# PREPARING YOUR ORGANIZATION FOR ARTIFICIAL INTELLIGENCE AND TECHNOLOGY ADOPTION

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AI and machine learning proliferate the news. Predictions about breakthroughs in multiple fields such as radiology and diagnostics abound. If you accept the central thesis behind Moore's Law and that exponential improvements in price, size, speed and capability of technology will continue – combined with the knowledge that we've been on this path for over 20 years – then one must accept that the technology is going to change at such a rapid pace as to make predictions impossible.

We see AI and Machine Learning having the same effect on the economy and productivity as the Internet had. Data is the central enabling factor; the success of an AI system depends on the quality and quantity of labeled data sets used to train the algorithms. The data in a patient's EHR will only grow as care complexity increases and as sensors and technology expand. There are interesting use cases emerging where data in select applications has proven very promising. But we have a long way to go to corral this into truly useful, easily interchangeable sets. And if the machines are "learning" from data that is incorrect, the result is unknown – but won't be good.

But assuming we can harness the data, things we are likely to see include:

- "Substitutes" where AI is better at doing something we are already doing. Things like culling through large data sets to make a diagnosis or gathering data in a structured, less biased way. For example, we may have less Human Interaction at certain places in the patient process – certain routine tasks are replaced by Avatars or voice recognition systems – freeing up nurses, technicians and doctors to see more patients or spend more time with critically ill patients. We've seen an AI-enabled Avatar that has effectively provided a basic level of behavioral health counseling, able to detect subtleties like voice inflection, body language and the like.
- "Complements" or new capabilities where AI enables us to do something that would be too expensive or time-consuming today to even attempt. These are the unknown and hard to predict, potentially disruptive applications that disintermediate middlemen and create entirely new categories of competitors or products.

Externally, based on this ambiguity of outcome, our primary advice to our health care system clients is – get close to the action and stay engaged. If it appears things are lagging or not quite reaching their promise, just hold on. It's coming. Many of the systems, even those with reasonably large venture funds or accelerators, are sub-scale compared to what is happening in other countries or Silicon Valley and Boston. Large scale partnerships, creating multiple touch points, or investing in a "fund of funds" is one way to create meaningful impact. Resources and efforts that are collaborative are the best way to move forward.

Internally, to prepare your organizations systems should look at two principles: first, start to prepare your employees with skill-based training so that they become conversant in how AI works and its impact across all functions. Second, prepare your organization for the inevitable culture clash; as AI forces changes to systems, skills, competencies, style and strategy, the Corporate Immune System – that thing that lurks in every organization - will emerge and try and snuff out change. One needs a strategy for anticipating and overcoming that.

## MEET THE AUTHORS

**Boe Young** is the Chief Operating Officer and Executive Vice President with Galloway and has personally led new CEO/senior executive transitions in five private and public-sector organizations. He was the founding leader of the Army's 75th Innovation Command, designed to accelerate private sector innovation and technology into the military. He also was the senior army representative for the Defense Innovation Board, the DoD's leading institution for driving disruptive innovation inside the DoD. He has commanded a battalion in combat, has two master's Degrees, including an MBA from

Goizueta Business School at Emory University, and over 25 years of senior executive profit and loss experience. He was a Major General in the US Army Reserve where he commanded the Army's largest organization for training senior executives and their teams to perform in a cohesive, synchronized and effective manner and served as the Reserve's senior human resource executive for over 200,000 individuals. He has worked with leading healthcare organizations on organization restructuring, strategy implementation, innovation, governance, performance improvement, efficiency and executive leadership.

**Mitchell Galloway** is the CEO and co-founder of Galloway Consulting and built his reputation by helping healthcare executives transform their organizations, often achieving landmark results on seemingly impossible timetables. Among the country's foremost authorities on organizational strategy, he takes the lead role with our clients, rapidly diagnosing the challenges they face and prescribing innovative, timely, and effective responses. His analytical expertise and candor have earned him the confidence of decision-makers across the healthcare industry, from small, rural hospitals to multibillion-dollar corporations. Mitch has been in the healthcare business for his entire thirty-five-year career, starting his first consulting business 28 years ago. He has built and led several companies over the years that all focused on helping healthcare executives drive significant improvement in their organizations. He has an MBA from Emory University's Goizueta Business School, where he achieved the #1 class ranking and was recognized as the Outstanding Graduate Student in the field of Organization and Management. He has a Bachelor of Science in Health Systems from the Georgia Institute of Technology.

To get started and prepare your organizations internally, systems should look at two principles. First, start to prepare your employees with skill-based training so that they become conversant in innovation and technology and its impact across all functions. Second, prepare your organization for the inevitable culture clash; as innovation forces changes to systems, skills, competencies, style and strategy, the Corporate Immune System – that thing that lurks in every organization - will emerge and try and snuff it out change. One needs a strategy for overcoming that.