

A Tool to Reflect on Organizational Capacities for Healthy Public Policies



1. OVERVIEW OF YOUR SITUATION

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 first 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

The *Overview of your situation* document serves as the entry point to the reflection tool for assessing your organization's capacities regarding HPPs. Through a series of statements, you will be invited to reflect on the existing actions and strategies within your organization across five dimensions:



Partnerships



Organizational structures and resources



Workforce



Knowledge development



Leadership and governance

This exercise will provide an overall picture of the actions and strategies implemented within your organization, link them to the five proposed dimensions, and help prioritize subsequent analyses that are particularly relevant to your context and needs.



INSTRUCTIONS

Step 1 – Save the document

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 2 – Respond to statements

For each statement, indicate your level of agreement on a scale of 1 to 5. This exercise is reflexive and based on your perception. We suggest that you respond based on your current understanding and knowledge of your organization. When the statement does not apply to your organization's mission or responsibilities, indicate "not applicable (N/A)".

Interpretation of the scale values (1 to 5)

1 – Not at all representative
2 – Slightly representative
3 – Somewhat representative
4 – Fairly representative
5 – Fully representative
N/A – Not applicable

The "Comments" column is available to add notes or explanations for your choice.

Step 3 – Calculate your results

Once you have completed each of the tables corresponding to the five dimensions, calculate the sum of your responses as well as the number of "Not applicable" answers in the spaces provided. You can then use the formula provided in the last row of each table to obtain a comparative value. Instructions for interpreting the values obtained are presented at the end of the document.



If you've chosen to complete the tool collectively, each of the statements can provide an opportunity for discussion about the work being done in your organization. However, it is suggested that discussion time be limited so as to allow for completion of the analyses by dimension (using the subsequent documents), which will require more time and will probably generate more exchanges.

To learn about the overall structure of the tool and to access detailed instructions for its use, please refer to document [*Presentation and instructions*](#).

1. Partnerships dimension

Definition: 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 – Not at all representative 2 – Slightly representative 3 – Somewhat representative	4 – Fairly representative 5 – Fully representative N/A – Not applicable	Comments (optional)
1.1 My organization maintains active and sustained partnerships with other sectors to support the implementation of HPPs.		
1.2 When necessary, my organization engages in ad hoc collaborations with entities (or individuals) outside of the public health sector (e.g., economy, education, transportation, environment, etc.) in the development or implementation of HPPs.		
1.3 My organization has formal mechanisms (e.g., committees, memoranda of understanding, dedicated resources, etc.) that facilitate intersectoral collaboration.		
1.4 My organization effectively mobilizes its partners to move forward on HPP-related issues.		
1.5 My organization has sufficient resources (time, staff, budget, etc.) to develop and maintain intersectoral collaborations.		
1.6 Collaboration with external partners is encouraged and integrated into the organizational culture.		
1.7 My organization generally succeeds in overcoming the challenges associated with establishing and maintaining intersectoral partnerships.		
1.8 Over the past five years, my organization has increased its ability to develop and maintain partnerships that advance HPPs.		

1. Partnerships dimension (continued)

Calculate the sum of the indicated values and the total number of "N/A" responses.			
Calculate the average by excluding the "N/A" responses with the following formula: Sum ÷ (8 – number of "N/A" responses) = average.			

2. Organizational structures and resources dimension

Definition: 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 – Not at all representative 2 – Slightly representative 3 – Somewhat representative	4 – Fairly representative 5 – Fully representative N/A – Not applicable	Comments (optional)
2.1 My organization has a dedicated budget for HPP-related activities.		
2.2 Within my organization, human resources are made available to the teams working on HPPs.		
2.3 My organization has a team or position(s) mandated to advance HPPs.		
2.4 My organization has mechanisms (e.g., committees, working groups, protocols) for coordinating actions related to HPPs.		
2.5 Internal processes facilitate collaboration between the various units or teams that can contribute to HPPs.		
2.6 Initiatives aimed at advancing HPPs in my organization draw on multiple areas of expertise and/or expertise from different teams within the organization.		
2.7 Within my organization, the resources that can support work on HPPs are widely known and accessible.		
2.8 Over the past five years, my organization has taken concrete steps to improve organizational structures or increase resources, with the aim of advancing HPPs.		

2. Organizational structures and resources dimension (continued)

Calculate the sum of the indicated values and the total number of "N/A" responses.			
Calculate the average by excluding the "N/A" responses with the following formula: Sum ÷ (8 – number of "N/A" responses) = average.			

3. Workforce dimension

Definition: Human resources with sufficient skills and knowledge to promote and implement HPPs.		
1 – Not at all representative 2 – Slightly representative 3 – Somewhat representative	4 – Fairly representative 5 – Fully representative N/A – Not applicable	Comments (optional)
3.1 The professionals in our organization have access to or are provided with the time and support required to participate in training related to HPPs.		
3.2 My organization encourages interdisciplinary work on HPPs.		
3.3 Employees are given time and support for collaboration with other teams or sectors on HPPs.		
3.4 The competencies needed to work effectively on HPPs are explicitly defined and present within my team.		
3.5 Measures have been put in place for boundary spanning (to limit siloed working) by staff in their work and to facilitate information sharing.		
3.6 Within my organization, the relationships existing between the various departments and teams are visible and understood.		
3.7 Professionals in my organization have access to spaces for exchange and conversation that facilitate collaboration with professionals from other teams or fields.		
3.8 Over the past five years, my organization has put in place initiatives to strengthen the competencies of its members or encourage them to work together on HPPs.		

3. Workforce dimension (continued)

Calculate the sum of the indicated values and the total number of "N/A" responses.			
Calculate the average by excluding the "N/A" responses with the following formula: Sum ÷ (8 – number of "N/A" responses) = average.			

4. Knowledge development dimension

Definition: The production and dissemination of knowledge that supports the implementation of evidence-based HPPs.		
1 – Not at all representative 2 – Slightly representative 3 – Somewhat representative	4 – Fairly representative 5 – Fully representative N/A – Not applicable	Comments (optional)
4.1 In my organization, it is common practice to gather local data (at the scale of a community, neighbourhood, or municipality, etc.) relevant for supporting HPPs.		
4.2 My organization uses indicators to analyze and leverage data that support HPPs.		
4.3 The public health data and knowledge generated by my organization can easily be accessed by parties interested in HPPs.		
4.4 My organization develops support tools (e.g., guides, toolkits, training, etc.) to help other actors promote HPPs.		
4.5 My organization has put in place strategies for influencing the political agenda in support of HPPs.		
4.6 My organization ensures that the data and knowledge it mobilizes are relevant to decision makers and actors interested in HPPs.		
4.7 My organization designs tools that are tailored to the needs of its partners and that leverage public health data and analyses to support HPPs.		
4.8 Over the past five years, my organization has strengthened its ability to produce and disseminate knowledge that is useful to partners working to advance HPPs.		
Calculate the sum of the indicated values and the total number of "N/A" responses.		
Calculate the average by excluding the "N/A" responses with the following formula: Sum ÷ (8 – number of "N/A" responses) = average.		

5. Leadership and governance dimension

Definition: The ability and willingness of organizations to implement HPPs is demonstrated through strong leadership (guiding, inspiring, influencing and directing others) and strategic reflection leading to decisions that take into account the questions of What? For whom? and How?		
1 – Not at all representative 2 – Slightly representative 3 – Somewhat representative	4 – Fairly representative 5 – Fully representative N/A – Not applicable	Comments (optional)
5.1 My organization integrates health equity into its strategic orientations and decision-making processes.		
5.2 My organization has formal mechanisms for integrating HPPs into strategic decision making, such as internal guidelines or consultative committees.		
5.3 The leaders of my organization actively support initiatives that promote HPPs.		
5.4 The roles and responsibilities of my organization and those of our HPP partners are clearly defined.		
5.5 The members of my organization feel equipped and legitimized to carry out action advocating for HPPs.		
5.6 Leaders at different levels of my organization mobilize to support HPP initiatives.		
5.7 My organization takes a stand in defence of HPPs in the public sphere.		
5.8 Over the past five years, my organization has taken steps to strengthen its leadership and governance in the area of HPPs.		
Calculate the sum of the indicated values and the total number of "N/A" responses.		
Calculate the average by excluding the "N/A" responses with the following formula: Sum ÷ (8 – number of "N/A" responses) = average.		

INTERPRETING THE RESULTS

The mean obtained for each dimension varies between 1 and 5. A high value indicates that, within this dimension, your organization is particularly active and committed to advancing HPPs, while a lower value suggests more limited involvement.

The dimensions with the lowest values could offer strategic opportunities for building organizational capacity to act on HPPs. Based on these results and, above all, on your analysis of them, select one or more dimensions that you feel are priorities, so as to orient your organization's work. Since each organization operates under different constraints, resources, and contexts, your analysis should also consider the degree of influence you have over these dimensions. Next, complete the "Analysis by dimension" documents that correspond to your choices.

Next step – Complete the *Analysis by dimension* document(s) that match your choices: partnerships, organizational structures and resources, workforce, knowledge development, leadership and governance.

[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

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1. Overview of your situation

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