

Summary of Working Experience

With 26 years of experience in Healthcare Management and Clinical roles in Malaysia and Saudi Arabia, I have gained extensive knowledge of the dynamic healthcare landscape. Initially working as a Lecturer of Audiology, my career shifted in 2001 when I joined a private medical center, sparking my interest in healthcare management specifically operations and development of service and infrastructure, leading to the development of my skillsets in strategic planning, business development, day-to-day operation and human capital, enhancing quality of care and service delivery, as well as to align healthcare services with evolving industry standards. I have taken active part in contributing to infrastructure development to meet business and patient needs. My core strengths lie in clinical service development, operations, and infrastructure development, with a specific focus on considering operational and patients' needs when constructing healthcare facilities. Ultimately, my aim is to contribute to achieving operational efficiency and delivery of exceptional care that meets the ever-evolving demands of patients and stakeholders in the healthcare industry.

Current Position – Short Term Consultancy

Angsana Health – a company that provides patient-centric, value-based and integrated solutions in primary and preventive healthcare

From 12 June 2023 to 31 December 2023

Position : Consultant, Commercial and Partnerships, Angsana Autism & Consultant, Angsana Research & Consultancy

Main Roles :

- Angsana Autism :
 - Assist the CEO/Management of Angsana to ensure the readiness of operations of Angsana Autism Virtual Early Screening Tool (AVEST), including but not limited to, the patient journey, operational excellence, human capital recruitment and monitoring, and where appropriate, enhancement of clinical protocol, as well as integration with commercial partners;
 - Assist the CEO/Management of Angsana to ensure the progress in the development of the commercial and business for AVEST, including but not limited to, relevant sales, marketing, communications, partnerships and business development efforts;
 - Advise Angsana management team on matters of business efficiency and process improvement, and to support in the implementation of such advice;
 - Support in other matters and tasks as mutually-agreed with Angsana Health.
- Angsana Research & Consultancy :
 - Take charge and oversee the setting up of the Centre for Children with Neurodevelopmental Disorders Project at Tung Shin Hospital from start to end, i.e., from the Project initiation and planning to the Project into production. The scope of the Project includes establishment of services for children with special needs, i.e., establish a new service that provides comprehensive and inter-disciplinary care, assessment,

intervention, and support for children and families facing a wide range of neuro developmental challenges.

Experience (Full Time Positions)

**International Medical University – Healthcare, 126, Jalan Jalil Perkasa 19, Bukit Jalil, 57000
Bukit Jalil, Wilayah Persekutuan Kuala Lumpur**

From 11 September 2017 to 21 January 2023

Position : Senior Manager, Ambulatory Care Centre & Services (ACC), Audiologist & Deputy Project Director (IMU Hospital)

Main Roles :

1. ACC

- Worked closely with the CEO of Healthcare and Medical Director in overseeing the overall Healthcare Management (Corporate, Operations and Clinical Services) including the setting up and monitoring of institutional Key Performance Indicators, Human Resource Development, Clinical and Corporate Governance.
- Led the Divisions/Clinics/Centres under the ACC : IMU Medical Clinic, Dental Clinic (Oral Health Centre), Chinese Medicine Centre, Chiropractic Centre, Physiotherapy Centre, Imaging Unit, Allied Health Services (Dietetic, Speech Therapy, Clinical Psychology, Counselling, Optometry) and Satellite Clinics/Centres – Chiropractic Centre and Dialysis Centre as well other support services under Healthcare : Marketing, Guest Relation, Facilities Management and Biomedical Engineering and assisted in overseeing Healthcare Finance and Quality Assurance.
- Worked towards meeting yearly financial targets for ACC.
- Worked closely with Medical Director to uphold clinical governance – involved in Healthcare Advisory Board, management of clinical related incidents, assisted in overseeing Medical Affairs.
- Worked with relevant IMU Group Divisions on development and expansion of Healthcare services and on human resource matters.
- Provided Audiology services and supports - limited to IMU staff and Corporate Social Responsibilities' activities under IMU Cares (IMU's welfare arm).
- Worked closely with Education Division of IMU for best practice in clinical and education especially in providing the clinical training platform for Dental, Chinese Medicine, Chiropractic and Medical students.
- Worked closely with Human Resource Unit, IT Unit, Procurement Unit in meeting day to day operational needs.

2. IMU Hospital

- Part of the Hospital Project Team in the construction of the IMU Hospital with the main tasks were to establish clinical services to be offered together with the CEO, conduct detailed planning of the Hospital Operation including leading the Operation Team of Nursing, Allied

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Health, Medical Affairs, Medical Records, Facilities Management, Biomedical Engineering, Marketing, Guest Relation.

- Worked on Patient Care Concept to be adopted at the operational stage.
- Coordinated the detailed floor to floor defect checking before handover of the Hospital Building (from construction team to business owner) with construction team, and, planned for measures to be taken for areas where construction did not meet operational needs.
- Worked with Corporate and Clinical Team - Human Resource to establish requirements for hiring and to meet regulatory requirements; Medical Director to establish requirements for clinical services and clinical governance; Finance Team to establish finance and account structure; IT team to establish HIS/eMR.
- Worked with construction team in dealing with Malaysian's Ministry of Health (MOH) to ensure meeting regulatory requirements.

3. Post-Hospital Sales (Took place in July 2022)

- Key role in ensuring smooth transfer over to the new owner. Main tasks include dealing with MOH on regulatory matters – change of ownership etc., detailed discussions with the new owner on the Hospital infrastructure and operational plan etc.
- Responsible for preparing the Transformation Plan for IMU Healthcare following the sales of the Hospital took place in July 2022 prior to the last day of employment by preparing proposal for new business direction specifically for Medical Clinic and Allied Health Unit, operation and human resource transformation plan.

Parkcity Medical Centre, 2 Jalan Intisari Perdana, Desa Parkcity 52200 Kuala Lumpur

From 18 January 2016 to 14 March 2017

Position : Administrator of Ancillary Services cum Chief Audiologist

Main Roles :

- Led the Units/Departments under Ancillary Division (Audiology, Child Development Centre, Clinical Psychology, Diagnostic & Catheterization Laboratory Services, Imaging Services, Laboratory Services, Optometry, Rehabilitation Services (Occupational Therapy and Physiotherapy) and Speech-Language Pathology in strategic planning and operations.
- Led the Child Development Centre (for Children with Neurodevelopment Disabilities) in terms of service development and clinical operations including chairing monthly Interdisciplinary Rounds (IDR) to ensure patient's needs are being met.
- Revamped and expanded Audiology Services besides provided accurate assessment and management of hearing loss and related disorders, and supervising junior audiologist.

King Abdulaziz Medical City for National Guard – Riyadh/King Abdullah Specialized Children's Hospital, Riyadh, Kingdom of Saudi Arabia

From 30 July 2012 to 2 January 2016

Position : Audiologist I (Senior Audiologist), Cochlear Implant Program

Main Roles :

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- Conducted the assessment on and management for patients of all ages with or without neurodevelopmental disabilities under Cochlear Implant Program including pre-operative assessment and management (including thorough diagnostic objective and behavioural evaluations of hearing, hearing aid fitting and assessment/optimization etc.), intra-operative assessment (where applicable) and post-operative assessment and management of Cochlear Implant (CI), Auditory Brainstem Implant (ABI), Middle Ear Implant (MEI) and Implantable Bone Conduction Hearing Aids.
- Conducted audiology training and supervision relevant to pre-operative, intra-operative (where applicable) and post-operative assessments and management related to CI, ABI, MEI and other Implantable Hearing Devices for Junior Audiologists.
- Close liaison with General Audiology Team on assessment and management of patients under both General Audiology and CI, ABI and Other Implantable Hearing Devices.
- Performed administrative duties for Cochlear Implant Audiology Clinic which include stock monitoring, administration of manpower (leave management, appraisal etc), intern supervision, interdepartmental liaison etc.
- Oversaw the running the Universal Newborn Hearing Screening (UNHS) Program and supervises the audiology trainee under the UNHS Program.
- Involved in research related to CI and Other Implantable Hearing Devices and UNHS.
- Led the commissioning of the new Audiology Clinic in King Abdullah Specialized Children's Hospital.

Sunway Medical Centre, No. 5, Jalan Lagoon Selatan, Bandar Sunway 46150 Petaling Jaya, Selangor D.E., Malaysia

Period : January 2011 to 16 January 2012

Positions : Assistant Director of Clinical Research & Support and Advisory Audiologist

Main Roles :

- Assistant Director of Clinical Research & Support
 - Oversaw the strategic planning and operations of SunMed Clinical Research Centre (CRC), including networking with relevant industries such as pharmaceutical companies, Contract Research Organizations (CROs) and relevant government and non-governmental bodies dealing with research and clinical trials, interfacing research conducted by Monash University and Sunway University with Sunway Medical Centre, managing finance (profit and loss, charges, budgeting/forecasting revenues etc.), human capital (recruitment, learning and development of staff, promotions), internal processes, quality assurance/improvement activities, marketing activities, infrastructure development, administration of research and clinical trials etc.
 - Secretary to the Sunway Medical Centre Independent Research Ethics Committee (SREC) for the term of 2010 – 2011.
 - Oversaw the development of Psychology, Counseling and Medical Social Services.

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- Advisory Audiologist
 - Performed Audiological Assessments and Management on patients of all ages. Specialized Area : Cochlear Implant.
 - Supervised and training of Junior Audiologists and Technical Staff.
 - Supported the Head of Audiology Unit in Strategic Planning and Business Development of Audiology Services.

Period : September 2001 – December 2010

Management Related Positions : Assistant Director of Rehabilitation Services and Clinical Research Centre (July 2009 to December 2010)

Main Roles :

- Oversaw the strategic planning and operations of Rehabilitation Services (Speech & Hearing Centre and Rehabilitation Medicine Department) and SunMed CRC, including managing finance (profit and loss, charges, budgeting/forecasting revenues etc.), human capital (recruitment, learning and development of staff, promotions), internal processes, quality assurance/improvement activities, marketing activities, infrastructure development, administration of research, development of SREC etc.

Management Related Position : Assistant Director of Clinical Services (Business Development) (January 2006 to June 2009)

Main Roles :

- Oversaw the strategic planning and operations of Speech & Hearing Centre, Rehabilitation Medicine Department and Digestive Health Centre as well as assisting with the business development and operations of other departments under Clinical Services Division

Management Related Position : Manager of Speech & Hearing Centre (July 2003 to December 2005)

Main Roles :

- Oversaw the strategic planning and operations of Speech & Hearing Centre including managing finance for both audiology and speech therapy units, managing human capital including recruitment of audiologist, speech-language pathologists and support staff, internal processes, quality assurance/improvement activities, marketing activities etc.

Audiology Related Positions : Chief Audiologist (July 2003 – December 2010); Head of Audiology Unit (July 2003 – December 2009)

Main Roles :

- Performed Audiological Assessments and Management.
- Oversaw the operations of Audiology Unit including managing finance, maintenance of equipment, recruitment of audiologists, learning and development of staff, marketing collaterals, quality assurance/improvement activities.
- Oversaw the Strategic Planning and Business Development of Audiology Services.

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Audiology Related Position : Audiologist (17 September 2001 – July 2003)

Main Roles :

- Developed Audiology Services from scratch: prioritizing services to be developed first, equipment selection, planning for sound-treated room, developing charging system, helping the marketing team to market Audiology Services etc.
- Performed Audiological Assessments and Management
- Ran the operations of Audiology Services

The National University of Malaysia/Universiti Kebangsaan Malaysia, Department of Audiology & Speech Sciences, Faculty of Allied Health Sciences, Jalan Temerloh, Kuala Lumpur, Malaysia
From 15 September 1994 to 15 September 2001

Position : Lecturer of Audiology (February 1997 to 15 September 2001)

(Study Leave from February 1995 to January 1997 under Tutor Position held between 15 September 1994 to January 1997)

Main Roles :

- Lectured undergraduate audiology students and other undergraduate students in relation to Audiology topics, conducted research, clinical and research supervision of students, developed the structure of lecture topics for Paediatric Audiology, Aural Rehabilitation and Counseling for Special Population/Counseling in Communication Disorders, assisted in the revision of audiology curriculum, managed the First Year students etc.

Experience (Short Term Consultancy/Academic Positions)

Speech Therapy Clinic, Hospital Canselor Tuanku Muhriz, Pusat Perubatan Universiti Kebangsaan Malaysia (UKM), Jabatan Perkhidmatan Pemulihan Perubatan, Speech Therapy Clinic, Basemen, Blok Klinikal Jalan Yaacob Latif, Bandar Tun Razak 56000 Cheras, Kuala Lumpur
From 1 June 2017 to September 2017

Position : Project Based - Facilitator for Project Improvement on Team Dynamic and Strategic Planning - Enhancing Team Dynamic

Main Roles :

- Facilitating Speech-Language Pathologists in :
 1. Team Dynamic Improvement
 2. Strategic Planning/Road Map for Speech Therapy Clinic

Other Positions – Part Time (upon invitation between 17 September 2001 to August 2016)

Part Time/Invited Lecturer for Undergraduate Audiology & Speech Sciences' students at :

- The Science University of Malaysia/Universiti Sains Malaysia, Kubang Kerian, Kelantan
 - Multiple invitations with the latest invitation for Year 3, Semester 2, Academic Session : 2015/2016)
- The International Islamic University/Universiti Islam Antarabangsa, Kuantan, Pahang

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- Multiple invitations with the last invitation was for Year 3, Semester 2, Academic Session : 2011/2012
- The National University of Malaysia/Universiti Kebangsaan Malaysia
 - Multiple invitations with the last invitation was for Year 3, Semester 2, Academic Session : 2011/2012

Clinical Supervisor for Audiology Students for :

- The Science University of Malaysia/Universiti Sains Malaysia, Kubang Kerian, Kelantan
- King Saud University
- The International Islamic University/Universiti Islam Antarabangsa, Kuantan, Pahang
- The National Univeristy of Malaysia/Universiti Kebangsaan Malaysia

Clinical Examiner for Audiology Students for :

- The Science University of Malaysia/Universiti Sains Malaysia, Kubang Kerian, Kelantan
- The International Islamic University/Universiti Islam Antarabangsa, Kuantan, Pahang
- The National Univeristy of Malaysia/Universiti Kebangsaan Malaysia

Education

The University of Melbourne, Australia, 1997

Master of Audiology

The University of Melbourne, Australia, 1996

Post-Graduate Diploma in Audiology

The National University of Malaysia/Universiti Kebangsaan Malaysia, 1994

Bachelor of Arts (Hons) Psychology (Second Class Upper)

The National University of Malaysia/Universiti Kebangsaan Malaysia, 1993

Bachelor of Arts (Psychology and English)