



PART 2: REIMAGINING HEALTH CARE, FOR ABU DHABI AND BEYOND: A CONVERSATION WITH MANSOOR IBRAHIM AL MANSOORI

Announcer 00:00

Please welcome Abu Dhabi Department of Health Chairman, His Excellency Mansoor Ibrahim Al Mansoori, and Fortune Executive Editorial Director, Diane Brady.

Diane Brady 00:12

Hello again. Thank you, everybody. Your Excellency, nice to see you. This is an area I'm very excited about. By the way, I notice you're not wearing any wearables right now. I feel since we're on health—I've got my Oura Ring. You don't wear them?

His Excellency Mansoor Ibrahim Al Mansoori 00:29

No. It's integrated.

Diane Brady 00:34

Right. You're not going to endorse any one particular product. But let me ask you, I think about Abu Dhabi as really positioning itself as sort of a global health hub and some of the innovation you've brought in. We were just looking at the dashboard you have. Give me a sense of the vision, for those who don't know, since this is about reimagining health care. What is the vision to start for what you want health care to be

and where you are today in that journey?

His Excellency Mansoor Ibrahim Al Mansoori 01:04

Thank you, Diane. In Abu Dhabi, our ambition is to build the most intelligent health system that can provide predictive, preventative care at scale. And the reason why I always emphasize the term intelligent health, is because we believe we need to build a system that cares before it cures. And that's what Abu Dhabi believes in. Every health system needs to have foresight, and foresight in your health system is an accountability. It's not optional. It's an accountability and responsibility for every system. And to achieve foresight in health care and in health specifically, you need to build an integrated health system. Integrated health system, where you integrate your phenotype data, your genomic data, which we did, we sequenced our whole population, your lifestyle data, which is the Oura or the WHOOP or any type of wearables, combined with your financial and health insurance data in one combined platform. That provides you with a visibility. You can have the pulse of your system at any time. So that's visibility of the system through integration. Second, you build a system that is resilient, a system that is simulated and prepared for any type of event. And that capability today empowers the system to be ready to manage any circumstances at any given time. And I'll give you an example in Abu Dhabi. Our systems today are resilient in term of using AI embedded in its own operations. We have our unified medical operation center—which I call the health brain of our department, empowered by 40,000 AI agents. 40,000. In context it's 40x my teams, the number of my people who work in my department. 40x, provides you with efficiencies. They simulate the operation. They identify risk. They intervene. They suggest. I have agents talking to agents in hospital just to make sure they have an intelligence loop. So when you build a system that has a foresight with visibility, then simulation and preparedness, you need to make sure that your system has a continuity of care. Continuity of care requires thinking of long-term planning, and this is probably what Abu Dhabi believe in. Over the past period of time, our system didn't pause at all. We kept going, delivering, and accelerating. Abu Dhabi long-term plan in health, and in general, is grounded on strong economic diversification, big investments in technology, strategic infrastructure, investing in people, empowered by strategic assets, empowered by capital reserve and patient capital. That's basically how we see our health system today. It needs to be intelligent. It needs to be integrated. It needs to be—care before you cure. We are not building a system that reacts. I believe every resilient system, every resilient health system are not those that react first. It's the system that see it first. But you cannot see it if you don't have the intelligence and the foresight and the capability of integration.

Diane Brady 04:44

Let me unpack that a little bit in terms of you have achieved the vision of the marriage of data, technology, this holistic view. What have you gleaned from that, that has actually impacted policy, for example, around what have you learned from having this breadth of data that's maybe changed some of the ways in which you approach health?

His Excellency Mansoor Ibrahim Al Mansoori 05:07

I'll give you multiple examples. I'll take it first when it comes to breast cancers, and I alluded in my discussion with you before. When we looked at WHO standard, you start breast cancer screening at the age of 40. When we looked our own data, we dug deep, we found that we are missing patients before the age of 40. So we immediately changed our policies to start screening for breast cancer from the age of 30 for all females. That's different, but that's what I call precision prevention. It's designed for your own

population. That's example number one. Number two, we mandated newborn screening. Newborns, every child that is born in Abu Dhabi is sequenced and screened, and we start to look at all the genetics, inherited diseases, and we intervene much earlier. And with that insight, we saved 25 lives from January. 25 kids, we saved them. Using sequencing, genomics, compute, and insights. That's the second example. Third example, we are using all of this data to measure the responses to save people on the ground. When it comes to ambulances, from the moment you call an ambulance in Abu Dhabi to the moment it responds to you in a matter of minutes, it's empowered by an AI system that gives you the best path, the best hospital, and connects to the physician where he can intervene while you are at the ambulance itself. So we turn the ambulance into a moving hospital before, and that intervention has saved lives. So this is some of the examples I can refer to.

Diane Brady 06:55

So when we talk about, I know one of the things that I look at a lot is things like GLP-1. When you're looking at some of the ways in which you do preventive care, for example, how are you trying to drive behaviors that actually result in better health outcomes?

His Excellency Mansoor Ibrahim Al Mansoori 07:17

One of the challenges when you talk about preventions—in multiple health systems globally, they looked at prevention as an episodic. They looked at prevention as one time campaign. They looked at preventions as a seminar, right? We believe prevention should be continuous and should be precision preventions, customized for your own population, that is focused. So with the example of weight loss, obesity is a major component in every public health system. We launched a policy in Abu Dhabi, weight loss management policy, where you can use a medication for treating obesity compared with lifestyle activity, together, tightly. If you implement that, your medication will be reimbursed fully and you will be rewarded as well. With such a policy implemented, we saw 80 percent drop their BMI, 20 percent left obesity completely from the whole cohort. It's massive. But the biggest win is the behavioral change at scale, because you don't just take the medication. You took a medication, you exercised, you did physical activity, and you changed behavior. That's what you are looking for in a population. Another example we are very excited about, I always believe 80 percent of determinants of health sit outside of the hospital. Then food is a major contributor to your health. And food, there's now a big industry of food as a medicine. In Abu Dhabi, we have banned all advertisement of junk food and fast food. Completely banned in the city.

Diane Brady 09:07

Has it made a big difference in consumption patterns?

His Excellency Mansoor Ibrahim Al Mansoori 09:10

It made a difference on the way people approach junk food—it's less. Second, we are driving a policy to reformulate foods now. Reformulations where we will set a standard to the type of food. We're not trying to change the people. We are trying to change the environment around people to provide them a system that can provide healthier choices for them, and that's what matters.

Diane Brady 09:37

When you're thinking about investments, investments in biotech and pharma, et cetera, is that strategic? Is it ROI, or do you also look at it strategically in terms of your own goals?

His Excellency Mansoor Ibrahim Al Mansoori 09:10

I'm a believer that when it comes to health, that it doesn't have borders. Anything that you do in the field of health and health care, the impact of it goes beyond borders. And as we always say, disease doesn't have borders, and always any investment you put in that sector, it's very rewarding. So in Abu Dhabi, we believe in creating a life science sector empowered by our intelligent data, we believe we are the only system today that had genotype data, phenotype data, lifestyle data all integrated at once. It's exceptional, and it helps pharmaceutical companies to accelerate their drug discovery. It helps other companies, a biotech company, to see the impact of their products in real time. It's a real-world evidence platform that really matters.

Diane Brady 10:53

Let me ask, you've got a lot of things in your favor, and you've done a lot in terms of amassing data and technology and such. What is your biggest challenge right now? What would you fix?

His Excellency Mansoor Ibrahim Al Mansoori 11:05

Let me rephrase the question, if you will allow me. I get a lot of questions from different health systems today—your system is unique. It's integrated—you are integrating everything. How did you do it? I always say if there's a will, there's a way. It comes from the leadership. It's come from our belief that you need to change. In integrated health, the barrier is not the technology. People think it's the technology. The technology is there. What people are scared of about that integration is the complexity and the exposure it will put on these systems. The complexity and the exposure that it will put on this system, and sometime you will fail in such an integration, but failure is the tuition of mastery. You need to get to that period. Lots of systems are not willing to take that journey. What happens? They will remain fragmented, and the world will go on, and that's the reality in many health system globally. In Abu Dhabi, we saw it differently. We took decisions. We will integrate. We will test. We will fail in certain areas, but we will learn and

relearn and accelerate. And today, we are seeing the fruits of our system that's creating a larger impact at a population level at scale.

Diane Brady 12:33

We talk a lot about the longevity economy. When you're in a young economy, obviously the costs are lower than as people age. How do you think about the pattern of life and how you're looking at longevity, investing in longevity, even on a personal level? You live and breathe this every day. Are you living any differently yourself, having gleaned from your own agents?

His Excellency Mansoor Ibrahim Al Mansoori 13:02

So to achieve that, I believe we need to look at the individual himself to empower him to manage his health in a much better way. So as a health system, I need to equip you with all the information required to manage your health much better. So you need to have access to all your health information, your genomics. And we built an integration layer today to integrate all your wearables from the WHOOP that you are wearing, or the Oura—

Diane Brady 13:32

—Telling me to take less steps today—

His Excellency Mansoor Ibrahim Al Mansoori 13:34

—To the sleeping mattress that we are using today in Abu Dhabi to tackle sleep apnea and hot flushes. All of this information is going to the user himself to empower him to manage his health better. And then we will start to gamify health. Gamify health for the benefits of the individual to create a greater impact.

Diane Brady 13:59

Create financial incentives? How do you gamify health?

His Excellency Mansoor Ibrahim Al Mansoori 14:03

You gamify health in multiple ways. Financial incentive is one, reward is second, and nothing is more important than that you see yourself getting better and better. It's human nature. So we are a believer that today, to sense is to prevent. What do I mean? The future of health will be more on sensing. So you need to sense earlier, to detect smarter, to intervene in illness much earlier before it becomes disease—that is

what will have a greater impact on the health system and will contribute to a healthier population. So sensing, detecting, intervening, and flipping the health care system to care before it cures.

Diane Brady 14:57

When you come over here, I know health care is a very big part of this conference, and you're having conversations. What advice, we just have a few minutes left, what are the conversations you're having? And both, what are you learning here and what's the message you're conveying to the investment community as well around this?

His Excellency Mansoor Ibrahim Al Mansoori 15:19

Number one, in Abu Dhabi, we are a living laboratory, and it's all about partnership. I'm looking to partner with every great scientist, every great company that can contribute to the advancement of health and the advancement of humanity in the field of health care. So we are on a learning journey. We extend our hands to partners. During Milken, we met exceptional minds, exceptional companies that we believe working with Abu Dhabi to scale their innovations and capability will be the way forward.

Diane Brady 15:54

It's interesting. We're at a period in technology that wasn't possible a few years ago. You mentioned the 40,000 agents. Is that changing your strategy at all when you look at AI and the tools and biotech? Because you get a frontline seat. You occupy a perch where you see what's coming. How is that impacting just the overall strategy and spending, even in investment?

His Excellency Mansoor Ibrahim Al Mansoori 16:22

Number one, AI is not a hype. That's number one. It's the utility of the age—it's like electricity. It's the utility—therefore, you should leverage it. And health of the future will require your investment to build all your data much, much earlier. Just imagine the power of compute when you will have quantum computing to solve the most complex health care problems at a much faster speed. If you don't have the infrastructure for it, you will not be able to. And as I said, you will be left behind. So AI is not a hype, it's a utility. You need to leverage it for the advancement of health. And the biggest area that AI will create a difference is in biology and health.

Diane Brady 17:12

Anything else you want to convey right now in terms of what's exciting to you or even on your own personal habits? I think we connect as human beings first. You are somebody who is leading this health drive. What do you do even tactically every day to keep yourself healthy?

His Excellency Mansoor Ibrahim Al Mansoori 17:31

Do whatever I can to add life to life. That's what I care about. So building the infrastructure to enable it.

Diane Brady 17:37

Fair enough. Please join me in thanking His Excellency, and thank you for your time.

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