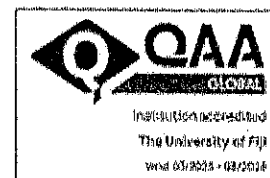


The University of Fiji
(An Entity of Arya Pratinidhi Sabha of Fiji)



**UMANAND PRASAD SCHOOL OF MEDICINE AND HEALTH
SCIENCES**

**DEPARTMENT OF PUBLIC HEALTH AND FAMILY
MEDICINE**

Semester 2, 2025

FINAL EXAMINATION PAPER

**BPHC 208: PRACTICAL HEALTH SERVICES
MANAGEMENT**

Important Instructions to Students:

1. Read the questions, instructions carefully and answer the questions.
2. You are allowed an **extra 10 minutes reading time** (during this time, you are not allowed to write with pen) and **180 minutes (3 Hours) to complete this paper**.
3. Silent, non-programmable calculators are allowed, but not supplied.
4. Write all your answers in the answer booklet provided. If you need extra sheets, please ask from the supervisor. Write your name, course code and student identification number in the answer booklet and in the attendance sheet.
5. This paper contains three (3) sections A, B and C. All questions are compulsory to answer.
6. Write all your answers legibly. The marker has the right to award zero for answers that are not legible.
7. This is a **Closed Book Examination**. The University views plagiarism, cheating and dishonest practice as serious offences and if found, offenders are penalized.

Examination Paper Content (Format):

<u>Section</u>	<u>Question</u>	<u>Content</u>	<u>Marks</u>	<u>Suggested Time</u>
A	1-40	Multiple Choice	40	72 minutes
B	41-44	Short Answer Questions	40	72 minutes
C	45	Long Answer Question	20	36 minutes
		TOTAL	100	180 Minutes

*Registered with the Fiji Higher Education Commission as a University under the Higher Education Act 2008.
Registration Certificate Number (RGN0020/11)*

Section A MULTIPLE CHOICE (40 marks)

1. The patient referral system of the Ministry of Health and Medical Services in Fiji is an important part of healthcare that is designed to:
 - A. Assist patients to get specialized care when needed.
 - B. Ensure that resources are used efficiently.
 - C. Provide more advanced diagnostics or inpatient care that is required by the patient
 - D. A & C

2. Which of the following is essential to ensure that safe, high quality services are delivered at all levels of the health system.
 - A. Prioritise the maintaining of Continuum of care.
 - B. Relevant Policies
 - C. Appropriate Standard Operating Procedures and protocols
 - D. All of the above

3. Which Health Care Facility does not provide Primary Health Care as its Primary Role?
 - A. Nursing Station
 - B. Health Centre
 - C. CHW
 - D. Divisional Hospital

4. Secondary level Health care is delivered at:
 - A. Nursing Station
 - B. Health Centre
 - C. Subdivisional Hospital
 - D. Divisional Hospital

5. Which of the following applies to the Patient Follow-Up Process after Discharge:
- A. A discharge summary is provided
 - B. This involves coordination between the specialist hospital and the local facility that will follow up the patient.
 - C. Patients are regularly monitored through follow-up clinics at their local health centre or subdivisional hospital.
 - D. All of the above
6. The Wellness Approach has been identified as an important strategy for;
- A. A whole of society approach to reduce NCD Risk factors.
 - B. Enhancing the usage of quality, accessible and valuable information for supporting wellness behaviour choices
 - C. An overall shift from being disease focused to addressing the social determinants of health
 - D. All of the above
7. Which of the following is not a desirable attribute of Health Service Delivery in a Health Care System are;
- A. Accessibility.
 - B. Coverage
 - C. Quality
 - D. Inequity

8. Which the following best describes the comprehensiveness of health service delivery in a health care system
- A. A wide range of health services is provided, that is appropriate to the needs of the target population, including preventative, curative, palliative and rehabilitative services and health promotion activities.
 - B. Services are directly and permanently accessible with no undue barriers of cost, language, culture, or geography.
 - C. Health services are close to the people, with a routine point of entry to the service network at primary care level (not at the specialist or hospital level).
 - D. Services may be provided in the home, the community, the workplace, or health facilities as appropriate.
9. Health service delivery focuses particularly on;
- A. The physical availability of services.
 - B. The measurement strategies and indicators for monitoring the service
 - C. The “inputs”, “processes” and “outputs” to the health system.
 - D. All of the above
10. Basic health service management is required to address;
- A. Shortage of medicines
 - B. The uneven distribution of health services
 - C. The poor availability of equipment and guidelines
 - D. All of the above

11. Which of the following best describes Coordination within health delivery services:
- A. Local area health service networks are actively managed, across types of provider, types of care, levels of service delivery, and for both routine and emergency preparedness.
 - B. The patient's primary care provider facilitates the route through the needed services, and works in collaboration with other levels and types of provider, including other sectors (e.g. social services) and partners (e.g. community organizations).
 - C. Health services are well managed so as to achieve the core elements described above with a minimum wastage of resources.
 - D. A & B
12. Which of the following health workforce indicator is the most commonly reported internationally and represents a critical starting point for understanding the health system resources situation in a country.
- A. The health worker density — the number of health workers per 10,000 population, by cadre
 - B. Distribution of health workers
 - C. Annual number of graduates of health professions educational institutions per 100,000 population
 - D. All of the above
13. The number of health workers per 10 000 population, by cadre provides information on;
- A. A critical starting point for understanding the health system resources situation in a country.
 - B. The stock of health workers relative to the population.
 - C. The size of the current workforce meets a given threshold that should allow the most basic levels of health-care coverage to be achieved across the country.
 - D. All of the above

14. Which of the following will contribute to the availability of essential medicines at all times in health service delivery
- A. Improve the efficiency of supply chain management and procurement systems and maintenance of equipment.
 - B. Reform supply chain management and ensure high quality medicinal products are rationally used and readily accessible to all residents
 - C. A and B
 - D. Improve health financing, equity and efficiency
15. The National Development Plan of Fiji (NDP) outlines a:
- A. 10- year development plan
 - B. Reduction patient waiting time and improve hospital services.
 - C. Increase the number of beds and raise the doctor-to-patient ratio to one doctor per 1,000 people.
 - D. B & C
16. Which of the following is not a key function in the The Health Information System in the Health Care System :
- A. Data generation
 - B. Compilation
 - C. Analysis and Synthesis
 - D. Communication and use
17. The Health Information System is essential for;
- A. Monitoring and Evaluation.
 - B. Disease Surveillance Early Warning System
 - C. Supporting patient and health management
 - D. All of the above

18. The performance or outputs of the health system are ‘
- A. Availability and accessibility
 - B. Quality and use of health information and services,
 - C. Financial risk protection
 - D. All of the above
19. The Health outcomes of Health service delivery are
- A. Mortality and Morbidity rates
 - B. Disease outbreaks.
 - C. Disability and wellbeing
 - D. All of the above
20. The Fiji Human Rights Commission developed a Plan of Action for People with Disabilities in Fiji on the Rights of People with Disability, 10 December 2002 which included:
- A. Education and Employment
 - B. Access to Public Place and Place of Worship
 - C. Access to Housing
 - D. All of the above
21. Which of the following does not apply to Health Service Delivery
- A. It is the most visible function of the health system, both to patients and the general public.
 - B. It is part of a health system where patients receive the treatment and supplies they are entitled to.
 - C. It does not include promotion, maintenance and restoration of health.
 - D. All of the above

22. In the strengthening of the health service delivery which of the following health-related Sustainable Development Goals (SDGs), can be achieved by the delivery of interventions programmes to –
- A. Reduce child mortality,
 - B. Reduce maternal mortality
 - C. Reduce the burden of HIV/AIDS,
 - D. All of the above
23. Which of the following inputs in the Health Care System contributes to the immediate output of the delivery of Health Services ?,
- A. The Health Workforce
 - B. Procurement and supplies
 - C. Financing
 - D. All of the above
24. In any well-functioning health system, the network of service delivery should have the following key characteristics.
- A. A comprehensive range of health services is provided, and easily accessible appropriate to the needs of the target population, including preventative, curative, palliative and rehabilitative services and health promotion activities.
 - B. Service delivery is designed so that only certain people in a defined target population are covered,
 - C. Continuity of Health Service delivery is available occasionally.
 - D. All of the above

25. Which of the following best describes the characteristic of Person Centeredness of a Good service deliver?
- A. Services are organized around the person, not the disease or the financing. Users perceive health services to be responsive and acceptable to them.
 - B. Local area health service networks are actively coordinated, across types of provider, types of care, levels of service delivery, and for both routine and emergency preparedness.
 - C. Health services are well managed so as to achieve the core elements described above with a minimum wastage of resources.
 - D. Service delivery is designed so that all people in a defined target population are covered, i.e. the sick and the healthy, all income groups and all social groups.
26. Which of the following best describes the characteristic of Accountability and efficiency as a characteristic of a good service delivery?
- A. A comprehensive range of health services is provided, appropriate to the needs of the target population, including preventative, curative, palliative and rehabilitative services and health promotion activities.
 - B. Services are directly and permanently accessible with no undue barriers of cost, language, culture, or geography.
 - C. Health services are well managed so as to achieve the core elements described above with a minimum wastage of resources.
 - D. Health services are of high quality, i.e. they are effective, safe, centred on the patient's needs and given in a timely fashion.

27. Which of the following best describes the characteristic of coverage in a good health service delivery system
- A. A comprehensive range of health services is provided, appropriate to the needs of the target population, including preventative, curative, palliative and rehabilitative services and health promotion activities.
 - B. Service delivery is designed so that all people in a defined target population are served, i.e. the sick and the healthy, all income groups and all social groups.
 - C. Health services are of high quality, i.e. they are effective, safe, centred on the patient's needs and given in a timely fashion.
 - D. Health services are well managed so as to achieve the core elements described above with a minimum wastage of resources.
28. Which of the following best describes the characteristic of Quality as a characteristic of a good service delivery?
- A. A comprehensive range of health services is provided, appropriate to the needs of the target population, including preventative, curative, palliative and rehabilitative services and health promotion activities.
 - B. Service delivery is designed so that all people in a defined target population are served i.e. the sick and the healthy, all income groups and all social groups.
 - C. Health services are well managed so as to achieve the core elements described above with a minimum wastage of resources.
 - D. Health services are of high quality, i.e. they are effective, safe, centred on the patient's needs and given in a timely fashion.

29. Which of the following best describes the characteristic of continuity as a characteristic of a good service delivery?
- A. Service delivery is organized to provide an individual with continuity of care across the network of services, health conditions, levels of care, and over the life-cycle.
 - B. Services are directly and permanently accessible with no undue barriers of cost, language, culture, or geography.
 - C. A comprehensive range of health services is provided, appropriate to the needs of the target population, including preventative, curative, palliative and rehabilitative services and health promotion activities.
 - D. Service delivery is designed so that all people in a defined target population are covered, i.e. the sick and the healthy, all income groups and all social groups.
30. Which of the following best describes the characteristic of Accessibility in a good service delivery system
- A. Services are easily reachable with no undue barriers of cost, language, culture, or geography.
 - B. A comprehensive range of health services is provided, appropriate to the needs of the target population
 - C. Health services are of high quality, i.e. they are effective, safe, centred on the patient's needs and given in a timely fashion.
 - D. Service delivery is designed so that all people in a defined target population are served, i.e. the sick and the healthy, all income groups and all social groups.
31. Which of the following Diseases will need Follow Up after discharge from Hospital?
- A. Tuberculosis
 - B. Rheumatic Heart Disease
 - C. Diabetes
 - D. All of the above

32. Which of the following patients would benefit from physiotherapy services?
- A. CVA or stroke
 - B. Diabetic amputee.
 - C. Spinal injury – paralysed from below the neck
 - D. A & B
33. In the Health services management at a sub divisional Hospital the Executive Officer is responsible for which of the following corporate functions?
- A. Human Resources
 - B. Finances
 - C. General Services and infrastructure
 - D. All of the above
34. As part of Health Services management in a Subdivisional Hospital who is responsible for the Food Services and procurement of food rations?
- A. Executive Officer
 - B. Clerical Officer
 - C. The Subdivisional Nurse Manager
 - D. The Dietitian
35. In the management of the Health Services in a sub divisional Hospital who is directly responsible for managing the required stock of essential drugs and medicinal products?
- A. The Subdivisional Hospital Manager
 - B. The Subdivisional Nurse Manager
 - C. The Executive Officer
 - D. Pharmacist

36. The patient referral system of the Ministry of Health and Medical Services in Fiji works best when there is:
- A. Appropriate health policies and regulations on the referral process.
 - B. Clear documentation and communication of the transfer of patients between facilities.
 - C. Follow up Care after Discharge
 - D. B & C
37. The lack of human resources needed to deliver the essential Health service interventions is due to:
- A. Limited production capacity
 - B. Migration of Health workers
 - C. Demographic imbalances and poor mix of skills
 - D. All of the above
38. In the Health Information System of a Health Care Service, sound and reliable information is essential for:
- A. Health system policy development and implementation
 - B. Service delivery and Financing.
 - C. Governance and regulation
 - D. All of the above
39. Health and nutritional status in Fiji refers to:
- A. The overall condition of an individual's physical and mental health,
 - B. It is influenced by dietary intake and lifestyle choices
 - C. Addressing the rising rates of NCDs through improved nutrition, community engagement, and culturally sensitive health programs
 - D. All of the above

40. The expected impacts of good health service delivery within a health care system are
- A. Improved health outcomes
 - B. Equity
 - C. Social and financial risk protection
 - D. All of the above

Section B SHORT ANSWER QUESTIONS (40 marks)

Question 41

What are the core components of a Health Care System and briefly describe each one? (10 marks)

Question 42

In the MOHMS Strategic Plan for 2020 -2025;

- i. Name the three Strategic Priority areas and briefly describe each one . (6marks)
- ii. What is the role of Health Service Management processes in the three strategic priority areas? (4 marks)

Question 43

For each of the leadership styles listed below provide a brief explanation on each one

- i. Transactional (2 marks)
- ii. Transformational(2 marks)
- iii. Autocratic(2 marks)
- iv. Task oriented (2 marks)
- v. Laissez Faire (2 marks)

Question 44

- i. What are the 3 levels of Health Care in Fiji and give an example of each one? (6 marks)
- ii. What are the four types of health prevention practiced in Fiji and briefly describe each one? (4 marks)

Section C LONG ANSWER QUESTION (20 marks)

Question 45

This question will require some discussion in detail of the processes involved in the Health Services Management at a Subdiviosnal Hospital to ensure that the delivery of Health services are effective and efficient.

The primary focus will be on the corporate functions of the Health Services Management.

Please answer the questions in relation to the Health Services management of a Subdivisional Hospital.

- i. What medical services are provided at the Subdivisional Hospital? (4 marks)
- ii. What is the role of the corporate team to ensure the smooth function of the services that are provided at the various departments? (4 marks)
- iii. Briefly discuss the organisation chart in the subdivision which depict the hierarchy of the organisation, the reporting structure and the roles and responsibilities of the each member of the organisation. (2 marks)
- iv. Discuss the Leadership and governance and accountability within the organisation. (4 marks)
- v. List the plans that the Subdivisional Business Plan is derived from.(2 marks)
- vi. Briefly discuss procurement processes for Hospital rations, general stores and incidentals. (4 marks)