Annual Report 2025

28th Annual General Meeting

26th June 2026

3.30 pm

Dewan Tun Hamdan Sheikh Tahir
Level 2, Wisma Sejarah
230 Jalan Tun Razak,
50400 Kuala Lumpur, MALAYSIA

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PPM-006-14-17101997 | MOF 357-02225128

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NOTICE IS HEREBY GIVEN that the Twenty Eighth (28th) Annual General Meeting of Malaysian Society for Quality in Health will be held at **Level 2, Dewan Tun Sheikh Hamdan Sheikh Tahir, Anjung Wisma Sejarah, Kuala Lumpur** on **26th June 2026**, at **3:30pm** for the following purposes:

AGENDA	**RESOLUTIONS**
1. To receive and adopt the minutes of the 27th Annual General Meeting held on 20th June 2025	[Resolution 1]
2. To discuss matters arising from the minutes of the 27th Annual General Meeting 2025	[Resolution 2]
3. To receive and adopt the Committees' Report 1st January 2025 to 31st December 2025	[Resolution 3]
4. To receive and adopt the Treasurer's Report as follows:-	
a. Audited accounts for the year ended 31st December 2025	[Resolution 4]
b. Propose revised budget for the year 2026	[Resolution 5]
c. Propose budget for the year 2027	[Resolution 6]
5. Announce MSQH Election for eight (8) Office-Bearers for the term 2027-2028, in accordance of Clause 8.1 and 8.3 of the Constitution :	
a. One (1) President	[Resolution 7]
b. One (1) Deputy President	[Resolution 8]
c. One (1) Secretary	[Resolution 9]
d. One (1) Treasurer	[Resolution 10]
e. Four (4) Ordinary Committee Members	[Resolution 11]
6. To elect two (2) Internal Auditors for the term 2027-2028, in accordance of Clause 11 of the Constitution	[Resolution 12]
7. To appoint Christopher Heng & Co as external auditor of the Society and authorise the Committee to fix their remuneration	[Resolution 13]
8. Transact any other matters of which due notice shall have been given no less than fourteen (14) days before the date of the Annual General Meeting in accordance of Clause 7.5(a) of the Constitution	

Dr Jeewadas a/l Velummylum Baladas
Secretary
3rd June 2026

MSQH®

Minutes of 27th Annual General meeting

MINUTES OF 27th ANNUAL GENERAL MEETING 2025

Date: 20th June 2025 (Friday)
Time: 09:30am – 10:30am
Venue: Dewan Tun Hamdan Sheikh Tahir, Level 2, Wisma Sejarah, Kuala Lumpur

ATTENDANCE (Full Physical) - SUMMARY

Type of Membership	27th AGM 2025
a. Ordinary	123
b. Corporate	37
c. Associate	2
d. Honorary Life	-
e. Life	13
TOTAL	175

Ordinary Members

No.	Name	*Proxy to*	Proxy Name
1	Abdul Rauf Abu Bakar, Ir Ts Dr		
2	Abdul Razak Abdul Khalid, Mr		
3	Ahmad Tarmimi Bin Halideh, Mr	*Proxy to*	MSQH Secretary
4	Ang Siew Siew, Ms		
5	Anita Victor Bayala, Mdm		
6	Anwar Anis Bin Anis Ahmad, Mr		
7	Aurlmary Francis, Mdm		
8	Azan Mukminah Saffin, Mrs	*Proxy to*	Siti Hawa Abu Hassan, Mrs
9	Azizi Hazwan Azizulkarim, Mr		
10	Azreena binti Ahamad Azaman, Ms	*Proxy to*	MSQH Secretary
11	Azrim Mariam Amir, Ms		
12	Bahagia Zakaria, Mdm		
13	Catherine anak Sadok, Ms	*Proxy to*	MSQH Secretary
14	Catherine Lim Tsuey Tyng, Mdm		
15	Cha Chon Heng, Ms	*Proxy to*	Tabitha A/P Sivakurunathan, Ms
16	Chan Pick Yoke, Ms	*Proxy to*	MSQH Secretary
17	Chiristien Rajathi Micheal, Ms	*Proxy to*	Ang Siew Siew, Ms
18	Choong Siew Pei, Ms		
19	Damian Sundaraj, Mr		
20	Eleanor Richard Libun Adou, Ms	*Proxy to*	Noor Azreen Nadzim, Ms
21	Emily Kwan Pui Yee, Ms	*Proxy to*	Nordiana Subari, Mrs
22	Fadhilah Binti Abdullah	*Proxy to*	MSQH Secretary
23	Faezah Abdul Mubin, Mrs	*Proxy to*	MSQH Secretary
24	Fatin Najwa Binti Zulfakhar, Ms		
25	Fazreen Haslinda Binti Razali, Ms	*Proxy to*	MSQH Secretary
26	Geeverughese C George, Dr	*Proxy to*	Jeyamalar Muthusamy, Ms
27	Guat Hoon (Michelle) Lee, Mdm		
28	Gunavathy Manickam, Mdm	*Proxy to*	Zaina Ibrahim, Mrs

29	Haliza Khalid, Mrs		
30	Hasliza Abdul Aziz, Mrs	*Proxy to*	Rozaliza Abu Bakar, Mrs
31	Janis Lim Jun June, Ms		
32	Jayanthi A/P Marimuthu, Mdm		
33	Jeewadas Baladas, Dr		
34	Jeyamalar Muthusamy, Ms		
35	Jumiah Katiman, Ms		
36	Kasturi Taigarsilam, Mdm	*Proxy to*	Subashini Thiagarajan, Ms
37	Khairul Anuar Jaafar, Mr	*Proxy to*	Ravidas A/L Supramaniam, Mr
38	Lee Siew Mei, Ms		
39	Lim Lay Keng, Ms	*Proxy to*	Fatin Najwa Binti Zulfakhar, Ms
40	Low Siew Nian	*Proxy to*	MSQH Secretary
41	Lua See Yin, Ms		
42	Mahani Zainal, Ms		
43	Maisarah Omar, Mrs		
44	Malar Koudi Suppiah, Ms		
45	Mei Wan Yong, Ms		
46	Mohamad Amirul Azry Mohammad Fahmi, Mr		
47	Mohamad Hafizi Firdaus Gan, Mr		
48	Mohd Rizal Bin Mohd Muspah, Mr	*Proxy to*	MSQH Secretary
49	Mohd Rizal Bin Mohd Subari, Mr	*Proxy to*	Mohd Zulkifli Ismail, Mr
50	Mohd Zulkifli Ismail, Mr		
51	Mony Mokhtar, Ms	*Proxy to*	Janis Lim Jun June, Ms
52	Kulwant Kaur Ajit Singh, Ms		
53	Muhamad Rohaizad Bin Rosslan, Mr	*Proxy to*	MSQH Secretary
54	Munirah Aisha Md Haniffa, Ms		
55	Ng Chon Jen, Mr		
56	Nik Sheriena Nik Abdullah, Ms		
57	Nik Zailani Bin Mohd Khushairi @Zulkifli, Mr		
58	Nithyavani A/P Kesavamoorthy, Mrs	*Proxy to*	Damian Sundaraj, Mr
59	Noor Azreen Nadzim, Ms		
60	Noor Hashimi Atan, Ms	*Proxy to*	Jumiah Katiman, Ms
61	Noor Hisham Mansor, Dr		
62	Noorzihan Ismail, Mrs		
63	Noraida Binti Mohamed, Ms	*Proxy to*	MSQH Secretary
64	Nordiana Subari, Mrs		
65	Norfadilah Binti Mohammed Nor, Ms	*Proxy to*	Thewagi Thilliampalam, Ms
66	Norhafidah Binti Baharim, Ms	*Proxy to*	MSQH Secretary
67	Normala Yang Ghazali, Mrs	*Proxy to*	Wan Khadijah Wan Yusoff, Mrs
68	Norziati Mansor, Ms		
69	Nur Sakinah Binti Shobri, Ms	*Proxy to*	MSQH Secretary
70	Nur Wajihah Othman, Mdm		
71	Nurhazma Binti Abdul Rahman, Ms	*Proxy to*	MSQH Secretary
72	Nurul Hani Binti Shaari, Ms		
73	Ong Haw Hyi, Dr		
74	Ooi Sue Imm, Ms		

75	P.Shanti P. Kalimuthu, Ms	*Proxy to*	MSQH Secretary
76	Pameila Reena Arumugam, Dr		
77	Parwathi Alagirisamy, Dr		
78	Pok Chiew Fong @ Lydia Pok, Dr		
79	Prashanti Gangadharan, Ms		
80	Primuharsa Putra Sabir Husin Athar, Prof Dr	*Proxy to*	MSQH Secretary
81	Quah Siew Imm, Ms	*Proxy to*	Salasiah Md Isa, Ms
82	Ravidas A/L Supramaniam, Mr		
83	Richard Hua Teng Chuan, Mr		
84	Rimi Rup Gurbani, Dr	*Proxy to*	Anita Victor Bayala, Mdm
85	Rizana Hamid, Mrs	*Proxy to*	Aurlmary Francis, Mdm
86	Rozaliza Abu Bakar, Mrs		
87	Rozila Abdul Razak, Ms		
88	Salasiah Md Isa, Ms		
89	Sammezah Sam, Mrs		
90	Santhi A/P S. Doraisamy	*Proxy to*	MSQH Secretary
91	Shanmugam Subramanian, Dr	*Proxy to*	Lua See Yin, Ms
92	Sharifah @ Mastura Syed Abu Bakar, Dr		
93	Sheela Devi Muniandy, Ms		
94	Shirley Moy Shih Chin, Mrs	*Proxy to*	Noorzihan Ismail, Mrs
95	Shuba Srinivasan, Dr	*Proxy to*	Norziati Mansor, Ms
96	Simran Kaur Dhanda A/P Surinder Singh, Mrs	*Proxy to*	Mei Wan Yong, Ms
97	Siti Aisah Binti Asari, Ms		
98	Siti Aishah Binti Jaafar, Mrs	*Proxy to*	MSQH Secretary
99	Siti Hawa Abu Hassan, Mrs		
100	Siti Khadijah Hawari, Dr		
101	Siti Norhani Masri, Ms		
102	Sri Devi Ayavoo, Dr		
103	Subashini Thiagarajan, Ms		
104	Suguna A/P Kathirasan, Dr	*Proxy to*	Nik Zailani Bin Mohd Khushairi @Zulkifli, Mr
105	Sujeetha Gokhale, Ms	*Proxy to*	Yu Hui Tan, Ms
106	Susan Cheow Poh Kheng, Ms		
107	Suzana Kasirun, Mrs	*Proxy to*	MSQH Secretary
108	Tabitha A/P Sivakurunathan, Ms		
109	Tayalan Patmanathan, Mr		
110	Tee Siew Ching, Ms	*Proxy to*	Tayalan Patmanathan, Mr
111	Thavva Prisinna Kandaiah, Dr		
112	Thayaharan Subramaniam, Dr	*Proxy to*	Siti Khadijah Hawari, Dr
113	Thewagi Thilliampalam, Ms		
114	Thiripura Sunthari A/P Batma Nathan, Ms		
115	Vincent Ng Chun Wei, Mr	*Proxy to*	Prashanti Gangadharan, Ms
116	Wan Khadijah Wan Yusoff, Mrs		
117	Wan Nurul Hidayah Binti Wan Mohd Samsudin, Ms	*Proxy to*	MSQH Secretary
118	Widya Samatha, Ms	*Proxy to*	Nurul Hani Binti Shaari, Ms
119	Wilson Loh Kok Wai, Mr	*Proxy to*	Rozila Abdul Razak, Ms
120	Yong Lai Sin, Mr	*Proxy to*	Siti Aisah Binti Asari, Ms

121	Yu Hui Tan, Ms		
122	Zaina Ibrahim, Mrs		
123	Zainudin Bin Jabir, Mr		

Corporate Members

No	Organisation	Corporate Representative	*Proxy*	Name
1	Asian Society for Quality in Health Care (ASQua)	Karen Luxford, Dr	*Proxy to*	Saifulhazmi Salihin, Mr
2	Association of Private Hospitals of Malaysia (APHM)	Anwar Anis Bin Anis Ahmad, Mr		
3	Aurelius Hospital Pahang	Khairul Salleh Abdul Rani, Mr		
4	Avisena Specialist Hospital	Razman Abd Karim, Dr	*Proxy to*	Kamalambiga a/p Rajendran, Ms
5	Avisena Women's & Children's Specialist Hospital	Fauziana Ahmad Jawawi, Mrs	*Proxy to*	Norashikin Abd Hamid, Ms
6	Bagan Specialist Centre	Cheow Jen Hurn, Mr		
7	Careclinics Klinik Seri Indah Samudra	Margret Mary Savarimuthu, Ms		
8	Careclinics Klinik Seri Indah Selayang Jaya	Azura Ahmad, Dr		
9	Careclinics Klinik Sri Singam	Rokeshwar Hari Dass, Dr		
10	Columbia Asia Hospital Bukit Jalil	Sharonpal Singh Gurnam Singh, Dr		
11	Columbia Asia Hospital Cheras	Engku Marina Binti Engku Hatim, Mrs	*Proxy to*	Yoong Yik Xiang, Mr
12	Columbia Asia Hospital Iskandar Puteri	Ding Eng Li, Dr	*Proxy to*	Sharonpal Singh Gurnam Singh, Dr
13	Columbia Asia Hospital Klang	Shantani Krishnan, Mdm	*Proxy to*	Norzurani Binti Mohd Saman
14	Columbia Asia Hospital Puchong	Ong Gait Cheng, Ms	*Proxy to*	Guat Hoon (Michelle) Lee, Mdm
15	Columbia Asia Hospital Tebrau	James Chong, Mr	*Proxy to*	Sharonpal Singh Gurnam Singh, Dr
16	ECRI Berhad	Kit Seong Woo, Mr	*Proxy to*	Matthew Chan Chin Meng, Mr
17	Hospital Kuala Kubu Bharu	Mohd Basil Sulaiman, Dr		
18	Hospital Picaso	Ahmad Lutfi Bin Abdul Rahman, Mr	*Proxy to*	Emma Juliana Adnan, Mrs
19	Hospital Sultan Haji Ahmad Shah, Temerloh Pahang	Nor Azlina Binti Abdul Aziz, Dr	*Proxy to*	Mazlina Binti Mohtar, Dr
20	iHeal Medical Services Sdn Bhd	David Khoo Sin Keat, Dr	*Proxy to*	Loo Kah Lin, Mrs
21	Island Hospital	Lim Kooi Ling, Ms	*Proxy to*	Jeewadas Baladas, Dr
22	Johor Specialist Hospital	Haliza Khalid, Mrs		
23	Kementerian Kesihatan Malaysia	Fuad Ridha Bin Mahabot, Dr / Ahmad Hariz Bin Mohamad, Dr		
24	KPJ Pasir Gudang Specialist Hospital	Khairul Hasanain Abdul Hamid, Mr	*Proxy to*	Zainudin Bin Jabir, Mr

25	KPJ Kajang Specialist Hospital	Faizuddin Yusof, Mr	*Proxy to*	Mohamad Amirul Azry Mohammad Fahmi, Mr
26	KPJ Selangor Specialist Hospital	Azan Mukminah Saffin, Mrs	*Proxy to*	Siti Hawa Abu Hassan, Mrs
27	Malaysian Medical Association (MMA)	Kalwinder Singh Khaira, Dato' Dr		
28	Pantai Hospital Ampang	Chong Soon Mei, Ms	*Proxy to*	Ong Haw Hyi, Dr
29	Pantai Hospital Klang	Shankar Krishnan, Mr	*Proxy to*	Sri Devi Ayavoo, Dr
30	Pantai Hospital Kuala Lumpur	Erica Lam Sok Mui, Ms		
31	ParkCity Medical Centre	Yew Tien Ni, Mrs		
32	Prince Court Medical Centre	Shuba Srinivasan, Dr	*Proxy to*	Wan Azfa Farahiah Wan Zaki, Datin Dr
33	Sri Kota Specialist Medical Centre	Tan Suet Guan, Mdm		
34	Sunway Medical Centre	Seow Vei-Ken, Dr	*Proxy to*	Rugayah Md Yasin, Ms
35	Sunway Medical Centre Velocity	Susan Cheow Poh Kheng, Ms		
36	Tung Shin Hospital	Yu Yuet Teng, Ms		
37	UCSI hospital	Yu Weng Keong, Anderson, Mr		

Associate Corporate Member

No	Organisation	Corporate Representative	*Proxy*	Name
1	Symphony Guardforce Sdn Bhd	Mohd Azhar Bin Alkab, Mr	*Proxy to*	MSQH Secretary

Associate Ordinary Member

No	Name	*Proxy*	Name
1	Norwina Mohd Nawawi, Dr Ar	*Proxy to*	MA Kadar Marikar, Dr

Life Members

No	Name	*Proxy*	Name
1	Ahmad Tajuddin Mohamad Nor, Dr		
2	Alice Woon Ah Moi, Ms	*Proxy to*	MSQH Secretary
3	Erica Lam Sok Mui, Ms		
4	Heric Corray V Soloman Corray, Datuk Dr		
5	Kogulan Padama Padamakavander, Dr		
6	MA Kadar Marikar, Dr		
7	Manvir Victor Jesudasan, Mr		
8	Parasuramulu Kanniah, Mr	*Proxy to*	Heric Corray, Datuk Dr
9	Rebecca John, Ms	*Proxy to*	MSQH Secretary
10	Selvi Thavamoorthy, Dr		
11	Sharonpal Singh Gurnam Singh, Dr		
12	Siti Sa'adiah Sheikh Bakir, YBhg Tan Sri		
13	Yew Oi Khuan, Mdm	*Proxy to*	MSQH President

1.0 PRESIDENT'S REMARKS

The MSQH President, Ms. Erica Lam welcomed and thanked all Committee Members and all members who attended the 27th Annual General Meeting (AGM) 2025. Ms. Erica extended her warm welcome and appreciation to MSQH Advisor, YBhg Tan Sri Siti Sa'adiah Sheikh Bakir, all current and former committee members, councillors, surveyors, the ministry of health (MOH), APHM, MMA, Standards Malaysia, Academy of Medicine Malaysia, MHTC, Malaysian Nurses Association, Patient for Patient Safety Malaysia (PFPSM), partner organisations and all members, for their ongoing support and contributions.

The President introduced all Committee members present and informed that apologies were received from Professor Datuk Dr Hj Abdul Rahim Abdullah, MSQH Deputy President, Professor Dr Rosmawati Mohamed (Academy of Medicine of Malaysia), and Dr Aisyahton Suhaimi (Malaysian Nurses Association) and Encik Hussalmizar Hussain (Standards Malaysia).

The Secretary confirmed the quorum of **175 registered members** (97 attending in person and 78 proxies) comprising of 123 ordinary members, 37 corporate members, 2 associate members, and 13 life members. The President called the meeting to order at 930am.

The President informed that the notice of the 27th AGM, as well as the text of the resolutions, had been distributed in accordance with the Society's Constitution and were accessible on the MSQH website.

Voted in favour – All members present | Voted against – Nil

The members unanimously approved and adopted the text of the resolutions that it had been distributed in accordance with the Society's Constitution.

The President presented the agenda for the AGM and highlighted the following accomplishments for 2024 supported with an infographic presentation in the Committee's report:-

- Held four (4) **meetings** in 2024, with an average **attendance** of 80% of Committee members.;
- **Surplus of RM608,942** in 2024 compared to a surplus of RM1,869,545 in 2023. **Reserves** increased by 12% from 5.23m in 2023 to 5.84m in 2024
- 90% of **public hospitals beds** and 81% of **private hospital** (that is a member of APHM) **beds** were surveyed by MSQH
- **Number of memberships** increased by 11% from 1,491 members in 2023 to 1,656 members in 2024
- 46 hospitals were **accredited** under the hospital accreditation 6th Edition in 2024, with 34 public and 12 private hospitals, and 29 hospitals underwent **desktop surveillance surveys**.
- Implementation of the MSQH **Medical Clinics** standards 2nd edition
- **Facilities** rated a satisfaction of 99% for onsite **surveys** while participants rated 91% for onsite hospital **trainings,** 96% for **chronic dialysis survey** in 2024
- Participant's satisfaction rated 100% for **Certified Healthcare Facilities Management course,** 91% for **MSQH-ECRI risk workshops**, and 91% for **World Patient Safety Day** webinar
- MSQH has a total of 146 surveyors and 14 councilors for hospitals and clinics, 23 full-time staffs, 2 part-time project managers and one consultant
- A 59% **staff satisfaction rate** and 27% **staff turnover rate** for the year 2024
- **Survey report turnaround time** averaging to 139 days in 2024. A pilot programme introduced in 2025 resulting to an improvement of 40 days turnaround time
- Launch of MSQH **25th Anniversary book** titled, "MSQH 25th Silver Anniversary Jubilee: A journey of Continuous Quality Improvement"

The President also emphasised the challenges that MSQH will address in the coming year.

- **Survey report turnaround time**. As at May 2025, the average survey report turnaround time had improved to 94 days from 139 days in the year 2024. A pilot survey of a new process at a private hospital resulted in a significant improvement in report turnaround time to 40 days.
- **Increase in surveys and surveyors** for medical clinics, chronic dialysis and dental service accreditation programme.

- **Digitalisation** of MSQH operations associated with the growing number of surveys, training programmes, memberships, and operational functions. To develop MSQH Accreditation Information Management System (AIMS) to ensure system and operational efficiency.
- **Standards development in pre-hospital care** to meet the demand from the healthcare providers

The President extended the Committee's appreciation to MSQH advisors, all Committee members, councilors, surveyors, Ministry of Health Malaysia, Association of Private of Hospitals Malaysia, Malaysian Medical Association, Standards Malaysia, Academy of Medicine Malaysia, Malaysian Nurses Association, Malaysia Healthcare Travel Council, partner organisations and all members for their continued support and contribution. The President expressed her gratitude to all MSQH employees for their dedication to MSQH's vision, mission and goals.

RESOLUTION 1

2.0 CONFIRMATION OF PREVIOUS MINUTES OF THE 26TH ANNUAL GENERAL MEETING 2024

The President tabled the minutes of the 26th Annual General Meeting (AGM) which was held on 7th June 2024 at Dewan Tun Hussein Onn, World Trade Centre, Kuala Lumpur.

Votes in favour – All members present | Votes against – Nil

The members unanimously approved and adopted the minutes of the 26th AGM 2024 as tabled.

RESOLUTION 2

3.0 MATTERS ARISING FROM PREVIOUS MINUTES OF THE 26TH ANNUAL GENERAL MEETING 2024

There were no matters arising from the previous minutes.

Votes in favour – All members present | Votes against – Nil

The members unanimously approved and adopted the resolution 2 as carried

RESOLUTION 3

4.0 CONFIRMATION OF MINUTES OF THE MSQH EXTRAORDINARY GENERAL MEETING 2025

The President tabled the minutes of the MSQH Extraordinary General Meeting (EGM) which was held on 17th April 2025 via virtual zoom.

Votes in favour – All members present | Votes against – Nil

The members unanimously approved and adopted the minutes of the EGM 2025 as tabled

RESOLUTION 4

5.0 MATTERS ARISING FROM MINUTES OF THE EXTRAORDINARY GENERAL MEETING 2025

There were no matters arising from the previous minutes.

Votes in favour – All members present | Votes against – Nil

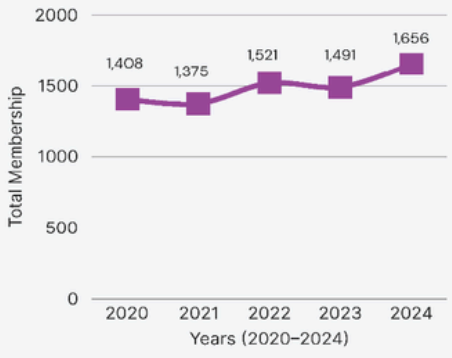
The members unanimously approved and adopted the resolution 4 as carried

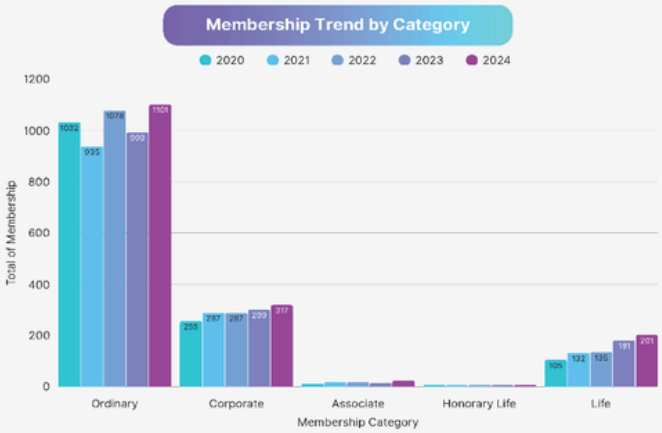
RESOLUTION 5

6.0 COMMITTEE'S REPORT

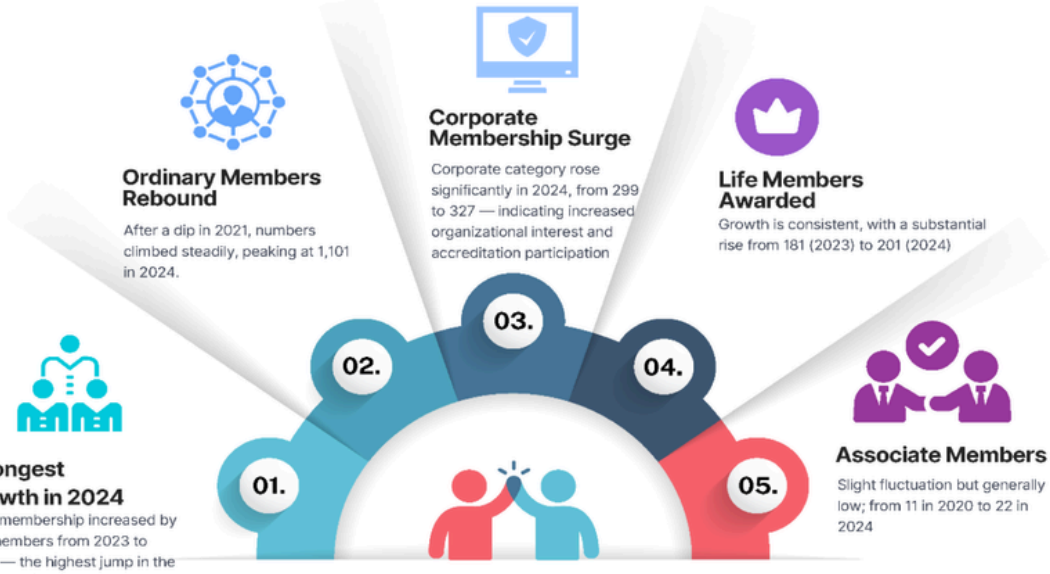
Dr Jeewadas a/l Velummylum Baladas, MSQH Secretary presented the membership report as of 31st December 2024 as in table below. A total number of 1,656 members were recorded for the year 2024 (1,491 members in 2023). Number of memberships improved by 11% compared to previous year. The increase was due to increase in educational activities and the outreach conducted by MSQH during the year.

TYPES OF MEMBERSHIP	23RD AGM (31.12.2020)	24TH AGM (31.12.2021)	25TH AGM (31.12.2022)	26TH AGM (31.12.2023)	27TH AGM (31.12.2024)
Ordinary	1,032	935	1,078	993	**1,101**
Corporate	255	287	287	299	**327**
Associate	11	16	16	13	**22**
Honorary Life	5	5	5	5	**5**
Life	105	132	135	181	**201**
TOTAL	1,408	1,375	1,521	1,491	**1,656**



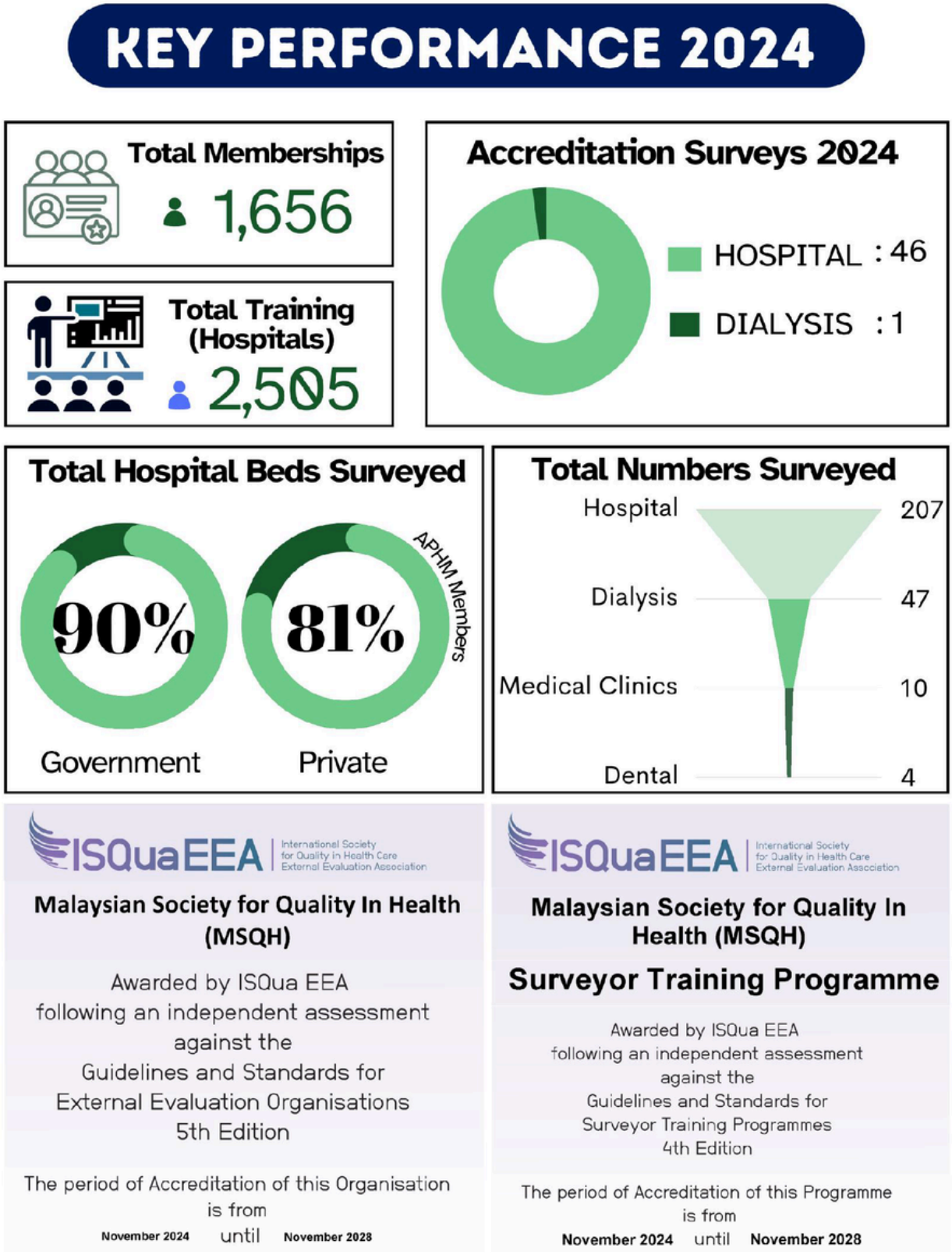


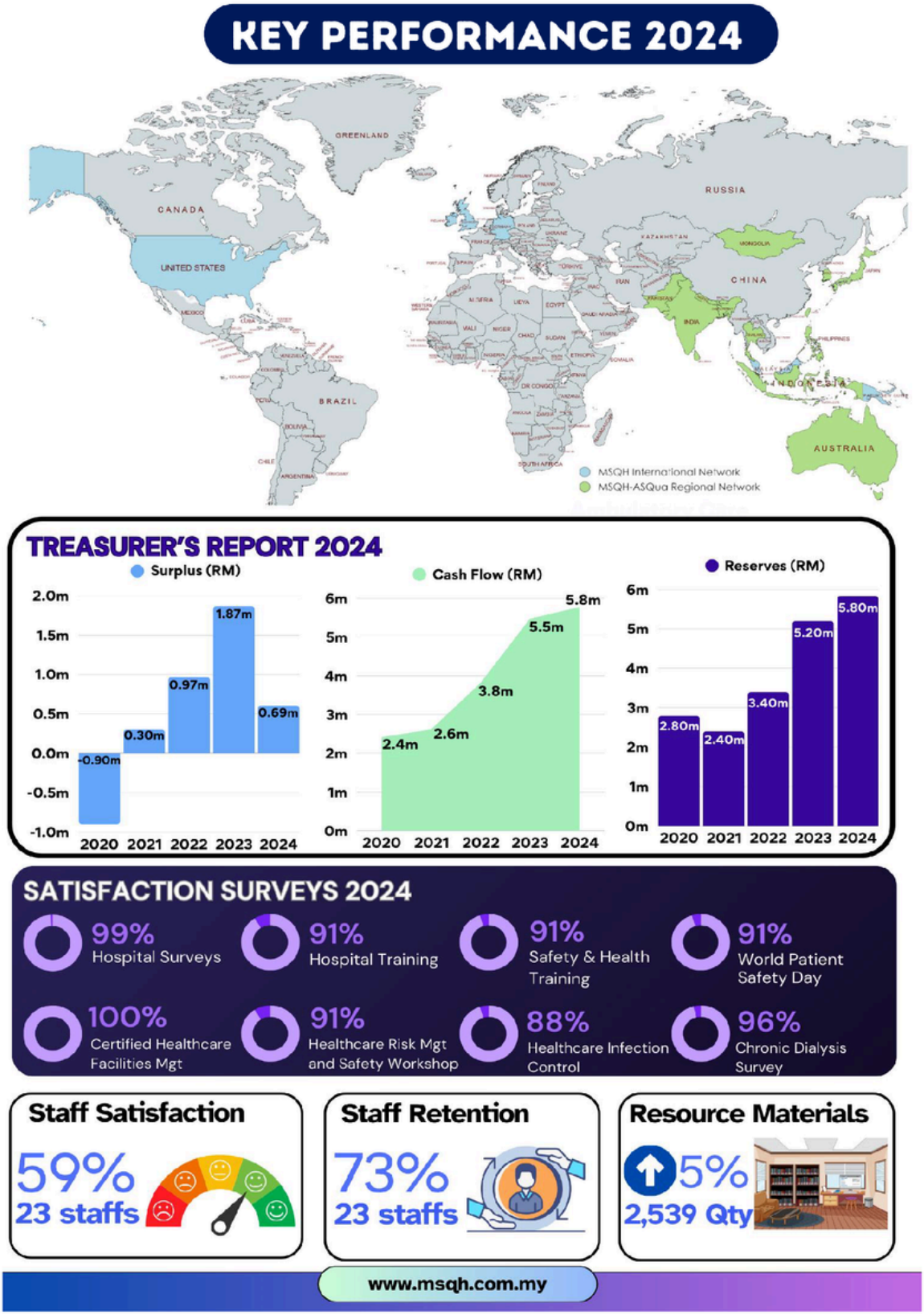
MEMBERSHIP HIGHLIGHTS



As of 31 December 2024, a total of 1,656 members were recorded across all membership categories, reflecting an 11% increase from the previous year's total of 1,491 members in 2023.

This growth is primarily driven by the increased interest and participation in accreditation, enhanced outreach efforts, and the expansion of activities under the healthcare accreditation programme. Furthermore, continuous education initiatives, particularly through training programmes, have contributed significantly by engaging professionals and reinforcing institutional involvement.


KEY PERFORMANCE 2024
Total Memberships
1,656
Total Training (Hospitals)
2,505
Accreditation Surveys 2024
HOSPITAL : 46
DIALYSIS : 1
Total Hospital Beds Surveyed
90%
81%
APHM Members
Government
Private
Total Numbers Surveyed
Hospital 207
Dialysis 47
Medical Clinics 10
Dental 4
ISQuaEEA
International Society for Quality in Health Care External Evaluation Association
Malaysian Society for Quality In Health (MSQH)
Awarded by ISQua EEA following an independent assessment against the Guidelines and Standards for External Evaluation Organisations 5th Edition
The period of Accreditation of this Organisation is from November 2024 until November 2028
ISQuaEEA
International Society for Quality in Health Care External Evaluation Association
Malaysian Society for Quality In Health (MSQH)
Surveyor Training Programme
Awarded by ISQua EEA following an independent assessment against the Guidelines and Standards for Surveyor Training Programmes 4th Edition
The period of Accreditation of this Programme is from November 2024 until November 2028


KEY PERFORMANCE 2024
GREENLAND
CANADA
UNITED STATES
BRAZIL
RUSSIA
CHINA
INDIA
INDONESIA
AUSTRALIA
MSQH International Network
MSQH-ASQua Regional Network
TREASURER'S REPORT 2024
Surplus (RM)
2.0m
1.5m
1.0m
0.5m
0.0m
-0.5m
-1.0m
-0.90m
0.30m
0.97m
1.87m
0.69m
2020 2021 2022 2023 2024
Cash Flow (RM)
6m
5m
4m
3m
2m
1m
0m
2.4m
2.6m
3.8m
5.5m
5.8m
2020 2021 2022 2023 2024
Reserves (RM)
6m
5m
4m
3m
2m
1m
0m
2.80m
2.40m
3.40m
5.20m
5.80m
2020 2021 2022 2023 2024
SATISFACTION SURVEYS 2024
99% Hospital Surveys
91% Hospital Training
91% Safety & Health Training
91% World Patient Safety Day
100% Certified Healthcare Facilities Mgt
91% Healthcare Risk Mgt and Safety Workshop
88% Healthcare Infection Control
96% Chronic Dialysis Survey
Staff Satisfaction
59%
23 staffs
Staff Retention
73%
23 staffs
Resource Materials
5%
2,539 Qty
www.msqh.com.my

Committee Members Meeting Attendance

#	Committee Members 2023/2024 (Total of 16 Members)		Committee Meetings in 2024 (4 meetings)			
		#	105th 12/01	106th 25/04	26th AGM 7/06	107th 29/08
	Venue / Platform		*Hybrid MSQH Office*	*Hybrid MSQH Office*	*World Trade Centre KL*	*Hybrid MSQH Office*
	Quorum Met (Committee More than 8pax)		*13*	*14*	*12*	*12*
1	**President & Chair** Puan Norhaizam Mohammad	4	√	√	√	√
2	**Deputy President** (Vacant)	-	-	-	-	-
3	**Chief Executive Officer *(Ex-Officio)*** YBhg Datuk Dr Heric Corray	4	√	√	√	√
4	**Secretary** Dr Jeewadas a/l Velummylum Baladas	4	√	√	√	√
5	**Treasurer** YBhg Dato' Mohamad Farid Salim	2	-	√	-	√
6	Vice President (3) — **Ministry of Health Malaysia** (a) YBhg Dato' Indera Dr Nor Azimi Yunos (Main) (b) YBhg Dato' Dr Azman Yacob (alternate) (c) Dr Azlihanis Abdul Hadi (alternate) (d) Dr Fuad Ridha Mahabot (alternate)	4	- - - √v	- - - √v	- - √ √	- - - √v
7	Vice President (3) — **Association of Private Hospitals of Malaysia (APHM)** (a) Ms. Erica Lam Sok Mui (Main) (b) Mr. Tom Lim (alternate)	3	√v -	√ -	√ -	- -
8	Vice President (3) — **Malaysian Medical Association (MMA)** YBhg Dato Dr Kalwinder Singh Khaira (wef 12/09/2024) Dr Azizan Abdul Aziz (retired 11/09/2024)	4	- √	- √	- √	- √v
9	**Malaysian Nurses Association (MNA)** Dr Aisyahton Suhaimi	4	√	√v	√	√v
10	**Academy of Medicine of Malaysia (AMM)** Professor Dr Rosmawati Mohamed	3	√v	√	-	√v
11	Ordinary (4) — **Ordinary Member** Dr Hue Teck Lee	4	√v	√v	√	√v
12	Ordinary (4) — **Ordinary Member** Dr Norazlina Bachik	3	√v	-	√	√v
13	Ordinary (4) — **Ordinary Member** Dr Kamal Zukhairi Amzan	3	-	√	√	√v
14	Ordinary (4) — **Ordinary Member** Ms. Joy Chua Guek Ling	4	√v	√v	√	√v
15	Ex Officio (2) — **STANDARDS MALAYSIA** (a) Encik Hussalmizzar Hussain (wef 12/6/2024) (b) Encik Shaharul Sadri Alwi (retired 11/6/2024) (c) Encik Wan Rukiman Wan Mamat (alternate)	2	- - √v	- √ -	- - -	- - -
16	Ex Officio (2) — **Patient Advocate** Mr Manvir a/l Victor Jesudasan	3	√v	√	√	-

v-virtual

The MSQH Accreditation Programmes status are as follows:

6.1 HOSPITAL ACCREDITATION PROGRAMME 5th EDITION STANDARDS

(A) Total Accreditation Trainings (5th Edition) - Summary: -

Year	Public	Private	Total Pub/Priv	No. of Participants			
				Workshops	Onsite	Virtual	Total
Hospital Accreditation Standards 6th Edition							
2024	43	28	71	62	2,356	-	2,418
2023	35	54	89	-	2,365	140	2,505
2022	35	47	82	-	1,010	201	1,211
2021	35	68	103	-	-	450	450

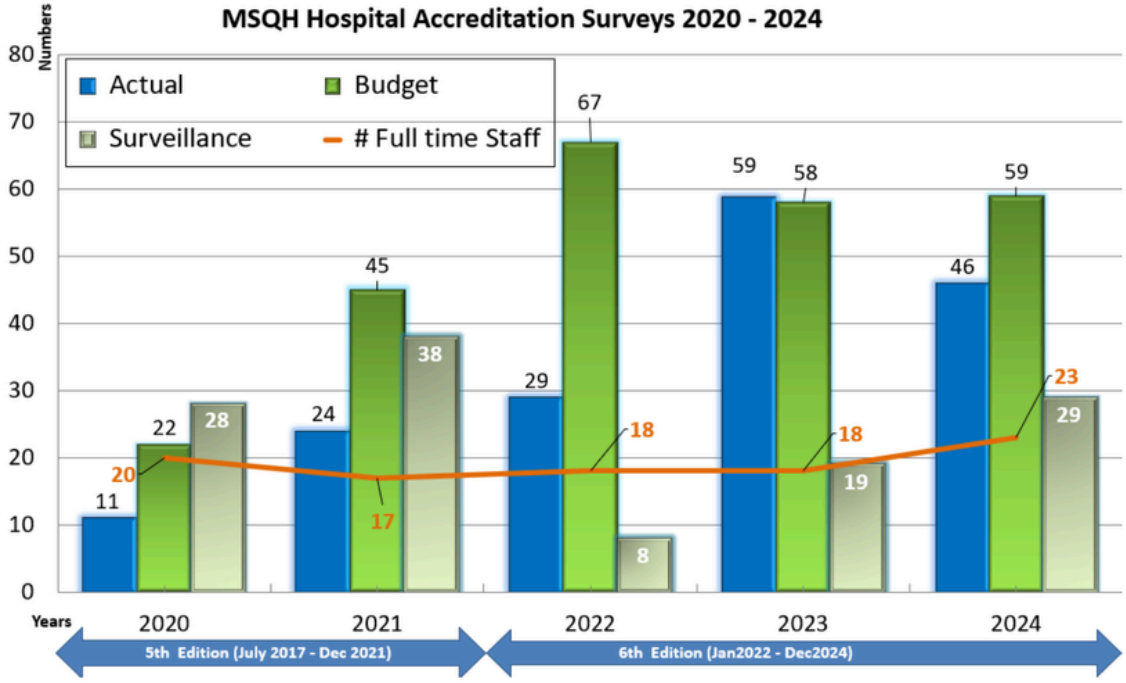
(B) Accreditation Survey (Full, focus & surveillance survey)

Year	Public	Private	Total	Type
2024	31	11	42	Full
	3	1	4	Focus
	-	29	29	Desktop SSS
2023	31	23	54	Full
	1	4	5	Focus
	8	11	19	Desktop SSS
2022	-	29	29	Full
	2	6	8	Desktop SSS
2021	9	12	21	Full
	3	-	3	Focus
	20	18	38	Desktop SSS

(C) Number of Hospitals with Current Accreditation Status

No.	Description	Total	Govt	Private	Edition
1	Number of hospitals having current status (4 years)	22	9	13	5
2	No of hospitals having current status (1 year)	-	-	-	
3	Number of hospitals having current status (4 years)	96	39	57	6
4	Number of hospitals having current status (1 year)	5	4	1	

(D) Hospital Accreditation Survey Trend Analysis (Full, Focus & Surveillance)



(E) Hospital Accreditation Survey – All Edition's Status

	Description	All Editions as at 31st December							
		Private (APHM Members)				Public			
		No (%)		Beds (%)		No (%)		Beds (%)	
		Dec'24	Dec'23	Dec'24	Dec'23	Dec'24	Dec'23	Dec'24	Dec'23
A	Total Healthcare Facilities & Services (HFS) (All Beds)	148[A]	148[1]	20,379[A]	20,333[1]	150[B]	146[2]	41,953[B]	41,423[2]
B	Grand Total Surveyed (B ÷ A %)	81 (55%	79 (53%	16,451	16,163	123 (82%	122 (84%)	37,928 (90%)	37,676 (91%)
C	Target HFS to be Surveyed [A – B] ÷ A %	67 (45%	69 (47%	3,928 (19%)	4,170 (21%)	27 (18%	24 (16%)	4,025 (10%)	3,747 (9%)

Legend / Sources

A APHM member hospitals & Individual private hospitals as at 31st December 2024 (*Source: APHM and Individual member hospital's websites accessed 02/01/2025*)

B "Senarai Hospital-hospital Kerajaan", (Source: Medical Devt Div, MOH List received 6/2/2025)

1 APHM member hospitals & Individual private hospitals as at 31st December 2023 (*Source: APHM and Individual member hospital's websites accessed 05/01/2024*)

2 "Senarai Hospital-hospital Kerajaan", (Source: Medical Development Division, No changes as at 30th June 2022 from MOH List received on 21st April 2021)

6.2 MEDICAL CLINIC ACCREDITATION PROGRAMME

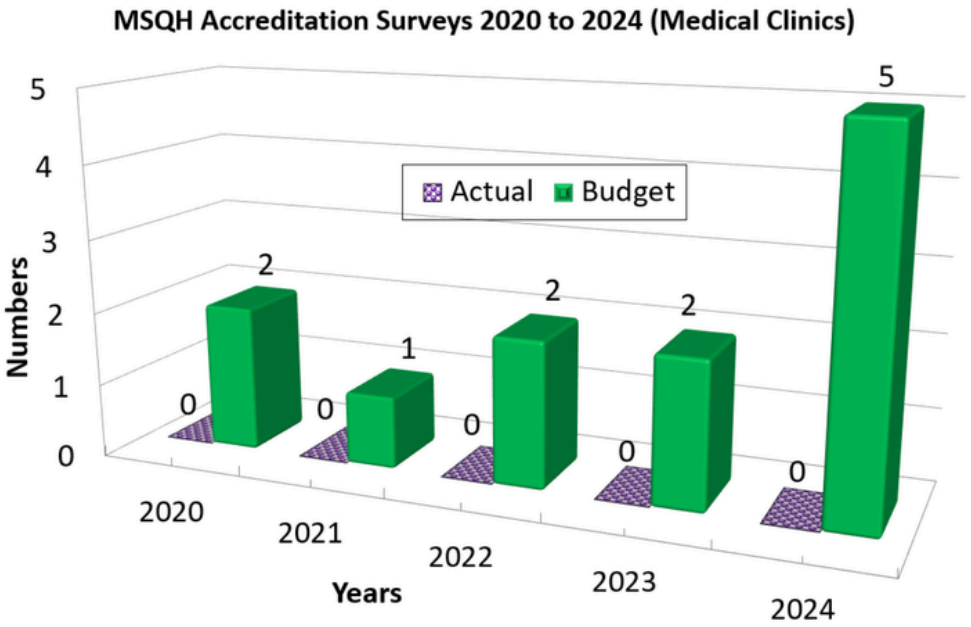
(A) Accreditation Training : -
There was no training conducted for medical clinics for years 2021-2023

Year	Public	Private	Total	
			Organisation	No.of Participants
2017 to 2018	-	-	-	-
2019	2	5	7	10
2020	1	-	-	15
2021-2024	-	-	-	-
Total	3	5	7	25

(B) Accreditation Survey - by Year

Year	Public	Private	Total
2018	-	3	3
2019	1	1	2
2020-2024	-	-	-
Total	1	4	5

(C) Medical Clinics Accreditation Survey Trend Analysis



6.3 CHRONIC DIALYSIS TREATMENT SERVICE ACCREDITATION PROGRAMME

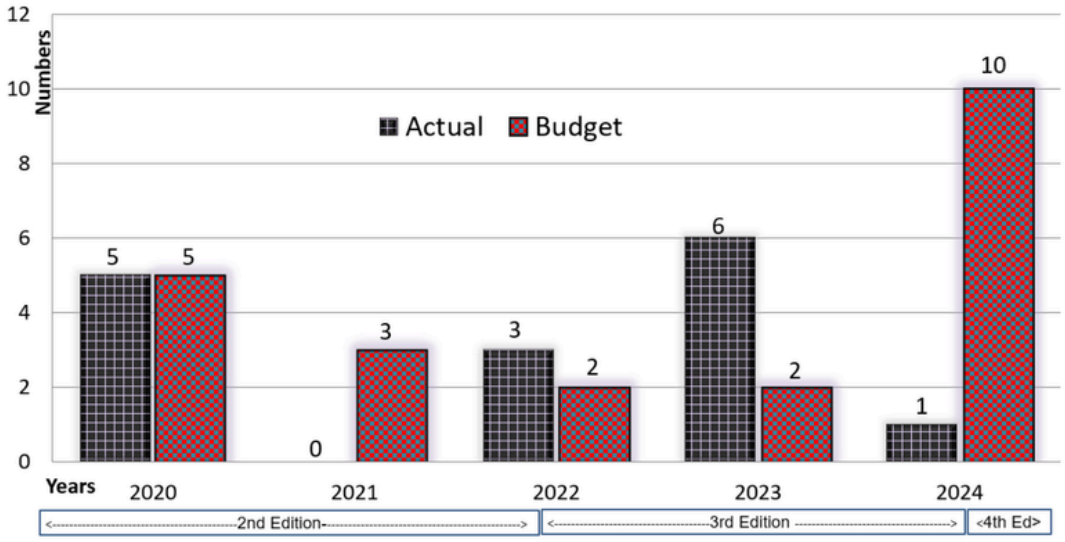
(A) Accreditation Training: -

Year	Public	Private	Total	
			Organisations	No.of Participants
2018	-	-	-	-
2019	1	21	22	28
2020	1	-	1	not available
2021-2024	-	-	-	-
Total	**2**	**21**	**23**	**28**

(B) Accreditation Survey (Private) - by Year

Year	2018	2019	2020	2021	2022	2023	2024	Total
Number	12	13	5	-	3	6	1	40
Edition	*2nd*			*3rd*			*4th*	

(C) Chronic Dialysis Accreditation Survey Trend Analysis



6.4 DENTAL CLINIC ACCREDITATION PROGRAMME

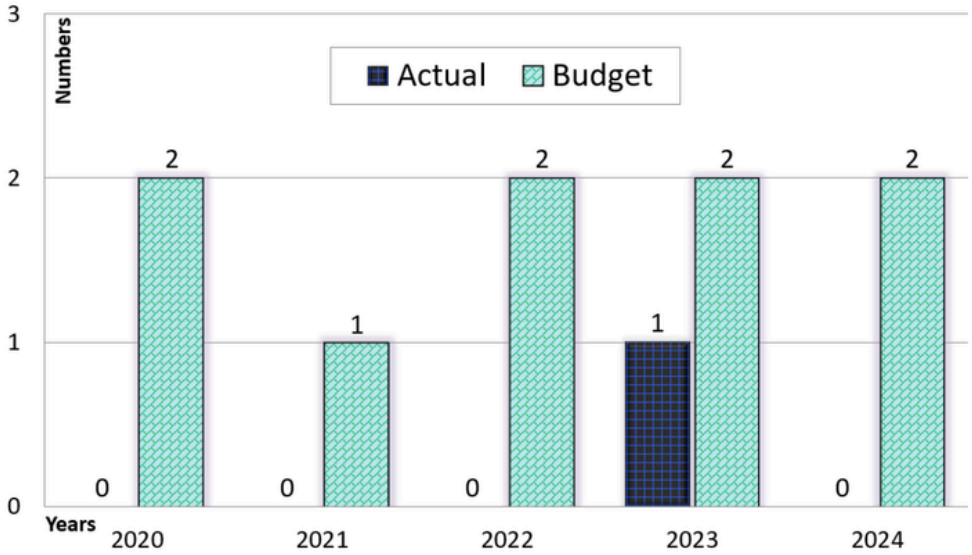
(A) Accreditation Training: -

Year	Public	Private	Total	
			Organisations	No.of Participants
2018	1	3	4	6
2019	-	3	3	4
2020-2024	-	-		-
Total	1	6	7	10

(B) Accreditation Survey (Private) - by Year

Year	Public	Private	Total
2019	-	2	2
2020-2022	-	-	-
2023	-	1	1
2024	-	-	-
Total	-	5	5

(C) Dental Clinics Accreditation Survey Trend Analysis



6.5 RESOURCE CENTRE

RESOURCE CENTRE

(As at 31st December 2024)

The MSQH Resource Centre has recorded a notable increase in its inventory of in-house resource materials for the year 2024. As of 31st December 2024, a total of 2,539 items were recorded, marking an increase of 120 items or approximately 5% compared to the previous year's total of 2,419 items. This growth reflects MSQH's ongoing commitment to knowledge sharing and continuous learning among its members. Members are encouraged to continue contributing relevant materials to enhance the diversity and value of the MSQH Resource Centre collections.

TABLE 1- Summary of Resource Centre Materials Inventory

CODE	CATEGORIES	QUANTITY		
		31/12/2024	31/12/2023	31/12/2022
B	BOOKS	121	116	111
BL	BULLETIN / MAGAZINES / PERIODICALS	690	677	677
D/C	CATALOGUES AND DIRECTORIES	487	485	462
C/S	CONFERENCE / SEMINAR / EXHIBITION MATERIALS	245	237	226
QM/G	QUALITY MANUALS / GUIDELINES	233	232	232
J	JOURNALS	329	329	324
R	REPORTS	168	165	163
S	STANDARDS	14	14	14
L/P	MEDIA	252	164	163
	TOTAL	**2,539**	**2,419**	**2,392**

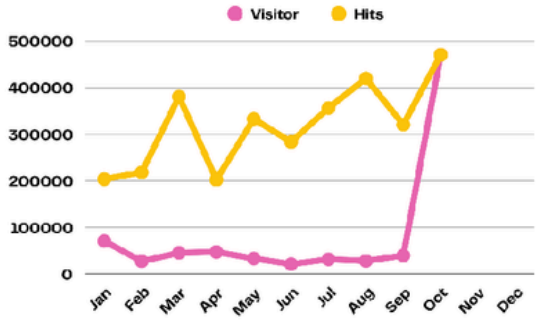
TABLE 1

6.6 WEBSITE VISITORS

Website Statistic

Total MSQH Website Visitor and Hits for Jan 2024 - Dec 2024

Month	Visitor	Total Hits
Jan	70979	203,638
Feb	27537	2 8,239
Mar	45568	380,838
Apr	47540	202,270
May	33437	332,844
Jun	21321	283,550
Jul	31669	356,519
Aug	28217	4 9,789
Sept	39949	320,774
Oct	48434	470,579
Nov	38900	411,950
Dec	42800	451,120



Definitions

- Total Visitors: Number of sessions where users accessed the site (some visitors may return multiple times).
- Hits (Pageviews): Total number of pages viewed during all sessions.

Website Statistic

Total MSQH Website Visitor and Hits for Country from Jan 2024 - Dec 2024

Country	Total Visitor
Malaysia	203,100
Singapore	5,820
Indonesia	4,650
Australia	3,870
India	2,950
Philippines	2,210
United Kingdom	1,760
United States	1,500

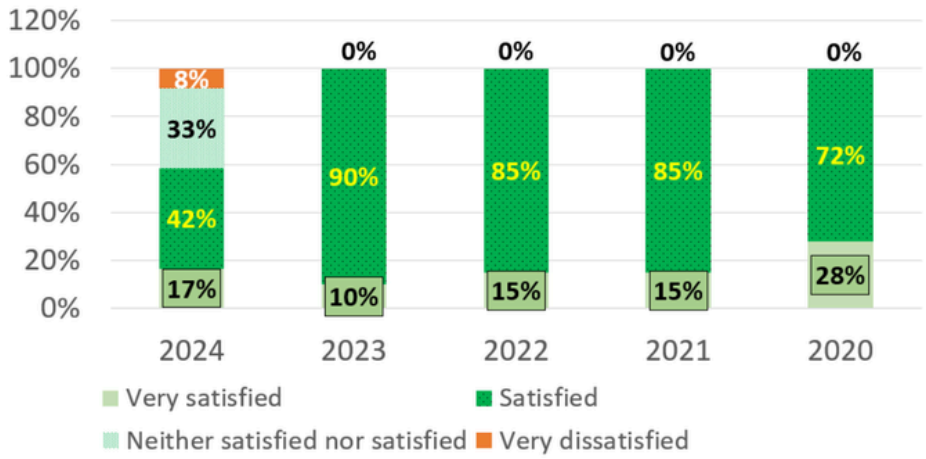


- Malaysia accounts for over 91% of MSQH website traffic.
- Regional neighbors like Singapore, Indonesia, and Australia show consistent visitor counts — likely due to professional collaborations or healthcare interest.
- Small but notable traffic from UK and US — possibly from international healthcare institutions or accreditation observers

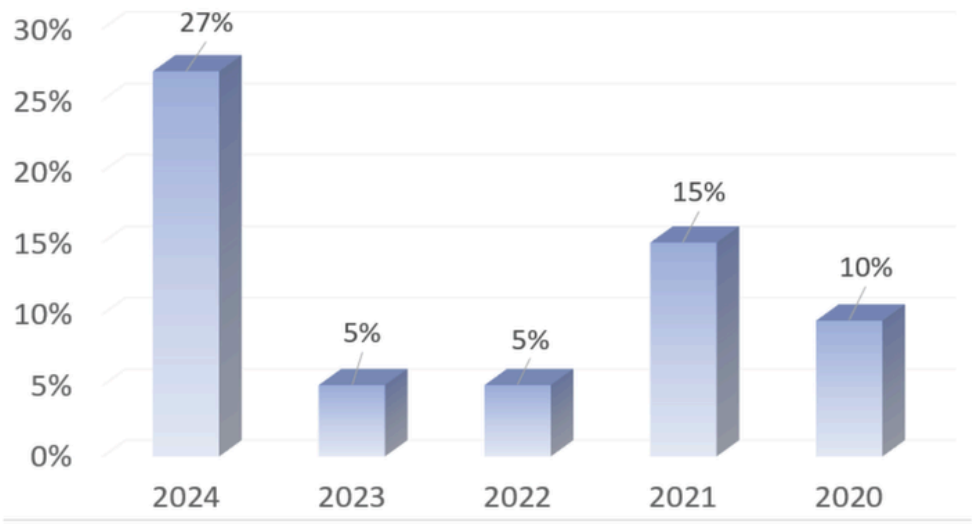
6.7 HUMAN RESOURCE

As of 31st December 2024, the Society employs twenty-three (23) full-time staff, two (2) part-time Project Managers, and a consultant. Culturally, workplace health and safety for all employees and surveyors is the Society's top priority at all times. The society has adopted the culture of working hybrid in all of its activities to increase the participation of its members and communities.

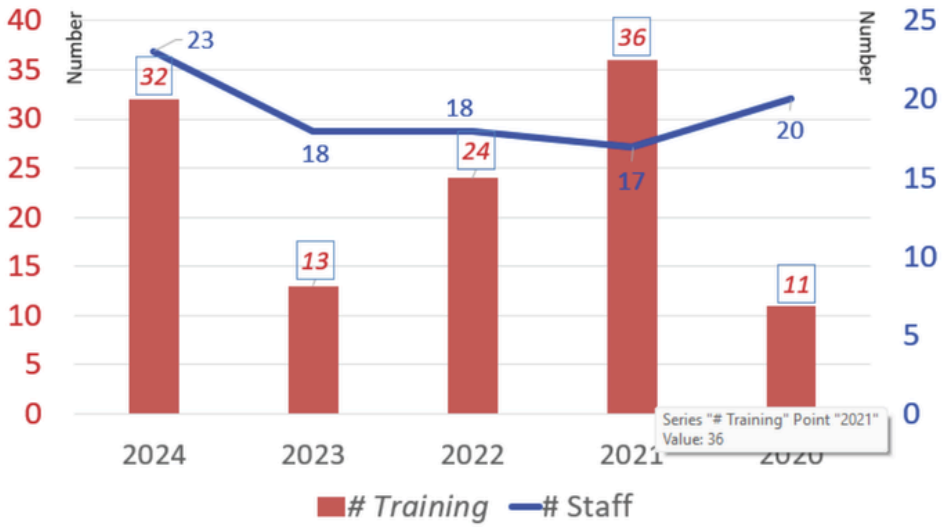
Staff Satisfaction Survey 2024



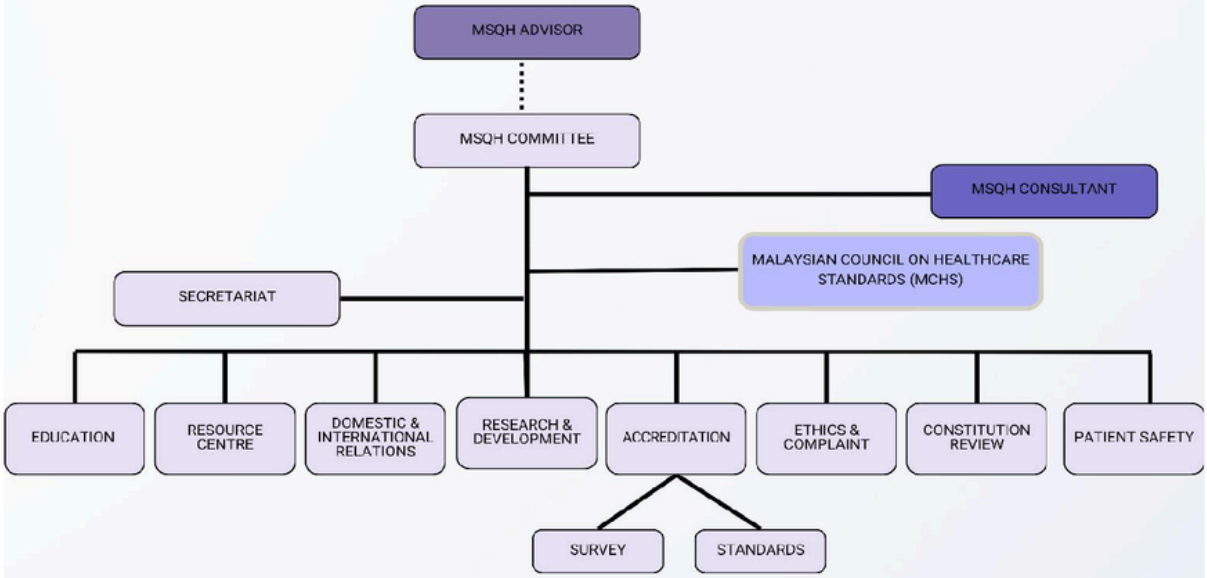
Staff Turnover Rate 2024



Staff Number of Trainings and Development



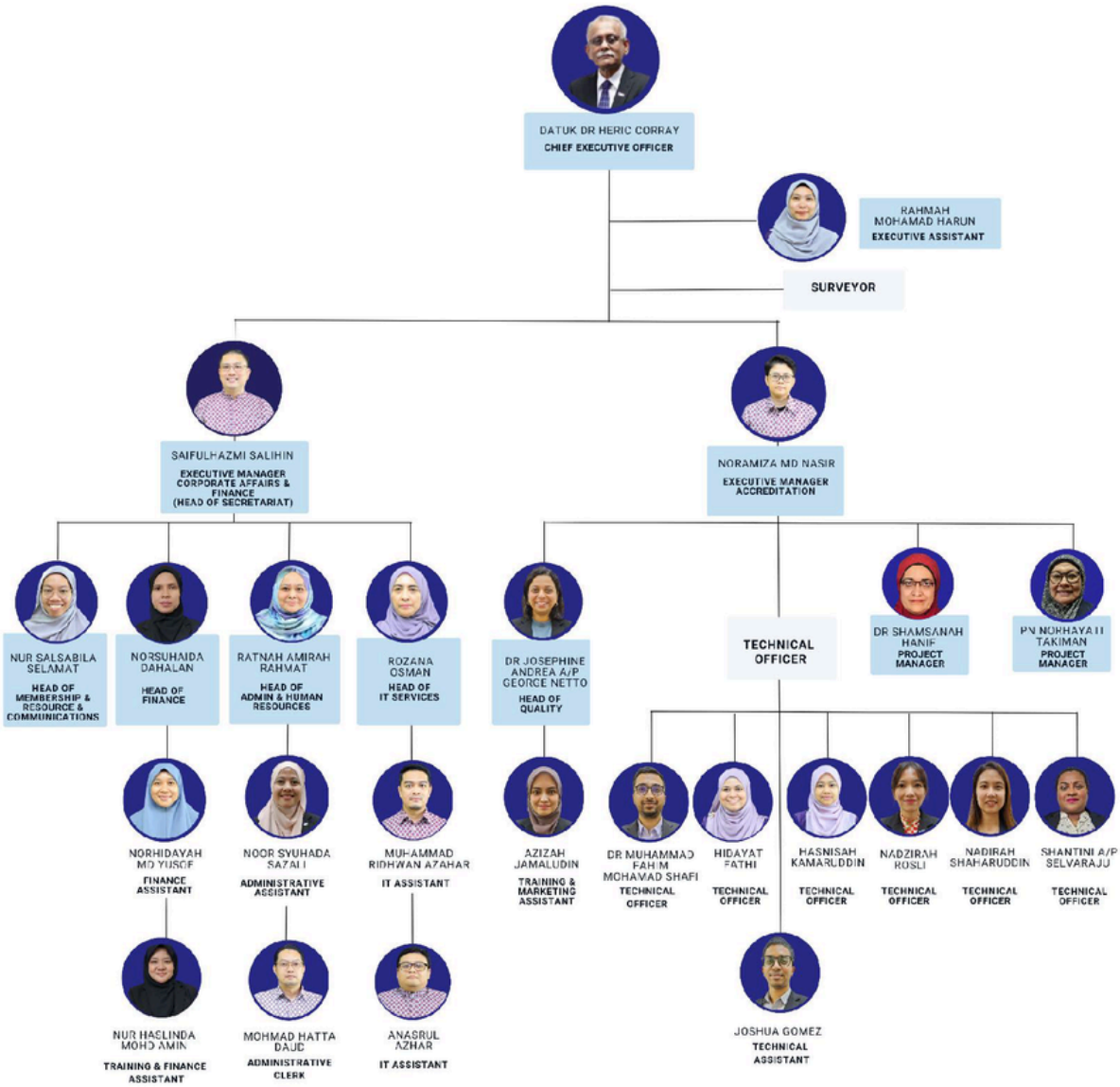
MAIN ORGANISATION STRUCTURE



BETTER CARE
SAFER CARE

MSQH

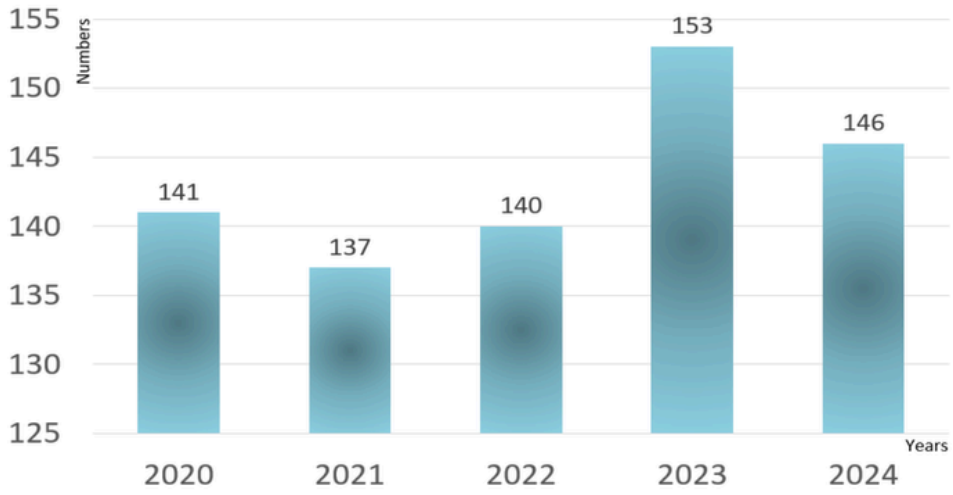
SECRETARIAT ORGANISATIONAL CHART



MSQH Surveyors

Majority of our surveyors continue to work part-time in health and medical field as professional specialists, doctors, engineers, nurses, medical administrators and allied health professionals while contributing to the MSQH mission on a voluntary basis. There is a total of 146 active surveyors (2023: 153 surveyors) working part-time with MSQH for the hospitals, medical clinics, dental clinics and chronic dialysis accreditation programme.

MSQH Number of Surveyors as at 31st December 2024



6.8 Datuk Dr Heric Corray, MSQH Chief Executive Officer, presented the Committee's Report 2024. The Committee's Report summarised the activities and events that had taken place since the last Annual General Meeting, which was held from 1st January 2024 to 31st December 2024. Kindly refer the Key Performance for year 2024 on pages above. The following were achieved during the year.

- **Elected Committee members** took office effective January 2025 for term 2025-2026. Elected Treasurer in AGM 2024 resigned and new Treasurer was elected at the EGM 2025.
- Awarded the **ISQua IEEA accreditation** certification for organisation and surveyor training programme for a full 4-years period from November 2024 to November 2028 with a rating score of 97.5%
- **Audited accounts** with a surplus of RM608,942 and an increase in reserves to RM5,839,879
- **Standards development** hospital accreditation standards 7th edition due completion in middle year 2026
- **Patient Safety sub-committee members** comprising of members from FOMCA, lawyer, representatives from MOH, APHM, Malaysian Pharmacy Society.
- Development of **Centre of Excellence standards**
- Two **surveyors training programme** conducted in 2024
- Continued educational training programmes with **partners** namely EPI Academy, ECRI and B Braun Academy
- Transformation to **digitalisation** in its operational activities encompassing survey management, data management, research, accounting, human resources, membership, electoral process and communication.

The Committees' Report from 1st January 2024 to 31st December 2024 was received and adopted as tabled.

Votes in favour – All members present | Vote against – Nil

The members unanimously approved and adopted the Committees' Report as tabled.

7.0 TREASURER'S REPORT

Puan Haliza Khalid, MSQH Treasurer presented the MSQH Treasurer's Report. The Treasurer's report comprised of the Audited Accounts for the year ended 31st December 2024, proposed revised budget for Year 2025 and budget for year 2026 and to approve expenditures exceeding RM100,000 for the development of MSQH Accreditation Information Management System as follows:

RESOLUTION 6

7.1 Audited Accounts for the Year Ended 31st December 2024

The accounts have been audited by the Internal Auditor Puan Zalina Osman and Madam Tan Suet Guan and certified by the External Auditor, Christopher Heng & Co

STATEMENT OF INCOME AND EXPENDITURE
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	2024 RM	2023 RM
Revenue	5,120,503	6,080,433
Cost of sales	(2,068,941)	(2,092,254)
Gross profit	3,051,562	3,988,179
Other incomes	58,623	235,834
Human resources expense	(1,559,984)	(1,634,911)
Marketing, promotional and publication expenses	(18,669)	(1,307)
Other expenses	(949,923)	(735,914)
Depreciation of property, plant and equipment	(83,084)	(52,892)
Operating profit	498,525	1,798,989
Finance income	132,894	78,801
Finance cost	(2,736)	(903)
Surplus of income over expenditure before tax	628,683	1,876,887
Tax expense for the financial year	(16,419)	(5,372)
Zakat	(3,322)	(1,970)
Surplus of income for the financial year	608,942	1,869,545

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2024

	2024 RM	2023 RM
Non-current asset		
Property, plant and equipment	196,240	197,437
Current assets		
Trade receivables	478,651	329,398
Other receivables, deposits and prepayments	258,802	176,427
Current tax assets	-	5,158
Fixed deposits with a licensed bank	5,444,608	5,314,742
Cash and bank balances	316,202	140,610
	6,498,263	5,966,335
Current liabilities		
Other payables and accruals	652,581	607,687
Current tax liabilities	4,764	-
	657,345	607,687
Net current assets	5,840,918	5,358,648
	6,037,158	5,556,085
Financed by:		
Equity		
Reserves	5,839,879	5,230,937
Non-current liability		
Deferred income	197,279	325,148
	6,037,158	5,556,085

Votes in favour – All members present | Vote against – Nil

The members unanimously approved and adopted the audited accounts for year 2024 as tabled.

RESOLUTION 7

7.2 MSQH's Proposed Revised Budget 2025

Puan Haliza tabled the revised budget for 2025 and informed that the budget has taken into consideration current activities and future programmes undertaken by the Society. The revised budgets have also taken into consideration the external economic factors into account.

	Dec-24 AUDITED	Dec-24 APPROVED BUDGET	Dec-25 APPROVED BUDGET	Dec-25 REVISED BUDGET	Dec-26 BUDGETED
REVENUE	5,120,503	7,048,400	7,288,000	6,418,943	6,439,260
DIRECT COSTS	(2,068,941)	(2,106,230)	(2,132,530)	(1,960,490)	(1,627,780)
GROSS PROFIT	3,051,562	4,942,170	5,155,470	4,458,453	4,811,480
OTHER REVENUE	58,623	443,000	323,000	88,740	398,680
Human Resource Expenses	(1,559,984)	(2,137,999)	(2,186,500)	(1,998,420)	(2,613,590)
Marketing, Promotional And Publication	(18,669)	(35,000)	(35,000)	(17,480)	(17,480)
Depreciation of property, plant and equipment	(83,084)	(326,320)	(356,470)	(431,633)	(441,840)
Other expenses	(949,922)	(2,166,350)	(2,151,000)	(1,663,160)	(1,400,750)
OPERATING PROFIT	498,525	719,500	749,500	436,500	736,500
FINANCE INCOME	132,894	90,000	90,000	90,000	90,000
FINANCE COSTS	(2,736)	(2,000)	(2,000)	(3,000)	(3,000)
PROFIT/(LOSS) BEFORE TAX	628,682	807,500	837,500	523,500	823,500
ZAKAT	(3,322)	-	-	-	-
INCOME TAX EXPENSE	(16,419)	(7,500)	(7,500)	(7,500)	(7,500)
SURPLUS/(DEFICIT) FOR THE YEAR	608,942	800,000	830,000	516,000	816,000

YBhg Tan Sri Siti enquired about the audited figures' performance in 2024 in comparison to the approved budgeted amount for 2024. Puan Haliza responded that there was a 15% decrease in the number of hospital surveys compared to budgeted because hospitals postponed or cancelled surveys due to renovations and organisational restructuring during the year. This was the primary cause of the year's decline in surplus. Tan Sri Siti requested that the Committee elaborate on the lower amount paid for insurance in 2024 when compared to the approved budgeted figures. Puan Haliza informed that the insurance was for staff hospitalisation and general insurance, but it excluded all risk (asset) insurance.

Tan Sri Siti informed that the budgeted surpluses for 2025 and 2026 do not reflect growth when compared to previous years. Ms.Erica replied that, in addition to finding solutions to increase revenue and surplus, it is critical to improve survey report turnaround time, as demonstrated by the pilot project, which reduced the turnaround time to 40 days. Tan Sri Siti advised the Committee to focus on cost containment to sustain growth in areas where revenue increases are limited. On another matter, Tan Sri Siti inquired about the status of the move to new office at the Medical Academies Building in Putrajaya. Ms. Erica informed that the move is being reevaluated as there has been changes in the terms (unfavourable to MSQH) by the landlords Academy of Medicine of Malaysia and Academy of Family Physicians of Malaysia since 2021.

Votes in favour – All members present | Vote against – Nil

The members unanimously approved and adopted the revised budget 2025 as tabled

RESOLUTION 8

7.3 MSQH's Proposed Budget 2026

Puan Haliza informed that the budget has taken into consideration current and future activities and accreditation programmes undertaken by the Society. Details and notes supporting the Budget 2026 were tabled at the meeting.

Votes in favour – All members present | Vote against – Nil

The members unanimously approved and adopted the budget 2025 as tabled

RESOLUTION 9

7.4 Expenditures Exceeding RM100,000 for the Development of MSQH Accreditation Information Management System (AIMS) and to Authorise the Committee Members to approve the Selection of Vendors and the Costs to Develop AIMS

The members unanimously approved the expenditures exceeding RM100,000 for the Development of MSQH Accreditation Information Management System (AIMS) and to Authorise the Committee Members to approve the Selection of Vendors and the Costs to Develop AIMS

Votes in favour – All members present | Vote against – Nil

8.0 OTHER MATTERS

Dr Heric informed that a member, Datin Seri Dr Norwina Binti Mohd Nawawi had raised two questions,

Question 1: How can architects be involved in searching for creative solutions while complying to the accredited norms in the design of any healthcare facility.

Question 2: How can architects be part of the team in making guidelines for future healthcare facility.

Dr Heric stated that one of the most important aspects of building a healthcare facility is to adhere to the Medical Act 586, Private Healthcare Facilities and Services Act of 1998. The Act governs the operation and maintenance of private healthcare facilities and services, as well as efficient clinical workloads, patient safety, infection control, accessibility, the environment, and clear signage and security. Other factors to consider include technology, the use of natural lighting, energy-efficient and environmentally friendly materials to reduce long-term operational costs, and emergency preparedness and disaster response in the design. As a result, architects play an important role in creating design solutions that meet accreditation criteria, contributing to the development of guidelines as stated in the Act and Regulations, ensuring key elements are addressed in improving quality of care and patient safety, and working as part of a team to develop guidelines for healthcare facilities and services.

9.0 ADJOURNMENT

Ms. Erica extended her thanks to MSQH committee members for their continued guidance and support. Heartfelt appreciation also goes to our councillors and surveyors where their commitment and contributions are the backbone of MSQH's progress. A special thanks to MSQH Advisor, YBhg Tan Sri Siti Sa'diah, management team and staff, led by Datuk Heric for their dedication and hard work.

The meeting adjourned at 10.30 am.



……

Dr Jeewadas a/l Velummylum Baladas
Secretary

……

Erica Lam Sok Mui
President

Matters Arising

from the minutes of the 27th Annual General Meeting

MATTERS ARISING
(excerpts from AGM Minutes 20th June 2025)

Item	Minutes of AGM 2025 on Motion Raised from MSQH Advisor and Life Member, Tan Sri Siti Sa'adiah Sheikh Bakir	Response from Committee Members
20th June 2025 **Item 7.2**	Tan Sri Siti inquired about the status of the move to new office at the Medical Academies Building in Putrajaya. Ms. Erica informed that the move is being reevaluated as there has been changes in the terms (unfavourable to MSQH) by the landlords Academy of Medicine of Malaysia and Academy of Family Physicians of Malaysia since 2021.	*Please refer to the Presentation*

MSQH®

Committes' Report 2025

MSQH Strategic Plan 2021-2025

Our Vision

The international accredited organisation that is recognised by the healthcare industry, consumers and the general public for the promotion and improvement of quality and safety in healthcare.

Our Mission

Assure quality and safety in healthcare to the consumers and general public through continuous quality improvement and patient safety, advocacy, promotion and education as well as training and accreditation of all healthcare facilities and services.

Produce highly competent people who are qualified by education, training and experience through human resource and human capital development.

GOAL 1

Advocates and Facilitate Continuous Improvement of Quality and Safety in the Provision of Health Services, including Standards Development, Education, Performance Assessment and Accreditation.

GOAL 2

Foster and Strengthen Partnerships, Collaboration and Engagement with Public and Private Stakeholders

GOAL 3

Generation, Advancement of Knowledge, Education and Sharing of Information on Quality and Safety in Healthcare

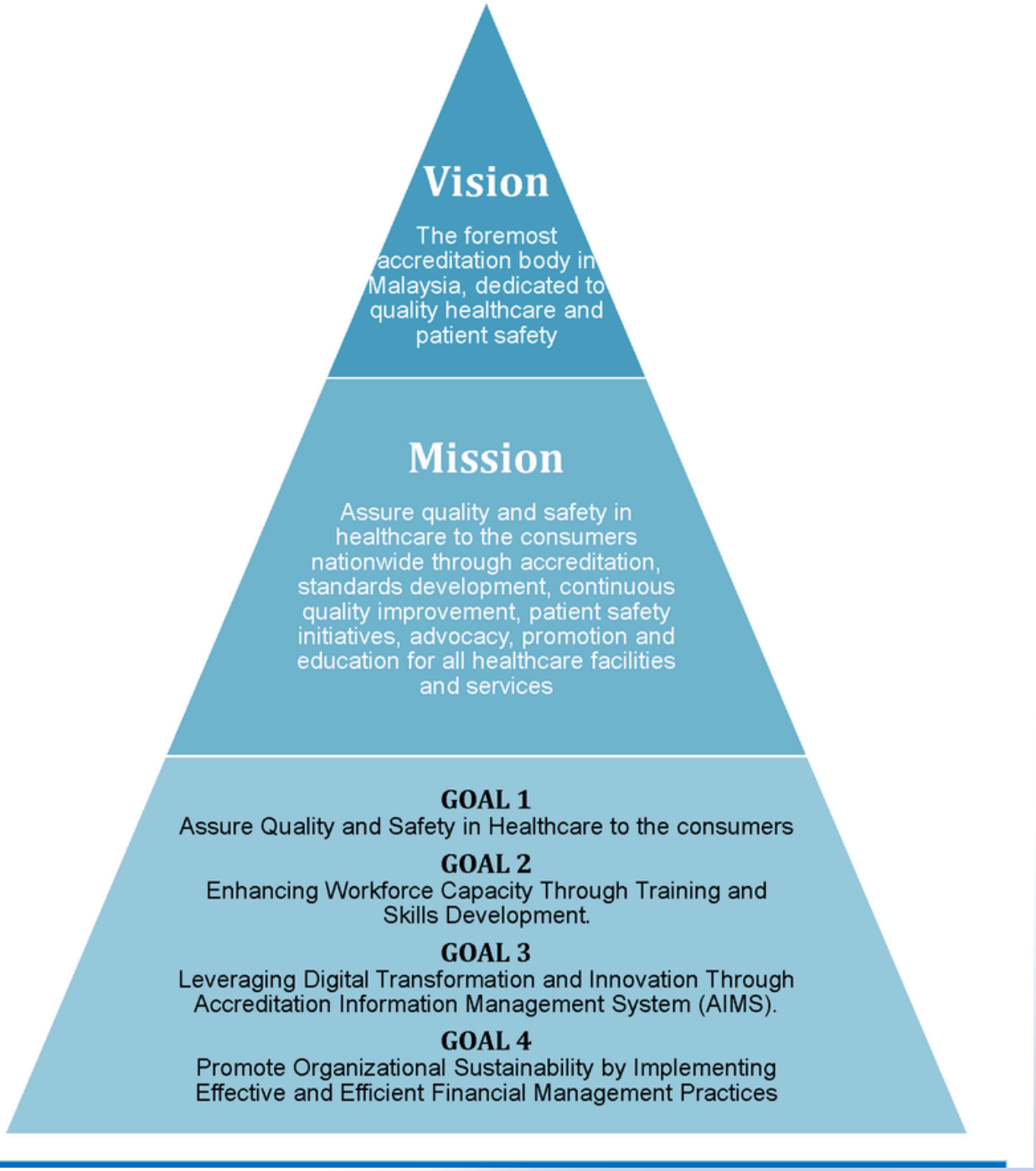
GOAL 4

Efficacy and Safe Work Practices and Sustainability through Innovation and Continuous Quality Improvement

MSQH PARTNERS

Ministry of Health Malaysia
APHM
mma
STANDARDS MALAYSIA
ISQua
World Health Organization
ASQua
MHTC Malaysia
BMJ
ECRI
E.P.I ACADEMY
HSR
B|BRAUN SHARING EXPERTISE

MSQH Strategic Plan 2026-2030



Executive summary

The Malaysian Society for Quality in Health (MSQH) continues to advance healthcare quality, patient safety, and organisational excellence in Malaysia through accreditation, standards development, education, and collaboration with healthcare stakeholders.

Recognised by the Ministry of Health Malaysia and Standards Malaysia as the National Healthcare Facilities and Services accreditation Programme, MSQH remains committed to supporting healthcare organisations in strengthening systems, improving performance, and delivering better outcomes for patients and communities. The Society continues to strengthen its role beyond accreditation by supporting healthcare organisations in continuous improvement, organisation excellence, governance, organisational learning.

This annual report highlights the Society's key activities and achievements for the year ended 31 December 2025.

1. **Strategic Plan 2026-2030**. A major milestone during the year was the approval of the MSQH Strategic Plan 2026-2030. The Plan provides a clear roadmap for the Society's future direction and reflects MSQH's commitment to strengthening its roles as a trusted partner in healthcare quality improvement.

   The Strategic Plan outlines key priorities to strengthen accreditation programmes, accelerate digital transformation, expand education and professional development initiatives, foster strategic partnerships, and support healthcare organisations in responding to emerging challenges and opportunities within the healthcare environment.

2. **Accreditation Activities**. In 2025, MSQH conducted surveys at 54 hospitals, comprising 38 public and 16 private hospitals. Surveyed were also conducted at 4 medical clinics and 2 haemodialysis centres. As at 31 December 2025, accredited healthcare facilities and services comprised 157 hospitals (80 public and 77 private hospitals), 4 medical clinics, 11 private dialysis centres and 1 private dental clinic.

3. **International Recognition**. MSQH continues to maintain international recognition through accreditation by the International Society for Quality in Health Care External Evaluation Association (ISQua EEA) for its organisational framework, hospital accreditation standards, and surveyor's training programme. In 2025, MSQH achieved 100% compliance with the first 12-month progress report under ISQua IEEA organisational accreditation programme.

4. **Financial Performance**. The Society recorded a 138% increase in surplus to RM1,449,863 and a 25% increase in reserves to to RM7,289,742 compared with 2024. The accounts were audited in accordance with the Society's Constitution and the requirements of the Registrar of Societies.

5. **Standards Development**. Significant progress was made in the development and revision of accreditation standards. The Hospital Accreditation Standards 7th Edition was implemented in June 2026 and incorporates a comprehensive organisational-wide assessment framework, including a new patient matrix component.

   The Medical Clinics Standards 2nd Edition was completed in 2025 while the Dental Clinic Standards 2nd Edition is due completion in July 2026. Development work also continues on the Chronic Dialysis Standards 4th Edition, The Centre of Excellence Standards, and Ambulatory Care Centre Standards.

6. **Surveyor and Professional Development**. Hospital and Chronic Dialysis Surveyor Training Programmes were successfully conducted in April and August 2025 respectively. MSQH currently has a total of 170 active surveyors and 19 councillors supporting hospital, medical clinic, chronic dialysis, and dental accreditation programmes.

7. **Strategic Partnerships and Education**. MSQH continues to strengthen collaboration with healthcare academic partners. The third academic year for the Certified Healthcare Facility Management Programme (CHFM), conducted in partnership with EPI Academy, was successfully completed. Educational programmes and workshops in healthcare quality, risk management and patient safety also continued throughout the year in collaboration with strategic partners.

   MSQH remains active in regional and international quality initiatives through its involvement with the Asian Society for Quality in Health Care (ASQua) and theISQua Accreditation Council.

8. **Membership Growth**. Total membership increased to 1,535 members comprising 941 Ordinary, 350 Corporate, 35 Associate, 5 Honorary Life and 204 Life members. Corporate membership increased by 7% while Associate membership grew by 60% compared to 2024.

9. **People and Organisation**. There were MSQH employed 24 full-time employees and 2 part-time employees during the year. The Society continues to invest in workforce development, capability building, and organisation sustainability.

10. **Digital Transformation**. Development of the MSQH Accreditation Information System (AIMS) progressed substantially during the year. The platform will support electronic assessment tool, membership management, training, and operational processes through an integrated web and mobile environment. Completion is targeted by the end of 2026.

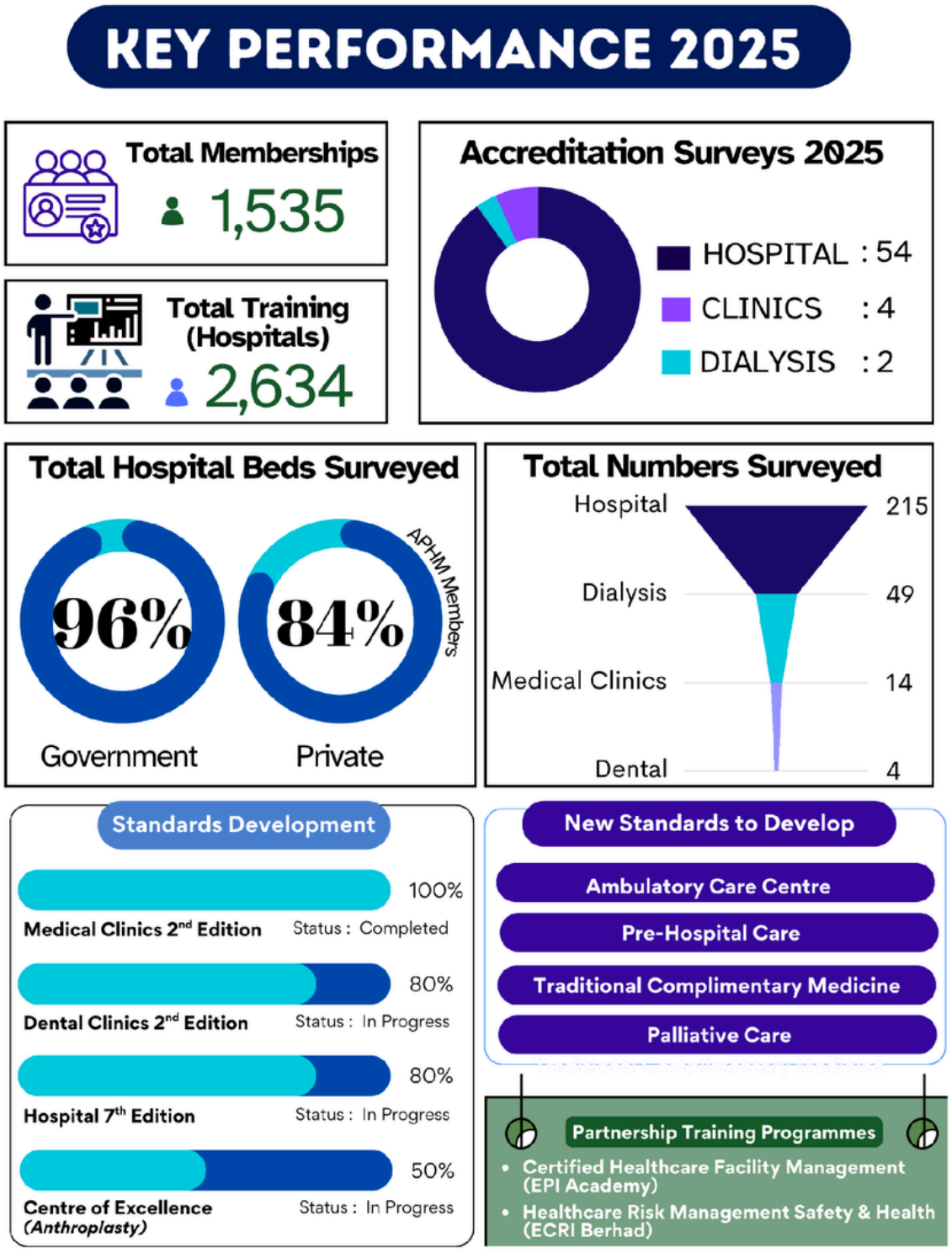
11. **Complaints and Grievances Management**. Of the 14 complaints/grievances cases received during the year relating to accredited and non-accredited healthcare facilities, 93% were successful resolved.

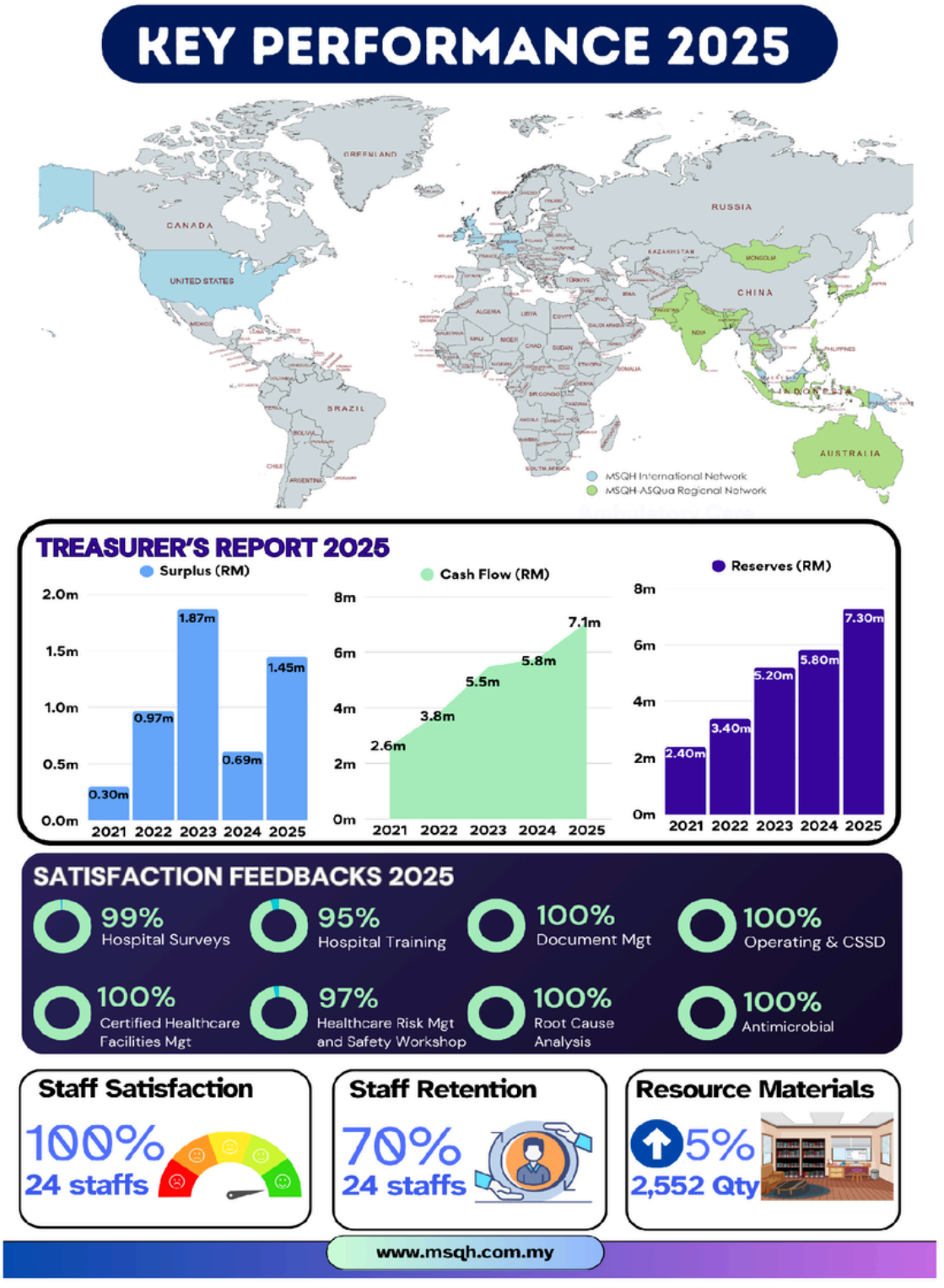
The achievements recorded in 2025 reflect the collective efforts and commitment of the Committee Members, Councillors, Surveyors, Secretariat Staff, members, and partners of MSQH.

As MSQH prepares for the implementation of the Hospital Accreditation Standards 7th Edition and the execution of its Strategic Plan 2026-2030, the Society remains focused on supporting healthcare organisations in their continuous pursuit of safer care, stronger systems, and better outcomes for the communities they serve.



Erica Lam
President


KEY PERFORMANCE 2025
Total Memberships
1,535
Total Training (Hospitals)
2,634
Accreditation Surveys 2025
HOSPITAL : 54
CLINICS : 4
DIALYSIS : 2
Total Hospital Beds Surveyed
96%
84%
APHM Members
Government
Private
Total Numbers Surveyed
Hospital 215
Dialysis 49
Medical Clinics 14
Dental 4
Standards Development
100%
Medical Clinics 2nd Edition
Status : Completed
80%
Dental Clinics 2nd Edition
Status : In Progress
80%
Hospital 7th Edition
Status : In Progress
50%
Centre of Excellence (Anthroplasty)
Status : In Progress
New Standards to Develop
Ambulatory Care Centre
Pre-Hospital Care
Traditional Complimentary Medicine
Palliative Care
Partnership Training Programmes
• Certified Healthcare Facility Management (EPI Academy)
• Healthcare Risk Management Safety & Health (ECRI Berhad)


KEY PERFORMANCE 2025
GREENLAND
CANADA
UNITED STATES
RUSSIA
KAZAKHSTAN
MONGOLIA
CHINA
INDIA
PHILIPPINES
INDONESIA
AUSTRALIA
BRAZIL
MSQH International Network
MSQH-ASQua Regional Network
TREASURER'S REPORT 2025
Surplus (RM)
2.0m
1.5m
1.0m
0.5m
0.0m
0.30m
0.97m
1.87m
0.69m
1.45m
2021 2022 2023 2024 2025
Cash Flow (RM)
8m
6m
4m
2m
0m
2.6m
3.8m
5.5m
5.8m
7.1m
2021 2022 2023 2024 2025
Reserves (RM)
8m
6m
4m
2m
0m
2.40m
3.40m
5.20m
5.80m
7.30m
2021 2022 2023 2024 2025
SATISFACTION FEEDBACKS 2025
99% Hospital Surveys
95% Hospital Training
100% Document Mgt
100% Operating & CSSD
100% Certified Healthcare Facilities Mgt
97% Healthcare Risk Mgt and Safety Workshop
100% Root Cause Analysis
100% Antimicrobial
Staff Satisfaction
100%
24 staffs
Staff Retention
70%
24 staffs
Resource Materials
5%
2,552 Qty
www.msqh.com.my

About MSQH

The Ministry of Health Malaysia has been working on the concept of hospital accreditation since May 1993. Following that, in November 1995, the Ministry of Health (MOH), the Association of Private Hospitals of Malaysia (APHM), and the Malaysian Medical Association (MMA) convened for an accreditation workshop. The following was the agreement consensus:

- An independent organisation to administer the accreditation programme in the country register under the Registrar of Societies Malaysia.
- The Accreditation Programme shall be voluntary and independent of government agencies, organised and administered by health care professionals under the auspices of a society.

These led to the formation of the Malaysian Society for Quality in Health (MSQH) which was registered with the Registrar of Societies on 17 October 1997. The role of MSQH is to:

- **Develop and refine standards** for healthcare facilities and services
- **Provide certification** for healthcare facilities that complies to MSQH standards
- **Conduct educational training** workshops and conference programme for healthcare providers in the following areas:
  - Support accreditation programme
  - Quality and patient safety
  - Person and Family-Centred Care

MSQH is governed by a Committee of sixteen (16) members, including a Chairperson, who provide strategic leadership to the organisation and are accountable to its members and the public for carrying out its functions and duties in accordance with the constitution. The Committee is supported by a number of sub-committees, which report to the Committee on a regular basis.

The Ministry of Health Malaysia (MOH), duly recognised MSQH as the National Accreditation Body for healthcare facilities and services in Malaysia on 27th November 2006

Consequently, on 19th November 2009, MSQH signed a Memorandum of Understanding with the STANDARDS MALAYSIA recognising MSQH as an accreditation body and standards writing organisation for healthcare facilities and services in Malaysia. MSQH is a member of the Malaysia Healthcare Travel Council Advisory Committee.

MSQH has been awarded for the fifth time, the ISQua Accreditation certification on Organisation and Surveyor's Training Programme for a full 4-years period, from November 2024 to November 2028 while the MSQH Hospital Accreditation standards 6th Edition is from June 2022 to June 2026.

MSQH is privileged to have a surveyor's workforce comprised of a diverse mix of highly trained professionals and experts from the public and private sectors, which enables us to support and deliver a robust accreditation programme for hospitals, medical clinics, the chronic dialysis service, and dental clinics. There are currently 170 surveyors who continue to work full-time in the public and private sectors as health professionals.

There are nineteen (19) council members appointed from reputable health-care organisations, from the public and private healthcare professionals and healthcare institutions.

MSQH continues to play a prominent role in the Malaysian accreditation system, where it participates in a variety of mutually supportive and collaborative partnerships. The Society aims to add value to all areas of accreditation programmes and standards development. The society celebrated its 25th Silver Anniversary in 2024, marking its position as Malaysia's leading accrediting body and standards development in healthcare. These achievements and milestone are shared with everyone in the MSQH book titled, "25th Anniversary : A Journey of Continuous Quality Improvement" which is available for download at www.msqh.com.my


MSQH
COMMITTEE MEMBERS
Term 2025-2026
ADVISOR
Y.BHG. TAN SRI DATO' DR ABU BAKAR SULEIMAN
ADVISOR
Y.BHG. TAN SRI SITI SA'DIAH SHEIKH BAKIR
PRESIDENT
MS ERICA LAM SOK MUI
REGIONAL CHIEF EXECUTIVE OFFICER (CENTRAL) IHH HEALTHCARE MALAYSIA
CHIEF EXECUTIVE OFFICER PANTAI HOSPITAL KUALA LUMPUR
SECRETARY
DR JEEWADAS A/L VELUMMYLUM BALADAS
EMERGENCY MEDICINE SPECIALIST IHH HEALTHCARE MALAYSIA (MEDICAL AND QUALITY)
DEPUTY PRESIDENT
DATO' DR ABDUL RAHIM ABDULLAH
FORMER STATE HEALTH DIRECTOR NEGERI SEMBILAN
TREASURER
PN HALIZA KHALID
CHIEF EXECUTIVE OFFICER KPJ JOHOR SPECIALIST HOSPITAL
CHIEF EXECUTIVE OFFICER
DATUK DR HERIC CORRAY
CHIEF EXECUTIVE OFFICER MSQH
VICE PRESIDENT REPRESENTING MINISTRY OF HEALTH MALAYSIA (MOH)
DATO' INDERA DR NOR AZIMI BINTI YUNUS
DEPUTY DIRECTOR GENERAL OF HEALTH (MEDICAL) MINISTRY OF HEALTH MALAYSIA
VICE PRESIDENT REPRESENTING ASSOCIATION OF PRIVATE HOSPITALS OF MALAYSIA (APHM)
MR ANWAR ANIS
HONORARY SECRETARY ASSOCIATION OF PRIVATE HOSPITALS OF MALAYSIA (APHM)
VICE PRESIDENT REPRESENTING MALAYSIAN MEDICAL ASSOCIATION (MMA)
DATUK DR THIRUNAVUKARASU RAJOO
PRESIDENT MALAYSIAN MEDICAL ASSOCIATION
COMMITTEE MEMBER REPRESENTING MALAYSIAN NURSES ASSOCIATION (MNA)
DR AISYAHTON SUHAIMI
PRESIDENT MALAYSIAN NURSES ASSOCIATION (MNA)
COMMITTEE MEMBER REPRESENTING ACADEMY OF MEDICINE OF MALAYSIA (AMM)
PROFESSOR DATO' DR HANAFIAH HARUNARASHID
MASTER ACADEMY OF MEDICINE OF MALAYSIA
COMMITTEE MEMBER
MS MAISARAH OMAR
REGIONAL CEO SOUTHERN AND EAST MALAYSIA REGION KPJ HEALTHCARE BERHAD
COMMITTEE MEMBER
DR SHARONPAL SINGH
CHIEF EXECUTIVE OFFICER COLUMBIA ASIA HOSPITAL BUKIT JALIL
COMMITTEE MEMBER
ASSOC. PROF. DR. NOOR HISHAM MANSOR
PERSON IN CHARGE KPJ TAWAKKAL KL SPECIALIST HOSPITAL
COMMITTEE MEMBER
MS MUNIRAH AISHA MD. HANIFFA
HEAD, MEDICAL AFFAIRS, RISKS, REGULATORY & QUALITY SIMA HEALTHCARE SERVICES SDN BHD
EX-OFFICIO
MR HUSSALMIZZAR HUSSAIN
SENIOR DIRECTOR OF STANDARDISATION STANDARDS MALAYSIA
EX-OFFICIO
MR MANVIR VICTOR JESUDASAN
CHAIRMAN PATIENTS FOR PATIENT SAFETY MALAYSIA
BETTER CARE
SAFER CARE

MSQH COMMITTEE MEMBER 2023 - 2024

ADVISOR



Y.BHG. TAN SRI DATO' DR ABU BAKAR SULEIMAN
SENIOR ADVISOR
INTERNATIONAL MEDICAL UNIVERSITY

ADVISOR



Y.BHG. TAN SRI SITI SA'DIAH SHEIKH BAKIR
CHAIRMAN
(NON INDEPENDENT NON EXECUTIVE DIRECTOR)
DUOPHARMA BIOTECH BERHAD

PRESIDENT



PUAN NORHAIZAM MOHAMMAD
CHIEF FINANCIAL OFFICER
KPJ HEALTHCARE BERHAD

SECRETARY



DR JEEWADAS A/L VELUMMYLUM BALADAS
CONSULTANT EMERGENCY PHYSICIAN
IHH HEALTHCARE MALAYSIA

DEPUTY PRESIDENT



DATUK DR HERIC CORRAY
FORMER HOSPITAL DIRECTOR
HOSPITAL KUALA LUMPUR

TREASURER



DATO' MOHAMAD FARID B. SALIM
CHIEF OPERATING OFFICER
KPJ HEALTHCARE BERHAD

CHIEF EXECUTIVE OFFICER



PROF. DATO' DR HJ ABDUL RAHIM ABDULLAH
CHIEF EXECUTIVE OFFICER
MSQH

VICE PRESIDENT
REPRESENTING MOH



DATO' DR. ASMAYANI KHALIB
DEPUTY DIRECTOR
GENERAL OF HEALTH (MEDICAL)
MINISTRY OF HEALTH MALAYSIA

VICE PRESIDENT
REPRESENTING APHM



MS. ERICA LUM SOK MUI
CHIEF EXECUTIVE OFFICER
PANTAI HOSPITAL KUALA LUMPUR

VICE PRESIDENT
REPRESENTING MMA



DR. AZIZAN BINTI ABDUL AZIZ
PRESIDENT
MALAYSIAN MEDICAL ASSOCIATION

COMMITTEE MEMBER
REPRESENTING MNA



DR AISYAHTON SUHAIMI
PRESIDENT
MALAYSIAN NURSES ASSOCIATION (MNA)

COMMITTEE MEMBER
REPRESENTING ACADEMY OF MEDICINE



PROF. DR ROSMAWATI MOHAMED
MASTER
ACADEMY OF MEDICINE OF MALAYSIA

COMMITTEE MEMBER



DR HUE TECK LEE
CONSULTANT SURGEON AND MEDICAL DIRECTOR
KPJ KLANG SPECIALIST HOSPITAL

COMMITTEE MEMBER



DR KAMAL ZUKHAIRI BIN AMZAN
CHIEF EXECUTIVE OFFICER
GLENEAGLES HOSPITAL JOHOR

COMMITTEE MEMBER



MS JOY CHUA GUEK LING
DIRECTOR OF NURSING
IHH HEALTHCARE MALAYSIA

COMMITTEE MEMBER



DR NORAZLINA BACHIK
CONSULTANT OPHTHALMOLOGIST AND CLINICAL DIRECTOR KPJ PUSAT PAKAR MATA CENTRE FOR SIGHT

EX-OFFICIO



EN. SHAHARUL SADRI BIN ALWI
DIRECTOR GENERAL
STANDARDS MALAYSIA

EX-OFFICIO



MR. MANVIR VICTOR JESUDASAN
CHAIRMAN
PATIENTS FOR PATIENT SAFETY MALAYSIA

MSQH STRATEGIC PLAN 2021-2025

Goal 1 – Advocate and facilitate continuous improvement in quality and safety for the provision of health services, including standards development, education, performance assessment and accreditation

During the year, the Society achieved new milestones in branding by obtaining four new logo trademarks, increasing brand awareness in its corporate membership confidence for its accreditation programs, namely hospital, dialysis, and medical clinics, and discovering an encouraging uptake in awareness through social media. Awareness through social media has also seen an encouraging increase. As membership grows, so does the number of surveys from hospitals, medical clinics, and dialysis centres. Improvements were made to refining the hospital accreditation standards 7th Edition, Chronic Dialysis Standards (4th Edition), and Dental Standards (2nd Edition). New standards were also developed, including the Centre of Excellence in Arthroplasty and the Pre-Hospital Care Standards. Improvements in organising educational trainings have resulted in a corresponding increase in Continued Professional Development points. There have also been new recruitments of trainers in the Human Resource Development Corp (HRDC) during the year.

Strategic Plan 2021-2025	Key Performance 2025
1. Enhance MSQH **brand**	1. Successful in obtaining **logo trademark** for its organisation, accreditation for hospital, medical clinics, dialysis and dental 2. Increased in the number of **corporate memberships** by 7% from 327 to 350 members 3. Increased in the number of **website visits** by 6% from 476,351 to 505,336 visitors
2. Expand the **accreditation programmes**	1. Number of **hospital surveys increased by** 17% compared to 2024 2. Number of **medical clinic surveys increased** by 100% compared to 2024 3. Number of **dialysis centre surveys increased** by 100% compared to 2024 4. Number of **hospital trainings increased by 66.7%** compared to 2024 as majority of hospitals have undergone the 6th edition trainings
3. Review of **service standards and guidelines**	1. Development of **dental** accreditation standards **2nd edition** 2. Review of **hospital accreditation standards 7th edition** 3. Review the **chronic dialysis standards 4th edition** 4. Incorporated the **patient survey matrix** in the hospital accreditation standards 7th edition
4. Development of **service standards**	1. Development of the new **Centre of Excellence standards on Arthroplasty** is still in progress and has extended into 2026. Completion is expected within this year. 2. Development of **Pre-hospital Care** standards has been completed and incorporated into the Emergency Services Standards of the MSQH 7th Edition Standards. However, the programme is not offered to standalone service providers, as the service is currently not regulated by the MOH.
5. Maintain **international recognition** of its organisation and standards	1. Complete submission of the IEEA **12th month progress report** on organisation and surveyor's training programme with 100% compliance
6. Introducing **consumer participation** in the accreditation programme	1. Established a **sub-committee on patient safety** comprising of experts and members from the Patient for Patient Safety Malaysia (PFPSM)

7. **Strengthen** education programmes	1. Total of 108 **CPD points** achieved in 2025, an improvement of 33% compared to 81 points in 2024 2. 67% increase in **new HRD Corp trainers to 5** in 2025 (2024: 3), in supporting the increased in number of new educational programmes 3. A 120% improvement in conducting 7 **quality improvement workshops** (2024: 5) 4. Conducted 4 cohorts in CHFM courses with **EPI Academy** in 2025 (2024: 4) 5. Conducted 2 new training programmes with partner **B Braun** in 2025 (2023: 2) 6. Conducted 2 Risk Management and Safety trainings with **ECRI Berhad** in 2025 (2024: 1) 7.Total **educational trainings** increased to 20 sessions in 2025 compared to 14 in 2024, an improvement of 43% (2024:14)

KEY ACHIEVEMENTS

MSQH Accreditation Programmes

The MSQH Accreditation Committee, a sub-committee of the main committee, is responsible for the approval of refining and developing new healthcare accreditation standards.

The Society has begun implementing the 7th Edition hospital accreditation standards, since early June 2026. The 7th edition standards now have 51 standards compared with 53 standards in the 6th edition standards. The Society continues developing and revising standards of standalone service, namely medical clinic, chronic dialysis treatment service and dental clinic. MSQH will continue to complete the Nuclear Medicine, Centre of Excellence (COE), and Fertility Centre standards this year under the Strategic Plan 2026–2030.

Since 2017, the Society has collaborated with Standards Malaysia to incorporate the MS ISO 15189:2014 for medical laboratories into the MSQH Hospital Accreditation Program. Table B lists the hospitals that have been surveyed for 2025.

The hospital accreditation programme has begun to be promoted to academia and smaller refinement of Medical Clinic Accreditation Standard 2nd Edition and Chronic Dialysis Treatment (CDT) Service Standard 3rd Edition.

A total of 215 hospitals (131 public and 84 private) has been surveyed since 1997. A total of 14 medical clinics (since 2011), 49 dialysis centres (since 2014) and 4 dental clinics (since 2018) have been surveyed.

The hospital survey report turnaround time has significantly improved from an average of 139 days in 2024 to 72 days in 2025, an improvement of 47%. The hospital satisfaction survey is 99% during the year. The chronic dialysis, medical clinics and dental accreditation surveys are reported in this section.

MSQH is committed to embrace patient matrix model by involving patients and families in its care design, educational programmes and standards development across all healthcare standards. The majority of MSQH surveyors work as full-time health professionals. The Society welcomes competent health professionals from all states to apply for the MSQH surveyor post in their field of expertise. The MSQH currently have 170 number of surveyors for the hospital, medical clinic, chronic dialysis and dental clinics accreditation programmes.

Hospital Accreditation Programme

(A) Total Accreditation Trainings (6th Edition) - Summary: -

A total number of 2,634 participants registered for the 6th Edition hospital accreditation training during the year. 90% of respondents from the hospitals were very satisfied in the trainings in 2025, an improvement of 1% satisfaction rate compared to year 2024.

Year	Public	Private	Total Pub/Priv	No. of Participants				
				Workshops	Onsite	Virtual	Total	Satisfaction
Hospital Accreditation Standards 6th Edition								
2025	20	15	35	-	2,593	41	2,634	90%
2024	43	28	71	62	2,356	-	2,418	89%
2023	35	54	89	-	2,365	140	2,505	91%
2022	35	47	82	-	1,010	201	1,211	89%
2021	35	68	103	-	-	450	450	91%

(B) Accreditation Surveys (6th Edition) – 31st December 2025

There was a total of 54 hospitals surveyed during the year comprising of 38 public and 16 private hospitals, an improvement of 17% compared to the year 2024.

Year	Public	Private	Total	Type
2025	36	15	52	Full
	2	1	2	Focus
	38	16	54	**Total**
2024	31	11	42	Full
	3	1	4	Focus
	34	**12**	**46**	**Total**
2023	31	23	54	Full
	1	4	5	Focus
	32	**27**	**59**	**Total**
2022	-	29	29	Full
	-	**29**	**29**	**Total**
2021	9	12	21	Full
	3	-	3	Focus
	12	**12**	**24**	**Total**

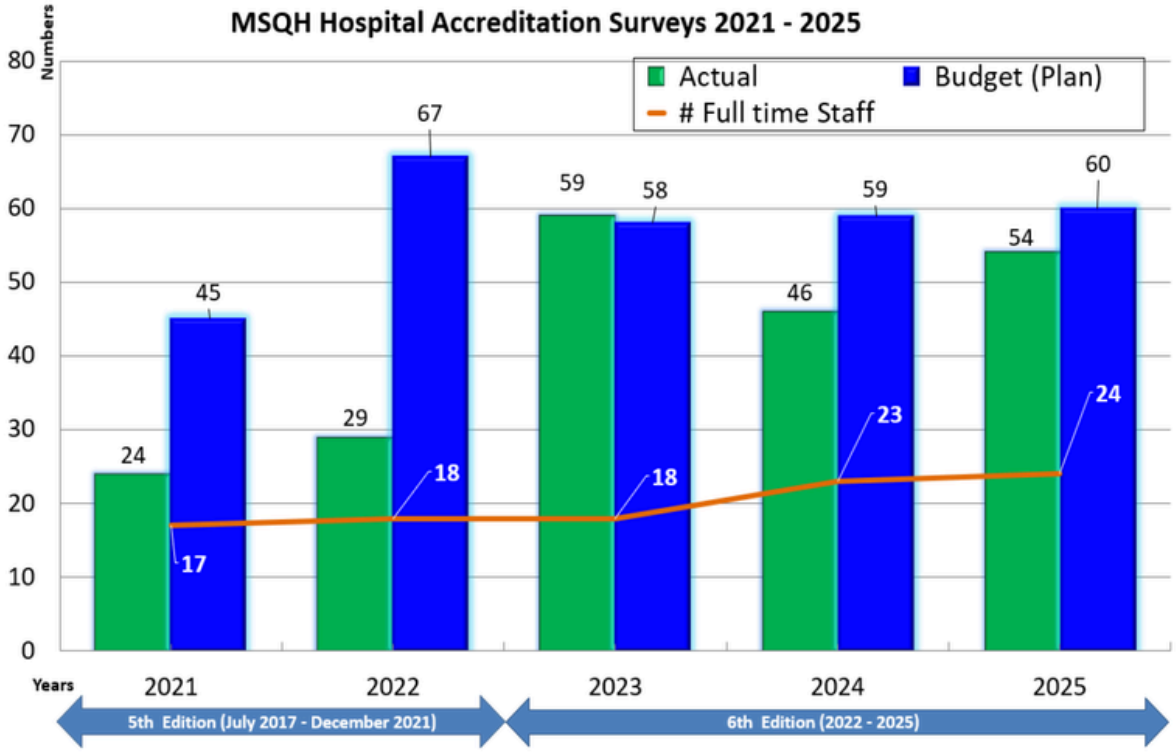
(C) Number of Hospitals with Current Accreditation Status

A total of 156 hospitals comprised of 80 public and 77 private hospitals maintained their accreditation status during the year.

No.	Description	Total	Govt	Private	Edition
1	Number of hospitals having current status (4 years)	1	-	1	5
2	No of hospitals having current status (1 year)	-	-	-	
3	Number of hospitals having current status (4 years)	148	73	75	6
4	Number of hospitals having current status (1 year)	8	7	1	

(D) Hospital Accreditation Survey Trend Analysis (Full and focus)

The number of hospital surveys has increased by 17% from 46 in 2024 to 54 in 2025, primarily due to survey spillover from rescheduling 2024. The actual number of surveys fell 11% short of the budgeted target, as hospitals that planned to conduct surveys in 2025 rescheduled their readiness for 2026.



(E) Hospital Accreditation Survey – All Edition's Status

The overall number of surveys based on hospital beds has improved by 4% for MOH public hospitals and 3% for private hospitals who are registered under APHM.

	Description	All Editions as at 31st December 2025							
		Private (APHM Members)				Public			
		Numbers (%)		Beds (%)		Numbers (%)		Beds (%)	
		Dec'25	Dec'24	Dec'25	Dec'24	Dec'25	Dec'24	Dec'25	Dec'24
A	Total Healthcare Facilities & Services (HFS) (All Beds)	151[A]	148[C]	19,866[A]	20,333[C]	150[B]	146[d]	41,953[B]	41,423[d]
B	Grand Total Surveyed (B ÷ A %)	83 (55%)	81 (55%)	16,669 (84%)	16,451 (81%)	129 (83%)	123 (84%)	40,114 (96%)	37,928 (92%)
C	Target HFS to be Surveyed [A – B] ÷ A %	68 (45%)	67 (45%)	3,197 (16%)	3,882 (19%)	21 (17%)	23 (16%)	1,839 (4%)	3,495 (8%)

Legend / Sources

A APHM member hospitals & Individual private hospitals as at 31st December 2025 (*Source: APHM and Individual member hospital's websites accessed 05/01/2026*)

B "Senarai Hospital-hospital Kerajaan", (Source: Medical Development.Division, MOH List received 6/2/2025)

C APHM member hospitals & Individual private hospitals as at 31st December 2024 (*Source: APHM and Individual member hospital's websites accessed 05/01/2025*)

d "Senarai Hospital-hospital Kerajaan", (Source: Medical Development.Division, MOH List received via whatsapp 6/2/2025)

Medical Clinic Accreditation Programme

(A) Accreditation Trainings : -

Year	Public	Private	Total Organisation
2014 to 2018	-	-	-
2019	2	5	7
2020	1	-	1
2021-2023	-	-	-
2024	12	1	13
2025	7	1	8
Total	**22**	**7**	**29**

The public medical clinics continued to lead in taking the accreditation training in 2025 as it was in 2024, with a drop in the total number of clinics of 38%.

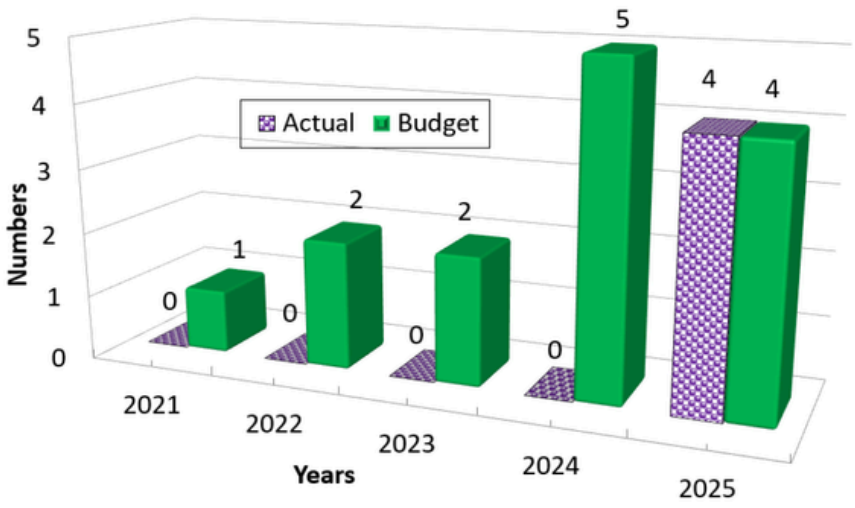
(B) Accreditation Surveys - by Year

Year	Public	Private	Total
2011-2019	3	18	21
2020 – 2024	-	-	-
2025	2	2	4
Total (Survey)	**5**	**20**	**25**
*Total (Licensed)**	*3,114*	*10,495*	*13,609*
Target Surveys	**3,109**	**10,475**	**13,584**

**MOH Health Facts 2024*

Four (4) medical clinics were surveyed during the year and this showed a growth as compared to the past 5 years where no survey were once carried out. A five-year trend analysis for the medical clinic accreditation programme is reflected below.

(C) Medical Clinic Accreditation Survey Trend Analysis



Chronic Dialysis Accreditation Programme

(A) Accreditation Training: -

Year	Public	Private	Total Organisations
2017	2	22	24
2018	-	-	-
2019	1	21	22
2020	1	-	1
2021-2023	-	-	-
2024	-	1	1
2025	-	1	1
Total	**4**	**45**	**49**

There was a total of one (1) dialysis center trained in 2025, the same as 2024.

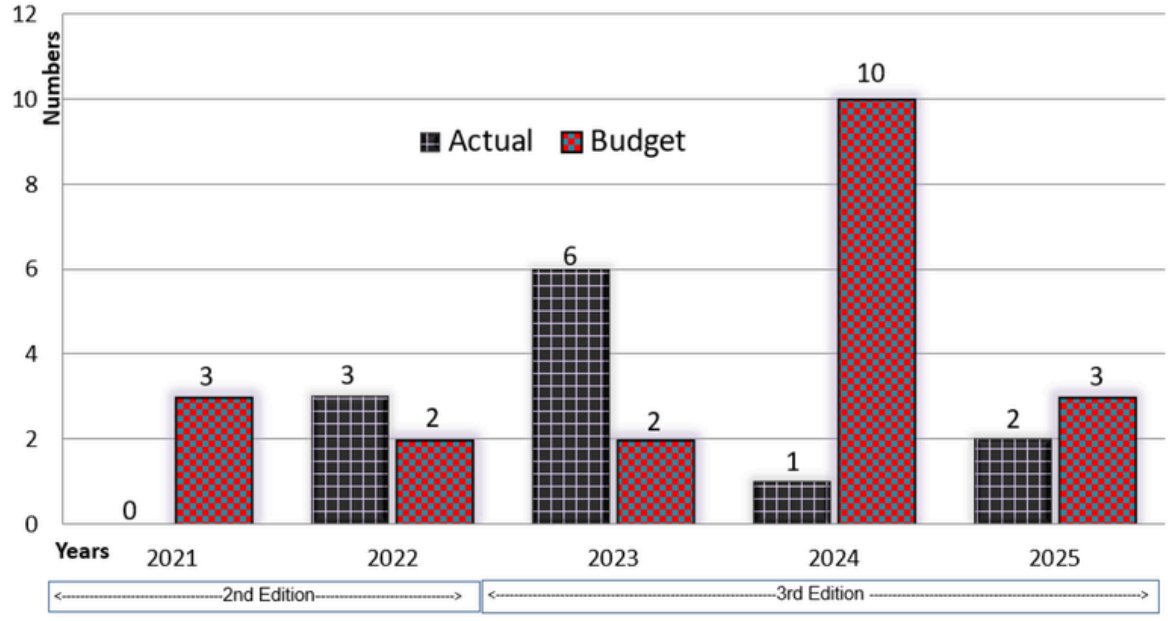
(B) Accreditation Survey (Private) - by Year

Year	Total	Edition
2016	5	1st Edition
2017	2	
2018	12	2nd Edition
2019	13	
2020	5	
2021	-	3rd Edition
2022	3	
2023	6	
2024	1	
2025	2	
Total	49	Surveyed
	703	*Licensed**
	654	Balance no. of Centres

There were a total of two (2) surveys conducted in the year 2025, an increase of one survey from 2024 of two. A five-year trend analysis for the chronic dialysis accreditation programme is reflected below.

* source: https://hq.moh.gov.my/medicalprac/wp-content/uploads/2023/10/8.-senarai-pusat-hemodialisis-swasta-berlesen-di-bawah-akta-586-as-of-30-September-2023.pdf (Accessed on 24th March 2025)

(C) Chronic Dialysis Accreditation Survey Trend Analysis



(D) Accreditation Training for Surveyors (Chronic Dialysis)

A surveyor's training programme for the chronic dialysis accreditation programme was conducted during the year where a total of 12 candidates were shortlisted.

Year	Training Type	No. Participants
2025	Surveyor	12

Dental Clinic Accreditation Programme

There was no training nor survey conducted during the year.

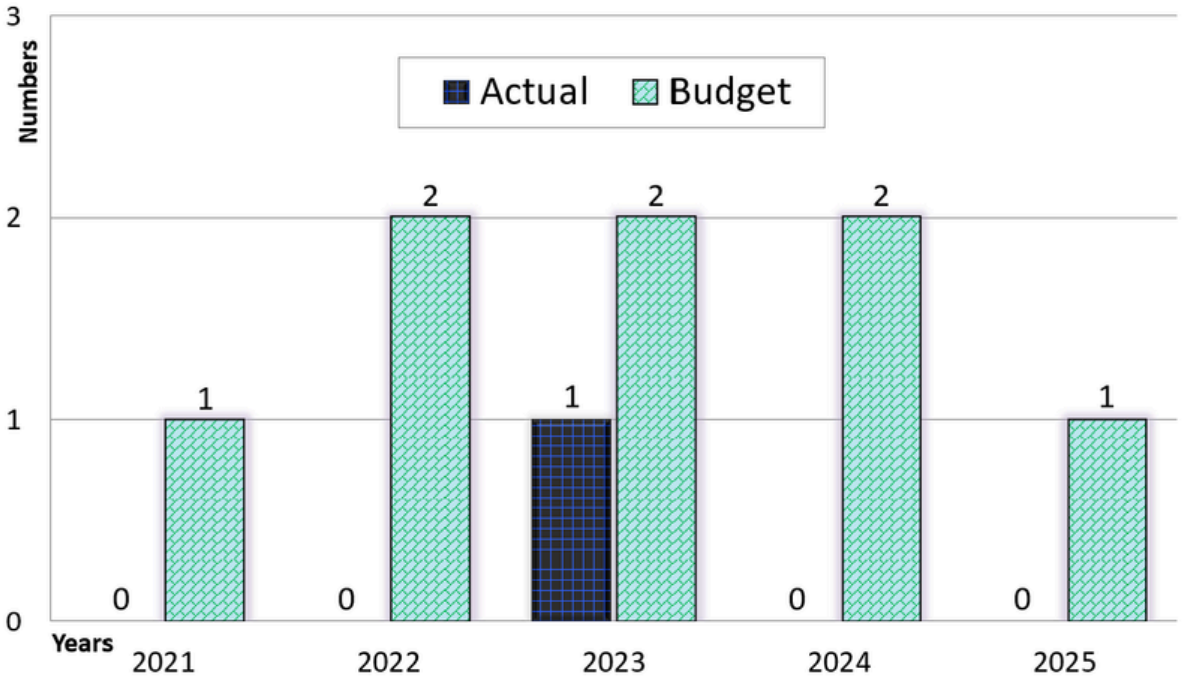
(A) Accreditation Training: -

Year	Pblic	Private	Total	
			Organisations	No.of Participants
2017	3	13	16	22
2018	1	3	4	6
2019	-	3	3	4
2020 – 2025	-	-	-	-
Total	**4**	**19**	**23**	**32**

(B) Accreditation Survey (Private) - by Year

Year	Public	Private	Total
2018	-	2	2
2019	-	2	2
2020 to 2022	-	-	-
2023	-	1	1
2024-2025	-	-	-
Total	**-**	**5**	**5**

(C) Dental Clinics Accreditation Survey Trend Analysis



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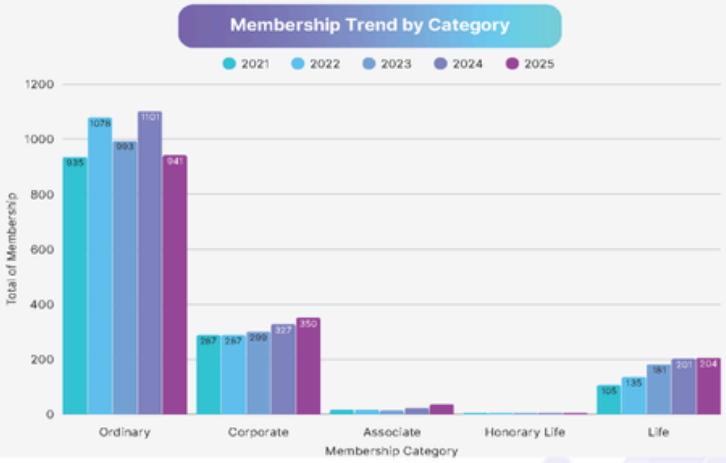
Award Ceremonies

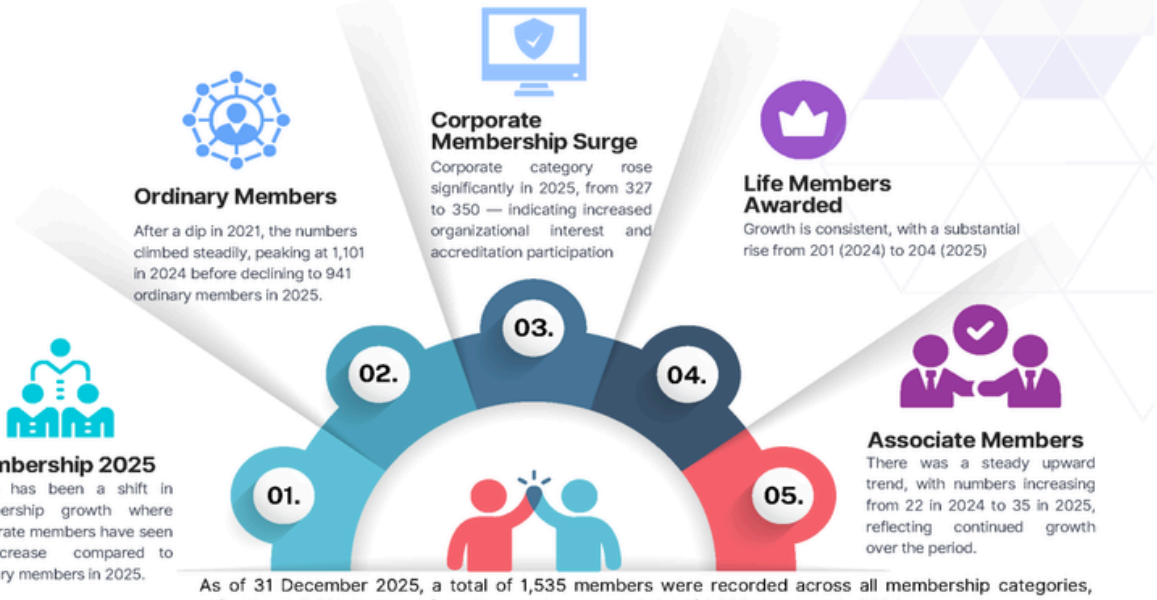
Hospitals / Date	Award Period	MSQH Representative	Guest of Honor and Representatives
1. Sunway Medical Centre Penang 10th April 2025	1st Cycle 25th February 2025 to 24th February 2029 (4 years)	Datuk Dr Heric Corray (MSQH Chief Executive Officer)	
2. Hospital Kemaman 28th April 2025	4th Cycle 22nd March 2025 to 21st March 2029 (4 years)		
3. Hospital Queen Elizabeth 1 7th July 2025	2nd Cycle 19th February 2025 to 18th February 2029 (4 years)		

TYPES OF MEMBERSHIP	24RD AGM (31.12.2021)	25TH AGM (31.12.2022)	26TH AGM (31.12.2023)	27TH AGM (31.12.2024)	28TH AGM (31.12.2025)
Ordinary	935	1,078	993	1,101	941
Corporate	287	287	299	327	350
Associate	16	16	13	22	35
Honorary Life	5	5	5	5	5
Life	105	135	181	201	204
TOTAL	1,375	1,521	1,491	1,656	1,535





MEMBERSHIP HIGHLIGHTS



As of 31 December 2025, a total of 1,535 members were recorded across all membership categories, reflecting a 7.3% decrease from the previous year's total of 1,656 members in 2024.

Total membership increased to 1,656 in 2024 before declining to 1,535 in 2025, reflecting a shift in the growth followed by a moderate adjustment. This overall trend is primarily driven by increased interest and participation in accreditation, enhanced outreach efforts, and the expansion of activities under the healthcare accreditation programme. Furthermore, continuous education initiatives, particularly through training programmes, have contributed significantly by engaging professionals and strengthening institutional involvement, despite the recent slight decline.

Goal 2 – Foster and strengthen partnership collaboration and engagement with public and private stakeholders

Throughout the year, there has been a consistent rise in the number of accreditation surveys accomplished by both public and private hospitals. The government and the APHM have never provided more support, as evidenced by an increase in hospital accreditation surveys this year. The same is true for medical clinics, where the Malaysian Medical Association has supported in the survey among its member clinics in 2025. A new Memorandum of Agreement (MOA) was signed with the Malaysian Pharmacists Society, while the existing MOA with ECRI was refined. During the year, MSQH also established a new collaboration with the patiensafety.org organisation on the patient safety program.

Strategic Plans	Key Performance 2025
1. Establish and maintain **liaison with significant industry leaders**, including national and health authorities, major private sector and healthcare organisations	1. An improvement of 12% total number of 38 **public hospital surveys** in 2025 (2024:34 surveys) following the contract with the Ministry of Health (MOH) Malaysia for years 2023 to 2027 2. An improvement of 33% total number of 16 **private hospital** *(APHM members)* **surveys** in 2025 (2024:12 surveys) 3. Significant improvements of 100% of total number **4 medical clinics** (*2 Malaysian Medical Association members, 2 MOH members*) **surveys** in 2025 (2024:0).
2. Collaborate and engage with **stakeholders**	1.Secured a Memorandum of Agreement (MOA) with the **Malaysian Pharmacists Society** 2.Refined MOA with **ECRI Berhad** 3.Reviewed the existing MOA with **B Braun** 4.Established new leader and advocate in patient safety from organisation **staffandpatientsafety.org** for MSQH patient safety programmes
3. **Collaborate and engage** with global industry leaders	1.Introduced **2 new** topics with B Braun during the year 2.Established new collaboration with organisation **staffandpatientsafety.org** in the areas of training and research of patient safety

Committee Members Meeting Attendance

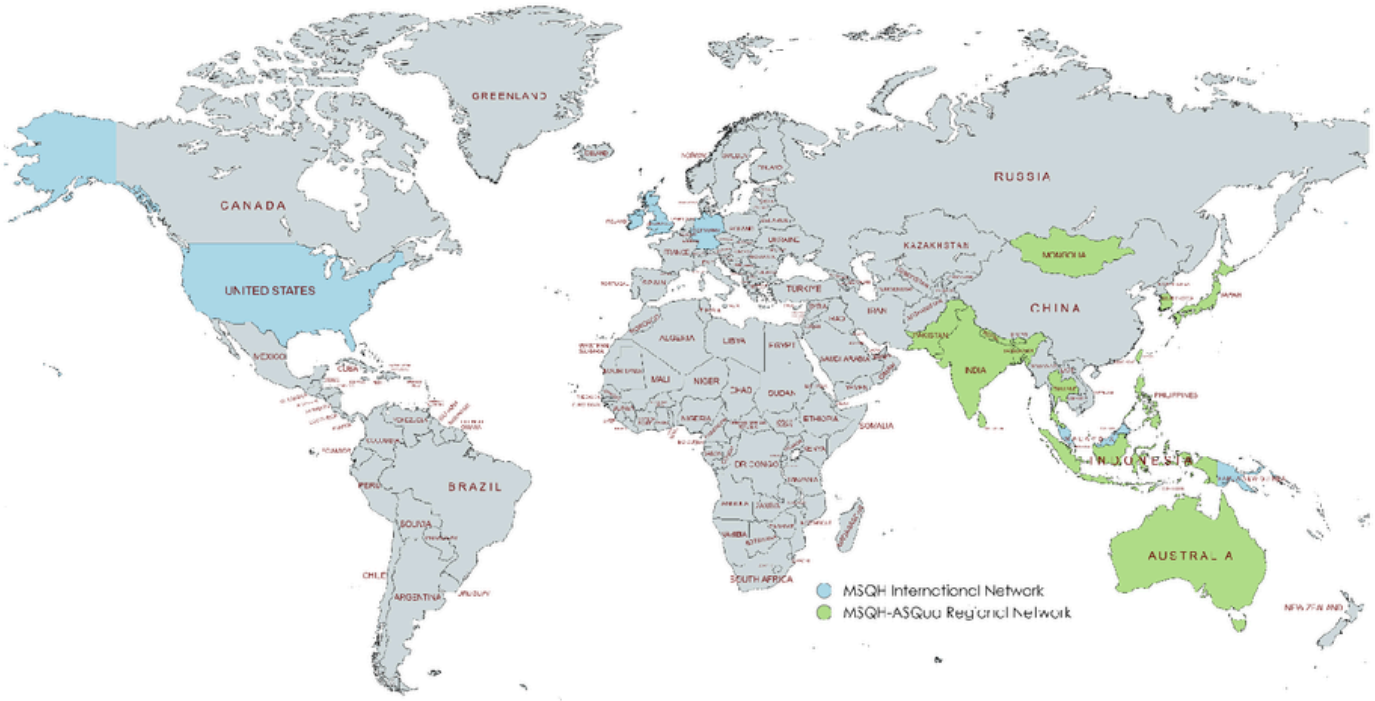
The MSQH committee held four (4) committee meetings and two (2) general meetings during the year, with an average of 81% of Committee Members attending all meetings. The meetings have met the minimum requirement of the Constitution to conduct a total of two (2) meetings in a year

#	*Committee Members 2025/2026 (Total of 16 Members)*		# (2025)	Committee Meetings in 2025 (6 meetings) 108th 10/01	EGM 17/04	109th 30/04	AGM 20/06	110th 11/09	111th 11/12	2026 112th 12/03
	Venue / Platform			*Hybrid MSQH Office*	*Virtual*	*Hybrid MSQH Office*	*Wisma Sejarah*	*Hybrid MSQH Office*	*Hybrid MSQH Office*	*Hybrid MSQH Office*
	Quorum Met (More than 8pax) – Total Number of Committee Bembers			*15*	*11*	*14*	*12*	*15*	*11*	*12*
1	**President & Chair** Mrs Erica Lam Sok Mui		6 / 6	√	√v	√	√	√	√	√
2	**Deputy President** Professor Dato' Dr Abdul Rahim Abdullah		5 / 6	√	√v	√	apologies	√v	√v	√v
3	**Chief Executive Officer *(Ex-Officio)*** YBhg Datuk Dr Heric Corray		6 / 6	√	√v	√	√	√	√	√
4	**Secretary** Dr Jeewadas a/l Velummylum Baladas		6 / 6	√	√v	√	√	√	√	apologies
5	**Treasurer** Mr Asmadi Mohd Bakri (retired 16/4/2025) Mrs Haliza Khalid (wef 17/4/2025)		6 / 6	√ -	- √v	- √	- √	- √v	- √v	- √v
6	**Ministry of Health Malaysia** (a) YBhg Dato' Indera Dr Nor Azimi Yunos (Main) (b) YBhg Dato' Dr Azman Yacob (alternate) (c) Dr Azlihanis Abdul Hadi (alternate) (d) Dr Fuad Ridha Mahabot (alternate)	Vice President (3)	5 / 6	- - √v -	apologies	- - - √v	- - - √	- - - √v	- - - √v	- - - √v
7	**Association of Private Hospitals of Malaysia (APHM)** (a) Mr. Anwar Anis (Main) (b) Mr. Tom Lim (alternate)		5 / 6	√ -	apologies	√v -	√ -	√v -	√v -	apologies
8	**Malaysian Medical Association (MMA)** (a) Datuk Dr Thirunavukarasu Rajoo (wef 22/09/2025) (b) YBhg Dato Dr Kalwinder Singh Khaira (retired 21/09/2025) (c) Dr Azizan Abdul Aziz (retired 11/09/2024)		3 / 6	- √ -	apologies	apologies	- √ -	- √v -	apologies	√ - -
9	**Malaysian Nurses Association (MNA)** Dr Aisyahton Suhaimi		3 / 6	√v	apologies	√v	apologies	√v	apologies	√v
10	**Academy of Medicine of Malaysia (AMM)** Professor Dr Rosmawati Mohamed		4 / 6	√v	√v	√v	apologies	apologies	√v	√v
11	**Ordinary Member** Dr Noor Hisham Mansor	Ordinary (4)	5 / 5	√	√v	√	√	√v	√	√v
12	**Ordinary Member** Puan Maisarah Omar		4 / 6	apologies	√v	√	√	√	apologies	apologies
13	**Ordinary Member** Dr Sharonpal Singh		5 / 6	√	√v	√v	√	√	apologies	√
14	**Ordinary Member** Ms. Munirah Aisha Md Haniffa		6 / 6	√	√v	√	√	√	√v	√v
15	**STANDARDS MALAYSIA** (a) Mr See Chee Kong (wef 03/09/2025) (b) Encik Hussalmizzar Hussain (alternate) (c) Encik Wan Rukiman Wan Mamat (alternate)	Ex Officio (2)	2 / 6	- √v -	apologies	apologies	apologies	- - √v	apologies	apologies
16	**Patient Advocate** Mr Manvir a/l Victor Jesudasan		6 / 6	√v	√v	√	√	√	√	√

v-virtual

Strategic Alliances and Partnership

MSQH continues to be the lead organisation in the Malaysian accreditation programmes. The society engaged in a range of partnerships to support its accreditation programmes and to provide value in the various areas of service standards to anyone who is committed to quality improvement and patient safety. Number of surveys have improved for both public and private hospitals and medical clinics. A new Memorundum of Agreement (MOA) was signed with the Malaysian Pharmacist Society and the MOA with ECRI Berhad was refined during the year. Additionally, the MOA with B Braun is currently being reviewed. MSQH seeks to collaborate with an established leader and advocate in patient safety organisation - patientsafety.org based in Australia on patient safety programmes.



KEY ACHIEVEMENTS

MSQH places strong emphasis on being a pivotal part of the healthcare accreditation industry through its partners on the areas of patient safety and continuous quality improvement. MSQH continues to provide a partnership approach with recognised institutions and organisations with the goal of establishing mutual understanding in the MSQH and respective accreditation system, as well as demonstrating an attestation of conformity in the accreditation programmes.

- **Collective partners** between MSQH, APHM, MMA and MOH to promote quality in healthcare provided by healthcare facilities and services in Malaysia
- **Partner with Standards Malaysia** to adopt the MS ISO 15189:2014 Medical Laboratory as a prerequisite in the MSQH Hospital Accreditation Programme 6th Edition Standards;
- **Expert member** in the World Health Organisation Healthcare Patient for Patient Safety;
- Membership and ISQua surveyor in the **ISQua External Evaluation Accreditation Council**;
- **Board Member** and Secretariat for the Asian Society for Quality in Health Care (ASQua);
- ISQua International Conference **Organising Committee Members**;
- Partnership with **ECRI** on various healthcare education training programmes
- Partnership with **Institute of Health System Research (IHSR)** on Quality Assurance Programme
- Partnership with **E.P.I. Academy** on Certificate of Healthcare Facility Manager Programme

- Partnership with **B Braun Academy** on infusion therapy and surgical instrument care maintenance
- Technical committee on **Halal Development Corporation Berhad** (HDC)
- Technical committee on the Standards Malaysia **OIC/SMIIC Halal Medical Tourism**
- new Partnership with Malaysian Pharmacists Society (MPS)



MSQH with the Malaysian Pharmacists Society

MSQH PARTNERS

Ministry of Health Malaysia
APHM
mma
STANDARDS MALAYSIA
ISQua
World Health Organization
ASQua
MHTC Malaysia
BMJ
ECRI
E.P.I ACADEMY
HSR
B BRAUN SHARING EXPERTISE

MSQH STRATEGIC PLAN 2021-2025

Goal 3 – Generation, advancement of knowledge, education and sharing of information on quality and safety in healthcare

The Society has published its monthly accredited status and performance for hospitals, medical clinics, dialysis and dental in the MSQH website and social media since 2009. The performance of the accreditation surveys, trainings, standards development and quality improvements activities are reported under goal 1 in the annual report. MSQH has also actively participated as speakers and moderator in the local and international conferences. producing of monthly newsletters and maintains record of resource materials in quality and safety improvements.

Strategic Plans 2021-2025	Key Performance 2025
1. **Publish performance information** including accreditation	1. 100% timeliness in publishing a list of **currently accredited** healthcare facilities and their awards on MSQH website and social media (2024: 100%) 2. 100% timeliness in submitting **monthly** hospital survey reports, survey and training records to the Ministry of Health. (2024: 100%) 3. 100% report submission on **status of accreditation** surveys and trainings at annual general meetings and Committee meetings (2024: 100%)
2. **Dissemination** of information, resources and publication materials from conferences/ workshops, and other sources	1. **Speaker** at 4 local and 1 international conference – total 5 (2024: 6) 2. Production of twelve (12) **e-newsletters** in 2024 (2024: 12) 3. **Resource materials** increased by 5% compared to 2024 (2024: 5%).

KEY ACHIEVEMENTS

RESOURCE CENTRE

(As at 31st December 2025)

The MSQH Resource Centre has recorded a notable increase in its inventory of in-house resource materials for the year 2025. As of 31st December 2025, a total of 2,552 items were recorded, marking an increase of 13 items or approximately 0.51% compared to the previous year's total of 2,539 items. This growth reflects MSQH's ongoing commitment to knowledge sharing and continuous learning among its members. Members are encouraged to continue contributing relevant materials to enhance the diversity and value of the MSQH Resource Centre collections.

TABLE 1- Summary of Resource Centre Materials Inventory

CODE	CATEGORIES	QUANTITY		
		31/12/2025	31/12/2024	31/12/2023
B	BOOKS	126	121	116
BL	BULLETIN / MAGAZINES / PERIODICALS	690	690	677
D/C	CATALOGUES AND DIRECTORIES	488	487	485
C/S	CONFERENCE / SEMINAR / EXHIBITION MATERIALS	250	245	237
QM/G	QUALITY MANUALS / GUIDELINES	233	233	232
J	JOURNALS	329	329	329
R	REPORTS	170	168	165
S	STANDARDS	14	14	14
L/P	MEDIA	252	252	164
	TOTAL	**2,552**	**2,539**	**2,419**

Website Statistic

Total MSQH Website Visitor and Hits for Jan 2025 - Dec 2025

Month	Visitor	Total Hits
Jan	33150	30750
Feb	35700	31840
Mar	38580	34790
Apr	4830	85037
May	4569	212922
Jun	4199	33659
Jul	3091	19338
Aug	3501	14652
Sept	54892	516052
Oct	56999	621128
Nov	92908	790680
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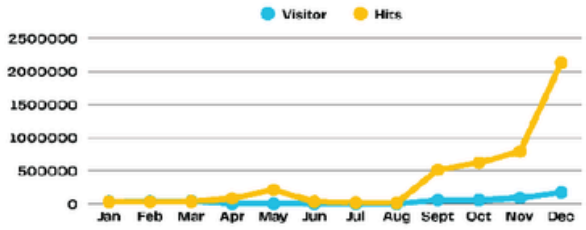

- Peak Visitors: March 2025 (38,580 visitors).
- Peak Hits: May 2025 (212,922 pageviews).
- Observation:
- **March** spike was mainly driven by membership renewal and profile updates, as members accessed the system for annual renewals.
- **May's** extremely high hits were linked to MSQH Annual General Meeting (AGM) activities leading up to June, where members and stakeholders accessed AGM-related information and documents.
- **Jan–Feb** showed steady growth, likely due to early accreditation activities and training interest.
- **June–August** saw a downward trend, with website engagement stabilizing after the peak activities.

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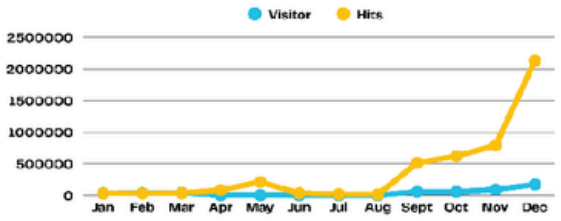

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MSQH STRATEGIC PLAN 2021-2025

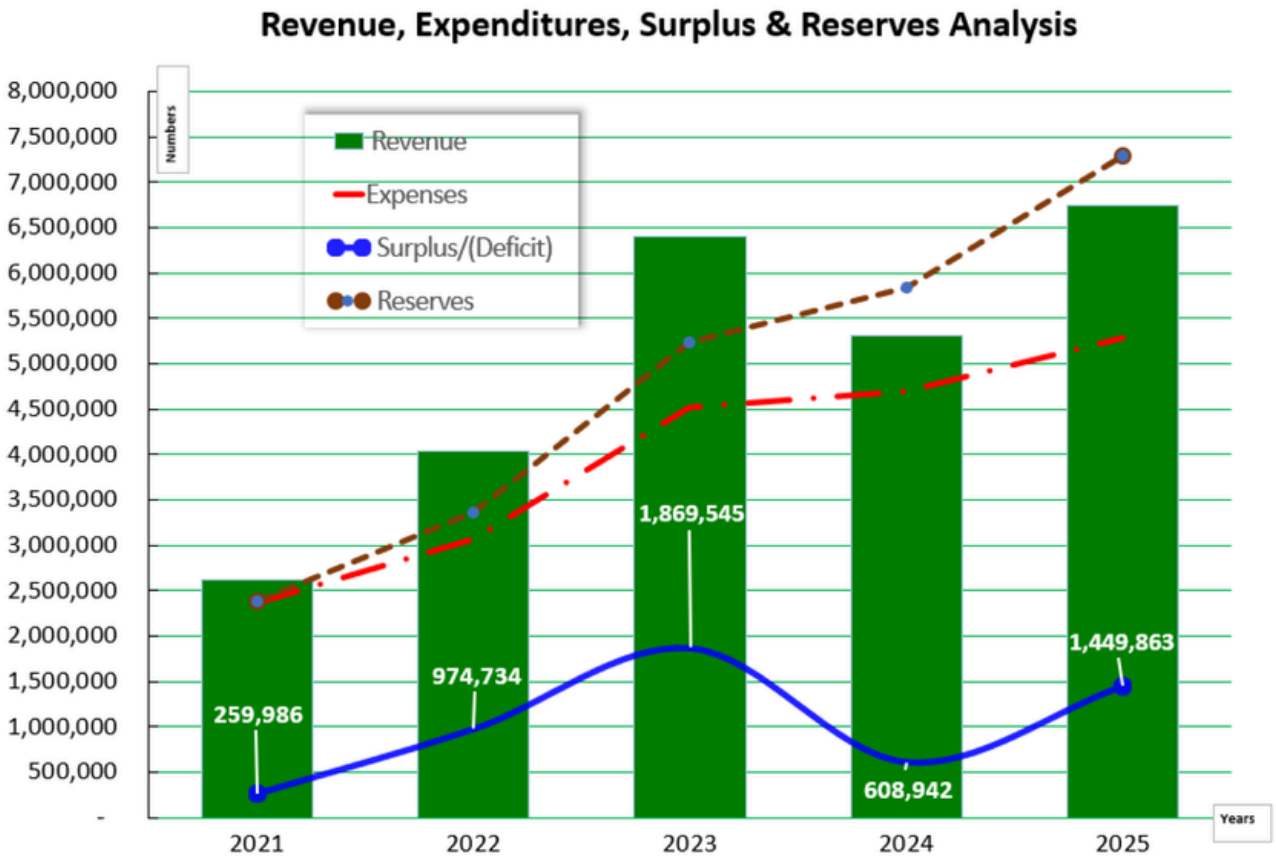
Goal 4 – Efficacy and safe work practices and sustainability through innovation and continuous quality improvement

The Society's financial surplus, reserves, and liquidity have improved significantly over the course of the year. The actual surplus against budgeted figures demonstrated significant accomplishments. The number of surveyors and councillors has also increased to support the growth of accreditation surveys. The development of the accreditation information system (AIMS) for hospitals, medical clinics, dialysis centers, and dental practices commenced in 2025 and is expected to be completed in the third quarter of 2026. The AIMS will use artificial intelligence to streamline the accreditation survey process and provide a performance indicator tool for research. Client, member, and staff satisfaction rates have risen above 90%. 93% of grievance cases have been resolved this year. Further details of the financial results is reported under the Treasurer's Report.

Strategic Plans 2021-2025	Key Performance 2025
1. Effective and prudent **financial performance**.	1. **Surplus** improved by 138% compared to 2024 (2024-2023 dropped by 67%) 2. **Reserves** increased by 25% compared to 2024 (2024-2023 increased by 12%) 3. **Liquidity** improved by 23% compared to 2024 (2024-2023 increased by 1%) 4. Timely **Audited** annual report 2025 by external and internal auditors (2024: Timely) 5. **Actual-Budget surplus** achieved significant improvement by 180% in 2025 (2024: reduced by 24%) 6. Compliance to **statutory payments** achieved 100%
2. Establish **effective workforce** planning and management	1. 170 **surveyors** privileged from hospitals, medical clinics, chronic dialysis and dental in 2024 (2024: 146), 9% increased 2. 19 **councilors** in 2025 (2024:12), 58% increased 3. 100% of **employee positions** filled 4. Conducted one hospital **surveyor's training** programme 5. Conducted one hospital **chief surveyor's training** programme 6. Conducted one hospital **councilors** and two **surveyor's update** during the year
3. Implementation of appropriate **ICT** to support information management	1. Development of MSQH Accreditation Information Management systems (AIMS) 2. Implementation of **membership management system** RAKLET on mobile and desktop

4. Client, Member and **satisfaction** with services and products	1.Hospital **survey satisfaction on surveys** at 99% (2024:99%) 2. Hospital **survey report** satisfaction at 95% (2024:100%) 3.Hospital **training satisfaction** 95% (2024: 91%) 4. Closure a total of eight (8) **grievance cases** in 2025 (2024: 5), 60% improvement 5. Training in **partnership with ECRI** satisfaction 91% (2023:100%) 6. **Quality Improvement Training satisfaction** at 100% for Document Management, Operation and CSSD, Certified Healthcare Facilities Management, Root Cause Analysis and Antimicrobial workshops.
5. **Staff and surveyor retention**, talent management to enhance motivation, commitment and job satisfaction	1. Annual staffs and surveyor's **appraisal** completed 100% (2024: 100%) 2. **Staff retention rate** of 70% (2024:73%) 3. **Staff satisfaction rate** 100% (2024:59%)

4.1 Financial Performance



A detailed financial position with audited accounts for the year ended 31st December 2025 and budgets for 2026 and 2027 are reported under Treasurer's Report.

4.2 Human Resource

4.2.1 MSQH Employees

As of 31st December 2025, the Society employs 24 full-time staff members (CEO, 12 support staffs and 11 technical staffs), along with two part-time Project Managers and a Consultant. There is a grand total of (**2025:170** | 2024-146) surveyors, working part-time with MSQH, of which hospital surveyors (***2025:159*** | 2024:125), medical clinics (***2025:3*** | 2024:6), chronic dialysis (***2025:5*** | 2024:12), and dental clinics (***2025:3*** | 2024:3) accreditation programmes.

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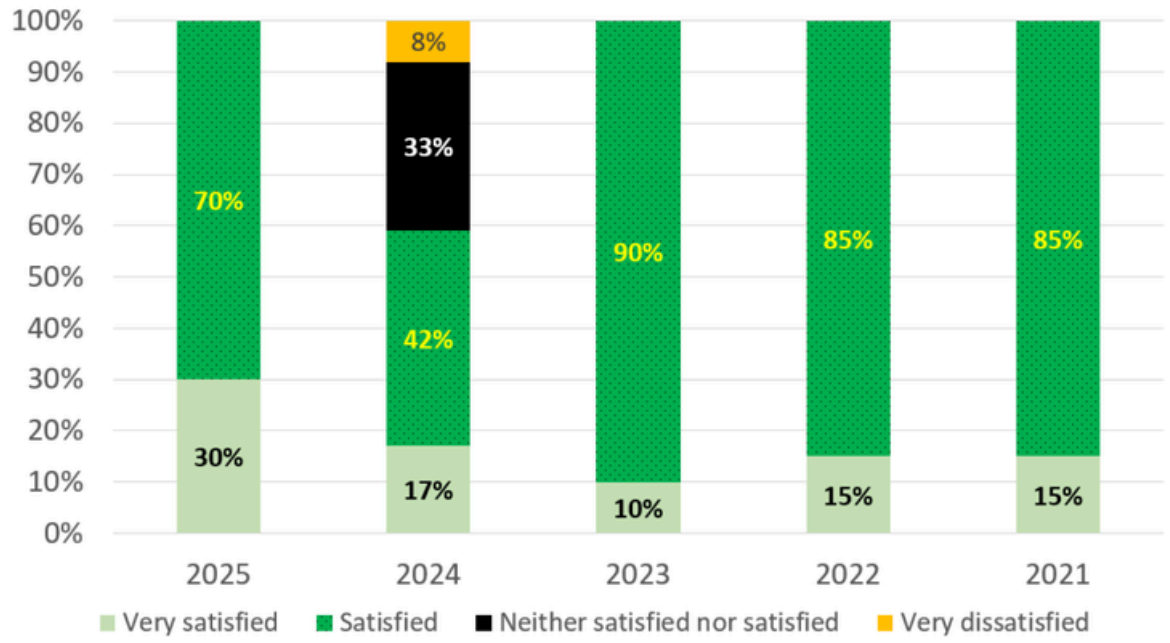
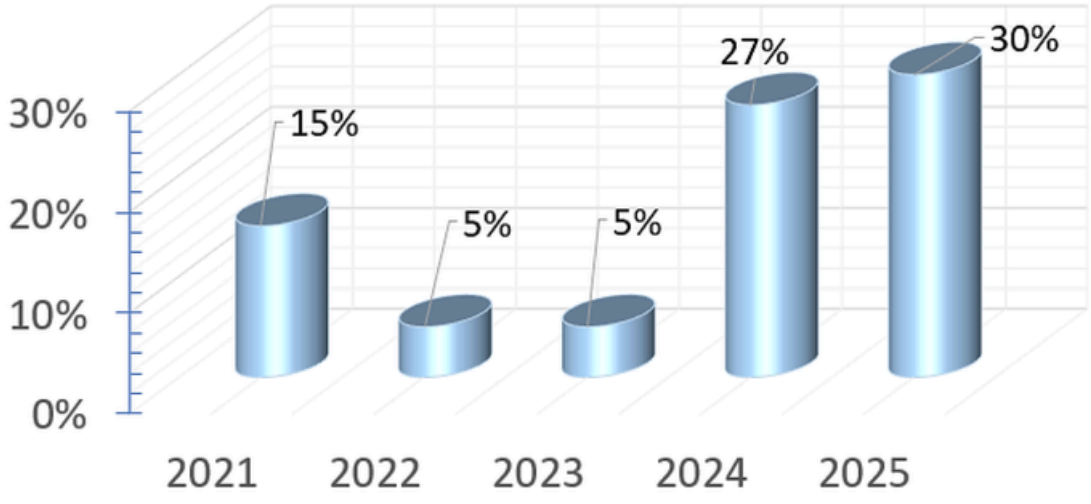
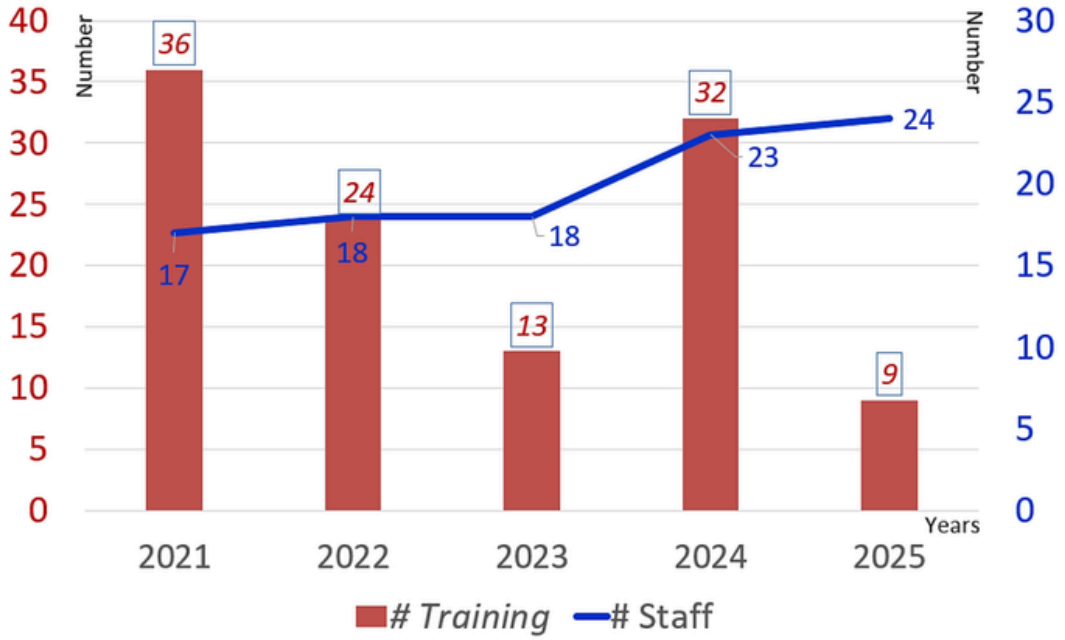
4.2.2 Staff Satisfaction Survey 2025



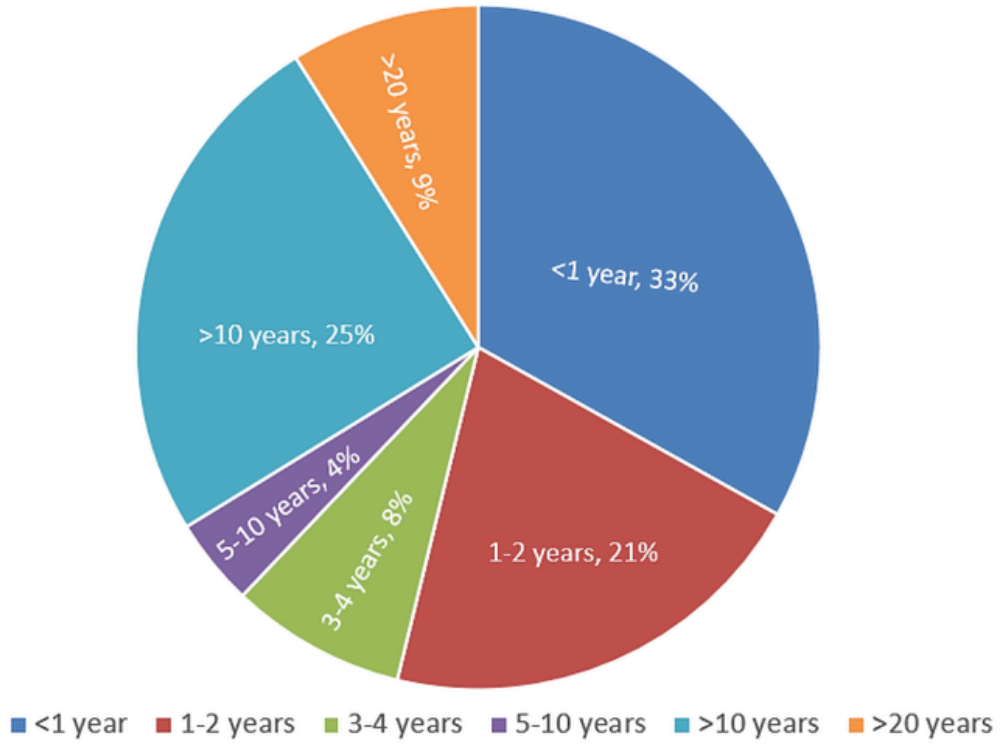
4.2.3 Staff Turnover Rate 2025



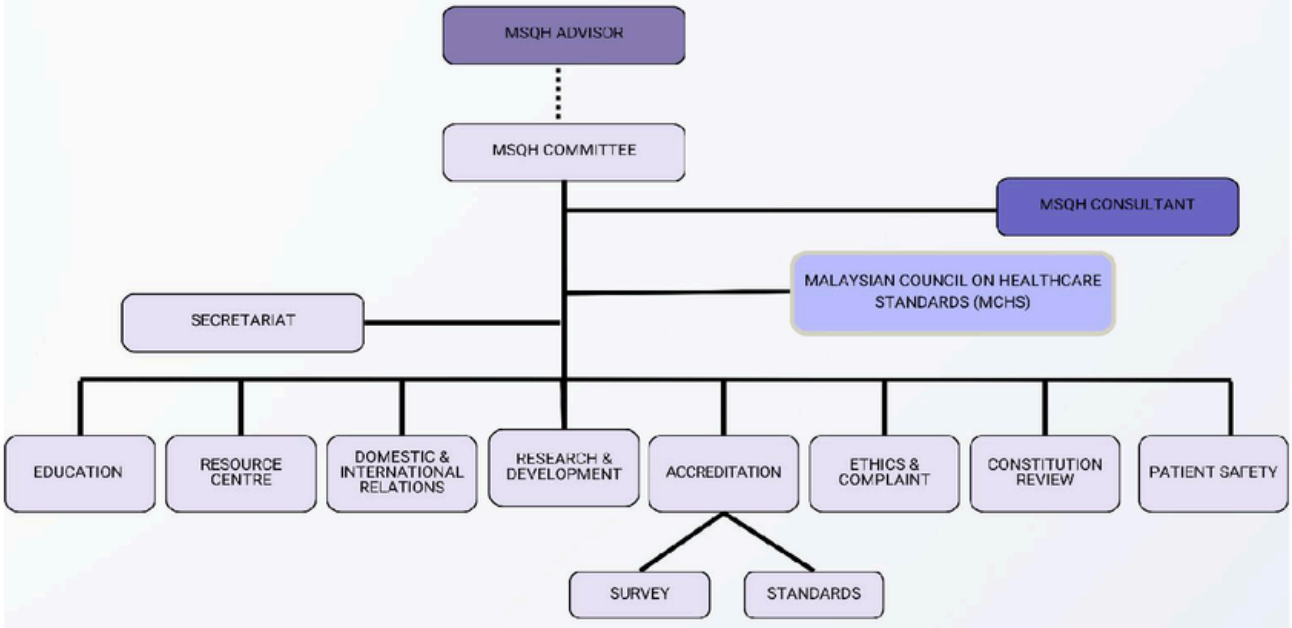
4.2.4 Staff Number of Trainings and Development



4.2.5 Staff Number of Years in Service



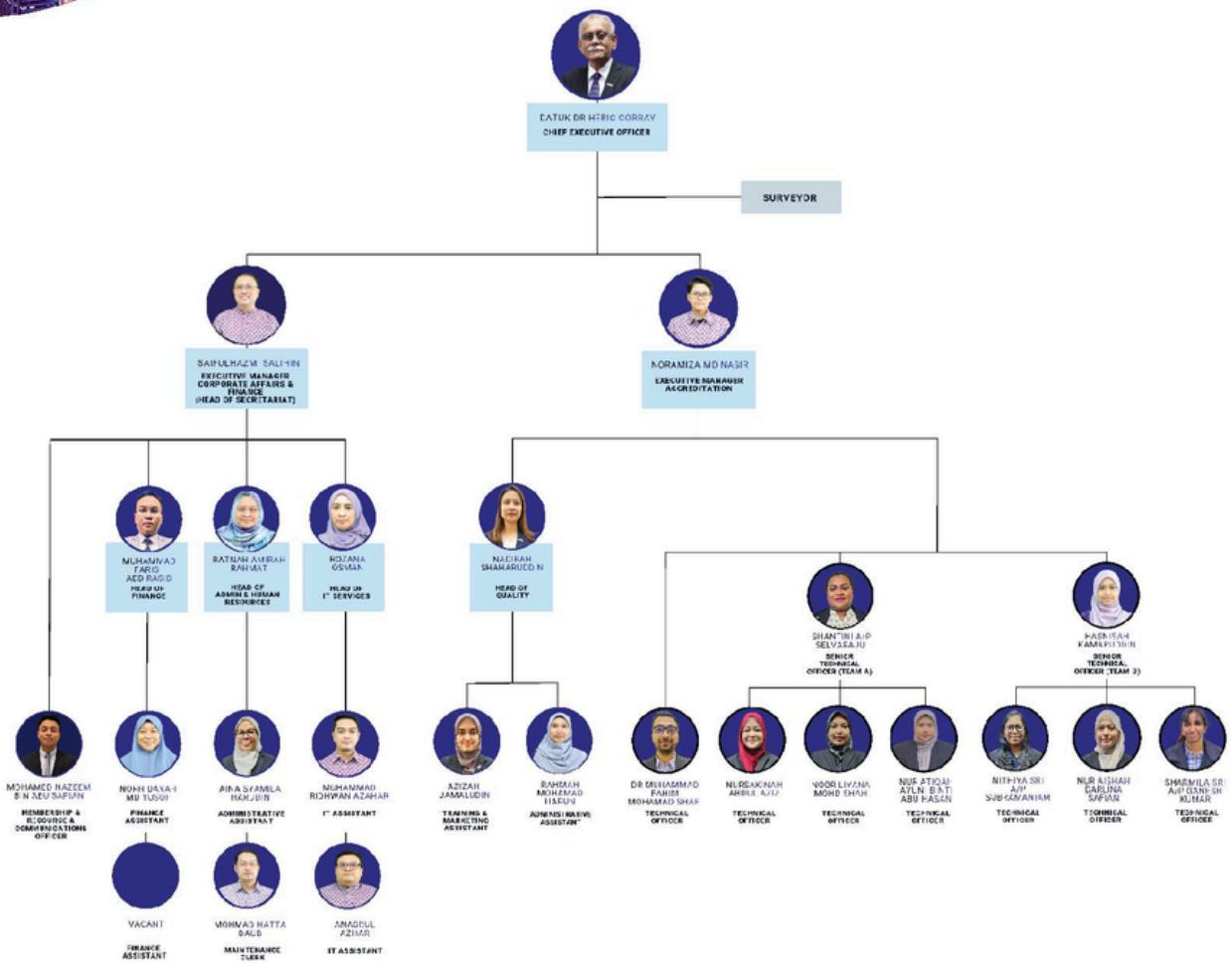
MAIN ORGANISATION STRUCTURE



BETTER CARE
SAFER CARE



SECRETARIAT ORGANISATIONAL CHART



The total number of surveyors have improved by 16% from 146 in 2024 to 170 surveyors in 2025.

4.2.4 MSQH Surveyors

Majority of our surveyors continue to work part-time in health as professional specialists, doctors, engineers, nurses, medical administrators and allied health professionals while contributing to the MSQH mission on a voluntary basis. There is a total of 170 active surveyors working part-time with MSQH for the hospitals, medical clinics, dental clinics and chronic dialysis accreditation programme in 2025. The total number of surveyors has increased by 16% from 146 in 2024 to 170 surveyors in 2025. Kindly refer to the tabular list below for the complete list of surveyors.

Surveyors – Hospitals *2025: 159 surveyors* (2024: 125 surveyors)				
No.	**Speciality**	**Name**	**Privileged**	**State**
1	Anaesthetist	Angeli Quah Aun Chyi, Dr.	2014	KL
2	Anaesthetist	Azlina bt. Mohamad, Dr.	2017	Perak
3	Anaesthetist	Jahizah Hassan, Dato' Dr.	2010	Penang
4	Anaesthetist	Lim Wee Leong, Dr.	2012	Selangor
5	Anaesthetist	Loke Yee Heng, Dr.	2014	Perak
6	Anaesthetist	Nik Azman b. Nik Adib, Dr.	2025	Terengganu
7	Anaesthetist	Patrick Tan Kee Seng, Assoc Prof Dr.	2012	Penang
8	Anaesthetist	Rohayu Othman, Dr.	2025	Selangor
9	Anaesthetist	Siti Salmah bt. Ghazali, Dr.	2017	KL
10	Anaesthetist	Tan Cheng Cheng, Assoc Prof Dr.	2014	Johor
11	Anaesthetist	Teo Shu Ching, Dr	2023	Sarawak
12	Anaesthetist	Zalina Abd. Razak, Dr.	2012	KL
13	Emergency Physician	Liew Ket Keong, Dr.	2025	Kedah
14	Emergency Physician	Fatahul Laham b Mohamed, Dr.	2012	Kedah
15	Emergency Physician	Farina binti Mohd. Salleh, Dr.	2025	KL
16	Emergency Physician	Hardawani binti Mohd Hussain, Dr	2023	Kedah
17	Emergency Physician	Julina @ Azimah bt Md Noor, Dr,	2022	Selangor
18	Emergency Physician	Noorzilawati binti Ahmad, Dr	2024	KL
19	Emergency Physician	Norazlina bt. Mohamad, Dr	2023	Penang
20	Emergency Physician	Pratab Kumar, Dr.	2025	Selangor
21	Emergency Physician	Sabariah Faizah, Prof. Dr.	2019	Selangor
22	Emergency Physician	Shamsul Anuar b. Asmee, Dr	2023	Kedah
23	Emergency Physician	Siti Suhaila Hamzah, Dr.	2022	Selangor
24	Engineer	Al-Khairi Mohd Daud, Ir.	2010	Selangor
25	Engineer	Azrulazhar Jamaludin, Ir	2025	Putrajaya
26	Engineer	Bunyamin Yahaya, Ts	2025	Selangor
27	Engineer	Choon Kok Hoo, Mr.	2012	Perak
28	Engineer	Gnanasakaran, Ir.	2013	KL
29	Engineer	Lau Yew Nen, Ts Ir	2025	Sarawak
30	Engineer	Md. Jukni Hussin, En.	2008	Selangor
31	Engineer	Mohd Shah Rizal bin A. Rahman, Ir Ts En.	2023	Johor
32	Engineer	Muhammad Samson Mikail bin Abdulllah, Mr	2023	KL
33	Engineer	Ng Kok Heng, Ir.	1998	KL
34	Engineer	Parasuramulu a/l Kanniah, Mr	2016	KL
35	Engineer	Wayne Chan Wah Cheong, Ir.	2018	Penang
36	Engineer	Yahaya b. Hassan, Ir. Ts.	2000	KL
37	Hospital Management	Abdul Rahim bin Abdullah, Prof. Dato' Dr.	2008	N. Sembilan
38	Hospital Management	Ding Lay Ming, Dato' Dr	2022	Selangor
39	Hospital Management	Gnanamalar a/p John, Dr	2022	KL

40	Hospital Management	Harif Fadzilah bin Che Hashim, Prof. Madya Dr.	2004	Kedah
41	Hospital Management	Hassan Merican b. Omar Naina Merican, Dato' Dr.	2004	Penang
42	Hospital Management	Heric Corray, Datuk Dr	2024	KL
43	Hospital Management	Muhd Siv Azhar Merican B Abdullah, Dr. Hj.	2020	Selangor
44	Hospital Management	Jamuna S. Arunasalam, Dr.	2025	Perak
45	Hospital Management	Jeyanthi Vengadasalam, Dr.	2011	Perak
46	Hospital Management	Kogulan Padama Padamakadavander, Dr.	2021	KL
47	Hospital Management	Lee Jun Yuan, Dr.	2025	Melaka
48	Hospital Management	Leela V. Sabapathy, Dr.	2010	KL
49	Hospital Management	M. A. Kadar Marikar, Assoc. Prof. Dr.,	1999	Selangor
50	Hospital Management	Mithali bin Abdullah @ Jacquilne Sapen	2021	Kedah
51	Hospital Management	Mohammad Miqdam bin Abdul Aziz, Dr.	2025	Perak
52	Hospital Management	Mohd Anwar Rashid b Ahmad, Dr.	2025	Johor
53	Hospital Management	Mohd. Anis Harun@Haron, Dr.	2015	KL
54	Hospital Management	Muhammad Yusof Sibert, Dr	2022	KL
55	Hospital Management	Ngian Hie Ung, Dr	2014	Sarawak
56	Hospital Management	Norsham binti Ismail, Dr.	2025	Johor
57	Hospital Management	Samiah Yasmin binti Abdul Kadir, Dr.	2025	Selangor
58	Hospital Management	Sarina Sidek, Dr	2025	Selangor
59	Hospital Management	Selahuddeen Abd. Aziz, Dr.	2012	Kedah
60	Hospital Management	Selasawati binti Hj Ghazali, Dr.	2022	Kelantan
61	Hospital Management	Selvi Thavamoorthy, Dr	2023	Selangor
62	Hospital Management	Shamsanah binti Hanif, Dr.	2014	Perak
63	Hospital Management	Tan Bee Hwai, Dr.	2019	KL
64	Hospital Management	Tan Hui Ling, Dr	2018	Penang
65	Hospital Management	Ziaudin Ahamed b. Abdul Kareem, Dato' Dr.	2006	Perak
66	Nephrologist	Nor Fadhlina Zakaria, Assoc. Prof. Dr.	2025	Selangor
67	Nephrologist	Zaiha Harun, Dr.	2012	Terengganu
68	Nursing	Albert Ng, Mr.	2015	Penang
69	Nursing	Ana Shuhada bt. Mohamad, Pn.,	2021	Penang
70	Nursing	Anny Mary Joseph @ Soosai, Madam	2025	Selangor
71	Nursing	Chieng Sui Hoon, Mdm.	2014	Sarawak
72	Nursing	Daina Ong Chew Ling, Ms.	2025	Melaka
73	Nursing	Hie Hee Ting, Karen	2022	N. Sembilan
74	Nursing	Irene Quah Sor Looi, Ms.	2004	KL
75	Nursing	Jasmine Lau, Ms	2023	KL
76	Nursing	Jayanthi a/p Marimuthu, Ms.	2024	KL
77	Nursing	K. Sunita a/p T. Vinayaka Das, Ms.	2023	KL
78	Nursing	Lee Pei Lee, Ms	2023	KL
79	Nursing	Liew Sau li, Matron	2019	Sarawak
80	Nursing	Lim Suan Choon, Ms.	2004	Penang
81	Nursing	Paulina Gani, Madam	2025	Sabah
82	Nursing	Mah Lai Heng, Mdm.	2000	KL
83	Nursing	Marina Jokim Robert, Dr.	2025	Penang
84	Nursing	Maygala Arumugam, Madam	2008	N. Sembilan
85	Nursing	Michelle Lee Guat Hoon, Ms.	2023	KL
86	Nursing	Goveelaneswary Salyah, Ms.	2025	KL

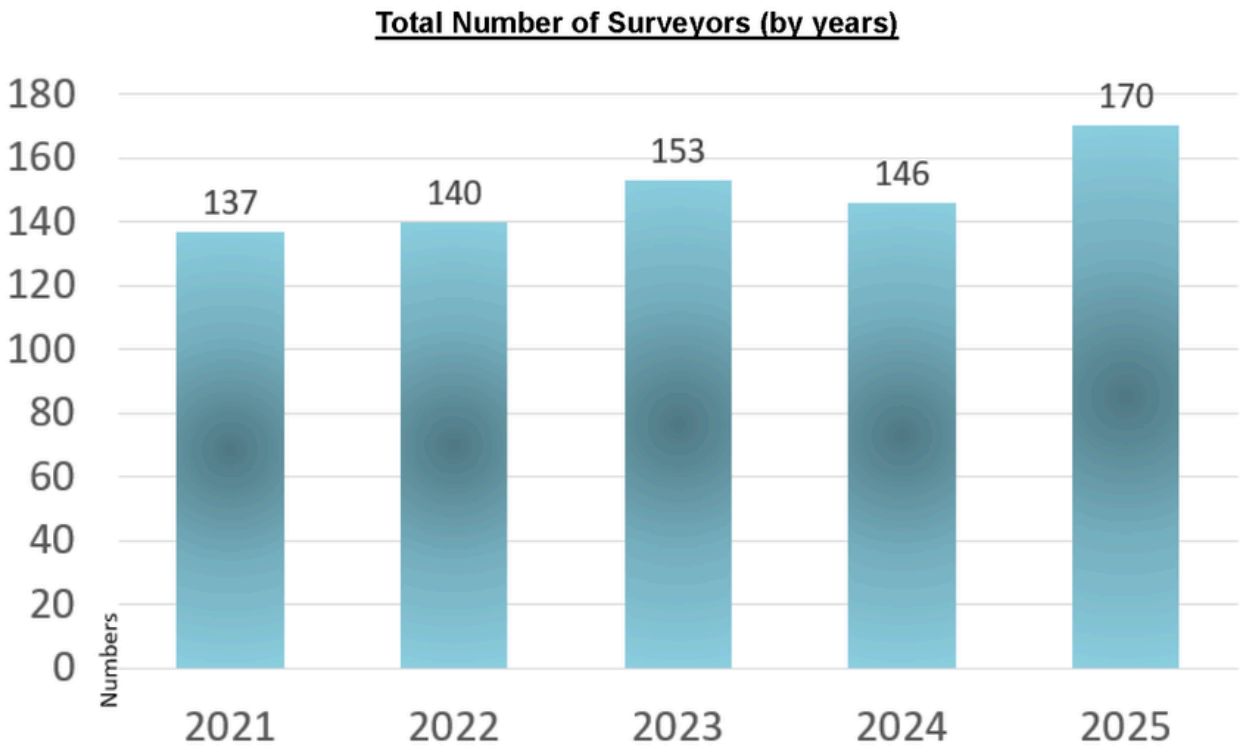
87	Nursing	Ng Ching See, Ms	2023	KL
88	Nursing	Noor Hana Mohamed Mauli, Puan	2025	KL
89	Nursing	Noor Hayati Kamaruddin, Mdm	2009	KL
90	Nursing	Nor Hayati bt. Takiman, Puan	2004	Selangor
91	Nursing	Norhazarina Azwa Ismail, Ms	2025	KL
92	Nursing	Ong Mooi Seok, Ms	2022	Penang
93	Nursing	Paramjit Kaur Surat Singh, Mdm.	2011	KL
94	Nursing	Phan Yoke Chin, Matron	2009	Selangor
95	Nursing	Punida Sathivheil, Madam	2025	KL
96	Nursing	Sally Tan Chiew Hoi, Mdm	2007	Melaka
97	Nursing	Sarasivathy a/p Eddiah, Madam	2018	N. Sembilan
98	Nursing	Tan Li Hwa, Madam	2021	Penang
99	Nursing	Tan Tang Peng, Datuk	2006	Selangor
100	Nursing	Thean Bee Hoong, Ms.	2023	KL
101	Nursing	Wong Wai Mun, Ms.	2015	Selangor
102	Nursing	Yew Oi Khuan, Mdm	2000	Perak
103	Ob Gynae	Abdul Aziz b. Mahamad, Dr.	2017	Kelantan
104	Ob Gynae	Ghazali Ismail, Dato' Dr.	2012	Johor
105	Ob Gynae	Hateeza Zakaria, Dr	2024	Kedah
106	Ob Gynae	Jamil b. Omar, Dr.	2017	KL
107	Ob Gynae	Mairin Dulasi, Dr.	2022	Penang
108	Ob Gynae	Nasuha Yaacob, Dr.	2025	Terengganu
109	Ob Gynae	Ng Beng Kwang, Assoc. Prof. Dr	2022	KL
110	Ob Gynae	Pang Suk Chin, Dr.	2025	Kedah
111	Ob Gynae	Ravindran Jegasothy, Prof Dato' Dr.	2005	N. Sembilan
112	Ob Gynae	Rusinahayati Mokhtarudin, Dr.	2011	Selangor
113	Ob Gynae	Salina bt. Sany, Dr.	2015	Penang
114	Ob Gynae	Sukri Ahmad, Dr.	2012	Kelantan
115	Ob Gynae	Suzanna Daud, Assoc. Prof Dr	2022	Selangor
116	Ob Gynae	Tan Chew Khang, Dr	2019	Perak
117	Paediatrician	Hii King Ching, Dr	2022	Sarawak
118	Paediatrician	Nik Nasiruddin Nik Leh, Dr.	2013	Kelantan
119	Paediatrician	Noor Khatijah Nurani, Dr.	2006	Perak
120	Paediatrician	Teh Keng Hwang, Prof. Dato' Dr.	2009	Kedah
121	Paediatrician	Thiyagar Nadarajaw, Dr.	2014	Kedah
122	Pathologist	Tuan Suhaila bt. Tuan Soh, Dr.	2017	Selangor
123	Pathologist	Zubaidah Abdul Wahab, Dr.	2008	KL
124	Pharmacist	Abdul Aziz Abd. Rahman, Assoc. Prof. Dr. Hj.	2012	N. Sembilan
125	Physician	Azahirafairud binti Abdul Rahim, Dr	2017	KL
126	Physician	Elizabeth Chong Gar Mit, Dr	2022	KL
127	Physician	Gunavathy Muthusamy, Dr	2024	Selangor
128	Physician	Justin Leow Wen Hsiang, Dr.	2025	Sabah
129	Physician	Loh Hoong Heng, Dr	2023	Kedah
130	Physician	Marzilawati bt Abd Rahman, Dr.	2025	Selangor
131	Physician	Mohamed Rusli Abdullah, Prof Dr	2024	Kelantan
132	Physician	Nurhayati Mohd Marzuki, Dr.	2025	KL
133	Physician	Ong Tze Zen, Dr.	2025	Selangor
134	Physician	Saiful Safuan, Dr.	2025	KL
135	Physician	Sia Koon Ket, Dr.	2008	KL

136	Physician	Siti Zulfa bt. Zulkifli, Dr.	2017	KL
137	Physician	Yau Weng Keong, Dr.	2011	KL
138	Physician - Cardiologist	Mohamed Jahangir Abd. Wahid, Dato' Dr.	2024	Penang
139	Physician - Respiratory	Razul Md Nazri Md Kassim, Dr.	2012	Kedah
140	Physician - Rheumatologist	Nadiah Mohd Noor, Dr.	2015	N. Sembilan
141	Physician - Rheumatologist	Siti Norzalilah Abd Majid, Dr.	2014	KL
142	Physician-Transfusion Medicine	Sakinah Ahmad, Dr.	2024	Kedah
143	Psychiatrist	Ahmad Qabil bin Khalib, Dr	2017	Perak
144	Psychiatrist	Norliza bt Chemi, Dr	2017	Selangor
145	Psychiatrist	Suarn Singh, Dato' Dr.	2001	Perak
146	Psychiatrist	Wan Zafidah Wan Nawawi, Dr	2022	Johor
147	Radiologist	Mohamad Helmee bin Mohamad Noor, Dr.	2021	KL
148	Radiologist	Sharifah @ Mastura binti Syed Abu Bakar, Dr	2022	KL
149	Radiologist	Sri Idayu Mohamad, Dr.	2012	Melaka
150	Surgeon - ENT	Faridah binti Hassan, Dr.	2009	Selangor
151	Surgeon - General	Andre Das, Dr.	2018	Selangor
152	Surgeon - General	Hue Teck Lee, Dr.	2021	Selangor
153	Surgeon - Neuro	Badrisyah b. Idris, Assoc. Prof. Dr.	2017	Selangor
154	Surgeon - Opthalmologist	Mohd Aziz b Husni, Dr	2023	Pahang
155	Surgeon - Orthopaedic	Abdul Muttalib bin Abdul Wahid, Dr.	2012	N. Sembilan
156	Surgeon - Orthopaedic	Denis Dian Lee, Dr	2021	KL
157	Surgeon - Orthopaedic	Tuan Muhd Fairuz Bin Tuan Ismail, Dr.	2025	Terengganu
158	Surgeon - Orthopaedic	Rifa Aquidah Subhan, Dr.	2025	KL
159	Surgeon - Paed Dentistry	Noraini Nun Nahar bt. Yunus, Dr.	2004	Selangor

Surveyors – Medical Clinics *2025: 6 surveyors* (2024: 6 surveyors)				
No.	**Speciality**	**Names**	**Privileged**	**State**
1	Family Medicine Specialist	Norraliza Md. Zain, Dr.	2009	Sarawak
2	Family Medicine Specialist	Shamsul Bahary Muhamad, Brig. Jen. Dr.	2013	KL
3	Family Medicine Specialist	Mohd. Fauzi Abu Bakar, Dr.	2015	Putrajaya
4	Physician	Harikrishna K. Ragavan Nair, Prof. Dato' Dr.	2011	KL
5	Physician	Chuah Siew Kee, Dr.	2017	Selangor
6	Surgeon (Orthopaedic)	Kok Choong Seng, Dr.	2009	KL

Surveyors - Chronic Dialysis *2025: 12 surveyors* (2024: 12 surveyors)				
No.	**Speciality**	**Names**	**Privileged**	**State**
1	Medical Assistant	Lau Hui Kwong, Mr.	2018	Sarawak
2	Medical Assistant	Zulhelmi Abdullah, En.	2015	Putrajaya
3	Medical Assistant	Ramli Roslan, En.	2018	Selangor
4	Medical Assistant	Robert Agappan, Mr.	2016	Perak
5	Nephrologist	Suryati Yakob, Dr.	2018	Selangor
6	Nephrologist	Leong Chong Men, Dr.	2019	Kedah
7	Nephrologist	Loh Chek Loong, Dr.	2019	Perak
8	Nephrologist	Fariz Safhan Mohamad, Dr.	2019	Pahang
9	Nephrologist	Rosnawati Yahya, Dr.	2013	KL
10	Nephrologist	Zaiha Harun, Dato' Dr.	2016	Terengganu
11	Nursing	Chitra Ramasamy, Madam	2019	Selangor
12	Nursing	Victoria Agnes Mary, Madam	2015	KL

Surveyors - Dental Clinics *2025: 3 surveyors* (2024: 3 surveyors)				
No.	Speciality	Names	Privileged	State
1	Oral Maxillofacial Surgeon	Sharifah Tahirah Al Junid, Dr.	2018	Selangor
2	Orthodontist	Shalene Kereshanan, Col. Dr.	2018	KL
3	Restorative Dentist	V. Rathna Devi A. Vaithilingam, Dr.	2018	KL



MSQH®

Treasurer's Report 2025

Audited accounts
Revised Budget 2026
Budget 2027

PPM-006-14-17101997 | MOF 357-02225128

MSQH

• EDUCATOR • ENGAGEMENT • ENABLER • EVALUATOR • EMPOWERMENT

Better Care Safer Care

AUDITED ACCOUNT FOR THE YEAR ENDED 31ST DECEMBER 2025

We have audited the accounts of MSQH as at 31st December 2025.

In our opinion, the accounts give a true and fair view of the state of affairs of the Society as at December 31st, 2025 and of its results and cash flows for the year ended on that date.

Regards,

MADAM TAN SUET GUAN
Honorary Auditor

PUAN ZALINA OSMAN
Honorary Auditor

Dated: 12th March 2026

Internationally Accredited by IEEA
Recognised by Ministry of Health Malaysia, STANDARDS MALAYSIA
Malaysian Society for Quality in Health
B.6-1, Level 6, Menara Wisma Sejarah,
230 Jalan Tun Razak, 50400 Kuala Lumpur,
MALAYSIA
msqh@msqh.com.my
www.msqh.com.my
+603 2681 2232
+603 2681 2231

PERSATUAN KUALITI KESIHATAN MALAYSIA
(MALAYSIAN SOCIETY FOR QUALITY IN HEALTH) (MSQH)

Registration No. PPM-006-14-17101997
(Society registered under the Societies Act 1966)

REPORTS AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 DECEMBER 2025

PERSATUAN KUALITI KESIHATAN MALAYSIA
(MALAYSIAN SOCIETY FOR QUALITY IN HEALTH) (MSQH)
Registration No. PPM-006-14-17101997
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PERSATUAN KUALITI KESIHATAN MALAYSIA
(MALAYSIAN SOCIETY FOR QUALITY IN HEALTH) (MSQH)
Registration No. PPM-006-14-17101997
(Society registered under the Societies Act 1966)

GENERAL INFORMATION

THE COMMITTEE :

1. MS LAM SOK MUI (PRESIDENT)
2. PROFESSOR DATO' DR HJ ABDUL RAHIM HJ ABDULLAH (DEPUTY PRESIDENT)
3. DR JEEWADAS A/L VELUMMYLUM BALADAS (SECRETARY)
4. PUAN HALIZA BINTI KHALID (TREASURER)
5. DATUK DR HERIC CORRAY A/L VAREED SOLOMAN CORRAY (EX-OFFICIO - CHIEF EXECUTIVE OFFICER)
6. DATO' INDERA DR NOR AZIMI BINTI YUNUS VICE PRESIDENT – MINISTRY OF HEALTH MALAYSIA)
7. MR ANWAR ANIS BIN ANIS AHMAD (VICE PRESIDENT – ASSOCIATION OF PRIVATE HOSPITALS OF MALAYSIA)
8. DATUK DR THIRUNAVUKARASU RAJOO (VICE PRESIDENT – MALAYSIAN MEDICAL ASSOCIATION)
9. DR AISYAHTON BINTI SUHAIMI (COMMITTEE MEMBER – MALAYSIAN NURSES ASSOCIATION)
10. PROFESSOR DATO' DR HANAFIAH HARUNARASHID (COMMITTEE MEMBER – ACADEMY OF MEDICINE OF MALAYSIA)
11. MS MAISARAH OMAR (COMMITTEE MEMBER)
12. DR SHARONPAL SINGH (COMMITTEE MEMBER)
13. ASSOCIATE PROFESSOR DR NOOR HISHAM MANSOR (COMMITTEE MEMBER)
14. MS MUNIRAH AISHA MD HANIFFA (COMMITTEE MEMBER)
15. MR HUSSALMIZZAR BIN HUSSAIN (EX-OFFICIO – STANDARDS MALAYSIA)
16. MR MANVIR VICTOR JESUDASAN (EX-OFFICIO – PATIENT ADVOCATE)

INTERNAL AUDITORS :

1. MS. TAN SUET GUAN
2. PUAN ZALINA OSMAN

1

PERSATUAN KUALITI KESIHATAN MALAYSIA
(MALAYSIAN SOCIETY FOR QUALITY IN HEALTH) (MSQH)
Registration No. PPM-006-14-17101997
(Society registered under the Societies Act 1966)

GENERAL INFORMATION

AUDITORS	:	Christopher Heng & Co. (AF 0854) Chartered Accountants, Malaysia
PRINCIPAL BANKERS	:	CIMB Bank Berhad Ground Floor, Bangunan Commerce Life, 338, Jalan Tunku Abdul Rahman, 50100 Kuala Lumpur, Malaysia. Malayan Banking Berhad Ground Floor, Wisma Lee Kay Kuan, Setapak Branch, Lot 14408, Jalan Genting Kelang, 53200 Kuala Lumpur, Malaysia.
REGISTERED OFFICE	:	B.6-1, Level 6, Menara Wisma Sejarah, 230 Jalan Tun Razak, 50400 Kuala Lumpur, Wilayah Persekutuan, Malaysia.

PERSATUAN KUALITI KESIHATAN MALAYSIA
(MALAYSIAN SOCIETY FOR QUALITY IN HEALTH) (MSQH)
Registration No. PPM-006-14-17101997
(Society registered under the Societies Act 1966)

STATEMENT BY EXECUTIVE COMMITTEE

We, Lam Sok Mui and Dr Jeewadas A/L Velummylum Baladas, being President and Secretary respectively, of PERSATUAN KUALITI KESIHATAN MALAYSIA (MALAYSIAN SOCIETY FOR QUALITY IN HEALTH) (MSQH) do hereby stated that, in the opinion of the Executive Committee, the financial statements are properly drawn up in accordance with applicable approved accounting standards in Malaysia and the provisions of the Constitution of Society so as to give a true and fair view of the state of affairs of the as at 31 December 2025 and of the results of their operations and cash flows of the for the year ended on that date.

Signed on behalf of the Committee

LAM SOK MUI
President

DR JEEWADAS A/L VELUMMYLUM BALADAS
Secretary

Kuala Lumpur
Date: 12 March 2026

PERSATUAN KUALITI KESIHATAN MALAYSIA
(MALAYSIAN SOCIETY FOR QUALITY IN HEALTH) (MSQH)
Registration No. PPM-006-14-17101997
(Society registered under the Societies Act 1966)

STATUTORY DECLARATION BY TREASURER

I, Haliza Binti Khalid, being the Treasurer primarily responsible for the accounting records and financial management of PERSATUAN KUALITI KESIHATAN MALAYSIA (MALAYSIAN SOCIETY FOR QUALITY IN HEALTH) (MSQH), do solemnly and sincerely declare that the financial statements set out on following pages 7 to 21 are to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly declared)
by the abovenamed Haliza Binti Khalid)
at Kuala Lumpur on 12 March 2026)

HALIZA BINTI KHALID

Before me,

PESURUHJAYA SUMPAH
W 907
RAJINDER KAUR A/P
SHER SINGH
1/1/2025-29/6/2027
MALAYSIA

No. 38, Tingkat 8,
Kompleks Mutiara,
Jalan Sultan Azlan Shah,
51200 Kuala Lumpur

.....
Commissioner for Oaths

CHRISTOPHER HENG
LEADING THE WAY FORWARD

Christopher Heng & Co. (AF 0854)
Chartered Accountants
568-8-11, Level 8, Kompleks Mutiara
3 ½ Mile, Jalan Ipoh
51200 Kuala Lumpur, Malaysia

T : +603 6257 1130
F : +603 6257 0500

enquiry@christopherheng.com
www.christopherheng.com

AUDITORS' REPORT TO THE MEMBERS

PERSATUAN KUALITI KESIHATAN MALAYSIA
(MALAYSIAN SOCIETY FOR QUALITY IN HEALTH) (MSQH)
Registration No. PPM-006-14-17101997
(Society registered under the Societies Act 1966)

REPORT ON THE FINANCIAL STATEMENTS

We have audited the financial statements of PERSATUAN KUALITI KESIHATAN MALAYSIA (MALAYSIAN SOCIETY FOR QUALITY IN HEALTH) (MSQH), which comprise the balance sheet as at 31 December 2025 of the fund, and the income statement, statement of changes in accumulated fund and statement of receipts and payments for the financial year then ended, and a summary of significant accounting policies and other explanatory notes.

EXECUTIVE COMMITTEE MEMBERS' RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The Executive Committee of the Society are responsible for the preparation and fair presentation of these financial statements in accordance with approved MASB accounting standards in Malaysia for Private Entity and Societies Act 1966 in Malaysia. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with approved standards on auditing in Malaysia. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the Fund preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Fund internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

An independent member firm of
The Leading Edge Alliance &
The Dezan Shira Asian Alliance

CHRISTOPHER HENG
LEADING THE WAY FORWARD

AUDITORS' REPORT TO THE MEMBERS

PERSATUAN KUALITI KESIHATAN MALAYSIA
(MALAYSIAN SOCIETY FOR QUALITY IN HEALTH) (MSQH)
Registration No. PPM-006-14-17101997
(Society registered under the Societies Act 1966)

OPINION

In our opinion, the financial statements have been properly drawn up in accordance with approved MASB accounting standards in Malaysia for Private Entity and the Societies Act 1966 in Malaysia so as to give a true and fair view of the financial position of the fund as of 31 December 2025 and of its financial performance and cash flows for the financial year then ended.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Societies Act 1966 in Malaysia, we also report that in our opinion the accounting and other records and the registers required by the Act to be kept by the Society have been properly kept in accordance with the provisions of the Act.

OTHER MATTERS

This report is made solely to the members of the Society, as a body, in accordance with the Societies Act 1966 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

CHRISTOPHER HENG & CO.
AF 0854
Chartered Accountants

CHRISTOPHER HENG KEE CHAI
1453/06/26(J)
Chartered Accountant

Kuala Lumpur
Date: 12 March 2026

PERSATUAN KUALITI KESIHATAN MALAYSIA
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STATEMENT OF INCOME AND EXPENDITURE
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	2025 RM	2024 RM
Revenue	5	6,497,998	5,120,503
Cost of sales	6	(1,978,464)	(2,068,941)
Gross profit		4,519,534	3,051,562
Other incomes	7	106,269	58,623
Human resources expense	8	(1,978,755)	(1,559,984)
Marketing, promotional and publication expenses	9	(2,860)	(18,669)
Other expenses	10	(1,221,223)	(949,923)
Depreciation of property, plant and equipment	13	(83,092)	(83,084)
Operating profit		1,339,873	498,525
Finance income	11	136,325	132,894
Finance cost	11	(4,399)	(2,736)
Surplus of income over expenditure before tax		1,471,799	628,683
Tax expense for the financial year	12	(18,524)	(16,419)
Zakat paid		(3,412)	(3,322)
Surplus of income for the financial year		1,449,863	608,942

The annexed notes form an integral part of the financial statements.

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STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2025

	Note	2025 RM	2024 RM
Non-current asset			
Property, plant and equipment	13	698,326	196,240
Current assets			
Trade receivables	14	863,822	478,651
Other receivables, deposits and prepayments	15	536,749	258,802
Fixed deposits with a licensed bank	16	6,211,529	5,444,608
Cash and bank balances	17	863,299	316,202
		8,475,399	6,498,263
Current liabilities			
Other payables and accruals	18	1,170,781	652,581
Current tax liabilities	19	2,996	4,764
		1,173,777	657,345
Net current assets		7,301,622	5,840,918
		7,999,948	6,037,158
Financed by:			
Equity			
Reserves	20	7,289,742	5,839,879
Non-current liability			
Deferred income		710,206	197,279
		7,999,948	6,037,158

The annexed notes form an integral part of the financial statements.

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STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	2025	2024 (Restated)
		RM	**RM**
Cash flows from operating activities			
Surplus of income over expenditure before tax		1,471,799	628,683
Adjustments for:			
Depreciation of property, plant and equipment	13	83,092	83,084
Profit earned on fixed deposits		(136,324)	(132,894)
Operating profit before working capital changes		1,418,567	578,873
Other receivables, deposits and prepayments		(277,947)	(82,375)
Other payables and accruals		518,200	44,894
Increase in trade receivables		(385,171)	(149,253)
Cash generated from operations		1,273,649	392,139
Deferred income realised		512,927	(127,869)
Income tax paid	19	(20,292)	(6,497)
Zakat paid		(3,412)	(3,322)
Net cash generated from operating activities		1,762,872	254,451
Cash flows from investing activities			
Acquisition on property, plant and equipment	13	(585,178)	(81,887)
Profit earned on fixed deposits		136,324	132,894
Net cash (used in)/generated from investing activities		(448,854)	51,007
Net increase in cash and cash equivalents		1,314,018	305,458
Cash and cash equivalents at beginning of financial year		5,760,810	5,455,352
Cash and cash equivalents at end of financial year	22	7,074,828	5,760,810
Represented by:			
Fixed deposits with a licensed bank		6,211,529	5,444,608
Cash in hand		1,278	3,000
Cash at bank		862,021	313,202
		7,074,828	5,760,810

The annexed notes form an integral part of the financial statements.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

1. Principal activities

The Society is an internationally recognized Malaysian organization for the promotion and improvement of quality and safety in health.

The objectives of the Society in achieving its goals are as follows:

i. Assure Quality and Safety in Healthcare to the Consumers.

ii. Enhancing Workforce Capacity Through Training and Skills Development.

iii. Leveraging Digital Transformation and Innovation Through Accreditation Information Management System (AIMS).

iv. Promote Organizational Sustainability by Implementing Effective and Efficient Financial Management Practices.

2. Date of authorisation of financial statements

The financial statements were authorised for issue by Executive Committee on 12 March 2026.

3. Basis of preparation of the financial statements

The financial statements of the Society have been prepared in accordance with the provision of the Societies Act 1966 and the applicable Approved Accounting Standards issued by the Malaysian Accounting Standards Board.

4. Summary of significant accounting policies

The following accounting policies are adopted by the Society and are consistent with those adopted in previous financial year unless otherwise stated.

a. Basis of accounting

The financial statements of the Society are prepared under the historical cost convention. The financial statements comply with the applicable approved accounting standards in Malaysia.

b. Property, plant and equipment

Property, plant and equipment are stated at cost/valuation less accumulated depreciation and accumulated impairment losses, if any.

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4. Summary of significant accounting policies (Cont'd)

b. Property, plant and equipment (Cont'd)

Property, plant and equipment are depreciated on a straight line basis so as to write off the cost of the assets over their estimated useful lives.

The principal annual rates of depreciation used are as follows:

Computers	33%
Furniture and fittings	10%
Information technology	20%
Office equipment	7%
Renovation	10%

c. Impairment of assets

The carrying values of assets are reviewed for impairment when there is an indication that the assets might be impaired. Impaired loss is recognized whenever the recoverable amount is less than the carrying value of assets. The recoverable amount is higher of an asset's net realizable value and its value in use (by discounted future cash flows).

An impairment loss is charged to the income statement immediately. Any subsequent increase in the recoverable amount of an asset is treated as reversal of the previous impairment loss and is recognized to the extent of the carrying amount of the asset that would have determined (net amortisation and depreciation) had no impairment loss been recognized. The reversal is recognised in the income statement immediately.

d. Income tax

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted by the end of the reporting period. For the Society, tax expense is related to finance income earned on fixed deposits placement and subscriptions from non-members, other income are non-taxable.

e. Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the first-in-first-out basis. Cost of the inventories includes expenditures incurred in acquiring the inventories, conversion costs and other costs incurred in bringing them to their existing location and condition. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

f. Provisions

Provisions are recognized when the Society has present obligations as a result of a past event, and it is probable that out flow of resources embodying economic benefits will be required to settle the obligations and a reliable estimate can be made of the amounts of the obligations.

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4. Summary of significant accounting policies (Cont'd)

g. Revenue recognition

Revenue received for accreditation such as survey certification, seminar and workshop are recognized as income when received.

h. Employee benefits

(i) Short-term employee benefits

Salaries and bonuses are recognized as an expense in the financial year in which the associated services are rendered by employees.

(ii) Defined contribution plans

The Society make contributions to the Employees Provident Fund ("EPF") and Social Security Scheme (SOCSO). Such contributions are recognized as expense in the income and expenditure account as incurred.

i. Financial instruments

Financial instruments are recognised in the statement of financial position when, and only when, the Society becomes a party to the contract provisions of the financial instruments.

Financial instruments are classified as liabilities or equity in accordance with the substance of the contractual arrangement. Interest, gain and losses relating to financial instruments classified as liability are reported as expense or income.

(i) Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, balances and deposits with banks and highly liquid investments which have an insignificant risk of changes in fair value with original maturities of three months or less and are used by the Society in the management of their short-term commitments. For the purpose of the statement of cash flows, cash and cash equivalents are presented net of bank overdrafts and pledged deposits.

(ii) Receivables

Receivables are carried at anticipated realisable value. Bad debts are written off in the year in which they are identified. An estimate is made for doubtful debts based on a review of all outstanding amounts at the year end.

(iii) Payables

Payables are stated at cost which is the fair value of the consideration to be paid in the future for services rendered.

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5. Revenue

	2025 RM	2024 RM
Accreditation		
Survey and certification - Hospital	6,026,746	4,749,404
Survey and certification - Chronic dialysis	9,100	8,000
Survey and certification - Medical clinic	39,350	7,604
Seminar and workshop - Hospital	360,585	248,465
Return inwards	(4,630)	-
Subscription fees	66,847	107,030
	6,497,998	5,120,503

6. Operating costs

	2025 RM	2024 RM
Accreditation - Ambulatory care survey	58	-
Accreditation - Hospital		
- Accommodation and meals	388,219	340,088
- Accreditation	3,638	16,872
- Airfare and transport	335,646	429,487
- Councillors, facilitator, report, speaker, survey and training allowances	1,163,140	1,229,995
- Training and development surveyors/councillors	-	20,933
Accreditation - Chronic Dialysis		
- Accommodation and meals	(550)	550
- Airfare and transport	76	495
- Councillors and survey allowances	4,080	5,225
Accreditation - Dental	625	-
Accreditation - Medical clinic		
- Accommodation and meals	507	-
- Accreditation	-	1,133
- Airfare and transport	4,075	54
- Councillors, facilitator and survey allowances	8,470	3,550
- Training and development surveyors/councillors	-	700
Accreditation - Meeting	2,850	-
Accreditation - Seminar and workshop		
- Accommodation and meals	18,446	583
- Accreditation	2,232	7,570
- Airfare and transport	4,211	1,622
- Facilitator, speaker and training allowances	27,224	9,853
- Training and development surveyors/councillors	7,885	231
Balance carried forward	1,970,832	2,068,941

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6. Operating costs (Cont'd)

	2025 RM	2024 RM
Balance brought forward	1,970,832	2,068,941
Seminar and workshop expenses - Groda		
- Accommodation and meals	1,675	-
- Facilitator and speaker allowances	4,192	-
Seminar and workshop expenses - ECRI	1,764	-
	1,978,463	2,068,941

7. Other incomes

	2025 RM	2024 RM
A. Conferences		
QA Convention	-	14,839
Less: QA Convention expenses	-	(26,964)
	-	(12,125)
B. Others		
Administrative revenue	20,074	18,000
ASQUA	11,064	-
Gain on foreign exhange	173	-
Seminar and workshop	138,040	151,841
Less: ECRI workshop expenses	(86,675)	(159,162)
Seminar (Partnership) EPI Academy	23,593	43,815
Study group visits	-	25,585
Less: Study group visits expenses	-	(9,331)
	106,269	70,748
	106,269	58,623

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8. Human resources expense

	2025 RM	2024 RM
Other employees:		
Salaries, bonus and allowances	1,720,232	1,333,939
E.P.F. and SOCSO contribution	210,463	196,561
Other costs	40,255	29,484

9. Marketing, promotional and publication expenses

	2025 RM	2024 RM
Advertisement and promotion	2,860	18,669

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10. Other expenses

	2025 RM	2024 RM
A. Administration		
Accommodation and meals	12,408	20,480
AGM expenses	4,742	70,975
Award and appreciation	-	59,312
Development of standard	99,052	16,684
Insurance	39,948	20,371
ISQua accreditation fees	28,403	116,285
Loss on foreign exchange	48	-
Maintenance of information system	303,970	157,828
Maintenance of office	16,208	16,664
Other administrative expenses	4,063	9,712
Printing and stationery	9,323	9,396
Professional fee	31,400	5,300
Provision for doubtful debts	270,000	-
Rental of office premises	211,464	211,464
Subscriptions	10,703	11,969
Training development - HRDC	2,750	1,000
Training development - Strategic plan development	3,159	-
Training, development and update - Consumers (PFPSM)	1,126	-
Travelling	27,411	23,853
Utilities	53,620	58,736
B. Conference and meeting		
APHM Annual Conference	2,530	101
ISQua Annual Conference	66,847	94,588
ISQua Council	8,608	11,559
MMA	-	7,484
Medical Dental Association (MDA) Congress	-	7,532
PFPSM	-	7,830
C. Statutory fees		
Audit fee	10,800	9,800
Audit disbursements	1,940	300
Tax agent fee	700	700
	1,221,223	949,923

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11. Finance income and costs

	2025 RM	2024 RM
Finance income		
Profit earned on fixed deposits	136,325	132,894
Finance cost		
Bank charges	(4,399)	(2,736)

12. Tax expense for the financial year

Income tax is calculated using the tax rates at scale rates on the profit earned on fixed deposits.

	2025 RM	2024 RM
Tax charge for the financial year		
Current financial year		
- Malaysian income tax	18,524	16,793
- Over provision in prior year	-	(374)
	18,524	16,419

The tax expense is in relation to tax on chargeable income at scale rates in accordance with Paragraph 1, Part 1, Schedule 1 of the Income Tax 1967.

13. Property, plant and equipment

	Balance at 01 Jan 2025 RM	Additions RM	Disposals RM	Balance at 31 Dec 2025 RM
Cost				
Computers	565,456	52,489	-	617,945
CWIP - AIMs system development	-	490,773	-	490,773
Furniture and fittings	318,752	2,001	-	320,753
Information technology	439,969	39,915	-	479,884
Office equipment	133,949	-	-	133,949
Renovation	113,441	-	-	113,441
	1,571,567	585,178	-	2,156,745

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13. Property, plant and equipment (Cont'd)

	Balance at 01 Jan 2025 RM	Additions RM	Disposals RM	Balance at 31 Dec 2025 RM
Accumulated depreciation				
Computers	536,785	23,801	-	560,586
Furniture and fittings	309,333	1,801	-	311,134
Information technology	312,609	50,440	-	363,049
Office equipment	112,630	2,220	-	114,850
Renovation	103,970	4,830	-	108,800
	1,375,327	83,092	-	1,458,419

	2025 RM	2024 RM
Net book value		
Computers	57,359	28,671
CWIP - AIMs system development	490,773	-
Furniture and fittings	9,619	9,419
Information technology	116,835	127,360
Office equipment	19,099	21,319
Renovation	4,641	9,471
	698,326	196,240

14. Trade receivables

	2025 RM	2024 RM
Fees for accreditation survey and training	863,822	478,651

15. Other receivables, deposits and prepayments

	2025 RM	2024 RM
Other receivables	29,692	11,064
Deposits	78,302	78,302
Prepayments	428,755	169,436
	536,749	258,802

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16. Fixed deposits with a licensed bank

	2025 RM	2024 RM
Deposits with a licensed bank	6,211,529	5,444,608

17. Cash and bank balances

	2025 RM	2024 RM
Cash in hand	1,278	3,000
Cash at bank	862,021	313,202
	863,299	316,202

18. Other payables and accruals

	2025 RM	2024 RM
Accreditation expenses	44,666	26,415
Other payables	511,081	390,184
Accruals	615,034	235,982
	1,170,781	652,581

19. Current tax liabilities

	2025 RM	2024 RM
Movement in the provision for taxation are:		
Balance at beginning of financial year	4,764	(5,158)
Tax expense for the financial year (Note 12)	18,524	16,793
Over provision in prior year	-	(374)
	23,288	11,261
Income tax paid	(20,292)	(6,497)
Balance at end of financial year	2,996	4,764

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20. Reserves

	2025 RM	2024 RM
Accumulated funds		
At 01 January	5,839,879	5,230,937
Surplus recognised in statement of income and expenditure	1,449,863	608,942
	7,289,742	5,839,879

21. Deferred income

	2025 RM	2024 RM
A. Accreditation - Survey and training		
At 01 January	156,900	272,800
Received during the financial year	3,069,949	2,214,940
	3,226,849	2,487,740
Expenses during the financial year	(2,707,268)	(2,330,840)
	519,581	156,900
B. Subscriptions		
At 01 January	40,379	52,348
Received during the financial year	46,742	28,074
	87,121	80,422
Expenses during the financial year	(11,746)	(40,043)
	75,375	40,379
C. Workshop		
At 01 January	-	-
Received during the financial year	368,032	-
	368,032	-
Expenses during the financial year	(252,782)	-
	115,250	-
As at 31 December	710,206	197,279

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22. Cash and cash equivalents

The Society's cash management policy is to use cash and bank balances to manage cash flows to ensure sufficient liquidity to meet the Society's obligations. The components of cash and cash equivalents consist of the following at the reporting date:

	2025 RM	2024 RM
Cash and bank balances	863,299	316,202
Fixed deposits with a licensed bank	6,211,529	5,444,608
	7,074,828	5,760,810

23. Comparative figures

The presentation and classification of items in the current financial year financial statements have been consistent with the previous financial year except for certain comparative figures which have been reclassified to conform with the current year's presentation.

	As previously reported RM	Adjustments RM	As restated RM
As at 31 December 2024			
Statement of cash flows			
Operating profit before working capital changes	575,551	3,322	578,873
Cash generated from operations	388,817	3,322	392,139

	NOTE	AUDITED 2024 JAN'24 - DEC'24 ACTUAL RM	AUDITED 2025 JAN'25 - DEC'25 ACTUAL RM	REVISED APPROVED BUDGET 2025 RM	Actual vs Budget 2025 %	APPROVED BUDGET 2026 RM	REVISED BUDGET 2026 RM	Comparison Revised Budget This Year 2026 vs Approved Budget 2026 2026 %	Comparison Budget This Year 2026 vs Last Year 2025 2026 %	PROPOSED BUDGET 2027 RM	Comparison Budget 2027 vs Budget 2026 2027 %
REVENUE	1	5,120,503	6,497,998	6,418,943	1%	6,439,260	8,038,700	25%	20%	8,062,500	0%
COST OF SALES	1	(2,068,941)	(1,978,464)	(1,960,490)	1%	(1,627,780)	(2,577,800)	58%	24%	(2,639,600)	2%
GROSS PROFIT		**3,051,562**	**4,519,534**	**4,458,453**	**1%**	**4,811,480**	**5,460,900**	**13%**	**18%**	**5,422,900**	**-1%**
OTHER INCOME	2	58,623	106,269	88,740	20%	398,680	245,000	-39%	64%	697,700	185%
Human resources expenses	3	(1,559,984)	(1,978,755)	(1,998,420)	-1%	(2,613,590)	(2,613,600)	0%	24%	(2,717,300)	4%
Marketing, promotional and publication expenses	4	(18,669)	(2,860)	(17,480)	-84%	(17,480)	(36,300)	108%	52%	(38,000)	5%
Other expenses	5	(949,923)	(1,221,223)	(1,663,160)	-27%	(1,400,750)	(1,777,500)	27%	6%	(1,468,900)	-17%
Depreciation and amortisation		(83,084)	(83,092)	(431,633)	-81%	(441,840)	(297,500)	-33%	-45%	(153,400)	-48%
OPERATING PROFIT / (LOSS)		**498,525**	**1,339,873**	**436,500**	**207%**	**736,500**	**981,000**	**33%**	**56%**	**1,743,000**	**78%**
FINANCE INCOME	6	132,894	136,325	90,000	51%	90,000	135,000	50%	33%	148,500	10%
FINANCE COSTS	6	(2,736)	(4,399)	(3,000)	47%	(3,000)	(5,000)	67%	40%	(5,500)	10%
SURPLUS / (DEFICIT) BEFORE TAX		**628,683**	**1,471,799**	**523,500**	**181%**	**823,500**	**1,111,000**	**35%**	**53%**	**1,886,000**	**70%**
INCOME TAX EXPENSES		(16,419)	(18,524)	(7,500.00)	-147%	(7,500)	(20,000)	167%	63%	(20,000)	0%
ZAKAT		(3,322)	(3,412)	-	0%	-	(6,000)	0%	100%	(6,000)	0%
SURPLUS / (DEFICIT) FOR THE PERIOD		**608,942**	**1,449,863**	**516,000**	**181%**	**816,000**	**1,085,000**	**33%**	**52%**	**1,860,000**	**71%**

	AUDITED 2024 JAN'24 - DEC'24 ACTUAL RM	AUDITED 2025 JAN'25 - DEC'25 ACTUAL RM	APPROVED BUDGET 2025 RM	APPROVED BUDGET 2026 RM	REVISED BUDGET 2026 RM	PROPOSED BUDGET 2027 RM
1 ACCREDITATION REVENUE						
Subscription fee	**107,029.85**	**66,847.24**	**145,380**	**153,300**	**124,900**	**126,800**
A. Accreditation Program - Hospital	4,749,404.04	6,026,745.92	5,792,583	5,730,080	6,802,200	5,636,400
Less: Direct Costs						
Accreditation Expenses - Hospital						
Accommodation & Meals	(340,087.73)	(388,219.02)	(350,300)	(171,100)	(342,900)	(320,700)
Airfare & Transport	(429,487.20)	(335,646.06)	(338,420)	(283,900)	(366,600)	(293,400)
Councilors,Survey & Training Allowance	(1,246,866.34)	(1,152,678.73)	(1,136,200)	(961,600)	(1,202,100)	(921,900)
Other - Printing & Contigency			(33,590)	(23,140)		
Training and development - surveyors/councilors	(20,932.94)	-	-		(350,600)	(737,300)
Sub Gross Profit	**2,712,029.83**	**4,150,202.11**	**3,934,073**	**4,290,340**	**4,540,000**	**3,363,100**
B. Accreditation Program						
- Medical Clinic Training	-	4,954.21	10,500	22,500	20,000	110,000
- Medical Clinic Seminar and Workshop	7,604.00	34,396.10			16,400	18,000
Less: Direct Costs						
Accreditation Expenses - Medical Clinic	(5,437.01)	(27,151.67)	(14,840)	(16,920)	(21,400)	(42,100)
Sub Gross Profit	**2,166.99**	**12,198.64**	**(4,340)**	**5,580**	**15,000**	**85,900**
C. Accreditation Program						
- Chronic Dialysis Survey	8,000.00	5,000.00	48,000	80,000	55,000	100,000
- Chronic Dialysis Seminar and Workshop	-	4,100.00		20,000	16,400	18,000
Less: Direct Costs		-				
Accreditation Expenses - Chronic Dialysis	(6,270.30)	(3,606.29)	(13,500)	(55,050)	(59,900)	(68,500)
Sub Gross Profit	**1,729.70**	**5,493.71**	**34,500**	**44,950**	**11,500**	**49,500**
D. Accreditation Program - Dental Survey	-	-				
-Accreditation Program - Dental Workshop	-	-	3,000	6,000	5,000	25,000
-Dental Seminar & Workshop				15,000	12,300	13,500
Less: Direct Costs						
Accreditation Expenses - Dental	-	(625.00)	(2,750)	(17,950)	(10,000)	(6,100)
Sub Gross Profit	**-**	**(625.00)**	**250**	**3,050**	**7,300**	**32,400**
E. Accrdn. Hospital - Ambulatory Care Survey	-	-	12,000		12,500	25,000
Less: Direct Costs						
Accreditation Expenses - Surveillance Survey	-	(57.90)	(1,540)		(3,100)	(6,200)
Sub Gross Profit	**-**	**(57.90)**	**10,460**		**9,400**	**18,800**
F Accrdn. Hospital - Seminar and Workshop	248,464.85	360,584.95	407,480	412,380	974,000	1,989,800
Less: Seminar/Forum/Workshop	(19,859.60)	(67,628.80)	(67,350)	(96,120)	(194,200)	(216,400)
Sub Gross Profit	**228,605.25**	**292,956.15**	**340,130**	**316,260**	**779,800**	**1,773,400**
G Accrdn. Meeting	-	-		(2,000)		
Less: Seminar/Forum/Workshop	-	(2,850.00)	(2,000)		(27,000)	(27,000)
Sub Gross Profit	**-**	**(2,850.00)**	**(2,000)**	**(2,000)**	**(27,000)**	**(27,000)**
Returned Inward / Sales Returned		(4,629.91)				
Total Gross Accreditation Profit	**3,051,561.62**	**4,519,535.04**	**4,458,453.00**	**4,811,480**	**5,460,900**	**5,422,900**
2 OTHER REVENUE						
A. Conference and Workshop						
QA Conference	14,838.68	-	-	50,000	50,000	805,000
Less: QA Conference Expenses	(26,963.59)	-	-	(35,780)	(35,800)	(322,000)
Net Conference Surplus (Deficit)	**(12,124.91)**	-	-	**14,220**	**14,200**	**483,000**
B. Other Incomes						
Administrative Revenue	18,000.00	20,073.83	18,000	18,000	18,000	19,800
Other Income - ASQUA		11,064.00			18,000	18,000
Other Income - Seminar & Workshop		495.68			60,000	30,000
MSQH Workshop				400,000		
Less: MSQH Workshop Expenses				(93,780)		
Net Workshop Surplus				**306,220**	-	-
Seminar/Workshop (Partnership) ECRI	151,840.90	161,137.18	67,500	67,500	67,500	73,000
Less: ECRI Workshop Expenses	(159,161.99)	(86,675.48)	(42,650)	(42,650)	(42,700)	(47,000)
Net Seminar Surplus / (Loss)	**(7,321.09)**	**74,461.70**	**24,850**	**24,850**	**24,800**	**26,000**

Seminar (Partnership) EPI Academy	43,814.82	-	35,390.00	35,390	109,800	120,600
Conference (Partnership) BMJ Surplus			-			
Study Group Visits	25,585.73	-	15,000			
Less: Study Group Visits Expenses	(9,331.07)	-	(4,500)			
Net Seminar Surplus / (Loss)	**16,254.66**	-	**10,500**		-	-
Gain on Foreign Exchange		173.00			200	300
Total Other Incomes	**58,623.48**	**106,268.21**	**88,740**	**398,680**	**245,000**	**697,700**
3 HUMAN RESOURCES EXPENSES						
Staff salaries and bonuses	1,320,162.96	1,720,231.02	1,637,760	2,184,560	2,184,560	2,272,014
EPF - Employer	193,431.23	190,312.77	199,290	234,230	234,240	243,610
Socso - Employer	16,905.91	20,149.90	22,930	33,100	33,100	34,424
Medical Expenses	12,111.95	16,437.15	28,800	28,800	28,800	29,952
Staff Welfare		7,424.97	21,640	18,100	18,100	18,100
Staff Uniform		380.00	4,800	4,800	4,800	4,800
Training and development - MSQH & HRD Corp	17,371.85	23,818.29	83,200	110,000	110,000	114,400
Total Human Resources Expenses	**1,559,983.90**	**1,978,754.10**	**1,998,420**	**2,613,590**	**2,613,600**	**2,717,300**
4 MARKETING, PROMOTIONAL AND PUBLICATION EXPENSES						
Advertisement and promotion	18,669.24	2,860.38	17,480	17,480	36,300	38,000
Total Marketing, Promotional & Publication Expenses	**18,669.24**	**2,860.38**	**17,480**	**17,480**	**36,300**	**38,000**
5 OTHER EXPENSES						
A. Administration						
Accommodation & Meals	20,480.32	12,407.97	6,000	6,000	6,000	6,000
Bad Debts	-	270,000.00	-			
AGM Meeting	70,974.80	4,741.74	26,400	56,400	43,500	20,000
Award & Appreciation	59,312.43	-	-	-	3,000	3,000
Development of Standard	16,683.68	99,051.68	252,940	39,240	352,400	12,100
Insurance	20,370.89	39,947.90	91,500	69,180	102,500	100,600
-Indemnity Insurance for MSQH Committee					50,000	100,000
ISQua Accreditation Fee	116,284.82	28,403.22	70,000	70,000	30,000	33,000
Maintenance of Information System	157,827.20	303,971.55	918,550	828,610	536,100	510,600
Maintenance of Office & Equipment	16,663.80	16,208.16	4,850	8,400	15,000	15,000
Other administrative expenses	9,712.47	4,062.87	1,560	1,560	11,200	12,300
Printing & stationeries & Postage	9,396.03	9,323.41	8,000	8,000	20,200	13,000
Professional Fees	5,300.00	31,400.00	9,760	9,760	30,000	33,000
Research & Publication	-	-	6,000	6,000		
Resource and membership	6,803.64	3,132.07	10,000	10,000	5,000	5,000
Rental of office premises	211,464.00	211,464.00	19,000	19,000	240,000	240,000
Rental of new office premises - Deposit	-	-	-	-	-	90,000
Subscriptions	5,165.41	7,571.16	-	-	5,000	5,000
Training, development & update - Consumers (PFPSM)	-	1,126.17	6,000	6,000		
Training development - HRDC	1,000.00	2,750.00	-	-	5,000	5,500
Training development - Strategic plan development	-	-	10,000	-		
Travelling Expenses	23,852.86	9,920.16	3,600	3,600	8,400	3,600
Meeting Allowance		20,650.00			20,000	22,000
Utilities Expenses	58,736.03	53,619.58	72,000	72,000	66,000	78,000
B. Conference and Meeting						
APHM Annual Conference	100.60	2,530.06			5,000	5,500
ISQua Annual Conference	94,588.17	66,846.95	6,000	6,000	70,000	70,000
ASQua	11,559.40	8,608.43	60,000	100,000	7,000	7,000
BMJ	-	-	-			
MMA	7,484.07	-	5,000	5,000	10,000	11,000
Medical Dental Association (MDA) Congress	7,531.50	-	10,000	10,000	10,000	11,000
Malaysian Society of Nephrology (MSN) Congress	-	-	10,000	10,000	10,000	11,000
ISQua Accreditation Council Meeting	-	-	45,000	45,000	30,000	30,000
PFPSM	7,830.00	-	-		22,000	-
C. Statutory						
Audit fee	9,800.00	10,800.00	10,000	10,000	10,000	11,000
Tax agent's fee	700.00	700.00	700	700	1,000	1,100
Service tax (SST)	-	-	-			
Statutory disbursement	300.00	1,940.00	300	300	3,000	3,300
Penalties					-	
Renovation expenses						
Legal fees					50,000	
Loss on Foreign Exchange		47.55			200	300
Total Other Expenses	**949,922.12**	**1,221,224.63**	**1,663,160**	**1,400,750**	**1,777,500**	**1,468,900**
6 FINANCE INCOME AND COSTS						
Profits Earned From Fixed Deposit	132,893.95	136,325.28	90,000.00	90,000	135,000	148,500
Bank Charges	(2,736.31)	(4,399.20)	(3,000.00)	(3,000)	(5,000)	(5,500)

MSQH STRATEGIC DIRECTION 2026-2027

Number of Facilities Forecast Revenue for 2026

No.	Description		Number of Facilities 2026												
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Grand Total
1.	**Survey**														
Hospitals	(i) Specialist & Non Specialist	Public	2	1	1	6	6	2	2	4		1	1		26
		Private	2					4	6	3	6	6	3	2	32
	(ii) Focus	Public				2		1	2						5
	(iii) Medical Clinic Survey		1	2	2	2	2	2	2	2	2	2	2		21
	(iv) Chronic Dialysis Survey		1		1	1	1	1	1	1	1	1	1	1	11
	(v) Dental Survey							1							1
	(vi) Ambulatory Care						1								1
		Survey Total	*6*	*3*	*4*	*11*	*10*	*11*	*13*	*10*	*9*	*10*	*7*	*3*	*97*
2.	**Training**														
Hospitals	(i) Hospital Standards Training MSQH	Public	2	3		2	3	3	3	3			4		23
		Private	2	3		3		4	3				4		19
	(iii) Medical Clinic Trainings		1				1			1					3
	(iv) Chronic Dialysis Training				1									1	2
	(v) Dental Training					1				1					2
	(vi) Quality Improvement Training		1		2	1	2	1			2	1	1		11
		TrainingTotal	*6*	*6*	*3*	*7*	*6*	*8*	*6*	*5*	*2*	*1*	*9*	*1*	*60*
		Grand Total	**12**	**9**	**7**	**18**	**16**	**19**	**19**	**15**	**11**	**11**	**16**	**4**	**157**

Number of Facilities Forecast Revenue for 2027

No.	Description		Number of Facilities 2027												
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Grand Total
1.	**Survey**														
Hospitals	(i) Specialist & Non Specialist	Public	1			3	3	4	3	4	4	4	3		29
		Private	4	2	3	3	1	1	3		4		2		23
	(ii) Focus	Public					1	2							3
		Private													0
	(iii) Medical Clinic Survey		1	2	2	2	2	2	2	2	2	2	2	1	22
	(iv) Chronic Dialysis Survey		1	2	2	2	2	2	2	2	2	2	1		20
	(v) Dental Survey		1		1		1		1		1				5
	(vi) Ambulatory Care					1			1						2
		Survey Total	*8*	*6*	*8*	*11*	*10*	*11*	*12*	*8*	*13*	*8*	*8*	*1*	*104*
2.	**Training**														
Hospitals	(i)Hospital Standards Training MSQH	Public	4	5		4	5	5	5	5			6		39
		Private	4	5		5		6	5				6		31
	(iii) Medical Clinic Trainings		2				2			2					6
	(iv) Chronic Dialysis Training				1									1	2
	(v) Dental Training					1				1					2
	(vi) Quality Improvement Training		3		5	3	5	5			6	3	3		33
		TrainingTotal	*13*	*10*	*6*	*13*	*12*	*16*	*10*	*8*	*6*	*3*	*15*	*1*	*113*
		Grand Total	**21**	**16**	**14**	**24**	**22**	**27**	**22**	**16**	**19**	**11**	**23**	**2**	**217**

MSQH HUMAN RESOURCE EXPENDITURES DIRECTION 2026 - 2027

No.	Details	2026 Current	2026 Approved Budget	2026 Revised Budget	2027 Proposed Budget
	Corporate Affairs and Finance Division				
1	Chief Executive Officer	1	1	1	1
2	Executive Manager Corporate Affairs & Finance	1	1	1	1
3	Head of Finance	1	1	1	1
4	Senior Finance Officer	-	-	-	-
5	Finance Assistant	2	3	3	3
6	Membership, Resources & Communication Head of Unit	1	1	1	1
7	Head of IT Services	1	1	1	1
8	IT Assistant	2	2	2	2
9	Head of Human Resources & Admin	1	1	1	1
10	Admin Assistant	1	1	1	1
11	Maintenance Clerk	1	1	1	1
12	Executive Assistance	1	1	1	1
	Sub-Total	**13**	**14**	**14**	**14**
	Technical & Client Service Division				
13	Executive Manager Accreditation	1	1	1	1
14	Technical Officers/ Accreditation Policies & Surveyor Management Officer	6	6	6	6
15	Technical Assistant	2	2	2	2
16	Accreditation Policies & Surveyor Management Officer	-	-	-	-
17	Head of Quality (Training & Marketing)	1	1	1	1
18	Training & Marketing Assistant	1	2	2	2
	Sub-Total	**11**	**12**	**12**	**12**
	Research & Development				
19	Executive Manager Research Standards, Development & Risk Management	-	-	-	-
20	Technical Officer	-	-	-	-
	Sub - Total	**0**	**0**	**0**	**0**
	Grand Total	**24**	**26**	**26**	**26**

MSQH CAPITAL EXPENDITURES DIRECTION 2026-2027

Capital Expenditures Forecast for 2026

		Depn Rates	Costs			Accumulated Depreciation			NBV
			b/f	Additional*	Balance	b/f	2026	Balance	Balance
1	Furniture & fittings	10%	320,753	45,500	366,253	(311,134)	(6,300)	(317,434)	**48,819**
2	Office Equipment	7%	133,949	5,000	138,949	(114,850)	(2,600)	(117,450)	**21,499**
3	Computers	33%	617,945	47,300	665,245	(560,586)	(39,300)	(599,886)	**65,359**
4	Renovation	10%	113,441	55,000	168,441	(108,800)	(10,300)	(119,100)	**49,341**
5	Information Technologies System	20%	479,884	943,000	1,422,884	(363,049)	(239,000)	(602,049)	**820,835**
Total			**1,665,971**	**1,095,800**	**2,761,771**	**(1,458,419)**	**(297,500)**	**(1,755,919)**	**1,005,853**

*Additional Details 2026

Particulars	Furniture Fittings	Hardware & software	Office Devices	Total
Furniture	45,500			**45,500**
Office Equipment	5,000			**5,000**
Computers		47,300		**47,300**
Renovation	55,000			**55,000**
Information Technologies System		943,000		**943,000**
Total	**105,500**	**990,300**	**-**	**1,095,800**

Capital Expenditures Forecast for 2027

		Depn Rates	Costs			Accumulated Depreciation			NBV
			b/f	Additional*	Balance	b/f	2027	Balance	Balance
1	Furniture & fittings	10%	366,253	-	366,253	(317,434)	(1,800)	(319,234)	**47,019**
2	Office Equipment	7%	138,949	-	138,949	(117,450)	(2,200)	(119,650)	**19,299**
3	Computers	33%	665,245	100,800	766,045	(599,886)	(57,000)	(656,886)	**109,159**
4	Renovation	10%	168,441	30,000	198,441	(119,100)	(7,800)	(126,900)	**71,541**
5	Information Technologies System	20%	1,422,884	171,000	1,593,884	(602,049)	(84,600)	(686,649)	**907,235**
Total			**2,761,771**	**301,800**	**3,063,571**	**(1,755,919)**	**(153,400)**	**(1,909,319)**	**1,154,253**

*Additional Details 2027

Particulars	Tables & Chairs	Hardware & software	Office Devices	Total
Furniture				-
Office Equipment				-
Computers		100,800		**100,800**
Renovation	30,000			**30,000**
Information		171,000		**171,000**
Total	**30,000**	**271,800**	**-**	**301,800**

Resolutions

RESOLUTION 1
That the minutes of the 27th Annual General Meeting of the Society is hereby received and adopted.

RESOLUTION 2
That the Matters Arising from the minutes of the 27th Annual General Meeting 2025 of the Society is hereby received and adopted.

RESOLUTION 3
That the Committees' Report 1st January 2025 to 31st December 2025 of the Society is hereby received and adopted.

RESOLUTION 4
That the Audited Accounts of the Society for the year ended 31st December 2025 is hereby received and adopted.

RESOLUTION 5
That the revised budget for 2026 of the Society is hereby received and adopted.

RESOLUTION 6
That the proposed budget for 2027 of the Society is hereby received and adopted.

RESOLUTION 7
That the MSQH election for the term 2027-2028 for One (1) President from the Ordinary Membership of the Society is hereby received and adopted

RESOLUTION 8
That the MSQH election for the term 2027-2028 for One (1) Deputy President from the Ordinary Membership of the Society is hereby received and adopted

RESOLUTION 9
That the MSQH election for the term 2027-2028 for One (1) Secretary from the Ordinary Membership of the Society is hereby received and adopted

RESOLUTION 10
That the MSQH election for the term 2027-2028 for One (1) Treasurer from the Ordinary Membership of the Society is hereby received and adopted

RESOLUTION 11
That the MSQH election for the term 2027-2028 for Four (4) Ordinary Committee Members from the Ordinary Membership of the Society is hereby received and adopted

RESOLUTION 12
That the election of Two (2) Internal Auditors from the Ordinary Membership of the Society is hereby received and adopted

RESOLUTION 13
That the appointment of Christopher Heng & Co as external auditor of the Society and authorise the Committee to fix their remuneration is hereby received and adopted

MSQH®

Constitution



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