

Integrated Impact Assessment

G-Cloud 15

About CF

CF is a leading consultancy with a purpose to **make an enduring impact on health and healthcare**. We work with leaders and frontline teams to improve health, transform healthcare, drive adoption of innovation and create value through investment.

Our mission is to **be invaluable to our clients, supporting them to innovate and make lasting improvements and to build an exceptional company that attracts, develops, and retains a trusted and uniquely talented team.**

Our consultancy serves the entire healthcare sector, from payors and providers of care, to life science companies, health tech and sector suppliers. We provide **end-to-end services**, spanning strategy to implementation, accelerated by data, digital and AI. We shape opinion through evidence-based thought leadership on the key issues affecting health. With **unmatched ability to access health data**, our consultants are a driving force for delivering positive and meaningful change.

We help systems and organisations realise transformative change, to drive improvements in quality of care and performance. We inspire clients to innovate and sustain change, through a trusted, talented, and dedicated team. Our partners lead all our work and bring decades of experience from within the NHS.

Our work with health systems includes partnering with public and private providers of all kinds of care, as well as their commissioners and regulators. We **work at every level** — national, regional, and local — **supporting health systems to improve** from a strategic, performance and organisational perspective.

We are passionate about healthcare, **improving outcomes** and **reducing health inequalities** through consultancy and the application of data and tools. CF is proud to have **won multiple awards** recognising our ability to partner with the NHS (including throughout the Covid pandemic), support the transformation of care, enable action with data and set the agenda through thought leadership.

Some of the awards we have been recognised with include:

- Gold in Healthcare and Silver in both Pharma & Life Sciences and Management categories Consultancy.ME 2025)
- Highly Commended in Change and Transformation in the Public Sector & Best Use of Thought Leadership categories - finalist across five categories (MCA 2025)
- Top UK Healthcare, Pharma and LS consultancy (consultancy.uk 2023)



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- Finalists across five categories (MCA 2023)
 - Finalists across three categories (HSJ 2023)
 - Project of the Year, Performance Improvement in the Public Sector and Strategy (MCA 2022)
 - Best Healthcare Analytics Project for the NHS (HSJ 2021)
 - Best Consultancy Partnership with the NHS (HSJ 2020)
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 - Best Healthcare Analytics Project for the NHS (HSJ 2020)
 - System and Data Integration (HSJ 2020)
 - Change and Transformation in the Public Sector (MCA 2020)
 - Best use of Strategy (MCA 2020)
 - Thought Leadership (MCA 2019)

Our data and cloud capabilities

We believe that we are uniquely positioned to support you in this work for several reasons:

- **Award winning analytics.** Our Data Innovation team have won Best Healthcare Analytics Projects and the Best Provider for Healthcare Analytics in multiple HSJ Awards.
- **Unparalleled data access.** We have access to more healthcare data in the UK than any other consulting company
- **Best in class security. We conduct regular penetration testing via trusted security experts.** Privacy is enhanced through our Amazon Virtual Private Cloud (VPC) in a logically isolated virtual network where all our services are controlled using best in class two factor authentication providers
- **We subscribe to an “infrastructure as code” philosophy** where all our software and service infrastructure is documented and controlled through auditable and shareable code allowing rapid deployment, reduced management costs and increased efficiency
- **All our software is comprehensively logged and auditable** to ensure any issues with service provision are identified, communicated, and ameliorated as quickly as possible



Integrated Impact Assessment

Service overview

Frequent redevelopment programmes and relocation of services have substantial impacts on people accessing care. The planning of these reconfigurations should consider the consequences prior to actioning these changes. There is a legal requirement to assess the potential impact of any proposed changes on groups with protected characteristics and local populations. This is required to be done through an Integrated Impact Assessment (IIA) and is required to be undertaken at various points in any service change programme. Through our experience supporting several organisations in the reconfiguration of their services, recognising the need to undertake and repeat the analysis, CF has developed a software that addresses this need.

The integrated impact assessment (IIA) tool supports the evaluation of service reconfiguration and site relocation options. This is done through considering the impact on; (i) travel times for patients and (ii) patient flow, modelling how the different options affect these factors. The tool also considers how these changes affect groups with protected characteristics. The software product uses machine learning and automates the creation of analysis for the two metrics using up-to-date travel time and activity data (i.e., eliminating the need to reload new data manually).

More widely, analysis from the output of the IIA tool can then easily be applied into the production of digestible material and summaries for stakeholders, using this to justify the most viable options. Ultimately, the insight from the IIA tool helps to better inform decision makers and leaders looking to implement service transformations and to develop mitigations to address any potential impacts identified.

Our approach is fully aligned with national policy requirements, including Chapter 1 of the NHS Long Term Plan and the 10 Year Health Plan, which set out a clear ambition to move care out of hospital and into community and home settings. Statutory guidance, such as the DHSC Hospital Discharge and Community Support (2024), and NHSE Neighbourhood Health Guidelines (2025/26), require integrated working across health and social care to deliver more care closer to home, improve outcomes, and reduce health inequalities. The IIA tool supports organisations in meeting these requirements by providing robust analysis of the impact of service changes on access, equality, and population health.

This service is intended to help you develop and deliver benefits to your organisation. CF works together with clients to understand their specific requirements to help tailor the best approach. Please contact us on contracts@carallfarrar.com to discuss your needs further.

Who the tool is for



The IIA tool can be used by different groups across your organisation. Examples of potential user groups are shown below:

1. ICS Senior Leadership (e.g., CEO, COO, etc.)
2. Service change programme teams
3. Operational management
4. Senior management
5. Business Intelligence
6. Finance and contracting
7. Commissioning

What the tool does

The CF IIA tool is simple-to-use and interactive in order to optimise its use across different stakeholders. The tool takes a whole system view and utilises advanced analytics. The IIA tool is based on our extensive experience supporting organisations in the implementation of new services and reconfiguration of current ones. The tool is an easy-to-use, online platform that gives users perspective and allows for the evaluation of different options.

The tool calculates summary metrics from the analysis of travel time and patient flow changes. More specifically, travel time summary statistics include average travel time, proportion of people who travel under a given amount of time, and proportion of people travelling further under the current option. Patient flow summary statistics include the number of spells in one year for each site, and the difference from BAU (total and percentage).

The tool uses quantitative analysis to determine the impact of proposed improvements to different services on populations with inequalities, and groups with protected characteristics, which include differences between males and females; children (0-15); older age adults (>65); women of child-bearing age; non-white populations; people with disabilities and those in deprived communities based on the lowest three IMD deciles. The tool can also incorporate a range of services as required to meet the aims of the respective service reconfiguration programme.

Some of the key features of the tool are listed below:

- Considers travel time and patient flow to assess the impact of services moving from one location to another
- Assesses the potential impacts on service accessibility, travel time for all patients and specific inequality groups
- Assesses peak, off-peak and ambulance travel times impact from relocating services



- Calculates the population weighted travel time to the nearest service currently and the new travel time when a service moves
- Output is analysis of resultant changes in patient journeys to service location changes

Benefits

- Understand the impact of relocating services
- Helps develop policy, especially regarding health, accessibility and the environment
- Helps decision makers and stakeholders be better informed about decisions concerning service changes
- Supports the evaluation of the reasons for a proposed change to services and understand the consequences
- Ensures due attention is paid to the impact of potential options have on equalities
- Provides focus for the mitigations needed

How we set up the tool

The IIA tool is populated by CF with source data and assumptions using two similar methodologies for travel time and patient flow. We are platform agnostic with regard to data infrastructure. We have our own infrastructure for national data but have in depth experience developing on top of AWS, Azure, Google cloud platform and Palantir's Foundry ecosystem.

Travel time:

1. **Retrieve travel time data** using the Google Distance Matrix API to find the travel time between each LSOA centre and each site
2. **Calculate the BAU statistics** by finding the closest site to each LSOA under the current conditions and use the LSOA population to calculate summary statistics for output analysis
3. **Compare option for general population** by finding the new site under the given assumption and compare the summary statistics for each option
4. **Compare option for the protected groups** by using the relevant population of the LSOAs to recalculate the summary statistics for each protected group and compare this to the general population

Patient flow:

1. **Retrieve activity data** using Hospital Episode Statistics (HES) data to find the number of spells for each site and LSOA in the relevant year. Population and incidence rates are then used for births and stroke activity
2. **Calculate BAU statistics** by finding each LSOA, finding the site under the current configuration with the most activity ('dominant site') as well as the closest site, and creating a heat map view. Total activity is then calculated for each site



3. **Reassign activity based on option** by removing sites under the given assumption, recalculating the total activity for each site and compare to BAU

Onboarding and support packages

CF provides the full range of services needed to support deployment, integration and ongoing usage of the tool. We provide a core analytical support package with the option for additional consultancy support depending on your organisation's requirements. The packages we offer are detailed below. We would be happy to discuss your specific requirements to tailor the best support we can offer. The three levels of support we offer are detailed below:

1. The analytical support package (core)

The core package includes analytical support for:

- Mobilisation:
 - Agree project goals with a lead organisation (to be nominated locally)
 - Issue a data request to each provider within scope
 - Ensure information governance is in place, working with local organisations to complete data privacy assessments and implement data sharing agreements
- The initial setup of the tool, which usually requires around 12 days of support from our Data Innovation Lead. This involves:
 - Three **“train the trainer” sessions** provided onsite
 - The **ongoing licence fee**, which covers data hosting, processes and regular (e.g. monthly or weekly) refresh. We work with each data provider to set up data feeds into the tool – via a secure FTP – at an agreed time interval (likely weekly or monthly), so that the data is automatically loaded into the tool on an ongoing basis)

2. The consultancy support package (optional)

We offer three different optional consultancy support packages to choose from in year 1 and beyond:

- **Bronze: Two weeks** of initial consultancy support to build an example plan from the data based on best practice; this support is led by senior leadership (Associate Partner), supported by a full-time Consultant and full-time Analyst
- **Silver: Four to six weeks** of consultancy support to understand the key drivers and align key stakeholders around strategic priorities to address; this support is led by senior leadership (Partner), supported by full-time team (Manager, Consultant, Analyst)
- **Gold:** As Silver, but with **additional quarterly reviews** over a year to agree priorities; this includes four weeks of additional support (spread over four quarters), led by senior leadership (Partner), supported by a full-time Consultant and full-time Analyst

Our consultancy support is also discounted to reflect economies of scale (e.g. through joint system workshops).



3. Further bespoke consultancy support (optional)

We can also provide additional consultancy support to deploy the tool. The scope and cost will be agreed on a bespoke basis but might include:

- Further product development (such as including other data sources or metrics)
- Support to build an integrated dataset with data warehouse
- Support to develop information governance solutions
- Support to understand existing plans and facilitate agreement to a plan across different providers and commissioners
- Facilitate workshops with clinicians and other colleagues
- Organisational development to support local organisations to deliver the plans

Security and Information Governance

The Integrated Impact Assessment tool is based on a secure cloud platform and can be accessed by multiple users for multiple locations.

Collective planning is often difficult because of issues around sharing data and information governance. As part of our support, CF will go through a robust information governance process which includes:

- Understanding the information governance requirements of each organisation
- Supporting organisations to complete data privacy assessments, where required
- Co-developing and implementing data sharing agreements
- Ensuring compliance with NHSE requirements

