Contents

Foreword by Rajesh Kumar *v*
Preface to the Fourth Edition *vii*
Preface to the First Edition *ix*
Abbreviations *xvii*

1. Determinants of Health, Major Health Problems and Disease Burden in India 1–31

Determinants of Health *3*
Aspirational Districts Programme *10*
Health Indicators *11*
Human Development Index *12*
Measurement of Health Status through Health Indicators *14*
Disease Burden *16*
India's Share in Global Health Problems *17*
Major Health Problems in India 2024 *17*
Communicable Diseases (CCDs) *17*
- Changing Pattern of Infectious/Communicable Diseases in India *18*
- Emerging Infectious Diseases (IDs)—New IDs *18*
- Reducing Incidence and Control of CCDs (Infectious Diseases) *19*
- Vaccination Schedule Under UIP *20*

Neglected Tropical Diseases (NTDs) *21*
- Management of COVID-19 Pandemic in India *22*

Non-communicable Diseases (NCDs) *26*
- Strategies for Prevention and Control of Non-communicable Diseases (NPCDCS) *27*
- WHO Global Action Plan and Monitoring Framework for Prevention and Control of Non-communicable Diseases (2013–2020 and Beyound) *27*

Prevention and Control of Non-communicable Diseases (NCDs) *28*
- Cancer Moonshot *29*
- Sustainable Development Goals (United Nations Sept 2015) for Control of Communicable and Non-communicable Diseases *29*

Life Table 30

2. Evolution of Health Reforms and Health Policy Development in India 32–71

Development of Public Health Policy and Services in Independent India *32*
- Overlapping Reforms in Health System *32*
- National Health Policy (NHP) 1983: Health for All *35*
- National Population Policy (NPP) 2000 *35*

Social Marketing Programme (SMP) in Health and Family Welfare *42*
Revised National Health Policy (NHP) 2002 *44*
National Health Policy 2017 *46*
Health Sector Reforms in Policy and Strategies through RCH and National Health Mission *49*
National Rural Health Mission (NRHM) 2005–2012: Public Health Management Challenges *55*
Indian Public Health Standards (IPHS) *56*
Health and NRHM in 12th Five Year Plan, 2012–17: Universal Health Coverage *60*

Improving Maternal and Child Health through RMNCH+A Approach *62*
Five Principles of RMNCH+A *62*
Policy on Nutrition Programmes/Interventions *64*
Problem of Low Birth Weight Babies *67*
Policy on Prevention and Control of Soil-transmitted Helminths *67*
National Nutrition Mission (NNM) 2017–22 *68*
Environmental Health *69*
Life-saving Commodities in RMNCH+A Programme *69*
India Newborn Action Plan (INAP) *70*
Reforms in Health Sector through RCH and NRHM Strategies *70*

3. Public Health Management Sciences, Organization of Health Services, Health Management Functions and Resources in Health 72–130

Management Sciences for Public Health *72*
Public Health *74*
What is Management? *75*
Approaches to Management *75*
Systems Framework Approach to Public Health *76*
Health Care Delivery Systems *77*
Essential Management Functions of Medical Officer/Health Manager and their use in Decision-Making *77*
Organizing—A Management Function *77*
Organization/Structure of Health Services *78*
Public Health Domains *81*
The Key Delivery Modes of Services *84*
Vertical and Horizontal Approaches *84*
A Case Study on Health Management Functions *86*
Health System Organization *88*
Levels of Management—Base of Pyramid *88*
Principles of Health Management *90*
Decision-making—A Management Function *93*
Controlling—A Management Function *94*
Human Resources in Health—Present Situation *95*
Performance Standards: Conventional Methods of Reviewing Against Standards *99*
Indicators to Assess Monthly Performance of HWC-SHC and Performance Based Incentives to Health Teams *99*
Performance Factors *102*
Performance Improvement (PI) Process *103*
Management Problems and their Root Causes *104*
What is Management Assessment? *105*
Health Team (Public Health Team) *107*
Job Descriptions *107*
Logistics and Supply Chain Management *114*
Treatment (AMRIT) Stores *116*
Health Care Financing in India *116*
Budgeting and Financial Management *121*
Health System Bottleneck Analysis *123*
Flexible Financing Under National Health Mission *125*
Cost in Health Care and Methods of Economic Evaluation *126*

4. Key Health Management Functions and Best Practices I 131–172

Community Organization—A Management Function *131*
Rural Community—A Case Study *133*
Urban Community—A Case Study *134*
Tribal Community *135*
Community Diagnosis—A Management Function *135*

Community Participation in Health Management and Development *139*
Mahila Mandals—A Case Study *141*
ICDS—A Case Study *142*
Health Management Techniques *145*
Organizational Behaviour (Leadership, Group Dynamics and Motivation) *145*
Leadership—A Health Management Technique *146*
Motivation—A Health Management Technique *148*
Behaviour Change Communication (BCC)—A Management Function *153*
Communication in Public Health—A Management Technique *158*
Planning, Implementation and Evaluation of Health Communication Programme *162*
Counselling in Health and Disease *165*
What is Integrated Counselling and Testing Centre? *170*
Conflict Management 171

5. Key Health Management Functions and Best Practices II 173–201

Planning of Health Services in India *173*
Steps in Planning of Subcentre Action Plan *175*
Methods of Assessment of Health Problems Needs—A Case Study *175*
Decentralized Participatory Planning (DPP) and Community Needs Assessment Approach at Subcentre Level *176*
What is Log Frame? *180*
Programming—*Work Plan/Schedule* *181*
Implementation of Chosen Plan or Activities/Strategies *182*
Subcentre Action Plan Format *185*
Demography of India—Census 2011: A Base for Planning Health Services *191*
Strategic Planning in Health *195*
SWOT Analysis 196
District Health Action Plan (DHAP) Under NRHM *196*
SWOT Analysis of National Rural Health Mission for DHAP (District Health Action Plan) *197*

6. Supportive Supervision, Monitoring and Evaluation, and HMIS as Health Management Functions 202–237

Methods of Supervision *202*
Health System Monitoring—A Management Function *206*
Evaluation of Health Programme or Health Services—A Management Function *212*
India—Key Indicators 2019–21—NFHS-5 *215*
Health Management Information System (HMIS) *216*
ANM Online (ANMOL) Launched in 2016 *229*
Civil Registration System (CRS) *230*
Sample Registration System (SRS) *232*
Hospital Statistics *233*
Preventive and Promotive Health Services in Hospitals *236*

7. Health Care Delivery Systems in India and Sustainable Development Goals 238–295

From Selective Primary Health Care to Universal Health Coverage *238*
Various Health Care Systems *238*
Government Health Services *238*
Primary Health Care (PHC) *238*
Selective Primary Health Care *240*
Ayushman Bharat (AB) *240*
Comprehensive Primary Health Care through Ayushman Bharat Health and Wellness Centres (AB-HWC) *241*
Universal Health Coverage through NHM *245*

Primary Health Care System in Rural Areas *246*
Revised Indian Public Health Standards (IPHS) 2022 *247*
Sub-health Centres in Rural Areas *249*
Health and Wellness Centre Primary Health Centre (PHC) Rural *254*
Community Health Centre (CHC) *258*
First Referral Unit (FRU) *262*
Urban Primary Healthcare System *263*
National Urban Health Mission (NUHM), 2013 *265*
Urban Primary Health Centre (U-PHC) Model *267*
Specialist UPHC/Polyclinics (Urban) *268*
Primary Health Care in Tribal Areas *270*
Essential Drugs and Medicines and Rational Use of Drugs *271*
AMRIT (Affordable Medicines and Reliable Implants for Treatment) Stores *272*
Global Report on Antimicrobial Resistance (AMR) *272*
National Free Diagnostics Service Initiative *272*
Secondary Health Care *272*
Tertiary Health Care *274*
Referral System *275*
Referral Policy *276*
Private Health Sector *276*
Health Insurance *278*
Employees' State Insurance Scheme (ESIS) *278*
Central Government Health Services (CGHS) Scheme *279*
Railways Health Services *280*
Armed Forces Health Services *280*
Other Sectors (Non-Governmental Organizations—NGOs) *280*
Utilization of Health Care Services *282*
Consumer Satisfaction with Health Care *283*
Managing Quality in Health Services *284*
Checklist for Outdoor Department Quality of Services and Standards *288*
Kayakalp *290*
Minimum Needs Programme (MNP) and 20-Point Programme *291*
Millennium Development Goals (MDGs) *292*
Sustainable Development Goals by 2030 *293*

8. Application of Principles of Epidemiology in Health Management and Management of National Health Programmes 296–312

Application of Principles of Epidemiology in Health Management *297*
Epidemiological Surveillance of Diseases *297*
Integrated Disease Surveillance Programme (IDSP) *302*
Management of National Health Programmes (NHP) *307*
E-Health (Telemedicine)—E-Governance *311*
Kilkari *312*
What is Artificial Intelligence (AI)? *312*

9. Disaster Preparedness and Management (Public Health Emergency) 313–321

Global Phenomenon *313*
Disaster Management Cycle *313*
Disaster Preparedness and Prevention *314*
Response to Disaster *315*
Natural Disasters in India *315*
Nodal Agency and Organization *317*

National Disaster Management Authority *318*
National Disaster Management Authority and Disaster Preparedness (Prevention and Planning) *318*
Case Study *320*
Bioterrorism (Biological Warfare) *321*

10. Infection Management and Environment Plan—Biomedical Waste Management 322–330

Purpose of Infection Management and Environment Plan (IMEP) *322*
National Guidelines for Hospital Waste Management *324*
Biodegradable Plastic and Medical Waste *329*

11. Medical Ethics and Research in Public Health Management 331–344

Ethics in Medicine and Consumer Protection Act *331*
Hippocratic Oath *331*
WMA Declaration of Geneva *332*
Nuremberg Code of Ethics in Medical Research *333*
Declaration of Helsinki *333*
Euthanasia *335*
Research *335*
Programme Evaluation and Review Technique (PERT) *336*
Policy Areas *337*
Research in Health Management *337*
Management Training in Medical Colleges *338*
Operational Research (OR) *338*
Case Study *339*
Research-cum Action (RCA) Project of ICMR *340*
Delphi Method *341*
Transect and Group Walk (TW) *342*
Focus Group Discussions (FGDs) *343*
Projective Methods *343*

12. International Health Agencies and International Health Regulations 345–354

United Nations Organization (UNO) *345*
World Health Organization (WHO) *345*
United Nations International Children's Emergency Fund (UNICEF) *346*
Colombo Plan *347*
Technical Cooperation Mission (TCM) *347*
Rockefeller Foundation *347*
Ford Foundation *348*
FAO, CARE, World Bank, DFID, UNFPA, USAID, IRCS, and DANIDA *348, 349*
International Health Regulations (IHR) *349*
International Statistical Classification of Diseases and Related Health Problems (ICD-11) *352*
Some Recent Advances *355*

Index *357*