

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Minutes of the Board Strategy Meeting held on 15 August 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
Dr Rosie Benneyworth
Professor Martin Cowie
Elaine Inglesby-Burke
Tom Wright

Executive Directors

Sir Andrew Dillon
Professor Mark Baker
Professor Gillian Leng

Directors in attendance

Meindert Boysen

In attendance

Dr Peter Jackson
Dr Tessa Lewis
Dr Hugh McIntyre
Professor Stephen O'Brien
David Coombs (minutes)
Danielle Mason
Mark Salmon
Catherine Wilkinson

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

- 1 Apologies were received from Professor Sheena Asthana, Professor Angela Coulter, Professor Tim Irish, Dr Rima Makarem, Ben Bennett, Jane Gizbert and Alexia Tonnel.

Declarations of interest (item 2)

- 2 Tom Wright stated that he was a founding trustee of 'doteveryone', which was relevant to the discussion on digital technologies under item 5.

Minutes of June 2018 Board Strategy meeting (item 3)

- 3 The minutes of the Board Strategy meeting on 20 June 2018 were agreed as a correct record.

Matters arising (item 4)

- 4 Andrew Dillon stated that the proposed operating principles had been amended in response to the discussion at the Board Strategy meeting on 20 June 2018. The principles were then shared with the Department of Health and Social Care (DHSC), and a minor amendment made to the underpinning narrative in response to their feedback. A two month consultation on the principles will commence in September, with the outcome reported to the Board.

Chief Executive's update (item 5)

- 5 Andrew Dillon updated the Board on a number of matters. He highlighted:
- The appointment of a new Secretary of State for Health and Social Care.
 - NICE's work with NHS England, Public Health England, MEDCITY and Digital Health London to develop a trusted and respected set of standards on what evidence to produce for different types of digital health technologies.
 - The 10 year plan being developed by NHS England, which will build on the Five Year Forward View and outline how the NHS will utilise the additional funding announced by the Government for the five years beginning 2019/20. NICE will be engaged in finalising two strands of the plan, which is anticipated to be published before Christmas.
 - The final draft report of the staff survey results has now been completed, and the results and action plan will be presented to the public Board meeting in September. The results are overall positive, with additional helpful free text comments.
 - The positive progress towards implementing charging for the technology appraisal and highly specialised technologies programmes, with a consultation by the DHSC on amending the relevant statutory regulations underway.
 - The recent senior management appointments in the Centre for Health Technology Evaluation.
- 6 The Board welcomed the work to develop evidence standards for digital technologies, noting the benefits of this for both technology developers and the NHS. Tom Wright highlighted the public health implications of a digitalised society and recommended engaging with 'doteveryone' to discuss this further. Peter Jackson, chair of the Highly Specialised Technologies Evaluation Committee, highlighted the need to consider the approach to updating any assessments of the cost and clinical effectiveness of a digital technology to take account of subsequent updates to the technology.

- 7 The Board noted the update.

NICE's annual conference (item 6)

- 8 Danielle Mason, Senior External Communications Manager, gave a presentation that summarised the feedback from delegates at the NICE annual conference on 26 June 2018. Overall the feedback from the 26% of attendees who completed the survey was positive, with 87% rating their overall event satisfaction positively. Danielle highlighted some of the free text comments on suggested improvements, which will inform the planning for next year's event.
- 9 The Board members and Committee Chairs who attended the conference added their perspectives from the event, which was felt to be extremely well run. It was recommended that further thought is given to increasing attendance at the shared learning awards reception held the night before the main conference; options for achieving this could include providing food at the reception, and giving delegates an earlier confirmation of their place at the reception. It was also suggested that the awards are re-presented or highlighted at the start of the main conference to raise awareness amongst all delegates. There was support for broadening the focus of the conference to reflect NICE's wider remit, in particular social care, with this felt to be particularly important given the proposal to tie the conference into NICE's twentieth anniversary celebrations. Actions to increase the response rate to the feedback survey should also be considered, including for example, sending further chaser emails and providing the facility for real-time feedback.

ACTION: Jane Gizbert

NICE's 20th anniversary (item 7)

- 10 Danielle Mason, Senior External Communications Manager, gave a presentation that outlined the planned activities to mark the twentieth anniversary of NICE's establishment. These include events for the Board and staff, a Parliamentary reception, an anniversary theme for the annual conference, and an award to 20 individuals who have made an outstanding contribution to NICE for at least five years. There will also be a series of features in national and trade media, plus a social media campaign featuring real life examples of how NICE guidance has made a positive difference to people's lives. A project to preserve NICE's records and make them available in an online searchable archive hosted by the Wellcome Collection is in the early stages; and it is hoped this can be announced in the anniversary communications activity.

- 11 Board members welcomed the proposed activities. The importance of adopting an external focus to the media activity was highlighted, in particular by looking at NICE's positive impact on health and care services from the perspective of clinicians and patient groups. It was suggested that this communications activity could also be an opportunity to tackle misconceptions about NICE.

ACTION: Jane Gizbert

- 12 Andrew Dillon noted that the anniversary celebrations and communications activity could also include the proposed new vision for NICE, should this be supported at the Board strategy away-day in October.

Committee chair update (item 8)

- 13 Dr Tessa Lewis, chair of the Managing Common Infections Committee, gave a presentation on the Committee's work to produce a suite of evidence-based guidelines for common infections, to encourage the responsible and appropriate use of antimicrobials. Dr Lewis highlighted some of the challenges faced by the committee, including working with a new and evolving process, the reduced timelines compared to the conventional NICE process, and that the common scenarios subject to the guidance often lack robust evidence. Dr Lewis demonstrated the visual summaries produced by the committee, which have been well received, together with accompanying decision aids.
- 14 Board members added their positive feedback on the visual summaries and highlighted the importance of raising awareness of these. The work already undertaken to increase the visibility of the summaries was noted, and further information was requested on any further action that could be taken to increase the prominence of the visual summaries in web searches.

ACTION: Alexia Tonnel

- 15 On behalf of the Board, David Haslam thanked Dr Lewis for the Committee's work.

Engagement with NHS England (item 9)

- 16 Gill Leng presented the paper that provided an overview of NICE's engagement with NHS England (NHSE). Gill noted the challenges in this national and regional level engagement, and also the challenges associated with managing the existing contracts between NICE and NHSE. The report outlined the proposed next steps for strengthening links with NHSE, and Gill highlighted the priorities of working with NHSE

on the 10 year plan discussed earlier in the meeting, and in the emerging joint NHSE and NHS Improvement (NHSI) regional structures.

- 17 The Board noted the well-developed links between NICE and NHS England in respect of specialised commissioning, but noted the scope to increase the influence of NICE guidance on CQUIN indicators and local commissioning. It was suggested that the new joint NHSE and NHSI regional structures could provide an opportunity to increase NICE's influence on quality improvement at the local level, and it was agreed that this, along with engagement with clinical senates, would be discussed further at the session with the Board in September on the strategy for the Field Team.

ACTION: Gill Leng

- 18 Andrew Dillon asked that the relationship between the CQUIN indicators and NICE guidance, in particular quality standards, is fed into the clinical standards strand of the 10 year plan being produced by NHSE.

ACTION: Gill Leng

- 19 The Board noted the report. Gill Leng confirmed that similar reports on NICE's engagement with other Arm's Length Bodies will be brought to future meetings.

Any other business (item 10)

- 20 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

- 21 The next Board strategy meeting will be the away-day on Wednesday 17 October 2018 in the Prince of Wales suite, NICE offices, London.