

HOSPITALS OF SINGAPORE (HOS) NETWORK

A Collective Leadership for the Future of Hospitals



# ANNUAL REPORT

A YEAR IN REVIEW

2024+



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## *Celebrating Our Inaugural Year*

As we reflect on the first year of the Hospitals of Singapore (HOS) Network, I am filled with immense pride and gratitude for the unwavering support and dedication demonstrated by all our members. Our collective efforts have led to significant advancements in healthcare excellence, underscoring the immense potential of our network.

This year has been marked by remarkable achievements and global recognition. At the International Hospital Federation (IHF) Awards 2023, Tan Tock Seng Hospital received the Mastercard Excellence Award for Quality and Patient Safety (Bronze), marking our network's first accolade.

Following this, the National University Hospital garnered multiple honors at the IHF Awards 2024, including the Mastercard Award for Hospital Operational Excellence (Bronze), the American Hospital Association Excellence Award for Healthcare Workers' Wellbeing (Honourable Mention), and the Dr Kwang Tae Kim Grand Hospital Award (Honourable Mention).

With a key focus on sustainability, our commitment aligns with Singapore's 2030 GreenGov targets. Our leadership visits and roundtables have yielded valuable insights, and our participation in the inaugural CHI-Geneva Sustainability Centre (GSC) Leadership Masterclass in July has furthered our understanding. Additionally, the adoption of the IHF GSC's Sustainability Accelerator Tool has been pivotal in developing robust sustainability strategies across our hospitals.

These accolades and initiatives reflect the talent, collective dedication, and passion within our network, driving the transformation of our health system. I would like to extend my heartfelt thanks to Professor Kenneth Kwek, Chief Executive Officer (CEO) of Singapore General Hospital (SGH), for his invaluable contributions and steadfast support. We also warmly welcome Associate Professor Tan Hiang Khoon, who will assume the role of CEO, SGH, effective 15 January 2025.

Looking ahead to 2025, our members can anticipate an exciting array of new and renewed international collaborations. These, alongside a dynamic series of engagements, will propel us forward. In addition to our membership with IHF, we are committed to joining the Asian Hospital Federation in 2026, further strengthening our regional presence and unlocking fresh opportunities for collaboration and co-learning.

I am truly excited about the future of the HOS Network. With your continued support and collaboration, I am confident that we will not only celebrate our collective successes but also reach new milestones and achieve even greater heights in the coming years.

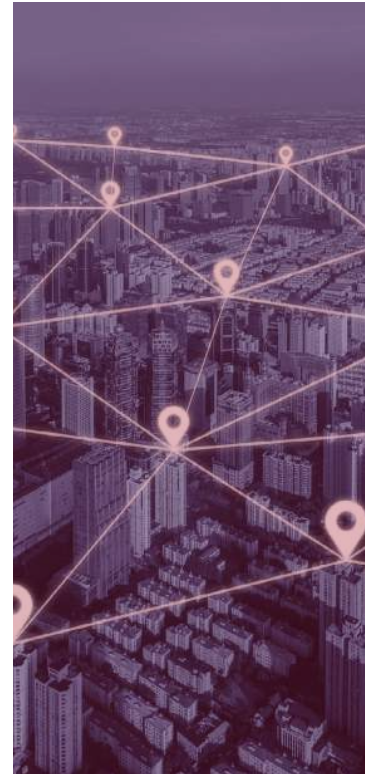
*Yours Sincerely,*

**Prof Eugene Fidelis Soh**  
Host, HOS Network

# About Hospitals of Singapore (HOS) Network

The Hospitals of Singapore (HOS) Network drives collective leadership for the future of hospitals. Inaugurated on 1 September 2023, the Network has 12 hospital members across the three healthcare clusters in Singapore – National Healthcare Group (NHG), National University Health System (NUHS) and Singapore Health Services (SHS). The HOS Network is hosted by the Centre for Healthcare Innovation (CHI).

The Centre for Healthcare Innovation (CHI) drives systems transformation to add years of healthy life to the communities we serve. This transformation is powered by our understanding of the innovation cycle - beginning with care redesign, augmented by effective technology adoption and ultimately engendering job redesign for our future workforce. CHI aims to transform health by delivering greater value at the care level; enabling health and social change for population health at the systems level; and empowering sustainable healthcare at the ecosystem level.



## HOS NETWORK REPRESENTATIVES



Prof Eugene Fidelis Soh  
(Host)



A/Prof Jason Phua



A/Prof Ng Kee Chong



A/Prof Daniel Fung



Prof Chua Hong Choon



Prof Alex Sia



Prof Aymeric Lim



A/Prof Dan Yock Young



Prof Teo Eng Kiong



Prof Kenneth Kwek



A/Prof Gan Wee Hoe



Adj Prof Tan Kong Choong

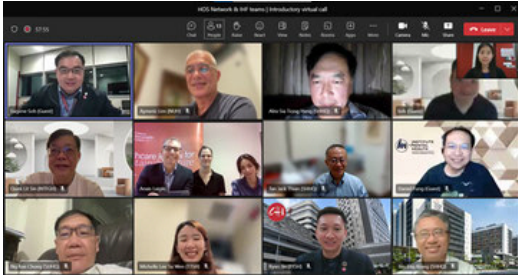


Prof Jason Cheah



A/Prof Tan Hiang Khoon  
(w.e.f. 15 January 2025)

# Activity Highlights



Introduction of IHF (represented by Mr Ronald Lavater, CEO, IHF) to the HOS Network Members (represented by their CEOs) virtually via Zoom.

## 26 September 2023: HOS Leadership Engagement with the International Hospital Federation (IHF)

The HOS Network (representing the majority of hospitals in Singapore with over 80 percent licensed hospital beds), became a full member of International Hospital Federation (IHF) with effect from 12 Sep 2023. It was a delight to introduce IHF to the HOS Network Members on 26 Sep 2023. This exciting opportunity allows the HOS Network to benefit from the IHF activities as a full member – the World Hospital Congress, best practice learning visits and access to international counterparts. We truly look forward to this mutually beneficial relationship!



The HOS Leadership Delegation and Dr Muna Tahlak, President, IHF.

## 23 - 27 October 2023: HOS Leadership Delegation @ IHF World Hospital Congress Lisbon 2023

In October 2023, the HOS Leadership Delegation took part in a business trip to Lisbon to attend best practice visits and the 46th IHF World Hospital Congress (WHC) organised by the International Hospital Federation (IHF).

The IHF community gave a warm welcome to the new IHF President, Dr Muna Tahlak, who will serve in the position for 2 years. The HOS Leadership Delegation had the privilege to meet Dr Tahlak and discussed the possibility of having Singapore host the IHF in future. Further, there was mutual hope in having more IHF's valued participation and presence in Asia.

## HOS Leadership Visit @ Admission of the Health System (ACSS)

The session at the ACSS provided an overview of the Portuguese Health System and focused on the following topics - Mental Health Policy, Population Health and Integrated Care Strategies, as well as its Environmental Sustainability Strategies.



Picture taken outside ACSS with the host (Vanessa Riberio, Head of Planning and Innovation, ACSS) and team.



Engaging discussion between the HOS Leadership Delegation and Sonia Roschnik, Executive Director, GSC and Ryan Crowder, Programme Lead, Strategic Initiatives, GSC.

### **HOS Leadership Engagement with the Geneva Sustainability Centre (GSC)**

During the 46th World Hospital Congress, the Geneva Sustainability Centre (GSC) officially launched the Sustainability Accelerator Tool (SAT) which aids in assessing and tracking hospital sustainable related indicators and the Carbon Emissions Learning Lab Tool (CELL) which gets one kickstarted into action through a simulation. At the sides of the congress, the delegation had a fruitful discussion with Sonia Roschnik (Executive Director, GSC) and Ryan Crowder (Programme Lead, Strategic Initiatives, GSC) on the tools.



HOS Network members at the annual HOS Social Dinner.

### **16 February 2024: HOS Social Dinner**

HOS Network members gathered for a delightful social dinner to celebrate the Lunar New Year and mark the inauguration of the network. The evening was filled with warmth, laughter and great conversation as members discussed exciting plans for 2024.

It was a wonderful opportunity for members to connect and share ideas, setting a positive tone and strengthening bonds for the year ahead.



The HOS Leadership Visit at Woodlands Health.

### **16 April 2024: HOS Leadership Visit @ Woodlands Health**

On 16 April 2024, members of the Hospitals of Singapore (HOS) Network had the privilege to visit Woodlands Health (WH), a visionary 1,400-bedded purpose-built campus slated to open progressively from 2023 which exemplifies the paradigm shift towards redefining healthcare delivery to embody innovation and sustainability beyond being mere structures for medical treatment.

Special thanks to the hospitality of the WH team for sharing their experience and wisdom, inspiring the HOS Network to reimagine the future of hospitals.



HOS Network members at the Fellowship dinner with Asian Hospital Federation leaders from hospital associations in the region.

### 20 April 2024: HOS Fellowship Dinner with the Asian Hospital Federation

HOS Network members had the unique opportunity to meet with leaders from the Asian Hospital Federation (AHF), as part of their trip to Singapore to attend the *Asia Health Partnerships: Collaborative Solutions for Accessible and Equitable Healthcare Conference*, organised by AHF in collaboration with Medtronic.

The engagement allowed HOS Network members to gain valuable insights into the work and initiatives of AHF, offering a deeper understanding of AHF's role in shaping healthcare across Asia, connect with the broader healthcare community in the region and opening doors for future collaboration.



### 20 June and 15 August 2024: HOS Leadership Roundtables

In line with the theme of year on Sustainability, members of the Hospitals of Singapore (HOS) Network were engaged in two leadership roundtables focused on the move towards net zero healthcare in Singapore, and sustainable procurement and supply chain in healthcare to discuss and align how healthcare leaders could advance efforts in healthcare sustainability.

The HOS Leadership Roundtable: Towards Sustainable Healthcare in Singapore bore witness to healthcare leaders across the three public healthcare clusters and MOHH aligning to set their baseline sustainability targets in healthcare to that of the 2030 GreenGov targets.



Special thanks to the following for joining the HOS Network Leadership Roundtables, sharing their insights and planting seeds of change for the future of sustainable healthcare:

- Ms Kee Wei Hui, Head, Sustainability Office, MOHH
- Mr Clovis Chew, Senior Manager, WSG
- Mr Peter Tay Teng Choon, Chief Executive Officer, ALPS
- Ms Nina Zhang Jing, Chief Procurement Officer, ALPS
- Dr Tang Chien Her, Head of Healthcare Vertical, ST Logistics
- Mr Dennis M Johnny, Director of Operations, PARKROYAL COLLECTION Pickering

The HOS Leadership Roundtable: Sustainable Procurement and Supply Chain kept the flame going and explored the complex yet delicate convergence of sustainability and cost efficiency within healthcare procurement and supply chain management. The roundtable reinforced the importance of strong commitment and leadership in driving the transformation towards sustainability, supported by strategic planning and data-driven decision-making.



The IHF YEL 2024 Programme Cohort.

**9 September 2024:  
HOS @ IHF Young Executive Leaders 2024  
Graduation**

IHF Young Executive Leaders (YEL) is an annual programme for selected young healthcare leaders to improve their management and leadership skills and network internationally, delivered in partnership with Kaiser Permanente.

Between March and September, Iqbal Firdaus, Manager, Population Health Campus, National Healthcare Group represented the HOS Network as its first selected participant to attend a series of masterclasses in key healthcare leadership areas and complete topical assignments to share his insights across the global community. At the annual World Hospital Congress 2024, he successfully graduated to the YEL Alumni network.

Applications for the YEL 2025 programme will open in January 2025.



The HOS Leadership Delegation at IHF WHC 2024 in Rio de Janeiro.

**10 - 12 September 2024:  
HOS Leadership Delegation @ IHF World  
Hospital Congress Rio de Janeiro 2024**

In September 2024, the HOS Leadership Delegation took part in a business trip to Rio de Janeiro to attend best practice visits and the 47th IHF WHC organised by IHF.

At the plenary on *Revolutionizing healthcare: The current landscape of generative AI*, Prof Aymeric Lim, Chief Executive Officer, National University Hospital showcased how AI is streamlining hospital operations. He shared how Singapore's healthcare system excels in balancing high life expectancy with low costs, and AI is helping them further enhance care.

The National University Health System is an example of how AI-driven innovation can revolutionize healthcare delivery to meet rising demands, setting a global benchmark for efficiency and quality in patient care ([IHF News & Insights Article](#)).



Prof Aymeric Lim, CEO, NUH speaking at the plenary on *Revolutionizing healthcare: The current landscape of generative AI*.



# Calendar of Events 2025

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**JAN**

HOS SOCIAL DINNER

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**MAR**

HOS LEADERSHIP LEARNING VISIT

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**MAY**

HOS LEADERSHIP ROUNDTABLE

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**JUL**

HOS @ CHI INNOVATE 2025

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**AUG**

HOS LEADERSHIP ROUNDTABLE

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**SEP**

HOS @ HOSPITAL MANAGEMENT ASIA VIETNAM 2025

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**OCT**

HOS LEADERSHIP LEARNING VISIT

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**NOV**

HOS DELEGATION @ IHF WHC GENEVA 2025

HOS ANNUAL MEETING





[www.HospitalsofSingapore.sg](http://www.HospitalsofSingapore.sg)  
[HOS@chi.sg](mailto:HOS@chi.sg)

### HOS Network Members



### International Affiliations



### Hosted by

