

A Tool to Reflect on Organizational Capacities for Healthy Public Policies



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 third 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 organizational structures and resources as levers for action.

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

1. Teams or positions dedicated to HPPs

2. Sustainable funding

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.

Organizational structures and resources: The infrastructural capacity of public health organizations to contribute to the promotion and implementation of HPPs (organizational capacity, program delivery structures and processes), combined with the allocation and provision of the human and financial resources needed to advance HPPs.

1 TEAMS OR POSITIONS DEDICATED TO HPPS

Step 1 – Description of initiatives taken by your organization

- Does your organization have a team or position dedicated to promoting HPPs? If so, describe the team composition (number of members, areas of expertise, etc.) or the responsibilities and expertise associated with the dedicated position.
- If your organization doesn't have a team or position dedicated to promoting HPPs, how is this responsibility distributed within your organization's structure? Which individuals or teams are mandated to promote HPPs?

Step 2 – Reflection questions

- What are the main challenges you face in organizing work and distributing responsibility for HPPs?
- Can you envision any changes in organizational structures that could improve your ability to act on HPPs?

Step 3 – Resources

To further reflect on this and explore approaches adapted to your organization's needs, consult Section 3.2.1 "Creating Teams or Positions Dedicated to HPPs" on page 22 of the report [*What Can Organizations Do to Enhance Their Capacity to Promote Healthy Public Policies?*](#) This section examines strategies for setting up a team or position dedicated to promoting HPPs, and for creating a team with multidisciplinary expertise. It also provides examples of implementation by public health organizations.

ADDITIONAL RESOURCES

- Center for Community Health and Development. (n.d.). *Community Tool Box: Improving Organizational Management and Development*. University of Kansas. <https://ctb.ku.edu/en/improve-organizational-management-and-development>
- Moran, J. W. (n.d.). *Team Process Review Checklist*. National Association of County and City Health Officials. <https://www.naccho.org/resource-hub-articles/tools-templates-team-process-review-checklist>

2 SUSTAINABLE FUNDING

Step 1 – Description of initiatives taken by your organization

- Do initiatives and resources dedicated to promoting HPPs receive stable funding in your organization? For example, has this funding fluctuated in recent years, or is it guaranteed for years to come?
- More generally, what strategy or strategies does your organization use to ensure sustainable funding for the promotion of HPPs?

Step 2 – Reflection questions

- Is the funding dedicated to promoting HPPs within your organization stable enough to allow for long-term planning?
- How does the stability or instability of funding influence the allocation of resources dedicated to promoting HPPs in your organization?

Step 3 – Resources

If you would like to reflect further on funding issues, see Section 3.2.2 "Promoting Sustainable Funding" on page 25 of the report [*What Can Organizations Do to Enhance Their Capacity to Promote Healthy Public Policies?*](#) This section discusses the importance of funding stability, along with possible courses of action for meeting the challenges linked to stable or variable funding for HPPs.

ADDITIONAL RESOURCES

- Center for Community Health and Development. (n.d.). *Community Tool Box: Chapter 46. Section 2. Strategies for Sustaining the Initiative*. University of Kansas. <https://ctb.ku.edu/en/table-of-contents/sustain/long-term-sustainability/sustainability-strategies/main>
- Center for Community Health and Development. (n.d.). *Community Tool Box. Chapter 42. Section 1. Developing a Plan for Financial Sustainability*. University of Kansas. <https://ctb.ku.edu/en/table-of-contents/finances/grants-and-financial-resources/financial-sustainability/main>
- Dyakova, M., Bellis, M., Ashton, K., and Stielke, A. (2019). *How to Make the Case for Sustainable Investment in Well-being and Health Equity: A Practical Guide*. Policy and International Health Directorate, World Health Organization Collaborating Centre on Investment for Health and Well-being and Public Health Wales. <https://phwwhocc.co.uk/wp-content/uploads/2020/07/How-to-Make-the-Case-Guide.pdf>

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

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

A Tool to Reflect on Organizational Capacities for Healthy Public Policies

3. Analysis by dimension: Organizational structures and resources

AUTHOR

Martin Renaud
National Collaborating Centre for Healthy Public Policy

UNDER THE COORDINATION OF

Marianne Jacques
National Collaborating Centre for Healthy Public Policy

IN COLLABORATION WITH

Madalina Burtan
Unité Affaires publiques, communications et transfert
des connaissances
Institut national de santé publique du Québec

EDITING

Mylène Maguire
National Collaborating Centre for Healthy Public Policy

EXTERNAL CONSULTATIONS

Katherine Pizzacalla
Hamilton Public Health

Janet Dawson and Lisa Kaldeway
Lakelands Public Health

Laura Edgar and Sarah Merkel
Huron Perth Public Health

Amy Young
Office of the Chief Provincial Public Health Officer – Manitoba

Hilary Walsh
Department of Health and Community Services – Newfoundland
and Labrador

SUGGESTED CITATION

Renaud, M. (2026). *A Tool to Reflect on Organizational Capacities for Healthy Public Policies. 3. Analysis by Dimension: Organizational Structures and Resources*. National Collaborating Centre for Healthy Public Policy.

Production of this document has been made possible through a financial contribution from the Public Health Agency of Canada (PHAC) through funding for the National Collaborating Centre for Healthy Public Policy (NCCHPP). The NCCHPP is hosted by the Institut national de santé publique du Québec (INSPQ). The views expressed herein do not necessarily represent the views of the PHAC.

Reproductions for private study or research purposes are authorized by virtue of Article 29 of the Copyright Act. Any other use must be authorized by the Government of Québec, which holds the exclusive intellectual property rights for this document. Authorization may be obtained by sending an e-mail to droits.dauteur.inspq@inspq.qc.ca.

Information contained in the document may be cited provided that the source is mentioned.

© Gouvernement du Québec (2026)