):** A statutory body, the ICB will be responsible for the commissioning of healthcare services in that ICS area, bringing the NHS together locally to improve population health and care. Part of an ICS.

**Interventions:** In healthcare, an intervention is a treatment which is usually undertaken to help treat or cure a condition. Research produces interventions which are based on evidence. The Impact Accelerator Unit will often use the term intervention to describe evidence based treatments, training, or information which we are implementing into clinical practice

## J:

**JIGSAW-E:** JIGSAW-E stands for 'Joint Implementation of osteoarthritis Guidelines across Western Europe' It is a Keele implementation project which aims to put into practice an ideal treatment package for osteoarthritis. The evidence for this was discovered in the Keele MOSAICS research study, which found that a model (ideal) osteoarthritis consultation, along

with supported self-management tools (the osteoarthritis guidebook) achieves better results for patients. The project took place across Europe.

## K:

**Knowledge Broker:** A Knowledge Broker is a person who brings people together, builds relationships and shares ideas and evidence that help healthcare stakeholders to do their jobs better. A 'bridge' or 'intermediary,' they make sure that information and ideas flow easily and there is a two-way exchange of information. They stop information being kept in 'silos'

**Knowledge brokering:** A two-way exchange of knowledge about an issue, which promotes collective learning and usually involves knowledge brokers or intermediaries.

**Knowledge Exchange:** An ongoing process of actively moving information and knowledge between individuals and groups.

**Knowledge Management:** The process of ensuring that knowledge is available. It is sometimes used to describe the suite of activities from the storage of information through to its dissemination.

**Knowledge Mobilisation:** Knowledge Mobilisation is a two-way conversation, getting the right information to the right people in the right format at the right time, so as to influence decision-making. It concentrates on nurturing relationships with stakeholders and the co-production of solutions.

**Knowledge to practice gap:** This is the time lag between research and healthcare which implementation and knowledge mobilisation aims to bridge. This gap is widely reported to take up to 17 years to cross.

**Knowledge Transfer:** A one-way process of sharing knowledge from someone to someone.

**Knowledge Translation:** The process of translating knowledge from one format into another so that the receiver can understand it; often from specialists to non-specialists. It is sometimes represented as a one-way and sometimes a two-way process.

**Knowledge Utilisation:** Actively using the knowledge produced in research in healthcare practice

**KPIs (Key Performance Indicators):** A Key Performance Indicator is a measurable value that demonstrates how effectively a project is achieving its objectives. The Impact Accelerator Unit must demonstrate KPIs to evaluate their success at reaching targets.

**L:**

**Lay person:** Someone who does not have a clinical or research background but is part of the team working towards a common goal. Often a patient or member of the public. Lay people bring their own expertise and experiences which are extremely valuable to implementation and knowledge mobilisation work.

**Link Group:** The Link Group is based at Keele University and is made up of patients, carers and people with an interest in improving healthcare in the real world. Using their knowledge, experience, networks and connections, the group's aim is to provide a steer for the Impact Accelerator Unit to achieve the greatest impact possible from research by implementing evidence based innovations into practice.

**Local Authorities** - Local government works towards protecting and improving public health. These include commissioning and providing public health services.

**Logic Model:** A logic model is a visual way of representing how and why an intervention will work.

**Long Term Conditions (LTC):** Healthcare problems which last for a long period of time, or for which there is currently no cure. Sometimes called 'chronic' conditions. They can be managed with drugs, exercise and other treatments. Diabetes and arthritis are examples of LTCs.

## M:

**Making Every Contact Count (MECC):** An initiative where all contacts with individuals are used to promote a healthy lifestyle

**Matched Treatments:** Treatments which correspond more appropriately with the symptoms of the patient than broader interventions. Matched treatments are used because 'one size does not fit all.'

**Methodology:** A system of methods used in a particular area of study or activity.

**Metrics:** Numbers, milestones, or any other measurable way of comparing and tracking the success of a project.

**Model osteoarthritis consultation:** A 'gold standard' patient-focused consultation between a patient and their healthcare professional for osteoarthritis (OA). A model OA consultation is based on the core recommendations from the NICE osteoarthritis guidelines for primary care, for example providing written information and advice about exercise and weight loss.

**MOSAICS:** This was a Keele research study on Managing Osteoarthritis in Consultations which investigated a new way of supporting patients to self-manage their osteoarthritis and came up with an ideal treatment package. The treatment package was put into practice in the JIGSAW-E implementation project

**Multi-Disciplinary Team (MDT):** A group of healthcare professionals from different backgrounds who work together to care for a patient (e.g. nurses, doctors, physios, pharmacists).

**Musculoskeletal (MSK):** Involving the body's joints, ligaments, muscles, nerves, tendons and structures that support limbs, the neck and the back

## N:



**Needs Assessment:** The process of collecting information about a part of an organisation which needs an intervention

**NHS England** - NHS England is independent and at arm's length to the government. Its main role is to lead the NHS, to improve health and care outcomes for people in England.

NHS England is the commissioner for primary care services such as GPs, pharmacists and dentists. It supports local integrated care systems (ICS) to work together to improve the health outcomes for people in England, in line with the NHS mandate set by the government.

**NICE (National Institute for health and Care Excellence):** NICE is an organisation which provides evidence based guidance and advice to improve health and social care across the UK.

**Non-pharmacological:** Treatment that does not involve the use of drugs and medicines.

## O:

**OA (Osteoarthritis):** The most common form of joint disease, which causes joint pain and stiffness. Symptomatic osteoarthritis is when a patient shows medical symptoms or signs of the condition. Osteoarthritis is also referred to as OA.

**OA Guidebook:** Keele University has developed an Osteoarthritis (OA) Guidebook for patients and healthcare professionals, which includes patient experiences and evidence-based information and advice. It is given to patients who attend JIGSAW consultations

**Office for Health Improvement and Disparities:** focusses on improving and levelling up health across the UK. Part of the government's Department of Health and Social Care. Replaced Public Health England in 2021

**Outputs:** A specific technology, product, service, method, design, concept or approach produced in a project to be put into practice

## P:

**Pace and scale:** Delivering an intervention 'at pace and scale' means making sure that it is implemented as quickly and as far as possible

**Patient champions:** Patients who help push forward new ideas into healthcare settings. The patient will usually have experience of the condition for which they are trying to promote a treatment.

**Patient pathway:** This is the route that a patient will take from their first contact with an NHS member of staff (usually their GP), through referral, to the completion of their treatment. It also covers the period from entry into a hospital or a Treatment Centre, until the patient leaves. Also see [clinical pathway](#)

**PPGs (Patient Participation Groups):** From April 2016, it has been a contractual requirement for all English primary care General Practices to form a patient participation group (PPG) during the year ahead and to make reasonable efforts for this to be representative of the practice population. Patient Participation Groups have a key role to play as they help ensure that patients and carers can influence their local care services.

The practice must engage with the PPG including obtaining patient feedback and, where the practice and PPG agree, will act on suggestions for improvement.

**PPIE (Patient and Public Involvement and Engagement):** Patient Involvement means actively involving patients, families, carers and members of the public to advise and shape research and healthcare. Patient Engagement means connecting with people about health research and sharing information. The PPIE team at Keele are responsible for this.

**Primary Care:** Health services providing first point of contact care for patients (e.g. general practices, district nursing, and community-based health services)

**Process Evaluation:** Process evaluation is a method of assessing if an intervention is being delivered as intended to the targeted population. It compares the intended outcomes with the actual implementation, delivery and reach.

**Prognosis:** The likely course of a medical condition in the future

## Q:

**Qualitative data:** Information used to understand underlying reasons, opinions, and motivations. It provides insights into problems or helps to develop new ideas about things. Can include things people say or their behaviours.

**Quality Indicators:** Specific and measurable elements of healthcare practice that can be used to assess the quality of care. They are used to assess care quality according to defined Quality Standards.

**Quality Standards:** These are statements which help to improve quality within a particular area of care, taken from the best available evidence.

**Quantitative data:** Information that is measured or counted using numbers.

## R:

**Research Excellence Framework (REF):** The REF is s the UK's system for assessing the excellence of research in UK higher education providers (HEPs). The REF outcomes are used to inform the allocation of around £2 billion per year of public funding for universities' research.

**Risk Factors:** Something that increases a person's chances of developing a disease.

## S:

**Scalability:** The capability of a system to handle a growing amount of work, or its potential to be enlarged to accommodate that growth

**Scale up and scale out:** Scale up means increasing in size or number, scale out means the spread or reach of the innovation

**Secondary care:** Secondary care, which is sometimes referred to as 'hospital and community care', can either be planned (elective) care such as a cataract operation, or urgent and emergency care such as treatment for a broken bone

**Secretary of State:** Overall responsibility for the work of the Department of Health and Social Care, which provides strategic leadership for public health, the NHS and social care in England.

**Self-management:** When the patient uses different methods to care for themselves and control their own symptoms, using advice from medical professionals.

**Silos:** A self-enclosed group of like-minded individuals. When implementing innovations or sharing knowledge, we aim to break down silos, share information and mobilise knowledge.

**SMEs - (Small / Medium Enterprises):** Organisations which usually employ fewer than 250 people.

**Social Prescribing:** Social prescribing is a way of linking patients with sources of support within the community. It provides non-medical options that can operate alongside existing treatments to improve health and wellbeing.

**Stakeholder:** A person or organisation with an interest or concern in something.

**STarT Back:** Implementation project following on from the IMPaCT study. The STarT back implementation project is based on SHINE, a Keele research project which found that by allocating back pain patients to different risk groups (stratifying them) they would receive more appropriate, cost effective and time saving treatment. Patients visiting their GP with lower back pain are asked 9 questions using the STarT Back tool, which then puts them into low, medium or high risk groups depending on their answers. Low risk patients receive information, advice and painkillers, medium risk patients receive physiotherapy and high risk patients receive physiotherapy plus emotional support. STarT Back was initially piloted in the West Midlands and is now used in practices across the UK. It has now been included in the NICE guidelines.

**Stratified Care:** This is when subgroups of patients are matched to the most appropriate treatments for their specific problem, in an effort to improve patient outcomes. Also see: [matched treatment](#)

**Stream of Funding:** A source of money set aside for a certain purpose or project.

**SystemOne:** SystemOne is a clinical computer system which is used by GPs, nurses and other AHPs in Primary Care. Also see: [EMIS Web](#)

## **T:**

**Tertiary Care:** Tertiary care refers to highly specialised treatment such as neurosurgery, transplants and secure forensic mental health services.

**Train the Trainers model:** A way of teaching people about a certain topic. Once they have been trained they will then go on to teach other people.

## **U:**

**UK Health Security Agency - (UKHSA)** plans for, prevents and responds to health threats such as global pandemics. Part of the government's Department of Health and Social Care.

## **V:**

**Vanguards:** In 2015 the NHS invited individual organisations and partnerships to apply to become 'vanguards' as part of the NHS Five Year Forward View. The 50 chosen vanguards are tasked to develop new care models and potentially redesign the health and care system. It is envisaged that this could lead to better patient care, service access and a more simplified system.

## **W:**

**Work Packages:** Pieces of work to achieve the aims of the project.

X:

Y:

Z:

## Abbreviations (Acronyms)

### A:

**A&E:** Accident and Emergency

**AHP:** Allied Health Professionals

**AHSN:** Academic Health Sciences Network

**ARC:** Applied Research Collaboration

### B:

### C:

**CAT:** Critically Appraised Topic

**CRN:** Clinical Research Network.

**CPD:** Continuous Professional Development

**CQUIN:** Care Quality Indicator

**CSP:** Chartered Society of Physiotherapists

### D:

**DH/DoH:** Department of Health

### E:

### F:

### G:

**GP:** General Practitioner

## H:

**HCP:** Health Care Practitioner

**HEE:** Health Education England

**HEI:** Higher Education Institutes

## I:

**ICS:** Integrated Care System

**ICP:** Integrated Care Partnership

## K:

## L:

**LBP:** Lower Back Pain

## M:

**MPFT:** Midlands Partnership NHS Foundation Trust

**MOSAICS:** Management of Osteoarthritis in Consultations

## N:

**NAPP:** National Association of Public Participation

**NHS:** National Health Service

**NICE:** NICE (National Institute for health and Care Excellence)



**NIHR:** National Institute of Health Research

**NSAIDs:** Non-steroidal anti Inflammatory drugs

**O:**

**OA:** Osteoarthritis

**P:**

**PCC:** Primary Care Centre

**QALY:** Quality Adjusted Life Year

**QOF:** Quality Outcome Framework

**R:**

**RCGP:** Royal College of General Practice

**RCP:** Royal College of Physicians

**REF:** Research Excellence Framework

**RUG:** Research User Group

**S:**

**STarT Back:** Screening and Targeted Treatment for Back Pain

**T:**

**U:**

**UHNM:** University Hospitals of North Midlands NHS Trust.

W:

**WHO:** World Health Organisation

**WMAHSN:** West Midlands Academic Health Science Network

## Further reading

The following are examples of some general web links that users may also find useful:

- **INVOLVE Jargon Buster**  
<http://www.invo.org.uk/resource-centre/jargon-buster/>
- **The National Institute for Health and Care Excellence (NICE)**  
<https://www.nice.org.uk/glossary>
- **Medical Dictionary**  
<https://medical-dictionary.com/>
- **How does the NHS in England work? The Kings Fund guide**  
<https://www.kingsfund.org.uk/audio-video/how-does-nhs-in-england-work>
- **NHS England**  
<https://www.england.nhs.uk/>
- **Impact Accelerator Unit**  
<https://www.keele.ac.uk/iau>
- **Keele Health – a library of knowledge for the public and healthcare professionals**  
[www.keele.health](http://www.keele.health)
- **STarT Back**  
<https://www.keele.ac.uk/sbst/startbacktool/>

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