



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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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

1. To receive and adopt the minutes of the 27th Annual General Meeting held on 20th June 2025
2. To discuss matters arising from the minutes of the 27th Annual General Meeting 2025
3. To receive and adopt the Committees' Report 1st January 2025 to 31st December 2025
4. To receive and adopt the Treasurer's Report as follows:-
 - a. Audited accounts for the year ended 31st December 2025
 - b. Propose revised budget for the year 2026
 - c. Propose budget for the year 2027
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
 - b. One (1) Deputy President
 - c. One (1) Secretary
 - d. One (1) Treasurer
 - e. Four (4) Ordinary Committee Members
6. To elect two (2) Internal Auditors for the term 2027-2028, in accordance of Clause 11 of the Constitution
7. To appoint Christopher Heng & Co as external auditor of the Society and authorise the Committee to fix their remuneration
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

RESOLUTIONS

- [Resolution 1]
- [Resolution 2]
- [Resolution 3]
- [Resolution 4]
- [Resolution 5]
- [Resolution 6]
- [Resolution 7]
- [Resolution 8]
- [Resolution 9]
- [Resolution 10]
- [Resolution 11]
- [Resolution 12]
- [Resolution 13]

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



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	27 th 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, Jr 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	Aurimary 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 Koudli 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 Roslan, 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 Thillampalam, 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 Hui, 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 Thillampalam, 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 Picasso	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	<i>Proxy to</i>	Mohamad Amirul Azry Mohammad Fahmi, Mr
26	KPJ Selangor Specialist Hospital	Azan Mukminah Saffin, Mrs	<i>Proxy to</i>	Siti Hawa Abu Hassan, Mrs
27	Malaysian Medical Association (MMA)	Kalwinder Singh Khaira, Dato' Dr		
28	Pantai Hospital Ampang	Chong Soon Mei, Ms	<i>Proxy to</i>	Ong Haw Hui, Dr
29	Pantai Hospital Klang	Shankar Krishnan, Mr	<i>Proxy to</i>	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	<i>Proxy to</i>	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	<i>Proxy to</i>	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	<i>Proxy to</i>	MSQH Secretary

Associate Ordinary Member

No	Name	Proxy	Name
1	Norwina Mohd Nawawi, Dr Ar	<i>Proxy to</i>	MA Kadar Marikar, Dr

Life Members

No	Name	Proxy	Name
1	Ahmad Tajuddin Mohamad Nor, Dr		
2	Alice Woon Ah Moi, Ms	<i>Proxy to</i>	MSQH Secretary
3	Erica Lam Sok Mui, Ms		
4	Heric Corray V Solomon Corray, Datuk Dr		
5	Kogulan Padama Padamakavander, Dr		
6	MA Kadar Marikar, Dr		
7	Manvir Victor Jesudasan, Mr		
8	Parasuramulu Kanniah, Mr	<i>Proxy to</i>	Heric Corray, Datuk Dr
9	Rebecca John, Ms	<i>Proxy to</i>	MSQH Secretary
10	Selvi Thavamoorthy, Dr		
11	Sharonpal Singh Gurnam Singh, Dr		
12	Siti Sa'adiyah Sheikh Bakir, YBhg Tan Sri		
13	Yew Oi Khuan, Mdm	<i>Proxy to</i>	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 Sili 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 (PPPSM), 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 Rosnawati Mohamed (Academy of Medicine of Malaysia), and Dr Aisyahon Suhaimi (Malaysian Nurses Association) and Enik 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 98% 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 councillors 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 Velumyilum 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.



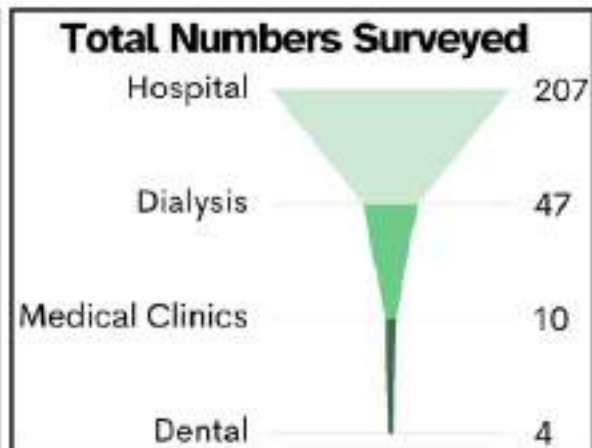
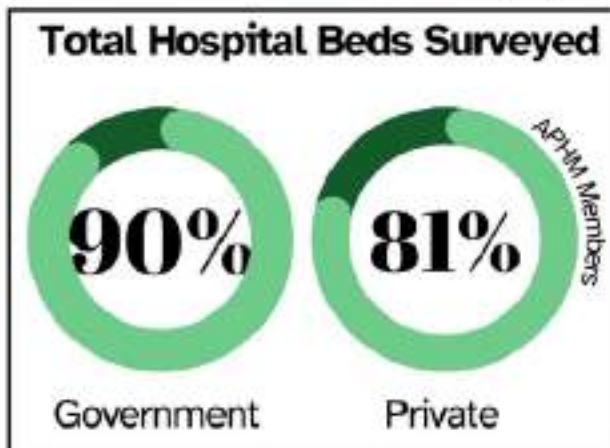
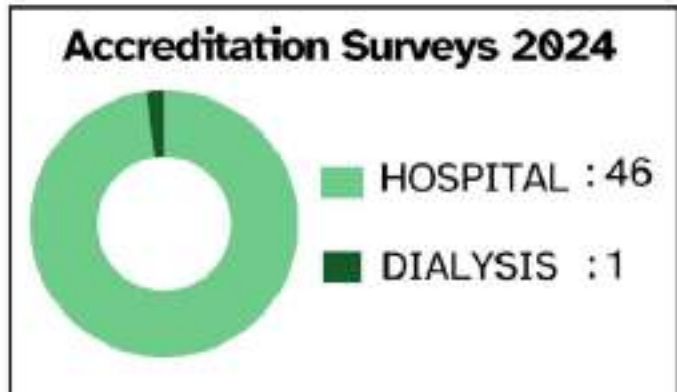
MEMBERSHIP HIGHLIGHTS



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



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



Malaysian Society for Quality In Health (MSQH) Surveyor Training Programme

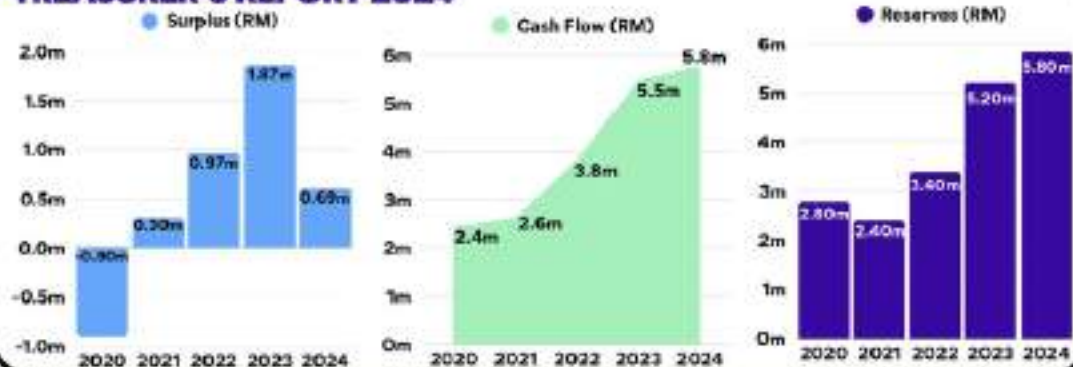
Awarded by ISQua EEA following an independent assessment against the Guidelines and Standards for Surveyor Training Programmes 4th Edition

The period of Accreditation of this Programme is from November 2024 until November 2028

KEY PERFORMANCE 2024



TREASURER'S REPORT 2024



SATISFACTION SURVEYS 2024



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)				
			#	10 th 12/01	10 th 25/04	26 th AGM 7/06	10 th 29/08
	<i>Venue / Platform</i>			Hybrid MSQH Office	Hybrid MSQH Office	World Trade Centre KL	Hybrid MSQH Office
	<i>Quorum Met (Committee More than 8pax)</i>			13	14	12	12
1	President & Chair Puan Norhalizam Mohammad		4	√	√	√	√
2	Deputy President (Vacant)		-	-	-	-	-
3	Chief Executive Officer (Ex-Officio) YBhg Datuk Dr Heric Corray		4	√	√	√	√
4	Secretary Dr Jeewadas a/l Velumnylum Baladas		4	√	√	√	√
5	Treasurer YBhg Dato' Mohamed Farid Salim		2	-	√	-	√
6	Vice President (3)	Ministry of Health Malaysia (a) YBhg Dato' Indera Dr Nor Azimi Yunus (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		Association of Private Hospitals of Malaysia (APHM) (a) Ms. Erica Lam Sok Mui (Main) (b) Mr. Tom Lim (alternate)	3	√ -	√ -	√ -	- -
8		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 Aisyahon 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 Member Dr Norazlina Bachik	3	√v	-	√	√v
13		Ordinary Member Dr Kamal Zukhairi Amzan	3	-	√	√	√v
14		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		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 6 th 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

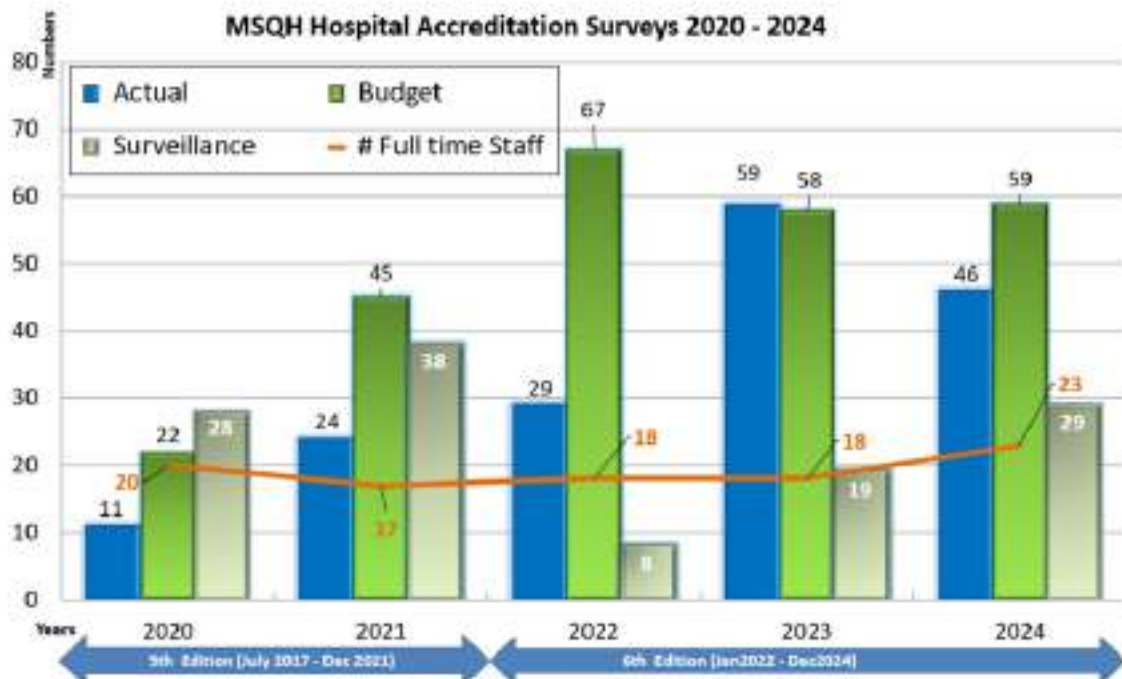
(B) Accreditation Survey (Full, focus & surveillance survey)

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 31 st 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%)	16,45 1	16,16 3	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 APMH member hospitals & Individual private hospitals as at 31st December 2024 (Source: APMH 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 APMH member hospitals & Individual private hospitals as at 31st December 2023 (Source: APMH 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

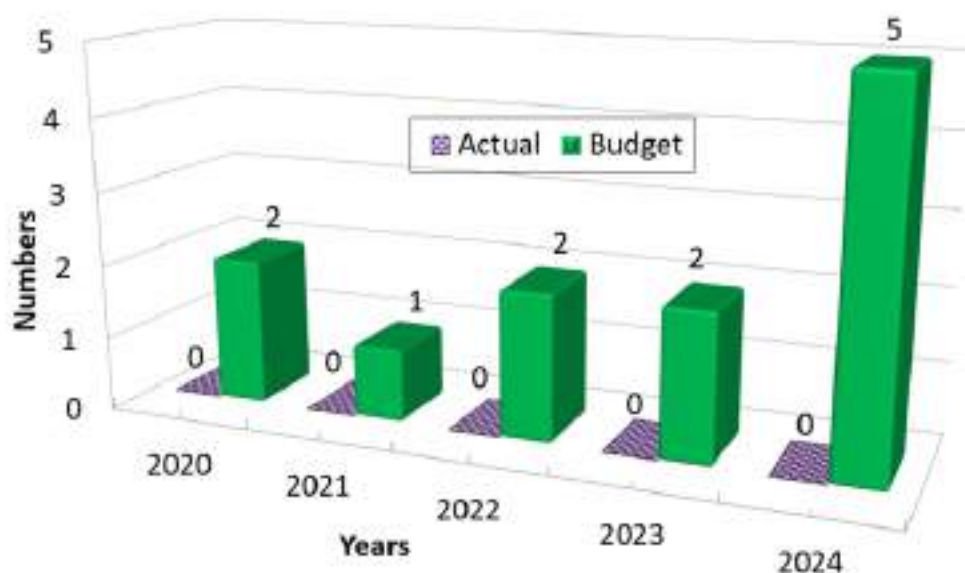
Year	Public	Private	Total	
			Organisation	No.of Participants
2017 to 2018	-	-	-	-
2019	2	5	7	10
2020	1	-	-	15
2021-2024	-	-	-	-
Total	3	5	7	25

(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

MSQH Accreditation Surveys 2020 to 2024 (Medical Clinics)



6.3 CHRONIC DIALYSIS TREATMENT SERVICE ACCREDITATION PROGRAMME

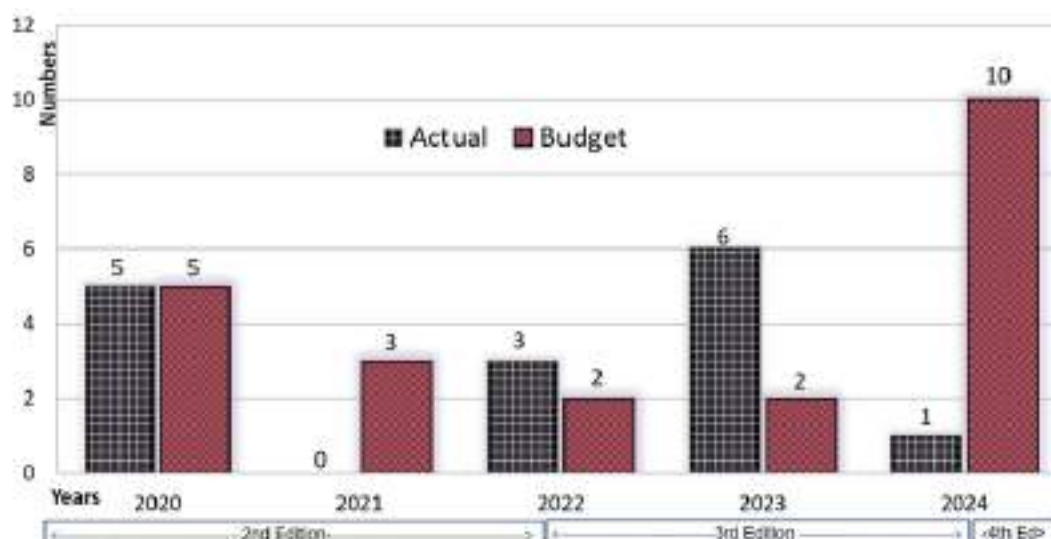
(A) Accreditation Training: -

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

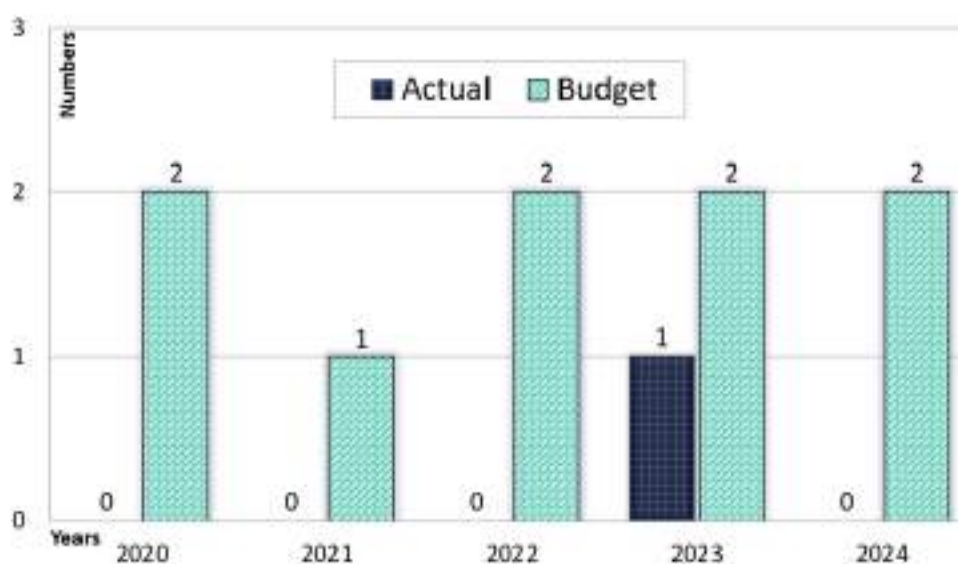
(A) Accreditation Training: -

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	482
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	Visitors	Total Hits
Jan	70979	203,838
Feb	22537	58,239
Mar	42556	189,438
Apr	47540	202,270
May	33437	132,910
Jun	31321	783,050
Jul	30605	396,375
Aug	26277	65,785
Sep	28446	110,774
Oct	48834	430,676
Nov	38600	411,550
Dec	81800	811,000

Definition:

- 1. Unique visitor: Number of unique visitors who accessed the website for the first time.
- 2. Total Hits: Total number of requests received by the website.



Website Statistic

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

Country	Total Visitor
Malaysia	293,000
Singapore	5,829
Indonesia	4,690
Australia	3,879
India	2,990
Philippines	2,200
United Kingdom	1,760
United States	1,500

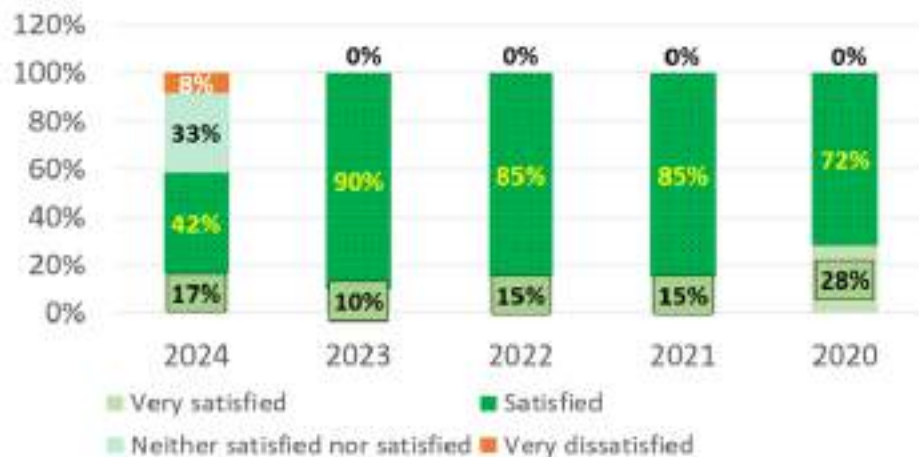


- Malaysia accounts for over 61% of MSQH website traffic.
- Regional neighbors like Singapore, Indonesia, and Australia show consistent visitor counts – likely due to professional collaborations or healthcare interest.
- Small but notable traffic from UK and US – possibly from international healthcare institutions or accreditation observers.

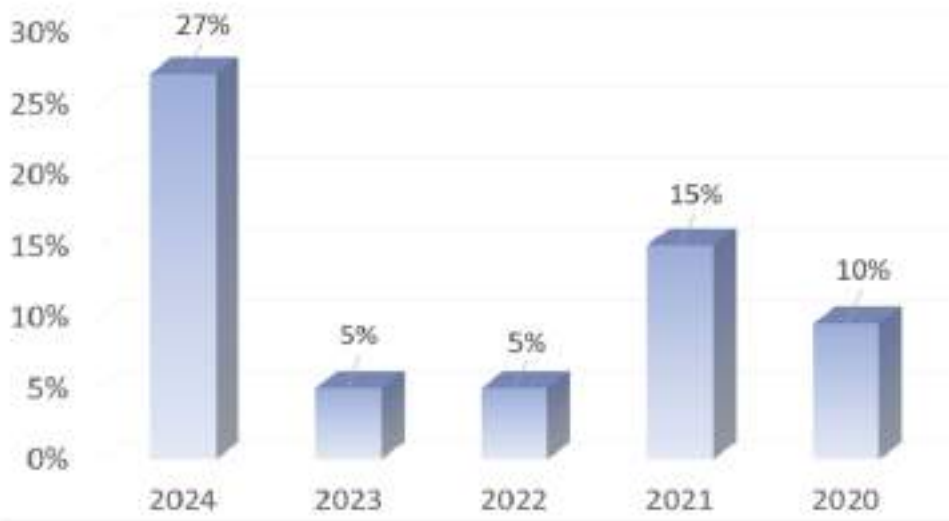
6.7 HUMAN RESOURCE

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



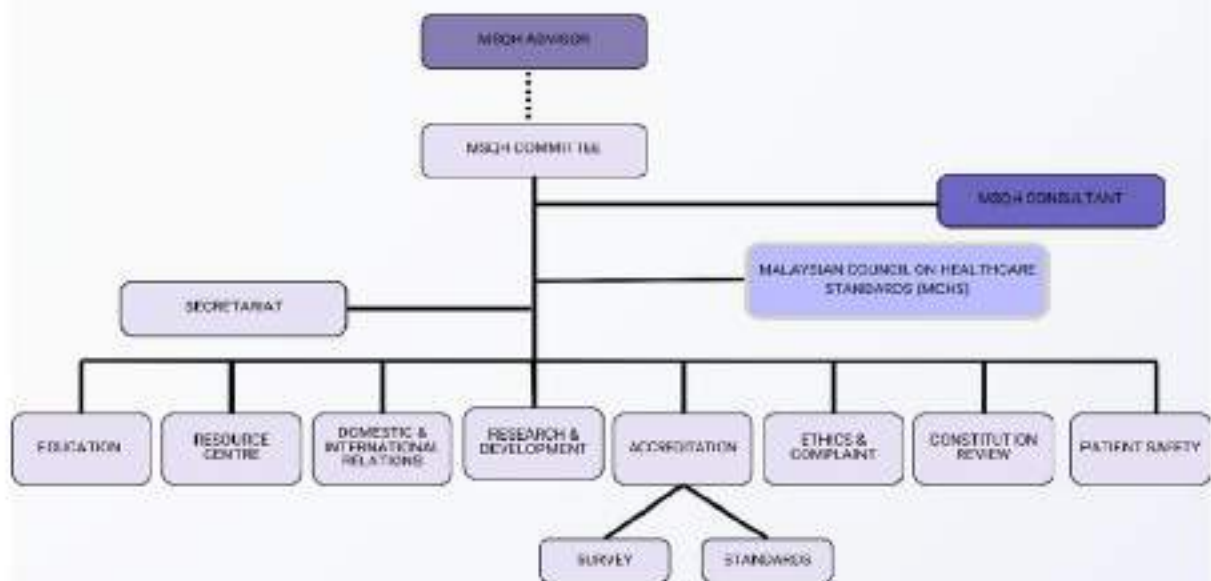
Staff Turnover Rate 2024



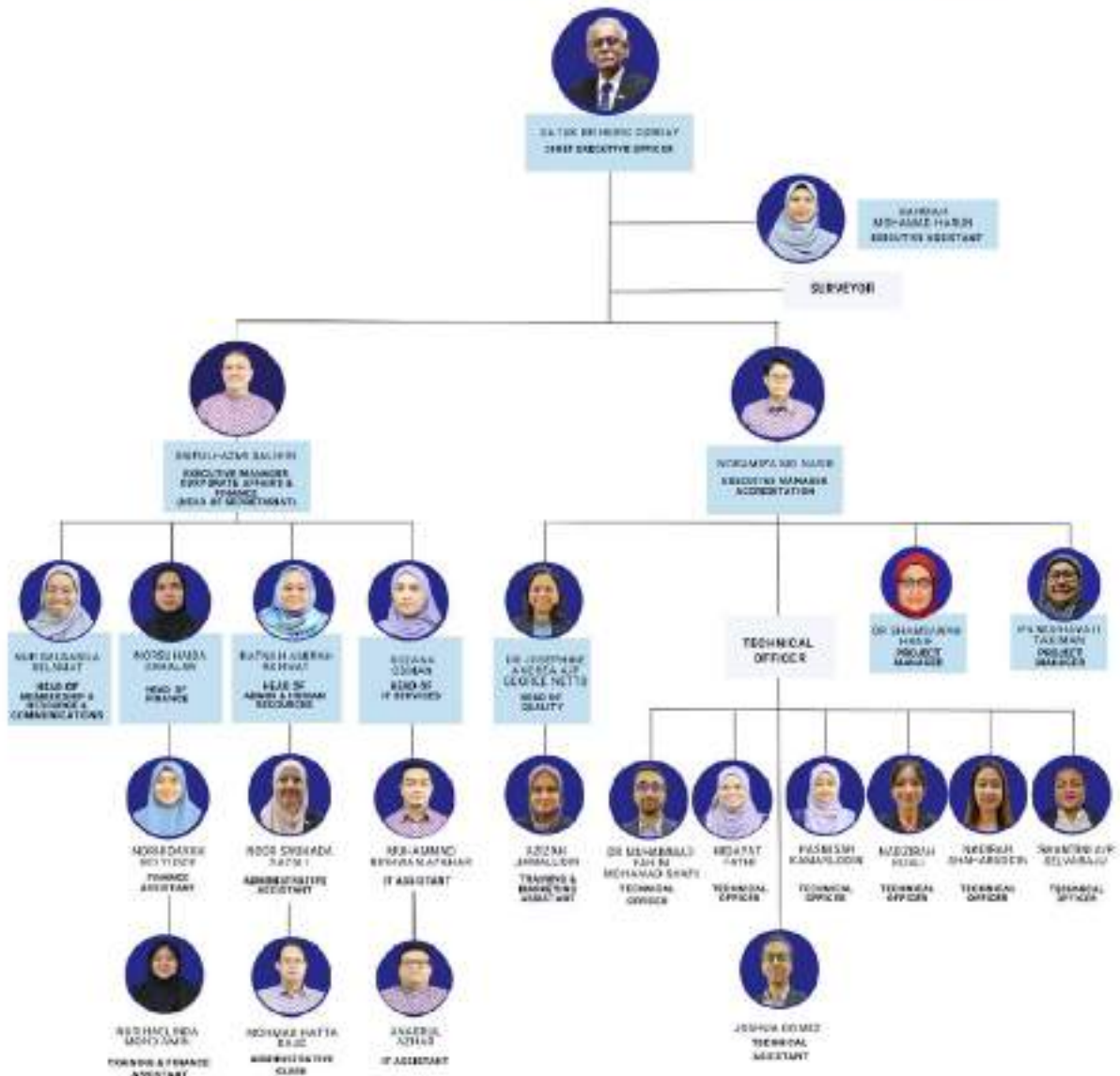
Staff Number of Trainings and Development



MAIN ORGANISATION STRUCTURE

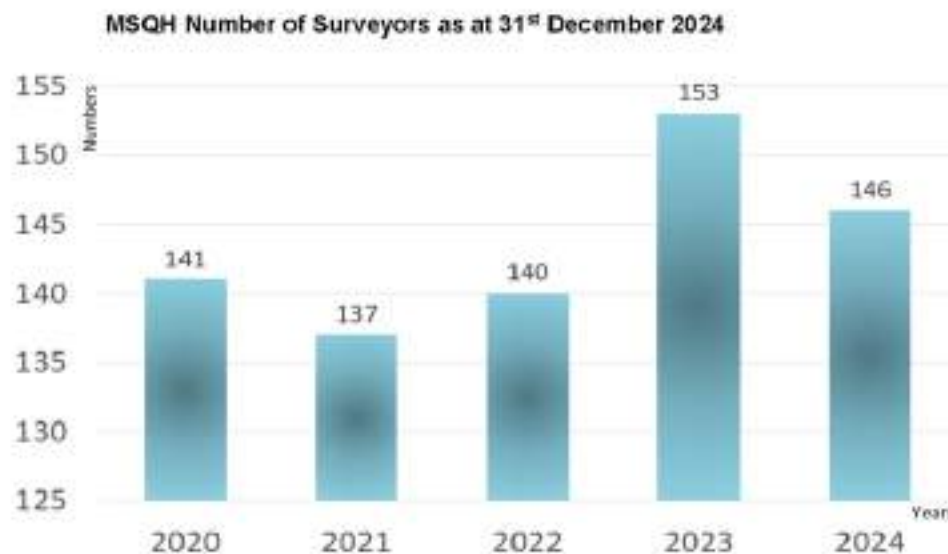


MSQH SECRETARIAT ORGANISATIONAL CHART



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.



6.8 Datuk Dr Henic 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 IEAA 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 MCH, 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

	<u>2024</u> RM	<u>2023</u> RM
Non-current asset		
Property, plant and equipment	<u>196,240</u>	<u>197,437</u>
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	<u>316,202</u>	<u>140,610</u>
	<u>6,498,263</u>	<u>5,966,335</u>
Current liabilities		
Other payables and accruals	652,581	607,687
Current tax liabilities	<u>4,764</u>	<u>-</u>
	<u>657,345</u>	<u>607,687</u>
Net current assets	<u>5,840,918</u>	<u>5,358,648</u>
	<u>6,037,158</u>	<u>5,556,085</u>
Financed by:		
Equity		
Reserves	<u>5,839,879</u>	<u>5,230,937</u>
Non-current liability		
Deferred income	<u>197,279</u>	<u>325,148</u>
	<u>6,037,158</u>	<u>5,556,085</u>

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	5,120,505	7,048,400	7,268,000	6,418,943	6,479,260
DIRECT COSTS	(2,008,944)	(2,106,230)	(2,132,530)	(1,900,490)	(1,627,780)
GROSS PROFIT	3,051,562	4,942,170	5,135,470	4,498,453	4,811,480
OTHER REVENUE	58,633	443,000	323,000	88,710	308,000
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	(83,884)	(326,320)	(356,470)	(431,633)	(441,840)
Other expenses	(948,922)	(2,166,350)	(2,151,000)	(1,663,160)	(1,400,750)
OPERATING PROFIT	898,535	709,500	709,500	416,703	716,500
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	628,692	807,500	807,500	523,703	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	800,000	516,203	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.	<i>Please refer to the Presentation</i>



Committees' 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

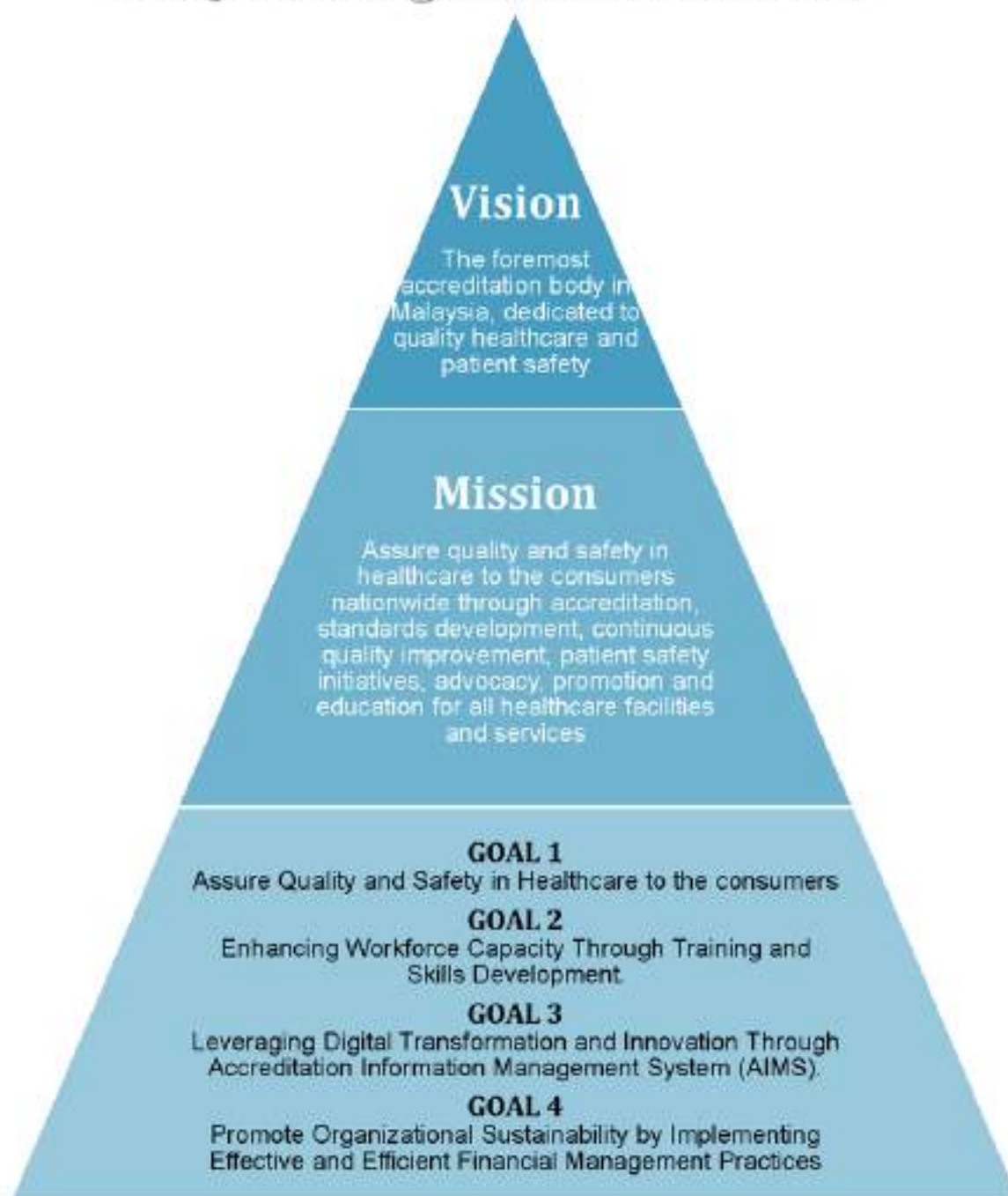
GOAL 4

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

MSQH PARTNERS



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 EEA 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 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 the ISQua 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.

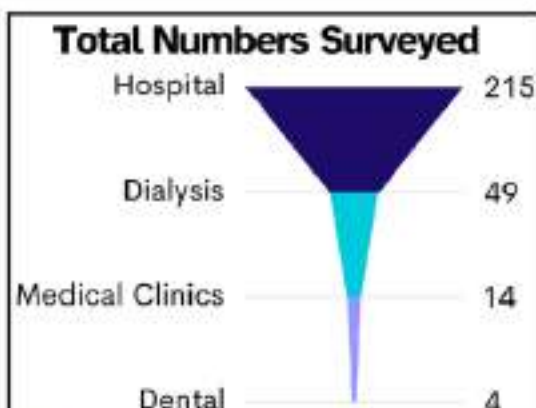
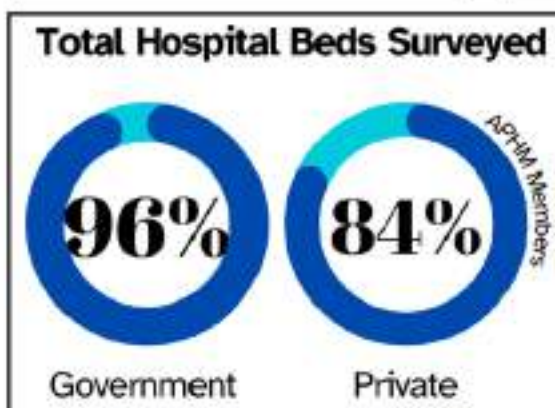
As MSQH prepares for the implementation of the Hospital Accreditation Standards 7th Edition and the execution of its Strategic Plan 2026-2030, the Society remains focused on supporting healthcare organisations in their continuous pursuit of safer care, stronger systems, and better outcomes for the communities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



Erica Lam
President



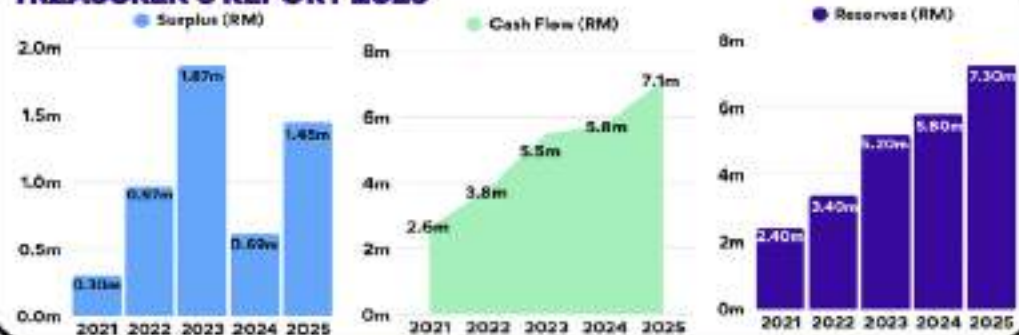
KEY PERFORMANCE 2025



KEY PERFORMANCE 2025



TREASURER'S REPORT 2025



SATISFACTION FEEDBACKS 2025



Staff Satisfaction



Staff Retention



Resource Materials



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



COMMITTEE MEMBERS

Term 2025-2026

ASSOCIATE PRESIDENT

YEHL TAN SENGDATE DR. ABU BAKAR SALLEHAN

ASSOCIATE PRESIDENT

* SENG, TAN SRI SITI SADIYAH SHEWH BAKAR

SECRETARY

DR. JERMI ADAM A/L WELIHAMILLIAM SALDAAS
CHIEF MEDICAL OFFICER (GENERAL) AND QUALITY

DEPUTY SECRETARY

DATO DR. JEMEL KHAMIR ANWAR IKH
CHIEF OF MEDICAL SERVICES UNIT FOR HEMATOLOGY

PRESIDENT

MS SOCKA LIM SIM MEI
GENERAL CHINA ASSOCIATE CHINESE MEDICAL ASSOCIATION MALAYSIA ANGLO CHINESE SOCIETY CHINESE MEDICAL ASSOCIATION

THE CHAIRMAN

PN HALIZA BINTI
CHIEF EXECUTIVE OFFICER (CHIEF EXECUTIVE OFFICER) MALAYSIA

CHIEF EXECUTIVE OFFICER

DATIN ESHWINI OTHMAN
CHIEF EXECUTIVE OFFICER (CHIEF EXECUTIVE OFFICER) MALAYSIA

VICE PRESIDENT REPRESENTING PRESIDENT OF MALAYSIA MALAYSIAN ASSOCIATION

DATO DR. JEMEL KHAMIR ANWAR IKH
CHIEF OF MEDICAL SERVICES UNIT FOR HEMATOLOGY

VICE PRESIDENT REPRESENTING PRESIDENT OF MALAYSIA MALAYSIAN ASSOCIATION

MR. ANWAR ALI
ASSOCIATE SECRETARY GENERAL OF MALAYSIA MALAYSIAN ASSOCIATION

VICE PRESIDENT REPRESENTING PRESIDENT OF MALAYSIA MALAYSIAN ASSOCIATION

DATIN ESHWINI OTHMAN
CHIEF EXECUTIVE OFFICER (CHIEF EXECUTIVE OFFICER) MALAYSIA

COMMITTEE MEMBER REPRESENTING MALAYSIAN ASSOCIATION (MALAYSIAN ASSOCIATION)

DR. AISLINN SENG
CHIEF OF MEDICAL SERVICES UNIT FOR HEMATOLOGY

COMMITTEE MEMBER REPRESENTING MALAYSIAN ASSOCIATION (MALAYSIAN ASSOCIATION)

PROFESSOR DATO DR. HAMEED SAMUDIN
CHIEF OF MEDICAL SERVICES UNIT FOR HEMATOLOGY

COMMITTEE MEMBER

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GENERAL CHINA ASSOCIATE CHINESE MEDICAL ASSOCIATION MALAYSIA ANGLO CHINESE SOCIETY CHINESE MEDICAL ASSOCIATION

COMMITTEE MEMBER

DR. SOCKA LIM SIM MEI
GENERAL CHINA ASSOCIATE CHINESE MEDICAL ASSOCIATION MALAYSIA ANGLO CHINESE SOCIETY CHINESE MEDICAL ASSOCIATION

COMMITTEE MEMBER

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COMMITTEE MEMBER

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EX-OFFICIO

MR. SOCKA LIM SIM MEI
GENERAL CHINA ASSOCIATE CHINESE MEDICAL ASSOCIATION MALAYSIA ANGLO CHINESE SOCIETY CHINESE MEDICAL ASSOCIATION

EX-OFFICIO

MR. SOCKA LIM SIM MEI
GENERAL CHINA ASSOCIATE CHINESE MEDICAL ASSOCIATION MALAYSIA ANGLO CHINESE SOCIETY CHINESE MEDICAL ASSOCIATION

BETTER CARE SAFER CARE



EX-OFFICIO

MR. MAHESH VICTOR
CHAIRMAN
NATIONAL FOCAL POINT
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 7 th 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)
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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 6 th 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	81%
2022	35	47	82	-	1,010	201	1,211	88%
2021	35	68	103	-	-	450	450	81%

(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

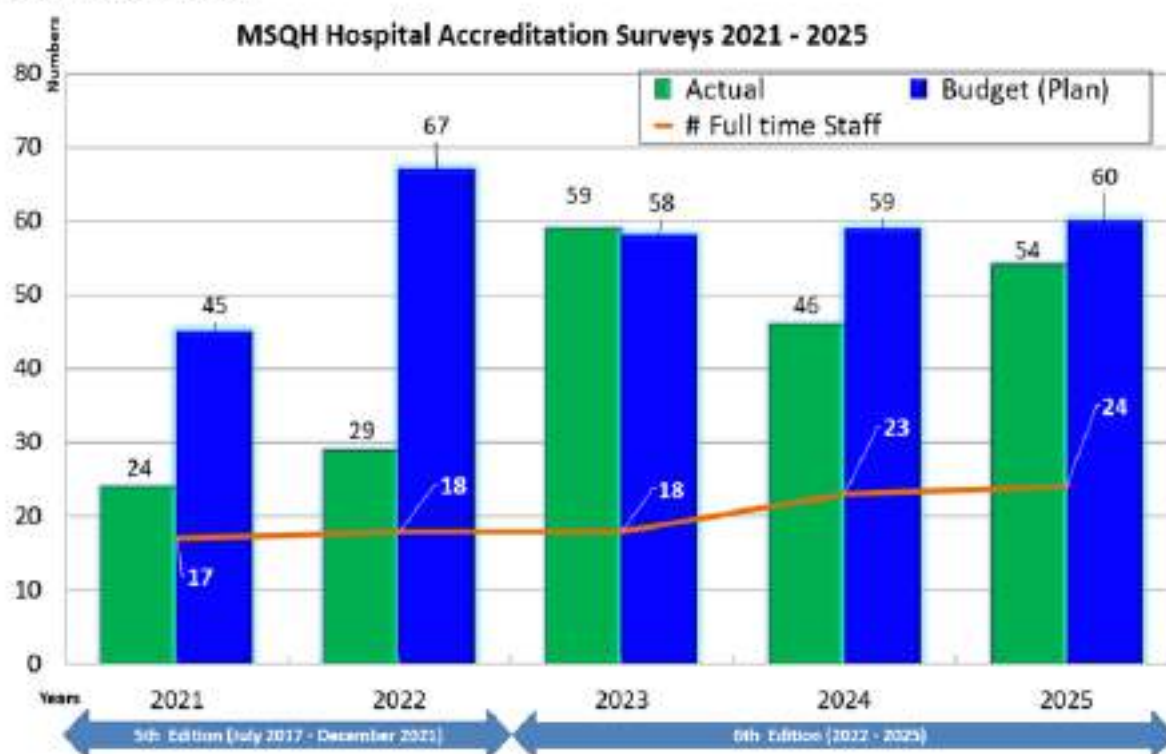
(C) Number of Hospitals with Current Accreditation Status

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 31 st 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

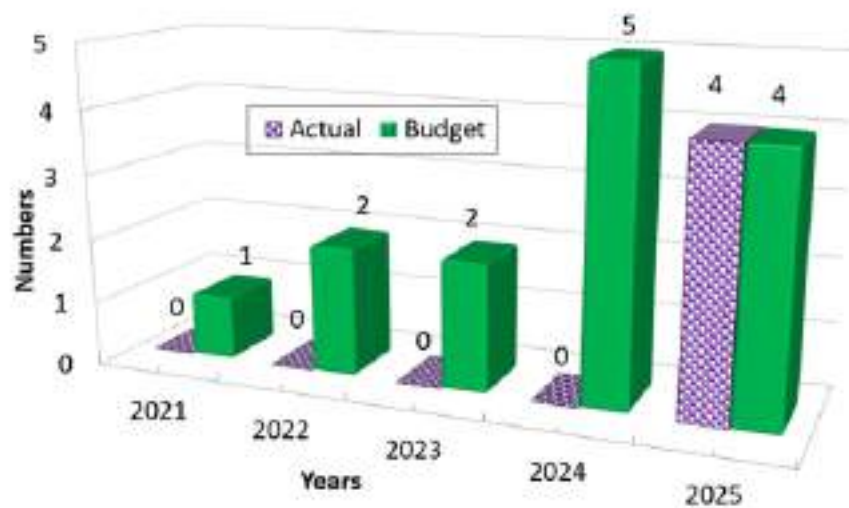
Year	Public	Private	Total
2011-2019	3	18	21
2020 – 2024	-	-	-
2025	2	2	4
Total (Survey)	5	20	25
Total (Licensed)*	3,114	10,495	13,609
Target Surveys	3,109	10,475	13,584

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.

*MOH Health Facts 2024



(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

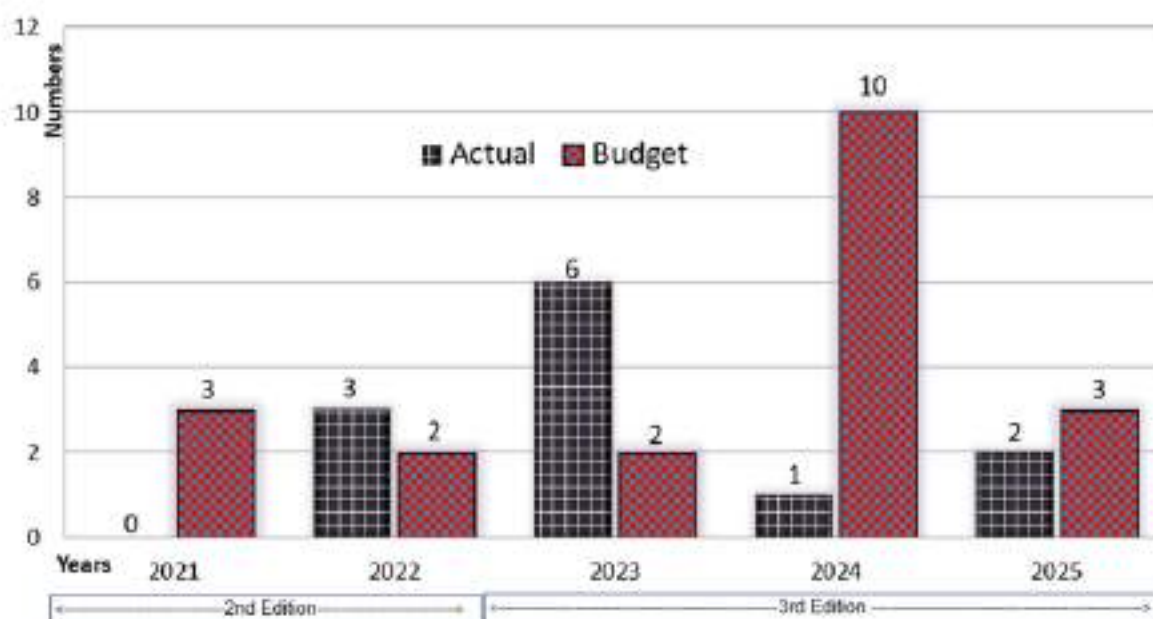
Year	Total	Edition
2016	5	1 st Edition
2017	2	
2018	12	
2019	13	2 nd Edition
2020	5	
2021	-	
2022	3	3 rd Edition
2023	6	
2024	1	
2025	2	
Total	49	Surveyed
	703	Licensed*
	654	Balance no. of Centres

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-puspt-hemodialisis-swasta-bendesen-di-hawiah-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: -

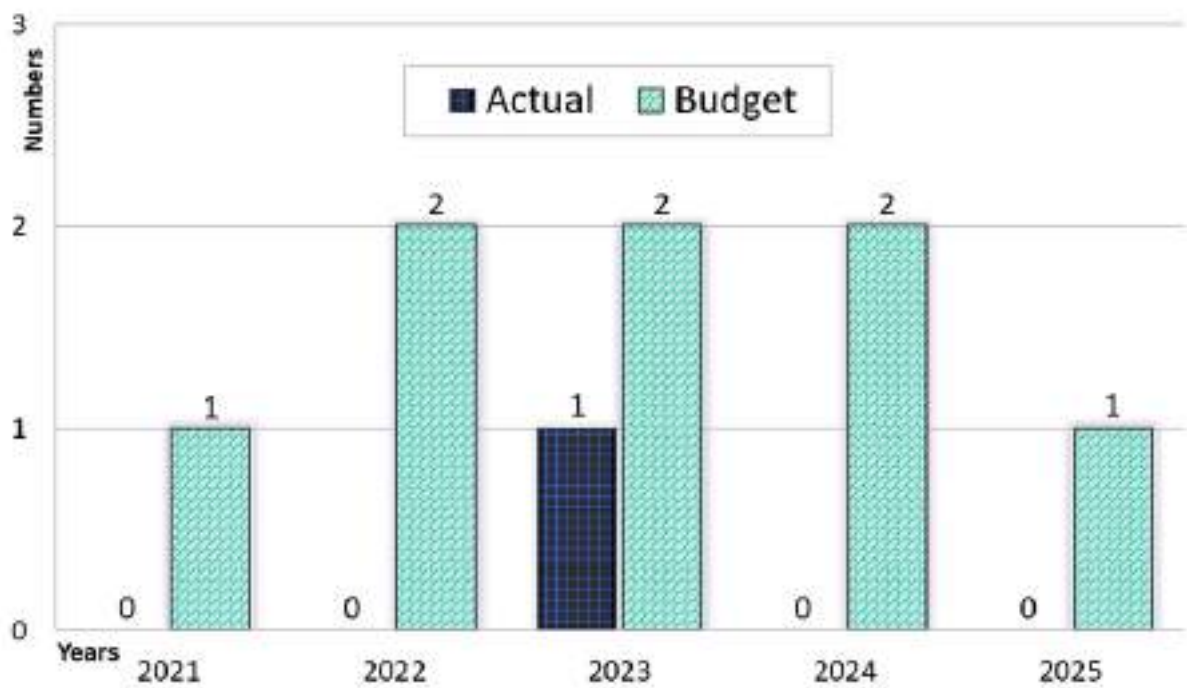
Year	Pblic	Private	Total	
			Organisations	No.of Participants
2017	3	13	16	22
2018	1	3	4	6
2019	-	3	3	4
2020 – 2025	-	-	-	-
Total	4	19	23	32

(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

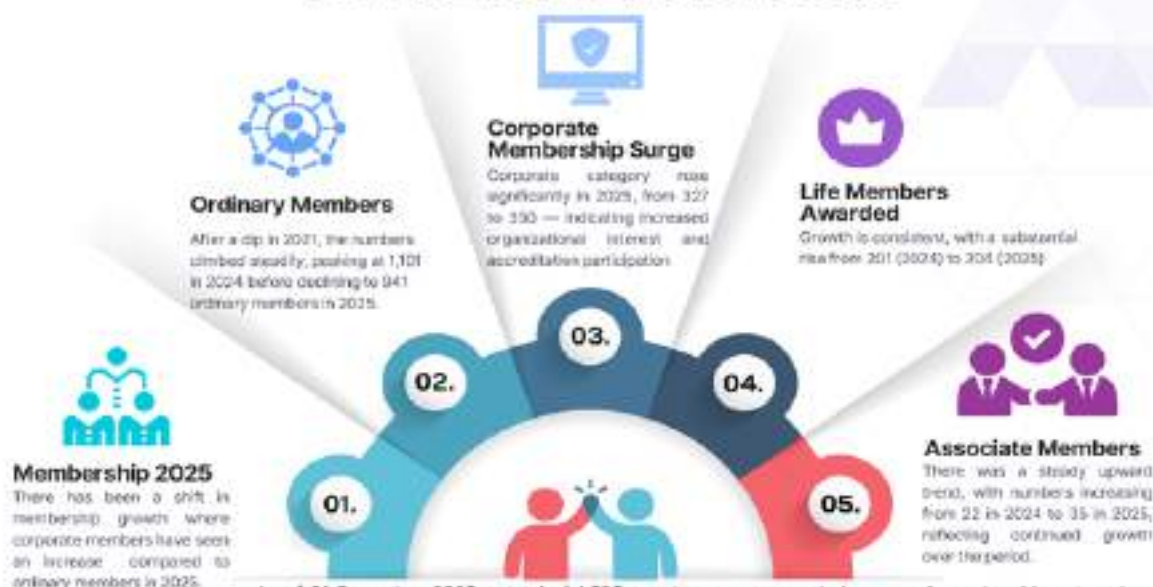
Hospitals / Date	Award Period	MSQH Representative	Guest of Honor and Representatives
1. Sunway Medical Centre Penang 10 th April 2025	1st Cycle 25th February 2025 to 24th February 2029 (4 years)	Datuk Dr Heric Corray (MSQH Chief Executive Officer)	
2. Hospital Kemaman 28 th April 2025	4 th Cycle 22 nd March 2025 to 21 st March 2029 (4 years)		
3. Hospital Queen Elizabeth 1 7 th July 2025	2 nd Cycle 19 th February 2025 to 18 th 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 patientsafety.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)						2026
			108 th 10/01	EGM 17/04	109 th 30/04	AGM 20/06	110 th 11/08	111 th 19/12	112 th 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 Span) – Total Number of Committee Members		15	11	14	12	15	11	12
1	President & Chair Mrs Erica Lam Sok Mui	6 / 6	✓	✓	✓	✓	✓	✓	✓
2	Deputy President Professor Dato' Dr Abdul Rahim Abdulah	5 / 6	✓	✓	✓	apologies	✓	✓	✓
3	Chief Executive Officer (Ex-Officio) YBhg Datuk Dr Heric Corray	6 / 6	✓	✓	✓	✓	✓	✓	✓
4	Secretary Dr Jeeradas a/l Velumnylum Baladas	6 / 6	✓	✓	✓	✓	✓	✓	apologies
5	Treasurer Mr Asmadi Mohd Bakri (retired 16/4/2025) Mrs Haliza Khalid (wef 17/4/2025)	6 / 6	✓ -	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓
6	Ministry of Health Malaysia (a) YBhg Dato' Indera Dr Nor Azimi Yunus (Main) (b) YBhg Dato' Dr Azman Yacob (alternate) (c) Dr Azlihanis Abdul Hadi (alternate) (d) Dr Fuzid Ridha Mahabot (alternate)	5 / 6	- ✓ -	apologies	- - ✓ ✓	- - - ✓	- - ✓ ✓	- - ✓ ✓	- - ✓ ✓
7	Association of Private Hospitals of Malaysia (APHM) (a) Mr. Anwar Anis (Main) (b) Mr. Tom Lim (alternate)	5 / 6	✓ -	apologies	✓ -	✓ -	✓ -	✓ -	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 Adnan Abdul Aziz (retired 11/09/2024)	3 / 6	- ✓ -	apologies	apologies	✓ -	✓ -	apologies	✓ - -
9	Malaysian Nurses Association (MNA) Dr Aisyahon Suhaimi	3 / 6	✓	apologies	✓	apologies	✓	apologies	✓
10	Academy of Medicine of Malaysia (AMM) Professor Dr Rosmawati Mohamed	4 / 6	✓	✓	✓	apologies	apologies	✓	✓
11	Ordinary Member Dr Noor Hisham Mansor	5 / 5	✓	✓	✓	✓	✓	✓	✓
12	Ordinary Member Puan Maisarah Omar	4 / 6	apologies	✓	✓	✓	✓	apologies	apologies
13	Ordinary Member Dr Sharonpal Singh	5 / 6	✓	✓	✓	✓	✓	apologies	✓
14	Ordinary Member Ms. Munirah Aisha Md Haniffa	6 / 6	✓	✓	✓	✓	✓	✓	✓
15	STANDARDS MALAYSIA (a) Mr See Chee Kong (wef 03/09/2025) (b) Enck Husselmizzar Hussain (alternate) (c) Enck Wan Rukiman Wan Mamat (alternate)	2 / 6	- ✓ -	apologies	apologies	apologies	- - ✓	apologies	apologies
16	Ex Officio (2) Patient Advocate Mr Manvir a/l Victor Jesudasan	6 / 6	✓	✓	✓	✓	✓	✓	✓

*-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 Memorandum 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
- ❖ Partnership with Malaysian Pharmacists Society (MPS)



MSQH with the Malaysian Pharmacists Society

MSQH PARTNERS





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	100% timeliness in publishing a list of currently accredited healthcare facilities and their awards on MSQH website and social media (2024: 100%) 100% timeliness in submitting monthly hospital survey reports, survey and training records to the Ministry of Health. (2024: 100%) 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	Speaker at 4 local and 1 international conference – total 5 (2024: 6) - Production of twelve (12) e-newsletters in 2024 (2024: 12) 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

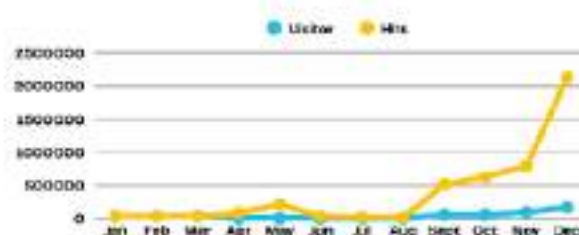
Website Statistic

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	33655
Jul	5034	19338
Aug	3501	14652
Sept	54892	516052
Oct	56959	62128
Nov	92908	790680
Dec	17297	787146

Legend:

- Total unique visitor (includes visitors who accessed the website using only their IP address).
- Hits (pages): Total number of pages viewed during all sessions.



- 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 educational activities and training courses.
 - June-August saw a downward trend, with website engagement stabilizing after the peak activities.

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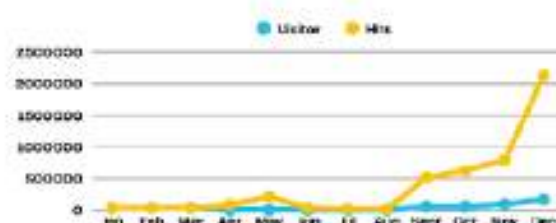
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Jul	3031	10338
Aug	3501	14652
Sept	54892	516052
Oct	56999	62328
Nov	92908	700680
Dec	17297	7177446

Legend:

- Total unique member interactions within Asia region (the statistics exclude any visitor from the Asia region)
- MSQH group's Total number of page views during all sessions



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- Observation:
 - March spike was mainly driven by membership renewal and profile updates, as members accessed the system for annual renewals.
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 - Jan-Feb showed steady growth, likely due to early education activities and training interest.
 - June-August saw a downward trend, with website engagement stabilizing after the peak activities.



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.

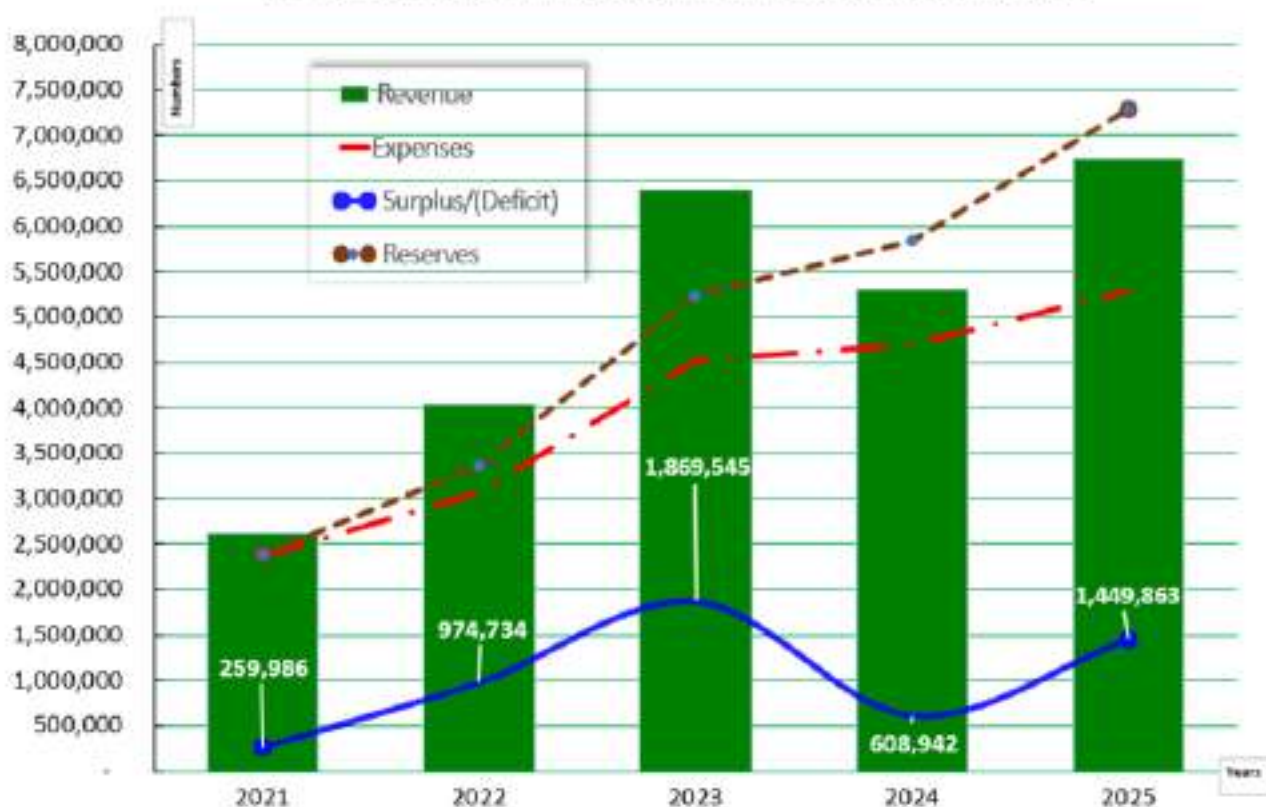
Strategic Plans 2021-2025	Key Performance 2025
1. Effective and prudent financial performance.	1. Surplus improved by 138% compared to 2024 (2024-2023 dropped by 67%) 2. Reserves increased by 25% compared to 2024 (2024-2023 increased by 12%) 3. Liquidity improved by 23% compared to 2024 (2024-2023 increased 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 councillors 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 councillors 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

Revenue, Expenditures, Surplus & Reserves Analysis



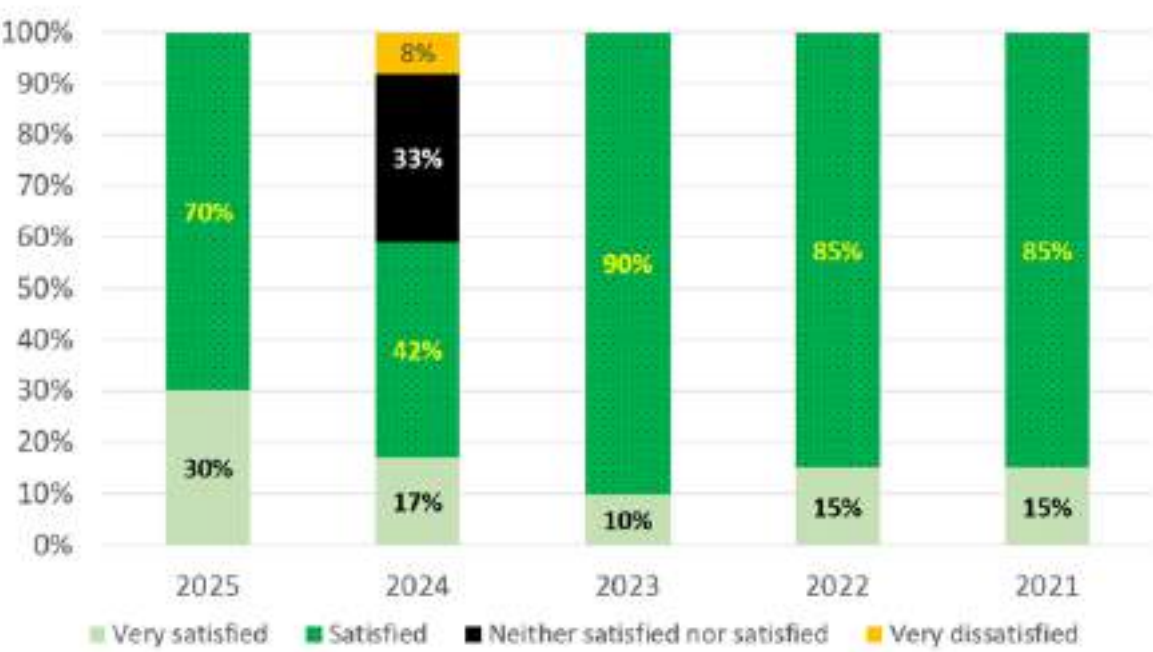
A detailed financial position with audited accounts for the year ended 31st December 2025 and budgets for 2026 and 2027 are reported under Treasurer's Report.

4.2 Human Resource

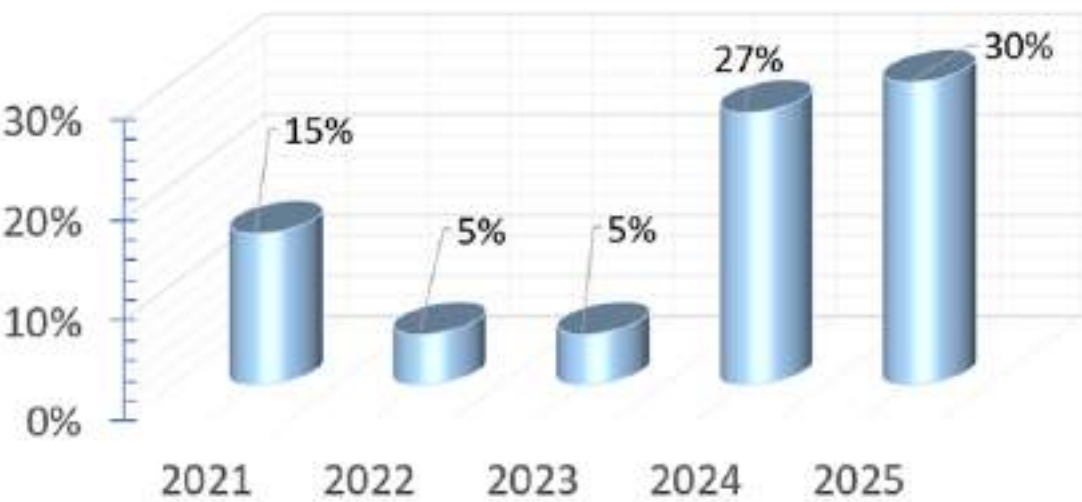
4.2.1 MSQH Employees

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.

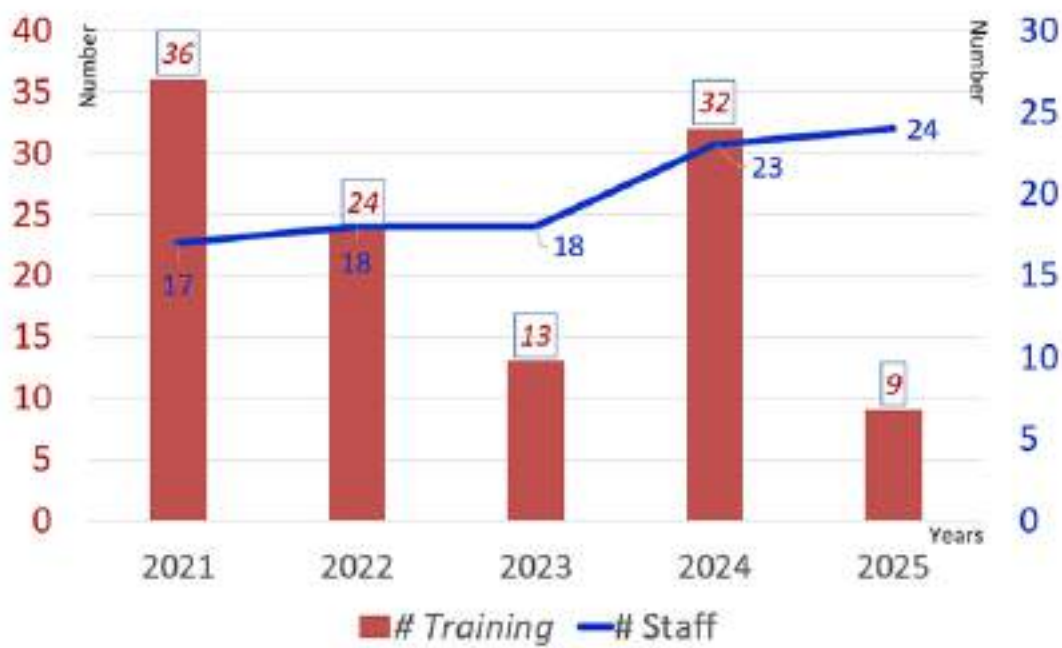
4.2.2 Staff Satisfaction Survey 2025



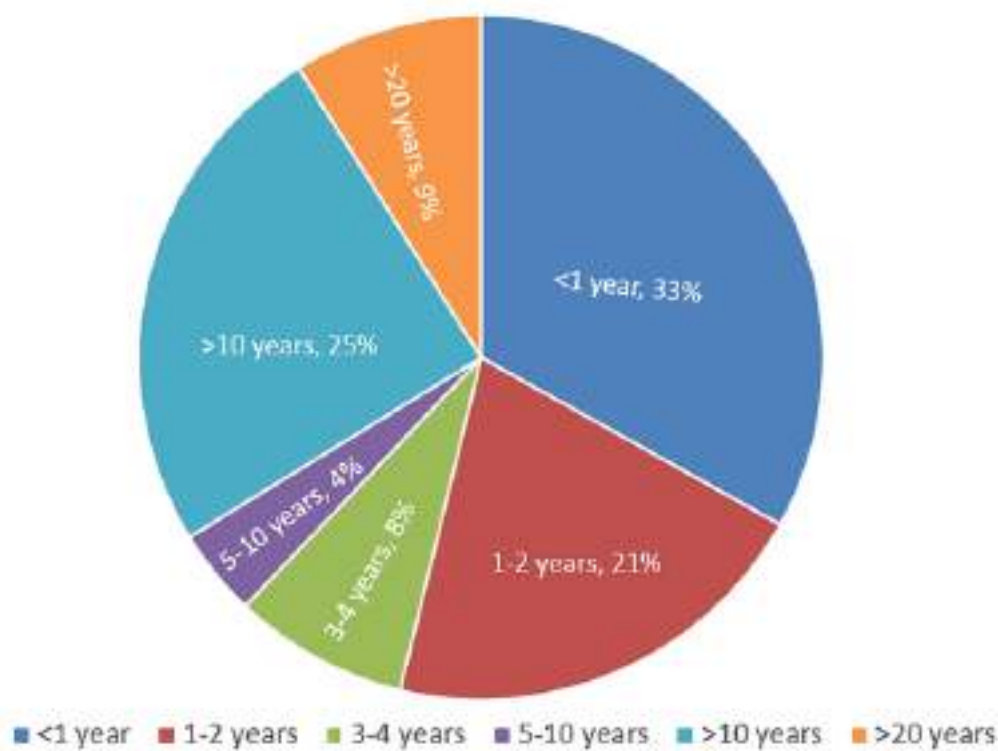
4.2.3 Staff Turnover Rate 2025



4.2.4 Staff Number of Trainings and Development

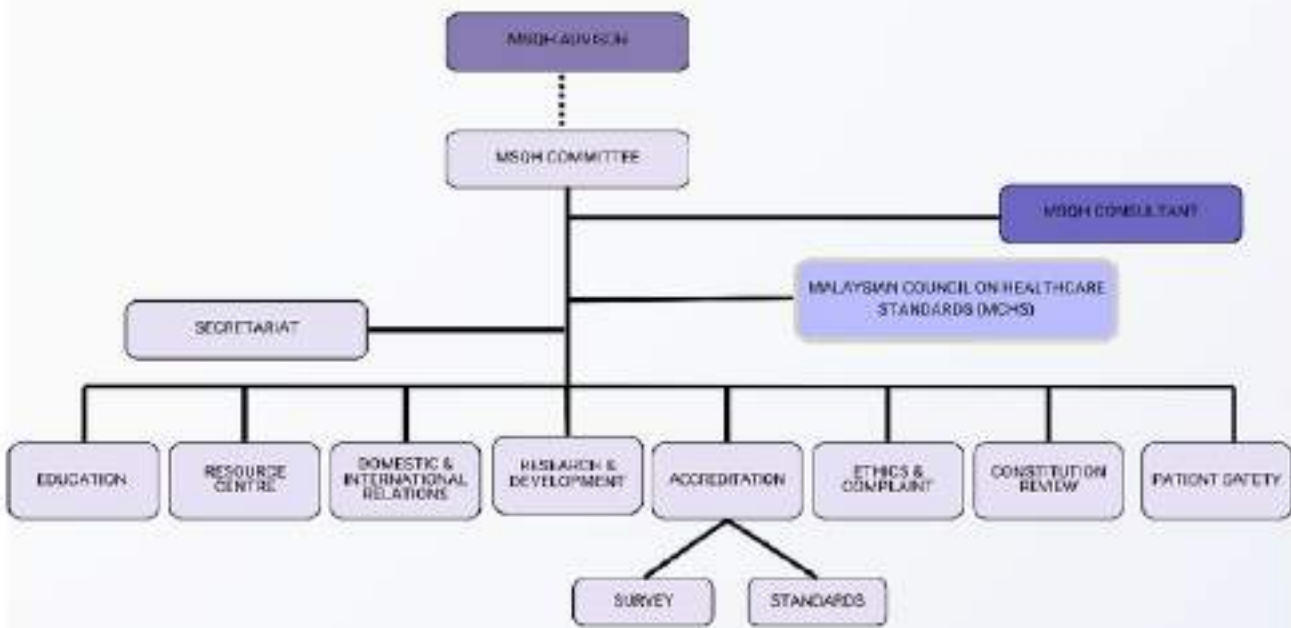


4.2.5 Staff Number of Years in Service

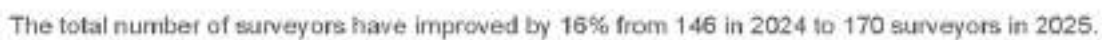




MAIN ORGANISATION STRUCTURE



BETTER CARE
SAFER CARE





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 Abdullah, 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	Gnamamalar 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 @ Jacqueline Saperi	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 Fadhilina 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 @ Soosal, 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 - Ophthalmologist	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

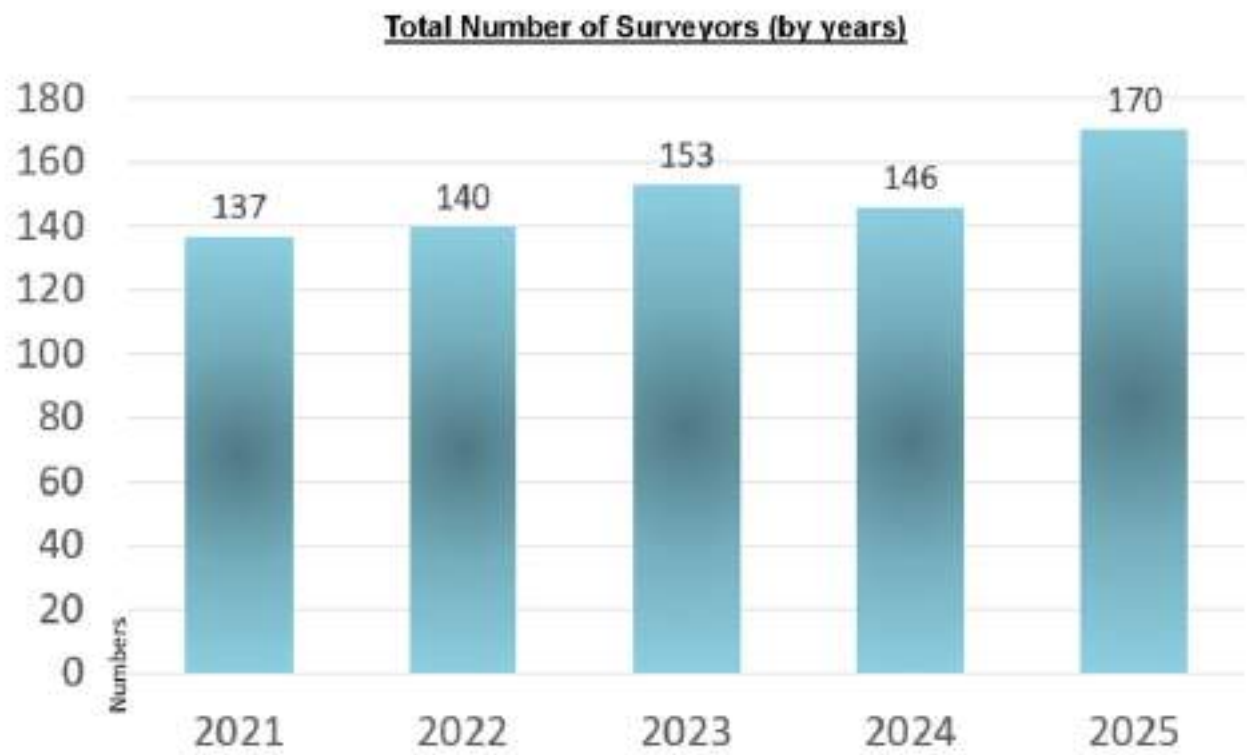
Surveyors – Medical Clinics 2025: 6 surveyors (2024: 6 surveyors)

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 Saffhan 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





Treasurer's Report 2025

Audited accounts
Revised Budget 2026
Budget 2027



PPM-006-J4-17103999 | HOF 357-02225128

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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



Malaysian Society for Quality in Health
8A-1 Level 8, Menara Utama Sejarah,
220, Jalan Tun Razak, 50400 Kuala Lumpur,
MALAYSIA
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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)

**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
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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 AISYAHITON 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

PERSATUAN KUALITI KESIHATAN MALAYSIA
(MALAYSIAN SOCIETY FOR QUALITY IN HEALTH) (MSQH)
Registration No. PPM-006-14-17101997
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GENERAL INFORMATION

AUDITORS	: Christopher Heng & Co. (AF 0854) Chartered Accountants, Malaysia
PRINCIPAL BANKERS	: CIMB Bank Berhad Ground Floor, Bangunan Commerce Life, 338, Jalan Tanzi 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
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STATEMENT BY EXECUTIVE COMMITTEE

We, Lam Sok Mui and Dr Jeevadas 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
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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,



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



CHRISTOPHER HENG
LEADING THE WAY FORWARD

Christopher Heng & Co. (AF 0854)
 Chartered Accountants
 508-B-11, Level 8, Kompleks Mutiara
 3 1/2 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.

**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

Kuala Lumpur
Date: 12 March 2026

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



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

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	132,804
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.



PERSATUAN KUALITI KESIHATAN MALAYSIA
(MALAYSIAN SOCIETY FOR QUALITY IN HEALTH) (MSQH)
 Registration No. PPM-006-14-17101997
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STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2025

	<u>Note</u>	<u>2025</u> <u>RM</u>	<u>2024</u> <u>RM</u>
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
		<u>8,475,399</u>	<u>6,498,263</u>
Current liabilities			
Other payables and accruals	18	1,170,781	652,581
Current tax liabilities	19	2,996	4,764
		<u>1,173,777</u>	<u>657,345</u>
Net current assets		<u>7,301,622</u>	<u>5,840,918</u>
		<u>7,999,948</u>	<u>6,037,158</u>
Financed by:			
Equity			
Reserves	20	7,289,742	5,839,879
Non-current liability			
Deferred income		710,206	197,279
		<u>7,999,948</u>	<u>6,037,158</u>

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



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 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.

PERSATUAN KUALITI KESIHATAN MALAYSIA
(MALAYSIAN SOCIETY FOR QUALITY IN HEALTH) (MSQH)
Registration No. PPM-006-14-17101997
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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.

PERSATUAN KUALITI KESIHATAN MALAYSIA
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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.

PERSATUAN KUALITI KESIHATAN MALAYSIA
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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 (SOCSSO). 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.



PERSATUAN KUALITI KESIHATAN MALAYSIA
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5. Revenue

	<u>2025</u>	<u>2024</u>
	RM	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
	<u>6,497,998</u>	<u>5,120,503</u>

6. Operating costs

	<u>2025</u>	<u>2024</u>
	RM	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	<u>1,970,832</u>	<u>2,068,941</u>



PERSATUAN KUALITI KESIHATAN MALAYSIA
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6. Operating costs (Cont'd)

	<u>2025</u> RM	<u>2024</u> 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	-
	<u>1,978,463</u>	<u>2,068,941</u>

7. Other incomes

	<u>2025</u> RM	<u>2024</u> RM
A. Conferences		
QA Convention	-	14,839
Less: QA Convention expenses	<u>-</u>	<u>(26,964)</u>
	<u>-</u>	<u>(12,125)</u>
B. Others		
Administrative revenue	20,074	18,000
ASQUA	11,064	-
Gain on foreign exchange	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	<u>-</u>	<u>(9,331)</u>
	<u>106,269</u>	<u>70,748</u>
	<u>106,269</u>	<u>58,623</u>



PERSATUAN KUALITI KESIHATAN MALAYSIA
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8. Human resources expense

	2025	2024
	RM	RM
<u>Other employees:</u>		
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	2024
	RM	RM
Advertisement and promotion	2,860	18,669



PERSATUAN KUALITI KESIHATAN MALAYSIA
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10. Other expenses

	<u>2025</u>	<u>2024</u>
	RM	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
	<u>1,221,223</u>	<u>949,923</u>

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11. Finance income and costs

	<u>2025</u>	<u>2024</u>
	RM	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.

	<u>2025</u>	<u>2024</u>
	RM	RM
<u>Tax charge for the financial year</u>		
<i>Current financial year</i>		
- 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
<u>Cost</u>				
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	113,443	-	-	113,443
	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
<u>Accumulated depreciation</u>				
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
	<u>1,375,327</u>	<u>83,092</u>	<u>-</u>	<u>1,458,419</u>

	2025 RM	2024 RM
<u>Net book value</u>		
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
	<u>698,326</u>	<u>196,240</u>

14. Trade receivables

	2025 RM	2024 RM
Fees for accreditation survey and training	<u>863,822</u>	<u>478,651</u>

15. Other receivables, deposits and prepayments

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

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16. Fixed deposits with a licensed bank

	<u>2025</u>	<u>2024</u>
	RM	RM
Deposits with a licensed bank	<u>6,211,529</u>	<u>5,444,608</u>

17. Cash and bank balances

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

18. Other payables and accruals

	<u>2025</u>	<u>2024</u>
	RM	RM
Accreditation expenses	44,666	26,415
Other payables	311,081	390,184
Accruals	<u>615,034</u>	<u>235,982</u>
	<u>1,170,781</u>	<u>652,581</u>

19. Current tax liabilities

	<u>2025</u>	<u>2024</u>
	RM	RM
<u>Movement in the provision for taxation are:</u>		
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	<u>-</u>	<u>(374)</u>
	23,288	11,261
Income tax paid	<u>(20,292)</u>	<u>(6,497)</u>
Balance at end of financial year	<u>2,996</u>	<u>4,764</u>



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20. Reserves

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

21. Deferred income

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



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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
	<u>7,074,828</u>	<u>5,760,810</u>

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.

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



		AUDITED 2024	AUDITED 2023	REVISED APPROVED BUDGET	Actual vs. Budget	APPROVED BUDGET	REVISED BUDGET	Comparison Actual Budget This Year 2024 vs. Approved Budget 2024	Comparison Actual This Year 2024 vs. Last Year 2023	PROPOSED BUDGET	Comparison Actual 2023 vs Budget 2023
		JAN'24 DEC'24	JAN'23 DEC'23	2025	2025	2024	2025	2024	2024	2025	2025
		RM	RM	RM	%	RM	RM	%	%	RM	%
REVENUE	1	6,130,485	6,897,088	6,418,943	1%	6,418,240	6,035,756	3%	30%	6,661,938	0%
COST OF SALES	1	(3,062,941)	(3,878,664)	(3,360,499)	1%	(1,637,786)	(3,177,868)	18%	54%	(1,638,600)	2%
GROSS PROFIT		3,067,543	3,018,424	3,058,443	1%	4,780,454	2,857,888	13%	18%	5,423,338	1%
OTHER INCOME	2	59,625	166,269	59,750	30%	180,000	247,000	-14%	-64%	497,706	135%
Human resources expenses	3	(1,449,984)	(1,378,719)	(1,298,433)	-1%	(1,603,590)	(1,283,000)	0%	24%	(1,717,300)	4%
Marketing, promotional and publication expenses	4	(13,609)	(2,668)	(17,480)	-84%	(17,480)	(36,300)	500%	53%	(8,800)	8%
Other expenses	5	(949,523)	(1,223,223)	(1,068,169)	-27%	(1,400,799)	(1,777,000)	27%	4%	(1,400,000)	-17%
Depreciation and amortisation		(83,084)	(83,892)	(81,633)	-81%	(191,200)	(187,300)	-37%	-37%	(153,400)	-92%
OPERATING PROFIT / (LOSS)		492,025	1,301,875	456,588	207%	786,280	981,888	32%	50%	1,744,838	78%
FINANCE INCOME	6	432,086	436,325	80,000	11%	80,000	135,000	18%	13%	168,500	10%
FINANCE COSTS	6	(1,736)	(4,269)	(3,000)	47%	(2,000)	(2,000)	07%	-8%	(2,000)	10%
SURPLUS / (DEFICIT) BEFORE TAX		620,685	1,473,789	513,588	131%	864,280	1,114,888	58%	53%	1,890,838	8%
INCOME TAX EXPENSES		(35,179)	(18,724)	(7,580,000)	-147%	(7,500)	(20,000)	167%	-97%	(20,000)	0%
ZAKAT		(3,312)	(3,412)	-	0%	-	(6,000)	0%	100%	(6,000)	0%
SURPLUS / (DEFICIT) FOR THE PERIOD		682,541	1,451,653	506,008	131%	856,780	1,088,888	53%	52%	1,864,838	71%



	APPROVED BUDGET 2025		APPROVED BUDGET 2026		APPROVED BUDGET 2027	
	ACTUAL RM	ACTUAL RM	RM	RM	RM	RM
1 ACCREDITATION REVENUE						
Subscriptions fee	187,819.85	46,887.24	145,580	145,580	151,880	155,580
A. Accreditation Program - Hospital	4,743,494.34	6,615,741.32	5,151,512	5,735,363	6,381,282	5,625,418
Less: Direct Costs						
Accreditation Expenses - Hospital						
Accreditation Expenses - Medical	(388,281.31)	(371,281.82)	(258,360)	(375,198)	(345,540)	(328,798)
Audits & Transport	(429,887.26)	(331,646.85)	(228,422)	(233,888)	(266,888)	(281,498)
Counsellors Survey & Training Allowance	(1,345,186.34)	(1,173,676.73)	(1,136,280)	(946,488)	(1,381,388)	(921,988)
Other - Printing & Conveyance			(33,188)	(25,148)		
Training and Allowance - Accommodation	(20,811.84)	-			(175,488)	(737,388)
Sub Gross Profit	2,759,219.85	4,889,282.18	3,694,872	4,398,587	4,598,882	3,280,338
B. Accreditation Program - Medical Class Training		4,954.31	18,560	17,588	36,888	118,888
Less: Direct Costs						
Accreditation Expenses - Medical Class	(5,431.81)	(21,111.87)	(14,342)	(18,888)	(21,488)	(41,188)
Sub Gross Profit	2,386.04	12,842.44	4,218	5,700	15,400	77,700
C. Accreditation Program - Clinical Display & Survey						
Less: Direct Costs						
Clinical Display & Survey	8,888.88	5,888.88	48,888	38,888	21,888	128,888
Clinical Display & Survey and Workshop		4,888.88		38,888	36,888	18,888
Less: Direct Costs						
Accreditation Expenses - Clinical Display	(8,270.38)	(1,888.88)	(13,240)	(18,888)	(18,888)	(88,188)
Sub Gross Profit	1,798.50	6,888.88	35,648	20,000	3,000	40,700
D. Accreditation Program - Dental Survey						
Accreditation Program - Dental Workshop			1,888	8,888	8,888	25,888
Dental Survey & Workshop				18,888	11,388	11,388
Less: Direct Costs						
Accreditation Expenses - Dental		(881.88)	(1,788)	(17,888)	(18,888)	(41,188)
Sub Gross Profit	-	(881.88)	200	3,000	7,000	(24,400)
E. Accreditation Program - Ambulatory Care Survey						
Less: Direct Costs						
Accreditation Expenses - Ambulatory Care Survey			11,888		11,388	21,388
Sub Gross Profit	-	(11,888)	(11,888)	-	(11,388)	(42,776)
F. Accreditation Program - Seminar and Workshop						
Less: Seminar/Workshop	248,484.81	348,584.82	401,480	411,388	434,888	1,388,488
Less: Seminar/Workshop	(19,259.48)	(81,681.32)	(67,232)	(16,128)	(194,288)	(216,488)
Sub Gross Profit	229,225.33	266,903.50	334,248	395,260	340,600	1,171,900
G. Accreditation Program - Seminar and Workshop						
Less: Seminar/Workshop		(1,888.88)	(1,388)	(1,388)	(21,888)	(27,488)
Sub Gross Profit	-	(1,888.88)	(1,388)	(1,388)	(21,888)	(27,488)
Revised Budget / Sub Revised		(4,888.88)				
Total Gross Accreditation Profit	5,651,561.82	4,239,282.84	4,428,452.80	4,811,465	5,498,762	3,422,508
2 OTHER REVENUE						
A. Conference and Workshop						
QA Conference	14,136.61	-	-	38,888	36,888	405,888
Less: QA Conference Expenses	(19,281.88)	-	-	(25,758)	(21,888)	(222,888)
Net Conference Surplus (Deficit)	(5,145.27)	-	-	13,130	15,000	183,000
B. Other Income						
Accreditation Expenses	18,888.88	16,881.88	18,340	16,888	16,888	18,188
Other Income - AQQA		11,888.88			38,888	18,888
Other Income - Seminar & Workshop		488.88			48,888	18,388
MSQW Workshop				48,888		
Less: MSQW Workshop Expenses				(13,758)		
Net Workshop Surplus				35,130	-	-
Seminar/Workshop (Participating) 2021	151,340.88	161,137.18	67,280	67,288	67,288	71,288
Less: Seminar/Workshop Expenses	(129,181.88)	(88,671.48)	(41,832)	(42,888)	(41,788)	(47,888)
Net Seminar Surplus (Deficit)	22,159.00	72,465.70	25,448	24,400	25,500	23,400



Session / Poster / CPE Activity	43,214.32	-	20,394.96	21,259	180,360	118,498
Coaches / (Poster / CPE) / MU Support	-	-	-	-	-	-
Study Group / Title	25,140.73	-	15,898	-	-	-
Local Study Group / Title / Expenses	10,231.87	-	10,000	-	-	-
Net Seminar Support / Local	18,254.56	-	18,398	-	-	-
Gain on Foreign Exchange	-	173.83	-	-	200	200
Total Other Income	96,639.48	180,360.73	33,393	21,259	240,560	407,708
5 HUMAN RESOURCE EXPENSES						
On-Boarding / Salary	1,328,140.36	1,320,234.32	1,657,736	1,144,549	1,144,549	2,272,614
STP - Employee	183,631.23	180,312.77	199,236	234,235	234,235	243,418
Basic - Employee	88,289.91	20,449.80	22,834	33,188	33,188	19,426
Medical Expense	11,111.35	16,457.05	20,236	25,009	21,000	28,952
STP Welfare	-	7,626.52	20,646	15,149	15,149	15,138
STP Welfare	-	388.83	4,326	4,388	4,388	4,388
Training and Development - MSQH & HSD Corp	37,271.00	23,841.29	82,236	1,000,000	1,000,000	114,400
Total Human Resource Expense	1,557,032.85	1,379,294.18	1,887,428	2,422,289	2,422,289	2,117,208
6 MARKETING, PROMOTIONAL AND PUBLICATION EXPENSES						
Advertisement and promotion	18,649.24	2,800.35	17,436	11,963	36,360	38,000
Total Marketing, Promotional & Publication Expense	18,649.24	2,800.35	17,436	21,963	36,360	38,000
7 OTHER EXPENSES						
A. Administration						
Accommodation & Salary	20,430.00	12,457.87	6,000	6,000	6,000	6,000
Food & Drink	-	275,000.00	-	-	-	-
ACM Meeting	28,579.50	4,741.74	24,336	55,000	41,100	28,000
Travel & Accommodation	55,012.83	-	-	-	1,000	3,000
Development of Staff / Salary	36,682.00	89,051.60	202,546	20,249	132,482	12,100
Insurance	28,370.00	29,947.90	91,236	49,100	181,300	198,400
Insurance for MSQH Chairman	-	-	-	-	50,000	40,000
STP On-Boarding Fee	186,284.32	28,403.32	70,000	70,000	30,000	30,000
Maintenance of Information System	187,321.36	183,691.00	115,556	225,812	144,150	118,400
Maintenance of Office & Equipment	16,640.00	16,000.00	4,554	3,000	25,000	15,000
Other administrative expenses	47,124.47	4,852.07	1,560	1,560	11,200	12,500
Printing & photocopy & Postage	8,584.33	8,520.41	8,000	8,000	30,200	13,000
Professional Fee	5,200.00	31,400.00	6,540	5,743	8,000	13,000
Research & Publication	-	-	6,000	6,000	-	-
Resource and consultancy	4,300.00	1,000.00	10,000	10,000	5,000	5,000
Rental of office premises	201,464.36	211,464.36	19,000	19,000	140,000	248,000
Rental of other office premises - Deposit	-	-	-	-	-	40,000
Subscriptions	9,140.00	7,591.04	-	-	5,000	5,000
Training development & update - Courses (PPPM)	-	1,526.17	4,000	6,000	-	-
Training development - HSDC	1,000.00	2,550.00	-	-	5,000	5,500
Training development - Strategic plan development	-	-	18,000	-	-	-
Traveling Expenses	21,052.00	9,520.19	2,000	2,000	5,400	3,000
Meeting allowance	-	20,879.00	-	-	20,000	20,000
Utilities Expenses	28,736.83	2,647.58	73,000	73,000	40,000	15,000
B. Conference and Meeting						
APIM Annual Conference	180.00	2,539.86	-	-	5,000	5,500
STP Annual Conference	94,521.17	66,046.95	6,000	6,000	70,000	78,000
ADQAR	11,259.40	8,000.43	10,000	180,000	5,000	7,000
BIM	-	-	-	-	-	-
MEMA	7,448.97	-	5,000	5,000	10,000	11,000
Medical Device Association (MDA) Congress	7,011.30	-	10,000	10,000	10,000	11,000
Malaysian Society of Hygiene (MSH) Congress	-	-	10,000	10,000	10,000	11,000
STP Accreditation Council Meeting	-	-	45,000	45,000	30,000	50,000
PPPMU	7,230.36	-	-	-	11,000	-
C. Statutory						
Audit fee	9,000.00	19,000.00	10,000	10,000	10,000	11,000
Tax agent's fee	700.00	700.00	700	700	1,000	1,100
Service fee (STP)	-	-	-	-	-	-
Statutory & insurance	180.00	1,940.00	100	100	1,000	2,500
Penalties	-	-	-	-	-	-
Resource expenses	-	-	-	-	10,000	-
Legal fee	-	-	-	-	-	-
Gain on Foreign Exchange	-	47.15	-	-	200	200
Total Other Expense	948,221.12	1,221,234.83	1,863,236	2,440,750	1,711,580	1,480,400
8 FINANCE INCOME AND COSTS						
Profit / Interest From Fixed Deposit	1,10,893.00	136,325.28	80,000.00	80,000	1,10,000	145,500
Bank Charges	(1,736.51)	(8,358.20)	(1,000.00)	(1,000)	(1,000)	(5,500)



MSQH STRATEGIC DIRECTION 2026-2027

Number of Facilities Forecast Revenue for 2026

No.	Description		Number of Facilities 2026												Grand Total
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
1.	Survey														
Hospital	(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	12	10	11	13	10	9	10	7	3	97
2.	Training														
Hospital	(i) Hospital Standards Training MSQH	Public	2	3		2	3	3	3				4		23
		Private	2	3		3		4	3				4		19
	(ii) 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
	Training Total		6	6	3	7	6	8	6	5	2	2	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												Grand Total
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
1.	Survey														
Hospital	(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	12	10	11	12	8	13	8	8	1	104
2.	Training														
Hospital	(i) Hospital Standards Training MSQH	Public	4	5		4	5	5	5	5			6		39
		Private	4	5		5		6	5				6		31
	(ii) 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
	Training Total		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	2025	2026	2026	2027
		Current	Approved Budget	Revised Budget	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, Resource & 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 Balance
			b/f	Additional	Balance	b/f	2026	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%	617,948	47,300	665,248	(580,588)	(39,300)	(619,888)	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	(383,049)	(239,000)	(622,049)	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 Balance
			b/f	Additional	Balance	b/f	2027	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%	665,248	100,800	766,048	(599,888)	(57,000)	(656,888)	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)	(163,400)	(1,919,319)	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



Constitution





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