



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 APRIL 2025
HMD 222: LEADERSHIP AND GOVERNANCE IN HEALTH CARE

TIME: Two Hours
Date : 11th April 2025
TIME : Two (2) Hours Start: 4:30 pm End: 6:30 pm

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. Outline the key differences between leadership and management. (4 marks)
2. Identify three essential functions of a manager. (4 marks)
3. Spotlight two different management styles. (4 marks)
4. Define what constitutes a vision statement in healthcare? (2 marks)
5. Define what constitutes a mission statement in healthcare? (2 marks)
6. Identify the key stages of team development. (3 marks)
7. Define "good governance" in the healthcare context. (3 marks)
8. Identify three types of accountability in healthcare organizations. (4 marks)
9. Spotlight two ethical dilemmas healthcare leaders commonly face. (4 marks)

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

1. As the newly appointed Director of Public Health in your region, you are tasked with coordinating a multi-sectoral response to address rising non-communicable diseases (NCDs).
 - a) Develop a vision and mission statement for this initiative (5 marks)
 - b) Explain how the vision and mission reflect the principles of visionary leadership? (5 marks)
 - c) Design a comprehensive stakeholder engagement and governance framework for this multi-sectoral initiative that ensures accountability, transparency, and effective decision-making. (10 marks)

2. The National Health Board has mandated that all healthcare facilities must implement a quality improvement and patient safety governance framework within the next 12 months.
 - a) Explain the relationship between governance and management in implementing quality improvement initiatives in healthcare settings. (6 marks)
 - b) Identify the principles of good governance that are essential for successful implementation of a quality improvement framework, providing practical examples of how each principle would be applied. (8 marks)
 - c) Describe three potential barriers to implementing the governance framework and propose strategies to overcome them (6 marks)

3. The Ministry of Health has allocated funds to establish a new Community Health Center in an underserved area. You have been appointed as the project lead.
 - a) Using the seven-step decision-making approach, outline how you would decide on the location, services, and staffing for this new health center. (7 marks)
 - b) Develop a presentation plan for engaging community stakeholders in this project. (7 marks)
 - c) Explain how you would ensure the principles of accountability and transparency are embedded in the governance structure of this new health center (6 marks)