Community Health Nursing II — Unit 9: Management of delivery of community health services

Community Health Service Delivery

Meaning

- **Community health service delivery** organises preventive, promotive, curative, rehabilitative and palliative care for a defined population.
- Effective delivery connects home and community activities with primary facilities, referral hospitals and continuing care.
- Management ensures that people, supplies, information and funds are available where and when services are needed.

Principles

- Services should be accessible, affordable, respectful and responsive to local needs.
- Community participation helps identify barriers and makes plans more relevant to daily life.
- Equity requires extra attention to people affected by distance, poverty, disability, migration or discrimination.
- Continuity of care depends on clear referral, feedback and follow-up rather than a series of isolated visits.
- Quality includes competent care, infection prevention, reliable supplies, privacy and timely recognition of emergencies.

Planning Community Health Services

Definition

- **Planning** is deciding what needs to be achieved, which activities are required and how available resources will be used.
- A plan links identified needs with objectives, responsibilities, resources and evaluation.
- Plans should be realistic enough to implement and flexible enough to respond to changing needs.

Planning Stages

1. **Assess the Situation**
    - Review population characteristics, disease patterns, service coverage, community priorities and existing resources.
    - Identify underserved settlements, seasonal access problems and facilities with frequent supply or staffing gaps.

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- Verify whether an apparent problem reflects a true service deficit or inaccurate reporting.

2. Set Priorities

- Consider the size, seriousness and preventability of each problem and the feasibility of action.
- Include fairness and community concerns rather than choosing only activities that are easy to count.

3. Define Objectives

- State what should improve, for whom and within what time.
- An objective may be to improve completion of scheduled follow-up among a clearly defined group over the next quarter.
- Use a measurable baseline and a justified target rather than an arbitrary promise.

4. Select Activities and Resources

- Choose activities that address the main causes of the problem.
- Specify staff time, training, supplies, transport, information systems and approved funds.
- Coordinate with schools, local government, sanitation services and other relevant sectors.

5. Implement the Plan

- Assign responsibilities, prepare a timetable and communicate the plan to the team and community.
- Confirm that essential supplies and referral arrangements are ready before launching an activity.

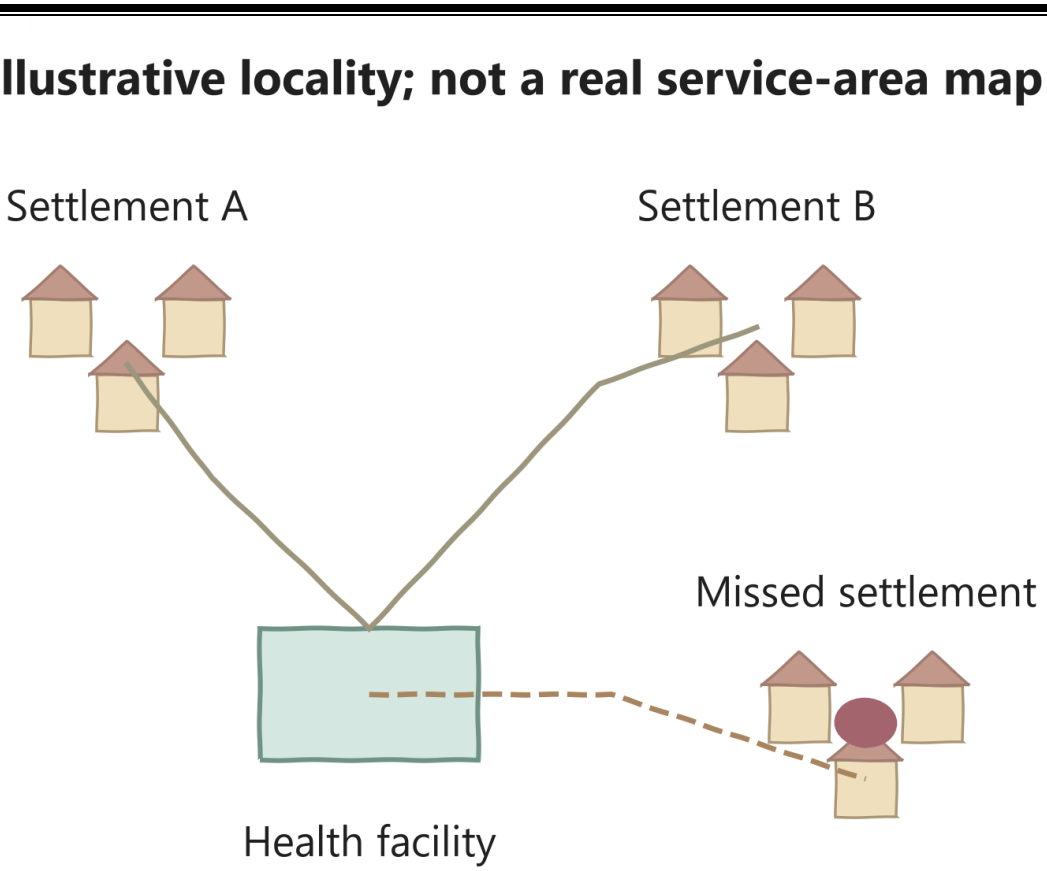
6. Monitor and Evaluate

- Monitor whether planned activities occur and whether the intended population is reached.
- Evaluate changes in coverage, quality and relevant health outcomes.
- Record the reasons for gaps and revise the plan rather than repeating an ineffective activity unchanged.

Microplanning

- **Microplanning** converts a broader programme into detailed arrangements for a specific facility, outreach session or locality.
- It identifies beneficiaries due for care, session sites, staff, transport routes, materials and contingency arrangements.
- A good immunisation microplan includes missed settlements and follow-up of children who do not attend.

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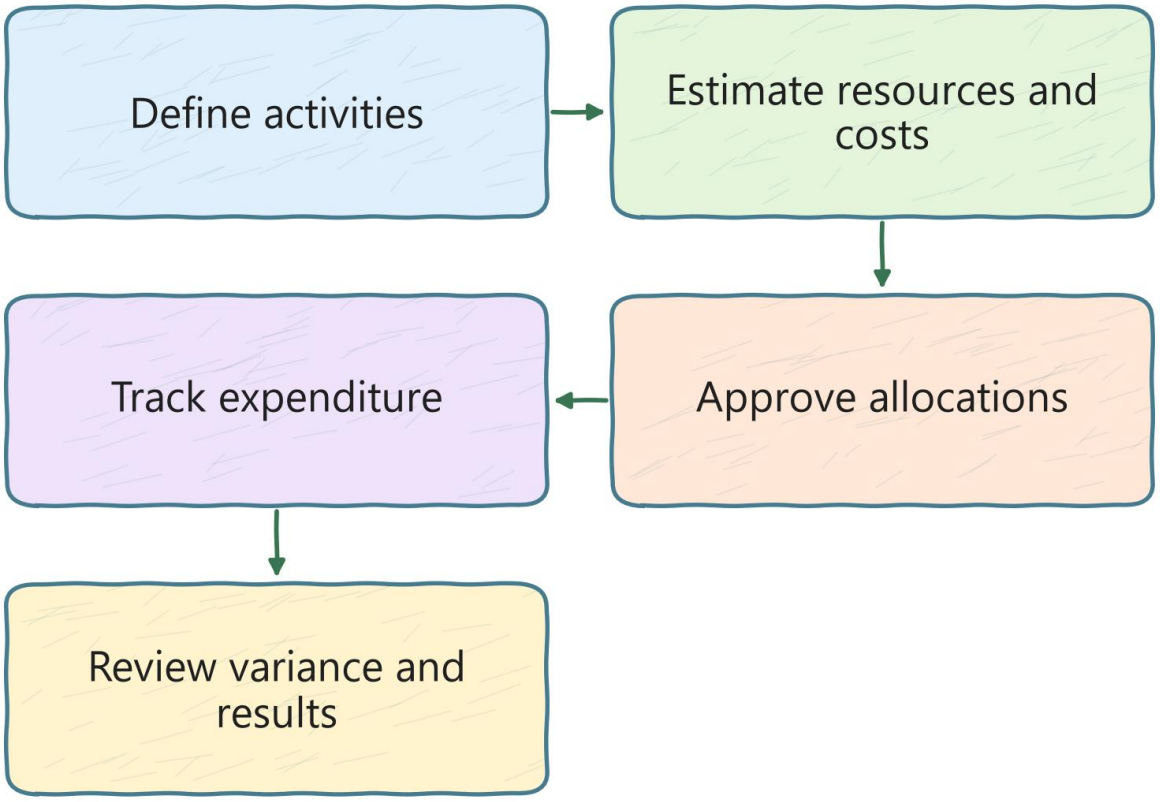
A schematic catchment map supports outreach planning

Budgeting

Definition

- A **budget** is a financial plan showing expected resources and proposed expenditure for a defined period.
- It translates planned activities into costs and helps ensure that spending supports agreed priorities.
- Expenditure must follow the relevant financial rules and delegated authority.

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Preparing and reviewing a service budget

Main Budget Categories

1. Capital Expenditure

- Capital expenditure acquires or improves assets expected to be used over more than one period.
- Examples include construction, major equipment and approved information-system infrastructure.
- Include installation, training and maintenance needs when judging the true cost of an asset.

2. Recurrent Expenditure

- Recurrent expenditure covers ongoing operations such as salaries, consumables, utilities, transport and maintenance.
- A facility with new equipment still needs recurrent funds to operate it safely.

Programme and Activity Budgets

- An **activity budget** estimates the resources needed for outreach, training, camps or other defined work.
- It may contain recurrent costs and, where approved, capital costs, so it is not a third mutually exclusive category beside capital and recurrent expenditure.
- Link each cost to an approved activity and avoid double counting resources already funded elsewhere.

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Budgeting Process

- Review past expenditure, current commitments and the needs identified in the service plan.
- Estimate quantities and realistic unit costs, allowing for approved contingencies where permitted.
- Submit the proposal through the required approval process and document the sanctioned allocation.
- Track expenditure against the approved heads and investigate significant differences.
- Prepare accurate financial reports and retain supporting records for audit.

Practical Example

- An outreach session budget may include approved travel, essential consumables and communication costs.
- Estimate the number of sessions and expected use of materials before calculating the total.
- For example, suppose four sessions each need Rs 600 for approved transport and Rs 250 for consumables.
- The cost per session is 600 plus 250, or **Rs 850**.
- The estimated total is 4 × 850, or **Rs 3,400**, before any other approved costs.
- These are illustrative amounts rather than official reimbursement rates.
- Check that repeated sessions remain affordable and that unspent funds are handled according to the programme rules.

Material Management

Definition

- **Material management** ensures that the right supplies and equipment are available in the required quantity, quality, place and time at a reasonable cost.
- It covers selection, procurement, receipt, storage, issue, use, maintenance and disposal.
- Stock availability should be balanced against the risk of expiry, damage and unnecessary overstocking.

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