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SDEC	Same Day Emergency Care
SBARN	Situation, Background, Assessment, Recommendations, Next steps: Mechanism used to frame conversations, especially critical ones that require immediate action/attention. Clarifies any information that should be communicated and how
SCAS	South Coast Ambulance Service: Is the ambulance service for the counties of Buckinghamshire, Oxfordshire, Berkshire and Hampshire. It is a foundation trust of the National Health Service, and one of 10 NHS ambulance trusts in England
SEND	Special Educational Needs and Disability: A child or young person has special educational needs and disabilities if they have a learning difficulty and/or a disability that means they need special health and education support
SIRO	Senior Information Risk Officer: An Executive Director or member of the Senior Management Board of an organisation with overall responsibility for an organisation's information risk policy
SLT	System Leadership Team: Chief executives and chief officers from all the provider organisations throughout Dorset care system
SOC	Strategic Outline Case: A document that presents a case for change, outlines the options and highlights the preferred way forward. It should outline the strategic context for any decisions
SPA	Single Point of Access: Aims to provide patients with the Right Care, at the Right Time, in the Right Place. Single referral pathways will provide ease of access for referrals by professionals to community teams
SPB	System Partnership Board: A board to assure delivery of the vision for transforming health and care across Dorset
SPoA	Single Point of Access: Also known as the 24/7 Helpline, is a telephone-based service which manages all adult mental health referrals as well as providing telephone support to patients and carers
SQEEIA	System, Quality, Equity and Equality Impact Assessment: A document to provide appropriate assurance that the impact of proposed changes on quality are at worst "neutral" at aiming for an improvement on quality Template and Guidance can be found here
SRG	Systems Resilience Group: Changed to Local A&E Delivery Board in September 2016
SRO	Senior Responsible Owner: The SRO holds overall accountability for a programme and is primarily concerned with ensuring that the programme delivers the agreed business benefits. The SRO acts as the representative of the ICS and provides clear leadership and direction. Maintains alignment with the ICSs strategic direction and is the Chairperson of the Programme Steering Board

STP	<p>Sustainability Transformation Plan: Plans every health and care system nationally had to produce to look at strengthening local relationships and enabling a shared view/understanding of where they are now and where they want to be. Dorset's STP looks at helping people stay healthy for longer and be more confident in managing their own health</p>
SWASFT	<p>South Western Ambulance Service NHS Foundation Trust: The providers of a wide range of emergency and urgent care services across a fifth of England. Includes emergency ambulance 999 services (A&E), Urgent Care Services, GP out-of-hours, NHS 111</p>
SWOT analysis	<p>SWOT is a strategic planning tool used to evaluate the strengths, weaknesses, opportunities and threats to a project</p>
Scenario planning	<p>A method used to anticipate potential future scenarios that is useful in preparing to deal with emergent change Source: 7th Ed. of the APM Body of Knowledge</p>
Schedule	<p>A timetable showing the forecast start and finish dates for activities or events within a project, programme or portfolio Source: 7th Ed. of the APM Body of Knowledge</p>
Schedule management	<p>The process of developing, maintaining and communicating schedules for time and resource</p>
Scope	<p>The totality of the outputs, outcomes and benefits and the work required to produce them Source: 7th Ed. of the APM Body of Knowledge</p>
Scope management	<p>The process whereby outputs, outcomes and benefits are identified, defined and controlled Source: 7th Ed. of the APM Body of Knowledge</p>
Sensitivity analysis	<p>A technique for understanding how different sources of uncertainty relate to the overall risk to objective Source: 5th Ed. of MSP</p>
Share	<p>A risk management response to an opportunity that increases its probability, impact or both by sharing the risk with a third party Source: 7th Ed. of the APM Body of Knowledge</p>
Socio-political complexity	<p>Difficulties facing the programme as a result of the number and divergence of the following factors: the people involved; the level of politics or power-play to which the programme is subjected; the lack of stakeholder/sponsorship commitment; the degree of resistance to the work being undertaken; a lack of shared understanding of the programme's goals; a failure to align with strategic goals; and the hidden agendas or conflicting priorities of stakeholders Source: 5th Ed. of MSP</p>
Social system	<p>The network of relationships between people (actors) involved in the project, programme or portfolio and how the influences between actors work as a whole Source: 7th Ed. of the APM Body of Knowledge</p>
Solutions development	<p>The process of determining the best way of satisfying requirements</p>

Sponsor	A critical role as part of the governance board of any project, programme or portfolio. The sponsor is accountable for ensuring that the work is governed effectively and delivers the objectives that meet identified needs Source: 7 th Ed. of the APM Body of Knowledge
Sponsoring group	The governance board, which includes the senior leaders who are accountable to the executives of the respective investing organisations. The sponsoring group is responsible for ensuring the alignment of the programme's objectives with the strategic direction of the organisations or organisational units involved Source: 5 th Ed. of MSP
Sprint	A regular repeatable work cycle in Agile development. Also known as an 'iteration'
Stakeholder	Individuals or groups who have an interest or role in the project, programme or portfolio, or are impacted by it Source: 7 th Ed. of the APM Body of Knowledge
Stakeholder analysis	The process of identifying stakeholders and prioritising the level and type of engagement of each; depending on features such as their power, interest, influence, and alliances Source: 5 th Ed. of MSP
Stakeholder engagement	The systematic identification, analysis, planning and implementation of actions designed to influence stakeholders Source: 7 th Ed. of the APM Body of Knowledge
Stakeholder management	The systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders Template and Guidance can be found here
Stakeholder mapping	A set of techniques that enables visualisation of stakeholders and their relative position in the network of individuals and groups that can affect, or be affected by the programme Source: 5 th Ed. of MSP
Start-to-finish	A dependency in an activity-on-node network. It indicates that one activity cannot finish until another activity has started
Start-to-start	A dependency in an activity-on-node network. It indicates that one activity cannot start until another activity has started
Statement of work	An annex to the main body of a contract that defines the detail of deliverables, timescales and management procedures relevant to the contract Source: 7 th Ed. of the APM Body of Knowledge
Story point	A method of estimating the completion/forecasting work yet to complete on a user story when using an iterative life cycle Source: 7 th Ed. of the APM Body of Knowledge
Strategic intent	The term used to describe the aspirational plans, overarching purpose or intended direction of travel needed to reach an organisational vision Source: 7 th Ed. of the APM Body of Knowledge
Strategic sourcing	An analysis of the buying strength and weaknesses of an organisation that enables procurement strategies to maximise buying advantages and not respond to risks of supply disruption Source: 7 th Ed. of the APM Body of Knowledge

Success criteria	The satisfaction of stakeholder needs for the deployment of a person. Note this is a different performance measure to benefits which are focused on the strategic intent and delivering beneficial change Source: 7 th Ed. of the APM Body of Knowledge
Success factors and maturity	Management practices that, when implemented, will increase the likelihood of success of a project, programme or portfolio. The degree to which these practices are established and embedded within an organisation indicates its level of maturity
Sub stream leads	Each sub stream lead provides consistent leadership to each of the sub streams of the workstream in question. Alongside leadership and chairing of meetings, the leads provide an overview of other sub streams through regular meetings with the Programme Director
Sunk costs	Costs that are unavoidable, even if the remaining work is terminated
Sustainability	An approach to business that balances the environmental, social, economic and administrative aspects of project-based working to meet the current needs of stakeholders without compromising or overburdening future generations Source: 7 th Ed. of the APM Body of Knowledge