Response to NHS Chief Executive’s Open Call for Evidence and Ideas

Respondent ID: 216

Organisation name: Roche Products Ltd and European industry representative to the Ministerial Industry Strategy Group

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Roche is a leading manufacturer of innovative medicines, including in oncology, rheumatology and virology. We collaborate closely with organisations working to improve the quality and efficiency of NHS services, including the Department of Health (DH) and the National Institute for Health and Clinical Excellence (NICE), as well as patient and professional organisations, NHS commissioners and providers of care.

Part of one of the world’s leading healthcare groups, Roche in the UK employs nearly 2,000 people in pharmaceuticals and diagnostics. Globally Roche is the leader in diagnostics, and a major supplier of medicines for the treatment of cancer, transplantation, virology, bone and rheumatology, obesity and renal anaemia.

I welcome the opportunity to contribute evidence to the NHS Innovation Review and share my views on the current local and national barriers to the uptake and diffusion of new ideas, techniques and technology, as well as examples of how these challenges might be overcome.

My colleague John Melville, General Manager of Roche Products Ltd in the UK, has responded to your call for evidence directly and I would refer you to his submission for more details of the work that is being undertaken by Roche UK in partnership with the NHS to demonstrably improve the proliferation of innovative medicines and suggestions and recommendations as to how such initiatives might be rolled out to benefit patients across the whole healthcare system.

1. **What can the NHS and NHS Commissioning Board learn from national and international best practice to accelerate the pace and scale of adoption of innovations throughout the NHS?**

Roche has worked closely with the DH, NICE and the NHS Information Centre (NHSIC) to deliver on the 2009 Pharmaceutical Price Regulation Scheme (PPRS) commitments to produce comparative metrics on the spread of innovation within the NHS and internationally. Roche currently contributes to the work of the NHSIC on the annual publication of *Use of NICE appraised medicines in the NHS* in England, and to the NHS Life Sciences Delivery Board’s work on the use of metrics to encourage the diffusion of innovation. Additionally, Roche has a strong heritage in collecting and analysing data on the usage of medicines to support the development of public policy. My colleague, John Melville was asked to support Professor Sir Mike Richards’ international variations project by co-chairing the project steering group. Although the initiation of these ongoing exercises represents a positive development, we remain concerned by the continued lack of data on the uptake of new medicines and that the pace of progress in this area needs to be increased.

We are committed to improving the transparency of prescribing data and the contextualisation of prescribing behaviour within a national and international context. This will provide a robust evidence base upon which the NHS can base future policy on the spread of innovation, as well as a useful tool for clinicians, commissioners and patients to make informed treatment choices.
Roche supports the principles of the Government’s ‘information revolution’ in the NHS and await publication of the delayed Information Strategy. We do have concerns regarding the pace at which this information is becoming available and the limited breadth of treatment pathways for which robust information currently exists. The data available remains patchy, and without focussed and sustained activity the opportunity may be missed to produce a clear and detailed picture of how innovative medicines are used throughout the NHS to support the development of a value-based pricing scheme.

By making information transparent and available, experts in their field can work together to interpret this intelligence and develop meaningful interventions to drive the diffusion of innovation and service change. This approach will be enabled by wider initiatives such as those disclosed in the Prime Minister’s letter to Cabinet Ministers earlier this month which recognised “that transparency and open data can be a powerful tool to help reform public services, foster innovation and empower citizens.”

2. **What specific actions do you think national NHS bodies, such as the NHS National Commissioning Board, need to take to encourage and stimulate the successful and rapid adoption and spread of innovations throughout the NHS?**

The role of national bodies should be to:

- Highlight unwarranted variations in the quality and efficiency of care and to hold commissioners accountable
- Identify examples of innovation, both nationally and internationally, which can improve patient care or realise efficiencies
- Champion and spread good practice
- Provide a gateway for manufacturers to work in partnership with NHS bodies in supporting innovative service redesign
- Design levers and incentives to encourage the appropriate spread of innovation

There is a role for manufacturers to play in supporting this process. For example, the use of data is an area in which some manufacturers have a particular expertise. For example Roche has worked with the NHS to:

- Design quality metrics to enable commissioners, patients and providers to assess the performance of rheumatoid arthritis services.
- Costing patient pathways by developing a population based predictive price model for breast cancer
- Provide support to train health professionals to work as facilitators for C- PORT, a capacity planning simulator for chemotherapy services.

It should be the role of the NHS Commissioning Board to encourage the sustainability and consistent, widespread adoption of such initiatives.

3. **What specific actions do you think local NHS bodies, such as providers and Clinical Commissioning Groups, need to take to encourage and stimulate the successful and rapid adoption and spread of innovations throughout the NHS?**

The primary area in which local bodies can encourage the rapid adoption of innovation is by acting upon national guidance and making full use of levers and incentives designed by the NHS Commissioning Board. As part of this, commissioners and providers should:
Collect and publish data on uptake and outcomes, identifying unwarranted variations and acting upon them. The adoption of innovative practice, including the use of NICE-approved technologies, should be published as part of provider quality accounts.

Make full use of contractual and payment mechanisms, such as best practice tariffs and CQUINs, to encourage appropriate adoption.

Work with manufacturers and others to identify savings and redesign opportunities which could support the introduction of innovation.

4. **What specific actions do you believe others, such as industry, academia, patient groups or local authorities, could take to accelerate adoption and spread, and what might encourage them to do so?**

In order to survive and prosper, commercial organisations continually have to reinvent themselves, adopting new innovations and decommissioning practices which are no longer delivering sufficient benefit. As such, they are well placed to support the process of change which is inherent in innovation, both through advising on business processes, service redesign, stakeholder engagement and cultural change.

Manufacturers can play a significant role in supporting the NHS in the adoption of innovation by:

- Providing information and advice on new interventions
- Simulating the impact on resources and capacity of service change
- Identifying and spreading good practice
- Supporting different parts of the health delivery change in working together to achieve common aims
- Collecting, analysing and applying data to inform service change
- Supplying expertise which may not be routinely available in the NHS
- Pump priming service changes, for example through supporting the development of capacity until the NHS is in a position to sustainably adopt

5. **Do you have any further comments about accelerating the adoption and spread of innovation in healthcare?**

In recent years there have been a number of welcome initiatives to encourage the uptake of innovation, including the PPRS Innovation Package, the Blueprint for Life Sciences, the Cooksey Review, and the Growth Strategy. It is encouraging that there is high recognition about the critical role that encouraging innovation can play in delivering better outcomes, realising efficiencies and creating a thriving life sciences sector.

If there has been a weakness in these plans and strategies, it has been in the implementation. Before focus is distracted by further initiatives, attention should be devoted to ensuring implementation of both the spirit and the letter of existing commitments, with the intention of delivering improved outcomes for patients and the NHS.

For further information or clarification, please contact me at william.m.burns@roche.com

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1 Department of Health, *An Information Revolution: a consultation on proposals*, October 2010
2 Prime Minister’s Office, *Letter to Cabinet Ministers on transparency and open data*, July 2011