

# Hospital travel plan guide for Victorian Health Services

## About this guide

The Department of Health has developed the Hospital Travel Plan Toolkit to support health services put sustainable travel plans in place for metropolitan and large regional hospitals by 2023, as required under the Department's Environmental Sustainability Strategy.

This guide sets out the "what, why and how" of developing a sustainable travel plan for a hospital or other health service site in Victoria. It includes:

- ❑ An **introduction to travel planning**
- ❑ A **standard methodology** to develop, deliver and report on travel plans that is consistent but responsive to each health service's context
- ❑ An **assessment framework** that identifies the type of travel plan to develop in response to each workplace's opportunity for staff to change to non-car options and the organisation's capacity to implement actions
- ❑ **Resources** to help develop, implement and evaluate travel plan actions

## Effective workplace travel plans

A workplace travel plan identifies actions that an organisation can deliver, which **make sustainable transport options (walking, cycling, public transport and carpooling) easier to use and helps to reduce the amount of drive-alone commuting by staff**. A secondary purpose is to reduce an organisation's drive-alone business-related trips.

A travel plan applies a mix of **tailored measures** that respond to a **location's transport options** and the **specific organisational context** (which includes its culture, capacity and needs of its employees) to help increase use of sustainable travel options.

Policy & regulations	Better infrastructure & services	Behavioural interventions
<p>Organisational changes that increase travel choice Includes:</p> <ul style="list-style-type: none"><li>• Salary packaging</li><li>• Supportive remote work policies</li><li>• Parking management (allocation based on need, pricing incentives eg for carpooling)</li><li>• Funding allocated to support other modes</li></ul>	<p>Improving options and making it easier to use other modes Includes:</p> <ul style="list-style-type: none"><li>• Paths for walking desire lines</li><li>• End of trip facilities</li><li>• Wayfinding to public transport</li><li>• Lighting along walking routes</li><li>• Advocacy or subsidy for public transport services</li><li>• Shuttle buses</li></ul>	<p>Building staff capabilities and promoting choice Includes:</p> <ul style="list-style-type: none"><li>• Information on travel options (website, staff induction etc)</li><li>• Local area transport maps</li><li>• Communications campaigns, events, promotions &amp; advice</li><li>• Financial incentives (eg reduced parking costs for carpooling)</li></ul>

This toolkit was developed by the Department of Health in partnership with Peninsula Health and Eastern Health. It was created by Alice Woodruff at Active City, [www.activecity.com.au](http://www.activecity.com.au)

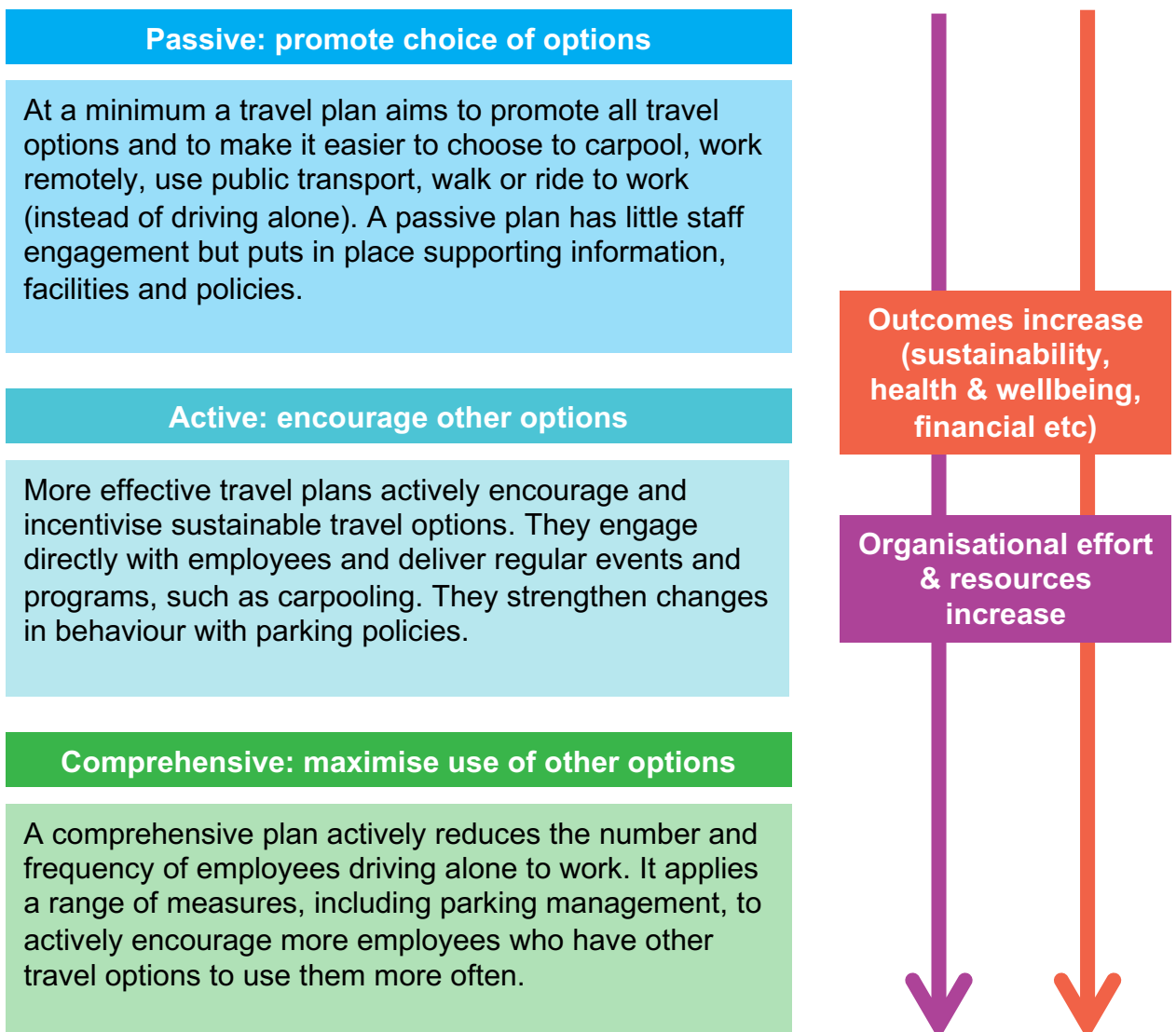
## Our travel plan approach

Department of Health's sustainable travel plan framework has three levels: **passive, active and comprehensive**

A **combination of factors influence the level of travel plan a health service may aim to implement for a hospital or other service location**. One or more of these factors may support or hinder a plan's development and outcomes. These factors include:

- ❑ the opportunity for employees to change to non-car travel, which relates to the **total number of employees** at the workplace and **the availability of public transport**, and walking and cycling access.
- ❑ how pressing **travel-related issues** are for the workplace (eg parking availability, local access and on the way to work eg traffic congestion)
- ❑ the **organisation's capacity and resources** to respond to these issues

The levels are not static. For example, an organisation may start with a Passive plan and then build on it to an Active plan as resources and other success factors are put in place



## Travel plan development process

This diagram explains the method that Department of Health recommends to develop a travel plan for an individual workplace.

**The remainder of this guide explains each step of the process. It also refers to the toolkit resources available to help** with analysis and assessment; selecting relevant travel plan actions; implementing common actions and evaluating your progress.



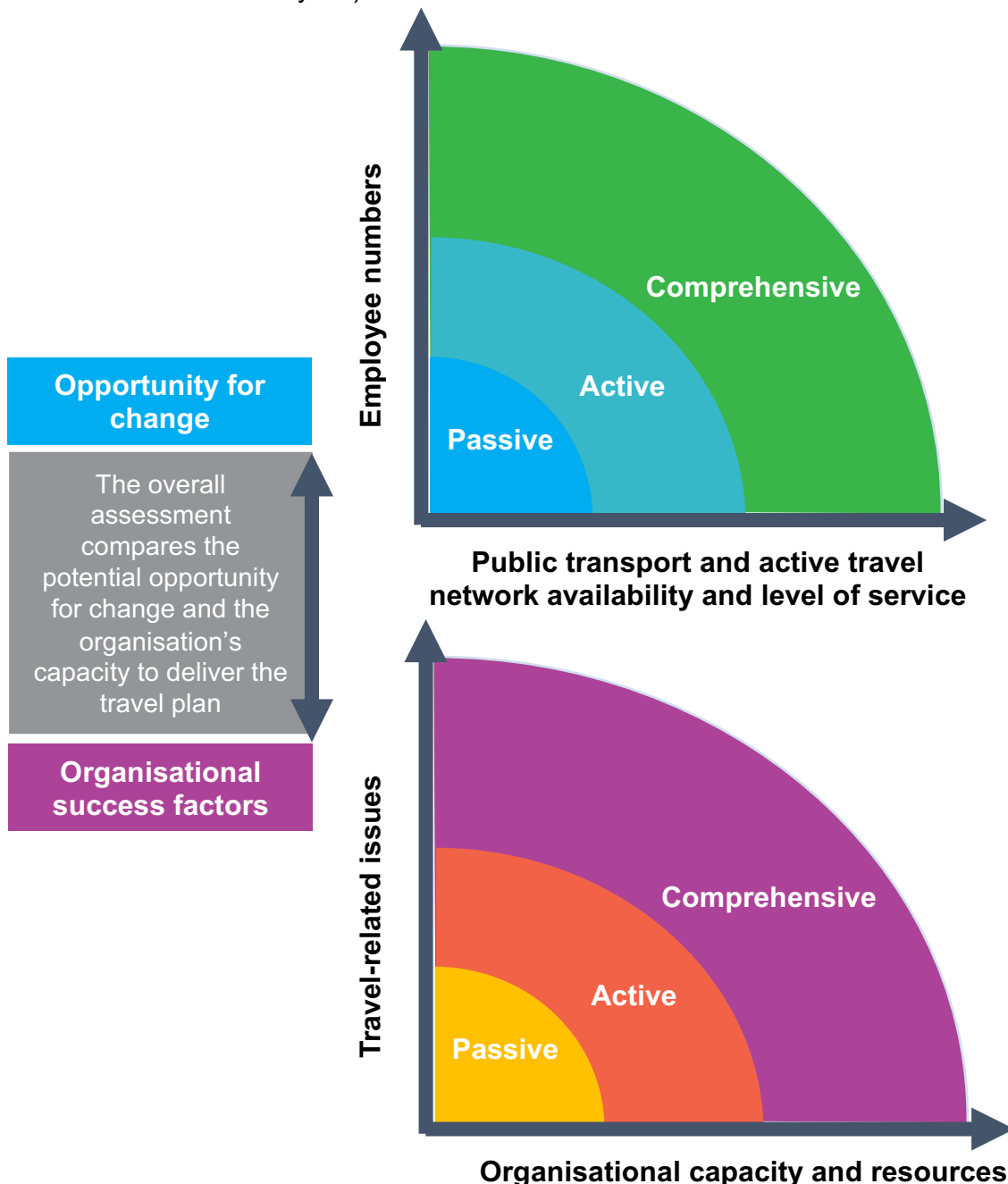
### How long will this take?

It may take 6-12 months to prepare a travel plan and seek executive endorsement to implement it, if the project is an addition to your usual role (at 0.2 EFT). This includes completing the background analysis, staff travel survey and developing the travel plan actions and priorities.

## Assessment: understand interacting success factors

The first step looks at the interacting factors that will influence how effective a plan will be and guides decisions on whether to develop and implement a Passive, Active or Comprehensive plan for a hospital or other health service. Analysis and assessment includes:

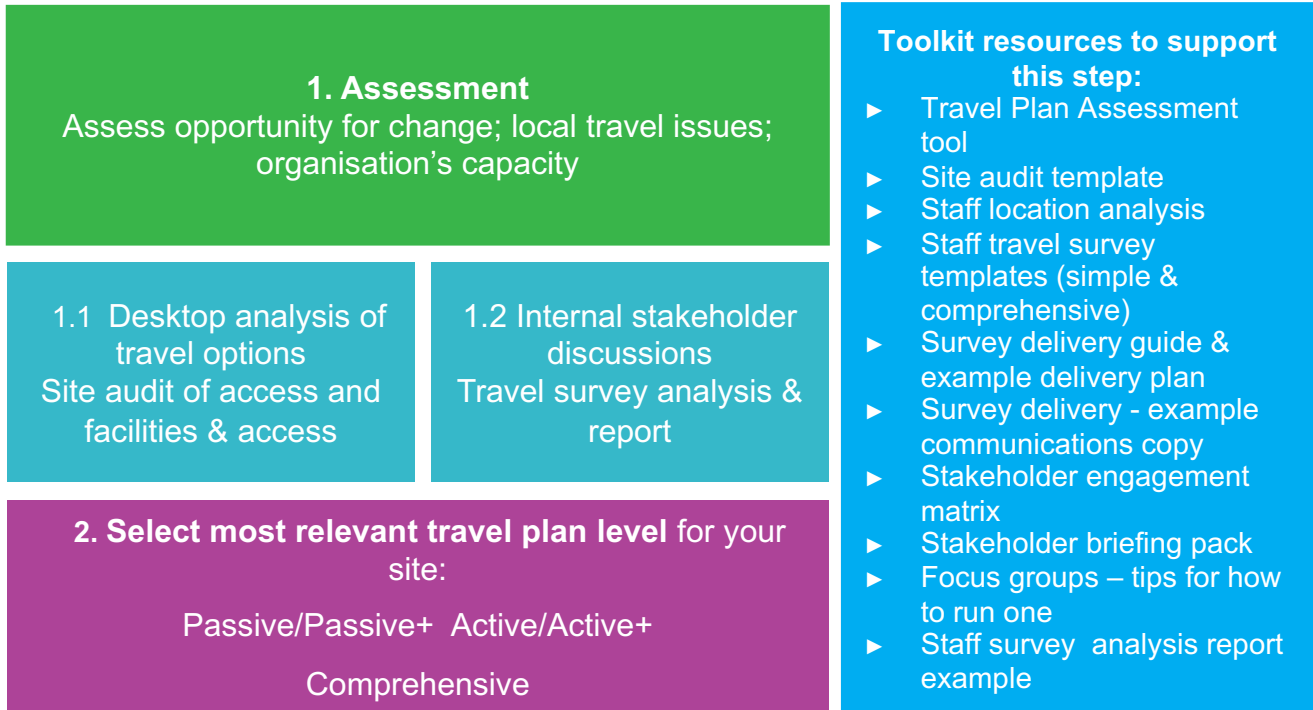
- ❑ An audit of transport facilities and access by all travel options to the site (walking, bike riding, public transport, carpooling and driving alone)
- ❑ Desktop review and a walking audit of the local area to assess ease of access by public transport, walking and bike riding
- ❑ Desktop review of public transport availability (proximity, number and frequency of services)
- ❑ A simple staff travel survey to identify current travel patterns, staff interests, opportunities and challenges to changing the way people travel
- ❑ Internal stakeholder discussions and feedback to assess current processes and organisational success factors (human resources, facilities, parking management, sustainability etc)



## Travel plan analysis and assessment

Use the **Travel Plan assessment tool** to review the interacting factors that will determine whether to develop a Passive, Active or Comprehensive travel plan.

This assessment is done after analysing the workplace and its local transport context. The analysis uses some already available data but it also needs information collected from a site audit, and a **Simple Travel Survey** to help inform the assessment. The coordinator will also need to talk to colleagues to understand the organisational factors that will influence the plan's development and success, such as resources and staff available to deliver actions.



## Travel plan resources, objectives and targets

Once the background analysis is completed and the level of travel plan has been decided, the next step is to **identify the resources (people, operational and capital budgets) that are likely to be available or committed to the travel plan**. This will influence the travel plan's objectives, targets, range of actions, priorities and the phasing of actions over the plan's horizon.

This is an iterative process as resources will be reviewed again once actions are identified.

Then **select objectives and targets to achieves outcomes most relevant to the organisation's priorities**. Use the **Objectives and Targets Examples** as a guide.



## Identify actions; create the travel plan

A travel plan aims to remove workplace-related barriers to make it easier to walk, ride a bike, use public transport or carpool to work. This travel plan approach uses the **Behavioural Insights EAST Framework**, which encourages change by **making it Easier, Attractive, Social and Timely**

Based on the background analysis, for all levels of travel plan, look for opportunities to:

- ▶ **Make it easier** to know about all transport options and highlight available options
- ▶ **Make it timely** by giving information when and where it is most relevant (eg staff induction)
- ▶ **Make it easier and more attractive** by improving bike end of trip facilities
- ▶ **Make it attractive** by implementing policies that support travel choice eg remote work practices; parking management based on need

**For active and comprehensive travel plans**, also include actions to:

- ▶ **Make it attractive and social** through events, campaigns and programs
- ▶ **Make it easier** by advocating for improvements to the local area and public transport

### Organisational success factors

- ▶ Alongside identifying actions and creating the travel plan, it is essential to build early executive support and resources to ensure the plan is effective.
- ▶ Review the organisational success factors from the assessment tool and put them in place
- ▶ Present the survey findings and strategic travel plan report to leadership to gain their commitment
- ▶ Advocate for an executive to champion the plan
- ▶ Identify a coordinator to oversee the plan and the time to manage it
- ▶ Set up a working group to share out actions
- ▶ Work with communications to deliver early priority actions and build awareness among staff

## Identify actions; create the travel plan

Use the **Travel Plan Actions spreadsheet** to select and prioritise actions that match the level plan and objectives and respond to the issues and opportunities identified in the analysis/assessment steps.

Depending on the context and resources, it may be useful to implement actions from a higher level to make the plan more effective. If the site requires a comprehensive plan, a workplace may work towards this level in phases.

Use the **Interpreting Results and Identifying Actions** guide to help assess what actions may be most relevant based on your site audit, survey analysis and stakeholder feedback.

Present the strategic approach to the travel plan to Executive/leadership team using the **Health Service Travel Plan Template – Strategic Document**, which describes how the analysis has informed the plan's development and priorities.

4. Identify travel plan actions relevant to your site.  
Set priorities and timeframe to implement actions

4.1 Select and prioritise Travel Plan actions from spreadsheet

4.2 Prepare travel plan strategic document – linking analysis and assessment to actions

4.3 Gain commitment for plan

Agree roles, responsibilities & timelines

### Toolkit resources to support this step:

- ▶ Interpreting results & identifying actions
- ▶ Travel Plan Actions spreadsheet
- ▶ Hospital travel plan template
- ▶ Hospital travel plan case studies
- ▶ Travel plan resources

## Implementing and evaluating the travel plan

Now onto implementation. The toolkit resources will help to deliver a range of the core actions for all travel plans, such as preparing "all transport options" information for health service websites; and how to design a Transport Access Guide.

Key resources include [Travel Plan Resources](#), explanations and notes included in the [Travel Plan Actions Template](#), and [Hospital Travel Plan Case Studies](#).

**Evaluating progress** against objectives and targets is part of implementation. For active and comprehensive plans, a 2-3 questions travel survey every 1-2 years will help track the proportion of sustainable travel by staff.

**Staff time and resources** to implement a travel plan will vary based on the plan level and identified actions.

An active plan for a larger workplace would need at 0.2-0.4 EFT and a working group to support delivery. But the more resources and time allocated will accelerate implementation and improve the plan's effectiveness and outcomes.

### 5. Implement actions

Address factors for success as part of the implementation

### 6. Evaluate progress

Review & confirm objectives and further actions

#### Toolkit resources to support these steps:

- ▶ Travel Plan Actions spreadsheet explanation/notes
- ▶ Travel plan resources to help deliver different actions
- ▶ Hospital travel plan case studies
- ▶ 'How to get to...' webpage examples
- ▶ Example Transport Access Guide
- ▶ Creating a Transport Access Guide
- ▶ High quality end of trip facilities case study
- ▶ Myki Commuter Club example policy
- ▶ Carpooling program summary guide
- ▶ Car parking policy example
- ▶ Simple staff travel survey



## Index of resources

Theme	Action	Description	Resource name
Travel Plan approach	Guide to developing a travel plan; case studies and resources	Travel plan approach - introduction to framework	1 STHC Travel Plan Guide
		Hospital travel plan case studies: Liverpool, QEII Hospital, Hawkes Bay, Lismore Base Hospital	1.1 Hospital travel plan case studies
		Travel plan resources - case studies and guides for implementing different actions	1.2 Travel plan resources
Travel Plan assessment, analysis & evaluation	Travel plan assessment	Travel plan assessment framework	2 Travel Plan assessment tool
	Site audit	Site audit template	2.1 Site Audit Template
	Staff home location analysis	How to complete a catchment analysis of staff	2.2 Staff home location analysis
	Staff travel survey design, delivery and communications	Simple travel survey to inform a passive or active travel plan	2.3 Simple staff travel survey
		Survey delivery guide - approach and communications	2.4 Survey delivery guide
		Detailed travel survey for a comprehensive travel plan	2.5 Comprehensive staff travel survey
		Example engagement & communications plan	2.6 Survey delivery - example delivery plan
		Example stakeholder matrix to support delivery of travel survey and other travel plan actions	2.7 Stakeholder engagement matrix
		Example survey communications emails	2.8 Survey delivery - example communications copy
		Example presentation for health service stakeholders to raise awareness and encourage participation	2.9 Stakeholder travel survey briefing pack example
		Staff survey analysis report	Example report presenting survey results from a comprehensive travel survey for a large hospital
Conducting focus groups	Focus group tips including prompts/questions	2.11 Focus groups - tips for how to run one	

## Index of resources

Theme	Action	Description	Resource name
Travel Plan development & reporting	Develop travel plan actions, set priorities; track and report on progress	Travel Plan objectives and targets examples	3.0 Objectives & Targets examples
		Travel plan actions template	3.1 Travel Plan Actions Template
		Travel plan template - sets out objectives, analysis of issues and opportunities, priorities & implementation	3.2 Travel plan template - strategic document
		Tips on interpreting results and guide to relevant actions	3.3 Interpreting results and identifying actions
Actions - Information	'How to get to...' webpage for internet	Examples from other health services	4.1 'How to get to...' webpage examples
	Local access guide for transport & on-site facilities	What to include in a transport access guide and an example from another health service	4.2 Example transport access guide - Royal North Shore Hospital 4.3 Creating a transport access guide
Actions - Facilities	High quality end of trip facilities	Case study Alfred Hospital, other workplaces/hospitals	4.4 High quality end of trip facilities case study - The Alfred Hospital
Actions - Programs & events	Offer discounted annual Myki tickets	Example policy to use for a staff Myki Commuter Club	4.5 Myki Commuter Club Policy example
	Establish carpooling program	Example case studies and links to resources	4.6 Carpooling program - summary guide
Actions - Policy	Comprehensive parking policy	Example adapted from QEII Hospital parking policy	4.7 Car parking policy example