Deloitte AI360 Podcast

Jim Rowan, Head of Applied AI
Adarsh Gosu, Managing Director, Healthcare

Title: Solving the unsolvable: AI's rapid rise in health care and 7 keys to implementation

Description: In less than a year, AI has permeated the health care value chain. Our Health Care AI lead highlights key areas of impact and tactics for success.

Duration: 5:51

Jim Rowan: Hey, everyone, welcome to our AI 360 podcast. Super excited to have Adarsh here to talk to us about health care and AI. Adarsh, welcome.

Adarsh Gosu: Thank you. Thanks, Jim.

Jim Rowan: Awesome. So, why don't you jump into it a little bit and talk to me about your role, what you're working on, and what you're seeing in the market here around health care and AI?

Adarsh Gosu: Yeah, let me introduce myself. My name is Adarsh Gosu. So I'm a managing director with Deloitte Consulting services' Health Care practice. I help our clients become AI-centric organizations and help them transform from health care to health.

Jim Rowan: That's awesome, and it sounds like a great, mission-focused objective. So, what are some of the things you're seeing trend-wise in the market around health care and AI?

Adarsh Gosu: In health care, I would say adoption of AI evolved from pilot and experimentation states to be a transformative force across the entire value chain. This was not the case a year ago. Now AI is being used across all domains of the value chain. You take clinical, patient, provider, revenue cycle management, back office, HR—everywhere AI is being used. And when it comes to patient care, AI is being used to solve wide range of problems, which were not even possible to solve in the past. Like, for example, precision medicine, creating personalized treatment plans, patient health monitoring, remote care, right? Using all these devices. Improved patient experience—even if you walk into an ER, reducing the wait time is a big thing when we talk about improving patient experience. Early detection of and diagnosis. And the list keeps going on and on. And we see this list keep on increasing as every day goes by, as AI becomes much more sophisticated. Also there's a big change with the drop in the cost along with all these technology advancements in the personalized medical devices space—for example, a glucose monitor. We are actually helping change the mindset, and it is shifting from being focused on sick care to WellCare. And this is breaking an age-old reactive model of treating diseases to a proactive model of emphasizing prevention, lifestyle choice, and holistic well-being.

Jim Rowan: That's great to hear. That's such a positive kind of force for change in terms of how AI is being applied for good and helping to shape this element for patients. As you think about that, there's got to be a lot of implementation challenges with AI. The center has been there for a while. There's a lot of investment. There's a lot of legacy systems that are there. How are you thinking about AI implementation knowing that a lot of those things could be challenges for organizations to try to embrace AI?

Adarsh Gosu: Yes. So, on that front, Jim, health care is a unique industry compared to a lot of other industries because you have a lot of regulations. Even with all these advancements that are happening in AI, there are still a lot of hurdles around usage of AI in health care. Like, for example, let's talk about data quality and access to data. This is still an ongoing challenge because health care data is so fragmented and it is inconsistent across the entire ecosystem. There is still lack of trust among clinical insights. If an insight is coming out of the algorithm, a lot of clinicians and even patients still worry about the accuracy of the algorithms. Then we have all these regulatory constraints. You need to think about how these requirements are evolving and how it's going to impact me. What we really see is a really good, successful organization, if they adopt some type of cross-functional governance teams—getting the clinicians, compliance officers, legal experts, data teams, AI teams, everyone on the project—those are the organizations that are really, really successful at implementing AI. And regulators—engaging regulators is the key. Without them, I think your AI projects would be very unsuccessful. And change management is a very important aspect because you are dealing with the spectrum of providers and care managers and clinicians who are in their 20s and who are in their 60s. So you need to have some type of change management in place so that whatever you're rolling out is a successful implementation.

Jim Rowan: That's great, Adarsh. So let's think. What's your recommendation to leaders? How should they be thinking about moving forward in this space?

Adarsh Gosu: There needs to be careful thought, especially with AI. There is a little bit of skepticism when you look at the provider sector, the health care sector. So my recommendation is when you're embarking on the AI journey, have thoughtful planning and a clear plan of execution—and collaboration is absolutely needed. I would focus on some strategies like maybe focusing on high-impact, value-driven use cases with clear objectives and KPIs laid out ahead of starting on this journey. Build cross-functional teams with everyone that needs to be involved as part of the team. Pilot, validate, and iterate until expected outcomes are achieved because you may not be able to achieve outcomes in the first run. You may have to optimize the outcome. Support but do not disturb the clinical operation process because this is a key thing: If you make their life easy, everyone is going to adopt. But if you disrupt, you will have resistance. Ensure that regulatory oversight is incorporated everywhere. Practice change management, which is the key thing, because you can build a beautiful product, but without change management training, it's not going to go anywhere. Finally, I would say keep measuring, monitoring, and optimizing solutions.

Jim Rowan: Adarsh, this has been awesome. Thanks for sharing what you're hearing in the marketplace today. And I really appreciate your time and all the work you're doing with your clients. Thanks for being on the show.

Adarsh Gosu: Thank you. Thanks for hosting me.

Jim Rowan: Awesome. Take care.

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