

Keynote II

Disruptive Innovation: How Investment is transforming healthcare

SPEAKERS

Moderator: Lee Murray

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Global Healthcare Officer
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Healthcare innovation requires more than technological breakthroughs — it demands organisational change, funding mechanisms and genuine collaboration, according to industry leaders at HBI 2025's opening keynote.

The session, moderated by HBI's Events Director Lee Murray, brought together executives from investment, technology, service provision and public enterprise to explore how disruptive innovation can address healthcare's mounting pressures.

"We're 80 years after the second World War, which beckoned the baby boomer generation, creating enormous demand," said Murray, highlighting the backdrop of aging populations, non-communicable diseases, economic pressures and workforce challenges.

Johannes Virkkunen, Head of Life Sciences and Healthcare Investments at the European Investment Fund, explained that meaningful disruption requires scientific breakthroughs, entrepreneurship, financing across stages, and supportive regulation. "When we get these parts clicking together, the flywheel just keeps on spinning," he said, noting that EIF's €5bn life sciences portfolio spans therapeutics, medtech and digital health.

Much of the conversation centred around digitalisation and AI. Bernd Ohnesorge, President, EMEA at medtech firm Siemens Healthineers commented that AI is having a huge impact both on managing patient demand and in improving diagnostic precision.

Siemens' approach targets non-communicable diseases through connected pathways, with AI emerging as a critical disruptor. Their examples included mobile CT scanners for early lung cancer detection and ambulance-based stroke diagnostics that significantly reduce door-to-needle times.



Session takeaways

AI adoption is accelerating

AI adoption accelerating across healthcare, improving diagnostics and managing rising patient demand.

Partnerships are key

Cross-sector partnerships critical for scaling innovations beyond pilots into sustainable healthcare solutions.

Centre clinicians, not management

Innovation must be driven by clinicians, not management, with structured frameworks for implementation.

"AI will help to manage the additional demand on eligible patients in screening programs," Ohnesorge explained, adding that AI creates precision in treatment planning while managing this increased demand.

From the service provider perspective, Liselott Kilaas, CEO of radiology group Evidia, emphasised that innovation must be driven from within clinical teams rather than imposed from management. "The drive for innovation must be a culture embedded with the medical people," she said.

Evidia has deployed AI across its patient journey, remote scanning capabilities, and medical reporting. The company has conducted more than 1.5 million remote scans since 2023 and is partnering with Swedish authorities to deliver nationwide lung screening using mobile CT units.

Florence Dupre, Global Healthcare Officer at La Poste, outlined how the French postal service has transformed into a healthcare

innovator by acquiring 30 healthcare companies and developing an orchestration platform called "Care Side."

"There is no way we can face the tsunami if home is not transforming one way or another into a point of care," Dupre said, explaining La Poste's mission to optimise "health pathways" rather than just care pathways, with prevention as the cornerstone.

All panellists agreed that strategic partnerships and policy engagement are essential for scaling innovations beyond pilot phases. "You need to make them understand how, when you look at a health pathway, that you can bring efficiency," said Dupre regarding government stakeholders.

As healthcare systems struggle with overwhelming demand, these cross-sector collaborations may provide the necessary framework for sustainable transformation.