

A Tool to Reflect on Organizational Capacities for Healthy Public Policies



PRESENTATION AND INSTRUCTIONS

2026

FOREWORD

This publication introduces an internal reflection tool to support public health practitioners in strengthening organizational capacities for advancing healthy public policies (HPPs).

This publication was developed by the National Collaborating Centre for Healthy Public Policy as part of its regular scientific programming. The NCCHPP is financed by the Public Health Agency of Canada and hosted by the Institut national de santé publique du Québec.

To support public health organizations, the NCCHPP has developed a tool to help structure reflection and identify concrete levers for action for advancing healthy public policies (HPPs). It explores five key dimensions:



Partnerships



Organizational structures and resources



Workforce



Knowledge development



Leadership and governance

The tool consists of six complementary documents designed to support an internal reflective process, whether undertaken individually, collectively, or through a hybrid approach.

This document presents the key elements for using the tool. It covers the following:

- Tool objectives
- The tool's structure
- Instructions for use
- Limitations of the tool



Why use this tool?

- Identify promising levers to strengthen healthy public policy (HPP) capacity within your organization.
- Rely on practical resources to support the implementation of strategies.
- Contribute to strategic or program planning.
- Generate discussions to stimulate action and team mobilization.

TOOL OBJECTIVES

This internal reflection tool was designed to support anyone in a professional or managerial role in public health in undertaking a structured process aimed at strengthening their organization's capacity for advancing healthy public policies (HPPs). Specifically, it aims to:

- Help respondents prioritize one or more dimensions (partnerships, organizational structures and resources, workforce, knowledge development, leadership and governance) in their efforts to strengthen their organization's capacity for advancing HPPs.
- Help respondents describe the initiatives implemented by their organizations and consider potentially useful strategies.
- Provide resources to support organizations in implementing strategies tailored to their needs and objectives.

THE TOOL'S STRUCTURE

The tool consists of **six complementary documents** that are designed to support a process of internal reflection, whether conducted individually, collectively, or through a hybrid approach.

1. Overview of your situation

The *Overview of your situation* document serves as the tool's entry point. It is structured around the five key dimensions: partnerships, organizational structures and resources, workforce, knowledge development, and leadership and governance.

Respondents are invited to indicate, on a scale from 1 to 5, their level of agreement with a series of statements, based on their subjective assessment. This exercise provides an overall picture of the actions and strategies in place within the organization, links them to the five dimensions, and helps prioritize those that appear particularly promising.

The results obtained for each dimension guide the selection of one or more dimensions to explore in greater depth in the five subsequent documents, each entitled *Analysis by dimension*.

2 to 6. Analysis by dimension

Each of the five *Analysis by dimension* documents focuses on one of the dimensions examined and is structured around strategies to strengthen the organizational capacity associated with that dimension. Based on the priorities identified with the *Overview of your situation* document, respondents may explore one or more dimensions in greater depth by completing the corresponding document(s).

Each document includes a series of open-ended questions organized according to these strategies. Respondents are first invited to describe the initiatives currently in place within their organization. Building on these descriptions, reflection questions encourage them to examine existing actions, identify their limitations, and explore potential initiatives.

For each strategy discussed, users are directed to the relevant sections of the report [*What Can Organizations Do to Enhance Their Capacity to Promote Healthy Public Policies?*](#) A selection of complementary resources drawn from the grey literature is also provided. These elements are intended to support reflection by helping users make connections between their organization's initiatives and needs, the content of the report, and the available resources.



INSTRUCTIONS FOR USE



Individual approach: The tool may be used by anyone in a professional or managerial role within an organization who wishes to reflect on existing and potential actions. This approach can help identify strategies tailored to the organization's needs, aimed at proposing changes or projects to decision makers.



Collective approach: Several members of the organization may come together to answer the questions and reflect on future and current actions. The collective approach has the advantage of producing more precise responses and reflecting diverse perspectives, as the different steps become opportunities for discussion. It requires greater planning and a more substantial investment of human resources.



A combination of individual and collective approaches: The two approaches can be combined in various ways, for example, by having individuals completing certain sections and then discussing the responses collectively.

LIMITATIONS OF THE TOOL

- This tool is intended to support internal reflection within public health organizations regarding their capacities to act on HPPs. As such, it does not constitute a formal evaluation tool of organizational capacity.
- The conclusions drawn by respondents will reflect their own analyses and perceptions of the actions taken by their organizations.
- The resources provided are not intended to be exhaustive; rather, they complement the strategies presented in the report [*What Can Organizations Do to Enhance Their Capacity to Promote Healthy Public Policies?*](#)



A FEW TIPS BEFORE YOU BEGIN

- You may not have all of the information you need; the goal will be to answer to the best of your knowledge.
- Keeping in mind both what you want to accomplish with this tool as well as the limits of your mandates, will help you to make coherent choices.
- You may encounter terms or concepts that can be interpreted in different ways. If so, we invite you to use the interpretation that best fits your context.
- It is difficult to estimate the time required to complete the tool, as each person or team may use it differently. An in-depth use of the tool may require several hours, particularly for the *Analysis by dimension* documents.
- The tool is intended to be flexible and adaptable. Feel free to use it creatively based on your organization's needs.
- If you complete the tool collectively, some questions may lead to sensitive discussions within your team. Make sure to maintain a respectful and open atmosphere during these exchanges.

[Click here](#) to access any of the tool's six documents:

1. Overview of your situation (next step)

2. Analysis by dimension: Partnerships
3. Analysis by dimension: Organizational structure and resources
4. Analysis by dimension: Workforce
5. Analysis by dimension: Knowledge development
6. Analysis by dimension: Leadership and governance

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Presentation and instructions

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