
Contents

	Acknowledgements	vii
	Introduction	1
<hr/>		
Part I	What is management?	11
<hr/>		
Chapter 1	Concepts, definitions, principles and main functions of management	13
	Exercises	29
<hr/>		
Part II	Working with people, or the health-team approach	43
<hr/>		
	Introduction	45
Chapter 1	The health team and its work in the community	47
1.1	The health team, primary health care and community participation	48
Chapter 2	Leading a health team	55
2.1	Setting and sharing objectives with team members	55
2.2	Motivating team members	58
2.3	Delegating authority and responsibility	63
2.4	Using different styles of supervision	65

Chapter 3	Organizing health-team activities	69
3.1	Using job descriptions	69
3.2	Using norms and standards	73
3.3	Coordinating activities	74
3.4	Communication	78
3.5	Conducting meetings	83
3.6	Training staff	89
Chapter 4	Controlling and assessing the work	102
4.1	Controlling and maintaining work standards	102
4.2	Assessing work performance	106
4.3	Records and reports	108
4.4	Dealing with problems and conflicts	110
	Exercises	115
<hr/>		
Part III	Managing resources	157
<hr/>		
	Introduction	159
Chapter 1	Managing equipment	160
1.1	Ordering equipment	162
1.2	Storing equipment	165
1.3	Issuing equipment	166
1.4	Controlling and maintaining equipment	167
1.5	The value and use of equipment records	170
Chapter 2	Managing drugs	171
2.1	Purpose of drug management	172
2.2	Preparing a standard drugs list	175
2.3	Estimating drug requirements: ordering and stocking drugs	178
2.4	Issuing and controlling the use of drugs	183

Chapter 3	Managing money	188
3.1	Keeping an allocations ledger	189
3.2	Using a petty-cash imprest system	190
Chapter 4	Managing time	195
4.1	Finding out how staff use time	195
4.2	Preparing a health-unit timetable	198
4.3	Preparing health-unit schedules	201
4.4	Preparing duty rosters	204
4.5	Preparing a programme chart	206
4.6	Preparing a year calendar	208
Chapter 5	Managing space	210
5.1	Arranging work-space	210
5.2	Arranging work-flow	211
5.3	Defining the catchment area	214
5.4	Using maps in district health work	215
5.5	Making a health-district sketch map	218
Chapter 6	Managing paperwork	219
6.1	The functions of an office in a health centre	219
6.2	How to write official letters	222
6.3	Setting up a filing system	226
	Exercises	231
Part IV	Managing primary health care services	261
	Introduction	263
Chapter 1	Planning health activities	267
Step 1	Looking at the situation	272
Step 2	Recognizing important problems	282

Step 3	Setting objectives	289
Step 4	Reviewing obstacles and limitations	295
Step 5	Scheduling the activities	299
Chapter 2	Implementing health activities	316
2.1	Coordinating the work of the health team	321
2.2	Monitoring and redirecting work (control)	327
2.3	Supervision in action	334
Chapter 3	Evaluating health activities	341
3.1	Evaluating achievement	346
3.2	Evaluating work progress	350
3.3	Appraising staff performance	355
3.4	Evaluating use of resources	361
3.5	The management audit	364
	Exercises	367
	Possible solutions to exercises	391
