

NHS

Maidstone and
Tunbridge Wells
NHS Trust

CANDIDATE BRIEFING PACK

Core Clinical Services Division



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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 Core Clinical Services Division

Dear applicant,

The Diagnostics and Core Clinical Services Division of Maidstone and Tunbridge Wells NHS Trust seeks to provide a flexible and dynamic approach to delivering healthcare sciences. Our leadership team actively promotes a culture where all staff and students flourish and achieve their full potential.

The Division comprises a diverse and highly specialised range of clinical services divided into four Directorates: Pathology, Radiology, Pharmacy and Therapies. More than 900 staff bring expertise from specialist healthcare science fields to deliver a high quality and sustainable healthcare service across seven days. We provide an essential framework of expertise that leads and drives individualised care. Healthcare science, pharmacy and therapy staff are integral to ensuring that our patient pathways optimise care outcomes.

The Division operates seamlessly across the Trust's hospitals at Maidstone and Tunbridge Wells, striving for clinical excellence. We are working hard towards achieving our ambition of delivering outstanding care with exceptional people.

As the NHS continues to recover and most importantly learn from the experiences of the pandemic, we will continue to remodel to provide efficient seven-day services.

Alongside this we are committed to supporting our leadership teams through our 'Exceptional Leaders' programme to ensure they are in the very best place in terms of knowledge and experience to continue to drive forward our purpose and ambition. This leadership development is mirrored in our staff development at all levels. We ensure we develop and promote new ways of working with all our staff, for example, through advanced practitioner roles and apprentice career pathways.

As we build on our past successes, we continue to be ambitious in developing our services, to ensure a valuable patient experience. This means expanding our recruitment plans to realise the development of not only Consultant AHP roles but also Practice Development and Skills Facilitator roles, whilst also recruiting clinicians from all backgrounds to meet the demands of a seven-day service.

Thank you for taking an interest in our team. If you would like to be part of this ambitious, clinically-led team, then we would very much like the opportunity to speak to you about the roles and opportunities we have here at Maidstone and Tunbridge Wells NHS Trust.

Our warmest wishes,



Ritchie Chalmers
Chief of Service

| 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



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



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



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



I 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



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

I 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'.



I 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.



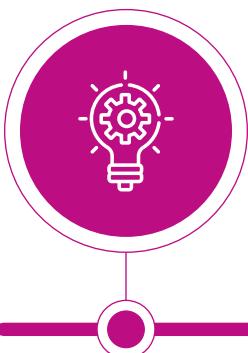
Patient first

We always put the patient first.



Respect

We respect and value our patients, visitors and staff.



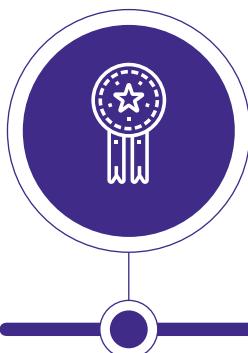
Innovation

We take every opportunity to improve services.



Delivery

We aim to deliver high standards of quality and efficiency in everything we do.



Excellence

We take every opportunity to enhance our reputation.

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.

Exceptional people, outstanding care

Our PRIDE values

At the heart of what we do.

Our STRATEGIC THEMES guide where we apply our continuous improvement effort

Patient experience
Patient safety and clinical effectiveness

Patient access
Systems and partnerships

Sustainability
People

Our strategic foundations

The strong STRATEGIC FOUNDATIONS through which we will support the delivery of our strategy and objectives

Digital Transformation Strategy

Exceptional People, Outstanding Care Improvement Programme

Integrated Care Partnerships

Clinical Strategy

Patient and Carer Strategy

People and Culture Strategy

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.



Core Clinical Services Division

What we do

The Core Clinical Services Division provides an essential framework of expertise that leads and drives individualised care. Our team of healthcare science, pharmacy and therapy staff are integral to ensuring that our patient pathways optimise care outcomes.

The Division currently has over 900 staff bringing expertise from specialist healthcare science fields to deliver a high quality and sustainable healthcare service across seven days.

Specialty Directorates within in the Division include:

Therapies

Pharmacy

Radiology

Pathology

Covid Testing and Vaccinations

Therapies

The Therapies Directorate provides a comprehensive therapies service to both our inpatients and outpatients. The service covers:

- Nutrition and Dietetics provides a wide range of evidenced based inpatient and outpatient services across the Trust including medicine, surgery, critical care, stroke, paediatrics, oncology, diabetes. We work with our colleagues in Catering and Pharmacy to deliver high quality nutrition services for our patients.
- Occupational Therapy at Maidstone and Tunbridge Wells NHS Trust provides a service to a broad range of adult inpatient specialties, including medicine and surgery, trauma and orthopaedics and stroke. We have also recently developed new services in the areas of neurology and intensive care. In outpatients Occupational Therapists are involved with cardiac and pulmonary rehabilitation classes, hand therapy and pre-assessment clinics for both paediatric and elective orthopaedic surgery.

- The Physiotherapy (inpatient and outpatients) team works with well-established teams providing care to frailty, surgical, medical, oncology, neurology and orthopaedic patients. Inpatient physiotherapists are also involved in a number of outpatient clinics including dysfunctional breathers, bronchiectasis, breast surgery, amputees, critical care follow up and pre-op hips and knee groups. MSK outpatient physiotherapy is delivered from the two main sites and provides orthopaedic/MSK based rehabilitation.
- Speech and Language Therapy (SALT) teams work both independently and with other clinical divisions in joint clinical settings. Therapists work across three main sectors: neurology, acute inpatients including critical care, and ENT / Head & Neck oncology. We run weekly videofluoroscopy and FEES clinics on both sites.



Pharmacy

The Pharmacy department provides a wide range of services to the Trust and its patients, including inpatient and outpatient dispensing, ward pharmacy services, specialist clinic services, eg, sexual health, gastroenterology, medicines information through a dedicated staff and patient helpline, specialist oncology pharmacy services, aseptic preparation and the purchasing and distribution of medicines. Pharmacy services are provided from three locations: Tunbridge Wells Hospital, Maidstone Hospital and the Kent Oncology Centre at Maidstone.

Radiology

The Radiology team provides a wide range of diagnostic imaging services for MTW patients, including CT scans, MRI scans, ultrasound, x-ray, nuclear medicine, fluoroscopic and interventional procedures, Breast screening and symptomatic services and they also perform palliative interventional procedures for patients. The CT scanners and X-ray support Inpatient and emergency care 24/7 and there is an appointment service for GP x-rays on both sites.

The Radiology Directorate is also leading for the Trust on the development of the West Kent Community Diagnostic Hub (CDH) which offers the patient-focused opportunity of separating elective and emergency flow. Our CDH offers a fantastic opportunity to redesign how we provide radiological services for our patients and consider the development of key services such as cardiac and whole body imaging.

Pathology

The Pathology department comprises: Blood Sciences, Microbiology, Cellular Pathology and Mortuary. The Team at MTW processes over 9.5 million tests every year within its modern facilities, which includes the only molecular pathology laboratory in Kent. The departments are UKAS accredited medical laboratories.

Around 95% of clinical pathways rely on patients having access to efficient, timely and cost effective pathology services. Pathology touches all of our lives, from before we are born to, in many cases, after we die. We help diagnose our illnesses, screen for congenital diseases, cancer and other conditions and monitor the progress of disease and manage our therapies. The pathology department at MTW consists of laboratories, phlebotomy, point of care and mortuary services on two acute hospital sites processing over 5 million tests each year.

Covid Testing and Vaccines

The Covid Testing directorate was created in March 2020 specifically to manage the urgent need for Covid-19 swabbing during the first wave of the pandemic. Since this time the team have managed the progression of swabbing (both staff and patient), lateral flow testing roll out, hospital front door checking process, supported the administration of second dose and booster Covid-19 vaccinations as well as ongoing business as usual activity.



Meet the senior team

Ritchie Chalmers
Chief of Service

Zara Martin
Deputy Director
of Operations

Jelena Pochin
Divisional Director
of Operations

Dominic Chambers
Clinical Director
of Pathology and
Consultant Chemical
Pathologist

Abi Hill
Business Manager

Millie Johnson
Clinical Director of
Pharmacy and Medicines
Optimisation

Amanda Allan
Clinical Director
of Therapies

Aiden Shaw
Clinical Director
of Imaging

Plans for the future

The Division is striving towards our ambition of delivering outstanding care with exceptional people. As the NHS continues to recover and most importantly learn from the experiences of the pandemic we will continue to remodel to provide efficient seven-day services. Alongside this we are committed to supporting our leadership teams through our 'Exceptional Leaders' programme to ensure they are

in the very best place both in terms of knowledge and experience to continue to drive forward our purpose and ambition. Leadership development will partner staff development at all levels ensuring we enhance and promote new ways of working, for example, through advanced practitioner roles and apprentice career pathways.

Highlights from 2020/2021



281,397

imaging examinations carried out by our Radiology team



166,000

Covid-19 PCR swabs undertaken by the Covid Testing Team



30,000

vaccinations supported by Pharmacy



1.8 million

blood test processed by Pathology



97%

of TADS* referrals seen within 24 hours



475,133

medicines prescribed

*TADS is a service provided by Physiotherapists, Occupational Therapists and Therapy Assistants at your home following discharge from acute hospital to ensure safety, short term rehabilitation and onward referral to appropriate services

Contact us

A full list of our vacancies can be found on our Trust website
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** and we will be happy to help you.

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