

ORGANIZATIONAL SELF-REFLECTION & PLANNING TOOL (Page 1 of 2)

The *Organizational Self-Reflection and Planning Tool* will guide you through identifying opportunities to thoughtfully build the HPR *way of being* into organizational culture across five domains:

1) organizational values and mission, 2) policies and procedures, 3) programs and services, 4) workforce training, and 5) process improvement. Within each domain, review the considerations to support you in identifying where HPR concepts may fit best within that domain. Then use the reflection questions to generate action items to meaningfully integrate health-promoting relationships and its concepts into your organization's mindset, environment, priorities, activities, conversations, and approach to serving youth.

Opportunities	Reflection Questions	Action Items
Organizational Values and Mission		
Reflect on how HPR currently fits within organizational values and priorities. Build a shared understanding of why health-promoting relationships matter. Tie this vision directly to the organization's goals and to the key outcomes the organization aims to impact.	- To what extent are the principles of health-promoting relationships evident in our organization's mission, vision, values, and/or principles? - How clear would it be to someone reading our mission, vision, values, and/or principles that we prioritize and center health-promoting relationships to promote youth well-being and flourishing?	
Policies and Procedures		
Review policies and procedures to assess how they might reinforce or undermine opportunities for staff to engage HPR concepts.	- In what ways do our policies and procedures <u>reinforce</u> or <u>undermine</u> opportunities for adults to build safe, trusting connections with youth? - How are the <i>way of being</i> strategies and five protective beliefs reflected in our policies and procedures, within our teams, and within us as individuals? - How well do our policies and procedures acknowledge and account for different needs of youth?	
Programs and Services		
Create an inventory of the programs and services in the organization's portfolio that offers adults opportunities to interact with youth. For each program or service, assess the degree to which opportunities are being fully utilized to engage the HPR <i>way of being</i> . Identify gaps and opportunities to better align programs and services with the HPR paradigm.	- How are our programs and services embodying elements of a health-promoting relationship approach? - What aspects of our programs might create barriers to creating the environment, connecting with youth, and engaging micro-skills? - In what ways do our programs and services prioritize and offer opportunities for youth to grow abilities? - How are we approaching relational development across our programs and services in ways consistent with the health-promoting relationships approach?	

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Opportunities	Reflection Questions	Action Items
Workforce Training		
Consider what additional training staff may need in the HPR mindset and way of <i>being</i> , and what ongoing support will be needed to support staff as they put these concepts into practice.	• What training and support do staff have to prioritize health-promoting relationships with youth, including youth who might require additional considerations or support? • How do we include language in job descriptions and interview questions that promote a culture of health-promoting relationships? • In what ways are staff enabled and consistently encouraged to model the <i>way of being</i> strategies with one another and the youth they serve through training, organizational culture, and reflection on their own awareness, intention-setting, and growth?	
Process Improvement		
Look for opportunities to measure the organization's ability to support health-promoting relationships among adults and youth. Seek feedback through focus groups, surveys, or interviews about how the organization can better foster health-promoting relationships. Use the data gathered to inform process improvements.	Capturing youth and staff voice • In what ways do youth feel connected to us? How would youth describe the ways we are cultivating the five protective core beliefs within them through the environments we create, our words and actions, and skill-building efforts? ◦ Do youth feel seen and loved by us? ◦ Do youth believe they matter to us? ◦ Do youth believe they have our support? ◦ Do youth believe they have greater capacity to influence their life because of their experience with us? ◦ Do youth believe they are better able to overcome hard things as a result of our work with them? • In what ways do staff feel meaningfully connected with members of their team? Their organization? Organizational outcomes • What data do we collect and meaningfully use that is relevant to priorities for building health-promoting relationships with youth? • How does our organization demonstrate that health-promoting relationships are essential to our organization through measuring our effectiveness with the <i>way of being</i> strategies to cultivate protective beliefs within youth? • In what ways do our performance metrics reflect long-term outcomes of prevention of harmful behaviors, flourishing, and overall well-being of youth? • How are relevant data from the above questions broken down to understand the unique impact across the various subgroups of youth we serve? • Does our organization have a process for making sense of our data and utilizing it to plan for continuous improvement?	

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PRIORITIZING ACTION ITEMS

After identifying some opportunities for action, your organization will likely want to prioritize which to work on first. This prioritization process might include considering:

- Are there “low-hanging fruits”, quick wins that might take little effort yet build momentum?
- If we accomplish the desired change, which opportunities will have the most significant impact on the youth we serve?
- Which are the most feasible to accomplish given the resources and buy-in necessary (could we break the opportunity down into stages to make it more manageable)?
- Will it be possible to measure the impact of the change?

ASSESSMENT & IMPLEMENTATION

After prioritizing your organization’s top few opportunities for adopting a Health-Promoting Relationships’ *way of being*, you’ll want to (1) assess your organization’s readiness for adopting each prioritized change, and (2) develop a detailed plan for implementation, assessment, and refinement. Like a community prevention planning process (such as the Strategic Prevention Framework), the steps might include:

Assessing Readiness/Capacity

- Assess organizational readiness and resources to pursue the prioritized change
- Take necessary steps to increase readiness and capacity before beginning implementation

Planning

- Establish goals and objectives for identified action item(s)
- Develop and document the rationale for each goal
- Develop a workplan (action steps, resources/partners needed)
- Develop an evaluation plan

Implementation

- Implement workplan
- Implement process evaluation

Evaluation and Refinement

- How will we know it’s working (indicators and accountability)
- Plan for adjusting the implementation to increase the likelihood of impact and sustained organizational culture and practice change

These changes do not have to happen all at once, but committing to aligning organizational culture with relational values can help ensure that cultivating health-promoting relationships remains central to the organization’s way of operating. Rather than seeing this as a one-time initiative, acknowledge the shift in mindset and practice that evolves.