



The Healthcare Accreditation Institute
(Public Organization)

Five-Year Action Plan (2023-2027)

1st Revised Edition

Approved by the Board
in the Meeting No. 10/2023
on 12 October 2023



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Five-Year Action Plan (2023-2027) of The Healthcare Accreditation Institute (Public Organization)¹

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Part 1: Executive Summary

As The Royal Decree on Criteria and Procedures for Good Governance B.E.2546 (2003), announced on 9 October 2021, and The Royal Decree on Criteria and Procedures for Good Governance (2nd Edition) B.E.2562 (2019), announced on 26 April 2019, Section 16, defines that state agencies shall develop the action plan for each own by developing it as a five-year plan, and it is mandatory that this plan must be consistent with the National Strategic Plan, the Master Plan, the National Reform Plan, the National Economic and Social Development Plan, the government policies as declared in the parliament, as well as any other relevant plans; therefore, The Healthcare Accreditation Institute (Public Organization) has developed the Five-Year Action Plan (2023-2027) to use as the guiding frame for driving the movement of actual practice of the work units toward the achievement of vision, mission and the objective of the establishment of the organization, so that the people would receive good and quality services from healthcare organizations in accordance with HA Standards.

The development of the Five-Year Action Plan (2023-2027) of The Healthcare Accreditation Institute (Public Organization) (or HAI) employed the conceptual frame relevant to the 20-Year National Strategic Plan, The Master Plan under the National Strategic Plan, The 13th National Economic and Development Plan, Thailand Version 4.40, Government Policy, National Reform Plan for Public Health, and the Principle of Self-sufficient Economy. This action plan takes into account the changes of social contexts, the changes of internal and external factors, and the needs of stakeholders that have an effect on the healthcare system at present and in the future.

The Operational Strategies of HAI consist of:

1. Provide accreditation to create value and build trust.
2. Develop collaborative networking mechanism and body of knowledge.
3. Upgrade the knowledge management for a change.
4. Develop human capital for driving quality improvement activities.
5. Organization development towards the excellence.

The Five-Year Action Plan (2023-2027) of the Institute has defined the targets of the movement in accordance with the objectives of the establishment of the organization, totally 6 targets as below.

- (1) Conduct the activities related to the assessment of work system and the quality accreditation of healthcare organizations, and define healthcare organization standards for using as the guide for assessing the improvement and giving the accreditation to healthcare organizations.
- (2) Gather, study and analyze data to come up with a research and recommendations for supporting, promoting and improving the quality of healthcare organizations.
- (3) Promote and support the establishment of a mechanism for healthcare organizations to systematically develop the servicing system with good quality and a safety standard.
- (4) Promote, support and perform the dissemination of accreditation knowledge; and the services, the accessibility and the utilization related to healthcare accreditation.
- (5) Collaborate with state agencies, domestic or international organizations/agencies, and those in private sector that are running an operation related to healthcare accreditation.
- (6) Develop curriculum and organize training for the staff members of healthcare organizations to gain the understanding about healthcare accreditation process.

¹ Reviewed and approved by the Board in Meeting No. 10/2023 on October 12, 2023.

Part 2: Consistence with the plans in 3 levels as implied by the resolution of the Council of Ministers issued on 4 December 2017

2.1 National Strategy (Level-1 Plan)

1) The National Strategy concerning the Development and Capability Building of Human Resource

(1) **Goal No. 2:** Thai society has favorable and supportive environment for life-long human development

(2) **Strategic Issue 5:** Promotion for the well-being of Thai people

5.4 The development of modern healthcare system to support the initiation of well-being.

(3) To achieve the target defined in National Strategy, the Action Plan of the Institute will help upgrade the healthcare organizations that are certified with HA to be a healthcare organization that has a standardized quality, and people will receive quality and safe services.

2) The National Strategy concerning Public Sector Rebalancing and Development

(1) **Goal No. 1:** Public sector has a result-based working culture with a focus on public benefits, and delivers responsive, fast and convenient services with transparency.

(2) **Strategic Issue 1:** Having a people centric public sector that delivers responsive, fast and convenient services with transparency.

1.1 Providing international standard public services as a leader of the region.

(3) To achieve the goal of the National Strategy, the Action Plan of the Institute will help upgrade the healthcare organizations that are certified with HA to be a healthcare organization that has a standardized quality, and people will receive quality and safe services.

2.2 Level-2 Plans (Only the related ones)

2.2.1 Master Plan under National Strategy

(1) Issue # 13: Promotion for the well-being of Thai people

(1.1) The goal at the level of the issue under the Master Plan

- Goal: Thai people have a better level of the well-being and a better living condition. (130001)
- Goal 2.2: Thai society has favorable and supportive environment for life-long human development
- To achieve the goal of the Master Plan, the Action Plan of the Institute will enable the people to access the service of healthcare organizations that are certified with quality and safety standards.

(1.2) Sub-plan under the Master Plan: Sub-plan for the development of modern healthcare system supportive to the development of well-being. (3)

- Development Approach

(1) Adapt and modernize health service system to meet international standards under the management system in which there is the decentralization of power and adequate level of efficiency with a focus on impartiality and sustainability; adopt resource sharing in administration and management among healthcare organizations under all jurisdictions in particular health region to improve the quality of healthcare system covering the aspects of human resources, medical equipment, and infrastructures connecting the services among primary, secondary and tertiary levels without barriers; develop prompt and efficient systems for

patient referral and emergency medical service; and develop a database system that can connect and can be shared together among all health agencies concerned within the healthcare system.

- Goal of the Sub-plan: To have a standardized public health system in place with better access for people of all levels. (130301)
- To achieve the goal of Sub-plan of the Master Plan, the Action Plan of the Institute will enable the people to access the service of healthcare organizations that are certified with quality and safety standards.

(2) Issue # 20: Services for People and the Efficiency of Public Sector

(2.1) The goal at the level of the issue under the Master Plan

- Goal: Public sector efficiently provides quality and acceptable service to clients. (200001)
- Goal 2.1: Public sector has a result-based working culture with a focus on public benefits, and delivers responsive, fast and convenient services with transparency.
- To achieve the goal of the Master Plan, the Action Plan of the Institute will enable the people to access the service of healthcare organizations that are certified with quality and safety standards.

(2.2) Sub-plan under the Master Plan: Sub-plan for the development of public services for people. (1)

- Development Approach:

(3) Transforming the approach from “performing duties as mandated by law” to “delivering services that prioritize service users,” by improving work processes to support the development of public services that are both valuable and aligned with international standards. This includes shifting from manual operations to fully digital systems, integrating and linking the operations of government agencies to function as a unified organization. It also involves enhancing existing services and developing new, dynamic services that are responsive to the current context and driven by the needs of citizens, businesses, and service users. Moreover, it enables the public to conveniently and promptly provide feedback on government operations.
- Goal of the Sub-plan: An increasing number of public services are being transformed into digital formats.
- To achieve the goal of the Master Plan, the Action Plan of the Institute aims to reform its information technology system by focusing on the integration of data into a unified platform. This will be achieved by interconnecting all existing systems and utilizing various technologies as management tools. Additionally, new applications will be developed to support services in the 4.0 era, with the goal of enhancing operational efficiency and providing faster, more convenient services to healthcare organizations.

(2.3) Sub-plan under the Master Plan: Sub-plan for the Preparation and Development of the Personnel of Public Sector.

- Development Approach:

(3) Develop all types of public sector personnel to have a high level of knowledge and capability, critical thinking and adaptation skills to catch up with changes. Set up a competency development system

for public sector personnel to have new competencies, second or third language skills, digital skills, the good attitude and conceptual frame for providing services to people and providing the facilitation for private and civic sectors in favor of national development, so as to accommodate the upcoming changes in the contexts of development. Promote morality and ethics. Change the public work concept for the personnel to work as a professional person with a servicing mind, work proactively and look to the future, be able to integrate their works with those of other sectors in a tangible way, have an awareness to work with responsibility and integrity, based on the general and professional principles and with a focus on impartiality and equality, be brave to be assertive for any rightful actions, and always think of public benefits rather than the benefits of each own. Promote the protection of public sector personnel who insist on performing the rightful actions and perform their works in line with the morality and the code of professional ethics.

- Goal of the Sub-plan: Public sector personnel uphold values of serving the people, guided by ethics and moral principles. They are conscientious, highly competent, committed, and professional.
- To achieve the goal of the Master Plan, the Action Plan of the Institute will contribute to the development of a highly competent workforce. It includes a capacity-building system that equips public sector personnel with new competencies and advanced digital skills. The plan also emphasizes the promotion of ethics and integrity, the transformation of mindsets toward professional public service, a strong service orientation, a proactive and forward-looking approach, and the ability to collaborate effectively with other sectors in a concrete and integrated manner.

2.2.2 The 13th National Economic and Social Development Plan

1. The targets of the 13th National Economic and Social Development Plan
 - 1.1 The main target #3: Creating a society of opportunities and fairness by providing equitable access to quality public services in every area.
 - 1.2 Secondary target: To have quality and accessible public services.

2.3 Relevant Level-3 Plans (if any)

2.3.1	Name of Level-3 Plan	Action Plan of the Ministry of Public Health
2.3.2	Name of Level-3 Plan	Action Plan of the Department of Medical Services
2.3.3	Name of Level-3 Plan	Action Plan of the Department of Thai Traditional and Alternative Medicine
2.3.4	Name of Level-3 Plan	Action Plan of the Department of Disease Control
2.3.5	Name of Level-3 Plan	Action Plan of the Department of Health Service Support
2.3.6	Name of Level-3 Plan	Action Plan of the Department of Medical Sciences
2.3.7	Name of Level-3 Plan	Action Plan of the Department of Mental Health
2.3.8	Name of Level-3 Plan	Action Plan of the Department of Health
2.3.9	Name of Level-3 Plan	Action Plan of National Institute for Emergency Medicine
2.3.10	Name of Level-3 Plan	Action Plan of National Health Security Office
2.3.11	Name of Level-3 Plan	Action Plan of Social Security Office

Part 3: Alignment with the United Nations Sustainable Development Goals (SDGs)

Goal 3: Good Health and Well-being: Ensure healthy lives and promote well-being for all

Part 4: Substantial Contents of the Five-Year Action Plan (2023-2027) of The Healthcare Accreditation Institute (Public Organization)

4.1 Overview

4.1.1 Vision

Healthcare organizations have international quality system and people are safe with HA standards.

4.1.2 Mission

(1) Assess and accredit the quality of healthcare organizations and define the healthcare accreditation standards.

(2) Support the establishment of healthcare system development mechanism of healthcare organizations in favor of quality and safety through the collaboration with affiliated agencies inside the country and overseas.

(3) Encourage the production, dissemination, and management of knowledge, studies and researches, as well as the policy recommendations in the area of healthcare accreditation.

(4) Prepare courses and curriculum and training sessions for the personnel of healthcare organizations to build up healthcare accreditation knowledge and understanding.

4.1.3 Objectives

(1) Upscale and increase the coverage of the healthcare organizations certified with HA Standards.

(2) People receive quality and safe health services from healthcare organizations certified with HA Standards.

(3) Quality and safety improvement in the healthcare system of Thailand is well accepted at international level.

4.1.4 Target and Overall Indicators*

Indicator	Counting Unit	Target Value				
		2023	2024	2025	2026	2027
1) Percentage of healthcare organizations that improved and enrolled in HA process ²	Percent	63.17	65	67.20	69.21	71.22
2) Satisfaction / trust of people towards healthcare organizations awarded with HA.	Percent					
2.1) Percentage of Satisfaction		-	-	≥80	-	≥85
2.2) Percentage of Trust		≥76	≥78	≥80	≥82	≥85
3) Driving the movement on quality and safety of healthcare comparable to international level	International level	Asian	Global	Global	Global	Global

* Target, target values and overall indicators from the 5-Year Action Plan

² The names of the indicators and targets have been revised to align with the organizational assessment agreement, as approved by the Board in Meeting No. 10/2023 on October 12, 2023.

4.2 Sub-plan under the Five-Year Action Plan

4.2.1 Action Plan for the Accreditation towards Building Trust in Healthcare System

1) Target

- (1) Increase the coverage of HA accreditation service.
- (2) Healthcare organizations have safety outcomes in line with good essential standards.
- (3) Agencies/organizations can use HA certification result in giving values to healthcare organizations.
- (4) HA Standards are well accepted internationally, serving as the basis for building Trust in healthcare system.

2) Indicator and Target Value

Indicator	Counting Unit	Target Value				
		2023	2024	2025	2026	2027
(1) The coverage in number of healthcare organizations awarded with HA.						
(1.1) Percentage of healthcare organizations in <u>public sector</u> entered in HA process ³	Percent	72.2	74.2	76.2	78.1	80.1
(1.2) Percentage of healthcare organizations in <u>private sector</u> entered in HA process ⁴	Percent	37.2	39.2	41.4	43.5	45.6
(1.3) No. of healthcare organizations awarded with Advanced HA ⁵	(Cumulative Number)	18	20	22	24	26
(1.4) No. healthcare organizations awarded with DHSA	(Cumulative Number)	45	45	50	55	60
(2) Percentage of the incidents of preventable harm, as defined by the Board, that impose severe impact directly on patients in healthcare organizations awarded with HA⁶	Percent	10	7.05	7.04	7.03	7.02
(3) Agencies/organizations that used HA certification result in giving values to healthcare organizations in a tangible manner.	(Cumulative topics)	1	2	3	4	6
(4) The number of HA standards that received accreditation from international organization (ISQuaEEA)	(Cumulative number)	1	1	2	2	2

^{3,4,5} The names of the indicators and targets have been revised to align with the organizational assessment agreement, as approved by the Board in Meeting No. 10/2023 on October 12, 2023. The number of healthcare organizations used as the basis for the calculation was 1,503 as of 30 September 2022.

⁶ The names of the indicators and targets have been revised to align with the organizational assessment agreement, as approved by the Board in Meeting No. 10/2023 on October 12, 2023.

3) Development Approach

- (1) Build up acceptance that HA is the quality accrediting mechanism for all types of healthcare organizations.
- (2) Increase the values of HA for becoming a condition generating values to healthcare organizations for driving the move of Thai healthcare system.
- (3) Drive the feeling of Trust with quality outcomes in the service system of HA certified healthcare organizations.
- (4) Develop HA standards and HA process towards the achievement of international acceptance.

4) Key Program/Project

- (1) Efficient Survey Management Project
- (2) Project for the Development of Valuable HA Standards and Processes

4.2.2 Action Plan for the Development of Collaborative Networking Mechanism and Body of Knowledge

1) Target

- (1) Increase the competence and strength of collaborating and networking mechanisms to extend the coverage and sustain the continuity of the quality and safety improvement among healthcare organizations.
- (2) Establish collaboration with organizations/networks inside the country and overseas to upgrade the level of quality and safety of healthcare organizations.
- (3) Integrate people networks' collaboration in sharing an effort to improve quality and safety; or in running the accreditation system.

2) Indicator and Target Value

Indicator	Counting Unit	Target Value				
		2023	2024	2025	2026	2027
(1) The number of healthcare organizations that systematically use mechanisms/tools to develop and enhance the quality and safety of healthcare services, and have been monitored for the outcomes of their implementation. ⁷	No.	970	980	990	1,000	1,100
(2) No. of healthcare organizations in local networks that enrolled in the re-accreditation process for HA.	No.	835	902	930	960	990
(3) No. of the systematic driving mechanisms derived from the operation along with the collaboration inside the country/overseas and with people.	No./Tool/Topic	2	4	6	8	10
(4) Level of the achievement in pursuing the quality improvement of primary care units in a participatory manner.	Level	1	2	3	4	5

⁷ The names of the indicators and targets have been revised to align with the organizational assessment agreement, as approved by the Board in Meeting No. 10/2023 on October 12, 2023.

3) Development Approach

- (1) Develop the networks of quality and safety healthcare organizations by 3 P Safety mechanism for change.
- (2) Empower local networks for sustainable quality improvement.
- (3) Establish collaboration with domestic and international organizations/networks to upgrade the level of quality and safety towards international level.
- (4) Improve the quality of primary care units.

4) Key Program/Project

- (1) Mechanism Development Project for Service Quality Management to increase efficiency and narrow the gaps of quality and safety level, Phase 2.
- (2) Mechanism and Network Development Project to Sustain and Improve the Quality of Healthcare Organizations.
- (3) Quality Development Project for Primary Care Units.

4.2.3 Action Plan for Upgrading the Knowledge Management for Change

1) Target

- (1) Establish and promote the process for the management of knowledge, researches and studies, and the policy recommendations in the area of healthcare accreditation.
- (2) Establish the knowledge management platform comprising multidisciplinary experts and operational staff.
- (3) Promote the widely publication and utilization of the benefits acquired from the management of knowledge regarding the public health service system development.

2) Indicator and Target Value

Indicator	Counting Unit	Target Value				
		2023	2024	2025	2026	2027
(1) The level of achievement in developing the knowledge management plan of the organization.	Level	1	2	3	4	5
(2) Percentage of healthcare organizations that attended the Annual HA National Forum.	Percent	40	45	50	55	60
(3) No. academic publications, researches and innovations that are utilized in improving and upgrading the healthcare system.	No.	2	4	6	8	10
(4) No. of policy recommendations, guidelines or practical procedures proposed to the policy-making organizations. ⁸	No.	1	2	3	4	5
(5) No. of participatory knowledge management cases between the experts and community of practice. ⁹	(Cumulative No.)	2	4	6	8	10

^{8,9} The targets have been revised and approved by the Board in Meeting No. 10/2023 on October 12, 2023.

3) Development Approach

- (1) Develop a systemic knowledge management process of the organizations.
- (2) Set up the process for the preparation of policy recommendations based on the input from accreditation process.
- (3) Develop academic publications, research works and innovations for using to improve and upgrade the healthcare system.
- (4) Serve as the knowledge center for learning exchange about quality and safety for healthcare organizations and public.

4) Key Program/Project

- (1) The Project for Upgrading Knowledge and Innovation Management for Change.
- (2) Annual HA National Forum Project.

4.2.4 Action Plan for Human Capital Development for Quality Improvement Activities

1) Target

- (1) Have a plan in place for the preparation and development of human capital in the area of quality improvement.
- (2) Serve as the organization that prepares and develops competent and adequate human capitals for driving quality-related activities.
- (3) Enhance surveyor preparation and development process to be in line with international standards defined by ISQuaEEA.

2) Indicator and Target Value

Indicator	Counting Unit	Target Value				
		2023	2024	2025	2026	2027
(1) Level of the achievement in developing the plan for the preparation and development of the personnel for driving the quality improvement in Thailand.	Level	1	2	3	4	5
(2) No. of Quality Experts registered.						
- No. of surveyors registered by the Institute	Person (cumulative)	172	177	As in the plan mentioned in no.1		
- No. of quality coaches registered by the Institute	Person (cumulative)	103	130	As in the plan mentioned in no.1		
(3) Percent of healthcare organizations that have a quality manager or a manager of the quality center who has gone through the training in the curriculum of the Institute	Percent	10	15	20	25	30
(4) No. of training curriculum or the study-visit training courses for foreign countries.	No. (cumulative)	-	1	2	3	4
(5) The level of achievement of the plan for enhancing the efficiency of human resource management of the Institute.	Level	1	2	3	4	5
(6) Surveyor Development Project gets the renewal of the accreditation by ISQuaEEA	Pass		Pass			

3) Development Approach

- (1) Develop a plan for human capital preparation and development for driving the quality improvement activities in Thailand.
- (2) Prepare and develop quality experts in national healthcare system.
- (3) Serve as the learning/training center for quality and safety improvement standards at national and regional levels.
- (4) Develop human resource and promote organizational culture.

4) Key Program/Project

- (1) HAI Academy Development Project.
- (2) Surveyor Preparation and Development Project Based on Global Standards.
- (3) Quality Coach Preparation and Development Project.
- (4) Human Resource Development and Organizational Culture Promotion Project.

4.2.5 Action Plan for Organization Management toward an Excellence

1) Target

- (1) Upgrade HAI to be a good governance organization.
- (2) Promote organizational development of HAI that meets national and international standards.

2) Indicator and Target Value

Indicator	Counting Unit	Target Value				
		2023	2024	2025	2026	2027
(1) The result of the accreditation of the organization based on the international standards (ISQuaEEA) and national standards.						
(1.1) The organization is re-accredited by ISQuaEEA.	Pass			Pass		
(1.2) Level of Assessment Score for Public Sector Management Quality Award (PMQA 4.0)	Level	Pass the high-level criteria				
(1.3) The result of Integrity and Transparency Assessment (ITA) ¹⁰	Percent	≥ 90	≥ 92	≥ 92	≥ 92	≥ 92
(1.4) The level of success in entering the Total Quality Control (TQC) Accreditation Process	Level	1	2	3	4	5
(2) Organizational capacity in acquiring income	Million Baht	99.17	104.00	111.50	120.00	130.00
(3) Percent of the trust of healthcare organizations toward the operation of the Institute	Percent	-	≥ 80	-	≥ 85	-
(4) No. of digital systems used in reorganizing / making a change in the organization	Cumulative	3	4	5	6	7

3) Development Approach

- (1) Enhance the strength and competency of organization management for security.
- (2) Execute organization management to become a highly competent organization with good governance.
- (3) Execute public communication to promote the good image of the organization.

4) Key Program/Project

- (1) Project for Enhancing the Efficiency of Organization Management.
- (2) IT System Development Project.
- (3) Policy Driven, Monitoring and Evaluation Project.
- (4) Public Relation Project to Spread out the Good Image of the Organization.

¹⁰ The targets have been revised and approved by the Board in Meeting No. 10/2023 on October 12, 2023.

4.3 Estimated budget for 5 years (2023-2027)

4.3.1 Estimated Total Budget * 1,013.7723 Million Baht

Source of the Funds* Million Baht				
Budgetary fund from the government	Extraordinary fund (Operational Revenue)	Loans		Other
		Domestic	Overseas	
425.4265	588.3458			

4.3.2 Estimated Financial Amount of the Budget for the Implementation of the Action Plan

1) Healthcare Standards Development and Accreditation

Unit: Million Baht

Action Plan	2023	2024	2025	2026	2027	Total Amount
Budgetary fund from the government	2.3802	5.0000	7.0000	9.0000	10.0000	33.3802
Extrabudgetary fund from operational revenue	31.3198	32.0000	32.0000	32.0000	32.0000	159.3198
Domestic loan						
Overseas money						
Other						

2) Development of Collaborative Networking Mechanism and Body of Knowledge

Unit: Million Baht

Action Plan	2023	2024	2025	2026	2027	Total Amount
Budgetary fund from the government	15.0638	20.0000	20.0000	20.0000	20.0000	95.0638
Extrabudgetary fund from operational revenue	5.0000	5.0000	5.0000	5.0000	5.0000	25.0000
Domestic loan						
Overseas money						
Other						

3) Upgrading the Knowledge Management for Change

Unit: Million Baht

Action Plan	2023	2024	2025	2026	2027	Total Amount
Budgetary fund from the government	-	2.0000	2.5000	2.5000	2.5000	9.5000
Extrabudgetary fund from operational revenue	23.0000	28.0000	28.0000	28.0000	3.0000	110.0000
Domestic loan						
Overseas money						
Other						

4) Human Capital Development for Quality Improvement Activities

Unit: Million Baht

Action Plan	2023	2024	2025	2026	2027	Total Amount
Budgetary fund from the government	2.7836	3.0000	5.0000	5.0000	5.0000	20.7836
Extrabudgetary fund from operational revenue	17.2419	18.0000	19.0000	19.0000	20.0000	93.2419
Domestic loan						
Overseas money						
Other						

5) Organization Management toward an Excellence

Unit: Million Baht

Action Plan	2023	2024	2025	2026	2027	Total Amount
Budgetary fund from the government	1.2191	1.2191	1.5000	1.5000	1.5000	6.9382
Extrabudgetary fund from operational revenue	27.3178	28.0000	29.0000	30.0000	30.0000	144.3178
Domestic loan						
Overseas money						
Other						

Unit: Million Baht

Personnel Expense	2023	2024	2025	2026	2027	Total Amount
Budgetary fund from the government	46.2607	49.0000	51.5000	54.0000	59.0000	259.7607
Extrabudgetary fund from operational revenue	9.9163	10.5000	11.5500	12.0000	12.5000	56.4663
Total	56.1770	59.5000	63.0500	66.0000	71.5000	316.2270