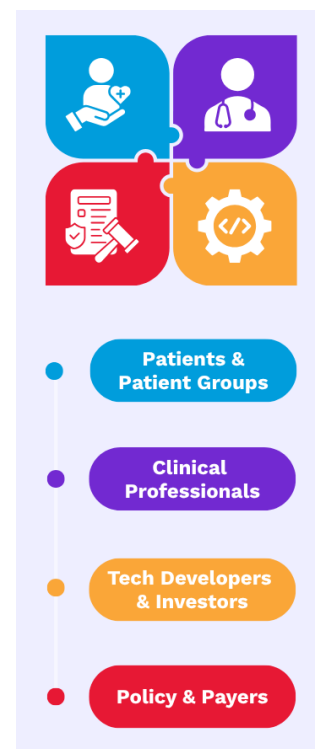


A Shared Roadmap for Defining the Physician's Role in the Digital and AI Era

Digital health and artificial intelligence are reshaping how healthcare is delivered, creating an opportunity to improve access, particularly in settings where it has been historically limited, quality, and sustainability while strengthening the role of physicians and care teams. Realizing that opportunity requires coordinated action across policymakers and payers, technology developers and investors, clinical professionals, and patients.

This Shared Roadmap supports the [Scope of Practice Framework for Physicians in the Digital and AI Era](#), which describes how those stakeholders can work together to achieve a shared vision for the future of care. The current state recognizes the constraints each stakeholder faces today. The actions define the distinct leadership role each must play to enable change. The three outcome horizons then describe how transformation occurs over time: short-term outcomes align priorities, capabilities, and incentives; medium-term outcomes focus on implementation, where new models of care become visible in practice; and long-term outcomes describe a healthcare system in which these models are routinely and sustainably delivered.

Each stakeholder contributes a distinct but complementary role. Patients define the outcomes and experiences that technology-enabled care should deliver. Physicians lead the evolution of clinical practice alongside the broader clinical community. Technology developers build the capabilities. Progress depends on these pathways advancing together toward a shared future state: every patient can access timely, compassionate, clinically appropriate care delivered by empowered physicians and care teams, supported by trustworthy technology.



A Shared Roadmap for Defining the Physician's Role in the Digital and AI Era

	Patients & Patient Groups 	Clinical Professionals 	Tech Developers & Investors 	Policy & Payers 
	CURRENT STATE			
	Too many patients experience delayed or limited access to clinically appropriate care, resulting in avoidable burden, inequitable outcomes, and financial toxicity. At the same time, growing use of AI by patients is occurring equitably across populations and largely outside the healthcare system, disconnected from trusted and established clinical care.	Administrative burden, fragmented workflows, and workforce shortages prevent clinicians - particularly physicians - from consistently practicing at the top of their education and training and extending high-quality care to every patient who needs them.	Innovation and investment are largely focused on improving today's healthcare system rather than building technologies that enable the care models of tomorrow.	Policy, payment, and infrastructure have not kept pace with advances in digital health and AI, limiting the adoption of trustworthy technologies and technology-enabled models of care.
	ACTIONS			
	Define and communicate the preferences, priorities, and outcomes that should shape the design and delivery of technology-enabled care.	Lead the design of future models of care and define the evolving roles, competencies, values, and standards required to deliver high-quality, technology-enabled care.	Prioritize investment in trustworthy technologies that enable future models of care, guided by deep clinical insight and designed for scalable implementation across the healthcare ecosystem.	Align policy and payment with outcomes, create a predictable regulatory environment that supports safe, evidence-based, physician-led care, and invest in the infrastructure required for trusted, interoperable health information exchange.
	OUTCOME			
Short-term Alignment 	Patient priorities, preferences, and lived experience consistently inform the design, evaluation, and delivery of technology-enabled care.	Physicians lead the definition of future models of care, and clinical professionals collectively establish the competencies, education, and professional and ethical standards required to practice effectively alongside digital health and AI.	Technology development and investment are guided by clinical insight, patient priorities, and long-term transformation of healthcare delivery.	Policy priorities, payment strategy, and infrastructure investment align to support safe, evidence-based, technology-enabled care.
Medium-term Implementation 	Patients actively participate in technology-enabled care that reflects their preferences, improves access, and strengthens partnerships with their care teams.	Physicians lead the implementation of technology-enabled models of care, supported by education, training, and professional development that prepare current and future clinical professionals to deliver high-quality care.	Trustworthy technologies are designed, evaluated, and implemented to support scalable, patient-centered models of care.	Policy, payment, and regulatory frameworks consistently incentivize the development, evaluation, and adoption of technology-enabled models of care.
Long-term Transformation 	Patients consistently receive timely, personalized, technology-enabled care that improves outcomes, reduces burden, and enables equitable access regardless of geography or circumstance.	Physician leadership and clinical expertise are preserved, continuously advanced, and focused where human interaction and judgment delivers the greatest value, ensuring future generations of physicians and care teams are equipped to lead healthcare in the digital and AI era.	A mature innovation ecosystem continuously develops trustworthy technologies that expand access, improve outcomes, and strengthen healthcare delivery.	Policy, payment, and infrastructure sustainably support equitable access to high-quality, technology-enabled care and continuous innovation.
	FUTURE STATE			

Every patient can access timely, compassionate, clinically appropriate care delivered by empowered physicians and care teams, supported by trustworthy technology.