

Business Plan 2023/24

Draft for discussion

NICE National Institute for
Health and Care Excellence



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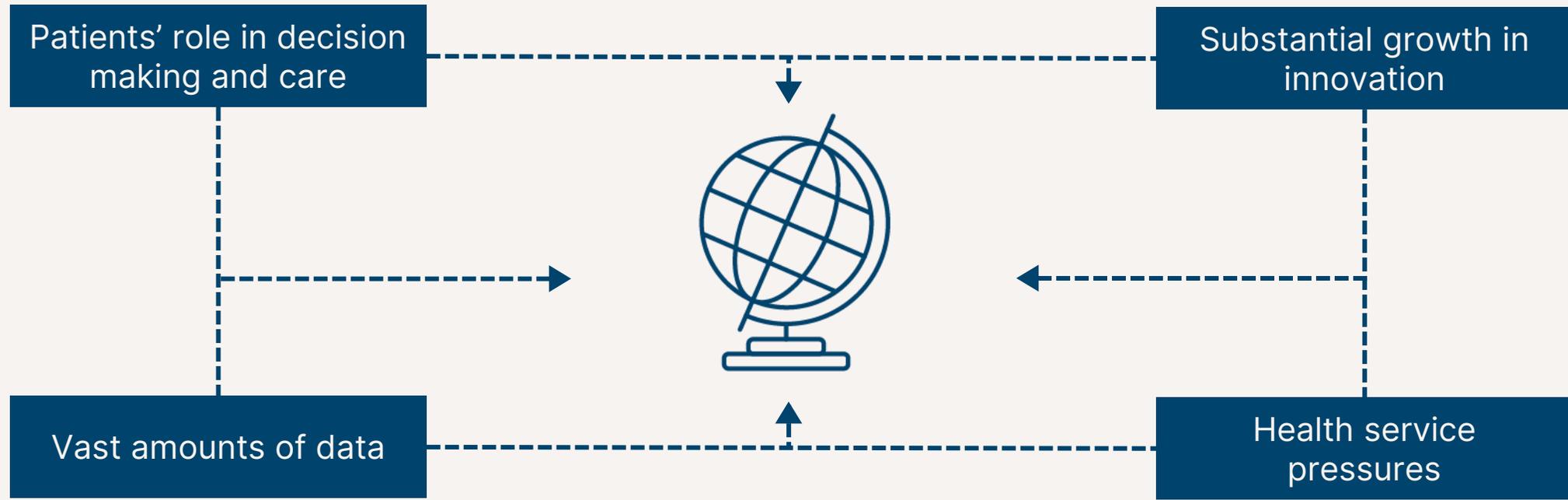
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Executive summary

- The world is changing. To play our part in the future, NICE needs to continue to evolve. To better serve people and the health and care system, NICE must transform in 4 ways.
- We are focusing on what matters most, we are creating useful and usable advice, and we are part of a system that continually learns from data and implementation. To do this, we need to build a brilliant organisation.
- Our planning for 2023 and beyond reflects our core purpose, with a particular focus on using health and care resources wisely. Our business plan objectives for 23/24 are:
 - Increase the relevance of our guidance by developing a NICE-wide horizon scanning & topic selection function enabled by coordinated stakeholder engagement
 - Increase the real-world impact of our pre-evaluation support by simplifying and improving NICE's early engagement with industry
 - Make our advice easier to access by improving our digital presence
 - Increase the useability of our guidance by incorporating technology appraisals into guidelines, and evolve our supporting resource impact assessment
- Improve NHS decision making in new ways by developing a programme to provide advice on the value of classes of medtech products already in use
- Improve the timeliness of our guidance by implementing improvements to our methods and processes identified last year
- Support implementation of our guidance by improving our measurement approach, and develop an automated uptake and monitoring system for a priority topic
- Build a brilliant organisation by implementing suggestions from crowdsourcing and staff survey including: develop a continuous improvement process and capabilities and adopt NICE-wide talent management approach
- Delivering these objectives will benefit our partners and help deliver our ambition in measurable ways
- In addition, we will continue to deliver our core guidance and make good use of public funds

The world is changing. To play our part in the future, NICE needs to continue to evolve

- The pace of change in health and care is unprecedented.
- To play our part in the future of health and social care, we need to continue to evolve.



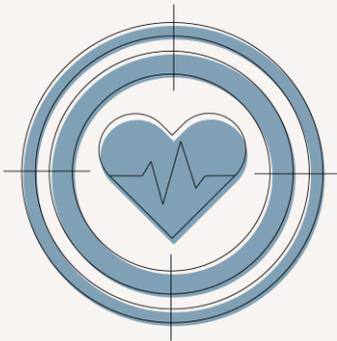
To better serve people and the health and care system, NICE must transform in 4 ways

NICE is a world-class organisation based on independence, transparency and rigour – that remains our foundation

Our purpose is to help practitioners and commissioners
get the best care to patients fast while ensuring value for the taxpayer

1

Focus on what matters most



*Is our advice **relevant** given pressures in health and care?*

2

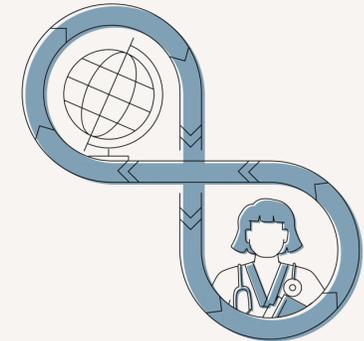
Provide useful and useable advice



*Is our advice **timely** and **easy to use** for NHS and care staff?*

3

Constantly learn from data & implementation



*Does our advice reflect **learnings from real world implementation and data**?*

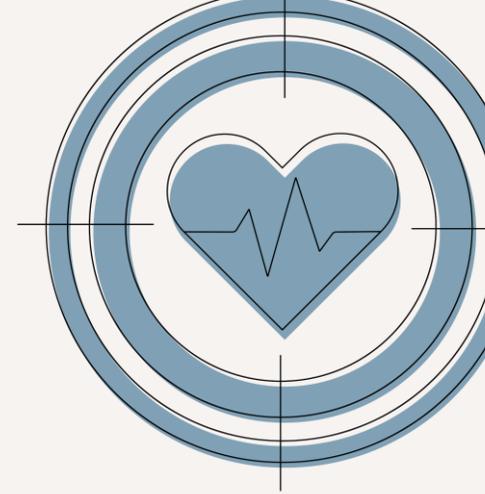
4

Build a brilliant organisation

*Do we have **simple processes** and **enabling technology and behaviours**?*



We are focusing on what matters most



By working with system partners to identify where NICE advice can make the biggest difference and focusing our efforts there.

In 2022/23:



Recommended 3 drugs for over 1 million people at highest risk of severe Covid-19



Recommended 4 digital health technologies to help over 1 million children and young people with anxiety/low mood



Launched new payment model leading to first new antimicrobials in a decade



Published web tools on using NICE to help ↓ health inequalities and ↑ productivity

We are creating useful and usable advice

We're ensuring our guidance is timely, easy to find and in an accessible format – getting the right information, to the right people, at the right time.



In 2022/23:



Applied light-touch, faster evaluations to low risk treatments: enabling up to 176K people to benefit from 5 drugs recommended ~10 weeks faster than normal



Piloted 9 'early value assessments': fast-tracking patient access to promising innovations twice as fast as normal, including a genetic test to prevent newborn babies going deaf.



More frequently and more quickly updated priority guideline recommendations in topics including obstetrics and diabetes

We are part of a system that continually learns from data and implementation

We are continually collecting and using real world data to actively shape and improve the health and care system.

In 2022/23:



Evidence Standards Framework viewed over 25K times by users from UK, USA, Australia, Germany and worldwide



Real World Evidence Framework viewed over 20K times and used by company to submit evidence on recommended lung cancer drug mobocertinib



We've developed new international collaborations on health technology assessment

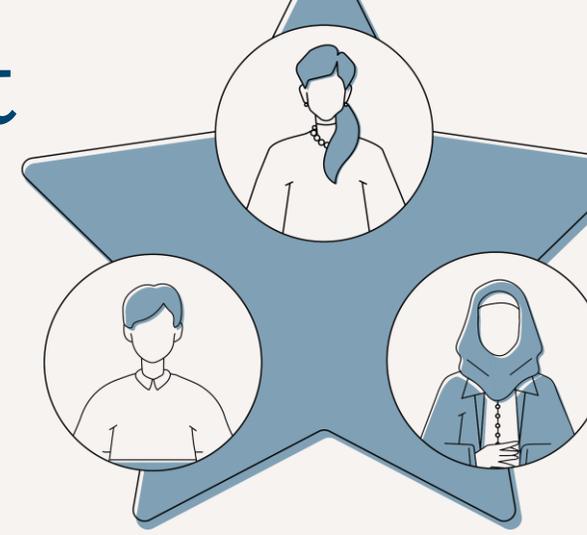


Over 100 treatments funded via the Cancer Drugs Fund, allowing real world data to be gathered on promising medicines whilst giving patients access

We are focused on building a brilliant organisation

We focus on users first, we unite as one team with one purpose, we trust each other to make decisions, we act boldly, we embrace difference.

In 2022/23:



Engaged with staff to identify 4 challenges to deliver our ambitions



Crowdsourced hundreds of solutions from staff



Rolled out new systems and services by Digital Workplace



Enrolled 93% of eligible staff on management development training

Our planning for 2023 and beyond reflects our core mission, with a particular focus on using health and care resources wisely

To inform our business plan we built on:



Public involvement and stakeholders' feedback on priorities for using resources wisely

Our business plan objectives for 23/24

1

Focus on what matters most



Relevance

1. Increase the relevance of our guidance by developing a **NICE-wide horizon scanning & topic selection function** enabled by **coordinated stakeholder engagement**
2. Increase the real-world impact of our pre-evaluation support by **simplifying and improving NICE's early engagement with industry**

2

Provide useful and useable advice

Useable

3. Make our advice easier to access by **improving our digital presence**
4. Increase the useability of our guidance **by incorporating technologies into guidelines**, and **evolve our supporting resource impact assessment**
5. Improve the value of NHS purchasing in new ways by **developing the programme to provide advice on classes of HealthTech products already in use**

Timely

6. Improve the timeliness of our guidance by **implementing improvements to our methods and processes identified last year**



3

Constantly learn from data & implementation



Learning from real world data

7. Support implementation of our guidance by **improving our measurement approach**, and **develop an automated uptake and monitoring system in a priority topic**

4

Build a brilliant organisation

8. Build a brilliant organisation by implementing suggestions from crowdsourcing and staff survey including: **develop a continuous improvement process and capabilities and adopt NICE-wide talent management approach**



Increase the relevance of our guidance by developing a NICE-wide horizon scanning & topic selection function enabled by coordinated stakeholder engagement



Every year, NICE produces hundreds of guideline recommendations, evaluations of medicines, medical devices, diagnostics, and digital products.

In the context of significant operational pressures on the health and care system, we need to prioritise our guidance to focus on what matters most in impacting health gain, equity, and implementation.

To do this, we will develop a NICE-wide horizon scanning and topic selection function that balances these criteria through systematically gathering intelligence, engaging with diverse stakeholders, weighing options at a prioritisation board, and testing our decisions with system users and the voluntary and community sector (VCS).

Developing a NICE-wide horizon scanning & topic selection function enabled by coordinated stakeholder engagement

By the end of 23/24 we will have:



Increase the real-world impact of our pre-evaluation support by simplifying and improving NICE's early engagement with industry

NICE



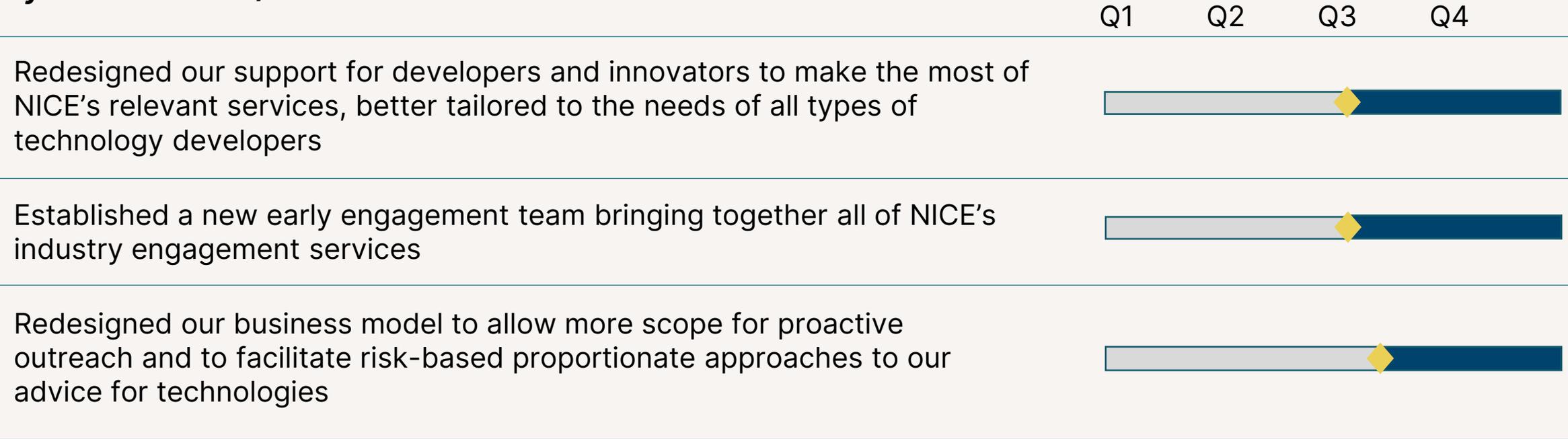
Alongside our evaluations of medicines and HealthTech, NICE provides a range of early engagement functions and multiple engagement routes to support innovators from evidence generation through to market access.

We heard from our partners in industry that NICE's range of expert advice offers can be confusing and hard to navigate. We want to ensure we are working with innovators across all areas of NICE's remit, providing expert advice to enable patient access to promising technologies in priority areas.

To improve the experience of industry in their engagement with NICE we will establish a simple early engagement offer and front door to innovators and industry that brings together our current life sciences offers and addresses the needs of our users in industry. This offer will be underpinned by a customer service ethos and a common approach to providing advice to technology developers from the earliest stages of the product development cycle through to patient access and adoption.

Simplifying and improving NICE's early engagement with industry

By the end of 23/24 we will have:



Make our advice easier to access by improving our digital presence

NICE



NICE maintains a large portfolio of guidance and advice, as well as a range of supporting frameworks and tools for different users.

We have heard that it is not sufficiently easy for our users to find what they are looking for on our website, or to easily access and understand the key parts of our guideline recommendations.

We want to make NICE guidance easier to find, access and understand so that health and care practitioners and commissioners can quickly find the latest information to guide decisions about care delivery.

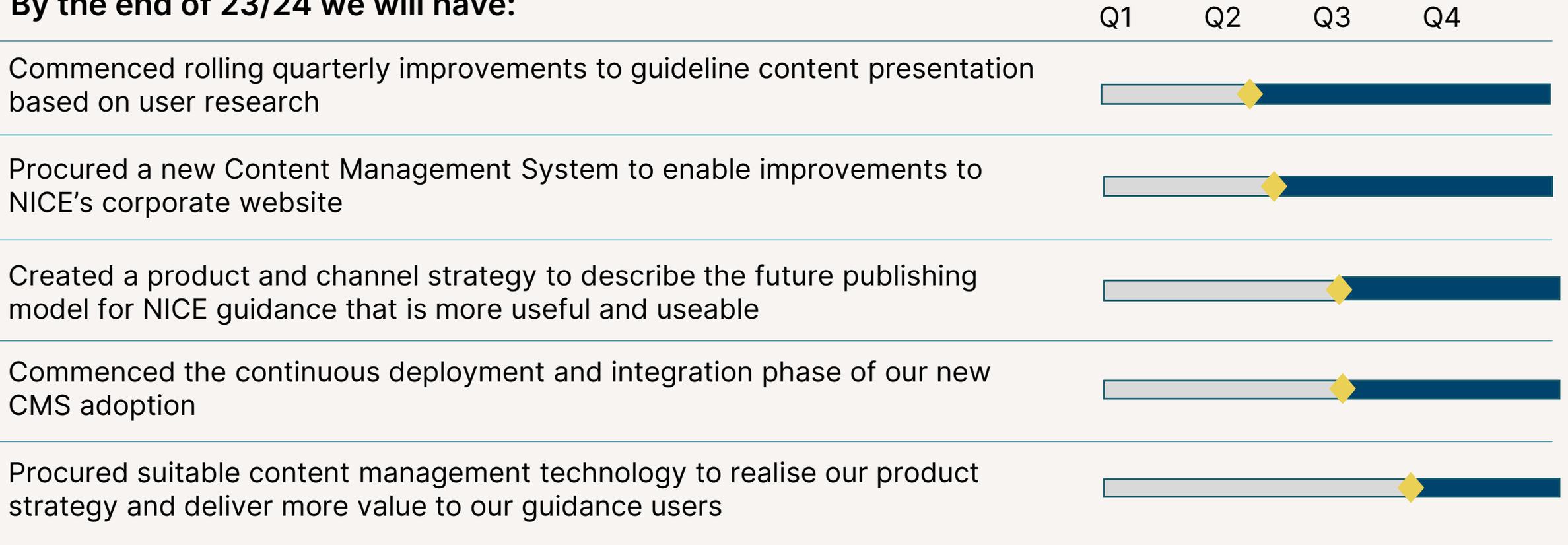
To do that, we will:

- Update our corporate website to more clearly guide users to the content best suited to their needs and to communicate what we do
- Improve our guidance content presentation based on user feedback

We will also deliver foundational work so that we are prepared for our future ways of working: publishing more integrated content combining guidelines and technologies and enabling NICE guidance to be integrated into a range of external systems.

Make our advice easier to access by improving our digital presence

By the end of 23/24 we will have:



Increase the useability of our guidance by incorporating technology appraisals into guidelines, and evolve our supporting resource impact assessment

NICE

NICE produces large amounts of expert advice, addressing different elements of people's health and care. Our methods and publishing model means that this guidance is currently published separately according to the type of evaluation, is not combined usefully for health and care practitioners and does not reflect a clinical pathway. Our supporting resources do not always provide sufficient information about the resource and workforce impacts of our guidance.

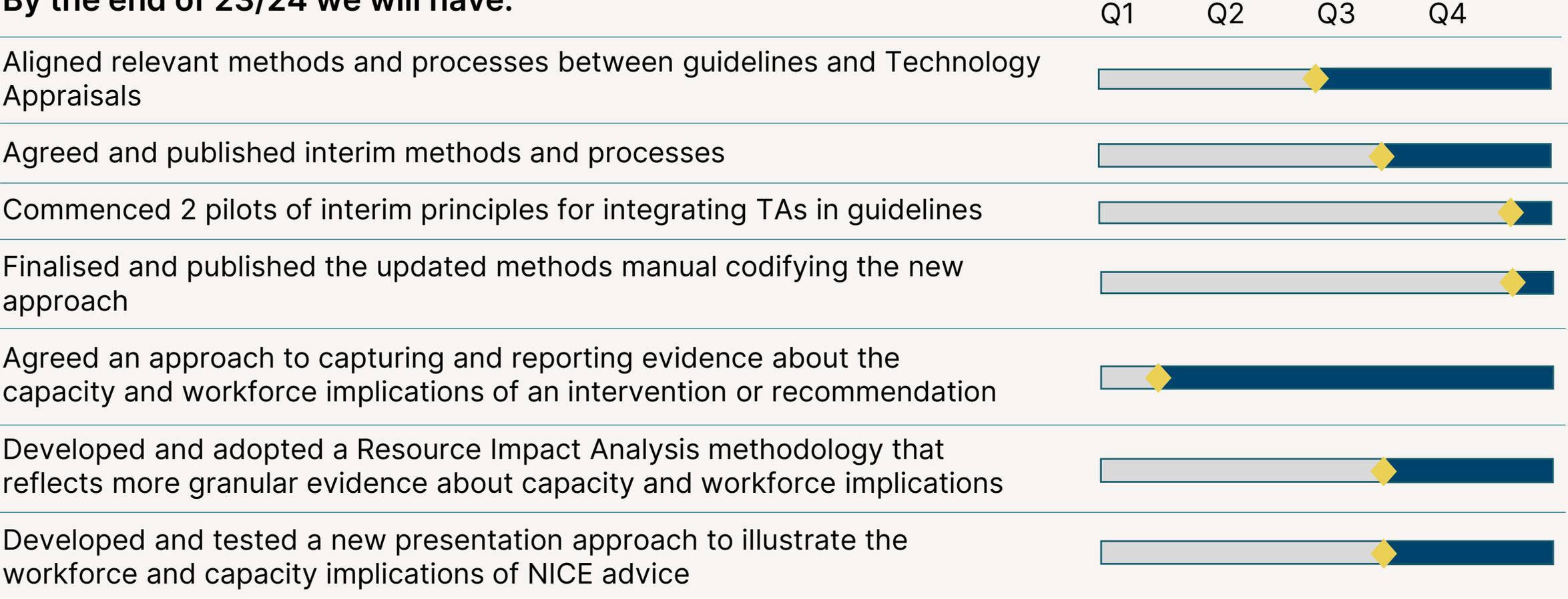
This means that health and care practitioners and service managers cannot easily understand the totality of NICE's guidance about a given clinical area, nor the operational implications of implementation.

We will align our methods for guidance development across NICE, so that we can easily incorporate and integrate recommended health tech and medicines within our guidelines. This will enable us to publish guideline recommendations that reflect a clinical pathway based on assessment of clinical and cost effectiveness of all options so that our end users can easily access and understand the totality of NICE's guidance about each topic.

We will also improve our supporting products to support the adoption of our guidance. To do this, we will evolve our Resource Impact Assessments (RIA) so that we can model and present the capacity & workforce implications of our guidance in a more meaningful way for local systems, and extend the use of RIAs to our Interventional Procedures guidance.

Incorporating technology appraisals into guidelines, and evolving our supporting resource impact assessment

By the end of 23/24 we will have:



Improve NHS decision making in new ways by developing the programme to provide advice on the value of classes of HealthTech products already in use

NICE



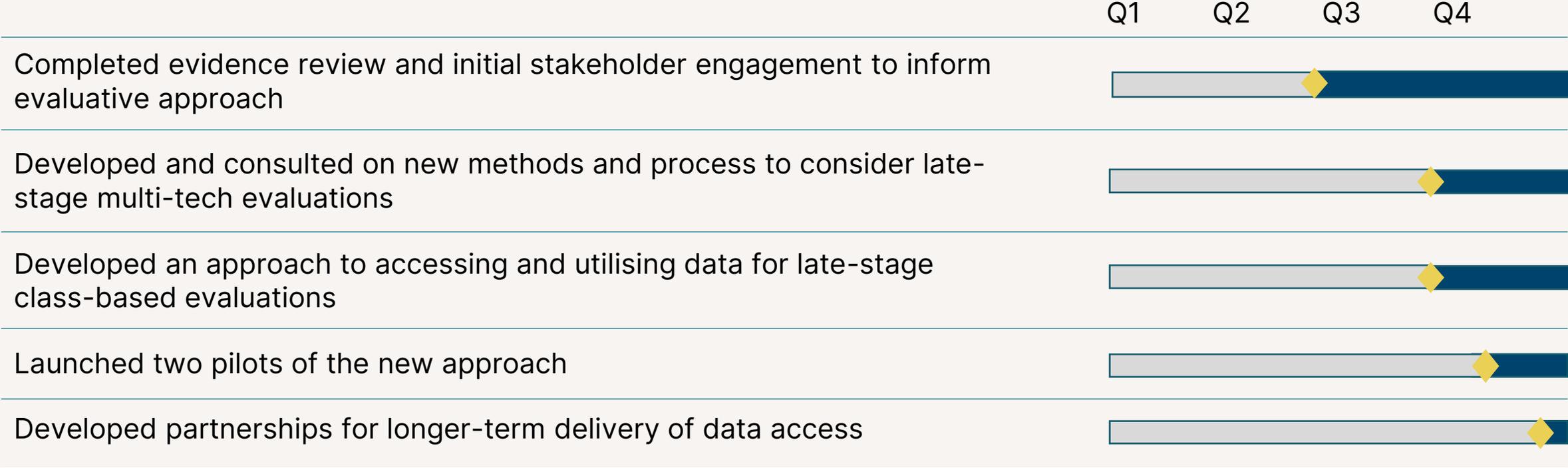
There is a huge volume and range of HealthTech products on the market and regularly used in the NHS. These products have wide variation in evidence base and price. It is an impossible task for clinicians, managers and commissioners to identify which products offer genuine innovation, and which do and do not offer good value.

NICE's HealthTech programme does not typically evaluate products which are already widely used across the NHS. There is also no standardised method to compare between products of the same class. This means that there is no clear value signal for clinicians, managers, and commissioners, so NHS resources are not always used as effectively as they should be.

To address this situation, we will extend NICE's HealthTech programmes to cover technologies which are already adopted and used in the NHS. NICE's advice for these product classes would help direct purchasing and clinical decisions towards the most clinically and cost effective products, helping improve patient outcomes and make the best use of public money.

Providing advice on classes of HealthTech products already in use

By the end of 23/24 we will have:



Improve the timeliness of our guidance by implementing improvements to our methods and processes identified last year



NICE is a world leading health technology assessment agency and guideline producer. On a range of measures, our performance is among the top global comparators, but we want to go further.

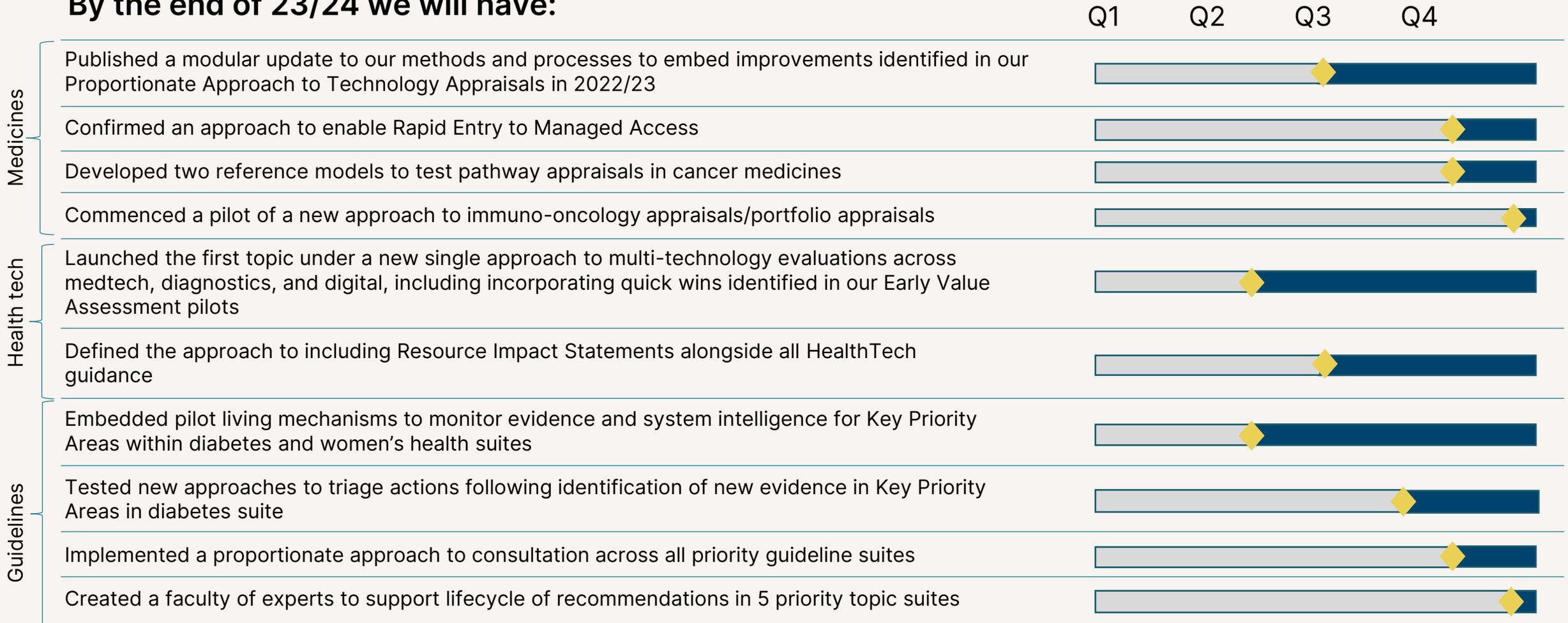
Last year we developed and tested several improvements to our guidance development processes: our Proportionate Approach to Technology Appraisals, Early Value Assessment for medtech, and living guideline recommendations. We will now embed these improvements in our core methods and processes, and explore further new approaches.

We will:

- Increase the speed at which we develop and update guidelines by implementing process simplifications and improvements.
- Increase our speed of medicine evaluations by embedding the approaches successfully piloted in our Proportionate Approach to Technology Appraisals. We will also test three further proportionate approaches.
- Shorten our HealthTech guidance timelines by implementing proportionate approaches trialled in our Early Value Assessment.

Improve the timeliness of our guidance by implementing improvements to our methods and processes identified last year

By the end of 23/24 we will have:



Support implementation of our guidance by improving our measurement approach, and develop an automated uptake and monitoring system for a priority topic

NICE

Measuring the uptake of NICE guidance is a critical first step to enabling implementation support, and ultimately understanding the impact of our guidance.

NICE and our partners in the health and care system cannot easily measure and understand the variation in uptake of NICE guidance.

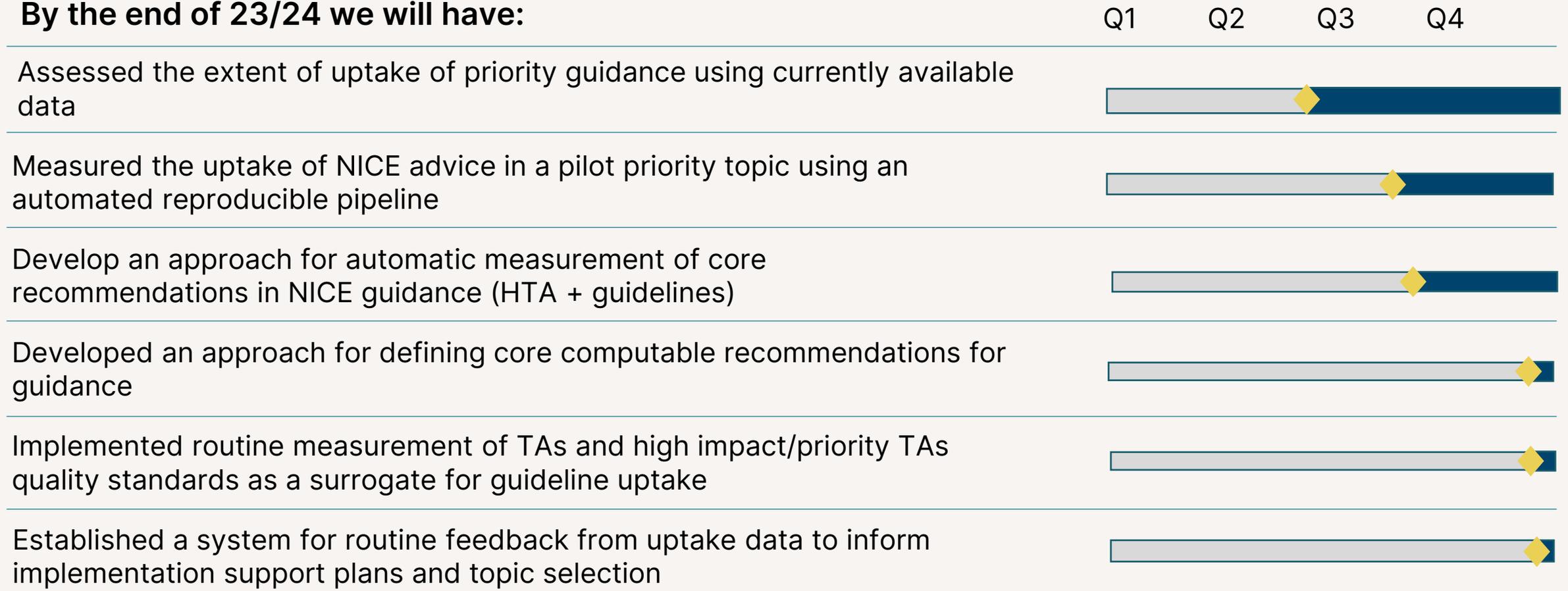
We will improve this situation in two ways by:

- making more effective, systematic use of available data (of all types) about the uptake of NICE's guidance
- developing an approach for an automated uptake and monitoring system in a priority topic, which could in future be applied to other topics

This measurement will provide actionable insights about the uptake and implementation of NICE guidance. This work will also lay the foundations for automated measurement systems to help continuously review and update our guidance and support.

Improving our measurement approach, and developing an automated uptake and monitoring system for a priority topic

By the end of 23/24 we will have:



NICE

Build a brilliant organisation by implementing suggestions from crowdsourcing and staff survey including: develop a continuous improvement process and capabilities and adopt NICE-wide talent management approach



To deliver on the mission to get the best care to people fast, and deliver value for the taxpayer, NICE needs to be an organisation as brilliant as the people in it.

We have been engaging with our staff to identify changes we should make to enable staff to work as effectively and happily as they can. Our crowdsourcing exercise generated hundreds of ideas. Some of these have already been implemented, while staff will continue to directly deliver others.

At corporate level we are starting with two substantial and cross-cutting suggestions, to deliver in 2023/24:

- Develop a continuous improvement process and capabilities
- Adopt a NICE-wide talent management approach

Implementing suggestions from crowdsourcing and staff survey including develop a continuous improvement process and capabilities and adopt NICE-wide talent management approach

By the end of 23/24 we will have:



NICE

Delivering our objectives will make tangible differences for our users, and lay the foundations for the future

Focus on what matters most



Provide useful and useable advice



Constantly learn from data & implementation



Visible

More NICE guidance that addresses major population health and/or operational challenges

A new-look NICE website with easier navigation and clearer explanations of what we do

Guideline recommendations formatted in a way that makes it easier to read and easier to find what you're looking for

Workforce and capacity impacts of guidance explained in a meaningful way for local systems

Faster guidance production across all NICE programmes

Single front door for early engagement with industry

Foundational

Aligned methods between programmes to enable integrated guidance

New product and channel strategy and enabling content management systems

A reproducible approach for automated monitoring of NICE guidance uptake, to enable implementation support and allow continuous evaluation

Improved ways of working and enhanced competencies

Delivering these objectives will benefit our stakeholders

Patient: I have faster access to new treatments, even where NICE needs more data to be able make a final decision.

Clinician: I can more easily find what I'm looking for in NICE's guideline content.

Manager: NICE guidance clearly sets out the resource implications so I can help implement technologies or service models, knowing how they will help improve performance and outcomes.

Industry: I have a new, simple route to receive world-leading advice and support for market access, followed by a faster and more proportionate NICE assessment.



In addition, we will continue to deliver our core advice and guidance

In 2023/24 we anticipate delivering:

50 health technologies programme guidance

110 technology appraisals and highly specialised technologies guidance

17 New guidelines or updates to topic suites

11 quality standard updates

We will measure and report KPIs which align with our transformation and business priorities

Our purpose is to help practitioners and commissioners
get the best care to patients fast while ensuring value for the taxpayer

Produce high quality advice	Relevance	Timeliness	Useable	Demonstrable impact
110 technology appraisals and highly specialised technologies guidance	Increase the proportion of early engagement services provided for diagnostics, devices and digital technologies by 25%	Medicine timeliness metrics will be confirmed with DHSC.	90% of Resource Impact Assessment products published at the point of guidance publication, to support implementation	80% of system priority topic areas, with agreed measures of uptake, reported
50 health technologies programme guidance	80% of prioritised strategic stakeholders have a named relationship lead	Time to produce health tech guidance is reduced by 17%	10% increase in the number of sessions on NICE.org	
17 new guidelines or updates to topic suites		80% of conditional recommendations for Early Value Assessments are produced within 6 months		
11 quality standard updates		100% of evidence generation plans developed for all new EVA products, with conditional recommendations		

Our KPIs reflect our external and internal transformation, as well as essential core activities

A financially sustainable organisation	With happy and well-supported staff	And effective communications and engagement
Remain within overall cash limit (£57.0m)	Staff engagement scores remain good (>60%)	85% of lay people who complete exit surveys rate their experience of working with NICE as 'good' or 'excellent'
Remain within revenue resource limit (£56.8m)	85% staff having completed the NICE way training	10% increase in subscriber acquisition on 3 primary corporate newsletters compared to 2022/23
Remain within capital resource limit (to be set by DHSC)	20% increase in staff confidence following NICE way training (pre-post)	80% Complaints acknowledged and responded to in 20 working days
Adhere to the Better Payment Practice Code (BPPC) by paying 95% of creditors within 30 days	90% staff having completed an appraisal	90% Freedom of Information requests responded to within 20 working days
Full cost recovery from Technology Appraisal fees	62% of staff that found their appraisal helpful	90% Parliamentary Questions (PQs) contribution provided within requested time frame
	10% rate of staff turnover	80% Proportion of media coverage of NICE that is positive
	20% increase in the proportion of ethnic minority staff in at Band 8a or above	60% Proportion of NICE-generated news coverage includes at least one key message
	20% increase in the proportion of ethnic minority staff in at Band 7 or above	

We will stop activity which is less value adding or is replaced by more impactful products

We will stop resourcing...

Replaced by...

Low priority guidelines and updates, and other activities which are less relevant to current challenges in the health and care system

Guidance focused on what matters most to the health and care system, informed by our new practitioner-led NICE-wide horizon scanning and topic selection function

Medtech Innovation Briefings

More useful and useable guidance from our medical technologies programme

Hosting multiple routes for external engagement

Coordinated stakeholder engagement, and a single engagement team bringing together all of NICE's industry engagement services

Impact Reports

Routine measurement and visualisation of uptake in priority areas

2023/24 Budget

The following assumptions have been made in setting the 2023-24 budget, as shown in the table.

- DHSC funding of £57.6m including £0.8m of capital funding (CDEL).¹⁾
- Technology Appraisal and HST income is planned to grow to £12.9m and achieve full cost recovery.
- Pay budgets assume a 3% pay award in 2023-24 ²⁾
- Savings have been applied to both pay and non-pay budgets to deliver a balanced budget and enable investment.

23/24 sources and application of funds	£m
DHSC Funding	57.6
TA/HST Fees	12.9
Other funding	13.1
Total sources of funds	83.6
Gross Pay costs	57.7
Gross Non-pay costs	25.1
Contingency	0.8
Total baseline costs	83.6
Balance	0.0

- 1) CDEL allocation 23/24 is to be confirmed
- 2) The 23/24 proposed pay award is likely to be 5%

2023/24 budget

Revenue Funding

Most of our funding for revenue expenditure (£56.8m, 68%) is provided by the Department of Health and Social Care (DHSC) through grant-in-aid (GIA) funding. We also generate revenue from fees for services and scientific advice and receive funding from other sources as shown in the table on the right.

Funding from other non-departmental public bodies (NDPBs) includes resource from NHS England to support their specialised commissioning programmes, and from Health Education England to procure and provide the national core content service for the NHS. We also receive income from devolved administrations for services provided by NICE.

Other income includes grants from international bodies, charities and policy organisations to fund applied and methodological research to support changes in health and social care delivery. It also includes income from sub-letting office space in our Manchester office.

Capital budget

In addition to GIA for revenue expenditure, DHSC allocate a ringfenced budget for capital spending. This budget is to fund investment in capital assets, mainly technologies that will enable us to meet our strategic objectives.

NICE

Sources of funding	2023/24 £m
DHSC: Administration GIA	45.0
DHSC: Programme GIA	8.0
DHSC: Depreciation (non-cash)	0.4
DHSC: OLS Funding	2.3
DHSC: AI Lab Funding	1.0
Fees: Technology appraisals and highly specialised technologies	12.9
Funding from other NDPBs and ALBs	5.4
Funding from devolved administrations	1.9
NICE Scientific Advice income	3.6
Other income	2.5
Total revenue funding	82.8
Capital Funding	0.8

2023/24 budget application of funding

The table shows how we have allocated the budget to each directorate within NICE. Just over two-thirds of our costs relate to our workforce.

Our non-pay budget includes the cost of our offices in Stratford (East London) and Manchester, as well as contracts to purchase the British National Formulary and other content for the NHS, contracts with external partners who support the production of our guidance and technology appraisals, and the cost of running our independent committee meetings.

Contingency and Investments

To enable the delivery of our strategy and 23/24 business plan objectives, we have set aside a budget for strategic investments, which also includes unallocated funding from the Office for Life Sciences (OLS). The latter will be allocated to projects as they are shaped throughout the year. The contingency is to cover the anticipated higher pay award.

Centre	Heads (FTE)	Pay £m	Non-pay £m	Total £m
Chief Executive Office	20	1.8	0.2	2.0
Clinical Directorate	13	1.7	0.0	1.7
Communications Programme	46	2.8	0.3	3.1
Digital Information and Technology	74	5.5	2.2	7.7
Finance Corporate and Commercial	50	3.2	0.7	3.9
Health Tech Evaluation	238	16.1	3.9	20.0
Implementation and Partnerships	48	3.6	0.2	3.8
NICE Centre for Guidelines	233	15.5	5.6	21.2
People and Place	33	1.9	4.1	6.0
Science Evidence and Analytics	74	5.6	5.1	10.8
Contingency, OLS and Investments	-	1.6	1.8	3.4
Non-GIA Income - Contribution to Overheads	-	-	-1.1	-1.1
Depreciation & Amortisation	-	-	0.4	0.4
Total Revenue Expenditure	828	59.3	23.5	82.8

Thank you.