

**LEVERAGING ARTIFICIAL INTELLIGENCE FOR STRATEGIC DECISION-
MAKING IN HEALTH CARE**

by

Student Name

Professor's Name

n

Name, Designation

Academics and Doctoral Studies

School of Business, Technology and Health Care Administration

A Capstone Work Presented in Partial Fulfillment

Of the Requirements for the Degree

Doctor of Business Administration

Strategy and Innovation

Capella University

Month & year of dean's approval

© FULL NAME, YEAR

Abstract

The purpose of the abstract is to provide a concise and accurate synopsis of key elements of your capstone project. Set the abstract as a single block-style paragraph with no initial indent. Address the following topics (four hundred words maximum). **Research topic summary (1-5 sentences)**, a concise summary of your capstone research topic. Explain the rationale for your study and the need for the study the capstone addresses. Indicate your research questions, matching the wording used in your capstone sections. **Research methodology (1-2 sentences)**. Summarize the research methodology used in the study. **Population and sample (1-2 sentences)**. Describe the population and sample, including high-level demographic information regarding your participant poll. If secondary data were used, describe the data set. **Data analysis (1-2 sentences)** provides a concise summary of your data analysis. **Findings (1-3 sentences)** provide a concise summary of your research findings and conclusion(s). Describe the practical implications of your project and the deliverable you created.

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Researchers will review your abstract to determine whether your manuscript is worthy of reading and relevant to their literature review. Those in your field will review your abstract to learn more about the nature and quality of your doctoral work. Thus, the abstract stands as a record of your doctoral-level work. (b) Additional guidelines for development of an abstract are in section 3.3 of the *APA Publication Manual*, 7th edition, or on Campus at Academic Writer,

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[59?group=All&view=list&term=abstract&sort=asc](https://academicwriter-apa-org.library.capella.edu/learn/browse/QG-59?group=All&view=list&term=abstract&sort=asc) (c) References are generally not used in the abstract, as the focus is the study, the research, and the findings.

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Typically, learners dedicate the work to the one or two individuals who instilled the value of education and the drive to succeed in educational pursuits. Learners often dedicate capstones to relatives, immediate family, or significant individuals who have supported them or played a role in their lives.

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Note: if the Abstract runs onto a second page, change the page number of the Dedication to four.

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Acknowledgments

This acknowledgments page is optional. The acknowledgments differ from the dedication in that they recognize individuals who have supported your scholarly efforts related to the advanced doctoral manuscript or who have held a role in your academic career as it relates to the research of the advanced doctoral manuscript. This might mean a mentor and committee members, advisor, online or colloquia faculty, and other support people from Capella or other organizations. If you received financial support from fellowships, grants, or other organizational support, note it in this section. The acknowledgments are also appropriate for thanking statisticians, transcriptions, those who have provided permission to use an instrument, and the like.

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Table of Contents

Acknowledgments.....	4
List of Tables	7
List of Figures	8
SECTION 1. PROJECT DESCRIPTION.....	9
Overview of the Project	9
Problem Statement and Purpose	12
Problem Statement	12
Alignment with the Program.....	13
Purpose Statement.....	15
Gap in Practice	16
Theoretical Framework.....	17
Project Context.....	22
Historical Background and Current Trends	22
Synthesis of the Scholarly Literature	22
Synthesis of the Practitioner Literature.....	23
Alignment of the Project with the Literature and Discipline.....	23
SECTION 2. PROCESS	24
Project Questions	24
Project Design/Method	24
Stakeholders, Participants, and Target Audience	24
Role of the Researcher	24
Project Study Protocol	24

Sample.....	24
Data Collection	24
Ethical Considerations	24
Data Analysis	24
SECTION 3. FINDINGS AND APPLICATION	27
Relevant Outcomes and Findings	27
Application and Benefits.....	27
Implications.....	27
Recommendations for Policy	27
Recommendations for Practice	27
Recommendations for Future Work.....	27
Conclusion	27
REFERENCES	28
APPENDIX A. TITLE OF APPENDIX A	34
APPENDIX B. TITLE OF APPENDIX B	35

ONCE YOU’VE WRITTEN THE TOC, DELETE ALL INSTRUCTIONS.

List of Tables

Table 1. Set Table and Figure Titles in Title Casexx

Table 2. Titlexx

ONCE YOUR LIST IS COMPLETED, REMOVE INSTRUCTIONS
AND UPDATE THE PAGE NUMBERS.

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List of Figures

Figure 1. Technology Acceptance Model for AI Adoption in Healthcare	21
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SECTION 1. PROJECT DESCRIPTION

Overview of the Project

The healthcare sector is challenged in terms of operations and finances. Bain and Company (2024) indicates that more than half of hospitals in America reported a deficit as of the end of 2022 due to the COVID-19 pandemic, shortage of skilled workers, and soaring rates of inflation, compared to pre-pandemic times. A 2023 survey indicated that 60% of the health systems noticed the increasing costs as their main issue. Although artificial intelligence (AI) has the potential to solve these problems, its usage has not been widespread. An industry survey published recently showed that there is a considerable variation in terms of adoption of AI, and three-quarters of healthcare executives recognize the potential of generative AI to transform their industry, whereas only 6% have a formal strategy to take advantage of such technology (Bain & Company, 2024). The gap indicates an urgent need for a strategic implementation of AI to enhance operational efficiency and profitability, despite the potential offered by AI (Locke et al., 2021). There is a heightened focus on operational efficiency coupled with patient satisfaction and clinical treatment in health systems. The AI health sector is expected to enjoy phenomenal growth with a compound annual growth rate (CAGR) of 37.66% between 2023 and 2032 (Bohr & Memarzadeh, 2020). It has been forecasted that this sector will grow from an approximate of 15.1 billion in 2022 to an impressive 355.78 billion by 2032 (Towards Healthcare, 2023), and this is a further indication of the growing appreciation of AI as a transformative force in business activities in health care. The project will seek to understand how AI can be strategically applied in healthcare institutions to optimize their operations and financial outcomes, which is crucial in the context of seeking innovative solutions in healthcare business management (Ahn et al., 2023).

The capstone study aims at establishing the principles of drawing up an implementation strategy of AI to enhance the adoption of AI in the healthcare sector to achieve operational and competitive objectives. The project will set out to learn how machine learning and other artificial intelligence applications may be used to improve operational efficiency, minimize costs, and improve management of data in healthcare organizations. In addition, the paper will address the issue of how the strategic application of AI can create a competitive edge in the healthcare market through simplifying administrative operations, better organizing resource distribution, and increasing the effectiveness of the organization in general. By focusing on these aspects of business administration, the project aims at creating a theoretical framework of AI-enhanced strategic innovation in health care that corresponds to the urgent necessity of innovative solutions in health care business administration.

The project is noteworthy because it has the potential to change how health care is done and conducted in business. Khan and Alotaibi (2020) have already found that AI technologies can be used to handle large volumes of data, which then extract conclusions and recommendations that would not be easily understood by the human mind under normal conditions. This ability plays a vital role in strategic decision-making and efficiency in health care organizations. Health care with the help of AI may lead to better operational processes, resource distribution flow, and increased financial performance (Khanna et al., 2022). As an example, AI-based solutions can help to optimize workflow in hospitals and reduce the wait time and resource usage, leading to more efficient and cost-effective health care delivery (Sun & Medaglia, 2019).

The application of AI in healthcare management can save a lot of money and enhance efficiency in the operation. A study by Accenture (2020) predicts that as early as 2026, the

American health care system may save up to 150 billion a year due to the primary clinical health uses of AI. Such savings are explained by the enhancement of the administration process, the decrease in dosage errors, and a more efficient diagnostic process. Moreover, AI has the potential to support the process of strategic planning and decision-making in health care organizations through offering data-driven information and predictive analytics (Basile et al., 2022).

The adoption of AI in health care has a number of challenges in terms of business administration. Although ethical concerns like the privacy of data, algorithm fairness, and the effects of AI on jobs continue to be significant (Li, 2024), the strategic and operational problems of AI usage will be the foremost concern of the given project. The process of integration will involve organizational preparedness, change management, the evaluation of the returns on investment (ROI), as well as alignment with business goals (Dwivedi et al., 2021). The project will also aim to identify options that can address these obstacles with a perspective of making sure the introduction of AI is within the framework of ethical considerations and business needs.

The project will delve into some of the concepts mainly common in the healthcare industry in terms of business strategy. These ideas are the way organizations measure their preparedness to integrate AI, the ability to effectively implement AI change management plans, and mechanisms for measuring and maximizing AI returns on investment (ROI) (Sun and Medaggio, 2019). Other ideas include the concept of implementing AI into current business practices and decision-making systems (Dwivedi et al., 2021), legal and regulatory framework of AI use in health care (O'Sullivan et al., 2019). These factors will be essential parts of creating an in-depth AI implementation model in further evaluations.

The project will offer policy recommendations concerning the strategic deployment of AI that is acceptable and in line with ethical principles as well as business interests. The project will also incorporate suggestions on how to establish AI governance setups, how to form cross-functional teams to implement AI, or how to set up metrics to assess AI performance on a business front (Almeida et al., 2021). Speaking of the key aspects, the project will bring a holistic perspective on the implementation of AI in health care under the prism of business administration and seek to establish a new wave of efficient, accountable, and rational technology use.

Problem Statement and Purpose

Problem Statement

The overall business issue is that the AI adoption in health care falls behind, leading to high levels of inefficiency in operations, loss of competitive edge, and failed to save costs (Ahmed et al., 2023). The delayed AI usage and implementation has given rise to a number of important problems with regard to the approach of business administration. Health care organizations that do not take advantage of AI are also forfeiting an opportunity to streamline administration, maximize resources allocation, and enhance overall efficiency, which affects increased operational costs and low productivity (Sun and Medaglia, 2019). With a more open and competitive health care market, organizations are under the threat of losing ground to more tech-savvy organizations which could lead to market share loss and loss of ability to attract patients and even talented employees (Dwivedi et al., 2021). Berg et al. (2023) reported on a survey conducted by Bain and Company, although three quarters of health system leaders believe that generative AI would transform the business, only 6 percent have adopted an endorsed AI strategy. The wide gap between awareness of the potential of AI and its real-life strategic

application is the key indicator of the acuity of the issue. The slower adoption would slow the industry in terms of using AI to increase its operational efficiency, strategic decision-making and competitive positioning in the market.

The business issue that the U.S. health care leaders lack a systematic approach to implement AI in their business operations to achieve operational efficiency and opportunities to decrease their expenditure (Dwivedi et al., 2021). Sun and Medaglia (2019) also found that skills gap, insufficient data structure, and compliance issues are significant challenges in integrating AI in hospitals. Furthermore, according to Pifer (2023), extensive use of artificial intelligence in health care has the potential to save the United States up to \$360 billion per year. The absence of a framework for AI implementation in healthcare organizations poses numerous issues. First, it leads to the unequal and sporadic implementation of AI solutions in various departments, which does not allow creating a unified system for enhancing the effectiveness of the overall organization (Dwivedi et al., 2021). Secondly, it also brings about some concerns regarding ethical concerns and adherence to the laws and norms according to which health care leaders cannot work with AI without any difficulties (Gerke et al., 2020). Also, there is no framework that defines how to integrate AI in health care organizations, which makes it difficult for organizations to manage and analyze copious amounts of data collected in clinical practices (Ahmed et al., 2023). Kong (2019) 80% of health data is unstructured and underutilized. A key untapped potential that the problem focuses on is capturing meaningful information to improve the provision of patient care and the organization of organizational processes.

Alignment with the Program

The project is being done as an element of the Capella University doctorate in business administration (DBA) major in strategy and innovation. The project aims at creating strategic

frameworks for AI implementation in health care organizations, which coincides with the specialized focus on using innovative technologies to improve the efficiency of operations and competitive advantage (Zewail & Saber, 2023). The project covers the most important areas of the specialization, such as strategic planning, innovation management, organizational change, and transformation of business based on technologies (Zewail and Saber, 2023). It demonstrates the purpose of learning about previous theoretical knowledge and putting it to practice in addressing real-life business challenges within health care, in a DBA Capstone program. The project will add to the existing body of knowledge in strategic management and technological innovation in health care by addressing the intricate issue of integrating AI in health care organizations. The project discusses the ways AI can be used strategically to develop sustainable competitive advantages, organizational innovation, and business model transformation in health care (Zewail and Saber, 2023). It promotes the acquisition of critical leadership talents that would be required to tackle the changing world of health care management.

The study under consideration is correlated with both strategy and innovation specialization, as it investigates the aspects of market responsiveness, regulatory activities, and innovation in terms of developing and applying AI strategies in the health care organization. The overall method of AI application in the project exhibits the usage of strategic management concepts, innovation models, and change management concepts. Moreover, the project examines the potential of using AI as a driver of disruptive innovation in health care, which has the potential to transform the organization of the industry and competitive forces. The project is in line with the specialization's emphasis on learning and capitalizing on new technologies to inspire organizational change and generate new value.

Purpose Statement

The qualitative investigation is aimed at investigating the opinions of the U.S. health care leaders on the elements of an AI implementation plan to enhance the operational efficiency, profitability, and competitiveness in the health care sector. The proposed study will involve detailed interviews focusing on U.S. health care leaders who have experience in the field of AI to determine the main factors that can contribute to successful AI implementation, barriers to its adoption, and the best practices to embrace AI in health care organizations (Alhashmi et al., 2019). Instead of providing a dedicated framework for how AI integration can be approached by health care organizations, the project will focus on the optimal ways to implement AI to minimize operational costs, improve resource allocation and process efficiency, maximize profitability by finding new revenue streams and reducing costs, and improve the competitive position by using data-driven insights to make strategic decisions (Gerke et al., 2020). The study aims at providing valuable knowledge to the area of health care management and strategy by deriving the experiences of seasoned professionals and may lead to the enhanced future AI application and optimization of organizational processes in health care organizations through the lens of business administration (Gerke et al., 2020). The study will strive to formulate an AI implementation framework that is compliant with organizational objectives, responsive to industry issues, and leverages the new opportunities in the health care industry. The holistic method will equip health care leaders with practical information to wade through the intricate environment of AI usage, to reconcile technological innovation and business needs to create sustainable growth and competitive advantage.

Gap in Practice

The use of AI-enabled analytics would result in health care executives making better predictions and risk management, as well as resource allocation, to make their operations more sustainable and more profitable (Schönberger, 2019). The adoption of AI would enable organizations to concentrate their human resources on the high-value tasks that need creativity, emotional intelligence, and strategic thinking, thus increasing the overall performance of the organization and its competitiveness in the market. Some of the benefits of good AI implementation in health care have been addressed. This process involves making sure that the appropriate data infrastructure is deployed, establishing a relationship with the appropriate AI technology vendors, and making sure health care workers are well trained (Singh et al., 2020). Moreover, the subsequent ethical issues also need to be considered along with the necessity to communicate the AI process to the healthcare workers.

The research study aims to assist in closing the research gap by offering the views of the healthcare leaders who are knowledgeable in AI. The aim of the study is multifold. To begin with, it will search for what factors have proven to improve the efficacy of AI in health care organizations (Lysaght et al., 2019). Secondly, the study will examine the barriers that hinder the integration of AI in these settings. Thirdly, it will discuss the best practices in the introduction of AI into health care operations. The idea is to develop a full strategy of AI implementation in the strategic decision-making process. The framework will also be created to assist other health care organizations in their AI implementation activities, paying attention to better operational efficiency and profitability (Lysaght et al., 2019). The cultural changes, resource allocation, and policy landscapes are some of the variables that will determine the degree to which AI will be integrated within health care management.

Theoretical Framework

The theoretical framework that will be used to conduct the qualitative inquiry is a synthesis of the technology acceptance model (TAM) by Fred Davis (Davis and Granić, 2024) and the theory of planned behavior (TPB) by Icek Ajzen (1991). The TAM is highly beneficial when complemented with the theory of planned behavior (TPB) created by Icek Ajzen (1991), as a means of studying the adoption of AI in healthcare organizations. TPB assumes that the behavioral intentions which result in actual behavior are determined by three factors: attitudes toward the behavior, subjective norms, and perceived behavioral control. Attitudes, in terms of AI adoption in healthcare, can be described as the assessment of the potential advantages and disadvantages of using AI technologies by healthcare leaders. Subjective norms refer to the perceived social influence of peers, industry norms, and regulatory organizations to either accept or oppose the implementation of AI. Perceived behavioral control indicates the perceived capability of the leaders to effectively deploy and operate AI systems in their organizations. The qualitative inquiry guidance theory is the technology acceptance model (TAM) that was developed by Fred Davis (Davis and Granić, 2024). TAM offers a good theoretical foundation of elements in the adoption of AI in health care organizations and the business management and strategic decision-making perspective. The TAM includes five fundamental elements, which are perceived usefulness (PU), perceived ease of use (PEOU), attitude toward using, behavioral intention to use, and actual system use (Davis & Granić, 2024). The concept of perceived usefulness (PU) is a measure of how much the user perceives that the use of a technology will positively affect their job performance or productivity. When considering the use of AI in healthcare, it is possible to tie PU to the potential efficiency and competitiveness improvements that AI will introduce to healthcare organizations. It may result in a higher efficiency of resource

management, improved decision-making in an organization, and cost management (Khashan et al., 2024).

The level of ease with which a user thinks a technology will be effort-free is perceived ease of use (PEOU). Having PEOU in health care is connected to the ease with which healthcare leaders and staff can apply and use AI systems. An increased perception of ease of use has the potential to increase the acceptance and adoption of AI. Attitude toward using sums up an overall assessment of the user of the technology. Behavioral intention to use: This is how the user intends to utilize the technology in the future. The practice of the technology in reality is the quantifiable application and use of the technology.

The TAM model comes in handy in elucidating the forces that affect the adoption and integration of AI technologies within health care organizations in terms of operations and strategy. The model fits the objective of the project to determine the elements of a strategy to adopt AI, as it offers a framework to comprehend the importance of the key factors in technology acceptance. The TAM has experienced changes and adaptations with an objective of achieving its practicability in any situation. Providing an example, Zhu and Zhang (2021) shed some light on the technology acceptance model 2 (TAM2), which included additional elements like subjective norm and perceived usefulness. The model TAM2 builds on the initial model by including the social influence processes and cognitive instrumental processes, and it offers a more comprehensive view of user acceptance. The theory of acceptance and use of technology (UTAUT), introduced by Marikyan (2021), further combines the factors suggested by TAM and other acceptability models of technology. UTAUT has other constructs like performance expectancy, effort expectancy, social influence, and facilitating conditions. The model provides a

more comprehensive view of the acceptance of technology, which is both individual and organizational-level.

Although TAM2 and UTAUT are valuable sources of insights, the original TAM will be used in this study as its theoretical foundation. The fundamental constructs of PU and PEOU of TAM correlate with the objective of the project, which is the investigation of the perceptions of healthcare leaders towards strategies of AI implementation. Nevertheless, TAM2 and UTAUT insights will be used to design interview questions and data analysis to make sure that all factors related to AI adoption are understood.

The relevance of the constructs of TAM to the problem of slow AI adoption in the health care setting is that the constructs could elucidate the factors that affect organizational preparedness to implement AI. Investigating the perceived usefulness and perceived ease of use, we will be able to understand how certain companies are more ready to implement AI technologies than others, thereby informing the creation of effective strategies to implement AI (Khashan et al., 2024).

The TAM and its variants have been utilized in the health industry to comprehend the adoption of various items, including electronic health records, telehealth, and the most recent in terms of artificial intelligence (Shaikh et al., 2023). The model complies with the objective of the project to test the perception of the decision-makers in healthcare organizations about the usefulness and ease of use of AI in solving operational and strategic issues.

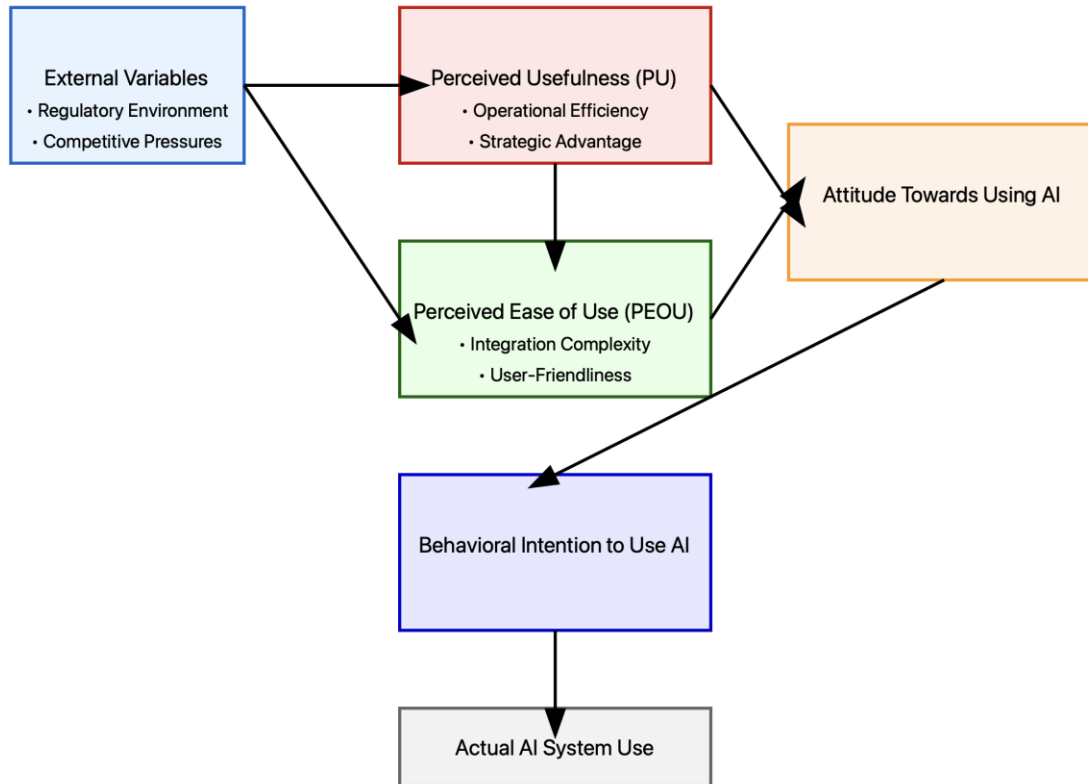
The literature review will be based on the TAM framework, which will be used to develop data collection tools during the period of time spent on this project. The fact that the main goal of the project was to determine the components of an AI implementation strategy that might result in operational efficiency and profitability growth in the health care sector is directly linked to the notion of TAM. The PU and PEOU constructions offer a perspective with which to explore AI

adoption opportunities and challenges in healthcare. Considering the literature review, TAM provides a framework to model and analyze the studies on the adoption of technologies in healthcare, i.e., AI and other similar technologies. Although TAM might not be explicitly used in some studies, the constructs of this model can be used to frame and generalize the results of other sources (Horani et al., 2023). The methodology will help in establishing the gaps in knowledge that exist and give a direction on the questions to be asked to healthcare leaders.

To collect the data, a literature review using the TAM constructs will be used to guide the development of semi-structured interview questions that will be used by the healthcare leaders. As an example, the questions can be put on how the leaders feel about the efficacy of AI to improve the operational performance (PU) and the challenges associated with the implementation of AI in the operations PEOU. The interview guide will also contain questions regarding the organizational culture, legal aspects, and competitive forces, which might be crucial to the decision to adopt AI. It is also essential to mention that the knowledge of other models such as UTAUT can be employed to guide our comprehension of technology acceptance; however, in the current research, TAM will be used as its theoretical framework, as it is crucial to be consistent and focused on the research methodology (Jianxun et al., 2021).

Figure 1

Regarding the AI adoption, it is possible to mention a Technology Acceptance Model of the adoption in healthcare (Davis and Granić, 2024)



The qualitative coding will be used to analyse the findings in the data analysis phase of the study, as the interviews with health care leaders will be analysed. Although the constructs of the technology acceptance model (TAM) would not be directly used as the guiding factor of the coding process, they could be used as a conceptual frame of reference for interpreting the emergent themes. The patterns and themes that the participants will be analysed in terms of the adoption of AI in healthcare organizations will be identified (Marikyan, 2021). The choice of TAM in this project is due to its constructs, which provide the project with a good insight into the adoption of technology within organizations. The health care sector is one of the sectors that

face special challenges with regards to technology implementation, mainly because of its regulatory dynamics, centering on patients and proven clinical practice. TAM and its focus on perceived usefulness and ease of use offer an approach to studying how industry-specific variables could have an impact on AI adoption decisions at the organizational level.

The research will add value to the current body of knowledge regarding healthcare management and technology acceptance in a number of ways. To begin with, it will shed light on the perceptions of AI implementation strategies by healthcare leaders. Second, it will focus on the organizational factors specific to the healthcare industry and their impact on the AI adoption decision (Kumar et al., 2021). Third, it will study how the constructs of TAM may correlate with the challenges of implementing AI in the real world in healthcare (Jianxun et al., 2021). The results of this research might be used to inform better strategies to implement AI in health institutions. Also, they can make important contributions to policymakers who take into account the regulations regarding the use of AI in healthcare. Offering a subtle explanation of the factors that determine the use of AI through the lens of leadership, the study will help fill the gap between the theoretical frameworks of technology acceptance and real-life implementation strategies in the healthcare sector.

Project Context

Historical Background and Current Trends

Synthesis of the Scholarly Literature

Synthesis of the Practitioner Literature

Alignment of the Project with the Literature and Discipline

SECTION 2. PROCESS

Project Questions

Project Design/Method

Stakeholders, Participants, and Target Audience

Role of the Researcher

Project Study Protocol

Sample

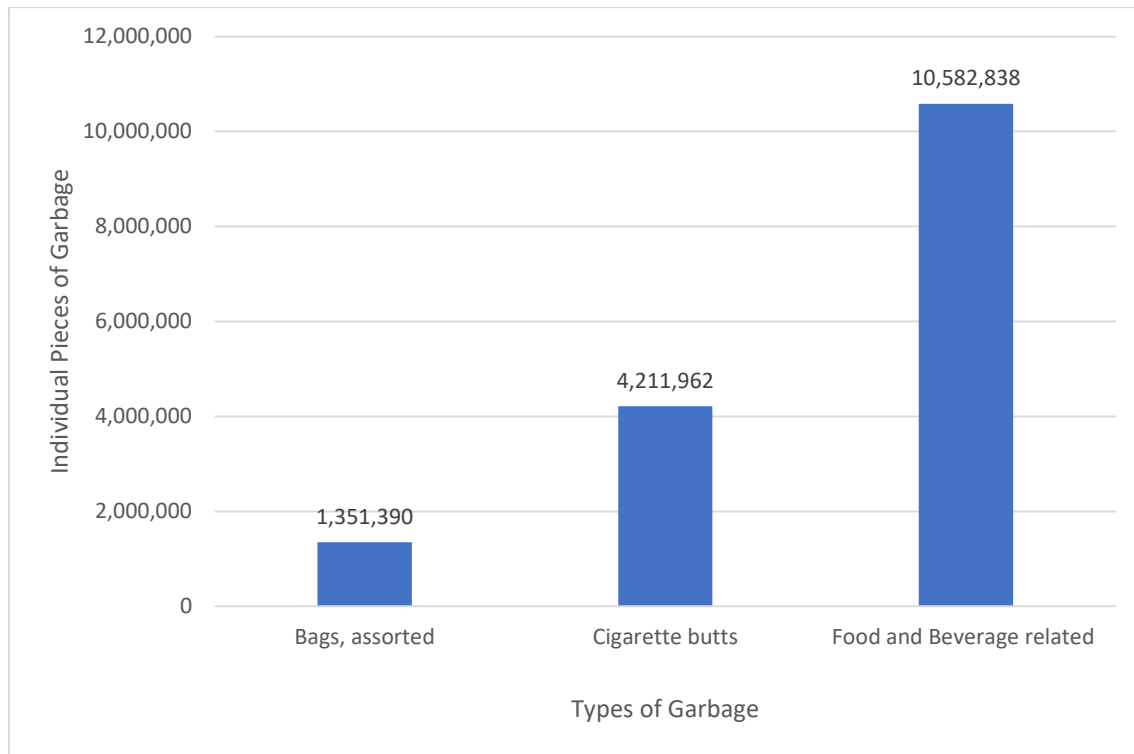
Data Collection

Ethical Considerations

Data Analysis

Figure 1

Types of Garbage



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<https://academicwriter-apa-org.library.capella.edu/learn/browse/QG-28>.

Table 1

Demographic Information

Participant	Age	Sex	Position	Years in position
P1	25-30	Male	Chairperson	10-15
P2	41-45	Female	CEO	6-10

Note. Potential participants under age 16 were omitted from the sample. Only essential notes need to be included. See [Table setup \(apa.org\)](https://apa.org) and <https://academicwriter-apa-org.library.capella.edu/learn/browse/QG-44?group=All&view=list&term=tables&sort=asc>. The [Doctoral Publications Guidebook](#) also addresses tables and figures.

SECTION 3. FINDINGS AND APPLICATION

Relevant Outcomes and Findings

Application and Benefits

Implications

Recommendations for Policy

Recommendations for Practice

Recommendations for Future Work

Conclusion

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APPENDIX A. TITLE OF APPENDIX A

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