

THE ECOSYSTEM OF EVIDENCE

Navigating the future
of the ecosystem of evidence

Artificial intelligence and digital transformation
in research and healthcare

11th EBHC International Conference
Taormina, 21st – 24th October 2026

#EBHC2026

GIMBE EVIDENCE FOR HEALTH

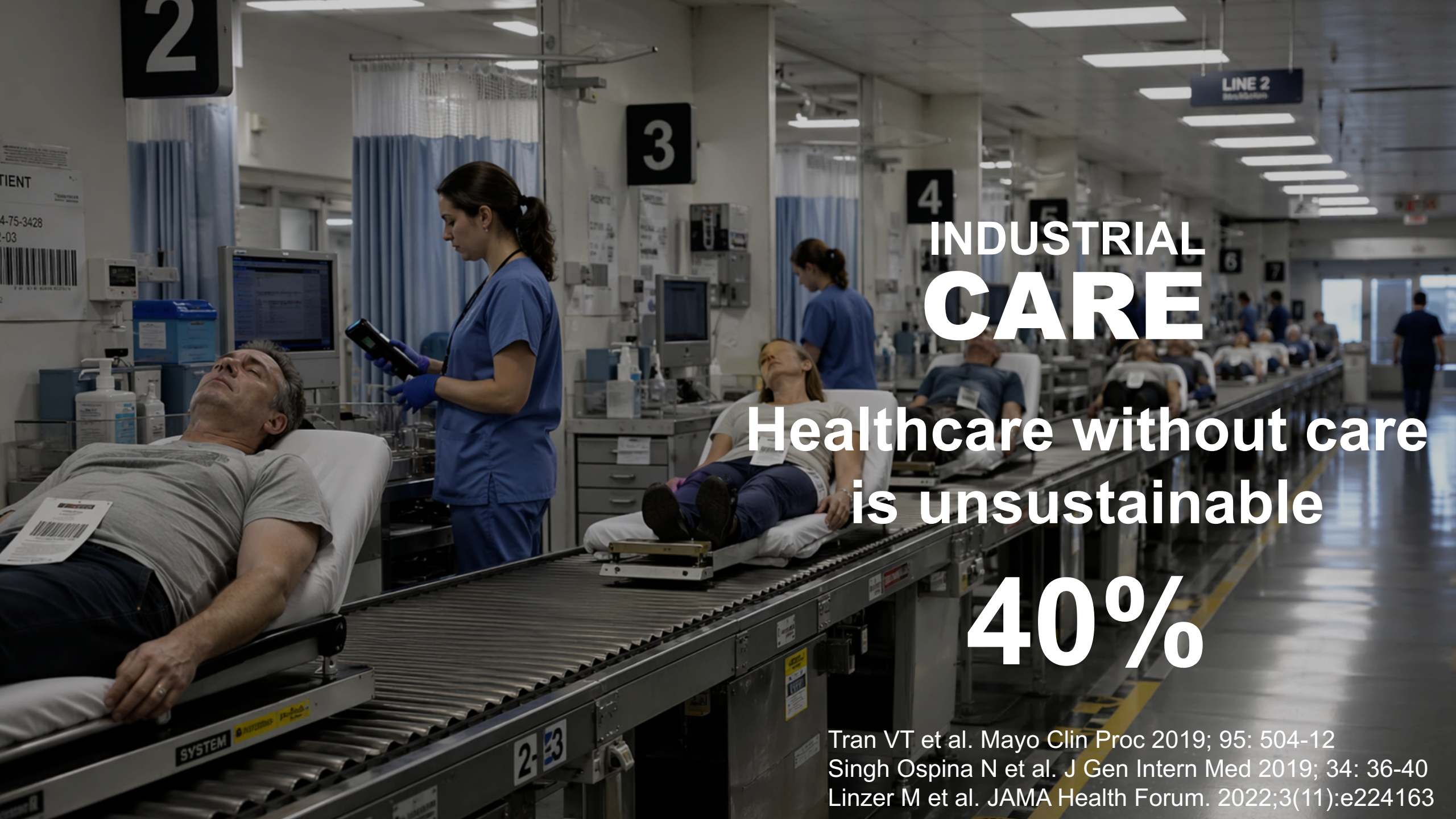
International Society for Evidence-Based Health Care

The other future of health care

Artisanal care or “artificial care”?

Victor M. Montori, MD
Mayo Clinic / Patient Revolution
montori.victor@mayo.edu

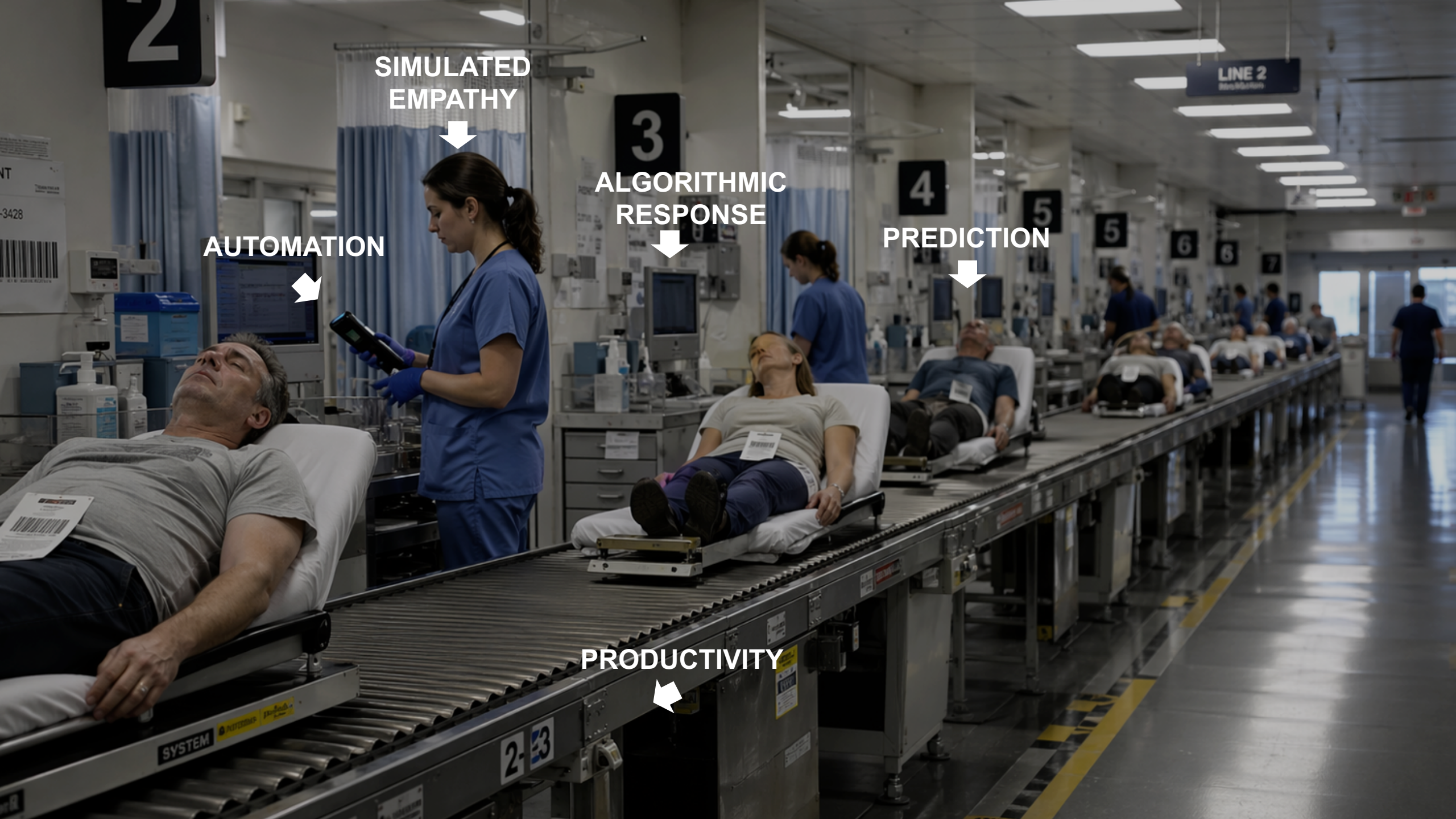

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LINE 2
SYSTEM
2-3


INDUSTRIAL
CARE
Healthcare without care is unsustainable
40%
Tran VT et al. Mayo Clin Proc 2019; 95: 504-12
Singh Ospina N et al. J Gen Intern Med 2019; 34: 36-40
Linzer M et al. JAMA Health Forum. 2022;3(11):e224163


How might we respond to this crisis of care?

One response to the crisis of care is to assume that this is a crisis of organization, efficiency, productivity, convenience, information technology, and scale.

Heath I, Montori V. BMJ 2023; 380


SIMULATED EMPATHY
AUTOMATION
ALGORITHMIC RESPONSE
PREDICTION
PRODUCTIVITY

Organizations need to operate at scales of speed and reach that are only possible when we abandon the idea that **care is only possible between people**.

It requires more consumption of data, medications, and technologies ignoring consequences for other economic priorities or for the planet.

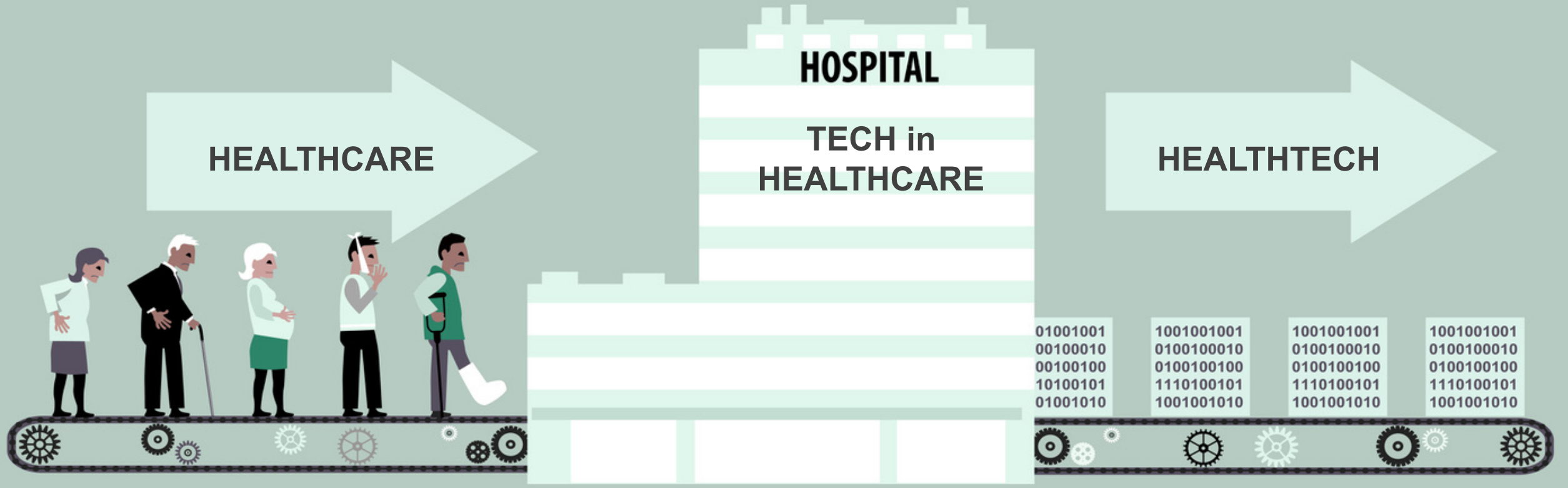
Heath I, Montori V. BMJ 2023; 380

"Healthcare is becoming an information science"

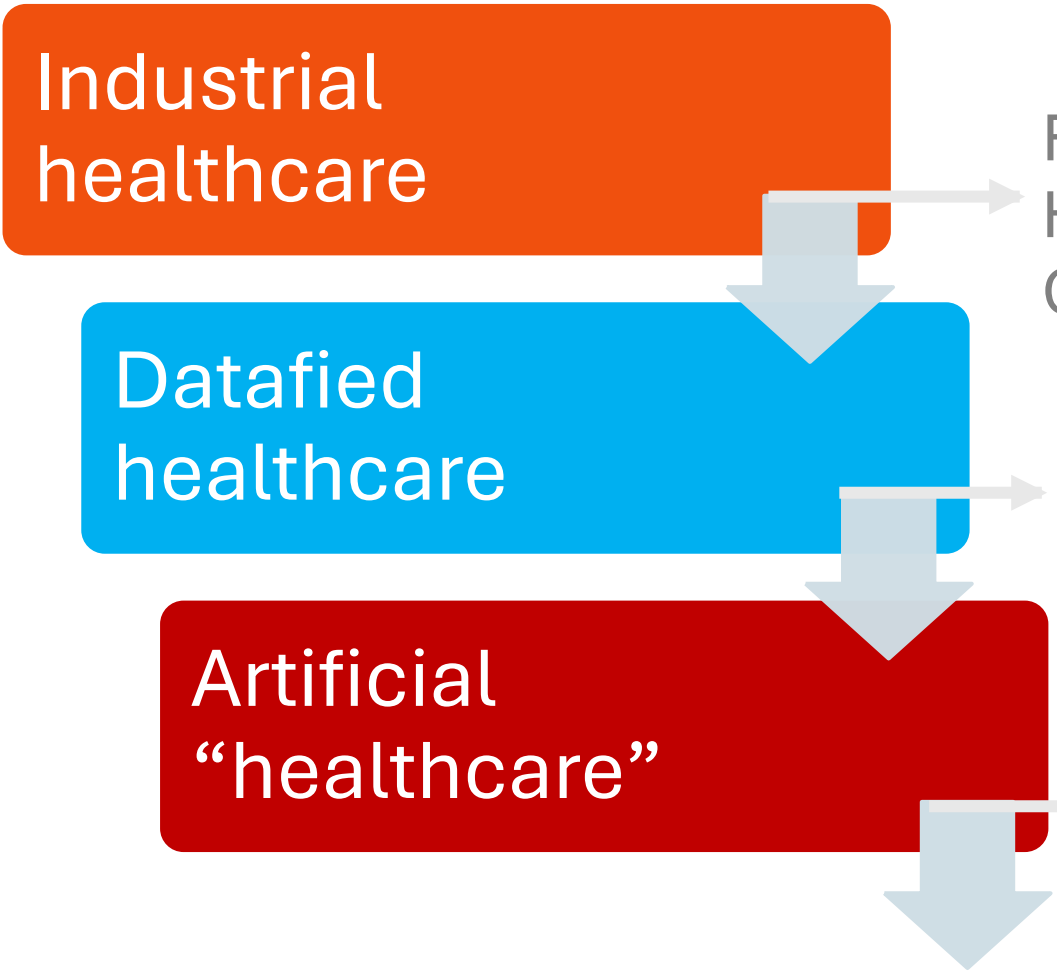
Eric Schmidt (2018)

"…think about what a primary care physician does: they ingest all these data and make a diagnosis and then send to a specialist. That's…literally…a data science problem"

Vijay Pande (a16z podcast, Jan 2025)



The technological path forward



Fractured, transactional
Hurried, burdensome, generic, cruel
Care = **depersonalized** processing

Biological precision, biographical indifference
Medicine needs more data to solve info-problems
Care = **dehumanized** processing

Automatic, perfect
Medicine of indicators, behavioral actuation
Care = **disembodied** processing

Montori V et al. The Un-Mattering of People. Harvard Kennedy School, 2025
Montori V et al. BMJ 2025;391:r2459

The other response assumes this is a crisis of care in and of itself.

Heath I, Montori V. BMJ 2023; 380

CARE

Moral disposition and practice

Work-with
competent
compassionate

Give

attention
situation in HD
needs + strengths

Notice



Respond

creates possibility
invents action

Receive

response is pertinent
response is adequate
response is desirable

J. Tronto / I. Hargraves

Re-invent the work of health care

Ability to know and do	**Ability to care**
People as biomedical sources of raw data and target for intervention	**People are living**
Precision, prediction, algorithmic perfection	**Ambiguity, uncertainty**

Re-invent the future of health care

Ability to care

People are living

Ambiguity, uncertainty



Artisan healthcare

Relationships

Craft care **with**

Start with I don't know

This person

Their story

Here

Now

Sennett R. The Craftsman (2008)
Toulmin S. Cosmopolis: The Hidden Agenda of Modernity (1990)

Unhurried conversations

HD situation

Undesirable situation



Care that fits

Improved situation

Montori V et al. NEJM Catalyst
Ballard DI et al Ann Fam Med. 2024 22(6):533-538.
Montori VM et al. BMJ Evid Based Med. 2023 28(4):213-217.




Manage symptoms, mitigate harms, cope with disappointment, prevent complications, rehabilitate sequelae, support self-management and problem solving, make care fit
CARE
CURE
Right patient/diagnosis, right cure, correctly deployed, at the right time, the first time, with right expertise and equipment.

3 2 1

Deadline is now

take work home

perform!

Get a ride

Dietitian

Endocrinologist

Numbers don’t add up

insurance

Take off work

debt

108 kg Obese

High cholesterol

mortgage

Avoid salt, fats, carbs

LDL high

Metformin Diabetes

A1c 8.2%

Dizzy

GLP1ra

Monitor

Hypertension

Daughter **back** at home

Take pills

HCTZ

Beta-blocker

On drugs

Exercise

Bad back

2 beautiful girls

Neuropathy

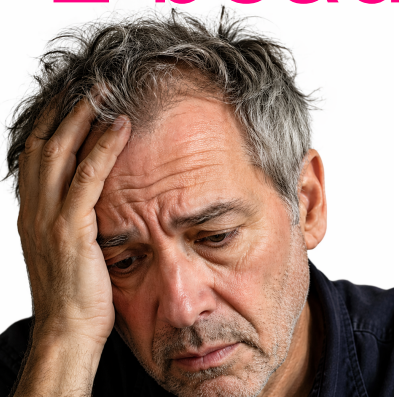
Can’t sleep

Pain

Podiatrist

Depression

Check his feet




Failure to notice and respond with evidence-based care that fits
CARE
CURE
Failure to translate best evidence into practice

To care is human
The mission is infinite
The capacity to care is not



AI and Care

Do we understand **what care is,** and how care makes people matter?

Who is worthy of human care?

Solutionism

Can AI help humans care better?

If you think technology can solve your problems of care you don't understand technology and you don't understand your problems of care.

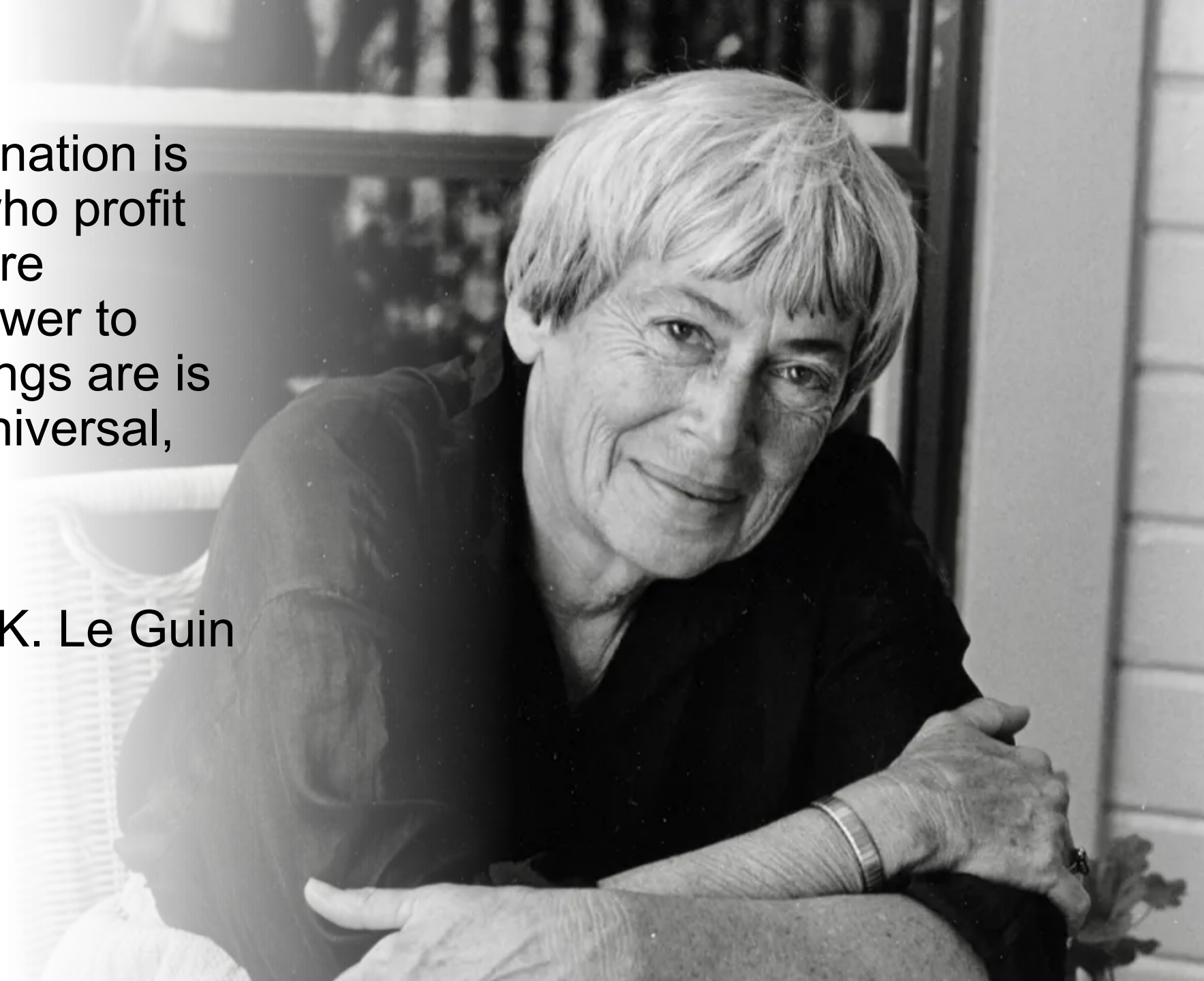
– Paul Farmer, MD

The idea that some lives matter less is the root of all that is wrong with the world.



The exercise of imagination is dangerous to those who profit from the way things are because it has the power to show that the way things are is not permanent, not universal, not necessary.

Ursula K. Le Guin




Care is Human
© Santi Palacios


Care is renewable


Care is beautiful