

## EVIDENCE-BASED HEALTHCARE AND PUBLIC HEALTH

How to make decisions about health services and public health



## Contents

PR	EFACE TO THIRD EDITION	xiii	1.4			ed decision-making	13
Refe	erences			1.4.1		or healthcare n-makers	
1,01				1.4.2		uisites for good	
CO	NFESSIONS OF AN AMANUENS	SIS XV		1.1.2	-	n-making	
	erence			1.4.3		ng decisions in the ligh	nt of
но	W TO USE THIS BOOK	xvii	1.5	Refero Defin		cope of evidence-base	ed
Fine	ding and appraising evidence	xvii		healt		•	17
Des	eloping the capacity for evidence-base			1.5.1	Stage 1:	Producing evidence	
	ision-making	xvii			1.5.1.1	0 71	
	ting research into practice	xviii				evidence	
	erence			1.5.2		: Making evidence ava	iilable
				1.5.3	_	Using evidence	
DE	FINING OUR TERMS	xxi			1.5.3.1	Evidence-based patient	
					1.5.3.2	Evidence-based clinica	al .
	ining words with words	xxi			4.5.0.0	practice	
	ining words by their usage	xxi			1.5.3.3	Evidence-based policy	
	rd euthanasia	xxii				making, and paying fo	
	ining words by numbers	XXIV				managing health servi- the basis of evidence	ces on
	aning, reality and language	xxiv		Datan	ences	the basis of evidence	
	efinite definitions	XXV	1.6				
Kete	erences		1.6		_ ,	ootential of d healthcare	23
	OLOGUE: THE OLOBAL ICATION		1.7			o nearthcare oaches to implementin	
-	OLOGUE: THE GLOBALISATION		1.7			d decision-making in	ng
HE	ALTHCARE PROBLEMS AND TH	IEIR			hcare sys		23
SO	LUTIONS	1		1.7.1	Manage		23
	11 1 1			1.7.2	Care pa		
	nmon problems: common solutions	2		1.7.3		guidelines	
	blems and solutions in poorer	•		1.7.0		Who is accountable for	ar.
	ntries	3			1.7.0.1	guidelines?	31.
	-conditions for evidence-based	-			1.7.3.2	Clinical guidelines and t	he law
	lthcare	5		Refer		CIRCLE GARGEMICS GIRL	iic iam
WO	USA and the rest of the developed	5	1.8			s of healthcare in	
	erence	J			oving hea		33
ICCI	sience			1.8.1		ng the health of popula	
СН	APTER 1: EVIDENCE-BASED			1.8.2		ing the health of indivi	
	· · · · · · · · · · · · · · · · · · ·				patients		
HE	ALTH SERVICES	11			1.8.2.1	Disease without illness	s
1.1	Evidence-based healthcare: a scient	ific			1.8.2.2	Illness without disease	2
	approach to health services			Refer	ences		
	management	11	1.9	Evide	ence and	other types of	
1.2	Why focus on decision-making?	12			ledge	* *	36
	Reference	12		Refer			
1.3	The drivers of decision-making:		1.10	Thinl	king and	feeling	38
••	evidence, values, and resources					ed for bounded rational	lity
	and needs	. 13		Refer			•

CHAPTER 2: 'DOING THE RIGHT THINGS RIGHT'					3.2		entions	d preventive	
2.1	The growing need for evidence-based healthcare 2.1.1 Population ageing 2.1.2 New technology and new knowledge		41		3.2.2 3.2.3	Searchi Apprais	ng sal The balance of good and ha	arm	
	2.1.3	Expecta 2.1.3.1 2.1.3.2	ations about healthcare Rising patient expectation Rising professional expectations	าร		3.2.4	3.2.4.1 3.2.4.2	research into practice	ice
2.2	Refere		. ( . ) 1 1 1		2.0	Refere	ences		
2.2			of evidence-based		3.3	Tests			74
2.3	2.2.4 2.2.5	Doing to Doi	hings cheaper hings better hings right he right things the right things right for resource allocation	44		3.3.1	3.3.1.1 3.3.1.2 3.3.1.3 3.3.1.4	Predictive values Types of test result Between a rock and a hard place	1
2.0		althcare	ioi resource anocation	48			3.3.1.3	Tests: the producer's	
	Refere			40			2216	perspective Tests: the clinician's	
2.4			ovin haalthaara	50			3.3.1.6		
2.4			ey in healthcare ralue healthcare	50			2217	perspective	
			aiue neamicare				3.3.1.7	4 4	
٥.	Reference							of those who pay for	
2.5			agement agenda for			2.2.2	0 1	healthcare	
	-	h service		52		3.3.2		•	
	2.5.1		ies to increase the			3.3.3			
			o-harm ratio			3.3.4		research into practice	
			Starting starting right			Refere			
		2.5.1.2	11 0		3.4		-		90
	2.5.2		starting stopping Slowing starting			3.4.1		sions and definitions  The changing balance of	
	2.5.2		ing relevant research Preventing unnecessary			3.4.2	Searchi	good and harm	
		2.0.4.1	research			3.4.3	Apprais		
	253	Manag				3.4.4		g research into practice	
	4.0.0	2.5.3 Managing change in clinical practice				Refere	research into practice		
	2.5.4		sing health inequalities		3.5			101	
	Refer		sing nearm meduanties		3.5	3.5.1	h policy	sions and definitions	TOT
2.6			science on clinical			5.5.1		Healthcare policy	
2.0			ealthcare costs	62				Public health policy	
	Refer		catticare costs	02		3.5.2	Searchi		
27			he can´?	64		3.5.3			
2.8				OI		0.0.0	3.5.3.1		,
2.0	2.8 Industry and evidence-based decision-making			65			0.0.0.1	for evidence about healthoughties	
CH	APTE	R 3: MA	KING DECISIONS				3.5.3.2		
AB			SERVICES	67			0.0.0.2	sources of evidence about healthcare policy	
3.1	3.1.1	Dealing	ions under pressure g with difficult decisions	67			3.5,3.3	Appraising research on pu health policies	ıblic
	3.1.2		ons of difficult decisions			3.5.4	Getting	g research into practice	
	Reference						ences		

		4: FINI EVIDEN	DING GOOD- NCE	109		5.4.4	Uses an 5.4.4.1	d abuses Interpretation and presentation	
11	4.1 The searcher's problems						5.4.4.2	Reporting trial end p	oints
4.1	The searcher's problems  4.1.1 The relevance gap: absence of high-quality evidence  4.1.2 The publication gap: failure to					Furthe	r reading	reporting that end p	DITTED
						Refere	nces		
						Case-o	control st	udies	154
		publish	research results			5.5.1	Dimens	ions and definitions	
	4.1.3 The hunting gap: difficulties in						5.5.1.1	Study of the causatio	n of
			published research					disease	
	4.1.4		ality gap: the need for c	ritical			5.5.1.2	Study of the adverse effects of treatment	
		4.1.4.1	Flaws in the methodo			5.5.2	Searchi	ng	
			and reporting of resea	arch		5.5.3	Apprais		
		4.1.4.2	Misleading abstracts			5.5.4	Uses an	d abuses	
		4.1.4.3	Peer review: the deatl	h of		Refere	nces		
			another sacred cow		5.6	Cohor	t studies		157
	Refere	ences				5.6.1	Dimens	ions and definitions	
4.2	Copi	ng alone		119			5.6.1.1	The role of clinical	
			ng a better scanner					databases	
			ng a better searcher			5.6.2	Searchi	~	
	4.2.3	Becomi	ng better at critical app	raisal		5.6.3	Apprais	al	
		Use it o				5.6.4	Uses an	id abuses	
4.3	A kn	owledge	service for the 21st			Refere:			
	centu			121	5.7	Contro	olled befo	ore and after	
	Reference				studie	s		162	
	Furth	er readin	g			5.7.1		ions and definitions	
~LI A	DTEE	5. ADE	PRAISING THE			5.7.2	Searchi	0	
				406		5.7.3	Apprais		
JUP	LIIY	OF RE	SEARCH	125		5.7.4		d abuses	
5.1	What	is resea	rch?	125	5.8	Refere:		a corios	165
	5.1.1	Hypoth	esis-testing research		3.0	Interrupted time series 5.8.1 Dimensions and definition			100
			n medical research			5.8.2	Searchi		
	Refere	ences				5.8.3	Apprais		
5.2	Choo	sing the	right research			5.8.4	Apprais	id abuses	
	meth			129		Refere:		iu abuses	
5.3	Syste	matic re	views	129	5.9	Surve			168
			sions and definitions		0.9	5.9.1		sions and definitions	100
		5.3.1.1	Meta-analysis			5.9.2	Searchi		
		Searchi	ng			5.9.3	Apprais		
	5.3.2	Dearcin				0.7.0			
	5.3.2	Apprais	al			594	Hises an	id abitses	
		Apprais	sal Systematic reviews			5.9.4 Refere	Uses an	id abuses	
		Apprais		ıcluding	5.10	Refere	nces		170
		Apprais 5.3.3.1	Systematic reviews	ıcluding	5.10	Refere: Qualit	nces ative res	earch	170
	5.3.3	Apprais 5.3.3.1 5.3.3.2	Systematic reviews Systematic reviews in	ıcluding	5.10	Refere Qualit 5.10.1	nces ative rese Dimens	earch sions and definitions	170
	5.3.3 5.3.4 Refere	Apprais 5.3.3.1 5.3.3.2 Uses ar ences	Systematic reviews Systematic reviews in meta-analysis ad abuses	cluding	5.10	Refere: Qualit 5.10.1 5.10.2	nces a <b>tive res</b> Dimens Searchi	earch sions and definitions ng	170
5.4	5.3.3 5.3.4 Refere	Apprais 5.3.3.1 5.3.3.2 Uses ar ences	Systematic reviews Systematic reviews in meta-analysis	icluding	5.10	Refere: Qualit 5.10.1 5.10.2 5.10.3	nces a <b>tive res</b> o Dimens Searchi Apprais	earch sions and definitions ng sal	170
5.4	5.3.3 5.3.4 Refere	Apprais 5.3.3.1 5.3.3.2 Uses ar ences omised	Systematic reviews Systematic reviews in meta-analysis ad abuses	Ü	5.10	Refere Qualit 5.10.1 5.10.2 5.10.3 5.10.4	nces a <b>tive res</b> e Dimens Searchi Apprais Uses an	earch sions and definitions ng	170
5.4	5.3.4 Reference	Apprais 5.3.3.1 5.3.3.2 Uses ar ences omised of Dimens 5.4.1.1	Systematic reviews Systematic reviews in meta-analysis ad abuses controlled trials sions and definitions Mega trials	140		Refere Qualit 5.10.1 5.10.2 5.10.3 5.10.4 Refere	nces a <b>tive res</b> e Dimens Searchi Apprais Uses an	earch sions and definitions ng sal id abuses	
5.4	5.3.4 Reference	Apprais 5.3.3.1 5.3.3.2 Uses ar ences omised of Dimens 5.4.1.1	Systematic reviews Systematic reviews in meta-analysis ad abuses controlled trials sions and definitions Mega trials Patient preference in	140	5.10 5.11	Refere Qualit 5.10.1 5.10.2 5.10.3 5.10.4 Refere Decisi	nces tative resu Dimens Searchi Apprais Uses an nces on analy	earch sions and definitions ng sal ad abuses sis	170 173
5.4	5.3.4 Reference	Apprais 5.3.3.1 5.3.3.2 Uses ar ences omised of Dimens 5.4.1.1	Systematic reviews Systematic reviews in meta-analysis ad abuses controlled trials sions and definitions Mega trials	140		Refere Qualit 5.10.1 5.10.2 5.10.3 5.10.4 Refere Decisi 5.11.1	nces  ative reso Dimens Searchi Apprais Uses an nces on analy	earch sions and definitions ng sal ad abuses sis	
5.4	5.3.4 Reference	Apprais 5.3.3.1 5.3.3.2 Uses ar ences omised Dimens 5.4.1.1 5.4.1.2 5.4.1.3 Searchi	Systematic reviews Systematic reviews in meta-analysis ad abuses controlled trials sions and definitions Mega trials Patient preference in 'N of 1' trials ng	140		Reference Quality 5.10.1 5.10.2 5.10.3 5.10.4 Reference Decisi 5.11.1 5.11.2	nces  ative rese Dimens Searchi Apprais Uses an nces on analy Searchi	earch sions and definitions ng sal ad abuses sis sions and definitions	
5.4	5.3.4 Refere Rand 5.4.1	Apprais 5.3.3.1 5.3.3.2 Uses arences comised a Dimens 5.4.1.1 5.4.1.2 5.4.1.3	Systematic reviews Systematic reviews in meta-analysis ad abuses controlled trials sions and definitions Mega trials Patient preference in 'N of 1' trials ng	140		Refere Qualit 5.10.1 5.10.2 5.10.3 5.10.4 Refere Decisi 5.11.1	nces  ative resu Dimens Searchi Apprais Uses an nces on analy Searchi Apprais	earch sions and definitions ng sal ad abuses sis sions and definitions	

CHAPTER 6: ASSESSING THE					6.5	Safety	· · · · · · · · · · · · · · · · · · ·		201
OU.	TCON	IES FO	JND 1	81		6.5.1 6.5.2	Dimens Searchi	ions and definitions	
6.1 Five key questions about outcomes		181		6.5.3	Apprais	U			
0.1	6.1.1 How many outcomes were studied?					0.0.0		Which method?	
			rge were the effects found?				6.5.3.2	Appraising the quality of	
	0.1.2		Which yardstick?				0.010.2	studies on safety	
	6.1.3		hat degree of confidence ca	an		6.5.4	Applica	bility and relevance	
			ilts of the research be appli			Refere		,	
			vhole population?		6.6	Patien	t satisfac	ction and patients'	
	6.1.4		ie intervention do more go	od			ience of		207
		than ha				-		ions and definitions	
	6.1.5	How re	levant are the results to the	e			6.6.1.1	Acceptability of care	
		local po	pulation or service?					Patient satisfaction	
6.2	Meas	uring ou	tcomes	187			6.6.1.3	Patients' experience of car	re
	6.2.1						6.6.1.4	The benefits of measuring	
		measur	ement					patient experience	
		6.2.1.1	Natural problems			6.6.2	Searchi	ng	
		6.2.1.2	Man-made problems			6.6.3	Apprais	al	
			Resurgence of outcome			6.6.4	Applica	bility and relevance	
			measures in the			Refere	ences		
			measurement of quality		6.7		effective:		213
	6.2.2	In prais	e of process			6.7.1		sions and definitions	
	Refere	ences					6.7.1.1	Productivity	
6.3	Equit	y		189			6.7.1.2	Efficiency and	
	6.3.1		ions and definitions					cost-effectiveness	
			Measuring equity				6.7.1.3	The use of quality-adjuste	ed
		6.3.1.2	Assessing equity: eviden	ce-				outcome measures: QAL	ίs
			based cuts at the margin					and DALYs	
		Searchi	-				6.7.1.4	Marginal and opportunity	7
	6.3.3	Apprais						costs	
	6.3.4		ibility and relevance				6.7.1.5	Evaluations of	
	Refer							cost-effectiveness	
6.4	Effectiveness 192					6.7.2	Searchi		
	6.4.1		sions and definitions			6.7.3	Apprais		
		6.4.1.1	Assessing effectiveness f	rom		6.7.4		bility and relevance	
			the patient's perspective			Refere			~~-
		6.4.1.2			6.8	Quali			221
			by providing emotional			6.8.1		sions and definitions	
		(41)	support				6.8.1.1	Quality assessment by	
		6.4.1.3	Improving outcomes				6012	measuring the process of o	dit
			through patient				6.8.1.2	Quality assessment by	٠
		6111	participation					measuring the outcome o	<i>1</i> 1
		6.4.1.4	Improving outcomes				6813	care Reporting outcomes in th	
			through process: in the absence of an effective				0.0.1.5	public domain	!€
			technical intervention			6.8.2	Saarahi	ng for and appraising	
	6.4.2	Searchi				0.0.2		e on standards of care	
	6.4.3	Apprais					6.8.2.1	Searching for papers on	
	0.4.0		Experimental studies of				0.0.2.1	quality standards	
		0.2.011	effectiveness				6.8.2.2		
		6.4.3.2	Observational studies of				0.0	quality standards	
		3	effectiveness			6.8.3	Searchi	ing for and appraising	
	6.4.4	Applies	ability and relevance			4.0-0		e on variations in healthca	æ
		ences	,				outcom		

		6.8.3.1	Searching for papers on			7.3.3.2	Systems for managi	ng
			variations in healthcare		÷.		innovation	
			outcome		Refere			
		6.8.3.2	Appraising evidence on	7.4		ge mana		265
			variations in healthcare				e-based re-organisa	tion?
			outcome		Refere			
	6.8.4	Applica	bility and relevance	7.5	Evide		ed primary care	267
	Refere	ences			7.5.1	Improv	ing access: promotin	
6.9	Appro	priaten	ess 23	1		7.5.1.1	Ease of access to inf	
	6.9.1		sions and definitions			7.5.1.2	Provision of relevar	ıt
		6.9.1.1	Appropriateness for				information	
			individual patients		7.5.2	Improv.	ing appraisal skills	
		6.9.1.2	Appropriateness for groups	3	Refere	ences		
			of patients or populations	7.6	Paying	g for or c	commissioning healt	hcare:
		6.9.1.3	Identifying concerns about		using	the evid	ence base	271
			appropriateness		7.6.1	Resoure	ce re-allocation amoi	ng
		6.9.1.4	It may be appropriate but is	3		disease	management system	ns
			it necessary?		7.6.2	Resourc	ce re-allocation withi	n a
		6.9.1.5	Who defines necessity?			single d	lisease management	system
		6.9.1.6	Medical futility		7.6.3		ing innovation	,
	6.9.2	Searchi					Promoting innovat	ion:
	6.9.3	Apprais	ů.				starting starting rig	
	6.9.4		bility and relevance			7.6.3.2		,
	Refere		Diffy and re			7.6.3.3		
	reicie	.IICCD				7.6.3.4		
СН	APTE	R 7: EV	IDENCE-BASED HEALT	Н	7.6.4		ing the quality of car	e
			GEMENT 24		7,0.3	7.6.4.1	- · · ·	
				<u>-</u>			improving healthca	
7.1			context for an	177	7.6.5		ce-based insurance	
			ed organisation 24	£7	7.6.6	'Black l	oelt' decision-making	5
	7.1.1		nd explicit knowledge		7.6.7	The lim	nits of structural refor	m
		manag			Refere	ences		
		7.1.1.1	Knowledge from experience	e 7.7	The e	thics of p	prioritisation	288
	7.1.2	The lea	rning organisation		7.7.1	Prioriti	sing the good of the	
	7.1.3	Hypert	ext organisations			individ	ual or that of society'	?
	7.1.4		idence-based knowledge-ric	n	7.7.2	Decisio	n-making in the cor	itext of
		learnin	g organisation			prioriti		
	Refer				Refer			
7.2	Cultu		25	<sup>52</sup> 7.8			ed policy making	290
	7.2.1		dence-based chief executive		7.8.1	The do	minance of values in	
	7.2.2	The ev	idence-based board				making	
7.3	Syste			54	7.8.2		Juence of budgetary	pressures
	7.3.1	System	is that provide evidence		7.8.3	The or	owing influence of cv	idence in
			The 'evidence centre'				making	
		7.3.1.2	The National Library for		7.8.4		ce-based healthcare	
			Health		7.0.3		making	
	7.3.2	System	as that promote the use of		7.8.5		ce-based policy-mak	ing in the
		eviden			7.0.3			
		7.3.2.1			Dafa		ping world	
			audit	<b>-</b> ^		ences	ad littantio	205
		7,3.2.2	and the second second	7.9 d			ed litigation	295
		1.3.2.2	decision-making	·u	7.9.1		nce' in court	
	730	Creator			7.9.2		of an expert witness	. 1 1
	7.3.3		ns that consume and use		7.9.3		fluence of clinical gui	idelines in
		eviden					ctice litigation	
		7.3.3.1					to act on the eviden	ce
			more evidence-based		Refer	ences		

CHAPTER 8: EVIDENCE-BASED						Approaches to learning			
	UBLIC HEALTH 303					9.2.1		n-based learning	
							9.2.1.1	Problem-based	
8.1	The development of public health and							learning and continui	
	the evolution of an evidence base 304 8.1.1 Public health practice and service					9.2.2	out div	professional developm ected and reflective lear	
	8.1.1		nent 1850–1950	ICE		7.2.2	9.2.2.1	Meeting appraised lea	
	8.1.2		ealth practice and heal	lth			7.2.2.1	needs	umig
	0.1.2		evelopment since 195			9.2.3	e-Learn		
			The evidence base for			9.2.4		ng by doing	
			preventive services			×-2.1	9,2,4.1	Informatics support fo	זר
	8.1.3		ealth practice and hea	<b>l</b> th			J. 2. 3	staff who are learning	
		education	-					doing	-)
	8.1.4		alth practice and heal	lth			9.2.4.2	Support for staff	
		promotic						learning by doing: the	:
			The evidence base for					educational prescripti	
			health promotion			Refere	nces	• •	
	8.1.5	Public he	ealth practice and legi-	slation	9.3	Teachi	ng and l	earning evidence-bas	ed
	8.1.6		alth practice and			practic			341
		policy-m	aking		9.4	The fiv	e steps	to evidence-based	
			The evidence base in			practi	ce		342
			policy-making			9.4.1	Asking	the right question	
			Using the public healt					Competencies	
			evidence base to achie			9.4.2		ng for evidence	
			health gain from non-					Retrieval	
			and health-related pro	posals				Competencies	
	8.1.7		ealth practice and			9.4.3		sing evidence	
	~ .	humanit	arianism				9.4.3.1	The GATE frame	
	Refere					0.4.4	9.4.3.2	Competencies	
8.2			tematic reviews for	240		9.4.4		ting and applying the	
			se in public health	319			evideno		
	8.2.1		pbell Collaboration			D - C	9.4.4.1	Competencies	
	8.2.2	8.2.2 The use of systematic reviews in					nces	manife, an	251
	12 - 6	-	ealth decision-making	5	9.5			pacity as well as skills	351
8.3	Refero		1 - atic amount at the	ariranda	9.6	Case-studies of applying evidence			352
0.0	The need for an eclectic approach towards the evidence base for public health 322					based practice skills 9.6.1 Diagnosis			304
	the evidence base for public health 322 References					9.6.2		n analysis	
8.4			ablic health			2.0.2		Introduction	
0.1		on-makin		325				Case-study	
	8.4.1		s I for judgement	020		9.6.3	Treatm		
	Refere		a tot jargement			Refere			
8.5			ractice in the 21st ce	ntury:	9.7	Resou			356
			ed public health	327	- 1.	9.7.1		ces for critical appraisal	
	8.5.1	Knowled	lge-based health			9.7.2		ines to improve the star	
		improve						rting published researc	
	8.5.2		ing an evidence-baseo	d		9.7.3		ional resources	
		approacl	h in healthcare system	าร					
	Refere		•		0114	DTER	10. EV	IDENCE-BASED	
OH 4	DTC	O. DEVE	S OPING THE OV	III e					004
		=	LOPING THE SK		CLI	NICAL	PRACT	HGE	361
OF I	NDIV	DUALS		333	10.1	Clinic	al decisi	ion-making	361
9.1	Deve	lopine ski	lls for evidence-base	ed				ss' decision-making	
	pract			333				o-face decision-making	
	Refere				10.2			ng with patients	363

	10.2.1		ision of evidence-based		10.4.3 Shared decision-making	
		informati			10.4.3.1 Decision aids	
		10.2.1.1	Other sources of	40.	References	200
			information for patients	10.5	Dealing with the patient's anxiety	388
		Interpret		40.4	Reference	
	10.2.3	Discussio	on	10.6	Dealing with conflict around limiting	
	Referen	nces			treatment	389
10.3	Facilita	ating evid	ence-based patient		Reference	
	choice		36		COURT EVIDENCE BASED	
	10.3.1		hibiting evidence-based		OGUE: EVIDENCE-BASED	
		patient c	hoice	HEA	LTHCARE IN THE 21st	
		10.3.1.1	Clinical ignorance		TURY	391
		10.3.1.2	Emphasising the benefits of intervention	; —— Evide	ence, economics and ethics	391
		40040	Disclosure		es trump evidence	392
		10.3.1.3			<u>.</u>	372
		10.3.1.4	Withholding information		g better, feeling worse	393
			about organisational	Refer		373
			policies			204
	Refere				nodernisation of medicine	394
10.4			evidence-based		modern medicine	395
		l practice			Risikogesellschaft	
	10.4.1		ns and dimensions		dence-based risk management	
		10.4.1.1	Failures in clinical	Refer		
			decision-making		modern clinical practice	397
	10.4.2	The clinic	cian's dilemma		xiety and disease	
		10.4.2.1	Treating individual		aling with uncertainty	
			patients	Refer	ence	
		10.4.2.2	Clinical freedom	Back	to the future: 21st century healthcare	399
		10.4.2.3	Clinical governance	Th	e 21st century clinician	
		10.4.2.4	To whom should the	Th	e 21st century patient	
			clinician be loyal: patient	Do	es the 21st century patient want choice?	
			or State?	Sh	aring knowledge from experience	
		10.4.2.5	Remember the multiple		ences	
			goals of therapy: applying	e Conc	lusion	403
			wisdom and discretion	INDE	X	405