



## **STRATHMORE UNIVERSITY BUSINESS SCHOOL**

MASTER OF BUSINESS ADMINISTRATION IN HEALTHCARE MANAGEMENT

END OF SEMESTER EXAMINATION

**HCM 8202: HEALTH ORGANIZATION ETHICS AND GOVERNANCE**

**Date:** Thursday, 17<sup>th</sup> January 2019

**Time:** 3 hours

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### **Instructions**

1. This examination consists of **SIX** questions.
2. Answer **ANY FIVE** questions.

### **Question 1 (20 Marks)**

One of the reasons 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 2 (20 Marks)**

List the four (4) effective governing practices (**4 Marks**), and the corresponding enabling factors that would constitute a perfect “governance pillar” in your health System or health organization. (**16 Marks; 4 Marks for each enabler**)

### **Question 3 (Short Answers) (20 Marks)**

- a) Explain succinctly the difference between ethics and morals and how it is important for health leaders to have a basic ethical foundation. (**10 Marks**)
- b) Love is the most important source of human activities, explain the three levels of love using the triadic structure of the person and their importance for health professionals to know this distinction. (**10 Marks**)

### **Question 4 Short Answers (20 Marks)**

- a) Prudence is the key virtue that directs all other virtues to the final end. Explain at least four of its components and how they apply to health professionals. (**10 Marks**)
- b) “I will neither give a deadly drug to anybody who asked for it, nor will I make a suggestion to this effect. Similarly, I will not give to a woman an abortive remedy. In purity and holiness, I will guard my life and my art.” Relate this paragraph from the

Hippocratic Oath to the first principles of ethics.

**(10 Marks)**

**Question 5 (Short Answers) (20 Marks)**

- a) Give an example of how at least four of the six social ethical principles apply to your institution. **(10 Marks)**
- b) Succinctly explain how one cooperates to create a good moral environment in health services by example, persuasion and command, with practical examples. **(10 Marks)**

**Question 6 (20 Marks)**

**Read this book excerpt on the discontinuation of medical care to infants and answer the questions below**

“Thus far, the ethical discussion of these truly terrifying decisions has been less than fully satisfactory. Perhaps this is to be expected since the problems have only recently come to public attention. In a companion article to the Duff-Campbell report, Dr. Anthony Shaw’ of the Pediatric Division of the Department of Surgery, University of Virginia Medical Center, Charlottesville, speaks of solutions “based on the circumstances of each case rather than by means of a dogmatic formula approach.” Are these really the only options available to us? Shaw’s statement makes it appear that the ethical alternatives are narrowed to dogmatism (which imposes a formula that prescind from circumstances) and pure concretism (which denies the possibility or usefulness of any guidelines).

What has brought us to this position of awesome responsibility? Very simply, the sophistication of modern medicine. Contemporary resuscitation and life- sustaining devices have brought a remarkable change in the state of the question. Our duties toward the care and preservation of life have been traditionally stated in terms of the use of ordinary and extraordinary’ means. For the moment and for purposes of brevity, we may say that, morally speaking, ordinary means are those whose use does not entail grave hardships to the patient. Those that would involve such hardship are extraordinary. Granted the relativity of these terms and the frequent difficulty of their application, still the distinction has had an honored place in medical ethics and medical practice. Indeed, the distinction was recently reiterated by the House of Delegates of the American Medical Association (AMA) in a policy statement. After disowning intentional killing (mercy killing), the AMA statement continues: “The cessation of the employment of extraordinary means to prolong the life of the body when there is irrefutable evidence that biological death is imminent is the decision of the patient and/or his immediate family. The advice and judgment of the physician should be freely available to the patient and/or his immediate family” (JAMA 227:728, 1974).”

Richard A. McCormick. “To Save or Let Die: The Dilemma of Modern Medicine.” Abridged from The Journal of the American Medical Association, Volume 229, 1974, pp. 172-176. Copyright © 1974, American Medical Association.

- a) Discuss the difference between a dogmatist (normativist) and a relativist approach to life and death issues in health professionals. **(5 Marks)**
- b) What is the present medical agreement in Kenya of what is ordinary and

extraordinary care.

**(5 Marks)**

- c) Explain the different sources of objective morality people use to justify their actions and their importance (e.g. culture, history, natural moral law, feelings) and which one is more objective **(10 Marks)**