



STRATHMORE UNIVERSITY BUSINESS SCHOOL

MASTER OF BUSINESS ADMINISTRATION IN HEALTHCARE MANAGEMENT

END OF SEMESTER EXAMINATION

HCM 8202: HEALTHCARE ORGANIZATION ETHICS AND GOVERNANCE

Date: Thursday, 11th April 2019

Time: 3 hours

Instructions

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

Question 1 (20 Marks)

If it is shown that harmful health behaviors and self-inflicted illness place a serious economic burden on society, would it be just to make people contribute to their state-subsidized health care costs to the extent that they had contributed to their ill health? Explain, giving examples and reasons for your answer.

Question 2 (20 Marks)

In 2014, Facebook and Apple offered social or elective egg freezing to employees as a benefit. In 2016, the High Court in the UK ruled that a dying 14-year-old girl could have her body cryogenically frozen. Umbilical cord blood bio banking is now being offered as a private service to pregnant women. Outline an approach to determine whether these uses of medical technology are sound business opportunities, or exploitation. Which of these examples, if any, do you believe are *exploitative*, and why?

Question 3 (20 Marks)

- a) What constitutes good governance for health ? **(5 Marks)**
- b) To what extent has good governance for health been advanced or hindered by the devolution of health services provision in Kenya? Illustrate your answer with appropriate examples where possible **(15 Marks)**

Question 4 (20 Marks)

You are the County Executive Committee Member in charge of health in one of the 47 counties in Kenya. According to the new Kenyan constitution (2010), provision of health services has been devolved to the counties. Parliament has requested each county to establish

Health Boards in each of the County Referral Hospitals. The Terms of Reference (ToRs) for these boards must be drafted by a team of county health executive committee members (of which you are one of the members) within one month for consideration as part of a new regulatory Act by parliament.

- a) What are the considerations you would propose for the ToRs for Health Board members as per this new Act? **(5 Marks)**
- b) How would you help the new members of hospital boards in your county to become familiar with good board operations? **(5 Marks)**
- c) How would you advise such boards to deal with issues such as those that prompted the recent strikes by health workers in your county? **(5 Marks)**
- d) You realise that the issue of succession planning is not handled well, especially with regard to replacement of the Chief Executive Officers (CEOs) of the referral hospitals in your county. How can you help the Health Boards to address this issue? **(5 Marks)**

Question 5 (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 6: Case Study: Grand Challenges in Global Health

Read the case study reproduced below, and then answer the questions that follow.

“The Grand Challenges for Global Health initiative was announced in 2003 on the basis of a US\$200 million grant by the Bill and Melinda Gates

Foundation for health research in Low and Middle Income Countries (LMICs.) The initiative is a partnership between the Gates Foundation and the Foundation for the US National Institutes of Health (NIH), which “facilitates public-private partnerships of all sizes and configurations”. Following a global call for ideas, in October 2003 the initiative’s Scientific Board identified 14 challenges (see Table 1) that would be the topic

of a call for proposals. In May 2005 the Gates Foundation added a further US\$250 million in funding. In June 2005 the initiative announced grants to 43 research projects.

Despite the welcome funding for global health, the initiative raises two important governance questions. First, the challenges are heavily biomedical and biostatistical, with little attention to the Social Determinants of Health (SDH) and the policies that affect them. Second, the initiative focuses on communicable disease treatment and control, although the importance of “chronic noncommunicable disorders and...underlying living conditions” are acknowledged

A second criticism is that the initiative, financed almost entirely by private wealth, raises accountability, responsiveness, equity and representational issues.”

Table 1. The 14 Grand Challenges for Global Health

Goal	Grand Challenge
To improve childhood vaccines	1. Create effective single-dose vaccines that can be used soon after birth
	2. Prepare vaccines that do not require refrigeration
	3. Develop needle-free delivery systems for vaccines
To create new vaccines	4. Devise reliable tests in model systems to evaluate live attenuated vaccines
	5. Solve how to design antigens for effective, protective immunity
	6. Learn which immunological responses provide protective immunity
To control insects that transmit agents of disease	7. Develop a genetic strategy to deplete or incapacitate a disease-transmitting insect population
	8. Develop a chemical strategy to deplete or incapacitate a disease-transmitting insect population
To improve nutrition to promote health	9. Create a full range of optimal bio-available nutrients in a single staple plant species
To improve drug treatment of infectious diseases	10. Discover drugs and delivery systems that minimize the likelihood of drug-resistant microorganisms
To cure latent and chronic infections	11. Create therapies that can cure latent infections
	12. Create immunological methods that can cure chronic infections
To measure disease and health status accurately and economically in poor countries	13. Develop technologies that permit quantitative assessment of population health status
	14. Develop technologies that allow assessment of individuals for multiple conditions or pathogens at point-of-care

The case study refers in part to “Social Determinants of Health” defined as follows: “The Social Determinants of Health (SDH) concern the specific features of, and pathways by which, societal conditions affect health. Examples include the prevailing political structure, income, education, occupation, family structure, service availability, sanitation, exposure to hazards, social support, racial discrimination, and access to resources linked to health. Correspondingly, inadequate income, housing, and work environments are some of the SDH leading to health inequalities within and between countries.....”.

- a) Discuss, with examples where applicable, how SDH lead to health inequalities within and between counties in Kenya. **(10 Marks)**
- b) One of the criticism of the Grand Challenge Global Health Initiative, as captured in the case study outlined above, is that “ it raises accountability, responsiveness, equity and representational issues”. However, this is not a problem unique to the Grand Challenge initiative. it is probably a feature of many public-private-partnerships (PPPs). Given that many developing countries (including Kenya) promote PPPs as a means of fostering national development, how should such countries address governance issues such as accountability, responsiveness and equity that are cited with regard to the Grand Challenge Global Health Initiative? **(10 Marks)**