



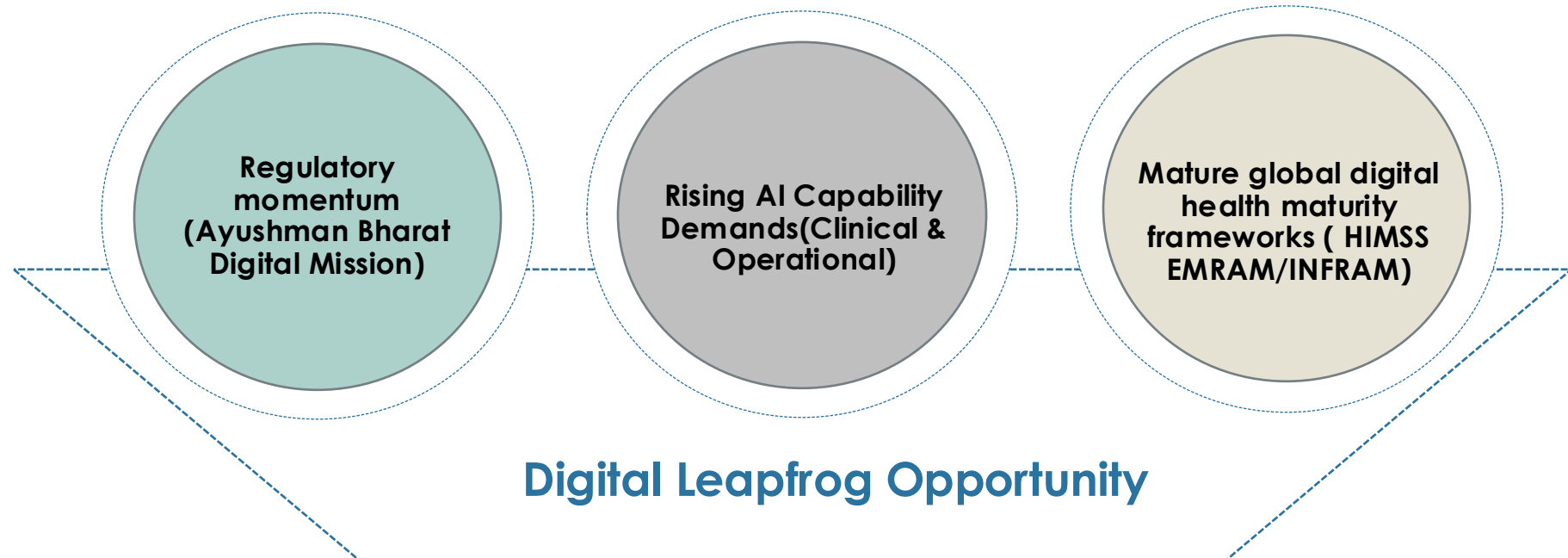
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“When digital transformation is done right, it's like a caterpillar turning into a butterfly, but when done wrong, all you have is a really fast caterpillar.”

George Westerman, Principal Research Scientist
MIT Sloan Initiative on the Digital Economy.



Why Leapfrog Now : The Leap of Faith



India's private hospitals are at a pivotal digital inflection point. ABDM alignment, proven global frameworks (HIMSS EMRAM/INFRAM), and accelerating AI capability needs create a window to leapfrog from fragmented systems to data-first, AI-enabled operations.



Heterogenous Perceptions

Why is it so difficult to bring change in Healthcare

Concepts and Values for Leaders

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Tool Diversity → Process Diversity → Variable Performance

			Eastern Division											Western Division					
Operating Units	Silver Spring, MD	Columbus, OH	Port Huron, MI	Clemens, MI	Pontiac, MI	Livonia, MI	Ann Arbor, MI	Battle Creek, MI	Grand Rapids, MI	Muskegon, MI	South Bend, IN	Clinton, IA	Dubuque, IA	Mason City, IA	Sioux City, IA	Boise, ID	Fresno, CA		
Patient Administration																			
Registration	HBOC STAR		SMS Med Series4	HBOC Plus 2000	HBOC Health-Quest	HBOC Series	HBOC Health-Quest		SMS Med Series4		HBOC STAR			SMS Med Series4			HBOC STAR		
Patient Accounting																			
Medical Records																			
DRG Grouper		3M	3M	Quadramed							3M					Quadramed	3M		
APC/APG Grouper					HSS		HSS												
Enterprise Resource Planning (ERP)																			
General Ledger	People Soft		SMS Med Series4	GEAC		Global	GEAC		SMS Med Series4		People Soft			SMS Med Series4		People Soft			
Payroll/Human Resources																			
A/R Materials Management	HBOC																Global		HBOC
Cost Accounting		Self Developed (Analysis & DSS)		TSI Mainframe			TSI Mainframe		TSI AS400		Self Developed (Analysis & DSS)		TSI AS400			Self Developed (Analysis & DSS)			
																SARMC	McKesson HBOC		
	Contract Management																		
Clinical Systems																			
Physician Order Management																Eclipsys			
Order Entry	HBOC STAR		SMS Med Series 4	HBOC Plus 2000	TDS	HBOC Series	TDS	SMS Med Series4			HBOC STAR				SMS Med Series 4	HBOC STAR			
		In-house/3M		CWS					CWS		Cerner					In-House			
						Cerner		Cerner		Cerner			Cerner						
Results Reporting																			
ADIS																			
Clinical Documentation	Eclipsys	HBOC Care Manager			TDS	HBOC Care Manager	TDS									Eclipsys	LifeServ Petronics		
Laboratory	HBOC STAR	Cerner Pathnet	Cerner Pathnet	Sunquest	Classic	HBOC ALG	Classic	Cerner Milenium	Classic	Classic	Cerner Pathnet	Cerner Milenium	United Clinical Labs	Sunquest	Cerner Milenium	Sunquest	HBOC STAR		
			Cerner MsMed's	Cerner MsMed's	Cerner MsMed's	HBOC Series	Cerner MsMed's	Cerner MsMed's	Cerner MsMed's	Cerner MsMed's	HBOC STAR	Cerner MsMed's	Cerner MsMed's	Cerner MsMed's	Cerner MsMed's	Mediware WORX			
Pharmacy Hospital Surgery Management	RES-Q Healthcare	Per-Se' CRSCS					Omni-server				Medline Systems	Omni-server							
Patient Scheduling				HBOC Pathways					HBOC Pathways							HBOC Pathways			
Radiology	HBOC STAR		IDX		ADAC MARS II	HBOC Series	ADAC MARS II				HBOC STAR			ADAC MARS II		Per-Se' Consort	HBOC STAR		
	Transcription	Softmed	Dolbey		Softmed		Dolbey	Softmed	Medrite		Softmed		Dictaphone		Softmed		SARMC	Softmed	

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Case Study – Issues

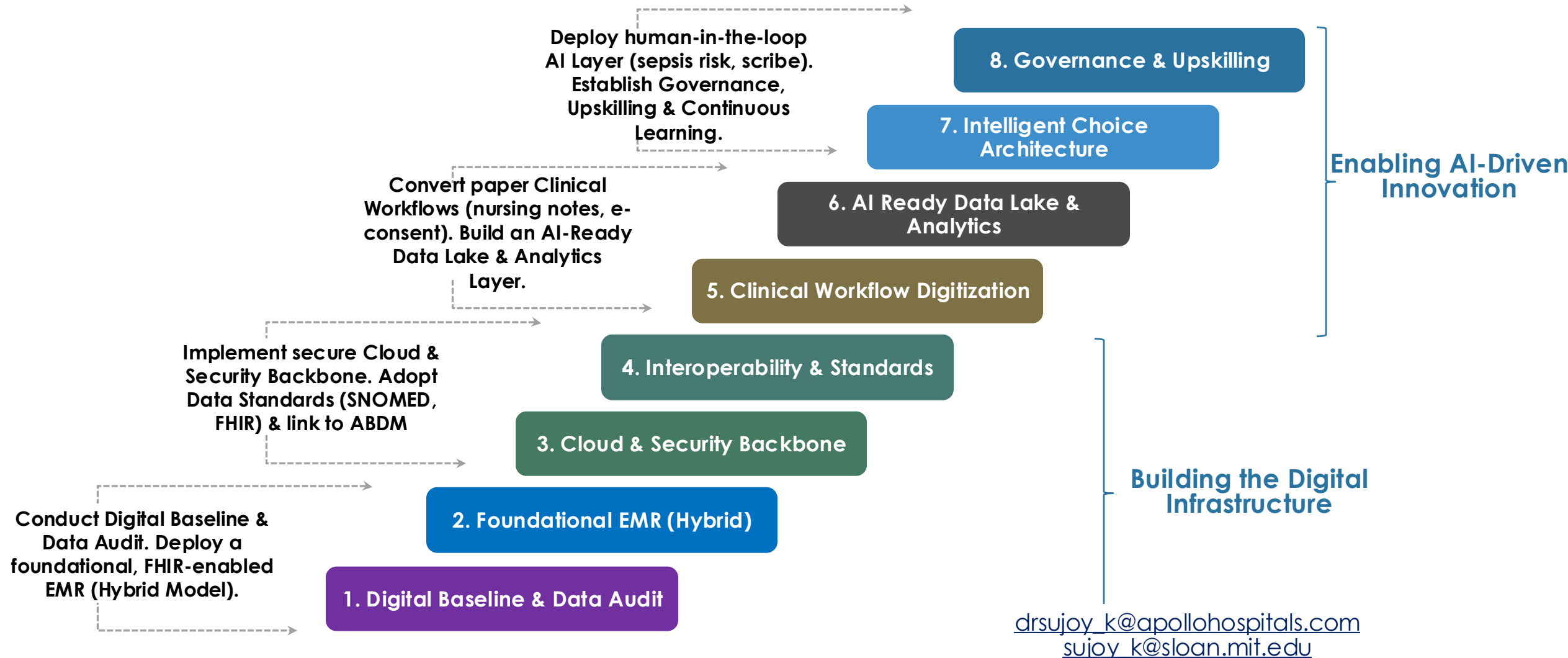
Problems associated with Status Quo

- Legacy Systems
- Complexity of Processes
- Inadequate Skills
- Clarity of data governance
- Very real differences in Organizational Units
- Some standards do not apply to other units
- Changes coming first
- Interruptions in Service

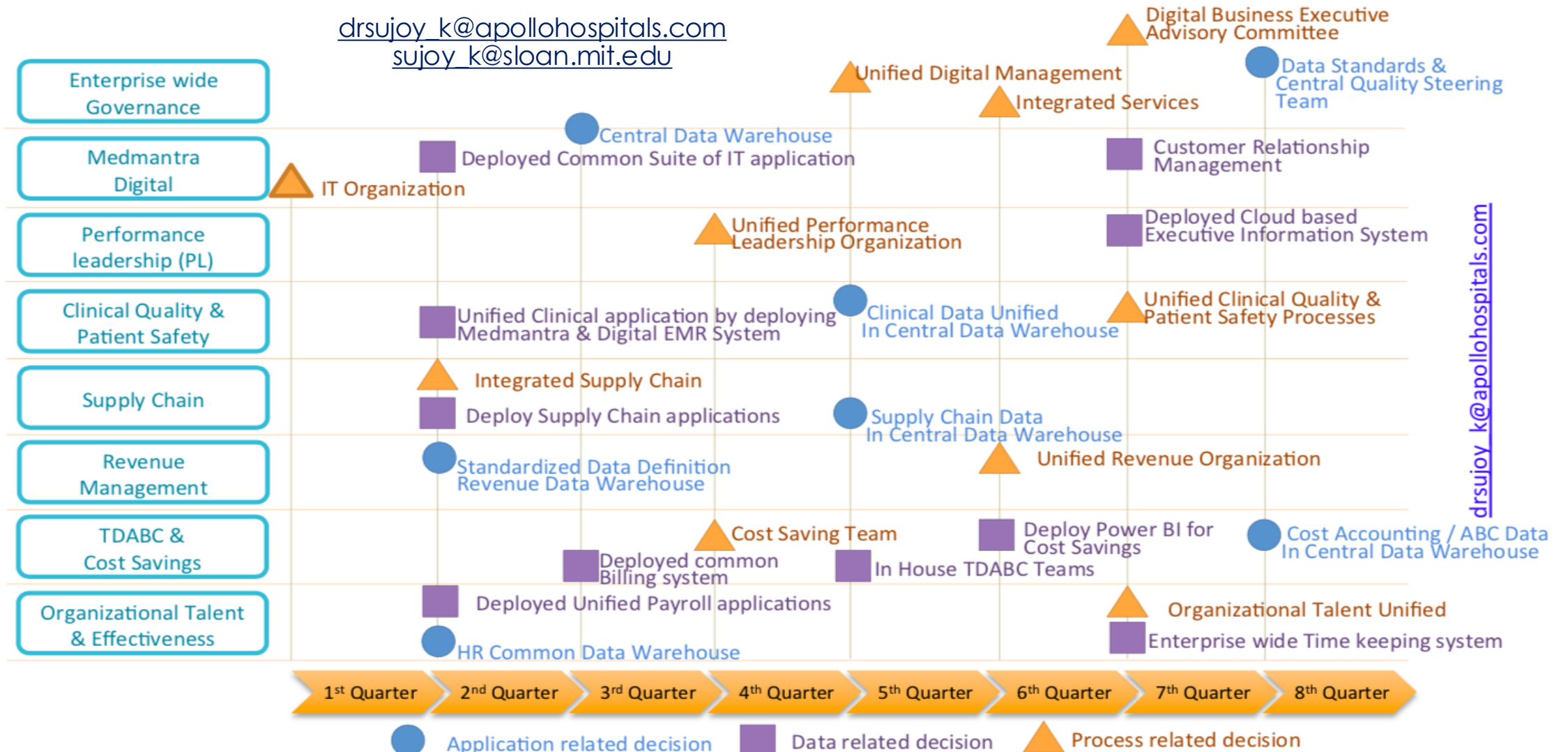
Problems associated with Change Management

- Systems Dictating Processes
- Do it my way / I know better
- Resistance Changing Regulations
- Who owns the data
- What's in it for me
- Transparency
- Multiple requirements Lack of understanding
- Inappropriate Communication

The 8-Step Leapfrog Model



Digital Transformation – Solutions



The Five Building Blocks for Design & Development of Digital Excellence

Enhanced Digital Transformation

Operational backbone

Integrated systems and processes that ensure operational efficiency and clinical service delivery

Shared Patient / Provider Insights

Organizational knowledge about why patients and physicians chose digital technologies that can deliver to their clinical needs

Clinical Platform

A repository of clinical, technology, transactional and data components facilitating rapid innovation of new offerings and enhancements

Accountability Framework

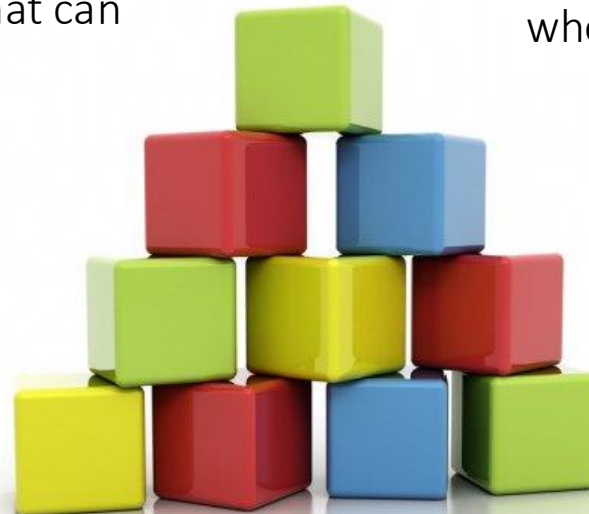
Clear ownership of - and coordination among – a growing set of digital health offerings

Developer Platform

A digital platform for an ecosystem of partners who contribute to and use the platform

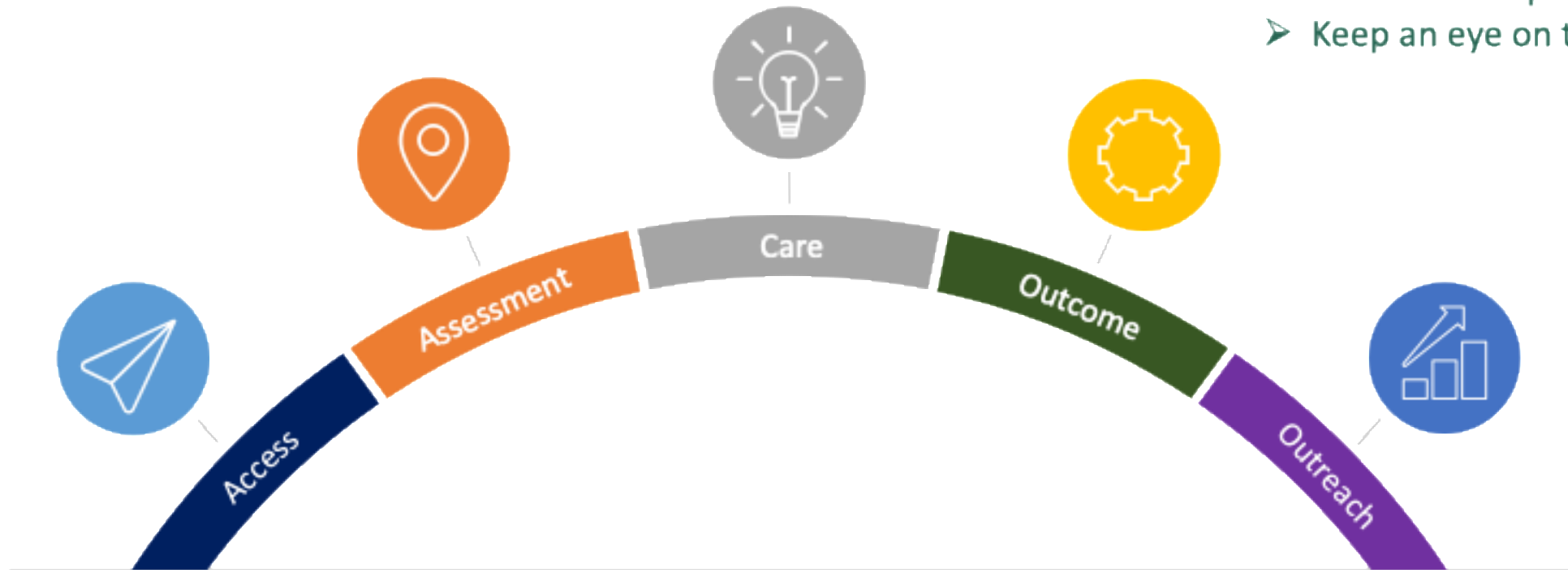
Bonus Block – Modularity vs Interdependence

Organizational knowledge about why patients and physicians chose digital technologies that can deliver to their clinical needs



Building an operational backbone digitally

- Narrow Business Complexity
- Phase the scope of digitization
- Keep an eye on the standards

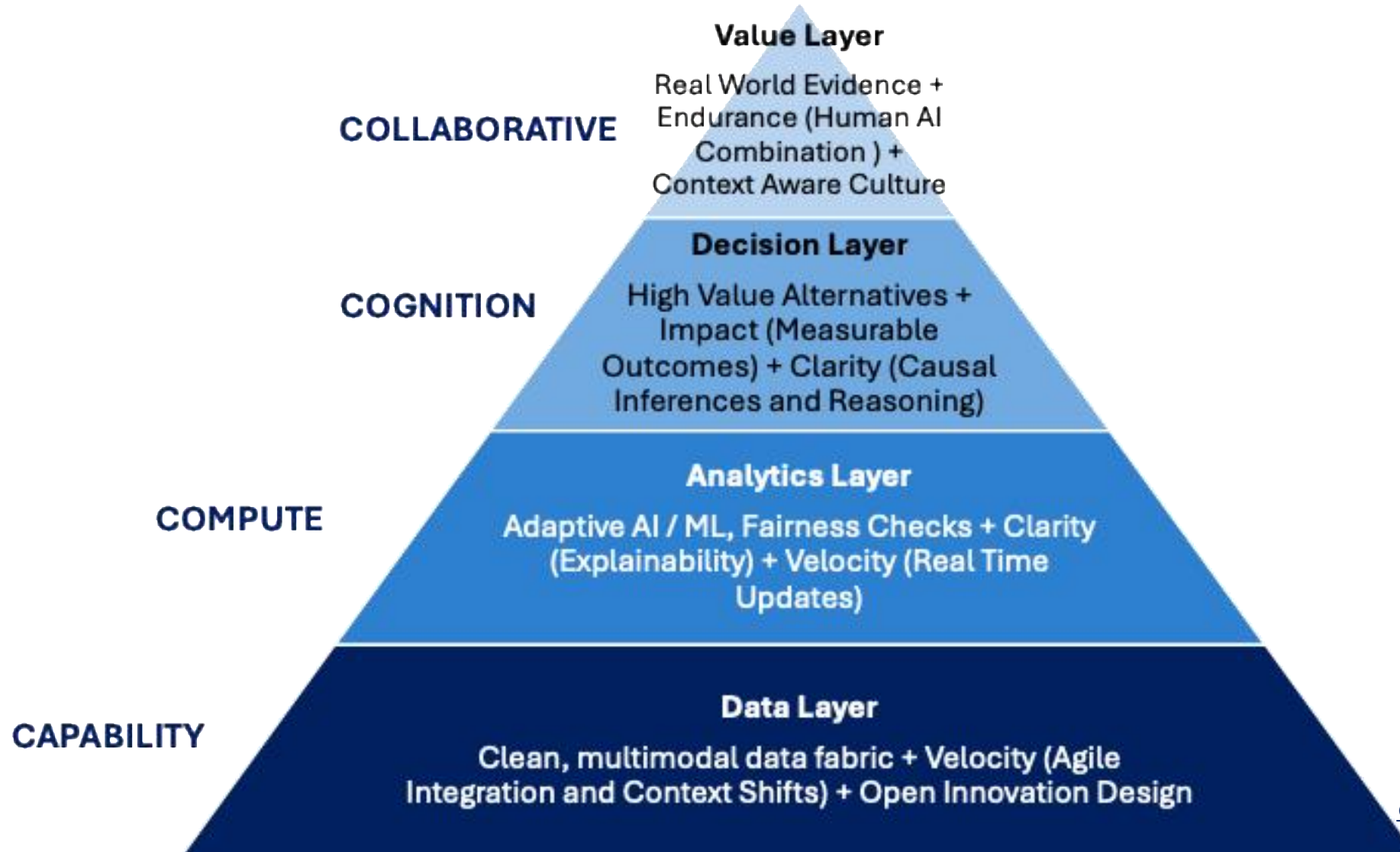


	Access	Assessment	Care	Outcome	Outreach	
	Consults & Emergency Specific patient touchpoints – digitally enhanced physical, virtual or ER visits	Device & Diagnostics Integration of data from devices and diagnostic tests with Clinical Decision Support	Clinical Intervention Protocol driven interventions with Cutting Edge Technology & Best Clinical Expertise	Measure & Improve Centers of Excellence driven, benchmarked Care Outcomes with High Patient Satisfaction	Follow Up Care CRM, Digital Therapeutics & Home Care guided Protocols for follow up, alerts & nudges	
Digital Platform Integration	DHP OP EMR ER Command Centers	Wearables AI Connected Room Lab Interface PACS	Connected Theatre IP EMR Robotics AI CDSS	Clinical Metrics VOC Pathways Benchmarks	Devices Condition Management	Digital Platform Integration
Operational Efficiency	Conversion Waiting Times Repeat Visits	Waiting Time Turn Around Time Response Time	Resource Utilization Throughput Delays	ALOS Readmission NPS Infection Rates Events	PROMs Compliance Readmission	Operational Efficiency

INTELLIGENT CHOICE ARCHITECTURE (ICA)

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ICA ARCHITECTURE IN CLINICAL AI



Licensable Clinical AI APIs

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Workstream #2 – Disease Progression & Risk Score

AICVD Cardiovascular	AILF MAFLD : Fibrosis	Prediabetes AI Type 2 DM
AICOPD Exacerbations	AICKD CKD Progression	AI Hypertension Pathways
AI Obesity Metabolic State	AI Stroke Ischemic Events	Polygenic Risk Score - CVD

Workstream #3 – Image & Signals : Clinical Pathway

Chest Xray Anomalies	Chest Xray Tuberculosis	MIRAI Breast Screening
ECG Triphasic Heart Failure	Sybil Chest CT Screen Lung Ca	4D Echo Siemens USG
Ankle Xray Fracture AI	ADPKD USG 3D Recon	Mesothelioma Lung CT

Workstream #4 – Acute Care Augmented Pathways

EARS Antibiotics	Pre-Anesthesia AI Surgical Outcome	EWS - Clinical Deterioration
ALIVE + Pediatric Deterioration	FBC – Sepsis Cambridge	IDT Genomics – Insulin Resistance
Endometriosis & Fibroids AI	Cardio-oncology AI (CVD in Br Ca)	GBM AI MRI Multimodal

Workstream #5 – Throughput Optimization

Discharge Summary Gen AI	VTB Gen AI	Discharge 24/48h Prediction
Nurse Care Plan Gen AI	NER & Anonymization	Rad Reporting Gen AI
Physician Co Pilot Phase 1	Dietician Gen AI	Normative Data

Certified

Model Ready

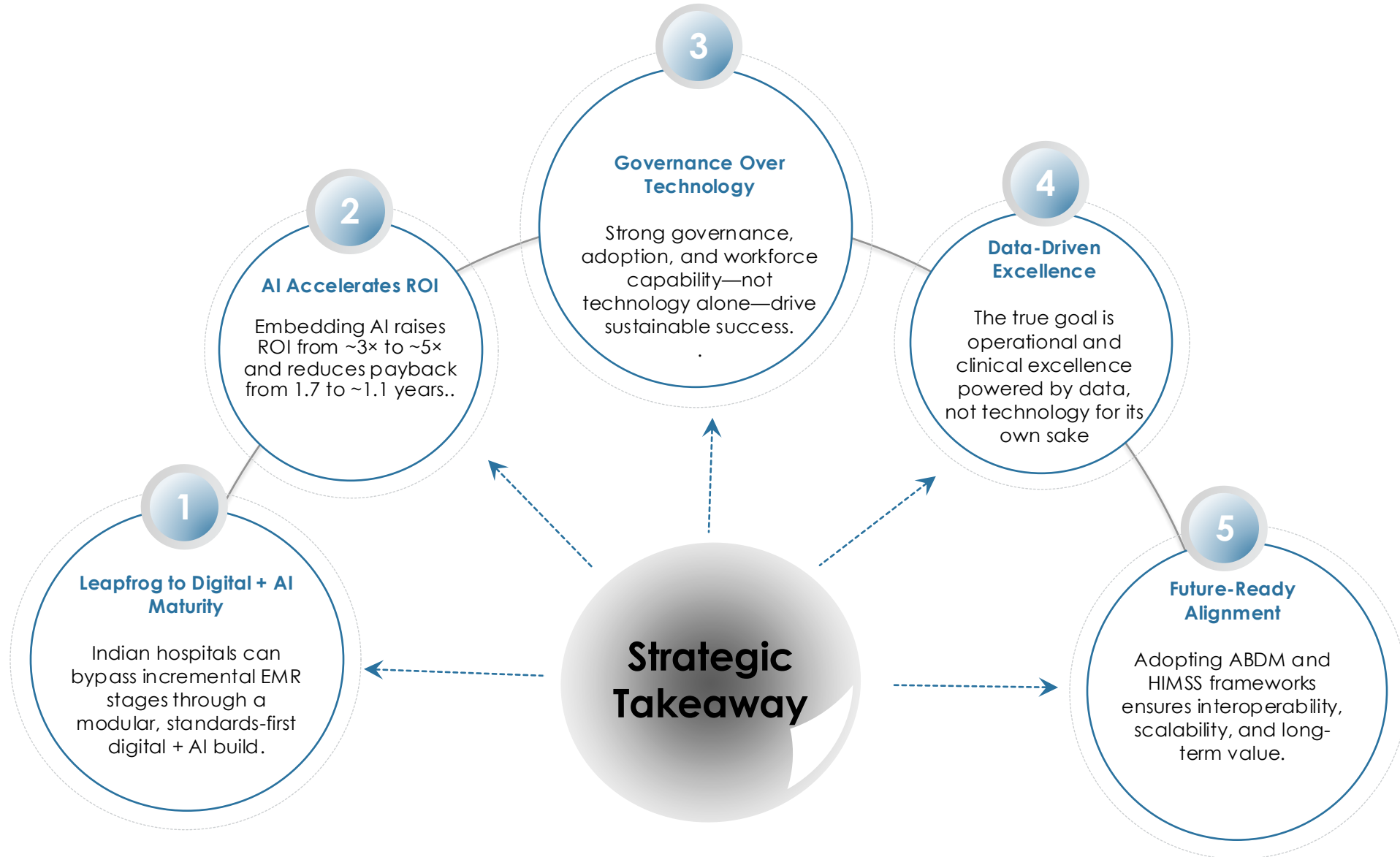
Pipeline Research

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Workstream #6 – Agentic AI

Workstream #1 – CIE – CDSS – Symptom Checker

Additional Slide #8



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