Community Health Nursing II — Unit 10: Leadership, Supervision and Monitoring

Leadership in Community Health

Definition

- **Leadership** is the ability to guide and influence people towards shared goals.
- Community health leadership brings staff, residents and other services together to address health needs.
- It combines a clear direction with respectful communication, sound judgement and responsibility for results.

Leadership and Management

- Leadership develops shared purpose and commitment, while management organises resources, responsibilities and processes.
- A nurse may use both when identifying missed care, arranging a service response and helping the team sustain the change.
- Authority attached to a job title does not by itself create trust or effective leadership.

Principles

- Place patient welfare, fairness and professional integrity at the centre of decisions.
- Explain goals clearly and listen to the people affected by the work.
- Delegate within competence while retaining appropriate accountability and support.
- Use evidence and community priorities rather than personal preference alone.
- Address conflict early and give feedback respectfully and specifically.
- Recognise good work and create opportunities for staff to develop their skills.

Leadership Approaches

1. Directive Leadership

- Directive leadership provides clear instructions and close coordination when rapid action or unfamiliar work requires it.
- It may be useful during an emergency when responsibilities and immediate priorities must be unambiguous.
- Excessive direction in routine work can reduce participation and initiative.

2. Participative Leadership

- Participative leadership involves team members in analysing problems and planning action.

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- It can improve ownership because staff contribute knowledge about practical barriers and solutions.
- The leader still clarifies the final decision, responsibilities and time limits.

3. Delegative Leadership

- Delegative leadership gives competent staff appropriate freedom to carry out agreed responsibilities.
- It works best when goals, authority, reporting and support are clear.
- Delegation does not mean abandoning supervision or assigning tasks beyond a person's competence.

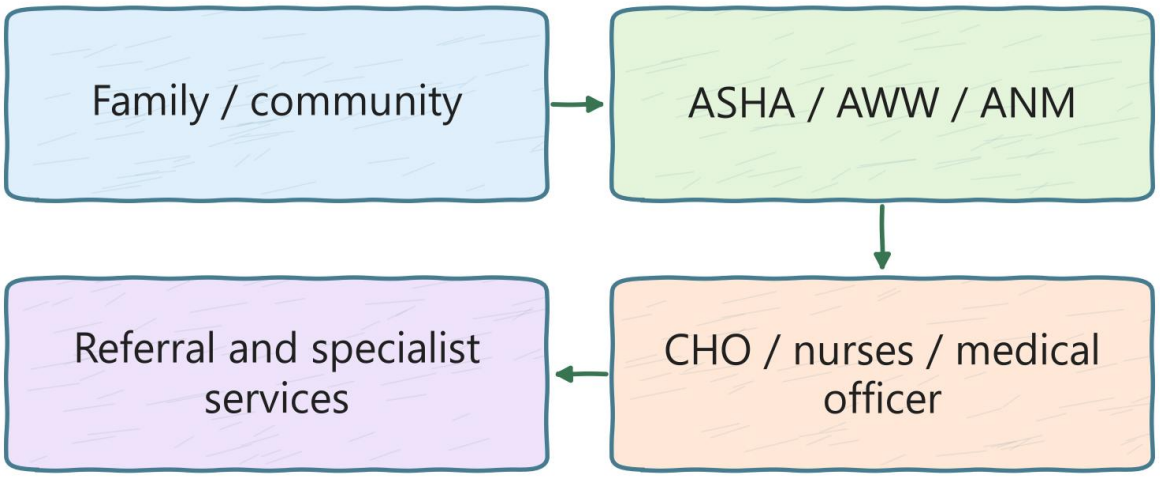
4. Transformational Leadership

- Transformational leadership encourages a shared vision, professional growth and improvement in established practice.
- A nurse leader may help the team see why reliable follow-up matters and support new ways of reaching missed families.
- Inspiration must be accompanied by practical resources and evaluation.

5. Situational Leadership

- Situational leadership adjusts the degree of direction and support to the task, risk and staff readiness.
- A newly trained worker may need close coaching, while an experienced worker may need resources and periodic review.
- The approach changes as competence and circumstances change.

The Community Health Team

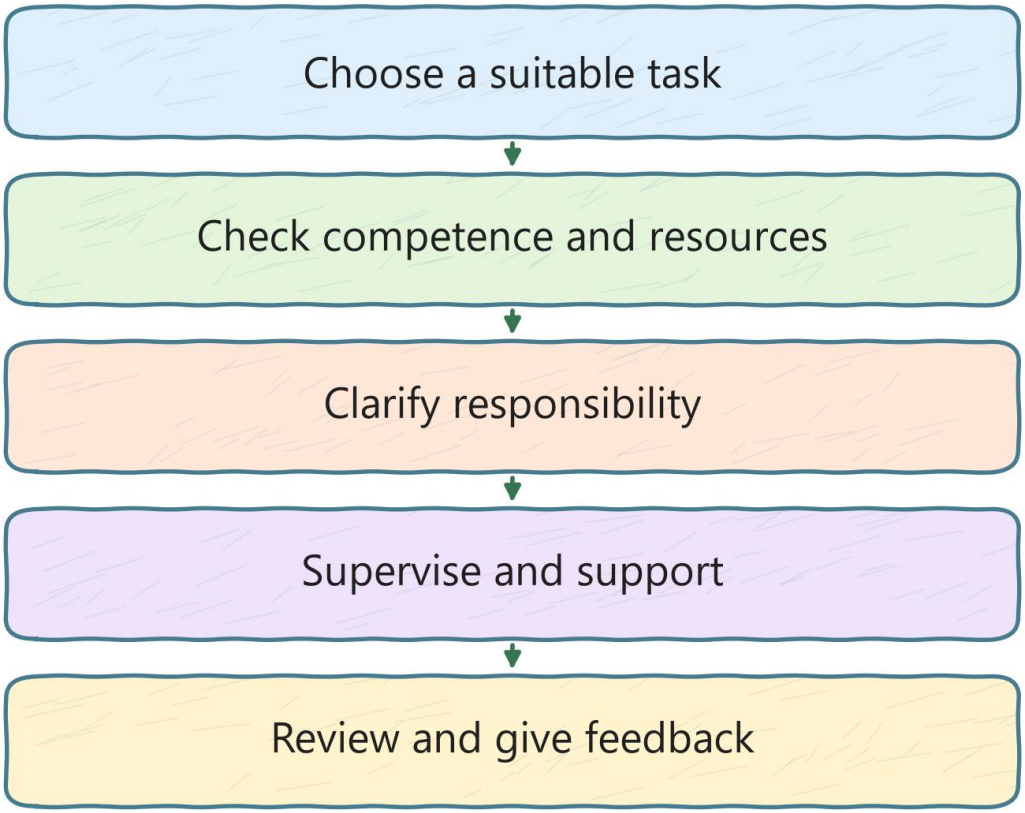


Community health team links

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Team Management

- A **health team** consists of people with complementary responsibilities who work towards shared health goals.
- Effective teamwork requires clear roles, respectful communication, coordinated schedules and reliable referral.
- Review workload and gaps without assuming that all team members can safely perform the same tasks.
- Regular meetings should produce specific actions and follow-up rather than only repeat activity totals.



Delegation and feedback

Main Roles

1. District Public Health Nurse

- The **District Public Health Nurse**, or **DPHN**, provides nursing leadership and coordination at district level according to the state's service structure.
- Responsibilities include planning community nursing services, supervising nursing work and identifying training needs.
- The DPHN reviews service quality, staffing, records and programme performance and supports corrective action.
- Coordination with district managers helps address supply, referral and workforce problems that individual facilities cannot solve alone.

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2. Health Visitor

- A health visitor or lady health visitor supervises and supports frontline nursing and maternal-child health work within the assigned area.
- Duties commonly include field supervision, coaching, review of records and coordination of outreach and follow-up.
- The role helps identify families needing additional care and workers needing practical support.
- Exact titles and reporting arrangements vary across state services and should follow the approved job description.

3. Public Health Nurse

- A **Public Health Nurse**, or **PHN**, assesses population needs and provides preventive, promotive and continuing nursing care.
- Work includes home visits, health education, screening, programme implementation and coordination with community resources.
- The PHN uses records and local information to plan care and evaluate whether vulnerable groups are being reached.

4. Multipurpose Health Worker Female

- The female multipurpose health worker, commonly an auxiliary nurse midwife, provides approved primary-care and public-health services.
- Important responsibilities include maternal and child care, immunisation, family-planning support, screening, health education and referral.
- Accurate registers, beneficiary tracking, infection prevention and coordination with community workers support continuity of care.

5. Multipurpose Health Worker Male

- The male multipurpose health worker supports communicable-disease control, environmental health, surveillance and other assigned community services.
- Work may include vector-control activities, sanitation support, sample-related duties, health education and follow-up under programme protocols.
- Responsibilities should be integrated with the rest of the primary-care team rather than restricted by stereotypes about who can address a health concern.

6. Anganwadi Worker

- The **Anganwadi Worker**, or **AWW**, supports early childhood care, nutrition services and community links under the applicable child-development programme.
- Activities include growth-related monitoring, supplementary nutrition support, preschool activities and counselling within the role.
- The AWW helps identify children and mothers needing health assessment and coordinates with nursing and community health workers.

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- Nutrition records and follow-up are useful only when concerning findings lead to appropriate action.

7. Accredited Social Health Activist

- An **Accredited Social Health Activist**, or **ASHA**, is a community-based worker who links families with health services.
- Responsibilities include health promotion, mobilisation for scheduled services, home visits and recognition of danger signs within training.
- ASHAs support treatment adherence, maternal-child follow-up and referral according to programme responsibilities.
- The role requires regular training, supplies, supportive supervision and timely handling of authorised incentives.

8. Mid-Level Health Care Provider

- A **Mid-Level Health Care Provider**, or **MLHP**, supports expanded primary care through an approved training and authorisation framework.
- Community health officers are an important example within strengthened primary-care services.
- Responsibilities include screening, protocol-based management, follow-up, teleconsultation, referral, health promotion and team coordination.
- Prescribing and procedures must remain within the current authorised scope and applicable standing orders.
- Serious illness and conditions outside that scope require timely medical consultation and referral.

Village Health Sanitation and Nutrition Committee

Definition

- The **Village Health Sanitation and Nutrition Committee**, or **VHSNC**, is a community platform for local action on health, sanitation, nutrition and related needs.

Purpose

- It promotes participation in planning, monitoring and solving problems that affect village health.
- Its work connects community priorities with health services and local government.

Composition

- National guidance provides for a minimum of fifteen members with representation from local elected leadership, health-related workers and community members.
- An elected Panchayat representative leads the committee, and the village ASHA serves as member secretary and convener under the usual national arrangement.

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