Alisha Moopen: Leading the Next Era of Gulf Healthcare

From expanding hospital networks to digital health, AI-enabled care and a growing Saudi footprint, Alisha Moopen is helping transform Aster DM Healthcare from a traditional provider into a connected healthcare ecosystem for the GCC.

Alisha Moopen · Managing Director and Group CEO · Aster DM Healthcare GCC
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Healthcare is changing quickly across the Gulf.

Patients expect more than access to a hospital. They expect specialist expertise, digital convenience, personalised care, preventive health and a seamless experience across clinics, pharmacies, diagnostics and hospitals.

For Alisha Moopen, this transformation is not something to observe from the sidelines.

It is the transformation she is helping lead.

As Managing Director and Group CEO of Aster DM Healthcare's GCC business, Moopen oversees one of the region's largest integrated healthcare networks — an organisation that has grown from a single clinic in Dubai into a platform serving millions of patients across the Gulf.

Her challenge now is very different from the one that built Aster.

The next chapter is about making healthcare more connected, more specialised, more digital and increasingly predictive.

Taking a Healthcare Legacy Forward

Alisha Moopen entered Aster more than a decade ago, joining a business founded by her father, Dr. Azad Moopen, in Dubai in 1987.

But next-generation leadership in a large family enterprise comes with its own test.

The opportunity may be inherited. Leadership credibility is not.

Moopen has increasingly taken responsibility for shaping Aster's future across the GCC, particularly following the separation of the Group's India and Gulf businesses.

Today, Aster's GCC platform spans 15 hospitals, 128 clinics and 345 pharmacies, serving more than 20 million patients annually.

The scale is significant.

But Moopen's leadership story is increasingly about what comes after scale.

From Healthcare Network to Healthcare Ecosystem

Aster's direction under Moopen reflects a larger shift taking place across global healthcare.

Hospitals can no longer operate as isolated institutions.

The patient journey may begin on a smartphone, continue through diagnostics or a clinic, move into specialist hospital care and ultimately return to the home through monitoring, pharmacy and follow-up services.

Aster is increasingly organising itself around that connected journey.

Its myAster platform brings together areas such as consultations, pharmacy, diagnostics and other healthcare services, while the Group continues to invest in artificial intelligence and digitally enabled care.

That matters because the future competitive advantage in healthcare may not come from owning the largest number of facilities.

It may come from understanding the patient better across every stage of care.

A Billion-Dirham Bet on the UAE

The UAE remains central to that ambition.

In 2026, Aster announced an approximately AED 1 billion pipeline of healthcare investment in the UAE, covering new hospitals, advanced clinical capabilities, robotic surgery, robotic rehabilitation and specialised medical programmes.

The investment includes new multi-specialty hospitals and further development of high-end clinical services.

For Moopen, the strategy reflects an important change in what patients in the region increasingly expect.

The objective is not simply to send complicated cases elsewhere.

It is to build enough expertise, technology and specialist capability for more sophisticated healthcare to be delivered within the Gulf itself.

That aligns closely with the UAE's wider ambition to become an international destination for healthcare, longevity, medical innovation and advanced treatment.

Saudi Arabia: The Next Growth Frontier

If the UAE represents Aster's established foundation, Saudi Arabia represents one of its most important growth opportunities.

The company has committed approximately US$250 million toward expanding its presence in the Kingdom across hospitals, clinics, pharmacies and digital healthcare.

Aster is also developing new projects and building local leadership as Saudi Arabia continues one of the most ambitious healthcare transformations in the region.

For Moopen, Saudi expansion is about more than opening facilities.

It is an opportunity to take Aster's integrated model — physical healthcare supported by digital access, pharmacy, diagnostics and specialised medicine — and adapt it to one of the Middle East's largest healthcare markets.

That could ultimately become one of the defining chapters of her tenure.

Technology Without Losing the Human Element

The healthcare industry is rapidly embracing artificial intelligence.

But Moopen's leadership positioning is not simply about becoming more technological.

It is about using technology to make healthcare more accessible and more personal.

AI can help improve diagnostics, identify risk earlier and simplify interactions with healthcare providers. Digital platforms can reduce friction. Telemedicine can extend care beyond hospital walls.

But healthcare remains fundamentally human.

Patients remember how they were treated.

Families remember whether they felt heard.

And trust remains one of the most valuable currencies in medicine.

That balance — between technology and empathy — may be central to Aster's next phase.

A Leadership Profile Going Global

Moopen's visibility is increasingly extending beyond the company.

She has been recognised among prominent healthcare and business leaders in the Middle East and has participated in international conversations around the future of healthcare, digital transformation and access.

In 2026, she also joined global health leaders at TIME's TIME100 Health programme in New York, placing her within an increasingly international discussion about the future of healthcare.

Yet the more interesting story remains closer to home.

It is the evolution of a Gulf healthcare company into a potentially much more sophisticated regional health platform.

And the leader tasked with helping make that transition happen.

The Cover Story View

Alisha Moopen represents a different model of next-generation leadership.

She is not being asked simply to preserve what the previous generation created.

She is being asked to transform it.

The Aster she inherited was built around access, hospitals, clinics and pharmacies.

The Aster she is now helping shape is increasingly built around specialisation, prevention, digital health, artificial intelligence, connected patient journeys and regional scale.

Her real legacy will therefore not be measured only by how much bigger Aster becomes.

It will be measured by whether she can make a large healthcare organisation feel smarter, more connected — and still deeply human.

That may be the defining challenge of modern healthcare leadership. And it is the challenge Alisha Moopen has chosen to lead.

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