



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF COMMUNITY HEALTH
HIGHER DIPLOMA IN COMMUNITY HEALTH
END OF SEMESTER EXAMINATION DECEMBER 2025

UNIT CODE: DCHP 225 Health Services Management
DATE: 9th, December 2025
TIME: Two Hours **Start: 9:00am-11:00am**

INSTRUCTIONS

1. This exam is marked out of 60 marks
2. This Examination comprises TWO Sections
Section A: Compulsory Question (20 marks)
Section B: Long Answer Questions (40 marks)

SECTION A: COMPULSORY (20 Marks)

1. Define the term Health Services Management and Identify TWO key objectives of effective management in health service delivery. (4 Marks)
2. State FOUR major functions of management as applied in a health facility. (4 Marks)
3. Outline the difference between efficiency and effectiveness in health service delivery, giving one example for each. (4 Marks)
4. Describe FOUR components of a good referral system in community health. (4 Marks)
5. Identify FOUR major sources of health facility financing in Kenya. (4 Marks)

SECTION B

ANSWER ANY TWO (2) QUESTIONS (40 Marks)

6. Health planning is a critical component of effective community health management. It provides a systematic way of identifying health problems, setting priorities, and allocating resources to achieve specific health objectives.

a) Discuss the process of health planning in a community health setting, outlining each stage and its importance. (10 marks)

b) Describe five factors that influence successful implementation of a community health plan. (10 marks)

7. Effective management in health services requires leaders to make informed and timely decisions. Managers often face complex situations that call for systematic problem-solving and sound decision-making skills to improve service delivery.

a) Explain the steps involved in problem-solving and decision-making in health service management. (10 marks)

b) Using relevant examples, discuss five principles of effective leadership in health facility administration. (10 marks)

8. Monitoring and Evaluation (M&E) are essential tools for assessing the performance of health programs. They help identify strengths, weaknesses, and areas for improvement in community and facility-level service delivery.

a) Discuss the role of monitoring and evaluation (M&E) in improving health service delivery at community and facility levels. (10 marks)

b) Highlight five key components of a good M&E framework for a community health program. (10 marks)