

MCA Consulting Excellence Declaration

April 2026

Our commitment to Consulting Excellence

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 health 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 an unmatched ability to access health data, our consultants are a driving force for delivering positive and meaningful change.**

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

“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 health for all. For over a decade, we have been helping clients in resolving inequalities, transforming service delivery, and sustaining change.”

2025 saw continued demand for specialist healthcare expertise, and 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 are consistently recognised as a leader in healthcare consulting, named as one of the FT’s Leading Management Consultants **2026** for the **fifth consecutive year**; I was delighted that our services in Healthcare and Life Sciences received prestigious gold recognition. In 2025, Consultancy UK also awarded CF gold in Healthcare and silver in both Pharma and Life Sciences and Management.

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-driven 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

Founder and Chief Executive Officer



About CF

We deliver best-in-class approaches across Health Systems, Life Sciences, and Health Investing

Our unique combination of services and products brings together expertise and experience from Health Systems, Life Sciences and Health Investing, using insights to unlock the potential of data and drive adoption of innovation. Together, these elements deliver best practice pathways for patients, which is why we believe it is fundamental that our expertise is inclusive.

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

The **Health Systems practice** serves the public sector

Our service line offer:

Strategy and transformation

Finance and performance improvement

Data, digital and AI

The **Life Sciences practice** serves the pharmaceutical market

Our service line offer:

Strategy for innovation uptake

Data, digital, AI and evidence

Policy and influencing

The **Health Investing practice** serves private sectors and health investors

Our service line offer:

Growth strategy

Value creation

Policy and influencing

We operate across the UK, the Middle East, Europe and Canada with offices in:



London

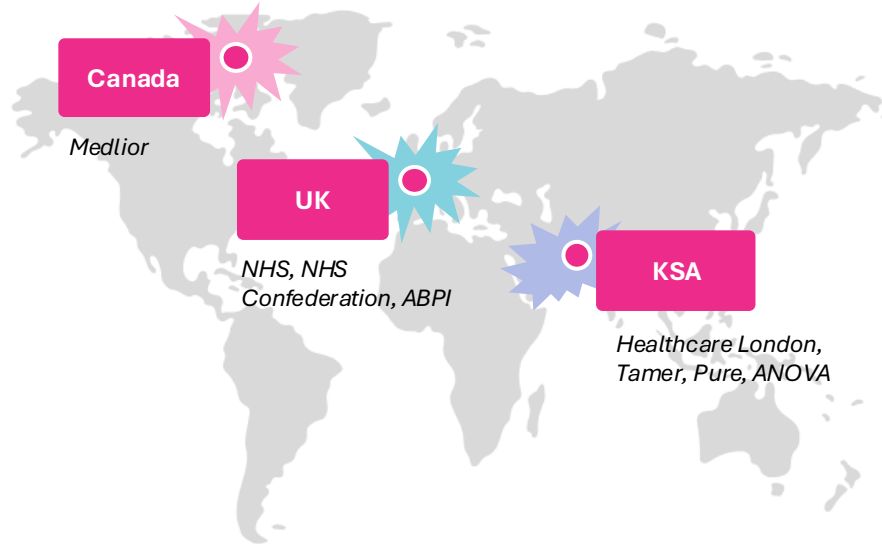


Riyadh



Dublin

We create lasting partnerships across the entire health sector in the UK and Middle East, with aims to expand into Ireland



Transforming systems

We partner with providers, systems and national bodies to **drive financial and performance improvement, enhance productivity** and quality of care, and **deliver large-scale transformation**.

Accelerating adoption

We partner with life science companies to **accelerate market access and adoption of innovation**, drawing on **real world evidence, policy influencing and health economic modelling** to shape payer and provider decisions.

Creating value

We partner with private equity investors and health sector suppliers to **conduct commercial due diligence, drive portfolio value creation and identify growth opportunities** across healthcare markets globally.



CF leverages unmatched data access, analytical capabilities, and strategic partnerships to deliver actionable insights that drive population health outcomes

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.

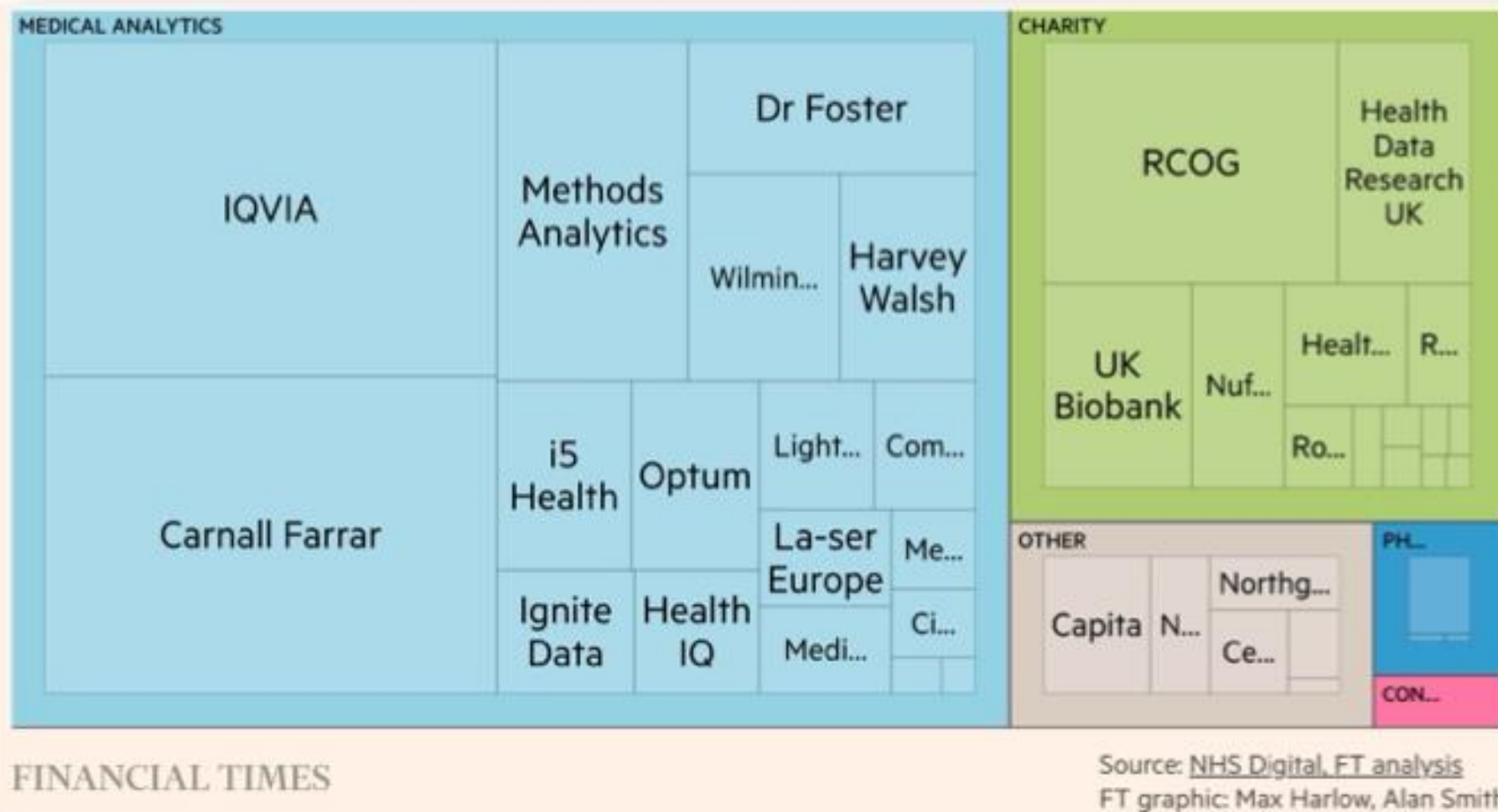
Development tools and applications

- 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.

With the largest access to UK healthcare data, we have supported >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.

We have developed a unique HealthStrata[®] platform that allows for rapid estimation of disease burden and economic impact for different population segments

HealthStrata[®] is a population health intelligence engine that analyses record-level, longitudinal NHS data to deliver complete population visibility, link clinical complexity to real costs, and trace patient journeys end-to-end

What HealthStrata[®] enables

- **Complete Population Visibility:** CF captures all healthcare interactions across entire populations, avoiding selection bias and offering true data-driven population insights which are fully transportable unlike current standards of data quality
- **Clinical Complexity + Real Costs:** CF links real health system spending to patient profiles, giving accurate cost data for trusted economic evaluations
- **Longitudinal Patient Journeys:** With 8 years of data, CF tracks treatment paths and outcomes over time for detailed analysis
- **Monthly Data Refresh:** Frequent updates provide near real-time market insights and competitive intelligence

Age band	Generally Healthy	Maternity	Single LTCs	Multi-morbidity	Cancer	Severe Disability	Severe Mental Illness	Frailty and Dementia	End-stage Disease and End of Life
0-17 Pop: 11.8m Total cost: £6.3bn	Size: 11.1m £315 19.3% 4.1%	Size: 2.8k £1.6k 0.0% 0.0%	Size: 521k £2.2k 0.9% 1.4%	Size: 158k £5.7k 0.3% 1.1%	Size: 20.5k £14.7k 0.0% 0.4%	Size: 20.5k £10.2k 0.0% 0.3%	Size: 1.4k £18.0k 0.0% 0.0%	Size: - £- 0.0% 0.0%	Size: 3.7k £28.5k 0.0% 0.1%
18-64 Pop: 34.3m Total cost: £35.2bn	Size: 26.2m £218 45.7% 6.7%	Size: 456k £1.8k 0.8% 0.9%	Size: 2.6m £1.6k 4.5% 5.0%	Size: 4.5m £3.6k 7.9% 19.0%	Size: 394k £8.5k 0.7% 4.0%	Size: 34.3k £10.0k 0.1% 0.3%	Size: 86.9k £12.0k 0.2% 1.3%	Size: 54.7k £24.3k 0.1% 1.7%	Size: 70.8k £31.8k 0.1% 2.3%
65+ Pop: 11.1m Total cost: £43.8bn	Size: 5.0m £359 8.7% 2.1%		Size: 758k £1.7k 1.3% 1.5%	Size: 3.9m £4.3k 6.8% 19.6%	Size: 685k £8.6k 1.2% 6.9%	Size: 3.3k £16.0k 0.0% 0.1%	Size: 19k £14.2k 0.0% 0.4%	Size: 597k £20.6k 1.0% 14.5%	Size: 185k £29.0k 0.3% 6.3%

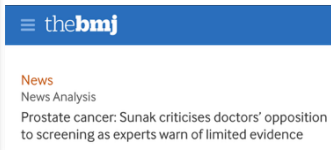
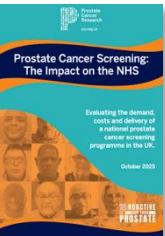
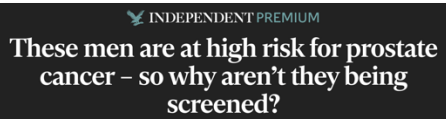
22% of the population have long term conditions (7% with single LTCs and 15% with multiple LTCs) and together account for 48% of acute cost

4% of the population are in high need segments (cohorts) and account for 39% of acute cost

Our track record of evidence-led thought leadership frames policy debate and influences decision making

Prostate Cancer Screening report

Made the evidence-based case for targeted prostate cancer screening, influencing national debate and calls for guideline change. [Found here.](#)



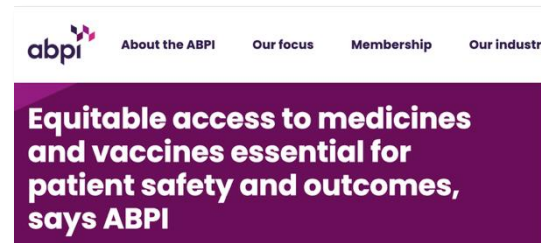
Alzheimer's/Dementia Report

Quantified the £42bn cost of dementia care in the UK, driving national media coverage and urgent calls for increased investment in prevention. [Found here.](#)



Value in Health series

Identified a £15–29bn NHS opportunity, setting the reform agenda and informing national reviews including Penny Dash's CQC review. [Found here.](#)



Future State Programme

Demonstrated the possibilities for the NHS's digital future, supporting Lord Darzi's Future State Programme to define how data, AI and global best practice can transform healthcare by 2035. [Found here.](#)



IMPERIAL

News | Health

A vision of healthcare in 2035 – from wearables to robots

by Victoria Murphy
27 June 2025

CF's core values behaviors embody our values to guide our actions and our work

We have four company values. These are statements of what we need to value to successfully achieve our purpose and mission.



We are a multi award-winning healthcare consulting and data science company – with deep expertise in innovation, transformation and investment



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



Engagement and change

In-depth engagement with clinical experts and leaders and work in close and continued partnership to drive change



Data, digital and AI

Access to more UK data than anyone, award-winning data science, change management blended with our clinical leadership



Influence and innovation

Influential through award-winning thought leadership and drive for innovation

UK'S LEADING MANAGEMENT CONSULTANTS 2026

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

2021-2026

Listed as one of the UK's Leading Management Consultants. Gold Status in Healthcare & Life Sciences.



2025 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 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 21
- 2 We conduct our business ethically 21
- 3 We foster an ethical culture 21
- 4 We provide excellent consulting services which deliver the outcomes clients seek and need 22
- 5 We are transparent with clients and respond to their concerns 22
- 6 We always strive to improve the value we can deliver to our clients 22
- 7 We undertake training and professional development planning each year 23



CF is signed up to the fourteen consulting excellence principles

- 8 We promote strong core consulting capabilities and specialisms in our consultants and teams 23
- 9 We support our employees' career progression, professional development and welfare 23
- 10 We support the adoption of the Chartered Management Consultant (ChMC) Accreditation across the industry and champion its values 23
- 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 24
- 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. 24
- 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 24
- 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 25

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 Social 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 and data science, 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' learning and development. Our employees spend at least 0 day per year on structured learning and we place a strong emphasis on development, feedback, continuous learning and apprenticeship.

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 and most of the senior leadership team do too. We have obtained the ChMC Accreditation for our training and development programme from the Chartered Management Institute (CMI) and the MCA.



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 are also building a secondment programme to strengthen consultants' capabilities in the context of our sector.

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

We offer EAP support to all employees and provide a flexible health cash plan for those who wish to use it.

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. DEI is a core pillar of CF's corporate social responsibility agenda and for the People function.



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 59% of current employees are female. We have surpassed our aim of 45% female representation in leadership roles across the company by 2025 with 55% representation. Additionally, 38% of our senior leadership and 40% of client facing consulting leadership are female.

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 health sector, 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 2026.
- We work with our landlord to reduce the office's emissions, and balance face to face and virtual working.
- We are also working towards being B-Corp certified in 2026

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 since 2022 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.

Client testimonials

Joe Edwards, Executive Director, The Association of the British Pharmaceutical Industry

“Our goal with this project was to make the data simple and interesting to view, so that policymakers, members of the public and other interested groups can understand more about the breadth and depth of the sector’s contribution to the UK’s economy and health systems. It has been brilliant working with the CF team on the Pharma Impact Map and we are looking forward to developing version two later in the year.”

Andrea McMullen, Director of Strategy and Performance, HCRG

“The CF team combined deep system knowledge with robust use of national datasets to turn fragmented information into a single, comprehensive view of performance across the system. This gave us a clear, evidence-based framework for understanding priorities, tracking impact of our transformation, and focusing efforts where they can have the greatest impact on improving patient outcomes.

Katie Fisher, former SWL ICB CEO

“CF supported us at a critical time as we sought to understand our long-term financial position and develop a robust plan to improve outcomes for our 1.9 million residents. Their team brought analytical rigour and clinical credibility in equal measure – helping us build a population segmentation model, quantify over £1.2bn in opportunities on the commissioner and provider side, and develop a transformation plan that has shifted our trajectory from a significant deficit to a projected surplus. What set them apart was their ability to engage clinicians and system strategy leaders in the process, ensuring the plan is owned across SWL and built on a shared understanding of the evidence. We now have a clear roadmap for the next decade.”

Thank you



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