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Dr.Sinem CECE, PhD
Assistant Professor, Team Leader
Ankara Medipol University, Sağlık 4.0 Co.

EXPERT **INSIGHTS**
EXCEPTIONAL **IMPACT**

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"What is digital maturity? "

Asked to ChatGPT…

Dynamic

Continuous

Adaptive

Not a level.
Not a score.

Digital Maturity- What We Thought It Was

For years, the healthcare industry has defined digital maturity through a familiar set of milestones — tangible, measurable, and finite. We built frameworks around these pillars and celebrated when organizations climbed the ladder.

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The cornerstone metric — how widely electronic health records were deployed across an organization.

Interoperability

The ability to share data across systems, departments, and institutions.

Standardization

Harmonizing data formats, coding systems, and clinical workflows.

Data Governance

Establishing clear policies and accountability for data quality and access.

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Structured frameworks like EMRAM that provided stage-based benchmarks for progress.

AI's Definition of Digital Maturity

When AI examines the concept of digital maturity, it doesn't describe a level or a static score. Instead, it characterizes maturity as a **living system** – dynamic, self-correcting, and always in motion.

1

Data-Driven Decisions

Every clinical and operational decision is informed by real, reliable data — not intuition alone.

2

Integrated Systems

Connected workflows that eliminate silos

3

Real-Time Data Use

Insights are acted upon as they emerge — not days or weeks after the fact.

4

Continuous Learning

Systems improve with every interaction, refining outputs and recommendations over time.

5

Adaptability

Organizations can pivot quickly as new challenges, technologies, and contexts emerge.

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The contrast between how we have traditionally understood digital maturity and how AI frames it is stark – and consequential. Understanding this gap is where the game starts to change.

Traditional Maturity

- **Static** – defined at a point in time
- **Measurable** – scored against fixed criteria
- **Stage-based** – progress is linear and sequential
- Success means reaching the top of the model
- Stability is seen as the ultimate goal

AI Perspective on Maturity

- **Dynamic** – continuously redefined by context
- Continuous learning systems - Improve with every interaction
- Adaptability - Ability to respond quickly to change
- Success means sustained capacity to evolve
- Change and learning are the true markers of health

This is where the game starts to change. The old model rewarded completion. The new model rewards continuous evolution.

AI Changed the Rules

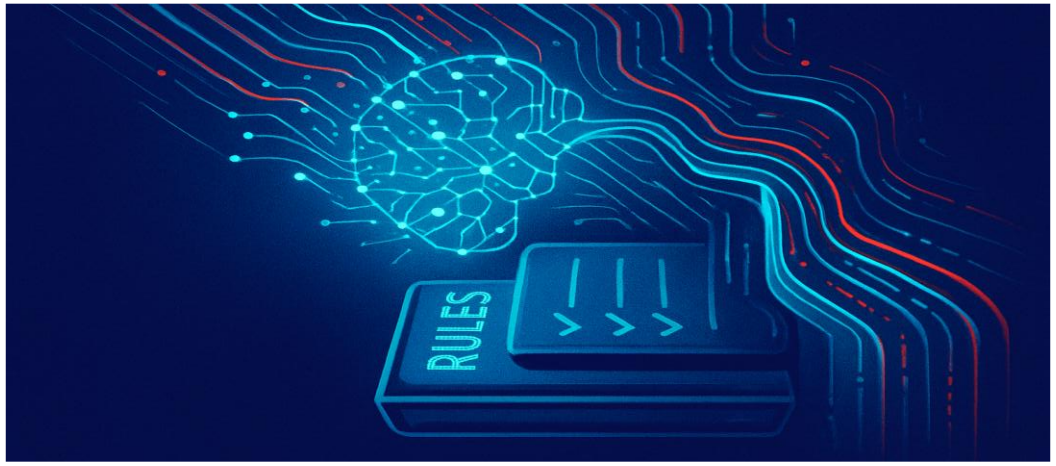
The introduction of AI into healthcare and digital systems didn't simply add new capabilities – it fundamentally **revealed existing limitations**. What was once considered mature is now being tested in ways the old frameworks never anticipated.

Before AI

- Systems were **evaluated** against predefined benchmarks
- Stability was celebrated as sufficient
- Integration meant connecting existing systems
- Governance was a compliance exercise
- Maturity models guided long-term roadmaps

With AI

- Systems are **tested continuously** in real time
- Adaptation is not optional – it is required
- Integration must support real-time feedback
- Governance must address ethics, bias, and transparency
- Roadmaps must adapt continuously



A Global Pattern Across Health Systems

Across vastly different healthcare systems, geographies, and regulatory environments, one consistent truth surfaces when organizations begin applying AI at scale: the prerequisites are always the same.

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The same core requirements surfac
in every marke

Türkiye

Ambitious digital health investments
accelerating foundational data readiness.

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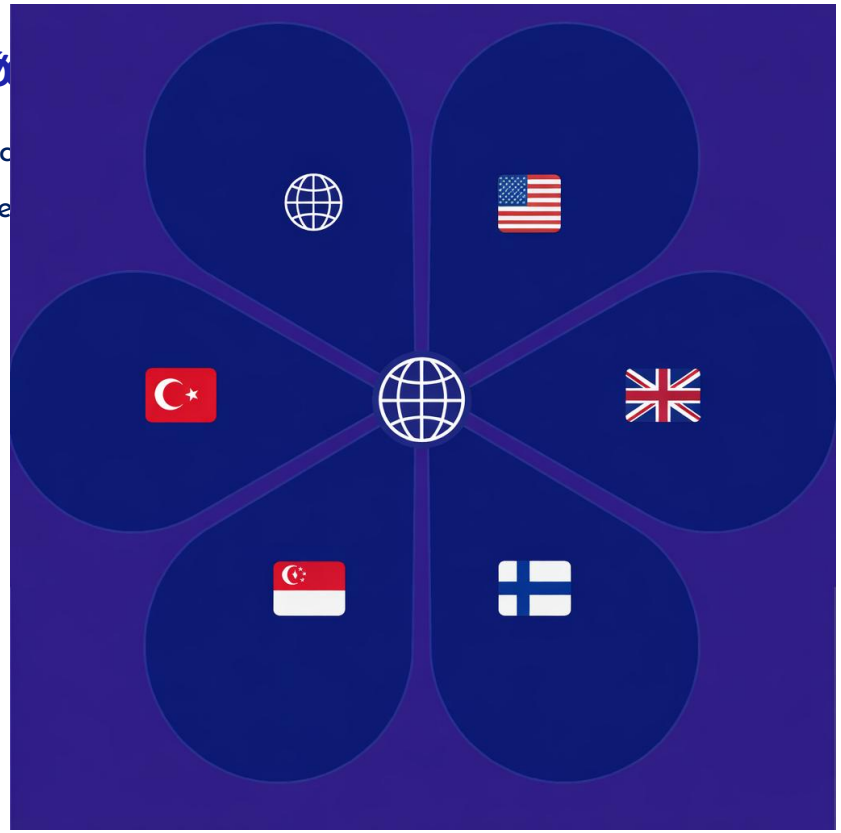
Strong governance policy paired with
rapid AI pilots in clinical settings.



United States

Data quality and interoperability
top the AI readiness agenda.

United Kingdom

NHS integration and governance
frameworks drive AI deployment strategy.

Nordics

Leaders in data infrastructure
yet still grappling with real-time integration.

Data Quality

The universal prerequisite — no AI succeeds without it.

Integration

Systems must work together in real time

Governance

Trust, accountability, and ethics underpin every AI deployment.

What This Means for Leaders

The digital transformation journey requires a fundamental rethinking of leadership priorities, capabilities, and decision-making frameworks. Success demands strategic shifts across three critical dimensions.

Strategic Priorities

Data quality over technology hype – Focus on trustworthy, actionable data rather than chasing the latest tools.

Integration over isolated solutions – Build connected ecosystems that break down silos and enable seamless workflows.

Essential Capabilities

Continuous learning systems – Create organizational structures that constantly adapt and evolve through feedback loops.

Adaptive operations – Design processes that can pivot quickly in response to market shifts and emerging opportunities.

Decision-Making Evolution

Real-time insights – Move from periodic reports to continuous visibility into operations and performance.

Faster, iterative decisions – Embrace experimentation and rapid course correction over lengthy approval cycles.

The Real Shift

- Leadership in the digital age isn't about managing more efficiently—it's about fundamentally redefining what leadership means. The transformation moves beyond technical upgrades to reshape organizational DNA.

Digital Maturity was Never the Destination

It has always been a starting point

Achieving a maturity milestone – an EMRAM stage, an interoperability standard – is not the finish line. It is simply the entry point to the next challenge.

It Must Evolve

As AI capabilities advance, the bar for what "mature" means rises continuously. Organizations must build the muscle to keep pace.

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True maturity in the age of AI is the capacity to respond – to new data, new models, new clinical realities, and new patient expectations.

"We didn't reach maturity. **We just reached the starting line.**"

"In the age of AI, digital maturity is not about being ready… it is about being continuously ready."

The organizations that will lead are not those that achieved a score — they are those that built the capacity to keep evolving. That is the new definition of digital maturity.

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Thank you