

ICS and Place Based Support

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



ICS and Place-Based Support

Service overview

As ICSs revise and update their integrated care strategy for genuine integration, wrapping seamless services and support around local people, they must continually make an honest assessment of the current reality, followed by ongoing monitoring and improvement of ICS development.

The ICS and Place-Based Support tool aids leaders to assess their baseline level of integration and outcomes compared to peers, across physical and mental health, community-based and hospital-based care, and health and social care to identify and prioritise opportunities for resource allocation and track integration objectives against priority areas. The tool is not only designed for ICS and Place level use, but also for neighbourhood and Integrated Health Organisation (IHO) teams, supporting targeted interventions and planning across all tiers of the health system.

The ICS and Place-Based Support tool has been designed to support the development of ICSs over time by:

- enabling a holistic view of the current position of the integration of the service
- quantifying opportunities based on narrowing gaps to peers
- identifying priorities for the ICS and helping to set achievable goals
- tracking and evaluating integration objectives and impact of interventions

Through this support, the ICS can evidence it is meeting its statutory and constitutional responsibilities, efficiently allocate resources, support improvement through targeted interventions, and facilitate transparent oversight of system risks and accountability to the public.

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 ICS and Place-Based Support 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 managers and Place / Neighbourhood-level teams involved in planning, delivery and oversight
4. NHSE national leadership team
5. NHSE national users working on ICS development

What the tool does

The ICS and Place-Based Support tool is a simple-to-use but sophisticated web-based analytics tool that provides:

1. Understanding

- a. ICS, Place, neighbourhood or IHO measures of integration and outcomes over time, benchmarked against geographical and statistical peers
- b. Broken down by ICS, Place, neighbourhood, Core20 and protected characteristics (at the LSOA/Local Authority level)

2. Prioritisation

- a. Quantify improvement opportunities based on narrowing gaps within the ICS, Place, neighbourhood or IHO and raising performance to peer benchmarks for each metric
- b. Identify priorities for the ICS, Place, neighbourhood or IHO based on the size of the opportunity
- c. Set achievable goals in line with timelines set out and historical peer performance

3. Improvement

- a. Causal discovery algorithms for goal metrics to identify where in causal chain to target to have maximum impact over a tactical time horizon
- b. Track integration objectives against priority areas over time
- c. Evaluate impact of interventions on integration and outcomes measures, using synthetic controls and observational data

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

- Easy-to-use interface that allows drill-down and comparison across ICSs, Places, neighbourhoods and IHOs
- Key metrics and timely data sources required to manage population outcomes
- Automated supporting materials for ICB population outcome committee
- Quantification of warranted and unwarranted variation within the CORE20PLUS5 objectives
- Tracking of integration objectives against priority areas
- Evaluation methodology of targeted interventions



The ICS and Place-Based Support tool is based on a secure cloud platform and can be accessed by multiple users from multiple locations. Aggregated data that supports understanding of integration can be downloaded as a .CSV file.

Benefits

- Provides holistic view of ICS, Place, neighbourhood or IHO level of integration in context of statistical and geographical peers
- Identifies improvement opportunities
- Identifies priorities for the Executive and helps effective resource allocation
- Identifies priority areas for improvement in population health initiatives
- Gauges progress in implementation and impact and then measures and compares progress over time
- Embed multidisciplinary teams working and leadership required to accelerate change

How we set up the tool

The ICS and Place-Based Support 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 ICS and Place-Based Support 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

