

# Global Chinese Healthcare Leadership: *Vision and Sustainability Strategy*

全球華人醫療領袖的視野與永續策略

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# Part 1.

## The Core Message 核心訊息

- Leadership is not about holding a position, but **building a legacy**. 領導的價值不在於「職位」，而在於「**留下傳承**」
- **Crab Mentality** – pulling each other down.  
**螃蟹心態**：互相拉扯、彼此牽制
- **Geese Leadership** – lifting each other up.  
**雁子領導**：彼此扶持、共同飛翔

# Crab Mentality



# Geese Leadership



# The Crab Mentality 螃蟹心態

- Crabs in a bucket **pull down others** trying to escape symbolizes jealousy, competition, and insecurity.

螃蟹在桶中 **互拉的現象** 象徵嫉妒、內耗與不安全感

- **Fear of others' success.** 嫉妒他人成功
- **Lack of collaboration.** 缺乏合作精神
- **Internal divisions and short-term thinking.**  
內部競爭短視

# The Crab Mentality 螃蟹心態影片



# Breaking the Crab Cycle 打破螃蟹循環

- Promote **transparency** and **shared success**.  
建立透明與共享文化
- **Celebrate** others' achievements.  
讚美他人成功
- Build institutional **trust**.  
培養對組織的信任
- Transform competition into **collaboration for mission**.  
由競爭轉向「為使命而合作」

A low-angle, close-up shot of a goose in flight. The goose is positioned horizontally across the frame, with its head on the left and its tail on the right. Its wings are fully extended, showing the intricate patterns of its feathers. The goose's head is turned back, looking towards its tail. The background consists of a calm body of water in the foreground and a sky with scattered clouds in the upper half. The lighting is soft, suggesting an overcast day.

# Geese and Teamwork

# Geese Leadership – Lessons from Nature

## 雁子領導的啟示

- **Common goal** or destination 共同目標
- Geese fly in a V-formation to **reduce 71% air resistance**  
雁子以「V字隊形」飛行，可減少71%風阻
- They **take turns** leading and **honking** from behind. 領頭雁輪流替換，後方雁鳴為前方加油
- When **one goose is injured**, two stay behind until it recovers  
若有雁受傷，兩隻會留下照顧牠，直到康復再起飛

# Leadership Lessons from Geese

## 雁子的領導原則

- **Shared Vision** – All fly toward the same destination.  
共同願景——全體朝同一方向
- **Rotating Leadership** – No one leads forever.  
輪替領導——沒有人永遠領導
- **Mutual Encouragement** – Every voice matters.  
彼此鼓勵——每個聲音都重要
- **Care for the Weak** – Strength in compassion.  
照顧弱者——團隊的力量在於關懷

# Geese vs. Crabs 螃蟹與雁子的對比

| Aspect 面向     | Crab Mentality 螃蟹心態       | Geese Leadership 雁子領導   |
|---------------|---------------------------|-------------------------|
| Mentality 心態  | Pull others down<br>拉別人下來 | Lift others up<br>扶別人上去 |
| Focus 焦點      | Individual ego 個人自我       | Shared mission 共同使命     |
| Leadership 領導 | Control 控制                | Empowerment 授權          |
| Outcome 結果    | Division 分裂               | Unity 團結                |

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**From crabs that compete to geese that collaborate — nature itself shows us a better way.**

從彼此拉扯的螃蟹，到彼此推動的雁子  
大自然告訴我們，合作才是生存之道  
值得全球華人領袖學習

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## Part 2.

# Building a Global Chinese Medical Alliance

## 建立全球華人醫療聯盟

- **Goal: unite Chinese hospitals worldwide.**  
願景：整合全球華人醫院
- **Create innovation platforms and exchange programs.**  
建立創新平台與人才交流
- **Build a “V-formation” leadership alliance.**  
跨國領導共享，打造「V字型」聯盟

# 1. Leadership

## The “V-Formation” in Medical Alliance 醫療系統中的「V字隊形」

- **Rotating leadership** for sustained growth. 領導輪替，持續成長
- **Shared academic missions** and mutual learning.  
共同學習與資源共享
- **Cross-border collaboration**: Malaysia, Thailand, Taiwan, China, Singapore, U.S., etc  
促進跨國合作: 馬來西亞、泰國、台灣、大陸、新加坡、美國等醫療體系

# 1. Leadership

## Mentorship and Succession 傳承與接棒

- Taking turns leading, **know when to pass the baton.** 像雁子輪流領飛一樣，領導要懂得何時交棒
- Build mentoring systems for the **next generation.** 建立導師制度，培養下一代
- Leadership is a relay, **not a throne.** 領導是一場接力，不是王座



# 1. Leadership

## Geese Leadership in the AI Era AI時代的雁子領導

- AI era demands **innovation** & cross-disciplinary **teamwork**.

AI時代需要創新及跨領域合作

- Teams must keep **learning and adapting**.

團隊要持續學習與適應

- Human **Wisdom + AI efficiency = the Future of Healthcare**.

未來的醫療=人類智慧+AI效率

## 2. Teamwork

### Teamwork Across Borders 跨國團隊合作

- Promote joint research and **AI-driven health projects**.  
鼓勵跨國研究、訓練與AI健康計畫
- Leverage global Chinese networks for **data sharing**.  
利用全球華人網絡共享數據
- Build “**Geese Alliances**” flying toward a healthier future.  
形成「雁陣聯盟」，共飛向健康新未來

### 3. Culture

## The Cultural Dimension 文化轉化的力量

- **Crab mentality**: competition rooted in scarcity.  
螃蟹心態：競爭源於匱乏，必須屏除
- **Geese leadership**: cooperation rooted in abundance.  
雁子領導：豐富源於共享，全面合作
- **New Chinese leadership ideal: Harmony with Strength.**  
形塑新華人領導典範：「和諧而有力」

## Part 3.

# Strategic Roadmap for the GCMA

## 全球華人醫療聯盟策略藍圖

### Vision | 願景

Building a Shared Network of Excellence

建立共享卓越的全球醫療網絡

# Core Values

## 核心價值

### 1. **Integration** 整合

Unite hospitals, universities, and healthcare leaders.

連結醫院、大學與領導者，促進資源整合

### 2. **Innovation** 創新

Share digital, clinical, and managerial best practices.

共享數位、臨床與管理的最佳實務

### 3. **Inspiration** 啟發

Cultivate mentorship, empathy, and service culture.

培養導師精神、同理心與服務文化

# Structure

## 組織架構

- **Global Council | 全球理事會**

Senior leaders representing each region.

由各區域高層領導組成，制定全球方向

- **Regional Hubs | 區域中心**

North America, East Asia, Southeast Asia, Europe.

設於北美、東亞、東南亞與歐洲，推動區域合作

- **Secretariat | 秘書處**

Hosted by founding institutions (Lian Shin).

由創始機構共同承擔秘書處職能

# Phase 1: Foundation (2025–2026)

## 基礎期

- Form the **Founding Committee** .

組成創始委員會

- Sign the **MOU** during the Leadership Forum.

於領導高峰會期間簽署合作備忘錄

- Establish the GCMA **official website**.

建立GCMA官方網站與專家資料庫

# Phase 2: Development (2026–2028)

## 發展期

- Launch the **rotating annual Global Chinese Health Summit.**

輪流舉辦年度全球華人健康高峰會

- Create the Leadership & Talent Fellowship for **young staff.**

成立**青年領袖**與人才培訓計畫

- Develop **the AI & Clinical Research Consortium.**

建立**AI與臨床研究聯盟**

# Phase 3: Sustainability (2028 and beyond)

## 永續期

- Establish the **Endowment Fund** to education and global health.  
設立「教育與全球健康**永續基金**」
- Publish the **Annual GCMA Report**.  
發行年度《**全球華人健康報告**》
- Build a permanent **Innovation and Training Center** in Asia-Pacific.

在亞太地區建立常設**創新與訓練中心**

## Part 4.

# Learning and Collaboration through GCMA

延續"Integrate-Innovate-Inspire"



# How to Learn and Collaborate when GCMA is formed?

如果我們已建立GCMA，要如何學習合作？

## Two Practical Cases 二個具體案例

- What to learn from the US

向美國學習什麼

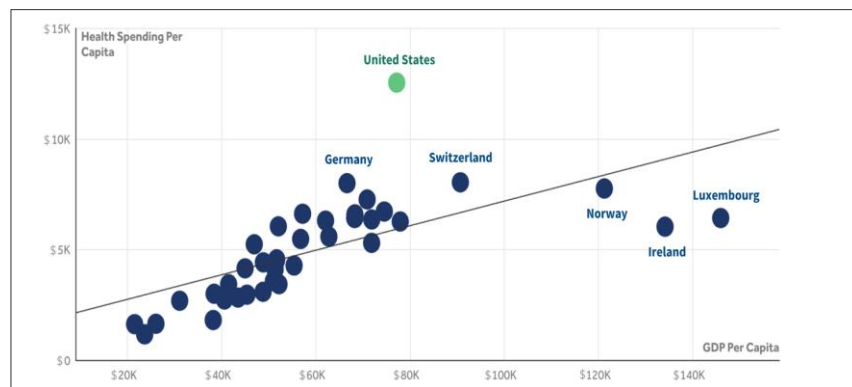
- AHMC & TMU collaboration

AHMC與北醫合作案例

# What to Learn from the US 向美國學習什麼

美國醫療制度：支出最高，結果卻不理想，但把壓力轉化為創新力

- 美國醫療支出占GDP 18.3%，全球最高
- 但平均壽命、可避免死亡率、嬰兒死亡率皆落後於多數已開發國家
- 原因：制度複雜、行政成本高、醫療公平性不足
- 促使美國不斷追求創新與效率



|      |    |                   |
|------|----|-------------------|
| 平均餘命 | 美國 | 78.4 歲            |
|      | 台灣 | 80.8 歲            |
|      | 日本 | 85 歲 (男81.1女87.3) |
|      | 歐盟 | 81.7 歲            |

# Five Institutional Strengths Worth Learning from the U.S.

## 美國五項最值得學習的制度



美國現任衛生部長 羅勃甘迺迪  
Robert F. Kennedy Jr

# 美國五大值得學習的制度

- **Health System** 醫療集團化管理，整合多院區提升效率與品質
- **Leapfrog Hospital Patient Safety Grade** 全美公開病人安全等級
- **HCAHPS** (Hospital Consumer Assessment of Healthcare Providers and Systems) 病人滿意度
- **VBP** (Value-Based Purchasing) 價值導向醫療
- **UCC** (Urgent Care Center) Network 照護輕症病人中心

# 美國最值得學習的制度之一

## 醫療集團化與整合-美國的特色之一

- 70%以上美國醫院均已集團化
- 提升品牌與談判力
- 降低行政與採購成本
- 整合帶來規模效益
- 集團化讓醫療更像企業，重點不只是擴張，而是資源協調與品牌一致



美國最大醫療集團-HCA(190家醫院)

# 美國前十大**非營利醫療集團**—最大有170家

| 集團名稱                                       | 醫院數量  |
|--------------------------------------------|-------|
| Department of Veterans Affairs             | 約170家 |
| CommonSpirit Health                        | 約142家 |
| Ascension Health                           | 約140家 |
| Trinity Health                             | 約93家  |
| Advocate Health (Atrium + Advocate Aurora) | 約67家  |
| Sanford Health                             | 約56家  |
| AdventHealth                               | 約55家  |
| Providence St. Joseph Health               | 約51家  |
| Bon Secours Mercy Health                   | 約51家  |
| University of Pittsburgh Medical Center    | 約40家  |

# 美國前十大營利醫療集團—最大有190家

| 集團名稱                         | 醫院數量  |
|------------------------------|-------|
| HCA Healthcare               | 約190家 |
| Universal Health Services    | 約187家 |
| Encompass Health Corporation | 約172家 |
| Select Medical Corporation   | 約119家 |
| LifePoint Health             | 約95家  |
| ScionHealth                  | 約92家  |
| Community Health Systems     | 約84家  |
| Tenet Healthcare             | 約74家  |
| Prime Healthcare Services    | 約45家  |
| Quorum Health                | 約38家  |

# 美國最值得學習的制度之二

## 病人安全評級

LEAPFROG  
HOSPITAL  
SAFETY GRADE



- 如 **Leapfrog Hospital Safety Grade**
- 3,000多家醫院參與，對醫院聲譽影響重大
- 指標調查包括結構/過程與結果面的各項可預防的醫療錯誤、感染與意外等
- 分A, B, C, D, F<sub>ail</sub> 五等級
- 每年公布兩次，影響**病人選擇醫院的意向**

# 美國最值得學習的制度之三

## 病人滿意度管理 (HCAHPS)

-由第三方調查，公開分數並影響財務給付



- HCAHPS納入報酬制度
- 調查醫院的醫病溝通、同理、回應速度
- 體驗即品質，滿意度即信任
- 顧客回流是最高評價



# 美國最值得學習的制度之四

## 價值導向醫療 (Value-Based Purchasing, VBP)

— 績效不是做得多，而是做得好

● 論質計酬取代論量給付

● 報酬連結結果與成本

● 團隊合作成為核心模式

● 從治療數量走向健康成果

## 美國最值得學習的制度之五

### 急診照護中心(Urgent Care Center, UCC)



- 提供非危及生命但需即時處理的醫療服務
- 平均等待時間 15 - 45 分鐘，成本僅為急診的 20 - 30%
- 有效分流輕症病人，減輕急診壅塞
- 美國約有 15,000 家 UCC，年就診量超過 1.6 億人次

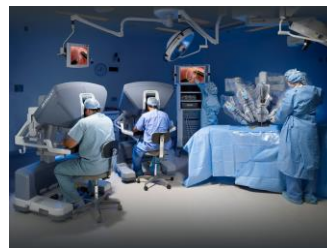
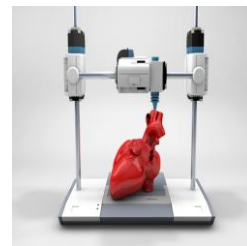
# Four Domains Where the U.S. Leads the World

## 美國醫療創新的全球四大領先面向

### (1) 全球先進設備及醫療技術大多源自美國

#### Advanced Medical Facilities and **Equipment**

- Global leader in **robotic surgery**
- US leads in medical **3D printing**
- Leader in **high-end tech (MRS)**
- US leads in **Proton technology**



## (2) 先進的治療亦一路領先

# Cutting-Edge **Treatment** Methods

### 1. Gene Therapy

#### 基因療法

- CRISPR/Cas9
- CAR-T Cell Therapy

### 2. mRNA Therapy

#### mRNA科技

- COVID-19 Vaccines
- Cancer treatments
- Rare genetic conditions

### 3. Targeted Cancer Therapy

#### 標靶治療

- Immunotherapies (e.g., checkpoint inhibitors)
- PARP Inhibitors

### 4. Monoclonal Antibodies

#### 單株抗體

- Autoimmune diseases (e.g., adalimumab)
- Alzheimer's
- Cardiovascular diseases

### 5. Regenerative Medicine

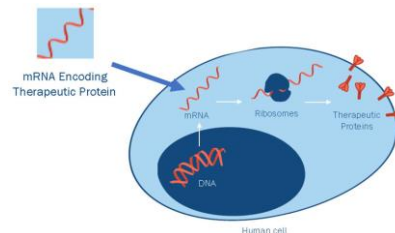
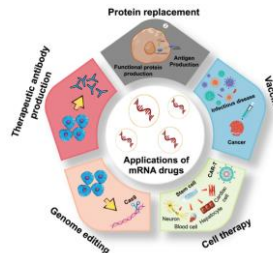
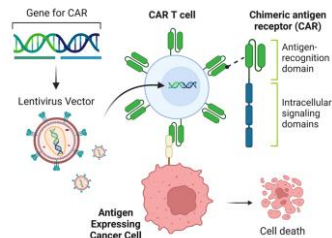
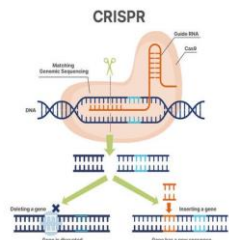
#### 再生醫學

- Stem cell therapies
- Degenerative diseases

### 6. Neurologic Therapy

#### 神經療法

- Parkinson's
- ALS
- Muscular dystrophy

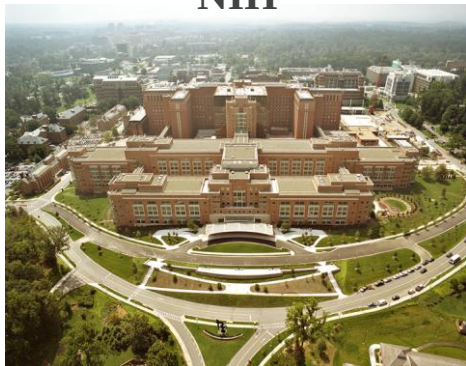


### (3) 研發及創新機構遍佈全美

## Research and Innovative Institutions

1. **National Institutes of Health (NIH):** Funds and conducts a vast amount of medical research.
2. **World Top 3 Smart Hospitals:** Mayo Clinic, Cleveland Clinic, Johns Hopkins University Hospital

NIH



Mayo Clinic



Cleveland Clinic



Johns Hopkins Hospital



# (4) 世界前瞻的領導者 - 美國FDA

近年內已核准**1,247**件醫療創新技術與產品  
**FDA Approved 1,247 AI Medical Applications**

|                                       |                                          |
|---------------------------------------|------------------------------------------|
| <b>1. Radiology (956) - 76.66%</b>    | <b>6. Gastroenterology (16) - 1.28%</b>  |
| <b>2. Cardiovascular (116) - 9.3%</b> | <b>7. Ophthalmic (10) - 0.8%</b>         |
| <b>3. Neurology (56) - 4.49%</b>      | <b>8. Clinical Chemistry (9) - 0.72%</b> |
| <b>4. Anesthesiology (22) - 1.76%</b> | <b>9. Dental (6) - 0.48%</b>             |
| <b>5. Hematology (19) - 1.52%</b>     | <b>9. Microbiology (6) - 0.48%</b>       |

Source: [FDA](#) (2025)

# 全美醫療體系獨特的AI發展領域-赴美學習指南

## Uniqueness of AI Development in Health Systems

– 每一著名機構主導某一特殊疾病的AI研發

1. Cleveland Clinic: AI-assisted **stroke** diagnosis and treatment
2. Mayo Clinic: AI in **heart disease** risk prediction
3. Johns Hopkins Hospital: AI in **ICU** management
4. City of Hope: **Oncology-specific LLM** in treating cancer
5. Stanford Health Care: AI in **skin cancer** diagnosis
6. Massachusetts General Hospital (MGH): AI in **breast cancer** screening
7. NYU Langone Health: AI in **biomedical** imaging

# Uniqueness of AI Development in Health Systems <sup>2</sup>

8. UCLA Health: AI in surgical planning
9. Texas Medical Center: AI in patient flow management
10. NorthShore University HealthSystem: AI in diabetes management
11. Kaiser Permanente: AI in EHR analysis
12. Duke University Health System: AI in kidney disease screening
13. Michigan Medicine: AI in ICU patient monitoring
14. Penn Medicine: AI in pneumonia diagnosis

# Uniqueness of AI Development in Health Systems <sup>3</sup>

- 15. UCSF Health: AI in optimizing **antibiotic** use
- 16. Veterans Affairs (VA) Medical System: AI in **PTSD** treatments
- 17. Houston Methodist Hospital: AI in **remote patient** monitoring
- 18. Cedars-Sinai Medical Center: AI in **cardiac imaging** analysis
- 19. University of Chicago Medicine: AI in **chronic disease** management
- 20. Denver Health: AI in emergency room **triage**

# 美國學習的總結

1. 美國醫療制度並不完美，支出高、平均餘命低
2. 但四個制度值得全球學習：Leapfrog, HCAHPS, VBP, UCC
3. 美國醫療設備、技術、治療及AI領先全球，值得學習
4. AI時代來臨，品質4.0將是醫界的新紀元
5. 進入數位時代，EQ 5.0可促進人機共感，互勉是未來領導的新方向

## 第二案例：AHMC & TMU Collaboration

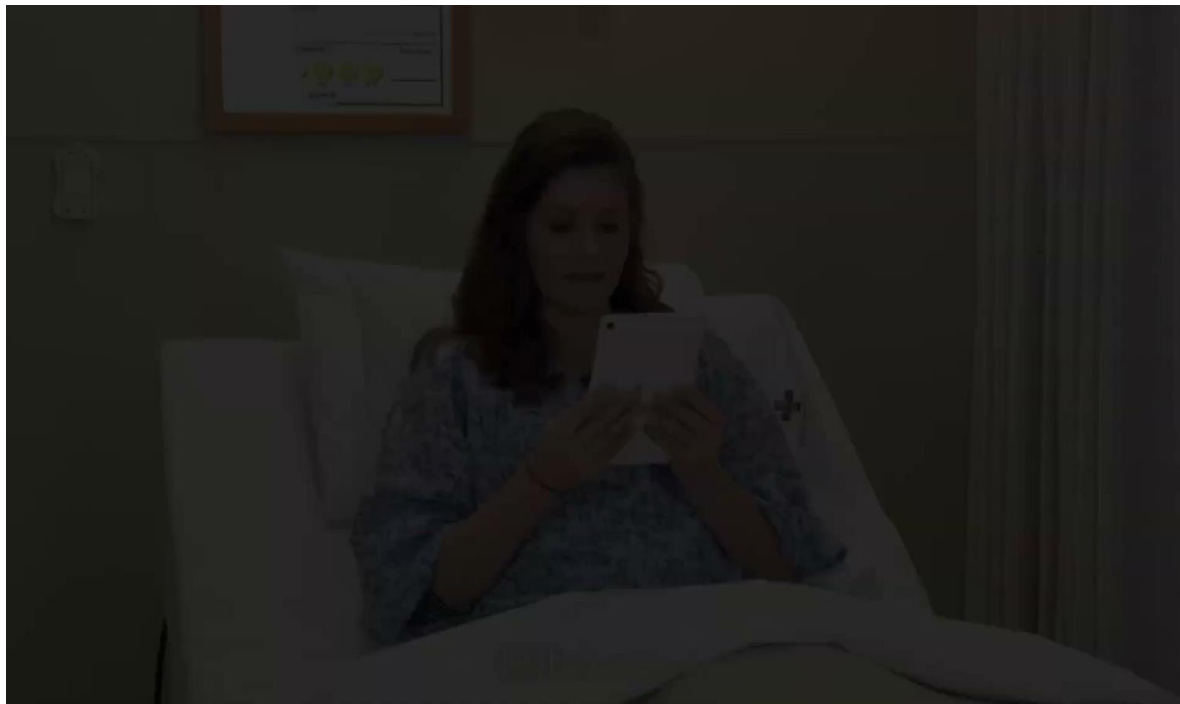
### - Voice Smart Care at AHMC (2017)

- Launched voice-based system in US in 2017
- First Language Model in US
- Installed in 56 beds of 3 hospitals
- Could control bed, light, TV & calling system with 3 languages.



# Voice Smart Care (VSC) 語音智慧照護系統

- Voice Smart Care - 56 beds in GMC, SGVMC, & ALH



# **AHMC & TMU Joint AI Projects**

- 1. Voice Smart Care - 56 beds in 3 AHMC hospitals**
- 2. Disposable Wristbands and nursing communication**
- 3. Telecommunication in hospitals & nursing homes**
- 4. Predictive Analytics - Skin cancer prediction - MoleMe**
- 5. AI-assisted coding & billing - Collaboration with AESOP**
- 6. Others: AI-Monitoring (Melten), Deep01...etc.**

# International Conference of AI of Healthcare (ICAIH)



# 1st ICAIH



## 2nd ICAIH

# 結語(1)

## Global Learning and Co-Creation through GCMA

### 透過GCMA的國際共學與共創

- 輪流舉辦華人健康年會 (Rotating Annual Conference)
- 成立AI與臨床研究聯盟 (AI Consortium)
- 設立永續基金 (Endowment & Fund)
- 全球華人健康報告 (Global Chinese Health Report)

## 結語(2)

# The New Leadership Creed 新的領導信念

**“Great leaders fly like geese, not crawl like crabs.”**

偉大的領袖如雁高飛，不若螃蟹橫行。



# The Legacy of the Nest 巢的傳承

- **May we all build nests where others can rise, and soar.**

願我們都能像雁子般，為別人築巢，讓他們能成長及高飛





Thank You