![NICE National Institute for Health and Care Excellence]

NICE strategy 2021 to 2026

Dynamic, Collaborative, Excellent

Contents

1. Foreword

We are delighted to present a 5-year strategic plan for NICE, designed to ensure we remain excellent and are more dynamic and collaborative in our work.

This strategy sets out an ambitious vision for our future, and a route map to its achievement, building on the solid foundations of the last 22 years. Successful organisations learn from the environment in which they operate and adapt to the challenges they encounter. Our 5-year plan sets out our ambition to continue to improve health and wellbeing by putting science and evidence at the heart of health and care decision making, while keeping ahead of the challenges of a rapidly changing world.

In developing this strategy, we have talked to many key opinion leaders, external stakeholders, patient groups and partner organisations in health and care. We would like to thank everyone who has played a role in helping us forge this vision for the years ahead. In particular, we extend our thanks to our dedicated and committed staff and independent committee members who continue to be key driving factors behind NICE's success.

This strategy has been created in the midst of a pandemic. A huge global realignment in government and healthcare priorities has occurred as a result, which will continue to have an impact for years to come.

This realignment includes a renewed determination to prioritise our work to reduce those health inequalities that have been highlighted during the pandemic, to work seamlessly across boundaries, to reduce bureaucracy, and to speed up access to the latest and most effective treatments.

Throughout the pandemic we demonstrated that NICE can be agile and responsive while maintaining the rigour and independence for which we are known. We played a critical role in supporting our health and social care partners and we remain keenly aware of how we must continue to assist health and care professionals as they help the health system recover from this unprecedented period.

We have already seen a big shift toward greater collaboration and integration of services. These ambitions, published in the recent government White Paper[1], are set to give integrated care systems a greater role in organising and commissioning local services.

[1]Integration and innovation: working together to improve health and social care for all. Published 11 February 2021.

This will put the emphasis on designing joined-up care around people's needs rather than around organisational silos. This will impact not only how and what NICE is commissioned to do, but also how our guidance recommendations are funded, adopted and implemented.

Add to this the broader context of rapid advancements in healthcare innovation, the significant growth of digital health technologies and the potential being unleashed by artificial intelligence, machine learning and robotics, and you can see the context and challenges that have shaped this strategy.

We are proud to lead NICE and recognise the importance of the responsibility we hold through this strategy to play our part in supporting the health and care system, and supporting a vibrant life sciences sector in the UK. We are committed to ensuring NICE continues to be a world leader, making a significant impact on health and wellbeing across the UK and globally for many years to come.

We look forward to working with our colleagues at NICE and external partners to deliver this strategy.

Sharmila Nebhrajani OBE
Chairman

Professor Gillian Leng CBE
Chief executive

"A renewed determination to prioritise our work to reduce those health inequalities that have been highlighted during the pandemic, to work seamlessly across boundaries, to reduce bureaucracy, and to speed up access to the latest and most effective treatments."

2.
Executive summary

This strategic plan sets out our direction and priorities for the next 5 years. To inform this strategy, we have sought the views of key opinion leaders and carefully considered the systems in which we operate, the audiences and users we serve, and the external environment that we need to anticipate and respond to.

The case for change

The shock of the COVID-19 pandemic changed the UK health and care landscape significantly. The speed at which the crisis gripped our health and care system demanded a new type of response. One that required swiftness and flexibility with constant monitoring of, and reacting to, a changing situation.

NICE rose to the challenge and the pandemic provided a catalyst for the type of change that we already knew we needed to make. The need to embrace innovation by speeding up access to new and effective treatments, practices and technologies. The need to integrate real-world data into our evaluation processes to inform rapid but robust decisions. The need to provide information in dynamic, useable formats that support busy health and care practitioners in their work and encourage shared decision making. The need to work collaboratively and seamlessly with others, particularly to reduce health inequalities.

All of this, together with the broader environment of continuous advances in health and care alongside global and national economic challenges, creates a compelling case for change which our strategic ambitions aim to address.

The new strategic ambition

Our vision over the next 5 years is reflected in 4 key pillars that underpin where we need to focus our transformation efforts:

1. **Rapid, robust, and responsive technology evaluation:** providing independent, world-leading assessments of new treatments at pace, quickening access for patients, and increasing uptake.

2. **Dynamic, living guideline recommendations:** creating and maintaining up-to-date guidance that integrates the latest evidence, practice and technologies in a useful and useable format.

3. **Effective guidance uptake to maximise our impact:** working with our strategic partners to increase the use of our guidance, monitor adoption and measure impact on health outcomes and health inequalities.

4. **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 innovations for patients.

Taking this forward

Although our core purpose is not changing, we will change how we work. Our ambitions mean that we will need to transform key elements of our approach to ensure efficiency and speed while maintaining robust, trusted methods.

The key to much of our delivery will be through partnerships, both enhancing and developing our existing collaborations and forging new ones to expand our skills, capacity and capabilities.

Internally, this strategy will be underpinned by a significant change programme that will enable us to concentrate the right resources and focus to deliver our ambitions at pace, while still maintaining our ongoing obligations.

We have set out a roadmap for delivery over the next 5 years in this document and our early ambitions form part of our detailed business plan for 2021/22.

3.
Introduction

The National Institute for Health and Care Excellence (NICE) was established over 20 years ago. Over that time, our role and remit and the audiences we serve have expanded, and the environment in which we operate has changed significantly. NICE has built a reputation as a world leader in providing robust, independent and trusted advice to the health and care system, and is widely respected as a world-class organisation.

The world around us is changing. New treatments, practices and technologies are emerging at a rapid pace, with real-world data driving a revolution in evidence. Busy health and care professionals need to be able to easily access and use up-to-date information to support their decision making. The public want to know what good care looks like and patients want to be better informed about their choices and more involved in decisions about their care.

In 2020, like other organisations, we had to sharply refocus our efforts to support the system-wide response to the pandemic. We quickly developed a suite of rapid guidelines on treating COVID-19 patients, and worked with partners to identify and accelerate access to promising medicines. This work demonstrated that we can be flexible and fleet of foot, without losing the rigour of our work, and has accelerated our desire for change.

In the short term, supporting the health and care system in its response and recovery from the pandemic will continue to be a major focus of our work.

Looking further ahead, the next decade will be a period of significant and rapid change in the wider environment. If we are to remain a world leader, we need a clear strategic plan that anticipates these changes and responds to the opportunities and challenges they will bring, to ensure that we focus on where we can add the greatest value to the health and care system.

We have spoken to key opinion leaders from across the globe to get their insights on the changing external environment and where our input is needed most. We heard that we need to build on and make best use of our unique strengths and capabilities and, importantly, maintain the independence of our decision making, if we are to maximise the value we add to the system and have the biggest impact on improving people's health and wellbeing.

This is a 5-year strategy designed to ensure we are a valid, valued and vital part of the health and care system of the future. It describes what we believe to be the most important drivers of change and areas for development, and sets out where we will focus our resources and efforts over this period.

However, a key part of our strategy is to be agile, flexible and dynamic so that we can anticipate and meet the challenges and opportunities of a rapidly changing landscape. In this spirit, and to ensure our strategy remains relevant and our resources are focused on the right priorities, we will closely monitor the external context and refresh our strategy to respond to any significant changes.

4.
Who we are and what we do

NICE's core purpose is:

"To improve health and wellbeing by putting science and evidence at the heart of health and care decision making."
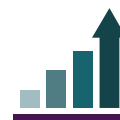
We do this by:

1. Providing independent assessment of a wide range of complex evidence to help commissioners, frontline practitioners, patients, carers, and the public to make better informed decisions. These decisions may be about the care people receive, the safety of new procedures or the use of finite health and care resources.

2. Working with those at the forefront of scientific advances and using our analytical skills, knowledge and expertise to identify, assess and develop timely recommendations on innovations that have a real impact on patients' lives and on the delivery of health and care services, while representing good value for the system.

3. Working with partners across the health and social care system to drive the uptake of effective and cost-effective new treatments and interventions to benefit the population as a whole, and to improve and ensure equity of access to all members of society.
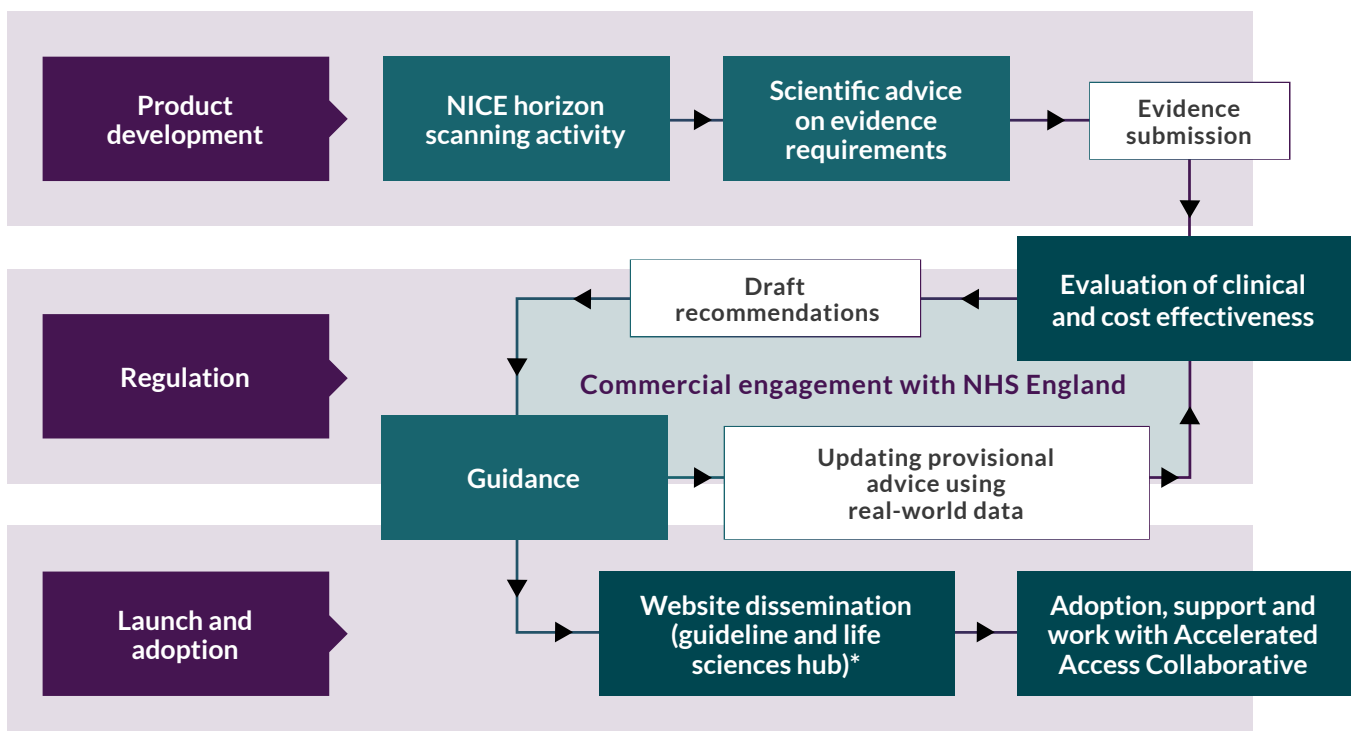
The ecosystems in which we work

Our work spans 3 interlinked ecosystems: life sciences; guidelines and information. These are all linked through the provision of advice on best practice to help ensure the adoption of cost-effective innovation.

Each ecosystem involves working with many partners, including the Medicines and Healthcare products Regulatory Agency (MHRA) as the regulator of medicines and medical devices, and NHS England and NHS Improvement along with the Department of Health and Social Care as our commissioners. Our distinct role is to provide an independent assessment of the value of existing and new treatments and interventions and to ensure frontline professionals, the public and patients have access to the latest treatments, advice and guidance.

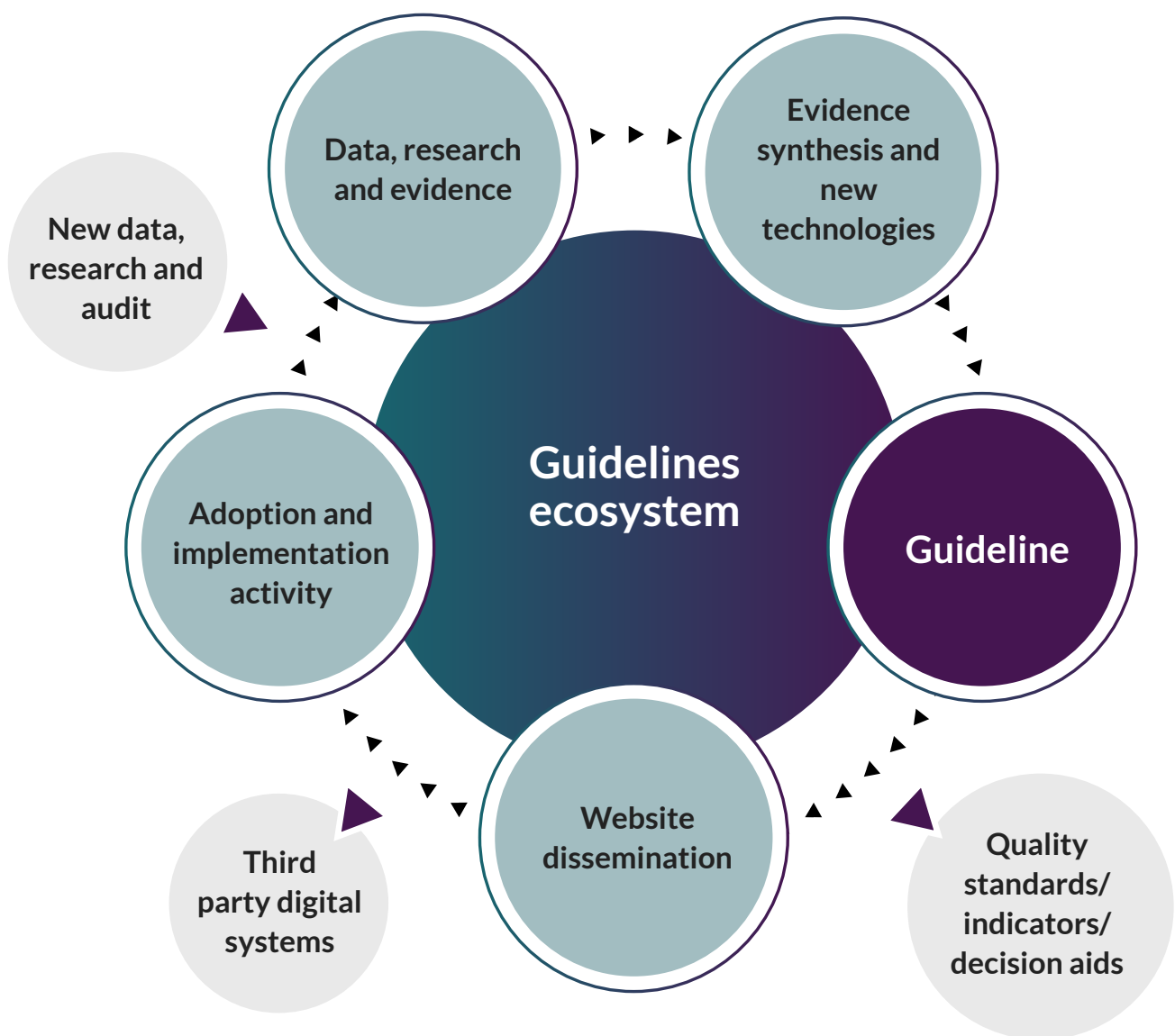## 1   Life sciences ecosystem

Evaluating the clinical and cost effectiveness of technologies to determine funding decisions and assessing new interventional procedures for safety and effectiveness. The health economic lever is a critical one in the innovation pathway that impacts on the commissioning, funding and adoption of new technologies.

*Please note that these resources are currently in development

Guidelines ecosystem

Developing best practice recommendations, advice and quality standards, primarily for frontline practitioners but also for patients to support shared decision making and, increasingly, the shift to more self-care. Our guideline recommendations extend across the whole care pathway and the health, public health and social care sectors. They play a critical role in driving the adoption of best practice and the latest innovations, supported by quality standards and indicators to track improvement. Guidelines also identify research priorities and support commissioners to deprioritise or stop funding interventions that no longer add value.

3 Information ecosystem

Providing a wide range of evidence-based information and advice for use by others to support their work. This includes a critical portfolio of advice, including the British National Formulary, Clinical Knowledge Summaries and the procurement of journals for the NHS.

British National Formulary

Cochrane Library

Information ecosystem

Advice services

Clinical Knowledge Summaries

Procurement of journals and databases for the NHS

Who do we support?

Our purpose is to support better health and wellbeing outcomes. To do this, our work aims to be both useful to, and used by, a number of key audiences that include:

Providers and practitioners

Provider organisations and frontline practitioners in health, public health and social care are a very diverse audience. We want organisations to be able to easily identify and act on recommendations that support improvements in local care pathways and practices. We want individual practitioners to be able to quickly access and use our guidance when they need it and be confident that our recommendations are robust and up to date, enabling them to deliver high quality, safe, effective health and care.
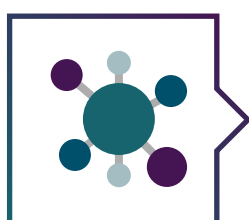
Commissioners

Commissioners of health and care services use our technology assessments, guidance and quality standards to give them clear direction about which technologies and interventions should be funded.

Public and patients

Patients and the public can access and refer to our guidance to inform and support shared decisions with practitioners about their, or their family's, health and wellbeing.

Life sciences industry

The life sciences industry and emerging digital health sector have access to our advice and processes to support the adoption of, and early market access for, promising new technologies in the UK. Together with partner organisations, in particular the MHRA and NHS England and NHS Improvement, we play an important role in supporting the UK's ambition to be a major life sciences destination.

International partners

Through NICE International, we work with foreign governments and other health and care systems to provide advice and support on the development of local technology assessment and guideline programmes. The UK's exit from the European Union and the ongoing global collaboration to tackle COVID-19 offers new opportunities for NICE, alongside our regulatory and life sciences partners, to represent the UK on the global stage.

5.
A changing landscape: the case for change

The external environment has changed significantly since NICE was established. In addition, it is rapidly evolving in the light of the COVID-19 pandemic, the UK's exit from the European Union, the fast-moving digital landscape, and the growing focus on environmental sustainability.

If NICE is to remain relevant and an international leader in its field, and maximise the value it delivers for the system, it needs a strategy that anticipates, recognises, and responds to the changing context and the challenges and opportunities arising.

This section highlights what we anticipate will be the most significant trends and developments. However, we appreciate that the next 5 years will bring further changes that we will monitor closely and factor into our decision making as we implement our strategy.
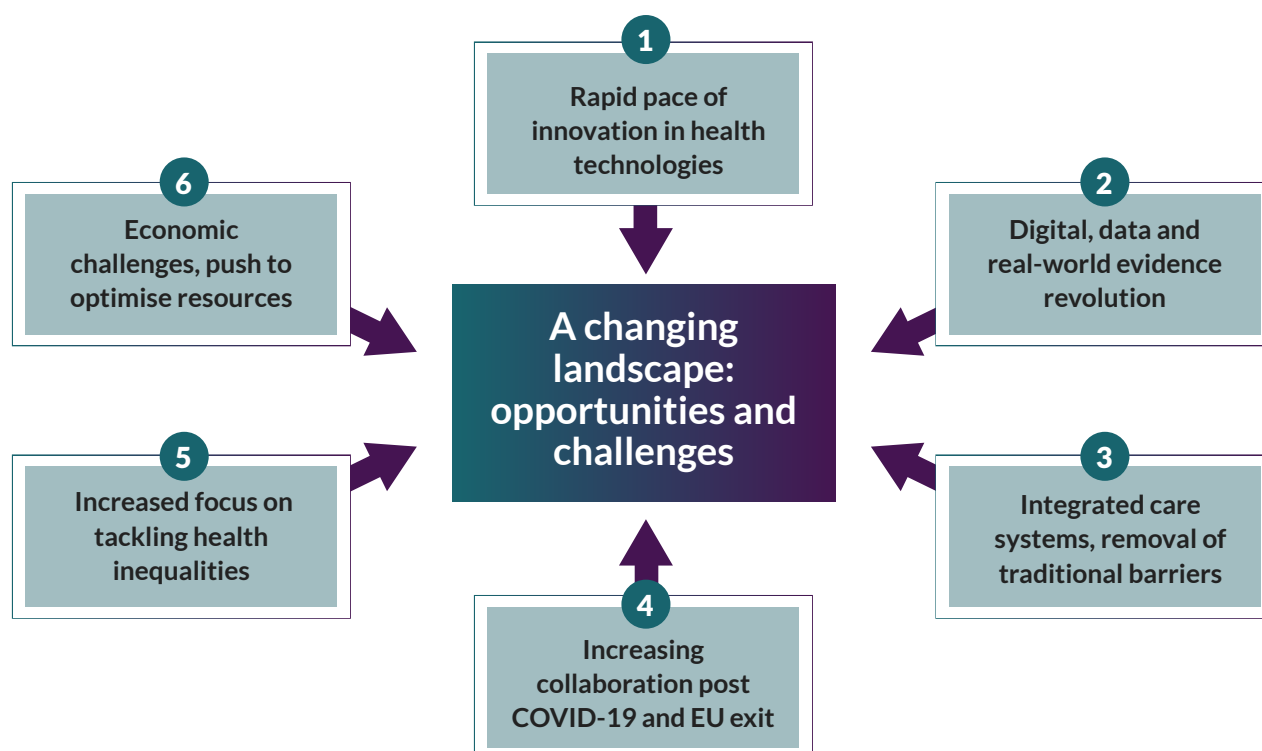
Trends and developments

To inform the development of our strategy, we interviewed key opinion leaders from across the globe. We asked them what the most significant changes will be in the next 5 to 10 years and what specific challenges and opportunities these will present for NICE.

We have identified 6 significant trends in health and care that have shaped our strategic priorities.

Key trends and developments: 2021 to 2026

1 Rapid pace of innovation in health technologies

6 Economic challenges, push to optimise resources

2 Digital, data and real-world evidence revolution

A changing landscape: opportunities and challenges

5 Increased focus on tackling health inequalities

3 Integrated care systems, removal of traditional barriers

4 Increasing collaboration post COVID-19 and EU exit

1 Rapid pace of innovation

We are seeing a rapid development of new technologies, a strong desire to respond to and evaluate these more quickly and a global push to consider their wider environmental impact. These innovations extend beyond drugs and medical devices - areas where NICE has traditionally focused - to include diagnostics, medical technologies, genomics, advanced therapy medicinal products (ATMPs) and digital health. We are also seeing the blurring of boundaries with more 'hybrid' products.

Many of these will challenge normal health technology assessment methods and will require innovative regulation, access and reimbursement models to support their managed entry into the market.

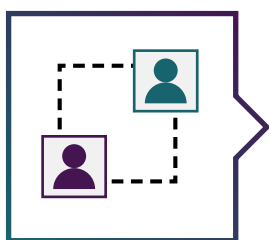We will need to speed up our evaluation pathway and develop cutting-edge methods for emerging technologies that also consider their wider environmental and societal impact. We will need to be more proactive and engage much earlier in the innovation pipeline, working collaboratively with partners to ensure rapid access and develop methods and processes that are agile, fluid and flexible to accommodate new and hybrid products.

2 Digital, data and real-world evidence

The digital, data and real-world evidence revolution has significant implications for NICE. New digital technologies, such as artificial intelligence, and software as a medical device, will provide the opportunity to automate many of our core processes and transform how we work. Fully digitising NICE's content would enable us to simplify, streamline and speed up the production and updating of our guideline recommendations and drive a shift from 'words' to 'data' and to a more modular approach to recommendations.

The meaningful use of real-world data and evidence will play an increasingly important role in healthcare decisions and in measuring the actual impact of those decisions in practice. The ability to link real-world evidence with evidence-based practice will drive a shift from recommendations being produced at a single 'static' point in time to more dynamic, living guidance, and from health technology assessment to health technology management.

3 Integrated care systems

Integration has been a major focus of the health and care system for some time. Over the next 5 years, the creation of integrated care systems (ICSs) will bring significant changes to the way the system is organised and how care is commissioned. The new ICSs will bring together providers, commissioners, local authorities and other local partners to plan, commission and integrate health and social care for their local population, breaking down traditional organisational boundaries. This change will impact not only how and what NICE is commissioned to do, but also how its guidance recommendations are funded, adopted and implemented.

There will be an increased push for integrated guidelines that extend across the health, social care and public health interface. They will need to have a stronger focus on prevention and reducing health inequalities, particularly in key priority areas including the ageing population with increasing co-morbidities and the underlying risk factors driving growth in noncommunicable diseases.

4 Increasing collaboration

NICE is one of many partners that make up the UK health and care system. Even before the COVID-19 pandemic, there had been a shift towards more collaborative system-wide working, driven by a need to optimise resources and organise care around the individual. However, COVID-19 has highlighted the importance of collaborative working to use combined resources and capabilities to benefit people's health and wellbeing.

We have been at the forefront of this collaboration through the production of a suite of rapid guidelines for managing COVID-19 and by working with system partners to identify and accelerate access to promising medicines. We will continue to play a key role in supporting the system in its response and recovery.

Beyond the pandemic, our collaborative work with key partners will continue as we work to ensure the UK remains a destination of choice for the life sciences sector following its exit from the European Union, and as we develop integrated, living guidelines on priority topics across the health, social care and public health interface.

5 Tackling inequalities

The COVID-19 pandemic, with its disproportionate impact on those already disadvantaged in society, has brought the issue of health and wider inequalities into sharp focus. It has created a national imperative for all system partners to work closer together and increase the scale and pace of their efforts to reduce health inequalities and redress socio-economic and regional health variations.

We have an important role to play in reducing health inequalities. We will need to prioritise our efforts on those areas of guidance and appraisal that target specific populations or conditions where there is widest variation in practice or outcomes, and where it can have the greatest impact.

Although health inequalities are already considered in all aspects of our work, the national drive to improve and protect the public's health and reduce health inequalities post-COVID-19 means we will need to enhance the role we play and strengthen our offer.

6 Economic challenges

The next 5 years will be a period of economic challenge and tight fiscal constraints nationally and globally. There is likely to be a shrinking financial envelope for the public sector, with an increasing focus on efficiency, avoiding duplication and on optimising the sharing of evidence reviews, methods and knowledge between national and international bodies. We will need to focus our resources on the high priority areas where we are uniquely placed to add greatest value and have the biggest impact. In addition, we will ensure our organisation works efficiently and optimises opportunities to diversify and grow our income base.

Across the system there will be increased pressure to fund only those interventions that offer the greatest benefits, and to disinvest from low value or ineffective interventions to create the headroom for new innovations. Commissioners will need to make difficult choices about prioritisation, affordability and disinvestment. This will increase the importance of our role to support commissioners by providing clear direction on the technologies that are effective, provide good value for money and should be funded, and those that should not.

Alongside these economic challenges, there will be an increasing public and political focus on environmental issues, and an increasing push for the health and care system to reduce its carbon footprint. We will need to develop our approach to take into consideration the environmental impact, alongside the health economic impact, when undertaking our assessments and developing recommendations.
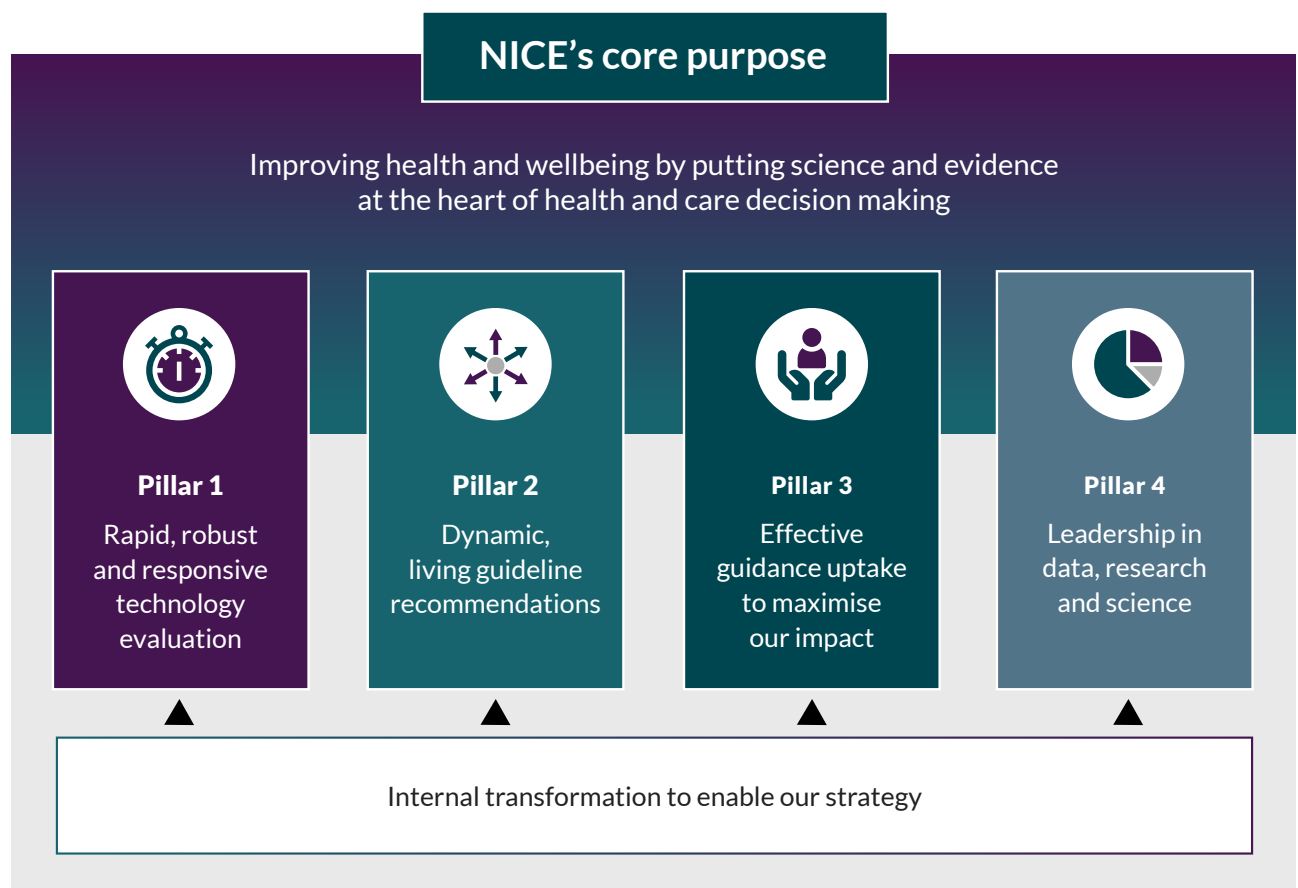
6.
Our strategic ambition

We have considered where NICE should focus its efforts over the next 5 years to have the biggest impact on improving health and wellbeing, and to support the UK's global ambitions in the life sciences sector.

We have identified 4 overarching strategic pillars for the next 5 years that together indicate the major changes we want to make. These 4 pillars do not cover everything NICE does, or will be doing, but they represent the areas where we believe we can have the biggest impact. We will progress delivery of these alongside 'business as usual'.

Overview of our strategy 2021 to 2026

NICE's core purpose

Improving health and wellbeing by putting science and evidence at the heart of health and care decision making

Pillar 1

Rapid, robust and responsive technology evaluation

Pillar 2

Dynamic, living guideline recommendations

Pillar 3

Effective guidance uptake to maximise our impact

Pillar 4

Leadership in data, research and science

Internal transformation to enable our strategy

We have developed a vision for the future where we will:

✔ Be at the forefront of anticipating and rapidly evaluating new and existing technologies to provide independent, world-leading assessments of value for the system and improved access for patients.

✔ Provide dynamic, living guideline recommendations that are useful and useable, rapidly updated, and incorporate the latest evidence and newly-recommended technologies to maximise uptake and access for patients.

✔ Drive the implementation of our guidance, forming key strategic partnerships to ensure it is used, delivers improvements and contributes to reducing inequalities, with measures to routinely track adoption.

✔ Be scientific leaders, driving the research agenda and developing innovative and data-driven methods, using real-world data to resolve issues of uncertainty and improve access to new innovations for patients.

✔ Transform our organisation to ensure we have the infrastructure, skills and capacity to deliver our strategy, leveraging the use of technology to maximise our efficiency and impact.

Strategic pillar 1:

Rapid, robust and responsive technology evaluation

Ambition:

NICE will be at the forefront of anticipating and evaluating existing, new, and emerging technologies to provide independent, world-leading assessments of value for the system, and improved access for patients. We will engage early with companies and health system partners to identify the scientific advances that will have the biggest impact and offer the greatest value to patients and the NHS. This will make it much easier for companies to access and work with us, and will be a key component of our assessment.

We will maintain our robust, rigorous, and trusted approach to assessment. We will build in speed, agility, and flexibility to create a quicker, more responsive approach to evaluate all health technologies including diagnostics, medtech, digital and genomic technologies, and advanced therapy medicinal products (ATMPs) as well as 'hybrid' products.

Key elements of the change

To deliver our ambition we will:

- ✔ Speed up the existing evaluation pathway of new medicines by proactively identifying innovative and cost-effective health technologies, working closely with the MHRA and other partners to ensure rapid access.

- ✔ Develop robust and responsive methods and processes for the rapid evaluation of new and emerging products, including diagnostics, medtech, digital health, genomics, ATMPs and 'hybrid' technologies.

- ✔ Help companies to better understand and engage early in our process by launching a dedicated resource on the NICE website for the life science industries and others interested in our decisions and our work, bringing together all relevant content into one place.

- ✔ Increase access to promising and valuable new technologies by managing uncertainty in the evidence base through specifying data collection requirements alongside ongoing evaluation and inclusion in managed access funds.

- ✔ Ensure all aspects of our approach - product selection, methods and adoption - are aligned to help reduce health inequalities.
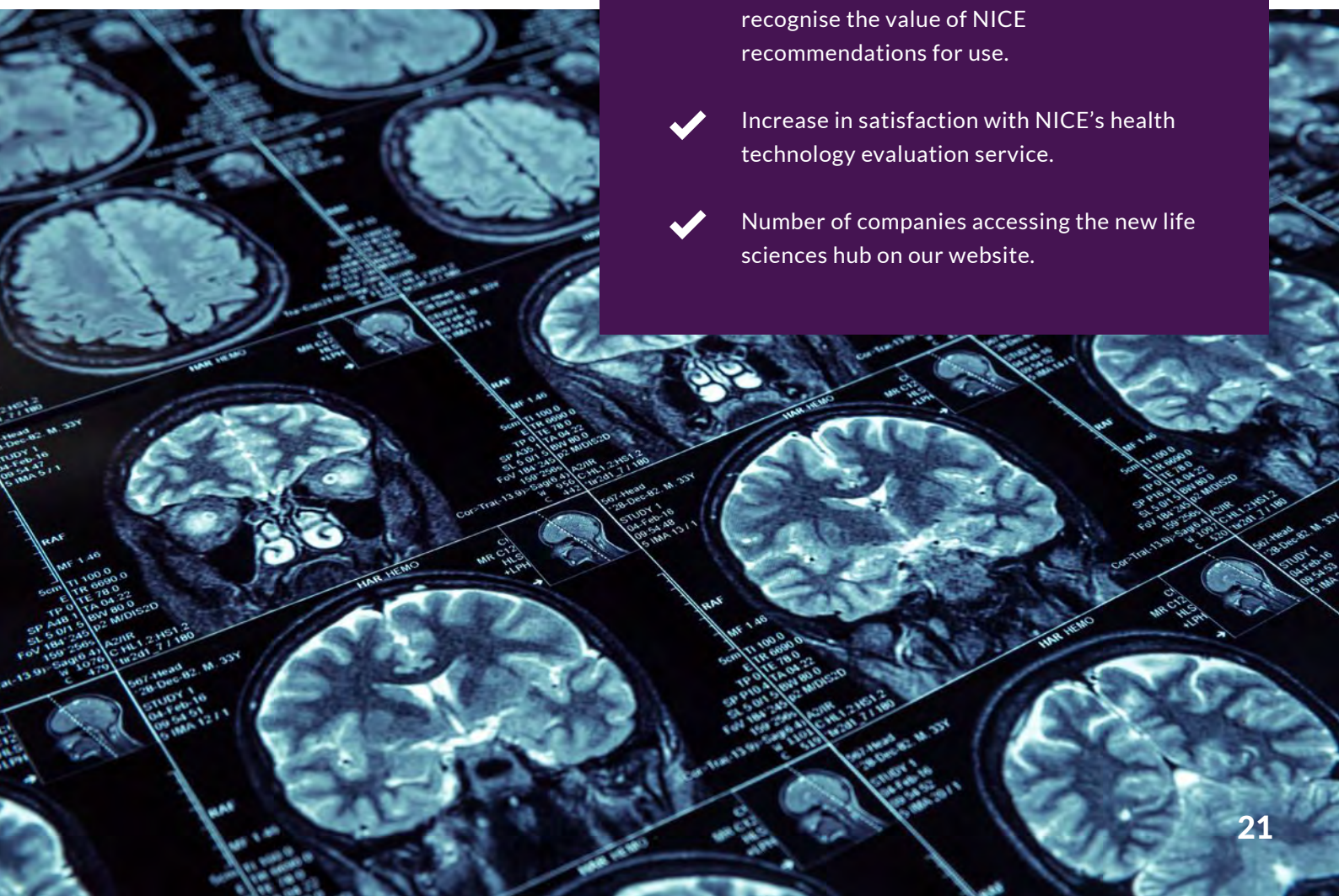
We will know we have succeeded when …

We have accelerated the process for evaluating all health technologies so that NHS patients have earlier access to cost-effective new products.

NICE is seen to be the international leader and 'go-to' organisation for expertise, methods and processes for evaluating existing as well as new and emerging health technologies that challenge normal health technology assessment methods.

How we will monitor and measure success

✔ Increase in proportion of technology assessments undertaken for diagnostic, medtech, digital, genomic, ATMP and 'hybrid' products.

✔ Reduced time taken for existing and new technologies to progress through key evaluation stages of the innovation pathway.

✔ Expanded opportunities for managed access for devices, diagnostics or digital technologies.

✔ Increased opportunities for income generation through health technology evaluation as more diverse companies recognise the value of NICE recommendations for use.

✔ Increase in satisfaction with NICE's health technology evaluation service.

✔ Number of companies accessing the new life sciences hub on our website.

Strategic pillar 2:

Dynamic, living guideline recommendations

Ambition:

NICE will provide dynamic, living guideline recommendations that are useful, useable, and used, and incorporate the latest evidence and newly-recommended technologies to help speed up access for patients. We will move from producing full guidelines to a more modular, living approach of recommendations or clusters of recommendations, enabling rapid updates and a more efficient process.

Guideline recommendations will cover key priority areas, addressing the response to COVID-19 and health inequalities, focusing on the most important questions for patients and frontline professionals and on those areas where our guidance has the potential to be most useful, widely used and have the greatest impact. These will include integrated guideline recommendations that extend across the health, social care and public health interface to support evidence-based practical improvements to people's lives.

Recommendations will be presented in an interactive format to support shared decision making and drive the delivery of high-quality, cost-effective care and the reduction of health inequalities. They will integrate with other elements of NICE's information portfolio, and with NICE-accredited guidelines, to provide a comprehensive suite of evidence-based advice.

Key elements of the change

To deliver our ambition we will:

✔ Produce guidelines that take into account up-to-date evidence and data, and rapidly incorporate information on the relative effectiveness of new technologies, medicines and interventions to inform choice for frontline practitioners as well as for patients, delivering the vision of NICE Connect.

✔ Focus on topic areas that represent key priorities and where we are uniquely and best placed to use our skills to add value, ensuring we maintain the right portfolio with the greatest impact on health and on reducing health inequalities.

✔ Develop a guideline methodology that is quicker, more flexible, that answers the most important questions and uses agile approaches to gathering user feedback so we can be responsive to our audiences.

✔ Adopt an interactive guideline structure that facilitates links to the underpinning evidence and supports shared decision making between patients and professionals.

We will know we have succeeded when ...

NICE guideline recommendations are easy to find and routinely inform care; are interactive and integrated into workflows; are rapidly updated in line with significant shifts in the evidence base ('living') and include advice on technologies newly approved by NICE, ensuring patients have early and equitable access to the most clinically and cost-effective treatments and interventions.

How we will monitor and measure success

✔ Guideline recommendations are easier to find, understand and use.

✔ Increase in guideline recommendations produced in an interactive, digitalised format.

✔ Increase in living, dynamic guideline recommendations on key system priorities.

✔ Faster average time to update guideline recommendations.

Strategic pillar 3:

Effective guidance uptake to maximise our impact

Ambition:

NICE will make change happen by driving the implementation of its recommendations. We will form key strategic partnerships across the health and care system, including with regulators and leading patient advocacy groups, to harness the power of collaboration and encourage guidance uptake by the different audiences we serve, ensuring it responds to and meets their needs.

Our advice will underpin the funding and adoption of new technologies and interventions, and the delivery of safe and effective practice in health and social care. It will increasingly be used by patients to support them in making shared decisions that affect their health and wellbeing. As responsibility for adoption sits with partner organisations, we will work closely with our partners to drive the uptake of our guidance and maximise the value we create for the health and care system. Its uptake will support demonstrable improvements in the public's health and in health and social care outcomes, and will contribute to the national drive to reduce health inequalities.

We will work with partner organisations to gather data and build systems to routinely monitor the uptake and impact of NICE guidance and to measure the value of our work.

Key elements of the change

To deliver our ambition we will:

✔ Drive the adoption of innovative, cost-effective new technologies and practices through building implementation into every aspect of our work, including technology assessment and guideline development as well as identifying new funding approaches to remove barriers to uptake.

✔ Set clear expectations in conjunction with key system partners on the use of NICE guidance, including specific advice on the safety of new interventional procedures.

✔ Explore a partnership to facilitate the development of guidelines in a digital format to encourage uptake and meet the needs of differing audiences.

✔ Develop partnerships with organisations across the health and social care system, including regulators and patient groups, that can support our implementation objectives, building a constant feedback loop that enables us to engage, listen and act on what we have heard.

✔ Work with partner organisations to improve routine data collection about the uptake and impact of NICE guidance and to measure the value it creates for the system.

We will know we have succeeded when ...

Our guidance is embedded into the regulation, monitoring and quality improvement frameworks of key strategic health and care partners.

Our products are the guidance of choice for decision support systems and patient advocacy groups.

We have the data and systems in place to be able to: see our guidance is being used; monitor the impact it has had on health and inequalities; and measure the value it has added.

How we will monitor and measure success

- ✔ Number of decision-making systems NICE guidelines are embedded in.

- ✔ Increasing the surveillance of guidance uptake, drawing on routinely collected NHS data and national audits.

- ✔ Producing data on the uptake of NICE guidance recommendations.

- ✔ Measure awareness of NICE's role and its guidance among target audiences.

Leadership in data, research, and science

Ambition:

We will be scientific leaders driving the research agenda across health and social care, and thought leaders at the forefront of developing innovative approaches to using real-world data and data analytics to inform all aspects of our work. This will support our ambition to be at the forefront of anticipating and rapidly evaluating new and emerging technologies to provide world-leading assessments of value for the system and improved access for patients.

We will consider how environmental impact and wider societal values should be reflected in our advice and explore new ways of understanding and using patient and public opinion. We will evolve from being largely a user of research to driving the research agenda to ensure gaps we identify in the evidence base are funded and addressed.

We will provide better and easier access to our underpinning evidence reviews and economic analyses to ensure they have the greatest impact.

Key elements of the change

To deliver our ambition we will:

- ✔ Develop world-leading capabilities and standards for routinely using real-world data to inform all aspects of our work, by working with partner organisations.

- ✔ Drive the future research agenda and funding priorities through new collaborations with academia, government and industry, addressing those issues of most relevance to NICE methods and patient care.

- ✔ Explore new ways of engaging and using patient and public opinion to inform the evidence base for guidance development.

- ✔ Ensure our underpinning evidence reviews and economic analyses have the greatest impact and maximise their value to the system by promoting access.

- ✔ Lead globally on the potential to include environmental impact data in our guidance to reduce the carbon footprint of health and care.

We will know we have succeeded when …

We have developed the in-house expertise and partnerships that enable us to identify tractable research questions and routinely use real-world data and evidence to inform our decisions.

We are widely recognised by our peers as being a global leader in: patient and public engagement; promoting access to our underpinning reviews and analyses; our approach to considering environmental impact.

How we will monitor and measure success

✔ Research funding directed towards the research gaps we highlight.

✔ Number of citations of NICE evidence reviews and economic analyses.

✔ Proportion of our guidelines and recommendations that are informed by real-world data.

✔ Monitoring the engagement of patients and public in our work.

7.
How we will develop as an organisation

NICE has established a world-class reputation and is widely respected as a leader in evidence assessment. Over the next 5 years, the fundamental role of NICE will not change. However, we will need to transform elements of our culture, structure and how we work if we are to successfully deliver our strategic ambitions and remain valid, valued and vital. As a result, NICE in 2026 will be a very different organisation than it is today.

Building upon the ambition of the NICE Connect programme, we will transform our organisation with effective and efficient internal processes using digital tools and technology to support a flexible and inclusive workforce. We will diversify our revenue streams and maximise our efficiency to ensure we are sustainable for the future. We will communicate and engage effectively with both our staff and external stakeholders.

Ambition:

To strive for excellence, with an efficient and effective organisation that delivers our strategy.

We will foster a modern and inclusive culture, aligned to our values, so that NICE is a great place to work and delivers our strategic ambitions.

We will develop and strengthen our independent advisory committees to attract a diverse membership that represents the viewpoints and experiences of people using health and social care services. We will modernise our committees' working practices by using technology and standardised processes to ensure their vital work is delivered in the most effective and efficient way.

We will embrace technology across NICE to drive efficiency, informed decision making and provide a better experience for our people and users.

We will actively communicate and enhance our strategic engagement to support purposeful collaboration and feedback with partners, stakeholders and key opinion leaders.

We will ensure we are a sustainable organisation that lives within its means and can invest in its future.

Key elements of the change

To deliver our ambition we will:

- ✔ Design and resource our organisation so that it is the most effective it can be to support our staff, stakeholders and guidance users in a flexible and agile manner.

- ✔ Enhance our digital, analytical and data management capabilities to enable us to use a wider range of data in our work.

- ✔ Attract, develop, retain, and celebrate diverse, highly motivated and talented employees.

- ✔ Develop our team to foster a positive, inclusive culture in which people are empowered and performance can flourish.

- ✔ Create diverse committees with membership representative of our population.

- ✔ Invest in outstanding digital, information management and technology services that are interoperable with partner systems and that will harness artificial intelligence and machine learning.

- ✔ Innovate to drive effectiveness - streamlining and integrating our end-to-end processes, digitising, and automating where valuable.

✔ Make our advice and guidance more accessible through the use of technology, to improve the experience for our users and so they can more easily engage with us.

✔ Deliver a multichannel programme of coordinated communications and engagement activities to help us listen to, engage with, influence, and inform our guidance users and stakeholders about NICE's work.

✔ Apply strategic communications and marketing approaches to help deliver our corporate priorities, working with key opinion leaders, particularly in the digital health sector, life sciences industry, and internationally.

✔ Scale our engagement to achieve best outcomes, based on a shared understanding of our partners' priorities.

✔ Establish a coordinated and consistent approach to managing stakeholder engagement and sharing information to maximise our opportunities for system-wide working.

✔ Establish a business development function to identify and secure new sources of income, and to help us respond to new opportunities to enhance our impact.

✔ Embed a continuous improvement approach to drive transformational savings to enable us to invest in the future and ensure our sustainability.

✔ Strengthen our strategy and transformation unit to plan, oversee and coordinate the implementation of our new strategy.

We will know we have succeeded when ...

Our brand and reputation remain strong and we are thought leaders in what we do.

We have a flexible, diverse, motivated, empowered and continuously-developing workforce. They work with efficient and effective business processes supported by appropriate digital tools and technology to deliver NICE services that reflect the needs of our users in a financially sustainable manner.

Our digital infrastructure, website and management of data and information provides our internal and external users with an improved experience in the ways that they interact with NICE and our services.

How we will monitor and measure success

✔ Increased efficiency of our business processes and activities.

✔ Improving measures of staff satisfaction, including staff engagement and empowerment.

✔ Enhanced feedback from our users and stakeholders including insight gathered through website analytics, social media reach and engagement and qualitative and quantitative audience research.

✔ Our budgets reflect a higher income to grant-in-aid ratio.

✔ Implementation of a new integrated dashboard and performance management framework to enable our board, staff and key stakeholders to monitor our progress.

8.
Next steps

We will implement this plan over the next 5 years by embedding it into our corporate planning, governance, and performance management frameworks, starting with our annual business plan for 2021/22. This will involve close collaboration with external partners, commissioners and staff, all of whom will have an important role to play in its delivery.

We will monitor and track our progress on delivering our strategic ambitions through a new integrated performance framework which will include the measures described in sections 5 and 6. This will be reported to, and discussed with, our board on a routine basis and a summary update included in our annual report.

Partnerships and collaboration will be essential ingredients for successful implementation of our strategy. We have excellent relationships with partners across the health and care system in the UK as well as internationally. We will build on these relationships to work more closely and collaboratively, with a focus on those strategic priorities where our collective resources and capabilities are critical to the successful delivery of both our ambitions and those of our partners.

We have developed a strategic roadmap for the next 5 years which sets out the key deliverables and milestones. Our business plan for 2021/22 sets out the early priorities for delivering our strategic ambitions.

This strategy is a living document that we will use to shape NICE's future direction and inform key decisions around how we prioritise the use of our resources. To enable us to remain agile and flexible, we will actively monitor changes in national and global health and care, and refresh our strategy, as needed, to ensure it remains relevant, valid and responsive.

High-level strategic roadmap: 2021 to 2026

Pillar 1
Rapid, robust and responsive technology evaluation

Implement revised NICE process and methods manual for technologies with the Innovative Licensing and Access Pathway and Innovative Medicines Fund arrangements.

Launch new Office for Digital Health.

Develop beta version of the life sciences hub.

Develop targeted processes and methods for cell and gene therapies, artificial intelligence and genomics.

Build on joint working with national and international health technology assessment (HTA) bodies.

Develop managed access pathways for medical technologies (including digital).

Improve rapid access to new technologies, aiming for an equivalent approach for medical devices, diagnostics and digital technologies.

Realise a new, dynamic approach to health technology evaluation and management, fully aligned with living guidelines and data analytics.

Pillar 2
Dynamic, living guideline recommendations

Identify and adopt selected guidance authoring tool.

Produce selected guidelines in new interactive format.

Establish cross-agency panel on priority topics.

Incorporate HTAs into practice recommendations.

Present recommendations in interactive format.

Establish advisory committees for all key topic suites.

Publish consolidated portfolio of high priority recommendations that are rapidly updated, interactive and easy to access.

Publish integrated guidelines on key topics.

Pillar 3
Effective guidance uptake to maximise our impact

Develop new implementation strategy.

Set out patient safety role.

Explore a partnership to improve access to guidelines.

Embed NICE guidance in partners' regulation, monitoring and improvement frameworks.

Build links with academic units to be at forefront of implementation science and support evaluation.

Embed NICE guidance in decision support systems.

Ensure fully automated monitoring of guidance compliance, impact and value.

Pillar 4
Leadership in data, research and science

Establish research and data partnerships.

Establish "NICE Listens" programme.

Explore options for citable publications platform.

Develop real-world data methods and standards programme.

Develop approach to considering environmental impact.

Publish evidence reviews and economic analyses.

Develop position as a thought leader and research active organisation in HTA methods and guidelines, including environmental impact.

Consolidate role as a global leader in patient and public engagement.

2021 ▶▶▶▶▶▶ 2022 ▶▶▶▶▶▶ 2023 ▶▶▶▶▶▶ 2024 ▶▶▶▶▶▶ 2025 ▶▶▶▶▶▶ 2026

Appendix:
NICE's formal role and remit

NICE is an independent non-departmental government body with its statutory role and responsibilities set out in 2 key documents:

- The Health and Social Care Act 2012 (part 8)[2] which established NICE as a non-departmental public health body and set out its general duties and functions; and
- The National Institute for Health and Care Excellence (Constitution and Functions) and the Health and Social Care Information Centre (Functions) Regulations 2013.[3]
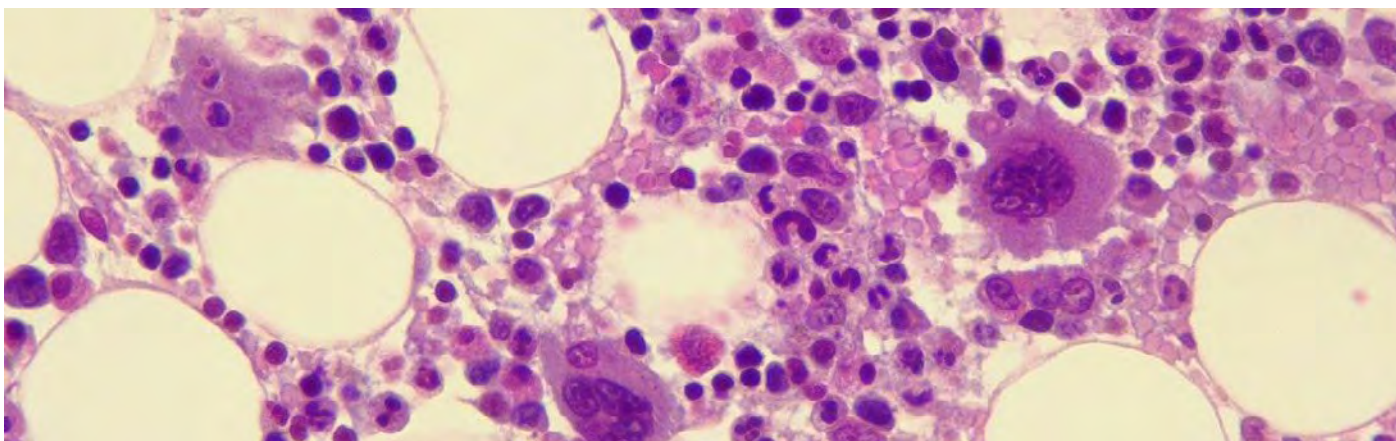
    Under these regulations NICE may:

    o give advice, guidance, quality standards or provide information or make recommendations on matters relating to the provision of NHS services, public health services or social care in England
    o deliver education, training and development on evidence-based therapeutics and medicines management to healthcare professionals
    o provide advisory services to devolved administrations and pharmaceutical companies.

The advice NICE produces can be given to the secretary of state or disseminated to the NHS, local authorities, or other organisations in the public, private, voluntary or community sectors in England.

    In exercising these functions NICE must have regard to:

    o the broad balance between the benefits and costs of the provision of health services or social care, highlighting the important role it plays in assessing and ensuring the cost, as well as the clinical, effectiveness of treatments or interventions
    o the degree of need for health or social care and
    o the desirability of promoting innovation.

2. https://www.legislation.gov.uk/ukpga/2012/7/part/8/enacted

3. https://www.legislation.gov.uk/uksi/2013/259/part/2/made

nice.org.uk/strategy