

HAWKE'S BAY HEALTH AWARDS 2018

**Nominating:
Hawke's Bay District Health Board - Go Well Team
for Excellence in Service Improvement**




**However you choose to get here,
we want to make it easier.**



Excellence in Service Improvement

Clinical and non-clinical teams and individuals who have identified sustainable improvements that demonstrate measurable outcomes and efficient ways of working. These improvements can be large system improvements or localised process improvements that deliver benefits for the service, its staff and those receiving their care.

Entrants must complete all sections

<p>Title of entry Maximum of 70 characters Be specific, eg "Robust review to improve medication management".</p>	<p>Implementation of HBDHB's Sustainable Travel Plan – Go Well.</p> <p>Go Well is about improving parking availability for patients and visitors, delivering transport choice, reducing vehicle kilometres travelled, reducing emissions and offering better value for money through growing the use of active and shared modes of transport.</p>  <p>However you choose to get here, we want to make it <u>easier</u>.</p>
<p>About your organisation Maximum of 150 words A brief paragraph providing an overview of your organisation. In the case of a collaborative entry - the lead organisation, working group goal, terms of reference or vision statement.</p>	<p>Hawke's Bay District Health Board – Go Well Team.</p> <p>The Go Well Team is a new team established in 2016 to implement and maintain the travel plan and the carparking management system on the hospital site. The Go Well personnel sit within the Facilities Management and Security teams.</p> <p>Go Well Vision The Hospital and outlying clinics will be easy to travel to by sustainable modes of transport so that people will be attracted to alternatives to driving, freeing up car parking for those that actually need to drive. Travel will not be a barrier for people needing to access health services.</p> <p>Go Well Goal The Travel Plan should be simple to run, effective in changing travel behaviour, make good use of technology and be developed in an inclusive manner that demonstrates HBDHB's sense of social responsibility towards the welfare of its staff, patients and visitors.</p>

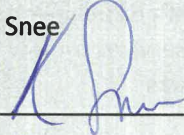
<p>Name of organisation/s Is entry submitted on behalf of one or a number of organisations? It is very important that you describe who is involved in this entry. This information is used in promotional materials, acknowledgements and inscribed onto awards, plaques and certificates.</p>	<p>Hawke's Bay District Health Board – Go Well Team</p> <p>The team consists of:</p> <table border="1"> <tr> <td>Andrea Beattie</td> <td>Property & Service Contracts Manager</td> </tr> <tr> <td>Lisa Malde</td> <td>Sustainability Officer</td> </tr> <tr> <td>Thomas Wihapi</td> <td>Security Carpark Officer</td> </tr> <tr> <td>Kristain Blank</td> <td>Administrator</td> </tr> <tr> <td>Gavin Carey-Smith</td> <td>Facilities Manager</td> </tr> </table>	Andrea Beattie	Property & Service Contracts Manager	Lisa Malde	Sustainability Officer	Thomas Wihapi	Security Carpark Officer	Kristain Blank	Administrator	Gavin Carey-Smith	Facilities Manager
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<p>Contact person Name of person/s who can be contacted in regards to this entry.</p>	<p>Andrea Beattie, Property & Service Contracts Manager Lisa Malde, Sustainability Officer</p>
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<p>Email of contact person/s.</p>	<p>andrea.beattie@hawkesbaydhb.govt.nz lisa.malde@hawkesbaydhb.govt.nz</p>
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<p>Phone of contact person/s.</p>	<p>Andrea 027 446 9571 Lisa 027 204 2298</p>
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SIGN OFF

<p>Your organisation's CEO, GM, Service Director or Manager who has reviewed and endorsed this entry into the 2018 HB Health Awards</p>	<p>Name: Kevin Snee</p> <p>Signature:  _____</p> <p>Date: <u>20/8/18</u> _____</p>
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Excellence in Service Improvement

Clinical and non-clinical teams and individuals who have identified sustainable improvements that demonstrate measurable outcomes and efficient ways of working. These improvements can be large system improvements or localised process improvements that deliver benefits for the service, its staff and those receiving their care.

Background

(Describe the problem in 200 words or less - what was the issue or problem you wanted to solve, why was this an important area to address, for example to reduce inequities, improve patient flow or make better use of health dollars, what were the desired goals or outcomes you wanted to achieve?)

Judges weighting 15%

HBDHB was experiencing problems with parking at the hospital: complaints about parking were rising, there was low turnover of parks, increasing numbers of patients were missing appointments and there was no resource to manage parking.

Building more carparks was not a financially viable solution, with HBDHB having previously rejected a commercial paid parking proposal.

The HBDHB Facilities team were set the challenge of reducing parking congestion and access issues at the hospital through a more holistic approach that would meet the following objectives:

- Addressing safety needs of staff particularly those working at night
- Addressing needs of people with disabilities and ageing population
- Improving access to facilities/services for low income families
- Increasing availability of carparks
- Increasing transport choice
- Promoting exercise
- Reducing dependency on private car travel
- Reducing environmental impact of travel

In response, in 2016 the “Go Well” travel plan was launched with the tag-line “*however you choose to get here, we want to make it easier*”. Go Well is about actively implementing initiatives that make it easier to:

- ride the bus
- bicycle
- carpool
- walk
- find a carpark

Ultimately, Go Well has been designed to make it easier for staff to commute to work, and for patients to make their appointments.



Summarise the approach and process

(Describe in 500 words or less - describe the steps taken to implement the proposed changes, include any creative ideas or new thinking that was used to reach the desired outcome, explain the approach taken to involve and communicate with patients, employees and other key stakeholders in the design and delivery of your initiative. Judges weighting 35%

In 2014, HBDHB sought advice to develop a strategy to tackle parking issues and in 2015 engaged a consultant to assist in the development of a travel plan. Research was undertaken and from this, the scope of the travel plan, and its business case was developed. Through this process, support for the travel plan was secured at the highest level after the business case was endorsed by the Board (please see following comment). This gave the Facilities team the “green light” to implement Go Well.

One of our respondents noted in support of the plan:

“...it [the travel plan] could mean that our Hospital’s modest actions around transport could snowball into a much more profound shift in Hawke’s Bay towards a more resilient and healthy region.”

Staff, patients, visitors, governance and community groups have been widely consulted. A travel plan survey, to gather data about an individual’s travel habits, drivers for that behaviour and what would encourage behaviour change was conducted, with data gathered used to inform the business case. There have been multiple presentations to varying groups, and ongoing communications over the last 2 years.

Upon approval of the business case, steering and working groups were established to guide and inform Go Well. These groups consisted of representatives at differing levels from within and outside of HBDHB. As a result, strong partnerships have been forged with local authorities, community groups and transport providers.

Go Well branding and imagery was developed, including a launch video “starring” HBDHB staff, and development of literature and marketing materials including active transport maps, fact sheets for staff induction packs, promotions around free bus transport for patients and free shuttle to off-site vehicles for staff.

TAKE THE EASY ROUTE TO YOUR NEXT APPOINTMENT

From now on you will be able to travel free to your appointments at Hawke's Bay Hospital and the Napier Health Centre from anywhere in the GoBay bus network.

Simply show the bus driver your appointment letter/card and you're on your way.

Your carer or support person can also travel for free.

Forget the stress of taking the car and finding a park and take the bus.

GO Well

However great chances to get here, we want to make it easier.



Did you know...

Hawke's Bay Hospital's Security Team will drive Hospital staff, who are parked off-site, to their vehicles in a fleet van after dark!

Simply call Security on Ext 2655 when you're due to finish to arrange your pick-up and drop-off.



In 2016, a Sustainability Officer was appointed to implement the travel plan initiatives and set-up the parking management system including extensive consultation on the carparking policy, development of a travel plan management document and implementation of infrastructure changes.

In 2017, two further positions were created; a Security Carpark Officer and Administrator to assist in the management and implementation of parking activities, and the wider travel plan.

Tom Wihapi (pictured below), is our friendly parking officer overseeing the paid parking scheme. Tom averages 15km per day on the job and is only too happy to help visitors and patients with parking queries, lost car keys or machine issues.



Through 2017 and 2018, regular updates have been provided to governance groups, the Hastings District Council’s Active Transport and Disability Reference groups, and has been shared with other DHB’s and is soon to be published as a case study by Ministry of Health. Ongoing updates, new initiatives and promotions are published in CEO News and through Our Hub on a regular basis.

Initiatives implemented to date include:

- expanding free patient bus travel and introducing a subsidy for staff
- working with Regional Council to align bus timetables and reintroduce an express service
- building more cycling facilities (secure parking, more showers/lockers) and advocating for a safe cycleway network
- introducing cycling initiatives such as Go by Bike days to encourage staff to cycle to work, rider training and cycle maintenance sessions
- launching a carpool programme including priority parking and guaranteed ride home scheme
- funding Go Well through a nominal parking fee: \$1/day for staff and \$1 per 3.5 hours for patients/visitors
- implementing infrastructure changes
- recruiting a Sustainability Officer, Security Carpark Officer and Administrator to manage Go Well

Development of Go Well continues with plans underway to expand bus options, add electric vehicles to the fleet, add more bicycle storage and introduce pool bicycles.

Outline the benefits and results

(Describe in 500 words or less. The judges are looking for tangible results directly attributable to your initiative - how did you measure your results against the goals and outcomes you set at the outset, describe the effects of changes you have made to, for example, reduce inequities, improve patient flow or make better use of health dollars, describe the benefits to patients, staff and the Hawke's Bay health system.) Judges weighting 35%

Go Well conducts regular evaluation surveys in order to gauge if objectives are being met and whether initiatives are influencing behaviour change. The most recent survey was conducted in 2017, from which we learnt that since introduction, that staff have embraced the options, resulting in:

- 10% reduction in driving alone to work by staff
- 3% increase in cycling to work
- 4% increase in bus commuting
- 1% increase in walking to work

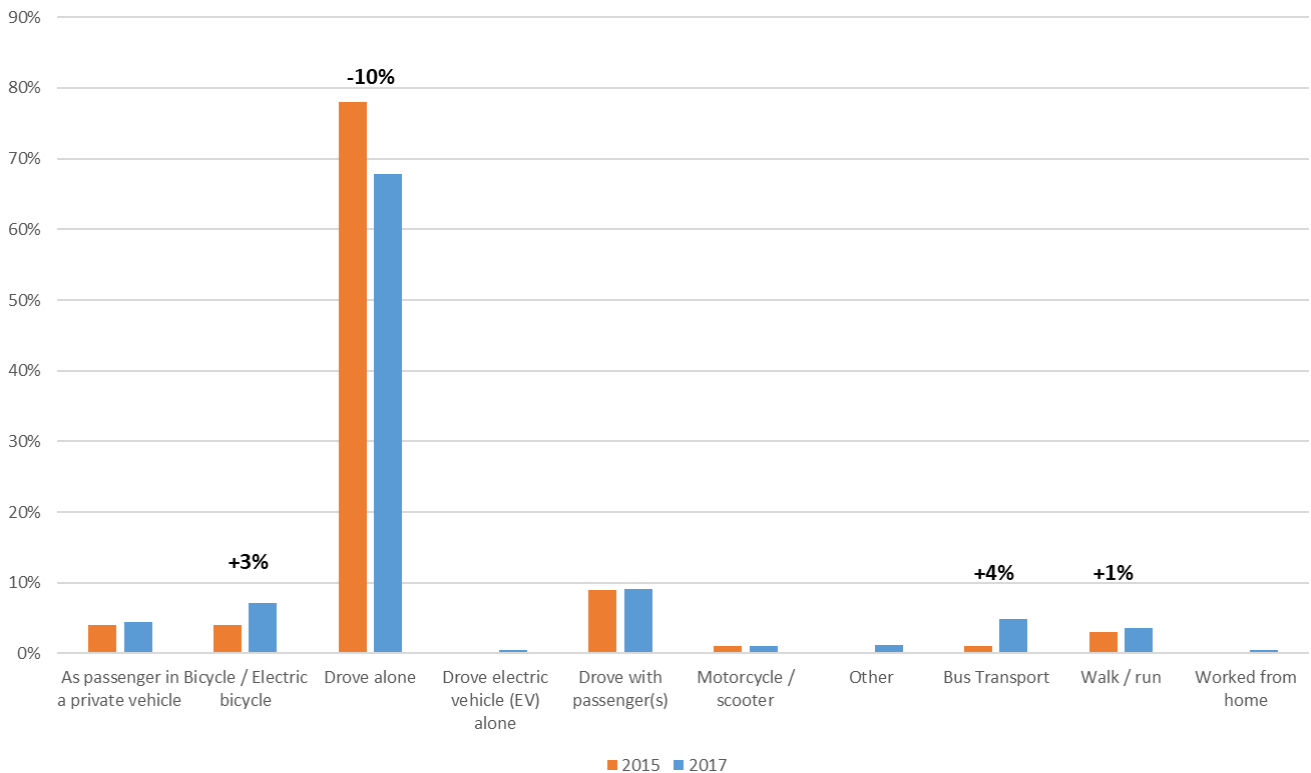


Figure 1: Staff results before and after implementing 'Go Well'

In 2015, 74% of patients and visitors drove to the hospital, in 2017 this reduced to 66%. Other changes have included:

- 11% increase in patients arriving by bus
- 2% increase in patients walking

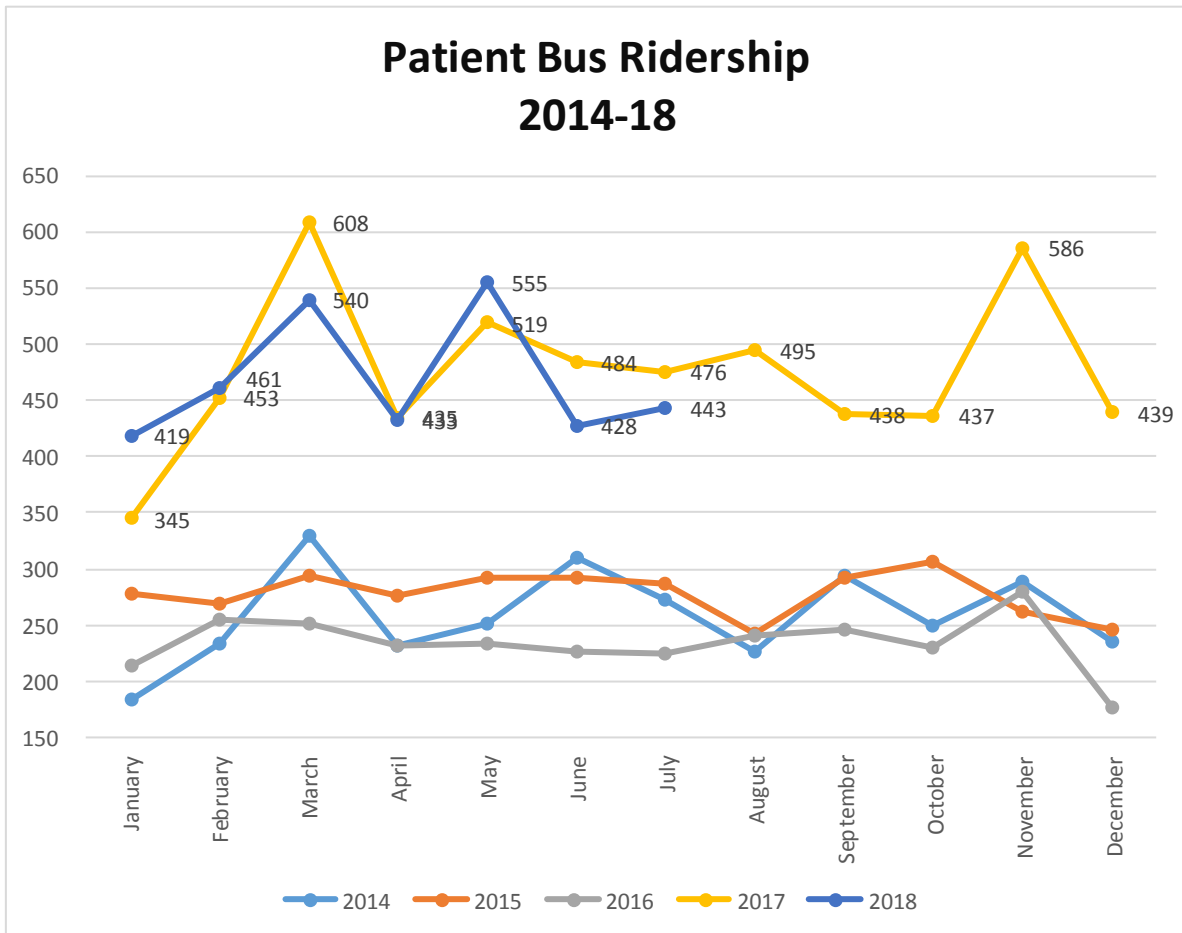
For some years parking was one of the top sources of complaints. Since the inception of Go Well there has been a dramatic decline in consumer complaints as follows:

- 2015 – 88
- 2016 – 63
- 2017 – 17
- 2018 – 2

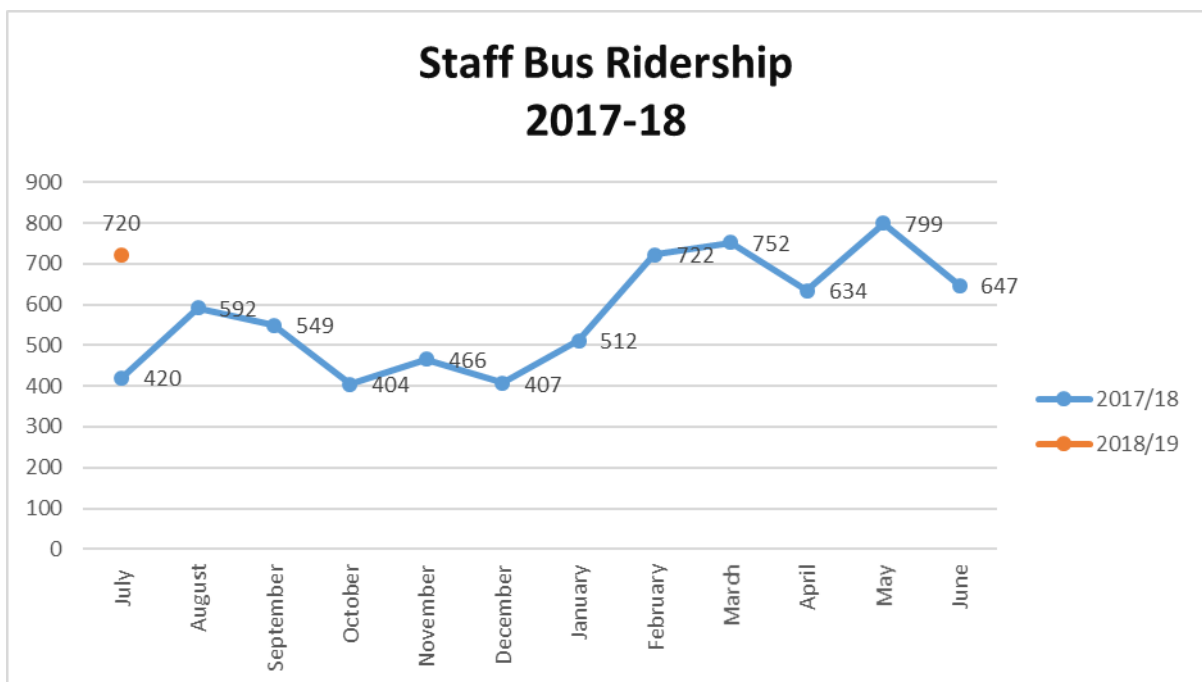
"I wanted to acknowledge the parking now – awesome"

"There's spaces!! Thank you. Now I don't have to drive around for the next 30 mins to find a parking space"

Bus ridership has continued to grow. Patient ridership for 2017 was up over 100% on 2016 figures, with an average of 480 trips each month.



A staff bus subsidy was introduced in 2017 which has been increased twice since introduction, and is soon to be increased again. Ridership has been very steady, with an average ridership of 575 trips per month.



Go Well has provided free parking permits to below living wage staff, clinical trials participants, HBDHB volunteers, and to various hospital services so they can issue permits to frequent/long-term users of health services.

Other aspects of Go Well of which HBDHB deserves to be proud of include:

- improving access and providing more transport options for people who need to access health services but who cannot drive or who don't own a car
- improving public health by encouraging more active travel where possible
- stimulating better cycle infrastructure around the hospital, growing the region's reputation as New Zealand's cycling capital
- expanding bus services to the hospital
- reduced vehicle traffic around the hospital site by reducing 'car driver' mode share for staff, visitors and patients
- reduced vehicle kilometres travelled and emissions as a result
- playing a key role in tipping the region's transport system to a sustainable future
- leading by example

Our dedicated carparking attendant is of benefit to HBDHB as it allows Go Well to lend assistance and provide direction to patients and visitors, as well as being able to contact staff to advise when windows are left down, lights left on or when valuables are left in view.

Go Well makes good use of health dollars as it has been designed to be sustainable with the revenue from parking charges ring-fenced to fund ongoing sustainable transport initiatives.

Go Well has delivered!

- more transport choice
- reduced vehicle kilometres travelled
- reduced emissions, and
- offered better value for money by growing the use of active and shared modes of transport

In summary what were the lessons learned

Describe in 200 words or less - are there any lessons learned along the way or things you would do differently next time, how will the improvements be sustained, is there any potential to inform best practice and roll out in other places? Judges weighting 15%

Lessons learned include:

The most significant lesson learned relates to timeframes. Go Well was established in a very short timeframe, and would have benefited from more lead time to ensure the project was implemented to the highest of standards. A lot of energy has gone into minor fixes and management of a small group of staff that have been resistant to the parking changes.

Improvements and success of Go Well will be sustained through:

- support being secured at the highest level
- maintaining strong partnerships with local authorities, community groups and transport providers
- ensuring parking revenue is ring-fenced to fund ongoing sustainable transport initiatives
- maintaining the goodwill of staff and consumers through the parking fee structure remaining as low as possible
- continuing to expand initiatives over time to meet demand
- ongoing monitoring through the travel plan surveys
- embedding Go Well as business as usual

Informing best practice:

Go Well has already proven a success within the health sector:

- In early 2018, its achievements were shared and acknowledged by the Associate Minister of Health.
- The Ministry of Health is highlighting Go Well as evidence of best practice, in a soon to be published guideline "Green and More Environmentally Friendly Healthcare".
- The Go Well business case and scope documents have been shared multiple times with colleagues at other DHB's.

Hon Julie Anne Genter

Minister for Women

Associate Minister of Health

Associate Minister of Transport



09 MAY 2018

Mr Kevin Snee
Chief Executive Officer
Hawkes Bay District Health Board
Private Bag 9014
Hastings

Ref. J180072

Tēnā koe Kevin

Thank you for your letter of 20 March 2018 about the work Hawke's Bay District Health Board (DHB) are doing to reduce the carbon footprint. I am delighted to hear about your initiatives and the positive results it is having. Well done.

The Ministry of Health is currently working on a document that aims to provide DHBs with ideas to improve sustainability. The work Hawke's Bay DHB are doing would provide a great case study for how to improve parking and active transport. I understand the Ministry will be in touch soon to request your permission for this.

Thank you again for writing. I am sure the positive results your work is achieving will continue.

Nāku noa nā

Hon Julie Anne Genter
Associate Minister of Health