



**Strathmore**  
UNIVERSITY

**STRATHMORE BUSINESS SCHOOL**

MASTER OF BUSINESS ADMINISTRATION IN HEALTHCARE MANAGEMENT

END OF SEMESTER EXAMINATION

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

**Date:** Tuesday, 16<sup>th</sup> March 2021

**Time:** 3 Hours

**Instructions**

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

**Question 1 (20 marks)**

The five types of goods are necessary for complete human development.

In some professions, like health providers, it is important to care for the five.

- a) Explain which ones are the five types of goods **(10 marks)**
- b) Indicate how with your profession you can enhance each of the five types **(5 marks)**
- c) Give an example of how you have helped in each of them or seen how it was done. **(5 marks)**

**Question 2 (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 3 (20 marks):**

*[ Read the passage below about Kenya health system governance immediately after devolution of health services to the counties. Then answer the questions based on this passage.]*

*Hospital reforms are taking place as a result of promulgation of Kenya's new constitution in 2010. Governance Guidelines for Hospital Management Committees /Hospital Boards 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/Boards 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/Boards act as an oversight mechanism to ensure sound management of this fund by the Hospital Management Teams. The committees/Boards consist of civil society and community members as well as medical personnel and county government officials. The Hospital Management teams are made up of government-employed hospital staff. The broad mandate of the committees/Boards is to improve health service delivery by involving communities in their decision-making process. The governance guidelines have helped, because before introduction of the guidelines, a majority of hospital committee/Board 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.*

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"

i) Mention key roles and responsibilities of the Hospital Management Committee in providing a strategic direction, **(5 Marks)**

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

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

#### **Question 5 (20 Mark)**

One of the functions of a governing body (Board or Committee) in a health institution is to oversee strategic planning. This requires engagement with broad base of stakeholders. But there are cases where the Governing body fails to engage broad base of stakeholders in strategic planning.

a) Why is this bad for the organization? **(10 marks)**

b). What can be done to fix, or prevent it?

**(10 marks)**

**Question 6 (20 Marks)**

Private Sector Health Governing Bodies face unique external challenges that can be classified as follows:

- a) Market uncertainties
- b) Demanding customers
- c) Competition from other healthcare providers

For each one of the challenges, list at least **three** factors that may contribute to the challenges, or help in addressing the challenges (5 marks each)