

ROUNDTABLE RECAP

Sustainable Innovation: Mapping Your Enterprise Intelligently | September 2025

As healthcare systems innovate and navigate cultural shifts in technology implementation, the push to modernize technology infrastructure and enable AI integration is more important than ever. HCA Healthcare and MEDITECH highlighted their decades-long partnership and shared insights into HCA Healthcare's strategic digital transformation, discussing standardization, data quality, and workflow optimization. They explored how HCA Healthcare is leveraging its technology infrastructure, particularly the cloud-based MEDITECH Expanse EHR, to drive innovation, improve patient care, and empower its care teams, while addressing challenges around clinician adoption and documentation processes.

A Data-First Approach to AI: HCA Healthcare emphasized that its AI strategy is fundamentally a data strategy. By standardizing processes and data with Expanse, HCA Healthcare is creating a trustworthy and reliable data foundation. Standardization is critical for developing and scaling AI applications that are trusted by clinicians.

Innovation Through Partnership: HCA Healthcare isn't just buying off-the-shelf products. The organization is actively engaged in co-development with partners like MEDITECH, Google, and others. HCA Healthcare developers are embedded with vendor teams to build and enhance solutions that meet the specific needs of their clinicians and patients. This approach allows HCA Healthcare to own its innovation agenda.

Augmenting, Not Replacing, Clinicians: HCA Healthcare's AI approach is guided by a user-centered design philosophy with a focus on augmenting, not replacing, clinicians. While there is a mixed response to AI, the organization is building trust by first introducing tools that address high-burden tasks, such as documentation for physicians with ambient scribing. This strategy aims to return valuable time to the bedside, which ultimately improves the patient experience.

The Power of Standardization: With a network of 190 hospitals ranging from small community facilities to large academic centers, HCA Healthcare found that implementing a standard version of Expanse was a lesson in the power of standardization. While some configuration is necessary for facility size and services, maintaining standard processes and data elements makes it easier to test and scale new solutions across the enterprise.

Piloting with a Rigorous, Data-Driven Approach: HCA Healthcare has a dedicated, independent Value Tracking Team to rigorously measure the value of pilot programs. This team, led by a former CFO, uses objective data and analytics to determine whether a solution should be scaled, adjusted, or discontinued. This process removes emotion from decision-making and allows HCA Healthcare to "fail fast" and learn quickly without fear of negative repercussions.

Centralized Strategy, Localized Change: HCA Healthcare's digital transformation journey is driven by a central, strategic approach with a dedicated Digital Transformation and Innovation team, comprised largely of IT and Informatics SMEs from across the system. However, they recognize that successful implementation requires a strong change management process at the local level. They use a phased approach, starting with a few key "innovation hub" hospitals for initial pilots before expanding to larger, more complex facilities to refine the rollout strategy.