

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.

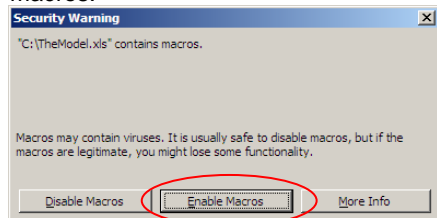
If you agree with the T&Cs set out, please select 'Accept' to proceed. Selecting 'Quit' will exit the programme without saving.

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.

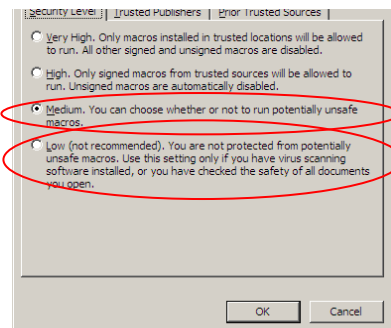


If macros are not enabled and the dialog box does not appear then macro settings need to be changed.

Go to Tools > Macro > Security...



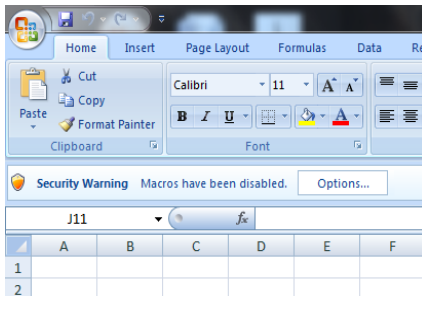
On the Security Level tab ensure macros are set to 'Medium' or 'Low'



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*

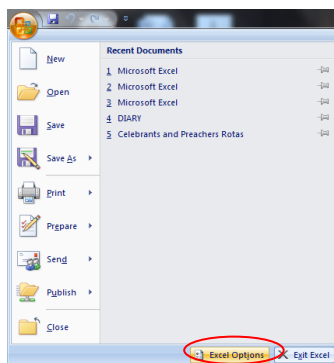


Select 'Enable the content'

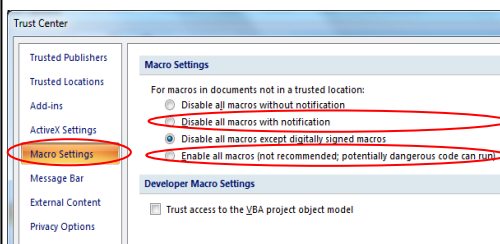
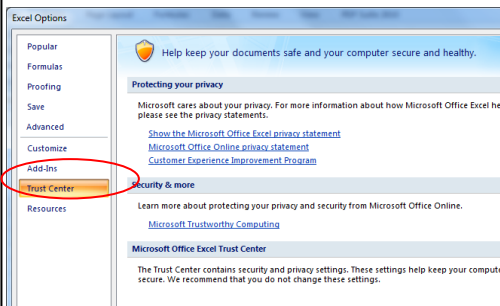


If the security banner is not visible then the macro settings need to be changed.

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

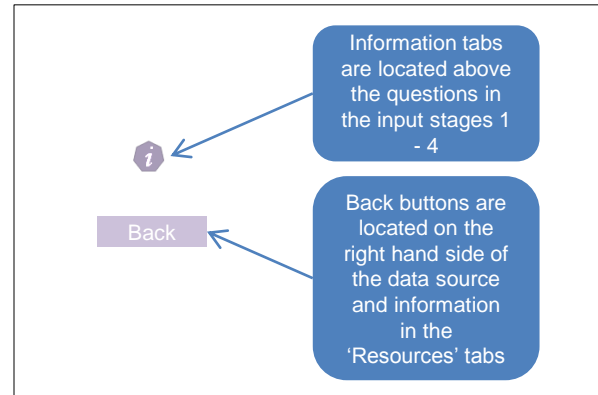
The navigation bar:

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).

Navigation Bar:

- Previous page
- Current page
- Next page
- Home
- Guidance
- 1 Stage a b
- 2 Stage a b
- 3 Stage
- 4 Stage
- i Resources
- 3 Data check
- Report summary
- Report graphical
- NEXT

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?

Stage 3: Consider health inequalities

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

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

Cover page

2. Yellow tabs - Framework/ Input stages

Stage 1a-Gather info

3. Orange tabs – Outputs of the toolkit

Resources

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 displays the Microsoft Excel interface for the 'Monitor_Essential_Services_Toolkit_v5.4_updated'. The spreadsheet is organized into several sections, each with a specific color-coded header and content area.

- Dark blue – Navigation tab:** Located at the top, it contains navigation buttons for Home, Guidance, Intro, Stage 1, Stage 2, Stage 3, Stage 4, Resources, Data check, Report summary, and Report graphical.
- Grey – Current tab:** The 'Intro' tab is currently selected, showing the 'Stage 1' section.
- Optional questions (green):** Questions 1A, 1B, 1C, 2, 3, and 4 are listed. Question 4 is marked as an optional question.
- Light blue – Worked example:** This section provides a worked example for the questions, showing input values and calculated results.
- Yellow – Input required:** The input area for the questions is highlighted in yellow, indicating where user input is required.
- Light green – Information (no input required):** This section displays relevant information or calculations that do not require user input.
- Grey – No input required:** This section displays information that does not require user input.
- Blue – Introduction tabs:** The 'Cover page' tab is highlighted in blue, indicating it is an introduction tab.
- Yellow – Input tabs:** The 'Stage 1a-Gather info' tab is highlighted in yellow, indicating it is an input tab.

The spreadsheet also includes a 'Please input here:' section for user input, and a 'Resources' section for additional information.

Recap questions (red)

Recommended questions (black)

Dark red cells – Recommendation and next steps

Stage 3

Health Inequalities Questions 15 and 16 look at the potential impact on disadvantaged users of this service if it were withdrawn. Please answer the questions in the yellow columns only, using the example as a guide. Further information and data sources can be found by clicking the information tab at the top of each question.

Question 1 (recap)	Question 7 (recap)	Question 15	Question 16	Recommendation and next steps	User comments
What is the (necessary) service(s)?	Who typically uses the service? (e.g. low income groups, ethnic minorities, disadvantaged socio-economic groups)	Will any disadvantaged groups be disproportionately affected? (select from the drop down list)	Can these disadvantaged groups access the alternative providers?	Our recommendation for this service	Please add any additional comments
Example: 1 Rheumatology	Ageing pop, diverse (19.2% ethnic minorities)	Yes	No	Consider Designating	JSNA & Local Authority
iii) Expedited	Ageing pop, diverse (19.2% ethnic minorities)	Yes	No	Consider Designating	(Go to Stage 4)
iv) Routine					

Please input here:

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).

Question 8 (Optional)	User Comments
Where do they tend to be located?	Please add any additional comments
Population centred on outskirts of region	Regional JSNA used
Population centred on outskirts of region	Scale used NHS IC data
	Scale used: The NHS IC data for Q6

Monitor_Essential_Services_ToolkitV5.3 [Compatibility Mode] - Microsoft Excel

Question recaps Introductory info Optional question Comments section

Stage 1

Information gathering stage. Questions 1 - 4 look at the characteristics of the service. Questions 5 - 8 look at alternative providers and Questions 7 - 8 look at the users of the service. The answers to these questions will feed into stages 2, 3 and 4. Please answer the questions in the yellow boxes only, using the example as a guide. Further information and data sources can be found by clicking the information button at the top of each question.

Question 1 (recap) What is the (necessary) service(s)?

Question 5 (Please select from the drop down list) Are other providers providing a similar service?

Question 6 Do any of these alternatives operate a similar scale of service? (Please select from the drop down list)

Question 7 Who typically uses the service? (e.g. low income groups, ethnic minorities, disadvantaged socio-economic groups)

Question 8 (Optional) Where do they tend to be located?

User Comments Please add any additional comments

Example:

Service	Urgency	Volume	Scale	Who typically uses the service?	Where do they tend to be located?	User Comments
Rheumatology	Expedited	Yes	Yes	Ageing pop, diverse (19.2% ethnic minorities)	Population centred on outskirts of region	Regional JSNA used
	Routine	Yes	Yes	Ageing pop, diverse (19.2% ethnic minorities)	Population centred on outskirts of region	Scale used NHS IC data

Please input here:

Stage 1a-Gather info Stage 1b-Gather info (ctd) Stage 2a-Suitable alt Stage 2b-Suitable alt (ctd) Stage 3-Health ineq Stage 4-Interde services Data Check Resources Report sur

9 - Stage 4

The option to answer this question is dependent on your inputs from previous sections. If the cell is yellow please answer by listing the interdependent services (e.g. a,b,c,d,e... etc..). If there are no interdependent services, please type 'n/a'.

If you have listed any interdependent services the recommendation will prompt you to complete all of the questions for the service starting from stage 1 of the toolkit.

When you input in stage 1, you should answer 'Yes' to question 1C (*'Is this an interdependent service?'*). This will automatically turn all questions to grey except for Q5 in stage 1 and Q12, 13 and 14 in stage 2. These questions are required to determine if interdependent services should also be considered for designation.

Note: The user comments section in stages 2, 3 and 4 is to the right hand side of the recommendations and next steps columns. If the 'Next steps' column displays 'end' this indicates that no further questions need to be answered for that service.

8 - Stage 3

The option to answer the questions in stage 3 is dependent on your inputs from previous sections. If the cell is yellow please answer 'yes' or 'no' from the drop down menus. Your answer will produce a recommendation and next step for this service. Stage 4 will automatically turn to grey based on the recommended next step.

Monitor_Essential_Services_Toolkitv5.3 [Compatibility Mode] - Microsoft Excel

Home Insert Page Layout Formulas Data Review View Developer Menu OAK Development OAK Review Smart Nuance PDF

Clipboard Font Alignment Number Formatting Styles Cells

Recommendations and next steps

Comments section

Stage 2

Look for suitable alternative provision. Questions 9 - 10 look at potential alternative providers of the service, Questions 11 looks at the current volume of these potential providers and Questions 12- 14 look at the ability of alternative providers to absorb additional service volume now and over a period of a year. Please answer the questions in the yellow columns only, using the example as a guide. Further information and data sources can be found by clicking the information tab at the top of each question.

Question 1 (recap) Activity Question 12 Question 13 Question 14 Recommendation and next steps User comments

What is the (necessary) service(s)? Clinical urgency of the service Current vol. as a % of total vol. from all listed providers Can alternatives provide all of the current volume (as listed in Q2) immediately? (select from drop down list) Could existing potential providers reconfigure to take on this volume? (select from drop down list) Could a new or existing provider enter the market to take on this volume? (select from drop down list) Our recommendation for this service Next steps Please add any additional comments

Example:

1	Rheumatology							
	III Expedited	3%	Yes	Yes - Less than a year	Yes - Over a year	Suitable alternative provision exists but consider health inequalities (Go to stage 3)	Spoken to providers	
	IV Routine	3%	Yes	Yes - Less than a year	Yes - Over a year	Suitable alternative provision exists but consider health inequalities (Go to stage 3)		

Please input here:

Stage 1a-Gather info Stage 1b-Gather info (ctd) Stage 2a-Suitable alt Stage 2b-Suitable alt (ctd) Stage 3-Health ineq Stage 4 -Interde services Data Check Resources Report sur

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).

Monitor_Essential_Services_ToolkitV5.3 [Compatibility Mode] - Microsoft Excel

Home Insert Page Layout Formulas Data Review View Developer Menus OAK Development OAK Review Smart Nuance PDF

Question and additional information

Data source

Tick box

Link to data source (if applicable)

NEXT

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 type="checkbox"/>	Market an: http://www.bbbi.co.uk	<input type="checkbox"/>	CCGs Providers	<input type="checkbox"/>
	NHS Inform http://www.nhs.uk	<input type="checkbox"/>	Market an: http://www.nhs.uk	<input type="checkbox"/>		<input type="checkbox"/>
	Market an: http://www.han.gov.uk	<input type="checkbox"/>	Market an: http://www.han.gov.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)		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
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.	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"/>

Back

Space for additional user inputted data sources

Back

Go back to question

12 - Results summary

The output of this toolkit is a printable summary of recommendations by service. Once the data check is complete, clicking the green 'Consolidate results before printing' button (below) will generate a list of printable results. Clicking the 'Back' button will unfilter the results.

The results include:

- All services listed;
- Recommendations to designate/de-designate;
- Summary statements of the reason for the recommendation;
- Lists of your comments by stage;
- Interdependent services listed; and
- Lists of all data sources used by question.

13 - Results graphical

The graphical results is a view only summary of your outputs. The information can be printed.

[illegible]

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.
- d) It is not practicable to test a computer tool to an extent whereby it can be guaranteed that all possible errors, however minor, have been detected. Accordingly, Monitor assumes no responsibility and makes no representations with respect to the accuracy or completeness of the information in this report, except where otherwise stated, but would welcome feedback on any apparent problems.

Monitor, 4 Matthew Parker Street, London SW1H 9NP

Telephone: 020 7340 2400

Email: enquiries@monitor.gov.uk

Website: www.monitor.gov.uk

© Monitor (28 March 2013)

Publication code: IRG 09/13

This publication can be made available in a number of other formats on request. Application for reproduction of any material in this publication should be made in writing to enquiries@monitor.gov.uk or to the address above.

