



# Norzaiton Senusi

## Chief Executive Officer (CA 17796)

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### E Extroverts

Extroverts are energized by people, enjoy a variety of tasks, a quick pace, and are good at multitasking

### N Intuitives

Intuitives prefer to focus on possibilities and the big picture, easily see patterns, value innovation, and seek creative solutions to problems

### T Thinkers

Thinkers tend to make their decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness

### J Judgers

Judgers tend to be organized and prepared, like to make and stick to plans, and are comfortable following most rules

**Norzaiton Senusi** is a Chartered Accountant (MIA Members since 2001), with a proven track record in strategic leadership and profound acumen in Finance and Accounting. Norzaiton is a member of Institute of Corporate Directors Malaysia (ICDM) and currently Chairman of UMSC Dental Specialist Centre SB. As an innovative thinker with over 25 years of experience including of more than 15 years at senior management, Norzaiton possesses comprehensive expertise across various fields including Strategic Management, Operations, Accounting and Finance, Human Resource, Procurement, Project Management, Corporate Communication and Sales & Marketing. Having embarked into diverse C-suite, Norzaiton has acquired extensive knowledge in high-level corporate operations, governance model and risk framework, coupled with strong financial management and excellence communication skills, Norzaiton has foster meaningful engagement with multiple stakeholders eg Board of Directors, federal and state government, regulators and business partners across region and at international level. Driven by deep passion in business strategy, Norzaiton thrives in multi conglomerates environments with the ability to digest complex and critical information to make an informed decision. Excelled at visionary thinking and drive positive outcomes in challenging situation to enhance customer satisfaction. A transformational leader, Norzaiton has successfully led strategic initiatives in multiple organisations leading to improving in stakeholder value and continuous operational excellence.

## EDUCATION

### CARDIFF METROPOLITAN UNIVERSITY

Cardiff, United Kingdom  
Master of Business & Administration  
Studies (2014 – 2017)

### UNIVERSITI UTARA MALAYSIA

Sintok, Kedah  
Bachelor of Accountancy,  
Studies (1993 – 1997)

### PUSAT MATRIKULASI MARA

Kulim, Kedah Darul Aman  
Certificate  
Studies (1991 – 1993)

### MAKTAB RENDAH SAINS MARA

Taiping, Perak Darul Ridzuan  
Sijil Pelajaran Malaysia (SPM)  
Studies (1989 – 1990)

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## EXPERIENCES

### **UM Specialist Centre (UMSC)**

#### **Chief Executive Officer**

**(Jan 2021 – current)**

Establish, strategize and drive the implementation of the transformation agenda of UMSC to become sustainable and profitable private hospital under University Malaya by streamlining the university's core objective of research, care and education to business goals. Syndicating with diverse background of stakeholders involving Board of Directors, consultants, medical experts, regulatory bodies and government officers to spearhead the change by streamlining the governance structure of business process, adopting of digitalization, continuous talent development, and synergize towards operational excellence, financial and business sustainability

### **LFE CORPORATION BERHAD**

#### **Group Finance Manager (2012)**

Responsible to provide financial advice and management support to LFECB and its group of companies to ensure profitability, investment analysis and business alliances is aligned to company goals. Ensure compliance of report submission to relevant parties including of Bursa Malaysia, Securities Commission and government offices. Engage in restructuring of company debts via engagement with CDRC and execute recovery plans accordingly

### **BASF ASIA PACIFIC SERVICE**

#### **CENTRE SDN BHD**

#### **Manager, Accounts Payable**

**(2007 – 2011)**

Manage, supervise and support a team of analysts to deliver services to BASF group companies within 7 ASEAN Countries including of Malaysia, Indonesia, Vietnam, Pakistan, Thailand, Bangladesh and Philippines. Monitor service delivery to ensure accordance with the established processes, procedures and in compliance with the policies, legal and statutory requirements

### **MYNIC BERHAD**

#### **Chief Financial Officer & Chief Operating Officer (CFO and COO)**

**(Oct 2012 – Dec 2020)**

Oversee and spearhead the transformational of overall scope under Finance, Accounts, Operations, Procurement and HR Division which led to cultural and value changes for the Company. Responsible for financial, talent development and advisory roles to the Board of Directors, relevant ministries and stakeholders. Key person for stakeholders engagement and events, and meetings at strategic level ie Budget challenge at Ministry of Finance, Parliamentary Session Representing company in stakeholder's engagement and leading taskforce for company's events and meetings, continuous improvement of customer experiences under several tasks and projects and lead cross divisional/agencies initiatives

### **MALAYAN BANKING BERHAD (MAYBANK)**

#### **Assistant Vice President (AVP)**

#### **Head of Fin Reporting, Fin Management Enterprise Transformation Serv (ETS) (2011)**

Establish and streamline financial reporting standard following to Standard Operating Procedures (SOPs), monitor and create awareness to business pillars of cost optimization and ensure utilization of budget is planned holistically

### **ALAM FLORA SDN BHD**

#### **Senior Accounts Executive**

**(1998 – 2007)**

Manage and supervise the preparation of financial records for Alam Flora Sdn Bhd in accordance with International Financial Reporting Standard (IFRS) and company's policies and statutory procedures. Perform variance and trend analysis to ensure cost control for profitability of company financial

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## UMSC ACHIEVEMENTS

### FINANCIAL & REVENUE GROWTH

- Achievement of remarkable turnaround of UMSC's financial performance with the first time unlocking into the 200 million club by closing the revenue at RM208 million in 2021, during my 1<sup>st</sup> year anniversary at UMSC, and a record breaking after 25 years of the hospital establishment. Continuous achievement of revenue in year 2022 of RM258 million, and year 2023 (forecast RM264 million), despite of closure of Zamrud Ward for 4 months for refurbishment and upgrading. The initiatives includes ongoing promotion and branding awareness campaign by marketing team lead to increase of patients by 30%. In addition by respective consultants also have increase significantly up to 25%. Bed Occupancy Rates (BOR) continuously at more than 85%, with Length of Stay (LOS) at 2.5 days.
- Expansion of business operations by acquiring new 9TD ward (22 beds) and new OTs from PPUM and expansion of Columbia Asia extended inpatient services. Rental basis OT has started operation, UMSC to prioritise on surgeries and rearrange a slot for pay-per-use of the other 6 Ots. Both Zamrud and new Berlian ward has started operations in July 2024.
- Ongoing exercise for cost optimization and prevent revenue leakages including of price revision such as room rates, lab and implant charges and regular stock count activities is conducted by Finance, Facilities, Nursing and Pharmacy Department. Stock count exercise has managed to reduced loss of RM1 mill due to uncaptured revenue in 2022.

### OPERATIONAL EXCELLENCE

- Introduce, spearhead and drive series of the transformational journey for UMSC by introducing high performance team culture for the staff to continuously make improvement within and beyond their current scope as a way to inculcate togetherness and put organization's agenda above their personal or department's needs, by introducing series of events such as Jalinan Mesra Aidil Fitri, Blueprint Workshop for New Hospital, Year End Celebration 2021 etc.
- Foster a close relationship and engagement with multiple stakeholders, internal and external, within UM communities including of all faculties (FOM,FOD, FOP), UM Management, PPUM, UMH and its subsidiaries, with many issues have been closed with PPUM ie pricing issues, Service Level Agreement (SLA) and additional 25 beds of at Menara Timur for UMSC, FOM ie allocation of fund and collaboration with Faculty of Nursing for UMSC Nurse's recruitment plan
- Improve relationship and communication with the Consultant by continuous engagement including townhall, periodic newsletter, blueprint for new hospital and close session with junior and senior Consultants. Expand the number of Consultant practicing in UMSC from 228 in FY2020 to 226 in FY2022. Established Board of Management (BOM), sub committees under MDAC is C&P, to follow practice by other established hospital, by involving more consultants in the decision making process with the quorum are from MDAC and faculties

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## UMSC ACHIEVEMENTS

### OPERATIONAL EXCELLENCE

- Ongoing improvement of the look-and-feel of UMSC including of SOC, RCU and the wards, by renovating the registration counter, payment and billing counter, wards etc, to give a new corporate and fresh look whilst improving patient's journey and minimizing complaints. This is also to boost UMSC's branding, in addition to digital marketing and above the line marketing via mainstream media.
- Driving UMSC towards having its own building, synergize between all stakeholders within UM Communities, Holding Co, tax agents, financial planner etc, and pending new hospital to have the plan to cater for overload patients, ie collaboration with other hospitals ie Columbia Asia and KPJ
- Significant and outstanding brand visibility by the external stakeholders and public, local and regional, through awards recognition ie Brand Laureate 2022, Graduates' Choice Award (GCA) 2023 & 2024, Healthcare Asia Award 2022 and HRD Asia Award 2023. Ongoing brand awareness and positioning through placement of billboards such as TTDI Petaling Jaya and Federal Highway Kuala Lumpur, celebration of 25<sup>th</sup> years of UMSC anniversary at St Regis Kuala Lumpur on 14<sup>th</sup> July 2023, physical CME GP Symposium 2023 and etc. Engagement also goes beyond to include close working relationship with NUH, Singapore.

### OPERATIONAL EXCELLENCE

- Continuous improvement of staff benefits as way of talent retention strategy and to overcome nursing shortages in short term and long run at UMSC. Introduced in 2023 is the staff medical insurance to cover inpatient, outpatient, dental and optical and Group Term Life (GTL). Revision of allowances was done for staff under medical offices ie Nursing, Pharmacy and Allied Services, together with promotion exercise following to new job grades for all UMSC staff.
- Strengthening relationship within UM Communities by involving in cross-institution engagement mainly with FOM and PPUM, and inviting both institution and other UM communities (include all UM Health, Faculty of Built Engineering and Faculty of Engineering) in events and activities arranged by UMSC for the spirit of togetherness. This to include MOU Signing Ceremony between UMSC and Sabah's Higher Institution, UM Health Academia Month 2023, UMSC Lecture Series and World Patient Safety Day 2023.
- Significant milestones in relation to financial activities to include zero findings for financial audit, reduction of bad debt provision due to promptly and timely collection by Finance Team, and introduction of pro-rate fee for the consultants, first ever since the date of UMSC's inception. Exponential growth of contribution back to UM communities with total of RM224 million for period of 5 years, equivalent to total revenue per year for UMSC. Empanelment with Great Eastern Insurance is effective 1<sup>st</sup> October, the outstanding for over 25 years, in addition to AIA.

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## UMSC ACHIEVEMENTS

### CUSTOMER FOCUS

- Spearhead of patient journey experiences by continuous of facilities upgrading to include renovation of Zamrud Ward, admission and GL Helpdesk, renovation at Pharmacy, staff and consultant lounge. Introduction of first ever UMSC Mobile Apps (UMSC Q Care) to automate registration process and other features to follow in Phase 3 in 2024.
- Implementation of comprehensive staff development program under HR, Seamless Patient Experiences (SPE) to include all staff who involve in managing patients and customers ie medical offices and all Head of Departments (HODs). The syllabus provides structured approach and steps in managing patients/customers, comprise pre and post training.

### BUSINESS SUSTAINABILITY

- Progressing of UMSC new hospital development with submission of zoning proposal to the CKAPS, MOH. Initiating for Kebenaran Merancang (KM) submission by appointing medical planner. Lead the team for presentation at UMSC & UMH Board and to LPU in August 2023.
- Establish a bridging plan and presented to Transformation Executive Committee (TEC) at UMH level, plan and measures while waiting for the new hospital, among others to include 9TD ward, OT5 and collaboration with other hospital with close vicinity in PJ and KL. The action plans have been included in Business Plan 2024 & 2025 (5 years plan)
- Introduction and implementation of activities and initiatives under best practices to comply with Environment, Social and Governance (ESG) requirements, eg green initiatives, energy savings exercise and healthy lifestyle through staff activities ie UMSC Sports Day, hiking expedition at Taman Tugu in October 2023 and UMSC Treasurethon 2022.
- Opening of new subsidiary under UMSC, UMSC Dental Specialist Clinic (UMDSC) to relocate and focus into business orientation for 25 dentist from Faculty of Dentistry (FOD), to start operation in August 2024.

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## ACHIEVEMENTS

### ORGANIZATIONAL TRANSFORMATION

Lead the full transformation of organization inclusive of turnaround the company financial performance, introduction of new values and culture, introduction of structured salary and benefits policy and implementation of Enterprise Risk Management (ERM). Achieved positive EBITDA from 2013 onwards, successfully established structured salary and benefits policy and ERM Risk Profile in 2013

### APPOINTED AS ACTING COO & CFO AND SPOKEPERSON FOR THE COMPANY FOR VARIOUS COMPANY EVENTS & DIRECTOR FOR EBIZ1 SDN BHD

Appointed as Acting COO Apr-Dec '17, Acting CFO Jan-June '18. Spokesperson and ambassador for national and company events organized by MYNIC eg MYTS 2019, MYBUDDIES National Run 2015, 2016 & 2017, Fiesta Blogshop 2015. Appointed as EBIZ1 Asia Sdn Director since Aug 2013 together with Chairman of MYNIC

### IMPLEMENTATION OF CUSTOMER CARE CENTRE (CCC) AND MANAGED SUPPORT SERVICE (MSS)

Lead and monitor the development and implementation of MYNIC's CCC and MSS with objective to optimize cost and increase staff productivity in May 2015, reducing staff standby allowance of 50%

### AUDIT ENGAGEMENT

Lead the audit engagement, for financial, governance and RMK by Ministry and Audit Negara. Successfully granted and passed the audit without major issues and only observation for purpose of process improvement. This to include presentation to JKPO or pemeriksaan audit by Jabatan Audit Negara (JAN), MCMC and KKMM.

### STAKEHOLDERS ENGAGEMENT

Represented MYNIC in engagement and events with the ministry office (KKMM), regulators (MCMC) and with other agencies ie MDEC, RTM etc. Lead the team for budget challenges for Malaysia Rolling Plan (RMK) application at Economic Planning Unit (EPU), Ministry of Finance (MOF) including of providing feedback on queries received by Minister during the Parliamentary session

### REVENUE GROWTH FROM PARTNERS WITH CONTRACT RENEWAL OF 20% INCREASE

Contributed to revenue growth of company by initiating special incentive programs and negotiation process with partners resulting to 20% of major partners has increased their contract amount with 30% increased from previous contract. The syndicating involved plan of collaborative marketing strategy and service offerings to the customers.

### 24 x 7 SERVICE MONITORING FOR CUSTOMER CARE CENTRE (CCC)

Initiated and drove the implementation of 24x7 customer service monitoring of MYNIC's operation two (2) months earlier than targeted date with 70% of cost saving from previous contract

### GLOBALISATION OF .MY DOMAIN

Lead the globalisation of .my domain by engaging with various registry from Asia Pacific and working with consultant from CentralNic, UK based Registry company, to look into feasibility study, ie legal and technology requirements, marketing and product placements, organizational structure etc. The paper is presented to MCMC to get approval for MYNIC to go global. Nota Jemaah Menteri is prepared accordingly for approval from the Ministry (KKMM Minister).

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## UMSC ACHIEVEMENTS : A MC KINSEY APPROACH

### **CORPORATE STRATEGY**

#### **Focus on beating the odds**

UMSC is progressing well in managing the 5 years plan including the journey towards quality and risk management ie ISO, MSQH, digitalization and brand internalization. Moving towards new hospital, transformation journey has started at UMSC by focusing on the values and cultures focusing on financial and operational excellence including of talent development and showcasing of UMSC brand to the local and regional market, ie through awards recognition and engagement with NUH, Singapore. Moving towards new hospital while sustaining the financial growth and ensure payback to the UM communities throughout the development years. Dispersed location of UMSC's facilities to seven (7) different areas, without having physical building by itself has proven that this hospital has potential to grow as it has the greatest assets of top notch professor doctors in the country, up to 270 doctors which is a key critical success factor for any hospitals.

### **ORGANIZATIONAL ALIGNMENT**

#### **Manage performance and health**

Strategize, establish, revamp and drive change management in UMSC following to transformation agenda. Focus more on talent development to achieve high performance team, "the maverick" who able to make and deliver remarkable and outstanding result, and this achieved via few steps start by streamlining UMSC's salary benchmark to the industry, restructuring and reorganising following to best practise in the market and structured performance management system, only to create an agility and stability for the team eg for succession planning and change management and high speed operation in the new hospital environment.

### **BOARD ENGAGEMENT**

#### **Help directors help the business**

Instil and enforce effective risk operating model, governance structure and risk culture at UMSC start from Board of Directors to the Business Units, by incorporating Quality and Risk Management in every processes, to ensure transparency, integrity and fairness in every decision making. Include forward-looking agenda in every Board Meetings to help Directors in making long-term value to UMSC via 5 years business plan and 20 years plan of new hospital. Fostering close relationship between SMTs and all members of the Board from UMSC to UMH and LPU. Lead presentation to UMH Board and LPU for new hospital project, to portray viability and the urgent needs of the project.

### **EXTERNAL STAKEHOLDERS**

#### **Create on the long term "why"**

Synergize the team towards common objective, lead towards UMSC's mission and values more than just rhetoric but to influence in business meetings and daily operations, by creating "why" in every decision making, which is more than money but also to benefits society ie move away from sick care but to health care and wellness society. Collaborate effectively with NGOs for outreach community and CSR projects and other centres to maximise business potential ie Columbia Asia.

### **TEAM AND PROCESSES**

#### **Put dynamics ahead of mechanics**

Establish a diverse background of team and focusing on capability, not limited to age, social background and gender. The dynamics of Senior Management Team (SMT) and the teams are crucial to drive change management and produce the desired result. Communication works both ways, top-to-bottom and vice versa ie townhall, employee engagement etc, to ensure all issues are taken care. The empowerment is given to the team including of decision making and resource assignments, and SMT will coordinate to ensure continual refinement of the strategy.

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## AWARDS AND RECOGNITION

### AWARDS

- Award : The BrandLaureate Brand of the Year Awards 2022 – BestBrands

Date : 7 December 2022

Organiser : The BrandLaureate
- Award : Graduates' Choice Award 2023: Most Preferred Graduate Employers to Work For

Date : 5 January 2023

Organiser : Talentbank
- Award : Healthcare Asia Awards 2023: Quaternary Hospital of The Year- Malaysia

Date : 29 March 2023

Organiser : Healthcare Asia Magazine
- Award : APAC CEO Award: Healthcare CEO of the Year

Date : 29 March 2023

Organiser : APAC Insider
- Award : Graduates' Choice Award 2024: Most Preferred Graduate Employers to Work For

Date : 6 December 2023

Organiser : Talentbank
- Award : Global Healthcare Award 2024: Quaternary Service Provider of the Year In Asia-Pacific

Date : 4 May 2024

Organiser : GlobalHealth Asia-Pacific
- Award : Malaysia National Business Award: Excellence Award Healthcare

Date : 21 March 2024

Organiser : Asian Business Review
- Award : Stevie Award 2024: Innovative Achievement in Finance

Date : 9 April 2024

Organiser : Stevie Awards
- Award : The Women Leader Award: Best Woman CEO in Corporate Transformation - Healthcare

Date : 7 July 2024

Organiser : Women's Tabloid



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## AWARDS AND RECOGNITION

### INDIVIDUAL AWARDS

- Award : HRD Asia Awards 2023 : Contribution to HR Community
- Date : 10 October 2023
- Organizer : HRD Asia
  
- Award : Healthcare CEO of the Year 2024
- Date : 29 May 2024
- Organizer : APAC Insider
  
- Award : The Women Leader Award: Best Woman CEO in Corporate Transformation - Healthcare
- Date : 7 July 2024
- Organiser : Women’s Tabloid

### APPOINTED SPEAKER

- Event : Board Transformational & Future Governance Roundtable Malaysia 2
- Date : 21 November 2021
- Venue : Four Seasons Hotel, Kuala Lumpur
  
- Event : Women Leadership and Tips for Successful Management
- Date : 22 August 2022
- Venue : AMES Hotel, Ayer Keroh Melaka
  
- Event : 3<sup>rd</sup> Annual ASEAN Healthcare Transformation Summit 2023
- Date : 9 May 2023
- Venue : JW Marriott, Kuala Lumpur
  
- Event : Future Healthcare Asia 2024
- Date : 8 March 2024
- Venue : Royal Signature Hotel, Kuala Lumpur
  
- Event : Hospital Management Asia 2024
- Date : 29 August 2024
- Venue : Bali Nusa Dua Convention Centre, Indonesia
  
- Event : 4<sup>th</sup> Annual Patient Experience & Engagement Summit
- Date : 17 & 18 September 2024
- Venue : Millenium Hotel, Bangkok Thailand
  
- Event : Asian University Alliance Summit (AUHA) Founding Member
- Date : 23 & 24 October 2024
- Venue : Seoul National University Bundang Hospital
  
- Event : Future Healthcare Asia 2025
- Date : 18 & 19 February 2025
- Venue : Pullman KLCC, Kuala Lumpur

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## LAB AND COURSES

### **76TH ASIA PACIFIC TOP LEVEL DOMAIN (APTLD) MEETING – JOHOR, MALAYSIA**

5 – 6 September 2019

### **MALAYSIAN INSTITUTE OF ACCOUNTANTS**

JOURNEY ON-BOARD – Stepping Up To Make A True Impact  
2 July 2019

### **MINDVALLEY MALAYSIA**

Mindvalley Knowledge Sharing On Mindset Transformation  
14 May 2019

### **MYNIC BERHAD**

National DNS Security & Analytics  
23 April 2019

### **75TH ASIA PACIFIC TOP LEVEL DOMAIN (APTLD) MEETING – DUBAI, UAE**

20 – 21 February 2019

### **MYNIC BERHAD**

MYNIC Tech Summit (MYTS) 2019  
24 January 2019

### **MALAYSIAN INSTITUTE OF ACCOUNTANTS**

CFO Luncheon Talk  
5 April 2018

### **COMFORI SDN BHD**

Women In Leadership Conference 2018  
21 & 22 March 2018

### **AGILE AVANT**

CFO Financial Minds Conference 2.0  
15 & 16 August 2017

### **AYDAN GROUP PLT**

Simplified Strategic Planning Masterclass  
25 & 26 April 2016

### **CT EVENT ASIA**

Future Hospital Strategy and Development Forum  
6 & 7 APRIL 2021

### **DTG MEDICAL**

Launch of Da Vinci XI  
27 August 2021

### **CT EVENT ASIA**

Stepping Into the Crisis: Creating An Achievement Culture  
29 & 30 November 2021

### **UNIUTAMA EDUCATION AND CONSULTANCY (UECSB)**

Strategic Management for Woman Executives 2022  
17 August 2022

### **CT EVENT ASIA**

3<sup>rd</sup> Annual ASEAN Healthcare Transformation Summit 2023  
21-23 Feb 2023

### **Association of Private Hospitals of Malaysia (APHM)**

New Business Models in Delivery of Healthcare and ESG Goals  
30-31 May 2023

### **UMSC**

Seven Habits of Highly Effective People  
18-21 May 2023

### **QUESTEX ASIA**

10<sup>th</sup> CFO Innovation Malaysia Forum  
3<sup>rd</sup> August 2023

### **CLARION EVENTS**

Hospital Management Asia 2023  
5-6 September 2023