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## Chief AI Officers: a New Role Navigating Innovation, Governance, and Success



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The integration of artificial intelligence (AI) and generative AI technologies into healthcare is transforming the industry, prompting many organisations to appoint a Chief AI Officer (CAIO) to oversee and accelerate AI adoption. The CAIO's role is multifaceted, involving the development of AI strategies, investment management, addressing ethical concerns, and fostering enthusiasm and talent within the organisation.

### Role and Responsibilities of a Chief AI Officer (CAIO)

A CAIO is primarily responsible for advancing AI capabilities within an organization, balancing innovation with safety. Dennis Chornenky, former Chief AI Advisor at UC Davis Health and ex-CAIO at UnitedHealth Group's Optum, emphasizes that CAIOs must focus on selecting AI applications that are both safe and valuable, ensuring they align with organizational goals and stakeholder needs. Chornenky notes that CAIOs need expertise in four key areas: policy, regulatory environment, innovation, and value creation. This includes understanding how AI interacts with technologies like electronic health records and practice management systems, which is essential for managing the operational challenges associated with AI integration.

CAIOs must consider the broader implications of AI, such as changes to workflows, processes, and organizational culture. They are tasked with leading data science, AI, machine learning (ML), and engineering teams while providing a strategic vision. According to Parminder Bhatia, CAIO of GE HealthCare, this involves managing the design, development, and implementation of AI technologies, optimizing resources, and fostering an AI-first approach across business units. By aligning efforts across departments, CAIOs facilitate collaboration and drive the organization's AI initiatives forward.

### Evolution of the CAIO Role

The CAIO role has evolved as organizations have experimented with different approaches. Some CAIOs focus on policy and governance, ensuring AI use is safe, effective, and fair. This role requires an increased emphasis on governance and risk management, especially in medical tech companies that must comply with regulatory requirements and establish policies for model fairness and accountability. Bhatia highlights that CAIOs are now also responsible for talent development and evangelism, which involves building or hiring the right talent and educating current staff about new technologies to encourage broader AI adoption.

### Advantages of Employing a CAIO in Healthcare

Hiring a CAIO provides several strategic benefits. Chornenky explains that CAIOs, with their specialized AI knowledge, are key advisors who align AI initiatives with strategic objectives. They bring agility to the organization, enabling it to quickly adapt to AI advancements and evolving regulatory landscapes. This adaptability helps healthcare organizations proactively seize emerging opportunities and respond to challenges, fostering resilience and sustainability in a competitive market.

Moreover, CAIOs play a critical role in promoting innovation and a culture of experimentation within organizations. By leveraging their AI and ML expertise, they encourage the exploration of new ideas, methodologies, and technologies, facilitating informed decisions about investments, resource allocation, and risk management, thus ensuring competitive positioning.

### Early Successes in Healthcare

Bhatia points to significant achievements in healthcare, such as the development of the SonoSAMTrack model for enhancing precision in ultrasound imaging and Caption Guidance, an AI-powered tool that improves diagnostic imaging quality. These technologies integrate seamlessly into workflows, demonstrating the potential of AI to transform healthcare practices. Chornenky highlights his success in establishing

an AI governance framework at Optum and applying a similar approach at UC Davis Health. These frameworks ensure safety and accelerate AI adoption by providing a clear roadmap and proper guardrails, demonstrating that effective governance can facilitate the integration of AI technologies in healthcare.

The CAIO role is crucial for advancing AI in healthcare, providing strategic guidance, fostering innovation, and ensuring that AI technologies are adopted safely and effectively.

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