

Sustainable Ethical Leadership Practices on Managing Public Hospitals in Ghana: Insight from the University of Ghana Health Services

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Abstract

Sustainable ethical leadership promotes the influence of professionalism, and hospital reputations towards compliance, integrity, values, and confidentiality. The purpose of the study was to examine sustainable ethical leadership practices on managing public hospitals in Ghana, using the University of Ghana Health Services as a case study. The study used a qualitative approach to seek information about the participants' opinions on sustainable ethical leadership. Thematic analysis was used to analyze participant views on the study. A total of 25 participants were comprised of 5 doctors, 5 nurses, 5 pharmacists, 5 lab technicians, and 5 patients, respectively. The participants' understanding of sustainable ethical leadership practices revealed the importance of addressing ethical dilemmas. The results of the study revealed that a continuous and sustainable culture that adhered to ethics, and code of conduct concreted into the promotion of quality healthcare delivery. Also, participants uphold ethical leadership to ensure that stakeholders have confidence in hospital management practices and healthcare worker commitment to patients' satisfaction. The study provides leaders or hospital administrators insight on how to strengthen the mechanism and policy to transform the hospital into world-class reputation. Furthermore, provision of qualified

professionals, logistics and motivation will encourage professional from considering leaving the public hospital to another sector.

Introduction

Globally, the economic challenges and brain drain that have downsizing qualified professionals, retention, motivation and limited resources to manage hospitals have been discussed in the electronic media and among researchers for decades (Qi, & Chimanya, 2015; Mensah, Mackintosh; Shin, Sang, Choi, Kim; & Henry, 2005). Many public and private hospitals have faced several unethical behaviours leading to discrimination, inappropriate words, harassment, lack of the sense of urgency, dishonesty, negligence, and corruption (Kumasey et al., 2024; Guo et al., 2022; Zhao et al., 2021; Hossain et al., 2020; & Stewart et al., 2011). Unfortunately, both the health professionals and patients encounter challenges that demand strategic decision making. Specifically, several hospital in Ghana have also come under criticism due to negligence, shortage of drugs, inadequate infrastructure to accommodate patients and missing folders (Ahenkan, et, al., 2018; Essiam, 2013; Asamoah et al., 2011; Abekah-Nkrumah, et al, 2010). Also, recently, the prevalence of lack of commitment, disclosure of confidentiality, lack of modern equipment, low incentives and patient illiteracy affects the activities of the hospital (Ahenkan, Afari, & Buabeng, 2018; Caballero, 2002). Given, the extent of unethical practice has brought to the profession and the organizations requires immediate approach to salvage the problems because the trust and confidence stakeholders have in healthcare workers has diminished (Belle, & Cantarelli, 2017). Notwithstanding, emerging of ethical leadership as pursuit to promote the demonstration of acceptable behaviour and discourage unethical behaviour among employees worldwide. According to Brown and Trevion (2005) ethical leadership influences employees to project acceptable attitude and behaviour in the course of duties. In the opinion of Hattoh, Kumasey, and Domfeh (2024) ethical leadership is a lay down principles and procedure management use to guide subordinates to comply with the rules and regulations. Therefore, management who engages in strategic decision-making ought to ensure that a culture that demonstrate readiness to address deviant behaviour start from the managerial level then the workforce will emulate it (Brown, & Mitchell, 2010).

Sustainability of businesses and development are the focus of managers due to survival and capital invested in the business (Dey, Bhattacharjee, Mahmood, Uddin, & Biswas, 2022). From a wider point of view, there is pressure on health managers to resume to the practices of ethics and ethical behaviour to properly showcase the identity and reputation of the hospital by gaining trust from

patient, suppliers, investors and donors (Agyemang, et al., 2015). The reputation of the workforce must be paramount to managers or leaders to ensure that ethical protocols are adhered to, stay competitive, create, promote acceptable behaviour. As much as patients' health is significant to health professionals, it is equally important that patients ensure that they comply with the ethical protocols. The code of ethics and code of conduct are different in nature but serve as regulations to guide health professionals, profession, and organizations. A further code of ethics promotes fundamental principles and values to protect the organization while a code of conduct identifies the appropriate behaviour to be used as a principle to regulate, formulate, and establish acceptable behaviour (Laaser, et al., 2018). The sustainability of health professionals demands managers commitment to strengthen, monitoring and controlling processes and procedures that promote standards such as the provision of modern equipment, motivation, and adequate development (Wagner, & Schaltegger, 2003). Additionally, ethical environment sustains hospital's strategic that provides leadership practice. Consequently, ethical leadership demands commitment among stakeholders towards a holistic approach to integrate ethical codes into the health profession.

In healthcare organizations, the readiness of hospital managers or leaders may depend on the availability of human capital, logistics, and strategic approach to have the capability to sustain good moral that conform with lay down practices of the hospital (Muniru, & Abor, 2021). Upholding to ethical behaviour keeps to the values such as transparency, fairness, equality accountability and ensure that there is avenue to discuss ethical dilemma. Also, leaders must create the environment to discuss the approach to sustain the trust and integrity upon which the hospital depends. Several empirical literature on quality healthcare delivery shows that the hospital increases service quality and patient satisfaction due to the demonstration of ethical practices (Amponfro et al., 2021; & Fatima, 2018). Exploring the lessons domestically and internationally provides insight on unacceptable behaviour of nurses that have (Strandwark, Rahm, Rystedit, Nordstrom, Wilde-Larsson, 2019; Ahenkan, et al., 2018), negative impact on the profession, patient and hospital. On the other hand, some patients are the contributing factors leading to mistakes, poor communication, negligence on health professionals due to false information about their health status. Again, in some situations, the patients decide to prescribe medications even though they are not professionals. The success of sustainable ethical behaviour relies on stakeholders who drive and create an ethical environment to be emulated. Ideally, patients have

various reasons for visiting the hospital, such as check health status, sudden bouts of illness and many others. The expectations of patients are to receive quality healthcare delivery and treatment under the supervision of the health professionals starting from the out-patient department (OPD) through to the pharmacy, there must be a high responsible demonstration of ethical leadership evidenced in every unit of the hospital that attract and give relief to patients.

Previous studies have identified the contribution of ethical leadership in contemporary public administration (Mostafa, & El-Motalib, 2020; Wright, Hassan, & Park, 2016; Engelbrecht, Heine, Mahembe, 2014; Walumbwa, 2011; & Brown, 2010). In this studies, the researchers point out the significance of firms setting ethical standard as a hall mark towards success and development. Avoiding lack of adherence to laid down protocol to regulate the operation provides the needed resources and equipment to facilitate their responsibility. The devastating nature of leaders raises the concerns of researchers and stakeholders about negligence, lack of commitment, mismanagement and less insufficient resources hence, hinders effective operation (Yeboah-Asuama, 2015; Dussault, & Franceschini, 2006). Despite extent literature on ethical leadership, ethics, healthcare worker adherence, ethical codes, and unethical behaviour has received considerable attention in developed and developing economies (Muniru et al., 2021; Agyemang, Fantini, Frempong, 2015) but few studies have been conducted in Ghana specifically the health sector. Despite the critical importance of leadership, there is limited research on how sustainable and ethical leadership are implemented and their impact on the management of public hospitals in Ghana. Specifically, there is a gap in understanding how such practices influence the operational efficiency, patient satisfaction, and overall healthcare outcomes in public hospitals. This research therefore seeks to examine sustainable ethical leadership practices on managing public hospital in Ghana using the University of Ghana Health Services as case study. This study aims to address the gap by investigating the sustainable ethical leadership practices and its implications for managing hospitals in Ghana. The sections of the article are divided into three sections which consist of introduction, literature review, and methodology. The sections were carefully examined to provide knowledge on the available literature to support responsive decision making to enhance integrity, trust, and moral standard of the profession and professionals.

Literature Review

Ethical Leadership

An ethical leader portrays the attitude and behaviour that exhibit organizational climate to identify an effective managerial approach to handling behaviour that promotes productivity and multidimensional decision-making that encourages best practices. Becoming the driving force that motivates and directs employees' commitment toward the achievement of the organizational goals and missions (Alblooshi, Shamsuzzaman, & Haridy, 2021). The concern of leaders' traits and beliefs influences life that promotes either innovative work behaviors and normative or deviance (Ejimabo, 2015). In a workable environment such as the health institutions and sectors, leadership style is key to success, because of the numerous challenges and involved clients who do not have insight in the dealings and operations of the institution (Kelly & Hearld, 2020). This implies that it is key for leaders in this context to lead ethically to manage challenges fairly (Davidson & Hughes, 2020). To enhance the job satisfaction of the nurses and professionals and help overcoming deviate associate in the organization that demands urgent response to discourage unacceptable attitudes and behaviour (Kitsios & Kamarioton, 2021). Furthermore, navigating the concept of ethical leadership in hospitals demands patient-centered, safety, and the promote fairness, job commitment and satisfaction are measured by the tools of life and death (Lateef & Mhlongo; & 2020; Li & Griffin, 2022).

Promoting ethical leadership demonstrates the provision of a strategic way of ensuring that employees and clients wellbeing met to avoid discrimination and exploitation (Lumpkin & Achen, 2018). Moreover, healthcare ethics brought to public domain moral debate, questioning the healthcare professionals about their inabilities to identify and address issues confronting the operationalization of hospital activities on deviant behaviours. But whereas, ethical leadership lays ethical tone that improves service delivery (Cheng et al., 2022). Hospitals that discourage unethical behaviour reduce their employees' and patients' perception about ethical dilemma (Dahleez et al., 2022).

Sustainable Ethical Leadership in Healthcare Delivery

Sustainable ethical leadership prioritizing the safety and well-being of health professionals and patients using the principles and cultures to foster resilience and excellence (Noustani et al. 2021). Sustaining ethical leadership strongly transform the behavior of managers, and followers who ensure that compliance are exhibited (Ogaga et al., 2023). Furthermore, sustaining good healthcare delivery ensures designed healthcare systems that operate in a way that patients and health

practitioners' interests are accomplished. In the context of healthcare delivery, sustainability involves considerations such as efficiency, and long-term viability towards managing healthcare services (MacNeil et al., 2021). This implies that ethical leadership in healthcare involves adhering to moral principles and values in decision-making leading to effective actions (Al Halbusi et al., 2021). Again, prioritizing patient welfare, respecting autonomy, promoting justice and fairness, maintaining honesty and transparency, and upholding professional integrity limit the organization from causalities.

Sustaining ethical leadership also entails addressing ethical dilemmas that leads to disorder among healthcare workers, patient, and suppliers (Taquett & Boges da Matta Souza, 2022). Measuring the quality and safety of healthcare services shows continuous improvement processes, evidence-based practices, and patient safety initiatives aliening with the policy of the organization (Wensing, Grol, & Grimshaw, 2020). Fostering a culture of ethical behavior, trust, and accountability promotes transparency, communication, ethical role modeling, and effective governance structures to sustain the healthcare (Chukwu et al., 2023).

Concept of Ethics and Code of Conduct

Ethics serves as a foundation principle that defines process and procedure that employee ought to follow to regulate the organizations. The actions and decision-making in the health sector requires the framework of an ethics and code of conduct to strengthening engagement and commitment of activities. Considering the distinguishes between acceptable and unacceptable behaviors in the healthcare environment has been identified and discussed extensively (Balak, Broekman, & Mathiesen, 2020). Moreover, an ethical code of conduct provides the substructure that guides ethical decision-making and promotes health professional well-being (Collings-Hughes et al., 2022). This, therefore, does not ignore ethical behaviors such as integrity and honesty in management practices within the context of healthcare delivery and practices. Also, the code of conduct regulates the actions of healthcare professionals toward patient safety, professionalism, and conflict of interest during and after healthcare delivery (Saygili & Ozturkoglu, 2020). In the developed countries health professionals are made to comply with the code of ethics and code of conduct framed on fundamentals of responsiveness, accountability, and mutual respect for all (Miclintosh, 2007). Enforcing respect for human rights of patients during their service and operations engagement. Ethics, and code of conduct form the integral foundations of healthcare

professionalism that direct and regulate the profession. The code of conduct serves as referral guide that ensures health practitioners choose the best options to practice. Also, accordingly refrain them from unacceptable manner actions and decision-making that bring the reputation and the identity of the health service into a disorder.

Methodology

The researcher used qualitative approach to explore sustainable ethical leadership practices in managing public hospitals in Ghana. The design facilitated an in-depth understanding of experiences, perspectives, and strategies of healthcare leaders, providers, and patients. A total of 25 interviewees selected from diverse stakeholder categories of the University of Ghana Health Service participated in the study. A qualitative approach is a study that delves into the problems or challenges by way of providing the understanding and solutions. According to Grideli (2012), reliable and valid ensures that the method and process used in collecting data apply to qualitative which is relevant to draw from the audio recordings and other essential materials for the interpretation of testing findings of the study. The method adopted by the researcher from the interviews was by way of ensuring that the main key stakeholders and management of the UGHL were engaged.

Research Design

The researcher used a case study of qualitative approach to sought information with the hospital. Furthermore, case study provides insight information on individuals or groups to ascertain but the findings cannot be generalized. Research design outlines the method for the collection and data analysis. The design selected for a study usually has impact of the method of data collection and analysis. Bryman (2008) mentioned five main designs which include case study, and comparative study. The researchers used a case study design to examine the three objectives, using stakeholders at the University Health Service. Again, Robson (2011) explained that a case study provides single information about the study area or organization. This case study centers on a hospital whose activities are focused on examining patients and providing services to its stakeholders in the society. The case study design was chosen because participants for the study were selected from only the university hospital together with its diverse stakeholders.

Target Population

A total of 20 health professionals and 5 patients consisted the population of the study. All 25 respondents were available at the time of the study and willingly participated in this study. Furthermore, every individual had interest in the study making their commitment towards providing relevant outcomes.

Sampling Size

Five (5) nurses were selected because they ensure that patients adhere to their medications. Five (5) pharmacists, they educate patient on how or when to take their medications. Five (5) lab technicians who take samples of patients and run the test to determine the status of the illness by way of giving the doctor a fair opportunity to prescribe the needed assistance. Five (5) doctors, they examine patients, provide supervisory and leadership roles. The Five (5) patients were considered due to the number of times patients patronize service of the hospital and for a balanced data collection.

Sampling Technique

Purposive sampling technique was explored to identify the professionals from the various units of the hospital. Professionals include doctors, nurses, lab technician, and pharmacists. Also, five patients were used to avoid biasness also, to enrich the study.

Data Collection Instrument

Data was collected from interviewees including doctors, nurses, lab technicians, pharmacists, and patients of the University of Ghana Health Service. This individuals have knowledge and insight about the hospital's operations in general.

Data Analysis

The researchers coded the data collected from the participants and were transcribed, coded, and analyzed thematically and presented systematically in relation to the objectives of the study. The choice of thematic analysis was influenced by the qualitative nature of the study where themes were used to show connections and relationship of concepts and main ideas. An interview guide was developed to help obtain in-depth information from the sample study.

Results

The result revealed that sustainable ethical leadership has contributed to the promotion of fundamental human right, integrity, fairness, transparency, and confidentiality (Brown, & Mitchel, 2010). 25 participants (15 males and 10 females) were used for the study. However, 20 health professions and 5 patients, individually, appreciate that the contribution of ethical behaviour is the best root to influence others to be committed to their core responsibilities. The result shows healthcare delivery towards patient satisfaction relies on quality mechanism and the profession's readiness to demonstrate professionalism in the course of duties to bring release to patients and clients.

Sustainable Ethical Leadership in Healthcare Delivery

Sustainable ethical protocol improves the system that maintains the culture of professionalism among professionals, patients, and clients towards compliance.

Responses of some interviews with participants revealed:

Due to the perception people have about the nursing profession and the health profession as a whole, I worked very hard to change the narrative. Although, we have several risk factors when performing our duties, we do our best to prevent death. (UGH NURSE TWO)

Another participant revealed that, *I am personally proud whenever I visit the hospital to receive care or to see a patient. The level of professionalism, especially from the nurses, surprise me. The nurses have good relationship skills and coordinate the group effectively to avoid confrontation among patients, which is the case in some hospitals I attended (UGH PATIENT THREE).*

Furthermore, participant said that: *It is a standard practice that is what we went to school to learn so as a doctor exhibiting ethical leadership helps to improve the outlook of the hospital, nation and give reputation of the staff of the facility (UGH DOCTOR TWO).*

Another respondent quipped. *Ethical leadership gives the facility the authority to be ethical and create a workplace community in which employees can be trusted to do their jobs without being micromanaged. Setting an inspiring example and laying the groundwork for a self-motivated team will save you a great deal of time and money in the long run (UGH LAB ONE)*

To add to this, another respondent replied. *The unit is a final point for patients so the mistake you make you loss a life therefore it is paramount to the institution that right or ethical principles are followed to avoid death (UGH PHARMACIST ONE)*

These responses notwithstanding, another respondent retorted. *It is the framework that keep the system working so if there are no rules, health workers may behavior unethically. So, it is paramount for the hospital to practice ethical leadership to ensure the safety of internal and external stakeholders secured. (UGH LAB TWO).*

Clearly it appears the practice of ethical leadership in the UG hospital has helped to shape how healthcare professionals treat patients by adhering to their values and laid down principles. This supports the assertion of Numayanti (2018) that ethical leadership is a process that influences employees through values, principles and beliefs that extensively border on the accepted norms in organizational behavior.

Given the definition of deontological theory, employees are duty bound to carry out their responsibilities. Every health worker is duty bound to exhibit ethical protocol as defined in the ethics of the profession. However, ethical leadership is significant in healthcare delivery for individuals who adhere to protocols or procedures to save patients or clients.

Concept of Ethics and Code of Conduct

The ethics and code of conduct provides monitoring and controlling that direct the profession and the professional towards adherence. The participants views are provided below:

The level of coordination among in-charge officers and nurses demonstrates teamwork and equality. The weekly engagement has seen tremendous improvement in being able to handle patients' dilemmas and find the appropriate solutions (UGH NURSE ONE).

Participant asserted that, *the code of ethics allows the individual to make reasonable decisions to conform to the acceptable practices. Also, a code of conduct promotes and outlines the procedures individuals need to perform their tasks as professionals. Therefore, patients may follow the set protocols and management directives (UGH PATIENT ONE).*

Another respondent has this to say. *The profession is a principled base one so professionals have been formed from the start of the programme a through to start of the profession. For me the ethics and code of conduct position me to perform my duties as professional to save lives (UGH DOCTOR ONE).*

Additionally, another respondent observed. *Our goal is to meet the health needs of patients who visit the facility and ensure that both the internal and external stakeholders are happy with our services. Since these stakeholders have shown numerous appreciations towards our ethical*

practices, it will go a long way to help the hospital to achieve its goals and increase the number of people visiting us (UGH PHARMACIST TWO).

Furthermore, a respondent argued that the ethical nature of the hospital has attracted more clients to the facility. The respondent had this to say. *This has attracted several people who have not used the facility before, to come and receive health care. The patients themselves inform other people about our effective ethical leadership practices exhibited at the hospital and this has helped to build trust among us (UGH NURSE FOUR).*

This ethical act was supported by a patient who concluded that *“Facilities that exhibit ethical leadership enabled us patients to have confidence when visiting or recommending family or friend” (UGH PATIENT TWO).*

Again, participant was of the view that, *patients come to the pharmacy there is a procedure expected of them to go through. The patient history is stored so that the right medication can be provided to them (UGH PHARMACIST THREE).*

The respondent suggested that, *Attendance book is provided for all workers in the hospital to ensure that people report to work on time to perform their daily duties. Besides a routine check-up is made every day to ensure that patients take their medications on time (UGH NURSE FIVE).*

Additionally, a participant argued that, *the laboratory is a critical process to sample the blood and urinals of patients, then provide the results to the doctors to prescribe and advise the patients on what to do. We always have enough items to take a sample whenever a patient enters the room for assistance. We are professionals and strongly adhere to the protocol enshrined in the profession (UGH LAB FOUR)*

Ethical Leadership on Hospital Identity and Reputation

The behaviour of health professionals makes room for patients or clients to visit the hospital and protect their identity and reputation. Participants interviewed have this to say.

The respondents proposed that, *the mechanisms are the laid down procedures put in place that is the vision, values and goals spelled out and explained to every staff member of the hospital and made liable to follow as we perform our diverse tasks. We also have our protocol too that we fellow to ensure adherence to the mechanisms laid down by management (UGH LAB FIVE).*

Additionally, participant informed that, *whenever patients are admitted management ensure that the needed things are provided. For example, bed, clean environment, and timely check-up. I also observed that effective protocol systems have been put in place to ensure that health workers are*

on top of their duty. Previously some medications are difficulty to get at the hospital, but I was surprised when the pharmacist was able to provide the said medications for me (UGH PATIENT FOUR).

The respondent argued that, Due to the bureaucratic nature of the procurement process essential goods and services require to perform service always delay making delivery problematic because when patients need some medication not available so patient/client have to visit different facility for it to be purchase. (UGH DOCTOR THREE)

This respondent is of the view that, Doctors as clinical scientists we are expected to conduct and apply the principles and procedures of medicine to prevent, diagnose, care for, and treat patients with illness, diseases, and injury and to maintain physical and mental health (UGH DOCTOR FIVE).

Another respondent also supported that, as a physician if I am expected to report to work at 7am, it is my responsibility to ensure that at that time I am available because patients might be waiting for me at the consulting room to attend to them. Because as a health worker it is an unethical to report late to work. (UGH DOCTOR FOUR).

Also, participant asserted that, we are motivated to perform our responsibility to meet the expectations of patients without discrimination. The confidentiality is in the hall of the hospital. I appreciate the opportunity to be part of the workforce, so I will work effectively and efficiently to protect the reputation of the hospital (UGH PHARMACIST FOUR).

The respondent mentioned that, Laboratory is the heart of hospital because a patient will never walk into a hospital without visiting the lab. So as laboratory technicians we need to be ethically inclined in following all the laid down procedures. Such that we always must know and exhibit ethical values such as respect the patient and be honest to them and believe that they are trusting us because they tend to share all their problems with us. Thus, we as care providers also must keep their information intact and confidential. This are the things as lab technician I believe we are expected to do to ensure good ethical leadership (UGH LAB THREE).

The respondent said that, as a nurse I am not supposed to discriminate but treat patients fairly no matter who meets me. Whether the person is sane or unkempt. Also, whatever situation is I must keep patient issues confidential and treat patients well (UGH NURSE THREE).

Another respondent supported the view that, *our responsibility is to dispense prescribed medications to patients and offer expertise in the safe use of prescriptions. Also provide health and wellness screenings, and oversee the medications given to patients and advice on healthy lifestyles (UGH PHARMACIST FIVE).*

The participant concluded that, *the hospital uses modern equipment to administer care. The hospital has introduced advanced system facilities for healthcare quality services. Additionally, the identity and reputation of the hospital are significant to the management and stakeholders. Clearly, management has mechanism has been set to address or handle all ethical dilemmas and foster ethical behavior towards protecting the reputation of the hospital (UGH PATIENT FIVE)*

Conclusion

In view of the findings gathered above, it has been revealed that sustainable ethical leadership practices have various stages which have been thoroughly discussed and exhausted. The findings seek to emphasize on managerial levels where it is believed that practical sustainable ethical leadership must begin so that employees can emulate and depict professionalism in their dealings with clients, patients and stakeholders.

The study revealed that there are major factors which affect the positivity of sustainable ethical leadership both at the level of the manager and that of the client. Some of these factors can be categorized under unethical attitudes of clients and stakeholders such as bullying, lack of urgency when attending to clients, also the lack of adequate modern equipment and facilities which is another factor greatly affecting the impact of sustainable ethical leadership.

The study also revealed that, to have greater impact, it is known that hospitals have laid down principles and ethical values which is expected to be upheld by supervisors and various department heads equally ensure that both new and old members of the hospital comply with the codes of conduct. In addition, there must be regular updates and checks to prevent breaches on principles and procedures of the hospital.

Recommendations

The study recommended that the sustainability of ethical leadership adherence must start from the managerial level through the subordinates. Also, healthcare professionals should perform their duties to meet the expectations of patients or stakeholders. In addition, patients or stakeholders

must comply with the ethical protocols directed by the management of the hospital to create a healthy working environment.

Policy Implications

In the health sector, there are many policy makers such as the Ghana health service, ministry of health, minister of health and last but not the least is the hospital management boards.

First of all, the Ghana Health Service can be impacted by policy making through restructuring and reforming the existing policies that still create gaps in the output of its agencies. The literature and respondents revealed that some agencies lack vital facilities and equipment, this therefore, will ensure that there is provision of frameworks that will enable the agencies procure and install these effective and efficient equipment.

The ministry of health under the leadership of the minister of health, must ensure that policy making affects the recruitment and appointment of adequate and skilled personnel who are concerned about job responsibilities within the health sector. In addition, it was revealed in the findings that attitudes of health service personnels are not encouraging and this impacts the policy making processes that seek to ensure right professionals are employed and invested in their overall well-being.

At the corporate governance of the hospital management board, policy making greatly affects it when it comes to revenue generation, in order to acquire top-notch and quality equipment. There should be adequate revenue available to support the expenditure and daily operations of the hospital without depending solely on the its stakeholders. Additionally, there should be provisions for the purchase of plants, solar to support the support the existing power supply to the hospital.

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