

# DELIVERING STRATEGIC COMMISSIONING & THE NHS 10 YEAR PLAN

**Neighbourhood health**, focusing on integrated community-based care closer to home, is a key pillar of NHS 10 Year Plan, with the potential to **reduce demand for hospital services** and prevent the onset and development of many long-term conditions, thereby improving **population health and reducing health inequalities**.

Central to this vision is the government's plan for the creation of **250 Neighbourhood Health Centres**, with over **100 of the centres to be open by 2030**

The **Strategic Commissioning Framework** published in November 2025 emphasises the importance of effective and rigorous commissioning across pathways and focusing on population-based care. ICBs will need to use population health data and analytics to drive commissioning and resource allocation, requiring ICBs to assess their ability to do so.

**2026/27 will be a critical year for embedding infrastructure and building capability for strategic commissioning**

**Systems will need to identify the interventions and care models that deliver value-based outcomes and manage costs**

## About Seagry consultancy

Seagry's work with the NHS is known for its' professional depth and rigour. Our team brings a unique blend of technical excellence combined with practical innovation which comes from first hand experience of having worked in the NHS.

We understand the challenges, and we support NHS teams to build capability in order to sustain positive change, rather than becoming reliant on external support. Our work is rooted in understanding the true drivers of cost and value, rigorously measuring costs and impact, maximising digitally focused solutions, and building internal capacity.

# DELIVERING STRATEGIC COMMISSIONING



We can help ICBs at each of the four stages of the Strategic Commissioning Cycle, bringing real life knowledge and experience related to **strategy, data & analytics, AI, financial prioritisation and value-based care**.

Value-based care offers an opportunity to align system resources with measurable outcomes, improving health, patient experience, and efficiency. It is about **reorienting commissioning and delivery models from volume to value** - incentivising better outcomes rather than more activity.

## 1 Understanding your local context

Helping ICBs to understand the available data and how to create the infrastructure and conditions for successful delivery.

*Seagry's associates span 30 years of experience leading and supporting business analytics and intelligence functions in the NHS. We are adept at interpreting and triangulating multiple data sources and driving value in BI functions.*

## 2 Developing your long-term population health strategy

Helping ICBs to articulate a clear and compelling strategy for improving population health and implementing a neighbourhood model of care.

*Our associates have led strategic change programmes in the NHS focused on community care expansion and neighbourhood teams. We support from start to finish - starting with a data and evidence driven population health strategy leading to the agreement of priorities, and the development and delivery of detailed implementation plans.*

## 3 Delivering the strategy through payer functions and resource allocation

Helping ICBs to achieve this through strategic financial advice and the use of specialist frameworks, tailored to your local requirements.

*Seagry are experts in NHS finance. Our Directors have served as NHS CFOs as well as leading Big Four NHS finance teams. We have significant experience in providing strategic and financial advice for NHS integration, transformation, and financial recovery.*

## 4 Evaluation of impact

Helping to put in place evaluation frameworks and tools that demonstrate impact and measurable improvement, as well as driving evidence-based decision making.

*We have significant expertise in developing and applying both financial and non-financial evaluation methodologies. We evaluate impact across multiple dimensions.*



# 1 Understanding your local context

*Helping ICBs to understand the available data and how to create the infrastructure and conditions for successful delivery. Seagry brings an external independent review, invaluable to newly formed ICB clusters where there may be different strengths and development areas in legacy organisations.*



## Our offerings

**System data and intelligence case finding** – A comprehensive review of your available data and infrastructure, the key data feeds and interactions, and how data is being extracted and used. We are adept at triangulating and interpreting multiple data sources and addressing the challenges of data integration.

**A full system data and intelligence strategy** can be developed as needed, including solutions/options to address any gaps and issues identified through case finding as well as agreeing use cases.

**Review of BI operating model**, often completed as part of system data strategy or can be a standalone piece, an external & objective review of your capacity and capabilities for delivering PHM, including appraisal of alternative BI operating models (for example, pan ICS models). Our associates possess over 30 years of experience leading and supporting business analytics and intelligence functions in the NHS.

**Review of current PHM achievements** Through quantification and evaluation, we can help you to confirm what has been achieved thus far and where to go next – for example, reviewing your delivery and outcomes in areas such as conditions management and length of stay / delayed discharges to help build consensus and identify further opportunities. We review and evaluate existing models of neighbourhood delivery to inform investment cases for expansion.



2

# Developing your long-term population health strategy

*Helping ICBs to articulate a clear and compelling role as the system convener for improving population health. We can support with the development of the ICB system strategy for improving population health and implementing a neighbourhood model of care across the system.*

## Our offerings

**Long term population health strategy** - We can support the strategy development through a focus on any/all of the following as needed:

- running workshops to facilitate the development of the Integrated Needs Assessment with a range of staff and stakeholders, using existing intelligence such as Fingertips, JSNAs, place development plans and local knowledge
- facilitation across partners to build consensus and prioritisation of goals
- agreeing the complimentary roles and responsibilities for PHM across partners and teams (potentially an area of contention requiring clarification)
- facilitating the exploration of options for the 'left shift' in terms of moving more care away from hospitals and into the community.

Many of our associates have held senior NHS roles, including at Executive and CEO level, bringing extensive expertise in executive decision making and agreeing priorities across organisational boundaries.

**Population health improvement plan** - Aligned to the population health strategy, we can support the development of clear and meaningful improvement plans.

Examples of support could include:

- Commissioning intentions and commissioning for integrated pathways
- Helping to define / confirm neighbourhood boundaries
- Planning for the development and /or expansion of neighbourhood centres and funding models (including business case development where needed)
- Working with BI teams to build intelligence on the local priorities at neighbourhood level - using population segmentation and other PHM approaches as required

**Delivery support** - we can provide hands-on support for implementation of new organisational forms, community-based care, and new care models including programme management, change management, facilitation. Our associates have experience of leading large-scale programmes, with access to a range of analytical, technical and governance expertise.

# Delivering the strategy through payer functions and resource allocation



*Helping ICBs to achieve this through strategic financial advice and the use of specialist frameworks, tailored to your local requirements. This can include putting in place processes and frameworks locally to enable a PHM approach to commissioning, resource allocation, oversight and assurance. We also support with internal change management focused on co-development to ensure self-sustainability.*



## Our offerings

### Enhancing your governance model to support successful delivery

Our associates understand first-hand, the type of leadership, sponsorship, and governance that is needed to drive a population-based focus and to make neighbourhood health a reality. Examples of support we provide:

- Carrying out an independent review of the sponsorship, governance and accountability arrangements for delivering commissioning and PHM strategies,
- Helping to clearly differentiate between formal organisational governance and programme governance and how the two will successfully interact
- Creating a governance map for neighbourhoods
- Reviewing your arrangements for public engagement and co-production

**Creating a financial framework to support PHM** – Seagry associates include senior individuals across a range of professional disciplines – finance, digital, analytics, strategy, operations and people & change. This means that our financial solutions are always realistic and aligned with wider plans. We work collaboratively with finance & BI communities as well as with clinical and operational colleagues to:

- Drive collaboration in the use of value-based outcomes
- Co-develop risk sharing arrangements
- Review use of intelligence to drive integration
- Support preparation for 'year of care' payments, patient power payments, return to best practice tariffs etc.



## 4 Evaluation of impact

*Helping to put in place evaluation frameworks and tools that demonstrate measurable improvement, as well as driving evidence-based decision making and maintaining commitment to improving population health.*



### Our offerings

**Neighbourhood maturity assessment** - We tailor and apply national tools at a local level to create a shared understanding of the relative maturity of neighbourhoods and the key next steps for further development.

**Pilot scheme evaluation** - We evaluate existing schemes and pilots, drawing out lessons learnt and informing decision making for expansion / re-prioritisation. We have significant expertise in developing and applying both financial and non-financial evaluation methodologies. Presenting compelling evidence of impact is critical to galvanising support and commitment for neighbourhood health.

**Investment and business case development** - We bring over 30 years of experience in business case development for NHS integration including both capital projects and organisational change. Examples include horizontal and vertical integration across providers and the development of community diagnostic centres. This experience, combined with our expertise in PHM and neighbourhood development, means that we have the knowledge and skills to develop compelling investment and business cases for neighbourhood centres and integrated health organisations (IHOs).

# OUR PEOPLE

We are always delighted to meet with our NHS colleagues for an informal discussion about your current circumstances and how we might be able to help you. Please contact any of our colleagues below or send an email to [LTPDelivery@seagryconsultancy.com](mailto:LTPDelivery@seagryconsultancy.com)

## Jane Johnston



Jane is the Co-CEO of AphA, the Association of Professional Health Analytics. AphA also hosts the Chief Data and Analytical Officers Network, the Women in Health Data network, and the PHM network. Jane is a recognised leader nationally for PHM and value based care. With over 30 years of experience in the NHS, Jane has led teams of data and analytical professionals and clinical coders across acute, mental health, community and commissioning. Jane has been involved in successful delivery of PHM initiatives at system level, as well as having worked with national and regional colleagues on PHM development.

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## Lisa Keslake



Lisa has worked as an NHS Director in strategy and transformation roles for 15 years, and prior to this worked in consultancy with a Big Four firm for over a decade. Her experience includes leading large scale community transformation programmes, including the development and implementation of community care models and neighbourhood / multi-disciplinary teams. She has delivered compelling investment cases for investing in the 'left-shift' as well as governance and evaluation frameworks to ensure successful delivery.

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## Mike Barber



Seagry was founded by Mike to provide the NHS with consultancy services which are grounded in significant experience and technical expertise, to deliver practical innovation, real implementation and value for money. Prior to founding Seagry, Michael spent the majority of his career with Ernst & Young, where he co-led the firm's NHS Collaboration and Integration services and the NHS Finance team. Mike has particular expertise in the areas of NHS mergers, integration, ICS development, business planning, business case development and programme delivery.

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## Richard Guest



Richard brings nearly 20 years' experience of working at Board level, including being the Chief Financial Officer of Royal Brompton and Harefield NHS Foundation Trust, a Partner and leading the NHS practice at EY, and a Director at Monitor. Richard has significant experience of providing strategic and financial advice to the NHS, including in the areas of NHS integration, strategic partnerships, and system wide strategy

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## Suzanne Tracey



As the former Chief Executive, and prior to that, the Director of Finance at the Royal Devon University Hospitals NHS Foundation Trust, Suzanne brings a wealth of experience in strategic business development and financial management. Suzanne has a particular interest in change management, organisation and board development and talent management. Suzanne has a natural ability to connect and engage with people at all levels creating a safe space for clients to explore their issues and identify realistic and sustainable solutions. Suzanne is also a dedicated coach, advisor, and facilitator.

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