

CANDIDATE BRIEFING PACK

Cancer Division



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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 divisional leadership team

Dear applicant,

Thank you for your interest in working with us at Maidstone and Tunbridge Wells NHS Trust in the Kent Oncology Centre. Charlotte, Katie and I, along with Amanda Williams, our Head of Radiotherapy and Stephen Duck, our Director of Medical Physics, are absolutely committed to and passionate about multi-disciplinary working. We operate a clinically-led department that puts frontline staff at the heart of decision making about our services. Should you be successful, following our recruitment process, we look forward to welcoming you to our department. We hope to support your growth both individually and as we work together to develop patient care and our services.

In recent years, we have become one of the leading cancer centres in the country, consistently reaching our cancer performance targets month after month. To achieve this, our cancer services team has overhauled our approach, with a huge focus on putting patients and staff first. They've implemented a range of patient-centred, effective improvements, and new pathways that have enabled us to make high quality and sustainable changes to the way we deliver care and treatment. We have maintained chemotherapy and radiotherapy provisions throughout the COVID-19 pandemic, whilst consistently maintaining our 'super green' status as a centre.

But we want to go even further; by dedicating time and resources to developing our staff, doubling the number of registrars in the division, bringing in many new CNSs and growing our own nursing and radiography consultants. We will strive to support you in every way we can. There is always more to do, both in-house and regionally, to improve the care we provide to our patients. However, we can't do this without an effective team, and we very much hope to have you as a part of this.

As part of our team, we will work closely with you to provide mentorship, support and progression in your role. We also support flexible working to suit both your personal circumstances and the service we are very proud to deliver.

We sincerely look forward to welcoming you on board.

| 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



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



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



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



I 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 ranging 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

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>



| About – our structure

Executive Directors



Miles Scott
Chief Executive
Officer



Steve Orpin
Deputy Chief
Executive and
Chief Finance
Officer



**Dr Peter
Maskell**
Medical Director



Jo Haworth
Chief Nurse



Sean Briggs
Chief Operating
Officer



Rachel Jones
Director of
Strategy, Planning
and Partnerships

Our Chiefs of Service are also members of the Executive Team



Sue Steen
Chief People
Officer



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

I 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

| Your development

Maidstone and Tunbridge Wells NHS Trust is committed to the ongoing development of both its clinical and non-clinical staff, investing in supporting staff on their career and development journeys.

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. There are diverse development opportunities available to staff working within the organisation including the introduction of a new leadership programme 'Exceptional Leaders'. This programme will support MTW leaders to develop an inclusive and compassionate culture to better enable outstanding patient care and engage with staff 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 your leaders to grow a culture in which you thrive and we deliver outstanding patient care together.

Each hospital site 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. A substantial volume 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 15 new desktop PCs on both sites, so if you are not following a programme of study or training, you can still take advantage of our 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 diverse development opportunities available to staff working within the organisation including the introduction of a new leadership programme 'Exceptional Leaders'.



I 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.



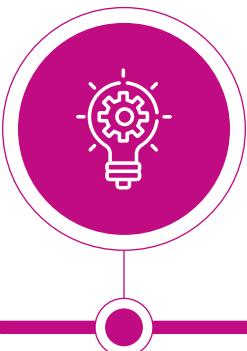
Patient first

We always put the patient first.



Respect

We respect and value our patients, visitors and staff.



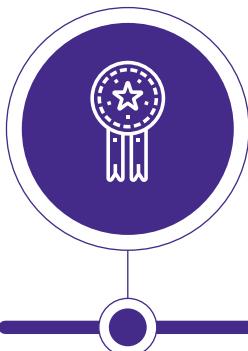
Innovation

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.

Exceptional people, outstanding care

Our PRIDE values

At the heart of what we do.

Our STRATEGIC THEMES guide where we apply our continuous improvement effort

Our strategic themes

What we will focus on.



Patient experience



Patient safety and clinical effectiveness



Patient access



Systems and partnerships



Sustainability



People

Our strategic foundations

The strong STRATEGIC FOUNDATIONS through which we will support the delivery of our strategy and objectives

Digital transformation strategy

EPOC improvement programme

ICP

Clinical strategy

Patient and carer strategy

People and OD strategy

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.



| Cancer Division



Kent Oncology Centre

The Kent Oncology Centre is located at Maidstone Hospital and at the Kent & Canterbury Hospital in Canterbury. The Kent Cancer Network is a network of Cancer Units across Kent and parts of East Sussex, which provide District General Hospital based cancer care. These are:

1. Medway Maritime Hospital (Medway NHS Foundation Trust)
2. Darent Valley Hospital (Dartford and Gravesham NHS Trust)
3. Kent and Canterbury Hospital (East Kent Hospitals University NHS Foundation Trust)
4. Maidstone Hospital (Maidstone and Tunbridge Wells NHS Trust)
5. Tunbridge Wells Hospital at Pembury (Maidstone and Tunbridge Wells NHS Trust)
6. Queen Elizabeth the Queen Mother Hospital (East Kent Hospitals University NHS Foundation Trust)
7. William Harvey Hospital (East Kent Hospitals NHS Trust)

The Kent Oncology Centre, receives approximately 8,000 new patients every year and this is increasing. It 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 Centre has an income of circa £50m and is home to a custom-designed department at Maidstone which opened in April 1993 and dedicated radiotherapy and outpatient facilities at Canterbury as part of the main District General Hospital, which was upgraded in 2012.

Our chemotherapy units, based at Maidstone and Tunbridge Wells Hospitals, work alongside a dedicated cancer pharmacy and aseptics unit and are run by our experienced chemotherapy nursing team.

Due to recent Health Education England (HEE) Funding we have been able to purchase five new state-of-the-art Varian Trabeam Linear Accelerators across the Kent Oncology Centre. Over the two sites we have nine linear accelerator treatment machines and three CT planning simulators. Many of our services are Radiographer-led and we also benefit from having a Consultant Radiographer on the Canterbury site and the Maidstone site.

The Treatment Radiographers have all been adopted by Macmillan and we have a Macmillan Information Centre on the Maidstone site and are supported on both sites by Macmillan Specialist Radiographers and Macmillan Support Workers.





Overview of the Kent Oncology Centre Treatment Facilities

The Centre achieved and maintained ISO 9001 2000 certification since December 2003 for the Physics and Radiotherapy Quality Management System. Incorporation of Chemotherapy services into the Quality System is under development.

Maidstone Oncology

- Pharmacy and Cytotoxic preparation room
- Satellite Phlebotomy service within Oncology Department
- Outpatient chemotherapy unit (Charles Dickens Day unit)
- Dedicated Research Team conducting >80 trials
- Aria Med Onc chemotherapy prescribing system (network-wide across all Kent Hospital Trusts)
- 6 linear accelerators , of which 4 are Truebeams, and 2 Halcyon units
- Macmillian site specialist radiographers for head and neck, brain, breast , upper and lower GI, gynaecology and urology cancers.
- Consultant Radiographer specialising in palliative radiotherapy
- IMRT (Intensity-modulated radiation therapy)
- MicroSelectron HDR
- Dedicated brachytherapy theatre
- CT Simulator (x2)
- ADAC Pinnacle planning system
- Eclipse IMRT planning system
- ARIA Record and Verify system
- Mould Room Facilities
- Medical Physics Engineering Workshop
- Multislice CT Scanner (installed 2011)
- MRI
- Nuclear Medicine, Gamma Camera
- Protected isotope suite for I131 etc
- Dedicated Computer Sciences department
- Static PET-CT with radiotherapy planning capabilities is being installed this year



Canterbury

- Outpatient Chemotherapy Suite
- 3 linear accelerators , of which 2 are Truebeams and 1 Varian Silhouette
- Macmillian site specialist radiographers for head and neck, breast , upper and lower GI, gynaecology and urology cancers.
- Consultant Radiographer specialising in palliative radiotherapy
- ARIA Record and Verify
- ADAC Pinnacle planning system
- Eclipse IMRT planning system

- Mould Room Facilities
- Dedicated Physics services (incl. Computer Sciences, Health Physics, Radiation Physics and Physics Engineering)
- Toshiba multislice CT
- Access to East Kent Trust diagnostic facilities by SLA including CT, MRI, Interventional Radiology and Nuclear Medicine

Future Developments

The Trust is committed to a Linac replacement programme which commenced in Canterbury in 2015 and replacing all nine of the current machines across Kent over a 10-year period since 2015.



I Haematology

Haematology is based at the Kent Oncology Centre, Maidstone Hospital and with some outpatient services at Tunbridge Wells Hospital.

We receive over 1000 new patient referrals every year. As a Trust, we are within the top 25% in the UK for cancer waiting times, meeting the 85% 62-day national standard consistently since August 2019, and our 2-week-wait target since September 2019.

At Maidstone we have our own dedicated haematology clinic rooms, as well as dedicated space for bone marrows and venesections. 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. We have a strong multi-disciplinary team which also includes highly experienced Clinical Nurse Specialists working across both sites and allocated Pharmacy staff. The whole team is passionate about delivering quality, patient-centred care to everyone that uses our services.

Overview of Haematology services

Services include:

**Pharmacy
and Cytotoxic
preparation
room**

**Satellite
Phlebotomy
service within
the Oncology
Department**

**Outpatient
chemotherapy
unit (Chartwell)**

**Dedicated
Research
Team**

**Aria Med Onc
chemotherapy
prescribing
system**
(Network-wide
across all Kent
Hospital Trusts)





Research

MTW NHS Trust has an exciting research programme with plans to grow and expand to capitalise on new and existing opportunities in Kent and Medway. The research department is made up of more than 60 dedicated staff and recruits around 3,000 patients a year to clinical studies across 24 different specialties. The trust benefits from being in close proximity to academic partners such as The University of Kent and the new Kent and Medway Medical School (KMMMS).

A joint research collaborative is in the early phases of development and MTW is playing a prominent role in this endeavour. The aim is to link acute hospital trusts with academic partners, community health trusts, mental health trusts and public health providers. Kent as a region also benefits from integrated datasets for health and social research covering the healthcare records of more than 2 million people. In addition, as part of the local research network, MTW collaborates with colleagues in Surrey, Sussex and Kent, as well as working with a number of London Trusts, including Guys and St Thomas' NHS Foundation Trust.

Our research department has recently revised its research strategy for the next five years with particular focus on:

- Supporting our clinicians in developing investigator led clinical research;
- Cancer clinical trials (as one of the leading and top performing cancer providers in the south-east);
- Working with the medical school to provide research opportunities for students; and
- Developing a tissue bank for the region.

We have a large, diverse portfolio of studies and currently have research teams in Breast, Lung, Upper GI and Colorectal, Urology, Gynaecology, Haematology/Lymphoma, Melanoma and Radiotherapy. Our Radiotherapy research team is the biggest dedicated team in Kent, Surrey and Sussex and is still actively recruiting, with support from our in-house expert medical physics team.

We have studies open that are interventional and observational, as well as studies that look into genetic profiling. Within radiotherapy, we are also undertaking SABAR trials. We have a large number of clinicians that support oncology research trials within various specialities. We are also very excited that some of our clinicians have been supported by the Research and Development team to obtain substantial grants to undertake their own research projects. These grants, most recently from Breast Cancer Now and the NIHR i4i programme for the SENTINUS and LiSENUST studies respectively have brought in more than £300,000 of own account funding.

We know that our ability to provide outstanding care to our patients hinges on our being at the forefront of cutting-edge treatments. Our ambition is for research to be a routine component of the care we provide to our patients. We look forward to you joining us at MTW, wholeheartedly supporting you in your research journey and welcoming you to our ever-growing research community – exceptional people providing outstanding care.

We have a large, diverse portfolio of studies and currently have research teams in Breast, Lung, Upper GI and Colorectal, Urology, Gynaecology, Haematology/Lymphoma, Melanoma and Radiotherapy.

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.

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Maidstone
Kent, ME16 9QQ
01622 729000

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Tonbridge Road
Tunbridge Wells
Kent, TN2 4QJ
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