

A Tool to Reflect on Organizational Capacities for Healthy Public Policies



2. ANALYSIS BY DIMENSION: PARTNERSHIPS

2026

TOOL OVERVIEW

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).

This document is the second in a series of six documents that together make up the tool:

1. Overview of your situation
- 2. Analysis by dimension: Partnerships**
3. Analysis by dimension: Organizational structures and resources
4. Analysis by dimension: Workforce
5. Analysis by dimension: Knowledge development
6. Analysis by dimension: Leadership and governance

What you will find in this document

This document provides a structure for reflecting on concrete ways to strengthen organizational capacities for HPPs, using **partnerships** as a lever for action.

This document is organized around five strategies linked to this dimension:

- 1. Ecosystems of actors**
- 2. Collaborative spaces**
- 3. Ongoing relationships with actors outside public health**
- 4. Knowledge brokering**
- 5. Participatory approaches**

For each of these strategies, reflection questions are provided to help you describe the actions implemented within your organization, place them in a broader reflection, and explore potential avenues for improvement. Additional resources are offered for each strategy to deepen your reflection and identify approaches suited to your objectives.



HOW TO USE THIS DOCUMENT

Similar to the *Overview of your situation* document, this document may be completed individually or collectively, depending on preferences and the context of use.

Before you begin, we recommend saving a copy of the document to preserve your responses and allow you to return to them as needed.

Step 1: Answer the questions provided for each strategy to describe and clarify the initiatives currently in place within your organization.

Step 2: Based on your responses from Step 1, answer the reflection questions to better contextualize your organization's work and consider potential avenues to strengthen organizational capacity for advancing HPPs.

Step 3: Explore the resources provided to further develop the reflections initiated in Steps 1 and 2. These resources can help to identify strategies aligned with your organization's objectives.

The resources also include tools and concrete examples that can support the implementation of strategies deemed relevant for your organization. Note that references to specific sections of the report [*What Can Organizations Do to Enhance Their Capacity to Promote Healthy Public Policies?*](#) are included, along with a list of additional resources available online.

Partnerships: Collaboration between organizations and various actors in the public health sector, as well as with organizations and actors in other governmental and non-governmental sectors.

1 ECOSYSTEMS OF ACTORS

Step 1 – Description of initiatives taken by your organization

- List the main interested parties mobilized around the issues your organization is working to address through HPPs. Briefly describe the nature of interactions between these actors (frequency, type of interaction, etc.).

Step 2 – Reflection questions

- Does this list seem complete to you?

- Do you believe you have an adequate knowledge of the ecosystem of actors involved in the issues targeted by your HPP initiatives?

Step 3 – Resources

To reflect on this further and improve your knowledge of the ecosystem of actors, consult Section 3.1.1 "Inventorying and Mapping the Ecosystem of Actors" on page 9 of the report [*What Can Organizations Do to Enhance Their Capacity to Promote Healthy Public Policies?*](#) You will find a description of interested parties and network analysis tools, along with concrete examples of implementation.

ADDITIONAL RESOURCES

Interested parties analysis

- Centre d'écologie urbaine de Montréal. (n.d.). *Facilitation Guide: Stakeholder Mapping*. Co-Designing the Active City. https://urbanismeparticipatif.ca/sites/default/files/upload/document/tool/21_stakeholder_mapping.pdf
- Centre de ressources en évaluation EVAL. (2025). *Analyse des parties prenantes*. <https://www.eval.fr/methodes-et-outils/cadrelogique/analyse-des-parties-prenantes/> [In French only.]
- Communagir. (n.d.). *Cartographie des parties prenantes*. https://communagir.org/media/3008/cpe_cartographie-parties-prenantes_120126_compressed-1.pdf [In French only.]
- Communagir. (n.d.). *La carte sociale*. https://communagir.org/media/1491/carte_sociale.pdf [In French only.]
- Grégoire, P. (2013). *Stakeholder Analysis: What is it? Definitions, Tools and Techniques*. Boréal. <https://www.boreal-is.com/blog/what-is-stakeholder-analysis/>
- Health In Partnerships. (2022). *Activities to Deepen Your Power-Building Analysis. Chapter 2: Landscape Analysis and Chapter 3: Power Mapping*. <https://humanimpact.org/hipprojects/activities-to-deepen-your-power-building-analysis/?strategy=>
- Prevention Institute. (n.d.). *Collaboration Multiplier*. <https://www.preventioninstitute.org/tools/collaboration-multiplier>
- Santé Montérégie. (2024). *L'analyse des parties prenantes*. <https://extranet.santemonteregie.qc.ca/app/uploads/2024/02/analyse-parties-prenantes.pdf> [In French only.]
- International Association of National Public Health Institutes. (n.d.). *Stakeholder Engagement Planning Guide*. <https://www.ianphi.org/includes/documents/sections/tools-resources/stakeholder-guide/stakeholder-guide.pdf>

Network analysis

- Centre d'écologie urbaine de Montréal. (n.d.). *Asset Mapping: Collaboratively Identify Key Assets or Areas of Concern*. Co-Designing the Active City. https://participatoryplanning.ca/sites/default/files/upload/document/tool/01_asset_mapping.pdf
- Mayers, J. and Vermeulen, S. (2005). *Stakeholder influence mapping*. Power tools series. International Institute for Environment and Development. <https://policy-powertools.org/Tools/Understanding/SIM.html>
- Morris, S., Verville, A., and Vasseur, L. (2014). *Comprendre les connexions sociales dans les communautés : comment utiliser l'analyse des réseaux sociaux? Guide pratique*. Alliance de recherche universités-communautés - Défis des communautés côtières. <https://robvq.qc.ca/wp-content/uploads/2020/11/i6d20Ctl.pdf> [In French only.]
- Network Impact. (n.d.). *Network Know-How Guide*. <https://www.networkimpact.org/nkhgdownload>
- Schiffer, E. (2007). *Net-Map Toolbox: Influence Mapping of Social Networks*. International Food Policy Research Institute.
- Manual: <https://netmap.wordpress.com/wp-content/uploads/2008/06/net-map-manual-long1.pdf>
- Visible Network Labs. (n.d.). *Relationship Mapping: A Guide for Public Health Partnerships*. <https://visiblenetworklabs.com/guides/relationship-mapping-for-public-health/#started>
- World Health Organization (2024). *Stakeholder network analysis tool to support collaboration for better health: Stakeholder.Net*. <https://www.who.int/europe/publications/i/item/WHO-EURO-2024-10830-50602-76523>

2 COLLABORATIVE SPACES

Step 1 – Description of initiatives taken by your organization

- Identify and describe the collaborative spaces in which your organization participates, and which enable you to communicate and collaborate with HPP partners.

Step 2 – Reflection questions

- Do these spaces meet your needs for collaboration and mobilization?

- Do you see opportunities to strengthen or diversify these collaborations?

Step 3 – Resources

To learn more about networks, communities of practice, alliances and coalitions, as related to work on HPPs, see Section 3.1.2 “Participating in or Setting up Collaborative Spaces” on page 11 the report [*What Can Organizations Do to Enhance Their Capacity to Promote Healthy Public Policies?*](#) You will find an introduction to such collaborative spaces and discussion of how they can help build organizational capacity for HPPs, as well as concrete examples of implementation.

ADDITIONAL RESOURCES

- Center for Community Health and Development. (n.d.). *Community Tool Box: Creating and Maintaining Coalitions and Partnerships*. University of Kansas. <https://ctb.ku.edu/en/creating-and-maintaining-coalitions-and-partnerships>
- Cohen, L., Baer, N. and Satterwhite, P. (2002). *Developing Effective Coalitions: An Eight Step Guide*. Prevention Institute. <https://www.preventioninstitute.org/publications/developing-effective-coalitions-an-eight-step-guide>
- Health In Partnership. (2022). *Resources for Collaboration and Power Sharing Between Government Agencies and Community Power-Building Organizations*. <https://humanimpact.org/hipprojects/resources-for-collaboration-and-power-sharing-between-government-agencies-and-community-power-building-organizations/?strategy=>
- Tamarack Institute. (2023). *A Guide for Building a Sustainable and Resilient Collaboration*. <https://www.tamarackcommunity.ca/hubfs/10-A-Guide-for-Building-a-Sustainable-and-Resilient-Collaboration.pdf?hsLang=en-us>

3 ONGOING RELATIONSHIPS WITH ACTORS OUTSIDE PUBLIC HEALTH

Step 1 – Description of initiatives taken by your organization

- Describe collaborative relationships related to HPP that exist between your organization and actors outside the public health sector, and the strategies your organization has put in place to maintain these relationships.

Step 2 – Reflection questions

- Do these collaborations meet your organization's needs and objectives with respect to HPPs?
- Do you see any potential levers or opportunities for expanding or diversifying these collaborations?

Step 3 – Resources

If you would like to reflect on this further, Section 3.1.3 "Establishing and Maintaining Ongoing Connections with Actors Outside Public Health" on page 13 of the report [*What Can Organizations do to Enhance Their Capacity to Promote Healthy Public Policies?*](#) examines the following strategies for strengthening sustainable collaborations with actors outside public health: providing an external perspective to partners, roundtables, and creating and sharing common objectives with other sectors. Concrete examples of the implementation of these strategies are also presented.

ADDITIONAL RESOURCES

- Day, A. et al. (n.d.). *Recommendations for Strengthening Partnerships Between Public Health Departments and Community-Based Organizations*. CDC Foundation. <https://www.cdcfoundation.org/recommendations-strengthening-partnerships-HDs-CBOs?inline>
- Health In Partnership. (2025). *The Five Dimensions of Inside-Outside Strategy: A Guide for Public Health and Social Movements to Build Powerful Partnerships*. <https://humanimpact.org/wp-content/uploads/2025/04/Five-Dimensions-GUIDE.pdf>
- Morestin, F. (2020). *How to Collaborate with Municipalities: A Practical Guide for Public Health Actors*. National Collaborating Centre for Healthy Public Policy. <https://ccnpps-ncchpp.ca/how-to-collaborate-with-municipalities-a-practical-guide-for-public-health-actors/>
- Talking Together to Improve Health Research Team. (2020). *Talking together to improve health: Gathering and Sharing Learning*. Locally Driven Collaborative Projects. <https://www.publichealthontario.ca/>

/media/Documents/G/2020/gathering-sharing-learning-first-nations-communities-report.pdf?rev=ad2e6f9115a7465fb810942619ee2662&sc_lang=en

4 KNOWLEDGE BROKERING

Step 1 – Description of initiatives taken by your organization

- Identify the people or teams/units in your organization who have the expertise needed to support the development and strengthening of partnerships relating to HPPs.

Step 2 – Reflection questions

- Is this expertise mobilized such that it adequately supports your initiatives?
- Can you identify any additional needs that could be met by internal or external resources?

Step 3 – Resources

To further examine potential ways of maximizing your partnerships through knowledge brokering, see Section 3.1.4 "Using Knowledge Brokers" on page 16 of the report [*What Can Organizations Do to Enhance Their Capacity to Promote Healthy Public Policies?*](#) which explores their role in supporting partnerships. External consultants, employees of an organization, or external organizations can play this role. Each of these strategies is accompanied by examples of implementation.

ADDITIONAL RESOURCES

- Jackson Bowers, E., Kalucy, L. and McIntyre, E. (2006). *Focus on... Knowledge Brokering*. Primary Health Care Research & Information Service. <https://rpp.wtgrantfoundation.org/wp-content/uploads/2019/09/Knowledge-Brokering.pdf>
- McSween-Cadieux, E., Ziam, S. and Lane, J. (2023). « Les compétences clés en courtage de connaissances : l'importance du soutien à l'implantation et des compétences relationnelles ». *Revue francophone de recherche sur le transfert et l'utilisation des connaissances*. <https://revue-tuc.ca/index.php/accueil/article/view/43/53> [In French only.]

The organization as knowledge broker

- National Collaborating Centre for Methods and Tools. (n.d.). *Knowledge Broker Services*. <https://www.healthevidence.org/knowledge-broker-services.aspx>

5 PARTICIPATORY APPROACHES

Step 1 – Description of initiatives taken by your organization

- Does your organization integrate participatory approaches into its HPP-related actions? If so, describe these approaches and their implementation.

Step 2 – Reflection questions

- Do these participatory approaches effectively mobilize the partners concerned?
- For your organization, what are the main challenges or opportunities related to implementing participatory approaches?
- What adjustments or complementary strategies do you think would enhance the impact of these participatory approaches?

Step 3 – Resources

To reflect on this further and explore tailored approaches, see Section 3.1.5 "Prioritizing Participatory Approaches" on page 18 of the report [*What Can Organizations do to Enhance Their Capacity to Promote Healthy Public Policies?*](#) This section describes the establishment of local committees and the use of workshops as tools that can help to effectively integrate participatory approaches into HPP-related work.

ADDITIONAL RESOURCES

- Agence nouvelle des solidarités actives. (2021). *Kit de la participation: 10 fiches pratiques pour vous accompagner dans la mise en place de votre démarche de participation*. https://www.solidarites-actives.com/sites/default/files/2021-09/Ansa_DIPLP_KitParticipationPersonnesConcern%C3%A9es_complet_MAJ20210219_0.pdf [In French only.]
- Center for Community Health and Development. (n.d.). *Community Tool Box: Chapter 18. Section 2. Participatory Approaches to Planning Community Interventions*. University of Kansas. <https://ctb.ku.edu/en/table-of-contents/analyze/where-to-start/participatory-approaches/main>
- Health In Partnership. (2022). *Resources for Collaboration and Power Sharing Between Government Agencies and Community Power-Building Organizations. Chapter 2: Planning for Collaboration*. https://humanimpact.org/wp-content/uploads/2022/06/HIP_Set1_Ch2_Planning-for-Collaboration.pdf

Local committees

- Center for Community Health and Development. (n.d.). *Community Tool Box: Chapter 9. Section 3. Developing Multisector Task Forces or Action Committees for the Initiative*. University of Kansas. <https://ctb.ku.edu/en/table-of-contents/structure/organizational-structure/multisector-task-forces/main>
- Direction de la santé de Polynésie française. (2020). *Les comités locaux de santé. Guide à destination des professionnels de la Direction de la santé*. <https://www.service-public.pf/dsp/wp-content/uploads/sites/12/2020/10/2020-09-09-Comit%C3%A9-local-de-sant%C3%A9-Guide.pdf> [In French only.]

Workshops

- Canada Research Chair in Community Approaches and Health Inequalities. (2019). *Tool for Assessing the Effects of Local Intersectoral Action*. Module 2. Mapping the Key Events of a Project and Translating Them into a Chain of Transitional Outcomes. Facilitator Guide. https://chairecacis-outilinteractif.org/media/1123/communagir_guide-outil-d-appreciation-cacis_en.pdf
- L'Éducation en santé-environnement. (n.d.). *Animer des démarches participatives en santé-environnement*. <https://agir-ese.org/methode/animer-des-demarches-participatives-en-sante-environnement> [In French only.]

Click here to access any of the tool's six documents:

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

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2. Analysis by dimension: Partnerships

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