



Population Health Capability Maturity Assessment

G-Cloud 15 Service Definition Document

January 2026

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1 Deloitte Overview

As a leader in professional services, Deloitte LLP is committed to making an impact to our clients, our people and for society. We have over 27,000 staff based across the UK providing audit, risk advisory, tax, consulting, financial advisory and legal services to public and private clients across multiple industries. We work together to build trust, support inclusive growth, and build capability, enabled by our **breadth and depth of expertise across advisory, delivery, engineering and managed services.**

Our **public sector practice** serves Central Government, Government Agencies, Local & Regional Government, Defence, Security and Justice, Health and Social Care, Transport, Education and Housing. We also provide services to the Northern Ireland Office, Scottish Government, Welsh Government and Crown Dependencies.

Our Cloud Capability

At Deloitte, we help our clients **Imagine, Deliver** and **Run** the businesses of the future through the power of **Cloud**. We have deep Cloud architecture, engineering, operational, commercial, and business transformation expertise delivered by a team of more than 26,000 Cloud Practitioners globally. We have delivered over 2,000 cloud implementations over the past 5 years and have 60+ cloud centres of excellence supporting the delivery of cloud services to our clients.

In the UK, we have a team of over 100 Cloud managed service specialists plus the following certifications across AWS, Microsoft Azure, Google Cloud and Oracle Cloud Infrastructure (OCI):



We help our clients with all aspects of their journey-to-cloud and optimisation of their cloud and cloud-services investments. Our Cloud practice can support you to optimise your client investments, and to navigate your organisations cloud journey, providing specialist cloud architecture, engineering, and operational skills at all stages, with a large proportion of our team holding the clearances required to meet your specific security requirements.

Our AI Capability

Deloitte stands at the forefront of AI transformation and was recognised as a Leader in the 2025 IDC MarketScape for Artificial Intelligence (AI) services for the fourth consecutive time. Supported by a £3 billion investment in AI, Data, Automation, Cloud, and Cyber, we seamlessly integrate our deep AI expertise with our extensive cloud capabilities. Our UK team is part of 339K AI-fluent practitioners globally, and includes over 1,300 AI specialists and engineers, many of whom hold the necessary security clearances for public sector delivery.

Through the Deloitte AI Institute, our hub for cutting-edge research and innovation, and strategic alliances with leading hyperscalers, we empower public sector clients to optimise costs, streamline processes, and navigate their AI journey. We achieve this by leveraging our ReadyAI™ models, which provide end-to-end support for AI solution implementation, and our Trustworthy AI™ framework, ensuring responsible and ethical deployment.

Our alliances & ecosystems

To bring full value to our clients, Deloitte is a premier consulting partner with all the leading hyper-scale cloud vendors in the market including AWS, Google, Microsoft¹ and SAP. A selection of our partners and alliances are presented below:



What the analysts say

Don't just take our word for it. Deloitte is recognised by the analyst community as being **leaders in cloud transformation services**. This reflects the wealth of experience we have in delivering cloud services across the public sector and wider private sector combined with our out-of-the-box templates, tools and assets.

Gartner

Originating in 2021, Deloitte has been recognised as a Leader in this category for four years in a row. Deloitte was also positioned as a Leader in the **Gartner Magic Quadrant for Public Cloud Infrastructure Professional and Managed Services, Worldwide** in 2021, 2020 and 2019, the previous form of this category.



Gartner

Gartner: Magic Quadrant for Public Cloud IT Transformation Services. © Gartner inc. 2025

IDC

Deloitte has been awarded Leader status in the **IDC MarketScape: Worldwide Industry Cloud Professional Services 2024** Vendor Assessment. We have also been recognised as Leaders in **Hybrid IT Consulting & Integration Services** and **Software Engineering Services**.



Source: IDC, 2024

IDC MarketScape: Worldwide Industry Cloud Professional Services Vendor Assessment © IDC inc. 2024

Cloud Transformation

Transform Faster, Transform Smarter

Deloitte's Cloud Transformation can fast-forward your journey to the Cloud, unlocking innovation, efficiency, and growth.

[Find out more here](#)



¹ As Microsoft's Independent Auditor, Deloitte cannot have a direct or material indirect business relationship with Microsoft, such as having an alliance or being a registered partner. Nonetheless, Deloitte can provide Microsoft-related technology services and invests heavily across its global business building technical skills and capabilities to develop world-class consulting and solution delivery capabilities.

2 Service Overview

Deloitte offers an assessment of the maturity levels associated with the capabilities required to implement a cloud based population health management solution. The assessment reviews single or multi-organisation maturity, providing a bespoke set of recommendations and next steps required to implement your integrated population based approach to health and care.

Service features

- Identify and map the in-scope organisation across various sectors
- Identify key stakeholders including citizens, management, healthcare professionals, social care partners etc.
- Undertake interviews/workshops across each domain to provide maturity assessments
- Review stakeholder engagement across all organisations
- Provide a capability maturity report to demonstrate organisational maturity
- Provide a strategic implementation roadmap
- Review potential cloud-based technology solutions and identify suitable options
- Highlight key assets and gaps/risks that need to be addressed
- Recommend key next steps specific to your situation and aims
- Digital transformation readiness assessment including people, skills, tools and technology, data, PHM knowledge

Service benefits

- Reduces programme risk and cost of transformation
- Provides insight to enable your population health initiative to succeed
- Provides an understanding of stakeholder perceptions and key messages
- Provides an independent view on maturity and change/ development required to implement cloud solutions
- Assessment covers multiple domains (strategy, operations, finance, technology)
- Assesses the potential benefits achievable by implementing population health
- Combines Deloitte's worldwide experience with UK health and care specialists
- Identifies gaps to strengthen planning (funding, technology, governance, resourcing, data)
- Core skills in supplier and third-party engagement and management
- Provides a framework-based maturity approach for comparison with global peers

How the planning service works

This service helps buyers plan cloud software implementation by providing a proven framework to analyse the maturity levels across eight standard capabilities across the organisations. Population health management approaches require multiple organisations to work together in new ways with new governance and funding models which can prove challenging to agree and put in place.

This service assesses those capabilities and provide next steps to be taken along the journey to cloud PHM implementation. The service focuses on how the technology can support and enable the new models of care that can be delivered via population health management.

The planning aspects include, but are not limited to: programme planning; technology architecture; leadership and governance and organisational design. These organisational changes are critical to realising the business benefits of cloud, but will not be achieved without planning. Public bodies undertaking significant transformation programmes benefit from this service because it helps them explore all of the aspects of business operation in the target state.

3 Detailed Service Description

Our Approach

This service provides a proven method and approach for exploring, assessing and developing the Population Health Management capability of your organisation, ICS or region. Our 6-stage approach is grounded in experience – enabling you to rapidly make informed assessments and decisions around your Population Health capability development direction and start moving towards these objectives as soon as possible.

Baseline

- Catalogue existing infrastructure capabilities, technologies, and in-flight projects relevant to your population health journey
- Validate existing strategies and plans against peers and industry practices
- Investigate constraints that impede the current pace of cloud uptake for Population Health
- Baseline findings (e.g., priority, risk, cost) and develop associated recommendations

Vision

- Validate future case studies and outcomes to be delivered by population health approaches
- Develop a set of guiding principles to inform strategy and govern cloud usage
- Develop an outline cloud vision and transformation themes

Strategic Decisions

- Identify select high priority business use cases for cloud enabled population health management adoption
- Develop a prioritised list of population health management and related Cloud capabilities to develop over the next 3 years
- Articulate the value offered by each cloud enabled population health management capability
- Define platform choices, identify analyse options for approach and transformation pace
- Define approach to data sharing based on compliance with required Information Governance regulations and policies, and including approach to anonymization/ pseudonymisation and collaborative data processing where appropriate

Organisational Impact

- Review cloud enabled Population Health Management readiness based on as-is model and comparison with PHM maturity framework/s
- Identify new capabilities and functions required within your organisation to effectively utilise cloud enabled population health management approaches
- Establish principles for effective management of operations in cloud
- Define key skills and talent requirements to leverage the full range of cloud technologies and develop cloud enabled population health management use cases in practice

Financial Impact

- Collect required financial data for the cloud enabled population health management value calculation.
- Develop the financial baseline and create growth projections to inform value calculations Population Health Capability Maturity Assessment 5
- Estimate cost to achieve
- Identify potential benefits at a high level, including cost savings and cost avoidances

Roadmap

- Validate cloud enabled population health management strategy with key clinical, IT and business stakeholders
- Consolidate near term cloud enabled population health management initiatives based on existing in-flight and planned projects across the in-scope footprint
- Refine scope (activities, costs and resource profile) for each of the projected population health management initiatives
- Develop multi-year implementation roadmap

Inputs

We have assumed that you will be in a position to provide certain inputs to the service, which we have listed here. If you are not in a position to provide all of these inputs, we can discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation.

- Information about the business need and the vision for change;
- Business requirements, prioritisation and contextual information;
- Financial and technical data for your organisation's IT environment; and
- Organisational information such as roles, responsibilities, skills / capabilities, and team structures.

Your Contribution

Our services are designed to be delivered with you rather than to you. We have assumed that you will be able to make the following contribution to the work. If you are not in a position to take on these responsibilities then please get in touch to discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation.

- Making available the time of stakeholders and decision-makers to attend workshops and meetings for this project;
- Providing visible senior leadership to the project in order to drive its delivery in the business;
- Providing access to the best available information about the existing situation, plans and strategies;
- Providing dedicated resource to the project in order that Deloitte and the customer can work collaboratively to achieve the results of the project; and
- Providing effective working space for our joint team in a co-located space or appropriate remote capability to facilitate appropriate remote collaboration.

Outputs

The deliverables of this service will depend upon the roles that are agreed for Deloitte's scope in the Service Order. They will be documented in the Service Order. Indicatively, the kind of deliverables that we may produce are:

- Baseline – a deliverable describing the current footprint of capabilities and technology assessed against Deloitte's population health management framework and national health and social care frameworks for population health.
- Vision – a deliverable describing the drivers, principles and goals for adoption of a population health approach.
- Strategic decisions - a deliverable recording the direction and shape of a future Cloud enabled population health adoption, agreed by your stakeholders. Population Health Capability Maturity Assessment 6 © 2024 Deloitte LLP. All rights reserved.
- Organisational Impact – a deliverable defining the principles, capabilities and changes required to enable the desired level of Cloud enabled population health management adoption.
- Financial Impact – a deliverable identifying the costs and benefits associated with the desired level of Cloud based population health management technology adoption.

- Roadmap – a deliverable describing the scope, effort, duration, cost and sequencing of activities to execute the Cloud enabled population health management strategy.

Business Context

The service is designed for public bodies (NHS Trusts, ICSs, LHCREs or equivalents) that have a defined objective to develop Population Health capabilities and have or require a business case for change, which can only be delivered by an IT enabled transformation project, informed by population health experience and expertise. It is designed to give public bodies in the NHS and Social Care specialist support with the professional activities related to IT design and delivery.

Service Constraints

To gain full value from this service the buyer will need executive level governance to make decisions, resolve issues, set strategic direction, and to provide inputs like: Strategic objectives; Committed delivery milestones; Budget constraints; Driving priorities and Policy. Additionally, the service is most effective if linked with the buyer's internal technical capability, clinical and social care expertise. The buyer should also consider any other third parties involved with legacy systems and/or new deliveries relevant to the engagement scope. This may require the buyer to facilitate nondisclosure or other commercial agreements for these parties to be engaged in an effective and collaborative way.

4 Contact Details

Please send your requirement to publicsectorbidteam@deloitte.co.uk. Alternatively, if you wish to discuss your requirements in more detail, please send us the following information and we will be happy to contact you:

- Your organisation name
- The name of this service
- Your name and contact details
- A brief description of your business situation
- Your preferred timescales for starting the work.



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