

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



## **9. Scientific and professional**

- 9.1 Community physiotherapist
- 9.2 NHS community occupational therapist
- 9.3 Community speech and language therapist
- 9.4 Community chiropodist/podiatrist
- 9.5 Clinical psychologist
- 9.6 Community pharmacist



## 9.1 Community physiotherapist

Using data from the NHS Reference Costs,<sup>1</sup> the mean average cost for a one-to-one contact in physiotherapy services for 2011/2012 was £47, with an interquartile range of £37 to £53. Costs have been updated using the HCHS Pay & Prices inflator.

Costs and unit estimation	2011/2012 value	Notes
A. Wages/salary	£22,700 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 5 (for qualified Allied Health Professionals) of the April-June 2012 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 £24,100. <sup>2</sup> See Section V for information on mean salaries. The Electronic Staff Records (ESR) system shows that the mean basic salary for all physiotherapists is £32,200.
B. Salary oncosts	£5,335 per year	Employers' national insurance is included plus 14 per cent of salary for employers' contribution to superannuation.
C. Qualifications	£5,087 per year	Qualification costs have been calculated using the method described in Netten et al (1998). <sup>3</sup> Current cost information has been provided by the Department of Health and the Higher Education Funding Council for England (HEFCE). <sup>4</sup> See schema 7.4 for more details.
D. Overheads		Taken from NHS (England) Summarised Accounts. <sup>5</sup>
Management, administration and estates staff	£5,414 per year	Management and other non-care staff costs were 19.31 per cent of direct care salary costs and included administration and estates staff.
Non-staff	£11,766 per year	Non-staff costs were 41.97 per cent of direct care salary costs. They include costs to the provider for office, travel/transport and telephone, education and training, supplies and services (clinical and general), as well as utilities such as water, gas and electricity.
E. Capital overheads	£2,305 per year	Based on the new-build and land requirements of NHS facilities, but adjusted to reflect shared use of both treatment and non-treatment space. <sup>6,7</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel		No information available on average mileage covered per visit. Current guideline for reimbursement: 37.4 to 58.3 pence per mile up to 3,500 miles, and from 17.8 to 22.6 pence per mile over 3,500 miles. <sup>8</sup>
Working time	42.8 weeks per annum 37.5 hours per week	Unit costs are based on 1,604 hours per annum: 225 working days minus sickness absence and training/study days as reported for all NHS staff groups. <sup>9</sup>
Ratio of direct to indirect time		No information available on the proportion of time spent with clients. See previous editions of this volume for sources of information.
Duration of contact		No current information available on the length of contact. See previous editions of this volume for sources.
London multiplier	1.20 x (A to B) 1.40 x E	Allows for the higher costs associated with working in London. <sup>6,7,10</sup>
Non-London multiplier	0.97 x (A to B)	Allows for the lower costs associated with working outside London. <sup>6,7,10</sup>
Unit costs available 2011/2012 (costs including qualifications given in brackets)		
£30 (£33) per hour.		

<sup>1</sup> Department of Health (2012) *NHS Reference Costs 2010-2011*,

[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_131140](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_131140).

<sup>2</sup> The Information Centre (2012) *NHS Staff Earnings Estimates September 2012*, The Information Centre, Leeds.

<sup>3</sup> 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.

<sup>4</sup> Personal communication with the Department of Health and the Higher Education Funding Council for England (HEFCE) (2011).

<sup>5</sup> The Audit Commission (2011) *NHS Summarised Accounts 2010-2011*, NHS, London.

<sup>6</sup> Building Cost Information Service (2012) *Surveys of Tender Prices*, Royal Institute of Chartered Surveyors, Kingston-upon-Thames.

<sup>7</sup> Personal communication with the Department for Communities and Local Government, 2011.

<sup>8</sup> NHS Employers (2012), Current mileage allowances, <http://www.nhsemployers.org/PayAndContracts/AgendaForChange/Pages/Afc-MileageAllowances.aspx>.

<sup>9</sup> Contracted hours are taken from NHS Careers (2012) *Pay and Benefits, National Health Service*, London. <http://www.nhscareers.nhs.uk/>. Training days as recommended by professional bodies. Working days and sickness absence rates as reported in The Information Centre (2012) *Sickness Absence Rates in the NHS: January-March 2012 and Annual Summary 2009-10 to 2011-12*, The Information Centre, Leeds.

<sup>10</sup> Department of Health estimate (2011) based on the Market Forces Factor (MFF).

## 9.2 NHS community occupational therapist

Using data from the NHS Reference Costs,<sup>1</sup> the mean average cost for a one-to-one contact of occupational therapy services for 2011/2012 was £69 with an interquartile range of £44 to £78. Costs have been updated using the HCHS Pay & Prices inflator.

Costs and unit estimation	2011/2012 value	Notes
A. Wages/salary	£22,700 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 5 (for qualified Allied Health Professionals) of the April-June 2012 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 £24,100. <sup>2</sup> See Section V for information on mean salaries. The Electronic Staff Records (ESR) system shows that the mean basic salary for all occupational therapists is £31,500.
B. Salary oncosts	£5,335 per year	Employers' national insurance is included plus 14 per cent of salary for employers' contribution to superannuation.
C. Qualifications	£ 5,070 per year	Qualification costs have been calculated using the method described in Netten et al (1998). <sup>3</sup> Current cost information has been provided by the Department of Health and the Higher Education Funding Council for England (HEFCE). <sup>4</sup> See schema 7.4 for more details.
D. Overheads		Taken from NHS (England) Summarised Accounts. <sup>5</sup>
Management, administration and estates staff	£5,414 per year	Management and other non-care staff costs were 19.31 per cent of direct care salary costs and included administration and estates staff.
Non-staff	£11,766 per year	Non-staff costs were 41.97 per cent of direct care salary costs. They include costs to the provider for office, travel/transport and telephone, education and training, supplies and services (clinical and general), as well as utilities such as water, gas and electricity.
E. Capital overheads	£2,305 per year	Based on the new-build and land requirements of NHS facilities, but adjusted to reflect shared use of both treatment and non-treatment space. <sup>6,7</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel		No information available on average mileage covered per visit. Current guideline for reimbursement: 37.4 to 58.3 pence per mile up to 3,500 miles, and from 17.8 to 22.6 pence per mile over 3,500 miles. <sup>8</sup>
Working time	42.8 weeks per annum 37.5 hours per week	Unit costs are based on 1,604 hours per annum: 225 working days minus sickness absence and training/study days as reported for all NHS staff groups. <sup>9</sup>
Ratio of direct to indirect time		No information available on the proportion of time spent with clients. See previous editions of this volume for sources of information.
Duration of contacts		No information available on duration of contacts. See previous editions of this volume for sources of information.
London multiplier	1.20 x (A to B) 1.40 x E	Allows for the higher costs associated with working in London. <sup>6,7,10</sup>
Non-London multiplier	0.97 x (A to B)	Allows for the lower costs associated with working outside London. <sup>6,7,10</sup>
Unit costs available 2011/2012 (costs including qualifications given in brackets)		
£30 (£33) per hour.		

<sup>1</sup> Department of Health (2012) *NHS Reference Costs 2010-2011*, Department of Health (2012) *NHS Reference Costs 2010-2011*, [http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_131140](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_131140).

<sup>2</sup> The Information Centre (2012) *NHS Staff Earnings Estimates September 2012*, The Information Centre, Leeds.

<sup>3</sup> 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.

<sup>4</sup> Personal communication with the Department of Health and the Higher Education Funding Council for England (HEFCE) (2011).

<sup>5</sup> The Audit Commission (2011) *Summarised Accounts 2010-2011*, NHS, London.

<sup>6</sup> Building Cost Information Service (2012) *Surveys of Tender Prices*, Royal Institute of Chartered Surveyors, Kingston-upon-Thames.

<sup>7</sup> Personal communication with the Department for Communities and Local Government, 2011.

<sup>8</sup> NHS Employers (2012), Current mileage allowances, <http://www.nhsemployers.org/PayAndContracts/AgendaForChange/Pages/Afc-MileageAllowances.aspx>.

<sup>9</sup> Contracted hours are taken from NHS Careers (2012) *Pay and Benefits, National Health Service*, London. <http://www.nhscareers.nhs.uk/>. Training days as recommended by professional bodies. Working days and sickness absence rates as reported in The Information Centre (2012) *Sickness Absence Rates in the NHS: January-March 2012 and Annual Summary 2009-10 to 2011-12*, The Information Centre, Leeds.

<sup>10</sup> Department of Health estimate (2011) based on the Market Forces Factor (MFF).

### 9.3 Community speech and language therapist

Using data from the NHS Reference Costs,<sup>1</sup> the mean average cost for a one-to-one contact of speech and language therapy services for 2011/2012 was £74, with an interquartile range of £52 to £87. Costs have been uprated using the HCHS Pay & Prices inflator.

Costs and unit estimation	2011/2012 value	Notes
A. Wages/salary	£22,700 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 5 (for qualified Allied Health Professionals) of the April-June 2012 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 £24,100. <sup>2</sup> See Section V for information on mean salaries. The Electronic Staff Records (ESR) system shows that the mean basic salary for all speech and language therapists is £33,800.
B. Salary oncosts	£5,335 per year	Employers' national insurance is included plus 14 per cent of salary for employers' contribution to superannuation.
C. Qualifications	£5,198 per year	Qualification costs have been calculated using the method described in Netten et al (1998). <sup>3</sup> Current cost information has been provided by the Department of Health and the Higher Education Funding Council for England (HEFCE). <sup>4</sup> See schema 7.4 for more details.
D. Overheads		<p>Taken from NHS (England) Summarised Accounts.<sup>5</sup></p> <p>Management and other non-care staff costs were 19.31 per cent of direct care salary costs and included administration and estates staff.</p> <p>Non-staff costs were 41.97 per cent of direct care salary costs. They include costs to the provider for office, travel/transport and telephone, education and training, supplies and services (clinical and general), as well as utilities such as water, gas and electricity.</p>
E. Capital overheads	£2,305 per year	Based on the new-build and land requirements of NHS facilities, but adjusted to reflect shared use of both treatment and non-treatment space. <sup>6,7</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel		No information available on average mileage covered per visit. Current guideline for reimbursement: 37.4 to 58.3 pence per mile up to 3,500 miles, and from 17.8 to 22.6 pence per mile over 3,500 miles. <sup>8</sup>
Working time	42.8 weeks per annum 37.5 hours per week	Unit costs are based on 1,604 hours per annum: 225 working days minus sickness absence and training/study days as reported for all NHS staff groups. <sup>9</sup>
Ratio of direct to indirect time		No information available on the proportion of time spent with clients. See previous editions of this volume for sources of information.
Duration of contacts		No information available on the duration of contacts. See previous editions of this volume for sources of information.
London multiplier	1.19 x (A to B) 1.40 x E	Allows for the higher costs associated with working in London. <sup>6,7,10</sup>
Non-London multiplier	0.97 x (A to B)	Allows for the higher costs associated with working in London. <sup>6,7,10</sup>
Unit costs available 2011/2012 (costs including qualifications given in brackets)		
£30 (£33) per hour.		

<sup>1</sup> Department of Health (2012) *NHS Reference Costs 2010-2011*, Department of Health (2012) *NHS Reference Costs 2010-2011*, [http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_131140](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_131140).

<sup>2</sup> The Information Centre (2012) *NHS Staff Earnings Estimates September 2012*, The Information Centre, Leeds.

<sup>3</sup> 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.

<sup>4</sup> Personal communication with the Department of Health and the Higher Education Funding Council for England (HEFCE) (2011).

<sup>5</sup> The Audit Commission (2011) *Summarised Accounts 2010-2011*, NHS, London.

<sup>6</sup> Building Cost Information Service (2012) *Surveys of Tender Prices*, Royal Institute of Chartered Surveyors, Kingston-upon-Thames.

<sup>7</sup> Personal communication with the Department for Communities and Local Government, 2011.

<sup>8</sup> NHS Employers (2012), Current mileage allowances, <http://www.nhsemployers.org/PayAndContracts/AgendaForChange/Pages/Afc-MileageAllowances.aspx>.

<sup>9</sup> Contracted hours are taken from NHS Careers (2012) *Pay and Benefits, National Health Service*, London. <http://www.nhs Careers.nhs.uk/>. Training days as recommended by professional bodies. Working days and sickness absence rates as reported in The Information Centre (2012) *Sickness Absence Rates in the NHS: January-March 2012 and Annual Summary 2009-10 to 2011-12*, The Information Centre, Leeds.

<sup>10</sup> Department of Health estimate (2011) based on the Market Forces Factor (MFF).

## 9.4 Community chiropodist/podiatrist

Using data from the NHS Reference Costs,<sup>1</sup> the mean average cost for a contact in chiropody/podiatry services for 2011/2012 was £41 with an interquartile range of £33 to £45. Costs have been updated using the HCHS Pay & Prices Inflatior.

Costs and unit estimation	2011/2012 value	Notes
A. Wages/salary	£22,700 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 5 (for qualified Allied Health Professionals) of the April-June 2012 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 such as redundancy pay or payment of notice periods were £24,100. <sup>2</sup> A specialist chiropodist/podiatrist is on Band 6. See NHS Workforce Summary for more information. <sup>3</sup> See Section V for information on mean salaries. The Electronic Staff Records (ESR) system shows that the mean basic salary for all community chiropodists is £33,700.
B. Salary oncosts	£5,335 per year	Employers' national insurance is included plus 14 per cent of salary for employers' contribution to superannuation.
C. Qualifications		Qualification costs are not available.
D. Overheads		Taken from NHS (England) Summarised Accounts. <sup>4</sup>
Management, administration and estates staff	£5,414 per year	Management and other non-care staff costs were 19.31 per cent of direct care salary costs and included administration and estates staff.
Non-staff	£11,766 per year	Non-staff costs were 41.97 per cent of direct care salary costs. They include costs to the provider for office, travel/transport and telephone, education and training, supplies and services (clinical and general), as well as utilities such as water, gas and electricity.
E. Capital overheads	£2,305 per year	Based on the new-build and land requirements of NHS facilities, but adjusted to reflect shared use of both treatment and non-treatment space. <sup>5,6</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel		No information available on average mileage covered per visit. Current guideline for reimbursement: 37.4 to 58.3 pence per mile up to 3,500 miles, and from 17.8 to 22.6 pence per mile over 3,500 miles. <sup>7</sup>
Working time	42.8 weeks per annum 37.5 hours per week	Unit costs are based on 1,604 hours per annum: 225 working days minus sickness absence and training/study days as reported for all NHS staff groups. <sup>8</sup>
Ratio of direct to indirect time		No information available on the proportion of time spent with clients. See previous editions of this volume for sources of information.
London multiplier	1.19 x (A to B) 1.40 x E	Allows for the higher costs associated with working in London. <sup>5,6,9</sup>
Non-London multiplier	0.97 x (A to B)	Allows for the lower costs associated with working outside London. <sup>5,6,9</sup>
Unit costs available 2011/2012		
£30 per hour.		

<sup>1</sup> Department of Health (2012) *NHS Reference Costs 2010-2011*, Department of Health (2012) *NHS Reference Costs 2010-2011*, [http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_131140](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_131140).

<sup>2</sup> The Information Centre (2012) *NHS Staff Earnings Estimates September 2012*, The Information Centre, Leeds.

<sup>3</sup> The Information Centre (2008) *Workforce Summary - Chiropody and Podiatry, October 2008* - England only, NHS Workforce Review Team, The Information Centre, Leeds.

<sup>4</sup> The Audit Commission (2011) *Summarised Accounts 2010-2011*, NHS, London.

<sup>5</sup> Building Cost Information Service (2012) *Surveys of Tender Prices*, Royal Institute of Chartered Surveyors, Kingston-upon-Thames.

<sup>6</sup> Personal communication with the Department for Communities and Local Government, 2011.

<sup>7</sup> NHS Employers (2012), Current mileage allowances, <http://www.nhsemployers.org/PayAndContracts/AgendaForChange/Pages/Afc-MileageAllowances.aspx>.

<sup>8</sup> Contracted hours are taken from NHS Careers (2012) *Pay and Benefits, National Health Service*, London. <http://www.nhscareers.nhs.uk/>. Training days as recommended by professional bodies. Working days and sickness absence rates as reported in The Information Centre (2012) *Sickness Absence Rates in the NHS: January-March 2012 and Annual Summary 2009-10 to 2011-12*, The Information Centre, Leeds.

<sup>9</sup> Department of Health estimate (2011) based on the Market Forces Factor (MFF).



## 9.5 Clinical psychologist

Costs and unit estimation	2011/2012 value	Notes
A. Wages/salary	£46,600 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 8a (for qualified Allied Health Professionals) of the April-June 2012 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 such as redundancy pay or payment of notice periods were £46,600. <sup>1</sup> See Section V for information on mean salaries. The Electronic Staff Records (ESR) system shows that the mean basic salary for all clinical psychologists is £45,600.
B. Salary oncosts	£11,979 per year	Employers' national insurance is included plus 14 per cent of salary for employers' contribution to superannuation.
C. Qualifications		Qualification costs are not available.
D. Overheads		Taken from NHS (England) Summarised Accounts. <sup>2</sup>
Management, administration and estates staff	£11,313 per year	Management and other non-care staff costs were 19.31 per cent of direct care salary costs and included administration and estates staff.
Non-staff	£24,587 per year	Non-staff costs were 41.97 per cent of direct care salary costs. They include costs to the provider for office, travel/transport and telephone, education and training, supplies and services (clinical and general), as well as utilities such as water, gas and electricity.
E. Capital overheads	£2,316 per year	Based on the new-build and land requirements of NHS facilities, but adjusted to reflect shared use 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		No information available on average mileage covered per visit. Current guideline for reimbursement: 37.4 to 58.3 pence per mile up to 3,500 miles, and from 17.8 to 22.6 pence per mile over 3,500 miles. <sup>5</sup>
Working time	42.7 weeks per annum 37.5 hours per week	Unit costs are based on 1,602 hours per annum: 225 working days minus sickness absence and training/study days as reported for all NHS staff groups. <sup>6</sup>
Ratios of:		
face-to-face contact to all activity	1:1.25	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. <sup>7</sup>
London multiplier	1.19 x (A to B) 1.41 x E	Allows for the higher costs associated with working in London. <sup>3,4,8</sup>
Non-London multiplier	0.97 x (A to B)	Allows for the lower costs associated with working outside London. <sup>3,4,8</sup>
Unit costs available 2011/2012		
£60 per hour; £136 per hour of client contact (includes A to E).		

<sup>1</sup> The Information Centre (2012) *NHS Staff Earnings Estimates September 2012*, The Information Centre, Leeds.

<sup>2</sup> The Audit Commission (2011) *Summarised Accounts 2010-2011*, NHS, London.

<sup>3</sup> Building Cost Information Service (2012) *Surveys of Tender Prices*, Royal Institute of Chartered Surveyors, Kingston-upon-Thames.

<sup>4</sup> Personal communication with the Department for Communities and Local Government, 2011.

<sup>5</sup> NHS Employers (2012), Current mileage allowances, <http://www.nhsemployers.org/PayAndContracts/AgendaForChange/Pages/Afc-MileageAllowances.aspx>.

<sup>6</sup> Contracted hours are taken from NHS Careers (2012) *Pay and Benefits, National Health Service*, London. <http://www.nhscareers.nhs.uk/>. Training days as recommended by professional bodies. Working days and sickness absence rates as reported in The Information Centre (2012) *Sickness Absence Rates in the NHS: January-March 2012 and Annual Summary 2009-10 to 2011-12*, The Information Centre, Leeds.

<sup>7</sup> Department of Health (2002) *National Child and Adolescent Mental Health Service Mapping Data*, Department of Health, London.

<sup>8</sup> Department of Health estimate (2011) based on the Market Forces Factor (MFF).

## 9.6 Community pharmacist

Costs and unit estimation	2011/2012 value	Notes
A. Wages/salary	£38,000 per year	Taken from the Cost of Service Inquiry Report (COSI) <sup>1</sup> and confirmed with the Pharmaceutical Services Negotiating Committee (PSNC). <sup>2</sup>
B. Salary oncosts	£9,588 per year	Employers' national insurance is included plus 14 per cent of salary for employers' contribution to superannuation.
C. Qualifications Pre-registration training	£8,908 per year	Qualification costs have been calculated using the method described in Netten et al (1998). <sup>3</sup> Current cost information has been provided by the Department of Health and the Higher Education Funding Council for England (HEFCE). <sup>4</sup> See schema 7.4 for more details.
D. Overheads Management, administration and estates staff Non-staff	£9,190 per year  £19,974 per year	Taken from NHS (England) Summarised Accounts. <sup>5</sup>  Management and other non-care staff costs were 19.31 per cent of direct care salary costs and included administration and estates staff.  Non-staff costs were 41.97 per cent of direct care salary costs. They include costs to the provider for office, travel/transport and telephone, education and training, supplies and services (clinical and general), as well as utilities such as water, gas and electricity.
E. Capital overheads	£3,366 per year	Based on the new-build and land requirements of a pharmacy, plus additional space for shared facilities. <sup>6,7</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel		No information available on average mileage covered per visit. Current guideline for reimbursement: 37.4 to 58.3 pence per mile up to 3,500 miles, and from 17.8 to 22.6 pence per mile over 3,500 miles. <sup>8</sup>
Working time	42.8 weeks per annum 37.5 hours per week	Unit costs are based on 1,604 hours per annum: 225 working days minus sickness absence and training/study days as reported for all NHS staff groups. <sup>9</sup>
Ratio of direct to indirect time on: 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. <sup>10</sup>
London multiplier	1.19 x (A to B) 1.31 x E	Allows for the higher costs associated with working in London. <sup>6,7,11</sup>
Non-London multiplier	0.97 x (A to B)	Allows for the lower costs associated with working outside London. <sup>6,7,11</sup>
Unit costs available 2011/2012 (costs including qualifications given in brackets)		
£50(£56) per hour; £125 (£139) per hour of direct clinical activities; £63 (£69) per hour of patient-related activities.		

<sup>1</sup> PricewaterhouseCoopers LLP (2011) *Cost of Service Inquiry for Community Pharmacy*, Department of Health & Pharmaceutical Services Negotiating Committee, London. [www.dh.gov.uk/en/Healthcare/Primarycare/Communitypharmacy/Communitypharmacycontractualframework/DH\\_128128](http://www.dh.gov.uk/en/Healthcare/Primarycare/Communitypharmacy/Communitypharmacycontractualframework/DH_128128)

<sup>2</sup> Personal communication with the Pharmaceutical Services Negotiating Committee (2011).

<sup>3</sup> 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.

<sup>4</sup> Personal communication with the Department of Health and the Higher Education Funding Council for England (HEFCE) (2011).

<sup>5</sup> The Audit Commission (2011) *Summarised Accounts 2010-2011*, NHS, London.

<sup>6</sup> Building Cost Information Service (2012) *Surveys of Tender Prices*, Royal Institute of Chartered Surveyors, Kingston-upon-Thames.

<sup>7</sup> Personal communication with the Department for Communities and Local Government, 2011.

<sup>8</sup> NHS Employers (2012), Current mileage allowances, <http://www.nhsemployers.org/PayAndContracts/AgendaForChange/Pages/Afc-MileageAllowances.aspx>.

<sup>9</sup> Contracted hours are taken from NHS Careers (2012) *Pay and Benefits, National Health Service*, London. <http://www.nhscareers.nhs.uk/>. Training days as recommended by professional bodies. Working days and sickness absence rates as reported in The Information Centre (2012) *Sickness Absence Rates in the NHS: January-March 2012 and Annual Summary 2009-10 to 2011-12*, The Information Centre, Leeds.

<sup>10</sup> Personal communication with the Greater Manchester Workforce Development Corporation (2003).

<sup>11</sup> Department of Health estimate (2011) based on the Market Forces Factor (MFF).

## **10. Nurses and doctors**

10.1 Community nurse (includes district nursing sister, district nurse)

10.2 Nurse (mental health)

10.3 Health visitor

10.4 Nurse specialist (community)

10.5 Clinical support worker nursing (community)

10.6 Nurse (GP practice)

10.7 Nurse advanced (includes lead specialist, clinical nurse specialist, senior specialist)

10.8a General practitioner—cost elements

10.8b General practitioner—unit costs

10.8c General practitioner—commentary



## 10.1 Community nurse (includes district nursing sister, district nurse)

Using data from the NHS Reference Costs,<sup>1</sup> the mean average cost for a face-to-face contact in district nursing services for 2011/2012 was £39, with an interquartile range of £33 to £43. Costs have been updated using the HCCH Pay & Prices inflator.

Costs and unit estimation	2011/2012 value	Notes
A. Wages/salary	£32,600 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 6 of the April-June 2012 NHS Staff Earnings estimates for Qualified Nurses. Median full-time equivalent total earnings which include basic salary plus hours-related pay, overtime, occupation payments, location payments, and other payments such as redundancy pay or payment of notice periods were £34,300. <sup>2</sup> See Section V for information on mean salaries. The Electronic Staff Records (ESR) system shows that the mean basic salary for all community nurses is £31,900.
B. Salary oncosts	£8,087 per year	Employers' national insurance is included plus 14 per cent of salary for employers' contribution to superannuation.
C. Qualifications	£9,700 per year	Qualification costs have been calculated using the method described in Netten et al (1998). <sup>3</sup> Current cost information has been provided by the Department of Health and the Higher Education Funding Council for England (HEFCE). <sup>4</sup> See schema 7.4 for more details.
D. Overheads		Taken from NHS (England) Summarised Accounts. <sup>5</sup>
Management, administration and estates staff	£7,858 per year	Management and other non-care staff costs were 19.31 per cent of direct care salary costs and included administration and estates staff.
Non-staff	£17,077 per year	Non-staff costs were 41.97 per cent of direct care salary costs. They include costs to the provider for office, travel/transport and telephone, education and training, supplies and services (clinical and general), as well as utilities such as water, gas and electricity.
E. Capital overheads	£2,316 per year	Based on the new-build and land requirements of community health facilities, but adjusted to reflect shared use of both treatment and non-treatment space. <sup>6,7</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel		No information available on average mileage covered per visit. Current guideline for reimbursement: 37.4 to 58.3 pence per mile up to 3,500 miles, and from 17.8 to 22.6 pence per mile over 3,500 miles. <sup>8</sup>
Working time	42.7 weeks per annum 37.5 hours per week	Unit costs are based on 1,603 hours per annum: 225 working days minus sickness absence and training/study days as reported for all NHS staff groups. <sup>9</sup>
Ratio of direct to indirect time on: home visits patient-related work	1:0.45 1:0.20	A study reported that a district nurse visits (including travel) accounted for 69 per cent of total time with 83 per cent of time spent on patient-related tasks and 17 per cent on non-patient related tasks. <sup>10</sup> Based on the McKinsey report, <sup>11</sup> the median number of visits per day carried out by district nurses was 5.6 in 2008. No information is available on the duration of a visit.
London multiplier	1.19 x (A to B) 1.40 x E	Allows for the higher costs associated with working in London. <sup>6,7,12</sup>
Non-London multiplier	0.97 x (A to B)	Allows for the lower costs associated with working outside London. <sup>6,7,12</sup>
Unit costs available 2011/2012 (costs including qualifications given in brackets)		
£42 (£48) per hour; £61 (£70) per hour of home visiting (including travel); £51 (£58) per hour of patient-related work		

<sup>1</sup> Department of Health (2012) *NHS Reference Costs 2010-2011*, Department of Health (2012) *NHS Reference Costs 2010-2011*, [http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_131140](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_131140).

<sup>2</sup> The Information Centre (2012) *NHS Staff Earnings Estimates September 2012*, The Information Centre, Leeds.

<sup>3</sup> 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.

<sup>4</sup> Personal communication with the Department of Health and the Higher Education Funding Council for England (HEFCE) (2011).

<sup>5</sup> The Audit Commission (2011) *Summarised Accounts 2010-2011*, NHS, London.

<sup>6</sup> Building Cost Information Service (2012) *Surveys of Tender Prices*, Royal Institute of Chartered Surveyors, Kingston-upon-Thames.

<sup>7</sup> Personal communication with the Department for Communities and Local Government, 2011.

<sup>8</sup> NHS Employers (2012), Current mileage allowances, <http://www.nhsemployers.org/PayAndContracts/AgendaForChange/Pages/Afc-MileageAllowances.aspx>.

<sup>9</sup> Contracted hours are taken from NHS Careers (2012) *Pay and Benefits, National Health Service*, London. <http://www.nhs Careers.nhs.uk/>. Training days as recommended by professional bodies. Working days and sickness absence rates as reported in The Information Centre (2012) *Sickness Absence Rates in the NHS: January-March 2012 and Annual Summary 2009-10 to 2011-12*, The Information Centre, Leeds.

<sup>10</sup> County Durham and Tees Valley (2005) *Workload, Capacity and Skill Mix in Sedgfield Locality Teams*, Final Report, Sedgfield Integrated Teams. [http://www.dhcarenetworks.org.uk/library/Resources/ICN/Workload,%20Capacity%20and%20Skill%20Mix%20Sedgfield%20Integrated%20teams\\_Final%20Report.pdf](http://www.dhcarenetworks.org.uk/library/Resources/ICN/Workload,%20Capacity%20and%20Skill%20Mix%20Sedgfield%20Integrated%20teams_Final%20Report.pdf)

<sup>11</sup> The Department of Health (2010) *Achieving World Class Productivity in the NHS, 2009/10-2013/14: The McKinsey Report*, Department of Health, London.

<sup>12</sup> Department of Health estimate (2011) based on the Market Forces Factor (MFF).

## 10.2 Nurse (mental health)

Costs and unit estimation	2011/2012 value	Notes
A. Wages/salary	£26,600 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 5 of the April-June 2012 NHS Staff Earnings estimates for Qualified Nurses. Median full-time equivalent total earnings, which include basic salary plus hours-related pay, overtime, occupation payments, location payments, and other payments such as redundancy pay or payment of notice periods, were £29,100. <sup>1</sup> See Section V for information on mean salaries.
B. Salary oncosts	£6,419 per year	Employers' national insurance is included plus 14 per cent of salary for employers' contribution to superannuation.
C. Qualifications	£9,700 per year	Qualification costs have been calculated using the method described in Netten et al (1998). <sup>2</sup> Current cost information has been provided by the Department of Health and the Higher Education Funding Council for England (HEFCE). <sup>3</sup> See schema 7.4 for more details.
D. Overheads		Taken from NHS (England) Summarised Accounts. <sup>4</sup>
Management, administration and estates staff	£6,377 per year	Management and other non-care staff costs were 19.31 per cent of direct care salary costs and included administration and estates staff.
Non-staff	£13,858 per year	Non-staff costs were 41.97 per cent of direct care salary costs. They include costs to the provider for office, travel/transport and telephone, education and training, supplies and services (clinical and general), as well as utilities such as water, gas and electricity.
E. Capital overheads	£2,316 per year	Based on the new-build and land requirements of community health facilities, but adjusted to reflect shared use of both treatment and non-treatment space. <sup>5,6</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel		No information available on average mileage covered per visit. Current guideline for reimbursement: 37.4 to 58.3 pence per mile up to 3,500 miles, and from 17.8 to 22.6 pence per mile over 3,500 miles. <sup>7</sup>
Working time	41.9 weeks per annum 37.5 hours per week	Unit costs are based on 1,573 hours per annum: 225 working days minus sickness absence and training/study days as reported for all NHS staff groups. <sup>8</sup>
Ratio of direct to indirect time on: face-to-face contacts patient-related work	1:0.89 1:0.33	Based on the National Child and Adolescent Mental Health Service Mapping data and returns from over 500 grade G nurses, 45 per cent of time was spent on direct clinical work, 13 per cent on consultation and liaison, 8 per cent on training and education, 4 per cent on research and evaluation, 23 per cent on admin and management, 7 per cent on other work. Seventeen per cent was spent on tier 1 work and this was assumed to be spread across all types of activity for the purpose of the analysis. <sup>9</sup>
London multiplier	1.19 x (A to B) 1.40 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)	Allows for the lower costs associated with working outside London. <sup>5,6,10</sup>
Unit costs available 2011/2012 (costs including qualifications given in brackets)		
£35 (£40) per hour; £67 (£76) per hour of face-to-face contact; £47 (£53) per hour of patient-related work.		

<sup>1</sup> The Information Centre (2012) *NHS Staff Earnings Estimates September 2012*, The Information Centre, Leeds.

<sup>2</sup> 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.

<sup>3</sup> Personal communication with the Department of Health and the Higher Education Funding Council for England (HEFCE) (2011).

<sup>4</sup> The Audit Commission (2011) *Summarised Accounts 2010-2011*, NHS, London.

<sup>5</sup> Building Cost Information Service (2012) *Surveys of Tender Prices*, Royal Institute of Chartered Surveyors, Kingston-upon-Thames.

<sup>6</sup> Personal communication with the Department for Communities and Local Government, 2011.

<sup>7</sup> NHS Employers (2012), Current mileage allowances, <http://www.nhsemployers.org/PayAndContracts/AgendaForChange/Pages/Afc-MileageAllowances.aspx>.

<sup>8</sup> Contracted hours are taken from NHS Careers (2012) *Pay and Benefits, National Health Service*, London. <http://www.nhs Careers.nhs.uk/>. Training days as recommended by professional bodies. Working days and sickness absence rates as reported in The Information Centre (2012) *Sickness Absence Rates in the NHS: January-March 2012 and Annual Summary 2009-10 to 2011-12*, The Information Centre, Leeds.

<sup>9</sup> Department of Health (2002) *National Child and Adolescent Mental Health Service Mapping Data*, Department of Health, London.

<sup>10</sup> Department of Health estimate (2011) based on the Market Forces Factor (MFF).

### 10.3 Health visitor

Using data from the NHS Reference Costs,<sup>1</sup> the mean average cost for a face-to-face contact in health visiting services for 2011/2012 was £44, with an interquartile range of £33 to £54. Costs have been updated using the HCCH Pay & Prices inflator.

Costs and unit estimation	2011/2012 value	Notes
A. Wages/salary	£32,600 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 6 of the April-June 2012 NHS Staff Earnings estimates for Qualified Nurses. Median full-time equivalent total earnings which include basic salary plus hours-related pay, overtime, occupation payments, location payments, and other payments such as redundancy pay or payment of notice periods were £34,300. <sup>2</sup> See Section V for information on mean salaries. The Electronic Staff Records (ESR) system shows that the mean basic salary for all health visitors is £34,600.
B. Salary oncosts	£8,087 per year	Employers' national insurance is included plus 14 per cent of salary for employers' contribution to superannuation.
C. Qualifications	£9,700 per year	Qualification costs have been calculated using the method described in Netten et al (1998). <sup>3</sup> Current cost information has been provided by the Department of Health and the Higher Education Funding Council for England (HEFCE). <sup>4</sup> See schema 7.4 for more details.
D. Overheads		Taken from NHS (England) Summarised Accounts. <sup>5</sup>
Management, administration and estates staff	£7,858 per year	Management and other non-care staff costs were 19.31 per cent of direct care salary costs and included administration and estates staff.
Non-staff	£17,077 per year	Non-staff costs were 41.97 per cent of direct care salary costs. They include costs to the provider for office, travel/transport and telephone, education and training, supplies and services (clinical and general), as well as utilities such as water, gas and electricity.
E. Capital overheads	£2,316 per year	Based on the new-build and land requirements of community health facilities, but adjusted to reflect shared use of both treatment and non-treatment space. <sup>6,7</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel		No information available on average mileage covered per visit. Current guideline for reimbursement: 37.4 to 58.3 pence per mile up to 3,500 miles, and from 17.8 to 22.6 pence per mile over 3,500 miles. <sup>8</sup>
Working time	42 weeks per annum 37.5 hours per week	Unit costs are based on 1,575 hours per annum: 225 working days minus sickness absence and training/study days as reported for all NHS staff groups. <sup>9</sup>
Ratio of direct to indirect time on:		No time use information is currently available for health visitors. However, assuming that a health visitor carries out the same number of home visits as a district nurse, a study reported that a district nurse visits (including travel) accounted for 69 per cent of total time with 83 per cent of time spent on patient related tasks and 17 per cent on non-patient related tasks. <sup>10</sup>
Home visits	1:0.45	Based on the McKinsey report, <sup>11</sup> the median number of visits per day carried out by district nurses was 5.6 in 2008. No information is available on the duration of a visit.
Patient-related work	1:0.20	
London multiplier	1.20 x (A to B) 1.41 x E	Allows for the higher costs associated with working in London. <sup>6,7,12</sup>
Non-London multiplier	0.97 x (A to B)	Allows for the lower costs associated with working outside London. <sup>6,7,12</sup>
Unit costs available 2011/2012 (costs including qualifications given in brackets)		
£43 (£49) per hour; £63 (£71) per hour of home visiting; £62 (£59) per hour of patient-related work.		

<sup>1</sup> Department of Health (2012) *NHS Reference Costs 2010-2011*,

[www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_123459](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_123459).

<sup>2</sup> The Information Centre (2012) *NHS Staff Earnings Estimates September 2012*, The Information Centre, Leeds.

<sup>3</sup> 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.

<sup>4</sup> Personal communication with the Department of Health and the Higher Education Funding Council for England (HEFCE) (2011).

<sup>5</sup> The Audit Commission (2011) *Summarised Accounts 2010-2011*, NHS, London.

<sup>6</sup> Building Cost Information Service (2012) *Surveys of Tender Prices*, Royal Institute of Chartered Surveyors, Kingston-upon-Thames.

<sup>7</sup> Personal communication with the Department for Communities and Local Government, 2011.

<sup>8</sup> NHS Employers (2012), Current mileage allowances, <http://www.nhsemployers.org/PayAndContracts/AgendaForChange/Pages/Afc-MileageAllowances.aspx>.

<sup>9</sup> Contracted hours are taken from NHS Careers (2012) *Pay and Benefits, National Health Service*, London. <http://www.nhs Careers.nhs.uk/>. Training days as recommended by professional bodies. Working days and sickness absence rates as reported in The Information Centre (2012) *Sickness Absence Rates in the NHS: January-March 2012 and Annual Summary 2009-10 to 2011-12*, The Information Centre, Leeds.

<sup>10</sup> County Durham and Tees Valley (2005) *Workload, Capacity and Skill Mix in Sedgefield Locality Teams*, Final Report, Sedgefield Integrated Teams. [www.dhcarenetworks.org.uk/\\_library/Resources/ICN/Workload,%20Capacity%20and%20Skill%20Mix%20Sedgefield%20integrated%20teams\\_Final%20report.pdf](http://www.dhcarenetworks.org.uk/_library/Resources/ICN/Workload,%20Capacity%20and%20Skill%20Mix%20Sedgefield%20integrated%20teams_Final%20report.pdf).

<sup>11</sup> The Department of Health (2010) *Achieving world class productivity in the NHS, 2009/10-2013/14: the McKinsey report*, Department of Health, London.

<sup>12</sup> Department of Health estimate (2011) based on the Market Forces Factor (MFF).

### 10.4 Nurse specialist (community)

Costs and unit estimation	2011/2012 value	Notes
A. Wages/salary	£32,600 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 6 of the April-June 2012 NHS Staff Earnings estimates for Qualified Nurses. Median full-time equivalent total earnings which include basic salary plus hours-related pay, overtime, occupation payments, location payments, and other payments such as redundancy pay or payment of notice periods were £34,300. <sup>1</sup> See Section V for information on mean salaries.
B. Salary oncosts	£8,087 per year	Employers' national insurance is included plus 14 per cent of salary for employers' contribution to superannuation.
C. Qualifications	£9,700 per year	Qualification costs have been calculated using the method described in Netten et al (1998). <sup>2</sup> Current cost information has been provided by the Department of Health and the Higher Education Funding Council for England (HEFCE). <sup>3</sup> See schema 7.4 for more details.
D. Overheads		Taken from NHS (England) Summarised Accounts. <sup>4</sup>
Management, administration and estates staff	£7,786 per year	Management and other non-care staff costs were 19.31 per cent of direct care salary costs and included administration and estates staff.
Non-staff	£17,052 per year	Non-staff costs were 41.97 per cent of direct care salary costs. They include costs to the provider for office, travel/transport and telephone, education and training, supplies and services (clinical and general), as well as utilities such as water, gas and electricity.
E. Capital overheads	£2,316 per year	Based on the new-build and land requirements of community health facilities, but adjusted to reflect shared use of both treatment and non-treatment space. <sup>5,6</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel		No information available on average mileage covered per visit. Current guideline for reimbursement: 37.4 to 58.3 pence per mile up to 3,500 miles, and from 17.8 to 22.6 pence per mile over 3,500 miles. <sup>7</sup>
Working time	41.95 weeks per annum 37.5 hours per week	Unit costs are based on 1,572 hours per annum: 225 working days minus sickness absence and training/study days as reported for all NHS staff groups. <sup>8</sup>
Ratio of direct to indirect time		No current information available. See previous editions of this volume for sources of information.
Duration of contact		No current information available.
London multiplier	1.19 x (A to B) 1.40 x E	Allows for the higher costs associated with working in London. <sup>5,6,9</sup>
Non-London multiplier	0.97 x (A to B)	Allows for the lower costs associated with working outside London. <sup>5,6,9</sup>
Unit costs available 2011/2012 (costs including qualifications given in brackets)		
£43 (£49) per hour.		

<sup>1</sup> The Information Centre (2012) *NHS Staff Earnings September 2012*, The Information Centre, Leeds.

<sup>2</sup> 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.

<sup>3</sup> Personal communication with the Department of Health and the Higher Education Funding Council for England (HEFCE) (2011).

<sup>4</sup> The Audit Commission (2011) *Summarised Accounts 2010-2011*, NHS, London.

<sup>5</sup> Building Cost Information Service (2012) *Surveys of Tender Prices*, Royal Institute of Chartered Surveyors, Kingston-upon-Thames.

<sup>6</sup> Personal communication with the Department for Communities and Local Government, 2011.

<sup>7</sup> NHS Employers (2012), Current mileage allowances, <http://www.nhsemployers.org/PayAndContracts/AgendaForChange/Pages/Afc-MileageAllowances.aspx>.

<sup>8</sup> Contracted hours are taken from NHS Careers (2012) *Pay and Benefits, National Health Service*, London. <http://www.nhs Careers.nhs.uk/>. Training days as recommended by professional bodies. Working days and sickness absence rates as reported in The Information Centre (2012) *Sickness Absence Rates in the NHS: January-March 2012 and Annual Summary 2009-10 to 2011-12*, The Information Centre, Leeds.

<sup>9</sup> Department of Health estimate (2011) based on the Market Forces Factor (MFF).



## 10.5 Clinical support worker nursing (community)

Costs and unit estimation	2011/2012 value	Notes
A. Wages/salary	£16,600 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 2 of the April-June 2012 NHS Staff Earnings estimates for unqualified Nurses. Median full-time equivalent total earnings which include basic salary plus hours-related pay, overtime, occupation payments, location payments, and other payments such as redundancy pay or payment of notice periods were £18,500. <sup>1</sup> See Section V for information on mean salaries.
B. Salary oncosts	£3,639 per year	Employers' national insurance is included plus 14 per cent of salary for employers' contribution to superannuation.
D. Overheads		Taken from NHS (England) Summarised Accounts. <sup>2</sup>
Management, administration and estates staff	£3,908 per year	Management and other non-care staff costs were 19.31 per cent of direct care salary costs and included administration and estates staff.
Non-staff	£8,494 per year	Non-staff costs were 41.97 per cent of direct care salary costs. They include costs to the provider for office, travel/transport and telephone, education and training, supplies and services (clinical and general), as well as utilities such as water, gas and electricity.
E. Capital overheads	£934 per year	Based on the new-build and land requirements of community health facilities, but adjusted to reflect shared use of both treatment and non-treatment space. <sup>3,4</sup> It is assumed that an auxiliary nurse uses one-sixth of the treatment space used by a district nurse. Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel		No information available on average mileage covered per visit. Current guideline for reimbursement: 37.4 to 58.3 pence per mile up to 3,500 miles, and from 17.8 to 22.6 pence per mile over 3,500 miles. <sup>5</sup>
Working time	42.4 weeks per annum 37.5 hours per week	Unit costs are based on 1,590 hours per annum: 225 working days minus sickness absence and training/study days as reported for all NHS staff groups. <sup>6</sup>
Ratio of direct to indirect time on:		No time use information is currently available for clinical support workers. Assuming that a clinical support worker carries out the same number of home visits as a district nurse, a study reported that a district nurse visits (including travel) accounted for 69 per cent of total time with 83 per cent of time spent on patient related tasks and 17 per cent on non-patient related tasks. <sup>7</sup> Based on the McKinsey report, <sup>8</sup> the median number of visits per day carried out by district nurses was 5.6 in 2008. No information is available on the duration of a visit.
Home visits	1:0.45	
Patient-related work	1:0.20	
London multiplier	1.19 x (A to B), 1.41 x E	Allows for the higher costs associated with working in London. <sup>3,4,9</sup>
Non-London multiplier	0.97 x (A to B)	Allows for the lower costs associated with working outside London. <sup>3,4,9</sup>
Unit costs available 2011/2012		
£21 per hour; £31 per hour of home visiting; £25 per hour of patient-related work.		

<sup>1</sup> The Information Centre (2012) *NHS Staff Earnings Estimates September 2012*, The Information Centre, Leeds.

<sup>2</sup> The Audit Commission (2011) *Summarised Accounts 2010-2011*, NHS, London.

<sup>3</sup> Building Cost Information Service (2012) *Surveys of Tender Prices*, Royal Institute of Chartered Surveyors, Kingston-upon-Thames.

<sup>4</sup> Personal communication with the Department for Communities and Local Government, 2011.

<sup>5</sup> NHS Employers (2012), Current mileage allowances, <http://www.nhsemployers.org/PayAndContracts/AgendaForChange/Pages/Afc-MileageAllowances.aspx>.

<sup>6</sup> Contracted hours are taken from NHS Careers (2012) *Pay and Benefits, National Health Service*, London. <http://www.nhscareers.nhs.uk/>. Training days as recommended by professional bodies. Working days and sickness absence rates as reported in The Information Centre (2012) *Sickness Absence Rates in the NHS: January-March 2012 and Annual Summary 2009-10 to 2011-12*, The Information Centre, Leeds.

<sup>7</sup> County Durham and Tees Valley (2005) *Workload, Capacity and Skill Mix in Sedgefield Locality Teams*, Final Report, Sedgefield Integrated Teams. [www.dhcarenetworks.org.uk/\\_library/Resources/ICN/Workload,%20Capacity%20and%20Skill%20Mix%20Sedgefield%20integrated%20teams\\_Final%20report.pdf](http://www.dhcarenetworks.org.uk/_library/Resources/ICN/Workload,%20Capacity%20and%20Skill%20Mix%20Sedgefield%20integrated%20teams_Final%20report.pdf).

<sup>8</sup> The Department of Health (2010) *Achieving world class productivity in the NHS, 2009/10-2013/14: the McKinsey report*, Department of Health, London.

<sup>9</sup> Department of Health estimate (2011) based on the Market Forces Factor (MFF).

## 10.6 Nurse (GP practice)

Costs and unit estimation	2011/2012 value	Notes
A. Wages/salary	£26,600 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 5 of the April-June 2012 NHS Staff earnings estimates for qualified nurses. Median full-time equivalent total earnings which include basic salary plus hours-related pay, overtime, occupation payments, location payments, and other payments such as redundancy pay or payment of notice periods were £29,100. <sup>1</sup> See Section V for information on mean salaries.
B. Salary oncosts	£6,419 per year	Employers' national insurance is included plus 14 per cent of salary for employers' contribution to superannuation.
C. Qualifications	£9,700 per year	Qualification costs have been calculated using the method described in Netten et al (1998). <sup>2</sup> Current cost information has been provided by the Department of Health and the Higher Education Funding Council for England (HEFCE). <sup>3</sup> See schema 7.4 for more details.
D. Overheads		
Management and administration	£6,377 per year	No information available on management and administrative overheads for practice nurses. The same level of support has been assumed for practice nurses as for other NHS staff (19.31 per cent of direct care salary costs).
Office, general business and premises (including advertising and promotion)	£11,815 per year	No information available on overheads for a practice nurse. All information on office and general business expenses is drawn from the GP earnings and expenses report. <sup>4</sup> Office & general business, premises and other expenses calculated as the ratio of practice nurse salary costs to all GP employees salary costs.
E. Capital overheads		
Buildings	£3,282 per year	Calculated as the ratio of GP practice nurse salary costs to net remuneration of GP salary and based on new-build and land requirements for a GP practitioner's suite and annuitised over 60 years at a discount rate of 3.5 per cent. <sup>5,6</sup>
F. Travel		No information available on average mileage covered per visit. Current guideline for reimbursement: 37.4 to 58.3 pence per mile up to 3,500 miles, and from 17.8 to 22.6 pence per mile over 3,500 miles. <sup>7</sup>
Working time	42 weeks per annum 37.5 hours per week	Unit costs are based on 1,575 hours per annum: 225 working days minus sickness absence and training/study days as reported for all NHS staff groups. <sup>8</sup>
Ratio of direct to indirect time on: face-to-face contacts	1:0.30	Based on proportion of time spent on surgery consultations (67.9%), phone consultations (5.2%), clinics (2.5%) and home and care home visits (1.2%). Patient direct to indirect contact ratios allocate all non-contact time to all contact time. Taken from the 2006/07 UK General Practice Workload Survey. <sup>9</sup>
Duration of contact	15.5 minutes	Per surgery consultation. Based on the 2006/07 UK General Practice Survey. <sup>10</sup>
Patient contacts	60 per week	Average number of consultations per week. <sup>10</sup>
London multiplier	1.19 x (A to B) 1.50 x E	Allows for the higher costs associated with London compared to the national average cost. <sup>5,6,10</sup>
Non-London multiplier	0.97 x E	Allows for the lower costs associated with working outside London compared to the national average cost. <sup>5,6,10</sup>
Unit costs available 2011/2012 (costs including qualifications given in brackets)		
£35 (£41) per hour; £45 (£53) per hour of face-to-face contact.		

<sup>1</sup> The Information Centre (2012) *NHS Staff Earnings Estimates September 2012*, The Information Centre, Leeds.

<sup>2</sup> 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.

<sup>3</sup> Personal communication with the Department of Health and the Higher Education Funding Council for England (HEFCE) (2011).

<sup>4</sup> The Information Centre (2012) *GP Earnings and Expenses 2009/2010*, The Information Centre, Leeds. [www.ic.nhs.uk/a-z-of-statistics](http://www.ic.nhs.uk/a-z-of-statistics)

<sup>5</sup> Building Cost Information Service (2011) *Surveys of Tender Prices*, Royal Institute of Chartered Surveyors, Kingston-upon-Thames.

<sup>6</sup> Personal communication with the Department for Communities and Local Government, 2011.

<sup>7</sup> NHS Employers (2012), Current mileage allowances, <http://www.nhsemployers.org/PayAndContracts/AgendaForChange/Pages/Afc-MileageAllowances.aspx>.

<sup>8</sup> Contracted hours are taken from NHS Careers (2012) *Pay and Benefits, National Health Service*, London. <http://www.nhscareers.nhs.uk/>. Training days as recommended by professional bodies. Working days and sickness absence rates as reported in The Information Centre (2012) *Sickness Absence Rates in the NHS: January-March 2012 and Annual Summary 2009-10 to 2011-12*, The Information Centre, Leeds.

<sup>9</sup> The Information Centre (2007) *2006/07 UK General Practice Workload Survey, Primary Care Statistics*, The Information Centre, Leeds.

<sup>10</sup> Department of Health estimate (2011) based on the Market Forces Factor (MFF).

## 10.7 Nurse advanced (includes lead specialist, clinical nurse specialist, senior specialist)<sup>1</sup>

Costs and unit estimation	2011/2012 value	Notes
A. Wages/salary	£38,900 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 7 of the April-June 2012 NHS Staff Earnings estimates for Qualified Nurses. Median full-time equivalent total earnings which include basic salary plus hours-related pay, overtime, occupation payments, location payments, and other payments such as redundancy pay or payment of notice periods were £40,200. <sup>2</sup> See Section V for information on mean salaries.
B. Salary oncosts	£9,838 per year	Employers' national insurance is included plus 14 per cent of salary for employers' contribution to superannuation.
C. Qualifications	£9,700 per year	Qualification costs have been calculated using the method described in Netten et al (1998). <sup>3</sup> Current cost information has been provided by the Department of Health and the Higher Education Funding Council for England (HEFCE). <sup>4</sup> See the preface for more information on qualifications and also schema 7.4 for details.
D. Overheads		Taken from NHS (England) Summarised Accounts. <sup>5</sup>
Management, administration and estates staff	£9,413 per year	Management and other non-care staff costs were 19.31 per cent of direct care salary costs and included administration and estates staff.
Non-staff	£20,456 per year	Non-staff costs were 41.97 per cent of direct care salary costs. They include costs to the provider for office, travel/transport and telephone, education and training, supplies and services (clinical and general), as well as utilities such as water, gas and electricity.
E. Capital overheads	£3,574 per year	Based on the new-build and land requirements of community health facilities, but adjusted to reflect shared use of treatment and non-treatment space. <sup>6,7</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
Working time	41.9 weeks per annum 37.5 hours per week	Unit costs are based on 1,572 hours per annum: 225 working days minus sickness absence and training/study days as reported for all NHS staff groups. <sup>8</sup>
Length of consultation: surgery home telephone	15 minutes 25 minutes 6 minutes	Information provided by 27 nurse practitioners working in primary care contacted about duration of consultations. Venning et al (2000) found that nurse practitioners spent a mean of 11.57 minutes face-to-face with patients (SD 5.79 mins) and an additional 1.33 minutes per patient in getting prescriptions signed. <sup>9</sup>
Ratio of direct to indirect time on: face-to-face contacts patient contact (incl. telephone)	1:0.71 1:0.55	Information provided by 27 nurse practitioners on time use. <sup>10</sup> Surgery consultations 58 per cent, home visits 0.4 per cent and telephone consultations 6.4 per cent. Getting prescriptions signed 1.4 per cent. Travel time to home visits was negligible (0.1 %). Another study found that 60 per cent of a nurse practitioner/clinical nurse specialist's time was spent on clinical activities. <sup>11</sup> Another study on the role of nurse specialists in epilepsy found that clinical activities accounted for 40 per cent of the time. <sup>12</sup>
London multiplier	1.19 x (A to B) 1.50 x E	Allows for the higher costs associated with London compared to the national average cost. <sup>6,7,13</sup>
Non-London multiplier	0.97 x (A to B)	Allows for the lower costs associated with working outside London compared to the national average cost. <sup>6,7,13</sup>
Unit costs available 2011/2012 (costs including qualifications given in brackets)		
£52 (£58) per hour; £89 (£100) per hour in surgery; £81 (£91) per hour of client contact cost; £22 (£25) per surgery consultation.		

<sup>1</sup> A term for nurse practitioners specifically has not been developed due to the great variation in the use of the term NP. Personal correspondence with the RCN NP Adviser has suggested that the best match is the Advance Nurse profile (Band 7).

<sup>2</sup> The Information Centre (2012) *NHS Staff Earnings Estimates September 2012*, The Information Centre, Leeds.

<sup>3</sup> 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.

<sup>4</sup> Personal communication with the Department of Health and the Higher Education Funding Council for England (HEFCE) (2011).

<sup>5</sup> The Audit Commission (2011) *Summarised Accounts 2010-2011*, NHS, London.

<sup>6</sup> Building Cost Information Service (2012) *Surveys of Tender Prices*, Royal Institute of Chartered Surveyors, Kingston-upon-Thames.

<sup>7</sup> Personal communication with the Department for Communities and Local Government, 2011.

<sup>8</sup> Contracted hours are taken from NHS Careers (2012) *Pay and Benefits, National Health Service*, London. <http://www.nhs Careers.nhs.uk/>. Training days as recommended by professional bodies. Working days and sickness absence rates as reported in The Information Centre (2012) *Sickness Absence Rates in the NHS: January-March 2012 and Annual Summary 2009-10 to 2011-12*, The Information Centre, Leeds.

<sup>9</sup> Venning, P., Durie, A., Roland, M., Roberts, C. & Leese, B. (2000) Randomised controlled trial comparing cost effectiveness of general practitioners and nurse practitioners in primary care, *British Medical Journal*, 320, 1048-1053.

<sup>10</sup> Curtis, L.A. & Netten, A.P. (2007) The costs of training a nurse practitioner in primary care: the importance of allowing for the cost of education and training when making decisions about changing the professional, *Journal of Nursing Management*, 15, 4, 449-457.

<sup>11</sup> Ball, J. (2005) *Maxi Nurses. Advanced and Specialist Nursing Roles, Results from a Survey of RCN Members in Advanced and Specialist Nursing Roles*, Royal College of Nursing, London.

<sup>12</sup> Higgins, S., Lanfear, J. & Goodwin, M. (2006) Qualifying the role of nurse specialists in epilepsy: data from diaries and interviews, *British Journal of Neuroscience Nursing*, 2, 5, 239-245.

<sup>13</sup> Department of Health estimate (2011) based on the Market Forces Factor (MFF).

## 10.8a General practitioner — cost elements

Costs and unit estimation	2011/2012 value	Notes (for further clarification see Commentary)
A. Net remuneration	£107,700 per year	Average income before tax for GPMS contractor GPs for England. <sup>1</sup>
B. Practice expenses:		
Direct care staff	£20,957 per year	Each FTE equivalent practitioner (excluding GP registrars & GP retainers) employed 0.43 FTE practice nurse (includes salary and oncosts). <sup>2</sup>
Administrative and clerical staff	£29,250 per year	Each FTE equivalent practitioner (excluding GP registrars & GP retainers) employed 1 FTE administrative and clerical staff <sup>1,2</sup> (includes salary and oncosts). Based on information taken from the GP earnings and expenses report. <sup>1,2</sup>
Office & general business	£9,323 per year	
Premises	£12,411 per year	All office & general business, premises and other expenses including advertising, promotion and entertainment are based on expenditure taken from the GP earnings and expenses report. <sup>1</sup> Each GP employs 2.47 members of staff (including practice nurses, other patient care staff plus administrators and clerical staff). <sup>1,2</sup>
Other: includes advertising, promotion and entertainment	£16,805 per year	Office & general business, premises and other expenses calculated as the ratio of GP salary costs to all GP employees salary costs.
Car and travel	£1,400 per year	Based on information taken from the GP earnings and expenses report. <sup>1,2</sup>
C. Qualifications	£41,272 per year	Qualification costs have been calculated using the method described in Netten et al (1998). <sup>3</sup> Current cost information has been provided by the Department of Health and the Higher Education Funding Council for England (HEFCE). See the preface for more information on qualifications and also schema 7.4 for details.
D. Ongoing training	£2,459 per year	This cost comprises an amount for the generic curriculum, the post-graduate centres' infrastructure, and study leave. Included also are the costs of the course organisers, administrative support, trainers' workshops, vocational training and internal courses for GP tutors. Excluded are the costs of running the library and post-graduate centres. <sup>4</sup>
E. Capital costs: – Premises	£13,287 per year	Based on new-build and land requirements for a GP practitioner suite. Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent. <sup>5,6</sup>
Working time	43.5 weeks per year 41.4 hours per week	Based on information taken from the 6 <sup>th</sup> National GP Worklife Survey. <sup>7</sup> Respondents to this 2010 survey reported working an average of 41.4 hours per week and a mean number of 7.5 sessions. Twenty one per cent of respondents (218/1,053) reported undertaking out-of-hours work (median number of hours=4). Unit costs based on 1,801 hours per annum.
<b>Ratio of direct to indirect time:</b> <i>Face to face time (excludes travel time).</i>	1:0.57	Based on information taken from the 2006/07 UK General Practice Workload Survey, <sup>8</sup> the proportion of time spent on surgery consultations was 44.5%. Telephone consultations and clinic consultations formed 6.3% of a GPs time and home and care home visits including travel time absorbed 8.6%. Patient direct to indirect contact ratios allocate all non-contact time to all contact time.
Out of surgery visits (home visits and clinics) (includes travel time)	1:0.99	Multipliers allocate travel time to out-of-surgery visits. Based on information taken from the GP Work life Survey <sup>7</sup> almost 66% of time is devoted to direct patient care.
Consultations: surgery clinic telephone home visit	11.7 minutes 17.2 minutes 7.1 minutes 11.4 minutes	Based on the 2006/07 UK General Practice Workload Survey, <sup>8</sup> the time spent on a home visit includes only time spent in the patient's home. We assume an average of 12 minutes travel time per visit. This travel time has been allowed for in the estimation of the ratio of direct to indirect time spent on home visits. See commentary 10.8c.
Unit costs for 2011/2012 are given in schema 10.8b		

<sup>1</sup> The Information Centre (2012) *GP Earnings and Expenses 2010/2011*, The Information Centre, Leeds. <http://www.ic.nhs.uk/pubs/gpearx1011>.

<sup>2</sup> The Information Centre (2012) *General Practice Staff 2011*, The Information Centre, Leeds.

<sup>3</sup> 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.

<sup>4</sup> Personal communication with the London Deanery, 2006.

<sup>5</sup> Building Cost Information Service (2012) *Surveys of Tender Prices*, Royal Institute of Chartered Surveyors, Kingston-upon-Thames.

<sup>6</sup> Personal communication with the Department for Communities and Local Government and the Valuation Office, 2012.

<sup>7</sup> Hann, M., Santos, R., Sutton, M., Gravelle, H. & Sibbald, B. (2011) *Sixth National GP Worklife Survey: Final Report*, NPCRDC, Manchester.

<sup>8</sup> The Information Centre (2007) *2006/07 General Practice Workload Survey*, The Information Centre, Leeds. [http://www.dhsspsni.gov.uk/gp\\_workload\\_survey\\_2006\\_07.pdf](http://www.dhsspsni.gov.uk/gp_workload_survey_2006_07.pdf).

**10.8b General practitioner — unit costs**

Unit cost 2011/2012	Including direct care staff costs		Excluding direct care staff costs	
	With qualification costs	Without qualification costs	With qualification costs	Without qualification costs
Annual (including travel)	£254,865	£213,593	£233,908	£192,635
Annual (excluding travel)	£253,465	£212,193	£232,508	£191,235
Per hour of GMS activity <sup>1</sup>	£141	£118	£129	£106
Per hour of patient contact <sup>1</sup>	£221	£185	£203	£167
Per minute of patient contact <sup>1</sup>	£3.70	£3.10	£3.40	£2.80
Per hour of patient contact (out of surgery i.e. clinics and home visits) <sup>2</sup>	£282	£236	£258	£213
Per out of surgery visit minute <sup>2</sup>	£4.70	£3.90	£4.30	£3.50
Per patient contact lasting 11.7 minutes <sup>1</sup>	£43	£36	£40	£33
Per patient contact lasting 17.2 minutes <sup>1</sup>	£63	£53	£58	48
Per telephone consultation lasting 7.1 minutes <sup>1</sup>	£26	£22	£24	£20
Per out of surgery visit lasting 23.4 minutes <sup>2</sup>	£110	£92	£101	£83
Prescription costs per consultation (net ingredient cost)	£46.20 <sup>3</sup>			
Prescription costs per consultation (actual cost)	£42.70 <sup>3</sup>			

<sup>1</sup> Excludes travel.

<sup>2</sup> Includes travel.

<sup>3</sup> Personal communication with the Prescribing and Primary Care Group at the IC (2012) and information on consultations: taken from Hippisley-Cox, J., Fenty, J. & Heaps, M. (2007) *Trends in Consultation Rates in General Practice 1995 to 2006: Analysis of the QResearch Database*, Final Report to the Information Centre and Department of Health, The Information Centre, Leeds.

## 10.8c General practitioner — commentary

**General note about GP expenditure.** The General Medical Service contract (GMS)<sup>1</sup> introduced in 2003, was designed to improve the way that Primary Care services are funded, and to allow practices greater flexibility to determine the range of services they wish to provide, including opting out of additional services and out-of-hours care.

**Allowing for whole-time equivalence (wte).** The NHS Information Centre has estimated that the number of FTE practitioners (excluding GP registrars and GP retainers) has increased from 31,356 in 2010 to 31,391 in 2011.<sup>2</sup> FTE practice staff included 13,573 practice nurses, 6,765 direct patient care staff, 54,719 administrative and clerical and 2,512 other staff.<sup>2</sup> Assuming that administrative and clerical staff are shared equally between GP practitioners and direct patient care staff (including practice nurses), each FTE practitioner employs 1.06 FTE administrative and clerical staff (54,719/51,694).

**Direct care staff.** On average in 2011, each FTE equivalent practitioner (excluding GP registrars & GP retainers) employed 0.43 FTE practice nurse staff (13,593/31,391). All direct care staff have been costed at the same level as a band 5 GP practice nurse (see schema 10.5).

**Qualifications.** The equivalent annual cost of pre-registration and post-graduate medical education. The investment in training has been annuitised over the expected working life of the doctor.<sup>3</sup> Post-graduate education costs calculated using information provided by the Department of Health and the Higher Education Funding Council for England (HEFCE).<sup>4</sup> This includes the cost of the two-year foundation programme, two years on a General Practice Vocational Training Scheme (GP-VTS) and a further year as a general practice registrar.<sup>5</sup>

**Prescription costs.** Prescription costs per consultation are £46.20 (net ingredient cost (NIC)) and £42.70 (actual cost). NIC is the basic cost of the drug, while the actual cost is the NIC less the assumed average discount plus the container allowance (and plus on-cost for appliance contractors). The prescription cost per consultation has been calculated by first dividing the number of consultations per GP by the number of prescriptions per GP (29,762/5,785) to give the number of prescriptions per GP consultation (5.14) and multiplying this by the actual cost per GP prescription (£8.31)<sup>6</sup> and the NIC per GP prescription (£8.99).<sup>6</sup> The number of consultations for all GPs was 181,600,000 in 2007<sup>7,8</sup> and the number of prescriptions per GP was 29,762 in 2011.<sup>9,10</sup> The total actual cost of GP prescriptions was £7,767,166,153 in 2011 and NIC of GP prescriptions was £8,398,952,346.<sup>6</sup>

**Activity.** The 2006/07 UK General Practice Workload Survey provides an overview of the entire workload and skill-mix of general practices in the UK in 2006/07. Staff in a representative sample of 329 practices across the UK completed diary sheets for one week in September or December. As the survey was targeted at work in the practice, it excludes work done elsewhere, as well as any work identified as out-of-hours (OOH) not relating to the GMS/PMS/PCTMS practice contract.

<sup>1</sup> NHS Employers (2003) *General Medical Services Contract*, NHS Employers, London.

<sup>2</sup> The Information Centre (2012) *General Practice Staff 2011*, The Information Centre, Leeds.

<sup>3</sup> 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.

<sup>4</sup> Personal communication with the Department of Health and the Higher Education Funding Council for England (HEFCE) (2011).

<sup>5</sup> NHS Employers (2006) *Modernising Medical Careers: A New Era in Medical Training*, NHS Employers, London.

<sup>6</sup> Personal communication with the Prescribing and Primary Care Group at the IC (2012).

<sup>7</sup> Hippisley-Cox, J., Fenty, J. & Heaps, M. (2007) *Trends in Consultation Rates in General Practice 1995 to 2006: Analysis of the QResearch Database*. Final Report to the Information Centre and Department of Health, The Information Centre, Leeds.

<sup>8</sup> No further work on the number of GP consultations since 2007/08.

<sup>9</sup> Personal correspondence with the Information Centre, 2009.

<sup>10</sup> Personal correspondence with Prescribing Support and Primary Care Services, 2010, Health and Social Care Information Centre (HSCIC).