

What happens when we implement AI in an organization, and ignore power relationships?

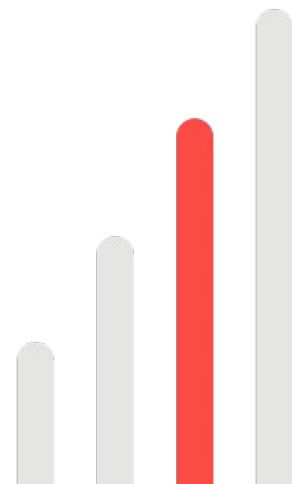
Ley Muller, program lead

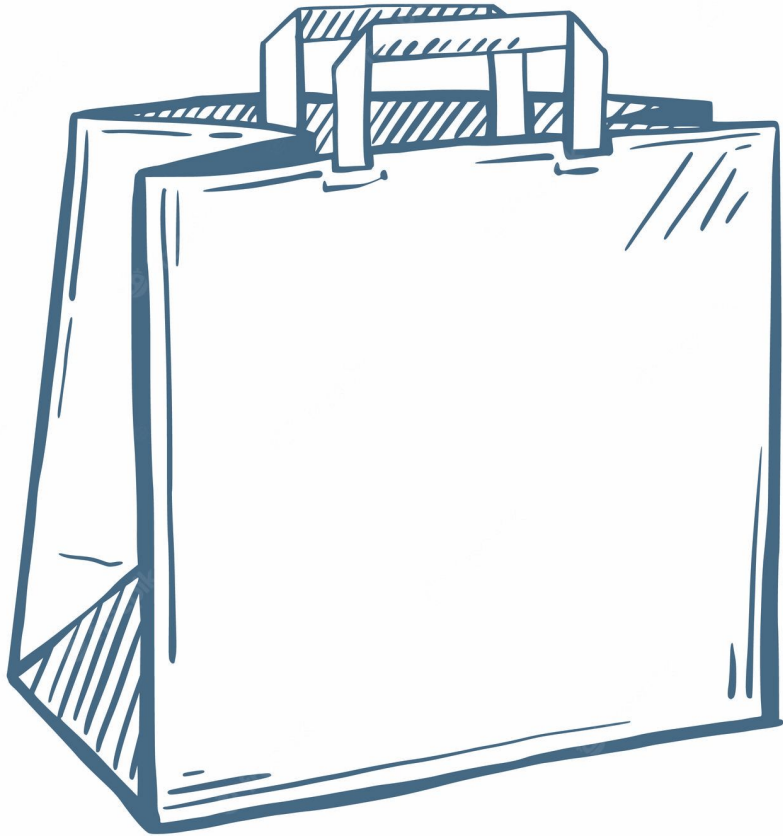
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TRONDHEIM KOMMUNE
Tråanten tjielte

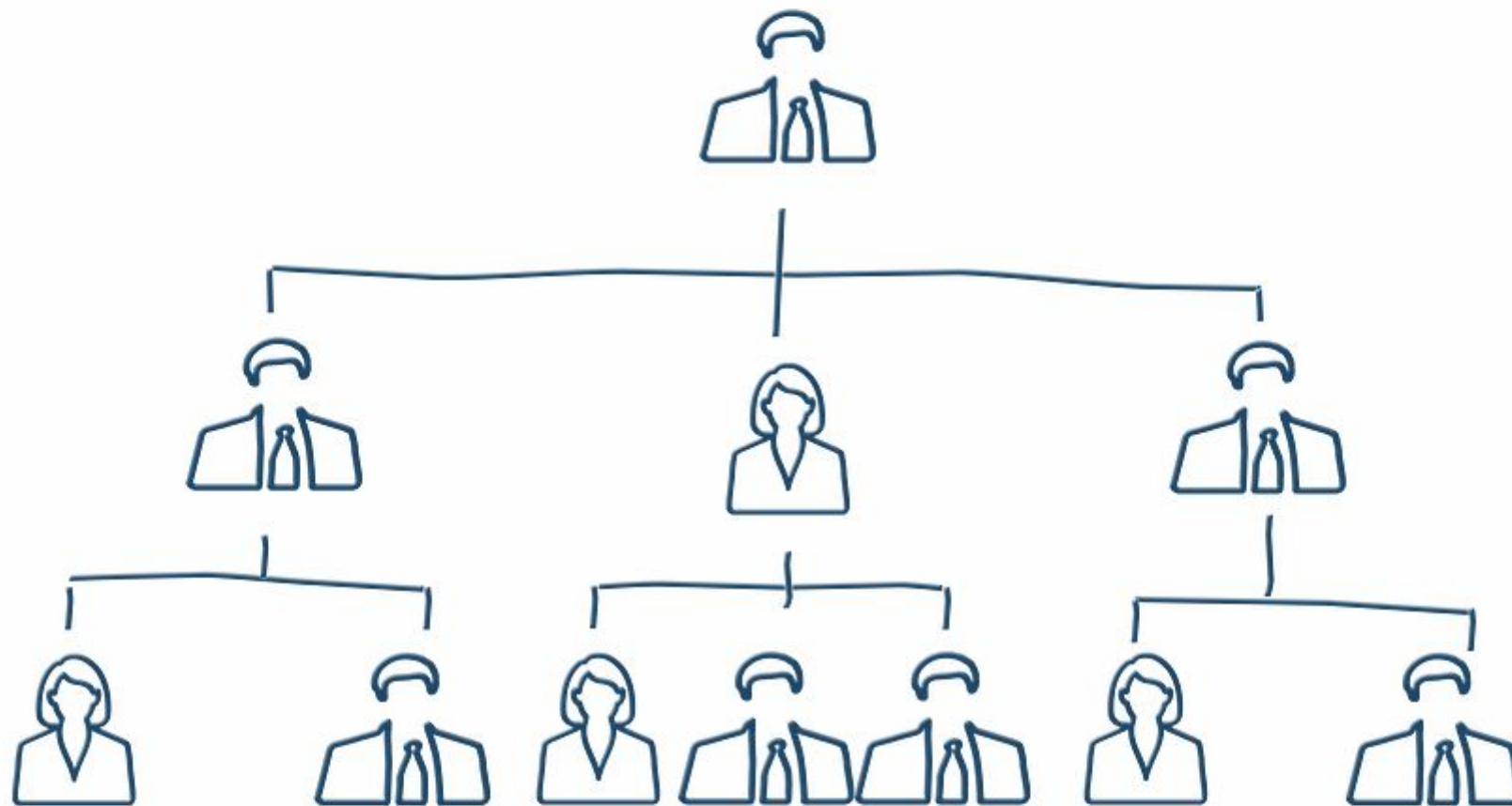
 **NIPH**
Norwegian Institute of Public Health





Even “simple” AI tools can change power dynamics in an organization.

Ignoring this makes implementing AI more difficult .



The process needing AI: systematic review production



20 ÅR forskning.no

Fedmeekepert: – Hårreisende at pasienter ikke får dekket ny slankemedisin

En ny, effektiv slankemedisin blir ikke dekket av det offentlige. – De



Aftenposten Bli abonnent

Hvor skal barnet bo når foreldrene går fra hverandre?

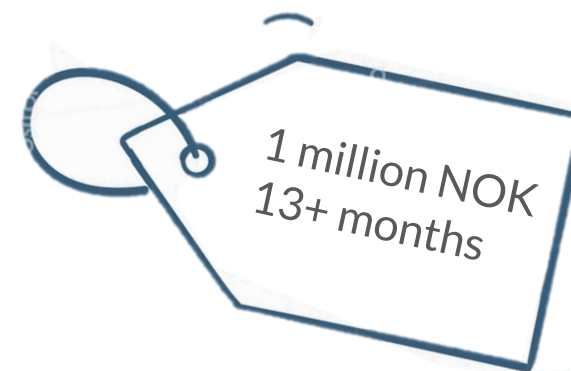
Heid Nøkleby *Forsker, Folkehelseinstituttet*
Trine Bjerke Johansen *Forsker, Folkehelseinstituttet*
Tiril Cecilie Borge *Forsker, Folkehelseinstituttet*
Lars Jørn Langøien *Forsker, Folkehelseinstituttet*



Nettavisen Nyheter. Direktesport Pluss Na Live V

Koronaviruset

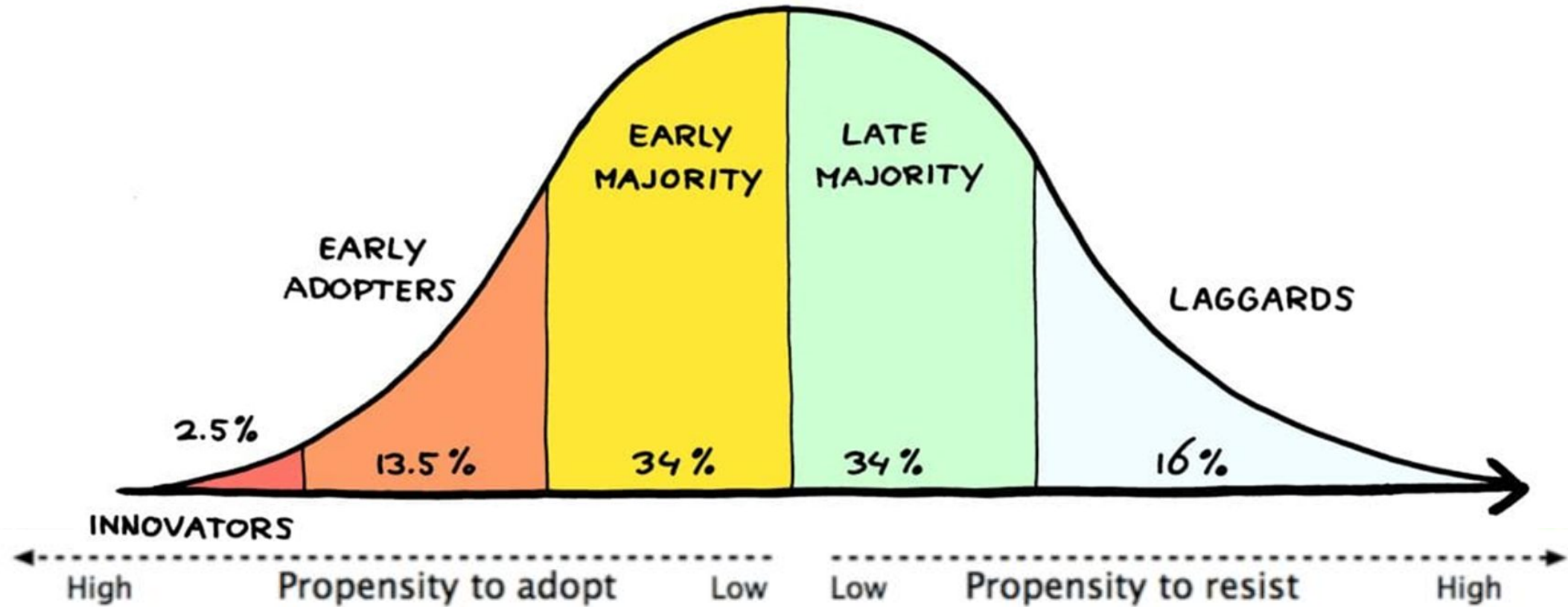
Gode nyheter om omikron og senfølger etter covid-19





SARA GIRONI CARNEVALE

The AI team



2020-2021

Outcomes

Partially met.
People were learning.
Not enough projects were using AI.

Learning

Changes

Improved our actions.
Intensified one-on-one support, established «AI contact» system.

2021-2022

Partially met.

Steady increase in projects using AI.
Stubborn proportion are not saving time.

Learning

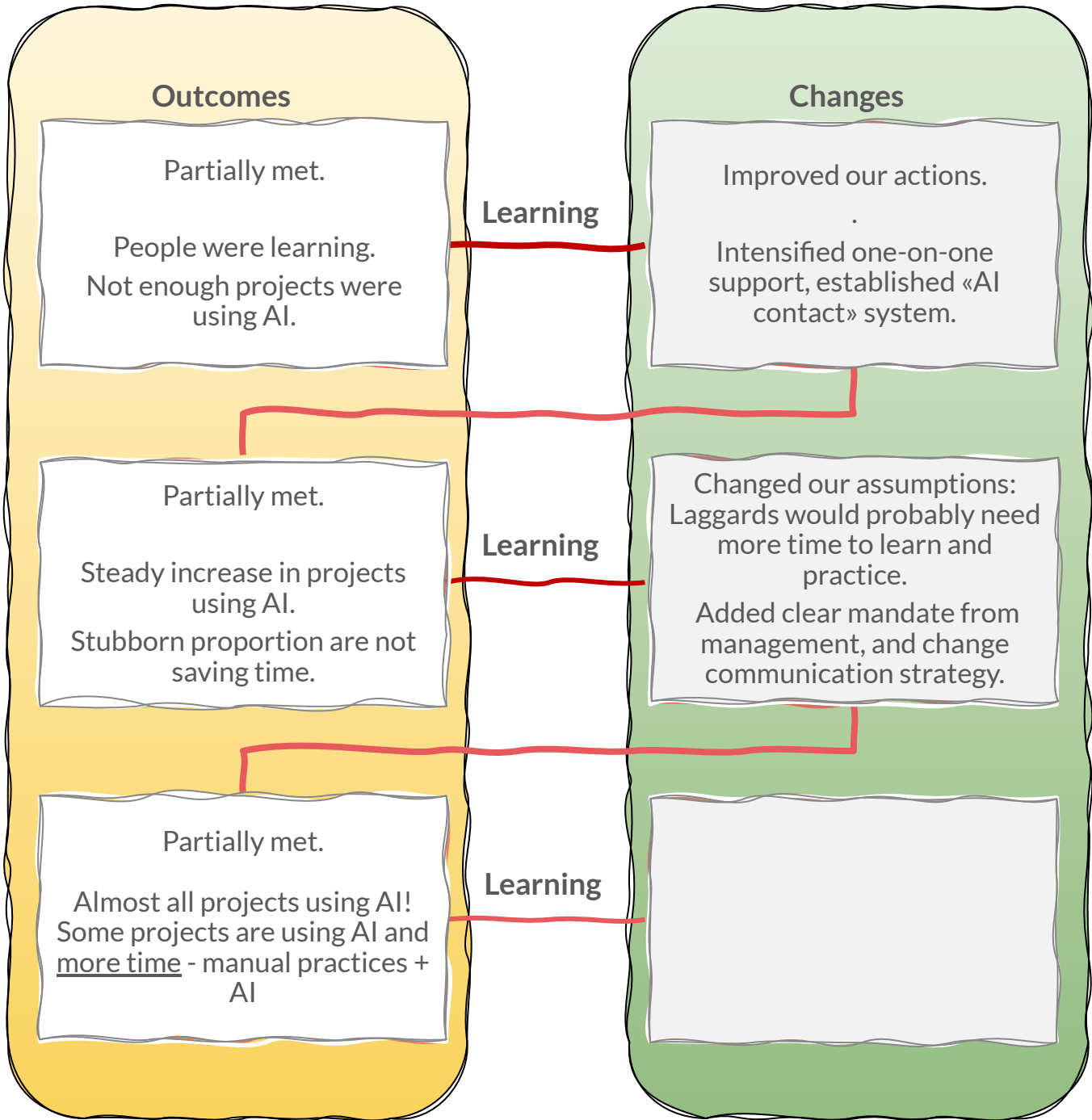
Changed our assumptions: Laggards would probably need more time to learn and practice.
Added clear mandate from management, and change communication strategy.

2022-now

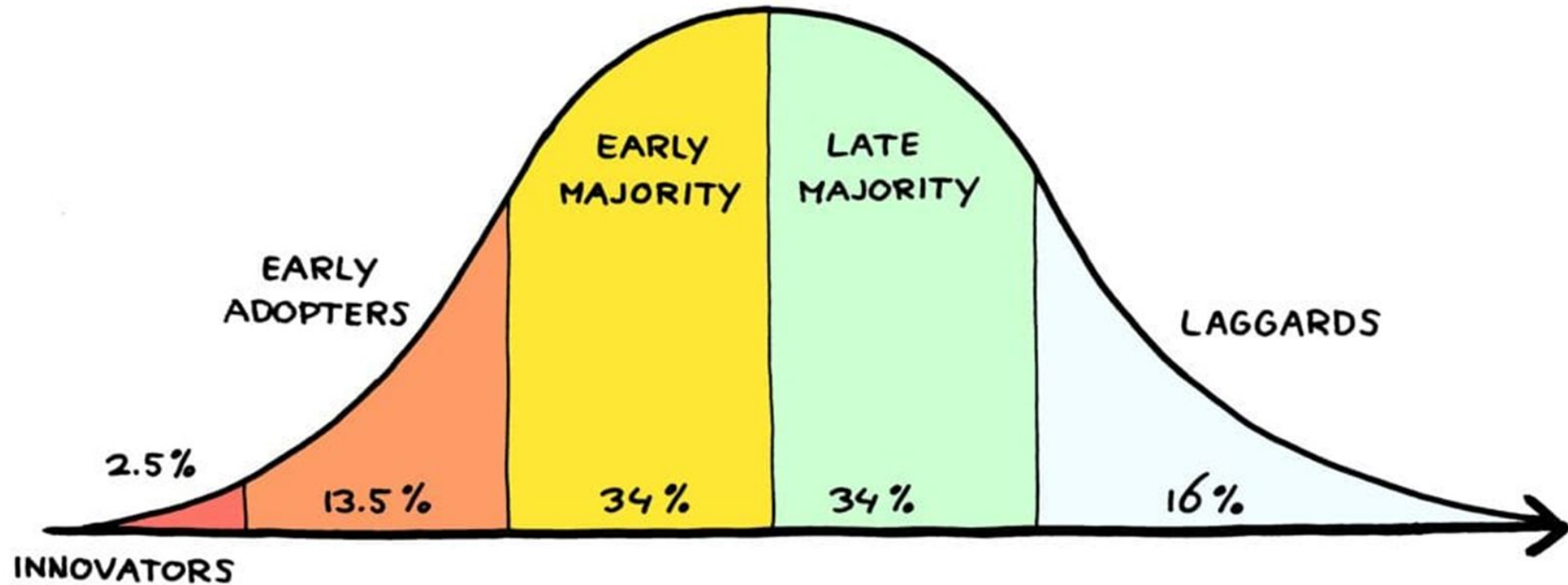
Partially met.

Almost all projects using AI!
Some projects are using AI and more time - manual practices + AI

Learning

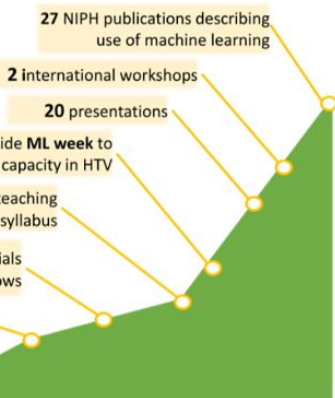


What should we have done differently?



and support for

Jan Himmels, Hans Bugge



Scaling up:
Used the majority of HTV reviewers and librarians, using 5 different ML functions, in both commissioned and internal projects.

When using one or multiple ML functions, per screening 7.835% of retrieved studies. Switching to a single screener and/or significant changes to existing practice. For reviewers or commissioners

Facilitators for successful implementation

- Buy-in and vocal support from management
- Building a plain language, but not oversimplified understanding of how the ML functions work (conceptual) and how to implement them (technical)
- Getting early adopters on board
- In-house evaluations to «test» if ML functions are acceptable, feasible, and time-saving
- Providing a low threshold for support and questions
- Innovation team approach
- Having a clear set of protocols for evaluations and implementation

Want to know more?

Explore our publications at ResearchGate



Norwegian Institute of Public Health

- Tiril Borge, team lead
- Jose Meneses-Echavez
- Hans Bugge Bergsund
- Chris Rose
- Jan Himmels
- Patricia Jacobsen Jardim
- Heather Ames
- Rigmor C Berg, department director

DigiTrøndelag

- Martine Romstad, communication advisor



DALL-E prompt:
“Tsunami of papers, with researchers
standing in boat underneath wave”

