

Michael Roberts ([00:09](#)):

Welcome to the Health Connective Show. I'm your host, Michael Roberts. Today we're talking to Tom Looby, the CEO of Conavi Medical. Conavi develops imaging technology for interventional cardiologists, and its first product is the first and only to combine OCT, optimal coherence tomography, technology and interventional ultrasound, referred to as IVUS, into one co-registered product for use in minimally invasive cardiovascular procedures. Tom has had a diverse set of roles throughout his career, including Director of Business Development at Scitex Digital, Corporate Director of Strategy and Planning at Given Imaging, and Chief Marketing Officer and eventual CEO at Ekso Bionics. We wanted to have Tom on to talk about how he has overcome challenges and medtech operations and development. All right. And here we are today. Tom, thank you so much for joining us. I'm really looking forward to our discussion today.

Tom Looby ([01:02](#)):

Absolutely. Great to be here. Thank you, Michael.

Michael Roberts ([01:05](#)):

Absolutely. So you're not new to the medtech industry for sure. You, let's talk a little bit about like your history in this space, and you've held a, a pretty diverse set of roles. So I'd love to know some about, uh, just really how you kind of view that career evolution. Is it a career path? Is it, you know, sort of something where, you know, you kind of learned along the way? 'Cause it's funny, 'cause I actually have a, a son that's getting close to graduating high school and he is trying to pick out his pathway and I'm like, son, it's gonna change so many times from whatever you think it, it's <laugh>, but I'd love to hear your thoughts on that.

Tom Looby ([01:36](#)):

I have, uh, young kids as well, and they sit in the back of the car and they, they, uh, listen to me finish up my calls for the, you know, afternoon or the evening. And, uh, some of 'em actually do wanna get into medical device. They love the stuff that I've been working on, you know, throughout my career, and they think it's fascinating and, but I don't know that I set out to do that. You know, I think that I definitely learned along the way as you, as you asked the question and really kind of formed, uh, you know, where I am now, you know, my, my, uh, perspective of how to manage a business. So, yeah, so I've been in medical device about 20 years. Um, I was in other technologies before, uh, joining my first medical device business. So about 20 years ago I was in this non-medical business.

Tom Looby ([02:18](#)):

We had just sold a company to Kodak. And, uh, I followed, uh, my CEO at the time down to a company called Given Imaging in the Atlanta area. Uh, also co-headquartered in Israel, um, at that point in time. And, you know, you know, I was fascinated by this, you know, you can make pills with cameras in them and you can take pictures of your insides without ever, you know, really in a very non-invasive way, was fascinating, right? And so I've always wanted to be associated with, with groundbreaking technology, and I've certainly been, uh, had the benefit of doing that, uh, through my career. But this one was maybe the most fascinating, right? Uh, fantastic voyage or whatever that movie was, uh, from back in the day, right? So we did some really good things there. We, we grew a business organically. We grew also through some smart acquisitions, and I learned, you know, both of those things, right?

Tom Looby ([03:13](#)):

What it took to break through in a medical device marketplace, uh, with your own products, and then being very thoughtful about the products that you wanted to be as, uh, to also have in your portfolio. So, um, I also, you know, worked with a, a tremendously experienced team. We had, you know, Given Imaging, attracted A players, uh, up and down, you know, the management team all over the globe. So learning from them was also important. And then I had an opportunity to collaborate with Johnson and Johnson on a co-marketing arrangement as well. So all those things that Given were, was just a great place to start my medical device career.

Michael Roberts ([03:52](#)):

Yeah, absolutely. That's amazing. So, with all of these different paths, and I'd love to talk some, I guess a little bit about, like, what are some of the specific roles that you had, because now you're, you're CEO, so how does that kind of diversity and perspective inform what you're doing now as, as CEO?

Tom Looby ([04:10](#)):

Yeah, I gave that question some thought recently, not having thought about an actual, uh, trigger before whatever it was. But I think that, you know, you, you graduate from college and you apply your degree and you start to, you're, you're like a, a role player at that particular, uh, point in time in your career, right? And I think early on, and it was prior to me joining a medical device business, I had an opportunity to run a project. And this project involved engineering and marketing. And I was sitting from a, in a marketing, uh, role at the particular, at that point in time. It involved, uh, you know, the finance team and our partners and all this stuff. And at that perspective, it gave me a more holistic perspective, I should say, than just a role player. And I think that that was really sort of the, uh, gateway drug for me in terms of what I wanted to do with the rest of my career.

Tom Looby ([05:02](#)):

I wanted to be more holistic within, within the business, but I was still quite junior at that, uh, point in time. So I joined, uh, after we sold that business to Kodak, I started out in a, in a new world, right? I had never been in medical device before. And, uh, what I realized about that is medical device is similar. You know, you have to, similar to many businesses, right? You have to worry about, is there an unmet need in the marketplace? Can you supply that unmet need? You know, very, very basic things, uh, common to, to all industries, but in medical device, there is a recipe and there are prescribed steps that you need to go through. And once you learn it and you pay attention to it, and you prioritize those things, a lot of the other noise kind of melts away in medical device, right?

Tom Looby ([05:54](#)):

The things that would distract you, you know, tempt you to spend money on those sort of things. If you can get there early enough in your understanding of how to, uh, break through in a medical device business, you can save money and, uh, you probably enable yourself to do it a little bit more regularly. So I think that, you know, learning that difference from a non-medical business into my first medical business, I think was an important, uh, finding, you know, certainly j and j and, and the relationship with them helped me understand that faster than I could probably have done on my own anyway. Um, so I had marketing degrees, I had this, you know, project management role, and then because of this desire and, and, and willingness to get into it, a little bit more of a strategic role. So helping to craft the strategic plan of the business, working with all regions, you know, around the globe and our offices in Germany and Japan and other places.

Tom Looby ([06:50](#)):

So then you start to round that out with a global perspective about what your business can and should do. Uh, as well, I basically rose up from marketing into strategy and business development, and I was able to also participate on these acquisition projects, right? So where you look at a whole business and all of its functionality and you determine, does it make sense for you to buy it? Does it make sense? Could you fit it into your business? Could the cultures work, right? And I think that that is also a critical part of my development is to, you know, see other businesses from afar and make critical decisions about whether you wanna buy them or not, I think is also helpful for a CEO to know.

Michael Roberts ([07:32](#)):

Absolutely. Yeah. That's, that's really interesting. I'm curious when it comes to like, I guess like the leader of today, right? There's more information that we have access to, right? We've got all these AI tools, we've got all these different things, we've just got the internet in general, I guess, like how you advise maybe upcoming leaders as to how they should be thinking about how to synthesize all of that information, how to kind of take that in in ways that are relevant because it, it seems like kind of going from role player to sort of generalist strategist, kind of overseer to a degree. Like, do you have any advice for people that are trying to make that leap?

Tom Looby ([08:10](#)):

I think that the way I, I, uh, think about your question is what do people spend their time on? What do people spend their, their, their money on as a business, right? So Given Imaging was a relatively established business, you know, cashflow positive, uh, our issue was how big could we get? And then eventually we sold, we sold the company. So we had the luxury of, you know, being able to make some mistakes, but we would still have cash coming in the door, right? That's an important thing. You go into a micro cap or, you know, quote unquote startup business, it's a different situation. And so I've done this a few times now, and when you go in and you're like, okay, what choices were made to get us to this particular point, right? And invariably you see taking on too much trying to do the next thing before you've actually, um, achieved the first thing, right?

Tom Looby ([09:04](#)):

Do you have a right to exist yet? Right? Have you proven that you have solved an unmet need? Are you making money before you take on a new product line, a new region, uh, and things like that, right? So I think about it in terms, uh, of that. So, and I get back to the comments I made a few minutes ago. If you know the value building milestones for a medical device business, and you fixate on those things, a lot of the noise does melt away. And you really then, you know, uh, you recruit people who know what the playbook looks like, um, that know how to, to, you know, achieve their, their goals in that playbook, et cetera. And then, you know, you get through, so the name of the game for startups is you achieve milestones before you run outta cash, right? So best not spend money and time on things that are not gonna achieve milestones.

Michael Roberts ([09:51](#)):

Absolutely. Yeah, absolutely. Very cool. So yeah, like leading kind of bridging right from that, you know, you're now at Conavi. Am I saying that correctly first of all?

Tom Looby ([10:01](#)):

Yeah, Conavi. Yeah.

Michael Roberts ([10:03](#)):

Awesome. Okay. So, you know, tell me about Conavi's first product, and specifically, I know that this is a co-registered device, and has that created any new challenges for you along the way?

Tom Looby ([10:14](#)):

Yeah, co-registered is not a word that people use in everyday language, so I'll kind of talk about, uh, what that means for our product and why it is essential to our value proposition. Okay. So, you know, when, uh, I go back in time and when we did pill cam, the world really had not seen capsule endoscopy before, right? Uh, it was invented from scratch, right? But the world has seen the two fundamental technologies that we have in our product. We have ultrasound, we call it IBUS intravascular ultrasound, and we have another modality called, um, OCT or Optical Coherence Tomography. Just think of that as optics or a laser beam or something like that. So the reason why I compare that against, you know, the pill cam is that, um, you had to do a lot of heavy lifting in market development, you know, for something that the world had not seen before.

Tom Looby ([11:08](#)):

In this particular case, doctors use IVUS, they use OCT, they just use them separately. So when, what we did is we, you know, the, our founders basically said, IVUS is good, but it has blind spots. OCT is good, but it has different blind spots. What if we put them together? And there was a bit of an arms race, our company won that arms race, and we packaged the imagers right on top of each other at the end of the catheter. So we embedded the OCT laser beam directly into the ultrasound transducer. They are physically locked and rotate at a very high rate of speed. So what happens is, when a physician crosses the lesion, they gotta, they gotta insert the catheter up through the leg, into the heart. They will go to the opposite side of the lesion and do what is called a pullback. That pullback creates a video.

Tom Looby ([12:00](#)):

Co-registered means that the tissue that you see in the ultrasound image is exactly the tissue you see in the optical image. And so that's the way that you can fill in the gaps in, in, uh, your perspective for either one. So we patented that, and we're the only ones in the world that actually can provide a co-registered, IVUS and OCT image. And it is tremendously valuable because a recent publication in, uh, the industry written by doctors, an academic paper, basically suggested that combined IVUS-OCT, the product that we make is thought to be maybe the most valuable in terms of guiding therapy, you know, for 4 million procedures each year, so.

Michael Roberts ([12:43](#)):

Sure, yeah, that's a big deal. And along those lines, I just saw, uh, I was looking up the company a little bit, looking up some, some intel. I saw that it was just named Product Innovation of the Year at the 2025 Minnesota Manufacturing Awards. So congratulations on that. That's exciting. Always fun to see those kinds of things get recognized.

Tom Looby ([13:00](#)):

We have a great partner in Minnetronix. Um, they helped us co-design our next generation that we have finished the development of and, and we are, uh, seeking to, uh, submit to the FDA later on this year. And we've worked really, you know, closely with them and, and, uh, I think the, the combination of our efforts made this, uh, award possible. Uh, but we're excited about it. We really do think that we've got a great product for this marketplace.

Michael Roberts ([13:24](#)):

Yeah, sounds really amazing. I know that optics just in general is just such a hot space right now in medtech. There, there are so many things that seem possible. So yeah, it's definitely difficult. It's definitely exciting to see this kind of all coming together.

Tom Looby ([13:37](#)):

To that point, by the way, I apologize for interrupting, but to that point, you, you mentioned coming all together and I just thought this was an opportunity to mention, you know, I speak to a lot of investors and they ask me questions all the time about the business, and I think that over time I realized that their questions kind of fall into four areas. You know, is there a market and, and you know, is there an unmet need to be served in this marketplace? And by and large, there? Absolutely. In fact, I wanna just point out that guidelines for products such as, uh, uh, Conavi's has just been elevated to a Class I-a guideline in the United States and to a Class I-a guideline also in Europe. And it's used in 95-plus percentage of the cases in Japan. So we have a rising tide in this marketplace for the type of products that we have.

Tom Looby ([14:27](#)):

The next area that people ask about is, you know, can you get the technology right? So we have a first generation and sorry, can you get the technology right? You know, we have a first generation and we tested it in the, in the marketplace. It worked well enough to learn that the value proposition worked, but we knew that we needed a second generation to make it more reliable and so on. And so we're very comfortable that we've achieved all of our design goals. So technology risk is low. And then the third area is the regulatory risk. Can you get it cleared? We already have a product in the market that's cleared, and we're using that as a predicate for our net mission. So those three big risks for earlier stage medical device businesses, we feel like, um, they're really in phase for us, right? We've got, uh, green lights down the street, um, so to speak. So finally, the last risk for us as a business would be capital risk. And, um, our company was just able to achieve a 20 million, uh, dollar financing in April while all these tariff, um, you know, things were, were being discussed. And that was 10 times more than what we sought out to raise. So we feel really good that we've got great backers, good institutional support for our, uh, mission over here at Conavi Medical as well.

Michael Roberts ([15:47](#)):

Yeah, yeah. Uh, for any startup that is finding funding in, in these years right now, <laugh>, I'm just, kudos to you. Like it is definitely, um, definitely a challenge. I've definitely heard, uh, plenty of people lamenting just how, just how hard it's for all the reasons, right? Not just the tariffs, but just the, the economic environment in general.

Tom Looby ([16:04](#)):

Because I think it's the clarity of our, our value proposition as a business too, where you have a market that's ready, a product that's ready, and a regulatory path that's pretty clear. I think that that resonates with people. It's easier to understand when you have, you know, it laid out like that as well.

Michael Roberts ([16:20](#)):

Yeah. Yeah. It's fascinating watching like medtech startups and sort of the discussions that need to be had as opposed to other industries and some of like, oh, this is gonna be the next unicorn. This is gonna be the next, you know, Facebook, the next whatever. And you see, you know, it's funny 'cause you see some of those major superstar things and you see the young person at the front that just came up with

something and they're just throwing it out and the risk is so low. Like what you have to know is so low to kind of like, get this thing going. It's, it's just such a different kind of space where it's like, I feel so much better when I see people with 20 years of experience <laugh> starting a, a medtech company, you know? And you feel like, okay, good, they have been through this before. They know what they're about, they know what these milestones are. And so yeah, there it's, you can't play around with it.

Tom Looby ([17:06](#)):

Yeah, Michael, actually, that's, that's, uh, the key thing. And I, you know, I talk a little bit about Conavi where I am, I am now and Ekso Bionics this, uh, robotic exoskeleton company I was a part of in California a few years ago as well. And you know, a lot of these businesses are started by a technologist, or a clinician, or something like that, right? And so you do need, I think that spark of innovation sometimes to, you know, to initiate, to, to get something started. Then there is the question of experience, right? Because invariably then you, um, because you've broken through and you had this great genius idea, the tendency can be to rethink everything. Well, if we had followed conventional wisdom, Facebook wouldn't be there, right? So we have to rethink everything in the business, including, you know, if it's a medical device business, how we deal with the FDA, you know, so you can get into trouble if you don't take some of the, you know, the tried and true medical device, you know, milestones seriously.

Tom Looby ([18:06](#)):

And that's what I'm talking about, focusing on the right things, right? So some of that is experience, and I've always liked to build the teams with, you know, um, the, the founders and the innovators, but then bring in other people or coach up other people to, to round out the business, to round out the management team because it, it's going to take a team that has, you know, the wherewithal to do something that the world hasn't seen before. You know, develop something. And then also the patience and the steadiness to, you know, slog through the milestones as they are prescribed to you, you know.

Michael Roberts ([18:43](#)):

<laugh>. Absolutely. Absolutely. Yeah. What are, you know, some of the, you talked some about rounding out that management team, like what kind of medtech, I guess, like operations and development challenges have, has your company faced, or have you faced, I guess, in different points in your career as, as you've been overcoming those and, and figuring out ways to kind of hit those milestones with, with different companies?

Tom Looby ([19:04](#)):

I don't have, let's say a prescribed sense before going into a business. You have to evaluate it, right? I think that because I've gotten older now, I evaluate it a little bit more quickly or I trust my gut or trust my analysis a little bit more quickly. But the situations can be different. Uh, take for example, a company, um, I was a part of a few years ago. You think you do all the right, um, due diligence. Like, is this the right fit for me? Are they in good shape enough? You know, are my skills relevant? And it turned out that, uh, my analysis was not all that great because when I got in, there were a lot of problems to solve. We had run afoul of, we had run afoul of the FDA, um, our product broke all the time. It was very expensive to make.

Tom Looby ([19:48](#)):

Uh, it was a one-time sale. There was no recurring, you know, a whole bunch of stuff to, to solve. Um, the company had recently gone public through a reverse takeover. So they were much more public and,

and had people asking them, you know, questions. So to right that ship, we got, you know, experience around this, the engineering team to stabilize a breakthrough product. You know, the boring work after the innovation is how do you make it stable? The, we got management and, and, uh, experience about how to cost-reduce the product, how to make it more reliable so that we didn't have to fly all over the place fixing it, that kind of thing. We recruited different investors, you know, the investors that we had recruited, uh, they had recruited during the, um, reverse takeover. They were enamored with the whizzbang nature of the product, but they didn't, weren't so well versed in what is driving the business value, right?

Tom Looby ([20:42](#)):

How do I pay attention to FDA stuff and reg, um, reimbursement and things like that. So in subsequent rounds, we were able to go and recruit more of a traditional medtech investor, and that helped us, you know, just be reasonable about the pace of play, about how we developed the business as well. Eventually we took that company onto Nasdaq, right? So again, I just gave that as an example of problems to be solved. I think that my current company had some similarities. We were hunkered down for a good, you know, eight or so years perfecting the first generation of the product, but we also were blind to other things, uh, making it, you know, cost effective to make and some other things like that. One of the reasons why we started out on the next generation product development. So as a CEO, you may know how to do some of that stuff yourself because you've got some experience.

Tom Looby ([21:34](#)):

But the key thing for me is, is um, having a team. Uh, not everybody's perfect, I'm, you know, first in that list of imperfect, uh, people, but you build great teams with imperfect people. And so, getting folks on the team that you trust, maybe you've worked with them before, maybe not, and uh, creating an environment where people can make mistakes and then they know that the team will recover and will learn from that mistake, right? If you don't have that kind of trust and and working relationship around the team, then it's not as effective as if you do.

Michael Roberts ([22:07](#)):

Yeah, absolutely. Yeah. It's, it's fascinating. 'Cause you know, the longer that I'm in business and the longer that I'm around all these things, there are all these critical hard skills that we all have to master. And then so much of it comes back to relying on like, what are those soft skills? Can we trust one another? Can we know that we've got each other's backs? Can we all feel good about, you know, going after this process? So absolutely. There's something that you've brought up a, a time or two here, and I, I wanted to kind of just dig into it a little bit more just 'cause we do talk with startups on a regular basis and, you know, there's always those different pathways that startups are hoping to get to, right? They're trying to keep enough money going, so they are hitting those milestones, but can they get acquired by one of the strategics? Can they go public? Can they just stay independent and, you know, keep working with investors. As somebody that has worked with a few companies that have gone public, I'd love to just get your insights on what kinds of companies, I guess, are right for each of those. Because I know it's very much not like, here's the one pathway and everything will be fine as long as you follow this one pathway. But when do you see that make sense? Like when does going public make sense for a company?

Tom Looby ([23:15](#)):

Yeah, so there's two things in your question that I'll, I'll key on. Key in on. Um, one of them is going public and the other one is maybe getting acquired by a strategic. For Conavi, we didn't set out to go public. We were a private company until October of last year, and we're raising money or trying to raise money in the same environment that a lot of, uh, micro cap companies are raising money in. So we were approached to do a, a reverse takeover. This is my second reverse takeover, I guess, and, um, by a company that had unwound their business and they had some cash in the shell. And that was attractive to us is to get, to get the cash in the shell, right? And also it allowed us to, to recruit investors from a different swim lane, right? You have some people who like private companies, you got some people who like, uh, public companies, and it actually has worked out quite well for us, even though it is, there is some risk involved with a company that is pre-revenue-ish, um, at, at our, our stage of development to go public.

Tom Looby ([24:19](#)):

But, you know, having achieved this \$20 million raise in April without warrants seems to me, you know, like a reinforcement that we had made the right, this right decision. But probably I would say just in general, maybe not for everybody, right? There's a lot of, uh, requirements. Uh, I spend my day differently as a, uh, public company CEO than I do a private company CEO, right? Now, in terms of strategics, this question does, you know, comes up a lot. Michael, you probably talked to a lot of other CEOs about this. The answer may be different for different companies. I think that for Conavi, the likelihood that we are an acquisition target is, is quite high. Okay. In our area of medical device, bundling is the name of the game. And so there are large strategics, about 10 to 12 of them, that own a really big footprint in the cath lab where we sell our products.

Tom Looby ([25:14](#)):

So they can bundle, they can, you know, incentivize this part of the portfolio. They provide, uh, therapeutics alongside of image-guided products as well. So it's likely that we will be acquired and we think it's good news for us. We look at another company that's maybe closely compared to ours in the marketplace, and they're being valued at quite a high, um, valuation compared to ourselves currently. Um, they're about a year ahead of us in terms of some of their milestones, but by all independent assessments that I can see, we have probably the better product than they do. So we are really, uh, excited about our path forward in that regard. The but here is you still have to build a viable business so that you're not just leaping off the cliff at the right exact moment that a strategic wants to go and, and, and catch you on the other side. So, you know, you have to have a different, um, idea about how to scale up in the commercial arena where you're gonna spend a lot of money building a footprint that will likely be undone by a strategic later on, right? So that's the thoughtfulness that you have to put when working on the timing of an acquisition or even whether you get acquired or not, is, is to figuring out that commercial, you know, investment.

Michael Roberts ([26:32](#)):

Yeah, yeah. We're, we play some as a, we're a software development company, the company that I work with, and we do a lot of work in the robotics space, and it seems like everybody's rushing right now to include all the things on their robot, you know, especially soft tissue space. It's optics and all of those kinds of things that they're trying to figure out the, how the stapler goes in and all that kind of stuff. Everybody's kind of like pulling all that stuff together right at the moment, so.

Tom Looby ([26:57](#)):

By the way, Michael, before you get off of that one thing, uh, I will mention just kind of, uh, coincidentally, the company that we merged with was a robotic surgery business called Titan Medical. Okay. We are not operating their business as a robotic surgery company, but we do hold 240 of their patents and we have working, uh, robots. The reason why I mention that is because we have learned, uh, even though the, the former Titan management had monetized the IP to a very good degree, we are learning that single port robotic surgery is becoming pretty hot right now, and our IP and working prototypes could shorten the development cycle for somebody else in that marketplace. So we are running a process, uh, hopefully we'll pull down some non-dilutive, uh, monetization of this IP.

Michael Roberts ([27:49](#)):

That's awesome. Yeah, it seems like a lot of the ideas that you've been talking about, it seemed like they would fit pretty well with some of this kind of stuff, so it's pretty awesome. And I'd love to, you know, just kind of like, as we're wrapping up, we talked kind of briefly about the product itself, and we've been talking a lot about sort of the business, your career path, like all of that kind of stuff. Is there anything else that you feel like people really need to know about Conavi, about the current product that you have that like maybe we haven't touched on yet? Just to, to kind of give a good sense of like, why learn more about your company?

Tom Looby ([28:17](#)):

A lot of people talk about overnight medical device, um, success stories, right? And by and large, they don't happen all that often. I hear that Intuitive Surgical was an overnight success. Not really, right? It took time to develop the, the technology. They tried to deploy it in multiple areas for a long time, uh, that broke through and now they build an amazing business, right? Everybody wants to talk about Intuitive, but that doesn't happen overnight. So in this marketplace that we're in right now, the marketplace has been taking on hundreds of millions of dollars in market development investment, mostly in the form of clinical trials. So recently there's been a lot of readouts of important clinical trials, and they've been recently summarized by, you know, the Lancet and other publications, 22 randomized control trials, et cetera. And they basically demonstrate that if you use products like Conavi's, you can save on your patient dying by as much as 46% post-procedure.

Tom Looby ([29:19](#)):

You can save on blood clots by 52% by using, uh, image-guided therapies in this area. So there's some folks in the industry saying, why does it take so long? Well, it just happens to do that, you have to change sort of the thought of what standard of care is. But we're at a moment right now where those guidelines in reaction to that clinical evidence has gone to a Class I-a and now this is starting to accelerate the adoption for our sort of products. So people who are watching Conavi, I, I just would want to maybe point out that the market's hot, our product is ready, uh, to go. Our regulatory path is straightforward, and we're really excited about what we're doing here. We built a great team to take us through to commercialization, and we're excited about the future.

Michael Roberts ([30:03](#)):

Yeah, it sounds like you have every reason to be, so that's, that's exciting. Tom, thank you so much for joining us on the show. I love it.

Tom Looby ([30:09](#)):

Great to be here, Michael. Thanks for the opportunity.

Michael Roberts ([30:13](#)):

In our interview, Tom shared insights into the different roles he has taken on in the medtech industry and how that experience has shaped his perspective today, as well as information about Conavi's first product and navigating challenges in Med Tech. To learn more about what Tom and Conavi do, check out conavi.com. Thank you to our listeners for joining us for this episode. For more on the Health Connective show, please visit hc.show for previous episodes and Health Connective as a company.