



CONFIDENTIAL ROLE SPECIFICATION

The National Institute for Health and Care Excellence

Director of Implementation and Partnerships

NICE National Institute for
Health and Care Excellence

May 2022

Executive Search
and Talent Management

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JOB SPECIFICATION

Position:	Director of Implementation and Partnerships
Company:	National Institute for Health and Care Excellence (NICE)
Location:	London or Manchester
Reporting Relationship:	Chief Executive
Website:	https://www.nice.org.uk/

BACKGROUND

The National Institute for Health and Care Excellence (NICE) was established more than 20 years ago as an independent non-departmental government body with the goal of revolutionising (and therefore democratising) the allocation of healthcare resources. In other words, the organisation exists “to improve health and well-being by putting science and evidence at the heart of health and care decision-making”.

NICE aims to achieve its goal through three core activities:

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

The organisation spans three, inevitably interlinked, ecosystems through which its work can have the most impact:

- 1) **Life Sciences:** where NICE evaluates the clinical and cost effectiveness of new products, therapies and interventions;
- 2) **Guidelines:** where NICE develops best practice recommendations, advice and quality standards that help practitioners deliver the best care across health and social care pathways;
- 3) **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.

NICE has had a remarkable journey since its foundation in 1999. Today, the organisation has a stellar reputation as a global leader in the provision of robust, independent, and trusted advice to health and care systems.

NEW TRENDS, TECHNOLOGY & THE IMPACT OF COVID-19

However, now more than ever, the environment which NICE operates within is subject to rapid change. New treatments, practices and technologies are emerging at pace: from digital health to artificial intelligence and machine learning products; from genomic screening to increasingly personalised therapies; and the revolution in evidence driven by the traditional Randomised Control Trials data sets being expanded by real-world data. Given the uplift in interest in health and wellbeing from investors



and academics alike, these trends are expected to continue to intensify over the next few decades.

Within this ever-shifting landscape, health and care professionals need to be able to access and use up-to-date information to support their decision-making – not only to provide the best care possible, but also to meet the expectations of their patients, who increasingly want to be better informed about their choices and to be more involved in the decisions made about their care. It is therefore crucial for NICE to completely re-think its role in the healthcare ecosystem as it embarks on the next phase of its evolution. Rather than striving to keep up with changes to medicine as they occur, the Institute must equip itself to pro-actively anticipate, recognise, and respond to the challenges and opportunities arising from new technological and scientific advancements with an accelerated sense of pace and dynamism.

It goes without saying that the pandemic – and the impact that it will have for years to come – has had a huge impact on the situation, serving to catalyse a global realignment in government and healthcare priorities. This realignment includes a renewed determination to reduce the health inequalities which have been particularly highlighted during Covid-19. NICE therefore needs to adapt to work seamlessly across boundaries, reducing bureaucracy and hastening the speed of access to the latest, most effective treatments – much in the same way that it did during the initial waves of the pandemic, when the Institute’s quick mobilisation and effective partnerships across government, the NHS and industry were crucial in the UK’s adoption of evidence-based Covid-19 guidelines and the rapid approval and repurposing of medicines to deliver better outcomes for patients.

Of course, NICE is not alone in recognising the need for a more collaborative and partnerships-led approach to health and social care. As published in the recent government White Paper, there has already been a big shift within the NHS towards greater collaboration and integration of health services – such as giving integrated care systems (ICSs) a greater role in organising and commissioning local services. NICE’s future strategy taps into many of these same themes, as outlined below.

NICE’S FIVE-YEAR STRATEGY

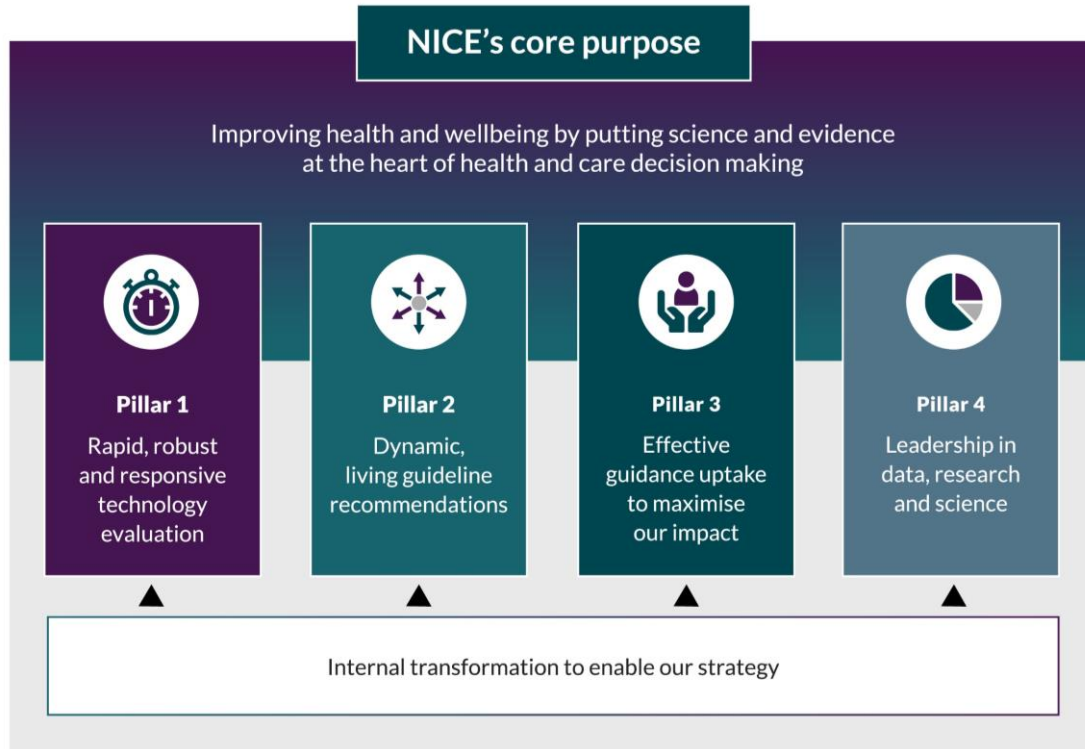
In April 2021, NICE launched a new five-year strategy – summary video available to watch [here](#) – which was described by Lord Bethell of Romford (Minister for Innovation, DHSC) during the launch event as “a clear, compelling and ambitious blue print for the future”. A recording of the virtual launch event is available [here](#) for more information.

NICE’s vision for the next five years aims to ensure that the organisation is as important in the future as it is today. The strategy is reflected in the four key pillars below, which set out where the organisation needs to focus its 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 usable format;
3. **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;
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 innovation for patients.



To match this new strategy, a significant yet thoughtful programme of transformation is needed to help NICE evolve the way it works as an organisation, without jeopardising the quality and the authority of its work, both within the UK and further afield.

THE OPPORTUNITY

NICE is therefore seeking to appoint a Director of Implementation and Partnerships (I&P) to lead on the collaboration with key stakeholders across health and social care (including the ICSs, NHSE/I, ADAS, CQC, regions, and key third sector and private sector partners) in order to ensure NICE's guidelines and appraisals can be implemented across the health and care system. By acting as a conduit for information flow between the Institute and external health and social care organisations, the Director of I&P will play a vital and high-profile role in equipping NICE's guidance producing teams to consider implementation challenges throughout the advice-generation process, from topic selection through to uptake post-publication.

Reporting to the Chief Executive (Dr. Sam Roberts) as a member of NICE's Executive Team and an attendee at the Board, the Director of I&P has a broad role to play in the development and presentation of NICE's guidance and the development of strategy and policy. Through strength in relationship-building, communication skills, and an ability to make connections across an ever-shifting health and care landscape, the role holder will work across national, international, regional, and local health and care systems, focusing on ensuring that NICE guidance is useful to (and used by) health and care professionals in order to maximise outcomes for patients, people and communities.

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Supported by two Programme Directors, the Head of the Public Involvement Programme, and a wider team of 65, the Director of I&P is fundamentally responsible for:

- Delivering engagement at a national level as well as regional and local level;
- Working with partners on specific priorities for health and care;
- Measuring the adoption and impact of NICE guidance;
- Providing feedback to the guidance development teams so that NICE does the right work at the right time;
- Supporting the involvement of patients and the public in all the organisation's work.

In order to fulfil these goals, the Director of I&P will need to focus on understanding key priorities for NICE's work, across the health and care system and preparing the system to support the implementation of NICE guidance.

KEY ACCOUNTABILITIES

The Director of Implementation and Partnerships will specifically be accountable for:

Strategic engagement and partnerships

- Lead the planning, prioritisation, and co-ordination of a programme of strategic engagement and partnerships, working with executive colleagues to support the development of NICE's national and international business and the implementation of its recommendations;
- Translate stakeholder needs into focus areas for NICE's advice (e.g. technology appraisals and guidelines) to ensure the Institute has the greatest possible impact;
- Agree ways of working with external partners to support and facilitate the implementation of NICE's recommendations;
- Lead a programme of regular engagement with executive colleagues to raise awareness among key stakeholders of NICE's work and gather feedback alongside the Communications and Audience Insight teams. This may include routes such as high-profile scientific networks and journals, conferences and meetings;
- Work with system partners (including policy makers, health and care providers, and the voluntary and community sector) to ensure conditions for the implementation of NICE's advice are optimised. This may include influencing factors such as workforce, training, measurement, incentives as well as the quality landscape;
- Lead the field team to manage and influence the adoption of NICE's recommendations in ICSs, ensuring that intelligence from local systems influences NICE's work as appropriate.

Sector expertise

- Lead the Implementation and Partnerships team to deliver sector expertise on public involvement, public health (including health inequalities) and social care;
- Own the strategic aspects of NICE's public involvement programme and oversee links with external patient organisations to support NICE's work.



Impact assessment

- Lead work with colleagues in the Science Evidence and Analytics directorate to understand the uptake and impact of NICE recommendations across the health and care system;
- Provide updates to demonstrate where NICE is making a difference, and where additional change is required to increase the Institute's impact;
- Collaborate with colleagues in Medicines and MedTech evaluation and in Guidelines and Standards to maximise the impact of NICE's advice by understanding system needs and optimising the conditions for implementation;
- Work closely with the Health Quality Improvement Partnership and other relevant data collection initiatives to ensure that the national audits provide information about the impact of NICE's guidance, including on healthcare inequalities.

Wider corporate activity

- Contribute to the development of NICE's strategy and policy as a member of the Senior Executive Team and at the Board;
- Ensure that budgets for which the post-holder has delegated responsibility are managed in accordance with standing orders and standing financial instructions to ensure value for money;
- Establish and maintain effective communication with accountable staff to ensure all are motivated and encouraged to deliver on their full potential and have the opportunity for a meaningful assessment of their work through agreed annually reviewed objectives;
- Collaborate closely with Director colleagues to support wider external engagement, embedding a culture of innovation across the whole organisation;
- Participate in NICE's programme of speaking engagements nationally and internationally as well as with the engagement programme led by NICE International.

SKILLS AND EXPERIENCES

The ideal candidate for the role of Director of Implementation and Partnerships will possess the following skills and past experience:

- Extensive knowledge and experience of the UK health, social care and public health ecosystems;
- A track record of building credibility and strong relationships with a diverse range of very senior stakeholders in government, health and care;
- The ability and aptitude to navigate the complex structures, political and economic environments, and industrial contexts which NICE exists within, and thereby ensure appropriate representation of the Institute and its strategic direction;
- Excellent communication and influencing skills, in an area of work with high impact and complexity;
- Demonstrable ability to inspire, coach and motivate staff, harnessing the strengths and talents of employees in delivering against challenging expectations – particularly in the context of change and transformation;
- An understanding of innovation and how new processes, treatments, products and services are developed and adopted, and how NICE can smooth and accelerate that process in a safe and appropriately pacy way;
- The drive, desire and resilience to work in partnership towards clear objectives across complex stakeholders and systems, and an entrepreneurial drive for positive, enduring, impact.



PERSON PROFILE

The ideal candidate for the role of Director of Implementation and Partnerships will possess the following personal characteristics:

- A partnership-oriented strategist and collaborator with high levels of emotional intelligence and influencing capabilities;
- High levels of personal credibility and a track record of successfully engaging with and influencing external partners;
- Values-led, with high levels of integrity and the ability to influence across the health and care system;
- People-focused, with the ability and appetite to lead, galvanise and develop highly skilled teams through periods of change and transformation;
- The ability to build effective and successful working relationships, both within an organisation and externally – whether at a national, international, regional or local level;
- The personal and professional resilience to lead through a period of significant organisational change in a high-profile national institution, conducting important work;
- A keen understanding of the political context in which NICE operates and an affinity with the Institute's values;
- Comfort with public speaking and strong written communication skills.

SALARY, BENEFITS & WORKING PATTERN

Please note that this is a full-time position and may be based in either London or Manchester, where NICE has offices. The Director of Implementation and Partnerships will receive a competitive salary with an upper limit of £131,300 and will have membership to the NHS Superannuation Pension Scheme. The role holder will also be entitled to 30 days per annum of annual leave, plus eight bank holidays per annum.

THE SELECTION PROCESS AND HOW TO APPLY

The MBS Group (MBS) has been retained to support this appointment which will be made by the Board of NICE. 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 Chief Executive, Dr. Sam Roberts.

To apply, please submit your application via email with the subject line “Application for the role of Director of Implementation and Partnerships” to nice@thembsgroup.co.uk by noon on Monday 13th June. Your application should consist of:

- A short covering letter of no more than two A4 sized pages explaining why this appointment interests you and how you meet the appointment criteria and competencies as detailed in the candidate information pack;
- 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;
- A completed Equality Monitoring Form (EMF), which is available in Appendix I of this document. NICE is committed to achieving a workforce that reflects the society it serves, at all levels of seniority. All applicants are therefore invited to complete this form to assist NICE with monitoring its commitment to equality and diversity within its recruitment processes. All



information collected in the EMF is reported anonymously and will not be disclosed to anyone involved in assessing your application.

If your application is progressed after the Longlist meeting in mid-June, you will be invited to attend an hour-long, competency-based interview with the MBS team ahead of a Shortlist meeting, where a small number of candidates will be chosen to appear before the selection panel. The panel will consist of Dr. Sam Roberts (Chief Executive), Dame Elaine Ingelsby (Non-executive Director at NICE) and an external expert of significant stature.

If you would like to discuss the opportunity in more detail prior to making an application, please contact tori.birkenshaw@thembsgroup.co.uk to arrange a call with a member of the MBS team.

THE MBS GROUP CONTACTS

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APPENDIX I: EQUALITY MONITORING FORM

Personal Details

Title:	
Forename:	
Surname:	
Full Name:	
Date of Birth:	
Gender:	

Equality Monitoring

Marital Status:	
Sexual Orientation:	
Ethnic Origin:	
Religious Belief:	
Do you regard yourself as having a Disability (Yes/No):	
Disability Categories:	

Declaration

I confirm that the above information is correct (Yes/No):	
Full Name:	
Date (dd/mm/yyyy):	



APPENDIX II: FURTHER INFORMATION

Equality and Diversity

All NICE employees must have respect for every individual, treating everyone with dignity, courtesy, fairness and consideration, and welcoming and accepting differences between people. It is the responsibility of every employee to work towards the elimination of all discrimination and prejudice.

Health and Safety

All NICE employees have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. Employees are required to co-operate with management to enable NICE to meet its own legal duties.

Governance

All NICE employees are responsible for making themselves fully aware of and committed to all NICE Policies, Procedures and Initiatives relating their employment at the work that they undertake.