NHS
Maidstone and Tunbridge Wells NHS Trust

CANDIDATE BRIEFING PACK

Core Clinical Services Division



MTW
Exceptional people, outstanding care

Contents

Message from Miles Scott 3

Welcome from the Core Clinical Services Division 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

Core Clinical Services Division 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 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,
Divisional Leadership team



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)
- Enhanced pay for night or wekend shifts

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

Health related

- Occupational health service
- Flu and COVID vaccination scheme
- Flexible Working policy
- 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

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

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
- Subsidised parking and park and ride

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 delivered the 62-day cancer standard for five years.

In 2023 we 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



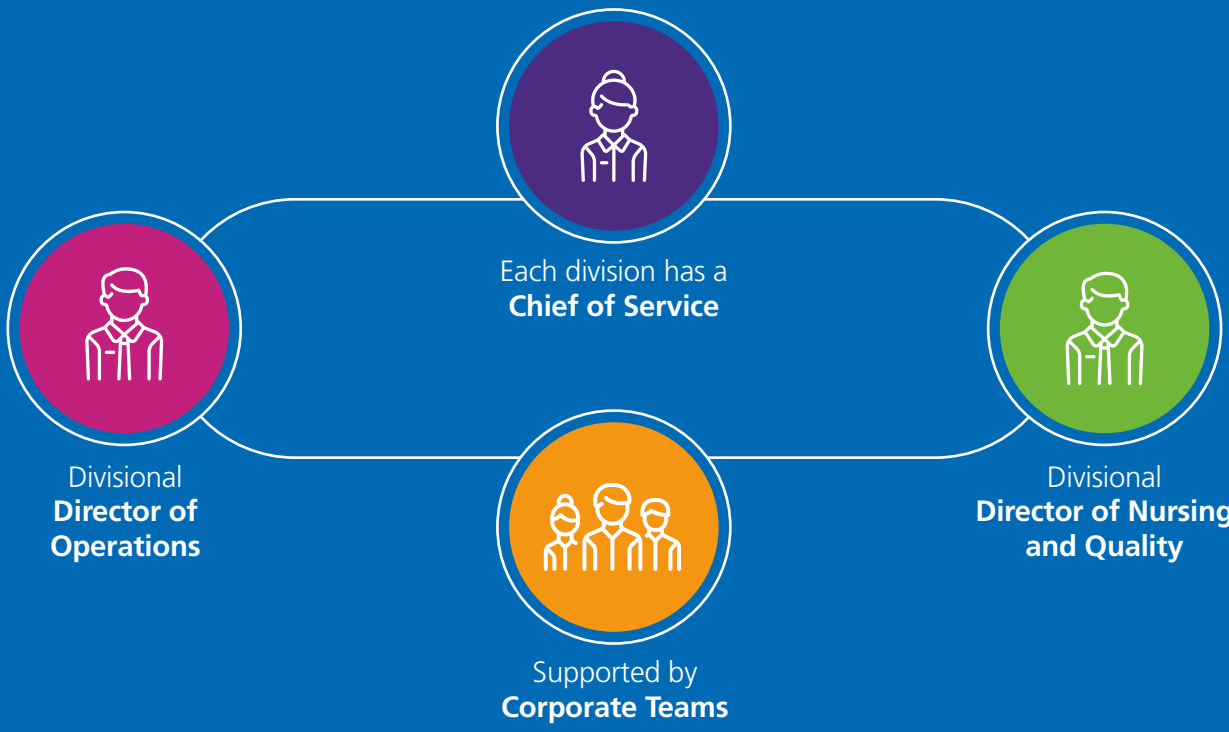
Helen Palmer
Chief People Officer

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 six clinical leadership teams who oversee each of our clinical divisions: Medicine and Emergency Care, Fordcombe and Wells Health, Core Clinical Services, Surgery, Cancer and Women's, Children's and Sexual Health.



Our staff



We have over **8,000**



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.

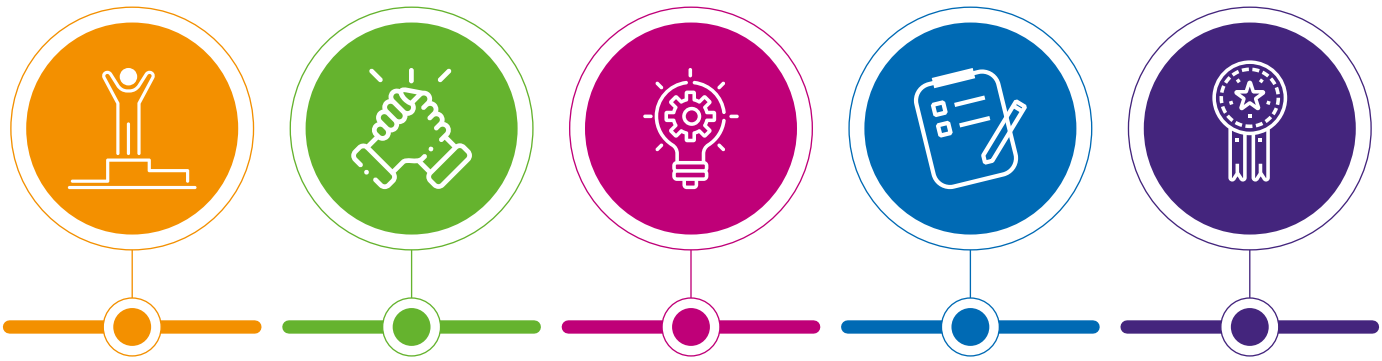


Our vision and values

Our vision

Exceptional people, outstanding care.

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



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 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.

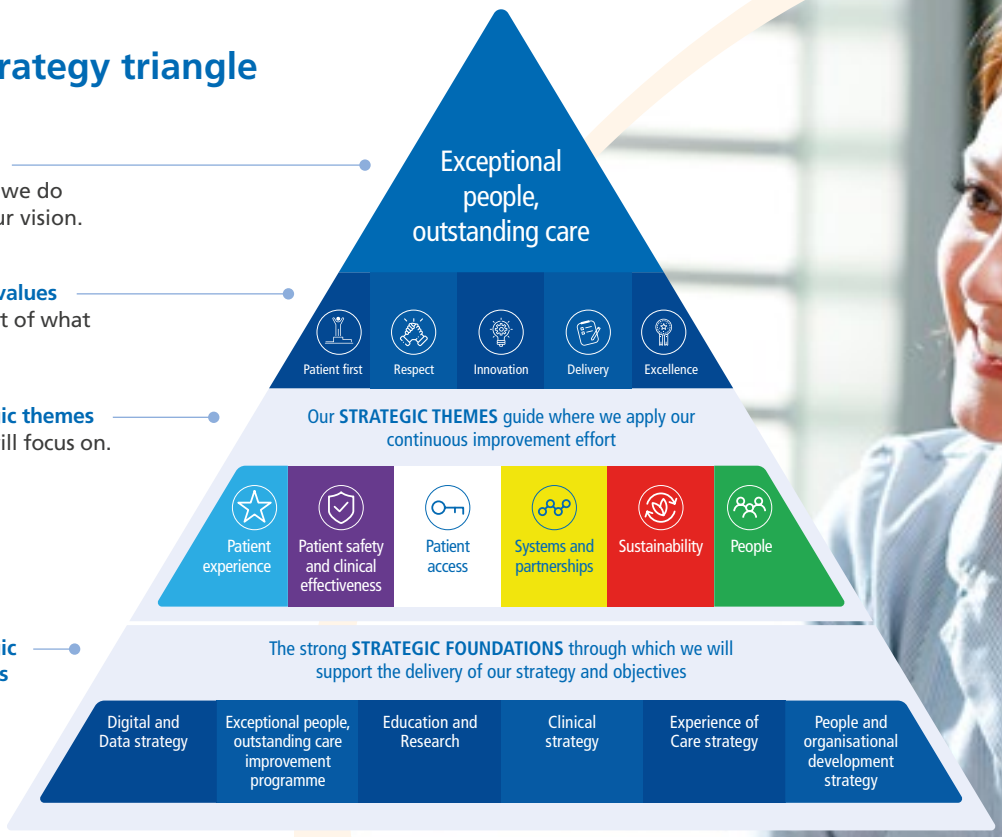
Patient access
Ensuring all of our patients have access to the care they need to ensure they have the best chance of getting a good outcome.

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





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 Women's 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.



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 professionals are integral to ensuring that our patient pathways optimise care outcomes.

The Division currently has over 1200 staff bringing expertise from specialist healthcare science fields to deliver a high quality and sustainable healthcare service across seven days a week.

Specialty Directorates within in the Division include:

Therapies | **Pharmacy** | **Radiology** | **Pathology** | **Care after Death**

Therapies

Therapies are a cohesive and collaborative team made up of Administrators, Dietitians, Occupational therapists, Physiotherapists, Speech and language therapists and Support workers, with a strong governance structure and excellent Staff Survey. We work closely with other Directorates and Departments and the Chief AHP to shape the strategic direction of our department in line with trust values and objectives.

Therapists play an essential and integral role in maintaining flow through the hospital whilst ensuring that the patient remains at the forefront of all decisions with a focus on improving patients' lives whilst in our trust and when they leave. We are proud of each and every one of our teams who work across all specialities at all sites from the front door, through in-patients, discharge support services and Out-patient services.

We have made significant gains in recruitment and retention in all areas with an increasingly strong and stable workforce. Our Recruitment and retention drive is underpinned by a dedicated approach to flexible working, international recruitment, Inclusivity and listening to our staff.

Through the Directorate Management Team and the small but strong team of Practice Development Therapists we are providing consistent and varied Continual Professional Development opportunities and striving towards improving this further. Our link with the Research and Innovation team continues to grow and thrive with a number of our teams being active in national and international research projects

The upcoming year will see a focus on transforming our out-patient services to meet service user needs effectively and efficiently, whilst maximising the use of technology in all areas.



78,430
CT scans carried out in 2023/24

Pharmacy

The Pharmacy directorate provides a range of services to the Trust and its patients, including inpatient and outpatient dispensing, ward pharmacy services and specialist clinic services such as sexual health and gastroenterology. The Pharmacy team also shares medicines information through a dedicated staff and patient helpline, and provides specialist oncology pharmacy services, aseptic preparation and the purchasing and distribution of medicines.

Our Pharmacy teams are high-performing and have an impressive track record for training achievements.

Radiology

The Radiology team provides a wide range of diagnostic imaging services and is passionate about providing the highest quality service for patients and service users. This is reflected in the team's commitment to supporting and developing the workforce, through preceptorship and core radiographic skills into enhanced and advanced practice.

MTW has become one of the highest achieving trusts in the country and our Radiology teams have played an integral role in this, by supporting patient pathways. 98.7% of patients who attend the Trust undergo an imaging investigation at some point through their pathway, which is why the Radiology team are committed to continuous development and improvement.

Radiology is a busy and ambitious directorate, providing a range of diagnostic imaging services including CT, ultrasound, x-ray, nuclear medicine, fluoroscopic and interventional procedures, breast screening and symptomatic services. The MRI service is provided by a managed service partnership with InHealth.

The CT scanners and X-ray support inpatient and emergency care 24/7, and there is an appointment service for GP on both sites. The directorate is also lead for the Trust on the development of the West Kent Community Diagnostic Centre (CDC) which offers the patient-focused opportunity of separating elective and emergency flow. The CDC offers a fantastic opportunity to redesign how we provide radiological services for our patients and how we consider the development of key services such as cardiac and whole-body imaging moving forward.

Pathology

The Pathology directorate comprises Biochemistry, Blood Transfusion, Haematology, Cellular Pathology, Microbiology and Point of Care Testing teams.

The directorate processes over 12 million tests every year in its modern facilities, which includes the only molecular pathology laboratory in Kent. The departments within Pathology are UKAS accredited medical laboratories.

Around 75% of clinical pathways rely on patients having access to efficient, timely and cost-effective pathology services. Pathology plays a key role in care, from birth until after death, and helps diagnose illnesses, screen for congenital diseases, cancer and other conditions, monitor the progress of disease and manage therapies.

Care after Death

The Care after Death directorate is made up of Bereavement, Medical Examination, Mortuary and Phlebotomy teams.

The directorate is committed to providing a compassionate, efficient and effective service for deceased patients and their families, ensuring that outstanding care continues after death. The directorate's main goal is to offer comprehensive care and advice to the patient and the bereaved from the time of the patient's death.

The Care After Death team works closely with the Trust's Palliative Care, End of Life Care, Chaplaincy, GP Practice and Coroner's Service teams to facilitate a holistic approach to the regulatory processes which accompany a death.

31,156
IV chemotherapy products made by aseptics in 2023/4

The available modalities and specialist areas available to each site include:

Radiology			
Modalities/Areas	**Maidstone**	**Tunbridge Wells**	**Hermitage Court**
ED	✔	✔	
Barium Studies	✔	✔	
Cardiac Angiography	✔	✔	
Chronic Pain Imaging	✔		
CT	✔	✔	✔
DEXA Scanning			✔
General X-ray	✔	✔	✔
Intervention and Vascular	✔	✔	
Mammography	✔	✔	
MRI (service provided by Inhealth except at Fordcombe)	✔	✔	✔
Nuclear Medicine	✔	✔	
Obstetrics/neo-natal	✔	✔	
Paediatrics	✔	✔	
PET Scanning (Alliance Medical)	✔		
Theatre	✔	✔	
US	✔	✔	✔

Plans for the future

The Division is striving towards our vision of 'Exceptional people, outstanding care'. We continue to remodel to provide efficient seven-day services. We are also committed to helping our staff develop through the Trust's 'Exceptional Leaders' programme, which equips aspiring and existing leaders with the skills and knowledge they need to lead effectively. We also work closely with our Learning Development team who offer development opportunities to staff at all levels, helping our staff enhance their skills. The team also promotes new paths for career development, for example through advanced practitioner roles and apprenticeships.





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 (9) 43642** or alternatively via email **mtw-tr.recruitment@nhs.net** and we will be happy to help you.

Maidstone Hospital
Hermitage Lane
Maidstone
Kent, ME16 9QQ

01622 729000

Tunbridge Wells Hospital
Tonbridge Road
Tunbridge Wells
Kent, TN2 4QJ

01892 823535

Fordcombe Hospital
Fordcombe Rd,
Fordcombe, Tunbridge Wells
Kent, TN3 0RD

01892 740047

MTW
Exceptional people, outstanding care

05.2025 - 069-V12