

HOSPITALS OF SINGAPORE (HOS) NETWORK  
A Collective Leadership for the Future of Hospitals



# ANNUAL REPORT

A YEAR IN REVIEW

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# Message from Host

This has been a truly fulfilling year for our Hospitals of Singapore (HOS) Network as we focused on developing our next generation leaders.

I extend my heartfelt gratitude for your continued partnership, which has enabled shared learning and innovation to flourish across our hospitals. We have also deepened our engagement with both the International Hospital Federation and Asian Hospital Federation, officially joining the latter as a full member in February 2025.

This year has been distinguished by exceptional achievements across our members that have elevated Singapore's global standing.

At the 48<sup>th</sup> International Hospital Federation (IHF) World Hospital Congress in Geneva, Alexandra Hospital clinched Silver in the Geneva Sustainability Centre Excellence Award for Hospital Sustainability Acceleration, whilst the National University Hospital, Changi General Hospital and Tan Tock Seng Hospital received honourable mentions, collectively showcasing Singapore's leadership in healthcare innovation and sustainability.

We have been delighted by the overwhelming participation of over 300 future leaders across our HOS Network events this year, demonstrating the enthusiasm and commitment of our emerging young leaders to drive positive change in our healthcare ecosystem.

As we move into 2026, I would like to acknowledge the significant leadership transitions within our network. We extend our heartfelt gratitude to A/Prof Jason Phua, A/Prof Daniel Fung, A/Prof Gan Wee Hoe, and Prof Jason Cheah for their outstanding contributions to Alexandra Hospital, Institute of Mental Health, SingHealth Community Hospitals, and Woodlands Hospital respectively. We warmly welcome the incoming CEOs Ms Margaret Lee, Dr Jamie Mervyn Lim, A/Prof Lionel Cheng, and Mr Joe Hau and look forward to their fresh perspectives as we embark on the next chapter together. We can also look forward to welcoming Eastern General Hospital as our 13th member in 2026 and to welcome back A/Prof Gan Wee Hoe to the network as CEO, Eastern General Hospital.

The year ahead promises to be extraordinary as we embrace fresh opportunities for collaboration and co-learning. I am tremendously excited about the possibilities that await the HOS Network as we advance our collective work for future hospitals.



*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), hosted by NHG Health, serves as a transformation engine driving innovation across Singapore's healthcare system. We innovate for future care, for future health, for future generations – by harnessing the power of our innovation cycle. This begins with redesigning care models to meet evolving needs, integrating smart technologies to enhance delivery, and reshaping workforce roles to build resilience and adaptability. CHI's work spans multiple levels of impact: improving value at the point of care, enabling health and social change at the systems level, and cultivating a sustainable healthcare ecosystem for generations to come – driven by the goal of adding years of healthy life and shaping a healthier future for all.



## 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



A/Prof Tan Hiang Khoon



A/Prof Gan Wee Hoe



Adj Prof Tang Kong Choong



Prof Jason Cheah

# Activity Highlights



HOS Network members at the annual HOS Social Dinner.

## 20 January 2025: HOS Network Social Dinner

HOS Network members came together for an enjoyable festive gathering to commemorate the Lunar New Year and celebrate our first full year as a network. The vibrant atmosphere fostered engaging discussions about our shared vision for 2025, whilst providing an excellent platform for members to strengthen existing relationships and exchange insights. This memorable occasion established an optimistic foundation for the journey ahead, with the milestone celebration adding special significance as we reflected on the network's growth and achievements.



## 24 April 2025: HOS Network Learning Journey Series for Future Leaders (Workforce Transformation) @ NHG Health

The HOS Network kickstarted the first of three learning visits for our future leaders across the Network with an exclusive insight into innovation and workforce transformation at Tan Tock Seng Hospital. In April, over 40 members and young leaders enjoyed guided tours of the SMART Ward and Enhanced Recovery After Surgery (ERAS) Ward, observing cutting-edge technology and protocols transforming patient outcomes.



Special thanks to the following leaders for hosting the site visit to Tan Tock Seng Hospital, presentations and sharing their insights:

- *Adj Prof Tang Kong Choong, CEO*
- *Dr Hoi Shu Yin, Chief Nurse*
- *Ho Lillian, Chief Human Resource Officer*
- *Laura Ho, Deputy Director of Nursing*
- *Lim Mei Ling, Sr Nurse Mgr*
- *Hu Hong Lan, Sr Nurse Mgr*
- *Jessica Wong Chor Kwan, Mgr, Inpatient Ops*
- *Grace Soon, Asst Director, Human Resource*

The afternoon event showcased how innovation is reshaping patient care and workforce strategies in modern healthcare. Following the informative ward tours, participants engaged in a thought-provoking dialogue with senior leadership from TTSH, expertly hosted a young leader. This inaugural visit provided valuable insights and built anticipation amongst young leaders for the remaining two visits in the series.

# Activity Highlights



## 25 July 2025: HOS Network Learning Journey Series for Future Leaders (Innovation and Digitalisation) @ SingHealth



*Special thanks to the following leaders for hosting the visit to Eastern General Hospital's Healthcare Living Lab and sharing their insights:*

- A/Prof Augustine Tee, Pro-Tem CMB
- Asst Prof Selina Seah, Development Lead
- Ms Lee Wei Lin, AHP Lead
- Franklin Tan, Deputy Lead, Data and Digital Technology

The HOS Network continued its Learning Journey Series for Future Leaders with an exclusive behind-the-scenes exploration of Eastern General Hospital (EGH)'s Healthcare Living Lab. In the second visit, over 40 members and young leaders gained access to EGH's innovation testing ground, witnessing cutting-edge technologies and solutions being developed for their new hospital.

Following the informative lab tours, participants engaged in an insightful fireside chat on digital transformation, facilitated by a young leader alongside senior EGH leadership. This second visit continue to build momentum in the series whilst providing healthcare leaders with valuable insights into innovation adoption and digital healthcare transformation strategies.



## 12 September 2025: HOS Network Leadership Panel on Environmental, Social, and Governance (ESG) Reporting in Healthcare



The HOS Network Leadership Panel brought together three industry leaders to share insights on best practices and innovative approaches for ESG reporting in Singapore's healthcare sector. With healthcare accounting for approximately 4.4% of global greenhouse gas emissions, over 80 participants gained valuable insights into how three organisations are driving sustainability through distinct ESG strategies.

Read more about the Leadership Panel [here](#).

*Special thanks to the following for joining the HOS Network Leadership Panel, sharing their insights and learnings with our HOS Network community:*

- [Speaker] Mr Jeremy Lee, COO, National University Hospital
- [Speaker] Dr Peter Chow, CEO, IHH Singapore
- [Speaker] Mr Chia Ko Wen, Head of Sustainability, Singlife
- [Moderator] Dr Jeannie Tey, Co-Lead, CHI Sustainability Academy



Over 300 future leaders from across HOS Network, Social and Community Organisations and Academia came together for the inaugural CHI-FLYING Summit.

## 19-20 September 2025: HOS Network @ Inaugural CHI Future Leaders and Young Innovators' Guild (CHI FLYING) Summit 2025

Over 200 future leaders to from across HOS Network participated in the inaugural two-day CHI-FLYING Summit themed 'Health IS Social'. Through keynotes, workshops, site visits, and breakout sessions led by young leaders, participants connected across HOS Network and with social and community organisations to co-design solutions and forge new partnerships that drive change in our health ecosystem.

Read more the future leaders-led movement [here](#).



Special thanks to the following leaders for hosting the visit to National University Health System and sharing their insights during the panel discussion:

## 22 October 2025: HOS Network Learning Journey Series for Future Leaders (Operations and Sustainability) @ NUHS

The HOS Network concluded our 2025's Learning Journey Series for Future Leaders with an exclusive exploration of sustainable healthcare practices at NUHS. In this final visit, over 35 members and young leaders gained comprehensive insights into NUHS's sustainability strategy and had the opportunity to witness sustainability in action through a curated tour around the NUHS campus. The afternoon event highlighted how sustainability is becoming integral to healthcare delivery in Singapore.

Following the informative tours, participants engaged in an inspiring fireside chat exploring practical approaches to sustainable healthcare transformation. This concluding visit provided valuable networking opportunities whilst equipping healthcare leaders with actionable insights to drive sustainable practices within their own institutions.

- Mr Jeffrey Chun, Group Chief Operating Officer
- Prof Eugene Liu, Chief Sustainability Officer
- Dr Amanda Zain, Consultant (Paediatrics)



The IHF YEL 2025 Programme Cohort featuring, Dr Christina Png, representative from HOS Network.

## HOS @ IHF Young Executive Leaders 2025 Graduation

The IHF Young Executive Leaders (YEL) programme is an annual initiative designed for emerging healthcare leaders to enhance their leadership capabilities and build global networks, delivered in collaboration with Kaiser Permanente. Over the last 7 months, Dr Christina Png, Preventive Medicine Resident, served as the HOS Network's second representative, participating in a comprehensive series of leadership masterclasses across critical healthcare domains and completing strategic assignments to contribute her perspectives to the international healthcare community. She successfully completed her journey at the World Hospital Congress 2025, joining the distinguished YEL Alumni network.

Watch out for the upcoming application opportunity for the YEL 2026 programme.



Jeremy Lee, Chief Operating Officer, National University Hospital (NUH) during his plenary session.

## 10-13 November 2025: HOS Delegation @ 2025 IHF World Hospital Congress Geneva, Switzerland

In November 2025, 1,500 healthcare leaders from over 80 countries gathered in Geneva for the 48th International Hospital Federation World Hospital Congress. The HOS Network had a strong presence with over 40 participants, 12 speakers, and 26 posters, including NUHS, which received one of the top-scoring poster awards.

At the 2<sup>nd</sup> plenary on 'Beyond the hospital: A system-wide approach to low-carbon healthcare', Jeremy Lee, Chief Operating Officer of National University Hospital shared how hospitals can frame sustainability as part of their healthcare mission, embed greener choices in everyday clinical practices, and shift culture to make sustainability integral to delivering good care.



A/Prof Phua Ghee Chee, Deputy Chief Executive Officer, Singapore General Hospital (SGH) during his plenary session.

At the 3<sup>rd</sup> plenary on 'A healthcare leader's greatest challenge: Workforce strategies that work', A/Prof Phua Ghee Chee, Deputy Chief Executive Officer of Singapore General Hospital, shared the story of the GROSS movement—Getting Rid of Silly Stuff. This movement empowers staff to simplify work, remove kill-joys, and reclaim time to rediscover joy and purpose at work.



Winners of Best Poster Awards at the World Hospital Congress 2025 featuring 'AI-driven patient placement for optimized resource management in general admission wards' by Rakkappan Lakshmanan, National University Hospital System (NUHS), Singapore.

On the side of the conference, the HOS Network leadership team had fruitful discussions with Hôpitaux Universitaires de Genève (HUG)'s Chief Executive Officer, Robert Mardini and Head of WHO Innovation Centre, Louise Agersnap exploring opportunities for cross-learning and collaboration in hospital leadership and innovation.



HOS Network members at 48<sup>th</sup> IHF World Hospital Congress.



HOS Network leadership engagement with Hôpitaux Universitaires de Genève (HUG)'s Chief Executive Officer, Robert Mardini.



HOS Network leadership engagement with Head of WHO Innovation Centre, Louise Agersnap.

# Calendar of Events 2026

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## FEB

HOS CHINESE NEW YEAR DINNER

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## MAR

HOS ENGAGEMENT SESSION

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## MAY

HOS ENGAGEMENT SESSION

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## JUL

HOS @ CHI INNOVATE 2026

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## AUG

HOS ENGAGEMENT SESSION

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## OCT

HOS DELEGATION @  
49<sup>TH</sup> IHF WHC SEOUL, KOREA 2026 [19 TO 22 OCT]

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## NOV

HOS ENGAGEMENT SESSION

*\*Details of each session will be updated closer to date.*





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

## HOS Network Members



## Global Affiliations



## Hosted by

