

Position Specification

National Institute for Health and Care Excellence (NICE)

Chief Executive

The National Institute for Health and Care Excellence (NICE) has a reputation as a leader in the provision of robust, independent, and trusted advice to the health and care system and is widely recognised as such around the world. The organisation was established more than 20 years ago as an independent non-departmental government body with a core purpose “to improve health and well-being by putting science and evidence at the heart of health and care decision-making”. To achieve this, NICE:

- provides independent assessment of a wide range of complex evidence to help health commissioners, clinicians, patients, carers and the public to make better informed decisions;
- identifies, assesses and provides recommendations on the most promising innovative medicines, diagnostics, devices and other products and services to identify those that should be adopted by the NHS;
- works with partners across the health and social care system to drive the uptake of new treatments and interventions to benefit the whole population.

In pursuit of this purpose, NICE has identified its core areas of work as three, inevitably interlinked, ecosystems through which its work can have the most impact:

- **the life sciences ecosystem** where NICE evaluates clinical and cost effectiveness of new products, therapies and interventions;
- **the guidelines ecosystem** where NICE develops best practice recommendations, advice and quality standards that help practitioners deliver the best care across health and social care pathways;
- **information systems** where NICE procures and manages a wide range of evidence-based information and advice, including the British National Formulary, Clinical Knowledge Summaries and other journals for the NHS.

The environment in which NICE operates has evolved and continues to change rapidly. New treatments, practices and technologies are emerging at pace, from digital therapies to AI and machine learning products; from genomic screening to increasingly personalised therapies; and with the traditional Randomised Control Trials data sets being expanded by real-world data driving a revolution in evidence. Health and care professionals need to be able to access and use up-to-date information to support their decision-making in this new world and patients want to be better informed about their choices and more involved in the decisions made about their care. In its next evolution, NICE must anticipate, recognise, and respond to the changing context and the challenges and opportunities arising.

This changing landscape involves a huge global realignment in government and healthcare priorities as a result of the pandemic, and its impact will continue for years to come. This realignment includes a renewed determination to prioritise work to reduce health inequalities, which have been highlighted during this period. NICE needs to work seamlessly across boundaries to reduce bureaucracy and speed of access to the latest, most effective treatments and there has already been a big shift towards greater collaboration and integration of services. These ambitions, published in the recent government White Paper, are set to give integrated care systems a greater role in organising and

commissioning local services. There is also the broader context of rapid advancement in healthcare innovation, the significant growth of digital health technologies and the potential being unleashed by artificial intelligence, machine learning and robotics. This changing landscape and unique set of challenges has shaped NICE's new [strategy](#).

NICE's vision for these next five years is reflected in the four key pillars of that strategy and which set out where it needs to focus its transformation efforts:

- **Rapid, robust and responsive technology evaluation:** providing independent, world-leading assessments of new treatments at pace, quickening access for patients, and increasing uptake;
- **Dynamic, living guideline recommendations:** creating and maintaining up-to-date guidance that integrates the latest evidence, practice and technologies in a useful and usable format;
- **Effective guidance uptake to maximise impact:** working with strategic partners to increase the use of guidance, monitor adoption and measure impact on health outcomes and health inequalities;
- **Leadership in data, research and science:** becoming scientific leaders by driving the research agenda, using real-world data to resolve gaps in knowledge and drive forward access to innovation for patients.

To match this new strategy a careful but significant transformation is needed to help NICE evolve the way the organisation works without diminishing the quality and the authority of its work.

The Role

Against this backdrop, and on the retirement of the current incumbent, the board now wishes to identify a Chief Executive to drive the transformation and develop and deliver the strategic plan over the next five years and beyond. Supported by a strong executive team and leading some 680 staff in offices in Manchester and London, the Chief Executive manages a budget of £67 million and is accountable to the Chairman of the Board.

Key responsibilities:

- Lead on the strategic direction to improve outcomes and reduce inequalities by supporting the health and care sector and life sciences industry, championing new innovations that can deliver better health for patients and the public;
- Refine and redesign the organisational structure to enable NICE to deliver on its ambitious strategy, bringing in new skills as needed at all levels of the organisation;
- Ensure effective working relationships with key partners and stakeholders in both the health and care sectors, as well as in the life sciences industry and public and professional communities;
- Engage with agencies in the UK and internationally to promote the work of NICE in the interests of the UK economy and in the wider application of evidence-based policy and practice;
- Lead the change and transformation programme, creating a culture that is expert and agile, responsive and curious about developments in the outside world so that NICE can respond to the strategic challenges it observes in health care and can develop a flexibility of approach to respond to those challenges it cannot yet see but will inevitably face.

Candidate Profile

The Chief Executive will, first and foremost, be a transformational leader, who is able to operate in a complex and ambiguous multi-stakeholder environment. The role requires a high level of intellectual curiosity as well as emotional intelligence to lead the organisation through change whilst keeping the confidence of the many stakeholders who rely on its outputs.

NICE is open to candidates from a diverse range of backgrounds, and talented individuals may come from health and social care, life sciences, management consultancy or beyond. They will have successfully managed significant transformation programmes which have demonstrably increased the effectiveness of an organisation.

Candidates should have an awareness of, and appreciation for, evidence-based health and care practice. A general understanding of the science that is driving current and potential near-future innovation in the health and care services would be advantageous but is not essential. Some background understanding of NICE and the sectors in which it operates - health and care and life sciences - and the political, economic and industrial ecosystem in which NICE operates, would be useful, as would prior experience of working with the UK government.

Key attributes will include:

- Senior management experience, which could be gained in a main or divisional board role in a commercial organisation or at board level within the public sector;
- The necessary personal characteristics to command the respect of professional and managerial leaders in the health and social care communities and in the life sciences industries.
- An exceptional ability to influence, network and negotiate with a complex and diverse stakeholder group that represents varied interests;
- A high impact leadership profile with an ability to think and plan strategically;
- A change agent who can transform an organisation to become more flexible and responsive. This will require skillful leadership to develop the organisation's appetite for judicious risk while being able to engage and excite staff and stakeholders in that transformation journey;
- Prior involvement in evolving an organisation's culture, which may include increasing the flexibility and agility of the organisation, or increasing empowerment of individuals across the organisation
- An advocate and enthusiast for the adoption of digital technology and innovations that can advance the organisation in both front and back office, increasing internal productivity and driving patient benefit
- The ability to inspire and motivate staff at all levels, developing and coaching teams and harnessing their strength and talent to deliver against challenging expectations, with a demonstrable commitment to diversity and inclusion;
- An innovative approach to collaborating with third parties and developing partnerships.

Terms and Conditions

Location: Manchester or London

Compensation: Package to be agreed by negotiation

The Selection and Recruitment Process

Russell Reynolds Associates (RRA) has been retained to support this appointment, which will be made by the Board of NICE and confirmed by the Secretary of State. There will be a number of elements to the assessment of candidates, including opportunities to meet Board Members and key stakeholders, culminating in a final interview. The interview panel will be chaired by the Chairman Sharmila Nebhrajani.

Indicative Timetable (subject to change):

Closing date for applications	Midday, Wednesday 3 rd November
<i>First round interviews with RRA</i>	w/c 8-15 th November
Shortlist Meeting - Appointment Panel	w/c 22 nd November
<i>Assessments and stakeholder discussions</i>	w/c 22 nd November – 6 th December
Interviews with finalist candidates	w/c 13 th December

How to apply

To apply, please submit applications by email to Responses@RussellReynolds.com. The closing date for applications is **midday on Wednesday 3rd November**.

NICE is committed to a personal, fair and diverse health and care system and welcomes applications from all candidates.

Your submission should include: The reference number in the subject line **2110-002L**

- A short covering letter of not more than three A4 sized pages explaining why this appointment interests you and how you meet the appointment criteria and competencies as detailed in the candidate profile.
- Your current CV with educational and professional qualifications and full employment history, explaining any gaps in your employment history, giving details (where applicable) of budgets and numbers of people managed, highlighting relevant achievements in recent posts.
- The names of at least two referees who may be contacted at shortlist stage, i.e. before the final interview, describing in what capacity and over what period of time they have known you. Referees will not be contacted without your consent.
- A daytime, evening and mobile telephone contact number, and your preferred email address for correspondence, which will be used with discretion.
- A completed Monitoring Form available [here](#). NICE is committed to achieving a workforce that reflects the society it serves, at all levels including the most senior. All applicants are invited

to complete this form to assist NICE with monitoring its commitment to equality and diversity within its recruitment processes. The questionnaire includes:

- *Monitoring questionnaire:* All information collected is reported anonymously and will not be disclosed to anyone involved in assessing your application.
- *Guaranteed interview scheme* for people with disabilities, if applicable. We are committed to making reasonable adjustments in order to support disabled job applicants and ensure that you are not disadvantaged in the recruitment and assessment process. All monitoring data will be treated in the strictest confidence and will not affect your application in any way.