



## **AMANAT CEO 2020**

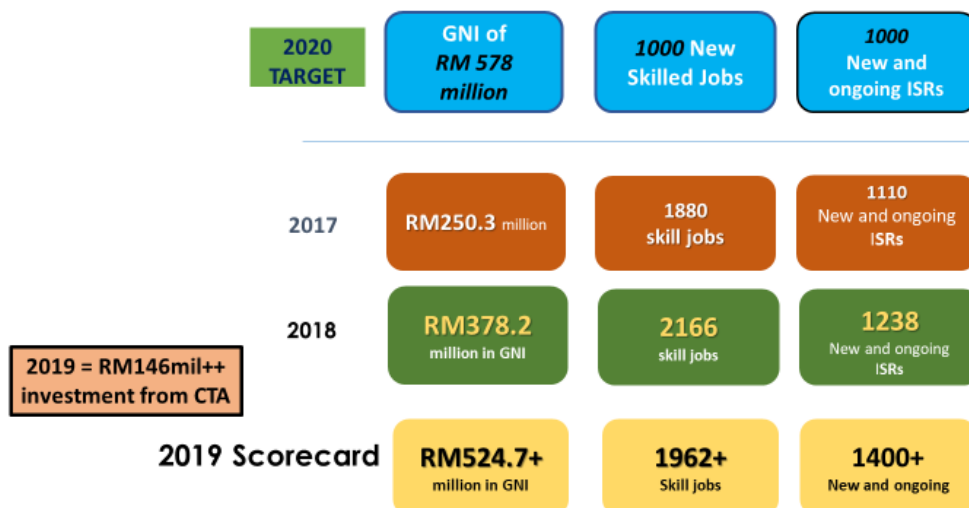
*UNITED WE WIN, UNITED WE PLAY*



### Amanat CEO 2020: UNITED WE WIN, UNITED WE PLAY

2019 was a great year never short of excitement and challenges. The year marks CRM being self-sufficient not depending on Government funds. The year also marks a new HQ, an important life event for CRM. The new office requires our new thoughts, mind and actions. This is the year where CRM is put to the test on our Quality Management System. It is also a year where we check our sanity on what we do best delivering clinical research with speed, reliability and quality through external feedback including the Jabatan Audit Negara.

Alhamdulillah, God willing, we delivered all KPIs including bridging the gap of income and expenses down to 21%; the closest gap seen since CRM conception in 2012. The year brings CTA contract worth RM146mil from MoH, Universities & Private centers. The accumulated figure since 2012 is RM524 mil which means we need RM54 mil to achieve CRM's final formation objectives of GNI RM578mil. I believe CRM can achieve this by end of 2020. For information CRM achieved 2 out of 3 objectives KPI in 2017. These achievements were made with only 60% of capital budget pledged by the government.



CRM's contribution to the socio-economic income is coupled with the recognition of international organization namely IQVIA, Novotech, **PhAMA**, DNDi, ISO9001:2015 and the latest being Jabatan Audit Negara audit report which recognized CRM as being **efficient in managing clinical research**. The report was submitted to the Parliamentary Public Accounts Committee and made available to the public. **Not many GLCs are accredited with ISO, meeting KPIs with only 60% of pledged capital.** Personally, I feel very proud when I read the report compared to other GLC peers.



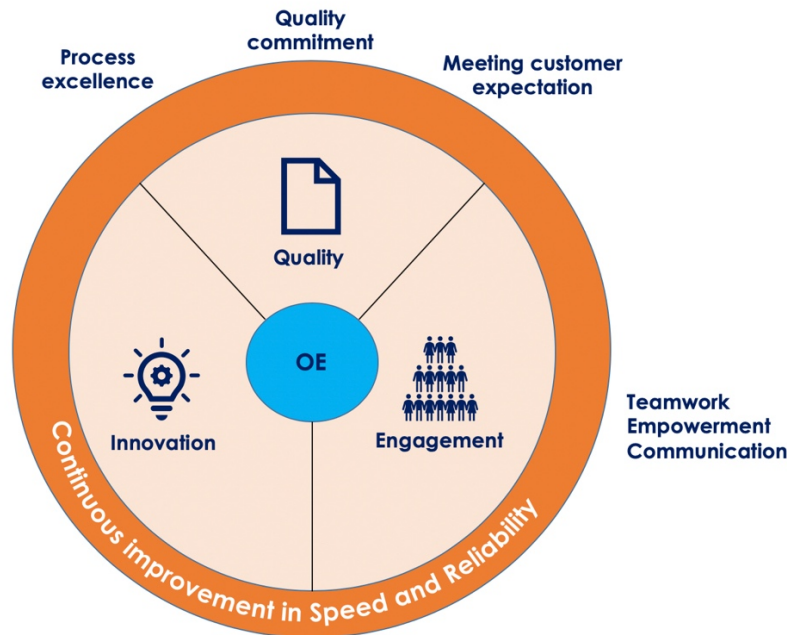
Link to download : <https://www.parlimen.gov.my/ipms/eps/2019-12-02//CMD%2045.pdf>

The recognition CRM received were the fruits of success we worked for in the past 5 years through **the 5 key strategies**. Clinical Research were delivered **with Speed, Reliability and Quality**. Apart from the ISO accreditation, we successfully gained trust among our stakeholders; **84% Customer Satisfaction** on Study Coordinator with **83% Recruitment Rate** and improved **Study Start-up Time by 50%** from over 300 days to 150 days. CRM has gone to many turbulences internal and external, what is important we persevere and raise from the challenges and remain focus to deliver. This is the spirit we sowed, and this is the yield we gain. **From the bottom of my heart I thank you and I salute you for delivering your commitment this year.**

Ladies and gentlemen, we must move forward and **reinvent** ourselves, our mind, thoughts to perform better and be sophisticated. I am asking you to join me to embrace a concept that will bring us into the next playing level, the next 5 years..... **OPERATIONAL EXCELLENCE**

**OPERATIONAL EXCELLENCE** (OE) embraces the principles and tools to create sustainable improvement within us, the departments and Clinical Research Malaysia. We will improve the value and delivery to our stakeholders which will be key factors to achieve long term sustainable growth. Here are 3 components of OE:

1. **Quality**
2. **Engagement**
3. **Innovation**



**Quality** Management is not new to us. We have already put into practices working on ISO. It is the spirit of how we could do better and improve further. We review processes to improve procedures by meeting the stakeholder's expectation. If there is an issue, it must be uncovered and fixed right there and then. This is how quality can be assured.

Secondly, in **Engagement** every person at all level in CRM plays their part to provide value proposition to the stakeholders. Just like a clock, every part is Empowered to fill their role and bring value to the function of the clock. Working as a team in a *esprit de corps* like Teamwork is how we bridge the gaps between processes and functional areas in CRM. One cannot work in silo because your action ripple as a reaction to your moving body or the person next to you. Through active engagement, ie. **communication**, we believe better empowerment that releases maximum potential.



Finally, **Innovation** drives us forward. We always encourage people to **think outside the box**, innovation is also about **moving out of our comfort zone**. When we establish new ideas, we can enhance effectiveness and efficiency to CRM's services with added value to our customers. Last year, a comprehensive payment tracker was introduced and it is clearly one good example of innovation and working as a team. We need more innovation like this across the organization.



Improvement in processes within our day to day work should lead us to improve our services to stakeholders. Self-changes made to fix issues, feedback given by auditors and survey from customers are good indicators meant for continuous improvement. **Key Result Areas** and **Key Performance Indicators** identify certain standard and timeline to meet expectations. Every individual has it in his/her goal planning process. Timeline to review and respond to the CTA, data entry into the system, issuance of invoices and many more time-bound related activities in CRM. This is to help us to remain focused and be on track for the next years to come.

