

20 September 2025

**Media Release**

## **Inaugural CHI FLYING Summit Champions Transformation of Health and Social Care Systems**

*First-of-its-kind platform empowers young leaders to co-create solutions to further integrate and advance health and social care*

NHG Health's Centre for Healthcare Innovation (CHI), proudly hosted the inaugural **CHI FLYING Summit**, welcoming over 300 emerging leaders committed to transforming the nation's approach to health and social care.

The Summit is a flagship initiative under the **CHI-FLYING network**—short for *Future Leaders and Young INnovators Guild*—which brings together changemakers under 40 years of age from across the health and social care ecosystem. The CHI-FLYING network fosters a vibrant community of future leaders passionate about shaping the future of care in Singapore.

Held under the theme "**Health IS Social**", the Summit aimed to deepen participants' understanding of the interconnectedness between health outcomes and social systems. Through collaborative learning and co-creation, attendees were inspired to co-lead innovative solutions that will redefine care delivery in Singapore.

The CHI FLYING Summit marks a significant milestone in our shared commitment to nurturing the next generation of healthcare innovators and leaders. Organised by the Centre for Healthcare Innovation (CHI), together with the National Youth Council (NYC), National Council of Social Service (NCSS), and Commonwealth Leadership Institute (CLI), this first Summit crowns the achievements of CHI's Future Leaders and Young INnovators Guild (CHI-FLYING) Network in mobilising this sizable gathering of health and social leaders committed to breaking down traditional boundaries, and together innovate for better care.

Since 2024, in partnership with NCSS and NYC, CHI-FLYING network has organised groundbreaking hackathons that birthed over 10 active projects spanning healthcare and community sectors, with five securing ongoing support through CHI. New initiatives include the reduction of healthcare waste and other sustainability projects, such as the development of prototype nursing uniforms using recycled plastics (Details of the projects are in Annex A).

Under the partnership, leaders from NCSS's prestigious 40 Under 40 Programme as well as NYC's Our Singapore Leadership Programme have also participated in various CHI-FLYING network

initiatives, allowing cross-learning and development opportunities. One of such opportunity is the young healthcare leaders learning futures thinking workshop, organised by NYC and the Lee Kuan Yew School of Public Policy. These engagements support NYC's SG Youth Plan, a five-year action plan created by youths, for youths.

This collaboration between CHI, NYC, NCSS, and CLI represents more than institutional cooperation – it is a strategic investment in future leaders who will navigate Singapore's evolving health landscape for decades to come. By dismantling silos and fostering authentic cross-sector dialogue, these organisations are cultivating the interprofessional networks essential for sustainable system transformation.

The Summit was graced by Guest-of-Honour Mr David Hoe, Adviser to Clementi, Jurong East–Bukit Batok GRC, an alumnus of NCSS's 40 Under 40 Programme and champion of youth empowerment and community resilience. In his opening address, David Hoe emphasized the importance of collective action in addressing complex social challenges. He shared that meaningful change requires strong networks, trusted partnerships, and a shared commitment to care. As part of his remarks, he introduced the concept of “Active Ageing Centres (AAC) without walls”—an innovative approach that reimagines coffeeshops as inclusive spaces where seniors can gather, stay active, and build connections. This idea reflects the summit's broader ethos: that when advisors, volunteers, businesses, and community partners come together, new possibilities for community care emerge.

Prof Eugene Fidelis Soh, Executive Director of CHI, said, “I believe the future of health and care lies in the hands of young leaders. That's why we sponsor CHI Flying - a vibrant network where young innovators and changemakers across health and social care come together to spark bold ideas, build deep connections, and take flight towards a healthier future for all”

Mr David Chua, Chief Executive Officer of NYC, said, “This collaborative approach shows the importance of a whole of society approach in cultivating the next generation of young leaders. Having opportunities for them to co-create and co-lead solutions will help build their agency to be active changemakers.”

Ms Tan Li San, Chief Executive Officer of NCSS said, “NCSS is very happy to be part of the CHI FLYING Summit, which brings together young leaders to forge stronger collaboration between health and social services. Through the partnership between CHI and NCSS' 40 Under 40 alumni, we are building the knowledge, skills and networks to better meet the future needs of Singaporeans.”

### **Looking Ahead**

The CHI FLYING Summit symbolises the foundation of a movement that recognises emerging leaders as architects of tomorrow's health and social care landscape. Together, we are building a future where care is co-created by those it serves.

For the detailed programme list, please refer to *Annex B: CHI FLYING Summit Programme*

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### **About CHI FLYING**

The CHI FLYING Network—**Future Leaders and Young INnovators Guild**—is a vibrant community of over 300 emerging leaders across the health and social care sectors in Singapore and beyond. Established by the Centre for Healthcare Innovation (CHI), the network aims to raise generations of young leaders who are better connected and united by a shared understanding of diverse perspectives to transform health and social care across professions, communities, and borders.

Recognising the complexity of today's challenges, CHI FLYING serves as an inflection point for interprofessional and inter-institutional collaboration. Through curated programmes such as Tea Sessions, Mala Dialogues, and the FLYING Summit, the network fosters bold conversations, cross-sector partnerships, and leadership development. CHI FLYING empowers its members—leaders under 40—to drive meaningful change and co-create the future of integrated care in Asia and beyond.

For more information, visit [www.chi.sg/chi-flying](http://www.chi.sg/chi-flying).

### **About Centre for Healthcare Innovation**

*Innovating Future Care, for Future Health, for Future Generations*

The Centre for Healthcare Innovation (CHI) drives systems transformation to add years of healthy life to the communities we serve. This transformation is powered by our understanding of the innovation cycle — beginning with care redesign, augmented by effective technology adoption, and ultimately engendering job redesign for our future workforce.

At CHI, we believe that real transformation happens not just through bold ideas, but through co-learning—when we come together to learn, to do, and to push boundaries as one. It's this spirit of shared discovery and practical action that drives our work. As we navigate an increasingly

complex world, the need for transformation in health and care has never been clearer. At CHI, we imagine three futures that anchor our aspirations:

1. Future Care — where we drive value for our patients for better access, higher quality, and lower cost.
2. Future Health — where our residents and communities are truly empowered to take charge of their health & wellbeing.
3. Future Generations — where we care for our environment to care for generations to come.

CHI aims to transform health by delivering greater value at the care level; enabling health and social change for population health at the systems level; and empowering sustainable healthcare at the ecosystem level.

For more information, visit us at: <http://www.chi.sg>.

### **About the National Youth Council**

At NYC we believe in a world where young people are respected and heard and have the ability to influence and make a difference in the world. Together with our partners, we develop future-ready youth who are committed to Singapore by instilling in them a heart for service, resilience and an enterprising spirit. For more information, visit: <https://www.nyc.gov.sg/>

### **About the National Council of Social Service (NCSS)**

NCSS is the sector developer for social services in Singapore. Its mission is to develop a sustainable social service sector that improves quality of life, by driving partnerships, transformation and sustainability of social services. Community Chest and Social Service Institute (SSI) are part of NCSS. For more information, visit: <https://www.ncss.gov.sg/>

## **GLOSSARY**

Centre for Healthcare Innovation, NHG Health	医疗保健创新中心, 国立健保集团
National Youth Council	全国青年理事会
National Council of Social Service	国家福利理事会

**ANNEX A: Status of 4 sample hackathon projects now undergoing mentorship and guidance to further refine, scale and spread solutions**

<b>Project Title</b>	<b>Goal</b>	<b>Objective</b>	<b>Status</b>
Reducing Impact of Medication Wastage on Environment in Community Care by Matching Donors with Recipients to Reduce Medication Wastage (PRIME_MedMatch) (Tan Tock Seng Hospital, National University Hospital, KK Women and Children's Hospital Joint Team)	To reduce wastage of medications by matching and donating unused medications to patients in the community in need	<ol style="list-style-type: none"> <li>1. Establish SOPs for collection, storage and inventory management and distribution of donated medications</li> <li>2. Establish centralised collection centres and redistribution sites</li> <li>3. Design Indemnity Forms to be signed by Donors and Recipients based on existing or similar models</li> <li>4. Issue and redistribute donated meds to recipient via newly designed SOP</li> </ol>	Developing upstream strategies to reduce excessive prescription of medications that end up being unused
Weaving challenges into sustainable uniforms (National Cancer Centre Singapore)	Reduce polyester content in nursing uniforms to improve capacity for recycling of materials	<ol style="list-style-type: none"> <li>1. Reduce microplastic pollution and carbon footprint by educating staff on greener washing habits and encouraging staff to only order what they need, thereby reducing microplastic pollution and carbon footprint.</li> <li>2. Repurposing discarded uniforms into upcycled products, thereby increasing uniform lifespan.</li> <li>3. Evaluate the environmental, social and financial opportunities, and challenges of adopting a more sustainable material</li> </ol>	Expanding uniform opt-out framework and system to the whole of National Cancer Centre Singapore

Segregation of healthcare waste in Intensive Care Units (Tan Tock Seng Hospital)	Improve segregation of items that can be recycled to reduce amount of waste incinerated	<ol style="list-style-type: none"> <li>1. Increase ease of waste segregation</li> <li>2. Involve relevant stakeholders through meetings and education posters on recyclable plastic.</li> <li>3. Engage community partners for waste recycling.</li> </ol>	<p>Expanding waste segregation system to other waste products and plastics</p> <p>Spreading practice across different ICUs</p>
Eye Can Recycle (Tan Tock Seng Hospital)	Reducing waste generated from Cataract Surgery, the most common surgical procedure in Tan Tock Seng Hospital	<ol style="list-style-type: none"> <li>1. Reduce single-use consumables.</li> <li>2. Recycle unavoidable consumables.</li> </ol>	<p>Mixing woven material waste into raw materials for 3D printing</p> <p>Exploring engagement of Final Year Project Nanyang Polytechnic students on material research</p>

## ANNEX B: CHI FLYING Summit Programme (19- 20 September 2025)

19 September 2025 (Friday)

<b>Step into the future of health and social integration and innovation at our dynamic Pre-Summit programme. Through carefully curated site visits, interactive sessions, and networking opportunities, participants will gain valuable insights into Singapore’s integrated health and social care ecosystem.</b>	
<b>Time (SGT)</b>	<b>Programme</b>
8.00am – 9.00am	<b>Arrival and Registration (Networking Breakfast)</b> <i>(Participants to be seated by 8.50am)</i>
9.00am – 9.15am	<b>Energiser Activity</b>
9.15am – 11.45am	<b>"Movement Building for Impact: From Spark to Systemic Change"</b>  <i><b>Speaker:</b> Prof Hahrie Han, Professor and Director, Stavros Niarchos Foundation SNF Agora Institute John Hopkins University</i>  <i><b>Co-Facilitator:</b> Dr Chen Wei Ting Clinical Director, Population Health NHG Health</i>  Are you ready to reimagine healthcare as a social movement? Join the future leaders in an intensive workshop that challenges the traditional boundaries of health system change.  In today's interconnected world, health transformation doesn't happen in isolation—it thrives on social connections, shared purpose, and collective action. This hands-on workshop will equip you with practical tools to build and lead movements that create lasting health system change.

	<p>You'll tackle real-world scenarios that demonstrate how social movements can transform healthcare delivery, community health, and population outcomes.</p> <p>Learn how to:</p> <ul style="list-style-type: none"><li>• Craft compelling narratives that unite diverse stakeholders around a shared vision for better health</li><li>• Map and activate powerful networks that can drive change from within and outside the system</li><li>• Convert passive supporters into active champions for health innovation</li><li>• Build sustainable coalitions that transcend traditional healthcare boundaries</li></ul>						
11.45am – 12.45pm	<b>Networking Lunch</b>						
12.45pm – 1.30pm	<b>Travel Time to Partner Sites</b>						
1.30pm – 4.00pm	<b>Partner Sites Programme</b>						
	<table><tr><th>Site A: Kampung Admiralty</th><th>Site B: Bold At Work</th><th>Site C: EQUAL</th></tr><tr><td><p>This learning journey offers an inside look at how NTUC Health fulfils its purpose of Health for Life: Enabling healthy and fulfilling years. Participants will explore our suite of eldercare services, designed to support both frail and well seniors in leading active, purposeful lives.</p><p>The tour of NTUC Health Active Ageing Centre (Care) at Kampung Admiralty showcases a unique model where Active Ageing programmes, Senior Gym, and Senior Day Care are co-located to provide integrated care and convenience. Visitors will also experience hands-on activity with our seniors, view our functional fitness and rehab facilities, and tour the ADL showroom.</p></td><td><p>The <i>Sensing Journey</i> is a design thinking experience designed by Bold At Work—where participants get to take on the role of designers on an investigative inquiry trail, practising the core tools of empathy, observation, and inquiry.</p><p>Through interacting with personas representing three generations in a family, participants immerse themselves in real-world environments to surface insights on the lived experiences around everyday topics such as caregiving, food choices, and mental wellbeing.</p><p>Walk the path from polyclinics to hawker centres and everyday community spaces, to dig</p></td><td><p>Leadership Lessons You Can't Learn in Any Classroom</p><p>Singapore's only equine-assisted learning programme reveals how you truly show up as a leader. Horses respond not to titles or credentials, but to your authentic presence—mirroring your stress, confidence, and communication style in real time.</p><p>Ideal for emerging leaders seeking honest insights into their leadership styles. No theory, no role-play—just authentic moments of discovery.</p><p>One session. Real insights. Discover why corporations and universities use equine-</p></td></tr></table>	Site A: Kampung Admiralty	Site B: Bold At Work	Site C: EQUAL	<p>This learning journey offers an inside look at how NTUC Health fulfils its purpose of Health for Life: Enabling healthy and fulfilling years. Participants will explore our suite of eldercare services, designed to support both frail and well seniors in leading active, purposeful lives.</p> <p>The tour of NTUC Health Active Ageing Centre (Care) at Kampung Admiralty showcases a unique model where Active Ageing programmes, Senior Gym, and Senior Day Care are co-located to provide integrated care and convenience. Visitors will also experience hands-on activity with our seniors, view our functional fitness and rehab facilities, and tour the ADL showroom.</p>	<p>The <i>Sensing Journey</i> is a design thinking experience designed by Bold At Work—where participants get to take on the role of designers on an investigative inquiry trail, practising the core tools of empathy, observation, and inquiry.</p> <p>Through interacting with personas representing three generations in a family, participants immerse themselves in real-world environments to surface insights on the lived experiences around everyday topics such as caregiving, food choices, and mental wellbeing.</p> <p>Walk the path from polyclinics to hawker centres and everyday community spaces, to dig</p>	<p>Leadership Lessons You Can't Learn in Any Classroom</p> <p>Singapore's only equine-assisted learning programme reveals how you truly show up as a leader. Horses respond not to titles or credentials, but to your authentic presence—mirroring your stress, confidence, and communication style in real time.</p> <p>Ideal for emerging leaders seeking honest insights into their leadership styles. No theory, no role-play—just authentic moments of discovery.</p> <p>One session. Real insights. Discover why corporations and universities use equine-</p>
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	<p>This journey highlights how we empower seniors with choice, independence and purpose, while promoting social engagement within the community.</p>	<p>deeper into how they interact with one another and the environments that they are in.</p>	<p>assisted learning to build authentic leadership.</p>
4.00pm – 4.30pm	<p><b>Reflections and End of Programme</b></p>		

20 September 2025 (Saturday)

<b>Join the revolution that's redefining healthcare! At this inaugural electrifying Summit, we're bringing to life a powerful truth: "Health IS Social" and health challenges cannot be solved in isolation. Get ready for an action-packed day where future leaders like you will break traditional healthcare boundaries and forge new paths to impact.</b>	
<b>Time (SGT)</b>	<b>Programme</b>
8.00am – 9.00am	<b>Arrival and Registration</b>
9.00am – 9.05am	<b>Welcome by Organisers</b>  <i>George Glass</i> <i>Lead of CHI FLYING</i>
9.05am – 9.20am	<b>Welcome Address by Guest-of-Honour and Launch of Summit</b>  <i>David Hoe</i> <i>Advisor to Clementi, Jurong East-Bukit Batok GRC</i>
9.20am – 10.00am	<b>Opening Activity</b>  <i>Facilitator:</i> <i>Dr. Douglas O'Loughlin,</i> <i>Principal,</i> <i>The Dao of Thriving and</i> <i>Associate Consultant,</i> <i>Civil Service College (CSC) Singapore</i>
10am – 10.30am	<b>Morning Tea Break</b>
10.30am – 12pm	<b>Ground-Up Singapore: Reimagining Health Together</b>  Dive into Singapore's approach to pressing health and social challenges through this interactive segment, engaging with innovative leaders who are tackling issues like senior loneliness, youth mental health, community building, and population health in the local context.  Moving beyond traditional presentations, this segment embraces unconference elements where participants actively shape the conversation through solution labs, experience sharing, and collaborative discussions. Join fellow participants in reimagining

	<p>possibilities and forging meaningful connections as we work together to create lasting social impact.</p> <p>Choose one from nine dynamic sessions led by our own young leaders, exploring innovative approaches in reducing senior loneliness, building supportive communities, improving youth mental/social health, and population health.</p> <p><b>"Small Ask, Big Impact: How Community Roles Transform Youth Mental Wellbeing"</b>  <b>Speaker:</b>  <i>Keeshan Menon,</i>  <i>Deputy Head,</i>  <i>Allkin Singapore</i></p> <p><b>"Mental Health Services, Are You Youth-Friendly?"</b>  <b>Speaker:</b>  <i>Eric Sng,</i>  <i>Director, Mental Health Group,</i>  <i>SHINE Children and Youth Services</i></p> <p><b>"Harnessing the Power of Circles"</b>  <b>Speaker:</b>  <i>Sherman Ho,</i>  <i>Co-Founder,</i>  <i>Happiness Initiative</i></p> <p><b>"From Insight to Impact: Designing Holistic Programmes for Seniors"</b>  <b>Speaker:</b>  <i>Siti Zubaidah Binte Yusoff,</i>  <i>Deputy Director (Special Projects),</i>  <i>SATA CommHealth</i></p> <p><b>"Building Strength and Connection in our Neighbourhoods"</b>  <b>Speaker:</b>  <i>Gracie Ngoi,</i>  <i>Senior Manager, Community Relations,</i>  <i>Yong-en Care Centre</i></p> <p><b>"Stemming The Tide of The Kidney Tsunami"</b>  <b>Speaker:</b>  <i>Serene Mai,</i>  <i>Deputy Head, Corporate Communications &amp; Outreach,</i>  <i>The National Kidney Foundation</i></p>
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	<p><b>"Small Changes, Big Impact: Behavioural Ideas for Community Programmes"</b>  <i>Speaker:</i>  <b>Khairul Mohd Khair,</b>  <i>Head of People &amp; Organisational Development,</i>  <b>Stroke Support Station (S3)</b></p> <p><b>"Inside the Shadows"</b>  <i>Speaker:</i>  <b>Benjamin Yeo,</b>  <i>Lead Social Worker, Assistant Director, Youth Services (Head),</i>  <b>Fei Yue Community Services</b></p> <p><b>"Roving Community Innovation Lab"</b>  <i>Speaker:</i>  <b>Dr Justin Lee,</b>  <i>Senior Research Fellow, Institute of Policy Studies,</i>  <b>Lee Kuan Yew School of Public Policy</b></p>
12pm – 1.30pm	<b>Networking Lunch</b>
1.30pm – 3.30pm	<p><b>Healthcare X: Driving Healthcare of Tomorrow</b></p> <p>Join us in shaping the future of health and social care through an innovative Futures Thinking workshop, led by the Lee Kuan Yew School of Public Policy (LKYSPP) in partnership with the National Youth Council (NYC).</p> <p>During this dynamic workshop, emerging youth leaders will analyse the current healthcare landscape and craft a shared vision through interactive learning activities and group discussions. Participants will gain practical tools to tackle complex challenges and consider diverse perspectives in charting Singapore's healthcare future. Working along fellow leaders, you'll design tomorrow's ideal healthcare system for your envisioned future.</p>
3.30pm – 4pm	<b>Afternoon Tea Break</b>
4pm – 5pm	<p><b>One Third of Humanity: Transforming Health Across the Commonwealth</b></p> <p><i>Moderator:</i>  <b>Prof Jonathon Gray</b>  <i>Director</i>  <b>Commonwealth Leadership Institute</b></p>

	<p>Gifted by the Hillary family, 'Ed talks' embody the pioneering spirit of Sir Edmund Hillary—a legacy of courage, determination, and transformative change. In this special session, three remarkable emerging leaders who will share their extraordinary journeys through these powerful 10-minute narratives that capture the essence of resilience, innovation, and transformation in healthcare.</p> <p>Join us as we explore how the Commonwealth's next generation of leaders is turning local challenges into global solutions, touching the lives of 2.5 billion people across our shared family of nations.</p> <p>Together, we'll reimagine what's possible when we combine diverse perspectives, unwavering determination, and innovative thinking to transform health across one-third of humanity.</p> <p><b><i>Speakers:</i></b>  <b><i>Dr Sabrina Lau</i></b>  <i>Consultant Geriatrician</i>  <b><i>Tan Tock Seng Hospital</i></b>  <i>Singapore</i></p> <p><b><i>Khoo Yi Feng</i></b>  <i>Mental Health Guy &amp; Chevening Alumni</i>  <i>Singapore</i></p> <p><b><i>Eileen Goh</i></b>  <i>Co-Lead</i>  <b><i>Alliance for Active Action Against HPV (A4HPV)</i></b></p>
5pm – 5.30pm	<p><b>Closing Plenary “From Voice to Power: Young Leaders Driving Systemic Change”</b></p> <p><b><i>Speaker:</i></b>  <b><i>Prof Hahrie Han,</i></b>  <i>Professor and Director,</i>  <b><i>Stavros Niarchos Foundation</i></b>  <b><i>SNF Agora Institute</i></b>  <b><i>John Hopkins University</i></b></p> <p>Join us for a defining moment as Singapore's brightest young health leaders converge to reshape the future of care. This isn't just a closing session—it's the launch pad for transformative change in our healthcare landscape.</p>

	<p>Whether you're revolutionising hospital care, pioneering community health, or crafting policy that touches millions, this is where inspiration meets impact. Because in Singapore's next chapter of healthcare, change isn't driven by institutions alone—it's powered by connected communities and bold leaders like you.</p> <p>This isn't the end of a summit—it's the beginning of your journey to create lasting change. Together, we'll forge the roadmap for a healthcare system that's more connected, more compassionate, and more effective than ever before. Don't miss your chance to be part of Singapore's next healthcare revolution.</p>
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