



Strathmore
UNIVERSITY

STRATHMORE BUSINESS SCHOOL

MASTER OF BUSINESS ADMINISTRATION IN HEALTHCARE MANAGEMENT

END OF SEMESTER EXAMINATION

HCM 8202: HEALTHCARE ORGANIZATION ETHICS & GOVERNANCE

Date: Thursday, 17th February 2022

Time: 3 Hours

Instructions

1. This examination consists of **SIX (6)** questions.
2. Answer **ANY FIVE (5)** questions.

General criteria for marking

In assessing your exam, we will be considering:

- how successfully you have answered the specific question, identified the relevant ethical issue(s) and argued for a conclusion.
- the extent to which you develop a clearly stated argument to support your conclusion.
- evidence of your ability to evaluate arguments for and against different moral views
- your capacity to use sound reasoning to support your own ethical and philosophical views
- the clarity of your written and philosophical expression

Question 1 (20 marks)

As an expert in health systems, you have served in your county's referral hospital Board for the past three years. You and the chairperson have become increasingly nervous that the behavior of a small number of your colleagues on the governing Board might be unethical and that conflicts of interest might be affecting their decision making at meetings. One of the board members has a construction company and seems to be steering the procurement to build two new health centers to his friends. You have organized a meeting with the hospital's CEO and chairperson to discuss ways to update policies and procedures for the coming year. How should you best prepare for and participate in this meeting?

Question 2 (20 marks)

Your private hospital has monthly board meetings that now last more than five hours. Discussions drift between considerations of quality of care, loss of money, changes in the supply of health workers, and bickering about the lack of diversity on the board. Board members also complain about the poor quality of information provided to the board by management just two days before the meetings. The morale among board members and managers is low, and frustrations are building to an unhealthy level. You have been asked to form a three-person committee to assess the situation and suggest ways to improve meeting quality. How would you evaluate the scope of the problems? What types of changes do you think the committee should consider to ensure that board members and managers feel their time and talents are being well used to serve the mission of the hospital?

Question 3 (20 marks)

By 2025, sub-Saharan Africa will overtake the rest of the world in terms of prevalence of and mortality from noncommunicable diseases (NCDs). The double burden of HIV/AIDS and NCDs will exert a major toll in the region in terms of lost economic opportunities and slowed poverty-reduction initiatives, particularly because it will largely affect the most productive age group (i.e., people between 20 and 45 years of age). HIV and NCDs share similar health system challenges and disease screening and management algorithms. How can good governance prepare sub-Saharan African countries to address this expected double challenge?

Question 4 (20 marks)

Stakeholders are an important component of any organization.

- a) Explain your understanding of the term “Stakeholder” with regard to healthcare organization **(1 mark)**
- b) In the context of health organizations, identify the key stakeholders and their possible interests **(10 marks)**
- c) As a member of the Board of Management of a referral hospital in one of the counties in Kenya, why and how would you propose to the board to engage with each of the stakeholders you have identified in part “b” of this question? **(5 marks)**
- d) One of the issues you are concerned with as a Board member is promotion of “gender-responsive governance” in the board of management referred to in part “c” of this question. Briefly explain what this means **(2 marks)**
- e) Another issue you are concerned with is that a good board should spend time “*future-proofing*” the organization. Explain what this means and why it is important **(2 marks)**

Question 5 (20 Marks)

You are appointed to a committee to study the hours of duty of medical interns in hospitals in Kenya. You are aware of the following:

Lack of sleep and judgment: Lack of sleep causes impairment of abilities. This is what makes you clumsy or “butterfingers.” When you do not get enough sleep, it can limit your ability to accurately interpret events, which can make it difficult to correctly react to situations you are experiencing or make smart, efficient decision making. It increases the risk of microsleep situations.

Article 24 of the Universal Declaration of Human Rights says, “Everyone has the right to rest and leisure, including limitation of working hours and periodic holidays with pay.”

- a) Prepare a strong memo indicating what are the moral issues regarding this practice. **(10 marks)**
- b) Propose a set of solutions that will made it easier for the medical and dentist board to act. **(5 Marks)**
- c) Give some real-life examples, of the ill consequences you experienced during your internship. **(5 Marks)**

Question 6 (20 Marks)

Doctors, nurses and pharmacists deal with the five types of personal goods almost on daily basis, from life, completeness, health, technical and moral issues.

- a) Write a slogan that could be placed in the wall of clinics for each type of good **(5 Marks)**
- b) Give an example, if possible of real life, that supports the first principle of morality **(10 Marks)**
- c) Give an example, if possible of real life, that is related to the second principle. **(5 Marks)**