



Oxford University Hospitals
NHS Foundation Trust

Learning from Complaints :

Car Parking

Trust Board Meeting

Wednesday 10 July 2019

TB2019.64

Sam Foster: Chief Nursing Officer



Chief Nursing Officer's Report – July 2019

Executive Summary:

The public concern about car parking at hospitals across the country was highlighted in the national and local media (Oxford Times Thursday 17 January 2019 & Thursday 24 January 2019) and throughout the year. The local concerns are shared by patients, visitors' families and the Trust Board.

Over the last 12 months, the Trust's Complaints Teams have seen a rise in the number of complaints surrounding car parking. From April 2018 to March 2019, there have been 38 formal complaints received regarding car parking. This local and national concern has ensured that car parking is included in the Patient Experience Delivery Plan for 2019-2021.

This patient story originates from a complaint regarding car parking received on 7 October 2018 and responded to by the Complaints team on 23 October 2018.

The story relates to the experience of a patient who is reliant on her car to attend the many appointments she had with the hospital. The Trust has investigated the complaint and provided a formal response to the patient, acknowledging that parking capacity is challenging at peak times at the John Radcliffe Hospital.

The Patient Experience Team, Complaints Team and Transport Teams have worked to:

- Engage with patients, visitors and staff about the introduction of the Automatic Number Plate Recognition (ANPR) as one of the measures identified to replace the current barrier to car parking sites at the John Radcliffe and Churchill Hospital.
 - A survey with patients, Trust members and staff was undertaken in 10th May to 17th June 2019 to obtain feedback about the introduction of Automatic Number Plate Recognition (ANPR) and understand further the issues and preferences about car parking in hospital sites. Result of the survey can be reviewed on the attached pdf provided under section **Further Actions to address car parking issues**.
 - The Trust Patient Experience Delivery Plan includes car parking as a focus area. The Patient Experience Team aims to further engage with patients, visitors and staff and obtain their views and experiences in parking at the hospital sites. Result of the engagement process will help inform the development of targeted improvement projects around car parking.
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Board Lead: Sam Foster, Chief Nursing Officer

Key purpose: Strategy **Assurance** Policy Performance

Chief Nursing Officer's Report – June 2019

Purpose:

The purpose of this paper is to explore the consequences and lessons learnt from the experience of a SG who complained about the difficulty in finding a space to park when attending hospital appointments at the John Radcliffe Hospital.

Recommendation:

The Trust Board is asked to reflect on the lessons learnt and assurance gained in listening to and taking patient's complaints and feedback seriously by using them to inform the ongoing improvements to address the issues around car parking across all Oxford University Hospitals (OUH) sites.

Board Lead: Sam Foster, Chief Nursing Officer

Key purpose: Strategy **Assurance** Policy Performance

Patient Experience Delivery Plan

Stakeholder engagement meetings are taking place to discuss the 10 areas of the Patient Experience Delivery Plan:

- Patient waiting times in ED
- Car parking on hospital sites
- Delivering same sex accommodation
- Cancelled procedures and admissions
- Patient centered care plans for patients with Cancer
- Home First
- Reduction of noise at night
- Bridging the gap in the discharge process
- End of life care
- PLACE (patient led assessment of the care environment)

The Trust will carry out surveys about the 10 priorities and analyse existing data (PALS feedback, complaints, FFT comments, department surveys).



- Meet with Divisional leads to discuss focus areas and engagement of staff and patients to improve experience



- Gather available information
- Design questions, including embedding of equalities and diversity in the engagement process



- Fieldwork: Engagement of staff and patients to obtain their views and experience
- Triangulate with available information (FFT, other surveys, Datix) and learning from other feedback
- Analyse survey results



- Work with Divisions to develop implementation plans for service improvements, in response to the survey
- Evaluation of the process to inform Stage 2 of the cycle

Patient Stories: Learning from Complaints on Car Parking

Background

This patient story is presented based on a complaint received about the lack of car parking spaces at the John Radcliffe Hospital. The complaint was received on the 7th October 2018 and the Trust provided a formal response on the 23th October 2018. This complaint is closed.

Consent was obtained on the 24th June 2019 from the complainant for presenting this paper as a patient story to the Trust Board to offer the opportunity for further learning and improvement. As well as providing consent, the patient provided further information to reiterate the issue and the impact on the experience of patients using hospital services.

This patient story is presented as an example of the 38 formal complaints received about car parking at the John Radcliffe and Churchill Hospitals from April 2018 to March 2019. 37 of these complaints were closed with one still open to investigation. In addition, there were 7 further formal complaints received during the period of April to June 2019.

Background

This patient story provides an in-depth account of the consequences of a shortage of parking facilities at peak times.

This has led to further work led by the Chief Finance officer, Chief Nursing Officer, Transport and Travel & Estates teams to explore solutions to resolve issues around the lack of parking spaces at OUH sites, particularly the John Radcliffe Hospital site.

An update of the work undertaken within the Patient Experience Delivery Plan (PEDP) is submitted for the 10th July Trust Board meeting. Car parking is among the focus areas of the Patient Experience Delivery Plan.

SG attends the John Radcliffe and Churchill for tests and monitoring of her condition

She explained that on the day she came for her Cardiology appointment in the John Radcliffe Hospital on the 4th October 2018, she found the parking situation worse than ever. She described that she queued for 2 hours and as a consequence she was 40 minutes late for her appointment.

She described that “Oxfordshire is a rural county and everybody has a car and will continue to have one whether you like it or not” (SG).

She also described there are patients like her “who don’t feel very well and have many hospital appointments but are reliant on their car as public transportation is not suitable” (SG).

SG explained that she drives an electric vehicle and she doesn’t have a problem paying for car parking, she just needs to be able to get there and be able to park.

On speaking with the patient and public engagement manager, SG expressed that she understands and accepts the response provided on her complaint, however she expressed impatience that it is taking a long time to address the lack of parking space at the hospital. She suggested that “Senior Management should seriously consider moving the whole Oxford Hospital Complex out of the City which has become so unfriendly to local people” (SG).

The complaint was investigated by the Travel & Transport Manager and an apology and response was sent by the Chief Nurse on the 23rd October 2018.

The response letter acknowledged that the demand for hospital car parking has increased dramatically and the Trust continues to petition Oxford City Council to allow the Trust to commission further parking spaces in appropriate areas.

The response letter also acknowledged that we need to manage our facilities more effectively. One aspect of this is ensuring that members of the public do not park on the Trust’s hospital sites unless they have business there.

The response letter also acknowledged that due to the nature of visiting a hospital for an appointment, using a car is often the only option. Recognising the negative impact of the lack of car parking spaces on the patient, family, friends and their relatives, a paper has been put together by the Travel and Transport Manager and Estates, detailing the options available to address parking issues. This paper will provide guidance for discussions with stakeholders, including the County Council, to address parking issues across the OUH hospital sites. The paper has been seen by the Trust’s Chief Finance Officer and is currently under review by the Director of Planning for the Trust.

The Trust Senior Management is considering new car parking systems and processes which will be fair and equitable, aiming to greatly improve car parking for patients. These include the installation of Automated Number Plate Recognition (ANPR) to replace the out of date barrier controls.

Some remodelling and new traffic management will help with making the car parking experience better and will also include electric car charging points. The new system will enable better management of members of the public using the car park who have no connection with the hospital.

Car parking across OUH hospital sites is featured as a combined complaints and patient experience focus of the Chief Nurses report in the January 2019 Board Quality Report. These concerns raised have prompted the Chief Nurse to include car parking as one of the focus areas in the Patient Experience Delivery Plan for 2019-2021. This story should be read alongside section 5 of the Patient Experience Delivery Plan Progress Report to Trust Board July 2019.

Further actions to address car parking issues

To further understand the issues and patients' priorities once ANPR is installed, an electronic survey via the 'survey monkey' system was undertaken by the Trust. The survey commenced on 10th May and closed on the 17th June 2019. The survey was sent to 2349 Trust members and stakeholders.

Ten questions were asked in the survey which received 537 replies (22.8%) response rate. For details of the questions asked in the survey, visit the survey itself via this link: <https://www.surveymonkey.com/r/S5GGHY8>

The results have been analysed and shared with Estates Communications Team, the Chief Nursing Officer and Chief Financial Officer of the Trust. The comments and answers will be used by the team installing the Variable Message Signs (VMS) and ANPR to ensure that it is as patient-friendly as possible. The results have been shared with the team working on installing ANPR. (Appendix 3: ANPR Survey results) (appendix 4: summary of free text comments)

The Complaints team are in preparation and planning to conduct a field based survey of drivers to ascertain how many are bona fide patients or visitors and to ascertain further details on why they chose to drive onto hospital sites, results will then be analysed and reported.

The Complaints team have commissioned DL sized post cards that can be given out to drivers when they do the survey or attached to responses to complaints. The purpose is to show how busy and large the sites are and further understand traffic volumes.

Summary of comments from ANPR survey:

The Automated Number Plate recognition survey gave valuable insight into the challenges patients and visitors have when parking on the Trust's hospital sites and a sample of their comments are contained on appendix 4. (500 were received)

These valuable comments and suggestions will help to address these challenges and to enhance the Patients and relatives experience when attending hospital.

Conclusion:

The issue of car parking is an ongoing challenge for the Trust as it impact negatively on patient experience. The Trust is addressing the issue with a number of actions as detailed in this patient story.

Recommendations:

The Trust Board is asked to reflect on the lessons learnt and the assurance gained through the investigation processes, including the honest and compassionate responses given to the patient, as well as the ongoing work being undertaken under the leadership of the Chief Finance officer, Chief Nursing Officer, Director of Planning, Estates and the Travel and Transport Manager to resolve the issues of lack of car parking spaces.

Sam Foster, Chief Nursing Officer, Executive Lead

Authors:

Daisy Camiwet, Patient and Public Engagement Manager

Mark Britton, Patient Experience Lead

Appendix 1: Complaint letter

Further information provided Email: Mon 24/06/2019 18:33

Consent form is attached. For the extra information – the parking situation on that day was worse than ever, I don't know why, nothing obvious. I queued for 2 hours and was 40 minutes late for my appointment in Cardiology at the JR. They were not surprised. On a practical note, 2 things. It was not possible to contact the clinic by phone, I tried them, the main switchboard and PALS and got no answer from any of them. Also I think the first thing you could do is put some "comfort stops" along the queue! People travel a long way and I can't be the only person who is then uncomfortable and desperate for the loo! I have appointments at The Churchill too and the situation is no better.

I think Senior Management should seriously consider moving the whole Oxford Hospital Complex out of the City which has become so unfriendly to local people. There are many industrial parks and science campuses in Oxfordshire, all of which have ample parking and are aware to the fact that people drive cars. Then your staff could get to work – I understand your Doctors get a lot of parking tickets (!) – and your patients could turn up for treatment. Imagine.

From SG.

Original email, 7th October 2018.

You have, within Oxford, several major health care centres. They are called Hospitals and Clinics. The clue is in the name – they provide care for people in ill-health, who DON'T FEEL VERY WELL. Oxfordshire is a rural county. Everybody has a car and will continue to have whether you like it or not. I attended one of my many outpatient appointments last week and the parking situation was worse than ever. I could have tried a bus though I don't know where from, I'd have ended up in an ambulance which also wouldn't have been able to get into the hospital.

I simply don't understand your policy which makes life so difficult for people who are ill. The clinic staff tell me they've had an increase in patients who sit outside for an hour then turn around and go home. There is room around the hospital grounds for more parking, I have no problem paying (actually I have an electric vehicle), I just need to be able to get there and go in. I feel that you are definitely failing in your duty of care to your patients. The situation is intolerable. Please don't reply with news of bus services. I've said I can't stand at a bus stop. Other people are much sicker than me. Which bit don't you understand?

From SG.



Oxford University Hospitals

NHS Foundation Trust
The John Radcliffe
Headley Way
Headington
Oxford
OX3 9DU
Tel: 01865 226889

Our Ref: 18198264ACRA

23 October 2018

Via email: [REDACTED]

Dear [REDACTED]

Thank you for bringing your concerns about difficulties parking to my attention in your email of 7 October 2018. I am sorry you have had reason to complain and appreciate you will not have done so lightly.

Your complaint has been investigated by [REDACTED] Travel & Transport Manager. [REDACTED] is very sorry to hear about the difficulties you experienced. He acknowledges that demand for hospital car parking has increased and whilst he continues to petition the City Council to allow the commissioning of additional spaces in areas where this would be appropriate, he is advised that the Transport team must do more to effectively manage its existing facilities.

The appointments structure does focus on specific days, which makes parking especially difficult at those times. The Trust's website advises that parking space is very limited and strongly suggests travelling by alternative modes of transport, for example the Park & Ride when possible, for appointments. It is completely understandable that due to the nature of visiting a hospital for an appointment, using a car is often the only option.

[REDACTED] assures you that Trust Senior Management is considering new car parking systems and processes which will be fair and equitable, aiming to greatly improve parking for patients. The suggestion is for parking to be assisted by the introduction of automatic number plate recognition (ANPR) instead of out of date barrier controls. With some remodelling and new traffic management this should go a long way to making the car parking experience better and will also include electric car charging points. Furthermore, this system will enable better management of members of the public using the car park who have no connection with the Hospital.

I apologise for your experience and assure you we have taken your concerns seriously. If you have any further questions, please do not hesitate to contact [REDACTED] by telephone on 01865 223848 or via email [REDACTED]

Yours sincerely

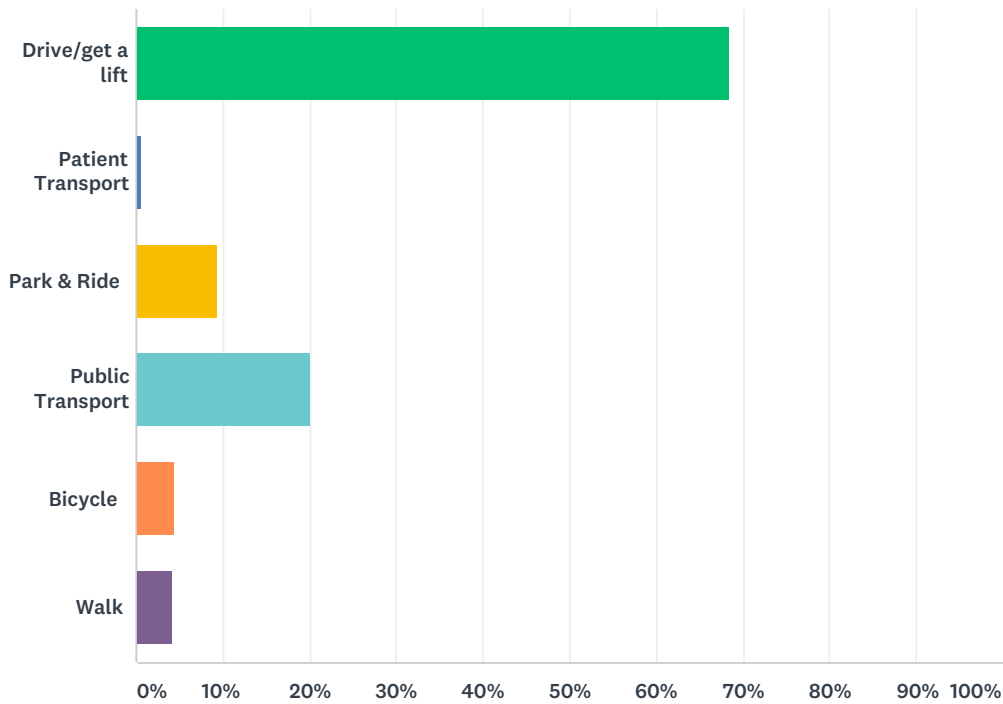
[REDACTED]
Chief Nurse

Appendix 4: Sample of free text comments from ANPR Survey

| | Sample of comments for Q10 | Sample of general comments : |
|--|--|---|
| <p><u>Q:10 (220 responses) If you are disabled, or support someone who is disabled, is there anything that would make Automatic Number Plate Recognition easier for you?</u></p> <p>Responses included:</p> <ul style="list-style-type: none">• Unrelated (88 comments 40%)• N/A or No comments (42 non comments 19%)• More disabled spaces needed (29 comments 14%)• Better access to disabled parking bays / separate queue or entrance (22 comments 10%)• Automated Blue badge recognition by ANPR system (19 comments 9%)• Better signage / instructions to park (7 comments 3%) | <p>‘Having separate entrance to car parks for disabled drivers, with enforcement of only blue badge holders’</p> <p>‘Machines having a button on them to identify a disability permit so that no charge is made.’</p> <p>‘Increase the number of blue badge spaces at the JR, Churchill and Nuffield, and at the JR, have a separate queue for blue badge holders’</p> <p>‘Allow access to Disabled parking easier. Even when there is a free space, you have to wait for all the other non disabled cars ahead in the queue to enter the car park . This can take a long time.’</p> <p>‘hopefully it would mean that Disabled Drivers with tax free cars would have free parking (this happens in Dorset)’</p> <p>‘The main problem is volume of traffic and lack of sufficient parking spaces including disabled and staff. If ANPR would weed out illegally parked vehicles i,e, non hospital visitors or those who do not wish to be identified that would be a plus. Supermarkets who have introduced this system has seen a reduction in illegal parking I understand,.’</p> | <p>Have you considered using the Park & Ride or public transport? (241 comments)</p> <p>‘Too expensive and inconvenient.’</p> <p>‘I’m usually driving elderly parents to appointments or visiting in the evenings when it is dark’</p> <p>‘My daughter is too frail to cope with public transport ‘</p> <p>‘My husband can scarcely get in the car, let alone a bus. He is close to needing an ambulance. Getting a bus would probably kill him.’</p> <p>‘Travelling with Children and carrying equipment’</p> <p>‘There is no direct public transport available from my home to the hospital.’</p> <p>‘we have a child and medical equipment so its easier to drive’</p> <p>‘Suffering from Chronic back pain does not enable me to travel by Public transport’</p> |

Q1 How do you normally get to the hospital for non-emergency appointments or visiting patients? Please select one answer

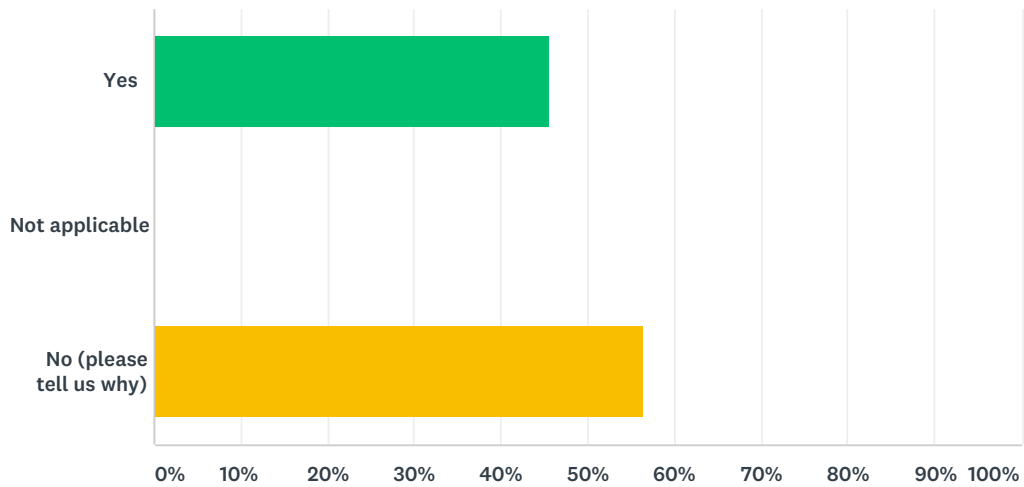
Answered: 536 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|------------------------|-----------|-----|
| Drive/get a lift | 68.47% | 367 |
| Patient Transport | 0.56% | 3 |
| Park & Ride | 9.33% | 50 |
| Public Transport | 20.15% | 108 |
| Bicycle | 4.29% | 23 |
| Walk | 4.10% | 22 |
| Total Respondents: 536 | | |

Q2 If you selected 'drive/get a lift' for Q1: Have you considered using the Park & Ride or public transport?

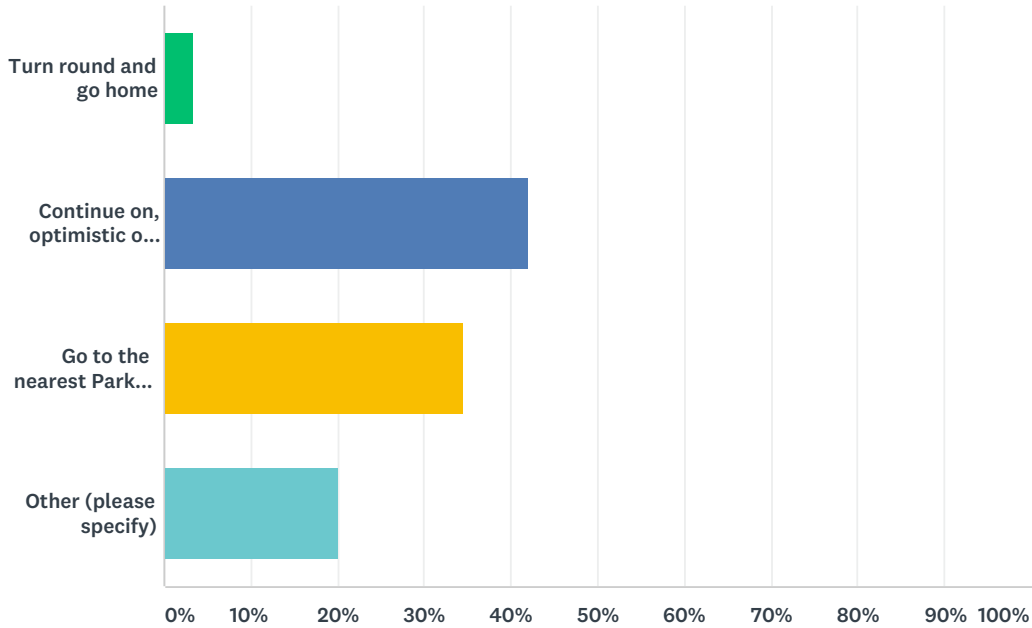
Answered: 427 Skipped: 110



| ANSWER CHOICES | RESPONSES | |
|-------------------------|-----------|-----|
| Yes | 45.67% | 195 |
| Not applicable | 0.00% | 0 |
| No (please tell us why) | 56.44% | 241 |
| Total Respondents: 427 | | |

Q3 If you were travelling in by car on the Oxford ring road and saw a VMS sign saying 'John Radcliffe/Churchill Hospital car parks full' what would you do? Please select one answer

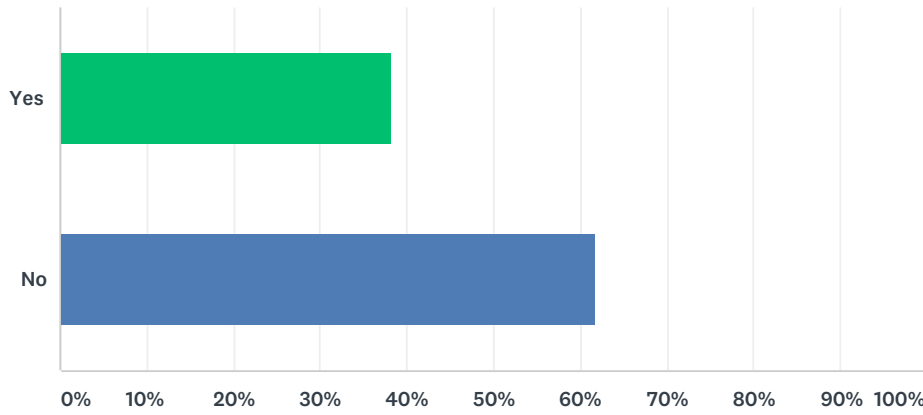
Answered: 522 Skipped: 15



| ANSWER CHOICES | RESPONSES | |
|--|-----------|-----|
| Turn round and go home | 3.26% | 17 |
| Continue on, optimistic of getting a space | 42.15% | 220 |
| Go to the nearest Park & Ride | 34.48% | 180 |
| Other (please specify) | 20.11% | 105 |
| TOTAL | | 522 |

Q4 If there were no car park barriers, would you think parking was free?

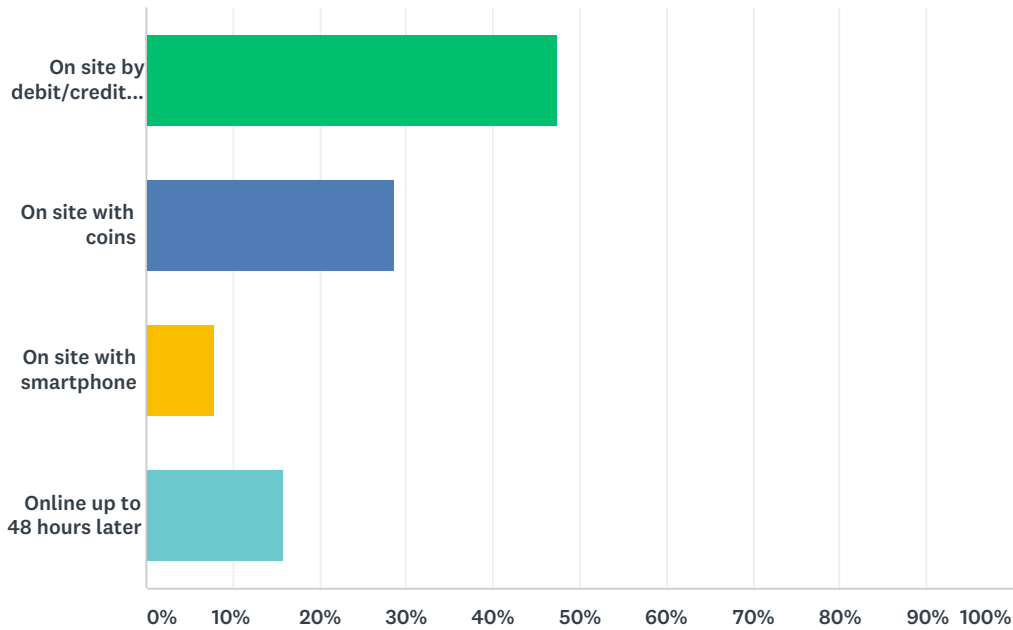
Answered: 506 Skipped: 31



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----|
| Yes | 38.34% | 194 |
| No | 61.66% | 312 |
| TOTAL | | 506 |

Q5 How would you prefer to pay for parking? Please select one answer

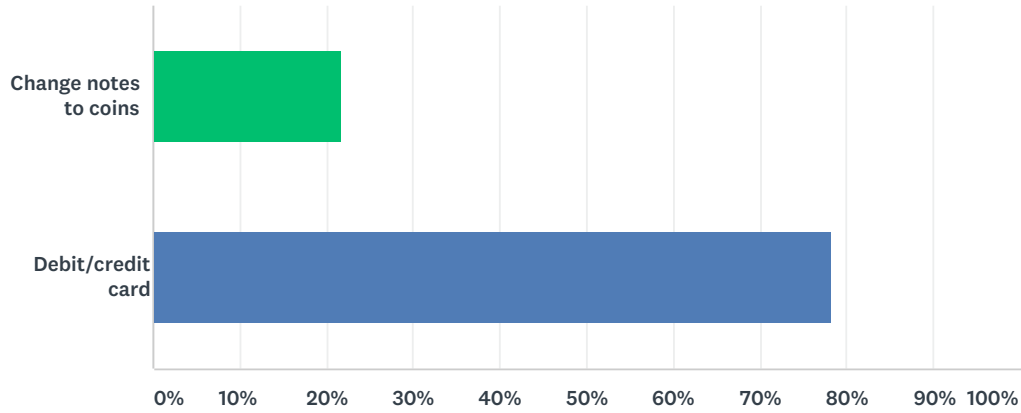
Answered: 525 Skipped: 12



| ANSWER CHOICES | RESPONSES | |
|------------------------------|-----------|-----|
| On site by debit/credit card | 47.43% | 249 |
| On site with coins | 28.57% | 150 |
| On site with smartphone | 8.00% | 42 |
| Online up to 48 hours later | 16.00% | 84 |
| TOTAL | | 525 |

Q6 As the machines will only take coins or cards, would you use a separate machine that changed notes to coins, or would you use a debit/credit card instead? Please select one answer

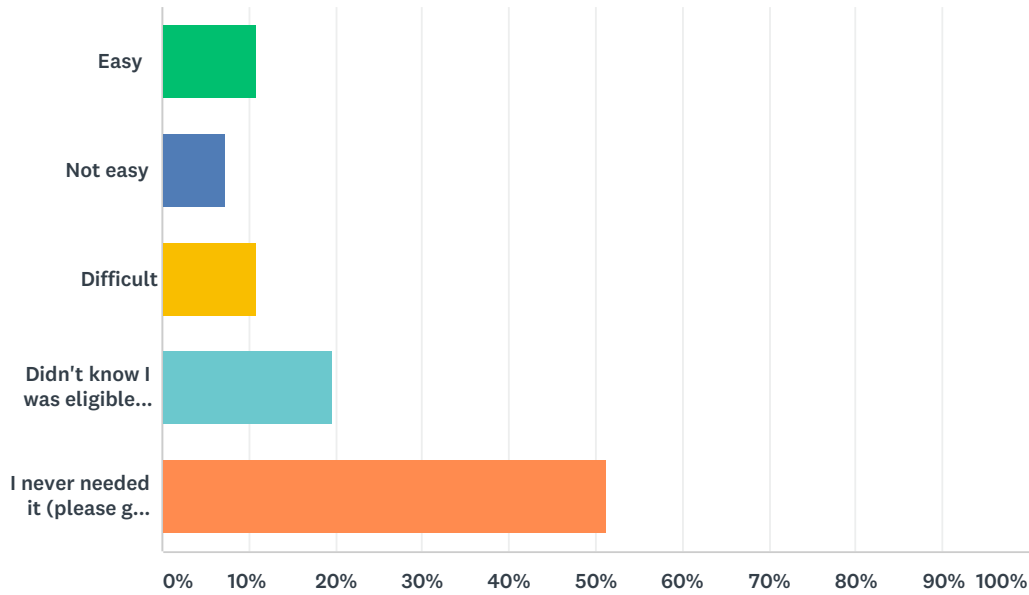
Answered: 524 Skipped: 13



| ANSWER CHOICES | RESPONSES | |
|-----------------------|-----------|-----|
| Change notes to coins | 21.76% | 114 |
| Debit/credit card | 78.24% | 410 |
| TOTAL | | 524 |

Q7 If you are eligible for free or concessionary parking, or have been in the past, how was your experience? Please select one answer

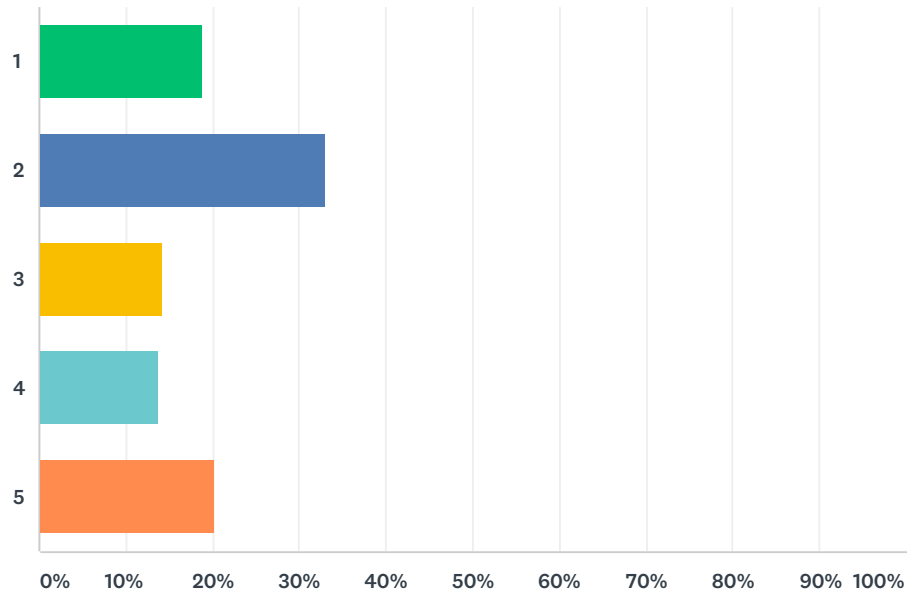
Answered: 467 Skipped: 70



| ANSWER CHOICES | RESPONSES | |
|---|-----------|-----|
| Easy | 10.92% | 51 |
| Not easy | 7.28% | 34 |
| Difficult | 10.92% | 51 |
| Didn't know I was eligible (please go to Q:9) | 19.70% | 92 |
| I never needed it (please go to Q:9) | 51.18% | 239 |
| TOTAL | | 467 |

Q8 If you have used free or concessionary parking, how easy was it to find a space? 1=Easy 2=Difficult

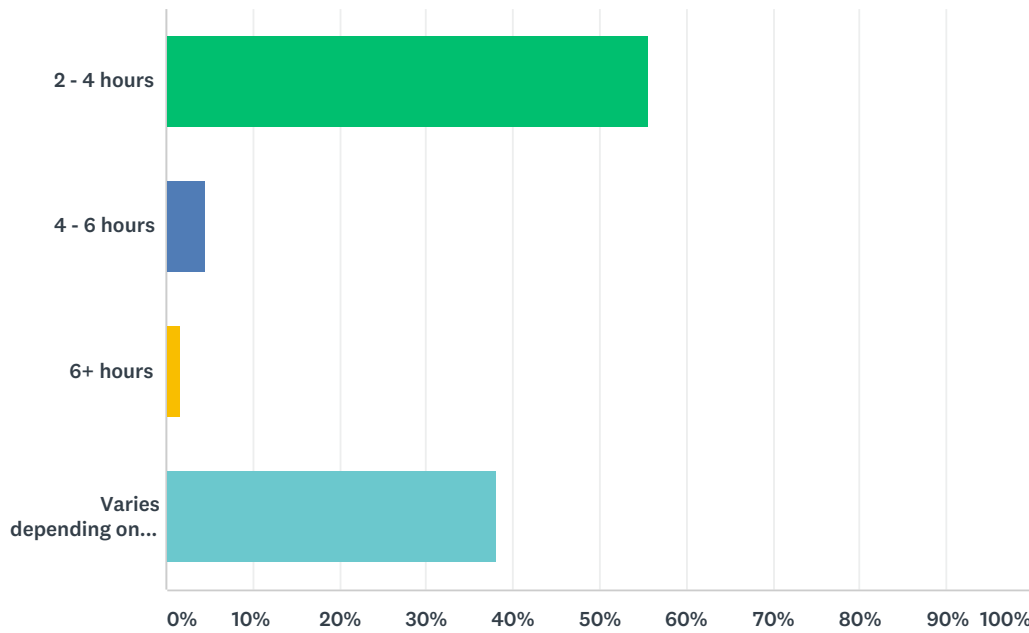
Answered: 197 Skipped: 340



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----|
| 1 | 18.78% | 37 |
| 2 | 32.99% | 65 |
| 3 | 14.21% | 28 |
| 4 | 13.71% | 27 |
| 5 | 20.30% | 40 |
| TOTAL | | 197 |

Q9 If you come to the hospital frequently, how long would you normally be at the hospital for? Please select one answer

Answered: 491 Skipped: 46



| ANSWER CHOICES | RESPONSES | |
|---|-----------|------------|
| 2 - 4 hours | 55.60% | 273 |
| 4 - 6 hours | 4.68% | 23 |
| 6+ hours | 1.63% | 8 |
| Varies depending on the appointment/visit | 38.09% | 187 |
| TOTAL | | 491 |

Q10 If you are disabled, or support someone who is disabled, is there anything that would make Automatic Number Plate Recognition easier for you?

Answered: 220 Skipped: 317