

May 2022

# Accelerated Director Development Scheme

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Developing future executive directors



**A Healthier Future**  
Improving health & care in Herts and west Essex

## ADDS Mission Statement

Delivery of high impact transformational development that goes beyond knowledge and skills, with CEO oversight and input, building confidence and expanding professional networks that accelerate progression to a future executive director role



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# Welcome



**Jane Halpin**  
HWE ICS CEO

I am the Chief Executive for our Integrated Care System. Through working together, we intend to tackle complex and deep-rooted challenges that face our local population; where individual organisations struggle. Through this, we will reduce inequality, improve health and care, and better support and develop all our staff. However, none of this is easy! It needs great leadership – people with the right skills, values and trust in one another to meet current and future ambitions. We need to develop leadership that is both inclusive and diverse, to ensure that through all our organisations we consistently model that the way we want to work. ADDS is designed to support, build and prepare the next generation of executive directors who will lead future services, desired service transformations and so meet the challenges ahead.

Our ambitions go further: we are building on the success of ADDS to establish wider talent/development pipelines, using meaningful and high-quality career conversations at all levels, providing individualised leadership development and access to opportunities that allow career progression that matches people's personal aspirations and ambitions.



**Adam Sewell Jones**  
ADDS CEO Lead

I'm delighted to have the role of lead CEO for ADDS. I was first introduced to the scheme when asked to attend a celebration event a number of years ago in my capacity as Executive Director of Improvement at NHS Improvement. I was immediately impressed by the scheme and frequently told others about it as I visited trusts across the country. What really stood out was the opportunities presented to participants to understand more about other parts of the health and care system and the personal commitment of CEOs to its success.

The development and nurturing of talent are crucial to the future success of our services and we need to build on the excellent work to date to make talent management a real core feature of our system. We will put a particular focus on expanding the offer to participants and alumni as well as challenging ourselves to make the talent pool increasingly diverse and vibrant. You can be assured of the ongoing commitment of CEOs to both the programme and supporting alumni to find roles that provide development opportunities in an environment which is safe and supportive as well as being challenging and rewarding.





**Sharn Elton**  
ADDS Programme Board Chair

I am delighted to welcome you to the ADDS. My name is Sharn Elton and I am currently the managing director within the ICS for East and North Hertfordshire CCG. I have been involved in the ADDS programme for several years namely as an assessor as part of the Assessment Development Centre and a mentor for those participating in the scheme.

I had the privilege of benefiting from the East of England director development scheme which was a precursor to the development of the ADDS programme that I am so proud to be able sponsor today.

I have always strongly felt that programmes such as this are hugely advantageous in helping to support personal development and it is for this reason that I was keen to get more directly involved in the shaping and development of the programme. I do hope that you find the detail contained within the brochure gives you a clear insight into what the programme offers in support of your career development.

ADDS is for leaders from across health and care settings and is uniquely designed to address the shared leadership and talent management ambitions of the ICS. We have deliberately taken a partnership approach to the programme which is led by CEOs from across the ICS.

The unique feature of the programme is that it is designed around you and your needs, and it is this flexible framework that I am keen we harness with your input as you progress through the programme.



**Tania Marcus**  
ADDS HRD Lead Director

It is an absolute privilege to hold the role as the HRD lead for the ADDS programme. As a graduate of the ADDS programme (Cohort 4) I would like to share my personal insights of the significant benefits of attending the programme.

Without doubt ADDS will open your eyes to what it means to be a leader in a world of complex systems. You will look at your own leadership style, you will learn the art of reflection, you will look at your impact, you will think about how you transition to a board role, inclusivity will be a thread running through all your discussions and imposter syndrome will be something that many of you might be thinking about. System working will be debated and you will evaluate your contribution to wider system working.

This is no ordinary leadership programme, this programme is supported by HRD and CEO's across the system who are invested in you and prepared to put in time to support you in your career journey. You will have access to coaches who are experts in their field. You will be challenged but supported. You will build a network of colleagues from different organisations going on a similar journey who will be your peer support group – I am still in regular contact with my cohort, and they are trusted confidants, advisors and now friends. You will work hard but it will absolutely be worth it.

ADDS will support you onto the next phase of your leadership journey whatever that may be.

I am an absolute fan of ADDS, attending such a high quality and impactful programme was a privilege and significantly contributed to my career journey, enabling me to reach my first Board position



# Introduction

Investing in the right learning and development can have a transformational effect on you and your career.

The Accelerated Director Development Scheme (ADDS) is a unique partnership between health and care organisations across Hertfordshire and west Essex ICS, designed to identify, develop and accelerate the careers of our talented future leaders.

It brings together potential leaders expected to work at executive level from each partnership organisation, sponsored by their chief executives. The scheme seeks to support equity of opportunity and diversity within the participants. The programme itself provides a bespoke leadership development opportunity that prepares you for that executive director role within 9 – 24 months.

ADDS can accelerate the achievement of your professional ambitions.

## Is ADDS for you?

ADDS is for you if you are an aspirant director working one below board at band 8C and above or equivalent across health and care.

## And have the following

- Ambition and motivation to commit to your leadership development and career progression.
- Commit to undertaking every stage of the programme
- Commit to undertaking the opportunities ADDS has to offer



“The scheme provides me with a window into the world of being a director, meeting the leaders and understanding their drivers and seeing their humanity, my CEO mentor pushed, inspired and motivated me”



# Purpose and Context

The purpose of ADDS is to:

Develop executive directors to lead organisations and the Hertfordshire and west Essex Integrated Care System to:

- Create a health and care system fit for the future, with services designed and transformed to join up around the people who use them
- Make changes that will benefit everyone who lives and works in our area
- Align to the 4 Pillars of the NHS People Plan
- Create a sense of belonging to the NHS and care sector
- Create new ways of working and delivering care
- Grow for the future
- Aligned to our Leadership Way by developing inclusive compassionate, curious and collaborative leaders

## Aims and Objectives

### Aims

The overall aim of the ADDS is to identify, develop and prepare aspirant directors to progress from operational to strategic leadership, working across organisational boundaries, and to progress to an executive director level role within 9-24 months of starting the scheme.

### Objectives

- Developing proven fair and inclusive diagnostics and high potential leader assessment processes
- Delivering innovative, high impact transformative learning
- Development of vibrant professional networks that work collaboratively to achieve service outcomes and improve patient care across traditional boundaries
- Providing Alumni with opportunities to lead system-wide initiatives and access challenging and stretching experiential learning opportunities
- Participants being appointed to executive director level roles within 9-24 months



# Design Principles

ADDS is based on the following design principles:

- CEO/AO/MD sponsorship, oversight and mentoring
- Linking leadership development to job opportunity
- Blending structured input as well as individualised experiential and self-directed learning that will challenge and stretch your thinking
- Developing leadership skills across multiple boundaries
- A focus on diversity and inclusion. We welcome leaders from diverse cultures, ethnicity, gender identity and expression, religions and disabilities whose ambition is to develop into an Executive Director role.
- Providing leadership development, networking opportunities and shared learning with likeminded peers from diverse roles and organisations
- Executive coaching

Participant development is underpinned by the following

## The dimensions of the Healthcare Leadership Model (HLM360)

Research has shown that all nine dimensions of the model are important in an individual's leadership role. However, the type of job someone has, the needs of the people they work with and the context of their role within an organisation will all affect which dimensions are most important for them to use and develop

Further details of the Healthcare Leadership Model are available on the website:

[www.leadershipacademy.nhs.uk/discover/leadershipmodel](http://www.leadershipacademy.nhs.uk/discover/leadershipmodel)

## The NHS Executive Director Success Profile

The NHS Success Profile defines the optimal characteristics that drive success in an Executive Director level role in the NHS.

## How the Success Profile is used in ADDS

The Success Profile is used to underpin the ADDS assessment approach and on-going participant development. We are assessing aspiring executive directors who will be ready within 9-24 months for an executive director role. Participants are not expected to excel in all areas of the success profile. We look for current performance as well as potential to be an Executive Director.



# Benefits and Commitments

## Participants

### Benefits

- Intense, high impact leadership development that goes beyond knowledge and skills
- Participation in wider debates, learn from others and benefit from the intellectually stimulating real-world insights
- Real experiences to advance your skills and build confidence
- Accelerate the achievement of your professional ambitions
- Individual mentoring and input with partner CEOs/AOs/MDs
- Expanded professional networks and career lasting relationships
- Ongoing alumni development and networking

### Commitments

- Commitment to your development and career progression
- Accessing all development and career progression opportunities
- Contributing to and engaging in the full range of scheme events
- Participating in scheme review and evaluation processes

## CEOs

### Benefits

- The opportunity to have a direct impact on our future Executive Directors. Oversight of the aspirant director talent pool; understanding individual strengths, career aspirations and readiness for an Executive Director role.
- Immediate access to the talent pool to fill executive level secondments, acting up or substantive roles.
- Realising the financial benefits of growing your own Executive Directors, improving talent retention across the ICS.

### Commitments

- Taking ownership of developing the next generation of senior leaders.
- Active membership of the Talent Forum, working collaboratively with colleagues to identify, assess, develop and deploy future Executive Directors.
- Giving personal time to sponsoring and mentoring participants, developing their capability to step up to an Executive Director role.
- Identifying secondments, acting up or job opportunities.
- Financial investment to maintain the quality of the scheme to achieve the desired outcomes.



# Programme Contents

## Launch Event

An opportunity for you to come together, meet your peers and be informed about the various components of the scheme and begin the process of relationship building. This will include time spent on the day with line managers and sponsoring CEO'/AO's/MD's. The launch day covers:

- Detailed understanding of the approach, structure and components of ADDS
  - An understanding of what to expect from the scheme and what is expected of participants
  - Beginning group cohesion and relationship building
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## Two-Day Residential

Coming back together as a full group to build your personal relationships further and develop as an effective learning community.

To enable you to explore how you lead yourself (personal leadership) and how you lead others (relational leadership) to understand your personal strengths and areas of development.

- Cohesion as a group
  - Agreement of how you are going to work together throughout the scheme
  - Greater clarity of your personal and relational leadership and how this is best reflected in your Personal Development Plan.
  - Planning and preparing impact groups
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## Two-Day Residential – Systems Leadership

Enabling you to gain a greater understanding of what system leadership may entail at this level, covering content such as:

- Developing your system leadership skills
- Widening your horizons, developing a broader perspective and understanding of system priorities and challenges
- Improving your influence and impact outside of traditional organisational boundaries



## Two-day Residential – Needs Led Masterclass

The third of the two-day residential will provide you with opportunities for a tailored learning experience, where you and your fellow participants are able to select topics for masterclass-based learning opportunities.

Content can include:

- Improving presence, impact, and influencing skills
  - Leadership story telling
  - Leading inclusively
  - Enhancing self, individual and team wellbeing
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## Impact Groups

An opportunity for you to have a personal space in a safe environment to discuss your personal impact and the issues you are facing in moving from operational to strategic leadership.

- Peer support and challenge
  - Improve ability and confidence to lead integrated systems initiatives
  - Improved impact and performance
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## Executive Coaching

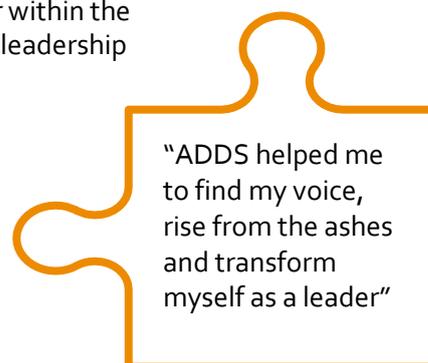
You will have access to individual coaching sessions with a skilled executive coach, to work on your personal development needs as identified in your personal development plans

- Development of your personal leadership style and impact
  - Improving your leadership skills, confidence and performance
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## CEO/AO/MD Mentoring

You will have access to a senior leader who can act in the role of a mentor, and who can provide guidance, development and opportunities to progress your career

- Increasing clarity on what is required of you as a senior leader within the system, to effectively progress your career and achieve your leadership aspirations

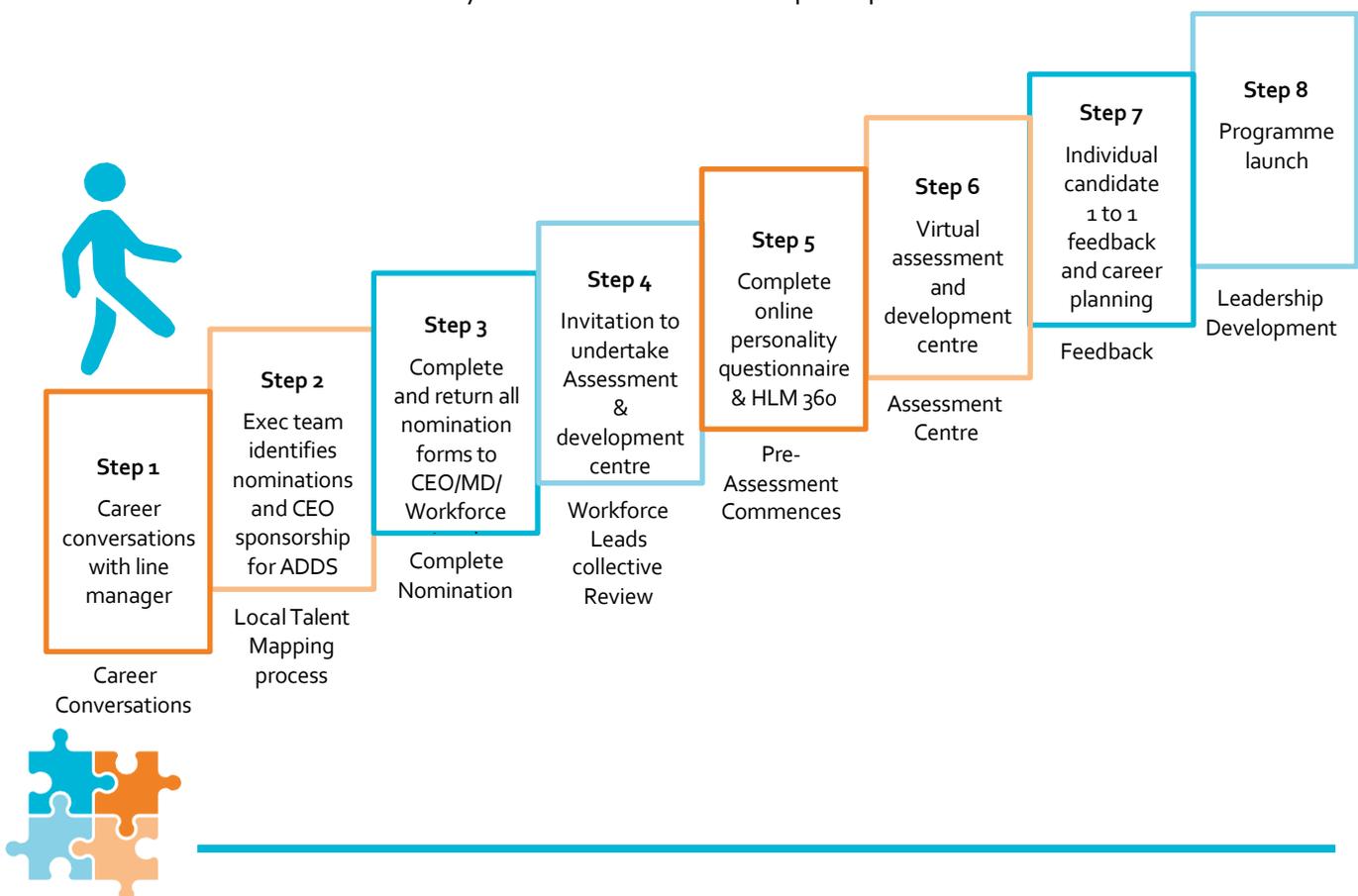


# Nomination, Assessment & Development Process

Your ADDS nomination process starts off with a local career conversation, followed by talent mapping process undertaken by your executive team and a decision on your nomination for ADDS.

Once nominated, you will undertake an Assessment and Development Centre (ADC) to identify your readiness for a director role within 9-24 months and therefore an invitation to join the next ADDS cohort. We aim to ensure all candidates are fully prepared. You are not in competition with others for a place on ADDS and we aim to ensure you have a positive experience of the assessment and development process by using the following approach:

- Support from within your own organisation to prepare well
- Support through a series of planned group webinars and a briefing with fellow candidates to prepare well for the ADC experience
- During the ADC, your assessors will provide you with 1 on 1 real time coaching throughout the ADC
- Following the ADC, you will receive 1 on 1 in-depth feedback and career coaching from your lead assessor
- You will come away with an agreed individualised development plan regardless of your ADC outcome
- Candidates identified as ready for ADDS will be invited to participate in the next cohort



# Evaluation and Impact Assessment

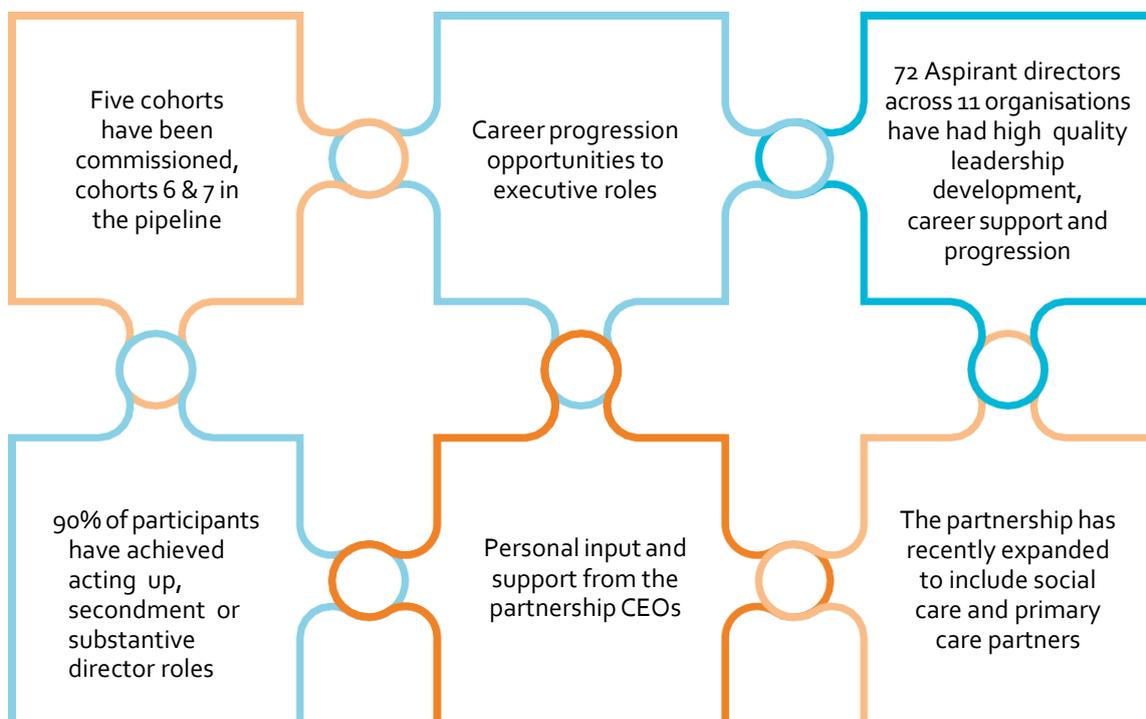
We constantly seek to demonstrate to our stakeholders that ADDS continues to be a leading-edge aspirant director talent management scheme. We aim to provide an excellent participant experience, stretching and challenging your thinking, building your confidence and accelerating your career.

No two cohort of ADDS are repeated in the same way, each cohort is improved based on the lessons learned from previous cohorts on what worked well and what we needed to develop further.

Our evaluation approach:

- Is a comprehensive in-depth approach to the scheme's evaluation and impact assessment involving our key stakeholder groups
- Covers all phases of the scheme from nomination through to programme completion and on-going Alumni support
- Identifies the impact ADDS has at individual, team, organisational and system level.
- Identifies impact on career acceleration for participants and return on investment for our partners
- We share all aspects of our findings and lessons learned locally, regionally and nationally

## Key Achievements



# ADDS Partnership

- Jane Halpin, Chief Executive,  
**Hertfordshire & West Essex ICS**
- Elliot Howard Jones, Chief Executive,  
**Hertfordshire Community Trust**
- Karen Taylor, Chief Executive,  
**Hertfordshire Partnership Foundation Trust**
- Adam Sewell-Jones, Chief Executive,  
**East & North Hertfordshire NHS Trust**
- Lance McCarthy, Chief Executive,  
**Princess Alexandra Hospital**
- Matthew Coats, Chief Executive,  
**West Hertfordshire Hospital NHS Trust**
- James Benson, Chief Executive,  
**Central London Community Healthcare NHS Trust**
- Paul Scott, Chief Executive,  
**Essex Partnership University Foundation Trust**
- David Archer, Chief Executive,  
**HUC**
- Tom Abell, Chief Executive,  
**East of England Ambulance Service**
- Karen Bloomfield, Head of Talent,  
**East of England Leadership Academy**



# Programme Leadership, Design and Delivery

## ADDS Talent Forum

Hertfordshire and west Essex ICS have developed a partnership approach to strategic talent management of those with a high potential to be aspirant directors. Partners come together as the ADDS Talent Forum.

Membership of the Talent Forum includes partnership Chief Executive Officers, Human Resource Directors (HRDs) and East of England Leadership Academy.

The Talent Forum is lead by Adam Sewell-Jones, CEO Lead for the Programme, CEO East and North Hertfordshire NHS Trust.

### Purpose

The purpose of the ADDS Talent Forum is to work collaboratively to identify, develop and deploy future leaders ready to lead organisations and service transformation across organisational boundaries.

### Key Objectives

- Commission and oversee the delivery of ADDS, participant and Alumni development and progression and evaluate success.
- CEO/AO/MD sponsorship of participants and Alumni

## Programme Board

The ADDS Programme Board is accountable to the Hertfordshire and west Essex ADDS Talent Forum and is authorised by the Forum to oversee the design, ensure the delivery of and evaluate ADDS.

Chair of the Programme Board is Sharn Elton, MD, East & North Hertfordshire CCG.

### Purpose

The overall purpose of the ADDS Programme Board is to work in partnership with the Talent Forum and the scheme's assessment and programme delivery partner(s). The programme board supports the participants on each cohort as well as the on-going engagement and development of ADDS Alumni.

### Key Objectives

- Shape, influence and support the Talent Forum setting out processes, roles and responsibilities in relation to key aspects of the scheme
- Programme manage all aspects of ADDS design and delivery on behalf of the Talent Forum
- Co-design of the talent development component of ADDS with programme partners, using innovation and best practice



## ADDS Project Team

Tania Marcus - **Lead HR Director**

Sharon Rouse - **Programme Lead**

Beverley Worley - **Programme Co-ordinator**

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