

PROGRAMME AGENDA

(As of 26 September 2025)

All times are for local Swiss time (CET). All venues, unless otherwise indicated, are in the International Conference Centre Geneva (CICG)

Pre-congress – Monday, 10 November 2025

Time & Venue	Activity
07:00–17:30	Hospital and institution visits sign-up required Discover leading hospitals, healthcare facilities, and research centres in Switzerland and neighbouring France through curated visits. Reserve your place on a guided tour that will offer insights into innovative practices and systems. These visits are exclusively available to Congress participants for an additional fee starting at CHF 55. You can sign up during registration. More information is available here.
08:00–16:00 Plenary E, Level 3 SUSTAINABILITY	Geneva Sustainability Centre's Navigating Net Zero masterclass sign-up required The Navigating Net Zero masterclass is a one-day executive course for healthcare leaders to address the sustainability challenges of today and tomorrow. It delivers the key insights and tools to strategically target and address sustainability in healthcare, as well as enhancing your leadership sustainability competencies. Presented by expert faculty from the IHF's Geneva Sustainability Centre , this interactive masterclass supports hospital executives to build leadership and workforce capacity as they transition to net-zero healthcare. The masterclass also includes access to the Carbon Emissions Learning Lab simulation tool. The GSC is offering this masterclass at exclusive rates as part of the Congress. More information is available here.
08:00–16:00 Plenary F, Level 3 SUSTAINABILITY	Masterclass en français “vers le Net Zéro” par le Geneva Sustainability Centre inscription requise La masterclass Vers le Net Zéro est un cours exécutif d'une journée destiné aux La masterclass Vers le Net Zéro est un cours exécutif d'une journée destiné-e aux directeurs-trices du secteur de la santé afin de leur permettre de relever les défis d'aujourd'hui et de demain en matière de développement durable. Elle fournit les informations et les outils clés pour cibler et aborder stratégiquement le développement durable dans le secteur de la santé, ainsi que pour améliorer les compétences de vos dirigeants en leadership durable. Présentée par des expertes du « Geneva Sustainability Centre » (GSC) de la FIH, cette masterclass interactive aide les responsables d'hôpitaux à renforcer leur leadership et les capacités de leur personnel dans le cadre de leur transition vers des soins de santé à zéro émission nette. La masterclass comprend également l'accès à l'outil de simulation « Carbon Emissions Learning Lab ». Le GSC propose cette masterclass à un tarif exclusif dans le cadre du Congrès. Vous trouverez ici plus d'informations.
08:00–16:00 Plenary C, Level 0	IHF Young Executive Leaders workshop invitational A full-day, exclusive workshop for the 2025 cohort of the IHF Young Executive Leaders (YEL) 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, 48 rising leaders from 32 countries and territories will come together for masterclasses and group work addressing key global healthcare topics. Learn more about the YEL programme, the 2025 cohort, and how you can support one (or more) YEL candidate to attend Congress here.
14:30–16:00 Room 4, Level -1	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.
16:30–18:00 Plenary B, Level 0	IHF General Assembly The official annual meeting of the IHF General Assembly, composed of Full Members. This is the formal decision-making body of the IHF. All participants are welcome to attend.
18:00–19:30 Level 0	Welcome Reception, <i>i-to-i</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 Swiss specialties – while exploring the exhibition area and the i-to-i Innovation Hub. All participants are welcome to attend, and tickets are included in the registration fee.
19:30–22:00	IHF Governing Council Dinner invitational A private dinner for members of the IHF Governing Council.

Tuesday, 11 November 2025

Time & Venue	Activity
08:30–09:15 Plenary A+D, Level 0 and 1	Opening Ceremony & Keynote Dr Muna A. Tahlak, IHF President, and Robert Mardini, Director-General of HUG, will officially open the 48th IHF World Hospital Congress and welcome all participants. Ms Christina Kitsos, Vice-President of the Administrative Council of Geneva, will deliver welcome remarks on behalf of the host city. Pierre Maudet, State Councillor and Head of the Department of Health and Mobility, Republic and Canton of Geneva, will provide additional remarks, highlighting the region's commitment to health and innovation. The session will feature a keynote address by Prof. Dr Didier Cossin, Chaired Professor of Governance and Finance at IMD, Switzerland, who will deliver a thought-provoking presentation about governance challenges in a transformed world. More information is available here.
09:15–10:30 Plenary A+D, Level 0 and 1 DIGITAL TRANSFORMATION AND AI	Plenary session 1: Envisioning 2050: The intersection of AI and healthcare Artificial intelligence (AI) offers innovative solutions for diagnosis, treatment, and care management. It is important to explore both the potential and the challenges of AI through a holistic approach that comprehensively addresses future clinical, educational, and regulatory needs to ensure efficient and effective implementation. In this session, <i>Sara Siegel, Global Head of Healthcare, Deloitte UK</i>, will present a vision of what the industry could look like in 2050 and beyond. A panel of experts from leading healthcare organizations will then discuss whether this futuristic vision can be achieved within their institutions. They will outline how they are currently using AI technologies in their practices, provide real-world examples of its impact, and reveal the challenges they face in integrating AI on a larger scale. Plenary 1 offers an intriguing glimpse into the future of AI in healthcare, exploring its potential, the obstacles to overcome, and the possibilities for the next generation of healthcare professionals and patients alike. <u>Chair:</u> Ms Sara Seigel, Global Head of Healthcare, Deloitte, UK <u>Speakers:</u> • Ms Christina Freese Decker, President and CEO, Corewell Health, USA • Dr Manuel Dieterle, Team Lead Artificial Intelligence, University Hospital Basel, Switzerland • Dr Peter Gocke, Chief Digital Officer, Charité - Universitaetsmedizin Berlin, Germany • Dr Soo-Jeong Kim, Clinical Professor, Yonsei University, College of Medicine, Yonjin Severance Hospital, South Korea
10:30–11:00 Level 0, 1 and -1	Coffee break and networking Take a break, grab coffee and light snacks while connecting with fellow attendees in the exhibition and poster areas. Join the “Meet and greet with <i>i-to-i</i> Innovators” at the Innovation Hub for direct engagement with changemakers.

11:00–12:00 Plenary A, Level 0 HUMAN-CENTRED EXPERIENCE	Redefining hospital leadership around the patient Led by the Geneva University Hospital (HUG), this session brings together insights from two leading academic medical centres – HUG and Cedars-Sinai – both rooted in diverse, dynamic communities and committed to advancing patient-centred care. Chaired by <i>Prof Idris Guessous</i>, it will explore how leadership within these institutions is exercised with, through, and for patients – embedding their voices not only in care delivery, but also in strategy, innovation, and institutional culture. Continuous self-improvement of hospital leaders to strengthen their leadership competencies will also be addressed, as well as reflections on delivering patient-centred care in low-resource settings. With contributions from medical, academic, and nursing leaders, the session highlights how interdisciplinary leadership – grounded in ethical practice, purposeful innovation, and shared responsibility – drives systemic transformation and redefines the role of the hospital in society. <u>Chair:</u> Prof. Idris Guessous, Head of the Division of Primary Care medicine and Center of Innovation, Geneva University Hospital, Switzerland <u>Speakers:</u> • Prof. Manuela Eicher, Director of the Institute of Higher Education and Research in Health Care, University of Lausanne, Switzerland • Prof. Antoine Geissbuhler, Dean, University of Geneva, Switzerland • Dr Heitham Hassoun, Chief Executive, International, Cedars-Sinai Medical Center, USA • Robert Mardini, Director-General, Geneva University Hospital, Switzerland • Prof. Dr Mrs Klara Posfay-Barbe, Medical Director, Geneva University Hospital, Switzerland
11:00–12:15 Plenary B, Level 0 DIGITAL TRANSFORMATION AND AI	Technology delivering impact: Leading successful digital transformation Discover how artificial intelligence (AI) and digital innovation are taking healthcare operations into the future, from improving patient care to optimizing hospital workflows. This session will include smart hospital initiatives, AI-powered resource management, and leadership strategies for fostering a culture of innovation. Learn how these technologies are enhancing clinical outcomes, patient experiences, and overall healthcare efficiency. <u>Chair:</u> Ms Shelly Anderson, Executive Vice President and Hospital President, Memorial Sloan Kettering Cancer Center (MSK), USA <u>Speakers:</u> • Mr Bryan Croft, Executive VP and Chief Operating Officer, Cedars Sinai, USA • Dr Lap Yip Larry Lee, Chief Manager (Cluster Performance), Hospital Authority, Hong Kong • Dr Jonathan Perlin, President and CEO, The Joint Commission, Joint Commission International, USA • Prof. Itai Pessach, Associate Director, Sheba Medical Center, Israel
11:00–12:00 Plenary E, Level 3 CLINICAL MODELS QPS	Improving clinical outcomes: Cultures of high performance Gain insights into models delivering strong cultures of safety, quality, and impact. This session will focus on improving clinical care and driving excellence in care through innovative approaches in governance, regulatory frameworks and KPIs. The panel will also present examples of using cutting-edge technologies for clinical workflows and patient interactions, with case studies highlighting improvements in patient care, safety, and efficiency.

	<u>Chair:</u> Mr Charles Evans, President, International Health Services Group (IHS), USA <u>Speakers:</u> • Dr Fayeza Saif Alyafei, Executive Director Healthcare Quality Sector, Department of Health - Abu Dhabi, UAE • Dr Emad Estemalik, Chair for International Business Development, Section Head for Headache and Facial Pain, and Assistant Professor of Neurology, Cleveland Clinic, USA • Mrs Barbara Gad-Karpierz, Director, LUX MED, Poland • Ms Ling Min Loh, Director, Office of Strategy Management/Data & Digital Office, KK Women's and Children's Hospital, Singapore
11:00–12:00 Room 4, Level -1 CLINICAL MODELS QPS	Strengthening systems for safer, smarter, and more personalized care Explore how health systems are advancing patient safety, personalization, and integrated care through data-driven innovation and holistic approaches. This session includes insights into accreditation trends, digital pathways, and integrating AI – highlighting how tailored interventions can transform outcomes across care settings. <u>Speakers:</u> • Mrs Hiba Al Naabi, Accreditation Section Head, Ministry of Health/The Royal Hospital, Oman • Dr Amal Altohamy Ali, Obstetrics and Gynecology Resident Doctor, Hurimla General Hospital MOH, Saudi Arabia • Dr Sarah Frankton, Chief Medical Officer, Cromwell Hospital, UK • Mrs Emilie Lebéé-Thomas, International Affairs Manager, Agence française d'appui à la performance - Anap, France • Dr Shashank Ravi, Medical Director, Stanford Health Care, USA • Dr Raffaella D.G. Sartori, Psychology, Psychotherapist, Ph.D., Department of Oncology, Complex Structure of Oncology, Luigi Sacco Hospital of Milan - ASST Fatebenefratelli Sacco, Italy
11:00–12:00 Plenary F, Level 3 LEADERSHIP	Strengthening healthcare talent pipelines through training, wellbeing, and partnerships Explore how healthcare systems are investing in people to meet evolving care demands through innovative partnerships, workforce training, and leadership development. This session highlights a range of initiatives aimed at building a more resilient, motivated, and future-ready healthcare workforce. <u>Chair:</u> Dr Neale Fong, Chair, Australasian College of Health Service Management, Australia <u>Speakers:</u> • Mr Abiodun Aderibigbe, Head of Supply Chain, Evercare Hospital Lekki, Nigeria • Ms Saja Alrobayan, General Manager of Operational Excellence, Saudi Commission for Health Specialities, Saudi Arabia • Dr Consuelo Basili, Chief Medical Officer, IRCCS Azienda Ospedaliero, Universitaria di Bologna, Italy • Dr Mona Gohary, Strategic Planning and Monitoring Manager, Misr International Hospital, Egypt, • Dr Thierry Mach, Médecin adjoint, Geneva University Hospital, Switzerland • Dr Adrian Stanley, Chief Academic Officer, Mediclinic Middle East, UAE

11:00–12:15 Plenary C, Level 0 SUSTAINABILITY	Taking action with the Geneva Sustainability Centre sign-up required Join this hands-on workshop, led by the Geneva Sustainability Centre team, to explore actionable strategies for hospitals to deliver more resilient and sustainable healthcare. Through interactive group work, peer exchange, and expert-led activities, participants will gain the knowledge and good practice examples to get started and/or continue building a strategic roadmap for their organization's sustainability journey. Audience - all levels welcome: • Beginners to sustainable healthcare, looking to take the first step • Those whose hospitals have already commenced sustainable healthcare transformation, looking to advance and share their progress to date Sign-ups will be made available soon.
12:00–13:15 Level 1 and 2	Lunch and networking Enjoy a relaxed lunch while continuing conversations with peers. Afterwards, grab coffee and tea at the exhibition and poster area.
12:00–13:00 Geneve room, CCV	Third-party cyber risk sign-up required lunch symposium While hospitals are increasingly targeted in cyberattacks, they are also at risk by virtue of vulnerabilities among their partners and vendors. This Symposium, sponsored by Mastercard, will feature an interactive discussion on the importance of understanding, identifying, monitoring, and minimizing third-party cyber risk. Learn how your organization can improve awareness of potential exposure, prioritize issues, and take action to mitigate risk. Registration required, no cybersecurity expertise necessary. Sign up here. <u>Speakers:</u> • Mr John Riggi, National Advisor for Cybersecurity and Risk, American Hospital Association, USA • Mr Rigo Van den Broeck, EVP, Cybersecurity Solutions, Mastercard, Belgium
13:15–14:15 Plenary A, Level 0 LEADERSHIP	From policy to practice: Scaling healthcare with public-private partnerships Dive into the critical role of leadership in delivering effective public-private partnerships (PPPs) to build sustainable, high-quality healthcare systems. Featuring case studies from Egypt, MENA, Central Asia, the US, and India, this session explores how governments and private sector leaders are collaborating to expand access, enhance infrastructure, and deliver better patient outcomes. Learn how innovative PPP models and strategic investments are transforming healthcare delivery and enabling long-term resilience across diverse health systems. <u>Chair:</u> Mrs Toseef Din, CEO, M.P. Shah Hospital, Kenya <u>Speakers:</u> • Mr Siddhartha Bhattacharya, Secretary General, NATHEALTH, India • Dr Marc Boom, President and CEO, Houston Methodist, USA • H.E. Dr Ahmed El-Sobky, Chairman, Egypt Healthcare Authority, Egypt • Mr Joseph Hazel, CEO, Apex Health, Qatar
13:15–14:15 Plenary B, Level 0 SUSTAINABILITY	Greening healthcare systems: From facility upgrades to global tools Gain insights into how hospitals and networks are cutting emissions and building climate resilience through collaboration, innovation, and informed measurement. This session showcases practical and scalable initiatives, including supply chains,

	patient and workforce engagement, inter-institutional alliances, benchmarking, and digital tools. <u>Chair:</u> Mr Richard Stubbs, Chief Executive , Health Innovation Yorkshire & Humber; Chair, Health Innovation Network, UK <u>Speakers:</u> • Eng. Hatem Khaled Al Saawy, Director of Corporate Engineering Affairs, King Saud University Medical City (KSUMC), Saudi Arabia • Dr Stefania Barcella, Medical Doctor, ASST Papa Giovanni XXIII, Italy • Mr Miguel Ángel Martínez Sánchez, Director of Environment, Health, and Safety, Fundació Sanitària Mollet, Spain • Ms Kankou Müller, Climate and Sustainability Analyst, Karolinska University Hospital, Sweden • Mr Alexandre Robert, Health Programme Manager, Climate Action Accelerator, Switzerland • Ms Elena Slominski, Researcher, University of California, Irvine, USA
13:15–14:15 Plenary E, Level 3 CLINICAL MODELS QPS	Seamless transitions: Alternative outpatient environments for hospital and high acuity care Explore how pre- and post-hospital care models can support hospitals in delivering more patient-centred, efficient, and integrated care. This session draws on international examples to present complementary approaches, covering advanced triage and coordination before admission, hospital-level acute care at home, integrated care for complex patients, and structured care pathways embedding hospital at home. Discover alternative outpatient environments for hospital and high acuity care that can aid seamless service delivery. <u>Chair:</u> Dr Christine Pailler, President, Medical Committee, Fondation Sante Service, France <u>Speakers:</u> • Dr Jacek Deptula, Chief Medical Officer, Fondation Sante Service, France • H.E Mishal Julfar, CEO, Dubai Corporation for Ambulance Services, UAE • Dr Michael Maniaci, Medical Director, Consumer Digital Product-Virtual Care, Center for Digital Health, Mayo Clinic, USA • Dr Christine Pailler, President, Medical Committee, Fondation Sante Service, France • Prof. Shin Ushiro, Deputy Director, Kyushu University Hospital, Japan
13:15–14:15 Plenary F, Level 3 CLINICAL MODELS QPS	Creating safer systems: Breaking barriers to incident reporting Gain insights into the cultural and structural challenges to transparent incident reporting in healthcare. Presentations in this session will highlight strategies to foster non-punitive environments, implement centralized systems, and empower frontline staff to lay the foundation for a safer, more accountable care culture. <u>Chair:</u> Dr Adolfo Llinás, Chief Medical Officer, Fundacion Santa Fe de Bogota, Colombia <u>Speakers:</u> • Mrs Samira Al Balushi, Adverse Event Manager (Quality Management and Patient Safety Manager), Royal Hospital, Oman • Ms Fatima Alhajeri, Director Healthcare Facilities Quality, Department of Health Abu Dhabi, UAE • Ms Judith Hargreaves, Global Director, Market Access for Ostomy Division, Independent Representative, UK

	• Dr Cheng-Ta Hsieh, Chief, Department of Neurosurgery, Cathay General Hospital, Taiwan • Ms Sun Hee Kwak, Deputy General Manager, Asan Medical Center, Seoul, South Korea • Dr Sasha Walia, Research Manager/Project Director, University of Washington - Collaborative for Accountability and Improvement, USA
13:15–14:15 Room 4, Level -1 DIGITAL TRANSFORMATION AND AI	Empowering healthcare teams through automation and digital systems Explore how digital tools are enhancing healthcare workforce efficiency, care coordination, and documentation accuracy. This session features innovations showing how digital transformation can reduce workload, streamline pathways, and support equitable, timely care. <u>Chair:</u> Mr Hal Wolf, President and CEO, Healthcare Information and Management Systems Society (HIMSS), USA <u>Speakers:</u> • Mrs Joana Blazquez, Director of Nursing, Corporacio de Salut del Maresme i la Selva, Spain • Ms Wai Ching Chan, Manager, Singapore General Hospital, Singapore • Mr Abdulkadir Datumanong, II, Nurse Supervisor, Cotabato Regional and Medical Center, Philippines • Dr Luis Felipe Hiar, Healthcare Specialist, HORUSS AI, Brazil • Prof. Dr Holger Holthusen, Medical Director, Knappschaft Kliniken University Bochum, Germany
13:15–15:45 Plenary C, Level 0 LEADERSHIP	IHF Women in Leadership SIG workshop: The power we bring: Celebrating women in healthcare leadership sign-up required This interactive session, hosted by the IHF's Women in Leadership Special Interest Group (SIG), provides a forum to share experiences, discuss challenges, and empower current and future women leaders in healthcare. Under this year's theme "The power we bring: Celebrating women in healthcare leadership", we will: • highlight success stories of strength and influence • explore how empathy and compassion fuel strong leadership • inspire participants to follow their own paths to leadership roles • create a space for connection and learning. This workshop has limited capacity. Please sign up below to express your interest. Registrations will be reviewed by the IHF, and you will be notified if your participation is confirmed. Register your interest here. <u>Facilitators:</u> • Ms Gayle Capozzalo, Executive Director, The Collaborative, USA • Ms Linda Clark, Director of Professional Development, International Hospital Federation, UAE
14:30–15:30 Plenary A, Level 0 CLINICAL MODELS QPS	Data-driven leadership: Advancing quality and safety Discover the transformative impact of data and artificial intelligence on the quality and safety of healthcare. In this session, examples of clinical models driven by data that are improving patient outcomes will be shared. Presentation will include national programmes to assess quality and to integrate predictive and generative models, a technology platform which improves paediatric care

	through data insights, and leadership strategies to foster patient safety through systematic approaches, capacity-building, and continuous improvement. <u>Speakers:</u> • Mr Atif Albraiki, Chief Digital and AI Officer, Dubai Health, UAE • Dr Neelam Dhingra, VP and Global Chief Patient Safety Officer, Joint Commission International, Switzerland • Dr Thilo Grüning, Head of Division, Division for Quality of Healthcare and Mental Health, German Hospital Federation, Germany • Barbara Joers, President & CEO, Gillette Children's, USA
14:30–15:30 Plenary B, Level 0 SUSTAINABILITY	Pathways to sustainable healthcare: Strategies in action yielding results Benefit from the experience of leaders making significant progress in building resilience in health systems and delivering lower-carbon care. The panellists in this session will share examples of strategic thinking and what they have learned on their sustainability journeys. Find out more about innovating to supply renewable energy, holistic approaches that consider broader environmental, human, and economic factors, working with and across all hospital departments to drive action, and more. <u>Chair:</u> Dr Satoru Komatsumoto, Advisor, Japan Hospital Association, Japan <u>Speakers:</u> • Dr Caterina Camerani, VP Sustainability, Mölnlycke Health Care, Sweden • Dr Deogratias Niyizonkiza, Founder and Chief Financial Officer, Village Health Works, USA • Ms Sharon Morrow, CEO, Bon Secours Hospital Dublin, Ireland • Mr Walt Vernon, CEO, Sextant Foundation, Mazzetti, USA • Mrs Maike Visarius, Policy Advisor, German Hospital Federation, Germany
14:30–15:30 Plenary E, Level 3 CLINICAL MODELS QPS	Extending care reach: Innovations in home, hospital and community Discover how health systems are redesigning care delivery through mobile units, simulation-based training, intervention protocols, and integrated services. This session features initiatives illustrating how person-centred, multidisciplinary and data-informed innovations can improve safety, enhance clinical practice and deliver care closer to where patients live. <u>Chair:</u> Dr Risto Miettunen, Former IHF President <u>Speakers:</u> • Ms Suejin Choi, Registered Nurse, Asan Medical Center, South Korea • Mrs Katia Grange, Mobile Emergency Team Manager, Geneva Institution for Homecare and Assistance (IMAD), Switzerland • Ms Naveen Nizar Ali, Clinical Nurse Specialist, The Aga Khan University Hospital, Pakistan • Dr Stefano Odelli, Medical Officer of the Health Directorate, ASST Fatebenefratelli Sacco, Italy • Dr Fanny Paola Rodriguez Torres, Clinical Management Manager, Toberín Medical Center, Javesalud, Colombia • Mr Diego Vallega, Operations Director, Alcla Clinic, Argentina
14:30–15:30 Plenary F, Level 3 DIGITAL TRANSFORMATION AND AI	Integrating AI in decision-making for impact and efficiency Discover how large language models and AI tools are being deployed in real-world situations to support decision-making, improve communication, and streamline workflows. This session showcases practical examples of ways AI can

	reduce manual effort, increase accuracy, and foster trust in clinical and patient-facing applications. <u>Speakers:</u> • Dr Gabrielle Bunney, Assistant Professor, Stanford University, USA • Dr Yair Edden, Chief Clinical Outcomes Officer, Sheba Medical Center, Israel • Assoc. Prof. Yuhe He, Associate Consultant, Singapore General Hospital, Singapore • Dr Mayssam Nehme, Physician, Geneva University Hospital, Switzerland • Dr Tom Ratcliffe, GP Partner and Clinical Lead for Digital Transformation, Modality Partnership, UK • Mr Christophe Rosso, Chief Operating Officer, Swisscoding Technologies, Switzerland
14:30–15:30 Room 4, Level -1 HUMAN-CENTRED EXPERIENCE DIGITAL TRANSFORMATION AND AI	Scaling digital tools to personalize care, streamline access, and boost outcomes Gain insights into how health systems are using technology to improve care coordination, patient empowerment, and operational efficiency. This session features case studies that showcase how digital innovations can reduce delays, improve satisfaction, and support scalable, patient-centred care. <u>Chair:</u> Ms Joyelle Sudbury, Chief Quality Officer and VP for Quality, Cedars-Sinai Health System, USA <u>Speakers:</u> • Mr Abdulelah Alshammari, Senior Radiology Technologist, Rafha General Hospital and Ministry of Health, Saudi Arabia • Dr Davide Dalu, Medical Oncologist, Oncology Department - Luigi Sacco University Hospital - ASST Fatebenefratelli Sacco, Italy • Mrs Anne-Sophie Gresle, Research and International Partnership Lead, Hospital Clinic Barcelona, Spain • Prof. Asad Mian, Head of Healthcare Transformation, Learning Programs & Systems, Evercare Group, Pakistan • Ms Ellen Ng, Health Informatics Analyst II, Hospital Authority, Hong Kong • Mr Pratyush Srivastava, Group Head - Business Transformation, Narayana Health, India
15:30–16:00 Level 0 and -1	Coffee break and networking Recharge with coffee and light snacks while connecting with fellow attendees in the exhibition and poster areas.
16:00–17:15 Plenary A, Level 0 LEADERSHIP	Nordic healthcare system in a global context: Leadership, healthcare, and collective responsibility The Nordic countries are globally recognized for their forward-thinking approaches to healthcare delivery, hospital leadership, and innovation. This session will bring together senior healthcare leaders from Norway, Finland, Denmark, Iceland, and Sweden to showcase how Nordic hospitals address today's most pressing challenges. Each speaker will highlight a distinct area, offering practical insights, models, and lessons learned from their national and institutional experiences. <u>Speakers:</u> • Dr Boubou Hallberg, CEO, Sahlgrenska University Hospital, Sweden • Mr Rasmus Møgelvang, CEO, Rigshospitalet, Denmark

16:00–17:00 Plenary B, Level 0 DIGITAL TRANSFORMATION AND AI	AI: Democratizing access to quality care and expertise Explore how artificial intelligence can serve as a powerful tool to expand access to healthcare and reduce disparities in care delivery. Through the lens of hospital leadership, we will examine how AI-driven solutions can and are being leveraged to reach underserved populations, streamline clinical workflows, and enhance decision-making across diverse care settings. Hospital leaders from across the IHF network will share real-world examples of how AI is being integrated into systems to support equity, while also addressing the ethical, operational, and strategic considerations that come with implementation. <u>Chair:</u> Mrs Priya Singh, Executive VP and Chief Strategy Officer, Stanford Medicine, USA <u>Speakers:</u> • Dr Michael Lim, Professor and Chair, Stanford University School of Medicine, Department of Neurosurgery, USA • Dr Preetha Reddy, Executive Vice Chairperson, Apollo Hospitals Enterprise Ltd., India
16:00–17:00 Plenary E, Level 3 LEADERSHIP	Leading strategic transformation: National and international approaches Gain insights into the leadership foresight required to drive key healthcare transformations and improve patient outcomes at a large scale. This session includes examples of national and regional approaches to advancing care. Panellists will share their experiences in leading the implementation of new models for topics including innovations in cardiology, integrated care, strategic planning to improve sustainability, system resilience, and patient-centred care. <u>Chair:</u> Ms Michele Sutton, President and CEO, North Oaks Health Systems, USA <u>Speakers:</u> • Dr Abdulateef Alokifi, General Director of Organizational Excellence, Ministry of Health, Saudi Arabia • Prof. Tommaso Falcone, Executive VP & President, International & Emerging Markets Professor of Obstetrics, Gynecology and Reproductive Biology, Cleveland Clinic Lerner College of Medicine, Cleveland Clinic, USA • Prof. Dr Jaroslaw J. Fedorowski, Treasurer, International Hospital Federation; President and CEO, Polish Hospital Federation, Poland • Mr Carlos Oliete Guillen, Executive Office and International Affairs Manager, Catalan Hospital, Health and Social Services Association, Spain
16:00–17:00 Plenary F, Level 3 CLINICAL MODELS QPS	Driving safety and sustainability through evidence-based clinical innovation Gain insights into how targeted clinical programmes are reshaping care delivery and strengthening health systems worldwide. This session highlights initiatives in a range of clinical settings – demonstrating the power of data, collaboration, and innovation to improve outcomes and drive sustainable healthcare transformation. <u>Chair:</u> Dr Nicola Pinelli, Director, Federazione Italiana Aziende Sanitarie e Ospedaliere (FIASO), Italy <u>Speakers:</u> • Dr Halima Al Dhanhani, Head of Pharmacy, Fujairah Hospital - Emirates Health Services, UAE • Dr Yousef Altair, Director and Consultant Physician, Ibrahim Bin Hamad Obaidullah Hospital (IBHOH) and Obaidullah Geriatric Hospital (OGH), UAE • Ms Chih-Yau Chang, Division Head, Taipei Medical University Hospital, Taiwan

	• Dr Emilia Frangos, Chief Medical Officer, Geneva University Hospital, Switzerland • Mr Joshua Igbineweka, Clinical Fellow and Lead Pharmacist, Patient Safety & Medicines, NHS England, UK • Dr Siti Rahmah, Manager of National Program Management, Hermina Hospital Group, Indonesia
16:00–17:00 Room 4, Level -1 DIGITAL TRANSFORMATION AND AI	Reimagining care pathways through digital tools and innovation Explore how digital innovation is reshaping clinical pathways and treatment models to improve efficiency, personalization, and patient access. This session presents projects showcasing how smart technologies can drive cost-effective, patient-centred transformation in health systems worldwide. <u>Chair:</u> Mr Mike Poore, Chief Executive Officer, Mosaic Life Care, USA <u>Speakers:</u> • Prof. Dr Michael Adamzik, Director of the Clinic for Anesthesiology, Intensive Care Medicine and Pain Therapy, Knappschaft Kliniken Universitätsklinikum Bochum, Germany • Dr Lukasz Bruski, Board President, Center of Hearing and Speech MEDINCUS, Poland • Ms Chi-Hao Chiu, Section Chief, Far Eastern Memorial Hospital, Taiwan • Dr Hoi Yee Kwan, Chief-of-Service, Department of Respiratory Medicine, Kowloon Hospital, Hospital Authority, Hong Kong • Dr Josefa Maria Panisello, Internal Medicine Specialist, MD, PhD – Digital Health Researcher, FUFOSA, Health Foundation, Spain • Mrs Beatrice Schwark, Head of Quality Management, Hirslanden Group, Switzerland
16:00–17:30 Plenary C, Level 0 LEADERSHIP	IHF President’s workshop: Safe maternity care, hospital leaders taking action invitational An exclusive gathering hosted by the IHF President, Dr Muna Tahlak, bringing together healthcare leaders for meaningful discussions focusing on the role that hospital leaders play to advance the provision of safe maternity care. The session will showcase inspiring case studies addressing significant challenges hospitals face, and how they overcame them, providing practical insights and inspire hospital leaders to take proactive steps within their own organizations. <u>Chair:</u> Dr Muna A. Tahlak, President, International Hospital Federation; CEO, Latifa Women and Children Hospital; Chief Medical Officer, Dubai Academic Health Corporation, UAE <u>Speakers:</u> • Dr Mariana Khoza, Senior Clinical Manager, Rahima Moosa Mother and Child Hospital, South Africa • Dr Handjaja Ronosulistyo, Head of Interdepartmental Division, Indonesian Hospital Association PERSI, Indonesia • Mrs Hildigunnur Svavarsdóttir, CEO, Akureyri Hospital, Iceland
17:15–18:30 Poster, Zone, Level -1	Poster presentations and tour Discover the winners of the Best Poster Awards and take a tour of the poster area, 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.

18:00–19:30

International Geneva Event **invitational**

Experience the spirit of diplomacy, innovation, and collaboration at the International Geneva – an exclusive networking event that celebrates the IHF's home city and Geneva's unique status as a global hub for health, humanitarian action, and international cooperation.

This event offers a fantastic opportunity for high-level networking and meaningful conversations amongst invited guests.

Wednesday, 12 November 2025

Time & Venue	Activity
08:00–08:45 Spotlight stage, Level 0	Innovation Ignite Talks Kickstart your day with fast-paced, dynamic talks from selected <i>i-to-i</i> innovators showcasing the latest hospital-born innovations that are transforming healthcare delivery 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. <u>Chairs:</u> • Mr Sean Hennessey-Hsieh, Managing Director, Strategic Ventures, Stanford Medicine, USA • Mr Paul King, CEO, Stanford Medicine Children's Health, USA • Dr Michael Lim, Professor and Chair, Stanford University School of Medicine, Department of Neurosurgery, USA
08:00–09:00 Geneve room, CCV	From pilot to platform: Scaling healthcare transformation through partnership and distributed innovation sign-up required breakfast symposium Healthcare systems around the world face mounting pressure. While innovation is abundant, transformation remains difficult to scale. Too many initiatives remain trapped in pilot mode, unable to create sustainable, system-wide impact. This symposium, hosted by Medtronic, brings together three healthcare transformation leaders to explore what it truly takes to deliver change at scale. In a moderated conversation over breakfast, two European hospital CEOs will join Frédéric Noël (VP, Medtronic) to share real-world insights from transformation programmes already underway: the conditions that made them succeed, the obstacles encountered, and the critical role of partnership in moving from isolated initiatives to networked change. Drawing on the experience of 300+ hospital collaborations, the panel will highlight how distributed innovation, shared infrastructure, and long-term collaboration can help healthcare systems escape “pilot purgatory” and build lasting transformation capacity. This session is designed for hospital executives and policymakers looking for actionable insights on how to make transformation real—and replicable. Advance sign-up required. Sign up here. <u>Chair:</u> Ms Ilaria Giannico, Secretary General, European Union of Private Hospitals, Belgium <u>Speakers:</u> • Dr Boubou Hallberg, CEO, Sahlgrenska University Hospital, Sweden • Mr Ramon Maspons Bosch, Chief Innovation Officer, AQuAS - Ministry of Health of Catalonia, Spain • Mr Frederic Noel, VP, Enterprise Accounts Europe & Integrated Health Solutions EurAsia, Medtronic, Switzerland

08:00–09:00 Room 14, Level 2	IHF Association Leaders Circle Breakfast 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.
09:00–10:30 Plenary A+D, Level 0 and 1 SUSTAINABILITY	Plenary session 2: Beyond the hospital: A system-wide approach to low-carbon healthcare Climate change has a direct and increasingly damaging impact on community health and healthcare delivery. Luckily, our sector has many opportunities to take positive actions for a healthier planet and healthier people. Individual hospitals are advancing their sustainability and resilience, but transformative change at the system level is a less explored area. This session, chaired by <i>Bertrand Levrat, Group Chief Operating Officer at Mediclinic Switzerland</i> , will explore the ways that different hospital systems around the world are tackling this challenge. Leaders from public and private hospital systems, a national hospital association, and an accrediting organization will share insights on navigating policy, addressing the financial constraint arguments, resolving the complexities of individual hospitals objectives, and much more. The panel's success stories and lessons learned will inspire action. Plenary 2 offers practical leadership tips on driving a system-level transformation for sustainable healthcare delivery, based on knowledge from a range of regions and positions within the sector. <u>Chair:</u> Mr Bertrand Levrat, Group Chief Operating Officer, Mediclinic, Switzerland <u>Speakers:</u> • Mr Jeremy Lee, Chief Operating Officer, National University Hospital, Singapore • Dr Jonathan Perlin, President and CEO, The Joint Commission, Joint Commission International, USA • Dr Preetha Reddy, Executive Vice Chairperson, Apollo Hospitals Enterprise Ltd., India • Johnese Spisso, President, UCLA Health; CEO, UCLA Hospital System, USA
10:30–11:00 Level 0 and -1	Coffee break and networking Take a break, grab coffee and light snacks while connecting with fellow attendees in the exhibition and poster areas. Join the “Meet and greet with <i>i-to-i</i> Innovators” at the Innovation Hub for direct engagement with changemakers.
11:00–12:00 Plenary A, Level 0 LEADERSHIP	Transformation of healthcare systems and the evolving role of hospitals: Three countries and their visions In an era of rapid transformation and rising expectations in healthcare, nations with high GDP per capita and significant health expenditure are leading the way in systemic reform. This session, led by the H+ Swiss Hospitals , brings together senior healthcare leaders from Switzerland, Singapore, and the United Arab Emirates – three countries that, despite their diverse cultural and political contexts, share striking similarities in population size, economic strength, and commitment to healthcare innovation. Each will present the major healthcare reforms currently planned and underway in their respective countries, offering a rare comparative lens into how high-

	income nations are reimagining care delivery, financing, digital health integration, workforce sustainability, and more. A chaired roundtable discussion will follow, exploring the common challenges and unique strategies shaping reform in these three well-respected systems. In addition, you will hear about the evolving role of hospitals in driving and adapting to these reforms. Attend this session to gain global insights into how these three well-respected nations – from the alps to the desert, and to the tropics - are shaping the future of healthcare. <u>Chair:</u> Dr Willy Oggier, Health Economist, CEO, Willy Oggier Gesundheitsökonomische Beratungen AG, Switzerland <u>Speakers:</u> • Dr Mikael de Rham, CEO/General Manager, Ensemble Hospitalier de la Côte - EHC, Switzerland • Prof. Eugene Fidelis Soh, Deputy Group CEO, Population Health, National Healthcare Group, Singapore • Dr Muna A. Tahlak, President, International Hospital Federation; CEO, Latifa Women and Children Hospital; Chief Medical Officer, Dubai Academic Health Corporation, UAE
11:00–12:00 Plenary B, Level 0 LEADERSHIP	Leading for universal healthcare coverage: The role of private hospitals Learn about the complementary solutions that private hospitals can offer alongside public healthcare services in a resilient, responsive, and well-resourced delivery system that can work towards achieving Universal Health Coverage (UHC). This session will explore how private hospitals, including investor-owned facilities, can increase the impact of public healthcare by expanding capacity, improving access, and driving innovation. Explore the role that private hospitals can play to scale services, invest in new technologies, and enhance care options to support efforts ensuring that healthcare remains accessible, efficient, and sustainable for all. <u>Chair:</u> Mr Irfan Khan, Group CEO, Evercare Group, UAE <u>Speakers:</u> • Mr Christian Schuhmacher, Executive Chairman of the Board, Emirates Hospitals Group, UAE • Dr P M Uthappa, Group Chief Medical Director, Narayana Health, India
11:00–12:00 Plenary E, Level 3 CLINICAL MODELS QPS	Empowering patients and systems through collaborative, person-centred care Explore how patient and carer empowerment, system-level innovation, and international collaboration are reshaping healthcare delivery and sustainability. This session highlights initiatives in a range of clinical settings that demonstrate how inclusive, value-based approaches can drive equity, resilience, and better outcomes across diverse health systems. <u>Chair:</u> Ms Thaira Madi Adnan, Chief Executive Officer for Technical Services, HCAC, Jordan <u>Speakers:</u> • Dr Lucia Federica Carpagnano, Medical Director, Health Administration Department, ASL BT, Italy • Dr Michael Lau, Associate Consultant, Tuen Mun Hospital, Hong Kong • Mr David Nadal, Deputy Director of Quality and Patient Experience, SJD Children's Hospital - Barcelona, Spain

	• Mrs Marta Pahissa, Director, Planetary Health Development Center (ISGlobal / FSM), Spain • Mrs Linda Wrobel, Head of Central Human Resources and Pool Management and Project Leader Workforce Management, University Medical Center Hamburg-Eppendorf, Germany • Dr Tao Xu, Medical Director, Mount Sinai International, USA
11:00–12:00 Plenary F, Level 3 DIGITAL TRANSFORMATION AND AI	Managing AI-powered healthcare: Infrastructure, workforce, and innovation Gain insights into how hospitals are embedding artificial intelligence into healthcare systems through case studies covering innovation governance, digital reporting, workforce training, AI integration for clinical and infrastructure modernization, and organizational transformation – highlighting the essential enablers of a future-ready, AI-enhanced healthcare ecosystem. <u>Chair:</u> Mr Michael Burke, Chief of Market Development, UCLA Health, USA <u>Speakers:</u> • Mrs Maha Abuzenada, Learning Experience Designer, Saudi Commission for Health Specialities, Saudi Arabia • Dr Yosra Al Salami, Assistant Director for Medical Affairs, Consultant, Emirates Health Services - Dibba Hospital, UAE • Mr Giulio Altieri, Founder and CEO, AGA Consulting, Switzerland • Dr Daniel Moreno-Martinez, Head of Innovation, Hospital Germans Trias i Pujol; Catalan Health Institute, Spain • Mr Jonathan Tan, Senior Manager, Future Health System, Singapore General Hospital, Singapore • Dr Martha Carolina Valderrama Rios, National Leader of Clinical Practice Guidelines, Clínica Colsanitas, Colombia
11:00–12:00 Room 4, Level -1 SUSTAINABILITY	Powering low-carbon hospitals: Energy, strategy, and resilience Discover ways that hospitals are advancing climate goals through decarbonization, renewable energy, and systemic sustainability strategies. This session presents initiatives including HVAC optimization, solar-power, and energy-efficiency investments – illustrating how diverse settings can align health delivery with environmental responsibility. <u>Chair:</u> Mrs Hildigunnur Svavarsdóttir, CEO, Akureyri Hospital, Iceland <u>Speakers:</u> • Mrs Toseef Din, CEO, M.P. Shah Hospital, Kenya • Dr Chung-I Huang, Director, Taipei Medical University Hospital, Taiwan • Eng. Simão Martins, Engineer, The Entre Douro e Vouga Local Health Unit (EDVLHU), Portugal • Dr Evelyn Medawar, Director Healthy Hospital Food, Physicians Association for Nutrition International, Germany • Mr Sunil Kumar Chukkath Narayanan, Senior VP, Narayana Hrudayalaya Limited, India • Mr John Mher Puriran, Support Services Head / Green Viability Committee Chairman, The Black Nazarene Hospital, Inc., Philippines
11:00–12:15 Plenary C, Level 0 DIGITAL TRANSFORMATION AND AI	IHF Virtual Care SIG workshop: The future of virtual care: Global perspectives sign-up required Join this interactive workshop, brought to you by the IHF's Virtual Care Special Interest Group (SIG), to explore key opportunities and challenges in launching

	and sustaining virtual care programmes, with a focus on promoting equity and access. Participants will examine essential factors such as regulatory frameworks, financing mechanisms, and the selection of appropriate technologies. Special attention will be given to understanding the cultural contexts of both patients and providers, which play a critical role in the effective deployment and long-term success of virtual care initiatives. Sign up here. <u>Chair:</u> Dr Sai Praveen Haranath, SVP, Apollo Health Axis, India <u>Speaker:</u> Dr Alain Labrique, Director, Data, Digital Health, Analytics and AI, World Health Organization, Switzerland <u>Facilitators:</u> • Dr Michael Maniaci, Medical Director, Consumer Digital Product-Virtual Care, Center for Digital Health, Mayo Clinic, USA
12:00–13:15 Level 1 and 2	Lunch and networking Enjoy a relaxed lunch while continuing conversations with peers. Afterwards, grab coffee and tea at the exhibition and poster area.
12:00–13:15 Room 14, Level 2	IHF GRPDN lunch session: Bridging the gaps: Pathways to better care in paediatric rare diseases invitational Paediatric rare diseases are complex and often multi-systemic, requiring coordinated responses from health systems. At this lunchtime networking session, join members of the IHF Global Rare Paediatric Disease Network (GRPDN) and Rare Diseases International for a discussion on the role of hospital leaders in managing rare paediatric diseases. Gain insights into building collaborations to strengthen systems' responses to rare diseases, and advocating for the rights of children living with rare diseases and their families. Join other hospital leaders to contribute to an interactive group discussion on the differences in patient and family management across the globe. <u>Chair:</u> Ms Barbara Joers, President and CEO, Gillette Children's, USA
13:15–14:15 Plenary A, Level 0 DIGITAL TRANSFORMATION AND AI	Culture of innovation: Empowering digital and data-driven care Explore the ways that leaders are shaping the future of healthcare through fostering a culture that supports digital transformation and innovation. This session will highlight leadership examples proven to enhance clinical care, research, communication, and decision-making, helping teams adapt to new technologies and challenges. Discover the potential of a culture of innovation in delivering more responsive, tech-enabled, and patient-centred healthcare systems. <u>Chair:</u> Dr Tarang Gianchandani, Group CEO, Healthcare Initiatives; CEO, Sir H. N. Reliance Foundation Hospital, Mumbai, India <u>Speakers:</u> • Dr Sumaya AlBlooshi, Director of Nursing Department, Emirates Health Services, UAE • Mrs Sophie Beaupère, CEO, Unicancer, France • Dr Layla McCay, Director of Policy, NHS Confederation, UK • Mrs Jessica Schiött, Chief Nurse Officer, Sahlgrenska Universitetssjukhuset, Sweden

13:15–14:15 Plenary B, Level 0 LEADERSHIP	Leading the future of care: Building resilient, people-centred health systems Discover groundbreaking healthcare transformations with people at the heart of leadership and strategic planning. In this session, presentations will share global perspectives on quality and system redesign. Learn how integrated care models, place-based planning, and person-centred leadership are reshaping health systems to tackle today's challenges. Themes will include the evolution of healthcare access, social determinants, and the need for new leadership in an era of personalization, climate change, and workforce strain. <u>Chair:</u> Dr Sarper Tanli, Managing Director - Middle East and Africa, Mass General Brigham, USA <u>Speakers:</u> • Dr Daniel Beltrammi, Vice President, EBSERH, Brazil • Dr Jason Cheah, CEO, Woodlands Health, Singapore • Dr Relebohile Ncha, Chief Director, Hospitals and Tertiary Health Services, National Department of Health, South Africa • Ms Leslee Thompson, CEO, Health Standards Organization and Accreditation, Canada
13:15–14:15 Plenary E, Level 3 CLINICAL MODELS QPS	Integrating care networks for safer, coordinated, complex patient care Discover how enhanced clinical care programmes are evolving through greater integration with home and community care systems. This session features examples that unite hospital and home care providers to deliver coordinated clinical pathways – improving quality, continuity, satisfaction, and sustainability across the surgical care journey. <u>Chair:</u> Mrs Marjan van Mourik, Founder/Director, PAZHolandes, Peru <u>Speakers:</u> • Dr Rawah Aljishi, ICU Consultant, Ministry of Health, King Salman Hospital, Riyadh First Health Cluster, Saudi Arabia • Dr Michael Evans, Hospitalist, Mayo Clinic Florida, USA • Dr Lisa Hentsch, Head of the outpatient palliative care consultation; Co-Director of the Center for Palliative Care and Supportive Care, Geneva University Hospitals, Switzerland • Mr Sravan Kumar, Quality and Patient Safety Manager, Mediclinic City Hospital, UAE • Mr Fabrice Léocadie, Director of the Home Hospitalization Center, Geneva Institution for Home Care (IMAD), Switzerland • Dr Omaira Valencia, Subdirector of Population Health Division, Fundación Santa Fe de Bogotá, Colombia
13:15–14:15 Plenary F, Level 3 LEADERSHIP	Aligning innovation, governance, and partnerships for system performance Explore how strategic governance models, digital transformation, and public-private partnerships are shaping the future of healthcare delivery. The examples in this session showcase integrated services, large-scale hospital information systems, outcome-based reforms, and human-centred development programmes that highlight the importance of leadership, collaboration, and patient value in complex health systems. <u>Chair:</u> Prof. Robert McMaster, Professor, University of British Columbia, Canada <u>Speakers:</u> • Mr David Eglington, Hospital & Cluster Director, Mediclinic City Hospital, UAE • Ms Michelle Hunter, Manager, Rural Ontario Medical Program, Canada

	• Mr Lai-Shiun Lai, Chief Information Officer, Taichung Veterans General Hospital, Taiwan • Mr Federico Umberto Mion, Head of Finance and Administration, Ente Ospedaliero Cantonale - Ospedale Regionale di Lugano, Switzerland • Ms Valentina Riegel, Head of Nursing Management and Organization, Augsburg University Hospital, Germany • Ms Rosa Vidal, Economic Affairs Director, Catalan Hospital, Health and Social Services Association (La Unió), Spain
13:15–14:15 Room 4, Level -1 SUSTAINABILITY	Decarbonizing healthcare practices: Initiatives with impact Explore how hospitals are accelerating the ecological transition through data-driven decision-making, clinical innovation, and workforce engagement. This session highlights diverse examples from across hospital departments – offering practical pathways to reduce emissions, cut waste, and embed environmental responsibility into healthcare delivery. <u>Chair:</u> Mr Abdulaziz Abdulbaqi, Advisor to The Minister, Ministry of Health, Saudi Arabia <u>Speakers:</u> • Dr Hermine Decouvelaere, Hospital Pharmacy Resident, Adolphe de Rothschild Foundation Hospital, France • Dr Jaume Duran i Navarro, Chief Executive Officer, Fundació Sanitària Mollet, Spain • Dr Ana Diaz-Oliver, President, Spanish Health Network for Social Responsibility and Sustainability, Spain • Dr Noémie le Clech, Geriatrician, Hospital Center Robert Bisson, France • Mr Kyle Tafuri, VP, Sustainability, Hackensack Meridian Health, USA • Ms Leonie Wittwer, Environmental & Business Psychologist, Universitätsspital Basel, Switzerland
13:15–15:15 Plenary C, Level 0 LEADERSHIP	IHF Partners' workshop: Strengthening hospital financing for the future sign-up required Explore the future of hospital financing through realistic yet fictional scenarios that reflect tomorrow's challenges in this interactive and engaging workshop. Working in small groups and guided by IHF partners, participants will focus on possible financial difficulties, create strong and smart funding ideas, and then share solutions with the other groups. Participants will exchange experiences, generate new ideas, and identify practical approaches that can support hospital financing – developing a shared understanding of how to build hospital systems that are strong, sustainable, and prepared for future challenges. There are limited spots available, reserve yours today! This workshop is open to everyone who is interested in contributing to this agenda. Active participation is expected from all attendees. Sign up here. <u>Workshop facilitators:</u> • Ms Ilaria Giannico, Secretary General, European Union of Private Hospitals, Belgium • Mr Yves Giebens, Hospital Services Program Coordinator, International Committee of the Red Cross, Switzerland • Dr Niamh Lennox Chhugani, Chief Executive, International Foundation for Integrated Care, Netherlands

14:30–15:45 Plenary A, Level 0 LEADERSHIP DIGITAL TRANSFORMATION AND AI	Innovative African solutions to global healthcare issues Explore African approaches, and adaptive and resourceful strategies to the challenges faced by health systems globally. The panel in this session will share insights from healthcare providers at the forefront of creativity and innovation, responding to growing populations in countries with an average age far below the global trend. Discover the next generation of disruptive, scalable, and high-impact solutions to specific problems, such as AI-driven workforce solutions, digital health transformations, community-powered care models, and sustainable financing approaches, shared by hospital executives from African countries. <u>Chair:</u> Prof. Salim Hasham, President and CEO, KKM Healthcare International, USA <u>Speakers:</u> • Dr Lynda Decker, President, West African Private Healthcare Federation, Ghana • Mr Sisawo Konteh, CEO, Aga Khan Health Service Tanzania • Dr Relebohile Ncha, Chief Director, Hospitals and Tertiary Health Services, National Department of Health, South Africa
14:30–15:30 Plenary B, Level 0 DIGITAL TRANSFORMATION AND AI	Digitizing operations and care: Automation, analytics, and safety Gain insights into how healthcare systems are enhancing safety, efficiency, and resilience through digital platforms, automation, and process redesign. This session presents innovations demonstrating how smart solutions can optimize performance and transform care delivery. <u>Chair:</u> Dr Elena Sini, CIO, GVM Care and Research, Italy <u>Speakers:</u> • Mr Malik Ahmed, Director, Purchasing and Supply Chain Management Division, Aga Khan University Hospital (AKUH), Pakistan • Dr Arwa Alnahdi, Clinical Toxicologist - Head of Pharmacy Department, Ibrahim Bin Hamad Obaidullah Hospital and Obaidullah Geriatric Hospital, Emirates Health Services, UAE • Dr Caterina Formica, Health Researcher, IRCCS Centro Neurolesi Bonino Pulejo, Messina, Italy • Dr Mujeeb Alrhman Madkoo, Executive Director of Allied Health Services, Jazan Health Cluster, Saudi Arabia • Mr Abdur Rauf, PhD Scholar and GM, Abeer Saeed Memorial Hospital Chakdara Dir Lower KP, Pakistan • Eng. Pedro Sendim Miranda, Healthcare Improver and Data Analyst, Lean Health Portugal, Portugal
14:30–15:30 Plenary E, Level 3 SUSTAINABILITY	Rethinking resources: Advancing the sustainability frontier in healthcare Explore how hospitals are tackling environmental challenges through resource-conscious design, local innovation, and cultural transformation. This session highlights strategies leading the way in how health systems can embed ecological thinking at every level of care. <u>Chair:</u> Ms Lucy Nugent, Chief Executive, Children's Health Ireland, Ireland <u>Speakers:</u> • Ms Isabelle da Ernestho Crespín, Head of Ecological Transition in Healthcare, Geneva University Hospital of, Switzerland • Ms Anna Electra Farsund Achram, Development Strategist, Oslo University Hospital, Norway

	• Mr Maarten Loomans, Project Coordinator, Odisee University of Applied Sciences, Belgium • Mr John McGraw, Executive VP, Products and Strategic Offerings , HSO and Accreditation Canada, Canada • Dr Karan Thakur, VP - Corporate Affairs & Sustainability, Apollo Hospitals, India
14:30–15:30 Plenary F, Level 3 LEADERSHIP	Building future-ready systems through leadership, learning, and engagement Explore how participatory leadership, youth engagement, digital workforce development, and nurse training programmes are transforming healthcare resilience and human capital. This session highlights practical models that blend values, innovation, and strategy – showcasing how inclusive capacity-building efforts can strengthen care delivery and empower tomorrow’s healthcare leaders. <u>Chair:</u> Dr Madhu Sasidhar, President and CEO, Hospital Division, Apollo Hospitals, India <u>Speakers:</u> • Dr Kalthoom AlBlooshi, Chief Innovation Officer and Training and Development Center Director, Emirates Health Services, UAE • Mr Kwan Wa Kam, Social Work Officer, Tuen Mun Hospital / Hospital Authority, Hong Kong • Ms Elena Puigdevall, CEO, Fundació Aspace Catalunya, Spain • Mr Serene Samuel, COO, Almora General Hospital, Philippines • Ms Eunice Tan, Assistant Manager, Singapore General Hospital, Singapore • Sr Tiago Velloso de Carvalho, General Director, Municipal Hospital Evandro Freire - CEJAM Rio, Brazil
14:30–15:30 Room 4, Level -1 CLINICAL MODELS QPS	Redesigning care: Innovation, safety, and person-centred solutions Explore innovative approaches to delivering safer, more effective, and person-centred care across diverse healthcare settings. This session covers the integration of technology, risk prevention strategies, and the shift toward home- and community-based care models that improve outcomes and optimize healthcare resources. <u>Chair:</u> Dr Sami Al Farsi, Director General of National Center for Women and Children's Health, Ministry of Health, Oman <u>Speakers:</u> • Prof. Giovanni Frisoni, Director, Centre de la mémoire, Geneva University Hospital, Switzerland • Dr Jane Lou Gargaritano, Gastroenterologist, Vicente Sotto Memorial Medical Center, Philippines • Ms Wen Chien Hsieh, Director of Integrated Center of Health and Long-term Care, Kaohsiung Municipal Siaogang Hospital, Taiwan • Dr Dalyla Leal Vargas, Chief of Inpatient Discharge Group, Fundación Santa Fé de Bogotá, Colombia • Mr Federico Seragnoli, Psychotherapist in training; PhD Student, Geneva University Hospital, Switzerland
15:30–16:00 Level 0 and -1	Coffee break and networking Recharge with coffee and light snacks while connecting with fellow attendees in the exhibition and poster areas.

15:30–16:00 Spotlight stage, Level 0	Best Poster presentations Celebrate the innovative projects showcased in this year’s poster exhibition. The winners from each of the five tracks – Leadership imperatives; Clinical models enhancing quality and safety; Environmentally sustainable, resilient, and low-carbon healthcare; Digital transformation and AI in care and hospital operations; and The human-centred experience – will take the stage to present their work and share key insights behind their award-winning posters.
16:00–17:30 Plenary A, Level 0 LEADERSHIP	Perspectives from the IHF Young Executive Leaders Gain fresh, forward-thinking perspectives in this dynamic session featuring lightning talks from the 2025 cohort and Alumni of the IHF Young Executive Leaders (YEL) 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 2025 cohort brings together 48 emerging leaders from 33 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. <u>Speakers:</u> • Dr Khawla Alhajaj, Consultant Medical education and Research, Dubai Health Authority, UAE • Eng. Maryam AlRaeesi, Senior Specialist - Lead of Women's and Children's Health Model of Care, Department of Health - Abu Dhabi, UAE • Mr Xavier Buyse, Digital Transformation, Innovation, Data and Quality Manager, Hospital Clinic de Barcelona, Spain • Mr Searchmore Chaparadza, Managing Director, Baines Intercare Medical Centre (Private) Limited, Zimbabwe • Mrs Zachary Croes, Secretary of the Board of Directors, Horacio Oduber Hospital, Aruba • Dr Mega Febrianora, Director, Ngasta Clinical Research Organization, Indonesia • Ms Kelsey Fuller, Director, System Value Performance & Transformation, University Hospitals Health System, USA • Ms Rebecca Hamilton, Assistant Director of Nursing, St Andrew’s Toowoomba Hospital, Australia • Mrs Linda Jorgensen, CEO, St Andrew’s Toowoomba Hospital, Australia • Mrs Aline Mittag, Senior Manager Sustainability, Asklepios Kliniken GmbH & Co. KGaA, Germany • Dr Christina Png, Preventive Medicine Resident, Khoo Teck Puat Hospital, Singapore • Mr Muhammad Zeeshan Qureshi, Associate Director Administration, Evercare Hospital Lahore, Pakistan

	• Mr Simon Radmore, Executive Director Strategy and Office of the Chief Executive, Northern Sydney Local Health District, Australia • Mr Omar Zeyad, Chief Operation Officer, Warith International Cancer institute, Iraq
16:00–17:00 Plenary B, Level 0 LEADERSHIP	Empowering leadership: Strengthening capacities to meet workforce challenges Explore the different approaches that healthcare systems are adopting and adapting to meet the workforce challenges of today and tomorrow. Through examples of digital innovation, training for clinical staff, and development programmes for executive teams, this session will showcase trends and models for capacity strengthening that are addressing workforce needs, ensuring sustainable healthcare for the future. <u>Chair:</u> Prof. Dr Henriette Neumeyer, Vice-Chair of the Board, German Hospital Federation, Germany <u>Speakers:</u> • Dr Maha Alsubaie, Executive Director of Training and Accreditation, Saudi Commission for Health Specialties, Saudi Arabia • Dr Szabi Dorotovics, President, Mount Sinai International, USA • Mr Miguel Paiva, CEO, Unidade Local de Saúde de Entre o Douro e Vouga, Portugal • Prof. Pascal Verdonck, Prof MedTech & Chair Board Maria Middelaers Hospital, Ghent University, Belgium
16:00–17:00 Plenary E, Level 3 CLINICAL MODELS QPS	Innovating surgical care: Efficiency, safety, and patient experience Gain insights into how healthcare systems are improving surgical outcomes through smarter protocols, patient-centred approaches, and digital integration. This session features strategies for optimizing efficiency, reducing post-operative risks, and accelerating treatment plans – all contributing to safer, more responsive and sustainable surgical care. <u>Speakers:</u> • Ms Yung-Chen Chen, Head Nurse, National Taipei University of Nursing and Health Sciences; Far Eastern Memorial Hospital, Taiwan • Dr Krzysztof Mawlichanów, Doctor of Medical Sciences, Obstetrician-Gynecologist, Neo Hospital, Poland • Ms Sílvia Moreira da Silva, Director, Hospital de Cascais, Portugal • Prof. Andreas Schnitzbauer, Director and Chair of Surgery, Knappschat Kliniken University Hospital Bochum, Ruhr University Bochum, Germany • Dr Poleth Sempértegui, Plastic Surgery Resident and Master's Student, São Francisco de Assis Hospital Foundation – Brazilian Unified Health System (SUS), Brazil • Dr Chao Tong Teo, Consultant Anaesthetist, National University Hospital, Singapore
16:00–17:00 Plenary F, Level 3 HUMAN-CENTRED EXPERIENCE	Empowering patients and families through communication, culture, and care pathways Explore how hospitals are advancing timely, empathetic, and inclusive care by focusing on patient navigation, family engagement, and cultural integration. This session features innovations which demonstrate how collaboration and tailored support can improve satisfaction, outcomes, and care equity.

	<u>Speakers:</u> • Ms Sultana Al Harbi, Regional Case and Bed Management Director, Al Hada Armed Forces Hospital, Saudi Arabia • Dr Youngwoong Back, Medical Director, Korean Medical Center, Qatar • M. Sc. Paola Calderón Cifuentes, Chief of the Social Affairs Department, Fundación Santa Fe de Bogotá, Colombia • Ms Alma Flores, Occupational Therapist IV, Mariano Marcos Memorial Hospital and Medical Center, Philippines • Mrs Emmanuelle Hoche, Patient partnership manager, Centre Henri Becquerel (Comprehensive Cancer Center), France • Mrs Anna Sant, Chief of Patient Experience and Patient and Family Relations, Fundació Assistencial Mutua Terrassa, Spain
16:00–17:00 Room 4, Level -1 DIGITAL TRANSFORMATION AND AI	Driving clinical care and diagnostics with data and AI for efficiency and resilience Explore ways that digital tools and AI can improve diagnostics and clinical care, automate performance monitoring, and strengthen operational resilience. This session includes examples from a range of clinical and administrative settings – offering practical insights into data-enabled transformation for better outcomes and sustainability. <u>Chair:</u> Ms Tamara Hatav, Head of Global Relations & Partnerships, Sheba Medical Center, Israel <u>Speakers:</u> • Dr Moustafa Abdelwahab, Section Head of Performance Improvement and Reporting, Department of Health, UAE • Dr Esther Ajowi, Regional Team Lead, Avenue healthcare, Kenya • Mr Anthony James Almazan, Project Development Officer IV - Program Manager, Mariano Marcos Memorial Hospital and Medical Center, Philippines • Dr René Robles Cedeño, Neurologist and Director of Healthcare Data and Documentation Department, Hospital Universitari de Girona Doctor Josep Trueta, Spain • Dr Glenn Werneburg, Physician-Scientist, Cleveland Clinic, USA • Dr Alexander Wolf, Senior Physician Anaesthesiology and Intensive Care, Knappschaft Kliniken University Hospital Bochum, Germany
16:00–17:20 Plenary C, Level 0 SUSTAINABILITY	Accelerating sustainability through peer learning and strategic action sign-up required Explore how the Sustainability Accelerator Tool (SAT) enables high-impact progress on sustainability in your organization and advances knowledge sharing and learning among your hospital leaders. This interactive session will present the importance of addressing sustainability in hospitals and outline the sector-specific guidance and capacity strengthening support available. Several hospitals currently using the SAT for quality improvement will share their experience in a series of roundtable discussions, enabling participants to gain insights about strategic planning for action on sustainability, and to learn from the challenges and good practices of their peers. Join us to confidently take your sustainability journey forward. Sign up here. <u>Speakers:</u> • Dr Amina Mahmood Ahmed, Head of Quality and Excellence, Head of Sustainability, Fujairah Hospital, EHS, UAE

	• Mr Jeremy Lee, Chief Operating Officer, National University Hospital, Singapore • Mr Miguel Ángel Martínez Sánchez, Director of Environment, Health, and Safety, Fundació Sanitària Mollet, Spain
17:15–18:00 Spotlight stage, Level 0	Innovation Ignite Talks Wrap up your day with another round of rapid-fire, dynamic talks from selected <i>i-to-i</i> innovators showcasing the latest hospital-born innovations that are transforming healthcare delivery 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. <u>Chairs:</u> • Mr Sean Hennessey-Hsieh, Managing Director, Strategic Ventures, Stanford Medicine, USA • Mr Paul King, CEO, Stanford Medicine Children's Health, USA • Dr Michael Lim, Professor and Chair, Stanford University School of Medicine, Department of Neurosurgery, USA
19:00–22:00 OFFSITE: Campus Biotech, 9 Chemin des Mines, Geneva	IHF Awards Gala Reception sign-up required Join us for a stunning ceremony recognizing outstanding achievements in healthcare leadership, followed by a reception featuring a unique celebration of Swiss culture and innovation. Begin the evening with the formal Awards Ceremony, a highlight of the 48th World Hospital Congress that celebrates outstanding achievements in global healthcare. Honouring winners across eight distinguished categories, the 2025 IHF Awards mark ten 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 and celebrate a decade of inspiring progress and achievement. Following the ceremony, continue the celebration at our lively Gala Reception, designed to foster networking and cultural exchange over drinks and light bites. You can also take the opportunity to immerse yourself in the Swiss Village, engaging with makers of Swiss cheese, chocolates, wines, and watches, complemented by folk music from Swiss alpine horns and traditional bands. You can purchase up to two tickets for CHF 85 each during registration. More information is available here.

Thursday, 13 November 2025

Time & Venue	Activity
09:00–10:30 Plenary A+D, Level 0 and 1 LEADERSHIP	Plenary session 3: A healthcare leader's greatest challenge: Workforce strategies that work There is a worldwide shortage of clinical healthcare workers. The crisis is exacerbated by the well-known factors of an increasingly ageing population, issues of burnout and work-life balance, challenges in providing training and education, and geographical disparities. In this session, <i>Dr Peter Pronovost, Chief Quality and Clinical Transformation Officer, University Hospitals, USA</i>, will moderate an enlightening discussion unveiling proven solutions to tackle the most common causes of the workforce shortage. A panel of experts from international health systems will present their strategies on issues including the wellbeing of clinical teams, use of supportive technologies, and managing a cross-border talent drain. Testimonials from their workforces will demonstrate their positive impact. Plenary 3 introduces a selection of solutions that are currently in use successfully in different settings across the globe. No matter the hospital or health system, these strategies can be adopted and adapted to start addressing local workforce challenges. <u>Chair:</u> Dr Peter Pronovost, Chief Quality and Clinical Transformation Officer, University Hospitals, USA <u>Speakers:</u> • Dr Henry Gallardo, President-Designate, International Hospital Federation; Director General, Fundación Santa Fe de Bogotá (FSFB), Colombia • Dr Zeenat Khan, Regional CEO, Aga Khan Health Services, East Africa, Kenya • Clin Assoc. Prof. Ghee Chee Phua, Deputy CEO, Singapore General Hospital (SGH), Singapore • Mrs Mireia Traserra Call, Human Resources Director, AECT - Hospital de Cerdanya, Spain
10:30–11:00 Level 0 and -1	Coffee break and networking Take a break, grab coffee and light snacks while connecting with fellow attendees in the exhibition and poster areas.
11:00–12:00 Plenary B, Level 0	Challenges in urgent and emergency care: What are the policy options? Explore a transformative policy framework designed to tackle the root causes of emergency care dysfunction as health systems around the world face mounting pressures. This offers practical, evidence-based solutions that can be applied immediately across diverse contexts. Global and regional emergency care and analytical experts from the World Health Organization (WHO) Headquarters, the WHO Europe, and the European Observatory on Health Systems and Policies will share global, regional, and research-based perspectives to support more resilient and responsive emergency care systems. <u>Speakers:</u> • Prof. Lee Wallis, Lead, Emergency Care, World Health Organization, Switzerland • Dr Ewout van Ginneken, Director, European Observatory on Health Systems and Policies, Belgium

11:00–12:00 Plenary E, Level 3	IHF Awards session Get inspired by the Gold winners of the IHF Awards 2025 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.
11:00–12:00 Plenary C, Level 0 SUSTAINABILITY	Collaborating for care: Future of integrated healthcare solutions for low-resource settings Gain insights from hospitals and health systems in low-resource and vulnerable settings that show how multi-disciplinary collaboration can unlock sustainable, high-quality healthcare systems. Delivering healthcare in these contexts presents a complex set of leadership challenges, including finance, workforce, climate and operational issues. This session brings together expert voices to share real-world experiences and actionable strategies, highlighting scalable solutions that integrate financial innovation, workforce development, climate-resilient practices, and improved patient care. Participants will gain insight into designing interconnected interventions that respond to complex local realities while advancing global goals such as Universal Health Care and climate adaptation. <i>This session is organized as part of the Future of Hospitals and Health Systems initiative – a consortium of global organizations, formed with the aim to promote a model for sustainable, resilient and fit-for purpose hospitals and health systems in low-resource and vulnerable settings.</i> <u>Speakers:</u> • Dr Karan Thakur, VP - Corporate Affairs & Sustainability, Apollo Hospitals, India
11:00–12:00 Plenary F, Level 3 HUMAN-CENTRED EXPERIENCE	The human-centred experience: Elevating care through partnership and innovation Gain insights into actionable strategies that drive meaningful improvements for the foundation of exceptional care – a human-centred approach. In this session, explore the principles of building patient partnerships and culturally sensitive strategies, as well as the power of digital innovations to enhance links with both individuals and communities. Learn how a patient-first healthcare experience enhances clinical outcomes and boosts trust and engagement. <u>Speakers:</u> • Dr Penny Kechagioglou, Chief Medical Officer, Icon Cancer Care, UK • Dr Virginie Luce-Garnier, VBHC Manager, AP-HP, France • Prof. Anupam Sibal, Group Medical Director, Apollo Hospitals Group, India
11:00–12:00 Room 4, Level -1 DIGITAL TRANSFORMATION AND AI	Advancing clinical care quality through AI and patient-centred safety Explore how AI is improving care continuity, diagnostics, training, and patient safety across diverse settings. This session presents projects demonstrating how thoughtful digital integration can enhance outcomes, equity, and trust in clinical practice. <u>Chair:</u> Ms Gilvane Lolato, Manager, Organização Nacional de Acreditação, Brazil <u>Speakers:</u> • Mr Moh Heri Kurniawan, Research and Development Manager, Hermina Hospital Group, Indonesia • Mrs Rita Lopes, Quality and Patient Safety Clinical Specialist, Lusíadas Saúde Group, Portugal

	• Prof. Dr Ricardo Savaris, Professor, Universidade Federal do Rio Grande do Sul, Brazil • Dr Gerald Sng, Associate Consultant, Singapore General Hospital, Singapore • Dr Maame Yaa Yiadom, Associated Professor, Emergency Medicine (Physician), Stanford University, USA
11:00–12:00 Room 3, Level -1 LEADERSHIP	Transforming service delivery through governance, partnerships, and planning Gain insights into how healthcare systems are reshaping access and quality through bold governance models, targeted reforms and public–private collaboration. This session highlights examples demonstrating how strategic leadership, data use, and equity-focused planning can deliver sustainable improvements in healthcare performance. <u>Chair:</u> Ms Vera Vertessen, Director of Patient Care, Brussels University Hospital, Belgium <u>Speakers:</u> • Eng. Maryam AlRaeesi, Senior Specialist - Lead of Women's and Children's Health Model of Care, Department of Health - Abu Dhabi, UAE • Dr Jeffrey Castillo, Chief Health Program Officer, Tondo Medical Center, Philippines • Ms Tiffany Kautz, Executive Director of Client and Assessment Services, Accreditation Canada, Canada • Mr Danish Lalani, Associate Director, Evercare Hospital Lahore, Pakistan • Dr Mantwa Chisale Mabotja, Medical Manager and Public Health Medicine Specialist, Tembisa Provincial Tertiary Hospital, South Africa • Mr Arnau Valls-Esteve, Head of Innovation, SJD Barcelona Children's Hospital, Spain
12:15–13:00 Plenary A+D, Level 0 and 1	Closing Ceremony Dr Henry Gallardo, President-Designate of the IHF, and Robert Mardini, Director-General of Geneva University Hospital (HUG), will officially close the 48th IHF World Hospital Congress. HUG will ceremonially hand over the Congress to the 2026 host, the Korean Hospital Association.
13:00–14:00 Level 1 and 2	Lunch and networking Enjoy a relaxed lunch while continuing conversations with peers before the afternoon hospital visits.
13:00–14:00 Lausanne room, CCV	Towards an integrated and data-driven Swiss healthcare ecosystem: The hospital perspective sign-up required lunch meeting What does it take to build a truly integrated and data-driven healthcare ecosystem in Switzerland? Join the panel of senior hospital representatives in this session hosted by Deloitte, as they explore the levers hospitals and other actors in the Swiss healthcare ecosystem can use to advance healthcare integration and data-driven practices in Switzerland. Sign up here.
14:00–18:00	Hospital and institution visits sign-up required Discover leading hospitals, healthcare facilities, and research centres in Switzerland and neighbouring France through curated visits. Reserve your place on a guided tour that will offer insights into innovative practices and systems. These visits are exclusively available to Congress participants for an additional

	fee starting at CHF 55. You can sign up during registration. More information is available here.
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Post-Congress – Friday, 14 November 2025

Time & Venue	Activity
07:45–15:00 UCI World Cycling Centre, Aigle	Visit to Union Cycliste Internationale (UCI) World Cycling Centre sign-up required Explore a different aspect of Switzerland’s international scene once the Congress ends with an exclusive visit to the UCI World Cycling Centre in Aigle, Switzerland. Accompanied by IHF CEO Ronald Lavater, a small group of senior executives will enjoy a scenic train ride from Geneva to explore the UCI’s elite coaching and training facilities, including a guided velodrome tour and an exhilarating group ride on the indoor racing track. Offered at an additional fee of CHF 100 (includes specialist equipment for the ride, train travel and lunch), this unique event blends networking, wellness, and a deeper look into Switzerland’s international sporting excellence. You can sign up during registration. More information is available here.
08:40–14:30	Hospital visits in Zurich sign-up required Extend your World Hospital Congress journey by visiting two leading hospitals in Zurich. Reserve your place on a guided tour that will offer insights into innovative practices and systems. These visits are exclusively available to Congress participants for an additional fee starting at CHF 55. You can sign up during registration. More information is available here.