

Financial Sustainability & Productivity

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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



Financial Sustainability and Productivity

Service overview

The Financial Sustainability and Productivity tool has been designed to analyse finance and resourcing at a system-level over time, aiding understanding of how spend has changed with population and benchmarking to peers, regional and national.

The tool has the capability to analyse spend by area (e.g., mental health, community health, primary care) and by number of service users, providing a view of spend per area, per capita. This spend by area, per capita can be benchmarked to others with a similar population profile (e.g., using IMD scores). The analysis can be viewed at an ICS, place and PCN level, helping to understand variation in spend per head and excess usage of healthcare resource within an ICS. The outputs of the analysis can then be used to inform resource allocation decisions.

The tool is highly intuitive and user-friendly, providing drill-down capability, for example into resource consumption in the acute setting by age-band. There is also the option to triangulate spend analysis to workforce and bed capacity. The tool supports system and place leaders in gaining a deeper understanding of their level of resource per head across physical and mental health, community-based and hospital-based care, and health and social care. This in turn can be benchmarked to comparable peers with a view of changes over time.

Our Financial Sustainability and Productivity offer is underpinned by CF's proven Financial Improvement Programme, which supports clients to address immediate in-year financial challenges while building a pathway to long-term sustainability. We bring deep clinical insight, a whole-system approach, and unrivalled data capabilities, working in partnership with your teams to deliver rapid and sustainable improvement. Our experts diagnose unwarranted variation, develop new high-impact and stretch opportunities, and provide hands-on delivery support, embedding continuous improvement and capability building for lasting reform.



Our proven approach at a glance



Diagnose in flight

We start by rapidly understanding **where there is waste and unwarranted variation**:

- Peer and local benchmarking to identify variation in cost and productivity
- Analyse workload versus capacity and productivity
- Expose the root causes using data and analysis of the drivers of overspend



Opportunity identification

We start to **develop new and stretch opportunities** in parallel:

- Shape optimal service models for value and sustainability
- Prioritise high-impact levers (quick wins vs. structural reforms)
- Quantify potential savings and improvements, with realistic delivery assumptions



Delivery support

We do not stop at recommendations — we stay to **deliver results**:

- Establish delivery units and governance to maintain momentum
- Drive implementation with accountability, transparency, and measurable impact
- Embed sustainable change underpinned by technology and digitisation



Capability build

Finally, we ensure the **reform lasts beyond the project**:

- Train local teams in financial management, leadership, and performance tracking
- Transfer tools, dashboards, and methodologies into permanent use
- Build a culture of continuous improvement, so benefits continue to grow over time

This service is intended to help you develop and deliver benefits to your system/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 Financial Sustainability and Productivity 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, CFO etc.)
2. Directors of Finance
3. Commissioning
4. Financial Planning Managers
5. Business Intelligence

What the tool does

The CF Financial Sustainability and Productivity tool is simple-to-use but sophisticated and supports identification of spend per capita in different areas as well as spend per amount of activity. This is achieved using a range of data sources including Hospital Episode Statistics.

The tool takes a whole system view and utilises advanced analytics. The tool is based on our extensive experience supporting systems to understand resourcing at different levels.



The tool is an easy-to-use, online platform and uses pseudonymised and anonymised datasets to deliver the product. Visualisation of analysis can be at system level, ICS, PCN, and / or place.

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

- View of spend by area (acute, community, mental health etc.) and per capita at different levels of the organisation
- Benchmarking to peers, regional and national for spend, area, capita – which can be shown as a comparison of absolute spend per capita or percentage of total spend per capita
- Benchmarking to peer sets that have similar populations (using IMD and ethnicity) to identify comparable levels of spend
- View of spend by area by activity (e.g., using Hospital Episode Statistics) at different levels of the organisation
- Overlay of capacity (e.g., bed capacity)
- View of changes in resourcing levels over time, compared to peers and in response to interventions
- Prediction of future spend per area per capita in response to specific interventions
- Opportunity identification and prioritisation of high-impact levers

In addition to these features, there is the option for additional analysis around workforce, with the ability to triangulate spend, workforce and beds.

The Financial Sustainability and Productivity tool is based on a secure cloud platform and can be accessed by multiple users from multiple locations. Aggregated data that supports understanding of finance and resource on the app can be downloaded as a .CSV file.

Benefits

- Increased understanding and confidence of spend in specific areas, activities and populations
- Drill-down to PCN level to identify variation in spend per head and excess usage of healthcare resource within an ICS
- Understand how the resource profile has changed over time and how your organisation benchmarks to peers with similar population profiles
- Insight into the effect of particular interventions on spend per capita in specific areas
- Inform resource allocation decisions and rapid identification and delivery of cost improvement opportunities
- Provides an evidence base for operational planning
- Sustainable financial and clinical improvement beyond the project lifecycle
- Embedded data-driven methodologies and tools for ongoing performance tracking

How we set up the tool



The Financial Sustainability and Productivity tool is populated by CF with source data and assumptions. We are platform agnostic with regards 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, GP practices. We will also use nationally available data sources such as NHS Digital Annual reports and accounts, HES and ONS. 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 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

