



# STRATHMORE UNIVERSITY

## Strathmore Business School

Master of Business Administration Healthcare Management

### END OF SEMESTER EXAMINATION

### HCM 8202: HEALTHCARE ORGANIZATION ETHICS AND GOVERNANCE.

**DATE:** Thursday, 14<sup>th</sup> April 2016

**Time:** 3 hours

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#### **Instructions**

Answer question **ONE** and **ANY OTHER THREE** questions

#### **Question 1 (20 marks)**

If there is an ebola outbreak in Kenya, who among those infected or at risk should be prioritized to receive any new experimental drugs or vaccines? Explain and justify your answer, making sure you address the relevant ethical issues.

(Assume that 50% of ebola patients die from their illness, and that no particular group of patients is more likely to die than any other. Assume that the vaccine is only effective to prevent disease if given before exposure. Assume that the likelihood of saving a patient with the experimental drugs is unknown, as are the risks of harm from side effects, but that it seems probable that it is more effective than the usual supportive care. Assume that spread of ebola is only through direct physical contact with the bodily fluids of an obviously ill or deceased ebola patient.)

#### **Question 2 (20 marks)**

Some bioethicists and political philosophers argue that rich countries should restrict the immigration of health workers from poor countries in order to prevent harm to people in these countries. Do you agree? Explain and justify your answer, making sure you address the relevant ethical issues.

### **Question 3 (20 marks)**

One of the reasons advanced for the poor performance of public health systems in most countries in sub-Saharan Africa is lack of “good and robust governance structures and systems”. Explain in some detail, what “good and robust governance” for health entails.

### **Question 4 (20 marks)**

**[Read the passage below about Kenya health system and answer the questions that follow.]**

Hospital reforms are taking place as a result of promulgation of Kenya’s new constitution in 2010. Governance Guidelines for Hospital Management Committees have been developed and rolled out nationally. Training workshops on these guidelines were held in the provinces. According to Ms. Mary Ngari, the Permanent Secretary of Kenya’s Ministry of Medical Services, “Hospital Management Committees and Hospital Management Teams are expected to use these guidelines to provide cohesive strategic direction in hospitals.” Funding from the central government to support hospitals is funneled through the Health Management Services Fund. Hospital Management Committees act as an oversight mechanism to ensure sound management of this fund by the Hospital Management Teams. The committees consist of civil society and community members as well as medical personnel and provincial government officials. The teams are made up of government-employed hospital staff. The aim of the committees is to improve health service delivery by involving communities in the decision-making process. The governance guidelines have helped, because a majority of hospital committee members did not fully know their roles and responsibilities and tended to underperform. The ministry expects the guidelines to have a significant impact on hospital performance by increasing efficiency through sound financial management, and better programming, budgeting, and priority setting in the hospitals.

#### **Required:**

- a) How would you describe the broad role of the civil society and community members in the hospital committees? **(5 marks)**
- b) What do you understand by “efficiency” in the statement “The ministry expects the guidelines to have a significant impact on hospital performance by increasing efficiency through sound financial management, and better programming, budgeting and priority setting in hospitals”? **(10 marks)**
- c) From the statement “Hospital Management Committees and Hospital Management Teams are expected to use these guidelines to provide cohesive strategic direction in hospitals”  
a) Mention key roles and responsibilities of the Hospital Management Committee in providing a strategic direction for the hospital,  
b) mention key roles and responsibilities of the Hospital Management Team in providing a strategic direction for the hospital **(5 marks)**

**Question 5 (20 marks)**

- a) What roles do women play in the health systems? **(3 marks)**
- b) How can effective governance help them in these roles? **(3 marks)**
- c) Is governance decision-making in your organization gender-responsive? Give instances of gender-responsiveness or lack of it **(5 marks)**
- d) What steps do you suggest to enhance gender-responsiveness in governance decision-making in your organization? **(9 marks)**