



Maidstone and
Tunbridge Wells
NHS Trust

CANDIDATE BRIEFING PACK

Nursing and Midwifery



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Message from Miles Scott



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

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

You would be joining us at a key time when the opportunities to make a real difference for the future have never been greater, nor so important. Our success in responding to the pandemic and developing our Covid vaccination programme demonstrates the ability of our people to support each other, to take the opportunity to think differently and adapt to continue to provide compassionate, inclusive high-quality care to our patients.

It is our staff who have transformed MTW to become one of the leading trusts in the south east of England. We have an ambitious Trust strategy, with a clear focus on achieving an 'Outstanding rating; we're implementing an innovative clinical strategy with new services and specialist areas of expertise; and we have the highest levels of staff engagement in the national NHS staff survey.

Join MTW and you will find a fantastic team spirit and a commitment to developing you and your skills. I started my career in the NHS more than 30 years ago and it has been an exciting and hugely fulfilling three decades. I want everyone who joins us to have an equally enjoyable career. Thank you for your interest in MTW and I hope to meet you soon as a new starter.

Best wishes,
Miles Scott, Chief Executive Officer

Welcome from the Chief Nurse

Dear applicant,

Our nursing and midwifery staff are exceptional people who work together to provide outstanding patient care. They are ambitious, innovative, compassionate and instrumental in developing the way we work at MTW.

We are growing our teams and looking for people who share our vision of providing outstanding care to our patients and their families. From newly qualified, to those with experience, join Team MTW and you'll be surrounded by a team of dedicated, supportive colleagues. The skill, passion and pride of our nursing and midwifery team will inspire you and their encouragement will give you confidence to be the best you can.

MTW is committed to providing working environments which care, support and value the people who work for us; this includes recognising that innovative, flexible working arrangements ensures we treat everyone as an individual. We are passionate that all staff have equal opportunities to develop personally and professionally in order to progress their careers and want to promote inclusivity at all levels.

The Trust has also been awarded 'Practice Status' for the Improving Working Lives standard – a mark of our commitment to more flexible, supportive and family friendly working arrangements to improve diversity, develop staff skills and improve patient services.

We offer career development for all staff, detailing how the most junior members of staff can progress to senior management positions within the Trust. Working closely with our partner universities at Canterbury Christchurch, Greenwich and Brighton, we support both pre and postgraduate studies. And we are in the top 20% of acute trusts nationally for providing learning and development opportunities according to the annual Staff Survey. We are dedicated to the training and education of our staff, recognising that supporting development and learning is vital to ensure you can be the 'best you can be' and be one of our 'exceptional people.'

And finally, I can't sign off without mentioning what a beautiful part of the world we are based in. With its vibrant towns and cities, picturesque villages, beautiful countryside and stunning beaches, Kent has something for everyone. What better place to live and work. Maidstone itself, the business capital of the county, is in the heart of Kent with the River Medway running through it. Tunbridge Wells is one of the oldest and most sophisticated boroughs in 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 between.

So, come and join us at Maidstone and Tunbridge Wells, a trust which will nurture, empower and support you to achieve your ambitions and deliver outstanding care to the people in our communities.

Our warmest wishes,



Jo Haworth
Chief Nurse



| About our Trust

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

The Trust provides a full range of general hospital services and some areas of specialist complex care to around 500,000 people living in the south part of west Kent and the north part of East Sussex. The Trust's core catchment areas are Maidstone and Tunbridge Wells and their surrounding boroughs. We have a team of over 6,000 full and part-time staff.

Tunbridge Wells Hospital

Tunbridge Wells Hospital in Pembury is the first NHS hospital in England to provide en-suite, single rooms for all inpatients, most of which have woodland views. The hospital provides a range of complex and routine surgical and medical services. It has a Trauma Centre, Accident and Emergency Department, Orthopaedic Centre and Women's and Children's Centre, all of which serve patients from

across Maidstone and Tunbridge Wells. The hospital is seen nationally as an example of best practice in the design of patient-safe facilities and has attracted widespread international interest.

The hospital is a short distance from Tunbridge Wells town centre and there are good public transport links with buses running to the hospital seven days a week.

Maidstone Hospital

Maidstone Hospital provides a wide range of complex and routine surgical and medical services. It also has the latest diagnostic facilities. Maidstone Hospital is the base for the Kent Oncology Centre, which provides complex radiotherapy and chemotherapy for patients throughout Kent and the north part of East Sussex.

The hospital is a short distance from Maidstone town centre and there are good public transport links with buses running to the hospital seven days a week.

The Trust provides a shuttle bus between the sites for all staff.



The place and the package – what we can offer you

Staff benefits – at Maidstone and Tunbridge Wells NHS Trust we recognise that our staff are our most valuable asset and we provide a range of benefits to support them throughout their career and time with us.

Pay related



- Up to 12 months sickness benefit
- Enhanced maternity, paternity and adoption pay
- NHS Pension Scheme
- Ill health retirement benefit
- Total Reward Statement (TRS)
- Fleet Solutions car benefit scheme (via salary sacrifice)

Health related



- Occupational health service
- Flu and COVID vaccination scheme
- Fast track physio referrals
- Fast track referrals to other clinical services
- Health and wellbeing checks
- Employee Assistance Programme including counselling for staff and families
- Multi-level psychological support in-house

Physical



- On-site canteens
- Night café coming soon
- Breakout areas
- Staff picnic areas
- Free staff shuttle bus between Tonbridge station and Tunbridge Wells Hospital
- On-site Library
- Film club
- Cycle to work scheme
- Long service awards
- Employee and Team of the Month Awards
- Staff Star Awards

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

About – our journey past and future

MTW is one of the fastest improving trusts in the country. Over the last 10 years, MTW has become one of the leading trusts in the south east. We've had a difficult past and had our fair share of challenges, but thanks to careful planning, strategic action and our people guiding decisions and actions, we've seen an MTW revival.

We've made improvements in performance across cancer treatment and A&E access, staff engagement continues to improve year on year, we have financial stability and we've become a clinically-led Trust.

In May 2021 we launched our MTW story where we shared our strategic priorities that we will be focusing on over the coming months to take MTW to outstanding. These are based on our staff feedback and what we have learnt from other excelling trusts.

Our story brings together:

- Where we have come from over the past 10 years, what we've achieved and what we are proud of.
- Where we are now, based on what we've heard from our staff.

- Where we are going and how we will get there, which shares our Exceptional People, Outstanding Care vision, our strategic goals, and our programme of change activities.
- What we can achieve, focused on our outcomes, making MTW the best place to work with outstanding services for our patients.

Our vision, Exceptional People, Outstanding Care, builds on our achievements so far. It connects everything, it accelerates how we do things to get to outstanding. It's about a series of improvements and starts with leadership and culture, because at the heart of outstanding care for our patients is our people and leaders. The right process and tools will help but it's how we show up and learn together, to call out opportunities for improvement, that will really make an impact on the care we provide for patients and the performance of our Trust.

Watch our MTW story on You Tube:
<https://youtu.be/u1iuForX1JY>



| What we are proud of

We are clinically-led

In 2018 we moved to a clinically-led structure to put our expert clinicians at the heart of everything we do and enhance our ability to improve our patient and staff experience.

Our executive team are supported by five clinical leadership teams who oversee each of our clinical divisions: Medicine and Emergency Care, Core Clinical Services, Surgery, Cancer and Women's and Children.



Our staff



We have over **6,000** staff across the Trust including doctors in training



Our diverse staff are from **84 countries**



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



| Our vision and values

Our vision

To provide outstanding hospital services, delivered by exceptional people – **Exceptional People, Outstanding Care.**

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



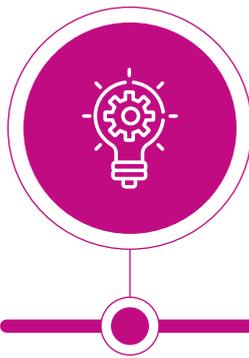
Patient first

We always put the patient first.



Respect

We respect and value our patients, visitors and staff.



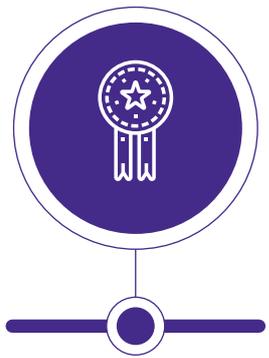
Innovation

We take every opportunity to improve services.



Delivery

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



Excellence

We take every opportunity to enhance our reputation.

We have three objectives

To be recognised as a caring organisation

To provide sustainable services

To be improvement driven across all areas

Our strategic themes – all our improvement efforts and projects fall under one of our six strategic themes and these are what we will focus on.

Patient experience

To meet our ambition of always providing outstanding healthcare quality we need people to have a positive experience of care and support.

Patient safety and clinical effectiveness

Working together to put quality at the heart of all that we do. Achieving outstanding clinical outcomes with no avoidable harm.

Patient access

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

Systems and partnerships

Working with partners to provide the right care and support, in the right place, at the right time.

Sustainability

Long term sustainable services providing high quality care through optimising the use of our resources.

People

Creating an inclusive, compassionate and high performing culture where our people can thrive and be their best self at work.

Our strategy triangle

Our vision

Everything we do supports our vision.

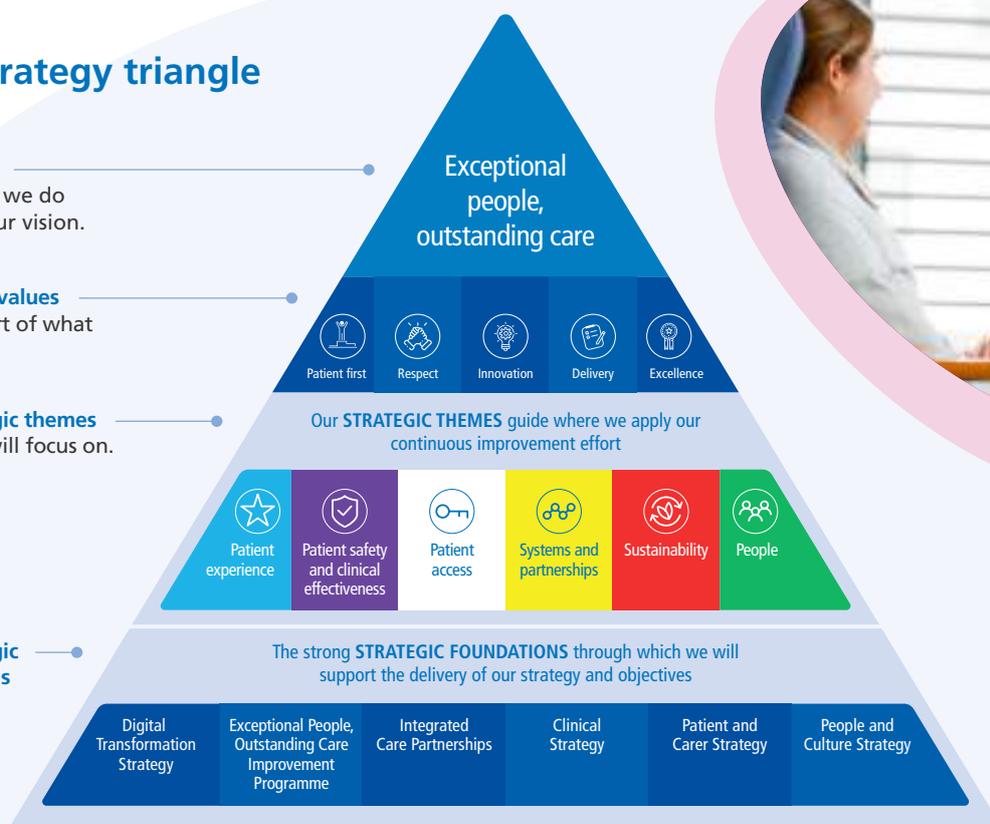
Our PRIDE values

At the heart of what we do.

Our strategic themes

What we will focus on.

Our strategic foundations





Values-based recruitment

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

As a Trust we have adopted values based recruitment as a means to connect the right person to the right role: recruiting by finding individuals whose values match our own. MTW has established the PRIDE values which act as our benchmark for success when it comes to creating a team of like-minded people who reflect our values in the way they work and interact with each other.

To help us to assess these attributes during the selection journey and to make sure the role is right for you we are encouraging more of our recruiting managers to use values based interviewing techniques such as pre-screening

assessments, role playing, presentations and assessment centre approaches whenever possible, which will embed values based recruitment within the organisation. Each method used helps us to assess what skills and values you can demonstrate to us. Showing that you can uphold some of our key values of putting the patient first, being respectful and always striving for excellence is equally important to us as your qualifications and experience. Taking this approach to recruitment ensures that we can build a workforce that has the right set of skills and values and that we can continue to deliver outstanding care for our patients.



Equity, diversity and inclusion



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

Our approach to building an inclusive culture includes developing communication channels for staff to speak up about any concerns they might have; reverse and reciprocal mentoring programmes; EDI reps supporting the recruitment process; and ring-fenced funding for the career development of minority staff.

Our staff networks provide a platform for addressing concerns specific to the group and providing mutual pastoral support to each other. They are all active groups who host inclusive events throughout the year, provide educational sessions for staff outside of the networks and help to shape organisational policy at a corporate level by providing stakeholder engagement. All the networks are endorsed by

the Trust Board with Executive sponsorship – the work of the networks is regularly reported through the People and Organisational Development Committee, a sub-committee of the Trust Board.

We have a vibrant LGBT+ Network, a supportive Disability Network, a trailblazing Cultural and Ethnic Minorities Network and newly formed Senior Women Leaders Network, Autism Support Group, Carer's Support Group, and Chronic Pain Support Group. The networks are always recruiting new members – you can find out more about their work and how to join on the website.

If you don't belong to these minority groups, you can still be part of the networks by being an ally. Anyone can be an ally – you just need to be able to listen, support and take action, where necessary, to ensure that people are treated with fairness, kindness and respect.





Our divisions and departments

Our nurses work across the Trust's hospital and community sites in a vast range of roles and specialties, from staff nurses on our inpatient wards, theatre nurses, paediatrics and Emergency Departments.

There are four divisions you might work in:



Medicines and Emergency Care

This includes Emergency Care, Acute Medicine and Geriatric Care, Medical Specialties.

The Trust has two Acute Assessment Units (AAU). The Ambulatory Emergency Care (AEC) service has been developed as part of an emergency care improvement programme by the Trust. This helps patients to get the treatment they require sooner to avoid unnecessary hospital admissions

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.

The Stroke Service is based on the Maidstone site and comprises 46 acute stroke beds. These beds serve stroke patients from the local area, as well as from Medway.

There are dedicated respiratory ward at both hospitals (Ward 21 at Tunbridge Wells Hospital and John Day at Maidstone Hospital). We also provide a Respiratory Physiology service at both sites. The Cardiology Department provides

comprehensive non-invasive cardiac diagnostic and treatment services at both hospitals.

A Gastroenterology service is provided at both Maidstone and Tunbridge Wells Hospitals. We are national leaders on the bowel cancer screening programme and one of the first units in the country to extend this with BowelScope (flexible sigmoidoscopies for patients over 55-years-old). Future plans include establishment of a Digestive Diseases Unit at Tunbridge Wells Hospital.

We have an Emergency Department (ED) at Maidstone Hospital and an ED and Trauma Unit at Tunbridge Wells Hospital seeing approximately 500 patients per day. MTW has one of the five best performing EDs in the south region for the last 18 months and in September 2020, MTW was rated the best performing trust for emergency care in the country against the four-hour standard.

Tunbridge Wells Hospital has a purpose-built Paediatric ED situated adjacent to the main ED with co-location benefits including easy access to support from adult ED staff and resuscitation facilities. The new department supports COVID pathways.



Surgery and Critical Care

The Division undertakes 22,000 surgical procedures and over 252,000 outpatient appointments a year along with 16,500 diagnostic procedures. We have the only Paediatric Orthopaedic Unit in the county, providing services to all

other trusts in Kent and Medway. We have an Intensive Care Unit at both Maidstone and Tunbridge Wells hospitals. The Barn theatre complex is under construction.

ENT	Ophthalmology	Surgical Specialties	Prime Provider
Theatres and Critical Care	General Surgery	Trauma and Orthopaedics	Private Patient Unit

Cancer

The Kent Oncology Centre is located at Maidstone Hospital receives approximately 8,000 new patients every year and this is increasing. MTW is within the top 25% of trusts in the UK for cancer waiting times, meeting the 85% 62-day national standard consistently since August 2019, and our two-week-wait target since September 2019. The Haematology

Department receives over 1000 new patient referrals every year. Outpatient Chemotherapy is given at both Maidstone and Tunbridge Wells Hospitals whilst inpatient care and chemotherapy is provided via our haematology 18-bed ward and specialist nursing team at Maidstone Hospital.

Kent Oncology Centre	Haematology	Treatment Centres at Maidstone and Canterbury	Lord North inpatient ward	Chartwell and Charles Dickens outpatient chemotherapy units
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8,000

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Women and Children's

Maternity

Tunbridge Wells Hospital (acute), Maidstone Hospital (outpatient and birth centre) and Crowborough (birth centre)

Local Neonatal Unit

Tunbridge Wells Hospital

Paediatrics

Tunbridge Wells Hospital (acute, ambulatory and outpatients), and Maidstone Hospital (ambulatory and outpatients)

Early Pregnancy Gynaecology Unit

Tunbridge Wells Hospital

Gynaecology

Tunbridge Wells Hospital (gynaecology ward and outpatients) and Maidstone Hospital (outpatients)

Sonography Service

Tunbridge Wells Hospital, coaligned with the radiology team at Maidstone Hospital

Sexual Health Service

Commissioned to work across West and North Kent, Maidstone Hospital and Gravesham Community clinics

The Gynaecology Service provides early pregnancy assessment, gynaecology procedures and inpatient ward, ultrasound and outpatient clinics.

We provide a full range of services for paediatrics, including assessment and management of children and young people from birth to 16 years old. We provide all children and young people with safe and compassionate care whilst ensuring their stay in hospital is as short as possible. Wards and Units are: Hedgehog inpatient ward, woodlands assessment unit, treetops day surgery unit Paeds ED, Riverbank assessment unit and outpatient clinics.

The Sexual Health Service provides sexual health, HIV care and contraception across north and west Kent.

Maternity provides maternity services over three sites (Maidstone hospital, Tunbridge Wells, and Crowborough Birthing Centre). The Local Neonatal Unit, which currently cares for approximately 550 admissions a year and offer intensive care, high dependency and special care for preterm and sick new-born babies.



| Midwifery

MTW is one of very few Trusts nationally that offers women and their families a maternity service with the widest possible range of birth choices, including alternative therapy options to support birth choice and personalisation.

The Trust provides maternity services over three sites. A home birth service is also available. The total number of births in maternity sits on average at 5,700 deliveries per year with a target of 15% out of hospital deliveries per year.

The main acute site at Tunbridge Wells Hospital is responsible for providing antenatal day assessment services for women who require closer monitoring during pregnancy. It also offers antenatal clinics where women can have ultrasound scans and screening tests to identify any health issues that might affect their babies. For women requiring a hospital stay there is an antenatal ward with 16 en-suite rooms and a postnatal ward with 26 en-suite rooms.

A maternity triage facility is available to women from 16 weeks of pregnancy, up to and including 28 days following

delivery. The service is open 24 hours a day, seven days a week with a separate telephone triage provision to support.

The delivery suite has 18 en-suite rooms, three of which support birthing pools. There are two dedicated maternity operating theatres which are located within the delivery suite. Each theatre has an adjoining anaesthetic recovery area where mothers are cared for following an instrumental or operative birth.

We also have a self-contained bereavement suite which includes a kitchenette and en-suite facilities for bereaved parents and their families.

5,700

The total number of births in maternity sits on average at 5,700 deliveries per year with a target of 15% out of hospital deliveries per year.



In the community, we support two standalone midwife-led birth centre facilities which are key and strong elements of our delivery ethos and support our choice agenda for families seeking low risk settings to birth. Our community provision provides antenatal and postnatal services across an extensive geographical patch of which hubs are scattered across the areas to support the midwifery teams. Both acute and community teams work together to ensure positive care and birthing outcomes for all.

We have strong strategic objectives to deliver safe, effective, high-quality care aligned with local and national drivers, underpinned by strong organisational values and behaviours. These attributes are key qualities that we look for in professionals to join our dedicated teams.

We are a progressive team with many opportunities for development and succession planning. We have been delighted to receive awards for our breast-feeding commitments, kangaroo care (resulting in a twinning project with international hosts) and BFI level 2 accreditation. The Neonatal unit have also been awarded Bliss and BFI Level 2 accreditations. We were also recognised and highly commended for our birth planning infographics that we utilise to support discussions with women and their families during pregnancy, as part of our choice and personalisation agenda.

We have been delighted to receive awards for our breast-feeding commitments, kangaroo care (resulting in a twinning project with international hosts) and BFI level 2 accreditation. The Neonatal unit have also been awarded Bliss and BFI Level 2 accreditations.



Your development

Maidstone and Tunbridge Wells NHS Trust is committed to supporting the ongoing development of its staff.

Each hospital site has an Education Centre with training and simulation skills rooms as well as libraries providing dedicated space to staff learning. Monthly and annual awards events recognise and celebrate the achievements of all our staff.

Over the last year we recorded over 246 different in-house learning activities such as, courses on Time Management or Leadership Skills; Microsoft Word and Excel skills; e-learning passes for subjects, eg, Safe Use of Insulin or Supporting Breastfeeding and competency assessments on various medical devices.

Induction and preceptorship

On joining the Trust, you will participate in a comprehensive induction. For newly qualified RNs, to support your development you will be enrolled on a six-month preceptorship programme and be allocated a preceptor from your clinical area.

Higher education

MTW is supported by three partner universities for its higher education courses: Canterbury Christchurch University, University of Greenwich, and University of Brighton. In the last year MTW has provided:

- MSc – funding support for 40 members of staff.
- PG Cert – funding support for 22 members of staff.
- 270 HEI courses funded for nursing and midwifery staff.

Clinical development

The Trust provides an abundance of clinical development opportunities:

- Venepuncture and Cannulation.
- Blood Culture training.
- NIV.
- AIMS.
- BLS/ILS/ALS.
- Male Catherisation.
- Practice assessor training.
- Professional Nurse/Midwife Advocate training.

- CBRN and major incident training.
- Ward leaders programme.
- Foundations of Emergency Care course accredited by University of Greenwich.
- ITU course accredited by University of Greenwich.
- Respiratory course – currently undergoing accreditation process.
- Maternity Enhanced Care Course.
- New-born Infant Physical examination course.
- Human Factors training.
- Minor injuries.

Personal development

In addition, open courses in personal development are available via MTW Learning:

- Assertiveness.
- Courageous Conversations.
- Customer Service & Communication Skills.
- Email Etiquette.
- Microsoft Word, Excel, Teams.
- Coping with Change.
- Stress Management.
- Professional Telephone Skills.
- Mid Career Planning.
- Pension Planning Seminar.
- Pre-Retirement Seminar.

What we have done in the last year

- MSc - funding support for 40 members of staff
- PG Cert – funding support for 22 members of staff
- 270 HEI courses funded for nursing and midwifery staff

Your nursing career

>= Year 11

Year 5 – 10

Year 0 – 4

Band
8-9

Matron / Advanced Clinical Practitioner / Divisional Lead / Deputy Chief / Chief Nurse



Band
7

Ward Manager / Clinical Nurse Specialist / Practice Development Nurse



24 – 48 months

Band
6

Junior Sister / Charge Nurse / Clinical Skills Facilitator



12 – 24 months

Band
5

Staff Registered Nurse



18 – 24 months

Band
4

Nurse Degree Apprentice

Registered Nurse Degree Apprenticeship
Band 3 (first 2 yrs), Band 4 (remaining 2 yrs)



Nursing Associate

24 months

Band
3

Trainee Nursing Associate

Nursing Associate Apprenticeship

24 months

Senior Healthcare Support Worker

48 months



Band
2

Healthcare Support Worker*

24 months

Level 3 apprenticeship 18 months
stand alone apprenticeship

48 months



*For entrants without healthcare qualifications or new to care, the apprenticeship route will be available

Contact us

A full list of our vacancies can be found on our Trust website
www.mtw.nhs.uk/current-vacancies/

When you have discovered a role that interests you, applying is only one click away! Once you have registered your application through our website, the team will be in touch with you about the next step. All of your information is anonymised prior to shortlisting to ensure a fair process and if successful you will be invited to interview for the role.

For any enquiries please contact the recruitment team on **01622 228538** or alternatively via email mtw-tr.recruitment@nhs.net and we will be happy to help you.

Maidstone Hospital

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