Navigating the Future: Generative AI Market Maturity and Strategic Readiness for Health Care Executives

2024

AVIA has one clear mission

Enable healthcare organizations to achieve **digital success** with greater **speed**, **discipline**, and **impact**.

2

AVIA is the partner of choice for healthcare organizations on a digital transformation journey.

Deep digital expertise

Network best practices & benchmarks

Long-term partnerships

Part 1: What Healthcare Executives Need to Know

AI created image 2/2/2024

Source: AHA

Executive Summary

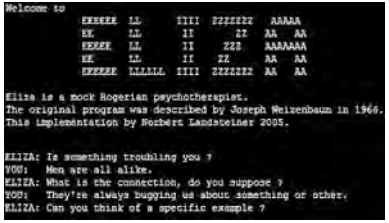
AI development proving more readiness than ever before

Standard AI language is critical to organizational alignment and capability/use case development

Healthcare is ripe to embrace AI with many areas to consider; Start with a few…

History of Artificial Intelligence | 1950-1970s

1950 - British mathematician and logician Alan Turing proposed a test that has taken his name: the Turing Test. In the Turing test, people would interact with an agent and to try to decide from its responses whether it was human or a computer.



1960s - Using the symbolic AI approach (rules-based systems), scientists tried to replicate human intelligence by programming rules for decision-making into machines such as SHRDLU and ELIZA

Early Foundations

Progress & Setbacks

1950

1960

1970

1956 - The term, "Artificial Intelligence" was born at a conference held at Dartmouth College in 1956 by leading researchers in the new field of computing

1970s - The world entered an AI winter, triggered by the pulling of government financial support for AI research in the US and UK. AI's time in the shadows would last for around a decade.

Source: Cybernews

History of Artificial Intelligence | 1980s - Now

1980s - Symbolic AI fell out of fashion, replaced by **machine learning**, an approach that involved training algorithms on data, enabling them to 'learn' and improve their performance over time.

2017 - The concept of **transformers** was introduced, expanding generative capabilities by learning from a large set parameters in a self-supervised manner

2012 - Nvidia invents the **Graphic Processing Unit (GPU)**, a powerful chip with AI potential

2023 - Explosion of generative AI tech solutions (i.e., Midjourney) and accelerated AI adoption within organizations, deriving business value

Machine Learning

Deep Learning

Transformers

1980

2000

2020

1997 - An IBM-backed AI project called DeepBlue managed to beat chess grandmaster Garry Kasparov over a series of multiple matches. However, AI still used Central Processing Unit (CPU) chips, that made AI slow.

2015 - Google purchases DeepMind, Open AI founded

2022 - OpenAI releases **ChatGPT** for public use

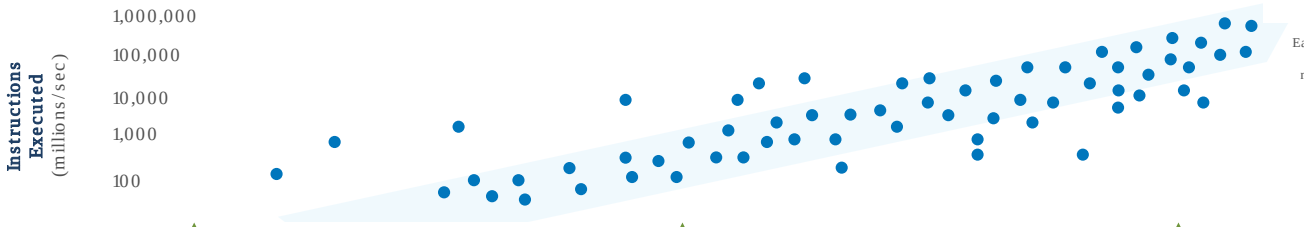
2024 - The EU AI Act becomes the first-ever legal framework on AI with establishment of the European AI Office

Source: Cybernews

Additional Advancements that Supported AI Growth

Increased computing speed and storage capacity propelled AI development, enabling complex algorithms and transformative applications

COMPUTING SPEED



STORAGE CAPACITY

IBM 305 RAMAC (1956)
Storage: 5-10 MB
Size: 30x50ft
Weight: 10 tons
Price: $30K/month

Cray-2 Supercomputer (1985)
Storage: 32 GB
Size: 48x66 in
Weight: 2.5 tons
Price: $30M

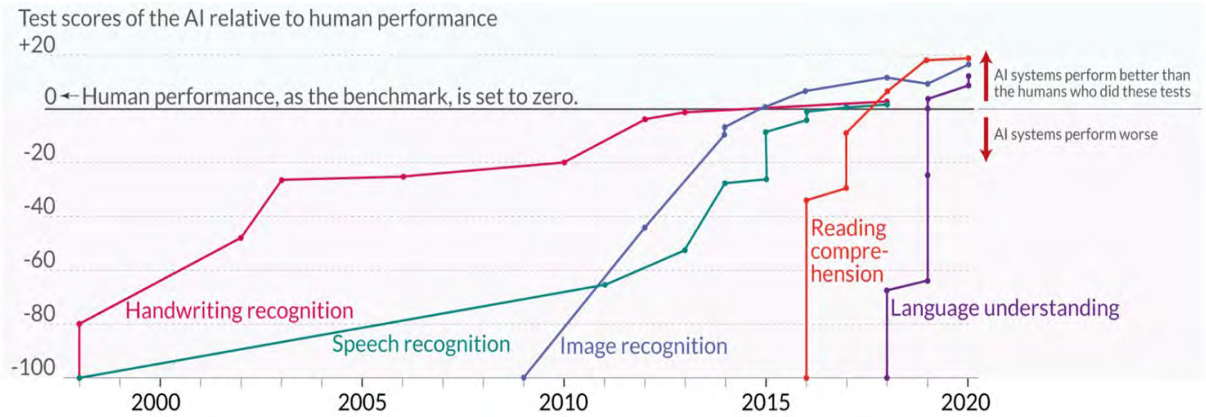
iPhone XS (2018)
Storage: 512 GB
Size: 5x3 in
Weight: 0.3 lbs
Price: $900

Faster computing and improved information storage allowed for practical, real-time solutions to find relationships in the data that were previously unknowable using mathematical expressions and algorithms

Source: Kiela et al. (2021) - Dynabench: Rethinking Benchmarking in NLP

From Promise to Performance

Technological advancements have enabled AI to outperform humans in cognitive tests



RECOGNITION → COMPREHENSION → GENERATION

Generative AI vs. Standard Tests

	GPT-3.5	GPT-4
Bar Exam	10th percentile	90th percentile
SAT Reading & Writing	87th percentile	93rd percentile
SAT Math	70th percentile	89th percentile
Stanford Complex Clinical Care Exam	4 points higher than med students	4.2 points higher than med students

Generative AI is just starting to display its capabilities, with already impressive results

Source: Kiela et al. (2021) - Dynabench: Rethinking Benchmarking in NLP

Defining AI & Generative AI

Intelligent Automation encompasses a set of technologies that create a 'digital workforce' to further optimize business, clinical, and operational objectives

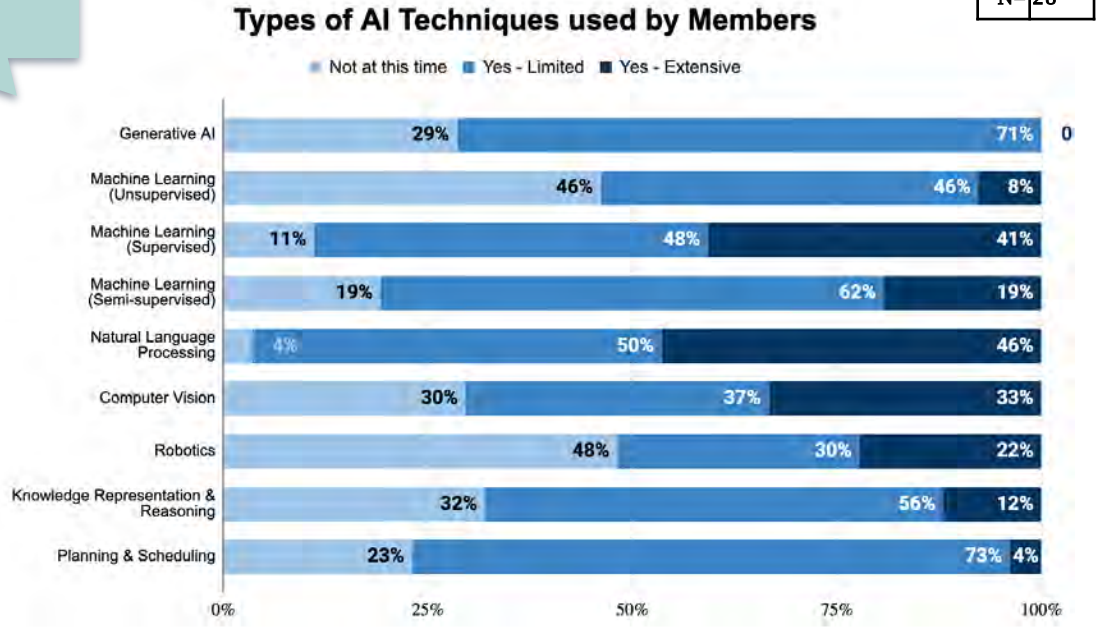
Generative AI Collaborative

Technique Use

As of Q1 2024, most of the Collaborative have started to explore Generative AI.

While NLP, some ML and Computer Vision have gained traction, **Generative AI, Unsupervised Machine Learning, Knowledge Representation, and Planning/Scheduling are the least utilized** AI techniques

N= 28



Source: AVIA Gen AI Collaborative (Discovery Phase - August 2023)

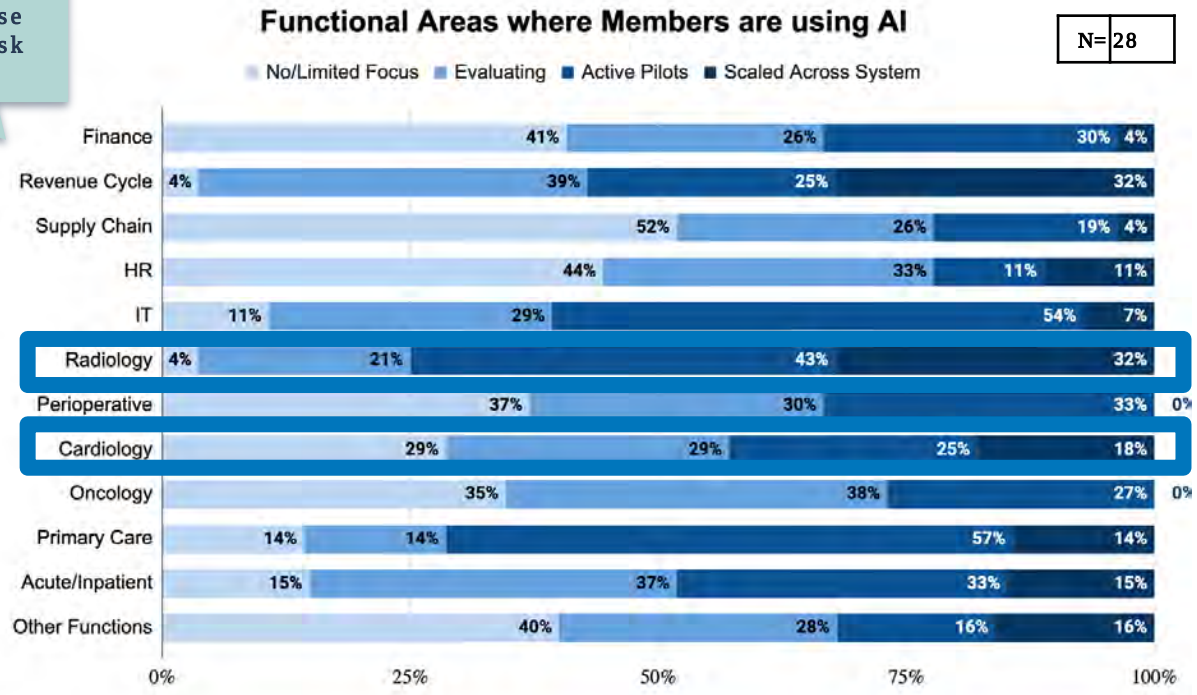
Generative AI Collaborative

With regulatory clarity from the FDA, **Radiology and Cardiology are two of the most mature clinical areas** where AI is demonstrating scale across the system

Functional Area Use

Revenue Cycle and IT provide examples of administrative use cases due to workflow and risk attributes.

Primary Care appears to have higher degree of maturity due to NLP technology, while Acute Care is a resultant of predictive analytics.

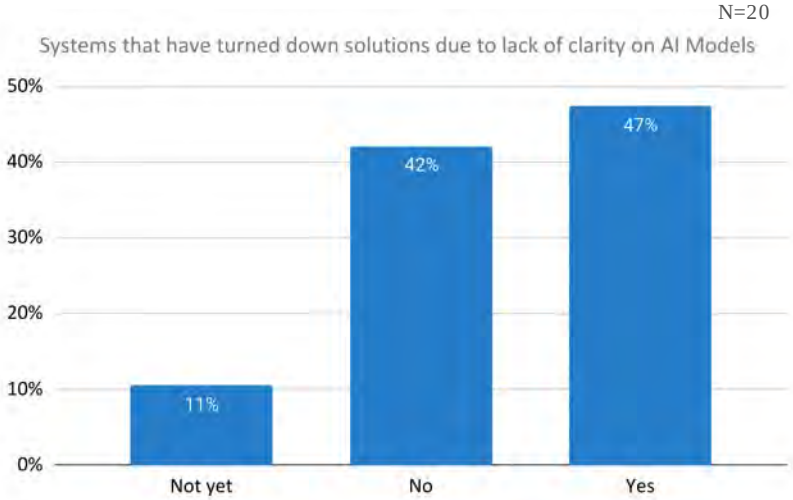


Source: AVIA Gen AI Collaborative (Discovery Phase - August 2023)

Organizational Survey

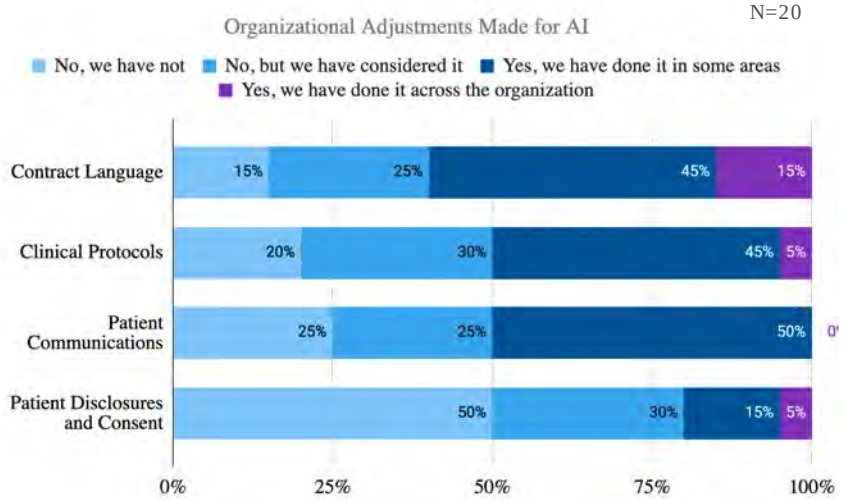
Half of organizations have **turned down a solution partner** due to lack of clarity on AI model/solution design

There is a gap in the market with solution opaqueness and model ambiguity, leading to missed opportunity.



Most Organizations have made **some adjustments** to accommodate AI

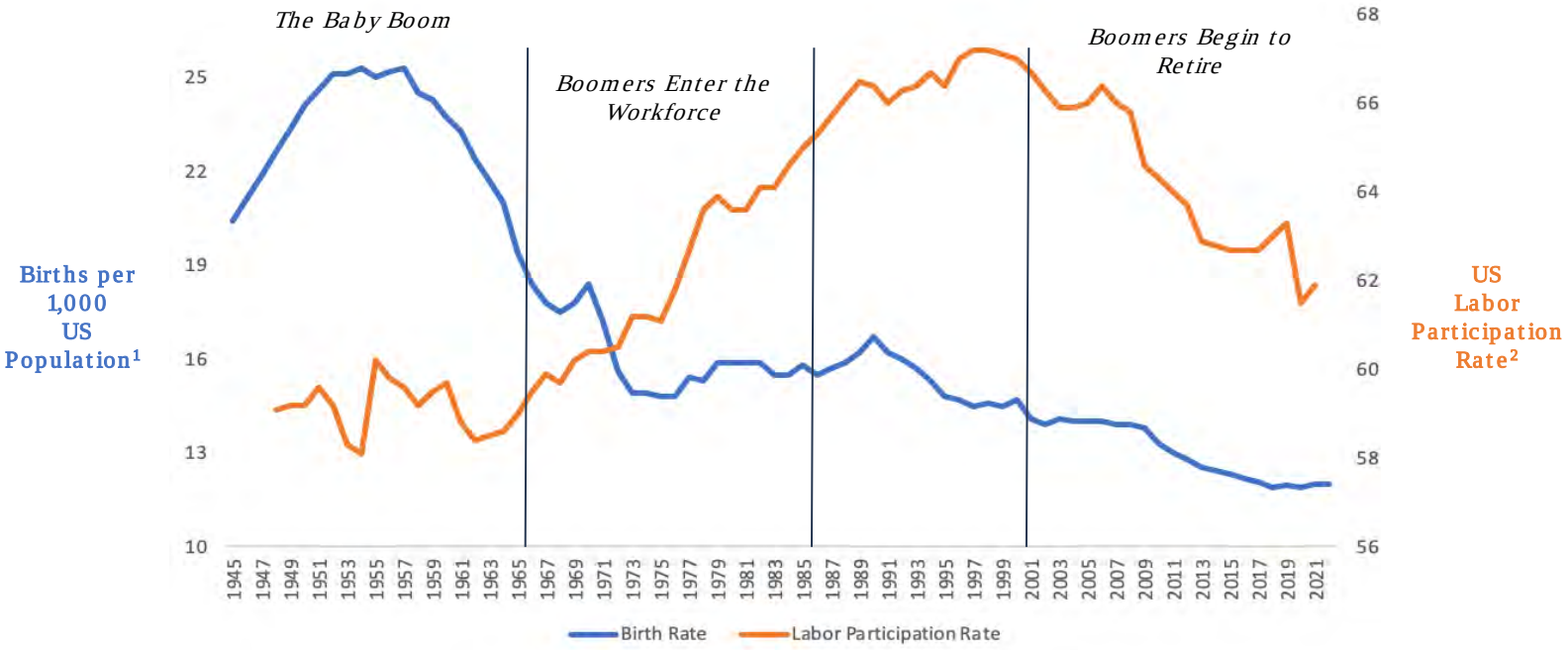
Organizations appear to be starting to act from a key risk perspective, but only in limited ways across operational and patient facing aspects.



The Case for AI in Healthcare

The Capacity Cliff | More Patients, Fewer Workers

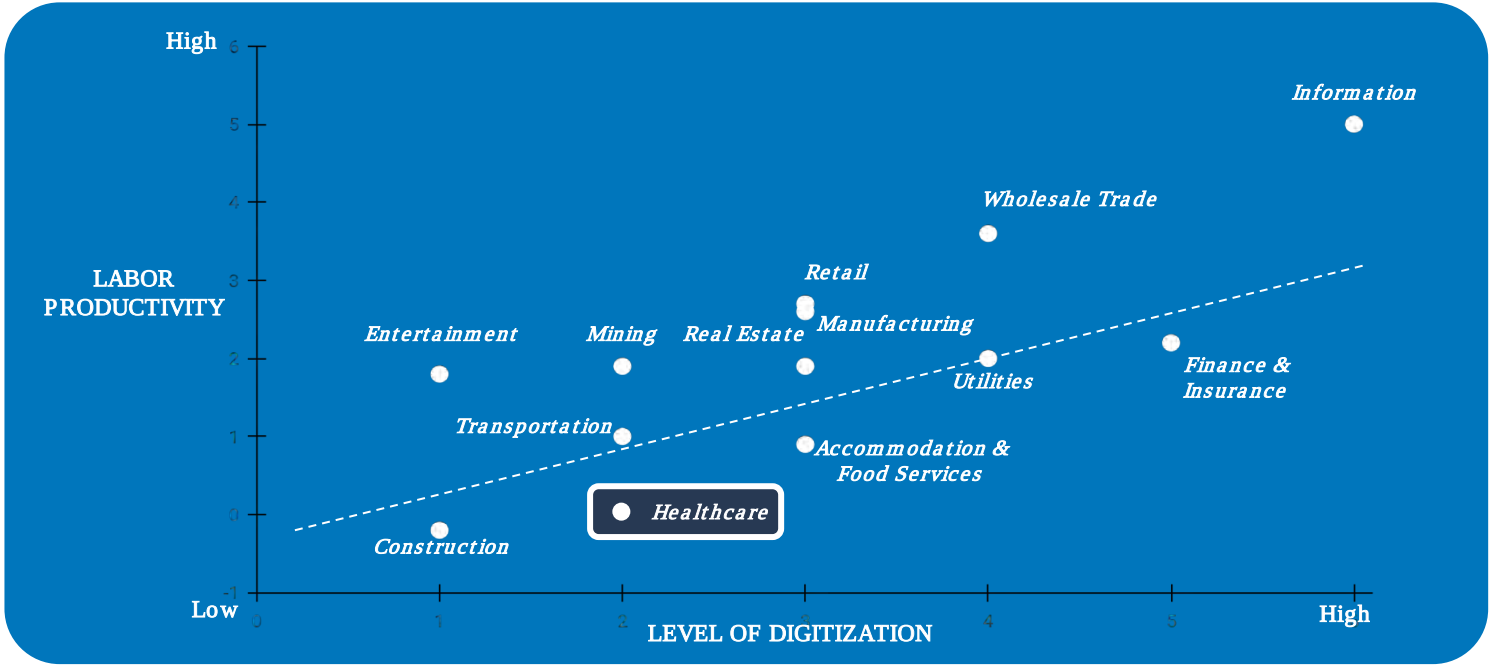
Providers will soon have to treat more patients with fewer workers



Sources:
[1] Live Births and Birth Rates, by Year
[2] FRED Economic Data
[3] U.S. Census Bureau
[4] AMN Healthcare Survey: 85% of Healthcare Facilities Face Shortages of Allied Healthcare Professionals

Healthcare Has a Productivity Problem

Healthcare is the only industry that added technology and lost productivity



Source: Rekindling US productivity growth for a new era | McKinsey

AI Impact on Healthcare Providers | Hospitals & Provider Groups

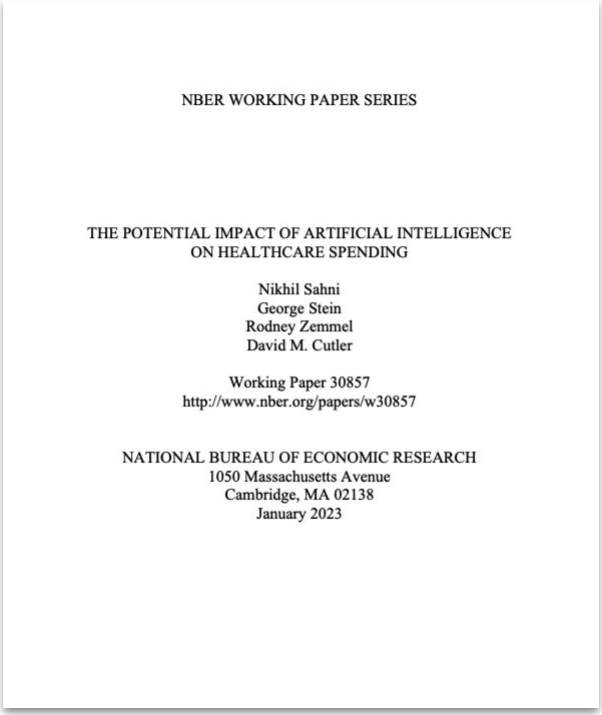
Potential net savings within next 5 years using today's technology without sacrificing quality or access:

$80B → $180B

Breakdown

Stakeholder Group	Total costs (2019), $ billions	Net savings opportunity (2019), $ billions	Net savings opportunity as percent of total costs
Hospitals	$1,096	$60-$120	5-11%
Physician Groups	$711	$20-$60	3-8%

Source: NBER (Harvard & McKinsey)



NBER WORKING PAPER SERIES

THE POTENTIAL IMPACT OF ARTIFICIAL INTELLIGENCE ON HEALTHCARE SPENDING

Nikhil Sahni
George Stein
Rodney Zemmel
David M. Cutler

Working Paper 30857
http://www.nber.org/papers/w30857

NATIONAL BUREAU OF ECONOMIC RESEARCH
1050 Massachusetts Avenue
Cambridge, MA 02138
January 2023

Use Case Example: Clinical Documentation

In-Person Scribes
Human scribe paired with a single provider who is physically present in the exam room to document patient encounters in real-time and produce note for provider sign off

Remote Scribes
Human scribe paired with a single provider who is virtually present in the exam room to document patient encounters in real-time and produce note for provider sign off

Tech-Enabled Scribes
A technology solution used by a provider that records and transcribes patient encounters after which a human produces the note for provider sign off

AI Solutions
A technology solution used by a provider that captures patient encounter and produces the note for provider review

Ambient documentation solutions' comparative advantage in cost and turnaround time (TAT) is disrupting the industry

In-Person Scribes
Cost: $40K | TAT: <24 hr
ScribeAmerica, ProScribe

Remote Scribes
Cost: $35K | TAT: <24 hr
ScribeAmerica, AUGMEDIX, SharpScribe, Scribe EMR, AQuity

Tech-Enabled Scribes
Cost: $20K | TAT: <4 hr
ScribeAmerica, DeepScribe, 3M, AUGMEDIX, Nuance

AI Solutions
Cost: <$10K | TAT: <1 min
Nuance, Ambience, Suki, Nabla, Abridge, AUGMEDIX, DeepScribe

1. Abridge, Ambience and Nabla announced funding rounds in 2024
2. Medical Scribes: Symptom or Cause of Impeded Evolution of a Transformative Artificial Intelligence in the Electronic Health Record
3. 29 Health Systems in the AVIA Gen AI Collaborative

Use Cases for AI in a Healthcare Provider Setting

In order to move forward, organizations must identify the problems that AI can solve for and where to deploy

Access to Care

- Providing Rich Responses To Patient Queries
- Accelerating Clinical Trials
- Triaging Patients
- Extending the Reach of Top-Quality Medical Care

Medical Decision Making

- Improving Biopsy Procedures
- Enabling more informed treatment decisions
- Transcribing & Analyzing Doctor-Patient Conversations
- Diagnostic Assistance
- Analyzing Medical Images

Patient Care Delivery

- Improving Patient Adherence To Recommended Care
- Monitoring And Analyzing Vital Signs
- Delivering Proactive Care
- Evaluating Patients after hospital discharge
- Personalizing Treatment Plans

Population Health

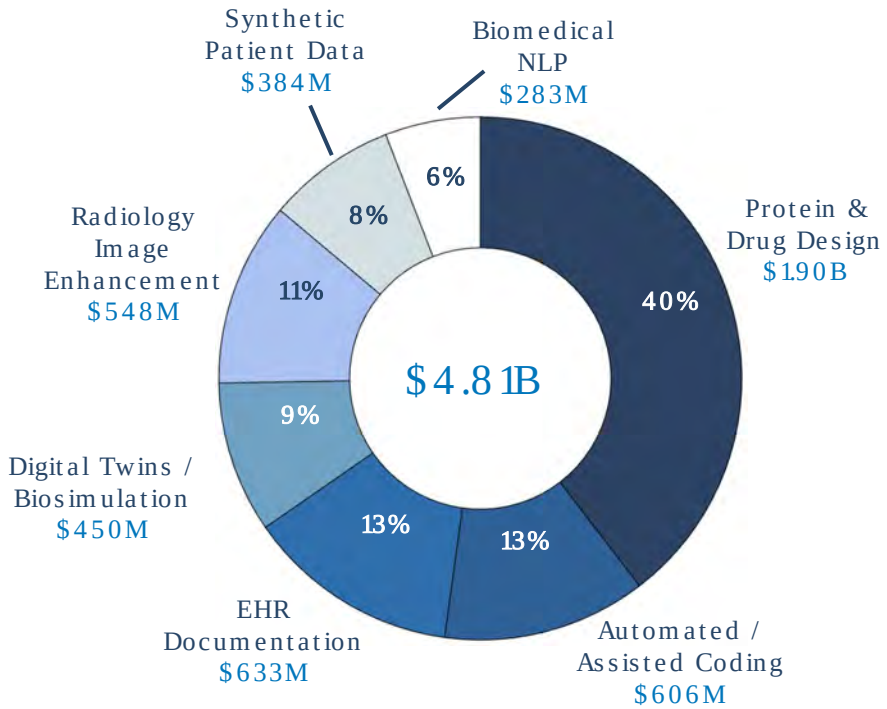
- Indexing Common Health Markers
- Identifying patients at risk of certain diseases

Administrative

- Optimizing Medical Facilities' staffing, scheduling and resource planning
- Streamlining Administrative Tasks
- Providing internal education and co-training support to workforce for corporate service functions (HR, Finance, etc)

Healthcare Generative AI Investment Market Map

To date, Protein & Drug Design, EHR Documentation, and Automated Coding remained the top investment areas



Protein & Drug Design
Acceleration and de risking of drug development, reducing time, cost, and effort / number of experiments required

Automated / Assisted Coding
Usage of AI / ML to streamline coding of procedures / diagnoses for billing & reimbursement purposes

EHR Documentation
Automated generation / enhancement of documentation using AI analytics of patient data

Digital Twins / Biosimulation
Usage of computer models to simulate biological processes, predict behavior of drugs / devices, and create virtual replicas of biological systems

Radiology Image Enhancement
Usage of AI algorithms to improve speed and quality of medical imaging, as well as reduce data requirements

Synthetic Patient Data
Generation of artificial data intended to imitate real patient info and mitigate challenges related to privacy, security, and access to real data

Biomedical NLP
Usage of linguistic models & algorithms to extract and analyze information from biomedical text data, e.g. EHRs, scientific literature, clinical trial reports

Source: CB Insights

Part 2: Structure and Formation

We are seeing market formation in three distinct areas

Big Tech Companies

- Investing in AI research, data storage, platform, and computation
- Increasing collaboration with provider organizations and startups

AI Digital Solutions

- Increasing investment in funding to support solution market landscape build out
- Marketing Integration of AI technologies to health systems

AI Infrastructure (Enablers)

- Increasing growth in the cloud-based platform and computing solution spaces
- Increasing technical stack infrastructure to support “maker” organizations

The largest technology companies are leading the charge…

- Deepening partnership with **Microsoft** (Nuance)
- Generative AI use cases in **pilot/development**:
  - AI-drafted responses to in-basket messages
  - Ambient clinical notes powered by Nuance, Abridge, Ambience
  - AI-powered chatbot to explain medical bills
  - Note summaries for clinicians and researchers

- Contracted with the **FDA** to develop **AI tools to extract information from EHRs** & improve understanding of the **effects of medicines on large populations**
  - Over the next 2 years, Cerner & John Snow Labs will support the **FDA's Sentinel Initiative** by using AI technology

- **AWS** tool announced the launch of **HealthScribe**, allowing providers to build clinical applications that use **speech recognition and generative AI** to create **transcripts of patient visits**, **identify key details** and **create summaries** that can be entered into the EMR

- Built **Med-PaLM 2**, an AI tool designed to answer questions about medical information
- Announced a partnership with **Mayo Clinic** in June to explore generative AI's applications in the hospital
- Partnered with **HCA Healthcare** and **CHS**

- In 2022, acquired Nuance, a leader in conversational AI and ambient intelligence
- Incorporates **GPT-4**, the LLM technology from **OpenAI**, in its **clinical note taking** software
- Integrating **Azure OpenAI Service** into Epic

The AI Market is growing fast, are you prepared?

Clinical

DECISION SUPPORT
regard · pieces · kahun · prognos health · GLASS · navina · ARTERYS · merative

DIAGNOSTICS/IMAGING
GE HealthCare · SIEMENS · Canon CANON MEDICAL SYSTEMS · PHILIPS · aidoc · hume · KINTSUGI · DIGITAL DIAGNOSTICS · PathAI

RESEARCH
ATROPOSHEALTH · scite_ · XYLA · InpharmD · Elicit · consensus · MDCLONE

SURGICAL ROBOTICS
XACT · Proprio · VICARIOUS SURGICAL · INTUITIVE SURGICAL · AURIS · CMR SURGICAL · VERB SURGICAL

PROVIDER DOCUMENTATION
abridge · AUGMEDIX · Ambience · NUANCE · Nabla · Suki

CLINICAL OPERATIONS
Artisight · VIRTUSENSE · hellocare

Administrative

PRIOR AUTHORIZATION
cohere HEALTH · myndshft · banjo health · Rhyme · ethermed · Co:Helm · Develop Health · LATENT · Fairway Health

CARE OPERATIONS
Olér Health · notable · MEMORA HEALTH

RECRUITING
IntelyCare · Reverence · winnow

CONVERSATIONAL AI
Syllable · hyro · orbita · avaamo · BirchAI · INFINITUS

MEDICAL CODING
BUDDI AI · CODAMETRIX · nym · FATHOM · Arintra · MAVERICK

REVENUE CYCLE OPERATIONS
Gentem · enter · rivet · aperio · Adonis · SmarterDx · element5 · RIALTIC · cedar · candidhealth · WAYSTAR · Anomaly · AKASA

IT & Analytics

ML PLATFORMS
Open for Innovation KNIME · Amazon SageMaker · TIBCO · H2O · alteryx · SAS · databricks · Azure Machine Learning

AI SUITE
ClosedLoop · DataRobot · Ferrum · Hippocratic AI — Do No Harm —

POPULATION HEALTH & ANALYTICS
evidation · APIXIO · patientIQ · Clarify Health Solutions · CARTA HEALTHCARE · innovaccer

DATA
meMR · ScienceIO · cascade · Centaur Labs · Segmed · RHINO HEALTH · TripleBlind · GRAPHITE · SYNTEGRA · UNLEARN · Clinithink

SECURITY & COMPLIANCE
PRIVATEAI · CODOXO AI Solutions for Healthcare

Patient-Facing

CARE NAVIGATION
ada · decoded health · Auxa Health · mira · Talkie.ai

AI-ENABLED SERVICES
Curai Health · monogram health

REMOTE PATIENT MONITORING
tytocare · Athelas · current health · biofourmis

COMPANION AI
be my eyes · wysa · Woebot Health · Care.coach

Illustrative list of Digital Solutions with noted AI capabilities; Not specific to any one AI technique (ie Generative AI) (Updated March 2024)

AI Digital Solutions | Successful AI Use Cases Across the Country

MAYO CLINIC

Volpara HEALTH

Mayo Clinic has leveraged the power of AI capabilities through **image analysis and image-based risk scoring** to unlock the potential to revolutionize mammography screening while increasing early detection of breast cancer.

By effectively using Volpara's AI technology, **clinicians can most easily pinpoint high-risk patients for breast cancer** and work with them to develop **personalized prevention and screening strategies**.

Providence

MedPearl

Providence Health has partnered with Medpearl to **improve patient engagement and referral management** through a first of kind engagement co-pilot chatbot.

In a pilot last year involving more than 200 Providence providers, **72% said MedPearl improved their workups, 20% said it changed which specialists they referred to, and another 20% said they were able to care for the patient themselves** without the need of a specialist. MedPearl's net provider score is 61, between good and excellent.

Ochsner Health

aidoc

Ochsner Health has partnered with Aidoc to **address clinician burnout while enhancing patient outcomes** through AI-enabled scan analysis.

The result is **quick and efficient identification of acute abnormalities in scanned images** using AI algorithms, enabling **quicker triaging and care coordination by the care team**. Aidoc's aiOS solution also helps facilities with implementation and integration of the solution with the existing EHR and data platforms.

Sources: Healthcare IT News, Becker's , Cision

Generative AI/ AI Near-Term Use Cases

There is accelerating momentum of AI use case development across health systems in the country, with the following areas seeing early successes

Clinical Documentation
- Ambient listening, chart summary generation, provider documentation

Digital Solution Examples: NUANCE, Ambience, abridge, DeepScribe, AUGMEDIX, Knowtex, Suki, Nabla

Clinical AI
- Medical error detection, clinical decision support, diagnostics/imaging

Hippocratic AI — Do No Harm —, iz.ai, regard, PathAI, NEXUS MD, SIEMENS, PHILIPS, aidoc, HOPPR, Artisight, GE HealthCare, MEDICAL IP, Apella, IDOVEN

Patient Engagement and Communications
- Bedside communications, post-discharge status checks, care navigation, remote patient monitoring, conversational chatbots

Talkie.ai, HeHealth, orbita, hyro, Pingo, dacadoo, AGENTIF AI, mira, ada, avaamo

Corporate Services (HR, IT, Marketing)
- Marketing content creation, code writing, code auditing/debugging, RAG +LLM techniques for internal use (training, policy)

Google, Microsoft, ChatGPT, GitHub, WRITER

Healthcare Operations - Administrative/Clinical
- Internal workforce communications, prior authorization, revenue cycle operations, call center, data analytics, research

myndshft, ATROPOS HEALTH, MAVERICK, talkdesk, Autonomize, banjo health, Arintra

Part 3: How Leaders Should Prepare

AI Impacts Every Leader of the Organization

The questions each leader should answer for

President/CEO/Provost
"How can AI be an enabler to **achieve long term community benefit and organization sustainability**?"

CIO
"How will AI impact our **tech stack** and is our **data infrastructure** sufficient?"

CHRO
"How we incorporate AI into the organization to **alleviate workforce challenges** without employees feeling threatened?"

CFO
"How can AI help us reduce **reduce our costs / grow our revenue base in** an environment of rising expenses and shrinking reimbursement?"

COO
"How can we integrate AI into our organization to **optimize operational efficiency and streamline processes** across departments?"

Chief Data Officer
"How do we **ensure the quality of our data** and leverage to **deliver value to our patients, researchers, and students** and the system?"

CXO
"How can we leverage AI to **enhance the patient or student experience** by increasing access and healthcare literacy?"

CSO
"How can we use AI to gain a **competitive advantage in our strategies, while being ethical and responsible to our stakeholders**?"

CMO / CNO / Assoc. Provosts
"How can AI **alleviate clinician and faculty burdens** while improving outcomes and delivering care more compassionately, how and when patients or students want it?"

AI Impacts Every Leader of the Organization

Leadership Responsibilities with AI

CSO
Responsibilities:
- Strategic vision
- Resource allocation
- Ethical/regulatory oversight

Skills Required:
- AI/Data literacy
- Change management

CIO
Responsibilities:
- Tech stack strategy
- Tech integration & infrastructure
- Privacy & security

Skills Required:
- Technical proficiency
- Strategic planning

CHRO
Responsibilities:
- AI talent acquisition
- Change management
- Re-skilling & upskilling

Skills Required:
- Talent management
- Change management

CFO
Responsibilities:
- Planning & budgeting
- Benefit analysis
- Business case development

Skills Required:
- Strategic financial planning
- AI Capital/Infrastructure

COO
Responsibilities:
- Workflow integration
- Change management & staff engagement
- Performance measurement & continuous improvement

Skills Required:
- Workflow redesign
- Change management

Chief Data Officer
Responsibilities:
- Data analytics & decision making
- Data infrastructure
- Data governance & security

Skills Required:
- Technical proficiency
- Data management
- Data analytics

CMO / CNO
Responsibilities:
- Workflow integration
- Quality implications
- Education/Training
- Ethical considerations

Skills Required:
- Workflow redesign
- Change management

Counsel & Compliance
Responsibilities:
- Regulatory compliance
- Ethical & legal frameworks

CXO
Responsibilities:
- AI-enhanced patient or student engagement
- Data privacy
- Patient or student satisfaction

Skills Required:
- AI/Data literacy
- Communication

Skills Required:
- Legal & regulatory awareness
- Communication/collaboration

People, Process, Technology | Considerations for Success

People

- Assess AI's impact on the workforce and clinicians
- Deploy ongoing internal training &engagement
- Address dynamic shifts of the patient-provider or student-educator relationship based on use

Process

- Ensure quality checks of AI technology outputs
- Administer ongoing testing and piloting of AI processes
- Monitor for potential misuse (eg. around data) and hallucinations

Technology

- Ensure Interoperability of AI technologies for seamless integration
- Master compliant data collection, storage, and sharing practices
- Build necessary computing infrastructure

Challenges & Risks Faced of AI Implementation in Healthcare

Understanding and addressing the challenges and risks is critical for success

Data Privacy/Security

- Healthcare & student data is **highly sensitive** & subject to **strict regulations** like HIPAA

Clinical Validation & Integration

- Deploying AI requires **rigorous testing** to ensure output **improves patient outcomes** & doesn't **introduce new risk or work**

Data Quality & Bias

- Biased or incomplete data can lead to **inaccurate outputs**, exacerbating **healthcare disparities**

Cost & Resources

- Developing & implementing AI models requires **substantial resources** (researchers, clinicians, infrastructure, high-quality data)

Ethical Considerations

- Lack of **transparency** in how AI arrives at its decisions (black-box problem)
- Ethical concerns over **accountability, explainability,** and **overriding decisions**

Limited Data Availability

- Acquiring large & diverse datasets is challenging due to **privacy concerns, rarity of conditions,** or **limited sample sizes**
- Hinders **training & performance** of AI models

Regulatory Approval

- Getting regulatory approval for AI-based medical tools is **complex & time-consuming**
- Regulators require **extensive validation** & **evidence of safety & efficacy**

Unforeseen Errors

- Even well-trained AI models can **produce unexpected errors**
- In healthcare, such errors could have **serious consequences**

Acknowledgement of Risks Associated with AI

The risks with AI need to be accounted for to effectively deploy

A Chatbot Was Designed to Help Prevent Eating Disorders. Then It Gave Dieting Tips.

The National Eating Disorders Association shut down the bot after it recommended cutting calories

By Julia Jargon | Follow

Share Resize 63 Listen

A chatbot designed to aid people seeking help for eating disorders and body issues has been taken offline after it provided some users with diet advice.

The bot, named Tessa, operated on the website for the National Eating Disorders Association, and was meant to provide help for website users determined to be at risk for developing an eating disorder. The bot became an online sensation in recent days after social-media posts surfaced showing Tessa giving weight-loss advice. NEDA took it down Tuesday, and leaders say they are investigating what

Over Memorial Day weekend, 25,000 messages were exchanged with Tessa, a 600% increase in volume, but had 25 messages containing unhealthy messages. Tessa was taken offline shortly thereafter.

08.25.2023 @ 10:15 AM ET

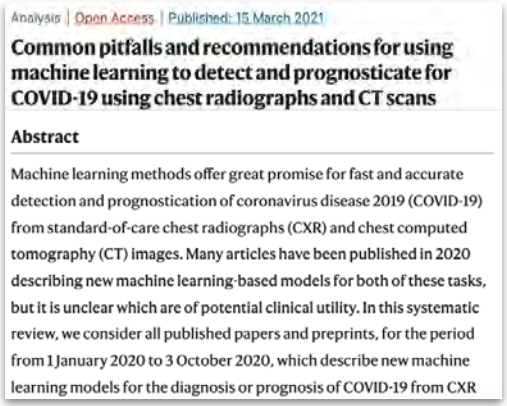
Epic's sepsis model misses the mark

Credit: yiem, Wikimedia Commons

Researchers at Winston-Salem, North Carolina-based Atrium Health found that Epic's sepsis warning AI tool is too slow to be useful. The researchers compared the Epic tool to the Sepsis-Related Organ Failure Assessment and other commonly used detection models across five hospitals in 2019 to 2020. The Epic tool was less

Multiple studies have proven Epic's sepsis warning tool to be clinically insufficient, failing to identify 67% of people who had sepsis.

(Epic said the 2021 JAMA study does not reflect the performance of Epic's updated model, which was rolled out last fall)



Analysis | Open Access | Published: 15 March 2021

Common pitfalls and recommendations for using machine learning to detect and prognosticate for COVID-19 using chest radiographs and CT scans

Abstract

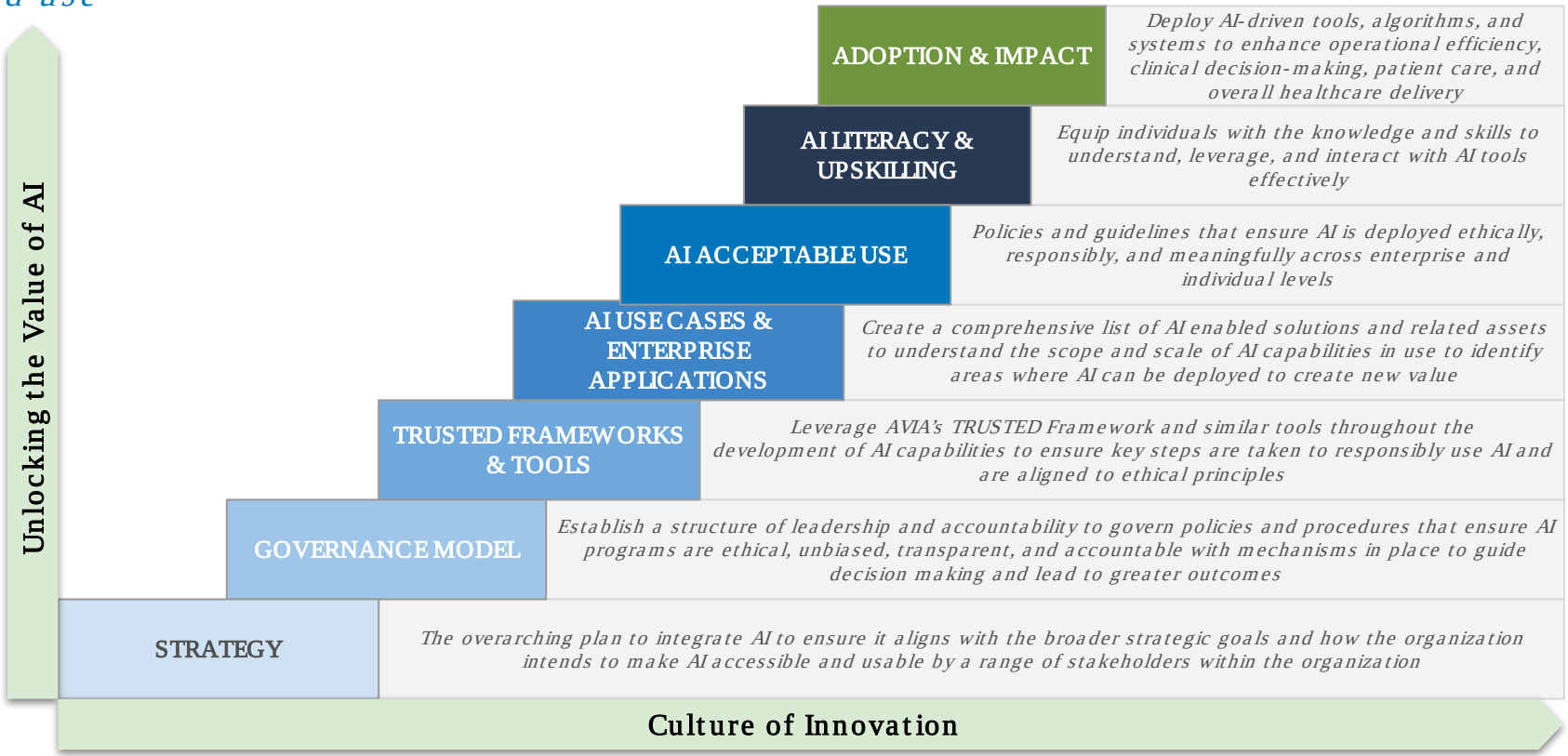
Machine learning methods offer great promise for fast and accurate detection and prognostication of coronavirus disease 2019 (COVID-19) from standard-of-care chest radiographs (CXR) and chest computed tomography (CT) images. Many articles have been published in 2020 describing new machine learning-based models for both of these tasks, but it is unclear which are of potential clinical utility. In this systematic review, we consider all published papers and preprints, for the period from 1 January 2020 to 3 October 2020, which describe new machine learning models for the diagnosis or prognosis of COVID-19 from CXR

A 2021 review found that none of the models for COVID-19 detection are of potential clinical use due to methodological flaws and/or underlying biases.

Source: Wall Street Journal JAMA, Nature.com

Executive Summary | Enterprise Adoption

Unlocking the full value of AI requires a series of steps that will lead to greater adoption and use



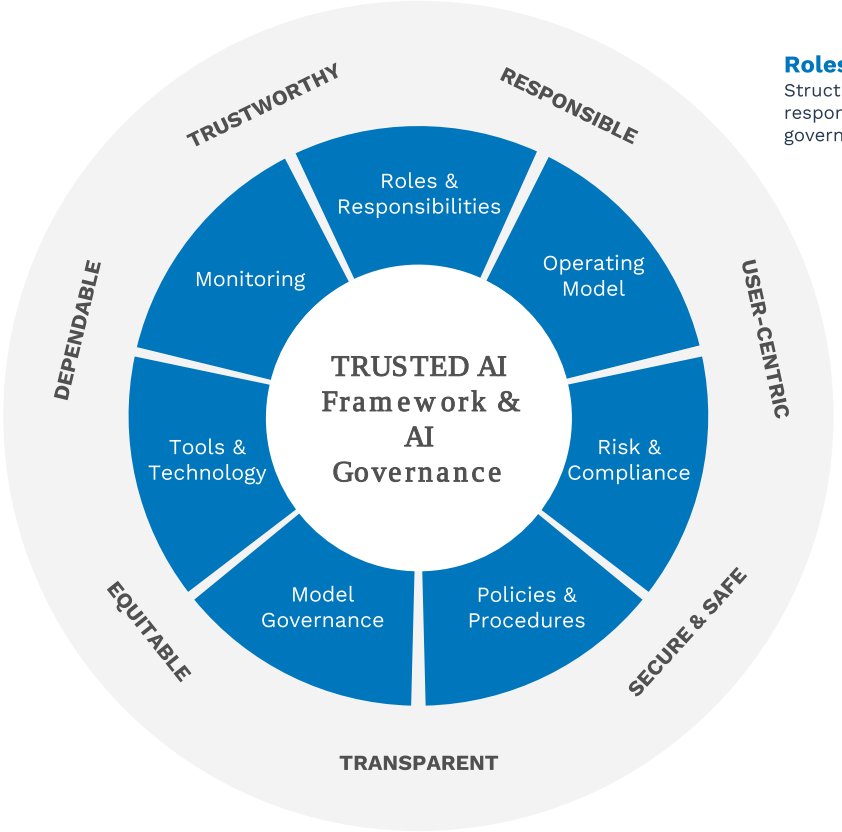
Some of the steps depicted can be done concurrently

Aligning AI Governance with TRUSTED AI Framework

Monitoring
Monitoring compliance and risk of AI/ML systems/models in production

Tools & Technology
Tools & technology to support AI governance framework implementation

Model Governance
Ensure accountability and traceability for AI/ML models



Roles & Responsibilities
Structure, roles and responsibilities of the AI governance

Operating Model
How AI governance operates and works with other organizational structures to deliver value

Risk & Compliance
Alignment with risk management and ensuring compliance with regulations and assessment frameworks

Policies & Procedures
Policies and procedures to support implementation of AI governance

Source: Incorporated Model from Info-Tech & AVIA TRUSTED AI Framework

Creating a Foundation for AI

Healthcare executives must organize around AI before seeing meaningful change

1. *Gather appropriate Stakeholders*
2. *Build Literacy around AI*
3. *Take Inventory of Current Uses of AI*
4. *Align AI with Strategy*
5. *Determine Your AI North Star*

Thank You