

Voices of Innovation in Healthcare



Voices of **INNOVATION** EUROPE

Fulfilling the Promise of Healthcare Technology



Edited By

Sakshika Dhingra • Edward W. Marx • Aditi U. Joshi • Aline Noizet

A **Productivity Press** Book

Voices of Innovation—Europe

Everyone talks about innovation, and we can all point to random examples of innovation inside of healthcare information technology, but few repeatable processes exist that make innovation more routine than happenstance.

How do you create and sustain a culture of innovation? What are the best practices you can refine and embed as part of your organization's DNA? What are the potential outcomes for robust healthcare transformation when we get this innovation mystery solved? Through timely essays from leading experts, the Voices of Innovation for Healthcare series consisting of three books showcased the widely adopted healthcare innovation model from HIMSS and how providers and payers could leverage it to increase their velocity of digital transformation. The most recent volume focused on how AI leverages the same framework and construct but zeroed in on artificial intelligence to include large language models, voice technology, and robotic process automation. Now the time has come for *Voices of Innovation—Europe*. While the Voices series has included European voices, the contributions have been limited. In important ways, the European market is vastly different from the US-based market. The payor- and government-based care make their approach to tech-enabled care different.

Using the HIMSS model for innovation as the structural framework, *Voices of Innovation—Europe* showcases the great innovations being implemented across their healthcare ecosystems. This structure will easily enable subsequent editions as advancements are made.

Voices of Innovation in Healthcare

Series Editor: Edward W. Marx

Everyone talks about innovation, and we can all point to random examples of innovation inside of healthcare information technology, but few repeatable processes exist that make innovation more routine than happenstance. How do you create and sustain a culture of innovation? What are the best practices you can refine and embed as part of your organization's DNA? What are the potential outcomes for robust healthcare transformation when we get this innovation mystery solved? Through timely essays from leading experts, the first edition showcased the widely adopted healthcare innovation model from HIMSS and how providers could leverage to increase their velocity of digital transformation. Regardless of its promise, innovation has been slow in healthcare.

Voices AI edition leverages the same framework and construct but zeroes in on artificial intelligence to include large language models, voice and robotic process automation.

Voices of Innovation—AI: Fulfilling the Promise of AI in Healthcare

Edited by Edward W. Marx, Sakshika Dhingra, Frank Papay and Piyush Mathur

Voices of Innovation—Europe: Fulfilling the Promise of Healthcare Technology

Edited by Sakshika Dhingra, Edward W. Marx, Aditi U. Joshi and Aline Noizet

Voices of Innovation—Europe

Fulfilling the Promise of Healthcare Technology

Edited by Sakshika Dhingra, Edward W. Marx,
Aditi U. Joshi, and Aline Noizet

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Foreword

I have known the books of Edward Marx for several years now, and from the very start, I was struck not only by their intellect but by their deep conviction that healthcare innovation must be a collaborative and human endeavor. When they invited me to write the foreword for this book on healthcare innovation in Europe, I didn't hesitate for a second. I said, "Count me in." Having followed their earlier work advancing thought leadership in digital transformation, writing this foreword feels much like joining a project destined to set the standard—a meeting of minds inspired by passion, purpose, and progress.

The other reason to me was the challenging moment in time we live in. Apart from financial aspects, we face doubling in demand in healthcare with decreasing trained staff and even geopolitical challenges on the horizon.

Whereas often it is assumed much of the innovation happens outside of Europe, during my travels for roughly 100 keynotes a year, I get to visit a lot of companies, institutions, startups, and the like, all proudly showing their innovation. In my opinion we do not lag in innovation, but we certainly do in terms of 'bragging' about the things we do.

That is where the book you are holding comes in for me as well.

This volume unites leading voices from across Europe—clinicians, policymakers, technologists, and entrepreneurs—each contributing a chapter that captures both the ingenuity and the humanity of healthcare transformation. The co-editors have built something extraordinary here: a mosaic of perspectives from across the continent that showcases the diversity and collaborative spirit that make European healthcare systems so distinct. By weaving together themes from the Nordics to the Mediterranean, the Baltics to the British Isles, and everywhere in between, they have created not only a book but a movement.

Innovation in healthcare has never been more urgent—or more possible. Across Europe, we encounter the same familiar truths: soaring workloads, aging populations, and the pressing need for sustainability and access. Yet in each of these challenges lies an opportunity. Innovation is not a luxury for some distant future; it is an imperative of the present. It is the means by which we honor our social contracts to provide equitable, efficient, and compassionate care to all. The contributors in this book understand this deeply. They do not write about innovation from an abstract academic distance—they live it, test it, and prove it in clinics, laboratories, policymaking chambers, and digital ecosystems across the continent.

Each chapter takes us inside a real use case, grounding ideas in context. We read about Portugal's experiments with telehealth equity, Estonia's pioneering digital health architecture, Germany's digital therapeutics legislation, the UK's advances in population analytics, and the Netherlands' success in empowered patient care models. Together these stories create a living atlas of European innovation—each example a testament to the creativity and resilience that unite

rather than divide our healthcare systems. The message is clear: no single model fits all, but collective learning moves us all forward.

This book could not come at a more pivotal time. As the World Health Organization and European Commission both emphasize digital transformation as the path toward more sustainable and citizen-centered healthcare, leaders across Europe are asking how to translate vision into action. That is where this book shines. It offers practical frameworks and proven pathways for fostering innovation across governance, ethics, clinical impact, and technology adoption. It shows that innovation in healthcare is not about technology alone but about people—how we collaborate, design, listen, and learn.

As you turn these pages, I encourage you not only to absorb the strategies and success stories but to find inspiration for your own journey. Let this collection guide your thinking, challenge your assumptions, and fuel your commitment to building the healthcare systems our future demands. The transformation of healthcare is a collective responsibility, and each of us—whether clinician, policymaker, entrepreneur, or patient advocate—has a vital role to play.

I applaud Edward and every contributor for assembling this courageous and illuminating body of work. I have no doubt that readers will come away from this book energized, equipped, and ready to lead innovation where it matters most: in the service of better health, better access, and better outcomes for all Europeans.

Let this book be your invitation and your call to action. The future of healthcare innovation in Europe is being written right now. You hold one of its essential chapters in your hands. I hope to meet you in one of your journeys and mine, where we proudly share about the body of work also done on the European continent.

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Introduction

When the Voices of Innovation series was launched in 2019, the goal was simple yet profound: to provide a platform for healthcare leaders to share the real, replicable practices that move innovation from theory into action. The belief then—which remains unchanged—that healthcare innovation is not only about technology but also about people, culture, and the courage to transform. Over time, what began as a single book became a movement of practitioners learning from one another, a living record of progress in an industry undergoing historic change.

Each volume of the Voices series expands that conversation. After the success of *Voices of Innovation—Payer Edition* and *Voices of Innovation—AI Edition*, readers began asking us to turn our lens toward Europe—a region that has long been a fertile ground for experimentation, collaboration, and system-level innovation in healthcare. That request led directly to the creation of this Europe Edition: a deep exploration of how European health systems, enterprises, and innovators are redefining the landscape of care.

The Europe Edition seeks to amplify the many voices that make European innovation unique. It brings together leading thinkers and practitioners from across the continent—clinicians, policy architects, digital pioneers, researchers, and health entrepreneurs—each contributing a chapter that captures a distinct dimension of innovation in context. The objective is not to present Europe as a monolith but as a rich mosaic of diverse ecosystems united by common values: equity, access, quality, and sustainability.

At its heart, this book explores the how of innovation. How do health systems balance public service and private enterprise? How do nations of different sizes, structures, and regulatory landscapes foster experimentation while maintaining public trust? How can innovation take root in societies that prioritize inclusion and safety without losing the agility required for transformation? Through each narrative, we seek to illuminate the processes, governance, partnerships, and persistence that make innovation thrive—across borders, disciplines, and generations.

This volume spans the European continent—north to south, east to west—through a collection of essays written by recognized leaders in health and digital transformation. Each contributor was invited not only to reflect on their theme but also to ground it in a tangible use case from a specific European country, creating a geographically and thematically balanced exploration of healthcare innovation. Taken together, these chapters form a kind of innovation atlas—a Europe-wide survey of what is possible when innovation is rooted in cultural understanding, policy vision, and community engagement.

The book is structured around core themes that mirror the universal stages of transformation:

- Foundations of Innovation—exploring strategy, leadership, funding, and governance;
- Technology and Digital Maturity—covering interoperability, data integration, telehealth, AI, and emerging digital infrastructure;

- Patient Empowerment and Experience—showing how human-centered design and co-creation shape sustainable impact;
- Collaboration and Ecosystems—demonstrating how cross-border partnerships and public-private alliances propel systemic change; and
- Future Horizons—reflecting on lessons learned and defining the path forward for a resilient, connected, European healthcare future.

Within these sections, readers will find both strategic insights and operational blueprints. Each story is framed within the same Voices of Innovation framework—emphasizing repeatable principles, measurable results, and practical relevance to leaders seeking guidance for their own transformation journeys.

The Voices approach rests on the conviction that successful innovation in healthcare follows a recognizable pattern—one that can be taught, modelled, and most importantly adapted. That framework emphasizes:

- Vision and Purpose—articulating a clear case for change anchored in patient and population needs.
- Partnership and Collaboration—breaking traditional silos through interdisciplinary and cross-sector cooperation.
- Iteration and Learning—viewing failure as feedback and progress as a collective endeavor.
- Sustainability and Ethics—ensuring innovations endure, scale, and align with public trust and societal values.

These concepts echo throughout the European Edition. What differentiates Europe on the global innovation stage is not the technology itself but the integration of human values into technological progress. Whether in the Netherlands' patient self-management programs, Germany's digital therapeutics law, or Estonia's national health data platform, European innovation demonstrates that modernization and equity can coexist—that digitization and compassion belong side by side.

This book does not aim to close the conversation on innovation—it aims to expand it. The essays that follow are snapshots of an evolving landscape: some describe successes already achieved; others outline work still in progress. All of them, however, share one unifying theme—the belief that shared knowledge accelerates shared progress.

We invite readers to approach this book as both a reference and a catalyst. Use it to benchmark ideas, learn from peers, and discover strategies that can be applied in your own organization or region. Let it remind you that the story of healthcare innovation is not written in isolation—it is a collective European narrative, shaped by collaboration, resilience, and vision.

Innovation in healthcare is no longer optional—it is essential. Through this edition of Voices of Innovation, we celebrate the ingenuity of Europe's healthcare leaders and reaffirm our shared commitment to better health for all.

Together, these voices form a chorus that transcends borders—a chorus calling us to imagine, build, and sustain the future of healthcare. The next chapters are their stories, and the next steps are ours.

Professor Shafi Ahmed MD, PhD, FRCS, FRCS
(Gen. Surg), PGDipEd, FFSTEd Consultant General,
Laparoscopic and Colorectal Surgeon

Acknowledgments

This edition of *Voices of Innovation* is dedicated to the clinicians who deliver care to millions—often at the expense of their own family lives. I salute your unwavering dedication and your steadfast commitment to placing the well-being of patients above all else. Your courage, compassion, and resilience continue to inspire the innovation this book seeks to amplify.

It is my hope that this volume brings fresh inspiration to healthcare professionals across Europe, encouraging new ways of thinking and working in support of the clinicians who serve at the very heart of our healthcare systems.

To my family and friends—thank you for being my backbone, my constant source of strength, and for always pushing me to reach for the stars and never settle for less. Your belief in me makes every page possible.

Sakshika Dhingra

I dedicate this book to my European family. I was born and raised in southern Germany in a city called Baden-Baden. My father Herbert Marx was born in Karlsruhe and my mother Ida Kollmansberger in Augsburg. Our family eventually settled in the United States. While we fully embraced our new country and citizenship, our hearts always longed for and appreciated our original homeland. This book is in appreciation for all my European relatives. My Oma and Opa. My aunts and uncles, cousins, and nephews and nieces. May this book have even a small part in advancing healthcare innovation throughout Europe.

Edward W. Marx

I dedicate this book to all of those working to make healthcare better, one patient at a time. To the innovators I've met across continents who are building solutions that actually work for the people using them. Europe's digital health landscape offers lessons the rest of the world needs to hear. Last, to my colleagues in medicine, practicing what remains the most challenging but most beautiful of professions.

Thanks to all my friends and family who have supported me throughout the many twists and turns of my life. You know who you are.

Aditi U. Joshi

I dedicate this book to all the innovators out there that are working on solutions to improve healthcare and patients' daily lives and believe in making healthcare more human, more personal, and more accessible. This book would not have been possible without the many individuals who

believe that better health systems are built through collaboration, curiosity, and courage to innovate. May this book inspire others to keep innovating and push boundaries.

To my family and friends: thank you for your support over the years in this digital health journey.

Aline Noizet

Editors

Sakshika Dhingra is a transformative healthcare leader serving as clinical operations director at Humana, one of the leading health organizations in the United States. In her role, she drives operational excellence and innovation to improve outcomes for the Medicaid population—a US government-supported program that provides health coverage to low-income individuals and families. Over the course of her career, Sakshika has served across multiple payer organizations nationwide, consistently advancing initiatives that strengthen access, quality, and sustainability in healthcare. She is recognized for her strategic vision and for developing scalable frameworks that balance clinical effectiveness with operational efficiency. Residing in the United States, Sakshika is also a devoted mother and wife, finding her greatest joy in her family—her husband, Viveesh Sharma, and their inquisitive eight-year-old son, Aveer—who continue to inspire her commitment to innovation and care.

Edward W. Marx is CEO of Marx Advisory, a consultancy aimed at improving the marketplace experience for vendors and providers. A healthcare best-selling author of multiple books around innovation, transformation, and experience, all of his royalties are donated towards the eradication of cancer. His writings reflect his deep expertise gained while serving as CIO of the global Cleveland Clinic and NYC Health and Hospitals. He is an advisor for start-ups and multinational companies and sits on the boards of multiple health systems. He advises governments on digital transformation strategies. When not working, Ed competes internationally for TeamUSA Triathlon and is on pace to climb the Seven Summits. Ed is married to Dr. Simran Marx, and they share five children and more than five grandchildren.

Aditi U. Joshi is an emergency medicine physician, global health strategy consultant, and CEO of Ardexia, a digital health consultancy focused on clinician adoption and implementation. She has built 13+ digital health programs over a decade and advises on AI, RPM, and telehealth. She has worked with health systems, startups, and governments globally to ensure digital health technologies deliver measurable results and include the clinician perspective. Her experience spans implementations across three continents. She is the co-author of the bestselling book *Telehealth Success: How to Thrive in the New Age of Remote Care*, which outlines the Telehealth Success Framework used internationally to design and scale digital medicine programs. Dr. Joshi serves as an advisor to the American Medical Association's Digital Medicine Payment Advisory Group advising on reimbursement of digital medicine in the United States. She lives in Paris, France.

Aline Noizet is a connector by heart! A very active actor and recognized influencer in the health and innovation sector with a strong international network, she is on top of the latest digital health trends and technologies. With more than fourteen years working in the digital health and

healthtech space, Aline has been supporting startups and corporations over the years through her own boutique consulting Digital Health Connector and has acquired strong international experience working with and for startups, investors, pharmaceuticals, payers, medtech, patient associations, regulators etc. Aline holds a Master of Arts (English literature and civilisation) from Lyon 3 University (France) and a Master of Business Administration from ESADE (Spain). Born in France, she has been living in Barcelona, Spain, for the past fifteen years, where she also founded Digital Health Innovators, a local community bringing together the actors of the digital health ecosystem.

Voices of Innovation Series

We published the original *Voices of Innovation—AI: Fulfilling the Promise of Information Technology in Healthcare* in the Spring of 2019. Little did we know that a few months later, COVID would completely disrupt life as we knew it. Innovation and digital transformation became everyday vernacular, and *Voices* went on to sell very well. Our publisher returned in late 2022 asking for a second edition. The publisher made a good point in that there were so many new stories of innovation born from the pandemic, it would help the industry to update the book. We updated almost half of the content with COVID-inspired innovations. *Voices*, 2nd ed., was published in July 2023.

With the success of the books, we heard requests from many other communities for voices that were increasingly specific to their healthcare vertical or focused on a particular topic.

We came out of the gate with *Voices of Innovation, Payer Edition*. Like their provider counterparts, payers also long to transform, and innovation is a catalyst to spark change of such magnitude. With Sachin Jain writing the foreword, we published *Voices Payer* in July 2024. An immediate bestseller, it was the first book ever written addressing the leverage of technology in the payer community.

We released *Voices AI* at a time when a great deal of buzz surrounded artificial intelligence, large language models, and robotic process automation. While many books had already been written on the topic, with more certain to follow, *Voices AI* distinguished itself by focusing on repeatable processes rather than examples that quickly lost relevance amid the rapid pace of AI innovation. While we applauded these other works, *Voices AI* was intended to serve as a practical handbook to support practitioners of that time—and those who would follow—in their AI-driven innovations.

With all these books in the Voices of Innovation series, our international friends started asking for their own editions specific to their countries. What works in the United States may not work so well in another country that likely happens to have a completely different kind of healthcare ecosystem. “Fair point,” we said. Since I have family roots in Germany, we began to think about creating a European specific edition. As this idea was socialized, more friends and colleagues raised their hands and said yes. No such collaborative efforts have been taken to share best practices across all the European continent previously. So what you are holding is pioneering work. Over twenty European countries are represented in *Voices of Innovation—Europe*. Each author shares a story of innovation where the principles that made each successful are transferable to other cultures and communities.

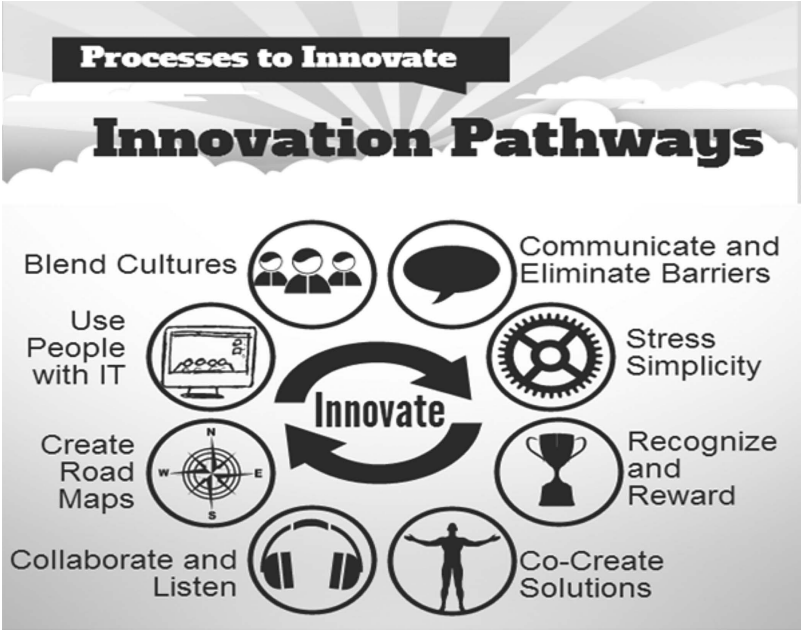
The beauty of *Voices* is that the books remain a set of global best practices where peers openly share their playbooks for transformation around a common structure for innovation that is easily adoptable for any sized organization. A leader can pick up a copy of *Voices* and instantly have access to a tried and tested framework for innovation with multiple case studies of how other payer organizations have succeeded, complete with results. This is the reason for the success of all the *Voices* books. Look for more *Voices* in the future.



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Innovation Framework





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AI Statement

Essay authors may have leveraged ChatGPT3 to source additional documented examples in healthcare to complement the others used in the article. We leveraged AI the same way we would search for examples using traditional methods such as Google or a public library for basic research.



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Chapter 1

Blend Cultures

Include the organisation's larger community and ensure that institutional leaders are engaged and supportive of the proposed innovative strategies.

One of the first things you need to do to improve the odds of innovation success is ensure support and engagement from key organisational leaders. Innovation is hard to do in a vacuum. Often it takes a team, some of whom are directly involved and others who provide resources and political cover. As you embark on your innovation, take inventory of key decision makers, influencers, and culture. Identify both the individuals who will help you and those who might hurt you. The more organisational community and leadership engagement you develop, the higher the likelihood of overcoming the obstacles that will be on your path to innovation.

ENGLAND | INTEGRATING HOSPITALS, COMMUNITY, AND
DIGITAL TEAMS—WHY CULTURE—NOT TECHNOLOGY—
DETERMINES THE SUCCESS OF EUROPEAN HEALTHCARE
INNOVATION | MLADEN MILOVANOVIC

Introduction: the Paradox of Digital Abundance

Healthcare innovation in Europe is frequently characterised by a paradox. Despite sustained investment in artificial intelligence, digital platforms, virtual wards, hospital-at-home (HaH) services, and remote monitoring, many initiatives fail to achieve durable impact at scale. This is not primarily due to technological limitations but to persistent organisational and professional fragmentation across European healthcare systems (NHS England, 2022; HIMSS Europe, 2023).

Digital transformation strategies across the European Union increasingly emphasise interoperability, data availability, and technological capability. However, technology alone does not determine system performance. Cultural alignment—defined here as shared norms of accountability,