



Maidstone and  
Tunbridge Wells  
NHS Trust

CANDIDATE BRIEFING PACK

# Corporate Services



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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 will be joining us at a time when the opportunities to make a real difference for the future have never been greater, nor so important. 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, have transformed MTW into one of the leading trusts in the country.

We are one of just a few trusts to meet the national cancer standard, have reduced the number of patients waiting over 52 weeks for surgery from 1,000 to zero

and are consistently in the top five in the country for our Emergency Department performance.

We have exciting plans to continue to develop our services and patient care, including the new Kent and Medway Orthopaedic Centre at Maidstone Hospital, the expansion of the West Kent Community Diagnostic Centre, and our academic teaching building and student accommodation at Tunbridge Wells Hospital.

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 and welcome you to our Trust.

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

# About Corporate Services

Corporate services provide the infrastructure and enabling services to deliver and support our medical and clinical healthcare professionals ensuring they have everything they need to deliver outstanding care.

Our values and culture at Maidstone and Tunbridge Wells NHS Trust (MTW) promote the whole team working together and whatever the role in the Trust, it directly leads to – and enables – high quality patient care.

## Corporate services includes:



Within these directorates are a number of specialist teams with a vast range of areas of expertise and professional career development opportunities. You will find more detail about all of these teams in this information pack.

*Come and join our exceptional people supporting our healthcare teams to provide outstanding care for our patients.*



## | 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 7,000 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, one of the largest providers of specialist cancer services in the country, providing care to around 1.9 million people across Kent and 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.





## About our journey past and future

Over the last 10 years, MTW has become one of the leading trusts in the south east.

While responding to increases in demand we continue to be one of the best performing hospital trusts in the country. We are one of the few trusts in England to have no long waiting patients (reduced from almost 1,000 to zero in less than a year), are regularly in the top five for ED performance and have delivered the 62-day cancer standard each month for over four years.

In 2023 we welcomed over 1,300 new staff and we have upgraded and opened new facilities including the new West Kent Community Diagnostic Centre at Maidstone.

Our vision, Exceptional people, outstanding care, builds on our achievements so far. It connects everything and

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 are 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.



# | About our structure

## Executive Directors



**Miles Scott**  
Chief Executive  
Officer



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



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



**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

# | 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, Children's and Sexual Health.



## Our staff



We have over  
**7,000**  
staff including doctors  
in training



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



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



# | Your development

We are committed to the ongoing development of our clinical and non-clinical staff, investing in supporting staff on their career and development journeys.

Over the last year we recorded around 250 in-house learning activities including courses on time management or leadership skills; Microsoft Word and Excel skills; e-learning passes for subjects, eg. the safe use of insulin, supporting breastfeeding and competency assessments on various medical devices. There are development opportunities available including our 'Exceptional Leaders' programme, which supports MTW leaders to develop an inclusive and compassionate culture to better enable outstanding patient care and engage with colleagues 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 a culture in which you thrive and we deliver outstanding patient care together.

Each hospital 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. Many 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 PCs on both sites, so if you are not following a programme of study or training, you can still take advantage of 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 development opportunities available including our 'Exceptional Leaders' programme.



# | Our vision and values

## Our vision

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 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.

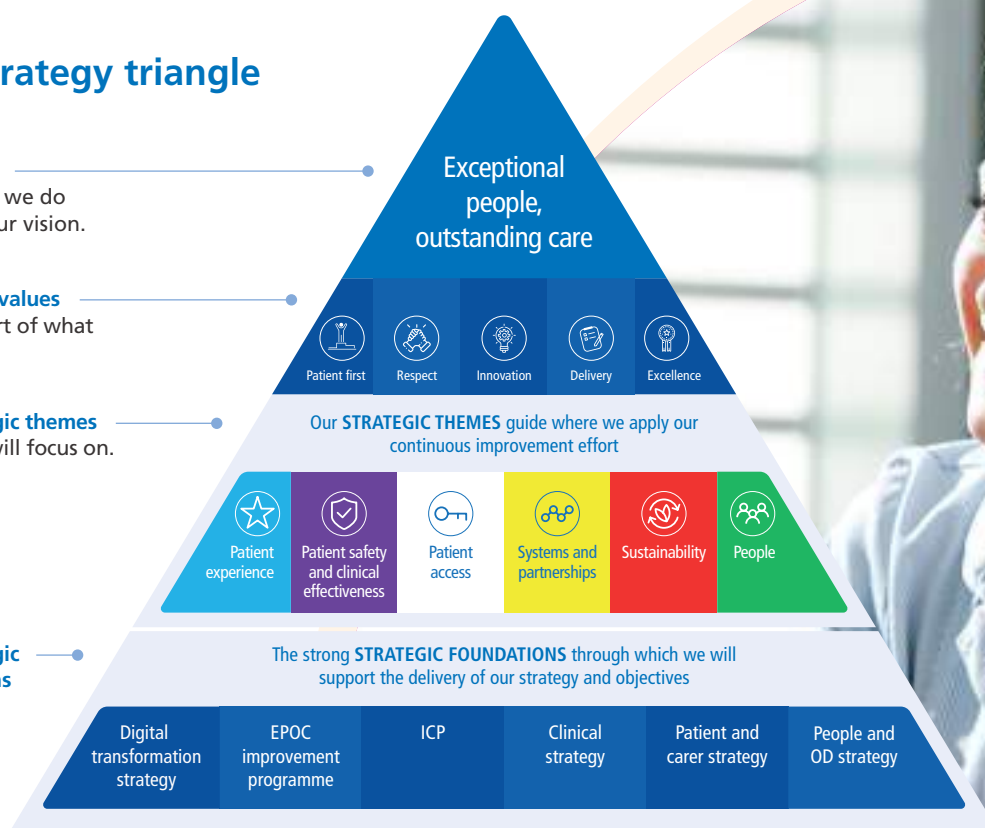
### Our PRIDE values

At the heart of what we do.

### Our strategic themes

What we will focus on.

### Our strategic foundations



## Values-based recruitment



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

We have adopted values based recruitment to connect the right person to the right role: recruiting individuals whose values match our own. Our PRIDE values 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 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 as 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 so we can continue to deliver outstanding care for our patients.





# Equality, diversity and inclusion



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

Our EDI strategy focuses on providing transparent and inclusive recruitment practices; the development and management of our people; creating a kinder workplace for everyone; having a culture that values the views, thoughts and opinions of all; developing our leaders as role models; and developing a culture where supportive challenge is the norm and discrimination is eradicated.

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 Cultural and Ethnic Minorities Network and newly formed Senior Women Leaders Network, Autism Support Group, Carers' 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 our website.

You can also 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.





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

We recognise that our staff are our most valuable asset and provide a range of benefits to support them throughout their career and time with us.

## Pay related



- Up to 12 months of 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
- 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 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)



# People and Organisational Development

The vision of our People and Organisational Development Directorate is **to create an inclusive, compassionate and high performing culture where our people can thrive and be their best self at work.**

The People and Organisational Development (OD) Directorate provides the full range of employment experience services from initial attraction and onboarding, through employee career pathways and development, ensuring health and wellbeing is supported while creating an inclusive and compassionate culture.

We work collaboratively within the Kent and Medway region to make MTW one of the best NHS trusts to work in and be cared for.

The People and OD Directorate leads the Trust's People agenda, encompassing our PRIDE values in all that we do.

## **Speciality areas within the People and OD Directorate include:**

- Organisational Development (OD)
- Equality, Diversity and Inclusion (EDI)
- Engagement and Retention
- Health, Wellbeing & Freedom to Speak Up (FTSU)
- Occupational Health
- Psychological Staff Support
- Leadership Development
- Learning and Development (L&D)
- Workforce and Systems
- HR Business Partnering, Employee Relations and Policy
- Recruitment and Attraction
- Medical Staffing
- Temporary Staffing and eRostering

Our People and Culture Strategy focuses on the six key themes that our people have told us are most important to them: staff engagement and growth; supportive team behaviours; recruitment and resourcing; health and wellbeing; equality, diversity and personalisation; and collective and compassionate leadership.

We know that a career in the NHS can be hugely rewarding but we also know that it is demanding and challenging. Our overarching Trust strategy recognises the People and Culture Strategy as a key enabler for its success.

The People and OD Directorate and the teams within it include a wide range of roles with great opportunities to learn, develop and progress.



## Organisational Development

Organisational Development (OD) supports the delivery of our strategy through resources including management information and people.

The OD team is made up of expert, trusted advisors who support the shaping of our culture through transformation, coaching, leadership and management development, change programmes, and entire team development.

The OD function diagnoses organisational issues, creating interventions to support the closing of gaps discovered in the diagnostics and providing advice. They also support senior managers with the execution of their People plans. The team run a consultancy model, creating multi-disciplinary project teams to address specific issues in the organisation. They also coordinate and deliver several major Trust programmes, including the Leadership & Culture Programme, the Wellbeing Programme, EDI and staff engagement initiatives.

## Equity, Diversity and Inclusion

We want to develop a culture where everyone can reach their full potential with opportunities to grow and develop their career. We recognise and value the unique contributions that each of our staff bring, delivering the best quality care and service to our patients. We are committed to being a diverse employer and strive to reflect everyone in our local communities.

The EDI team have a wide remit within the Trust, from supporting staff networks and celebration events to advocacy and education.

## Engagement and Retention

Staff engagement is key to keeping productive and talented workers and reducing turnover by fostering a positive work atmosphere to promote engagement, showing appreciation to staff, providing benefits and encouraging a healthy work-life balance.

The engagement and retention team gather and analyse feedback using our National NHS Staff survey, quarterly climate surveys, exit and stay interviews, listening events and voiceboxes. Working closely with the OD practitioners and senior leadership, the data helps to inform organisational change and make work-life balance the best it can be for staff.

## Health and Wellbeing

**The Health and Wellbeing team aim to support our people to be their best selves at work by:**

- Supporting a culture of wellbeing where we are compassionate and respectful.
- Creating and nurturing a sense of togetherness and community.

The team do this by:

- 1 Listening to staff concerns around wellbeing and work pressures to gather information,** supporting change and improvement. The team undertakes wellbeing conversations and wellbeing engagement events across all Trust sites including trolley rounds to engage with staff in their workspaces.
- 2 Improve and enable access to initiatives and activities which promotes wellbeing.** These include resources to support financial wellbeing, and delivering and improving dedicated spaces to enable staff to easily access wellbeing resources.
- 3 Proactively support staff to build self-awareness of physical and psychological health, and signpost to self-care practices.** The team work with staff networks to provide support and pastoral care, delivering learning and information. All incident reports citing staff harm or abuse are copied to the Wellbeing team who contact staff affected, offering wellbeing conversations and self-help signposting.
- 4 To work collaboratively in supporting leaders to deliver a framework of health and wellbeing behaviours through the exceptional leaders and OD programme.** Wellbeing Partners work with managers to coach and build their skills and abilities as compassionate leaders.
- 5 Provide development and support to build resilience and collaboration.** Health and Wellbeing works in a partnering model collaborating with other People and OD teams to deliver sustainable continuous improvement.

The People and OD Directorate and the teams within it include a wide range of roles with great opportunities to learn, develop and progress.



## Freedom to Speak Up

The function of the Freedom to Speak Up service is to ensure our patients are cared for in a safe way. Where staff have concerns that they feel are not being heard or feel they can't raise with management, the team listen in confidence, take on board concerns and raise issue through the appropriate channels. This might involve instructing an investigation and providing feedback to the staff member. The team have the authority to escalate to the highest levels if it is felt that appropriate action hasn't been taken.

### Freedom to Speak Up Guardians help:

- Protect patient safety and the quality of care
- Improve the experience of staff
- Promote learning and improvement

### By ensuring that:

- Staff are supported in speaking up
- Barriers to speaking up are addressed
- A positive culture of speaking up is fostered
- Issues raised are used as opportunities for learning and improvement

## Workforce Systems

**Workforce Systems** are responsible for maintaining employee information by actioning new starters, contractual changes and leavers for both substantive and bank weekly staff, working closely with Recruitment.

The workforce team are also involved in setting up and maintaining roles, cost centres, etc. on ESR and doing routine data quality work to ensure the information held is accurate.

**Payroll** work closely with SBS payroll and pensions to ensure all employees are correctly paid on a monthly and weekly basis. They manage pay-related cases and ensure queries are dealt with in a timely manner.

**Workforce Improvement & Registration Authority** are responsible for maintaining and supporting new systems initiatives and implementations, and the self-service function within ESR. The team supports employees with access to ESR self-service and work closely with IBM for overall system maintenance. The team is responsible for driving forward improvements and optimisation of ESR.

The team is also responsible for managing the Trust's RA services as such face to face ID checks and maintaining Smartcard accesses for users.

**Compliance** manages the DBS service, providing support and guidance for Disclosure and Barring Service renewals and manage Maternity, Paternity and Shared Parental Leave applications, fixed term contracts, professional registration renewals, and ePay for expenses.

## Leadership Development

Creating a culture where all staff feel cared for and able to thrive is an essential part of delivering outstanding patient care. The Leadership Development team designs and delivers opportunities for staff to develop their leadership, management, coaching and communication skills through different programmes.

Exceptional Leaders for All programmes align our vision, goals, ambitions through its leadership expectations through the development of all staff. The programmes equip staff with the tools and skills to lead and manage teams, understand themselves and their impact as well as provide the opportunity for peer-to-peer learning. The team work collaboratively with clinical and non-clinical teams to ensure the programmes meet the ever-evolving requirements of staff and Trust alike.

The team also manage the Trust's mediation service enabling a positive culture of open, respectful dialogue as well as informal interventions for matters requiring support.



Creating a culture where all staff feel cared for and able to thrive is an essential part of delivering outstanding patient care.



## Psychological Staff Support

The Psychological Staff Support team focus their support on confidentially helping staff whose mental health has been detrimentally affected by potentially serious or critical workplace incidents including:

- Workplace threats, injury, death or traumatic distress derived from working with complex clinical or occupational situations
- The emotional impact of involvement in professional investigations/disciplinaries/near-misses/public inquests or complaint processes
- Individuals who are at risk of either developing or relapsing into acute mental health conditions due to workplace triggers

## Learning and Development

The Learning and Development team is responsible for the design and delivery of learning and development activities, ensuring all staff have the development support they need in place from the moment they join and throughout their career at MTW. Staff have access to a wide range of opportunities, from e-learning to in-house courses and accredited programmes of learning to academic studies.

The team actively encourage staff to maximise their potential with meaningful appraisal and talent conversations and offer a variety of leadership development opportunities. Their aim is not only to provide staff with the skills, knowledge and behaviours to deliver safe and outstanding patient care in support of the Trust's vision and values, but also to support their personal development goals and career aspirations.

Our Career Development team supports staff to look at their career development through promotional activities and career coaching. Opportunities extend from entry level soft skills to PhDs, using apprenticeship pathways.

Our Library team runs our libraries based in the Education Centres on both sites. The libraries are open 24/7 to all staff and learners working or studying across the local healthcare economy.

## Apprenticeships

Apprenticeships are an excellent way of gaining a nationally-recognised qualification, getting on-the-job experience and earning a salary. Training is paid for by the Trust, so even if you are studying towards a degree you will not incur any fee expenses and will still earn the same qualification you would if you were to study full-time at university. Apprenticeship training is open to anyone over 16 who needs to acquire knowledge and skills to undertake their role; in fact, our oldest participant to date is 64.

Whether you have been recruited directly into an apprenticeship role, have identified training as part of your ongoing development through the appraisal system, or are considering a complete role change, the Career Development team are on hand to give advice on what apprenticeships are available, support you throughout your programme and advise on next steps for your chosen career.

Apprenticeship training is open to anyone over 16 who needs to acquire knowledge and skills to undertake their role.



## Recruitment and Attraction

The Recruitment team manage the recruitment process from advertising through to the employee's first day of induction. The team ensures that the pre-employment checks for each candidate are completed as smoothly as possible to ensure the vacancy can be filled in the shortest possible time.

The Recruitment team is the first point of contact applicants have with MTW so it is crucial the team give a great first impression, communicating professionally and efficiently.

Our Attraction team lead on recruitment campaigns, including setting up recruitment events and managing the Trust's dedicated recruitment social media channels.

## Temporary Staffing

The Temporary Staffing team recruits, coordinates and indirectly line manages the Trust's 1600 bank staff. Running a seven day a week service, the team uses bank and agency staff to try to fill all temporary staffing needs across the organisation, making a difference to patient care on a daily basis.

## e-Rostering

The e-Rostering team are responsible for maintaining over 300 rosters for clinical and non-clinical staff, supporting end users with roster completion. The team support managers/leadership teams and provide support to all staff with EmployeeOnline and pay queries.

Our Attraction team lead on recruitment campaigns, including setting up recruitment events and managing the Trust's dedicated recruitment social media channels.

## HR business partners

HR business partners provide high-quality HR strategic and operational support to ensure best practice people management within their areas of responsibility and across the wider People function. Tasks include workforce planning, staff engagement, coaching of leaders, workforce design, organisational change and development.

## Employee Relations

The Employee Relations team, provide advice and support to managers and staff across clinical, non-clinical, and corporate areas. These areas include change management, employment policies, employee relations, and the delivery of training on issues related to people management.



# | Business Support Services

**Business Support Services provides essential support functions to the Trust and consists of four key services:**



## Business Intelligence (BI)

The Business Intelligence team are responsible for providing a wide range of reports on all aspects of the Trust's operational, clinical and corporate activities. The team uses a range of tools and techniques to process and interrogate the huge volume of data the Trust has access to, deriving insights to support the effective management and delivery of services for our patients.

The team has expertise in data management, visualisation and analysis. The team work closely with a wide variety of stakeholders from frontline staff and their managers to members of our Executive Team and Board.

The team are working hard to deliver new technologies that can automate routine reporting and enable colleagues to self-service to access the information they need to carry out their roles.

## Clinical Coding

The Clinical Coding team provides a comprehensive service, ensuring that all relevant activity has the appropriate diagnosis and procedure coding associated with our patients' care.

The team are highly trained and skilled at interpreting data held on our clinical information systems and documented in patient notes. They assign the correct clinical coding, which is used for a range of purposes including ensuring the Trust is appropriately funded for the care given as well being used to inform a range of statistics and metrics designed to provide assurance over the quality of care provided by the Trust. This information is used by a whole range of stakeholders such as clinicians, managers, commissioners and regulators.

The team has qualified auditors and trainers who are continually reviewing the work of the team, ensuring that coders are continually developing their skills to maintain the highest standards possible.

## Data Quality

The Data Quality team are dedicated to reviewing and improving the data quality held on our key information systems. The team works closely with the Clinical Systems Management team, Health Records, Contracting and Income teams as well as with BI and Coding colleagues to identify areas of poor data quality. The team then supports staff across the Trust to address these issues, correcting the data and retraining colleagues where necessary.

The team are responsible for auditing and reviewing any data quality queries raised by our commissioners, providing feedback and sharing learning with colleagues across the Trust and across the regional healthcare system where appropriate.



## Finance

The Finance team offers a range of roles for both qualified and non-qualified staff and is committed to the development of staff. This is supported through apprenticeship roles and an attractive study package for professional qualifications. The department has Future Focused Finance Level 1 Accreditation and has also been shortlisted for national awards.

**Financial Services** are responsible for Trust cash management, maintaining the balance sheet ensuring the Trust's Assets and Liabilities are correctly recorded. They manage the Trust's capital expenditure and the charitable funds as well as the preparation of the statutory annual accounts. The debtors (Sales ledger) and creditors (purchase ledger) teams are a full in-house service.

**Financial Systems** are responsible for keeping finance systems up to date and are able to provide a wide range of information to finance users.

**Financial Management** are responsible for providing financial support to budget holders to ensure funding is spent effectively, efficiently and economically. This includes monthly reporting of expenditure against plan, and support for business cases, service developments and savings targets.

**Income, Contracting and Overseas** are responsible for monitoring income due to the Trust, ensuring contracts are in place for services provided by the Trust. The overseas visitors team identify and manage any patients not entitled to free NHS care.

**Costing and Service Line Reporting** are responsible for mandatory national cost return, ensuring that activity is fully costed to help measure the value of healthcare through the Model Hospital, and support the GIRFT (Get It Right First Time) process with clinical colleagues.

The Finance team offers a range of roles for both qualified and non-qualified staff and is committed to development of staff.

**Procurement** aim to ensure goods and services are procured for effective patient care, in a controlled and financially sustainable manner.

The department consists of four teams:

- **Materials Management** are responsible for the automated ordering and stock control in clinical areas. This includes analysis of the stock levels of products that are used on a day-to-day basis, and identifying alternate supplies as and when the supply chain breaks down.
- **Operations** are responsible for converting requisitions into physical orders while monitoring and enforcing the Trust's purchasing policies and Standing Financial Instructions. This team are at the front line for ensuring we are using Trust standard products and suppliers, and for identifying cheaper alternatives where possible.
- **Systems** are responsible for the maintenance and development of our e-Procurement ordering system and our automated inventory management system, used to control the ordering and use of clinical products with a high value or criticality to patient care.
- **Commercial Support** are responsible for the strategic sourcing of goods and services across the Trust, analysing spend data, benchmarking pricing, running competitive tenders and setting formal contracts.





## Improvement and Delivery team

The Improvement and Delivery team's purpose is to help staff find better ways of working and make positive changes so that we can offer outstanding care, a positive staff experience and better use of resources.

The team of experts in continuous improvement (CI) and project management (PMO) bring a wealth of experience and a commitment to excellence, and are dedicated to supporting our staff.

The CI and PMO teams work together to provide a comprehensive approach to improvement and delivery, empowering teams to manage projects and drive continuous improvement with confidence. The team have a deep understanding of improvement within healthcare and offer a suite of training programmes covering the latest in lean methodology and project management.

- The CI team offers Strategy Deployment for Leaders, A3 Thinking training, and Patient First for Leaders and Patient First Improvement System.
- The PMO team supports the Trust by providing project guidance, document templates and project management fundamentals, such as project risk management, stakeholder management and governance.

## MTW Digital

Using digital and information technologies to help transform health care services in a complex and challenging environment, and give teams the tools and support they need to help them deliver outstanding care.

The Trust increasingly depends on digital information processing and telecommunications.

## Business continuity: IT services

The Trust increasingly depends on digital information processing and telecommunications. The increasing dependence on computers and telecommunications for operational support poses the risk that a loss of these capabilities could seriously affect the overall performance of the Trust and most importantly, patient safety.

Planning for the business continuity concerning our IT service provision is a complex task. Preparation for, responding to, and recovery from a disaster affecting IT functions of the Trust requires the cooperative efforts of many support organisations, such as NHS Digital and the National Cyber Security Centre (NCSC), in partnership with the functional areas supporting the business of the Trust.

## Clinical Systems Management

The Clinical Systems Management team is responsible for providing helpdesk support to both clinical and non-clinical staff. Tasks range from resolving users' queries to full upgrades. The team is responsible for a number of initiatives to manage the transition from manual process, and removing the need for paper, which underpins the Digital Transformation Strategy.





## Digital Transformation

The Digital Transformation team are delivering an ambitious digital transformation strategy. There is a desire to move away from paper-based and manual clinical processes, to fully digitalised ways of recording and accessing information, to support the provision of outstanding patient care.

The Trust's Electronic Patient Record (EPR), which was introduced in 2021, gives the ability to access comprehensive electronic health records, at the touch of a button. It allows our staff to view and record all clinical information, in real-time, wherever and whenever they need it. Clinical teams across our hospitals can see the same information about a patient in our EPR, which is vital to patient care and safety.

The team aim to develop the ability to share data across our partner organisations, and with patients and carers directly, with the aim of improving care and the patient experience through data collaboration. MTW will become

a leader in Kent for sharing information across organisations, empowering our staff to access patient records whenever and wherever they need to. The team are also working to promote patients having access to their own data – involving them more in their own care will help us all.

## Information Technology

Our dedicated IT team provides support for almost every member of staff, helping to deliver the best possible patient care 24 hours a day, 365 days a year.

Our technical engineering teams are the backbone of the department, ensuring we have well-maintained IT systems, often working around the clock to ensure downtime is kept to a minimum and our systems are as reliable and as supported as they can be. They work closely with our project team to deliver new technologies in addition to meeting the high demands of the Trust's day to day operations.

# | Communications

Communications at MTW is fast paced, ambitious and dynamic.

The team combines great writing skills with digital and graphic design expertise and works closely with colleagues across every department to promote the services, outstanding care and reputation of the Trust to a variety of internal and external audiences.

The team provides communications and engagement advice and support to the Executive team, managers and staff, making sure colleagues have the information they need to do their jobs. They also ensure the voices of all staff are heard as Team MTW works together to develop the Trust.

The team's work is varied, covering everything from handling media enquiries and supporting major service change to promoting the latest staff wellbeing offer, and building the Trust brand. They use a range of internal and external communications channels and tools which include electronic staff and public newsletters, the staff intranet and website and a number of social media channels. Every day the team create fresh, engaging content for these channels which is useful to staff, patients and partner organisations and also supports the key strategic objectives of the Trust.

# | Estates

Managing the Trust's estate is a complex and diverse business, ensuring the land and properties we invest in and manage for our patients, visitors and staff are sustainably worked, developed and enjoyed to deliver the best value over the long term.

Our Estates directorate take a collaborative approach that helps us create success for our service and our service users.

Our Estates strategy is ambitious and there are always new initiatives being developed and implemented. We are continually improving the estate by constructing new buildings and refurbishing existing ones, and the Directorate manages and delivers quality and customer-focused services in a wide range of services.

**Services include:**

## Estates Operations and Compliance

Delivery of Estates services across the Trust, ensuring high quality standards and that we meet all compliance requirements, using in-house engineers for various activities, supported by specialist contractors, providing a safe and suitable patient and working environment. The maintenance team is responsible for maintaining some complex plant machinery, such as steam boilers, medical gas and air supplies.

## Decontamination

Decontamination provides a high-quality sterile instrument service to support the clinical work of the Trust by providing a safe and effective service consistent with customers' needs. The Directorate provide technical and compliance advice in all areas of decontamination, which includes decontamination of medical devices used in Surgery and Endoscopy.

We are continually improving the estate by constructing new buildings and refurbishing existing ones.



# | Facilities

The Facilities directorate is a large organisation in itself, carrying out a wide range of functions and employing approximately 500 staff.

The Facilities teams have a vital and responsible role in the day to day operation of our hospitals, making sure the environment is clean and our patients are safe.

The Facilities Management team manages and delivers quality and customer-focused services in a wide range of services. These include grounds and garden maintenance, porters, domestics and housekeeping roles along with catering and transport.

At the core of everything we do is the environment, health and safety, customer satisfaction and our behaviour to each other.

## Capital building projects

Includes the management of Trustwide projects and business developments, including the acquisition and disposal of property, management of capital projects, space utilisation and development planning.

## Environment and sustainability

The Trust is committed to providing healthcare and services to the populations of today without compromising the opportunities of the populations of tomorrow and we are fully committed to the NHS targets of delivering net zero healthcare by 2040. We are working hard to reduce all of our emissions and environmental impact and have developed our Green Plan comprising eight key areas of focus in conjunction with Kent Wildlife.

We challenge all of our staff to operate in a sustainable manner and to take all possible steps to reduce the emissions associated with their roles.

At the core of everything we do is the environment, health and safety, customer satisfaction and our behaviour to each other.



## Cashier and main reception

The Main Reception provides a comprehensive reception service that is the first point of personal contact for patients arriving at the Trust. It also incorporates the cashier and staff ID badge services.

## Catering

The Directorate provides a high-quality catering service which addresses the nutritional needs and culinary expectations of our patients, visitors and staff. Our menus and services have been developed by our in-house chef teams, in partnership with clinical teams, to offer healthy food and drink for a wide variety of diets and tastes.

## Cleaning/domestic

Our aim is to achieve a high level of environmental cleanliness by providing regular and periodic cleaning services throughout our sites.

All cleaning is undertaken in accordance with the national Standards of Cleanliness in the NHS, which defines methods and frequency of cleaning for specified areas. Cleaning audits are carried out at regular intervals using a computerised monitoring system. Our Bed Turnaround teams (BTT) also play a key role in patient flow via the Trust's electronic bed management system, and ensure rapid bed and room cleaning and decontamination in a fast and efficient manner.

## Portering

Our Portering services play an integral role in bed management and patient flow through the Trust's electronic bed management system, offering a timely, responsive and proactive system for the movement of patients, materials and equipment throughout our sites. The porters also undertake a number of other specified support services and are available 24 hours per day, 7 days per week.

## Waste management

Waste Management is responsible for undertaking and managing our waste disposal service, through the safe segregation, handling, transport and disposal of waste from designated central storage points to its point of final disposal. The service aims to be an efficient and compliant waste management service that also aims to meet and exceed the Trust's environmental aims.

## Transport

The Directorate operate a general transport service which moves equipment, samples and materials across Kent and Medway.

## Staff residential accommodation

The Trust offers local, affordable, safe and well-maintained accommodation for staff at both the Tunbridge Wells and Maidstone sites.

## Garden and grounds maintenance

The grounds and gardens at Maidstone are maintained by our in-house team. Recent enhancements include the creation of an environmental courtyard and several wellbeing areas for patients, staff and visitors to enjoy. Working in partnership with Kent Wildlife Consultancy we have achieved a net gain in biodiversity.



# | Strategy

The Strategy team drive an integrated approach to innovation, change and improvement across the Trust, creating an environment of empowerment and ownership to create lasting change by supporting the development of strategies and business cases and by leading the business case review process.

They also:

- Support the Trust to develop partnerships and relationships that enhance the development and delivery of our strategy and actively contribute to wider system objectives.
- Play a key role in the Integrated Care System and our local footprint to ensure the Trust contributes effectively to the objectives of these key systems
- Lead the annual planning framework, ensuring this supports the delivery of strategic objectives and responds to in-year demands and priorities (national or local).





# I Quality Governance

Quality Governance includes Complaints and PALS (Patient Advice and Liaison Service), Patient Safety, Incident reporting (InPhase), Legal Services, Clinical Audit and Effectiveness, Enhancing Quality, Risk and Compliance, and Health and Safety.

These teams guide and advise, teach, update and support all staff and service users. They work closely with directorate staff, directorate clinical governance leads and with the Executive team.

## Complaints

The Complaints team handle formal complaints raised by, or on behalf of, patients. Complaints are managed under the NHS formal complaints procedure and the team work closely with directorates to fully address the concerns raised within an agreed timeframe.

## PALS

The Patient Advice and Liaison Service (PALS) offers support, information and assistance to patients, relatives and visitors. The PALS team work closely with directorates to provide a responsive service resolving issues in real time.

## Patient Safety, Incident reporting (InPhase) team

The team review all incidents that are reported through InPhase, highlighting to the Executive and divisions/directorates any that may have cause for concern or any that may fit the Serious Incident or Never Events criteria. They ensure the quality of patient incident reports and identify themes and lessons to be shared across the Trust.

The Patient Safety team have overall responsibility for ensuring the quality of the investigation for all patient incidents to enable closure. They review to ensure that the root cause, learning and actions to be taken are appropriate.

## Legal Services

The Legal Services team provide comprehensive support relating to all healthcare law matters. This includes supporting staff through inquests, clinical negligence claims, court of protection matters and safeguarding. The team also provide training to specialties on themes and trends and implement regular learning sessions on important healthcare law matters that affect staff in their day to day clinical work.

## Clinical Audit and Effectiveness Enhancing Quality, Risk and Compliance

Clinical audit is a way to find out if healthcare is being provided in line with standards and lets care providers and patients know where their service is doing well and where there could be improvements. The aim is to allow quality improvement to take place where it is most helpful and will improve outcomes. Clinical audits can look at care nationwide (national clinical audits) and local clinical audits can also be performed locally.

## Health and Safety

The Health and Safety team help our teams stay as safe at work and aim to make all working environments as safe as is reasonably practicable. The team assist and provide advice to help compliance with Trust policy, procedures and standards.

# Contact us

A full list of our vacancies can be found at **[www.mtwcareers.com](http://www.mtwcareers.com)**

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 by email at **[mtw-tr.recruitment@nhs.net](mailto:mtw-tr.recruitment@nhs.net)**

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