

# Travel Plan Toolkit

for Hospital Precincts



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# Introduction

**Travel Demand Management is the application of a focused, data led strategy that seeks to manage demand on transport networks by redistributing journeys to other modes, times, routes or removing the journey altogether. It is most effectively applied when there is an impetus or catalyst for change such as a hospital redevelopment.**

A Travel Plan is a management strategy for delivering long term behavioural change and sustainable travel patterns across a hospital or precinct. It is about understanding how people make their transport decisions and using this to influence behaviours that lead to better staff, patient and visitor outcomes, while reducing adverse impacts such as congestion on the surrounding transport network.

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**NOTE** If your Travel Plan is a condition of planning consent, you should consult with your relevant planning authority for advice on any additional specific requirements.

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This toolkit provides the steps, templates and resources for developing a comprehensive Travel Plan. It is designed for the person or group responsible for developing and implementing a Travel Plan. Links to resources and more detailed information to help you develop a Travel Plan are provided at relevant sections throughout this document and are available at [www.mysydney.nsw.gov.au/travelchoices/tdm](http://www.mysydney.nsw.gov.au/travelchoices/tdm)

Additional resources are also available on the Travel Choices website at [www.mysydney.nsw.gov.au/travelchoices/resources](http://www.mysydney.nsw.gov.au/travelchoices/resources) to help your hospital promote sustainable travel behaviour changes.

Questions or comments about the use of this Toolkit can be directed to [travelchoices@transport.nsw.gov.au](mailto:travelchoices@transport.nsw.gov.au)

## **Travel Plan benefits**






Travel plans can bring the following benefits:

- Travel accessibility for employees
- Workplace productivity
- Employee travel safety and personal security
- Employee health and wellbeing
- Business improvements
- Corporate sustainability
- Cost savings



## The value of a Travel Plan

Travel Plans work because they are unique, evidence-based and tailored to the specific circumstances of a hospital or precinct. They lead to real benefits for the organisation, employees, patients, visitors and broader community by developing sustainable and commonly agreed solutions.

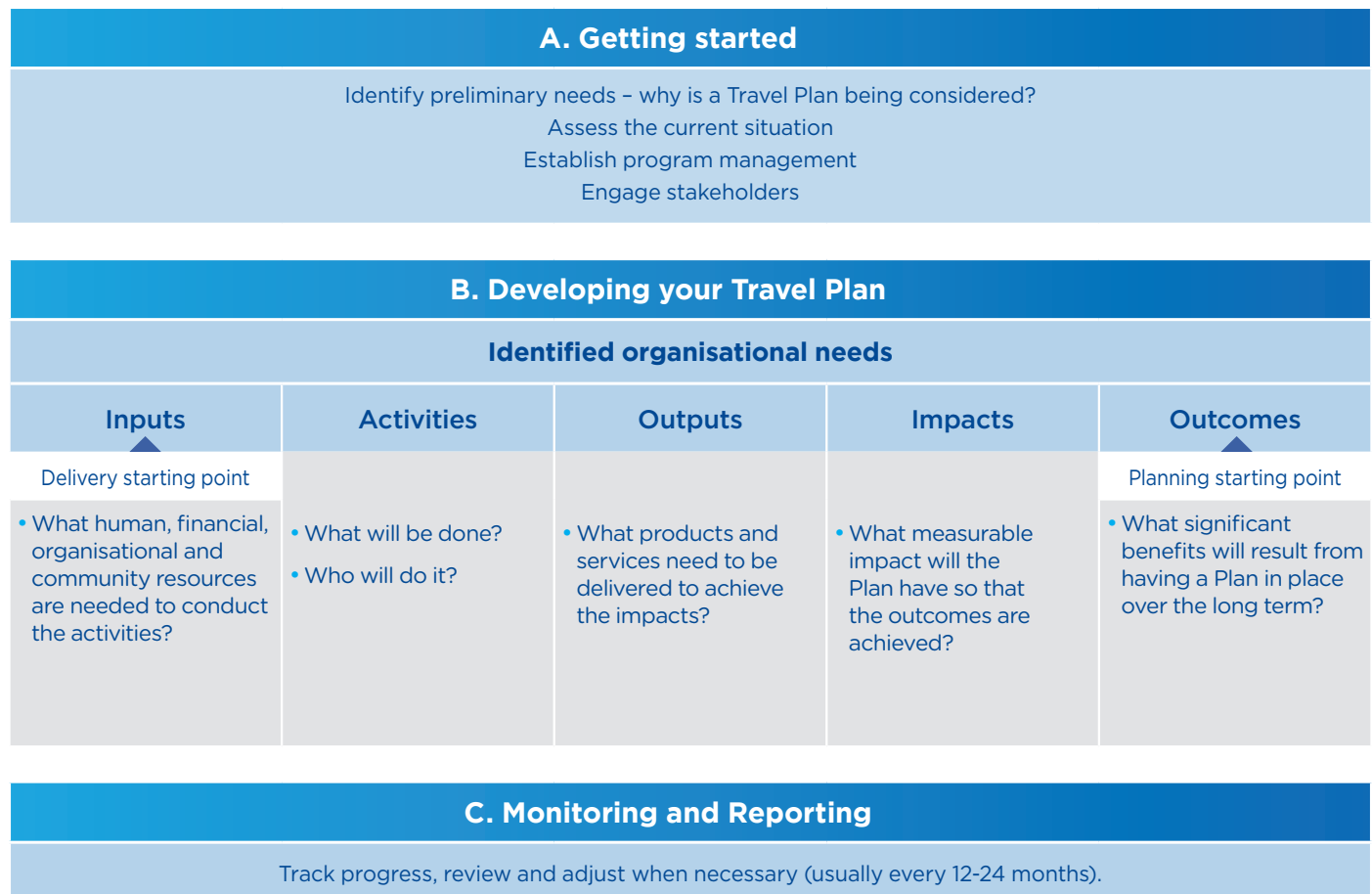
Value to your hospital and staff				
 Employee health	 Efficiency	 Cost reduction	 Sustainability	 Site development (if applicable)
<ul style="list-style-type: none"> <li>• Generate an average of 20 min more exercise each day per person</li> <li>• Staff less likely to take sick leave</li> <li>• Staff up to three times more productive</li> <li>• Contribute to improved workplace culture, morale and engagement</li> <li>• Improve work life balance and reduce time spent commuting</li> </ul>	<ul style="list-style-type: none"> <li>• Improve reliability of staff and patient arrival times</li> <li>• Improve access for emergency vehicles and deliveries</li> <li>• Reduce staff downtime spent travelling</li> <li>• Repurpose onsite car parking space</li> <li>• Provide better site access experience for employees, visitors and patients</li> <li>• Reduce local area traffic congestion</li> <li>• Improve patient ability to keep appointments</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce costs associated with sick leave</li> <li>• Reduce parking costs</li> <li>• Reduce mileage claims</li> <li>• Improve staff recruitment and retention</li> <li>• Reduce travel costs for organisation and staff</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage use of sustainable transport options</li> <li>• Improve your standing as an 'employer of choice'</li> <li>• Improve hospital image – environmental, corporate and social responsibility</li> <li>• Build relationships among local community</li> <li>• Contribute towards Green Star building rating</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce development costs and potential to increase density of development (fewer parking spaces)</li> <li>• Enhance attractiveness and accessibility of site</li> <li>• Easier pathway to development approval</li> <li>• Mitigate adverse traffic impacts of a development</li> </ul>



## How to develop a Travel Plan

While a Travel Plan could be developed in a number of ways, it is suggested you follow the program logic model outlined below so that your Travel Plan captures the appropriate information and is acted upon. This is a proven method which has been used by many organisations to provide a structured approach to planning, implementation and evaluation. Once developed, your Travel Plan needs to be monitored for performance to measure progress and adjusted as needed over time.

### Travel Plan – program logic



The information in the following sections of the Travel Plan Toolkit can be used to help you fill out the

 [Travel Plan Template](#)

## A. Getting started

### At a high level, why is a Travel Plan being considered?

Consider the drivers – both internal (travel accessibility for employees, workplace productivity, employee travel safety and security, employee health and wellbeing, business improvements, etc) and external (environmental sustainability, legal requirements, social responsibility, etc.) to create a Travel Plan. Use this to help build the case for developing a Travel Plan.

### Assess the travel and transport opportunities and challenges for your organisation.

Conduct a site assessment. A site assessment can be as simple as walking around a workplace and surrounding area and recording information about how to get around on foot and all other modes of transport.

This will allow you to identify the different travel options that exist.

#### Hospital precinct audit checklist

Also consider:

- Frequency and timing of transport services to the site taking into consideration the 24/7 operation of the hospital and any future changes expected to the transport network. Transport for NSW has a range of publicly available data sources including Opal data (see [opendata.transport.nsw.gov.au](https://opendata.transport.nsw.gov.au))

#### Open data hub and developer portal

- Land use development
- access issues for those who work shifts or who may feel more vulnerable or who have mobility impairments
- access for community transport, delivery and emergency vehicles
- freight and servicing requirements such as access and timing of deliveries.

### In practice

At any given time, around 30% of pedestrians will have impaired mobility and this is likely to be higher around hospitals.

*Commonwealth Department of Infrastructure and Transport, 2013*

Record this information so that a broad spectrum of current travel opportunities and challenges can be presented to the organisation.

This assessment can also help you to determine which behaviour changes may have the most effect or benefits.

Conduct an internal travel and transport policy assessment for your organisation. Look at internal human resource policies, any applicable NSW Health policy directives and other rules related to travel including car use and parking, working from home and business travel arrangements.

#### Transport and policy assessment checklist

Collect data to get a robust understanding of how people are travelling to your site and the underlying causes of their behaviour. To form a complete picture, patient/visitor travel information could be collected as well as employee travel data. Some common approaches to collect data are:

- employee focus groups
- employee and patient/visitor travel surveys
- Australian Bureau of Statistics Census Journey to Work data accessed at: [www.transport.nsw.gov.au/data-and-research](https://www.transport.nsw.gov.au/data-and-research)
- Transport for NSW's Household Travel Survey accessed at [www.transport.nsw.gov.au/performance-and-analytics/passenger-travel/surveys/household-travel-survey-hts](https://www.transport.nsw.gov.au/performance-and-analytics/passenger-travel/surveys/household-travel-survey-hts)

### In practice

Because many staff were not desk based, 29% of RNSH staff travel surveys were completed in hard copy.

*Royal North Shore Hospital Workplace Travel Plan, 2016-18*

#### Online staff travel survey

#### Patient/visitor travel survey

#### Survey methods for hospitals

**TIP** Travel Plans work because they are tailored to the unique conditions of your organisation, so it is extremely important to identify what these conditions are.

It could be useful to undertake a simple Geographic Information System (GIS) mapping exercise – plotting home locations of employees alongside public transport access, walking and cycling routes. This will allow you to see at a glance how your employees are geographically distributed across NSW. It will also provide a broad indication of how well served each area is by different transport options.

After you have analysed the data available, use the results to form a picture of the 'problem' that will help to define your needs.

#### Tips for analysing survey results

### Establish program management

Secure senior management/Board support.

Agree the decision making framework:

- Who will need to sign off on the Travel Plan?
- How will decisions be made?
- Consider setting up information networks and a steering committee.
- Identify roles and responsibilities for Travel Plan development.

Identify resources (time, people, budget) for Travel Plan development.

### In practice

A one stop shop Travel Bureau was created which brought the Security, Travel and Parking teams together. This has given staff and visitors greater accessibility to help and support.

*Southmead Hospital, Bristol (UK) Travel Plan, 2013-18*

Propose an overall time-line for Plan development.

Identify key internal and external stakeholders that need to be engaged throughout the planning process. Establish relationships with key stakeholders as early as possible.

These may include:

- Local Health District (LHD) Board chair and members
- LHD Chief Executive
- hospital general manager
- human resources team
- marketing team
- facilities management
- employees
- patients and visitors
- major institutions and campuses in the precinct
- neighbouring businesses
- local transport operators
- local government

Organise meetings to share information and discuss the preliminary needs.

In a precinct, there may be many businesses (health related or not) on site that generate many trips, use the same roads and transport services and compete for on-street parking. For a Travel Plan to be successful, input and behaviour change across all institutions within the precinct is needed. It makes sense to start working together as early as possible to incorporate precinct-wide needs and to meet common goals.

**TIP** A Travel Plan has a much greater chance of success if there is a single person or a team within an organisation responsible for the development and ongoing delivery of the Plan. This could be a full or part-time workplace Travel Plan coordinator or Transport Manager, an existing HR resource, Facilities Manager or Sustainability Officer, or a committed volunteer. Many organisations also engage external travel planning expertise.

### Sample functions and skills of a travel plan coordinator

#### Engage stakeholders

Engage with employees, patients, visitors and stakeholders as early as possible and continue to engage throughout Travel Plan development and implementation. Develop an communications and engagement plan to:

- Inform about what is happening
- encourage participation at all stages in the process
- empower people with information about travel options
- consult on what you decide to do - be open and honest.

Implement awareness raising and marketing campaigns.

### Potential engagement techniques

Some points to remember are:

- Try to address the 'What's in it for me' question to convince people to make changes to the way they travel. For example, giving office staff flexibility around start and finish times can enable them to retime their commute for a better work life balance.
- Information alone is unlikely to be sufficient enough to deliver a change in travel behaviour; emotions and interest must be activated to generate change.
- Not everyone in the target audience will be ready to change their behaviour at the same time.
- Make changes predictable and gradual so staff can take the changes into account when making long-term plans.
- Change will not necessarily be lasting, it can revert back, so ongoing reinforcement is needed.

**TIP** Travel Plans are about impacting people's travel habits and encouraging changes in travel behaviour, so keeping people engaged sits at the heart of developing and implementing a successful Travel Plan.

## B. Developing your Travel Plan

### What needs will the Travel Plan address?

Now that you have gathered and analysed the information on the current situation, define your organisational needs based on your assessment.

Does your data confirm there is a problem or need to be addressed?

**TIP** Articulating the needs helps you engage confidently with employees and stakeholders.

Possible organisational needs that a Travel Plan can address are to:

- Minimise negative transport impacts of the site/organisation
- maintain and improve viability of existing or proposed site
- relocate with minimal impact on staff retention
- ensure people feel safe, secure and well informed about travel to and from the site
- give employees more flexibility to choose how and when they commute.

This can also lead to:

- Improved position as employer of choice
- an active healthy workforce
- increased efficiency due to reduced time that staff spend travelling.





## In practice

“This Travel Plan particularly focuses on employees working standard business hours (8.30am – 5pm) as they potentially have more travel options and less need to drive to work.”

*Lismore Base Hospital Precinct Travel Plan, 2015*

It is also important to consider:

- How does a Travel Plan fit with the broader, long term organisational goals and business strategy?
- How does the Travel Plan fit with Local and State Government goals and strategies?

Based on the ‘problem’, establish the overall scope for the Travel Plan to determine the level of effort needed. Will the plan focus primarily on shifting staff travel patterns or also work to influence patient or visitor travel? Will the plan focus on all staff or primarily those who come to or from work during peak transport periods?

Using the Travel Plan Summary Template is a simple way of recording the following activities and presenting them in a simple format to your audience.

## Travel plan summary template

Sample Travel Plan Summaries are also provided to assist you to fill the Template out correctly.

## Sample hospital travel plan summary

## Considerations for hospital travel plans

### What significant benefits will result from having a Travel Plan in place over the long term?

Articulate what outcomes you want to achieve from having the Travel Plan in place. At a high level, a Travel Plan is about promoting and delivering long term behavioural change and sustainable travel patterns.

There may be numerous outcomes you want to achieve that fall into several areas including:

- travel accessibility for employees, patients and visitors
- workplace productivity
- employee travel safety and personal security
- employee health and well-being
- business improvements
- corporate sustainability

## Possible travel plan outcomes

### What measurable impact will the Plan have so that the outcomes are achieved?

Identify what impact is required to achieve the outcomes. Set performance indicators to measure progress towards achieving the impacts. They should include quantifiable results that you are hoping to achieve within a certain timeframe. For example, “the use of public transport to increase by 10% in 3 years.” Be realistic about what can be achieved and over what time period.



### In practice

Seattle Children's (Hospital) Transportation Plan 2028 goals are to:

- achieve 30% single occupancy vehicles
- generate 30-40% fewer net new afternoon peak hour vehicle trips
- reduce building costs by saving 500 parking spots

*Seattle Children's (Hospital) Comprehensive Transportation Plan 2008*

The performance indicators should be based on:

- the results from your data analysis
- organisational goals
- the resources available
- suitable services and incentives

**TIP** Travel Plan incentives can be resourced through actions aimed at influencing behaviour change. For example, funding staff opal cards through a car parking levy or using the levy to provide a free car wash for staff who car pool.

### What products and services need to be delivered to achieve the impacts?

Consider what needs to be created to achieve the impacts and therefore the outcomes. Outputs can include:

- plans/reports
- brochures
- articles, presentations
- digital materials (websites, social media)
- events, workshops
- marketing campaigns
- networks
- operational measures (telehealth, timing of appointments, etc)
- policies
- incentives (disincentives)
- facilities
- effective precinct design that supports multiple transport modes
- infrastructure, etc.

**TIP** Patient models-of-care are changing to short, frequent visits rather than overnight stays. This will increase transport demand. Hospital operating policies can be used to shift timing of appointments out of peak periods and to reduce the number of unnecessary journeys.

Additional resources to help your organisation create sustainable travel behaviour change are available on the Travel Choices website at [www.mysydney.nsw.gov.au/travelchoices/resources](http://www.mysydney.nsw.gov.au/travelchoices/resources). This includes specific resources to encourage staff to retime, remode, reroute or reduce their travel.

 **Travel Choices Flexible Working Toolkit**

 **Additional references**

### What will be done to deliver the outputs?

#### How will we do it?

Establish how the Plan will deliver the outcomes through a range of integrated activities. Travel Plans are all about influencing people's travel behaviour towards using more sustainable modes of transport, using a bespoke package of incentives and disincentives to encourage desired outcomes.

Successful travel plans often have 'hard' activities such as facilities and infrastructure, alongside 'soft' activities such as the provision of education, information, and marketing based approaches.

### In practice

"About one third of patient trips are single occupancy journeys which could reasonably have some scope for remodelling. Public transport information is sent out with appointment letters or appropriate electronic mediums."

*Southmead Hospital, Bristol (UK) Travel Plan, 2013-18*

**TIP** Travel Plan activities and engagement need to suit staff working a variety of shifts and job requirements. For example, if staff do not regularly access emails, consider distributing information with payslips, via personal devices, on staff notice boards or in lunch rooms.

Consider all transport elements:

- staff travel
- business travel
- patients and visitors
- supplies and deliveries
- emergency and community transport vehicles
- 24/7 operation of the site

Define timelines and identify who is responsible for delivery.



**TIP** Using the Travel Plan to ensure local area congestion is minimised and access of emergency vehicles is not compromised could be a key benefit.

 [Tips for designing your package of activities](#)

 [Examples of 'hard' activities](#)

 [Examples of 'soft' activities](#)

 [Hospital travel plan case studies](#)

#### **What resources are needed to conduct the activities?**

Secure the human, financial, organisational and community resources needed to implement the activities.

**TIP** Operating as a precinct increases your ability to influence public transport and roads management organisation to improve services to your precinct. Also collectively it can be more economic to invest in improved facilities like end of trip facilities, bus waiting rooms, car sharing systems and real-time transport information.

Remember to cover off all the various kinds of costs involved:

- Implementation costs – land, construction, vehicles for example.
- Operating costs – cost of operating a bus service, security for accessing end of trip facilities, providing Opal cards for staff travel, or a new car park management system for instance.
- Staff costs – people to coordinate, manage and monitor.
- Ongoing maintenance and renewal costs.

**TIP** Travel Plans can be self-funding. For example, money raised from charging for car parking spaces could be allocated to developing other Travel Plan initiatives.

## **C: Monitoring and Reporting**

### **Track progress, review and adjust when necessary.**

Complete the Travel Plan template in Appendix A to present to stakeholders, both internal and external, for use in engagement and marketing with employees, patients, precinct partners or local community and to make tracking of impacts and evaluation of outcomes easier.

 [Travel plan summary template](#)

Review the Travel Plan every 12 to 24 months, usually via a travel survey and an overall assessment. To make valid comparisons between results, the travel survey should be conducted at approximately the same time each year, and the survey questions should not change significantly.

 [Travel plan review: tips timing and questions](#)

Report on progress. If the Travel Plan is a condition of consent it is recommended to check with the relevant planning authority to understand the reporting requirements. Planning authorities are likely to require evidence of a Travel Plan with regular reports on progress (typically annually).



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### In practice

Seattle Children's has reduced the percent of employee drive-alone commute trips by nearly half – from 73% in 1995 to 38% in 2005 – and has a goal of just 30% by 2028. Reducing vehicle trips supports Seattle Children's triple aim of providing value to employees; reducing organizational expense associated with parking vehicles; and improving air quality, which supports the health of the children served.

*Seattle Children's (Hospital) Comprehensive Transportation Plan 2008*

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Derby Teaching Hospitals Travel Plan is monitored annually via staff travel surveys, and shows a 16 percentage point improvement in public transport / bike usage and a 13 percentage point reduction in single occupancy vehicle use among staff from 2012 to 2017.

*Derby Teaching Hospitals Travel Plan 2017 Summary Report*

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## Where can I get further information?

Additional information to help individuals, businesses and organisations create sustainable travel behaviour change is on the Travel Choices website. For a comprehensive suite of resources, case studies, tools and templates to help you develop your travel plan, visit [www.mysydney.nsw.gov.au/travelchoices/tdm](http://www.mysydney.nsw.gov.au/travelchoices/tdm)

Resources available include:

 [Travel plan template](#)

### Getting started

- Site audit checklist
- Transport and policy assessment checklist
- Open Data Hub and Developer Portal information
- Survey methods for hospitals
- Online staff travel survey
- Patient/visitor travel survey
- Tips for analysing survey results
- Sample functions and skills of a travel plan coordinator
- Potential engagement techniques

### Developing your Travel Plan

- Travel plan summary template
- Sample hospital travel plan summary
- Considerations for hospital travel plans
- Possible travel plan outcomes
- Tips for designing your package of activities
- Examples of 'hard' activities
- Examples of 'soft' activities
- Travel Choices flexible working toolkit
- Hospital travel plan case studies
- Additional references

### Monitoring and reporting

- Travel Plan review: tips, timing and questions.



