

GenAI: The care plan for powering positive health outcomes

An executive insight report



Healthcare organizations are embracing generative AI (GenAI) and significantly increasing investment, but our research reveals a mix of enthusiasm and caution among healthcare and life sciences professionals. While 94% believe GenAI will boost productivity, and most anticipate a positive future impact, only 54% currently rate their GenAI capabilities as high-performing.

At the same time, there is a clear disconnect in how GenAI strategies are being implemented. In the research, 81% of organizations say they have a well-defined GenAI strategy in place. However, only 40% of healthcare leadership agrees that the GenAI strategy strongly aligns to their business strategy.

There is a compelling need for better guidance on how to optimize GenAI investment and unlock its value for both patients and care providers. This report aims to help organizations responsibly reshape their operations with GenAI by establishing governance frameworks, accelerating strategic implementations and preparing the workforce for success.



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Executive summary

“GenAI brings providers and health plans together, allowing them to align on core operations like claims, compliance and digital tools to support personalized care. Incorporating GenAI solutions into these operational areas will enable organizations to power resources into improving well-being and total cost of care.”

Sundar Srinivasan

Senior Vice President, Healthcare, NTT DATA

The healthcare and life sciences industry is under more stress than ever to improve quality, decrease costs and increase satisfaction. All while minimizing risk and ensuring equity for all.

By streamlining complex workflows and supporting real-time, data-driven insights, artificial intelligence (AI) and GenAI technologies speed time to market for new clinical breakthroughs, improve user experiences and boost financial outcomes.

GenAI-driven solutions also have the power to lessen the burden of clinicians and other healthcare professionals. However, organizations must focus on compliance and governance, and monitor the value and impact of solutions once they are implemented to fully realize the benefits.

Our research shows both excitement and hesitation about GenAI among healthcare and life sciences organizations. While 94% believe it will greatly improve their productivity and the majority foresee a positive impact of GenAI in years to come, many organizations are struggling to optimize their GenAI investments. Only 54% of healthcare and life sciences professionals currently classify their GenAI capability as 'high performance.' Organizations need more help understanding the value and opportunities GenAI can offer both patients and care providers as they begin to implement GenAI strategies and solutions.

GenAI offers a unique opportunity for healthcare organizations to improve patient engagement, growth and operational efficiency as well as build more resilient, adaptive care support and delivery models. It will transform traditional operations with smart systems that improve service delivery while fostering innovation, sustainability and workforce empowerment.

To understand how GenAI is changing healthcare, we interviewed more than 400 GenAI decision-makers and influencers in healthcare, life sciences and pharmaceutical organizations spanning 33 countries.

This report provides insights to help reshape organizations with GenAI responsibly:

- 1 Establish governance and decision-making frameworks for using GenAI
 - 2 Accelerate GenAI strategically to realize real healthcare value
 - 3 Prepare and empower the workforce to succeed with GenAI
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GenAI: Reshaping the healthcare landscape

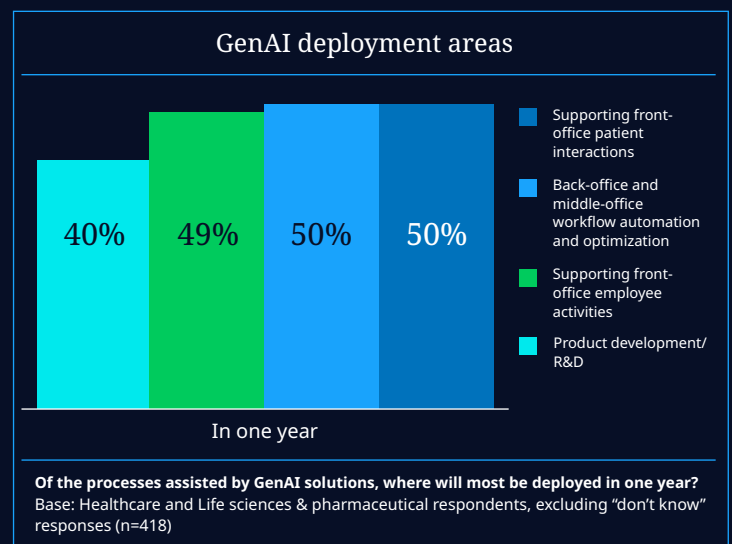
The healthcare ecosystem is dealing with cost, quality, experience and equity challenges. GenAI offers solutions that can balance these considerations. When implemented strategically and with a focus on real-world challenges, it can help differentiate provider value. With executive, top-down leadership, [responsible AI innovation](#) becomes possible.

Nearly two-thirds of healthcare executives view GenAI as a revolutionary game changer for their industry. Nine in 10 say GenAI directly improves their organizations' efficiency and bottom line (such as net profit). Executives cite the following as the top outcomes from GenAI deployments in the past 12 months:

- Improved compliance and process adherence
- Improved employee and clinician experience
- Optimized workforce
- Improved security and reduced fraud
- Improved patient experience

These outcomes then improve other processes, such as those for billing and caregiving. The range of GenAI-produced benefits beyond these top five is expansive — and growing. For example, 94% of healthcare providers state that GenAI also accelerates research and development (R&D), thus enabling faster development of and access to treatments.

Almost every healthcare provider is assessing and trialing GenAI solutions. Among respondents, 33% are currently investing significantly in GenAI projects. This is expected to increase to 59% in the next two years. The research also indicates that healthcare executives expect to deploy GenAI and AI agents across all aspects of their operations.



Although investment is increasing and deployment is progressing, organizations still struggle to create cohesion between their GenAI ambitions and their strategic focus. In the research, 81% of organizations say they have a well-defined GenAI strategy in place. However, only 40% of healthcare leadership agrees that the GenAI strategy strongly aligns to their business strategy. Healthcare and life sciences organizations need to bridge this gap to ensure that their GenAI investments deliver true business value.

Use cases: Balancing ROI with risk

More than 80% of executives believe it is highly important to have a GenAI solution with proven return on investment (ROI). However, 93% also appreciate that the ROI will be longer term

Healthcare providers: Prior authorization inquiries

GenAI can significantly reduce the average handling time for prior authorization inquiries. NTT DATA's experience with one large health system showed a handling-time decrease of 62% within three years. This improvement can lead to a 30% or higher ROI by increasing provider satisfaction and reducing administrative burdens.

Health plans: Chronic disease prediction

GenAI models can identify high-risk members who could benefit from proactive care, resulting in substantial cost savings. For example, one health plan identified a potential \$74 million in savings across a population of 95,000 members, improving early intervention and overall health outcomes.

Health plans: Medical cost management

GenAI can enhance medical cost management by identifying additional cost recoveries. It can increase recovery per member by 250% and reduce vendor spend by 20%. This can significantly improve financial performance and operational efficiency.

Life sciences: Clinical trial management

GenAI-powered digital platforms can improve accessibility and engagement for clinical trial participants. This can lead to more diverse patient cohorts and increase both efficiency and reliability. Additionally, rapid analysis of real-world evidence can optimize trial design and shorten the path to life-saving treatments.

These use cases have a lot of promise. However, they can also be risky, especially in an industry where protecting the privacy and security of sensitive information is essential. Again, a bridge between innovation and responsibility must be core to any healthcare GenAI delivery model, and human oversight should always prevail.

Trust issues stemming from cybersecurity standards, legal considerations and the lack of transparency behind complex GenAI models are the top factors impacting GenAI adoption. Even though healthcare and life sciences organizations are aware of these concerns, only 43% say their GenAI plans strongly align to a cybersecurity strategy. To ensure strong security measures and retain trust, it is important to keep state and/or country regulations in mind when forming a GenAI strategy. This will impact how organizations build and implement data models.

Healthcare organizations must consider GenAI's impact on their operations as well as their community and stakeholder needs. The key is not losing the human touch and trust factor. To ensure the best outcomes, healthcare leaders should assess the workforce's skill and competency levels for working effectively with GenAI and prepare accordingly.



Spotlight: Improving experiences with GenAI

Experiences are important, whether they are external 'client' (consumers, patients and members) interactions or dealings with physicians, clinicians and other healthcare professionals. Stakeholder trust and satisfaction are the foundation of any successful healthcare organization. Executives expect GenAI to be an impactful patient/member advocate, and they are already seeing benefits in key areas.

95% agree that GenAI is a crucial differentiator in enabling predictive analytics and proactive patient/member experiences that drive value.

94% believe their client-facing GenAI support systems offer the same or better patient/member experiences than human-led interactions.

86% of organization are comfortable with AI-generated "synthetic personas" used for patient/member service interactions.

Many healthcare organizations are confident in GenAI's ability to improve communications. This includes easily managing communication channels and placing more knowledge at more service providers' fingertips. One clear end-result: Client interactions are more efficient.

By streamlining administrative processes and improving operational efficiency, GenAI helps reduce wait times for appointments, tests and procedures. Because of these impacts, many organizations are preparing their GenAI strategies to focus on such areas. Among respondents, 51% have already assessed the GenAI opportunity to streamline patient experiences and 94% will have done so within the next year.

When it comes using GenAI to improve patient and employee experiences, executives say they plan to adopt predictive analytics tools to forecast patient behavior and personalization preferences, patient sentiment analysis tools and quality-assurance tools to identify trends and areas for improvement, process automation to improve data entry and lead qualification, and patient journey-mapping software to identify pain points.

Improving accessibility with GenAI

To bridge a vital accessibility gap, CareMates established an online platform to connect seniors with needed personalized care services. Together with NTT DATA, CareMates is exploring how to position their organization for rapid adoption and feature growth. The CareMates platform includes a personal assistant called Hachiko GPT for community inquiries about services and information about health and wellness, financial planning, discovering a new life purpose and hobbies.

"The power of technology, when used responsibly, can be a force for good," says Tanvir Khan, now the North America Chief Operating Officer at NTT DATA. "Our collaboration with CareMates harnesses generative AI and localized digital care to build resilient communities."

While improving stakeholder experiences will make a difference for healthcare, many factors still hinder GenAI adoption in this area.

Top factors negatively affecting GenAI solution adoption

Healthcare consumers	Healthcare professionals/clinicians
GenAI solution perceived to be of low value (solutions fall short of needs)	GenAI solution perceived to be of low value (solutions fall short of needs)
User attitude/resistance to GenAI solutions	Limited/no awareness of the GenAI solution
Poor quality of source data and unreliability of GenAI information	Need for user training
GenAI safety and security fears	GenAI safety and security fears



PHI and GenAI: How governance creates the trust factor

As organizations increasingly rely on AI-driven solutions for patient diagnostics, treatment recommendations and administrative tasks, the integrity and protection of sensitive Protected Health Information (PHI) is a growing and critical consideration.

Bias in AI models can lead to disparities in patient access, care and coverage, adversely affecting outcomes for certain demographics and widening health inequities. Privacy risks also pose serious concerns. Cyberattacks, unauthorized access or manipulation of PHI can result in significant harm and undermine trust in the healthcare ecosystem.

83%

say it is very important to have confidence in the security of the GenAI technology.

Only 42%

strongly agree their current cybersecurity controls are effective in protecting current GenAI applications.

91%

of healthcare executives are very fearful of privacy violations and the potential misuse of PHI.

For healthcare, responsible GenAI outweighs the risks

The biggest factor holding healthcare organizations back is the lack of trust in AI maintaining effective data security and adhering to healthcare regulations. Many GenAI models, particularly deep learning models, are complex and difficult to understand. This “black box” nature makes it challenging to explain how the AI arrived at a particular decision, which can erode trust between stakeholders. It’s also why there needs to be human-led oversight and transparency on a model’s approach.

“ We know from the research that only about 40% of healthcare organizations strongly agree that they can track bias and privacy risks. Implementing risk management strategies is critical to ensuring HIPAA and other regulatory compliance requirements for responsible GenAI.”

Raleigh Murch

Managing Director, Data & AI, NTT DATA

Many healthcare executives hesitate to implement GenAI solutions in non-core functions (such as healthcare delivery or direct patient care). Among respondents, 87% say the ROI promise of GenAI outweighs the potential security and legal risks. However, only 41% strongly agree that they balance risk with value creation. Responsible AI innovation is mandatory and, when correctly achieved, produces competitive advantage because it achieves risk-value balance.

Organizations must understand how AI solutions work to gain users' trust and maintain success. It's also important to implement continuous monitoring, risk management strategies and proper data management frameworks and to ensure compliance with regulatory requirements.

Governance strategies for building GenAI trust

Given the increased complexity and potential risks of GenAI solutions, NTT DATA recommends healthcare organizations develop a multilayered and proactive governance strategy that puts people first and builds trust as part of AI-enabled innovation.

01

Ensure transparency and build trust

- **Clear communication:** Provide clear and concise information about how AI systems work, as well as their benefits and limitations. Include training programs for healthcare professionals to help them understand and effectively use AI tools.
- **User feedback:** Encourage feedback from healthcare professionals and consumers/patients/members to continuously improve AI systems. This feedback can help identify areas for improvement and build trust in technology.
- **Ethical considerations:** Address ethical considerations, such as bias and fairness, in AI development and deployment. Ensure that AI systems are designed to be fair and unbiased, and that they respect patient autonomy and privacy.

02

Balance the priorities of healthcare executives and compliance leaders

- **Collaborative decision-making:** Establish cross-functional teams that include healthcare executives, compliance officers and IT professionals. These teams can collaboratively develop AI governance policies that address both operational and regulatory needs.
- **Risk management:** Develop a comprehensive risk management framework that identifies potential risks associated with AI/GenAI and outlines mitigation strategies. Regularly review and update this framework.

03

Emphasize cybersecurity to protect sensitive data

- **Data management:** Implement a multistage approach to phase out legacy systems into more secure, cloud-based systems that provide the safety and compliance needed to keep sensitive data safe from potential attackers.
- **Security systems:** Invest in robust data security systems and implement strict protocols for handling PHI to ensure safe access for those who need it and stop unauthorized users from harnessing restricted data.

04

Align with clinical guidelines and high-quality data practices

- **Clinical guidelines:** Design and deploy GenAI systems that align with established clinical guidelines. Include regular reviews and updates to keep pace with evolving medical knowledge.
- **Data quality:** Implement rigorous data governance practices to ensure that AI-enabled systems use data that is accurate, complete and up to date. Include data validation, cleaning and continuous monitoring.

These strategies help healthcare organizations create comprehensive AI governance frameworks that improve patient care, ensure regulatory compliance and foster trust in AI-driven technologies.

Accelerate GenAI implementations with modern technology and data readiness

Most healthcare and life sciences organizations are aware of how GenAI can help solve critical business challenges. But they may not fully understand or be prepared to fast-track implementations anytime soon. In addition to C-suite concerns about unaligned business strategies, many healthcare organizations face two major IT challenges: outdated infrastructure/technology and data readiness. Both affect an organization's ability to rapidly and effectively implement and use GenAI responsibly.

91%

say legacy infrastructure is greatly affecting their business agility and their ability to use GenAI.

Only

48%

have assessed their data readiness (including data platforms and management) as a foundation for scalable, secure, trusted and responsible GenAI.

#1

challenge for GenAI adoption: assessing complementary architectures (cloud, platform as a service, infrastructure as a service and so on).

Updating infrastructure can be a complex, costly and often lengthy process — something that has plagued the industry for decades. GenAI technology adoption could be the true catalyst to modernize core healthcare technology. Those who fail to embrace it may lose relevance and struggle to compete.

NTT DATA's Health Data Bank enables healthcare organizations to develop and train advanced analytics models on robust patient data sets using an AI-powered healthcare management system.

The solution offers clients a one-stop shop for all their data and analytics needs through a cloud-based as-a-service model. The curated set of longitudinal, multipayer medical, pharmacy and lab data, along with strict data security and governance, allowed one company to use predictive insights with AI models trained to remove bias.

By leveraging this self-serve and service-based data and analytics cloud, organizations can build digital twins to deliver more personalized experiences by automating complex patient journeys.

To implement and scale GenAI for better clinical and financial outcomes, healthcare executives believe they must address three priorities.

Priority #1: Shift to cloud for cost effectiveness

The introduction of GenAI is driving a shift toward cloud solutions as healthcare organizations address the legacy infrastructure challenge.

9 in 10

say the demand for GenAI solutions is driving a review of their organization's cloud strategy.

95%

say cloud-based solutions offer the most practical and cost-effective means to support GenAI applications.

Yet only

43%

strongly agree they have established the optimal infrastructure to efficiently and cost-effectively scale GenAI in a cloud environment.

Taking advantage of GenAI solution-development and implementation accelerators can bridge the gap between infrastructure modernization demands and safe and efficient solution adoption. Some of the infrastructure will need to be modernized and migrated while other areas may be retired.

Priority #2: Get the data foundations right

To make the most of a cloud-based solution and get the best results from any GenAI application, it is important to ensure that data is accurate and complete and that the AI algorithms are free of bias.

GenAI can help break down data silos by analyzing information from various sources, including IoT devices, electronic health records, medical devices and research databases.

94%

of respondents are using GenAI to collect and interpret patient data.

97%

say the integration of IoT data into GenAI models will significantly enhance the accuracy and relevance of AI-generated outputs.

Priority #3: Invest in data infrastructure to integrate modern technologies

Despite the opportunity, healthcare organizations are struggling to address the data challenge, in terms of both readiness and robustness. Emerging technologies, such as IoT, quantum computing, edge technology, digital twins and machine learning, open the door to a wealth of useful information. However, being able to maximize and leverage the data that can be gathered is key. Without the right data infrastructure, healthcare organizations will lose the opportunity and swiftly fall behind their more prepared competitors.

Less than
half

have assessed their data readiness (including data platforms and management) as a foundation for scalable, secure, trusted and responsible GenAI.

Only
44%

agree strongly they have invested sufficiently in data storage and processing capabilities to support GenAI workloads.

Just
33%

strongly agree their IoT devices currently generate sufficient data volume to support the development of robust GenAI models.

Only
38%

agree strongly their organization has a clear strategy for leveraging machine learning to optimize GenAI model performance.

And
94%

say the integration of GenAI and digital twins will require significant investment in data infrastructure and computing power.

Healthcare professionals who overcome the challenges of collecting and managing accurate data — using the proper governance and infrastructure — and effectively implementing an AI-powered solution that streamlines and accelerates operations can realize the GenAI advantage to focus more on improving patient outcomes.

Implementation strategies for accelerating GenAI's value

Select strategically aligned projects:

- Improve patient care and operational efficiency by focusing on proof-of-concept (POC) projects that can seamlessly transition to full-scale clinical and administrative applications
- Ensure GenAI solutions align with business goals by using measurable key performance indicators that will help quantify ROI and prioritize the most impactful use cases

Enable data-driven decision making:

- Leverage AI-driven insights to enable healthcare professionals to move up the value chain by automating routine tasks and providing real-time, data-driven guidance to improve patient outcomes

Improve operational efficiencies:

- Streamline healthcare operations through intelligent automation of clinical workflows, revenue cycle management and patient engagement to improve efficiency and reduce administrative burden

Ensure robust data and program governance:

- Prepare and maintain high-quality, secure data to power AI models, ensuring accuracy in healthcare decision-making
- Create a comprehensive organizational governance policy that will allow employees and clinicians to positively adopt GenAI solutions

Raise success with qualified resources:

- Partner with trusted, end-to-end full-stack providers with industry expertise to limit risk and error and speed time-to-outcomes
- Identify, attract and retain skilled staff to use and manage GenAI solutions successfully

GenAI can be your healthcare staff's biggest advocate and a productivity powerhouse

Integrating AI-powered solutions into various processes and workflows improves a healthcare organization's efficiency and lessens the stress daily tasks create. Among executives, 94% say GenAI will have a material impact on improving their organization's productivity levels.

Taking the leap into GenAI is what the future landscape demands, but is the healthcare workforce ready for it? Our research shows that healthcare organizations have much ground to cover to properly prepare healthcare staff to use AI-powered solutions.

75%

say their team doesn't have the skills to work with GenAI.

Only

51%

have assessed the skills and capabilities needed to plan and execute a GenAI strategy.

Only

38%

agree strongly their organization has the necessary capabilities to integrate GenAI into existing systems.

While the lack of skills and training are a current hurdle for many healthcare organizations, the majority are on their way to overcoming it. Among healthcare organizations, 93% are addressing GenAI's impact on employee roles and responsibilities. Fostering a positive culture around GenAI and maintaining transparency on how it complements the workforce instead of replacing it is crucial to moving forward.

Delivering more care at home

NTT DATA and Duke Health are collaborating to create a highly interactive and technologically advanced model for augmented home care delivery.

This new model integrates multiple technologies, including a GenAI-driven virtual agent, automation, device interoperability, remote patient monitoring, and a patient app and portal. The solution is designed to keep medical staff and patients in direct contact to ensure that a human is always in the loop while allowing cancer patients to receive more of their care at home.

To develop this new care delivery model, a clinical trial will test how well an AI virtual agent can teach and help patients with remote patient monitoring devices. This groundbreaking approach will revolutionize healthcare by turning the patient's home into a human-centered and high-value care setting. It takes today's best practices to the next level with the power of automation and GenAI.

“Addressing the digital literacy gap among healthcare professionals is essential for successful AI adoption. This includes providing training and support on how to use AI tools as well as establishing usage frameworks and internal policies.”

Sundar Srinivasan

Senior Vice President, Healthcare, NTT DATA

Strategies to prepare and empower the workforce to succeed with GenAI



Develop human-centric GenAI solutions



Create and deliver staff upskilling and readiness



Implement AI to enable clinicians and administrative healthcare staff to work more efficiently while maintaining a human-centric approach to patient care



Provide comprehensive training programs that address the technical applications of GenAI in the healthcare setting



Ensure human oversight of AI-driven processes to uphold ethical standards, clinical accuracy and patient safety



Foster a culture of continuous learning to help healthcare professionals adapt to rapidly evolving AI technologies and maximize their impact on patient outcomes



Executive checklist

Overall, our research shows that healthcare and life sciences organizations see the inherent opportunities in GenAI. They are facing the challenges GenAI solutions bring, and some are already preparing to overcome them. Executives are embracing the competitive advantages, yet it may take more work to raise the confidence of healthcare professionals. Ultimately, however, GenAI solutions can help healthcare organizations realize better outcomes.

Here are our top three recommendations for healthcare and life sciences executives today:

01 | **Develop a multilayered and proactive governance strategy that puts people first**

Successfully using GenAI in healthcare requires several key strategies: Align AI systems with established clinical guidelines and maintain high data quality through rigorous governance practices. Establish collaborative decision-making teams with healthcare executives, compliance officers and IT professionals who develop AI governance policies that meet operational and regulatory needs. Implement a comprehensive risk management framework to identify and mitigate potential AI-related risks. Promote transparency and build trust by providing clear communication about AI systems. Encourage user feedback and address ethical considerations such as bias and fairness. Healthcare professionals should receive comprehensive training to understand and effectively use AI tools, with ongoing updates to keep pace with medical advancements. These measures ensure that AI systems are fair, unbiased, and respect patient autonomy and privacy — ultimately increasing efficiency, reducing costs and improving health outcomes.

02 | **Modernize technology and prepare data to fast-track GenAI POCs**

Strategically implementing GenAI solutions in healthcare can drive measurable improvements in patient care and operational efficiency. Robust data and infrastructure with strict data management and data governance is essential for preparing and maintaining high-quality and secure data to power AI models. Doing so guarantees accuracy in healthcare decision-making and enables organizations to accelerate projects. Focus on POCs that seamlessly transition to full-scale clinical and administrative applications. Leveraging AI-driven insights allows healthcare professionals to move up the value chain by automating routine tasks and providing real-time, data-driven guidance. In the end, these strategies help healthcare organizations handle the challenges of AI adoption with confidence and unlock the full potential of GenAI solutions.

03 | **Focus on human-centric GenAI solutions and train/upskill the workforce**

Developing human-centric GenAI solutions in healthcare enables clinicians and administrative staff to work more efficiently while maintaining a patient-centered approach. Ensuring human oversight of AI-driven processes is crucial to upholding ethical standards, clinical accuracy and patient safety. Comprehensive training programs are essential for the technical application of GenAI in healthcare settings. They foster a culture of continuous learning to help professionals adapt to rapidly evolving AI technologies. This not only maximizes their impact on clinical care and service delivery but also improves overall organizational efficiency.

A powerful GenAI solution that allows clinicians to better focus on and serve patients is agentic AI. AI agents adapt, take feedback and create unique scenarios by leveraging APIs, data and cognitive learning. They can improve clinical workflows by providing insights and preparing clinicians with patient information before they interact with patients. Many organizations are in the early stages of adoption, with plans to pursue POCs or focus on implementing foundational building blocks.

The healthcare ecosystem requires AI-driven solutions that address practical problems and provide tangible value. By leveraging strategic planning, robust governance, agile pilot projects and effective scaling, healthcare organizations can confidently navigate the complexities of [AI adoption across the GenAI maturity spectrum](#) to increase efficiency, reduce costs and improve health outcomes.

Let NTT DATA help

Meet the mandate head-on.

The healthcare system must evolve, and transformative technologies like GenAI can be a catalyst for monumental change. Together, let's **power positive health outcomes.**



About the research

The research in numbers

- A balanced sample of 425 GenAI decision-makers (94%) and influencers (6%) in healthcare, life sciences and pharmaceutical organizations
- Coverage spans 33 countries in five regions
- 81% of respondents are from large enterprises with more than 10,000 employees
- 70% of participants are from the C-suite; 28% are at the Vice President, Head of or Director level; and 3% are senior managers or specialists
- 28% of participants are in IT roles, while 72% are in non-IT roles

Research methodology

This report is based on independently sourced research data.

Participants were selected via random sampling on the basis that they had a direct or indirect influence on their organization's GenAI requirements or decision-making authority in that regard.

The research data was gathered via an online questionnaire that ran in September and October 2024. Research was conducted for NTT DATA by Jigsaw Research, an international strategic-insight agency with an exclusively senior team.

Data integrity, validation and analysis were performed by NTT DATA's specialist in-house Primary Research and Benchmarking Team in conjunction with Jigsaw Research. Data and outliers were validated by standard research-industry rules, disciplines and best-practice approaches. The data is presented at a 95% confidence level with a 5% margin of error.

Data points presented in this report are based on responses from healthcare and life sciences respondents unless otherwise indicated. C-suite and CEO statistics are based on healthcare and lifecycle respondents who hold those titles.





List of Abbreviations

Abbreviation	Meaning
AI	artificial intelligence
GenAI	generative AI
R&D	research and development
ROI	return on investment
B2B2C	business-to-business-to-consumer
PHI	Protected Health Information
POC	proof of concept



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