

# Consulting Excellence declaration

2025

PUBLIC

# Our commitment to Consulting Excellence

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**CF is a leading consultancy dedicated to making an enduring impact on health and healthcare. We work with leaders and frontline teams to improve health, transform healthcare, embed life science innovation and boost growth through investment.**

We collaborate with a diverse range of clients across public and private sectors, both in the UK and abroad, with the ultimate goal of making a positive impact on population health. We aim to lead in social responsibility, inspiring clients to drive innovation and lasting change.

As a vibrant and inclusive company, we prioritise employee growth and we are building a company that attracts, develops, and retains a trusted and uniquely talented team.

We wholeheartedly support the Consulting Excellence scheme which unites MCA member organisations to enhance the industry's reputation, foster public trust and sustain the future of our industry.



# CEO statement

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*“At CF, our mission and purpose are to be invaluable to our clients, supporting them in innovating and making lasting improvements. Our team is passionate about and dedicated to improving healthcare for all. For over a decade, we have been assisting clients in resolving inequalities, transforming service delivery, and sustaining change.”*

We are dedicated to making a significant impact by striving to be the leading management consulting and data services company, committed to improving the healthcare sector and health outcomes for all.

2024 saw volatility in the market, yet our growing reputation as experts in health and trusted partners in addressing the critical issues faced by our clients continues to earn us recognition. We were named Strategic Consultants of the Year in the 2024 annual HealthInvestor Awards. In the same year, we were finalists in the Performance Improvement in the Public Sector category of the MCA's annual awards, celebrating our work with Manchester University NHS Foundation Trust. We are consistently recognised as a leader in healthcare consulting named as one of the FT's Leading Management Consultants 2025 for the fifth consecutive year; I was delighted that our services and Health and Life Science received prestigious gold recognition.

Our clients benefit from teams led by senior leaders, from experienced consultants to clinicians, data experts to industry experts. CF's teams fuse knowledge and transformation experience with innovation, creating data driving insights and decisions in health systems, health investing, and life sciences. Our goal is to support individual leaders, their organisations, and entire systems to improve collaboration and achieve sustainable change.



**Hannah Farrar,**  
Chief Executive CF and MCA Board  
Member

# Introduction to CF

# CF is a specialist healthcare consulting and data science company – we bring expertise in health systems, data science, rich access to data, and extensive NHS networks



## Experts in healthcare

Largest expert healthcare team in UK with deep understanding of commercial implications of NHS change



## Health sector reach

Unrivalled network and depth of relationships across NHS and industry; 75% top 20 client partnership focused



## Continuous engagement

Leverage in-depth engagement with clinical experts and leaders and work in close and continued partnership with clients



## Data capabilities

Access to more UK data than any other company and bring award-winning analytical expertise, blended with our clinical leadership



## Influence and innovation

Influential through award-winning thought leadership and drive for innovation



**UK'S LEADING MANAGEMENT CONSULTANTS 2025**



Achieved **gold status** in the category Healthcare & Life Sciences

**2021, 2022, 2023, 2024 & 2025:** Listed as one of the UK's Leading Management Consultants. Gold Status in Healthcare & Life Sciences. Bronze Status in Data Analytics & Big Data, Digital Transformation and Innovation, Growth & New Business Models.



**2024** Top UK Healthcare, strategy, management, Pharma, LS consultancy and Middle East consultancy By Consultancy UK



Awarded multiple times at the MCA Awards including in the Performance Improvement in the Public Sector, Strategy Thought Leadership Award and Change management in the Public Sector categories.



**2024** Strategic Consultants of the Year Winner



**2023** Finalists across three categories  
**2021** Best Healthcare Analytics Project  
**2018** Consultancy of the Year  
**2018** Best Provider of Healthcare Analytics



## Our values

# Our core values

We have four company values. Our values guide our actions and our work.



# CF has expertise in delivering best-in-class approaches across health systems, life sciences, and health investing

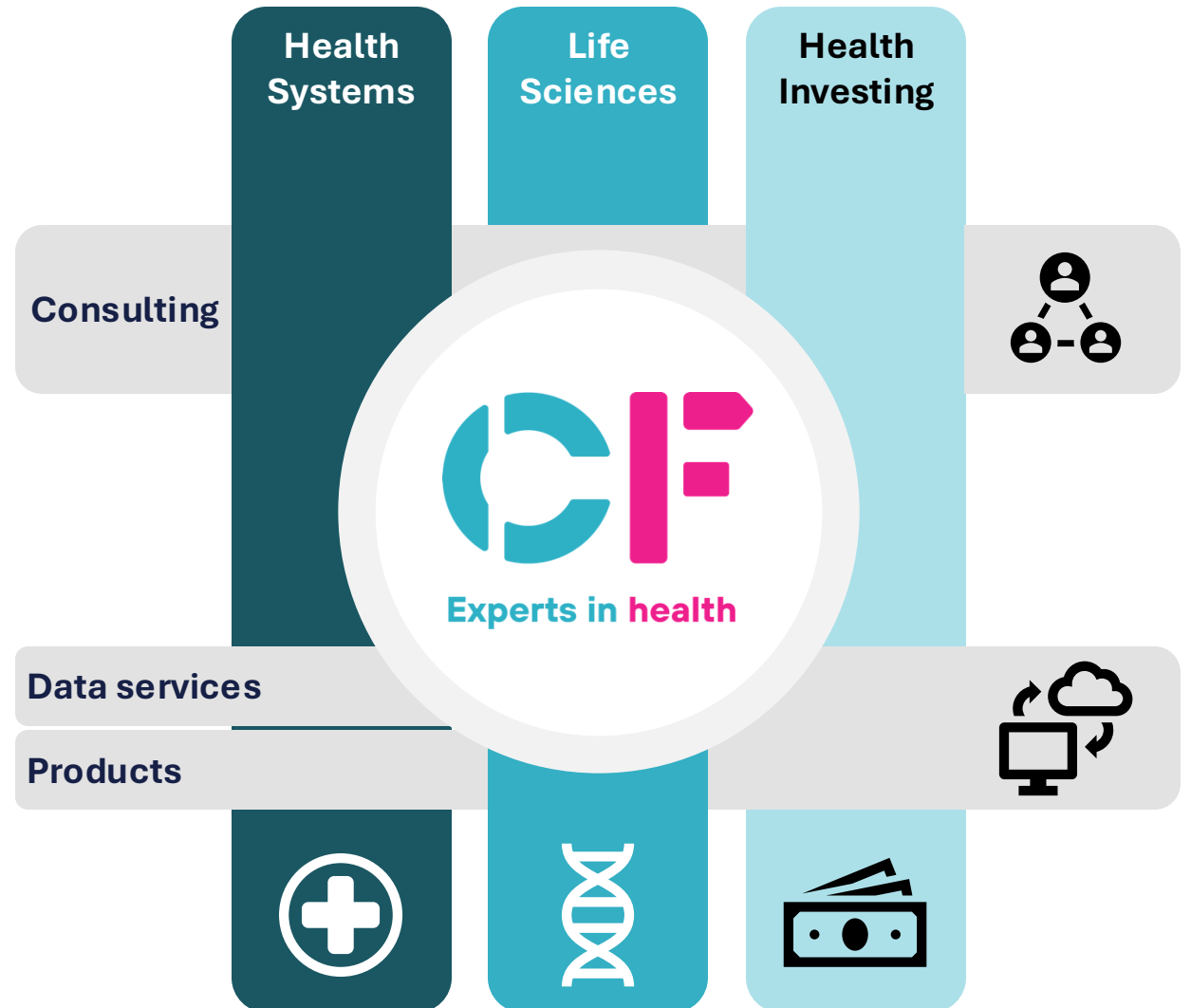
Our mission is to help our clients tackle the toughest challenges in healthcare — stretching the bounds of possibility to deliver better outcomes for populations.

We are experts in healthcare and work in partnership with a wide range of clients in both the public and private sectors, in the UK and abroad.

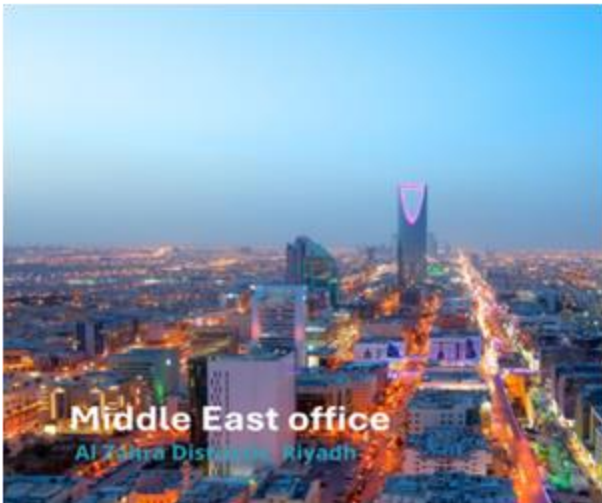
Our unique combination of services and products brings together expertise and experience from life sciences and health systems, using insights to unlock the potential of data and support the uptake of innovative technologies.

We have access to more health data than any other UK company. We enable safe and secure access to data and use data science to create insight. We develop products that solve real-life challenges and improve healthcare.

**Together, these elements deliver best practice pathways for patients, which is why we believe it is fundamental that our expertise is inclusive.**



# CF works internationally with offices located in the UK and the Middle East



Australia



Bahrain



Denmark



France



Germany



India



Ireland



Italy



Israel



Kingdom of  
Saudi Arabia



Morocco



Netherlands



New Zealand



Norway



Qatar



Spain



Sweden



United Arab  
Emirates



United  
Kingdom



United States  
of America



Oman



Singapore



Malaysia



Greece



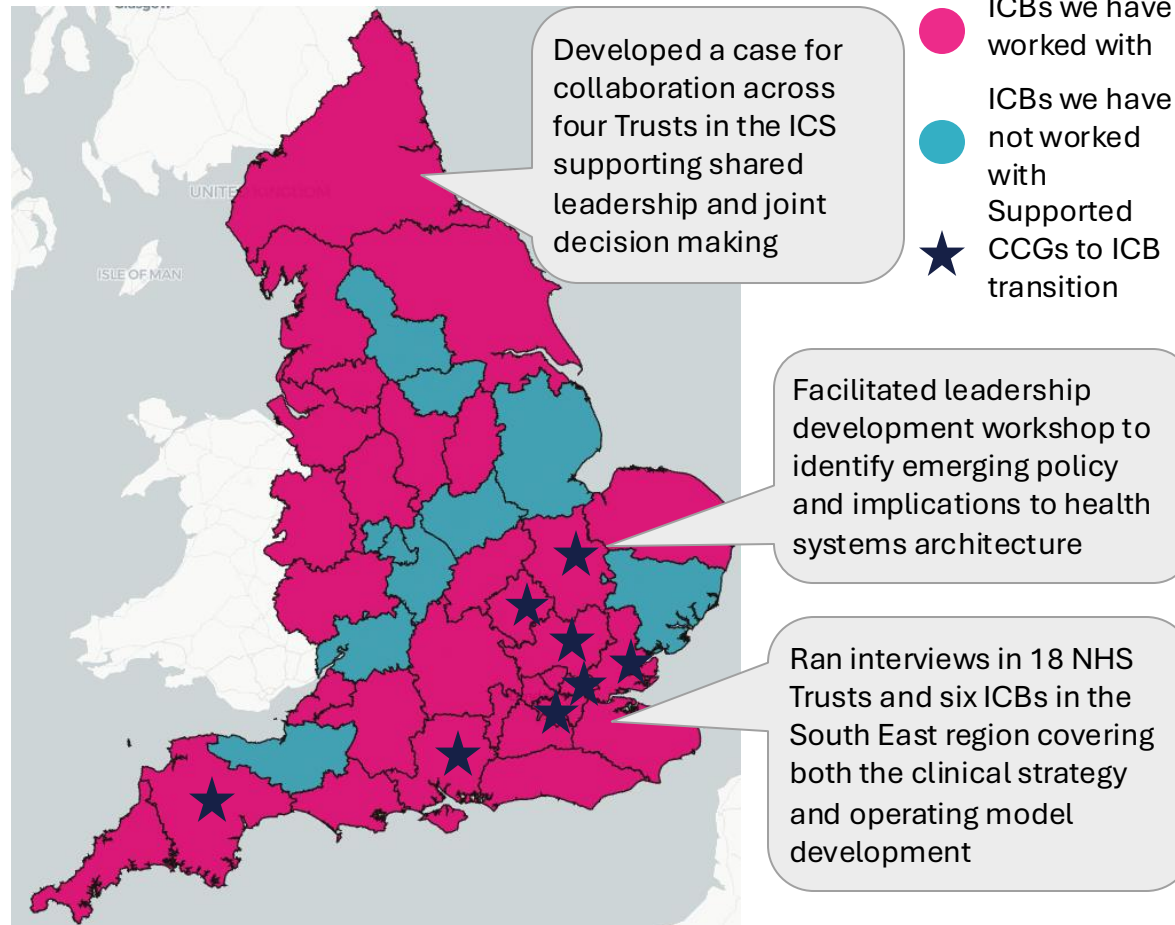
Pakistan

- We have experience working with health systems over five continents and leverage our network of advisors to understand evolving best practice globally.
- We have strong working relationships with these experts to rapidly access their expertise to support our work.
- Our network enables us to constantly identify innovation and emerging best practice to support our work.

# CF has unparalleled reach and real understanding of how to communicate with NHS stakeholders through various channels having worked with most ICBs

## ICSs/ICBs which CF holds relationships with

England ICSs/ICBs, 2025



**CF have unparalleled reach across NHS having worked with >70% of ICBs** at national and local level. This unparalleled reach and established network enables us to leverage our connections to support client efforts.

### Our contacts:

- Chairs/Leads, CEOs, COOs, CIOs and CFOs
- Medical directors, chief nursing officers, chief/ICB pharmacists
- GPs, nurses, allied healthcare professionals across primary care

### We use these relationships in supporting collaboration to:

- Connect data access with engaging clinicians/NHS to support innovation uptake using case finding and PHM approaches
- Linkage data with registries, medical devices, health apps
- Initiate RWE programmes
- Establish partnerships and evaluate impact

### We use channels flexibly to engage senior ICB stakeholders:

- Individuals – phone calls, emails and interviews
- Groups – workshops and roundtable discussions
- Ad boards – track record in supporting and facilitating advisory boards across healthcare and Life Sciences organisations

# CF's offer is uniquely attractive to the Middle East market due to our healthcare expertise and our ability to tailor our approach to local markets

## Heritage of real-world healthcare transformation

- We are recognised as true healthcare experts, having led major transformation initiatives around the world—from large-scale national healthcare reforms in Europe to guiding Accountable Care Organisations (ACOs) in the US.
- Our extensive, hands-on experience with complex reforms positions us to help Middle East healthcare systems achieve ambitious goals and deliver lasting impact.

## Shared values and enduring impact

- We share the Middle East's commitment to inclusivity, workforce empowerment, and sustainable progress.
- By transferring knowledge, building local capabilities, and championing diverse leadership, we deliver solutions that honour regional priorities and continue to thrive long after our initial support.

## Cultural fluency through local staff and Arabic speakers

- We don't rely on distant frameworks. Our Middle East based teams, including Arabic speakers, have deep cultural roots and on-the-ground insight. This ensures our solutions are culturally attuned, practical to implement, and embraced by local stakeholders.

## Pioneers in data, digital and AI

- We're at the forefront of leveraging advanced analytics, digital solutions, and AI to tackle complex healthcare challenges.
- Our robust methodologies—refined in demanding environments such as the NHS—are adapted to local contexts, enabling leaders to make data-driven decisions and achieve sustained improvements.

# Data, digital and AI

## Strategy

- Our strategic framework harnesses our unique access to the UK's 67 million patient records alongside advanced AI capabilities to redefine healthcare delivery across both NHS and life science ecosystems.
- Our Data Innovation team architect digital solutions that transform granular patient data into actionable evidence-based intelligence.

## Adoption and change management

- Our ability to navigate complex NHS environments by combining deep clinical expertise with effective change methodologies addresses both technical and cultural barriers to innovation.
- We implement comprehensive programs that transition healthcare organisations to data-driven operations embedding new digital capabilities through training, stakeholder engagement and workflow redesign while providing support until these innovations become business as usual, improving patient outcomes.

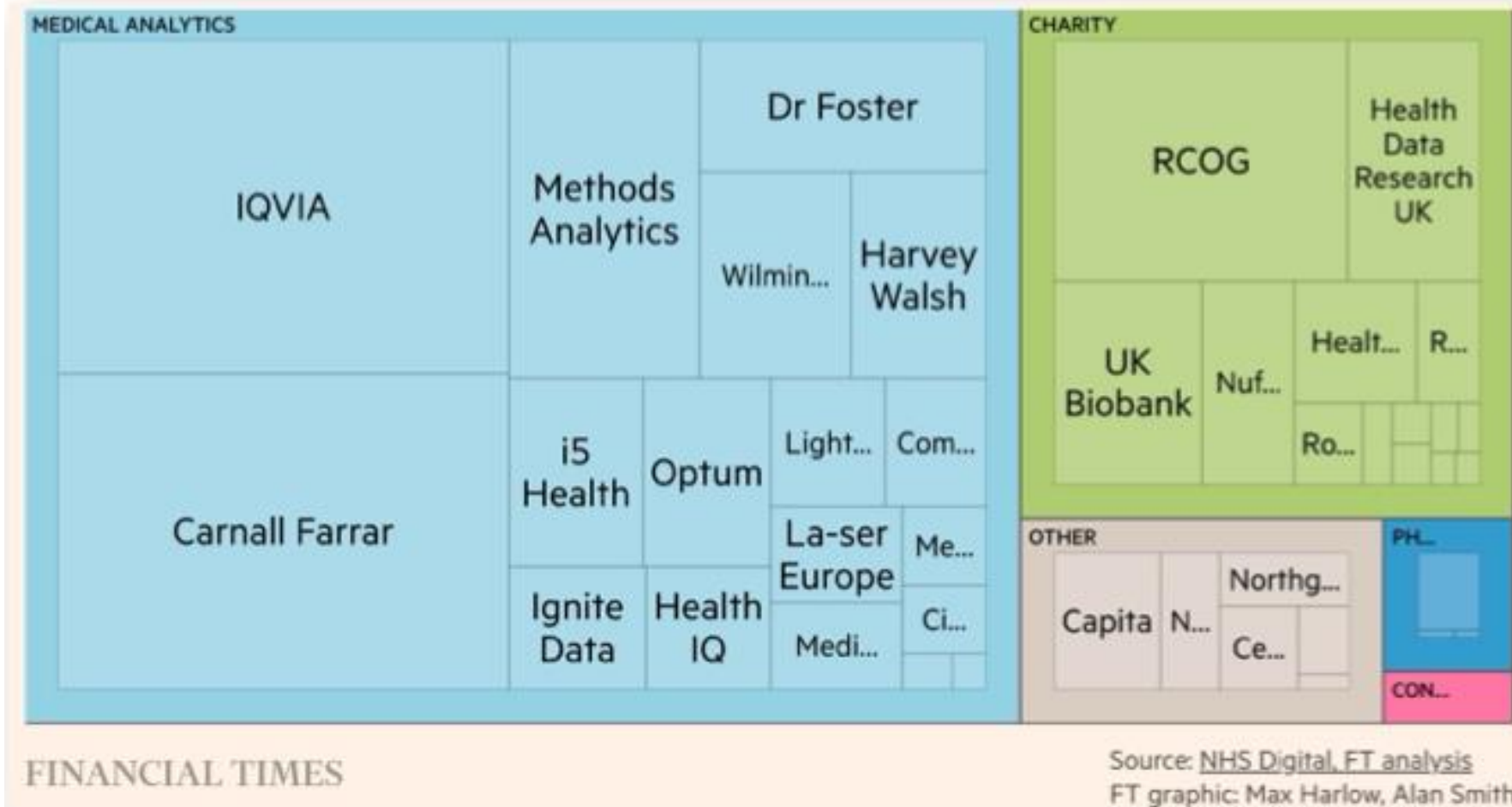
## Development tools and applications

- We use machine learning algorithms and generative AI to transform patient-level data into bespoke health analytics tools and interactive dashboards.
- Our innovative approach integrates complex clinical datasets to deliver intuitive visual interfaces that support NHS transformation and care pathway optimisation.
- We empower organisations with predictive insights that target interventions at all geographic levels while demonstrating measurable improvements in outcomes and productivity.

## Real World Evidence

- Our unique access to patient-level, integrated datasets via strategic secure data environments establishes us as leaders in Real World Evidence generation across both health systems and life sciences.
- Our multidisciplinary team navigates complex compliance requirements transforming the UK's comprehensive healthcare data into competitive advantage for NHS organisations and life science clients alike.

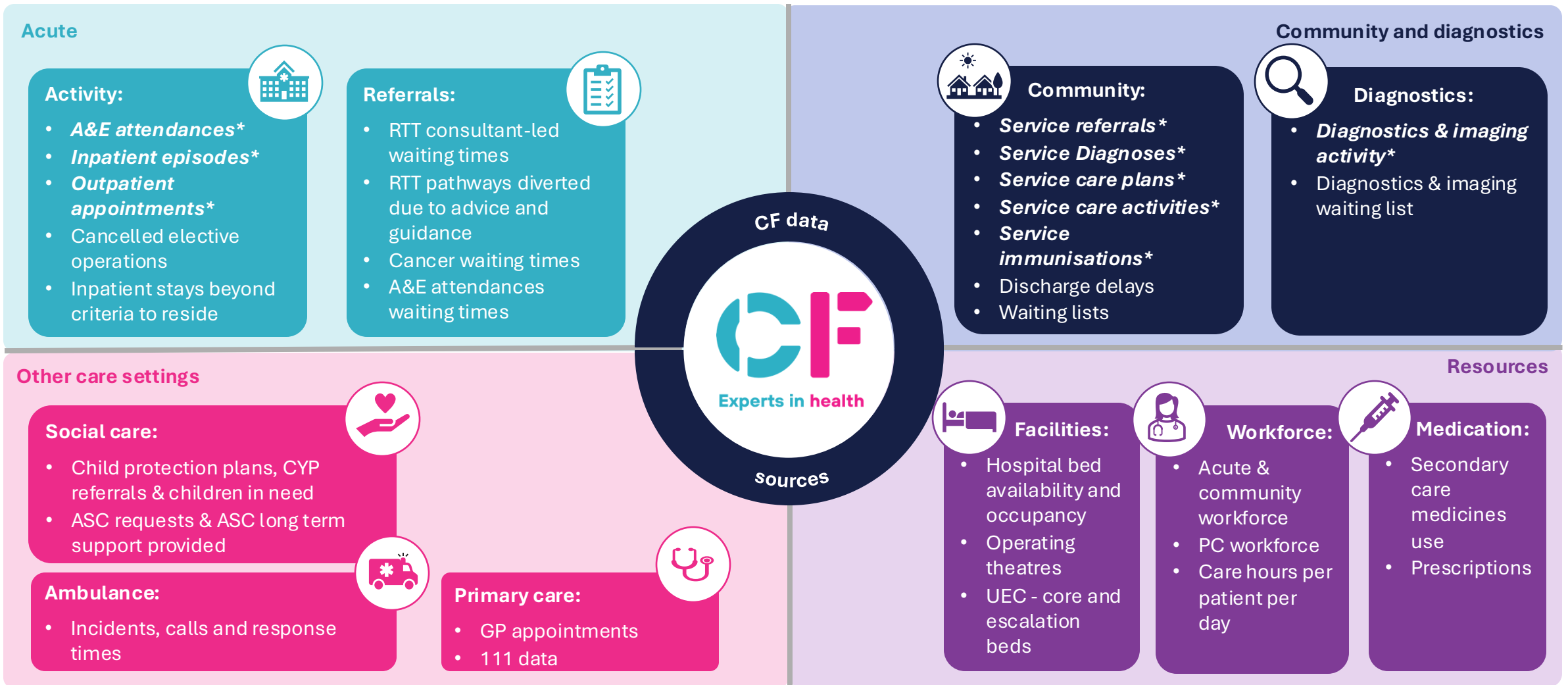
# CF has the largest access to UK healthcare data and have used this data to support more than 1000 client engagements to date



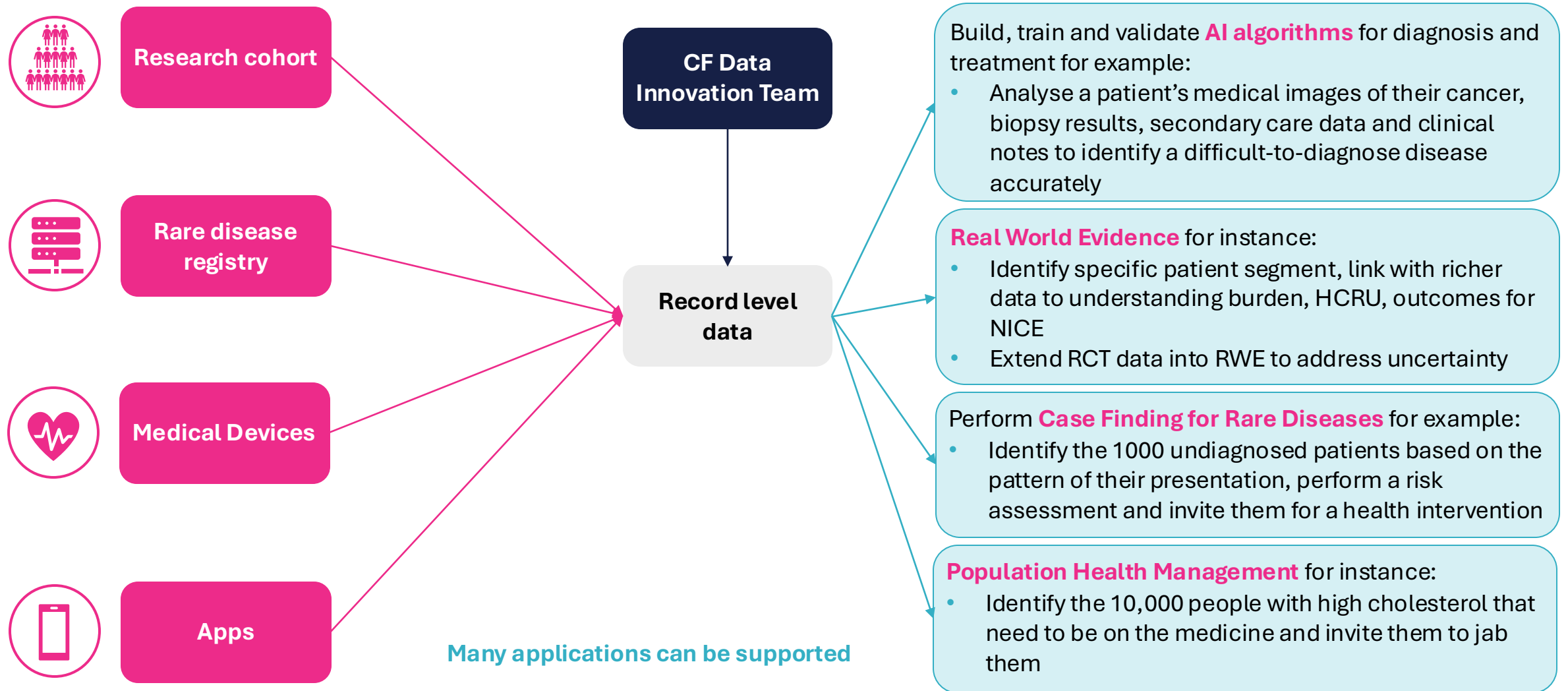
CF was **cited by the Financial Times** as one of the largest users of NHS data.

We extract, transform and apply advanced analytical and computing techniques to data to highlight and solve problems across the NHS, from national down to local level.

# CF has its own Trusted Research Environment with instant access to record level data on 57 million people in the UK



# CF's Trusted Research Environment and access to other data environments can support multiple purposes



# CF maintains a broad range of active policy reports, thought leadership and data insights

## Major reports

- Confed report on 4x return on health investment
- IPPR State of health and care programme
- The Lord Darzi report: 10 years on
- Innovation with IPPR: “The First Wealth is Health” – capitalising on Innovation in the NHS

## FINANCIAL TIMES

NHS investment boosts wider UK economy, study shows

Each £1 spent on health generates £4 of growth by increasing workforce numbers after post-pandemic drop

## TA-specific thought leadership

- Cancer post COVID: impacts, outcomes and next steps
- Recovery in long term conditions
- Potential impact of tele dermatology on NHS backlogs
- Challenges for today’s mental health services



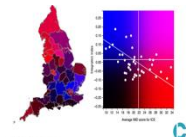
## Data insights

- Insights and Collaboration Engine (ICE)
- Health inequalities: The top-performing ICSs defying deprivation challenges
- CVD medicine management and recovery from COVID-19

HSJ

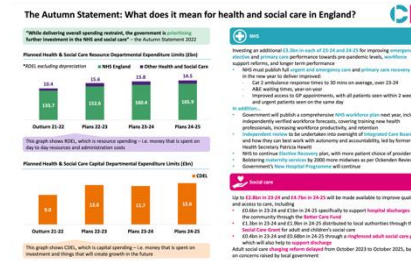
HEALTH INEQUALITIES

Revealed: The top-performing ICSs defying deprivation challenges



## Policy briefings

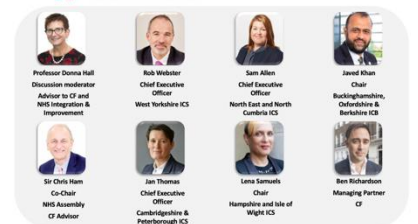
- Policy briefing summaries including NHS integration operational, financial guidance



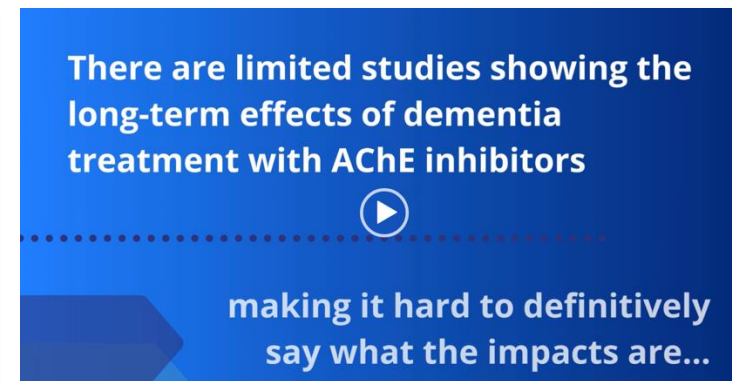
## Round tables

- ICSs leaders: ambition setting, data, and inspiring cultural change
- Cancer roundtable looking at impact and recovery post-COVID-19
- Health inequalities

CF ICS Roundtable attendees



# The public affairs impact has been significant from this work through multiple channels



# **Our commitment to consulting excellence and the fourteen principles**

# CF is signed up to the fourteen consulting excellence principles

- 1 We are responsible and good citizens
- 2 We conduct our business ethically
- 3 We foster an ethical culture
- 4 We provide excellent consulting services which deliver the outcomes clients seek and need
- 5 We are transparent with clients and respond to their concerns
- 6 We always strive to improve the value we can deliver to our clients
- 7 We undertake training and professional development planning each year

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# CF is signed up to the fourteen consulting excellence principles

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|----|--|----|
| 8  | We promote strong core consulting capabilities and specialisms in our consultants and teams  | 22 |
| 9  | We support our employees' career progression, professional development and welfare   | 22 |
| 10 | We support the adoption of the Chartered Management Consultant (ChMC) Accreditation across the industry and champion its values  | 22 |
| 11 | We respect and embrace diversity and inclusion and understand the importance and positive benefit of people from different backgrounds working for our companies and our clients   | 23 |
| 12 | We recruit and retain people from a diverse talent pool and strive to build cultures where difference is valued, respected and celebrated at all levels. Furthermore we are committed to developing diverse future leaders and ensuring their progression in the industry.   | 23 |
| 13 | We support industry efforts to improve progress on diversity and inclusion, implementing best practice and monitoring the diversity of the consultancy sector workforce over time. This includes encouraging the collection of data to assess the effectiveness of D&I policies and participating in the MCA annual report | 23 |
| 14 | We commit to ensuring that our firms operate in an increasingly sustainable way and strive to ensure that sustainability is considered by our clients in our work with them  | 24 |

# Ethical behaviour

**Consulting Excellence firms work with clients, partners, employees and other stakeholders in an ethical way. This means:**

## **We are responsible and good citizens**

- We foster an inclusive environment that appreciates diverse skills and backgrounds.
- As an equal opportunity employer, we ensure fair treatment for every employee, regardless of race, religion, sexual orientation, gender identity, disability, or socio-economic background.
- Our Corporate Responsibility Program supports local organisations and the communities in which we operate.

## **We conduct our business ethically**

- Board meetings involve independent advisors who assist with business operations.
- We follow an internal Code of Conduct that defines work behaviours and expectations.
- Our Patient Privacy Policy protects patient anonymity and data, ensuring compliance with data deletion regulations.
- Social Media guidelines promote responsible conduct.

## **We foster an ethical culture**

- A quarterly group focused on Equality, Diversity, and Inclusion to enhance internal and client operations.
- Annual awards recognising outstanding contributions through peer feedback.
- Commitment from leadership to provide developmental support at all levels, emphasising staff health and wellbeing.

- We adhere to relevant professional standards by renewing ISO certifications and conducting financial audits to maintain high operational quality.
- Our responsibilities include our work methods, information management, and treatment of employees and clients, emphasising transparency, ethics, and support in all interactions.

# Client service and value

**Consulting Excellence firms promote the highest standards of client service and value. This means:**

**We provide excellent consulting services which deliver the outcomes clients seek and need**

- We specialise in healthcare consulting, leveraging diverse experiences in clinical practice, healthcare systems, investment, and consulting to provide sustainable solutions for our clients.
- Our services are tailored to client needs, built on trust, integrity, and respect.
- Clients have consistent communication with senior leaders managing each project.

**We are transparent with clients and respond to their concerns**

- Clients receive and acknowledge a comprehensive list of deliverables.
- We uphold our commitments for agreed fees, regardless of extra resources or time, and notify clients of any possible conflicts of interest beforehand.
- Partners conduct weekly meetings with senior clients to discuss project-related matters or questions.
- Clients are updated on tasks requiring third-party support.

**We always strive to improve the value we can deliver to our clients**

- Regularly assess and adjust services to address healthcare needs, positively influencing public health.
- Keep informed through ongoing training and development.
- Consistently review and improve methods and tools to follow best practices, foster social value, drive innovation, and address health disparities.

- We provide consulting and data services globally for healthcare systems, life sciences, and health investing organisations that conform to internationally recognised standards of ISO9001 Quality Management and ISO27001:2022 Information Security Management Systems.
- Our continuous improvement philosophy ensures we meet client expectations, focusing on building local capability.
- We help clients solve problems, navigate challenges, and transform delivery through strategy, advisory, program management, and leadership development.

# Professional development

Consulting excellence firms develop the capabilities of their consultants, provide career development opportunities and support the welfare of all their employees. This means we:

**We undertake training and professional development planning each year:**

We believe in supporting our people and investing both time and money into our employees' training and development.



**We promote strong core consulting capabilities and specialisms in our consultants and teams:**

We are committed to supporting our people throughout their careers at CF, from those starting out as Analysts through to Managing Partners.

**We support the adoption of the Chartered Management Consultant (ChMC) Accreditation across the industry and champion its values:**

Every member of CF's partner team holds Chartered status. We have obtained the ChMC Accreditation for our training and development programme from the Chartered Management Institute (CMI) and the MCA.

**We support our employees' career progression, professional development and welfare**

# Commitment to diversity and inclusion

**Consulting Excellence firms are committed to diversity and inclusion within their workplace and workforce. This means:**



We respect and embrace diversity and inclusion and understand the importance and positive benefit of people from different backgrounds working for our companies and our clients.



We recruit and retain people from a diverse talent pool and strive to build cultures where difference is valued, respected and celebrated at all levels. Furthermore, we are committed to developing diverse future leaders and ensuring their progression in the industry.



We support industry efforts to improve progress on diversity and inclusion, implementing best practice and monitoring the diversity of the consultancy sector workforce over time. This includes encouraging the collection of data to assess the effectiveness of D&I policies and participating in the MCA annual report. Our gender statistics show a 52% female and 48% male workforce. Currently, 54% of employees are female. Our aim is for 45% female representation in leadership by 2025.

# Sustainability

**Consulting Excellence firms are committed to sustainable development within their organisations and their work with clients. This means:**

We commit to ensuring that we operate in an increasingly sustainable way and strive to ensure that sustainability is considered by our clients in our work with them.

- We work with clients on reducing carbon footprints in the healthcare industry, highlighting areas for improvement in projects unrelated to sustainability to raise the profile.
- Our commitment to fighting climate change is embedded in project delivery, with evaluation of the impact studied and mitigated actions developed.
- We have a strategic objective to maintain carbon neutral status and progress towards net zero.
- We survey all staff regularly on their individual carbon footprint and run education sessions on ways we can reduce this individually and collectively.
- We have a suite of schemes for staff to reduce their personal carbon footprint including cycle and electric vehicle purchase schemes and aim to expand these in 2025.
- We work with our landlord to reduce the office's emissions, and balance face to face and virtual working.
- We will be B-Corp certified in 2025.

At CF, our commitment to sustainability is core component of how we add social value through our work. We are a carbon neutral organisation and have worked with Carbon Neutral Britain to reduce emissions from sources within our control and to offset any remaining footprint. We support our staff to reduce their own personal footprints by collectively building knowledge and promoting initiatives which support sustainable lifestyles.

Through our client work, we continuously consider opportunities to reduce our environmental impact. We work closely our clients to understand how we can support an organisation's agenda and adapt innovative practices into our approaches.

## What our clients say

# Client testimonials

## **Louise Ashley, Chief Executive Officer, Homerton NHS Foundation Trust:**

*“We commissioned Carnall Farrar (CF) to support us in the development of a recovery plan. The CF team brought relevant expertise and integrated well with our staff. They identified challenges and practical solutions based on knowledge of how the system works and best practice to effect change.... I thought you’d like to know that we are going to exceed our £1.25M deficit plan and break even. Thanks so much to your team who helped us at the beginning of a very tough journey!”*

## **Maggie MacIsaac, Chief Executive Officer, Hampshire and Isle of Wight Integrated Care Board:**

*“The team engaged effectively with all six Integrated Care Boards, to create a case for change that reflected the range of opportunities to create a better, more consistent set of urgent and emergency services across the South East. They drew new insights from our data, highlighting the variation in what patients receive and experience. They were rigorous in ensuring that we kept momentum and a fast pace to ensure that their recommendations were something we could all get behind and were clear about the steps we needed to take together to make progress. Our collaboration across the ICBs is much stronger following this work.”*

## **Melanie Walker, Chief Executive Officer, Devon Partnership NHS Trust:**

*“The Carnall Farrar team had the knowledge and expertise to produce a strategic framework for the Devon STP which produced a set of quantified opportunities and in-depth analysis into population needs and quality of services. The CF team examined the current mental health system through financial and clinical lenses and put together a viable plan to identify efficiencies while improve services. The team were professional and flexible and a pleasure to work with. The work CF produced left my team and the wider STP well placed to pick up and execute the final conclusions and has provided a comprehensive road map to further developing integrated care in the Devon area.*

# Thank you



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