

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

**Public Board Meeting held on 18 September 2019
in the Town Hall, Sheffield, S1 2HH**

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

Sir David Haslam	Chair
Professor Angela Coulter	Non-Executive Director
Elaine Inglesby-Burke	Non-Executive Director
Dr Rima Makarem	Non-Executive Director
Tom Wright	Non-Executive Director

Executive Directors

Sir Andrew Dillon	Chief Executive
Ben Bennett	Business Planning and Resources Director
Professor Gillian Leng	Health and Social Care Director and Deputy Chief Executive
Alexia Tonnel	Evidence Resources Director

Directors in attendance

Meindert Boysen	Centre for Health Technology Evaluation Director
Paul Chrisp	Centre for Guidelines Director
Jane Gizbert	Communications Director

In attendance

Elaine Repton	Corporate Governance & Risk Manager (minutes)
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19/077 APOLOGIES FOR ABSENCE

1. Apologies for absence were received from Professor Sheena Asthana, Professor Martin Cowie and Professor Tim Irish.

19/078 DECLARATIONS OF INTEREST

2. The declared interests were noted, and it was confirmed there were no conflicts of interest relevant to the meeting.

19/079 MINUTES OF THE LAST MEETING

3. The minutes of the Board meeting held on 17 July 2019 were agreed as a correct record.

19/080 MATTERS ARISING

4. The Board reviewed the actions arising from the public Board meeting held on 17 July 2019 and noted that:
 - 52% of staff appraisal forms had been completed and returned to the HR Team, although data in the staff survey showed 85% of respondents said they did have an appraisal last year. Ben Bennett advised the Board that there is likely to be significant underreporting in this data. The outstanding paperwork will continue to be requested from line managers. The Board noted that the planned move to an e-appraisal system next year (through the electronic staff record), will streamline the process and hopefully improve completion rates.
 - the Board's request to the Care Quality Commission (CQC) to consider incorporating NICE guidance into their key lines of enquiry where appropriate, had been fed back.

19/081 CHIEF EXECUTIVE'S REPORT

5. Andrew Dillon presented his report which provided an update on the main programme activities to the end of August and summarised the financial position at the end of July 2019. Performance against the main programme outputs showed medtech innovation briefings (MIBs) below target but there were no issues of concern to report and the year-end target was expected to be achieved.
6. The Board received the report.

19/082 FINANCE REPORT

7. Ben Bennett presented a report on the financial position at 31 July 2019 noting a current £0.8m underspend. The full-year forecast is a break-even position. Income from Technology Appraisals and Highly Specialised Technologies charges are on target which may result in a lower than anticipated transition funding requirement from the Department for Health and Social Care (DHSC).
8. The Board received the report.

19/083 NICE CONNECT: THE CASE FOR CHANGE AND TRANSFORMATION

9. Gill Leng presented the case for change and plans for a transformation programme delivered through NICE Connect, to achieve a future vision for NICE advice and guidance in a care pathway format, which is accessible to users whenever and wherever they need it and easy to integrate into other care systems. The project will require significant investment over the next 3-5 years and subsequent reports to the Board will provide details on resource planning.
10. Gill summarised the key drivers for change being feedback from users and system partners that NICE advice is difficult to find on different parts of the website; the

range and volume of guidance is difficult to keep updated and the need to make better use of digital technologies. The Board welcomed this first written report on the project which set out the case for change and the extent of the transformation work required.

11. In response to a question about the issue of silo working in the current organisational structure, Gill advised that Connect has already initiated cross-team discussions within the expert groups working on the pilot projects. Multi-disciplinary teams are also meeting to work on a single content model and the management of stakeholder data.
12. The outcome of the diabetes pathways pilot was discussed. Gill reported that the committee had provided the ideas for the future presentation of information in a layered format with interconnecting points, and had highlighted that moving from separate guidelines to a single pathway was resource intensive. As a result of the pilot, the diabetes guideline is being updated and the pathway committee has been stood down.
13. In response to a question from the Board about adopting new technologies, including digital experience platforms to provide a broader feedback mechanism, Alexia Tonnel commented that this could be considered as part of the model for a stakeholder management platform for which software tools are starting to emerge in the market.
14. Sarah Cumbers, outgoing Transformation Programme Director, was thanked for her work in supporting the project to this stage.
15. The Board approved the purpose of the transformation and structure of the programme, and agreed that the funding and management of the programme be discussed in more detail at the October Board strategy meeting.

19/084 STAFF SURVEY 2019: REPORT AND ACTION PLAN

16. Ben Bennett presented the results of NICE's 2019 staff survey and an action plan to address areas identified for improvement. Overall the results were very positive and in the majority of categories were in line with last year's scores. The Board welcomed the positive outcome and discussed two specific issues concerning the usefulness of the annual appraisal system to staff and the handling of bullying and harassment cases.
17. Ben advised that the HR Team will look at the staff feedback to review whether appraisals are useful to improve how staff do their job. In relation to bullying and harassment, it was noted that whilst the number of cases was low, none had been upheld last year. It was recognised that cases are often complex however where there are elements of learning in a case, these are taken forward. The Board noted that NICE had various mechanisms in place to support staff including the nomination of two freedom to speak up guardians and trained mental health first aiders. It was agreed that the development of a set of NICE values and behaviours will be helpful in setting expected levels of conduct. This work is currently underway.

18. The Board received the report.

19/085 NICE IMPACT REPORT: MATERNITY AND NEONATAL CARE

19. Gill Leng presented the impact report on how NICE's evidence-based guidance contributes to improvements in maternity and neonatal care.
20. The Board noted that the percentage of mothers who smoke at the time of birth had not reduced over the last three years. It was queried whether a joint campaign with Public Health England may help to achieve further improvement. Jane Gizbert advised that a launch of the report was planned to coincide with a minister's visit to the maternity wards of a hospital, thereby presenting an opportunity to showcase the report and raise more awareness of the risks associated with smoking in pregnancy.

ACTION: Gill Leng / Jane Gizbert

21. The Board also expressed concern about valproate prescribing for women and girls aged 14 to 45. Data showed that fewer prescriptions were being given but there was room for further improvement. Gill confirmed that NICE guidance had been updated to align with advice provided by the Medicines and Healthcare products Regulatory Authority.
22. The Board received the report.

19/086 ANNUAL EQUALITY REPORT

23. Ben Bennett presented the annual equality report which demonstrated NICE's compliance with the public sector equality duty and provided an update on NICE's equality objectives. The report also included information on equality considerations within guidance published in 2018/19.
24. The Board received the report.

19/087 ANTIMICROBIAL RESISTANCE: DEVELOPING AND TESTING INNOVATIVE MODELS FOR THE EVALUATION AND PURCHASE OF ANTIMICROBIALS

25. Meindert Boysen presented the report and welcomed Professor Colm Leonard, a Consultant Clinical Adviser at NICE, to answer questions from the Board. The paper outlined the joint project between NICE, NHS England, the Department of Health and Social and the Association of the British Pharmaceutical Industry to develop and test a new model for the evaluation and purchase of antimicrobials, based primarily on a NICE-led health technology assessment (HTA) of their value to the NHS. A central project team has been established to test the feasibility of an adapted NICE technology appraisal evaluation framework, with two antimicrobial products selected for assessment in the pilot.

26. The Board discussed the challenges of a global reduction in the use of antibiotics, against the need to develop alternative, novel products. Research and development investment in antimicrobials is widely seen as unattractive due to the high costs and low financial returns. The paper outlined the project overview, governance arrangements, proposals for targeted stakeholder engagement and the commercial model, which will set out the approach to reimbursement and in due course the levels of payments for the selected antimicrobials.
27. The Board received the report.

19/088 STANDING ORDERS AND RESERVATION OF POWERS TO THE BOARD

28. The Board considered minor amendments to NICE's reservation of powers to the board to clarify that the Non-Executive Directors (NEDs) will exercise their power to appoint the chief executive and other executive members in a meeting solely of NEDs rather than at a board meeting. An accompanying amendment was proposed to the standing orders to set a quorum of 3 for these NED meetings.
29. The Board approved the amendments.

19/089 DIRECTOR'S REPORT FOR CONSIDERATION

30. Jane Gizbert highlighted the events and social media activity in her communications report. NICE's month on month media coverage statistics remain very good but the team have recognised there was an opportunity to further promote NICE through Instagram, an app with growing popularity among younger people. The Board suggested that the Communications Team consider how they could extend the current report on media coverage of NICE's work to include digital references.

ACTION: Jane Gizbert

31. The Board noted the report and thanked Jane for the directorate's work.

19/090 – 19/093 DIRECTORS' REPORTS FOR INFORMATION

32. The Board received the Directors' Reports.

19/094 OTHER BUSINESS

33. The Chair reported that this was Professor Angela Coulter's last public board meeting before her term of office ends in November. The Board thanked Angela for her contribution to NICE during her appointment.

NEXT MEETING

34. The next public meeting of the Board will be held at 1.30pm on Wednesday 20 November 2019 at Great Ormond Street Hospital, London, WC1N 3JH.