

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Senior Management Team

Minutes of the meeting held on 13 June 2017

Present

Gill Leng	Director – Health and Social Care (meeting chair)
Mark Baker	Director – Centre for Guidelines
Ben Bennett	Director – Business Planning and Resources
Jane Gizbert	Director – Communications (items 1-5.6)
Alexia Tonnel	Director – Evidence Resources

In attendance

David Coombs	Associate Director – Corporate Office (minutes)
Nicola Bent	Programme Director – Health and Social Care Directorate (item 5.1)
Paul Chrisp	Programme Director – Health and Social Care Directorate (items 5.4-5)
Deborah Collis	Associate Director – System Engagement – Health and Social Care Directorate (item 5.1)
Sarah Cumbers	Associate Director – Guidance Transformation – Centre for Guidelines (item 5.7)
Sian Knight	Senior Audience Insight Manager – Communications Directorate (item 5.2)
Mirella Marlow	Programme Director and Deputy Centre Director – Centre for Health Technology Evaluation
Isaac Hung	Placement student (items 1-5.8)

Apologies (item 1)

1. Apologies were received from Andrew Dillon and Carole Longson, with the latter represented by Mirella Marlow.

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 6 June 2017 were approved as a correct record.

Matters arising (item 4)

4. All actions from the meeting held on 6 June 2017 were noted as complete or in hand.
5. SMT discussed further the 'glassdoor' website. Jane Gizbert agreed to explore how other Arms' Length Bodies utilise the website.

ACTION: JG

NICE accreditation renewal process (item 5.1)

6. Deborah Collis presented the proposed renewal process for NICE accredited guidance producers at the end of their current five year term of accreditation. Following the scaling back of the NICE accreditation programme, a light touch process is proposed, that focuses on ensuring a producer is maintaining the standards of accreditation.
7. SMT reviewed and agreed the process manual for accreditation renewals. Given the renewal process is specifically relevant to the accredited guidance producers, SMT agreed that full public consultation on the manual was not required. Instead, the proposals should be shared with the accredited guidance producers for comment. The Health and Social Care Director's progress report will brief the Board on the process manual and this focused consultation.

ACTION: DeCo / NB / GL

8. The flow-chart on page 4 of the process manual, which did not appear correctly in the papers, should also be circulated to SMT for information.

ACTION: DeCo

Reputation research (item 5.2)

9. Jane Gizbert presented the proposed paper to the June Board Strategy meeting on the results of the recent programme of work that sought to capture the perceptions of NICE's stakeholders. Jane stated that a PowerPoint presentation with the high level results will accompany this report to the June Board Strategy meeting.
10. Sian Knight summarised the results from the survey, which indicate NICE's overall reputation amongst stakeholders is positive. The full report on the results will be available in July, and there will be feedback to those who participated in the survey, and also to NICE's staff.
11. SMT discussed the paper and agreed it would be more productive to defer the item to the morning session of the July Board meeting so that the full results are available to the Board. It was suggested that subjective descriptions of NICE's performance, such as strong, should be avoided unless they were associated with a standard benchmarking system. Also, there should be caution in putting too much emphasis on the link between the extent of an individual's engagement with NICE and their view of the organisation. It was agreed that analysis of the results by professional groups would also be helpful, and this would be included in the full report.

ACTION: SK / JG

Policy on declaring and managing interests for advisory committees (item 5.3)

12. Gill Leng presented the proposed new policy on declaring and managing interests for advisory committees, prior to consideration at the July public Board meeting. The policy takes account of feedback from a number of staff, and will be reviewed by an editor before presentation to the Board.
13. SMT reviewed the policy and identified amendments prior to submission to the Board. It was agreed to add a statement on p9 to highlight there is a greater risk of a conflict of interest when an interest is specific.

14. The approach to chairs' interests on p8 of the policy was supported. It was agreed that the rationale for the different approach to chairs' interests between topic specific and standing committees should be more clearly stated in the policy.
15. SMT discussed financial interests, in particular those around private practice. SMT agreed that chairs should not undertake private practice in the intervention under discussion by the committee (i.e. they could not have a specific financial interest). However, SMT agreed that a slightly more flexible approach may be required for committee members, as for some topics it may be challenging to appoint clinicians who do not undertake private practice. It was therefore agreed to amend the draft policy state that in exceptional circumstances a member with a specific financial interest may attend to answer specific questions if they have relevant expertise that is not otherwise available to the committee, but in such circumstances they should not normally take part in the decision making.
16. It was agreed that the definition of the commercial sector in appendix A should be reviewed and updated to explicitly refer to private healthcare providers, and that this text could potentially be included in the body of the text. It was agreed that salaried employment in a joint venture within the NHS, such as a pathology service, would not generally require exclusion from the meeting.
17. Subject to these amendments, SMT agreed the policy and the proposed consultation questions for submission to the Board.

ACTION: GL / DC

18. It was agreed that following the consultation, the policy should be implemented on a set date across all committees. SMT highlighted the importance of providing training to staff and the committees on the new policy, and noted this may require additional resources.

University of Keele Memorandum of Understanding: 2016-17 annual report (item 5.4)

19. Paul Chrisp presented the annual report on the work undertaken under the Memorandum of Understanding (MoU) between NICE and Keele University, utilising the residual funds available after the closure of NPC Plus, a joint collaboration between the National Prescribing Centre and Keele University. Paul highlighted the grant applications underway to fund investigation of digital technology in decision support.
20. SMT received the report.

Interim IAPT assessment briefings process and methods statement (item 5.5)

21. Paul Chrisp presented the interim process and methods statement for developing IAPT assessment briefings (IAB). Subject to approval by SMT, the process and methods statement will be published on the NICE website tomorrow to meet the proposed deadline of delivering the first IAB in the autumn.
22. Mirella Marlow asked about the long-term intentions for this programme of work and the scope to integrate this with other NICE programmes. Paul responded that NICE has received funding for this first year of this work, and expects to receive funding for two further years. He is also involved with the CHTE 2020 project, to explore the scope for greater integration with other NICE programmes.

23. Mark Baker highlighted the potential changes to NICE's guideline on depression, which will shortly be issued for consultation. He highlighted the importance of aligning the IAB work programme with the guideline and asked Paul to liaise with Clifford Middleton, Guidelines Commissioning Manager to facilitate this.

ACTION: PC

24. Mirella Marlow highlighted NICE's observational data expert group, which can provide advice on methods issues relating to real world data. It is available to provide advice on this area of work, if needed.
25. SMT approved the interim methods and process statement. It was agreed that the Board should receive an update on this work in September, which would include the interim methods and process statement for information.

ACTION: PC / GL

International NICE services (item 5.6)

26. Alexia Tonnel presented the proposed paper to the June Board Strategy meeting on NICE's current and potential future international activities. It asks the Board to review the rationale for engaging in international revenue generating activities and to reflect on the rationale for any such future activities.
27. SMT reviewed the report and agreed a number of amendments. The background and history section should more clearly outline the previous work of the NICE International programme. It should also clarify that NICE Scientific Advice and the Office of Market Access are focused on the UK market, but provide advice primarily to global companies, and this work enhances NICE's reputation globally. Reference to a potential global evidence academy should also be added. SMT reviewed the proposed questions for the Board's discussion and agreed the Board should also consider the extent of potential partnerships for pursuing the activities within the report.
28. Subject to these and other drafting points, SMT agreed the report for submission to the June Board Strategy meeting.

ACTION: AT

Evaluation of tools to support structured content (item 5.7)

29. Sarah Cumbers presented the paper that set out the background and context to the current evaluation of a tool to develop and manage guidance as structured content. Following a market analysis, MAGICapp, is seen to be the best available solution to meet NICE's needs around structured content. Evaluation of MAGICapp during a discovery phase, will support the development of a high level specification for a tool for structured content, and support decision making on how requirements can best be met.
30. Sarah noted that the discovery phase has been extended by a week to facilitate consideration of any requirements specific to guidance produced by the Centre for Health Technology Evaluation. It will conclude in early July and then SMT will receive a paper outlining the proposed next steps. This may include piloting MAGICapp, or going to market.

31. Ben Bennett welcomed the work to consider the governance issues previously raised and noted the further due diligence required in the discovery phase and any future pilot.
32. SMT noted the report and supported the next steps in the report. SMT agreed that theoretical partnership options for securing long-term access to a tool to support structured content should also be explored and included in the paper to SMT following the discovery phase. Consideration should also be given to the process for ending the piloting and moving to a longer term commitment if a suitable tool is identified during the pilot phase.

ACTION: SC

Decommissioning clinical guideline on healthcare associated infections (item 5.8)

33. Mark Baker presented the rationale for the proposed decommissioning of a new clinical guideline on reducing the mortality and morbidity for healthcare associated infections. Following a mapping exercise and stakeholder engagement, it has been concluded that producing additional guidance in the area of healthcare infection, prevention and control would have limited value at this time, and existing guidance is sufficient.
34. SMT confirmed the decommissioning of the project and noted that arrangements will be made with NHS England to unrefer the topic for a guideline.

ACTION: MB

35. Following a question from Gill Leng, Mark confirmed that the quality standard that accompanied the clinical guideline referral will still be produced, utilising NICE's existing guidance.

Strategic financial contingency plan (item 5.9)

36. Ben Bennett presented the proposed paper to the June Board Strategy meeting. He stated that the finance team will continue to scrutinise the cost pressure arising from the increase in referrals to the technology appraisal programme, with a view to reducing this if possible.
37. SMT agreed the paper for submission to the Board subject to the addition of a cover paper to clarify the action requested from the Board.

ACTION: BB

Strategy (item 6)

38. None.

Weekly staff SMT updates (item 7)

39. SMT agreed the staff updates.

ACTION: DC

Any other business (item 8)

40. SMT briefly discussed the potential implications of the recent general election for NICE.

DRAFT