Future of Hospitals & Health Systems

The **Future** of **Hospitals** & **Health Systems**

2025 Summary Report

AKDN
Aga Khan Development Network

La chaîne de l'espoir

Climate Action Accelerator

AFD
Agence Française de Développement

Geneva Sustainability Centre

International Hospital Federation

Introduction

In late 2023, five organizations came together with the common goal to support hospitals in vulnerable settings to respond to the growing demand for healthcare in a sustainable and equitable way. The Future of Hospitals & Health Systems (FHHS) initiative was launched with the objectives to (1) **build a space for the exchange of expertise and operational good practices**; (2) to **foster knowledge creation** to reflect on future hospital models in vulnerable contexts and to enable sustainable and resilient trajectories; and (3) to work with multiple stakeholders to **inform and support a transformation agenda** for the hospital sector at an operational and policy level.

The five consortium partners are: the **Aga Khan Development Network** (AKDN), the **Chaîne de l'Espoir** (CDE), the **Climate Action Accelerator** (Accelerator), the **French Development Agency** (AFD), and the International Hospital Federation's (IHF) **Geneva Sustainability Centre** (GSC).

This 2025 report is looking back at FHHS's activities, milestones, and key takeaways that will guide the initiative into the new year.

2025 at a glance

1 in-person governance & coordination meetings	**18** operational committee meetings	
2 advisory board review points	**50+** countries/ territories represented	**1,000** participants engaged
5 webinars	**1** toolbox launched	**1** panel at 48th World Hospital Congress

Core themes covered in 2025

Value-based healthcare as a foundation for sustainability, efficiency, and quality improvement

Climate resilience and low-carbon hospital operations, including waste, procurement, and infrastructure design

Investment and finance alignment, particularly the role of public development banks and blended finance

Human resources and leadership, recognizing hospitals as complex social institutions, not just infrastructure

AI, Data, metrics, and benchmarking, including alignment with WHO quality and patient safety frameworks

"FHHS has been a game-changer in 2025—creating powerful connections across quality, patient safety, and sustainability. As AKDN Health System leads in these areas, I've valued engaging with like-minded leaders driving a shared vision. As we move forward, keeping quality, leadership, and data at the centre will be key to meaningful, lasting change"

***Dr. Zeenat Sulaiman Khan**, AKHS East Africa | AKDN*

2025 Milestones and Activities

Webinars

March 5, 2025 | **Healthcare Climate Transformation: From Tools to Investments for Sustainable Funding** (107pax)

FHHS hosted this webinar in partnership with the Accelerator and AFD. Moderated by Distinguished Professor Bob Mash (Stellenbosch University), the session featured insights from Dr Agnès Soucat (AFD), Levani Naidoo (Western Cape Government), Alexander Robert (Climate Action Accelerator), and Jit Sohal (National University of Singapore). The discussion focused on bridging the gap between strategy and implementation by showcasing practical tools, methodologies, and financing pathways to support climate-resilient, low-carbon health systems. The session emphasized the importance of aligning policy, technical tools, and sustainable investment mechanisms to accelerate healthcare climate transformation.

July 3, 2025 | **Training for Transformation: Human Resources for Health in West Africa** (86pax)

FHHS hosted this webinar in partnership with La Chaîne de l'Espoir. Speakers including Prof. Afak Nsiri, Dr Thomas Kefas Malau, Prof. Zoumenou, Dr Xavier Raingeval, Sébastien Chamayou, and Magali Taïeb-Cohen shared practical experiences on scaling ultrasound-guided regional anaesthesia (UGRA) through "training the trainers" models. The session highlighted how expanding regional anaesthesia capacity can improve patient outcomes, reduce reliance on general anaesthesia, and strengthen resilience in health systems. Key messages underscored the importance of local ownership, professional engagement, and sustainable training models to ensure long-term impact.

July 17, 2025 | **AI in Action: Supporting Healthcare Workers in Low-Resource Settings** (127pax)

FHHS hosted this webinar in partnership with AFD and GSC. Addressing the projected shortfall of 11 million health workers in low- and middle-income countries by 2030, the session explored scalable and ethical AI solutions. Vivek Rajagopal (Narayana Health, India) demonstrated how AI tools can streamline record-keeping and scheduling to increase efficiency without new infrastructure. Professor Asad Mian (Evercare) emphasized co-creation and empathy in innovation, while Shaukat Ali Khan (Aga Khan University) highlighted the need for long-term investment in AI literacy. Scott Mahoney (Gates Foundation) concluded by stressing the importance of governance, ethics, and equity. The discussion reinforced that AI should enhance access and efficiency while preserving the human core of healthcare.

October 2, 2025 | **Driving Quality in Resource-Limited Settings: Leadership, KPIs and Accreditation** (73pax)

FHHS hosted this webinar in partnership with AKDN. Chaired by Dr Zeenat Sulaiman Khan (AKHS East Africa / AKDN), the session brought together leaders from Latin America, Asia, and Africa to explore how governance, leadership, and accountability drive quality and patient safety in constrained environments. Dr Adolfo Llinás Volpe (Fundación Santa Fe de Bogotá) emphasized alignment between leadership and quality strategy, while Dr Karan Thakur (Apollo Hospitals) illustrated how KPIs and accreditation frameworks embed a zero-harm mindset across hospital networks. Dr Aafke DeGraaff (PharmAccess Foundation) presented the SafeCare model as a scalable pathway for continuous quality improvement. The session highlighted that sustainable quality improvement depends on strong leadership, meaningful measurement, and embedded standards.

November 13, 2025 | Building Tomorrow's Healthcare: Financing, Resilience and Replicable Infrastructure Models (49pax)

FHHS hosted this webinar in partnership with the Climate Action Accelerator. The session brought together Isabelle Brun (Council of Europe Development Bank), Amy Savage (WHO), Vera Siesjö (Asian Infrastructure Investment Bank), Serge Ntwari (ICRC), Raymond Bertrand (Consulting for Healthcare International), Professor Karl Blanchet (University of Geneva), and Agnès Soucat (AFD). Discussions focused on how to build climate-resilient, low-carbon health facilities ready to scale, and how to unlock climate finance to modernize infrastructure. Speakers emphasized practical tools, cross-sector collaboration, and innovative financing strategies to transform healthcare infrastructure into a foundation for resilient health systems.

Major deliverables

November 11, 2025 | Launch of the digital 'Climate Action Toolbox for Healthcare'

This toolbox was developed by the Climate Action Accelerator, in cooperation with AFD and co-designed with FHHS. It aims to guide hospital directors, healthcare service managers, and healthcare systems management teams to the tools they need to transform their healthcare systems and services into climate resilient and low-carbon models. It was launched at the 48th World Hospital Congress in Geneva in November.

December 2025 I Development of an Operational Methodology for Climate Action in Healthcare

The Climate Action Accelerator developed, in cooperation with AFD, an Operational Methodology to empower health authorities in operationalising comprehensive climate-resilient and low-carbon actions within their health system and facilities. The methodology is currently pilot tested with the Accelerator and AFD partners. It will be upgraded based on lessons learnt in 2026.

World Hospital Congress

November 13, 2025 | Collaborating for Care: Future of Integrated Healthcare Solutions for Low-Resource Settings (50pax)

FHHS hosted a panel session at the 48th World Hospital Congress in Geneva, Switzerland. Chaired by Dr Zeenat Khan (Aga Khan Health Services, East Africa), the panel featured Amadou Diallo (La Chaîne de l'Espoir), Murtaza Mukhtar (Aga Khan Hospital, Tanzania), Dr Karan Thakur (Apollo Hospitals, India), and Camille Perreand (French Development Agency). The discussion explored how multidisciplinary collaboration can address intertwined challenges of finance, workforce, climate, and operations. Key takeaways emphasized designing interconnected, locally responsive interventions that advance Universal Health Coverage and climate adaptation while integrating financial innovation, workforce development, and improved patient care.

"A highlight of the initiative in 2025 was a session held during the World Hospital Congress in Geneva. The session focused on accelerating practical solutions that improve care in low-resource settings, and highlighted opportunities and real examples to turn ideas into real progress. I am grateful to all colleagues and contributors that joined us that day for their curiosity, insights, and commitment to developing practical solutions. Together, these connections help integrate low-carbon, resilient, and equitable care into the delivery and financing of universal health coverage."

***Sonia Roschnik**, Geneva Sustainability Centre*

2025 key takeaways

The year 2025 taught us that there is strong convergence across development banks, NGOs, and hospital networks on the need for a single, coherent transformation model for hospitals in low-resource settings. At the same time, operational and financial resilience emerged as a priority, informed by the COVID-19 pandemic and climate stressors.

During our webinars and events, stakeholders emphasized that hospital challenges in LMICs are systemic and shared, enabling scalable, solutions across various countries rather than siloed pilot programmes.

The year highlighted key constraints, including the inherent complexity of hospital systems, diverse stakeholder expectations, and the challenge of producing outputs that were simultaneously global, context-sensitive, and implementation-ready.

Overall, 2025 marked a learning and consolidation phase for FHHS. It confirmed strong alignment around the urgency of sustainable, resilient, and value-based hospital transformation, while clarifying the need for focused prioritization, phased development, and closer links between conceptual work and real-world application in collaboration with healthcare leaders from low resource settings.

"I am impressed by how FHHS has brought sustainable practices in healthcare to the forefront, uniting diverse organizations and shifting perspectives to view healthcare with fresh eyes, while inspiring progress toward a more sustainable, resilient, and impactful future."

***Aafke de Graaff**, PharmAccess Foundation*

Next steps for the initiative

In 2026, the FHHS secretariat is transitioning from GSC to the Accelerator.

At the end of 2025, FHHS was seen moving from agenda-setting (2024–2025) to model testing and implementation (2026–2027), with pilot hospitals as the next critical step.

The finalized version of the Transformation Model aims to be positioned as:

- A decision-making and investment guide for development banks and hospital leaders
- A practical roadmap for hospital leadership in low-resource settings

Future focus areas include:

- Piloting and refining the model with hospitals and financing institutions
- Developing leadership training and operational toolkits
- To propose models for adapting hospital operations and staff training that follow a best-practice approach suitable for replication in contexts of limited resources and fragile healthcare systems
- Strengthening evidence and case studies that link quality of care, sustainability, and workforce outcomes

FHHS is seen as a bridging platform between health, climate, finance, and infrastructure communities—moving beyond traditional health-sector silos.

Your ideas and contributions are welcome

We are thankful to all the organizations that are contributing to this important initiative. For more information, any ideas or interest in contributing to this initiative, please contact Sonja Rossmann at the Climate Action Accelerator: sonja.rossmann@climateactionaccelerator.org

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