

## **II. COMMUNITY-BASED HEALTH CARE STAFF**

### **8. Scientific and professional**

- 8.1 Community physiotherapist
- 8.2 NHS community occupational therapist
- 8.3 Community speech and language therapist
- 8.4 Community chiropodist
- 8.5 Clinical psychologist
- 8.6 Community pharmacist



## 8.1 Community physiotherapist

Using reference costs ([http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_062884](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_062884)), the mean average cost for a one to one contact in physiotherapy services for 2006 was £38 with the minimum range for 25 per cent of services being £30 and the maximum £61. Costs have been uprated using the HCHS pay and prices inflator. The mean average cost for a one to one contact for a child for 2006 was £56 with the minimum range for 25 per cent of services being £36 and the maximum £76.

| Costs and unit estimation   | 2006/2007 value                           | Notes   |
|---|---|---|
| A. Wages/salary   | £21,646 per year                          | Based on the mid-point of Agenda for Change (AfC) salaries Band 5 of the April 2006 pay scale according to the National Profile for Physiotherapy. More specialist grades range from AfC band 6 to 8B for a Physiotherapist Specialist to Consultant. <sup>1</sup> Within the new pay structure all leads and allowances will be replaced by higher basic pay for the majority of staff. <sup>1</sup> |
| B. Salary oncosts   | £4,555 per year                           | Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation.   |
| C. Qualifications   | £4,257 per year                           | The equivalent annual cost of pre-registration education after the total investment cost has been annuitised over the expected working life. <sup>2</sup> See schema 7.5 for more details.  |
| D. Overheads  | £4,214 per year                           | Comprises £2,904 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>3</sup>   |
| E. Capital overheads  | £2,752 per year                           | Based on the new build and land requirements of NHS facilities, but adjusted to reflect shared used of both treatment and non-treatment space. <sup>4,5</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.  |
| F. Travel   | £2.60 per visit                           | Based on expenditure provided by a community trust.   |
| Working time  | 42 weeks per annum<br>37.5 hours per week | Includes 29 days annual leave and 8 days statutory leave. <sup>6</sup> Assumes 5 study/training days, and 10 days sickness leave. <sup>7</sup> Unit costs based on 1560 hours per annum.  |
| Ratio of direct to indirect time on:  |   |   |
| face-to-face contacts   | 1:0.67                                    | Assuming 50 per cent in patient's own home; 10 per cent in clinics; 20 per cent on non-contact time; and 20 per cent on travel. Information derived from consultation with NHS Trusts.  |
| clinic contacts   | 1:0.33                                    |   |
| home visits   | 1:0.73                                    |   |
| Length of contacts  | 30 minutes<br>60 minutes                  | Per clinic contact.<br>Per home visit. Based on discussions with Trusts.  |
| Average for episode   | 5.2 hours                                 | Williams estimates of an example episode for an older person on short rehabilitation. <sup>7</sup>  |
| London multiplier   | 1.18 x (A to D)<br>1.37 x E               | Allows for the higher costs associated with working in London. <sup>4,5,8</sup>   |
| Non-London multiplier   | 1.00 x (A to D)<br>0.96 x E               | Allows for the lower costs associated with working outside London. <sup>4,5,8</sup>   |
| <b>Unit costs available 2006/2007 (costs including qualifications given in brackets)</b>  |   |   |
| £21 (£24) per hour; £35 (£40) per hour of client contact; £28 (£32) per hour in clinic; £37 (£42) per hour of home visiting; £39 (£44) per home visit; £14 (£16) per clinic visit (includes A to E). Example episode £184 (£208). |   |   |

- 1 NHS Employers (2006) *Pay Circular (AfC) 1/2006. Pay and conditions for NHS staff covered by the Agenda for Change Agreement*, NHS Employers, London.
- 2 Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) *Development of a Ready Reckoner for Staff Costs in the NHS, Vols 1 & 2*, Personal Social Services Research Unit, University of Kent, Canterbury.
- 3 Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) *Development of a Ready Reckoner for Staff Costs in the NHS, Vol 2, Methodology*, Personal Social Services Research Unit, University of Kent, Canterbury.
- 4 Building Cost Information Service (2007) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.
- 5 Based on personal communication with the Department for Communities and Local Government (2007).
- 6 NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.
- 7 Williams, J. (1991) *Calculating Staffing Levels in Physiotherapy Services*, Pampas, Rotherham.
- 8 Based on personal communication with the Department of Health (2007).

## 8.2 NHS community occupational therapist

Using reference costs ([http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_062884](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_062884)), the mean average cost for a one to one contact of Occupational Therapy services for 2006 was £62 with the minimum range for 25 per cent of the services being £49 and the maximum £110. Costs have been updated using the HCHS pay and prices inflator. The mean average cost for a one to one contact for a child for 2006 was £99 with the minimum range for 25 per cent of services being £62 and the maximum £145.

| Costs and unit estimation  | 2006/2007 value                           | Notes  |
|--|---|--|
| A. Wages/salary  | £21,646 per year                          | Based on the mid-point of Agenda for Change (AfC) salaries Band 5 of the April 2006 pay scale according to the National Profile for Occupational Therapy. More specialist grades range from AfC band 6 to 8B for a Occupational Therapist Specialist to Consultant. <sup>1</sup> Within the new pay structure all leads and allowances will be replaced by higher basic pay for the majority of staff. |
| B. Salary oncosts  | £4,555 per year                           | Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation.  |
| C. Qualifications  | £4,096 per year                           | The equivalent annual cost of pre-registration education after the total investment cost has been annuitised over the expected working life. See schema 7.5 for more details.  |
| D. Overheads   | £4,214 per year                           | Comprises £2,904 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>2</sup>  |
| E. Capital overheads   | £2,752 per year                           | Based on the new build and land requirements of NHS facilities, but adjusted to reflect shared used of both treatment and non-treatment space. <sup>3,4</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.   |
| F. Travel  | £2.60 per visit                           | Based on expenditure provided by a community trust.  |
| Working time   | 42 weeks per annum<br>37.5 hours per week | Includes 29 days annual leave and 8 days statutory leave. <sup>5</sup> Assumes 5 study/training days, and 10 days sickness leave. <sup>6</sup> Unit costs based on 1560 hours per annum.   |
| <i>Ratio of direct to indirect time on:</i>  |   |  |
| face-to-face contacts  | 1:0.67                                    | Assuming 50 per cent in patient's own home; 10 per cent in clinics; 20 per cent on non-clinical activity time; and 20 per cent on travel. Information derived from consultation with NHS Trusts.   |
| clinic contacts  | 1:0.33                                    |  |
| home visits  | 1:0.73                                    |  |
| Length of contacts   | 30 minutes<br>60 minutes<br>5.2 hours     | Per clinic contact.<br>Per home visit.<br>Per care episode. Based on discussions with Trusts.  |
| London multiplier  | 1.18 x (A to D)<br>1.37 x E               | Allows for the higher costs associated with working in London. <sup>3,4,7</sup>  |
| Non-London multiplier  | 1.00 x (A to D)<br>0.96 x E               | Allows for the lower costs associated with working outside London. <sup>3,4,7</sup>  |
| <b>Unit costs available 2006/2007 (costs including qualifications given in brackets)</b>   |   |  |
| £21 (£24) per hour; £36 (£40) per hour of client contact; £29 (£32) per hour in clinic; £37 (£41) per hour of home visiting; £40 (£44) per home visit; £14 (£16) per clinic visit (includes A to E). £186 (£207) per care episode. |   |  |

1 NHS Employers (2006) *Pay Circular (AfC) 1/2006. Pay and conditions for NHS staff covered by the Agenda for Change Agreement*, NHS Employers, London.

2 Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) *Development of a Ready Reckoner for Staff Costs in the NHS, Vol 2, Methodology*, Personal Social Services Research Unit, University of Kent, Canterbury.

3 Building Cost Information Service (2007) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.

4 Based on personal communication with the Department for Communities and Local Government (2007).

5 NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

6 Data provided by the Department of Health, Health Authority Personnel Division.

7 Based on personal communication with the Department of Health (2007).

### 8.3 Community speech and language therapist

Using reference costs ([http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_062884](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_062884)), the mean average cost for a one to one contact of speech and language therapy services for 2006 was £71 with the minimum range for 25 per cent of the services being £56 and the maximum £101. Costs have been updated using the HCHS pay and prices inflator. The mean average cost for a contact for a child for 2006 was £74 with the minimum range for 25 per cent of services being £61 and the maximum £101.

| Costs and unit estimation  | 2006/2007 value                           | Notes   |
|--|---|---|
| A. Wages/salary  | £21,646 per year                          | Based on the mid-point of Agenda for Change (AfC) salaries band 5 of the April 2006 pay scale according to the National Profile for Speech and Language Therapists. More specialist grades range from AfC band 6 to 8C for a Specialist Speech and Language Therapist to Consultant. <sup>1</sup> Within the new pay structure all leads and allowances will be replaced by higher basic pay for the majority of staff. |
| B. Salary oncosts  | £4,555 per year                           | Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation.   |
| C. Qualifications  | £4,302 per year                           | The equivalent annual cost of pre-registration education after the total investment cost has been annuitised over the expected working life. <sup>2</sup> See schema 7.5 for more details.  |
| D. Overheads   | £4,214 per year                           | Comprises £2,904 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>3</sup>   |
| E. Capital overheads   | £2,752 per year                           | Based on the new build and land requirements of NHS facilities, but adjusted to reflect shared used of both treatment and non-treatment space. <sup>4,5</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.  |
| F. Travel  | £2.60 per visit                           | Based on expenditure provided by a community trust.   |
| Working time   | 42 weeks per annum<br>37.5 hours per week | Includes 29 days annual leave and 8 statutory leave days. <sup>6</sup> Assumes 5 study/training days, and 10 days sickness leave. <sup>7</sup> Unit costs based on 1560 hours per annum.  |
| Ratio of direct to indirect time on:   |   |   |
| patient contacts   | 1:0.67                                    | Assuming 50 per cent of time in patient's own home, 10 per cent in clinics, 20 per cent on non-clinical activity and 20 per cent on travel. Information derived from consultation with NHS Trusts.  |
| clinic contacts  | 1:0.33                                    |   |
| home visits  | 1:0.73                                    |   |
| Length of contacts   | 30 minutes<br>60 minutes                  | Per clinic contact.<br>Per home visit. Based on discussions with Trusts.  |
| London multiplier  | 1.18 x (A to D)<br>1.37 x E               | Allows for the higher costs associated with working in London. <sup>4,5,8</sup>   |
| Non-London multiplier  | 1.00 x (A to D)<br>0.96 x E               | Allows for the higher costs associated with working in London. <sup>4,5,8</sup>   |
| <b>Unit costs available 2006/2007 (costs including qualifications given in brackets)</b>   |   |   |
| £21 (£24) per hour; £35 (£40) per hour of client contact; £28 (£32) per hour in clinic; £37 (£42) per hour of home visiting; £39 (£44) per home visit; £14 (£16) per clinic visit (includes A to E). |   |   |

1 NHS Employers (2006) *Pay Circular (AfC) 1/2006. Pay and conditions for NHS staff covered by the Agenda for Change Agreement*, NHS Employers, London.

2 Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) *Development of a Ready Reckoner for Staff Costs in the NHS, Vols 1 & 2*, Personal Social Services Research Unit, University of Kent, Canterbury.

3 Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) *Development of a Ready Reckoner for Staff Costs in the NHS, Vol 2, Methodology*, Personal Social Services Research Unit, University of Kent, Canterbury.

4 Building Cost Information Service (2006) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.

5 Based on personal communication with the Department for Communities and Local Government (2006).

6 NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

7 Department of Health Advance Letter (SP) 5/91, Appendix F.

8 Based on personal communication with the Department of Health (2007).

## 8.4 Community chiropodist

Using reference costs ([http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_062884](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_062884)), the mean average cost for a contact in chiropody services for 2006 was £24 with the minimum range for 25 per cent of services being £20 and the maximum £30. Costs have been inflated using the HCHS Pay and Prices Inflatior.

| Costs and unit estimation  | 2006/2007 value                           | Notes   |
|--|---|---|
| A. Wages/salary  | £18,039 per year                          | Based on the mid-point of Agenda for Change (AfC) salaries Band 4 of the April 2005 pay scale according to the National Profile for Generic Therapy. Consultant grades for Generic Therapy range from 8bcd-9 on the AfC payscales. <sup>1</sup> Within the new pay structure all leads and allowances will be replaced by higher basic pay for the majority of staff. |
| B. Salary oncosts  | £3,715 per year                           | Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation.   |
| C. Qualifications  |   | Qualification costs are not available.  |
| D. Overheads   | £3,992 per year                           | Comprises £2,904 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>2</sup>   |
| E. Capital overheads   | £2,752 per year                           | Based on the new build and land requirements of NHS facilities, but adjusted to reflect shared used of both treatment and non-treatment space. <sup>3,4</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.  |
| F. Travel  | £1.30 per visit                           | Taken from Netten and inflated using the retail price index. <sup>5</sup>   |
| Working time   | 42 weeks per annum<br>37.5 hours per week | Includes 29 days annual leave and 8 statutory leave days. <sup>6</sup> Assumes 5 study/training days, and 10 days sickness leave. <sup>7</sup> Unit costs based on 1560 hours per annum.  |
| Ratio of direct to indirect time on:<br>client contact                   |   | No information available. Costs are based on the number of visits per week.   |
| Average number of visits per week  | 40<br>75                                  | Domiciliary visits.<br>Clinic visits. Information provided by an NHS Trust.   |
| London multiplier  | 1.18 x (A to D)<br>1.37 x E               | Allows for the higher costs associated with working in London. <sup>3,4,8</sup>   |
| Non-London multiplier  | 1.00 x (A to D)<br>0.96 x E               | Allows for the lower costs associated with working outside London. <sup>3,4,8</sup>   |
| <b>Unit costs available 2006/2007</b>                                    |   |   |
| £18 per hour; £16 per home visit; £9 per clinic visit (includes A to E). |   |   |

1 NHS Employers (2006) *Pay Circular (AfC) 1/2006. Pay and conditions for NHS staff covered by the Agenda for Change Agreement*, NHS Employers, London.

2 Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) *A Ready Reckoner for Staff Costs in the NHS, Volume 2, Methodology*, Personal Social Services Research Unit, University of Kent, Canterbury.

3 Building Cost Information Service (2007) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.

4 Based on personal communication with the Department for Communities and Local Government (2007).

5 Netten, A. (1992) *Some cost implications of caring for people: interim report*, PSSRU Discussion Paper 809/4, Personal Social Services Research Unit, University of Kent, Canterbury.

6 NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

7 Data provided by the Department of Health, Health Authority Personnel Division.

8 Based on personal communication with the Department of Health (2007).

## 8.5 Clinical psychologist

| Costs and unit estimation   | 2006/2007 value                           | Notes   |
|---|---|---|
| A. Wages/salary   | £32,458 per year                          | Based on the mid-point of Agenda for Change (AfC) salaries Band 7 of the April 2006 pay scale according to the National Profile for Clinical Psychologists, Counsellors & Psychotherapists. <sup>1</sup>  |
| B. Salary oncosts   | £7,074 per year                           | Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation.   |
| C. Qualifications   |   | Qualification costs are not available.  |
| D. Overheads  | £4,880 per year                           | Comprises £2,904 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>2</sup>   |
| E. Capital overheads  | £2,384 per year                           | Based on the new build and land requirements of NHS facilities, but adjusted to reflect shared used of both treatment and non-treatment space. <sup>3,4</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.  |
| F. Travel   | £1.30 per visit                           | Taken from Netten <sup>5</sup> and inflated using the Retail Price Index.   |
| Working time  | 42 weeks per annum<br>37.5 hours per week | Includes 29 days annual leave and 8 days statutory leave. <sup>6</sup> Assumes 5 study/training days, and 10 days sickness leave. <sup>7</sup> Unit costs based on 1560 hours per annum.  |
| Ratios of:<br>professional outputs to support activities  | 1:0.3                                     | Five types of 'chargeable service' have been distinguished: clinical work with patients; clinical consultancy and project work; service organisation and development; teaching and supervision; and research and service evaluation. <sup>8</sup> Mental health psychologists spend 40 per cent of their time on client contact. The relationship between the five types of chargeable service and other 'supporting activities' is similar for both types of psychologist. The multiplier used in the schema to reflect this variety of outputs is based on mental health psychologists. |
| Face to face contact to all activity  | 1:04                                      | Based on the National Child and Adolescent Mental Health Service Mapping data and returns from over 500 Principal Clinical Psychologists, 44.5% of time was spent on direct clinical work, 13.2% on consultation and liaison, 7.2% on training and education, 5.5% on research and evaluation, 23.3% on admin and management, 16.3% on other work and 13.9% on tier 1 work. <sup>9</sup> Tier 1 work was assumed to be spread across all types of activity and for the purpose of this analysis 50% of time is apportioned to direct contacts and 50% to client related work.             |
| London multiplier   | 1.18 x (A to D)<br>1.37 x E               | Allows for the higher costs associated with working in London. <sup>3,4,10</sup>  |
| Non-London multiplier   | 1.00 x (A to D)<br>0.96 x E               | Allows for the lower costs associated with working outside London. <sup>3,4,10</sup>  |
| <b>Unit costs available 2006/2007</b>   |   |   |
| £30 per hour; £67 per hour of client contact; £39 per professional chargeable hour (includes A to E). Travel £1.30 per visit. |   |   |

- 1 NHS Employers (2006) *Pay Circular (AforC) 1/2006. Pay and conditions for NHS staff covered by the Agenda for Change Agreement.*, NHS Employers, London.
- 2 Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) *A Ready Reckoner for Staff Costs in the NHS, Volume 2, Methodology, Personal Social Services Research Unit*, University of Kent, Canterbury.
- 3 Building Cost Information Service (2007) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.
- 4 Based on personal communication with the Department for Communities and Local Government (2007).
- 5 Netten, A. (1992) Some cost implications of caring for people: interim report, PSSRU Discussion Paper 809/4, Personal Social Services Research Unit, University of Kent, Canterbury.
- 6 NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.
- 7 Data provided by the Department of Health, Health Authority Personnel Division.
- 8 Cape, J., Pilling, S. & Barker, C. (1993) Measurement and costing of psychology services, *Clinical Psychology Forum*, October.
- 9 Department of Health (2002) National Child and Adolescent Mental Health Service Mapping Data.
- 10 Based on personal communication with the Department of Health (2007).

## 8.6 Community pharmacist

| Costs and unit estimation  | 2006/2007 value                         | Notes   |
|--|---|---|
| A. Wages/salary  | £42,253 per year                        | Based on information in <i>Tomorrow's Pharmacist 2001</i> (Careers — Where do you start?), mid-point of range (excluding senior management positions). <sup>1</sup> Salaries in community pharmacy start at around £28,168 and can go up to £56,337 or £70,421 in senior management positions. Salaries have been uprated using the HCHS pay inflator.  |
| B. Salary oncosts  | £9,662 per year                         | Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation.   |
| C. Qualifications<br>Pre-registration training<br><br>Post graduate training   | £5,869 per year                         | The equivalent annual cost of pre-registration education. The investment costs of a four year masters degree plus one year pre-registration training. The total investment cost has been annuitised over the expected working life. <sup>2,3</sup> The investment costs of education should always be included when evaluating the cost-effectiveness of different approaches to using health service staff as it is important to include all the costs implicit in changing the professional mix. The investment costs for pre-registration are borne partly by the HEFCE and by practitioners provided by the NHS. Community employers cover the cost for the pre-registration training year with some help from the Department of Health. A postgraduate diploma is available for community pharmacists but this would be taken in their own time and there is no available data on the proportion of pharmacists who undergo this. See schema 12.6 on Hospital Pharmacists for this cost. |
| D. Overheads   | £5,500 per year                         | Comprises £2,904 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>4</sup>   |
| E. Capital overheads   | £3,785 per year                         | Based on the new build and land requirements of a pharmacy, plus additional space for shared facilities. <sup>5,6</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.  |
| F. Travel  | £1.30 per visit                         | Taken from Netten and inflated using the retail price index. <sup>7</sup>   |
| Working time   | 41 weeks per annum<br>40 hours per week | Includes 29 days annual leave and 8 statutory leave days. Assumes 5 study/training days, and 10 days sickness leave. Unit costs based on 1664 hours per annum.  |
| <i>Ratio of direct to indirect time on:</i><br>direct clinical activities<br>patient related activities  | 1:1.50<br>1:0.25                        | Ratios are estimated on the basis that 40 per cent of time is spent on direct clinical activities (includes advice to patients and travel), 40 per cent of time on dispensary service activities and 20 per cent of time on non clinical activities.  |
| London multiplier  | 1.18 x (A to D)<br>1.37 x E             | Allows for the higher costs associated with working in London. <sup>5,6,8</sup>   |
| Non-London multiplier  | 1.00 x (A to D)<br>0.96 x E             | Allows for the lower costs associated with working outside London. <sup>5,6,8</sup>   |
| <b>Unit costs available 2006/2007 (costs including qualifications given in brackets)</b>   |   |   |
| £37 (£40) per hour (includes travel), £92 (£101) per hour of direct clinical activities (includes travel to visits), £45 (£50) per patient related activities. |   |   |

1 Livingston, S. (2001) Careers — where do you start?, *Tomorrow's Pharmacist 2001*, <http://www.pjonline.com/students/tp2001/careers.html>.

2 Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) *Development of a Ready Reckoner for Staff Costs in the NHS, Vols 1 & 2*, Personal Social Services Research Unit, University of Kent, Canterbury.

3 Research carried out by the Royal Pharmaceutical Society of Great Britain.

4 Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) *A Ready Reckoner for Staff Costs in the NHS, Volume 2, Methodology*,

5 Building Cost Information Service (2007) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.

6 Based on personal communication with the Department for Communities and Local Government (2007).

7 Netten, A. (1992) Some cost implications of caring for people: interim report, PSSRU Discussion Paper 809/4, Personal Social Services Research Unit, University of Kent, Canterbury.

8 Based on personal communication with the Department of Health (2007).