

Workforce

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



Workforce

Service overview

Workforce in the NHS is under pressure from increasing demand and challenges in staff recruitment and retention. Effective workforce analysis and planning go beyond forecasting headcount, rather it is an understanding of how to effectively deploy the right size workforce to generate the right levels of output for the right cost. Workforce understanding and planning can be challenging and expensive, especially as dynamic changes across the healthcare landscape are common. To date, NHS workforce modelling has been done on an ad hoc basis to inform specific strategic and policy choices, using proxy data or high-level assumptions.

The CF Workforce tool has been designed to support not only traditional workforce planning but also the modelling of new workforce approaches, such as Integrated Neighbourhood Teams (INT), Integrated Health Organisations (IHO), and other innovative models to understand your true workforce capacity – the effective deployable workforce you have by grade and by role. This understanding can help identify real gaps between demand and supply and enable effective allocation of resources and scenario planning for multidisciplinary teams, and integrated care delivery at neighbourhood, Place, and system level.

The Workforce tool can help with common challenges that you may be experience with making the best use of your resources. For example, the tool can help to:

- Understand existing workforce capabilities
- Quantify the 'real' deployable workforce at any one time
- Measure and improve utilisation of workforce by analysing activity generating output
- Make confident resource decisions based on accurate current state analysis and forecasting against projected demand
- Identify opportunities across supply and demand
- Benchmark workforce output and productivity levels (e.g., for the same service across providers within an ICS)

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 Workforce 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, COO etc.)



2. ICS, Care Provision Level and Place Leaders (e.g., Head of Primary Care, Director of Urgent Emergency Care etc.)
3. Operational management
4. Senior management
5. Clinical leadership
6. Business Intelligence
7. Finance and contracting

What the tool does

The CF Workforce tool is a simple-to-use but sophisticated web-based analytics tool that enables macro modelling of demand against supply. It also allows for future projections and effective resource planning. The tool can work at different levels (e.g., ICS, region, place) as well as different settings and provides an understanding of workforce composition and skill mix. Users can also determine workforce required to deliver level of care required based on current models of care in a 'do nothing' scenario and in a 'do something' scenario, including changing productivity and workforce blend.

The Workforce tool can also support Population Health Management through definition of care packages that can be applied to different population segments and the resourcing needed to deliver them. 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 ICS, and/or Place level.

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

- Project demand and supply of workforce for a given geography
- Drive demand from activity across settings including acute and all out of hospital settings (e.g., primary care, mental health, community, social care, ambulance)
- Benchmark within the ICS by Trust and Speciality
- Supply to consider starting establishment and vacant, training posts, recruits, leavers
- Works for acute (doctors, nurses, technical, admin) and non-acute (GPs, nurses, therapists, etc.)
- Allows application of levers to affect supply (recruiting, retention, training) and demand (activity growth, productivity, pathway changes)
- Can work at multiple levels including region/ICS/Place as well as different settings
- Apply segmentation of population across geography at multiple levels including ICS/Place/PCN
- Define care packages that can be applied to segments of population
- Quantify the activity associated with care packages and the resourcing needed to deliver it
- Model the total demand for staff by type and setting



- Compare demand and supply of workforce for given geography over time
- Scenario planning for integrated and place-based workforce deployment
- Quantify the impact of new roles, blended teams, and cross-organisational working

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

Benefits

- Enables a true understanding of the current effective deployable workforce by grade and role
- Measure and improve the utilisation and productivity of your workforce
- Helps to plan effective resource deployment across organisations
- Aids understanding of gap between supply and demand
- Identify training needs and skills needed to meet future demand
- Model different scenarios and test and identify the best outcome
- Enables effective, precise identification and evaluation of workforce initiatives
- Benchmark providers within your ICS for activity generating output

How we set up the tool

The Workforce 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



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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 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

