**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 7 December 2021

## Present

Gill Leng Chief Executive

Paul Chrisp Director, Centre for Guidelines

Nicole Gee Interim Chief People Officer

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Jennifer Howells Director, Finance, Strategy and Transformation

Judith Richardson Director, Health and Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Kendall Jamieson Gilmore Interim Chief of Staff and Associate Director, Strategy

Jeanette Kusel Director, NICE Scientific Advice

David Coombs Associate Director, Corporate Office (for part of item 4)

Helen Knight Programme Director, Technology Appraisals (for part of item 4)

Mark Minchin Associate Director – Indicators (for item 5.1)

Steve Kingman Governance Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Meindert Boysen who was represented by Jeanette Kusel.

## Declarations of interest (item 2)

1. The previously declared interests were noted. Paul Chrisp confirmed he will be a member of the external advisory board for Plymouth Institute of Health and Care Research (PIHR), from January 2022.

## Notes of the previous meeting (item 3.1)

1. The minutes of the meeting held on 29 November 2021 were agreed as a correct record.

## Matters arising (item 3.2)

1. The actions from the meeting held on 29 November were noted as complete or in hand.

## Hot topics (item 4.1)

**Sapropterin TA729 Technology appraisal –** Helen Knight joined the meeting to provide ET with an update on discussions with NHSE/I to provide access to generic Sapropterin. Helen confirmed there should be an announcement before Christmas, it was agreed Helen would keep Gill up to date on progress.

**Strategic positioning of NICE** – Felix Greaves highlighted the importance of NICE’s work being recognised. This issue has been noted following papers being published which it had been previously agreed to co-badge, without NICE’s branding. It was suggested to include this thinking in any forward planning.

1. **COVID-19 public inquiry** – David Coombs joined the meeting to update ET following receipt of a letter from the Department of Health and Social Care (DHSC) regarding the Covid 19 public inquiry preparation. The letter requires a response by 20 December 2021. The letter asks NICE to confirm how it is ensuring preservation of records and asks for clarification of what support will be provided to potential witnesses to the inquiry. David updated ET on NICE’s progress and confirmed the new Programme Manager should be in post by the start of January, to coordinate and lead NICE’s preparations. It was agreed that a message about the preservation of records would be included in Your Week @ NICE and the all staff meeting.

ACTION: DC/KJG

## Facilitating the development of a NICE recommended risk calculator in a computable format – ORBIT (item 5.1)

1. Mark Minchin joined the meeting and presented a proposal for facilitating the development of a NICE recommended risk calculator in a computable format - ORBIT. Mark confirmed he was seeking approval to progress with formal discussions with key partners in the area.
2. The NICE atrial fibrillation guideline (NG196) recommends the use of the ORBIT bleeding risk score to assess bleeding risk when considering starting people on anticoagulation or reviewing people already receiving anticoagulation. The guideline notes that other tools may need to be used until ORBIT is embedded in clinical pathways and electronic systems. Members of the CfG directorate have been in discussions with GP IT system suppliers to understand how we can facilitate the use of ORBIT within a general practice setting.
3. Based on discussions to date there are two main options for how general practice staff can use the ORBIT tool, either via the ORBIT website or embed the ORBIT tool in the electronic system. The latter method removes the risks around data entry but requires an accurate electronic medical record (EMR). It was explained that NICE's role to date has been to assess the evidence and make recommendations to improve care and outcomes, to that end NICE have discharged this responsibility by recommending ORBIT. NICE have looked to others to embed the recommendations in clinical IT systems and it is proposed NICE should facilitate the development of guidelines in a digital format to encourage uptake and meet the needs of differing audiences. Running a small project that would translate ORBIT into a code that could be embedded into electronic systems would allow NICE to understand what actions and events would be needed by NICE to move into this area.
4. ET discussed the benefits barriers and challenges and requested further information following initial conversations with NHS Digital which will be used to confirm in more detail what is required from a specification, gain a better understanding of expected timescales, and understand any regulatory requirements.
5. It was agreed that ET would be updated on progress in due course, to consider who would be best placed to lead on this work and the resource requirements.

ACTION: PC/MM

## Life Sciences Hub business case (item 5.2)

1. Jeanette Kusel introduced the paper and confirmed that ET were being asked to approve the procurement of a digital agency for the discovery, alpha and first beta phase of the Life Sciences Hub. The discovery work will build on the findings from Deloitte’s initial work.
2. The alpha phase will further test their recommendations and enable in depth external user research and testing. It is estimated the cost of the discovery and alpha phase is estimated to be around £130,000 and the cost of an animation for phase 1 of the hub is expected to be approximately £12,000. The cost of beta is estimated to be approximately up to £300,000. Following a discussion around links with business objectives and value for money it was agreed to start gathering materials but to pause the procurement until funding for next year is clearer.
3. It was also agreed to delay the maternity cover interviews until the Chief Digital Product Officer was in post. The request for the animation funding was approved by ET. It was agreed to revisit this at the ET meeting in the second week of January 2022.

ACTION: JK

## Health and social care directorate consultation (item 6.1)

Nicole Gee led a discussion on the Health and Social Care directorate consultation review.

**Guideline development centre contracts (item 6.2)**

1. Paul Chrisp provided ET with an update on Guideline development centre contracts ahead of the next programme board meeting scheduled for 8 December. Paul confirmed the majority of due diligence has been received and is being reviewed. Consultation meetings are planned for February and March 2022. Paul agreed to find the appropriate IT contact at RCP to enable conversations to start. It was suggested that Paul and Jennifer Howells meet separately to prepare for the next Audit and Risk Committee meeting.

ACTION: PC/JH

**Operational Management Committee (item 7)**

1. The OMC minutes, actions, decisions and forward planner were noted by ET. Jennifer Howells highlighted NICE’s requirements to comply with a suite of government functional standards by 31 March 2022. Boryana Stambolova and Elaine Repton will be leading the co-ordination. Jennifer asked ET members to speak to their OMC representative if they are not aware of the requirements.

## Review of the meeting (item 8)

No concerns.

## Other business (item 9)

**Culture workshops –** Nicole Gee confirmed a number of culture workshops are planned but take-up is currently low. Nicole asked ET members to remind their teams of the opportunity and to encourage engagement.

ACTION: ET

**Senior Salaries Review Body** **–** Nicole Gee confirmed NICE have been invited to join a Senior Salaries Review Body discussion group. The meeting will be on 13 January 2022 on MS Teams. Jennifer Howells agreed to represent NICE.

ACTION: JH

1. **Linked In –** NicoleGee requested that NICE’s corporate Linked In account be used more regularly to promote recruitment. Jane Gizbert confirmed the corporate account can be utilised to support this and Nicole should speak with Rebecca Smith’s team. Nicole asked how staff can use their own individual Linked In accounts to highlight achievements they have been involved in at NICE. It was agreed to add this to the full staff meeting agenda where some good examples can be showcased.

ACTION: NG/KJG

1. **Submitting group feedback to Government consultations –** Nicole Gee confirmed that NICE’s Race Equality Network would like to submit a group led response to the Government’s consultation on banning conversion therapy. Following discussion, it was agreed that individuals should respond rather than submit a group response as conversion therapy is not included in NICE guidance or evidence base. Staff are to be asked not to highlight they are connected to NICE in their responses.

ACTION: NG

1. **Sharmila Nebhrajani** – Gill Leng confirmed that the Chairman is hoping to be home for Christmas and is likely to be back working next month but will not be meeting face to face in January. Gill confirmed that Shar wishes for the CQC dinner to go ahead.
2. **Chief Executive appointment** – Gill Leng confirmed that Mark Chakravarty has sent a recommendation to the Secretary of State for Health regarding the appointment of a new Chief Executive.