**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 23 June 2020

## Present

Gill Leng Chief Executive

Meindert Boysen Director – Centre for Health Technology Evaluation

Paul Chrisp Director – Centre for Guidelines

Jane Gizbert Director – Communications

Judith Richardson Acting Director – Health and Social Care

Alexia Tonnel Director – Evidence Resources

Catherine Wilkinson Acting Director – Business Planning and Resources

## In attendance

Nick Crabb Programme Director – Science Advice and Research

Johanna Hulme Associate Director – Medicines, Evidence and Advice (item 7.2)

Louise Picton Senior Medicines Advisor – Health and Social Care (item 7.2)

Eric Power Programme Director – Health and Social Care (item 7.2)

Adrian Jonas Associate Director – Data and Analytics (item 7.3)

Nicola Bodey Senior Project Accountant – Resource Impact Assessment (item 7.4)

Martin Davison Acting Associate Director – Finance (item 7.4)

Elaine Repton Corporate governance and risk manager (minutes)

## Apologies (item 1)

1. None.

## Declarations of interest (item 2)

1. The previously declared interests were noted. There were no conflicts of interest relevant to the meeting.

## Notes of the previous meeting (item 3)

1. The minutes of the meeting held on 16 June 2020 were agreed as a correct record.

## Matters arising (item 4)

1. The actions from the meeting held on 16 June 2020 were noted as complete or in hand.
2. Catherine Wilkinson confirmed that Martin Davison was working on a script to articulate the financial pressures and challenges NICE is facing for use by Gill Leng in her upcoming discussions with government and thereafter to be put in writing to the DHSC.
3. In the absence of Kelly Parry, it was agreed that David Coombs and Alexia Tonnel produce a communication for a CEO’s daily message this week, to advise staff of the decision to pause the implementation of O365 and SharePoint until all the necessary underpinning records management and information governance policies were in place. It was also agreed that Alexia Tonnel and Jane Gizbert ask Moya Alcock to include a message in YW@N this Friday.

**ACTION: AT/JG**

## Coronavirus (item 5)

1. There were no decisions from the gold group which required ratification by SMT.
2. Paul Chrisp advised that the interim methods and process guide update for rapid guidelines is anticipated to be completed by 7 July to come to SMT.

## Actions from the June board strategy meeting (item 6.1)

1. SMT noted the actions from the board strategy meeting on 17 June.

## Agenda for the July public board meeting (item 6.2)

1. SMT agreed the agenda for the July public board meeting.
2. SMT agreed that the use of whole population data for comparison purposes in NICE’s annual workforce report was not appropriate and should be removed to avoid erroneous conclusions being drawn. CW agreed to advise Grace Marguerie and request that Grace contacts Judith Richardson or the data analytics team to agree a more appropriate comparator (eg working age people), if it is possible to rectify the report in time for the July board meeting.

**ACTION: CW/GM**

1. Gill Leng agreed to speak with Rima Makarem regarding the appointment of an external member to the Audit & Risk Committee to confirm the position before a paper is circulated to the July public board.

**ACTION: GL**

## Revalidation annual report 2019/20 (item 7.1)

1. Judith Richardson, as Responsible Officer for NICE, presented the revalidation annual report 2019/20 for review and approval prior to submission to the July board meeting. This year the report was produced using a new template issued by the Department of Health & Social Care (DHSC) which requires a Statement of Compliance to be signed by the Chief Executive.
2. SMT noted that due to COVID-19, the DHSC had announced changes to the process in March 2020. The requirement to complete the Annual Organisational Audit (AOA) was cancelled and the DHSC had recommended that appraisals be suspended but NICE has encouraged all doctors to complete their medical appraisal. Six of the nine registered medical practitioners with a prescribed connection with NICE completed a medical appraisal during 2019/20.
3. An amendment to paragraph 2 of the main board report was requested to correct the statement that ‘medical revalidation is NICE’s only statutory duty’. It was also requested that a section be included in the covering report explaining that NICE’s medical appraisal and revalidation policy is due for renewal and what the process and timeframe for this will be. Subject to these amendments, the report was approved.

**ACTION: JR**

1. SMT noted that NICE has been commended for its approach to revalidation. It was agreed to mention Martin Cowie by name in the report to recognise his positive contribution. It was noted that David Haslam previously appraised the advisory committee chairs and it was queried whether this was something Sharmila should continue, or whether it was related to his medical background. Gill Leng agreed to liaise with David Coombs and ask Sharmila her thoughts on chairs’ appraisals.

**ACTION: GL**

1. Gill Leng also reported that she had received feedback from Sharmila about her induction to NICE which Gill was following up. There was a wider discussion about how SMT could introduce Sharmila to their senior teams. It was agreed that each SMT member should liaise with Jainita Vadher to invite Sharmila to join one of their senior team meetings.

**ACTION: ALL**

## Evidence summaries: updated process guide (item 7.2)

1. Johanna Hulme presented an updated process guide for developing evidence summaries which allows a more flexible approach for developing a wider range of evidence summaries, depending on the topic routing, that being those commissioned by stakeholder organisations or those identified by NICE. The aim is to make the process more efficient, integrated, and take advantage of new technologies including artificial intelligence. The updated process guide was supported by the PMA Expert Group on 15 June.
2. SMT queried whether the title should be ‘medicines’ evidence summaries to avoid confusion with other evidence summaries, and also queried whether their presentation on NICE website (content and format) should be consistent. It was agreed that a content strategy was needed. Inclusion of a new ‘advisory statement’ was welcomed, for topics where a commissioning policy will not be developed. SMT also discussed the reference to searches of pre-prints in evidence summaries, which is an approach taken by NHSE. It was requested that a caveat be included in the process guide (at page 8 of 14) to refer to pre-prints.
3. Further amendments to the paper were requested:

* Re-wording the opening statement in the guide to make it a positive, rather than ‘evidence summaries that do not inform and NHSE commissioning policy’
* The section on compliance with the declarations of interest policy to appear at the relevant section of the guide not the end, highlighting its importance.

**ACTION: JH**

1. Subject to the amendments requested, SMT approved the updated process guide for developing evidence summaries.

## Data & analytics COVID-19 response (item 7.3)

1. Adrian Jonas presented a paper outlining the key activities of the data & analytics COVID-19 taskforce, and proposed two publications: an interim approach to assessing the quality of data and analyses used to inform NICE’s COVID-19 response; and identified areas of uncertainty in NICE's COVID-19 guidance, in order to promote and enable engagement with external collaborators.
2. SMT noted the potential for overlap with the work of Jeanette Kusel’s team and possible confusion for NICE’s audience. It was requested that the two liaise to avoid duplication and work with the comms team to provide a clear explanation ahead of publication on the website.

**ACTION: AJ/JK/JG**

1. It was agreed that a summary of the data and analytics COVID-19 taskforce activities be included in the July board report on the support from NICE for the COVID-19 response. Meindert Boysen and Paul Chrisp were asked to review this to provide a joined up paper for board.

**ACTION: MB/PC**

## Technology appraisal (TA) and highly specialised technologies (HST) charging review (item 7.4)

1. Nicola Bodey and Martin Davison advised SMT of the outcome of a review of the fees charged to companies to produce TAs and HSTs following the first year of charging which had concluded that current fees were still valid and no changes were proposed for the 2020/21 financial year.
2. SMT noted that there will be a more formal review of charging led by the DHSC after 2 years. In relation to whether wider communication of the results was necessary, Gill Leng agreed to follow up.

**ACTION: GL**

1. SMT supported the report and agreed a summary be included in the finance report to the July public board meeting.

**ACTION: CW/MD**

## Purchase of additional laptops (item 7.5)

1. SMT approved the purchase of additional laptops over and above those already purchased with board approval, as part of the digital workplace strategy.
2. Alexia Tonnel advised that these will be for new starters, spares for breakages and loans, and included a very small number of advisory committee chairs. SMT considered whether there would be a request to provide IT to advisory committee members in the longer term but agreed this should not precede the findings of the CRG task & finish group’s work looking at how the virtual committee meetings are operating.

## EU exit (item 8)

1. Nick Crabb gave an update on recent discussions with the MRHA and potential implications of the EU exit on its future role and remit.

## London office move (item 9)

1. Catherine Wilkinson gave a brief update on the London office move noting that the length of the lease was being discussed with the DHSC, and that the large external meeting suite could be used for socially distanced desk space. The DHSC was also investigating furniture storage space in London which NICE would be interested in accessing if possible.

## Other business (item 10)

1. **IT Staffing** – Alexia Tonnel reported that the IT Solutions Architect (employed by CQC) had given notice of his departure which would have caused problems for the IT element of the London office move, but he will now be staying which will avoid inevitable disruption. However, it was noted that NICE’s AD-IT will be on leave at a crucial time in July when the new Associate Director of IT Infrastructure & Operations joins NICE.
2. **Indicator consultation** – Judith Richardson sought SMT support to begin consultation on 25 June. NHSE & NHSI have asked NICE to consult on the indicators developed for potential inclusion in the Quality and Outcomes Framework (QOF) as usual at this time of year. Given the pressure on the health system, the current suspension of the QOF and that the indicator consultation usually resulting in media interest, H&SC will work closely with the communications team on messaging.

**ACTION: JR/JG**

1. **SMT Strategy Day** – SMT considered the requirement for a strategy away day in September 2020. It was also noted that Elaine Inglesby-Burke had asked about board development at the June board meeting. Gill Leng agreed to discuss board development with the Chairman.

**ACTION: GL**