



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT
BACHELOR OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT AND
DEVELOPMENT
END OF SECOND SEMESTER EXAMINATION MAY-AUGUST 2024

HMD 125 ORGANISATION OF HEALTH SERVICE

TIME: Two Hours

Date : August 2024

TIME : Two (2) Hours Start-----End.....

INSTRUCTIONS TO CANDIDATES

- 1) This exam is out of 70 marks
- 2) Section-A is compulsory with a Total of 30 Marks
- 3) Answer any TWO (2) questions in Section B
- 4) *Read carefully the additional instructions preceding each section.*

SECTION - A (COMPULSORY Question based on a case scenario – Answer all parts of the question).

Question 1.

Background: County X is facing several challenges in providing comprehensive health services to its population. The county health management team (CHMT) is tasked with implementing the Kenya Health Policy 2014-2030 and the Kenya Health Sector Strategic & Investment Plan (KHSSP) 2018-2023 to improve health outcomes. The team is particularly focused on organizing service delivery across various levels of care, enhancing referral services, conducting community outreach, and ensuring effective supervision and mentorship of health workers.

Scenario: Dr. Kamau is the newly appointed County Director of Health in County X. He has noticed several issues affecting the efficiency and effectiveness of health service delivery in the county:

1. **Referral Services:** There are frequent delays in patient transfers between primary care facilities and county hospitals, leading to poor health outcomes.
2. **Community Services:** Many rural and hard-to-reach areas lack regular outreach services, resulting in low immunization rates and poor maternal health indicators.
3. **Facility Services:** Some health facilities do not have updated emergency preparedness plans, and there is inconsistency in the implementation of clinical management guidelines.
4. **Supervision and Mentorship:** There is a lack of regular supervision and mentorship for health workers, leading to variability in service quality.

Dr. Kamau decides to develop a comprehensive plan to address these issues, aligning with the KHSSP 2018-2023 flagship projects and the Kenya Health Sector Partnership & Coordination Framework 2018-2030. By addressing these key areas, Dr. Kamau can significantly improve the organization and delivery of health services in X County.

Question 1a: List and explain 4 strategies that Dr. Kamau can implement to improve referral services in X County. 6mks

Question 1b: Describe 4 ways that would ensure community outreach services reach underserved populations in X County. 6mks

Question 1c: Discuss at least 4 measures that can be taken to ensure that health facilities in X County are prepared for emergencies and adhere to clinical management guidelines. 6mks

Question 1d: Explain 4 approaches that Dr. Kamau should take to improve supervision and mentorship of health workers in X County. 6mks

Question 1e: Describe 4 ways by which Dr. Kamau can leverage digital health technologies to enhance service delivery in X County. 6mks

SECTION – B (Answer any TWO (2) questions)

Question 2. Your primary task is to implement the Kenya Health Sector Partnership & Coordination Framework (2018-2030) to support the Kenya Health Policy (2014-2030) and achieve Universal Health Coverage (UHC). The framework is designed to enhance development effectiveness through a Sector-Wide Approach (SWAp) to health service delivery, ensuring coordinated efforts among all partners.

- a) What is the composition and role of the Health Sector Advisory and Oversight Committee (HSAOC) in the implementation of the Health Sector Partnership & Coordination Framework? 4mks
- b) What are the responsibilities of the Health Sector Interagency Steering Committee (HSISC) and how do they promote effective partnership and coordination in the health sector? 4mks
- c) Explain the function of Interagency Coordination Committees (ICCs) within the health sector partnership framework? 4mks
- d) What is the purpose of the Kenya Health Forum (KHF), and how can the outcomes of the Kenya Health Forum (KHF) influence health service delivery? 4mks
- e) What are the benefits of effective partnerships in the health sector, as outlined in the partnership framework and how does the Sector-Wide Approach (SWAp) enhance health service delivery in Kenya. 4mks

Question 3. David, a legal consultant for the Ministry of Health, is reviewing the legal and regulatory frameworks that govern healthcare in Kenya. He needs to provide insights on how these frameworks support the organization and delivery of health services.

- a) Discuss the key provisions of the Constitution of Kenya (2010) and its implications on healthcare? 10mks
- b) Explain the significance of the 2001 Abuja Declaration and the 2006 Maputo Plan of Action in Kenya's health policy. 5mks
- c) How do international health regulations like the Sustainable Development Goals (SDGs) influence Kenya's health policies and strategies? Explain. 5mks

Question 4. John, a health system management trainee, is examining how health services are delivered at different levels in Kenya and the inter-relationships between these levels. He needs to understand the structure of service delivery and the referral system.

- a) Explain the levels of health service delivery in Kenya. 5mks
- b) Describe the health services provided at each level. 6mks
- c) Discuss the referral system and its importance in the Kenyan health system. 9mks