

Contents

<i>Foreword by Rajesh Kumar</i>	v
<i>Preface to the Third Edition</i>	vii
<i>Preface to the First Edition</i>	ix
<i>Abbreviations</i>	xvii

1. Determinants of Health, Major Health Problems and Disease Burden in India 1–28

Determinants of Health	3
Health Indicators	10
Aspirational Districts Programme	10
Measurement of Health Status through Health Indicators	13
Disease Burden	14
India's Share in Global Health Problems	15
Major Health Problems in India (2001–2021)	15
Communicable Diseases	16
Changing Pattern of Infectious/Communicable Diseases in India	16
Emerging Infectious Diseases (IDs)—New IDs	16
Reducing Incidence and Control of CCDs (Infectious Diseases)	17
Vaccination Schedule Under UIP	18
Global Report on Antimicrobial Resistance	19
Neglected Tropical Diseases (NTDs)	19
Management of COVID-19 in India	20
Non-communicable Diseases (NCDs)	24
Strategies for Prevention and Control of Non-communicable Diseases (NPCDCS)	24
Ten Voluntary NCDs Targets to be Achieved by 2025	24
Prevention and Control of Non-communicable Diseases (NCDs)	26
Sustainable Development Goals (UNs Sept 2015) for Control of Communicable and Non-communicable Diseases	27
Life Table	28

2. Evolution of Health Reforms and Health Policy Development in India 29–63

Development of Public Health Policy and Services in Independent India	29
Overlapping Reforms in Health System	29
National Health Policy (NHP) 1983: 'Health for All'	31
National Population Policy (NPP) 2000	33
Social Marketing Programme (SMP) in Health and Family Welfare	38
Revised National Health Policy (NHP) 2002	40
National Health Policy 2017	42
Health Sector Reforms in Policy and Strategies through RCH and National Health Mission	45
National Rural Health Mission (NRHM) 2005–2012 Public Health Management Challenges	51
Health and NRHM in 12th Five year Plan, 2012–17, Universal health Coverage	55
Improving Maternal and Child Health Through RMNCH+A Approach	58
Principles of RMNCH+A	58
Policy on Nutrition Programmes/Interventions	59
Problem of Low Birth Weight Babies	59
Policy on Prevention and Control of Soil-Transmitted Helminths	60

National Nutrition Mission (NNM) 2017–20	60
Environmental Health	61
Life-saving commodities in RMNCH+A Programme	62
India Newborn Action Plan	62
Reforms in Health Sector through RCH and NRHM Strategies	62

3. Public Health Management Sciences, Organization of Health Services, Health Management Functions and Resources in Health 64–119

Management Sciences for Public Health	64
Public Health	66
What is Management?	67
Approaches to Management	67
Systems Framework Approach to Public Health	68
Health Systems	69
Organizing—A Management Function	69
Organization/Structure of Health Services	69
Public Health Domains	72
Key Delivery Modes of Services	74
Vertical and Horizontal Approaches	75
Health Management Functions	77
Case Study on Health Management Functions	77
Health System Organization	79
Levels of Management	80
Principles of Health Management	81
Decision-Making—A Management Function	84
Controlling—A Management Function	85
Human Resources in Health System	85
Performance Standards	90
Indicators to Assess Monthly Performance of HWC and Performance based Incentives	90
Performance Factors	93
Performance Improvement (PI) Process	94
Management Problems and their Root Causes	95
Health Team (Public Health Team)	97
Job Descriptions	97
Logistics and Supply Chain Management	104
Health Care Financing in India	106
Budgeting and Financial Management	110
Flexible Financing	113
Cost in Health Care and Methods of Economic Evaluation	115

4. Key Health Management Functions and Best Practices I 120–159

Community Organization—A Management Function	120
Rural Community—A Case Study	122
Urban Community—A Case Study	123
Tribal Community	124
Community Diagnosis—A Management Function	124
Community Participation in Health Management and Development	128
Mahila Mandals—Case Study	130
ICDS—Case Study	131
Organizational Behaviour (Leadership, Group Dynamics and Motivation)	133
Leadership—A Health Management Function	134
Motivation—A Health Management Function	136
Behaviour Change Communication (BCC)—A Management Function	140
Communication in Public Health Management	145
Planning, Implementation and Evaluation of Health Communication Programme	150

Counselling in Health and Disease	153
What is Integrated Counselling and Testing Centre?	157

5. Key Health Management Functions and Best Practices II **160–186**

Planning of Health Services in India	160
Steps in Planning of Subcentre Action Plan	161
Methods of Assessment of Health Problems (Needs)—A Case Study	161
Decentralized Participatory Planning	162, 165
What is Log Frame?	166
Programming-work Plan	167
Implementation of Chosen Plan	168
Subcentre Action Plan Format	171
Demography of India—Census 2011: A Base for Planning Health Services	177
Strategic Planning in Health	181
District Health Action Plan (DHAP) Under NRHM	182
SWOT Analysis of National Rural Health Mission for DHAP (District Health Action Plan)	183

6. Supportive Supervision, Monitoring and Evaluation, and HMIS as Health Management Functions **187–217**

Methods of Supervision	187
Health System Monitoring—A Management Function	191
Evaluation of Health Programme or Health Services—A Management Function	196
NFHS-5 Key Indicators	199
Health Management Information System (HMIS)	200
ANMOL	209
Civil Registration System	211
Sample Registration System	213
Hospital Statistics	214
Preventive and Promotive Health Services in Hospitals	217

7. Health Care Delivery Systems in India and Sustainable Development Goals **218–268**

From Primary Health Care to Universal Health Coverage	218
Various Health Care Systems	218
Government Health Services	218
Primary Health Care (PHC)	218
Selective Primary Health Care	220
PMJAY	220
Health and Wellness Centres	222
Comprehensive PHC	223
UNiversal Health Coverage	225
Primary Health Care System in Rural Areas	226
Subcentres (SCs)—First Tier of Primary Health Care	227
Primary Health Centre (PHC)—2nd Tier of Primary Health Care	231
Community Health Centre—3rd Tier of Primary Health Care	233
Urban Primary Health Care Services	238
National Urban Health Mission (NUHM)	239
Urban Primary Health Centre (UPHC) Model	242
Primary Health Care in Tribal Areas	244
Essential Drugs and Medicines and Rational Use of Drugs	245
Affordable Medicines and Reliable Implants for Treatment (AMRIT) Stores	246
Free Diagnostics Service Initiative	246
Secondary Health Care	246
Tertiary Health Care	248

- Referral System 249
- Referral Policy 250
- Private Health Sector 250
- Health Insurance 251
- ESI Scheme 252
- Central Government Health Services (CGHS) Scheme 253
- Railways and Armed Forces Health Services 253
- Other Sectors (Non-Governmental Organizations—NGOs) 254
- Utilization of Health Care Services 256
- Consumer Satisfaction 257
- Managing Quality in Health Services 258
- Quality Assessment Checklist and Standards 261
- Kayakalp 261
- Minimum Needs Programme and 20-Point Programme 264
- Millennium Development Goals (MDGs) 265
- Sustainable Development Goals by 2030 266

8. Application of Principles of Epidemiology in Health Management and Management of National Health Programmes 269–284

- Application of Principles of Epidemiology in Health Management 269
- Epidemiological Surveillance of Diseases 269
- Integrated Disease Surveillance Programme (IDSP) 275
- Management of National Health Programmes (NHP) 280
- E-Health (Telemedicine)—E-Governance 284
- Kilkari 284
- Artificial Intelligence 284

9. Disaster Preparedness and Management (Public Health Emergency) 285–293

- Global Phenomenon 285
- Disaster Management Cycle 285
- Disaster Preparedness 286
 - Response to Disaster 287
 - Natural Disasters in India 287
 - Nodal Agency and Organization 289
 - National Disaster Management Authority 289
 - National Disaster Preparedness (Prevention and Planning) 290
 - Case Study 292
 - Bioterrorism (Biological Warfare) 293

10. Infection Management and Environment Plan—Biomedical Waste Management 294–302

- Purpose of Infection Management and Environment Plan 294
- National Guidelines for Hospital Waste Management 296
- Biodegradable Plastic and Medical Waste 301

11. Medical Ethics and Research in Public Health Management 303–315

- Ethics in Medicine and Consumer Protection Act 303
 - Hippocratic Oath 303
 - Nuremberg Code of Ethics in Medical Research 304
- Declaration of Helsinki 305
- Euthanasia 306
- Research 307
- Programme Evaluation and Review Technique (PERT) 307
 - Research in Health Management 309

Management Training in Medical Colleges	309
Operational Research (OR)	310
Case Study	311
Delphi Method	312
Qualitative Methods of Research	313
Focus Group Discussions (FGDs)	314
Projective Methods	315

12. International Health Agencies and International Health Regulations **316–325**

United Nations Organization (UNO)	316
World Health Organization (WHO)	316
United Nations International Children's Emergency Fund (UNICEF)	317
Colombo Plan	318
Technical Cooperation Mission (TCM)	318
Rockefeller Foundation	318
Ford Foundation	319
FAO, CARE, World Bank, DFID, UNFPA, USAID, IRCS, and DANIDA	319, 320
International Health Regulations (IHR)	320
International Statistical Classification of Diseases and Related Health Problems (ICD-11)	323