

# TABLE OF CONTENTS:

Chapter 1	Introduction and guiding principles
Chapter 2	Planning for integrated HIV services at the health centre
Chapter 3	Service integration, linkages and triage
Chapter 4	Community
Chapter 5	Infrastructure
Chapter 6	Monitoring HIV services, patients and programmes
Chapter 7	Supply management
Chapter 8	Laboratory services
Chapter 9	Human resources
Chapter 10	Leadership and management
Chapter 11	Quality improvement

Detailed table of contents follows

## Foreword

<b>CHAPTER 1: INTRODUCTION AND GUIDING PRINCIPLES</b>	<b>5</b>
<b>CHAPTER 2: PLANNING INTEGRATED SERVICES AT THE HEALTH CENTRE</b>	<b>12</b>
2.1 Introduction to planning integrated services at your health centre	12
2.2 Essential and desirable interventions	13
2.3 Estimating HIV service needs	17
<b>CHAPTER 3: SERVICE INTEGRATION, LINKAGES AND TRIAGE</b>	<b>23</b>
3.1 Organizing services: integration, linkages and triage	23
3.2 Integrating services at the health centre	24
3.2a Applying best practises in integration	25
3.2b Integrate PITC into all clinical services	28
3.2c Integrate chronic HIV care of (non-pregnant) adults and children	31
3.2d Integrate HIV services into antenatal, L&D, postpartum and newborn care (PMTCT)	32
3.2e Integrate care of HIV-exposed infants with their mothers	34
3.2f Integrate TB and care and treatment (TB-HIV co-management)	35
3.2g Integrate family planning and sexual and reproductive health into maternal care	36
3.2h Integrate STI management into acute and chronic care	37
Integrate HIV interventions into services for adolescents	37
3.3 Linkages with other services	38
3.3a Applying best practises in linkages	39

3.4	Triage	41
3.4a	Apply best practises in triage	41
3.5	Patient flow	42
3.6	Quality management of integration, linkages and triage	44
<b>CHAPTER 4: COMMUNITY</b>		<b>45</b>
4.1	Community role in prevention, care and treatment	46
4.2	Community advisory board (CAB)	48
4.3	Technical role of the community in services	51
4.4	Case finding (TB, HIV)	55
4.5	Community health workers (CHWs)	56
<b>CHAPTER 5: INFRASTRUCTURE</b>		<b>60</b>
5.1	Infrastructure considerations for health centres	60
5.2	Space needed for HIV services (integrated within primary care)	62
5.3	Privacy and confidentiality	65
5.4	TB infection control	66
5.5	HIV infection control	71
5.6	Water supply and wastewater	71
5.7	Hand washing and other hygiene practises	73
5.8	Latrines/toilets	74
5.9	Cleaning	75
5.10	Health centre waste management	75
5.11	Power	78
5.12	Communication infrastructure	79
5.13	Fire safety	81
5.14	Waiting area infrastructure	82
5.15	Triage, registration, patient monitoring infrastructure	83
5.16	Group education and support infrastructure	84
5.17	Clinical consultation room infrastructure	85
5.18	Counselling infrastructure	87
5.19	Pharmacy/dispensary infrastructure	89
5.20	Outdoor space infrastructure	91
5.21	Labour and delivery infrastructure (for large health centres)	91
5.22	How to create an enabling physical work environment	93
5.23	5 Ss: sort, set, shine, standardize, sustain	94
<b>CHAPTER 6: MONITORING SERVICES, PATIENTS, AND PROGRAMMES</b>		<b>96</b>
6.1	How to monitor patients and programmes	98
6.2	How to implement an integrated patient monitoring system	105
6.3	How to integrate patient monitoring with service delivery	110
6.4	How to record information in maternal health services	112

6.5	How to record information for HIV-exposed infants	113
6.6	How to record information in TB services	114
6.7	How to record information for counselling and testing services	114
6.8	How to record information for care and treatment services	115
6.9	How to use registers to monitor services and patients	124
6.10	How to summarize routine information to report	124
6.11	How to use patient monitoring systems to promote quality and monitor programme	133
6.12	How to check the quality of the information collected	135

## **CHAPTER 7: SUPPLY MANAGEMENT** **137**

7.1	How to prepare your store	137
7.2	How to order supplies	140
7.3	How to receive supplies	152
7.4	How to organize supplies	155
7.5	How to keep records of supplies	158
7.6	How to dispense medicines	160

## **CHAPTER 8: LABORATORY SERVICES** **165**

8.1.	Essential lab services	166
8.2.	Lab safety	168
8.3.	Lab testing	170
8.4	Specimen labeling and logging	171
8.5	Generic quality instruction for all tests	172
8.6	Instructions for the collection of blood samples	177
8.7	Rapid tests on blood	184
8.8	Rapid HIV antibody tests	187
8.9	Rapid Syphilis tests	188
8.10	Rapid malaria tests	189
8.11	Infant HIV diagnosis	191
8.12	Estimating haemoglobin	196
8.13	Urine dipstick for sugar and protein	198
8.14	Pregnancy test	200
8.15	Malaria smear and microscopy	200
8.16	TB smear and microscopy	205
8.17	CD4: Blood collection and send-out	216
8.18	Full blood count and differential	216
8.19	Specimen transport	216
8.20	How to set up a lab	228
8.21	Human resources	229
8.22	Equipment maintenance	230
8.23	Training materials	232

<b>CHAPTER 9: HUMAN RESOURCES</b>	<b>233</b>
9.1. How to help ensure an adequate number of staff	234
9.2. How to help make task shifting effective	240
9.3. How to help make sure staff have appropriate training	244
9.4. How to support clinical mentoring and supportive supervision	254
9.5. How to ensure a safe work environment	257
9.6. How to improve employee motivation and retention	262
<b>CHAPTER 10: LEADERSHIP AND MANAGEMENT</b>	<b>264</b>
10.1 Introduction to good management	264
10.2 Managers and leaders	264
10.3 Conditions for good management	266
10.4 How to learn as a manager	267
10.5 Overview: a manager's role and tasks	268
10.6 How to manage relations with district team/ supervisor	269
10.7 How to manage patient relations and satisfaction	270
10.8 Patient's rights	271
10.9 How to manage finances	272
10.10 How to manage hardware	279
10.11 How to design management schedules	280
<b>CHAPTER 11: QUALITY IMPROVEMENT (QI)</b>	<b>282</b>
11.1 Introduction to quality improvement	282
11.2 When can you start work to improve quality?	284
11.3 Organizational culture for improving quality	285
11.4 Implementing quality improvement at your clinic	286
11.5 Keeping quality on the agenda	307
<b>Annex 2</b>	<b>308</b>
<b>Annex 3</b>	<b>321</b>
<b>Annex 5</b>	<b>330</b>
<b>Annex 6</b>	<b>332</b>
<b>Annex 7</b>	<b>336</b>
<b>Annex 8</b>	<b>347</b>
<b>Annex 9</b>	<b>359</b>
<b>Annex 10</b>	<b>362</b>
<b>Annex 11</b>	<b>373</b>
<b>References by chapter</b>	<b>377</b>
<b>Acronyms</b>	<b>384</b>
<b>Accompanying materials</b>	<b>386</b>