TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Declaration</td>
<td>ii</td>
</tr>
<tr>
<td>II.</td>
<td>Certificate</td>
<td>iii</td>
</tr>
<tr>
<td>III.</td>
<td>Acknowledgements</td>
<td>iv</td>
</tr>
<tr>
<td>IV.</td>
<td>Table of Content</td>
<td>v</td>
</tr>
<tr>
<td>V.</td>
<td>List of Tables</td>
<td>x</td>
</tr>
<tr>
<td>VI.</td>
<td>List of Abbreviations</td>
<td>xiii</td>
</tr>
</tbody>
</table>

**Chapter-I: Introduction**

1. Introduction to Rural Healthcare Management 1
2. Definition of Health care Management 4
   i. Management skill set 4
   ii. Technology 5
   iii. Cost 5
3. What is a Health System as per WHO 6
4. Basic Health Services. 6
5. Defining the Concept of Primary Health care. 8
6. Primary Health care as a Rural Alternative. 10
7. The National Rural Health Mission 13
   i. Accredited Social Health Activist (ASHA) Programme: 14
   ii. Strengthening Public Health Infrastructure: 14
   iii. Fostering Public-Private Partnerships: 14
   iv. Decentralisation of Health planning: 14
8. Scenario of Rural Healthcare System in India 15
9. Structure of Public Health System 16
10. Rural Health care System – the Structure and Current Scenario 17
    i. Sub-centres (SCs) 17
    ii. Primary Health centres (PHCs) 18
    iii. Community Health centres (CHCs) 18
    iv. First referral Units (FRUs) 18
11. Definition of Community Participation 19
    i. Community participation 19
12. Scope of the Study 22
13. Need and Significance of the Study 22
14. Research Questions 23
15. Research design: 23
16. Objectives of the Study: 24
17. Hypotheses of the Study: 24
18. Limitation of the Study: 25
19. Research Frame work 25
Chapter-II: Review of Literature

2.1. National Experiences

1. Management role in primary healthcare centres. Some of the recent studies in this area are discussed in the succeeding paragraphs.
2. Rural Healthcare Issues and Challenges
3. NRHM Policies and Approach
4. Rural Healthcare System in India
5. Healthcare Infrastructure Development in India
6. Importance of Rural Healthcare Financing
7. Public Healthcare System Role in India
8. Community Participation in Rural Healthcare
9. Healthcare Community Assessment and Performance
10. Quality of Healthcare Services

2.2. International Experience

1. Implementation of Primary Healthcare Model
2. Rural Health-Care System in International Experience
3. Conclusion

Chapter-III: Conceptual Framework of Rural health-care Management

   3.1.1. Definition of Management
   3.1.2. Management as a Practice
3.2. Evaluating the Role of Primary Health Centres in India
3.3. Primary Health-Care Management
3.4. Pillars of Primary Health-Care
3.5. PHC Component Services
3.6. The Accredited Social Health Activist (ASHA) Programme
   3.6.1. Coordination with Community by ASHA/AWWS
   3.6.2. Accredited Social health Activists
3.7. Infrastructure Improvement in Health-care Centres
   3.7.1. Strengthening Primary Health centres (PHCs)
   3.7.2. Strengthening sub-centres (SC)
   3.7.3. Strengthening Community Health centres (CHCs) for First Referral care
3.8. Health-care in India: Rural Development
3.9. Health-care Community Participation Development
  3.9.1. What is Community Participation
  3.9.2. Community Involvement in Rural Health-care Management
  3.9.3. Dimensions of Community Participation
  3.9.4. Advantages of Community Participation in Primary health-care
  3.9.5. Community Participation – Limitations and Challenges
  3.9.6. Community Participation and Health-care Service Delivery

3.10. Health-care Utilisation in Rural Andhra Pradesh (Rajiv Aarogyasri Community Health Insurance Scheme (RAS))

3.11. Mobile Based Primary Health-care System for Rural India
  3.11.1. Curative:
  3.11.2. Reproductive & Child Health Services:
  3.11.3. Family Planning Services:

3.12. Primary Health-care Services in India.
  3.12.1. Health Education/Promotion

3.13. Quality of Health-care Services in Rural India: the User Perspective
  1. Quality of Health-care Services Delivery
  2. Primary Health-care in India: Quality

3.14. The Health Service Provider

3.15. Services Delivery in Rural Health-care Centres
  3.15.1. Minimum Requirement for Delivery of Health-care Services:
  3.15.2. Facilities
  3.15.3. Medical care:
  3.15.4. Intra-natal care: (24-hour delivery services both normal and assisted):
  3.15.5. Nutrition services
  3.15.6. Promotion of Safe Drinking Water and Basic Sanitation
  3.15.7. Basic Laboratory Services:
  3.15.8. Monitoring and Supervision:
  3.15.9. Functional Linkages with Sub-centres

3.16. Essential Infrastructure
  3.16.1. PHCs Building
  3.16.2. Waiting Area
  3.16.3. Outpatient Department:

3.17. Role of Anganwadi as a Facilitator of ASHA:

3.18. Universal Immunisation Programme:
  3.18.1. Primary Medical care
  3.18.2. Health Education
  3.18.3. Promoting Food Supply and Proper Nutrition
  3.18.4. Supply of Safe Water and Basic Sanitation Measures

3.19. Availability of Manpower in Rural Health-care Centre

3.20. Quality Assurance in Rural Health-care Centre
  3.20.1. Accountability in Health-care Centre
  3.20.2. Preventive and Promotive Work
# CHAPTER–IV: Healthcare Management Development and Function

4.1.1. Understanding Healthcare Management 129  
4.1.2. What is health services Management 129  
4.1.3. The Need for Management and Their Perspective 130  
4.1.4. Healthcare Management Definition, Function and Competencies 132  
4.1.5. Healthcare Management Positions: The Control in the Organizational Hierarchy 134  

4.2.0. Rural Health Infrastructure and Manpower - A Statistical Overview 137  
4.2.1. The Centres Functioning 137  
4.2.2. Building Status 140  
4.2.3. Manpower 141  
4.2.4. Shortages 144  

4.3.0. Structure of healthcare Organization in India 145  
4.3.1. Central level 145  
4.3.2. State level 146  
4.3.3. Regional level 146  
4.3.4. District level 146  
4.3.5. Community level 147  
4.3.6. Community Health Centres (CHCs) 147  
4.3.7. Primary Health Centre (PHC) 148  
4.3.8. Sub-Centre 149  

4.4.0. Structure of the Health Care Delivery System in Andhra Pradesh 150  
4.4.1. Public Sector 150  
4.4.2. Organization of Health Delivery System in Public Sector 151  
4.4.2.1. Sub Centers: 151  
4.4.2.2. Primary Health Centers (PHC): 151  
4.4.2.3. Community Health Centers (CHC): 152  
4.4.2.4. District Hospitals and higher referral care units: 152  
4.4.3. Private Sector 153  
4.4.4. Public Private Partnerships 154  
4.4.5. Finding and Suggestions 155  
4.4.6. Conclusion 157  

# CHAPTER-V: DATA ANALYSIS AND INTERPRETATION

**SECTION - A**

4.1. Demographical profile- Percentage analysis is applied 159  
4.2. Beneficiaries’ preliminary information- Percentage analysis is applied 164  
4.3. Management Practices in rural healthcare centres- Percentage analysis is applied 168  

**SECTION - B**

4.4. Test of Hypothesis  
Hypothesis-1: Beneficiaries Satisfied Level – Chi Square 190  
Hypothesis-2: Beneficiaries Dependent on Availability of Facilities – Chi Square 198
4.5 Test of Hypothesis – Factor Analysis and Correlation Coefficient Analysis
   Hypothesis-3: Significant Different Providing Delivery Services - Factors
   Analysis 211
   Hypothesis-4: Significant Associate between Primary Healthcare and Community participation – Correlation Coefficient Analysis 219

SECTION - C
4.6. Rank Analysis for Important Variable of Health Practices in Primary Healthcare Centre 229
   (i) Availability of Medicine
   (ii) Necessary Care for The Healthcare Problem Treating
   (iii) Promotion of Healthcare Program
   (iv) Home care Delivery Through PHCs
   (v) Infrastructure Improvement
   (vi) Overall Performances of Primary Healthcare Practices
4.7. Field Observations on the Functioning of the PHCs 231

CHAPTER-VI: FINDING, SUGGESTIONS AND CONCLUSION
1. Findings and Suggestions 234
2. Conclusion 250
3. Direction for Future Research 252
Appendix i