

Local Data Strategy

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



Local Data Strategy

Service overview

There is growing demand for operational teams across organisations to use data-driven insights to support business decisions a reduced stand-alone operation. Business Intelligence (BI) teams are often required to curate complex data integrations into simple tools or custom dashboards that can report metrics to deliver key insights.

Where organisations are seeking to re-design how they use data to run services, make decisions, and improve quality and performance, CF's Local Data Strategy can support across various aspects, including: BI maturity assessments, deep understanding of operational needs, design and develop a future-state vision and strategy for implementation. This simplifies fragmented BI landscapes, improves the consistency and quality of outputs, and enables staff across all roles to access the information they need through intuitive, interoperable tools.

Our approach is particularly suited to organisations where existing BI dashboards are often siloed, not sufficiently dynamic, and lack the operational depth needed to support day-to-day decision making. The Local Data Strategy defines what data each role requires, the tools and processes needed to produce it, and the skills required within BI and operational teams. It sets out a roadmap for leveraging products — including operational dashboards, integrated data models, and locally-built applications — to create a coherent, modern, and efficient data environment.

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

1. Executive and senior leadership
2. BI and performance teams
3. Healthcare analysts and consultants
4. Operational managers and service leads
5. Clinical and corporate teams
6. Digital, data and technology teams

What the tool does



The Local Data Strategy service diagnoses the current BI, analytics and data landscape, identifies gaps in quality, usability, governance and value for money, and sets out a detailed future-state model and strategy aligned to the capabilities desired. The strategy is also based on our extensive experience supporting organisations to resolve similar issues in accessing and displaying organised healthcare data to inform change.

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

- BI maturity review, assessing skills, processes, outputs, data architecture, and user experience across the organisation
- A future-state data and BI operating model, including role-based data needs, workflow redesign, process automation opportunities, and the redistribution of analytical effort
- A clear case for adoption, detailing which current tools can be replaced, which can be enhanced, and where our strategy and products can simplify or unify legacy reporting environments
- A roadmap for operational dashboarding, enabling real-time insight for services that lack targets but still require visibility
- A skills and capability model, outlining the required competencies for BI, operational teams and analysts with an emphasis on self-service and “BI at the point of use
- An implementation plan that prioritises high-value use cases, aligns leaders, and supports cultural and technical adoption of products

Benefits

- A clear and coherent BI vision, replacing fragmented, siloed dashboards with a unified FDP-enabled approach that is simpler, more intuitive and operationally relevant
- Improved value for money, by reducing duplication, minimising rework, and shifting BI teams away from routine manual reporting toward high-value analytics
- Better operational decision-making with real-time dashboards / apps support flow, staffing, quality and productivity
- Enhanced staff capability, empowering operational teams to self-serve data and insights, and enabling BI teams to work at the top of their licence
- Faster insight generation, with reduced engineering overhead between analysts and data, enabling rapid creation of new metrics and dashboards
- Executive alignment and strategic clarity, helping leaders understand where the strategy / products can deliver greatest benefit / support organisational priorities.

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



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- 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

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

