



**Dear Peter,  
Many congratulations  
on your retirement.**

**With thanks and best wishes,  
from all at NIHR ARC South London**

## Some of your highlights as deputy director and public health and multimorbidity theme lead at NIHR CLAHRC/ARC South London

- At the CLAHRC, developed the Decision Making Audit Tool (DMAT), an interactive prioritisation decision support online tool and website aimed at local commissioners and policymakers
- Promoted the DMAT and the CLAHRC's work across the UK and internationally, including in New Zealand, Australia, the USA, Brazil and Sweden
- In 2016, delivered the Royal College of Physicians Milroy Lecture on State Medicine and Public Health
- July 2017, represented the CLAHRC at a collaborative London event at the House of Lords raising the profile of applied health and care research with policymakers. Launched a film at the event about prioritising health care in the UK, 'The lottery of devolved cancer care'
- In 2017, took part in an expert panel that reviewed the mechanism used by Welsh health boards to decide whether individual patients can have access to treatments that are not routinely available. The Welsh government took up the panel's recommendations
- In autumn 2017, worked in Australia and New Zealand to promote DMAT with international collaborators including PHARMAC, New Zealand's pharmaceutical agency
- In 2018, convened a group of philosophers, bioethicists, health economists and political scientists to respond to a NICE consultation on their methods and social values. Paper published in *Journal of the Royal Society of Medicine*
- February 2018, awarded an Academic Residency by the Rockefeller Foundation at the Bellagio Centre, Italy
- September 2018, presented CLAHRC research at an international workshop in Brazil to celebrate the 30th anniversary of the right to health in the country's constitution
- October 2018, promoted the DMAT and CLAHRC's work in Sweden at the International Society for Priorities in Health bi-annual conference
- In 2018, played a key role in the development of ARC South London's successful funding bid to NIHR
- Following the launch of the ARC in 2019, joined the Prevention Committee of South-East London's Sustainability and Transformation Plan (STP)
- Member of four ARC national implementation networks: reducing inequalities, prevention, multimorbidity and mental health
- Keynote speaker at ARC South London's PhD Winter School 2020 presenting on 'How should we assess the value of health care?'
- In April 2020, in response to Covid-19, joined a group of clinicians, managers and patient advocates in south London who came together with ethicists and legal advisors with the aim to provide guidance to clinicians in the community on best practice for decision making with those patients with social vulnerabilities and those at risk of an unnecessarily medicalised death
- Reconvened the UCL / King's College London Social Values Group to explore ethical issues around health prioritisation during Covid and develop a set of principles to help clinicians
- In 2021/22, heavily involved in the NIHR Mental Health Implementation Network. With Dr Shalini Ahuja, led a consultation with more than 150 national stakeholders in a prioritisation process to identify top areas of unmet mental health need with evidence-based interventions
- In 2021/22, led research into the demise of Public Health England and examined the governance of the new public health structures, publishing a piece in *The Lancet Public Health* criticising recent reforms to public health governance in England, and highlighting problems for the future
- In September 2022, outcomes of this research published in an ARC report
- Delivered highly valued workshops and lectures on the Implementation Science Masterclass, Implementation Science Conference and other courses throughout your time at CLAHRC/ARC
- Key contributor to the ARC South London blog, writing informative commentary on public health policies, particularly related to the national response to the Covid-19 pandemic



Dear Peter

On behalf of everyone at ARC South London, I'd like to thank you for all your hard work and efforts contributing to our success, in your roles as deputy director and lead for our public health research.

I'm hugely grateful to you for your support, knowledge, wisdom and good humour over the years, and this feeling is shared across the collaboration – as the messages in this book testify.

During your time at the ARC and before that the CLAHRC, you have steered complex collaborative work across our research themes and partners, and have represented the organisation at the local, national and international levels.

I think that through our work together, as an organisation, we have made significant contributions to improving the effectiveness, efficiency and fairness of health and social care – which I know has been your driving motivation throughout your career in public health and research.

I'd like to wish you a very happy retirement, enjoying more time in France and with your family.

Very best wishes

**Professor Sir Graham Thornicroft**  
NIHR ARC South London Director



*Left*

With Professor Ann McNeill and Dr Debbie Robson at Coin Street Community Centre, June 2019 for the event 'Tackling south London's health challenges through research'



*Right*

Delivering a workshop at the first Implementation Science Conference in 2018



*Top*

With colleagues outside the House of Lords in 2017 after an event for policymakers highlighting the important applied health research being undertaken across London

*Below*

With the Implementation Science Masterclass Faculty 2019





Enjoying dinner with Sam and Anna, the joys of his life

Dear Peter,

You have put in so much effort in changing the public health landscape, and it has not gone unnoticed, I hope we all can learn from your work and contribute to fairer health care systems.

I'm grateful that you are my mentor. I was able to advance in my academic career because of your advice. I'm grateful to you, Tercia, and the dogs for making my days joyful. I have to admit that looking at your pictures of you bicycling up mountains like Ventoux and others made me feel terrible about my 5-kilometer runs; perhaps there is something to be learned there as well.

"You can be taken out of the workforce, but the workforce can never be taken out of you. I am confident you'll never stop working on things you love to do". On behalf of entire MHIN team best wishes on your new chapter in life. Congratulations, now the fun begins!!! Please keep in touch.

Best wishes, Shalini and Nitin

**Dr Shalini Ahuja**

Lecturer- Health Systems and Programme Manager, MHIN



... with Anna and after completing a triathlon with Anna and her friend, a junior doctor



Peter,

Wishing you a happy and enjoyable retirement.

Thank you for your help and support establishing Health Innovation Network as a leading AHSN and contribution to the HIN Board.

Kind regards

**Anna King**

Commercial Director, Health Innovation Network South London

“To what extent did the predictive epidemiological models take account of the variegation in the population, the existing risk profiles in certain population groups and the likelihood of major mortality in well identified groups in the population? Again, from the outside, it looks like hardly at all, at least in the way they found their way into policy.”

**Professor Peter Littlejohns**

*Evidence – was it really used in the Covid-19 pandemic? A key issue for the Covid-19 inquiry to address*



It's been a joy working with you Peter!  
best of luck in "retirement"!

**Zoe Lelliott**  
Co-deputy Director

Wishing you all the best for your retirement, Peter. There is a great deal about which to write (amidst the gardening)!

**Savi Hensman**  
Patient, Service User, Carer and Public Involvement Coordinator

Congratulations Peter – many extraordinary and valuable contributions and a principled voice against the erosion of services and public health provision.

**Dr Stan Papoulias**  
Deputy lead for the patient and public involvement research theme

Congratulations on your retirement, Peter!

**Dr Kritika Samsi**  
Senior Research Fellow at the NIHR Policy Research Unit in Health and Social Care Workforce

Many congratulations Peter and thanks for all your support over the years.

**Professor André Tylee**  
Emeritus Chair of Primary Care Mental Health at the Institute of Psychiatry, Psychology and Neuroscience

Warm congratulations to an impressive career and leading forward population health and policy. All the best to your new steps. Best wishes!

**Dr Ioannis Bakolis**  
Health economics and biostatistics co-lead

Best wishes for your retirement, and happy gardening. Thank you for your wisdom and support throughout the CLAHRC and ARC, you have always been a great colleague to work with and we will miss you.

**Professor Rachel Allen**  
Academic Lead for Quality and Partnerships, Director of the Institute of Medical & Biomedical Education

Peter thank you for everything you have done for this group. What a great plan for your retirement.

**Professor Matt Maddocks**  
Palliative and end of life care theme deputy lead

It's been wonderful to work with you Peter, I wish you a very happy retirement!

**Professor Nick Sevdalis**  
Co-deputy director and implementation science research lead, ARC South London

Congratulations Peter – good luck for your retirement!

**Michele Harris-Tafri**  
Communications Manager

Congratulations Peter.  
All the best for the future.

**Professor Colin Drummond**  
Addiction Psychiatry, alcohol research theme lead

Congratulation Peter on retirement, well deserved, sounds like you will be busy. It has been a pleasure working with you I learned a lot from you. Best wishes.

**Professor Mary Chambers**  
Patient and public involvement research theme lead



*Right to left:*  
Our dear neighbour and friend Claude. We shared a bassin with him and he kindly sold us his share for one euro. A mulberry tree was included in the sale!  
  
Woodsman relaxing in a handcrafted chair in the Jardin  
  
Enjoying a meal at a local restaurant belonging to the Mayor, his wife and son



Congratulations Peter on your retirement – what an impact you have made on our world - it's been a privilege to work with you, Peter.

**Professor Fiona Gaughran**  
Applied informatics research  
theme lead

Thanks for your many years of wisdom and kindness. It has been lovely to get to know you and hope you enjoy the next chapter in life.

**Professor Jenny Higham**  
Vice-Chancellor at St George's,  
University London



Villa Serbelloni on Lake Como, Italy, home to the Rockefeller Foundation Bellagio Centre, where Peter joined the international residency programme



With some of the other participants on the Rockefeller international residency programme

“How should public health governance be organised to be effective? The question is not easy to answer. Protecting public health means taking action against a wide variety of health hazards – for example, chemicals in the environment, climatic emergencies like a heatwave, or, as we have all discovered in the last few years, control of infectious diseases.”

**Professor Peter Littlejohns**  
*Designing public health governance: its challenges, consequences and key lessons for the Covid-19 Public Inquiry*

Peter,  
When you invited me for an interview in 1992, little did we know that thirty years later we would still be close friends. How visionary! I can safely say that the research opportunity you created then marked a turning point in my life, and it has been the most rewarding experience of my career. Your wise guidance and unwavering support throughout my PhD were precious. And wasn't the AGREE project amazing? Not only did it create an international framework for guidelines. It was the catalyst for many global research networks that are still thriving. Of course, applying our research at NICE was hugely rewarding. It felt proud to contribute to improving NHS care and I was delighted we could continue working together. Even when our work took a different focus our academic interests remained close. But career is not everything. For me, the most important thing is our friendship which has endured over the many years. Sharing the good and more challenging events has strengthened this bond for certain. I am so glad we can now spend more time with you and Tercia and join in your interests. Your energy and insatiable thirst for change are inspiring! Alastair and I wish you a most happy and fulfilling retirement, a time to enjoy everything you cherish most: Your life in France as well as in the UK with your family. So, here's raising a glass to an exciting future!  
With warm wishes, Françoise.

**Françoise Cluzeau**  
PhD Associate Director of the Global Health and Development Group  
at Imperial College London

“The significant funding cuts required by the Government, the lack of a cohesive strategy and the continuing emphasis on the NHS to reduce lengthening waiting lists, with a disillusioned and overstretched workforce, does not bode well for the future adequate funding and strategic thinking for public health. It also raises issues around how quangos are set up and destroyed at the whim of (in this case very) transient politicians.”

**Professor Peter Littlejohns**  
*“Bonfire of the Quangos” – let's make a pyre of this perennial ritual*



Peter – I have an abiding sense of your kindness is all your dealings with academic colleagues and policy makers. You have this knack of being able to listen in such a positive way to divergent opinions (you would have made a brilliant GP!). And when I myself was diagnosed with a cancer, you were incredibly kind at a personal level and I will be forever grateful to you for this. Plus of course, your work for NICE and then more generally on health policy have been ‘global ground-breakers’. You can be so proud of this work. Thank you for all of it!

**Professor Mark Ashworth**  
Professor of Primary Care, King’s College London

Dear Peter

I have lost count of the number of topics on which we have worked together, but I know that their range was enormous, from priority setting to public participation, from decision tools to pandemics, from NHS reform to public health. Throughout your enthusiasm and insights have been a great inspiration to me. You are one of those people where one comes away from the conversation thinking ‘well, that has really given me something to think about’.

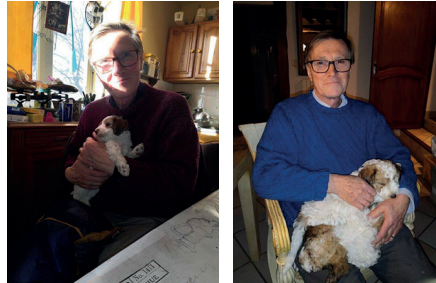
I know that getting your P45, at more or less the same time as I have got mine, will not stop you thinking, writing and talking about these matters, as well as so much else in our public life. Let the collaboration continue long into the future.

With all best wishes

**Professor Albert Weale CBE FBA**  
Emeritus Professor of Political Theory and Public Policy, UCL

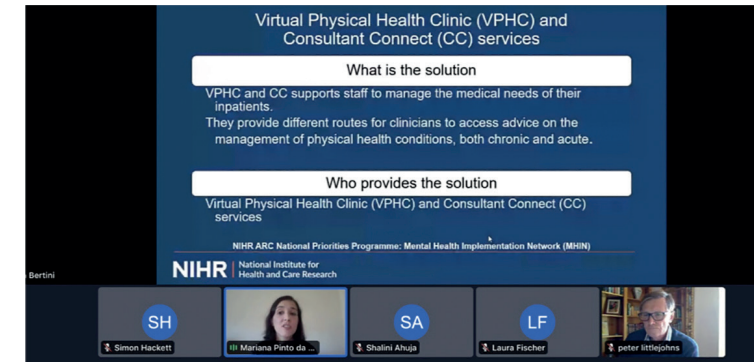
“To what extent did the predictive epidemiological models take account of the variegation in the population, the existing risk profiles in certain population groups and the likelihood of major mortality in well identified groups in the population? Again, from the outside, it looks like hardly at all, at least in the way they found their way into policy.”

**Professor Peter Littlejohns**  
*Evidence – was it really used in the Covid-19 pandemic? A key issue for the Covid-19 inquiry to address*



Joy – visiting the French puppies that are “just dogs”, before they were old enough to be taken from their mother. A gift from a local handyworker  
....The dogs again, now at home, but still “just dogs” - the body language says it all...

It was very nice to work with you for the launch event of the NIHR National Mental Health Implementation Network



Thank you so much for all your support.  
Wish you all the best for this next chapter of your life.

**Dr Mariana Pinto Da Costa**  
PhD Associate Director of the Global Health and Development Group at Imperial College London

Dear Peter, you have planned your retirement and phasing out of work to perfection which hopefully means you can truly enjoy the London/France experience to its full. Your diplomacy and ability to deal with complexity have always been admirable, and your grip on policy and challenging new ways of addressing evidence and public health are deservedly recognised. Best wishes Charles Wolfe.

**Professor Charles Wolfe**  
Public health and multimorbidities, vascular morbidities, sub-theme

“Given the rapid establishment of these organisations, they are at real risk of suffering the same challenges that resulted in the over-zealous closure of Public Health England.”

**Professor Peter Littlejohns**  
*Gone and even forgotten... what did Public Health England do (or not do) to deserve this?*

Congratulations on retirement Peter! You deserve it. I'm so glad I got to work with you.

**Toslina Khatun**  
Researcher on Public Health England Policy Project, Centre for Implementation Science

Best of luck and enjoy your retirement!

**Dr Andy Healey**  
Senior Health Economist

Gosh Peter – thank you for everything you have done for the ARC and all of us.

**Professor Irene Higginson**  
Palliative and end of life care research theme lead

With very best wishes for future Peter, may your garden flower and flourish. It has been a delight to work with you.

**Professor Jill Manthorpe**  
Director, NIHR Policy Research Unit in Health and Social Care Workforce



Dear Peter,  
So sad to see you go. It has been great working with you over the years and knowing that you were promoting excellent population health research through the ARC. Good luck in the future, you will be very missed, I hope you have a happy retirement.

**Professor Tess Harris**

Professor of Primary Care Research, St George's, University of London

Dear Peter,  
It's been a pleasure working with you on all things CLAHRC and ARC, especially on your blogs. Look forward to reading more of your writing, in whatever form it takes. Wishing you a very happy retirement and lots of luck on the Jardin project. It sound like it could be your biggest challenge yet!

**Nick Sarson**

Communications Manager



A game of tennis with a professor of literature from Cameroon, who was unfortunately too strong for a professor of public health from Wales



Mount-Ngauruhoe

“So where does this get us? Well, back to my frequent call for openness and transparency in decision making, which I have emphasised in our Covid-related ARC work on health prioritisation. This is because even the best experts can be wrong sometimes and we must accept that evidence (and data) inform and do not determine policy.”

**Professor Peter Littlejohns**

*Covid vaccine controversies – what would Virchow say if he was alive today?*

Dear Peter,  
Wishing you the very best of health and happiness for the next enjoyable phase and ventures – hopefully dans la France!

Through CLAHRC, ARC and previous alcohol work, I've enjoyed your wisdom, thoughtfulness and humour. You were kind enough to share some key contacts with me for a travelling fellowship to the US a few years back (the subject of which I have turned into a “nearly finished” PhD!).

You will be very much missed among the South London clinical academic and public health community but I'm delighted that you're doing what you want to do!

**Amy Wolstenholme**

Alcohol research theme, ARC South London

Congratulations on this joyous milestone after an impressive career! Wishing you all the best in this next phase. I hope you find time to relax and do only the things that bring joy. Best wishes!

**Jacqueline Johnson**  
executive master of public administration-global public policy and management, New York University and UCL



Speaking as part of a panel on the future challenges for implementation science at the Implementation Science Masterclass 2019

“There are very high degrees of social variegation in the population. We are not all the same and we don't all behave in the same way. These variations are not randomly chaotic and governed by chance. Within the highly granulated worlds of ordinary people, there are patterns.”

**Professor Peter Littlejohns**

*Evidence – was it really used in the Covid-19 pandemic? A key issue for the Covid-19 inquiry to address*



Dear Peter

I would like to thank you personally for supporting me over the last few years in my personal development as a Public Health Consultant in SE London – particularly in supporting my application to NICE public health guideline development which I have thoroughly enjoyed for the past 7 years.

I would also like to congratulate you on your huge achievements in academia and public health policy and practice over the last 40 years at all levels of the system. I still remember you when I started my training in public health in St Georges in the mid 1990's.

Wishing you well in the next stage of your illustrious career writing about the changes in Health Policy in the UK over the last half century and developing a sustainable Jardin for the future in France.

Best wishes

Hiten

**Dr Hiten Dodhia**

Consultant in Public Health

Dear Peter, it was a pleasure working with you. Best wishes to you and your family. Happy retirement!

**Hilda Paolo**

Finance Manager, King's College Hospital

Dear Peter

Wishing you all the best in your retirement. It's been a pleasure to know you and thank you for always being incredibly graceful and pleasant to work with!

All the best.

Flavia

**Flavia Bertini**

Business Support Administrator



Waiting to meet the estate agent, who would then show us the house we bought

Wishing you a very happy retirement. I am so lucky to have had a chance to work with you. Thank you for all your support and guidance.

**Dr Sundus Khalid**

MHIN research fellow

Great to work with you over the years Peter, going back to when you were at the Faculty working with Jim.

The years at NICE were fantastic. Thanks.

**Professor Mike Kelly**

Senior Visiting Fellow

Department of Public Health and Primary Care

University of Cambridge

Dear Peter

This truly is the end of an era! What an amazing career you've had and what a difference you've made in so many ways over so many years.

I want to pay tribute to the contribution you made to the development of the National Institute for Clinical Excellence and its subsequent iterations but always NICE. You were there from the beginning in 1999 and provided courageous leadership, challenge and curiosity that meant NICE was able to survive and thrive. I remember international colleagues being astonished that NICE was still there, still independent, still courting controversy, still changing people's lives. You were a huge part of making that happen.

But more importantly, you made it interesting and fun – whether that was educating me about some clinical advance, discussing world affairs or taking part in the annual Christmas entertainment. Who could forget our memorable duet of "Summer Nights"?

And in the end, that's what matters most and what endures. I treasure my friendship with you and Tercia. We may not see each other as much as we should, but when we do, we fall back into that enjoyable, easy companionship we created in those early years at NICE.

You always liked the Oscar Wilde quote on the statue opposite the NICE office on the Strand

"We are all in the gutter, but some of us are looking at the stars."

You're not in the gutter, but you are one of the stars. Thank you for everything, Love, Andrea xxx

**Andrea Sutcliffe CBE**

Chief Executive and Registrar, Nursing and Midwifery Council

“To explore the ethical challenges that we are facing I have re-convened the UCL / King's College London Social Values Group and initiated a discussion group to explore these issues. Already the discussions have highlighted ethical dilemmas, and the tough choices that will have to be made. A set of principles and examples is emerging that we hope will assist clinicians as they care for those suffering with Covid-19.”

**Professor Peter Littlejohns**

*Covid-19: supporting ethically sound local prioritisation and ensuring the NHS is fair to all*



Peter

Congratulations on your retirement Peter. It has been an absolute pleasure and privilege to work with you. Thank you for all you have done for the CLAHRC and the ARC. You will be sorely missed but I hope you have a very enjoyable retirement. Best wishes, Jane.

**Dr Jane Stafford**

NIHR ARC South London – Associate Director of Operations



On the terrace with a view over the valley and the Jardin

“Taking the ethical and overall perceived risk factors into account I informed the caller that I would like the vaccine, but not now. They accepted this, but warned me that vaccine may not be available in the future. I put the phone down and within five minutes I received a text saying that my appointment had been cancelled and I will receive another text to book a new appointment. I was content that my moral dilemma was resolved and thanked God for the efficiency of the NHS.”

**Professor Peter Littlejohns**

*The UK approach to Covid-19 vaccinations is impressively rapid but the haste can create challenges*

Dear Peter,

It has been a real pleasure working with you on the MHIN programme. Thank you for all your support over the past year. Wishing you all the very best with your retirement. Best wishes,  
Lucy

**Lucy Gallagher**

NIHR ARC South London Mental Health and Implementation Network (MHIN) PPI Coordinator

Dear Peter,

It's been a delight to work with you, and I only wish it could have been more. Thank you especially for your personal support, which is so greatly appreciated. It made all the difference, and I'm paying it forward now to others. I wish you and your family the very best for your retirement.

My best,  
Ingrid

**Dr Ingrid Wolfe**

Director, Institute for Women's and Children's Health

Dear Peter,

I am so sad (selfishly) that you are retiring, but I am delighted for you and Tercia to be at the start of an exciting new phase.

You have been the kindest, most thoughtful and generally lovely manager, colleague, collaborator and friend. I wouldn't be where I am today without the trust you have shown in me, and the advice and support that you have given. Thank you so much for all that you have done for me.

I look forward to seeing you again in Puymeras soon.

Warmest wishes, Alec (and Alice)

**Dr Alec Knight**

Senior Lecturer in Medical Education

Dear Peter

I have very much enjoyed working with you in various activities in the ARC and more recently in the MHIN Programme. I think you have made an invaluable contribution to all of this work and to the field of public health and multi-morbidities. I do wish you all the very best for the future and hopefully soon to enjoy some wonderful retirement activities.

All the very best

**Dr Josephine Ocloo**

Equity diversity and inclusion lead, ARC South London

‘It's been a pleasure working with you Peter, albeit at a distance over the last few years! We will miss your intelligence and wisdom as we move forward over the coming years. Hope you can switch off however and enjoy the good life in France!  
All my best, Ann’

**Professor Ann McNeill**

Professor of tobacco addition, King's College London

Peter,

It has been a pleasure working and learning from you in the Mental Health Implementation Network. You have been a valued colleague and we will miss your warmth and kindness.

Wishing you a restful retirement.

Jay

**Dr Jay Das-Munshi**

Clinical Reader

Thank you, Peter, for the opportunity to work with you and others on your research project exploring the fate of Public Health England and the future of public health. I've much enjoyed working with you and colleagues – retirement can be fun! You've now earned your retirement although I can't believe you won't remain active.

David Hunter

**Professor David Hunter**

Health Policy and Management, Institute of Health & Society Newcastle University

“But there remains the question what do we mean by “science”? I have concerns that different disciplines are beginning to be set against each other in the public debate – for example, data science, behavioural, epidemiological, and public health. All have a role to play and what is required is careful calibration of their value and the weight to attach to them at different periods in the evolution of the pandemic. Blake has the final word in in his poem The Four Zoas, when he ends with “sweet Science reigns””

**Professor Peter Littlejohns**

*Sweet science reigns” ..... “How on earth did it come to this?”*



With Sam and Anna playing on the rocks