

Population Health Management

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



Population Health Management

Service overview

Understanding the needs and consumption of your population is essential for any integrated care strategy. This tool acts to support the implementation of Population Health Management across your geography, linking together key datasets from across your health and care system to be able to segment your population and plan future new model care needs.

Our Population Health Management tool is a web-based analytical tool that identifies cohorts with similar needs, allowing GP practice, PCN, Place and ICS level understanding of resource consumption and outcomes for each, supporting the development of new care models, patient enrolment, and capitated payments. The tool is fully aligned with the NHS Long Term Plan and NHSE's Population Health Management guidance; strategies that set out the ambition for ICSs and their partners to use data-driven approaches to segment populations, target interventions, and reduce health inequalities. The tool also supports the identification of inequalities through analysis of equity of access and outcomes for different population segments. The level of resource consumption and outcomes for different segments of the population can then be benchmarked against statistical peers, regional and national averages. Key to fulfilling the requirements of national strategy is the ability for organisations to enable proactive, personalised care planning and tracking the progress and impact of proposed interventions across population cohorts once implemented.

By integrating data from across health and social care into a 'single version of the truth', it reflects interdependencies and enables joined-up planning. Using a cloud platform, users can predict demand, test different assumptions and scenarios, and see the impact on different population segments.

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@carnallfarrar.com to discuss your needs further.

Who the tool is for

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

1. Programme management in delivery of Population Health Management
2. Health inequality leads and support
3. Operational management
4. Senior management
5. Clinical leadership
6. Clinical safety



7. Business Intelligence
8. Commissioning
9. Primary Care Networks

What the tool does

The CF Population Health Management tool is simple-to-use but sophisticated and supports collective planning and interventions for different segments of the population. The tool takes a whole system view and utilises advanced analytics. The tool is based on our extensive experience supporting systems to resolve similar issues.

The tool is an easy-to-use, online platform that builds population segmentation from local data or uses machine learning to predict segmentation from national data. Populations can be segmented based on age, condition, IMD, ethnicity etc. and allows for identification of priority cohorts for further analysis and intervention planning. Visualisation of analysis can be at system level, CCG (historic), ICS, GP practice, PCN, and / or Place.

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

- Segmenting of population groups in defined geography
- Grouping by age / condition / IMD / ethnicity in defined geography
- Shows demand for services today
- Using multivariate regression analysis to understand the drivers of spend in different geographical areas to design the most appropriate segmentation grid
- Using machine-learning technology to generate segmentations in areas that do not have access to an integrated dataset
- Identifies interventions and expected patient impact
- Identifies requirements to deliver new care model interventions
- Compares demand and capacity across an area and different population segments
- Helps to plan future capacity requirements
- Enables goal setting
- Enables tracking and targeting of specific groups and pathways over time
- Compare current state to the ideal counterfactual scenario, taking into account your population's unique characteristics
- Opportunity identification over tailored context charts
- Benchmarking (regional, statistical peers, national average)
- Defining priorities through reliable data and analytics



The Population Health Management tool is based on a secure cloud platform and can be accessed by multiple users from multiple locations. Aggregated data that supports understanding of population health on the app can be downloaded as a .CSV file.

Benefits

- Understanding population health and care needs using cohort segmentation, and resource variation at GP practice, PCN, Place and ICS level
- Understanding the impact of proactive interventions to meet needs and improve outcomes
- Understand equity of access and challenges across the geography and population segments
- Tracking progress against proposed impact once interventions are implemented
- Enable identification and evaluation of initiatives
- Analyses existing context to give insights for management
- Fully customisable action plans to align with local situation and requirements

How we set up the tool

The Population Health Management tool is populated by CF with source data and assumptions. 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.

We generally set up tools using a simple 3-step process:

1. **Receive data from relevant organisations** for example acute providers, CCGs (historic), GP practices. It is also possible to use nationally available data sources such as HES, ONS and KH03. If local patient-level data is to be used, we will issue a data request to meet the specification and outputs agreed, and in parallel work with the Information Governance team to ensure the correct IG arrangements are in place and are in compliance with GDPR requirements. We would then set-up forward data feeds to regularly update the segmentation with the latest available information
2. **Load and cleanse data** Once we have received all the data, we would cleanse it as required and load it into the tool, ready for validation
3. **Validate data** we would work with local information teams to ensure that the initial outputs from the tool are in-line with the data provided and local knowledge

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



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- 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 Population Health Management 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

