

NICE approval is not enough: why the UK's next medicines challenge is operational delivery

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A medicine is not truly accessible until it can be manufactured, procured, stocked, prescribed, dispensed and delivered reliably. That distinction is becoming increasingly important, says Varun Cruz, founder of NEUVIOR



NICE recommendations determine whether medicines are funded by the NHS.

The appraisal process is central to how manufacturers approach their **launch strategy, pricing, evidence and commercial engagement**. But access does not end with appraisal.

The UK has a strong formal framework. NHS England and integrated care boards are legally required to fund medicines recommended through NICE technology appraisals, with treatments generally expected to be available **within 90 days of final guidance**.

Yet the recommendation **does not remove operational risk**. Recent government competitiveness data showed that UK uptake of NICE-recommended medicines launched between 2019 and 2023 was approximately half the comparator-country average one year after launch.

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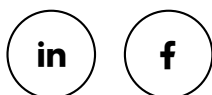
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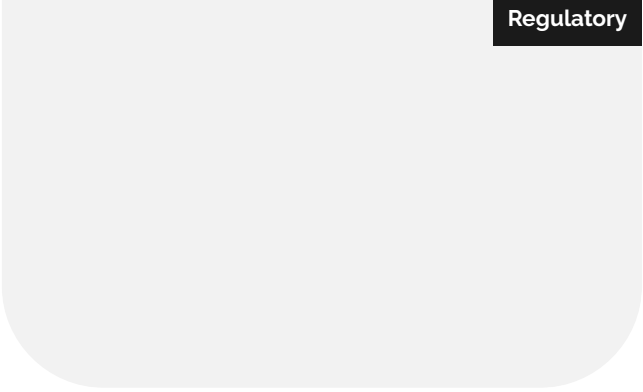
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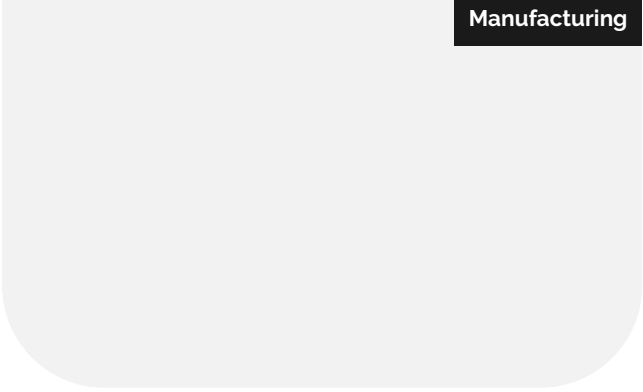
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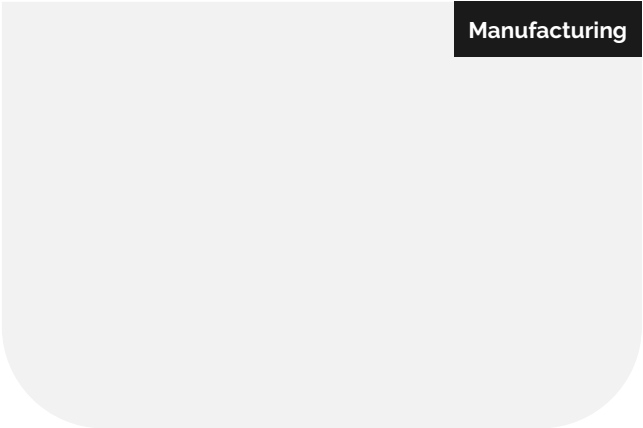
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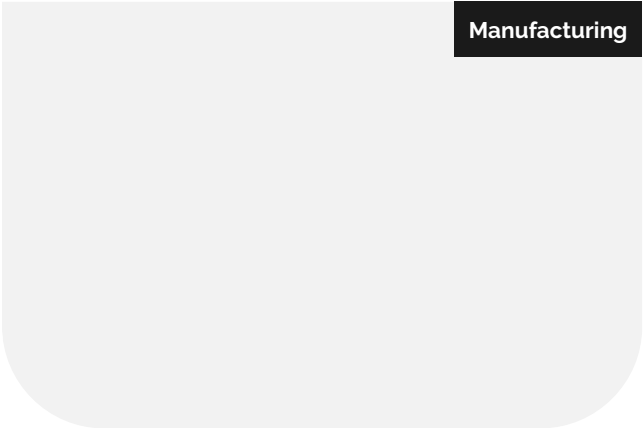
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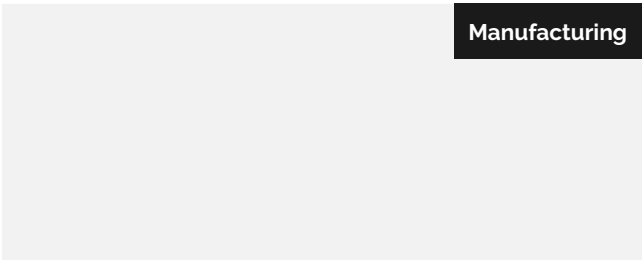
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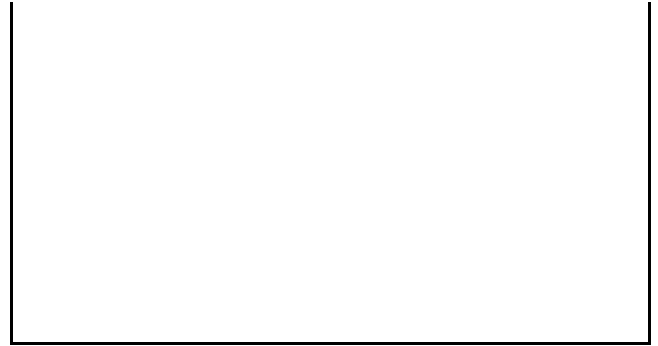
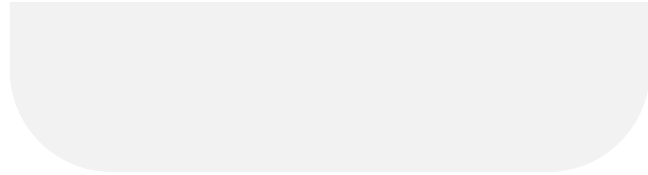
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