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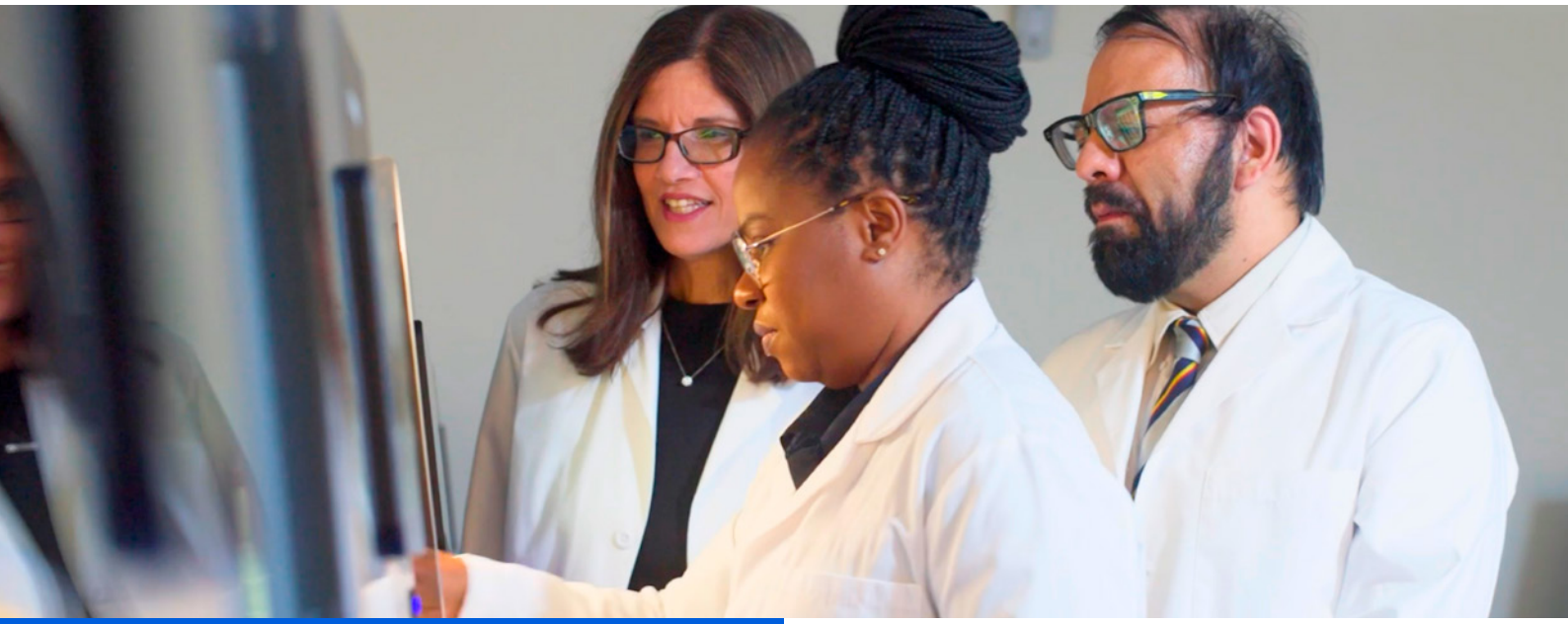
Accelerating time to diagnosis at enterprise scale

How NYU Langone Health achieved enterprise-wide digital pathology adoption in less than twelve months

Digital Pathology
Customer story



Who
Dr. Syed T. Hoda, Clinical Professor at NYU Grossman School of Medicine, Director of Bone and Soft Tissue Pathology and Director of Digital Pathology on the clinical side at NYU Langone Health. With perspectives from Nader Mherabi, Chief Digital and Information Officer, and Rui Soares, Operations Director, Anatomic Pathology Laboratory.

Where
NYU Langone Health is a leading academic medical system serving the New York City region.

Challenge
A national shortage of pathologists, rising diagnostic demand, the inefficiencies of physical glass slide handling and the need to prepare for AI-assisted diagnostics made it clear that pathology workflows needed to become fully digital, trusted and scalable.

Solution
A close partnership between NYU Langone Health and Philips to support an enterprise-wide digital pathology program, combining workflow redesign, clinical change management, IT and infrastructure alignment, on-site support and a future-ready foundation for AI-enabled diagnostics.

Results are specific to the institution where they were obtained and may not reflect the results achievable at other institutions.

Faced with increasing diagnostic demand, growing complexity in pathology workflows, and a national shortage of pathologists, NYU Langone Health recognized the need for a more scalable and connected diagnostic model. In mid-September 2024, the organization began its transition from traditional microscope-based pathology to a digital workflow. By February 2025, the Manhattan and Brooklyn pathology departments were fully digitized across every surgical pathology subspecialty, achieving what Dr. Syed T. Hoda described as a "0-60 in less than twelve months" transformation.

What many institutions approach as a multi-year journey, NYU Langone accomplished in just months by treating digital pathology not simply as a technology deployment, but as a clinical, operational, and cultural transformation. According to Dr. Hoda, the key to building confidence was "change management, change management, and change management," supported by extensive workflow redesign, transparent communication, strong IT partnership, leadership alignment, and sustained on-site support.

Currently the digital pathology program has expanded across the enterprise and helped more than 95 pathologists confidently transition to digital workflows and creating a foundation for faster collaboration, improved access to expertise, and future AI-enabled diagnostics.

Results

< 1 year to complete system wide digital pathology transition

99%+ digital sign-out
of surgical pathology cases in under one year.

95+ surgical pathologists
supported through a rapid, clinically led transition to a new way of working.

2 million images annually
supported through enterprise-scale infrastructure and integration.

< 12 months **Manhattan and Brooklyn campuses fully digitized across all surgical pathology subspecialties.**

Enterprise foundation **for AI-enabled diagnostics, integrated care and more connected access to subspecialty expertise.**

When change management leads the transformation

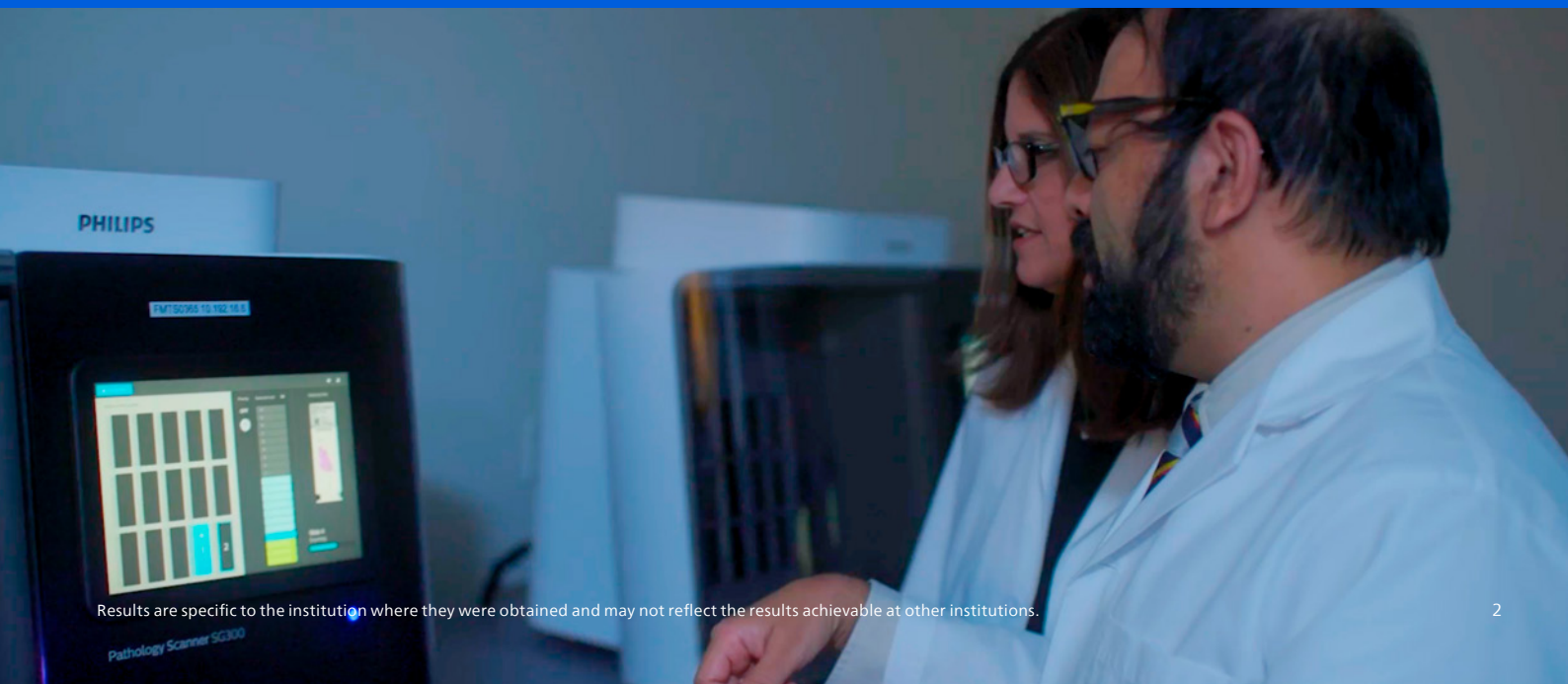
For NYU Langone Health, digital pathology was never simply about replacing a microscope with a screen. It was about redesigning the way pathology work moves across a complex clinical enterprise, while giving pathologists the confidence to adopt a new daily workflow. The transformation combined workflow optimization, on-site IMS support, strong IT partnership, visible leadership communication and practical support for the human side of change.

That human side mattered. Moving more than 95 surgical pathologists to a different way of working within one year required transparent conversations, town halls, practical problem solving and clear alignment among clinical, operational and technology leaders. By making adoption a shared departmental journey, NYU Langone created confidence, momentum and a stronger sense of community around the transition.

"Getting 95+ surgical pathologists to completely change the way they work in one year was a mountain no other large academic medical center had climbed before." Dr. Syed T. Hoda, Director of Digital Pathology, NYU Langone Health

"One of the most central parts of everything we have done is placing change management at the core of our decision-making every step of the way."

Dr. Syed T. Hoda, Director of Digital Pathology, NYU Langone Health



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"Collaboration without delay is a better way to collaborate!"

Dr. Syed T. Hoda, Director of Digital Pathology, NYU Langone Health

From slide logistics to collaboration without delay

Before digital pathology, collaboration often depended on the physical movement of glass slides between departments, locations, and subspecialists. Consultations, teaching activities, multidisciplinary discussions, and secondary reviews relied on slides being available in the right place at the right time.

Following digitization, pathologists gained immediate access to cases across the enterprise. Rather than waiting for slides to be transported, teams could review and discuss cases digitally, enabling faster collaboration, more efficient consultation workflows, and improved access to subspecialty expertise regardless of location.

The benefits extended beyond speed. Digital workflows made case access more predictable, supported easier review, consultation, and supported a more organized workflow for pathologists. By making pathology data available digitally and in real time, NYU Langone strengthened its ability to connect insights across disciplines and support a more integrated diagnostic model.

Building an enterprise platform, not a point solution

For NYU Langone Health, digital pathology was never viewed as a standalone department initiative. Instead, it was approached as part of a broader enterprise strategy to digitize diagnostic workflows, create more connected clinical systems, and establish a scalable foundation for future innovation.

From an executive leadership perspective, the transition represented an opportunity to bring pathology into the same digital ecosystem as radiology, laboratory systems, and the electronic health record. By creating standardized digital workflows, scalable infrastructure, and enterprise-wide access to pathology data, NYU Langone established a platform capable of supporting future growth, collaboration, and advanced analytics.

This enterprise mindset influenced decisions throughout the program, from infrastructure design and storage architecture to integration, governance, and long-term scalability. Rather than solving an immediate operational challenge, the organization invested in a digital foundation that could support innovation for years to come.

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"A fully digital workflow with rich data is a prerequisite for AI at scale."

Nader Mherabi, Chief Digital and Information Officer, NYU Langone Health

"We wanted to be all-in from the start. Moving fully digital rather than maintaining a hybrid model was critical to driving adoption at scale."

Dr. Syed T. Hoda, Director of Digital Pathology, NYU Langone Health

Rethinking operations for sustainable adoption

Operationally, the transition shifted pathology from a workflow dependent on physical slide logistics to a fully digital and integrated model. Pathologists gained immediate access to cases, while case distribution across Manhattan and Brooklyn became more streamlined and predictable. New dependencies in scanning and quality control were identified early, allowing the team to proactively plan capacity and optimize workflows for consistent throughput and reliability. Early attention to scanning capacity, quality control processes, and workflow design helped ensure reliable performance as adoption rapidly scaled across the organization.

"Moving from physical slide logistics to a fully digital workflow fundamentally changed how we operate. Immediate access to cases, streamlined distribution across sites, and strong workflow alignment helped make digital pathology a sustainable way of working across the enterprise." Rui Soares, Operations Director, Anatomic Pathology Laboratory, NYU Langone Health

All-at-once approach

NYU Langone's all-at-once approach helped reduce the complexity often associated with hybrid workflows, where pathologists split their time between analog and digital processes. Rather than maintaining parallel workflows during an extended transition period, the organization committed to a fully digital model from the outset. This enabled pathologists to adopt a single, consistent way of working, accelerated enterprise-wide adoption, and helped establish digital pathology as the standard across the department.

By moving beyond limited use cases such as tumor boards and second opinions, NYU Langone embedded digital pathology into routine diagnostics and multidisciplinary care pathways. This approach helped simplify operations, drive engagement, and support long-term sustainability as the program scaled.

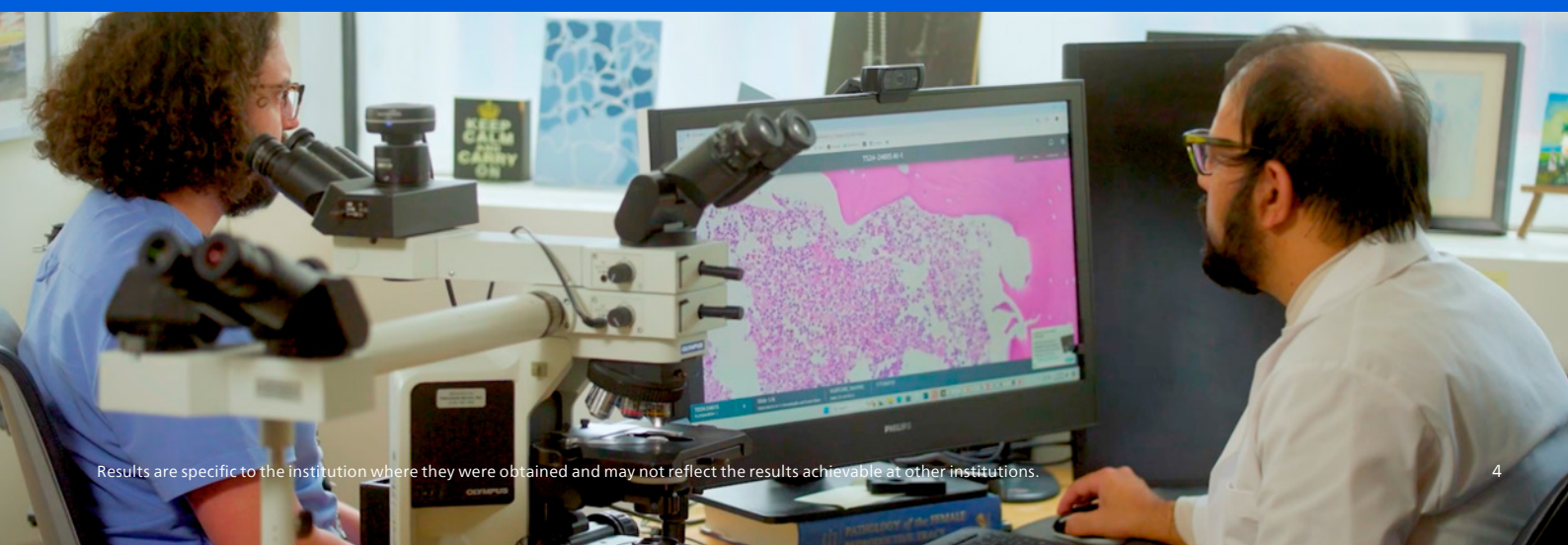
A partnership for adoption

To support its vision for enterprise-wide digital pathology, NYU Langone sought a solution capable of enabling large-scale transformation. The combination of high-throughput scanning, integrated image management, workflow alignment with Epic Beaker, scalable infrastructure, and dedicated clinical implementation expertise provided a foundation that could support both immediate adoption and long-term growth.

Go-live readiness meant more than technology readiness. Philips supported the transformation through workflow assessment, implementation planning, integration support, continuous training, on-site clinical expertise, and ongoing optimization efforts that helped sustain adoption after go-live. Success was measured beyond launch through adoption, workflow adherence and reliable system performance across sites.

"The success of the transition was driven not only by technology, but also by the clinical guidance, and change management support provided throughout implementation."

Dr. Syed T. Hoda, Director of Digital Pathology, NYU Langone Health



This approach helped pathologists build confidence in daily use and supported the transition from technical go-live to sustained digital sign-out. By working side by side with NYU Langone on workflow strategy, organizational readiness and clinical adoption, Philips helped support the human side of transformation as well as the operational and technical requirements.

"On-site support helped build confidence, reduce resistance, and accelerate adoption across our pathology teams."
Rui Soares, Operations Director, Anatomic Pathology Laboratory, NYU Langone Health

From an enterprise leadership perspective, successful transformation required more than scanner deployment. It required alignment across clinical teams, information technology, operations, governance, infrastructure, and cybersecurity. Throughout the program, Philips collaborated with NYU Langone on enterprise architecture, integration strategy, storage design, workflow optimization, and scalability planning to help ensure digital pathology could become a sustainable enterprise capability rather than a standalone departmental solution.

"Successful digital transformation requires more than technology. It depends on aligning people, processes, infrastructure, and governance around a shared vision for the future of diagnostics."Nader Mherabi, Chief Digital and Information Officer, NYU Langone Health

Shaping the future of pathology: AI, integrated diagnostics and workforce development

For NYU Langone leadership, digital pathology represents more than workflow modernization. It establishes the digital foundation required for future AI-enabled diagnostics and a more connected enterprise imaging strategy. By digitizing pathology at scale and integrating it with existing clinical systems, the organization has created the data, infrastructure, and governance framework needed to support the development, validation, and deployment of AI applications across pathology workflows.

"Digital pathology is not an endpoint. It is an enabling platform that supports AI, enterprise imaging, and the future of integrated diagnostics." Nader Mherabi, Chief Digital and Information Officer, NYU Langone Health

With pathology imaging now fully digitized at enterprise scale, NYU Langone has established a high-quality data foundation that can support AI innovation, multidisciplinary collaboration, and integrated enterprise imaging. By making pathology data immediately accessible, shareable, and interoperable, the organization can connect pathology with other diagnostic domains, including radiology, helping to support more coordinated clinical decision-making and a broader data-driven healthcare ecosystem.

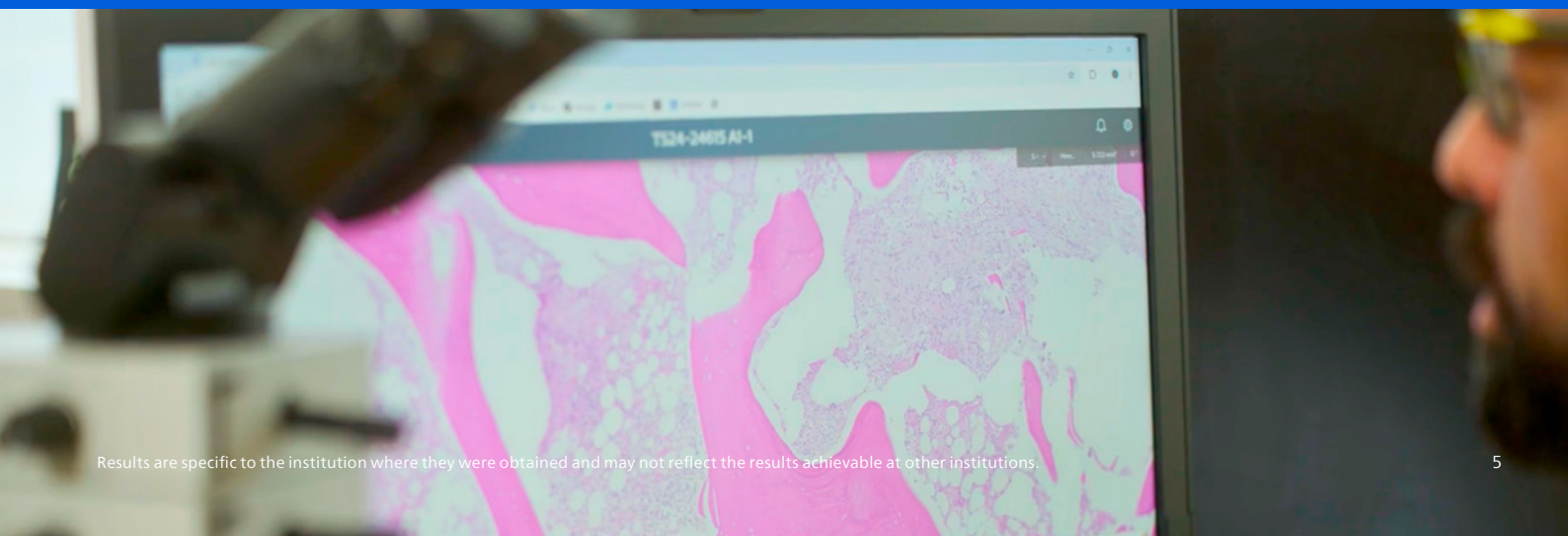
A fully digital workflow also creates the consistency required to deploy AI at scale. Rather than limiting advanced analytics to isolated use cases, NYU Langone has established a foundation that can support the integration of AI across routine diagnostic workflows while maintaining a standardized experience for pathologists and care teams.

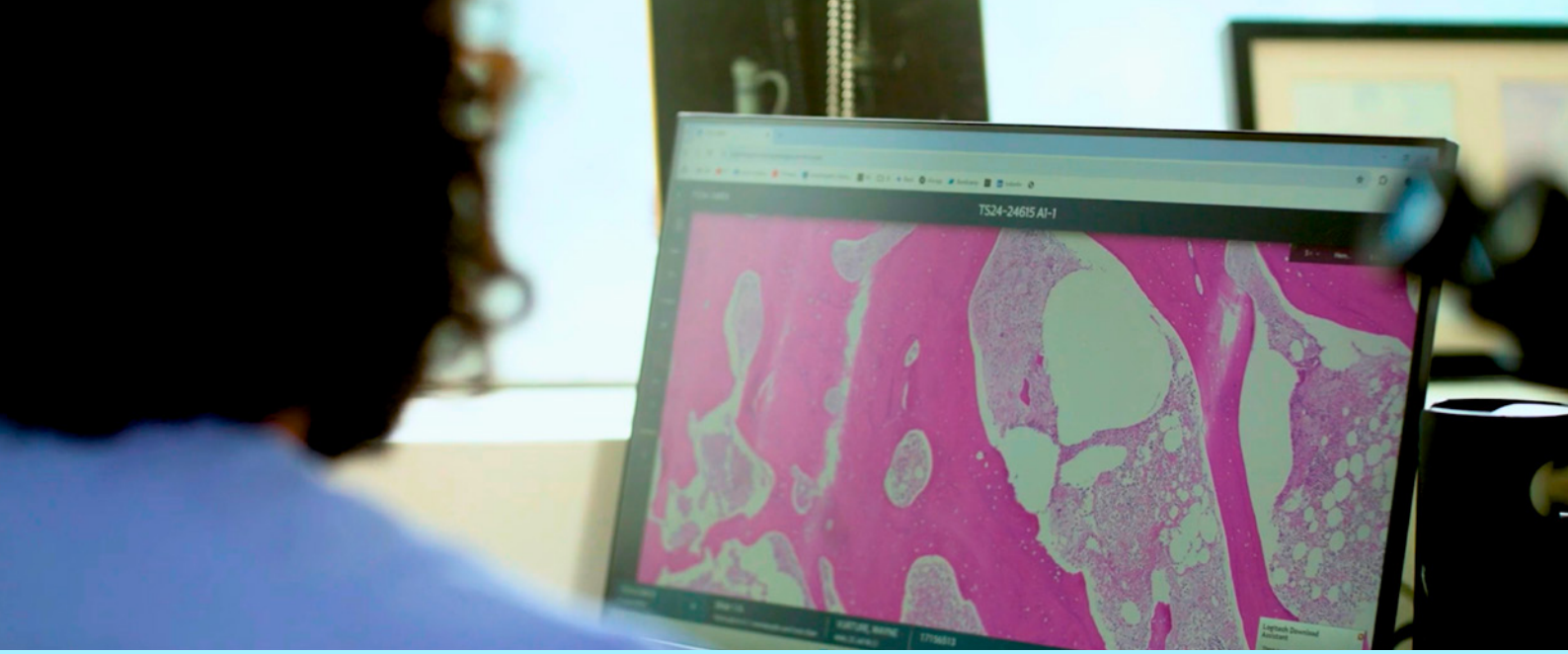
Empowering pathologists and attracting new talent

Digital pathology is also helping NYU Langone create a modern working environment for current and future pathologists. As healthcare organizations across the United States face ongoing workforce pressures, digital workflows can support more flexible ways of working, improve collaboration, and contribute to professional satisfaction. According to Dr. Hoda, the value of digital pathology extends beyond direct financial outcomes to include modernization, recruitment, retention, workflow efficiency, and readiness for future innovation.

"This is an infrastructure and cultural transformation, not just a cost-saving exercise. The non-financial return on investment matters: recruitment, modernization, workflow efficiency, and readiness for AI. Being fully digital changes what becomes possible next"

Dr. Syed T. Hoda, Director of Digital Pathology, NYU Langone Health





A model for enterprise-scale digital transformation

The NYU Langone Health digital pathology journey demonstrates that meaningful transformation depends on more than technology adoption. It requires clinical leadership, enterprise IT alignment, operational readiness, structured change management, and the confidence of the people who use the workflow every day.

By moving quickly and intentionally, NYU Langone Health established a digital pathology model that improves access to expertise, strengthens collaboration, supports more flexible ways of working, and creates a foundation for future AI-enabled innovation.

The organization's rapid transition from first digital case to full digitization across every surgical pathology subspecialty demonstrates what can be achieved when clinical leadership, organizational readiness, and a shared vision align around transformation.

The journey also highlights the value of a service-led partnership. By combining technology, workflow expertise, change management, and hands-on support, this helped guide the transition from planning and workflow design through clinical adoption, go-live, and continuous optimization, enabled NYU Langone Health to scale digital pathology with confidence.

Ready to start or accelerate your own digital transformation?

Talk to your Philips representative or visit www.philips.com/digitalpathology to learn how you can unlock the full potential of digital pathology.

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Any views or opinions presented in this statement are solely those of NYU Langone Health and team and do not necessarily represent those of Philips.

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