

# Product Incubation and Discovery

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



# Product Incubation and Delivery

## Service overview

CF's Product Incubation and Delivery service provides NHS organisations with structured support to understand, design, develop and scale solutions on the Federated Data Platform (FDP). NHS organisation, including systems and Trusts, are at different stages of readiness; therefore, this service includes three distinct offers:

### 1. Need discovery (overarching review)

A strategic discovery process to help NHS organisations understand what FDP can enable, where it fits in their operating model, and what functions or tools FDP could replace or enhance. This includes:

- Strategic alignment workshops clarifying how FDP supports organisational priorities (flow, quality, performance, demand modelling, workforce allocation).
- A “current vs future state” review of data assets, dashboards, analytics workflows and Business Intelligence (BI) architecture.
- Finance and performance function review to identify opportunities for automation, simplification and improved insight delivery.
- Recommendations for which FDP products to adopt and where bespoke solutions may be required.

### 2. Supporting bespoke tooling internally

For NHS organisations already using existing FDP products (e.g., Health Decision Suite; HDS), CF supports the development of localised, organisation-specific enhancements or tools. This includes:

- Working with operational, clinical and BI teams to define local needs unmet by national products.
- Supporting the organisation to design, extend or build on FDP tools themselves, using HDS building blocks or the FDP application development environment.
- Delivery of bespoke dashboards, metric sets, validation layers or workflow tools that sit natively inside FDP.

### 3. Incubating new products with organisations

For NHS organisations requiring more advanced analytical or operational tooling, CF supports the definition, design and co-development of entirely new FDP applications. Examples include:

- The simulation modelling product, co-designed by CF to meet an operational need identified by and fully funded by the organisation.
- The innovation programme, with £500k allocated to incubate new FDP tools for local and regional use.

Through this offer, CF helps NHS organisations to:

- Identify unmet operational needs.
- Translate them into product requirements.



- Co-develop prototypes and minimum viable products (MVPs).
- Support national scaling where appropriate.

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](mailto:contracts@carnallfarrar.com) to discuss your needs further.

### Who the tool is for

The Product Incubation and Delivery support can be used by different groups across your organisation for each of the three offers. Examples of potential user groups are shown below:

1. Executive and senior leadership
2. BI and performance teams
3. Healthcare analysts and consultants
4. Operational managers and service leads
5. Clinical and corporate teams
6. Digital, data and technology teams
7. Clinical and transformational teams

### What the tool does

The Product Incubation and Delivery tool / service delivers differently across the three offers, as described below:

#### 1. Need discovery (overarching review)

- Conducts a comprehensive review of NHS organisation's analytical workflows, data maturity and BI infrastructure.
- Maps organisational priorities to FDP capabilities and national product roadmaps.
- Identifies redundant or duplicative tools and dashboards which FDP can replace.
- Defines a clear future-state BI and analytics operating model aligned to FDP.

#### 2. Supporting bespoke tooling internally

- Works directly with organisation operational teams to define bespoke requirements.
- Supports staff to build solutions themselves using FDP's HDS environment.
- Enhances existing FDP products with additional layers of logic, validation, or integrations.
- Ensures consistent governance, documentation and capability building.

#### 3. Incubating new products with organisations

- Facilitates discovery sessions to identify unmet needs requiring new FDP tools.
- Translates needs into technical and development specifications.
- Co-designs and co-develops applications with organisation and FDP engineering teams.



- Supports MVP testing, refinement, and preparation for scaling.

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

### **1. Need discovery (overarching review)**

- Strategic alignment to organisational goals.
- Comprehensive BI and analytics function review.
- Gap analysis of current vs FDP-enabled future capabilities.
- Clear prioritisation of FDP products, enhancements, and bespoke needs.
- Executive-level narrative and roadmap.

### **2. Supporting bespoke tooling internally**

- HDS-based configuration and extension.
- Localised dashboards, metrics, and operational analytics.
- FDP-native development support, including hands-on pairing.
- Templates, reusable components and design standards.
- Skills uplift for BI and Digital teams.

### **3. Incubating new products with organisations**

- End-to-end product lifecycle support from need identification to MVP.
- Joint development sprints with FDP and local teams.
- Flexible funding models (e.g., organisation-funded or programme-funded).
- Ability to develop advanced modelling, scenario planning or simulation tools

The Product Incubation and Delivery tool / service is based on a secure cloud platform and can be accessed by multiple users from multiple locations. Aggregated data accessed from the platform can be downloaded as a .CSV file.

## **Benefits**

### **1. Need discovery (overarching review)**

- Clear articulation of how FDP will deliver value in operations, finance, performance, workforce and quality.
- Reduced BI complexity and more coherent tooling.
- Improved strategic alignment across executives and functions.
- Identification of quick wins and longer-term transformation opportunities.

### **2. Supporting bespoke tooling internally**

- Faster delivery of meaningful, localised FDP solutions.
- Capability-building so local teams can maintain and extend tools independently.
- Seamless integration with national FDP products, avoiding fragmentation.
- Better operational decision-making through tailored FDP dashboards and insights.

### **3. Incubating new products with organisations**



- Ability to create tools that solve needs not addressed by national products.
- Faster innovation cycles through CF, local and FDP engineering co-development.
- Potential for national adoption and future scaling.
- Significant operational benefits (e.g., modelling, forecasting, pathway redesign).

### How we set up the tool

The data from NHS DARS is hosted by AWS in our secure Virtual Private Cloud environment to allow any staff member to make use of new data. Note: all data flows – including ingestion, transformation and refresh processes – are orchestrated by CF, using infrastructure-as-code, pipeline monitoring, version control, and auditable deployment workflows

### 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

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

