



DIPLOMA UNIVERSITY EXAMINATIONS

**SCHOOL OF ARTS, HUMANITIES, DEVELOPMENT
STUDIES AND SOCIAL SCIENCES (SADS)**

DIPLOMA IN COMMUNITY HEALTH AND DEVELOPMENT

DHD 103: HEALTH SYSTEM STRENGTHENING

DATE: 4TH AUGUST 2026

DURATION: 2 HOURS

MAXIMUM MARKS:

70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

STRENGTHENING HEALTHCARE DELIVERY AT KANJINJI SUB-COUNTY HOSPITAL

Kanjinji Sub-County Hospital is located in a remote, semi-arid part of central Kenya. It serves a population of about 100,000 people, mostly subsistence farmers and pastoralists. The facility is mandated to provide preventive, promotive and curative services, including maternal and child health, immunization, HIV/AIDS management and outpatient care.

Over the past two years, the hospital has experienced significant challenges that include frequent stock-outs of essential medicines and vaccines and high staff turnover, especially among clinical officers and nurses. There is significant poor infrastructure, with broken diagnostic equipment and limited water supply. A weak community engagement, leading to low uptake of services like immunization and antenatal care and there is limited use of performance data to improve service delivery.

Despite these challenges, the county government recently increased the hospital's budget and allocated funds for staff training and community outreach. The hospital also partnered with a local NGO to support maternal health services.

The new hospital administrator has been tasked with leading reforms to improve service delivery, strengthen accountability and enhance community confidence. However, the success of these reforms depends on how well the hospital applies principles of good governance, resource utilization, performance management and system integration.

Required:

- a) Identify and explain at least four components of the health system evident in this case study.

(4 Marks)

- b) Analyze how the hospital can ensure efficient use of its increased budget and four strategies that you would recommend for prioritizing spending. **(8 Marks)**

- c) Examine how you would apply three functions of management to improve patient care in a public hospital.

(6 Marks)

- d) Propose a basic performance management framework that the hospital administrator could use to monitor and improve staff performance in the case above.

(8 Marks)

- e) Discuss two approaches the hospital above, can use to improve community engagement and service uptake.

(4 Marks)

QUESTION TWO

- a) Discuss five challenges faced by health managers in resource-constrained environments.

(5 Marks)

- b) Assess the role of community participation in health system strengthening.

(5

Marks)

QUESTION THREE

- a) Describe the importance of compliance on health legislation for healthcare institutions.

(5 Marks)

- b) Discuss five strategies that national and county governments in Kenya can adopt to mobilize resources for the health sector.

(5 Marks)

QUESTION FOUR

- a) Explain the concept of risk pooling in healthcare financing.

(2 Marks)

- b) Evaluate the effectiveness of the Social Health Insurance Fund (SHIF) in Kenya in achieving risk pooling objectives.

(3 Marks)

- c) Describe the components of an effective performance management system in a health facility.

(5 Marks)

QUESTION FIVE

- a) Using a public health program of your choice, critically assess how performance indicators are used to track and improve health service delivery.

(4 Marks)

- b) Identify and explain three major challenges that hinder the strengthening of community health systems in Kenya.

(6 Marks)

QUESTION SIX

- a) Explain how effective leadership contributes to improved health service delivery.

(6 Marks)

- b) Examine the role of transparency and accountability in strengthening health governance structures.

(4 Marks)