49th IHF World Hospital Congress Seoul 2026

International Hospital Federation

PROGRAMME AGENDA

As of 14 October

All times are for local Korean time (KST). All venues, unless otherwise indicated, are in the COEX Magok Convention Center

SESSIONS MARKED WITH 🎧 OFFER AI-POWERED SIMULTANEOUS INTERPRETATION

Pre-congress – Monday 19 October 2026

Time & Venue, Track	Activity
08:00–16:00 403, 4th floor	**IHF YEL Emerging Leaders workshop** INVITATIONAL A full-day, exclusive workshop for the 2026 cohort of the IHF YEL Emerging Leaders programme, which supports selected emerging healthcare executives to improve their leadership and management skills while fostering international collaboration. The programme started in 2019 and is currently delivered in partnership with Kaiser Permanente. This year, 49 rising leaders from 29 countries and territories are coming together for masterclasses and group work addressing key global healthcare topics. Learn more about the YEL programme, the 2026 cohort, and how you can support one (or more) YEL candidate to attend Congress here.
08:00–16:00 404, 4th floor ENVIRONMENTAL SUSTAINABILITY	**GSC Executive Masterclass in Sustainable Healthcare** SIGN-UP REQUIRED This is a one-day executive course for healthcare leaders to address immediate healthcare sustainability challenges and opportunities, and navigate the transformation towards sustainable healthcare. As a participant in this masterclass, you will: • learn strategies and insights to integrate sustainability within your organization, health system, and community • recognize the multiple health, social, workforce and financial co-benefits associated with high impact environmentally sustainable practices in healthcare • engage with examples of healthcare sustainability successes across a global community. Presented by expert faculty from the IHF's Geneva Sustainability Centre (GSC), this interactive and engaging masterclass also includes access to the hugely popular Carbon Emissions Learning Lab simulation. More information here.
08:30–15:30 401AB, 4th floor LEADERSHIP	**ACHE–IHF Global CEO–COO Boot Camp** SIGN-UP REQUIRED Designed for hospital and health system leaders, the CEO|COO Boot Camp prepares executives to lead with strategic clarity, operational discipline, and organizational impact in a rapidly changing global healthcare environment. Integrating the enterprise perspective of the CEO with the execution focus of the COO, the programme explores the leadership, governance, and operational priorities most critical to success. Through practical, executive-level learning, participants will strengthen capabilities in culture and performance, financial and operational stewardship, physician and clinical staff alignment, governance, stakeholder relationships, and innovation. With an international lens, the programme also examines the economic, political, and technological forces reshaping healthcare and equips leaders with actionable strategies to navigate complexity, drive performance, and lead resilient organizations. More information here.

13:00–15:00 402, 4th floor	**Stanford Medicine Innovation Workshop** INVITATIONAL At this interactive workshop, led by the Innovation Hub sponsor Stanford Medicine, the 2026 Innovation Hub finalists will have the opportunity to share their stories and learn from each other. The session will open with a presentation on Stanford's approach to innovation, setting the stage for broader discussions on innovations from around the world. Chair: Dr Michael Lim, Professor and Chair, Stanford University School of Medicine, USA
13:00–18:00 **OFFSITE**	**Hospital visits** SIGN-UP REQUIRED Learn from some of the leading hospitals and healthcare facilities in Seoul. Reserve your place on a guided tour that will offer insights into innovative practices and systems. These visits are exclusively available to Congress delegates for an additional fee of USD 50 / KRW 70,000. You can sign up during registration. More information here.
14:00–15:30 502, 5th floor	**IHF Governing Council meeting** INVITATIONAL An exclusive meeting of the IHF Governing Council, comprising of 25 elected representatives from Full and Associate members. The Governing Council is responsible for shaping the strategic direction of the IHF.
16:00–17:30 501, 5th floor	**IHF General Assembly** Composed of all IHF Full members, the General Assembly is the formal decision-making body of the IHF. All Congress delegates, IHF members and partners are welcome to attend its annual meeting.
17:30–19:30 Exhibition Hall, 1st floor	**Welcome Reception, *i-to-i* Innovation Hub and Exhibition opening** Kick off the Congress at the Welcome Reception! Connect with fellow participants over drinks and light bites – including a taste of Korean specialties – while exploring the exhibition area and the *i-to-i* Innovation Hub. All delegates are welcome to attend, and tickets are included in the registration fee.
19:00–21:30	**IHF YEL Emerging Leaders dinner** INVITATIONAL This exclusive dinner, generously sponsored by Celltrion, brings together the 2026 cohort of the IHF YEL Emerging Leaders programme and members of the global YEL alumni network during the Congress. The event provides a unique opportunity to strengthen connections, exchange experiences, and foster collaboration among emerging healthcare leaders from around the world.

Tuesday 20 October 2026

Time & Venue Track	Activity
07:20–08:20 401AB, 4th floor	**Statista breakfast symposium: What can we learn from the World's Smartest Hospitals** BREAKFAST SYMPODIUM Digital maturity is becoming essential for hospitals to improve operational efficiency, strengthen patient safety and enhance patient care. In this session, Statista Healthcare will present key findings from its Smart Hospitals Digital Maturity Survey, highlighting global trends in AI adoption, robotics and automation, and digital infrastructure – and how Statista turns these insights into global benchmarking standards. The survey informs the World's Best Smart Hospitals 2027 ranking, developed in partnership with Newsweek. In addition, leaders from pioneering smart hospitals will share practical use cases from their transformation journeys, demonstrating how digital solutions can deliver meaningful impact across clinical workflows, patient services and hospital management. Sign up to join the session. Speakers: • Ms Larissa Brockmann, Head of Healthcare Data Consulting, Statista GmbH, Germany • Ms Meilin Möllenkamp, Director Healthcare, Statista GmbH, Germany • Prof. Xiaoxi Yao, Professor of Health Services Research, Medicine, Mayo Clinic, USA
08:30–09:15 Lewest Hall, 4th floor	**Opening Ceremony & Keynote** 🎧 Dr Henry Gallardo, IHF President, and Dr Kyung-Ha Ryu, Korean Hospital Association President, will officially open the 49th IHF World Hospital Congress and welcome all delegates. H.E. Vice Minister Hyung-hoon Lee will provide remarks on behalf of the Ministry of Health and Welfare. Finally, Dr Hon Pak, will provide a keynote presentation on how AI will move healthcare into everyday life.
09:15–10:30 Lewest Hall, 4th floor ENVIRONMENTAL SUSTAINABILITY	**Plenary session 1: Real-world sustainable care: A patient and workforce journey through the hospital** 🎧 Are you struggling to translate environmental sustainability commitments into real action in your hospital? Are implementation challenges getting in the way of achieving your goals? And what do good sustainability practices actually look like around the hospital? Discover solutions rooted in the reality of hospital life in a discussion stimulated by real-world sustainability solutions. Leaning on the experiences of our expert speakers, this session takes participants on a journey through everyday hospital environments – highlighting practical challenges, uncovering opportunities, and showcasing patient-centred and workforce-focused solutions that work in busy, complex settings. This session brings to life the effective rollout of low-carbon, equitable, sustainable, and resilient care using practical examples from health systems worldwide. Chair: Dr Karan Thakur, VP - Corporate Affairs & Sustainability, Apollo Hospitals, India Speakers: • Dr Natalia Allué, Medical Director, Fundacio Sanitaria Mollet, Spain • Mr Robert Mardini, CEO, Geneva University Hospital, Switzerland

	• Dr Paul Quitiquit, Medical Center Chief, Saint Louis University Sacred Heart Medical Center, Philippines • Mr Simon Radmore, Executive Director, Strategy & Office of the Chief Executive, Northern Sydney Local Health District, Australia
10:30–11:00 Exhibition Hall, 1st floor	**Coffee break and networking** Take a break, grab coffee and light snacks while connecting with fellow attendees in the exhibition area. Join the "**Meet and greet with *i-to-i* Innovators"** at the Innovation Hub for direct engagement with changemakers, or visit the Poster Zone to discover inspiring projects, programmes, and research from around the world, featuring **Track 5: Advancing clinical models for quality, safety, and sustainability**.

PARALLEL SESSIONS	
11:00–12:00 403, 4th floor CLINICAL MODELS QPS DIGITAL TRANSFORMATION AND AI HUMAN-CENTRED EXPERIENCE LEADERSHIP	**Korea's healthcare journey: Advances, challenges, and future transformation** Gain insights into the evolution of Korea's healthcare system and the factors that have shaped its global reputation for universal health coverage, advanced technology, and high-quality care. The panel will examine the country's achievements in past decades, considering them alongside the challenges of an ageing population, workforce pressures, and financial sustainability. This special session offers valuable lessons for healthcare leaders and policymakers from around the world who are on the journey to deliver resilient, patient-centred, and future-ready operations in their own health systems. Chair: Prof. Whiejong Han, Professor, Graduate School of Public Health, Yonsei University, Republic of Korea Speakers: • Dr In-Sik Kong, Director, Division of Health Insurance Payment Innovation, Ministry of Health and Welfare, Republic of Korea • Prof. Hyojin Nam, Assistant Professor, Eulji University, Republic of Korea • Prof. Jung-Yul Park, Professor, Neurosurgery, Korea University Anam Hospital, Republic of Korea
11:00–12:00 504, 5th floor LEADERSHIP	**Building strategies that work: Leading through complexity and change** Gain insights into how healthcare leaders can create strategies that remain effective in the face of uncertainty, competing priorities, and rapidly changing environments. This session explores the ways that hospital leaders can bridge the gap between strategic ambition and the day-to-day operational reality of implementation. Sharing examples from different contexts, the panel will demonstrate leadership approaches that help organizations adapt to changing circumstances while maintaining clear direction, empowering teams, and delivering sustainable improvements in quality, performance, and patient care. Chair: Mr Noel Cárdenas, Senior VP & CEO, Memorial Hermann Southeast & Pearland Hospitals, USA Speakers: • Dr Moza A Latif Hassan Abdulla Alishaq, Deputy Chief Quality Officer, Hamad Medical Corporation, Qatar • Dr Gretchen Jackson, VP, Scientific Medical Officer / Associate Professor, Intuitive Surgical / Vanderbilt Health, USA
11:00–12:00 401CD, 4th floor CLINICAL MODELS QPS	**Strengthening access: Partnerships in care pathways** Find out how healthcare organizations are extending care into the community through integrated, people-centred models that improve access, equity, and long-term outcomes. From community women's health services and social prescribing to home-based transplant care, autism pathway redesign, and hospital-led public health initiatives, this session highlights innovative partnerships between hospitals, primary care, social services, and communities. This session will demonstrate how stronger community connections can improve health outcomes, reduce inequities, and create more sustainable, integrated health systems. Presentation titles: • Banna S.H.I.E.L.D. Against Cervical Cancer: Expanding HPV Vaccination Beyond Routine Immunization in the Rural Municipality of Banna, Ilocos Norte

	• Strengthening Person-centred integrated care among older populations through social prescribing: Evidence from a pilot in the Algarve Region, Portugal • Reducing Rural Surgical Disparities through Policy Investment in Robotic Surgery: National Data and Real-World Implementation • Enhancing emotional safety for children awaiting autism assessment through Six Sigma–driven process redesign • Integrated community women's health hubs: Improving access, equity and efficiency through primary care-led specialist services • Hospital-led community behaviour change as a foundation for a road safety intelligence hub in the Northern Philippines Speakers: • Dr Mary Chrislyn Abadilla, Municipal Mayor, Local Government Unit of Banna - Municipal Health Office, Philippines • Prof. Sónia Dias, Dean, Full Professor, NOVA National School of Public Health, Portugal • Mr Don Hoeler, FACHE, Senior Director, Global Health Policy & Patient Access Research, Intuitive, USA • Mr Sarwar Hussain Mohammed, CQI Specialist, King Fahad Medical Complex, Dhahran, Saudi Arabia • Dr Aamena Salar, GP Partner, GP with Specialist Interest in Women's Health, Modality Partnership, UK • Ms Maureen Michelle Sunio, Health Education and Promotion Officer II, Mariano Marcos Memorial Hospital & Medical Center, Philippines
11:00–12:00 402, 4th floor DIGITAL TRANSFORMATION AND AI	**Smarter decisions: Harnessing data and AI for impact** Explore how healthcare organizations are using big data, advanced analytics, and artificial intelligence to improve clinical decision-making, patient safety, and operational performance. This session features practical examples of AI model development, predictive monitoring, workflow optimization, and data-driven quality improvement, demonstrating how high-quality data and intelligent analytics can support earlier intervention, streamline care delivery, and enhance patient outcomes. Together, these presentations show how turning data into actionable insights is transforming healthcare at both the bedside and system level. Presentation titles: • Validation of acute coronary syndrome ICD codes for clinical AI model development • Turning ED data and patient feedback into faster, clearer emergency care: A standardized model with sustained NPS improvement • AI patient deterioration prediction: Revolutionized clinical monitoring to enhance patient outcome • Pre-MRI safety screening for implantable medical devices: Implementation of a data analytics dashboard to enhance workflow efficiency • Invisible interfaces: Eliminating the hospital software training tax through AI-driven natural language navigation • CHESS-Osteoporosis: A multi-centre validation trial" a deep-learning artificial intelligence system for opportunistic osteoporosis screening using chest X-Rays Chair: Prof. Vincent Sai, Group CEO and Partner, Modality Partnership, UK Speakers: • Dr Gabrielle Bunney, Assistant Professor, Stanford University, USA

	• Prof. Oxana Munteanu, Medical Director, Medpark International Hospital, Moldova • Mr Owen Wai Lok Ng, Health Informatics Analyst, The Hospital Authority (HA), Hong Kong • Mr Pratyush Srivastava, Group Head - Business Transformation, Narayana Health, India • Ms Regine Ee Chin Teo, Senior Radiographer, National University Hospital, Singapore • Prof. Ravi Trehan, Dean of Research, Sheikh Shakhbout Medical City, UAE
11:00–12:00 502, 5th floor ENVIRONMENTAL SUSTAINABILITY	**Sustainable clinical care: Reducing emissions while improving outcomes** Discover how clinical teams are embedding sustainability into everyday care without compromising patient safety or quality. Focusing on the operating theatre, this session showcases practical strategies including low-flow anaesthesia, sustainable instrument management, multidisciplinary governance, and greener surgical pathways. Together, these presentations demonstrate how evidence-based clinical innovation, strong leadership, and cross-functional collaboration can reduce emissions, optimize resource use, and accelerate the transition to low-carbon healthcare while maintaining excellent patient outcomes. Presentation titles: • Low-flow anaesthesia practices to reduce the carbon footprint of operating rooms in a tertiary academic medical city • Strengthening Health System resilience through Medical Mission during Disaster Response • Governance for green ORs: How a multidisciplinary committee delivered low-carbon, resilient surgical operations • Eco-efficiency in the sterilization center • Net Zero Leads Program: Improving capability for clinician-led net zero initiatives • ARISE-TKR: Assessment and repacking of instruments and sterile equipment in total knee replacements Chair: Dr Lubna Mushtaque, Director Quality & Monitoring Directorate and Chief Sustainability Officer, Indus Hospital & Health Network, Pakistan Speakers: • Engr Hatem Khaled Al Saawy, Director of Corporate Engineering Affairs, King Saud University Medical City (KSUMC), Saudi Arabia • Ms Sarip Emalie Ampatuan, Nurse V, Cotabato Regional and Medical Center, Philippines • Dr Eric Barney, Head of Operating Room Administration, Hospital Universitario Fundación Santa Fé de Bogotá, Colombia • Mr José Bento, Hospital CEO, Hospital De Cascais, Portugal • Ms Melissa Palermo, Manager, Population Health Promotion, Australia • Adj. Asst Prof. Barry Tan, Consultant and Associate Professor, National University Hospital, Singapore
11:00–12:15 503, 5th floor HUMAN-CENTRED EXPERIENCE	**Shaping resilient healthcare cultures: Empowering workforce and improving outcomes** Learn more about how healthcare organizations are building resilient, future-ready cultures that support both workforce wellbeing and patient outcomes. This session brings together perspectives highlighting strategies to create flexible and engaged

	teams, align leadership with system transformation, and integrate value-based, community-oriented care for ageing populations. Together, these examples demonstrate how investing in people, leadership, and culture can drive sustainable performance, innovation, and high-quality care. Chair: Dr Jonathan Perlin, President and CEO, Joint Commission, USA Speakers: • Mr Shane Jackson, President, Jackson Healthcare, USA • Dr Jeannie Tey, Director, Chief Sustainability Officer, Tan Tock Seng Hospital, Singapore • Ms Vera Vertessen, Director of Patient Care, UZ Brussel, Belgium • Dr Jacco Vroegop, CEO, Horacio Oduber Hospital, Aruba
11:00–12:30 404, 4th floor DIGITAL TRANSFORMATION AND AI	**IHF Virtual Care SIG: Leaders' Rapid Development Lab** SIGN-UP REQUIRED This interactive leaders' lab, hosted by the IHF's Virtual Care Special Interest Group (SIG) in collaboration with Apollo Hospitals Group, will bring healthcare executives together to tackle real-world operational challenges through the lens of virtual care. Working in facilitated small groups, participants will explore a series of scenarios to test ideas and develop solutions that can be applied in diverse healthcare settings. Participants will collaborate to identify how virtual care strategies can help address common healthcare challenges, taking operational realities into account. Chair: Dr Sai Praveen Haranath, SVP, Apollo Health Axis, India Speakers: • Prof. Wonchul Cha, Chief Information Officer, Professor, Samsung Medical Center, Republic of Korea • Prof. Anupam Sibal, Group Medical Director, Apollo Hospitals Group, India Facilitators: • Mr Ibrahim Al Baarthi, Chief of Quality, Governance and Excellence Officer, Seha Virtual Hospital, Saudi Arabia • Ms Anna Benavent, Chief Information Officer, Parc Sanitari Taulí, Spain • Ms Rachel de Sain, Director Sustainability Measurement & Impact, Healthdirect Australia, Australia • Ms Carissa Gilbert, Senior Programme Manager UEC Mental Health, COO Directorate, NHS England, UK • Ms Elizabeth Han, Group Head of Innovation and Transformation, IHH Healthcare, Singapore • Dr Dimitar Mitev, General Manager, Hospital Zdraveto, Bulgaria • Mr Ivan Terekhov, Director Research, AI and Tech, CHEO Research Institute, Canada • Dr Scott Williams, VP, Innovations, Joint Commission International, USA
12:00–13:15 Exhibition Hall, 1st floor	**Lunch and networking** Enjoy a relaxed lunch while continuing conversations with peers. Afterwards, grab coffee and tea at the exhibition area.
12:00–13:00 401AB, 4th floor	**The role of digital and an ecosystem in advancing education and surgical performance by building a sustainable robotic surgery program** LUNCH SYMPODIUM INVITATIONAL Robotic-assisted surgery is entering a new era—one in which the value of robotics is amplified by the digital ecosystem that surrounds it. This session will explore how robotic surgery technology, supported by digital insights, can enable better learning, surgical performance, and patient outcomes. Hear how hospitals can build a

	competitive advantage by moving beyond technology adoption to create an integrated RAS ecosystem built on three key pillars: advanced technology, professional education, and program optimization. By connecting advanced platforms, digital insights, training, service, and program support, hospitals can deliver consistent, high-quality minimally invasive care. Speakers: • Dr Gretchen Jackson, VP, Scientific Medical Officer / Associate Professor, Intuitive Surgical / Vanderbilt Health, USA • Prof. Chang Wook Jeong, Director of Robotic Surgery Center, Seoul National University Hospital, Republic of Korea • Prof. Yoon Ah Park, Professor, Samsung Medical Center, Republic of Korea
PARALLEL SESSIONS	
13:15–14:15 504, 5th floor HUMAN-CENTRED EXPERIENCE	**Transforming healthcare systems at scale: From vision to real-world impact** 🎧 Explore how large-scale, human-centred transformation is being achieved across diverse health systems through integrated strategies and national alignment. This session brings together experiences that showcase nationwide investment in digitalization and innovation system-wide embedding of patient and family voices, and redesigned patient journeys. Together, these presentations will demonstrate how aligning policy, governance, and frontline practice can deliver measurable improvements in experience, efficiency and outcomes, while offering scalable models for sustainable healthcare transformation. Chair: Dr Michael Ugwueke, President and CEO, Methodist Le Bonheur Healthcare, USA Speakers: • Dr Mohammed Al Ahmari, Supervisor of Security Forces Hospital Program with Affiliated Centers and Clinics, General Directorate of Medical Services, Ministry of Interior, Saudi Arabia • Prof. Dr Jaroslaw J. Fedorowski, President & CEO, Polish Hospital Federation, Poland • Mr Carlos Oliete, Executive Office and International Affairs, Manager, Catalan Hospital, Health & Social Services Association, Spain • Ms Soo Min Wong, Group Chief Financial Officer, National University Health System, Singapore
13:15–14:15 503, 5th floor DIGITAL TRANSFORMATION AND AI	**Leading AI in healthcare: Governance, trust, and system-wide integration** 🎧 Explore how effective leadership and governance are shaping the responsible adoption of artificial intelligence across healthcare systems. This session brings together insights from leading institutions showcasing real-world applications of AI in clinical care, operations, and research, alongside the frameworks needed to ensure safety, transparency, and trust. From scaling solutions beyond pilots to embedding AI within digital ecosystems, presenters will show how strong governance, workforce readiness, and collaborative leadership can unlock the full potential of AI while keeping care human-centred. Chair: Ms Cathy Easter, President & CEO, Houston Methodist Global, USA Speakers: • Dr Kee-Hyuck Lee, VP, ezCaretech; Chief, Department of Family Medicine, Seoul National University Bundang Hospital, Republic of Korea • Dr Luis Lobón, VP, Mass General Brigham International, USA

	• Dr Emmanuel Rupert, Managing Director and Group CEO, Narayana Hrudayalaya Ltd., India
13:15–14:15 403, 4th floor LEADERSHIP	**Transforming healthcare today: Rethinking care, leadership, and systems** Learn more about how leading with care and compassion at the forefront can reshape systems to meet rising demand, workforce challenges, and evolving patient expectations. This session brings together perspectives including a national cancer care network, integrated care networks, and advanced emergency response systems to discuss leadership approaches rooted in compassion and human connection. Through real-world examples from a range of settings worldwide, the panel will show how meaningful transformation emerges from aligning structure, operations, and culture – creating more resilient, connected, and person-centred healthcare systems. Chair: Prof. Anupam Sibal, Group Medical Director, Apollo Hospitals Group, India Speakers: • Mrs Sophie Beaupère, CEO, Unicancer, France • H.E. Mishal Julfar, CEO, Dubai Corporation of Ambulance Services, UAE • Mr Patrick Runnels, CMO, Chief Medical Officer, Veale Healthcare Transformation Institute, USA • Mr David Simpson, Chief of Strategy and Partnerships, Southern Cross Healthcare, New Zealand
13:15–14:15 401CD, 4th floor LEADERSHIP	**Leading transformation: Building the workforce and organizations of the future** Discover how leadership is enabling large-scale transformation by strengthening organizations, developing future-ready workforces, and redesigning systems for long-term success. This session brings together examples showcasing how strategic leadership can drive organizational transformation, expand workforce capacity, modernize diagnostic services, and prepare clinicians to thrive in increasingly complex healthcare environments. Together, these presentations demonstrate that sustainable transformation depends on leadership that aligns people, systems, and strategy to improve performance, and patient care. Presentation titles: • Leading workforce sustainability through public–private expansion of scholarship-funded training capacity: A system-level strategy to align supply and demand • From Framework to Action: Implementing an IHF Based Leadership Competency Assessment Across Fundació Sanitària Mollet • Leadership-led operational redesign in pathology and laboratory medicine: Early impact on performance and care delivery • Transformation at scale: How IHH Healthcare's ACE framework transformed the operating model and fuelled growth and agility across markets • Leadership enabled implementation of systems based practice competencies to prepare learners for complex health systems • Leading Large-Scale Functional Transformation in a New Hospital Transition: The Assi-Pass Change Leadership Framework. Chair: Dr Mohamed Hablas, Regional Director, Saudi German Health Egypt & North Africa, Egypt Speakers: • Dr Khawla Alhajaj, Director of Medical Education and Research, Dubai Health Authority, UAE

	• Dr Natalia Allué, Medical Director, Fundacio Sanitaria Mollet, Spain • Dr Javier Baena-Del Valle, Chair, Department of Pathology and Laboratory Medicine, Fundacion Santa Fe de Bogota, Colombia • Ms Elizabeth Han, Group Head of Innovation and Transformation, IHH Healthcare, Singapore • Prof. Young-Mee Lee, Professor, Korea University Medicine, Republic of Korea • Dr Paula Turunen, Director of Mental Health and Substance Use Services, Kanta-Häme Wellbeing Services County, Finland
13:15–14:15 402, 4th floor ENVIRONMENTAL SUSTAINABILITY	**Sustainable resource management: Smarter operations for greener hospitals** Find out more about how hospitals are reducing waste, lowering emissions, and improving operational efficiency through smarter resource management. This session highlights practical initiatives spanning clinical engineering, food services, pharmacy operations, and sustainable packaging, demonstrating how governance, process redesign, and innovation can reduce environmental impact while maintaining quality, safety, and financial performance. The presentations in this session show how everyday operational improvements can make a significant contribution to more sustainable healthcare systems. Presentation titles: • From clinical waste to circular value: Institutionalizing PVC recovery in a regulated healthcare system • Decarbonizing hospital operations through governance-driven intelligent Medical engineering: A system-wide transformation using i-MMS • Using a cook-chill cold chain delivery model to provide meals to system hospitals, reducing carbon emissions in healthcare operations. • Green pharmacy in action: Minimizing pharmaceutical waste for a smarter, sustainable hospital • Redesigning for sustainability: Pharmacy repackaged medication boxes. • Data Envelopment Analysis for Sustainable Healthcare: Ranking Hospitals based on CO_2 Emissions; Desirable/Undesirable Output Chair: Dr Graccho Alvim Neto, VP, Brazilian Hospital Federation, Brazil Speakers: • Mr Juan Gabriel Cendales, CEO, Fundacion Cardioinfantil, Colombia • Mr Ming-Jyh Chen, Administration Supervisor, Office of Sustainable Development, China Medical University Hospital, Taiwan • Mrs Mei-Ying Chen, Dietitian, Changhua Christine Hospital / Department of Nutrition and Dietitics of Healthcare System, Taiwan • Mrs Jennalyn Dapitan, Chief Pharmacist, St. Louis Hospital, Philippines • Mr Jian Wei Goh, Manager, Tan Tock Seng Hospital, Singapore • Prof. Kunibert Lennerts, University Professor, Karlsruhe Institute of Technology / Institute of Technology and Management in Construction, Germany
13:15–14:15 502, 5th floor CLINICAL MODELS QPS	**Advancing surgical services: Innovation, quality, and better patient outcomes** Discover how hospitals are transforming surgical services through innovation, digital technologies, and redesigned care pathways. From immersive simulation and automated quality monitoring to robotic surgery, enhanced recovery programmes, and integrated fracture care, this session highlights practical approaches that improve patient safety, optimize surgical performance, strengthen workforce capability, and increase access to high-quality surgical care. The presentations will

	show how innovation across the surgical journey can deliver better outcomes for patients while improving efficiency across health systems. Presentation titles: • The Role of Infection Control in Eliminating Surgical Site Infections in Renal Transplant Surgery • Clinical excellence in complex transplantation: Fast track, patient safety, and hospital flow optimization • Surgical case volumes and frequencies are associated with operative performance metrics in common robotic surgery procedures performed by experienced surgeons • From stress to preparedness: Enhancing patient and workforce experience in high-risk mri surgery through virtual reality • Beyond hip fracture care: A transformative model for end-to-end fragility fracture management Chair: Dr Adolfo Llinás, Foundational Medical Officer, FSFB, Colombia Speakers: • Mrs Warda Al Habsi, Infection Control Practitioner, Royal Hospital, Oman • Ms Diana-Fernanda Bejarano-Ramírez, Head of Administration of the Transplant Service, Fundacion Santa Fe de Bogotá, Colombia • Dr Gretchen Jackson, VP, Scientific Medical Officer / Associate Professor, Intuitive Surgical / Vanderbilt Health, USA • Mr George Popescu, Head of IT - Neurosciences, Neurocenter and AI HUB, Geneva University Hospitals (HUG), Switzerland • Dr Jayashri Shobna Venketasubramanian, Senior Assistant Manager, Woodlands Hospital, Singapore
13:15–15:15 404, 4th floor LEADERSHIP	**IHF Women in Leadership SIG workshop: Women leaders transforming women's health** SIGN-UP REQUIRED Explore the ways that female leaders are bringing unique perspectives to women's health challenges in this peer exchange workshop, hosted by the IHF's Women in Leadership Special Interest Group in collaboration with ICON Group. Aimed at senior women executives and emerging leaders, this session will feature facilitated roundtables to discuss real-world scenarios where women can drive meaningful change and measurable improvements in areas such as research, access, quality of care, and community outreach. Participants will learn from successful initiatives and identify approaches to adopt for initiatives in their own organizations in a forum designed to empower current and future women leaders in healthcare. Chairs: • Ms Catherine Di Stasi, Executive Manager - Clinical Care, Icon Oncology Group, Australia • Ms Tracey Fyvie, CEO - Commercial and Global Services, Icon Oncology Group, Australia Speakers: • Dr Dominique Lee, Radiation Oncologist, Icon Cancer Center, Australia Facilitators: • Dr Dina Alismail, Executive Director of Health Diplomacy, Saudi Commission for Health Specialties, Saudi Arabia • Dr Pascale Anglade, Gastroenterologist, Clinical Associate Prof of Medicine, Cleveland Clinic Abu Dhabi, UAE • Dr Kavita Bhalekar, Chief Nursing Officer, Reliance Foundation Hospital, India • Ms Deborah Bowen, President and CEO, ACHE, USA

	• Ms Laila Fathiyah, Hospital Director, PT Rumah Sakit PELNI, Indonesia • Dr Gal Ben Haim, Internal Medicine and Emergency Medicine and serves as the Head of the Acute Oncology Emergency Service, Sheba Hospital, Israel • Ms Warda Jabber, Quality and Patient Safety Coordinator, Evercare Hospital Lahore, Pakistan • Dr Zeenat Khan, Regional CEO, Aga Khan Health Services, East Africa, Kenya • Ms Aria Kumar, Associate Director, Mount Sinai International, USA • Dr Gloria Madrid, CEO, Predisan, Honduras • Dr Relebohile Ncha,Chief Director, Hospitals and Tertiary Health Services, National Department of Health, South Africa • Ms Carrie Owen Plietz, Group Senior Vice President and Chief Operating Officer, Care Delivery, Kaiser Permanente, USA • Ms Marthe Preteni-Isefjaer, Head of the Department for Addiction Treatment Services, Akershus University Hospital, Norway
PARALLEL SESSIONS	
14:30–15:30 403, 4th floor LEADERSHIP	**Leading with people in mind: Human-centred solutions for workforce and system challenges** Explore how human-centred leadership is helping healthcare organizations navigate workforce pressures, ageing populations, and system complexity. This session brings together perspectives highlighting agile workforce models, the critical role of middle leadership, gender-sensitive system design, and the importance of empathy in care delivery. Together, these approaches show how aligning culture, leadership and values can strengthen resilience, empower the workforce, and ensure sustainable, high-quality care in a rapidly changing world. Chair: Mr Bill Gassen, President and CEO, Sanford Health, USA Speakers: • Ms Margaret Lee, CEO, Alexandra Hospital, Singapore • Dr Ram Narain, Chief Administrative Officer, Sheikh Shakhbout Medical City, UAE • Mr Mike Poore, CEO, Mosaic Life Care, USA • Asst Prof. Erik Thunström, Head of Cardiology Unit, Sahlgrenska University Hospital, Sweden
14:30–15:30 504, 5th floor ENVIRONMENTAL SUSTAINABILITY	**Transforming hospitals for net zero: Resilience, innovation, and low-carbon care** Explore how hospitals are transforming to deliver resilient, low-carbon care through integrated strategies that combine sustainability, clinical innovation, and digital advancement. This session brings together examples showcasing net-zero roadmaps, ESG-driven governance, circular practices, smart hospital design, and low-carbon clinical pathways. From reducing emissions and waste to embedding sustainability into everyday decision-making, these presentations will demonstrate how organizations can align environmental goals with operational performance, workforce engagement, and high-quality patient care. Chair: Mr Kyle Tafuri, VP, Sustainability, Hackensack Meridian Health, USA Speakers: • Dr Daniel Beltrammi, VP, HU Brasil - Federal University Hospitals, Brazil • Dr Caterina Camerani, VP Sustainability, Mölnlycke Health Care, Sweden • Ms Ayelet Dressler, Director of Sustainability, Sheba Medical Center, Israel • Prof. Mei-Yi Wu, Vice Superintendent for Research and Development, Taipei Medical University - Shuang Ho Hospital, Ministry of Health and Welfare, Taiwan

14:30–15:30 503, 5th floor LEADERSHIP	**Turning data into action: Leadership, measurement, and performance improvement** 🎧 Explore the ways healthcare leaders are using performance measurement, governance frameworks, and structured monitoring to strengthen decision-making, accountability, and continuous improvement. This session showcases practical examples of how hospitals are moving beyond traditional performance reporting to create systems that drive strategic execution, improve communication, strengthen financial sustainability, and foster a culture of patient safety and learning. Together, these presentations demonstrate how effective measurement and governance can transform data into meaningful action that improves organizational performance and patient outcomes. Presentation titles: • Reducing Occupational Blood and Body Fluid Exposure Through Human Factors Redesign, Safety Engineered Devices, and System Level Oversight at SSMC • Too many ways to speak, no clear way to decide: Restoring escalation discipline in a digitally saturated hospital • From KPI monitoring to OKR-driven governance: Leadership lessons for transforming complex hospital systems at scale • Strategic fiscal leadership: Sustaining specialized healthcare excellence through integrated PhilHealth revenue cycle management and Z-benefit expansion at MMMH&MC • Incident management scorecard implementation to improve incident reporting and learning from error culture in multi-centred private hospitals group Chair: Dr Sami Al Farsi, Director General of National Center for Women and Children's Health, Ministry of Health, Oman Speakers: • Mrs Hania Ehsan Abu Saffaqa, Safety Officer, Shaikh Shakbout Medical City, UAE • Dr Alexander Jankuloski, Hospital Director, Korean Medical Center, Qatar • Dr Olga Schiopu, CEO, Medpark International Hospital, Moldova • Ms Mei Kriezl Ulit, Supervising Administrative Officer, Mariano Marcos Memorial Hospital and Medical Center, Philippines • Dr Danny Widjaja, Quality, Risk and Safety General Manager, Siloam Hospitals, Indonesia
14:30–15:30 401CD, 4th floor DIGITAL TRANSFORMATION AND AI	**Innovative applications: Reimagining the patient and care experience with AI** 🎧 Find out more about innovative applications of artificial intelligence and digital technologies that are reshaping healthcare beyond traditional clinical decision support. From virtual care standards and telemedicine to shared decision-making, patient engagement, explainable AI, and human-centred design, this session showcases creative approaches that improve access, strengthen patient experience, and support more personalized, equitable care. This session presents thoughtfully designed AI solutions that can enhance the way patients interact with healthcare while enabling more responsive, efficient, and people-centred health systems. Presentation titles: • Counting care that isn't there: Detecting phantom universal health coverage in primary care using explainable AI • Enhancing patient engagement and healthcare quality via digital transformation of shared decision-making • PediTales Kenya: Transforming paediatric hospital experience through AI-enabled storytelling and human-centred design

	• Modulating healthcare utilization in emergency care through SWIFTCare (SGH wide initiative for telemedicine care) • The seamless entryway: Enhancing engagement through digital simplicity Chair: Mr Mike McSherry, CEO & Co-Founder, Xealth, A Samsung Company, USA Speakers: • Mr Chih-Cheng Kuo, Project Manager, Cathy General Hospital, Taiwan • Dr Dorcas Mulaya, Clinical Operations Manager, Avenue Healthcare, Kenya • Dr Yongyin Qui, Consultant, Singapore General Hospital, Singapore • Ms Aishath Rahila, International Surveyor, Joint Commission International, USA • Dr Defu Yuan, PhD Candidate, Southeast University, China
14:30–15:30 402, 4th floor HUMAN-CENTRED EXPERIENCE	**Strengthening communities: Driving inclusive, culturally responsive care** 🎧 Discover how healthcare organizations are improving health outcomes by building stronger partnerships with patients, families, communities, and diverse populations. From lifelong integrated care for people with complex disabilities and faith-based community partnerships to community engagement frameworks and holistic approaches to spiritual care, this session highlights practical models that strengthen access, equity, trust, and continuity of care. The presenters will demonstrate how inclusive, culturally responsive, and person-centred approaches can extend healthcare beyond hospital walls and create lasting value for individuals and communities. Presentation titles: • Building Healthier communities in emerging markets through the Avenue Healthcare population-focused wellness program • Defining spirituality to understand the spiritual dimension of health for human-centred care in hospitals in a religiously diverse democratic setup • MMMHMC community engagement framework in advancing people-centred health services • Advancing health equity through faith-based partnerships: the Zahrah model for Malay/Muslim community health in Singapore • Social Capital as an Enabler of Value Based Care TransformationDelivering lifelong integrated care beyond hospital walls for people with complex disabilities Chair: Dr Jose Santiago Jr., Immediate Past President and Director, Philippine Hospital Association, Philippines Speakers: • Ms Umi Sau Ayienga, Client Experience Manager, Avenue Healthcare, Kenya • Dr Mahesh Bhatt, MD, MMBSHS Trust, India • Dr Jessa Mae De Guzman, Medical Specialist III, Mariano Marcos Memorial Hospital and Medical Center, Philippines • Mr Iqbal Firdaus, Management Fellow, NHG Health, Singapore • Dr Elizabeth Pfoh, Staff / Associate Professor, Cleveland Clinic, USA • Mr Carlos Varela Ferro, COO, Fundació Aspace Catalunya, Spain
14:30–15:30 502, 5th floor CLINICAL MODELS QPS	**Transforming mental healthcare: Recovery, equity, and community impact** 🎧 Explore innovative approaches to improving mental health through integrated, person-centred models of care that extend beyond traditional clinical services. From gender-sensitive community programmes and digital psychotherapy to immersive mental health education and redesigned rehabilitation services, this session highlights practical strategies that reduce stigma, improve access, strengthen

	recovery, and promote long-term wellbeing. Together, these presentations demonstrate how combining clinical care, technology, education, and community partnerships can create more responsive, equitable, and sustainable mental health services. Presentation titles: • From hospital to community: A hybrid mental health care model improving outcomes,eXciency, and patient experience • Redesigning psychiatric day hospitals to integrate clinical care, practical skills, and occupational training • Reducing health inequalities in women with schizophrenia through an integrated clinical and community-based model • Innovative approaches to e-CBT to further advance precision mental health care • Mind space – promoting mental health through virtual reality and immersive experience • Nurse-led Brief Behavioral Treatment for Insomnia (BBTI) Before First Psychiatrist Consultation in a Psychogeriatric-Nurse Clinic. A Pilot Randomized Controlled Trial Chair: Dr Adrian Stanley, PhD FRCP SFHEA, Chief Academic Officer, Mediclinic Middle East, UAE Speakers: • Dr Ammar Albanna, Director of Al Amal Psychiatric Hospital, Emirates Health Services, UAE • Dr Hoyoung An, Physician, Keyo Hospital, Republic of Korea • Dr Alexandre González-Rodríguez, Psychiatrist-Coordinator Mental Health Center, Fundació Assistencial Mutua Terrassa, Spain • Dr Phil Klassen, VP, Medical Affairs and Research, Ontario Shores, Canada • Dr Jane So, Associate Consultant, Castle Peak Hospital, Hospital Authority, Hong Kong • Ms Yuen Yi Tam, Psychiatric Registered Nurse, Castle Peak Hospital, Hospital Authority, Hong Kong
15:30–16:00 Exhibition Hall, 1st floor	**Coffee break and networking** Recharge with coffee and light snacks while connecting with fellow attendees in the exhibition area. Join the **"Meet and greet with *i-to-i* Innovators"** at the Innovation Hub for direct engagement with changemakers, or visit the Poster Zone to discover inspiring projects, programmes, and research from around the world, featuring **Track 5: Advancing clinical models for quality, safety, and sustainability**.
PARALLEL SESSIONS	
16:00–17:00 403, 4th floor CLINICAL MODELS QPS	**Beyond precision medicine: Adding health to years** For the first time in history, most people can expect to live into their 70s and 80s. But longer life has not meant healthier life. Around the world, the average person spends 9.6 years living with disease or disability, a figure that has grown 13% since 2000. Precision medicine has transformed how we treat disease, matching therapies to the biology of each patient with a precision that was unimaginable a generation ago. But most of that progress arrives after someone is already sick. The next step is to bring the same rigor to the years before: predicting risk long before symptoms appear, preventing more disease than we treat, and ensuring that people receive precise

	treatment when they need it and the latest guidance and support throughout their lives, so care becomes continuous rather than episodic. All are essential to extending human healthspan. In this session, Stanford Medicine shares the next chapter of its mission: a commitment to helping every person achieve their full healthspan. In conversation with leaders from Geneva University Hospitals and Apollo Hospitals, this panel will focus on the real and practical challenges of shifting care from reactive treatment to proactive intervention. Chair: Ms Priya Singh, Executive VP & Chief Strategy Officer, Stanford Medicine, USA Speakers: • Prof. Dr Mrs Klara Posfay-Barbe, Medical Director, Geneva University Hospital, Switzerland • Mr Timothy Seay-Morrison, Senior VP, Stanford Health Care, USA • Prof. Anupam Sibal, Group Medical Director, Apollo Hospitals Group, India
16:00–17:00 504, 5th floor LEADERSHIP	**Advancing value-based care: Reform, leadership, and financial sustainability** Explore how health systems are pursuing financial sustainability through reform, value-based care, and strategic leadership. This session brings together experiences highlighting universal health coverage implementation, system-wide restructuring, integrated funding models, and value-based approaches to care delivery. Together, these perspectives show how governance innovation, cross-sector collaboration, and outcome-focused financing can strengthen resilience, improve quality, and support long-term sustainability in complex healthcare environments. Chair: Dr Tarang Gianchandani. Group CEO, Healthcare Initiatives; CEO, Sir H. N. Reliance Foundation Hospital, Mumbai, India Speakers: • Dr Ahmed El-Sobky, Chairman, Egypt Healthcare Authority, Egypt • Mr Marius Korte, EU Policy Advisor; Head of Brussels Office, German Hospital Federation, Germany • Mr Miguel Paiva, Chairman of the Board of Directors, Local Health Unit (ULS) of São José, Portugal • Adj. Prof Mark Puhaindran, Chairman Medical Board, National University Hospital, Singapore
16:00–17:00 503, 5th floor CLINICAL MODELS QPS	**Improving clinical outcomes: The role of standards and patient-centred tools** Explore how structured systems, accreditation insights, and patient-centred pathways are driving measurable improvements in clinical outcomes. This session brings together global examples driving quality improvement and enhancing care models. Together, these approaches show how combining data-driven systems, standardization and holistic patient support can reduce risk, improve quality of life, and strengthen care delivery across health systems. Chair: Dr James Merlino, EVP, COO, Joint Commission International, USA Speakers: • Ms Judith Hargreaves, Director, Global Market Access, Convatec, UK • Dr Relebohile Ncha, Chief Director, Hospitals and Tertiary Health Services, National Department of Health, South Africa • Dr Cardinale Smith, Chief Medical Officer, Memorial Sloan Kettering Cancer Center, USA • Dr Scott Williams, VP, Innovations, Joint Commission International, USA

16:00–17:00 401CD, 4th floor HUMAN-CENTRED EXPERIENCE	**Shaping stronger health systems: Integration, equity, and organizational culture** Discover how healthcare organizations are strengthening performance by embedding human-centred approaches across primary care, supply chains, integrated services, and organizational culture. The presentations in this session will highlight innovative models that improve access, promote equity, enhance patient experience, and foster workforce engagement. These initiatives show how coordinated systems, community partnerships, and values-driven leadership can build more resilient, responsive, and sustainable healthcare organizations. Presentation titles: • A human-centred supply chain model improving patient access, safety, and outcomes in a fast-changing healthcare environment through vendor managed inventory • Spreading hope, sustaining compassion: fostering a culture of helping others at Dibba Hospital • Area Mo, Ibida Mo! (Make your area proud!) • Human centred primary care standards and accreditation to strengthen access, equity, and people powered care. • Cultivating workforce resilience: Impact of an interprofessional entrepreneurship practicum on collaborative mindsets and professional well-being • Bridging health equity gaps: SROI evaluation of an ICOPE-aligned cross-sector integrated care model in rural Taiwan Chair: Dr Jason Cheah, Deputy Group CEO (Strategy, Planning and Resourcing), NHG Health, Singapore Speakers: • Mr Abiodun Aderibigbe, Head of Supply Chain, Evercare Hospital Lekki, Nigeria • Dr Yosra Al Salami, Assistant Director for Medical Affair, Consultant, Emirates Health Services - Dibba Hospital, UAE • Dr Jeffrey Castillo, Chief Health Program Officer, Tondo Medical Center, Philippines • Ms Tiffany Kautz, VP, Client Services, Accreditation Canada, Canada • Prof. Li Fong Lin, Professor, Shuang Ho Hospital, Taiwan Medical University, Taiwan • Ms Chuan Wu, Director, Community Health and Long-Term Care Center, Chang Bing Show Chwan Memorial Hospital, Taiwan
16:00–17:00 402, 4th floor DIGITAL TRANSFORMATION AND AI	**AI-enabled care pathways: Smarter processes, better outcomes** Discover how artificial intelligence is transforming healthcare processes by enabling earlier intervention, streamlining workflows, and supporting more proactive, patient-centred care. From AI-powered risk stratification and remote monitoring to natural language interfaces, cognitive screening, and opportunistic disease detection, these real-world examples demonstrate how AI can be embedded into everyday care pathways to improve efficiency, expand access, and optimize the use of healthcare resources. The panellists will show how thoughtfully integrated AI can strengthen clinical processes while enhancing outcomes for patients and care teams. Presentation titles: • Integrating non-contact radar sensing and wearable technology: A multi-dimensional ai early warning and navigation care model for ischemic cardiomyopathy patients

	• Digital systems – real impact: What hospital staff truly needs. IMHIS – An Analysis Tool for User-Centered Evaluation of HIS • MEDBRIDGE: AI-driven risk stratification for diabetes case management at care transitions • Smart meal tray tagging for hospital inpatient food services • PENSIEVE-AI - An AI enabled, patient facing tool for early detection of cognitive impairment and dementia Chair: Dr Shamsa Abdulla Bin Hammad, Director Health Affairs and Technical Department, Dubai Corporate for Ambulance Services, UAE Speakers: • Dr Clement Chun-Chih Chiu, Director, Clinical Research Center, Taipei Medical University - Shuang Ho Hospital, Ministry of Health and Welfare, Taiwan • Dr Florian Eisold, Hospital Management Specialist, Bwzkrhs Koblenz, Germany • Dr Seung-Yup "Joshua" Lee, Assistant Professor, University of Alabama at Birmingham, USA • Mr De Sheng Ong, Senior Research Assistant, Alexandra Hospital, Singapore • Mr Iffat Rafi, Senior Assistant Manager, Singapore General Hospital, Singapore
16:00–17:00 502, 5th floor ENVIRONMENTAL SUSTAINABILITY	**Measuring what matters: Innovation for sustainable healthcare** Discover how healthcare organizations are using innovation, data, and measurement to accelerate sustainability and demonstrate real-world impact. This session showcases practical approaches including AI-enabled virtual care, sustainability metrics, workforce engagement, sustainable food systems, and low-carbon clinical innovation. The panel will explore how robust measurement, informed decision-making, and cross-disciplinary collaboration can translate sustainability commitments into measurable environmental, operational, and patient benefits. Presentation titles: • Beyond "do no harm": Integrating environmental sustainability into the hospital's artificial intelligence value equation • Values-aligned sustainability education and participatory implementation in a multi-hospital system • Reducing the carbon footprint of breast imaging: Energy sustainability of MRI and ultrasound • From commitment to implementation: Advancing sustainable food systems in healthcare Chair: Mr David Rabinowitz, Principal, Deloitte, USA Speakers: • Ms Rachel de Sain, Director Sustainability Measurement & Impact, Healthdirect Australia, Australia • Dr Coral Lozada, Faculty Fellow, Houston Methodist Research Institute, USA • Prof. Bo Kyoung Seo, Professor Doctor, Korea University Medicine, Korea University Ansan Hospital, Republic of Korea • Ms Allison Watson, Sustainability Coordinator, Rush University System for Health, USA
16:00–17:00 404, 4th floor CLINICAL MODELS QPS	**Enhancing nursing practice: Empowering nurses to improve care** Learn how nursing-led innovation and professional development are strengthening quality, safety, and patient-centred care. Through practical examples of nurse-led quality improvement, competency-based workforce development, and family-centred care models, this session highlights how empowering nurses to lead change

	can improve clinical outcomes, enhance patient and staff experience, and build stronger healthcare organizations. Together, these presentations demonstrate the vital role of nursing leadership in transforming care delivery and advancing healthcare excellence. Presentation titles: • Optimizing Winter Resilience: A Strategic Initiative to Empower Paediatric Critical Care Nurses - Nurturing Skills, Wellness, and Leadership for Peak Performance • Emergency Department Navigator: A Nurse-Led Model to Improve Patient Flow, Safety, and Clinical Outcomes in a High-Volume Emergency Department • Improving outcomes by empowering nurses to lead change in an acute stroke unit • Evaluation of nursing care management competencies: Relevance for service quality in hospital health care in Colombia • Achieving zero preventable neonatal diaper dermatitis through nursing governance Chair: Dr Cecilia Hahn Berg, Head of Life Science and International Affairs, Sahlgrenska University Hospital, Sweden Speakers: • Mrs Muna Al Shaqsi, Director of Nursing, Royal Hospital, Ministry of Health, Oman • Dr Qasem Almulihi, ER Acting Consultant, Al-Ahsa Health Cluster – Saudi Health Holding Company, Saudi Arabia • Ms Emma Hutton, Nurse Unit Manager, Sheikh Shakhbout Medical City, UAE • Ms Adriana Urrego, Nursing of Quality, Fundación Santa Fe de Bogotá, Colombia • Ms Shu-Hui Yang, Head Nurse, Postpartum Care Center, Tainan Municipal An-Nan Hospital–China Medical University, Taiwan
16:00–17:00 308, 3rd floor	**IHF Association Leaders Circle meeting** INVITATIONAL This exclusive gathering brings together senior leaders from national and regional hospital associations within the IHF membership to exchange insights, share experiences, and explore opportunities for collaboration.
17:15–18:45 Poster Zone, Exhibition Hall, 1st floor	**Poster presentations, tour and networking** Discover the winners of the Best Poster Awards and take a tour of the Poster Zone, showcasing diverse programmes, success stories, and research from across the globe. Don't miss the opportunity to hear directly from the authors and engage in meaningful conversations about their work.
18:00–21:00 OFFSITE: Samcheonggak	**VIP Dinner** INVITATIONAL A private dinner for members of the IHF Governing Council and VIPs, hosted by the Korean Hospital Association.

Wednesday 21 October 2026

Time & Venue Track	Activity
08:00–08:50 Spotlight stage, Exhibition Hall, 1st floor	**Innovation Ignite Talks** Kickstart your day with fast-paced, dynamic talks from selected *i-to-i* innovators showcasing the latest hospital-born AI innovations that are transforming patient care worldwide. Ranging from technology, products, services, and processes, these innovations are implementable now and each demonstrates success in addressing real-world challenges faced by hospital leaders. Presented in collaboration with Stanford Healthcare, the *i-to-i* Innovation Hub is your destination to explore innovation throughout the Congress. Chairs: • Dr Michael Lim, Professor and Chair, Stanford University School of Medicine, USA • Mr Timothy Seay-Morrison, Senior VP, Stanford Health Care, USA
08:00–09:00 401AB, 4th floor	**Mass General Brigham breakfast session: Improving quality and patient outcomes through systems integration** BREAKFAST SYMPODIUM INVITATIONAL Drawing on Mass General Brigham's experience building an integrated academic health system, this session will explore how aligning governance, clinical operations, quality, data and digital capabilities can improve patient outcomes and organizational performance. Senior leaders will share practical lessons from the integration journey and implications for health systems globally. The session will include an interactive audience discussion and opportunity for peer exchange. Speakers: • Dr Luis Lobón, VP, Mass General Brigham International, USA • Dr Sarper Tanli, Executive Director - Middle East and Africa, Mass General Brigham International, USA
PARALLEL SESSIONS	
09:00–10:00 504, 5th floor ENVIRONMENTAL SUSTAINABILITY	**Future of hospitals and health systems: Resilience pathways in low-resource settings** 🎧 Gain insights into how health systems in low-resource settings are strengthening their resilience in an increasingly volatile and uncertain world, responding to challenges including climate impacts, workforce shortages, infrastructure constraints, and supply chain disruptions. This session showcases practical approaches to maintaining service continuity, redesigning care delivery, and embedding sustainability into governance and strategic planning. Participants will discover three core dimensions of resilience that can serve as a framework for actionable strategies to drive transformation that ensures equitable, low-carbon, and people-centred hospitals and health systems. Chair: Prof. Asad Mian, Head of Healthcare Transformation, Learning Programs & Systems, Evercare Group, Pakistan Speakers: • Dr Edgar Kalimba, Deputy CEO, King Faisal Hospital, Rwanda • Mr Rashid Khalani, CEO, Aga Khan University Hospital, Nairobi, Kenya

	• Dr Sherzad Sediquillah, Head of Pediatric & Neonatology Departments, Medical Officer in Charge, Afghanistan Health Assessment Centre & Motahar Curative Hospital, Afghanistan
09:00–10:00 503, 5th floor LEADERSHIP	**International patients and partnerships: Expanding access and building global capacity** Discover how cross-border collaboration is reshaping access to high-quality care and strengthening health systems worldwide. This session examines the evolving balance between patient mobility and local capacity-building – highlighting global partnership models that combine clinical excellence, governance, and knowledge transfer. Through real-world examples, participants will gain insights into how structured affiliations, digital enablement, and culturally responsive approaches can deliver sustainable impact across diverse healthcare markets. Chair: Prof. Teresa Magalhães, Professor, NOVA National School of Public Health, Portugal Speakers: • Dr Graccho Alvim, VP, Brazilian Hospital Federation, Brazil • Prof. Jong Woo Choi, Professor, Asan Medical Center, Republic of Korea • Dr Emad Estemalik, Chair - International Business Development, Cleveland Clinic, USA • Mr Joseph Hazel, Group CEO, Apex Health, Qatar
09:00–10:00 401CD, 4th floor HUMAN-CENTRED EXPERIENCE	**Redesigning patient experience: Insights, innovation, and human-centred care** Explore the ways healthcare organizations are enhancing patient experience through active listening, digital innovation, and thoughtful care design. This session features examples including patient feedback, volunteer engagement, inclusive service models, hospital design, and digital navigation - demonstrating how they can improve communication, accessibility, and quality of care. The panellists will share how placing patients at the centre of service design creates more responsive, compassionate, and effective healthcare experiences. Presentation titles: • Data-driven human-centricity: transforming patient experience and community integration in Egypt Healthcare Authority within Egypt's universal health insurance system (2025) • Volunteers as key observers enhancing patient experience and strengthening care pathways • NUHGo! Digital Wayfinding: Transforming patient navigation experience • The Experience Dividend: Advancing Patient Trust and Outcomes Through Compassion Driven Care • Impact of student and trainee involvement on patient experience and perceived quality of care in a private healthcare setting • Impact of room technology and decentralized nursing stations on inpatient experience and perceived care quality at a quaternary hospital Chair: Dr Simon Tang, Cluster Chief Executive, New Territories East, Hospital Authority, Hong Kong Speakers: • Dr Shaimaa Mahmoud, The Head of KPIs, Reporting and Patient Experience Unit, PCC Deputy Manager, Egypt Healthcare Authority, Egypt • Ms Angels Gonzalez, CSR Project Manager, Hospital Clínic Barcelona, Spain

	• Ms Jolene Lee, Head, Planning Section, Service Operations, National University Hospital, Singapore • Dr James Merlino, EVP, COO, Joint Commission International, USA • Dr Adrian Stanley, PhD FRCP SFHEA, Chief Academic Officer, Mediclinic Middle East, UAE • Ms Sandra Milena Tocarema-Olarte, Deputy Director of Nursing, Fundacion Santa Fe de Bogotá, Colombia
09:00–10:00 403, 4th floor LEADERSHIP	**Resilience in university hospitals: The Nordic perspective** Discover how university hospitals across the five Nordic countries are working together to strengthen resilience in an increasingly unpredictable world. From extreme weather, pandemics, and geopolitical instability to cyberattacks and shortages of essential medicines and supplies, hospitals must be prepared to maintain critical services through disruption. This session brings together Nordic perspectives on strengthening operational, digital, and supply chain resilience through cross-border collaboration. Speakers will share approaches to protecting health data and digital infrastructure, securing critical resources, and collaborating across national boundaries to support highly specialized care, research, and education. This session demonstrates how shared learning and coordinated action can help hospitals anticipate risks, reduce vulnerabilities, and maintain high-quality care when faced with unexpected challenges. Chair: Mr Anders Mohn Frafjord, Governing Council Member, IHF; Dep CEO, Oslo University Hospital, Norway Speakers: • Dr Boubou Hallberg, CEO, Sahlgrenska University Hospital, Sweden • Mrs Ann Højer Hoffmann, Program Leader for Sustainable Hospitals, Danish Regions, Denmark • Adj. Prof. Elina Reponen, Head Physician, Customer Relations, HUS Helsinki University Hospital, Finland • Mrs Lisbeth Sommervoll, CEO, Vestre Viken Health Care Trust, Norway
09:00–10:00 404, 4th floor CLINICAL MODELS QPS	**Delivering financially sustainable care: Improving value in delivery models** Learn how healthcare organizations are improving financial sustainability by redesigning care pathways that enhance quality, safety, and operational efficiency. From affordable clinical innovations and safer care transitions to early mobility programmes, integrated outpatient models, and closed-loop medication management, this session highlights practical strategies that reduce waste, optimize resource use, and improve patient outcomes. This session explores the ways financial sustainability is achieved by delivering higher-value care through smarter clinical processes, better coordination, and continuous improvement. Presentation titles: • Flash mobility: Moving at the speed of lightning • Implementing an integrated one-day dental care model to improve quality, safety, and financial sustainability in outpatient services • Care transitions clinic: Improving access, experience, and post-hospital outcomes • Cost-effectiveness and clinical performance of reverse aqua pump–VAC in hospital wound care management: A novel innovation for developing countries • Reducing early unplanned ICU admissions through a standardized pre-admission reassessment system for emergency department patients • Closed-loop medication management

	Chair: Dr Pascale Anglade, Consultant Physician, Digestive Disease Institute, Cleveland Clinic Abu Dhabi, UAE Speakers: • Mr Anthony Andreas, Assistant Nurse Manager, Cedars Sinai Medical Center, USA • Dr Bohm Choi, Head of Dentistry, Korean Medical Center, Qatar • Ms Martha George, Lead APP Care Transitions Unit, Mayo Clinic, USA • Mr Hamzah Hafiq, Orthopedic Resident, RSUP Dr. Sardjito Hospital, Indonesia • Ms Hyunjung Jeon. Clinical Nurse Specialist, Asan Medical Center, Republic of Korea • Ms Sílvia Moreira da Silva, Director, Hospital de Cascais, Portugal
09:00–10:00 402, 4th floor HUMAN-CENTRED EXPERIENCE	**Developing future leaders: Building resilient leadership pipelines** Learn how healthcare organizations are strengthening leadership capacity through structured development, succession planning, and innovative leadership models. This session brings together examples demonstrating how coaching programmes, inclusive leadership development, distributed leadership approaches, and evidence-informed leadership styles can build stronger leadership pipelines. These presentations highlight how investing in leadership at every level supports workforce resilience, strengthens organizational culture, improves patient safety, and prepares healthcare organizations for future challenges. Presentation titles: • Grow leader: Strengthening inclusive leadership pipelines for the health workforce in a public oncology research institute • Tracer Study of Residency Training Graduates of Dr. Paulino J. Garcia Memorial Research and Medical Center (2016–2022) • Evaluating the rotating CEO-on-duty Leadership model and its impact on patient care and operational efficiency in an Indian teaching hospital • Mapping research evidence on the influence of leadership styles on patient safety culture in healthcare organizations: A scoping review • Development of a coaching programme on leadership for selected personnel in a healthcare environment • Encouraging Future Leaders to Surpass the Current- the 10 year NUHS RLDP Experience Chair: Mr Marty Ardron, Senior VP of Hospital System Operations, Kaiser Permanente, USA Speakers: • Dr Valentina Bugani, Head of Corporate Training and Skills Development, IRCCS IRST - Romagnolo Institute for the Study of Tumors “Dino Amadori”, Italy • Dr Timothy Carandang, Research Specialist, Dr. Paulino J. Garcia Memorial Research and Medical Center, Philippines • Dr Anish DL, Deputy Director and Senior Consultant Neonatologist, Believers Church Medical College, Thiruvalla, Kerala, India • Dr Ruiling Guo, Professor, Idaho State University, USA • Prof. Mark Jeembs Pineda, Nurse II, Tondo Medical Center, Philippines • Dr Woon Li Seo, Pediatrician, Program Director, National University Health System, Singapore
09:00–10:00	**Advancing paediatric care: Better beginnings, brighter futures**

502, 5th floor CLINICAL MODELS QPS	Explore innovative approaches to improving outcomes for infants and children through integrated, family-centred, and developmentally appropriate care. From early neurodevelopment and developmental intervention to child participation, evidence-based maternity practices, and family engagement, this session showcases practical strategies that enhance care experiences, strengthen partnerships with families, and improve long-term health outcomes. Together, these presentations demonstrate how investing in the earliest stages of life can create lasting benefits for children, families, and health systems. Presentation titles: • A Comprehensive Education Guide to Support Families of Children with Cancer • Enhancing birth practices: Improving early skin-to-skin contact and breastfeeding initiation to reduce unnecessary interventions. • Participation book - We'll do it together • Transforming early neurodevelopment care: A high-complexity day hospital model for children aged 0–3 • The ascent to Excellence: The journey of newborn screening center - Northern Luzon towards ISO 15189:2022 readiness • Enhancing functional improvement rates for children with developmental delay: A quality improvement initiative in early intervention services Chair: Dr Dimitar Mitev, General Manager, Hospital Zdraveto, Bulgaria Speakers: • Dr Amal Al Sabahi, Paediatric Haematologist Oncologist, The Royal Hospital, Oman • Dr Alhussein Alamin, ER Resident & Director of Clinical Audit Administration, Adhum General Hospital / Jeddah First Health Cluster, Saudi Arabia • Mrs Jenny Berggen, Play Therapist (Child Life Specialist), Queen Silvia's Children's Hospital - Sahlgrenska University Hospital, Sweden • Ms Tamara Biedermann Villagra, CMO, Fundació Aspace Catalunya, Spain • Ms Ava Jane Lacro, Laboratory Manager, Mariano Marcos Memorial Hospital and Medical Center, Philippines • Ms Yen-ting Liu, Chief Occupational Therapist, Wan Fang Hospital, Taipei Medical University, Taiwan
09:30-11:40 Lewest Hall, 4th floor	**World Bio Summit Opening Ceremony, AI Healthcare Seoul Declaration, Leaders' Dialogue** On 21 and 22 October, the World Bio Summit will be held in conjunction with World Hospital Congress, at the same venue. The Opening Ceremony of the 5th World Bio Summit will set the stage for global collaboration under the theme "Expanding Biohealth Innovation through AI." The programme will feature the announcement of the Seoul Declaration on AI in Healthcare for Responsible Innovation and Global Solidarity, followed by a Leaders' Dialogue bringing together international leaders and executives from the biohealth and AI sectors to explore how AI can address persistent healthcare challenges, advance responsible innovation, and strengthen global partnerships for more equitable healthcare. All World Hospital Congress delegates have access to this and other Summit sessions. You can view the programme here.
10:00–10:30 Exhibition Hall, 1st floor	**Coffee break and networking** Take a break, grab coffee and light snacks while connecting with fellow attendees in the exhibition area.

	Join the "**Meet and greet with *i-to-i* Innovators"** at the Innovation Hub for direct engagement with changemakers, or visit the Poster Zone to discover inspiring projects, programmes, and research from around the world, featuring **Track 1: Human-centred experience in a fast-changing world.**
PARALLEL SESSIONS	
10:30–11:30 Spotlight stage, Exhibition Hall, 1st floor	**Innovation Ignite Talks** Listen to another round of rapid-fire, dynamic talks from selected *i-to-i* innovators showcasing the latest hospital-born AI innovations that are transforming patient care worldwide. Ranging from technology, products, services, and processes, these innovations are implementable now and each demonstrates success in addressing real-world challenges faced by hospital leaders. Presented in collaboration with Stanford Healthcare, the *i-to-i Innovation Hub* is your destination to explore innovation throughout the Congress. Chairs: • Dr Michael Lim, Professor and Chair, Stanford University School of Medicine, USA • Mr Timothy Seay-Morrison, Senior VP, Stanford Health Care, USA
10:30–11:30 504, 5th floor HUMAN-CENTRED EXPERIENCE	**Building workforce resilience: Strategies for retaining and supporting healthcare teams** Gain insights into how healthcare organizations are strengthening their workforce through innovative care models, data-driven workforce planning, supportive leadership, and staff wellbeing initiatives. This session showcases practical examples highlighting virtual nursing, organization-wide retention strategies, digital transformation, training, and psychologically safe workplaces. Together, these presentations demonstrate how investing in people, redesigning work, and fostering supportive cultures can improve retention, enhance workforce wellbeing, and build more sustainable health systems. Presentation titles: • Redesigning End-of-Life Care: A Keepsake Initiative to Support Families and Improve Staff Well-Being • From workforce challenges to organizational resilience: The 3C strategy leading nursing workforce transformation in a tertiary medical centre • Improving nurse retention through data-informed, organization-level workforce interventions • Redesigning nursing care: Development and integration of a virtual-first nursing care model for workforce optimization and enhanced care delivery • Tough minds tender hearts: Laying the foundations of resilience and wellbeing in Hong Kong public hospital staff • Amazing Race at Awal Bros Hospital Group: An Innovative Strategy to Strengthen Leadership, Team Collaboration, and Organizational Culture Chair: Dr Fawzi Al-Hammouri, Chairman, Private Hospitals Association, Jordan Speakers: • Mr Jonathan Apolinario, Assistant Nurse Manager, Cedars Sinai Medical Center, USA • Asst Prof. Chiu-Kuei Lee, Director of Nursing, Ministry of Health and Welfare Shuang-Ho Hospital, Taiwan • Dr Elena Mornealo, Quality Director, Medpark International Hospital, Moldova

	• Ms Sin Yee Peck, Senior Nurse Clinician, Alexandra Hospital, Singapore • Ms Wing Yan Venessa Poon, Clinical Psychologist, Hospital Authority, Hong Kong • Dr Putri Yuliani, Group Head Quality and Patient Safety, Awal Bros Hospital Group, Indonesia
10:30–11:30 503, 5th floor LEADERSHIP	**Redesigning health systems: Leading change through governance and integration** Discover how healthcare organizations are delivering large-scale transformation by redesigning governance, strengthening safety, integrating care, and embedding sustainability into organizational strategy. This session features examples demonstrating how system-wide leadership can improve access, strengthen patient safety, address social determinants of health, and translate ESG commitments into operational performance. The panel will outline how lasting transformation at scale requires aligned leadership, data-driven governance, empowered teams, and a clear focus on delivering better outcomes for patients and communities. Presentation titles: • Transforming safety culture: The Royal Hospital's Journey in implementing the WHO Patient Safety Friendly Hospital Framework • Organizational transformation via ESG-BSC: Evidence from a faith-based hospital • AD STRIDE: Abu Dhabi's integrated model for high reliability, intelligence driven safety transformation • The two trillion-dollar question: How do we support a country with longer lives? A true value-based approach to longevity. • Building a healthier community: developing medical social collaboration pilot project and addressing social determinants of health in primary healthcare setting Chair: Dr David Reich, Chief Clinical Officer, Mount Sinai Health System, USA Speakers: • Mrs Asma Alzaabi, Risk Manager, Ministry of Health / Royal Hospital, Oman • Ms Hui-Ju Chiang, Administrator, MacKay Memorial Hospital, Taiwan • Dr Bakr Ismael, Projects Manager Patient Safety Advocacy and Risk Management, Department of Health, UAE • Mrs Bonnie Panlasigui, Senior VP (Market Area Health Plan Executive), Kaiser Permanente Santa Clara Medical Center and Kaiser Foundation Health Plan, USA • Ms Sherman Zhang, Executive Officer, Tuen Mun Hospital, Hong Kong
10:30–11:30 401CD, 4th floor CLINICAL MODELS QPS	**Smarter pathways: Transforming the medical care of patients** Explore how healthcare organizations are redesigning medical services to deliver more coordinated, efficient, and patient-centred care across a range of clinical specialties. From integrated care for older adults and chronic disease management to value-based care pathways, preoperative risk assessment, and innovative surveillance models, this session highlights practical approaches that improve clinical outcomes, strengthen patient engagement, and optimize the use of healthcare resources. The panel will share how rethinking care pathways can enhance quality, efficiency, and sustainability across diverse medical services. Presentation titles: • Preoperative Clinical pathway for aspiration risk stratification in patients receiving GLP-1–based therapies using gastric point-of-care ultrasound • Evaluation of a novel surveillance pathway for low-risk colorectal cancer patients using time-driven activity-based costing

	• Bridging perspectives in chronic kidney disease care: A Delphi study on aligning patients and healthcare professionals perspectives in Portugal • Coordinated care and patient navigation reduce Time to Treatment Initiation in a Brazilian public cancer center • Transforming patient care to system care for older adults: An innovative model of occupational therapy in Hong Kong primary health • AI-guided Screening for Atrial Fibrillation Chair: Dr Zoltan Varga, Group Chief Medical Officer, Apex Health, Qatar Speakers: • Dr Samantha Claire Braganza, Assistant VP for Quality and Patient Safety, St. Luke's Medical Center - Global City, Philippines • Dr Tian Zhi Lim, Associate Consultant, National University Hospital, Singapore • Prof. Ana Rita Pedro, Professor, NOVA National School of Public Health, Portugal • Ms Bianca Tanoue, Oncology Nurse Navigator, Hospital Municipal Vila Santa Catarina – Einstein, Brazil • Ms Ka Wing Wong, Occupational Therapist, Hospital Authority, Hong Kong • Prof. Xiaoxi Yao, Professor of Health Services Research, Medicine, Mayo Clinic, USA
10:30–11:30 402, 4th floor LEADERSHIP	**Nursing leadership: Driving workforce excellence and better patient outcomes** Learn how nursing leadership is transforming care delivery by strengthening workforce capability, improving patient safety, and redesigning care models. This session showcases examples of nurse-led innovation, leadership development, integrated care pathways, workforce programmes, and virtual models of care that are improving clinical outcomes, patient experience, and organizational sustainability. Together, these presentations highlight the expanding leadership role of nurses in shaping high-performing, patient-centred healthcare systems. Presentation titles: • The Impact of Emotional Intelligence on Workplace Well-Being Among Nurses and Midwives: A Cross-Sectional Study • Nursing Clinical Conditions Model: Transforming care pathways, quality, patient experience, and sustainability in high-complexity hospitals • The digital equity paradox: How nurse-led virtual emergency care reversed ethnic disparities while revealing age barriers • Competency-driven leadership and retention framework for unit head nurses to improve patient safety in Indonesia • Nurse-led innovation in CAR-T safety: Transforming complex care through empowered practice • Path to the profession – comprehensive nursing development program at Bethesda Children's Hospital Chair: Mrs Jessica Schiött, Chief Nurse Officer, Sahlgrenska Universitetssjukhuset, Sweden Speakers: • Dr Sufia Athar, Physician, Hamad Medical Corporation, Qatar • Ms Diana Castellanos Uribe, Quality and Nursing Care Management Coordinator, Fundacion Santa Fe de Bogota, Colombia • Ms Maria Karina Cecilia Cheung, Patient Care Manager-Adult Emergency Department and Walk-In Clinic, Stanford HealthCare, USA • Dr Dini Handayani, CMO, Mayapada HealthCare Group, Indonesia

	• Ms Yu Ting Ngo, Nurse Clinician, National University Cancer Institute of Singapore, Singapore • Ms Petra Sayej, Head of Project Office, Bethesda Children's Hospital, Hungary
10:30–11:30 502, 5th floor CLINICAL MODELS QPS	**Advancing newborn care: Better starts through innovation and collaboration** 🎧 Discover how healthcare organizations are improving newborn outcomes through innovative models of care, workforce development, and system redesign. From strengthening neonatal intensive care services and expanding newborn screening networks to infection prevention and multigenerational community engagement, this session highlights practical strategies that improve access, quality, and continuity of care for newborns and their families. This session demonstrates how collaboration, innovation, and early intervention can create healthier beginnings while building stronger and more sustainable neonatal care systems. Presentation titles: • Water-less NICU: Eliminating waterborne infection through care redesign • Establishment of a Level II NICU at The Aga Khan Maternal and Child Care Center, Hyderabad: From concept to care • Bridging the distance: optimizing the newborn screening network through standardized confirmatory training for faster human-centred care • Empowering the gatekeepers: a multigenerational approach to quality and sustainability in expanded newborn screening Chair: Dr Rulon Stacey, Director, Missionary Health, Church of Jesus Christ, USA Speakers: • Dr Jia Ming Low, Consultant, National University Hospital of Singapore, Singapore • Ms Sharifa Nooruddin, Clinical Nurse Specialist-NICU, The Aga Khan University Hospital, Pakistan • Ms Mary Jane Palacay, Administrative Officer, Mariano Marcos Memorial Hospital and Medical Center, Philippines • Mr John Kristoffer Sacro, Project Development Officer II, Mariano Marcos Memorial Hospital and Medical Center, Philippines
10:30–12:00 404, 4th floor ENVIRONMENTAL SUSTAINABILITY	**Taking action with the Geneva Sustainability Centre workshop** SIGN-UP REQUIRED Gain expert guidance to design and implement an effective sustainability roadmap for low-carbon, equitable, and resilient hospitals and healthcare systems. In this interactive workshop, the Geneva Sustainability Centre (GSC) team will guide participants through a practical roadmap-building exercise, sharing real-world insights, good practices, and implementation strategies. Participants will leave with actionable knowledge, practical tools, and fresh perspectives to support or strengthen sustainability planning within their own hospitals and health systems. Sign up here.
11:30–12:45 Exhibition Hall, 1st floor	**Lunch and networking** Enjoy a relaxed lunch while continuing conversations with peers. Afterwards, grab coffee and tea at the exhibition area.
11:30–12:30 401AB, 4th floor	**The future of quality and patient safety: Insights from healthcare leaders and opportunities for collaboration with JCI** LUNCH SYMPODIUM INVITATIONAL

	Hosted by Joint Commission International (JCI), this exclusive private luncheon will convene a select group of global healthcare leaders for an open and candid exchange on the future of quality and patient safety. Over lunch, Dr Jonathan Perlin, President and CEO of Joint Commission and Joint Commission International, will lead a moderated discussion exploring emerging priorities in quality and patient safety, followed by an interactive dialogue among participants. The conversation will provide an opportunity to exchange candid perspectives with peers, surface shared challenges, and explore opportunities for collaboration and collective action. At a time when healthcare organizations are navigating increasing complexity and rising expectations for care delivery, bringing leaders together for open dialogue is essential to accelerating improvement and achieving better outcomes for patients. Speakers: • Dr James Merlino, EVP, COO, Joint Commission International, USA • Dr Jonathan Perlin, President and CEO, Joint Commission, USA
12:45–14:15 Lewest Hall, 4th floor DIGITAL TRANSFORMATION AND AI	**Plenary session 2: Making AI in healthcare deliver: From hype to real-world impact** Is the surge of artificial intelligence in hospitals and health systems raising more questions than answers for your organization? Are expectations outpacing reality – or are real transformations already underway? Explore the realities of AI adoption in healthcare management and delivery in a discussion grounded in practical experience and global insight. Bringing together diverse perspectives from healthcare leaders, this session examines how AI is being applied across patient care, workforce transformation, governance and strategy, and operational efficiency – highlighting progress and evaluating success. This session dives into how hospitals can move from experimentation to meaningful, measurable impact, uncovering where AI is genuinely delivering value across health systems today. Chair: Mr David Entwistle, President and CEO, Stanford Health Care, USA Speakers: • Dr Marc Boom, President and CEO, Houston Methodist, USA • Prof. In-Young Choi, VP, Catholic Medical Center, Republic of Korea
PARALLEL SESSIONS	
14:30–15:30 403, 4th floor LEADERSHIP	**Fireside discussion: How we lead today, who we need tomorrow** Gain insights into how healthcare leadership is evolving in response to increasing complexity, rapid change, and shifting workforce expectations. In this fireside discussion, experienced healthcare leaders will reflect on how their leadership styles have changed over time, the lessons they have learned, and the capabilities they believe will define successful leaders in the years ahead. Through an open and candid conversation, the panellists will explore the balance between vision and adaptability, empathy and accountability, sharing perspectives on what healthcare leadership with purpose will look like in the future. Chair: Dr Dina Alismail, Executive Director of Health Diplomacy, Saudi Commission for Health Specialties, Saudi Arabia Speakers: • Mrs Toseef Din, CEO, M.P. Shah Hospital, Kenya • Mr John Haupert, President & CEO, Grady Health System, USA • Dr Prem Kumar Nair, Group CEO, IHH Healthcare Group, Singapore

	• Dr Muna Tahlak, Chief Medical Officer & Vice Provost MBRU, Dubai Health, UAE
14:30–15:30 504, 5th floor LEADERSHIP	**Beyond traditional healthcare: Building partnerships for system-wide impact** 🎧 Discover how collaborations beyond traditional healthcare boundaries are unlocking new value, innovation, and sustainability. This session highlights examples of public–private partnerships that strengthen access, performance, and resilience. Together, these cases demonstrate how thoughtful partnership design, shared purpose, and effective governance can break silos and deliver meaningful impact at scale. Chair: Dr Charles Wiener, President, Johns Hopkins Medicine International, USA Speakers: • Prof. Ged Byrne, Director of Global Health Partnerships, NHS England, UK • Dr Howard Podolsky, CEO, Johns Hopkins Aramco Healthcare, Saudi Arabia • Prof. Dr Mrs Klara Posfay-Barbe, Medical Director, Geneva University Hospital, Switzerland • Mr Simon Radmore, Executive Director, Strategy & Office of the Chief Executive, Northern Sydney Local Health District, Australia
14:30–15:30 503, 5th floor	**Addressing unique challenges and solutions from Asian Hospital Federation member hospitals** Chairs: • Prof. Eugene Fidelis Soh, Deputy Group CEO (Population Health), NHG Health; Executive Director, Centre for Healthcare Innovation, Singapore • Dr Wang-Jun Lee, WHC2026, Chairperson; Vice President, Korean Hospital Association; President-Designate, International Hospital Federation, Republic of Korea Speakers: • Dr Jaseong Koo, Chairman, Eunsung Medical Foundation, Republic of Korea • Dr Wui-Chiang Lee, VP, Taipei Veterans General Hospital, Taiwan • Dr Kenneth Tsang, Regional CEO, IHH Healthcare North Asia, Hong Kong
14:30–15:30 401CD, 4th floor LEADERSHIP	**Learning from disruption: Building stronger health systems** 🎧 Explore how healthcare organizations and health systems are becoming stronger in the face of climate change, workforce pressures, and evolving global challenges. This session brings together international perspectives on universal health coverage, workforce shortages, climate adaptation, and organizational preparedness, highlighting practical strategies to improve continuity of care, strengthen governance, and prepare hospitals for future shocks. This session will demonstrate that resilience is built through strong leadership, connected teams, evidence-informed planning, and the ability to adapt while continuing to deliver safe, high-quality care. Presentation titles: • Investigating the determinants of Universal Health Coverage (UHC): A cross-national analysis of sustainability and governance factors in 194 countries • From buzzword to bedside: Operationalizing organizational and hospital resilience in Canadian healthcare • Mapping climate risks: Future-proofing hospital care across the United States through geographic risk assessments • Being resilient together: Effectiveness of communication-focused resilience training for hospital staff

	• Determining hospital readiness for autonomy: A national framework for safe reform implementation Chair: Dr Samuel Finlayson, Chief Clinical Officer, University of Utah Health, USA Speakers: • Dr Sally Abdel Raof, Head of Regional Sector, Egypt Healthcare Authority, Egypt • Mr Augustin Hérault, Chief of Staff, French Hospital Federation, France • Ms Shannan Saunders, Emergency Manager, Southlake Health, Canada • Ms Elena Slominski, Researcher & Author, USA • Ms Wan Yan Karen Tam, Senior Clinical Psychologist, Hospital Authority, Hong Kong • Dr Zuriyati Zakaria, PhD Health System Candidate / Senior Principal Assistant Director, University Sains Malaysia / Ministry of Health, Malaysia
14:30–15:30 402, 4th floor ENVIRONMENTAL SUSTAINABILITY	**Adapting for resilience: Ensuring a sustainable future for health systems** Explore how healthcare organizations are adapting infrastructure, operations, and governance to meet the challenges of climate change while maintaining safe, high-quality care. This session features practical examples of sustainable hospital design, low-carbon operations, circular resource management, and climate resilience frameworks, demonstrating how healthcare leaders can integrate sustainability into long-term planning and everyday decision-making. These presentations show how health systems can adapt, become more resource-efficient, and prepared for an increasingly uncertain future. Presentation titles: • Blue resilience: Circular water systems and climate adaptation strategies for sustainable tertiary healthcare at Zamboanga City Medical Center • Beyond offsets: Mollet University Hospital electrification to eliminate natural gas and achieve real net zero for scope 1 and 2 • Patient safety, climate resilience, and sustainability: Solutions for today's health systems • Strategies for decarbonizing healthcare operations while ensuring security and continuity of services • Integrated sustainable Approach to Irrigation Using Reverse Osmosis RO Reject Water for Water Conservation, Reduced energy consumption and Carbon emission. • Shaping tomorrow through today's actions, retrofitting and reimagining infrastructure at Alexandra Hospital Chair: Prof. Hon Tym Wong, Clinical Director, Centre for Healthcare Innovation, Singapore Speakers: • Engr Victoria Camille Bucoy, Environmental Engineer, Zamboanga City Medical Center, Philippines • Dr Veronica Duarte, Doctor for Planetary Health, Fundacio Sanitària Mollet, Spain • Dr John McGraw, Executive VP - Product Strategy and New Business, HSO and Accreditation Canada, Canada • Mr Abdur Rauf, CEO And PhD Scholar, International Islamic University Islamabad Pakistan/MDS, Pakistan • Engr Safeyah Salem Al Matroshi, Head of Engineering Services and Maintenance Department, Emirates Health Services - Dibba Al Fujairah Hospital, UAE • Mr Samuel Tang, Manager, Alexandra Hospital, Singapore

14:30–15:30 502, 5th floor DIGITAL TRANSFORMATION AND AI	**AI in clinical care: Improving diagnosis, decisions and patient outcomes** 🎧 Learn how artificial intelligence is being integrated into clinical care to support earlier diagnosis, improve decision-making, and enhance the quality and efficiency of patient care. Through real-world examples spanning emergency medicine, medical imaging, laboratory diagnostics, and virtual care, speakers will demonstrate how AI-enabled solutions are helping clinicians identify disease earlier, optimize care pathways, and expand access to specialist expertise while maintaining patient safety. Together, these presentations illustrate the growing role of AI as a trusted clinical partner in delivering more accurate, timely, and patient-centred care. Presentation titles: • Triaging Self Visit Clinic - for patients with epilepsy • The Silent Revolution of Clinical Data: Artificial Intelligence to Anticipate Complications in Chronic Diseases • Multi-year efficiency and safety of a virtual visit track: A coarsened exact matching analysis comparing virtual and main ED care • Medbot: AI for Smarter Pharmacy Support • Artificial intelligence–assisted detection of incidental pulmonary nodules on chest radiographs: Real-world implementation across Malaysian hospitals • FungAI – Fungal identification using artificial intelligence (AI) Chair: Mr Harold Wolf, III, President and CEO, HIMSS, USA Speakers: • Mr Mikael Edsbagge, Deputy Head, Department of Neuromedical Care, Sahlgrenska University Hospital, Vastra Gotalandsregionen, Sweden • Mr Jose Leal, Quality Analyst, Fundación Santa Fe de Bogotá, Colombia • Dr Jae-yeon Lee, Clinical Assistant Professor, Stanford University, USA • Mr Wei Xuan Lim, Lead AI Engineer, National University Hospital, Singapore • Dr Puteri Norliza Megat Ramli, Medical Officer/PhD Candidate, The National University of Malaysia, Malaysia • Dr Yen Ee Tan, Senior Consultant, Singapore General Hospital, Singapore
14:30–15:30 404, 4th floor DIGITAL TRANSFORMATION AND AI	**IHF Cancer Leadership Network workshop: Digital innovation and the future of cancer care** SIGN-UP REQUIRED Discover the innovations shaping the future of cancer care delivery in this peer learning workshop. Featuring a presentation focusing on the role of digital innovation, this session will facilitate exchanges on a broad range of innovations transforming cancer programmes around the world. Through roundtable discussions and real-world case studies, participants will have the opportunity to share experiences and good practices, and hear success stories from facing common challenges. This interactive workshop is hosted by the IHF's Cancer Leadership Network in collaboration with Memorial Sloan Kettering Cancer Center. Participation is open to all IHF members implementing cancer programmes. Chair: Mr Adam Mercer, Director, Strategic Program Management, Memorial Sloan Kettering Cancer Center, USA Speakers and Facilitators: • Prof. Juhee Cho, Director, Patient-Centered Outcomes and Value Enhancement Institute, Samsung Medical Center, Republic of Korea • Ms Judy Hagerty, Senior VP, Diagnostics, Inpatient & Clinical Operations, Memorial Sloan Kettering Cancer Center, USA

	• Dr Charulata Pamnani, Head Clinical Services and International Collaborations, Reliance Foundation Hospital, India • Mr Timothy Seay-Morrison, Senior VP, Stanford Health Care, USA • Dr Cardinale Smith, Chief Medical Officer, Memorial Sloan Kettering Cancer Center, USA
15:30–16:00 Exhibition Hall, 1st floor	**Coffee break and networking** Recharge with coffee and light snacks while connecting with fellow attendees in the exhibition area. Join the "**Meet and greet with *i-to-i* Innovators"** at the Innovation Hub for direct engagement with changemakers, or visit the Poster Zone to discover inspiring projects, programmes, and research from around the world, featuring **Track 2: Leadership imperatives for long-term success** and **Track 3: Environmentally sustainable, resilient, and low-carbon healthcare**
PARALLEL SESSIONS	
16:00–17:00 403, 4th floor LEADERSHIP	**Innovation where it matters most: Scalable solutions in emerging markets** 🎧 Learn more about how emerging markets are expanding access to services and strengthening local health systems. This session highlights innovative, scalable solutions in digital health, virtual care, and mobile technologies – powered by local entrepreneurship and community engagement. These approaches demonstrate how adaptable, resource-conscious models can improve population health, enhance primary care, and accelerate progress towards the UN Sustainable Development Goals. Chair: Dr Zeenat Khan, Regional CEO, Aga Khan Health Services, East Africa, Kenya Speakers: • Dr Maria Isabelita Estrella, VP for Government Affairs, Philippine Hospital Association, Philippines • Prof. Abdul Bari Khan, President & CEO, Indus Hospital Network, Pakistan • Dr Dominique Savio Mugenzi, Chairman, Rwanda Private Medical Facilities Association - RPMFA, Rwanda
16:00–17:00 503, 5th floor DIGITAL TRANSFORMATION AND AI	**Embedding AI across healthcare: From workflows to operational transformation** 🎧 Discover the ways artificial intelligence is being integrated across clinical care, operations, and research to drive meaningful transformation. This session highlights real-world applications that reduce administrative burden, enhance clinical decision-making, and enable new models of care. With a strong focus on governance, safety and workforce integration, the presentations will demonstrate how rethinking workflows and human–AI collaboration can unlock productivity gains while reshaping the future of healthcare delivery. Speakers: • Prof. Wonchul Cha, Chief Information Officer, Professor, Samsung Medical Center, Republic of Korea • Mr Bryan Croft, Executive VP, Hospital Operations and COO, Cedars Sinai, USA • Dr Tarang Gianchandani, Group CEO, Healthcare Initiatives; CEO, Sir H. N. Reliance Foundation Hospital, Mumbai, India • Dr Philipp Rohde, Corporate Marketing Strategy Lead, Healthcare AI, Siemens Healthineers, Germany

16:00–17:00 504, 5th floor LEADERSHIP	**Strengthening health system performance: The role of private healthcare** 🎧 Discover the vital and often underappreciated role of private healthcare in strengthening and sustaining high-performing health systems. This session examines how private providers contribute to expanding access, driving innovation, improving efficiency, and enhancing quality – while working alongside public systems to meet growing healthcare demands. Through practical examples, it highlights how balanced collaboration can create more resilient, responsive, and sustainable care delivery. Chair: Mr Christian Schuhmacher, Executive Chairman of the Board, Emirates Hospitals Group, UAE Speakers: • Ms Tracey Fyvie, CEO - Commercial and Global Services, Icon Oncology Group, Australia • Dr Klaus Schuster, Group CEO, Vitrea, Austria • Ms Juliette Waterhouse, CEO, Hong Anh Hospital, Vietnam • Mr Andrey Yanovsky, CEO, United Medical Group, Cyprus
16:00–17:00 402, 4th floor CLINICAL MODELS QPS	**Advancing quality and safety through data, systems, and innovation** 🎧 Discover how healthcare organizations are strengthening quality and patient safety through digital innovation, data-driven improvement, and system-wide collaboration. From automated incident management and integrated safety systems to infection prevention and value-based care, this session showcases practical strategies that improve reliability, reduce harm, and enhance clinical outcomes. Together, these presentations demonstrate how combining robust governance, intelligent technologies, and continuous quality improvement can build safer, higher-performing healthcare organizations. Presentation titles: • Integrating Healthcare Care Models to Enhance Patient Satisfaction and Reduce Risks • Implementing Key Performance Indicators to drive Health care Quality Improvement, Enhance Patient Safety, and Support Organizational Performance Monitoring • Breaking silos toward global standards: EMR-integrated, automation-enabled MR safety pathway for patients with implantable devices • Value in action: Data-enabled care for better patient outcomes • Recovering Lives, Preventing Social Exclusion: An Integrated Home Care Model for Transplant Patients that Promotes Social and Labor Inclusion • Automated digital incident management system (AD-IMS) to enhance patient and workforce safety in a tertiary care multispecialty hospital Chair: Dr Neveen El-Farra, Professor of Clinical Medicine, Vice Chair for Inpatient Medicine Services, Section Chief for Hospital Medicine, UCLA Health, USA Speakers: • Dr Weam Ahmed, A Quality and Clinical Excellence Director, Huraimala General Hospital Member of Riyadh Third Health Cluster, Saudi Arabia • Mrs Narjis Al Lawati, Head of Service Evaluation Unit, Royal Hospital, Oman • Mr Jung Jin Hong, Assistant Manager, Radiology Nursing Unit, Asan Medical Center, Republic of Korea • Ms Winnie Koh, Deputy Director, NHG Health, Singapore • Ms Maria Mateu, CSR Project Manager, Hospital Clínic Barcelona, Spain

	• Ms Rashmi Srivastava, VP - Group Head Quality and New Initiative, Narayana Hrudayalaya Ltd., India
16:00–17:00 502, 5th floor CLINICAL MODELS QPS	**Enhancing cardiovascular care through integrated pathways and coordinated systems** Learn how healthcare organizations are improving cardiovascular and stroke care through integrated clinical pathways, digital innovation, and stronger coordination across the continuum of care. From telemonitoring and prehospital emergency response to multidisciplinary stroke rehabilitation and governance-driven quality improvement, this session showcases practical approaches that enhance timely diagnosis, accelerate treatment, strengthen collaboration, and improve patient outcomes. These presentations demonstrate how coordinated, patient-centred cardiovascular services can deliver safer, more efficient, and more resilient care. Presentation titles: • Leadership and governance driving quality and patient safety transformation in SSMC critical care • Quality Transformation in Critical Care: Redefining Life-Saving Standards through the Multidisciplinary Code PE Framework. • Strengthening cardiac care safety at RS Pelni through code STEMI activation and inter-unit coordination • From accreditation to sustainable governance: Integrating disease certification and digital innovation to advance stroke care excellence • Integrated Chinese-Western medicine programme in stroke care: An evidence-based collaborative model enhancing patient-centred care in Hong Kong • Evaluating the effectiveness of a tele-EMS system for early identification of STEMI patients in Dubai Corporation for Ambulance Services (2023-2024) Chair: Dr Fei-Peng Lee, President, Taiwan Hospital Association, Taiwan Speakers: • Dr Ali Al Shidi, Consultant Physician, Sheikh Shakhboot Medical City, UAE • Dr Mohammed Almetlag, Consultant Interventional Radiologist and VP for Healthcare Delivery, Najran Health Cluster, Saudi Arabia • Dr Novitri Anggraeni, General Practitioner, Manager of Quality, Pelni Hospital, Indonesia • Ms Chia-Hua Liou, Quality Management Specialist, Center of Quality Management, Taichung Veterans General Hospital, Taiwan • Ms Rowena Wong, Chief Manager (Chinese Medicine), Hospital Authority, Hong Kong • Dr Mohammed Osman Younis, Emergency Physician, Dubai Corporation for Ambulance Services, UAE
16:00–17:30 401CD, 4th floor LEADERSHIP	**Perspectives from the IHF YEL Emerging Leaders** Gain fresh, forward-thinking perspectives in this dynamic session featuring lightning talks from the 2026 cohort of the IHF YEL Emerging Leaders programme. Discover how emerging leaders from around the world envision the evolution of healthcare and are working to enhance leadership – both individually and within their organizations. The IHF supports the development of healthcare leaders through executive networking and leadership development solutions. Since 2019, the IHF YEL programme has provided a unique global community for emerging executive healthcare leaders. Selected participants exchange, learn, and reflect on the challenges of the sector today. During the programme, they engage with

	experienced leaders and peers, develop their leadership skills, and create a strong international network, which is sustained by the YEL Alumni network and the YEL Alumni Ambassadors. The 2026 cohort brings together 49 emerging leaders from 29 countries and territories who engage in a series of masterclasses and group projects on key global topics. Don't miss this opportunity to hear their insights. Speakers: • Ms Warda Abdul Jabbar, Quality and Patient Safety Coordinator, Evercare Hospital, Pakistan • Ms Sana Al Yafaey, Head of Clinical Dietetics Department, The Royal Hospital Oman / Ministry of Health, Oman • Dr Jyoti Bhayani, Director Outreach Health Network, The Aga Khan University Hospital Nairobi, Kenya • Ms Emma Dolan, Executive Director, Strategic Planning & Execution, Kaiser Permanente, USA • Dr Abel George, CEO, Apollo Adlux Hospital (Apollo Hospitals Group), India • Mrs Carissa Gilbert, Senior Programme Manager, NHS England, UK • Dr Giannina Rita Iannotti, Coordinator, NeuroCentre, University Hospitals of Geneva, Switzerland • Dr Benjamin Lee, Head, Group Planning, NHG Health, Singapore • Dr Alvina Marcellia Wijaya, Clinical Development and Strategy, Siloam International Hospitals, Indonesia • Dr Dimitar Mitev, General Manager, Hospital Zdraveto, Bulgaria • Mr Dennis Mwangi, Senior Manager Facilities & Operations, Aga Khan University Hospital Nairobi, Kenya • Mr Maxwell Nicholson, Associate Director, Patient Experience, Cedars-Sinai, USA • Ms Jinia Sarkar, Sustainability Manager, Rush University System for Health, USA
16:00–17:30 404, 4th floor ENVIRONMENTAL SUSTAINABILITY	**GSC peer learning workshop: Leading your hospital's sustainability transformation** SIGN-UP REQUIRED Exchange with peers on the ways hospitals are addressing sustainability to confidently advance your journey. In this interactive session, participants will hear directly from hospitals using the GSC's Sustainability Accelerator Tool (SAT), learning how organizations are integrating sustainability into strategic planning and quality improvement efforts. Through roundtable discussions and shared experiences, participants will discover sector-specific guidance, available support, and proven practices to help accelerate sustainability action within their own organizations. Sign up here. Speakers: • Dr Lubna Mushtaque, Director Quality & Monitoring Directorate and Chief Sustainability Officer, Indus Hospital & Health Network, Pakistan • Dr Aldren Remon, Patient Experience Head, Saint Louis University - Sacred Heart Medical Center, Philippines • Dr Jeannie Tey, Chief Sustainability Officer, Tan Tock Seng Hospital, Singapore
17:10–18:00 Spotlight stage, Exhibition Hall, 1st floor	**Innovation Ignite Talks** Wrap up your day with another round of rapid-fire, dynamic talks from selected *i-to-i* innovators showcasing the latest hospital-born AI innovations that are transforming patient care worldwide.

	Ranging from technology, products, services, and processes, these innovations are implementable now and each demonstrates success in addressing real-world challenges faced by hospital leaders. Presented in collaboration with Stanford Healthcare, the *i-to-i* Innovation Hub is your destination to explore innovation throughout the Congress. Chairs: • Dr Michael Lim, Professor and Chair, Stanford University School of Medicine, USA • Mr Timothy Seay-Morrison, Senior VP, Stanford Health Care, USA
17:30–18:15 401CD, 4th floor	**IHF YEL Alumni meeting** INVITATIONAL Special gathering of the IHF YEL Alumni network during which the Alumni will hear updates from the last year and discuss next steps and future opportunities.
17:30–18:15 200, 2nd floor	**Friends of the GSC moment** INVITATIONAL Connect with a growing global community of hospital leaders committed to advancing sustainability in healthcare. This networking session brings together executives who are collaborating with the Geneva Sustainability Centre (GSC) team, providing an opportunity to share experiences, celebrate progress, and strengthen action for low-carbon, equitable, and resilient healthcare. Whether already engaged with the GSC or interested in getting started together, participants are invited to meet peers, exchange ideas, and build new connections to support sustainability transformation worldwide.
18:30–21:30 Lewest Hall, 4th floor	**IHF Awards Gala Dinner** SIGN-UP REQUIRED Join us for a stunning awarding ceremony recognizing outstanding achievements in healthcare leadership. Honouring winners across eight distinguished categories, the 2026 IHF Awards mark eleven years of recognizing hospitals and healthcare organizations that are shaping the future of the industry. Since 2015, the IHF Awards have stood as a benchmark for innovation, leadership, and impact in healthcare. Join us as we unveil this year's winners over dinner, featuring Korean food, music and entertainment. You can purchase up to two tickets for USD 120 / KRW 168,000 each during registration. More information is available here.

Thursday 22 October 2026

Time & Venue Track	Activity
07:30-08:50 308, 3rd floor	**IHF Member Dialogue on Reimagining Leadership** INVITATIONAL This invitational networking breakfast session will bring together IHF members with a passion for and commitment to transformational leadership and reimagining the way hospitals are managed. Participants will engage in facilitated discussions exploring questions including what transformational leadership means to us; the challenges leaders face in pursuing transformational agendas; and how the IHF Leadership Model, alongside other leadership models and frameworks, can help to structure and inform these conversations. This will be a highly interactive session and an opportunity to learn from peers, share your own experience and contribute to a practical discussion on the future of this field of work. Chairs: • Ms Linda Clark, Director of Professional Development, International Hospital Federation, Italy • Prof. Andrew Garman, Senior Leadership Development Advisor, Geneva Sustainability Centre; Professor, RUSH University, USA Speakers: • Mr Patrick Runnels, CMO, Veale Healthcare Transformation Institute, US • Prof. Anupam Sibal, Group Medical Director, Apollo Hospitals Group, India
07:50-08:50 401AB, 4th floor	**ACHE Women Leaders in Action networking breakfast** INVITATIONAL This invitation-only networking breakfast will be an opportunity to reflect on different leadership perspectives and talk about the role of mentorship in sustaining the growth and impact of women leaders. We will also share insights about the IHF Mentoring Circles Programme. The IHF Mentoring Circles programme brings together groups of women leaders from across the IHF global membership in five mentoring circles, offering opportunities for personal development, learning, peer support, networking, connection and empowerment. This breakfast will be an opportunity to bring together IHF members with a passion for mentoring in an informal networking event, and to hear from the programme sponsor ACHE and this year's circle leads. Chair: Ms Deborah J. Bowen, FACHE, CAE, CEO, American College of Healthcare Executives, USA
09:00–10:30 Lewest Hall, 4th floor LEADERSHIP	**Plenary session 3: Reimagining cost and care: Operational strategies for financial sustainability** 🎧 Hospitals and health systems worldwide are facing the same challenge: doing more with less. At the same time, the pace of transformation in day-to-day operations increases pressure on management teams. With constrained financial resources, how do you ensure financial sustainability as well as maintaining, and even improving, patient outcomes? Learn different ways that healthcare organizations in a range of contexts are balancing financial pressures with high-quality care through real-world examples. This session explores operational solutions to improve efficiency while effectively enhancing the patient experience. This session brings together a panel from health systems worldwide to offer diverse insights to a shared challenge. Chair: Mr Jawad Qazi, Group Chief Financial Officer, Evercare Group, UAE

	Speakers: • Prof. Dr Henriette Neumeyer, Vice-Chair of the Board, German Hospital Federation, Germany • Mr Payman Roshan, Senior VP and Area Manager, Kaiser Permanente, Orange County, California, USA • Ms Sara Siegel, Global Head of Healthcare, Deloitte, UK • Adj. Prof Kong Choong Tang, CEO, Tan Tock Seng Hospital, Singapore
10:30–10:50 Exhibition Hall, 1st floor	**Coffee break and networking** Take a break, grab coffee and light snacks while connecting with fellow attendees in the exhibition area. Join the "**Meet and greet with *i-to-i* Innovators"** at the Innovation Hub for direct engagement with changemakers, or visit the Poster Zone to discover inspiring projects, programmes, and research from around the world, featuring **Track 4: Digital transformation and the impact of AI on care and operations.**
PARALLEL SESSIONS	
10:50–11:50 504, 5th floor	**IHF Awards session** Get inspired by the Gold winners of the IHF Awards 2026 as they present their impactful programmes and initiatives. Learn what sets their projects apart, marking them as global examples of excellence and innovation in healthcare leadership and service delivery.
10:50–11:50 403, 4th floor ENVIRONMENTAL SUSTAINABILITY	**Building resilient medicines systems: Sustainable solutions for the future** Find out more about how organizations around the world are responding to growing pressures from climate change, supply chain disruption, resource constraints, and rising demand to build resilience into the systems that develop, procure, distribute, and use medicines. This session, organized by the WHO's Regional Office for the Western Pacific, brings together global, national, and health system perspectives on how medicines systems can become more sustainable, resilient, and responsive. Speakers will share practical approaches to strengthening procurement and supply chains, reducing medicines-related waste, improving resource efficiency, and embedding environmental sustainability and climate resilience across healthcare delivery. Together, these perspectives will demonstrate how collaboration, innovation, and more sustainable approaches to medicines management can protect access to safe, quality medicines while strengthening health systems for the challenges ahead. Chair: Ms Emin Nawaz, Consultant, World Health Organization Asia-Pacific Centre for Environment and Health, Republic of Korea Speakers: • Mrs Jennalyn Dapitan, Chief Pharmacist, St. Louis Hospital, Philippines • Ms Sally Edwards, Unit Head, Climate Resilient and Sustainable Health Systems, WHO ACE, Republic of Korea • Mrs Ann Højer Hoffmann, Program Leader for Sustainable Hospitals, Danish Regions, Denmark
10:50–11:50 503, 5th floor DIGITAL TRANSFORMATION AND AI	**AI and Global Health: Good practices and practical pathways for health system strengthening and sustainable financing** This session will examine good practices and practical opportunities for applying AI across the continuum of healthcare in low- and middle-income countries. It will also introduce for discussion a proposed multi-stakeholder working group that brings

	together health system leaders, academic institutions, government development agencies, industry and philanthropy. Chair: Dr Kee Park, Director of Policy and Advocacy, Global Surgery, Harvard Medical School, USA Speakers: • Dr Wang-Jun Lee, WHC2026, Chairperson; Vice President, Korean Hospital Association; President-Designate, International Hospital Federation, Republic of Korea
10:50–11:50 402, 4th floor CLINICAL MODELS QPS	**Transforming the patient journey: Connected care, better experiences** Explore ways to redesign the patient journey through integrated care models, digital innovation, and person-centred approaches that improve outcomes and experience. From real-time patient tracking and emergency preparedness to patient navigation, health literacy, and integrated service line transformation, this session showcases practical strategies that reduce fragmentation, improve coordination, and ensure patients receive the right care at the right time. The panel will demonstrate how transforming the patient journey creates more responsive, equitable, and high-performing health systems. Presentation titles: • Frontline-Led Cross-Network Learning to Strengthen Workforce Resilience and Human-Centred Care Across Evercare • From fragmentation to integration: Cardiac service line transformation through triad leadership in a complex health system • Understanding obesity: Health literacy, body perception and obesity awareness • Real-time digital monitoring of patients during hospital mass-casualty drills using a location tracking system • Beyond Heroism: Integrating Operational Excellence, Workforce Safety, and Business Continuity to Build a Resilient Hospital System • Hope in action: Three years of the NAPAK program redefining breast cancer diagnosis, adherence, and quality of life Chair: Mrs Claire Clarke, Global Director of Healthcare Management, GS1, Belgium Speakers: • Ms Abrar Barshaid, Group Manager, Cardiac Service Line, Eastern Health Cluster, Saudi Arabia • Mrs Ana Gama, Researcher, NOVA National School of Public Health, Portugal • Mr Dmitri Katz, RN, Emergency Response and Resuscitation Coordination, Meir Medical Center, Israel • Mr Mwalimu Alfred, Quality Manager, Avenue Healthcare, Kenya • Dr Nik Maryam Nik Ab Rahman, Medical Doctor, Hospital Tanah Merah, Kementerian Kesihatan Malaysia, Malaysia • Ms Rizky Ocktarini, Cancer Patient Navigator, Dr. Sardjito Hospital, Indonesia
10:50–11:50 401CD, 4th floor DIGITAL TRANSFORMATION AND AI	**AI-enabled workforce transformation: Supporting clinicians, strengthening care** Discover the ways artificial intelligence is being used to strengthen the healthcare workforce by reducing administrative burden, supporting clinical decision-making, and enabling staff to focus on higher-value patient care. From AI-assisted documentation and clinical decision support to predictive analytics, workforce optimization, and administrative productivity tools, this session showcases practical examples of responsible AI implementation that enhance efficiency, improve staff experience, and support better patient outcomes. This session demonstrate how AI

	can augment, rather than replace, healthcare professionals while helping build a more sustainable workforce. Presentation titles: • Say it, chart it: a nurse-led AI voice documentation technology transforming bedside efficiency and patient experience • AI-Powered Tuberculosis Surveillance and Management System, outcomes from Emirates Health Services, UAE • Designing a risk-based care coordination program using artificial intelligence (AI)-enabled population analytics • The Copilot Pilot: Efficiency and wellbeing impact of AI on healthcare administrators • IntelliRounds: AI-powered clinical pre-rounding synthesis – A multi-specialty clinician evaluation at a Singaporean acute hospital Chair: Dr Sarper Tanli, Executive Director – Middle East and Africa, Mass General Brigham International, USA Speakers: • Ms Peachy Hain, VP for Nursing and Therapies, Cedars-Sinai, USA • Dr Shamsa Lootah, Public Health Consultant / Director of Public Health Department, Emirates Health Services, UAE • Dr Michelle Medina, Executive Medical Director, Value Based Operations, Cleveland Clinic, USA • Mr Simon Radmore, Executive Director, Strategy & Office of the Chief Executive, Northern Sydney Local Health District, Australia • Mr Ming Jie, Jonathan Yeo, Senior Data Scientist, Ng Teng Fong General Hospital, Singapore
10:50–11:50 502, 5th floor LEADERSHIP	**Financial sustainability: Building through value, workforce, and operational transformation** 🎧 Learn how healthcare organizations are strengthening financial performance by improving value, optimizing resources, and investing in workforce capability as well as on cost reduction. This session features examples demonstrating how value-based care, operational turnaround strategies, workforce redesign, workplace learning, specialty-level financial analysis, and service innovation can improve financial performance while maintaining or enhancing patient outcomes. This session will outline how strategic leadership and operational excellence can build more financially sustainable healthcare organizations in increasingly constrained environments. Presentation titles: • From Uniform Care to Criteria-Based Leadership: A Model for Financially Resilient Neurosurgical Care • Governance-level skill-mix redesign: A cost-neutral leadership strategy to stabilize the oncology case management workforce • Learning where care happens: Embedding workplace learning for financially resilient, integrated-care-ready nursing teams • Embedding value-based healthcare in a resource-constrained hospital: Linking workforce strategy to measurable clinical outcomes • Addressing regional healthcare inequities and social costs through robot-assisted surgery in Korea: Evidence from a veterans health service • From zero to hero? How to perform a successful hospital turnaround Chair: Dr Dominique Lee, Radiation Oncologist, Icon Cancer Center, Australia

	Speakers: • Mrs Linda Wahlström Andersson, Nurse Unit Manager, Sahlgrenska University Hospital, Region Västra Götaland, Sweden • Ms Tzu-Chun Chen, Nursing Supervisor, Cancer Center, Ditmanson Medical Foundation Chia-Yi Christian Hospital, Taiwan • Ms Doreen Heng, Deputy Director of Nursing, Alexandra Hospital, Singapore • Mr Serene Samuel, COO, Almora General Hospital, Philippines • Ms Minkyung Shin, Senior Manager, Health Economics Outcomes Research - APAC, Intuitive Surgical, Republic of Korea • Dr Rafael Wyser, Executive Turnaround Manager, Kantonsspital Aarau AG (Cantonal Hospital Aarau), Switzerland
10:50–11:50 404, 4th floor ENVIRONMENTAL SUSTAINABILITY	**Leading sustainability: Governance and strategy for resilient health systems** Learn how healthcare leaders are embedding sustainability into governance, strategy, and service delivery to accelerate the transition to low-carbon, climate-resilient health systems. This session showcases practical approaches to sustainability measurement, carbon accounting, and governance-led service redesign, demonstrating how standardized frameworks, meaningful performance indicators, and innovative models of care can strengthen environmental performance while improving resilience, equity, and healthcare outcomes. Together, these presentations illustrate how strong governance can turn sustainability ambitions into measurable organizational impact. Presentation titles: • Emerald Sustainability Index: A governance-driven model for measuring and advancing environmental performance in healthcare • Strategically integrate environmental, social, and governance principles into infrastructure management of JCI-accredited hospital system • Integrating planetary health into hospital strategy: a territorial environmental health diagnosis in a healthcare region in Spain • Embedding sustainability in hospital governance: Measuring carbon greenhouse gas inventories and service-level indicators • Ethical Framework on ClimateSmart Healthcare: A Case Study and Literature Review on Asian-Filipino Context • Governance-driven service redesign for climate-resilient and low-carbon healthcare delivery: A hub-and-spoke model for remote indigenous regions Chair: Ms Rosa Vidal, Chief Financial Officer, Bellvitge University Hospital / La Unio, Spain Speakers: • Dr Moustafa Abdelwahab, Section Head of Performance Reporting and Improvement, Department of Health Abu Dhabi, UAE • Ms Phuong Ngoc Anh Nguyen, Deputy CEO, Phuong Chau Healthcare Group, Vietnam • Ms Andrea Oliver, Director of Sustainability, Environment, and Planetary Health, Fundació Sanitària Mollet, Spain • Dr Lia Partakusuma, Postgraduate Lecture, Hospital Management Program, YARSI University, Indonesia • Dr Aldren Remon, Patient Experience Head, Saint Louis University - Sacred Heart Medical Center, Philippines • Mr Jiau-Ren Tsai, Director of Social Work Department, China Medical University Hospital, Taiwan

12:00–13:00 Lewest Hall, 4th floor	**World Hospital Congress and World Bio Summit Joint Closing Ceremony** On 21 and 22 October, the World Bio Summit will be held in conjunction with World Hospital Congress, at the same venue. This year's Summit will serve as a forum for the exchange of cutting-edge biohealth ideas and communication. All World Hospital Congress delegates have access to this and other Summit sessions. You can view the programme here. The Closing Ceremony of both events will be held jointly. Dr Henry Gallardo, IHF President, and Dr Kyung-Ha Ryu, Korean Hospital Association President, will officially close the 49th IHF World Hospital Congress. KHA will ceremonially hand over the WHC to the 2027 host, the Italian Federation of Health and Hospital Companies (FIASO). Don't miss the preview of the 50th WHC.
13:00–14:15 Exhibition Hall, 1st floor	**Lunch and networking** Enjoy a relaxed lunch while continuing conversations with peers before the afternoon hospital visits.
13:45–18:30 **OFFSITE**	**Hospital visits** SIGN-UP REQUIRED Learn from some of the leading hospitals and healthcare facilities in Seoul. Reserve your place on a guided tour that will offer insights into innovative practices and systems. These visits are exclusively available to Congress delegates for an additional fee of USD 50 / KRW 70,000. You can sign up during registration. More information here.