



**KENYA MEDICAL TRAINING COLLEGE  
COLLEGE COMMON MODULES**

**END OF SEMESTER EXAMINATION  
FOR  
COLLEGE COMMON MODULES  
PAPER: HEALTH SYSTEMS MANAGEMENT 11**

**DATE: JANUARY 28, 2025**

**TIME: 3 HOURS (9:00AM – 12:00 NOON)**

**INSTRUCTIONS**

1. This paper consists of:
  - Section 1 (20 Multiple Choice Questions)
  - Section 2 (8 Short Answer Questions)
  - Section 3 (2 Long Answer Question)
2. Attempt **ALL** Questions
3. Write the **EXAMINATION NUMBER** given on all the answer sheets provided and on the question paper.
4. Ensure that all examination answer scripts are handed in at the end of the examination
5. Ensure you sign the examination register provided

**EXAMINATION NUMBER ....**

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## **SECTION 1 (20 MULTIPLE CHOICE QUESTIONS) 20. MARKS.**

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### **1. What would you consider as a key component of health care service delivery?**

- A. Improved health.
- **B. A well-functioning health information**
- C. Strategic health policy framework
- D. Supportive servant leadership
- *Explanation: A well-functioning health information system ensures accurate data collection, monitoring, and service delivery, which are crucial for effective healthcare.*

### **2. What would you consider as a Principle of Project Management?**

- A. Cost-effectiveness
- **B. Accomplishing Predetermined Goals**
- C. Effective Stakeholder Management
- D. Minimization of Risks
- *Explanation: Project management focuses on achieving set goals within scope, time, and budget constraints.*

### **3. What would you consider as a Programming/Project Concept?**

- **A. This is the establishment of the general intervention strategy.**
- B. This involves consultation with intended beneficiaries...
- C. This is the analysis of a proposed operation...
- D. This may require tendering and awarding contracts...
- *Explanation: Programming involves defining the overall approach and intervention strategy before implementation.*

### **4. What would you consider as a role for the fishbone diagram?**

- A. Hidden factors which can be significant...
- **B. Possible causes for an effect or problem**
- C. Ishikawa's diagram became known...

- D. It looks like a fishbone...
- *Explanation: The fishbone diagram (Ishikawa diagram) is a tool used to identify potential causes of a problem in a structured manner.*

## 5. What would you consider as the process of establishing a target degree of excellence for health intervention and taking action to ensure that each patient receives the agreed-on level of care?

- A. Quality standard
- B. Continuous quality improvement
- **C. Quality assurance**
- D. Quality control
- *Explanation: Quality assurance involves setting standards and ensuring healthcare services meet those standards.*

## 6. How would you define benchmarking in health care?

- **A. The process of measuring products, practices, and services against best-performing healthcare facilities**
- B. End result of health intervention...
- C. Health unit with one team...
- D. Expressed as people taking responsibility...
- *Explanation: Benchmarking compares healthcare services to best practices to improve quality.*

## 7. What would you categorize as an element of health services quality?

- A. Reliability and dependability
- **B. Relevance and acceptability**
- C. Continuous improvement
- D. Process improvement
- *Explanation: Quality healthcare should be relevant to patient needs and acceptable to users.*

## 8. What would you consider as aspects of leadership in quality management?

- A. Establishing a clear vision of the organization's future

- B. Provide staff with training in methods...
- C. Establish goals to guide and measures...
- **D. Establishing trust and minimizing fear within the institution** 
- *Explanation: Leadership in quality management fosters trust and encourages staff participation in quality improvement.*

## 9. Capital budget involves:

- A. It is prepared by unit manager...
- B. Usually follows the financial calendar
- C. Includes the accumulated estimates...
- **D. Outline major equipment requiring major sum of funds** 
- *Explanation: Capital budgeting focuses on large, long-term investments like equipment and infrastructure.*

## 10. An evaluation can be carried out to:

- **A. Systematic assessment of actions to improve planning or implementation of activities.** 
- B. Determine whether the project should be extended elsewhere
- C. Problems are detected during implementation...
- D. Identify areas for changes or modifications...
- *Explanation: Evaluation ensures that projects are assessed systematically to improve effectiveness and outcomes.*

## 11. Select a Principle of Fundraising from the following:

- A. Building networks
- **B. Effective mobilization requires planning** 
- C. Enhancing viability and sustainability
- D. Reducing dependency on a few resources
- *Explanation: Fundraising must be carefully planned to be successful and sustainable.*

## 12. What would you categorize as an Objective of Health Information System?

- **A. Facilitate health situation and trends analyses** 
- B. Leads to better decisions and better spending.
- C. Makes it easier to track and confront threats to health and all levels.

- D. Creates and maintains a data repository
- *Explanation: A health information system helps analyze trends and inform healthcare decisions.*

### 13. Community-based health information system is generated by:

- A. Health workers only
- B. Community members and politicians
- C. Community members alone
- **D. Health workers and community members**
- *Explanation: A community-based health information system involves collaboration between health workers and community members to gather and use health data.*

### 14. A measure put in place to minimize the results from a disaster is called:

- A. Preparedness
- **B. Mitigation**
- C. Modification
- D. Recovery
- *Explanation: Mitigation involves proactive measures to reduce disaster impact.*

### 15. The health objective of disaster preparedness is to:

- **A. Prevent morbidity and mortality**
- B. Reduce the damage caused by natural hazards
- C. Prevent new and reduce existing disaster risk
- D. Reduce errors and safeguard the healthcare organization
- *Explanation: Disaster preparedness in health aims to minimize illness and death during emergencies.*

### 16. What would you categorize as a principle of financial management?

- A. Collection of revenue
- B. Cash management rules
- **C. Stewardship**
- D. Oversight and audit
- *Explanation: Stewardship ensures financial resources are managed responsibly and ethically.*

## 17. What would you consider as Accounting and Monitoring in Health Care Finance?

- A. Capturing expenses in the accounting system
  - B. Cash allocation and release of funds
  - C. Management of services, human resources
  - D. Oversight and audit by national and county assemblies
- *Explanation: Accounting and monitoring in health finance involve tracking expenses to ensure proper financial management and accountability.*

## 18. What would you consider as the mandate of MoH in health-related oversight responsibility?

- A. Creates and maintains a data repository.
  - B. Maintains a data repository for the county
  - C. Provides technical, material, and financial support to all counties
  - D. Set of measures that show changes in health profile
- *Explanation: The Ministry of Health (MoH) oversees healthcare by supporting counties with resources and expertise to ensure effective service delivery.*

## 19. What would you consider an indicator in health care?

- A. A variable that measures change over time.
  - B. Any accomplishment that you want to achieve
  - C. Steps put in place to achieve the goal
  - D. Periodic assessment of an activity
- *Explanation: A health indicator is a measurable variable used to assess changes in health status over time.*

## 20. What would you categorize as a process of Evaluation in health care?

- A. Analyzing and processing data for consumption
  - B. Storing and retrieving information for use by different stakeholders
  - C. Reporting activity results based on activity timeframe
  - D. Designing evaluation strategy
- *Explanation: Evaluation in healthcare involves assessing and reporting outcomes within a specific timeframe to measure*

*effectiveness and impact.*

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## **SECTION 2 (SHORT ANSWER QUESTIONS) – 40 MARKS**

### **21. What would you categorize as an element of health services quality?**

- Effectiveness – Ensuring that healthcare interventions achieve desired outcomes.
- Efficiency – Providing care with minimal waste of resources.
- Accessibility – Ensuring healthcare services are available when needed.
- Patient-centeredness – Delivering care that respects patient preferences and values.
- Safety – Reducing risks and harm to patients during care.
- Equity – Ensuring healthcare is fairly distributed across all populations.

### **22. Outline the organization of health facilities in supplies management. (5 Marks)**

- **Central Medical Stores (CMS)** – Responsible for bulk procurement and distribution.
- **Regional/District Stores** – Receive supplies from CMS and distribute to lower-level facilities.
- **Hospital Pharmacy/Stores** – Manage medical supplies within hospitals and ensure availability.
- **Health Centers & Clinics** – Maintain essential medicines and supplies for primary care.
- **Inventory Management Systems** – Track stock levels, prevent shortages, and ensure timely restocking.

### **23. What would you consider as aspects of leadership in quality management?**

- Setting a clear vision for quality improvement.
- Promoting a culture of continuous improvement.
- Providing training and resources for quality management.
- Establishing measurable goals and performance indicators.
- Encouraging teamwork and communication in quality initiatives.
- Ensuring compliance with health regulations and standards.

## 24. What would you consider as the phases of disaster management in health care?

- **Mitigation** – Reducing the impact of potential disasters (e.g., disease prevention programs).
- **Preparedness** – Developing plans, training, and stockpiling essential supplies.
- **Response** – Implementing emergency actions such as evacuation, medical aid, and crisis management.
- **Recovery** – Restoring healthcare services and rehabilitating affected communities.

## 25. State the primary role of financial management in healthcare. (5 Marks)

- Ensuring efficient allocation of resources for healthcare services.
- Budgeting and controlling healthcare expenditures.
- Maintaining financial accountability and transparency.
- Supporting decision-making through financial data analysis.
- Ensuring compliance with financial regulations and policies.

## 26. What would you consider as the role of county treasuries in health care finance?

- Allocating budgets for healthcare services at the county level.
- Ensuring timely disbursement of funds to health facilities.
- Monitoring and auditing healthcare financial expenditures.
- Enhancing revenue collection for sustainable health financing.
- Implementing financial policies to improve service delivery.

## 27. What would you consider as key aspects of a health information system for effective health care service delivery? (5 Marks)

- **Data Collection** – Gathering accurate and timely health data.
- **Data Processing & Analysis** – Converting raw data into meaningful insights.

- **Health Information Technology** – Using digital tools for efficient data management.
- **Decision Support Systems** – Providing data-driven insights for policy-making.
- **Interoperability** – Ensuring systems can share and exchange information across different healthcare institutions.

## 28. How would you categorize the monitoring process? (5 Marks)

- **Routine Monitoring** – Regular tracking of healthcare activities and performance.
  - **Process Monitoring** – Evaluating how healthcare services are being implemented.
  - **Outcome Monitoring** – Assessing the impact of healthcare interventions on patient outcomes.
  - **Financial Monitoring** – Ensuring proper utilization of health funds and resources.
  - **Compliance Monitoring** – Ensuring adherence to health regulations and quality standards.
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## **SECTION 3 (LONG ANSWER QUESTIONS) – 40 MARKS**

### 29. Healthcare procurement is the process of sourcing goods and equipment for clinicians, hospitals, and other healthcare settings. Discuss. (20 Marks)

- **Definition of Healthcare Procurement:** The process of acquiring medical supplies, equipment, and services for healthcare facilities.
- **Key Steps in Procurement Process:**
  - Needs assessment – Identifying required medical supplies and equipment.
  - Budgeting – Allocating funds for procurement.
  - Supplier selection – Choosing reliable suppliers.
  - Contracting – Establishing agreements with suppliers.
  - Ordering and delivery – Ensuring timely delivery of medical goods.

- Quality assurance – Inspecting products to meet healthcare standards.
  - Inventory management – Tracking and storing supplies efficiently.
- **Challenges in Healthcare Procurement:**
    - High costs of medical equipment and drugs.
    - Supply chain disruptions affecting timely delivery.
    - Corruption and mismanagement of procurement funds.
    - Regulatory compliance issues.
  - **Solutions for Effective Procurement:**
    - Implementing transparent procurement policies.
    - Using digital procurement systems for efficiency.
    - Establishing long-term supplier relationships.
    - Enhancing monitoring and evaluation mechanisms.

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**30. In the medical sector, TQM integrates quality orientation in all processes and procedures in healthcare delivery.**

**(a) Explain the principles of Total Quality Management (TQM) applicable in healthcare. (6 Marks)**

- **Customer Focus** – Prioritizing patient needs and satisfaction.
- **Continuous Improvement** – Ongoing efforts to enhance healthcare services.
- **Process Approach** – Standardizing procedures for efficiency.
- **Data-Driven Decision Making** – Using evidence to guide improvements.
- **Leadership Commitment** – Ensuring strong management support for quality.
- **Employee Involvement** – Encouraging teamwork and staff participation.

**(b) State the principles of Quality Management. (7 Marks)**

- **Customer Satisfaction** – Meeting and exceeding patient expectations.
- **Consistency and Standardization** – Ensuring uniform healthcare service delivery.
- **Preventive Measures** – Reducing errors before they occur.
- **Efficient Resource Use** – Optimizing financial and material resources.

- **Risk-Based Thinking** – Identifying and mitigating healthcare risks.
- **Regulatory Compliance** – Following health laws and guidelines.
- **Sustainability** – Ensuring long-term improvement in healthcare quality.

**(c) What would you consider as the significance of customer focus in healthcare service delivery? (7 Marks)**

- **Improves Patient Satisfaction** – Meeting patient expectations enhances trust and loyalty.
  - **Enhances Service Quality** – Healthcare facilities prioritize efficient service delivery.
  - **Reduces Medical Errors** – Understanding patient needs minimizes risks.
  - **Encourages Patient Engagement** – Patients become more involved in their treatment plans.
  - **Boosts Healthcare Reputation** – Quality patient care attracts more clients.
  - **Leads to Better Health Outcomes** – Focused care results in improved patient health.
  - **Ensures Compliance with Ethical Standards** – Upholding patient rights and dignity.
-



## KENYA MEDICAL TRAINING COLLEGE

### DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT

END OF SEMESTER EXAMINATION  
FOR  
COMMON COLLEGE MODULES

### PAPER: HEALTH SYSTEMS MANAGEMENT 2

DATE: Thursday, 8<sup>th</sup> February 2024

TIME: 2 HOURS (2:00 – 4:00 PM)

#### INSTRUCTIONS

1. This paper consists of:
  - Section 1 (30 Multiple Choice Questions) 30 Marks-
  - Section 2 (4 Short Answer Questions) 20 Marks
  - Section 3 (1 Long Answer Question) 20 Marks
2. Attempt ALL Questions
3. Write the COLLEGE NUMBER given on all the answer sheets provided and on the question paper.
4. Ensure that all examination answer scripts are handed in at the end of the examination
5. Ensure you sign the examination register provided

COLLEGE NUMBER .....

## **SECTION A: MULTIPLE CHOICE QUESTIONS (20 MARKS)**

### **1. Evaluation process will entail:**

- A. Analyzing and processing data for consumption
  - B. Storing and retrieving information for use by different stakeholders
  - C. **Reporting activity results based on activity timeframe**
  - D. Participatory reflection on results
- Explanation:** Evaluation involves measuring performance and outcomes within a set timeframe to assess effectiveness and inform decision-making.

### **2. Regarding Kenya Health Sector Policy, identify the responsibility of county government in the devolved system:**

- A. Licensing and control of undertakings that sell food to the public
  - B. Capacity building and technical assistance to counties
  - C. Consumer protection including the development of standards
  - D. **All of the above**
- Explanation:** County governments have multiple responsibilities, including licensing food-related businesses, ensuring consumer protection, and providing technical support.

### **3. Identify the subscript which is not an objective of HIS (Health Information System):**

- A. Provide data for monitoring and evaluation
  - B. Provide an alert and early warning capability
  - C. Support patient and health facility management
  - D. **Provide a basis for feedback**
- Explanation:** While HIS aims to collect and analyze data, providing feedback is a separate function and not its primary objective.

### **4. Identify a disaster which is caused by human-induced factors from the following:**

- A. Environmental emergencies
  - B. Epidemics and pandemics
  - **C. Transport-related accidents** ✓
  - D. Environmental emergencies
- **Explanation:** Transport-related accidents are a result of human actions, whereas environmental emergencies and pandemics often have natural causes.

## 5. Select a principle of fundraising from the following:

- **A. Building networks** ✓
  - B. Effective mobilization requires planning
  - C. Enhancing viability and sustainability
  - D. Reducing dependency on a few resources
- **Explanation:** Building networks is crucial for successful fundraising as it helps secure funding sources and partnerships.

## 6. There are five clear stages of the MTEF (Medium-Term Expenditure Framework) budgeting cycle, identify one of them from the following:

- A. Policy development
  - B. National development plans
  - **C. Fiscal and budgeting framework** ✓
  - D. Development of sector proposals
- **Explanation:** The fiscal and budgeting framework is a core stage of MTEF, ensuring planned expenditures align with available resources.

## 7. Benefits of accreditation in health systems include:

- A. Identify patients correctly
  - **B. Ability to negotiate on the quality of care** ✓
  - C. Reduce the risk of healthcare-associated infections
  - D. Improve the safety of high-alert medications
- **Explanation:** Accreditation allows healthcare institutions to improve quality and negotiate for better standards in service delivery.

8. \_\_\_\_\_ is one of the three basic functions of the health financing system.

○ A. Collecting revenues

○ B. Financial auditing

○ C. Financial accounting

○ D. Management accounting

○ **Explanation:** Revenue collection is a fundamental function in health financing, ensuring sufficient funds for healthcare services.

9. Specific roles in mobilization, allocation, and efficient use of financial resources include:

○ A. Equity

○ B. Efficiency

○ C. Oversight

○ D. Effectiveness

○ **Explanation:** Oversight ensures accountability in financial management and ensures resources are used efficiently.

10. Select an expectation of customers from health service providers from the statement below:

• A. Know the customer needs

• B. Consistency in service delivery

• C. Know their expectations

• D. Be clear about what your role entails

**Explanation:** Patients expect reliable and consistent healthcare services to ensure continuity and quality of care.

11. Regarding quality management, the importance of the value of relationships is \_\_\_\_\_

• A. Reduced constructive criticism

• B. Customers become part-time marketers of the organization

• C. Increased loyalty of the customers

• D. Stakeholders become part-time marketers of the organization

**Explanation:** Satisfied customers share positive experiences and indirectly promote the organization's services through word-of-mouth

marketing.

## 12. The item that flows through the supply chain is called \_\_\_\_\_

- A. Input
- **B. Materials**
- C. Processes
- D. Logistics

**Explanation:** Materials, including medical supplies and pharmaceuticals, are the main items flowing through the healthcare supply chain.

## 13. The importance of supply chain collaboration in health pharmaceutical supply includes:

- A. All items available at all times
- B. Improved customer service
- **C. Cornerstone of effective SCM**
- D. The focus of many of today's SCM initiatives

**Explanation:** Effective supply chain collaboration ensures smooth procurement, storage, and distribution of medical supplies.

## 14. What is the relevance of laws and regulations in supply chain management?

- A. Provide guidance on what supply chain systems may be established
- **B. Provide a framework for the efficient management of supply chains**
- C. Centre for drug information for public and board use
- D. Regulating aspects of advertisement on Pharmaceuticals

**Explanation:** Laws ensure proper regulation, efficiency, and compliance within the healthcare supply chain.

## 15. Effective health sector leadership requires all of the following except:

- A. Strengthened health stewardship
- B. Leadership and governance
- C. Improved health governance arrangements
- **D. Consolidation of health partnership arrangements**

**Explanation:** While partnerships may be beneficial, they are not a core requirement for strong health sector leadership, which focuses more on governance and stewardship.

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**16. During project management, inputs refer to**

- A. Resources provided for an intervention
- B. Activities undertaken during the project
- C. Tangible things produced by the project
- D. Risks that may occur during the project

**Explanation:** Inputs in project management are the resources (such as funds, personnel, and materials) used to execute a project.

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**17. Which of the following is not a project management tool**

- A. Gantt chart
- B. Logic network
- C. Project breakdown structure
- D. Project review sheet

**Explanation:**

- A **Gantt chart** is a scheduling tool used in project management.
  - A **Project breakdown structure** is a method of dividing a project into smaller tasks but is not typically classified as a standalone tool like Gantt charts.
- 

**18. The end product of project formulation is the**

- A. Project proposal
- B. Project plan
- C. Project budget
- D. A business case

**Explanation:** A project proposal is the final document outlining the project's objectives, scope, and implementation plan before approval.

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**19. In disaster management, susceptibility refers to**

- A. Probability of harmful consequences
- B. Exposure to danger

- C. Lack of basic social functions
- D. Adaptability status

**Explanation:** Susceptibility in disaster management is the likelihood of suffering harm due to vulnerability factors such as weak infrastructure or lack of resources.

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## **20. During the relief stage of disaster management, the following activities are done**

- A. Counselling services
- B. Reconstruction
- C. Provision of temporary shelter
- D. Provision of safety codes

**Explanation:** The relief stage focuses on immediate support, such as providing temporary shelter to displaced individuals. Reconstruction happens in later recovery stages.

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## **21. Risk transfer as used in disaster management entails**

- A. Insurance mechanisms
- B. Careful location of new facilities
- C. Land use management
- D. Identification of disaster hot spots

**Explanation:** Risk transfer involves shifting the financial burden of disaster risks to third parties, usually through insurance.

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## **22. Population-based data sources include**

- A. Individual records
- B. Resource records
- C. Civil registration
- D. Service records

**Explanation:** Civil registration includes records such as birth and death certificates, which are vital for population data collection.

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## **23. Which of the following is a quantitative data collection method**

- A. Focused group discussion
- B. Observation

- C. Frequency table
- D. Tallies

**Explanation:** Quantitative data collection methods involve numerical representation, such as **tallies**, which count occurrences systematically.

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#### **24. Resource mobilization refers to**

- A. Getting resources using different mechanisms from different providers to implement organization work.
- B. Enhancing viability and sustainability
- C. Reducing dependency on a few resources
- D. All of the above

**Explanation:** Resource mobilization includes all these elements to ensure an organization has adequate resources from various sources.

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#### **25. Processes as a component of health information system includes the following except**

- A. Indicators
- B. Data sources
- C. Data management
- D. Information

**Explanation:** While information is the outcome, it is not a process within the health information system. Processes involve data collection, analysis, and management.

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#### **26. Quality in management refers to**

- A. Totality of features and characteristics of a product or service to satisfy the stated needs
- B. Minimal level of acceptable performance or result
- C. Doing the right things
- D. Doing things right

**Explanation:** Quality management ensures that a product or service meets the required standards to satisfy user needs.

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#### **27. A project plan is**

- A. A document which identifies labour requirements
- B. A document which defines the quality targets to be achieved

- C. A document which lists the phases, activities, tasks, timeframes and resources required to complete a project
- D. A document which identifies equipment and materials to be used

**Explanation:** A project plan provides a detailed roadmap of tasks, resources, and timelines to complete a project.

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## **28. Regarding Kenya Health sector policy, identify the responsibility of county government in the devolved system.**

- A. Licensing and control of undertakings that sell food to the public
- B. Capacity building and technical assistance to counties
- C. Consumer protection including the development of standards.
- D. All of the above

**Explanation:** County governments in Kenya handle multiple responsibilities under devolution, including licensing, capacity building, and consumer protection.

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## **29. Data isolation means**

- A. Data is stored in flat files
- B. Same information being duplicated into two files
- C. All related data not being available in one file
- D. Cleaning and modeling data to make conclusions

**Explanation:** Data isolation occurs when different datasets are not integrated into a single accessible file, limiting comprehensive analysis.

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## **30. All of the following statements are objectives of health information systems except**

- A. Provide data for monitoring and evaluation
- B. Provide an alert and early warning capability
- C. Information dissemination and communication
- D. Facilitate health situation and trends analyses

**Explanation:** Health information systems primarily focus on **monitoring, evaluation, communication, and trend analysis**, while **early warning capabilities** are more specific to disaster or outbreak detection systems.

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## **SECTION 2: SHORT ANSWER QUESTIONS (20 MARKS)**

### **31. Outline the importance of fundraising in health. (5 marks)**

- **Resource Mobilization:** Ensures availability of financial resources for health programs and infrastructure.
  - **Improved Service Delivery:** Helps in acquiring medical supplies, equipment, and staff salaries.
  - **Community Health Initiatives:** Supports health education, vaccination programs, and outreach services.
  - **Emergency Response:** Provides funds for disaster relief, pandemics, and urgent medical needs.
  - **Research and Development:** Supports medical research, innovation, and new treatment methods.
- 

### **32. Explain disaster management cycle in health care service delivery. (5 marks)**

The **disaster management cycle** in healthcare consists of four key phases:

1. **Mitigation:** Actions taken to prevent or reduce the impact of disasters (e.g., vaccination programs, health education).
  2. **Preparedness:** Planning and training for emergency response (e.g., hospital emergency drills, stockpiling medical supplies).
  3. **Response:** Immediate actions to manage the disaster (e.g., treating victims, emergency medical camps, rescue operations).
  4. **Recovery:** Restoration of healthcare services and rebuilding affected areas (e.g., reconstructing hospitals, mental health support).
- 

### **33. Describe the commodity management cycle in procurement for health delivery. (5 marks)**

The **commodity management cycle** in health procurement involves:

- Selection:** Identifying the required medical supplies and equipment.
  - Procurement:** Purchasing commodities through suppliers or tenders.
  - Storage:** Proper warehousing to ensure safety and prevent spoilage.
  - Distribution:** Supplying commodities to health facilities as needed.
  - Utilization & Monitoring:** Ensuring correct use and tracking stock levels to prevent shortages or wastage.
- 

**34. Enumerate any five (5) benefits of health information management within the health facility. (5 marks)**

- **Improved Patient Care:** Enhances efficiency in medical record-keeping and treatment plans.
  - **Better Decision-Making:** Provides accurate data for policy-making and resource allocation.
  - **Increased Efficiency:** Reduces paperwork, ensuring quick access to patient records.
  - **Enhanced Data Security:** Protects sensitive patient information from unauthorized access.
  - **Facilitates Research:** Supports medical studies and epidemiological research.
- 

**SECTION 3: LONG ANSWER QUESTION (20 MARKS)**

**35. Quality assurance is a systematic process for closing the gap between actual performance and desired outcomes.**

**(a) Describe quality assurance in health care service delivery and its importance. (4 marks)**

**Quality assurance** in healthcare refers to a structured process of ensuring medical services meet required standards to improve patient outcomes.

**Importance:**

- Ensures **patient safety** by minimizing medical errors.
- Enhances **efficiency** in health service delivery.

- Promotes **standardization** of healthcare procedures.
  - Builds **public trust** in healthcare institutions.
- 

**(b) Explain the three (3) components of quality assurance system. (3 marks)**

1. **Quality Control (QC):** Monitoring and inspecting healthcare services to maintain standards (e.g., lab test accuracy).
  2. **Quality Improvement (QI):** Continuous efforts to enhance service delivery (e.g., training healthcare workers).
  3. **Quality Planning (QP):** Establishing guidelines and policies for maintaining healthcare quality (e.g., infection control protocols).
- 

**(c) One of the principles of quality management system is “customer focus.” Explain what customer focus entails and its application in health care. (5 marks)**

**Customer focus** in healthcare means prioritizing patient needs and ensuring satisfaction through high-quality services.

**Application in healthcare:**

- Providing **patient-centered care** that respects individual preferences.
  - Enhancing **communication** between healthcare providers and patients.
  - Reducing **waiting times** for medical services.
  - Ensuring **affordable and accessible** healthcare services.
  - Encouraging **patient feedback** for continuous improvement.
- 

**(d) Discuss eight (8) strategies you will institute as a leader to ensure improved quality service delivery to clients in the health facility. (8 marks)**

1. **Implement Standard Operating Procedures (SOPs):** Establish clear guidelines for healthcare workers.
2. **Enhance Staff Training:** Regular workshops to update healthcare providers on best practices.
3. **Monitor and Evaluate Services:** Conduct patient satisfaction surveys and audits.

4. **Improve Resource Allocation:** Ensure sufficient medical supplies, equipment, and staff.
  5. **Strengthen Data Management:** Use digital records for accurate patient tracking.
  6. **Encourage Teamwork and Communication:** Foster collaboration among healthcare professionals.
  7. **Adopt Patient-Centered Care:** Focus on personalized treatment plans and patient rights.
  8. **Ensure Compliance with Regulations:** Follow national and international healthcare standards.
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DEPARTMENT OF COMMON COLLEGE MODULES

END OF SEMESTER EXAMINATION  
FOR  
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PAPER: HEALTH SYSTEMS MANAGEMENT II

DATE: 15<sup>TH</sup> JULY 2022

TIME: 3 HOURS (9:00 AM - 12:00 NOON)

**INSTRUCTIONS**

1. This paper consists of:
  - Section 1 (20 Multiple Choice Questions) 20 Marks
  - Section 2 (5 Short Answer Questions) 40 Marks
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EXAMINATION NUMBER .....

## **Section 1: Multiple Choice Questions (20 MARKS)**

### **1. Identify the subscript which is not a key component of a project proposal.**

- a) Executive summary
- b) Design strategy 
- c) Project goals and objectives
- d) The beneficiaries and stakeholders

**Explanation:** A project proposal includes an executive summary, goals, and stakeholders, but "design strategy" is typically part of implementation.

### **2. Evaluation process will entail:**

- a) Analyzing and processing data for consumption
- b) Storing and retrieving information for use by different stakeholders 
- c) Reporting activity results based on an activity timeframe
- d) Participatory reflection on results

**Explanation:** Storing and retrieving data ensures stakeholders can access and use information efficiently.

### **3. Causal factors of disasters include all of the following except:**

- a) The magnitude of each disaster measured in death, damage, or cost for developing countries increases with increased marginalization of populations. This is caused by:
- b) Moderate birth rates 
- c) Problem of land tenure & economic opportunities
- d) Misallocation of resources

**Explanation:** Disasters are influenced by socio-economic issues, but moderate birth rates do not directly contribute.

### **4. The key aspects of a health information system include all of the following except:**

- a) Information generation
- b) Information evaluation
- c) Information analysis
- d) **Information utilization/use**

**Explanation:** Health Information Systems focus on data management, not utilization, which is an outcome rather than a system function.

## 5. Causal factors of disasters include all of the following except:

- a) The magnitude of each disaster measured in death, damage, or cost for developing countries increases with increased marginalization of populations. This is caused by:
- b) **Moderate birth rates**
- c) Problem of land tenure & economic opportunities
- d) Misallocation of resources

**Explanation:** Birth rates are a demographic factor but do not directly cause disasters.

## 6. All of the following are procurement processes except:

- a) Identification of a need
- b) Procurement planning
- c) Preparation and approval of specifications
- d) **The drawing of annual budgets**

**Explanation:** Procurement is about acquiring goods and services, whereas drawing budgets is a financial management activity.

## 7. All of the following statements are objectives of health information systems except:

- a) **Provide data for monitoring and evaluation**
- b) **Provide an alert and early warning capability**
- c) Information dissemination and communication
- d) **Facilitate health situation and trends analyses**

**Explanation:** These functions support decision-making and public health management.

## 8. Regarding Kenya Health Sector policy, identify the responsibility of county government in the devolved system.

- a) Licensing and control of undertakings that sell food to the public
- b) Capacity building and technical assistance to counties
- c) Consumer protection including the development of standards
- d) All of the above

**Explanation:** Counties regulate food safety and public health under devolution.

## **9. Identify the subscript which is not an objective of HIS (Health Information System):**

- a) Provide data for monitoring and evaluation
- b) Provide an alert and early warning capability
- c) Support patient and health facility management
- d) **Provide a basis for feedback**

**Explanation:** HIS focuses on data, alerts, and patient management; feedback is not its main function.

## **10. Resource mobilization refers to:**

- a) Getting resources using different mechanisms from different providers to implement organization work
- b) **Providing or availing financial and non-financial resources to support an objective of the organization, department, or a project**
- c) It involves mobilizing resources from individuals, government, and non-governmental organizations
- d) It involves mobilizing resources from individuals, government, and non-governmental organizations

**Explanation:** Resource mobilization ensures availability of funds and resources for achieving specific goals.

## **11. Regarding evaluation, which one of the following is not correct about standards of evaluation?**

- a) **Utility standards ensure that information needs of evaluation users are satisfied**
- b) Accuracy standards ensure that the M&E produces findings that are considered correct

- c) Feasibility standards ensure that the evaluation is viable and pragmatic
- d) Propriety standards ensure that the evaluation is ethical

**Explanation:** Utility standards focus on usefulness rather than correctness of evaluation.

## 12. Identify a disaster which is caused by human-induced factors from the following:

- a) Environmental emergencies
- b) Epidemics and pandemics
- c) **Transport-related accidents**
- d) Environmental emergencies

**Explanation:** Transport accidents result from human activity, while epidemics may have natural origins.

## 13. All of the following principles guide the practice of governance in all the sectors except:

- a) Transparency
- b) Accountability
- c) **Participation**
- d) Responsibility

**Explanation:** Participation is an important democratic principle but not a governance standard in all sectors.

## 14. Select a principle of fundraising from the following:

- a) **Building networks**
- b) Effective mobilization requires planning
- c) **Enhancing viability and sustainability**
- d) Reducing dependency on a few resources

**Explanation:** Fundraising relies on networks and sustainability strategies.

## 15. Government revenue and income includes all of the following except:

- a) Income tax

- b) Import duty
- c) Exercise duty
- d) Statutory deductions

**Explanation:** Statutory deductions are not a direct revenue source but compulsory payments from salaries.

## 16. Supply chain management is best defined as:

- a) A system of organizations, people, activities, information, and resources involved in moving a product or service from supplier to customer
- b) Reliable and affordable supplies of commodities are critical for success of health services
- c) They affect quality of services, availability, and cost and influence uptake of health services
- d) An effective commodity management system must be in place to ensure accessibility and effective use

**Explanation:** Supply chain management involves the movement of goods and services.

## 17. Which one of the following best describes the function of a Tender Committee?

- a) Their role is to dispose of unserviceable, obsolete, or surplus stores and equipment
- b) It evaluates tenders that are over Kshs1,000,000 in County Hospitals and over Kshs200,000 in Sub-County Hospitals
- c) For the purposes of carrying out the technical and financial evaluation of tenders or proposals
- d) The functions of the committee include ensuring the correct quantities are received

**Explanation:** Tender Committees review and approve high-value procurement proposals.

## 18. Break-even analysis, as an accounting terminology, refers to:

- a) A technique widely used by production management and management accountants

- b) Involves analyzing the different costs and benefits arising from alternative solutions
- c) Identifying suitable investment opportunities
- d) Discounting cash flows

**Explanation:** Break-even analysis determines the point at which revenue covers costs.

### **19. All of the following supply items are objectives of Medium-Term Expenditure Framework (MTEF) except:**

- a) Provide a comprehensive and realistic framework for planning and management
- b) It is a transparent planning and budget formulation process
- c) **Link resource allocation to government policy and programme priorities**
- d) Improve the basis of budget by moving away from incremental budgeting

### **20. There are five clear stages of the MTEF budgeting cycle, identify one of them from the following:**

- a) **Policy development**
- b) National development plans
- c) Fiscal and budgeting framework
- d) Development of sector proposals

**Explanation:** The Medium-Term Expenditure Framework (MTEF) budgeting cycle includes stages such as policy development, which helps align budgeting priorities with government strategies. Other key stages include budget formulation, resource allocation, implementation, and monitoring & evaluation.

---

### **Section 2: Short Answer Questions (40 Marks)**

## **21. State the quality management principles as explained in ISO 9000:2015. (7 marks)**

- Customer focus
- Leadership
- Engagement of people
- Process approach
- Improvement
- Evidence-based decision making
- Relationship management

## **22. State five (5) functions of a budget. (5 marks)**

- Planning and resource allocation
- Controlling financial resources
- Performance evaluation
- Coordination of different departments
- Motivation and goal-setting

## **23. Outline the steps in the project proposal formation process. (8 marks)**

1. Identify the problem or need
2. Conduct background research
3. Define project objectives
4. Develop project methodology
5. Create a project budget
6. Identify project stakeholders
7. Develop a project implementation plan
8. Establish monitoring and evaluation mechanisms

## **24. Outline the goal and objectives of the Kenyan National M&E System. (5 marks)**

- Goal: To improve accountability and effectiveness of government programs
- Objectives:
  1. Strengthen evidence-based decision-making
  2. Improve transparency in resource utilization
  3. Enhance service delivery efficiency
  4. Track progress towards national development goals
  5. Promote learning and continuous improvement

**25. State five (5) roles of a health manager in supplies management. (5 marks)**

- Procurement of medical supplies and equipment
- Inventory control and stock management
- Supplier evaluation and contract management
- Cost control and budget management
- Ensuring compliance with regulations and quality standards

**26. Briefly describe five (5) qualities of an effective Health Management Information System. (5 marks)**

- **Accuracy** – Provides reliable and precise data
- **Timeliness** – Ensures data is updated regularly and available when needed
- **Relevance** – Captures only essential information for decision-making
- **Confidentiality** – Protects patient and institutional data
- **Usability** – Easy to access and interpret for various stakeholders

**27. Differentiate between monitoring and evaluation. (5 marks)**

- **Monitoring:** Ongoing process of tracking progress against set objectives and indicators.
- **Evaluation:** Periodic assessment of a program's effectiveness, efficiency, and impact.

---

**Section 3: Long Answer Question (40 Marks)**

**28. Quality assurance is a systematic process for closing the gap between actual performance and desired outcomes.**

**a) One of the principles of quality management system is "customer focus". Explain what customer focus entails and its application in health care. (10 marks)**

- **Customer needs and expectations** – Understanding patient requirements and preferences

- **Patient satisfaction** – Ensuring services meet or exceed expectations
- **Service improvement** – Continuously enhancing healthcare quality
- **Communication** – Engaging with patients to get feedback
- **Staff training** – Ensuring healthcare providers are competent
- **Reducing errors** – Implementing quality checks to avoid mistakes
- **Personalized care** – Providing patient-centered services
- **Data-driven decisions** – Using feedback to enhance services
- **Accessibility and affordability** – Ensuring healthcare is available and cost-effective
- **Ethical considerations** – Treating patients with dignity and respect

**b) Discuss strategies you will institute as a leader to ensure improved quality service delivery to clients in the health facility. (10 marks)**

- **Implementing standard operating procedures (SOPs)**
- **Training and capacity building for staff**
- **Introducing quality control mechanisms**
- **Enhancing patient feedback systems**
- **Improving resource allocation**
- **Promoting teamwork and collaboration**
- **Ensuring adherence to healthcare regulations**
- **Leveraging technology for efficiency**
- **Encouraging continuous improvement initiatives**
- **Strengthening monitoring and evaluation frameworks**

**29. Disaster management requires skilled professionals who can respond to emergencies and both immediate and long-term results of disaster on human health.**

**a) Explain five (5) causes of disasters in the community. (10 marks)**

- **Natural disasters** – Earthquakes, floods, hurricanes, droughts
- **Human-made disasters** – Industrial accidents, fires, pollution
- **Epidemics and pandemics** – Outbreaks of diseases like COVID-19
- **Conflict and war** – Displacement and destruction of infrastructure
- **Environmental degradation** – Deforestation, climate change, and soil erosion

**b) Discuss how you will apply the disaster management cycle in handling disasters. (10 marks)**

- **Mitigation** – Implementing risk reduction strategies (e.g., better infrastructure)
  - **Preparedness** – Conducting training and emergency drills
  - **Response** – Providing emergency medical care and relief supplies
  - **Recovery** – Restoring normalcy through rebuilding and rehabilitation
- 

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**KENYA MEDICAL TRAINING COLLEGE - NAIROBI CAMPUS**  
**COMMON COLLEGE MODULES**  
**END OF SEMESTER EXAMINATION**  
**YEAR 2 SEMESTER 2**

**PAPER: HEALTH SYSTEMS MANAGEMENT II**

DATE: WEDNESDAY, 12<sup>TH</sup> JULY 2023

TIME: 2 HOURS (9:00AM – 11:00AM)

**COLLEGE NUMBER: .....**

**INSTRUCTIONS**

1. This paper consists of:
  - Section A (30 Multiple Choice Questions)
  - Section B (4 Short Answer Questions)
  - Section C (1 Long Answer Question)
2. Attempt **ALL** Questions
3. Write your **COLLEGE NUMBER** on all answer sheets provided and on the question paper.
4. Ensure that all answer scripts are handed in at the end of the examination.
5. Ensure you sign the examination register provided.
6. Mobile phones are **NOT** allowed in the examination room.

## **SECTION A: 20 MCQS**

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**1) The probability that loss will occur as a result of an adverse event is**

- A. Risk (Expected)
- B. Disaster
- C. Hazard
- D. Emergency

**Explanation:** Risk is the likelihood of an adverse event occurring, which aligns with the definition of "expected loss." Disaster and hazard refer to broader events, while an emergency is a situation requiring immediate attention.

---

**2) The source of government finance received from salaries is known as**

- A. Value added tax
- B. Investment income
- C. Income tax
- D. Exercise duty

**Explanation:** Income tax is deducted directly from salaries, making it a primary source of government revenue. Other options, like VAT, apply to goods and services, not salaries.

---

**3) Whereas \_\_\_\_\_ is concerned with the means of getting things done, \_\_\_\_\_ is concerned with the ends, or attainment of organizational goals.**

- A. Effectiveness; efficiency
- B. Efficiency; effectiveness
- C. Effectiveness; goal attainment
- D. Goal attainment; efficiency

**Explanation:** Efficiency focuses on using resources wisely (means), while effectiveness measures goal achievement (ends).

---

**4) Organizing includes**

- A. Defining organizational goals
- B. Hiring organizational members
- C. Motivating organizational members
- D. Determining who does what tasks

**Explanation:** Organizing involves structuring resources and hiring the right personnel to achieve business objectives.

---

**5) The form used to issue items from the store department is known as**

- A. Imprest request form
- B. Issue and receipt voucher
- C. Requisition and issue voucher
- D. Counter receipt voucher

**Explanation:** A requisition and issue voucher is a document used to request and release store items.

---

**6) One of the following is a disadvantage of decentralization**

- A. Tends to make for speedier decisions and actions on the spot without consulting higher levels.
- B. Results in fewer risks of errors by subordinates who lack either information or skill.
- C. Results in decisions that are more likely to be adopted to local conditions.
- D. Results in greater interest and enthusiasm on the part of the subordinates.

**Explanation:** Decentralization allows lower levels to make decisions, but this can lead to errors due to lack of expertise or oversight.

---

**7) According to Herzberg, the most appropriate way to enhance motivation is**

- A. Job enlargement
- B. Job enrichment
- C. Job rotation
- D. Job sharing

**Explanation:** Job enrichment involves adding more meaningful tasks to enhance motivation, while job rotation and enlargement focus on variety without necessarily increasing satisfaction.

---

**8) In career development focus, the information about individual interests and preferences is part of**

- A. Training and development
- B. Performance appraisal
- C. Recruiting and placement
- D. Human resource planning

**Explanation:** Career development identifies individual interests and aligns them with suitable roles, which is part of recruitment and placement.

---

**9) The rating of all employees equal such as 'good' is called**

- A. Lenient tendency
- B. Strict tendency
- C. Biasing tendency
- D. Central tendency

**Explanation:** Central tendency bias occurs when all employees receive similar ratings regardless of actual performance.

---

**10) The document that consists of all the ethical standards the employer expects from employees is classified as**

- A. Ethics code
- B. Descriptive code
- C. Procedural code
- D. Distributive code

**Explanation:** An ethics code outlines expected behaviors and ethical guidelines for employees.

---

**11) Strategies of time management include**

- A. Using time tools, controlling information, being focused
- B. Goal setting, setting priorities, organization

- C. Organization, using time tools, reduce meetings
- D. Setting priorities, organization, minimizing interruptions

**Explanation:** Time management relies on goal setting, prioritization, and organization to enhance efficiency.

---

## 12) Logistics may be defined as a

- A. System of distributing project materials
- B. System of collecting and storing program information
- C. Process of moving goods and people
- D. Process of involving supplies and storage

**Explanation:** Logistics involves transportation and movement of goods and services within a system.

---

## 13) Which of the following is a strategy for dealing with resistance to change in an organization?

- A. Forcing workers to accept the change
- B. Educating and communicating the change to workers
- C. Abandoning change altogether
- D. Changing the structure of the organization

**Explanation:** Effective change management requires educating and communicating with employees to gain their support.

---

## 14) A project management plan is:

- A. A formal approved document used to guide project execution, monitoring, and control.
- B. A document issued by senior management that provides the project manager with the authority to apply organizational resources to project activities
- C. A narrative description of products or services to be supplied
- D. A document describing the organizational breakdown structure of the company

**Explanation:** A project management plan is an official document granting the project manager authority over resources.

---

## 15) Job analysis

- A. Is a waste of management time in planning for the workforce
- B. Is the writing of a job description
- C. Determines the tasks, duties, and responsibilities of the job
- D. Should be done after the HR office outlines the pay and benefits for the employees

**Explanation:** Job analysis involves defining the tasks, duties, and responsibilities associated with a specific job.

---

## 16) Which of the following refers to when a leader influences others in the absence of formal authority?

- A. Power
- B. Influence
- C. Leadership
- D. Management

**Explanation:** Influence occurs when a leader affects others' actions and decisions without formal authority, whereas power and leadership often involve formal control.

---

## 17) One of the main reasons for establishing clear authority structures in an organization is to

- A. Ensure everyone knows their job title
- B. Improve efficiency and decision making
- C. Avoid the need for managers
- D. Ensure that the organization is hierarchical

**Explanation:** Clear authority structures streamline decision-making, improving efficiency by defining roles and responsibilities.

---

## 18) The process of identifying and developing employees for future leadership positions is known as

- A. Leadership training
- B. Succession planning

- C. Career development**
- D. Performance management**

**Explanation:** Succession planning ensures organizations prepare employees for leadership roles to maintain continuity and stability.

---

**19) The process of integrating new employees into an organization and familiarizing them with its culture and expectations is known as**

- A. Socialization**
- B. Training**
- C. Coaching**
- D. Performance appraisal**

**Explanation:** Socialization helps new employees adapt to an organization's culture, values, and norms.

---

**20) Which of the following is an external source of recruitment?**

- A. Promotions**
- B. Transfers**
- C. Advertising**
- D. Job rotations**

**Explanation:** External recruitment sources, such as advertising, attract candidates from outside the organization, unlike promotions and transfers.

---

**21) Which of the following is a reason why employees resist change?**

- A. Increased job security**
- B. Fear of the unknown**
- C. Expectation of higher salaries**
- D. Improved working conditions**

**Explanation:** Employees often resist change due to uncertainty about the future, job security, or new responsibilities.

---

**22) The process of planning, organizing, leading, and controlling an organization's resources to achieve specific goals is known as**

- A. Administration
- B. Supervision
- C. Management
- D. Leadership

**Explanation:** Management involves coordinating resources to meet organizational objectives, differentiating it from administration and supervision.

---

**23) Which of the following is NOT a function of management?**

- A. Planning
- B. Leading
- C. Controlling
- D. Guessing

**Explanation:** Management functions include planning, organizing, leading, and controlling, while "guessing" is not a recognized function.

---

**24) Which of the following is an example of an intrinsic motivator?**

- A. Salary increase
- B. Employee recognition
- C. Company car
- D. Bonus payment

**Explanation:** Intrinsic motivators, such as recognition, relate to internal satisfaction, whereas salary, cars, and bonuses are extrinsic motivators.

---

**25) The process of setting objectives and determining how to accomplish them is called**

- A. Organizing
- B. Directing
- C. Controlling
- D. Planning

**Explanation:** Planning involves setting goals and outlining strategies to achieve them before execution.

---

**26) Which of the following is an example of a non-monetary reward?**

- A. Pay raise
- B. Promotion
- C. Overtime pay
- D. Profit-sharing

**Explanation:** Non-monetary rewards, such as promotions, provide career advancement without direct financial compensation.

---

**27) Which of the following is NOT a step in the decision-making process?**

- A. Identifying the problem
- B. Evaluating alternatives
- C. Making a random choice
- D. Implementing the decision

**Explanation:** Effective decision-making follows a structured process, making "random choice" incorrect.

---

**28) The management function that involves comparing actual results with expected results and taking corrective action is**

- A. Planning
- B. Organizing
- C. Controlling
- D. Leading

**Explanation:** Controlling ensures performance aligns with objectives by monitoring and making necessary adjustments.

---

**29) The principle of unity of command states that**

- A. An employee should report to only one manager
- B. Decision-making should be centralized
- C. Employees should follow multiple leaders
- D. Authority should be shared equally

**Explanation:** Unity of command ensures clear reporting lines, preventing confusion and conflicts in authority.

---

**30) The following are benefits of the NHIF to the consumers of health care in Kenya EXCEPT**

- A. Provides inpatient cover to the contributor, spouse, and children
- B. Does not exclude any disease or infirmity
- C. Covers also maternity cases and surgery in both private and public hospitals
- D. The fund reimburses hospital claims as per agreed daily rebates

**Correct Answer:** B. Does not exclude any disease or infirmity

**Explanation:** While NHIF provides extensive coverage, it does have limitations and exclusions on certain treatments, procedures, or conditions. Therefore, the statement in option B is incorrect.

---

## **SECTION B: SHORT ANSWER QUESTIONS (20 MARKS)**

**31) Briefly discuss any six (6) principles of quality management systems. (6 marks)**

- **Customer Focus** – Organizations should strive to meet and exceed customer expectations.
- **Leadership** – Strong leadership ensures a unified direction and motivates employees.
- **Engagement of People** – Employees at all levels contribute to the organization's success.
- **Process Approach** – Efficient processes lead to better outcomes and resource optimization.
- **Continuous Improvement** – Organizations should focus on continuous enhancement.
- **Evidence-Based Decision Making** – Decisions should be based on data analysis.

**32) Outline four (4) functions of a budget in healthcare. (4 marks)**

- **Financial Allocation** – Ensures proper distribution of funds to various healthcare needs.

- **Financial Planning** – Helps in forecasting and planning future expenditures.
  - **Cost Control** – Ensures expenses are within the allocated budget limits.
  - **Performance Evaluation** – Measures financial efficiency and effectiveness.
- 

**33) Explain three (3) methods used in procurement of commodities. (3 marks)**

- **Tendering** – Suppliers submit bids, and the best offer is chosen based on criteria.
  - **Direct Procurement** – Goods are purchased directly from a supplier without bidding.
  - **Framework Agreements** – Pre-agreed terms with suppliers for multiple purchases over time.
- 

**34) Discuss the four (4) phases of the disaster management cycle. (4 marks)**

- **Preparedness** – Planning, training, and resource allocation before a disaster occurs.
  - **Response** – Immediate actions to manage and contain the disaster's impact.
  - **Recovery** – Restoring normal operations, rebuilding, and rehabilitation.
  - **Reduction (Mitigation)** – Efforts to reduce risks and prevent future disasters.
- 

### **SECTION C: LONG ANSWER QUESTIONS (20 MARKS)**

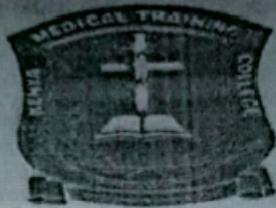
**35) As a health officer In-Charge of a facility, you realize that your staff are demotivated and some are actually suffering from burnout syndrome.**

**(a) Discuss any six (6) causes that may have contributed to burnout among your staff. (12 marks)**

- **Excessive Workload** – Heavy duties and long working hours lead to exhaustion.
  - **Lack of Support** – Poor management and inadequate resources increase stress.
  - **Job Insecurity** – Fear of job loss leads to anxiety and stress.
  - **Poor Work-Life Balance** – Lack of time for personal life causes emotional strain.
  - **Low Compensation** – Inadequate salaries and benefits reduce morale.
  - **Lack of Career Growth** – Few opportunities for promotion or skill development lead to frustration.
- 

**(b) Explain how you would deal with the situation among the staff. (8 marks)**

- **Reduce Workload** – Redistribute tasks and hire more staff if possible.
  - **Encourage Self-Care** – Promote breaks, exercise, and stress management.
  - **Foster a Supportive Environment** – Improve communication and provide emotional support.
  - **Training & Development** – Offer skill-building programs and career growth opportunities.
-



KENYA MEDICAL TRAINING COLLEGE  
FACULTY OF PHARMACEUTICAL SCIENCES  
DEPARTMENT OF PHARMACY

2021/2022 ACADEMIC YEAR  
END OF SEMESTER EXAMINATIONS  
MARCH/SEPTEMBER 2020 CLASS (2.2)

PAPER: HSM II

**INSTRUCTIONS**

1. This paper consists of:
  - Section 1 (40 Multiple Choice Questions)
  - Section 2 (6 Short Answer Questions)
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**COLLEGE NUMBER** .....

## **SECTION I: 40 MARKS**

### **1. Which one of the following is not a component of project cycle?**

- a) Evaluation
- b) Financing
- c) Programming
- d) Determination

#### **Explanation:**

- The project cycle consists of evaluation, financing, and determination. However, programming is not a recognized component of the project cycle.

### **2. The following are principles of project management except**

- a) Consistency
- b) Effective stakeholder management
- c) Flexibility
- d) Sustainability

#### **Explanation:**

- Project management principles focus on adaptability, stakeholder involvement, and flexibility. Consistency is not a fundamental principle.

### **3. The following are features of resource mobilization**

- a) Resource mobilization
- b) Right use of resources
- c) Expansion of relationship with the resource providers
- d) All the above

#### **Explanation:**

- Resource mobilization involves acquiring resources, using them efficiently, and developing relationships with providers.

#### **4. The following are private sources of health financing except**

- a) Deficit financing
- b) Community financing and self-help
- c) Private health insurance
- d) Employer-financed schemes

**Explanation:**

- Deficit financing is a government mechanism, not a private source of health financing. Private sources include health insurance, employer-funded schemes, and community financing.
- 

#### **5. What is the significance of health management information systems?**

- a) Offer a holistic view of the patient and hospital
- b) Regarded as the memory and nervous system of the hospital
- c) Important quality factor
- d) All of the above

**Explanation:**

- Health Management Information Systems (HMIS) improve hospital decision-making, serve as a quality control measure, and store patient and hospital data.
- 

#### **6. The backbone of any organization is**

- a) Information
- b) Employee
- c) Management
- d) Capital

**Explanation:**

- Information is the foundation of organizational decision-making and operational efficiency.
- 

#### **7. The flow of information through MIS is**

- a) Need dependent
- b) Organization dependent
- c) Dependent
- d) Management dependent

#### Explanation:

- The flow of information in a Management Information System (MIS) is structured based on the organization's specific needs and hierarchy.
- 

### 8. The elements of control will consist of

- a) Authority, direction, management
- b) Authority, direction, information
- c) Authority, application, management
- d) Authority, application, information

#### Explanation:

- Control mechanisms in an organization are based on authority, providing direction, and managing operations effectively.
- 

### 9. What is the first step in project planning?

- a) Establish the objectives and scope
- b) Determine the budget
- c) Select the team organizational model
- d) Determine project constraints

#### Explanation:

- Setting objectives and defining the project scope is the foundation of project planning, which guides all subsequent steps.
- 

### 10. According to Bruce Tuckman's five stages of team development, project team members compete for control at which stage?

- a) Forming
- b) Storming
- c) Norming

- d) Performing
- e) Adjourning

#### Explanation:

- The "Storming" stage is where conflicts emerge as team members compete for roles and authority.

---

### 11. Which of the following is a goal of financial management?

- a) Maximize the wealth of equity shareholders
- b) Maximize wealth of preference shareholders
- c) Maximize wealth of debenture holders
- d) All the above

#### Explanation:

- The primary goal of financial management is to maximize the wealth of equity shareholders by ensuring profitability and efficient capital utilization.

---

### 12. Financial management mainly focuses on:

- a) Efficient management of every business
- b) Brand dimension
- c) Arrangement of funds
- d) All elements of acquiring and using members of financial resources for financial activities

#### Explanation:

- Financial management involves acquiring, allocating, and utilizing financial resources effectively within an organization.

---

### 13. Working capital means

- a) Fixed assets
- b) Total assets
- c) Current assets
- d) Current assets minus current liabilities

#### Explanation:

- Working capital is the difference between current assets and current liabilities, which indicates a company's short-term financial health.
- 

#### **14. Which of the following is a component of HIS?**

- a) Inputs
- b) Outputs
- c) Process
- d) All the above

#### **Explanation:**

- A Health Information System (HIS) includes inputs (data collection), outputs (reports and insights), and processes (data analysis and management).
- 

#### **15. The objective of HIS are to:**

- a) Facilitate health situation and trend analysis
- b) Provide basis for research
- c) Enable planning
- d) All the above

#### **Explanation:**

- Health Information Systems (HIS) provide valuable data for analyzing health trends, conducting research, and improving planning and decision-making.
- 

#### **16. Which of the following is a process of resource mobilization?**

- a) Defining the situation by undertaking a needs assessment and SWOT analysis
- b) Evaluating resource appropriation
- c) Developing a resource mobilization plan
- d) All the above

#### **Explanation:**

- Resource mobilization involves assessing needs, evaluating resource availability, and developing a comprehensive plan to secure funding and other necessary resources.
- 

## 17. Definition of resource mobilization is...

- a) A supply from which a benefit is produced
- b) Includes sources like finances, materials, workforce
- c) Both A & B
- d) None of the above

### Explanation:

- Resource mobilization involves securing and utilizing financial, material, and human resources effectively.
- 

## 18. The following is a list of organizations except

- a) Security exchange
- b) Bilateral donors
- c) NGOs and projects
- d) Fines

### Explanation:

- Fines are penalties and not organizations, whereas security exchanges, donors, and NGOs are institutions involved in funding and resource mobilization.
- 

## 19. National hospital service committee members include:

- a) Chairperson
- b) Principal Secretary
- c) Finance expert
- d) All the above

### Explanation:

- The hospital service committee comprises key officials, including a chairperson, principal secretary, and finance expert, to oversee healthcare governance.
-

## **20. Which among the following is a government accounting document?**

- a) S11
- b) S20
- c) Imprest
- d) All the above

### **Explanation:**

- Government accounting uses various financial documents such as **S11, S20, and Imprest** for tracking expenditures and financial accountability.
- 

## **21. The role of the treasury includes the following:**

- a) Coordinate county planning activities
- b) Act as custodian of all county government assets
- c) All the above
- d) None of the above

### **Explanation:**

- The treasury is responsible for managing public funds, coordinating financial planning, and overseeing government assets.
- 

## **22. Which legal framework governs the county financial management?**

- a) County government act of 2012
- b) Appropriation act of 2012
- c) Government financial management act 2004
- d) All the above

### **Explanation:**

- These legal frameworks guide financial management in counties, ensuring transparency, accountability, and efficient use of public funds.
- 

## **23. The definition of financial management is?**

a) Entails planning, organizing, controlling, and monitoring resources

b) Organizing finances for ease of access

c) Managing personnel in finance departments

d) None of the above

**Explanation:**

- Financial management involves **planning, controlling, and monitoring financial resources** to ensure efficiency and sustainability.
- 

**24. TQM is an abbreviation for:**

a) Total quantity management

b) Total quality management

**Explanation:**

- **Total Quality Management (TQM)** is a management approach focused on continuous improvement, customer satisfaction, and efficiency in processes.
- 

**25. Which is a characteristic of a standard in quality management?**

a) Should be dynamic

b) Should be measurable

c) Both A & B

d) None of the above

**Explanation:**

- Quality management standards must be **dynamic** (adaptable to change) and **measurable** (quantifiable for assessment).
- 

**26. The following are primary objectives of health system management**

a) To ensure an adequate number of managers

b) To ensure managers have appropriate competencies

c) Both A & B

d) None of the above

#### Explanation:

- Health system management aims to **ensure enough skilled managers** to oversee healthcare operations efficiently.
- 

#### 27. Health system management involves:

- a) Coordination of provision of preventive, curative, promotional, and rehabilitative health
- b) Coordinating hospitals
- c) Managing healthcare personnel
- d) None of the above

#### Explanation:

- **Health system management** ensures proper coordination between healthcare services to improve efficiency and patient care.
- 

#### 28. Functions of the health system include:

- a) Leadership and governance
- b) Health financing
- c) Service delivery
- d) All the above

#### Explanation:

- A health system must **govern, finance, and deliver healthcare services** effectively.
- 

#### 29. Which of the following is NOT a health system criterion for performance?

- a) Access
- b) Coverage
- c) Efficiency
- d) Response

#### Explanation:

- **Access** refers to availability but not a performance criterion. **Coverage, efficiency, and response** are key measures of healthcare performance.
- 

### 30. Regarding tender committee:

- a) Established in accordance with the act
- b) Members are appointed by the medical superintendent
- c) A & B
- d) None of the above

#### Explanation:

- Tender committees are **formed under legal provisions** and consist of **appointed members** responsible for procurement oversight.
- 

### 31. Examples of risk factors in a hospital setup include:

- a) Informed consent
- b) Fraud and abuse
- c) Infection control
- d) All the above

#### Explanation:

- Hospitals must manage risks like **fraud, infections, and ensuring patient consent** to maintain safety and compliance.
- 

### 32. The following are all government revenue and income sources except:

- a) Income tax
- b) Import duty
- c) Government charges
- d) All the above

#### Explanation:

- Governments generate revenue through **taxes, duties, and charges**, making all these options valid revenue sources.
-

### **33. Which of the following is a document required for processing supplier payment?**

- a) LPO or LSO
- b) Original invoice
- c) Approved lease agreement for rent payments
- d) All the above

**Explanation:** Supplier payments require proper documentation, including a Local Purchase Order (LPO) or Local Service Order (LSO) to confirm the order, an original invoice as proof of the transaction, and an approved lease agreement if the payment is for rent. All these documents ensure compliance with procurement and financial policies.

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### **34. Allowance includes the following except:**

- a) Accommodation
- b) Meals
- c) Leave
- d) Disturbance

**Explanation:** Allowances are financial benefits provided to employees for specific expenses, such as accommodation, meals, and disturbance (relocation costs). However, leave is a right or benefit that allows employees time off from work and is not considered an allowance.

---

### **35. Which of the following involves disaster risk management planning?**

- a) Prevention
- b) Preparation
- c) Mitigation
- d) All the above

**Explanation:** Disaster risk management planning involves multiple strategies to reduce the impact of disasters. Prevention aims to stop disasters from occurring, preparation ensures readiness to handle disasters, and mitigation focuses on reducing the severity of their effects.

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### **36. Objectives of disaster management include:**

- a) Reduce personnel suffering
- b) Reduce damages and deaths
- c) Both A & B
- d) None of the above

**Explanation:** Disaster management focuses on minimizing the harm caused by emergencies. This includes reducing the suffering of affected individuals and limiting damages and fatalities through proper planning, response, and recovery efforts.

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### 37. The role of the county director of health includes:

- a) Technical advisor to the county executive commission
- b) To supervise all health services within the county
- c) A & B
- d) None of the above

**Explanation:** The county director of health has multiple responsibilities, including providing expert advice to the county executive and overseeing health services within the county to ensure efficient service delivery and policy implementation.

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### 38. According to the Constitution of Kenya 2010, county government services include:

- a) County health facility and pharmacy
- b) Ambulance services
- c) Promotion of primary healthcare
- d) All the above

**Explanation:** The Constitution of Kenya assigns key healthcare functions to county governments, including running health facilities and pharmacies, providing ambulance services, and promoting primary healthcare to ensure accessible and effective health services for residents.

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### 39. The responsibilities of the state department of health are:

- a) Promotion of healthcare
- b) Licensing and control of the sale of food

- c) Veterinary services
- d) None of the above

**Explanation:** The state department of health is primarily responsible for promoting healthcare services at the national level. While licensing and food control may involve health regulations, they are often handled by other regulatory bodies.

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#### **40. The objective of governance includes:**

- a) Delivery of efficient, cost-effective, and equitable health services
- b) Smooth transition from current to proposed development and arrangement
- c) A & B
- d) None of the above

**Explanation:** Good governance ensures efficient, cost-effective, and equitable healthcare services while facilitating smooth transitions in health sector planning and development. Both objectives are key to effective health sector administration.

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### **SECTION II: 40 MARKS**

**41.**

**a) Define quality management (1 mark)**

- Quality management is the process of overseeing all activities and tasks needed to maintain a desired level of excellence in products or services. It involves planning, assurance, control, and continuous improvement.

**b) List 5 quality management principles (5 marks)**

1. **Customer Focus** – Understanding and meeting customer needs.
2. **Leadership** – Establishing unity of purpose and direction.

3. **Engagement of People** – Ensuring all employees are involved in achieving objectives.
  4. **Process Approach** – Managing activities as interconnected processes.
  5. **Continuous Improvement** – Ongoing effort to enhance systems and performance.
- 

#### 42. State and explain Bruce Tuckman's four stages of team development (8 marks)

1. **Forming** – Team members get to know each other, define roles, and establish ground rules.
  2. **Storming** – Conflicts arise as individuals assert their opinions; team members learn to resolve differences.
  3. **Norming** – The team starts to work cohesively with improved collaboration and agreement on goals.
  4. **Performing** – The team operates efficiently, with high productivity and minimal supervision.
- 

#### 43. Make an explanation on the structure of the healthcare system with focus on services provided at different levels (8 marks)

1. **Community Level (Level 1)** – Health promotion and preventive services (e.g., immunization, outreach programs).
  2. **Primary Level (Level 2 & 3)** – Basic healthcare services at dispensaries and health centers.
  3. **Secondary Level (Level 4)** – County referral hospitals providing specialized care.
  4. **Tertiary Level (Level 5 & 6)** – National referral hospitals with advanced medical services and specialized treatments.
- 

#### 44. List 5 building blocks of a health system (10 marks)

1. **Service Delivery** – Ensuring timely and quality healthcare services.
2. **Health Workforce** – Adequate, trained, and motivated health personnel.
3. **Health Information System** – Reliable data for decision-making and planning.

- 4. Medical Products and Technologies** – Availability of essential drugs and medical equipment.
  - 5. Health Financing** – Sustainable funding for healthcare services.
- 

**45. Define health systems and name five accounting documents used in a healthcare setup (6 marks)**

- **Definition:** A health system consists of all organizations, people, and actions aimed at promoting, restoring, or maintaining health. It includes healthcare providers, institutions, financing mechanisms, and policies.
- **Five accounting documents:**
  1. **Invoice** – A billing document for goods/services received.
  2. **Receipt** – Proof of payment made for a transaction.
  3. **Voucher** – An authorization document for payments.
  4. **Allowance Forms** – Documents approving allowances for employees.
  5. **Patient Billing Statements** – Records of medical services provided and charges.

**46. List five domains of standard (5 marks)**

1. **Safety** – Ensuring services are free from harm to patients and staff.
  2. **Effectiveness** – Providing evidence-based, high-quality care.
  3. **Patient-centeredness** – Respecting and responding to patient preferences.
  4. **Timeliness** – Reducing waiting times and service delays.
  5. **Equity** – Providing fair and accessible healthcare to all populations.
- 

**SECTION III: 40 MARKS**

**1. (Total: 40 marks)**

**a) Define project cycle (1 mark)**

- A project cycle is a step-by-step process that guides the initiation, planning, execution, monitoring, and closure of a project to achieve its objectives.
- 

**b) Explain the phases of the project cycle (2 marks)**

1. **Identification** – Defining project needs and feasibility.
  2. **Planning & Design** – Developing detailed project plans, timelines, and budgets.
  3. **Implementation** – Executing project activities according to the plan.
  4. **Monitoring & Evaluation** – Tracking progress, assessing impact, and making improvements.
  5. **Closure** – Finalizing activities, reporting, and learning for future projects.
- 

**c) What is the importance of project planning and design? (5 marks)**

1. Ensures **clear objectives** and scope.
  2. Helps in **resource allocation** and budgeting.
  3. Identifies **risks** and mitigation strategies.
  4. Improves **efficiency** in execution.
  5. Facilitates **monitoring and evaluation** for project success.
- 

**d) List 5 principles of project management (5 marks)**

1. **Accountability** – Clear roles and responsibilities.
  2. **Feasibility** – Ensuring realistic goals and available resources.
  3. **Risk Management** – Identifying and mitigating potential challenges.
  4. **Communication** – Maintaining clear and effective stakeholder communication.
  5. **Quality Assurance** – Ensuring project outputs meet expected standards.
- 

**e) Discuss any two types of tools used in planning (2 marks)**

1. **Situational Analysis Tools** – Help assess the project environment (e.g., SWOT analysis).
  2. **Project Scheduling Tools** – Organize tasks and timelines (e.g., Gantt charts).
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