



G.O.A.L.

The Five Pillars of Health Framework

*A Systems-Based Framework for Understanding and
Improving Human Health*

G.O.A.L. Solutions Portfolio

Framework
GOAL-FW001
Version 1.0

Purpose

To provide a systems-based framework for understanding, assessing, and improving human health through the integration of Nutrition, Movement, Knowledge, Mindset, and Environment.

Intended Audience

Designed for policymakers, healthcare professionals, educators, organizations, researchers, and other stakeholders seeking a structured approach to health and wellbeing.

Scope

Applicable across multiple sectors and levels of society, supporting strategic planning, analysis, and decision-making rather than prescribing specific interventions.

Core Proposition

Lasting improvements in health require a coordinated systems approach that recognizes the interdependence of all five pillars rather than addressing them in isolation.

The Challenge

Despite unprecedented advances in medicine, technology, and healthcare spending, many societies continue to experience rising rates



of chronic disease, mental distress, lifestyle-related illness, and declining overall wellbeing. These trends suggest that the challenge is no longer simply treating disease, but creating the conditions that enable long-term health.

Many existing approaches remain fragmented, addressing individual symptoms or sectors rather than the broader system that shapes health. Prevention is often underprioritized, while the biological, cognitive, behavioral, and environmental drivers of health are managed independently rather than as interconnected parts of the same system.

The Five Pillars Framework responds to this challenge by providing a systems-based structure that integrates the key determinants of health into a single, coherent framework. Rather than focusing solely on the treatment of illness, it supports a coordinated approach to strengthening the conditions that enable people and societies to thrive.

Introducing the Five Pillars Framework

The Five Pillars Framework provides a systems-based approach to understanding and improving human health. It recognizes that long-term wellbeing is not determined by

isolated behaviors or interventions, but by the interaction of five interconnected domains: Nutrition, Movement, Knowledge, Mindset, and Environment.

Together, these pillars provide a common framework for analyzing health challenges, identifying opportunities for improvement, and designing more coordinated strategies across different contexts.

How the Framework Works

The Five Pillars Framework is built on the principle that health emerges from the interaction of multiple systems rather than from isolated behaviors or interventions. Nutrition,

Movement, Knowledge, Mindset, and Environment each contribute independently to human wellbeing, but their greatest impact is achieved when they function as an integrated whole.

Each pillar influences and reinforces the others. Nutrition affects energy, cognition, and physical performance. Movement supports metabolic health, mental resilience, and overall function. Knowledge shapes decisions and protects against misinformation. Mindset determines whether healthy behaviors are adopted and sustained. Environment creates the conditions that either enable or constrain every other pillar.

The framework therefore views health as an integrated operating system composed of three interconnected domains:

- Biological Inputs: Nutrition and Movement
- Cognitive Inputs: Knowledge and Mindset
- Structural Inputs: Environment

Because these domains continuously interact, interventions rarely succeed in isolation. A

nutritious diet is difficult to maintain without supportive habits and environments. Health knowledge has limited value without the motivation to act. Likewise, healthy behaviors become easier and more sustainable when supported by well-designed physical, social, and institutional environments.

By recognizing these interdependencies, the Five Pillars Framework shifts health from a collection of separate initiatives to a coordinated systems approach. Rather than optimizing individual components, it provides a structure for designing environments, policies, and interventions that strengthen the entire system and create lasting improvements in human health.

Principles & Assumptions

The Five Pillars Framework is guided by the following principles:

- **Health is systemic.** Human health emerges from the interaction of multiple interconnected factors rather than isolated interventions.
- **The pillars are interdependent.** Each pillar influences and reinforces the others, making health

greater than the sum of its parts.

- **Prevention creates capacity.** Investing in the conditions that promote health reduces long-term disease burden and strengthens societal resilience.
- **Environment shapes behavior.** Individual choices are influenced by the physical, social, economic, and policy environments in which people live.
- **Health is a shared responsibility.** Individuals, communities, organizations, and governments all contribute to creating healthier systems.

Applying the Framework

The Five Pillars Framework is designed to support the analysis, design, and improvement of health systems across a wide range of contexts. By providing a common structure for understanding the factors that shape health, it enables more coordinated and comprehensive decision-making.

The framework can be used to:

- Diagnose strengths and gaps within existing health systems.
- Design strategies, policies, and interventions using a systems perspective.
- Evaluate initiatives across all five pillars of health.
- Facilitate collaboration between stakeholders working in different sectors.
- Support long-term planning focused on prevention and sustainable health outcomes.

Application Contexts

The Five Pillars Framework is designed as a flexible framework that can be applied across different sectors and levels of society. While the specific challenges and objectives may differ, the underlying principles remain consistent: understanding health as an interconnected system and designing solutions that strengthen all five pillars.

The framework is intended to provide a common language that enables stakeholders from different disciplines to collaborate around a

shared understanding of health and wellbeing.

Considerations & Boundaries

The Five Pillars Framework is intended as a strategic framework for understanding and improving health through a systems perspective. It provides a common structure for analysis, planning, and decision-making, but does not prescribe specific policies, interventions, or implementation methods.

The framework should therefore be used alongside contextual evidence, stakeholder expertise, and implementation planning. More detailed guidance on applying the framework in practice is provided through complementary GOAL resources, including Maturity Assessments and Implementation Guides.

Source Publication

The Five Pillars Framework: A Systems-Based Approach to Human Health

G.O.A.L. Whitepaper Series: W001,
Version 1.2



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Five Pillars Maturity Assessment

*A Structured Framework for Assessing Organizational
Maturity Across the Five Pillars*

G.O.A.L. Solutions Portfolio

Maturity Assessment
G.O.A.L.-MA001
Version 1.0

The Five Pillars Maturity

Assessment applies a standardized methodology to evaluate organizational maturity across the Five Pillars. Rather than assessing each pillar independently, the framework applies the same organizational capabilities and maturity model to Nutrition, Movement, Knowledge, Mindset and Environment, enabling consistent and comparable assessments across different organizations and contexts.

The methodology evaluates five organizational capabilities that together represent the fundamental organizational functions required to develop, implement and sustain each pillar:

- Leadership & Governance
- Strategy & Policy
- Implementation & Delivery
- Engagement & Culture
- Measurement & Improvement

Each capability is assessed against a five-level maturity model ranging from Initial to Adaptive, providing a structured basis for identifying current maturity, capability gaps and improvement priorities.

1. ASSESSMENT SCOPE



Nutrition



Movement



Knowledge



Mindset



Environment

2. ASSESSMENT DIMENSIONS



Leadership & Governance



Strategy & Policy



Implementation & Delivery



Engagement & Culture



Measurement & Improvement

3. MATURITY MODEL



1



2



3



4



5

Initial

Capability is absent, informal or dependent on isolated action.

Developing

Some practices exist, but they are partial, inconsistent and not yet reliably supported.

Established

Capability is formally defined, resourced and applied through repeatable practices.

Integrated

Capability is embedded across relevant functions, decisions and routine operations.

Adaptive

Capability is systematically evaluated, improved and adapted in response to evidence and changing conditions.

4. ASSESSMENT OUTPUTS



Overall Maturity Level

A consolidated view of maturity across all Five Pillars and organizational capabilities.



Capability Profiles

Maturity levels for each capability within each pillar to identify strengths and gaps.



Improvement Priorities

Clear priorities and actions to advance maturity and drive measurable impact.

FIVE PILLARS MATURITY MODEL (MA001)

ORGANIZATIONAL CAPABILITY

1

INITIAL

Activity is absent, informal or dependent on isolated individuals.

2

DEVELOPING

Practices exist, but they are partial, inconsistent and not yet reliably supported.

3

ESTABLISHED

Practices are formally defined, resourced and applied through repeatable processes.

4

INTEGRATED

Practices are embedded across relevant functions and routine operations.

5

ADAPTIVE

Practices are systematically evaluated, improved and adapted in response to evidence and change.



Leadership & Governance

No formal ownership, accountability or governance arrangement exists. Activity depends on isolated individuals and is vulnerable to interruption.

Some leadership interest or informal ownership exists, but responsibilities, authority and oversight remain unclear or inconsistently applied.

Formal ownership, decision-making responsibility and accountability are defined. Relevant roles and governance arrangements operate consistently.

Leadership and governance are embedded across relevant functions. Responsibilities are coordinated, decisions are aligned and progress receives regular senior oversight.

Governance effectiveness is regularly reviewed and improved. Leaders respond to evidence, changing needs and implementation challenges while maintaining clear accountability.



Strategy & Policy

No clear strategic direction, objectives or supporting policies exist. Decisions are largely reactive or disconnected.

Priorities or objectives have been identified, but they are incomplete, inconsistently communicated or weakly connected to organizational planning and policy.

A formal strategy or defined set of objectives guides action. Relevant policies, responsibilities and intended outcomes are documented and communicated.

Strategic objectives and policies are aligned with wider organizational priorities and embedded within planning, budgeting and decision-making processes.

Strategy and policy are regularly reviewed using evidence, stakeholder input and changing conditions. Priorities and approaches are adjusted where necessary.



Implementation & Delivery

Implementation is absent or limited to isolated activities with no consistent process, ownership or resourcing.

Initial initiatives or pilots exist, but delivery is fragmented, uneven or dependent on temporary effort and individual commitment.

Defined initiatives are delivered through repeatable processes with assigned responsibilities, appropriate resources and expected outputs.

Delivery is coordinated across relevant functions and embedded within routine operations. Dependencies, resources and responsibilities are actively managed.

Implementation performance is systematically reviewed. Delivery models are refined, expanded, reduced or redesigned in response to evidence and changing needs.



Engagement & Culture

Awareness is limited, participation is minimal and the capability has little visible influence on organizational attitudes or behaviour.

Communication and engagement activities occur, but they are irregular, largely one-directional or limited to selected groups.

Relevant stakeholders are routinely informed, consulted or involved. Participation mechanisms are defined and expectations are communicated clearly.

Stakeholder participation influences decisions and implementation. Supporting behaviours and expectations are reinforced through leadership, systems and routine practice.

Engagement approaches and cultural conditions are regularly assessed and improved. Stakeholders contribute to learning, adaptation and sustained shared ownership.



Measurement & Improvement

No defined indicators, reliable evidence collection or structured review process exists.

Some data or feedback is collected, but measurement is irregular, incomplete or weakly connected to objectives and decisions.

Defined indicators and evidence sources are used consistently. Results are reviewed periodically and documented.

Evidence is combined across relevant functions and routinely used to guide decisions, allocate resources and identify improvement priorities.

Measurement, evaluation and learning operate as a continuous cycle. Findings lead to documented changes, and the effects of those changes are subsequently assessed.



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Implementing the Five Pillars Framework

*A practical methodology for embedding the Five Pillars
Framework into public policy and institutional practice.*

G.O.A.L. Solutions Portfolio

Implementation Guide
G.O.A.L.-IG001
Version 1.0

Implementing the Five Pillars Framework

Creating healthier and more resilient societies requires more than defining ambitious policies. Lasting impact depends on the ability of governments and public institutions to translate strategic intent into coordinated action across leadership, governance and implementation.

The Five Pillars Implementation Methodology provides a structured approach for embedding the Five Pillars Framework into public policy and institutional practice. Rather than treating implementation as a one-time project, it establishes a continuous cycle of planning, execution, evaluation and improvement that strengthens institutional capability over time.

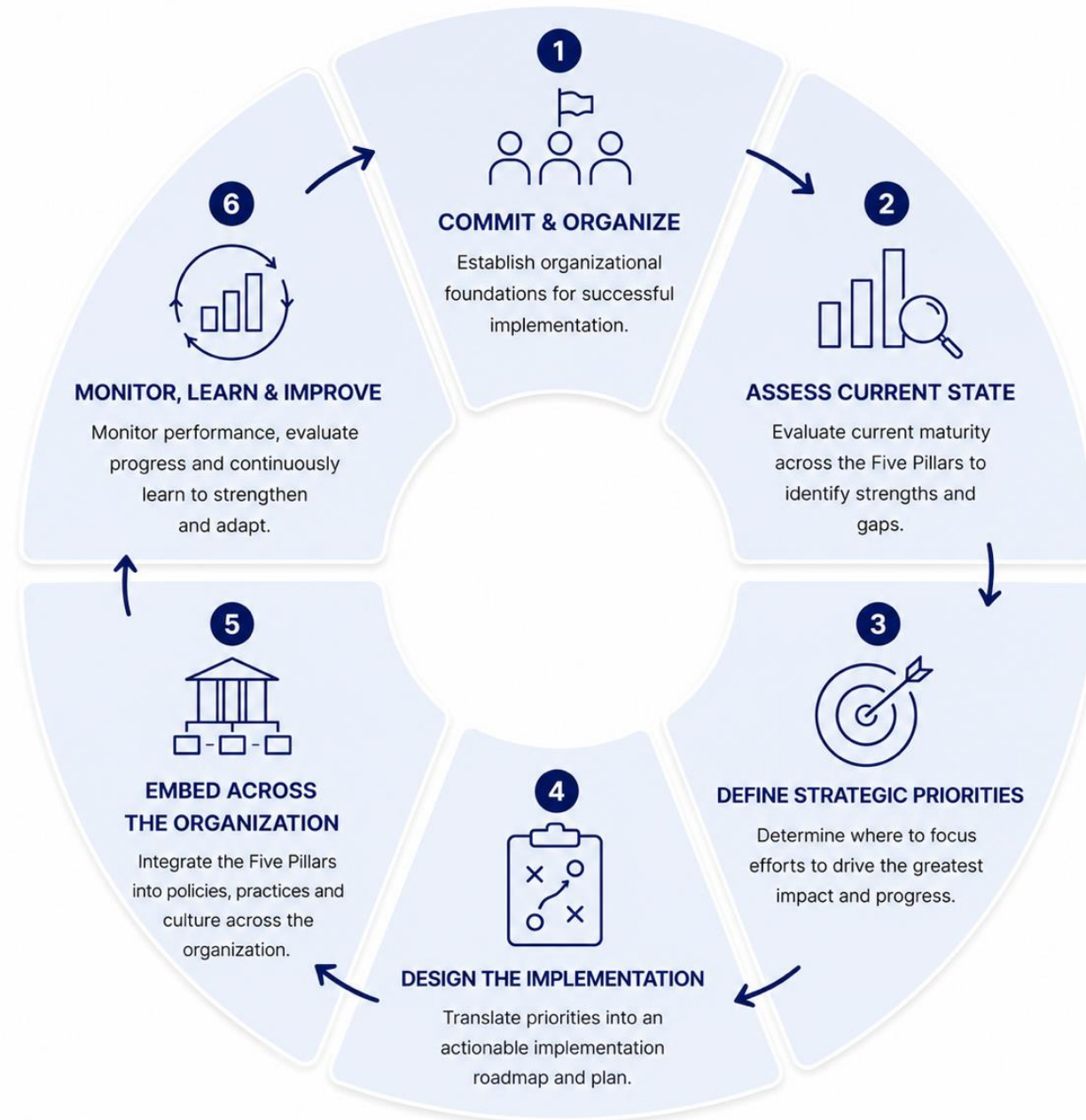
Beginning with leadership commitment and institutional readiness, the methodology guides governments and public institutions through assessing current maturity, defining strategic priorities, designing practical implementation plans, embedding the framework across policies and operations, and continuously monitoring progress. Each phase builds upon the previous one, creating a coherent pathway

from strategic intent to long-term societal impact.

By following this methodology, governments and public institutions can implement the Five Pillars Framework in a consistent, scalable and sustainable manner while continuously adapting to new challenges, emerging opportunities and evolving societal needs.

Key Insight

Successful implementation is not achieved by completing a series of projects. It is achieved by building an institutional capability that continuously strengthens leadership, decision-making and long-term societal outcomes through the Five Pillars Framework.



Implementation Phase		Key Question	Primary Actions	Expected Outcome	
1	 Commit & Organize	Are we ready to begin?	- Secure leadership commitment - Establish governance structure - Define organizational scope and implementation responsibilities		Organizational readiness and implementation foundations are established.
2	 Assess Current State	Where are we today?	- Conduct a maturity assessment - Identify organizational strengths - Identify capability gaps and improvement opportunities		A clear baseline understanding of current organizational maturity.
3	 Define Strategic Priorities	Where should we focus?	- Prioritize the most important pillars - Identify priority capabilities and focus areas - Define strategic objectives and success measures		Clear implementation priorities aligned with organizational goals.
4	 Design the Implementation	How will we deliver change?	- Develop the implementation roadmap - Define initiatives and milestones - Allocate resources and budget - Assign roles and responsibilities		A structured implementation plan ready for execution.
5	 Embed Across the Organization	How do we make it part of everyday practice?	- Integrate the Five Pillars into policies and operating processes - Embed within leadership and culture - Communicate and engage across the organization		The Five Pillars become embedded within organizational practice.
6	 Monitor, Learn & Improve	How do we sustain progress?	- Monitor implementation and performance - Evaluate outcomes and impact - Reassess maturity and identify lessons - Refine strategy and implementation approach		Continuous organizational learning and long-term improvement.