

II. COMMUNITY-BASED HEALTH CARE STAFF

9. Scientific and professional staff

The table overleaf provides the unit costs for community-based allied health professionals (bands 4-8) and replaces the individual schema usually found in this section. Each Agenda for Change (AFC) band can be matched to professionals using the AFC generic profiles: <http://www.nhsemployers.org/your-workforce/pay-and-reward/pay/job-evaluation/national-job-profiles>. Examples of roles by band are shown below and in more detail by job type in Chapter 18. Reference should also be made to the explanatory notes when interpreting the unit costs.

Job titles by band	
Band 2	Clinical support worker (Physiotherapy, Occupational therapy, Speech and language therapy).
Band 3	Clinical support worker (higher level) (Physiotherapy, Occupational therapy, Speech and language therapy).
Band 4	Occupational therapy technician, Speech and language therapy assistant/associate practitioner, Podiatry technician, Clinical psychology assistant practitioner, Pharmacy technician.
Band 5	Physiotherapist, Occupational therapist, Speech and language therapist, Podiatrist, Clinical psychology assistant practitioner (higher level), Counsellor (entry level).
Band 6	Physiotherapist specialist, Occupational therapist specialist, Speech and language therapist specialist, Podiatrist specialist, Clinical psychology trainee, Counsellor, Pharmacist, Arts therapist (entry level).
Band 7	Physiotherapist (advanced), Specialist physiotherapist (Respiratory problems), Specialist physiotherapist (Community), Physiotherapy team manager, Speech and language therapist (advanced), Podiatrist (advanced), Podiatry team manager, Clinical psychologist, Counsellor (specialist), Arts therapist.
Band 8a	Physiotherapist principal, Occupational therapist principal, Speech and language therapist principal, Podiatrist principal.
Band 8a-b	Physiotherapist consultant, Occupational therapist consultant, Clinical psychologist principal, Speech and language therapist principal, Podiatric consultant (surgery), Arts therapist principal.
Band 8a-c	Counsellor professional manager, Counsellor consultant, Consultant speech and language therapist.
Band 8c-d	Clinical psychologist consultant, Podiatric Consultant (surgery), Head of arts therapies, Arts therapies consultant.
Band 8d-9	Clinical psychologist consultant (Professional), Lead/head of psychology services, Podiatric consultant (surgery) Head of Service.

9. Scientific and professional staff

A Wages/salary

Based on the mean full-time equivalent basic salary for Agenda for Change bands 2-8b of the July 2016-June 2017 NHS staff earnings estimates for allied health professionals.¹ See NHS terms and conditions of service handbook for information on payment for unsocial hours.² See section V for further information on pay scales. The Electronic Staff Records (ESR) system shows that the mean basic salary for all physiotherapists is £33,440; hospital occupational therapists, £32,253; speech and language therapists, £33,622; dietitians, £33,380.

B Salary oncosts

Employer's national insurance is included plus 14.38 per cent of salary for employer's contribution to superannuation.

C Qualification costs

See section V for detailed information on qualifications for each category of scientific and professional staff. These have been calculated using the method described in Netten et al. (1998).³ Current cost information has been provided by the Department of Health and Health Education England (HEE).⁴ To calculate the cost per hour including qualifications for each profession, the appropriate expected annual cost shown in chapter 19 should be divided by the number of working hours. This can then be added to the cost per working hour.

Based on information provided by Health Education England,⁵ the cost of training a clinical psychologist was on average £159,420 in 2016. This excludes living expenses/lost production costs.

D Overheads

Taken from the 2013/14 financial accounts for 10 community trusts.

Management and other non-care staff costs are 24.5 per cent of direct care salary costs and include administration and estates staff. Non-staff costs are 38.2 per cent of direct care salary costs. They include costs to the provider for office, travel/transport, publishing, training courses and conferences, supplies and services (clinical and general), and utilities such as water, gas and electricity.

E Capital overheads

Based on the new-build and land requirements of NHS hospital facilities, but adjusted to reflect shared use of office space for administration, and recreational and changing facilities.^{6,7}

F Travel

No information available on average mileage covered per visit. From July 2014, NHS reimbursement has been based on a single rate for the first 3,500 miles travelled of 56p per mile, and a reduced rate thereafter of 20p per mile, irrespective of the type of car or fuel used.⁸

G Working time

Working hours for each AFC band have been calculated by deducting sickness absence days as reported for NHS staff groups⁹ and training/study days from 225 working days.

H Ratio of direct to patient-related time

See previous editions for time spent on patient-related activities. See also section V for information on a PSSRU survey carried out in 2014/15 providing estimates of time use for community staff.

I London multiplier and non-London multiplier

Allows for the different costs associated with working in London/outside London.^{4,5,10}

¹ NHS Digital (2017) *NHS staff earnings estimates, 12-month period from July 2016 to June 2017* (not publicly available), NHS Digital, Leeds.

² NHS Employers (2017) *NHS Terms and Conditions of Service Handbook (Agenda for Change)*, NHS Employers, London. <http://www.nhsemployers.org/your-workforce/pay-and-reward/nhs-terms-and-conditions/nhs-terms-and-conditions-of-service-handbook>. [accessed 17 October 2016]

³ 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.

⁴ Personal Communication with the Department of Health and Health Education England (HEE), 2017.

⁵ Health Education England (2016) *Review of clinical and educational psychology training arrangements*, Health Education England & National College for Teaching & Leadership, London.

⁶ Building Cost Information Service (2017) *Surveys of tender prices*, Royal Institute of Chartered Surveyors, London.

⁷ Department for Communities and Local Government (2015) *Land value estimates for policy appraisal*, Department for Communities and Local Government, London. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/407155/February_2015_Land_value_publication_FINAL.pdf [accessed 9 October 2017].

⁸ NHS Employers (2015) *Mileage allowances – Section 17*, NHS Employers, London. <http://nhsemployers.org/your-workforce/pay-and-reward/nhs-terms-and-conditions/nhs-terms-and-conditions-of-service-handbook/mileage-allowances> [accessed 5 November 2015].

⁹ NHS Digital, *NHS sickness absence rates, annual summary tables, 2009-10 to 2016-17*, NHS Digital, London. [accessed 13 October 2017].

¹⁰ Monitor (2016) *NHS National Tariff Payment System 2016/17*, <https://www.gov.uk/government/publications/nhs-national-tariff-payment-system-201617> [accessed 17 October 2017].

9. Scientific and professional staff

This table provides the annual and unit costs for community-based scientific and professional staff. See notes facing for assistance in interpreting each cost item. See chapter 18 for examples of roles in each band.

Refer to notes on facing page for references	Band 4	Band 5	Band 6	Band 7	Band 8a	Band 8b	Band 8c	Band 8d	Band 9
A Wages/salary	£21,579	£23,439	£31,593	£38,951	£46,339	£55,478	£65,309	£79,352	£97,318
B Salary oncosts	£4,969	£5,493	£7,791	£9,864	£11,946	£14,521	£17,292	£21,249	£26,312
C Qualification	See note	See note	See note	See note	See note	See note	See note	See note	See note
D Overheads									
Management, admin and estates staff	£6,504	£7,088	£9,649	£11,960	£14,280	£17,150	£20,237	£24,647	£30,289
Non-staff	£10,141	£11,052	£15,045	£18,647	£22,265	£26,740	£31,554	£38,430	£47,227
E Capital overheads	£2,813	£5,125	£5,125	£5,125	£5,125	£5,125	£5,125	£5,125	£5,125
F Travel	See note	See note	See note	See note	See note	See note	See note	See note	See note
G Working time	43.2 weeks (1,620 hours) per year, 37.5 hours per week	42.6 weeks (1,599 hours) per year, 37.5 hours per week	42.6 weeks (1,599 hours) per year, 37.5 hours per week	42.6 weeks (1,599 hours) per year, 37.5 hours per week	42.6 weeks (1,599 hours) per year, 37.5 hours per week	42.6 weeks (1,599 hours) per year, 37.5 hours per week	42.6 weeks (1,599 hours) per year, 37.5 hours per week	42.6 weeks (1,599 hours) per year, 37.5 hours per week	42.6 weeks (1,599 hours) per year, 37.5 hours per week
H Ratio of direct to indirect time									
I London multiplier	1.95 x E	1.95 x E	1.95 x E	1.95 x E	1.95 x E	1.95 x E	1.95 x E	1.95 x E	1.95 x E
Non-London multiplier	0.43 x E	0.43 x E	0.43 x E	0.43 x E	0.43 x E	0.43 x E	0.43 x E	0.43 x E	0.43 x E
Unit costs available 2016/2017									
Cost per working hour	£28	£33	£43	£53	£62	£74	£87	£106	£129

10. Nurses, doctors and dentists

10.1 Nurses

10.2 Practice nurse

10.3a General practitioner—cost elements

10.3b General practitioner—unit costs

10.3c General practitioner—commentary

10.4 Telephone triage

10.5 Dentist – Performer-Only

10.6 Dentist – Providing-Performer

10.7 NHS dental charges

10.1. Nurses

A. Wages/salary

Based on the mean full-time equivalent basic salary for Agenda for Change band 4-8b of the July 2016-June 2017 NHS staff earnings estimates for nurses and band 2-3 of Royal College of Nursing pay scales.^{1,2} See NHS terms and conditions of service handbook for information on payment for unsocial hours.³ The Electronic Staff Records (ESR) system shows that the mean basic salary for all community nurses is £32,139.¹ See section V for further information on pay scales.

B. Salary oncosts

Employer's national insurance is included, plus 14.38 per cent of salary for employer's contribution to superannuation.

C. Qualifications

Qualification costs have been calculated using the method described in Netten et al. (1998).⁴ Current cost information has been provided by the Department of Health and Health Education England (HEE).⁵ See table 19 for more details.

D. Overheads

Taken from the 2013/14 financial accounts for ten community trusts. See 2015 edition for more information.

Management and other non-care staff costs are 24.5 per cent of direct care salary costs and include administration and estates staff.

Non-staff costs are 38.2 per cent of direct care salary costs. They include costs to the provider for office, travel/transport, publishing, training courses and conferences, supplies and services (clinical and general), and utilities such as water, gas and electricity.

E. Capital overheads

Based on the new-build and land requirements of NHS hospital facilities, but adjusted to reflect shared use of office space for administration, and recreational and changing facilities.^{6,7}

F. Travel

No information available on average mileage covered per visit. From July 2014, NHS reimbursement has been based on a single rate for the first 3,500 miles travelled of 56p per mile, and a reduced rate thereafter of 20p per mile, irrespective of the type of car or fuel used.⁸

G. Working time

Working hours for each AFC band have been calculated by deducting sickness absence days⁹ as reported for NHS staff groups and training/study days from 225 working days.

H. Ratio of direct to indirect time

Based on a study by Ball & Philippou (2013),¹⁰ community nurses spent 43 per cent of their time on direct care and a further 18 per cent of their time on care planning, assessment and co-ordination. Nineteen per cent of time was spent on administrative tasks, 5 per cent on management, 14 per cent travelling, with a further 1 per cent on other duties. See Ball & Philippou (2013)⁹ for more detail and for information on other bands of nurses. Also see the McKinsey report,¹¹ for comparative purposes.

¹ NHS Digital (2017) *NHS staff earnings estimates, 12-month period from July 2016 to June 2017* (not publicly available), NHS Digital, Leeds.

² Royal College of Nursing, Pay scales for NHS nursing staff in England, Wales, Scotland and Northern Ireland from 1 April 2017, <https://www.rcn.org.uk/employment-and-pay/nhs-pay-scales-2017-18> [accessed 17 October 2017].

³ NHS Employers (2017) *NHS Terms and Conditions of Service Handbook (Agenda for Change)*, NHS Employers, London. <http://www.nhsemployers.org/your-workforce/pay-and-reward/nhs-terms-and-conditions/nhs-terms-and-conditions-of-service-handbook>. [accessed 17 October 2017]

⁴ 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.

⁵ Personal communication with the Department of Health and Health Education England (HEE), 2017.

⁶ Building Cost Information Service (2017) *Surveys of tender prices*, Royal Institute of Chartered Surveyors, London.

⁷ Department for Communities and Local Government (2015) *Land value estimates for policy appraisal*, Department for Communities and Local Government, London. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/407155/February_2015_Land_value_publication_FINAL.pdf [accessed 9 October 2017]

⁸ NHS Employers (2015) *Mileage allowances – Section 17*, NHS Employers, London. <http://nhsemployers.org/your-workforce/pay-and-reward/nhs-terms-and-conditions/nhs-terms-and-conditions-of-service-handbook/mileage-allowances> [accessed 5 November 2015].

⁹ NHS Digital, *NHS sickness absence rates, annual summary tables, 2009-10 to 2016-17*, NHS Digital, Leeds. [accessed 13 October 2017].

¹⁰ Ball, J. & Philippou, J. with Pike, G. & Sethi, J., (2014) *Survey of district and community nurses in 2013*, Report to the Royal College of Nursing, King's College London.

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

10.1. Nurses

This table provides the annual and unit costs for nurses. See notes facing for assistance in interpreting each cost item. See chapter 18 for examples of roles in each band.

Refer to notes on facing page for references	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8a	Band 8b
A Wages/salary	£16,536	£18,333	£20,279	£26,038	£32,342	£38,801	£45,544	£54,307
B Salary oncosts	£3,548	£4,054	£4,602	£6,225	£8,002	£9,822	£11,722	£14,191
C Qualification	See note	See note	See note	See note	See note	See note	See note	See note
D Overheads								
Management, admin and estates staff	£4,920	£5,485	£6,096	£7,904	£9,884	£11,913	£14,030	£16,782
Non-staff	£7,672	£8,552	£9,505	£12,325	£15,411	£18,574	£21,876	£26,166
E Capital overheads	£2,891	£2,891	£2,891	£4,378	£4,378	£4,378	£4,378	£4,378
F Travel			See note	See note	See note	See note	See note	See note
G Working time	42.9 weeks (1,610 hours) per year, 37.5 hours per week	42.9 weeks (1,610 hours) per year, 37.5 hours per week	42.9 weeks (1,610 hours) per year, 37.5 hours per week	42 weeks (1,573 hours) per year, 37.5 hours per week	42 weeks (1,573 hours) per year, 37.5 hours per week	42 weeks (1,573 hours) per year, 37.5 hours per week	42 weeks (1,573 hours) per year, 37.5 hours per week	42 weeks (1,573 hours) per year, 37.5 hours per week
H Ratio of direct to indirect time								
I London multiplier	1.95 x E	1.95 x E	1.95 x E	1.95 x E	1.95 x E	1.95 x E	1.95 x E	1.95 x E
Non-London multiplier	0.43 x E	0.43 x E	0.43 x E	0.43 x E	0.43 x E	0.43 x E	0.43 x E	0.43 x E
Unit costs available 2016/2017								
Cost per working hour	£23	£24	£29	£36	£44	£53	£62	£74

10.2 Nurse (GP practice)

Costs and unit estimation	2016/2017 value	Notes
A. Wages/salary	£26,038 per year	Based on the mean full-time equivalent basic salary for Agenda for Change band 5 of the July 2016-June 2017 NHS staff earnings estimates for nurses. ¹ See NHS terms and conditions of service handbook for information on payment for unsocial hours. ² See section V for further information on pay scales.
B. Salary oncosts	£6,225 per year	Employer's national insurance is included, plus 14.38 per cent of salary for employer's contribution to superannuation.
C. Qualifications	£9,876 per year	Qualification costs have been calculated using the method described in Netten et al. (1998). ³ Current cost information has been provided by the Department of Health and Health Education England (HEE). ⁴ See table 19 for more details.
D. Overheads		
Management and administration	£7,904 per year	Taken from the 2013/14 financial accounts for 10 community trusts. See the Preface of the 2015 edition for more information. 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 (24.5 per cent of direct care salary costs).
Office, general business and premises (including advertising and promotion)	£12,689 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. ⁵ Office and 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	£3,872 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, declining to 3 per cent after 30 years. ^{6,7}
F. Travel		No information available on average mileage covered per visit. From July 2014, NHS reimbursement has been based on a single rate for the first 3,500 miles travelled of 56p per mile, and a reduced rate thereafter of 20p per mile, irrespective of the type of car or fuel used. ⁸
Working time	41.9 weeks per year 37.5 hrs per week	Unit costs are based on 1,573 hours per year: 225 working days minus sickness absence ⁹ and training/study days as reported for all NHS staff groups.
Ratio of direct to indirect time on: face-to-face contacts		No current information available. See previous editions of this volume for sources of information.
Duration of contact		No current information available. See previous editions of this volume for sources of information.
Patient contacts		No current information available. See previous editions of this volume for sources of information.
London multiplier		Allows for the higher costs associated with London compared to the national average cost. ¹⁰
Unit costs available 2016/2017 (costs including qualifications given in brackets)		
£36 (£42) per hour		

¹ NHS Digital (2017) *NHS staff earnings estimates, 12-month period from July 2016 to June 2017* (not publicly available), NHS Digital, Leeds.

² NHS Employers (2016) *NHS Terms and Conditions of Service Handbook (Agenda for Change)*, NHS Employers, London.

<http://www.nhsemployers.org/your-workforce/pay-and-reward/nhs-terms-and-conditions/nhs-terms-and-conditions-of-service-handbook>. [accessed 17 October 2016]

³ 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.

⁴ Personal communication with the Department of Health and Health Education England (HEE), 2014.

⁵ Health & Social Care Information Centre (2015) *GP earnings and expenses 2013/14*, Information Centre, Leeds. <http://data.gov.uk/dataset/gp-earnings-and-expenses/> [accessed 22 September 2015].

⁶ Building Cost Information Service (2017) *Surveys of tender prices*, Royal Institute of Chartered Surveyors, London.

⁷ Department for Communities and Local Government (2015) *Land value estimates for policy appraisal*, Department for Communities and Local Government, London. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/407155/February_2015_Land_value_publication_FINAL.pdf [accessed 9 October 2017].

⁸ NHS Employers (2015) *Mileage allowances – Section 17*, NHS Employers, London. <http://nhsemployers.org/your-workforce/pay-and-reward/nhs-terms-and-conditions/nhs-terms-and-conditions-of-service-handbook/mileage-allowances> [accessed 5 November 2015].

⁹ NHS Digital, *NHS sickness absence rates, annual summary tables, 2009-10 to 2016-17*, NHS Digital, Leeds. [accessed 13 October 2017].

¹⁰ Monitor (2016) *NHS National Tariff Payment System 2016/17*, <https://www.gov.uk/government/publications/nhs-national-tariff-payment-system-201617> [accessed 17 October 2017].

10.3 General practitioner

10.3a General practitioner — cost elements

Costs and unit estimation	2016/2017 value	Notes (for further clarification see Commentary)
A. Net remuneration	£104,900 per year	Average income before tax for GPMS contractor GPs for England. ¹
B. Practice expenses:		
Direct care staff	£24,304 per year	Ninety one per cent of FTE equivalent practitioners (excluding GP registrars & GP retainers) employed 0.60 FTE nurse (including practice nurses, advanced level nurses and extended role and specialist nurses) (includes salary and oncosts). ^{2,3} Each FTE equivalent practitioner (excluding GP registrars & GP retainers) employed 1.39 FTE administrative and clerical staff ^{1,2} (includes salary and oncosts). 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. ¹ Each GP employs 3.02 members of staff (including practice nurses, other patient care staff, plus administrators and clerical staff). ^{1,2} Office & general business, premises, and other expenses calculated as the ratio of GP salary costs to all GP employees salary costs. Based on information taken from the GP earnings and expenses report. ^{1,2}
Administrative and clerical staff	£39,688 per year	
Office & general business	£10,513 per year	
Premises	£15,529 per year	
Other: includes advertising, promotion and entertainment	£17,023 per year	
Car and travel	£1,100 per year	
C. Qualifications	£41,688 per year	Qualification costs have been calculated using the method described in Netten et al. (1998). ⁴ Current cost information has been provided by the Department of Health and Health Education England (HEE). ⁵
D. Ongoing training		No estimates available.
E. Capital costs:		
Premises	£15,599 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, declining to 3 per cent after 30 years. ^{6,7}
Working time	42 weeks per year 41.4 hours per week	Based on information taken from the 8 th National GP Worklife Survey. ⁸ Respondents to this survey reported working an average of 41.4 hours per week and a mean number of 7.2 sessions.
Ratio of direct to indirect time:		Based on information taken from the 8 th National GP Worklife Survey, ⁸ direct patient care (surgeries, clinics, telephone consultations & home visits) took 62 per cent of a GP's time. Indirect patient care (referral letters, arranging admissions) absorbed 19.7 per cent of time. General administration (practice management, PCO meetings etc.) formed 8.4 per cent of time, 3.5 per cent was spent on external meetings, with other activities (continuing education/development, research, teaching etc.) taking 6.3 per cent of a GP's time. No information was available on the percentage time allocated to out-of-surgery visits.
face-to-face time (excludes travel time)	1:0.61	
Patient-related time	1:0.22	
Consultations:		
Surgery	9.22 minutes	Based on a study carried out by Hobbs et al. (2016) of 398 English general practices (101.8 million consultations) between April 2007 and March 2014, ⁹ the mean duration of a GP surgery consultation was 9.22 minutes. Based on research carried out by Elmore et al. (2016) ¹⁰ in which 440 video-recorded consultations were analysed from 13 primary care practices in England, the mean consultation length was 10.22 minutes.

Unit costs for 2016/2017 are given in table 10.3b

¹ NHS Digital (2017) *GP earnings and expenses 2016/17*, NHS Digital, Leeds. <http://www.digital.nhs.uk/catalogue/PUB30072> [accessed 5 October, 2017].

² NHS Digital (2017) *General and Personal Medical Services, England – March 2017: Report, Provisional Experimental statistics*, NHS Digital, Leeds.

³ Based on personal correspondence with the Chairman of the East Midlands Regional Council, British Medical Association.

⁴ 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.

⁵ Personal communication with the Department of Health and Health Education England (HEE), 2015.

⁶ Building Cost Information Service (2017) *Surveys of tender prices*, Royal Institute of Chartered Surveyors, London.

⁷ Department for Communities and Local Government (2015) *Land value estimates for policy appraisal*, Department for Communities and Local Government, London. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/407155/February_2015_Land_value_publication_FINAL.pdf [accessed 9 October 2017].

⁸ Gibson, J., Checkland, K., Coleman, A., Hann, M., McCall, R., Spooner, S. & Sutton, M. (2015) *Eighth national GP worklife survey*, University of Manchester, Manchester. <http://www.population-health.manchester.ac.uk/healthconomics/research/Reports/EighthNationalGPWorklifeSurveyreport/EighthNationalGPWorklifeSurveyreport.pdf> [accessed 17 October 2016]

⁹ Hobbs, R., Bankhead, C., Mukhtar, T., Stevens, S., Perera-Salazar, R., Holt, T., & Salisbury, C. (2016) Clinical workload in UK primary care: a retrospective analysis of 100 million consultations in England, 2007-14, *The Lancet*, 387, 10035, 2323-2330. <http://www.sciencedirect.com/science/article/pii/S0140673616006206> [accessed 17 October 2016]

¹⁰ Elmore, N., Burt, J., Abel, G., Maratos, F., Montague, J., Campbell, J. & Roland, M. (2016) Investigating the relationship between consultation length and patient experience: a cross-sectional study in primary care, *British Journal of General Practice*, DOI: 10.3399/bjgp 16X687733.

10.3b General practitioner — unit costs

Unit cost 2016/2017	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)	£270,344	£228,656	£246,040	£204,353
Annual (excluding travel)	£269,244	£227,556	£244,940	£203,253
Per hour of GMS activity ¹	£150	£127	£137	£113
Per hour of patient contact ¹	£242	£205	£220	£183
Per minute of patient contact ¹	£4.00	£3.40	£3.70	£3.00
Per surgery consultation lasting 9.22 minutes ¹	£37	£31	£34	£28
Per patient contact lasting 9.22 minutes (including carbon emissions (5 KgCO ₂ e) ² (carbon costs less than £1)	£38	£32	£35	£29
Prescription costs per consultation (net ingredient cost)	£29.20 ³			
Prescription costs per consultation (actual cost)	£27.90 ³			
Actual cost including carbon emissions (5 KgCO ₂ e) ²	£28.90 ^{2,3}			

10.3c General practitioner — commentary

General note about GP expenditure. NHS England, the Government, and the British Medical Association's General Practitioners Committee reached agreement on changes to the GP contract in England for 2016/17, which took effect from 1 April 2016: <https://www.england.nhs.uk/2016/02/gp-contract-16-17/>.

Allowing for whole-time equivalence (FTE). NHS Digital has estimated that the number of FTE practitioners (excluding GP registrars and GP retainers) has reduced from 29,271 in 2015 to 28,092 in 2016.⁴ FTE practice staff included 15,400 practice nurses (includes specialist nurses, advanced level nurses, 9,150 direct patient care staff, and 63,700 administrative and clerical.² Assuming that administrative and clerical staff are shared equally between GP practitioners and direct patient care staff (including practice nurses), each FTE practitioner employs 1.21 FTE administrative and clerical staff (63,700/52,642).

Direct care staff. On average in 2016, approximately 91 per cent of FTE equivalent practitioners (excluding GP registrars & GP retainers)⁵ employed 0.60 FTE nursing staff (15,400/28,092). All direct care staff have been costed at the same level as a band 6 GP practice nurse.

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.⁶ Post-graduate education costs have been calculated using information provided by the Department of Health and Health Education England.⁷ 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.⁸

¹ Excludes travel.

² Costs provided by Richard Lomax, Sustainable Development Unit. Costs are <£1 for carbon emissions per patient contact lasting 9.22 minutes.

³ Personal communication with the Prescribing and Primary Care Group at the HSCIC, 2017.

⁴ NHS Digital (2017) *General and Personal Medical Services, England – March 2017: Report, Provisional Experimental statistics*, NHS Digital, Leeds.

⁵ Based on personal correspondence with the Chairman of the East Midlands Regional Council, British Medical Association (2015).

⁶ 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.

⁷ Personal communication with the Department of Health and Health Education England (HEE), 2015.

⁸ NHS Employers (2006) *Modernising medical careers: a new era in medical training*, NHS Employers, London.

Environment costs. The cost of carbon emissions from patient and staff travel, electricity and gas for the building, along with embedded emissions in the goods and services used to provide the appointment. The embedded carbon in pharmaceuticals prescribed is shown separately and accounts for half of GP emissions. A carbon price of £44 per tonne of carbon dioxide emission has been used to value these externalities in line with the mix of traded and non-traded emissions and HM Treasury Green Book <https://www.gov.uk/government/publications/valuation-of-energy-use-and-greenhouse-gas-emissions-for-appraisal>.

Prescription costs. Prescription costs per consultation are £29.20 (net ingredient cost (NIC)) and £27.90 (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 (plus on-cost for appliance contractors). The NIC does not take account of dispensing costs, fees or prescription charges income. The prescription cost per consultation has been calculated by first dividing the number of prescriptions per GP by the number of consultations per GP (37,300/10,714)^{1,2} to give the number of prescriptions per GP consultation (3.50) and multiplying this by the actual cost per GP prescription (£7.80) and the NIC per GP prescription (£8.20). The total NIC and actual cost of GP prescriptions were £8,691,170,449 and £8,085,258,268 respectively.

Activity. Hobbs and colleagues (2016)³ carried out a retrospective analysis of GP and nurse consultations of non-temporary patients registered at 398 English general practices between April 2007 and March 2014. They used data from electronic health records routinely entered in the Clinical Practice Research Datalink, and linked CPRD data to national datasets. The dataset comprised 101,818,352 consultations and 20,626,297 person-years of observation. The mean duration of GP surgery consultations increased by 6.7 per cent, from 8.65 minutes to 9.22 minutes during that time.

¹ Royal College of General Practitioners (2014) *34m patients will fail to get appointment with a GP in 2014*, <http://www.rcgp.org.uk/news/2014/february/34m-patients-will-fail-to-get-appointment-with-a-gp-in-2014.aspx>. [accessed 4 November 2015]

² Personal communication with the Prescribing and Primary Care Group at NHS Digital, 2016

³ Hobbs, R. Bankhead, C. Mukhtar, T., Stevens, S. Perera-Salazar, R. Holt, T., & Salisbury, C. (2016) Clinical workload in UK primary care: a retrospective analysis of 100 million consultations in England, 2007-14, *The Lancet*, 387, 10035, 2323-2330. <http://www.sciencedirect.com/science/article/pii/S0140673616006206>.

10.4 Telephone triage – GP-led and nurse-led

Telephone triage is increasingly used to manage workload in primary care. A study carried out between 1 March 2011 and 31 March 2013 by John Campbell & colleagues^{1,2} aimed to assess the effectiveness and cost consequences of general practitioner GP-led and nurse-led triage compared with usual care for requests for same-day appointments. Based on a review of 5,567 clinician contact forms for GP-led triage and 5,535 forms for nurse-led triage, the study found that mean clinician contact times for interventions were 4 minutes (SD 2.83) for GP triage and 6.56 minutes (SD 3.83) for nurse triage. Using national cost estimates (see schema 10.1 & 10.2), a detailed breakdown of the costs is provided below. Mean costs per intervention were £14.75 (including staff training) for GP-led triage and £7.90 (including staff training and computer decision support software) for nurse-led triage.

Costs and unit estimation	Nurse-led triage	Notes	GP-led triage	Notes
	2016/2017 value		2016/2017 value	
A. Wages/salary and oncosts	£32,263 per year	Based on the salary of a GP practice nurse (Agenda for Change band 5) plus oncosts (see 10.2)	£104,900	Average income before tax. See 10.3.
B. Overheads				
Staff overheads	£7,904 per year	See schema 10.2	£39,688	See schema 10.3 (excludes a cost for direct care staff)
Non-staff	£12,689 per year	See schema 10.2	£44,165	
C. Qualifications	£10,499 per year	See schema 10.2	£39,806	See schema 10.3
D. Capital	£3,810 per year	See schema 10.2	£15,349	See schema 10.3
E. Other costs				
Staff training	£5,690 per year	Taken from table 25 of Campbell & colleagues ² and uprated using the HCHS pay and prices inflator	£3,170	Taken from table 25 of Campbell & colleagues ² and uprated using the HCHS pay and prices inflator
Computer decision support software	£7,882 per year			
Working time	42 weeks per year 37.5 hours per week	Based on 1,573 hours per year	44 weeks per year 41.7 hours per week	Based on 1,800 hours per year
Ratio of direct to indirect time on: face-to-face contact	1:0.30	See schema 10.2	1:0.61	See schema 10.3
Average time per intervention (minutes)	6.56 (SD 3.83)	See table 23 of Campbell & colleagues ²	4 (SD 2.83)	See table 23 of Campbell & colleagues ²
Unit costs available 2016/17				
Total annual costs excluding 'other costs' (E) (including other costs)	£67,165 (£80,738)		£243,909 (£247,079)	
Cost per hour of face-to-face contact excluding 'other costs' (E) (including set-up costs)	£56 (£72.20)		£218 (£221)	
Cost per intervention excluding 'other costs' (E) (including other costs)	£6.10 (£7.90)		£14.60 (£14.80)	

¹ Campbell, J., Fletcher, E., Britten, N., Green, C., Holt, T., Lattimer, V., Richards, D., Richards, S., Salisbury, C., Calitri, R., Bowyer, V., Chaplin, K., Kandiyali, R., Murdoch, J., Roscoe, J., Varley, A., Warren, F., & Taylor, R. (2014) Telephone triage for management of same-day consultation requests in general practice (the ESTEEM trial): a cluster-randomised controlled trial and cost-consequence analysis, *Lancet*. Doi: 10.1016/S0140-6736(14)61058-8 [accessed 4 November 2015]

² Campbell, J., Fletcher, E., Britten, N., Green, C., Holt, V., Lattimer, V., Richards, D., Richards, S., Salisbury, C., Taylor, R., Calitri, R., Bowyer, V., Chaplin, K., Kandiyali, R., Murdoch, J., Price, L., Roscoe, J., Varley, A. & Warren, F. (2015) The clinical effectiveness and cost-effectiveness of telephone triage for managing same-day consultation requests in general practice: a cluster randomised controlled trial comparing general practitioner-led management systems with usual care (the ESTEEM trial), *Health Technology Assessment*. DOI 10.3310/hta 19130.

10.5 NHS dentist – Performer-Only

A Performer-Only dentist is a qualified dentist who works in a Providing-Performer practice (eg. a local dental practice). They are sometimes referred to as Associates.¹ In 2016/17, there were 21,082 Performer-Only dentists in England.² In 2015, a survey of dentists carried out by PSSRU in collaboration with the General Dental Council provided information to estimate practice staff overheads and equipment used by dentists working all or some of the time with NHS patients. In total, responses were received from 251 practices with some or all NHS activity. See article in this edition for more information. The costs below apply only to Performer-Only dentists with registered NHS activity. Dentists who performed only private dentistry have been excluded (n=50).

Costs and unit estimation	2016/2017 value	Notes
A. Net remuneration	£60,200 per year	This is the average taxable income (average gross earnings less average total expenses) for self-employed primary care Performer-Only dentists in 2015/16. ³ It has not been possible to identify an inflator to provide estimated net remuneration for 2016/17.
B. Practice expenses:		
Direct care staff	£55,834 per year	Employee expenses are taken from the <i>Dental Earnings and Expenses</i> report. ⁴ All office and general business, premises and other expenses including advertising promotion and entertainment are based on expenditure taken from the <i>Dental Earnings and Expenses</i> report.
Office and general business	£4,800 per year	All office and general business, premises and other expenses including advertising promotion and entertainment are based on expenditure taken from the <i>Dental Earnings and Expenses</i> report. ²
Premises	£ 3,300 per year	Includes insurance, repairs, maintenance, rent and utilities.
Car and travel	£ 900 per year	
Other	£24,100 per year	Includes a variety of expenses, including laboratory costs, materials costs, advertising, promotion and entertainment costs.
C. Qualifications	No costs available	See http://www.gdc-uk.org/Dentalprofessionals/Education/Pages/Dentist-qualifications.aspx .
D. Ongoing training	No costs available	At least 250 hours of CPD are required every five years. At least 75 of these hours need to be 'verifiable' CPD. ⁵
E. Capital costs		Assumed to be included as rent (see above). Based on the new-build and land requirements of a dentist surgery, but adjusted to reflect shared use of both treatment and non-treatment space, annuitised capital costs would be £8,353 per annum. ⁶
F. Equipment costs	£ 6,762 per year	Total equipment costs (e.g. dentist chairs, cabinetry and all dental technology) per practice with all or some NHS activity was valued at £56,256 per FTE dentist. Costs have been annuitised to reflect that ten years was the most frequently-cited replacement time.
Working time	42.9 weeks per year 36 hours per week.	The average total number of weekly hours worked by Performer-Only dentists in 2015/16 was 6. ⁷ The average total number of weekly NHS hours worked was 26.7. On average, dentists took 5 days of sickness leave and 4.5 weeks annual leave. Unit costs are based on 1,548 hours. ⁶
Ratio of direct to indirect time: Clinical time	1:0.26	Based on information taken from the 2015/16 <i>Dental working hours</i> survey, Performer-Only dentists spent 79.2 per cent of their working time on clinical activities. ⁷
Unit costs available 2016/2017		
£101 per hour; £127 per hour of patient contact, £102 per hour (with 17 kgCO ₂ e) ⁸ ; £128 per hour of patient contact (with 21 kgCO ₂ e). ⁷		

¹ NHS Business Services Authority (2014) *NHS General Dental Practitioners* (GDS/PDS Providers and Performers), http://www.nhsbsa.nhs.uk/Documents/Pensions/GDP_Pensions_Guide_V3_032014.pdf [accessed 30 November 2016].

² NHS Digital (2017) *A guide to NHS dental publications*, NHS Digital, Leeds. <http://content.digital.nhs.uk/catalogue/PUB21701/nhs-dent-stat-eng-15-16-rep.pdf> [accessed 5 October 2017].

³ NHS Digital (2017) *Dental earnings and expenses 2015/16, additional analysis*, NHS Digital, Leeds. <http://www.digital.nhs.uk/catalogue/PUB30077> [accessed 31 October 2017].

⁴ NHS Digital (2017) *Dental earnings and expenses, 2015/16*, NHS Digital, Leeds.

⁵ General Dental Council (2013) *Continuing professional development for dental professionals*, General Dental Council, London. <http://www.gdc-uk.org/Dentalprofessionals/CPD/Documents/GDC%20CPD%20booklet.pdf> [accessed 30 July 2014].

⁶ Building Cost Information Service (2017) *Surveys of tender prices*, Royal Institute of Chartered Surveyors, London.

⁷ NHS Digital (2017) *Dental working hours, 2014/15 & 2015/16*, NHS Digital, Leeds. <http://content.digital.nhs.uk/catalogue/PUB21316/dent-work-hour-1415-1516-rep.pdf> [accessed 5 October 2017].

⁸ Costs provided by Richard Lomax, Sustainable Development Unit.

10.6 Dentist – Providing-Performer

The costs below relate to a Providing-Performer, which is a dentist who holds a health service contract and who also acts as a Performer, delivering dental services themselves. In 2016/17, there were 2,925 Providing-Performer dentists in England.¹ In 2015, a survey of dentists carried out by PSSRU in collaboration with the General Dental Council provided information to estimate practice staff overheads and equipment used by dentists working all or some of the time with NHS patients. In total, responses were received from 251 practices with some or all NHS activity. See article in this edition for more information. The costs below apply only to Performer-Only dentists with registered NHS activity. Dentists who performed only private dentistry have been excluded.

Costs and unit estimation	2016/2017 value	Notes
A. Net remuneration	£117,000 per year	This is the average taxable income of self-employed primary care Providing-Performer dentists in 2015/16. ² It has not been possible to agree an inflator to provide estimated net remuneration for 2016/17.
B. Practice expenses:		
Employee expenses	£55,834 per year	As salary expenses for Performer-Only dentists are declared as an expense by Providing-Performer dentists, ³ to avoid double-counting, employee expenses have been calculated using the PSSRU survey (see article in this edition for survey information). This found that on average each FTE dentist (carrying out some or all NHS activity) employs 1.43 of a dental nurse, 0.17 of a hygienist/dental therapist, 0.23 of a practice manager (AFC band 6) and 0.50 of 'other' staff (AFC band 2) (e.g. receptionist, dental technician, cleaner).
Office and general business expenses	£7,207 per year	All office and general business, premises and other expenses including advertising promotion and entertainment are based on expenditure taken from the <i>Dental Earnings and Expenses</i> report. ²
Premises	£7,828 per year	Includes insurance, repairs, maintenance, rent and utilities.
Car and travel	£1,800 per year	
Other	£43,483 per year	Includes a variety of expenses, including laboratory costs, materials costs, advertising, promotion and entertainment costs, which have been divided equally between the dental staff (dentists and nurses/hygienists). ²
C. Qualifications	No costs available	See http://www.gdc-uk.org/Dentalprofessionals/Education/Pages/Dentist-qualifications.aspx .
D. Ongoing training	No costs available	At least 250 hours of CPD are required every five years. At least 75 of these hours need to be 'verifiable' CPD. ⁴
E. Capital costs		Assumed to be included as rent (see above). Based on the new-build and land requirements of a dentist surgery, but adjusted to reflect shared use of both treatment and non-treatment space, annuitised capital costs would be £8,353 per annum. ⁵
F. Equipment costs	£ 6,762 per year	Total equipment costs (e.g. dentist chairs, cabinetry and all dental technology) per practice with all or some NHS activity was valued at £56,256 per FTE dentist. Costs have been annuitised to reflect that ten years was the most frequently-cited replacement time.
Working time	43 weeks per year 41.4 hours per week.	The average total number of weekly hours worked by Providing-Performer dentists in 2015/16 was 41.4, with 25.6 hours devoted to NHS work. ⁷ On average dentists took 4.9 days of sickness leave and 4.4 weeks annual leave. Unit costs are based on 1,781 hours. ⁶
Ratio of direct to indirect time: Clinical time	1:0.38	Based on information taken from the 2015/16 <i>Dental working hours survey</i> , ⁶ Providing-Performer dentists spent 72.4 per cent of their working time on clinical activities.
Unit costs available 2016/2017		
£135 per hour; £186 per hour of patient contact; £136 per hour (with 19 kgCO ₂ e) ⁷ ; £187 per hour of patient contact (with 27 kgCO ₂ e). ⁷		

¹ NHS Digital (2017) *A guide to NHS dental publications*, NHS Digital, Leeds. <http://content.digital.nhs.uk/catalogue/PUB21701/nhs-dent-stat-eng-15-16-rep.pdf> [accessed 20 October 2016].

² NHS Digital (2016) *Dental earnings and expenses 2014/15, additional analysis*, NHS Digital, Leeds. <http://content.digital.nhs.uk/catalogue/PUB21315/dent-earn-expe-2014-15-addi-rep.pdf> [accessed 24 November 2016].

³ NHS Digital (2016, p.11) *Dental earnings and expenses 2014/15, initial analysis*, NHS Digital, Leeds. <https://www.gov.uk/government/statistics/dental-earnings-and-expenses-2014-to-2015-initial-analysis> [accessed 24 November 2016].

⁴ General Dental Council (2013) *Continuing professional development for dental professionals*, General Dental Council, London. <http://www.gdc-uk.org/Dentalprofessionals/CPD/Documents/GDC%20CPD%20booklet.pdf> [accessed 30 July 2014].

⁵ Building Cost Information Service (2017) *Surveys of tender prices*, Royal Institute of Chartered Surveyors, London.

⁶ NHS Digital (2017) *Dental working hours*, <https://digital.nhs.uk/catalogue/PUB21316>, NHS Digital, Leeds [accessed 5 October 2017].

⁷ Costs provided by Richard Lomax, Sustainable Development Unit.

10.7 NHS dental charges

Paying adults are charged according to the treatment band. The table below shows the NHS dental charges applicable to paying adults from 1 April 2017.

Treatment Band	Charges from 1 April 2017	
Emergency dental treatment	£20.60	This covers emergency care in a primary care NHS dental practice such as pain relief or a temporary filling.
Band 1	£20.60	Examination, diagnosis (including x-rays), advice on how to prevent future problems, a scale and polish if needed, and application of fluoride varnish or fissure sealant.
Band 2	£56.30	This covers everything listed in Band 1 above, plus any further treatment such as fillings, root canal work or removal of teeth.
Band 3	£244.30	This covers everything listed in Bands 1 and 2 above, plus crowns, dentures and bridges.

See: <http://www.nhs.uk/NHSEngland/AboutNHSservices/dentists/Pages/nhs-dental-charges.aspx> for further information on NHS dental charges.

