

Transforming healthcare policy: Strategic insights for the next decade



Foreword

Healthcare is entering a decisive redesign cycle, and **WHX Leaders in Dubai** emerged as a central platform for debate, bringing together ministers, regulators, and key industry stakeholders. Convened alongside **World Health Expo (WHX)**, the world's largest healthcare event held at Dubai Exhibition Centre, which brought together more than 270,000 specialists, 4,800 exhibitors, and participants from over 180 countries, WHX Leaders highlighted the critical need for systemic change.

The strongest message from the room was that healthcare cannot be improved through incremental digital upgrades to legacy models. Leaders repeatedly stressed that systems built for volume, fragmentation, and late-stage intervention are no longer fit for purpose.

The next decade will be defined by health systems that reinvent themselves through AI, genomics, and intelligent data ecosystems that create new delivery models to predict risk earlier, target resources better, and shift care from episodic treatment to continuous prevention.

The winners in this transition will not be organisations with the most pilot projects, but those that can turn intelligence into system design. The UAE is increasingly positioned as a regional leader in health innovation under 'We the UAE 2031', the country is best positioned as a

regional leader in health innovation, a testbed for scalable solutions, and a blueprint for preventive, integrated, and data-enabled care.

We also extend our gratitude to the UAE Ministry of Health and Prevention, federal and local health authorities, and strategic partners – Pure Health, M42, PHRMAG, and Snibe Diagnostics – whose contributions helped make the summit both practical and action-oriented.

This report captures the discussions, standout moments, and the sharper market implications that emerged from WHX Leaders 2026, and what these transformations mean for policymakers, health system leaders, investors, and the industry.

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World Health Expo Leaders: a catalyst for systemic change

WHX Leaders is a decision-maker forum, bringing together government, care delivery, life sciences, technology, investment, and multilateral health organisations to challenge assumptions and examine where healthcare is heading next.

Launched this year as a dedicated leadership forum, the conversation was anchored by leaders including the UAE Ministry of Health and Prevention, Pure Health, M42, HealthAI, Gavi, Mayo Clinic, AstraZeneca/PHRMAG, and ministers from Iraq and the Kurdistan Regional Government. This composition brought together policy, provider, and industry perspectives.

That breadth of representation matters. Modern health systems are under pressure from ageing populations, chronic disease, workforce shortages, fiscal constraints, and rising consumer expectations. The summit showed that the enabling stack is maturing fast: unified records, genomics, ambient monitoring, predictive algorithms, AI-enabled diagnostics, virtual agents, and new partnership models are all moving from pilot stage into operational use. WHX Leaders' distinctive role is to connect those signals across sectors and interpret what they mean for systemic change, not isolated innovation.

Stakeholders involved at WHX Leaders

- Assistant Undersecretary of Health, Regulations Sector, Ministry of Health and Prevention, UAE
- Minister of Health, Iraq
- Minister of Health, The Kurdistan Regional Government (KRG)
- CEO, Pure Health, UAE
- Founder and CEO, NextMed Health, USA
- Group CEO, M42, UAE
- CEO, HealthAI, The Global Agency for Responsible AI, Switzerland
- CEO, GAVI, The Vaccine Alliance
- Chief Operating Officer, MayoClinic, USA
- Chairman, The Pharmaceutical Research & Manufacturer's Association Gulf (PHRMAG), President, GCC & Pakistan, AstraZeneca, UAE

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Leaders who simply retrofit AI into broken workflows risk becoming ‘extremely efficient at being inefficient’.

Ricardo Baptista Leite

CEO, HealthAI, The
Global Agency for Responsible AI,
Switzerland.

> Opening Keynote Address

**H.E. Dr Amin
Hussain Al Amiri**

Assistant Undersecretary of Health
Regulations Sector
Ministry of Health and Prevention (MoHAP)
UAE



WHXLeaders



Top 5 themes to build a foundation of progress

Unified vision for health transformation

The UAE presented one of the clearest examples of coordinated national ambition. Speakers pointed to the National Genome Program, RIAYATI, and the Emirates Health platform as evidence that data, prevention, and policy can be aligned nationally. The scale is significant: M42 reported more than 900,000 genomes sequenced at 30x depth, while MoHAP positioned the UAE as a living laboratory for predictive and personalised care.

Transition from sick care to health intelligence

A recurring message from Pure Health, HealthAI, M42, and Mayo Clinic was that the sector must move beyond sick care economics. Instead of paying for procedures and capacity utilisation alone, systems need to reward earlier detection, longitudinal management, and healthier years of life. As Shaista Asif, Group CEO, Pure Health, put it, the next decade will be defined less by opening new hospitals and more by new thinking.

Leadership as the catalyst for systemic adoption

Leadership came through as the make-or-break variable. Ricardo Baptista Leite, CEO, HealthAI, The Global Agency for Responsible AI, Switzerland, warned that leaders who simply retrofit AI into broken workflows risk becoming 'extremely efficient at being inefficient'. That framing was reinforced by ministers and operators alike: national priorities, governance, reimbursement, skills, and trust will determine whether innovation scales or stalls at the pilot stage.

Equity as a foundational design principle

Equity was treated as a design principle, not a side consideration. Dr. Sania Nishtar, CEO, GAVI, The Vaccine Alliance, shared that Gavi vaccinates six in ten children born worldwide, yet access still depends on deliberate policy, delivery capability, and accountability. Multiple speakers cautioned that AI and genomics could widen disparities unless systems are built to reach rural, lower-income, and underserved populations from the outset.

Practical use cases driving transformation

The summit also grounded the debate in real operating examples: Mayo Clinic described a data estate of 100 petabytes across eight million patients, with 320 active algorithms and a network of 65 hospital systems; Diaverum's renal model predicts vascular access thrombosis a full week before it happens; and genomic screening in the UAE showed how hereditary cancer risk can be identified before disease manifests. These examples gave the summit credibility by showing the blueprint was already in motion.

Key insights



Purpose-driven system redesign

Leaders emphasised defining problems like avoidable admissions or inequitable access before applying AI. Digital investments must pass a disciplined “why this, why now, why at scale” test. Examples included Mayo Clinic’s 100 petabytes of patient data and the UAE’s RIAYATI and genomic infrastructure, showcasing integrated systems as essential for personalised care.



Integrated data foundations for health intelligence

The summit highlighted data-driven prevention, such as M42’s genomic screening that enabled preventive surgery for a BRCA1 mutation and Mayo Clinic’s detection of over 1,000 asymptomatic patients at risk. Prevention is investable when it is specific, measurable, and integrated into care pathways.



Prevention and prediction as core care pathways

The summit highlighted data-driven prevention, with M42 showcasing Aisha Lake’s genomic screening that enabled preventive surgery, and Mayo Clinic identifying over 1,000 asymptomatic patients at risk. Prevention is investable when specific, measurable, and integrated into care pathways.



Equity in policy, financing, and delivery

Equity was framed as an operational challenge. Gavi’s focus on zero-dose children showed that access improves only when policy, financing, and delivery align. Dr. Nishtar highlighted a 30% drop in development aid, with some African nations relying on it for over 60% of health budgets, underscoring the need for scalable, cost-effective models.



Trust, governance, and scalability

Trust and governance were identified as key barriers to scaling AI in healthcare. HealthAI emphasised the need for robust data governance, surveillance, cybersecurity, and reimbursement systems to overcome the gap between pilot and scale. With 10 governments in its network, regulatory collaboration is transitioning from concept to infrastructure.



Workforce transformation for the digital era

The focus is on augmenting, not replacing, the workforce. Mayo Clinic is redesigning tools to integrate clinicians with AI developers, while Iraq’s health minister stressed the enduring value of human-to-human care.



Public-private partnerships as a strategic imperative

Partnerships are key to scaling healthcare. Leaders emphasised the region’s readiness to scale, with PHRMAG advocating for focused partnerships targeting measurable priorities like vaccination rates, early diagnosis, referral pathways, and service coverage for underserved populations, proving value through consistent data over time.



Global collaboration for resilient health systems

Avoiding fragmentation in regulation, delivery, and learning is critical. Shared networks like Gavi’s access architecture, HealthAI’s regulatory network, and Mayo Clinic’s algorithm-sharing partnerships demonstrate the value of cross-border ecosystems.



Prevention is investable when it is specific, measurable, and embedded in care pathways.



Defining moments from the summit



The scale of WHX elevated the conversation from industry discussion to market-shaping dialogue.

With WHX now spanning 270,000+ specialists, 4,800 exhibitors, and 180+ countries, the leadership discussion felt less like a niche strategy session and more like a market-defining forum.



Data points, not just themes, gave the event its edge:

Around 900,000 genomes sequenced, 100 petabytes of data, 320 algorithms, 65 hospital systems, 1,000+ asymptomatic diagnoses, and six in 10 children vaccinated globally. These are the kinds of proprietary markers that show where health intelligence is already real.



The traditional hospital-growth model was consistently dismissed by the room.

Pure Health's argument that the next decade will be defined by 'new thinking', not just new hospitals, was one of the summit's clearest lines in the sand.



WHX Leaders established a more explicit point of view:

Healthcare is moving from reactive capacity management to intelligence-led system design, and the organisations that lead this shift will shape regional and global standards for the next decade.



The summit's strongest caution came on equity and trust.

Advanced tools may be improving fast, but without deliberate policy and trusted governance, they will scale unevenly and deepen the divide they are meant to solve.



Voices of WHX Leaders 2026

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Investment in health is an investment in the future and wealth of our people, our economies, and our societies.”

H.E. Dr. Amin Hussain Al Amiri
UAE Ministry of Health and Prevention

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Genomics gives the health system a new superpower. Artificial intelligence allows us to see when to act.”

Dimitris Moulavasilis
Group CEO, M42

“

If human leaders do not know where they are going, AI is not going to take you there.”

Ricardo Baptista Leite
CEO, HealthAI, The Global Agency for Responsible AI, Switzerland

“

We have to be very deliberate in setting policy, delivery systems, and accountability if equity is to remain central.”

Dr. Sania Nishtar
CEO, Gavi, the Vaccine Alliance

“

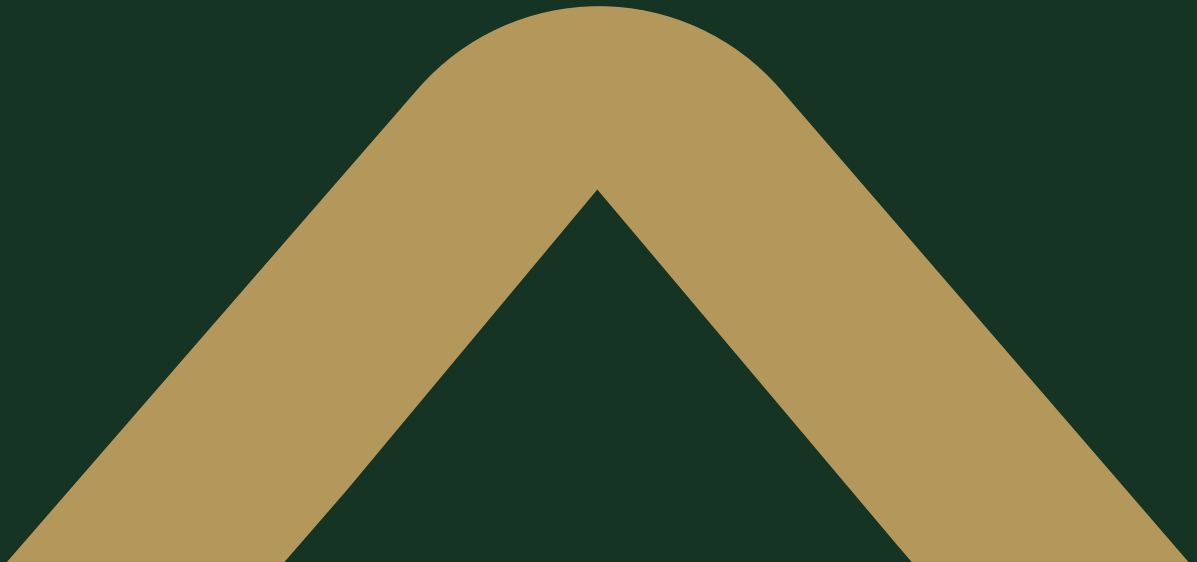
AI is just a means to an end. It really comes down to two things: knowledge and services.”

Maneesh Goyal
Chief Operating Officer, Mayo Clinic

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Technology is just the enabler. Humanity is the purpose.”

Shaista Asif
Group CEO, Pure Health



Strategic outlook



For governments

- Treat genomics, digital health, and interoperable data as core infrastructure, not side projects.
- Align regulation, reimbursement, and talent development to scale responsible AI beyond pilots.
- Set measurable goals like earlier diagnosis or reduced admissions and align investments to achieve them.



For global health institutions

- Improve standards, surveillance, manufacturing, and financing to ensure resilience and equity.
- Streamline global architecture with clear goals and accountability during fiscal constraints.



For healthcare systems

- Focus care pathways on prevention, prediction, and long-term management over procedure volume.
- Embed integrated data into workflows for actionable decision support.
- Redesign workforce to enhance trust, judgment, and human-centered care with AI tools.



For industry and innovators

Partner early with public systems, prioritise payer-relevant evidence, and design for interoperability, affordability, and scalability.



For the broader ecosystem

Leadership means converting promising tools into trusted, population-level change by redesigning systems, not just digitising them.



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World Health Expo Leaders is an exclusive summit for ministers, CEOs, visionaries, decision-makers, investors and innovators shaping the next decade of health policy and investment. More than an event, WHX Leaders serves as a platform for meaningful dialogue, strategic collaboration, and forward-thinking conversations driving transformation across the industry.



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