



**Maidstone and
Tunbridge Wells**
NHS Trust

CANDIDATE INFORMATION PACK

Non Executive Director

November 2021



HUNTER
Executive talent for the healthcare sector

About Maidstone and Tunbridge Wells NHS Trust

MTW is a large acute hospital Trust in the south east of England. The Trust was legally established on 14 February 2000 and provides a full range of general hospital services, and some areas of specialist complex care to around 590,000 people living in the south of West Kent and the north of East Sussex.

The Trust's core catchment areas are Maidstone and Tunbridge Wells and their surrounding boroughs, and it operates from two main clinical sites: Maidstone Hospital and Tunbridge Wells Hospital. The latter is a Private Finance Initiative (PFI) hospital and provides mainly single bedded en-suite accommodation for in-patients.

The Trust employs a team of over 6000 full and part-time staff. In addition, the Trust provides specialist cancer services to around 1.8 million people across Kent, Hastings and Rother, via the Kent Oncology Centre, which is sited at Maidstone Hospital, and at Kent and Canterbury Hospital in Canterbury. The Trust also provides outpatient clinics across a wide range of locations in Kent and East Sussex.



THE TRUST WAS
FORMED IN THE YEAR
2000

CATCHMENT
POPULATION, CIRCA
590,000

PROVIDING
CANCER CARE FOR
1.8m

A TEAM OF FULL & PART
TIME STAFF OF OVER

5,000*

*not including doctors in training

Core Facts & Figures

Location

We are a large acute hospital Trust in the South East of England.

We provide a full range of general hospital services and some aspects of specialist complex care to around 590,000 people living in the south of West Kent and the north of East Sussex

Tunbridge Wells Hospital is a Private Finance Initiative (PFI) hospital and provides a large number of single bedded ensuite accommodation.

Providing care for West Kent and East Sussex

We provide specialist cancer services to around 1.8million people across Kent and East Sussex via the Kent Oncology Centre, which is sited at Maidstone Hospital.

We also provide outpatient clinics across a wide range of locations in Kent and East Sussex.

For further information visit:

mtw.nhs.uk/about-us



We were formed in 2000 after a merger of Mid Kent and Kent and Sussex Weald NHS trusts



Provide maternity services at Crowborough hospital



Provide medical records at Paddock Wood



Provide laundry service at Parkwood in Maidstone



Provide cancer services at Kent and Canterbury Hospital



We provide acute hospital services across West Kent and North East Sussex



Mission, Vision and Values

Our Mission

What we are striving to achieve is to be there for our patients and their families in their time of need and to empower our staff so that they can feel proud and fulfilled in delivering the best care for our community.

Our Vision

Outstanding hospital services delivered by exceptional people – **‘Exceptional People, Outstanding Care’**.

Our Values

MTW has three objectives:

- To be recognised as a caring organisation
- To provide sustainable services
- To be improvement driven across all areas

Our PRIDE values are at the heart of what we do



MTW Pride Values



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

Strategic themes

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: *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: *Living within our means providing high quality services 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.*



| The Road Ahead

- Ambitious strategy
- CQC outstanding rating
- National staff survey
- System leader:
 - Cancer centre: Kent & Medway
 - West Kent ICP



STROKE

Establish a Hyper Acute Stroke Unit at Maidstone



GENERAL SURGERY

Established a digestive diseases unit at Tonbridge Wells



CARDIOLOGY

Centralise Cardiology Services
Establish Primary PCI provision at Maidstone



UROLOGY

Repatriate total nephrectomies
Explore locating Urological cancer surgery at Maidstone



IMAGING

Establish a rapid diagnostic centre
Upskill our staff and utilise new roles and technologies (e.g. AI)



OPHTHALMOLOGY

Develop new roles and ways of working to deal with increasing demand



CANCER

Set up networked models of radiotherapy and staffing provision across Kent
Develop satellite locations



EMERGENCY MEDICINE

Develop UTCs at each site
Become lead provider for urgent care



WOMEN'S SERVICES

Develop urogynae service
Create midwifery led unit at Tonbridge Wells



CHILDREN'S SERVICES

Provide additional tertiary services
Become a level 2 provider of oncology services

The role

Non Executive Directors are expected to hold the Executives to account for the performance of the Trust and to use their skills, energy, imagination and experience to help the Board as it develops health, business and market strategies, and ensure the delivery of high quality services to patients.

Responsibilities to include the following:

- Commit to ensuring the quality and safety of healthcare services delivered by the Trust and apply the principles and standards of quality governance set out by NHS England and NHS Improvement, the Care Quality Commission and other relevant NHS bodies.
- Commit to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and contribute to ensuring that the Trust's internal governance arrangements conform with best practice and statutory requirements.
- Assist fellow directors in setting the Trust's strategic aims, ensuring that the necessary financial and human resources are in place for the Trust to meet its objectives, and that performance is effectively monitored and reviewed.
- Engage positively with the Council of Governors and ensure that the Board has regard to their views.
- Chair Board sub-committees and take an active part in other committees established by the Board of Directors to exercise delegated responsibility. In addition, Non Executive Directors have lead areas in line with their expertise and a resulting specific supporting relationship with the relevant Division.
- Help to ensure that the performance of management meets agreed goals and objectives.
- Provide independent judgement and advice on issues of strategy, vision, performance, resources and standards of conduct and constructively challenge, influence and help the executive board develop proposals on such strategies.
- In accordance with agreed Board procedures, monitor the performance and conduct of management in meeting agreed goals and objectives and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties.
- Help to ensure that financial information is accurate and that financial controls and risk management systems are robust and defensible.
- Contribute to the determination of appropriate levels of remuneration for Executive Directors.
- As a member of Board committees, contribute to the appointment, removal and support of senior executives
- Bring independent judgement and experience based on commercial, financial, legal or governance expertise from outside the Trust and apply this to the benefit of the Trust, its stakeholders and its wider community.
- Assist fellow directors in providing entrepreneurial leadership to the Trust within a framework of prudent and effective controls, which enable risk to be assessed and managed.
- Assist fellow directors in setting the Trust's values and standards and ensure that its obligations to its stakeholders and the wider community are understood and fairly balanced at all times.
- Engage positively and collaboratively in Board discussion of agenda items and act as an ambassador for the Trust in engagement with stakeholders including the local community, dealing with the media, when appropriate.



| The person specification

Essential criteria

You will need to have a genuine commitment to patients, the promotion of excellent healthcare services and an understanding of health inequalities. You will have senior or board level experience from the public, private or third sector and bring a range of professional expertise: we are not prescriptive about professional background as long as you can demonstrate how you would add value to the Board and wider organisation. Your life experience and personal motivation will also add valuable personal insights such as: a patient or carer of a service user; engaging with diverse ethnic, cultural, social and economic and cultural groups and communities.

You will need to be able to demonstrate you can use your experience to:

- work alongside other non-executives and executive colleagues as an equal member of the board
- bring independence, external perspectives, skills and challenge to strategy development
- hold the executive to account by providing purposeful, constructive scrutiny and challenge
- shape and actively support a healthy culture for the trust

All non-executive directors must **champion the standards of public life** – by upholding the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

As a future NHS leader, the successful candidate will be able to demonstrate the range of behaviours required to contribute effectively in this board level role. These are outlined in the NHS Leadership Academy's **Healthcare Leadership Model**.

Applicants should live in or have strong connections with Kent or East Sussex.

On average this role will require the equivalent to 2 to 3 days a month, however the time commitment may vary and a flexible approach should be taken.

The remuneration payable for this role is £13,000 (standard rate for all NEDs) per annum.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS England / NHS Improvement makes a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles. More information can be found on our [website](#).



How to Apply

- Hunter Healthcare are helping us to identify potential candidates, if you would like a confidential discussion about the role contact Rhiannon Smith at rsmith@hunter-healthcare.com and Jenny Adrian at jadrian@hunter-healthcare.com or 07939 250362
- **NHS England / NHS Improvement** – for general enquiries contact Helen Barlow on 0300 123 2038 or by emailing helen.barlow2@nhs.net

If you wish to be considered for this role please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification

- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references may be taken prior to interview and may be shared with the selection panel
- please complete and return the monitoring information form which accompanies this pack and is available for download
- tell us about any dates when you will not be available

Closing date for receipt of applications: 29 November 2021 at 11am. Please forward your completed application to NHSI.Chairsandneds@nhs.net

- interview date: w/c 3 January 2022



Appendix 1: More Information

For information about the Trust, such as business plans, annual reports, and services, visit their [website](#). Follow the links for more information about:

- **Support to prepare candidates to apply for a non-executive vacancy including:**
 - **Building your application**
 - **Sources of information and useful reading**
 - **Eligibility and disqualification criteria**
 - **Terms and conditions of chair and non-executive director appointments**
 - **How we will handle your application and information**
- **View all current chair and non-executive vacancies**
- **Sign up to receive email alerts on the latest vacancies**
- **Contact details for the Non-executive Appointments Team**

NHS England / NHS Improvement respects your privacy and is committed to protecting your personal data. We will only use personal data where we have your consent or where we need to comply with a legal or statutory obligation. It is important that you read [this information](#) together with our [privacy notice](#) so that you are fully aware of how and why we are using your data.

NHS England / NHS Improvement
Non-executive Appointments Team
Room 1W06
Quarry House
Leeds LS2 7UE

e: NHSI.Chairsandneds@nhs.net
w: england.nhs.uk





Exceptional people, outstanding care

Maidstone Hospital

Hermitage Lane
Maidstone
Kent
ME16 9QQ
01622 729000

Tunbridge Wells Hospital

Tonbridge Road
Pembury
Tunbridge Wells
Kent
TN2 4QJ
01892 823535

Hunter Healthcare
T: 020 7935 4570
E: enquiries@hunter-healthcare.com

