

Decision-making tool for defining *Commissioner Requested Services & Location Specific Services*

Guide on how to use the
Excel-based toolkit

28 March 2013

1 - Introduction

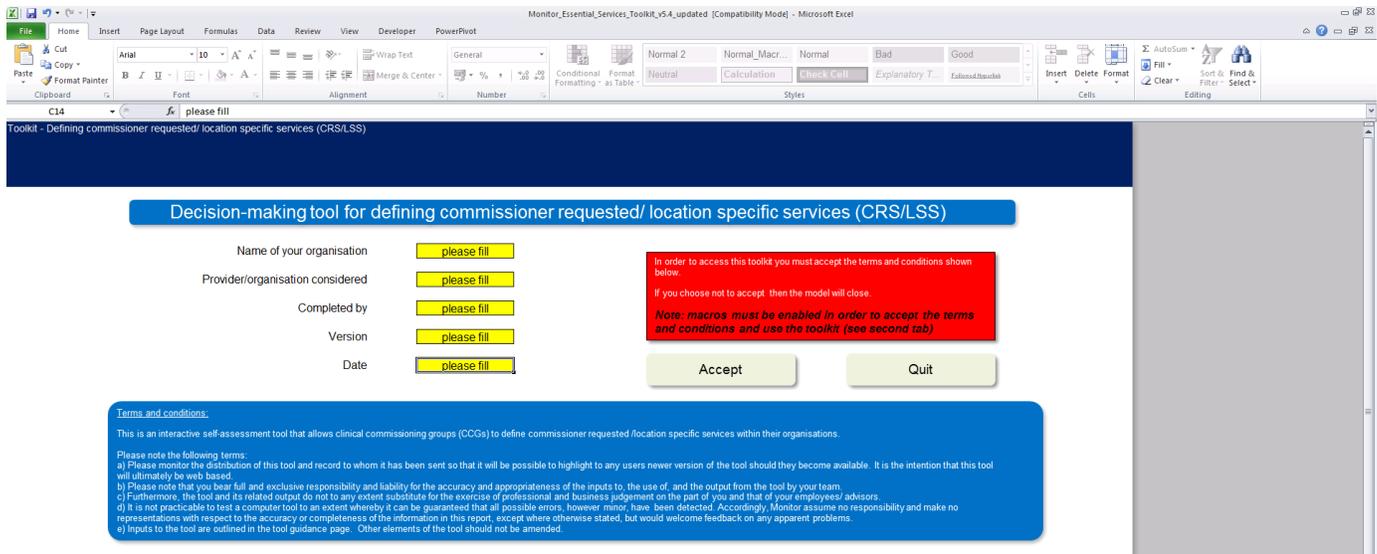
This document is a brief technical guide that outlines the structure and format of the [toolkit](#).

2 - Cover page

Upon opening the toolkit you will be presented with a cover page as set out below. This page requests users to input information into yellow boxes, and sets out the terms and conditions (T&Cs).

The toolkit relies on a number of macros to function. Before accepting the T&Cs you must enable macros on your workbook. The details of how to do this have been set out below and can also be found on the second tab of the toolkit.

If you agree with the T&Cs set out, please select 'Accept' to proceed. Selecting 'Quit' will exit the programme without saving.

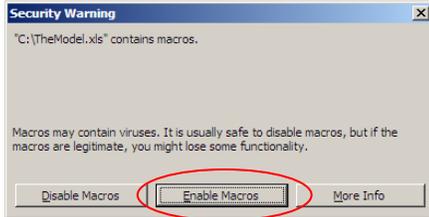


Enabling Macros:

In Excel 2003 and earlier..

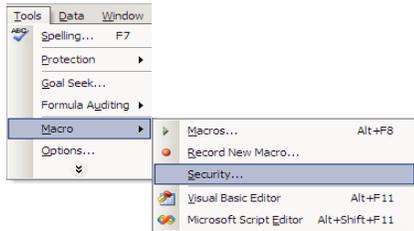
Depending on settings, macros may be enabled automatically.

Alternatively on opening, a dialog box may appear allowing you to enable macros.

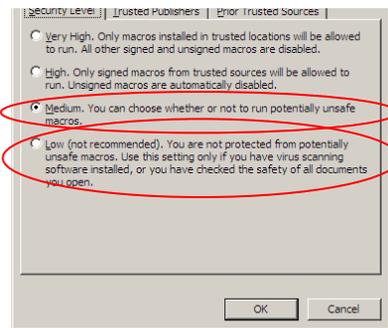


If macros are not enabled and the dialog box does not appear then macro settings need to be changed.

Go to Tools > Macro > Security...



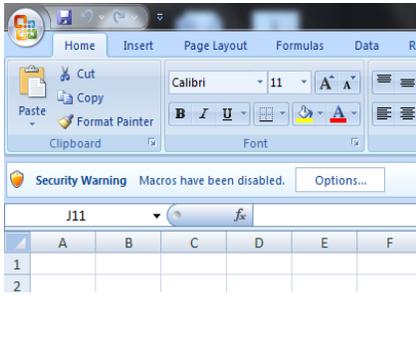
On the Security Level tab ensure macros are set to 'Medium' or 'Low'



You will need to close and re-open the model for these changes to take effect.

In Excel 2007...

On the security banner, select *Options*

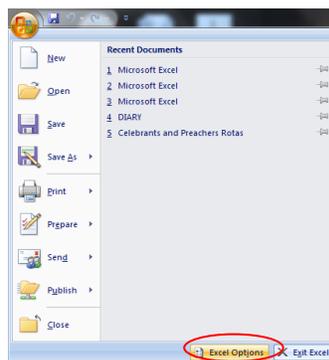


Select 'Enable the content'

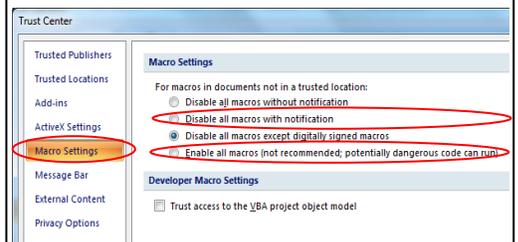
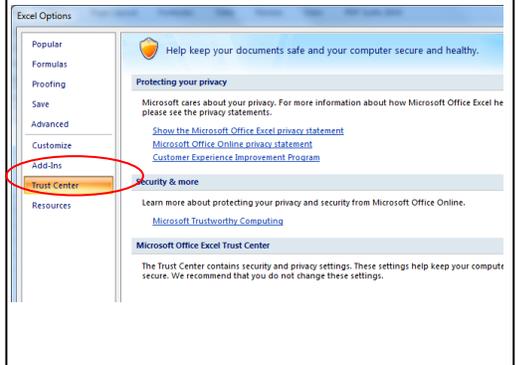


If the security banner is not visible then the macro settings need to be changed.

This is accessed through 'Excel Options'



Select *Trust Centre* and then *Macro settings*. Macros settings must be 'Disable all macros with notification' or 'Enable all macros'



You will need to close and re-open the model for these changes to take effect.

3 - General navigation

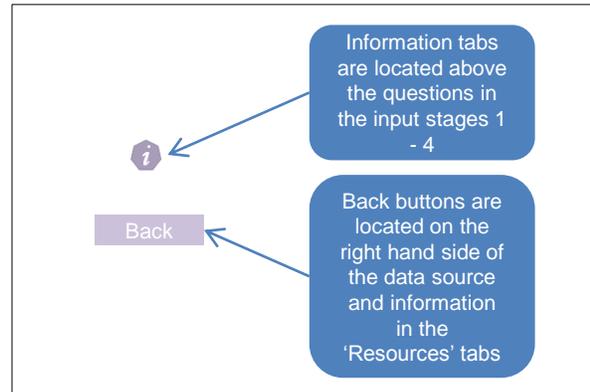
The navigation bar:

The general navigation bar, located at the top of each tab, gives you the option of quickly moving to different parts of the toolkit. The arrows to the left and right allow you to move to the previous and next pages respectively, and the buttons allow you to access the various tabs within the toolkit.

Hovering the mouse over the buttons gives a short description. The buttons will turn grey when you click on them, indicating which section of the toolkit you are currently in.

Other buttons:

The toolkit also contains information buttons that allow you to quickly move between the questions and the relevant information in the 'Resources' tab. These will come up as light purple 'info' buttons at the top of each question. There are also light purple 'back' buttons in the 'Resources' tab to take you back to the questions. (see below)



Colour coding:

Throughout the toolkit a colour coding system is in use. (Note: some local versions of excel may use variations on the colour palette, although they will be consistent throughout the toolkit).

Toolkit Summary

Introduction to the toolkit

The 'Guidance' tab outlines the background to the framework, when the framework should be used and a detailed explanation of each of its four stages.

The 'Intro' tab includes a quick 'how to' guide to using the toolkit.

Structure of the toolkit

- Blue tabs - Introduction
- Cover page
- Yellow tabs - Framework/ Input stages
- Stage 1a-Gather info
- Resources

Key framework stages 1 - 4

Stage 1: Gather information

- Define the characteristics of the service
- Consider characteristics of other providers of service
- Determine the users of the service

Stage 2: Identify suitable alternative providers

- How far will patients travel and who are the alternative providers?
- What is their current service volume?
- Is there potential to increase volume?

Decision points for Stage 2:

- No alternatives so consider designating
- There are alternatives but consider impact on disadvantaged groups

Stage 3: Consider health inequalities

- Consider possible adverse impacts on disadvantaged groups if the service were removed

Decision points for Stage 3:

- There is an impact so consider designating
- There is no impact so consider not designating

Stage 4: Consider interdependencies

- For location specific services, consider the other interdependent services

Outputs of the toolkit

Buttons to other pages

- services listed;
- recommendations to consider designating or not-designating each service;
- supporting evidence;
- user comments; and
- a list of data sources and other resources used.

The output will also include a printable graphical summary of your results.

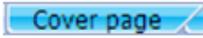
Key:

- Stages
- Decision points
- Outputs

Structure of the toolkit:

The toolkit is split into three sections;

1. Blue tabs are the introduction



2. Yellow tabs - Framework/ Input stages



3. Orange tabs – Outputs of the toolkit



The questions themselves are colour coded in green, red or black (see below diagrams). The questions in;

- Green are optional;
- Red are recaps of previously answered questions; and
- Black are recommended questions that the user can input into.

The Recommendations are in dark red boxes (see diagram on next page), and indicate important output information including next steps.

Only the *yellow* cells require input from the user. The light green cells display any relevant information or calculations and the light blue cells show a worked example. Depending on how the questions are answered the tabs may turn to grey. For grey cells, no further input is required.

Note: If any cell turns to grey as a result of changing an answer, you must go back and delete any previous inputs. In short, all grey cells must be blank.

The screenshot shows the Excel interface with the following annotations:

- Grey – Current tab:** Points to the 'Stage 1a-Gather info' tab in the ribbon.
- Dark blue – Navigation tab:** Points to the 'Home' button in the navigation bar.
- Optional questions (green):** Points to 'Question 4 (Optional question)' in the main content area.
- Dark blue – Questions:** Points to the 'Question 1A' header.
- Light blue – Worked example:** Points to the 'Example' table below the questions.
- Yellow – Input required:** Points to the yellow input cells in the 'Please input here:' section.
- Light green – Information (no input required):** Points to the light green cells in the 'Please input here:' section.
- Grey – No input required:** Points to the grey cells in the 'Please input here:' section.
- Blue – Introduction tabs:** Points to the 'Cover page' tab in the bottom ribbon.
- Yellow – Input tabs:** Points to the 'Stage 1a-Gather info' tab in the bottom ribbon.

Question 1A	Question 1C	Question 2	Question 3	Question 4 (Optional question)
What is the (necessary) service(s)?	Is this an interdependent service as identified in Stage 1? (please select from the drop down list)	What volumes are currently provided at that location? Volume (please answer 0 if no service provided) Units (please use the same units for each service)	How is the service delivered? (please select from the drop down list) If other, please specify	What key factors drive safe delivery of the service? (e.g. minimum staffing levels, interdependencies, minimum safe volumes, key facilities)
Rheumatology	No - this is a new input	0	Acute Out-patient	1 Rheumatologist, 50 patients/annum
i) Immediate	No - this is a new input	0	Community services Out-Patient	1 Rheumatologist, 50 patients/annum
ii) Urgent	No - this is a new input	9 patients/month		
iii) Expedited	No - this is a new input	9 patients/month		
iv) Routine	No - this is a new input			

Recap questions (red)

Recommended questions (black)

Dark red cells – Recommendation and next steps

Orange – Output tabs

4 - Homepage and guidance

The homepage gives you a quick overview of the toolkit and a detailed summary of the framework and input stages. The left hand side of the page summarises the introductory tabs of the toolkit and the right hand side summarises the outputs you can expect from the toolkit. The diagrams can be clicked to link you directly to the relevant tabs.

The 'Guidance' tab is a view only page that outlines the report, and includes background to the framework, when the framework should be used and a detailed explanation of each of its four stages.

5 - Data input introduction

The 'Intro' tab includes a quick 'how to' guide to using the toolkit and to completing the input stages.

You can begin by clicking on the START button at the bottom of the page.

6 - Stage 1

Stages 1 and 2 have been split into two tabs to make them user friendly.

Each stage includes an introductory information paragraph below the navigation bar.

The first question, as shown below, prompts the user to input a service.

Once the service has been listed, it's automatically divided into four clinical urgency levels. In question 2, you are required to input volume data for each clinical urgency level. If you input a non-zero volume, the tabs change from grey to yellow prompting you to answer further questions. You may require clinical input to answer these questions.

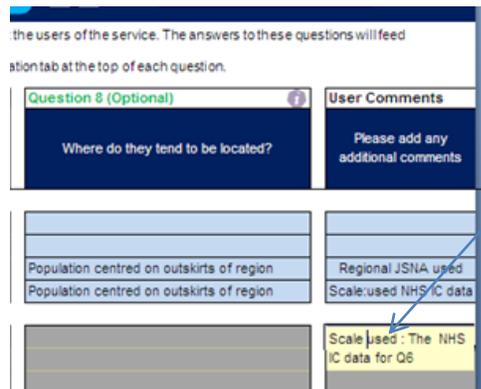
Information on how to answer these questions, including data sources, can be found by clicking the information button. Additional information on answering questions can be found in the 'Guidance' tab or supporting documents.

At the end of each stage there is a comments section where you can input free text including issues, clarifications and feedback (e.g. *Source: indep. clinicians for Q17*).

These comments will be displayed in the results summary for each service.

Some of the questions require free text input and some require selection from a drop-down menu. This information will be detailed in the questions themselves.

Note: In cases where text overflows out of view, please use the mouse to double click the area to display it in full (as shown below).



10 - Resources

This tab is accessed by clicking the 'info' button at the top of each question or the 'Resources' button in the navigation bar.

The purpose of this tab is to give a short brief of the question (the guidance will provide more detail) and a list of example data sources and links.

The data sources in green boxes represent external sources, and those in blue boxes represent internal sources.

This section is designed for users to add their own data sources, which can be freely typed into the page.

Once a data source is used, the user can tick the box by clicking it with the mouse. Any box that has been ticked will be displayed in the output section of the toolkit.

11 - Data check

This section is a view only summary of the missing answers. You can use the summary table to see all the missing answers by question and the larger table to see all the missing answers by service and urgency (highlighted as x on the screen within the 'Data check' tab).

The user should complete all of the recommended questions before generating results (optional questions highlighted in green do not need to be completed).

Resources

Below is a list of example internal and external data sources and links for each question in stages 1-4. There is also space to add any additional data sources.

Please TICK the box for any data source used (both example and user inputted)

Questions	Data sources					
	Source	Link	Source	Link	Source	Link
11 What volume of service do all identified alternatives providers, listed in Q10, currently provide? Please keep units consistent with Q2. <i>This information, with the information from Question 2, will allow you to determine the level (percentage) of activity that the service accounts for. It is important to use consistent units and measures for each service throughout the toolkit.</i>	Reference http://www.dh.gov.uk	<input checked="" type="checkbox"/>	Market an: http://www.kbbi.org.uk	<input type="checkbox"/>	CCGs	<input type="checkbox"/>
	NHS Inform http://www.nhs.uk	<input type="checkbox"/>	Market an: http://www.imsl.org.uk	<input type="checkbox"/>	Providers	<input type="checkbox"/>
	Market an: http://www.lain.gov.uk	<input type="checkbox"/>	Market an: http://www.glok.org.uk	<input type="checkbox"/>		<input type="checkbox"/>
	Contracts	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
	Key contacts within p	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
12 Can alternatives provide all of the current volume (as listed in Q2) immediately? (select from drop down list)		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
13 Could existing potential providers reconfigure to take on this volume? (select from drop down list)		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
14 Could a new or existing provider enter the market to take on this volume? (select from drop down list) <i>Once alternatives have been identified, you will need to determine their ability to deal with excess volume, should the service fail. You will also need to consider their potential for increasing capacity over an appropriate time period. The activity data will give you an indication as to whether alternatives take on capacity immediately, or only after they have increased their capacity over time.</i>	Providers	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
	CCGs	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
15 Will any disadvantaged groups be disproportionately affected? (select from the drop down list)		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
16 Can these disadvantaged groups access the alternative providers?		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>

Navigation: Home, Guidance, Intro, Stage 1, Stage 2, Stage 3, Stage 4, NEXT

Annotations: Question and additional information, Data source, Tick box, Link to data source (if applicable), Space for additional user inputted data sources, Go back to question

Terms and conditions:

This is a guide to the [interactive self-assessment tool](#) that allows clinical commissioning groups (CCGs) to define Commissioner Requested Services and Location Specific Services within their organisations.

Please note the following terms:

- a) Please only distribute part(s) of this report and monitor the distribution of this report and record to whom it has been sent so that it will be possible to highlight to any users newer versions of the tool should they become available.
- b) Please note that you bear full and exclusive responsibility and liability for the accuracy and appropriateness of the inputs to, the use of, and the output from the tool and this report by your team.
- c) Furthermore, the report and its related output do not to any extent substitute for the exercise of professional and business judgement on the part of you and that of your employees/ advisors.
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