

Health System Insights to Your Partnerships in 2025

Elevate



3 Surprising Lessons from AI's Frontlines: What Industry Leaders Need to Know Now

If you were to ask any health system C-suite executive about AI integration, you'd find no shortage of ambition. Leading executives are keeping pace with the latest generative breakthroughs, while the rapid advancements in AI make it a challenge to not only stay current but also determine how to apply these tools in real healthcare settings.

At The Health Management Academy, we host collaborative summits that bring together more than 100 healthcare AI leaders to talk shop. These convenings explore how emerging trends are reshaping health systems—and how industry executives who sell to health systems can stay one step ahead.

As you kick off your H2 planning and begin refining your 2026 strategy, here are **3 key takeaways** that THMA industry leaders have used to shape their commercial strategies. Consider this your inside look at the types of year-round insights available exclusively to THMA members—along with valuable benefits such as direct access to health system leaders through invite-only events, exclusive member debriefs, persona-based training, and timely intelligence on pressing topics like AI.

LLMs Aren't Always the Answer—And That's Okay

Large language models (LLMs) continue to grab attention—and for good reason. Their power to synthesize unstructured data and mimic human-like responses is reshaping documentation, patient engagement, and operational workflows.

But here's the twist: many leading health systems are starting to walk that hype back.

1 In one example that stood out from last year's AI Summit, a system evaluated LLMs for automating medical billing code assignment. While the initial results were promising, inference costs were projected to exceed several million dollars annually. Accuracy also proved inconsistent—too risky for revenue-critical functions.

Key Takeaway: LLMs are a powerful tool, but not the only one. Many organizations are rediscovering traditional machine learning and natural language processing (NLP) models, which offer greater stability, interpretability, and cost efficiency for focused use cases.

For industry partners, this opens the door to presenting a wider offering of AI capabilities—and to showing the flexibility that combining different products and services can deliver as a holistic solution, rather than relying on one shiny hammer.

Governance Is Sometimes the Bottleneck—Not the Tech

If you've assumed AI progress is being slowed by lagging infrastructure, think again. The real challenge is often **governance fatigue**.

2 Over the last three years, health systems have built sprawling AI governance frameworks—some with dozens of checkpoints, cross-functional councils, and compliance gates. But many of these structures are proving difficult to implement in day-to-day environments, especially as systems are challenged to do more with fewer resources. Rather than abandon structure altogether, leading systems are simplifying. IBM's "Direct, Manage, Monitor" model—shared during our AI Bootcamp series—offers a more practical frame:

- **Direct:** Define strategic priorities and set value metrics
- **Manage:** Establish workflows, oversight roles, and pilot parameters
- **Monitor:** Continuously assess data integrity, regulatory shifts, and unintended consequences

This model has allowed some systems to implement effective governance without stalling innovation.

Key Takeaway: Any solution that reduces administrative lift while supporting compliance will resonate. Governance alignment is quickly becoming a key differentiator in vendor selection.

AI Resistance Isn't Technical—It's Emotional

Perhaps the most overlooked insight from the frontlines: skepticism about AI isn't just rational—it's emotional.

3 After a decade of overpromised tech rollouts, many frontline clinicians are wary of being burned again. In a 2024 THMA survey of more than 400 bedside nurses, only 8% said they strongly supported AI use in clinical care. What's interesting is that after reviewing case studies and outcomes data, more than half of those same nurses shifted their stance to being open or supportive of AI use.

What changed? Not the tools. The transparency.

Key Takeaway: Educating stakeholders—particularly clinicians—about how AI will be used, what evidence supports it, and how it complements (rather than replaces) their judgment is proving crucial to adoption. Trust—not training—is the hurdle. And the most trust is built when AI tools are introduced with empathy, evidence, and clear boundaries.

THMA: The Executive Advantage for AI, Strategy, and Healthcare Insights

THMA industry members have leveraged the year-round benefits of this exclusive community to access the latest intelligence, strategic briefings, executive-level debriefs and in-person executive retreats, offering direct engagement with health system CXOs. These resources help members deliver tailored, system-aware, and culture-conscious solutions that reflect the complexities of health system realities.

Want more insights like these? Learn how THMA membership can boost your 2026 strategic planning and give you direct access to the rooms where health system C-suite and industry executives come together to address healthcare's biggest challenges, and shape what's next.

[Learn more and apply for membership consideration.](#)

How The Health Management Academy Positions You to Directly Engage Large Health System C-Suite Leaders

THMA EXECUTIVE CONVENING – Executive Retreats that Foster Meaningful Collaboration and Organic Connections

THMA believes the most productive partnerships occur when members rise above commerce to collaborate on challenges in a trusted environment. As a result, THMA Forums curate intimate, high-impact conversations among healthcare’s top executives oriented around the industry’s top challenges. For many members, the THMA community creates a nice contrast to large, crowded conferences with more limited opportunities for true relationship building and idea sharing.

THMA Executive Convening programs bring together an exclusive group of C-suite healthcare executives from large health systems such as Ochsner Health, WellSpan Health, Cleveland Clinic, and Providence, alongside a select group of industry company executives creating the ideal environment for sharing actionable insights, building trust, and sparking collaborations that drive systemic healthcare transformation.

At THMA Executive Convening Forums and Collaboratives, industry members experience:

- **Direct Engagement with Leading Health System CXOs:** Health System CXO Forum members are exclusively CXOs and head of function. Industry attendees are typically CEOs, Chief Growth Officers, product and strategy executives.
- **Executive Leadership Focus:** Agendas are curated to focus on content areas prioritized by LHS CXOs and attendance is carefully calibrated to ensure the right mix of health systems and industry member executives.
- **Intimate Peer-centric Learning:** Members participate in programs that foster uniquely transparent discourse by establishing a true peer network, creating intimate spaces for learning.
- **Equipping for Effective CXO Engagement:** THMA provides ongoing access to timely research and insights to ensure industry members are briefed on relevant market intelligence, as well as persona-based priorities to maximize all Health System CXOs interactions.

With limited seats for industry members, THMA Executive Convening Forums and Collaboratives represent an opportunity to build relationships with health system CXOs while gaining fresh perspectives on challenges impacting healthcare.

Fall 2025 Executive Convening Program Dates and Locations

Chief Medical Information Officer Forum
September 8-10, 2025, The Seabird Resort, CA

Chief Nurse Information Officer Forum
September 8-10, 2025, The Seabird Resort, CA

Advanced Analytics Collaborative
September 8-10, 2025, The Seabird Resort, CA

Cardiovascular Forum
September 15-17, 2025, The Seabird Resort, CA

Oncology Forum
September 15-17, 2025, The Seabird Resort, CA

Pharmacy Growth Collaborative
September 15-17, 2025, The Seabird Resort, CA

Chief Revenue Cycle Officer Forum
October 6-8, 2025, Live! By Loews, TX

Supply Chain Officer Forum
October 6-8, 2025, Live! By Loews, TX

Chief Information Officer Forum
October 6-8, 2025, Pendry San Diego, CA

Chief Marketing Officer Forum
October 6-8, 2025, Pendry San Diego, CA

Chief Physician Executive Forum
October 8-10, 2025, Pendry San Diego, CA

Value Based Strategy Collaborative
October 20-22, 2025, The Seabird Resort, CA

Vice President, Finance Forum
October 20-22, 2025, The Seabird Resort, CA

Chief Executive Officer Forum
November 10-12, 2025, Park Hyatt Washington, DC

Chief Financial Officer Circle
November 12-14, 2025, Park Hyatt Washington, DC

Chief Physician Executive Circle
November 12-14, 2025, Park Hyatt Washington, DC

Chief Operating Officer Forum
November 17-19, 2025, Park Hyatt Aviara Resort, CA

Chief Nurse Executive Forum
November 19-21, 2025, Park Hyatt Aviara Resort, CA

Chief Human Resources Officer Forum
November 19-21, 2025, Park Hyatt Aviara Resort, CA

Chief Financial Officer Forum
November 19-21, 2025, Montage Laguna, CA



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Consideration**