

Applied Research Collaboration Kent, Surrey and Sussex

Building healthier futures together **Summer Conference 2026**

Thursday 18 June 11-1pm
Bramber House, University of Sussex
Chair: Professor Sir Nick Black



Mental health, learning disability
and neurodevelopmental care



Sussex Partnership
NHS Foundation Trust

► SussexPartnership.nhs.uk

Building healthier futures together

ARC KSS Summer Conference 2026,
Dr Claire Tanner, Deputy Chief Medical Officer, SPFT



Our vision
Delivering great care and
improving outcomes together



Our vision

**Delivering great care and
improving outcomes together**

Our values



Compassionate



Accountable



Optimistic

Welcome & Context

- Welcome on behalf of Sussex Partnership NHS Foundation Trust
- Thank you to all partners across NHS, academia, local authorities and communities
- Today is about working together to turn evidence into action

Why Applied Research Matters Now

- Services are under sustained pressure
- We need better decisions and smarter service design
- Research isn't separate from care — it helps us improve care
- Evidence supports outcomes, staff and reduces inequalities

What ARC KSS Enables

- Connects clinicians, researchers, partners and communities
- Brings real-world priorities into research
- Focus on lived experience and day-to-day service needs

Research Making a Difference

- Hospital to community: parenting support and care transitions
- Prevention: Growing Health Together and Sussex Friendship Bench
- Digital: Dementia app (CO-COG) and youth mental health support (CATALYST)
- Co-design and partnership working underpin success

System Leadership & Call to Action

- Focus on practical system change and delivery
- Work across organisations and professions
- Apply evidence in practice
- Together we build healthier futures

Thank you for your time



Sussex Partnership
NHS Foundation Trust

Our Trust charity:

HEADS ON headsoncharity.org

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Our vision

Delivering great care and
improving outcomes together

Adam Doyle

**Chief Executive, NHS Kent and
Medway**



ARC Kent, Surrey and Sussex: Building our future

Professor Stephen Peckham

ARC KSS Director



What are ARCs?

- Regionally-based partnerships supporting applied health, public health and social care research.
- Partners include NHS providers, universities, local authorities, third sector organisations and innovation networks.
- Focused on delivery, implementation and knowledge mobilisation of research.
- Aligned to the NHS 10 Year Plan with national scalability.
- 15 ARCs operated from 2019–2026; 11 ARCs will now operate for 2026–2031

ARC KSS as an impact accelerator

The KSS region in 2018

- Little collaboration between institutions
- Only CRN and RDS as regional infrastructure – no CTU
- Very few NIHR fellowships and awards (commonly <3 per year)
- Only 2 NIHR Senior Investigators
- NIHR research income averaging less than £3million a year
- One relatively new medical school
- An under researched area of high need
- Few multi-site principal investigators
- Low research participant recruitment

Today there is clear evidence of a stronger research culture across the region

Achievements:

- More than £20 million research income generated.
- 299 research projects aligned to public need.
- 43 PhD students and over 40 research fellowships supported.
- **4 x** the average number of training awards each year
- **2 x** the number of NIHR project awards and income each year
- New infrastructure
- Focus on inclusive and co-produced research
- Engaged local authorities in public health and social care research
- Supported under-represented professions

How we work

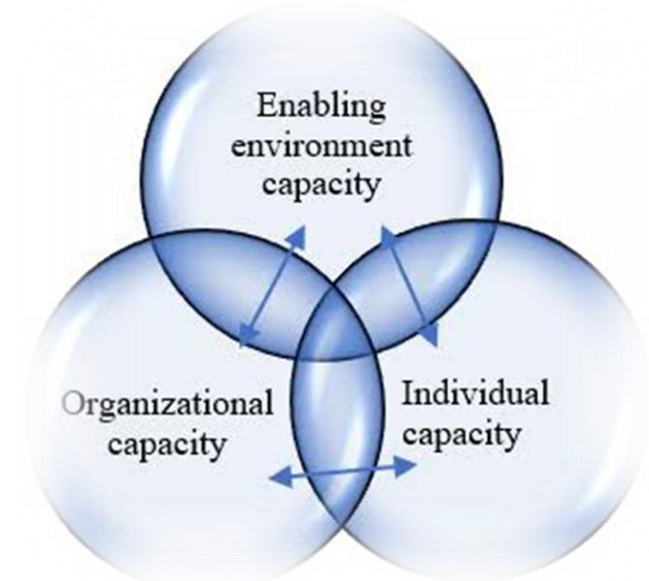
Through core research programmes:



- Mental Health: reducing inequalities and improving access to support.
- Early Years and Parenting: earlier and fairer support for families.
- Primary & Community Healthcare: neighbourhood-based models of care.
- Health in Places: understanding wider determinants using linked data.
- Data Driven Insights: using NHS data to target inequalities and prevention

Through capacity building:

- Knowledge Mobilisation & Evidence Synthesis
- Patient and Community Involvement & Engagement (PCIE)
- Equality, Diversity & Inclusion (EDI)
- Research Methodology



What do we offer?

- Support large scale research applications
- Link to research themes and wider research community and support organisational partnerships
- Collaboration on industry-supported research and innovation
- Partnership on regional PPIE strategy development
- Support recruitment to ARC KSS studies
- Encourage ARC KSS study adoption

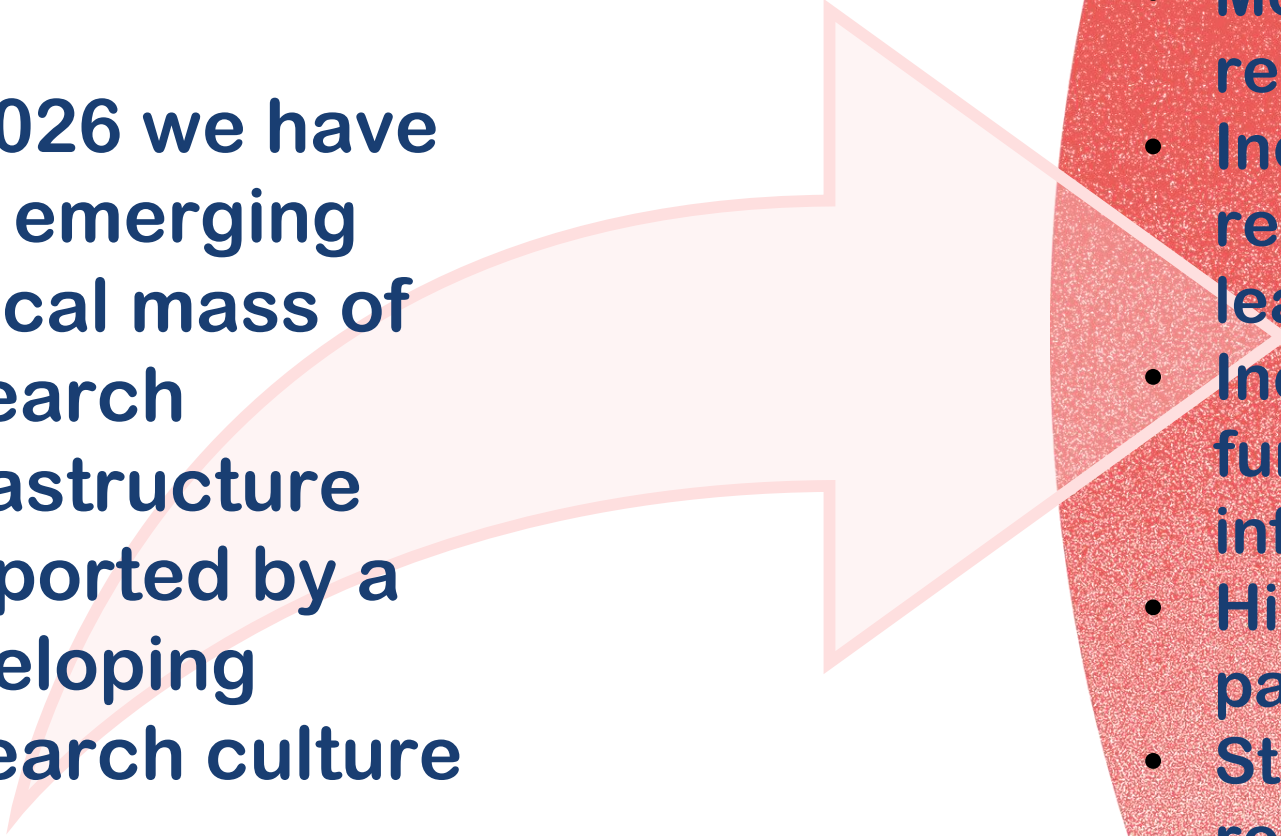


WEAREBRAIN.COM

- Access to ARC KSS Academy training and mentoring
- Networking opportunities across Kent and Medway, Surrey and Sussex and nationally
- Communications and dissemination support
- Support for impact measurement and spread
- Writing retreats and researcher development opportunities

ARC KSS – the next five years:

In 2026 we have
and emerging
critical mass of
research
infrastructure
supported by a
developing
research culture



By 2030 we aim
to have

- More KSS PI led research projects
- Increase in senior researchers and leaders
- Increased research funding and infrastructure
- Higher research participation rates
- Stronger national and regional networks to focus on scalability and impact

Introduction to ARC

The National Institute for Health and Care Research (NIHR) is the nation's largest funder of health and care research and provides the people, facilities and technology that enables research to thrive.

Applied Research Collaborations (ARCs) support applied health and care research that responds to, and meets, the needs of local populations and local health and care systems.

The NIHR ARC Kent Surrey and Sussex (ARC KSS) is one of 15 ARCs across England, part of a £135 million investment by the NIHR to improve the health and care of patients and the public. Sussex Partnership NHS Foundation Trust is the host Trust for the ARC KSS working collaboratively with the Universities of Kent, Surrey and Sussex and member organisations to deliver its objectives.

Discover More



Latest News & Events



NEWS
Shaping the future of community-based youth mental health support

11 JUN 2026



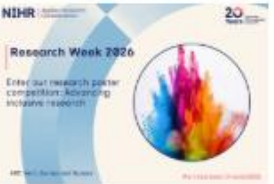
NEWS
New programme targets the health issues that matter most to local people

08 JUN 2026



EVENT
NIHR Health and Care Professional Internship Programme Celebration Event

15 SEP 2026



NEWS
Enter our Research Poster Competition 2026 for Advancing Inclusive Research

10 JUN 2026



BLOG
Going further together: how partnership helped turn research into real-world change in adult social care

04 JUN 2026



EVENT
Research Week 2026: Advancing Inclusive Research Symposium

17 SEP 2026



Thank you

<https://arc-kss.nihr.ac.uk/>

Follow us on social media



National Priority Programme for Adult Social Care and Social Work

Dr Madalina Toma, National Partnerships Manager, ARC KSS
Nick Smith, Research Fellow, University of Kent

Going further together:

How the **National Priority Programme for Adult Social Care and Social Work** helped turn research into real-world change in practice

£2.5m NIHR funding over five years

2021 Consensus
on priorities

implementation
-focused
national
programme

2026 Capacity and
capability
building

A connected national
community across
health and social care



Reach and collaboration

9 Applied
Research
Collaborations

11 universities

ARC co-ordinating ARC
KSS Kent, Surrey and Sussex

Research activity

6 core projects

5 seed-funded
projects

identified impact, seed
and involvement
funding
£89k

5 Implementation
frameworks and
sustainability
approaches

Outputs and engagement

41 published and
disseminated
outputs

19 conference talks
and presentations

engagement activities
+
26 4 national gatherings

9 accessible and creative
outputs

Lived experience infrastructure

15 Strategic Lived
Experience
Group public
contributors

720h Public
contributor
involvement

1 EUROPEAN
AWARD



7 lived-
experience
advisory
groups

6 people with lived experience
as co-researchers



NIHR | National Institute for
Health and Care Research

#ARCimpacts



Practical resources, implementation learning and a stronger national platform for adult social care and social work research

Care planning and well-being in care homes



Digital inclusion and social well-being



Whole family approaches to responding to domestic abuse



Connected Communities and signposting



Community Led Support

Lived experience in research



Alignment with **ARC2 priorities**/future legacy:
Demonstrated implementation learning, supporting the
shift to evidence of impact, spread and system benefit

Care planning and Wellbeing in care homes



Aimed to support the development of quality-of-life-based care planning in older adult care homes

Dissemination:

9 Journal articles

15 presentations at conferences and webinars

3 guides to care planning for care staff, family and friends of residents

2 Blogs

Care planning and Wellbeing in care homes



Participation:

186 participants across the study

Staff in seven care homes trained to use
ASCOT for care planning or ICECAP

ICECAP:

Informing advanced care planning and training
at two homes.

ASCOT:

Continued use in two of the three participating
homes

The study informed the further development of
the ASCOT for care planning tool

Care planning and Wellbeing in care homes



Researcher development:

All researchers involved in sustained data collection developed a first-authored article

Collaboration:

17 people worked on the project, five ARC/Universities, and public advisors.

Further research and collaboration:

2 seed funding projects with 27 participants, studies being developed across 4 of the original ARCs, one new ARC, and a public advisor

Continued research relationship with CH chain



For further information, please contact:

Madalina Toma m.toma@kent.ac.uk

Nick Smith N.J.Smith@kent.ac.uk



<https://arc-kss.nihr.ac.uk/news/blog-going-further-together-how-partnership-helped-turn-research-into-real-world-change-in-adult-social-care>

<https://www.linkedin.com/feed/update/urn:li:activity:7468255923103363072/?actorCompanyId=79893650>

https://x.com/ARC_KSS/status/2062491050917130640

<https://bsky.app/profile/arckss.bsky.social/post/3mnhibwj7l22t>

Selected references

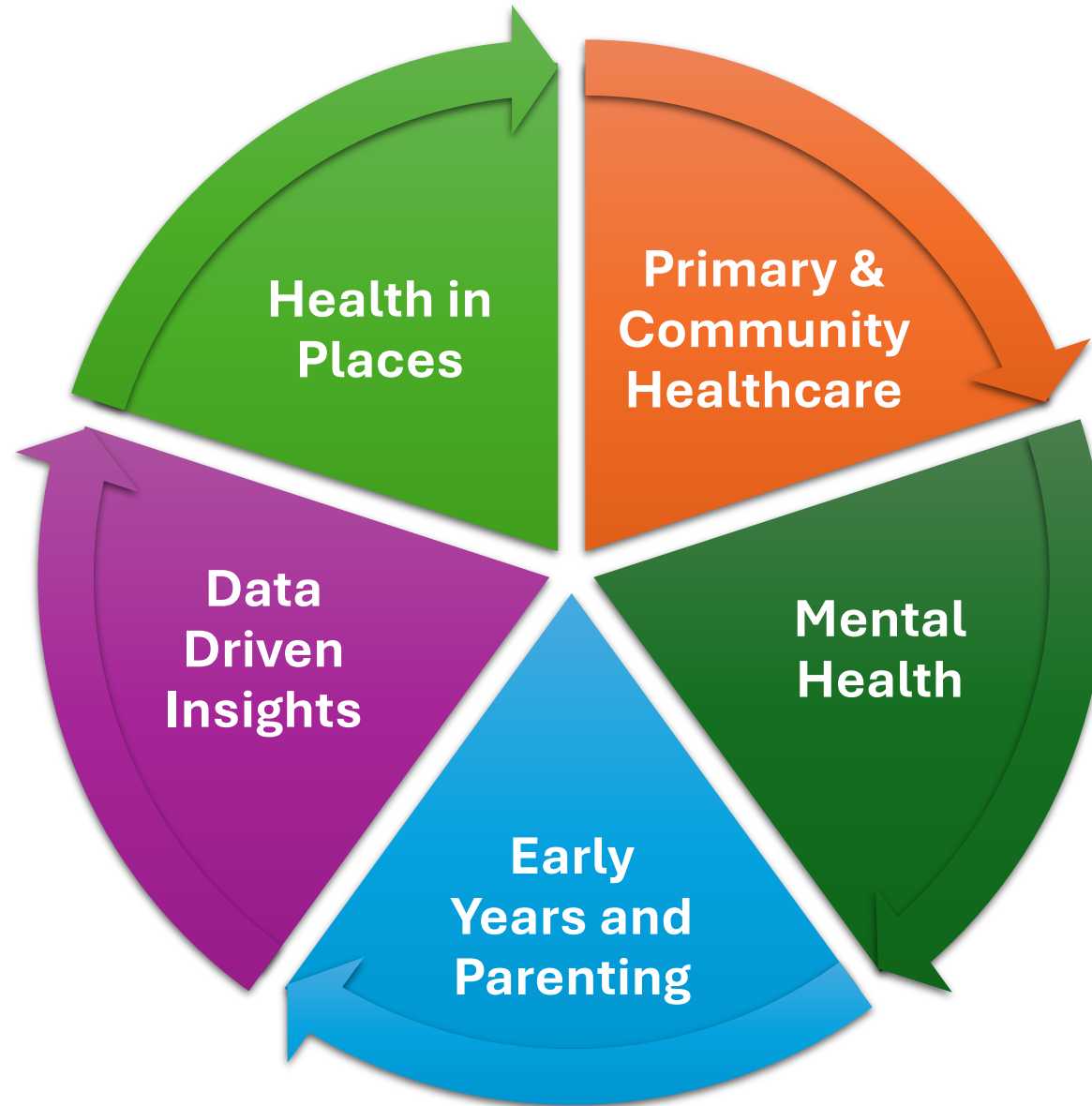
- **Care planning and well-being in care homes (Lead-ARC KSS)**
- Smith, N, Taylor, J, Prato, L, Damant, J, Jasim, S, Toma M, Hamashima, Y, McLeod, H, Towers, AM, Keemink, J, Nwolise, C, Giebel, C, Fitzpatrick, R. Care planning in older adult care homes: A qualitative study of care staff experience and views, International Journal of Care and Caring doi.org/10.1332/23978821Y2024D0000000092
- Taylor, Jonathan, Smith, Nick (2025) Quick guide to effective care planning with older care home residents,. <https://kar.kent.ac.uk/115105/>
- **DITSOW-Digital inclusion and social well-being (Lead-ARC EE)**
- DITSoW podcast: Wired and wise: What is important to older people when considering technology use and development? <https://open.spotify.com/episode/1PipFqcPRE7d9jlkrW5Qgc?si=RKodgV3jS2GfKMWTnifPxA>
- **Whole family approaches to responding to families affected by domestic abuse (Lead-ARC NENC)**
- McGovern, R., Mayrhofer, A., Sarma, K. Toma M, et al. Implementing Innovative Approaches to Integrating Adult and Child Focused Services when Responding to Families Affected by Domestic Violence: A Case Study Design. J Fam Viol (2025). <https://doi.org/10.1007/s10896-025-00937-7>
- McGovern, R., Mayrhofer, A., Sarma, K. Toma M, et al. Whole family approaches to responding to parents and children in families affected by domestic abuse: Implementation Toolkit, <https://arc-nenc.nihr.ac.uk/evidence/whole-family-approaches-domestic-abuse-implementation-toolkit/>
- **Strengths-based practice: Connected Community and signposting (Lead-ARC NWC)**
- Berzins K, Weldon JC, Allen D, Boland P, Joseph N, Watkins C, Gabbay M, Community Signposting Services sustainability toolkit: cctoolkit.co.uk (temporarily hosted at: <https://connectedcommunities-865c.temp-dns.com/>)
- Christian DL, Berzins K, Weldon JC, Toma M, Gabbay M, Watkins C, Forder J. Connected communities | Learning lessons from person-centred community-based support services implementation. NIHR Open Res 2023, 3:66 doi.org/10.3310/nihropenres
- **Strengths-based practice: Community Led Support (Lead: ARC WM and ARC SL)**
- Prunty, J.E., Zhang, J., Toma, M. et al. Effect of strengths-based care: community led support. Eur J Ageing 22, 51 (2025). <https://doi.org/10.1007/s10433-025-00884-8>

ARC KSS 2026 – 2031 Research themes

**Professor Clara Strauss
ARC KSS Co-Director**



ARC KSS 2026-2031 Research Themes



Health in Places: wider determinants of health.

Professor Lindsay Forbes

Dr Sarah Hotham

Dr Natalie Edelman

What ARC KSS HiP can do for the region:

- Support local government to **use and build further insights** into making the places their residents live in healthier.
- Grow research culture in local government through expansion of the **public health research network** and **community of practice**.
- Develop new ways to understand the **health of people according to where they live**.
- **Follow the experiences of babies** born under the care of selected hospitals from 2026 to understand what would give them the best start in life.
- Find out what works to improve the health of people that have not been well studied e.g.
 - young people not in employment, education or training or at risk of criminal exploitation
 - older people receiving social care at home or in care homes

Difference ARC KSS HiP will make to systems:

- increase **research connections/collaborations** between local government and universities
- support local government organisations to become **more research active** and provide **evidence-based services** that provide **good value** for residents
- make universities more **responsive to local government research needs and priorities**
- **develop and disseminate insights** into improving the health of the population.

Primary Community Healthcare

Responding to complex regional needs and
sustainability challenges

Lead: Professor Carrie Llewellyn

Co-Lead: Professor Dunx Shrewsbury



ARC KSS Primary and Community Healthcare

Areas of research

- Improve the delivery of **integrated neighbourhood-first care**
- Promote **sustainable and greener PC**
- Optimise the health of **older trans and non-binary adults**
- Improve **women's** healthy aging
- **Develop research capacity** in PC

What PCH can do for the region

- Support **joined-up, neighbourhood-based care** to better meet local needs
- Help services respond to **rising demand and workforce pressures**
- Drive **greener, sustainable healthcare**
- Tackle **health inequalities**
- Improve care for **older adults, women, and LGBTQ+ populations**
- Build **research capacity**

PCH Regional and National Collaborations

Regional collaboration ideas with:

- ARC KSS Data Insights, ARC KSS Mental Health, ARC KSS Academy,
- KSS Women's Health Research Network (WHRN) and Sussex Integrated Dataset, Health Innovation KSS and local authorities

National reach through:

- Collaboration with other ARCs and national organisations (Royal College of General Practitioners)
- National scaling of innovations in integrated care, gender services and women's health hubs
- Sharing findings/best practice via national networks & policy forums



**Valuing the voices of women: KSS
WHRN annual community
engagement event**

Mental Health Innovation and Implementation

Lead: Professor Kathryn Greenwood

Co-Lead: Dr Claire Rosten



ARC KSS MH Areas of research

- **James Lind Alliance Prioritisation:** Agree most important mental health research priorities for the region, working with patients, communities and professionals
- **Capacity building:** Support ECRs to address priorities through funding
- **Research & innovation clinics:** Test and deliver new and proven ways to improve care in real-world settings
- **Data & digital tools:** Use data and digital tools to identify people most at risk, target support including through clinics and measure what works
- **Workforce & wellbeing:** Support staff with training, development & wellbeing
- **Putting research into practice:** Make sure effective approaches are adopted and used across services

What Mental Health Innovation and Implementation can do for the region

Core

- **Reduce inequalities** by focusing on underserved communities and those with the highest needs
- **Support earlier help and prevention**, esp during key life stages & transitions
- **Improve care for complex needs**, including people with physical and mental health conditions

Supporting

- **Improve mental health outcomes** for adolescents and adults
- **Help staff deliver better care** through training, wellbeing support and stronger partnership working
- **Grow research and investment in the region**, increasing participation and ensure learning is shared and used

Early Years and Parenting

Lead: Professor Michelle Lefevre

Co-Lead: Associate Professor Jeri Damman



ARC KSS EYP Core questions

- How might early years services be made **more accessible for marginalised & disadvantaged communities?**
- What forms of 'early help might **work best for diverse families** with complex or multiple needs
- How can the **risk of chronic and cumulative harm to young children be reduced** through social care and multi-agency working?



FLOURISH

FAMILY HELP IN THE EARLY YEARS

NIHR | Applied Research
Collaboration

KENT, SURREY AND SUSSEX

ARC KSS EYP aims and outcomes



What we'll do

- Review what is known already and where the big gaps in understanding are
- Identify any relationships between child/family characteristics and needs, their journeys through services, and outcomes
- Trial new approaches with different populations, including nationally
- Learn what 'family help' in the early years looks like when co-designed with parents who experience inequalities
- New tools/training for practitioners

What we hope to achieve

- Produce and disseminate evidence on effective and inclusive interventions
- Provide resources for scaling effective new approaches
- Provide guidance that informs professional education and CPD nationally
- Through this work:
 - Early years services are better able to engage families, support parenting and address risks
 - Health, wellbeing and developmental outcomes start to improve for children

Data Driven Insights into Health Inequalities

Lead: Dr Liz Ford

Co-Lead: Dr Mel Rees-Roberts



- National strategies mandate **increased use of NHS routinely collected data** for improving health outcomes.
- **Reducing health inequalities** is one of the priorities for the UK Government and NHS.

The theme will leverage NHS data to tackle the core drivers of inequalities in health, improving inclusivity, fairness and building healthier, economically resilient local communities.



**Understanding
system needs based
on real-world data**

ARC KSS DDIs working with the system to improve care:



Supporting **prevention of ill-health in underserved or marginalised groups** – examining sociodemographic risk factors for poorer outcomes in under-represented groups.



Developing methods to **identify conditions earlier** – assess geographic factors linked to the early onset of long-term health conditions.



Producing tools to **target interventions** that reduce flare-ups of conditions and keep people healthy in the community.



Collaboratively fostering knowledge mobilisation through a data insights user-network to improve services based on real-time, real-world data. Support research using data through our open-source training resources via the ARC KSS Data Science Hub – **for analysts and data scientists**

Collaborative projects with our **other research themes**

Working with the **Kent Medway and Sussex Secure Data Environment** and other datasets nationally



bsms.ac.uk/arcdatabhub

Interested in routine data use/data science? Get in touch: healthdatahub@bsms.ac.uk
Visit the ARC KSS Data Science Hub website using the QR code above or at www.bsms.ac.uk/arcdatabhub

ARC KSS 2026 – 2031

Core themes

Expanded support for
robust, high-quality
research

Dr Mel Rees-Roberts,
Head of research and
strategy and impact



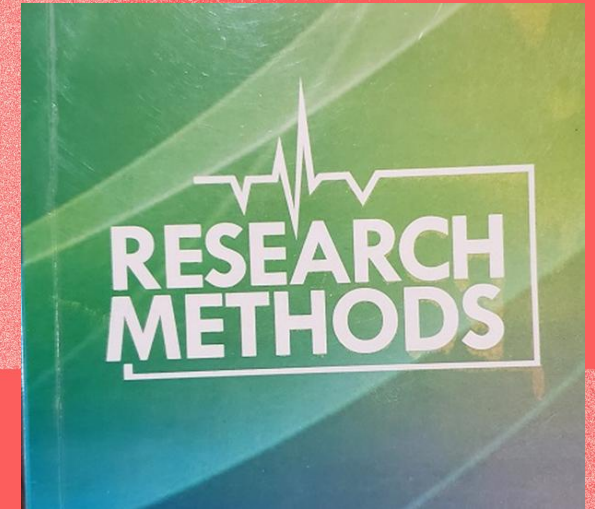
Research methods – methodology hub

*Research methodology is a **systematic approach** to conducting research using reliable methods and techniques.*

*Crucial for conducting research that is **rigorous and reproducible**.*

ARC KSS research will be:

- well-designed
- consider economic impact
- address system priorities
- potential to be scalable at national level

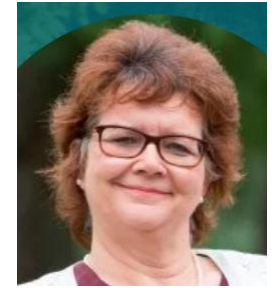


Supporting **scalable**
and **generalisable**
research

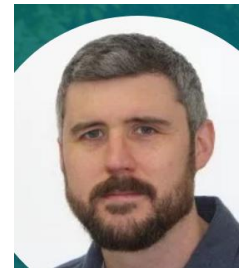
Research Methodology Hub

Aim

- To provide the methodological support to researchers to **design and deliver** research that addresses **local needs** and has the potential to be **scalable nationally**.
- **Support researchers** to achieve their ambitions in research, from **novice** to very experienced.



Dr Bernadette Egan
Methodology lead



Dr Matthew Glover
Methodology co-lead

Public and Community Involvement and Engagement

Partner** with the public and communities to shape research around **real priorities, experiences and needs.

We support people to get involved in ways that work for them, including through training and peer support.

Bring the NIHR public partnerships vision to life to ensure our research is relevant, inclusive and likely to improve services and reduce inequalities.



Pippa Shaw
Delivery Lead



**Dr Anna-Marie
Bibby-Jones**
Strategic Lead



Lou Lacey
Theme Manager



**ARC KSS Public
Advisors and
Contributors**

PCIE – Our goals and plans

In development – NIHR Institutional PCIE Strategy and Action plan

1. Confident, equitable and inclusive partnerships

- relationships with more engagement groups – e.g, LGBTQ research community of practice.
- stronger links with Research Engagement Networks (REN's) across Kent, Surrey & Sussex - share opportunities, reach underrepresented groups, work together.
- Promoting & supporting involvement best practices.

2. Diverse and representative public and community voices in ARC decision-making

- build on previous ARC programme to continue to embed PCIE - widen our model for PCIE.
- ensure public representation across ARC KSS governance
- All our workstreams are informed by public need

Currently recruiting new Public Advisors

3. Build confidence and capability for PCIE and co-production

- support research development and career pathways, including those with lived experience and community knowledge.
- Sharing of resources/guidance/signposting/train the trainer model to develop and embed good practice
- Support development and adoption of innovative PCIE methodologies.

Research Inclusion

- Embed the NIHR Research Inclusion Strategy 2022-2027
- Diversify and strengthen inclusive practice across the '**entire NIHR people framework***'.
- Widen representation of those underserved and marginalised in the workforce and service provision.
- Ensure that teams, leaders, advisors, participants and public members are better involved in research systems and structures



Prof Kish Bhatti-Sinclair
Research Inclusion
lead



Dr Nagina Khan
Research Inclusion co-
lead

Championing collaborative working for Research Inclusion

Academic Career Development	Patient and Public Involvement and Engagement	Methodology	Research Areas and Themes
Examine and co-develop inclusive research pathways and progression routes with leaders, managers and practitioners across all sectors .	Co-design with communities and public contributors	Develop accessible and inclusive support and supervision for those engaging in sensitive research with under-represented populations.	Identify good practice examples of research inclusion, pilot opportunities, cross theme collaboration, gaps in knowledge and methodological support needs.
Align with existing fellowships, internships, and leadership programmes in KSS and other ARC regions .	Include knowledge of populations, neighbourhoods, communities and lived experiences in research designs, processes and systems.	Support participatory and co-produced research focussed on improvements in care across all sectors.	Embed research inclusion in consultation, co-production, processes, instruments, tools, dissemination and publication.
Support Early and Mid-Career Researcher (EMCR) development	Demonstrate engagement and involvement of under-represented groups.	Deliver 'methodology surgeries' on, for example, barriers and access to research.	Ensure testing and learning is shared with all stakeholders.

- Examine KSS responses to the **2010 Equality Act** and the public sector equality duty.
- Regional workforce strategy for **place-based** research inclusion.
- Map, co-design and pilot **practical pathways** to inclusive research careers.
- Support professional confidence, research skills and **methodological** approaches in KSS.
- Increase access, participation and leadership amongst underserved professionals.
- Guidance on **theoretical frameworks** (e.g. intersectionality) for researchers.
- Ensure that guidance on **inclusive co-production**, community and neighbourhood research is embedded across KSS.

Academic Career Development

*Support researchers, partners and work with regional infrastructure to increase **research capacity, confidence and research inclusion.***

We will do this by:

- Working in partnership to deliver researcher learning and development programmes
- Opportunities for research careers across academic and practice
- Mentoring and research leadership development
- Signposting to local, regional and national opportunities



Dr Julie MacInnes
Research Capacity
Development lead



Beth Flowers
ARC KSS Academy
Manager

Why should we support a research workforce?

Better for patients

Research-active NHS Trusts have **5%** lower mortality odds.



Trials provide access to life-saving treatments



3 million

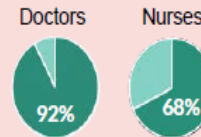
sick days prevented by health improvements from research-active hospitals.

Better for the workforce

67% of doctors are more likely to apply for research-active roles.

67%

92% of doctors and **68%** of nurses surveyed want research in their roles.



Non-commercial clinical research supported an average of **8,410 FTE roles per year in the NHS**

Better for the system

£13 return for every **£1** invested in NIHR research

£1 £13

NIHR adds £8.6bn Gross Value Added (GVA) to the UK economy

£1.2bn investment leveraged for the NHS



Capacity building programmes/awards

Past opportunities:

>70 individual awards to develop research careers
40+ mentor-mentee matches
43 PhD students

Ongoing/new opportunities:

4 Dementia fellows to Jan 2027
8 Knowledge Mobilisation Fellows
12 PhDs to be recruited
INSIGHTS MSc in Research – 30 funded places/yr
Health and Care professional (HCP) internships – 23 per year

Our research workforce:

expanding reach
and skills with partners

Innovating based on
workforce roles and
needs



Widening Research
opportunities
Experience

Role modelling
Mentoring
Learning and Development

Knowledge Mobilisation



The ultimate ARC challenge:

Knowledge
mobilisation aims to
**use evidence to
solve our biggest
challenges**

The ARC KSS Knowledge Mobilisation Fellowship Programme



- 9 fellows across KSS from a range of organisations and roles (e.g. GP, community nurse, ICB, Local Authority)
- 18 months project in response to local priorities
- ICBs and local HEIs involved as part of recruitment process
- Fellows connected with local academic centre
- Greater Manchester central coordination office
- Access to national network of KM fellows
- Access to training and support (locally and nationally)



Dr Julie MacInnes
Knowledge
Mobilisation Academic
lead



Lucie Hooper
Knowledge
Mobilisation lead

NIHR ARC KSS Rapid Evidence Synthesis Function



Evidence Retrieval



Rapid searches and syntheses; can include utilising AI tools



Rapid scoping reviews to inform evidence-based practice and approaches



In-depth evidence reviews following systematic processes



Evidence Reviews in combination with a Horizon Scan



Integrated Care System



INTEGRATED CARE BOARDS



LOCAL AUTHORITIES

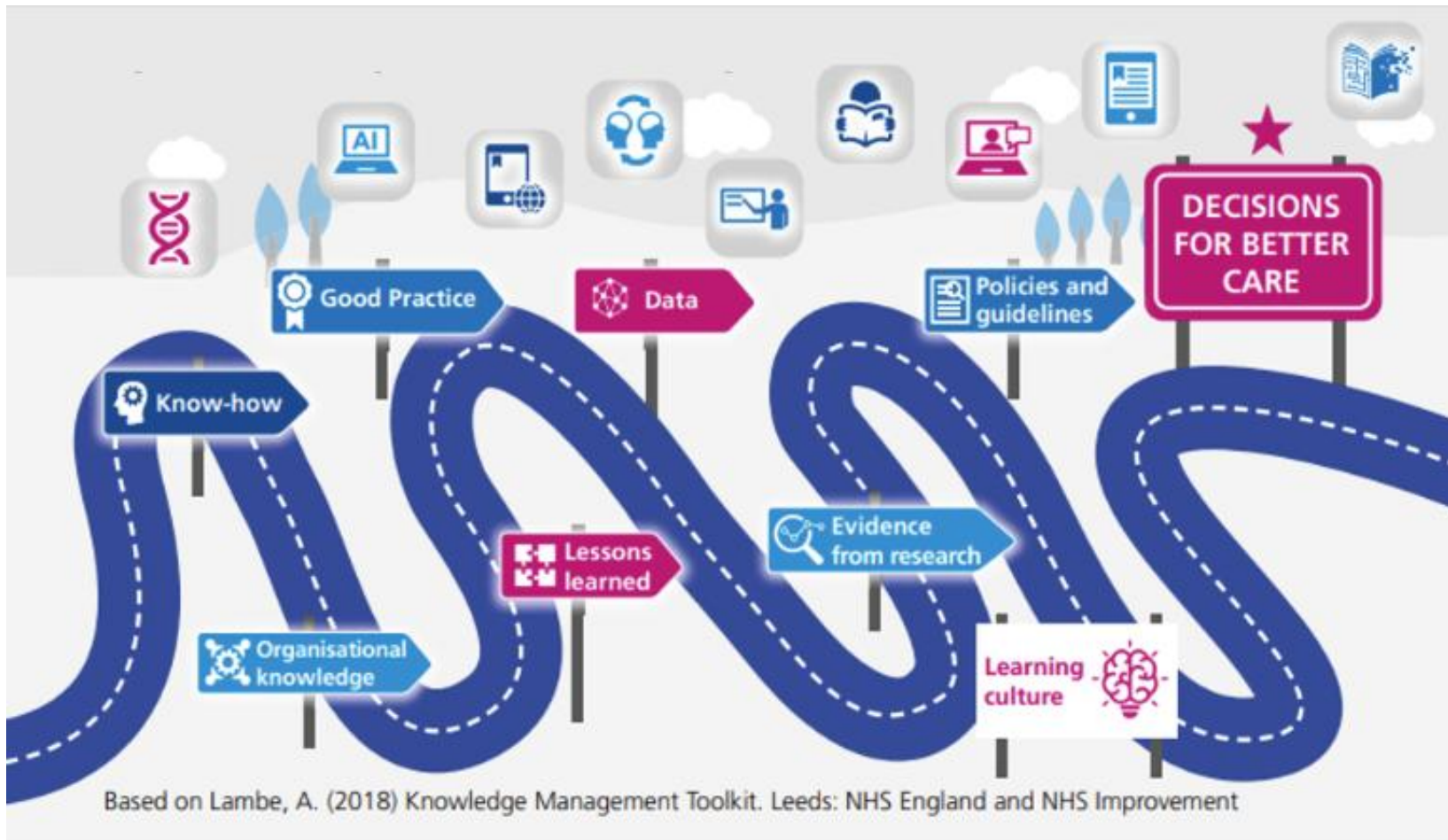


PROVIDER ORGANISATIONS



EXISTING PROJECTS OR PROGRAMMES OF WORK OF LOCAL OR NATIONAL PRIORITY

NIHR ARC KSS – Our role working with partners in the health and care system



These core ARC KSS functions are to **support research that is needed** and to help us **work together to** improve outcomes for our populations.

Questions and comments Panel



Thank you to everyone who has joined us today.

Any questions please contact: spft.arckssevents@spft.nhs.uk



@ARC_KSS



NIHR ARC Kent Surrey and Sussex



ARC KSS



@nihrarckentsurreysussex9757



Cross- ARC Long-Term Conditions Collaboration (LTC)

Get involved in the LTC Working Group

Scan the QR code (2 minutes) to:

- Register your interest
- Share your expertise and current projects
- Highlight opportunities for collaboration

