

# The Gold Standard

## The 1<sup>st</sup> EMGS Certified Hospital In Malaysia





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## *Dedication*

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This Book is dedicated to all our stakeholders, past and present... our patients, employees, consultants, government representatives, regulators, suppliers, contractors, directors and, of course, the members of the public.

Thanks to your guidance, we have successfully embarked on our journey of sustainability, and in doing so are taking the steps to further cement Institut Jantung Negara (IJN) as a Global Centre of Excellence in Integrated Cardiovascular & Thoracic Care.

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Institut Jantung Negara  
145, Jln Tun Razak,  
50400 Kuala Lumpur,  
Wilayah Persekutuan Kuala Lumpur, Malaysia

Tel: +603 2617 8200  
Email: [heart@ijn.com.my](mailto:heart@ijn.com.my)  
Website: [www.ijn.com.my](http://www.ijn.com.my)

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The IBR Asia Group Sdn Bhd (199501027042)  
Level 3, Menara Axis,  
No 2, Jalan 51A/223,  
Seksyen 51A, 46100, Petaling Jaya  
Selangor, Malaysia

Tel: +6012 861 9126  
Email: [clientservice@ibrasiagroup.com](mailto:clientservice@ibrasiagroup.com)

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Tel : +603 6257 4846  
Fax : +603 6257 7525  
Email : [info@pskyline.com](mailto:info@pskyline.com)  
Website : [www.pskyline.com](http://www.pskyline.com)

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# — IJN - Committed to Care —

Care... this is what Institut Jantung Negara (IJN – The National Heart Institute) is all about.

It is about the Duty of Care which has seen it cement itself as a leading Cardiovascular and Thoracic Centre in the region since its inception in 1992.

IJN's Sense of Care is reflected in it treating over 5 million patients from the time of its founding to present, ranging from interventional cardiology procedures, cardiothoracic surgeries and congenital heart disease treatments.

For IJN, Care is more than just about medical matters.

This is because it recognises that in order to fulfil its vision of being a global centre of excellence in integrated cardiovascular & thoracic care, it has to take that same pursuit of excellence to encompass the Environment, People, Society, Regulations and Good Governance.

This is captured in IJN's Environmental, Social and Governance (ESG) framework which is focused on having a sustainable energy and waste management system, investments in community health, and promotion of diversity and inclusiveness.

As part of its sustainability initiative, IJN has identified 8 focus areas, namely:



Raising staff awareness of environmental issues and encouraging green practices



Analysing and improving environmental performance assessment by identifying and monitoring the environmental impact of the IJN Group's business activities and facilities



Providing high-quality healthcare services through higher learning on medical and nursing education



Continuously engaging with all relevant stakeholders to manage their concerns and expectations of the IJN Group



Continuously making positive impact on local communities and assisting them with improving quality of life through Corporate Social Initiative (CSI) activities



Continuously working to improve the quality of IJN services to meet stakeholders' expectations



Ensuring ethics and transparency are at the forefront of IJN daily operations by promoting the culture of integrity; we provide a trusted channel for revealing information on illegal, immoral, illicit, unsafe or fraudulent activity



Complying with state legislation, regulations and code of practices governing medical facilities

IJN is also dedicated to the 17 Sustainable Development Goals (SDGs) adopted as part of the 2030 Agenda for Sustainable Development under the United Nations Development Programme (UNDP). Of particular importance to IJN are the following SDGs:



In the following pages, we take a look at IJN's commitment to ESG and SDGs through comprehensive environmental, social and governance policies. And in doing so demonstrate how it is taking caring beyond the heart.

# Chapter 1

## Making an Impact on the Environment



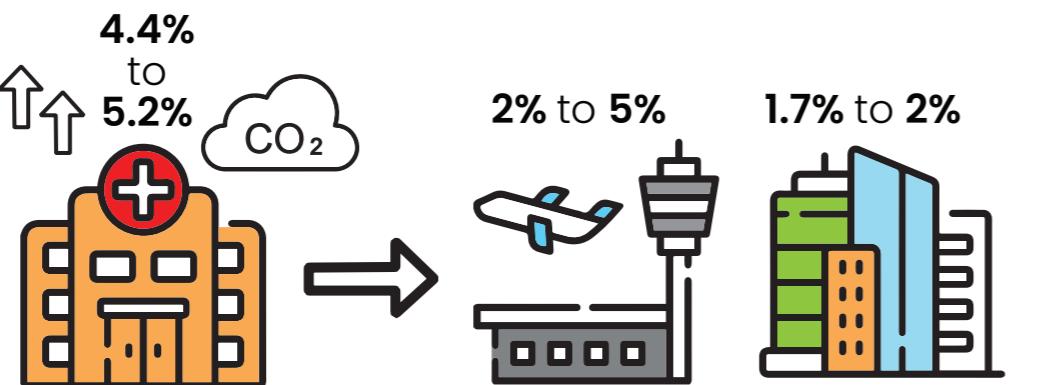
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According to international non-government organisation (NGO) Health Care Without Harm, the global healthcare sector is responsible for around 4.4% to 5.2% of the world's greenhouse gas (GHG) emissions.

This is even higher than the aviation sector which is estimated to contribute between 2% and 5% of GHG emissions. In addition, hospitals emit 2.5 times more GHGs than commercial buildings.



At the end of the day though, unlike healthcare, air travel is not an absolute necessity. Commercial buildings do not need to be fully operational 24/7, but a hospital has to be. For medical centres, the challenge lies in reducing their environmental impact while maintaining or even improving their level of care.

IJN is tackling this challenge through a holistic, organisation-wide approach that emphasises research innovation and technology, individual responsibility and accountability, education, and global collaborations. In doing so, it ensures that it remains not only the most advanced cardiovascular and thoracic care centre in Malaysia and the region but also a leader in sustainability.

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*"The strongest governments on earth cannot clean up pollution by themselves. They must rely on each ordinary person, like you and me, on our choices, and on our will."*

- Chai Jing

*"People should have values, so by extension, a company should. And one of the things you do is give back. So how do you give back? We give back through our work in the environment, in running the company on renewable energy. We give back in job creation."*

- Tim Cook

Note : All Earth Hero characters presented here were commissioned and posted throughout the IJN Building - in lifts, stairs, and in bathrooms, to inspire patients, visitors and staff to conserve energy.



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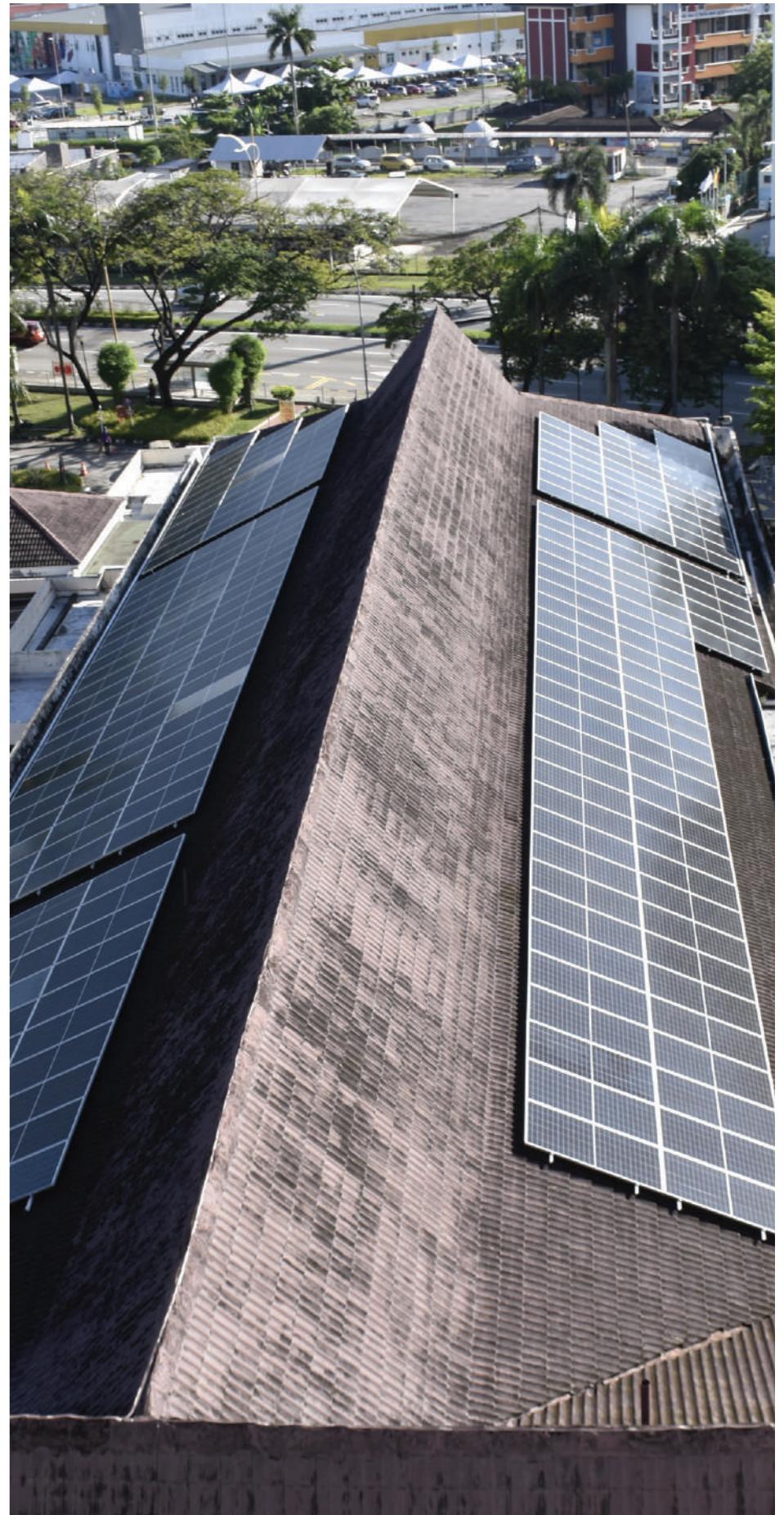
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## Reducing Carbon Footprint through Energy Solutions

Being a leading medical centre, IJN is a major consumer of energy, averaging at around 22,000 MWh per year. Given that it has no choice but to use energy, several novel initiatives have been put in place to reduce the impact of energy demand on the environment. And one such solution can be found on its roofs.

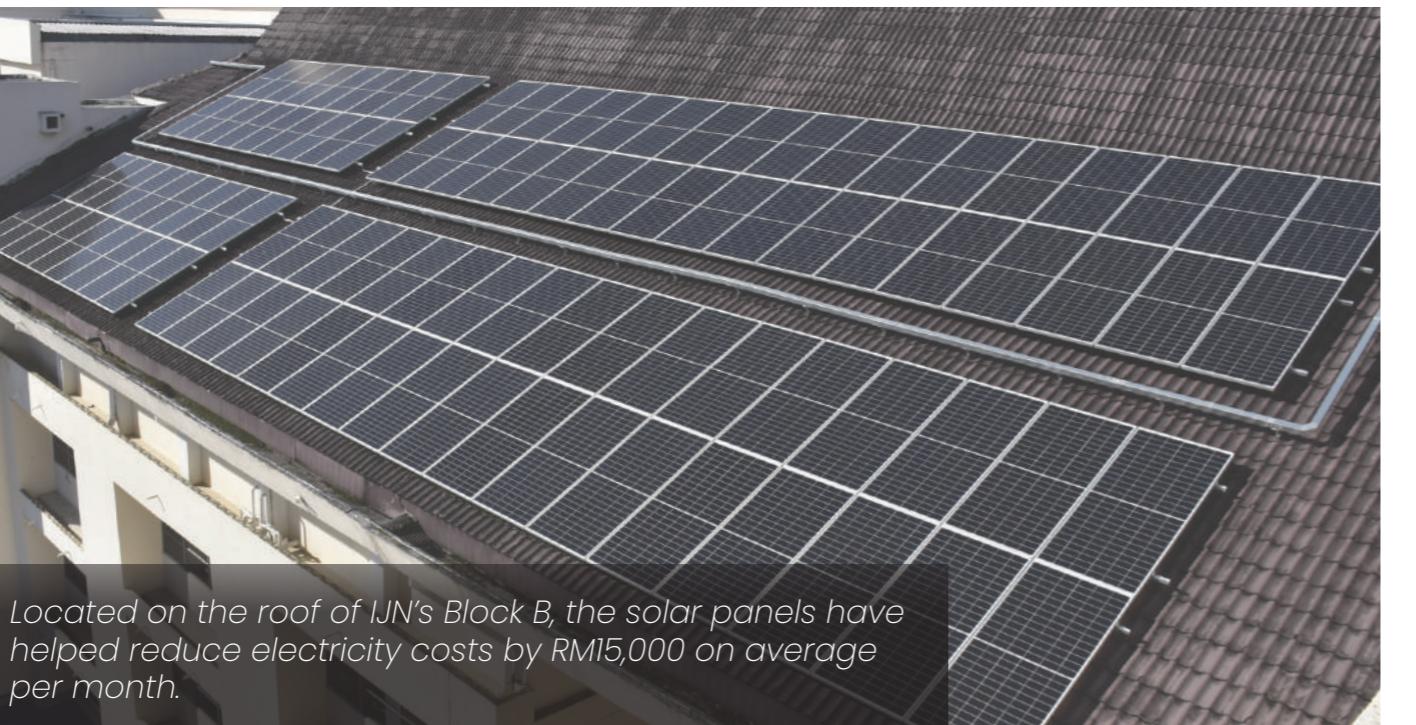
Located on the top of IJN's Block B, and comprising 1,038 modules, IJN's very own solar power generator has been doing its part to alleviate the amount of energy it takes from the main power grid, and thereby its emission levels.



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Having commenced in December 2020, the installation of the solar panels was completed in May 2021, and cost around RM1.66 million. Presently, the solar panels produce 400,000 kWh of electricity per year. This accounts for around 2% of IJN's energy consumption, allowing for a reduction of reliance on coal and gas-fired energy.

No doubt, this is a small yet significant contribution. After all, rooftop solar panels emit around 41 grammes of CO<sub>2</sub> equivalent emissions per kilowatt of electricity generated, compared with 490 grammes for natural gas and 820 grammes for coal.

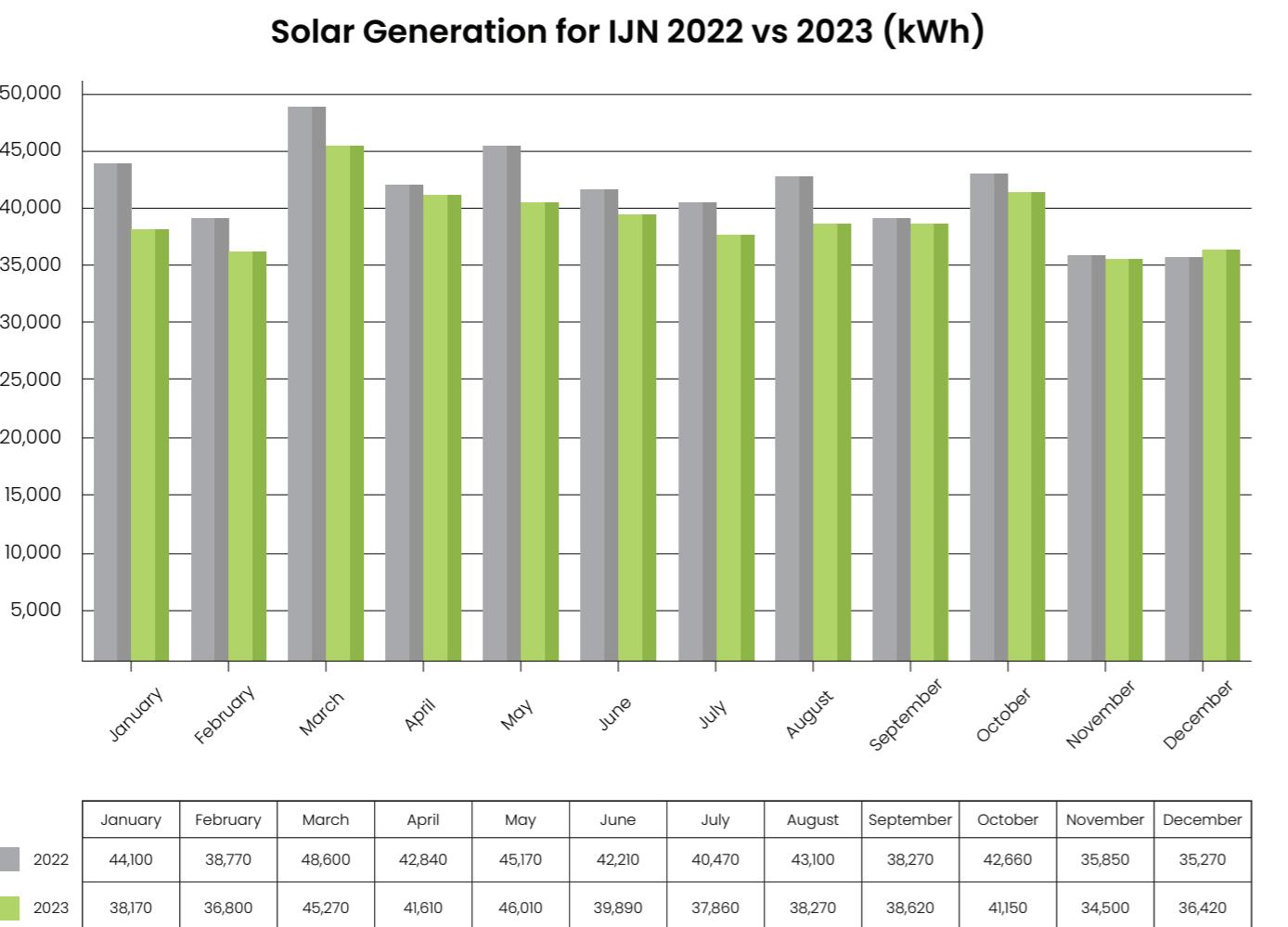


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And moving forward, IJN is planning to expand solar power coverage to Block A over 2025–2026, which would result in solar power accounting for approximately 4–5% of IJN's power generation by 2026.



From 2022 to 2023, the solar panels at IJN have produced 935,910 kWh of electricity, which has helped lower its greenhouse gas emissions.



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IJN's commitment to energy security is further reflected in the fact that it was the first hospital to receive 1-Star Energy Management Gold Standard (EMGS) certification in December 2015. This is a certification under the ASEAN Energy Management Scheme (AEMAS), and receiving the 1-Star rating affirmed that IJN has implemented effective energy management.



Later in 2017, IJN became the first hospital to receive a 2-Star rating under EMGS, in recognition of it having a minimum of 5% annual energy reduction from the baseline requirement. And then in 2019, it became the first hospital to receive a 3-Star rating, which recognises its focus to improving and sustaining energy reduction.



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In an attempt to wholistically reduce its carbon footprint, not only does IJN tackle the supply of electricity, but also the demand through its comprehensive Energy Policy.

Through this Policy, IJN hopes to instill awareness of energy responsibility in all the staff.

### IJN Energy Policy

We are committed to consume energy in the most efficient, safe, economical and environmentally responsible way to minimise wastage.

We shall apply a good energy management system that requires the followings:

- Compliance with laws, regulations and standards for energy management.
- Raising staff awareness and commitment to reduce energy consumption.
- Operate responsibly by applying the best knowledge and technology on energy efficiency.
- Conduct regular review of energy efficiency data and benchmark with the best within the industry.
- Continuously improve the design, operation and maintenance practices by investing in good returns initiatives.



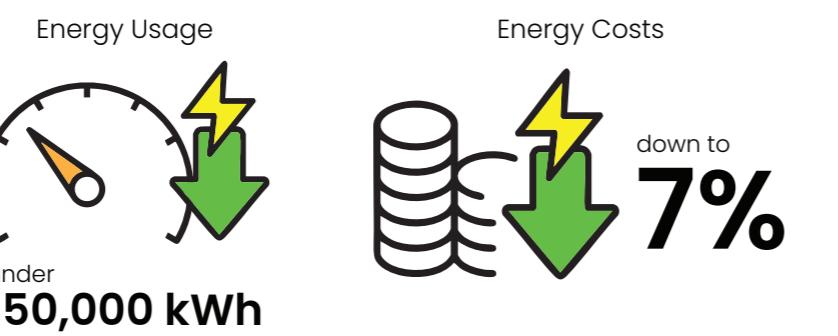
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IJN's energy conservation strategies can be divided into two ways – those that require financial investment and those that do not.

One example of the former was how IJN changed all the lights in the hospital from fluorescent light bulbs to energy-saving LED ones. In total, IJN spent around RM516,055, which has enabled it to reduce energy usage from around 300,000 kWh to under 150,000 kWh, while energy costs per month have gone down by 7%.



In addition, photo and motion sensors have also been installed in common areas and walkways across IJN, which automatically turn off lights when people aren't around.



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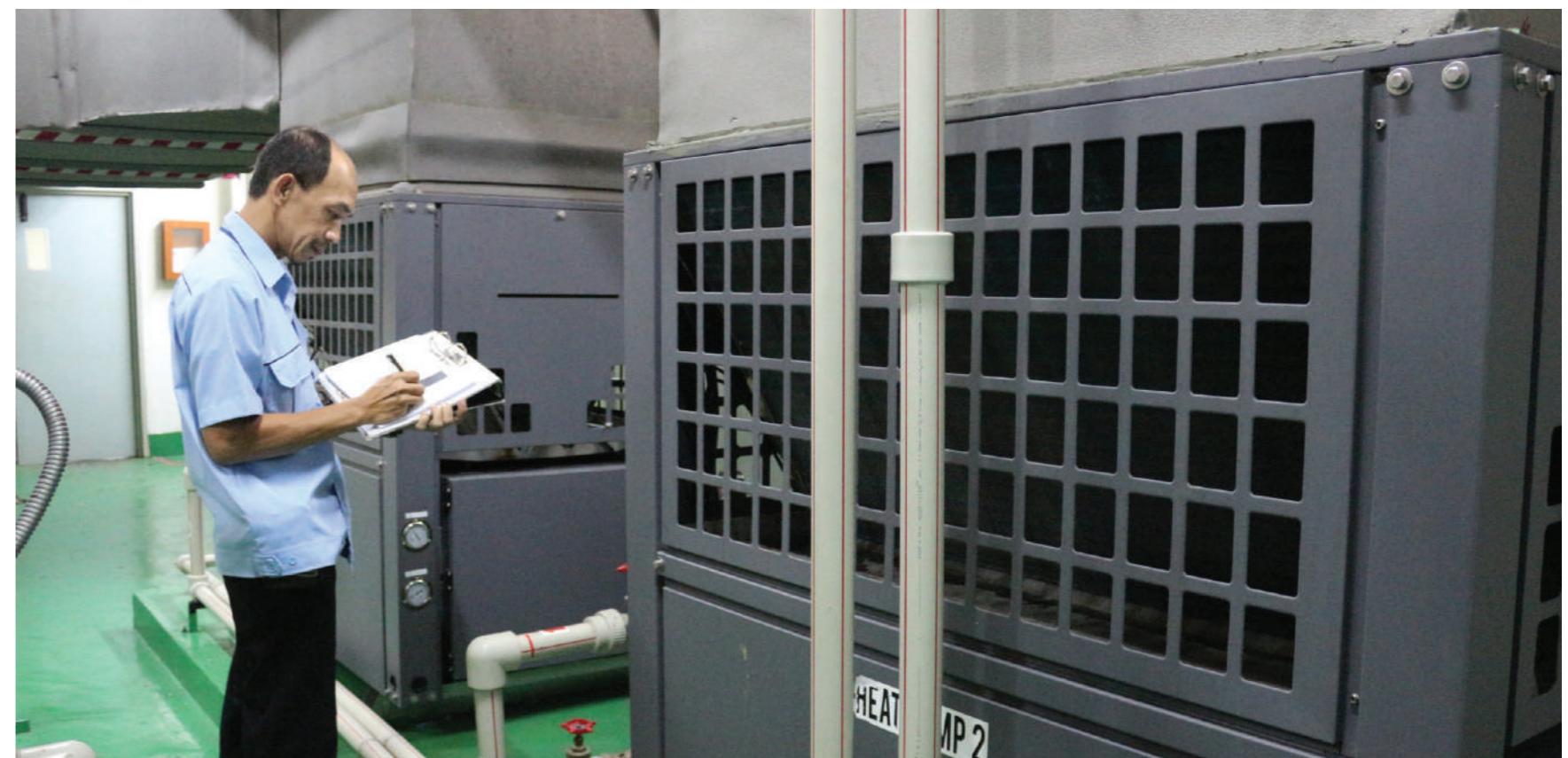
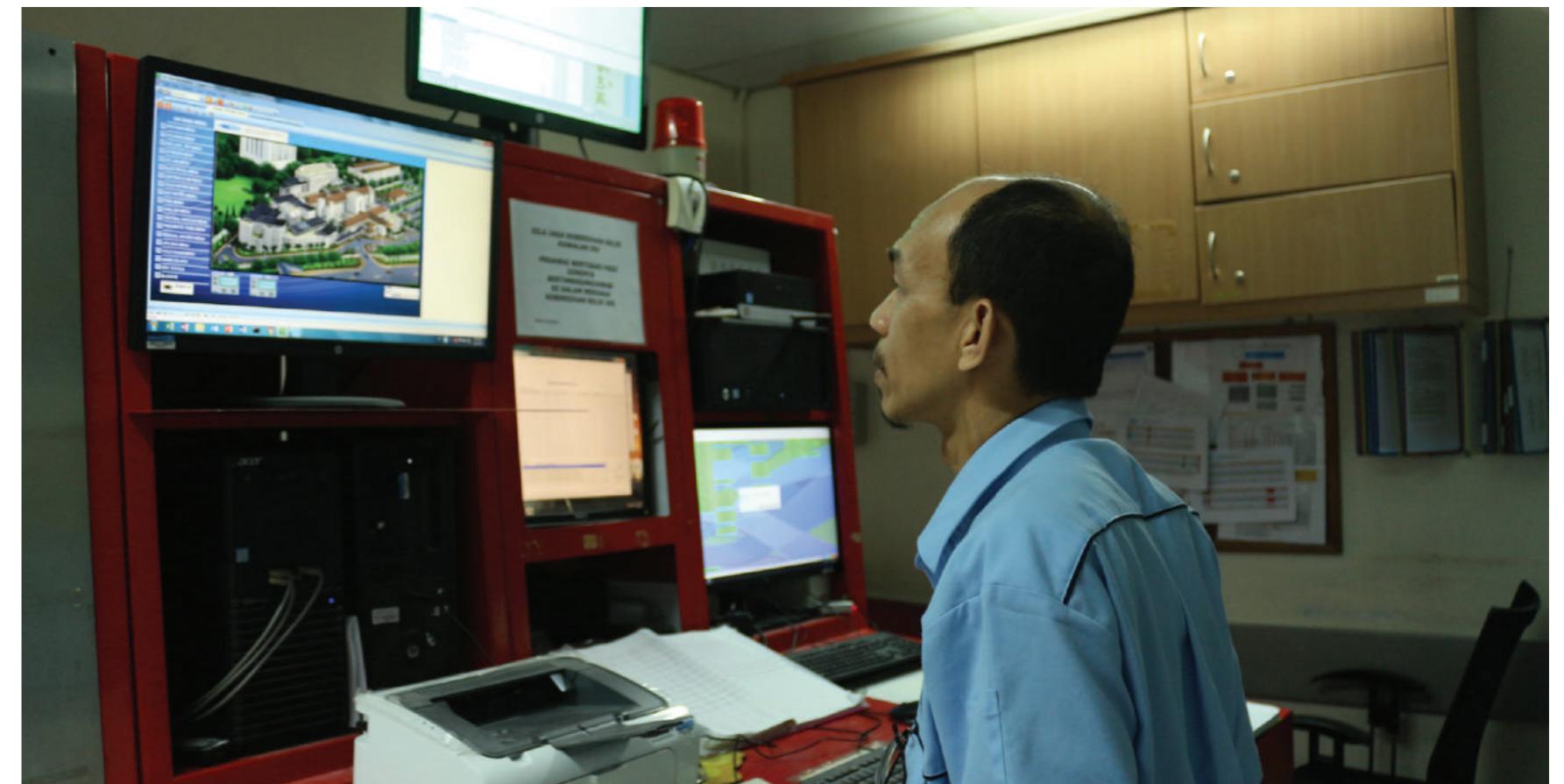
Given Malaysia's location in the tropics, air-conditioning is not a luxury but an absolute necessity in order to ensure the comfort of patients, their families and staff. Air-conditioning additionally decreases transmission of airborne bioaerosols and various microorganisms, which in turn reduces risk of infection.

Unsurprisingly then, it accounts for approximately 70% of IJN's energy consumption.

Temperature in the common areas and walkways are standardised at 24 degrees Celsius to reduce the strain of energy being consumed. Additionally, there are plans to upgrade its building automation system which will help enhance and increase M&E (mechanical and electrical services) operational efficiency.

Incidentally, hot water heaters are another major consumer of power in hospitals such as IJN.

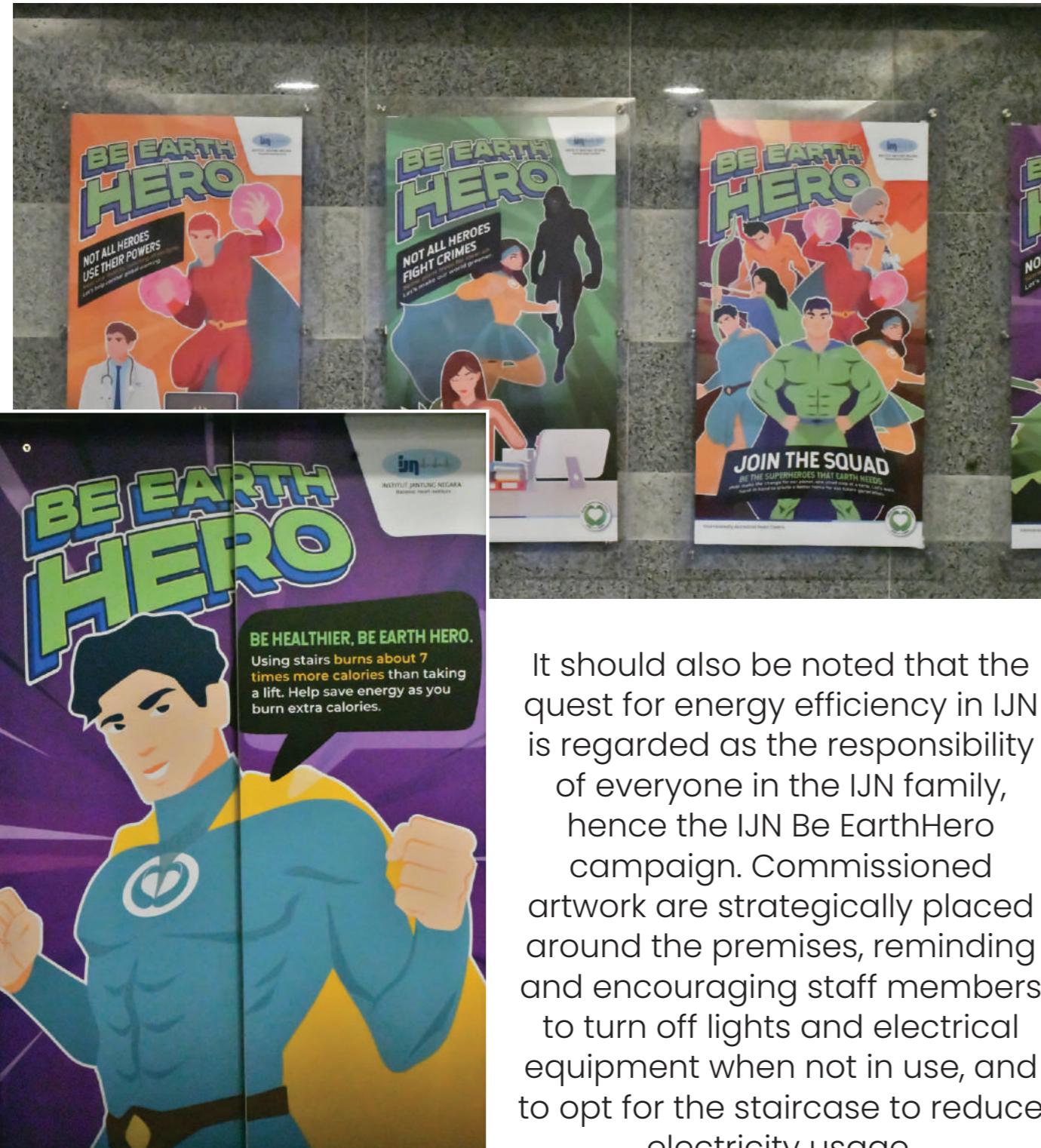
As such in 2019, IJN replaced its existing conventional heating calorifiers in Blocks A and B with Heat Pump Systems. Costing RM514,300, this new system has helped with the overall efficiency of heating and energy consumption.



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It should also be noted that the quest for energy efficiency in IJN is regarded as the responsibility of everyone in the IJN family, hence the IJN Be EarthHero campaign. Commissioned artwork are strategically placed around the premises, reminding and encouraging staff members to turn off lights and electrical equipment when not in use, and to opt for the staircase to reduce electricity usage.



## Protecting the Planet through Water and Waste Management

IJN is also playing its part in water conservation through the installation of a rain water harvesting system. This system is located at level 7 of Block A and comprises two tanks of 24,000 litres and 48,000 litres, resulting in a total capacity of 72,000 litres.

In addition, IJN is also using a RO Waste Water treatment system with a capacity of 12,000 litres. This brings the total capacity of reclaimed water to 84,000 litres, which is used for the toilets as well as landscaping and watering plants.



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Waste management, particularly food waste management, is also an initiative in the pipeline for IJN.

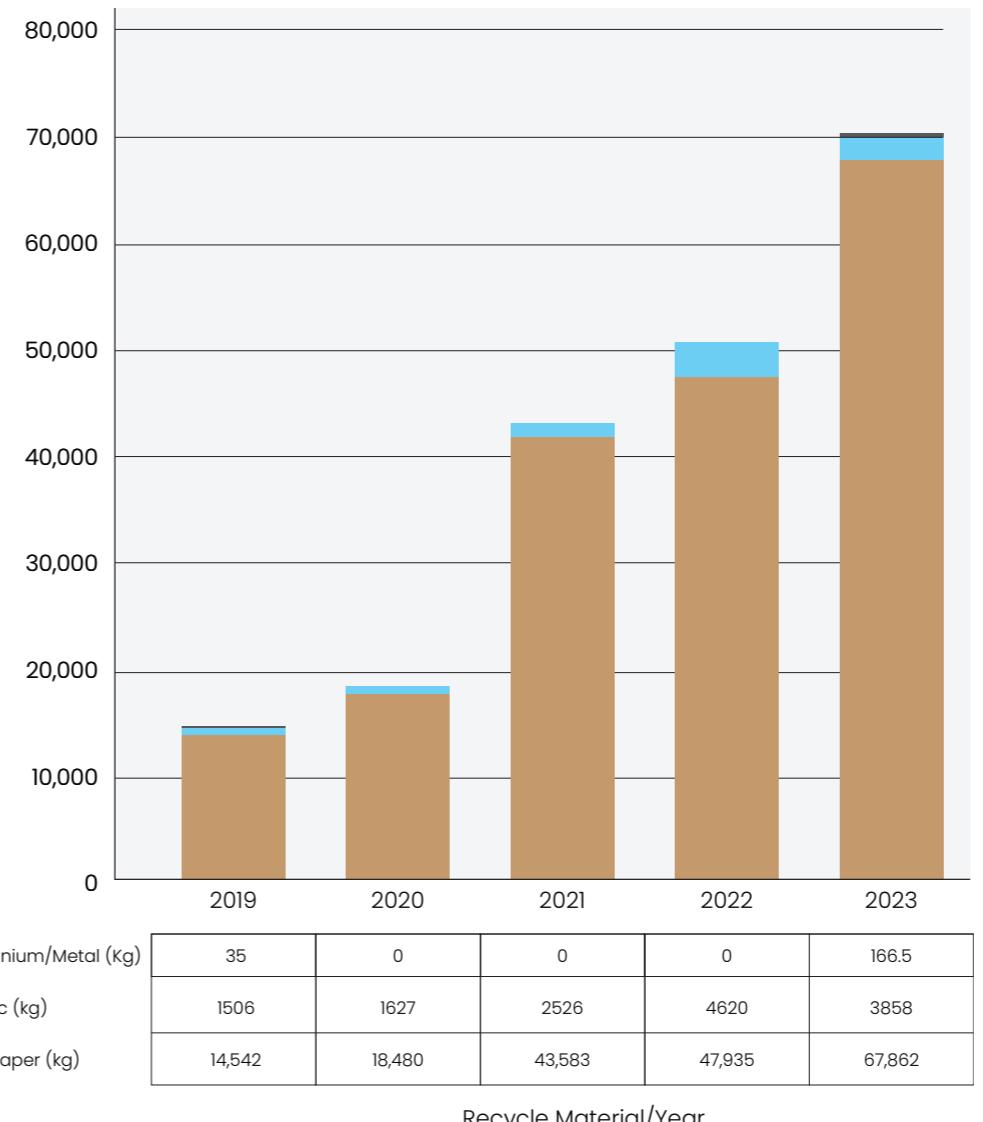
Presently, 1,500 meals are served in IJN daily – this is inclusive of patient meals, staff meals, and catering for events.

All in all, IJN generates 230kg of food waste daily. And once we factor in the waste from the cafeteria and F&B outlets, the amount becomes even more astonishing.

IJN is therefore looking at ways to better manage food waste, including investing in machines that will convert waste into compost for plants. Doing so will reinforce IJN's reputation as an environmentally-advanced medical centre.

At the same time, IJN staff have also been participating in a recycling programme of metal, paper and plastic waste. From 2019 to 2023, a total of 201.5 kgs of waste metal, 14,137 kgs of waste plastic and 192,402 kgs of waste paper have been recycled under this initiative.

**IJN's Waste Recycle Program 2019–2023**





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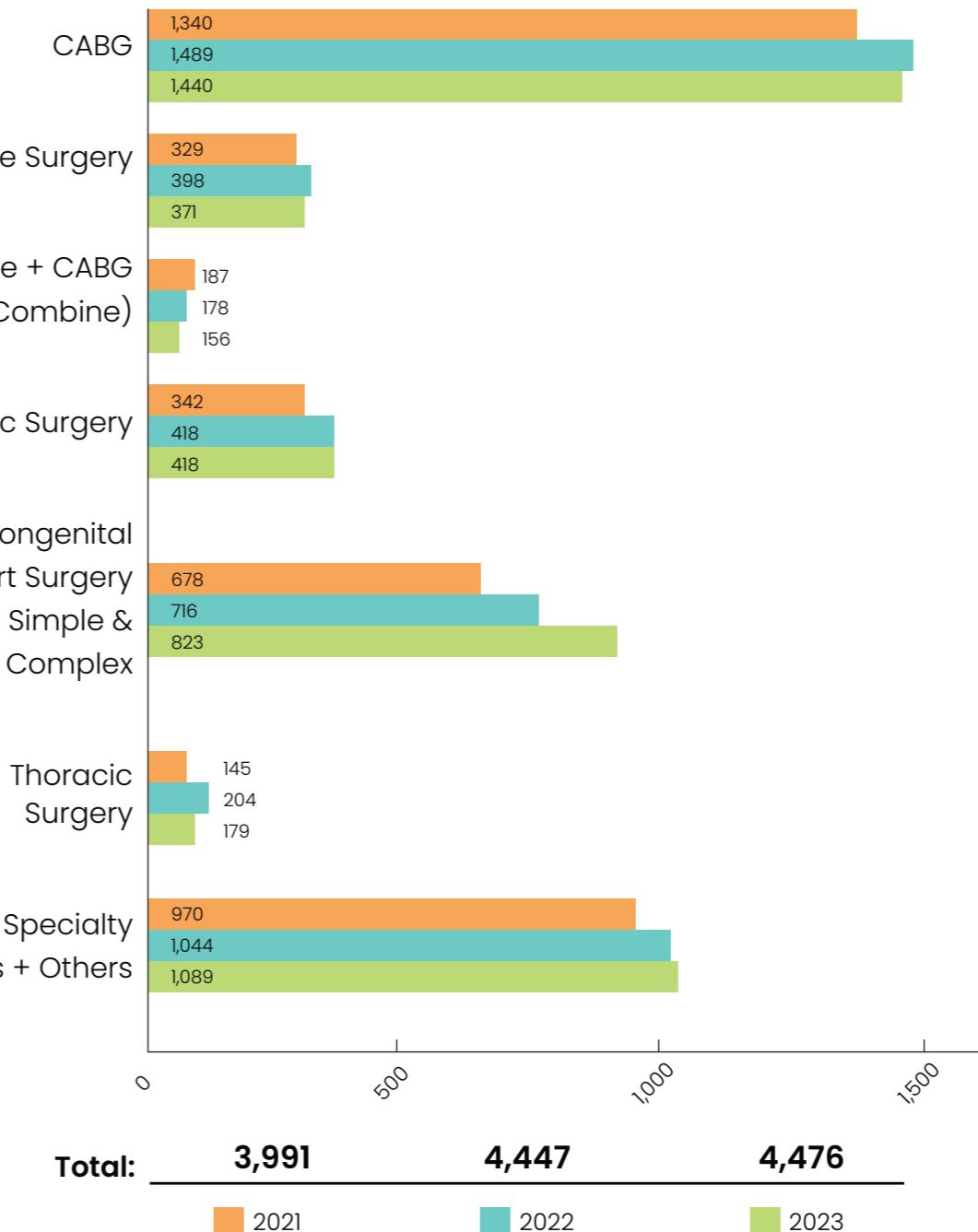


## Tackling Climate Change with Clinical Innovations

Aside from energy, water and waste management, IJN is also tackling its carbon footprint by focusing on areas which contribute the highest rates of emissions. And among these are IJN's Operating Theatres (OTs).



### Total Number of Cardiothoracic Surgeries at IJN



Numbering nine in total – eight conventional and one hybrid – IJN's OTs are where IJN's team of surgeons and anaesthesiologists carry out crucial, life-saving procedures there. To date, more than 100,000 cardiothoracic surgeries have been carried out at IJN.

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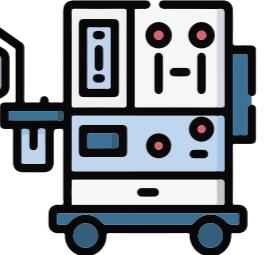


OTs and Critical Care Units (CCUs) already require a lot of energy to run. After all, machines need to be running constantly and the temperature needs to be kept at an optimal level to aid in the patients' recovery. However, perhaps the biggest contributors to GHG emissions from the OTs are the anaesthetic machines.

Undoubtedly among the most important components of any major surgery, anaesthetic machines help ensure that patients remain sedated and unconscious while the surgeons operate on them.

This is done by giving them a general anaesthetic which is usually a mix of oxygen and Inhalation Anaesthetic Agents (IAAs) such as nitrous oxide along with a halogenated gas like desflurane, sevoflurane, and isoflurane.

**8 hours**  
of using  
anaesthetic



=



Driving  
**116 days**  
in a car

For all the good that IAAs do, they also have a cloud about them, as they are powerful GHGs that linger in the atmosphere and contribute to global warming.

To illustrate, a researcher has compared using 8 hours of anaesthetic containing desflurane to be equivalent to driving 116 days in a car.

And therein lies the dilemma for IJN... how can they continue to provide quality treatment to patients while reducing the environmental impact of ultra-important procedures? The answer, according to the IJN Anaesthetic team, lies in introducing innovations and strategies that will mitigate the release of harmful gases into the atmosphere during operations.

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For instance, IJN's anaesthesiologists have stopped using nitrous oxide in the general anaesthetic mix. A powerful GHG, nitrous oxide remains in the atmosphere for 114 years and has global warming potential (GWP) of 289, meaning that emissions of 1 million metric tonnes of nitrous oxide is equivalent to 289 million metric tonnes of carbon dioxide.

By eliminating nitrous oxide from its anaesthetic mix, IJN has managed to reduce the carbon footprint from major operations. But that's not all. After all, the anaesthesiologists still need to use IAAs, which are perhaps even more harmful to the atmosphere than nitrous oxide.

For instance, desflurane – which is what IJN uses – has an atmospheric lifespan of 10 years and a GWP of 3,714.

Since it is impossible to not use IAAs, the only other solution is to increase their efficiency and thereby reduce the amount of gas that escapes into the atmosphere. This is because 95% of the gas given during surgeries is not metabolised by the patient but are instead released back into the atmosphere. In fact, patients only require 1% of the gas, while the rest goes into the air as Waste Anaesthetic Gases (WAGs).



Table 1.  
**Tropospheric Lifetime and 20-Year Global Warming Potential of Inhaled Anesthetics**

Compound	Lifetime (y)	GWP <sub>20</sub>
Carbon dioxide <sup>15</sup>		1
Sevoflurane	1.2	349
Isoflurane	3.6	1401
Desflurane	10	3714
Nitrous oxide <sup>15</sup>	114	289

GWP<sub>20</sub> = 20-year global warming potential

And this is where technology has come to the rescue. By investing in modern, more efficient general anaesthetic machines, IJN's Anaesthesiology Department has been able to reduce the amount of gas used during surgeries – going down from 4 litres to 400 mililitres, a significant reduction!

## Efforts in Conserving the Planet

IJN's conservation efforts go beyond the walls of IJN. For instance, plans are underway for IJN University College students to be involved in developing urban farms around the Sungai Bunus area, which is a river that runs through IJN and IJN University College.

This is part of the River of Life initiative, which was introduced in 2011, which seeks to revitalise urban waterways in Kuala Lumpur.



# *Chapter 2*

## Enhancing Lives through Social Commitment



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According to ESG | The Report, the term “social” represents “the social aspects of a company, including how it treats its employees, its labour practices, diversity, and its impact on local communities.”

In other words, it is about reflecting the fundamental humanity of an organisation and showing its commitment to values that its internal and external stakeholders find important, beyond business or financial considerations.

An organisation’s social commitment reflects its fundamental humanity and shows that it has a duty of care towards the wider community. For IJN, this is an important distinction as it believes in caring beyond the heart. And this is demonstrated in various initiatives which have touched the lives of its staff, the community and its patients.



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## Staff Welfare is Our Priority

Being a medical facility, it is only natural that the health of its staff is a key concern to IJN. Presently, the organisation has more than 2,400 staff, and IJN encourages them to remain in shape in a number of ways. These include placing posters, particularly next to the lifts, reminding staff to use the stairs instead of the lift.



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## **45 years and above**

free annual medical check-ups



## **35 years and 44 years old**

once every two years

In addition, IJN staff members who are 45 years old and above qualify for free annual medical check-ups, while it is once every two years for those between 35 and 44 years old. In addition, and quite apt for a heart centre, all IJN team members are also entitled to complimentary heart screenings.



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Along with looking out for their physical well-being, IJN also takes a keen interest in the mental and emotional health of its nurses. They are, after all, the backbone of the organisation and the IJN management understands that nursing is a high-pressure, high-demand job.

So, IJN has been looking at ways to reduce the stress of its nurses. Among these include having activities such as birthday celebrations and outings, in addition to other activities including mental health talks via *Badan Amal Kebajikan Islam* (BAKIS).



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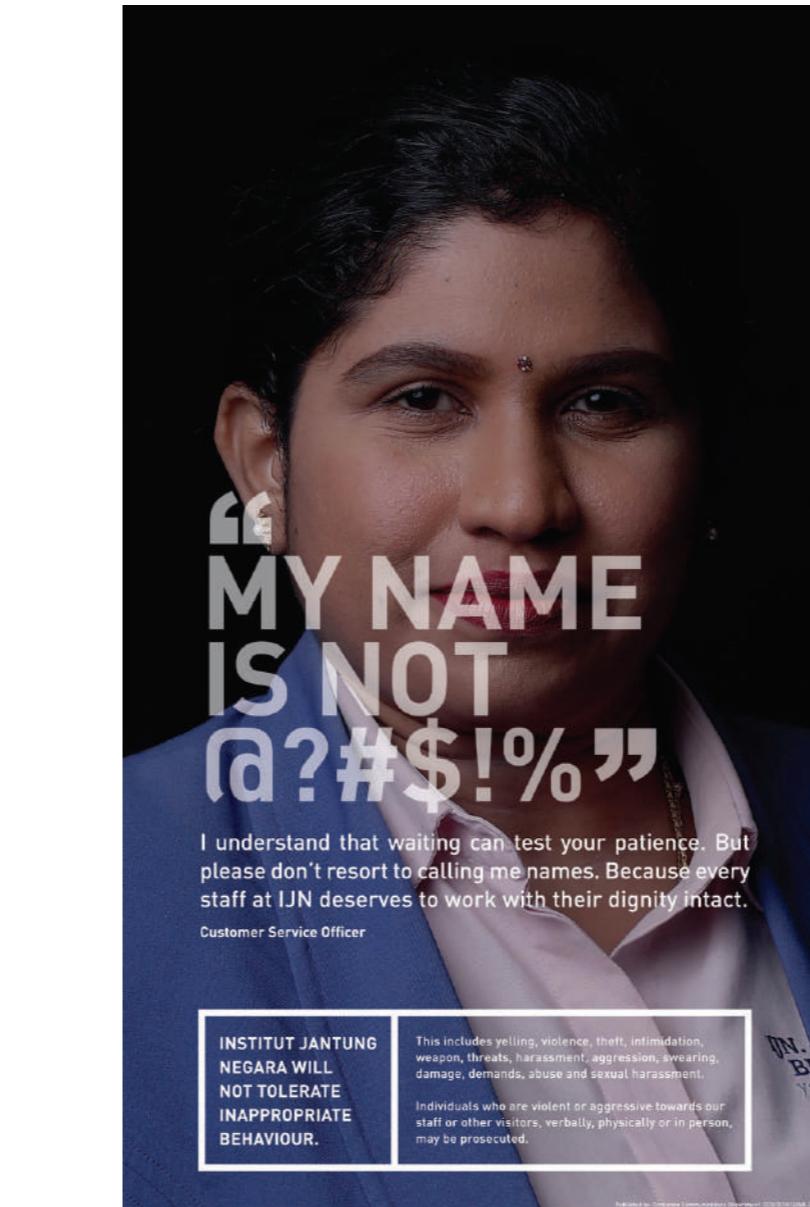
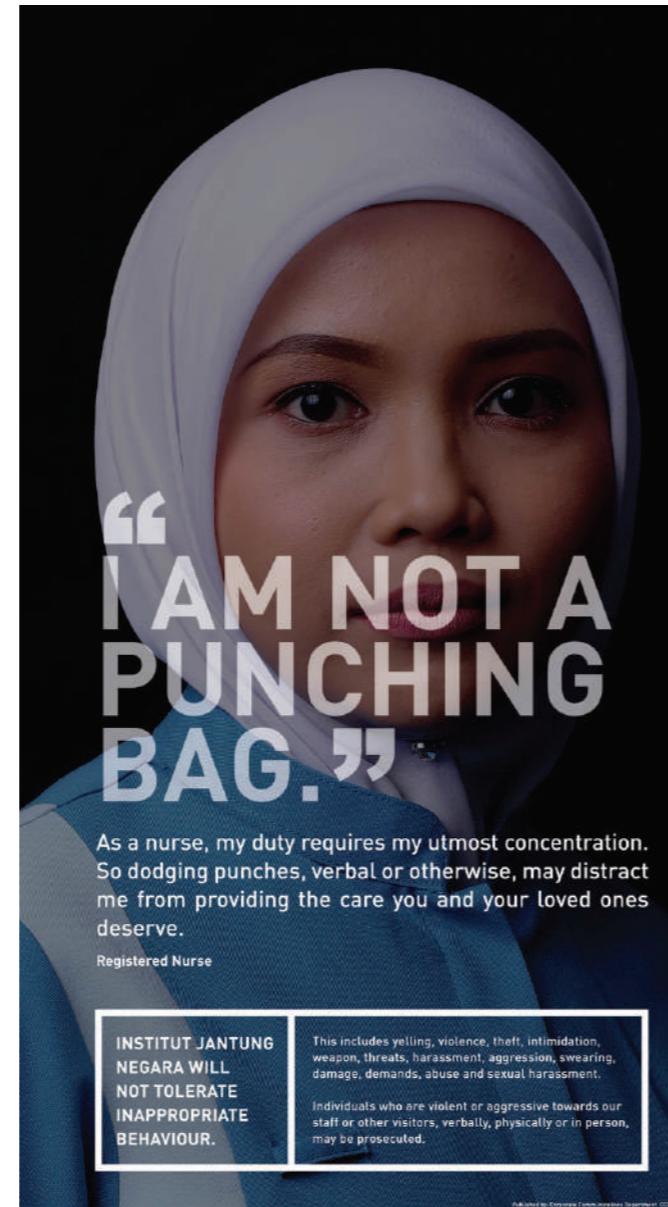
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May 2024 also saw the start of another staff welfare initiative in IJN with the opening of the Recharge Room in Block B. With the opening of the Recharge Room, staff are able to book time there every Friday, where they can seek counselling or engage with relaxing therapeutic activities that will take their minds off their stress.

Furthermore, IJN has also placed posters across the facility reminding visitors to treat staff with respect and dignity. The move is meant to instill mindfulness and protect healthcare workers from abuse.



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## Building Skills, Enhancing the Future

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IJN, of course, prides itself as being the leading cardiovascular and thoracic care centre in Malaysia, as well as being one of the best in the region. And it has painstakingly worked to maintain this reputation by constantly training and upskilling their team members.

For instance, all IJN staff are given opportunities to go overseas for attachments and pick up new knowledge that would not only improve their skills but also give them a holistic understanding of the wider world. At the same time, IJN's consultants and specialists also attend international conferences and symposiums where they network with their peers from around the world.

This allows IJN's doctors to become key opinion leaders in their specialty. There are also fellowship programmes offered to those in training, to obtain practical knowledge.



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IJN has also built on its reputation for training and developing world-class cardiac nurses as well as allied health professionals. It does this by not only providing them with the environment and facilities to hone their skills, but also gets them started on their careers through the IJN University College.

Located next to the IJN building itself, IJN University College was started in 2008 to provide certification courses in cardiovascular and thoracic sciences.

Since its inception, the College has successfully trained 400 graduates in various disciplines.

These include advanced diplomas in Cardiac Nursing, Paediatric Cardiac Nursing, Cardiac Medical Emergency, and Post-Basic Infection Control.



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Additionally, since 2019, IJN University College has been running the Graduate Nursing Programme (GRAN) which takes in surplus nursing graduates, which are nurses who have yet to find a placement after getting their degrees and diplomas. They are then further trained to be cardiac nurses that receive financial assistance and allowance during the course of the programme. After six months, they will be assessed, upon which those who qualify will be absorbed into IJN's full-time staff.



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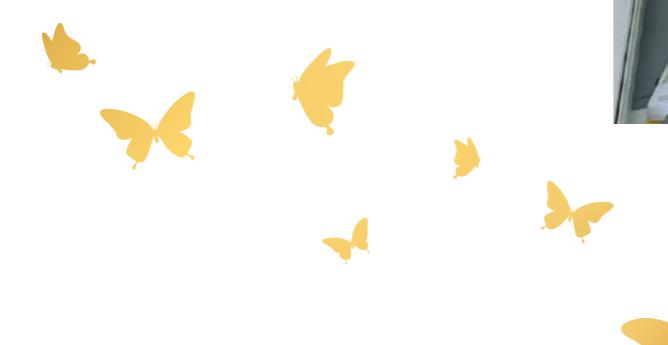
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Aside from nursing, IJN University College also offers diploma programmes in Medical & Health Sciences, Pharmacy, Physiotherapy, Psychology, Occupational Safety and Health, Healthcare Management, Accounting, Business Administration and Human Resource Management.

It is currently undergoing the process to be upgraded to a University College, with the accreditation to offer undergraduate and post-graduate degrees in Cardiothoracic and Cardiovascular Medicine and Sciences, Allied Health Sciences, and Managerial Sciences.



## Giving Back through CSI

Just as IJN seeks to take caring beyond the heart, it is also aims to provide care beyond the confines of the hospital. As such, in 2007, it set up its Corporate Social Initiative (CSI) programme to promote a healthier lifestyle and provide healthcare services to the community at large.

## Taking Healthcare to the People through IJN Mobile Clinic

One way in which IJN has done this is through its Mobile Clinics, which are specially fitted buses and trailers that take IJN doctors and nurses as well as medical equipment to outlying and underserved areas in the country, where they will carry out screening and testing of residents.

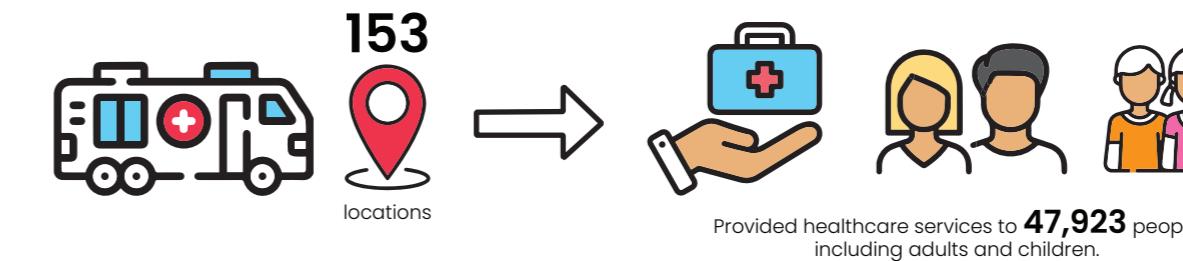
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First launched in 2007, the IJN Mobile Clinics have enabled IJN's doctors and nurses to go out and provide key heart care services to those living in outlying areas and who may not be able to travel to IJN.



From 2007 to July 2023, IJN Mobile Clinics have been to 153 locations and provided healthcare services to 47,923 people, including adults and children.

During these visits, IJN doctors and nurses carried out tests such as body mass index or BMI screening, blood pressure screening, cholesterol and glucose testing, as well as ECGs and echocardiograms.

At the same time, activities to teach and involve members of the community in improving their health also take place during the Mobile Clinic stopovers. These include healthy cooking demonstrations, health talks by doctors and nurses, and even colouring competitions for children.

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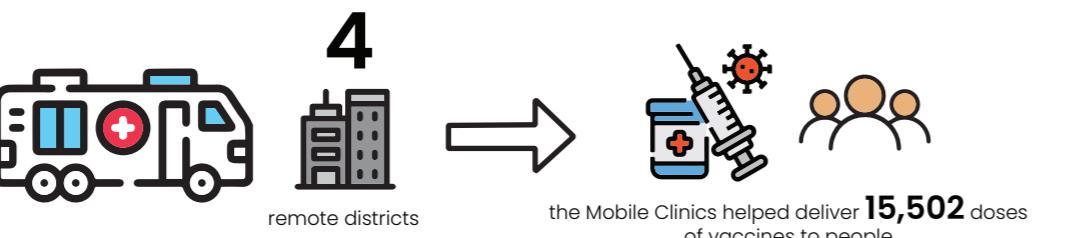
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Ultimately, the Mobile Clinics give IJN that precious opportunity to reach out to people who may need them, without burdening the people with the task of going to IJN itself. And with this commitment to outreach during the COVID-19 pandemic, the Mobile Clinics helped deliver 15,502 doses of vaccines to people living in four remote districts.



## Securing the Future through the “Catch ‘Em Young” Programme

The youth are an important focus area for IJN, and this is reflected in the launch of the “Catch ‘em Young” Programme in July 2024, which aims to inspire school students to seek a career in healthcare.

As part of this Programme, IJN has set up the Young Doctors’ Club, where students learn skills such as sickroom care and hygiene. IJN professionals also carry out career talks, CPR simulation, hand hygiene training and first aid education.



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The "Catch 'Em Young" Programme also works with partner schools to improve their health facilities. The first school under this Programme was SMK Sultan Ahmad Shah in Cameron Highlands, Pahang. A team from IJN helped upgrade the school's sick bay by providing a new patient bed, recliner chair and first aid kit, as well as energy-saving LED lights and ceiling fan fixtures.

Thanks to this Programme, IJN's medical professionals are given a chance to expose students to good health and hygiene practices, and also to the world of opportunities in the healthcare industry.

This is not limited to careers as doctors and nurses but also a whole range of careers such as medical technologists, healthcare administrators, and allied health professionals. This demonstrates how IJN is playing a part in securing the future of the healthcare industry.

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## Rebuilding Lives and Homes

It should also be noted that not all of IJN's CSI efforts are heart or even health-themed. So long it involves people and community, IJN goes to where its assistance is required.

For instance, the monsoon season often leads to major flooding in Malaysia, displacing thousands annually. When the need arises, IJN dispatches relief teams to provide basic necessities such as food, clothing and medication.



## In Recognition of CSI Excellence

Over the years, IJN's achievements in CSI has seen it receive several awards and accolades. These include

**CSR Malaysia Awards 2016**

**STAR Sterling Award 2017**

**CSR Malaysia Awards 2018**

**Malaysia Excellence Business Awards 2021 – CSR of the Year**

**Malaysia Health & Wellness Brand Awards 2019 – CSR**

**Healthcare Asia Awards 2020 – CSR of the Year (Malaysia)**

**Malaysia Excellence Business Awards 2021 – CSR of the Year**

**Malaysia Excellence Business Awards 2023 – CSR of the Year**

## Enhancing Patient Experiences

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Of course, we cannot talk about IJN's commitment to social initiatives without talking about how it strives to provide the best in care and comfort to its patients, and ensure that they as well as their families have ease of mind and spirit.

IJN's promise to its patients is reflected in its Patient Charter, which sets out the rights and responsibilities of patients. It is a "reaffirmation of our commitment to the best interests of the patients at all times. It also brings strength and knowledge so that patients can make better decisions about their treatment and care."



### IJN PATIENT CHARTER

#### Timely and Adequate Information

You shall be given adequate medical information such as medical condition, diagnosis, treatment and prognosis.

You shall be informed of the professional identity of your healthcare providers.

You shall be entitled to a Medical Report, upon request and payment of a reasonable fee.

You shall be entitled to an itemised bill and explanation of hospital charges upon request.

You shall, upon request, be given advice in relation to promotive, preventive, curative medicine and rehabilitation to maintain good health and healthy lifestyle.

#### Medical Treatment

You shall be given medical treatment, including treatment in emergency situations, in accordance with currently accepted standards of hospital care in Malaysia.

#### Choices

You are entitled to refuse a recommended treatment and be discharged at your own risk.

You are entitled to request for a second opinion from another external physician.

Aside from declaring its commitment through the Patient Charter, IJN also provides various amenities and services to patients and their families. For instance, IJN caters to the spiritual needs of its Muslim patients and their families by providing a Surau or dedicated prayer spaces where they can perform daily and Friday prayers. At present, the Surau can accommodate 500 people, however there are plans to expand it to fit 1,500 people by 2026.

And it is not just the needs for Muslim patients that IJN is looking out for. After all, being awarded

You are entitled to request for a referral to another healthcare provider.

You are entitled to decline participation in medical research programmes.

You are entitled to participate in your care to the extent that you wish.

#### **Privacy and Dignity**

Your personal and medical information shall be confidential.

Your privacy, dignity, religious and cultural beliefs shall be respected.

#### **Hospital Environment**

You shall be treated in a safe, clean and comfortable environment.

As a patient of IJN, you have the responsibility to:

#### **Provide Information**

You are expected to fully and truthfully provide details of your medical, medication and treatment history.

You are expected to fully and truthfully provide your personal details including insurance and financial information.

#### **Adhere to Treatment Plans**

You shall adhere to medical advice and instructions should you choose to accept them.

You shall attend all appointments punctually and notify IJN if you are unable to keep the appointment.

#### **Adhere to Rules and Regulations**

You shall adhere to all rules and regulations of IJN at all times.

You shall observe the no smoking policy.

Timely payment of hospital charges.

You shall pay your hospital bills within the stipulated time frame.

#### **Respect One Another**

You and your visitors shall respect and be considerate to others.

in IJN can be difficult times for patients and their families, and that they might need pastoral and spiritual care. Thus, IJN has chaplains from different faiths to offer emotional and spiritual support.

There is also a quiet room where patients and their family members can seek privacy and solace to reflect and grieve. There is also a dedicated dormitory for family members of patients in IJN's ICU and CCU wards, so that they may be close at hand and able to provide them with all the care they need.

## Sustainable Heart Health: IJN and IJN Foundation's Shared Commitment to Social Responsibility

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Institut Jantung Negara (IJN) has long championed cutting-edge treatment, pioneering research, knowledge sharing, and community well-being as part of its commitment to sustainable cardiovascular healthcare. Through its partnership with IJN Foundation (IJNF), established in 1995, IJN actively contributes to building a healthier society and fostering collaboration with healthcare providers regionally and internationally. IJN's support of IJNF's initiatives in patient care and preventive health promotes cardiovascular health at both individual and community levels. Over nearly three decades, IJN has contributed more than RM67 million to IJNF, enabling the foundation to provide life-saving treatments and surgeries for thousands of underprivileged heart patients.

While IJNF receives support from a broad network of corporate and individual contributors, IJN stands out as one of its most consistent and significant supporters. This steadfast partnership exemplifies IJN's commitment to socially responsible healthcare, providing critical patient assistance, advancing research and clinical studies, and facilitating capacity-building programs that strengthen Malaysia's healthcare landscape. IJN's contributions ensure that advanced treatments and technology are accessible across the nation, allowing healthcare providers to continuously enhance their skills and knowledge. Together, IJN and IJNF empower educational and preventive health initiatives, raising awareness and resilience against cardiovascular diseases for the benefit of both patients and the wider community.



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By supporting IJNF, IJN fulfills one part of its ESG mission, in creating a lasting impact and advancing its vision of a healthier, more inclusive Malaysia. This enduring partnership reflects IJN's dedication to social responsibility, community wellness, and sustainable healthcare advancement, aligned with its core values in environmental, social and governance.

# Chapter 3

## Good Governance for Excellent Organisational Structure



Integrity

"At Institut Jantung Negara (IJN), we uphold high ethical standards across all our operations by consistently promoting ethical business practices among our directors, employees, patients, and business associates in accordance with laws and regulations. IJN strictly prohibits and does not tolerate any bribery, corruption, or misconduct that conflicts with our values, and we encourage prompt reporting through our whistleblowing channels in good faith."

**Dato' Seri Dr. Chen Chaw Min**  
Chairman of IJN Holdings Sdn Bhd

[www.ijn.com.my](http://www.ijn.com.my)



"As Group Chief Executive Officer of IJN Holdings and Chief Executive Officer of Institut Jantung Negara, I am committed to ensuring that our organization operates with the highest standards of integrity and uphold a zero-tolerance approach towards all forms of bribery and corruption.

IJN's vision to be a global centre of excellence in integrated cardiovascular & thoracic care is underpinned by our unwavering commitment to ethical conduct and transparent practices. I believe that strong governance is essential for delivering the best possible care to our patients and maintaining the trust of our stakeholders."

**Prof. Dato' Sri Dr. Mohamed Ezani Md Taib**  
Group Chief Executive Officer of IJN Holdings &  
Chief Executive Officer of Institut Jantung Negara

Integrity



[www.ijn.com.my](http://www.ijn.com.my)





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Governance – which is the third pillar of ESG – is often said to encompass values such as business ethics, accounting transparency, and commitment to integrity and quality. In other words, if “Environment” can be said to touch on an organisation’s relationship with nature and “Social” touches on its relationship with stakeholders, then “Governance” touches on its relationship with itself.

For healthcare industry players, such as IJN, strict and proper adherence to Governance policies is the best indicator of the organisation’s commitment to the highest level of standards.

And it is, perhaps, the most important factor for patients. After all, how else would a patient know if a facility and its staff are trustworthy? Or if they actually abide by the strictest standards and procedures?

Ultimately, having a Governance framework takes out the guesswork and subjectiveness from the task of choosing a medical facility. Instead, patients and their families may look at set matrices and objective measurements when making their decision. And for institutions like IJN, it offers them clear benchmarks to measure themselves against.



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## Quality is Key

IJN is all about meeting and exceeding benchmarks. Being a leading cardiovascular and thoracic care centre in the region, it has been focused on providing the best in treatment as well as the highest quality of care to patients.

It should be noted that quality in healthcare is not necessarily about the efficacy and effectiveness of treatment. Instead, quality encompasses aspects such as patient safety and comfort. How the healthcare provider ensures quick response to emergencies. How they work to prevent accidents and infections.

At the heart of IJN's quality policy is patient safety. Therefore, the IJN team places the highest emphasis on patient safety by subscribing to the International Patient Safety Goals which were developed by the Joint Commission International (JCI). These are a set of six goals that healthcare service providers need to follow to ensure optimal patient safety.



## International Patient Safety Goals (AWA)



Goal One

### Identify Patients Correctly

This goal strives to identify patients correctly and make sure that they are treated with the best care possible. This includes making sure that healthcare practitioners give patients the right diagnosis or treatment plan for their ailment – whether it is a complicated or simple illness.



Goal Two

### Improve Effective Communication

This goal focuses on implementing improvements in effective communication, which is critical for Healthcare Quality Improvement. It aims to reduce medical errors that are caused by ineffective communication between patients and their providers.



Goal Three

### Improve the Safety of High-Alert Medications

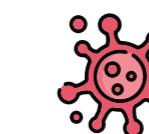
Dedicated to enhancing the safe management and use of high-alert medications, concentrated electrolytes and Look Alike Sound Alike (LASA) medications in terms of their storage, prescribing, preparation and administration. Risk mitigation strategies are implemented for reducing the risk of harm from these medications that are uniform throughout the hospital. Dedicated to enhancing the safe management and use of high-alert medications, concentrated electrolytes and Look Alike Sound Alike (LASA) medications in terms of their storage, prescribing, preparation and administration. Risk mitigation strategies are implemented for reducing the risk of harm from these medications that are uniform throughout the hospital.



Goal Four

### Ensure Safe Surgery

This goal requires an organisation to review and ensure that procedures are written for patients with different needs that may affect surgery. Prior to performing surgical procedures, they must evaluate all surgical procedures and ensure that the surgical site as well as patient have been properly identified.



Goal Five

### Reduce The Risk of Health Care-Associated Infections

Healthcare workers should constantly apply good hygiene practices such as using alcohol-based hand rubs to avoid passing infections to patients.



Goal Six

### Reduce the Risk of Patient Harm Resulting from Falls

Falls are one of the leading causes of accidental injuries and deaths, and so implementing essential changes in healthcare practices can help improve patient safety and reduce risk for patients to experience harm as a result of falls. Healthcare professionals are encouraged to carry out a Fall Risk Assessment to ascertain a patient's risk of falling and to take proper precautions.

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So how does the team at IJN ensure the safety of patients at all times? This is done in a number of simple yet effective ways. For instance, prior to giving a patient any medication or procedure, nurses will confirm the identity of the patient by asking them to state their name as well as checking against the medical record number (MRN) on their wrist tag.

In addition, those who are deemed to be at a high risk of falls are given an arm band which says "FALL RISK", thus allowing staff to identify them and take appropriate precautions to prevent falls. Similarly, those with allergies are given arm bands with the word "ALLERGY" on them to ensure that they are not accidentally exposed to allergens.



IJN also promotes a culture of safety by encouraging staff to give their honest opinions and feedback about any safety lapses in the organisation.

Every year, staff are given a questionnaire where they are asked to give their assessment of IJN's safety culture, and this offers them a space to give their honest and anonymous feedback.

IJN's Quality Management Department also urges team members to report safety incidents as soon as they are spotted because it is very important that these problems are dealt in time.



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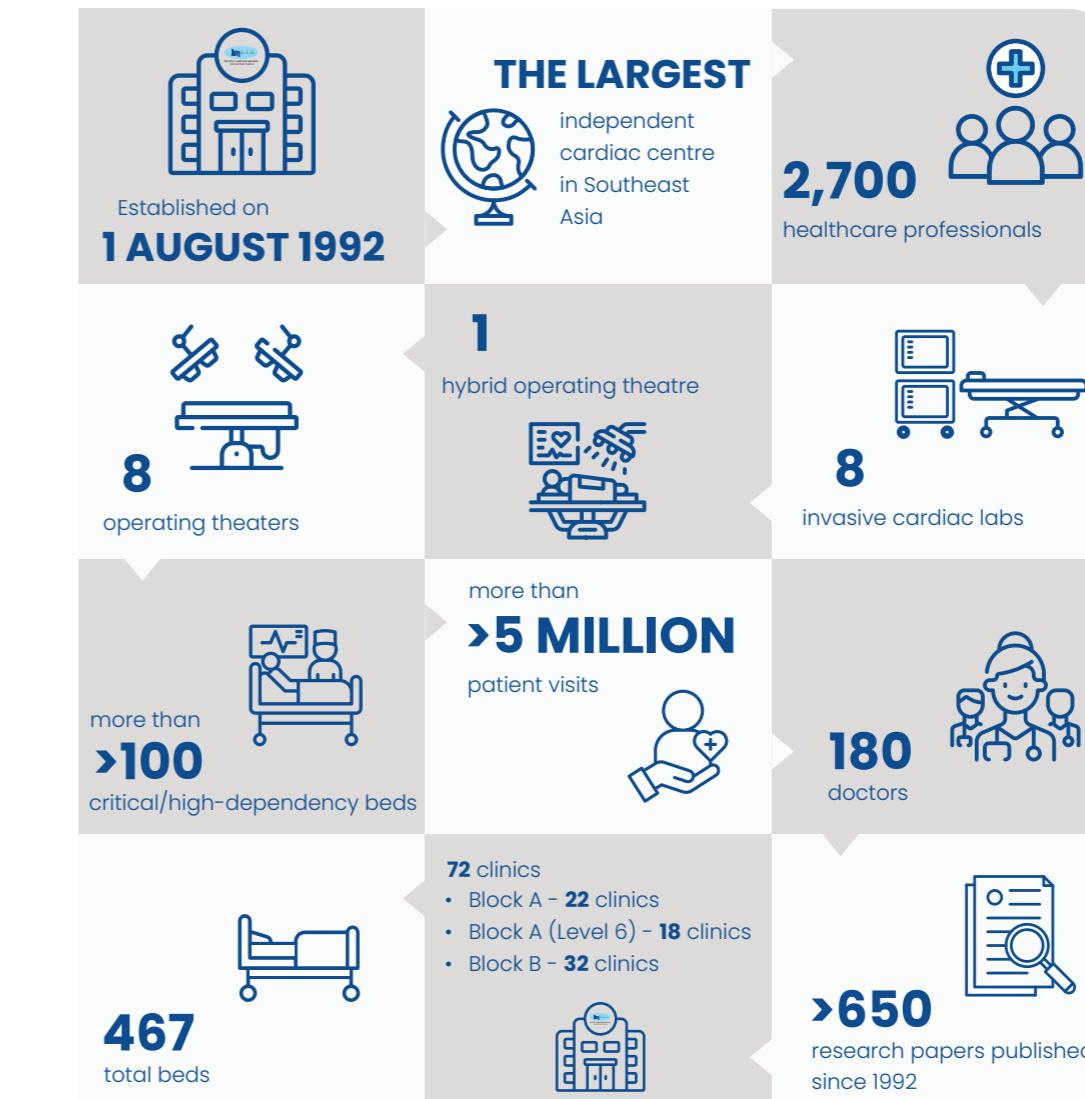
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In a nutshell, the pursuit of quality and safety at IJN is all about accountability and transparency. Each year, IJN carries out a Performance Review where it measures its clinical outcomes such as the number of procedures carried out – how many cardiothoracic surgeries, how many interventional cardiology procedures, how many invasive and non-invasive procedures. In addition, it also conducts patient satisfaction surveys, as well as infection prevention reports.

By carrying out such studies and, more importantly, making the results available for public review, IJN is helping to boost the confidence of patients and their families. Furthermore, the Quality Management Department is constantly looking at ways to improve IJN's quality performance such as by reducing treatment times, response times and co-morbidities.

## IJN At A Glance



A powerful testament to IJN's commitment to quality is the fact that it is accredited by both the Malaysian Society for Quality in Health (MSQH) and the Joint Commission International (JCI), which are the gold standard accrediting organisations for the healthcare industry, and demonstrates that IJN has achieved the highest standards of quality.

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## Managing Organisational Risks

Aside from being a medical facility, IJN is also a corporate entity which means that it has to comply with a set of corporate guidelines to ensure that it is being run in accordance with various laws and regulations.

At the very heart of this is IJN's Audit, Risk and Compliance (ARC) department, which has been tasked to ensure compliance with policies.

In 2019, IJN introduced the Integrity & Governance Unit (IGU) to monitor and ensure that every department as well as stakeholder complies with the strictest standards of integrity. As the custodian of the principles of good governance and ethics at IJN, the IGU plays a vital role in maintaining IJN's reputation for integrity and trustworthiness, which is absolutely vital for an organisation that deals with people's lives.

To further prove its commitment to integrity, IJN has likewise been honoured with the Integrity, Governance and Anti-Corruption (AIGA) Silver Award in 2023.



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Thus, a number of policies have been introduced under the IGU's purview. These include the Anti-Bribery and Anti-Corruption Policy which seeks to mitigate risks of bribery and corruption in the organisation, and give whistleblowers a safe and secure environment to report wrongdoings without fear, through whistleblowing policy.

To prevent bribery and corruption, IJN has a number of policies that aim to safeguard its staff's integrity. For example, its Gift Policy strictly prohibits IJN staff from receiving any gift including hampers, ang pow, duit raya, or food from vendors or suppliers.

It also has a Sponsorship Policy where it scrutinises the source of sponsorship, meaning it has to make sure that the money is coming from ethical sources in line with its values. Similarly, when organisations ask to partner with IJN, it also has to make sure that they are aligned with IJN's values.

In addition, the compliance unit has also adopted an Anti-Money Laundering Policy to ensure compliance with the Anti-Money Laundering, Anti-Terrorism Financing and Proceeds of Unlawful Activities (AMLATF) Act.

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This shows that the commitment to integrity in IJN goes beyond just the organisation itself. As such, all IJN vendors are required to fill up the Vendor Integrity Pledge and that they too adhere to guidelines against corruption, bribery, conflicts of interest and other unethical behaviours. To date, 440 vendors have taken the pledge.

In addition, all IJN team members, all the way from the Board of Directors and Group CEO to every staff member, have to take the Corporate Integrity Pledge which commits them to doing their best

in ensuring that corruption does not take place in the work place. In 2017, IJN team members had manually opted in to the Pledge in 2017. Then in 2023, Pledges could be done via the IJN Pulse app. To date, more than 2260 staff have taken it.

In addition, the IGU also oversees the reporting and whistleblowing framework, where it guarantees that all reports of wrong-doing will be treated in the strictest confidence and that whistleblowers do not have to worry about any negative repercussions.



Hello Mis!  
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JCI 5th Cycle Accreditation Survey

35 Days      6 Hours      29 Minutes      9 Seconds

iTouch      iBeat

Announcements →

User Responsibility for Mobile Devices

Do's ✓	Don'ts ✗
<ul style="list-style-type: none"> <li>Only use off-duty time</li> <li>Only use authorized software</li> <li>Ensure Company System (ICS) software is up-to-date</li> <li>Immediately report of known risk or storage devices</li> <li>Immediately report unauthorized access</li> </ul>	<ul style="list-style-type: none"> <li>Do not use unsecured messaging platforms for patient-related information (e.g. WhatsApp and Telegram)</li> <li>Do not post about patient in social media</li> <li>Do not store patient data (photos or videos) in personal mobile device</li> <li>Do not use mobile devices during work</li> </ul>

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JCI Awareness - User Responsibility for...

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Ultimately, what makes the IGU so effective is that it is able to operate without fear or favour. This is because the IGU is unique in that it reports directly to the Board of Directors and not to the Group CEO, which guarantees its independence and transparency.

It also identifies and focuses on departments that it feels have the highest risk of violations such as Procurement, its team members always vigilant in case of discrepancies. This is why IJN received the silver prize at the Anugerah Integriti, Governans & Antirasuah 2023.

## The Way Forward for ESG in IJN

The long-term effectiveness of IJN's ESG policy is dependent on the robustness of its sustainability governance structure, which is as follows...

### Vision

To be a Global Centre of Excellence in Integrated Cardiovascular & Thoracic Care

### Mission

We are committed to provide the best patient services with the safest and highest quality care

We are a corporate entity that is dedicated to provide and deliver exceptional patients' experience

We aim to drive transformation, technology and innovation through training, research and development

We are committed to develop and empower talents to enhance organizational growth

### Commitments

Corporate Social Responsibility

Diversifying and Enhancing Services

Embracing Digitalisation

Enhance Research and Development

Healthcare with Global Standards

Human Capital Management

Increasing Stakeholders' Value

Premier Cardiovascular Training and Education Centre

### Governance

Chief Executive Officer —————> Board of Directors Management Committee

To sum up, the entire foundations of IJN's sustainability focus is built on the foundations of strong governance wherein the Management Committee, led by the Chief Executive Officer and which reports to the Board of Directors, is responsible for overseeing the implementation of the 8 Sustainability Commitments. These Commitments help to support IJN's 4 Mission Statements. And everything is encompassed under IJN's overarching Vision.

Stakeholder engagement is also vital to IJN's sustainability agenda. Seven stakeholder groups have been identified as having significant impact or influence on IJN's operations. They are:



Employees



Patients



Consultants



Government/Regulators



Suppliers/Contractors



Board of Directors

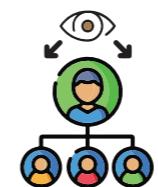


Local Communities

Moving forward, IJN has identified 8 Action Plans for its sustainability framework, namely:



Ensure that all departments are involved in the sustainability journey by establishing a responsible Management Committee comprising of representatives from all departments



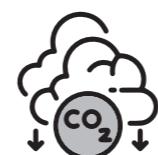
To ensure strong corporate supervision by having the Committee report directly to the Board of Directors



For the Committee to incorporate sustainability performance indicators into IJN's corporate scorecard



To strengthen and drive IJN Group's sustainability initiatives at a strategic level, as well as identifying and implementing medium and long-term objectives which will help IJN as a Global Centre of Excellence in Integrated Cardiovascular & Thoracic Care



To establish a low carbon health ecosystem and ensure sustainable value creation throughout operations



To acknowledge the importance of the sustainability agenda for IJN Group's long-term value creation efforts, remain committed to deepening and doubling down on commitment to embedding sustainability in a greater manner within business activities



To communicate a clear direction and commitment from the Board and Management across the organisation and cascade it down to the working level teams who will act as the champions of sustainability in every aspect of business activity



To address the matters that are material to IJN, and in line with IJN's aspirations to become the champion for sustainability in the healthcare industry in achieving three key objectives on ESG

Through this, IJN is continuing to engender trust and confidence among its stakeholders, and in doing so, show that the organisation is aligned with their aspirations and values. Trust is also a key component as IJN's success depends on the fact that its stakeholders have trust in it.

And ultimately, it is that trust in IJN – trust that goes beyond competency and excellence in medical matters to encompassing environmental stewardship, social welfare and inclusiveness, and good corporate governance – which will help the organisation fulfil the goals of its Vision and Mission.



INSTITUT JANTUNG NEGARA  
National Heart Institute

## INSTITUT JANTUNG NEGARA

145, Jalan Tun Razak, 50400 Kuala Lumpur,  
Wilayah Persekutuan Kuala Lumpur, Malaysia

