

**NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE**

**Public Board Meeting held on 17 May 2017 in Chester Town Hall, 33 Northgate Street, Chester, CH1 2HQ**

These notes are a summary record of the main points discussed at the meeting and the decisions made. They are not intended to provide a verbatim record of the Board's discussion. The agenda and the full documents considered are available in accordance with the NICE Publication Scheme.

Present

Professor David Haslam	Chair
Professor Sheena Asthana	Non-Executive Director
Dr Rosie Benneyworth	Non-Executive Director
Professor Angela Coulter	Non-Executive Director
Professor Martin Cowie	Non-Executive Director
Professor Tim Irish	Non-Executive Director
Dr Rima Makarem	Non-Executive Director
Andy McKeon	Non-Executive Director
Tom Wright	Non-Executive Director

Executive Directors

Sir Andrew Dillon	Chief Executive
Professor Gillian Leng	Health and Social Care Director and Deputy Chief Executive
Ben Bennett	Business Planning and Resources Director
Professor Carole Longson	Centre for Health Technology Evaluation Director

Directors in attendance

Jane Gizbert	Communications Director
Alexia Tonnel	Evidence Resources Director

In attendance

David Coombs	Associate Director – Corporate Office (minutes)
Christine Carson	Programme Director and Deputy Centre for Guidelines Director

**17/037 APOLOGIES FOR ABSENCE**

1. Apologies were received from Elaine Inglesby-Burke and Professor Mark Baker.

**17/038 CONFLICTS OF INTEREST**

2. None.

### **17/039 MINUTES OF THE LAST MEETING**

3. The minutes of the public Board meeting held on 15 March 2017 were agreed as a correct record.

### **17/040 MATTERS ARISING**

4. The Board reviewed the actions arising from the Board meeting held on 15 March 2017.
5. The Board noted the arrangements for the review and approval of the annual report and accounts, as outlined in the Finance and Workforce report.
6. The Board supported the proposal that the Senior Management Team will decide on a case by case basis which changes to NICE policies require escalation to the Board. This would include policies that materially affect staff terms and conditions.
7. Gill Leng confirmed that in addition to the new bi-monthly reports on the uptake of NICE guidance, progress against indicators to measure NICE's impact will be reported to the Board six monthly. The Health and Social Care Directorate reports will also periodically include updates on NICE's support for disinvestment and the engagement with the Sustainability and Transformation Plans (STPs).
8. The Board noted that NICE's Standing Orders had been amended.

### **17/041 CHIEF EXECUTIVE'S REPORT**

9. Andrew Dillon presented his report, describing the main programme activities and the financial position to the end of March 2017. He highlighted the year-end position against the measures in the balanced scorecard; progress with the 2017-18 business objectives to date; and the approach to NICE's activities during the pre general election purdah period.
10. The Board received the report.

### **17/042 FINANCE AND WORKFORCE REPORT**

11. Ben Bennett presented the report which outlined the financial position at 31 March 2017 and provided an update on the workforce strategy. The year-end out-turn was a £4m underspend against the revenue resource limit, which was £400k larger than the forecast at the March Board meeting. This increase in underspend was due to the release of reserves that were being held for

estimates of costs associated with potential redundancies. The capital allocation of £500k was fully committed.

12. Ben Bennett confirmed that the work on the 2016-17 financial accounts and statutory audit is close to completion. The draft annual report and accounts will be circulated to the full Board prior to the Audit and Risk Committee on 21 June that will approve these on behalf of the Board. All Board members are also invited to attend this meeting.
13. The Board received the report and congratulated the Senior Management Team and wider management for the outturn financial position and minimising the redundancies arising from the management of change exercises. The Board placed on record thanks to Lorraine Howard-Jones, outgoing Associate Director, Human Resources.

### **17/043 NICE GUIDANCE AND CURRENT PRACTICE REPORT**

14. Gill Leng presented the report on NICE guidance and current practice in mental health. This is the first of the new reports that will be provided to the public Board meetings, each focused on a particular topic. Gill thanked Paul Chrisp and Jennifer Beveridge, from the Medicines and Technologies Programme, for producing the report in a short timeframe.
15. The Board discussed the report, welcoming the focused and accessible format. Board members asked about the next steps to address the variations in practice cited in the report, and made suggestions for future reports. These included reflecting the different needs of particular age groups, such as older people, and also including information on the expectations around the expected level of take-up of particular NICE guidance. In terms of next steps, Gill Leng stated that the findings in the report will be discussed with key partners, such as NHS England, to stimulate improvement. There is not a nationally mandated expectation for the level of take-up of Quality Standards. However, Gill confirmed she would look at how future reports could reference any expectations or targets that are set by the relevant advisory committee when producing guidance, and also the other points raised by the Board.

**ACTION: Gill Leng**

16. The Board received the report.
17. A member of the audience highlighted the performance information, by Clinical Commissioning Group, in the NHS Five Year Forward View mental health dashboard.

### **17/044 PUBLIC INVOLVEMENT PROGRAMME ANNUAL REPORT 2016-17**

18. Gill Leng presented the annual report from the public involvement programme (PIP). She highlighted the public involvement activities in the development and

implementation of NICE guidance, advice and quality standards, and also the programme's work with international colleagues. The outcome of the public consultation on the review of public involvement in NICE guidance development will be brought to the Board in the summer. The programme has also taken a leading role in developing NICE's response to the shared decision making agenda.

19. The Board discussed the report, with Board members welcoming in particular the work on shared decision making. The feedback from the exit surveys of lay members was discussed, notably the concerns raised by departing lay committee members around the value attached to lay member contributions at the committees. Victoria Thomas, Head of Public Involvement, advised that a significant minority of respondents had expressed similar concerns. The proposals following the review of public involvement will therefore seek to address this issue to ensure lay members' expectations are better aligned with the reality of involvement and impact.
20. In response to comments and suggestions from the Board, Gill Leng confirmed that the scope for patient groups to help implement NICE guidance and provide feedback on the level of implementation is being considered, in particular, for topics where there are implementation challenges. Victoria Thomas confirmed that the Public Involvement Programme are exploring how to utilise the expertise of those who apply for lay member roles but are not appointed to a committee. This could include joining NICE's audience insight panel.
21. The Board received the report, welcoming the work undertaken.

#### **17/045 PROPOSAL TO DEVELOP MEDTECHSCAN**

22. Carole Longson presented the proposal to develop MedTechScan which will enable NICE and the healthcare system to improve the way that promising, innovative medical technologies, including diagnostics and some digital products, are identified for NICE outputs. There will be a two stage approach. The first stage will be a feasibility and discovery phase to explore stakeholder requirements and whether a technical solution could be delivered to meet this. If this work is successful, the second stage will be the digital build of the database.
23. Carole highlighted the funding commitment from NHS England for the first three years of the project. The NICE project team will explore a viable ongoing funding model for the MedTechScan, with key stakeholders. This could include contributions from industry, either directly through individual companies with products identified and evaluated through MedTechScan, or indirectly via industry bodies.
24. The Board approved the initiation of work on MedTechScan, based on approval by NHS England of three years of funding for set-up and operational costs.

## **17/046 SENIOR MANAGEMENT TEAM, GUIDANCE EXECUTIVE AND PUBLICATION EXECUTIVE TERMS OF REFERENCE AND STANDING ORDERS**

25. Andrew Dillon presented the updated terms of reference and standing orders for the Board's approval. He highlighted that the Senior Management Team, Guidance Executive, and the Publication Executive collectively provide the means through which the Board gives effect to its decisions and discharges its responsibility to authorise the publication of guidance and other NICE materials.
26. The Board approved the updated documents.

## **17/047 AUDIT AND RISK COMMITTEE ANNUAL REPORT**

27. Dr Rima Makarem, chair of the Audit and Risk Committee, presented the Committee's annual report for 2016-17. She noted the turnover in the committee during the year and confirmed that Jonathan Tross, chair of the Committee until 31 December 2016, had reviewed and endorsed the report.
28. Sheena Asthana noted an error in the attendance record in the report; she had given apologies for the Committee's meeting on 26 April 2017.
29. The Board noted the report.

## **17/048 DIRECTOR'S REPORT FOR CONSIDERATION**

30. Alexia Tonnel presented the update from the Evidence Resources Directorate. She outlined the structure of the Directorate, split across three teams: digital services; information resources; and intellectual property and content business management. Alexia drew the Board's attention to key items of note in the report, including the year-end position against the Directorate's agreed objectives for 2016-17; the summary of digital services projects; and the performance data on NICE's digital services. Alexia highlighted that moving forward, digital services' activities will be organised under three strands: evidence management; content development; and channels (such as 'apps').
31. Martin Cowie highlighted the value for clinicians of being able to access the British National Formulary (BNF) from mobile devices. He also highlighted difficulties in re-using the NICE pathway diagrams in other formats. It would greatly assist the implementation of NICE guidance if these visual summaries could be easily inserted into PowerPoint presentations, for example. He suggested that professional bodies could potentially be willing to help develop these given the benefit to clinicians, including for teaching. Angela Coulter added that these brief summaries may also support shared decision making. Christine Carson confirmed that a new BNF app will be published shortly that will have open access within the UK. Gill Leng stated that the presentations on NICE guidance were discontinued, partly due to the need to deliver efficiency savings. She would reflect on the feedback with the Pathways Service Group.

**ACTION: Gill Leng**

32. The Board received the report and thanked Alexia Tonnel for the work of the Directorate.
33. A member of the audience, who was a NICE committee chair and GP, endorsed the comments about the value of a condensed presentation of NICE guidance. She suggested this could simply be the key messages identified by the committee members, rather than a re-presentation of the guidance.

#### **17/049 – 17/052 DIRECTORS' REPORTS FOR INFORMATION**

34. The Board received the Directors' Reports.
35. The work outlined in the Health and Social Care Directorate report to increase Care Quality Commission (CQC) inspectors' awareness and use of NICE guidance during inspections was noted and welcomed. Gill Leng confirmed the Board will be kept updated on this work.

**ACTION: Gill Leng**

#### **17/053 AUDIT AND RISK COMMITTEE MINUTES**

36. The Board received the unconfirmed minutes of the Audit and Risk Committee held on 26 April 2017.
37. Rima Makarem, chair of the Audit and Risk Committee, highlighted that prior to recent events, the Committee had already agreed to increase the number of days allocated to the internal audit review of cyber security. The Committee also noted and welcomed the intention to commission penetration testing.
38. The Board placed on record thanks to Natalie Sargent, the outgoing Head of Financial Accounts, in particular for her work in supporting the Audit and Risk Committee and producing the annual accounts for a number of years.

#### **17/054 ANY OTHER BUSINESS**

39. David Haslam and Andrew Dillon, on behalf of the Board, noted this was Andy McKeon's last Board meeting and paid tribute to his outstanding contribution as a Non-Executive Director.

#### **NEXT MEETING**

40. The next public meeting of the Board will be held at 1.30pm on 19 July 2017 in the Ark Centre, Basingstoke Hospital, Dinwoodie Drive, Basingstoke, RG24 9NN.