

## NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

### Senior Management Team

#### Minutes of the meeting held on 31 March 2015

##### **Present**

Andrew Dillon	Chief Executive
Gillian Leng	Director – Centre for Health and Social Care
Jane Gizbert	Director – Communications
Ben Bennett	Director – Business Planning and Resources
Mark Baker	Director – Centre for Clinical Practice
Carole Longson	Director – Centre for Health Technology Excellence

##### **In attendance**

Julian Lewis	Governance Manager – Corporate Office
Simon Wilde	Associate Director – Communications
Mirella Marlowe	Programme Director – Centre for Health Technology Evaluation (Item 5.3 only)
Nick Crabb	Associate Director
Sarah Cumbers	Associate Director Guidance Development Project (items 5.1 & 5.2 only)

##### **Apologies**

1. Apologies were received from Alexia Tonnel, Jane Gizbert and Alana Christopher.

##### **Freedom of Information and Publication Scheme**

2. Final documents will be made available on the NICE website in accordance with the Publication Scheme, subject to the redaction of exempt material.

##### **Note of the previous meeting**

3. The minutes of the 24 March were approved as a correct record.

##### **Matters arising**

4. Carole Longson advised SMT that it would be a struggle to complete the report on a comprehensive review of the programme for consideration by SMT before the despatch of papers for May Board meeting. SMT noted that they had already discussed the substantive issues and therefore the Board report should be signed off by Andrew Dillon and an update provided to the next meeting.

##### **ACTION: CL/AD**

##### **Guidance Development Project**

5. Sarah Cumbers updated SMT on the progress of the Guidance Development Project.
6. She said discussions were continuing with the Accreditation Team regarding accreditation of the unified manual with a focus on how evidence of implementation can be generated within the new timeframes. The deadline of 31<sup>st</sup> March had been extended by 3 months.

7. Gill Leng advised SMT that the Accreditation Team was willing to provide support but the accreditation process had to be objective and even handed in the handling of both internal and external applications for accreditation. Andrew Dillon added that the same methodology should be applied to all applications.
8. Sarah Cumbers said the GDP steering group had considered plans for the final review of scoping and this will be discussed further in July.
9. Sarah Cumbers advised SMT that the NICE content strategy had been progressing well with the development of a unified template and consideration would be given to procuring software to support the new template. Ben Bennett queried the costings for the procurement of the new system in light of strict financial criteria for such purchases. Sarah Cumbers assured SMT that Nick Titterington would liaise with Barney Wilkinson where necessary but the costs are likely to be within the EU purchasing thresholds.
10. In relation to the work on transforming guidance development Sarah Cumbers said the work on evidence management was in the discovery phase and the project brief for the knowledge base had been approved by the service group. The knowledge base was intended to create a more refined information database to support more sophisticated search results which could also be edited and viewed.
11. SMT welcomed the update.

#### **Sharing economic models**

12. Sarah Cumbers introduced a proposal to enable greater transparency of economic models used in guidelines. She explained the current process of releasing economic models to stakeholders on request under a confidentiality agreement during the consultation phase of guidance development and set out some of the pros and cons of proactive disclosure. She said there were particular concerns from public health who believed proactive release may dissuade contractors from engaging in NICE contracts
13. Carole Longson cautioned that the proactive release of economic models invariably led to additional work for technical staff when reviewing consultation comments and economics models in CHTE were not currently published on the website.
14. Moira Laird explained that the development of models was likely to come within the scope of the 'public task' of NICE under the Amended EU Directive on the Reuse of Public Sector Information. Julian Lewis added that all NICE copyright information, including economic models, would have to be disclosed on request for commercial exploitation under licence if the request fell within the scope of the Directive.
15. Gillian Leng noted that some models would continue to be commissioned externally and subject to confidentiality conditions.
16. SMT considered the options and agreed that economic models should not be proactively disclosed or published on the website and current arrangements for disclosure to stakeholder on request should continue which balances transparency with confidentiality.
17. Any general request for economic models would be considered on a case by case basis in light of information access legislation including the Amended EU Directive which would come into force by July 2015.

### **Medtech and diagnostics environmental scan report**

18. Carole Longson introduced the report on the environmental scan which took place between November 2014 and January 2015. She said the scan was conducted as an adjunct to the revision of MTEP and DAP programme processes and methods and at the same time as a ministerial review of innovation and development work on the Office for Market Access being established at NICE.
19. She advised that the results of the scan indicated that stakeholders in the medtech industry, NHS England and the government needed improved communications about NICE's medtech outputs and activities due to (a) a lack of awareness of what NICE was doing in this area (b) concerns about the nature of what we were offering and (c) differing views about what we should be doing.
20. Andrew Dillon observed that these queries could equally be directed at other NICE work programmes and there was an inherent risk that people will continue to question what we do and the best way to spend public money even when they have full awareness of what we do.
21. Carole Longson added that the Freeman review was likely to require modifications to our processes to ensure a product range hat is viable in the long term.
22. Mark Baker observed that while medtech generally compliments guideline development there could be a conflict if the guideline was focused on outcomes and the medtech process focused on the product.
23. Carole Longson advised that the focus would always be on the product but with a view to the outcomes.
24. Andrew Dillon welcomed the report but said it was important to conduct further survey work involving key users and producers of medical devices to discover precisely what was needed, a clear product definition and the role of NICE in the process. He said it was important to involve decision makers in the survey and the work should be aligned with the Freeman review. Nicole Mather should be advised of the intended follow-up work.

### **ACTION: CL**

### **Office for Market Access**

25. Carole Longson updated SMT on the progress in establishing an Office for Market Access. She said SMT had previously expressed the view that the OMA should be based on full cost recovery but while this was achievable it could not be done immediately. She explained the proposed resourcing requirements and said Catherine Wilkinson was happy for £50k to be underwritten from the reserves for Scientific Advice.
26. Andrew Dillon said he had discussed the OMA with Carole and agreed it would need to be presented to the Board and put in the context of external factors like the Freeman review. He reminded SMT that Internal Audit had recommended NICE develop a standard approach to assessing new work programmes which would cover resourcing, risks and related issues. Ben Bennett was developing a template which would be considered by the Board in May. He said this template should be used to present the OMA project to the Board.
27. Gillian Leng suggested more detail may be needed with a clear development plan for securing external income. She also asked how the OMA would be promoted externally. Carole Longson explained that the MHRA had developed a good model

for marketing their Office for Innovation and a similar approach would be adopted for the OMA.

28. SMT agreed that Carole Longson would prepare a paper for the Board using the template for new work programmes that Ben Bennett was finalising. The paper would be submitted to SMT before consideration by the Board

**ACTION: CL**

**SMT Away Day**

29. Andrew Dillon said the topic for the away day on 12 May would be funding for 2016/17 and the need to plan for savings to achieve a balanced budget. He said further savings of £1.6m still need to be identified. Most conventional means of achieving savings had been exhausted. The process had to be objective and the implications of reshaping the NICE offer clearly set out as a basis for a conversation with the DH. Both core and non-core activities would need to be included in the proposals.

**ACTION: ALL**

**Preparing for 2015**

30. Andrew Dillon introduced a briefing paper from Una O'Brien on issues to be considered during the General Election. He drew attention to the need to be careful about what was posted on social media including the NICE Twitter account. Directors should be alert to staff using personal Twitter accounts to convey official information on NICE and advise them accordingly.

31. Mark Baker advised SMT of the potential cost implications if the purdah period was extended due to a delay in forming a government. Andrew Dillon said he would seek advice from Will Cavendish on the potential impact on work programmes in the event of a delay to forming a government.

32. Andrew Dillon said programmes should assess their priorities on a week by week basis including any cost implications arising from an extended purdah period and these should be reported to SMT. It was agreed that the draft and final guidance may be published should be moved back to 18 May.

**ACTION: ALL**

33. SMT noted that party election manifestos should be presented to SMT when available.

**Election seminars for 2015**

34. SMT agreed Simon Wilde Should attend a training session on what information to cascade to staff during the purdah period.

**ACTION: SW**

**Health and Social Care work programme**

35. SMT noted the latest referral.

**Triennial review**

36. Andrew Dillon advised SMT that the latest position would be presented to the April Board meeting when the Board would receive the final draft of Part 1 of the report together with a presentation emerging themes for Part 2. He explained that the a

final draft of Part 2 would not be available as the External Reference Group had a meeting with the Challenge Group on 13 April where further input into Part 2 was anticipated. However, key issues would be covered in the presentation.

**Weekly staff SMT updates**

37. SMT agreed the staff updates.

**ACTION: JL**

**Any other business**

38. Gillian Leng advised SMT that an appointment had been made to the Programme Director position which had gone to an external applicant. She said it was expected that the restructured teams would be in place in HSC by May 11.

39. Gillian Leng advised SMT that there was considerable concern about including tobacco companies as stakeholders in quality standards meetings. SMT agreed the matter should be referred to the Board for consideration.

**ACTION: GL**