

Essex
GP Practices
Workforce Information

March 2023

Index

3	Summary
4	Essex Overall
11	North East Essex
18	West Essex
25	Mid Essex
32	Basildon & Brentwood
39	Thurrock
46	Castle Point & Rochford
53	Southend

Summary

- The first part of this report presents data for GPs, Nurses, Direct Patient Care and Admin/Non-Clinical staff working in Primary Care in Essex
- It is a snapshot of the Essex Primary Care workforce for March 2023
- Full Time Equivalent (FTE) is a standardised measure, 1.0 FTE equates to full-time work of 37.5 hours per week
- Headcount is the number of people working in a role
- NHS Digital is the source of the information

Essex GP Practices Workforce Information

March 2023

Essex Workforce Roles in Primary Care – Headcount and FTE



Doctors

GP Partners: HC = 538 FTE = 507	GP Regular Locums: HC = 83 FTE = 40	GP Retainers: HC = 9 FTE = 4	GPs in Training Grades: HC = 231 FTE = 217	Salaried GPs: HC = 365 FTE = 233
---	---	--	---	--

Key
 HC = Head Count
 FTE = Full-Time Equivalent



Nurses

Advanced Nurse Practitioners: HC = 193 FTE = 148	Extended Role Practice Nurses: HC = 14 FTE = 10	Nurse Dispensers: HC = 2 FTE = 2	Nurse Specialists: HC = 11 FTE = 8	Nursing Partners: HC = 1 FTE = 1	Other Nurses: HC = 9 FTE = 7	Practice Nurses: HC = 490 FTE = 326	Trainee Nurses: HC = 5 FTE = 4
--	---	--	--	--	--	---	--



Direct Patient Care

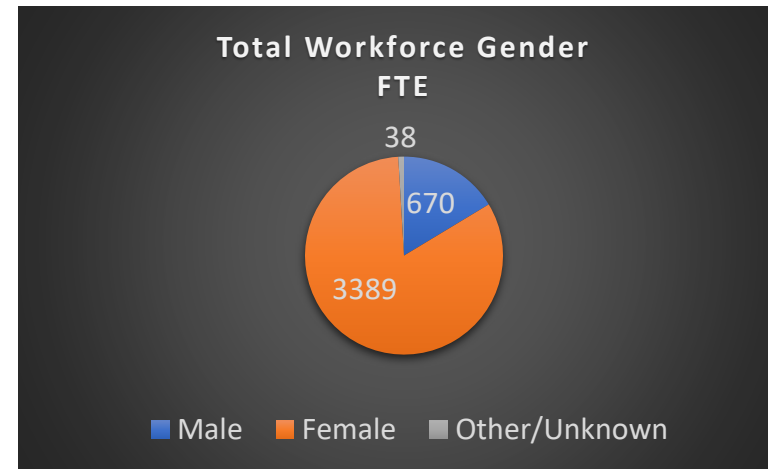
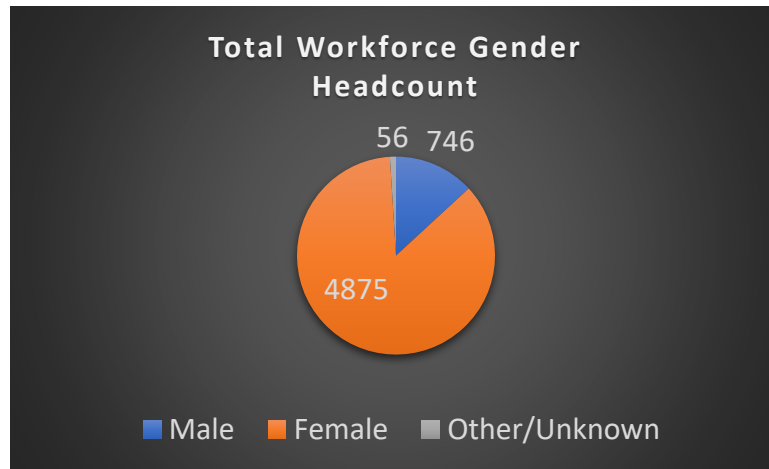
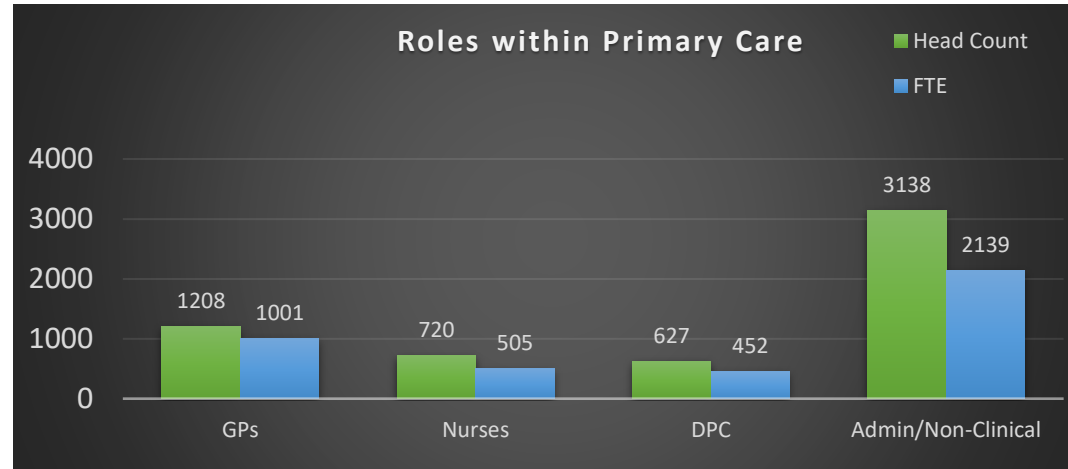
Advanced Paramedic Practitioners: HC = 10 FTE = 9	Advanced Pharmacist Practitioners: HC = 10 FTE = 8	Advanced Physiotherapist Practitioners: HC = 2 FTE = 1	Apprentices: HC = 1 FTE = 1	Dispensers: HC = 135 FTE = 97	Health Support Workers: HC = 5 FTE = 5	Health Care Assistants: HC = 283 FTE = 196
IAPT Staff: HC = 1 FTE = 1	Nursing Associates: HC = 9 FTE = 6	Other Direct Patient Care: HC = 17 FTE = 10	Paramedics: HC = 38 FTE = 34	Pharmacists: HC = 59 FTE = 40	Pharmacy Technicians: HC = 5 FTE = 3	Phlebotomists: HC = 28 FTE = 17
Physician Associates: HC = 19 FTE = 18	Physiotherapists: HC = 2 FTE = 2	Social Prescribing Link Workers: HC = 2 FTE = 1	Therapists: HC = 1 FTE = 0	Trainee Nursing Associates: HC = 1 FTE = 1		



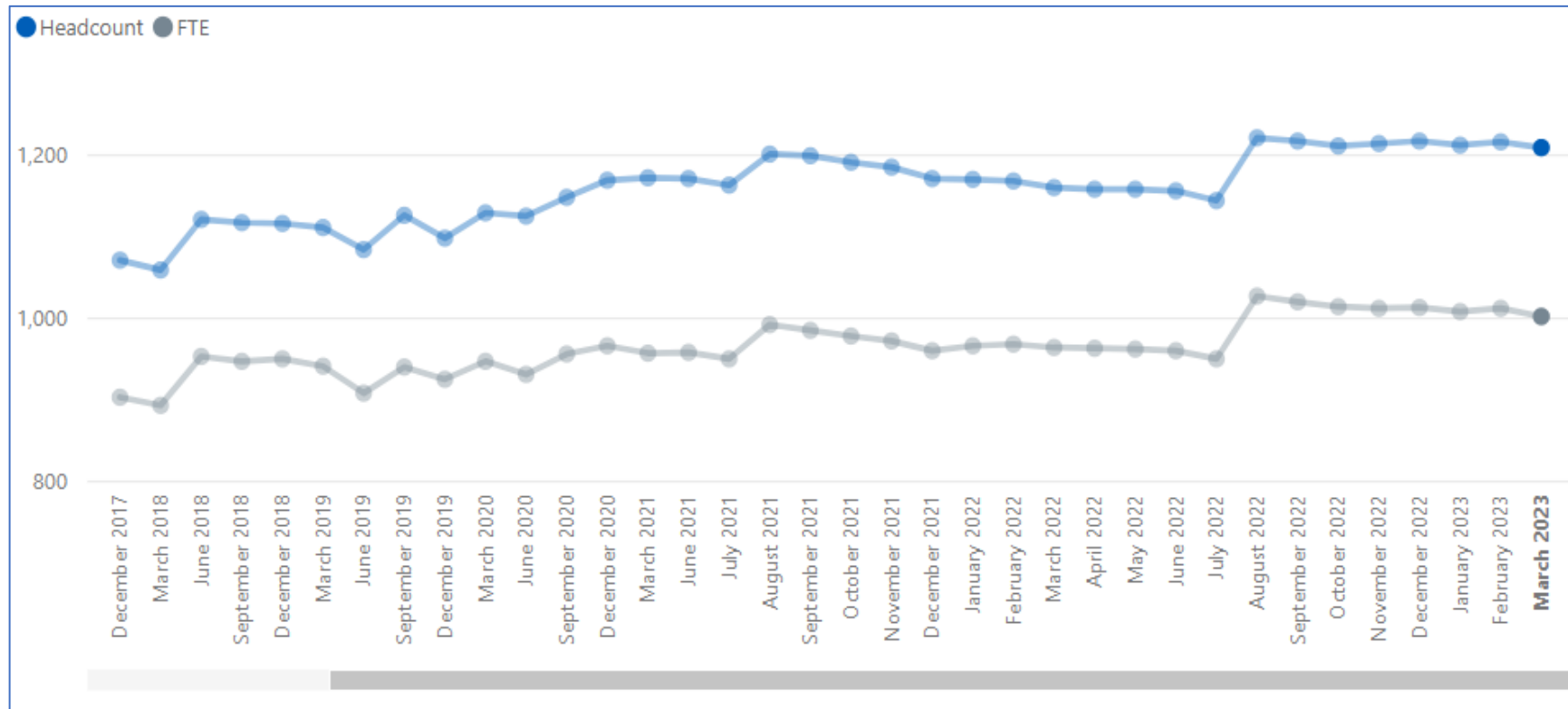
Administration

Apprentices: HC = 19 FTE = 17	Estates & Ancillary: HC = 24 FTE = 10	Management Partners: HC = 9 FTE = 9	Managers: HC = 321 FTE = 285	Medical Secretaries: HC = 311 FTE = 214	Other Admin/Non-clinical: HC = 684 FTE = 464	Receptionists: HC = 1774 FTE = 1132	Telephonists: HC = 11 FTE = 7
---	---	---	--	---	--	---	---

Essex Demographics – Headcount and FTE



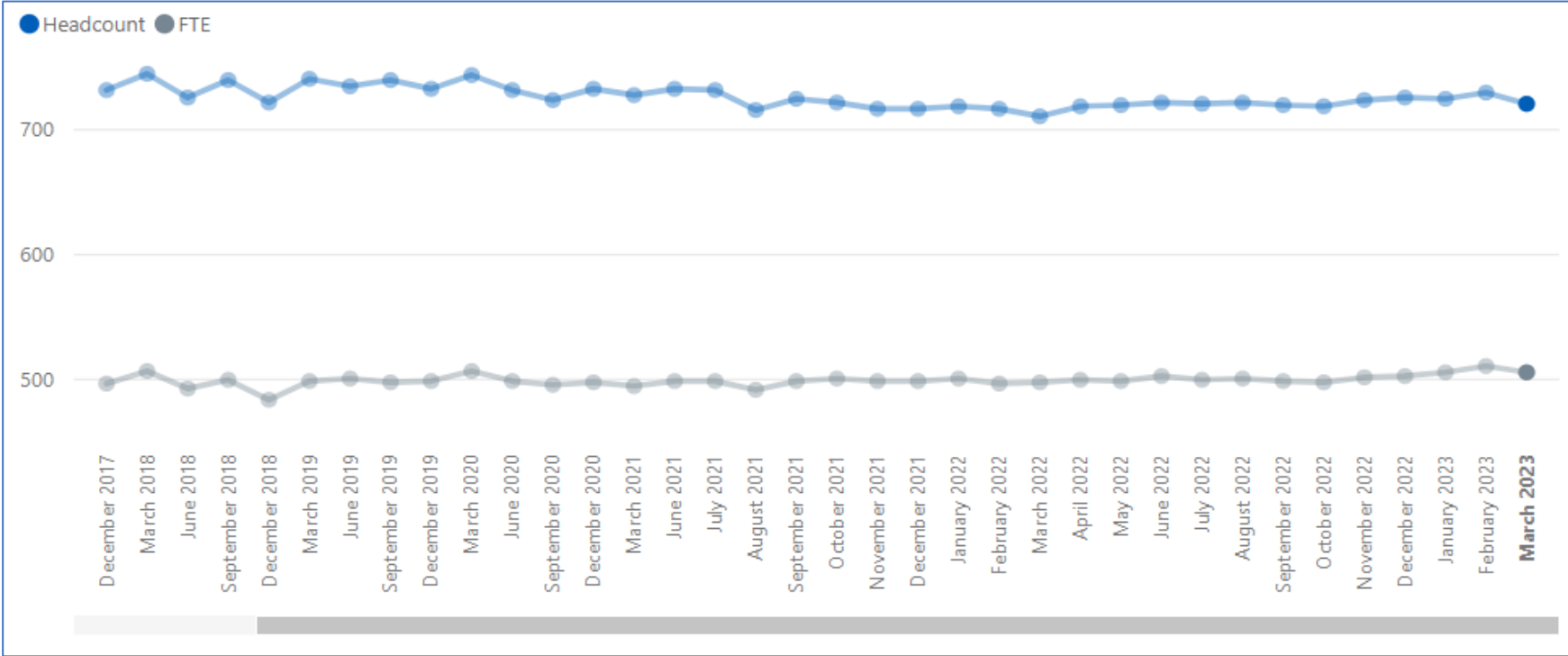
Essex GP Trends – Headcount and FTE



Head Count
1,208

FTE
1,001

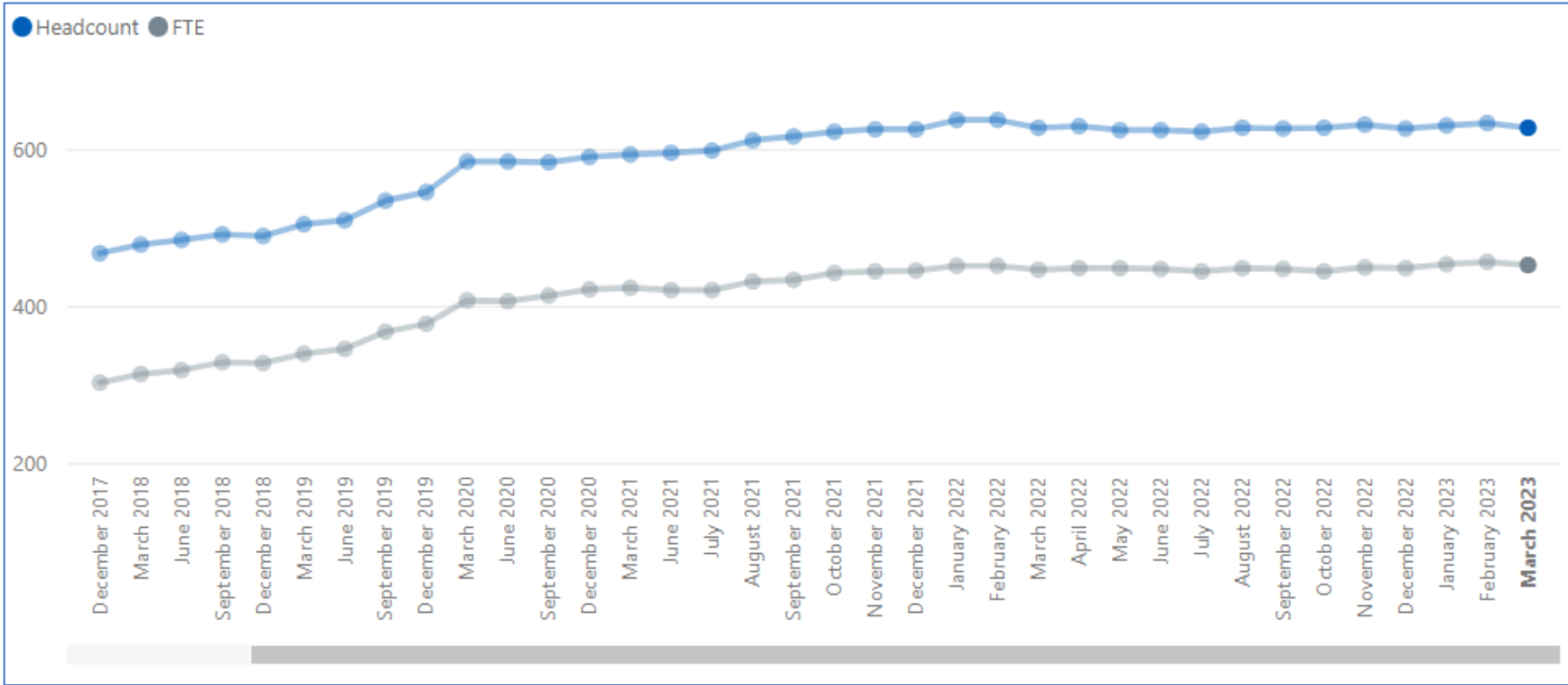
Nurses Trends – Headcount and FTE



Head Count
720

FTE
505

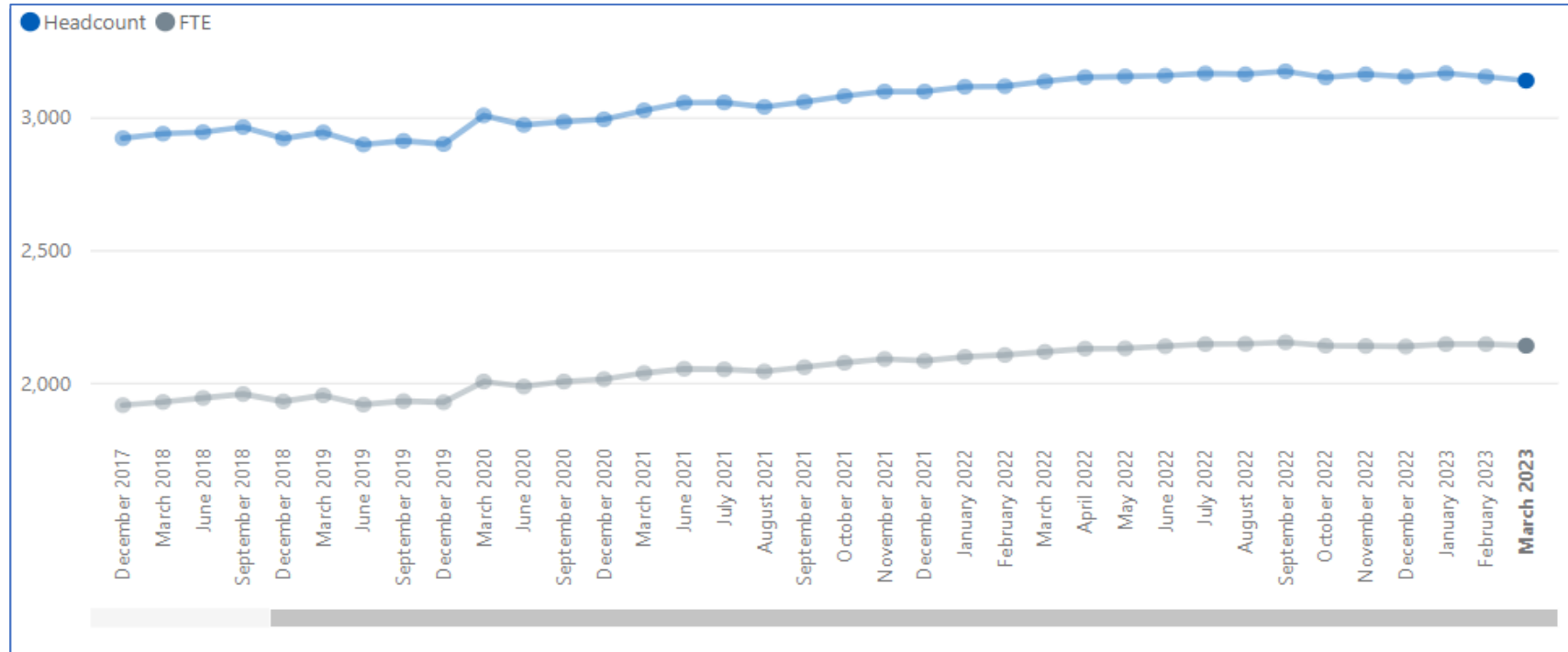
Direct Patient Care Trends – Headcount and FTE



Head Count
627

FTE
452

Administration/Non-Clinical Trends – Headcount and FTE



Head Count
3,138

FTE
2,139

North East Essex GP Practices Workforce Information

March 2023

North East Essex Workforce Roles in Primary Care – Headcount and FTE



Doctors

GP Partners: HC = 95 FTE = 90	GP Regular Locums: HC = 3 FTE = 1	GP Retainers: HC = 3 FTE = 1	GPs in Training Grades: HC = 34 FTE = 32	Salaried GPs: HC = 72 FTE = 50
---	---	--	---	--

Key
 HC = Head Count
 FTE = Full-Time Equivalent



Nurses

Advanced Nurse Practitioners: HC = 66 FTE = 52	Extended Role Practice Nurses: HC = 6 FTE = 4	Nurse Dispensers: HC = 0 FTE = 0	Nurse Specialists: HC = 7 FTE = 5	Nursing Partners: HC = 0 FTE = 0	Other Nurses: HC = 4 FTE = 3	Practice Nurses: HC = 101 FTE = 77	Trainee Nurses: HC = 2 FTE = 2
--	---	--	---	--	--	--	--



Direct Patient Care

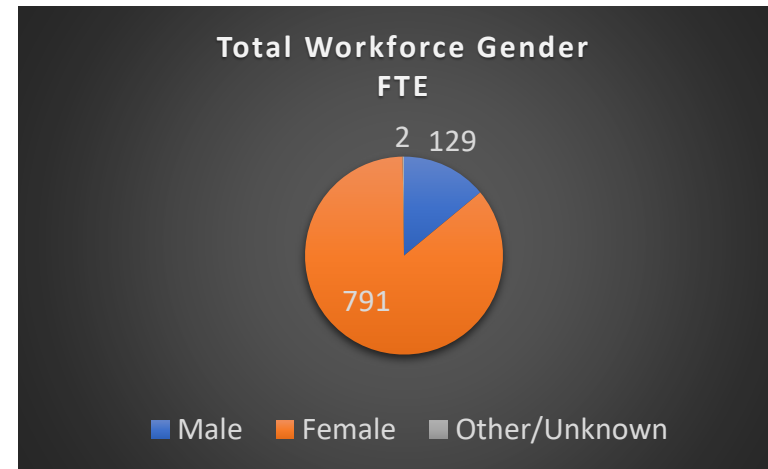
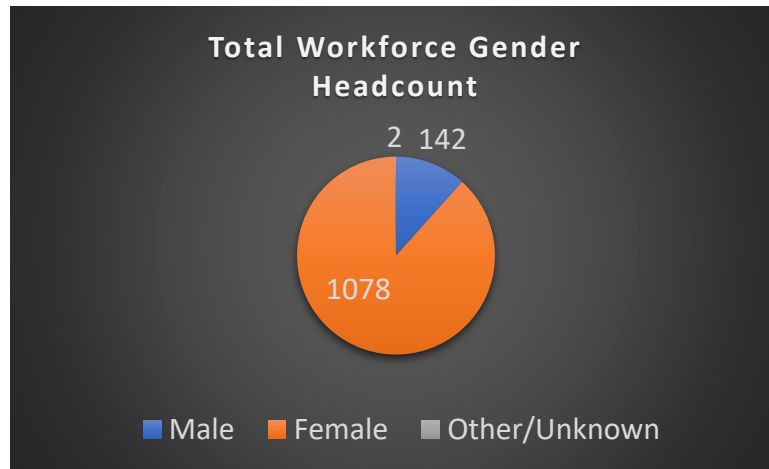
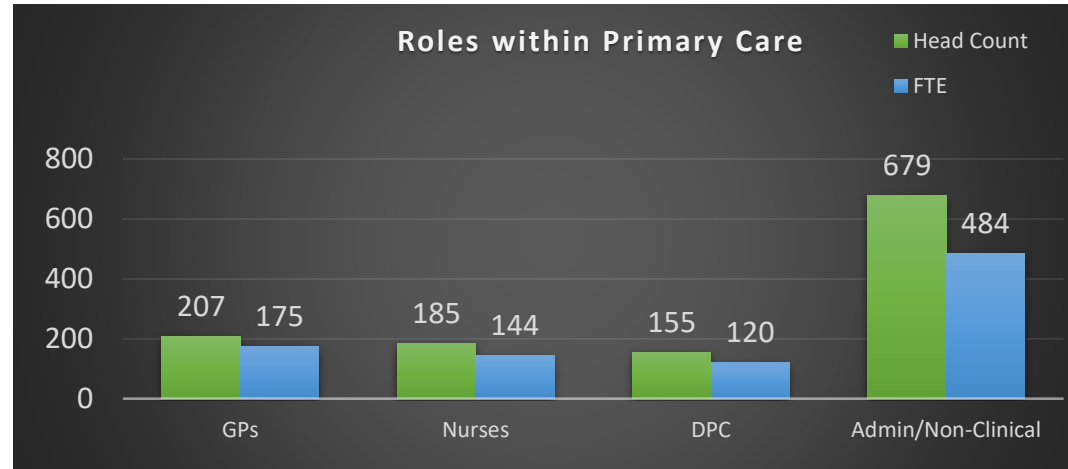
Advanced Paramedic Practitioners: HC = 3 FTE = 3	Advanced Pharmacist Practitioners: HC = 0 FTE = 0	Advanced Physiotherapist Practitioners: HC = 1 FTE = 0	Apprentices: HC = 0 FTE = 0	Dispensers: HC = 17 FTE = 12	Health Support Workers: HC = 2 FTE = 2	Health Care Assistants: HC = 77 FTE = 59
IAPT Staff: HC = 1 FTE = 1	Nursing Associates: HC = 5 FTE = 4	Other Direct Patient Care: HC = 4 FTE = 3	Paramedics: HC = 17 FTE = 16	Pharmacists: HC = 10 FTE = 8	Pharmacy Technicians: HC = 3 FTE = 2	Phlebotomists: HC = 13 FTE = 9
Physician Associates: HC = 2 FTE = 2	Physiotherapists: HC = 0 FTE = 0	Social Prescribing Link Workers: HC = 0 FTE = 0	Therapists: HC = 0 FTE = 0			



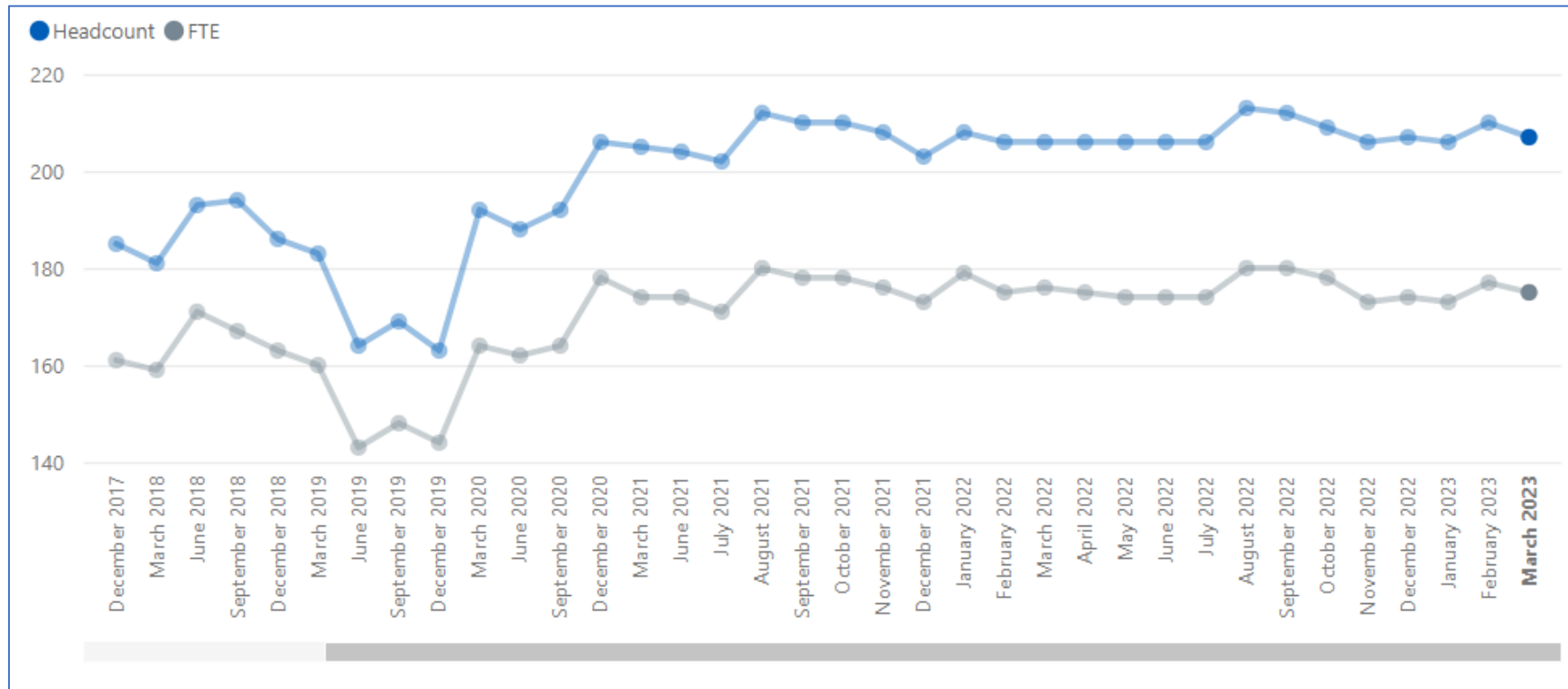
Administration

Apprentices: HC = 7 FTE = 7	Estates & Ancillary: HC = 5 FTE = 2	Management Partners: HC = 1 FTE = 1	Managers: HC = 73 FTE = 66	Medical Secretaries: HC = 64 FTE = 47	Other Admin/Non-clinical: HC = 181 FTE = 119	Receptionists: HC = 347 FTE = 239	Telephonists: HC = 6 FTE = 4
---	---	---	--	---	--	---	--

North East Essex Demographics – Headcount and FTE



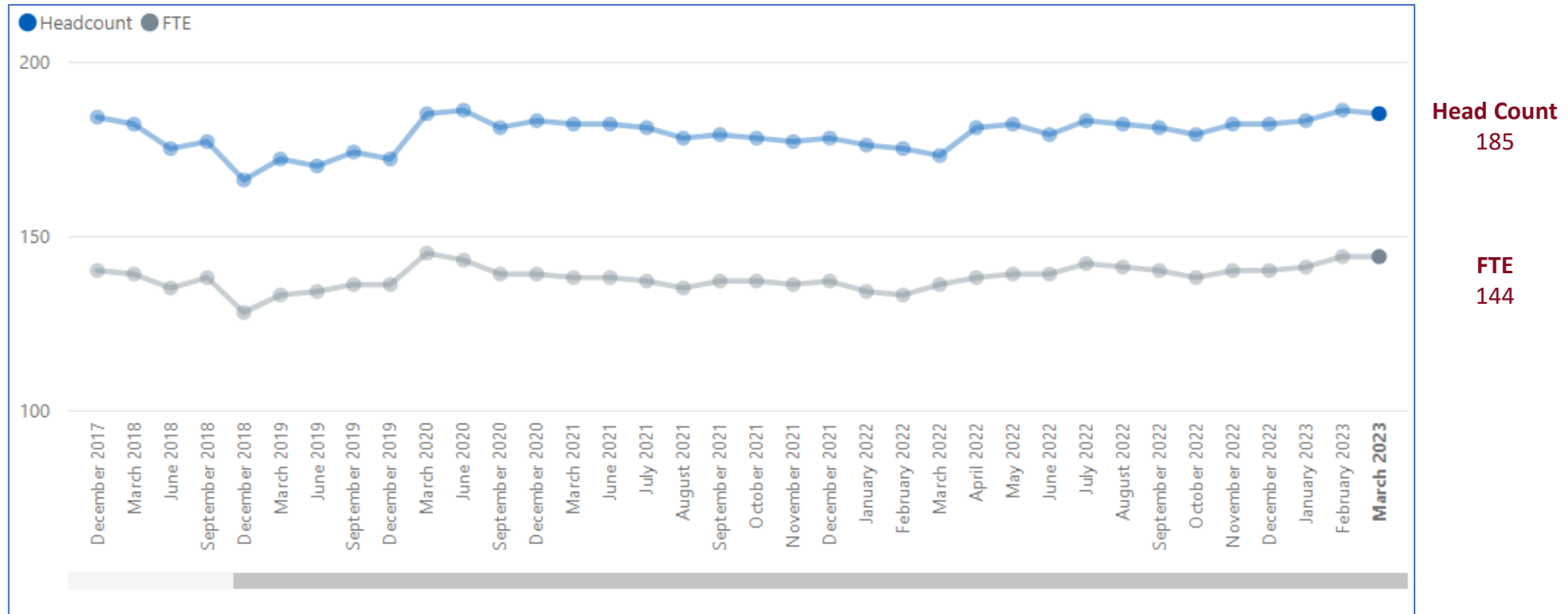
North East Essex GP Trends – Headcount and FTE



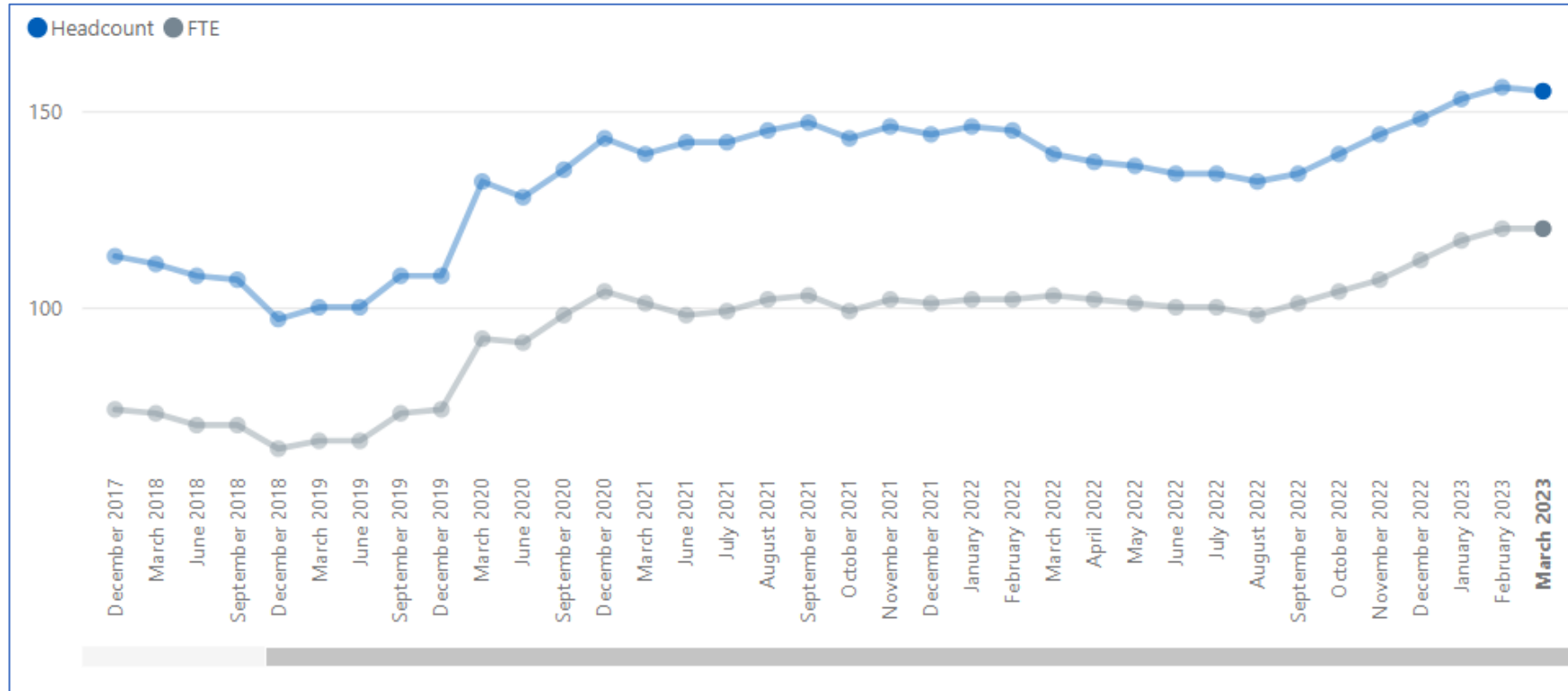
Head Count
207

FTE
175

North East Essex Nurses Trends – Headcount and FTE



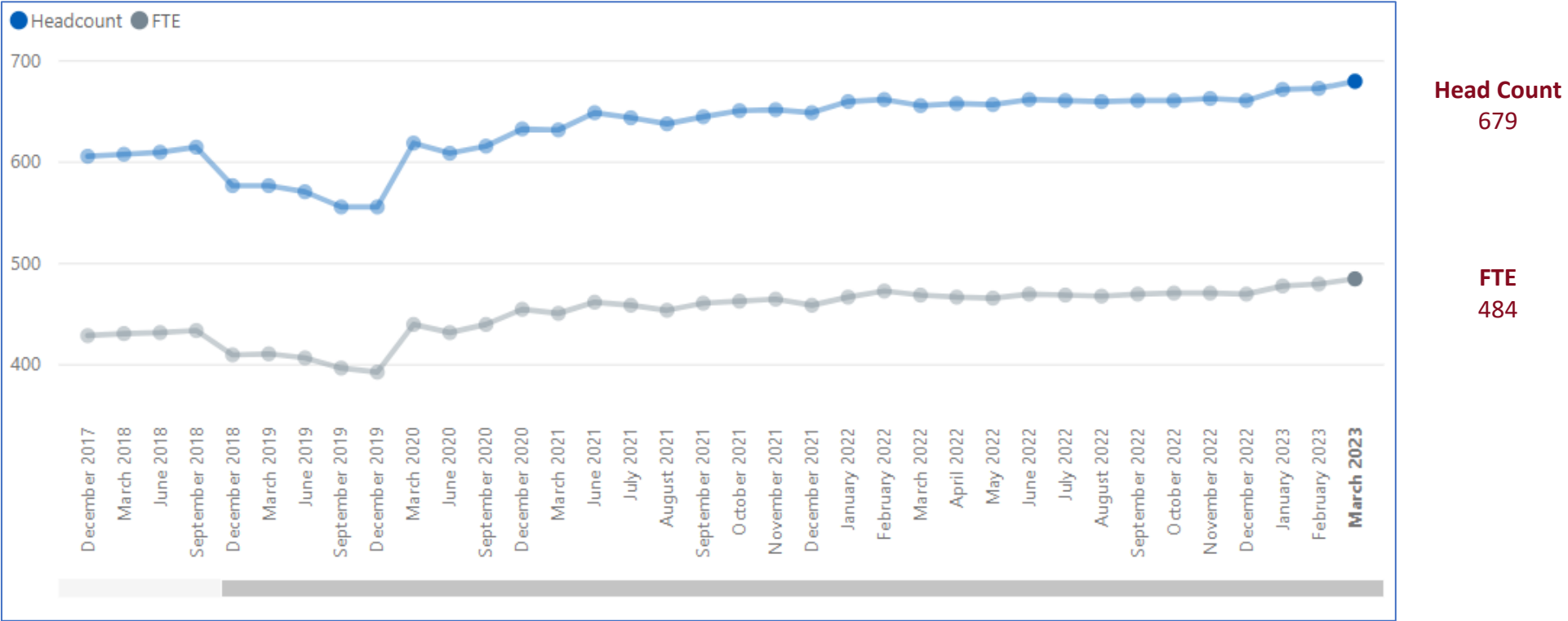
North East Essex Direct Patient Care Trends – Headcount and FTE



Head Count
155

FTE
120

North East Essex Administration/Non-Clinical Trends – Headcount and FTE



West Essex GP Practices Workforce Information

March 2023

West Essex Workforce Roles in Primary Care – Headcount and FTE



Doctors

GP Partners: HC = 89 FTE = 78	GP Regular Locums: HC = 16 FTE = 8	GP Retainers: HC = 3 FTE = 1	GPs in Training Grades: HC = 67 FTE = 62	Salaried GPs: HC = 82 FTE = 46
---	--	--	---	--

Key
 HC = Head Count
 FTE = Full-Time Equivalent



Nurses

Advanced Nurse Practitioners: HC = 24 FTE = 19	Extended Role Practice Nurses: HC = 0 FTE = 0	Nurse Dispensers: HC = 0 FTE = 0	Nurse Specialists: HC = 1 FTE = 0	Nursing Partners: HC = 1 FTE = 1	Other Nurses: HC = 0 FTE = 0	Practice Nurses: HC = 70 FTE = 51	Trainee Nurses: HC = 0 FTE = 0
--	---	--	---	--	--	---	--



Direct Patient Care

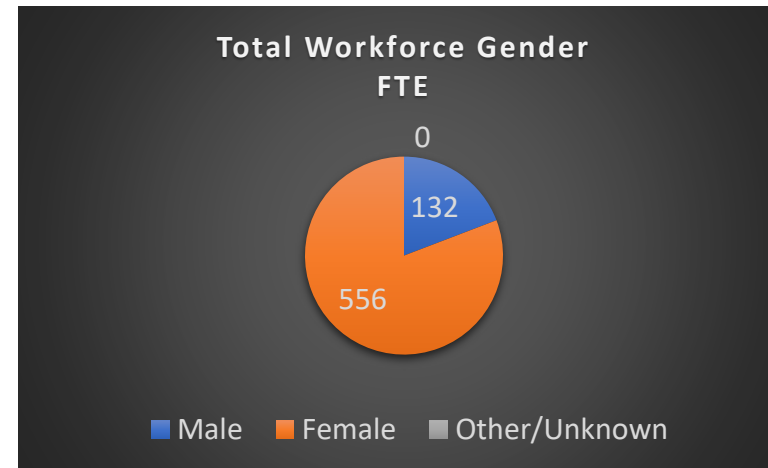
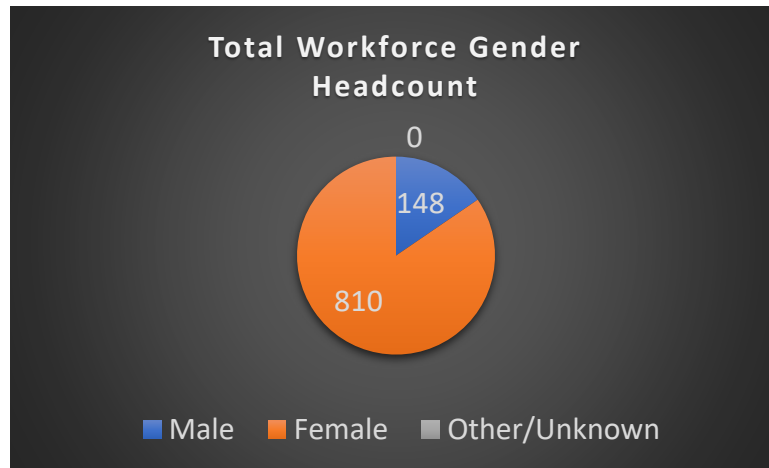
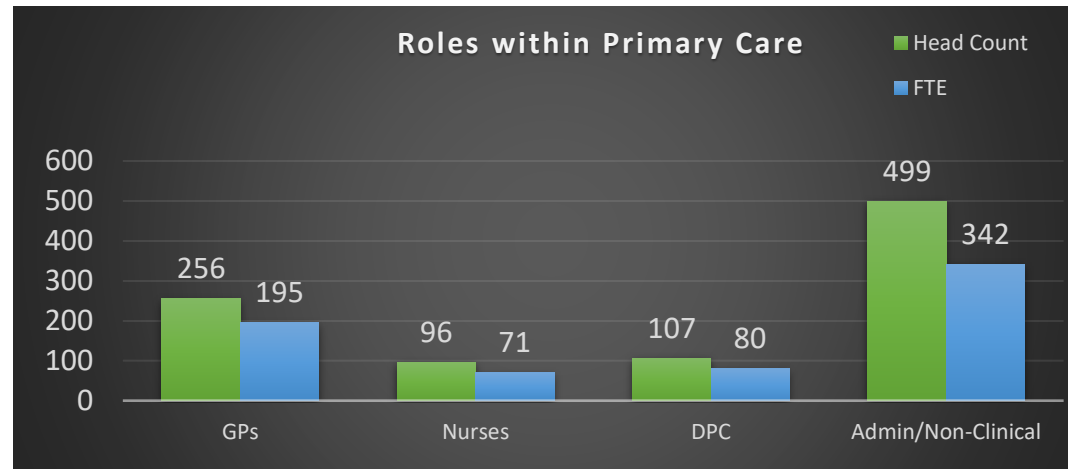
Advanced Paramedic Practitioners: HC = 1 FTE = 1	Advanced Pharmacist Practitioners: HC = 1 FTE = 1	Advanced Physiotherapist Practitioners: HC = 0 FTE = 0	Apprentices: HC = 0 FTE = 0	Dispensers: HC = 32 FTE = 24	Health Support Workers: HC = 3 FTE = 3	Health Care Assistants: HC = 55 FTE = 38
Nursing Associates: HC = 0 FTE = 0	Other Direct Patient Care: HC = 1 FTE = 1	Paramedics: HC = 4 FTE = 4	Pharmacists: HC = 7 FTE = 4	Pharmacy Technicians: HC = 0 FTE = 0	Phlebotomists: HC = 1 FTE = 1	Physician Associates: HC = 1 FTE = 2
Physiotherapists: HC = 0 FTE = 0	Social Prescribing Link Workers: HC = 1 FTE = 1	Therapists: HC = 0 FTE = 0				



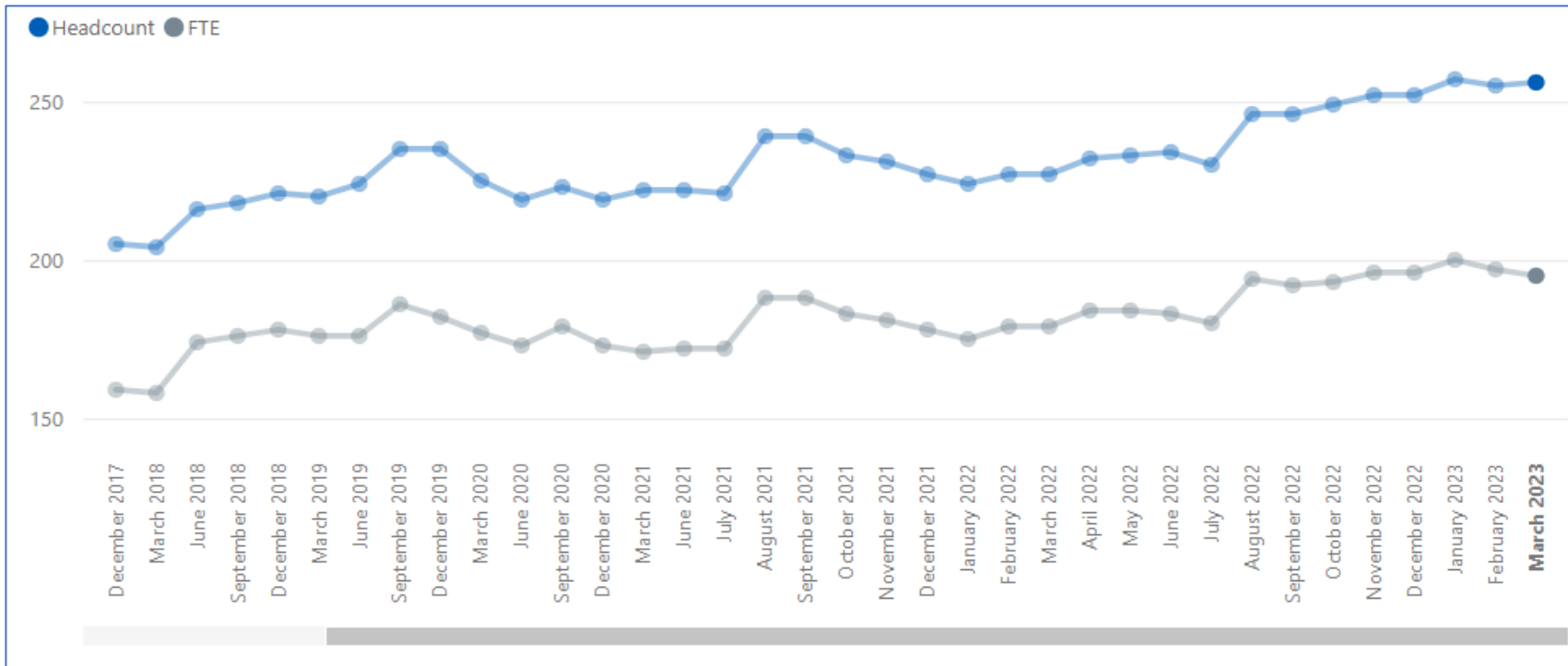
Administration

Apprentices: HC = 0 FTE = 0	Estates & Ancillary: HC = 2 FTE = 1	Management Partners: HC = 1 FTE = 1	Managers: HC = 54 FTE = 46	Medical Secretaries: HC = 50 FTE = 34	Other Admin/Non-clinical: HC = 114 FTE = 83	Receptionists: HC = 278 FTE = 176	Telephonists: HC = 1 FTE = 1
---	---	---	--	---	---	---	--

West Essex Demographics – Headcount and FTE



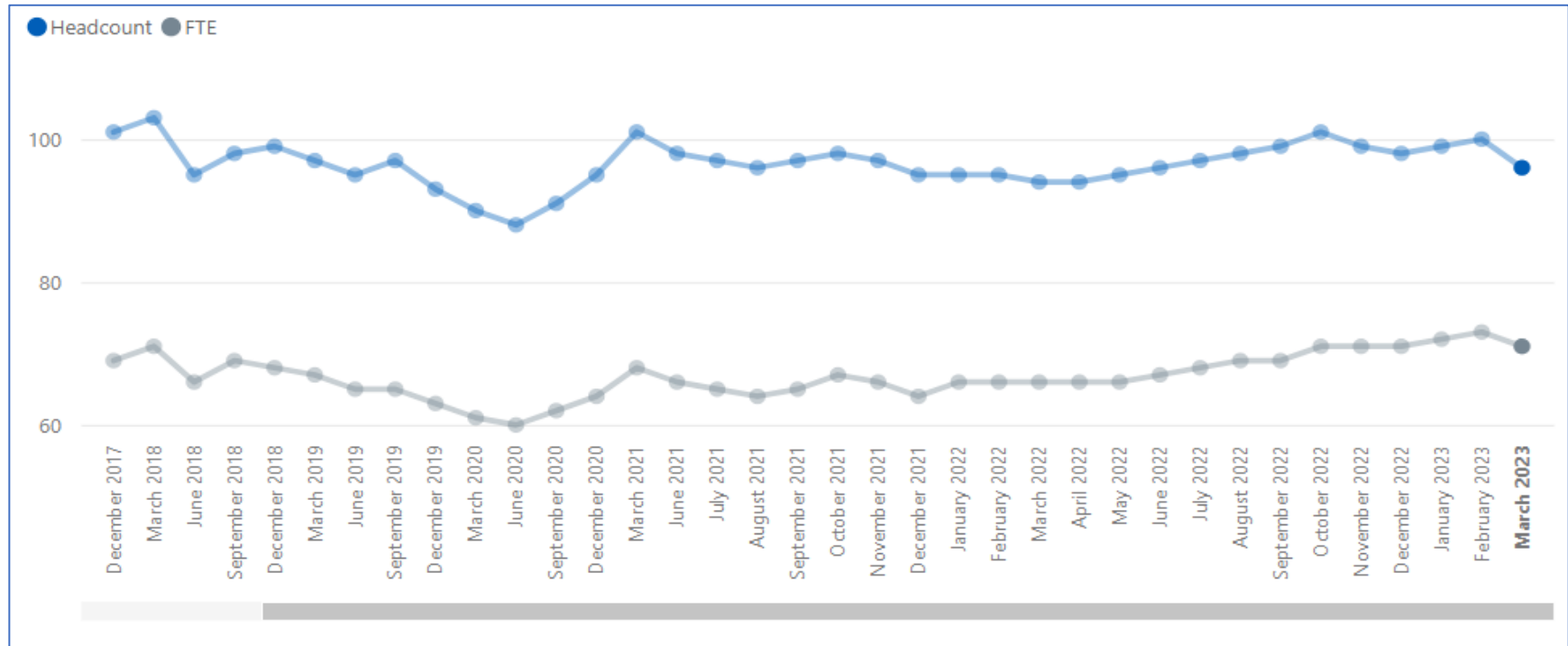
West Essex GP Trends – Headcount and FTE



Head Count
256

FTE
195

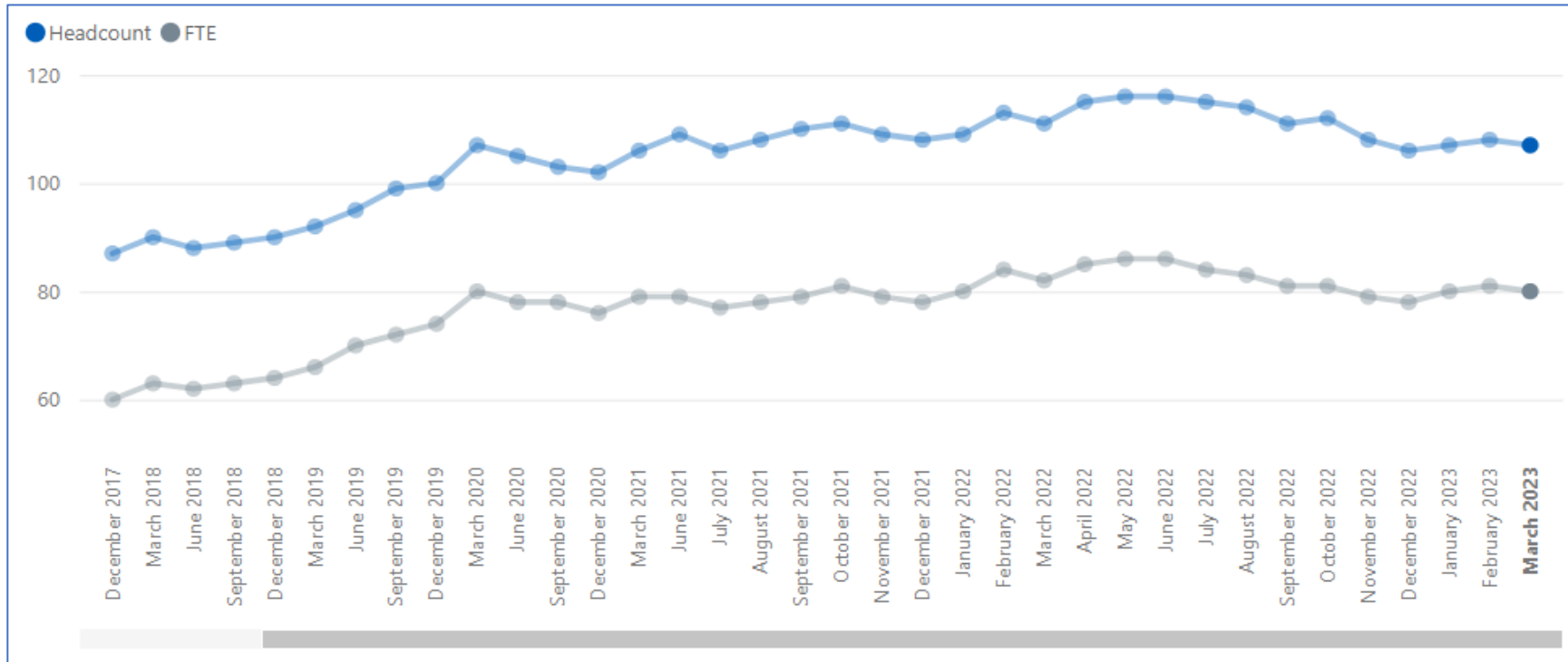
West Essex Nurses Trends – Headcount and FTE



Head Count
96

FTE
71

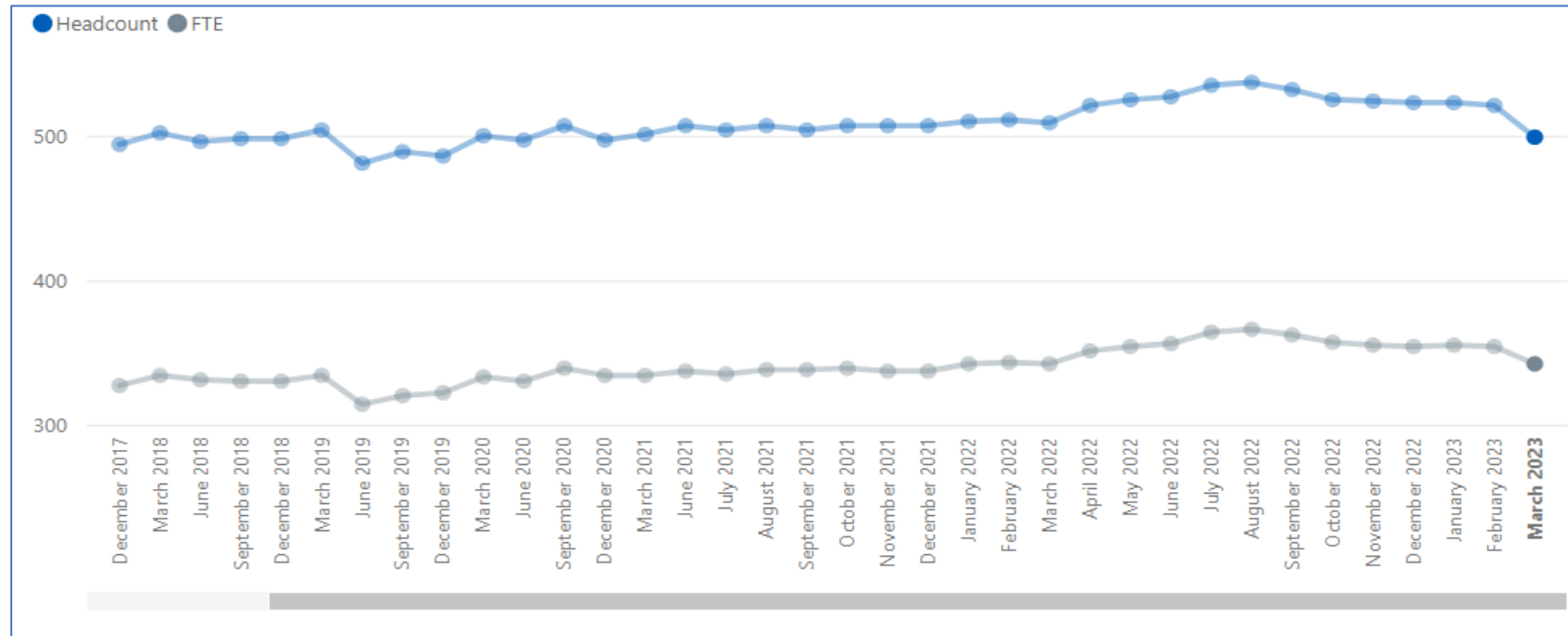
West Essex Direct Patient Care Trends – Headcount and FTE



Head Count
107

FTE
80

West Essex Administration/Non-Clinical Trends – Headcount and FTE



Head Count
499

FTE
342

Mid Essex GP Practices Workforce Information

March 2023

Mid Essex Workforce Roles in Primary Care – Headcount and FTE



GP Partners: HC = 113 FTE = 112	GP Regular Locums: HC = 6 FTE = 4	GP Retainers: HC = 1 FTE = 0	GPs in Training Grades: HC = 53 FTE = 52	Salaried GPs: HC = 89 FTE = 54
---	---	--	---	---

Key
HC = Head Count
FTE = Full-Time Equivalent



Advanced Nurse Practitioners: HC = 42 FTE = 32	Extended Role Practice Nurses: HC = 2 FTE = 2	Nurse Dispensers: HC = 1 FTE = 1	Nurse Specialists: HC = 1 FTE = 1	Nursing Partners: HC = 0 FTE = 0	Other Nurses: HC = 2 FTE = 1	Practice Nurses: HC = 114 FTE = 73	Trainee Nurses: HC = 0 FTE = 0
--	---	--	---	--	--	--	--

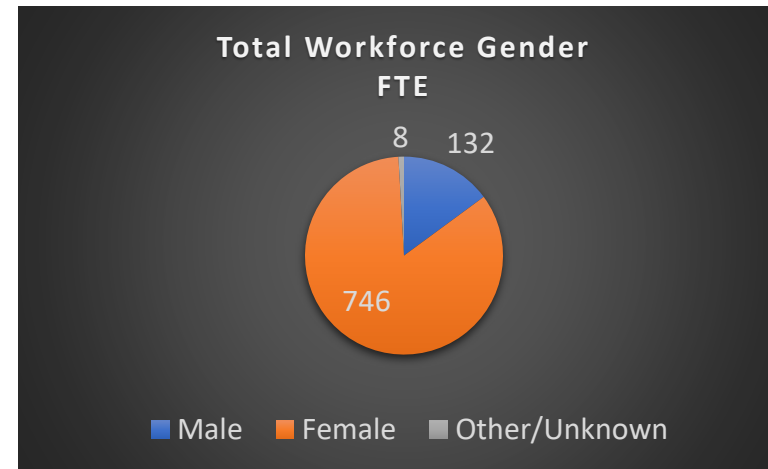
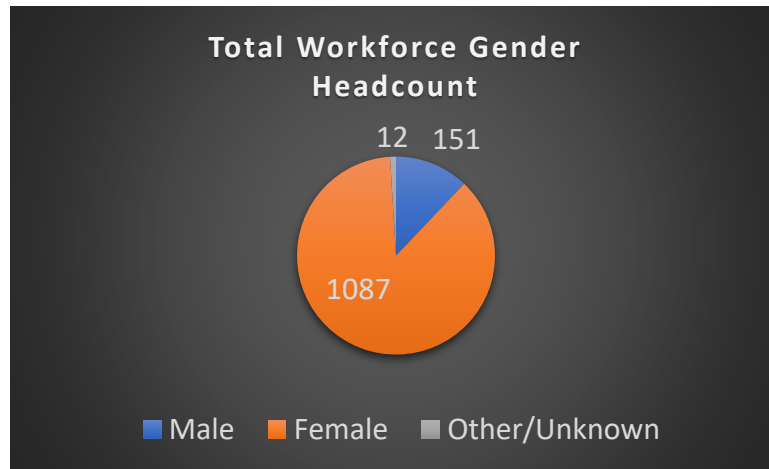
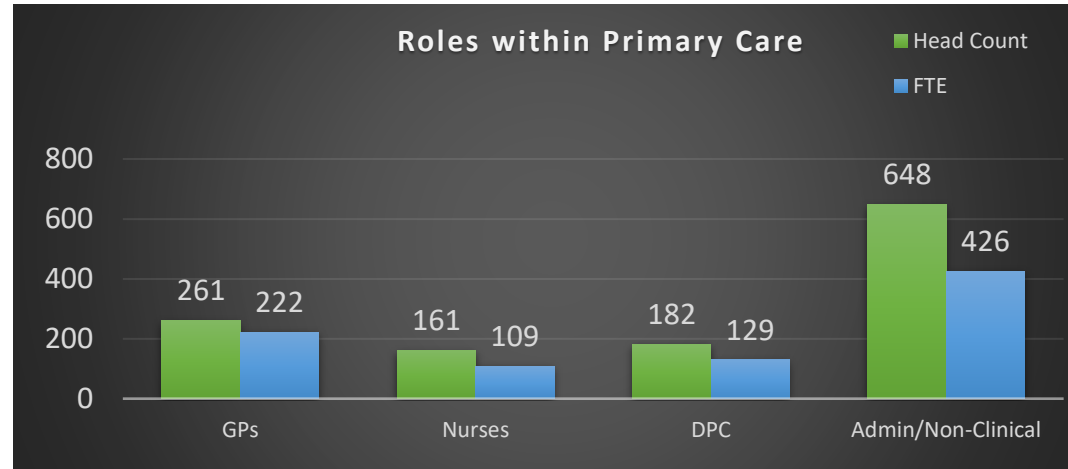


Advanced Paramedic Practitioners: HC = 4 FTE = 4	Advanced Pharmacist Practitioners: HC = 6 FTE = 5	Advanced Physiotherapist Practitioners: HC = 1 FTE = 1	Apprentices: HC = 0 FTE = 0	Dispensers: HC = 73 FTE = 52	Health Support Workers: HC = 0 FTE = 0	Health Care Assistants: HC = 56 FTE = 38
Nursing Associates: HC = 0 FTE = 0	Other Direct Patient Care: HC = 5 FTE = 2	Paramedics: HC = 12 FTE = 10	Pharmacists: HC = 16 FTE = 11	Pharmacy Technicians: HC = 2 FTE = 1	Phlebotomists: HC = 2 FTE = 1	Physician Associates: HC = 2 FTE = 2
Physiotherapists: HC = 1 FTE = 1	Social Prescribing Link Workers: HC = 1 FTE = 0	Therapists: HC = 0 FTE = 0	Trainee Nursing Associates: HC = 1 FTE = 1			

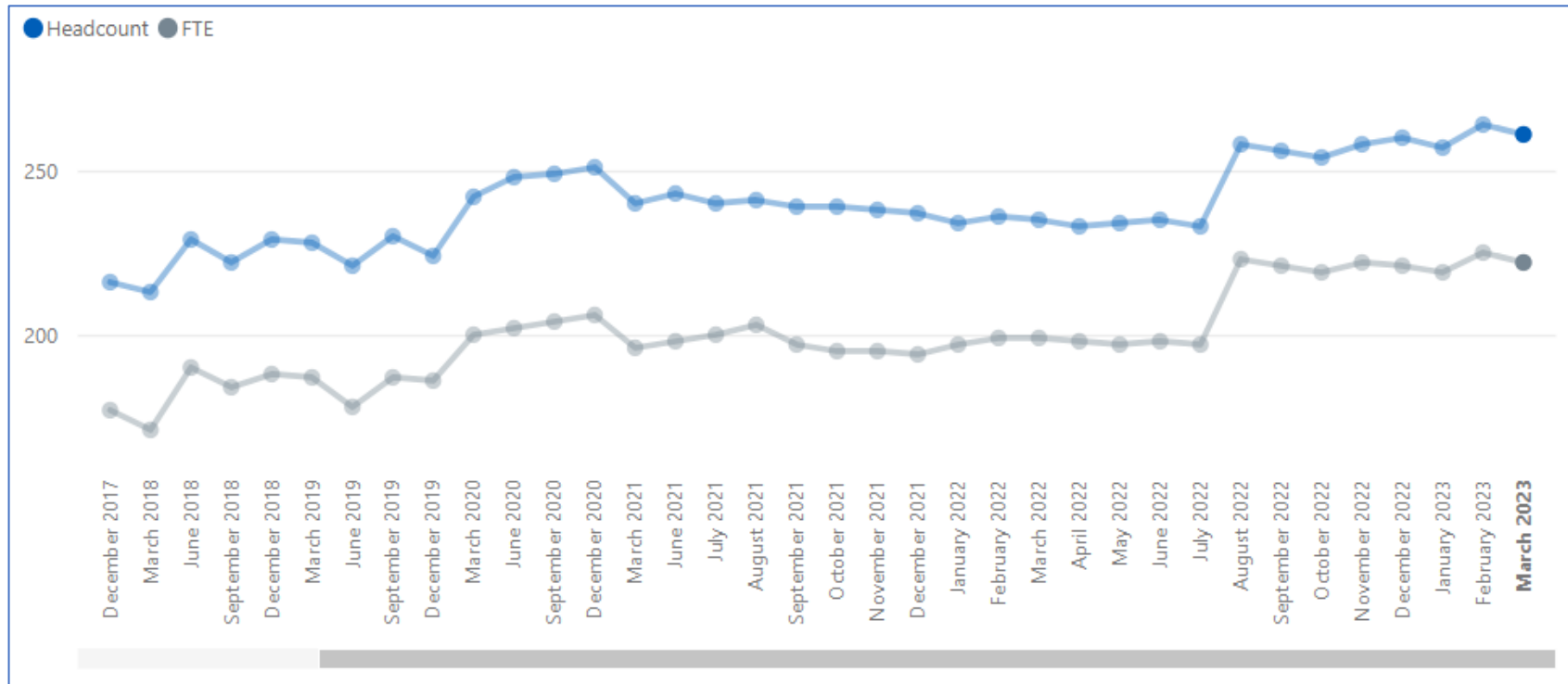


Apprentices: HC = 3 FTE = 2	Estates & Ancillary: HC = 7 FTE = 2	Management Partners: HC = 2 FTE = 2	Managers: HC = 61 FTE = 55	Medical Secretaries: HC = 80 FTE = 51	Other Admin/Non-clinical: HC = 187 FTE = 124	Receptionists: HC = 311 FTE = 190	Telephonists: HC = 1 FTE = 1
---	---	---	--	---	--	---	--

Mid Essex Demographics – Headcount and FTE



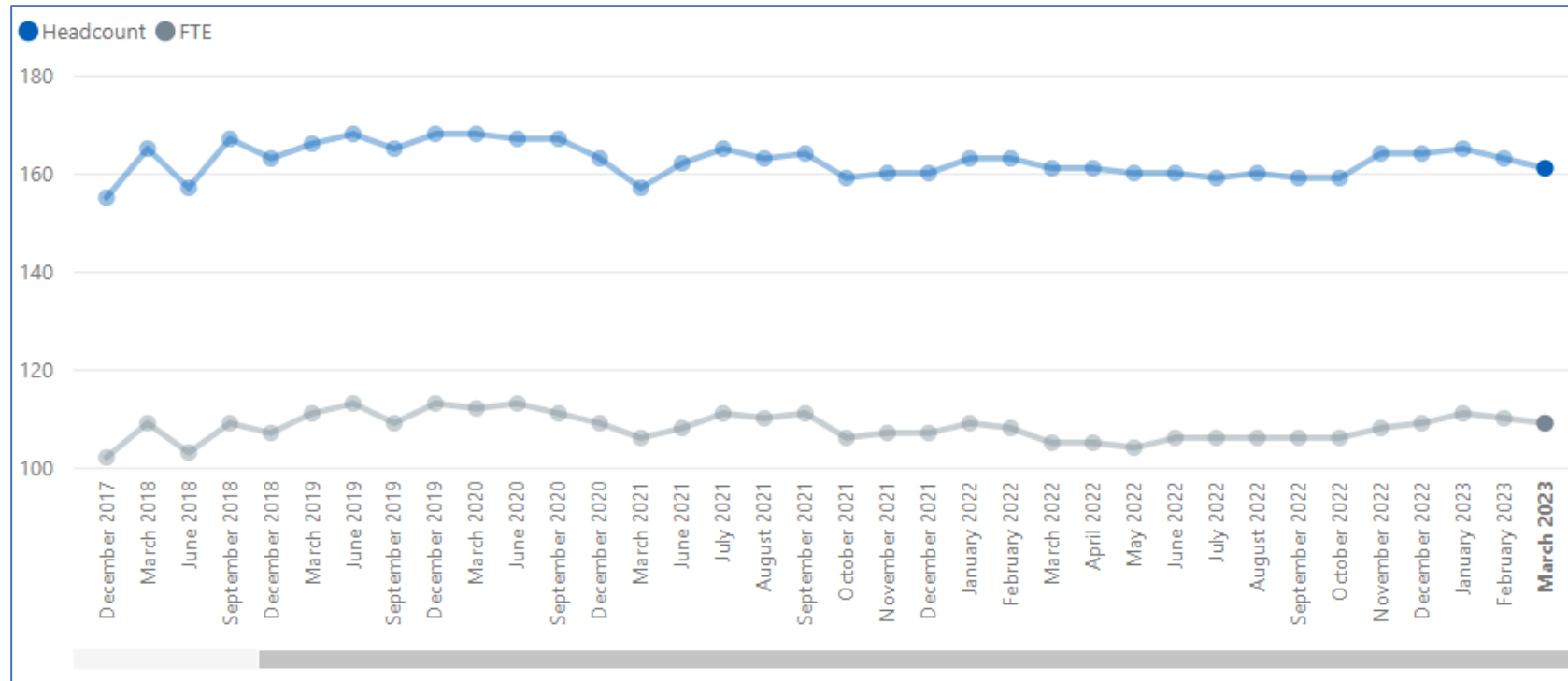
Mid Essex GP Trends – Headcount and FTE



Head Count
261

FTE
222

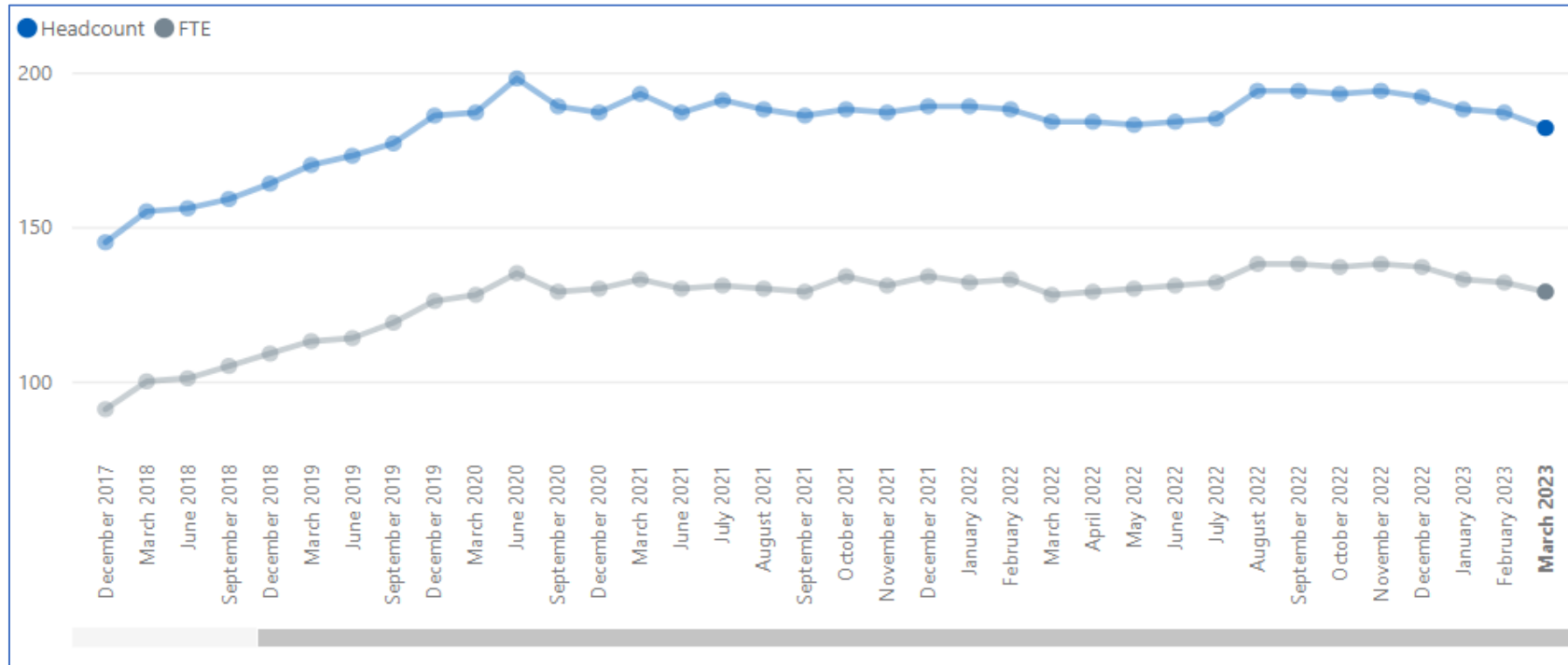
Mid Essex Nurses Trends – Headcount and FTE



Head Count
161

FTE
109

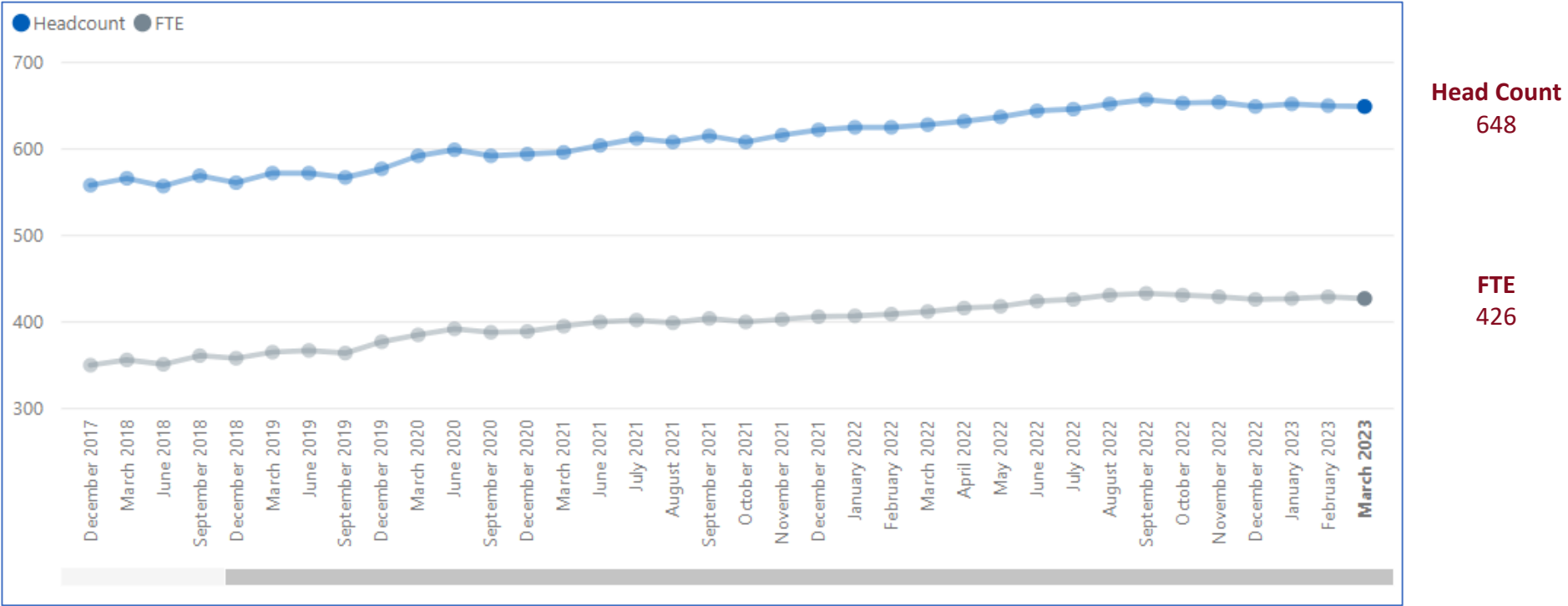
Mid Essex Direct Patient Care Trends – Headcount and FTE



Head Count
182

FTE
129

Mid Essex Administration/Non-Clinical Trends – Headcount and FTE



**Basildon & Brentwood
GP Practices
Workforce Information
March 2023**

Basildon & Brentwood Workforce Roles in Primary Care – Headcount and FTE



GP Partners:
HC = 98
FTE = 85

GP Regular Locums:
HC = 9
FTE = 4

GP Retainers:
HC = 1
FTE = 1

GPs in Training
 Grades:
HC = 20
FTE = 19

Salaried
 GPs:
HC = 32
FTE = 18

Key
 HC = Head Count
 FTE = Full-Time Equivalent



Advanced Nurse
 Practitioners:
HC = 20
FTE = 15

Extended Role
 Practice Nurses:
HC = 0
FTE = 0

Nurse
 Dispensers:
HC = 0
FTE = 0

Nurse
 Specialists:
HC = 1
FTE = 1

Nursing
 Partners:
HC = 0
FTE = 0

Other
 Nurses:
HC = 1
FTE = 0

Practice
 Nurses:
HC = 74
FTE = 43

Trainee
 Nurses:
HC = 1
FTE = 0



Advanced Paramedic
 Practitioners:
HC = 0
FTE = 0

Advanced Pharmacist
 Practitioners:
HC = 0
FTE = 0

Advanced Physiotherapist
 Practitioners:
HC = 0
FTE = 0

Apprentices:
HC = 0
FTE = 0

Dispensers:
HC = 4
FTE = 3

Health Support
 Workers:
HC = 0
FTE = 0

Health Care
 Assistants:
HC = 29
FTE = 19

Nursing
 Associates:
HC = 0
FTE = 0

Other Direct
 Patient Care:
HC = 3
FTE = 2

Paramedics:
HC = 1
FTE = 1

Pharmacists:
HC = 10
FTE = 6

Pharmacy
 Technicians:
HC = 0
FTE = 0

Phlebotomists:
HC = 1
FTE = 0

Physician
 Associates:
HC = 3
FTE = 3

Physiotherapists:
HC = 0
FTE = 0

Social Prescribing
 Link Workers:
HC = 0
FTE = 0

Therapists:
HC = 0
FTE = 0



Apprentices:
HC = 4
FTE = 4

Estates
 & Ancillary:
HC = 3
FTE = 2

Management
 Partners:
HC = 0
FTE = 0

Managers:
HC = 42
FTE = 37

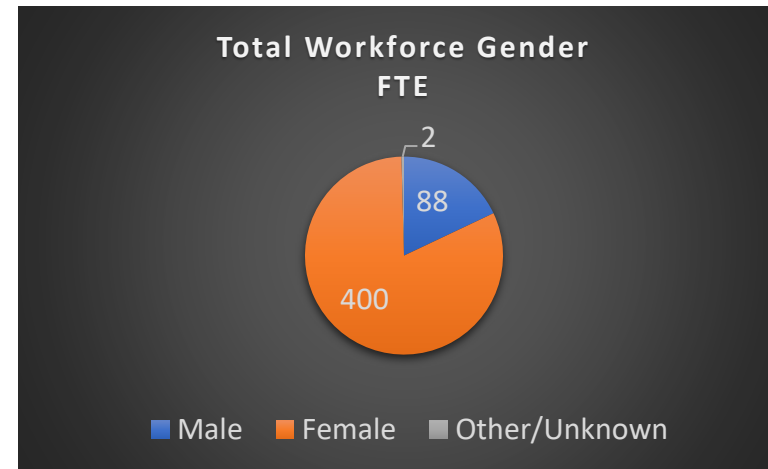
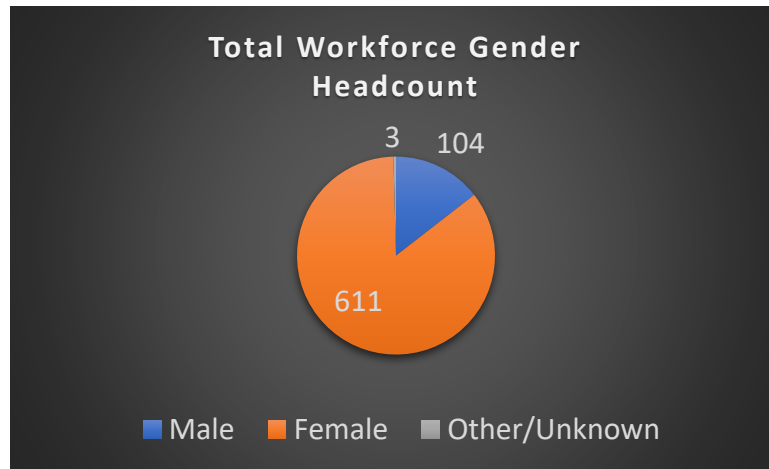
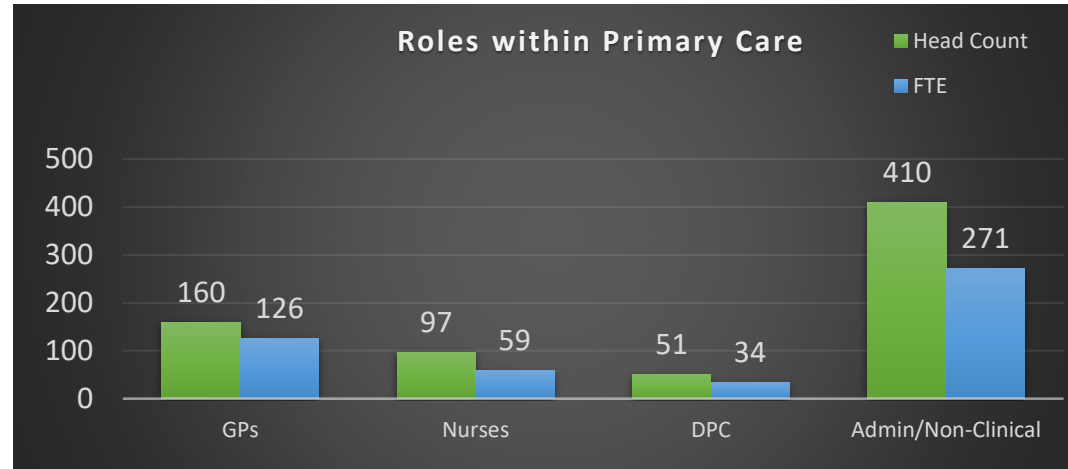
Medical
 Secretaries:
HC = 42
FTE = 30

Other Admin/Non-
 clinical:
HC = 63
FTE = 38

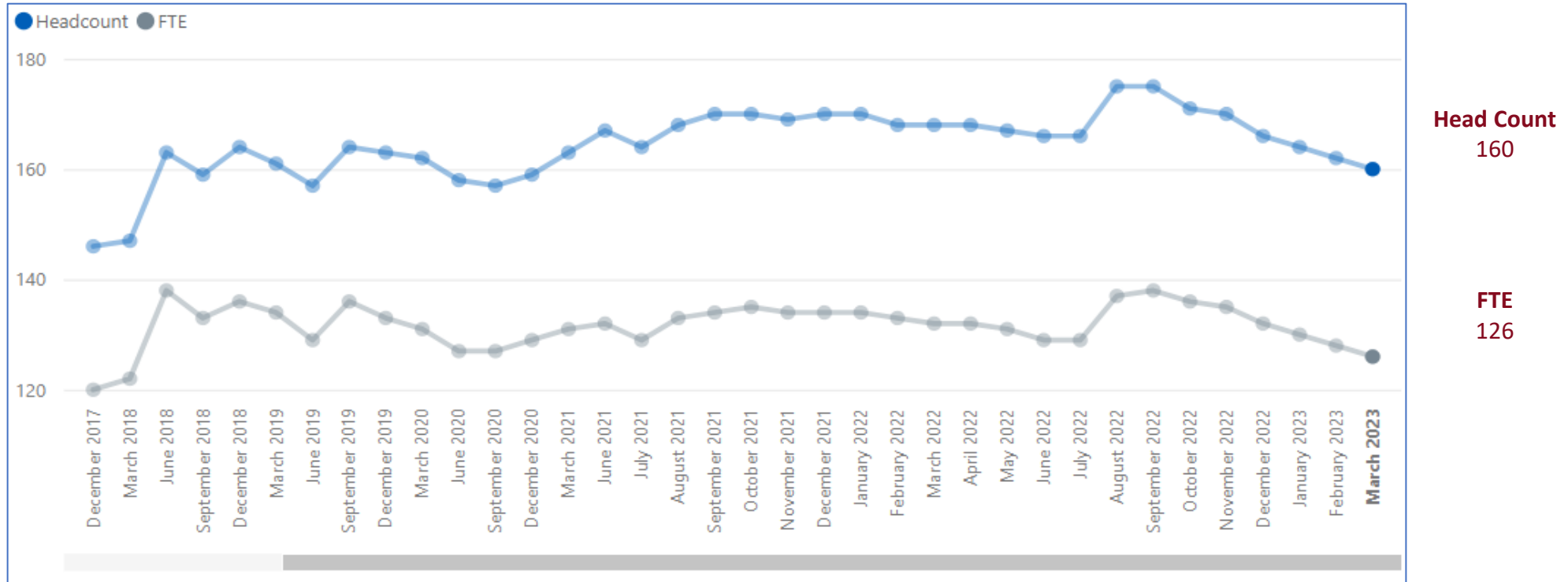
Receptionists:
HC = 256
FTE = 161

Telephonists:
HC = 1
FTE = 0

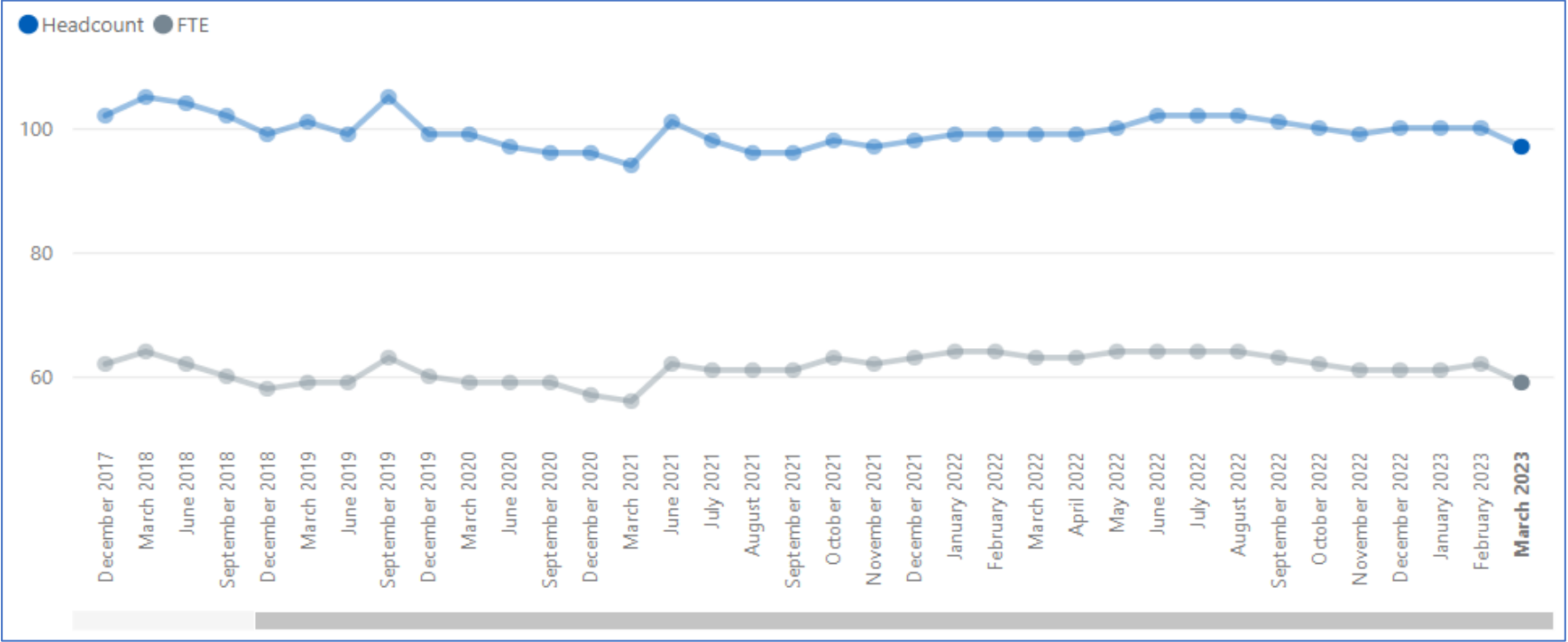
Basildon & Brentwood Demographics – Headcount and FTE



Basildon & Brentwood GP Trends – Headcount and FTE



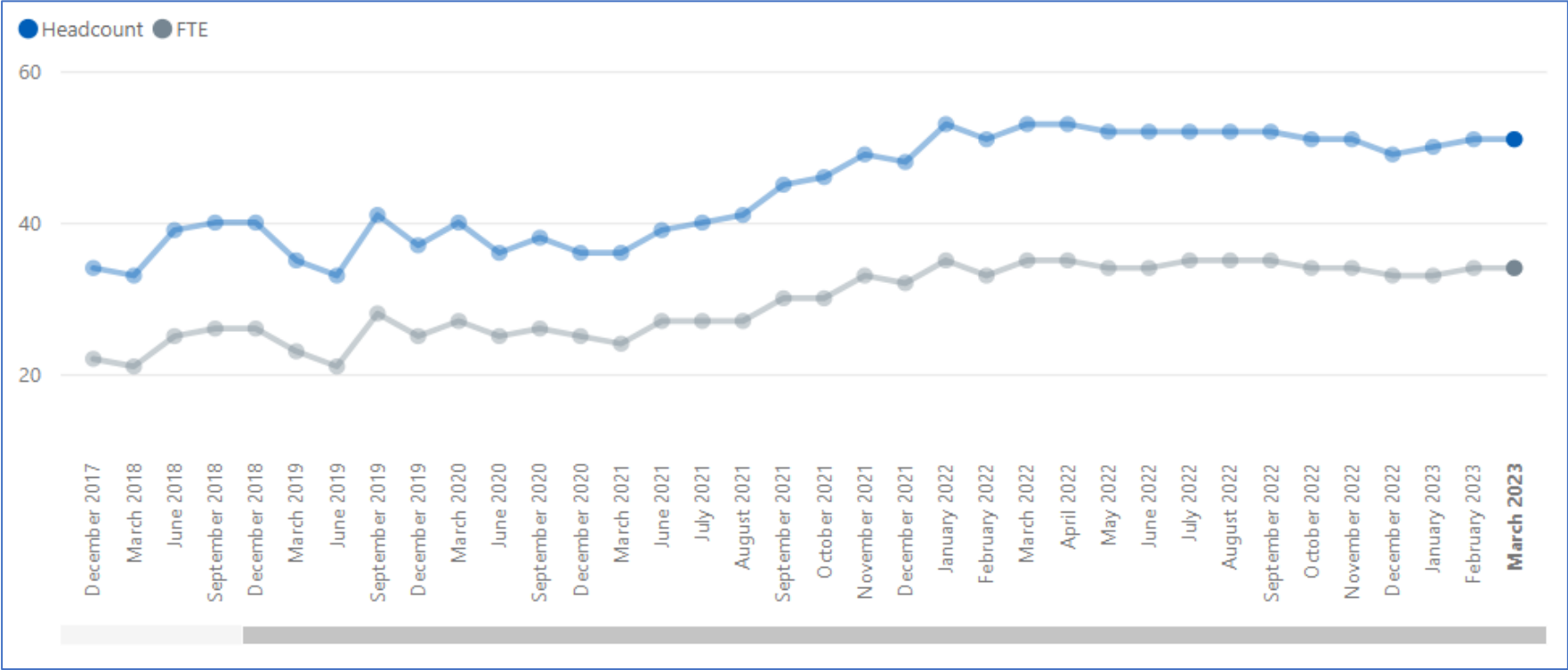
Basildon & Brentwood Nurses Trends – Headcount and FTE



Head Count
97

FTE
59

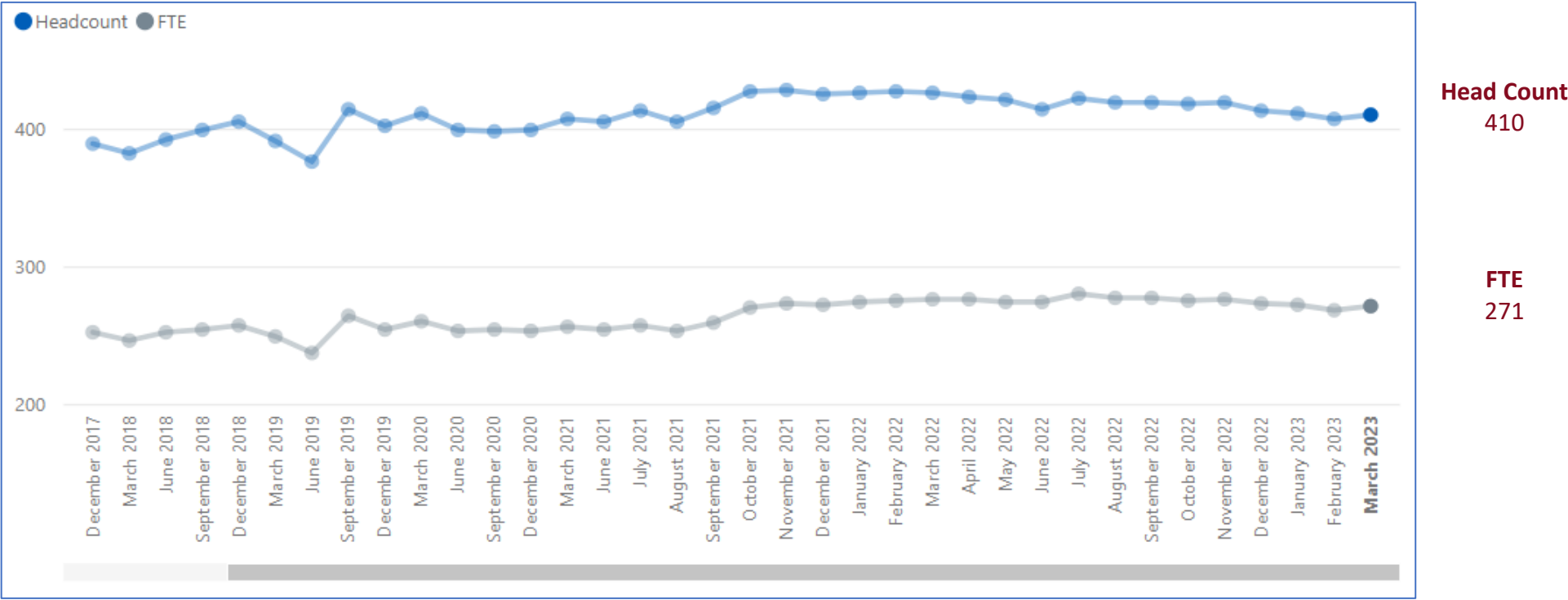
Basildon & Brentwood Direct Patient Care Trends – Headcount and FTE



Head Count
51

FTE
34

Basildon & Brentwood Essex Administration/Non-Clinical Trends – Headcount and FTE



Thurrock GP Practices Workforce Information

March 2023

Thurrock Workforce Roles in Primary Care – Headcount and FTE



GP Partners:
HC = 41
FTE = 39

GP Regular Locums:
HC = 18
FTE = 11

GP Retainers:
HC = 0
FTE = 0

GPs in Training
 Grades:
HC = 12
FTE = 11

Salaried
 GPs:
HC = 23
FTE = 17

Key
 HC = Head Count
 FTE = Full-Time Equivalent



Advanced Nurse
 Practitioners:
HC = 15
FTE = 10

Extended Role
 Practice Nurses:
HC = 1
FTE = 1

Nurse
 Dispensers:
HC = 0
FTE = 0

Nurse
 Specialists:
HC = 0
FTE = 0

Nursing
 Partners:
HC = 0
FTE = 0

Other
 Nurses:
HC = 0
FTE = 0

Practice
 Nurses:
HC = 44
FTE = 29

Trainee
 Nurses:
HC = 0
FTE = 0



Advanced Paramedic
 Practitioners:
HC = 1
FTE = 0

Advanced Pharmacist
 Practitioners:
HC = 2
FTE = 1

Advanced Physiotherapist
 Practitioners:
HC = 0
FTE = 0

Apprentices:
HC = 1
FTE = 1

Dispensers:
HC = 8
FTE = 6

Health Support
 Workers:
HC = 0
FTE = 0

Health Care
 Assistants:
HC = 20
FTE = 12

Nursing
 Associates:
HC = 2
FTE = 1

Other Direct
 Patient Care:
HC = 2
FTE = 1

Paramedics:
HC = 2
FTE = 2

Pharmacists:
HC = 8
FTE = 5

Pharmacy
 Technicians:
HC = 0
FTE = 0

Phlebotomists:
HC = 1
FTE = 1

Physician
 Associates:
HC = 8
FTE = 7

Physiotherapists:
HC = 0
FTE = 0

Social Prescribing
 Link Workers:
HC = 0
FTE = 0

Therapists:
HC = 1
FTE = 0



Apprentices:
HC = 2
FTE = 2

Estates
 & Ancillary:
HC = 2
FTE = 1

Management
 Partners:
HC = 4
FTE = 4

Managers:
HC = 31
FTE = 29

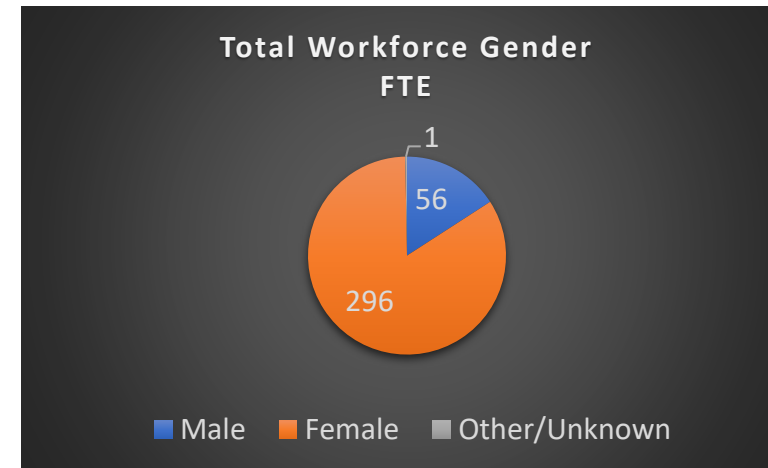
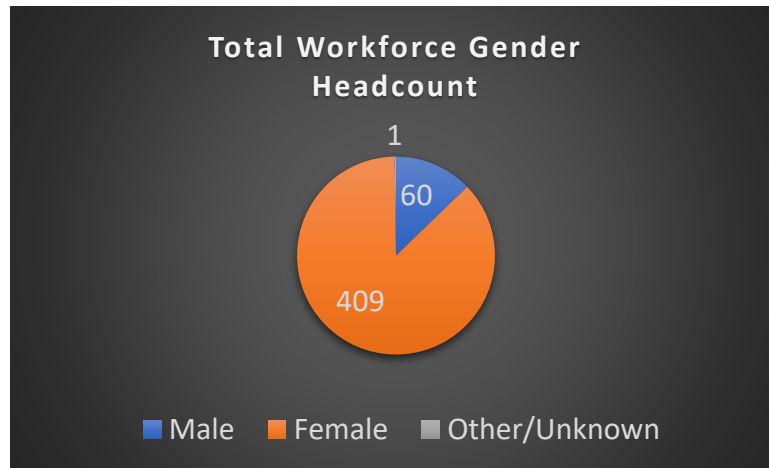
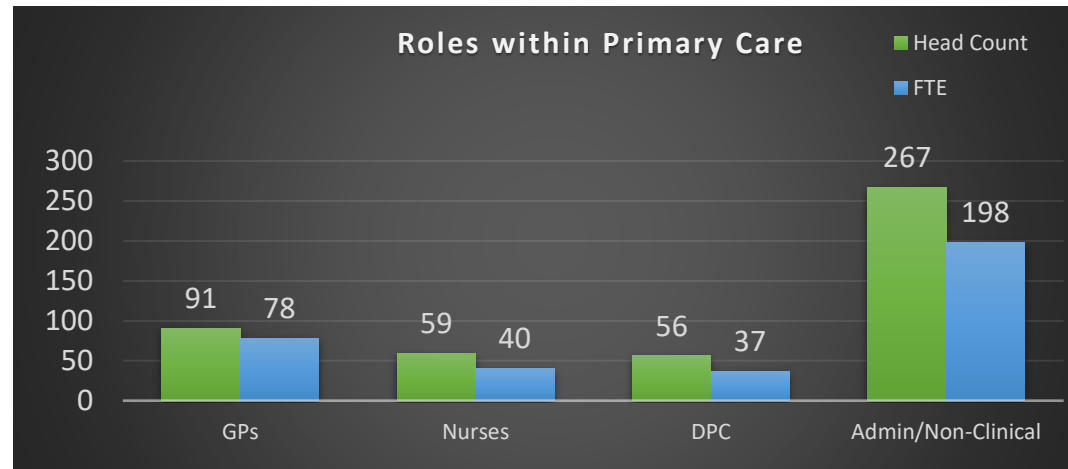
Medical
 Secretaries:
HC = 17
FTE = 13

Other Admin/Non-
 clinical:
HC = 33
FTE = 25

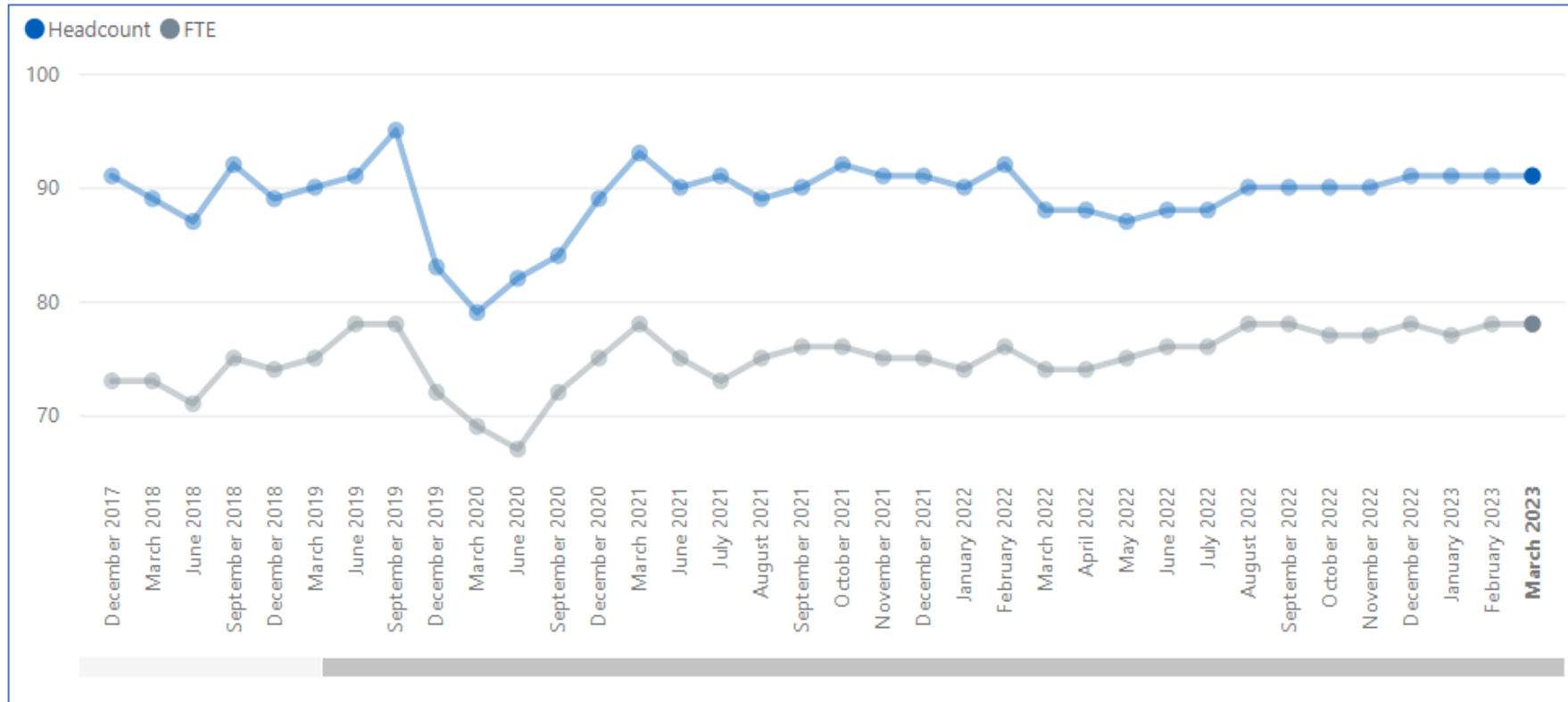
Receptionists:
HC = 179
FTE = 124

Telephonists:
HC = 0
FTE = 0

Thurrock Demographics – Headcount and FTE



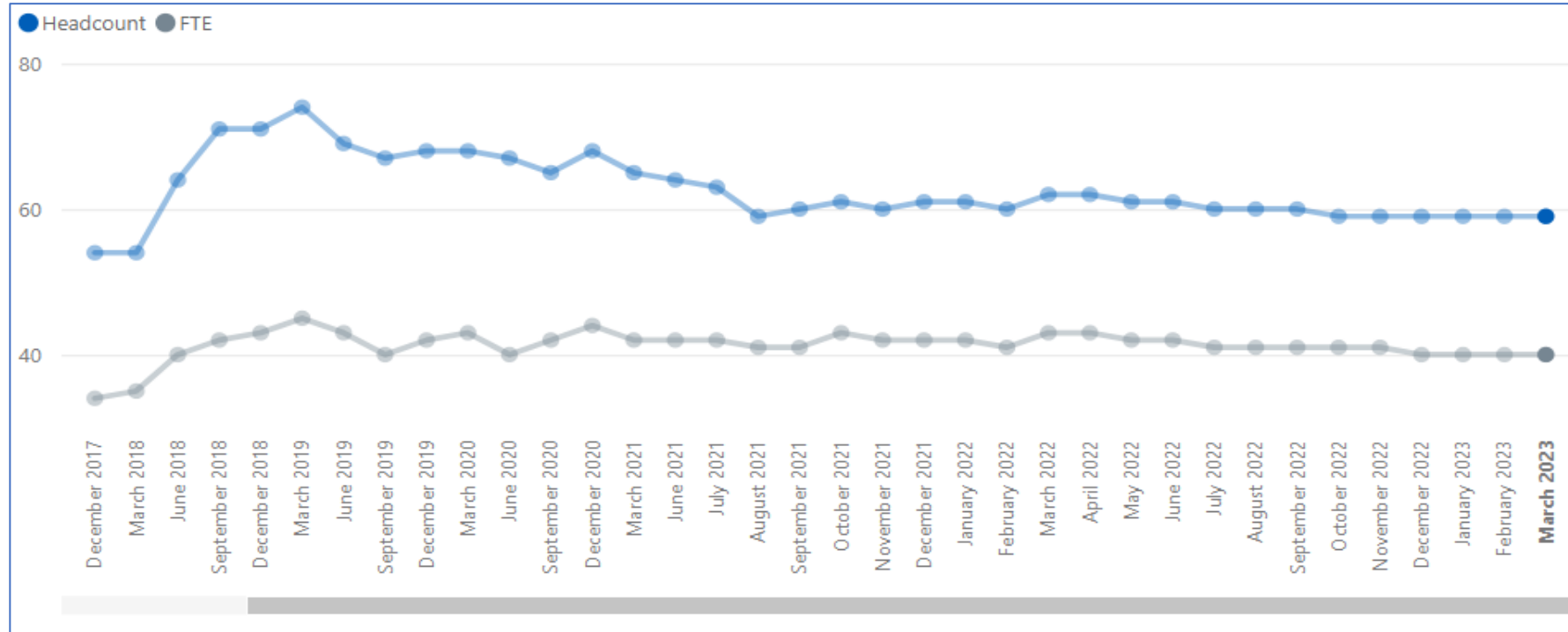
Thurrock GP Trends – Headcount and FTE



Head Count
91

FTE
78

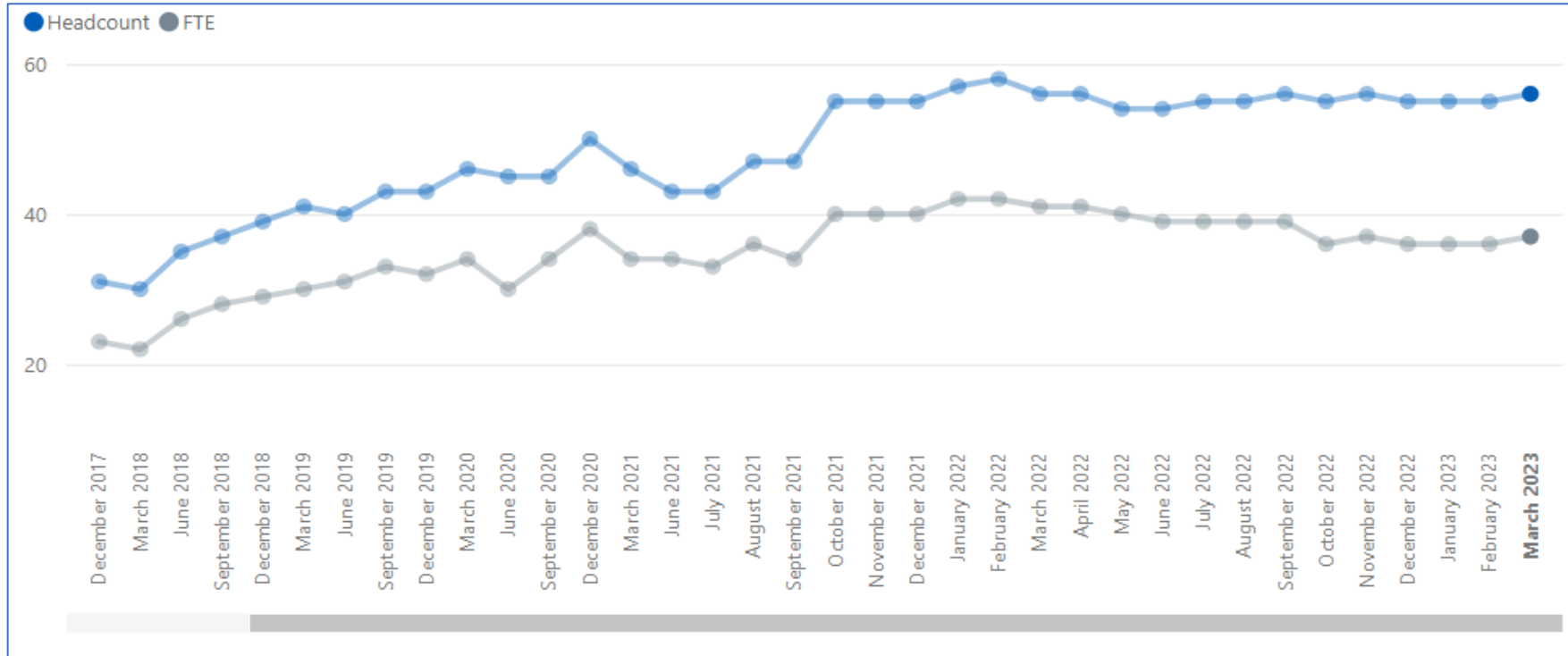
Thurrock Nurses Trends – Headcount and FTE



Head Count
59

FTE
40

Thurrock Direct Patient Care Trends – Headcount and FTE



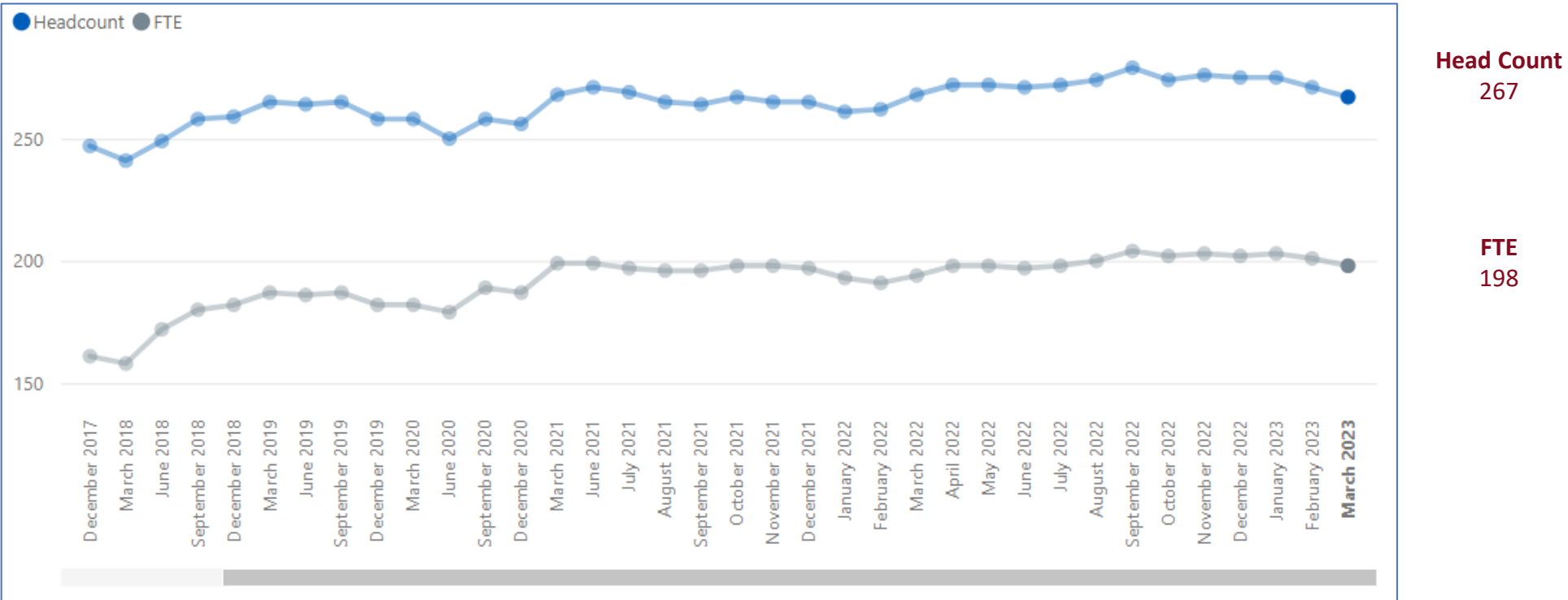
Head Count

56

FTE

37

Thurrock Administration/Non-Clinical Trends – Headcount and FTE



**Castle Point & Rochford (CPR)
GP Practices
Workforce Information**

March 2023

CPR Workforce Roles in Primary Care – Headcount and FTE



GP Partners:
HC = 56
FTE = 56

GP Regular Locums:
HC = 12
FTE = 5

GP Retainers:
HC = 0
FTE = 0

GPs in Training
 Grades:
HC = 23
FTE = 22

Salaried
 GPs:
HC = 27
FTE = 22

Key
 HC = Head Count
 FTE = Full-Time Equivalent



Advanced Nurse
 Practitioners:
HC = 11
FTE = 8

Extended Role
 Practice Nurses:
HC = 1
FTE = 1

Nurse
 Dispensers:
HC = 1
FTE = 0

Nurse
 Specialists:
HC = 1
FTE = 1

Nursing
 Partners:
HC = 0
FTE = 0

Other
 Nurses:
HC = 0
FTE = 0

Practice
 Nurses:
HC = 37
FTE = 24

Trainee
 Nurses:
HC = 0
FTE = 0



Advanced Paramedic
 Practitioners:
HC = 1
FTE = 1

Advanced Pharmacist
 Practitioners:
HC = 1
FTE = 0

Advanced Physiotherapist
 Practitioners:
HC = 0
FTE = 0

Apprentices:
HC = 0
FTE = 0

Dispensers:
HC = 0
FTE = 0

Health Support
 Workers:
HC = 0
FTE = 0

Health Care
 Assistants:
HC = 25
FTE = 18

Nursing
 Associates:
HC = 2
FTE = 1

Other Direct
 Patient Care:
HC = 2
FTE = 1

Paramedics:
HC = 2
FTE = 2

Pharmacists:
HC = 3
FTE = 3

Pharmacy
 Technicians:
HC = 0
FTE = 0

Phlebotomists:
HC = 9
FTE = 5

Physician
 Associates:
HC = 2
FTE = 2

Physiotherapists:
HC = 1
FTE = 1

Social Prescribing
 Link Workers:
HC = 0
FTE = 0

Therapists:
HC = 0
FTE = 0



Apprentices:
HC = 2
FTE = 1

Estates
 & Ancillary:
HC = 2
FTE = 2

Management
 Partners:
HC = 1
FTE = 1

Managers:
HC = 24
FTE = 22

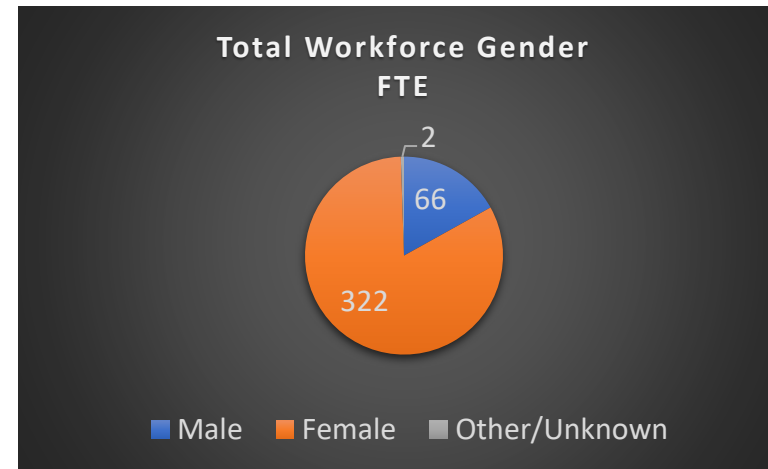
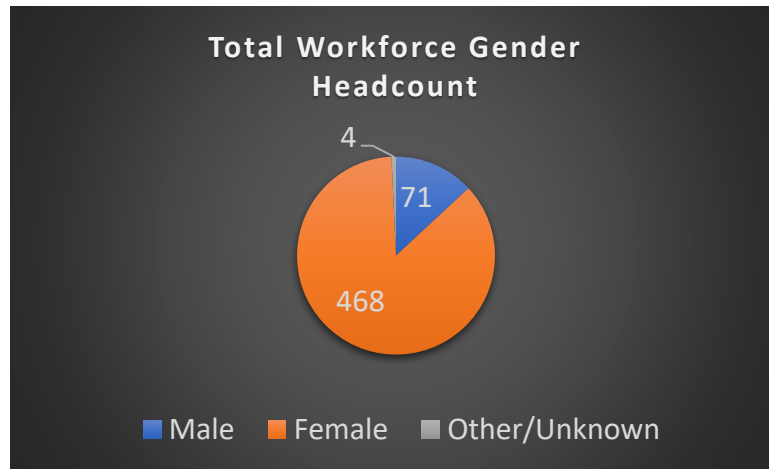
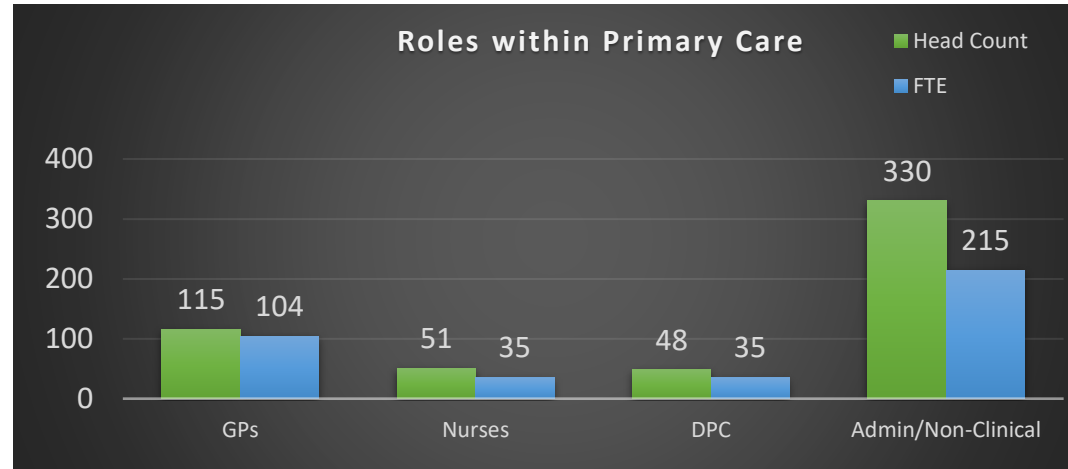
Medical
 Secretaries:
HC = 27
FTE = 19

Other Admin/Non-
 clinical:
HC = 58
FTE = 42

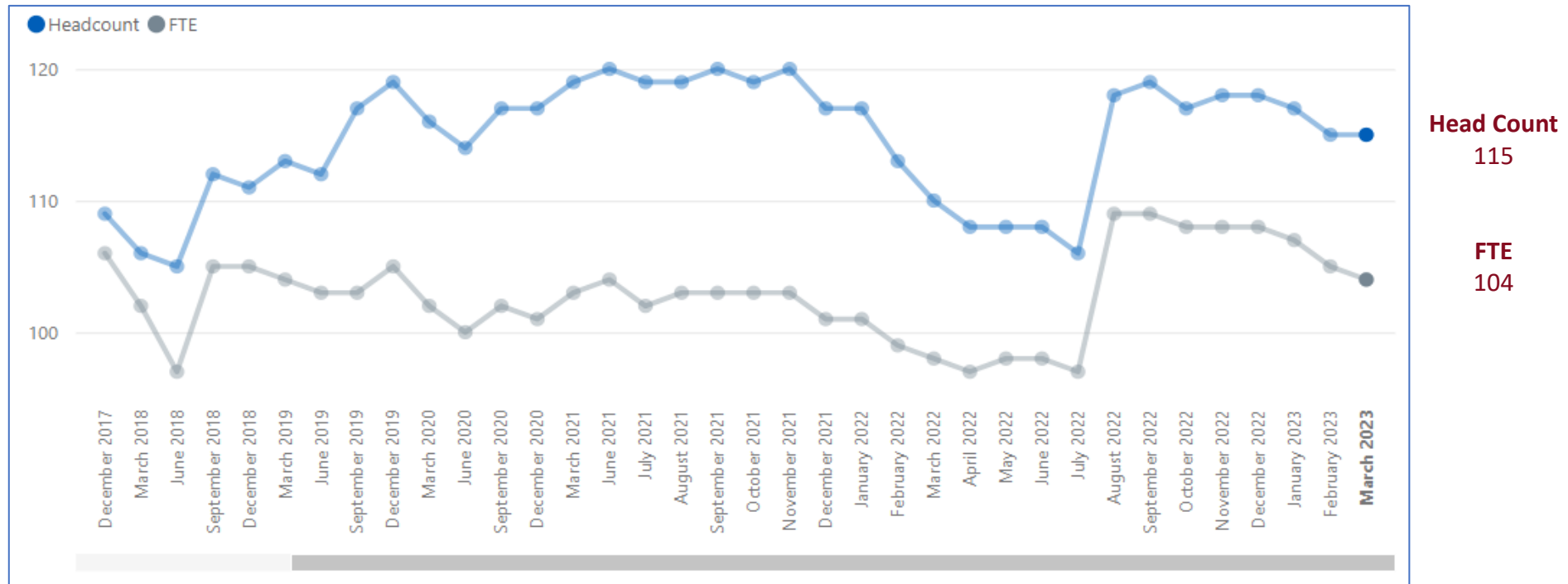
Receptionists:
HC = 215
FTE = 128

Telephonists:
HC = 1
FTE = 1

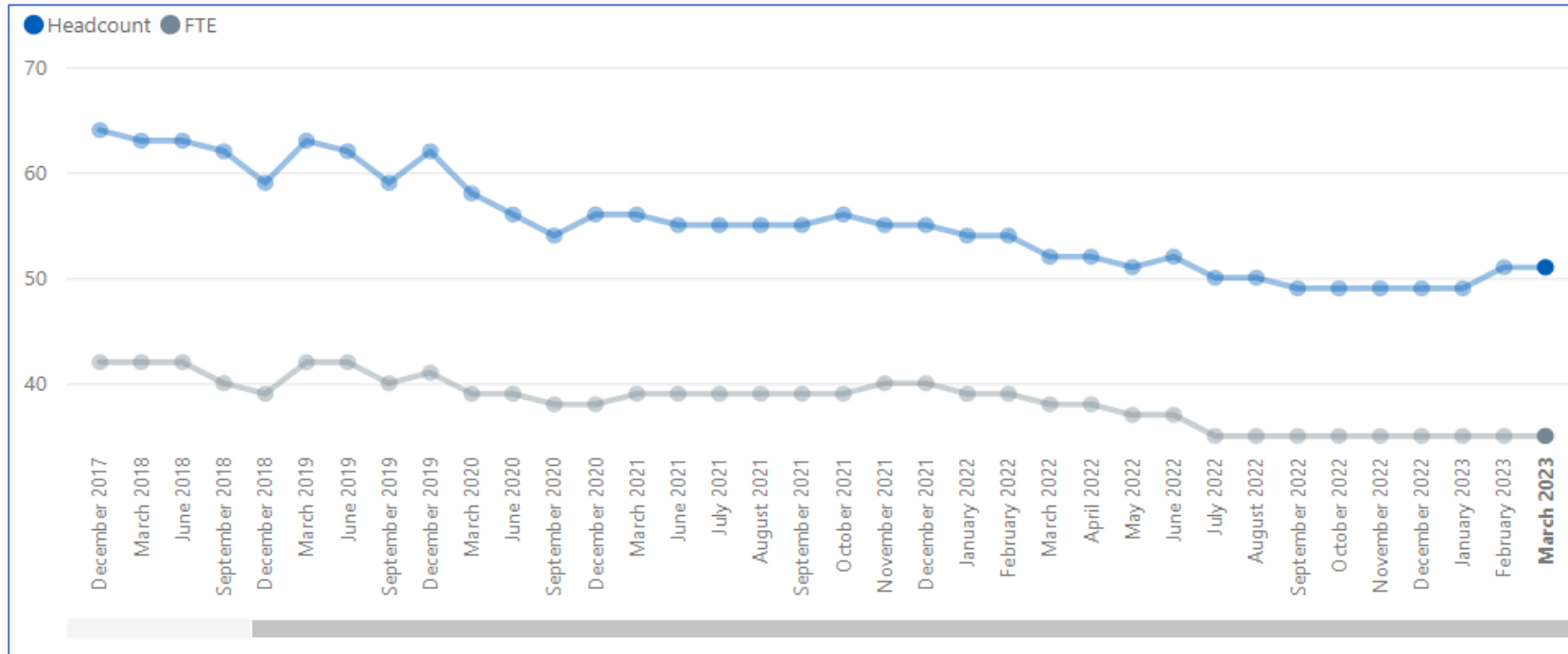
CPR Demographics – Headcount and FTE



CPR GP Trends – Headcount and FTE



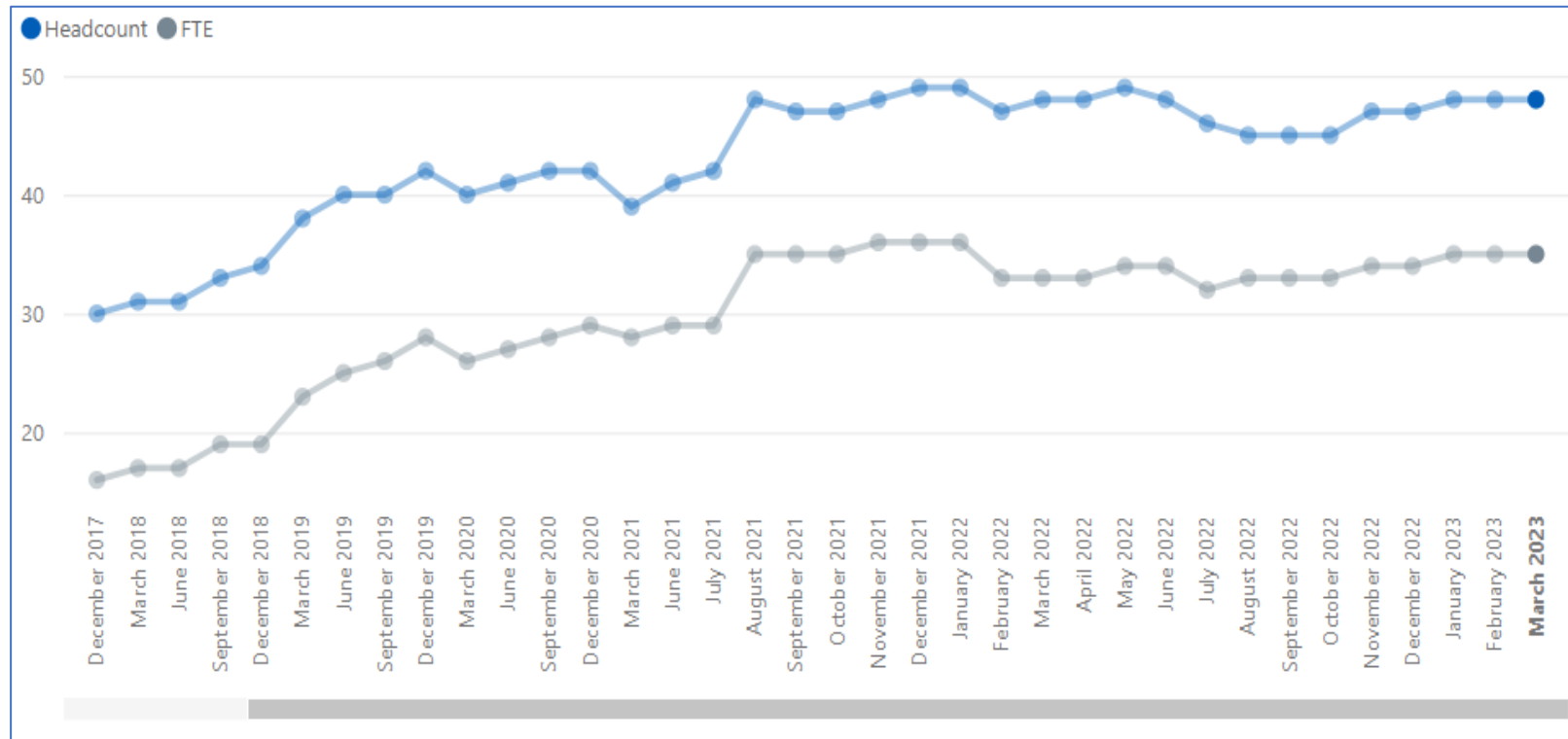
CPR Nurses Trends – Headcount and FTE



Head Count
51

FTE
35

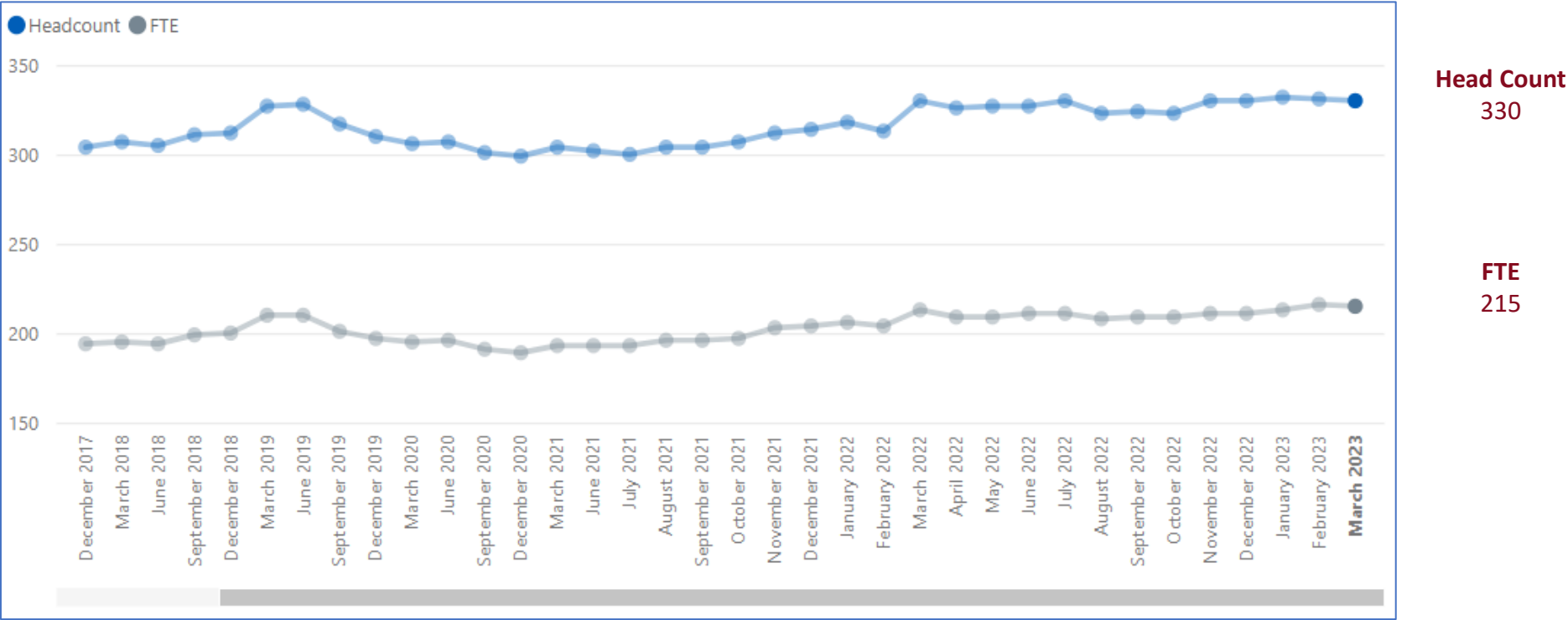
CPR Direct Patient Care Trends – Headcount and FTE



Head Count
48

FTE
35

CPR Administration/Non-Clinical Trends – Headcount and FTE



Southend GP Practices Workforce Information

March 2023

Southend Workforce Roles in Primary Care – Headcount and FTE



GP Partners:
HC = 50
FTE = 47

GP Regular Locums:
HC = 20
FTE = 8

GP Retainers:
HC = 1
FTE = 0

GPs in Training
 Grades:
HC = 22
FTE = 20

Salaried
 GPs:
HC = 42
FTE = 26

Key
 HC = Head Count
 FTE = Full-Time Equivalent



Advanced Nurse
 Practitioners:
HC = 15
FTE = 11

Extended Role
 Practice Nurses:
HC = 4
FTE = 3

Nurse
 Dispensers:
HC = 0
FTE = 0

Nurse
 Specialists:
HC = 1
FTE = 1

Nursing
 Partners:
HC = 0
FTE = 0

Other
 Nurses:
HC = 2
FTE = 2

Practice
 Nurses:
HC = 52
FTE = 29

Trainee
 Nurses:
HC = 2
FTE = 2



Advanced Paramedic
 Practitioners:
HC = 0
FTE = 0

Advanced Pharmacist
 Practitioners:
HC = 0
FTE = 0

Advanced Physiotherapist
 Practitioners:
HC = 0
FTE = 0

Apprentices:
HC = 0
FTE = 0

Dispensers:
HC = 1
FTE = 1

Health Support
 Workers:
HC = 0
FTE = 0

Health Care
 Assistants:
HC = 21
FTE = 12

Nursing
 Associates:
HC = 0
FTE = 0

Other Direct
 Patient Care:
HC = 0
FTE = 0

Paramedics:
HC = 0
FTE = 0

Pharmacists:
HC = 5
FTE = 4

Pharmacy
 Technicians:
HC = 0
FTE = 0

Phlebotomists:
HC = 1
FTE = 1

Physician
 Associates:
HC = 1
FTE = 1

Physiotherapists:
HC = 0
FTE = 0

Social Prescribing
 Link Workers:
HC = 0
FTE = 0

Therapists:
HC = 0
FTE = 0



Apprentices:
HC = 1
FTE = 1

Estates
 & Ancillary:
HC = 3
FTE = 2

Management
 Partners:
HC = 0
FTE = 0

Managers:
HC = 37
FTE = 31

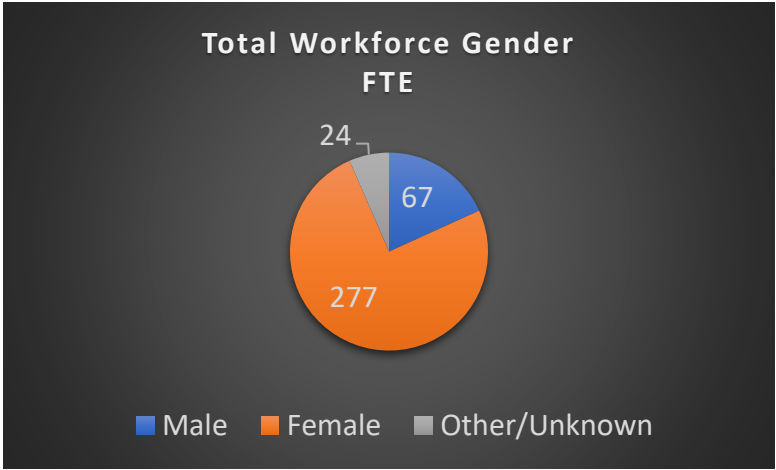
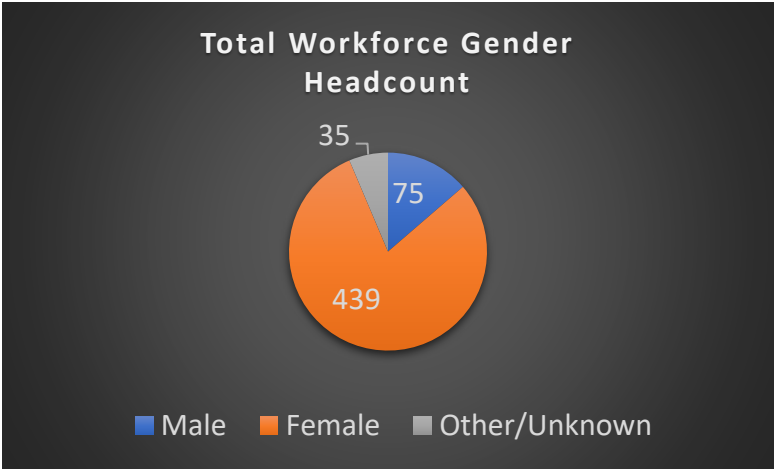
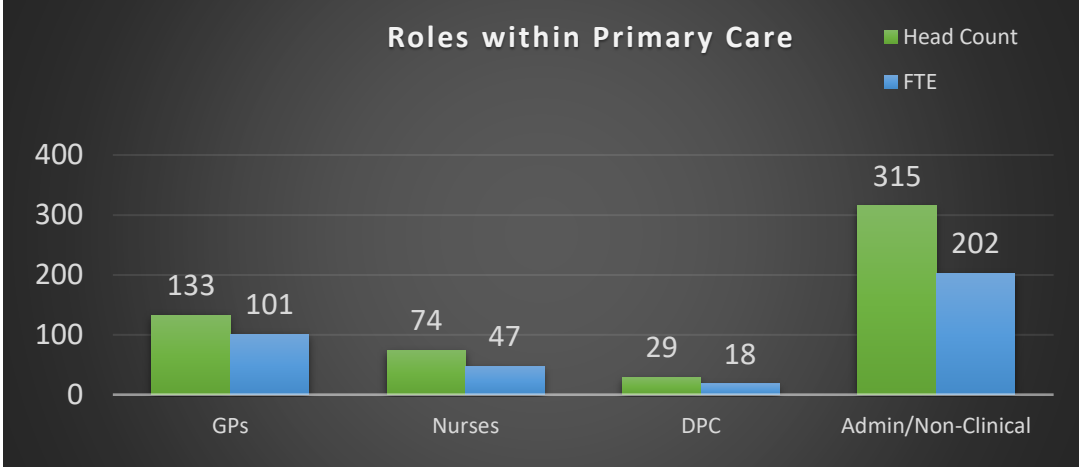
Medical
 Secretaries:
HC = 31
FTE = 20

Other Admin/Non-
 clinical:
HC = 48
FTE = 34

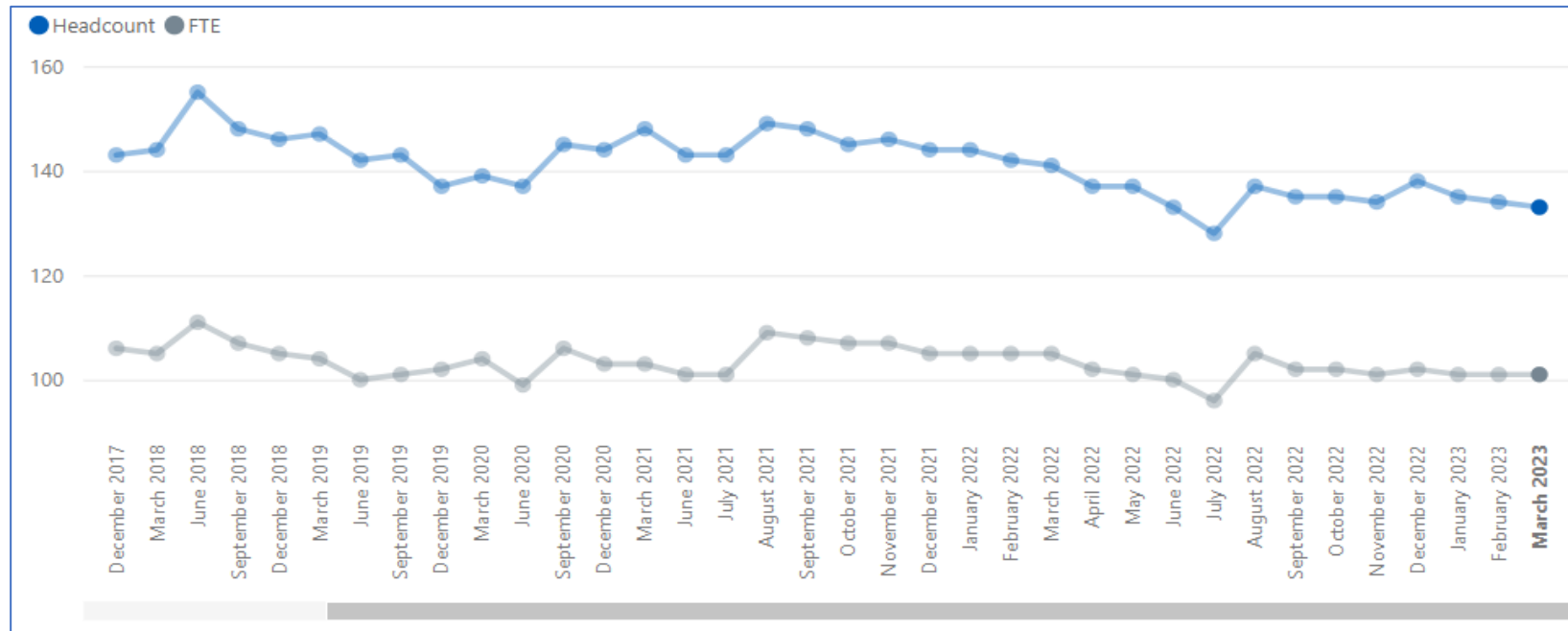
Receptionists:
HC = 194
FTE = 114

Telephonists:
HC = 1
FTE = 1

Southend Demographics – Headcount and FTE



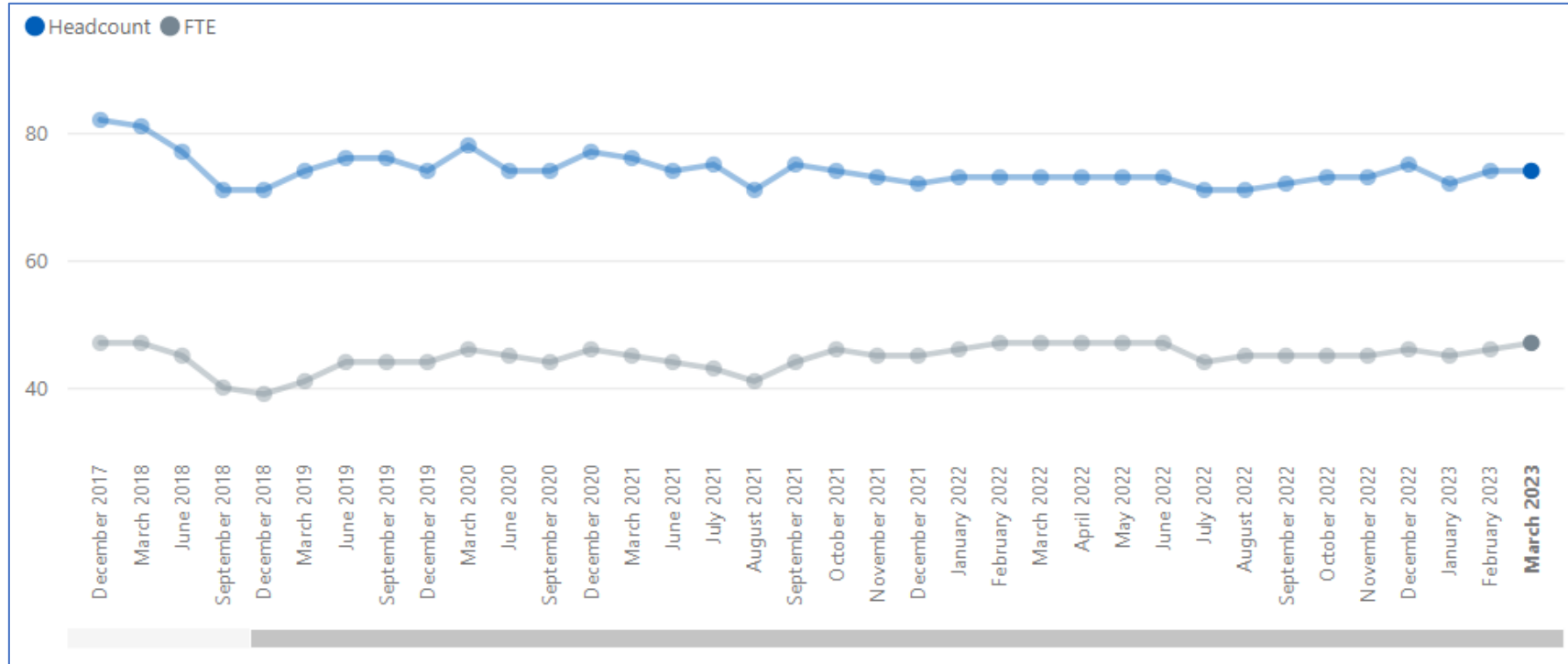
Southend GP Trends – Headcount and FTE



Head Count
133

FTE
101

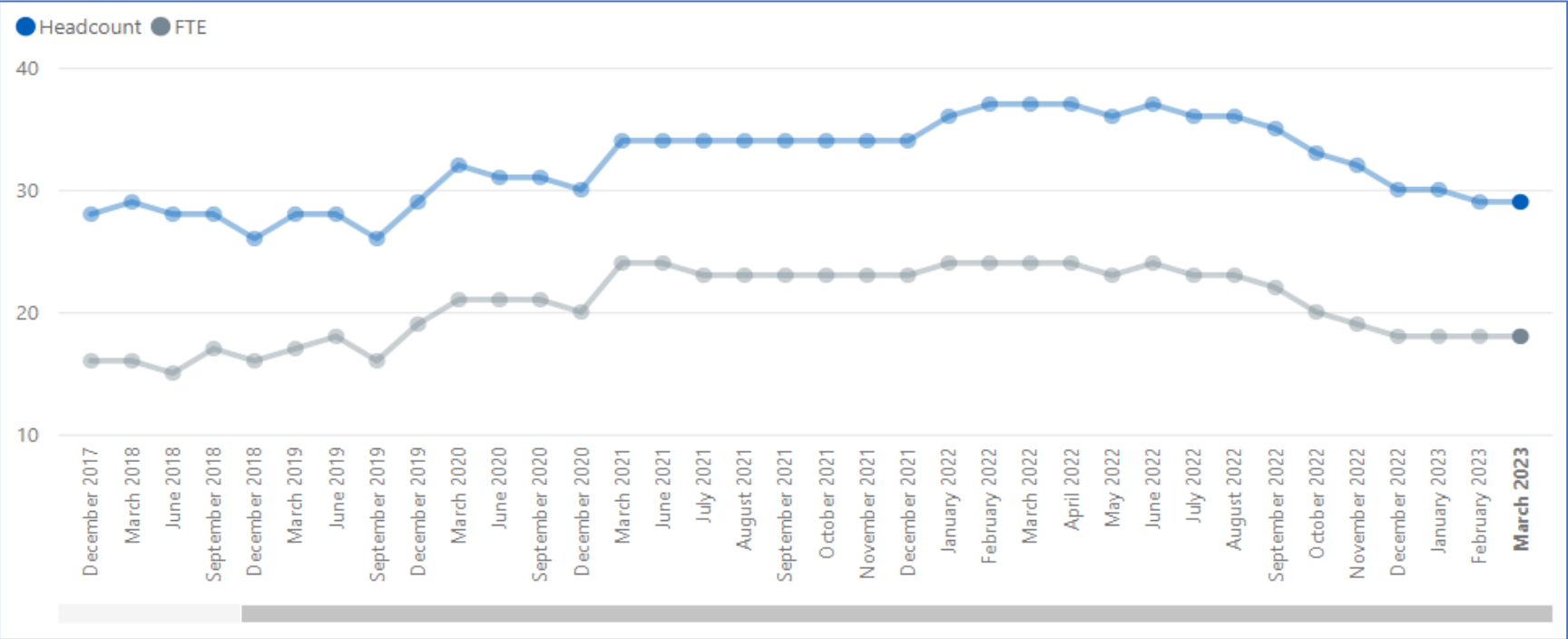
Southend Nurses Trends – Headcount and FTE



Head Count
74

FTE
47

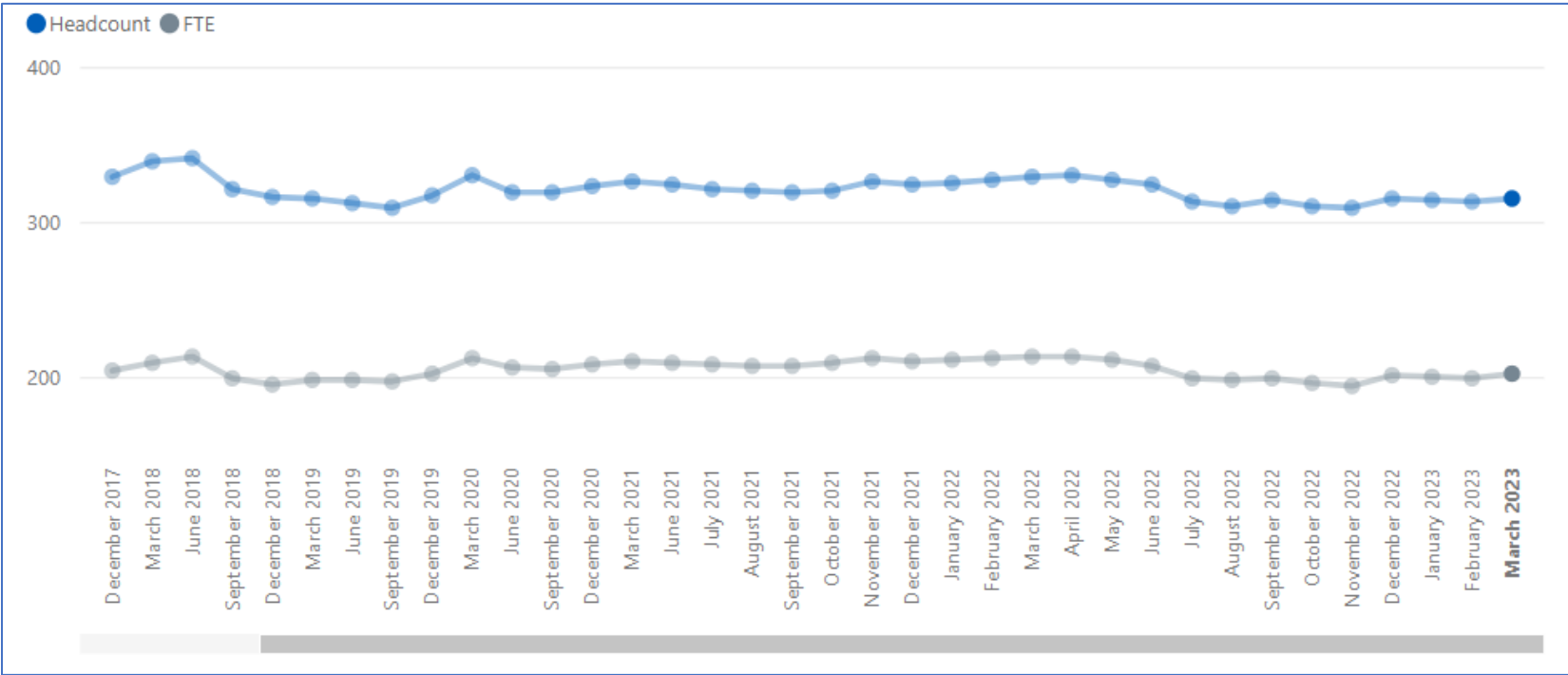
Southend Direct Patient Care Trends – Headcount and FTE



Head Count
29

FTE
18

Southend Administration/Non-Clinical Trends – Headcount and FTE



Head Count
315

FTE
202