



CERTIFICATE UNIVERSITY EXAMINATIONS
SCHOOL OF ARTS, HUMANITIES, DEVELOPMENT
STUDIES AND SOCIAL SCIENCES (SADS)
CERTIFICATE IN COMMUNITY HEALTH AND
DEVELOPMENT

CHD 100: HEALTH SYSTEM STRENGTHENING

DATE: 28TH JULY 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 questions that follow:

**HEALTHCARE FINANCING AND SERVICE DELIVERY CHALLENGES
IN KENYA**

Mawingu County is a semi-arid county in Kenya with a population of approximately 1.2 million people. The county has one referral hospital, five sub-county hospitals, and several dispensaries and health centers scattered across rural and urban areas. Despite efforts by the county government to improve healthcare services, the health sector continues to face numerous challenges that affect service delivery and population health outcomes.

Over the last decade, the county has experienced rapid population growth, increased poverty levels, unemployment, food insecurity, and recurrent droughts caused by climate change. These factors have contributed to rising cases of malnutrition, malaria, cholera outbreaks, respiratory infections, hypertension, diabetes, and maternal and child mortality. Many residents live in remote villages where roads are poor and transport systems are unreliable, forcing patients to walk long distances to access healthcare facilities. During rainy seasons, some areas become inaccessible, making emergency referrals difficult.

The county referral hospital is overcrowded and operates beyond its capacity. Patients often share beds, and the waiting time for consultation may extend to several hours. Essential medical supplies such as antibiotics, vaccines, gloves, syringes, and diagnostic reagents are frequently out of stock due to delayed procurement processes and inadequate funding. Several health facilities lack functional X-ray machines, ultrasound equipment, ambulances, and laboratory services. In some dispensaries, patients receive prescriptions but are forced to purchase medicines from private pharmacies because drugs are unavailable in public facilities.

Human resource shortages remain a major concern. The county has an insufficient number of doctors, nurses, laboratory technologists, pharmacists, and nutritionists. Healthcare workers frequently complain about delayed salaries, poor working conditions, understaffing, and lack of professional development opportunities. These issues have resulted in low staff morale, absenteeism, and migration of skilled professionals to private hospitals and foreign countries in search of better opportunities. Consequently, the healthcare worker-to-patient ratio remains extremely high, negatively affecting the quality and safety of care.

Healthcare financing in the county is also inadequate. Although the county government receives allocations from the national government, only a small percentage is directed toward health services. Most residents depend on out-of-pocket payments because many households are not registered under the Social Health Insurance Fund (SHIF). Poor families often delay seeking medical attention due to lack of money, leading to complications and preventable deaths. Some families sell livestock and household property to pay hospital bills. Cases of financial catastrophe related to medical expenses have become increasingly common.

Corruption and weak governance structures have further affected the health system. Audit reports revealed misappropriation of health funds, irregular procurement of medical supplies, and stalled construction of health facilities. Community members have raised concerns regarding lack of accountability and poor management of donor-funded projects. At the same time, health information systems remain weak, making it difficult to collect accurate data for planning and decision-making.

In response to these challenges, the county government partnered with World Health Organization, local NGOs, faith-based organizations, and private investors to strengthen the health system. Mobile clinics were introduced to serve remote communities, while digital health technologies and electronic medical records were piloted in selected hospitals. Community health promoters were recruited and trained to provide health

education, immunization follow-up, maternal care support, and disease surveillance at the household level.

The county also launched a public awareness campaign encouraging residents to enroll in SHIF and participate in preventive healthcare programs.

Additional investments were made in telemedicine services, ambulance systems, maternal health units, and staff training programs. Despite these interventions, challenges related to sustainability, funding, infrastructure, and equitable access to healthcare services continue to persist.

Required:

- a) Describe four major health system challenges affecting Mawingu County and explain their impact on healthcare delivery. **(8 Marks)**
- b) Using the case study, demonstrate how health financing strategies can be applied to improve access to healthcare services in Mawingu County. **(3 Marks)**
- c) Briefly analyze how poor infrastructure, understaffing, and inadequate financing interact to weaken the healthcare system in Mawingu County. **(9 Marks)**
- d) Assume you have been appointed as the Health Officer of Mawingu County. Using the case study above, prepare a simple plan showing how you would improve the following to help improve the health of people in the county:
 - i. Healthcare financing
 - ii. Health workers
 - iii. Hospital facilities and equipment
 - iv. Delivery of healthcare services **(10 Marks)**

QUESTION TWO

- a) Differentiate between health and health system strengthening. **(4 Marks)**
- b) Illustrate how the principles of a health system promote quality healthcare services.
(6 Marks)

QUESTION THREE

- (a) A Faith Based Organization under Catholic church would like to establish a dispensary in Kintei village to assist the community in getting health services near them. Discuss extent to which effective leadership influence the success of a healthcare institution.
(5 Marks)
- (b) Evaluate how coordination among different hospital departments contributes to efficient healthcare delivery.
(5 Marks)

QUESTION FOUR

- (a) "Resource mobilization is the process of getting resources from resource providers, using different mechanisms, to implement an organization's pre-determined goals. It involves acquiring the right type of resources at the right time and making optimum use of them to achieve organizational objectives." Analyze how effective resource mobilization contributes to the sustainability and success of healthcare programs.
(6 Marks)

- (b) Illustrate what methods you would use to mobilize resources in your newly established healthcare facility in your locality.

(4 Marks)

QUESTION FIVE

- (a) “In most countries in sub-Saharan Africa, patients walk dozens of miles searching for healthcare services. Similarly, the number of hospitals to patient ratio is very low, with a single hospital serving more than twenty thousand patients in a region.”

Using the illustration above, demonstrate how a government can apply health system strengthening strategies to improve accessibility and delivery of healthcare services in rural areas.

(6 Marks)

- (b) According to Henry Fayol, there are principles of management that serves as a guideline for decision-making and management actions. Using relevant examples of a given company of choice, analyze any three principles of management. **(4 Marks)**

QUESTION SIX

“A county government in Kenya is experiencing frequent shortages of essential medicines, inadequate health workers, and increased complaints from patients about high medical costs. Most residents in the county do not have health insurance coverage, and health facilities rely heavily on out-of-pocket payments from patients.”

Using the case above, design a sustainable health financing strategy that the county government can implement to improve access, affordability, and quality of healthcare services for its population.

(10 marks)

