

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Minutes of the Board Strategy Meeting held on 20 June 2018 in the
Derwent meeting room, NICE London office

These notes are a summary record of the main points discussed at the meeting and the decisions made. They are not intended to provide a verbatim record of the Board's discussion.

Present

Non-Executive Directors

Sir David Haslam
Professor Sheena Asthana
Dr Rosie Benneyworth
Professor Angela Coulter
Professor Martin Cowie
Elaine Inglesby-Burke
Professor Tim Irish
Dr Rima Makarem
Tom Wright

Executive Directors

Sir Andrew Dillon
Professor Mark Baker
Ben Bennett
Professor Gillian Leng

Directors in attendance

Meindert Boysen
Jane Gizbert
Alexia Tonnel

In attendance

Dr Amanda Adler
Dr Sharon Hopkins
Dr Peter Jackson
David Coombs (minutes)
Danielle Mason (item 7)

Apologies (Board and Senior Management Team) (item 1)

1 None.

Declarations of interest (item 2)

2 None.

Minutes of April 2018 Board Strategy meeting (item 3)

- 3 The minutes of the Board Strategy meeting on 25 April 2018 were agreed as a correct record.

Matters arising (item 4)

- 4 The Board noted that the two actions arising from the Board Strategy meeting on 25 April 2018 had been completed.

Chief Executive's update (item 5)

- 5 Andrew Dillon updated the Board on a number of matters. He noted that:
- Following discussions at the recent SMT 'retreat' a narrative will be brought to the Board setting out a vision for NICE's digital future, which proposes evolving the NICE pathways on the website to ensure NICE's guidance is easily accessible to key audiences.
 - NICE continues to contribute to the ongoing negotiations on the Pharmaceutical Price Regulation Scheme (PPRS). As previously discussed with the Board, the negotiations include the proposal for NICE to recover the costs of the technology appraisal and highly specialised technologies programmes from industry.
 - Interviews for Mark Baker's successor as Centre for Guidelines Director take place later this week. Recruitment is also underway for three Agenda for Change band 9 roles: the NICE Scientific Advice Director, and two Programme Directors in the Centre for Health Evaluation (CHTE) – one of which is to fill the vacancy following Meindert Boysen's appointment as CHTE Director. As the salaries for these three posts may exceed £100k, they require approval from first the NICE Remuneration Committee, followed by the Department for Health and Social Care Remuneration Committee.
 - The staff survey achieved a response rate of 81%, and the results will be brought to the SMT and Board in due course.
 - The NICE annual conference next week is now sold out.
- 6 The Board noted the update.

NICE's operating principles (item 6)

- 7 Andrew Dillon presented the set of principles which it is proposed should be used to guide and explain NICE's work to support improvements in the quality of care provided by the NHS and public health and social care services. The principles bring together existing statements of the way

NICE operates, in particular the principles set out in NICE's Social Value Judgements document. Andrew highlighted that the paper takes account of the feedback from earlier Board and SMT discussions, and thanked Sophie Cooper from the Science Advice and Research Programme for her input to the document. Andrew asked the Board to consider whether consultation should take place on the principles and if so, in what form given that many of the principles reflect NICE's long established ways of working, and/or statutory requirements.

- 8 The Board discussed and supported the principles. There was a suggestion to broaden the first principle to reflect the wider determinants of health in line with NICE's public health remit. It was also suggested that principle 10 could be amended to strengthen the reference to NICE's role in promoting the implementation of its published guidance and the uptake of new technologies; and also to amend the principles to reflect NICE's commitment to produce guidance in a timely manner as possible. Mixed views were expressed about whether it would be appropriate to prioritise the principles, either explicitly, or implicitly through the way they are ordered and presented.
- 9 The Board agreed the principles for a targeted consultation, subject to amendments to reflect the Board's discussion. This consultation would provide a useful opportunity to check that the principles clearly explain how NICE undertakes its work, and the rationale for this approach. It was agreed that the principles should be shared with the Department of Health and Social Care prior to this consultation.

ACTION: Andrew Dillon

The 70th anniversary of the NHS: 'NHS70' (item 7)

- 10 Jane Gizbert provided an overview of the activities planned by NICE to mark the 70th anniversary of the NHS' establishment, including a charity staff tea party, contribution to a national project to create a digital archive of oral histories of the NHS, 'NHS70' branding on the NICE website and social media channels, and a series of communications activities focusing on changes to NHS mental health services over the last 70 years.
- 11 In response to questions from the Board, Jane Gizbert and Danielle Mason confirmed that in addition to noting service improvements, the proposed communications activities will acknowledge the challenges currently facing mental health services and look ahead to potential developments in these services, including the use of digital technologies.
- 12 The Board noted and welcomed the proposed activities.

Committee chair update (item 8)

- 13 Dr Peter Jackson, chair of the Highly Specialised Technologies Evaluation Committee, gave a presentation on the Committee's work, highlighting the publication of an updated interim methods and process guide in 2017. He noted challenges and potential opportunities for the highly specialised technologies (HST) programme, including an expansion in topics awaiting evaluation by the Committee, and the scrutiny on the topic selection process. Dr Jackson noted the scope to clarify roles and responsibilities around Managed Access Agreements, and ensure key partners share an understanding of the purpose of such agreements. He noted the potential benefits of submitting the current interim methods and process guide to public consultation.
- 14 The Board discussed the issues raised in the presentation, noting the history and evolution of the HST programme. The background to the different QALY thresholds within the technology appraisal (TA) and HST programmes was discussed, noting this places particular significance on the topic selection process that allocates technologies between the TA and HST topics. The implications of the criteria used to determine a technology as 'highly specialised' were discussed, noting that in the long-term, it may be appropriate to consider how to mitigate the impact of a topic being referred to the TA rather than HST programme. The impact of the committee's increasing workload was discussed, including the consequential potential impact on the number of appeals.
- 15 On behalf of the Board, David Haslam thanked Dr Jackson for the Committee's work.

Any other business (item 9)

- 16 Andrew Dillon, on behalf of the Board, congratulated David Haslam for his knighthood for services to NHS leadership.
- 17 There was no further business to discuss. The Board then held a part 2 meeting, attended by the Board and Senior Management Team.

Date of the next meeting

- 18 The next Board strategy meeting will be on Wednesday 15 August 2018 in the Derwent room, NICE offices, London.