

## People-focused approach to AI:

How talent and  
technology will drive  
better outcomes in  
health and care



# Technology alone doesn't transform organisations. People do.

AI has the potential to unlock monumental change within healthcare – empowering professionals, evolving solutions and services, transforming experiences and ultimately, saving lives. But AI alone won't deliver the change. A human-centred strategy is fundamental to delivering impact. If the NHS is to succeed in its transformation, technology and talent must unite to deliver the health service of the future.

AI presents a significant opportunity, but sustainable transformation is dependent on how it is applied and adopted. Progress depends on maintaining the quality of patient care, supporting the workforce through change and applying AI deliberately to solve clearly defined problems. A balanced, people-focused approach is essential to ensure AI strengthens clinical practice, builds trust and delivers sustainable outcomes for patients and staff.

## The imperative for change

Healthcare leaders are facing pressure like never before. The UK Government is brutally honest in its appraisal that the NHS must 'reform or die'. In its [10-year Health Plan for England](#), the Government sets out a comprehensive strategy for significant transformation that will bring the NHS from the brink of collapse, to become a global leader in accessible and high-quality healthcare.

For the sector to truly transform at scale, it is crucial that technology and talent unite to harness a multi-pronged approach that will deliver substantial and sustainable change.

## Results from CGI Voice of Our Clients

The results from [CGI Voice of our Clients 2025](#) reaffirm that global health and life sciences organisations are experiencing a period of rapid transformation. Digital modernisation, including AI adoption and data-driven innovation, is a critical imperative. However, the ability to reach transformation ambitions remains constrained – predominantly by legacy systems and talent shortages. Results from CGI Voice of Our Clients 2025 show that within global healthcare

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**81% of organisations** have adopted an AI strategy

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**51% of leaders plan to invest** in operational efficiencies through AI and automation to improve internal operations

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**65% of leaders report difficulties** in attracting skilled IT talent and stabilising their existing workforce

While AI adoption is accelerating, most healthcare organisations are still in the early stages of scaling beyond pilot projects, especially for advanced applications and generative AI. This gap between ambition, scaling and workforce readiness highlights a critical need: **Healthcare organisations must align AI investment with strategic, human-centred transformation.**

# Improving outcomes: Using AI as a lever for change

Across all industries, AI has uncapped potential – evolving rapidly from a digital assistant. From autonomous design agents that can make thousands of decisions simultaneously to hyper personalisation reshaping the user experience and to bolstering fraud and risk defense, there's no doubt that AI a strategic value-driver.

However, in healthcare, AI will help clinicians make better and faster decisions to save lives.

Whether that is enabling staff to work more efficiently or providing diagnostics and illness prevention, AI is driving technological breakthroughs that, when adopted correctly, can deliver life-changing impact.

The 10-year Health Plan sets out three key shifts that form the basis of transformation: From hospital to community, from analogue to digital, and from sickness to prevention. AI is seen as a critical enabler to delivering these and described as a “health professional’s trusted assistant”. As outlined in the plan, AI will “...**support patient choice, liberate the front line from admin and support a more sustainable future for the NHS**”.



## How AI can support the transition

### 1 From hospital to community

Within clinical processes, AI is already being used to streamline diagnostic imaging, clinical notetaking and even surgical planning. Moving forward, AI could support the acceleration and effectiveness in supporting the creation of the Neighbourhood Health Service:

- Automation in staff rostering and procurement
- AI-enabled reporting in radiology and pathology
- Remote monitoring of patients at home
- Predictive models to predict and manage hospital admissions
- Ambient AI for note taking and discharge summaries

Delivering these capabilities at scale requires more than technology deployment. Clinical pathways and decision-making processes must evolve alongside AI adoption, with clinicians involved early in service design. Understanding how tools integrate into everyday practice is essential to ensure acceptance, trust and meaningful impact.

By creating capacity in clinical teams, clinicians will have room to focus both on patient care. For example, a key area of focus will be scaling new technology to create more capacity for improved care and better outcomes– with a **goal for all hospitals to be fully AI enabled by 2035**.

# How AI can support the transition

## 2 From analogue to digital

Putting digital tools at the heart of how services are delivered is essential to creating a modern healthcare service. The evolution of the Single Patient Record (SPR) will act as a “digital patient passport”, allowing health data to flow seamlessly and securely between services, while providing patients with a unified experience.

Adopting AI and automation within the NHS digital experience will:

- Reduce administrative burden on clinicians
- Enhance patient experience and control over care
- Modernise service delivery to drive efficiency

Digital transformation must reduce pressure on clinical teams while improving system efficiency. AI and automation should alleviate administrative burden, increase capacity and help address clinician burnout, allowing healthcare professionals to focus on judgement, care and patient interaction rather than routine tasks.

One of the main digital investments in the roadmap is the NHS App. There are plans to enhance the app with AI-driven capabilities to help deliver a “doctor in your pocket” experience. Embedding AI features will help to:

- Provide personalised health advice and self-help content
- Enable self-referral and better management of appointments, prescriptions, and communication with care teams
- Empower patients by providing easier access to make informed choices

## 3 From sickness to prevention

AI tools are driving a shift from reactive to preventative and earlier diagnostics. AI and machine learning also emphasise patient empowerment, enabling greater self-care and access to information by facilitating a more fluid interaction between patients and healthcare systems. Further supporting a preventative approach will be the routine use of wearable technology - one of five ‘Big Bets’ in the 10-year plan and identified as a “personal health custodian”.

AI-enabled patient insights from wearables and biosensors, alongside data held within the SPR, facilitate personalised and predictive care, with capabilities to:

- Analyse data to detect early disease, predict adverse events and identify high-risk screening opportunities
- Provide highly individual guidance within the NHS App to encourage healthy lifestyle choices
- Inform clinicians and patients with real-time insights to tailor treatment plans

Ultimately, a more pre-emptive NHS App and advances in wearable technology facilitated by AI, will support patients to self-refer confidently and take greater ownership of their health journey.

# Building an AI-enabled workforce

‘As part of our objective to give the NHS the most AI-enabled workforce in the world, staff will be AI trained, digitally confident and have skills in modern leadership, transformation and innovation.’

**Adopted correctly, AI is an enabler of human potential.** AI is not replacing clinicians – it is freeing them from bureaucracy so they can focus on clinical judgment and patient care. The question is not “what can AI automate?” but “how can AI amplify our people’s capabilities?”

To realise this ambition, technology must complement, not replace, human expertise. AI should empower healthcare professionals, strengthen confidence in clinical decision-making and preserve the human touch that underpins patient trust. The future healthcare system will succeed where people and digital tools work in partnership.

Workforce transformation is one of the main enablers of the NHS 10-Year Plan. Without an engaged, capable team, even the best AI technologies struggle to deliver business value. NHS leaders must develop the skills and confidence to work effectively with AI to reduce the risks: health systems failure, operational friction, clinician burnout and potentially poor patient outcomes.

## Strategies for building an AI-enabled and future-ready workforce



### Talent and training strategy:

Tomorrow’s talent strategy must encompass new skills, tools and mindsets built around adaptability, continuous learning and human-AI collaboration. Leaders must determine which tasks should remain human-led, which can be delegated to agentic AI agents, and how to evaluate performance and accountability.



### Establish cross-functional change management from the start:

Effective change management builds communication, training and feedback loops into every stage of AI adoption - helping NHS staff to understand the ‘why’, develop skills, and take ownership for transformation.



### Job clustering and tailored strategies:

Leaders can group roles based on how much and how quickly AI will affect them, then apply change management and learning approaches for each cluster.



### AI academies and networks:

Internal hubs support hands-on learning tied to real business use cases. Early adopters play a key role in demonstrating tools, sharing wins and helping to drive cultural change across teams and the NHS.



### Phased rollouts and pilots:

Targeted deployments enable validation of suitability, refinement of change approaches and feedback gathering before iteration and scaling.

# Responsible AI: Regulation and governance

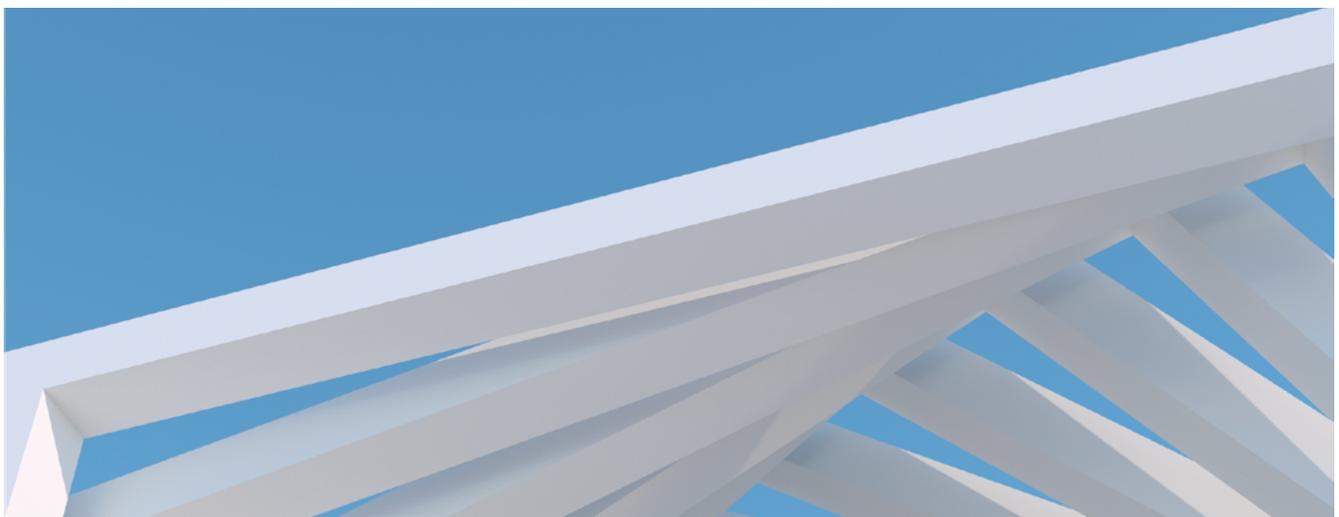
Innovation is moving quicker than regulation, especially with the rapid evolution of Generative AI. However, regulation is of the highest importance when people's personal data, health and lives are at stake.

Results from CGI Voice of our Clients 2025 show that **41% of global health and life science executives rank prioritising AI governance as the top principle for responsible AI use.**

Regulation of AI in healthcare is changing. What exactly it will look like is yet to be defined. The Medicines and Healthcare products Regulatory Agency (MHRA) recently held a [call for evidence on the regulation of AI in Healthcare](#). The intention was to gather a variety of perspectives and experiences (from healthcare professionals, the public and tech companies) on whether the UK's framework for regulating AI in healthcare is sufficient, with particular interest in AI medical devices. The results will be used to inform the recommendations of the National Commission into the regulation of AI in Healthcare.

In the meantime, leaders should ensure they have a responsible AI strategy for both tooling and staff, encompassing:

- ✓ **Robust guardrails** with academic-level rigour, including statistical relevance, low bias, low variance
- ✓ **Business-led use cases** that are well-defined and focused on real business problems - ensuring problem statements are well defined and technology solutions and data are appropriate to solve the problems
- ✓ **Strong data and AI governance** to ensure that data fed into and coming out of AI models is correct, with human-in-the-loop clinical validation
- ✓ **Protection of data privacy**, security, intellectual property, and data rights
- ✓ **Transparency of information** sources and context, covering how data is gathered, manipulated, and returned in responses
- ✓ **Inclusion of business and subject matter experts** in interpreting responses to ensure insights are meaningful



# CGI in Health and Care: Powering better outcomes for people through data and technology



As a long-standing partner to the UK health and care sector, our goal is to strengthen what matters most; ensuring people remain at the centre of every decision, service, and experience.

We bring a trusted set of health and care capabilities, solutions, combining our own IP with the strength of our strategic technology partners to support leaders across the system.

As the UK's trusted AI-to-ROI partner, CGI is proud to support UK healthcare leaders to create the most AI-enabled healthcare system in the world.

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We are insights-driven and outcomes-based to help accelerate returns on your investments. Across hundreds of locations worldwide, we provide comprehensive, scalable and sustainable IT and business consulting services that are informed globally and delivered locally.

