



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 SEMESTER EXAMINATION DECEMBER 2024
HMD 222 LEADERSHIP AND GOVERNANCE IN HEALTH CARE

TIME: Two Hours

Date : WEDNESDAY 11TH DECEMBER 2024

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

Read carefully the additional instructions preceding each section.

SECTION A: COMPULSORY (30 MARKS)

1. Define visionary leadership in healthcare. (3 marks)
2. Identify four functions of governance in healthcare organizations. (4 marks)
3. Highlight the difference between accountability and transparency in healthcare management. (4 marks)
4. Define organizational branding in the context of healthcare. (3 marks)
5. Highlight four types of management styles relevant to healthcare leadership. (4 marks)
6. Identify four stages of team development. (4 marks)
7. Define networking as it applies to healthcare leadership. (3 marks)
8. Highlight five key elements of effective communication in healthcare settings. (5 marks)

SECTION B: ANSWER ANY TWO QUESTIONS (20 MARKS EACH)

9. Sunset General Hospital has been facing a series of challenges. Patient satisfaction scores have dropped significantly over the past year, staff morale is at an all-time low, and there have been several incidents of medical errors. The hospital board has just appointed you as the new CEO to turn the situation around.
 - a) Identify the key leadership challenges in this scenario. (5 marks)
 - b) Describe the leadership style you would adopt to address these challenges, and justify your choice. (5 marks)
 - c) Outline a step-by-step action plan to improve patient satisfaction and staff morale. (10 marks)
10. Green Valley Health Center, a large primary care facility, has recently been accused of financial mismanagement. An internal audit has revealed that some senior managers have been inflating expense reports and accepting gifts from pharmaceutical companies. The board of directors has asked you, as the Chief Compliance Officer, to address this issue and strengthen the organization's governance structure.
 - a) Explain the governance principles that have been violated in this scenario. (5 marks)
 - b) Describe three specific measures you would implement to enhance transparency and accountability in the organization. (5 marks)
 - c) Develop a code of ethics for the health center, highlighting key areas that need to be addressed based on the given scenario. (10 marks)
11. Greenfield Community Hospital is planning to implement a new Electronic Health Record (EHR) system. However, many of the senior doctors are resistant to this change, citing concerns about decreased productivity and patient interaction. As the hospital's Chief Information Officer, you need to manage this transition effectively.
 - a) Select and describe an appropriate change management model you would use to guide this transition. (5 marks)

- b) Explain why this model is particularly suitable for managing the EHR implementation at Greenfield Community Hospital, using specific examples to support your answer. (5 marks)
- c) Develop a comprehensive communication plan to address the concerns of the medical staff and ensure successful implementation of the EHR system. (10 marks)

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