

Dorset Health Scrutiny Committee

Dorset County Council



Date of Meeting	15 June 2018
Officer	Matthew Piles - Service Director - Economy, Built and Natural Environment
Subject of Report	Integrated Transport Programme – Update Report
Executive Summary	The purpose of the Integrated Transport Programme (ITP) is to improve access to healthcare in Dorset. The intention is to achieve this objective by joining-up transport planning, commissioning and service delivery between Dorset’s Local Transport Authorities (LTAs) and healthcare system. This report sets out the objectives, workstreams and milestones of the programme.
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>Integrated Transport Programme (ITP) EqIA has been approved by Dorset Clinical Commissioning Group (DCCG). ITP EqIA is available on request.</p>
	<p>Use of Evidence:</p> <ul style="list-style-type: none"> • CSR Consultation Outcome. • Engagement with integrated CCGs/Local Transport Authorities (LTAs). • Engagement with Healthcare Provider Trusts. • Engagement with Patients, Staff and Visitors. • Engagement with Transport Operators. • Transport Demand Modelling. • Accessibility Mapping. • Proof of Concept Pilot Schemes.
	<p>Budget:</p> <p>The budget available for the ITP during 18/19 and 19/20 is £230,000. This has been made up of £50,000 from NHS England South West and £180,000 from the DCCG Transformation Fund.</p> <p>The ITP is also in discussion with Dorset County Council’s (DCC) Sustainable Transport Team to secure £20,000 for travel planning measures</p>

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	<p>Risk Assessment:</p> <p>Not Applicable – no decision required. There are however risks to the successful delivery of the programme. These are set out in the ITP risk register which is available upon request.</p> <hr/> <p>Outcomes:</p> <p>The following bullet points set out the anticipated outcomes of the Integrated Transport programme.</p> <ul style="list-style-type: none"> • High quality, sustainable transport services that meet the needs of Dorset’s residents. • A mutually supportive healthcare and transport system for Dorset. • Reduced number of ‘Did Not Attends’ to healthcare appointments. • Improved health and wellbeing of Dorset’s residents. • Greater efficiency of patient transport services and increased use of sustainable transport. • Reduction of passenger mile cost to NHS and LTAs. • Increased coverage of sustainable community transport schemes in Dorset, reducing the potential for isolation and loneliness in the county. • Minimise impact of healthcare related travel on Dorset’s transport network. <hr/> <p>Other Implications:</p> <p>The outcome of the ITP is likely to impact the planning, commissioning and delivery of transport services in Dorset. This may impact voluntary organisations along with property and asset requirements. There may also be changes to staffing needs and transport sustainability. Safeguarding of vulnerable people is a key consideration.</p> <p>Planned outcomes that surround travel planning are likely to increase physical activity contributing to increased health and wellbeing of Dorset’s residents.</p>
Recommendation	That members note and comment on the report.
Reason for Recommendation	Health-related transport was identified by Dorset Health Scrutiny Committee members as a key topic for scrutiny within their annual work programme, in recognition of the concerns raised on this matter previously.
Appendices	Appendix A – ITP Programme Diagram Appendix B – ITP Key Milestones
Background Papers	N/A
Officer Contact	Name: Joseph Rose – ITP Programme Manager Tel: 07814 794350 Email: joseph.rose@dorsetccg.nhs.uk

1. Introduction

- 1.1 The purpose of the Integrated Transport Programme (ITP) is to improve access to healthcare in Dorset. The intention is to achieve this objective by joining-up transport planning, commissioning and service delivery between Dorset’s Local Transport Authorities (LTAs) and healthcare system.
- 1.2 The programme is made up of five projects: communications & engagement; patient transport services; transport modelling; travel planning and development planning. The objectives of these projects, progress to date and future milestones for each of these workstreams is set out in the body of this report.

2. Report

- 2.1 Implementation of a joined-up transport system for Dorset is a significant and complex undertaking. As such, the overall programme of work has been split into four distinct phases.

Phase 1	Phase 2	Phase 3	Phase 4
Scoping & Assurance	Review & Outline Options for Progression	Option Development & Decision Making	Operational Implementation
Completed	In Progress	Future Phase	Future Phase
30 September 2017	31 March 2018	31 March 2019	TBA

- 2.2 Phase two of the programme completed on 31 March 2018. The purpose of this phase was to explore the potential to join-up health and transport in Dorset while identifying outline options for future integration.
- 2.3 The programme manager was initially seconded to the Clinical Commissioning Group (CCG) from Dorset County Council (DCC) for six months from October 2017 to April 2018 (phase two). Work undertaken to date has identified there is scope to join-up healthcare and transport and work to pursue transport integration should continue. The programme manager’s secondment has subsequently been extended to April 2019 to include phase three of the programme.
- 2.4 The ITP has submitted a Finance Investment Committee (FIC) funding bid for £180,000. This bid is in addition to a successful bid of £50,000 to NHS England South West and will allow the ITP to continue until April 2020 – subject to gateway reviews.
- 2.5 The delivery of phase two has allowed the programme to refine objectives and define the workstreams within each project. The ITP programme diagram is given in Appendix A. Appendix B includes the accompanying ITP key milestone plan.

Communications & Engagement

- 2.6 The objectives of the communications and engagement project are to:
- Engage with customers to establish existing healthcare accessibility issues and establish their vision of what a good system could look like.
 - Engage with other integrated CCGs and LTAs to understand their approach to transport integration.
 - Engage with transport operators to establish the scope for linking up healthcare and transport.

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- Improve knowledge of available transport services to improve healthcare accessibility.
- 2.7 Initial engagement has been undertaken with Dorset's three acute hospitals to establish existing accessibility issues and understand their view on what an integrated system could look like. The ITP has also carried out workshops and/or presented at three local transport and accessibility conferences, allowing initial engagement with members of the public and transport operators. Phase three of the programme will include continued engagement with Dorset's Acute Hospitals, Dorset Healthcare, members of the public and transport operators.
- 2.8 A key area of work within phase two has been engagement with other integrated CCGs/LTAs. The ITP has carried out interviews with representatives from Somerset and Devon County Councils along with Bath & North-East Somerset (BANES) CCG. These interviews have been useful to establish existing approaches to transport integration in other areas. The ITP is due to meet with West-Berkshire Council in May 2018 which will conclude this area of work. The outcomes from these interviews will be included in a strategic outline business case (SOC) for integrated transport services which will be available in June/July 2018.

Transport Services for Access to Healthcare (TSAH)

- 2.9 The workstreams within the TSAH project have developed during phase two. It should be noted that this project includes transport services available to the public and is not only focused on those services commissioned by Dorset CCG and operated by EZec. Blue light and secure mental health transport is outside of the scope of the ITP, however, interdependencies with these forms of transport are monitored.
- 2.10 Key areas of work associated with the PTS project are as follows:
- Link-up transport services with acute, primary and community healthcare.
 - Explore the potential to use local authority fleet vehicles for travel to/from acute, primary and community healthcare.
 - Identify options for the integration of transport services in Dorset.
 - Undertake proof of concept trials to test potential approaches to integration.
 - Develop business case for the integration of transport services in Dorset.
- 2.11 Engagement with acute hospitals, local transport authorities and transport operators has facilitated initial discussions regarding the linking-up transport services with healthcare. Phase two has focused on Royal Bournemouth Hospital (RBCH) as this trust has identified existing accessibility issues. The ITP has provided a link between RBCH and Bournemouth Borough Council who are working together to establish the scope for local authority vehicles to provide transport from the hospital for patients who are not eligible for NEPTS. This work is at a relatively early stage and will be progressed during phase three. Phase three will expand the focus of this work from RBCH to include Poole General and Dorset County Hospitals.
- 2.12 The engagement with customers and other integrated CCGs/LTAs has facilitated the development of outline options for integrated transport services in Dorset. These options will be included in the strategic outline business case (SOC). The SOC will include recommendations for targeted proof of concept trials that could be carried out during phases three and four of the programme. These trials will help inform an outline business case which will be available for April 2019.

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- 2.13 The ITP has provided recommendations regarding the extension of the existing NEPTS contract to the Transport Reference Group (TRG), CCG directors and the CCC. The recommendation to extend the contract was agreed and contract management colleagues are working with the provider to implement this extension.
- 2.14 Due to the significant interdependences between the ITP and NEPTS contract management, a project group has been set up to steer the delivery ITP and integrate this work with the NEPTS re-procurement project.

Transport Modelling

- 2.15 The purpose of the transport modelling project is to:
- Establish the traffic impact of the proposed STP changes to healthcare in the East of the county.
 - Carry out accessibility mapping of existing and proposed NHS service locations to support future decision making.
 - Establish likely demand for future NEPTS services to help inform the outline business case.
 - Develop online mapping system to display healthcare transport data in an easy to understand, geographically referenced format.
- 2.16 There has been progress on the transport modelling project during phase two. Project briefs have been issued to DCC's Transport Modelling and Geographical Information Services (GIS) Teams. Cost estimates have been received and the cost of this work is included in the FIC funding bid. A Privacy Impact Assessment (PIA) has been undertaken and submitted to the CCGs PIA group. Comments were received from the group and the ITP is working to include these comments in a revised PIA. Initial data gathering of transport and NHS infrastructure data has begun and will be included in a beta version of the online mapping system.
- 2.17 The ITP has been working with the One Acute Network and Integrated Community & Primary Care Services Portfolios to identify interdependencies and timelines. It is expected that this project will be largely completed during phase three.

Travel Planning

- 2.18 The objectives and workstreams of the travel planning project have developed significantly during phase two, these are as follows:
- Identify NHS travel planning best practice.
 - Carry out gap analysis of NHS Dorset travel plans against identified best practice.
 - NHS Dorset travel plan review and recommendations.
 - Contribute to the development of NHS Dorset 'apps' to include transport considerations.
 - Investigate potential for a one-stop-shop for transport advice and booking.
 - Locality Accessibility Pilot Projects (Weymouth & Portland and North Dorset)
 - Accessibility Toolkit for NHS Dorset Localities.
- 2.19 There has been significant progress on the travel planning project during phase two. The Business Travel Network (BTN) have been instructed to provide travel planning support to the ITP. The BTN are currently completing the best practice identification. Once complete, this will facilitate the review of existing NHS Dorset travel plans and

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the recommendations that stem from this work. The travel plan review and recommendations are expected to be completed by June 2018. It is understood that RBCH are seeking to update their travel plan for August 2018 which fits ITP timescales.

- 2.20 The best practice identification will be incorporated into the locality accessibility pilot projects. These projects seek to improve the accessibility of healthcare in Dorset's localities by improving knowledge of available services; implementing travel plan measures; linking up transport services and infrastructure with healthcare; car park management; and, access and movement considerations.
- 2.21 The localities pilot projects are at a relatively early stage. Meetings have been held with colleagues within the primary and community care directorate / STP portfolio (ICPCS) to develop a working group for each locality. The working groups will be responsible for the development of objectives and priorities along with the implementation of the pilot projects. The outcome of the pilot projects will be incorporated in the accessibility toolkit for localities which will allow other localities in Dorset to improve access to health services. The toolkit is expected to be published for April 2019.
- 2.22 The ITP has also been working with colleagues in the Digitally Transformed Dorset (DTD) STP portfolio to contribute to the development of NHS Dorset Smartphone apps.

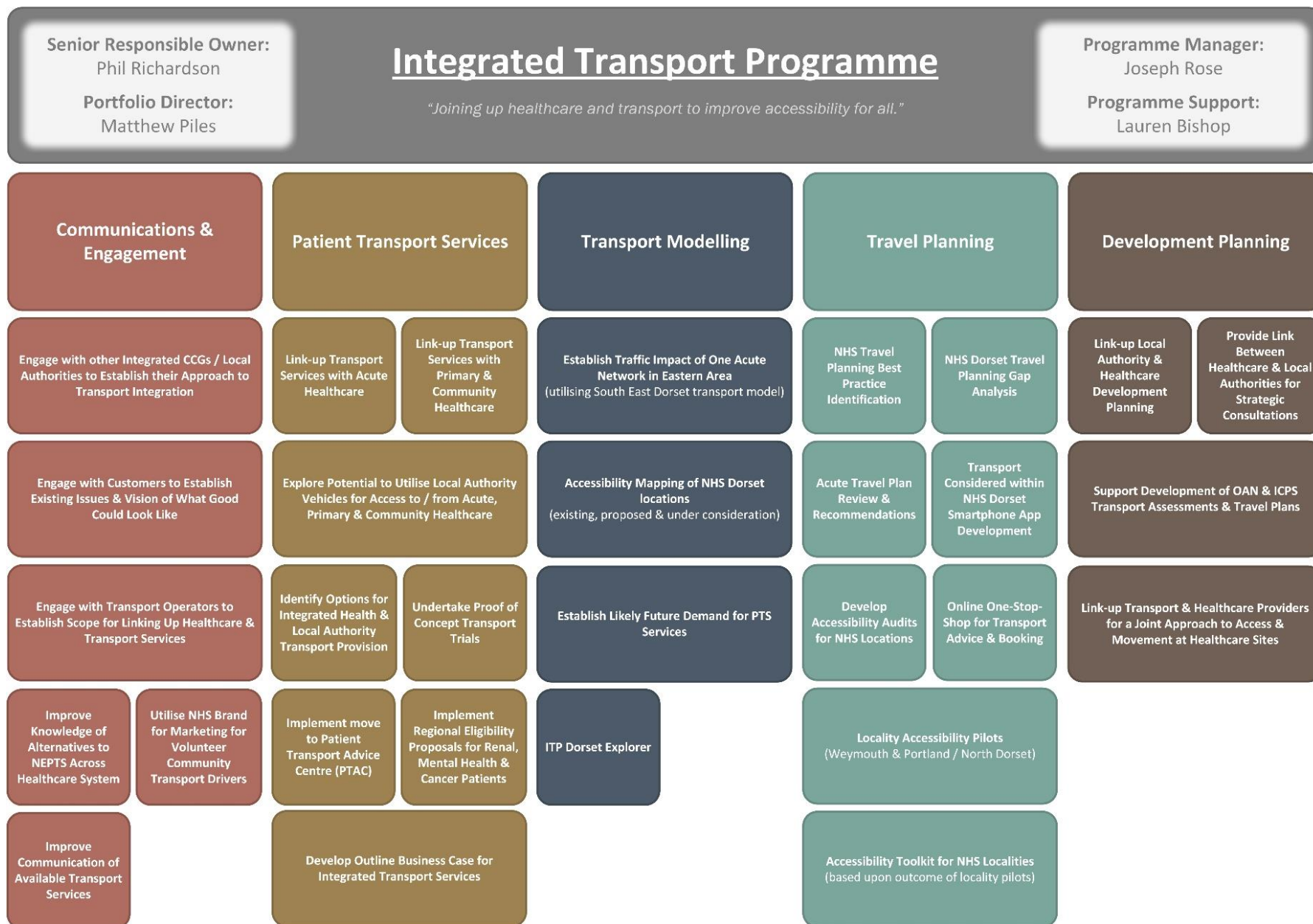
Development Planning

- 2.23 The development planning project seeks to:
- Link-up local authority and NHS development planning to improve healthcare accessibility.
 - Provide a link between healthcare and local authorities for strategic consultations.
 - Support the development of OAN and ICPCS transport assessments and travel plans.
 - Link-up transport and healthcare providers for a joint approach to access and movement at NHS Dorset sites.
- 2.24 TRG representatives from Dorset, Bournemouth and Poole councils have been present at the relevant engagement meetings with each of the acute hospitals. This has initiated discussions regarding linking-up development planning. The ITP is currently seeking to identify and integrate timelines for development planning which will be included in the updated milestones plan. The travel planning and transport modelling work will contribute to this project by providing the information required to support transport assessments and travel plans.

3. Conclusion

- 3.1. The purpose of this report is to make Health Scrutiny Committee aware of ITP progress. The programme has developed significantly during phase two. It has been identified that there is scope to join-up transport and healthcare in Dorset and the programme has progressed into phase three.
- 3.2. More details relating to the programme are available on the [ITP SharePoint Site](#). Contact Joseph Rose or Lauren Bishop to request access – joseph.rose@dorsetccg.nhs.uk or lauren.bishop@dorsetccg.nhs.uk.

Appendix A – Integrated Transport Programme – Outline Programme Plan



Appendix B – Integrated Transport Programme – Key Milestones

Project	Milestone	Year	Quarter	Date
Programme Management	Phase 2 Programme Initiation Document	Year 1 (17/18)	3	November '17
Programme Management	Decision to Move to Phase 3	Year 1 (17/18)	4	January '18
Programme Management	Phases 3 & 4.1 Funding Bid Agreed	Year 2 (18/19)	1	April '18
Programme Management	End of Phase 2 Update Report	Year 2 (18/19)	1	April '18
Programme Management	Phases 3 & 4 Programme Initiation Document	Year 2 (18/19)	1	May '18
Programme Management	Phase 3 Update Report	Year 2 (18/19)	3	October '18
Programme Management	Decision to Move to Phase 4	Year 2 (18/19)	4	January '19
Programme Management	End of Phase 3 Update Report	Year 3 (19/20)	1	April '19
Programme Management	Phase 4.2 (April '20 to April '21) funding bid	Year 3 (19/20)	4	January '20
Programme Management	Phase 4 Update Report	Year 4 (20/21)	1	April '20
Programme Management	End of Programme Report	Year 4 (20/21)	4	March '21
Communications & Engagement	Engagement with Integrated CCGs / LTAs Summary Report	Year 2 (18/19)	1	June '18
Communications & Engagement	Transport Focus GP Bulletin Initiated	Year 2 (18/19)	2	July '18
Communications & Engagement	Engagement with Customers Summary Report	Year 2 (18/19)	2	September '18
Communications & Engagement	Engagement with Operators Summary Report	Year 2 (18/19)	3	October '18
Communications & Engagement	Volunteer Driver Marketing Campaign initiated	Year 2 (18/19)	3	October '18
Communications & Engagement	Roll Out of Transport Marketing Materials within Locality Pilot Areas and Acutes	Year 2 (18/19)	3	November '18
Transport Services for Access to Healthcare	Transport Project Group Initiated	Year 2 (18/19)	1	April '18

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Transport Services for Access to Healthcare	Strategic Outline Business Case for Integrated Transport System	Year 2 (18/19)	2	July '18
Transport Services for Access to Healthcare	Proof of Concept Trials Outcome Report	Year 2 (18/19)	4	February '19
Transport Services for Access to Healthcare	Outline Business Case for Integrated Transport System	Year 3 (19/20)	1	April '19
Transport Services for Access to Healthcare	Work required to join-up existing transport services with healthcare implemented	Year 3 (19/20)	1	April '19
Transport Services for Access to Healthcare	Non-Emergency Patient Transport Services (NEPTS) Contract Start	Year 4 (20/21)	3	October '20
Transport Modelling	Issue Transport Modelling and Accessibility Mapping Project Brief	Year 1 (17/18)	4	January '18
Transport Modelling	Issue ITP Dorset Explorer Project Brief	Year 1 (17/18)	4	January '18
Transport Modelling	ITP Dorset Explorer Beta Version Created	Year 2 (18/19)	2	September '18
Transport Modelling	Accessibility Mapping Outputs included in ITP Dorset Explorer	Year 2 (18/19)	3	October '18
Transport Modelling	Traffic Impact Modelling Report Issued and outcomes included in ITP Dorset Explorer	Year 2 (18/19)	4	March '19
Transport Modelling	PTS Demand Modelling Report Issued and Outcomes included in ITP Dorset Explorer	Year 2 (18/19)	4	March '19
Transport Modelling	Transport modelling and Accessibility Mapping Outcomes Included in ITP Dorset Explorer	Year 2 (18/19)	4	March '19
Travel Planning	Travel Planning Project Brief Issued to Business Travel Network (BTN)	Year 1 (17/18)	3	December '17
Travel Planning	Working Groups for Locality Accessibility Pilots Initiated	Year 2 (18/19)	1	June '18
Travel Planning	NHS Dorset Travel Planning Recommendations Report	Year 2 (18/19)	2	July '18

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Travel Planning	Community Transport Trial(s) for North Dorset Locality Initiated	Year 2 (18/19)	2	August '18
Travel Planning	Community Transport Trial(s) for Weymouth & Portland Locality Initiated	Year 2 (18/19)	2	August '18
Travel Planning	Outcome of Locality Accessibility Pilots Report Produced	Year 2 (18/19)	4	February '19
Travel Planning	Accessibility Audit Finalised for Inclusion in Accessibility Toolkit	Year 2 (18/19)	4	March '19
Travel Planning	Healthcare Accessibility in Localities Toolkit Published	Year 3 (19/20)	1	April '19
Development Planning	Link Local Authorities with Health System to Join-up Strategic Development Plans	Year 2 (18/19)	1	June '18
Development Planning	Implement Joined-up Approach to Strategic Development Planning Consultations.	Year 2 (18/19)	2	August '18

Please Note: Milestones are subject to change with programme progression. Milestones targeted for completion after April '19 are subject to approval for ITP movement to phase four. Milestones targeted after April '20 are subject to funding being made available for 20/21.