HKSH Institute for Innovation & Professional Development

IIPD

Annual Report 2025/26

HKSH Institute for Innovation & Professional Development

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養和醫療集團成員 Members of HKSH MEDICAL GROUP

養和醫院 HONG KONG SANATORIUM & HOSPITAL | 養和醫健 HKSH HEALTHCARE | 養和東區醫療中心 HKSH EASTERN MEDICAL CENTRE | 養和癌症中心 HKSH CANCER CENTRE | 養和創新及專業培訓學院 HKSH INSTITUTE FOR INNOVATION & PROFESSIONAL DEVELOPMENT

www.hksh.com

ABOUT IIPD

養和創新及專業培訓學院
HKSH Institute For Innovation & Professional Development

The establishment of HKSH Institute for Innovation & Professional Development (IIPD) is a significant milestone in the ongoing commitment of the HKSH Medical Group ("HKSH") to advancing medical education and research. It addresses the need for improving healthcare practices and fostering innovation within the medical community.

HKSH recognises the importance of providing healthcare professionals with ongoing training and professional development. In 2009, HKSH founded the Continuing Nursing Education Division, offering various training programmes for nurses and allied health professionals. We also formed partnerships with renowned institutions, such as University of California, Los Angeles (UCLA) Health, Johns Hopkins University, University of California, San Francisco (UCSF) and University of Toronto, to provide overseas on-the-job professional development.

To further enhance HKSH's efforts in continuing education for all healthcare professionals, including doctors, nurses and allied health professionals, IIPD was established in 2024. It serves as a dedicated platform for lifelong learning, knowledge exchange, and skill enhancement among healthcare professionals. IIPD aligns with the vision and objectives of The Li Shu Fan Medical Foundation, which was established in 1963 by Dr. LI Shu Fan, to advance medical education and research.

MISSION, VISION AND VALUES

MISSION

- To cultivate excellence in practice through structured training and research
- To promote evidence-based innovative practice for staff development
- To prepare healthcare providers to be the professional leaders through training and development
- To provide a platform for innovative training for the community and our surrounding regions

VISION

Become a globally recognised and preferred innovative healthcare training institute for people development

VALUES

- Excellence
- Collaborations
- Innovation
- Professionalism and Integrity
- Impact
- Care for Our Community

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MESSAGES



Dr. LI Wai Tat, Walton

Chief Executive Officer
HKSH Medical Group

Medical Superintendent
Hong Kong Sanatorium & Hospital

Internal Member
IIPD Governance Committee

Continuing HKSH's century-long heritage in vocational training and professional education, the HKSH Institute for Innovation & Professional Development (IIPD) was set up in 2024 to promote clinical education and lifelong learning through the provision of structured training and other initiatives. Combining local expertise, mainland collaborations and global partnerships, IIPD sets out not only to enhance frontline leadership and clinical partnership within HKSH, but also to strengthen Hong Kong as a regional hub for continuing professional development and healthcare innovation.

From the "HKSH Cancer Cytogenetics Masterclass" to the "Proton Therapy Training Programme", the second year of IIPD was marked by a wide spectrum of enhancement programmes, nursing and allied health certificate courses, hands-on workshops and AI-themed lectures for staff members and other healthcare professionals in the region. In line with the vision of The Li Shu Fan Medical Foundation, all these initiatives testify to our commitment to upgrading the clinical profession at international standards in order to maintain our leading position in the rapidly changing healthcare landscape.

As we continue to establish strategic partnerships with more leading Mainland institutions, IIPD has now become a major facilitator of cross-border exchanges in areas of specialty training and integrated management in clinical workflows. To strengthen Hong Kong's bridging role with the Greater Bay Area, IIPD will continue to develop more courses, seminars and workshops in collaboration with UCLA Health and other longtime international partners.

While anticipating joint efforts in medical education with HKUST's medical school after the signing of the memorandum of understanding in 2025, we look forward to expanding continuing medical education (CME) for medical practitioners through IIPD with input from local clinical academics and overseas institutions in the years ahead. As always, your support will be crucial to our elevating healthcare and upholding public health with a better trained workforce, more advanced technologies, and increasing expertise across multiple disciplines.

MESSAGES



Dr. CHAN Woon Tong, Joseph

Chief Medical Officer
HKSH Medical Group

Deputy Medical Superintendent
Hong Kong Sanatorium & Hospital

Director
HKSH Institute for Innovation & Professional Development

Convenor
IIPD Management Committee

This past year has been a landmark period for IIPD, marked by significant cross-border collaboration and programme innovation. We established strategic partnerships with leading Mainland institutions, facilitating valuable multi-level exchanges of knowledge and clinical expertise through, among others, observerships, reciprocal visits, and joint training initiatives such as proton therapy training programmes.

These initiatives strengthen our collective capacity to address the growing demand for specialised skills and keep pace with medical advancements. Through these efforts, we have advanced IIPD's mission and the objectives of The Li Shu Fan Medical Foundation by promoting knowledge exchange, specialised training, and professional excellence across the region.

Looking ahead, IIPD will continue to expand collaborative platforms, deepen self-sustaining training models, and introduce forward-looking programmes that support the development of HKSH Eastern Medical Centre and the wider healthcare community. We warmly invite all healthcare professionals, both within HKSH and beyond, to make full use of IIPD as a dynamic platform for professional advancement, and help shape the future of healthcare.

MESSAGES



Dr. CHOW Shew Ping

Deputy Medical Superintendent
Hong Kong Sanatorium & Hospital

Internal Member
IIPD Governance Committee

Member
IIPD Management Committee

Well before the establishment of IIPD in 2024, HKSH Medical Group has long prided itself on a culture of lifelong learning and professional development. And a strong foundation has been built over the years with structured training initiatives, continuous education for healthcare professionals, and partnerships with leading institutions.

Carrying the same tradition as a dedicated platform, IIPD, an educational institute run by a private healthcare provider, advances not only technical excellence but also patient care. It is committed to nurturing skilled professionals who are equally committed as patient advocates—grounded in compassion, empathy and a genuine caring spirit.

Through accredited courses, quality-improvement training, exchange programmes and community education, IIPD ensures that continuous learning remains central to our practice. It facilitates the professional development of our healthcare colleague as clinical experts and as compassionate advocates, thereby strengthening the day-to-day care to patients.

In this way, IIPD takes forward HKSH's enduring commitment to professional development, ensuring that excellence in skills is always matched by excellence in human care.

MESSAGES



Dr. LIN Wai Chi, Ada

Assistant Medical Superintendent
Hong Kong Sanatorium & Hospital

Deputy Chief Medical Executive
HKSH Eastern Medical Centre

Chief Medical Executive
HKSH Diagnostics Centre (Island East)

Chief Medical Executive
HKSH Cancer Centre (Island East)

Deputy Director
HKSH Institute for Innovation & Professional Development

Internal Member
IIPD Governance Committee

Member
IIPD Management Committee

It has been my great pleasure to join IIPD as Deputy Director in 2025. Over the past year, IIPD has strategically expanded our training portfolios, with a particular emphasis on equipping healthcare professionals with future-ready competencies in artificial intelligence, digital health, and medical technology.

We invited external AI specialists from Hong Kong and Mainland China to share insights on the evolving AI landscape. These seminars stimulated vibrant discussions among staff, and the knowledge gained has been translated into tangible operational solutions through pilot projects, further enhancing efficiency and clinical experience.

Professional collaboration was strengthened with our strategic partnerships between HKSH and the Peking Union Medical College Hospital, the First Affiliated Hospital, Sun Yat-sen University and other mainland institutions. Delegations from our partners visited HKSH for multidisciplinary knowledge exchanges, while our staff undertook project-based learning and clinical observerships in nursing and allied health at the partner institutions. All these reciprocal initiatives have achieved deeper professional dialogue, broader clinical perspectives, and further mutual learning.

Looking ahead, IIPD will remain committed to advancing innovation and professional excellence in support of HKSH's mission of "Quality in Service • Excellence in Care." I am grateful to all colleagues, partners, and faculty members for their dedication, and look forward to continuing this fruitful journey together.

MESSAGES



Ms. Adrienne LI

Chief Administration Executive
HKSH Medical Group

Member
IIPD Management Committee

I am pleased to thank our colleagues and all other healthcare professionals for their strong engagement and achievements over the past year. Their commitment to and support for IIPD programmes —demonstrated through successful completion of specialised training, quality-improvement projects, and knowledge-exchange activities—have been essential to IIPD's progress and impact, as they reflect the growing recognition of IIPD as a valuable platform for enhancing professional growth and standard of care across the healthcare community.

HKSH Medical Group remains fully committed to the continued development of IIPD. We will sustain our support for its current initiatives and future expansion, ensuring the Institute remains a robust hub for lifelong learning and professional advancement. I look forward to the further contributions IIPD will make in the years ahead.

PEOPLE

IIPD GOVERNANCE COMMITTEE

The IIPD Governance Committee, comprising external and internal members, is dedicated to providing guidance on IIPD's strategic direction and activities. The Committee actively seeks opportunities and resources to support sustainable growth for IIPD, while also promoting innovation and professional development across the HKSH Medical Group.

Committee Members:

Chairperson
Dr. Gabriel LEUNG

External Members
Prof. CHAN Siu Chee, Sophia
Dr. CHENG Mo Chi, Moses
Mr. CHENG Wai Sun, Edward
Dr. LAM Ching Choi
Prof. David SHUM
Prof. TANG Wai King, Grace

Internal Members
Dr. LI Wai Tat, Walton
Mr. Wyman LI
Dr. CHAN Woon Tong, Joseph
Dr. CHOW Shew Ping
Dr. LIN Wai Chi, Ada
Ms. Adrienne Li

IIPD MANAGEMENT COMMITTEE

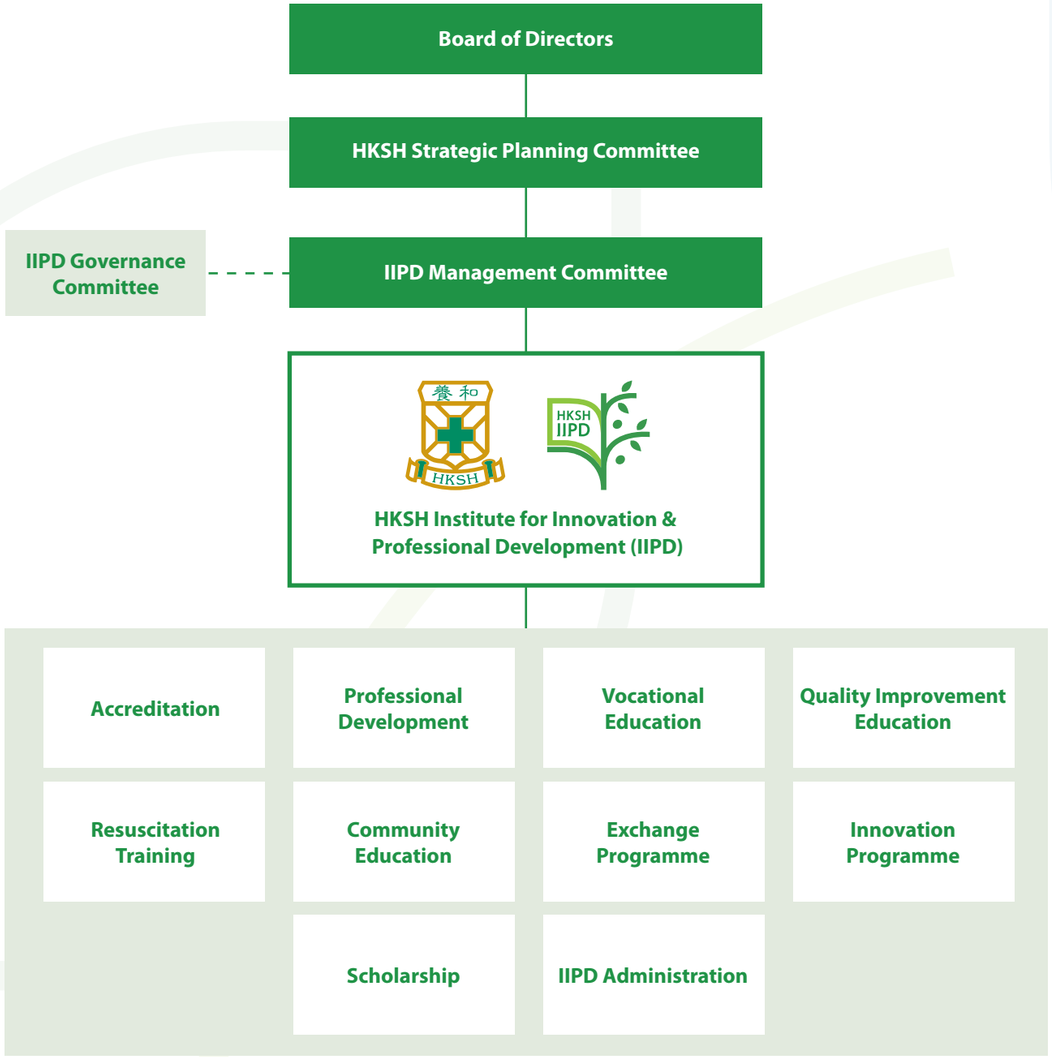
The IIPD Management Committee plays a pivotal role in shaping the institute's strategic direction. The Committee is dedicated to fostering excellence in healthcare education through collaborative decision making in alignment with the objectives of HKSH Medical Group. It spearheads strategic planning by developing long-term goals, establishing key performance indicators, and defining the vision, mission, values, and guiding principles of IIPD. The Committee regularly reviews and updates strategic plans, monitors organisational progress, and evaluates the effectiveness of implemented strategies to ensure sustained impact. By setting a clear direction and scope, the Committee drives IIPD's mission to deliver innovative and high-quality professional development programmes.

Committee Members:

Dr. CHAN Woon Tong, Joseph (Convenor)
Dr. CHOW Shew Ping
Dr. LIN Wai Chi, Ada
Ms. Adrienne Li

PEOPLE

IIPD STRUCTURE



IIPD Working Staff:

Ms. HUNG Tao Ying, Gloria*
Ms. TSANG Yuen Lam, Eunice
Ms. LEUNG Wing Yin, Ana
Ms. CHOW Uen Yi, Tracy
Mr. MUI Ka Kuen, Gary*
Ms. FUNG Yan Yee, Cathy
Ms. KWAN Wing Ki, Kathy
Ms. FONG Iok San, Carrie

*Left service

ACCREDITATION ORGANISATIONS

IIPD's adherence to rigorous quality standards and expertise in delivering professional healthcare training is well-recognised by esteemed professional institutions through accreditations.

By demonstrating IIPD's reliability and capability in advancing professional standards with comprehensive evaluations, accreditations by the following institutions reinforce our pivotal role in promoting high-quality healthcare education and nurturing highly-skilled professionals in line with HKSH's vision:

INSTITUTION	ACCREDITED AREA
The College of Ophthalmologists of Hong Kong	Training Centre
The Royal College of Surgeons of Edinburgh	Training Centre
The Hong Kong College of Orthopaedic Surgeons and The Royal College of Surgeons of Edinburgh	Training Centre
The Hong Kong College of Family Physicians	Training Centre
The College of Surgeons of Hong Kong Plastic Surgery Board	Training Centre
The Hong Kong College of Community Medicine	Affiliated Training Centre to Jockey Club School of Public Health and Primary Care, The Chinese University of Hong Kong
The Hong Kong College of Anaesthesiologists	Training Centre
American Heart Association - International Training Center	Basic Life Support (BLS) Advanced Cardiovascular Life Support (ACLS) Pediatric Advanced Life Support (PALS) Advanced Stroke Life Support (ASLS)
Nursing Council of Hong Kong	Continuing Nursing Education (CNE) provider
Midwives Council of Hong Kong	Continuing Education in Midwifery (CEM) provider
Hong Kong Academy of Nursing & Midwifery (HKANM)	
• HKANM – Hong Kong College of Cardiac Nursing	Training Site: Intensive Care Unit, Cardiac Catheterization & Intervention Centre, Cardiology Centre
• HKANM – Hong Kong College of Critical Care Nursing	Training Site
• HKANM – Hong Kong College of Medical Nursing	Training Site: 1. Diabetes Nursing 2. Haematology Nursing 3. Infection Control Nursing 4. Medical Nursing 5. Neurology Nursing 6. Oncology Nursing 7. Renal Nursing 8. Respiratory Nursing
• HKANM – Hong Kong College of Midwives	Training Site
• HKAN – Hong Kong College of Perioperative Nursing	Training Centre
• HKAN – Hong Kong College of Surgical Nursing	Training Centre: 1. Surgical Nursing 2. Enterostomal Therapy Nursing 3. Ophthalmological Nursing 4. Urological Nursing 5. Breast Care Nursing 6. Gynaecological Nursing
Medical Laboratory Technologists Board	Continuing Professional Development (CPD) Provider
Radiographers Board	Continuing Professional Development (CPD) Provider

HIGHLIGHTS OF THE YEAR

2025

May

UCSF-HKSH Evidence-Based Practice Programme:
- Graduation Ceremony
- International Fellowship Programme
- Train-the-Trainer Programme

Clinical MR Imaging Workshop

Jun

Lean Six Sigma Green Belt (10th wave)

"THIS IS IT" Effective Life Skills for Well-being and Clinical Practice

UCLA-HKSH Lung Oncology Programme

Jul

Crew Resource Management

Aug

Proton Therapy Training Programme

Sept

UCLA-HKSH Haemato-Oncology Programme

Certificate Course in Advanced Surgical Nursing

Oct

Physiotherapy Assistant Certificate Course

Nov

Applications of Artificial Intelligence (AI) in Healthcare and Case Sharing

HKSH Cancer Cytogenetics Masterclass

Dec

UCLA-HKSH Gynaecological and Prostate Oncology Programme

2026

Jan

Certificate Course of Radiation Protection Supervisor in Medical Sector

Technical Service Assistant Integrated Training Programme 2026

Mar

Lunch Meeting Series - Knowing More about Current AI Landscape

UCLA-HKSH Head and Neck Cancer, and Neuro-Oncology Programme

Apr

Plastic and Reconstructive Surgery Programme

PROGRAMME HIGHLIGHTS

PROGRAMME FOR PROFESSIONAL DEVELOPMENT

IIPD is committed to advancing professional excellence through a comprehensive range of professional development programmes in medical education, advanced nursing practice, allied health, and oncology training. Through structured and specialised initiatives, IIPD continues to strengthen professional competencies and support the delivery of high-quality patient care.

MEDICAL EDUCATION AND TRAINING

HKSH supports medical education and specialist training as an accredited training site and training centre for various academy colleges, while providing clinical training opportunities for medical students from The University of Hong Kong (HKU) and The Chinese University of Hong Kong (CUHK). As an affiliate teaching hospital of the Li Ka Shing Faculty of Medicine, The University of Hong Kong (HKUMed), HKSH works closely with HKUMed to advance medical education and research. Senior medical students gain first-hand exposure to clinical practice and hospital operations in the private healthcare setting.

The establishment of IIPD marks a further step in HKSH's commitment to advancing medical education. IIPD supports a wide range of Continuing Medical Education (CME) programmes for doctors and coordinates clinical attachment opportunities for university and secondary school students interested in pursuing careers in medicine and healthcare.

MULTIDISCIPLINARY

Proton Therapy Training Programme

In June 2025, HKSH and the National Cancer Center co-organised a two-day Proton Therapy Joint Training Programme in Beijing with great success, attracting over 150 participants. Then came the "HKSH Cancer Centre Proton Therapy Training Programme" from August 2025 to June 2026, with about 40 professionals from 11 mainland institutions. Jointly designed by HKSH and Mayo Clinic Arizona, the programme integrates the latest industry trends and clinical demands, allowing participants to gain an in-depth understanding of the clinical implementation of pencil beam scanning proton therapy with comprehensive theoretical instruction and practical training. It also sets out to promote the standardisation and efficiency of proton therapy applications.



PROGRAMME FOR PROFESSIONAL DEVELOPMENT

HKSH Cancer Cytogenetics Masterclass

In oncology training, IIPD organised the HKSH Cancer Cytogenetics Masterclass in November 2025. The advanced two-day programme brought together medical technologists, clinical scientists, cytogeneticists, pathologists, and clinicians to enhance knowledge and practical competencies in cancer cytogenetics.

Through expert lectures and hands-on workshops, participants gained valuable insights into cancer biology and contemporary cytogenetic practice. The programme also reflected IIPD's commitment to lifelong learning, interdisciplinary collaboration, and advancement in specialised healthcare training.

IIPD would like to express sincere appreciation to Dr. TSAO Yen Chow (Course Consultant), Dr. Edmond MA (Course Director and Lecturer), Dr. Thomas WAN (Course Coordinator and Principal Lecturer), as well as invited lecturers Ms. Carmen CHUEN, Ms. Joyce LAU, and Dr. Nicky HO for their invaluable contributions to the success of the programme.







No. of Participants: 23

PROGRAMME FOR PROFESSIONAL DEVELOPMENT

ADVANCED NURSING TRAINING

Certificate Course in Advanced Surgical Nursing

Jointly organised by IIPD, the Hong Kong Academy of Nursing & Midwifery (HKANM) and the Hong Kong College of Surgical Nursing (HKCSN), this course is accredited by HKCSN as an Advanced Surgical Nursing programme. Designed for Registered Nurses working in surgical units, the course provides comprehensive training in advanced surgical nursing and promotes high standards of patient care. It strengthens participants' competence in surgical nursing roles, pathophysiology, clinical management, holistic and patient-centred care, family education, service improvement, multidisciplinary communication, and professional accountability.

No. of Participants: 33

ALLIED HEALTH TRAINING

Clinical MR Imaging Workshop

Co-organised by IIPD and the Hong Kong College of Radiographers and Radiation Therapists (HKCRRT), this eight-hour workshop held in 2025 introduced the principles, image acquisition techniques, and clinical applications of Magnetic Resonance Imaging (MRI). It combined lectures with live demonstrations and hands-on observation using MRI equipment. Designed for radiographers and other healthcare professionals, the workshop covered MRI physics, patient preparation, common imaging protocols, pulse sequences, pathologies, and artefacts across major anatomical regions.

No. of Participants: 32

Certificate Course of Radiation Protection Supervisor in Medical Sector

A 2.5-day course was organised in January 2026 to equip participants with up-to-date knowledge and practical competencies in radiation safety and the management of ionising radiation within hospital settings. Particular emphasis was placed on radiation protection in diagnostic radiology, nuclear medicine, and radiotherapy. Upon completion, participants were prepared to promote the safe use of radiation, support compliance with Hong Kong's radiation regulations, assist with radiation licence applications, provide basic radiation protection guidance to colleagues and patients, and contribute to the development of local radiation protection rules.

No. of Participants: 50

PROGRAMME FOR VOCATIONAL EDUCATION

IIPD provides structured vocational training programmes for HKSH staff members and comprehensive clinical practicum opportunities for external allied health professionals, supporting workforce readiness and professional competency development.

Nurse Residency Programme (NRP)

All newly joined nurses are required to complete a mandatory programme called the "Nurse Residency Programme (NRP)" within the first five months of their service at HKSH. Designed to facilitate transition into clinical practice, the programme supports nurses in adapting to HKSH's culture and standards while strengthening core competencies in clinical judgment, communication, patient safety, infection control, emergency nursing, and ethical practice. Through structured training and mentorship by experienced nurses, participants are equipped with the skills, confidence, and professional identity required to deliver safe, high-quality patient care in alignment with HKSH's motto, "Quality in Service • Excellence in Care".

In addition, IIPD coordinates clinical practicum training for external allied health professional students from local tertiary institutions, covering disciplines including Dietetics, Medical Physics and Engineering, Pathology, Pharmacy, Physiotherapy, Radiology, and Radiation Therapy. Through structured clinical attachments and supervised practical exposure, HKSH supports students in strengthening clinical competencies and enhancing readiness for future professional practice.



No. of Lecture Hours	No. of Participants
69.5	86

PROGRAMME FOR VOCATIONAL EDUCATION

Technical Service Assistant Integrated Training Programme 2026

Developed by IIPD, the five-month programme held from January to May 2026 equipped Technical Service Assistants with essential knowledge and practical skills in patient care, infection control, procedural preparation, and equipment handling across operating theatre, endoscopy, and ophthalmology settings.

Through structured modules and clinical practicum, participants could develop competence in aseptic and operating techniques, preparation of instruments, endoscopes, consumables, and procedure rooms, assistance with patient positioning and perioperative care, and the reprocessing and replenishment of equipment after use. The programme also strengthened participants' confidence and readiness to provide effective technical support in diverse clinical environments.

No. of Lecture Hours	No. of Participants
40	8

PROGRAMME FOR QUALITY IMPROVEMENT EDUCATION

"THIS IS IT" Effective Life Skills for Well-being and Clinical Practice

Delivered by our clinical and health psychologists Dr. Peter LEE and Dr. Amy FUNG, this four-module programme was held from June to September 2025. It aimed to support mental and emotional well-being while enhancing effectiveness in clinical practice.

Module	No. of Participants
I – How to be Happy	35
II – How to be Effective at Work	38
III – Essential Skills in Communicating with Patients	32
IV – Essential Skills with Specific Populations	40

PROGRAMME FOR QUALITY IMPROVEMENT EDUCATION

IIPD provides a comprehensive range of quality improvement and leadership training programmes to strengthen clinical excellence, operational efficiency, patient safety, and organisational development across HKSH. Major programmes include Crew Resource Management, Hospital-wide CPR Drills, Mental Health Training and Lean Six Sigma (LSS).

Lean Six Sigma Green Belt

Lean Six Sigma (LSS) methodologies have long been introduced into HKSH's clinical and administrative services since 2007 to promote continuous quality improvement and operational excellence. The LSS Green Belt Programme equips clinical and non-clinical staff with practical skills in process improvement, data-driven decision-making, and cross-functional collaboration to enhance service quality and efficiency.

The 10th cohort of the programme enrolled 28 staff members, who were divided into five groups to conduct quality improvement projects across various clinical and administrative areas. Project outcomes were presented during the Graduation and Award Presentation Ceremony in January 2026, demonstrating practical application of LSS principles and HKSH's commitment to continuous improvement. The programme also reflected HKSH's "3T Spirit" — Teaching, Teamwork, and Trust — while nurturing frontline leaders to drive innovation and service enhancement across the organisation. Accredited by The Council of Lean Six Sigma Certification, the programme enables participants to obtain internationally recognised certification upon completion.



PROGRAMME FOR RESUSCITATION TRAINING

American Heart Association Resuscitation Training

As an accredited American Heart Association (AHA) International Training Centre, IIPD provides a comprehensive suite of resuscitation training programmes, including Basic Life Support (BLS), Advanced Cardiovascular Life Support (ACLS), and Pediatric Advanced Life Support (PALS). These accredited programmes strengthen the emergency preparedness and clinical competencies of HKSH staff members, ensuring the delivery of timely and high-quality life-saving interventions in critical situations.

The programmes equip healthcare professionals with essential knowledge and practical skills in cardiopulmonary resuscitation (CPR), AED application, advanced airway management, ECG interpretation, pharmacology, and team-based emergency response in adult and paediatric settings. Through regular training and competency development aligned with the latest AHA guidelines, IIPD continues to reinforce HKSH's culture of patient safety and clinical excellence.

Introduced in May 2024, the HeartSaver Course extends resuscitation education to the wider community by equipping members of the public with fundamental CPR and AED skills. The programme aims to enhance community readiness and confidence in responding to life-threatening emergencies, further supporting HKSH's commitment to advancing public health and patient care excellence.



Course	No. of Participants
BLS	938
ACLS	259
ASLS	36
PALS	86
Heartsaver	23

Instructor Course	No. of Participants
BLS Instructor Course	7
ASLS Instructor Course	3

PROGRAMME FOR COMMUNITY EDUCATION

IIPD continues to coordinate hospital visit programmes to Hong Kong Sanatorium & Hospital and HKSH Eastern Medical Centre as part of its commitment to community engagement and healthcare education. The programmes are open to diverse groups, including secondary school students, welfare organisations, local university students, and exchange students, offering participants first-hand exposure to the healthcare profession and the operation of a leading medical institution in Hong Kong.

Through guided visits to specialised units such as the Comprehensive Oncology Centre, the Department of Diagnostic & Interventional Radiology, Pharmacy and other wards, participants can gain a broader understanding of our hospital services, professional roles, and multidisciplinary teamwork. The visits also introduce career pathways, entry requirements, and professional training opportunities within HKSH, including programmes offered by HKSH School of Nursing for those aspiring to become Enrolled Nurses or Registered Nurses (General) accredited by the Nursing Council of Hong Kong.

By connecting participants with healthcare professionals and real clinical environments, the programme aims to inspire future healthcare talents, strengthen awareness of hospital operations, and reinforce HKSH's commitment to community service and professional excellence.





No. of Participants: 405

EXCHANGE PROGRAMME

Mainland

In 2025, HKSH Medical Group established strategic partnerships with five leading Mainland medical and academic institutions, namely Zhongshan Ophthalmic Center of Sun Yat-sen University, Peking Union Medical College Hospital, The First Affiliated Hospital, Sun Yat-sen University, Cancer Hospital Chinese Academy of Medical Sciences, Shenzhen, and Southern University of Science and Technology, marking a new milestone in regional collaboration.

HKSH and its partners launched multi-level exchanges among management and clinical teams. The first cohort of nurses from Peking Union Medical College Hospital undertook a clinical observership at HKSH from October to November 2025, gaining first-hand exposure to HKSH's patient journey, clinical workflows, and humanistic care practices.

In December 2025, an HKSH delegation also visited The First Affiliated Hospital of Sun Yat-sen University and Peking Union Medical College Hospital for professional exchange and in-depth discussions on healthcare services, patient care, and talent development.

Through strengthened collaboration on diversified platforms, we aim to further enhance bilateral knowledge and experience sharing, elevate medical excellence on par with international standards, and advance the training of medical professionals in both regions. Together, HKSH aims to drive innovation in advanced healthcare services.





EXCHANGE PROGRAMME

Overseas

HKSH Medical Group continues to strengthen its long-standing collaborations with leading overseas institutions to advance professional development, leadership training, and evidence-based practice.

HKSH and UCLA Health marked the 15th anniversary of their collaboration with the signing of a new three-year cooperation agreement on 8 December 2025. Building on the partnership established in 2010, the renewed agreement reinforces both institutions' shared commitment to enhancing the professional competencies of nursing and allied health professionals. It also lays the foundation for the launch of the "Aspiring Leaders Programme" in 2027, which aims to nurture future healthcare leaders in support of the development of HKSH Eastern Medical Centre.

UCLA-HKSH Training Course	No. of Participants
Oncology	
- Lung Tumour	39
- Haemato-oncology	35
- Gynaecological Oncology	29
- Prostate Cancer	14
- Head and Neck Oncology	25
- Neuro-Oncology	20
Professional Development Day	84





Collaboration with the University of California, San Francisco (UCSF) continues since 2014 through the UCSF-HKSH Evidence-Based Practice (EBP) International Fellowship Programme. The 12-month programme enables clinical staff to integrate clinical expertise, scientific evidence, and patient perspectives into daily practice. Through structured workshops and project-based learning, participants develop, implement, and evaluate clinical initiatives that support informed decision-making, service enhancement, and high-quality patient-centred care.

In 2025, IIPD further strengthened its collaboration with UCSF through the launch of the 2025–2026 UCSF-HKSH Evidence-Based Practice (EBP) Train-the-Trainer Programme.

Building on a decade-long partnership, the programme aims to deepen the culture of evidence-based practice at HKSH by developing internal faculty members as future EBP trainers and coaches. Through this model, HKSH staff are equipped with advanced EBP knowledge and facilitation skills to support continuous improvement, clinical excellence, and enhanced patient and family care.

The three-year programme adopts a progressive training framework, with HKSH faculty taking on increasing responsibility in programme delivery over time. Following the summit, HKSH faculty will receive ongoing coaching from UCSF experts as HKSH launches its local EBP Fellowship Programme. This initiative supports the establishment of a sustainable, self-reliant EBP training model, further embedding evidence-based practice principles across the organisation.







Programme	No. of Graduates in 2025/26
UCSF-HKSH Evidence-Based Practice (EBP) International Fellowship Programme	11
UCSF-HKSH Evidence-Based Practice (EBP) Train-the-Trainer Programme	6

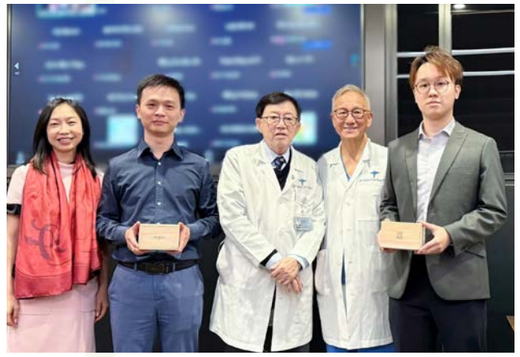
INNOVATION PROGRAMME

To enhance staff understanding of artificial intelligence (AI) and its applications in healthcare, HKSH organised two expert seminars on "AI and Healthcare" in March 2026, moderated by Dr. LIN Wai Chi, Ada, Assistant Medical Superintendent of Hong Kong Sanatorium & Hospital and Deputy Director of IIPD. The seminars received an enthusiastic response, with over 160 in-person and 170 online attendees.

External AI specialists from Hong Kong and Mainland China were invited to share insights into the latest developments and applications of artificial intelligence in healthcare. Through real-world industry case sharing, participants gained a deeper understanding of the potential of AI in healthcare services and clinical support.

The seminars broadened staff understanding of the evolving AI landscape and stimulated active discussion on its practical applications in clinical and operational settings. The programme also helped translate the knowledge gained into tangible operational solutions through pilot projects, contributing to greater efficiency and an enhanced clinical experience.





Applications of Artificial Intelligence (AI) in Healthcare and Case Sharing

In November 2025, HKSH healthcare experts were invited to share their latest applications of artificial intelligence in clinical practice. The programme provided participants with an overview of the evolving AI landscape in healthcare, covering applications in radiology, AI-assisted karyotyping, radiotherapy, and the basic theorem and usage guidance of AI.

Programme	No. of Participants
Knowing More about Current AI Landscape Expert Seminars	330
Applications of Artificial Intelligence (AI) in Healthcare and Case Sharing	230

PARTICIPANTS' SHARING

UCSF-HKSH EVIDENCE-BASED PRACTICE (EBP) FELLOWSHIP PROGRAMME

"Clinical evidence is the cornerstone of dietetic practice. Through the UCSF-HKSH EBP Programme, I have deepened my understanding of evidence-based practice and applied it to support the development of a paediatric nutrition screening workflow at HKSH.

Building on HKSH's existing adult ward nutrition screening practice and with reference to UCSF's approach, our team has developed a workflow, provided training for nursing staff, gathered feedback from paediatric colleagues, and proposed incorporating paediatric nutrition screening into the electronic admission form to support sustainable implementation.

The visit to UCSF Benioff Children's Hospital was particularly inspiring, offering valuable exchange with paediatric dietitians and insights into international clinical nutrition practice. The programme has enhanced my professional skills, strengthened cross-disciplinary collaboration, and reinforced the importance of translating evidence into service improvement for better patient care."

"Participating in the UCSF-HKSH EBP Fellowship Programme and overseas exchange was a valuable learning experience. My project focused on the use of the LATCH tool to identify nipple pain or trauma associated with early breastfeeding, and to evaluate how breastfeeding support interventions could improve LATCH scores and reduce breastfeeding-related nipple problems.

Breastfeeding is a meaningful first gift from mothers to their babies, yet it can be challenging. Mothers may experience nipple pain or damage, which can lead to temporary interruption or early cessation of breastfeeding. The LATCH tool provides an objective framework to assess five key areas of breastfeeding, guide timely support interventions, and facilitate communication among healthcare professionals.

The programme has enhanced my professional growth and encouraged continuous learning. It has also provided a systematic framework for colleagues to manage breastfeeding difficulties with evidence-based interventions. Through the exchanges with UCSF, I have broadened my perspective and gained insights into translating best evidence into clinical practice to provide better care and support for mothers and babies."

UCSF-HKSH EVIDENCE-BASED PRACTICE (EBP) FELLOWSHIP PROGRAMME

The EBP Programme enabled me to explore how patient education could improve medication adherence among patients with Parkinson's disease. By enhancing patients' understanding of the disease and their medications, most participants reported better awareness of their condition, recognised the importance of medication adherence, and experienced improved quality of life.

The programme also had a positive impact on my daily practice. It helped me understand the value of reviewing relevant literature and evidence before introducing new policies or practice changes, so as to demonstrate effectiveness and encourage colleagues to adopt evidence-based improvements.

The most memorable part of the programme was the opportunity to visit UCSF Health and exchange with local nurses. The experience broadened my perspective and inspired new ideas for application in daily clinical work. With the support and encouragement of my mentors and colleagues, I was able to overcome the challenges of the project and successfully complete the programme.

With the rising demand and increasing complexity of cancer genomic testing, my EBP project focused on enhancing the team's capability in genetic variant analysis. Comprehensive Genomic Profiling (CGP) at HKSH now covers 335 genes in a single test, requiring a more systematic approach to support clinicians in identifying clinically significant variants.

Through the EBP process and a site visit to UCSF's molecular laboratory, I introduced the ACMG/AMP international assessment guidelines and developed training materials to support accurate application by the team. This helped strengthen the classification of pathogenic and benign variants, enhance the quality of Next Generation Sequencing (NGS) reports, and support clinicians in formulating more precise cancer treatment plans for patients.

The visit to UCSF laboratories broadened my perspective through exposure to laboratory equipment, workflows, and direct exchange with laboratory supervisors. I was also pleased to note that both UCSF and HKSH are equipped with advanced NGS platforms, with HKSH further supported by third-generation sequencing technology. I hope to share the knowledge gained from the EBP Programme with more colleagues at HKSH and contribute to better patient care.

LEAN SIX SIGMA GREEN BELT (10TH WAVE)

As clinical nurses, we manage complex workflows and diverse patient needs every day. I joined the Lean Six Sigma Programme to learn a structured, data-driven approach to identifying process bottlenecks, improving efficiency and safety, and reducing unnecessary steps across teams and departments. Our project focused on optimising the insurance form workflow. Through process analysis, data monitoring, and cross-departmental collaboration, we established a clearer workflow to ensure timely completion, delivery, and filing of forms, reducing delays, duplicate photocopying, and administrative burden while improving staff efficiency and patient satisfaction.

The greatest takeaway was developing a data-driven improvement mindset. Despite challenges such as unpredictable discharge times, interdepartmental coordination, and manpower arrangements, applying Lean Six Sigma tools helped us analyse root causes and design practical solutions. The experience reinforced the importance of building more stable and reliable processes, and deepened my understanding of HKSH's motto, "Quality in Service • Excellence in Care". I am grateful to the Six Sigma Institute, IIPD, my teammates, and colleagues from different departments and wards for their support throughout the project.

Pharmacy services are often associated with dispensing, prescription checking, and medication counselling, but effective inventory management and procurement are equally important in supporting stable frontline operations. I joined the Lean Six Sigma Programme to learn structured tools for identifying workflow issues, analysing root causes, and implementing practical improvements in daily pharmacy practice. Our project focused on optimising pharmacy inventory management and procurement, where staff previously had to retrieve stock, ordering records, and expiry information from multiple COBOL screens, manually calculate order quantities, contact suppliers individually, and maintain records across different platforms.

To streamline the process, our team developed an integrated Inventory Management System with real-time data linkage to COBOL. The system supports exception-based management, pre-filled ordering information, automatic purchase order generation, supplier email notification, and electronic filing. The project reduced repetitive manual work, improved traceability, and supported a more stable medication supply. Through the programme, I gained a deeper appreciation of cross-departmental collaboration and am grateful to the Information Technology Department, IIPD, and HKSH for their support in turning learning into practical service improvement.

LEAN SIX SIGMA GREEN BELT (10TH WAVE)

Completing the Lean Six Sigma Programme gave me a clearer understanding of how project management and Lean thinking can be applied to daily operations through a systematic, data-driven approach. Our project focused on optimising the discharge process by improving cross-departmental communication and information accuracy, reducing the average time required by the Accounts Department to process discharge bills. Despite the challenges of data collection, measurement, and coordination, the experience showed how small workflow changes can bring practical improvements. Positive feedback from frontline colleagues further confirmed the impact of the project, and I hope to continue applying this continuous improvement mindset in daily work.

In daily hospital operations, I observed workflow bottlenecks and resource wastage, which motivated me to join the Lean Six Sigma Programme to learn systematic methods and tools for process improvement. Our project focused on optimising the in-hospital transfer process for patients undergoing CT examinations. By having designated team members support patient transfer, enhancing communication between wards and the Department of Diagnostic & Interventional Radiology (DR), establishing standardised transfer guidelines, and ensuring adequate backup transfer equipment, the project helped shorten patient waiting time, improve patient experience, allow ward nurses to focus more on patient care, and support smoother CT scheduling.

Although the project was challenging at the beginning due to limited familiarity with CT operations, repeated discussions with the DR helped us better understand the workflow and complete data collection and analysis. Positive feedback from patients, DR colleagues, and ward staff was highly encouraging and confirmed the value of the improvement. The experience strengthened my confidence in driving future improvement projects and demonstrated HKSH's 3T spirit — Teaching, Teamwork, and Trust — in advancing service quality and nursing excellence.

As a member of the Accounts Department, I joined the Lean Six Sigma Programme to learn systematic tools for identifying workflow issues and applying quality management concepts to daily operations. Our project improved the doctors' fee charging workflow by checking the completeness of information at ward level before submission to Accounts Department, reducing unnecessary follow-ups, repeated communication, and processing delays, while supporting future digitalisation.

The programme strengthened my ability to use data and structured thinking to analyse problems and make improvement decisions. Through the DMAIC approach and collaboration with colleagues from different departments, I gained a deeper understanding of workflow improvement and hope to continue applying Lean Six Sigma principles to support service excellence at HKSH.

HKSH CANCER CYTOGENETICS MASTERCLASS

I found the HKSH Cancer Cytogenetics Masterclass truly inspiring and highly practical. The expert speakers shared valuable knowledge and first-hand insights into cancer cytogenetics, while the real case workshops and presentations made the learning lively, relevant, and directly applicable to daily laboratory practice. The interactive discussions on laboratory practices and challenges also encouraged active exchange and helped me look at cases from different professional perspectives.

I especially appreciated the opportunity to learn from experienced faculty and exchange ideas with local and international colleagues. The programme was well organised, engaging, and rewarding, and I am very grateful to the teaching team for such an excellent learning experience. I look forward to joining more workshops and conferences of this kind, particularly as cytogenetics services continue to develop in the region.

NURSE RESIDENCY PROGRAMME

The Induction Programme was highly practical and helped me adapt more quickly to my daily nursing duties at HKSH. It gave me a clearer understanding of hospital operations, ward workflows, documentation requirements, administrative procedures, and the use of hospital systems. The sessions on medication and system operation were particularly useful, as they provided knowledge and skills that could be directly applied in daily work, helping me work more efficiently and confidently.

The programme was very helpful for newly joined nursing staff in understanding the actual work environment and daily responsibilities of nurses at HKSH. It familiarised me with common documents, clinical procedures, computer systems, and ward operations, which supported a smoother transition into practice. I also found the face-to-face and small-group practical sessions especially valuable, as they encouraged interaction, allowed questions to be clarified immediately, and strengthened my confidence in applying what I learned at work.

CLINICAL ATTACHMENT

> The Clinical Attachment Programme provided a valuable opportunity to learn directly from doctors, nurses, and other healthcare professionals while visiting different departments of the Hospital. Through the sharing sessions and department visits, I gained a better understanding of hospital operations, clinical work, and the roles of different healthcare teams.

> The programme gave me meaningful exposure to real clinical practice. Observing patient care and learning about the preparation involved in surgery helped me understand the importance of communication between doctors and patients, as well as the role of teamwork in supporting patient recovery. I would recommend continuing this programme, as the mentors were enthusiastic and the experience gave us deeper insight into clinical work and hospital life.

FACTS & FIGURES

	Programme	No. of Participants
Professional Development		
1	"THIS IS IT" Effective Life Skills for Well-being and Clinical Practice	145
2	Basic Application in MR Simulation	21
3	Certificate Course in Advanced Surgical Nursing	33
4	Certificate Course of Radiation Protection Supervisor in Medical Sector	50
5	Clinical Education Workshop	34
6	Gynaecological Brachytherapy	105
7	HKSH Cancer Cytogenetics Masterclass	23
8	Medical Device Workshop	216
9	Interviewing Skills	65
10	Medication Safety	306
11	Clinical MR Imaging Workshop	32
12	Clinical Updates	1,765
13	Faculty Development Series	336
14	HKSH Professional Development Day	84
15	Perioperative Nursing Programme	101
16	Plastic and Reconstructive Surgery Programme	59
17	Sharing on Nursing Leadership Development Programme	121
18	Sharing on HKU Post Graduate Certificate in Healthcare Leadership & Management Programme	124
19	Lunch Meeting	1,813
Clinical Attachment		
1	Medical Students and Doctors	1,152
2	Undergraduates and High School Students	190
Vocational Education		
1	Nurse Residency Programme	86
2	Occupational Health & Safety	532
3	Physiotherapy Assistant Certificate Course	5
4	Technical Service Assistant Integrated Training Programme 2026	8

	Programme	No. of Participants
Quality Improvement Education		
1	2025-2026 UCSF-HKSH Evidence-Based Practice Train-the-Trainer Programme	6
2	2025-2026 UCSF-HKSH Evidence-Based Practice International Fellowship Programme	12
3	Evidence-based Practice Projects Sharing Session	94
4	China's International Hospital Accreditation Standards (2021 Version)	1,003
5	Lean Six Sigma Green Belt	28
6	Quality Forum	230
7	Risk Management	227
8	Crew Resource Management	58
Resuscitation Training (American Heart Association Programme)		
1	Basic Life Support for Healthcare Provider Course (BLS)	938
2	Advanced Cardiovascular Life Support Provider (ACLS)	259
3	Advanced Stroke Life Support Provider (ASLS)	36
4	Pediatric Advanced Cardiovascular Life Support Provider (PALS)	86
5	Heartsaver CPR AED	23
6	BLS Instructor Course	7
7	ASLS Instructor Course	3
Innovation Programme		
1	Applications of Artificial Intelligence (AI) in Healthcare and Case Sharing	230
2	Knowing More about Current AI Landscape Expert Seminars	330
Exchange Programme		
1	Collaboration Programmes with UCLA - Oncology Nursing	162
2	Post Professional Visit Sharing	59
Community Education		
1	Hospital Visit	405
	Total	**11,602**

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