



Health System Strategies: AI Governance & Utilization

AMGA Virtual Executive Roundtable Summary

August 19, 2025

Context

Advancements in artificial intelligence (AI) have created many promising applications in healthcare, including optimizing operational efficiencies, supporting clinical administrative functions, and improving care outcomes. However, with the rapid adoption of AI, healthcare organizations are challenged with implementation and adoption, as well as setting up governance structures. In this Virtual Executive Roundtable, HealthPartners shares their insights and experiences regarding successful AI governance and optimization.

Key Themes Discussed

1. Technology Adoption and the Hype Cycle

- The presenter highlighted the **“trough of disillusionment”** from Gartner’s hype cycle, noting that artificial intelligence (AI) and EHR innovations often begin with high expectations but fall quickly if clinicians are not engaged early.
- **Takeaway:** Rapid experimentation, combined with **frontline clinician feedback**, is essential to move out of the trough and into sustained adoption.

2. Clinician Engagement

- A major barrier to adoption is the lack of clinician involvement in testing and implementation.
- Without active input from **end users**, technologies stall or fail, as technologists alone cannot fully grasp clinical workflow needs.
- **Result:** Organizations that included clinicians in pilots and iterative design saw **faster uptake and smoother integration**.

3. Balancing Innovation and Productivity

- Participants acknowledged the **tension between experimentation and clinical productivity**—time spent testing new solutions often comes at the expense of patient-facing hours.
- Funding and CME structures do not always account for this, creating a cultural and financial challenge.
- **Takeaway:** Leadership must recognize and support dedicated time for clinician involvement in innovation cycles.

4. AI and EHR Integration

- AI features were identified as an area of **over-promised expectations**, where “AI will fix everything” quickly collapses into disillusionment.



- Successful cases occur when **AI is embedded into workflows** rather than bolted on as an external tool.
- **Result:** Health systems reported that embedding AI in narrow, task-specific functions (e.g., reducing documentation burden) yielded **tangible productivity gains**.

5. Cultural Readiness and Experimentation

- The presenter emphasized the importance of **organizational culture** in adopting new technology.
- The most effective systems were those willing to **embrace quick experimentation**, accept **small failures**, and adjust rapidly.
- **Takeaway:** Cultural readiness is as important as technical readiness.

Concrete Results Highlighted

- **Clinician engagement accelerates adoption:** Systems that invested in frontline feedback saw **faster recovery from the trough** and improved usability outcomes.
- **Task-specific AI is yielding ROI:** Early wins in documentation and workflow automation showed measurable efficiency improvements.
- **Cultural support reduces failure costs:** Organizations that prepared staff for iteration and allowed “space to fail fast” avoided costly long-term failures.

For more resources on health system strategies, visit www.amga.org.