

This guidance was withdrawn in January 2021.
For the latest information see [the NHS England and NHS Improvement website](#).



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.

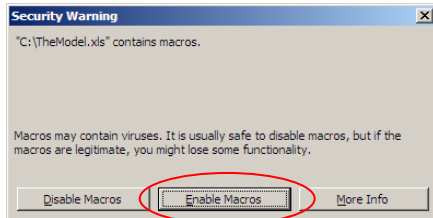
If you agree with the T&Cs set out, please select 'Accept' to proceed. Selecting 'Quit' will exit the programme without saving.

Enabling Macros:

In Excel 2003 and earlier..

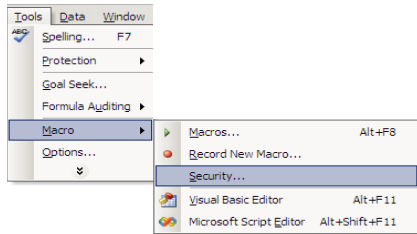
Depending on settings, macros may be enabled automatically.

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

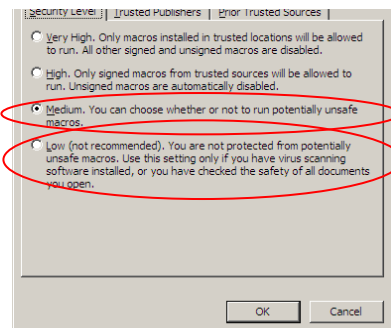


If macros are not enabled and the dialog box does not appear then macro settings need to be changed.

Go to Tools > Macro > Security...



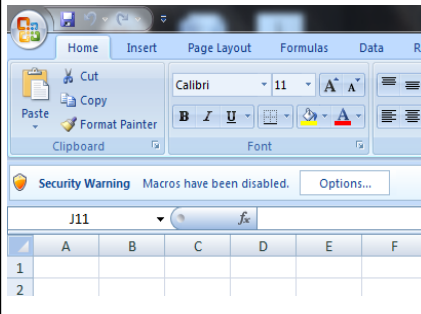
On the Security Level tab ensure macros are set to 'Medium' or 'Low'



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*

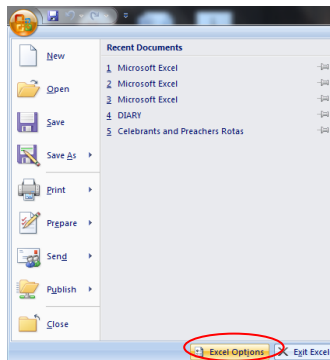


Select 'Enable the content'

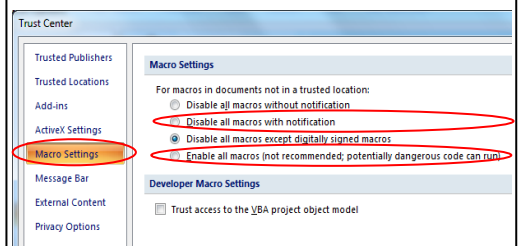
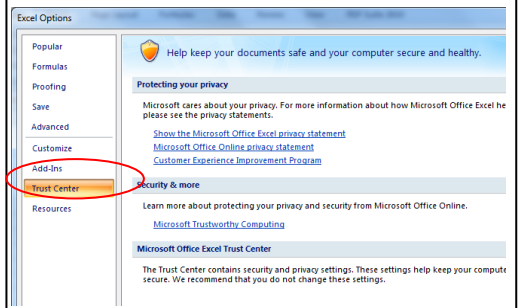


If the security banner is not visible then the macro settings need to be changed.

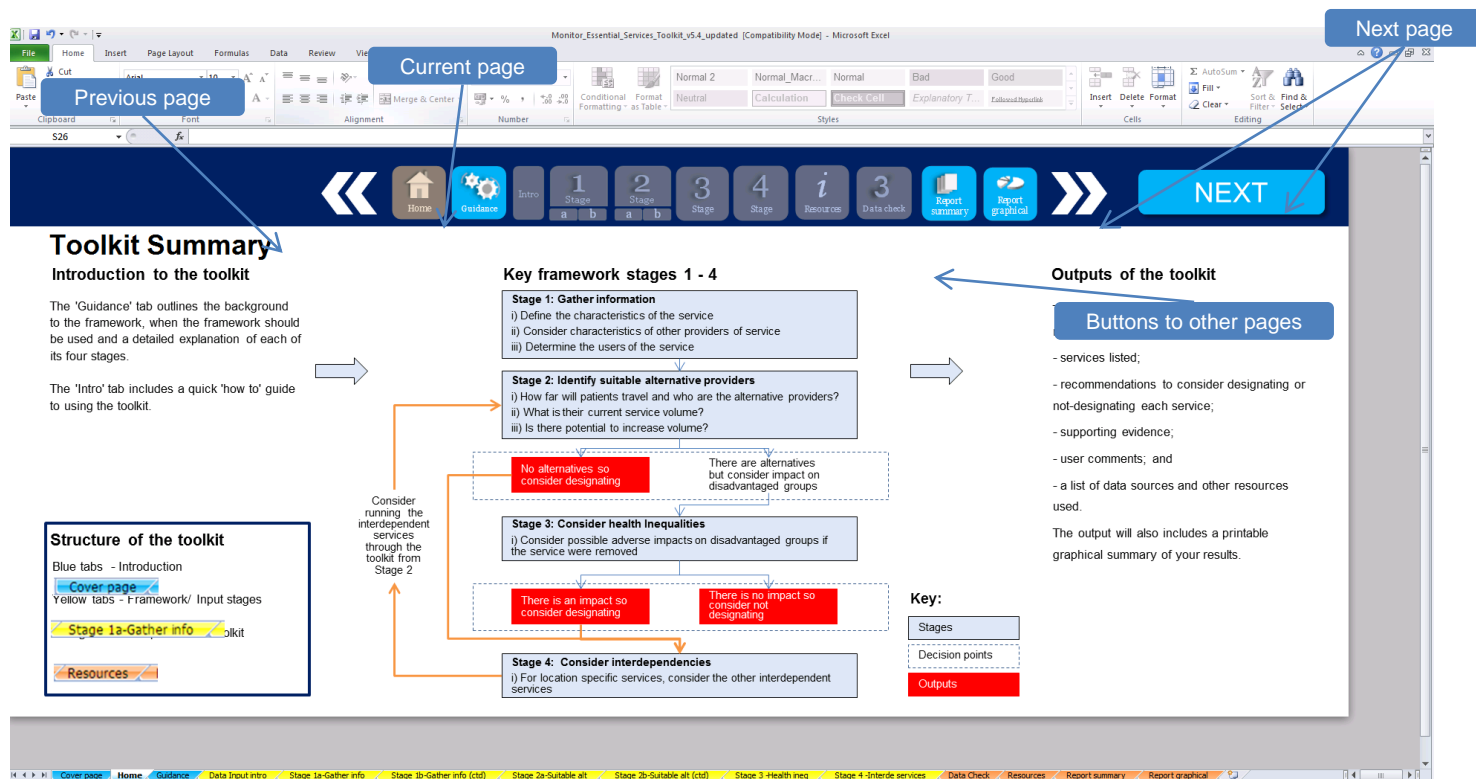
This is accessed through 'Excel Options'



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.



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. It also includes a 'Dark blue – Navigation tab' label.
- Grey – Current tab:** The 'Stage 1' tab is currently selected, indicated by a grey background and a 'Grey – Current tab' label.
- Optional questions (green):** Questions 1A, 1B, 1C, 2, 3, and 4 are listed. Question 4 is marked as an 'Optional question' in green. A label points to this section.
- Light blue – Worked example:** The 'Example' section shows a worked example for 'Rheumatology' with input values like 'Immediate', 'Urgent', 'Expedited', 'Routine', '0', 'patients/month', 'Acute Out-patient', and 'Community services Out-Patient'. A label points to this section.
- Yellow – Input required:** The 'Please input here:' section contains yellow cells for user input. A label points to this section.
- Light green – Information (no input required):** The 'Please input here:' section also contains light green cells for information. A label points to this section.
- Grey – No input required:** The 'Please input here:' section also contains grey cells for information. A label points to this section.
- Blue – Introduction tabs:** The bottom of the spreadsheet shows the 'Cover page' tab, which is highlighted in blue. A label points to this section.
- Yellow – Input tabs:** The bottom of the spreadsheet shows the 'Stage 1a-Gather info' tab, which is highlighted in yellow. A label points to this section.

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					

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 icon 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: 1 Rheumatology

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

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

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		Market an: http://www.bbbi		CCGs	
	NHS Inform http://www.ni.ni		Market an: http://www.ni.ni		Providers	
	Market an: http://www.lainc		Market an: http://www.gloak			
	Contracts					
	Key contacts within p					
12 Can alternatives provide all of the current volume (as listed in Q2) immediately? (select from drop down list)						
13 Could existing potential providers reconfigure to take on this volume? (select from drop down list)						
14 Could a new or existing provider enter the market to take on this volume? (select from drop down list)						
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					
	CCGs					
15 Will any disadvantaged groups be disproportionately affected? (select from the drop down list)						
16 Can these disadvantaged groups access the alternative providers?						

Back

Space for additional user inputted data sources

Back

Go back to question

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

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:

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© Monitor (28 March 2013)

Publication code: IRG 09/13

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