AI-Enabled Workforce Transformation in Healthcare: Building Confidence, Capability, and a Future-Ready Workforce

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Lance Bradshaw, MBA, MHA
Director, HR Workforce Transformation

About Me

Director, HR Workforce Transformation, Intermountain Health (U.S.)

20+ years in healthcare operations and leadership

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

Adjunct Faculty, Operations and Information Systems, University of Utah

Research focus: AI-enabled leadership confidence

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The Healthcare Workforce Reality in 2026

- Persistent clinical and non-clinical shortages

- Leadership fatigue and burnout

- Rising digital expectations

- AI adoption anxiety

- Financial constraints and cost pressure

- Increasing regulatory complexity

The HR Leader's Dilemma

We are expected to:

Modernize workforce models

Build digital capability

Strengthen leadership pipelines

Improve retention

Accelerate transformation

All at the same time

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Workforce Transformation Is Not a Technology Project

Technology fails when:

• Roles are unclear

• Skills are invisible

• Leaders hesitate

• Coaching is absent

• Psychological readiness is ignored

What Actually Stalls Healthcare Transformation

- HR lacks system-wide skills visibility

- Managers resist automation fearing job impact

- Clinical leaders feel exposed by digital acceleration

- Leaders delay decisions waiting for absolute certainty

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Quick Reflection

In your organization, what most slows transformation?

A. Skills visibility

B. Leadership hesitation

C. Role ambiguity

D. AI skepticism

E. Resource constraints

When Capability Outpaces Identity

A common leadership experience today:

- "I understand the tools..."

- "I can explain the strategy..."

- "But I am not sure I trust myself yet."

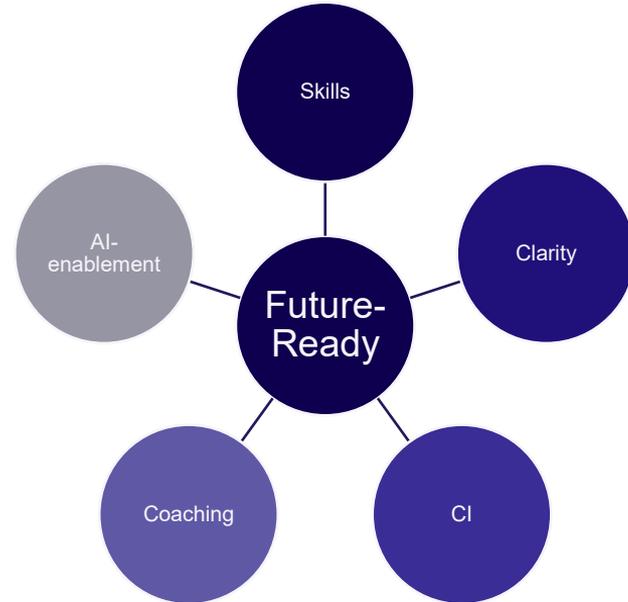# The Confidence–Capability Readiness Model

Leadership readiness emerges when:

• Skills are visible

• Roles are clear

• Coaching is embedded

• AI supports judgment, not replaces it

• Confidence grows through structured practice.

Skills Clarity

Role Expectations

Coaching in Workflow

Psychological Safety

Confidence to Act

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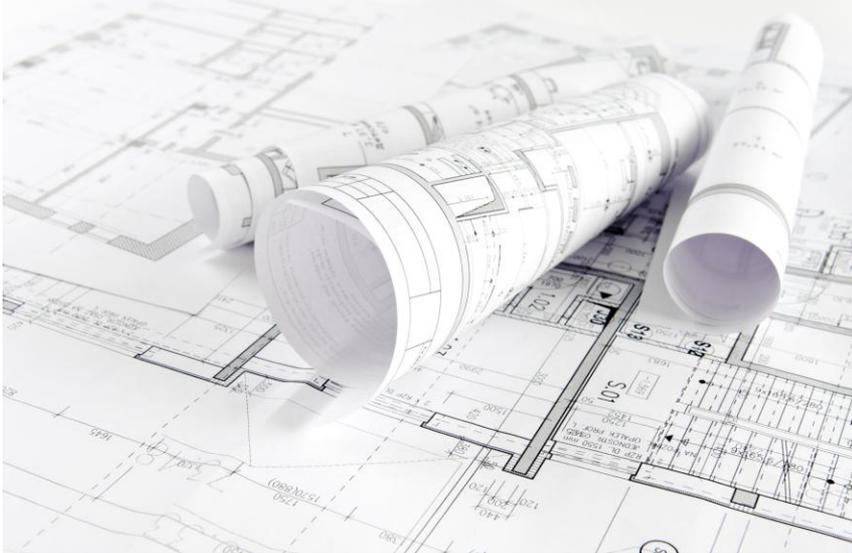# Core Elements of a Future-Ready Workforce Strategy

- Skills-based workforce planning

- Role clarity across care models

- Continuous improvement integration

- Embedded coaching

- AI-enabled development tools

Healthcare Workforce Transformation Maturity

Level 5 – AI-Augmented Leadership Ecosystem
AI supports decision-making and growth

Level 4 – Embedded Coaching Culture
Normalize development in daily leadership

Level 3 – Skills Visibility
Map critical capabilities across the system

Level 2 – Role Clarity Initiatives
Clarify scope, reduce ambiguity

Level 1 – Reactive Staffing
Focus on vacancies and short-term coverage

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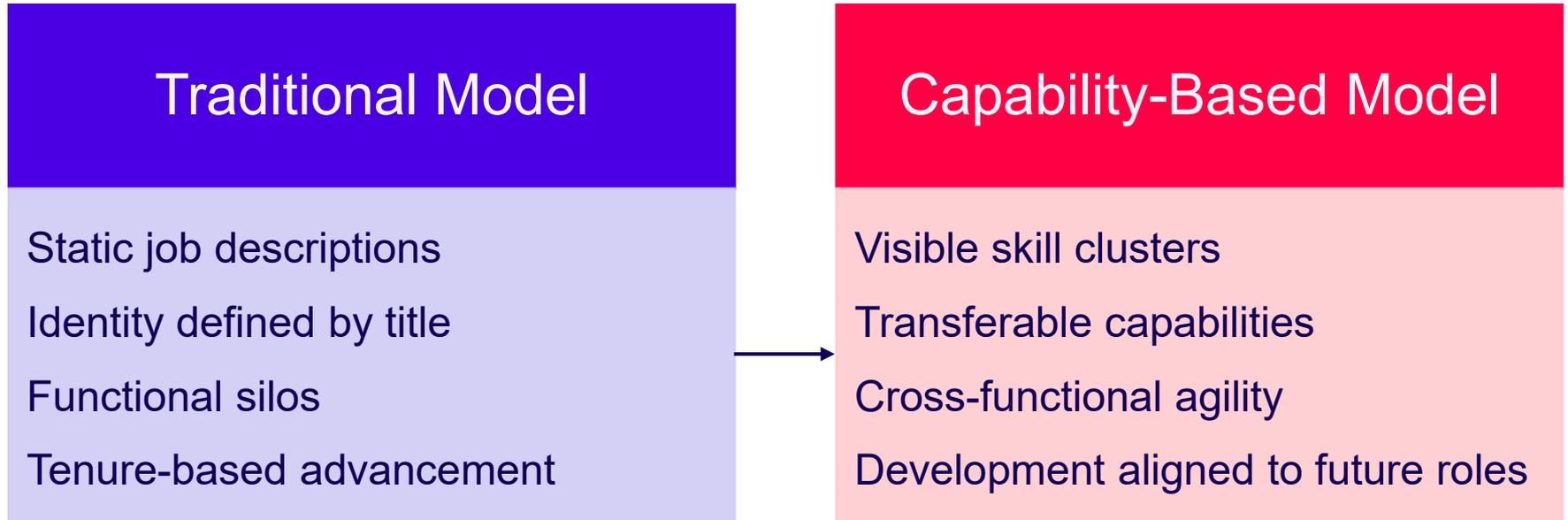Health

Skills-Based Workforce Planning

Move from static job descriptions to:

- Capability mapping

- Transferable skill identification

- Dynamic workforce planning

- Internal mobility pathways

From Job-Based to Capability-Based Design

Workforce design determines leadership confidence

Traditional Model	Capability-Based Model
Static job descriptions	Visible skill clusters
Identity defined by title	Transferable capabilities
Functional silos	Cross-functional agility
Tenure-based advancement	Development aligned to future roles

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Role Clarity in Complex Systems

Leaders struggle when:

- Scope is unclear

- Decision rights are ambiguous

- Accountability is misaligned

- Digital expectations are undefined

Clarity reduces hesitation.

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Embedding Coaching Into the System

Coaching is not remediation.

It is infrastructure.

- Micro-reflection loops

- Short-cycle coaching

- Peer coaching models

- Structured decision debriefs

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AI as Coach, Not Authority

AI fails when positioned as:

- Replacement
- Evaluator
- Final decision maker

AI succeeds when positioned as:

- Thought partner
- Pattern identifier
- Reflection amplifier

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What This Looks Like in Practice

In our health system, we are:
- Embedding skills intelligence into workforce planning
- Aligning leadership development to digital capability
- Integrating continuous improvement training
- Piloting AI tools in low-risk environments first
- Reinforcing psychological safety in adoption

Example – Digital Leadership Adoption in Practice

Situation

- AI-enabled scheduling and workflow tools introduced

- Leaders concerned about role displacement

- Assistants hesitant to test calendar optimization features

- Early adoption lower than expected

Hesitation → Coaching → Confidence

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Example – Intervention

Intervention

- Reframed AI as augmentation, not replacement

- Embedded short-cycle coaching conversations

- Identified peer champions

- Clarified new value expectations

Hesitation → Coaching → Confidence

Example – Outcomes

Signals of Progress

- Increased feature utilization

- Faster adoption curves

- Time reallocated to relationship-building work

- Leaders reporting greater confidence in digital tools

Hesitation → Coaching → Confidence

Measurable Signals of Progress

We look for:

- Time to leadership readiness

- Digital adoption rates

- Internal mobility increases

- Reduced escalation cycles

- Engagement and retention trends

The Risk of AI Without Confidence

Without confidence:

- Leaders defer responsibility

- Judgment becomes automated

- Accountability erodes

- Trust declines

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If We Do Nothing

- Slower decision velocity

- Leadership hesitation increases

- High-potential talent leaves for digitally confident systems

- Overreliance on external consulting

- Innovation capacity declines

If You Want to Begin Tomorrow – 5 Actions

1. Clarify Expectations	2. Map Critical Capabilities	3. Locate Leadership Hesitation	4. Embed Short-Cycle Coaching	5. Frame AI as Augmentation
Define scope and decision rights.	Identify capabilities required over the next 3 years.	Where are decisions being delayed?	Build reflection into real decisions.	Position AI as support for judgment.

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HR as Workforce Architect

HR must:

- Design for capability

- Design for clarity

- Design for coaching

- Design for digital augmentation

- Design for psychological readiness

Questions for Healthcare HR Leaders

- Do you know the skills distribution across your system?

- Where are your leaders hesitating?

- Are your programs reinforcing digital confidence?

- Is AI framed as support or surveillance?

- Are you designing for readiness or only rollout?

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The Integrated Model

Workforce Design

Leadership Development

Continuous Improvement

AI Enablement

Sustainable Transformation

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Closing Thoughts

Healthcare transformation succeeds when workforce design, digital capability, and leadership confidence evolve together.

Design for readiness.

Design for capability.

Design for confidence.

Continue the Conversation

If your organization is exploring:

- Workforce redesign
- Skills-based planning
- AI adoption
- Leadership confidence

I would welcome a conversation after the conference.

linkedin.com/in/lancebradshaw

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