IIMHL & IIDL Leadership Exchange 2013

Evaluation report

Executive summary

In March 2013, the ninth International Initiative for Mental Health Leadership (IIMHL) and sixth International Initiative for Disability Leadership (IIDL) Leadership Exchange were held in Auckland, with New Zealand and Australia as the host countries.

Evaluation design and data collection method

A logic model was developed identifying the outcomes that were expected as a result of this Leadership Exchange. Feedback was collected through an electronic survey (n=311), which was sent out to the participants on the last day of the event. The evaluation looked at key aspects of the Leadership Exchange, such as the Leadership Matches and the Network Meeting. The evaluation focused on key highlights, benefits and impacts, and identified topics for future exchanges and improvements. Some participants (n=40) were also asked to write down comments on a whiteboard about the actions they were going to take as a result of the Leadership Exchange.

Leadership Exchange

Altogether, 311 people from nine countries attended the Leadership Exchange. Two hundred and thirty-five people (75.6 per cent) were part of IIMHL; 76 people (24.4 per cent) were part of IIDL.

One hundred and eighty-five people responded to the electronic survey and provided feedback (59.5 per cent response rate): 132 respondents (71. 4 per cent) belonged to the IIMHL group, 53 respondents (28.6 per cent) belonged to the IIDL group. In relation to the overall attendance (n=311), 56.2 per cent of the IIMHL attendees and 69.7 per cent of the IIDL attendees responded to the survey.

The majority of the survey respondents (75.2 per cent) were either funded by their employer to attend the event or were self-funded (20.6 per cent). Other funding sources were scholarships, the government, clinical education funding, or support from IIMHL and Te Pou.

Most respondents gave very positive feedback about the Leadership Exchange. Highlights of the Leadership Matches and Network Meetings commonly identified were the opportunity to connect and network, exchange knowledge, and share ideas and experiences. The cultural and social entertainment, and the keynote speech by Shelley Campbell were particularly appreciated.

Respondents also reported that they were likely to continue contact with people they've met (91.2 per cent), now have better access to international expertise (86.0 per cent), and will be involved in IIMHL related groups, projects or activities (79.3 per cent). Some participants stated their future intentions for change on the whiteboard. Participants of previous Leadership Exchanges reported that their attendance resulted in the implementation of innovations, changes in practice and service delivery, and improved professional development as leaders.

The results of this evaluation will be used to improve and inform future Leadership Exchanges. Participants identified areas for improvement, such as more networking opportunities during the Leadership Matches and Network Meeting; more interactive exchange through discussion and feedback time after speeches and presentations; presentation of more evidence-based knowledge about what works, innovation and provocative ideas; a better mix of national and international group members in Leadership Matches; and more background information on the visitors, hosts, hosting organisations and expected outcomes of the Leadership Matches prior to attendance.

The ideas and suggestions from respondents will be reviewed by the IIMHL and IIDL team and considered for future Leadership Exchanges. Suggestions and preferences for topics for the next Leadership Exchange were collected and will inform the event in 2014.

Background

The International Initiative for Mental Health Leadership (IIMHL) is an international collaborative that focuses on mental health and addictions. IIMHL is funded by seven countries: Australia, England, Canada, New Zealand, Republic of Ireland, Scotland and USA.

IIMHL organises structured staff exchanges, and systems for international networking, innovation sharing and problem-solving across countries and agencies. The overall aim is to provide better outcomes for people who use mental health and addiction services and their families.

The International Initiative for Disability Leadership (IIDL) has been developed under the umbrella of IIMHL, and aims to raise awareness, improve personal leadership, and share ideas on innovative and best practice in the disability sector.

The IIMHL Leadership Exchanges have been occurring since 2003, with the member countries taking turns in hosting the event. In 2006, IIDL joined as a sister agency. The Leadership Exchange consists of two parts, the Leadership Matches and the Network Meeting. For the Leadership Matches, leaders from guest countries are being matched with leaders from the host country or countries who are involved in similar work. Guest leaders make site visits to their host services and organisations to exchange knowledge and experience. The Network Meeting following the Leadership Exchange is a get-together of all participants from the Leadership Exchange. Presentations from national and international leaders give participants the opportunity to learn about innovations and best practice, and to meet, connect and network with all the other participants of the Leadership Exchange.

The latest Leadership Exchange was held in March 2013 in Auckland, with New Zealand and Australia as the host countries. The Leadership Exchange occurred from 4 March until 8 March 2013. Leadership Matches took place on 4 and 5 March, the opening ceremony was held on 6 March, and the Network Meeting took place on 7 and 8 March. Te Pou assisted IIMHL and IIDL with organising and evaluating the Leadership Exchange.

Method

Evaluation design

An intervention logic model was developed by Te Pou and the IIMHL team to evaluate the Leadership Exchange 2013. It shows the main Leadership Exchange activities (what is being evaluated) along with the short, intermediate and long-term outcomes (changes) that are expected to result from the successful implementation of the activity. The broad evaluation aim was to investigate to what extent the short and intermediate outcomes are being achieved.
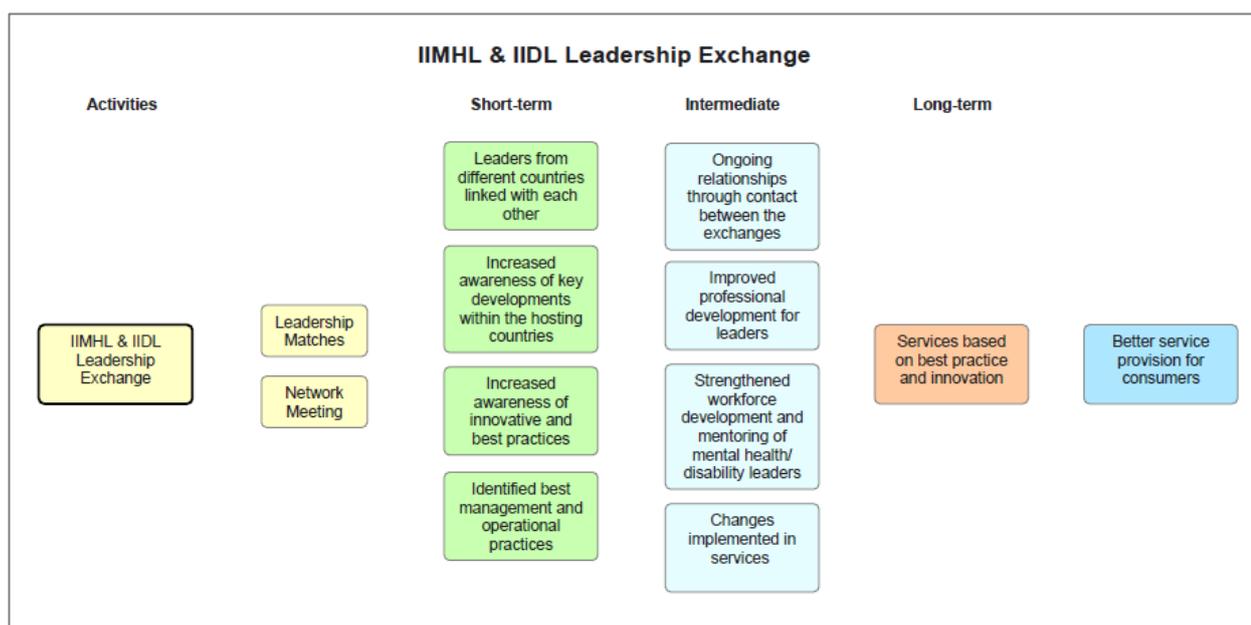

Figure 1. Leadership Exchange logic model

Data collection methods and analysis

Survey

An electronic survey was developed using Survey Monkey. The survey was based on the evaluation survey that was used in 2011. The 26-question survey included quantitative and open-ended questions about participation in previous Leadership Exchanges and the current Leadership Matches and Network Meetings. The quantitative questions used different scales (e.g. six-point Likert scale from poor to excellent) and yes/no questions.

The hosts of the Network Meeting informed attendees about the mail out of the survey and encouraged them to participate. The electronic survey was sent out to participants on the last day of the leadership exchange. Participants were given two weeks to complete the survey. Non-respondents were followed up with two reminders to complete the survey.

The results from the quantitative questions were calculated and the responses to the open-ended questions were thematically analysed. The number of responses to each survey item varies due to people not responding to all questions. Percentages cited in this report were calculated based on all available responses to each item.

Whiteboard statements

To complement the written feedback collected through the survey, participants of the Network Meeting were asked to write statements on a whiteboard. The participants were randomly selected on the last day of the event and asked to write down what they intended to change as result of the Leadership Exchange: in their personal practice; in the way their service or organisations operates; or in the way they work together with others.

Pictures were taken of the participants with the whiteboard containing their comments. Participants were informed that the pictures would be used for the evaluation of the event, as well as put together into a slideshow and published on the IIMHL and Te Pou websites.

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Results 1: Leadership Exchange 2013

The first part of this report assesses the extent to which the short-term outcomes have been achieved. Expected short-term outcomes of the Leadership Exchange 2013 were the connection of national and international leaders; an increase in awareness of key developments, innovations and best practice; and the identification of best management and operational practices.

The results for the overall Leadership Exchange are reported for the IIMHL and IIDL group together. In areas where the groups either attended different events or might have had a different focus, results are presented separately. The number of responses (n=) to each survey item varies due to people not responding to all questions. Percentages cited in this report were calculated based on all available responses to each item.

Of the 311 registered Leadership Exchange attendees, 235 (75.6 per cent) were part of IIMHL and 76 (24.4 per cent) were part of IIDL. Altogether, 185 completed the survey (59.5 per cent response rate): 56.2 per cent of all IIMHL attendees and 69.7 per cent of all IIDL attendees. Of the 185 respondents, 132 respondents (71.4 per cent) belonged to the IIMHL group, and 53 respondents (28.6 per cent) belonged to the IIDL group.

Sixty-three respondents identified themselves as hosts (34.1 per cent), and 122 as visitors (65.9 per cent).

Country of origin

Delegates from nine countries attended the event and responded to the survey. Besides participants from the seven IIMHL member countries (Australia, Canada, England, New Zealand, Republic of Ireland, Scotland and USA), participants from Sweden (n=2) and Hong Kong (n=1) also attended the event.

Which country are you from?

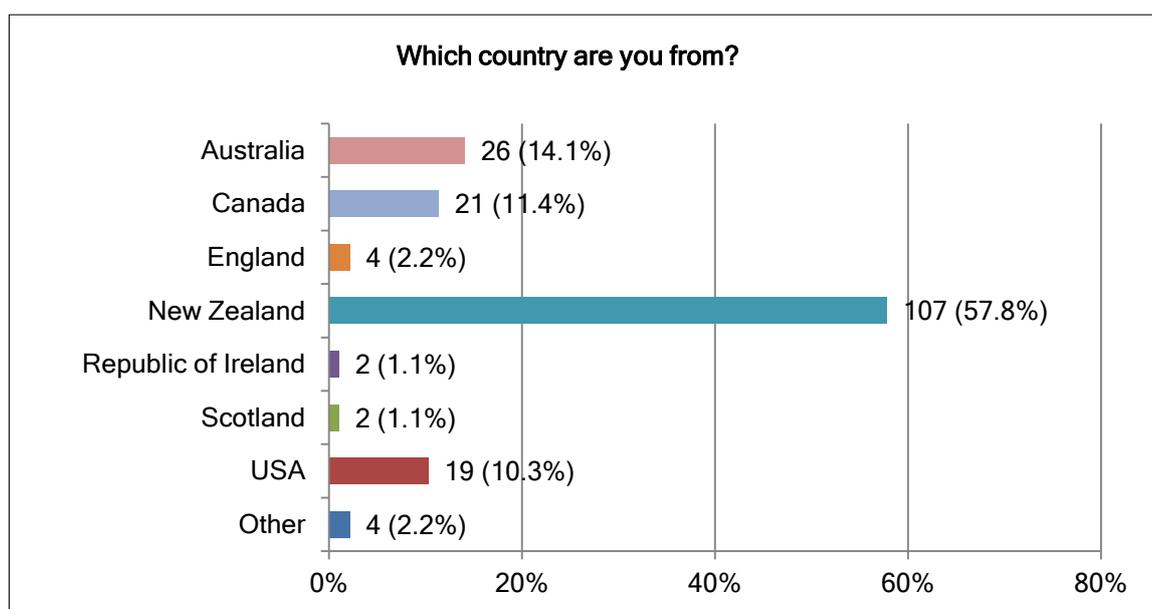| Country	Value
Australia	26 (14.1%)
Canada	21 (11.4%)
England	4 (2.2%)
New Zealand	107 (57.8%)
Republic of Ireland	2 (1.1%)
Scotland	2 (1.1%)
USA	19 (10.3%)
Other	4 (2.2%)

*Figure 2.*Respondents by country (n=185)

A complete list with the respondents' demographic information, including ethnicity, setting they work in and how their attendance at the event was funded, can be found in Appendix I.

Leadership Matches

The Leadership Matches took place on 4 and 5 March 2013. Participants were asked to rate how prepared their hosts were for the Leadership Matches and the relevance of the matches for their work, using a six-point Likert scale, ranging from poor to excellent.

The findings showed a positive rating (from good to excellent) of the hosts' preparation (92.8 per cent) and the relevance of the matches for the respondents' work (97.8 per cent).

Highlights of the Leadership Matches

Participants were asked to record three highlights of their Leadership Matches. The most common themes are presented in Table 1.

Table 1. *Highlights for participants of the Leadership Matches*

IIMHL highlights	Number of respondents (n=105)	IIDL highlights	Number of respondents (n=42)
Connecting and networking with national and international colleagues	84	Connecting and networking with national and international colleagues	37
Learning about services, programmes, models and initiatives	64	Sharing ideas and experiences	36
Sharing ideas and experiences	60	Learning about services, programmes, models and initiatives	23
Knowledge exchange	47	Knowledge exchange	14
Learning about innovation and best practice	18	Sharing cultural understanding and activities	4
Sharing cultural understanding and activities	14	Learning about innovation and best practice	2

Other highlights reported by the IIMHL and IIDL groups related to Leadership Matches affirming respondents' own practices (n=2); and recognising achievements (n=1); and the breadth of experience gained over the two days (n=1).

"Receiving positive affirmation that our NZ practices are highly regarded internationally."

Ideas for improving the Leadership Matches

Participants were also asked to suggest three ways in which the Leadership Matches could be improved. Common themes have been recorded in Table 2.

Table 2. *Suggestions for improving the Leadership Matches*

IIMHL improvement suggestions	Number of respondents (n=93)	IIDL improvement suggestions	Number of respondents (n=32)
Group composition and size – e.g. better mix of national and international visitors in matches; more addiction sector participants; better targeting of participants into relevant matches; smaller groups	17	Group composition – e.g. more service user involvement; better mix of national and international visitors in matches; better selection in terms of experience, host organisation size	10
More time for the Leadership Matches – e.g. more time with the visitors	16	More time for the Leadership Matches – e.g. more time with the visitors	6
Information provision – e.g. more previous background information on guests, hosts and hosting organisation; more resources	14	Information provision – e.g. responsibilities of guests and hosts; duration of matches; background information on guests, hosts and hosting organisation	6
Better preparation – e.g. establish learning collaborative prior to match; agree on specific topics; ensure needs of participants; hosts to prepare a draft agenda	14	Networking – e.g. more time for networking; opportunities to get together with wider group; opportunities to network with IIMHL and IIDL participants	5
Early information of actual participant numbers, withdrawals, and programme timetables	10	Discussions and feedback – e.g. more time and opportunities for dialogue, feedback and sharing	2

"Need to establish learning collaborative prior to the Leadership Match occurring. This would enhance the quality of discussion and focus of the exchange."

"More time for discussion (not just questions) at the end of formal presentations - maybe a facilitated discussion."

"Establishing a clearer purpose for the match and clarifying what match members want to get out of the exchange."

Other suggestions from the IIMHL and IIDL group related to content (n=11) in relation to identifying more specific key topics; more time to connect and network (n=5); sharing attendee information before the actual event (n=2); and a focus on future progress (n=2). Some participants (n=23) had no suggestions for improvement, as their matches were excellent.

"My match was excellent, I can't think of any improvements."

Network Meeting

The Network Meeting took place on 7 and 8 March 2013. Participants were asked to rate the traditional Maori welcome ceremony (powhiri), which occurred on 6 March, the venue and the relevance of the Network Meeting to their work, using a six-point Likert scale, ranging from poor to excellent.

The findings showed a positive rating (from good to excellent) for the powhiri (93.5 per cent), the venue (96.1 per cent) and the relevance of the Network Meeting to their work (87.7 per cent).

Highlights of the Network Meeting

Participants were asked to record three highlights of the Network Meeting. Highlights identified are presented in Table 3.

Table 3. *Highlights of the Network Meeting by topic*

IIMHL highlights	Number of respondents (n=103)	IIDL highlights	Number of respondents (n=42)
Cultural and social entertainment	55	Networking	26
Networking	49	Keynote speakers and presentations	22
Keynote speakers and presentations	30	Sharing stories, ideas and experiences	12
Key note by Shelley Campbell	29	Key note by Shelley Campbell	11
Peer and consumer sessions	21	Cultural and social entertainment	11

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IIMHL highlights	Number of respondents (n=103)	IIDL highlights	Number of respondents (n=42)
Knowledge exchange and information sharing	19	Discussions World Café style	7
Keynote by Bruce Kamradt	15	Presentation by Wendy Becker	5
Workshops, forums, plenary and panel sessions	15	Presentation by Mark Benjamin	4
Welcome speech by Mason Durie	11	Welcome speech by Mason Durie	4
Presentation by Dr Dan Fisher	10	Presentation by Michael Kendrik	3
Indigenous presentations and sessions	9	Presentation by Alex Snedden	2

Ideas for improving the Network Meeting

Participants were asked to suggest three ways in which the Network Meeting could be improved. Common themes are recorded in Table 4.

Table 4. *Suggestions for improving the Network Meeting*

IIMHL improvement suggestions	Number of respondents (n=100)	IIDL improvement suggestions	Number of respondents (n=36)
Content of presentations – e.g. more up-to-date, evidence-based knowledge; more future-oriented "where to from here"; more innovation and provocative ideas	43	Content of the presentations – e.g. more focus on leadership, evidence-based knowledge on "what works"; less domination of IIMHL topics	12
More networking opportunities	27	More equity – e.g. more acknowledgement of IIMHL in the shared parts of the programme; more relevance of shared presentations to IIDL	11

IIMHL improvement suggestions	Number of respondents (n=100)	IIDL improvement suggestions	Number of respondents (n=36)
More discussion and feedback time	23	More diversity in speakers – e.g. more New Zealand speakers; better balance of speakers from outside the sector, as well as experts from within	6
Integration of IIMHL and IIDL sessions	13	Less entertainment – e.g. too much time spent on entertainment	5
Less entertainment during the day, more time for informal networking (e.g. conference dinner)	11	More networking opportunities	4

"More variety of forms of network facilitation e.g. world cafe, open space learning."

"Panel discussion seemed somewhat aimless – perhaps Q and A from audience with experts who'd already presented would be useful."

"Greater information density - the speakers' presentations were very general despite the fact that the audience was likely well informed. It would have been good to have more evidence informed/ research based material presented or provided to facilitate change."

"Consider combining disability and mental health streams. I went to a couple of disability presentations and really enjoyed them. I also connected with a local disability activist who is doing a lot of what I am doing in mental health."

Other ideas for improvement identified by the IIMHL and IIDL group related to earlier provision and easier accessibility of information about other participants and the event itself; more structure for the workshops and sessions; and suggestions for future venues.

Overall Leadership Exchange

Participants were asked to rate the quality of the information provided by IIMHL & IIDL as preparation for the Leadership Exchange and the opportunities to network that the exchange provided, using a six-point Likert scale, ranging from poor to excellent.

The findings showed a positive rating (from good to excellent) of the quality of the information (93.3 per cent) and the opportunities to network (94.5per cent) provided.

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The majority of participants commented positively about the overall event, with a few critical reflections in between.

"I really enjoyed the whole Leadership Exchange, especially hearing about other services, innovations and challenges. I met some lovely people on the exchange that I will keep in contact with and can share ideas in the future."

"Our mental health leaders from the Ministry of Health could have been featured more and in an inspirational and visionary manner. We lacked the spark that fires us to go off and continue the frontline work in the hope that change is on the way. The great elephant in the room is the huge amount of funding that goes into provider services and the unsustainability of this especially in the face of evidence that this isn't the most effective way of achieving outcomes. Many of the participating countries approach this differently and we could have learned more from them."

"I found the New Zealand exchange has greatly impacted on my future direction, perhaps the timing was right. The participants on my exchange were extremely insightful, passionate and provided some very practical solutions. I loved the strong thread of Maori culture, it was so powerful and valued, this was deeply moving."

"I was especially disappointed with the Auckland event. In general the presentations, while interesting, did not represent the cutting edge of developments in NZ or the reality of the challenges we are facing. It wasn't especially inspirational (compared to my previous experiences with IIMHL). I wonder if there is more opportunity at such events to tap into the collective expertise in the room (which is quite a unique gathering), and develop solutions, perhaps a communiqué to governments?"

"I enjoyed the opportunity to meet international delegates and get a sense of how things are in other countries."

"Once again, I think it would be good to re-visit the way in which the last two days of the Exchange are conducted. After two days of intense discussion, heightened awareness of issues in the field in one's area of interest, it is quite disappointing to have many (not all) conference presentations offer large, broad overviews often without too much substance and with no way for anyone to question or delve more deeply into the topics and how they are offered. Perhaps it is the move from a theme-based Exchange to an organization-based that leaves one wanting more discussion, a way to engage more fully, alternate points of view, etc. And certainly being clearer on the values base that leads to the invitation to speakers would be a welcome point."

Future intentions

Participants were asked to rate statements about their future intentions in relation to IIMHL and IIDL-related activities, using a four-point Likert scale, rating from unlikely to very likely.
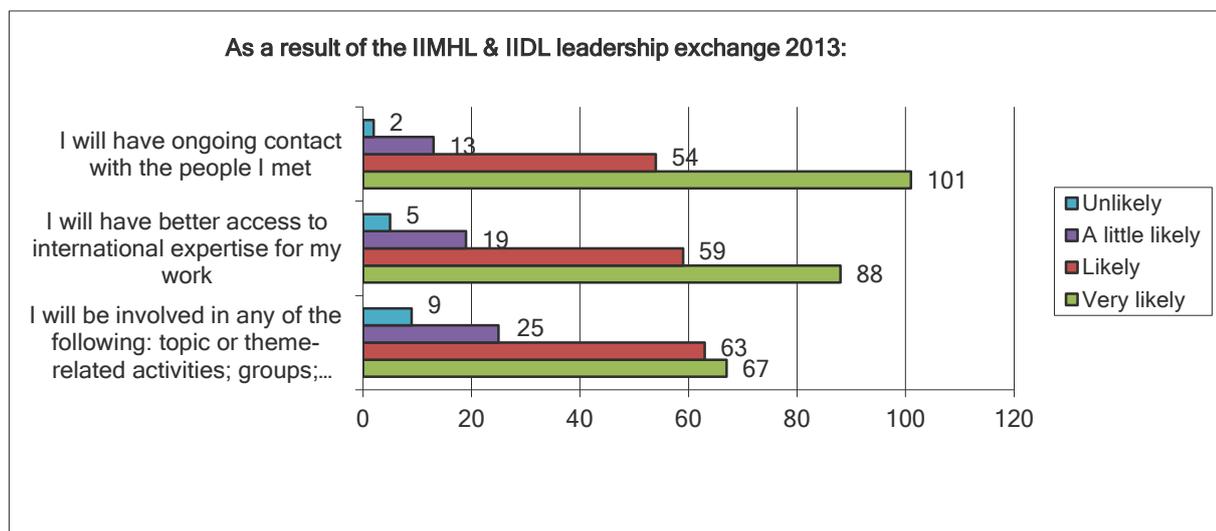
As a result of the IIMHL & IIDL leadership exchange 2013:

I will have ongoing contact with the people I met
- Unlikely: 2
- A little likely: 13
- Likely: 54
- Very likely: 101

I will have better access to international expertise for my work
- Unlikely: 5
- A little likely: 19
- Likely: 59
- Very likely: 88

I will be involved in any of the following: topic or theme-related activities; groups;…
- Unlikely: 9
- A little likely: 25
- Likely: 63
- Very likely: 67

Figure 3. Future intentions of participants (n=171)
Note: Some respondents did not reply to all statements

Respondents stated that they were likely or very likely to continue contact with people they've met (91.2 per cent); now have better access to international expertise (86.0 per cent); and will be involved in IIMHL-related groups, projects or activities (79.3 per cent).
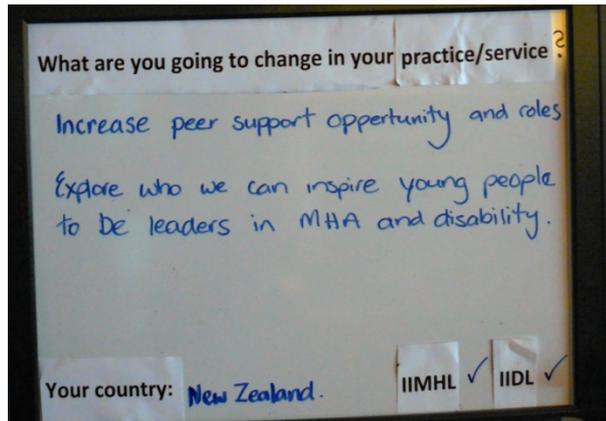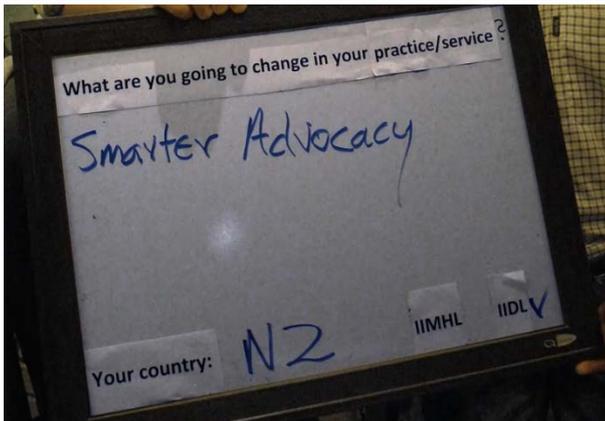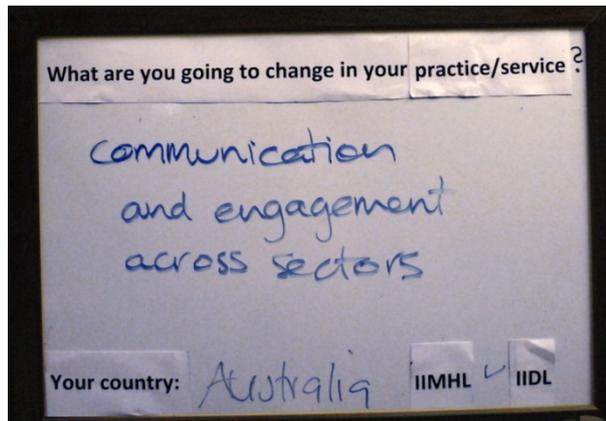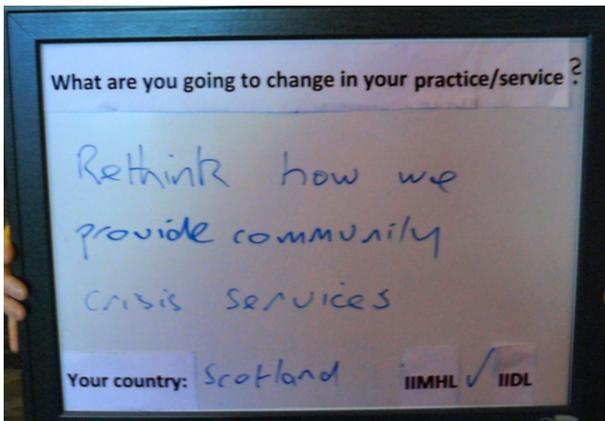
Changes in own practice or service

To complement the findings from the electronic survey, randomly selected participants (n=40) of the Leadership Exchange were asked to write down statements on a whiteboard and have their picture taken with the board. The participants were asked about what they are going to do differently as a result of the Leadership Exchange. This evaluation method aimed to explore what inspired participants at this event. It also provided the opportunity to engage with Leadership Exchange participants and present the results in a more interesting way.

The actions participants intended to take as a result of the Leadership Exchange included:
- more networking, collaborating and relationship building across sectors and countries
- trying to implement some of the innovations presented into their own services and organisations (e.g. Milwaukee Wraparound)
- involving more service users in service creation and delivery, and developing more peer support roles
- reviewing services and service provision, and the way they work with others
- exploring new ideas around leadership.

Here a few examples of the responses:

What are you going to change in your practice/service?

Rethink how we provide community crisis services

Your country: Scotland   IIMHL ✓ IIDL

What are you going to change in your practice/service?

communication and engagement across sectors

Your country: Australia   IIMHL ✓ IIDL

What are you going to change in your practice/service?

Smarter Advocacy

Your country: NZ   IIMHL   IIDL ✓

What are you going to change in your practice/service?

Increase peer support opportunity and roles

Explore who we can inspire young people to be leaders in MHA and disability.

Your country: New Zealand.   IIMHL ✓ IIDL ✓

The pictures of all of the responses were put together into a slideshow, which can be viewed on the IIMHL website (www.iimhl.com) or the Te Pou website (www.tepou.co.nz/news/2013/03/21/iimhl-2013).

Areas of interest for Leadership Exchange in 2014

To identify areas of interest for future Leadership Exchanges, participants of the IIMHL and IIDL groups were asked to suggest topics. Common topics for the Leadership Matches and the Network Meeting are outlined in Table 5 and Table 6 respectively.

Table 5. *Areas of interest for Leadership Matches in 2014*

IIMHL areas of interest	Number of respondents (n=101)	IIDL areas of interest	Number of respondents (n=36)
Consumer and peer – e.g. participation; services and leadership	38	Family leadership	8
Infant, children and adolescent – e.g. initiatives; services; law	21	Service models, programmes, initiatives and approaches – e.g. alternative to group homes; models of support for Intellectual Disability (ID), Fetal Alcohol Spectrum Disorder (FASD) or Autistic Spectrum Disorder (ASD); implementing the UN Convention on the Rights of Persons with Disabilities (CRPD); decentralised services	7
Service models, programmes and approaches – e.g. developments; trauma-informed care; alternatives to hospitals for acute care; integrated service approaches	16	Individualised funding; individualised support	9
Collaboration – e.g. between services; cross sector; international	13	Advocacy	4
Outcomes and performance measures	12	Housing and employment	4
Workforce development	8	Innovation	4
Community development	6	Use of technology and social media	4

"Best practice employment options for people with disabilities."

"Examples of successful cross-sector programmes that simultaneously address illness and promote health."

"Find a way to have some continuity between the years, so that in addition to new experiences there is some opportunity to carry forward gains each year."

Other topics identified by the IIDL group included workforce development (n=3) and policy development or influencing policies (n=2).

Table 6. *Areas of interest for the Network Meeting in 2014*

IIMHL areas of interest	Number of respondents (n=95)	IIDL areas of interest	Number of respondents (n=32)
Consumer and peer – e.g. development of consumer-led services; peer workforce	27	Innovation and best practice	7
Leadership development – e.g. examples of successful leadership; ethnic minority leadership; leadership training	16	Leadership – e.g. link between leadership and change; leadership issues; innovative leaders	6
Sustainability & funding – e.g. improve funding for treatments; how to get funding and how to maintain it; sector financial viability	12	Services and models – e.g. agency profiles; implementing the UN Convention on the Rights of Persons with Disabilities (CRPD); implementation of Intellectual Disability (ID), Fetal Alcohol Spectrum Disorder (FASD) or Autistic Spectrum Disorder (ASD) models; self-direction of services; ending segregation and congregation of services	6
Service models, programmes and approaches – e.g. rural service delivery; person-centred support models; service transformation	12	Self-advocacy	5
Holistic approaches – e.g. physical and mental health; spirituality	8	Family leadership	4

IIMHL areas of interest	Number of respondents (n=95)	IIDL areas of interest	Number of respondents (n=32)
Infant, child and adolescent – e.g. youth mental health; mental health laws for children	7	Individualised support and planning	4
Workforce development	7	Individualised funding	3
Outcomes and performance measures	7	Youth and family support	3

Other topics identified by the IIMHL and IIDL group included a focus on older adults, addiction, and knowledge exchange methods.

> "Knowledge exchange solutions particularly about supporting the workforce to embrace and practice new ways of working."

> "Workforce development and redesign of services to support different workforce groups to work to the top of their scope of practice, examples of how this has been done - international examples."

> "Lessons learnt from recent Leadership Exchanges: Get 2013 participants to talk about their experiences from their matches and what benefits or lessons it has brought to their own organisations to improve the quality of disability support services."

Summary

The overall findings from the Leadership Exchange in 2013 show that the expected short-term outcomes (see Figure 1) have been achieved. The responses to questions about highlights of the Leadership Matches and Network Meeting demonstrate that leaders connected and networked; learned about service models, management and operational practices, and developments in the host country; increased their awareness about innovation and best practice; and shared ideas and experiences.

Statements about future intentions and planned changes as a result of the Leadership Exchange such as ongoing communication and networking with people they met, changes in services and service delivery, and increased focus and commitment to change, indicate the potential achievement of the intermediate outcomes (see Figure 1) of the Leadership Exchange.

The next section assesses current achievement of the intermediate outcomes (changes that have already been implemented) by questioning participants who have attended one or more of the previous Leadership Exchanges.

Results 2: Participation in previous Leadership Exchanges

The second part of the evaluation assesses to what extent the intermediate outcomes (actual implementation of changes, maintained relationships) have been achieved. Participants who had attended previous Leadership Exchanges were asked to identify changes or connections that they have made as a result of these Leadership Exchanges, thereby identifying the value of the initiative.

The number of responses (n=) to each survey item varies due to people not replying to all questions. Percentages cited in this report were calculated based on all available responses to each item.

Seventy nine respondents (42.9 per cent) had participated in previous Leadership Exchanges, while 105 respondents (57.1 per cent) participated for the first time.

Table 7. *Previously attended Leadership Exchanges (n=79)*

Event and location	Number of attendees	%
2003 Birmingham, England	5	6.3%
2004 Washington, USA	9	11.4%
2005 Wellington, New Zealand	21	26.6%
2006 Edinburgh, Scotland	23	29.1%
2007 Ottawa, Canada	26	32.9%
2009 Brisbane, Australia	40	50.6%
2010 Killarney, Republic of Ireland	31	39.2%
2011 San Francisco, USA	46	58.2%

Note: Many participants attended more than one event

Ongoing relationships with participants from previous exchanges

Respondents who stated that they had attended previous events were asked if they maintained communication or relationships with participants from previous Leadership Exchanges. Sixty-eight people (85 per cent) stated that they had maintained relationships, while 12 people (15 per cent) reported that they had not maintained relationships or communication. Respondents who had maintained relationships where also asked how often they communicate with the people they met.
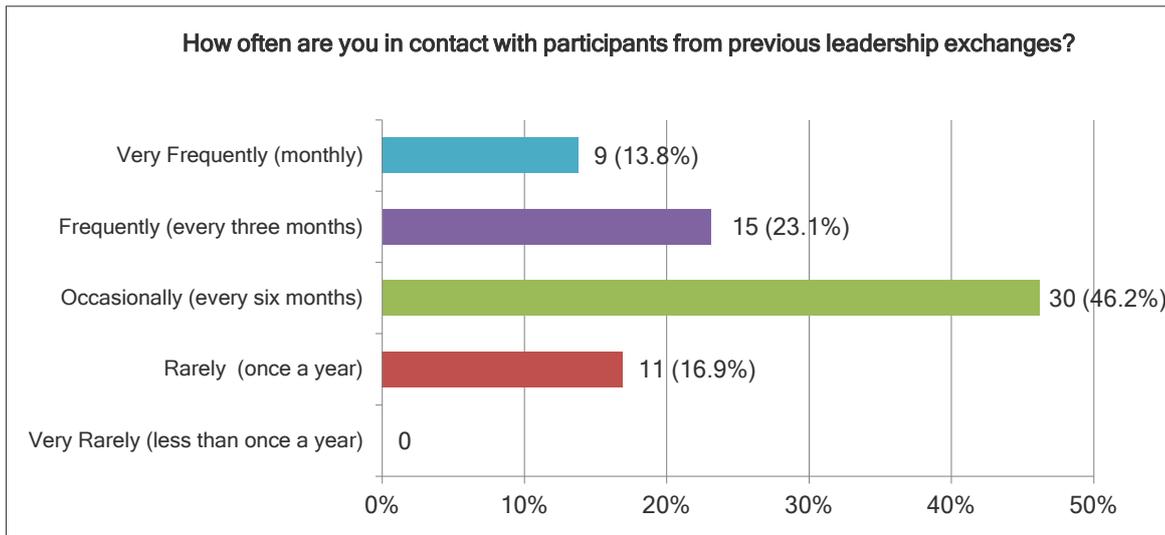
How often are you in contact with participants from previous leadership exchanges?

Category	Value
Very Frequently (monthly)	9 (13.8%)
Frequently (every three months)	15 (23.1%)
Occasionally (every six months)	30 (46.2%)
Rarely (once a year)	11 (16.9%)
Very Rarely (less than once a year)	0

Figure 4. Frequency of contact (n=65)

Most of the respondents (46.2 per cent) were occasionally in contact with the people they had previously met. Others communicated frequently (23.1 per cent) to very frequently (13.8 per cent) with participants from previous exchanges.

Impact on practice or service delivery as result of previous attendance

Participants of previous Leadership Exchanges were also asked if their attendance had any impact on their personal practice or the way they delivered their service. The respondents (n=66) reported that their attendance had resulted in the following activities:

- collaboration, networking or ongoing relationships (shared projects, information and skill exchange) (n=28)
- better understanding or awareness of alternative practices and models; greater awareness of international and local developments (n=28)
- implementation of innovations, or adoption of ideas (n=22)
- knowledge exchange, or easier access to information (n=19)
- acquired new ideas, or exchanged ideas with other participants (n=15)
- increased focus on change, or increased commitment to change (n=15)
- changes in practice, or modification of practice or service delivery (n=14)
- affirmation of direction, practice or service provision (n=11)
- leadership development (n=7)
- review of policies, practices or service delivery (n=5)
- increased focus on outcomes and evaluation (n=5)
- increased cultural awareness (n=2).

Impact on professional development as a leader

Participants were asked to select all the statements about the impact of the Leadership Exchanges on their personal development as a leader that applied to them.

Table 8. *Impact of Leadership Exchanges on professional development (n=75)*

Statements about professional development	Total responses	%
I link with colleagues in similar agencies in other countries	58	77.3%
I use information on best practice	54	72.0%
I learnt about innovations in an intensive learning situation	53	70.7%
I can access expertise in a particular area quickly	46	61.3%
I have access to people who can model best practice leadership	43	57.3%
I am part of a formal learning collaborative	19	25.3%
I have been/ am part of an international research/ project team	14	18.7%
Other	5	6.7%

The majority of the respondents stated that they now link with colleagues in other countries (77.3 per cent), use information on best practice (72.0 per cent) and have more knowledge about innovations (70.7 per cent). Other comments related to useful learning as a new leader in a demanding role, inspiration through working with other leaders, and increased cultural awareness through connecting with people outside of their own country.

Areas of broadened knowledge as a result of participation

Participants were asked to rate whether previous Leadership Exchanges had enhanced their knowledge in areas covered by the exchanges.

Table 9. *Topics from previous Leadership Exchanges (n=73)*

Topics covered in previous Leadership Exchanges	Not at all	A little	Somewhat	A lot
Increase of networking or collaboration	1	7	18	45
Service user issues	3	8	27	35
Implementation of new interventions, programmes or initiatives	3	8	31	29

Topics covered in previous Leadership Exchanges	Not at all	A little	Somewhat	A lot
Adult services	2	15	27	25
Service development	3	8	36	24
Indigenous issues	10	16	26	19
Policy development	4	20	30	16
Issues for children and youth	6	23	26	15
Reduction of seclusion and restraint	21	19	16	11
Evaluation and outcomes	5	24	29	10
Primary mental health care	16	23	23	8
Addiction	18	29	19	2
Other	3	0	2	4

Most of the respondents reported an increase in networking and collaboration (63.4 per cent) and increased knowledge about service user issues (47.9 per cent). The ratings have to be considered carefully, as not all of the areas listed were covered in every previous Leadership Exchange so the ratings also reflect respondents' attendance at specific previous events.

Other comments related to broadened knowledge in the area of workforce development, insights into international Key Performance Indicator (KPI) developments, and more knowledge about child, adolescent, young adult and family issues in mental health service and policy.

Summary

The findings show that the expected intermediate outcomes (see Figure 1) have been achieved. Responses demonstrate that participants of previous exchanges maintained relationships and communication with people they had met; that the Leadership Exchanges contributed to their professional development as leaders; that they implemented changes in their personal practice, organisation or service as a result of the exchanges; and that they have an increased focus on and commitment to change as a result of the Leadership Exchanges.

Discussion

The majority of the participants in the 2013 IIMHL and IIDL Leadership Exchange were very positive about their experiences during the Leadership Exchange. Highlights of the Leadership Matches and Network Meeting identified by respondents included the opportunities to connect and work with national and international colleagues; exchange knowledge and share ideas, stories and experiences; gain knowledge on innovations, service models, initiatives, approaches and programmes; and listen to national and international leaders .

The evaluation of this year's Leadership Exchange has produced many ideas for future events, such as establishing a learning collaborative prior to the event, to increase the quality of the discussions, improve the focus of the Leadership Matches and potentially provide some continuity between the years; sharing more background information on guests and hosting organisation to allow better targeting of needs and interests and increase networking opportunities; and a great number of suggestions for key topics for the next Leadership Exchange in 2014.

The evaluation has also demonstrated that the intended short and intermediate outcomes have been achieved. The data collection method has proven to be useful (electronic survey with two reminders) and resulted in a very high response rate for an online survey (59.5 per cent). The whiteboard method allowed the evaluators to engage with participants in a different way and produced visual representation of impact.

The findings of this evaluation will be used for ongoing quality improvement of the Leadership Exchanges, as well as for planning the next Leadership Exchange in 2014. This report will be sent to the Ministry of Health and will be made available to all Leadership Exchange participants on the IIMHL (www.iimhl.com) and Te Pou (www.tepou.co.nz) websites.

Short video interviews with key stakeholders, conducted during the Network Meeting, can be viewed on the IIMHL website (www.iimhl.com).

Conclusion

The findings demonstrate the benefits and value of the Leadership Exchanges for guest and host countries. The results show that participation in the Leadership Exchanges leads to the implementation of innovation and best practice, and to changes in service delivery. This contributes to the long-term goal of services being based on best practice and innovation, and better service provision for consumers.

Appendix: Respondents' demographic information

Ethnicity

Table 10. *Ethnicity of participants (n=146)*

Ethnic group(s)	Number of respondents	Comments
Australian	13	
Aboriginal Australian	1	
Asian	3	
Canadian	16	
Native Canadian	1	
Pacific	1	
NZ European	75	
Maori	8	
US American	14	
European	14	Includes Dutch, English, Irish, Scottish, British and Swedish

Note: Respondents could select more than one ethnic group

How was the event funded?

Table 11. *Funding sources for participation (n=165)*

Funding source(s)	Number of respondents	%
Self-funded	34	20.6%
Organisation or employer	124	75.2%
Government	6	3.6%
Scholarship	12	7.3%
Other	4	2.4%

Note: Respondents could select more than one funding source

Other funding sources reported included support from IIMHL and Te Pou, clinical education funding, pharmaceutical funding, and sponsorship by a New Zealand service provider.

Work setting

Table 12. *Setting participants work in (n=166)*

Work setting(s)	Number of respondents	%
Government	32	19.3%
Non-government	87	52.4%
Provider	60	36.1%
Consumer	19	11.4%
Family	13	7.8%
Clinical	26	15.7%
Non-clinical	21	12.7%
Policy	32	19.3%
Funding and planning	16	9.6%
Research	27	16.3%
Other	12	7.2%

Note: Respondents could select more than one setting

Other work settings reported included, amongst others, service development, legal advice, workforce development agency, strategic advice and monitoring, clinical research and policy, human rights and social inclusion, governance, operational management, university and other education.

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