



Maidstone and
Tunbridge Wells
NHS Trust

CANDIDATE BRIEFING PACK

Pharmacy Directorate



| Contents

Message from Miles Scott..... 3

Welcome from the Clinical Director of Pharmacy and
Medicines Optimisation 4

About our Trust..... 5

The place and the package – what we can offer you 6

Life in the local area 7

About – our journey past and future..... 8

About – our structure 9

What we are proud of 10

Your development.....11

Our vision and values 12

Values-based recruitment 14

Equity, diversity and inclusion 15

Pharmacy Directorate 16

Contact us 20

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

Welcome from the Clinical Director of Pharmacy and Medicines Optimisation

We are delighted that you have shown an interest in joining our dynamic, inclusive Pharmacy team at Maidstone and Tunbridge Wells NHS Trust. It is a really exciting time to join us, and we hope you choose to come on the journey with us towards excellence.

Pharmacy's reputation as one of the essential services for the operability of clinical services across the Trust, through medicines management and optimisation, is a testament to the hard work and high calibre of our workforce who go the extra mile, every day, to deliver high quality services to all our Divisions and patients. Our workforce spans from Specialist Pharmacists to Technical Staff who complement each other.

We recently received a £750,000 investment from the Trust, which we have used to install a modern dispensing robot in the main Pharmacy at Maidstone Hospital to improve the efficiency of our dispensing process. We have also upgraded our Aseptic Compounding Unit based in the Pharmacy Department at Tunbridge Wells Hospital. The upgraded modern facilities have increased our production capacity by 70%, to enable us to meet the growing demand for chemotherapy and other injectable products used by cancer patients as part of their treatment plan.

As we prepare for the exciting yet challenging times ahead, to deliver an Integrated Pharmacy Medicines Optimisation (IPMO) agenda with our partners across the system, we have written a new five year strategy to align our directorate's vision with the IPMO agenda and the Trust's strategic direction. To deliver our strategic plans, we will need to build our capabilities by having a workforce with the right skills, knowledge and expertise to do this. This also includes rolling out new training standards for trainee pharmacists and pre-registration trainee pharmacy technicians under the National Pharmacy Reforms and new specialist posts in Pharmacy. We are eagerly looking forward to the implementation of the Electronic Prescribing and Medicines Administration (EPMA) System in Summer 2022, which is a huge transformational programme. This will modernise medicines management and enhance medicine safety across the Trust.

As we start this new strategic journey and beyond, it is not just about how we sustain the good services we already have, but how we innovate to improve the patient's experience and care not just within our Trust, but across the system.

It is my passion that Pharmacists, Technicians and Support Technical Staff can all contribute to the shaping of the integrated care approach and continue to maintain the excellent reputation of Pharmacy, to attract and retain more high calibre staff as we grow and develop our workforce.

Our warmest wishes,



Mildred Johnson

Clinical Director of Pharmacy and Medicine Optimisation
NHS/Industry Partnership Director for Core Clinical services



| 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.

Fordcombe Hospital

Fordcombe Hospital is near Tunbridge Wells and became part of the Trust in October 2024. It focusses on planned care and has two operating theatres, 28 inpatient and day care beds, diagnostic services including X-ray, MRI, CT and endoscopy, and a number of consultation and treatment rooms.



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



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



Sarah Davis
Chief Operating
Officer



Rachel Jones
Director of
Strategy, Planning
and Partnerships

Our Chiefs of Service are also members of the Executive Team



Helen Palmer
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
8,000
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

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.

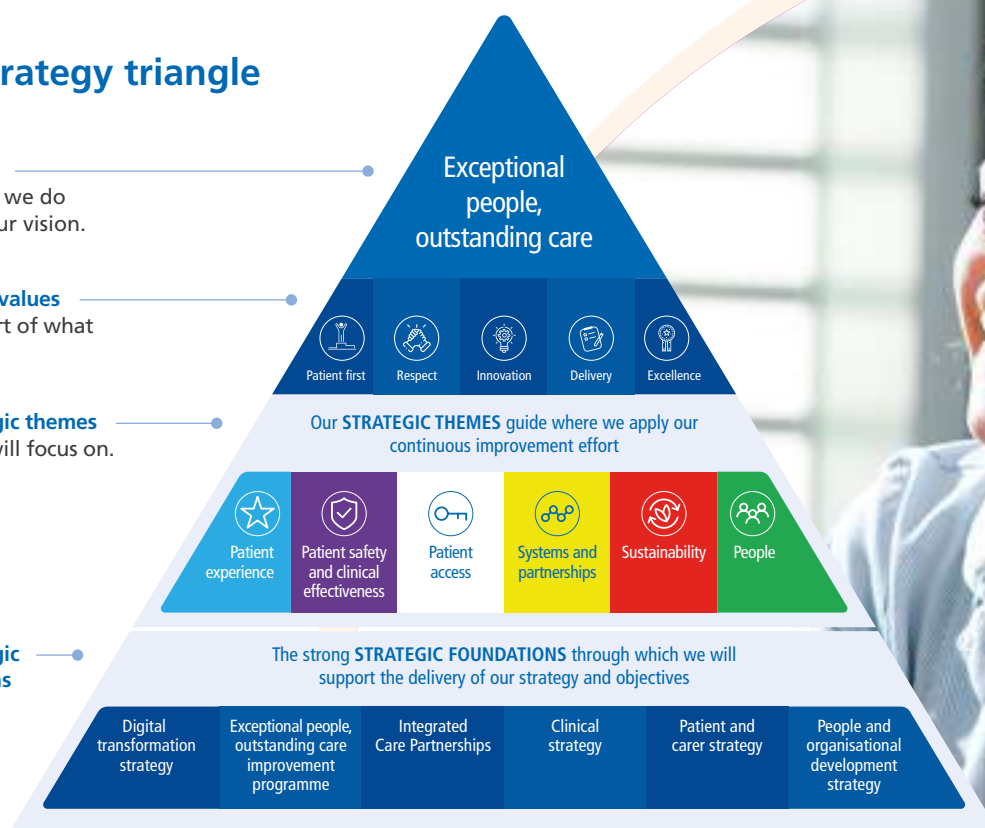
Our PRIDE values

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.



| Pharmacy Directorate

Overview of Pharmacy Directorate

Pharmacy services are provided by 150 dedicated members of the Pharmacy workforce at three locations: Tunbridge Wells Hospital, Maidstone Hospital and the Kent Oncology Centre, also located at Maidstone Hospital. We share a commonality in demonstrating the PRIDE values in everything we do.

The Pharmacy department provides a wide range of services to the Trust and its patients including:

- Inpatient and outpatient dispensing
- Ward pharmacy services across all specialties
- Specialist Clinic Services, eg, Sexual Health, Gastroenterology

- Medicines information through a dedicated staff and patient helpline
- Specialist oncology pharmacy services
- Aseptic compounding of chemotherapy and monoclonal antibodies
- Purchasing and distribution of medicines
- Formulary and entry of drugs management
- Homecare medicines delivery service via third party provider

Our activities during 2023-2024 are detailed below:

Total number of prescribed items dispensed

803,602



Total number of IV chemotherapy products made by aseptic unit:

31,156



Number of patients on the homecare medicine delivery service:

over 2,500



Number of DMS* referrals:

633



Total number of discharge prescriptions (EDN**) dispensed:

26,750



Number of patients referred to Pharmacy CMDU*** team:

1,763



Number of outpatient prescriptions dispensed:

46,852



Total number of medicine packs handled:

1,547,927



* The service has been established to ensure better communication of changes to a patient's medication when they leave hospital and to reduce incidences of avoidable harm caused by medicines.

** Electronic Discharge Notification. ***Covid Medicines Delivery Unit.



Our team

Our departments are modern and spacious, with automation a key factor in aiding our efficiency through the use of dispensing robots and prescription tracking systems. As a team we are busy but well led; you will be challenged to excel in your role, and we strive to provide promotion opportunities within the team.

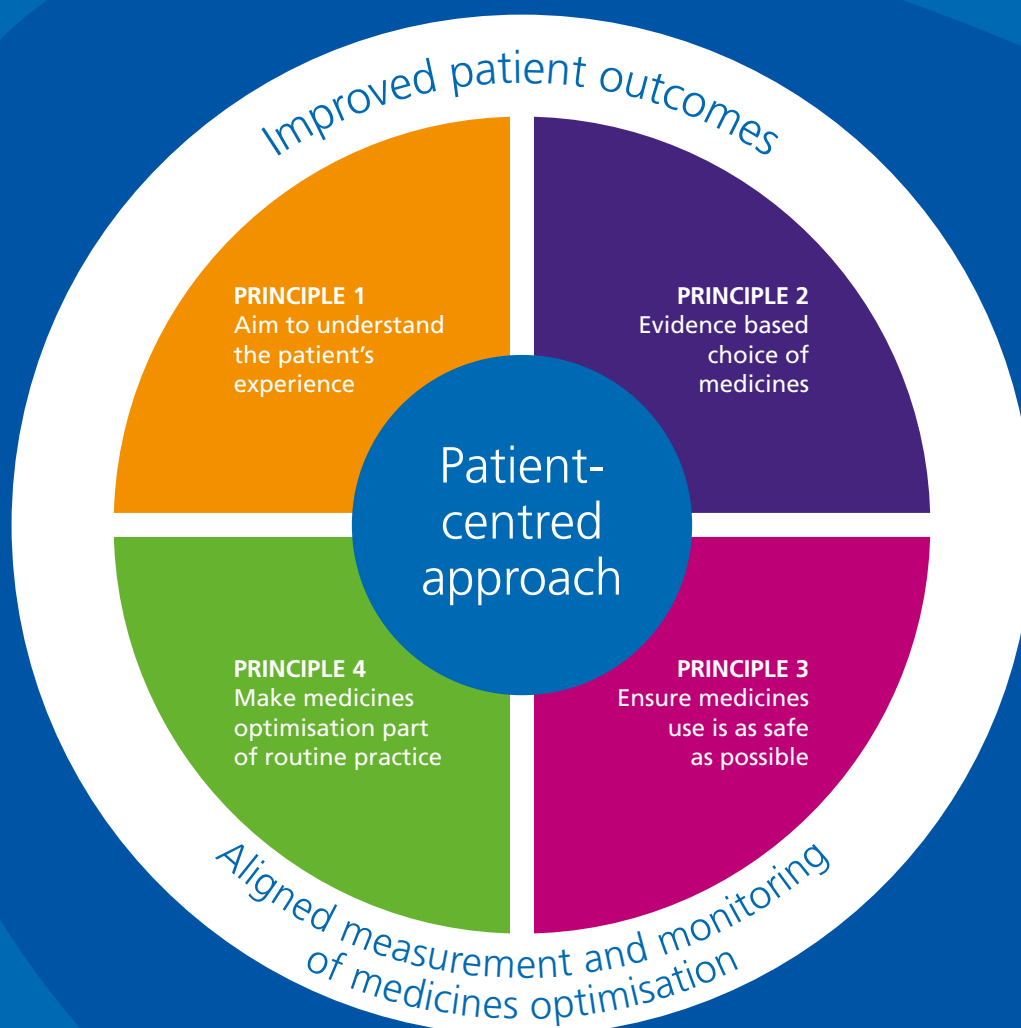
Our teams are diverse, friendly, hardworking and supportive of each other's roles, where no job is too small no matter the level of seniority. We are fortunate to have a wealth of experience and expertise across the departments, which provides an educational background for our trainees and students.

Our clinical trials pharmacy team comprises Pharmacists, Technicians and Pharmacy Assistants who work in accordance with Good Clinical Practice (GCP), following international scientific quality standards.

Pharmacy strategy for 2021-2026

The Pharmacy Directorate is central to the delivery of the medicine optimisation agenda through its services, support and input to the Trust's clinical operations, to ensure medicines use is evidence based, safe, cost effective and patient centred.

Our strategy defines our future position and sets out how we will align pharmacy services and medicines optimisation agenda with the Trust's strategic goals and complement other clinical services for delivering outstanding care to patients.



There are four overarching strategic aims:

To provide quality services and support all specialties in achieving outstanding ratings for medicines management and clinical care

1

Key quality priorities for medicines management:

- ✓ Reducing medication errors
- ✓ Improving medicine security
- ✓ Improving processes for discharge medications and communications with community pharmacies
- ✓ Reducing unintentional omitted and missed dose

To develop Pharmacy professional workforce potential through education and training

2

- ✓ Introduce and monitor new trainee Pharmacist and Pre-registration Trainee Pharmacy Technician programmes
- ✓ Strengthen our band 6 to 7 progression through the diploma or other post graduate equivalent
- ✓ Structured specialist and compulsory rotations for junior pharmacists
- ✓ Introduce the healthcare fellowship programmes for advanced pharmacists
- ✓ Increase the number of prescribing Pharmacists
- ✓ Enrol more junior staff via apprenticeship routes
- ✓ Access secondment opportunities in management for senior Pharmacists
- ✓ Access to coaching and mentoring via Learning and Development

To implement innovative services and redesigns that are fit for the new age

3

- ✓ Roll out EPMA and community interface digital systems
- ✓ Build senior management structure with Clinical Service Leads for the two major clinical specialties (Medicine and Surgery)
- ✓ Increase the number of technical staff proportionately for each specialty
- ✓ Introduce discharge Pharmacy teams and mobile dispensers
- ✓ Expand cost efficient dispensing service with a model that fits the current service demand, eg, home delivery expansion
- ✓ MHRA license for the aseptic unit
- ✓ Saturday aseptic service for oncology service expansion
- ✓ Pharmacy-led clinics for long term conditions
- ✓ Introduce Clinical Pharmacists with split time at GP surgeries and hospital trust

To build relationships across healthcare systems through effective collaboration, to improve resource management and patient pathways

4

- ✓ Work with other NHS organisations in Kent and Medway to deliver the IPMO agenda
- ✓ IPMO delivery requires a culture of collaboration and shared ownership, with a balance between national, regional, ICS and local priorities
- ✓ Identify areas to strengthen patient pathways, eg, digital integration/interface and shared workforce
- ✓ Service redesign at system level, eg, Regional Aseptic Unit (hub and spoke sites)



Contact us

A full list of our vacancies can be found on our Trust website

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 943642** or alternatively via email **mtw-tr.recruitment@nhs.net** and we will be happy to help you.

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