

Evaluation

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



Evaluation

Service overview

Existing methods of evaluating the success of interventions that the NHS puts in place, whilst often robust, can be too slow to be useful for the fast pace required in many programmes. The Evaluation tool provides a structure for monitoring and evaluating interventions around primary success metrics with targeted populations and timeframes, based on observational evidence and sensible data analysis. This allows organisations to be better informed about interventions that really work based on evidence-based evaluation.

In addition to the above, we also offer upfront readiness support, which provides decision makers with a framework for careful thought around which interventions to implement. Once an intervention has been selected, the Evaluation tool helps to select which metrics should be used to measure the impact an intervention is having. Examples of metrics used to measure success are: number of A&E admissions, length of stay, cost savings, bed capacity, etc. Once the metrics have been chosen, the Evaluation tool maps these directly to existing datasets for frequent and rigorous monitoring.

The results of the intervention can be seen on a simple dashboard and allow decision makers to consider actions to be taken if the anticipated change does not appear to be happening (i.e., that the intervention is not as successful as anticipated).

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

- ICS Senior Leadership (e.g. CEO, COO etc.)
- ICS, Care Provision Level and Place Leaders (e.g., Head of Primary Care, Director of Urgent Emergency Care, etc.)
- Operational managers and Place / Neighbourhood-level teams involved in planning, delivery and oversight
- Senior management
- Business Intelligence
- Finance and contracting
- Commissioning



What the tool does

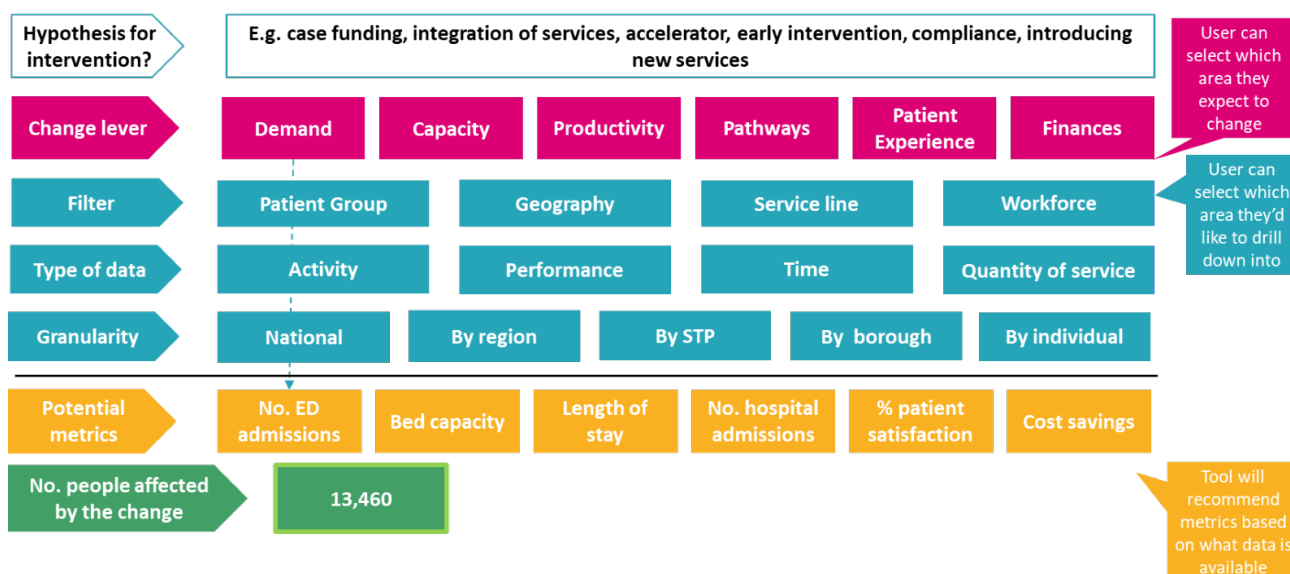
The Evaluation tool is a simple-to-use but sophisticated web-based analytics tool that provides users with a view of the success of specific interventions on a set of predefined metrics.

The tool firstly provides a ‘smart’ way of selecting which metrics should be measured for the intervention that has been decided. By mapping examples of metrics to the change levers we expect interventions to impact, and mapping these metrics to existing datasets (e.g., in Foundry), the tool forms an inventory of datasets and metrics which can easily be searched in order to find the relevant metrics for the desired intervention, an example of a change level, metrics and datasets is shown below.

Change lever	Examples of metrics	Available datasets
Demand	Length of Stay	ER Avg. Length of Stay (National)
		ER Avg. Length of Stay (SW Yorks)
		Time between ER admission and treatment (STP-level)
	Referrals through ERS	No. ERS referrals 2020 (National)
		% GP appts leading to ERS referral (NCL)

The tool allows ‘drill-down’ into specific areas and provides a view of the number of people expected to be affected. This helps to inform choice around which metric(s) should be monitored.





Once filters have been selected, for example a decision has been made to monitor a specific ICD 10 code, at PCN level, following the introduction of a new service, the tool will suggest some recommended metrics to select from, to monitor the change. When metrics have been chosen, these map directly to available datasets (e.g. in Foundry), and a simple dashboard shows the results over time. This then helps identify whether the intervention has been successful in a timely and evidence-based manner.

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

- Inventory of datasets and metrics that can be searched to find relevant metrics to measure the success of specific interventions
- Suggestions of which metrics would be best suited to measure and evaluate the intervention based on specific filters
- Ability to filter metrics and their evaluation by patient group (ICD 10 code, IMD, ethnicity, age band etc.), geography, service line etc.
- View of results at a granular level (PCN, Place)
- Monitoring performance – view of how an intervention has affected a specific metric, over time, on a simple-to-use dashboard

The Evaluation tool is based on a secure cloud platform and can be accessed by multiple users from multiple locations. Aggregated data that supports understanding of the success of interventions can be downloaded as a .CSV file.

Benefits

- Informed decisions around which metrics to use in order to measure the success of an intervention
- Fast and reliable monitoring and evaluation of interventions



- Drill-down to detailed levels to understand how interventions are affecting specific populations and geographies
- Help to identify inequalities in the success of interventions

How we set up the tool

The Evaluation 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. **Collect additional data from relevant organisations (if needed)** 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.
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
- 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 Evaluation 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

