

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

### **7. Scientific and professional**

- 7.1 Community physiotherapist
- 7.2 NHS community occupational therapist
- 7.3 Community speech and language therapist
- 7.4 Community chiropodist/podiatrist
- 7.5 Clinical psychologist
- 7.6 Community pharmacist



## 7.1 Community physiotherapist

Using reference costs ([http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_098945](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_098945)), the mean average cost for a one-to-one contact in physiotherapy services for 2008 was £42, with the minimum range for 25 per cent of services being £32 and the maximum £50. Costs have been updated using the HCHS pay and prices inflator.

Costs and unit estimation	2008/2009 value	Notes
A. Wages/salary	£23,400 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 5 of the January-March 2009 NHS Staff Earnings estimates. Median full-time equivalent total earnings which include basic salary plus hours related pay, overtime, occupation payments, location payments and other payments including redundancy pay or payment of notice periods were £26,600. <sup>1</sup> See page 178 for further information on mean salaries.
B. Salary oncosts	£5,576 per year	Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation.
C. Qualifications	£4,501 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 6.4 for more details.
D. Overheads	£4,545 per year	Comprises £3,097 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>3</sup>
E. Capital overheads	£2,766 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	£2.70 per visit	Based on expenditure provided by a community trust.
Working time	41.3 weeks per annum 37.5 hours per week	Includes 29 days annual leave, 8 days statutory leave and 12 days sickness leave. <sup>6,7</sup> Assumes 5 study/training days. <sup>8</sup> Unit costs based on 1547 hours per annum.
Ratio of direct to indirect time on: face-to-face contacts clinic contacts home visits	1:0.67 1:0.33 1:0.73	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.
Length of contacts	30 minutes 60 minutes	Per clinic contact. 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>8</sup>
London multiplier	1.19 x (A to B) 1.41 x E	Allows for the higher costs associated with working in London. <sup>4,5,9</sup>
Non-London multiplier	0.97 x (A to B) 0.97 x E	Allows for the lower costs associated with working outside London. <sup>4,5,9</sup>
<b>Unit costs available 2008/2009 (costs including qualifications given in brackets)</b>		
£23 (£26) per hour; £39 (£44) per hour of client contact; £31 (£35) per hour in clinic; £41 (£46) per hour of home visiting; £43 (£48) per home visit; £16 (£17) per clinic visit (includes A to E). Example episode £203 (£229).		

1 The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

5 Based on personal communication with the Department for Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>.

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

7 The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

8 Williams, J. (1991) *Calculating Staffing Levels in Physiotherapy Services*, Pampas, Rotherham.

9 Based on personal communication with the Department of Health (2009).

## 7.2 NHS community occupational therapist

Using reference costs ([http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_098945](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_098945)), the mean average cost for a one-to-one contact of Occupational Therapy services for 2008 was £72, with the minimum range for 25 per cent of the services being £51 and the maximum £85. Costs have been updated using the HCHS pay and prices inflator.

Costs and unit estimation	2008/2009 value	Notes
A. Wages/salary	£23,400 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 5 of the January-March 2009 NHS Staff Earnings estimates. Median full-time equivalent total earnings which include basic salary plus hours related pay, overtime, occupation payments, location payments and other payments including redundancy pay or payment of notice periods were £26,600. <sup>1</sup> See page 178 for further information on mean salaries.
B. Salary oncosts	£5,576 per year	Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation.
C. Qualifications	£4,331 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 6.4 for more details.
D. Overheads	£4,545 per year	Comprises £3,097 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>2</sup>
E. Capital overheads	£2,766 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	£2.70 per visit	Based on expenditure provided by a community trust.
Working time	41.3 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 days statutory leave. <sup>5</sup> Assumes 5 study/training days and 12 days sickness leave. <sup>6</sup> Unit costs based on 1547 hours per annum.
Ratio of direct to indirect time on: face-to-face contacts clinic contacts home visits	1:0.67 1:0.33 1:0.73	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.
Length of contacts	30 minutes 60 minutes 5.2 hours	Per clinic contact. Per home visit. Per care episode. Based on discussions with Trusts.
London multiplier	1.19 x (A to B) 1.41 x E	Allows for the higher costs associated with working in London. <sup>3,4,7</sup>
Non-London multiplier	0.97 x (A to B) 0.97 x E	Allows for the lower costs associated with working outside London. <sup>3,4,7</sup>
<b>Unit costs available 2008/2009 (costs including qualifications given in brackets)</b>		
£24 (£26) per hour; £40 (£44) per hour of client contact; £32 (£35) per hour in clinic; £41 (£46) per hour of home visiting; £44 (£48) per home visit; £16 (£17) per clinic visit (includes A to E).		

1 The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

4 Based on personal communication with the Department for Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>.

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

6 The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

7 Based on personal communication with the Department of Health (2009).

### 7.3 Community speech and language therapist

Using reference costs ([http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_098945](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_098945)), the mean average cost for a one-to-one contact of speech and language therapy services for 2008 was £72, with the minimum range for 25 per cent of the services being £52 and the maximum £87. Costs have been updated using the HCHS pay and prices inflator.

Costs and unit estimation	2008/2009 value	Notes
A. Wages/salary	£23,400 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 5 of the January-March 2009 NHS Staff Earnings estimates. Median full-time equivalent total earnings which include basic salary plus hours related pay, overtime, occupation payments, location payments and other payments including redundancy pay or payment of notice periods were £26,600. <sup>1</sup> See page 178 for further information on mean salaries.
B. Salary oncosts	£5,576 per year	Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation.
C. Qualifications	£4,552 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 6.4 for more details.
D. Overheads	£4,545 per year	Comprises £3,097 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>3</sup>
E. Capital overheads	£2,766 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	£2.70 per visit	Based on expenditure provided by a community trust.
Working time	41.3 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 days statutory leave. <sup>6</sup> Assumes 5 study/training days and 12 days sickness leave. <sup>7</sup> Unit costs based on 1547 hours per annum.
Ratio of direct to indirect time on: patient contacts clinic contacts home visits	1:0.67 1:0.33 1:0.73	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.
Length of contacts	30 minutes 60 minutes	Per clinic contact. Per home visit. Based on discussions with Trusts.
London multiplier	1.19 x (A to B) 1.41 x E	Allows for the higher costs associated with working in London. <sup>4,5,8</sup>
Non-London multiplier	0.97 x (A to B) 0.97 x E	Allows for the higher costs associated with working in London. <sup>4,5,8</sup>
<b>Unit costs available 2008/2009 (costs including qualifications given in brackets)</b>		
£23 (£26) per hour; £39 (£44) per hour of client contact; £31 (£35) per hour in clinic; £41 (£46) per hour of home visiting; £43 (£48) per home visit; £16 (£18) per clinic visit (includes A to E).		

1 The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

5 Based on personal communication with the Department for Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>.

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

7 The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

8 Based on personal communication with the Department of Health (2009).

## 7.4 Community chiropodist/podiatrist

Using reference costs ([http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_098945](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_098945)), the mean average cost for a contact in chiropody/podiatry services for 2008 was £34 with the minimum range for 25 per cent of services being £26 and the maximum £40. Costs have been inflated using the HCHS Pay and Prices Inflater.

Costs and unit estimation	2008/2009 value	Notes
A. Wages/salary	£23,400 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 5 of the January-March 2009 NHS Staff Earnings estimates. Median full-time equivalent total earnings which include basic salary plus hours related pay, overtime, occupation payments, location payments and other payments including redundancy pay or payment of notice periods were £26,600. <sup>1</sup> See page 178 for further information on mean salaries. A specialist chiropodist/podiatrist is on Band 6. See NHS Workforce Summary for more information. <sup>2</sup>
B. Salary oncosts	£5,576 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	£4,545 per year	Comprises £3,097 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>3</sup>
E. Capital overheads	£2,766 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	£1.40 per visit	Taken from Netten and inflated using the retail price index. <sup>6</sup>
Working time	41.3 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 days statutory leave. <sup>7</sup> Assumes 5 study/training days and 12 days sickness leave. <sup>8</sup> Unit costs based on 1547 hours per annum.
Ratio of direct to indirect time on: client contact		No information available. Costs are based on the number of visits per week.
Average number of visits per week	40 75	Domiciliary visits. Clinic visits. Information provided by an NHS Trust.
London multiplier	1.19 × (A to B) 1.41 × E	Allows for the higher costs associated with working in London. <sup>4,5,9</sup>
Non-London multiplier	0.97 × (A to B) 0.97 × E	Allows for the lower costs associated with working outside London. <sup>4,5,9</sup>
<b>Unit costs available 2008/2009</b>		
£23 per hour; £21 per home visit; £11 per clinic visit (includes A to E).		

1 The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

2 The Information Centre (2008) *Workforce Summary - Chiropody and Podiatry, October 2008 - England only*, NHS Workforce Review Team, The Information Centre, Leeds.

3 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.

4 Building Cost Information Service (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

5 Based on personal communication with the Department for Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>.

6 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.

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

8 The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

9 Based on personal communication with the Department of Health (2009).

## 7.5 Clinical psychologist

Costs and unit estimation	2008/2009 value	Notes
A. Wages/salary	£35,900 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 7 of the January-March 2009 NHS Staff Earnings estimates. Median full-time equivalent total earnings which include basic salary plus hours related pay, overtime, occupation payments, location payments and other payments including redundancy pay or payment of notice periods were £37,500. <sup>1</sup> See page 178 for further information on mean salaries.
B. Salary oncosts	£8,926 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	£5,338 per year	Comprises £3,097 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>2</sup>
E. Capital overheads	£2,392 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	£1.40 per visit	Taken from Netten <sup>5</sup> and inflated using the retail price index.
Working time	41.3 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 days statutory leave. <sup>6</sup> Assumes 5 study/training days and 12 days sickness leave. <sup>7</sup> Unit costs based on 1547 hours per annum.
<i>Ratios of professional outputs to support activities</i>	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 per cent of time was spent on direct clinical work, 13.2 per cent on consultation and liaison, 7.2 per cent on training and education, 5.5 per cent on research and evaluation, 23.3 per cent on admin and management, 16.3 per cent on other work and 13.9 per cent 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 per cent of time is apportioned to direct contacts and 50 per cent to client related work.
London multiplier	1.19 × (A to B) 1.41 × E	Allows for the higher costs associated with working in London. <sup>3,4,10</sup>
Non-London multiplier	0.97 × (A to B) 0.97 × E	Allows for the lower costs associated with working outside London. <sup>3,4,10</sup>
<b>Unit costs available 2008/2009</b>		
£34 per hour; £77 per hour of client contact; £44 per professional chargeable hour (includes A to E). Travel £1.40 per visit.		

1 The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

4 Based on personal communication with the Department for Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>.

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 The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

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 (2009).

## 7.6 Community pharmacist

Costs and unit estimation	2008/2009 value	Notes
A. Wages/salary	£38,402 per year	Based on the results of the Chemist-and Druggist's Salary Survey, the average salary for the 408 respondents who worked for a range of large multiples, smaller chains and independents was £38,402. <sup>1</sup>
B. Salary oncosts	£9,596 per year	Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation.
C. Qualifications Pre-registration training  Postgraduate training	£6,182 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 are no available data on the proportion of pharmacists who undergo this. See schema 11.6 on Hospital Pharmacists for this cost.
D. Overheads	£5,496 per year	Comprises £3,097 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>4</sup>
E. Capital overheads	£3,731 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	£1.40 per visit	Taken from Netten and inflated using the retail price index. <sup>7</sup>
Working time	41.3 weeks per annum 40 hours per week	Includes 29 days annual leave and 8 days statutory leave. <sup>8</sup> Assumes 5 study/training days and 12 days sickness leave. <sup>9</sup> Unit costs based on 1650 hours per annum. <sup>1</sup>
<i>Ratio of direct to indirect time on:</i> direct clinical activities patient-related activities	1:1.50 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	1.19 x (A to B) 1.31 x E	Allows for the higher costs associated with working in London. <sup>5,6,10</sup>
Non-London multiplier	0.97 x (A to B) 0.97 x E	Allows for the lower costs associated with working outside London. <sup>5,6,10</sup>
<b>Unit costs available 2008/2009 (costs including qualifications given in brackets)</b>		
£35 (£38) per hour (includes travel), £87 (£96) per hour of direct clinical activities (includes travel to visits), £43 (£48) per patient-related activities.		

- 1 Chemist & Druggist (2009) The Great Healthcare Pay Divide, Chemist-and-Druggist, London, [www.chemistanddruggist.co.uk](http://www.chemistanddruggist.co.uk).
- 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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.
- 6 Based on personal communication with the Department for Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>.
- 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 NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.
- 9 The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.
- 10 Based on personal communication with the Department of Health (2009).