

# MAKING IT HAPPEN

5.1 Our recommendations will require a major reshaping of NHSU into the following organisations –

- the Institute, created by taking the best from the MA and the NHSU (with the Leadership Centre). We envisage that the combined organisation will be significantly smaller than the sum of its parts
- the National Purchasing Unit (to be integrated with PASA), which will include NHSU staff seconded into it
- the Regional Purchasing Networks will include staff from NHSU and from the procurement function within SHA Workforce Directorates. We envisage that the Networks will be smaller than the sum of their parts
- these changes will be accompanied by a deliberate shift in culture to one focused on delivering services in response to the agendas of DH and SHAs (on behalf of the NHS), and for which there is explicit demand
- a review of available skills and competences will also be needed to ensure they match the new remit

5.2 Achieving this change in a way which minimises disruption of delivery and impact on existing staff will be demanding. Success will depend on a number of crucial preconditions being met -

- the way forward needs to have explicit, senior-level commitment from DH and the NHS and, if possible, support from other stakeholders. The discussions we have held in the course of this review give us confidence that this can be achieved. We have informally tested our views on a small number of stakeholders but this now needs to be built on
- strong leadership will be needed to reshape NHSU, chart a course towards a merger with the MA and regain the confidence of the stakeholders
- DH will need to support this with well-resourced and senior oversight, ensuring a continued fit with central developments, including the implementation of the ALB Review
- a review of governance arrangements. These will need to reflect the position of the new organisation as a key corporate resource, serving DH and SHAs (and, through them, the wider NHS) as well as the proposed move, over time, to a self-sustaining organisation.

5.3 A review of the branding of the new organisation will also be needed. This should clearly signal a new direction as well as the links between the new organisation and its predecessors. One approach might be to adopt an over-arching brand name with sub-titles (for example *NHS Institute of Healthcare Innovation and Education, incorporating NHSU and the MA*)