**National Institute for Health and CARE excellence**

Senior Management Team

# Minutes of the meeting held on 27 August 2019

**Present**

Andrew Dillon Chief Executive

Gill Leng Director – Health and Social Care

Paul Chrisp Director – Centre for Guidelines

Jane Gizbert Director - Communications

Alexia Tonnel Director – Evidence Resources

**In attendance**

Nick Crabb Programme Director – Science Advice and Research

Mirella Marlow Programme Director and Deputy Centre for Health Technology Evaluation Director

Grace Marguerie Associate Director – Human Resources

Shaun Rowark Senior Analyst – Adoption and Impact (item 7.1)

Xavier Vaz Analyst – Adoption and Impact (item 7.1)

Johanna Hulme Associate Director – Medicines Evidence and Advice (item 7.2)

Elaine Repton Corporate Governance Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Ben Bennett and Meindert Boysen who were represented by Grace Marguerie and Mirella Marlow.

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

1. The final minutes will be made available on the NICE website.

## Declarations of interest (item 3)

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

## Minutes of the previous meeting (item 4)

1. The minutes of the meeting held on 20 August 2019 were agreed.

## Matters arising (item 5)

1. The actions from the meeting held on 20 August 2019 were noted as being in hand.
2. David Coombs was requested to share with SMT the advice received from Beachcroft on the implications of NICE falling below the minimum number of NEDs specified in the Health and Social Care Act 2012.

**ACTION: DC**

## Actions from the August Board strategy meeting (item 6.1)

1. Gill Leng queried whether it was agreed to update the Board further on the work to consider how NICE shouldcommunicate the strength of recommendations. SMT briefly reflected on the discussion at Board and noted that ‘strength’ of recommendations could be interpreted as either based on strong evidence or strong recommendations made by the committee and could therefore be confusing for NICE’s users. It was agreed that a further update to the Board would be helpful once the next piece of work has taken place.
2. Gill confirmed that the clinical fellows have been asked to provide an independent challenge for the NICE connect hackathon.
3. Andrew Dillon agreed to action the documentation for the appointment of his successor and circulate it to the Board. Grace Marguerie updated SMT on feedback received from the DHSC. Proposed arrangements for the recruitment process were discussed.

**ACTION: AD**

## September Public Board meeting Agenda (item 6.2)

1. SMT reviewed the draft agenda for the September public Board meeting. It was agreed that the paper on Genomics: current role of NICE and the future, be deferred to the November meeting.

**ACTION: DC/MB**

## Impact report: maternity and neonatal services (item 7.1)

1. Shaun Rowark and Xavier Vaz presented the draft NICE impact report: maternity and neonatal care which is the second report on maternity and includes an update on maternity and mental health; specialised care of newborns and a spotlight on valproate prescribing.
2. SMT welcomed the report and raised a number of queries to be actioned before it is presented to the September public Board meeting:

* page 2 & 11 – the two figures stating the number of newborns requiring specialist neonatal care do not correlate
* page 4 – to make clear the figures at the bottom of the page relate to multiple pregnancies
* page 12 – graph of health outcome monitoring to be re-sized to avoid the gradient looking too flat
* page 14 – figures at the bottom of the page relating to women receiving active support to feed their baby needs to include ‘within a neo-natal unit’.

**ACTION: XV/GL**

## Project plan for prescribing pathways – processes and methods (item 7.2)

1. Johanna Hulme presented an overview of the proposed approach to developing, reviewing and updating prescribing pathways (including the sequencing of medicines), for medicines reviewed by NICE based on up to date evidence, and sought SMT’s views on the draft project plan and project name.
2. SMT supported ‘prescribing pathways’ as the project name and requested that Paul Chrisp nominate a methodologist from Centre for Guidelines to join the medicines task force.

**ACTION: PC**

1. SMT discussed the scope of the project and the wider impact across other NICE programmes. The final output will include a new process and methods guide to supplement the guidelines manual and potentially changes to the TA and HST manuals. The project will be delivered with co-leads from CfG and CHTE. Johanna confirmed that a more detailed scope would be developed with input from staff and external stakeholders, particularly NHS England and the ABPI. Communication of the project will be through existing channels and will form part of the NICE Connect communication plan.
2. Mirella Marlow requested that a note be added to the governance section and to the project scope to make it clear that the funding requirement of technology appraisals will not be reviewed as part of this work and that existing funding requirements will stand in the prescribing pathways.

**ACTION: JH**

## Antimicrobial resistance: developing and testing innovative models for the evaluation and purchase of antimicrobials (item 7.3)

1. SMT reviewed a draft Board report which provided an update on the NICE and NHS England & NHS Improvement project to develop and test a new model for the evaluation and purchase of antimicrobials. A period of targeted stakeholder engagement has been initiated focusing on the evaluation framework, topic selection criteria and the outline commercial model to be used to agree payment levels. It was acknowledged that there will be a significant level of interest from the pharmaceutical industry. Nick Crabb advised that he was due to attend a meeting with the DHSC and NHS England to discuss the procurement model. SMT asked to be kept informed of progress.

**ACTION: NC**

1. Gill Leng asked how the guidance will be communicated to NICE’s audiences. Nick advised that this will be through the evaluation framework that will be tested through the topic selection process.

## EU Exit (item 8)

1. The SMT discussed the current position and its impact on NICE.

## NICE Connect (item 9)

1. SMT members will be meeting later in the day to consider matters relating to NICE Connect.

## London office move (item 10)

1. Mirella Marlow asked whether the high cost area supplement (HCAS) will be consolidated or continue as the existing salary payment supplement when staff relocate to Stratford (ie out of central London). Grace confirmed there would be no change to the way HCAS is paid.
2. It was also queried what the impact would be if someone decided to work an additional day a week at home due to the extra travel time. Grace confirmed that HMRC rules apply to home workers based on 60% or more of their working time being home based. If an employee did decide to change their working arrangement to less than 60% of their working time in the office, they would lose the HCAS.
3. Grace agreed to discuss this further with Catherine Wilkinson to update the FAQs on the London office move page of NICE Space and to provide clarity at the next office move working group meeting.

**ACTION: GM**

## Weekly staff SMT updates (item 11)

1. SMT agreed the staff updates for inclusion in YW@N.

**ACTION: ER**

## Other business (item 12)

1. **Pharmaceutical Benefits Advisory Board (PBAC) Australia** – Andrew Dillon advised SMT of his meeting and discussions with Professor Andrew Wilson, Chair of the Pharmaceutical Benefits Advisory Board of Australia, regarding the potential for joint working between the two organisations in the future. Andrew agreed to follow-up the meeting in writing stating that NICE would be interested in further discussions to establish if there were opportunities for joint working, and to copy the letter to Nick Crabb, Jeanette Kusel and Meindert Boysen.

**ACTION: AD**

The meeting closed at 11.35am.