

# **Demonstrating our Commitment to Consulting Excellence**

**MCA annual declaration  
May 2023**



# Our Commitment to Consulting Excellence

Our passion for healthcare – something we share with our clients – defines CF. It makes our purpose as a business very clear.

We exist to create opportunities to improve health and care for everyone, by inspiring our clients to see the possibilities of enhanced and innovative approaches. At the same time recognising that successfully delivering change is a significant challenge.

We create a bespoke offering to each of our clients, assessing both the issues faced and the impact on other systems; locally and nationally. We tailor strategies, improvements and implementation to deliver the optimal outcomes in the most efficient manner.

We establish close, trusted partnerships with our clients, transferring our best practice insights to support leaders and teams, and sharing the decades of experience our Partners have gained in leadership roles in the NHS, McKinsey, the Big 4 and life sciences consultancies.

A group of talented people who have studied, trained and worked in diverse organisations in the UK and internationally lead our company. Enthusiastic individuals who have worked in the front line of healthcare. A dedicated set of consultants with vast knowledge of how to deliver high quality health and care.

The way we work – in close collaboration, embedding skills within client teams, and ensuring decisions are made based on robust, evidence-led strategies – means what we deliver lasts long beyond our direct involvement.

# Our Commitment to our Clients



## Hannah Farrar Chief Executive Officer

At CF, our mission is simple – to improve health and care, by inspiring clients to innovate and sustain change, through a talented and trusted team of people, supported to stretch the bounds of possibility. It's something that is close to our hearts, with every member of the CF team having a passion for health and care.

My career started as a fast stream civil servant in the Department of Health, working across government and the NHS, and my interest and desire to work in healthcare has only deepened since then. After 15 years' working in the sector, I co-founded CF in 2013.

We wanted the company to be a very different kind of consultancy – one that combined excellent consulting skills with relevant industry experience so that we were uniquely positioned to enable our clients to make lasting change. Our work and the impact it has had for our clients, has won prizes from both the HSJ and the MCA, most notably winning the MCA's Project of the Year in 2022 for our Breast Screening project with NHS England.

Our partners bring a combination of in-depth sector experience and our materially engaged advisors bring a wealth of expertise to challenge us and help us develop. All clients are supported by senior leadership-led, talented and dedicated teams, including clinicians and data experts. We apply both our knowledge of care systems and experience of delivering transformation to develop new ways of working. Supporting individual leaders, their organisations and whole systems to work better together is our priority.

We pride ourselves in turning the data available within the NHS into meaningful insight that leads to sustained change in health and care and enables decision-making in the life sciences industry. We use this to apply advanced analysis which enables local areas to understand the drivers of demand and develop new, more effective care models.

At CF, we want to take on projects that will leave a legacy of sustainable change which results in improved quality of care. We hope to be able to support new projects to deliver change in health and care.

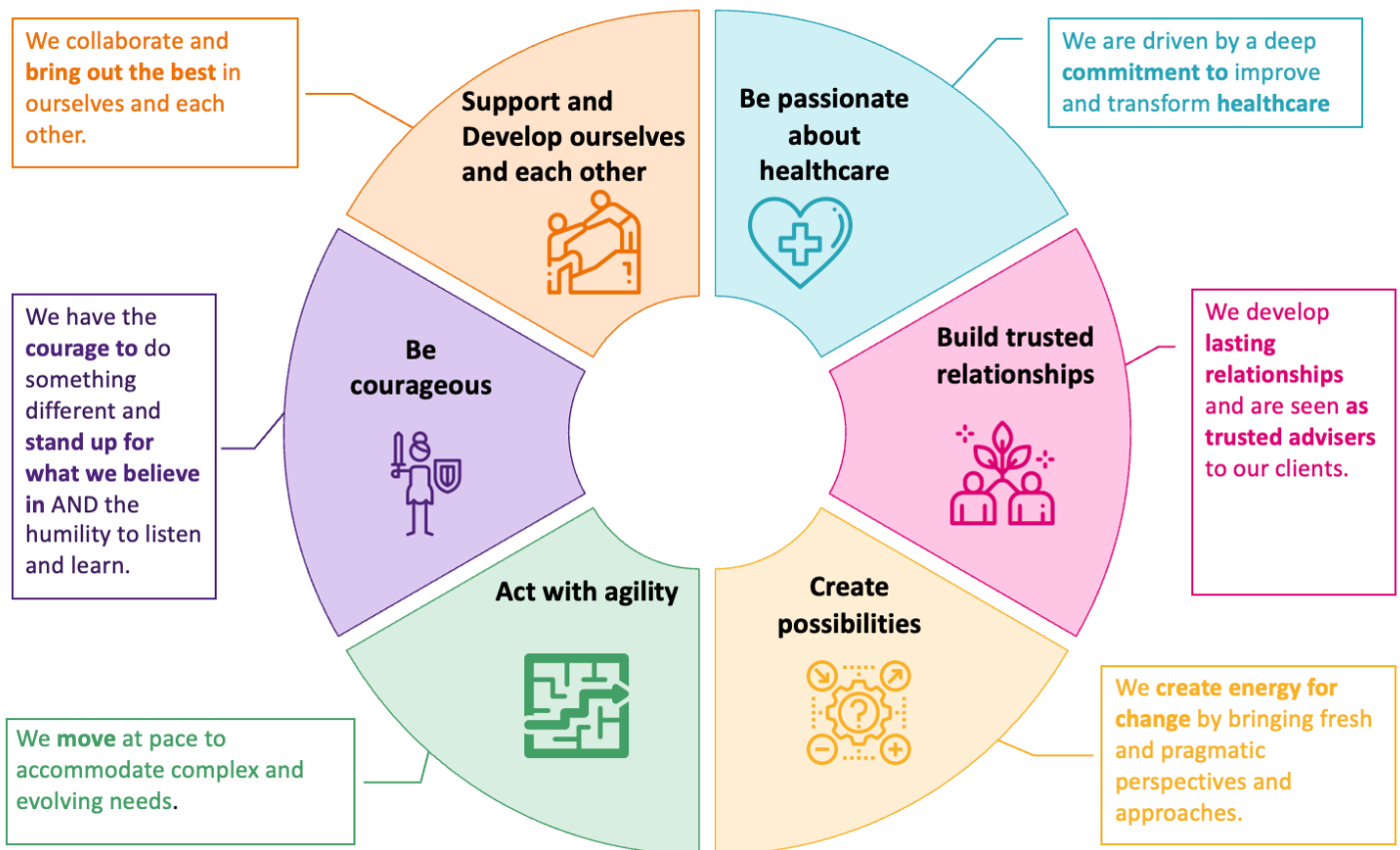
A stylized, handwritten signature in blue ink, appearing to read 'Hannah Farrar'.

**Hannah Farrar**  
Chief Executive

# Our Values

At CF, we have a core set of values, attitudes and behaviours that CF stands for and related behaviours that all employees must own and demonstrate everyday.

**We have six values that will continue to guide the way we work, supporting us to achieve our vision and deliver our mission:**



# Our Commitment to Ethical Behaviour

At CF we are bound together through a shared set of values, attitudes and beliefs. We expect everyone at CF to align to the same set of behaviours ensuring that we focus on three main areas:

- **We are responsible and good citizens**
- **We conduct our business ethically**
- **We foster an ethical culture**

We conduct our business within the framework of applicable professional standards, including renewing ISO certificates and finance audits and processes, to ensure we operate to the highest possible standards.

Our responsibilities cover how we work, how we handle information and how we treat our people and clients. Operating in a transparent, ethical and supportive manner both internally and externally is at the core of how we operate.

# Our Approach to Ethical Behaviour

## Responsible and good citizens

- Foster an inclusive environment which recognises our individual talents, celebrates our diversity and enables staff to bring their whole selves to work
- We are an equal opportunity employer and ensure our processes and policies treat all staff fairly and equitably, regardless of race, religion, sexual or gender orientation, disability or socio-economic status
- Our Corporate Responsibility Program is actively supported throughout CF, having social impact with local organisations
- Annually achieve two ISO certificates (ISO 27001-2017 – Information Security Management and Cyber essentials certificate) to ensure our commitment to good information governance and information security

## Conduct business ethically

- Board meetings with a team of independent advisors who support and advise on the conduct of the business
- We follow an internal Code of Conduct covering working behaviours and expectations
- Patient Privacy Policy protects all persons who have been a patient in any health system we work with. All data is anonymized and deleted in line with requirements
- Social Media guidelines to ensure we act responsibly

## Foster an ethical culture

- Staff Experience Group is a dedicated forum of representatives across each level that provides a voice to feedback and discuss the business and ways to improve working at CF
- Equality, Diversity and Inclusion steering group that meets monthly to review how we can improve how we operate both internally and with clients to progress the ED&I agenda
- Annual recognition awards to celebrate the work and individuals who have gone above and beyond, based on feedback from their peers
- Support our people when at work, supporting our analysts on their journey and supporting the mental health of our staff

# Our Commitment to Client Service and Values

We offer consulting and data services for healthcare systems across the globe and we collaborate with systems to give market access to the Life Science industry.

Our approach is reinforced by a philosophy of quality and continuous improvement that ensures we deliver to the requirements and expectations of our clients. We believe a successful project is one that continues when we are gone and so we focus throughout each contract on working closely with clients to build local capability.

We have a reputation for supporting clients in solving problems, finding ways through challenging situations and transforming delivery through our core competencies of strategy and advisory; programme and project management; and leadership and organisational development.

At CF, we ensure that we focus on supporting our clients in three main areas:

- **Provide excellent consulting services which deliver the outcomes clients seek and need**
- **Be transparent with clients and respond to their concerns**
- **Strive to improve the value we can deliver to our clients**



# Our Approach to Client Service and Values

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

- Expertise in healthcare consulting with staff from clinical, healthcare systems and consulting backgrounds
- All projects focus on sustainability to ensure clients can own the solutions
- Offer our clients bespoke services to suit their needs
- Build client relationships based on trust, integrity and mutual respect
- Clients have regular contact with senior leaders who lead the delivery of each project

**Continually transparent with clients and respond to their concerns**

- Clients are provided with clear outlines of what will be delivered
- We deliver to the agreed fees and achieve the deliverables, regardless of additional resource or hours required
- Where there are conflicts of interest this is disclosed to clients in advance
- Any work which is supported by a third party is disclosed to clients
- Partners have weekly calls to address any concerns or queries on the project

**Strive to improve the value we can deliver to our clients**

- Continually review and evolve our service lines to meet the demands and needs of the healthcare, life sciences and health investing sectors
- Ensure our knowledge is up to date through continuous development and a robust training and education programme
- Continually review and refine our methods and tools to ensure they reflect best practice, the latest innovation and are aligned to our commitment to tackling health inequalities



# Our Commitment to Professional Development

At CF, it is our people who make us stand out from the competition. We have a multi-disciplinary team, from a diverse background, with a wealth of experience from across the healthcare sector and various consultancy firms.

Our team are passionate about health and care and are strong problem solvers, clear communicators and team players. We pride ourselves on being able to meet even the most specialised needs of our clients – be that data and digital, organisational development, executive coaching or full-service consultancy.



We are committed to supporting our people throughout their careers at CF, from those starting out as Analysts through to Managing Partners. We are growing rapidly, and this means our people can shape the business and take on responsibility far earlier in their career than they might typically at larger organisations. We believe in supporting our people and investing both time and money into our employees' training and development. All our people are mentored by a Senior Leader who is responsible for supporting their development and ensuring they achieve their objectives.

At CF we ensure that we focus on supporting our people in three main areas:

- **Deliver training and professional development planning each year**
- **Promote strong core consulting capabilities and specialisms in our consultants and teams**
- **Support career progression, professional development and welfare**

# Our Approach to Professional Development

## Training and development

- Everyone develops an individual personalised development plan designed to enhance growth
- All staff are given 10 days of formal training a year
- Further qualifications of CIMA and Chartered Management Consultant status are available
- Monthly lunch and learn sessions to share outputs from projects as well as additional learning topics
- Coding and advanced analytics clubs available to everyone at CF

## Support career progression

- Everyone is allocated a development sponsor to guide them in their role
- Surgeries with senior staff members to support learning and to give guidance
- All analysts join CF in a cohort for the analyst programme which supports them in their first two years in consultancy
- Rotations are given covering business development, data and digital and thought leadership

## Staff welfare

- Mental health first aiders within CF and access to EAP service
- Flexible working policies to support the individual at home and at work
- Access to fitness classes is offered
- Regular resilience training for all staff
- Pastoral care via the 1:1 development sponsor relationship
- Celebrations team focus on making everyone feel included at CF
- Social events are regularly put on to encourage a community feel

# Our Commitment to Equality, Diversity & Inclusion

At CF, we are committed to improving equality, diversity and inclusion in the workplace and workforce. In order to support progress, we have created a pledge:

- **Diversifying the face of our organisation**, so that we reflect the diversity of our clients and the communities within which we operate.
- **Educating ourselves**, so that we learn about the pervasive impact of discrimination and understand what we must do to deliver equality in every aspect of CF and for the communities we serve through our health and care partners.
- **Measuring our progress**, so that we deliver tangible results against our targets, maintain our focus on driving progress and take action where we still need to improve.
- **Creating safe spaces**, so that everyone at CF is comfortable speaking up, asking questions and sharing their experiences so we can all move forward together.
- **Publicly supporting**, so that we can harness the reach of our networks to support D&I causes and convey publicly our absolute commitment to pursuing equality for everyone.

Our equality, diversity and inclusion objectives are:

1. To be an equal opportunity employer, with a diverse staff base that reflects our clients and the communities within which we operate:
  - Recruit diverse talent
  - Support and develop all talent
  - Fair and equitable treatment of all talent
2. Tackle health and care inequalities through partnership working across the system
  - Ensure our tools and methods reflect best practice
  - Contribute meaningfully to changing practices that reinforce inequity

We have established a comprehensive programme of work and ED&I steering group (chaired by the CEO) to deliver on our objectives.

# Our Approach to ensuring Equality, Diversity & Inclusion

## Respect and embrace ED&I

- We have ambitious ED&I targets for our leadership team and whole company to be met by our recruitment plans
- Conduct twice-yearly staff surveys to monitor inclusion and diversity and agree supportive interventions where required
- Have a programme of education for all staff to educate ourselves on being more inclusive
- Be an equal opportunities employer with a diverse workforce that reflects the community we work in

## Recruit and retain a diverse talent pool

- Using more inclusive talent channels to diversify the pool of applicants
- Offer school and university outreach programme and NHS future leader development programme to upskill local communities and support the diversification of talent pools from which we recruit
- Continually reviewing our recruitment and onboarding practices to eliminate bias and support our diversification efforts in line with HR best practice

## Implement best practice and monitor diversity of the workforce

- Educate ourselves and share insights externally on wider diversity and equality agenda
- Strong networks developed to support our internal education initiative and our external thought leadership
- Working with our clients to ensure tackling inequality is a core part of the work we do

# Our Commitment to Sustainable Development

CF is a certified net-zero organisation and has 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.

At CF we are committed to sustainable development for ourselves and our clients. We focus on:

- **Operating in an increasingly sustainable way**
- **Bringing sustainability priorities to our clients' attention**

# Our Approach to Sustainable Development

## Operating in a sustainable way

- We have a corporate objective team to maintain our net zero status
- We survey the company twice a year on their individual carbon footprint and provide ways they can reduce this
- We have an internal CF-Wiki page to promote idea sharing to reduce our individual environmental impact
- We run education sessions on ways we can reduce our carbon footprint
- We work with our landlord to reduce the office's emissions

## Bring sustainability to clients' attention

- We work with clients on reducing carbon footprints in the healthcare industry
- We highlight 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

# CF – Carnall Farrar

## About CF

We are a management consultancy and data innovation company dedicated to improving health and care. We partner with health, care, pharma and life sciences organisations to deliver and sustain effective change – strengthening services and systems, and creating positive outcomes for staff, citizens and whole communities.

Our team of 70+ experts includes leaders from the NHS and leading consultancies with significant experience directing and delivering change in health, care, life sciences and health investing. Everyone at CF is passionate about healthcare.

We are committed to sharing our experience, best practice, and data and digital capability with health systems internationally. We work with providers, commissioners, payors, regulators and businesses, sharing our deep knowledge of the NHS and bringing our international insights to the UK.

## Carnall Farrar

Carnall Farrar Ltd is a company registered with Companies House (company number 09264497)  
1 Lyric Square, Hammersmith, London, W6 0NB

w: [www.carnallfarrar.com](http://www.carnallfarrar.com)

t: 0203 770 7535

e: [admin@carnallfarrar.com](mailto:admin@carnallfarrar.com)

ln: [company/carnall-farrar-ltd](https://www.linkedin.com/company/carnall-farrar-ltd)

t: [@carnall\\_farrar](https://twitter.com/carnall_farrar)

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