



Designed  
with the power  
of GenAI

# Turning AI Setbacks in Healthcare into Strategic Wins

From hype to healing – How NTT DATA is overcoming AI implementation hurdles



# Why NTT DATA?

We're data, analytics, and agentic AI experts

Top 10 Global IT Services Provider



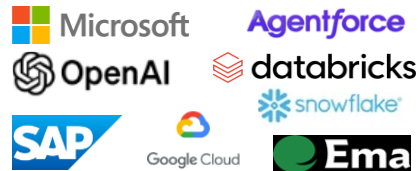
## World Class Talent

- ✓ 10.5k+ AI Practitioners
- ✓ 900+ Cloud data warehouse projects
- ✓ 800+ Data scientists
- ✓ 200+ data projects, annually

Single unified global Data and AI delivery team providing the best skills and capabilities to modernize your business operations.



## Deep Partnerships



We partner globally with leading and emerging Agentic AI vendors to boost our tech capabilities. By building accelerators on their platforms and launching joint go-to-market programs, we deliver differentiated value to our clients.



## AI Investments



With 40 years of AI innovation and end-to-end capabilities, we help you get results fast.

Our \$2.6B annual R&D investment fuels cutting-edge solutions like Smart AI Agents that autonomously handle tasks—streamlining work and complementing your teams.



## Industry Recognition



- ✓ **Gartner:** 4.7-star in Peer Insights for Data and Analytics
- ✓ **Everest:** Star Performer in Data & Analytics Services, AI & GenAI Services
- ✓ **HFS:** Leader in Generative Enterprise Services
- ✓ **WIPO:** Ranked #12 Globally for GenAI patents
- ✓ **ISG:** Rising Star in Advanced Analytics & AI Services



## Industry Expertise

We combine deep industry and tech expertise across Consulting, BPO, Technology, and Product services to deliver targeted solutions that modernize operations and drive results.

- ✓ **Only SI partner** with compact and lightweight internal LLM - *Tsuzumi on Azure Marketplace*

## What sets us apart from the rest



Unique portfolio that meets clients' needs for tomorrow, today



Long-term commitment to our people, clients, partners and society



Global scale with local proximity and accountability

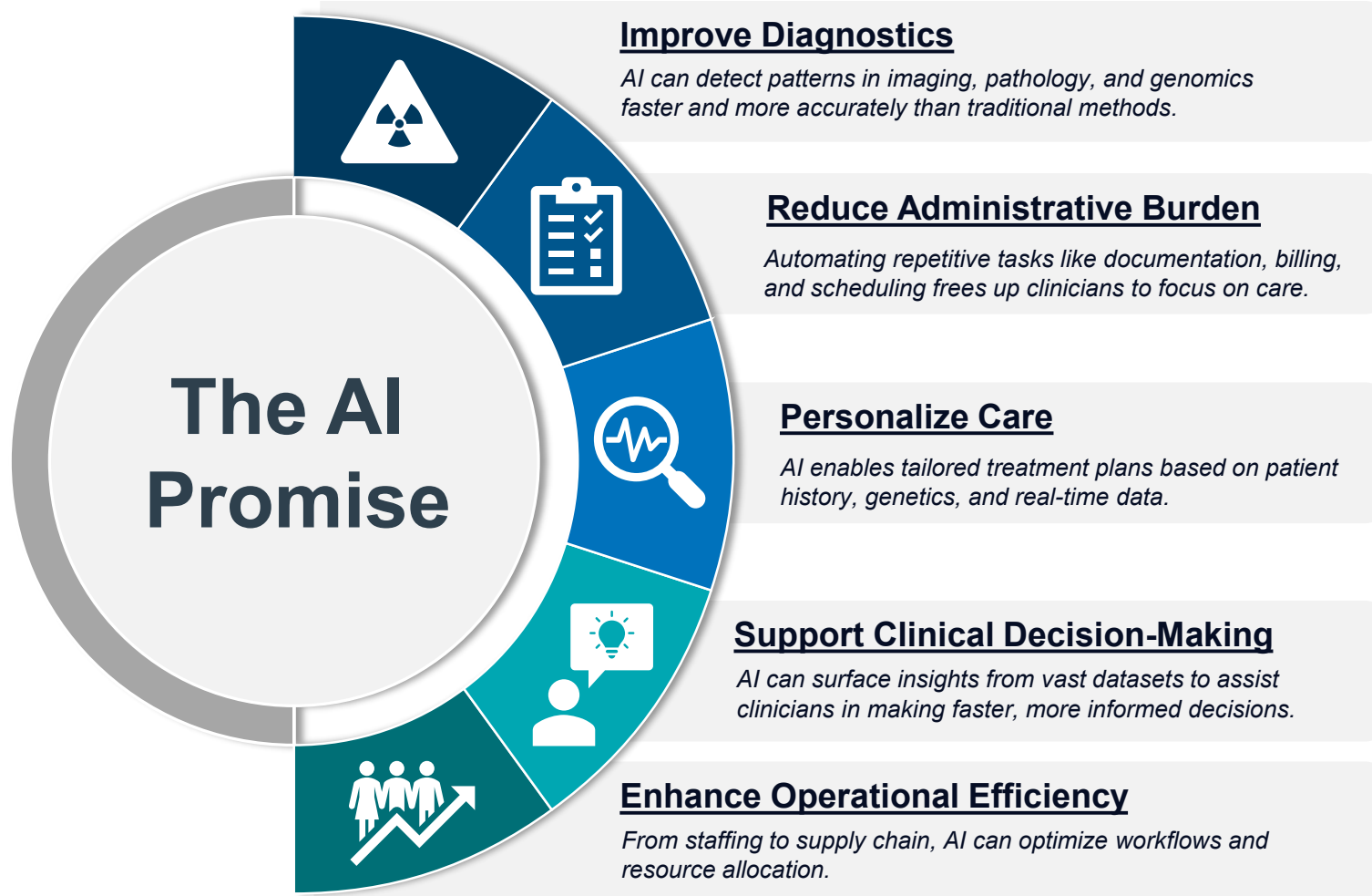


Deep client and industry expertise



# AI in Healthcare – A promise too big to ignore

AI is expected to solve major healthcare challenges, but ROI is predicated on effective organizational change management and technological oversight



In reality,

**70-85%**

of AI projects in healthcare don't scale or fail to deliver ROI...

*Orion Health, June 2025*

...This is largely because

**43%**

of AI deployments are lacking appropriate change management

*Prosci, Nov 2024*

# Reality Check

Organizations often jump into AI without addressing foundational gaps in data, process, and people – often underestimating the people-related challenges



## Technical Barriers

### Tech That Trips You Up

- Fragmented, inconsistent healthcare data
- Infrastructure gaps, scalability issues, and governance conflicts
- AI built in silos with no path to scale
- Misalignment between clinical data and ML model requirements



## Process Misalignment

### AI Needs New Workflows

- AI layered on legacy processes creates friction
- Clinician burden increases if workflows aren't redesigned
- Lack of MLOps and model monitoring
- Efficiency ≠ transformation



## Strategic Disconnect

### Strategy Must Lead Tech

- AI projects often lack alignment with clinical/business goals
- KPIs not defined upfront
- Success metrics unclear



## Human Resistance

### Change Isn't Easy

- Fear of job loss, distrust of “black-box” models
- Leadership confusion and miscommunication
- Psychological impact of AI adoption

# Healthcare-Specific Challenges

Clinicians face unique barriers to trusting and adopting AI, from fear and skepticism to time constraints and training gaps.



## Fear vs. Trust in Healthcare

*AI tools are often met with skepticism due to their “black-box” nature and perceived threat to clinical autonomy.*



## AI Literacy Is Foundational

*Understanding what AI can and cannot do is essential to building trust and comfort among clinicians.*



## Training Is Hard to Schedule

*Clinicians have limited time for AI education, making adoption difficult even when interest exists.*



## Human-in-the-Loop Builds Confidence

*Involving clinicians in AI workflows helps maintain control and fosters trust in decision support systems.*



## Psychological Impact Matters

*Fear of job loss, reduced importance, and change fatigue can quietly undermine adoption efforts.*

## Clinician Without Support

Overwhelmed | Skeptical | Disengaged



## Clinician With Support

Informed | Involved | Confident

# Employee Adoption is Essential to achieve ROI

*Many programs fail to achieve goals and objectives due to a lack of effective adoption techniques. It is essential that we create a compelling and clear path ahead using techniques that marry past lessons learned with the current 'voice' of users to achieve objectives.*

## The benefits of effective adoption

**7x**

Organizations are **7 times** more likely to meet project objectives with Change Management because employees feel prepared, equipped, and supported. <sup>1</sup>

**33%**

By 2028, **33% of enterprise software apps** will embed agentic AI. Companies that prepare their workforce with OCM will realize competitive advantages earlier. <sup>3</sup>

**70%**

Giving specific focus to a series of complex human factors can **increase the probability of adoption success more than 70%**. <sup>2</sup>

## The reality of neglecting adoption efforts

**40%**

Over **40% of agentic AI projects** are expected to fail by 2027, due to unclear understanding of business value, or inadequate risk control. <sup>3</sup>

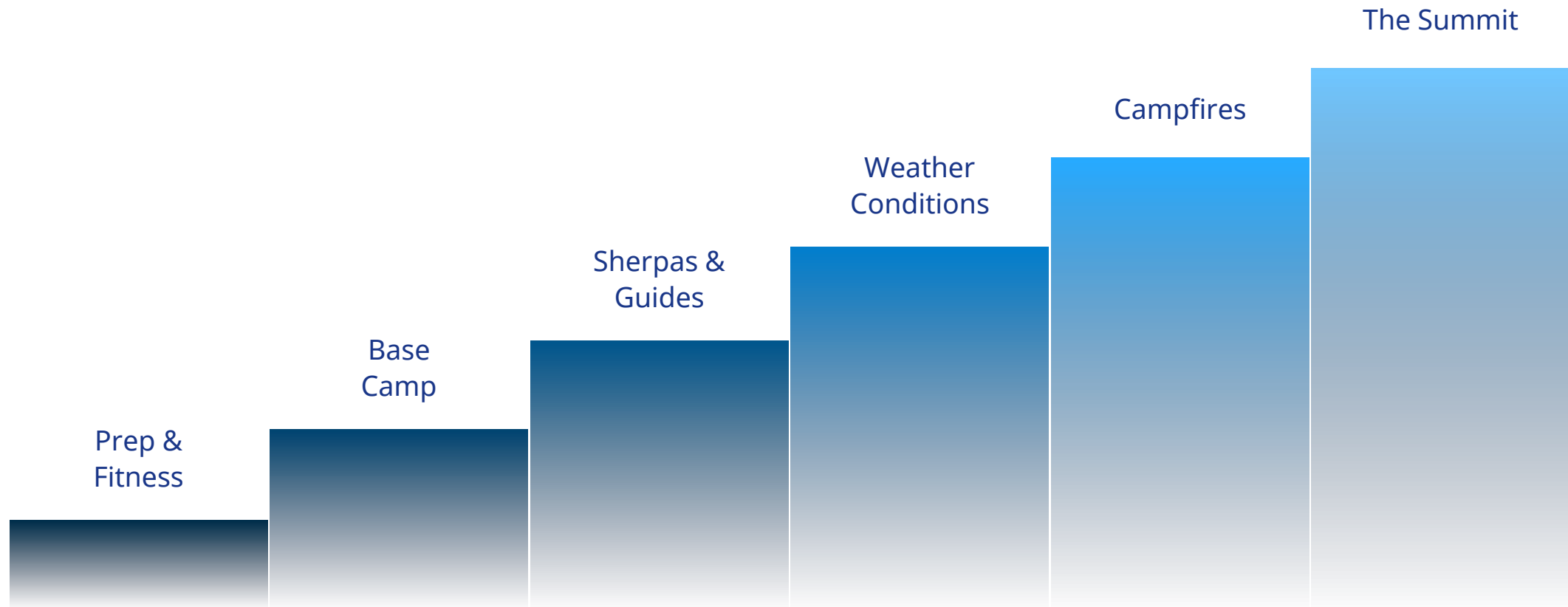
**10%**

Fewer than **10% of AI agent use cases** have scaled beyond the pilot stage. <sup>4</sup>

**50-90%**

Of change initiatives fail to achieve their intended outcomes without robust change management practices. <sup>1</sup>

# From Basecamp to Breakthrough: NTT DATA's Adoption Expedition



# Prep & Fitness

The tools, platforms, and training needed for success



## AI Fluency

Data literacy + AI literacy + role-specific training

Companies are checking the box on EU AI Literacy requirements without gaining fluency



## AI Governance

Best if well-established before pursuing POCs

Integrate AI Change Management and AI literacy here

# Base Camp

Establishing a starting place for the AI journey



## Leader Alignment

Most C-suites disagree on AI strategy; this often stalls deployments mid-flights



## Change impact Analyses

Most organizations are skipping this step and jumping in without understanding the magnitude of impact



# Sherpas & Guides

Internal champions who guide and support others



## Strong Sponsorship

Active and visible sponsorship is #1 driver of success and top reason for failure

Most in sponsor roles don't know how to be a sponsor



## Champion Networks

Involve champions in the design of AI products to ensure user-centric design; bring employees AI they want to avoid resistance

# Weather Conditions

Internal and external factors that cause resistance



## Emotional Resistance

Informed, anti-AI employees won't flip despite efforts

Expedition leaders know they're not getting a 100% summit rate. Don't create 100% adoption KPIs



## Competing Priorities

Many POCs are stalled midway due to competition for resources internally

# Campfires

Moments of reflection and connection



## Success Stories

Share in a way that doesn't seem like impact is reduction in humans at work



## Sentiment Analysis

Orgs must determine how employees really feel about using AI and react accordingly

# The Summit

Full realization of results



## Sustained Use

Many deployments see adoption fall-off a few months after go-live. Keep reinforcing to avoid backsliding



## Cultural Integration

Data shows employees judge those who use AI; flip to a culture that accepts AI use

# AI Governance

Trustworthy by design. Governed for impact. Powered by people.

## Why AI governance?

### Regulatory compliance

AI Governance **ensures alignment** with rapidly evolving regulatory changes to help **avoid costly fines and resource-intensive audits.**

### Reduced cost

Efficiencies uncovered through AI Governance leads to **reduced operating cost** and **scalable cross-market solutions.**

### Revenue growth

AI is deployed more effectively and confidently with AI Governance leading to **higher value model generation** and **faster time-to-market.**

### Customer confidence

Transparency and guardrails **increase customer trust** and **reduce brand devaluation.**

## Our comprehensive framework

Grounded in of trustworthiness, people and governance, **our AI Governance Framework** lays the foundation for scalable, sustainable and adaptable AI. Our framework is built on the principle that AI should augment and support your business. We apply this framework to each aspect of the **AI Lifecycle** to ensure that every stage is secure, compliant and ethical



## Where To Start

AI Governance is not one-size-fits-all. Each stage of the AI lifecycle presents distinct considerations, and every organization is at a unique point in its AI journey. Using our detailed Framework, **we develop a customized roadmap and program tailored to your specific needs, that includes:**

Rapid Assessment

Quick Wins Identification

Roadmap

Executive ROI and Business Case Readout



Leading the future  
workforce by  
blending HR and  
identity innovation  
to unleash the  
power of AI agents.



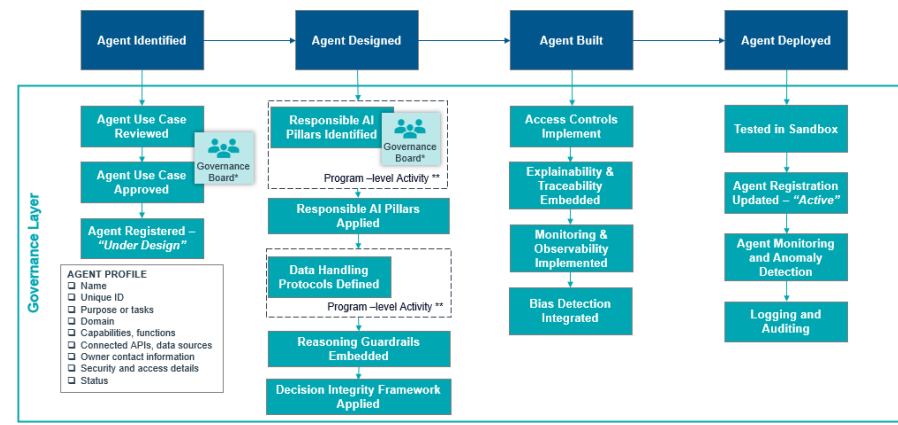
Gartner predicts that **15% of all day-to-day** work decisions will be done by Agents by 2028:

40 million  
"agent actions"  
a year

4 decisions x  
50k employees x  
200 working days

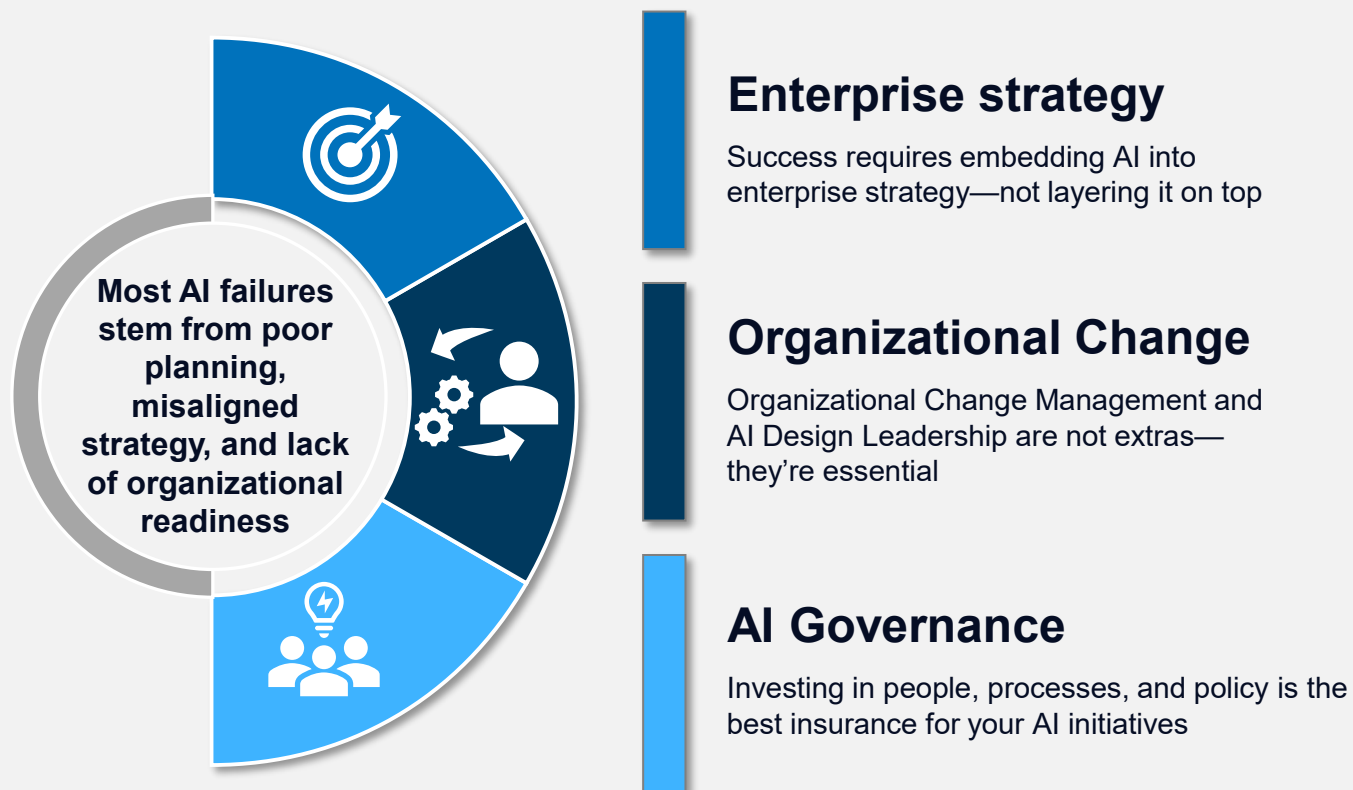
The average Fortune 500  
company has **50k FTEs**.  
If they make **30-35 decisions a day**,  
that means agents will make  
**4-5 decisions a day**.

### Agent Governance-at-Scale



# Final Takeaway

AI isn't failing because the technology is broken—it's failing because we're skipping the hard parts.



AI success starts with  
**people,**  
*not* platforms.



# Let's Make AI Work in Healthcare

Partner with NTT DATA to build an AI solution that connects hype to healing



**Christen Bell**

*AI Empowerment Solutions Leader  
| People & Org Consulting*

[Christen.Bell@nttdata.com](mailto:Christen.Bell@nttdata.com)

<https://www.linkedin.com/in/millerbell/>



**Amaya Ochoa**

*AI Governance Leader  
| Data & AI*

[Amaya.Ochoa@nttdata.com](mailto:Amaya.Ochoa@nttdata.com)

<https://www.linkedin.com/in/amaya-ochoa/>

