

Health Strata Tool

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



Health Strata Tool

Service overview

Neighbourhood teams and wider Population Health Management (PHM) require a precise understanding of need-based population segments. Health Strata applies CF's proprietary segmentation framework – combining condition profiles and age banding – to characterise the population, quantify variation in activity and spend, and identify actionable opportunities to improve outcomes while reducing avoidable demand.

Built on eight years of linked, pseudonymised record-level, longitudinal NHS data, Health Strata defines meaningful segments (e.g., maternity; single long-term condition; multi-morbidity; cancer; severe mental illness; socially excluded groups; serious disability; frailty/dementia; end-stage disease) and ranks them by cost and resource intensity. It links clinical complexity to real costs, traces patient journeys across all care settings, and enables rapid estimation of disease burden and economic impact for different population segments. The outputs inform where targeted, well-structured teams and interventions can deliver efficiency and savings.

Health Strata supports NHS systems, neighbourhood teams, and life sciences partners in strategic planning, resource allocation, and pathway transformation, with monthly data refreshes for near real-time insights. The service provides interactive analyses, dashboards and exportable outputs that support strategic planning, resource allocation and pathway transformation across acute, community and primary care settings.

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

- Integrated Care Board (ICB) leadership and commissioning
- Provider executives and operational management
- Neighbourhood team leads and clinical leadership
- Business Intelligence and analytics teams
- Finance and contracting
- Population Health Management programmes
- Life sciences and pharmaceutical market access teams
- HTA and health economic modelling teams

What the tool does



- Delivers complete population visibility, capturing all healthcare interactions across acute and mental health settings, with monthly data refresh providing near real-time intelligence
- Tracks longitudinal patient journeys, enabling analysis of treatment pathways, comorbidity development and outcomes
- Defines population segments using condition and age banding; applies cost-based ordering to focus on highest-value opportunities
- Characterises each segment by population size, acute activity and spend; highlights geographical variation across ICBs and UTLAs
- Quantifies potential savings by benchmarking to lower quartile/median levels for non-elective admissions, occupied bed days and outpatient activity (first and follow-up)
- Models reinvestment assumptions (e.g., proportions of savings allocated to workforce, digital, diagnostics and medicines) and estimates indicative resources
- Provides scenario testing to explore the impact of targeted interventions and service redesign on flow, capacity and outcomes
- Generates exportable action plans and segment-level insights to support neighbourhood team setup and PHM strategies

Benefits

- Data-driven segmentation clarifies need and focuses investment where it yields the greatest impact
- Reduction of unwarranted variation in non-elective admissions and occupied bed days; optimisation of outpatient first and follow-up activity
- Greater value from prevention by selecting high-return interventions and aligning resources to segment-specific needs
- Actionable, transparent outputs that build consensus across system partners and accelerate transformation
- Supports targeted interventions for high-need, high-cost population segments, driving efficiency and improved outcomes

Indicative opportunity context (from supporting analysis):

- National analysis suggests that 26% of the population drive 87% of acute costs; 22% with long-term conditions accounting for 48% of acute cost
- National non-elective (NEL) reduction could yield £7.3–£7.6bn savings if replicating exemplar performance
- £3.7–£5.9bn (10–19%) potential by bringing NEL admissions to median/lower quartile across ICBs
- £2.1bn (≈11.5%) potential by bringing occupied bed days to lower quartile
- £1.63bn savings from reducing first outpatients to lower quartile; £4.68bn by optimising follow-ups
- Prevention investment framing (public health grant, NHS inequalities budget, Section 7A) with median/upper-quartile ROI



How we set up the tool

- **Data onboarding:** Receive, load and validate linked, pseudonymised patient-level data (national datasets and/or local provider feeds); establish secure data flows
- **Segmentation design:** Agree segmentation logic and assumptions (segment definitions, age bands, benchmarks, reinvestment proportions) with local stakeholders
- **Analysis and delivery:** Run analyses, validate findings with clinical/operational leads; produce dashboards, action plans and segment profiles

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

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

Appendix: Data sources

- Federated Data Platform (FDP): national pseudonymised linked acute activity and cost data
- CF Trusted Research Environment (TRE): patient-level datasets derived from HES and ONS
- Methodologies developed with partners (e.g., Greater Manchester) to inform segmentation across care settings

Appendix: Caveats

- Rapid mobilisation may mean fewer checks than standard CF projects; findings should be validated locally



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- Assumptions documented and should be reviewed with clinical and operational leads
 - Unmet need and the impact of digital/data/AI are not fully quantified within the core analyses

Provenance

- Structure: Final Service Definition Document (D&C) template. 1
- Content: 10-Year Plan segmentation analysis deck. 2

