



Election 2015  
What next for NHS?  
Page 2



News round up  
Page 3



CHSS people:  
Rowena Merritt  
Page 4



Study with CHSS  
Page 5

# Newsletter

**CHSS**  
University of Kent

Centre for Health Services Studies

Issue 18 / Winter 2014



## CHSS collaborates with Medway Council on obesity initiatives

Last summer, Medway Council hosted an Obesity Summit attended by private, public and voluntary sector partners, to help develop their framework for tackling obesity. The Public Health Department have since asked CHSS to evaluate its projects, provide feedback to help improve the quality of services and evaluation processes, and to share evidence and raise the profile of the good work they are doing.

*Continued on page 3*

# Excellence in health research

# CHSS election focus

## What next for our NHS?



With the General Election fast approaching, CHSS Director Stephen Peckham outlines what each of the main parties are saying about the NHS, and what their policy plans could mean for the future of our health and social care. Healthcare spending in England is forecast to rise to £114 billion a year in 2015/16 (although transfers to local authorities for social care and public health reduce this by over £5 billion) – a real terms cut of 1.7% on this year. Recently the head of the NHS in England has argued that the Service needs an extra £20 billion funding by 2020. Given the challenges already faced by healthcare services in Kent, health is likely to be a key local issue leading up to the election in May.

CHSS will hold a pre-election health policy debate before the election. Each party will be invited to field a Kent Parliamentary candidate to sit on the panel to answer questions from the public. More details will be circulated in the next few weeks but in the meantime here is a flavour of what the parties are promising...

### Conservative promises include:

- increased emphasis on primary care and integrated care with efficiency savings
- 5,000 extra GPs and weekend surgeries through an extra £400m investment
- maintaining a real terms increase (£ unspecified) to protect NHS funding
- support for more private provision of NHS services, including controversial Private Finance Initiative (PFI) schemes

### Labour say they will:

- put more emphasis on primary and integrated care with huge efficiency savings
- protect NHS funding
- deliver 20,000 nurses, 8,000 GPs, 5,000 care workers and 3,000 midwives through a mansion tax and increased tobacco taxes
- rein back the shift to privatised services, but like the Tories they still support PFI schemes

### Liberal Democrats would:

- offer a real term spending increase of £1 billion per annum from 2015
- integrate health and social care funding from 2017
- Raise tax income from adjustments aimed mainly at high earners
- rein back the shift to privatised services

### The Green Party pledges:

- a fully public service NHS, placing most emphasis on public health
- increased funding through an earmarked NHS tax
- abolishing prescription charges
- locally elected commissioners
- further integration of health and social care services
- rein back the shift to privatised services
- efficiency savings through primary care and integrated care

### UKIP have given new commitments to:

- abolish hospital car parking charges
- charge NHS insurance fee to immigrants and visitors
- open GP surgeries in the evenings
- increase local authority oversight of health services
- make efficiency savings

### Weighing up the alternatives...

While all parties back a free publicly funded NHS, there is some discussion over the level of privatisation. However, none of the parties has fully addressed key questions around how NHS funding increases will be met. Simple pledges to extend GP opening hours and increase access do not fully answer the challenges of meeting the health and social care needs of an ageing population and the burden of long-term health problems. All parties promise efficiency savings through primary care and integrated care with Labour estimating that a £4-6 billion saving is achievable in this way. Whether such savings are realistic is highly questionable and based on current trend targets for GP recruitment are unlikely to be realised.

The parties all need to be clearer about spending plans and how they will fund them, setting out their plans to revise services and payment models to meet growing need. The UK spends less 'on average' on healthcare than other major Western European countries, but currently there seems to be little political appetite for investing significantly more.

This is surprising when recent evidence suggests that the NHS continues to perform very well. In terms of the ease with which patients can access healthcare, the quality of care and efficiency and equity in provision, the NHS is in good health – at least compared with health systems from many other affluent countries. Whoever ends up in Downing Street faces a major challenge if promises to protect NHS spending and deliver funding increases are to be kept.

# CHSS research news

## News round up....

### CHSS Professor's new Primary Care Lead role

Professor Patricia Wilson has been appointed Primary Care Speciality Lead for Division 5 of Kent Surrey and Sussex NIHR Clinical Research Network (CRN), working as the academic lead for primary care portfolio research in Kent Surrey and Sussex.

Tricia hopes to increase interest in primary and community care research to develop a home grown portfolio. Tricia said: 'I am delighted to have been given this great opportunity and I'm really looking forward to working with the CRN team'.

For more information visit the CRN website [www.crn.nihr.ac.uk/kent-surrey-and-sussex/](http://www.crn.nihr.ac.uk/kent-surrey-and-sussex/)

### Jenny Billings appointed to European Social Network (ESN)

Supported by the European Commission, the ESN promotes and supports development of effective and evidence-based social policy and social care practice through knowledge and experience exchange, and through commissioned project work. The network consists of over 100 member organisations responsible for improving health and social services.

Jenny has been appointed to work with ESN on analysing and developing the evidence base for co-ordinated health and social care and the promotion of active ageing across the EU. CHSS has also become a member of the network and Jenny will represent the department. As a network member she will be part of a wider movement to raise the profile of public integrated services and their management in Europe. She will represent CHSS at seminars and workshops, and participate in the European Social Services Conference in Lisbon in July.

For more information:  
[www.esn-eu.org/home/index.html](http://www.esn-eu.org/home/index.html)

**CHSS Director Professor Stephen Peckham** was recently appointed an Associate Professor at the Institute of Health Policy, Management and Evaluation (IHPME) at the University of Toronto. Stephen is currently working on a joint project on accountability with Professor Raisa Deber and we hope to develop closer links between IHPME and CHSS.

More information on our website  
[www.kent.ac.uk/chss/news/index.html?view=523](http://www.kent.ac.uk/chss/news/index.html?view=523)

**CHSS Research Fellow Dr Jan Macvarish** is one of a distinguished group of academics comprising the new Centre for Interdisciplinary Studies of Reproduction (CISoR). The research centre will focus on both the science and the societal aspects of reproduction and includes Kent researchers working in biosciences, anthropology, law, history, psychology and social policy.

For more information visit the CISoR website  
[www.kent.ac.uk/cisor/](http://www.kent.ac.uk/cisor/)

**Details of all CHSS current and past research is available on our website**  
[www.kent.ac.uk/chss/research/current.html](http://www.kent.ac.uk/chss/research/current.html)

*Continued from the front cover*

## CHSS collaborates with Medway Council on obesity initiatives



Medway Council's dedicated 'Supporting Healthy Weight' team (SHW) works with adults, families, children and young people to help them in achieving healthy weight. Within the National Child Measurement Programme (NCMP) classification, 23.3% of 4-5 year olds and 32.7% of 10-11 year olds in Medway are overweight or obese.

The SHW team provide and commission a diverse range of interventions to help prevent and manage overweight. These include four MEND programmes (2-4, 5-7, 7-13 and Graduates) and Fit Fix, a programme for 13 – 17 year olds. The team work across the Council to ensure opportunities to support obesity prevention are maximised in all aspects of the Council's work, and in the revised Medway Local Plan.

CHSS Research Fellow Erica Gadsby is leading the project team which includes CHSS research staff Sarah Spencer, Olena Nizalova and Rowena Merritt. A big part of the project will lie in promoting the team's successes and helping to build their media profile.

Erica said: 'This collaborative project will enable us to assess how the team's projects and programmes can be built on and improved. It will enable the SHW team to raise awareness of its portfolio, and get the message over to a wider audience about the great initiatives being delivered in Medway'

For more information:  
[www.kent.ac.uk/chss/research/docs/current/2015\\_01\\_19\\_public\\_health\\_medway.html](http://www.kent.ac.uk/chss/research/docs/current/2015_01_19_public_health_medway.html)

# CHSS people

## Putting the social into marketing – Dr Rowena Merritt BSc, DPhil

Rowena, a social marketing specialist, joined CHSS in 2013 working with Professor Patricia Wilson developing Kent Academic Primary Care Unit and a BSc in Primary Care Management. Within CHSS she also leads the British Lung Foundation's 'Breathe Easy' project and is part of the Horizon 2020 project team. Beyond CHSS she runs a company and is co-founder of a non-profit organisation helping Pacific Island countries develop sustainable solutions to human-made problems such as water pollution and poor community health.

### Rowena, tell us a little about your background?

I was born near Middlesbrough to two workaholic parents – my dad was a barrister and a part-time lay preacher and my mum a probation officer. I was something of a geek at school! Since I was 13 I always wanted to set up my own charity.

### Did you study health research at University?

No. Aged 18 I worked in a centre for disadvantaged children in Harlem, New York. I then did a BSc in Business Studies at Imperial College London including one year working with a mental health charity. It was at Imperial that I developed an interest in social marketing.

### Tell us more about social marketing?

It's like commercial marketing, but the end result is change for social good. It's a 'maggie' discipline that steals from psychology, sociology, economics and anthropology. In the late 1990s social marketing was not widely known, but I began my DPhil at Queen's College Oxford in 2002. My thesis was about using social marketing to improve outcomes for patients with depression.

These days, my main focus is 'critical social marketing' which examines the impact of commercial marketing on society.

### Where did your PhD lead you?

Back in 2006, in search of my ideal job, I emailed Professor Philip Kotler, a marketing guru and founding father of social marketing, who inspired me. I was delighted when contacts from him led to a job offer in the USA. But at the US Social Marketing Conference (which she now chairs) I was approached to help set up a Social Marketing Centre in London for the Department of Health, so I never took up the US post. I loved the job and stayed there for two years before moving to the DH public health team, managing the implementation of the DH's national social marketing strategy. I never planned to go into Public Health – it just happened by accident!



### And after DH?

I am still Head of Research at the National SM Centre. I also teach social marketing distance learning modules as an Affiliate Professor at the University of South Florida. In 2010 I set up my company and before long it meant I could fit working from home around looking after my son. In 2013 I was working for the World Health Organisation in the Philippines and my husband was making me feel guilty for spending so much time away from home! We were about to move to Kent so I applied to join CHSS.

### What do you like about working for CHSS?

I'm enjoying combining primary care research with social marketing. I'm very excited about working with Tricia to develop Kent Academic Primary Care Unit (KAPCU) into a unique unit that stands out against its competitors.

### What is special about KAPCU?

Whilst other units are almost exclusively medical based and run by doctors, KAPCU has specialist skills we will use to improve GP recruitment and retention. Tricia's patient and public involvement expertise and my social marketing background are a good fit. Our BSc course is management and business focused to provide the skills doctors need for commissioning and budgets.

### You have great energy, and a skill for seizing opportunities in life?

I've managed to capitalise on good networking connections. I also believe that fate has intervened in my life at several points and led me to some good places career wise.

### Have there been any recent career highlights?

In November I was invited to Clarence House to meet Prince Charles and discuss social marketing with him and his advisers. I sat there, drinking the nicest tea I have ever tasted thinking, 'wow I am talking to the future King!' However, when I told my husband and parents I had been invited, they just said 'why would he want to talk to you?' They keep me grounded if nothing else!

### How do you manage your work/life balance?

Badly! The work/life balance is always an issue and I think mothers feel guilty whatever they choose to do. Sometimes I think I would like a nine to five, but I love my work. It's all about meeting people, networking and getting excited about the next project.

### It seems unlikely that you get any relaxation, but what's your ideal 'down time'?

Before I was a mother I had a private pilot's licence which was great. Sometimes I'd fly to Le Touquet for the weekend. I played lots of golf too. These days, I treat myself to a bit of trashy TV, or tend my allotment – assisted by my son. Less glamorous perhaps, but still fun!

Find out more about Rowena's work on her webpage  
[www.kent.ac.uk/chss/staff/research/merritt.html](http://www.kent.ac.uk/chss/staff/research/merritt.html)

Details of forthcoming seminars run by Kent Academic Primary Care Unit (KAPCU) can be found on page 8.

# Study opportunities with CHSS

## New CHSS short courses



As part of its programme of training for research excellence, CHSS has launched a series of four short courses, which are now available for booking. These one day sessions will take place at CHSS in our Knowledge Management Centre, George Allen Wing, University of Kent, Canterbury CT2 7NF

### **Building your research idea: protocols, patient and public involvement (PPI), data collection & analysis**

Thursday 23 April 2015, 10.00-16.30

### **Introduction to clinical trials & developing interventions**

Thursday 30 April 2015, 10.00-16.30

### **A gentle introduction to cost-effectiveness analysis in health**

Thursday 14 May 2015, 10.00-16.30

### **A gentle introduction to quantitative statistics & using SPSS**

Friday 22 May 2015, 10.00-16.30

For further information contact Dr Ferhana Hashem, F.Hashem@kent.ac.uk Tel: 01227 824887

[www.kent.ac.uk/chss/study.html?tab=chss-short-courses](http://www.kent.ac.uk/chss/study.html?tab=chss-short-courses)

## CHSS 2015 PhD Studentship in Health Services Research

*"I've really enjoyed my experiences at CHSS so far. The Centre feels like a team, with every member of staff being very helpful, approachable and supportive. I have learnt a number of new invaluable skills and strengthened my knowledge in areas of personal interest."*

Aida Malovic, CHSS PhD Student

CHSS invites applications for our 3 year full time (or 5 year part time) PhD studentship to undertake research in health services and evaluation from September/October 2015. The successful candidate will be based at CHSS within the School of Social Policy and Social Research (SSPSSR), Canterbury University of Kent.

The successful student must be enthusiastic about health services research and will become part of the research endeavour within CHSS. To be eligible they need to have completed health-related postgraduate training at Master's level equivalent to merit or distinction with a substantial research training component (such as an ESRC recognised training course).

For a more personal view of the PhD scheme, read the overview and experience of current scholarship student, Aida, on our website.

Full details of the CHSS Studentship in Health Services Research and how to apply on the SSPSSR Postgraduate Scholarships and Funding webpage and click Health Services Research PhD. [www.kent.ac.uk/sspssr/studying/scholarships-and-bursaries/index.html?tab=postgraduate-research](http://www.kent.ac.uk/sspssr/studying/scholarships-and-bursaries/index.html?tab=postgraduate-research)

## There is still time to apply for our Higher Degree courses – now recruiting for September 2015

### **CHSS MSc in Applied Health Research**

This Masters course is for students who want to become independent researchers. This MSc can be studied over one year full-time, or two years part-time.

Stage one consists of compulsory taught modules. Stage two involves a compulsory dissertation on a subject of choice. Postgraduates will work on their own independent research project.

Eligibility: 2:1 honours degree or higher in a social science/health-related subject, or a medical degree and a demonstrable knowledge and interest in a relevant area.

For more information download our flyer – pdf, or go to the Study with CHSS page [www.kent.ac.uk/chss/study.html?tab=phd](http://www.kent.ac.uk/chss/study.html?tab=phd)

For informal enquiries please contact:  
Dr Ferhana Hashem  
E: [f.hashem@kent.ac.uk](mailto:f.hashem@kent.ac.uk)

### **CHSS Management in Primary Care BSc (Hons)**

This one-year intercalated BSc in Management in Primary Care is designed for medical students to prepare themselves for working in primary care and community, public health or management.

Our BSc in Management in Primary Care allows students to gain clinical experience alongside the learning of academic skills which can be applied to all aspects of the medical field.

This is a full-time degree lasting for one academic year. Students will be attached to a GP Practice and in the spring term, will spend at least one day a week in a GP practice working on a research project.

For more information go to the Study with CHSS page [www.kent.ac.uk/chss/study.html?tab=phd](http://www.kent.ac.uk/chss/study.html?tab=phd)

For informal enquiries please contact:  
Dr Rowena Merritt  
E: [r.k.merritt@kent.ac.uk](mailto:r.k.merritt@kent.ac.uk)

# Research support and other projects

## Artist in Residence – Leah Thorn



Leah Thorn has begun a ten month residency at the University of Kent supported by a Leverhulme Trust Artist in Residence Award. She will be working with CHSS Professor of Primary Care Patricia Wilson in collaboration with Canterbury Christ Church University.

During her residency Leah, a feminist and spoken word poet is making a film about Dementia, a subject where she has special interest. She is very interested in the journeys women make as they progress through the various transitions and stages of their lives.

It is hoped that the residency will stimulate debate and challenge assumptions around health and general practice. In particular Professor Wilson hopes that it will encourage researchers and practitioners to view challenges in a different way and enable them to come up with new solutions.

Leah's website has details of her projects and poetry workshops: [www.leahthorn.com/](http://www.leahthorn.com/)



## NIHR Research Design Service South East welcomes New Business Manager

Louise Dyer joined the RDS SE as Business Manager in November. Based primarily at CHSS, she will oversee the service at the Universities of Kent, Brighton and Surrey. She is responsible for the smooth running of the service, contract management and implementing the RDS SE strategic plan. She also represents the RDS SE as part of the National RDS Business & Operations Management Community.

Louise has a wide range of experience and has worked in the NHS, Pharma and the University sector. She has been involved in a broad range of clinical trials.

Louise graduated from the University of Leicester with a BSc (Hons) in Biological Sciences and began her career as a Cardiac Technician at Royal Bournemouth & Christchurch Hospitals. She then became a Research Cardiac Technician at St George's, University of London.

She later moved into commercial clinical research and project management as a Senior Clinical Research Scientist. She was national lead for a phase III, multi-national, multi-centre cardiovascular study with Bayer Schering Pharma before joining Pfizer, managing multiple, global, phase III multi-national studies.

Louise said: 'I am delighted to be working as part of the RDS SE team to expand and develop the Research Design Service in the South East. The RDS plays a key role in developing research that will benefit patients and members of the general public, and I am looking forward to working strategically with my colleagues across the south east in developing the service'.



The RDS SE has bases in the Universities of Brighton, Kent and Surrey. It is one of ten services across England providing free design and methodological support to health and social care researchers.

For more information see Louise's web profile [www.kent.ac.uk/chss/staff/research%20design%20service/dyer.html](http://www.kent.ac.uk/chss/staff/research%20design%20service/dyer.html)

And on the free support available from the RDS: [www.rds-se.nihr.ac.uk/](http://www.rds-se.nihr.ac.uk/)

# Public engagement, events, publications

## Public engagement

CHSS Public Engagement Officer Amanda Bates works to connect our research with the wider community. The next CHSS Newsletter will focus on public engagement and involvement in a two page feature. It will include news of forthcoming events and activities designed to get the message out beyond the University of Kent about research.

CHSS is also collaborating with Kent Adult Research Unit (KARU) within the School of Psychology to build an information database where the public can sign up to become involved in research...

KARU promotes involvement of the public in University of Kent research. Public members (aged 18+) can sign-up to KARU to take part in research, help inform research design and receive news about innovative projects.

KARU promotes research from many University departments. Publication of research findings contributes to important fields such as understanding human behaviour. In this way research informs wider audiences including schools, government and charities.

For more information or to sign-up, go to: [www.kent.ac.uk/psychology/karu/](http://www.kent.ac.uk/psychology/karu/) or contact KARU (KARU@kent.ac.uk; 01227 824649).



## CHSS/Tizard Centre partnership event

November saw CHSS host the first of what will be regular collaborative events between research centres within the School of Social Policy, Sociology and Social Research (SSPSSR).

Tizard's main research theme is learning disabilities and the two centres' Directors and a large group of researchers gathered to share knowledge and exchange ideas. The aim is to develop closer links and enhance existing partnerships.

The event highlighted areas of shared interest between the two centres within research activity around those with physical and developmental problems.

Presentations around Directors' current initiatives were followed by a networking session where the potential and enthusiasm for collaboration was especially evident.

Researchers from the Personal Social Services Research Unit (PSSRU) will join the next meeting in Spring.

## Selected CHSS publications 2014

Segar J, Checkland K, Coleman A, McDermott I, Harrison S & **Peckham S** (2014) Changing the ties that bind? The emerging roles and identities of general practitioners and managers in the new clinical commissioning groups in the English NHS. *SAGE Open*.

Drummond C, DeLuca P, **Coulton S**, Bland M & Cassidy P et al (2014) The effectiveness of alcohol screening and brief intervention in emergency departments: a multicentre pragmatic cluster randomised controlled trial. *PLoS ONE* 9 (6) ISSN 1932-6203

**Nwulu U**, Brooks H, Richardson S, McFarland L & Coleman J J (2014) Electronic risk assessment for venous thromboembolism: investigating physicians' rationale for bypassing clinical decision support recommendations. *BMJ Open* 4 (9) ISSN 2044-6055

**Hotham S, Jenkins L M & Billings J R** (2014) *Evaluation of the outpatients' consultation in East Kent*. Project report, CHSS, University of Kent

**Hutton E, Hamilton-West K E & Hotham S** (2014) *Development of a reliable, valid measure to assess parents' and teachers' understanding of postural care for children with physical disabilities*. Project report, CHSS, University of Kent

**Billings J R** (2015) Developing a whole systems joint outcomes approach to contracting for integrated care. *Journal of Integrated Care* (In press)

Lloyd H M, Tafoya A E & **Merritt R K** (2015) Underage drinking and antisocial behavior: research to inform a UK behavioral intervention. *Journal of Child & Adolescent Substance Abuse* 2015 24(1)46-53

Procters S, Brooks F, **Wilson P M**, Crouchman C & Kendall S (2014 2015) A case study of asthma care in school age children using nurse coordinated multi-disciplinary collaborative practices. *Journal of Multidisciplinary Healthcare* ISSN 1178-2390 (In press)

Petsoulas C, **Peckham S**, Smiddy J & **Wilson P M** (2014) Primary care-led commissioning and public involvement in the English National Health Service; lessons from the past. *Primary Health Care Research and Development* ISSN 1463-4236

**Peckham S, Wilson P M**, Williams L, Smiddy J & Kendall S et al (2014) Commissioning for long-term conditions: hearing the voice of and engaging users – a qualitative multiple case study. *Health Services and Delivery Research* 2 (44) ISSN 2050-4349

# Staff news

Information about all CHSS staff can be found on our website: [www.kent.ac.uk/chss/staff/index.html](http://www.kent.ac.uk/chss/staff/index.html)

## Welcome to new staff ...



### Louise Dyer, Business Manager NIHR Research Design Service South East

Louise joined CHSS in November. Her role as Business Manager for the RDS SE is to lead on strategy and operational functioning within the service across Kent, Surrey and Sussex. With a BSc (Hons) in Biological Sciences, Louise has a varied background and has worked within commercial clinical research, the NHS and Higher Education. (See page 7 for more information)



### Jayne Ogilvie, Research Assistant

Jayne has a BSc (Hons) in Psychology from the University of Kent and an MSc in Clinical and Cognitive Neuroscience from Goldsmiths, University of London. With experience in quantitative and qualitative methodologies, Jayne will be working with Professors Stephen Peckham and Tricia Wilson supporting CHSS' primary care research initiatives. She previously worked for the National Audit Office, and for Sussex Police and Charities Aid Foundation.



### Esther de Weger, Research Assistant

Esther graduated from the University of Kent with a BA in Sociology and English and American Literature and obtained an MSc in Sociology at London School of Economics and Political Sciences. She will be working on several projects supporting Jenny Billings within the new Centre for Integrated Care Research. Esther has previously worked for NHS England (London), Oxleas NHS Foundation Trust and as DIP substance misuse worker at Addaction.

## About CHSS

CHSS is a centre of research excellence which undertakes high quality research into a wide range of health systems and health services issues at local, national and international levels. CHSS also supports and advises health care staff to develop and undertake research projects. CHSS collaborates with a wide range of partners in Kent, the UK and in other countries to improve the links between research, policy and practice.

Please see the CHSS website for details of current and previous research and publications

Details of current CHSS vacancies and studentships can be found at: [www.kent.ac.uk/chss/vacancies.html](http://www.kent.ac.uk/chss/vacancies.html)

**CHSS**  
University of Kent

CHSS, George Allen Wing, Cornwallis Building, University of Kent  
Canterbury, Kent, CT2 7NF, United Kingdom  
T: +44 (0)1227 824057 E: [d.arthurs@kent.ac.uk](mailto:d.arthurs@kent.ac.uk)

[www.kent.ac.uk/chss/](http://www.kent.ac.uk/chss/)

## Dates for the diary...



### Forthcoming seminars

**Wednesday 25 March 2015, 1.30pm to 3pm**  
CHSS, University of Kent, Canterbury campus

#### Helping patients to self-manage their long-term condition. Evidence-based approaches

Dr Kate Hamilton-West, Senior Research Fellow and NIHR RDS SE Research Advisor, Centre for Health Services Studies, University of Kent

**Wednesday 10 June 2015, 1.30pm to 3pm**  
University of Kent, Medway campus

#### Dementia: muddling along?

Steve Iliffe, Professor of Primary Care for Older People, Department of Primary Care & Population Health, UCL

To reserve a FREE place and for further information please email Helen Wooldridge [h.l.wooldridge@kent.ac.uk](mailto:h.l.wooldridge@kent.ac.uk)

Places limited and available on a first come first served basis.

Further information on KAPCU at:  
[www.kent.ac.uk/chss/research/groups/primarycare.html](http://www.kent.ac.uk/chss/research/groups/primarycare.html)

University of Kent | Kent  
**Kent** Academic  
Primary Care Unit

## Follow us!



[www.twitter.com/chss\\_kent](https://www.twitter.com/chss_kent)