



Structural change

- **Research in the British Medical Journal shows that the delay caused to improvements in services as a result of merger between NHS organisations is on average 18 months**
- **3 years – the time needed for any benefit from restructuring of organisations to start to become visible, according to a review of research in the Health Select Committee’s recent report on restructuring in England**
- **8 – the number of major restructurings of the NHS in Wales since 1974: on average, one every four years.**

References

1. Process and impact of mergers of NHS Trusts, Naomi Fulop et al, British Medical Journal, 2002, 325:246
2. House of Commons Health Committee, Changes to Primary Care Trusts, Stationery Office, January 2006
www.publications.parliament.uk/pa/cm200506/cmselect/cmhealth/646/646.pdf