**NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE**

# Minutes of the Board Strategy Meeting

17 April 2019 in the Bollin meeting room, NICE Manchester 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 Martin Cowie

Professor Angela Coulter

Elaine Inglesby-Burke

Professor Tim Irish

Dr Rima Makarem

Tom Wright

**Executive Directors** Sir Andrew Dillon

Ben Bennett

Professor Gillian Leng

Alexia Tonnel

**Directors in attendance** Meindert Boysen

Paul Chrisp

Jane Gizbert

**In attendance** Dr Tom Clutton-Brock

Dr Peter Jackson

Professor Daniel Keegan

Paul Lincoln

Dr Hugh McIntyre

Professor Gary McVeigh

Moya Alcock

Christine Carson

Catherine Wilkinson

David Coombs (minutes)

Jane Silvester (item 6)

Phillip Hemmings (item 10)

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

1. Apologies were received from Professor Sheena Asthana.

## Declarations of interest (item 2)

1. None.

## Minutes of February 2019 Board Strategy meeting (item 3)

1. The minutes of the Board Strategy meeting (part 1 and part 2) on 27 February 2019 were agreed as correct records.

## Matters arising (item 4)

1. Andrew Dillon provided an update on the actions arising from the Board Strategy meeting on 27 February 2019. He noted that:

* The 2019/20 risk register has been populated and will be presented to the Audit and Risk Committee next week.
* Recruitment of a new Chair is now underway.
* Following feedback from the Department of Health and Social Care (DHSC), supporting commentary from NHS England will accompany the business plan on the website, rather than be part of the actual document.

## Chief Executive’s update (item 5)

1. Andrew Dillon updated the Board on recent developments. He noted that:

* The advert for the new Chair was published yesterday, with applications required by 7 May. The appointment process culminates with the proposed appointee attending the Health Select Committee in July.
* The SMT retreat at the start of April held positive discussions on the NICE Connect project and challenges in the Centre for Health Technology Evaluation including the review of the technology appraisal (TA) and highly specialised technologies (HST) programme methods and process.
* The annual staff survey launches next week.
* NICE has agreed with NHS England (NHSE) a pilot to evaluate four digital health technologies (DHTs), building on the evidence standards framework published by NICE earlier this year. NHSE are particularly interested in technologies that are resource releasing, and could be eligible for a new funding direction for cost saving medical technologies.
* Work to review the criteria for routing a technology to the highly specialised technologies programme has commenced. This will be undertaken in collaboration with the DHSC and NHSE, with proposals brought to the Board in due course. It precedes a wider review of the TA and HST methods and processes that will follow later this year.
* NICE’s annual conference, themed around the 20th anniversary, takes place on 9 May.
* He and Meindert Boysen recently attended a recent meeting of the All Party Parliamentary Group on Access to Medicines. The discussions were positive and helped set the context for the upcoming review of the TA and HST methods and processes.

1. The Board discussed the DHTs pilot and the practical implications of rolling out such technologies. A number of issues and questions were noted, including the audience for both the technologies and NICE’s guidance. On a more general point, it was noted that it will be important to consider how data generated by digital health technologies is used, and the technologies’ role in the care pathway. It was agreed that the morning session of the May Board meeting should receive a paper on the pilot.

ACTION: Meindert Boysen

## Social care programme update (item 6)

1. Gill Leng presented the overview of the social care programme and the summary of key activities in 2018/19. Gill noted the extent of NICE’s social care guidance, with the quick guides particularly well received. To date, NICE has not been commissioned to produce guidance on the effectiveness of digital technologies in social care, and this could be an opportunity for future work given such technologies are extensively used in the sector. Gill outlined the ongoing challenges in relation to NICE’s social care activities, including the diversity of the sector, and the large number of providers and commissioners. Also, while there is a well established focus on personalisation and self-directed support in social care, there can be limited evidence to support the development of shared decision aids.
2. The Board discussed the report and NICE’s engagement with the social care sector. The ongoing work to raise the profile of NICE’s guidance through the Care Quality Commission was welcomed, and a range of other important relationships were highlighted including national charities, and umbrella organisations for home care and care home providers.
3. NICE’s role in promoting and facilitating integration between health and social care was highlighted. Board members noted the need to ensure such drives to integrate care look at how to draw on the personalised supportive culture in social care.
4. The Board noted the report and looked forward to receiving the impact report on social care in July.

## Business plan (item 7)

1. Andrew Dillon presented the revised draft 2019/20 business plan that reflects the additional cost pressures notified in March relating to the Agenda for Change pay deal and the increased employer’s contributions to the NHS pension scheme. Subject to any comments from the Board, the revised business plan will be shared with the Department for Health and Social Care (DHSC) sponsor team for final comment with a view to the Board formally approving the plan at the public meeting in May. Andrew stated that the DHSC has now confirmed in writing the commitment to underwrite the shortfall from the first year of the introduction of charging for the TA and HST programmes in 2019/20 to the extent this is necessary.
2. The Board supported the revised draft business plan, and noted that the 2018/19 outputs in appendix 2 will be updated to reflect the final year-end outturn.

ACTION: David Coombs

## NICE Connect (item 8)

1. Gill Leng provided an update on the NICE Connect project, and reminded the Board of the drivers and rationale for the wide scale transformation programme. Gill outlined the high level model of what is required, including the alignment of data management across the organisation, simplified aligned content, modified processes and methods, and a digital architecture to support this new way of working. The September Board will receive a report setting out initial learning from the pilot and the issues to consider in terms of the future model. It is then proposed to discuss the next steps in further detail at the October Board Strategy away-day.
2. The Board welcomed the work undertaken to date and reaffirmed support for the pilot. The importance of dedicated capacity to lead the transformation programme was highlighted, together with external expertise and engagement. In response, Andrew Dillon confirmed that the senior management team have been discussing these issues and the scope for a transformation director. Such a post, and capacity to engage externally will require resourcing and there is no headroom to fund this given the current financial constraints. Proposals will come to the Board shortly, and it will be necessary to consider how to release resources from existing activities.

## EU exit (item 9)

1. Meindert Boysen advised the Board that following the extension of the article 50 period to 31 October 2019 the Government is temporarily scaling back planning for a ‘no deal’ scenario and he has likewise stood down NICE’s internal weekly EU exit planning meetings. However, in the meantime, NICE will continue to work with the MHRA to work through the implications for the TA and HST programme of any changes to the medicines regulatory process in both a ‘no deal’ and ‘with deal’ EU exit.

## Annual report and accounts (item 10)

1. Phillip Hemmings presented the update on progress made in the production of the 2018/19 annual report, and asked the Board for any comments on the draft of the highlights section.
2. The Board reviewed the draft and made a number of suggestions for amendments. It was agreed that the report should include greater reference to public health and social care, refer to NICE’s work on public involvement, personalisation of care, and the contribution to informing the health and social care research agenda.

ACTION: Jane Gizbert

## Any other business (item 11)

1. None.

## Date of the next meeting

1. The next Board strategy meeting will be on Wednesday 19 June 2019 in the Derwent, NICE offices, London.