

Ref: FOI/GS/ID 4329

Please reply to:
FOI Administrator
Trust Management
Maidstone Hospital
Hermitage Lane
Maidstone
Kent
ME16 9QQ
Email: mtw-tr.foiadmin@nhs.net

02 August 2018

Freedom of Information Act 2000

I am writing in response to your request for information made under the Freedom of Information Act 2000 in relation to press office/media department.

You asked:

- 1) The budget for your organisation's press office/media department in 2011/12, 2012/13, 2013/14, 2015/16 and 2016/17*
- 2) The headcount of staff employed in your organisation's press office/media department in 2011/12, 2012/13, 2013/14, 2015/16 and 2016/17*
- 3) A structure chart and job descriptions and salary bands for the media relations/press office team currently employed by your organisation.*

Trust response:

1. Total budget (pay and non-pay)

16/17 £ 296,683

15/16 £ 263,033

14/15 £ 430,178

13/14 £ 432,444

12/13 £ 249,427

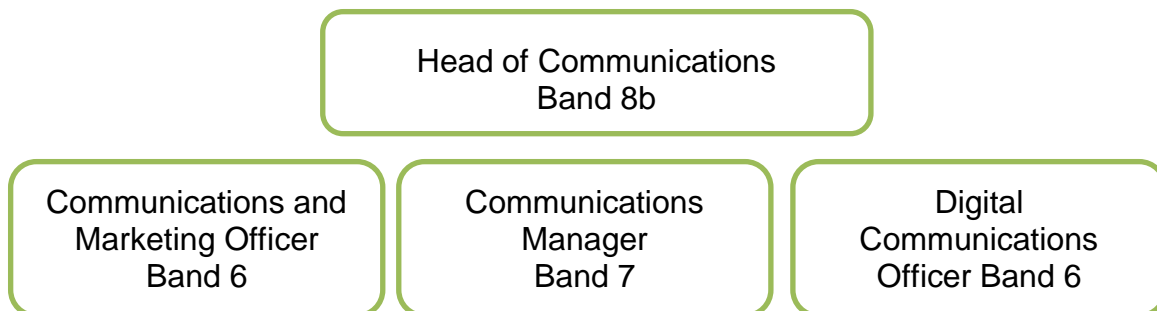
11/12 £ 259,003

2. Maidstone and Tunbridge Wells NHS Trust employs four communications experts who support patient and public engagement as part of our care improvement strategy. This includes media relations.

The Trust has employed these members of staff since 2011. Two of the roles are part-time positions.

3. Please see the attached documents.

Structure Chart



Maidstone and Tunbridge Wells NHS Trust (MTW)

Digital Communications Officer

Job Title: Digital Communications Officer

Hours: 37.5 hours a week

Department: Communications

Reports To: Communications Manager

Accountable To: Head of Communications

Grade: Band 6

Responsible For: N/A

Job Summary

The communications team operates in a busy working environment, supporting the information needs of over 5,000 staff, hundreds of thousands of patients who use MTW services, local/regional broadcast and print media, and local GPs/other NHS organisations.

The department produces proactive and reactive press releases and media statements on a daily basis, is responsible for publications including staff and stakeholder newsletters, supports the development of marketing materials, oversees public affairs and organises stakeholder events.

At the heart of this work is the Trust's staff intranet and public website, which receives 35,000 visits a month, and its growing use of social media.

The Digital Communications (Web, Intranet and Social Media specialist) Officer plays a vital role within the department. He/she is responsible for MTW's digital stakeholder communications, writing and managing information and overseeing the systems that keep MTW's online followers updated with the latest views and service news. He/she also helps oversee MTW's presence on the national NHS Choices website (www.nhs.net) and contributes to its overall digital marketing.

As an aspirant Foundation Trust, MTW has a strong focus on developing real-time patient, staff and stakeholder digital communications. Responsible for the performance, management and development of its online presence, the Digital Communications Officer also contributes to future strategic planning.

This post is suitable for someone with an excellent working knowledge of all forms of digital communications, CMS systems, and a minimum of two years' experience of writing concise interest-grabbing internet, intranet and social media ready content, ideally within a large and complex organisation.

Working relationships:

Internal

Chief Executive
Chairman
Executive Directors and Non Executive Directors
Associate Directors
Heads of Departments
Head of ICT
Consultants
Head of Communications and Communications Manager
Other Trust staff

External

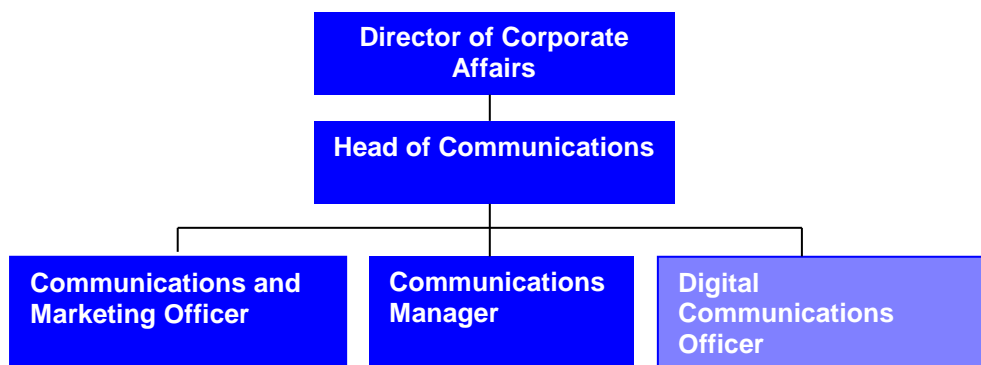
All other NHS Trust communications officers
Department of Health
NHS England
Trust Development Authority

GPs and Clinical Commissioning Groups
External web and intranet support supplier

Budget responsibilities:

This post holds some budget responsibilities to be advised by the Head of Communications.

Directorate Reporting Structure:



Main duties and responsibilities:

- Responsible, with internal and external IT support, for the performance, management and development of the Trust's website and intranet ensuring that it conforms with Trust and NHS policy and enhances the reputation of the Trust.
- Working closely with departments and clinical services within the Trust to ensure clear and relevant information for staff, patients and other stakeholders is easily accessible online.
- Producing online content for all digital channels including, websites, social media and e-Newsletters that are accessible and user-friendly for staff, patients and other stakeholders
- Maintaining and enhancing web and social media strategies for the Trust that reflect corporate objectives, are linked-up to communication strategies and fulfil marketing and Patient Choice requirements.
- Lead on promoting the use of digital channels to staff members, including the staff intranet, public site and social media platforms.
- Set up and manage a network of departmental web editors across the Trust to help write and publish appropriate content on the website (and intranet). Ensure that they receive suitable training.

- Lead on digital communications research and user testing, including accessibility and usability testing with staff, patients and public.
- Make information available digitally for the Trust's public membership and encourage their use of and receipt of information by email.
- The Digital Communications Officer is also the Trust's nominated 'web editor'. This requires keeping abreast of current initiatives including Patient Choice and Freedom of Information.

Other duties:

As a member of the communications team, the Digital Communications Officer will be required to contribute to the day-to-day running of the communications department. Duties are likely to include:

- Taking calls from the media and referring them to other members of the team where appropriate.
- Providing office cover and assistance in the event of major stories or issues affecting the Trust.
- Supporting internal communications
- Providing online communications in the event of emergencies and other significant high profile public events.

Maidstone and Tunbridge Wells NHS Trust

Person Specification

Digital Communications (Web, Intranet and Social Media) Manager

Criteria	Essential	Desirable
Communications & Relationship skills	<ul style="list-style-type: none"> •Highly skilled at understanding and presenting complex information for publication on website, intranet and NHS Choices •Experienced at presenting complex data to Board/committees •Advanced written communication skills •Expertise in use of social media by public organisations 	
Knowledge, Training & Experience	<ul style="list-style-type: none"> •A level maths and English •Relevant degree (or equivalent qualification) e.g. computing & web technologies 	<ul style="list-style-type: none"> •Formulating strategic plans •Knowledge of how the NHS works and current issues/changes

	<ul style="list-style-type: none"> •Minimum 2 years' experience managing & developing internet and intranet sites •Highly experienced at administering and using content management systems •Experience of working with and managing internal and external IT/web support •Knowledge of design principles for on-screen content •Knowledge of industry good practice, usability and accessibility issues plus technical and web related legislation (e.g. Disability Discrimination Act, Data Protection Act) 	
Analytical & Judgemental Skills	<ul style="list-style-type: none"> •Ability to analyse data on customer trends and manage online marketing communication campaigns •Highly skilled at interpreting complex information for publication on website, intranet and NHS Choices •Ability to present information online advantageously for positive media coverage •Excellent judgement on potentially sensitive issues 	
Planning & Organisational Skills	<ul style="list-style-type: none"> •Prioritise and co-ordinate publication of time sensitive information in suitable formats and through different channels •Organise web events and live online stakeholder communications •Manage stakeholder demand for web information •Adept at project managing website developments 	
Physical Skills	<ul style="list-style-type: none"> •Advanced keyboard skills to design digital communications and presentations 	
Responsibility for Patient/Client Care	<ul style="list-style-type: none"> •Understanding of and strict adherence to patient confidentiality •Development of suitable digital communication 	

	healthcare information for patients	
Responsibility for Policy/Service Development	<ul style="list-style-type: none"> •Develops website and intranet user policy •Develops training programmes for staff departmental intranet editors •Adheres to communications department policies and procedures 	
Responsibility for Financial & Physical Resources	<ul style="list-style-type: none"> •Management of external IT support contract 	<ul style="list-style-type: none"> •Experience of web sponsorship and advertising opportunities •Experience of tender processes
Responsibility for Human Resources	<ul style="list-style-type: none"> •Supervise web and intranet training for digital communication users •Update current digital communication users on latest techniques 	
Responsibility for Information Resources	<ul style="list-style-type: none"> •Produce regular web reports •Oversee user feedback systems •Maintain image library •Oversee Web maintenance and information updates 	
Responsibility for Research & Development	<ul style="list-style-type: none"> •Undertake audits of web users and their requirements 	
Freedom to Act	<ul style="list-style-type: none"> •Advise Trust on digital communications as lead specialist •Ability to work on own initiative 	
Physical Effort	<ul style="list-style-type: none"> •Predominantly office based 	
Mental Effort	<ul style="list-style-type: none"> •Ability to work to tight deadlines •Provide advice at critical instances 	<ul style="list-style-type: none"> •Experience of using digital communications within crisis management
Emotional Effort	<ul style="list-style-type: none"> •Ability to cope with sometimes difficult and emotional situations 	

Working Conditions	<ul style="list-style-type: none"> •Able to use computer almost continually throughout the day •Able to work flexibly and out of hours if required 	

Job Description Agreement:

Signature of post holder: _____ Date: _____

Name: _____

Signature of manager: _____ Date: _____

Name: _____

Statement:

This job description is a broad reflection of the current duties. It is not necessarily exhaustive and changes will be made at the discretion of the manager in conjunction with the post holder.

Time scales for achievement and standards of performance relating to the duties and responsibilities identified in this job description will be agreed via the annual appraisal process with the post holder.

As an employee of Maidstone & Tunbridge Wells NHS Trust, the post holder will have access to confidential information. Under no circumstances should this be disclosed to an unauthorised person within or outside the Trust. The post holder must ensure compliance with the requirements of the Data Protection Act.

As an employee of the Trust, the post holder will be required to adhere to all Trust policies including Equal Opportunities where all employees are expected to accept individual responsibility for the practical implications of these policies.

The post holder is required to take reasonable care for the health and safety of themselves and others that may be affected by what they do while at work.

This post may require the post holder to travel across the Trust sites in the course of fulfilment of their duties.

The Maidstone & Tunbridge Wells NHS Trust has a no smoking policy.

Clinical Governance: You will be expected to take part in the processes for monitoring and improving the quality of care provided to patients. This includes risk management and clinical audit. If you engage in clinical research you must follow Trust protocols and ensure that the research has had ethical approval. You will be expected to ensure that patients receive the information they need and are treated with dignity and respect for their privacy.

All staff should be aware of their responsibilities and role in relation to the Trust's Major Incident Plan.

INFECTION CONTROL AND HAND HYGIENE - All Trust employees are required to be familiar with, and comply with, Trust policies for infection control and hand hygiene in order to reduce the spread of healthcare-associated infections. For clinical staff with direct patient contact, this will include compliance with Trust clinical procedures and protocols, including uniform and dress code, the use of personal protective equipment policy, safe procedures for using aseptic techniques, and safe disposal of sharps. All staff are required to attend mandatory training in Infection Control and be compliant with all measures known to be effective in reducing healthcare-associated infections.

All staff are required to fully participate in learning and development opportunities and ensure they remain compliant with statutory and mandatory training requirements throughout their employment with the Trust.

All staff are required to fully comply with the NHS Code of Conduct.

SAFEGUARDING CHILDREN - Everyone employed by the Trust regardless of the work they do has a statutory duty to safeguard and promote the welfare of children. When children and/or their carers use our services it is essential that all child protection concerns are both recognised and acted on appropriately. You have a responsibility to ensure you are familiar with and follow the child protection procedures and the Trust's supplementary child protection guidance which is accessed electronically on the Trust's Intranet site. You have a responsibility to support appropriate investigations either internally or externally. To ensure you are equipped to carry out your duties effectively, you must also attend child protection training and updates at the competency level appropriate to the work you do and in accordance with the Trust's child protection training guidance.

SAFEGUARDING ADULTS - Everyone employed by the Trust regardless of the work they do has a duty to safeguard and promote the welfare of vulnerable adults. When patients and/or their carers use our services it is essential that all protection concerns are both recognised and acted on appropriately. You have a responsibility to ensure you are familiar with and follow Trust policies in relation to safeguarding vulnerable adults. You have a responsibility to support appropriate investigations either internally or externally. To ensure you are equipped to carry out your duties effectively, you must also attend vulnerable adult protection training and updates at the competency level appropriate to the work you do and in accordance with the Trust's vulnerable adult protection training guidance



Maidstone and Tunbridge Wells NHS Trust

Communications and Marketing Officer

Job Title: Communications and Marketing Officer

Grade: 6

Care Group/Department: Corporate Affairs

Base: Maidstone

Hours: 30

Reports to: Communications Manager

Accountable to: Head of Communications

Job Summary:

The Communications and Marketing Officer (CMO) supports and works alongside the Communications Manager to deliver the objectives of the Trust's Communications and Marketing Strategy.

The CMO will focus on promoting and communicating key messages about the high quality services provided for patients at Maidstone and Tunbridge Wells hospitals.

This will cover both internal and external audiences from GPs and NHS staff to patients, local councils, the public, and newly formed Foundation Trust (FT) members. The CMO is responsible for overseeing the Trust's (FT) public membership scheme and organising member events.

The CMO works with the Communications Manager to ensure the good reputation of the Trust is maintained and enhanced at all times. This includes working proactively and reactively with the media, producing newsletters and organising events while improving all existing channels of communication and exploring new avenues and technologies.

The CMO is a creative thinker adept at crafting communications to meet the needs of different audiences. While this is a frontline role involving plenty of proactive clear and accurate written communications, the CMO will also be required to think strategically about the most appropriate means of marketing the Trust's unique values and implementing customer-focused campaigns.

Working relationships:

Internal

Chief Executive

Chairman

Executive Directors and Non Executive Directors

Associate Directors

Heads of Departments

Consultants

Head of Communications and Communications Manager

Other Trust staff

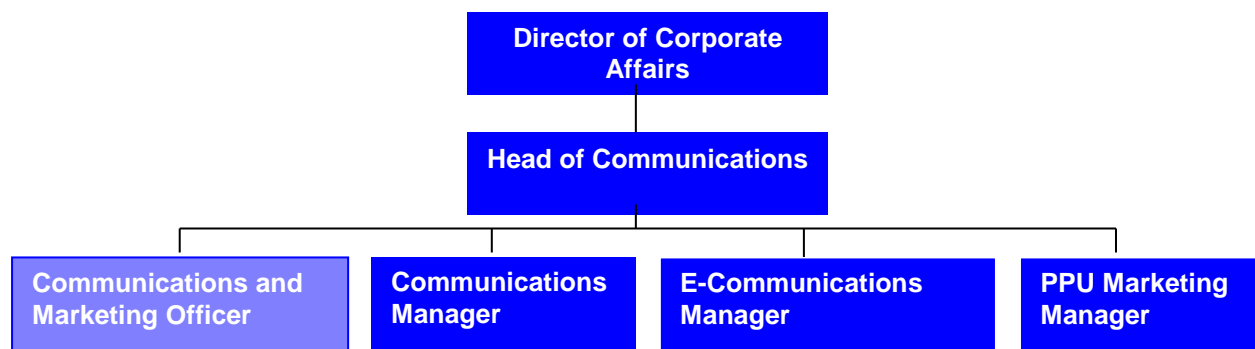
External

All other NHS Trust communications officers + Department of Health
Strategic Health Authority Communications
Strategic Health Authority Ministerial Briefings Unit
Primary Care Trust Communications leads
GPs
Local Councillors
Local Members of Parliament
Media Organisations

Budget responsibilities:

This post holds some budget responsibilities to be advised by the Head of Communications.

Directorate Reporting Structure:



Key Result Areas:

1. Promote the Trust's high quality services to a wide and varied audience using the most appropriate mix of methods for communications and marketing.
2. Promote the unique values of health services at Maidstone and Tunbridge Wells hospitals equally and cohesively.
3. Oversee the Trust's public membership scheme and organising member events.
4. Work closely with the Communications Manager to achieve the overall objectives of the Communications and Marketing Strategy.
5. Ensure the complete timeliness and consistency of messaging to all of the Trust's key stakeholders via different channels of communication.
6. Develop highly visible, accessible and responsive internal and external communications that support ongoing two-way engagement and involvement.

7. Assist the Communications Manager in writing and editing regular internal and external stakeholder newsletters.
8. Promote the use of social media as a means of broadening the Trust's online messaging with the department's Website, Intranet and Social Media Manager.
9. Lead and assist in the development of customer communication campaigns.
10. Monitor effectiveness of internal and external communications and marketing activities and implement changes where required.
11. Where appropriate help develop new initiatives to further communications with staff, patients, the public and stakeholders, ensuring these are value for money.
12. Deputise for the Communications Manager when necessary.

General:

1. Monitor local and national media and share information with Executive Directors
2. Build on the Trust's working relationship with the local media.
3. Help ensure internal and external communications are delivered in a timely manner that meet deadlines, while ensuring all information is accurate, balanced and meets the needs of its audience.
4. Be available to advise staff about effective use/most appropriate methods of communication and marketing with colleagues and the local media as and when necessary.
5. Treat fellow staff with respect and dignity as part of the Trust's philosophy of creating a positive and supportive environment in which to work.
6. Understand the needs of your audience and how the NHS is working locally and nationally to improve patient care and flexible working lifestyles of staff.

Statement:

1. This job description is a broad reflection of the current duties. It is not necessarily exhaustive and changes will be made at the discretion of the manager in conjunction with the post holder.
2. Time scales for achievement and standards of performance relating to the duties and responsibilities identified in this job description will be agreed via the annual appraisal process with the post holder.
3. As an employee of Maidstone & Tunbridge Wells NHS Trust, the post holder will have access to confidential information. Under no circumstances should this be disclosed to an unauthorised person within or outside the Trust. The post holder must ensure compliance with the requirements of the Data Protection Act.

4. As an employee of the Trust, the post holder will be required to adhere to all Trust policies including Equal Opportunities where all employees are expected to accept individual responsibility for the practical implications of these policies.
5. The post holder is required to take reasonable care for the health and safety of themselves and others that may be affected by what they do while at work.
6. This post may require the post holder to travel across the Trust sites in the course of fulfilment of their duties.
7. The Maidstone & Tunbridge Wells NHS Trust has a no smoking policy.
8. Clinical Governance: You will be expected to take part in the processes for monitoring and improving the quality of care provided to patients. This includes risk management and clinical audit. If you engage in clinical research you must follow Trust protocols and ensure that the research has had ethical approval. You will be expected to ensure that patients receive the information they need and are treated with dignity and respect for their privacy.
9. All staff should be aware of their responsibilities and role in relation to the Trust's Major Incident Plan.
10. **INFECTION CONTROL AND HAND HYGIENE** - All Trust employees are required to be familiar with, and comply with, Trust policies for infection control and hand hygiene in order to reduce the spread of healthcare-associated infections. For clinical staff with direct patient contact, this will include compliance with Trust clinical procedures and protocols, including uniform and dress code, the use of personal protective equipment policy, safe procedures for using aseptic techniques, and safe disposal of sharps. All staff are required to attend mandatory training in Infection Control and be compliant with all measures known to be effective in reducing healthcare-associated infections.
11. All staff are required to fully participate in learning and development opportunities and ensure they remain compliant with statutory and mandatory training requirements throughout their employment with the Trust
12. All staff are required to fully comply with the NHS Code of Conduct.
13. **SAFEGUARDING CHILDREN** - Everyone employed by the Trust regardless of the work they do has a statutory duty to safeguard and promote the welfare of children. When children and/or their carers use our services it is essential that all child protection concerns are both recognised and acted on appropriately. You have a responsibility to ensure you are familiar with and follow the child protection procedures

and the Trust's supplementary child protection guidance which is accessed electronically on the Trust's Intranet site. You have a responsibility to support appropriate investigations either internally or externally. To ensure you are equipped to carry out your duties effectively, you must also attend child protection training and updates at the competency level appropriate to the work you do and in accordance with the Trust's child protection training guidance.

14. SAFEGUARDING ADULTS - Everyone employed by the Trust regardless of the work they do has a duty to safeguard and promote the welfare of vulnerable adults. When patients and/or their carers use our services it is essential that all protection concerns are both recognised and acted on appropriately. You have a responsibility to ensure you are familiar with and follow Trust policies in relation to safeguarding vulnerable adults. You have a responsibility to support appropriate investigations either internally or externally. To ensure you are equipped to carry out your duties effectively, you must also attend vulnerable adult protection training and updates at the competency level appropriate to the work you do and in accordance with the Trust's vulnerable adult protection training guidance.

15. All staff are required to provide the highest levels of service in their work and to adopt the highest standards of behaviour as stated and implied in the Trust Values of PRIDE.

Maidstone and Tunbridge Wells NHS Trust
Person Specification

Communications and Marketing Officer

Criteria	Essential	Desirable
Communications & Relationship skills	<ul style="list-style-type: none"> • Proven ability gained in the workplace of being able to communicate effectively on a personal level and build good working relationships with staff/stakeholders. • Excellent communication skills, both written and oral. • Ability to write fast, accurate press releases and press statements. • Ability to develop insightful and creative marketing materials • Produce presentations on difficult and sensitive issues for staff and other stakeholders • Experience in forming, influencing and maintaining an excellent network of contacts within the local media. 	
	<ul style="list-style-type: none"> • Degree or equivalent qualification 	

<p>Knowledge, Training & Experience</p>	<p>in a related field (public relations, marketing, politics, English)</p> <ul style="list-style-type: none"> • NCTJ qualification in journalism or CIPR diploma/advanced diploma in public relations and/or marketing and communications. • At least three A Levels including English • At least three years experience with a proven track record in communications, marketing and/or public relations in a large organisation. • Excellent all round knowledge of corporate communications, marketing and social media techniques • Dealing with the Media including TV and Radio. • Dealing with official and local government organisations. • Experience in managing the communications department in the absence of the Communications Manager (cover includes annual leave, sickness and day to day when necessary). • Experience of 'crisis media handling' 	<ul style="list-style-type: none"> • Experience in building understanding and involving staff and stakeholders in service changes • NHS experience or similar public body
<p>Analytical & Judgemental Skills</p>	<ul style="list-style-type: none"> • Ability to make sound and informed judgements against a politically sensitive environment. • Ability to analyse local and national market research to inform communications and marketing mix/campaigns • Identify unique customer value of services • Make informed judgement calls on how to respond to media and stakeholder enquiries 	
<p>Planning & Organisational Skills</p>	<ul style="list-style-type: none"> • Plan and implement marketing and communications campaigns • Organise and assist in the management of internal and external events • Organise and assist with press conferences • Organise and assist with photo calls and stakeholder visits • Capable to attend meetings both internal and external at Communications Management level if necessary and as directed by the Communications Manager • Proven ability to plan out and 	

	implement your workload.	
Physical Skills	<ul style="list-style-type: none"> • Experienced in word processing/powerpoint/excel and desktop publishing • Understanding of web, intranet and social media use • Desire to develop own skills and knowledge 	
Responsibility for Patient/Client Care	<ul style="list-style-type: none"> • Contribute to the development of clear, concise patient information • Provide support, advice and assistance to public, patients and stakeholders contacting the Communications Department 	
Responsibility for Policy/Service Development	<ul style="list-style-type: none"> • Follow Communications Department policies and procedures • Assist Communications Manager with Communications and Marketing action plans 	
Responsibility for Financial & Physical Resources	<ul style="list-style-type: none"> • Support Communications Manager with effective use of Communications Department budget for communications and marketing activities. • Order printing and design work for department campaigns and publications • Commission photography 	
Responsibility for Human Resources	<ul style="list-style-type: none"> • Support and advise Trust departments on marketing campaigns • Support and advise Trust departments on media releases and statements 	
Responsibility for Information Resources	<ul style="list-style-type: none"> • Ability to proactively develop media press releases • Develop effective stakeholder publications based on market research and established stakeholder requirements • Development stakeholder databases • Development photo library • Maintain press cuttings 	
Responsibility for Research & Development	<ul style="list-style-type: none"> • Undertake audits of communications and marketing effectiveness • Undertake market research and trend analysis to inform communication and marketing activities 	

Freedom to Act	<ul style="list-style-type: none"> • Work within and contribute to a team environment • Act on own initiative • Lead on staff internal communication publications • 	
Physical Effort	<ul style="list-style-type: none"> • Predominantly office based 	
Mental Effort	<ul style="list-style-type: none"> • Working under pressure and respond appropriately to tight deadlines. • Manage workload and prioritise competing demands 	
Emotional Effort	<ul style="list-style-type: none"> • Ability to cope with sometimes difficult and emotional situations involving patients, relatives the media and other stakeholders 	
Working Conditions	<ul style="list-style-type: none"> • Able to work flexibly and out of hours/unsocial hours including on-call if required • Able to work across site and own transport with a clean driving licence • Must be contactable by telephone. 	

Job Description Agreement:

Signature of post holder: _____ Date: _____

Name: _____

Signature of manager: _____ Date: _____

Name: _____

Job Title: Head of Communications
Band: 8b
Job type: Full time, substantive
Reports to: Director of Corporate Development
Accountable for: Communications Department

Role Purpose and Summary

1. The Head of Communications (HoC) is responsible for the (organisation's) development, implementation and evaluation of communication strategies, projects and campaigns at a senior corporate level. This includes all subsidiaries of MTW including the Kent Oncology Centre and International Minimal Access Centre for Surgery.
2. As one of the Trust's most senior and experienced communicators, the HoC must have 15 years experience, at a senior level, in public relations and journalism, with a masters level qualification in a relevant field.
3. The HoC provides communications, marketing communications, public relations and reputation management advice to the Trust Board, executive team and other senior members of the Trust.
4. The HoC is expected to proactively identify and act on strategic opportunities to enhance the Trust's position, profile, perception and overall public reputation. The HoC will ensure these key areas of reputation management are closely linked to and enhance the delivery of the Trust's vision, strategic aims and business objectives.
5. The HoC also acts as a communications link between MTW and its stakeholders. These internal and external partners include local community (key representatives of half a million people in West Kent and 1.8 million population in Kent and East Sussex), Government departments, professional bodies such as the BMA and Royal Colleges, and local and national Government representatives.
6. The HoC is the lead for the Trust's Communication's Department. The HoC's other key roles and responsibilities include:
 - Handling highly sensitive information and fostering cooperation and understanding with MTW stakeholders in sometimes difficult and challenging circumstances.
 - Applying a high level of knowledge about public and private sector healthcare, the political environment and significant marketing

communications experience to help deliver MTW's vision and values to its key audiences.

- Providing a reasoned assessment of highly complex facts, where expert opinions may differ; carrying out risk assessments and developing mitigation strategies.
- Develop long-term communications strategies that support and promote the Trust's business development plans by anticipating emerging themes linked to political, environmental, social, technological, economic and legal changes.
- Interpreting and disseminating information around national health policies.
- Developing communications policies and providing communications input into other MTW policies and public documents with MTW's directorate clinical and managerial leads.
- Provide crisis management communications, developing clear partnerships between MTW and other emergency services.
- Use social media and other innovative forms of online communication to promote MTW's corporate character worldwide.

Key Relationships

Internal

Chief Executive
Chairman
Executive and Non-Executive Directors
Divisional leaders and managers
Consultants
Staff and staff representatives

Within the NHS family

Health Ministers
Department of Health communication leads
Strategic Health Authority public engagement leads and communicators
Primary Care Trust public engagement leads and communicators
Neighbouring Trust communications leads
Local branch of the BMA
General practitioners

NHS associates

Care Quality Commission
Dr Foster
Monitor
LINKs

Public accountability

Patient Forum
Health Overview and Scrutiny
Kent Health Watch
MPs

Media

Local and regional media editors and programme directors
Local, regional and national health reporters
Trade news reporters
Action groups

Departmental structure

Director of Corporate Affairs

Head of Communications, band 8c



Key responsibilities

Corporate strategic

7. Provide high level, expert specialist advice on communications and marketing issues to the Directors and other Senior Managers often dealing with highly complex sensitive issues, some of a very confidential nature, and liaising and negotiating with other experts in communications to gain consensus and agreement.
8. Ensure all aspects of the Trust's communications and engagement activities are consistent with, and support the promotion of, the Trust's Vision and Values, its strategic aims, business plans and service developments.
9. Analyse and interpret information on local, regional and national market share and reputation in order to anticipate and act on opportunities to promote the Trust's services and enhance its reputation throughout the South East, nationally and internationally.
10. Receive, analyse, critique and communicate all national policies relating to communications and marketing to the Trust Board and Directors. Apply these to local healthcare.
11. Develop as required, Trust wide policies and procedures to support all communications and engagement activities across the organisation and to communicate this across the organisation. Develop strategic plans with each Trust Directorate to enhance staff/stakeholder communications.

Corporate Brand

12. Develop the Trust's corporate style and brand that readily identifies the Trust strategic aims and values, ensuring Board agreement and clear understanding across the Trust and with stakeholders.
13. Ensure that the corporate brand is applied effectively and consistently across the organisation, providing advice and guidance to managers and staff as required ensuring that every opportunity is taken to positively publicise the brand.

Marketing

14. Liaise with Directors, management teams and business development colleagues to help identify marketing opportunities and to support the marketing of Trust services and the development of publicity about Trust developments, successes and services.
15. Work with Executive and Management teams to positively promote the Trust to stakeholders and develop integrated communication marketing strategies that position MTW as a trustworthy, high quality and high performing organisation.
16. Provide expert advice, strategic direction and leadership to ensure marketing of the Trust's private patient business is in cohesion the Trust's core NHS business.
17. Build on the Trust's internet and intranet presence so that it continues to positively promote and market the Trust and its services.
18. Provide advice and practical support for patient and public involvement activity and other forms of stakeholder engagement (including Foundation Trust membership), working with colleagues with Director level responsibility for this area of work.

Communications

19. Develop and maintain a Trust Communications Strategy that is endorsed by the Trust Board and which is appropriately aligned to Trust Vision, Values and strategic aims.
20. Develop and deliver an annual Communications Plan which sets out the sequence and nature of planned communications initiatives aligned to service development and the Communications Strategy. The Plan will cover communications to staff of the Trust and to all external partners, stakeholders and patients.
21. Provide a professional press office and media relations service that is proactive and responsive and is based on maintaining good working

relationships with press/broadcast/web media representatives to promote the Trusts as a “provider of choice”.

- 22. Advise the Trust Board and Directors on the development of patient leaflets, posters, visual displays, signage etc in order to ensure high quality, consistent and appropriately branded material and clear messaging.
- 23. Audit and evaluate the effectiveness of internal and external communications on an ongoing basis linked to staff surveys and patient surveys.
- 24. Source on-going media and communications training in liaison with the Learning & Development function.
- 25. Produce and maintain the Trust’s Emergency media plan and establish and deliver an Out-of-hours service for media inquiries and communications support for health emergencies.

Leadership and Line Management

- 26. Provide effective leadership and management of the communications team, ensuring all staff are appropriately recruited, inducted, appraised, trained and supported in accordance with Trust policy.
- 27. Manage and develop staff within the Communications team ensuring that all staff have a personal development plan and are part of an integrated, flexible and professional team.
- 28. Ensure an active two way flow in corporate and local information with team members in accordance with trust staff communications policy.

Budget

- 29. Manage the departmental budgets for pay and non-pay expenditure, ensuring compliance with standing financial instructions, and maintaining expenditure (and income) within budget targets.
- 30. Develop sponsorship opportunities to fund MTW NHS publications.
- 31. Work closely with MTW charitable fundraising experts to ensure the Trust’s reputation is consistently high to attract significant sponsorship and other financial contributions.

Person Specification – Head of Communications

Criteria	Essential requirements	Desirable requirements
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<p>Communications and relationship skills</p>	<p>Able to present information on, and influence internal and external audiences about, highly complex and sensitive information and situations i.e. to local/national media, MPs, ministerial briefings.</p> <p>Proven skill and confidence to influence Trust Board, committees, the media and potentially hostile public and patient forums. Present highly sensitive and/or contentious issues to staff and general public.</p> <p>Ability to develop key relationships with Chief Executive and Chairman and brief on different communication strategies.</p> <p>Confident and articulate.</p>	
<p>Education and training</p>	<p>Degree and master's level educational attainment in communications or other relevant academic field.</p> <p>Media training. Crisis management training. Management training.</p> <p>NCTJ qualifications.</p>	<p>Membership of relevant professional body – i.e. CIM or CIPR</p> <p>Formal project management qualification</p>
<p>Knowledge and experience</p>	<p>Extensive knowledge of communications, public relations and marketing techniques.</p> <p>Knowledge of media law, Freedom of Information legislation and Patient and Public Involvement practices.</p> <p>Detailed understanding of the external political environment.</p>	<p>Knowledge of Government and public sector media operations</p>

	<p>Working knowledge of design and print production processes.</p> <p>Minimum of 15 years experience as a senior communications and/or marketing professional.</p> <p>Wide experience of Internal communications strategies, planning and execution and development of organisational communications and marketing policies.</p> <p>Formulation of long term strategic plans and implementation.</p> <p>Proven proactive and reactive media management and public relations, including high level media liaison and crisis handling as well as analysis, interpretation and communication of highly complex and sensitive issues.</p> <p>Proven track record of proactive problem solving and autonomous decision making</p> <p>Experience as a team leader and of the wide range of HR processes to recruit, motivate and develop staff.</p> <p>Track record of budgetary control.</p>	
<p>Analytical and judgement skills</p>	<p>Being able to analyse, interpret and advise on highly complex situations effectively in situations where opinions may differ.</p> <p>Ability to analyse the political environment and make sound judgements.</p> <p>Record of creative and strategic thinking with the ability to apply a wide variety of communications and marketing processes to achievement of organisational goals.</p>	

	<p>Record of Board-level advising on deliberate communication strategies that protect and enhance corporate reputation.</p> <p>Ability to cope with highly stressful and demanding situations and to identify clear emergent strategies, direction and actions.</p>	
<p>Planning and organisational skills</p>	<p>Ability to produce long-term communications strategies and plans based on critical analysis of emerging themes linked to future political, economic, technological, social and environmental changes.</p> <p>Have the proven ability to be an emergent strategist, responding to fluid situations that involve organisational uncertainty.</p> <p>Manage adoption of strategies throughout corporate business units.</p> <p>Self motivated and self managed</p>	
<p>Responsibility for policy/service development</p>	<p>High level experience in developing and implementing policies covering communications, public relations, media management and marketing at different levels/areas of corporate business.</p> <p>Ability to critically review existing communication policies within key business units.</p> <p>Proactively plan communication policies as part of new service developments and business planning.</p>	
<p>Physical skills</p>	<p>High quality keyboard skills with</p>	

	<p>ability to use word processing, publisher, powerpoint etc software. Well developed IT skills and knowledge of social media.</p> <p>Understanding of design and print process, media production techniques and advertising.</p>	
Responsibility for patient care	<p>Ability to advise patients and relatives on local and national NHS policies and local service provision.</p> <p>Ability to set up helplines, promoting information about patient care in routine and emergency situations.</p> <p>Critical appraiser of patient literature to ensure clear, concise messaging.</p>	
Responsibility for research and development	<p>Ability to manage regular surveys and audits for different organisational areas, including positive/negative impact of stakeholder communications and marketing.</p>	
Responsibility for financial and physical resources	<p>Budget holder responsibility for pay/non-pay departmental budget.</p> <p>Track record of achieving end of year budgetary savings and breakeven duties.</p> <p>Ability to secure sponsorship of MTW communications newsletters and other periodicals.</p> <p>Security of MTW communications hardware.</p>	
Responsibility for human resources	<p>Line management of communications department staff including appraisals, objective setting and training.</p>	

	Well developed management and leadership skills with the ability to motivate and develop a diverse team consisting of specialist roles, to meet deadlines with considerable complexity.	
Freedom to Act	Communicates on behalf of the organisation to stakeholders based on interpretation of national policies i.e. translates impact of national NHS policies on local healthcare to key stakeholders including Trust Board, consultants, staff, media, councils, MPs.	
Mental effort	Ability to work under stressful, demanding conditions to constant deadlines, balancing competing demands with regular interruptions caused by emergency situations. High degree of concentration required on multiple tasks. Ability to work unsocial hours and on call.	
Emotional effort	Deal with difficult, distressing and emotional circumstances due to regular exposure to serious untoward incidents and other high profile public situations. Experience of coping with aggressive and persistent media questioning on sensitive and high profile situations.	
Responsibility for information resources	Maintain multiple secure sources of confidential information. Disseminate information through media releases and stakeholder communications including newsletters. Experienced at developing and maintaining stakeholder	

	<p>databases.</p> <p>Ability to present monthly communication reports to Trust Board via presentations using desk-top publishing.</p> <p>Ensure intranet and website software meets the needs of the organisation's target audiences.</p>	
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Job Description

Communications Department

Title:	Communications Manager
Band:	7
Hours:	Full time
Location:	Maidstone
Reporters to:	Head of Communications
Job type:	Permanent

Job summary:

Maidstone and Tunbridge Wells NHS Trust is one of the largest employers in Kent. It has a team of over 4,000 staff and serves a population of over half a million people.

The trust has a wide and varied audience of stakeholders to communicate with. As a progressive organisation looking to attain the highest standards of healthcare, we will look to the post-holder to use their specialist skills and experience to enhance the trust's reputation locally, national and internationally.

You won't be short of material to do the job. The trust is building a groundbreaking hospital with 100% single rooms for inpatients. Its clinicians are pioneering new techniques in laparoscopic surgery at a new international training centre and its radiographers have won international acclaim in the detection of cancer.

Departmental Structure:

Head of Communications



E-communications Manager

Communications Manager

Communications Officer

Main duties and responsibilities:

This is both a managerial and a hands-on writer's role. The post-holder must be equally adept at developing, driving and delivering the trust's communications strategy, as they are at dealing with the media.

The post-holder reports to the Head of Communications and should be at ease dealing with all audiences at all levels.

At the same time the Communications Manager will:

- ▶ Oversee the day to day management of the Communications Team
- ▶ Work with the team's Communications Officer to produce proactive and reactive internal and external communications as necessary
- ▶ Ensure the trust is seen by all audiences as a good communicator and actively promotes engagement and involvement.
- ▶ Use his or her abilities and skills to develop and support strategies, projects and campaigns as necessary.
- ▶ Work closely with the E-Communications Manager to ensure the content and pitch of the trust's e-communications is appropriate.

The CM's overall role will be to ensure a positive image of Maidstone and Tunbridge Wells NHS Trust is maintained and communicated to patients, partners, opinion formers and the general public alike.

Specific duties

- Support the Head of Communications in developing and implementing the communications and marketing strategy and the annual communications and marketing plan.
- Working with the HCM on any issues that might affect the Trust's reputation and standing.
- Working as part of a team on solutions, but using own drive and initiative to manage the Communications Department on a day to day basis.
- Ensuring communications are delivered to internal and external audiences in a timely and fitting way that meets customer requirements and address any misinformation.
- Working with the Communications Officer to proactively promote the Trust
- Work with clinical governance to ensure Trust literature adheres to professional and national standards.

- Attend key Trust committees (when required), including the Trust Board
- Work with the HCM to advise the Corporate Development Director and Executives on developing and enhancing communications, externally and internally.
- Advise senior management throughout the Trust on communication strategies.
- Develop links with MPs, GPs, councillors, stakeholders, unions and other bodies, particularly health overview and scrutiny committees (ensuring councillors are sufficiently well-informed of the work of the organisation and the pressure it faces), linking in with our patient and public involvement strategy. This can involve presenting highly sensitive information to hostile audiences.
- Develop the communications capability of the PCT's directorates, through maintaining frameworks for effective internal communications and ensuring that key directorate staff are trained and confident in media handling.
- Establish networks for joint local campaigns and communication strategies e.g. communicating health policies, service restrictions, supporting service changes
- Develop communications systems for feed back to front line clinicians and managers for complaints, incidents and learning from audit and research.

Proactive and Reactive Communications

- Take the lead on media management and respond to difficult, high profile situations. Deal with contentious media inquiries influencing and persuading journalists to run balanced articles and ensuring prompt rebuttals are made to misreporting.
- Help to maintain, protect and enhance the Trust's key messages and reputation by drafting and issuing proactive press releases, statements, briefings and exclusive stories for national, regional and local media. Respond creatively to communications opportunities and threats, to minimize damage and maximize opportunities to enhance the reputation of the PCT. Ensure consistent messages with NHS Trusts and support the work of the Strategic Health Authority and the Department of Health
- Work with the Associate Director and Executive Team to develop a framework for marketing in the PCT and a forward Programme of activities, taking account of the Department of Health code of practice for the promotion of services.

- Provide and co-ordinate media training for the Executive Team, Board and Senior Managers and clinical leaders. Ensure a 24/7 communications on-call service is provided and there is a media plan for dealing with major incidents. Ensure a media training programme is in place for key members of PCT staff, in order to provide a pool of appropriate spokespersons for responding on a range of potential media issues.
- Work with PBC Boards, neighbouring PCTs and NHS Trusts to respond to media interest in complex matters such as commissioning, maternity and mental health and establish networks for joint local campaigns supporting service changes and public health and establishing a support network to deal with major incidents.
- Produce high quality patient information e.g. advice on treatments, access to services, improvements in the way local health care is delivered.
- Support the integration of health and social care including joint health and social care communications and formal public consultation.
- Provide accurate and timely parliamentary briefings to the Strategic Health Authority
- Ensure that effective two-way internal communications are in place and that internal briefing systems are functioning efficiently and effectively, maintaining a positive flow of information to staff and encouraging staff feedback. Ensure staff engagement so staff understand how their work fits within the overall aims and role of their PCT. This may involve making presentations on sensitive issues to staff.
- Ensure that formal channels of staff communication (including Team Talk) are routinely delivered to the highest standards and that there is a continuing process of quality improvement in place
- Working with HR colleagues to support the PCT's Improving Working Lives/Communications Group/Web development initiatives and actions. To actively participate in IWL matters including the facilitation of IWL meetings.
- To support the marketing agenda in the PCT by working closely with Executive Management Team colleagues, particularly to: provide advice on publicizing service developments, ensure that publicly available information about the PCT and its services is both accurate and positive, ensure that information on the PCT's public website is fully up to date and accurate. Ensure the PCT website is user friendly and can be used by staff and the public easily.
- Manage advertising/printing budgets and produce high quality patient information e.g. advice on treatments, access to services, improvements in the way local health care is delivered.

- Oversee the development of the PCT's internet and intranet, ensuring that these support the provision of relevant information to staff, patients and the public, enhance the external and internal reputation of the PCT and facilitate two-way communications. Develop the use of new technologies.
- Support the Risk Manager & H&S Advisor to develop on line reporting by patients.
- Protect the corporate identity of the PCTs by ensuring a high standard of output in all publications being issued to stakeholders
- Arrange, co-ordinate and supervise media for all activities and events of public interest, such as open days, VIP visits and official openings.
- Produce the PCT's annual report and support arrangements for the PCT's annual public meeting.
- Provide communications support to GP practices and the PBC Baords
- Link closely with PALS, the PPI Forums and complaints staff, governance and quality members of the governance and quality team.
- Deliverables to include:
 - Reports to the Board
 - Management of and support to Communications sub-committees
 - Participation in induction and training of staff
 - Contribute to controls assurance, risk management and health and safety policies and procedures.
 - Core scripts and slides
 - Bulletins, flyers, letters and posters
 - Exhibition and display materials – including attendance at events
 - Website and intranet content and quality control
 - Copy and picture opportunities for use by local, regional and specialist media
 - Support for managers and Directors in engaging staff
 - Up to date website
 - Marketing products
- Monitor and evaluate communications activity and implement improvements where appropriate
- Co-ordinate the production and maintenance of PCT policies and protocols for media relations and monitor compliance
- Oversee the monitoring of local news broadcasts and local press and the distribution of relevant press cuttings. Ensure that effective rebuttal of inaccurate or misleading stories is undertaken whenever necessary.

Ensure that Department of Health and other relevant press releases/statements are circulated to the appropriate staff.

- To be responsible for briefing the communications teams of the Strategic Health Authority and other key partners on PCT matters likely to arouse media interest.
- Ensure arrangements are in place to respond fully and promptly to Parliamentary Enquiries and to review and advise on proposed responses to Freedom of Information requests
- Undertake such additional duties that may be requested and that are consistent with the grade of the post.
- Deal with Freedom of Information requests within timescales laid down nationally.

Person Specification

Requirements	Essential	Desirable

Education, training and qualifications	<ul style="list-style-type: none"> • Degree or equivalent experience. Knowledge of media law, Freedom of Information and Patient and Public Involvement • Working knowledge of design and print production processes. 	<ul style="list-style-type: none"> • Membership of relevant professional body – i.e. CIM or CIPR
Previous experience	<ul style="list-style-type: none"> • Considerable senior experience in communications and/or marketing (minimum three years). • Internal communications strategy, planning and execution and development of Trust-wide communications and marketing policies. • Formulation of long term strategic plans and implementation. • Proven proactive and reactive media management and public relations, including high level media liaison and crisis handling as well as analysis, interpretation and communication of highly complex and sensitive issues. • Leadership, management and budgetary control. • Proactive problem solving and autonomous decision making 	<ul style="list-style-type: none"> • Reputation management and branding • Marketing experience

Requirements	Essential	Desirable
Communications and relationship skills	<ul style="list-style-type: none"> • Able to influence and lead on internal and external communications of a highly sensitive and/or contentious nature where applicable. • Be able to provide expert advice and counsel to Board Members and senior managements when 	

Analytical and judgement skills	Being able to judge situations effectively even where opinions may differ	
Personal qualities	<ul style="list-style-type: none"> • A creative and strategic thinker with the ability to apply a wide variety of communication and marketing processes to organisational goals. • The ability to manage workload, work under pressure and motivate team members to meet deadlines with considerable complexity • Self motivational and self management • Confident and articulate • Innovative and creative 	
Responsibility for policy/service development	Initiates/approves media statements, briefings and releases on behalf of the Trust and manages the Trust intranet, website and NHS Choices presence. Utilises various tools to develop reports as necessary, some of which will be used externally to the Trust.	

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Requirements	Essential	Desirable
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Professional skills	<ul style="list-style-type: none"> • Proven ability in development and implementing communication strategies • Well developed management and leadership skills with the ability to motivate and develop a diverse team consisting of specialist roles • Able to work effectively to deliver within tight timescales and manage competing 	
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