

	Access	Ability of people to reach or use health care services. Barriers to access can be: (1) a persons locality, income or knowledge of services available; or (2) the acceptability or availability of existing services
ACC	Accident Compensation Corporation	Crown Entity set up to provide comprehensive, 24hour, no-fault personal accident cover for all New Zealanders.
	Accreditation	Achievement against a national system of standards.
	Acute Care	The provision of appropriate, timely, acceptable and effective management of conditions with sudden onset and rapid progression that require attention.
ALAC	Alcohol Liquor Advisory Council	A Crown Entity which operates under the Alcoholic Liquor Advisory Council Act (1976). ALAC's primary objective is to promote moderation in the use of alcohol and to develop and promote strategies that will reduce alcohol related problems for the nation.
	Ambulatory Sensitive Admissions	Hospitalisation or death due to causes which could have been avoided by preventive or therapeutic programme
ASPIRE	Assessment of Services Promoting Independence and Recovery in Elders.	A research study on aging in place initiatives.
AT&R	Assessment Treatment and Rehabilitation	These are specialist health services for older people provided by teams of health professionals specially trained to treat illness, rehabilitate and maintain the older person's ability and mobility so that they can retain an independent lifestyle.
	Audit	The verification of performance against predetermined standards or contracts by a process of inspections, interviews and appraisal of documentation.
ALOS	Average Length of Stay	Average Length of Stay is the sum of bed days for patients discharged in the period (ie lengths of stay) divided by the number of discharges for the period.
	Blueprint Funding	Blueprint funding is allocated by Government to work to ensure the development of mental health services for the 3% of the total New Zealand population with moderate to severe mental illness. Service development is based on the service levels set out in the Mental Health Commission's Blueprint for Mental Health Services in New Zealand: How Things Need to Be (1998).
	Boarder Patient	A person defined as 'accompanying a patient' such as a mother with a baby, a person who is staying in a hospital bed but is not receiving treatment or a patient with an admit type of "BD"
	Brachytherapy	Type of radiation therapy in which radioactive materials are placed in direct contact with the tissue being treated.
BEL	Brackenridge Estate Limited	A wholly owned subsidiary of Canterbury DHB which provides residential care services to people with intellectual disability and high dependency needs including day programs.
CAPEX	Capital Expenditure	Spending on land, buildings and larger items of equipment.
	Cardiothoracic	Relating to the heart or chest
CEO	Chief Executive Officer	Appointed by the Board to implement the strategic direction of the Board and manage all the functions of the organisation.
CSPIN	Christchurch Social Policy Interagency Network	CSPIN brings together senior managers of the main social sector agencies operating in Christchurch. Agencies represented include: Ministry of Education, Department of Corrections, Te Puni Kokiri, Ministry of Social Development, The New Zealand Police, the Ministry of Pacific Island Affairs, the Department of Child Youth and Family Services, Housing New Zealand Corporation and the Canterbury DHB and Christchurch City Council. CSPIN has been in operation since the early 1990s and provides a platform for sharing information and for co-ordinating efforts across social sector agencies in Christchurch.
COPD	Chronic Obstructive Pulmonary Disease	A progressive disease process that most commonly results from smoking. Chronic obstructive pulmonary disease is characterised by difficulty breathing, wheezing and a chronic cough.
CNS	Clinical Nurse Specialist	Registered nurses with an advanced degree in a particular area of patient care; e.g., neurosurgery clinical nurse specialist.
CTA	Clinical Training Agency	The Clinical Training Agency provides funding for Post Entry Clinical Training programmes, are nationally recognised by the profession and/or health sector and meet a national health service skill requirement rather than a local employer need.
	Cohort	Generational group as defined in demographics, statistics, or market research: "The cohort of people aged 30 to 39... were more conservative" (American Demographics).

Appendix 6 – Glossary of Terms

	Community	A collective of people identified by their common values and mutual concern for the development and wellbeing of their group or geographical area.
CPH	Community and Public Health	Division of the Canterbury DHB responsible for the provision of population and public health services – health promotion, education and regulatory services.
CPHAC	Community and Public Health Advisory Community.	Statutory Advisory Committee of the Board responsible for monitoring community and public health issues on the Board's behalf. Established by the New Zealand Public Health and Disability Act 2000.
	Consultation	The process of seeking the views of individuals or groups. These include both providers and health service users.
	Consultation	The process of seeking the views of individuals or groups.
CQI	Continued Quality Improvement	Continually looking for ways to provide a better service.
	Continuity of Care	The existence of some thread that binds together episodes of care and support for an individual over time.
COSE	Co-ordinator of Services for the Elderly	An Elder Care Canterbury initiative, running in two areas of Christchurch since October 2000. Staff, working alongside GPs, are responsible for co-ordinating packages of care for older people in the community. The most important outcome of the COSE project has been the provision of an overall link between any hospital and any provider service and the GP in Christchurch.
CABG	Coronary Artery Bypass Graft	A surgical procedure which involves replacing diseased (narrowed) coronary arteries with veins obtained from the patients lower extremities (autologous graft). During this procedure the patient is placed on a heart bypass machine (heart-lung machine) to allow the surgeon adequate time to perform surgery on the resting (nonbeating) heart.
CWD	Cost Weighted Discharges	Measure of relative patient's utilisation of resources
	Credentiailling	A process used to assign specific clinical responsibilities to health professionals on the basis of their training, qualifications, experience and current practice, within an organisational context. Credentiailling is part of a wider organisational quality and risk management system designed primarily to protect the patient.
CFA	Crown Funding Agreement	This is an agreement by the Crown to provide funding in return for the provision of, or arranging the provision of, specified services.
	Culturally Appropriate Services	Services responsive to, and respectful of, the history, traditions and cultural values of the different ethnic groups in our society.
DOSA	Day of Surgery Admission	Day of Surgery admission is a patient who is admitted on the same day on which they are scheduled to have their elective surgery. The admission can be as either a day case or an inpatient.
DVT	Deep Vein Thrombosis	Blood clotting in the veins of the inner thigh or leg. Blood clots can break off (as an embolism) and makes its way to the lung where it has the potential of causing respiratory distress and respiratory failure.
	Determinants of Health	The range of personal, social, economic and environmental factors that determine the health status of individuals or populations.
	Disability	Incapacity caused by congenital state, injury or age-related condition expected to last six months or more. A disability may or may not be associated with the need for assistance.
DSD	Disability Services Directorate	The Disability Services Directorate (DSD) is responsible for the planning and funding of disability support services, including the provision of policy advice to the Minister of Health and Associate Minister of Health.
DSAC	Disability Support and Advisory Committee.	Statutory Advisory Committee of the Board responsible for monitoring disability support issues on the Board's behalf. Established by the New Zealand Public Health and Disability Act 2000.
DSS	Disability Support Services	Services provided for people who have been identified as having a disability, which is likely to continue for a minimum of six months and results in a reduction of independent function to the extent that ongoing support is required.
	Disparity (or deprivation)	Socio-economic or health inequality or difference relative to the local community or wider society to which an individual, family or group belongs.
DAP	District Annual Plan	This document sets out what the DHB intends to do over the year to advance the outcomes set out in the Strategic Plan, the funding proposed for these outputs, the expected performance of the DHB provider arm and the expected capital investment and financial and performance forecasts.

DHB	District Health Board	Organisations established to protect, promote and improve the health and independence of a geographically defined population. Each District Health Board will fund and provide or ensure the provision of services for its population.
DHBNZ	District Health Board New Zealand	National representative body for all twenty-one DHBs.
DSP	District Strategic Plan	The role of the DSP is to identify how the DHB will fulfil its objectives and functions over the next five to ten years by: identifying the significant internal and external issues that impact on the DHB and affect its ability to fulfil its mandate and purpose, acknowledging societal outcomes and identifying appropriate system outcomes as they relate to DHB population outcomes and outlining major planning and capability building
ESPIs	Elective Services Patient flow Indicators	The ESPIs have been developed by the Ministry of Health to assess whether or not DHBs are on the right track with the government policies on elective services.
Equity	Equity	Means fairness.
	Equity Lens	A tool to assess planned service development targets against the needs of those who face health inequalities
	Evaluation	Assessment against a standard. Evaluations can assess both the process (of establishing a programme to deliver an outcome) and outcomes (ultimate objectives).
	Evidence-based Practice	Clinical decision-making based on a systematic review of the scientific evidence of the risks, benefits and costs of alternative forms of diagnosis or treatment.
EMT	Executive Management Team	Senior Management Team of the Canterbury DHB who report directly to the Chief Executive.
FARC	Finance Audit Risk Committee	Advisory Committee of the Board responsible for monitoring audit, finance and property issues on the Board's behalf.
FSA	First Specialist Assessment	(Outpatients only) First time a patient is seen by a doctor for a consultation in that speciality for that reason, this does not include procedures, nurse appointments, diagnostic appointments or pre-admission visits.
	Follow-ups	Further assessments by hospital specialists.
	Fono	Samoan word for 'meeting'.
FTE	Full Time Equivalent	Means an Employee who works an average minimum of 40 ordinary hours per week on an ongoing basis.
	Funding Agreement	This is the agreement the Crown enters into with any person or entity under which the person or entity agrees to provide or arrange the provision of services in return for payment. For DHBs, this will include the District Annual Plan, funding schedules and the Statement of Intent.
	General Surgery	General and Vascular Surgery at Christchurch Hospital provides tertiary services to general, vascular and transplant services. Approx 60% acute workload. Treats mainly non deferrable malignant life and limb threatening disease of upper and lower gastro-intestinal system, breast, endocrine and perivascular systems, primarily malignant disease.
	Goal	A high level strategic statement.
HbA1c	Haemoglobin A1c; also known as glycated haemoglobin..	The level of HbA1c reflects the average blood glucose level over the past 3 months.
HAC	Health Advisory Committee	The Health Advisory Committee is a sub-committee of the National Health Committee. Its role is to provide independent advice to the Minister of Health on public health issues including: factors influencing the health of people and communities, the promotion of public health and the monitoring of public health.
	Health Needs	This can be either: what an individual requires to achieve or maintain health; or an estimation of the programmes required to improve the health of populations.
HNA	Health Needs Assessment	A process designed to establish the health requirements of a particular population
HOPS	Health of Older People Strategy	Government Strategy with the primary aim of developing an integrated approach to health and disability support services that is responsive to older peoples' varied and changing needs. This approach, the integrated continuum of care, means that an older person is able to access needed services at the right time, in the right place and from the right provider.
	Health Outcomes	A change in the health status of an individual, group or population which is attributable to a planned programme or series of programmes, regardless of whether such a programme was intended to change health status.

HealthPAC	Health Payments Agreements and Compliance	Formed from the merger of Health Benefits and the Shared Support Service Group within the Ministry of Health. HealthPAC undertakes a number of activities based on a Service Level Agreement with the Ministry of Health, and also provides information to several health agencies.
	Health Policy	A formal statement or procedure within institutions (notably government) that defines priorities and the parameters for action.
HPCA	Health Practitioners Competency Assurance	The purpose of the HPCA Act, which came into force on 18 September 2004, is to protect the health and safety of members of the public by providing for mechanisms to ensure that health practitioners are competent and fit to practice their professions.
	Health Status	A description and/or measurement of the health of an individual or population
HWAC	Health Workforce Advisory Committee	Committee who advises the Minister on how to ensure an adequate and responsive professional health workforce
HEAL	Healthy Eating, Healthy Living	CDHB Action Plan
HSS	Hospital and Specialist Service	Division of the Canterbury that provides hospital and specialist services to the Canterbury population.
	Hui	Maori word for a meeting or gathering of people for a specific reason.
	Improve the Patient Journey Project	Project with the goal of reducing unnecessary waits and delays within the patient continuum of care through innovation, reducing variation, focusing processes on patient orientated processes and collaboration.
IPAs	Independent Practitioners Association	A formal group of general practitioners providing support, training and collaborative services.
	Integration	Health service integration is described as: formal and informal linkages between health service providers, and/or cooperation and collaboration in implementing, delivering and improving specific programmes and/or formal sharing of care across health disciplines and settings.
IDFs	Inter District Flows	An IDF is a service provided by a DHB to a patient whose 'place of residence' falls under the region of another DHB. Under PBF each DHB is funding on the basis of its resident population – therefore the DHB providing the service will recover the costs of that service from the DHB who was funded for that patient.
InterRAI	International Resident Assessment Instrument	Comprehensive geriatric assessment tool.
	Intersectoral Collaboration	Projects involving various sectors of society including central and local government agencies (health, education, welfare and so on), community organisations (IHC, CCS, Maori Women's Welfare League, etc) and the private sector.
	Iwi	Tribe
KPIs	Key Performance Indicators	Key Performance Indicators are quantifiable measurements, agreed to beforehand, that reflect the critical success factors of an organisation.
LOS	Length of Stay	Length of stay is the time from admission to discharge, less any time spent on leave. It is normal to exclude boarder patients when calculating length of stay.
LOAD	Liaison on Alcohol and Drugs	Liaison on Alcohol and Drugs (LOAD), a forum attended by those working in the AOD sector, health promotion, education and community services.
LTCCP	Long Term Council Community Plan	Plan that sets out the type of community the people of a region would like to live in, and the things they would like to see for their community. It shows how the Council (for that region) and other organisations will work to build that community.
	Medical Credentialling	Medical credentialling refers to the process of permitting an individual physician to practice in a particular hospital, clinic or other medical practice setting
MoU	Memorandum of Understanding	An agreement of cooperation between organisations defining the roles and responsibilities of each organisation in relation to the other or others with respects to an issue over which the organisations have concurrent jurisdiction.
MeNZB™	Meningococcal B	Meningococcal disease is a bacterial infection. It causes severe illnesses including: meningitis (an infection of membranes that cover the brain) and septicaemia (a serious infection in the blood). There are several different strains of bacteria which cause meningococcal disease including A, B and C.
MVS	Meningococcal B Vaccine Strategy	MeNZB™ vaccine has been developed to protect against the strain of meningococcal B causing the New Zealand epidemic.
MHINC	Mental Health Information National Collection	The national database of mental health information held by the New Zealand Health Information Service (NZHIS) to support policy formation, monitoring and research.

MH-SMART	Mental Health Standard Measures of Assessment and Recovery	The aim of the MH-SMART initiative is to support recovery by promoting and facilitating the development of an outcomes-focused culture in the mental health sector. The principle means of achieving this will be by implementing a suite of standard tools to measure changes in the health status of mental health service users that is responsive to the needs of Maori and other cultures within a recovery framework.
MoH	Ministry of Health	The Ministry of Health is the Government's principal agent and advisor on health and disability services and is responsible for a range of legislative and regulatory functions, the provision of policy advice and information, planning and funding, performance management and payment related activities.
MPIA	Ministry of Pacific Island Affairs	The Ministry provides high quality policy advice to Government and other government agencies on key issues impacting on Pacific peoples.
	Morbidity	Illness, sickness.
	Mortality	Death.
NIR	National Immunisation Register	The National Immunisation Register (NIR) is a computerised information system that has been developed to hold immunisation details of New Zealand children and assist to improve immunisation rates. Improved immunisation coverage will offer individual protection against vaccine-preventable diseases and protection for the community against recurring epidemics.
NUPE	National Union of Public Employees	NUPE was formed in 1992 as an alternative public sector union.
NASC	Needs Assessment & Service Co-ordination	Needs Assessment and Service Co-ordination assists older people with long-term disabilities/ health problems (ie. longer than 6 months) to remain living at home, safely and independently, for as long as possible. Needs Assessors complete an assessment of needs with the older person, and Service Coordinators use this assessment to develop care packages of support services to assist at home.
	Neurosurgery	Surgery of the nervous system
NZBS	New Zealand Blood Service	Manages the donation, collection, processing, and supply of blood, controlled human substances, and related or incidental matters
NZGG	New Zealand Guidelines Group	The NZGG was set up in 1996 by the National Health Committee as an informal network of expertise and information on guidelines development and implementation and is funded by the Ministry of Health and through contracts with other health agencies such as ACC and the National Health Committee. NZGG works with a broad-based collaborative network of clinical leaders, opinion leaders and consumers, designing tools to promote an evidence-based culture within the New Zealand health and disability sector. These tools include evidence-based guidelines, the circulation of the latest evidence-based news from New Zealand and overseas, links to the international Cochrane Collaboration and training.
NZHIS	New Zealand Health Information Service	A group within the Ministry of Health responsible for the collection and dissemination of health-related data. NZHIS has as its foundation the goal of making accurate information readily available and accessible in a timely manner throughout the health sector.
NGO	Non- Government Organisations	There are many ways of defining Non-Government Organisations. In the context of the relationship between the Health and Disability NGOs and the Canterbury DHB, NGOs include independent community and iwi/Māori organisations operating on a not-for-profit basis, which bring a value to society that is distinct from both government and the market. In reality this will mean that any profits are put back into the organisation, rather than distributed to shareholders.
CTU	NZ Council of Trade Unions	The New Zealand Council of Trade Unions brings together over 300,000 New Zealand union members in 34 affiliated unions and is the united voice for working people and their families in New Zealand. The NZCTU exists to unite democratic Trade Unions, to enable them to consult and co-operate with each other for the common good, and to help achieve the agreed aims and objects of the NZCTU by acting in unison and in accordance with democratic majority decisions.
NZNO	NZ Nurses Organisation	New Zealand Nurses Organisation (NZNO) is the largest union and professional organisation of nurses, midwives and caregivers.
	Objective	Objectives state what is to be achieved and cover the range of desired outcomes to achieve a goal

OPH	Older Persons Health	Division of the Canterbury DHB based at The Princess Margaret Hospital specialising in Older Persons' Health Services including community services for older people and two inpatient services: Assessment, Treatment and Rehabilitation for Older Persons and Psychogeriatric Services for the Elderly.
OPF	Operational Performance Framework	The Operational Policy Framework is one of a set of documents known as the 'Policy Component of the District Health Board Planning Package' which sets out the accountabilities of District Health Boards (DHBs). The Operational Policy Framework is endorsed by the Minister of Health and comprises the operational level accountabilities that all District Health Boards must comply with. These are given effect through the Crown Funding Agreements between the Minister of Health and each DHB.
	Ophthalmology	Eye surgery
	Orthopaedic	Prevention or correction of injuries or disease of the skeletal system and associated muscles, joints and ligaments
	Otolaryngology	Ear, nose and throat surgery
PP	Pacific Peoples	The population of Pacific Island ethnic origin (for example, Tongan, Niuean, Fijian, Samoan, Cook Island Māori, and Tokelauan) incorporating people of Pacific Island ethnic origin born in New Zealand as well as overseas.
PPDF	Pacific Provider Development Funds	The Pacific Provider Development Fund are provided for initiatives to improve the overall health and reduce social inequalities for Pacific people. There are four priority areas for Pacific Provider Development initiatives: strengthening existing Pacific providers, development of the existing workforce, workforce and leadership scholarships best practice and research. The funds are allocated by the Ministry of Health in consultation with District Health Boards and the Ministry of Pacific Island Affairs.
	Partnership	The relationship of good faith, mutual respect and understanding and shared decision making between the Crown and Māori
PMS	Patient Management System	Patient Management System (secondary-care usage), or Practice Management System (primary-care usage). The system used to keep track of patients. In the case of secondary care the focus is usually on tracking the admissions, discharges or transfers of patients. In the case of primary care, the focus is on maintenance of the register.
	Performance Indicator	A measure that shows the degree to which a strategy has been achieved
PHARMAC	Pharmaceutical Management Agency	Agency which secures, for eligible people in need of pharmaceuticals, the best health outcomes that are reasonably achievable from pharmaceutical treatment and from within the amount of funding provided.
PACS	Picture Archiving and Communications System	A picture archiving and communications system is a versatile system that enables the transfer of digital images and patient information throughout the organisation. In broad terms, PACS is a technology, system and process for handling medical images (X-rays, CT, ultrasound etc) without the need for film. Images are stored on computer as digital information and displayed on computer screens for viewing.
PBF	Population Based Funding	Involves using a formula to allocate each DHB a fair share of the available resources so that each Board has an equal opportunity to meet the health and disability needs of its population.
	Population Health Outcomes	Used to describe a change in the health status of a population due to a planned program or series of programs, regardless of whether such programs were intended to change health status
	Population Health Status	The level of health experienced by a population at a given time. This may be measured by separately identifying patterns of death and illness in a population or by means of one or more measures.
	Primary Care	Primary health care means essential health care based on practical, scientifically sound, culturally appropriate and socially acceptable methods. It is universally accessible to people in their communities, involves community participation, is integral to, and a central function of, the country's health system, and is the first level of contact with the health system.
PHO	Primary Health Organisation	A new development in service delivery PHOs encompass the range of primary care and practitioners and are funded by DHBs to provide of a set of essential primary health care services to those people who are enrolled in that PHO.
	Public Health	The science and art of preventing disease, prolonging life and promoting health and efficiency through organised community effort. A collective effort to identify and address the unacceptable realities that result in preventable and avoidable health outcomes, and it is the composite of efforts and activities that are carried out by people committed to these ends.

PHIT	Public Health Intelligence Team	The CPH Public Health Intelligence Team aims to increase emphasis on robust evidence for population health approaches through the provision of information on health status and determinants; analysis for priority setting, planning and evaluation; and the evaluation of population health interventions.
PSA	Public Service Association	The PSA Te Pūkenga Here Tikanga Mahi (or Public Service Association) is New Zealand's largest state sector union, and one of the fastest growing unions in the country. We cover members in the public service, health services, local government, crown agencies, and private business.
	Quality Assurance	Formal process of implementing quality assessment and quality improvement in programmes to assure people that professional activities have been performed adequately
RMO	Resident Medical Officer	This is another name for a House Officer or Registrar.
	Risk Factor	An aspect of personal behaviour or lifestyle, an environmental exposure, or an inborn or inherited characteristic that is associated with an increased risk of a person developing a disease.
	Secondary Care	Specialist care that is typically provided in a hospital setting
SMO	Senior Medical Officer	This is another name for a Consultant.
SIMHN	South Island Mental Health Network	SIMHN is a forum of mental health representatives appointed by the six DHBs and is assisted in its work by the South Island Shared Services Agency Ltd (SISSAL).
SISSAL	South Island Shared Services Agency Ltd	SISSAL provides a consultancy service to the South Island DHBs, and works in partnership with them on health planning and funding issues. SISSAL is funded by the DHBs on an annual budget basis to provide these services. The main services SISSAL provides include contract and provider management, provider quality audit, strategy and service development, information and analysis, and project and change management.
SOI	Statement of Intent	The SOI covers three years and is the DHB's key accountability document to Parliament. It is a statutory obligation under the Public Finance Act. It has a high level focus similar to an executive summary, of the DHB's key financial and non-financial objectives and targets.
SHIF	Strategic Health Initiative Funding	An internal funding pool aimed at innovations to improve the health status of our population in our priority health areas. The funding pool is a limited fund allocated on a yearly basis and funding must be applied for by individuals or groups who wish to receive funding, with an Evaluation Panel considering and allocating funding on the basis of established criteria.
	Strategy	A course of action to achieve targets
	Target	A specific and measurable aim relating to an objective
TOR	Terms of Reference	Terms of Reference is a phrase that has evolved to cover many things and have come to be used in almost a generic sense to cover the base document used as a guide for a wide range of activities including the scope and workings of a committee or group.
TLA	Territorial Local Authority	Local Council also known as: Regional Councils; District Councils; Territorial Local Authorities; Unitary Authorities; City Councils; Councils
	Tertiary Care	Very specialised care often only provided in a smaller number of locations
NZMA	The New Zealand Medical Association	The New Zealand Medical Association is the country's leading pan-professional medical organisation. Its members come from all disciplines within the medical profession and it is the largest doctors' organisation in New Zealand. Medical practitioners registered in New Zealand and medical students enrolled at a New Zealand university, are eligible for membership.
	Tikanga	Customary practice, rule
	Treaty of Waitangi	New Zealand's founding document. It establishes the relationship between the Crown and Māori as tangata whenua and requires both the Crown and Māori to act reasonably toward each other and with utmost good faith
	Urology	Diagnosis and treatment of diseases of the urinary tract and urogenital system
	Well-child / Tamariki ora Services	Term used to describe all activities that promote health and prevent disease that are undertaken in the primary care setting for children and their families and whanau
	Wellness	A dimension of health beyond the absence of disease or infirmity, including social, emotional and spiritual aspects of health
	Whanau	Family

WINZ	Work and Income New Zealand	Work and Income is a service of the Ministry of Social Development. WINZ helps job seekers and pays income support on behalf of the Government, including superannuation payments, the administration of war pensions and residential care and support subsidies. WINZ also administers the Community Services Card, International Services, and the Enterprising Communities grants programme.
WAP	Workforce Action Plan	Plan put together by DHBs; a collaborative workforce action plan. The WAP is based on the DHB /DHBNZ workforce strategy, HWAC's "Framing Future Directions" and priorities identified in the National Health Strategy.
WMRS	Workforce Management and Reporting System	The Workforce Management Reporting System tool analyses fortnightly, year-to-date and previous year's payroll data against phased budgets and is designed to give management at all levels a means of detecting cost trends at an early stage as well as highlighting areas where more intense planning and monitoring is required.
YTD	Year to Date	The 12 month period immediately prior to the date given.