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InterLink

FUTURE TRENDS IN HEALTH CARE

Identified by North Texas Health Care
Industry Thought Leaders

15 Trends expected to influence the workforce of the future





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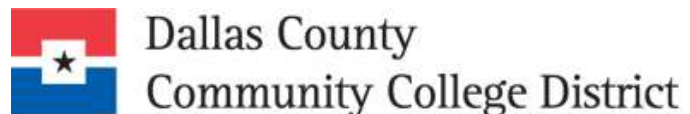
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NORTH CENTRAL TEXAS

INTERLINK *Est. 1987*

NORTH CENTRAL TEXAS INTERLINK, INC. - www.interlink-ntx.org

InterLink is a nonprofit organization with 26 years of labor market and industry trend forecasting. InterLink acts as a bridge between business and education. Secondary and post-secondary education institutions in the Dallas/Fort Worth region use InterLink's forecasts for of Career and Technical Education program planning and curriculum development to train a highly skilled regional workforce.



HEALTH CAREERS RESOURCE CENTER, DALLAS COUNTY COMMUNITY COLLEGE DISTRICT - www.dcccd.edu/hcrc

The HCRC assists students in selecting the best career pathway and educational programs based on their areas of interest and abilities. Dallas County Community College District Students and offers job placement solutions for the healthcare employer community. Services include academic advising for "right fit" placement, program selection, career assessment, career research, employer networking, and job placement. With 48 credit related healthcare programs and 68 continuing education programs, the HCRC assists students select the right path for them in a healthcare field.

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INTRODUCTION

We now live longer and better than at any time in history. In the year 2000, there were roughly 35.6 million Americans age 65 and older. By 2030, this number is projected to double to an estimated 71.5 million. Death rates are down, long-term disability is down, life expectancy is the highest ever, and we are making progress against chronic diseases like diabetes and Alzheimer's which represent a growing threat, not only to patients but to our ability to keep health care affordable.

The Health Care Industry offers the opportunity for the brightest doctors, nurses, ancillary care givers, scientists, engineers, IT workers and business leaders to work together to transform the system beyond our wildest dreams. The future of Health Care will include innovations in medicines, technologies, and care giving, and will assume an increasingly prominent role in the way we improve the quality of care for future generations.

However, discussions with the business community reflect concern that demand for innovators is greater than the supply. In Texas, we have discovered a leak in the pipeline between the number of students who enter into college and the number who exit, which results in costly loss of expenditures and leads to a loss of skilled workers.

Since 1987, North Central Texas InterLink has been the leader in industry driven labor market forecasting for the North Central Texas region, to help influence the future of career and technical education programs at the secondary and post-secondary levels which prepares students for the workforce.

This is the second in a series of reports produced by InterLink about future trends in industries to help guide educators and students toward the next wave of knowledge, skills and technologies for education programs and practices. Subsequent reports will be published identifying the future of other industries.

Dallas County Community College District, Health Careers Resource Center was a partner with the endeavor and, Health Care Industry Thought Leaders participated with the initiative to identify future trends that will affect the industry.

This report identifies fifteen trends in Health Care to help guide students in choosing a career and to assist educators with the development of curriculum.

Participants who provided this information want to recognize the following:

- Of the fifteen identified trends, the first ranked highest in importance.
- The timeline for these trends is current and in the case of technology, within 5-7 years.
- Quality, safety and ethics are integrated into every facet of the Health Care Industry.
- Extended life expectancy will have major implications on all facets of healthcare.
- It is important to have interdisciplinary understanding of health care throughout the industry and between departments.
- There is a great need for simulation and contextual education in healthcare.
- Educators should focus on the realities of healthcare early in student education because entry level workers often lack understanding of what it is like to be a care giver.



METHODOLOGY

The process used was advancing foresight methodologies, using multiple techniques to aggregate expert opinions into the discipline of forecasting. By utilizing multiple sources of data collection such as forecast predictions, a thought leader work shop, an industry survey, and peer review, the Interlink task force was able to gather a comprehensive view of what industry leaders see as the future of Health Care.

InterLink's annual 25th Regional Labor Market Five-Year Forecast began as a starting point.

The research was enhanced by a workshop with North Texas Health Care thought leaders from a diverse range of disciplines and professional backgrounds, engaging them in exercises to identify key drivers of change and how these will shape work skill requirements. Thought Leaders were surveyed after the event for additional thoughts and input.

Finally, peer reviewers analyzed the results of the thought leader session to enrich and vet the information.

This structured and disciplined process will be followed for subsequent thought leader groups, as we research other industries, to ensure systematic and robust data collection.

It is with gratitude to InterLink's partner in this endeavor Dallas County Community College District Health Careers Resource Center, the InterLink Industry Trends Task Force Leaders, and the following Health Care Industry Thought Leaders and Peer Reviewers who made this study possible:

Industry Thought Leaders

Susan Barnes, NextCare Urgent Care/PrimaCare Medical Centers
Wayne Bazzle, Care Cycle Solutions
Dr. Don Dillahunty, PrimaCare
Gwen Duffie, 3M for Healthcare IT
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Brian Polonet, SpinalMotion

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Candy Slocum, InterLink



1. Education and Training

Ranked #1, of the three most important trends.

Innovations and transformations in the Health Care Industry including the Affordable Care Act, ongoing medical discoveries and emerging technologies, make it necessary to re-design the styles of teaching and learning methods to fit the technological advancements of a diverse and universal community.

The shortage of highly educated Ph.D Nurses to teach is an important issue that needs to be addressed by the healthcare industry.

Skills and Knowledge for Education and Training:

Accreditation requirements	Diagnostic
Administrative skills	Electronic Medical Records
Administrative clinical compliance	Emotional Intelligence
Advance Directives	Engaging adult learners
Aging and life expectancy	Ethics
Andragogy - learning strategy	Evidence based practice
Assessment and measurement	Experiential Learning
Assimilation & intellectualized education background training	Externships
Best Practices	Generation gap
Billing/Insurance pre-authorization	Health and social aspects of aging dementia
Clinical	How to be intentional and focused
Clinical Rotations	IT workers need Clinical understanding
Clinical Technologist	Innovation
Community Health Education	Innovation Management
Complexity of medical health problems	Instructional delivery deployment
Computerized teaching	Instructional design and development
Critical thinking scenarios	



Integrated clinical skills	Realities of healthcare to understand the industry
Internships	Reduce variations across systems
Knowledge of licensures	Research
Leadership competency	Safety
Learning strategies	Simulation Technology
Machine repair	Skills Inventory for educational best fit
Medical knowledge for Billing Staff	Specialized health care needs
Monetary incentives for health wellness	Subject matter expert teaching
Motivation of wellness movement from point of care at brick and mortar locations to virtual visits	Teach personal responsibility for health
New education delivery models and tools	Team effectiveness development
Patient education	Technical preparation
People aspect of health careers	Timelines to prepare for career
Personal responsibility	Understanding Health Care opportunities
Personality evaluation - ability to care	Workforce development
Program evaluation	Working conditions between academia and practice
Quality	

The healthcare industry is rapidly changing as we strive to learn more about our own biology and the world around us. It is an exciting time to enter the health care sector for individuals who enjoy challenging themselves, have a passion for helping others, and who have a thirst for knowledge.

Caitlin Mauer, Certified Genetic Counselor
UT Southwestern Medical Center



2. Preventative Care

Ranked #2, of the three most important trends.

Measures taken to prevent diseases, (or injuries) rather than curing them or treating their symptoms. In geriatrics it is the emphasis on care management and care coordination that aims to help older patients maintain functional independence in performing daily activities and improve their overall quality of life. (American Geriatric Association)

Skills and Knowledge for Preventative Care:

Behavioral management	Prescreening including:
Biometric Screening	Blood pressure/Blood sugars/Colon/Drug/
Counseling	Hearing/Mammogram/Nutrition/
Dietary skills	Pap smear/Pre employment/Rectal/
Exercise	Scoliosis/ Vision and others
Ethics	Preventative maintenance
Genetics	Quality
Glucometer readings/ Blood pressure monitoring	Relaxation or non-traditional techniques to redirect emotions
Government Programs	Safety
Immunizations	Social behavioral management
Learning social skills using emotional intelligence techniques	Smoking/drugs/weight
Mental Health and Psychology	Stress management
Nutrition	Telemedicine
Personal responsibility	Well child exams
Physical health education	Well woman exams
Physical trainer	Wellness behavior education



3. Genetics and Genomics

Ranked #3, of the three most importance trends.

The study of the roles of genes in inherited disorders, how genes interact with each other, and how genes interact with the environment. Studying genetics and genomics teaches us about complex diseases, helps us design treatments and therapies, and allows us to create new diagnostic tools for common health conditions.

Genetics will enable doctors to personalize patient care, choose drugs that treat diseases most effectively, and assist individuals in understanding their risks to develop diseases or genetic conditions.

Skills and Knowledge for Genetics and Genomics:

- | | |
|--|----------------------------------|
| Artificial skin | Laboratory management |
| Biochemistry | Laboratory/technology sales |
| Bioethics | Law - legal knowledge protection |
| Bioinformatics - analytics and understanding | Organ management |
| Biometrics | Palm Vein Scan |
| Biomimetic | Pharmacogenomics |
| Biotechnology | Proteomics |
| Cloning | Quality |
| Communication of knowledge - counseling | Reproductive organs |
| Customer service | Research |
| Data storage | Robotics |
| Ethics | Safety |
| Genetics | Stem Cell Therapy and Research |
| Genomics | Technology development |
| Growing organs | Virology |



4. Ancillary Support Services

*Support services other than room, board, medical and nursing services.
Hospitals normally outsource such services as diagnostics, therapeutic and
custodial.*

Skills and Knowledge for Ancillary Support Services:

- | | |
|---------------------------------|---------------------------|
| 3 and 4 dimensional imaging | Medical prosthetics |
| Caregiver education | Mental health |
| Caregiver stress reduction | Nutrition |
| Computer aided design (CAD) | Occupational therapy |
| Counseling - family/personal | Pastoral/Chaplin Services |
| Digital | Pharmacy |
| Disability support | Physical Therapy |
| Governmental services | Poly Pharmacy (compound) |
| Graphic design | Prosthesis |
| Hearing | Radiological |
| Hospice | Religious/Spiritual |
| Innovative Medical Devices | Safety |
| Lab | Social Workers |
| Language services - translation | Speech Therapy |
| Massage therapy | Virtual reality imaging |
| Medical art | Vision |



5. Business Management

Coordinating the efforts of people to accomplish desired goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization for the purpose of meeting designated outcomes.

Skills and Knowledge for Business Management:

Accounting Accreditation Participation Requirements	Human Resources
Billing/Insurance pre-authorization	Process/ Change Management
Business continuity planning	Provision of Care, Treatment, and Services
Business management	Purchasing
Clinical	Readmissions
Complexity of medical health problems, aging and life expectancy	Recruitment & Retention
Compliance	Reduced readmissions
Distributor Services/Logistics	Rights and Responsibilities of the Individual
Diversity of employee and patient	Safety and Quality requirements
Emergency Management	Staffing/Recruitment/Retention
Emotional intelligence as part of leadership	Supplier/Equipment Contracts
Enterprise - Universal Patient ID across health system	Systems
Environment of Care	Teamwork
Ethics	Technology
Facilities management	Transformational leadership
	Transplant Safety
	Waived Testing



6. Complementary and Alternative Medicine

The use of non-mainstream healing approaches in place of conventional Western medicine. The use of complementary and alternative medicine (CAM) is increasing rapidly. Many approaches are holistic, which emphasizes looking at the whole person—body, mind, emotions, and environment—rather than a single function or organ. Many also emphasize prevention and education.

Skills and Knowledge for Alternative and Complementary Medicine:

Acupuncture

Acupressure

Aroma Therapy

Art Therapy

Chiropractor

Ethics

Herbal treatment

Holistic treatment

Homeopathic

Hypnosis

Massage

Meditation

Music Therapy

Natural treatment

Nutrition

Pet Therapy

Physical Therapy

Quality

Reflexology

Safety

Tai chi therapeutic gardens

Vitamins

Yoga

Every healthcare leader should be able to define and defend the culture of their organization by what is best for the patient.

Susan Farris, CEO
James L West Alzheimer's Center



7. Cross Function Collaboration

A collaboration of a group of people or employees from all levels of an organization/community/country with different functional expertise and educational background working toward a common goal to define objectives, and determine how to reach these objectives by making primarily strategic decisions, tactical decisions, and/ or operational decisions.

Skills and Knowledge for Cross Function Collaboration:

Ability to communicate concepts at different levels	Multi - on site diagnostic testing: Chemistry/Hematology/Celia Waived/X-ray/CT/Ultrasound
Ancillary support services	
Combined skills sets such as: Urgent Care/Medical Assistant/Radiology/Lab	Multifunction roles: Urgent care, Medical Aniststy, Radiology, Lab tech, etc.
Common language	
Communication	Multilevel communications - interdisciplinary
Corporate culture	
Emotional intelligence	On-site pharmacy dispensing Process flow
Ethics	Process improvement
Hospital politics	Quality
Influence without authority	Safety
Interdisciplinary collaboration	Soft skills
Inter-professional teaming	Teaming
Learning to lead	Top- of-license practice or top-of- role, in general for clinical and non clinical
Moving from silos to cross collaboration	Urgent Care
	Use of mid-level advance practice RN's



8. Diversity

A group of people who are from different races or cultures. Four “layers” of diversity can be described as: 1) personality; 2) internal dimensions (e.g., gender, country of origin, race, and physical ability); 3) external dimensions (e.g., religion, parental status, recreational habits, geographical location); and 4) organizational dimensions (e.g., management occupation, department, specialty).

Skills and Knowledge for Diversity:

Age specific	Multilingual
Better prepared, more skilled health workers	Patient diversity
Cultural diversity	Population health
Cultural understanding	Public health
Epidemiology/public health	Quality
Ethics	Religious and spiritual diversity
Evidence based practices	Research
Generational diversity	Safety
Global Diversity - worldwide	Trained Mid- level workers - Nurse Practitioners, Physical Technicians, Medical Assistants, and Patient Care Technicians
Longer life spans	Translation services
More mature student body	Workforce diversity
More technologically advanced students	



9. Financial Management

The efficient and effective management of money (funds) in such a manner as to accomplish the objectives of the organization. It includes raising and allocating capital, long term budgeting and allocating short term resources like current assets.

Skills and Knowledge for Financial Management:

Analytical skills	Medical audit
Billing Coding Training - ICD10	Medical terminology
Billing/Insurance pre-authorization	Medicico legal audit (research Patient Care advocate author (textbook)
Business communication	
Business Metrics	Negotiation skills
Computer Assisted Coding	
Contract skills	New models of care delivery aligned with financial reimbursement models
Cost & Funding knowledge	
Donations	Patient advocate
Event planning	Patient education
Forecasting medical culture and cultural change	Quality
	Regulatory
Fundraising	Reimbursement maximization - in network/out of network
Grant funds - Writing/Managing	
Grants management	Revenue Cycle Management understanding
ICD 10 - basic coding updates	Safety
Information Technology Systems	Statistics
Insurance	Value based purchasing
Marketing	Written communication
Medical anatomy & physiology	Written skills



10. Health Information Technology

The umbrella framework to describe the comprehensive management of health information across computerized systems and its secure exchange between consumers, providers, government and quality entities, to: Improve health care quality or effectiveness; Increase health care productivity or efficiency; Prevent medical errors and increase health care accuracy and procedural correctness; Reduce health care costs; Increase administrative efficiencies and healthcare work processes; Decrease paperwork and unproductive or idle work time; Extend real-time communications of health informatics among health care professionals; and Expand access to affordable care.

Skills and Knowledge for Health Information Technology include:

Accessibility	Graphic Design
Accessible Health Informatics	Handheld - iPhone, Computer connects patient to diagnostics such as EKG
Analytics related to reimbursement	
Analytical skills	Hardware
Avatars	HIE - Health Information Exchange - HIE
Billing/Electronic Medical Records Systems	Information Technology Serve - ITSL
CDI Analyst	Involvement of patients and families at multiple levels
Clinical understanding for specific services	Knowledge management (data information knowledge)
Cloud - globalized/centralized system	Mobile app development
Communications - supportive information	Health information over the internet and social media
Connectivity	Nanotechnology
Data mining	National Insurance Claim database
E-prescribing	
End business understanding	
Electronic Medical Records – EMR	
Ethics	



PATIENT ID describes issues to doctor using camera to assess

Programming

Project management

Quality

Radio Frequency Information Devices (RFID)

Robotics understanding

Safety

Telemetry - telemedicine

Testing skills - end to end

Security

Software Implementation

Strategic vision

Supportive IT

Supportive work environment for all employees

Systemic measurement and feedback

Technical writing

Top leadership engagement

Work flow process and skills (Lean/Agile)

Information Technology Thought Leaders identified 15 Future Trends in an InterLink Report which will also apply to Information Technology in Health Care:

Mobility

Security

The Internet of Things

Business Transformation

Lean Agile Process

Personalization

Robotics

Three Dimensional (3D) Digitization

Natural User Interface (NUI)

Socially Enabled Enterprise Consumerization

Artificial Intelligence (AI)

Augmented Reality (AR)

Visualization Management

Power Generation, Consumption, Management

Telepresence

Download the report at: www.interlink-ntx.org



11. Knowledge Management

A range of strategies and practices used in an organization to identify, create, represent, distribute, and enable adoption of insights and experiences. These come from knowledge, of individuals or organizations as processes or practices and may include information and media, computer science, public health, and public policy. It is seen as an enabler of organizational learning.

Skills and Knowledge for Knowledge Management:

Accessibility of knowledge	Identification and spread of best practices
Analytics of Big Data	Knowledge exchange across cultures
Capturing and accessing workforce knowledge (transfer of knowledge, skills & competencies)	Quality
	Safety
Data/Information/Knowledge	Translation of data
Ethics	Transparency
	Use of Information Technology

At the dawn of the new millennium, we are faced with a rapidly changing health care landscape, shifting in demographics and clients, globalization and technological explosion, all challenge us to envision and understand the gravitational forces that affect our health care system because “Gravity is a force that is hard to shake off.”

Dr. Nadia Emerick,
Presbyterian Village North



12. Policy, and Procedures, Laws, Legislation, and Compliance

The act or process of complying with a desire, demand, proposal, rules, polices, or regimen or to coercion conformity in fulfilling official requirements.

Skills and Knowledge for Policy, and Procedures Laws, Legislation, and Compliance

Audit	Legislation (Affordable Care Act, Medicare etc.)
Bioethics	Licensing/Accreditation
Business management	Medical legal
Community outreach	Negotiation skills
Compliance	OSHA
Contracts	Policy & Policy Maker
Decrease in Medicare/Medicaid funding	Policy riders
Effective communication/debate/presentations	Privacy Laws
Electronic Medical Records - EMR	Quality
Electronic signatures	Quality requirements
End of life care decisions power of attorney	Readmissions
Ethics	Regulatory compliance
Genetic/ Gene Technology	Research
Grant funds	Rights and Responsibilities of the Individual
HIPPA	Safety requirements
Hospital changing with Affordable Care Act	Security systems
Increasing complexity of patient care	Technical writing
Insurance authorizations	Technology
Laws: Federal/State/Local/OSHA	Understanding the legal process



13. Research

A systematic investigation into and study of materials and sources in order to establish facts and reach new conclusions. There are several forms of research: scientific, humanities, artistic, economic, social, business, marketing, practitioner research.

Skills and Knowledge for Research:

AB Skills	Business writing
Anatomy/Physiology/Biological Systems	Cause and Effect
Bachelor of Science Nurse	Clinical decision report - diagnostics - alerts
Biostatistics	Clinical documentation improvement
Clinical research - evidence based medicine	Discovery
Communication	Documentation
Competencies	Education ongoing
Complexity of medical health problems, aging and life expectancy	Effects of external and internal variables on
Compliance	Ethics
Comprehension	Evaluating research projects and published data
Computer programming	Evidenced based learning
Continuous educational growth and programs	Evidence based practices
Control groups	FDA regulations and policies
Cost of research	Genetic/Gene Technology
Critical thinking and clinical thinking equal good patient care	Grant writing
Data Scientists	Hospital setting intra
Demographics	Infection Prevention and Control
Diagnostics	Interdisciplinary communication/cross function collaboration
	Interpretation



Lab skills	Quality
Magnet plus IOM	Replacement limbs and body parts
Medical Delivery	Robotic surgery
Medical Equipment & Systems	Robotics
Medical librarians	Safety
Navigating systems	Scientific process
Need for advanced practice nurses especially Nurse Practitioners	Search skills/Librarian
Nurse Researchers are now Nurse Scientists	Statistics
Organ management	Synthesis
Outcomes	Technical writing
Pharmaceuticals	Technology
Pre-hospital/intra hospital	Telemedicine
Preparedness of entry level employees	Vaccines
	Vitals

As the Baby Boomers become the older generation, the need for healthcare services will be unprecedented.

Tony Patterniti, PhD., RN,
Methodist Health System



14. Technology Delivery

Means or procedure for providing a product or service within an organization or to the public with the use of technology. New technology will change the delivery of care such as Robots assisting doctors in treatments, and hospital beds that are the center of a digital network.

Skills and Knowledge for Technology Delivery:

3 D Printing of organs in the future	E-Health Technologies
Advanced diagnostics with analytical recommendations	Electronic medical records - EMR
Advanced diagnostic testing with analytical recommendations	Electronic Signatures
Analytics	Ethics
Apps for healthcare delivery	Global telemedicine
Artificial intelligence delivery	Gnome testing
Avatars	Growing organs
Behavior analytics by phone such as	Hand Held Technology
Ginger.io	Health information
Biometrics for chronically ill constant tracking	Healthcare Gaming
Cardiovascular info systems	Holograms
Cell phones, tablets, etc.	Hospital beds will be the center of digital technology
Cloud Services	Information Technology
Computer auto suggested coding	Integration technology connectivity
Connectivity	Maintenance and Repair
Database and Storage technology	Mobile technology
Data mining for information and research	Must overcome "Not developed here" and won't use syndrome
	Neuroscience - Brain Mapping
	Palm vein scans - patient



Patient assessment robot - doctor off site
Personal Telemetry to follow patient and
connect to E Med

Quality

Research and evidence based practices

Robotic assisted procedures

Robotic Testing

Robots everywhere- Emergency Room,
Food services, Patient care.

Robots used throughout hospital from
Emergency Room to Pharmacy

Rural areas telemedicine - doctors reading
for several facilitates such as radiology

Safety

Scanning medical records

Server engineers - Mainframe - Unix, etc.

Smart Dashboards

Speech recognition for
radiologist/cardiologist/back and front end

Stem cell/Genome extend life to 100 years
and beyond

Systems Technology

Technical Diagnostics

Technology everywhere

Technology tracking of patients following
discharge

Telecommuting

Telemedicine

Telemedicine System that analyzes 10
categories and 100 readings such as blood
pressure weight gain/ analyzes risk - falling,
stroke, etc.

The technology generation

Transparency

Wireless technology

We will see much more change, and it will become more
technologically delivered.

Larry Nelson
JPS Health Network



15. Transitional Care

The actions of healthcare providers designed to ensure the coordination and continuity of health care during the movement/ transition of patients and patient's medical information between health care practitioners and settings to reduce fragmentation of care by:

Skills and Knowledge for Transitional Care:

Acute to rehab to recovery	Home health care
Assess and treat multiple medical problems	Home therapy
Behavioral Management	Hospice
Clinical - Holistic Medicine	Infection Prevention and Control
Collaborative care	Information Management
Common language - of medicine	Medical home technology
Comprehensive information on high risk patients	Medication Management
Communication/Education/Collaboration	More urgent care facilities
Community Health	National Patient Safety Goals
Continuum of care	Outpatient
Cross discipline education	Palliative Care
Decreased re-hospitalization and institutionalization	Patient education
Decreased cost	Polypharmacy and medication safety
Disease processing	Preventative medicine - Mammograms, Glucometer readings, Blood pressure readings
Empowered patients	Provision of Care, Treatment, and Services
Environment of Care	Reduced medication errors, interactions and side effects
Ethics	Rehab
Genomics	Safety
Glucometer readings/ Blood pressure monitoring	Short term acute care



Smooth handoff
Individual rights and responsibilities
Long-term care continuum
Spiritual support
Telemedicine

Transitional Care/Preventative Care - to
diagnose and treat to prevent patient from
going back into hospital
Transparency
Understanding of preventative care
Various medical teams

The level of quality healthcare may suffer due to the complexity of the affordable healthcare act. The law has some good qualities, but uncertainty has created instability at all levels, providers, insurers, and industry.

Brian Polonet, Vice President of Sales
SpinalMotion



WORKPLACE BASIC SKILLS FOR ENTRY LEVEL WORKERS

The following skills were identified by the Texas Workforce Commission as “Basic Skills Needed for Entry Level Workers.” These skills were validated by the Thought Leaders and Peer Reviewers who responded to a survey question asking:

“What workplace basic skills are important for entry level workers?”

Answer Options	Response Percent	Response Count N=11
Oral Communication	100%	11
Teamwork	91%	10
Work Ethic	91%	10
Willingness to continue learning	91%	10
Written Communication	82%	9
Initiative	82%	9
Customer Service	73%	8
Following Directions	73%	8
Time Management	73%	8
Problem-solving	64%	7
Appreciation of Diversity	64%	7
Conflict Management	64%	7
Pride in Work	64%	7
Professionalism	64%	7
Integrity	64%	7
Numerical and Arithmetic Application	55%	6
Decision-making	55%	6
Dedication	55%	6
Attention to Detail	55%	6
Adaptability	55%	6
Creativity	46%	5
Information Gathering	46%	5
Organization	46%	5
Multi-tasking	46%	5
Conflict Management	46%	5
Stress Management	46%	5
Leadership	36%	4
Thoughtful Reflection	36%	4
Perseverance	36%	4
Resource Allocation	36%	4
Technology and Tool Usage	36%	4
Intellectual Risk-taking	18%	2



GLOSSARY OF TERMINOLOGY FOR HEALTH CARE

3 and 4 dimensional imaging - A process of acquiring multiple 3D images over time prospectively or retrospectively, so that patient motions and changes can be monitored and studied. Source Info Science on Demand

3 D Printing - 3D printing is achieved using an additive process, where successive layers of material are laid down in different shapes. A materials printer usually performs 3D printing processes using digital technology and varied materials. Source: InterLink Future Trends in Information Technology Report, www.interlink-ntx.or

3 D printing of organs - Scientists and researchers are working to "grow" stem cells from patients on the actual skeleton of a donor organ to form an organ that is less susceptible to rejection from the body. While current organ recipients frequently undergo post-transplant health issues and have to take anti-rejection medication, this new approach could soon remove that need. In addition, researchers are also working with stem cells and 3D printers to repair and heal damaged organs that cannot be donated normally. To create these organs, the process in question requires a 3D printer along with a "bio-ink" that's comprised of protein, stem cells and an incubator. If this process is widely adopted, it could have two major advantages. Not only could it reduce the waiting list for organ transplants – so long that some patients die waiting for care – but they can increase the quality of life for those receiving transplants. Source: <http://mediaroom.marlinfinance.com/healthcare-equipment/3d-printing-breakthroughs-involve-non-toxic-implants-improved-organ-transplants/#sthash.S0eaYwiS.dpuf>

American Board of Internal Medicine (ABIM) - Enhances the quality of health care by certifying internists and subspecialists who demonstrate the knowledge, skills, and attitudes essential for excellent patient care. Source: www.abim.org

Accessibility - Able to be reached or approached; able to be used or obtained; easy to appreciate or understand. Source: Merriam-Webster

Accounting - The skill, system, or job of keeping the financial records of a business or person. Source: Merriam-Webster

Accreditation - To recognize (an educational institution) as maintaining standards that qualify the graduates for admission to higher or more specialized institutions or for professional practice; to recognize or vouch for as conforming to a standard. Source: Merriam-Webster

Acupressure - Alternative-medicine practice in which pressure is applied to points on the body aligned along 12 main meridians (pathways), usually for a short time, to improve the flow of vital force (qi). Source: **Encyclopedia Britannica Concise.**

Acupressure - Alternative-medicine practice in which pressure is applied to points on the body aligned along 12 main meridians (pathways), usually for a short time, to improve the flow of vital force (qi). Source: Encyclopedia Britannica Concise.

Acupuncture - Medical technique in which needles are inserted into the skin and underlying tissues, devised in China before 2500 BC. One or more small metal needles are inserted at precise points along 12 meridians (pathways) in the body, through which the vital life force (qi) is believed to flow, in order to restore yin-yang balance and treat disease caused by yin-yang imbalance. Acupuncture appears to relieve pain and is used as an anesthetic for surgery. Theories to explain its effects include stimulation of release of natural opiates, blockage of pain-signal transmission, and a placebo effect. Source: Encyclopedia Britannica Concise

Acute - Very serious or dangerous : requiring serious attention or action; having or showing an ability to think clearly and to understand what is not obvious or simple about something; very strong and sensitive : highly developed Source: Merriam-Webster Med Dictionary

Adaptation to changing environment - Adaptation is a process of deliberate change in anticipation of or in reaction to external stimuli and stress. The dominant research tradition on adaptation to environmental change primarily takes an actor-centered view, focusing on the agency of social actors to respond to specific environmental stimuli and emphasizing the reduction of vulnerabilities.

Administrative clinical compliance - Ensure that clinical sites follow federal and state regulations, institutional policies and standard operations, and compliance standards established by the Joint Commission focusing on patient safety and quality of care.



Advance Directives - Legal documents which allow individuals to spell out their decisions regarding end-of-life care in advance. Also known as living will, personal directive, advance directive, or advance decision, is a set of written instructions that a person gives that specify what actions should be taken for their health, if they are no longer able to make decisions due to illness or incapacity.

Advanced diagnostic testing with analytical recommendations - Testing performed to determine if someone is affected with a particular disease with recommendations for a course of treatment.

Affordable Care Act - A United States federal statute signed into law by President Barack Obama on March 23, 2010. The ACA aims to increase the quality and affordability of health insurance, lower the uninsured rate by expanding public and private insurance coverage, and reduce the costs of healthcare for individuals and the government. It provides a number of mechanisms—including mandates, subsidies, and insurance exchanges—to increase coverage and affordability.

Age specific - A description of data in which the age of the individual is significant for epidemiologic or statistical purposes.

Aging and life expectancy - The number of years that one is expected to live as determined by statistics.

Analytics - The discovery and communication of meaningful patterns in data. Especially valuable in areas rich with recorded information, analytics relies on the simultaneous application of statistics, computer programming and operations research to quantify performance. Analytics often favors data visualization to communicate insight.

Anatomy - The study of the structure of living things; the parts that form a living thing (such as an animal or plant); a person's body

Ancillary support services - In smart grid technology, an ancillary service is anything that supports the transmission of electricity from its generation site to the customer. Services may include load regulation, spinning reserve, non-spinning reserve, replacement reserve and voltage support. Source: Gartner IT Glossary

Andragogy - Learning strategy developed for adult learners.

Anesthesiology - Medical specialty dealing with anesthesia and related matters, including resuscitation and pain. Originally concerned only with general anesthesia in the operating room, anesthesiology now includes epidural anesthesia (injection of local anesthetics into the spinal fluid, cutting off feeling below the point of injection); artificial respiratory support during operations requiring paralyzing drugs that render patients unable to breathe; clinical management of all unconscious patients; management of pain relief and cardiac and respiratory resuscitation problems; respiratory therapy; and treatment of fluid, electrolyte, and metabolic disturbances. Source: Encyclopedia Britannica Concise

Anesthetic - Agent that produces a local or general loss of sensation, including pain, and therefore is useful in surgery and dentistry. Source: Encyclopedia Britannica Concise

Apps for healthcare delivery - Mobile health apps have the potential to drive a disruptive shift in patient engagement and healthcare delivery. Harnessing the power of apps has become a focal point of innovation, yet barriers remain to their broad and systematic use by providers and patients. Development of clear evidence on the benefits of driving positive behavioral changes and improving health outcomes will be key to breaking through the barriers. In order for apps to move from novelty to mainstream, four areas need to be addressed. There must be recognition of the role apps can play in healthcare by payers and providers, as well as regulators and policymakers; security and privacy guidelines and assurances established among providers, patients and app developers; a systematic evaluation of apps to inform their appropriate use; and the effective integration of apps with other aspects of patient care. Source: IMS Institute for Healthcare Informatics

Aroma Therapy - Using essential oils and water-based colloids extracted from plant materials to promote physical, emotional, and spiritual health and balance. Single or combined extracts may be diffused into inhaled air, used in massage oil, or added to bathwater. Inhaled molecules of these extracts stimulate the olfactory nerve, sending messages to the brain's limbic system (the seat of memory, learning, and emotion) that are said to trigger physiological responses. Source: Encyclopedia Britannica Concise.

Art Therapy - The therapeutic use of art making, within a professional relationship, by people who experience illness, trauma or challenges in living, and by people who seek personal development. Through creating art and reflecting on the art products and processes, people can increase awareness of self and others cope with symptoms, stress and traumatic experiences; enhance cognitive abilities; and enjoy the life-affirming pleasures of making art.

Artificial Intelligence (AI) - The intelligence of machines or software, and is also a branch of computer science (Applied logic) that studies and develops intelligent machines and software. Major AI researchers and textbooks define the field as "the study and design of intelligent agents" where an intelligent agent is a system that perceives its environment and takes actions that maximize its chances of success.



Artificial skin - Skin grown in a laboratory and can be used as skin replacement for people who have suffered skin trauma, such as severe burns or skin diseases, or other purposes.

Assess and treat multiple medical problems - An evaluation or appraisal of multiple medical conditions.

Assessment and measurement - An evaluation or appraisal of a condition.

Assimilation & intellectualized education background training -

Assurance – Assures processes and products meet their specified requirements, are consistent, complete, correct as warranted for the system and operating environment, and satisfies stakeholder needs; and enables proactive identification and addresses areas of inadequate analysis, deficient risk mitigation plans, certification/verification inadequacies, or process/product non-compliances having the potential to impact safety, reliability, availability, maintainability, or overall mission-assured success.

Atom: Smallest unit into which matter can be divided and still retain the characteristic properties of an element. Source: Encyclopedia Britannica Concise

Audit - A complete and careful examination of the financial records of a business or person; a careful check or review of something

Augmented reality - A live, direct or indirect, view of a physical, real-world environment whose elements are *augmented* by computer-generated sensory input such as sound, video, graphics or GPS data. It is related to a more general concept called mediated reality, in which a view of reality is modified (possibly even diminished rather than augmented), by a computer.

Automation - The use of machines, control systems and information technologies to optimize productivity in the production of goods and delivery of services. The correct incentive for applying automation is to increase productivity, and/or quality beyond that possible with current human labor levels so as to realize economies of scale, and/or realize predictable quality levels.

Avatars - An evolving technology that allows patients to communicate their condition to an emotionally reactive avatar through their phone, desktop, or TV. The avatar asks the patient simple questions, and if programmed by a doctor, it can answer questions too—such as what can be sent to a doctor include red-flag notifications to act on right away; charts, graphs, and analytics tracing the patient's progress over time; and a transcript of the voice interaction. Source: MIT Technology Review

Bachelor of Science Nurse - The Bachelor of Science in Nursing (BSN) is a four-year academic degree in the science and principles of nursing, granted by a tertiary education university or similarly accredited school. One is eligible to sit for the licensing examination to become a registered nurse after graduating from a four-year program with a Bachelor's Degree (BSN). The BSN prepares nurses for a professional role away from the bedside with coursework in nursing science, research, leadership, and nursing informatics. A BSN also provides the student with general education in math, humanities and social sciences and offers opportunities for greater career advancement and higher salary options. This degree qualifies its holder for administrative, research, consulting and teaching positions.

Behavior analytics analysis - There are two major areas of behavior analysis: experimental and applied. Experimental behavior analysis involves basic research designed to add to the body of knowledge about behavior. Applied behavior analysis, on the other hand, is focused on applying these behavior principles to real-world situations.

Behavioral management - Modification of a person's action so that his behavior will produce a more productive and fulfilling result.

Best practices - A method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark.

Big Data analysis - Big data analytics is the process of examining large amounts of data of a variety of types (big data) to uncover hidden patterns, unknown correlations and other useful information.

Big data and technology - The health care industry has even incorporated the move toward big data into its model, allowing for patient histories, diagnosis charts, and important medical information to be available within mere seconds.

Big Data - Data Collection - A collection of data sets so large and complex that it becomes difficult to process using on-hand database management tools or traditional data processing applications. The challenges include capture, curation, storage, search, sharing, transfer, analysis, and visualization.

Billing Systems - Types of software designed to handle time and billing tracking as well as invoicing customers for services and products and can track the hours worked by employees as well as expenses associated with projects or clients. Source: Webopedia



Billing Coding Training - ICD10 - Is the 10th revision of the International Statistical Classification of Diseases and Related Health Problems (ICD), a medical classification list by the World Health Organization (WHO). ICD10 training teaches coding for diseases, signs and symptoms, abnormal findings, complaints, social circumstances, and external causes of injury or diseases.

Biochemistry - Chemistry that deals with the chemical compounds and processes occurring in organisms; the chemical characteristics and reactions of a particular living system or biological substance

Bioethics - The discipline dealing with the ethical implications of biological research and applications especially in medicine.

Bioinformatics - The collection, classification, storage, and analysis of biochemical and biological information using computers especially as applied in molecular genetics and genomics

Biological Systems - A group of organs that work together to perform a certain task. Common systems, such as those present in mammals and other animals, seen in human anatomy, are those such as the circulatory system, the respiratory system, the nervous system, etc. Source: Webopedia

Biology - A natural science concerned with the study of life and living organisms, including their structure, function, growth, evolution, distribution, and taxonomy. Biology has many sub disciplines unified by five so-called axioms of modern biology.

Biometrics - Biometry; the measurement and analysis of unique physical or behavioral characteristics (as fingerprint or voice patterns) especially as a means of verifying personal identity.

Biomimetics - Use of synthetic and natural elements in an attempt to create body parts such as muscles.

Bioprinting – The construction of a biological structure by computer-aided, automatic, layer-by-layer deposition, transfer, and patterning of small amounts of biological matter.

Biostatistics - statistical processes and methods applied to the analysis of biological phenomena

Biotechnology - The manipulation (as through genetic engineering) of living organisms or their components to produce useful usually commercial products (as novel pharmaceuticals); any of various applications of biological science used in such manipulation

Brain Mapping - A set of neuroscience techniques predicated on the mapping of (biological) quantities or properties onto spatial representations of the (human or non-human) brain resulting in maps. Brain Mapping is further defined as the study of the anatomy and function of the brain and spinal cord through the use of imaging (including intra-operative, Microscopic, Endoscopic and Multi-Modality imaging), Immunohistochemistry, Molecular & opt genetics, Stem cell and Cellular Biology, Engineering (material, electrical and biomedical), Neurophysiology and Nanotechnology. Source: Merriam Webster Medical Dictionary

Brain science - The interdisciplinary scientific study of the mind and its processes. It examines what cognition is, what it does and how it works. It includes research on intelligence and behavior, especially focusing on how information is represented, processed, and transformed (in faculties such as perception, language, memory, reasoning, and emotion) within nervous systems (human or other animal) and machines (e.g. computers).

Budgeting - A quantified financial plan for a forthcoming accounting period.

Business Analytics (BA) - The skills, technologies, applications and practices for continuous iterative exploration and investigation of past business performance to gain insight and drive business planning. Business analytics focuses on developing new insights and understanding of business performance based on data and statistical methods.

Business communication - Encompasses such topics as marketing, brand management, customer relations, consumer behavior, advertising, public relations, corporate communication, community engagement, reputation management, interpersonal communication, employee engagement, and event management. Source: Webopedia

Business continuity planning - A broad disaster recovery approach whereby enterprises plan for recovery of the entire business process. This includes a plan for workspaces, telephones, workstations, servers, applications, network connections and any other resources required in the business process. Source: Gartner IT Glossary

Business enablement – A business practice and application development process to effectively analyze current business processes to enhance customer service and create a competitive advantage.



Business management -The discipline of managing processes (rather than tasks) as the means for improving business performance outcomes and operational agility. Processes span organizational boundaries, linking together people, information flows, systems and other assets to create and deliver value to customers and constituents. Source Gartner IT Glossary

Business metrics - Part of the broad area of business intelligence, which comprises a wide variety of applications and technologies for gathering, storing, analyzing, and providing access to data to help enterprise users make better business decisions. Source: TechTarget

Business Modeling - Business Process Modeling (BPM) - In systems engineering is the activity of representing processes of an enterprise, so that the current process may be analyzed and improved. BPM is typically performed by business analysts and managers who are seeking to improve process efficiency and quality. The process improvements identified by BPM may or may not require Health Care involvement, although that is a common driver for the need to model a business process, by creating a process master.

Business writing -Memoranda, articles, proposals, and other forms of writing practiced in administrative areas to communicate with internal and external constituents.

Business Transformation: Business transformation is achieved by realigning the way staff works, how the organization is structured and how technology is used. Typically organizations go through several stages in transforming themselves. Source: InterLink Future Trends in Information Technology, www.interlink-ntx.org

Critical Access Hospitals (CAHs) - A small facility that gives limited outpatient and inpatient hospital services to people in rural areas. Source: www.cms.gov

Cardiovascular info systems - The organs and tissues involved in circulating blood and lymph through the body.

Caregiver education - Education or training provided to a family member or paid helper who regularly looks after another individual who may be adolescent, ill, elderly or disabled.

Caregiver stress reduction - The wide spectrum of techniques and psychotherapies aimed at controlling a person's levels of stress, especially chronic stress, usually for the purpose of improving everyday functioning.

Cause and Effect - Noting a relationship between actions or events such that one or more are the result of the other or others.

CDI Analyst - An individual who conducts clinical documentation improvement in patient health records.

Cell phones, tablets, etc. - Mobile, handheld devices with display screens, touch input and/or a miniature keyboard and weighing less than 2 pounds

Chemical Engineering – The branch of engineering that applies to interactions with other atoms, and particularly with the properties of chemical bonds.

Chemistry - A branch of physical science is the study of the composition, properties and behavior of matter. Chemistry is concerned with atoms and their interactions with other atoms, and particularly with the properties of chemical bonds. Chemistry is also concerned with the interactions between atoms (or groups of atoms) and various forms of energy

Chinese Medicine - System of medicine at least 23 centuries old that aims to prevent or heal disease by maintaining or restoring yin-yang balance. Detailed questions are asked about a patient's illness and such things as taste, smell, and dreams, but close examination of the pulse, at different sites and times and with varying pressure, is paramount. Of Chinese medicine's numerous remedies, Western medicine has adopted many, including iron (for anemia) and chaulmoogra oil (for leprosy). Source: Encyclopedia Britannica Concise

Chiropractor - A physician who uses a method of treating people who are sick or in pain by pushing and moving bones in the spine and joints. Source: Merriam-Webster

Certified electronic health record technology (CEHR) - The Electronic Health Record (EHR) is a longitudinal electronic record of patient health information generated by one or more encounters in any care delivery setting. Included in this information are patient demographics, progress notes, problems, medications, vital signs, past medical history, immunizations, laboratory data and radiology reports. The EHR automates and streamlines the clinician's workflow. The EHR has the ability to generate a complete record of a clinical patient encounter - as well as supporting other care-related activities directly or indirectly via interface - including evidence-based decision support, quality management, and outcomes reporting. Source: Healthcare Information and Management Systems Society (HIMSS)



Clinical - Of, relating to, or conducted in or as if in a clinic: involving or concerned with the direct observation and treatment of living patients; of, relating to, based on, or characterized by observable and diagnosable symptoms of disease; applying objective or standardized methods

Clinical diagnostics - The art or act of identifying a condition, disorder or disease from its signs and symptoms.

Clinical documentation - The documentation of medical conditions evaluated and treated, including the patient's health history, past and present illnesses, and treatment of a patient within a healthcare setting.

Clinical research - A branch of medical science that determines the safety and effectiveness of medications, devices, diagnostic products and treatment regimens intended for human use.

Clinical Rotations - Medical education A period in which a medical student in the clinical part of his/her education passes through various 'working' services³ in 1-4 month blocks. Source: Webopedia

Clinical Technologist - A laboratory professional who has all the skills possessed by a clinical laboratory technician as well as the ability to perform complex analyses, fine line discrimination, and correction of errors. This technologist assumes responsibility and is held accountable for accurate results and establishes and monitors quality control and quality assurance programs, designing or modifying procedures as necessary.

Clinical thinking - The intellectually disciplined process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and/or evaluating information gathered from, or generated by, observation, experience, reflection, reasoning, or communication, as a guide to belief and action.

Clinical understanding for specific services - Pertaining to healthcare or ancillary services offered by providers within a healthcare setting such as radiology, laboratory testing, and other specific services ordered by a physician or healthcare professional.

Cloning - Recreating a plant or animal that is grown from one cell of its parent and that has exactly the same genes as its parent; producing a product (such as a computer) that is a copy of another product produced by a well-known company. Source: Merriam-Webster

Cloud - Globalized/centralized system

Cloud Services - A large storage area that is used and shared by many users spread within a confined area or globally over internet in a real time scenario or real time environment.

Cloud storage - A model of networked online storage where data is stored in virtualized pools of storage which are generally hosted by third parties.

Centers for Medicare and Medicaid Services (CMS) - Previously known as the Health Care Financing Administration (HCFA), is a federal agency within the United States Department of Health and Human Services (DHHS) that administers the Medicare program and works in partnership with state governments to administer Medicaid, the State Children's Health Insurance Program (SCHIP), and health insurance portability standards. In addition to these programs, CMS has other responsibilities, including the administrative simplification standards from the Health Insurance Portability and Accountability Act of 1996 (HIPAA), quality standards in long-term care facilities (more commonly referred to as nursing homes) through its survey and certification process, and clinical laboratory quality standards under the Clinical Laboratory Improvement Amendments. Source: www.medicaid.gov

Collaboration - The act of working with another person or group in order to achieve or do something. Source: Merriam-Webster

Colloids - Substance consisting of particles that, although too tiny to be seen with the unaided eye (typically 1 nanometer to 10 micrometers), are substantially larger than atoms and ordinary molecules and that are dispersed in a continuous phase. Source: Encyclopedia Britannica Concise

Combined skills - The ability to use one's knowledge effectively and readily in execution or performance on multiple tasks.

Common language - A language systematically used to make communication possible between people not sharing the same language, in particular when it is a third language, distinct from both primary languages

Communication - The act or process of using words, sounds, signs, or behaviors to express or exchange information or to express your ideas, thoughts, feelings, etc., to someone else. Source: Merriam-Webster



Community Health - A field of public health is a discipline which concerns itself with the study and improvement of the health characteristics of biological communities.

Community Health Education - A social science that draws from the biological, environmental, psychological, physical and medical sciences to promote health and prevent disease, disability and premature death by educating individuals and communities to voluntarily change their behaviors to improve their health and well-being.

Community outreach - An activity of providing services to populations who might not otherwise have access to those services.

Competencies - Abilities or skills. Source: Merriam-Webster

Complexity of medical health problems - Complexity in the health care environment involves understanding why medical practice is a complex adaptive system and how to work within such a system to achieve the best outcomes.

Compliance - The act or process of doing what you have been asked or ordered to do : the act or process of complying; the act or process of complying to a desire, demand, proposal, or regimen or to coercion

Complying: To do what you have been asked or ordered to do.

Comprehension - The act or action of grasping with the intellect; the capacity for understanding fully; the act or process of comprising; knowledge gained by comprehending

Computer aided design (CAD) - Programs are interactive graphic programs that automate the methodologies of drafting and design layouts. A few programs are successful enough so that it is difficult to justify designing layouts manually. Applications include integrated circuits and printed circuit boards. Source: Gartner IT Glossary

Computer Assisted Coding - The use of computer software that automatically generates a set of medical codes for review/validation and/or use based upon clinical documentation provided by healthcare practitioners.

Computer auto suggested coding - The use of computer software that automatically suggests and generates a set of medical codes for review/validation and/or use based upon clinical documentation provided by healthcare practitioners.

Computer programming - A sequence of instructions, stored in any medium, that can be interpreted and executed by a computer; - called most frequently a program.

Computerized teaching - A teaching process that uses a computer in the presentation of instructional materials, often in a way that requires the student to interact with it.

Connectivity - The quality, state, or capability of being connective or connected; the ability to connect to or communicate with another computer or computer system

Consumption modeling - Describes how supply is separated from demand, and that service capacity is created just-in-time. Services are generated from an approved inventory stored in a service catalog (self-service, if you're in IT); with each service having clear pricing. The pricing could be variable and "consumption based" that is, it's not only metered, but based on both true cost as well as opportunity cost for access to the infrastructure. Lastly, the consumption model can also include services brokering - that is, it can include services generated from outside IT as well as those generated within/by IT. Both sources are equally valid, so long as IT still provides common governance, access, pricing and secure delivery to internal LoB customers.
<http://fountainhead.blogspot.com/2011/08/it-as-service-models-for-consumption.html>

Continuum of care - Interrelated and connected range of services ranging from home and community-based programs to institutionalization as needed by seniors at various stages of disability.

Contract skills - The knowledge, skills and ability to understand formal and legally binding agreements and the ability to negotiate the terms and conditions of the agreement.

Contracts - A legal agreement between people, companies, etc.; a document on which the words of a contract are written. Source: Merriam-Webster

Control groups - A group in a scientific experiment where the factor being tested is not applied so that it may serve as a standard for comparison against another group where the factor is applied.



Corporate culture - The beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions.

Cost & Funding knowledge - Estimating the range of likely costs and reflects the associated levels of risk, uncertainty, and ability of financing or other forms of payment.

Cost of research - Any expenses associated with the research and development of a company's goods or services.

Counseling - Professional guidance of the individual by utilizing psychological methods especially in collecting case history data, using various techniques of the personal interview, and testing interests and aptitudes

Critical thinking - The intellectually disciplined process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and/or evaluating information gathered from, or generated by, observation, experience, reflection, reasoning, or communication, as a guide to belief and action.

Cross discipline - Of, relating to, or involving two or more disciplines

Cultural diversity - The cultural variety and cultural differences that exist in the world, a society, or an institution; the inclusion of diverse people in a group or organization.

Cultural understanding - Cross-cultural communication is a field of study that looks at how people from differing cultural backgrounds communicate, in similar and different ways among themselves, and how they endeavor to communicate across cultures.

Customer service - The assistance and advice provided by a company to those people who buy or use its products or services.

Data - Distinct pieces of information usually formatted in a special way. All software is divided into two general categories: data and programs. Programs are collections of instructions for manipulating data. Data can exist in a variety of forms -- as numbers or text on pieces of paper, as bits and bytes stored in electronic memory, or as facts stored in a person's mind.

Data management - Comprises all the disciplines related to managing data as a valuable resource.

Data mining – Searching through gigabytes of information for unanticipated information

Data Scientists - A job title for an employee or business intelligence (BI) consultant who excels at analyzing data, particularly large amounts of data, to help a business gain a competitive edge.

Data storage (storage technology) - The place where data is held in an electromagnetic or optical form for access by a computer processor. <http://searchstorage.techtarget.com/definition/storage>

Database (DB) optimization - All database information is stored in files. When a query to delete a post, thread, member, or any other piece of data is executed, it removes the data from the file. When this happens, it leaves empty space in the file which takes up a few bytes. After time, this space adds up and can impact performance. Optimizing the database reclaims this space, and more often than not reduces your database size.

Database and Storage technology - A usually large collection of data organized especially for rapid search and retrieval

DaVinci Robot - Designed to facilitate complex surgery using a minimally invasive approach, and is controlled by a surgeon from a console. The system is commonly used for prostatectomies, and increasingly for cardiac valve repair and gynecologic surgical procedures.

Decision theory - The study of principles and algorithms for making correct decisions—that is, decisions that allow an agent to achieve better outcomes with respect to its goals.

Decreased cost - Pertaining to the reduction or decrease in a price or value.

Decreased re-hospitalization and institutionalization - Avoiding preventable hospitalizations.

Demographics - Of or relating to demography; relating to the dynamic balance of a population especially with regard to density and capacity for expansion or decline

Diagnostics - The act of identifying a disease, illness, or problem by examining someone or something; a statement or conclusion that describes the reason for a disease, illness, or problem. Source: Merriam-Webster



Dietary skills - Understanding of nutrition and the process of eating the right kind of food so you can grow properly and be healthy

Digital - Of, relating to, or supplying one or more fingers or toes; done with a finger

Disability support - Any good or service that helps a person overcome barriers that come with having a disability.

Discovery -The act of finding or learning something for the first time : the act of discovering something; something seen or learned for the first time : something discovered

Disease processing - A nursing intervention from the Nursing Interventions Classification (NIC) defined as assisting the patient to understand information related to a specific disease process.

Disruption/entrepreneurial - An event which causes an unplanned, negative deviation from the expected delivery according to the organization's objectives.

Distributor Services/Logistics - The detailed coordination of a complex operation involving many people, facilities, or supplies.

Diversity of employee and patient - The condition of having or being composed of differing elements: variety; especially: the inclusion of different types of people (as people of different races or cultures) in a group or organization.

Documentation - The documents, records, etc., that are used to prove something or make something official; written instructions for using a computer or computer program. Source: Merriam-Webster

Donations - Something (such as money, food, clothes, etc.) that you give in order to help a person or organization; something (such as blood or a body organ) that you give to a hospital or clinic so that it can be given to someone who needs it. Source: Merriam-Webster

Ease of use – The ability of a user to readily and successfully perform a task with a product without the need for an advanced explanation and/or the instruction manual.

Effective communication - A two way information sharing process which involves one party sending a message that is easily understood by the receiving party. Source: BusinessDictionary

Effects of external and internal variables - Power to bring about a result.

E-Health Technologies - a healthcare practice supported by electronic processes and communication.

Electronic medical records - User friendly speed captures important data that communicates for patient safety and provides reporting

Electronic Medical Records – EMR - An electronic health record is an evolving concept defined as a systematic collection of electronic health information about individual patients or populations. It is a record in digital format that is theoretically capable of being shared across different health care settings.

Electronic signatures - Symbols or other data in digital form attached to an electronically transmitted document as verification of the sender's intent to sign the document.

Embedded Systems - A computer system designed for specific control functions within a larger system, often with real-time computing constraints. It is *embedded* as part of a complete device often including hardware and mechanical parts. with ability to update or upgrade -

Emergency Management - The organization and management of resources and responsibilities for dealing with all aspects of emergencies, in particularly preparedness, response and rehabilitation. Emergency management involves plans, structures and arrangements established to engage the normal endeavors of government, voluntary and private agencies in a comprehensive and coordinated way to respond to the whole spectrum of emergency needs. This is also known as disaster management.

Emotional Intelligence - The capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.



Empowered patients - To promote the self-actualization or influence of patient's personal health plans.

End of life care decisions power of attorney - A written authorization to represent or act on another's behalf in medical decision, private affairs, business, or some other legal matter in the even an individual is incapacitated.

Enterprise - Universal Patient ID across health system

Enterprise data management - The ability of an organization to precisely define, easily integrate and effectively retrieve data for both internal applications and external communication.

Entrepreneurship - One who organizes, manages, and assumes the risks of a business or enterprise

Environment of Care - Comprised of building or space which protects patients, visitors and staff within a healthcare setting and the equipment us to support patient care, and the individuals within the setting who have a role in minimizing risks.

Environmental science - A multidisciplinary academic field that integrates physical and biological sciences, (including but not limited to ecology, physics, chemistry, biology, soil science, geology, atmospheric science, and geography) to the study of the environment, and the solution of environmental problems.

Epidemiology/public health - A branch of medical science that deals with the incidence, distribution, and control of disease in a population; the sum of the factors controlling the presence or absence of a disease or pathogen

E-prescribing - Or electronic prescribing is a technology framework that allows physicians and other medical practitioners to write and send prescriptions to a participating pharmacy electronically instead of using handwritten or faxed notes or calling in prescriptions.

Ergonomics - An applied science concerned with designing and arranging things people use so that the people and things interact most efficiently and safely

Ethics - A set of moral principles : a theory or system of moral values

Evaluating research projects and published data

Event planning - The process of managing a project such as a meeting, convention, tradeshow, ceremony, team building activity, party, or convention. Event planning includes budgeting, establishing timelines, selecting and reserving the event sites, acquiring permits, planning food, coordinating transportation, developing a theme, arranging for activities, selecting speakers and keynotes, arranging for equipment and facilities, managing risk, and developing contingency plans.

Evidence based - The conscientious use of current best evidence in making decisions about the care of individual patients or the delivery of health services.

Exercise - Regular or repeated use of a faculty or bodily organ; bodily exertion for the sake of developing and maintaining physical fitness

Experiential Learning - The process of making meaning from direct experience, i.e., "learning from experience". The experience can be staged or left open.

Experimentation - An operation or procedure carried out under controlled conditions in order to discover an unknown effect or law, to test or establish a hypothesis, or to illustrate a known law

Externships - A training program that is part of a course of study of an educational institution and is taken in private business

Facial recognition- A type of biometric software application that can identify a specific individual in a digital image by analyzing and comparing patterns. <http://whatis.techtarget.com/definition/facial-recognition>



Facilities management - 1. Entering into an agreement with a service supplier to manage internal company facilities such as telecommunications or data-processing services. Facilities management does not involve the transfer of ownership of facilities to the service provider.

2. For government enterprises, FM is the most prevalent type of contractual relationship where the vendor assumes responsibility for one or more information technology (IT) functions. Unlike outsourcing, it refers to the vendor operating and managing the assets (usually hardware and software), but not taking ownership. In a government-owned, contractor-operated deal, the government owns the equipment and operating systems, and the contractor operates the equipment with its personnel. Usually, the equipment is maintained in a government facility, but it can reside in a vendor-owned facility. In a government-owned, government-operated arrangement, the government owns the equipment and manages the operation using contractor personnel. Source: Gartner IT Glossary

FDA regulations and policies - As required by law, the Food and Drug Administration publishes regulations in the Federal Register, the federal government's official publication for notifying the public of many kinds of agency actions. Federal regulations are either required or authorized by statute. Source: www.fda.gov

Finance - The system that includes the circulation of money, the granting of credit, the making of investments, and the provision of banking facilities

Financial analysis - Answers specific business questions and forecast possible future financial scenarios. <http://searchfinancialapplications.techtarget.com/definition/financial-analytics>

Financial management - The branch of finance that concerns itself with the managerial significance of finance techniques. It is focused on assessment rather than technique.

Focused - Pay particular attention to.

Foreign policy - A policy pursued by a nation in its dealings with other nations, designed to achieve national objectives.

Fundraising - activity done to collect money for a political party, charity, school, etc. Source: Merriam-Webster

Future appliances – Innovative appliances of the future, such as Google glasses and Apple Watch.

Gamification - The use of game mechanics to drive engagement in non-game business scenarios and to change behaviors in a target audience to achieve business outcomes. <http://www.gartner.com/it-glossary/gamification-2/>

Gene Technology - The term given to a range of activities concerned with understanding the expression of genes, taking advantage of natural genetic variation, modifying genes and transferring genes to new hosts.

Generation gap - differences of outlook or opinion between people of different generations.

Generational diversity - Four generations participate within the American labor force termed the Silent Generation (roughly ages 59 and older), the Baby Boomers (ages 41 to 58), Generation X (ages 24 to 40), and Generation Y (age 23 and younger). Each of these generations has lived through a common set of social and historic events that have helped shape their unique attitudes, ambitions, and world views.

Genetics - Genetics will enable doctors to personalize patient care, choose drugs that treat diseases most effectively, and assist individuals in understanding their risks to develop diseases or genetic conditions.

Genomics - A branch of biotechnology concerned with applying the techniques of genetics and molecular biology to the genetic mapping and DNA sequencing of sets of genes or the complete genomes of selected organisms using high-speed methods, with organizing the results in databases, and with applications of the data



Geolocation - The wireless detection of the physical location of a remote device.
<http://searchmobilecomputing.techtarget.com/definition/geolocation>

Ginger.io - A behavior analytics company, and spinoff of the MIT Media Lab that uses big data from mobile phones to model user behavior, and make inferences about health and wellness. It falls under the category of telemedicine. Source: MIT Technology Review

Global Diversity - Encompass an understanding of the differences between countries as well as the internal diversity of each country.

Global telemedicine - The remote diagnosis and treatment of patients by means of telecommunications technology.

Glucometer readings - A medical device for determining the approximate concentration of glucose in the blood.

Gnome testing - Gnome or Genetic testing is a type of medical test that identifies changes in chromosomes, genes, or proteins. The results of a genetic test can confirm or rule out a suspected genetic condition or help determine a person's chance of developing or passing on a genetic disorder. More than 1,000 genetic tests are currently in use, and more are being developed. Source: www.cdc.gov

Government programs - Programs and activities sponsored or administered by local, state, or national governments.

Governmental services - Services and activities sponsored or administered by local, state, or national governments.

Grant funds - Funds provided without imposing a repayment obligation. Subsidies are an example of grant funds.

Grant writing - The practice of completing an application process for funding provided by an institution such as a government department, corporation, foundation or trust.

Grants management - The oversight of donations to an organization related to budgets, activities or initiatives within a defined time frame.

Graphic design - The art or skill of combining text and pictures in advertisements, magazines, or books.

Graphics - Of or relating to the pictorial arts, or involving such reproductive methods as those of engraving, etching, lithography, photography, serigraphy, and woodcut

Green - Concerned with or supporting environmentalism, tending to preserve environmental quality (as by being recyclable, biodegradable, or nonpolluting)

Growing organs - The formation and development of the organs of living things.

Hand Held Technology - Mobile, handheld devices with display screens, touch input and/or a miniature keyboard and weighing less than 2 pounds

Haptics - A tactile or force-feedback technology that leverages a person's sense of touch by applying vibrations and/or motion to the user's fingertips. <http://www.gartner.com/it-glossary/haptics/>

Hardware - The physical components (as electronic and electrical devices) of a vehicle (as a spacecraft) or an apparatus (as a computer). Source: Merriam-Webster

Health Care Systems - Also sometimes referred to as health system or healthcare system is the organization of people, institutions, and resources to deliver health care services to meet the health needs of target populations.

Health and social aspects of aging dementia - Some of the more common mental health issues impacting the elderly are depression, dementia, and substance abuse. Clinical depression in the elderly is common, affecting about six million Americans age 65 and older. Depression in the elderly tends to be undertreated, often because symptoms are frequently confused with the effects of multiple illnesses and the medications used to treat them.

Health information - Deals with the resources, devices, and methods required to optimize the acquisition, storage, retrieval, and use of information in health and biomedicine. Health informatics tools include computers, clinical guidelines, formal medical terminologies, and information and communication systems



Health Information Exchange (HIE) - A regional collaboration among independent healthcare organizations for sharing clinical information. Often, administrative information is shared as well. HIEs may be categorized in terms of their approach to governance. In some countries, they may be run by a governmental agency. Other HIEs may be run by nonprofit corporations with a board of governors that represent community stakeholders. Still others are lines of business of for-profit vendors. A final form of HIE is funded and controlled by healthcare delivery organizations (HDOs) to meet their own business concerns, rather than being neutral to all community stakeholders. Source: Gartner IT Glossary

Health Information Technology (Health IT) – As defined by ONC Health Information Technology: a Tool to Help Clinicians Do What They Value Most Fact Sheet: Health IT is an important tool encompasses a wide range of electronic technologies that can be used to improve clinical practice and patient health. Health IT enables (1) Access up-to-date evidence-based clinical guidelines and decision support, (2) Improves the quality of care and safety to patients (3) Provides proactive health maintenance for patients and (5) Supports coordination of patients' care with other providers through the secure and private sharing of clinical information

Healthcare Gaming - Within healthcare, the possibilities and scope of where gaming can go are endless, video games, virtual reality games, games played on computers, and mobile applications can be used to help treat a learning disability, help children keep up with their medications, as a form of pain control, to keep people active, as physical therapy or rehab, to train doctors on new techniques, to prepare doctors for emergency situations, and many other uses.

Hearing - The sense through which a person or animal is aware of sound: the ability to hear; the distance within which someone's voice can be heard; an opportunity to explain why you did, said, or believe something. Source: Merriam-Webster

Herbal treatment - The use of plants or plant extracts for medicinal purposes (especially plants that are not part of the normal diet).

HIPPA (Health Insurance Portability and Accountability Act) - Effective in August 1997, calls for electronic data interchange (EDI) use in medical transactions and also calls for protecting patient healthcare information. Enterprises face fines of up to \$250,000 and 10 years imprisonment for wrongfully disclosing patient information. Source: Gartner IT Glossary

Holistic medicine - Doctrine of prevention and treatment that emphasizes looking at the whole person—body, mind, emotions, and environment—rather than a single function or organ. It promotes use of a wide range of health practices and therapies, including acupuncture, homeopathy, and nutrition, stressing “self-care” with traditional commonsense essentials. In the extreme, it may accord equal validity to a wide range of health-care approaches, some incompatible and not all scientific. It does not ignore mainstream Western medical practices but does not see them as the only effective therapies. Source: Encyclopedia Britannica Concise

Holograms - A special kind of picture that is produced by a laser and that looks three-dimensional. Source: Merriam-Webster

Home health care - Supportive care provided in the home and may be provided by licensed healthcare professionals who provide medical care needs or by professional caregivers who provide daily care to help to ensure the activities of daily living (ADL's) are met.

Home therapy - Activities the patient can do, under the instructions of the chiropractic physician, to assist in their recovery; includes ice/heat, exercises, diet and moderation of activities of daily living. Source: <http://www.dreashealthcare.com/glossary>

Hospice - A facility or program designed to provide a caring environment for meeting the physical and emotional needs of the terminally ill

Hospital politics - The activities and culture associated with the governance of a hospital or other healthcare setting,

Hospital setting - The different clinical areas within a hospital.

Human Interaction and Expectations (HCI) - An automated system designed to recognize a user's affective states-in order to become more human-like, more effective, and more efficient by modulating nonverbal communicative cues (facial expressions, body movements, and vocal and physiological reactions).



Human Machine Interface, HMI - In complex systems, the human-machine interface is typically computerized. The term Human-computer interface refers to this kind of systems. The engineering of the human-machine interfaces is by considering ergonomics (Human Factors). The corresponding disciplines are Human Factors Engineering (HFE) and Usability Engineering (UE), which is part of Systems Engineering. Tools used for incorporating the human factors in the interface design are developed based on knowledge of computer science, such as computer graphics, operating systems, and programming languages. Primary methods used in the interface design include prototyping and simulation. http://en.wikipedia.org/wiki/Human-machine_interface

Human Resources - A division of an organization concerned with personnel or the knowledge capital within an organization.

Human to Machine interaction (H2M)/Human-computer Interaction (HCI) Involves the study, planning, and design of the interaction between people (users) and computers. It is often regarded as the intersection of computer science, behavioral sciences, design and several other fields of study.

Hypnosis - A state that resembles sleep but in which you can hear and respond to questions or suggestions. Source: Merriam-Webster

ICD-10 Transition - Represents a major update to how health providers get paid - one that impacts almost every aspect of service delivery, billing, claims processing and reimbursement. ICD-10 will require testing changes in PM and EMRs, billing reporting packages, decision and analytical tools, as well as training coders and providers.

Identification and spread of best practices - the process of identifying professional procedures that are accepted or prescribed as being correct or most effective.

Identity - The condition of being the same with something described or asserted.

Immunizations - Treatments (as by vaccination) of an organism for the purpose of making it immune to a particular pathogen

Imprint -To fix indelibly or permanently (as on the memory).

Increasing complexity of patient care - The various aspects of diagnosis, treatment, and prevention of disease, illness, injury, and other physical and mental impairments in humans.

Individual rights and responsibilities - A set of principles created by the National Health Council regarding a patients right to informed consent, understandable information, payment decisions, choice of providers, and provider incentives.

Infection Prevention and Control - The discipline concerned with preventing nosocomial or healthcare-associated infection, a practical (rather than academic) sub-discipline of epidemiology.

Influence without authority - The capacity to have an effect on the character, development, or behavior of someone or something without authority over the individual.

Information Management - The collection and management of information from one or more sources and the distribution of that information to one or more audiences.

Information Technology - The study or use of systems (esp. computers and telecommunications) for storing, retrieving, and sending information.

Information Technology Serve (ITSL) - Health Information Technology (HIT) provides the framework for comprehensive management of health information and its secure exchange between consumers, providers, government and quality entities, and insurers. HIT offers tools for improving quality, safety, and efficiency of the healthcare delivery system.

Intentional - Done on purpose; deliberate.

Innovation - The application of better solutions that meet new requirements, inarticulate needs, or existing market needs. This is accomplished through more effective products, processes, services, technologies, or ideas that are readily available to markets, governments and society.

Innovative Medical Devices - Such as physical, mechanical, or thermal means. Represents an innovative way of technical harmonization.



Installation/support – Technology that is installed for use with support services offered in-house or off site.

Instructional design and development - (also called Instructional Systems Design (ISD)) is the practice of creating "instructional experiences which make the acquisition of knowledge and skill more efficient, effective, and appealing. The process consists broadly of determining the current state and needs of the learner, defining the end goal of instruction, and creating some "intervention" to assist in the transition. Ideally the process is informed by pedagogically (process of teaching) and and agogically (adult learning) tested theories of learning and may take place in student-only, teacher-led or community-based settings. Source: Wikipedia

Institute of Medicine IOM - An independent, nonprofit organization that works outside of government to provide unbiased and authoritative advice to decision makers and the public. Their aim is to help those in government and the private sector make informed health decisions by providing evidence upon which they can rely. Many studies that the IOM undertakes begin as specific mandates from Congress; still others are requested by federal agencies and independent organizations. Source: www.IOM.edu

Insurance - Coverage by contract whereby one party undertakes to indemnify or guarantee another against loss by a specified contingency or peril. Source: Merriam Webster Medical Dictionary

Insurance authorizations - The process of contacting the insurance company to obtain assurance that your insurer will pay for the services you are seeking. Source: Merriam Webster Medical Dictionary

Integrated clinical skills- Clinical issues including communication skills, behavioral sciences, ethics and preventive medicine.

Integration technology connectivity - The tasks of integrating data and applications, as well as to software products that provide integration frameworks and associated tools. Integration enables the sharing of data and business functions across applications. Source: Merriam Webster Dictionary

Intellectual property - Includes assets that are protected through regulatory methods such as patents, copyrights and regulatory licenses; however, this protection is being expanded to include software and business processes when these can be demonstrated to be original, novel and non-obvious. <http://www.gartner.com/it-glossary/intellectual-property/>

Intellectual asset: Human beings who generate intellectual capital in an organization or society.

Interdisciplinary collaboration - When nurses, physicians and other health professionals overcome professional barriers and work together. Source: Merriam Webster Medical Dictionary

Intra hospital - Occurring within a hospital. Source: Merriam Webster Medical Dictionary

Interoperability - The ability for a device from one manufacturer to work with one from another. <http://www.gartner.com/it-glossary/interoperability/>

Interpret environment/Sense making - The process by which people give meaning to experience. While this process has been studied by other disciplines under other names for centuries, the term "sensemaking" has primarily marked three distinct but related research areas: Human-computer interaction; information science and; organizational studies. In information science the term is most often written as "sense-making." In both cases, the concept has been used to bring together insights drawn from philosophy, sociology, and cognitive science (especially social psychology).

Interpretation - An explanation of the meaning of another's work or definition.

Inter-professional teaming - A professional group of cooperating disciplines working together toward the same goal or result.

ITIL- Health Care Infrastructure Library - <http://searchdatacenter.techtarget.com/definition/ITIL>

Knowledge management - Comprises a range of strategies and practices used in an organization to identify, create, represent, distribute, and enable adoption of insights and experiences. Source: Merriam Webster Medical Dictionary

Laboratory - A place equipped for experimental study in a science or for testing and analysis. Source: Merriam Webster Medical Dictionary



Laboratory skills - Modern laboratories require skills to use with a vast number of instruments and procedures to study, systematize, or quantify the objects of their attention. Procedures often include sampling, pretreatment and treatment, measurement, calculation, and presentation of results; each may be carried out by techniques ranging from having an unaided person use crude tools to running an automated analysis system with computer controls, data storage, and elaborate readouts. Source: Merriam Webster Medical Dictionary

Language services/translation - Interpret languages other than those of the speaker. Solutions may include in person, over-the-phone, on demand video remote interpreting, and on-site interpretation, translation of documents, websites, and multimedia.

Leadership competency - Leadership skills and behaviors that contribute to superior performance.

Leadership/Transformational - Transformational Leadership - Enhances the motivation, morale, and performance of followers through a variety of mechanisms. These include connecting the follower's sense of identity and self to the project and the collective identity of the organization; being a role model for followers that inspires them and makes them interested; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that enhance their performance. http://en.wikipedia.org/wiki/Transformational_leadership

Lean - A customer-value focused approach to the provision of effective solutions involving the consumption of a minimum of resources. <http://www.gartner.com/it-glossary/lean/>

Lean Agile Process - Lean is the 'What' and Agile is the 'How.' Lean evolved from process improvement efforts of manufacturing organizations. Initial improvement efforts focused on operations but later included 'Services' as found in the 'office' (e.g., HR, Order Delivery) and R&D (e.g., Product Development and Software Development). Lean Thinking helps us understand what our customer truly values and establishes metrics designed to provide evidence of our ability to satisfy their needs. Source: InterLink Future Trends In Information Technology Report, www.interlink-ntx.org

Learning strategies - The use of varied methods of teaching such as such as intelligence, creativity, analogical reasoning, classification skills, problem solving, thinking flexibility, and many others.

Legal - Conforming to or permitted by law or established rules

Legislation - A law which has been promulgated (or "enacted") by a legislature or other governing body, or the process of making it. Another source of law is judge-made law or case law.

Licensing - A license may be issued by authorities, to allow an activity that would otherwise be forbidden. It may require paying a fee and/or proving a capability. The requirement may also serve to keep the authorities informed on a type of activity, and to give them the opportunity to set conditions and limitations. There are many different licenses required for those who practice Health Care. Source: Wikipedia

Life expectancy - The average total number of years that a human expects to live. Differently, life span is the maximum number of years that a human can live. While the human life span has substantially remained unchanged for the past 100,000 years at ~125 years, life expectancy has sensibly increased (~27 years during the last century), especially in Western Countries (Hayflick 2000b).

Life span - The length of life expected for a person or group. Source: Wikipedia

Logistics- The process of planning, implementing, and controlling procedures for the efficient and effective transportation and storage of goods, including services and related information, from the point of origin to the point of consumption. <http://searchmanufacturingerp.techtarget.com/definition/logistics>.

Long-term care continuum - Long-term care (LTC) is but one piece of a continuum of care that stretches from living at home completely independently to the 24-hour supervision and care provided in LTC facilities. Source: PubMed.com

Machine repair - Experts who combine extensive training with experience spent repairing machines.



Machine to machine communication (M2M) - Is used for automated data transmission and measurement between mechanical or electronic devices. The key components of an M2M system are: Field-deployed wireless devices with embedded sensors or RFID- Wireless communication networks with complementary wireline access includes, but is not limited to cellular communication, Wi-Fi, ZigBee, WiMAX, wireless LAN (WLAN), generic DSL (xDSL) and fiber to the x (FTTx). <http://www.gartner.com/it-glossary/machine-to-machine-m2m-communications/>

Maintenance and Repair - Experts who combine extensive training with experience spent maintaining and repairing machines.

Marketing - The process or technique of promoting, selling, and distributing a product or service.

Massage therapy - The manipulation of superficial and deeper layers of muscle and connective tissue using various techniques, to enhance function, aid in the healing process, decrease muscle reflex activity, inhibit motor-neuron excitability, promote relaxation and well-being, and as a recreational activity. Source: WebMD

Medicaid - The United States health program for families and individuals with low income and resources. The Health Insurance Association of America describes Medicaid as a "government insurance program for persons of all ages whose income and resources are insufficient to pay for health care." Medicaid is the largest source of funding for medical and health-related services for people with low income in the United States. It is a means-tested program that is jointly funded by the state and federal governments and managed by the states, [1] with each state currently having broad leeway to determine who is eligible for its implementation of the program. States are not required to participate in the program, although all currently do. Medicaid recipients must be U.S. citizens or legal permanent residents, and may include low-income adults, their children, and people with certain disabilities. Poverty alone does not necessarily qualify someone for Medicaid. Source: (America's Health Insurance Plans (HIAA))

Medical anatomy - The branch of science concerned with the bodily structure of humans, animals, and other living organisms, especially as revealed by dissection and the separation of parts. Source: MedicalNewsToday.com

Medical art - Artists who use their talents, skills and knowledge in the medical field. May include: Medical illustrator - a professional artist who interprets and creates visual material to help record and disseminate medical, biological and related knowledge, and artists who perform reconstructive cosmetics such as tattooing.

Medical Assistants - An allied health occupation that perform administrative and/or clinical tasks to support the work of physicians and other health professionals. Source: WEBMD

Medical audit - A process that has been defined as "a quality improvement process that seeks to improve patient care and outcomes through systematic review of care against explicit criteria and the implementation of change". Source: Merriam Webster Medical Dictionary

Medical home technology - Development and universal implementation of a comprehensive electronic infrastructure to support information functions of the medical home. These functions include (1) timely and continuous management and tracking of health data and services over a patient's lifetime for all providers, patients, families, and guardians, (2) comprehensive organization and secure transfer of health data during patient-care transitions between providers, institutions, and practices, (3) establishment and maintenance of central coordination of a patient's health information among multiple repositories (including personal health records and information exchanges), (4) translation of evidence into actionable clinical decision support, and (5) reuse of archived clinical data for continuous quality improvement. Source: Council on Clinical Information Technology

Medical knowledge for Billing Staff - Understanding of medical practices and terminology by those who perform billing responsibilities. Source: Industry Health Care Thought Leaders

Medical law - The branch of law which concerns the prerogatives and responsibilities of medical professionals and the rights of the patient. It should not be confused with medical jurisprudence, which is a branch of medicine, rather than a branch of law. The main branches of medical law are the law on confidentiality, negligence and torts in relation to medical treatment (most notably medical malpractice), and criminal law in the field of medical practice and treatment. Ethics and medical practice is a growing field. Source: WebMD

Medical librarians - Medical librarians provide health information, such as new medical treatments, clinical and standard trials, procedures, tests and equipment, to physicians, nurses, and other allied health professionals. They teach physicians, medical students, and other allied health professionals how to use medical-related software programs, online resources, search engines, and how to search the Internet for up-to-date evidence-based medicine and other medical information. They help patients find information, answer consumer health questions, and provide general information to the health care industry Source: Medical Library Association

Medical physiology - Physiology is the study of the function of body parts and the body as a whole. Source: MedicalNewsToday.com



Medical prosthetics - An artificial device to replace or augment a missing or impaired part of the body. Source: Merriam Webster Medical Dictionary

Medical terminology - The collection of words and phrases used to describe medical procedures and diagnoses. Source: WebMD

Medicare - Medicare is the federal health insurance program for people who are 65 or older, certain younger people with disabilities, and people with End-Stage Renal Disease (permanent kidney failure requiring dialysis or a transplant, sometimes called ESRD). Source: medicare.gov

Medication Therapy Management (MTM) - A tool that pharmacists use to work with a patient on his or her health to ensure the best possible outcomes. The pharmacist checks in regularly with the patient; ensures he or she is taking medications as prescribed; verifies the patient is following health and wellness guidelines; and checks into any related problems such as adverse reactions to the medicine. Source: Pharmacy.about.com

Medicico legal audit: Of or pertaining to law as affected by medical facts.

Meditation - Private religious devotion or mental exercise, in which techniques of concentration and contemplation are used to reach a heightened level of spiritual awareness.

MEDPAC -The Medicare Payment Advisory Commission.

Mental health - Mental health includes our emotional, psychological, and social well-being. It affects how we think, feel and act as we cope with life. It also helps determine how we handle stress, relate to others, and make choices. Mental health is important at every stage of life, from childhood and adolescence through adulthood. Source: MedlinePlus

Mission – A statement regarding an organizations core purposes citing what a company does and why they exist.

Mobile apps development- Software programs that can be downloaded and accessed directly using mobile phone or another mobile device – like a tablet or music player.

Mobility - Held devices such as smartphones or tablets can be repurposed to access enterprise services. Organizations may experience challenges with the bring-your-own-devices (BYOD) method including: which devices, what carrier, and who will support the solution. It also includes the organization's policy whether it includes standardization of operating systems, handheld devices, and streamlined operations for a wireless broadband environment, Source: InterLink Future Trends in Information Technology: www.interlink-ntx.org

Mobile technology - Technology that is portable; it refers to any device that you can carry with you to perform a wide variety of "tasks". It is technology that allows those tasks to be performed via cellular phone, PDA, vehicles, laptops, etc. It can be a cellular phone, a GPS navigation system, a web browser, and instant messenger system, a video gaming system, and much more. It includes the use of a variety of transmission media such as: radio wave, microwave, infra-red, GPS and Bluetooth to allow for the transfer of data via voice, text, video, 2-dimensional barcodes and more. Source: Strategic Concepts

Molecule - Smallest identifiable unit into which a pure substance can be divided and retain its composition and chemical properties. Source: Encyclopedia Britannica Concise

Monetary incentives - Rewards that are given for an outstanding performance. They are important tools used in motivating individuals to continue with their good work. They are sometimes more effective than non-monetary reward such as a simple thank you since one has tangible useful benefit for their hard work. Source: Ask.com

Motivation of wellness - Personal incentive to practice good health and wellness lifestyles.

Multilevel communications - The alignment of a group's intention that leads to Dynamic positioning (the right place at the right time, or timing) and the correct application of the intention. These are basic "blue-prints" for plans moving to action. Source: transformationarts.org/multi-level-communication

Multilingual - Using or interpreting several languages or codes especially with equal fluency within a computer system.

Music Therapy - An established health profession in which music is used within a therapeutic relationship to address physical, emotional, cognitive, and social needs of individuals. Source: American Music Therapy Assoc.

Nanotechnology - A branch of engineering that deals with the design and manufacture of extremely small electronic circuits and mechanical devices built at the molecular level of matter. <http://whatis.techtarget.com/definition/nanotechnology-molecular-manufacturing>



National Insurance Claim database - Data base that provides insurance companies with a list of claims.

National Patient Safety Goals (NPSG) - Joint Commission standards that help accredited organizations address specific areas of concern in regards to patient safety. Source: www.jointcommission.org

Natural treatment - Complementary and alternative medicine might include herbs, dietary supplements, acupuncture, chiropractic and massage therapy, biofeedback, homeopathy, nutrition, and botanicals. Source: WebMD

Natural User Interface (NUI) - A NUI may be operated in a number of different ways, depending on the purpose and user requirements. Some NUIs rely on intermediary devices for interaction (such as joystick for video gaming) but more advanced NUIs are either invisible to the user or so unobtrusive that they quickly seem invisible. Source: InterLink Future Trends in Information Technology Report, www.interlink-ntx.org

Navigating systems - Understanding the types of available systems and the ability to discern the most appropriate use for a particular situation.

Negotiation skills - A dialogue between two or more people or parties, intended to reach an understanding, resolve point of difference, or gain advantage in outcome of dialogue, to produce an agreement upon courses of action, to bargain for individual or collective advantage, to craft outcomes to satisfy various interests of two people/parties involved in negotiation process. Source: Wikipedia

Neuroscience - Any or all of the sciences, such as neurochemistry and experimental psychology, which deal with the structure or function of the nervous system and brain. Source: WebMD

Nurse Practitioners - Nurse Practitioners are Registered Nurses who serve as primary and specialty health care providers under a physician. They can specialize in family practice, pediatrics, women's health, mental health and more. Most Nurse Practitioners work alongside doctors in a hospital or outpatient facility, but some run their own private practices. Source: Discover Nursing.com

Occupational Health and Safety Agency (OSHA) - The main federal agency charged with the enforcement of safety and health legislation.

Occupational therapy - A form of therapy for those recuperating from physical or mental illness that encourages rehabilitation through the performance of activities required in daily life. Source: WebMD

Office of the National Coordinator for Health Information Technology (ONC) - Establish and administers programs to guide physicians, hospitals and other key entities, as they adopt and meaningfully use certified Electronic Health Record technology as established in subsequent Federal regulations.

Organ management - Viable organs for transplantation is dependent upon appropriate medical management both before and after death is determined, regardless of whether brain criteria or cardiac criteria for death are utilized. Even with intensive care support, the brain dead donor can be challenging to manage because the pathophysiologic changes induced by brain death upset homeostasis. The medical team managing the potential donor must anticipate and prevent (preferably) or detect and treat abnormalities that can cause circulatory collapse or permanent damage to otherwise transplantable organs. Source: Organdonationalliance.org

Organizational change management - An approach to shifting/transitioning individuals, teams, and organizations from a current state to a desired future state. It is an organizational process aimed at helping change stakeholders to accept and embrace changes in their business environment or individuals in their personal lives.

Outcomes - Measures of the effectiveness of particular kinds of treatment. This refers to what is quantified to determine if a specific treatment or type of service works. Source: <http://phiers.com/terminology.htm>

Outpatient - A patient who receives medical treatment without being admitted to a hospital. Merriam Webster Medical Dictionary

Palliative Care - An area of healthcare that focuses on relieving and preventing the suffering of patients. Merriam Webster Medical Dictionary

Palm vein scan - The technology works by capturing vein pattern in a patient's palm with a near-infrared light wave scanner. This scan produces a unique biometric template that is a digital representation of the vein pattern. Source: Palm Vein FAQ

Pastoral/Chaplin Services - Pastoral care is a person-centered, holistic approach to care that complements the care offered by other helping disciplines while paying particular attention to spiritual care. The focus of pastoral care is upon the healing, guiding, supporting, reconciling, nurturing, liberating, and empowering of people in whatever situation they find themselves. Source: Pastoral care definition from Bruce Rumbold, La Trobe University School of Public Health

Patient advocate - An area of lay specialization in health care concerned with patient education about the use of health plans and how to obtain needed care. Source: National Patient Safety Foundation



Patient assessment - Identifying and determining the type of treatment needed. Assessment can occur at different points including an emergency scene, in the clinic, physical exam, rapid trauma, rapid medical assessment, focused history and physical exam – trauma, focused history and physical exam – medical, detailed physical exam and, ongoing assessment. Source: National Registry of Emergency Treatment

Patient Care Technician - A multi-disciplinary technical worker trained to provide basic nursing assistant care as well as other skilled function. The role of the Patient Care Technician includes duties traditionally performed by the staff from several different departments such as nursing, phlebotomy, EKG and respiratory. Source: PCIHealth

Patient centered care – Requires putting the patient at the center of all experiences.

Patient diversity - Patients populations with different cultural, religious, and language backgrounds, their belief systems and response to pain and medical care. Source: DiversityInc.com

Patient education - The process by which health professionals and others impart information to patients and their caregivers that will alter their health behaviors or improve their health status. Source: Wikipedia

Patient Identification (ID) - To enhance patient safety by avoiding patient identification errors, the National Patient Safety Goals established by the Joint Commission, which accredits and certifies more than 19,000 health care organizations and programs in the United States recommends the "Check Two Before You Do" motto. Whenever any team member approaches a patient at any point, they confirm name and date of birth or verify the medical record number prior to delivering any care. Source: The Joint Commission, <http://www.jointcommission.org/>

Patient-centered, team-based care (PCTBC) -Clinical care practice and delivery of healthcare services that support patient-centered, team-based care. Source: Healthit.gov

Personal responsibility - The willingness to both accept the importance of standards that society establishes for individual behavior and to make strenuous personal efforts to live by those standards. It also means that when individuals fail to meet expected standards, they do not look around for some factor outside themselves to blame. Source; Brookings Institute

Personalization - The combined use of technology and customer information to tailor electronic commerce interactions in “business to business” and “business to consumer” settings. Once confined mainly to the Web, it is becoming a factor in education, health care, the media, and social network websites. Source: InterLink Future Trends In Information Technology, www.interlink-ntx.org

Pet Therapy - Animal-assisted therapy (AAT), also known as pet therapy, utilizes trained animals and handlers to achieve specific physical, social, cognitive, and emotional goals with patients. Source: Healthline.com

Pharmaceuticals - A pharmaceutical drug, also referred to as a medicine or (loosely) medication, officially called medicinal product, can be loosely defined as any chemical substance — or product comprising such — intended for use in the medical diagnosis, cure, treatment, or prevention of disease.

Pharmacogenomics - Tailored drugs for patients. Merriam Webster Medical Dictionary

Pharmacy - Pharmacy is the science and technique of preparing as well as dispensing drugs and medicines. It is a health profession that links health sciences with chemical sciences and aims to ensure the safe and effective use of pharmaceutical drugs.

Physical health education - Health education is the profession of educating people about health. Areas within this profession encompass environmental health, physical health, social health, emotional health, intellectual health, and spiritual health. Merriam Webster Medical Dictionary

Physical Therapists - Help people who have injuries or illnesses improve their movement and manage their pain. They are often an important part of rehabilitation and treatment of patients with chronic conditions or injuries. Source: Bureau of Labor Statistics

Physical/Fitness Trainer - Lead, instruct, and motivate individuals or groups in exercise activities, including cardiovascular exercise (exercises for the heart and blood system), strength training, and stretching. They work with people of all ages and skill levels. Source: Bureau of Labor statistics

Physics - A science that deals with matter and energy and their interactions. Source: Merriam Webster Medical Dictionary

Physiology - The branch of biology that deals with the normal functions of living organisms and their parts.

Policy - A course or principle of action adopted or proposed by a government, party, business, or individual.



Policy and Procedures - A set of policies are principles, rules, and guidelines formulated or adopted by an organization to reach its long-term goals and typically published in a booklet or other form that is widely accessible. Policies and procedures are designed to influence and determine all major decisions and actions, and all activities take place within the boundaries set by them. Procedures are the specific methods employed to express policies in action in day-to-day operations of the organization. Together, policies and procedures ensure that a point of view held by the governing body of an organization is translated into steps that result in an outcome compatible with that view. Source:

www.businessdictionary.com

Policy riders - Additional clause, document, or slip of paper that adds, alters, amends, or removes the provisions of an associated or attached agreement or contract (such as an insurance policy) or a negotiable instrument. Source: <http://www.businessdictionary.com>

Poly Pharmacy - The practice of administering many different medicines especially concurrently for the treatment of the same disease. Source: Merriam Webster Medical Dictionary

Population health - The health outcomes of a group of individuals, including the distribution of such outcomes within the group. It is an approach to health that aims to improve the health of an entire human population. Source: Merriam Webster Medical Dictionary

Power Generation, Consumption, Management - Integrated design, build and operate solutions for the Power industry that covers IT for multi-fuel power generation from a diverse mix of fossil fuels, renewables and biomass sources in operations, maintenance, metering, trading, billing, real-time enterprise asset management, GIS, SCADA systems (EMS, DMS) and all corporate applications. Source: InterLink Future Trends in Information Technology Report, www.interlink-ntx.org

Practitioners - A practitioner is someone who engages in an occupation, profession, religion, or way of life, such as a Medical Practitioner. Source: Wikipedia

Prediction – Something that is forecasted based on current trends.

Predictive analytics - The area of data mining concerned with forecasting probabilities and trends. <http://searchdatamanagement.techtarget.com/definition/predictive-modeling>

Predictive modeling (role based) – A commonly used statistical technique to predict future behavior. Predictive modeling solutions are a form of data-mining technology that works by analyzing historical and current data and generating a model to help predict future outcomes. In predictive modeling, data is collected, a statistical model is formulated, predictions are made, and the model is validated (or revised) as additional data becomes available. <http://www.gartner.com/it-glossary/predictive-modeling/>

Predictive modeling/prescriptive - A process used in predictive analytics to create a statistical model of future behavior.

Pre-hospital - Occurring before or during transportation (as of a trauma victim) to a hospital <prehospital emergency care> Source: Merriam Webster Medical Dictionary

Prescreening - To screen in advance; screen before a more detailed process. Source: Merriam Webster Medical Dictionary

Preventative maintenance - The care and servicing by personnel for the purpose of maintaining equipment and facilities in satisfactory operating condition by providing for systematic inspection, detection, and correction of incipient failures either before they occur or before they develop into major defects. Source: Wikipedia

Preventative medicine - The specialty of medical practice that focuses on the health of individuals, communities, and defined populations. Its goal is to protect, promote, and maintain health and well-being and to prevent disease, disability, and death. Preventive medicine specialists have core competencies in biostatistics, epidemiology, environmental and occupational medicine, planning and evaluation of health services, management of health care organizations, research into causes of disease and injury in population groups, and the practice of prevention in clinical medicine. They apply knowledge and skills gained from the medical, social, economic, and behavioral sciences. Preventive medicine has three specialty areas with common core knowledge, skills, and competencies that emphasize different populations, environments, or practice settings: aerospace medicine, occupational medicine, and public health and general preventive medicine. Source: American Board of Preventative Medicine

Privacy - What personal information can be shared with whom; Whether messages can be exchanged without anyone else seeing them; Whether and how one can send messages anonymously. <http://searchdatamanagement.techtarget.com/definition/privacy>

Privacy Laws (HIPAA)- The U.S. Government Health Insurance Portability and Accountability Act (HIPAA) regulates: HIPAA Privacy Rule, protects the privacy of individually identifiable health information; the HIPAA Security Rule, sets national standards for the security of electronic protected health information; the HIPAA Breach Notification Rule, requires covered entities and business associates to provide notification following a breach of unsecured protected health information; and the confidentiality provisions of the Patient Safety Rule, which protect identifiable information being used to analyze patient safety events and improve patient safety. Source: Department of Health and Human Services



Problem solving -Cognitive modeling is an area of computer science that deals with simulating human problem solving and mental task processes in a computerized model. <http://whatis.techtarget.com/definition/cognitive-modeling>.

Process improvement - Process improvement is an aspect of organizational development (OD) in which a series of actions are taken by a process owner to identify, analyze and improve existing business processes within an organization to meet new goals and objectives, such as increasing profits and performance, reducing costs and accelerating schedules. These actions often follow a specific methodology or strategy to encourage and ultimately create successful results. Process improvement may include the restructuring of company training programs to increase their effectiveness. Process improvement is also a method to introduce process changes to improve the quality of a product or service, to better match customer and consumer needs.

Process management - Specific to the communications environment, the practice of telecom expense management (TEM) encompasses the business processes conducted by IT and finance departments to acquire the provision (and support) of corporate telecommunications assets. <http://www.gartner.com/it-glossary/process-management>

Program evaluation- A systematic method for collecting, analyzing, and using information to answer questions about projects, policies and programs.[1] particularly about their effectiveness and efficiency. In both the public and private sectors, stakeholders will want to know if the programs they are funding, implementing, voting for, receiving or objecting to are actually having the intended effect (and to what cost). This definition focuses on the question of whether the program, policy or project has, as indicated, the intended effect. However, equally important are questions such as how the program could be improved, whether the program is worthwhile, whether there are better alternatives, if there are unintended outcomes, and whether the program goals are appropriate and useful. Source: Wikipedia

Programming – The process of designing, writing, testing, debugging, and maintaining the source code of computer programs.

Project management - The application of knowledge, skills, tools and techniques to project activities to meet the project requirements. <http://www.gartner.com/it-glossary/project-management/>

Prosthesis - A prosthesis is a device designed to replace a missing part of the body or to make a part of the body work better. Diseased or missing eyes, arms, hands, legs, or joints are commonly replaced by prosthetic devices. Source: Medline Plus

Proteomics - Proteomics studies the structure and function of proteins , the principal constituents of the protoplasm of all cells. Source: www.ama-assn.org

Provision of Care - The integrated and cyclical process that allows care to be delivered according to patient needs and the hospital's scope of services. This care process may occur between multiple organizations or it may be limited to the organization itself. The complexity of providing care, treatment, and services through this process often demands an interdisciplinary collaborative approach and the mutual effort among those who work in the organization to coordinate care in a manner that is conducive to optimal patient outcomes, quality and safety. Source: www.jointcommission.org

Psychology – An applied science discipline that involves the scientific study of mental functions and behavior.

Public health - "The science and art of preventing disease, prolonging life and promoting health through the organized efforts and informed choices of society, organizations, public and private, communities and individuals." It is concerned with threats to health based on population health analysis. The population in question can be as small as a handful of people, or as large as all the inhabitants of several continents (for instance, in the case of a pandemic). The dimensions of health can encompass "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity." Source: United Nations' World Health Organization.

Purchasing - Purchasing refers to a business or organization attempting to acquiring goods or services to accomplish the goals of its enterprise. Though there are several organizations that attempt to set standards in the purchasing process, processes can vary greatly between organizations. Typically the word "purchasing" is not used interchangeably with the word "procurement", since procurement typically includes Expediting, Supplier Quality, and Traffic and Logistics (T&L) in addition to Purchasing. Source: Wikipedia

Quality - There are scientific ways to measure health care quality. These tools have mostly been used by health professionals. They use measures to review and improve the quality of care they provide. A quality measure is information from a patient's record or an operational process that is converted into a rate, percentage or time that shows how well providers are taking care of their patients. Quality measures give information about how well providers care for some, but not all of their patients. Most quality measures have been designed to measure evidence based care. Source: National Association for Health Care Quality

Radio Frequency Information Device (RFID) - An automated data collection technology that uses radio frequency waves to transfer data between a reader and a tag to identify, track and locate the tagged item. <http://www.gartner.com>

Radiological - The branch of medicine that deals with the use of radioactive substances in diagnosis and treatment of disease. Source: Merriam Webster Medical Dictionary



Readmission Reduction Program — An important part of the Affordable Care Act that went into effect on Oct. 1, 2012—introduced financial penalties for hospitals with excessive readmissions. Source: Merriam Webster Medical Dictionary

Readmissions - The Centers for Medicare & Medicaid Services (CMS) 30-day readmission measures assess a broad set of healthcare activities that affect patients' well-being. Patients who receive high-quality care during their hospitalizations and their transition to the outpatient setting will likely have improved outcomes, such as survival, functional ability, and quality of life. Source: www.ama-assn.org

Recruitment - Recruitment refers to the process of attracting, screening, selecting, and onboarding a qualified person for a job.

Reflexology - Reflexology is the application of pressure to areas on the feet, hands and ears. Reflexology is generally relaxing and may be an effective way to alleviate stress. The theory behind reflexology is that these areas correspond to organs and systems of the body. Proponents believe that pressure applied to these areas affects the organs and benefits the person's health. Source: Mayo Clinic

Regeneration - The renewal, regrowth, or restoration of a body or a bodily part, tissue, or substance after injury or as a normal bodily process. Source: Merriam Webster Medical Dictionary

Registered Nurse (RNs) - Provide and coordinate patient care, educate patients and the public about various health conditions, and provide advice and emotional support to patients and their family members. Source: Bureau of Labor Statistics

Regulations - Laws that a business must obey, or risk legal sanctions, up to and including prison for its officers. <http://www.gartner.com/it-glossary/regulatory-compliance/>

Regulatory compliance - Describes the goal that corporations or public agencies aspire to achieve in their efforts to ensure that personnel are aware of and take steps to comply with relevant laws and regulations. Due to the increasing number of regulations and need for operational transparency, organizations are increasingly adopting the use of consolidated and harmonized sets of compliance controls. This approach is used to ensure that all necessary governance requirements can be met without the unnecessary duplication of effort and activity from resources.

Rehabilitation - To bring (someone or something) back to a normal, healthy condition after an illness, injury, drug problem, etc. Source: Merriam Webster Medical Dictionary

Reimbursement maximization - Federal reimbursement maximization special fund. is established in the state treasury the federal reimbursement maximization special fund, into which shall be deposited all federal reimbursements.

Relaxation -Being at rest and enjoying oneself. Source: Merriam Webster Medical Dictionary

Religious - Relating to or manifesting faithful devotion to an acknowledged ultimate reality or deity. Source: Merriam Webster Medical Dictionary

Replacement limbs and body parts - The first successful organ transplant, a kidney, was performed in 1954. Now, doctors can replace every part of the human body, from skin and bones to organs, hands and faces. Prosthetic limbs are no longer hooks but robotic attachments that can integrate with the wearer's mind. It's no longer science fiction to imagine that we could slowly replace our organs as they wear out, thus extending our lives and preventing illnesses. Still, there are some challenges in the world of replacement parts. For one, demand for parts far outweighs supply, and every year, people on the transplant list die before they can receive a replacement. That shortage has led some scientists to experiment with growing body parts in the laboratory. With just a few cells, doctors have been able to engineer everything from skin to bladders. Some scientists have fine-tuned a method that involves using an inkjet printer to build organs; instead of shooting ink onto paper, these printers can spray cells onto scaffolding to create hearts and lungs. Researchers would also like to conduct further work with embryonic stem cells, which can be converted into any type of body tissue, a process known as therapeutic cloning. However, research with embryonic stem cells has been limited due to controversy over whether these cells represent a future person whose rights must be respected. Such ethical arguments will probably always serve as a limit on replacing human body parts. And though researchers may not be able to grow an organ as complex as the brain from human tissue, they may be able to use technology to do so -- we could be headed for a future in which our minds could be downloaded to a computer chip as our brains give out. Beyond ethical limits, there is one more important physical limit to consider: The human body is unfriendly to parts it wasn't born with. One of the biggest challenges in organ transplants is ensuring that the body doesn't reject the organ, and organs grown in the lab, even if they're made from the recipient's tissue, are no easier for the body to accept. Right now, it seems, the limits for replacement parts are firmly set by our own bodies. Source: [Health/HowStuff Works.com](http://Health/HowStuffWorks.com)

Reproductive organs - Any organ involved in sexual reproduction. Source: Merriam Webster Medical Dictionary

Research - Scholarly or scientific investigation or inquiry.



Retention - 1) The act of keeping someone or something; 2) The act of keeping extra liquid, heat, etc., inside the body. Source: Merriam Webster Medical Dictionary

Revenue Cycle Management - Administrative tasks associated with getting payment for services rendered. A process that begins with information gathering at registration before services are performed and is completed when a zero balances posting is computed in the patient account record. Source: <http://brianrucco.com/Glossary.html>

Rights and Responsibilities - Rights are not tangible/material items that you can hold, nor change; neither bought, nor sold; and they are undeniable. Responsibilities are norms placed on people via society that direct behavior, and are testaments of one's aptitude and moral compass.

Risk analysis -The process of defining and analyzing the dangers to individuals, businesses and government agencies posed by potential natural and human-caused adverse events. <http://searchmidmarketsecurity.techtarget.com/definition/risk-analysis>

Risk mitigation - The plan(s) for what to do about the risks identified by Risk Analysis.

Robotic surgery - Also called computer-assisted surgery, and robotically-assisted surgery are terms for technological developments that use robotic systems to aid in surgical procedures. http://en.wikipedia.org/wiki/Robotic_Surgery

Robotic Testing - Using robots to test equipment, procedures, materials, software, etc. generally using a specialized suite of test software. Source: Apple Insider

Robotics - The branch of technology that deals with the design, construction, operation, and application of robots, as well as computer systems for their control, sensory feedback, and information processing. These technologies deal with automated machines that can take the place of humans in dangerous environments or manufacturing processes, or resemble humans in appearance, behavior, and/or cognition. Many of today's robots are inspired by nature contributing to the field of bio-inspired robotics. Source: InterLink Future Trends in Information Technology Report, www.interlink-ntx.org

Rural areas telemedicine - The use of medical information exchanged from one site to another via electronic communications to improve a patient's clinical health status. Telemedicine includes a growing variety of applications and services using two-way video, email, smart phones, wireless tools and other forms of telecommunications technology. Using telemedicine in rural areas is one way of delivering health care where there are shortages of medical providers. Source: American Telemedicine Association

Safety - The condition of being protected from or unlikely to cause danger, risk, or injury.

Scanning medical records - Physicians are required by law to maintain a medical record for each patient that completely and accurately documents the person's evaluation and treatment. All records for must be maintained for 10 years - Obstetrical and minor patient records must be held for 10 years or until the patient is 20 1/2 - whichever is longer. Scanning paper-based medical records results in the introduction of an electronic medical record (EMR). Source: NIH.gov

Scientific process - The scientific method is a body of techniques for investigating phenomena, acquiring new knowledge, or correcting and integrating previous knowledge. To be termed scientific, a method of inquiry must be based on empirical and measurable evidence subject to specific principles of reasoning. Source: Merriam Webster Medical Dictionary

Secure data - Protecting a database from destructive forces and the unwanted actions of unauthorized users.

Security – The practice of defending information from unauthorized access, use, disclosure, disruption, modification, perusal, inspection, recording or destruction.

Security in Information Technology: Provides "a form of protection where a separation is created between the assets and the threat." These separations are generically called "controls," and sometimes include changes to the asset or the threat. In most security systems, the "weakest link in the chain" is the most important. The situation is asymmetric since the 'defender' must cover all points of attack while the attacker need only identify a single weak point upon which to concentrate. In the IT Realm security includes: Application security; Computing security; Data security; Information security; and Network security. Source: InterLink Future Trends In Information Technology: www.interlink-ntx.org

Sensor /Sensors– A device that responds to a physical stimulus (as heat, light, sound, pressure, magnetism, or a particular motion) and transmits a resulting impulse (as for measurement or operating a control).



Sensors/sensing - A converter that measures a physical quantity and converts it into a signal which can be read by an electronic instrument.

Shadowing/Mimicking - An imitation of; simulate; resemble closely.

Short term acute care - Acute care is a branch of secondary health care where a patient receives active but short-term treatment for a severe injury or episode of illness, an urgent medical condition, or during recovery from surgery. In medical terms, care for acute health conditions is the opposite from chronic care, or longer term care.

Simulation Technology - The process of using modern computer software and hardware to analyze the potential outcome of a given situation, based on known factors and the introduction of one or more variables that have the ability to influence the outcome of any given situation. This type of computer modeling is helpful in many different situations. The idea behind the creation of the simulation is to minimize the possibility of an undesirable outcome from emerging, while also uncovering factors that are likely to enhance the chances for success. Source: WiseGeek.com

Simulations - The use of a mathematical or computer representation of a physical system for the purpose of studying constraint effects. <http://www.gartner.com/it-glossary/simulation/>

Six sigma - A business management strategy aimed at improving the quality of process outputs by identifying and removing the causes of defects and minimizing variability. "Six Sigma" refers to a six standard deviation distance between a process norm and its nearest specification limit. <http://www.gartner.com/it-glossary/six-sigma/>

Six Sigma training/Lean - Seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing variability in manufacturing and business processes.

Smart Dashboards - There are many different kinds of dashboards, all tailored to fit specific roles and almost every lateral and vertical cross-section of the world's industries. An analytic dashboard and strategic dashboard, allows the user to evaluate data and drill into the causes. They can determine why targets were not met and why problems keep occurring. Through exploring these patterns, goals can be set to correct these issues over time. The operational dashboard monitors functions which need constant, real-time, minute-by-minute attention, from a blood pressure monitor in an operating room. A vertical dashboard is specialized for a specific industry, such as mining, manufacturing, banking, or healthcare. Dashboards in lateral domains are designed for the internal departments that most organizations have: the financial, marketing, manufacturing, and human resources departments of a bank, a mining company, and a hospital could all use a similar dashboard to create goals and determine solutions for financial problems; likely from strategic and analytic dashboards for example. Source: <http://www.dundas.com/discover/article/dashboards-demystified/#sthash.XfT6qaeM.dpuf>

Social behavioral management - The focus is on maintaining order. Behavior management include all of the actions and conscious inactions to enhance the probability people, individually and in groups, choose behaviors which are personally fulfilling, healthy, productive, and socially acceptable. Source: Merriam Webster Medical Dictionary

Social Workers - A professional and academic discipline that seeks to improve the quality of life and well-being of an individual, group, or community by intervening through research, policy, crisis intervention, community organizing, direct practice, and teaching on behalf of those afflicted with poverty or any real or perceived social injustices and violations of their civil liberties and human rights. Research is often focused on areas such as human development, social policy, public administration, psychotherapy, counseling, program evaluation, and international and community development. Social workers are organized into local, national, continental and international professional bodies. Social work, an interdisciplinary field, includes theories from economics, education, sociology, law, medicine, philosophy, politics, anthropology, and psychology. Source: Merriam Webster Medical Dictionary

Socially Enabled Enterprise, Consumerization - An enterprise environment that, at its foundation, An enterprise environment that, at its foundation, makes it easy to share information while maintaining the key tenets of an enterprise software deployment: easy systems management, easy systems integration, enterprise-level support, continual feature enhancement and user training and adoption. Source: InterLink Future Trends in Information Technology Report, www.interlink-ntx.org

Spiritual - 1.) of, relating to, or affecting the human spirit or soul as opposed to material or physical things. "I'm responsible for his spiritual welfare" 2.) of or relating to religion or religious belief. Source: Merriam Webster Medical Dictionary



Speech recognition - Interprets human speech and translates it into text or commands. Primary applications are self-service and call routing for contact center applications; converting speech to text for desktop text entry, form filling or voice mail transcription; and user interface control and content navigation for use on mobile devices, PCs and in-car systems.

Speech Therapy - Training to help people with speech and language problems to speak more clearly. Source: Merriam Webster Medical Dictionary

Speech/facial recognition - The ability of a machine or program to identify words and phrases in spoken language and convert them to a machine-readable format. <http://searchcrm.techtarget.com/definition/speech-recognition>. Source: Merriam Webster Medical Dictionary

Staffing - The process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness. Source: Heneman and Judge in Staffing Organization

Statistics - A branch of mathematics dealing with the collection, analysis, interpretation, and presentation of masses of numerical data

Statistics and probability - The ratio of the number of outcomes in an exhaustive set of equally likely outcomes that produce a given event to the total number of possible outcomes. Source: Business Directory.com

Statistics/demographic analysis - Examines every single data sample in a population (the set of items from which samples can be drawn), rather than a cross sectional representation of samples as less sophisticated methods do. <http://whatis.techtarget.com/definition/statistical-analysis>

Stem Cell Therapy - Also called Regenerative Medicine, is an intervention strategy that introduces new adult stem cells into damaged tissue in order to treat disease or injury. New and current Regenerative Medicines can use stem cells to create living and functional tissues to regenerate and repair tissue and organs in the body that are damaged due to age, disease and congenital defects. Source: American Academy of Regenerative Medicine

Storage - The place where data is held in an electromagnetic or optical form for access by a computer processor. <http://searchstorage.techtarget.com/definition/storage>

Strategic planning - Is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

Strategic vision - Ideas for the direction and activities of business development. Generally included in a document or statement so all company managers can share the same vision for the company and make decisions according to the shared principles and company mission. Source: Business Directory.com

Stress management - A predetermined strategy for coping with psychological or emotional turmoil using a wide spectrum of techniques and psychotherapies aimed at controlling a person's levels of stress, especially chronic stress, usually for the purpose of improving everyday functioning. Source: businessdictionary.com

Supply chain - The network of all the individuals, organizations, resources, activities and technology involved in the creation and sale of a product, from the delivery of source materials from the supplier to the manufacturer, through to its eventual delivery to the end user. <http://whatis.techtarget.com/definition/supply-chain>

Supply chain management (distribution) - A holistic perspective of supply chain processes and technologies that go beyond the focus of delivery, inventory and traditional views of cost. <http://searchmanufacturingerp.techtarget.com/definition/supply-chain-sustainability>

Surveillance - A digitized and networked version of closed-circuit television (CCTV). <http://whatis.techtarget.com/definition/IP-surveillance>

Surveying - To query (someone) in order to collect data for the analysis of some aspect of a group or area or to examine as a condition, situation, or value. Source: Business Directory.com



Sustainability - Of, relating to, or being a method of harvesting or using a resource so that the resource is not depleted or permanently damaged. Source: Business Directory.com

Sustainability management - Managing data as it relates to the company's sustainability goals and providing automated auditing and reporting capabilities. <http://searchcio.techtarget.com/definition/sustainability-risk-management-SRM>

Synthesis - A combination of two or more entities that together form something new; alternately, it refers to the creating of something by artificial means. Source: Merriam Webster Medical Dictionary

Systems Technology - Can refer to material objects of use to humanity, such as machines, hardware or utensils, but can also encompass broader themes, including systems, methods of organization, and techniques. The term can either be applied generally or to specific areas: examples include "construction technology", "medical technology", or "state-of-the-art technology". Source: Business Directory.com

Tai chi therapeutic gardens - Tai Chi is a choreographed sequence of movements characterized by an emphasis on relaxation, slowness, coordination and mindfulness, resulting in profound feelings of well-being. Among its benefits are improved bone density, brain function, mobility, balance, and cardio fitness, enhanced circulation, boosted metabolism, and increased strength in the lower body. Sessions are often held outside in parks or gardens. Source: The Tai Chai Gardens

Team based health care – The provision of health services to individuals, families, and/or their communities by at least two health providers who work collaboratively with patients and their caregivers—to the extent preferred by each patient—to accomplish shared goals within and across settings to achieve coordinated, high-quality care. "Source: Institute of Medicine Report Core Principles & Values of Effective Team-Based Health Care

Teamwork - A joint action by a group of people, in which each person subordinates his or her individual interests and opinions to the unity and efficiency of the group. This does not mean that the individual is no longer important; however, it does mean that effective and efficient teamwork goes beyond individual accomplishments. The most effective teamwork is produced when all the individuals involved harmonize their contributions and work towards a common goal. Source: Webster's New World Dictionary

Technical Diagnostics - The science to find machine/material defects in order to provide safety and reliability, economical efficiency with high quality products and services. Technical diagnostics is a way to determine the condition of the physical object. Testing and evaluating internal or external defects to find reasons for defects, prognosis of a possible object failure in the future, and finally the genesis of the object during a catastrophic situation in order to find reasons for this failure. Non Destructive or Evaluation (NDT or NDE) is one of the most important parts of technical diagnostics. Methods of testing may include, Visual inspection, Liquid penetrant test, Magnetic particles test, Eddy current, Vibration diagnostics, Ultrasonic, Radiography etc. The functional methods are based on the statistical data.

Technical preparation - The understanding of technology systems and operations and the ability to troubleshoot problems.

Technical writing - Technical writers, also called technical communicators, produce instruction manuals and other supporting documents to communicate complex and technical information more easily. They also develop, gather, and disseminate technical information among customers, designers, and manufacturers. Source: Bureau of Labor Statistics

Telecommuting - Remote work, or telework is a work arrangement in which employees do not commute to a central place of work. A person who telecommutes is known as a "telecommuter", "teleworker", and sometimes as a "home-sourced," or "work-at-home" employee. Many telecommuters work from home, while others, sometimes called "nomad workers", use mobile telecommunications technology to work from coffee shops or other locations. Source: Business Directory.com

Telemedicine - Telemedicine includes a growing variety of applications and services using two-way video, email, smart phones, wireless tools and other forms of telecommunications technology. Using telemedicine in rural areas is one way of delivering health care where there are shortages of medical providers. Source: American Telemedicine Association

Telepresence - Telepresence refers to a set of technologies which allow a person to feel as if they were present, to give the appearance of being present, or to have an effect, via telerobotics, at a place other than their true location. It requires that the users' senses be provided with such stimuli as to give the feeling of being in that other location. Source: InterLink Future Trends In Information Technology Report, www.interlink-ntx.org

Text to speech (speech recognition) - The translation of spoken words into text.



The HITECH Act - To accelerate the use of health information technology (Health IT), Congress and President Obama signed into law the Health Information Technology for Economic and Clinical Health (HITECH) Act as the American Recovery and Reinvestment Act of 2009. The HITECH Act authorized Centers for Medicare and Medicaid Services (CMS) to provide financial incentives to eligible hospitals, Critical Access Hospitals (CAHs), and eligible professionals to adopt and meaningfully use certified electronic health record (EHR) technology to improve patient care. The HITECH Act also authorized the Office of the National Coordinator for Health Information Technology (ONC) to establish and administer programs to guide physicians, hospitals and other key entities, as they adopt and meaningfully use certified EHR technology as established in subsequent Federal regulations. Source: Healthit.gov

The Internet of Things - A global network infrastructure includes existing and evolving Internet and network developments. It will offer specific object-identification, sensor and connection capability as the basis for the development of independent cooperative services and applications. These will be characterised by a high degree of autonomous data capture, event transfer, network connectivity and interoperability. Source: InterLink Future Trends In Information Technology, www.interlink-nts.org

Transformational leadership - Style of leadership in which the leader identifies the needed change, creates a vision to guide the change through inspiration, and executes the change with the commitment of the members of the group. Source: www.businessdictionary.com

Transitional Care - A set of actions designed to ensure the coordination and continuity of health care as patients transfer between different locations or different levels of care within the same location. Representative locations include (but are not limited to) hospitals, sub-acute and post-acute nursing homes, the patient's home, primary and specialty care offices, and long-term care facilities. Transitional care is based on a comprehensive plan of care and the availability of health care practitioners who are well-trained in chronic care and have current information about the patient's goals, preferences, and clinical status. It includes logistical arrangements, education of the patient and family, and coordination among the health professionals involved in the transition. Transitional care, which encompasses both the sending and the receiving aspects of the transfer, is essential for persons with complex care needs. Source: American Geriatrics Society

Translation services - There are a range of translation services including language translation, basic document translation, translation of web content, multimedia and standard documents, legal or certified translation, high-tech services such as desktop publishing, software localization and international search engine optimization (SEO). There is no primary governing body over the translation and localization industry, but there are specific industry certifications and affiliations that are relevant to these services. Certifications that are indicative of top-notch translation services include the ISO 9001:2008 and EN 15038 certifications. The ISO certification specifies requirements for quality management systems within an organization. The EN 15038 certification is also a quality standard, but it is specific to translation service providers and set forth by the European Committee for Standardization. Source: Business Directory.com

Transparency - Health care transparency provides people with the ability to see provider-specific information on costs and quality of medical services. Understanding the true costs of medical services, and being able to compare the quality of care, leads to better outcomes and lower health care costs.

Transplant Safety - Transplant safety falls into two categories: organ safety and tissue safety. Efforts to advance transplant safety are ongoing, and include improvements in tests to better identify the presence of infection. Center for Disease Control has responsibility for surveillance, detection, and warning of potential public health risks within the organ and tissue supply. These public health efforts help make transplants the highest quality possible so that recipients have the best outcomes. Source: CDC.gov

Urgent Care - A category of walk-in clinic focused on the delivery of ambulatory care in a dedicated medical facility outside of a traditional emergency room. Urgent care centers primarily treat injuries or illnesses requiring immediate care, but not serious enough to require an ER visit. Source: MHMUrgentcare

User Experience, User Center Design - An integrated set of technologies used to provide interaction between a user and a set of applications, processes, content, services or other users. A UXP has several components, including portals, mashup tools, content management, search, rich Internet application (RIA) tools, analytics, collaboration, social and mobile tools. <http://www.gartner.com/it-glossary/user-experience-platforms-uxp/>

User interface - The set of dials, knobs, operating system commands, graphical display formats, and other devices provided by a computer or a program to allow the user to communicate and use the computer or program. <http://searchcio-midmarket.techtarget.com/definition/interface>

Using foresight and insight - Research to discover potential future challenges and opportunities.



Vaccines - A vaccine is a biological preparation that improves immunity to a particular disease. A vaccine typically contains an agent that resembles a disease-causing microorganism and is often made from weakened or killed forms of the microbe, its toxins or one of its surface proteins. The agent stimulates the body's immune system to recognize the agent as foreign, destroy it, and "remember" it, so that the immune system can more easily recognize and destroy any of these microorganisms that it later encounters. Source: Merriam Webster Medical Dictionary

Value – A numerical quantity that is assigned or is determined by calculation or measurement. Source: Business Directory.com

Value based purchasing (VBP) - A strategy used by employers, and increasingly the Federal government, to use their market power as a force to promote quality and value of health care services. The overarching goal of VBP is a health care system, built on value, with a clear return for every dollar spent. Value-based health care purchasing enables buyers to hold providers of health care accountable for both cost and quality of care. Value-based purchasing brings together information on the quality of health care, including patient outcomes and health status, with data on the dollar outlays going towards health. It focuses on managing the use of the health care system to reduce inappropriate care and to identify and reward the best-performing providers. Source: National

Business Coalition on Health

Value stream management - Specific activities within a supply chain required to design order and provide a specific product or service. <http://www.gartner.com/it-glossary/value-stream/>

Vendor implemented security - Implementing a vendor risk management program requires defining the roles and responsibilities as they pertain to data risk between client and vendors—and then taking appropriate steps to periodically ensure that vendors are adhering to those requirements.

Video/codec - Integrated circuits, or chips that perform data conversion. <http://searchnetworking.techtarget.com/definition/codec>

Virology - The study of viruses; submicroscopic, parasitic particles of genetic material contained in a protein coat.[1][2] It focuses on the following aspects of viruses: their structure, classification and evolution, their ways to infect and exploit host cells for reproduction, their interaction with host organism physiology and immunity, the diseases they cause, the techniques to isolate and culture them, and their use in research and therapy. Virology is considered to be a subfield of microbiology or of medicine. www.news-medical.net

Virtual reality (VR) imaging - Provides a computer-generated 3D environment that surrounds a user and responds to that individual's actions in a natural way, usually through immersive head-mounted displays and head tracking. Gloves providing hand tracking and haptic (touch sensitive) feedback may be used as well. Room-based systems provide a 3D experience for multiple participants; however, they are more limited in their interaction capabilities. <http://www.gartner.com/it-glossary/vr-virtual-reality/>

Visualization Management - Occurs through well--defined interactions between the IT silos by considering factors such as where applications reside; where virtual machines reside; what resources they are using; how they are performing; and are more or less resources required to meet service level agreements. VM also considers: are there bottlenecks in the environment, and if so, where they are; what is needed to maintain optimal operations immediately and constantly; is it necessary to start a VM or stop a VM, or move a VM; where would that happen; would the change necessitate reconfiguration of any of its resources, or provide more, or less; and, what would be needed to address any bottlenecks? Source: InterLink Future Trends in Information Technology Report, www.interlink-ntx.org

Vitals/Vital Signs - Measures of various physiological statistics, often taken by health professionals, in order to assess the most basic body functions. Vital signs are an essential part of a case presentation. The act of taking vital signs normally entails recording body temperature, pulse rate (or heart rate), blood pressure, and respiratory rate, but may also include other measurements. Vital signs often vary by age. Source: Wikipedia

Vitamins - Any of a group of organic compounds that are essential for normal growth and nutrition and are required in small quantities in the diet because they cannot be synthesized by the body. Source: Merriam Webster Medical Dictionary

Wellness behavior education - Working with diverse populations to achieve health and wellness lifestyle behaviors. May include prevention, health maintenance and health education. Specific topics may include obesity, tobacco use, sexual health, violence prevention, alcohol use, exercise and nutrition. Foundational concepts of health promotion and wellness education may be offered through multiple departments, including social and preventive medicine; exercise and nutrition sciences; community health and health behavior; psychology; counseling and educational psychology; and Wellness Education Services to provide health promotion and wellness study from a range of perspectives. Source: National Center for Biotechnology Information

Wellness exams - A vital component of what is known as "preventive medicine". The goal of preventive medicine is to find and treat diseases before they become serious. Source: Merriam Webster Medical Dictionary



Wireless technology- A term used to describe telecommunications in which electromagnetic waves (rather than some form of wire) carry the signal over part or the entire communication path. <http://searchmobilecomputing.techtarget.com/definition/wireless>

Work flow process - Progression of steps (tasks, events, interactions) that comprise a work process, involve two or more persons, and create or add value to the organization's activities. In a sequential workflow, each step is dependent on occurrence of the previous step; in a parallel workflow, two or more steps can occur concurrently. www.businessdictionary.com

Workforce development - The preparation of a skilled and knowledgeable workforce which meets needs of employers.

Workforce diversity - Similarities and differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion, sex, and sexual orientation. Source: www.businessdictionary.com

Yoga - One of the six orthodox systems (darshans) of Indian philosophy, which has had widespread influence on many schools of Indian thought. It is better known through its practical aspect than its intellectual content, which is largely based on the philosophy holding that the evolution of the world occurred in stages, Yoga attempts to reverse this order so that a person reenters his or her state of purity and consciousness. Source: Encyclopedia Britannica Concise



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