

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Minutes of the Board Strategy Meeting held on 12 December 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

Dr Rosie Benneyworth
Professor Sheena Asthana
Professor Angela Coulter
Professor Martin Cowie
Elaine Inglesby-Burke
Tom Wright

Executive Directors

Sir Andrew Dillon
Ben Bennett
Professor Gillian Leng
Alexia Tonnel

Directors in attendance

Meindert Boysen
Paul Chrisp

In attendance

Dr Amanda Adler
Dr Tom Clutton-Brock
Dr Peter Groves
Dr Peter Jackson
Professor Daniel Keenan
Professor Alan Maryon-Davis
Dr Hugh McIntyre
Norma O'Flynn
Moya Alcock
David Coombs (minutes)
Judith Richardson (for item 7)

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

- 1 Apologies were received from Sir David Haslam, Professor Tim Irish, Dr Rima Makarem, and Jane Gizbert.

Declarations of interest (item 2)

- 2 None.

Minutes of August 2018 Board Strategy meeting (item 3)

- 3 The minutes of the Board Strategy meeting on 15 August 2018 were agreed as a correct record.

Matters arising (item 4)

- 4 The Board received an update on the actions arising at the Board Strategy meeting on 15 August 2018. It was noted that:
- Planning for the 2019 NICE conference is well advanced, with the agenda informed by the Board's feedback at the August Board Strategy meeting.
 - Information on the events to celebrate NICE's 20th birthday will be included in the Chief Executive's update later in the meeting and also in a report to the January Board meeting.
 - Gill Leng has sought to ensure NICE is referenced in the forthcoming NHS long term plan and national quality improvement initiatives.
 - Work is underway to increase the prominence of the visual summaries of the managing common infection guidance in web searches, and there is a longer term plan to improve their visibility on the NICE website.

Chief Executive's update (item 5)

- 5 Andrew Dillon updated the Board on a number of recent developments, and highlighted the implications of the UK leaving the European Union (EU) on NICE. Andrew explained the potential impact of a 'no deal' scenario on the technology appraisal timelines, and stated that he and his counterpart at the MHRA are planning to write to the Department of Health Social Care (DHSC) to outline the issue and potential mitigations.
- 6 Andrew noted the recent publication of the life sciences sector deal, which has been published as part of the industrial strategy. The document includes a commitment to support the uptake and adoption of innovation in the NHS, and a plan for the UK to be a world leader in the development and adoption of digital health technologies. There is also a commitment to provide funding to expand NICE's technology evaluation programmes, although the source of these funds is not yet clear.
- 7 Andrew stated that the regulations to enable charging for the technology appraisal and highly specialised technologies programmes are due to be laid before Parliament today, alongside the Government's response to recent consultation. This will enable charging to begin on 1 April 2019. The discount for small companies has increased to 75%, which will result in a projected under-recovery on annual income of around £750,000. The DHSC have indicated additional funding will be provided if this increased discount results in NICE incurring a financial deficit.

- 8 Andrew highlighted that NICE will shortly publish the mandated information on gender pay, well in advance of the March deadline. There has been a small increase in the mean gender pay gap since 2017 and a reduction in the median gender pay gap. The Senior Management Team (SMT) have reviewed the figures and also a report from the Government Equalities Office on actions that can be taken to close gender pay gaps. In response, the SMT have agreed that recruitment panels should usually be mixed gender, and Directors will trial the Civil Service unconscious bias e-learning module in order to consider whether to roll this out more widely across NICE.
- 9 Andrew summarised the planned events for NICE's 20th birthday, and noted these will be outlined in further detail in a report to the January Board meeting.

Strategic risks (item 6)

- 10 Andrew Dillon presented the updates to the strategic risks, following review by the Senior Management Team.
- 11 The Board reviewed the document, in particular the strategic ambitions. Two Committee Chairs present noted the reference to ensuring an engaged workforce and highlighted the need to recruit and retain committee members given the centrality of the advisory committees to NICE's work. It was also suggested that the document should more explicitly reference the need to ensure NICE's products remain relevant to the health and care system.
- 12 Andrew Dillon stated that he would review the document in light of the discussion and incorporate the strategic ambitions into the business plan, which the Board will review in draft in January.

ACTION: Andrew Dillon

Engagement with the Care Quality Commission (item 7)

- 13 Gill Leng presented the report that provided an overview of NICE's strategic engagement with the Care Quality Commission (CQC). Gill stated that overall, NICE has very good links with the CQC with positive working relationships at the senior level. Key priorities for the coming year include building links with the Chief Inspectors given recent and forthcoming turnover in these roles, raising awareness of NICE guidance with the CQC's inspectors, and exploring how the CQC can support the implementation of NICE guidance.
- 14 Board members welcomed the work undertaken to date, and highlighted the benefit of working with the CQC to embed a systematic evaluation of organisations' approaches to implementing NICE guidance in the inspection framework. Likewise, the scope to increase the prominence of NICE guidance in the CQC's pre-inspection information requests and

regular meetings with providers was highlighted. The varying impact of NICE guidance across the CQC's activities was noted, as was the challenge in systematically identifying the extent NICE is referenced in the CQC's inspection reports.

- 15 Hugh McIntyre, chair of a Quality Standards Advisory Committee, referred back to the discussion under the previous item and noted the importance of highlighting the benefits of NICE's products to users in the health and care system. He stated that Quality Standards can be a valuable resource to help the CQC and Sustainability and Transformation Partnerships to measure and improve quality.
- 16 Andrew Dillon stated that he and Gill Leng are meeting with colleagues at the CQC to discuss these issues further, and suggested it would be helpful for Elaine Inglesby-Burke to join the meeting to provide her perspective as a recipient of the CQC inspection regime.
- 17 The Board noted the update and supported the further planned actions.

Pharmaceutical Pricing Regulation Scheme (item 8)

- 18 Meindert Boysen updated the Board on the negotiations between the Government and the Association of the British Pharmaceutical Industry (ABPI) to negotiate an agreement to replace the 2014 Pharmaceutical Pricing Regulation Scheme (PPRS). Meindert outlined the key features of the new agreement, known as the 2019 Voluntary Scheme for Branded Medicines Pricing and Access, and highlighted the implications for NICE. He noted that the agreement includes a commitment for more and faster technology appraisals, and an enhanced horizon scanning and early engagement role for NICE. Meindert noted the potential risks arising from the proposals, including the need to secure the necessary staffing and funding.
- 19 In response to questions, Meindert confirmed that the agreement does not affect the budget impact threshold or the QALY thresholds in the highly specialised technologies (HST) and technology appraisals (TA) programmes. He noted that as part of the agreement, NICE has committed to reviewing the TA and HST process and methods guides, which may therefore examine these issues.
- 20 The Board noted the update and thanked Meindert for his contribution to the negotiations.

Committee chair update (item 9)

- 21 Dr Tom Clutton-Brock, chair of the Interventional Procedures Advisory Committee, gave a presentation on the Committee's work. He summarised the role of the interventional procedures programme, which considers the safety and efficacy of a procedure but not the cost effectiveness. The programme produces approximately three pieces of

guidance a month, with just over half of these entailing a review of existing guidance rather than evaluation of a new procedure.

- 22 Dr Clutton-Brock highlighted the importance of healthcare providers having a robust process to ensure implementation of NICE's interventional procedures guidance, particularly when the guidance recommends 'special arrangements' for the use of the procedure. He noted the benefit of the CQC reviewing the extent providers have such process in place. Gill Leng confirmed she is discussing the value of NICE's international procedures guidance with the CQC and the NHS National Director of Patient Safety.
- 23 On behalf of the Board, Rosie Benneyworth thanked Dr Clutton-Brock for the Committee's work.

NICE Connect project (item 10)

- 24 Gill Leng updated the Board on the NICE Connect project, noting that the Committee met for the first time at the end of November, with a positive initial discussion about the vision and what the pathways may look like. Gill stated that she has met with a range of stakeholders including Public Health England, DHSC, NHS England and the ABPI to discuss the proposals. Feedback from NHS England highlighted the need for the software to connect into systems already in place in NHS providers. Alexia Tonnel highlighted that NICE is exploring the scope for capital funding for the digital development activity.

Any other business (item 11)

- 25 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

- 26 The next Board strategy meeting will be on Wednesday 27 February 2019 in the Bollin, NICE offices, Manchester.