

Learning to Lead

An Evaluation of the
Leadership Development Program,
a workshop offered for People with HIV/AIDS
by the Ontario AIDS Network



*“The five leadership principles are still echoing in me and I use them
in my day to day life and leadership roles in my community.”
(program participant)*

Nancy Weir
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Executive Summary

Recognizing the importance of leadership, the Ontario AIDS Network (OAN) began to provide a series of workshops in March, 2006. The Leadership Development Program at the Ontario AIDS Network seeks to empower transformative leaders who will bring about positive changes in the communities where they live. Three levels of the program have been developed: Level I - Who Am I As a Leader, Level II - Communications and Level III - Organizational Governance.

Evaluation Method and Analysis

From the beginning, the Leadership Development Program has had a logic model. Its goal and objectives were developed through discussions between program and research staff. This formed the basis for the development of the program. The data collection tools were carefully designed to correspond to the objectives. With these tools, an evaluation was conducted to examine the quality of the program.

After each Leadership Development workshop, participants complete a questionnaire. Surveys are also sent out six months and 18 months after Level I. The surveys were carefully developed for this program. The evaluation surveys use both closed-ended and open-ended questions to provide both quantitative and qualitative data. Thematic analysis was used for the answers to open-ended questions. Frequencies and percentages were calculated for the quantitative data.

Results

One hundred and thirty people with HIV/AIDS (PHAs) have participated in the Leadership Development Program. The program has attracted a broad spectrum of participants. Workshop participants indicated they were from a broad mix of ethnoracial and educational backgrounds. They came from all regions of the province to participate. The participants were all over age 25 and over half were 40 to 54 years old. Over half of participants were gay. Approximately two-thirds of the participants were male, but no participants were transgendered or transsexual. Over half had a university or college education.

Comparing PHAs taking the Leadership Development Program with statistics for PHAs in Ontario demonstrates that the program's outreach strategies are working well. In 2005, the latest year for which statistics are available, while only 1.9% of people diagnosed with HIV in Ontario live in the northern part of the province, 7.9% of the people attending the program are from the North. While 66.4% of those diagnosed with HIV live in Toronto, 44.9% of the program

participants live in Toronto. Women made up 25% of those diagnosed with HIV, while 32% of those taking the Leadership Program are women. However, no one in the 20 to 24 year old age range has attended the leadership program, although 8% of those newly diagnosed are in this age range. While 4.5% of those newly diagnosed are 55 or over, 9% of those attending the Leadership Program are in this category. Thus participants' age may need further consideration for future workshop outreach.

Participants agreed that their source of information for hearing about the program was appealing, easy to find and what was needed to help them decide to register. At the end of the Level I workshop, most participants felt they were more knowledgeable about how to lead, understood their core values better and were more confident about being leaders. The program also helped most people feel more connected to the HIV/AIDS movement and feel they can be part of a community response. Gratitude, thanks and appreciation of the workshop facilitators was expressed in an extremely affirmative way.

Six months after the Level I workshop, participants continued to show positive effects of the program. About 80% continued in their previous leadership roles and over 80% had taken on new roles. As well, 94% reported that they use what they learn. Although there was a low response rate at 18 months, respondents reported that they continue to remember and use what they learned. **For Level I, along with the six and 18 month follow up evaluations, all the numerical targets set in the logic model were exceeded.**

The participants in the Level II - Communications workshop rated it very positively with 97-100% finding it suitable to their needs, meeting their expectations, interesting, informative and well organized. All said that they were glad they had attended. Fifteen people went on to take Level III - Organizational Governance. Both the evaluations of the individual sessions and the workshop overall had high ratings, with between 95 and 100% of the respondents rating each component as a 4 or 5 on a scale of 1 to 5. Participants provided a great deal of positive feedback and almost no criticism.

The positive comments from the participants demonstrate a highly credible and powerful program with the ability to inspire confidence and teach people the skills they need to be valuable leaders in their communities.

Recommendations

Several recommendations for the OAN Leadership Development workshops can be made.

- It is strongly recommended that the Program continues to be offered to PHAs in Ontario.

- The quality and impact of the Leadership Development Program is very high and this warrants serious consideration to expanding it to other localities. It is recommended that funding and other resources be sought to expand the Leadership Development Program.
- While the Leadership Development Program currently attracts diverse participants, some communities of PHAs are underrepresented. It is recommended that strategies to reach out to transgendered and transsexual people, people of Asian, South-East Asian and Portuguese descent, and younger PHAs be explored. It is also recommended that the OAN continue its outreach activities to women and residents from Northern Ontario.
- The feedback from the participants about the facilitators was very positive. It will be important to invest time in learning what the facilitators need to enable them to keep up their outstanding work. Because guiding workshops demands high energy, continual communication with and support to the facilitators is recommended. It is recommended that the OAN supports these facilitators to prevent burnout.

This training ... helped to transform my life and continued OAN training has helped me to become the advocate that I am, to overcome lack of self-confidence and to challenge myself with things I was not comfortable with, like public speaking. OAN Training has helped to move me from the abyss towards hope and positive change with regards to advocating for policy, program and support services...

Introduction

In the communities where we live, there is untapped leadership potential, as well as infinite opportunities, to make a difference. There is a need for people from all backgrounds and with all types of life experience to seize the opportunities that lead to change, to become empowered to be transformative leaders in their communities, to take the initiative to mobilize others and to make a difference. Leadership Development is about learning how to transform values into action. It is about ordinary people leading others to get extraordinary things done. Leadership development has the potential to bring forth first rate leaders and to change lives in the communities where people live.

Background

Description of the Ontario AIDS Network

The Ontario AIDS Network (OAN) is an association of community-based organizations which provides services and information to people living with HIV/AIDS and others affected by HIV/AIDS. Leadership development was identified as an important service that the OAN could offer. The OAN believes strong leaders create stronger communities.

As well as the Leadership Development Program, the OAN offers:

-  Online courses on HIV and mental health
-  PHA discussion group
-  Positive action fund to provide emergency financial assistance for PHAs throughout Ontario for necessities such as food, medicine, shelter, transportation, optical and dental care.
-  Skills workshops and skills development program for people affected, infected or at potential risk of HIV infection and for agency staff at AIDS service organizations
-  Thousand Stories Project to share words, pictures and poems about living in the 21st year of HIV/AIDS in Ontario
-  Program to facilitate capacity building for community based research

Description of the Leadership Development Program

The Leadership Development Program guides participants in identifying and developing their leadership knowledge and skills. The program strives to be very inclusive and to welcome any Ontario resident with HIV/AIDS. Participants receive a full subsidy for their meals, accommodation and transportation, along with a child care subsidy. The program creates a network of informed and empowered individuals who will participate in and influence their local community.

People begin with Level I - Who Am I As a Leader. It is offered several times per year and lasts four days. Three main topic areas have been identified for this level:

-  Identify personal values and philosophy
-  Develop leadership skills and practices
-  Gain community knowledge and awareness

In addition, the curriculum centres around providing an opportunity:

-  To understand the practices and commitments of leadership
-  To realize individual leadership potential
-  To build the skills necessary for giving and receiving effective feedback
-  To participate in building a network of leaders within the PHA community
-  To realize the potential and strengths that each individual brings to the network
-  To learn about and practice leadership skills in a safe environment
-  To inspire others to become leaders
-  To encourage participants to take on facilitator and mentoring roles within the community
-  To expand participants' awareness of the HIV movement

Participants are encouraged to develop an understanding of diverse perspectives. They are encouraged to think about the operational culture within community. Insight into personal skills and leadership capacities is encouraged. Finally, participants are challenged and encouraged to identify their own interest or passion, which may or may not focus on HIV/AIDS-related issues, and to be motivated to seek an opportunity to contribute their time and talents in a community role.

What I experienced was a reawakening of myself and a significant refocusing of my passion, skills and abilities towards my new role within the HIV/AIDS movement. The Leadership Program had me first identify what my values truly are; the first time I had actually ever considered that. Secondly we were introduced to the Leadership Challenge as is specifically applies to people living with HIV/AIDS. Finally we were introduced to Structured Feedback, a communication tool that gives one an effective voice ensuring the message I want to convey is positively received.

The second workshop is called Level II - Communications. It is a three day workshop. People wishing to take Level II must have completed Level I. The following topics are explored in this level:

- 🚫 Conducting Effective Meetings
 - Types of Meetings
 - Pre-Meeting Planning
 - Strategies for Meeting Leadership
 - Meeting Follow-up
 - Strategies to Resolve Conflict
- 🚫 Meeting Facilitation
 - Basic Facilitation Information
 - Setting the Ground Rules
 - Role of the Facilitator
 - Decision Making Strategies from Voting to Consensus
- 🚫 Making Your Point
 - Public Speaking
 - Developing Effective Presentations
- 🚫 As well, participants are given the opportunity to complete a practicum to develop their presentation and public speaking skills.

As someone who has been involved in [local] and Provincial AIDS work as a PHA for over 13 years, this program was one that was needed in Ontario. I have learned more than I thought I would. The training was professional done. I have increased my public speaking and have now started a local support group for PHA's. This training also helped me in my new role as a Peer Researcher for a major study on housing and health in Ontario in the past year.

In January, 2008, the third leadership development workshop, Level III - Organizational Governance, was offered for the first time. Only people who had completed Level II could attend this three day workshop. Topics covered in this level are:

- 🚫 Voluntary sector in Canada
- 🚫 Board governance models
- 🚫 Board accountability and responsibilities
- 🚫 Bylaws, policies and procedures
- 🚫 Financial management
- 🚫 Understanding the structure and purpose of committees
- 🚫 Succession planning
- 🚫 Decision making models
- 🚫 Boundaries
- 🚫 Strategic planning

The program and its evaluation is based on a logic model developed by the research and program staff (see Appendix 1). The logic model describes how the workshops aim to meet the needs of a specific population: people with HIV/AIDS in Ontario. The overall goal of the Leadership Development Program is to strengthen the leadership capacity of PHAs in Ontario. Objectives were developed that were designed to be specific, measurable, achievable, realistic, and time-sensitive. The first objective of the program is to have program promotion that will support Ontario PHAs to participate. This promotion should be welcoming, appealing, accurate, helpful and easy to find. Further objectives are for participants to report increased confidence in their ability to lead and get involved, to report an awareness that anyone can be a leader, to increase their knowledge of leadership principles, to have a greater understanding of themselves, to use what they learn, to become actively engaged in leadership roles, and to report being pleased with their choice of community leadership roles in terms of it matching their values and interests and feeling like they are making an important contribution.

Description of the Program Evaluation

For each objective, staff developed data collection tools to evaluate the effectiveness of the program at meeting the objectives. They ensured that questions on the tools were closely linked to the objectives. The logic model shows the use of resources through a description of the key program activities. Objectives for Level II are prepared and currently being refined, however the objectives for the third level are not yet developed. For each of these levels, the data collection instruments used for this program evaluation were useful interim tools, but will be much stronger in their capacity to assess

the program once they are developed and linked to objectives in the logic model. These evaluation activities are currently under way. The logic model was used to guide the evaluation outlined in this report.

Data Collection and Analysis

Potential participants complete a registration form which includes a section of demographic questions. Using Microsoft Excel, the PHA Program Director compiled this data for those who attended Level I. This data was downloaded into Statistical Package for the Social Sciences (SPSS) for analysis.

Participants in the Leadership Development workshops complete questionnaires at the end of their weekend workshops and six months and 18 months later. The questionnaires are given to participants in person immediately after they program completion. Follow-up data collection can be returned by email, fax or mail to facilitate their response. The survey is not a standardized measure and was designed specifically for this program. The evaluation surveys provided both quantitative and qualitative data to help gain insight into relevant issues for evaluation. Qualitative data was obtained through open-ended survey questions. Answers to questions were examined for common themes, dimensions and ideas. These were analyzed on a question by question basis. Quotes from participants are shown in italics throughout the report.

In addition, some people who have completed one or more of the workshops were asked to write a 'testimonial' about how the Leadership Development Program has affected their lives. Fourteen of these testimonials are presented in the boxes throughout the report. They are verbatim with only minor spelling errors corrected. In a few quotes, additional words were added in square brackets to increase clarity. An ellipsis (...) shows where words have been omitted.

Results

Characteristics of People in the Leadership Development Program

Characteristics of the 130 PHAs who participated in the program are shown in charts on the following pages. Workshop participants indicated they were from a broad mix of ethnoracial backgrounds (see Figure 1). They came from all over the province to participate (See Appendix 2 for a map of Ontario with the four regions). Over half of participants were 40 to 54 years old and over half were gay. Approximately two-thirds of the participants were male, but no

participants were transgendered or transsexual. Over half had a university or college education. (A summary table of these characteristics appears in Appendix 3).

Comparison of Program Participants and Ontario Residents with HIV

In comparing PHAs taking the Leadership Development Program with statistics for PHAs in Ontario¹ it appears that the program's outreach strategies are working well. In 2005, the latest year for which statistics are available, while only 1.9% of people diagnosed with HIV in Ontario live in the northern part of the province, 7.9% of the people attending the program are from the North. While 66.4% of those diagnosed with HIV live in Toronto, 44.9% of the program participants live in Toronto. Women made up 25% of those diagnosed with HIV, while 32% of those taking the Leadership Program are women. However, no one in the 20 to 24 year old age range has attended the workshops, although 8% of those newly diagnosed are in this age range. While 4.5% of those newly diagnosed are 55 or over, 9% of those attending the Leadership Program are in this category. Thus participants' age may need further consideration for future workshop outreach. (A summary table of these comparisons appears in Appendix 4).

I am a 49 year old Métis who identifies as a 2 spirited man and father of 2 boys. I am HIV+/HEP C... The Leadership Program as well as the Survive and Thrive Trainings all came into my life at just the right time it seemed.... The people I met [at the workshops] fit perfectly for me and some of the issues I was going through at that time. They helped me start to break down the isolation that had become so prevalent in my life, the addiction and recovery issues coupled with living with an HIV diagnosis. Who wouldn't isolate if they didn't have a stable support network?... It also has given me plenty of opportunity for personal growth directly and indirectly as a result of doing these trainings.

¹ Remis, R.S., Swantee, C., Schiedel, L., Liu, J. (2007) Report on HIV/AIDS In Ontario 2005.

Figure 1: Ethnoracial Background of Participants

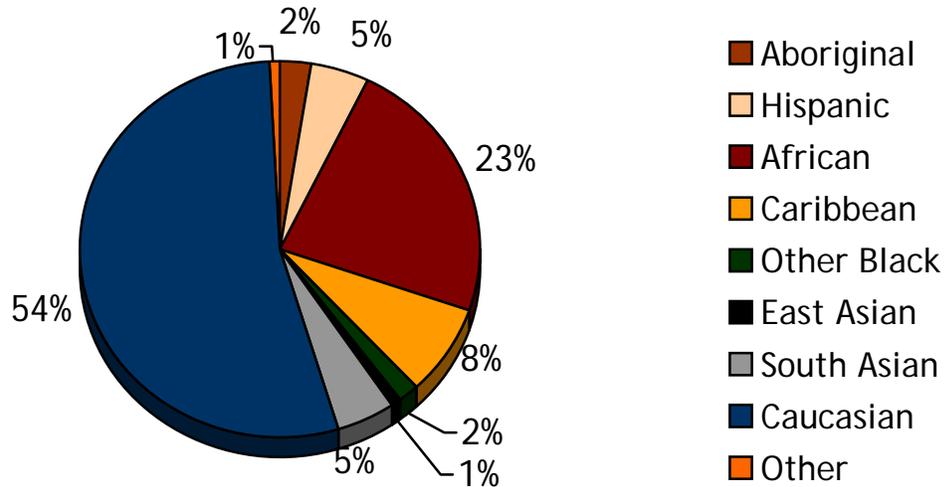


Figure 2: Region of Ontario Where Participants Live

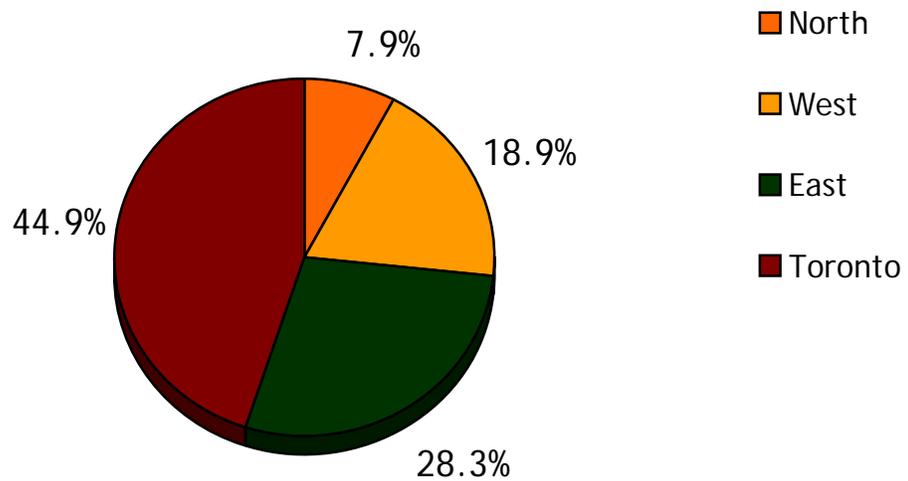


Figure 3: Age of Participants

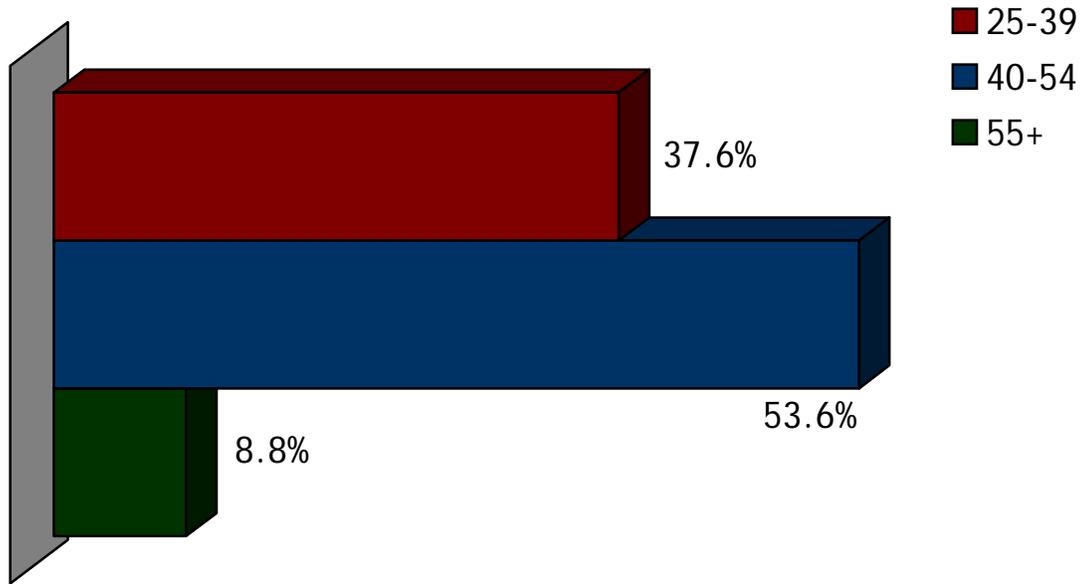


Figure 4: Gender of Participants

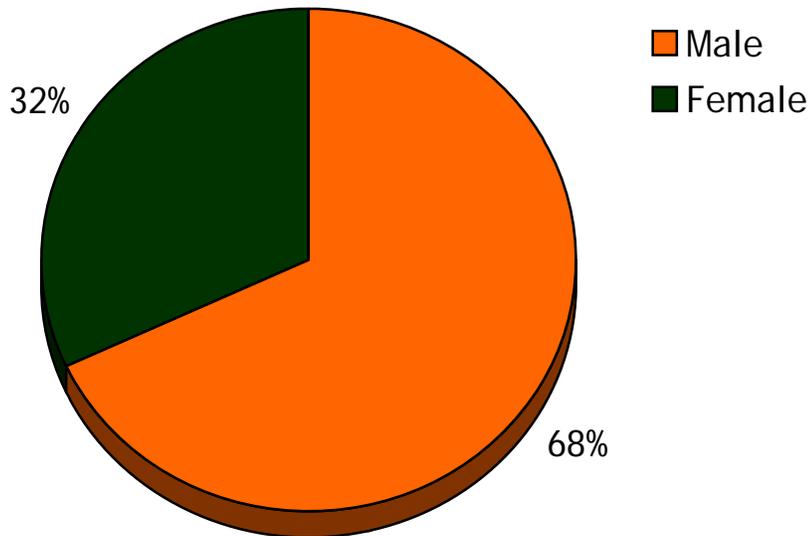


Figure 5: Sexual Orientation of Participants

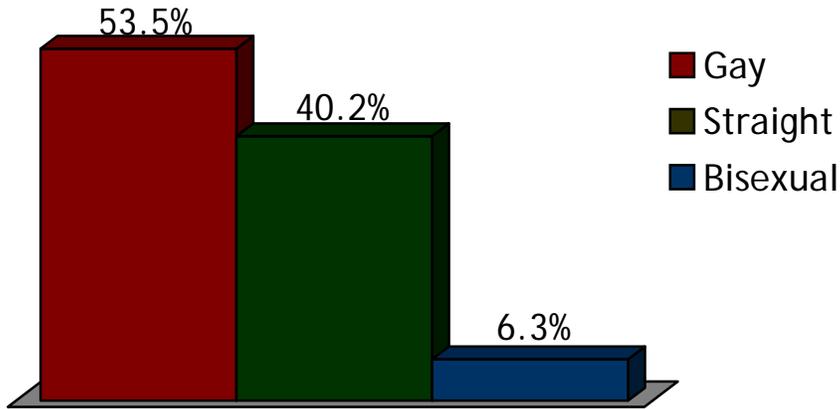
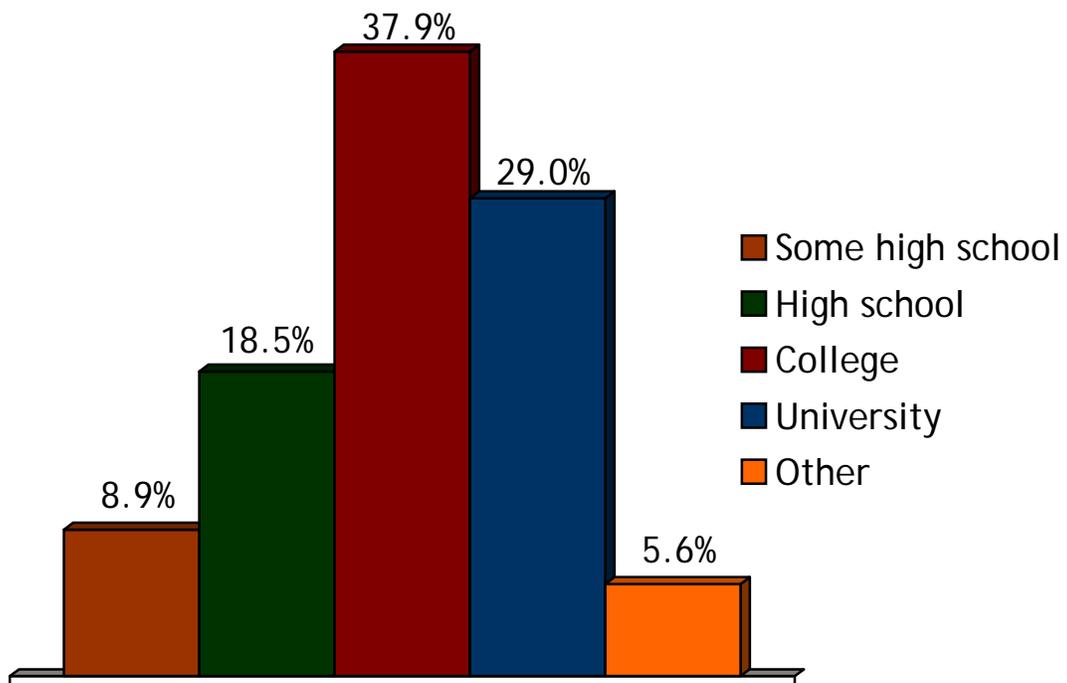


Figure 6: Participants' Education



Leadership Level I Evaluation

Immediate Post-Workshop Survey Results

The Leadership Program's Level I workshop has been held nine times between March, 2006 and February, 2008. Participants complete an evaluation survey at the end of the four days. Over 90% (119 out of 130) returned their evaluation questionnaire. There were an average of 13 returned surveys per session, with a range of eight to 18 surveys. It was noted that English literacy is an issue for some participants.

Participants first answered questions on how they learned about the Leadership workshops. The most common method was through an AIDS Service Organization (ASO), followed by the OAN website. 'Word of mouth' and 'friends' were also common responses demonstrating that this program is satisfying a need for people. Excluding one workshop where everyone came through the same ASO, word of mouth has accounted for 28% of the way the participants heard about the last four workshops.

Program evaluators were interested in whether participants find the promotions appealing, easy to find and what the person needed to help them decide to register; most people indicated that they found the promotions to be all of these (see Table 1). These numbers exceed the objectives for program promotion and outreach set out in the logic model.

Table 1: Participants' Evaluation of Source of Information about Leadership Workshops

appealing	93.2% answered 'strongly agree' or 'agree'
easy to find	90.6% answered 'strongly agree' or 'agree'
what was needed	90.6% answered 'strongly agree' or 'agree'

Participants were asked for their suggestions to enhance promotion of the workshops. While many people suggested no changes were needed, others suggested that word of mouth would be the best form of promotion. Suggested mediums for promotion included posters, flyers, mail-outs and letters, advertisements (in FAB magazine, Xtra magazine, NOW magazine or community newspapers), newsletters (from OAN or an ASO), videos, media attention, pamphlets, or talks. Others suggested that encouragement by mentors or an executive director would be a good form of promotion. Some suggested organizations/ places that could help with promotion: ASOs, support groups, hospitals, community or agency forums and gatherings. It was suggested that promotion should reach both men and women and diverse groups including a

diversity in ethnoracial groups. Suggested changes to the website included information on what the course is about, its expected outcome, quotes and success stories from past participants, and what people need to bring with them.

Organizers wanted to learn whether the Leadership Program helped the participants understand their core values, understand their personalities, feel more confident and more knowledgeable about leading and have the belief that anyone can lead and the results are presented in Table 2.

Table 2: Percentage of participants who answered 'yes a lot' to questions about how the program helped them

Program helped them:	Percentage
- understand their core values better	79%
- understand their personalities better	69%
- feel more confident about being leaders	77%
- feel more knowledgeable about how to lead	80%
- be aware that anyone can lead	71%

People who answered "no" to the above items were asked to explain their answer. A thematic analysis of their responses produced five categories:

Still learning or need practice

e.g., *I was given the tools on how to lead but I wasn't given the opportunity*

Disagree with information

e.g., *I don't think just anyone can be a leader; some people don't have the patience or the attention span*

Felt they would never be a leader

e.g., *Although I ... will take away a lot of useful information and contacts, I know that I am a background type of person*

Person did not understand this concept

e.g., *I was very confused on how values are effective with being a leader.*

Knew it before

e.g., *I did not feel unconfident before and I already believed that we all can be leaders.*

Before the Leadership Program I was just an ordinarily volunteer driving the food bank van and transporting the donated food to our food bank at my local ASO.... I felt that I was nothing special and that I had no other skills other than being a volunteer providing a service for my community. That all changed after attending the OAN Leadership program retreat.

Upon my return from the Leadership Program my life had already changed for the better. I had so much knowledge and I started to share this knowledge with any and every PHA I knew at that time. I started to look at myself in a whole new way. I changed from someone who did not believe that something important could ever come from my life, to someone my community would come to for advice and support.

I now get stopped by other PHAs and non PHAs and asked for information or advice and I help steer them into the right direction by telling them where they can get the answer...I have been spokesperson for the ...food bank, I am on the food bank committee at my local ASO, am on the media committee for [a coalition], volunteered for [another] coalition in their AIDS prevention program, and still am a driver and food bank volunteer.

Leadership Development Level I strives to help people feel more connected and more confident. Several items on the survey tapped these objectives. Although participants are encouraged to follow their hearts in any direction, over 80% feel more connected to the HIV/AIDS movement. Other findings are reported in Table 3.

Table 3: Percentage of Participants Who Answered 'Yes A Lot' to Questions About How The Program Helped Them

Program helped them	Percentage
- feel more connected to the HIV/AIDS movement	81%
- feel they can be part of a community response	79%
- increased confidence to be more meaningfully involved	78%
- feel their peers will support their participation	76%

Participants were asked what should be changed about the Leadership Program. The most common response was there was nothing they would change.

 *I would like to tell you that I wouldn't change anything about the leadership [program] as presented.*

One workshop had 18 participants and three of them felt this was too large a group. In all the workshops, some responded that they wanted more opportunities for leadership development.

 *Do more programs if possible.*

Most noteworthy about the changes suggested by people is that there are almost no repeated suggestions. Some people offered suggestions on what is taught, how it is taught and the timing of events. Sometimes the suggestions contradicted one another. Examples of each theme are presented in Table 4.

Table 4: Examples of Participants' Suggested Changes to the Leadership Development Program

What is Taught

 *Maybe discuss more ways to get involved*

 *Include negative aspects in personality that can be recognized and used toward leadership*

How it is Taught

 *More group interaction*

 *Hand out some information as "reading material" before the workshop*

 *Have one of past participants facilitate future groups*

Timing of Events

 *Do core value first*

 *Personality score [should] be done earlier*

 *Earlier starts; my energy levels were zapped*

 *Later start...*

In several instances, this evaluation uncovered examples of suggestions from earlier surveys having been incorporated into the program by the facilitators. The first example of an incorporated suggestion was the addition of faces and post-program success stories of Leadership Program graduates to the website. A second example was seen when a respondent suggested having past participants facilitate future groups. Later another participant commented

how much he had enjoyed that aspect of his workshop. These demonstrations of responsiveness to the suggestions of the participants are another sign of an excellent program.

Finally participants were asked for anything else they would like to tell. Participants expressed their gratitude and thanks. Some examples include;

🚫 I am grateful for this type of training as I am just beginning to get involved in my community.

🚫 This has been a wonderful experience. Thank you!

🚫 Thank you for fostering a very supportive and comfortable environment.

🚫 You have said and played a big part in my life and it's my turn to do it for others as a leader.

🚫 I thank you so much for giving us this opportunity! It means a lot to me.

🚫 Thank you for the tools and the people – it was incredible.

Participants wrote about their appreciation of the facilitators. Some examples include:

🚫 The facilitators were excellent in their roles and I learned more than I could have ever expected!

🚫 The facilitators are very helpful, resourceful and very friendly.

🚫 I thought that you put a lot of thought into this and it shows.

🚫 Excellent leadership skills & techniques exhibited by facilitators.

Overall the Leadership Development Level I was evaluated positively by the participants. People were appreciative of the facilitators and the opportunity to learn about leadership.

- 🚫 The Program helped me to understand my values and understand my qualities to be a good leader in the community. I really was deeply moved by the way the facilitators carried out the whole program. It made me realize that what they were doing was team work. . . They demonstrated it well. I know that I will be a good leader because they taught me a lot.*
- 🚫 You all are a great inspiration for me and you [have] given me the tools to inspire others.*

Recently being diagnosed in June of 2007, I was recommended to participate in a Leadership Program run through the OAN. I took the level 1 and wish to continue through to the end. I was taught about practices and commitments and have already started using them in my volunteer work. The program has increased my confidence to make a difference in our struggle for the cure of AIDS/HIV and to assist in improving the quality of life for people living with AIDS.

This program introduced me to all the communities living with AIDS, which gives me a great sense of purpose and understanding on how AIDS/HIV impacts each community. After Level 1 and attending the Alumni [Event], I was taught that in the end we are one community - People Living with AIDS. . . We need solid leaders to stand up to this virus and to come together - pool our strengths and skills and increase awareness in our communities about this virus. The Leadership Program provides leaders with the skills to make a difference. When I was faced with this illness I had a choice to be unproductive and lose my purpose of being or to have a say in what this virus can do or not do to me and I am eager to have a say. . .

The facilitators of this program are truly great people teaching important skills to all the communities involved. What they teach comes from the heart. . . They . . . support us in every way. . .

Six Month Post-Workshop Survey

The OAN was interested in whether the Leadership Development Level I would have a long term effect on the participants. Nineteen people responded to a survey sent out six months after the completion of their attendance. This represents a response rate of 21%. People continued to show a positive effect of the workshops.

The Leadership Program continued to help people:

			'yes, a lot' and 'yes, somewhat' combined
understand their core values better			
yes, a lot	63.2%	}	95%
yes, somewhat	31.6%		
no	5.3%		
understand their personality			
yes, a lot	57.9%	}	95%
yes, somewhat	36.8%		
no	5.3%		
be aware that anyone can be a leader			
yes, a lot	84.2%	}	95%
yes, somewhat	10.5%		
no	5.3%		
feel more connected to their community			
yes, a lot	73.7%	}	95%
yes, somewhat	21.1%		
no	5.3%		

Additional items on this survey looked at how the workshops had an impact on the participants' lives as they sought to put their new knowledge and skills into practice.

Since Taking Leadership Development Level I:

- 82.4% of participants have taken on new leadership roles
- 94.4% have used what they learned
- 77.8% have continued in previous leadership roles
- 100% still remember the information given in the course
- 89.5% use Structured Feedback (giving feedback in a way that is heard and acted upon)

- 84.2% felt the Leadership Development Program had impacted on their confidence and ability to take professional or volunteer development courses
- 94.4% feel their leadership activities are well matched to their values
- 100% feel their leadership activities are well matched to their interests
- 72.2% have found the Action Plan useful
- 68.4% have taken other professional or volunteer development courses

As well, participants were asked what additional skills development would enhance their involvement. From a list presented, participants chose the following: public speaking, conducting effective meetings, facilitation skills, having multiple roles in an agency, peer mentoring/coaching, and chairing skills. Other topics suggested were: networking skills, lobby/advocacy skills, initiating get together and workshops, dealing with the media, research skills, and being selective about which committees to be on. Many of these suggestions were incorporated into Level II and III.

Of particular interest to the developers of the program was whether the participants felt more confident getting involved in their communities. The majority of respondents (16) answered "yes". Illustrative examples include these quotes:

🚫 I feel more confident talking in front of people and also expressing my thoughts and feelings a lot more assertively now.

🚫 [I am] more prepared to take risks, expand my knowledge, speak openly and honestly and advocate for things that I believe in.

🚫 [I] feel more confident that what I know and what I want to say will be listened to and count.

🚫 I have been so much involved and more confident in my aptitudes as a leader in the community ... I have also developed programs and projects ... The training helped me to find my path and [I] had a career change.

🚫 I feel empowered.

🚫 It gave me a power to be aware of many issues around us and to address them.

In January 2007, I heard about the OAN PHA leadership training.... After the Level One training I really discovered my self, got empowered and have a sense of great self esteem.... The five leadership principles are still echoing in me and I use them in my day to day life and leadership roles in my community - encourage the heart, model the way, inspire a shared vision, challenge the process and enable others to act.... Thanks to these eye opener trainings, I started to fully involve myself in the local community organizations and I got the best job in my life.

Eighteen Month Post-Workshop Survey

Eighteen months after completion of the Leadership Development Level I, participants are emailed a questionnaire. To date, participants from the first four workshops have been sent this survey. Only six people returned the survey; a response rate of 11%. This means that results must be interpreted with caution because of the possibility that respondents were not representative of all who participated in the workshops.

All of the respondents reported that the experience of the Leadership Program continued to help them understand their core values better and five people reported that it also helped them understand their personality better. An awareness that anyone can be a leader stayed with five of the participants. Two thirds feel more connected to their community.

Five out of the six respondents feel more confident in getting involved in their community since finishing the program. Those five provided examples of their enhanced confidence:

- 🚫 I look forward to meetings now and I feel that I do have some input and knowledge to share.*
- 🚫 Yes, comfortable at presenting workshop ... participation in committees.*
- 🚫 Yes. Not as shy. More vocal. More outgoing.*
- 🚫 Yes, am more confident in self.*

🚫 Training helped me to have faith in myself, ... and to recognize the leader within myself, all of which have propelled me into advocacy ... Training helped me to ... be able to speak publicly to challenge government policy.

In the past twelve months, two-thirds of these respondents had taken on new leadership roles, and all had continued in previous roles. All of the participants had used what they had learned in Level I in other ways,, such as being involved in a task force, putting together a video, joining AIDS-related and other types of committees, providing peer support and mentoring, increasing their advocacy work, networking with others, and becoming a board member. Everyone felt that their current leadership activities are well matched to their values and to their interests.

Most participants (five) still remember the information given in the course. Examples of what they remember include confidence, being open-minded, better listening skills, defining values, appreciating their own and others' learning styles, that leadership takes many forms. All of the respondents had used what they had learned: while one half report that they use all of the information, the other half described specific pieces of information that they found useful:

- 🚫 group participation*
- 🚫 getting more engaged*
- 🚫 networking*
- 🚫 being more critical*
- 🚫 confidence and skills-building, and*
- 🚫 an appreciation of one's own capacities.*

Most people (five) responded that they had used the principals of Structured Feedback in their activities as a leader. Two-thirds found the Action Plan useful. Most (five) had subsequently taken Leadership Development Level II, although none had taken Level III. Half had taken other professional or volunteer development or related courses since taking Level I. Almost all the participants (83%) felt that taking the Leadership Development Program had impacted their confidence and ability to take these courses.

When asked to describe success stories that had happened since they began their involvement with the Leadership Development Program, participants noted the following:

- 🚫 Having one's eyes opened to being able to communicate better and a sturdier outlook in the way things are approached now;*
- 🚫 Becoming a board member or a member of a working group or committee;*

- 🚫 *Being able to work on a specific issue through various agencies;*
- 🚫 *Writing ;*
- 🚫 *Giving talks; and*
- 🚫 *Becoming a stronger social justice advocate with increased empathy toward issues such as addictions and street drugs.*

Please note that these quotes were paraphrased.

Respondents choices for additional skills they would like to learn to enhance their involvement included:

- 🚫 *Public speaking*
- 🚫 *Chairing Skills*
- 🚫 *How to deal with having multiple roles in an agency*
- 🚫 *Making a career out of the skills and information gained, and*
- 🚫 *Media Relations*

Past participants were asked for their recommendations for how the OAN can support them in their leadership activities. Answers were varied and they included a newsletter describing who is doing what, e-bulletins and more workshops. The following quotes illustrate people's positive view of this workshop 18 months later:

- 🚫 *OAN Leadership training Levels I and II has helped me substantially in assuming more and more responsibility for advocacy.*
- 🚫 *I have been instrumental in getting a Youth Committee off the ground.*
- 🚫 *I highly recommend this training to everyone.*

Comparing Results with the Logic Model

Program and research staff were interested in whether the objectives established in the logic model were being met. The Leadership Development Program successfully exceeded **all** the targets set in the Logic Model, some by as much as 40%. Table 5 illustrates the objectives and the corresponding results.

Table 5: Meeting the Objectives Set in the Logic Model (Level I)

What We Wanted To Do	Results	Results	Results
Program Promotion and Outreach	Percentage at Completion of Level I	Percentage at Six Months	Percentage at 18 Months
Objective 1. to have 80% of registered participants report that the approach to program promotion supported them to join the program (e.g. welcoming, helpful, appealing information about the program, accurate in describing the program content, easy to find despite the fact that most of the promotion is by internet) (assessed at the end of Level 1 only)	1. appealing: 93.2% easy to find: 90.6% what was needed: 90.6% answered 'yes a lot' or 'yes somewhat'	Not Applicable	Not Applicable
Level I Leadership Development Objectives	Percentage at Completion of Level I	Percentage at Six Months	Percentage at 18 Months
Objective 1. • to have 80% of participants report increased confidence that they can become a leader/get involved • 60% at 6 months • 40% at 18 months	1. • 95% answered 'yes a lot' or 'yes somewhat'	1. • increased confidence to take further leadership courses- 84% answered 'yes'	1. • increased confidence to take further leadership courses- 83% said 'yes'
Objective 2. • to have 80% of participants report awareness that anyone can become a leader • 65% at 6 months • 50% at 18 months	2. • 95% answered 'yes a lot' or 'yes somewhat'	2. • 95% answered 'yes a lot' or 'yes somewhat'	2. • 100% answered 'yes a lot' or 'yes somewhat'
Objective 3. • to have 80% of participants report increased knowledge of leadership principles • 65% at 6 months • 50% at 18 months	3. • "more knowledgeable about how to be a leader" 100% answered 'yes a lot' or 'yes somewhat'	3. • "still remember the information given in the course?" 100% answered 'yes'	3. • "still remember the information given in the course?" 80% said yes, 20% no answer

Program Promotion and Outreach	Percentage at Completion of Level I	Percentage at Six Months	Percentage at 18 Months
<p>Objective 4.</p> <ul style="list-style-type: none"> to have 80% of participants report having a greater understanding of themselves (e.g. their core values, their personality) 60% at 6 months 50% at 18 months 	<p>4.</p> <ul style="list-style-type: none"> values 98% answered 'yes a lot' or 'yes somewhat' personality 95% answered 'yes a lot' or 'yes somewhat' 	<p>4.</p> <ul style="list-style-type: none"> values: 95% answered 'yes a lot' or 'yes somewhat' personality: 95% answered 'yes a lot' or 'yes somewhat' 	<p>4.</p> <ul style="list-style-type: none"> values: 100% said 'yes a lot' personality: 83% said 'yes a lot'
<p>Objective 5.</p> <ul style="list-style-type: none"> to have respondents report they are using what they learned in either volunteer or paid roles in their community 60% at 6 months 40% at 18 months 	<p>5. Not Applicable</p>	<p>5.</p> <ul style="list-style-type: none"> use what you learned: 94% said 'yes' use structured feedback 89% said 'yes' 'Action Plan' useful 72% said 'yes' 	<p>5.</p> <ul style="list-style-type: none"> use what they learned: 100% said 'yes' use structured feedback 83% said 'yes' 'Action Plan' useful - 80% said 'yes' use leadership development in other ways 100% said 'yes'
<p>Objective 6.</p> <ul style="list-style-type: none"> to have 70% of PHA respondents who are actively engaged in leadership roles report being pleased* with their choice of leadership role in the community (*'pleased' = well matched in terms of values, interests; content with any compromises in values and interests they've made; feeling like their making a contribution that's important to them) 70% at 6 months 60% at 18 months 	<p>6. Not Applicable</p>	<p>6.</p> <ul style="list-style-type: none"> leadership matched to values 94% said 'yes' leadership matched to interests 100% said 'yes' feel more connected to community 95% answered 'yes a lot' or 'yes somewhat' 	<p>6.</p> <ul style="list-style-type: none"> leadership matched to values 100% said 'yes' leadership matched to interests 100% said 'yes' feel more connected to community 100% said 'yes a lot' or 'yes somewhat'
Level I Process Objectives			
<ul style="list-style-type: none"> to record participation to track number and socio-demographic descriptors of program participants to track number and type of strategies used 	<ul style="list-style-type: none"> 130 people have completed Level I socio-demographic descriptors recorded (see Appendix 3) an adult learning model was used to develop multiple instructional methods and tools to address different learning styles 		

Leadership Development Level II Evaluation

The Leadership Development Level II - Communication Skills workshop was first offered in January, 2007 and has been offered two times since. The weekend begins with a review of The Five Leadership Practices and Structured Feedback. This is followed by sessions on Meeting Organizing, Meeting Facilitation, Public Speaking and Developing Effective Presentations offered over two days. These sessions are described in the Introduction section of this report. As with the other workshops, participants are surveyed at the end of the workshop. A total of thirty-seven participants completed the survey tool.

Participants were very positive in their evaluation on of this workshop. Their view of the various sessions and of the workshop overall had high ratings with between 95 and 100% of the respondents rating each component as a 4 or 5 on a scale of 1 to 5. One hundred percent of the participants felt that “Yes”, their expectations had been met for the workshop and 100% were “glad they attended”. Table 6 outlines the quantitative components of the evaluation.

Table 6: Percentage of Participants Rating This Component a 4 or 5 out of 5

<i>Session One: Leadership practices review</i>		
Interesting and informative	Suitable to my needs	Expectations met
95%	100%	100%
<i>Session Two: Conducting effective meetings</i>		
Interesting and informative	Suitable to participants' needs	Expectations met
97%	100%	96%
<i>Session Three: Meeting facilitation</i>		
Interesting and informative	Suitable to my needs	Expectations met
95%	97%	97%
<i>Session Four: Making your point - Public speaking and effective presentations</i>		
Interesting and informative	Suitable to my needs	Expectations met
97%	97%	97%

Table 6 cont'd: Percentage of Participants Rating This Component a 4 or 5 out of 5

<i>Whole Workshop</i>	
Well-organized	Glad attended
100%	100%

Participants also responded to questions about what they found helpful about the individual sessions. Again the responses were extremely positive. Many people found the review of leadership practices useful and satisfying.

For the open-ended question about the session on Conducting Effective Meetings, almost everyone described something different that they liked. All the comments were positive, except one person reported feeling overwhelmed. There were both general and specific comments with most people noting a positive learning experience.

<i>Conducting Effective Meetings Session</i>	
<i>Specific things that people learned</i>	<i>People described this session as</i>
<ul style="list-style-type: none"> ▫ <i>how to include everyone</i> ▫ <i>importance of an agenda</i> ▫ <i>meeting structure</i> ▫ <i>meeting objectives</i> ▫ <i>staying in control of a meeting</i> ▫ <i>dealing effectively with members</i> ▫ <i>keeping meetings on track</i> 	<ul style="list-style-type: none"> ▫ <i>informative</i> ▫ <i>detailed</i> ▫ <i>providing examples</i> ▫ <i>really good</i>

A third session examined Meeting Facilitation. Participants especially enjoyed learning about consensus building. Again the comments were very positive. No one provided negative feedback.

<i>Meeting Facilitation Session</i>	
<i>Specific things that people appreciated</i>	
<ul style="list-style-type: none"> ▫ <i>I now know how to plan and run a great meeting.</i> ▫ <i>learned about something (consensus) that I never used... before</i> ▫ <i>good points on how to conduct meetings.</i> 	

Session Four focused on Public Speaking. People's responses to what they found useful and satisfying were varied, yet positive. Individuals reported that the session was encouraging, useful and interesting. Many found the material practical: "I learned things that will improve my future public speaking

engagements". Others commented on specific things that they had learned: "how to make your point in a decisive and respectful way", and learning "different tools for an effective presentation."

Participants were asked if their expectations were met. All respondents replied "Yes". They reported finding the workshop practical, helpful, useful, and informative, as these quotes illustrate:

- 🚫 [I learned] how to effectively run a meeting and give a good presentation.*
- 🚫 I will wed my knowledge to make a different life: personal and professional.*
- 🚫 [I] learned about something (consensus) that I never used or done before.*
- 🚫 [It was a] chance to test myself with public speaking in a safe environment.*
- 🚫 I really believe that the tools I have learned will be a big asset in my engagements with different ASOs.*

Some of the participants have English as a second language and by their answers it would appear that some participants have a low English literacy level. However their comments were very positive and despite any language barriers the workshop was obviously able to reach them. e.g., "my knowledge from the first leadership course have got a complimentary from this one", "all my need was met".

When asked for recommendations, three people provided specific these:

- 🚫 Conduct this training within communities*
- 🚫 I would like to see more woman of colour*
- 🚫 Creative ways to inspire others*

The remaining responses are praise e.g., "I thank my facilitators for a job well done"

Participants were asked about the topics that they would like to see covered in future workshops. They provided a wide variety of suggestions as follows:

- 🚫 *effective teleconferencing*
- 🚫 *board etiquette*
- 🚫 *board governance*
- 🚫 *more on consensus; dealing with government; media training*
- 🚫 *effective administration*
- 🚫 *communication*
- 🚫 *time management*
- 🚫 *leading a meeting as a facilitator*
- 🚫 *creating policies*
- 🚫 *proposal writing*
- 🚫 *how to get interested people to attend your meeting*
- 🚫 *program planning – the whole process*
- 🚫 *how to do a report as a leader or as a community member*
- 🚫 *organization skills*
- 🚫 *team building through leadership*
- 🚫 *effective ways of solving conflicts*

Overall, the workshop provided a good environment for learning new information on communication.

Leadership Development Level III Evaluation

The Leadership Development Level III - Organizational Governance workshop has been offered once to date. Fifteen people took the course in January, 2008 and they completed an evaluation at the end of the workshop. Both the evaluations of the various sessions and the workshop overall had high ratings with between 95 and 100% of the respondents rating each component as a 4 or 5 on a scale of 1 to 5.

The workshop begins with a review of Leadership Practices. The Saturday session covers The voluntary sector in Canada; Board Governance; Responsibility and Accountability; Bylaws, Policies and Procedures; Financial Management; Committees; and Structured Feedback. This session was also evaluated highly, with 80% of participants rating it at '5' for being interesting and informative, 73% of participants rating it at '5' for it being suitable to their needs and meeting their expectations. Three people commented that the Saturday session was too long.

On Sunday the workshop focused on Succession Planning, Decision Making, Boundaries, Board Evaluation, Board Structures, and Strategic Planning. Seventy-seven percent of the participants rated the workshop at '5' for being interesting and informative, 85% found it suitable and 79% felt it met their expectations. Table 7 outlines responses to the quantitative components of the survey.

Table 7: Percentage of Participants Rating This Component a 4 or 5 out of 5

<i>Session One: Leadership practices review</i>		
Interesting and informative 100%	Suitable to my needs 93%	Expectations met 100%
<i>Session Two: Boards</i>		
Interesting and informative 100%	Suitable to participants' needs 93%	Expectations met 92%
<i>Session Three: Structures and Strategic Planning</i>		
Interesting and informative 100%	Suitable to my needs 100%	Expectations met 93%

Table 7 cont'd: Percentage of Participants Rating This Component a 4 or 5 out of 5

<i>Whole Workshop</i>	
Well-organized	Glad attended
100%	100%

When asked whether their expectations for the workshop had been met, everyone responded "Yes". In their explanations of why they said yes, people talked about what they learned with many people describing it as being useful and applicable to their work. A few examples include:

-  *I came here to learn how to be a good and productive leader. I will go with so much learning.*
-  *I understand the dynamics [and] issues that arise with being a board member*
-  *Although I was a board member there had been little board education received. This [workshop] was most useful.*
-  *I feel like I have been given a road map I can follow.*

Participants suggested topics for future workshops. These include:

-  *[How] to build strong organization and community*
-  *More on strategic planning*
-  *Taking responsibilities*
-  *Community engagement and mobilization*
-  *Advocacy*
-  *Project cycle management*
-  *Power point presentations*
-  *Review of Levels I, II and III.*

Like the other Levels, participants rated this workshop highly, providing a great deal of positive feedback and almost no criticism.

In January 2008 I successfully completed Level 3 of the training program. Since commencing my leadership training my life has drastically changed for the best. Through this training I have developed a strong network of PHA allies and have become a confident, empowered and motivated woman living with HIV. I have become an actively engaged member of the HIV community, including having become a Board Director, a Council Member and a full time employee with different AIDS Service Organizations.

I would like to thank you for letting me be a part of your Leaderships Training (1, 2, 3.) When I look back to the first one and how intimidated I felt when I saw all who was there (long term survivors) to where I am today, I have you... to thank for that. There was so much that I did not understand at the time. I was a shy person and would get intimidated very easily, not any more.... As a woman ([age]62) from a strict background where you are told to keep your thoughts to yourself, I have come into my own finally.

#1 I have met some amazing people at all 3 workshops that by listening I have found my voice.

#2 I spoke at our World AIDS day at City Hall on Leadership and was able to say how I felt about our Leaders of our City and our Country.

#3 Since Leadership 2 I have started a video on Stigma and HIV/AIDS that we hope will be launched by World AIDS Day 2008 for education purposes.

#4 I now volunteer myself on projects that were I think it was beyond my realm..

Discussion

The following section will outline the strengths and limitations of the Leadership Development Program, followed by a discussion of the strengths and limitations of the program evaluation.

Leadership Development Program

The goal of the Leadership Development Program, as stated in the logic model, is to strengthen the leadership capacity of people living with HIV/AIDS in Ontario. The success achieved by this program is highly consistent with this goal. The positive feedback from participants demonstrates a strong program with many successful features. Given the potential emotional consequences of dealing with HIV/AIDS, the positive responses by participants to the program shows the program is meeting an important need of the people who have taken the program, and that it has a high capacity to facilitate empowerment and leadership skills. Participants emphasized this including with the following quotes:

 *Keep up the good work, I think many poz people may struggle with shame, guilt, fear and anger that prevents them from becoming engaged.*

 *I have heard people say that these workshops are just as important to our community as the meds we take. I thought they were crazy to say that but I now understand what they meant.*

The Leadership Development Program has done an excellent job reaching out to many Ontario residents with HIV. Men and women, gay and straight, highly educated and modestly educated have attended and felt welcome in the program. The outreach activities to people from a variety of ethnoracial backgrounds has been successful, although there are some communities that are less well represented in the Program. Fewer younger people and no people who are transsexual or transgender have attended.

A major strength of the program is that the participants found it deeply moving. Facilitators were described as "caring", "supportive" and "excellent". The workshops are intense and filled with information, but very few people felt it was overwhelming. Praise for the material and the facilitators was strong.

Program Evaluation

A major strength of the program evaluation is that it is solidly based on a well-defined logic model. It is apparent from the quality of the data that the program and the corresponding evaluation are comprehensive and well-designed. The logic model enabled this to happen. The logic model, data collection tools, and evaluation implementation activities developed to date were shown to be strong. Another strength of the program evaluation is that the logic model and corresponding evaluation tools and activities were developed at the same time as the Leadership Development Program curriculum, especially for Level I which is the core component of the program. Too often programs scramble to develop objectives and tools after the program has been implemented which can reduce the quality of the information gathered.

Respondents' answers to the questions show that the questions were clear and well understood. Four minor points about the surveys are brought forward here. On some of the surveys, participants are asked questions with an "If no..." question following. Questions worded this way have, in other surveys, been shown to cause respondents to answer "yes" to the question because it is easier and takes less time than writing out an explanation. These questions could be changed to make these contingency questions more balanced. Surveys using scales of "1 to 5" should include an explanation of the end points. The surveys should not ask 'double-barreled' questions e.g., 'The session was interesting and informative'. If these are important characteristics of a session then both should be measured and two questions should be used. Finally, program designers might consider whether questions that more specifically ask about participants' overall confidence be added to the six and eighteen month post evaluation surveys.

Overall the surveys were well-designed and proved to be highly functional. They have enabled a detailed evaluation to be conducted. The limited response rate to the six month (21%) and eighteen month (11%) post-workshop evaluations means that we cannot know if the feedback from those who responded is representative of all the participants who took the program. While low response rates to this type of survey is common, it is suggested that program designers explore additional ways of reaching participants to increase the response rates for the six and eighteen month evaluations.

Another suggestion is to investigate using a web-based survey platform with a follow-up feature to increase return rate. It might be worth considering that the platform not be based in the United States because their homeland security laws may allow a breach of confidentiality, and this is especially concerning given the population this program serves.

The data collected for this evaluation provide important insight into the Leadership Development Program offered to PHAs through the Ontario AIDS Network. The evaluation showed that the workshops are able to provide lasting effects on people's ability to lead and their confidence in themselves. The positive comments from the participants demonstrate a credible program with the ability to inspire confidence and teach people the skills they need to be valuable leaders in their communities.

I only applied to [the leadership workshop] so I could get away ... That weekend brought about something that I believed was never possible, I began to live. Thomas and Ed helped me through a painful but a much needed growth experience that put me on the right path to being a healthy, happy, PHA leader. That weekend we got to know ourselves and one another better. I arrived with little confidence, and left bursting with pride for myself and the other PHA leaders. I felt I was ready to face head on all the stigma and discrimination we feel as individuals and as a community... the workshops helped me to see where my strengths lay, and that is in advocacy. I am currently the national rep for [organization]. I also do public speaking for an organization... I am the happiest and healthiest I have ever been, and I have positive goals and dreams not just for myself but also for the community I am part of. Yes I have had to do a lot of work on myself, but without the belief that mine and other PHA's lives matter (which I didn't totally believe until completing all three levels of the workshops), I wouldn't be where I am today.

Recommendations

A comprehensive review of the Leadership Development Program revealed several recommendations for the program and its evaluation.

-  It is strongly recommended that the Program continues to be offered to PHAs in Ontario.
-  The quality and impact of the Leadership Development Program is very high and this warrants serious consideration to expanding it to other localities. It is recommended that funding and other resources be sought to expand the Leadership Development Program.
-  While the Leadership Development Program currently attracts diverse participants, some communities of PHAs are underrepresented. It is recommended that strategies to reach out to transgendered and transsexual people, people of Asian, South-East Asian and Portuguese descent, and younger PHAs be explored. It is also recommended that the OAN continue its outreach activities to women and residents from Northern Ontario.
-  The feedback from the participants about the facilitators was very positive. It will be important to invest time in learning what the facilitators need to enable them to keep up their outstanding work. Because guiding workshops demands high energy, continual communication with and support to the facilitators is recommended. It is recommended that the OAN supports these facilitators to prevent burnout.

Conclusion

In 2006, the Ontario AIDS Network undertook to develop and deliver a program to strengthen the leadership capacity of people living with HIV/AIDS in Ontario. The program was implemented and evaluated according to key objectives designed to correspond to this goal. A formal program evaluation reveals successful outreach to a diverse group of participants, excellent program delivery, high impact, along with surpassing the targets set in the program objectives. The Program clearly offers a very supportive environment for participants while they learn, and it teaches the knowledge and skills they need to be better and more confident leaders in their communities.

The leadership training has helped in so many ways. I got a job and ... it's a challenging post that I managed to get with the skills and knowledge I gained from the Leadership training. I managed to develop this program successfully and within three months of running it had met the expectations of the funders. [I] have been able to enable others to act by motivating and encouraging them [using] some of the techniques I learnt from the leadership training.

I also developed self confidence and have since started working on other projects I could have not done were it not for the training I got from OAN. I have never known what I am able to do and to what extend till I attended the leadership training. Thanks OAN - this is a great initiative that restores not only dignity among PHAs but ensure we become meaningful service providers and not only consumers of services.

Appendices

Appendix 1

Ontario AIDS Network: Logic Model for the Leadership Program

Prepared by Thomas Egdorf and Shelley Cleverly

Overall Program Goal: to strengthen the leadership capacity of people living with HIV/AIDS (PHAs) in Ontario

Participant Populations: PHAs in Ontario (including youth, women, and Aboriginal people)

Program Components	Program Promotion and Outreach	Level I	Level II
<p>Outcome Objectives</p>	<p>1. to have 80% of registered participants and report that the approach to program promotion supported them to join the program (e.g. welcoming, helpful, appealing information about the program, accurate in describing the program content, easy to find despite the fact that most of the promotion is by internet) (to be assessed at the end of the Core Training only)</p>	<p>1. to have 80% of participants report increased confidence that they can become a leader/get involved (60% at 6 mos, 40% at 1.5 years) 2. to have 80% of participants report awareness that anyone can become a leader (65% at 6mos, 50% at 1.5 years) 3. to have 80% of participants report increased knowledge of leadership principles (65% at 6mos, 50% at 1.5 year) 4. to have 80% of participants report having a greater understanding of themselves (e.g. their core values, their personality) (60% at 6 mos, 50% at 1.5 years) 5. to have PHA respondents report that they are using what they learned (e.g. from tools, videos, principles) in either volunteer or paid roles in their community (60% at 6mos, 40% at 1.5 years) 6. to have 70% of PHA respondents who are actively engaged in leadership roles report being pleased* with their choice of leadership role in the community (*'pleased' = well matched in terms of values, interests; content with any compromises in values and interests they've made; feeling like they're making a contribution that's important to them) (70% at 6 mos and 60% at 1.5 years)</p>	<p>1. to have 90% of participants report increased confidence in their ability to communicate to the public (Public Speaking, Chairing Meetings, Developing Presentations). (65% at 6 mos) 2. to have 80% of participants report an increase of awareness of good communications practices (65% at 6mos) 3. to have 80% of participants report increased skills in Public Speaking, Chairing Meetings, Developing Presentations (65% at 6mos, 50% at 1.5 year) 4. to have PHA respondents report that they are using what they learned (e.g. from tools, videos, principles) in either volunteer or paid roles in their community</p>

Program Components	Program Promotion and Outreach	Level I	Level II
Outcome Indicators	1. % of registered participants and ASO representatives that report that the approach to program promotion was supported them to join the program (to be assessed at the end of the Core Training only)	1. % of participants that report having a greater understanding of themselves 2. % of participants that report increased confidence that they can become a leader 3. % of participants that report awareness that anyone can become a leader 4. % of PHAs that report that they are using what they learned (e.g. from tools, videos, principles) in either volunteer or paid roles in their community (when asked at 6mos, 1.5 years, 3 years etc) 5. % of PHAs that are actively engaged in leadership roles that report being pleased* with their choice of leadership role in the community	1. % of participants report increased confidence in their ability to communicate to the public (Public Speaking, Chairing Meetings, Developing Presentations). 2. % of participants report an increase of awareness of good communications practices 3. % of participants report increased skills in Public Speaking, Chairing Meetings, Developing Presentations 4. % of respondents report that they are using what they learned (e.g. from tools, videos, principles) in either volunteer or paid roles in their community
Process Objectives	<ul style="list-style-type: none"> ● to track type and # of strategies used ● to track type and # of materials distributed (e.g. pamphlet) 	<ul style="list-style-type: none"> ● to track # and brief socio-demographic description of program participants ● to track # and type of strategies used (e.g. video, tools, role play) ● to record participation 	<ul style="list-style-type: none"> ● to track # and type of strategies used (e.g. video, tools, role play) ● to record participation
Process Indicators	<ul style="list-style-type: none"> ● type and # of strategies used ● to track type and # of materials distributed (e.g. pamphlet) 	<ul style="list-style-type: none"> ● # and brief socio-demographic description of program participants ● # and type of strategies used (e.g. video, tools, role play) ● participation 	<ul style="list-style-type: none"> ● # and type of strategies used (e.g. video, tools, role play) ● participation

Appendix 2: Ontario AIDS Network Regions of Ontario



Appendix 3: Characteristics of People Attending the Leadership Development Workshops

Characteristics	Frequency	Percentage
Region of Ontario		
Northern	10	7.9
Western	24	18.9
Eastern	36	28.3
Toronto	57	44.9
Age		
25-39	47	37.6
40-54	67	53.6
55+	11	8.8
Gender		
Male	85	68.0
Female	40	32.0
Transgender/sexual	0	0.0
Sexual Orientation		
Gay	68	53.5
Straight	51	40.2
Bisexual	8	6.3
Education		
Some High School	11	8.9
High School	23	18.5
College	47	37.9
University	38	29.0
Other	7	5.6
Race / Ethnicity		
Aboriginal	3	2.4
Hispanic	6	4.8
African	29	23.0
Caribbean	10	7.9
Other Black	2	1.6
East Asian	1	.8
South Asian	6	4.8
Caucasian	68	54.0
Other Ethnicity	1	.8

Appendix 4: Comparison of Leadership Development Participants with Ontario Residents Newly Diagnosed with HIV

Region of Ontario	Frequency in Leadership Program	Percentage in Leadership Program	Frequency in Ontario	Percentage in Ontario
Northern	10	7.9	496	1.9
Western	24	18.9	3293	13.1
Eastern	36	28.3	4660	18.5
Toronto	57	44.9	16722	66.4
Total	127	100.0	25171	100.0

Age	Frequency in Leadership Program	Percentage in Leadership Program	Frequency in Ontario	Percentage in Ontario
20-24	0	0.0	1976	8.4
25-39	47	37.6	14514	61.6
40-54	67	53.6	5998	25.4
55+	11	8.8	1087	4.6
Total	125	100.0	23575	100.0

The Leadership training is a program that lifts your self-esteem so high that I have hard time to contain my willingness to achieve what I started. It brought for me so much that you can't imagine. It gave me so much power that I stand up for what I know that right for me and the people who not have a voice. Years ago, if you asked me to talk on front of the audience; I wont do it, today with all the tool that I had from the training I gain all my confidence back that the impossible isn't in my vocabulary any more. After the leadership level 1... I went to English class to improve my writing, comprehension and listening after a while I got a job as Client Sitter. I came back to get Leadership Level 2: it was the Communication. I switched to a better job as a Community Health Worker to challenge myself and the process... I came back to get the Facilitator training, that help me to improve the way that I was facilitating the Women Support Group in Ottawa.

Wherever I go, the people who I meet are impressed with the idea or the way I was delivering the message that I wanted them to know. It's showing how I became the woman who I always wanted to be. I sit on the Board of African and Caribbean Health Network in Ottawa. ACCHO want me to represent them in Montreal for the conference about Research and Women...

The Leadership Training allowed me to recognize all the skills hiding in me and to use them when the opportunity shows up. I encourage the heart by convincing my Peer to come forward and leave their fear behind. I model the way by showing them how I became from the depressive life to working life with confidence and pride. I shared my vision that I want for us to have a Community Centre for PHAS run by PHAS and Community Centre for Africans/Caribbean in Ottawa. I let people lead instead of me leading.



What one participant said about the Ontario AIDS Network's Leadership Development Program