**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 3 May 2022

## Present

Sam Roberts Chief Executive (chair)

Gail Allsopp Interim Chief Medical Officer

Paul Chrisp Director, Centre for Guidelines

Nicole Gee Interim Chief People Officer

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Helen Knight Acting Interim Director of Medicines

Jeanette Kusel Acting Interim Director of Medtech

Judith Richardson Acting Director, Health and Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Hilary Baker Programme Director, Transformation

Boryana Stambolova Deputy Director Finance, Strategy and Commercial

Jonathan Waghorne Chief of Staff

David Coombs Associate Director, Corporate Office (items 5 & 6)

Nick Crabb Programme Director, Scientific Affairs (item 5)

Jenniffer Prescott Programme Director, HTA Process and Operations (item 5)

Fiona Glen Programme Director, Centre for Guidelines (item 5)

Alison Liddell Programme Director, Digital, Information & Technology (item 5)

Kendal Jamieson Gilmore Associate Director, Strategy (item 5)

Sarah Byron Associate Director, Devices, Diagnostics and Digital (item 5)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Jennifer Howells who was represented by Boryana Stambolova.

## Declarations of interest (item 2)

1. The previously declared interests were noted.

## Notes of the previous meeting (item 3.1)

1. The minutes of the meeting held on 26 April 2022 were agreed as a correct record subject to adding Paul Chrisp to the attendance list and amending minute 8 to read NHSE virtual wards.

## Matters arising (item 3.2)

1. The actions from the meeting held on 26 April 2022 were noted as complete or in hand. The following matters arising were discussed:
2. **Strategic risks** – ET members had provided feedback on the draft strategic risks which Sam Roberts will review before submission to the ARC and Board meetings in May. It was queried whether a risk of future political change should be included in the register. It was noted that this was covered in risk 1.1 strategic relevance, but not expressly stated. Helen Knight also commented that the risk register was very focussed on the immediate future and queried whether a longer-term view was needed to include risks such as the voluntary scheme for medicines (VPAS). Sam Roberts agreed to review the risks and consider the comments made.

**ACTION: SR**

1. **NHSE virtual wards** – There was a discussion of the work the patient safety team is progressing on virtual wards to see how NICE guidance could align with the new way of working. Gail Allsopp advised that meetings have taken place with the clinical leads, and at the National Quality Board it was agreed for NICE to have a seat at the table of the clinical reference group. Additionally, meetings were also taking place with NHSX senior leaders on digital tools. Gail agreed to share contact details to ensure a co-ordinated and aligned approach.

**ACTION: GA**

1. **Supporting committee chairs and members** – ET considered how the wealth of expertise amongst the committee chairs and members could be better utilised. The general view was that the committee chairs had become slightly detached from the NICE board since their attendance at board seminars has ceased. Sam Roberts is going to discuss further with Chair Jane Adam to agree next steps.

**ACTION: SR**

1. **Board planner** – Directors were reminded to feedback any comments they have on the draft board planner for 2022/23 to David Coombs.

**ACTION: All**

## Discussion topics (item 4)

**ME/CFS update** – Gail Allsopp gave an update on NHSE’s publication due next week which will be discussed at PE to ensure that NICE’s comms is aligned.

Reference was made to recent feedback from patient organisations and other voluntary sector groups that they are becoming overwhelmed with consultation requests, highlighting that NICE needed to be alert to the issue which could potentially become a bigger issue in the future with living guidelines.

**KPIs** – ET discussed the deadline for having all transformation, cross-organisational and BAU KPIs agreed by Friday 6 May. Directors were asked to send their final list to Sam Roberts by Friday for a discussion at ET next week.

**ACTION: All**

**All staff meeting** – The content for the all-staff meeting presentation on 11 May was discussed, which will focus on transformation and cultural change.

Jane Gizbert noted that she is in contact with Mark Chakravarty to discuss the NICE key messages work. He had suggested that other ET leads should also support the presentation at the May board. Paul Chrisp and Felix Greaves agreed to be involved. Jane agreed to share details of how the session will be shaped.

**ACTION: JG**

##  Priority objectives: updates from the SROs (item 5)

1. The SROs for the four priority objectives, and some workstream leads, joined ET to give an update on initial discussions within their programme boards.
2. The purpose of this session was for ET to understand from the SROs:
* what they need to deliver their objective successfully and any ‘roadblocks’ that need to be resolved
* exactly what is going to be delivered (wording to be agreed for the board paper)
* supporting KPIs and milestones
* who the NED sponsors will be and to agree their attendance at PB meetings
* communication plans
1. There was a detailed discussion of each of the priority area. The following specific actions were agreed:

Priority 1

* Explore additional project support resource for organisation design workstream or look at cross sharing of resources (FG)
* Additional audience insight and information architect support needed (FG/AT)

Priority 2

* A strategic discussion to take place with NHSE on the proposed new approach to TAs for three oncology products that come for TAs for many indications (SR/HK/JP)

Priority 3

* A strategic discussion is needed with the ABPI regarding reimbursement (SR/JK/FG/SB)

Priority 4

* Hilary Baker to circulate agreed objectives and milestones for the Priority 4 objectives (HB/NG/AT)
* At the meeting next Wednesday, we will look to agree the first draft of the target operating model

All

* SROs requested organisational level comms to explain NICE’s change story. This will be developed by Jon Waghorne and Jane Gizbert in conjunction with Sam Roberts (JW/JG/SR)
1. The next step ahead of the May board meeting was to confirm the KPIs for inclusion in the business plan. In relation to the NED sponsors, it was proposed to use the board development session on 16 June for SROs and their NED sponsors to have dedicated time to discuss their objectives.

**ACTION: as above**

**Integrated performance report (item 6)**

1. Directors were asked to provide any feedback on the draft IPR for the May board meeting, directly to Boryana Stambolova.

**ACTION: All**

## Operational management committee (item 7)

1. ET noted the minutes and actions from the OMC meeting on 26 April 2022.

## Review of the meeting agenda (item 8)

No comments raised.

## Other business (item 9)

There were no further items of business.