

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Senior Management Team

Minutes of the meeting held on 19 September 2017

Present

Andrew Dillon	Chief Executive
Ben Bennett	Director – Business Planning and Resources
Jane Gizbert	Director – Communications
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)
Chris Carson	Programme Director and Deputy Director – Centre for Guidelines
Mark Campbell	Associate Director – Medical Technologies Evaluation Programme – Centre for Health Technology Evaluation (item 6.2)
Mirella Marlow	Programme Director – Centre for Health Technology Evaluation (item 6.3)
Judith Richardson	Programme Director – Health and Social Directorate (item 6.4)

Apologies (item 1)

1. Apologies were received from Mark Baker who was represented by Chris Carson.

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 11 September 2017 were approved.

Matters arising (item 4)

4. All actions from the meeting held on 11 September were noted as complete or in hand.

September Board meeting (item 5)

5. The agenda, papers and arrangements for the Board meetings on 20 September were noted.

Commissioning Support Programme update (item 6.1)

6. Carole Longson presented the paper that provided an update on the Commissioning Support Programme (CSP) at NICE which is part of NHS England's specialised commissioning process. She asked SMT to consider several issues highlighted by the programme team, together with the proposed CSP Standard Operating Procedures.

7. SMT reviewed the report and supported the proposal from the CSP regarding the use of unpublished evidence. SMT discussed the scope of the work to be undertaken by the CSP, and supported the position taken by the programme team that NICE cannot provide analysis of cost effectiveness and value for money within the agreed funding envelope. Additional funding will be required if NICE is to provide this analysis for NHS England.
8. SMT discussed the arrangements for paying expenses and attendance fees to individuals attending Policy Working Group (PWG) meetings. Carole Longson highlighted the proposal to use NHS England's governance arrangements for the PWG meetings given NICE is coordinating the meeting on behalf of NHS England. Under these arrangements, individuals would not receive expenses and attendance fees. Carole noted that whilst NHS England will recruit the core members of the PWG, NICE may invite individuals to specific meetings. SMT agreed that in line with NHS England arrangements attendance fees should not be offered to those attending the PWG meetings. However, it would be appropriate for NICE to reimburse expenses to individuals NICE has invited to attend specific PWG meetings beyond the core membership.
9. SMT considered the arrangements for publishing the outputs from the CSP, and agreed these should be uploaded to the NICE website following NHS England's public consultation on the proposals. This would provide a record of all CSP outputs provided to NHS England and illustrate NICE's role in supporting NHS England's commissioning policy. SMT considered the quality assurance process for these documents and agreed the Publications Executive should review and sign-off the key outputs before submission to NHS England. Carole Longson was asked to identify which of the suite of documents would most benefit from review by the Publications Executive, and those for which Associate Director sign-off is sufficient.

ACTION: CL

10. SMT agreed the proposed CSP Standard Operating Procedures (SOP) subject to any required amendments to reflect the SMT discussion. Carole Longson was authorised to sign-off the final version of the SOP for publication.

ACTION: CL

Diagnostics Advisory Committee (DAC) interim chairing arrangements (item 6.2)

11. Mark Campbell presented the proposal to appoint the current DAC vice chair as interim committee chair for an initial two year term, following the retirement of the current chair at the end of September 2017. The proposal provides both flexibility in the context of potential changes to the advisory committee structure and functions under the CHTE 2020 programme, and continuity in the effective management of the guidance topics in-development.
12. SMT supported the proposal but agreed that the appointment should be for a term of up to 18 months, and Dr Kroese should be referred to as the committee chair, rather than an interim chair. It was agreed that the appointment is subject to approval from the NICE Chair, given the appointment panel for standing committee chairs is usually the NICE Chair (or deputy), the Chief Executive (or deputy) and the Centre Director. Following this approval, the appointment should be noted in the Centre's next report to the Board.

ACTION: CL

CHTE 2020 project resource planning (item 6.3)

13. Mirella Marlow presented the update on the resourcing for the CHTE 2020 project. She noted that the current funding agreed by SMT in January 2017 for the core project team comes to an end on 31 March 2018, and asked SMT to approve continuing this level of support until the end of the three year project – 31 March 2020.
14. Carole Longson highlighted the proposal for this support to be funded from non-recurrent savings or underspend in the Centre; and then being a priority call on central reserves or non CHTE underspend in the absence of sufficient non-recurrent underspends available within CHTE in 2018-19 and 2019-20.
15. Ben Bennett agreed this approach was reasonable but highlighted the need for the Centre to contribute to the agreed financial savings as part of the business planning process. Subject to this caveat, SMT approved the continuation of the project resources at the requested level to 31 March 2020.
16. SMT noted the importance of a clear narrative to explain the aims and objectives of the CHTE 2020 project, and requested an update on the project's progress in six months.

ACTION: MM / CL

Sponsorship of Skills for Care accolade award (item 6.4)

17. Gill Leng presented the proposal for NICE to sponsor a Skills for Care accolade award. Judith Richardson confirmed that the cost, £4.5k, will be funded from the underspend in the Quality and Leadership programme's budget.
18. Jane Gizbert stated that as a general principle she believed hosting workshops and events is a more effective use of resources as they provide the opportunity for NICE to directly engage with a target audience. However, in this instance she agreed the proposal represents a good engagement opportunity. Ben Bennett likewise supported this initiative with an established and respected organisation, but highlighted the importance of appropriate due diligence before supporting other organisations' activities.
19. SMT approved the proposal.

Strategy (item 7)

20. Andrew Dillon asked Ben Bennett to produce a short presentation on the financial plan and the position with the proposal to recover the costs of the technology appraisal (TA) and highly specialised technologies (HST) programmes from industry, to provide background to the discussions at the Board Strategy away-day in October.

ACTION: BB

21. It was noted that the information on the website regarding the TA and HST cost recovery proposals requires updating.

ACTION: BB / JG

Weekly staff SMT updates (item 8)

22. SMT agreed the staff updates.

ACTION: DC

Any other business (item 9)

23. Alexia Tonnel advised SMT that usage of NICE's British National Formulary (BNF) microsite reduced by 50% in a recent reporting period. Following investigation, this is believed to be due to the microsite's visibility to the google search engine. Remedying actions have been taken and usage is increasing. Chris Carson noted that the reduction in usage may be due to the positive reception to the BNF's updated app.

24. Alexia Tonnel stated that NICE has been asked to participate in the recently established Digital Clinical Council, chaired by the Chief Clinical Information Officer for the NHS. Alexia briefly summarised the role of the Council and agreed to liaise with Carole Longson and Gill Leng to coordinate NICE's input to this work.

ACTION: AT / CL / GL

25. Gill Leng highlighted that the use of 'real world data' in guideline production was a key theme in discussions at last week's Global Evidence Summit, and proposed NICE further considers its investment in this area. Andrew Dillon highlighted that Sarah Cumbers is preparing a briefing on a range of related initiatives including 'big data', artificial intelligence, and structured content. He suggested real world data is included as part of this briefing, so that SMT can take a rounded view on areas for further investment. In the interim, it was agreed that a representative from the Centre for Guidelines should join NICE's internal management group for the proposed 'data lab' in Manchester.

ACTION: CC

26. Ben Bennett asked SMT to consider the action to be taken in respect of the recent appeal on NICE's proposed updated technology appraisal guidance on Pirfenidone for treating idiopathic pulmonary fibrosis. David Coombs explained that one of the appellants has requested NICE convenes a new appeal panel to rehear the appeal given that the chair at last week's hearing was part of the appraisal committee that first produced NICE's technology appraisal guidance on Pirfenidone in 2013. David asked SMT to agree to convene a new panel to rehear the appeal, in line with the legal advice received on this matter.

27. Given he represented NICE at the appeal hearing, Andrew Dillon recused himself from the discussion. Gill Leng took the chair, and SMT agreed a new panel should be convened to rehear the appeal. SMT discussed the learning from this case.