



Maidstone and
Tunbridge Wells
NHS Trust

CANDIDATE BRIEFING PACK

Medical Specialties Directorate



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Message from Miles Scott



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

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

You 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 lead

Dear applicant,

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

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

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

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

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

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

Our warmest wishes,



Laurence Maiden
Consultant Physician & Gastroenterologist
Chief of Medicine & Emergency Care



| About our Trust

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

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

| 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



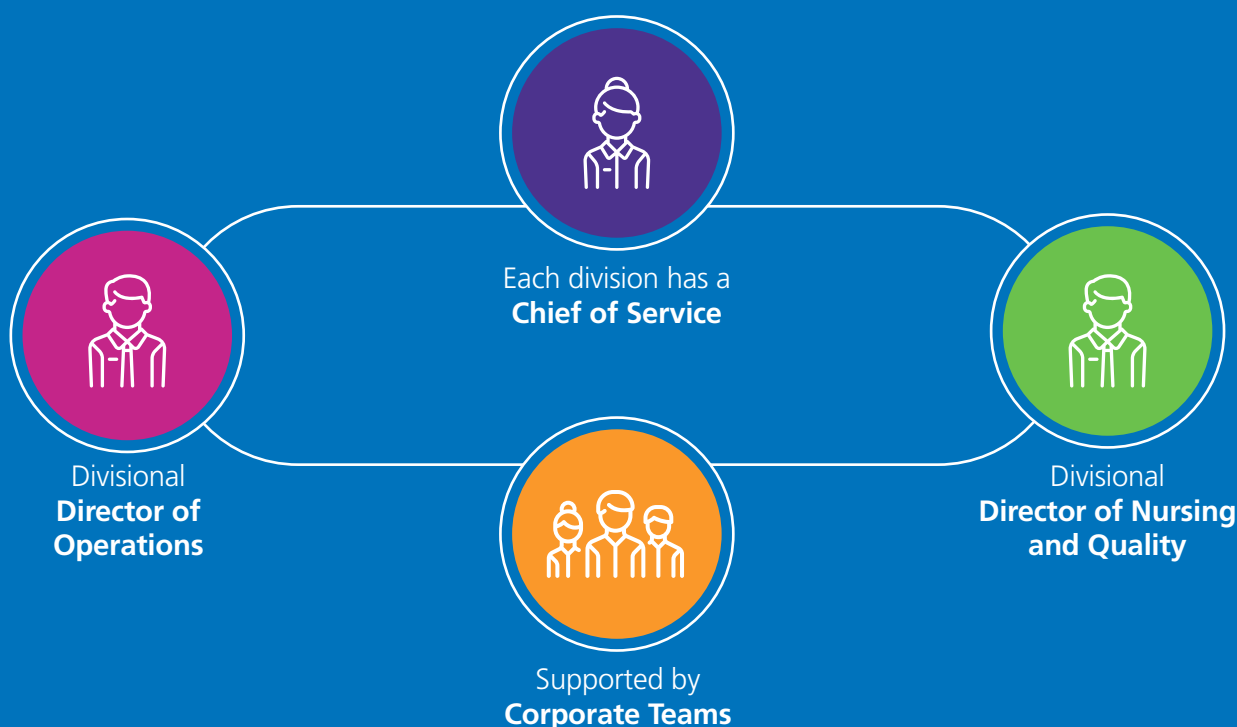
Dr Sara Mumford
Deputy Medical
Director and Director
of Infection Prevention
and Control

| 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'.



| 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.



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.

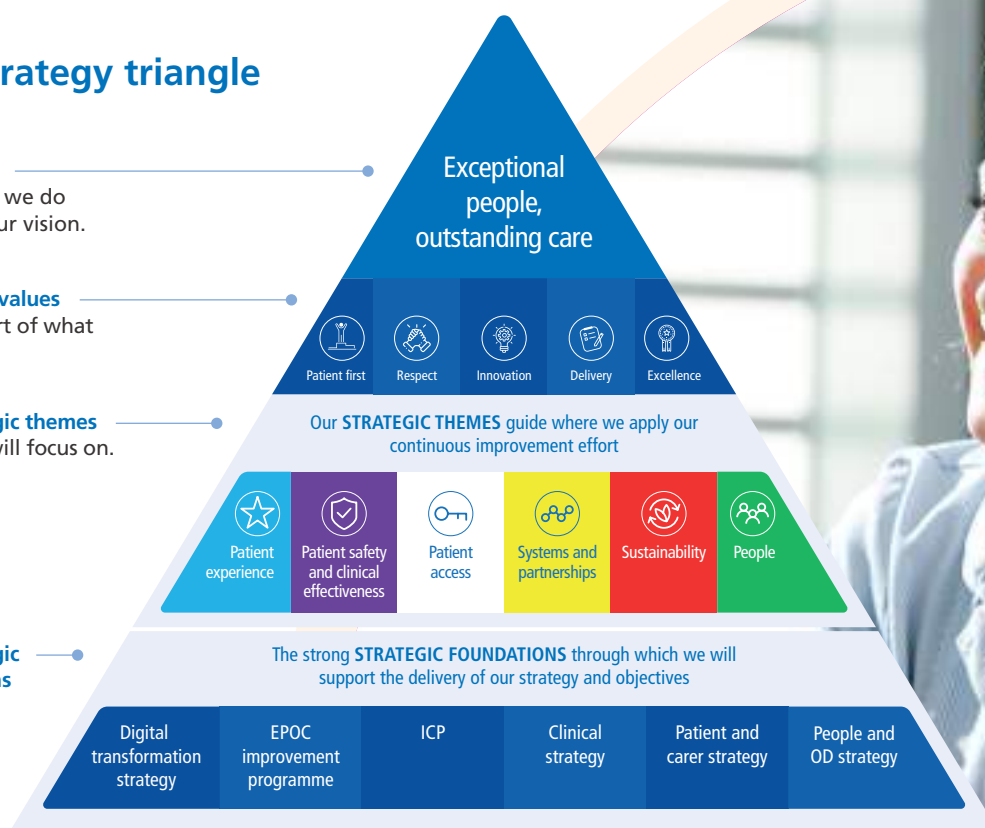
Our PRIDE values

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.



Medical Specialties Directorate

1. Cardiology

The Cardiology Department provides comprehensive non-invasive cardiac diagnostic and treatment services at both hospitals. Diagnostics include trans-thoracic echocardiography, trans-oesophageal echocardiography, stress echo, exercise stress testing, tilt testing, ambulatory ECG and blood pressure monitoring; many of which are available by direct access for local GPs. We have a full CT coronary angiography service at the Tunbridge Wells site and myocardial perfusion imaging service at the Maidstone site. There is also a comprehensive pacemaker/complex device remote monitoring follow-up service on both sites.

Cardiac catheterisation and pacemaker implantation are performed at both hospitals in dedicated cardiac catheter suites. Complex pacing and electrophysiology are performed on the Maidstone site while PCI is carried out on the Tunbridge Wells site. The lab at Tunbridge Wells has been refurbished with new high specification Siemens angiography and haemodynamic equipment suitable for diagnostic work, coronary intervention and device therapy. Maidstone Hospital was the first in Kent to have an EP lab and on-site EP consultants. The lab has been fitted with a CARTO 3D mapping system and will be undertaking complex mapping and ablation procedures.

A comprehensive cardiac rehabilitation programme is established and is managed by the cardiac nurse specialists. Exercise rehabilitation takes place in the community and the service has access to a comprehensive range of exercise machines. Specialist arrhythmia nurses provide valuable support for the EP service and the heart failure service is well supported with an excellent community heart failure service and regular MDT.

The department has strong links with the Cardiothoracic Centres at St Thomas' Hospital and King's College Hospital where at present most local patients have their cardiac surgery.

2. Respiratory

Our Respiratory Services team treat and care for patients with a variety of conditions, such as lung cancer, Sarcoidosis, Chronic Obstructive Pulmonary Disease (COPD), asthma, Interstitial Lung Disease (ILD), Bronchiectasis and Tuberculosis. There is a 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 Respiratory Medicine department provides services on both hospital sites of the Trust. Both have fully equipped pulmonary function laboratories supported by dynamic physiologists. There are numerous experienced respiratory nurse specialists who support both the respiratory wards and specialist clinics, including TB, bronchiectasis and COPD clinics. These are well supported by a robust and flexible physiotherapy service.

Bronchoscopy procedures are undertaken in JAG accredited endoscopy units on each site, with a local EBUS service at Maidstone Hospital. We have a newly launched pleural service and we have just received funding to buy two flexible medical thoroscopes for medical thoracoscopy and a PleurX drain service. Each of the respiratory wards has its own mobile thoracic ultrasound machine for the sole use of the respiratory physicians and trainees as well as access to Optiflow and non-invasive ventilation. We have a good working relationship with the local CCG and have recently developed a COPD pathway bridging the interface between primary and secondary care, including a very successful Pulmonary Rehabilitation service. The CCG also wish to develop a local sleep and home ventilation service. We also plan to develop a more robust ILD service with a view to incorporation into a specialist ILD MDT in collaboration with one of the London centres. Lung cancer services are delivered in close collaboration with clinical and medical oncologists based at the Kent Oncology Centre at Maidstone Hospital, supported by five lung cancer nurse specialists who work cross site.



3. Gastroenterology

Our outstanding 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 the Tunbridge Wells site.

There has been major investment in the Trust's Gastroenterology Department. The JAG accredited Endoscopy Department boasts six state of the art endoscopy suites across the two sites and provides the full range of diagnostic and therapeutic procedures. Recent successful business cases have seen the introduction of high resolution endoscopic equipment and the appointment of an additional five nurse endoscopists and four IBD nurse specialists.

The comprehensive Gastroenterology service at MTW provides:

- **IBD** – Two weekly IBD MDTs with support of two IBD surgeons and four IBD nurses and one coordinator. There is also an existing link with St Thomas' hospital IBD meeting for complex cases.

- **Liver** – Regional viral hepatitis centre with two consultants managing this group and one specialist nurse. Once a month benign HPB MDM meetings. There is also a link to the tertiary centre benign liver meetings for complex cases.
- **Nutrition** – There are weekly nutrition ward rounds for patients with enteral and parenteral nutrition issues and an established nutrition steering group. The Trust is also one of the very few centres where endoscopic Flamingo buried bumper removal is taking place. The nutrition team is well supported by a pharmacist, dietitian, catering team and senior nurse.

There are numerous experienced respiratory nurse specialists who support both the respiratory wards and specialist clinics, including TB, bronchiectasis and COPD clinics. These are well supported by a robust and flexible physiotherapy service.





- **Endoscopy** – A fully functional 24/7 GI bleed service is in place at the Trust. This service is performed at the Tunbridge Wells site and is supported by the acute surgical services, with interventional radiology available during working hours. Out of hours interventional radiology is provided by neighbouring trusts if needed. The Trust is providing all general endoscopy and also bowel cancer screening along with ERCP, EUS, Capsule endoscopy and enteroscopy. We intend to develop upper GI physiology, which will complement existing lower GI physiology studies. The Trust has also been chosen for colon capsule provision and has on-site qFIT and faecal calprotectin testing available.
- **Cancer** – There are existing upper, lower GI and neuroendocrine tumour cancer pathways with dedicated MDMs. There is a direct link with St. Thomas' and King's hospitals for the same. This service is very well supported by multiple nurses and coordinators.
- **Digestive Diseases Unit** – The Trust is keen to amalgamate the gastroenterology and surgical specialties to one site at Tunbridge Wells. The process has begun with acute and specialist surgery moving to one site and we also intend to move acute gastroenterology to Tunbridge Wells. The intention is to develop a state-of-the-art Digestive Diseases Unit with most of the work done in-house as opposed to being outsourced. This service provision is in progress.

4. Diabetes & Endocrinology

The Diabetes & Endocrinology Department provides a wide range of services.

- **Diabetes** – We provide a comprehensive inpatient and outpatient diabetes service supporting both adults and children. This includes: Joint pregnancy clinics with consultants and diabetes nurses; Insulin infusion work; Use of continuous glucose meters to identify patient problems; 'Dose adjustment for normal eating' courses; Renal clinic; Close work with the podiatry service; Transitional clinics.
- **Endocrinology** – Services include general endocrine, transitional endocrine, antenatal, radioiodine, thyroid eye disease clinics, input into thyroid cancer multi-disciplinary meetings, dynamic testing. We also provide care for endocrine inpatients.
- **Community Integrated Diabetes Service (CIDS)** – This was established in 2017/18 and is run as a 'hub' and 'spoke' model. The two specialist diabetes centres (are the main hubs whilst there are several spokes based in the community across seven clusters of GP practices. The majority of patients with type 2 diabetes are looked after in the community. Patients with more complex diabetes or those who require an insulin or GLP1 start, are seen by the community diabetes specialist nurses working alongside the practice nurses.

The CIDS was a finalist for the HSJ Value Awards 2021 for the System or Commissioner Led Service Redesign Initiative.



The Community Integrated Diabetes Service was a finalist for the HSJ Value Awards 2021 for the System or Commissioner Led Service Redesign Initiative.



5. Rheumatology

Maidstone and Tunbridge Wells Rheumatology Department delivers a diagnostic and therapeutic service through clinics at both Maidstone and Tunbridge Wells Hospitals and outreach clinics at Sevenoaks, Edenbridge and Crowborough Community Hospitals.

Specialist clinics include: early arthritis clinic, biologic therapy review, CTD and vasculitis, ankylosing spondylitis review and osteoporosis. Giant Cell Arteritis queries are managed in the Acute Admissions Unit and delivered by the Rheumatology team comprising:

- Seven consultants.
- A rheumatology SpR on each site.
- An extended scope physiotherapy practitioner based at Tunbridge Wells providing teaching and learning for the entire team.
- A TNF coordinator based on each site.

In addition, we have:

- Ultrasound on each site with consultant-led early arthritis clinics supported by the CNS team.
- An infusion suite for administration of our biologic and osteoporosis therapies.
- Research unit at Maidstone hosting two research nurses and a research coordinator. We are actively involved in observational and interventional studies in RA, lupus and other autoimmune diseases.

6. Neurology

The Neurology service is part of a network based upon the Neurosciences Centre at King's College Hospital, London.

Most patients are seen in the outpatient clinic by a consultant neurologist or nurse specialist (MS, Parkinson's, epilepsy) and we provide services across the following areas:

- Cognitive Neurology
- Peripheral Nerve
- Headache
- Parkinson's
- Motor Neurone Disease
- Multiple Sclerosis

Intravenous infusions and lumbar punctures are done in our Planned Treatment Day Units at Maidstone or Tunbridge Wells. Patients with urgent conditions may be admitted to an acute medical ward where neurologists offer a consultation service on most working days. A few patients requiring highly specialist investigations and treatment may be referred to the regional neuroscience centre at King's College Hospital, where there is a weekly MDT attended by the MTW consultants.



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

Hermitage Lane
Maidstone
Kent, ME16 9QQ

01622 729000

Tunbridge Wells Hospital

Tonbridge Road
Tunbridge Wells
Kent, TN2 4QJ

01892 823535

