



Tactran Health & Transport Action Plan

Report



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1 Introduction

Context

1.1 In September 2009, JMP Consultants Ltd was commissioned by Tactran, the Regional Transport Partnership for Stirling, Perth & Kinross, Angus and Dundee, to prepare an Action Plan to improve service delivery for the four main linkages between transport and health:

- Promoting Active Travel – that inappropriate use of some transport modes is contributing to sedentary lifestyles, whilst walking and cycling can be convenient transport modes for some journeys and improve physical activity levels;
- Transport & Public Health – that undesirable side-effects of the transport system have detrimental impacts on public health;
- Access to Healthcare – that transport is required to enable access to healthcare, and that accessing health services is a key transport demand; and
- NHS Staff Travel – that the NHS spends large sums on transport for its staff and there is potential for this to be reduced.

Study area

1.2 The study area for this work is the geographic areas of Stirling, Perth & Kinross, Angus and Dundee City Councils (the Tactran region). These boundaries are coterminous with those of the relevant Community Health Partnerships (CHPs). As such, this includes all of NHS Tayside's area and part of that of NHS Forth Valley.

1.3 This work is intended to be relevant for all healthcare services provided within the Tactran region (even if for people residing elsewhere) and for all residents of the Tactran region (even if for healthcare services provided elsewhere).

Process

1.4 As the first task in developing the Health & Transport Action Plan (HTAP), JMP undertook a detailed background study to obtain a better understanding of the key issues for the region under each theme. A Workshop Briefing Paper was prepared summarising the findings of the study and outlining the main issues, opportunities and constraints for each theme.

1.5 The Workshop Briefing Paper was issued to selected stakeholders including representatives from the four local authorities and CHPs in the Tactran region, NHS Tayside and NHS Forth Valley, the Scottish Ambulance Service (SAS), community transport representatives and patient representatives. These stakeholders were invited to a Stakeholder Workshop event held on 12 January 2010 to discuss the note and develop options for implementation. A paper summarising the outcomes of the workshop was produced and issued to all attendees.

1.6 Following the workshop, JMP has produced a draft Action Plan, which consists of action plans for each of the four HTAP themes.

1.7 This was considered by Tactran's Partnership Board in March 2011 and by the stakeholders, with a further workshop discussion held on 20 June 2011.

1.8 The Action Plan is presented in this document. It is intended to be a 'fluid' document, updated as actions progress.

- 1.9 This report is accompanied by a 'Background Report', under separate cover, which provides, for each of the four themes, the background context including the key issues, opportunities and constraints and the proposed HTAP vision and objectives.

Study Themes in Brief

- 1.10 This section briefly summarises the information presented in the Background Report.

Regional Health Context

- The physical and mental health of Scotland's population remains poor in comparison with similar nations;
- Health inequality remains stubbornly large, with residents of deprived communities much more likely to suffer physical and mental health problems;
- Obesity, and the health problems that it causes, is a worsening problem. Sedentary lifestyles are a contributory factor to this problem;
- Active lifestyles improve both physical health and mental wellbeing.

Regional Transport Context

- A high proportion of journeys are undertaken by relatively unsustainable and sedentary modes;
- This proportion is lower for shorter journeys but remains high;
- The Tactran region is highly diverse in its population density and topography, necessitating a range of solutions;
- There are significant inequalities of accessibility, with people in more rural areas, with lower incomes and in poorer health less likely to have access to transport.

Active Travel

- 1.11 Active travel is the term used to describe modes of travel that incorporate some form of exercise. The term is generally limited to walking and cycling and it is these two modes we consider in this report. Travelling actively is recognised to be one of the easiest ways for many people to incorporate physical activity into their daily routines. Cycling and walking are both important components of a sustainable transport network and contribute to healthy lifestyles.
- 1.12 Active travel has become increasingly important with increased awareness of high profile topics such as obesity and climate change. Unlike sedentary modes of travel such as the private car, walking and cycling are pollution-free.

Transport & Public Health

- 1.13 Transport networks can have both direct and indirect impacts on public health. Direct impacts include poor air quality from traffic pollution, high background noise levels due to road, rail and air links and injury/death in road traffic accidents. All can affect the health and wellbeing of a population.
- 1.14 More indirect public health impacts of transport include severance (communities being 'cut off' from key services by a busy road or rail link), visual and landscape impacts and the impact on mental wellbeing and health deprivation through over-reliance on sedentary modes.

- 1.15 For the purposes of this Action Plan, we focus on the direct impacts of transport on public health (air quality, noise and road traffic accidents) and on one of the indirect impacts, community severance.

Access to Healthcare

- 1.16 The ability of patients to access healthcare is essential to ensure that its benefits can be realised. The Social Exclusion Unit (SEU) report on transport published in 2003 noted that in the UK over a 12-month period 1.4 million people “miss, turn down or choose not to seek medical help because of transport problems”. People unable to access healthcare are more likely to suffer ill-health and rely on acute care later.
- 1.17 As with most of the NHS boards in Scotland, both NHS Tayside and NHS Forth Valley are in a state of change. Key services are being relocated from the current 'central' focus to more local, community-based facilities and are being redesigned to include more preventative and self-care measures. Several of the acute centres are also in a process of large scale redevelopment.
- 1.18 The redesign will mean that the travel patterns to and from key services will change. It is important that we take account of this and make recommendations to ensure accessibility problems do not arise.
- 1.19 It is worth noting that, for the purposes of the HTAP, we have considered 'healthcare' to encompass a wide range of key services and facilities, from acute and emergency services, through to primary and local services including GPs, pharmacies, dentists, and opticians.

NHS Staff Travel

- 1.20 Many NHS staff are required to travel during the course of the working day for either face to face appointments with patients or to liaise with other health professionals.
- 1.21 The NHS incurs significant costs in travel of its staff, not only through direct reimbursement of travel expenses, but in the provision of fleet vehicles and travel-related infrastructure. Not only this, it is estimated that approximately one-quarter of NHSScotland’s carbon emissions is from transport and, as a public sector body, they are expected to lead by example in reducing emissions.
- 1.22 Reducing travel by NHS staff, or increasing the proportion of travel that occurs by active and sustainable modes, therefore provides potential to reduce financial costs and make short-term contributions to carbon-reduction targets.

Benefits of the Action Plan

- 1.23 The HTAP is set out in later sections of this report. Implementation of the Plan will deliver benefits to service providers and service users across the Tactran region.
- 1.24 The primary outputs of the HTAP would be:
- Increased awareness of the inter-relationships between transport and health, to the benefit of service delivery; and
 - Improved cross-sector working between service providers.
- 1.25 These outputs would generate improved service provision for the population of the region through co-ordinated planning, as well as efficiency savings through joint efforts towards frequently-shared goals. Outcomes from this would then be:

- More people being healthier by being more physically active;
- The transport system playing its full part in improving (or not adversely affecting) the health of individuals and the population as a whole;
- Patient healthcare pathways improved by healthcare services being more accessible;
- Reduced carbon emissions and staff safety risks from business travel;
- Reduced service delivery costs and/or better value for investment.

1.26 Other key benefits are listed below for the four themes that the Plan contains.

Promoting active travel

- Increased and better co-ordinated activity to discourage sedentary travel options;
- Improved active travel infrastructure;
- Increased emphasis on opportunities to improve public health by promoting physical activity in land-use planning decisions;
- Increased social prescribing of active travel and associated reduced dependence on medical treatment.

Transport and public health

- Increased and better co-ordinated activity to mitigate problems that affect health from transport-sourced air pollution, noise, safety or other factors;
- Ensuring that transport-related health issues form a relevant part of land-use planning decisions.

Access to healthcare

- Reduced inequality of access to healthcare (by state of health, geography or other personal circumstance);
- Easier journeys for patients and/or efficiency savings, through improved co-ordination of transport issues with healthcare appointment bookings;
- Greater co-ordination of transport for healthcare provision;
- Increased environmental and financial sustainability of transport to healthcare;
- Ensuring that access issues form a relevant part in health service location decisions.

NHS staff travel

- For the NHS to be exemplar leaders in promoting sustainable and active travel for its staff;
- Reduced financial costs of NHS staff travel;
- Reduced carbon emissions from NHS staff travel;
- Reduced safety risks from NHS staff travel.

Priorities for Action

1.27 This Action Plan identifies priority actions. At this stage, it has not been possible to scope out in detail the costs of each action. It will be converted into a costed action plan as implementation progresses.

- 1.28 The Plan reflects the aspirations of stakeholders expressed through the consultation process. It seeks to build on work already being undertaken in the region and to ensure that the lessons learned are shared more widely.
- 1.29 During the workshop discussion of key stakeholders on the draft of this Action Plan (held in June 2011), it was clear that most participants had the view that the important single issue that the Action Plan could address were the inequalities in access to healthcare (by geography or socio-demographic status), combined with the inefficiencies in transport to healthcare service provision. Stakeholders recognised that there is limited understanding of the extent of extant problems in these areas (but that they are expected to be substantial) and that investigation of these issues and identification of short-term measures to ensure problems are reduced should be a priority.

Format of the Action Plan

- 1.30 Recommended actions for each of the four themes of the Tactran HTAP are given in tables below. Please note that these detail the overarching actions; the detailed action plans are presented in Appendix B where each of the tables has a list of actions grouped under the overarching headings where appropriate. The ordering of the actions is not intended to imply any priority between them.
- 1.31 Within the Appendix B tables, the recommended strategic priorities are stated within **grey shaded** boxes. More specific actions to support these priorities are then given in *white italics*. The suggested lead organisation for the delivery of each action is listed.
- 1.32 The themed action plans are preceded (in section 2) by recommended actions to ensure the management and monitoring of the plan can be undertaken in an effective manner.

2 Delivery of this Action Plan

2.1 Table 2.1 below sets out recommended actions that enable the Tactran Health & Transport Action Plan to be implemented efficiently, its outcomes monitored and the Plan amended as necessary to reflect future changes.

Table 2.1 Action Plan Delivery and Management: Recommended Actions

Action	Lead responsibility
Gain commitment from all relevant partners to the delivery of this Action Plan	Tactran
<i>Consult widely with relevant stakeholders on the recommendations of this Action Plan</i>	<i>Tactran</i>
<i>NHS Boards to identify an officer with responsibility for HTAP development and delivery</i>	<i>NHS</i>
<i>Identify and commit leaders for each HTAP theme and action</i>	<i>Tactran</i>
<i>Identify the costs and benefits to each partner organisation of the delivery of each action</i>	<i>The partner leading each action</i>
<i>Identify the resources available for the delivery of each action</i>	<i>The partner leading each action</i>
<i>Amend the Action Plan if necessary to ensure effective contribution to objectives</i>	<i>Tactran</i>
Implement an effective plan management and monitoring process	Tactran
<i>Identify and implement a plan delivery management process</i>	<i>Tactran</i>
<i>Identify appropriate KPIs and targets that enable monitoring of the progress of this Action Plan to achieve its objectives and established priorities of partner organisations</i>	<i>Tactran</i>
<i>Regularly monitor progress towards achievement of objectives</i>	<i>Tactran</i>
<i>Regularly review and amend this Action Plan to take account of progress towards its implementation and external factors</i>	<i>Tactran</i>
<i>Identify and take forward those actions that will deliver the most effective short-term benefits</i>	<i>Tactran</i>

3 Promoting Active Travel

Vision

3.1 The suggested HTAP vision for promoting active travel is:

For everyone living in the region to be able to, and choose to, travel safely by active modes such as walking and cycling for the majority of their local journeys.

Objectives

3.2 The suggested HTAP objectives required to achieve this vision are:

- To increase the number of journeys made by active travel modes.
- To make people aware of the benefits of active travel, including physical and mental health, costs savings and the environment.
- To ensure that active travel infrastructure is available and attractive to use.
- To contribute to achieving road safety targets.
- To ensure actions achieve best value.

Options for Implementation

3.3 The suggested actions to meet these objectives are given in Table 3.1:

Table 3.1 Promoting Active Travel: Recommended Actions

	Lead responsibility
Short-term actions	
Co-ordinate the work of all partners involved in the promotion of active travel (be this for utility or leisure journeys, children or adults, etc) to improve efficiency and efficacy of outcomes	Tactran
Communicate the opportunities, barriers, mechanisms, benefits and costs of active travel, in particular to reducing health inequalities	Tactran
Improve maintenance of existing active travel infrastructure (including surfacing, steps, drainage, vegetation, lighting and winter maintenance)	LAs
Roll out existing programmes to influence travel behaviour towards more active and sustainable choices	LAs
Medium-term actions	
Expand the role of active prescriptions and social prescribing	NHS
Longer-term actions	
Fill gaps in active travel infrastructure networks	LAs
Increase travel to new developments, transport nodes and existing major trip generators by active or sustainable modes	LAs

4 Transport & Public Health

Vision

4.1 The suggested HTAP vision for transport and public health is:

For everyone in the region to live without exposure to air quality or noise levels that are detrimental to health or a threat to personal safety associated with the transport network.

Objectives

4.2 The suggested HTAP objectives required to achieve this vision are:

- To improve air quality within any designated Air Quality Management Area (AQMA) to a point where the AQMA is revoked.
- To minimise the number of people exposed to intrusive noise levels.
- To reduce the rate of road accident casualties and achieve or better national road safety targets.
- To reduce the effects of severance on communities caused by transport infrastructure or its use.
- To ensure actions achieve best value.

Options for Implementation

4.3 The suggested actions to meet these objectives are given in Table 4.1:

Table 4.1 Transport & Public Health: Recommended Actions

	Lead responsibility
Short-term actions	
Support planned/existing strategies to reduce the adverse impacts of transport on public health	Tactran
Maximise the benefits of NHS influence to reduce the adverse impacts of transport on public health	NHS
Medium-term actions	
Capitalise on opportunities for cost saving, climate change and health improvement objectives to help reduce the adverse impacts of transport on public health	Tactran
Longer-term actions	
Ensure that the full range of impacts of transport on public health are considered in local and area-wide development planning and traffic management proposals	LAs

5 Access to Healthcare

Vision

5.1 The suggested HTAP vision for access to healthcare is:

To achieve integrated healthcare and transport service delivery that enables all patients and their visitors to access healthcare by convenient, affordable transport appropriate to their needs. For the environmental impacts of journeys to healthcare services to be minimised.

Objectives

5.2 The suggested HTAP objectives required to achieve this vision are:

- To improve equality of access to healthcare
- To provide, where possible, healthcare services in locations and at times that are readily accessible.
- To make transport to healthcare accessible for all, physically, socially and financially.
- To ensure transport to healthcare is undertaken by sustainable modes wherever possible.
- To ensure actions achieve best value.

Options for Implementation

5.3 The suggested actions to meet these objectives are given in Table 5.1:

Table 5.1 Access to Healthcare: Recommended Actions

	Lead responsibility
Short-term actions	
Identify responsibilities for access to healthcare in the Tactran region and generate evidence base on healthcare and transport provision, in order to be able to improve integration of service delivery	Tactran
Identify and work to overcome inequalities in access to healthcare for patients and visitors	Tactran
Improve efficiency and co-ordination of transport and healthcare service delivery	Tactran
Ensure the access implications of changes to healthcare service delivery are fully understood and problems resolved where feasible	NHS
Understand and respond to the implications for access to healthcare of new developments	LAs
Medium-term actions	
Increase travel to healthcare facilities by active and sustainable modes	NHS
Support the changing balance of care to enable more healthcare services to be provided in community settings	NHS
Continue to support access to healthcare initiatives with minimal or no transport requirements	LAs
Build upon the capacity for communities and the voluntary sector to aid patients and visitors to access healthcare	Tactran
Longer-term actions	
Improve active and sustainable travel infrastructure to healthcare facilities	NHS

6 NHS Staff Travel

Vision

6.1 The suggested HTAP vision for NHS staff travel is:

For the environmental and financial costs of NHS staff travel minimised, whilst maintaining an efficient, effective healthcare service.

Objectives

6.2 The suggested HTAP objectives required to achieve this vision are:

- To find alternatives to travel for staff communications wherever appropriate.
- To ensure that essential journeys are undertaken by the most appropriate sustainable modes.
- To ensure actions achieve best value.

Options for Implementation

6.3 The suggested actions to meet these objectives are given in Table 6.1:

Table 6.1 NHS Staff Travel: Recommended Actions

	Lead responsibility
Short-term actions	
Work to eliminate unnecessary commuting or business journeys by NHS staff	NHS
Medium-term actions	
Achieve the most appropriate balance of clinician and patient travel to best meet corporate and sustainability objectives	NHS
Ensure that all NHS staff travel is undertaken by active or sustainable modes (where appropriate)	NHS
Longer-term actions	
Improve provision of active and sustainable travel infrastructure for staff arriving by these modes	NHS

Appendix A

Glossary of Terms

Glossary of Terms

- A&E – Accident and Emergency
- AQMA – Air Quality Management Area
- CT – Community Transport
- DNA – did not attend (patient fails to turn up for or cancel a healthcare appointment)
- DRT – Demand Responsive Transport
- LA – Local Authority
- NEPTS – non-emergency Patient Transport Service, provided by the Scottish Ambulance Service
- SAS – Scottish Ambulance Service
- SOA – Single Outcome Agreement

Appendix B

Action Plans

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SCT5101	2	4	Tactran Health & Transport Action Plan	B3

Promoting Active Travel: Recommended Actions

Action	Lead responsibility	Supporting partners
Short-term actions		
Co-ordinate the work of all partners involved in the promotion of active travel (be this for utility or leisure journeys, children or adults, etc) to improve efficiency and efficacy of outcomes	Tactran	LAs, NHS
<i>Review the scope of the existing Tactran Sustainable Travel Liaison Group and amend membership/activities if added value to the promotion of active travel can be generated</i>	<i>Tactran</i>	<i>LAs, NHS</i>
<i>Co-ordinate the work of partners promoting active travel and of those promoting public transport to ensure better integration between their activities</i>	<i>Tactran</i>	<i>LAs, NHS</i>
<i>Collate information on all active travel initiatives in the Tactran region and, through discussions with organisations leading these initiatives, identify where joint working can improve contribution to objectives</i>	<i>Tactran</i>	<i>LAs, NHS</i>
<i>Continue to provide technical or financial support to other organisations promoting active travel where effective to do so</i>	<i>Tactran</i>	<i>LAs, NHS</i>
<i>Develop and implement a rolling programme of training to encourage good practice in promoting active travel and increase inter-disciplinary skills and awareness</i>	<i>Tactran</i>	<i>LAs, NHS</i>
<i>Co-ordinate active travel initiatives with ongoing or planned road safety initiatives to identify where mutual support for objectives can provide added value</i>	<i>Tactran</i>	<i>LAs, NHS, Tayside Safety Camera Partnership</i>
Communicate the opportunities, barriers, mechanisms, benefits and costs of active travel, in particular to reducing health inequalities	Tactran	LAs, NHS
<i>Collate and maintain up-to-date evidence on the opportunities, mechanisms, benefits and costs of promoting active travel and real and perceived barriers to people being more active</i>	<i>Tactran</i>	<i>LAs, NHS</i>
<i>Disseminate this information to key decision-makers as appropriate</i>	<i>Tactran</i>	<i>LAs, NHS</i>
<i>Develop a programme to promote the opportunities and benefits of active travel to all Tactran residents and implement those parts of the programme that demonstrate best value</i>	<i>Tactran</i>	<i>LAs, NHS</i>

Action	Lead responsibility	Supporting partners
Improve maintenance of existing active travel infrastructure (including surfacing, steps, drainage, vegetation, lighting and winter maintenance)	LAs	Tactran
<i>Generate and disseminate to key decision-makers evidence of the benefits of the maintenance of good quality active travel infrastructure</i>	<i>Tactran</i>	<i>LAs</i>
<i>Work to improve the condition of active travel infrastructure for all elements that are reported as barriers to its use (including surfacing, steps, drainage, vegetation, lighting and winter maintenance), prioritising investment at those locations where maximum benefit can be realised</i>	<i>LAs</i>	<i>Tactran</i>
<i>Engage with, and build capacity within, community, voluntary or other organisations (such as social enterprise, volunteers, residents' groups, community justice programmes) where they can assist with maintenance of active travel networks</i>	<i>LAs</i>	<i>Tactran</i>
Roll out existing programmes to influence travel behaviour towards more active and sustainable choices	LAs	Tactran, NHS
<i>Seek to expand the scope (temporal and geographic) of those parts of the Dundee Travel Active and other programmes on-going in the region to promote active travel</i>	<i>LAs</i>	<i>Other LAs, Tactran, NHS</i>
<i>Ensure that the value generated from the Dundee Travel Active brand and other programmes on-going in the region to promote active travel remain beyond the lifetimes of those projects</i>	<i>LAs</i>	<i>Other LAs, Tactran, NHS</i>
<i>Explore the potential value of the Dundee Travel Active brand (and others) to be adapted to become a regional active travel brand</i>	<i>Tactran</i>	
<i>Increase awareness of the Tactran Sustainable Travel Grant Scheme and expand its role in promoting active travel where benefits are proven</i>	<i>Tactran</i>	
Medium-term actions		
Expand the role of active prescriptions and social prescribing	NHS	
<i>Identify, in detail, the opportunities and constraints of active prescriptions and social prescribing to promote active travel</i>	<i>NHS</i>	<i>LAs, Tactran</i>
<i>Ensure that health professionals are provided with support to encourage active travel for people that would benefit from it for health reasons (where this is cost effective)</i>	<i>NHS</i>	<i>LAs, Tactran</i>
<i>Expand the provision of social walking groups and other initiatives (where proven to offer good value) that enable active travel's contribution to reducing health inequalities to be realised</i>	<i>NHS</i>	<i>LAs, Tactran</i>

Action	Lead responsibility	Supporting partners
Longer-term actions		
Fill gaps in active travel infrastructure networks	LAs	Tactran
<i>Identify gaps in active travel networks, particularly where these are on Core Paths or on routes to key trip attractors</i>	LAs	Tactran
<i>Make the case (where appropriate) for filling gaps in these networks and ensure appropriate works are prioritised and carried out</i>	LAs	Tactran
Increase travel to new developments, transport nodes and existing major trip generators by active or sustainable modes	LAs	Tactran
<i>Provide high quality facilities at new developments, transport nodes and existing major trip generators for people arriving by active modes</i>	LAs	Tactran
<i>Remove any incentives that inappropriately encourage travel by sedentary and unsustainable modes to new developments, transport nodes and existing major trip generators</i>	LAs	Tactran
<i>Where this has not been done already, audit active travel routes to new developments, transport nodes and existing major trip generators</i>	LAs	Tactran
<i>Make improvements to these routes where best value can be demonstrated</i>	LAs	Tactran

Transport & Public Health: Recommended Actions

Action	Lead responsibility	Supporting partners
Short-term actions		
Support planned/existing strategies to reduce the adverse impacts of transport on public health	Tactran	LAs, NHS
<i>Identify where a partnership approach can add value to Air Quality and Noise Action Plans, road casualty reduction programmes and improvements to community cohesion</i>	<i>Tactran</i>	<i>LAs, NHS</i>
<i>Implement appropriate actions in order to realise benefits</i>	<i>Tactran</i>	<i>LAs, NHS</i>
Maximise the benefits of NHS influence to reduce the adverse impacts of transport on public health	NHS	Tactran, LAs
<i>Identify where the knowledge and influence of health professionals can add value to initiatives to overcome these problems</i>	<i>NHS</i>	<i>Tactran, LAs</i>
Medium-term actions		
Capitalise on opportunities for cost saving, climate change and health improvement objectives to help reduce the adverse impacts of transport on public health	Tactran	LAs, NHS
<i>Identify policies or initiatives that are working towards these objectives</i>	<i>Tactran</i>	<i>LAs, NHS</i>
<i>Identify whether joint working can help to reduce the adverse impacts of transport on public health</i>	<i>Tactran</i>	<i>LAs, NHS</i>
<i>Pursue actions to enable this benefit to be realised wherever appropriate</i>	<i>Tactran</i>	<i>LAs, NHS</i>
Longer-term actions		
Ensure that the full range of impacts of transport on public health are considered in local and area-wide development planning and traffic management proposals	LAs	Tactran, NHS
<i>Engage with development planning teams to fully understand how the adverse impacts of transport on public health are considered by them</i>	<i>Tactran</i>	<i>LAs, NHS</i>
<i>Identify and implement changes to procedures if appropriate</i>	<i>LAs</i>	<i>Tactran, NHS</i>

Access to Healthcare: Recommended Actions

Action	Lead responsibility	Supporting partners
Short-term actions		
Identify responsibilities for access to healthcare in the Tactran region and generate evidence base on healthcare and transport provision, in order to be able to improve integration of service delivery	Tactran	LAs, NHS
<i>Assist the NHS to meet obligations of the Healthcare Transport Framework</i>	<i>Tactran</i>	LAs, NHS
<i>Clarify and communicate responsibilities for access to healthcare by service providers, patients and their visitors</i>	<i>NHS</i>	Tactran, LAs, NHS
<i>Identify which transport service providers deliver access to healthcare, and for whom; collate data on current expenditure, usage and spare capacity, and identify scope for improved utilisation of vehicles</i>	<i>Tactran</i>	LAs, NHS, SAS
<i>Identify where healthcare referrals can be made and what factors influence decisions regarding where referrals are made</i>	<i>NHS</i>	<i>Tactran, LAs</i>
<i>Support the SAS to ensure that the medical criteria for NEPTS journeys are fully adhered to and to provide patients outwith these criteria with information on alternative transport options</i>	<i>NHS</i>	SAS
<i>Expand the provision of information on patient and visitor transport options to other service delivery providers to encourage effective signposting</i>	<i>NHS</i>	SAS, Tactran, LAs
<i>Identify how changes to and demand for healthcare provision will impact on access to healthcare in coming years</i>	<i>NHS</i>	<i>Tactran, LAs</i>
Identify and work to overcome inequalities in access to healthcare for patients and visitors	Tactran	LAs, NHS
<i>Identify the spatial, social and temporal inequalities in access to healthcare throughout the Tactran region</i>	<i>Tactran</i>	LAs, NHS
<i>Identify the reasons why health appointments are missed and whether transport improvements could reduce this problem</i>	<i>NHS</i>	<i>Tactran, LAs</i>
<i>Ensure the effective promotion of initiatives that improve equality of access to healthcare, such as travel cost reimbursement</i>	<i>NHS</i>	LAs
<i>Develop a detailed action plan that identifies how transport and healthcare system, service delivery provider and patient/visitor responses can help to overcome inequalities of access to healthcare</i>	<i>Tactran</i>	LAs, NHS
<i>Implement and maintain this action plan</i>	<i>Tactran</i>	LAs, NHS

Action	Lead responsibility	Supporting partners
Improve efficiency and co-ordination of transport and healthcare service delivery	Tactran	LAs, NHS, SAS
<i>Identify opportunities and constraints of changing healthcare referral procedures (including established practice, IT and waiting time issues) to fully account for transport factors</i>	NHS	LAs, NHS, SAS
<i>Identify opportunities and constraints (including patient expectation, legislative, IT and staffing issues) of developing a fully co-ordinated transport to healthcare system</i>	Tactran	LAs, NHS, SAS
<i>Develop a detailed action plan for implementing a co-ordinated transport to healthcare system, including integrated appointment-making and transport dispatch systems</i>	NHS	LAs, NHS, SAS
<i>Implement and maintain this action plan</i>	NHS	LAs, NHS, SAS
Ensure the access implications of changes to healthcare service delivery are fully understood and problems resolved where feasible	NHS	Tactran, LAs
<i>Inform local authorities in advance of significant changes to the locations or times at which healthcare services are provided</i>	NHS	Tactran, LAs
<i>Work to understand the access implications of changes to healthcare services and address any problems that may arise</i>	NHS	Tactran, LAs
Understand and respond to the implications for access to healthcare of new developments	LAs	NHS, Tactran
<i>Ensure that the changing demands on healthcare services arising from significant new developments are fully understood and communicated to the NHS during development planning processes</i>	LAs	NHS, Tactran
Medium-term actions		
Increase travel to healthcare facilities by active and sustainable modes	NHS	Tactran, LAs
<i>Where this is not already provided, widely disseminate information on active and sustainable travel options to healthcare facilities to patients and visitors</i>	NHS	Tactran, LAs
<i>Ensure that, where practicable, frontline NHS staff promote active and sustainable travel through making appropriate choices and providing advice to patients and visitors</i>	NHS	Tactran, LAs
<i>Where this has not been done already, provide high quality infrastructure at and services to healthcare sites</i>	NHS	Tactran, LAs
<i>Implement appropriate system(s) that enables personalised journey information to be provided to patients and visitors</i>	NHS	Tactran, LAs

Action	Lead responsibility	Supporting partners
Support the changing balance of care to enable more healthcare services to be provided in community settings	LAs	NHS, Tactran, SAS
<i>Engage with the NHS to understand the access opportunities and constraints of changing the balance of care</i>	LAs	NHS, Tactran, SAS
Continue to support access to healthcare initiatives with minimal or no transport requirements	LAs	NHS, Tactran
<i>Support the NHS to deliver more healthcare services in communities</i>	LAs	NHS, Tactran
<i>Support the NHS to deliver more healthcare services without the need to travel, notably through telemedicine</i>	LAs	NHS, Tactran
Build upon the capacity for communities and the voluntary sector to aid patients and visitors to access healthcare	Tactran	LAs, NHS, SAS
<i>Engage with groups and volunteers currently providing access to healthcare services to understand what is currently provided and the barriers to expansion of such services</i>	Tactran	LAs, NHS, SAS
<i>Identify and make good-value investments that will build capacity within community and voluntary services</i>	Tactran	LAs, NHS, SAS
Longer-term actions		
Improve active and sustainable travel infrastructure to healthcare facilities	NHS	Tactran, LAs
<i>Where this has not been done already, audit routes to main healthcare facilities by active travel and public transport modes (including routes from car parks)</i>	NHS	Tactran, LAs
<i>Make improvements to these routes where value can be demonstrated</i>	NHS	Tactran, LAs

NHS Staff Travel: Recommended Actions

Action	Lead responsibility	Supporting partners
Short-term actions		
Work to eliminate unnecessary commuting or business journeys by NHS staff	NHS	Tactran, LAs
<i>Monitor travel budgets and take-up of existing programmes that seek to eliminate unnecessary journeys</i>	NHS	Tactran, LAs
<i>Expand existing programmes that are providing good value for reducing unnecessary travel</i>	NHS	Tactran, LAs
<i>Identify and remove incentives that encourage unnecessary travel</i>	NHS	Tactran, LAs
<i>Provide incentives for departments making the biggest efforts to reduce staff travel</i>	NHS	Tactran, LAs
<i>Implement those measures that will eliminate unnecessary journeys in those locations where they are proven to add value</i>	NHS	Tactran, LAs
Medium-term actions		
Achieve the most appropriate balance of clinician and patient travel to best meet corporate and sustainability objectives	NHS	Tactran, LAs
<i>Identify corporate policies and priorities that affect the balance of clinician and patient travel and where current practice does not accord with this balance</i>	NHS	Tactran, LAs
<i>Implement action plans where appropriate to achieve the appropriate balance of clinician and patient travel</i>	NHS	Tactran, LAs
Ensure that all NHS staff travel is undertaken by active or sustainable modes (where appropriate)	NHS	Tactran, LAs
<i>Identify the full impacts on staff (including total travel time, time available to work whilst travelling and health improvement) of changes to travel choices on typical journeys</i>	Tactran	NHS
<i>Identify and remove incentives that encourage travel by unsustainable modes</i>	NHS	Tactran, LAs
<i>Implement or expand measures to discourage car use for staff that do not need to travel to NHS sites by car</i>	NHS	Tactran, LAs
Longer-term actions		
Improve provision of active and sustainable travel infrastructure for staff arriving by these modes		
<i>Where this has not been done already, audit routes to main healthcare facilities by active travel and public transport</i>	NHS	Tactran, LAs
<i>Where this has not been done already, provide high quality infrastructure at healthcare sites for staff arriving by active or sustainable modes</i>	NHS	Tactran, LAs
<i>Make improvements to these routes where value can be demonstrated</i>	NHS	Tactran, LAs

