



GE HealthCare

**20
25**

**COMPANY
OF THE YEAR**

Driving impact across the customer value chain

*RECOGNIZED FOR BEST PRACTICES IN THE
GLOBAL CLINICAL OPERATIONS COMMAND
CENTER INDUSTRY*

F R O S T & S U L L I V A N

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Best Practices Criteria for World-class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. GE HealthCare excels in many of the criteria in the global clinical operations command center space.

RECOGNITION CRITERIA	
<i>Visionary Innovation & Performance</i>	<i>Customer Impact</i>
Addressing Unmet Needs	Price/Performance Value
Visionary Scenarios Through Megatrends	Customer Purchase Experience
Leadership Focus	Customer Ownership Experience
Best Practices Implementation	Customer Service Experience
Financial Performance	Brand Equity

Redefining Healthcare Operations: A Global Shift Toward Intelligent, Data-Driven Command Centers

The clinical operations command center (COCC) market represents one of the fastest growing and strategically significant segments within the broader hospital command center ecosystem. Designed to optimize the flow of patients, staff, assets, and resources across healthcare facilities, these command centers are becoming essential to hospitals’ digital transformation journeys. By combining real-time visibility with predictive insights, they enable health systems to make data-driven decisions that improve care coordination, operational efficiency, and financial performance. COCCs are used across in-hospital and hospital-at-home programs and typically encompass subsegments such as capacity management, diagnostic and radiology coordination, and clinical monitoring. Among these, capacity management covering inpatient flow and diagnostic or radiology throughput has become the most established, supported by a growing roster of leading technology vendors and proven return on investment (ROI).

Several converging forces drive growth in this market. Hospitals around the world are under increasing financial pressure to improve margins, prompting a focus on operational efficiency as a key enabler of profitability. At the same time, rapid technological advancements, particularly in artificial intelligence (AI) and large language models, have transformed decision-making capabilities, making intelligent automation and workflow optimization achievable within existing healthcare infrastructures. As healthcare organizations seek a 360-degree view of their operations, command centers are emerging as the central nervous system that integrates patient, security, and operational data into a single, actionable platform.

Early adopters have already demonstrated strong performance improvements, compelling peer institutions to explore similar solutions. Furthermore, health systems are consolidating their vendor ecosystems, moving away from fragmented bolt-on tools toward comprehensive platform providers

capable of supporting scalable, enterprise-grade command center architectures. This shift is reinforced by the need to comply with diverse regional data privacy and management regulations, prompting vendors to deliver customizable, adaptable solutions that meet local requirements.

Despite this strong momentum, several factors continue to limit market expansion. Financial uncertainty and trade tariffs, particularly in the United States, are causing hospitals to delay or scale back large-scale technology investments. The challenge of achieving enterprise-wide interoperability remains a major obstacle, as disparate data systems and departmental command centers must integrate to realize the full potential of centralized operations. Many healthcare organizations remain focused on short-term returns, favoring investments that yield immediate cost savings rather than long-term scalability. Workforce constraints compound these challenges. Hospitals often lack the information technology expertise to implement and maintain complex AI-enabled systems, while the effort required to assess, adopt, and train staff on new technologies adds further strain to an already burdened workforce.

Looking ahead, the COCC market is poised for robust expansion, with revenues forecast to grow at a compound annual growth rate of 15.4% from 2024 to 2029.¹ The convergence of AI, Internet of Things, 5G connectivity, and data interoperability continue to redefine the operational intelligence capabilities of healthcare systems globally. North America remains the most mature and established market, while the Middle East is expected to experience the fastest growth, fueled by investments in smart hospital infrastructure and digital health transformation. Over the next five years, COCCs will evolve from efficiency tools into strategic assets that underpin proactive care delivery, capacity optimization, and enterprise resilience, establishing themselves as a cornerstone of the modern, digitally connected healthcare ecosystem.

A Trailblazer's Path

GE HealthCare is a leading global provider of medical technology, pharmaceutical diagnostics, and integrated, cloud-first AI-enabled software solutions dedicated to advancing precision care and transforming healthcare delivery worldwide. With more than 125 years of experience and a presence in over 160 countries, the company serves over one billion patients annually and supports an installed base exceeding five million devices.² Its four business units (Imaging, Advanced Visualization Solutions, Patient Care Solutions, and Pharmaceutical Diagnostics) form a comprehensive portfolio spanning the entire care continuum, from early diagnosis to treatment and monitoring.

GE HealthCare's innovations consistently set new industry benchmarks, including the first full-body computed tomography, the commercialization of magnetic resonance imaging, the first handheld ultrasound, and the first hospital command center. The company continues to pioneer next-generation technologies through a precision care strategy that integrates data, devices, and digital intelligence to make hospitals more efficient, clinicians more effective, and therapies more personalized.

In the COCC market, Frost & Sullivan believes GE HealthCare solutions are uniquely positioned at the intersection of clinical insight, operational intelligence, and enterprise-scale digital transformation. Its command centers leverage advanced analytics, cloud-based interoperability, and AI-driven decision

¹ "Growth Opportunities in Global Hospital Command Centers, 2024-2029", Frost & Sullivan, September 2025

² <https://www.gehealthcare.com/about/about-ge-healthcare-systems>

support to help hospitals optimize patient flow, resource allocation, and staff coordination, thus improving outcomes while reducing costs and inefficiencies. Frost & Sullivan further believes GE HealthCare's comprehensive value proposition (medical devices and software) position the company to redefine the future of healthcare and sustain its leadership in the COCC market.

Reimagining Healthcare Operations: Vision, Leadership, and Precision in Execution

In Frost & Sullivan's analysis, GE HealthCare has the potential to transform global hospital operations through strong leadership, intelligent innovation and disciplined execution that directly address healthcare's most persistent operational challenges. At the center of this transformation is the company's command center solution, which GE HealthCare has pioneered and refined since launching the world's first modern hospital command center at Johns Hopkins in 2015.³

Over the last decade, GE HealthCare has expanded its command center solution to support various clinical and operational needs, including health system coordination, hospital patient flow, outpatient and virtual operations, staffing optimization, and procedural command centers supporting diagnostic and interventional workflows.

Within this portfolio, the forthcoming command center solution represents one of GE HealthCare's most advanced offerings. Part of the CareIntellect™ family of applications, it builds upon the foundational capabilities of the earlier command center models, including capacity management, patient flow optimization, staffing alignment, radiology and laboratory coordination, deterioration management, and

"By unifying data from electronic health records (EHR), staffing systems, diagnostic equipment, and IoT devices, [GE Healthcare's forthcoming command center offering] enables hospitals to gain real-time visibility into patient demand, balance staffing, and optimize capacity with precision. It has the potential to replace fragmented decision-making with predictive orchestration, helping hospitals deliver higher-quality care while improving financial resilience."

- Silvana Rulet
Best Practices Research Analyst

high-risk alerting, while introducing modern, cloud-first architecture, enhanced interoperability, and AI-driven predictive and prescriptive analytics.

GE HealthCare's forthcoming command center offering directly addresses the most critical unmet needs in healthcare today: efficiency, visibility, and coordination. By unifying data from electronic health records (EHR), staffing systems, and diagnostic equipment, the solution enables hospitals to gain real-time visibility into patient demand, balance staffing, and optimize capacity with precision. It has the potential to replace fragmented decision-making with predictive orchestration, helping hospitals deliver higher-quality care while improving financial

resilience. The outcomes are measurable: leading health systems have achieved up to 24% reductions in avoidable patient days, one-day decreases in average length of stay, and savings exceeding \$40 million annually.⁴

GE HealthCare's command centers transform fragmented information into coordinated decision-making, enabling hospitals to anticipate bottlenecks, optimize resources, accelerate diagnostics throughput,

³ Interview with Frost & Sullivan for Industry Report, June 2025

⁴ Interview with Frost & Sullivan, November 2025

improve care progression, and prevent operational disruptions before they occur. Beyond visibility, the CI4Ops model applies advanced analytics to prescribe recommended actions, guiding clinical and operational teams on the specific interventions needed to alleviate constraints, rebalance workloads, and sustain performance. This action-recommendation platform helps embed data-driven decisions into daily operations, turning insight into timely, measurable impact.

GE HealthCare is executing a disciplined transformation, shaped by megatrends such as AI adoption, digital interoperability, and the demand for sustainable healthcare economics. Rather than responding incrementally, GE HealthCare developed a strategy that places operational intelligence at the heart of care delivery.

This precision-care vision has the potential to connect data, devices, and decisions into a single dynamic ecosystem, creating hospitals that are not only connected but also continuously learning and improving. Peer health systems collaborate to develop new applications of technology that share performance improvements and validate best practices. As a result, the company enables continuous innovation across use cases, from inpatient flow to virtual care coordination, procedural throughput, staffing forecasting, and deterioration management, accelerating the adoption of successful strategies across the global network.

GE HealthCare's process for customer engagement and change management has the potential to drive consistent, transparent, and measurable deployments. Each project follows a structured path, from workflow assessment and design to activation and continuous optimization, anchored by co-governance with hospital leadership. Its multidisciplinary teams combine clinical insight, operational design, change management, and data science expertise, ensuring that new workflows are adopted confidently and sustainably.

To support organizations at various stages of their transformation journeys, GE HealthCare offers multiple partnership models to accommodate diverse customer needs. Beyond technology deployment, the company works closely with customers on operational redesign, helping integrate digital tools and analytics into everyday clinical and administrative workflows. GE HealthCare supports customers further through on-site training and iterative reviews that maintain alignment between hospital goals and outcomes. The process is global yet adaptable, designed to account for regulatory, cultural, and operational nuances across diverse health systems in North America, Europe, Asia-Pacific, and the Middle East.

With its COCC, GE HealthCare is well positioned in the intelligent hospital era, bridging strategy and execution to deliver a smarter, more resilient, and patient-centered global healthcare ecosystem.

Sustainable Growth through Disciplined Innovation and Measurable Value

GE HealthCare had \$19.7 billion in revenue in 2024,⁵. GE HealthCare is transitioning from an equipment-

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- Nitin Manocha
Senior Industry Analyst

centric enterprise to a provider of AI-enabled, cloud-based software solutions. By expanding subscription and software-as-a-service offerings, GE HealthCare increases the share of recurring revenue, helping to provide for predictability, scalability, and ongoing reinvestment in innovation.

Leading institutions have reported millions of dollars in savings by shortening length of stay and improving resource utilization. These results form the foundation of GE HealthCare’s economic proposition: performance that pays for itself. Through a modular, cloud-first architecture, hospitals can scale capabilities as their needs evolve, converting large capital expenditures into predictable operational costs.

For its CCOC business, GE HealthCare is focused on geographic diversification and department expansion to balance mature-market stability with emerging-market opportunity.

GE HealthCare’ grows by ensuring its customers thrive. This seamless approach defines GE HealthCare’s leadership: a company that drives outcomes and sets a new global standard for value-anchored, sustainable growth in healthcare technology.

Beyond Partnership: Building Enduring Trust and Transforming Customer Experience

GE HealthCare’s customer relationships are designed to deliver continuous improvement and shared success. From the first conversation through years of collaboration, the company’s engagement philosophy is built on transparency, collaboration, and measurable outcomes. This approach redefines how healthcare institutions experience technology procurement, ownership, and service, anchoring every stage of the customer journey in trust and value.

Hospitals face complex, high-stakes decisions when selecting digital transformation partners, and GE HealthCare approaches this challenge as a collaborative design exercise. Its cross-functional teams conduct in-depth assessments of operational workflows, financial constraints, and clinical priorities, ensuring proposed solutions address a hospital’s unique ecosystem. Through proof-of-value pilots and clear performance benchmarks, the company gives decision-makers confidence grounded in data, not promises. This consultative approach transforms procurement into partnership, aligning investments with measurable, outcome-based returns.

⁵ https://www.gehealthcare.com/-/jssmedia/gehc/us/files/about-us/healthcare-systems/ge-healthcare-fact-sheet-august_jb27714xx.pdf?rev=-1

Once deployed, the partnership deepens through a model of shared governance and continuous improvement. GE HealthCare's COCC platform is supported by structured frameworks that embed transparency and accountability at every level. Hospitals have the opportunity leverage intuitive performance dashboards and regular joint reviews that track progress against defined metrics, such as patient throughput, staffing efficiency, and capacity optimization. This lifecycle model ensures that value is not only achieved but sustained.

The company's change management and training programs further distinguish the ownership experience. By empowering hospital teams to operate and evolve the platform independently, GE HealthCare replaces dependency with capability. Clinical and administrative users are equipped with the knowledge to adapt workflows and extract deeper insights as their data maturity grows. This philosophy of enablement over dependency transforms technology adoption into institutional learning, ensuring that customers' capabilities grow alongside the product.

Service excellence completes the continuum. GE HealthCare's predictive service model combines AI-enabled monitoring with human expertise to ensure uptime, reliability, and rapid resolution. Its "service intelligence that never sleeps" approach proactively identifies issues before they affect performance, minimizing downtime and maintaining trust. Global field teams, clinical specialists, and customer success managers collaborate seamlessly to deliver technical solutions and strategic guidance that enhance hospital operations over time.

All these elements reinforce GE HealthCare's most enduring asset: its brand equity. Since its founding, the company has been synonymous with reliability, innovation, and integrity. Its brand represents not just advanced technology, but the assurance that innovation is ethically developed, responsibly deployed, and purposefully aligned with patient and provider needs. This combination of legacy and leadership makes GE HealthCare one of the most trusted names in global healthcare, a symbol of consistency in an industry defined by continuous change.

GE HealthCare's thought leadership in AI governance, interoperability, and healthcare transformation continues to shape industry standards and inspire confidence among hospitals, policymakers, and patients. Through transparent collaboration, predictive support, and a brand anchored in trust, GE HealthCare builds relationships that endure long after contracts are signed.

Conclusion

Frost & Sullivan believes GE HealthCare demonstrates excellence across every evaluation dimension, covering vision, leadership, implementation, customer value, and brand reputation. The company anticipated the megatrends transforming healthcare and operationalized them through disciplined execution, measurable outcomes, and sustained financial performance. Its next generation command center represents the next step in this evolution: AI-enabled, predictive software that helps hospitals and health systems predict and resolve operational bottlenecks before they occur. Beyond its command center solutions, GE HealthCare's broader portfolio of imaging, patient care, advanced visualization, and pharmaceutical diagnostics solutions reinforce the company's integrated vision, connecting data and clinical insight across the entire care continuum. This approach has the potential to deliver tangible impact: millions in savings, measurable improvements in care delivery, and a global framework for how hospitals can thrive in the digital era.

With its strong overall performance, GE HealthCare earns Frost & Sullivan's 2025 Global Company of the Year Recognition in the clinical operations command center industry.

What You Need to Know about the Company of the Year Recognition

Frost & Sullivan's Company of the Year Recognition is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Recognition Analysis

For the Company of the Year Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Visionary Innovation & Performance

Addressing Unmet Needs: Customers' unmet or under-served needs are unearthed and addressed to create growth opportunities across the entire value chain

Visionary Scenarios Through Megatrends: Long-range scenarios are incorporated into the innovation strategy by leveraging mega trends and cutting-edge technologies, thereby accelerating the transformational growth journey

Leadership Focus: The company focuses on building a leadership position in core markets to create stiff barriers to entry for new competitors and enhance its future growth potential

Best Practices Implementation: Best-in-class implementation is characterized by processes, tools, or activities that generate consistent, repeatable, and scalable success

Financial Performance: Strong overall business performance is achieved by striking the optimal balance between investing in revenue growth and maximizing operating margin

Customer Impact

Price/Performance Value: Products or services offer the best ROI and superior value compared to similar market offerings

Customer Purchase Experience: Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

Customer Ownership Excellence: Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

Customer Service Experience: Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company's long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

		VALUE IMPACT	
STEP		WHAT	WHY
1	Opportunity Universe	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	Transformational Model	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	Ecosystem	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	Growth Generator	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	Growth Opportunities	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	Frost Radar	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	Best Practices	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	Companies to Action	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at <http://www.frost.com>.

The Growth Pipeline Generator™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

[Learn more.](#)

Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Megatrend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

