



Maidstone and  
Tunbridge Wells  
NHS Trust

CANDIDATE BRIEFING PACK

# Emergency Department Directorate



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## Message from Miles Scott



I am delighted you are interested in a career at Maidstone and Tunbridge Wells NHS Trust.

We are looking for people who will live our values and work together to deliver our vision of Exceptional People, Outstanding Care. It's a vision I am serious about achieving – and I firmly believe that together we can accomplish it. Our staff have told me this is what they want too.

You would be joining us at a key time when the opportunities to make a real difference for the future have never been greater, nor so important. Our success in responding to the pandemic and developing our Covid vaccination programme demonstrates the ability of our people to support each other, to take the opportunity to think differently and adapt to continue to provide compassionate, inclusive high-quality care to our patients.

It is our staff who have transformed MTW to become one of the leading trusts in the south east of England. We have an ambitious Trust strategy, with a clear focus on achieving an 'Outstanding rating; we're implementing an innovative clinical strategy with new services and specialist areas of expertise; and we have the highest levels of staff engagement in the national NHS staff survey.

Join MTW and you will find a fantastic team spirit and a commitment to developing you and your skills. I started my career in the NHS more than 30 years ago and it has been an exciting and hugely fulfilling three decades. I want everyone who joins us to have an equally enjoyable career. Thank you for your interest in MTW and I hope to meet you soon as a new starter.

Best wishes,  
**Miles Scott, Chief Executive Officer**

# Welcome from the divisional lead

Dear applicant,

The Medicine & Emergency Care Division (MEC), comprising the three directorates including Emergency Care, Acute Medicine & Elderly Care and Specialty Medicine, is forging ahead with its strategy to deliver comprehensive, high quality care to the population of Kent and East Sussex, seven days a week.

While the sustainability of its services is high on the agenda, the sustainability of the workforce is equally important – a point well demonstrated with the pressures placed on our frontline staff during the Covid pandemic. Maidstone & Tunbridge Wells NHS Trust puts its workforce at the heart of everything it does as demonstrated by its staff health and wellbeing programme offering everything from free food and parking to psychological support, counselling and access to mental health support.

We are a clinically-led organisation with clinical leaders at executive, divisional, directorate and departmental level having a voice and input to everything we do. This is also reflected in the Trust's Exceptional Leaders Programme, values-based recruitment and Exceptional People, Outstanding Care Programme to name some initiatives in place, ensuring we not only recruit the very best candidates to our posts but continue to mentor and nurture growing potential and future leaders.

The MEC Division goes from strength to strength as demonstrated in the successes we are seeing in our Emergency Department access standards (consistently one of the best in the country), our lung cancer performance, our specialty medical outpatient access standards, as well as the increased demand we are seeing in both elective and non-elective attendances.

The phased recruitment programme we have implemented sees an ambitious increase in the number of clinicians across the division to meet these demands and the Seven Day Service Programme.

Thank you for taking the time to read this briefing pack – if you feel you have the right attributes and want to join our organisation then we want to hear from you.

Our warmest wishes,



**Laurence Maiden**  
Consultant Physician & Gastroenterologist  
Chief of Medicine & Emergency Care



## | About our Trust

### **Maidstone and Tunbridge Wells NHS Trust is a large acute hospital Trust in the county of Kent, in the south east of England.**

The Trust provides a full range of general hospital services and some areas of specialist complex care to around 500,000 people living in the south part of west Kent and the north part of East Sussex. The Trust's core catchment areas are Maidstone and Tunbridge Wells and their surrounding boroughs. We have a team of over 6,000 full and part-time staff.

### **Tunbridge Wells Hospital**

Tunbridge Wells Hospital in Pembury is the first NHS hospital in England to provide en-suite, single rooms for all inpatients, most of which have woodland views. The hospital provides a range of complex and routine surgical and medical services. It has a Trauma Centre, Accident and Emergency Department, Orthopaedic Centre and Women's and Children's Centre, all of which serve patients from

across Maidstone and Tunbridge Wells. The hospital is seen nationally as an example of best practice in the design of patient-safe facilities and has attracted widespread international interest.

The hospital is a short distance from Tunbridge Wells town centre and there are good public transport links with buses running to the hospital seven days a week.

### **Maidstone Hospital**

Maidstone Hospital provides a wide range of complex and routine surgical and medical services. It also has the latest diagnostic facilities. Maidstone Hospital is the base for the Kent Oncology Centre, which provides complex radiotherapy and chemotherapy for patients throughout Kent and the north part of East Sussex.

The hospital is a short distance from Maidstone town centre and there are good public transport links with buses running to the hospital seven days a week.

The Trust provides a shuttle bus between the sites for all staff.



# The place and the package – what we can offer you

**Staff benefits** – at Maidstone and Tunbridge Wells NHS Trust we recognise that our staff are our most valuable asset and we provide a range of benefits to support them throughout their career and time with us.

## Pay related



- Up to 12 months sickness benefit
- Enhanced maternity, paternity and adoption pay
- NHS Pension Scheme
- Ill health retirement benefit
- Total Reward Statement (TRS)
- Fleet Solutions car benefit scheme (via salary sacrifice)

## Health related



- Occupational health service
- Flu and COVID vaccination scheme
- Fast track physio referrals
- Fast track referrals to other clinical services
- Health and wellbeing checks
- Employee Assistance Programme including counselling for staff and families
- Multi-level psychological support in-house

## Physical



- On-site canteens
- Night café coming soon
- Breakout areas
- Staff picnic areas
- Free staff shuttle bus between Tonbridge station and Tunbridge Wells Hospital
- On-site Library
- Film club
- Cycle to work scheme
- Long service awards
- Employee and Team of the Month Awards
- Staff Star Awards

## Development focused



- Comprehensive induction programme
- Training and development of staff
- Leadership development programmes for all levels of management
- Return to nursing practice opportunities
- Wide range of Apprenticeships
- Annual staff appraisal
- Personal development plans

## Equity and inclusion



- Networks and groups for BAME staff; staff who identify as LGBT+; carers; staff with disabilities/long term health conditions/chronic pain; people with or caring for those with ASD, and allies of those with ASD; and senior women leaders
- Freedom to speak up guardians
- Safe space champions
- Early conflict resolution offerings

## Staff discounts



- NHS staff discounts
- Blue Light Scheme discounts
- Discounted gym memberships



## | Life in the Local Area



Ideally situated between the Kent coastline and just 30 miles from London, the Maidstone and Tunbridge Wells area is a great place to live and work.

### Maidstone

Maidstone is located in the heart of Kent and is surrounded by beautiful countryside on all sides. The River Medway runs through the town and Maidstone is the business capital of the county. The town has been ranked as one of the top five shopping centres in the south east and the Fremlin Walk shopping centre houses a range of high-end fashion labels. Maidstone also boasts a multiplex cinema, a selection of stylish bars and restaurants, as well as nightclubs and an historic market square.

### Tunbridge Wells

Tunbridge Wells is one of the oldest and most sophisticated boroughs within the county. The area is actually made up of three main towns: Royal Tunbridge Wells, Cranbrook and Paddock Wood, as well as having many beautiful Wealden villages scattered throughout the countryside in between. Tunbridge Wells was made famous by its historic spa, which was discovered in 1604 and is still open to visitors today. The borough is also home to some excellent theatres and frequently hosts the top London shows. Tunbridge Wells now boasts some of the best shopping in the county, as well as superb schools, with a full calendar of sporting and cultural activities for the whole family to enjoy.

### Education

In west Kent, there are many high-performing schools ranging from pre-school and primary to secondary school education, including grammar schools and special needs schools. For higher education there is the University of Kent and Canterbury Christ Church University, with most London universities at a commutable distance. Local colleges include Mid Kent College, South and West Kent College and Canterbury College, each of which offer a range of programmes from vocational courses to higher education qualifications.

View local OFSTED reports at [www.ofsted.gov.uk](http://www.ofsted.gov.uk)



## About – our journey past and future

MTW is one of the fastest improving trusts in the country. Over the last 10 years, MTW has become one of the leading trusts in the south east. We've had a difficult past and had our fair share of challenges, but thanks to careful planning, strategic action and our people guiding decisions and actions, we've seen an MTW revival.

We've made improvements in performance across cancer treatment and A&E access, staff engagement continues to improve year on year, we have financial stability and we've become a clinically-led Trust.

In May 2021 we launched our MTW story where we shared our strategic priorities that we will be focusing on over the coming months to take MTW to outstanding. These are based on our staff feedback and what we have learnt from other excelling trusts.

### Our story brings together:

- Where we have come from over the past 10 years, what we've achieved and what we are proud of.
- Where we are now, based on what we've heard from our staff.

- Where we are going and how we will get there, which shares our Exceptional People, Outstanding Care vision, our strategic goals, and our programme of change activities.
- What we can achieve, focused on our outcomes, making MTW the best place to work with outstanding services for our patients.

Our vision, Exceptional People, Outstanding Care, builds on our achievements so far. It connects everything, it accelerates how we do things to get to outstanding. It's about a series of improvements and starts with leadership and culture, because at the heart of outstanding care for our patients is our people and leaders. The right process and tools will help but it's how we show up and learn together, to call out opportunities for improvement, that will really make an impact on the care we provide for patients and the performance of our Trust.

Watch our MTW story on You Tube:

<https://youtu.be/u1iuForX1JY>





# | About – our structure

## Executive Directors



**Miles Scott**  
Chief Executive  
Officer



**Steve Orpin**  
Deputy Chief  
Executive and  
Chief Finance  
Officer



**Dr Peter  
Maskell**  
Medical Director



**Jo Haworth**  
Chief Nurse



**Sean Briggs**  
Chief Operating  
Officer



**Rachel Jones**  
Director of  
Strategy, Planning  
and Partnerships

Our Chiefs of Service are also members of the Executive Team



**Sue Steen**  
Chief People  
Officer



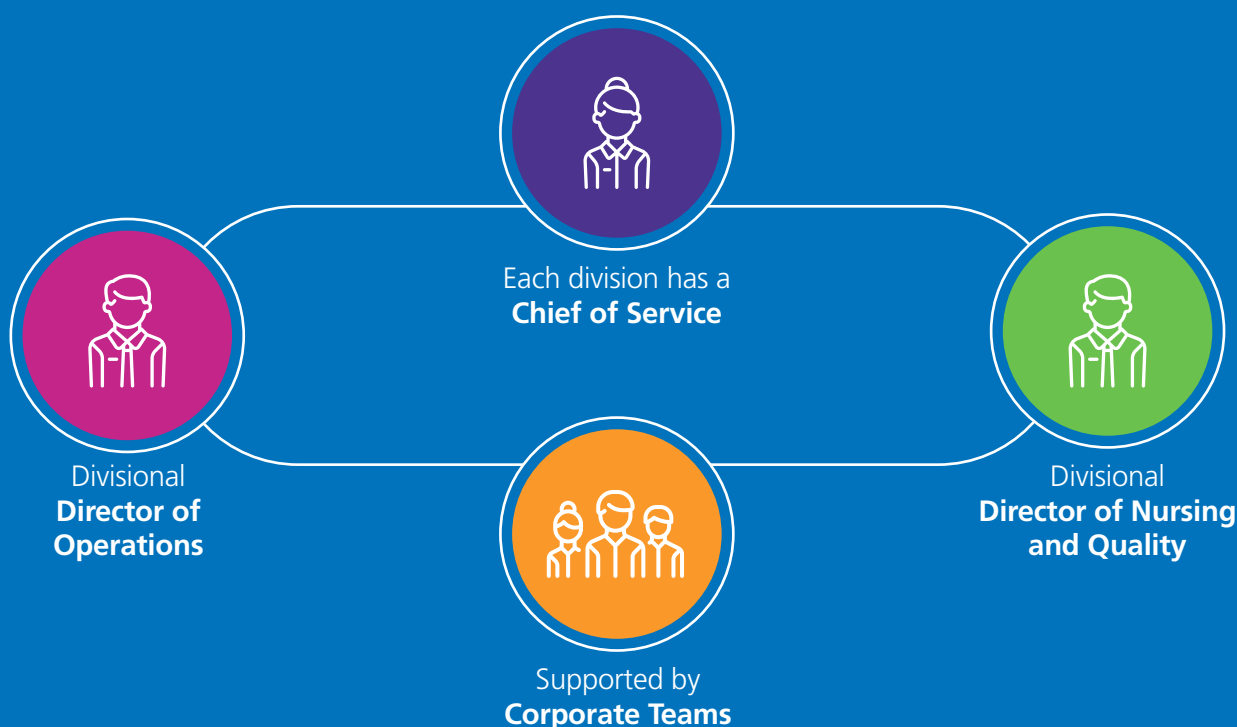
**Dr Sara Mumford**  
Deputy Medical  
Director and Director  
of Infection Prevention  
and Control

# | What we are proud of

## We are clinically-led

In 2018 we moved to a clinically-led structure to put our expert clinicians at the heart of everything we do and enhance our ability to improve our patient and staff experience.

Our executive team are supported by five clinical leadership teams who oversee each of our clinical divisions: Medicine and Emergency Care, Core Clinical Services, Surgery, Cancer and Women's and Children.



## Our staff



We have over  
**6,000**  
staff across the Trust  
including doctors in training



Our diverse  
staff are from **84**  
**countries**



Some staff  
have over **50**  
**years**  
service with us

# | Your development

Maidstone and Tunbridge Wells NHS Trust is committed to the ongoing development of both its clinical and non-clinical staff, investing in supporting staff on their career and development journeys.

Over the last year we recorded over 246 different in-house learning activities such as, courses on Time Management or Leadership Skills; Microsoft Word and Excel skills; e-learning passes for subjects, eg, Safe Use of Insulin or Supporting Breastfeeding and competency assessments on various medical devices. There are diverse development opportunities available to staff working within the organisation including the introduction of a new leadership programme 'Exceptional Leaders'. This programme will support MTW leaders to develop an inclusive and compassionate culture to better enable outstanding patient care and engage with staff to deliver the transformation agenda. If you are coming to us as a leader, we want to support and develop you to grow a culture in which your staff thrive. If you are coming to us without leadership responsibilities, we are committed to developing your leaders to grow a culture in which you thrive and we deliver outstanding patient care together.

Each hospital site has an Education Centre and library giving dedicated space to staff. The libraries are available 24/7 to all staff and learners working or studying across the local healthcare economy. Providing materials and academic support, the libraries have a range of resources including books, journals, and databases. A substantial volume of these are accessible online via apps on smartphone or tablet, or via a laptop or desktop PC, to suit your needs. The libraries also offer quiet spaces and access to 15 new desktop PCs on both sites, so if you are not following a programme of study or training, you can still take advantage of our calm, quiet, uninterrupted environments to read emails, finalise rosters, or complete e-learning modules. We provide headsets for listening to e-content, whether that is for training and CPD or personal purposes.

There are diverse development opportunities available to staff working within the organisation including the introduction of a new leadership programme 'Exceptional Leaders'.



# | Our vision and values

## Our vision

To provide outstanding hospital services, delivered by exceptional people – **Exceptional People, Outstanding Care.**

**Our PRIDE values** are at the heart of what we do.



## We have three objectives

To be recognised as a caring organisation

To provide sustainable services

To be improvement driven across all areas

## Our strategic themes – all our improvement efforts and projects fall under one of our six strategic themes and these are what we will focus on.

### Patient experience

To meet our ambition of always providing outstanding healthcare quality we need people to have a positive experience of care and support.

### Patient safety and clinical effectiveness

Working together to put quality at the heart of all that we do. Achieving outstanding clinical outcomes with no avoidable harm.

### Patient access

Ensuring all of our patients have access to the care they need to ensure they have the best chance of getting a good outcome.

### Systems and partnerships

Working with partners to provide the right care and support, in the right place, at the right time.

### Sustainability

Long term sustainable services providing high quality care through optimising the use of our resources.

### People

Creating an inclusive, compassionate and high performing culture where our people can thrive and be their best self at work.

## Our strategy triangle

### Our vision

Everything we do supports our vision.

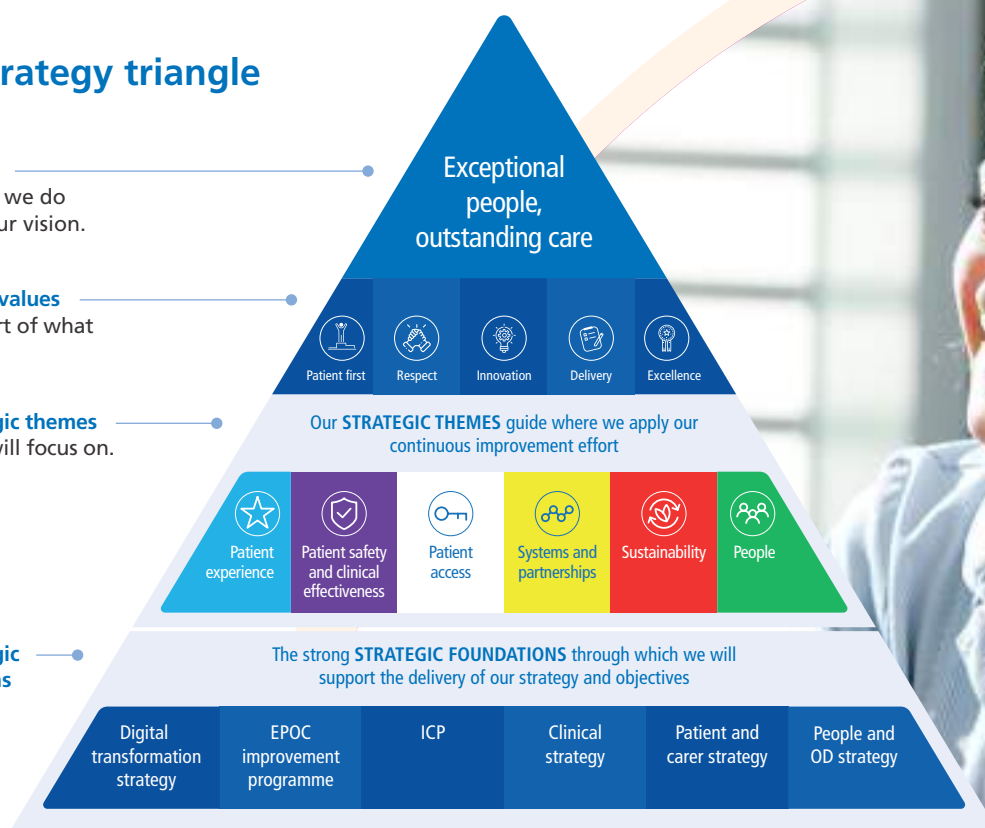
### Our PRIDE values

At the heart of what we do.

### Our strategic themes

What we will focus on.

### Our strategic foundations







## Values-based recruitment

At MTW we are continually recruiting talented, committed and compassionate people to improve the service we provide for our patients.

As a Trust we have adopted values based recruitment as a means to connect the right person to the right role: recruiting by finding individuals whose values match our own. MTW has established the PRIDE values which act as our benchmark for success when it comes to creating a team of like-minded people who reflect our values in the way they work and interact with each other.

To help us to assess these attributes during the selection journey and to make sure the role is right for you we are encouraging more of our recruiting managers to use values based interviewing techniques such as pre-screening

assessments, role playing, presentations and assessment centre approaches whenever possible, which will embed values based recruitment within the organisation. Each method used helps us to assess what skills and values you can demonstrate to us. Showing that you can uphold some of our key values of putting the patient first, being respectful and always striving for excellence is equally important to us as your qualifications and experience. Taking this approach to recruitment ensures that we can build a workforce that has the right set of skills and values and that we can continue to deliver outstanding care for our patients.



## Equity, diversity and inclusion



We value all our staff at MTW as individuals and promote diversity and equity to develop an inclusive environment where everyone feels able to participate and achieve their potential.

Our approach to building an inclusive culture includes developing communication channels for staff to speak up about any concerns they might have; reverse and reciprocal mentoring programmes; EDI reps supporting the recruitment process; and ring-fenced funding for the career development of minority staff.

Our staff networks provide a platform for addressing concerns specific to the group and providing mutual pastoral support to each other. They are all active groups who host inclusive events throughout the year, provide educational sessions for staff outside of the networks and help to shape organisational policy at a corporate level by providing stakeholder engagement. All the networks are endorsed by the Trust Board with Executive sponsorship – the work of the networks is regularly reported through the People and Organisational Development Committee, a sub-committee of the Trust Board.

We have a vibrant LGBT+ Network, a supportive Disability Network, a trailblazing Cultural and Ethnic Minorities Network and newly formed Senior Women Leaders Network, Autism Support Group, Carer's Support Group, and Chronic Pain Support Group. The networks are always recruiting new members – you can find out more about their work and how to join on the website.

If you don't belong to these minority groups, you can still be part of the networks by being an ally. Anyone can be an ally – you just need to be able to listen, support and take action, where necessary, to ensure that people are treated with fairness, kindness and respect.



# Emergency Department Directorate

We have an Emergency Department (ED) at Maidstone Hospital and an ED and Trauma Unit at Tunbridge Wells Hospital seeing approximately 500 patients per day. MTW has one of the five best performing EDs in the south region for the last 18 months and in September 2020, MTW was rated the best performing trust for emergency care in the country against the four hour standard. The department refers patients directly to SDEC (Same Day Emergency Care) from ED for rapid diagnostic testing and admission avoidance. In addition, the ENP (Emergency Nurse Practitioner) team run minor injuries clinics alongside the GP-led clinics, seven days a week until 11pm. There are two RAPs (rapid assessment points) where ambulance crews hand over their patients for rapid diagnostics and appropriate streaming. There are good working relationships across the division and the Trust to hand patients over.

## Urgent Treatment Centres (UTC)

MTW has been operating GP-led Urgent Treatment Centres (UTCs) in the EDs at both Maidstone Hospital and Tunbridge Wells Hospital since November 2020. Equipped to diagnose and deal with many of the most common ailments people attend our EDs for, the UTCs operate from 8am to midnight seven days a week, 365 days a year with plans to make it a 24/7 service. MTW also operates a UTC in partnership with Kent Community Health NHS Foundation Trust, at Sevenoaks Community Hospital and has access to a Minor Injuries Unit at Edenbridge and District War Memorial Hospital.

**500**  
patients per day

We have an ED at Maidstone Hospital and an ED and Trauma Unit at Tunbridge Wells Hospital seeing approximately 500 patients per day.







## Paediatric ED

In early 2022, Tunbridge Wells Hospital opened a purpose-built Paediatric ED situated adjacent to the main ED with co-location benefits including easy access to support from adult ED staff and resuscitation facilities. The new department supports COVID pathways and provides:

Separate COVID red and green waiting areas

A separate ambulance entrance

Separate red and green triage rooms

Two high dependency rooms (one red and one green)

Seven 1:1 / examination cubicles (three red and four green)

One child and adolescent mental health (CAMHS) room



# Contact us

A full list of our vacancies can be found on our Trust website  
**[www.mtw.nhs.uk/current-vacancies/](http://www.mtw.nhs.uk/current-vacancies/)**

When you have discovered a role that interests you, applying is only one click away! Once you have registered your application through our website, the team will be in touch with you about the next step. All of your information is anonymised prior to shortlisting to ensure a fair process and if successful you will be invited to interview for the role.

For any enquiries please contact the recruitment team on **01622 228538** or alternatively via email **[mtw-tr.recruitment@nhs.net](mailto:mtw-tr.recruitment@nhs.net)** and we will be happy to help you.

## **Maidstone Hospital**

Hermitage Lane  
Maidstone  
Kent, ME16 9QQ

01622 729000

## **Tunbridge Wells Hospital**

Tonbridge Road  
Tunbridge Wells  
Kent, TN2 4QJ

01892 823535

