

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Senior Management Team

Final minutes of the meeting held on 14 August 2018

Present

Andrew Dillon	Chief Executive
Mark Baker	Director – Centre for Guidelines
Ben Bennett	Director – Business Planning and Resources
Gill Leng	Director – Health and Social Care

In attendance

David Coombs	Associate Director – Corporate Office (minutes)
Liz Evans	Senior Editorial Adviser – Communications
Alison Liddell	Associate Director – Service Delivery and Programme Management – Evidence Resources (item 7.3)
Grace Marguerie	Associate Director – Human Resources (items 7.4 and 7.5)
Helen Knight	Programme Director – Centre for Health Technology Evaluation
Mark Salmon	Programme Director and Deputy Evidence Resources Director

Also present

Maria Von Hove	Clinical Fellow
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Apologies (item 1)

1. Apologies were received from Alexia Tonnel, Jane Gizbert and Meindert Boysen who were represented by Mark Salmon, Liz Evans and Helen Knight respectively.

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.

Declarations of interest (item 3)

3. The declared interests were noted. There were no conflicts of interest relevant to the meeting.

Notes of the previous meeting (item 4)

4. The minutes of the meeting held on 7 August 2018 were approved.

Matters arising (item 5)

5. The actions from the meeting held on 7 August 2018 were noted as complete or in hand.

August Board meeting (item 6)

6. SMT noted the agenda, papers and arrangements for the Board Strategy meeting on 15 August.

General complaints policy and procedure (item 7.1)

7. David Coombs presented the proposed updated general complaints policy and procedure, and highlighted the changes from the current policy. The main

amendment is to reduce the internal complaints procedure from three stages to two, with the proposal informed by review of comparable organisations' complaints policies.

8. SMT agreed the policy, subject to merging paragraphs 22 and 23 to clarify that the stage two review could be undertaken by the Chief Executive, a Non-Executive Director panel, or a senior manager designated by the Chief Executive. The policy will now be presented to the Board for approval.

ACTION: DC/BB

Proof of concept pilot for NICE 2.0 (item 7.2)

9. Gill Leng presented the proposal for a pilot to create a proof of concept for NICE 2.0.
10. SMT discussed the pilot and agreed that the aims should be revised to clarify that the pilot will explore and validate the vision, and not simply determine the processes to implement it. SMT discussed the rationale for the proposed focus on cardiovascular disease and atrial fibrillation (AF) in the pilot. It was noted however that a guideline committee has recently been convened to update the AF guideline, whereas ideally the pilot would focus on a guideline that has not recently been updated. Mark Baker stated that he would clarify the status of the AF guideline update, and whether the guideline update committee could be stood down to enable the pilot to focus on this area instead.

ACTION: MB

11. SMT identified a number of matters that require further consideration and clarification prior to the start of the pilot. It is important to consider the boundary for the pathway committee's work, in particular the extent it will update and develop new guidance recommendations, or focus solely on the design and population of the pathway using existing guidance. Also to clarify whether any aspects of NICE's guidance are outside of its remit, such as the technology appraisal recommendations. The arrangements for supporting the pathway committee to undertake its work, in particular to develop and update recommendations, requires further consideration, including the impact on the balance of responsibilities between the committee and the technical teams. As does the relationship between the pathway committee and other guidance committees.
12. SMT discussed the composition of the pathway committee, noting this would need to reflect the committee's remit. As a key part of the pilot committee's work will be to develop and design the structure of the new pathway product, the members are proposed to be largely drawn from the users of NICE guidance. It was highlighted that if the committee is to be responsible for developing and updating guidance a wider membership will be required, including methodologists and industry representatives. It was agreed that open advertisement was not required given the pilot status of the committee, however, this may be required to enable appointees bring a fresh perspective.
13. SMT reiterated the importance of user feedback on the proposals, and agreed that the paper should be revised to clarify how this will be sought as part of the pilot. It was agreed that the terms of reference for the steering group should be revised to include regular reporting to SMT and reference the group's accountability to SMT.

14. It was agreed that the paper should be amended to reflect the SMT discussion, with updates on specific work streams in the pilot brought back to SMT as appropriate.

ACTION: GL

15. It was agreed that the proposals would be discussed in further detail at the October Board Strategy away-day and then with staff at the October all staff meeting. This all staff meeting would be moved back a week so that it follows the Board discussion.

ACTION: AD

16. Andrew Dillon asked that further consideration is given to the names for the vision and the proposed pathway products.

ACTION: SMT

Prioritisation of Digital Services activity 2018/19 (item 7.3)

17. Mark Salmon and Alison Liddell presented the proposed priorities for the Digital Services team in the remainder of 2018/19, and sought SMT's approval for an additional £300k of expenditure, funded by underspend across NICE, to invest in capacity to undertake work relating to identity management and componentised content management before the end of 2018/19.
18. SMT noted the requested review of existing digital services is underway, and asked that a paper is brought to SMT in the next couple of weeks that outlines the services that are being reviewed, and the proposed criteria for considering whether to discontinue any of these.

ACTION: AL/MS

19. Andrew Dillon referred to a previous SMT discussion about improving the customer service relationship between digital services and internal NICE users, in particular challenges reported by the communications team when updating the website. Alison confirmed this is being addressed as part of the continuous improvement work stream, and a workshop on the website content management system is planned with the communications team later this month.
20. SMT agreed the proposed priorities and roadmap for Digital Services activity for the remainder of 2018/19. It was agreed that the requests for the additional expenditure would be considered as part of a paper from the finance team to next week's SMT meeting that will outline a range of options for utilising the non-recurrent underspend in 2018/19.

Whistleblowing policy update (item 7.4)

21. Grace Marguerie presented the proposed policy, which has been revised to address the SMT's feedback on the earlier draft.
22. SMT reviewed the policy and agreed to merge the text in paragraphs 5 and 16, and delete paragraph 8 to clarify the circumstances in which the policy should be used. It was agreed that regular progress reports to the Board on implementation of actions from whistleblowing investigations was not required, with reporting on whistleblowing cases to the Audit and Risk Committee sufficient. Subject to these

and other minor changes, SMT approved the policy. This will now be presented to the Board for final approval.

ACTION: GM/BB

Staff survey results 2018 update (item 7.5)

- 23. Grace Marguerie presented the revised draft of the staff survey report, which has been revised to address the SMT's feedback on the earlier drafts.
- 24. SMT reviewed the revised report and agreed it for circulation subject to final amendments to pages 19 and 23.

ACTION: GM

- 25. Andrew Dillon asked that slides are produced to summarise the key results, which could be used to brief the Board and staff.

ACTION: GM

NICE Foundation (item 8)

- 26. Andrew Dillon briefed SMT on the first meeting of the newly formed implementation group that will meet monthly. The group agreed a draft work programme, and preparations for establishing the Foundation are underway.

Weekly staff SMT updates (item 9)

- 27. SMT agreed the staff updates.

ACTION: DC

Any other business (item 10)

- 28. Gill Leng highlighted the upcoming publication of a journal article on the impact of removing financial incentives from indicators in the Quality and Outcomes Framework.
- 29. Gill also highlighted a report recently produced by University College London on the 'What works centres', which features NICE.