



**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 - SEPTEMBER-DECEMBER 2025**  
**HMD 322: HOSPITAL INFRASTRUCTURE AND FACILITY MANAGEMENT**

**TIME:** Two Hours

**Date :** 12<sup>th</sup> December 2025

**TIME :** Three (3) Hours      **Start:** 11:00 a.m      **End:** 2:00p.m

**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 (40 Marks)

***Read carefully the additional instructions preceding each section.***

## **SECTION A: COMPULSORY (30 Marks)**

1. Define the following terms:

- a) Hospital (1 marks)
- b) Health care administration (1 marks)
- c) Planned preventive Maintenance (2 marks)

2. List 5(five) skills or competencies the hospital manager must develop to improve service delivery (5mks)

3. Indicate 5(five) responsibilities of support services in facility management. (5mks)

4. Identify 5(five) benefits of a successful procurement and commissioning process (5mks)

5. State 5(five) phases of planned preventive maintenance in facility management (5mks)

6. Outline any 3(three ) challenges in healthcare technology management (3mks)

7. Outline 3(three) principles that underpin provision of healthcare services (3 mks)

## **SECTION B: ANSWER ANY TWO (2) QUESTIONS (40 Marks)**

8. CO"TE DOR Mission Hospital is a private, faith-based facility offering maternal and child health services. A recent internal audit revealed poor documentation of drug usage and patient records. The Drugs and Therapeutics Committee rarely meets, and the Quality Assurance Committee has no monitoring framework. Additionally, a gender audit flagged that the Gender Mainstreaming Committee is inactive, and women are underrepresented in leadership roles. The hospital's administration is managed by a religious organization with limited formal training in health care management. The audit recommended restructuring of the hospital administration, improved committee functionality, and targeted leadership training.

a). Explain the roles of the following hospital-based committees in improving healthcare delivery

- Drugs and Therapeutics Committee (1 mark)
- Gender Mainstreaming Committee (1 mark)
- Quality Assurance Committee (1 mark)

b). Explain two challenges of health care administration evident in this case (4 marks)

c). Explain two functions of a hospital manager that could help address the audit's concerns (4 marks)

d). Outline three(3) principles that underpin provision of health care services that were overlooked by CO'TE Mission Hospital (3 marks)

e). Suggest 3 ways the hospital can enhance the competence of its administrators (6 mks)

**9.** You have been posted to Serene' hospital where the facility has challenges with equipment downtime. As the health administrator in this hospital:

**a)** Explain 5 (five) ways would you manage to minimize equipment downtime. (10 marks)

**b)** Describe 5 (five) approaches to inventory management facilities management (10 marks)

10. Tumaini County General Hospital, a public referral facility in a semi-urban area, has recently received funding to expand its services. The hospital currently provides basic inpatient and outpatient services, but the health department plans to introduce specialized services such as dialysis and oncology care. With this change, there is a need to strengthen administration and ensure alignment with national health standards. However, as the plan for expansion continues, the facility faces a number of risks including overspending on allocated budget due to unsteady market rates of supplies, inefficiencies in the procurement process of supplies, delays in meeting project completion timeline among others

a) Describe the steps the manager should take to conduct risk assessment for the expansion project (5 marks)

b) Discuss 5 mitigation strategies that the manager can apply to manage the challenges of inefficiencies in the procurement processes and overspending due to fluctuating market prices(5 Marks)

b) Explain how continuous risk monitoring and evaluation can support the hospital in ensuring the project aligns with the standards and remains within budget and schedule(10marks)