

**STRATEGY EVALUATION AND SERVICE DELIVERY OF UNIVERSAL
HEALTH CARE AT MACHAKOS LEVEL 5 REFERRAL HOSPITAL IN KENYA**


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DECLARATION

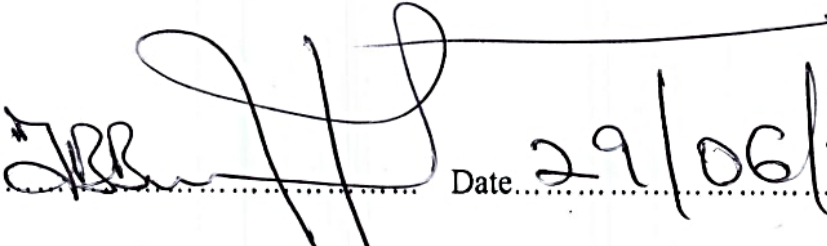
This research project is my original work and has not been presented for a degree in any other university.

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DEDICATION

I dedicate this research to my entire family for their continued encouragement and support.

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I offer gratitude to God first and foremost for providing me with the physical stamina, mental fortitude, and physical health that I need in order to fulfill this onerous obligation. I acknowledge the University of Nairobi fraternity for the opportunity to pursue this program. I would want to extend a special thank you to my supervisor, Prof. Zachary Awino, for guidance and endless support in preparing this research project. I would also like to thank my moderator, Professor Aosa for good counsel. To faculty members and examiners I thank them for support in the whole process of writing this study.

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ABBREVIATIONS AND ACRONYMS

ABAHE	Arab British Academy for Higher Education
ICT	Information Communication and Technology
IOM	Institute of Medicine
MOH	Ministry of health
TQM	Total Quality Management
UHC	Universal Health Care
WHO	World Health Organization

ABSTRACT

Strategy evaluation is critical for universal health care systems to ensure that they are delivering high-quality care that meets the needs of patients while operating in a cost-effective and efficient manner. This study aimed at determining the effect of strategy evaluation and service delivery of universal health care at Machakos level five referral hospital in Kenya. The study was anchored on the resource-based view, institutional theory, and contingency theory. The study collected data from key managers at Machakos level IV hospital. The research was a case study and employed primary data where interview guide was used. Data was analysed qualitatively using content analysis. Findings showed that quality healthcare strategies for example, result based financing, sufficient human resource, adequate health infrastructure quality management systems and standards, use of information and communication technology, and staff training in strategic management leadership, can help improve the delivery of universal health care services. The research also found that improving the quality of healthcare service delivery at the institution necessitates adopting a comprehensive plan based on solid standards, enough resources, and competent personnel. It was determined that this was essential to improve the quality of treatment for patients. The study also identified barriers to the evaluation of healthcare strategies such as lack of qualified personnel, inadequate maintenance of facilities, excessive bureaucracy, and interference from political actors. In order to enable the adoption of informed decisions about elements such as medicine availability, finance, and the treatment of patients, the research recommended the utilization of sophisticated analytics at the hospital level. The study also recommended performing routine maintenance on information technology (IT) systems in order to allow such systems to concentrate more on providing healthcare information rather than only on invoicing and purchasing. Lastly, the study recommended that a comprehensive strategy should be used to the implementation of quality health care initiatives in order to maximize the positive results that may be achieved via the provision of quality services.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The application of strategy evaluation and the execution of its findings has been shown to boost output. Firms may use strategy evaluation to get a better grasp of their current strategic position and make better decisions for the future of their business and the implementation of their strategy (Moses, 2019). An organization's ability to deal with unanticipated occurrences and maintain operations while minimizing risks and providing efficient service is critically dependent on its strategic assessment methods, which need the establishment of effective mechanisms by the business (Capon, 2018). The term strategy refers to the processes and activities that a business uses to create value for its consumers (Cambridge University Press, 2019).

The study was directed by the perspectives of resource-based view, institutional theory, and contingency theory. The fact that there is not a single, optimal strategy for the administration of a company or other organization is shown by the contingency theory attraction. It is essential that the organization, given its current state and circumstances, formulate a management plan in order to ensure its continued existence. The organization's mission and objectives serve as the foundation for management's decision-making process. Therefore, the actions and behaviors that are taken are influenced by the circumstances that are currently present inside as well as outside of the company. Our inquiry also has the Institutional theory to thank for providing a basis for it. According to the theory that was presented by Dacin et al., actors in an environment are what drive the implementation of strategy (2007). The decisions and courses of action taken by an organization are guided by a logic, which will be discussed further below. Institutions are the primary forces behind change and the primary shapers of its trajectory (Beckfield et al, 2015).

According to the Resource-Based hypothesis, the internal resources that an organization has are more likely to be the primary contributor to the company's competitive advantage than the firm's position in its external environment. The unique and distinctive resources and competencies that the organization has are essential to the firm's ability to maintain a competitive edge in the market. As the main referral hospital in eastern Kenya, Machakos Level 5 Hospital (ML5H) features crucial emergency services, as well as a convenient location along the Nairobi-Mombasa highway. Most accident victims who need emergency care are sent to the closest hospital along the Nairobi-Mombasa Highway, which is a high-risk corridor for traffic accidents. Because of this, strategic assessment procedures must be used in order to improve hospital care delivery (Republic of Kenya, 2016). In Kenya, strategic assessment and service delivery from Machakos Level 5 Hospital are understudied, which is why this research is being conducted.

1.1.1 Strategy Evaluation

Strategy evaluation is the process of analyzing and assessing the effectiveness of an organization's strategy in achieving its objectives. It involves reviewing the goals and objectives of the strategy, identifying key performance indicators (KPIs) to measure progress, and evaluating whether the strategy is delivering the desired outcomes (Dunstan, 2018; Somarathna, 2020). Implementing a strategy requires making a number of choices and doing a number of actions, all of which are affected by a number of internal and external circumstances, and all of which are intended to help the organization reach its strategic objectives (Abdullah et al, 2017). The objective of quality health care efforts and continuous quality improvement is often to build and develop quality systems that can't ever be fully satisfied (ABAHE, 2012).

Creating an environment that encourages constant innovation is prioritized in order to improve the efficiency of processes and systems by decreasing the amount of time-consuming, low-value-adding tasks (Bhasin, 2010). According to Peter et al. (2011) in order to successfully design and implement change efforts, it is necessary to take into consideration the complexity of enterprises. Healthcare sector is undergoing a paradigm transition, which is visible to businesses that have implemented quality management systems (ABAHE, 2012). Strategic initiatives and execution need the full support of the company's senior executives (Bryson, 2018). Making plans but failing to put them into action is similar to having no plan at all. Bhasin (2010) refer to strategy implementation as the manner in which an organization operationalize its chosen plan of action.

A strategic plan is the course of action an organization pursues to achieve its objectives. However, unless this plan is actualized it remains a dream. Rapa and Kauffman (2005) places top management's commitment at the center of successful strategy implementation. Managers and directors own the process of implementation. They must therefore show their eagerness and dedication to implement the strategy. Successful implementation of a strategy demands patience, stamina and energy from the managers and directors. Effective Communication is another factor which aids the strategy implementation process. According to Miniace and Falter (2006), timely communication of any new strategic developments within the organization is important to all employees so that they can participate in the implementation process effectively.

1.1.2 Service Delivery

In order to meet the demands of their customers, businesses of all stripes must make use of a variety of inputs. All humans have this characteristic. Public organizations in the modern period are under intense pressure to improve their operational efficacy and efficiency (Wirtz & Lovelock, 2016).

The traditional method of public service delivery is giving way to a more market-based philosophy thanks to recent developments in public service management (Arora, 2004). Because of this, several government institutions have undergone extensive reform and enhancement. The act of providing services to clients is referred to as "service delivery" (Arora, 2004). A service is a product that results from an organization's operations and transformation (Wirtz & Lovelock, 2016). It's impossible to lose track of a service.

Acts of service may also be stated in terms of a particular purpose, which might be the fulfillment of the need for or satisfaction with the desire for (Business Dictionary, 2019). A service's quality is measured by its ability to consistently fulfill the demands and expectations of its clients). The components of high-quality service might vary depending on the company and the kind of service it provides. To fulfill their purpose, public organizations must provide consistent and high-quality services that are responsive to the needs of their constituents. The availability, price, and acceptance of a service all have a role in determining its quality.

1.1.3 Universal Health Care

It is vital to have universal health care service delivery if one want to achieve the goal of providing everyone with access to healthcare that is both of high quality and low cost (WHO, 2018). According to Peter et al. (2011), any increases in health outcomes from higher financing and improved technology may not be realized without improvements in service delivery in the context of organizational health care service delivery. This is because improvements in service delivery are dependent on organizational health care service delivery. According to David, Alexander, and Ramnath, UHC is an ambitious aim that should be expected to deliver various benefits along the way in terms of health, economic, and social welfare (2018).

It is an urgent need to make it a requirement for enhancing the health of the population that everyone has access to health care services that are of high quality and cost-effective. Organization Internationale pour les Migrateurs (IOM, 2002). Key elements of universal health coverage (UHC) include financial protection against catastrophic health expenditure and medical poverty as well as access to needed healthcare, according to Viroj et al. (2015). According to Ariel et al. (2018), a health system that is efficient, economical, and robust, but also not impoverishing its consumers, is essential to the delivery of UHC services.

Performance in service delivery is the connection between the health system's capacity to enhance lives and the chance to achieve health improvements (Peter et al., 2011). According to Kathryn et al. (2013) Universal health coverage ensures that people and communities are able to get the medical care they need without experiencing financial hardship. From preventative measures to those used at various stages of a person's life, including palliative care, health care encompasses everything from early childhood to old age. Health and care employees who are suitably dispersed, well supported, and enjoy acceptable work are essential to providing these services.

1.1.4 Health Care Industry in Kenya

When it comes to implementing new technology into healthcare, several companies across the world have been quick to do so. There have been several businesses and people that have used information and communications technology (ICT) to make substantial changes in industries that have been labeled as disruptors (Peake, 2013). ICT has not spared any industry from its innovation, and the health sector is no exception. Investments made by Kenya's government and business sector have resulted in increased access to services as well as information for the country's population.

A national e-health strategic plan for 2011-2017 was produced by the Ministry of Medical Services and the Ministry of Public Health and Sanitation. The Kenyan government's platform for entrepreneurship has been taken advantage of by the country's entrepreneurs and organizations (Waema & Ndungu, 2012). The mobile health service Call-a-Doc, created by Safaricom, makes it possible for Kenyans to get medical care via phone. To help patients remember to take their prescription on time, MobiDawa is a new start-up that gives them personalized advice on how to take their medications correctly, explains the potential adverse effects, and prompts them to provide feedback about their experience with the product (Njagi, 2017).

1.1.5 Machakos Level Five Referral Hospital

A dispensary, Machakos Level Five Referral Hospital, was raised to its current status. During World War II, the hospital served as a health facility before being renamed a regional hospital. Due to a shift in administrative borders, the hospital was reduced to a district hospital. In 1983, the hospital's out-patient department block was inaugurated. Through a Kenya gazette notice, it was promoted to hospital level-5 in 2008. The rebuilt Machakos Level Five was inaugurated on May 27, 2015, at a Referral Hospital. Because of the addition of cutting-edge medical technology, the facility can now provide a number of previously unavailable services. It was designated the cleanest public facility in Kenya by first lady Margaret Kenyatta when she was on an official visit to Machakos County in June of that year.

The clinicians to confer with patients at Kenyatta National Hospital through video- link, the hospital has created infrastructure to help with telemedicine. For more information on health care in the Machakos town constituency, go to Level Five Referral Hospital (MHRH). Three hundred thousand in Machakos level five hospital may benefit from the universal health coverage. In addition, the hospital provides a wide range of preventative and curative services for women and their babies, as well as emergency obstetric care.

1.2 Research Problem

Strategy evaluation plays an essential role in the effective delivery of universal healthcare services. It helps healthcare providers to identify gaps in service delivery, improve healthcare outcomes, allocate resources efficiently, enhance patient satisfaction, and promote innovation in healthcare service delivery (Song, 2018). Globally firms are appreciating the importance of strategy evaluation with the goal of offering better services to clients. (Joyce, 2015). Public-sector organizations operate in a volatile environment on a day-to-day basis, and in order to respond uniquely to internal and external factors organizations should adopt unique ways to evaluate their strategies. An organization to successfully succeed in a particular environment, it needs to take into account how that environment affects it (Pearce & Robinson, 2007). Nartisa et al., (2012) asserts that organizations improvements can be achieved through strategy evaluation.

In order to prepare for universal healthcare, Machakos level 5 hospital has invested in a number of WHO building blocks such as; infrastructure, leadership, availability of hospital equipment's and medicines (County Annual Progress Report, 2018). Health care policy changes have been designed and implemented several times, but there is still a lot more that can be done to assure a continuous increase towards universal health coverage. All public health facilities should provide free maternity services to all women in need, including those who are poor, elderly, or vulnerable. The development of a health financing strategy that ensures that everyone in the country has access to health insurance, as well as an increase in personnel and equipment through the managed equipment service from 2013 to 2016, the number of health institutions offering KEPH services increased from 41% to 55%. Although the demand for services has increased, the quality of such services remains a serious issue.

Strategic management methods in Non-Governmental Organizations were examined by Aboramadan (2016) on a global scale. Strategic management methods have a significant impact on an organization's business objectives and performance. As a result of the findings, a suggestion was made to rely on strategic management methods as a way of obtaining high performance among the organizations studied. A conceptual as well as contextual gaps exists in this study. Conceptual gap exists in this study since the study focused on strategic management methods and not strategic evaluation, while conceptual gaps exists because the current study was global and did not focus in Kenya.

Adeoye and Elegunde (2017) conducted research on the impact of Nigeria's external environment on the adoption of strategic management methods aimed at improving service delivery in the food and beverage sector there regionally (African). Conceptual gap exists in this study since the study focused on external environment on the adoption of strategic management methods and not strategic evaluation, while conceptual gaps exists because the current study was based in Nigeria and did not focus in Kenya.

In the public sector, strategic management can help public entities achieve their goals and create public value. Strategic management has been studied by a number of writers in the local area. An evaluation of the performance of the institution in providing its services and the capacity of the goods it provides to fulfill consumer demands was undertaken by David (2016) at the Kitale Museum, a provincial museum in Kenya. There has to be more research done by the National Museums of Kenya and other stakeholders in order to enhance the quality of services. Conceptual gap exists since the study focused on Kitale Museum, a provincial museum in Kenya and not Machakos Level 5 Referral Hospital in Kenya.

Manene (2018) studied the effect of employee involvement on organizational commitment in a research focusing on the National Museum of Kenya. However, this research did not examine the extent to which the organization has used strategic assessment procedures to improve service delivery. Conceptual gap exists since the study focused on National Museum of Kenya and not Machakos Level 5 Referral Hospital in Kenya. In Kenya, there is a dearth of research on the effect of strategy evaluation on service delivery of universal health care strategy. The study aims at addressing the question; How does strategy evaluation affects service delivery of universal health care strategy at Machakos Level 5 Referral Hospital in Kenya?

1.3 Research Objective

The objective of this study was to determine the effect of strategy evaluation on service delivery of universal health care strategy at Machakos Level 5 Referral Hospital in Kenya.

1.4 Value of the Study

In the theoretical development of quality indicators that may be utilized to construct a framework showing the links between the quality of health care services and UHC success, the results of this research may enlighten academics. It is so possible to evaluate healthcare in various countries, regions, and medical groups using the quality indicators tools produced.

Health care managers may benefit from this study's findings in terms of identifying quality strategic initiatives that may be used to improve health care services and save costs. As a result, the outcomes of this research may be crucial in helping institutions in the county and the government embrace and successfully implement UHC.

Using these data, policymakers at the national and local level may be better informed about operational methods for enhancing the quality of health care services and bringing universal health coverage into effect. By implementing quality- and continuous-improvement-focused initiatives, the research may also assist national and local governments in identifying and mitigating hurdles to universal health care systems. It may also help in shaping the public policy on the adoption of continuous operational quality improvement strategies that are essential towards provision of quality healthcare.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Literature review discusses the theory and evidence from literature that pertains to strategy evaluation and service delivery of universal health care and how they relate. The chapter begins by discussing the concepts that have provided these theories with credibility and flaws, empirical literature review displays correlations and inconsistencies, as well as research gaps that describes the conceptualized correlation between the study variables.

In particular, the theories to be covered in the literature review will be contingency theory which states that there is no best way to lead or make decision in a company. The institution theory states that an institution's conduct is shaped by its surroundings, which fosters both positive and negative expectations, as noted by Kang, Matusik, and Barclay (2017). The resource-based theory by Barney Wernefelt (1984). The theory notes that performance of an organization is affected by its environment. In relation to the resource-based view (RBV), firms in a given sector may be diverse in terms of the resources they manage. The research has also discussed previous studies done on this subject, and the findings are also provided in this chapter. Additionally, this chapter highlights the research gaps that the present study aims to address.

2.2 Theoretical Foundation

The three theories in this research were contingency theory, institutional theory, and resource-based theory. They assisted the researcher in suggesting the causes and effects of the occurrences under investigation. The primary goal of theory is to provide direction for the researcher. In other words, they say that a theory is a set of hypotheses based on observable facts and occurrences that posits unobservable constructions as having some bearing on the topic being studied (Blumberg, Cooper, & Schindler 2011).

2.2.1 Contingency Theory

This idea of strategic management was first developed in the 1960s (Supriadi & Pheng, 2017). The contingency hypothesis maintains that there is no such thing as a single optimal strategy for the management of organizations. The process of making choices pertaining to organizations should guarantee that an appropriate fit is achieved between the operational environment of the organization and the design of the organization (Rebentisch & Prusak, 2017).

On the basis of this idea, a technique that is universally applicable is not acceptable since the context and setting in which practices of an organization are put into practice determine the extent to which the company's practices are successful. The organization's mission and objectives serve as a criterion for the management decisions that are made. Therefore, the actions and behaviors that are taken are influenced by the circumstances that are currently present inside as well as outside of the company.

In order to enhance the provision of services to people, managers of organizations in the public sector are required to make judgments based on the circumstances that exist inside their own organizations as well as the conditions that are now prevalent in the nation. Inability to develop a suitable fit between the practices and the environment in which they are implemented would, in the long run, result in unsatisfactory performance (Johnstone & Wilkinson, 2016). Therefore, it is the responsibility of the managers of an organization to strike the appropriate balance between the choices that are taken and the circumstances that are now confronting the business. Every condition that may arise inside the company may be addressed in a same fashion or in the same manner; however, the approach used may vary according to the specifics of the case.

2.2.2 Institutional Theory

Organizations' choices and operations might be supported by institutional theory (Beckfield et al., 2015). Several academics have focused their attention on the influence of institutional changes on the nature of institutional change since institutions drive and shape change. According to Dacin et al. (2007), players in an environment influence the execution of strategy. Systems like strategy implementation and continuous improvement help organizations execute policies more effectively (Ahmad et al., 2014).

When an organization's strategic efforts are limited by the environment in which it works, it is more likely to adhere to the status quo. An institution's conduct is shaped by its surroundings, which fosters both positive and negative expectations, as noted by Kang, Matusik, and Barclay (2017). As a result of the high expectations, the adoption of quality improvement measures is further bolstered. Organizations' formal structures are said to be influenced more by the institutional setting than by market forces, according to institutional theory. The early adopters of new structures that increase technological efficiency are seen as legitimate by the rest of the community. Failure to implement these advances was seen as "irrational and careless" after they have achieved a degree of legitimacy (or they become legal mandates).

2.2.3 Resource Based View

The notion of resources is supported by resource-based theory (Wernefelt, 1984). Firm performance is affected by its environment, which Barney (1991) first explained in detail as part of his theoretical underpinning for what is now known as the RBV viewpoint (Newbert, 2007). According to Barney (1991), resources are "assets and capabilities held by a business that allow the firm to devise and execute strategies that increase its efficiency and efficacy."

According to Amit and Schoemaker (1993), a company's resources may be divided into three types: physical capital, human capital, and organizational capital. Assumptions made by the RBV theory support the existence and persistence of inequalities in company resources endowments (Newbert, 2007). Firstly, the distribution of resources between enterprises is not homogeneous, and secondly, the mobility of these resources is limited (Barney, 1991).

According to Barney (1991), if a company had valuable and scarce resources, it would have an edge in the near run. To maintain these advantages, Dierickx and Cool (1989) suggested that the firm's resources must be inimitable and non-substitutable. The RBV hypothesis has been criticized for being static and deficient in empirical testing (Priem and Butler, 2001). Several researchers have attempted to explain this gap by pointing to a relationship between resource ownership and exploitation (Mahoney and Pandian, 1992). They asserted that a firm's unique expertise entails making better use of its resources, rather than having more resources.

2.3 Strategy Evaluation and Service Delivery

The delivery of services is an ever-evolving notion that adapts to meet the changing demands of its clients. To put it another way, there is no one healthcare delivery paradigm that can be adopted across the board (ASHA, 1999). The accomplishment of the health-related Millennium Development Goals may be impossible without improving access to quality health care for everyone (MDGs).

Attempts to reorganize service delivery must go hand in hand with efforts to gather evidence for improving health care delivery (WHO 2010). Internationally, Mosadeghrad (2014) did a research on Iranian healthcare where the researcher examined what factors were influencing the healthcare service quality.

The research design was an exploratory in-depth individual and focus group interviews of 222 healthcare providers in Iran. The interviewees consist of managers, policy makers and healthcare providers. According to the research, a variety of variables influence the quality of healthcare, including the provider's own characteristics, the patient's own characteristics, and institutional characteristics.

Mosadeghrad (2014) also outlined strategies to increase healthcare quality, including training, visionary leadership, enough resources, correct planning, and efficient resource management. A knowledge of the aspects that influence healthcare service quality may be gained via the use of a conceptual framework design that is presented in this article.

Quality indicators in healthcare were studied by Azam, Rahman, Talib, and Singh (2012) with the purpose of offering an integrated model that is tailored to the requirements of patients. The study was based on a case study of Roorkee government hospital which has a 440. The hospital is located in Haridwar district, Utrakhand in north India. A comprehensive evaluation of the medical literature was used. Using critical thinking, shortcomings in the integrated model creation process were discovered and analyzed. The results support the use of an integrated healthcare establishment-quality model that can be implemented in practice.

Accreditation as a strategy for quality improvement were explored by Mate, Rooney, Supachutikul, and Gyani (2014). An exploratory research design where researchers focused on the low and middle-income nations in their research of healthcare reforms and universal health coverage changes. The use of accreditation by various health system providers has been highlighted as a quality improvement technique.

The Thai government is one of few that has implemented a nationwide accrediting system. Literature study serves as the foundation for this essay. No link was found between certification and bettering the quality of healthcare, according to the report (Mate et al., 2014). In their paper, Bradley, Taylor, and Cuellar, (2015) intended to examine the impact of improving management systems on improving patient care. The researchers conducted an exploratory quantitative research among low-income settings focusing on global health of countries under WHO. With limited resources, excellent managerial support is critical to enhancing quality of care in low-income settings.

In order to achieve the goals with limited resources, the authors found that managerial capability needed to be leveraged. Research shows that successful systems and standard operating procedures can only be implemented with the help of managerial capability. Researchers in Indonesia (Handayani et al., 2015) studied the dimensions required by healthcare institutions to achieve stakeholder quality expectations.

The research was quantitative and used survey as a technique of gathering data from the general hospitals in Indonesia. Interviews were mostly utilized to get information from the company's senior executives. Data were analyzed via the entropy approach. Human resources, procedure, policy, and infrastructure are the four most important measures for improving quality of care, according to the study. It's possible that the study's results aren't relevant to Kenya since they were obtained from Indonesian healthcare establishments.

One of the methods used to improve healthcare quality is adherence to a patient safety culture. In this article, a comprehensive evaluation of the treatments that have been used to instill a culture of safety is presented. From January 2000 through October 2012, the systematic review examined databases to locate studies.

After a focused intervention, Alhassan (2013) wanted to see how patient safety patterns changed. A total of 3679 abstracts were found and reviewed for inclusion in the proceedings. Efforts to improve communication and teamwork among units were among the study's primary research objectives. Thirty-nine of the studies found that the treatments had a positive impact on the culture of patient safety, there was lack of proof. Pre-post assessments were determined to be of poor to moderate quality, according to the research. The project investigated the Machakos Level 5 hospital in Kenya's efforts to provide UHC.

A study conducted in Ghana by Alhassan et al. (2013) intended to connect the quality of healthcare provided by Ghanaian healthcare providers with the motivation of their staff members. The study used baseline longitudinal survey methodology. Data was collected from 324 healthcare workers from 64 healthcare facilities from two regions in Ghana. The research collected both primary and secondary data from Ghanaian healthcare providers. The primary data was collected through interviews while secondary data was collected from accreditation database. Ghana is one of the nation's dealing with issues like poor health-care worker enthusiasm.

It was the primary objective of the research to discover the strategies that enhance healthcare facilities in Ghana. Preliminary research was done. Secondary data from an accreditation database supplemented the primary data collected through structured interviews. The spearman correlation test was used to test the hypothesis of whether or not the providers' motivation is linked to their quality-focused approaches to healthcare. Patients' safety and quality improvement were found to be undocumented in the vast majority of healthcare facilities.

Girmatsion et al. (2017) reported that the quality of care delivered in health institutions in northern Ethiopia was inadequate, and that systematic and continuous efforts were required to enhance quality of care. 32 clinics and hospitals were surveyed for the research. Input, method, and final product quality were all evaluated. According to the findings, 75 percent of the investigated inputs, procedures, and products met the standards set out by the national guidelines. Sadly, most hospitals lacked the necessary supplies to preserve newborn newborns. The study's authors concluded that healthcare practitioners need to make more concerted, long-term efforts to boost mother and infant health in order to see positive results (Girmatsion et al.,2017).

More than half of Malawi's population lives in rural areas and is below the poverty line, but because to innovative innovations in UHC service delivery, this group now has access to high-quality health care. Dr. Gilbert Abotisem Abihiro led the research team (2014). However, the healthcare system in Malawi may be quite different from that in Kenya, and the study's findings may not apply there.

Oketch and Lelegwe (2016) looked at what Kenyans are doing on the ground to guarantee top-notch medical treatment. Researchers used an exploratory approach. The results of the study were based on both qualitative and quantitative research methods. Primary data was gathered via in-depth interviews with healthcare reform advocates, while secondary data was amassed through a study of public comments and the work of researchers hired by the health ministry. Secondary data collection was aided by reading through policy documents. Primary data was collected via interviews. The findings demonstrate that the government of Kenya is serious about providing healthcare to all of its residents.

2.4 Key Performance Indicators of Service Delivery

As defined by Wirtz and Lovelock (2016), service delivery is the act of delivering specified services to consumers. It is impossible for a consumer to hold an intangible service in the form of a deed, performance, or effort. When a business has implemented e-service strategies, it has a better chance of ensuring that operations run smoothly and efficiently in order to meet its objectives. Wirtz and Lovelock (2016) claim that these techniques aid in service delivery. They often influence the action when they are linked to performance reviews, reward system and recognition.

In addition, service delivery involves evaluating the expectations of consumers and then delivering on those promises. Consumers normally have expectations of the services to be provided. To create value, organizations engage in a variety of tasks and activities, such as providing specific economic services and evaluating their performance from the perspective of their customers; these activities are referred to as "services" in the context of this definition (Akande & Yinus, 2013).

Key performance indicators (KPIs) in healthcare are measurable values that reflect the quality of care provided to patients, the efficiency of healthcare delivery, and the overall performance of healthcare organizations. Here are some common KPIs used in healthcare; low medical errors, low death rate, low readmission date, patient satisfaction, waiting time, staff productivity and financial performance (Burlea-Schiopoiu, 2020). Medical errors, which can include errors in diagnosis, treatment, medication, and communication, can cause harm to patients and increase healthcare costs. Death rates and readmission rates are also important KPIs in healthcare. Low death rates indicate that hospitals are providing high-quality care and successfully managing patient health outcomes (Fotovatifard, 2021).

Low readmission rates indicate that patients are receiving appropriate follow-up care after their initial hospital stay and are less likely to require additional hospitalizations (Fotovafard, 2021). Patient satisfaction measures the level of satisfaction of patients with their healthcare experience, including factors such as communication with healthcare providers, waiting times, and quality of care. Waiting time measures the time patients spend waiting for medical appointments, diagnostic tests, and treatments. It is a critical KPI for assessing patient access to healthcare services and efficiency of the facility. Staff productivity measures the productivity of healthcare staff, including factors such as patient throughput, time spent with patients, and utilization of resources. Lastly, financial performance measures the financial performance of healthcare organizations, including revenue, expenses, and profitability (Gartner,2022).

2.5 Empirical Studies and Knowledge Gaps

Several studies both globally and locally have been done on strategy evaluation and service delivery of universal care health. Globally, Sustainable Smart Healthcare Information Portfolio Strategy Evaluation by Yang, Lee, Tsai and Chuang (2020) aimed to develop an integrated decision-making model to evaluate the cost-effectiveness of smart healthcare information portfolio strategies in Taiwan. The study used activity-based costing to calculate the costs of implementing the strategies, and then used a decision matrix based on key performance indicators (KPIs) to evaluate their effectiveness. The researchers collected data from Taiwan healthcare organizations. The study found that a smart healthcare information portfolio strategy could improve healthcare service quality and reduce healthcare costs, and the integrated decision-making model provided a useful tool for evaluating the cost-effectiveness of such strategies. The study recommends that healthcare organizations should consider implementing smart healthcare information portfolio strategies as a sustainable approach to improving healthcare service delivery.

A study by Lima et al., (2016) evaluate the Family Health Strategy (FHS) from the perspective of health professionals in a Brazilian municipality. The study used a qualitative approach, conducting semi-structured interviews with health professionals who work in the FHS program. The study found that health professionals perceived the FHS as a positive healthcare strategy that improved healthcare access and quality, reduced hospitalizations, and increased patient satisfaction. However, the study also identified challenges in implementing the FHS, including inadequate resources and training, high workload, and difficulties in coordinating care with other healthcare services. Government ministries in Kenya were examined by Mwando and Muturi (2016) for their use of strategic management approaches and the effect this had on the implementation of change. Among the topics included in the research were strategic management practices and the influence of communication methods, leadership styles, and employee skill sets on organizational transformation.

A study by Zhang (2022) aimed to develop a resilience-based evaluation method for epidemic strategies in the post-COVID-19 era. The study used a qualitative approach, conducting a literature review and expert consultations to identify key components of a resilience-based evaluation method. The study identified six key components: epidemic risk assessment, resource allocation, response coordination, community engagement, communication and information management, and organizational learning. The study found out that that healthcare organizations prioritize resilience-based evaluation of epidemic strategies to improve their effectiveness in the post-COVID-19 era. The study also suggests that policymakers consider incorporating resilience-based evaluation into their decision-making processes to improve epidemic preparedness and response.

A study by Roshani (2017) aimed to assess the implementation and evaluation phases of strategic plans in Iranian hospitals. The study used a cross-sectional survey design, collecting data from 54 hospitals in Iran through a self-administered questionnaire. The study assessed the extent of implementation and evaluation of strategic plans, as well as factors affecting the success of strategic planning in Iranian hospitals. The study found that the implementation and evaluation of strategic plans in Iranian hospitals were generally low, with only 29.6% of hospitals reporting full implementation of their strategic plans. The study identified several factors that affected the success of strategic planning, including leadership commitment, employee involvement, resource allocation, and communication and collaboration.

Rayman (2020) evaluated the strategic competencies of general hospitals in the United States to understand their competitive advantage. The study used a mixed-methods approach, conducting a survey and interviews with hospital executives to identify strategic competencies and assess their impact on competitive advantage. The study identified seven strategic competencies crucial for competitive advantage in the general hospital industry: clinical quality, patient satisfaction, physician relations, operational efficiency, financial stability, community reputation, and strategic planning. The study found that hospitals that scored high on these strategic competencies had a significant competitive advantage over those that scored low.

In Kenya, an investigation was carried out by Orangi (2015) in order to find out how the Kisii County Government implemented its strategic goals. Strategic management was used by the County in the development and implementation of its plan, according to the report. In contrast, no effort has been taken to examine the effect of strategic review on care delivery at Machakos Level Five Hospital. As a result of these findings, this investigation, which aims to fill up the information vacuum that has been identified, is urgently required.

A study by Gaturu et al., (2017) examined the influence of strategic evaluation on the organizational performance of mission hospitals in Kenya. The study used a descriptive research design, collecting data through a survey of 15 mission hospitals in Kenya. The study found that strategic evaluation positively influenced the organizational performance of mission hospitals in Kenya. Specifically, the study found that mission hospitals that conducted regular strategic evaluations had higher levels of employee satisfaction, patient satisfaction, and financial performance compared to those that did not.

A study by Njuguna (2019) aimed to assess the impact of strategic planning practices on the performance of private hospitals in Nairobi City County. The study used a descriptive research design, collecting data from 41 private hospitals in Nairobi through a self-administered questionnaire. The study assessed the extent of strategic planning practices in private hospitals and their impact on hospital performance. The study found that the majority of private hospitals in Nairobi practiced strategic planning, with the highest percentage of hospitals using the SWOT analysis tool to guide their planning process. The study also found a significant positive correlation between strategic planning practices and hospital performance, with hospitals that scored high on strategic planning practices performing better than those that scored low.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

In order to achieve the specified goal, the researcher must follow the processes outlined in this chapter. The study population and research methodology used by the investigator was disclosed by the researcher. We'll talk about how to gather and analyze the data. As a summary, this chapter provides the groundwork for the next two chapters. Methodology is termed as the method that is applied to a field of study in a systematic and a theoretical analysis. This is comprised of the theoretical analysis and which comprise of branches of knowledge that are principle associated. In summary, it is enclosed with models of theories, both the methods of qualitative and quantitative methods and phases (Franklin, 2012). A methodology helps scholars best understand the practices that were applied in support of the study for a main specific case study.

Research methodology does not give a specific method that the study used to collect data but it mostly emphasizes on the processes that are followed to ensure the researcher achieves the study objectives. The choice of the research methodology is mostly informed by the nature and the formulation of the research questions. Methodology in research presents a theoretical foundation which enables the researcher to understand the right methods which can be applied to a particular case which is aimed to obtain certain results.

3.2 Research Design

The research was conducted in the form of a case study. An in-depth investigation of the thing under study is possible using this research methodology. According to Maxwell (2014), the emphasis of a case study is on a particular company. If you think of it in terms of a real or hypothetical circumstance, then it is an event or issue.

An evaluation of the universal health care approach at Kenya's Machakos level 5 hospital used this study methodology. According to Khumar (2005), research design is a process that is learned by researchers and that allows them to answer research questions in an accurate, objective and cost-effective manner. Using this strategy, the researcher focused on respondents who were well-versed in the subject matter under investigation. The researcher chose a case study because it permitted her to get material that is factual, relevant, and based on first-hand experience. Stewart (2014) explains that a case study is a collection of data that includes but is not limited to observations, interviews, video data, and audio. Data collection and analysis was aided by the use of previously developed hypothetical propositions, which were leveraged in this design

3.3 Data Collection

The study used an interview guide to collect data. The targeted interviewees for this research are key managers at Machakos level IV hospital. The key managers were logistics manager, finance manager, human resource manager, administration and general manager. Three parts were included in the interview guide: Data on quality healthcare plans, universal health care implementation, and obstacles in universal health care was collected in sections I, II, III, and IV, respectively, in order to better understand the needs of respondents. The department heads were subjected to a one- on-one interview.

Pre-testing the interview guide helped tweak and enhance it depending on the input from respondents. As a result, the validity and reliability of the obtained data was included into the interview's questions, structure, and pre-testing procedures (Saunders et al, 1997). Data was gathered from a wide range of administrative department and unit leaders. Self-administered interview guide was used.

3.4 Data Analysis

Content analysis was used in this investigation. According to Neundorf, (2013), content analysis is an empirical scientific technique used to make conclusions about the content in various forms of communication, such as interviews and observation procedures. This type of qualitative social research is also known as content analysis or text analysis. According to Krippendorff (2004), even when the substance of a book is converted into numbers by counting, the act of reading remains qualitative.

Textual data was given in the form of an essay, which included a mixture of replies from raw data and published sources. For the purpose of answering the study question, the studied data was presented by inferring from the existing literature. As a result of the researcher's ability to recognize and explain circumstances, certain patterns and themes may be found. To determine whether the results are congruent with the theories and empirical findings, relevant questions were asked. Depending on the frequency of the analysis, an evaluation was produced.

Validity tests were performed by the researcher in order to uncover evidence that contradicts one another and outlier situations. For contradicting evidence, the researcher shows that supporting the contentious has triumphed over them all. Counterarguments were the researcher's primary focus, with limited attention dedicated to more contentious topics. It's more likely that researchers focused on finding and addressing the problems that are most vulnerable to being overlooked.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter reports on the results of an assessment of the impact of a universal health care policy on service delivery at Kenya's Machakos Level 5 Referral Hospital. Specifically, this chapter details the quality health care procedures that were adopted and the extent to which the initiatives to achieve universal healthcare coverage were successful. Moreover, it explores the critical reasons that are motivating the county referral hospital to undertake quality health care efforts.

4.2 Respondents and Organisation Profile

The study conducted interviews with key managers at Machakos Level 5, a county referral hospital in Kenya, to gather insights into the process of formulating and implementing strategic choices at the hospital. The administrative and general manager, logistics manager, finance manager, human resources manager, and finance manager were interviewed to understand their roles in the strategic decision-making process. This information is crucial to understanding the hospital's overall strategy and how it is executed.

The study also noted the involvement of the participants of the Machakos Level 5 care program in the planning and execution of the associated benefits package. This demonstrates the importance of engaging stakeholders in the strategic planning process, including patients, in order to ensure that their needs are met and their feedback is considered. Furthermore, the study found that the majority of the respondents had extensive experience working for the hospital, with 80% having worked for the management team for more than five years. This level of experience provides valuable insights into the hospital's history, culture, and operations, which can inform strategic decisions.

Finally, the study noted that 60% of the respondents held advanced degrees in their respective fields. This indicates a high level of expertise and specialization among the hospital's management team, which can contribute to the hospital's ability to make informed strategic decisions.

4.3 Strategy Evaluation and Monitoring of Universal Health Care

According to the findings of the research, free maternity care has been implemented at Machakos Level 5 Hospital in order to improve the efficiency of universal health care. This suggests that techniques were used in an effort to lessen the burden of funding healthcare and cut down on out-of-pocket expenses incurred while satisfying health service needs. This is as a result of the fact that the majority of health insurance programs include efforts to target employees in the informal sector and low-income earners. These initiatives include voluntary membership programs as well as low-cost commercial health insurance programs.

The fact that NHIF mandates obligatory participation for all salaried workers and that the premiums are automatically withdrawn via payroll based on a person's wages might be linked to the strong uptake of NHIF. The premiums are calculated based on a person's earnings. Due to the fact that it is a national health insurance program, NHIF also enjoys a great deal of popularity. As a result of the present emphasis that is being placed by the government of Kenya on UHC, the National Hospital Insurance Fund (NHIF) has been making additional attempts to grow its membership base, particularly in the informal sector.

Outpatient services are a new addition to NHIF's package, which means that the organization is now able to provide its customers with an even wider range of advantages. The fact that the members are covered for screening for a variety of disorders indicates that this step also trends toward preventative healthcare.

The Free Maternity plan is included in Kenya's Four Agenda with the intention of lowering the death rates of both mothers and newborns. (MOH, 2022). This is due to the fact that Kenya has initiated a number of programs that facilitate universal healthcare financing.

These programs are geared towards increasing coverage for quality health services, improving availability of important medication, and reducing out-of-pocket spending towards meeting health services. The researcher came to the conclusion that health services in Machakos Level Five hospital were accessible. This can be attributed to the free maternity services provided by the government, the NHIF Scheme, and the construction of more health facilities by the Machakos County government. In addition, the researcher believes that the UHC program is effective when it comes to access to healthcare services. In a similar vein, the accessibility of medical services at Machakos Level Five Hospital was successful owing to the presence of decent roads, the close proximity of the hospital to the community, and the presence of ambulance services.

The number of patients who are seeking treatment at the institution implies, in light of the replies, that the operational facilities are inadequate to support the delivery of services to those who need them. The hospital has made substantial expenditures in the modernization of the health facilities, notably those that are related to the health of mothers and children. This is demonstrated by the fact that the number of operational physical facilities has more than quadrupled from the initial number of 109 when the facility first began operations to the current total number of 232 operational facilities in the year 2018. This shows that the facility has been very successful. Responders report that patients may now access free medical treatment in real time at the referral hospital as a result of the installation of a universal health care program in the county.

The program has been in place since the beginning of this year. Each member of a family is issued a Machakos Level 5 Treatment card, which permits them to obtain in-patient and out-patient medical care at the facility. These cards are distributed to homes by Machakos. Based on the responses, it seemed as if more and more people in the community were using their Machakos Level 5 care cards.

As a direct result of the installation of the medical card, the respondents noted that challenges were being handled at a far quicker speed than before. They also stated that ever since the implementation of the card system, there has been a significant reduction in the amount of time it takes for patients to be attended to in the facility's emergency and accident departments. This was said to be the case ever since the card system was put into place. This information was presented in the phrase that came before this one.

There was an increase in the number of patients visiting the facility as a consequence of the introduction of the health care program and the distribution of the Machakos Level 5 care card. This led to instances in which the system became overwhelmed as a result of the increased demand for medical attention. On the other hand, according to the statements given by those who were questioned, the organization made an attempt to provide health care services that were timely, easy to get, and of a high standard

In spite of the huge number of patients, the respondents to the survey noted that the usual wait time for customers to be attended to in the various departments was between 31 minutes and one hour but did not exceed 60 minutes. This was the case even though the number of patients was high. In addition, the respondents said that the length of time it required to admit patients into the various departments was "pretty swift," despite the large number of patients who were searching for medical treatment at the same time. When asked how long it took to discharge patients from the facility, all of the people who responded said that it was a very rapid procedure overall.

The provision of high-quality universal health care services at the facility was stated by the respondents to be highly dependent on having appropriate health infrastructure. This is one of the factors that contributes to excellent health care and is one of the factors that contributes to excellent health care. They also said that the county government played a vital role in ensuring that there is adequate health infrastructure in order to preserve the provision of integrated health services. This was claimed to be the case.

The research was crucial in establishing both public health departments and labs. Also, the referral hospital's data and information systems were crucial to the process of organizing, analyzing, and assessing the primary care given to patients. Respondents claimed that the facility's public health staff needed the infrastructure to deal with both ongoing health issues and sudden health crises, such disease outbreaks. What this means is that respondents believed public health workers needed a certain level of infrastructure in order to effectively deal with both chronic and emergency health issues. The responders all agreed that the infrastructure was essential to the facility's operation. The research found that even though there has been an increase in the number of individuals seeking medical treatment at the hospital, the administration is reacting positively by adding extra medical teams and nurses.

In addition, the initiatives and activities that were carried out by the referral hospital were uncovered by the research. The acquisition, installation, and commissioning of a magnetic resonance imaging machine; the acquisition, installation, and commissioning of a computed tomography scan machine; the acquisition of endoscopy and laparoscopy equipment; the establishment of a cancer treatment center; and the acquisition of six fully equipped ambulances are just some of the projects and programs that are part of this initiative.

The successful implementation of a large number of initiatives and programs, the referral hospital in Machakos Level 5 is now in a position to not only diagnose but also provide potential solutions to a wide range of health issues and concerns that have been raised in the surrounding region. The respondents also stated that the facility has been successful in monitoring the health condition of the community and has been effective in resolving the challenges that have been facing the community as a direct result of the successful execution of the programs. Both of these claims are a direct result of the facility's ability to successfully carry out the programs.

According to the responses received, there exist barriers to the provision of accurate, timely, and appropriate public health action about the information and data systems. They also said that there were times when the information technology systems focused more on the procedures of buying and billing and less on the distribution of health care information. According to the results of the study, a substantial portion of the patient data was collected manually, including on paper reports that were distributed by managers. This was one of the methods that was used. However, the respondents pointed out that despite the difficulties that were experienced, the administration at the hospital had made significant strides in enhancing data gathering and analytical capacities in order to enhance patient care, medicine delivery, and financial matters.

The use of analytics in the field of medicine is intended to ensure a shorter duration of stay as well as a reduction in the number of readmissions, both of which contribute to an overall reduction in the cost of treatment as well as the quantity of resources that are lost due to inefficiency. Respondents were divided on whether or not the strategic plan was necessary, but they did agree that it was critical to provide more access to healthcare for everyone.

In their opinion, it was crucial in improving access to healthcare for everybody. According to the study's results, health care's relevance has been articulated explicitly in Machakos Level 5 vision 2025. Because of this perspective, we recognize that "a healthy population is a critical ingredient to socio-economic Development." To a large extent, the goal of providing high-quality health care to all residents of the county has been met thanks to the county's strategy of adequately equipping the medical facility with an MRI machine, CT scan, endoscopy, and laparoscopy equipment, as well as a cancer treatment center and fully equipped ambulances.

Research found that medical camp outreaches, Malezi bora, and deworming campaigns all played a role in increasing people's access to high-quality medical care. This was the verdict about the plan to expand access to high-quality medical services. This conclusion was reached as a consequence of the study's findings about the method's effectiveness. In addition, efforts to increase access to high-quality medical care via family planning, vaccines, youth-friendly clinics, maternity health services, and school-based nutrition programs were very successful. This was true of both high- and low-income nations.

The investigation revealed uncovered the referral hospital's health information systems had been digitized and automated during the last several years. The implementation of end-to-end hospital automation and a telecenter equipped to offer diagnostic services to outlying areas of the county were major factors in the expansion of access to medical care for all citizens of the country. This made it possible to provide complete medical services to everyone living in Kenya. In addition, the hiring of 600 medical professionals to satisfy staffing shortages, the mobilization of external resources, and the transfer of capacity all played a role in pushing the delivery of high-quality health care services. This was successfully completed.

According to the respondents, strategic planning is a process that is all-encompassing, methodical, and logical. As a result, strategic planning justifies the integration of short, medium, and long-term plans in order to provide the healthcare facility with the ability to emphasize the critical change of the future. According to the findings of the study, the service charter was a key factor in increasing the overall effectiveness and efficiency of the facility in terms of delivering services. These findings are based on the replies received from those who use the facility.

A crucial communication tool, the service charter allows for the control of expectations, the formulation of duties, and the establishment of a neutral base for gauging the success of service provision. It is possible to reach each of these objectives. According to the study's findings, the facility's frequent users play a crucial role in delivering services to the surrounding neighborhood. The service charter was critical in guaranteeing higher standards of openness, civility, and justice in the provision of healthcare to everyone, as it served as a driver of excellent service delivery. This was because the service charter acted as a driver. According to the comments, the service charter made it simpler for the staff to fulfill the standards outlined by both the public and the employees. This was a positive development. Effective communication, diversity, professionalism, and teamwork were the core ideals upon which the supply of services was established.

In addition, the study came to the conclusion that the service charter ensured that relevant information, such as contact information and business hours, was disseminated to the general public with the necessary documents. In addition, the respondents said that the employees used an appropriate language, such as English and Kiswahili whenever it was possible, and that all correspondences were sent using a language that was considered suitable.

In addition, those who participated in the survey said that this information was conveyed in a suitable manner. When questioned about the tenets of service provision, respondents noted that the charter laid out clear service provision standards whose aim was to satisfy customer expectations. There are clear service delivery criteria, respondents said when questioned about the governing principles of service delivery.

This came up many times throughout the discussion on service provision's guiding principles. Clients were treated with the utmost dignity and respect, and the facility was able to effectively communicate with all relevant parties throughout the service delivery process. And the facility's efforts to implement a management and monitoring system paid off. This system was not only able to measure and monitor performance, but it also provided recommendations for improving performance.

Regarding the commitment to the clients, the service charter was of assistance in assuring effective feedback on all correspondences, the greatest level of honesty and professionalism, as well as real-time feedback for any and all customer concerns that were brought up. They said that as a direct consequence of the charter, the whole health system in Machakos Degree 5 was able to give a greater level of responsibility and responsiveness to the patients of the institution as well as other persons who got medical care there.

The results of the study indicate that the organization has made progress in the configuration of its management systems to enhance inventory and financial service delivery in addition to human resource management. This development was made according to the findings of the research. Regular inspections of the quality of the management systems were carried out in order to ascertain whether or not they continue to be in conformity with the criteria specified by the Ministry of Health.

According to the comments that were given, there is a mechanism for continuous monitoring and evaluation that takes place once every six months to ensure that quality programs provide universal access to health care that is of a suitable level. In addition, the respondents presented evidence suggesting that the staff members responsible for implementing management systems and quality standards were committed to the job that they undertook.

In addition, those who were questioned said that there was adequate sensitization and training of staff in order to bring them up to speed with the changing requirements in the field of health care. The findings showed that quality assurance cycles at the plant made it feasible for quality improvement teams to be created in each and every department. It is the job of the quality improvement teams to drive the many diverse strategic interventions in the direction of achieving the targets that have been set.

In addition, the individuals who participated in the survey stated that the management team was committed to making certain that the quality improvement initiatives were carried out. As a consequence of using ICT the facility was able to greatly increase its data collection and processing skills, as shown by the outcomes of the study. According to responses to the survey, it is much easier for the staff working at the facility to see problems and come up with solutions that provide high-quality medical treatment that meets the requirements set out by the many stakeholders.

Lastly, the respondents indicated that KPI's have been used to evaluate how they affect service delivery at Machakos level 5. The hospital tracks and analyses the KPIs, this helps the hospital to be able to identify areas for improvement and implement changes to improve the overall quality, safety, and efficiency of their healthcare delivery. Hence, improving the quality and safety of care they provide to patients.

4.3.1 Quality Healthcare Strategies in Improving Universal Health Care Service Delivery

The researcher requested the responders that they offer their thoughts on the quality healthcare policies and initiatives, also known as Machakos Level 5 care that were implemented at the Machakos Level 5 referral hospital in order to improve service delivery. They stated that in spite of the difficulties encountered in the implementation of universal health care, the majority of the quality healthcare initiatives and policies that were implemented increased the quality of treatment that was provided to patients. Several different approaches to providing high-quality medical treatment are being put into practice at the county referral hospital, according to the respondents.

The respondents suggested solutions such as adopting ICT, educating employees in strategic leadership, appropriate human resources, quality management systems and standards, results-based finance, enough health infrastructure, and adequate human resources. They also emphasized the facility's well-defined procedures, which guarantee that the facility satisfies the expectations of all of the stakeholders, including patients, suppliers, and the ministry of health. This was done to ensure that the facility was a success for all parties involved. In addition to this, they said that the organization has promoted a culture of trust, honesty, and ethics, all of which have led to the improved service delivery at the institution. According to the responses, the respondents assessed the adoption of result-based finance to be relatively effective in terms of enhancing the procedures and systems involved in service delivery.

Following the deployment of RBF, there was an improvement in the processes of accountability and governance, as well as the health management information system. They also noted that RBF serves as an incentive for health care personnel at the institution to approach their tasks with honesty, trust, and ethics in order to provide excellent and complete health care services to patients.

In addition, they pointed out that RBF is a treatment that should not be conceived of as an intervention that can be utilized on its own. Moreover, the respondents said that there were instances in which the administration of the facility had to undertake an organizational and structural change, but the plan was difficult to sustain. They stated that in order to keep such changes in place, a significant amount of financial resources was necessary. These resources were needed to support monetary expenditures such as the incorporation of emerging technology and the recruitment of sufficient human resources. Because it was challenging to keep up with the investments, the facility made the decision to begin making reductions. They noted that the administration at the institution expected a future drop in reimbursement rates, which would make it difficult to keep some of the quality initiatives running. As a consequence of this, they came to the conclusion that outcome-based funding may not be a viable intervention for quality service delivery as a stand-alone strategy for increasing the quality of care that is provided to patients at the institution.

According to the feedback received, there was some degree of success with the implementation of sufficient infrastructure. They pointed out the need of basic infrastructure at the Machakos Level 5 referral hospital as well as the fact that it already existed in order to facilitate the execution of excellent health services. According to the responses, there has to be an appropriate health infrastructure in order to carry out programs like the monitoring of infectious illnesses and the reduction of accidents.

The responders came up with three essential parts of the health infrastructure based on this plan. They emphasized the need of skilled and competent human resources, real-time data, and information systems that are able to effectively react to the health requirements of patients as key components in the process of putting health care plans into action at the institution.

The availability of an adequate health infrastructure provided the necessary base for monitoring the current state of health and providing answers to the health concerns faced by the community. In addition, they said that proper health infrastructure has made it easier for the institution to identify and evaluate the health risks that are plaguing the people in the surrounding area.

According to the findings of the research, adequate health infrastructure contributed to informing, empowering, and educating individuals on matters pertaining to their health. The institution, in its attempts to promote health care activities, implemented a number of policies and strategies, some of which also made use of the health infrastructure. The labor force was able to uphold the rules and laws that protected the public's health and safety; therefore, those goals were successfully accomplished. In conclusion, they also said that having a sufficient health infrastructure was beneficial to the facility in terms of the evaluation of the efficiency, quality, and accessibility of services.

According to the findings of the research, the facility was able to successfully implement quality management systems and standards. These findings were based on the responses from the respondents. Patients, vendors, and the Ministry of Health all have expectations that must be met, and the respondents said the institution has set clear processes to meet those needs. They also noted that the processes were continuously monitored to ensure that they met all health ministry requirements. The replies stressed the existence of clearly defined measures to ensure that stakeholder expectations are met. It was also stated that measures are in place to guarantee the ongoing enhancement of service quality. To a larger degree, the facility is equipped with a method to reply to complaints from customers at the same instant that they are received.

According to the findings, the establishment provides regular training for its employees on complete quality management methods, which has considerably contributed to a reduction in the number of delivery faults. In addition, the implementation of quality management systems and standards is very necessary in order to improve the quality of services that are provided. In order to maximize productivity at the plant, there was need for incorporating ISO and six sigma into its daily operations.

The respondents also mentioned that the facility is able to adjust the management practices on a periodic basis via the feedback mechanisms that have been employed. This is done to ensure that the management practices are in accordance with the recognized criteria. They recognized the significance that quality management systems and standards play in improving the performance of the facility, as well as in achieving growth, strategic objectives, and quality optimization.

According to the responses, the establishment has made major investments in technology, which has contributed to improved levels of both efficiency and effectiveness in the delivery of medical treatment. In addition, they said that the technology that is used is up to date and that it contributes to the provision of excellent services. In addition, the respondents said that issues that have been raised by customers are now being resolved in real time since there is a mechanism that is able to gather input from customers in real time. In addition, since the facility has implemented new technology, it is now in a position to provide more goods or services to its clientele.

The respondents believed that the hospital's use of ICT in its management systems was the cause of the shorter wait times for patients who came to the facility. They stated that the amount of time it took for ambulance services to react to the requirements of patients was cut in half compared to the amount of time it used to take before the implementation of technology.

As a consequence of the widespread use of technology, there was a substantial reduction in the amount of effort required to provide services. Furthermore, as a direct result of the use of technology, waiting times were significantly reduced. A patient's wait time to visit a specialist, to name only one indicator of improvement, has decreased. Information and communication technology (ICT) is another example of this since it streamlines the process of patient registration, storage of medical records, and access to data on therapies across the board (lab, pharmacy, etc.). The time it took to get the most up-to-date information on in-patient and out-patient care, as well as the time spent waiting, were both drastically cut down by the development of information and communications technology.

Findings indicated that greater technological usage led to shorter periods of time required to complete operational turnarounds while delivering services. Respondents also shared the view that ICT had helped the county referral hospital provide better care to its patients. Additionally, it was found that the facility's use of technology simplified the process of reimbursing patients, employees, and insurance companies for the services provided.

The strategic leadership training was successful, according to the feedback that was collected. It was also said that twice yearly strategic leadership training forums were made available to managers in an effort to improve the quality of care offered at the referral hospital. Individuals and businesses alike may further their goals of creating a positive impact on service delivery with the aid of strategic leadership education. Managers at the referral hospital reported receiving many opportunities to reflect on a wide range of issues, from strategy to conflict resolution to people management and operational analysis, as part of the institution's strategic leadership training program.

They also claimed that once executives received training in strategic leadership, there was a significant improvement in performance across all departments. The patients who used the facility rated it higher in terms of both access and the delivery of services after the managers in each department and the CEO were judged to be competent leaders.

They stressed the need for managers in the middle to have a thorough understanding of the strategy so that they can steer their teams toward value-based care, patient satisfaction, and positive health outcomes. They went on to argue that if healthcare organizations were led by people who exuded self-assurance and competence, the quality of care provided to patients would increase, productivity would rise, and clinical and medical errors would decrease. They also mentioned the prospect of enhanced patient safety. Therefore, it was concluded that strategic leadership had an important role in the delivery of high-quality services at the referral hospital.

The study indicates that residents of Machakos Level 5 understand the need of creating a setting that allows for the provision of high-quality health care. The Machakos Level 5 Vision 2025 plan laid this out explicitly, calling for more doctors and nurses as well as better facilities. Because of this, the respondents agree that securing sufficient human resources is an important step in delivering high-quality medical treatment. They noted that human resource professionals faced several challenges that impeded their ability to offer appropriate, high-quality health care.

One of the problems is that there is only one doctor for every 24,536 patients, and one nurse for every 1,779. These numbers are far higher than the recommended national ratios of one doctor for every 10,000 and one nurse for every 1,000 patients. For physicians, the national guideline is 1:10,000 patients, while for nurses, the ratio is 1:1,000. Inadequate funding, frequent job turnover, and low morale among healthcare workers are further problems.

When comparing the referral facility's patient load to the number of RNs on staff, they found that RNs working there were often less than satisfied with their employment. Inadequate nursing assistants as a support service also led to nurses' job overload brought on by the demands of several stakeholders. This played a part in the nurses' overburdening workload. This led to an imbalance in the number of nurses to patients, which in turn led to high turnover and burnout in the nursing profession.

However, they did stress the need of having a sufficient number of human resources in ensuring that patients get high-quality medical care. It was found that a health care delivery system's performance was heavily dependent on the amount and quality of its human resources. Moreover, they emphasized the need of recruiting more nurses as a cost-effective method of enhancing the quality of services supplied to the public. The results show that stakeholders' perceptions of a health institution may be improved and patients' safety and efficacy can be guaranteed when nurses provide high-quality care. County officials have been encouraging and supporting specialized training and have been working to fill open positions.

4. 3.2 Universal Health Care Provision Challenges

According to respondents, the facility faces difficulties in the form of insufficient staff, poor maintenance of facilities, bureaucracy, and political interference, among other challenges, despite the success of the role of quality health care strategies adopted in the implementation of universal health care services delivery at the facility.

The analysis shows that a surge in patients poses a serious threat to the hospital's infrastructure. The respondents' opinions are that additional health care employees are needed since the number of patients has grown, which has increased the amount of work for the medical staff.

There has been an uptick in the number of patients seeking treatment for relatively minor ailments that may be addressed with primary care at the facility. After having paid for treatment and knowing there is a safety net in the form of free access to care, people are more inclined to engage in conduct that generates a moral hazard.

In addition, the respondents pointed out that the authority to make decisions is concentrated in the hands of bureaucrats working at the Ministry of Health on Machakos Level 5, who are also in charge of the money that are produced by the county. They noted delays in the amount of money that was reimbursed to patients for the money that was spent on providing medical treatment. The individuals who took part in the survey believed that the management had lost its autonomy when crucial choices about the acquisition of certain pieces of equipment and the meritocracy in the employment of workers were made. According to the findings of the research, some pieces of medical equipment were purchased in certain cases on the basis of political priorities rather than the requirements of the people in terms of their health.

The recruitment and retention of qualified personnel was cited by a number of respondents as another obstacle standing in the way of the provision of high-quality medical treatment. In spite of the fact that they received medication supplies from the county government, the respondents described instances in which they ran out of medicines that were not considered critical.

4.3 Discussion of the Findings

The study's findings suggest that quality health care strategies, such as result-based financing, adequate health infrastructure, sufficient human resources, quality management systems and standards, the adoption of information and communication technology, and staff training in strategic leadership, can help improve the delivery of universal health care services.

Health management and delivery process and data quality have both improved after the implementation of result-based remuneration due to increasing levels of responsibility, honesty, and work ethic. This conclusion is in line with that of Manongi et al. (2014), who found that performance-based payment prompted the start and execution of proactive steps that inspire health workers in enhancing the quality of care with minimum assistance. Manongi et al (2014) results were consistent with the study findings.

Adequate infrastructure, including competent human resources, real-time data, and effective information systems, facilitated the detection and assessment of possible health concerns. Determining whether or not a health danger genuinely exists was also made easier by this system. This has the potential to improve the efficacy of evidence-based medical practice. This finding did not fit with the argument put out by Leslie, Sun, and Kruk (2017), who claimed that even in hospitals with top-notch facilities, medical professionals often provided subpar care.

Another point they made was that infrastructure shouldn't be used to gauge quality because of how poorly it correlates with their case. Therefore, it was important to assess the therapy's efficacy by analyzing its implementation and results. With the use of quality management systems and standards, the institution was able to clearly define its procedures to fulfill the needs of its many constituents such as ministry of health.

The institution opted to apply these procedures and standards after considering their benefits. It has helped to guarantee that the quality of services supplied is constantly enhanced by providing real-time feedback to consumer concerns and reducing the number of mistakes made while delivering such services.

These results are in line with those found by Ganesh, Rampersad, and Dorasamy (2017), who found that a firm dedication to quality management systems and standards was necessary for effectively running health care programs. Consistent with previous research by Ganesh, Rampersad, and Dorasamy, our results show (2017). The current study's findings are consistent with these as well. To ensure that the programs were successful and provided patients with the best possible treatment, the plan improved program viability, efficiency, and general administration. The more advanced the hospital's technology infrastructure was, the less efficient and productive it was when it came to providing treatment to patients.

The strategy was especially helpful since it facilitated the real-time resolution of customer concerns, reduced the waiting time for patients to be seen at the facility, and lessened the overall workload. At the 2006 annual conference of the Columbia Medical Association, researchers reported that shorter waiting times for patients seeing specialists were one result of increasing usage of ICT.

Respondents noted that new diagnostic tools, diagnostic approaches, and medications have resulted in hope for better treatment and reduced expenses connected with medical care. This upbeat outlook was founded on the realization that because of technological progress, organization has created and implemented effective strategic leadership training programs in response to study results.

As a consequence of the plan's implementation, the facility now offers management unprecedented possibilities for resolving disagreements, supervising employees, and enhancing the referral hospital's operational efficacy. This method has made it such that we may seize these opportunities. The strategy also helped advance value-based treatment, which in turn helped cut down on medical mistakes, lessen waste, boost patient happiness, and better their health.

Strategic leadership training programs helped re-emphasize the importance of patient safety (Moffatt-Bruce, Clark, DiMaio & Fann, 2018). One explanation for this is the role that strategic leadership plays in setting priorities for the health care system. Health care delivery systems relied heavily on the expertise, experience, and drive of its human resources, but the sheer volume of those people was also crucial. Because of this, it is crucial to invest in enough human resources to provide top-notch medical care. Low levels of job satisfaction, severe workloads, and even burnout among health care employees are all related to the inadequate number of human resources employed in the delivery of satisfying and high-quality health care.

Rocha et al. (2019) argue that a scarcity of competent health care professionals was a key element in the discontentment and emotional tiredness that eventually led to burnout. Manyisa and Aswegen (2017) backed up the research by saying that staff-to-patient ratios should be reviewed and improved on a regular basis to boost patient safety and the quality of care. Both of these scientists found similar findings.

Metrics related to the implementation of high-quality health care practices, including structure, process, and result, were explored. The study found that due to the high volume of patients seeking care at the facility, it was challenging to meet the WHO criteria on the staff-to-patient ratio by structural means alone.

As a result, patients were left unattended since the personnel couldn't handle their needs. This claim was supported by the findings of the study. A nurse-to-patient ratio of one to twenty-five thousand is recommended by Daviaud and Chopra, whereas the ideal ratio of physicians-to-patients is one to one thousand. The results do not support any of these proportions (WHO 2018).

A nurse-to-patient ratio of 25 patients per 10,000 nurses is also recommended by the World Health Organization. However, if concerns like staffing, treatment protocols, and data systems are addressed, as well as if frequent modifications to the institution's buildings and equipment are carried out, the facility may have the ability to deliver evidence-based care, especially in remote locations. In their essay "Providing Quality Health Care: Analyzing Capacity, Systems, and Processes," Rademakers, Delnoij, and Boer (2011) argue that structural metrics are useful for evaluating both the capacity of systems and the processes involved in delivering high-quality care.

To calculate readmission rates in this study, outcome measures were necessary. The research concluded that a considerable reduction in patient admission and discharge times was achieved via the use of results-based funding and strategic leadership, which in turn led to high levels of customer satisfaction. Main (2013) argues that using outcome measurements is the only way to know for sure whether an intervention improved patient health. It has been shown beyond a reasonable doubt that several variables affect the delivery of high-quality medical treatment.

Reliable risk-adjustment techniques are required to reduce the overall number of erroneous measurements of medical care quality since the facility is unlikely to be able to manage all of them. Strategic plans, service delivery charters, management systems and standards, health infrastructure, and physical facilities were all created when the research was finished. These measures were taken to address key drivers of quality care initiatives throughout the transition to universal health care service provision. The reason for this was to address the provision of healthcare to all citizens. Health infrastructure and physical facilities were discovered to help in the diagnosis and provision of remedies to issues that developed throughout the process of delivering health care services in real time.

The strategic plan was also in charge of making sure the facility had the necessary tools and that patients had easier access to treatment. This result was achieved through expanding people's access to healthcare services. Accessibility, honesty, professionalism, politeness, and equality in the delivery of universal health care services were also strongly supported by the service delivery charter. How we did it: by making sure everyone followed the charter's rules.

A service charter, as stated by Thomassen, Ahaus, and Walle (2014), aids in the aforementioned integration of processes, instills trust among employees, and furthers the alignment of strategic health care objectives. The investigation found that the facility in question built its management systems to enhance the provision of inventory and financial services, which is one of the elements that drives management systems and standards. This was a major motivating factor in the evolution of management frameworks and practices.

Moreover, conducting periodical audits is a beneficial approach to ensure that the requirements established by the Ministry of Health are fulfilled in the proper manner. It has been shown that the driver is positively correlated with the provision of high-quality medical care (Odhiambo, 2016). This study added evidence to the argument that quality management systems and standards are crucial. It was found that improving the quality of healthcare service delivery at the institution necessitates adopting a comprehensive plan based on solid standards, enough resources, and competent personnel. This was essential to improve the quality of treatment for patients.

Several barriers were identified in the study as having to be surmounted before healthcare strategies could be applied to the delivery of universal health care services. These included a lack of qualified personnel, inadequate maintenance of facilities, excessive bureaucracy, and interference from political actors.

There are several barriers preventing efficient health care practices from being widely adopted. It's possible that the recent surge in the facility's patient population is to blame for the issues, since this increased demand has put a strain on the healthcare system. Maphumulo and Bhengu (2019) argue that despite this, challenges to implementing health care plans are inevitable. Quality health care delivery requires continuous efforts to boost efficiency, decrease costs, and shorten waiting times.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Based on the results of the study, this chapter provides a summary of those findings, as well as conclusions and suggestions for additional research. In addition to this, it draws attention to some of the limitations of the study that were discovered while the research was being conducted. In the last section of this chapter, we examine the implications of the research for both theory and practice in the administration of national healthcare systems.

5.2 Summary

Machakos Level 5 referral hospital service delivery has been greatly enhanced by the introduction of several high-quality healthcare practices. Use of ICT, funding tied to outcomes, sufficient healthcare infrastructure, quality management systems and standards, sufficient human resources, and leadership development programs all fall under this category. Patients, vendors, and the Kenyan Ministry of Health are just a few of the groups that the management of Machakos's Level 5 referral hospital has designed systems to serve. These policies were established so that patients would get the highest standard of care from the institution. There has been an increase in the facility's service output because of the institution's overall efforts to foster a culture of trust, honesty, and integrity. In addition, the hospital has implemented a finance model based on patient outcomes, which has enhanced patient care delivery procedures and infrastructure. We did this to improve care for our patients.

There was an improvement made to the process of accountability, governance, and the health management information system as a direct result of the implementation of the strategy. The strategy incentivizes members of the hospital's health care personnel to do their duties with integrity, trust, and ethics in order to provide patients medical care that is of a high standard and covers all aspects of their condition.

It was also successful in helping to build high-quality health programs by aiding in the adoption of proper infrastructure, which contributed to the programs' success. Because of the proper health infrastructure, people were educated on a variety of topics relating to their health, given greater agency and better information. In addition, the installation of quality management systems and standards proved successful in terms of answering complaints from consumers in real time, reducing the number of errors committed, and increasing the level of productivity in the supply of services.

The use of technology, which has contributed to the enhancement of both the efficiency and the efficacy of the provision of healthcare, is a component of the extra quality health care plan. Complaints from customers were received in a timely manner, which contributed to increased levels of consumer satisfaction. Because ICT was integrated into the administration of the systems, there was also a reduction in the amount of time that patients had to wait while they were at the facility. The implementation of strategic leadership at the facility has made it possible to pursue prospects in the areas of strategic dispute resolution, personnel management, and operational analysis, among other things. The lack of suitable human resources at the hospital contributed to a lackluster morale among the health care professionals working there. It is essential to provide patients with high-quality nursing care in order to enhance the positive views that stakeholders have of a healthcare institution and to guarantee that patients get safe and high-quality treatment.

Measures of structure, process, and result were used in order to provide an illustration of the evaluation of the many quality health care techniques that were implemented. Based on the structural measures that were used, the investigation discovered that the ratio of staff to patients was inadequate to accommodate an increase in the number of patients who were going to the facility in order to get medical treatment.

In spite of the significant amount of money that was invested in the mother and child health facilities, the operational facilities were insufficient and did not facilitate the delivery of services in a sustainable manner. In terms of performance metrics, the research concluded that the introduction of the Machakos Level 5 medical card resulted in a reduction in the amount of time required for patients to be attended to at a facility that housed both emergency and accident departments. As a direct consequence of this, the average waiting time as well as the amount of time required to admit and discharge patients has greatly decreased. The rate of readmission decreased dramatically, which may be attributed to outcome measurements, the use of ICT, and strategic leadership. The use of analytics in health care resulted in a reduction in both the average duration of stay at the institution and fatality rates, both of which indicated towards an increase in customer satisfaction.

At the Machakos Level 5 referral hospital, the strategic plan, service delivery charter, management systems and standards, as well as health infrastructure and physical facilities, are some of the essential components that contribute to the improvement of universal health care service delivery. In conclusion, it was discovered that implementing methods for excellent health care is fraught with challenges, some of which include a shortage of people, insufficient upkeep of facilities, bureaucracy, and political intervention, amongst others.

According to the findings of the study, an increase in the number of patients visiting a facility poses a significant risk to the health care system. This is because the increased patient load places a strain on the capacity of the medical staff, which in turn necessitates the recruitment of additional medical professionals.

5.3 Conclusion

The goal of this study was to examine how evaluating strategies affects the implementation of Kenya's universal health care plan at Machakos Level 5 Referral Hospital. Based on the results, it was determined that better service delivery could be achieved through the implementation of result-based financing, sufficient health infrastructure, quality management systems and standards, sufficient human resources, the widespread use of information and communication technologies, and the training of staff in strategic leadership. The quality efforts have helped the business cultivate a culture of openness, trust, and integrity, all of which have improved the standard of care given to customers. The study's results suggested that if the organization had a more all-encompassing approach to implementing quality standards, it would be better able to enhance its supply of universal health care services.

The research found that several variables influence the quality of universal health care provided by Machakos Level 5 referral hospital. Strategic planning, service delivery charter, management systems and standards, health infrastructure, and physical facilities all play a part. The study's results indicate that some of the barriers to providing high-quality health care stem from a shortage of qualified workers, a lack of investment in infrastructure upkeep, excessive red tape, and the influence of politicians.

In spite of the fact that the execution of quality initiatives led to an improvement in the quality-of-service delivery, these difficulties were recognized as difficulties. If, on the other hand, management practices and quality control measures are continuously enhanced, there is a possibility that in the not-too-distant future, both the level of care that is rendered and the state of patients' health will be of an extraordinary standard.

5.4 Implications and Recommendations of the Study

In order to enable the adoption of informed decisions about elements such as medicine availability, finance, and the treatment of patients, the research suggests the use of robust and sophisticated analytics at the hospital level. This will aid in minimizing the amount of time spent in the institution, the number of readmissions, the cost of care, and the amount of resources that are wasted.

In addition, the report suggests performing routine maintenance on information technology (IT) systems in order to allow such systems to concentrate more on providing health care information rather than only on invoicing and purchasing. The realization that a significant amount of data is captured manually and on paper reports and then distributed by supervisors in a variety of departments prompted the formulation of this advice.

In addition, the research suggests that a comprehensive strategy should be used to the implementation of quality health care initiatives in order to maximize the positive results that may be achieved via the provision of quality services. In conclusion, the research suggests that the facility should implement strategic leadership programs in order to promote the maximizing of planned results at various service delivery levels.

The implication of strategy evaluation on service delivery in the healthcare sector is significant. By evaluating strategies, healthcare organizations can identify gaps and weaknesses in their service delivery systems and make necessary improvements to provide better patient care. Effective strategy evaluation can lead to Improved patient outcomes, Increased efficiency, Enhanced quality of care, reduced costs and Increased accountability. In conclusion, strategy evaluation is critical for healthcare organizations to ensure that they are delivering high-quality care that meets the needs of patients

5.5. Limitations of the Study

It is challenging to extend the outcomes of the research to other hospitals and other health care facilities since the study was only done at the Machakos Level 5 referral hospital. Content analysis was utilized to analyze the data, which is inherently reductionist and prone to error, especially when relational analysis is used to infer a deeper level of interpretation.

5.6 Suggestions for Further Studies

The scope of this investigation was restricted to Machakos Level 5, and as a result, the study makes a recommendation for further research on quality health care strategies that were utilized in the process of implementing universal health care service delivery in Kenya's various health care facilities. It is important that future research attempts to determine whether or if there is a connection between accreditation and quality healthcare improvement. In addition, further research should be done to investigate how well alternative payment methods for providers work in conjunction with the introduction of universal health care.

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APPENDICES

Appendix I: Interview Guide

Section A: Background Information

1. Name of the Sector/Department.....
2. What managerial position/Designation do you hold?
3. How long have you been working for the Machakos Level 5 hospital?
4. How long have you been working in your present capacity?.....

Section II: Quality healthcare strategies

5. In your view, what are some of the most popular quality healthcare practices adopted by your hospital.....
6. In your view, what is the best quality healthcare strategies adopted by your hospital?
.....
7. In your view which is the least effective quality healthcare strategies adopted by your firm? Please explain in details.
8. Has technology has been used to improve quality healthcare strategies by your hospital?.....
9. How has the implementation of quality healthcare strategies assisted the employees to achieve set targets?.....

Section III: Monitoring and Evaluation of universal health care

10. How does effective monitoring and evaluation influence the implementation of universal health care?.....

11. How does senior management affect the adoption of universal health care?.....

12. Does centralization of monitoring and evaluation influence the implementation of universal health care?.....

13. Please explain whether the implementation of universal health care has improved value addition for services offered?

Section IV: Universal health care provision challenges

14. What challenges have you faced since introduction of this UHC?

.....

15. How does resource mobilization influence the provision of universal health care?

.....

16. How does stakeholder engagement influence the provision of universal health care?

.....

17. What are your views and recommendation on the proposed UHC to all Kenyans?

.....

Appendix II: List of Level Five Hospitals in Kenya

1. Nakuru Level 5 Hospital
2. RFH, Ruai Family Hospital, Nairobi
3. Embu Level 5 Hospital
4. Thika Level 5 Hospital
5. Othaya Level 5 hospital
6. Machakos Level 5 Hospital
7. Kakamega Level 5 Hospital
8. Garissa Level 5 Hospital
9. Nyeri Level 5 Hospital
10. Meru Level 5 Hospital
11. Mama Lucy Kibaki Hospital
12. Kisumu Level 5 Hospital
13. Coast General Hospital Level 5

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