

# *Research on Improving Community Epidemic Prevention and Control Ability from the Perspective of Governance--Take Nanchang City of Jiangxi Province as an Example*

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**Abstract:** Community epidemic prevention and control work is the first line to ensure people's life safety, and the improvement of community epidemic prevention and control ability is the key to ensure the implementation of various prevention and control measures. At present, China has made great strategic achievements in the fight against the COVID-19 epidemic, and the epidemic prevention and control work has turned into normal management. It still needs constant efforts to win a comprehensive victory in the war against the epidemic. Building community epidemic prevention and control mode with "Party building plus" as the core, classifying communities and implementing different prevention and control strategies, introducing Internet technology into epidemic prevention and control, and rallying community spirit to prevent and control forces are important practical experiences in this community epidemic prevention and control. However, as for the improvement of the prevention and control abilities of the communities, there are still difficulties of institutions, professionalism and technology. Based on the theory of community governance, this paper discusses the practical path to improve the ability of community epidemic prevention and control from the aspects of system standardization, prior work, professional construction, governance sinking, science and technology empowerment and spiritual cultivation.

## **1. Introduction**

The improvement of community epidemic prevention and control ability is a practical and theoretical subject with timeliness, development and modernity in the fields of national governance, community governance and emergency management in China at the present stage, and it is a strategic research that echoes the proposal of the Fourth Plenary Session of the 19th CPC Central Committee that "we should adhere to and improve the social governance system of co-construction, governance and sharing, maintain social stability and safeguard national security". Studying how to improve the community's epidemic prevention and control ability is an important opportunity to promote the modernization of the national governance system and governance ability; It provides new practical ideas for realizing the modernization of community governance, jumping out of the

stereotype of community development and giving play to the strategic fulcrum role of the community. In addition, it is of great practical significance for coping with major public health emergencies that may occur in the future and promoting the prevention and control of COVID-19 epidemic situation and economic and social development as a whole.

## **2. Important Practical Experience in Epidemic Prevention and Control of the Community**

Whether the community can be mobilized in the overall situation of epidemic prevention and control, the residents and mass organizations can be mobilized, and the defense line of the community with basic status can be firmly held, are the keys to the ultimate victory of epidemic prevention and control. In this battle of epidemic prevention and control, it is an important practical experience gained by Nanchang City from the epidemic prevention and control work in the community to build a community epidemic prevention and control mode with “Party building plus” as the core, classify communities and implement corresponding prevention and control strategies, introduce Internet technology into epidemic prevention and control, and unite the community spirit to prevent and control forces.

### **2.1 Build a Community Epidemic Prevention and Control Mode with “Party Building Plus” as the Core**

Since the outbreak of the epidemic, grass-roots party organizations and the majority of party members all over the country have not forgotten their initial intentions, kept their mission in mind, took the lead in the charge, and quickly established grass-roots bastions for epidemic prevention and control at the community level. In the front line of joint prevention and control of epidemic situation, community party organizations have earnestly strengthened community party building and built a perfect community epidemic prevention and control mode with party building as the focus. They not only give full play to the role of fighting fortress and vanguard and exemplary role, but also realize a series of unique functions of party building in community governance, such as political leadership, people's livelihood security and social coordination.<sup>[1]</sup>

1) “Party building+gridding”, closely unite the masses to lay a solid foundation for community epidemic prevention and control. To win the battle against epidemic prevention and control, we must rely on the people. Therefore, the community should give full play to the strength of the people through mass prevention and control. The effective participation of the masses in community epidemic prevention and control requires appropriate ways and means. Therefore, Nanchang community has closely contacted the masses with the grid management of party building as the starting point, and established the contact line of “Party Committee-Grid Leader-Mass”. In the first time of epidemic prevention and control work, Nanchang community party committees set up WeChat group contact grid leaders, and the grid leaders set up WeChat group to contact the masses, which quickly spread the contact network of epidemic prevention and control at the community level, realized efficient and full coverage of policy propaganda and information transmission, and quickly completed the organization and mobilization in the early stage of epidemic prevention and control. For example, Xihu District of Nanchang City divides the whole district into 143 grids with 880 cells. Each grid is fully staffed according to the structure of “two directors and five staffs”, that is, the first director, and the street (town) arranges a cadre at or above the deputy department level as a whole; Director, by the community (village) director (secretary); Grid administrator, served by community (village) cadres; Epidemic information officer, by the community (village) health center staff; Grid police officers, served by police officers from the police station in the jurisdiction; Grid supervisor, served by cadres of sinking grid organs; Property supervisor shall be the sinking cadre of the Housing Authority. In this way, the area has basically achieved full coverage and no omission

of epidemic management. The working mode of “Party building+gridding” is an effective means to implement group prevention and control, which not only ensures the efficient development of epidemic prevention and control, but also ensures the common security of the community through clear responsibilities, and the community awareness among residents is also enhanced in this process.

2) “Party building+volunteers”, organize and mobilize volunteers to add vitality to community epidemic prevention and control. In this epidemic prevention and control work, the active participation of community party members and resident activists solved the problem of shortage of community cadres to a great extent, and played an important role in the basic work of epidemic prevention and control. During the period of community epidemic prevention and control, more than 20 volunteers from the 1107 courtyard of Jingtangshan Avenue community in Nanchang spontaneously participated in the community prevention and control work. They organize shifts, bring their own masks, mobilize the masses, stand guard and patrol, and monitor body temperature. Since January 25th, Qingying Community has organized and mobilized party members and volunteers to participate in epidemic prevention and control. By March 12th, Jiangxi Province lowered the emergency response level of COVID-19 epidemic prevention and control, and a total of 53 volunteers participated in the whole process of community epidemic prevention and control activities. “Party building+volunteers” provides practical experience for the sinking of community cadres and the sinking of governance focus, and also sets an example for social participation in community epidemic prevention and control work, injecting fresh vitality into community self-service. To develop this, we can gradually set up a community volunteer service team with sufficient personnel and ready to stand by. Community volunteer service can effectively enhance the community's public service ability, cultivate the community's social capital and social trust, and thus provide strong support for community governance.<sup>[2]</sup>

3) “Party building+multi-subjects”, organize all subjects to participate and provide rich resources for community epidemic prevention and control. Community construction needs a variety of social resources, and it is difficult for any single subject to support community construction or realize community good governance.<sup>[3]</sup> Community party committees have expanded their working ideas, combined with social organizations, community units, merchants and other diverse subjects, and integrated various resources, which effectively solved the practical problems in epidemic prevention and control to a great extent. For example, Nanyuan Community in qingyunpu district is an open community, and its residents are distributed in three different places, so it is impossible to conduct unified closed management. The complex community situation makes it difficult to carry out the epidemic prevention and control work in the community. After that, Nanyuan Community and Jiangxi Technical School and other 20 units in the community actively contacted, coordinated the personnel on duty, allocated epidemic prevention materials, and kept the card points together. In Chuanshan Community, Xihu District, Nanchang City, in order to reduce the risks brought by residents' shopping, the community party committee has contacted three supermarkets including “Trust-Mart” to provide door-to-door service for residents. From the innovation of community governance, around the grass-roots party building, a concentric governance pattern of “one core and multiple subjects” between the community party committees and the subjects in the jurisdiction has been initially formed.<sup>[4]</sup> The model of “party building+multi-subjects” has strong ability of resource integration, innovation and openness, which can play the leading role of party building of community party committees and guide multi-subjects to actively participate. It is an effective way to quickly supplement and rationally utilize various resources in community epidemic prevention and control work.

## **2.2 Classify Communities and Implement Corresponding Prevention and Control Strategies**

It is an innovative idea provided by Xihu District of Nanchang City for community epidemic prevention and control to formulate accurate and applicable prevention and control strategies for different communities in different situations and achieve a high degree of matching between epidemic prevention and control work and community reality conditions. On the basis of fully considering the basic elements of the community such as population, region, culture and facilities, according to the population density, residents' composition, community characteristics and property model, 137 communities are divided into open old communities with super high population density, semi-closed apartment communities with high population density, mixed multi-community with medium-high population density, resettlement communities with medium-low population density and closed commercial housing communities with low density. After the outbreak of the epidemic, on the basis of the classification of the five major communities, various epidemic prevention and control measures are taken to adapt to the specific conditions of various communities:

1) Enclosed community. This kind of community epidemic management is relatively easy to operate, and the main work is to set up checkpoints at the entrance and exit of the community in conjunction with property companies, industry committees, public security departments and health departments.

2) Semi-enclosed community. Residents' representatives, building and hospital autonomy committees, public security departments and health departments jointly set up checkpoints at the gate of the community.

3) Open community. Generally, temporary physical isolation is carried out with baffles. Based on the principle of “closing the path and setting checkpoints on the main road”, public security departments and health departments set checkpoints at the entrance of the building and key access points.

4) A community with confirmed cases. Its prevention and control work focuses on preventing internal cross infection; The community should actively cooperate with the medical staff to conduct safe follow-up and help them purchase living materials and handle daily affairs, so as to ensure that the isolated personnel are strictly isolated at home and live normally.

### **2.3 Introduce Internet Technology into Epidemic Prevention and Control**

After the outbreak of the epidemic, Internet technology has been widely used in the practical work of community epidemic prevention and control in Nanchang. Digital technologies such as big data and cloud data have provided strong scientific and technological support for consolidating the community prevention and control front and relieving the work pressure of the community. “Early detection, early reporting, early isolation and early treatment” is an effective way to reduce the risk of infection and prevent the spread of the epidemic, and its practical implementation cannot be separated from the scientific and technological support of Internet technology to the community. First, communities can rely on big data analysis, cloud data fusion, precise positioning and other technical means to track and discover the source of infection at the first time. The early stage of the outbreak coincided with the Spring Festival, with large-scale intensive flow of people. Nanchang accurately locates people returning from Wuhan through Internet technology, and promptly informs the community party committee to send them to designated hospitals for isolation. Second, with the nationwide implementation of health codes for track recording, the big data integration of track information provides data support for finding close contacts and quickly deploying control in the community. Third, because residents are isolated at home to avoid the risk of infection, many community work needs to rely on Internet technology. For example, count the daily health status of residents through the grid WeChat group; Grasp the living needs of vulnerable groups in time, and solve the difficulties encountered by the lonely elderly, difficult children, seriously ill and severely

disabled people in the process of home quarantine.

## **2.4 Unite the Community Spirit to Prevent and Control Forces**

Community is the basic unit of society. In a mature community, community residents should have a common sense of community, strong sense of community identity and community spirit. The purpose of community management is to build a harmonious community, which is to turn “society with strangers” into “society with acquaintance”.<sup>[5]</sup> Most of the old communities in Nanchang, which have been established for decades, have become “communities with acquaintances”. The epidemic prevention and control work in “communities with acquaintances” has been carried out smoothly due to mutual familiarity and understanding among residents. Community residents actively sign up as volunteers, actively participate in epidemic prevention and control, take the initiative to donate money and materials, have a strong sense of community identity, and provide manpower, material resources and financial support for the community in the early stage of the epidemic. The formation of community spirit takes a long time to accumulate, and the new community obviously has the problem of insufficient community spirit, which is manifested in the fact that the contradictions arising from the epidemic prevention and control work are difficult to resolve, the community volunteers are too few or even too few to meet the basic needs of community prevention and control, and the community needs to hire extra personnel to ensure the normal operation of the prevention and control work.

## **3. Difficulties in Improving the Epidemic Prevention and Control Ability of the Communities**

### **3.1 Problem of the Institutions**

Community epidemic prevention and control is not only an important guarantee to ensure people's life, health and safety, but also the key to overall epidemic prevention and control. At present, there are still some difficulties of institutions in improving the ability of community epidemic prevention and control, which are manifested in the following aspects:

#### **3.1.1 The Division of Main Responsibility is Not Clear.**

Jiangxi Province has set up epidemic prevention and control headquarters at all levels from provincial level to community level, integrating the resources of government system and social forces, such as civil affairs departments, public security departments and health departments at the same level, as well as community-based units, enterprises and institutions at the community level, all participating in community epidemic prevention and control work according to the principle of territorial management. This mode of epidemic prevention and control provides powerful resource support for the smooth progress of community epidemic prevention and control. However, due to lack of experience, imperfect system and too many participants, while multiple subjects contribute to community epidemic prevention and control, it is inevitable that there will be duplication and lack of functions due to unclear responsibilities of subjects.

#### **3.1.2 Formalism and Bureaucracy Hinder the Effective Development of Community Epidemic Prevention and Control Ability.**

Multi-departments' business guidance and information statistics to the community are not unified, and the formalism phenomenon of “materials against epidemic diseases” has appeared in the whole country, not only in Nanchang. Community cadres are required to make various forms every day and submit them to various departments. These forms are similar in content, but because of subtle

differences, community cadres have to make them repeatedly, which seriously affects the efficiency of community epidemic prevention and control. At the same time, there is still a serious bureaucratic phenomenon in the process of sending cadres directly to participate in community epidemic prevention and control in Nanchang city (county), street and municipal departments. Some cadres seriously violate the style of keeping close contact with the masses, are bureaucratic, bureaucratic, and don't do things. They don't pay attention to ways and means in community epidemic prevention and control work, and behave rudely. Especially in the process of community closed management, some people are emotionally unstable and don't understand the existence of policies. Bureaucratic ways will undoubtedly intensify contradictions and trigger unnecessary conflicts. Some cadres seriously violated the principle of seeking truth from facts, failed to carry out their work, and made high-profile remarks in the media and propaganda. In fact, they did not conduct any research and investigation on the prevention and control of epidemic situation in the community. Such superficial efforts led to the inability of the community to effectively play its due prevention and control capacity.

### **3.1.3 Before the Outbreak, the Community Lacked the Daily Publicity and Training Mechanism of Epidemic Prevention and Control.**

Through the on-the-spot investigation of Nanchang community, we found an unavoidable practical problem, that is, before the outbreak of COVID-19, the publicity and training work on epidemic prevention and control in the community was almost zero. In the animal husbandry industry, China has a relatively sound mechanism to publicize and train farmers on animal epidemic prevention and control, and there are various meticulous animal epidemic prevention and control models in various counties and cities. In contrast, the community propaganda of human health only covers part of Class B infectious diseases and Class C infectious diseases, and there is a serious lack of publicity and training for public health emergencies, especially major public health emergencies.

### **3.1.4 The Reserve of Medical Materials and Epidemic Prevention and Control Funds is Lack of Institutional Norms.**

In the early stage of the epidemic, there was a shortage of medical supplies all over the country. The price of masks rose more than ten times, but the demand was still in short supply. Many community residents had to use disposable masks repeatedly, and even could not buy masks at all. Moreover, the staff and volunteers involved in prevention and control in the community also lack professional protective clothing to ensure their own health and safety. With the country taking active measures to support medical protective clothing, masks and other production enterprises that urgently need medical materials for epidemic prevention and control, the problem of medical materials has been gradually solved in the early stage of the epidemic, but the lack of funds for community epidemic prevention and control has always existed. Many equipment and facilities needed for epidemic prevention and control are expensive, and the epidemic prevention funds allocated by higher authorities are not enough to support the community to implement the requirements of epidemic prevention and control. The shortage of funds also makes it difficult to grant subsidies to community workers.

### **3.1.5 Practical experience has not been integrated into institutionalization**

Institutionalization of community epidemic prevention and control is a necessary way to improve the ability of community epidemic prevention and control. Only by upgrading important practical experience to institutional norms can we guide the normalized community epidemic prevention and control work more effectively. Many communities in Nanchang did not summarize the experience

of epidemic prevention and control work after the epidemic situation changed to normal management. The work records of community secretaries only recorded the work items, but did not think deeply about the epidemic situation work in the community. In addition, the commendation activities for community workers and volunteers are limited to the function of commendation, and there is no summary discussion.

### **3.2 Problem of the Professionalism**

To improve the community's ability of epidemic prevention and control, the breakthrough should be to improve the degree of specialization in all aspects. At present, there are several problems of professionalism that restrict the effective improvement of community epidemic prevention and control ability:

#### **3.2.1 There is a Vacancy in the Participation of Professional Social Work Organizations**

One reason is the internal factors of social work organizations. There are 249 registered social organizations in qingyunpu district, covering professional services such as psychological assistance, judicial correction, minor protection, parenting education, marriage counseling, service for the elderly, community integration of the disabled, etc. However, only 170 people have passed the national social work teacher certificate examination and have a social work teacher certificate, of which 40 are intermediate social workers, and the rest are junior social workers. Social work organizations with insufficient professional talents obviously can't meet the community's demand for professional social services, and their daily work and service development are therefore limited. Another reason is the external factors of the government. Our social work organizations have close ties with the government. At present, the social recognition of social work organizations in China is low, and residents' demand for social work organizations is dispensable. The lack of demand is an important reason for the lack of development momentum of social work organizations, a new social subject. Under the situation of insufficient social demand, government support, especially financial support, becomes the guarantee that social work organizations can play their social work functions effectively for a long time. The reality of being too attached to the government makes the social work organization administrative. Therefore, the social work organization is more oriented to meet the work needs of the government, but cannot meet the diverse needs of community residents. It can be imagined that due to the weak working foundation, insufficient social forces and low participation efficiency of social work organizations, it is more difficult for social work organizations to participate in community work and play their due role in complex environment when an epidemic occurs.

#### **3.2.2 Community Epidemic Prevention and Control Lacks Professional Guidance**

Epidemic prevention and control is a highly specialized job, which requires professional knowledge and skills in community investigation, closed management, publicity, organization and mobilization, and emergency response. Therefore, professional guidance on prevention and control work is not only a necessary condition for the community to effectively play its epidemic prevention and control ability, but also an important guarantee for the life, health and safety of community residents, volunteers and staff. Most community cadres and workers have not received professional training in epidemic prevention and control, and lack knowledge of health and safety, so they are prone to unnecessary infection due to improper operation in the process of community epidemic prevention and control. A community party secretary in qingyunpu district, Nanchang, mistakenly took the same ambulance with the fever patients in the process of transferring them to the hospital for isolation. After discovering improper operation, the secretary volunteered to isolate

himself for 14 days in order to avoid accidents. Community is the main front of epidemic prevention and control and an extremely important line of defense. As the saying goes, “the embankment of a thousand miles collapses into an ant nest”. If the professionalism of epidemic prevention and control work cannot be improved, small mistakes will lead to serious consequences of losing the prevention and control positions.

### **3.2.3 The Professional Construction of Community Work Team is Insufficient**

Building a community work team with excellent political quality, high professional level and strong knowledge level is an important way to improve grass-roots governance and improve the community's ability of epidemic prevention and control. The community work team in Nanchang is faced with severe problems of professional construction: (1) The community work team's educational level is not high, and there are not many professionals. Most community workers have high school or technical secondary school education, and there are very few college students. In many communities, less than 5 workers have passed the national social work teacher's certificate examination, and even in some communities, only one community party secretary has passed the national social work teacher's certificate examination. There are obvious defects in the knowledge structure of the work team, and the professional quality and comprehensive quality are also at a low level. (2) The gender ratio of community workers is seriously unbalanced. Most community workers are women, especially in urban communities, where there are not enough male community workers, and even some communities only have female community workers, and the gender structure is unscientific. (3) The mechanism of talent introduction and retention is imperfect. Due to the imperfect mechanism of community talent introduction, the corresponding professional talents needed by community multi-directional construction can not be introduced in place, resulting in the slow and stagnant development and construction of the community. At the same time, community workers' wages are low, their career promotion space is narrow, and there is no reasonable talent retention mechanism, so many community workers often choose to leave their jobs after working for less than one year. Therefore, the community work team is in an unstable state for a long time, which has a negative impact on the efficiency of community work.

## **3.3 Problem of the Technology**

The efficient development of community epidemic prevention and control depends on advanced technical means, and strengthening the technical construction of community governance is an important way to effectively improve community epidemic prevention and control ability. At present, there are two technical difficulties in improving the ability of community epidemic prevention and control:

### **3.3.1 The Information Resources of the Platform Are Lack of Integration, and There Are Problems of “Information Islands” and Information Fragmentation**

Information technology and platform provide technical guarantee for the efficient development of community epidemic prevention and control, but there is a limitation of “inefficiency” behind “high efficiency”. Limited by the development level of science and technology, a high-level information integration platform has not been established in epidemic prevention and control. On the one hand, information construction has set up their own information systems based on various departments. These information systems do not exchange and share information with each other, forming “information islands”, which makes it difficult for higher-level departments to form scientific policy opinions in time to guide the community in the next step. On the other hand, in the information age, many platforms, such as mobile newspapers, blogs, search engines, news websites,



instant messaging, etc., constantly pour out a large amount of information. There are many kinds of information, a large amount of information, and its transmission speed is fast, so there is no effective platform to screen and integrate it, which leads to the fragmentation of information. Due to the objective existence of “information islands” and the difficulty of integrating repetitive and complicated fragmented information, not only a large number of information resources have not been used reasonably, but also the exertion of community epidemic prevention and control ability has been greatly restricted.

### **3.3.2 The Intelligent Construction of Community is At a Low Level**

Community intelligence is a forward-looking strategic construction direction. A perfect intelligent community can meet the diverse needs of community residents and provide efficient working means for the tight and convenient epidemic prevention and control network in community construction. At present, the intelligent construction of communities in China has not yet reached the level of “intelligence”. Although some communities have been equipped with intelligent devices such as intelligent access control and cameras, the epidemic prevention and control work is still based on the mode of manual management, and almost all work cannot be separated from people's participation. In grass-roots prevention and control, the community needs to invest a lot of manpower to ensure the normal work of prevention and control. This management mode not only makes the community face great manpower pressure, but also has the direct problems of inconvenient life and high risk of infection.

## **4. Practical Path to Improve Community's Ability of Epidemic Prevention and Control**

### **4.1 Integrate Normality and Wartime Footing to Establish and Improve the Normalized Community Epidemic Prevention and Control System**

At present, China's epidemic prevention and control work has been transferred to normal management. In order to achieve a comprehensive victory in the fight against epidemic, it is necessary to pay close attention to the prevention and control of epidemic situation, establish and improve the normalized community epidemic prevention and control system in the community, and deal with the possible recurrence of epidemic situation with the system of “integrating normality and wartime”. Therefore, every community should be encouraged to improve the normalized prevention and control mechanism of timely detection, rapid disposal, precise control and effective treatment according to its own actual situation and practical experience, establish and improve the normalized community epidemic prevention and control system based on the principle of “integrating normality and wartime”, and provide more theoretical sources for the institutionalization of community epidemic prevention and control through the exchange of experiences among communities.

### **4.2 Be Prepared for Danger in Times of Peace, Build an Prior Work System for Community Epidemic Prevention and Control**

The prevention and control of epidemic situation can be divided into three systems: before, during and after the event. At present, China's grasp and development of the work during and after the event is in a mature and perfect stage, but the systematic construction of the prior work has not yet been put on the agenda. The community should aim at the obvious shortcomings exposed in the response to the epidemic, sum up experience and learn lessons, and improve the ability and level of responding to major public health emergencies.<sup>[6]</sup> With the effective control of the epidemic

situation in the whole country, the construction of the pre-work system of community epidemic prevention and control should be carried out at the present stage when the epidemic prevention and control turns into normalization.

First, carry out daily publicity and training on epidemic prevention and control. In this epidemic prevention and control, community-level publicity on epidemic prevention and control was carried out in a timely manner, but there is still a lag in effect in the work. The publicity work to help community residents correctly understand the epidemic prevention and control and the professional training of community workers can not be effectively implemented in the first time when the epidemic broke out. Therefore, we must establish a daily publicity and training mechanism for community epidemic prevention and control, and regularly publicize and train residents and community workers by posting knowledge posters, holding study lectures, distributing epidemic prevention manuals, etc., so that residents and community workers' awareness and prevention of diseases are not limited to some Class B infectious diseases and Class C infectious diseases, but should cover all public health emergencies as much as possible, thus providing knowledge support for the community to give full play to the ability of epidemic prevention and control.

The second is to build an efficient, professional and stable community volunteer service team. At present, there are obvious problems in community volunteer service in epidemic prevention and control: on the one hand, because volunteers do not have enough time to receive systematic training, the hastily assembled volunteer service team has inherent shortcomings in professionalism; On the other hand, the community volunteer service team is unstable. Some communities have a large number of volunteers during the epidemic prevention and control period, while some communities cannot organize enough volunteer service teams in time because of the small population base, high degree of aging and many migrant workers. Therefore, the community should take the construction of volunteer service team as a special plan, and organize community residents to expand the volunteer service team through voluntary registration. Community party committees should institutionalize the management of community service teams and provide systematic volunteer service training for volunteers, so as to build an efficient, professional and stable community volunteer service team and inject fresh blood into community governance and epidemic prevention and control.

Third, set up community designated hospitals for epidemic prevention and control. In this epidemic prevention and control, Wuhan Municipal Government has built two hospitals: Huoshenshan Hospital and Leishenshan hospital, which are specialized in treating COVID-19 patients with reference to Beijing Xiaotangshan Hospital. The two hospitals have provided important facilities support for the victory of Wuhan epidemic prevention and control struggle. We should connect one or two “epidemic emergency hospitals” to each community, and build a fixed “visiting area for epidemic patients” in the hospitals. Only by preparing facilities for dealing with epidemic events in advance can we effectively deal with the outbreak at any time.

The fourth is to set up reserves of medical materials and epidemic prevention and control funds. In order to solve the practical problems of shortage of medical materials and insufficient funds in community epidemic prevention and control, our government must take the initiative to implement emergency reserve management in these two aspects. In terms of materials, the district (county) level should establish a medical material reserve, improve the management system of medical materials, and ensure that sufficient medical materials can be provided for each community when the epidemic occurs. In terms of funds, reserve funds for epidemic prevention and control should be set up at the district (county) level, and special funds should be allocated by the local finance every year, some of which are used to allocate to the community for daily epidemic prevention publicity, community disinfection, medical and health infrastructure construction and other basic prevention and control projects, and the remaining funds should be stored to cope with public health

emergencies that may occur in the future.

### **4.3 Focus on Specific Works, Implement the Professional Construction of Community Epidemic Prevention and Control**

Epidemic prevention and control work has very high requirements for professional level. From the country to the community, the specialized construction related to epidemic prevention and control directly affects the exertion and promotion of epidemic prevention and control ability. At present, there are obvious shortcomings in the professional construction of community epidemic prevention and control in China. The professional construction of community epidemic prevention and control should be carried out from the following three aspects:

#### **4.3.1 Professional Guidance**

Organize experts in the field of public health to train community workers and volunteers on relevant knowledge and skills, so that they can not only do a good job in personal safety protection, avoid being infected due to improper operation at work, but also carry out epidemic prevention work scientifically and efficiently. In addition, the community should pay attention not only to technical training, but also to the mental health of community workers and volunteers. In the early stage of epidemic prevention and control, due to the tight time, heavy tasks and high risks, community workers and volunteers face high-intensity work every day and are in a relatively dangerous working environment, which is under tremendous pressure both physically and psychologically. Therefore, experts in the field of mental health are required to carry out psychological counseling to ensure the physical and mental health of community workers and volunteers and ensure the continuous and effective implementation of prevention and control.

#### **4.3.2 Participation of Professional Social Work Organizations**

To solve the vacancy of professional social work organizations, we should start with the relationship between government and social work organizations. It is necessary for social work organizations that are absent in the early stage to gradually join the work system of community epidemic prevention and control under the guidance of the government. Local governments and their functional departments should recognize the professionalism of social governance modernization, that is, professional people should do professional things. They should respect the professional knowledge and methods of social work organizations, and create a good policy environment and institutional conditions for social work organizations to participate in community governance. The basic direction of the development of urban community governance model in China is to change from administrative community (government-led) to cooperative community (government-promoted cooperation with community autonomy) and autonomous community (community-led and government-supported).<sup>[7]</sup> Social work organizations can promote benign organizational development and social cultivation in the process of full participation, and the active support and guidance of the government will also help social work organizations to gradually realize the organic integration with the community by taking the opportunity of participating in community epidemic prevention and control work.

#### **4.3.3 Construction of Professional Community Work Team**

The professional construction of community work teams in Nanchang generally has the realistic problem of lack of professional social work talents. The professional construction of grass-roots governance means carrying out planned and systematic training for practitioners.<sup>[8]</sup> The community

should formulate corresponding policies to encourage cadres to learn professional social work knowledge, take the social work certification examination, promote the social work of community cadres, and continuously improve the professional level of community work. Only with sufficient knowledge background and professional quality can people adopt more scientific and reasonable means and measures in dealing with community work. At the same time, the community should carry out regular training and assessment for the staff, and establish a set of perfect professional development mechanism for the community work team, so as to steadily improve the professional degree of the community work team.

#### **4.4 Reduce Burdens and Clarify Responsibilities, Promote the Focus of Governance to Go Down to the Community**

Community is the frontier of epidemic prevention and control. In the work of epidemic prevention and control, the national macro-policy and the local government's meso-measures must play an effective and concrete role through the micro-implementation of the community. To solve the difficulties in community governance, it is an inevitable choice to reduce the burden for the community and increase the efficiency of the community.<sup>[9]</sup>

##### **4.3.4 Properly Expand the Ranks of Community Work**

The number of community cadres in Nanchang is generally 8, and the number of residents ranges from more than 3,000 to more than 7,000. The ratio of community cadres to residents is at least 1: 400, and the maximum is close to 1: 1000. The serious imbalance between the proportion of community cadres and community residents makes it difficult for community workers to carry out community service in a timely manner in all directions, especially during the period of epidemic prevention and control. Community workers should not only deal with the administrative affairs of the community in the office every day, but also collect, integrate and report the epidemic prevention information of residents to the relevant departments, and participate in the relevant work of community epidemic prevention and control outside the office. Such high workload has exerted great pressure on the physical and mental health of community cadres. Therefore, the community should gradually expand the community work team according to the specific financial situation, and allocate community workers according to the number of community residents in a ratio of no more than 1: 300, so as to really reduce the burden on the community and revitalize the community work. At the same time, in order to ensure the stability of the community work team and strengthen the talent construction of the community work team, first, it is necessary to establish a mechanism: with the financial growth, improve the salary of community workers, learn from the management experience of “three posts and eighteen levels” of community workers in some provinces and cities in China, and innovate the salary management of community workers according to local actual conditions. Second, we should gradually improve the career development channels and talent introduction mechanism of community cadres, retain outstanding talents and attract more outstanding talents to enter the field of community work.

##### **4.3.5 Clarify the Responsibilities of Community Work**

With the development of community autonomy, democratic politics is more developed and the foundation of social stability is more consolidated.<sup>[10]</sup> The key to the downward shift of governance focus lies in clarifying the powers and responsibilities between government levels. Only by scientifically standardizing the hierarchical management system among governments can we realize the equal rights and responsibilities of grass-roots communities, ensure that the ability of community governance is compatible with the responsibilities, and break the bureaucracy and

formalism in community epidemic prevention and control work. Therefore, it is necessary to introduce the theory of list governance, and make clear the powers and responsibilities of the community by formulating list management systems such as “power list”, “responsibility list” and “service list”. Administrative tasks outside the list should not be assigned to the community, but should fully guarantee the community's due autonomy and truly sink the focus of governance to the community.

#### **4.5 Empower with Technology, Develop Intelligent Community Governance**

“We encourage the use of digital technologies such as big data, artificial intelligence and cloud computing, so as to play a supporting role in epidemic monitoring and analysis, virus traceability, prevention and control, and resource allocation.”<sup>[11]</sup> The community epidemic prevention and control work provides an opportunity for the development of intelligent community, so it is necessary to strengthen scientific and technological empowerment and ensure the continuous innovation of intelligent community governance.

##### **4.5.1 Promote the Integration and Sharing of Data and Break Down Information Barriers**

According to the State Council's important policies, such as “Guiding Opinions on Promoting the Construction of Integrated Information Platform for Community Public Services” and “Guiding Opinions of the State Council on Actively Promoting the” internet plus “Action”, the community should establish a joint multi-sectoral intelligent community governance basic database, realize the integration and sharing of professional data of various departments, and fundamentally break down the obstacles of information barriers to the improvement of community epidemic prevention and control ability through technical means.

##### **4.5.2 Build an Efficient and Intelligent Public Service Platform and Improve the Level of Community Governance**

First, regarding the fragmentation of information, we should integrate and screen these fragmented information through the intelligent public service platform, so that the information on epidemic prevention and control can be transmitted to community residents in time. Second, with regard to data statistics and prevention and control propaganda, there are a large number of collective registered permanent residence residents in some communities in Nanchang, whose whereabouts are uncertain and the community cannot track them. As a result, many information statistics and epidemic prevention propaganda work in the early stage of epidemic prevention and control cannot be implemented to every resident in the community. Therefore, it is necessary to take grid management as the way and intelligent management as the means, and quickly establish a management mode that takes community grid as the basic unit, covers all residents of the community, and connects with intelligent public service platform, so as to realize the fastest and zero omission of information statistics and epidemic prevention propaganda. Third, regarding the effective use of information, at present, many community data are collected and left idle in departments, which have not been effectively integrated and mined, and the advantages of intelligent platforms have not been brought into full play. Therefore, we should dig deep into the basic information of community residents' hobbies, specialties, jobs, educational background, etc., and analyze the results to cultivate diversified social organizations, including the formation of community volunteer service teams, so that community residents have more opportunities and ways to participate in epidemic prevention and control and community construction, further implement the route of mass prevention and control, and improve the community self-service mechanism. Building a smart community service platform is of great time value and practical significance to

solve the problems existing in community service.<sup>[12]</sup>

#### **4.6 Compassion and Empathy, Cultivate Community Spirit**

Community spirit plays a strong supporting role in community epidemic prevention and control. The community should take organizing residents to participate in the normalized epidemic prevention and control work as the breakthrough point, and cultivate the community spirit of “sympathy and empathy” from two aspects:

##### **4.4.3 Improve the Democratic Consultation System in the Community**

The inherent stipulation of the development of socialist democratic politics determines the dominant position of residents in community governance.<sup>[13]</sup> Through regular consultation activities, residents can feel their existence as the main body, thus forming a public spirit.<sup>[14]</sup> Democratic consultation is an important way to guide community residents to develop civic awareness and orderly political participation. Community residents can not only improve their cooperation ability and communication art, but more importantly, they can have a common sense of community in the process of negotiating community affairs, and then gradually have a sense of community identity.

##### **4.4.4 Guide and Encourage Community Organizations to Carry out Activities**

Community activities carried out by community organizations are the long-term driving force for cultivating community spirit. The colorful community activities meet the diverse needs of community residents and connect them closely. For example, Hemeiyuan Community in Taoshatang Community, Xihu District, Nanchang organized the activity of “Neighbor Cottage”, and built a beautiful green corridor between buildings, which not only beautified the community environment, but also deepened the feelings among community residents in the process of co-cultivation. The activity of decorating the community together also gives the community residents a sense of gain and a sense of identity with the community. In the community of Tiedao No.2 Village, South Station Street, Xihu District, the community carries out community volunteer service through the “Party-masses 365” small program, and volunteers take orders on the small program to provide volunteer service for vulnerable groups. Complete volunteer service can get corresponding points, which can be exchanged for some small souvenirs and daily necessities. This measure realizes the benign interaction between volunteers and clients, and in such an atmosphere of mutual help, the community spirit will be fully cultivated.

## **5. Conclusion**

At present, in the normalized epidemic prevention and control work under the new situation, the community is still an important line of defense against external input and internal rebound. It is an overall, long-term and fundamental strategic deployment to improve the community's ability of epidemic prevention and control. In order to improve community epidemic prevention and control ability, we should conscientiously sum up the important experience in community epidemic prevention and control, grasp the inherent law of community epidemic prevention and control from the height of modernization of national governance ability, innovate the working ideas of community epidemic prevention and control with the guidance of promoting community governance transition and modernization of community governance ability, analyze the specific problems of community epidemic prevention and control with the breakthrough point of solving difficulties, and scientifically plan the development of community epidemic prevention and control in perfecting relevant systems, establishing long-term mechanism, strengthening professional

construction, promoting governance sinking, realizing intelligent governance and cultivating community spirit.

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