



Beyond Pilots and Impostors: Turning AI Burnout into Breakthroughs in Healthcare IT and HR

A practical model for building confidence, trust, and
compassionate adoption in the age of intelligent work

CHIME - CompassionIT Summit
May 19, 2026

*Lance Bradshaw, MBA, MHA
Director, HR Workforce
Transformation*

Confidential and property of Intermountain Health

About Me

Director, HR Workforce Transformation,
Intermountain Health, Salt Lake City, Utah

20+ years in healthcare operations and leadership

Doctoral Candidate, EdD in Healthcare Leadership
and Learning, Aspen University

Adjunct Faculty, Operations and Information
Systems & Master of Healthcare Administration
program, University of Utah

Research focus: AI-enabled leadership confidence



CompassionIT Starts with the People Carrying the Work



Healthcare technology can reduce burden.

It can also add burden.

The difference is rarely the tool alone.

It is how we design, govern, communicate, and support adoption.

AI Has Entered the Messy Middle

The novelty phase is ending.

Now the hard questions begin:

What changed?

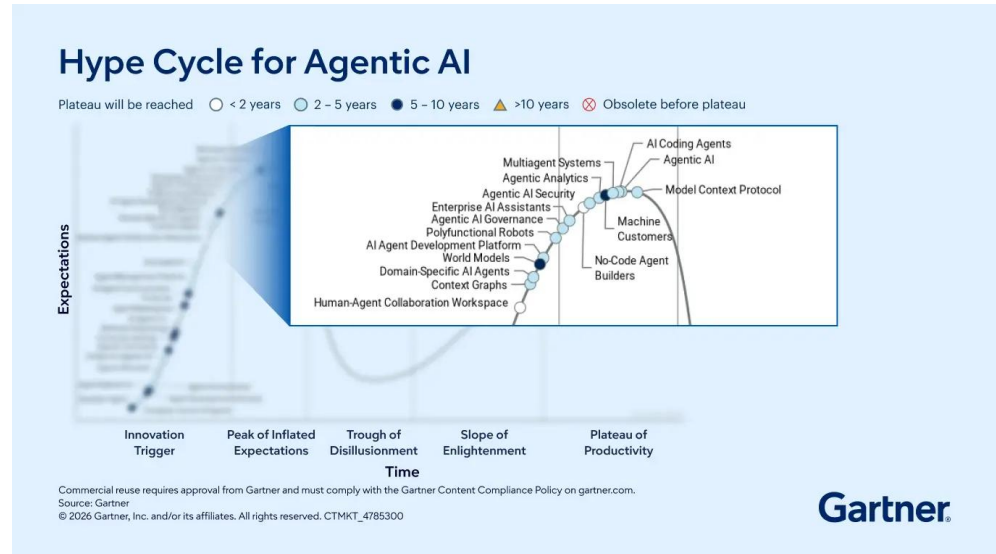
Who adopted it?

What improved?

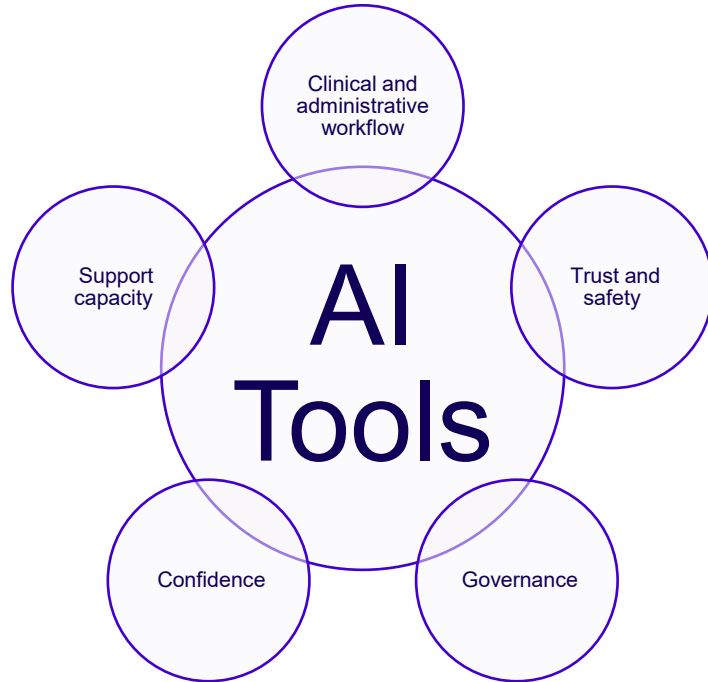
What stopped?

What value was created?

The accountability phase has started.



AI Pilots Don't Fail. Systems Reject Them.



Most AI initiatives do not stall because the tool is useless.

They stall because the system around the tool is not ready.

The Healthcare AI Adoption Trap

AI promises:

- ✓ Faster documentation
- ✓ Better self-service
- ✓ Smarter workflows
- ✓ Reduced administrative burden
- ✓ More personalized experiences
- ✓ Improved decision support

Healthcare requires:

- ✓ Trust
- ✓ Safety
- ✓ Accuracy
- ✓ Privacy
- ✓ Empathy
- ✓ Human judgment
- ✓ Clear accountability

AI AMBITION



ADOPTION AT SCALE



BRIDGING THE GAP



SKILLS



CONFIDENCE



WORKFLOW

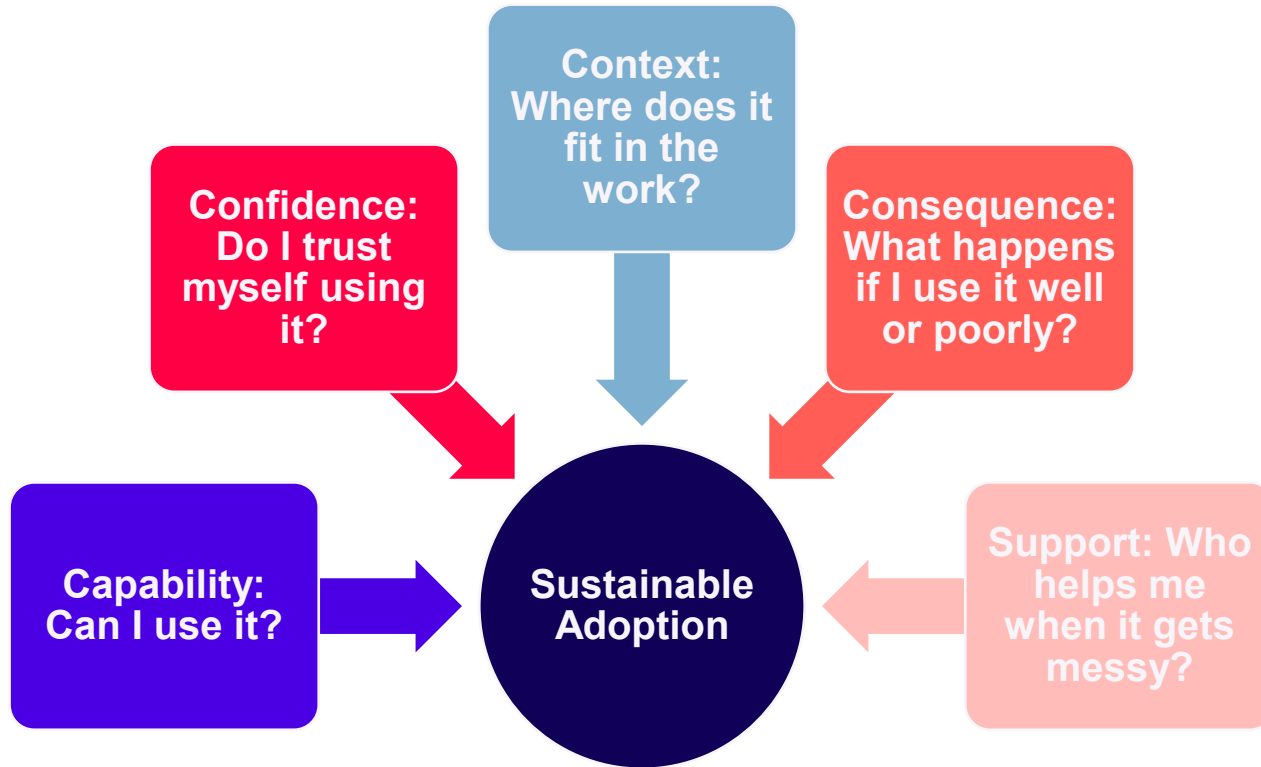


GOVERNANCE



LEADERSHIP

The Compassionate Adoption Equation



The Quiet AI Exhaustion Nobody Wants to Admit

AI burnout sounds like:

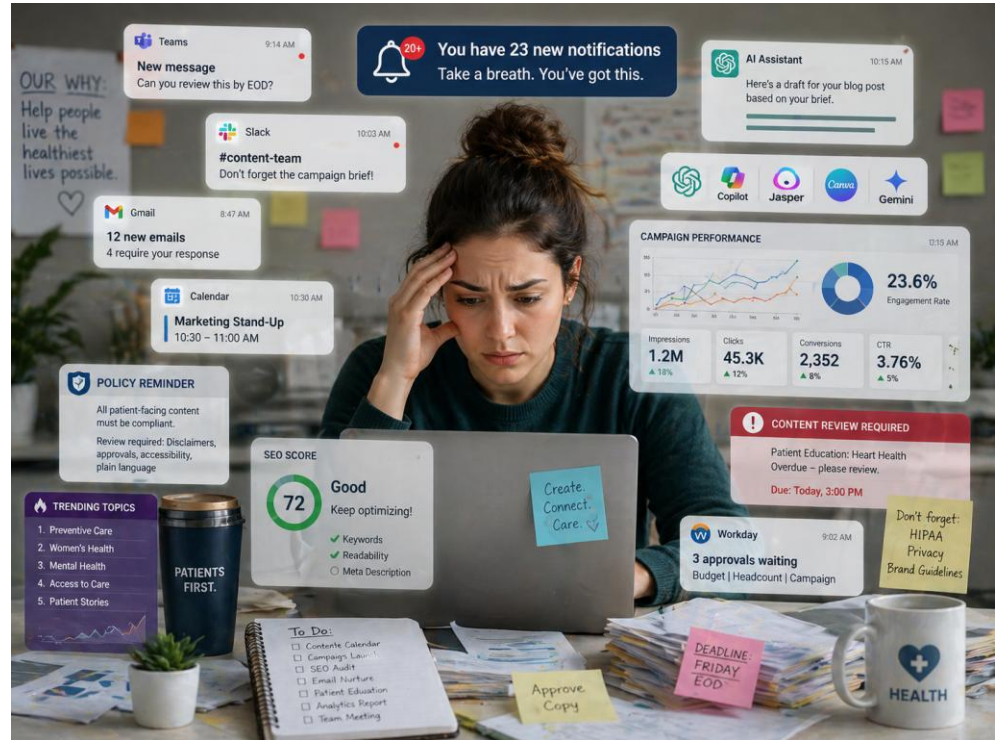
“Is this approved?”

“Can I put this data into it?”

“Will this create more inbox work?”

“Who owns the risk if it gives a bad answer?”

“Is this helping clinicians or just adding another layer?”



The Confidence Gap



Impostor thoughts show up in AI adoption:

“Everyone else gets this faster than me.”

“I should already know this.”

“What if I use it wrong?”

“What if my expertise becomes less valuable?”

“What if AI exposes what I don’t know?”

AI Can Trigger Impostor Syndrome

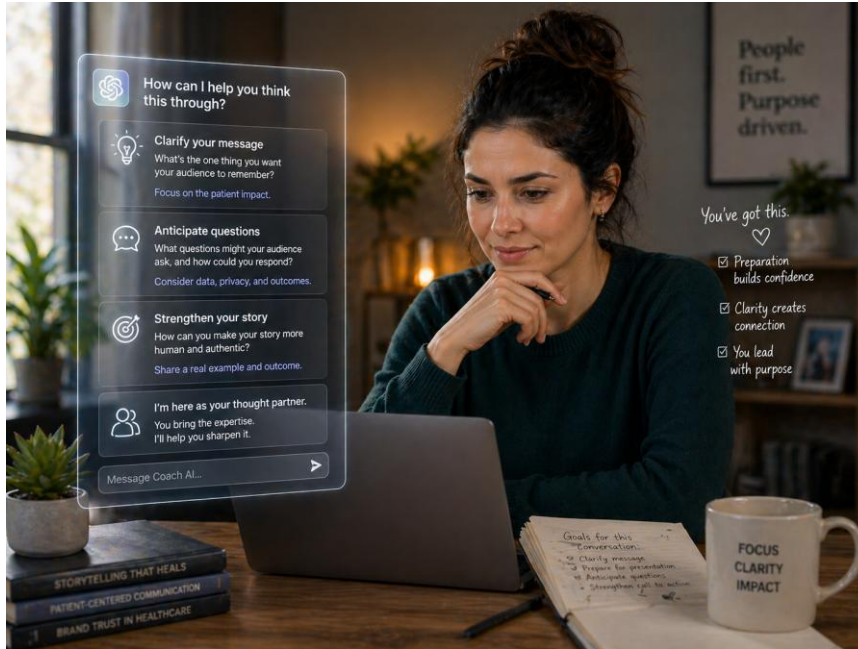
AI can make capable people feel:

- **Behind**
- **Replaceable**
- **Exposed**
- **Less expert**
- **Less creative**
- **Less in control**

For leaders, this can show up as delayed decisions, vague communication, over-reliance on governance language, or avoidance of experimentation.



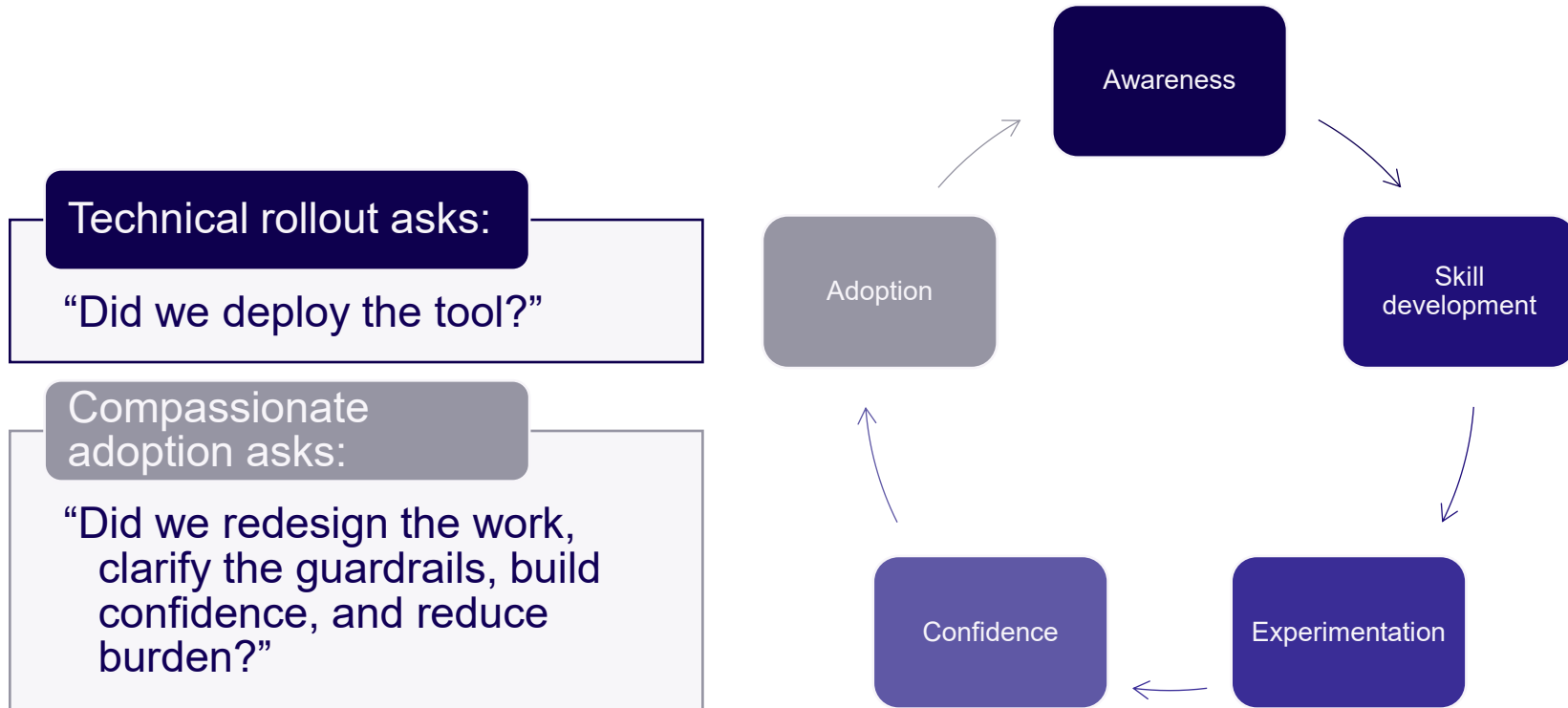
AI Can Also Reduce Impostor Syndrome



When used well, AI can help people:

- ✓ **Prepare for governance conversations**
- ✓ **Draft change communication**
- ✓ **Translate technical concepts for frontline teams**
- ✓ **Simulate stakeholder concerns**
- ✓ **Practice explaining risk and value clearly**

From Tool Training to Confidence Building



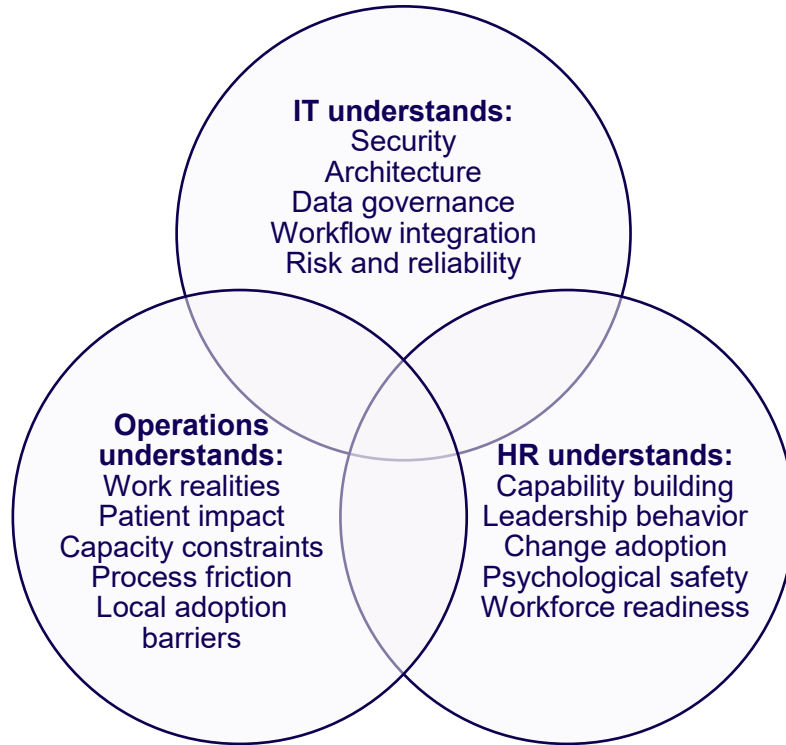
PRACTICED CONFIDENCE

Confidence grows through **intentional practice**,
not by waiting for perfect conditions.



“ CONFIDENCE IS EARNED THROUGH **MOTION**. ”

The New IT-HR-Operations Alliance



Together, AI adoption becomes a compassionate operating strategy.

THE ANTI-PILOT-PURGATORY CHECKLIST

~~PILOT~~



OPERATING EXPERIMENT



Before you start, define it. Before you scale, prove it.

	USE CASE	What specific problem are we solving? Why does it matter now?	
	OWNER	Who owns this experiment end to end? Who is accountable for the outcome?	
	WORKFLOW	Where does this fit in the workflow? What changes in how we work?	
	GUARDRAILS	What are the boundaries for safe, ethical and compliant use?	
	SUCCESS METRIC	How will we measure success? What does good look like?	
	ADOPTION BEHAVIOR	What behavior are we trying to change? How will we drive and support adoption?	
	SCALE DECISION	What decision will we make? What will trigger scale, iterate, or stop?	
	STOP RULE	What would cause us to stop? How will we know it's not working?	



DISCIPLINE CREATES CLARITY.

Clarity creates adoption. Adoption creates value.



Quick Reflection: Where Is AI Creating the Most Pressure?

- A. Too many tools
- B. Unclear governance
- C. Lack of confidence
- D. Workflow disruption
- E. Fear of getting it wrong
- F. Hard to measure value



4 WEEKS. REAL PROGRESS. MOVEMENT TOWARD VALUE.

Small steps. Focused action.
Compounding impact.

WEEK 1 FIND THE FRICTION

Map one painful workflow.



Clarity on the problem worth solving.

WEEK 2 REDESIGN THE WORK

Add AI only where it reduces friction.



A smarter workflow designed for real impact.

WEEK 3 BUILD CONFIDENCE

Practice, coach, validate, normalize questions.



Confidence grows through practice and support.

WEEK 4 MEASURE BEHAVIOR

Track usage, quality, cycle time, and trust.



Data-driven insights that prove value and guide scale.

SUSTAINED VALUE

- ✓ Better outcomes
- ✓ Stronger trust
- ✓ More time for what matters



FOCUS. LEARN. IMPROVE. REPEAT.

BUILDING CAPABILITY. DELIVERING VALUE.

Five Radical Ideas to Leave With

1. Stop launching disconnected AI pilots. Start redesigning work.
2. Treat confidence as infrastructure.
3. Make IT, HR, and Operations co-owners of adoption.
4. Measure behavior change, not tool access.
5. Use AI to reduce burden, not just increase output.

Bonus:

**Confidence is not something you wait for.
It is something you practice.**

Continue the Conversation

If your organization is exploring:

- Healthcare IT and HR collaboration
- AI governance and adoption
- Workforce redesign
- Digital burden reduction
- Leadership confidence
- Human-centered transformation

I would welcome a conversation after the summit.

[linkedin.com/in/lancebradshaw](https://www.linkedin.com/in/lancebradshaw)

Download a copy of these slides

