



Management facts

- **Managers account for around 3% – less than one in 30 – of the total staff of the NHS.**
- **An ICM/NHS Confederation poll shows a majority of the public believes the figure is over 20%**
- **Management costs – in Wales as in England - are around 4% of the NHS budget. Australia's private healthcare industry spends 11%, and the US spends 17%**
- **50% - the amount of doctors' time in an outpatient clinic not spent with patients, but dealing with the consequences of poor organisation, according to research by the London School of Hygiene and Tropical Medicine.**
- **Good management is strongly linked to lower patient mortality, according to a seminal study of 61 hospital trusts by Aston Business School**

References

1. Staff directly employed by the NHS, Statistical Data Release 39/2006. National Assembly for Wales
2. ICM NHS Confed poll 2004. Respondents were asked: "To the best of your knowledge, which of the following best describes the proportion of the NHS workforce that you think is made up of managers?" 53% of people answered over 20% of NHS workforce.
3. "Where are the weapons of mass bureaucracy?", Health Service Journal, 26 June 2003
4. "Surgical Outpatient Clinics: are we allowing enough time?" Waghorn, A and McKee, M, International Journal for Quality in Health Care. Vol 11 number 3 1999
5. "The link between management of employees and patient mortality in acute hospitals", West, M and Bottrill C. International Journal of Human Resource Management, Vol 13 Number 8, 01.12.02