



CONFIDENTIAL ROLE SPECIFICATION

The National Institute for Health and Care Excellence

Chief Medical Officer

NICE National Institute for
Health and Care Excellence

September 2022

Executive Search
and Talent Management

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JOB SPECIFICATION

Position: Chief Medical Officer
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.

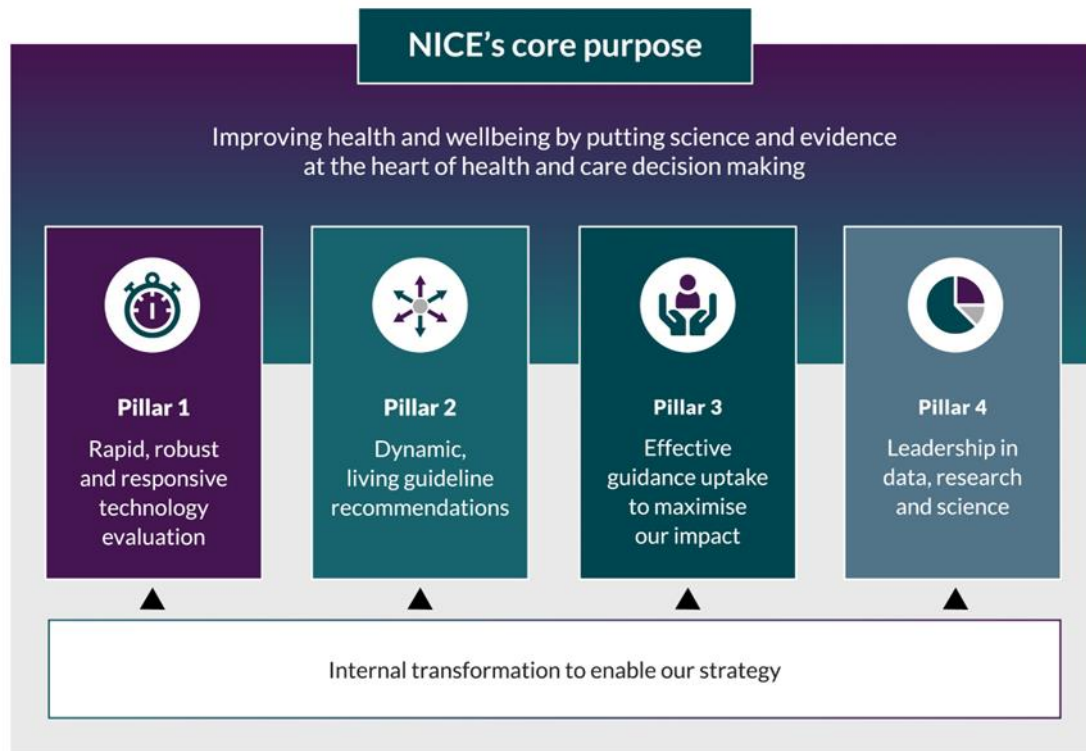
Of course, NICE is not alone in recognising the need for a more collaborative and partnerships-led approach to health and social care. As published in the recent government White Paper, there has already been a big shift within the NHS towards greater collaboration and integration of health services – 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: <https://www.nice.org.uk/about/who-we-are/corporate-publications/the-nice-strategy-2021-to-2026>. This 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 for more information here: <https://www.youtube.com/watch?v=ft69BOrmTOo>.

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;



- 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

With this transformation underway, NICE's Chief Medical Officer (CMO) has a critical strategic leadership role, as the senior clinical leader and advisor on the Board and executive team. NICE is looking for a respected national clinical leader who will bring a strong future-focus, ideas and imagination, while appreciating the Institute's history and achievements to date. By providing visible medical leadership, the CMO will play a vital and high-profile role in the pursuit of NICE's five-year strategy to initiate and sustain a wholesale transformation of the way in which it works, and its guidelines are used by clinicians and the public – ultimately creating a future in which the translation of scientific and technological innovation into health and care is hastened and democratised across the health and care system.

Reporting to the Chief Executive, Dr. Sam Roberts, the CMO has a critical internal leadership role for NICE's clinicians and across the whole organisation. They will be the executive lead for horizon scanning and topic selection, identifying key changes in the evidence base, innovations and emerging approaches, and potential improvements in care across a broad range of clinical disciplines to ensure that NICE's advice is focused towards areas which have the greatest impact. External horizon scanning



through relationships with clinical leaders, research charities and universities will be supplemented by close working relationships within NICE, particularly with the surveillance team, topic selection teams

and independent committees. Based on these priority areas, the CMO will co-ordinate topic selection across the guideline and appraisal programmes, working with the Directors of Guidelines and Technology Appraisal Programmes to ensure our advice is focused on the areas of greatest impact. They will also work closely with the team of clinical advisors to support the delivery of NICE's programmes of work, and provide advice and leadership on challenging medical and care issues.

As the Board's senior professional advisor, the CMO will represent NICE across the health and care system, including with the National Quality Board and the Medical Advisory Group. The role holder will also establish and lead on the Institute's relationships with key stakeholder and academic groups, including professional societies and Royal Colleges, clinical leaders within NHS England and Improvement (NHSE/I), the General Medical Council (GMC) and other bodies responsible for the medical curriculum. Through their clinical experience, professional gravitas, relationship-building and communication skills, the CMO will influence the uptake of NICE guidance across national, international, regional and local health and care systems.

For more information about the opportunity ahead for NICE, the transformation programme, and NICE's leadership, please see "An introduction to NICE with Sharmila Nebhrajani (Chair) and Dr. Sam Roberts (Chief Executive), in conversation with Hatty Cadman of The MBS Group", available here: <https://mbsgrp.co/introtoNICE>

KEY ACCOUNTABILITIES

The Chief Medical Officer will specifically be accountable for:

Medical leadership

- Attend the NICE Board and act as the senior professional medical advisor to the Board and Executive Team;
- As the most senior medical leader, play a key role in ensuring NICE delivers on its objectives to achieve the highest possible standards of patient care, and support the organisation's ongoing transformation, ensuring patients and clinicians are able to access innovations that support their health, recovery and wellbeing safely and at an appropriate pace;
- Lead external engagement with relevant bodies (including the DHSC, NHSE/I clinical leaders, CQC, HEE, UKHSA, Medical Colleges, Social Care leaders, and other professional organisations) and engage with senior medical colleagues in other national organisations to represent the value of NICE's work in line with national priorities;
- Represent NICE in the media, upholding and communicating the Institute's vision and values to the UK press as well as on an international level;
- Provide high level and visionary leadership to the NICE medical Consultant workforce, and internal dual reporting leadership, ensuring NICE's clinical colleagues are enabled to thrive in their work with the organisation, and to develop professionally;
- Lead and inspire the CMO's team and the wider clinical community across NICE and, in conjunction with the Chief People Officer, ensure there is a proactive succession plan in place for senior clinical leadership roles;
- As the Responsible Officer (RO) for the revalidation of the clinical workforce, be accountable, through their team, for NICE's revalidation function and for clinical governance and the role of Caldicott Guardian, ensuring the highest levels of quality, confidentiality and security are observed;
- Provide exemplary leadership to the development or sourcing of academic and clinical research activities on behalf of NICE.



Horizon scanning and co-ordinating topic selection

- Develop a strategic view on key trends in health and care in the next five to ten years and how these could impact the health and care system and NICE's role within it;
- Identify key innovations likely to significantly impact health and care over the next two to five years, through external relationships, the co-ordination of internal insight (e.g. from the surveillance team and NICE Committees), and through their own engagement, experience and understanding;
- Develop a cross-Institute view on priority areas for advice in the next one to two years that are likely to have the greatest impact on care;
- Co-ordinate topic selection across NICE, working with the Directors of Guidelines, Medicines and MedTech to ensure guidelines and appraisals are focusing on the priority areas.

Corporate leadership

- Contribute to the development and implementation of NICE's strategy and policy, working closely with the Chief Executive, the Director of Implementation and Partnerships, and the Director of Guidelines and Standards in particular, and by engaging with other Directorate colleagues;
- Provide dynamic people and clinical leadership to both clinicians and the wider organisation, playing a major role in the building of high-calibre, high-performing, multi-disciplinary clinical teams that are aligned across NICE, in the context of the wider organisational transformation;
- Ensure that budgets for which the CMO has delegated responsibility are managed in accordance with standing orders and standing financial instructions to ensure value for money;
- Work closely with Executive Directors and other colleagues to build organisational understanding of all aspects of NICE's clinical and governance work, ensuring colleagues are contributing to NICE's clinical work from within their own Directorates, and to support NICE's engagement externally, including with the life sciences sector;
- Establish and maintain effective communication with staff and dual reports 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;
- Participate in NICE's programme of speaking engagements in the UK and internationally.

SKILLS & EXPERIENCE

As a pre-requisite for consideration, all candidates must hold a medical degree, a higher professional qualification, and be a Fellow of a Medical Royal College. They must also be fully registered with the GMC, hold a licence to practise, and meet minimum 'Continuing Professional Development' (CPD) standards in accordance with the requirements of a recognised professional body.

Further to the necessary qualifications outlined above, the ideal Chief Medical Officer candidate will possess the following skills and past experience:

- Extensive knowledge and experience of the UK health, research and science 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;
- Robust clinical leadership experience gained at (or close to) Board or Executive Team level, representing organisations to a range of external bodies, and building and sustaining influential relationships at a senior level;



- A significant track record of clinical practice, and prior experience leading, inspiring and acting as a role model for a broad range of clinicians;
- Experience of making successful strategic decisions, including prioritising competing demands for resource and assessing the long-term impact of international and national trends in a complex and rapidly changing environment;
- Excellent communication and influencing skills in an area of work with high impact and complexity;
- The 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;
- Strong strategic thinking and problem solving abilities.

PERSON PROFILE

The ideal candidate will possess the following personal characteristics:

- 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;
- High levels of personal credibility and a track record of successfully engaging with and influencing external partners;
- An analytical, yet imaginative flair to identify trends in clinical environments and leverage new opportunities for NICE;
- A keen understanding of the political context in which NICE operates and an affinity with the Institute's values;
- The ability to build effective and successful working relationships, both within an organisation and externally;
- Comfort with public speaking and strong written communication skills.

SALARY, BENEFITS & WORKING PATTERN

Please note that this is a part-time position, consisting of 30 hours per week (i.e. 0.8 full-time equivalent) and may be based in either London or Manchester, where NICE has offices.

The Chief Medical Officer will be appointed on either a Medical and Dental or GP employed contract. NICE expect to be able to match individuals' current salaries up to £150,000 per annum pro rata. The role holder will also have membership to the NHS Superannuation Pension Scheme.

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 Chief Medical Officer” to nice@thembsgroup.co.uk by 9am on Monday 3rd October. 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 early October, 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), Professor Lucy Chappell (Chief Scientific Adviser for the DHSC), Professor Gary Ford (Chief Executive of the Oxford AHSN) and Professor David Croisdale-Appleby (Chair of the Royal College of Physicians).

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.