



Maidstone and
Tunbridge Wells
NHS Trust

CANDIDATE BRIEFING PACK

Acute Medicine and Geriatric Care Directorate



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Message from Miles Scott



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

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

You 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 divisional lead

Dear applicant,

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

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

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

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

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

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

Our warmest wishes,



Dr Simon Webster
Respiratory Consultant
Chief of Service, Medicine
and Emergency Care



| About our Trust

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

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

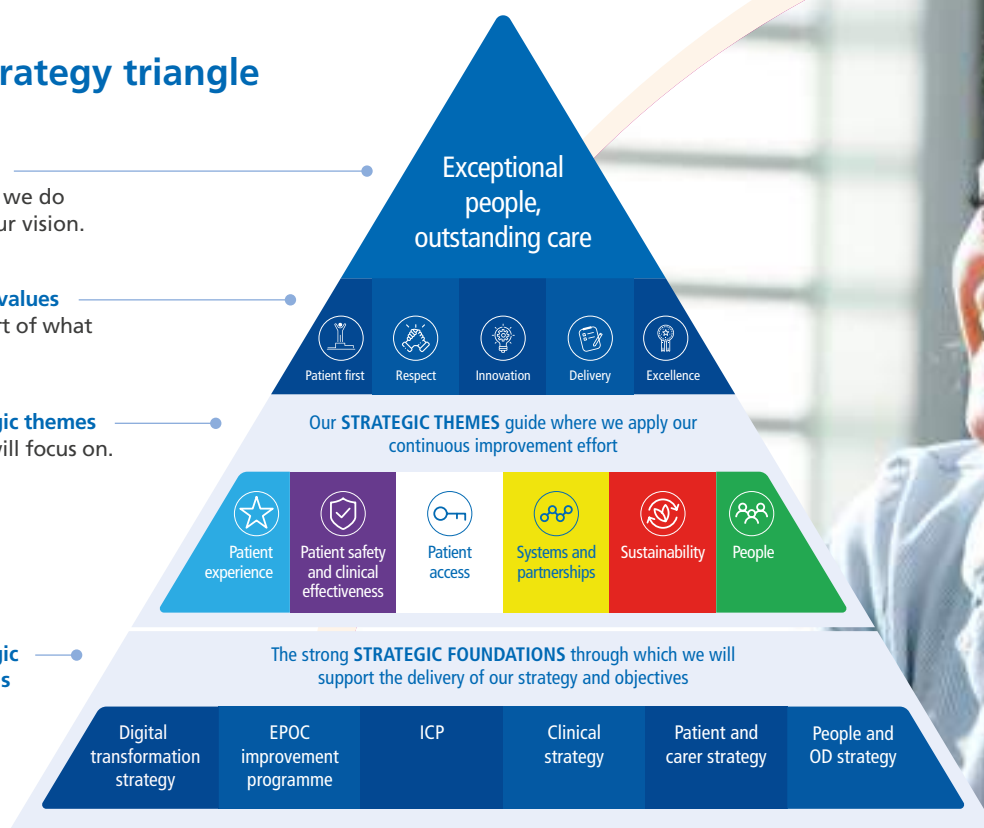
Our PRIDE values

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.



Acute Medicine and Geriatric Care Directorate

Acute Stroke Service
(Maidstone Hospital)

Acute Medical Unit
(Tunbridge Wells
Hospital) and Acute
Assessment Unit
(Maidstone Hospital)

Acute Frailty Units
(Maidstone and
Tunbridge Wells
hospitals)

Ambulatory
Emergency Care
(Maidstone and
Tunbridge Wells
hospitals)

Acute Assessment Unit and Ambulatory Emergency Care

The directorate comprises two Acute Assessment Units (AAU). There are 14 beds and eight trolleys on the Maidstone site and 32 beds and eight trolleys at Tunbridge Wells. Both assessment units are adjacent to the Emergency Department (ED) for ease of patient flow. The units are supported by dedicated acute physicians that run a seven-day consultant-led service.

Attached to each of the AAU is the Ambulatory Emergency Care (AEC) service. This has been developed as part of an emergency care improvement programme by the Trust. It provides early assessment and diagnostics (such as bloods, x-ray and ultrasound) for local people in an outpatient setting, with results reviewed by acute medics and ED Practitioners (EDPs) with registrar or consultant support. This helps patients to get the treatment they require sooner to avoid unnecessary hospital admissions, reduce pressures on the hospital's ED, and medical take. The service takes direct referrals from A&E, GPs and clinics. A GP referral phone is held by the AEC registrar (Monday to Friday) and our dynamic nurses take any in-house referrals (mainly from A&E) seven days a week. We accept patients based on exclusion criteria, they must be ambulatory and able to obtain their own transport home. Both sites also facilitate blood transfusions, pleural/ascitic drains and lumbar punctures in order to help with hospital admission avoidance. The Maidstone site has two consulting rooms, one procedure room, trolley bays and chair areas for treatment. The Tunbridge Wells site has two trolley areas with chairs and a waiting room area. Both are open

Monday – Sunday (8am - 8pm) and referrals are considered until 5pm. Both areas work closely with the surrounding community hospitals and Hospital at Home to facilitate intravenous medications in the community. AEC is a service that continues to develop with a lot of learning opportunities.

Care of the Elderly – Frailty

The care of the elderly element of the directorate comprises frailty, stroke and care of the elderly wards. The Frailty service runs on both sites with dedicated ambulatory frailty units that support the management and flow of patients with frailty-related conditions. The service is delivered in a multidisciplinary approach with collective clinical support from therapists, nurses and doctors. The focus of the unit is to assess, treat, and where possible, discharge patients home with the required assistance for recuperation and recovery. The Frailty service runs an eight-bed unit seven days a week from 8am – 8pm Monday to Friday and 8am – 6pm Saturday and Sunday. The service is supported by a consultant lead on each of the sites, and a lead nurse who supports expert development, as well as delivery of the service. We work collaboratively with the community support organisations in acquiring and facilitating the best for patients wherever possible. Care of the Elderly services are provided on Whatman and Mercer Ward at Maidstone Hospital and Ward 2 and 22 at Tunbridge Wells Hospital and deliver health care and support to patients with greater healthcare needs.



Care of the Elderly – Stroke

Our Stroke Unit is based at Maidstone Hospital and comprises 35 acute stroke beds and 14 hyper acute stroke beds. The Stroke department provides inpatient care to local residents as well as from Medway and surrounding areas. Maidstone Hospital is one of only three units in Kent with hyper acute beds. There is also a 24 hour, nurseled assessment area receiving direct admissions from the South East Coast Ambulance Service (SECAmb).

Stroke rehabilitation is typically undertaken from the patient's home with support from MTW Therapists and dedicated carers from partner organisations. There are an additional eight stroke rehab beds at Sevenoaks

Community Hospital that are supported both medically and from a therapy perspective by MTW.

The Stroke service is consultant-led with support from the Head of Nursing and the Lead Stroke Nurse. Across the directorate, multidisciplinary working is critical to effectively manage the patient pathways and maintain relationships with other clinical and non-clinical disciplines. We have strong partnerships with Kent and Medway Community Health NHS Trust (KCHFT), social services and private care providers to enable the continued development of the service.

The Stroke Unit is based at Maidstone Hospital and comprises 35 acute stroke beds and 14 hyper acute beds. These beds serve stroke patients from the local area and from Medway.



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 228538** or alternatively via email **mtw-tr.recruitment@nhs.net** and we will be happy to help you.

Maidstone Hospital

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