



April 2018

PSNC Briefing 022/18: Building a business case for a Minor Ailment Service

Introduction

Pharmacy based Minor Ailment Services have been commissioned for many years, often under the name “Pharmacy First” or referred to as services to treat common ailments or self-limiting conditions and data has been collected and analysed both locally and nationally.

Minor Ailment Services are currently commissioned in many areas by local NHS England teams or Clinical Commissioning Groups (CCGs). Minor Ailment Services are commissioned as Enhanced services by local NHS England teams and as local services by CCGs; each commissioning route having different contractual arrangements. An analysis carried out in July 2017 showed that there were 75 Minor Ailment Services commissioned across England, with 62 (83%) being commissioned by CCGs and 13 (17%) commissioned by local NHS England teams.¹

In May 2015, PSNC and NHS Employers confirmed that they were in discussions about a national community pharmacy Minor Ailments Advice Service. PSNC had hoped that it would be able to reach agreement with the NHS on such a service as part of the 2015/16 settlement and in lengthy discussions with the NHS a detailed proposal had been developed for this service. NHS England subsequently decided not to pursue this.²

In October 2016, the Department of Health (DH) announced an imposition of community pharmacy funding and details were provided in *Community pharmacy in 2016/17 and beyond – Final package*³. In this document, DH acknowledged that Minor Ailment Services are already commissioned across many parts of the country and that NHS England would encourage all CCGs to adopt this joined-up approach by April 2018.

However, in December 2017 NHS England launched a public consultation on proposals to rein in prescriptions for some over the counter products, ending routine prescribing for minor, short-term conditions which, in the opinion of NHS England, will free up NHS funds for frontline care. There is huge overlap in the list of minor conditions in the consultation document and those typically covered by a Minor Ailments Service.

Following the public consultation and consideration of the responses, NHS Clinical Commissioners and NHS England published guidance to CCGs on 29th March 2018 ([Conditions for which over the counter items should not routinely be prescribed in primary care: Guidance for CCGs](#)). This recommends that certain minor health conditions which are either “self-limiting” or suitable for “self-care” should no longer be treated by the issuing of prescriptions in primary care. The guidance focuses on stopping prescribing:

¹ [PSNC Briefing 043/17: Analysis of Minor Ailment Services in England \(July 2017\)](#)

² [PSNC Briefing 038/15: PSNC Update on negotiations on a national Minor Ailments Advice Service \(July 2015\)](#)

³ [Department of Health: Community pharmacy in 2016/17 and beyond – Final package \(October 2016\)](#)

- for the management of a self-limiting condition, which does not require any medical advice or treatment as it will clear up on its own, such as sore throats, coughs and colds;
- for the management of a condition that is suitable for self-care, which can be treated with items that can easily be purchased over the counter from a pharmacy, such as indigestion, mouth ulcers and warts and verrucae; and
- vitamins, minerals and probiotics as they are items of limited clinical effectiveness.

The guidance applies to all patients, including those who would be exempt from paying prescription charges, unless they fall under the exceptions outlined in the document. The exemptions include:

- people with long-term or more complex conditions, who will continue to get their usual prescriptions;
- patients where the clinician considers that their ability to self-manage is compromised as a consequence of medical, mental health or significant social vulnerability; these patients will continue to receive prescriptions for over the counter items subject to the item being clinically effective; and
- self-limiting conditions, where symptom relief may be required - the general exceptions will only apply where the prescription is for an over the counter item that is clinically effective.

The guidance is for CCGs to support the NHS's wider ambition to ensure greater value is achieved from the annual medicines bill, to support promotion of self-care where possible for minor conditions and highlight the alternatives to making a GP appointment or taking a medicine. Individual CCG boards will determine the timescale for decision and implementation in their local areas during 2018. A range of national resources will be developed to support local implementation.

Further information is available on the [NHS England website](#).

At the time of publication of this toolkit there is much uncertainty about the future prescribing of OTC products and the commissioning of traditional Minor Ailment Services and PSNC expect to see some de-commissioning of conventional Minor Ailment Services as CCGs look to reduce all spend on medicines supplied for minor conditions. This toolkit includes options for the supply of P or GSL medicines for minor conditions and delivery of the service by non-pharmacists, but PSNC urge you to consider local circumstances and commissioner viewpoints carefully before preparing your business case. Based on current insight from discussions with LPCs and commissioners, services which can supply Prescription Only Medicines (POM) via Patient Group Directions (PGD) are likely to be of continued interest, however some commissioners may also wish to commission traditional Minor Ailment Services for low income families in the future.

In some areas CCGs commission specific services for the supply of appropriate medicine for minor eye conditions diagnosed by an optometrist on presentation of a signed order on an agreed form. This may be another area LPCs could discuss with local commissioners.

There is currently a new service in operation in the North East - a Community Pharmacy Referral Service (CPRS) - which is a digital minor illness referral service. This trial service runs until 30th September 2018 and aims to test full integration of community pharmacy into the urgent care system as a provider of care for patients currently referred to other parts of the urgent care system. If the results are positive (and early indications are that they are) and the evaluation of the service is published, this type of service may become more attractive to commissioners.

This exemplar business case has been produced jointly by PSNC and Pinnacle Health Partnership, using evidence from peer reviewed articles and the most recent PharmOutcomes data. Pinnacle Health Partnership has undertaken this work as part of their commitment as a social enterprise to encourage commissioning of community pharmacy services. The business case has also been reviewed by members of the Commissioning Toolkit Programme working group. Further information on the Commissioning Toolkit Programme can be found at: psnc.org.uk/ctp

The business case is a free resource that LPCs can choose to use and personalise to meet their local needs if they wish and is intended to assist in making their negotiations more efficient.

Building a case

Step 1: Download the relevant documents

The following documents should be downloaded from: psnc.org.uk/ctp

- **Assessment of the likely costs of providing a Minor Ailment Service** – PSNC has produced this spreadsheet so LPCs can consider the costs to community pharmacy contractors of providing the service, which should assist with negotiating a fee for provision of the service;
- **Minor Ailment Service business case** – A template business case has been produced; however, LPCs will be required to insert local data, which can be found in Appendices 1 and 2 of this document; and
- **Minor Ailment Service business case – financial projections** – A template financial projections spreadsheet has been produced; however LPCs will be required to insert local data, which can be found in Appendices 1 and 2 of this document. This will need to be inserted into the business case once completed.

Step 2: Decide on the level of service to pitch

When starting to produce your business case, assess how keen your commissioner appears to be on the idea of commissioning a Minor Ailment Service, particularly because of the changing policy on the prescribing of OTC medicines and traditional Minor Ailment Services set out above.

If you have been approached and asked to put together a business case for this type of service, you may feel that the commissioner is more open to commissioning a service than if you had initially approached them and received a lukewarm response. At this stage you should consider the commissioner’s current stance on items that are prescribed in primary care and are available over the counter before preparing your business case. If the commissioner has a clear view on such items you may be best keeping the suggested conditions or medicines to be included in the service to a minimum, with the plan of potentially increasing this as the service demonstrates its value. If you are feeling more positive about the possibility of a commissioned service, you could discuss a larger number of conditions that could be included in the service or, you may decide that focusing on POM supply via PGDs is more appropriate.

You may also want to consider if your service is to support out of hours services, GP services or both and if it is to be provided across a CCG / NHS England area or only in certain areas, dependent on local need and insight.

If you are preparing a business case for a commissioner who does not yet commission the service and believe that there is merit in proposing a general Minor Ailment Service, then you may want to concentrate on any information you can glean from the local Pharmaceutical Needs Assessment (PNA) or the following 10 ailments to introduce the service. A limited list of options may be particularly useful in areas where there has been previous resistance to commissioning a service.

The top ten minor ailments by number of GP consultations, identified by IMS Health⁴ from GP records in 2006/7 were:

Minor Ailment	Annual Consultations (millions)
Back pain	8.4
Dermatitis	6.8
Heartburn and indigestion	6.8
Nasal congestion	5.3
Constipation	4.3

⁴ PAGB: Driving the self care agenda (2011)

Migraine	2.7
Cough	2.6
Acne	2.4
Sprains and strains	2.2
Headache	1.8

If an extended list is required, the LPC may want to discuss the inclusion of other indications that are commonly included in Minor Ailment Services. It is increasingly likely however that your commissioner will be more interested in a PGD-only service for indications which may be treated using a POM. [PSNC Briefing 043.17 Analysis of Minor Ailment Services in England](#)² contains a list of indications and PGDs which are included in other locally commissioned Minor Ailment Services across England.

You will also need to consider whether you wanted to pitch a pharmacist-led service or whether it would be a service that could be offered by all appropriately trained members of the pharmacy team, remembering that PGD services can only be provided by a pharmacist. At this stage you may want to be mindful of the costs of a pharmacist-led service compared to a service provided by non-pharmacists, as the cost base will be very different to the contractor and commissioner and consider this in light of any previous discussions with the commissioner. There will also be different VAT implications dependent on who is providing the intervention; please refer to [HMRC guidance](#) for more information so that full consideration is given to the VAT treatment of the prospective service.

One of the key benefits of any Minor Ailments Service is freeing up GP time. Utilising pharmacist resource for managing minor ailments is also more cost effective for the NHS. PSNC estimates that an average Minor Ailment PGD consultation will take 15 minutes⁵ although an average GP consultation is only 9.22 minutes. Using Unit Costs of Health and Social Care 2016 data compiled by PSSRU⁶ indicates that an average GP consultation costs £36 and 15 minutes of pharmacist time (using 8a grade) costs £16.53. These figures indicate that not only does a pharmacist consultation cost 50% less, but the patient experiences 66% more contact time during the pharmacist-led intervention.

PSNC would therefore expect that a pharmacist-led service, with the inclusion of PGDs, would have the greatest impact; but you would need to decide at a local level as to the most appropriate type of service to pitch.

Step 3: Which commissioners?

Before preparing a detailed business case, LPCs will need to consider which commissioner to approach. The local CCG is the likely only answer, but it is possible there may be interest in the proposal from the local NHS England team, who may be willing to support the proposal.

The local NHS England team will have convened an urgent care board and will have a named lead that you can contact. The Pharmacy Contracts Manager may also be worth engaging with for practical input on the contracting arrangements.

The CCG will be considering the need to reduce secondary care spending, potentially to the exclusion of all other considerations. Their strategic plan should give some indication of their intent and you will need to determine the most appropriate commissioning manager to approach.

Step 4: Do you have their attention?

Some simple questions that you could start leading with in preliminary discussion before you present a business case might be:

- Are local general practices finding it difficult to meet their patients' demands for appointments?

⁵ <http://psnc.org.uk/wp-content/uploads/2017/07/PSNC-Assessment-of-the-likely-costs-of-providing-a-Minor-Ailment-Service.xlsx>

⁶ [PSSRU Unit Costs of Health and Social Care 2016](#)

- Are local general practices struggling to recruit new GPs or practice nurses?
- Are local commissioners finding it difficult to meet their current targets for urgent and emergency care?
- Are they considering the shift of medical services from secondary to primary care?
- Are they looking at ways to make the best use of limited NHS resources?

Unless your commissioners can state no to each of these questions, you should be able to gain their attention.

Step 5: Dealing with commissioner misconceptions

You may be aware of some misconceptions or resistance to the Minor Ailment Service by your local commissioners. To make progress you will need to address their issues so ensure you have prepared evidence-based counter-responses to share and discuss with them.

Step 6: Use the Assessment of the likely costs of providing a Minor Ailment Service spreadsheet

Based on the type of service the LPC has decided to pitch for, use the Assessment of the likely costs of providing a Minor Ailment Service spreadsheet to assist you with assessing the underlying costs for contractors, which will then allow you to consider appropriate levels of funding that would make provision of the service attractive to contractors and the commissioner. An indicative fee level for the service will also need to be included in the financial projections spreadsheet (cell B4 in the spreadsheet) which will be copied and paste into your final business case once complete.

Step 7: Add local data to the business case

Appendix 1 of this document contains a table of all CCGs, with estimates of population data from the Office of National Statistics⁷. We have estimated the number of GP consultations in each area that are for minor ailments only (rather than consultations where patients may have a minor ailment and other conditions they wish to discuss with their GP – this is stated in column E in Appendix 1). Should you require an excel version of this data click [here](#). You can use this figure on page 2 of the MAS business case in the section “Reducing costs and saving GP time” and in the financial projections spreadsheet to be copied and paste into the financial section of the business case (cell B13 on the spreadsheet).

Appendix 2 of this document contains a dataset assembled from NHS Digital data⁸ that lists all the A&E departments, minor injury units and walk-in Centres in England (column A), together with their attendance levels (column B). The NHS has not differentiated between the different types of provider, so your local knowledge will be required to decide which to use. Should you require an excel version of this data click [here](#).

A calculation has then been done (column C) to show the number of A&E attendances that could be managed by a pharmacist and the minimum cost paid to a hospital (column D) and an average payment paid to a walk-in centre (column E).

These figures (from columns A-D) can be used on page 4 of the business case in the section “Reduction in urgent care presentations”. The figures from column C can also be used in the financial projections spreadsheet (cell B11 for the walk-in centre and cell B8 for A&E attendances).

The walk-in centre consultations are also costed at £36 in the business case⁹ (page 5) and in the financial projections spreadsheet (cell B3), which you may wish to change if you know the local payments for walk-in centres.

⁷ [Office of National Statistics: Clinical Commissioning Group mid-year population estimates \(October 2016\)](#)

⁸ [NHS Digital: Hospital Episode Statistics, Accident and Emergency attendances – provider level analysis \(March 2015\)](#)

⁹ Primary Care Foundation: Urgent Care Centres, what works best? (October 2012). A wide variation in cost per case was found, with most falling in the range from £28-£40. The median cost (£36) has been used.

The projected percentage uptake figures in the financial projections spreadsheet (cells C7, D7 and E7) is based on the Department of Health (DH) Impact Assessment methodology¹⁰. In the first year of the service and following the DH methodology, it is assumed that 20% of activity would move to pharmacy and, given appropriate promotion of the service, would follow the experience of other areas to reach 35% and then stabilise at 50% over the following years. These figures can be amended if the LPC would like to use a different methodology.

Local discussions will also be required to decide on the savings which will be available through alternative GP activity if a Minor Ailment Service was commissioned. For example, a Minor Ailment Service should reduce the number of GP appointments for minor ailments providing GPs with capacity to take on other work and these savings will need to be added to the financial projections spreadsheet (cells C15, D15 and E15).

LPCs will also need to consider and add to the financial projections spreadsheet the set-up costs for the pharmacy service (cell C18) and ongoing project management costs (cell D18 and E18) to maximise ongoing quality improvement and the annual service administration costs (C19 – the cells for the following years will automatically update when the costs are added to cell C19). Your commissioner may want to discuss with you options for setting up the service and whether the LPC or any local Pharmacy Provider Company can offer support. Consider adding some suggestions to your business case.

Throughout the MAS business case, there are other paragraphs in square brackets [], intended to highlight points that may be key for local discussion.

Step 8: Consider if there is any additional information you want to add to your business case

The following links may also provide useful information on Minor Ailment Services, which could be added to your business case:

- [PSNC Case studies hub](#) – Contains links to articles and news stories published by PSNC and other organisations that showcase community pharmacy services. Available at: psnc.org.uk/casestudies
- [PSNC Minor Ailment page](#) – Contains links to PSNC and other resources which may be useful for background information on a Minor Ailment Service. Available at psnc.org.uk/minorailments
- [Essential facts, stats and quotes](#) – Minor Ailment Service page – Contains facts, stats and quotes (and links where available to the original document) on Minor Ailment Services. Available at: psnc.org.uk/essentialfacts
- [PSNC overview of PharmOutcomes](#) – contains an overview of PharmOutcomes and links to PharmOutcomes resources which may be useful for promoting the use of a web-based platform for service delivery, reporting and invoicing. Available at: psnc.org.uk/services-commissioning/pharmoutcomes/

Step 9: Proving pharmacy can deliver

What is the current performance of community pharmacy delivering NHS and public health services in your area? Are all those commissioned to provide services delivering to an adequate number of patients and to an acceptable quality? If so, then you have the evidence to show that community pharmacy could be an effective provider of a Minor Ailment Service.

The MAS business case uses PSNC and PharmOutcomes data, publications and peer-reviewed articles that demonstrate that pharmacy can make a marked change in the management of patients with minor ailments to patients in your commissioners' localities.

Step 10: Provide feedback

PSNC will continue to produce exemplar business cases for locally commissioned services, so we'd like to know

¹⁰ [Department of Health: Partial Impact Assessment of proposals to expand the provision of minor ailment services \(2008\)](#)



what you think, what worked, what worked when you changed it and, ultimately, if you were successful. We would also like to include any new services that get commissioned on the PSNC Services Database at psnc.org.uk/database so please email rosie.taylor@psnc.org.uk with comments or details.

Appendix 1 – CCG Minor Ailment Consultation Rates

CCG Area [A]	Estimated population ⁷ [B]	Estimated total No. of GP consultations ¹¹ [C] = B x 6.9	Estimated No. of consultations for minor ailments ¹² [D] = C/100 x 20	No. of GP consultations for minor ailments alone ¹² [E] = C/100 x 18
NHS Airedale, Wharfedale and Craven	159,311	1,099,246	219,849	197,864
NHS Ashford	124,250	857,325	171,465	154,319
NHS Aylesbury Vale	207,002	1,428,314	285,663	257,096
NHS Barking and Dagenham	201,979	1,393,655	278,731	250,858
NHS Barnet	379,691	2,619,868	523,974	471,576
NHS Barnsley	239,319	1,651,301	330,260	297,234
NHS Basildon and Brentwood	257,778	1,778,668	355,734	320,160
NHS Bassetlaw	114,533	790,278	158,056	142,250
NHS Bath and North East Somerset	184,874	1,275,631	255,126	229,614
NHS Bedfordshire	440,274	3,037,891	607,578	546,820
NHS Bexley	242,142	1,670,780	334,156	300,740
NHS Birmingham CrossCity	740,797	5,111,499	1,022,300	920,070
NHS Birmingham South and Central	202,277	1,395,711	279,142	251,228
NHS Blackburn with Darwen	146,846	1,013,237	202,647	182,383
NHS Blackpool	139,578	963,088	192,618	173,356
NHS Bolton	281,619	1,943,171	388,634	349,771
NHS Bracknell and Ascot	137,012	945,383	189,077	170,169
NHS Bradford City	83,883	578,793	115,759	104,183
NHS Bradford Districts	337,727	2,330,316	466,063	419,457
NHS Brent	324,012	2,235,683	447,137	402,423
NHS Brighton and Hove	285,276	1,968,404	393,681	354,313
NHS Bristol	449,328	3,100,363	620,073	558,065
NHS Bromley	324,857	2,241,513	448,303	403,472
NHS Bury	187,884	1,296,400	259,280	233,352
NHS Calderdale	208,402	1,437,974	287,595	258,835
NHS Cambridgeshire and Peterborough	876,367	6,046,932	1,209,386	1,088,448
NHS Camden	241,059	1,663,307	332,661	299,395
NHS Cannock Chase	134,857	930,513	186,103	167,492
NHS Canterbury and Coastal	207,653	1,432,806	286,561	257,905
NHS Castle Point and Rochford	174,317	1,202,787	240,557	216,502
NHS Central London (Westminster)	174,141	1,201,573	240,315	216,283
NHS Central Manchester	188,866	1,303,175	260,635	234,572
NHS Chiltern	324,044	2,235,904	447,181	402,463
NHS Chorley and South Ribble	172,533	1,190,478	238,096	214,286
NHS City and Hackney	277,769	1,916,606	383,321	344,989
NHS Coastal West Sussex	495,046	3,415,817	683,163	614,847
NHS Corby	66,854	461,293	92,259	83,033
NHS Coventry and Rugby	448,828	3,096,913	619,383	557,444

¹¹ GP consultation rates. National audit office paper quotes figures of 372 million GP contacts a year in England. [National Audit Office: Stocktake of access to general practice in England \(Nov 2015\)](#). For population of 54 million this works out at a rate of 6.9 consultations per person. [National Audit Office: Population estimates for UK, England and Wales, Scotland and Northern Ireland: mid 2015 \(Jun 2016\)](#).

¹² [PAGB/PSNC: Joint submission to the Pharmacy White Paper \(Dec 2007\)](#) 20% of total GP consultations involve minor ailments and 18% are for minor ailments only.

NHS Crawley	110,864	764,962	152,992	137,693
NHS Croydon	379,031	2,615,314	523,063	470,757
NHS Cumbria	504,052	3,477,959	695,592	626,033
NHS Darlington	105,389	727,184	145,437	130,893
NHS Dartford, Gravesham and Swanley	258,208	1,781,635	356,327	320,694
NHS Doncaster	304,813	2,103,210	420,642	378,578
NHS Dorset	765,678	5,283,178	1,056,636	950,972
NHS Dudley	316,464	2,183,602	436,720	393,048
NHS Durham Dales, Easington and Sedgfield	273,951	1,890,262	378,052	340,247
NHS Ealing	343,059	2,367,107	473,421	426,079
NHS East and North Hertfordshire	559,105	3,857,825	771,565	694,408
NHS East Lancashire	374,223	2,582,139	516,428	464,785
NHS East Leicestershire and Rutland	325,899	2,248,703	449,741	404,767
NHS East Riding of Yorkshire	315,064	2,173,942	434,788	391,309
NHS East Staffordshire	125,737	867,585	173,517	156,165
NHS East Surrey	182,019	1,255,931	251,186	226,068
NHS Eastbourne, Hailsham and Seaford	188,088	1,297,807	259,561	233,605
NHS Eastern Cheshire	196,525	1,356,023	271,205	244,084
NHS Enfield	328,433	2,266,188	453,238	407,914
NHS Erewash	96,317	664,587	132,917	119,626
NHS Fareham and Gosport	199,471	1,376,350	275,270	247,743
NHS Fylde & Wyre	167,894	1,158,469	231,694	208,524
NHS Gloucestershire	617,162	4,258,418	851,684	766,515
NHS Great Yarmouth and Waveney	214,849	1,482,458	296,492	266,842
NHS Greater Huddersfield	243,814	1,682,317	336,463	302,817
NHS Greater Preston	202,843	1,399,617	279,923	251,931
NHS Greenwich	274,803	1,896,141	379,228	341,305
NHS Guildford and Waverley	206,104	1,422,118	284,424	255,981
NHS Halton	126,528	873,043	174,609	157,148
NHS Hambleton, Richmondshire and Whitby	151,825	1,047,593	209,519	188,567
NHS Hammersmith and Fulham	179,410	1,237,929	247,586	222,827
NHS Hardwick	110,471	762,250	152,450	137,205
NHS Haringey	272,864	1,882,762	376,552	338,897
NHS Harrogate and Rural District	157,016	1,083,410	216,682	195,014
NHS Harrow	247,130	1,705,197	341,039	306,935
NHS Hartlepool and Stockton-on-Tees	287,296	1,982,342	396,468	356,822
NHS Hastings and Rother	184,405	1,272,395	254,479	229,031
NHS Havering	249,085	1,718,687	343,737	309,364
NHS Herefordshire	188,099	1,297,883	259,577	233,619
NHS Herts Valleys	588,222	4,058,732	811,746	730,572
NHS Heywood, Middleton and Rochdale	214,195	1,477,946	295,589	266,030
NHS High Weald Lewes Havens	171,571	1,183,840	236,768	213,091
NHS Hillingdon	297,735	2,054,372	410,874	369,787
NHS Horsham and Mid Sussex	230,346	1,589,387	317,877	286,090
NHS Hounslow	268,770	1,854,513	370,903	333,812
NHS Hull	258,995	1,787,066	357,413	321,672
NHS Ipswich and East Suffolk	399,455	2,756,240	551,248	496,123
NHS Isle of Wight	139,395	961,826	192,365	173,129
NHS Islington	227,692	1,571,075	314,215	282,793
NHS Kernow	551,728	3,806,923	761,385	685,246
NHS Kingston	173,525	1,197,323	239,465	215,518
NHS Knowsley	147,231	1,015,894	203,179	182,861

NHS Lambeth	324,431	2,238,574	447,715	402,943
NHS Lancashire North	161,456	1,114,046	222,809	200,528
NHS Leeds North	200,757	1,385,223	277,045	249,340
NHS Leeds South and East	249,654	1,722,613	344,523	310,070
NHS Leeds West	323,649	2,233,178	446,636	401,972
NHS Leicester City	342,627	2,364,126	472,825	425,543
NHS Lewisham	297,325	2,051,543	410,309	369,278
NHS Lincolnshire East	232,030	1,601,007	320,201	288,181
NHS Lincolnshire West	234,338	1,616,932	323,386	291,048
NHS Liverpool	478,580	3,302,202	660,440	594,396
NHS Luton	214,710	1,481,499	296,300	266,670
NHS Mansfield and Ashfield	196,378	1,355,008	271,002	243,901
NHS Medway	276,492	1,907,795	381,559	343,403
NHS Merton	204,565	1,411,499	282,300	254,070
NHS Mid Essex	385,741	2,661,613	532,323	479,090
NHS Milton Keynes	267,751	1,847,482	369,496	332,547
NHS Nene	640,035	4,416,242	883,248	794,923
NHS Newark & Sherwood	118,733	819,258	163,852	147,466
NHS Newbury and District	106,394	734,119	146,824	132,141
NHS Newcastle Gateshead	493,879	3,407,765	681,553	613,398
NHS Newham	332,817	2,296,437	459,287	413,359
NHS North & West Reading	100,332	692,291	138,458	124,612
NHS North Derbyshire	272,898	1,882,996	376,599	338,939
NHS North Durham	245,744	1,695,634	339,127	305,214
NHS North East Essex	325,122	2,243,342	448,668	403,802
NHS North East Hampshire and Farnham	209,171	1,443,280	288,656	259,790
NHS North East Lincolnshire	159,570	1,101,033	220,207	198,186
NHS North Hampshire	220,750	1,523,175	304,635	274,172
NHS North Kirklees	190,507	1,314,498	262,900	236,610
NHS North Lincolnshire	169,820	1,171,758	234,352	210,916
NHS North Manchester	178,694	1,232,989	246,598	221,938
NHS North Norfolk	170,574	1,176,961	235,392	211,853
NHS North Somerset	209,944	1,448,614	289,723	260,750
NHS North Staffordshire	216,715	1,495,334	299,067	269,160
NHS North Tyneside	202,494	1,397,209	279,442	251,498
NHS North West Surrey	343,000	2,366,700	473,340	426,006
NHS Northern, Eastern and Western Devon	890,596	6,145,112	1,229,022	1,106,120
NHS Northumberland	315,263	2,175,315	435,063	391,557
NHS Norwich	198,234	1,367,815	273,563	246,207
NHS Nottingham City	318,901	2,200,417	440,083	396,075
NHS Nottingham North and East	149,477	1,031,391	206,278	185,650
NHS Nottingham West	112,253	774,546	154,909	139,418
NHS Oldham	230,823	1,592,679	318,536	286,682
NHS Oxfordshire	663,566	4,578,605	915,721	824,149
NHS Portsmouth	211,758	1,461,130	292,226	263,003
NHS Redbridge	296,793	2,047,872	409,574	368,617
NHS Redditch and Bromsgrove	180,511	1,245,526	249,105	224,195
NHS Richmond	194,730	1,343,637	268,727	241,855
NHS Rotherham	260,786	1,799,423	359,885	323,896
NHS Rushcliffe	114,474	789,871	157,974	142,177
NHS Salford	245,614	1,694,737	338,947	305,053
NHS Sandwell and West Birmingham	487,688	3,365,047	673,009	605,708
NHS Scarborough and Ryedale	110,708	763,885	152,777	137,499
NHS Sheffield	569,737	3,931,185	786,237	707,613

NHS Shropshire	311,380	2,148,522	429,704	386,734
NHS Slough	145,734	1,005,565	201,113	181,002
NHS Solihull	210,445	1,452,071	290,414	261,373
NHS Somerset	545,390	3,763,191	752,638	677,374
NHS South Cheshire	178,867	1,234,182	246,836	222,153
NHS South Devon and Torbay	278,566	1,922,105	384,421	345,979
NHS South East Staffordshire and Seisdon Peninsula	224,831	1,551,334	310,267	279,240
NHS South Eastern Hampshire	211,880	1,461,972	292,394	263,155
NHS South Gloucestershire	274,661	1,895,161	379,032	341,129
NHS South Kent Coast	205,463	1,417,695	283,539	255,185
NHS South Lincolnshire	145,980	1,007,262	201,452	181,307
NHS South Manchester	162,732	1,122,851	224,570	202,113
NHS South Norfolk	243,357	1,679,163	335,833	302,249
NHS South Reading	111,033	766,128	153,226	137,903
NHS South Sefton	158,643	1,094,637	218,927	197,035
NHS South Tees	274,784	1,896,010	379,202	341,282
NHS South Tyneside	148,671	1,025,830	205,166	184,649
NHS South Warwickshire	261,453	1,804,026	360,805	324,725
NHS South West Lincolnshire	124,317	857,787	171,557	154,402
NHS South Worcestershire	298,579	2,060,195	412,039	370,835
NHS Southampton	249,537	1,721,805	344,361	309,925
NHS Southend	178,702	1,233,044	246,609	221,948
NHS Southern Derbyshire	523,753	3,613,896	722,779	650,501
NHS Southport and Formby	115,064	793,942	158,788	142,909
NHS Southwark	308,901	2,131,417	426,283	383,655
NHS St Helens	177,612	1,225,523	245,105	220,594
NHS Stafford and Surrounds	152,211	1,050,256	210,051	189,046
NHS Stockport	288,733	1,992,258	398,452	358,606
NHS Stoke on Trent	259,859	1,793,027	358,605	322,745
NHS Sunderland	277,150	1,912,335	382,467	344,220
NHS Surrey Downs	287,017	1,980,417	396,083	356,475
NHS Surrey Heath	95,851	661,372	132,274	119,047
NHS Sutton	200,145	1,381,001	276,200	248,580
NHS Swale	112,528	776,443	155,289	139,760
NHS Swindon	222,769	1,537,106	307,421	276,679
NHS Tameside and Glossop	254,869	1,758,596	351,719	316,547
NHS Telford and Wrekin	171,159	1,180,997	236,199	212,579
NHS Thanet	139,772	964,427	192,885	173,597
NHS Thurrock	165,184	1,139,770	227,954	205,159
NHS Tower Hamlets	295,236	2,037,128	407,426	366,683
NHS Trafford	233,288	1,609,687	321,937	289,744
NHS Vale of York	355,404	2,452,288	490,458	441,412
NHS Vale Royal	102,936	710,258	142,052	127,847
NHS Wakefield	333,759	2,302,937	460,587	414,529
NHS Walsall	276,095	1,905,056	381,011	342,910
NHS Waltham Forest	271,170	1,871,073	374,215	336,793
NHS Wandsworth	314,544	2,170,354	434,071	390,664
NHS Warrington	207,695	1,433,096	286,619	257,957
NHS Warwickshire North	189,106	1,304,831	260,966	234,870
NHS West Cheshire	230,981	1,593,769	318,754	286,878
NHS West Essex	300,193	2,071,332	414,266	372,840
NHS West Hampshire	554,906	3,828,851	765,770	689,193
NHS West Kent	476,845	3,290,231	658,046	592,241

NHS West Lancashire	112,742	777,920	155,584	140,026
NHS West Leicestershire	387,456	2,673,446	534,689	481,220
NHS West London	225,869	1,558,496	311,699	280,529
NHS West Norfolk	174,146	1,201,607	240,321	216,289
NHS West Suffolk	226,258	1,561,180	312,236	281,012
NHS Wigan Borough	322,022	2,221,952	444,390	399,951
NHS Wiltshire	486,093	3,354,042	670,808	603,728
NHS Windsor, Ascot and Maidenhead	141,361	975,391	195,078	175,570
NHS Wirral	320,900	2,214,210	442,842	398,558
NHS Wokingham	160,409	1,106,822	221,364	199,228
NHS Wolverhampton	254,406	1,755,401	351,080	315,972
NHS Wyre Forest	99,503	686,571	137,314	123,583



Appendix 2 – A&E departments, single speciality A&E departments, minor injury units and walk-in centres costs for minor ailments

	Total A&E attendances 2014/15 [B] ¹³	A&E attendances that could be managed by a pharmacist ¹⁴ [C] = (b/100)x8	National Tariff (minimum payment) for hospitals ¹⁵ [D] = Cx63	Local tariff cost (average payment for walk-in centres) ¹⁶ [E] = Cx36
5 Boroughs Partnership NHS Foundation Trust	47,207	3,777	£237,923	£135,956
Aintree University Hospital NHS Foundation Trust	111,332	8,907	£561,113	£320,636
Airedale NHS Foundation Trust	54,047	4,324	£272,397	£155,655
Alder Hey Children's NHS Foundation Trust	55,899	4,472	£281,731	£160,989
Ashford and St Peter's Hospitals NHS Foundation Trust	94,494	7,560	£476,250	£272,143
Assura Reading LLP	41,671	3,334	£210,022	£120,012
Barking, Havering and Redbridge University Hospitals NHS Trust	220,999	17,680	£1,113,835	£636,477
Barnet and Chase Farm Hospitals NHS Trust	148,999	11,920	£750,955	£429,117
Barnsley Hospital NHS Foundation Trust	79,060	6,325	£398,462	£227,693
Barts Health NHS Trust	341,755	27,340	£1,722,445	£984,254
Basildon and Thurrock University Hospitals NHS Foundation Trust	115,089	9,207	£580,049	£331,456
Bath & North East Somerset Doctors Urgent Care [BDUC]	10,723	858	£54,044	£30,882
Bedford Hospital NHS Trust	66,979	5,358	£337,574	£192,900
Berkshire Healthcare NHS Foundation Trust	20,471	1,638	£103,174	£58,956
Birmingham Children's Hospital NHS Foundation Trust	53,102	4,248	£267,634	£152,934
Blackpool Teaching Hospitals NHS Foundation Trust	83,315	6,665	£419,908	£239,947
Bodmin Community Hospital	11,065	885	£55,768	£31,867
Bolton NHS Foundation Trust	112,994	9,040	£569,490	£325,423
Bradford Teaching Hospitals NHS Foundation Trust	131,338	10,507	£661,944	£378,253
Bransholme Health Centre	15,069	1,206	£75,948	£43,399
Bridgewater Community Healthcare NHS Foundation Trust	150,010	12,001	£756,050	£432,029
Bridlington Hospital	20,348	1,628	£102,554	£58,602
Brighton and Sussex University Hospitals NHS Trust	156,773	12,542	£790,136	£451,506

¹³ [NHS Digital: Hospital Episode Statistics: Accident and Emergency Attendances - provider level analysis \(Mar 2015\)](#)

¹⁴ Bednall R, et al. Identification of patients attending accident and emergency who may be suitable for treatment by a pharmacist. *Fam Pract* 2003; 20(1): 54–57. 8% of A&E consultations could be managed by a pharmacist.

¹⁵ [NHS improvement: National tariff payment system 2017/18 and 2018/19](#). Lowest payment for an attendance at A&E is £63.

¹⁶ [Primary Care Foundation: Urgent Care Centres, what works best? \(October 2012\)](#). A wide variation in cost per case was found, with most falling in the range from £28-£40. The median cost (£36) has been used for the above table.

Buckinghamshire Healthcare NHS Trust	79,703	6,376	£401,703	£229,545
Burton Hospitals NHS Foundation Trust	127,439	10,195	£642,293	£367,024
Calderdale and Huddersfield NHS Foundation Trust	142,306	11,384	£717,222	£409,841
Cambourne Redruth Community Hospital	15,084	1,207	£76,023	£43,442
Cambridge University Hospitals NHS Foundation Trust	105,740	8,459	£532,930	£304,531
Cambridgeshire Community Services NHS Trust	36,903	2,952	£185,991	£106,281
Central London Community Healthcare NHS Trust	209,283	16,743	£1,054,786	£602,735
Central Manchester University Hospitals NHS Foundation Trust	260,258	20,821	£1,311,700	£749,543
Chelsea and Westminster Hospital NHS Foundation Trust	117,497	9,400	£592,185	£338,391
Cheshunt Minor Injuries Unit	18,132	1,451	£91,385	£52,220
Chesterfield Royal Hospital NHS Foundation Trust	69,228	5,538	£348,909	£199,377
City Hospitals Sunderland NHS Foundation Trust	136,513	10,921	£688,026	£393,157
Clacton Hospital	27,401	2,192	£138,101	£78,915
Colchester Hospital University NHS Foundation Trust	78,864	6,309	£397,475	£227,128
Countess of Chester Hospital NHS Foundation Trust	68,315	5,465	£344,308	£196,747
County Durham and Darlington NHS Foundation Trust	288,956	23,116	£1,456,338	£832,193
Croydon Health Services NHS Trust	70,436	5,635	£354,997	£202,856
Croydon Urgent Care Centre	46,635	3,731	£235,040	£134,309
Cumberland Centre	27,127	2,170	£136,720	£78,126
Cumbria Partnership NHS Foundation Trust	44,037	3,523	£221,946	£126,827
Dartford and Gravesham NHS Trust	98,117	7,849	£494,510	£282,577
Derby Hospitals NHS Foundation Trust	130,819	10,466	£659,328	£376,759
Derbyshire Community Health Services NHS Foundation Trust	55,124	4,410	£277,825	£158,757
Doncaster and Bassetlaw Hospitals NHS Foundation Trust	157,926	12,634	£795,947	£454,827
Dorset County Hospital NHS Foundation Trust	42,369	3,390	£213,540	£122,023
Dorset Healthcare University NHS Foundation Trust	48,969	3,918	£246,804	£141,031
East and North Hertfordshire NHS Trust	125,088	10,007	£630,444	£360,253
East Cheshire NHS Trust	53,066	4,245	£267,453	£152,830
East Kent Hospitals University NHS Foundation Trust	204,658	16,373	£1,031,476	£589,415
East Lancashire Hospitals NHS Trust	182,145	14,572	£918,011	£524,578
East London NHS Foundation Trust	59,607	4,769	£300,419	£171,668
East Sussex Healthcare NHS Trust	110,709	8,857	£557,973	£318,842
Epsom and St Helier University Hospitals NHS Trust	148,662	11,893	£749,256	£428,147
Falmouth Hospital	9,606	768	£48,414	£27,665
Fowey Hospital	196	16	£988	£564
Freedom Centre	5,993	479	£30,205	£17,260
Frimley Health NHS Foundation Trust	113,129	9,050	£570,170	£325,812
Fryatt Hospital	6,437	515	£32,442	£18,539
Gateshead Health NHS Foundation Trust	108,698	8,696	£547,838	£313,050
George Eliot Hospital NHS Trust	66,250	5,300	£333,900	£190,800

Gloucestershire Care Services NHS Trust	68,520	5,482	£345,341	£197,338
Gloucestershire Hospitals NHS Foundation Trust	135,178	10,814	£681,297	£389,313
Great Western Hospitals NHS Foundation Trust	122,845	9,828	£619,139	£353,794
Guy's and St Thomas' NHS Foundation Trust	171,342	13,707	£863,564	£493,465
Hampshire Hospitals NHS Foundation Trust	119,190	9,535	£600,718	£343,267
Harrogate and District NHS Foundation Trust	48,318	3,865	£243,523	£139,156
Haslemere Minor Injuries Unit	7,273	582	£36,656	£20,946
Heart of England NHS Foundation Trust	248,067	19,845	£1,250,258	£714,433
Heatherwood and Wexham Park Hospitals NHS Foundation Trust	111,279	8,902	£560,846	£320,484
Helston Community Hospital	4,601	368	£23,189	£13,251
Hertfordshire Community NHS Trust	8,981	718	£45,264	£25,865
Hinchingbrooke Health Care NHS Trust	43,342	3,467	£218,444	£124,825
Homerton University Hospital NHS Foundation Trust	116,392	9,311	£586,616	£335,209
Hounslow and Richmond Community Healthcare NHS Trust	124,500	9,960	£627,480	£358,560
Hull and East Yorkshire Hospitals NHS Trust	130,071	10,406	£655,558	£374,604
Humber NHS Foundation Trust	15,046	1,204	£75,832	£43,332
Imperial College Healthcare NHS Trust	273,355	21,868	£1,377,709	£787,262
Ipswich Hospital NHS Trust	80,709	6,457	£406,773	£232,442
Isle of Wight NHS Trust	63,246	5,060	£318,760	£182,148
James Paget University Hospitals NHS Foundation Trust	70,167	5,613	£353,642	£202,081
Kent Community Health NHS Trust	115,200	9,216	£580,608	£331,776
Kettering General Hospital NHS Foundation Trust	76,275	6,102	£384,426	£219,672
King's College Hospital NHS Foundation Trust	231,578	18,526	£1,167,153	£666,945
Kingston Hospital NHS Foundation Trust	110,505	8,840	£556,945	£318,254
Lancashire Teaching Hospitals NHS Foundation Trust	123,792	9,903	£623,912	£356,521
Launceston General Hospital	7,841	627	£39,519	£22,582
Leeds Teaching Hospitals NHS Trust	209,852	16,788	£1,057,654	£604,374
Lewisham and Greenwich NHS Trust	214,964	17,197	£1,083,419	£619,096
Lincolnshire Community Health Services NHS Trust	157,273	12,582	£792,656	£452,946
Liskeard Community Hospital	11,886	951	£59,905	£34,232
Liverpool Community Health NHS Trust	185,993	14,879	£937,405	£535,660
Liverpool Women's NHS Foundation Trust	12,055	964	£60,757	£34,718
London North West Healthcare NHS Trust	405,983	32,479	£2,046,154	£1,169,231
Luton and Dunstable University Hospital NHS Foundation Trust	91,401	7,312	£460,661	£263,235
Maidstone and Tunbridge Wells NHS Trust	129,679	10,374	£653,582	£373,476
Medway NHS Foundation Trust	99,305	7,944	£500,497	£285,998
Mid Cheshire Hospitals NHS Foundation Trust	79,183	6,335	£399,082	£228,047
Mid Essex Hospital Services NHS Trust	87,234	6,979	£439,659	£251,234
Mid Staffordshire NHS Foundation Trust	27,708	2,217	£139,648	£79,799
Mid Yorkshire Hospitals NHS Trust	233,292	18,663	£1,175,792	£671,881
Milton Keynes Hospital NHS Foundation Trust	78,414	6,273	£395,207	£225,832

Moorfields Eye Hospital NHS Foundation Trust	95,942	7,675	£483,548	£276,313
Newquay Hospital	11,669	934	£58,812	£33,607
Norfolk and Norwich University Hospitals NHS Foundation Trust	111,956	8,956	£564,258	£322,433
North Bristol NHS Trust	85,349	6,828	£430,159	£245,805
North Cumbria University Hospitals NHS Trust	79,541	6,363	£400,887	£229,078
North East London NHS Foundation Trust	60,645	4,852	£305,651	£174,658
North Middlesex University Hospital NHS Trust	178,744	14,300	£900,870	£514,783
North Somerset Community Partnership CIC HQ	10,189	815	£51,353	£29,344
North Tees and Hartlepool NHS Foundation Trust	88,320	7,066	£445,133	£254,362
Northampton General Hospital NHS Trust	109,371	8,750	£551,230	£314,988
Northern Devon Healthcare NHS Trust	90,373	7,230	£455,480	£260,274
Northern Doctors Urgent Care [NDUC]	36,488	2,919	£183,900	£105,085
Northern Lincolnshire and Goole NHS Foundation Trust	144,997	11,600	£730,785	£417,591
Northumbria Healthcare NHS Foundation Trust	166,777	13,342	£840,556	£480,318
Nottingham University Hospitals NHS Trust	194,371	15,550	£979,630	£559,788
Oxford Health NHS Foundation Trust	36,374	2,910	£183,325	£104,757
Oxford University Hospitals NHS Trust	123,606	9,888	£622,974	£355,985
Paulton Memorial Hospital	7,826	626	£39,443	£22,539
Pennine Acute Hospitals NHS Trust	317,354	25,388	£1,599,464	£913,980
Peterborough and Stamford Hospitals NHS Foundation Trust	94,574	7,566	£476,653	£272,373
Plymouth Hospitals NHS Trust	92,738	7,419	£467,400	£267,085
Poole Hospital NHS Foundation Trust	66,120	5,290	£333,245	£190,426
Portsmouth Hospitals NHS Trust	136,337	10,907	£687,138	£392,651
Queen Victoria Hospital NHS Foundation Trust	11,847	948	£59,709	£34,119
Royal Berkshire NHS Foundation Trust	113,175	9,054	£570,402	£325,944
Royal Cornwall Hospitals NHS Trust	78,969	6,318	£398,004	£227,431
Royal Devon and Exeter NHS Foundation Trust	105,999	8,480	£534,235	£305,277
Royal Free London NHS Foundation Trust	98,119	7,850	£494,520	£282,583
Royal Liverpool and Broadgreen University Hospitals NHS Trust	109,769	8,782	£553,236	£316,135
Royal Surrey County Hospital NHS Foundation Trust	70,414	5,633	£354,887	£202,792
Royal United Hospitals Bath NHS Foundation Trust	69,965	5,597	£352,624	£201,499
Salford Royal NHS Foundation Trust	92,527	7,402	£466,336	£266,478
Salisbury NHS Foundation Trust	43,989	3,519	£221,705	£126,688
Sandwell and West Birmingham Hospitals NHS Trust	212,034	16,963	£1,068,651	£610,658
Seaton House	37,716	3,017	£190,089	£108,622
Shaw Healthcare (Ledbury) Limited	2,172	174	£10,947	£6,255
Sheffield Children's NHS Foundation Trust	53,755	4,300	£270,925	£154,814
Sheffield Teaching Hospitals NHS Foundation Trust	150,463	12,037	£758,334	£433,333
Sherwood Forest Hospitals NHS Foundation Trust	117,918	9,433	£594,307	£339,604
Shrewsbury and Telford Hospital NHS Trust	109,369	8,750	£551,220	£314,983
Shropshire Community Health NHS Trust	22,747	1,820	£114,645	£65,511

Solent NHS Trust	20,110	1,609	£101,354	£57,917
Somerset Partnership NHS Foundation Trust	98,114	7,849	£494,495	£282,568
South Devon Healthcare NHS Foundation Trust	78,134	6,251	£393,795	£225,026
South Tees Hospitals NHS Foundation Trust	127,044	10,164	£640,302	£365,887
South Tyneside NHS Foundation Trust	92,930	7,434	£468,367	£267,638
South Warwickshire NHS Foundation Trust	66,218	5,297	£333,739	£190,708
Southampton NHS Treatment Centre	26,396	2,112	£133,036	£76,020
Southend University Hospital NHS Foundation Trust	92,531	7,402	£466,356	£266,489
Southern Health NHS Foundation Trust	26,300	2,104	£132,552	£75,744
Southport and Ormskirk Hospital NHS Trust	118,220	9,458	£595,829	£340,474
St Austell Community Hospital	13,541	1,083	£68,247	£38,998
St Barnabas Hospital	1,331	106	£6,708	£3,833
St George's Healthcare NHS Foundation Trust	154,418	12,353	£778,267	£444,724
St Helens and Knowsley Hospitals NHS Trust	101,624	8,130	£512,185	£292,677
St Mary's Hospital	1,286	103	£6,481	£3,704
St Mary's NHS Treatment Centre	44,737	3,579	£225,474	£128,843
Staffordshire and Stoke On Trent Partnership NHS Trust	23,032	1,843	£116,081	£66,332
Staffordshire Doctors Urgent Care Ltd [Sduc]	3,412	273	£17,196	£9,827
Stockport NHS Foundation Trust	92,060	7,365	£463,982	£265,133
Stratton Hospital	8,153	652	£41,091	£23,481
Suffolk Community Healthcare - Ipswich	10,580	846	£53,323	£30,470
Surrey and Sussex Healthcare NHS Trust	86,413	6,913	£435,522	£248,869
Sussex Community NHS Trust	40,174	3,214	£202,477	£115,701
Tameside Hospital NHS Foundation Trust	81,940	6,555	£412,978	£235,987
Taunton and Somerset NHS Foundation Trust	58,570	4,686	£295,193	£168,682
Tetbury Hospital Trust	3,158	253	£15,916	£9,095
The Dudley Group NHS Foundation Trust	99,929	7,994	£503,642	£287,796
The Hillingdon Hospitals NHS Foundation Trust	81,487	6,519	£410,694	£234,683
The Newcastle Upon Tyne Hospitals NHS Foundation Trust	184,912	14,793	£931,956	£532,547
The Princess Alexandra Hospital NHS Trust	101,510	8,121	£511,610	£292,349
The Queen Elizabeth Hospital, King's Lynn, NHS Foundation Trust	56,806	4,544	£286,302	£163,601
The Rotherham NHS Foundation Trust	77,227	6,178	£389,224	£222,414
The Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust	86,727	6,938	£437,104	£249,774
The Royal Wolverhampton NHS Trust	153,051	12,244	£771,377	£440,787
The Whittington Hospital NHS Trust	91,493	7,319	£461,125	£263,500
Tiverton MIU	10,346	828	£52,144	£29,796
Torbay and Southern Devon Health and Care NHS Trust	39,276	3,142	£197,951	£113,115
United Lincolnshire Hospitals NHS Trust	147,405	11,792	£742,921	£424,526
University College London Hospitals NHS Foundation Trust	131,402	10,512	£662,266	£378,438
University Hospital of South Manchester NHS Foundation Trust	98,529	7,882	£496,586	£283,764

University Hospital Southampton NHS Foundation Trust	130,693	10,455	£658,693	£376,396
University Hospitals Birmingham NHS Foundation Trust	102,054	8,164	£514,352	£293,916
University Hospitals Bristol NHS Foundation Trust	123,684	9,895	£623,367	£356,210
University Hospitals Coventry and Warwickshire NHS Trust	183,438	14,675	£924,528	£528,301
University Hospitals of Leicester NHS Trust	251,819	20,146	£1,269,168	£725,239
University Hospitals of Morecambe Bay NHS Foundation Trust	87,469	6,998	£440,844	£251,911
University Hospitals of North Midlands NHS Trust	141,841	11,347	£714,879	£408,502
Urgent Care Centre - Hurley Group	42,229	3,378	£212,834	£121,620
Walsall Healthcare NHS Trust	86,074	6,886	£433,813	£247,893
Warrington and Halton Hospitals NHS Foundation Trust	102,574	8,206	£516,973	£295,413
West Hertfordshire Hospitals NHS Trust	133,341	10,667	£672,039	£384,022
West Middlesex University Hospital NHS Trust	58,532	4,683	£295,001	£168,572
West Suffolk NHS Foundation Trust	62,135	4,971	£313,160	£178,949
Western Sussex Hospitals NHS Foundation Trust	134,705	10,776	£678,913	£387,950
Weston Area Health NHS Trust	52,578	4,206	£264,993	£151,425
Weybridge Walk In Centre	29,754	2,380	£149,960	£85,692
Wirral University Teaching Hospital NHS Foundation Trust	89,652	7,172	£451,846	£258,198
Woking Walk In Centre	36,492	2,919	£183,920	£105,097
Worcestershire Acute Hospitals NHS Trust	165,359	13,229	£833,409	£476,234
Worcestershire Health and Care NHS Trust	17,258	1,381	£86,980	£49,703
Wrightington, Wigan and Leigh NHS Foundation Trust	88,316	7,065	£445,113	£254,350
Wye Valley NHS Trust	55,076	4,406	£277,583	£158,619
Yate West Gate Centre	18,444	1,476	£92,958	£53,119
Yeovil District Hospital NHS Foundation Trust	46,776	3,742	£235,751	£134,715
York Teaching Hospital NHS Foundation Trust	153,355	12,268	£772,909	£441,662