

Roadmap to Develop Shared Services Arrangements Between Local Health Departments and Health Centers



Introduction to the Roadmap

Local health departments (LHDs)¹ and health centers (HCs)² play different, complementary roles in promoting health in their communities. Health departments are charged with protecting and promoting the health of their communities, while health centers usually provide personal clinical services to patients who might otherwise have difficulties accessing those services. Historically, these roles have evolved and often partially overlap with both roles being essential to assure healthy, resilient communities. By working together (i.e., pooling resources, sharing staff and/or programs) LHDs and HCs may be able to accomplish more than they could alone.



¹ In this document local health departments are defined as governmental public health departments responsible for creating and maintaining conditions that keep people healthy and for delivering public health services at a local level. For the purposes of this definition, a local health department may be locally governed, part of a region or district, be an office or an administrative unit of the state health department, or a hybrid of these (<https://www.naccho.org/uploads/downloadable-resources/Operational-Definition-of-a-Functional-Local-Health-Department.pdf>).

² In this document health centers are defined as community-based and patient-directed organizations that deliver comprehensive, culturally competent, high-quality primary health care services (<https://bphc.hrsa.gov/about/what-is-a-health-center/index.html>).

Types of Sharing Arrangements

Because there is not a one-size-fits-all approach to shared services arrangements, the Center has described a spectrum that identifies four main types of shared services arrangements between LHDs and HCs and provides examples for each type (*Figure 1*). Generally, moving from left to right along the spectrum, as the level of service integration increases, the level of individual autonomy decreases, and implementation becomes more complex, as can governance. The governance model, financial structure and decision-making process can be different for each type of arrangement shown on the spectrum. For more detail, please see [Types of Shared Services Arrangements Between Local Health Departments and Health Centers](#).

Figure 1. Spectrum of Shared Services Arrangements Between Local Health Departments and Health Centers

Simple Collaboration	Service-Related Arrangements	Shared Programs or Functions	Delegation of Public Health and Health Center Roles and Responsibilities
<ul style="list-style-type: none"> • Sharing information • Establishing referral patterns • Participating together in community events or other activities • Working together on community health improvement planning and implementation efforts 	<ul style="list-style-type: none"> • Service provision agreements • Other resource or asset provision agreements 	<ul style="list-style-type: none"> • Joint programs and services • Joint functions • Co-location, public messaging and support functions 	<ul style="list-style-type: none"> • Delegation of public health roles and responsibilities • Public sector provision of health center services

How Does the Roadmap Work?

For those just beginning to pursue a sharing arrangement, the Roadmap provides an overview of how to develop the initiative and can help ensure that key questions and issues are addressed at the outset. For those experiencing barriers in the implementation or management of their sharing arrangement at any point, the Roadmap may help identify issues and questions that need to be examined or re-examined before moving forward. And for those well underway with a sharing effort, the Roadmap can serve as a checkpoint as the work continues to progress.

Keep in mind that the Roadmap is intended to be a guide, rather than a set of specific directions, for those working on or considering a sharing arrangement between LHDs and HCs. It consists of three distinct phases that should be considered chronologically:

1. Explore the feasibility of an arrangement;
2. Prepare and plan for implementation of a specific arrangement; and
3. Implement, monitor and improve the arrangement.

Within each phase, the Roadmap addresses a broad range of topics and poses specific questions to discuss and answer. The Roadmap also offers examples of possible actions to address the issues raised during the discussion.

The Roadmap is organized into a table, which begins on page 6 of this document. During each phase, a series of questions are presented on the left side of the table. Try to answer each question as best as you can. While you should go through the three phases chronologically, you need not address the questions within each phase in the order they are listed.

The questions are grouped within each phase into broader topics. On the right side of the table, you will find possible actions to address the topic. Please note that the action items in the right column do not align one-to-one with individual questions in the left column, nor are they the full range of possible actions. Rather, they are examples.

Partners should discuss all questions among themselves as they begin each phase. Moreover, if it becomes apparent at any point that some key issues from an earlier phase were overlooked or not sufficiently addressed, it's important to go back and resolve them before moving forward.

The Center offers additional resources that can facilitate the development of sharing arrangements between LHDs and HCs. In particular, the Center has identified a list of Success Factors that increase the likelihood that a sharing arrangement between LHDs and HCs will succeed. It is a good idea to refer to the Success Factors to make sure you are addressing all the necessary elements. A complete list of additional resources is included at the end of this document.

Phase One

“Phase One: Explore” is focused on why you should consider a shared services arrangement and what type of arrangement to pursue. You can think of Phase One as a “*conceptual feasibility*” exploration. 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 partnerships between LHDs and HCs require the support of their respective leadership and governing bodies. Actively engaging these key parties in the exploratory phase helps secure their commitment. It’s not sufficient to assume their willingness; rather, confirm their support before moving on to preparation and planning. During Phase One, you’ll identify:

- The respective and collective reasons or drivers for LHD-HC partnerships;
- The history, culture and shared working experiences and public health perspectives of the participating organizations;
- What is “on or off the table” when it comes to sharing arrangements;
- What services or functions would be considered for sharing; and
- What is needed to develop and sustain the relationship between the organizations.

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 reflects the complexity of cross-sectoral work. Neglecting to address the questions in Phase One might slow down or even halt progress in later stages of the initiative. It also is important to pay special attention to the prerequisites in the Success Factors (clarify your objectives, confirm acceptability of benefits and cost, and build trust), which are particularly relevant during the exploration phase.

Phase Two

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 communication, ongoing change management, financing, legal means, staffing, labor relations, facilities, timeline and other aspects appropriate to the specific arrangement. In that process you may find it helpful to review the project characteristics listed in the Success Factors (senior-level support, strong project management skills, strong change management plans and effective communication).

Phase Three

During the “Implement, Monitor and Improve” phase, you’ll focus on ensuring implementation meets the overall plan and goals for the LHD-HC arrangement and for the individual participating organizations. In this phase, implementation progress is monitored and reported to partners and stakeholders, and the implementation plan is revised, if needed. And finally, be sure to evaluate the results of the LHD-HC arrangement relative to the desired outcomes of all partners. It also is important to document your results and discuss them with governing bodies, decision-makers and executives, so that all can learn from your experience.

A Roadmap to Develop Shared Services Arrangements Between Local Health Departments and Health Centers

Phase One: Explore Conceptual Feasibility		
Phase One: Explore	Goals and Expectations: <i>WHY would you consider shared services arrangements?</i>	
	Questions to Consider:	Possible Actions:
	<ul style="list-style-type: none"> • What is the issue or problem that needs to be addressed? • Can the solutions to the issue be found through internal management activities or reallocation of existing resources? • Is a shared services arrangement likely to help solve the issue being addressed? Why or why not? • What are the goals of the shared services arrangement being considered? • Is there agreement among the partners about the goals of the shared services arrangement? • What are the guiding principles that the shared services arrangement would have? Do all the partners share these principles? 	<ul style="list-style-type: none"> • Clearly define the problem to be addressed. • Determine the goals of the initiative. • List the mechanisms through which a shared services arrangement can contribute to achieving the goals. • Describe how efficiency and effectiveness could be improved through the shared services arrangement. • Examine alternative means to achieve the defined goals, including different forms of arrangements with partners.
	Scope of the Agreement: <i>WHAT services and resources would be shared?</i>	
Questions to Consider:	Possible Actions:	
<ul style="list-style-type: none"> • What services currently are offered by each partner? • What shared services arrangements are currently in place between the partners? What can we learn from them? • What service gaps need to be filled? • What could be considered for sharing (e.g., functions, programs, capacity)? • What services or functions are not to be considered for sharing? 	<ul style="list-style-type: none"> • Conduct an internal review to assess what capacities and gaps may exist. • Conduct an environmental scan to review existing activities relevant to the proposed initiative. • Determine the scope of the arrangement and the criteria to be balanced (e.g., capability, performance, cost). • Consider developing a logic model for the shared services arrangement under discussion. 	

Phase One: Explore	Partners and Stakeholders: WHO are the partners that should be involved?	
	Questions to Consider:	Possible Actions:
	<ul style="list-style-type: none"> • What entities are active in the areas that are addressed by this arrangement? Are they involved in the arrangement exploration? • What are the motivations of each key partner? • What other individuals and groups does the issue affect, and how? • Will the initiative have the support of stakeholders and those affected by the shared services arrangement? 	<ul style="list-style-type: none"> • Brainstorm and prioritize potential partners for the initiative. • Discuss potential partner context and history (including trust), as well as strengths and weaknesses relevant to partnering, and identify top organizations. See tools: <ul style="list-style-type: none"> <u>Collaboration Trust Scale for Shared Services Arrangements Between Local Health Departments and Health Centers</u> <u>Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers</u> <u>Readiness Factors for Shared Services Arrangements Between Local Health Departments and Health Centers</u> • Invite stakeholders from impacted organizations to discuss the potential shared services arrangement, including its opportunities, threats and feasibility.
	Context and History	
	Questions to Consider:	Possible Actions:
	<ul style="list-style-type: none"> • What can be learned from past shared services arrangements, including those that do not involve public health services? • Is this a new or existing service? • Are there examples of similar collaborations? If so, what can be learned from that? • What is the history of relationships among the organizations affected by this effort? • What are possible strengths-weaknesses-opportunities-threats (SWOT) to consider in the development of the action plan for the new initiative? • Are there issues that need to be addressed related to differences in the catchment areas and target populations of the key partner organizations involved? 	<ul style="list-style-type: none"> • Conduct a SWOT analysis. • Examine any shared services arrangements that exist between similar organizations for similar services. • Determine whether the shared services arrangement addresses the problem identified. • Develop an inventory of existing or recent arrangements between the partners and assess their success and challenges. See tool: <u>Readiness Factors for Shared Services Arrangements Between Local Health Departments and Health Centers</u> • Review how each organization defines its own service area or target population. See tool: <u>Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers</u>

Phase Two: Prepare and Plan

Logistical and Operational Feasibility

Phase Two: Prepare and Plan	Governance and Oversight	
	Questions to Consider:	Possible Actions:
	<ul style="list-style-type: none"> • What are the governance and/or oversight options being considered for the new sharing arrangement? • What organizational structure will assure proper management? 	<ul style="list-style-type: none"> • Review legal options available for the sharing arrangement. See tool: <u>Guide for Developing Legal Documents Governing Shared Services Arrangements Between Local Health Departments and Health Centers</u> • Review any shared services that are or have been shared by the partners • Articulate any specific oversight or management requirements expressed by each partner's governing body. See tool: <u>Guide for Developing Legal Documents Governing Shared Services Arrangements Between Local Health Departments and Health Centers</u>
	Fiscal	
Questions to Consider:	Possible Actions:	
<ul style="list-style-type: none"> • Do the partners know the current and prospective costs of the service to be shared? • If applicable, how will costs be allocated? • What existing and potential funding streams assure adequate and sustainable operational funding? • Are there any local tax issues or other restrictions on use of any funds that need to be addressed? • Are there restrictions imposed by funders on the use of funds that need to be considered? 	<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). • Identify the preferred option for sharing costs among the partners (taking into account any restrictions on the funding sources). • Review funding sources and possible restrictions on the use of funds that could affect the arrangement being considered. 	

Service Implications	
Questions to Consider:	Possible Actions:
<ul style="list-style-type: none"> • Are the potential benefits and costs acceptable to all partners? • Will the plan maximize the service potential of available resources? • Will the current levels of performance change as a result of the shared service(s) or capacities, and if so, how? • What are the policies and procedures for the services that will be shared? • What are the reporting requirements for the services that will be shared? 	<ul style="list-style-type: none"> • Describe the value of the sharing arrangement for each partner (e.g., increased cost-benefit, improved quality, wider service availability, increased reach to target population). See tool: <u>Readiness Factors for Shared Services Arrangements Between Local Health Departments and Health Centers</u> • Define how services will be provided and how any reporting requirements will be met by each partner.
Workforce Issues	
Questions to Consider:	Possible Actions:
<ul style="list-style-type: none"> • Do any human resources policies need to be developed or revised as a result of the sharing arrangement? • Are there legal restrictions on allowable staff activities that would affect the arrangement being considered? • How will workforce-related issues and concerns unique to the sharing arrangement be handled? For example, performance evaluation, disciplinary issues, conflict resolution, workforce development, paid time off, workers' compensation, etc. 	<ul style="list-style-type: none"> • Review and revise human resources policies and legal restrictions as needed to address workforce issues related to the sharing arrangement. See tool: <u>Guide for Developing Legal Documents Governing Shared Services Arrangements Between Local Health Departments and Health Centers</u> • Develop protocols for communicating about issues and concerns raised by shared employees or those in the partnering entity about performance, operations, service provision, etc. • Develop and hold orientation sessions for all employees affected by the sharing arrangement. See tool: <u>Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers</u> • Assure that a change management process (see page 13) is used proactively to address any concerns from affected employees during the implementation of the sharing arrangement. See tool: <u>Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers</u>

Phase Two: Prepare and Plan	Legal Sharing Agreement	
	Questions to Consider:	Possible Actions:
	<ul style="list-style-type: none"> • What kind of agreement (e.g., contract, interlocal agreement) will be used to establish and govern the sharing arrangement? • Is the decision-making process (including conflict resolution) clearly identified? • Is there an indemnification clause in the legal document, and is it consistent with each partner's funder or organizational requirements? • Is the cost-sharing mechanism clearly defined? • Who will have the authority to allocate resources? • Is the duration of the agreement clearly identified? 	<ul style="list-style-type: none"> • Confer with counsel to understand available options. See tool: Guide for Developing Legal Documents Governing Shared Services Arrangements Between Local Health Departments and Health Centers • Document any specifications required by the governing bodies and executive leadership for inclusion in the agreement. • Draft a legal agreement for review by partners and their counsel. • Review pertinent laws and other requirements related to the legal status of each partner and their funding sources. See tool: Guide for Developing Legal Documents Governing Shared Services Arrangements Between Local Health Departments and Health Centers
	Legal Issues	
Questions to Consider:	Possible Actions:	
<ul style="list-style-type: none"> • Are there issues related to personnel and vendor contracts (e.g., benefits, collective bargaining agreements, procurement processes)? • Are there any legal barriers to sharing data? • Are there any liability, indemnification and insurance issues to be addressed? 	<ul style="list-style-type: none"> • Inventory all legal agreements affected by the sharing arrangement (e.g., service contracts, equipment rentals) and identify any needed revisions. • Conduct risk management assessments for each partner relative to the sharing agreement and determine any adjustments that need to be made. See tool: Guide for Developing Legal Documents Governing Shared Services Arrangements Between Local Health Departments and Health Centers 	

Phase Two: Prepare and Plan	Logistical Issues	
	Questions to Consider:	Possible Actions:
	<ul style="list-style-type: none"> • Are there implications of the new sharing arrangement for buildings, office space, transportation, other properties, etc.? • 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) that need to be addressed? 	<ul style="list-style-type: none"> • Assess facility, information technology 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.
	Communications	
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"> • Develop a communications plan to engage the partners' staff and governing bodies in the development and implementation of the sharing arrangement. See tool: <i>Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers</i> • Develop active plan to orient new leadership about the current shared services arrangements and their value. See tool: <i>Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers</i> • Develop a communications plan to provide updates to the general public and those specifically affected by the sharing arrangement. See tool: <i>Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers</i> 	

Phase Two: Prepare and Plan	Change Management	
	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? • How will changes be managed? • How will changes be communicated internally as well as externally? • How will each partner's leadership facilitate the change process? 	<ul style="list-style-type: none"> • Identify a change management strategy to engage affected staff in the development and execution of the shared services arrangement. See tool: <u>Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers</u> • Identify external partners and others potentially affected by the shared services arrangement and identify strategies to solicit feedback and keep them informed of changes as appropriate.
	Workplan and Timeline	
	Questions to Consider:	Possible Actions:
	<ul style="list-style-type: none"> • Are there any externally imposed deadlines to accommodate? • Are there specific steps that must be taken to ensure the success of the sharing arrangement? 	<ul style="list-style-type: none"> • Determine desired start date of the sharing arrangement. • Develop a workplan. See tool: <u>Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers</u>
	Performance Measurement	
	Questions to Consider:	Possible Actions:
	<ul style="list-style-type: none"> • How will the partners define and measure success? • What baseline measurements may be taken? Can respective follow-up measurements be designed? 	<ul style="list-style-type: none"> • Identify performance measures. • Identify any external reporting requirements. • Review relevant, currently available data across the participating jurisdictions. • Develop a plan to measure and report on the performance of the sharing arrangement, including the establishment of baseline measures as feasible and appropriate. See tool: <u>Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers</u>

Phase 3: Implement, Monitor, and Improve

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

Phase 3: Implement, Monitor and Improve	Implementation and Management	
	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 the program logic model. • Review the workplan and check against activities actually implemented. See tool: <i>Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers</i> • Review documents such as meeting agendas, minutes and newsletters that can be helpful in monitoring what tasks and activities were implemented. • Review charter, joint agreements and budgets and amend as needed. • Engage partners and senior management and governing bodies in conversations about their level of satisfaction and commitment to the shared activities.
	Communications and Change Management	
Questions to Consider:	Possible Actions:	
<ul style="list-style-type: none"> • Are the change management and the communications plans being implemented? • Are communications among all parties flowing well? • Are new concerns or communications needs emerging from key stakeholders affected by the new initiative? • 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"> • Track, review and evaluate strategies established in change management and communications plans developed in Phase Two. See tool: <i>Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers</i> • Periodically review and revise the change management and communications plans as needed. See tool: <i>Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers</i> • Orient new leadership about the current shared services arrangements and their value, based on the communications plan previously developed. See tool: <i>Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers</i> 	

Phase 3: Implement, Monitor and Improve	Monitoring and Improving	
	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 stakeholders and groups affected by the initiative satisfied with the results? • Are the goals of the sharing arrangement being achieved? • Are processes being utilized to periodically review the arrangement's scope, goals and cost-sharing strategies, and to consider its continuation, modification or termination? • Is there a need to revisit some of the steps in Phase One or Phase Two? 	<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 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.
	Future Opportunities	
Questions to Consider:	Possible Actions:	
<ul style="list-style-type: none"> • Does this experience open the door for more sharing arrangements? • Are the experiences and lessons learned from the sharing arrangement being shared with relevant policymakers, executives and officials, so that all can learn from the experience? 	<ul style="list-style-type: none"> • Conduct gap analysis discussion with the leadership team. • Engage stakeholders and members of the public in the pursuit of new sharing arrangements. • Disseminate learnings from the sharing arrangement. 	

Helpful Resources and References

SECTION 1

The following tools have been adapted by the Center to be relevant to collaborations between LHDs and HCs:

Types of Shared Services Arrangements Between Local Health Departments and Health Centers. Available online at: <https://phsharing.org/lhd-hc-types>

Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers. Available online at: <https://phsharing.org/lhd-hc-success>

Readiness Factors for Shared Services Arrangements Between Local Health Departments and Health Centers. Available online at: <https://phsharing.org/lhd-hc-readiness>

Collaboration Trust Scale for Shared Services Arrangements Between Local Health Departments and Health Centers. Available online at: <https://phsharing.org/lhd-hc-trust>

Guide for Developing Legal Documents Governing Shared Services Arrangements Between Local Health Departments and Health Centers. Available online at: <https://phsharing.org/lhd-hc-legal-docs>

SECTION 2

The following list contains citations for work related to cross-jurisdictional sharing among public health departments and cross-sector collaborations to improve public health. While these resources are not specifically targeted to collaborations between LHDs and HCs, the Center staff thinks that they may have relevance to those collaborations.

General

National Association of County and City Health Officials and Altarum Institute. (2017). *Local Health Department-Community Health Center Collaboration Toolkit.* Available online at: <https://www.naccho.org/uploads/downloadable-resources/Programs/Public-Health-Infrastructure/NACCHO-LHD-CHC-collaboration-toolkit.pdf>

Center for Sharing Public Health Services. (2018). *Collaboration Between Local Health Departments and Community Health Centers.* Available online at: <https://www.naccho.org/uploads/downloadable-resources/CollaborationBetweenLHDsCHCs.pdf>

Phase 1: Explore

Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers. Available online at: <https://phsharing.org/lhd-hc-success>

Readiness Factors for Shared Services Arrangements Between Local Health Departments and Health Centers. Available online at: <https://phsharing.org/lhd-hc-readiness>

Collaboration Trust Scale for Shared Services Arrangements Between Local Health Departments and Health Centers. Available online at: <https://phsharing.org/lhd-hc-trust>

NACCHO's Mobilizing for Action Through Planning and Partnerships (MAPP), Phase 1: Organizing and Engaging Partners. Available online at: <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp/phase-1-organize-for-success-partnership-development>

NACCHO's MAPP, Phase 2: Visioning. Available online at: <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp/phase-2-visioning>

NACCHO's MAPP, Phase 4: Identifying and Prioritizing Strategic Issues. Available online at: <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp/phase-4-identify-strategic-issues>

NACCHO's MAPP, Phase 5: Formulate Goals and Strategies. Available online at: <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp/phase-5-formulate-goals-strategies>

Northwoods Shared Services Project/Center for Sharing Public Health Services. (2014). *Criteria for Cross-Jurisdictional Sharing in Public Health*. Available online at <https://phsharing.org/2015/05/04/criteria-for-cross-jurisdictional-sharing-in-public-health/>

National Association of County and City Health Officials. (n.d.). *Partnerships Between Local Health Departments and Community Health Centers in Pursuit of the Triple Aim*.

Association of State and Territorial Health Officials. (n.d.). *Cross-Sector Partnerships to Address Social Determinants of Health*. Retrieved April 30, 2019, from <http://www.astho.org/Clinical-to-Community-Connections/Cross-Sector-Partnerships-to-Address-Social-Determinants-of-Health/>

Robert Wood Johnson Foundation. (n.d.). *Fostering Cross-Sector Collaboration to Improve Well-Being*. Retrieved April 30, 2019, from <https://www.rwjf.org/en/cultureofhealth/taking-action/fostering-cross-sector-collaboration.html>

Martin-Misener, R., Valaitis, R., Wong, S. T., MacDonald, M., Meagher-Stewart, D., Kaczorowski, J., et al. (2012). A scoping literature review of collaboration between primary care and public health. *Primary Health Care Research & Development*, 13(04), 327–346. Retrieved April 30, 2019, from <https://doi.org/10.1017/S1463423611000491>

Centers for Disease Control and Prevention. (2019). *The 6|18 Initiative: Accelerating Evidence into Action*. Retrieved April 30, 2019, from <https://www.cdc.gov/sixeighteen/index.html>

National Network of Public Health Institutes. (2015). *What is Cross-Sector Collaboration?* Retrieved April 30, 2019, from <https://nnphi.org/what-is-cross-sector-collaboration/>

Phase 2: Prepare and Plan

Guide for Developing Legal Documents Governing Shared Services Arrangements Between Local Health Departments and Health Centers. Available online at: <https://phsharing.org/lhd-hc-legal-docs>

Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers. Available online at: <https://phsharing.org/lhd-hc-success>

NACCHO's Public Health Finance Resources. Available online at: <https://www.naccho.org/programs/public-health-infrastructure/public-health-finance>

NACCHO's Marketing and Communications Planning Resources. Available online at: <https://www.naccho.org/communications/health-department-communications/communications-planning> and <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp/marketing-and-communication>

NACCHO's Change Management and Adaptive Leadership Resources. Available online at: <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/change-management>

NACCHO's Performance Management Resources. Available online at: <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/performance-management>

Center for Sharing Public Health Services. (2015). *Determining and Distributing Costs of Shared Public Health Services*. Available online at <http://phsharing.org/Costs>

Center for Sharing Public Health Services. (2013). *Managing Change: A Learning Community Webinar*. Available online at <https://phsharing.org/resources/managing-change-a-learning-community-webinar/>

Pratt, R., Gyllstrom, B., Gearin, K., Hahn, D., VanRaemdonck, L., Peterson, K., & Baldwin, L. M. (2017). Primary care and public health perspectives on integration at the local level: A multi-state study. *Journal of the American Board of Family Medicine*, 30(5), 601–607. Retrieved April 30, 2019, from <https://doi.org/10.3122/jabfm.2017.05.170034>

Phase 3: Implement, Monitor and Improve

Factors that Contribute to Successful Shared Services Arrangements Between Local Health Departments and Health Centers. Available online at: <https://phsharing.org/lhd-hc-success>

NACCHO's MAPP, Phase 6: Taking and Sustaining Action. Available online at: <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp/phase-6-action-cycle>

Center for Sharing Public Health Services. (2017). *Measuring the Impact of Cross-Jurisdictional Sharing in Public Health* (with particular attention to efficiency measures). Available online at <https://phsharing.org/2017/09/26/impact/>

Health Affairs. (n.d.). *Making the Most Out Of Cross-Sector Collaboration*. Retrieved April 30, 2019, from <https://www.healthaffairs.org/doi/10.1377/hblog20180202.265650/full/>

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