

OVERVIEW: A ROADMAP TO DEVELOP CROSS-JURISDICTIONAL SHARING INITIATIVES

Select a link below to access tools and resources

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	Areas	Examples of Issues to Consider	Tools and Resources
Phase One: Explore	Goals and expectations: WHY would you consider CJS?	<p>What is the issue that needs to be addressed?</p> <p>Can the solutions to the issue be found through internal management activities or reallocation of existing resources?</p> <p>Is CJS likely to help solve the issue being addressed?</p> <p>What are the goals of the CJS initiative being considered?</p>	Tools and Resources
	Scope of the agreement: WHAT services and capacities would be shared?	<p>What are the public health services currently offered by each jurisdiction?</p> <p>What are the CJS agreements currently in place? What can we learn from them?</p> <p>What are the service gaps to fill?</p> <p>What could be considered for sharing?</p> <ol style="list-style-type: none"> Functions (e.g., billing, HR, IT) Programs (e.g., WIC, environmental health) Capacity (e.g., epidemiology, lab) <p>What issues should NOT be considered because of lack of support? What are the boundaries of this initiative that should not be trespassed?</p>	Tools and Resources
	Partners and stakeholders: WHO are the partners that should be involved?	<p>What is the history of relationships among the jurisdictions affected by this effort?</p> <p>What are the motivations of each key partner?</p> <p>Is there political willingness among stakeholders and those affected by the issue to explore CJS as a possible solution? Is CJS a feasible option?</p> <p>What are the guiding principles that the CJS effort would have? Do all the partners share these principles?</p> <p>What other individuals and groups does the issue affect, and how?</p> <p>Is the model being considered feasible? Will it have the support of stakeholders and those affected by the CJS initiative?</p>	Tools and Resources
Phase Two: Prepare and Plan	Context and history	<p>What are possible strengths-weaknesses-opportunities-threats (SWOT) to consider in the development of the new initiative's action plan?</p> <p>What can be learned from past CJS initiatives?</p>	Tools and Resources
	Governance	<p>What are the governance options being considered for the new CJS agreement?</p> <p>What organizational structure is adequate to assure proper management?</p>	Tools and Resources
	Fiscal and service implications	<p>Does the plan achieve a balance between increasing efficiency and effectiveness?</p> <p>What are existing and potential funding streams that can assure adequate and sustainable operational funding?</p> <p>Will public health essential services be provided in a manner that meets or exceeds current levels of performance?</p> <p>Are there issues related to uneven levels of local taxation to support public health services among the jurisdictions involved that need to be addressed?</p>	Tools and Resources
	Legal sharing agreement	<p>What kind of agreement will be at the base of the CJS initiative?</p> <p>Who will have the authority to make decisions?</p> <p>Who will have the authority to allocate resources?</p>	Tools and Resources
	Legal issues	<p>Are there issues related to personnel and vendor contracts (e.g., benefits, collective bargaining agreements, procurement processes, etc.)?</p> <p>Are there any liability and insurance issues to be addressed?</p>	Tools and Resources
	Logistical issues	<p>What are the implications of the new agreement for buildings, office space, transportation, other properties, etc.?</p> <p>Are there adequate facilities to house all personnel, equipment and programs within reasonable geographical proximity to the customers for the shared services?</p>	Tools and Resources
	Communications	<p>How will the parties communicate?</p> <p>Are there external audiences with whom the partners also should communicate? If so, is there a strategic communications plan in place?</p>	Tools and Resources
	Change management	<p>What changes will occur as a result of the CJS arrangements? Who will be affected? How will changes be managed?</p>	Tools and Resources
	Timeline	<p>Is there a timeline including specific steps that have to be taken for the success of the sharing initiative?</p>	Tools and Resources
Monitoring	<p>How would you know if the CJS initiative is successful?</p> <p>How would the partners measure success?</p>	Tools and Resources	
Phase Three: Implement and Improve	Implementation and management	<p>Are the activities being implemented as planned?</p> <p>Is there a strong project management team in place?</p> <p>Is senior-level support being secured?</p>	Tools and Resources
	Communications and change management	<p>Are the change management and the communications plans being implemented?</p> <p>Are communications among all parties affected flowing well?</p> <p>What are the specific concerns and communications needs of each group affected by the new initiative?</p>	Tools and Resources
	Monitoring and improving	<p>Are the results of the activities satisfactory?</p> <ul style="list-style-type: none"> Is there a high level of satisfaction among the stakeholders and groups affected by the initiative? Are the goals of improved effectiveness and efficiency being achieved? Is there a need to revise the initiative's goals? What are the adjustments that need to be made to the plan? <p>Is the knowledge acquired being shared with the project team and other stakeholders?</p>	Tools and Resources