



A Roadmap to Develop Sharing Initiatives in Public Health: Expedited Version

INTRODUCTION TO THE ROADMAP EXPEDITED VERSION

The Center for Sharing Public Health Services (“Center”) has created a [Roadmap](#) to help guide public health departments interested in sharing resources with other health departments or organizations. Sharing resources allows communities to solve problems that cannot be solved — or easily solved — by single organizations. This practice can increase effectiveness (enhancing the quality of existing services or increasing capacity) and efficiency (maximizing the value of each dollar invested in delivering public health services). It can also be a powerful tool to advance health equity and improve the access to and delivery of public health services in the community.

This document is a variation of the full Roadmap. It allows users to do a fast assessment of their existing sharing agreements or new agreements being considered. This Expedited Version can be helpful under certain circumstances, such as:

1. During an emergency situation (e.g., large outbreak or other immediate public health threat) when time just does not allow all the steps of the full Roadmap to be covered.
2. When the sharing agreement in question is narrow in scope or brief in duration.
3. When users know that they need to work on a narrow aspect of a sharing agreement and have no interest in covering other details in the full Roadmap.



Even under these conditions, the Center urges some caution. ***Users are strongly encouraged to familiarize themselves with the full [Roadmap](#), even though they may decide to use this expedited version instead.***

In addition, an expedited process may skip steps that could be important for the users, which may lead to undesirable results. The full version contains more details on the steps that are necessary to assure a successful implementation of a sharing agreement than the expedited version and should always be given preference, whenever possible. For those reasons it is always recommended that whenever possible the full Roadmap

be used as a reference to support resource sharing. It is also advisable that if the circumstances that prompted the use of this Expedited Version change (e.g., the emergency sharing arrangement becomes a long-term effort, or the scope of the arrangement becomes broader), the team switch to the full version of the document.

The Roadmap and its expedited version are living documents, refined and modified as new learnings emerge, so be sure to check out our website for updates. For more information or if you have questions, please see <https://bit.ly/3tgEMjO> or email us at phsharing@khi.org.



Phase One EXPLORE

“Phase One: Explore” is focused on why you would consider a resource sharing arrangement and what type of arrangement to pursue. You can think of Phase One as exploring “*conceptual feasibility*.” An important part of this phase is to make sure those most accountable and responsible at your department, agency, or site are fully on board before moving forward. Successful sharing initiatives require the support of both governing bodies (such as boards of directors or policymakers who have the authority to enter into the shared arrangement) and executive staff (such as program directors or health officials who are responsible for carrying it out). Actively engaging these key parties in the exploratory phase helps secure their commitment, dedication and authentic support for the initiative. It’s not sufficient to assume their willingness; rather, confirm their support before moving on to preparation and planning.

It's extremely important to complete the exploratory activities in Phase One before moving on to Phase Two, rather than completing the two phases concurrently. This approach reflects the complexity of this work and is a necessary step to build trust and a strong foundation for a successful collaboration. Neglecting to address the questions in Phase One might slow down or even halt progress in Phase Two and Phase Three.



Phase Two
PREPARE AND PLAN

During the “Prepare and Plan” phase, you’ll examine whether and how the issues addressed and agreed to in Phase One can be implemented, resulting in an implementation plan that will meet your identified goals. You can think of Phase Two as “operational feasibility” planning. The activities in Phase Two must be based on the results of the exploration in Phase One — these two phases should not be done concurrently. You’ll address the logistical and operational aspects of implementing the

intended sharing arrangement, including communications, financing, legal issues, staffing, labor relations, facilities, timeline and other aspects appropriate to the specific arrangement.



Phase Three
IMPLEMENT, MONITOR AND IMPROVE

During the “Implement, Monitor and Improve” phase, you’ll focus on ensuring the arrangement meets the agreed-upon goals and the needs of each participating organization. In this phase, progress is monitored and reported to partners and stakeholders, and the results of the sharing arrangement relative to the desired outcomes of all partners is assessed, so that the needed improvements are identified and addressed.

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PHASE ONE: EXPLORE
Conceptual Feasibility

GOALS AND EXPECTATIONS:
WHY WOULD YOU CONSIDER A SHARING ARRANGEMENT?

Phase One: Explore	QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
	<ul style="list-style-type: none"> What issue or problem needs to be addressed? Is resource sharing likely to help solve the issue being addressed? Why or why not? 	<ul style="list-style-type: none"> Clearly define the problem to be addressed. List the mechanisms through which resource sharing can effectively address the problem.

For more information, see *Rethinking Efficiency: Savings, Value, or Both?* at bit.ly/2X3im4C

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EXPEDITED VERSION

SCOPE OF THE AGREEMENT: WHAT SERVICES AND RESOURCES WOULD BE SHARED?

Phase One: Explore

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none"> What are the service gaps to fill, including issues of inequities in the access to and delivery of services? What specific services or functions would be included in this sharing initiative? 	<ul style="list-style-type: none"> Determine the scope of the arrangement. Identify whether the sharing arrangement addresses and is likely to impact the problem identified.

For more information, see *Assessment Tools for Public Health* at bit.ly/300qCEv & *Developing a Logic Model for a Cross-Jurisdictional Sharing Initiative* at bit.ly/2RMV19k

PARTNERS AND STAKEHOLDERS: WHO ARE THE PARTNERS THAT SHOULD BE INVOLVED?

Phase One: Explore

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none"> Are there individuals or stakeholders who should be engaged in the exploration, e.g., because they will be affected by the arrangement, their buy-in is critical to the success of the shared arrangement, etc.? 	<ul style="list-style-type: none"> Communicate with stakeholder organizations and community members about the potential benefits of the sharing initiative.

For more information, see the *Collaborative Trust Scale* at bit.ly/2XfCKzB

CONTEXT AND HISTORY

Phase One: Explore

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none"> Are there examples of how others have shared this service? If so, what can be learned from that? What is the history of relationships among the partners involved in or affected by this effort? 	<ul style="list-style-type: none"> Use examples from other places or from the past to market the potential benefits of the sharing arrangement you are considering.

For more information, see resources on *Context and History* at compass.phsharing.org/#/phase/phase-1

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PHASE TWO: PREPARE AND PLAN

Logistical and Operational Feasibility

Phase Two: Prepare and Plan

GOVERNANCE

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none"> How will the arrangement be managed and oversight be assured? 	<ul style="list-style-type: none"> Identify legal constraints or requirements that may affect governance decisions. Articulate any specific oversight or management requirements expressed by the governing bodies or executives of the partnering organizations.

For more information, see resources on *Governance* at compass.phsharing.org/#/phase/phase-2

Phase Two: Prepare and Plan

FISCAL

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none"> Do the partners know the current and prospective costs of the resources to be shared? If applicable, how will costs be allocated? What are existing and potential funding streams that can assure adequate and sustainable operational funding? 	<ul style="list-style-type: none"> Calculate current and/or projected service costs using a methodology commonly shared or understood by the partners. Identify any revenue source(s) supporting the shared service or capacity (e.g., third party contracts, grants, fees, etc.). Identify preferred option for sharing costs among partners (taking into account any restrictions on the funding sources).

For more information, see *Determining and Distributing Costs of Shared Public Health Services* at bit.ly/2LDI2D9

Phase Two: Prepare and Plan

SERVICE IMPLICATIONS

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none"> Are there any policies and procedures that need to be revised to make the sharing agreement successful? 	<ul style="list-style-type: none"> Develop a flow chart or otherwise precisely define how services will be provided and identify how the proposed model impacts current policies and procedures and reporting requirements of each partner organization.

For more information, see resources on *Fiscal and Service Implications* at compass.phsharing.org/#/phase/phase-2

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WORKFORCE ISSUES

Phase Two: Prepare and Plan

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none">Do any human resources policies need to be developed, harmonized or revised as a result of the sharing arrangement?	<ul style="list-style-type: none">Review, harmonize and revise human resource policies as needed to address workforce issues related to the sharing arrangement.Develop protocols for communicating about issues and concerns regarding employee performance, supervision, service provision, etc.Develop and hold orientation sessions for all employees directly affected by the sharing arrangement.

For more information, see *Staff Sharing in Public Health Checklist* at bit.ly/2JfVKJm

LEGAL SHARING AGREEMENT

Phase Two: Prepare and Plan

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none">What kind of agreement (e.g., MOU, contract, government interlocal agreement, etc.) will be used to establish and govern the sharing initiative?Is the decision-making process (including conflict resolution) clearly identified?Is the duration of the agreement clearly identified?	<ul style="list-style-type: none">Confer with counsel to understand legal concerns and available options.Draft a legal agreement for review by partners and their counsel.

For more information, see *Guide for Developing Legal Documents Governing CJS Arrangements* at bit.ly/2LsV71T

OTHER LEGAL ISSUES

Phase Two: Prepare and Plan

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none">Are there any liability and insurance issues to be addressed?Are there issues about HIPAA compliance or other data sharing processes? (See related data sharing issues on page 7.)	<ul style="list-style-type: none">Conduct risk management assessments relative to the sharing agreement and determine any adjustments that may need to be made.

For more information, see *Legal Sharing Agreements and Legal Issues* at compass.phsharing.org/#/phase/phase-2

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LOGISTICAL ISSUES

Phase Two: Prepare and Plan

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none"> Are there adequate facilities to house all personnel, equipment and programs within reasonable geographical proximity as relevant to the sharing arrangement? Are there any interoperability issues (e.g., phone, information technology, etc.) that need to be addressed? (See related data sharing issues on page 7.) 	<ul style="list-style-type: none"> Assess facility and equipment needs to support the sharing arrangement and ensure that any identified gaps are addressed. Test interoperability of phone system, information technology, etc., needed to support the sharing arrangement.

For more information, see resources on *Logistical and Workforce Issues* at compass.phsharing.org/#/phase/phase-2

COMMUNICATIONS

Phase Two: Prepare and Plan

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none"> How will the partners communicate with each other? Are there external audiences with whom the partners should communicate? 	<ul style="list-style-type: none"> Engage the participating partners in the development and implementation of the sharing arrangement. Inform the stakeholders and relevant parties regarding the sharing arrangement.

For more information, see *Elements of a Strategic Communications Plan* at bit.ly/2LAtyE1

CHANGE MANAGEMENT

Phase Two: Prepare and Plan

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none"> What changes will occur as a result of the sharing arrangement? Who will be affected and how? What opportunities will staff have to influence what is being changed? How will changes be communicated internally as well as externally? How will leadership in the partners' organizations facilitate the change process? 	<ul style="list-style-type: none"> Identify and implement a change management strategy to engage staff in the development and the execution of the sharing arrangement. Identify external partners and others potentially affected by the sharing arrangement and identify strategies to solicit feedback and keep them informed of changes as appropriate.

For more information, see *Managing Change: A Learning Community Webinar* at bit.ly/2XILfhB & *Using Change Management Strategies to Facilitate Cross-Jurisdictional Sharing* at bit.ly/3dfV473

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Phase Two: Prepare and Plan

TIMELINE

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none"> Are there any externally imposed deadlines to accommodate? 	<ul style="list-style-type: none"> Determine desired start and end dates of the sharing arrangement. Identify major milestone and their timeline.

For more information, see *Action Plan Template* at bit.ly/3o29oIo

Phase Two: Prepare and Plan

PERFORMANCE MANAGEMENT

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none"> How will the partners define and measure success? Would it be helpful to establish any baseline measurements before the sharing agreement is implemented? 	<ul style="list-style-type: none"> Identify any external reporting requirements. Review relevant, currently available data across the participating organizations. Discuss how to measure and report on the performance of the sharing arrangement, including the possibility of identifying baseline measures.

For more information, see *Cross-Jurisdictional Sharing Implementation and Impact Measurement Program, Appendix A: Measuring the Impact of Cross-Jurisdictional Sharing in Public Health* at bit.ly/2KPVqV5

Phase Two: Prepare and Plan

DATA SHARING

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none"> What data will be needed to conduct the activities and monitor the performance and results of the sharing arrangement? Which information systems house, or will house, the needed data? Who will hold data ownership rights to data and other information collected and maintained through the sharing arrangement? How might applicable federal, state or local laws and other policies impact the data sharing agreement? (See related legal issues on page 5.) 	<ul style="list-style-type: none"> Identify needed additions or changes to the information systems. Develop a data management plan that includes key elements such as a description of the data to be collected and maintained, security measures, responsible parties, access levels, retention procedures, ethics, privacy, informed consent, etc. Develop and execute a formal data sharing agreement that covers all elements and issues identified in your data management plan.

For more information, see *Connecting the Dots: A Data Sharing Framework for the Local Public Health System* at bit.ly/3e05p6b

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PHASE THREE: IMPLEMENT, MONITOR AND IMPROVE

Put the plan in action, track the results, and revise as needed

IMPLEMENTATION AND MANAGEMENT

Phase Three: Implement,
Monitor and Improve

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none"> Are the activities being implemented as planned? Is there a strong management team in place? Is senior-level support still assured? 	<ul style="list-style-type: none"> Review documents such as meeting agendas, minutes and newsletters that can be helpful in monitoring what tasks and activities were implemented. Periodically review joint agreements and budgets and amend as needed. Engage partners and senior management in conversations about their level of satisfaction and commitment to the sharing activities.

For more information, see *Developing a Logic Model for a Cross-Jurisdictional Sharing Initiative* at bit.ly/2RMVi9k

COMMUNICATIONS AND CHANGE MANAGEMENT

Phase Three: Implement,
Monitor and Improve

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none"> Is communication among all parties and stakeholders flowing well? Are new leaders and partners — both internal and external — being oriented appropriately to ensure they are supportive, highly engaged and committed to successful collaboration? 	<ul style="list-style-type: none"> Develop a mechanism to ensure consistent input from affected stakeholders, organizations and individuals. Develop active plan to orient new leadership about the current sharing initiatives and their value.

For more information, see resources on *Communications* and *Change Management* at compass.phsharing.org/#/phase/phase-2

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MONITORING AND IMPROVING

Phase Three: Implement,
Monitor and Improve

QUESTIONS TO CONSIDER:	POSSIBLE ACTIONS:
<ul style="list-style-type: none">Are the results of the activities successful (based on the definition of success developed in Phase Two)?Are partners, clients, and others affected by the initiative satisfied with the results?Based on the results observed, is there a need to revisit some of the steps in Phase One or Phase Two?Is the use of the Expedited Roadmap still necessary, or should the full Roadmap be used instead?Based on the challenges encountered, is there a need to engage in a quality improvement process or otherwise make improvements to how resources are being shared?	<ul style="list-style-type: none">Solicit and analyze feedback from all who are affected by the initiative (e.g., through feedback and satisfaction surveys).Conduct a process evaluation and other relevant evaluations and analyses (e.g., cost-benefit, return on investment, return on objectives, changes in program effectiveness or efficiency) and share results with stakeholders.Based on the results of the evaluation, conduct a quality improvement process.

For more information, see *Measuring the Impact of Cross-Jurisdictional Sharing in Public Health* at bit.ly/31YJ2aB

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The Center for Sharing Public Health Services provides access to tools, techniques, expertise and resources that support better collaboration and sharing across boundaries. We help public health departments across the country work together to protect and promote the health of the people they serve.

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