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We create a world where healthcare has no limits

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Mohammad El Khoury, General Manager of GE HealthCare in Saudi Arabia, explores the company's evolution from adopting direct distribution models to pioneering AI-powered diagnostics while aligning with Vision 2030. By forging strategic public-private partnerships, enhancing training programs, and fostering a culture of accountability and innovation, GE HealthCare is contributing to reshape the Kingdom's healthcare landscape.

How would you describe your professional journey and the path that led you back to GE HealthCare in 2023?

My career has been defined by a deep commitment to healthcare, marked by diverse experiences across technical and leadership roles. At 18, I left Lebanon to pursue a Master's in Biomedical Engineering in Lyon, France, which laid the foundation for my professional path. After nearly a decade of industry experience, I further enhanced my qualifications with an MBA from ESSEC Business School in Paris, combining technical expertise with a strong business acumen.

I began my career as a field engineer, developing a solid technical foundation before transitioning to an application specialist role. This evolved into leadership positions in sales and regional management during my time with Boehringer Mannheim, where I worked mainly in France focusing on in vitro diagnostics. After Roche acquired the company, I continued to build on this experience before joining GE Healthcare in 1997. Over 11 years, I held roles in France and Germany. I then

moved to the Middle East region in 2005, expanding my expertise across diagnostics and imaging.

Seeking new challenges, I moved to bioMérieux, where I managed the emerging in infectious disease diagnostics, and later to QIAGEN, leading efforts to establish operations in emerging markets. I ended up leading sales for the Global Molecular Diagnostic division. My most recent role was with a biotech firm in Switzerland, Aliv Dx, specialized in blood transfusion and autoimmune disease diagnostics.

In August 2023, returning to GE HealthCare felt like coming full circle. It allowed me to integrate my broad experience in InVitro diagnostics, imaging, working in a familiar yet dynamic environment. Healthcare has always been at the heart of my career, offering both challenges and opportunities to make a meaningful impact—a field I remain deeply passionate about.

Since rejoining GE HealthCare in Saudi Arabia, what have been your primary objectives, and how has the organization evolved under your leadership?

When I returned to GE HealthCare in August 2023, the company was undergoing a pivotal transition, shifting from an indirect to a direct distribution model in Saudi Arabia. This transformation required a comprehensive restructuring to support direct operations. My initial focus was on building a solid organizational framework, starting with an internal effort to expand and strengthen the team. Today, the Saudi organization consists of 230 employees, including 100 engineers, 26 application specialists, and a robust team in sales, finance, and operations. This restructuring has enabled us to achieve full operational readiness and address market demands more effectively.

In parallel, a significant part of my role has been aligning our strategy with Saudi Arabia's Vision 2030, ensuring that our solutions are tailored to national healthcare priorities. This has involved adapting our diagnostic platforms and product offerings to address pressing health challenges identified by the Ministry of Health. Additionally, expanding GE HealthCare's presence in the private sector has been a critical area of focus, allowing us to support a broader range of healthcare providers and contribute to the country's growing healthcare ecosystem.

Beyond local operations, we've also taken major steps to establish Saudi Arabia as a regional hub for GE HealthCare. In November, we became the first medical company to secure a government license to establish a regional headquarters, reflecting our proactive approach.

How does GE HealthCare's portfolio address Saudi Arabia's healthcare challenges while aligning with the goals of Vision 2030?

GE HealthCare's portfolio is designed to meet Saudi Arabia's pressing healthcare needs while supporting the transformative objectives of Vision 2030. At the core of our strategy is the 3D framework, which focuses on three key pillars: disease, devices, and digital solutions. This approach begins with an in-depth understanding of disease prevalence and healthcare burdens, such as cancer and Alzheimer's, at both regional and global levels. These insights guide the development of advanced devices, enhanced by digital technologies, to provide faster, safer, and more accurate diagnostic capabilities.

A critical element of our portfolio is artificial intelligence (AI), where GE Healthcare leads the industry with 56 FDA-approved AI applications embedded within our devices. These innovations significantly improve diagnostic precision, reduce errors, and ensure timely, accurate results. This not only

benefits healthcare practitioners but also directly enhances patient outcomes.

In Saudi Arabia, our work is closely aligned with Vision 2030's healthcare priorities, including increasing specialization, improving accessibility, reducing reliance on international medical travel, and advancing workforce development. Breast cancer, the most prevalent healthcare burden in the country, is a clear example of how we address these priorities. Our care pathways and diagnostic tools are tailored to support earlier diagnosis, reducing mortality and improving patient outcomes.

In oncology, our PET-CT and nuclear medicine platforms, coupled with integrated IT solutions, enhance access to advanced diagnostic technologies across regions, ensuring patients no longer need to travel extensive distances for care. Similarly, in cardiology, GE Healthcare provides a complete continuum of diagnostics, from ECG machines to catheterization labs, offering patients a streamlined and comprehensive diagnostic journey.

Digital healthcare transformation is another key area where we contribute significantly. Through initiatives such as the national Picture Archiving and Communication System (PACS) and tele-ICU networks, we are helping to build a unified, accessible healthcare data infrastructure across Saudi Arabia. These efforts are central to the country's vision of creating a connected, world-class healthcare system.

By addressing critical disease areas, offering cutting-edge diagnostic technologies, and driving digital transformation, GE Healthcare is not only meeting the immediate healthcare needs of Saudi Arabia but also paving the way for a more advanced and sustainable healthcare future in alignment with Vision 2030.

How is GE Healthcare contributing to Saudi Arabia's digital transformation, and what impact is it making on healthcare efficiency and outcomes?

Digital transformation is advancing rapidly in Saudi Arabia, and GE Healthcare is strategically positioned to play a pivotal role in this evolution. Our focus is centered on two critical areas: clinical digital solutions and operational efficiency. Unlike broader definitions of digital, which can span hospital information systems or supply chain management, our approach is targeted and aligned with improving patient care and optimizing healthcare operations.

In clinical digital solutions, we prioritize extracting meaningful data from diagnostic instruments to accelerate decision-making, reduce diagnostic timelines, and facilitate faster treatment pathways. Key solutions include our Picture Archiving and Communication System (PACS), tele-ICU platforms for remote patient monitoring, and advanced cardiology systems. These tools are designed to integrate seamlessly into clinical workflows, enabling healthcare providers to deliver accurate diagnoses more efficiently. Beyond deploying these technologies, we collaborate with the Ministry of Health to advise on strategies for maximizing their impact.

Operational efficiency is equally vital, and we address this through innovations like our Command Center, a powerful tool that provides healthcare institutions and the Ministry with real-time analytics and actionable insights. This allows stakeholders to meet key performance indicators, such as reducing MRI wait times, increasing equipment utilization, and improving diagnostic accuracy on the first attempt. For example, in Riyadh, we partner with Al Takassusi Alliance Medical LLC, the organization managing seven hospitals outsourced by the Ministry, serving as their exclusive provider of medical instruments for the next decade. Through the Command Center, we help streamline operations and enhance the efficiency of these facilities, ensuring they meet the Ministry's ambitious objectives.

Our commitment to digital transformation extends beyond these efforts, incorporating artificial intelligence (AI) across our platforms. With 56 FDA-approved AI applications embedded in our devices, GE Healthcare leads the industry in delivering innovations that enhance diagnostic precision and operational effectiveness. While we excel in these areas, we remain focused on delivering clinical and economic value, avoiding broader systems like hospital information systems or electronic medical records, where our impact would be less direct.

GE Healthcare's mission is to create a world where healthcare has no limits. By focusing on targeted, impactful solutions that address both clinical needs and operational challenges, we are contributing significantly to Saudi Arabia's digital healthcare transformation and advancing the nation's Vision 2030 goals.

How is GE Healthcare contributing to Saudi Arabia's healthcare transformation, and how is it adapting to the increasing role of privatization and infrastructure development?

Saudi Arabia's healthcare transformation is both unprecedented and ambitious, characterized by its rapid pace and scale. Over the past decade, the country has shifted from a centralized system, where a single entity oversaw investments for more than 500 hospitals, to a decentralized framework driven by regional healthcare clusters. This transformation is spearheaded by the Health Holding Company (HHC), which manages localized healthcare delivery, and the Ministry of Health (MOH), which has transitioned into a regulatory role. Coupled with the implementation of National Health Insurance and a growing emphasis on privatization, this evolving landscape demands innovative solutions and strategic adaptability.

GE Healthcare is actively supporting this transformation by aligning its operations, portfolio, and partnerships with the nation's evolving healthcare priorities. Our local presence has been significantly strengthened with the establishment of regional headquarters, repair centers capable of servicing both local and international equipment, and training programs for engineers. In the past year alone, we trained 25 engineers from outside Saudi Arabia within the country, emphasizing the transfer of technical expertise to meet local needs. Additionally, our involvement in public-private partnerships (PPPs) reflects our commitment to advancing healthcare. Key projects include collaborations with Anfas Medical Care in maternity and infant care and a radiology initiative with Al Takassusi Alliance, both of which underscore our role in delivering specialized solutions.

Our adaptability extends to tailoring our portfolio for diverse healthcare providers, ensuring that advanced Class A hospitals can access high-performance technologies while smaller facilities benefit from cost-effective solutions. For example, high-end imaging systems designed for complex procedures are deployed in Riyadh's Al Sahafa District, while more streamlined configurations are offered to meet the needs of community hospitals. This flexibility ensures resources are used efficiently while addressing varying levels of demand.

Privatization has introduced new opportunities. While NUPCO (National Unified Procurement Company) oversees public sector procurement to ensure optimal resource utilization, the private sector is driving growth through rapid investments in new hospitals and expanded services. Recognizing this, we have shifted our focus to enhance support for private institutions. Our efforts include offering flexible financing solutions tailored to the needs of private healthcare providers, enabling them to manage capital investments effectively. Moreover, we work closely with private hospitals to guide their decision-making, ensuring they invest in technologies that align with their operational and clinical goals.

Through a combination of innovation, strategic partnerships, and customized solutions, GE Healthcare is playing a pivotal role in Saudi Arabia's healthcare transformation. By addressing the unique needs of both public and private sectors, we are contributing to the nation's efforts to enhance accessibility, improve efficiency, and elevate the overall quality of care, all while supporting its broader vision for a modern and sustainable healthcare system.

How is GE Healthcare addressing training needs for healthcare professionals and its workforce in Saudi Arabia, and how does this support the nation's healthcare transformation?

Training is a cornerstone of GE Healthcare's efforts in Saudi Arabia, aligning with the country's healthcare transformation goals. Our approach encompasses two primary areas: technical training for field engineers and application training for healthcare professionals who utilize our advanced equipment.

Technical training is facilitated through a dedicated center in Saudi Arabia, which not only trains local engineers but also hosts participants from abroad. For advanced skill levels, such as levels 5 and 6, engineers are sent to GE HealthCare's manufacturing facilities internationally to gain specialized expertise. This ensures our teams are equipped to maintain and repair complex medical technologies, contributing to the long-term sustainability of healthcare infrastructure.

Application training is equally integral, focusing on empowering healthcare professionals to fully leverage the capabilities of GE HealthCare equipment. Our team of 26 application specialists oversees equipment installation and provides user training tailored to specific needs. A notable example is the recent "Breast Care Day" workshop, where 25 heads of radiology departments engaged in lectures and practical sessions on breast cancer diagnostics. Participants worked directly with advanced imaging tools, such as ultrasound systems and image analysis platforms, to enhance diagnostic accuracy and standardize techniques across facilities.

In parallel, GE HealthCare employs innovative IT solutions to support training and operational efficiency. For instance, our Eye Center software tracks and compares diagnostic workflows across multiple sites, identifying inconsistencies and enabling process optimization. It also helps standardize radiation dosing protocols, ensuring safe imaging practices while maintaining diagnostic quality. These efforts contribute to creating a more efficient and safer healthcare environment.

In tandem with these external initiatives, we prioritize the development of our internal workforce, ensuring engineers and specialists in Saudi Arabia are equipped to meet the demands of the evolving healthcare landscape. By integrating training across both internal and external frameworks, GE Healthcare is fostering a culture of continuous improvement and innovation, directly supporting Saudi Arabia's Vision 2030 goals of improving healthcare accessibility, efficiency, and quality.

What are GE Healthcare's primary objectives for 2025-2026, and how do they align with Saudi Arabia's Vision 2030?

Over the next two years, we plan to focus on supporting Saudi Arabia's rapidly evolving healthcare landscape in a way that directly contributes to the country's Vision 2030. A central priority is to be fully prepared to assist in the ongoing development of the nation's 20 healthcare clusters, only three of which have matured to date. As additional clusters advance—an evolution expected to span several years—we intend to offer customized solutions, whether through

Management Equipment services or capital expenditure (CAPEX) models, guidance on centralized versus decentralized strategies, or targeted diagnostics tailored to regional health needs.

In parallel, we are committed to serving as a trusted advisor to both public and private healthcare sectors, rather than acting as an arbitrator between them. This involves helping stakeholders optimize resource allocation and avoid duplicating high-value equipment, ultimately ensuring that investments are complementary and aligned with patient needs to maximize efficiency and impact.

These objectives—facilitating the growth of healthcare clusters, advising both public and private entities, and cultivating a dynamic internal culture—are designed to help establish a healthcare system that is efficient, accessible, and patient-centered. Through these efforts, GE Healthcare aims to make a meaningful contribution to Saudi Arabia’s ambitious goals for 2030 and beyond.

How do you cultivate a workplace culture that instills a sense of ownership among your team while advancing healthcare outcomes in Saudi Arabia and beyond?

My approach centers on trust and fostering what I refer to as a founder’s mindset, where each individual treats the company as if it were their own. After returning to GE Healthcare following a 14-year hiatus, I’ve witnessed how this perspective gained even greater importance once we spun off from the broader GE conglomerate, becoming a dedicated healthcare entity. By encouraging every employee to be conscientious with resources, assume responsibility for their decisions, and remain focused on solving problems, we create an environment that supports professional growth and shared accountability.

Equally vital is our overarching mission of improving healthcare by shortening patient wait times, enhancing diagnostic accuracy, and ultimately striving to reduce disease and fatalities. When people see tangible benefits in patients’ lives, they feel an even deeper commitment to the organization’s goals. This emphasis on meaningful impact, combined with mutual trust and a sense of personal investment, promotes a culture where employees take pride in pushing the boundaries of healthcare innovation.

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