

# Could you help lead the NHS in your area?

**Maidstone and Tunbridge Wells NHS  
Trust**

**Two Non-executive Directors**

**Candidate information pack**

**Reference: S3317**

**We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best boards are those that reflect the communities they serve.**

**We particularly welcome applications from women, people from the local black and minority ethnic communities, and disabled people who we know are under-represented in chair and non-executive roles.**

**Our recruitment processes are conducted in accordance with the Code of Governance to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.**



## Contents

1. The opportunity	4
2. Person specification and NHS Leadership Competency Framework	4
3. About the Trust	7

## **Appendices** 10

Appendix 1: Values and concepts from the NHS Leadership Competency Framework

Appendix 2: More information

Appendix 3: Making an application

Appendix 4: Key dates and getting in touch



## 1. The opportunity

There are two Non-executive Director (NED) vacancies at Maidstone and Tunbridge Wells NHS Trust (MTW). This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people served by the Trust.

## 2. The person specification

### Essential criteria

For both roles you will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have senior level experience gained in one or more of the following areas:

#### Post 1

- We are particularly keen to hear from individuals with a wider range of experiences that may include commercial, financial or strategy transformation and ideally experience of building alliances and working relationships with a range of stakeholders and communities.

#### Post 2

- Senior level clinical experience gained in either a medical, nursing or allied health professional discipline with a strong service delivery background and a demonstrable track record of delivering quality improvement at a strategic level.

### NHS leadership competency framework for board members

Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisation, team culture and performance. We have worked with a wide range of leaders from across the NHS to help describe what we do when we operate at our best.

The competency domains reflect the [NHS values](#) and the following diagram shows how they are aligned:





<b>Working together for patients*</b>	<b>Compassion</b>
Building a trusted relationship with partners and communities	Creating a compassionate, just and positive culture
<b>Respect and dignity</b>	<b>Improving lives</b>
Promoting equality and inclusion and reducing health and workforce inequalities	Setting strategy and delivering long term transformation Driving high quality sustainable outcomes
<b>Commitment to quality of care</b>	<b>Everyone counts</b>
Driving high quality and sustainable outcomes Setting strategy and delivering long term transformation	Promoting equality and inclusion and reducing health and workforce inequalities Creating a compassionate, just and positive culture
Providing robust governance and assurance	

The competency domains are aligned to [Our NHS People Promise](#), [Our Leadership Way](#) and the [Seven Principles of Public Life](#) (Nolan Principles).



## **The six NHS leadership competency domains:**

### **Driving high-quality and sustainable outcomes**

The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement – from ensuring all staff are trained and well led, to fostering improvement and innovation which leads to better health and care outcomes.

### **Setting strategy and delivering long-term transformation**

The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development.

### **Promoting equality and inclusion, and reducing health and workforce inequalities**

The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion.

### **Providing robust governance and assurance**

The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement.

### **Creating a compassionate, just and positive culture**

The skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours.

### **Building a trusted relationship with partners and communities**

The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment.

The best boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from local black, Asian and minority ethnic communities, and people with disabilities, who we know are all under-represented in these important roles.

- Applicants should live in or have strong connections with the area served by the trust.



- 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 and the Trust make 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](#).

### 3. About Maidstone and Tunbridge Wells NHS Trust

Maidstone and Tunbridge Wells NHS Trust (MTW) is a large acute hospital trust in the South East of England. The Trust was legally established in February 2000. Through the Trust’s vision of “Exceptional people, outstanding care”, the Trust provides a full range of hospital services to a core catchment population of 600,000 people in west Kent and East Sussex; and a range of specialist care (ophthalmology, stroke, and sexual health) to a wider population across north and West Kent. The Trust is also the cancer centre for Kent and Medway, which has a population of 2m, and one of the largest cancer centres in the UK.

The Trust’s core catchment areas are Maidstone and Tunbridge Wells and their surrounding boroughs. It employs over 7,600 full and part-time staff, and operates from two main sites (Maidstone Hospital and Tunbridge Wells Hospital) plus the newly-acquired Fordcombe Hospital. Maidstone Hospital is the base for the Kent Oncology Centre which also sees patients at the Kent and Canterbury Hospital and the Trust also provides services at Crowborough Birth Centre and a range of ambulatory and outpatient services at Sevenoaks Urgent Treatment Centre and the West Kent Community Diagnostic Centre, and hospitals operated by East Kent Hospitals University NHS Foundation Trust, Medway NHS Foundation Trust, Dartford and Gravesham NHS Trust. Tunbridge Wells Hospital is a Private Finance Initiative (PFI) hospital and the majority of the site provides single bedded en-suite accommodation for inpatients in a modern, state of the art environment. It is a designated Trauma Unit, undertakes the Trust’s emergency surgery and is the main site for Women’s and Children’s, and Orthopaedic services.

#### Recent performance/achievements

- The Trust has delivered a financial surplus for the last five years.
- The Trust’s performance on the Emergency Department four-hour waiting time target has consistently been within the top five performers in the country.
- The Trust’s cancer access target performance is the best among cancer centres (having previously been the worst-performing).
- The first acute Trust to eliminate 52-week waiting times after the COVID-19 pandemic (despite many other Trusts still having patients who have waited over 65 and 78 weeks for treatment).

- The Trust has reduced its substantive vacancies and staff turnover rate to below target, and is one of only eight acute Trusts to show a positive net productivity when compared with pre-pandemic levels.
- In February 2023, the Trust was recognised regionally and nationally for the significant improvements and progress made by staff across the Trust in recent years by moving to level 1 in the NHS Oversight Framework (NOF). The NOF provides a monitoring framework to support delivery across the NHS. It also ensures the priorities of partner organisations are aligned and partners work together to develop locally appropriate plans. The decision by NHS England to move the Trust from NOF 2 to 1 (the highest level) followed a recommendation by the Kent and Medway Integrated Care Board.

## Strategic developments

The Trust has completed a range of strategic developments in the recent past, including a Community Diagnostic Centre, a Hyper Acute Stroke Unit, the Kent and Medway Orthopaedic Centre, a Children’s Emergency Department, a Surgical Assessment Unit, Oncology outpatient improvements, an Acute Assessment Unit and the installation of multi-storey car parking capacity.

A major project to provide accommodation for students of the Kent and Medway Medical School (KMMS) is also nearing completion, whilst several other major strategic developments are under consideration. KMMS is central to the Trust’s strategy. The Trust will provide 40% of the clinical placements for Kent and Medway and the Trust’s clinicians have been appointed to many leading roles within the Medical School, including the year leads for all three clinical years.

**Vision:** Exceptional people, outstanding care

**Values:** The Trust’s PRIDE values are at the heart of what they do



**MTW’s strategy triangle:** The strategy triangle links together everything it does to deliver their vision & shows how their ‘Exceptional people, outstanding care’ vision directly relates to the six strategic themes, PRIDE values and strategic initiatives.





**Strategic themes:** All the Trust's improvement efforts and projects fall under one of their six strategic themes to help them deliver high quality care in a sustainable way:

- **Patient experience:** To meet their ambition of always providing outstanding healthcare quality they 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 their 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 their resources.
- **People:** Creating an inclusive, compassionate and high performing culture where their people can thrive and be their best self at work

The Trust's priority areas are identified and agreed via the Exceptional People, Outstanding Care Management System, and specifically via Vision Goals / Targets; Breakthrough Objectives and Corporate Projects that align to each Strategic Theme. The current Vision Goals for each theme are as follows:

- **Patient Experience:** To reduce the number of complaints received each month
- **Patient Safety and Clinical effectiveness:** No significant avoidable harm: 0.7 per 1000 bed-days
- **Patient Access:** To ensure we are achieving all constitutional patient access standards.
- **Systems & Partnerships:** No patient resides in an acute hospital bed who needs care that can be provided in another setting



- **Sustainability:** Continued delivery of financial plan, with a modern and fit for purpose environment and infrastructure
- **People:** Achieve a Trust-wide vacancy level of 7% over two years by the end of 2025/26.

## 4. Key challenges

Nationally the key issue facing the NHS is the large number of people waiting for treatment. Like many hospital Trusts MTW has seen a significant increase in Emergency Department (ED) attendances and referrals but patients in the communities the Trust serves are receiving some of the fastest access to treatment in the country. Despite these unprecedented numbers MTW continues to be one of the top performing Trusts in the country for performance on the four-hour ED standard. MTW is planning to deliver a break-even position in 2023/24, and this outcome is currently forecast. As noted above, MTW is one of only eight Trusts nationally to have secured a net improvement in productivity compared with pre-pandemic levels. However, the Trust operates within a financially-challenged ICS, so a key challenge for the Trust Board is to secure sustainability and improvement of current services while contributing to operational and financial recovery across Kent and Medway.

### Appendix 1: Values and concepts from NHS Leadership Competency Framework

#### Our people promise:

- We are compassionate and inclusive
- We are recognised and rewarded
- We each have a voice that counts
- We are safe and healthy
- We are always learning
- We work flexibly
- We are a team

#### NHS values

- Working together for patients
- Respect and dignity
- Commitment to quality of care
- Compassion
- Improving lives
- Everyone counts

#### Our leadership way



We are compassionate

- We are inclusive, promote equality and diversity, and challenge discrimination
- We are kind and treat people with compassion, courtesy and respect.

We are curious

- We aim for the highest standards and seek to continually improve, harnessing our ingenuity
- We can be trusted to do what we promise

We are collaborative

- We collaborate, forming effective partnerships to achieve our common goals
- We celebrate success and support our people to be the best they can be

### Health and Care Act 2022

- Collaborate with partners to address our shared priorities and have the core aim and duty to improve the health and wellbeing of the people of England.
- Improve the quality, including safety, of services provided.
- Ensure the sustainable, efficient use of resources for the wider system and communities

### Seven principles of public life

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

### Appendix 2: 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:**
  - Role and responsibilities
  - 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 Senior Appointments and Assessment Team**

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### **Appendix 3: Making an application**

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. In accordance with [NHSE's FPPT framework](#) if appointed your references and other background checks will be shared with the Trust.
- 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

### **Appendix 4: Key dates**

- **closing date for receipt of applications: 10 April 2025 at 11am.** Please forward your completed application to [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net) quoting reference **S3317**
- **interview date: May 2025 (tbc)**



- **proposed start dates: 1 September 2025 & 16 November 2025**

### **Getting in touch**

- We strongly recommend an informal and confidential discussion with Annette Doherty, the Chair of the trust. Please contact Teresa Jarrett by emailing [teresa.jarrett@nhs.net](mailto:teresa.jarrett@nhs.net) to arrange a call.
- **NHS England** – for general process enquiries contact Helen Barlow by emailing [helen.barlow2@nhs.net](mailto:helen.barlow2@nhs.net)

### **NHS England**

E: [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net)

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