

# NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

## Senior Management Team

### Minutes of the meeting held on 19 June 2018

#### Present

Andrew Dillon	Chief Executive
Mark Baker	Director – Centre for Guidelines
Ben Bennett	Director – Business Planning and Resources
Jane Gizbert	Director – Communications
Gill Leng	Director – Health and Social Care
Alexia Tonnel	Director – Evidence Resources

#### In attendance

David Coombs	Associate Director – Corporate Office (minutes)
Mark Campbell	Acting Programme Director – Centre for Health Technology Evaluation
Paul Chrisp	Programme Director – Health and Social Care (item 6.2)
Nick Crabb	Programme Director – Science Advice and Research (item 6.3)
Colm Leonard	Consultant Clinical Adviser (item 6.3)
Sian Knight	Senior Audience Insight Manager – Communications (item 6.4)
Victoria Thomas	Head of Public Involvement (item 6.1)

#### Apologies (item 1)

1. Apologies were received from Meindert Boysen who was represented by Mark Campbell

#### Freedom of Information and publication scheme (item 2)

2. The final minutes will be made available on the NICE website subject to the redaction of any exempt material.

#### Notes of the previous meeting (item 3)

3. The minutes of the meeting held on 5 June 2018 were approved.

#### Matters arising (item 4)

4. The actions from the meeting held on 5 June 2018 were noted as complete or in hand.

#### June Board meetings (item 5)

5. SMT noted the agenda, papers and arrangements for the Board meetings on 20 June.

#### Public Involvement Programme annual report 2017/18 (item 6.1)

6. Victoria Thomas presented the Public Involvement Programme (PIP) annual report for the 2017/18 business year, which provides an update on the actions following the strategic review of public involvement agreed by the Board in July 2017. The report also details the programme's key performance indicators, outreach activities and international profile.

7. SMT agreed the report for submission to the Board, subject to minor amendments including to provide an example of the work undertaken to improve the consistency of terminology across NICE, and to clarify the increased use of social media. It was agreed that the cover paper for the Board should highlight the report will be presented in a digital format to aid dissemination.

**ACTION: VT/GL**

8. SMT thanked Victoria for the work undertaken by the PIP team.

#### **Programme Directors forum (item 6.2)**

9. Paul Chrissp presented the proposal for a regular forum for Programme Directors to meet in order to input to cross-Institute initiatives, and provide an opportunity for peer group interaction, individual learning, and development. The proposals respond to a request from the Board that SMT consider how to increase the exposure of the Deputy Directors and wider Programme Directors to the Board and corporate discussions outside of their area of responsibility, and also follow previous SMT discussions on the annual planning process.
10. SMT discussed the aims of the forum and its membership. It was agreed that any such meeting must have a clear purpose and add value, and the membership size must support productive discussions. SMT noted that limiting the meeting to Programme Directors would mean not all parts of the organisation are represented, whilst opening the meeting to the Directors' first line reports could be unwieldy.
11. It was agreed therefore to focus the proposals on bringing together the six Deputy Directors to provide input to the annual business planning process and discuss cross-organisational initiatives. It was agreed that Andrew Dillon would convene a meeting with the Deputy Directors to discuss terms of reference for this forum.

**ACTION: AD**

#### **Antimicrobial resistance: update on evaluation approach (item 6.3)**

12. Nick Crabb summarised his proposed presentation to the NICE conference on HTA methods research and potential payment models in the context of tackling antimicrobial resistance. He highlighted the complexity of capturing the full value of new antimicrobials in an HTA framework, and summarised the outcome of a research project undertaken by the Department for Health and Social Care's Economic Evaluation Policy Research Unit. Nick briefly noted a potential option for how NICE could evaluate new antimicrobials, drawing on existing processes.
13. SMT noted the update and agreed a paper should be brought to SMT at the appropriate point on the work undertaken to date, and outlining the options for NICE's role in evaluating new antimicrobials. SMT could then agree the appropriate next steps, taking account of the resource implications.

**ACTION: NC**

#### **Indicating the strength of NICE recommendations: the use of 'consider' and 'offer' (item 6.4)**

14. Jane Gizbert presented the paper that outlined feedback from users, staff and committee members on the wording used to convey the strength of recommendations in NICE's guidance. The feedback indicates there can be some confusion around the use of the words 'consider' and 'offer' to indicate the strength

of recommendations, however it does not point to an urgent need to reconsider the approach, and there is no consensus on alternative terminology.

15. Mark Baker highlighted the challenges and costs in amending the wording in existing published guidance. He also noted that adopting more directive terminology may not be consistent with shared decision making.
16. SMT noted the benefits of maintaining the existing approach, the lack of clear feedback to indicate a change is required, and absence of clear alternative. It was therefore agreed that a further piece of audience insight research should be undertaken on this issue to provide further clarity on whether any action is required.

**ACTION: SK/JG**

17. Andrew Dillon asked if the rationale for the original decision to adopt the use of 'consider' and 'offer' could be identified.

**ACTION: JG/MB**

#### **Governance of IT strategy and digital delivery across ALBs (item 6.5)**

18. SMT noted the proposal to establish an IT Strategy Advisory Board across the health ALBs. This will also be discussed at the forthcoming meeting of the ALB Chief Executives.

#### **NICE's engagement with tobacco industry organisations (item 6.6)**

19. Mark Baker presented the proposed modification to the current NICE position statement on engagement with tobacco industry organisations. The amendments seek to address the uncertainty that arose about the role of representatives of the vaping industry during the scoping of the update to NICE's tobacco guidelines.
20. SMT discussed the amendments and supported the principle of clarifying that in addition to tobacco industry organisations, those who represent their interests and/or receive money from them would be classified as 'respondents' rather than stakeholders.
21. It was agreed that Mark Baker would review the proposed amendments to the position statement and bring a revised version back to SMT for approval.

**ACTION: MB**

#### **NICE Foundation (item 7)**

22. No further update.

#### **Weekly staff SMT updates (item 8)**

23. SMT agreed the staff updates.

**ACTION: DC**

#### **Any other business (item 9)**

24. Gill Leng advised SMT that the QOF review group has completed its work, and a report is being presented to the NHS England Board shortly.