

# **NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE**

## **Senior Management Team**

### **Minutes of the meeting held on 25 July 2017**

#### **Present**

Andrew Dillon	Chief Executive
Ben Bennett	Director – Business Planning and Resources
Gill Leng	Director – Health and Social Care
Carole Longson	Director – Centre for Health Technology Evaluation
Alexia Tonnel	Director – Evidence Resources

#### **In attendance**

David Coombs	Associate Director – Corporate Office (minutes)
Moya Alcock	Associate Director – Corporate Communications and Deputy Communications Director
Nicola Bent	Programme Director – Health and Social Care (item 6.1)
Sarah Cumbers	Associate Director – Guidance Transformation – Centre for Guidelines (item 6.2)
Fiona Glen	Programme Director – Centre for Guidelines
Rosie Lovett	Senior Scientific Adviser – Science Policy and Research – Centre for Health Technology Evaluation (item 6.3)
Andy Mitchell	Associate Director – Information Architecture – Evidence Resources (item 6.2)
Jenniffer Prescott	Associate Director – Planning and Operations – Centre for Health Technology Evaluation (item 6.4)

#### **Apologies (item 1)**

1. Apologies were received from Mark Baker and Jane Gizbert who were represented by Fiona Glen and Moya Alcock 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.

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

3. The minutes of the meeting held on 18 July 2017 were approved as a correct record.

#### **Matters arising (item 4)**

4. All actions from the meeting held on 18 July were noted as complete or in hand.
5. Andrew Dillon stated that he has reviewed the proposed annual report microsite, and will provide feedback to the external communications team later today to finalise the content prior to launch. He asked David Coombs to confirm with Christine Carson the timescale for SMT to receive a briefing on the closure of the contract with National Collaborating Centre for Social Care.

**ACTON: DC / MB / CC**

6. SMT reconfirmed support to explore the scope to apply machine learning at NICE, and discussed the next steps. It was agreed to produce a briefing that outlines the rationale for investing in exploring this area further, which would also consider the scope to link this exploration with other internal and external initiatives including the proposed 'big data' lab in Manchester. Andrew Dillon will ask Sarah Cumbers, Associate Director – Guidance Transformation, to produce this briefing. In doing so, she would liaise with SMT members to identify the scope to apply machine learning in their respective programmes.

**ACTION: AD**

#### **Board meetings (item 5)**

7. SMT reviewed the actions from the Board meetings on 19 July. It was agreed to consolidate the briefing on 'real world' data with the follow-up paper to the Board on the proposal for a 'data lab'.
8. SMT agreed the agenda items for the Board Strategy meeting on 16 August. In Andrew Dillon's absence, Gill Leng will lead an interactive session that will seek the Board's view on strategic risks beyond the timescale of the already identified risks for 2017-18. Given her apologies for the August Board Strategy meeting, Rima Makarem's input will be sought prior to the meeting given her role as Audit and Risk Committee chair.

**ACTION: GL**

#### **NICE's position statement on the UK's withdrawal from the European Union (item 6.1)**

9. Nicola Bent presented the paper that set out the implications, opportunities and challenges for NICE arising from the UK's withdrawal from the European Union (EU). She asked SMT to consider the proposed position statement on the negotiations.
10. SMT agreed the position should state that if the UK's negotiating position makes full participation in the EU's centralised systems unfeasible, NICE would advocate technical participation in the European Medicines Agency (EMA) process but with a separate, clear national process to take Committee for Medicinal Products for Human Use (CHMP) opinion to UK Marketing Authorisation. The position statement should also more clearly reference the importance of maintaining ability for early dialogue with regulators, and continued access to collaboration mechanisms for health technology assessment in Europe. The statement should also refer to Medtech assessment and regulatory processes, and in common to other public bodies the potential workforce challenges.

**ACTION: NB / CL**

11. Given the strategic importance of this issue, it was agreed the position statement should be presented to the August Board Strategy meeting.

**ACTION: GL**

#### **Meeting NICE's requirements for structured content (item 6.2)**

12. Sarah Cumbers presented the update on the work to explore NICE's requirements for a software tool to support structured content. She noted that the evaluation of MAGICapp has been invaluable in helping understand how NICE might work with

structured content in the future and what we need from software tools to enable the required changes.

13. Sarah summarised the outcome of the evaluation, noting that the tool does not fully meet NICE's requirements. The two key gaps are that MAGICapp can only currently be used to structure evidence for pairwise interventions, and there is insufficient functionality to support collaborative content authoring processes. She outlined the proposed next steps.
14. SMT discussed the alternatives to further piloting of an existing software tool, such as MAGICapp. It was noted that standard procurement would be difficult given NICE's requirements for such a tool are not yet fully understood, and the proposed further piloting will seek to improve this understanding. The risks and challenges of NICE developing a tool internally were noted, in particular the resource implications and potential missed opportunities to align with international developments in guidance production. SMT noted the risks of the 'do nothing' option of not proceeding with structured content. These include the detrimental impact on human and machine users of NICE guidance, and a failure to realise efficiencies.
15. Following discussion, SMT agreed the recommendations in the paper. The market assessment should be updated to confirm whether any other structured content software tools are available to meet NICE's needs. Subject to the outcome of this market assessment, SMT agreed to continue the evaluation of a software tool for the development of structured content for a further 12 months, with a budget of £50,000. SMT supported the proposal to focus this work on developing antimicrobial prescribing guidelines (APG) in structured form. Over this 12 month period, the viability of different longer-term models of engagement with tool providers should be explored, supported by external legal and commercial expertise.

**ACTION: SC / AM / AT**

16. SMT noted this investment will be used to further develop the functionality of a software tool and inform a future SMT decision on the longer term approach to a tool to produce structured content. It was agreed SMT should receive regular updates during this 12 month development period, supported by metrics to track progress. The paper at the end of this period should include options for any longer term engagement with a software tool provider.

**ACTION: SC / AM / AT**

**Utility values for NICE evaluations: position statement on the use of the EQ-5D-5L valuation set (item 6.3)**

17. Rosie Lovett presented the proposed position statement on the use of the EQ-5D-5L valuation set. Carole Longson highlighted that the proposed continued use of the 3L set whilst further due diligence and research on the 5L valuation set is undertaken, is consistent with the recommendations of the 2013 Macpherson report on the quality assurance of business critical models in government.
18. Gill Leng noted the proposed retrospective analysis of past technology appraisals to map the 3L utility values onto the 5L valuation set to assess the impact on cost effectiveness. She asked whether this analysis could be undertaken prospectively for NICE's own internal evaluation when company submissions utilise the 5L set. Carole Longson agreed to explore the scope for this.

**ACTION: CL**

19. SMT agreed the position statement subject to adding reference to the timescale for the research commissioned by the Department of Health, which would inform a decision on adopting the 5L set.

**ACTION: CL / RL**

**Adjustments to the technology appraisal programme (item 6.4)**

20. Carole Longson presented the proposed changes to the technology appraisal (TA) assessment process. Undertaking more work before the topic reaches the committee meeting stage will enable the programme to deliver the projected increased output without increasing committee capacity. The new process would use the same key process components that are in use for single technology appraisals, but rearranges them in a way that is more efficient. No adjustments are being made to the Methods of Technology Appraisal.
21. Andrew Dillon queried the proposal to only consult on optimised recommendations if these are unlikely to be accepted by consultees. He suggested undertaking the proposed targeted consultation with consultees and commentators on all optimised recommendations, to strengthen the process and reduce the risk of an appeal over the decision on whether to consult. Subject to this amendment, SMT agreed the proposals for discussion with key system partners, notably the Department of Health (DH) and NHS England NHSE). This will provide the opportunity for these partners to comment on the impact of adopting the current appraisal timescales for cancer drugs for the rest of the TA programme. The aim is to then bring proposals for public consultation to the September Board meeting.

**ACTION: CL**

22. SMT agreed several amendments to the paper prior to discussion with system partners, including to more clearly articulate the rationale for the proposals. It should highlight the efficiency benefits by increasing the proportion of first committee discussions that result in a final appraisal determination document. The changes should not affect the overall outcome of an appraisal. It was agreed that the paper should also be revised to prevent any misconceptions that the proposals could limit the input of experts to meetings, or provide undue influence to manufacturers. Further drafting points were noted, including to clarify tables 1 and 2.

**ACTION: CL**

**NICE website (item 6.5)**

23. Following the discussion at the Board meeting last week, Andrew Dillon proposed surveying Board members to seek feedback on how the NICE website could improve. He asked Alexia Tonnel to liaise with Jane Gizbert and Moya Alcock to produce this survey. Alexia proposed an accompanying briefing that provides background to the website, including recent and planned developments, and usage statistics.

**ACTION: AT / MA / JG**

**Strategy (item 7)**

24. None.

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

25. SMT agreed the staff updates.

**ACTION: DC**

**Any other business (item 9)**

26. None.

DRAFT