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DIGIPATH DISPATCH

Gestalt Company Newsletter

FROM EVALUATION TO IMPLEMENTATION: WHAT'S NEXT FOR DIGITAL PATHOLOGY

BY LISA-JEAN CLIFFORD, PRESIDENT

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Over the past several years, much of the conversation around digital pathology has centered on adoption. Laboratories evaluated technologies, explored AI applications, and worked to understand what a digital future could look like within their organizations. Today, that conversation is evolving.

As I speak with pathologists, laboratory leaders, and industry partners, the questions they are asking have shifted from *"Should we go digital?"* to *"How do we do it successfully?"* and "How do we ensure it delivers meaningful value?"

The answer is rarely found in technology alone. Successful digital transformation requires thoughtful planning, stakeholder alignment, workflow redesign, and a clear understanding of how new tools will support the people using them every day. Organizations that focus exclusively on evaluating technology often discover that the greatest challenges lie elsewhere: integration, change management, governance, and operational readiness.

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Newsletter Highlights

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Because Days Matter.

FROM EVALUATION TO IMPLEMENTATION: WHAT'S NEXT FOR DIGITAL PATHOLOGY

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We are seeing a similar shift in conversations surrounding artificial intelligence. Interest in AI continues to grow, but healthcare organizations are becoming more discerning in how they evaluate its role. The most important questions are no longer centered on whether an algorithm can perform a task. Instead, leaders are asking how AI can be integrated into existing workflows, how it can scale across the enterprise, and how it can contribute to measurable operational and clinical outcomes.

These are encouraging developments. They reflect a maturing market that is focused not simply on innovation, but on implementation and impact.

At Gestalt, we believe the future of pathology will be shaped by organizations that approach digital transformation strategically, building flexible foundations, prioritizing interoperability, and ensuring technology serves the workflow rather than disrupting it.

The next phase of digital pathology is here. The opportunity before us is not simply to adopt new technologies, but to execute thoughtfully and create lasting value for labs, pathologists, and the patients they serve.

WHY DIGITAL PATHOLOGY EFFORTS SUCCEED OR STALL

FEATURING HONG NGUYEN, PRODUCT DIRECTOR

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As digital pathology adoption accelerates, many organizations are discovering that selecting the right technology is only one part of a successful implementation. More often, long-term success depends on how well digital workflows are planned, integrated, and adopted across the organization.

One of the first challenges laboratories encounter is rethinking established workflows. Transitioning from glass slides to digital pathology is not simply a change in how cases are viewed—it requires organizations to evaluate how cases move through the laboratory, how pathologists interact with images in addition to data, and how existing systems support those processes. Identifying workflow limitations early creates opportunities to improve efficiency rather than replicate outdated, manual processes in a digital environment.

Successful organizations also look beyond their immediate needs. While it's tempting to focus on solving today's challenges, implementation decisions should support future growth. Selecting a solution without considering long-term goals can lead to fragmented workflows, limited interoperability, and costly redesigns as digital pathology programs expand.

According to Hong Nguyen, Product Director at Gestalt, the most successful implementations balance a clear long-term vision with realistic, achievable milestones. Organizations that establish measurable goals, validate progress at each stage, and build upon those successes are better positioned to reduce workflow friction, improve integration, and encourage user adoption over time.

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"The organizations that succeed don't try to accomplish everything at once. They establish a long-term vision, achieve meaningful milestones along the way, and let each success build momentum for the next."

WHY DIGITAL PATHOLOGY EFFORTS SUCCEED OR STALL

(CONT'D)

Equally important is stakeholder alignment. Digital pathology impacts pathologists, laboratory staff, IT teams, administrators, and organizational leadership alike. Bringing these groups together early to establish shared objectives and expectations helps ensure smoother implementations, stronger collaboration, and more effective resource planning.

Ultimately, successful digital pathology adoption is less about implementing new technology and more about enabling meaningful change. Organizations that approach implementation with a focus on workflow redesign, stakeholder engagement, and long-term strategy are best positioned to realize the full value of their digital transformation.

IN THE NEWS

Decision Support Algorithms that Deliver Meaningful Use in the Anatomic Pathology Lab
Featured in MLO
This article is a practical masterclass on how to design, evaluate, and operationalize AI-driven decision support in AP so it actually delivers meaningful use.

Labs Say They're Automated. The Workflow Tells a Different Story
Featured in CLP
Many labs consider themselves automated, but manual steps persist. Here's where automation is working, where it's falling short, and how some labs are starting to close the gaps.

Don't miss an insight.
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THE MOST STRATEGIC AI QUESTION ISN'T "DOES IT WORK?"

As artificial intelligence becomes more common in pathology conversations, organizations are becoming increasingly sophisticated in how they evaluate its potential. While early discussions often focused on algorithm performance, today's leaders are asking a different question: Where should AI fit within the organization's workflow?

This distinction is important. Even highly accurate tools can struggle to deliver meaningful value if they operate outside the natural flow of work. When pathologists must leave their primary workflow, switch applications, or navigate additional steps to access AI insights, adoption becomes more difficult and potential efficiencies are lost.

This challenge is often small interruptions that accumulate throughout the day. Additional clicks, manual handoffs, disconnected systems, and context switching may seem minor individually, but collectively they can slow case review, increase frustration, and limit the potential for impact of new technology. For this reason, organizations evaluating AI are increasingly looking beyond algorithm performance alone. They are considering how solutions integrate with existing workflows, how information is presented to users, and whether the technology supports, rather than disrupts, the diagnostic process.

> **"The most effective AI tools don't create a new workflow. They improve the existing one."**

As digital pathology continues to mature, workflow integration will play an increasingly important role in determining which AI initiatives succeed, especially if it fits naturally into the way pathologists already work. Organizations that focus on reducing workflow friction and embedding technology within existing processes will be best positioned to realize the operational and clinical benefits that AI promises to deliver.

GET THE GUIDE

Digital Pathology Adoption Challenges: A Practical Guide for Pathologists and Lab Directors

Our experts know the most common points where momentum slows, and have laid out steps to help you tackle what to do next.

MORE INSIGHTS FROM OUR EXPERTS

- "When Digital Pathology Evaluations Stall, It's Not About Technology"
- "The Most Strategic AI Question Isn't Does It Work? It's Where Should It Sit?"
- "If You Can't Define Workflow Friction, You Can't Justify Digital Change"
- "If AI Lives Outside the Workflow, It Won't Live Long"
- "Scalability Is the Real Test of AI Maturity"
- "Quality Control Is the Most Undervalued AI Use Case in Pathology"

SCALABILITY IS THE REAL TEST OF AI MATURITY

FEATURING SINA REZVAN, SALES DIRECTOR

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While pilot projects often take place in controlled environments with limited users and defined use cases, scaling AI introduces a different set of requirements. Governance, workflow integration, interoperability, infrastructure readiness, and long-term support quickly become just as important as algorithm performance.

"Laboratories are looking for flexibility. They want open platforms that allow them to adapt as AI continues to evolve."

These realities are reflected in the conversations laboratory leaders are having today. According to Gestalt Sales Director Sina Rezvan, organizations are increasingly prioritizing flexibility as they evaluate digital pathology and AI solutions. As the technology landscape continues to evolve, many laboratories are seeking open platforms that allow them to adopt new innovations without becoming constrained by a single vendor ecosystem.

At the same time, practical concerns remain top of mind. Laboratory leaders continue to evaluate how digital pathology initiatives can be justified financially, how existing LIS limitations may impact adoption, and what foundational capabilities must be in place before AI can be deployed successfully.

Part of a successful AI transformation strategy is to ensure the proper foundations of growth you need in digital pathology like standardized workflows, barcode-driven specimen tracking, integrated systems, and cross-functional stakeholder engagement. The organizations seeing the greatest success are approaching AI as part of a broader digital transformation strategy.

As pathology organizations continue their digital journeys, scalability will become an increasingly important measure of success. The laboratories that realize the greatest value from AI will not necessarily be those that adopt first, but those that build the operational foundations needed to support long-term impact.

WILL YOU BE AT THESE CONFERENCES? LET'S CONNECT.

Gestalt will be onsite to demonstrate how digital pathology can support these priorities in practical, measurable ways.

From enterprise imaging with PathFlow to AI-enabled insights and expert IT Services, our platform is designed to meet labs where they are, and help them move forward with confidence.

- ***American Association of Pathology Assistants (AAPath) Annual Conference 2026***
  July 19 - 22 | Boston, Massachusetts
- ***College of American Pathologists Annual Meeting (CAP26)***
  October 3 - 6 | Las Vegas, Nevada
- ***PathVisions 2026***
  October 16-18, 2026 | San Diego, California

A MESSAGE FROM THE CEO

Across the industry, the conversation has shifted from evaluating digital pathology to realizing its full potential. At Gestalt, that shift continues to guide every decision we make.

Our focus is on building technology that helps laboratories succeed in the real world through interoperability, practical AI integration, and workflows that support the way pathologists work every day. We believe digital transformation isn't about adding more technology; it's about creating a flexible foundation that enables laboratories to adapt as their needs evolve.

That philosophy continues to shape our investment in PathFlow. Guided by feedback from our customers, advisory board of pathologists and industry demands, we're expanding capabilities that simplify integration, improve workflow efficiency, leverage evolving technological advancements and give organizations the flexibility to embrace future innovations with confidence.

As pathology continues its digital evolution, we're proud to partner with laboratories that are moving beyond initial adoption and into broad scale execution. Together, we're building solutions that not only meet today's needs but also create lasting value for the future of pathology.

Onward and upward.

Dan Roark