



The AI-Ready Workforce – Skills, Culture & Collaboration to Deliver AI in Practice

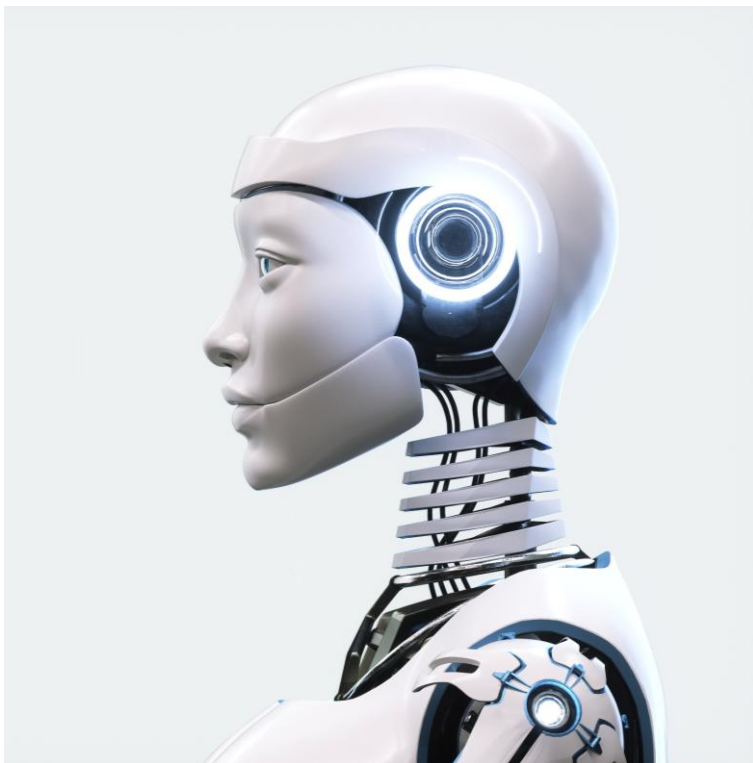
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AI success depends on workforce readiness, not just technical readiness.

Framing the Challenge

Beyond the Algorithm: Why People Make or Break AI Adoption

- AI readiness isn't just about tools; it's about trust, talent, and transformation.
- Healthcare has unique barriers: risk aversion, data literacy gaps, and time constraints.
- AI readiness = mindset + skillset + toolset.
- Managing anxiety, transitions, and building trust through transparent AI communication.

Learning Objectives

- Lessons on upskilling clinical and operational staff for AI adoption.
- Creating a culture of innovation and experimentation.
- Embedding AI fluency across diverse healthcare roles.

Building an AI-ready workforce means developing capability, confidence, and curiosity.



Intermountain's Transformation Journey

Building the Workforce of the Future

- Enterprise Workforce Transformation initiative: AI, automation, and process redesign.
- Collaboration between HR, clinical, and operational leaders.
- Focus on digital fluency, skills-based workforce planning, and leadership development.

Bottom line: Start with strategy but sustain through culture.



Defining the Healthcare Workforce of the Future

Future success needs human expertise + digital enablement



- Agile, tech-enabled, and mission-driven workforce
- Continuous learning & adaptability as cultural norms
- Integration of AI and digital tools in daily workflows
- Cross-functional collaboration as a core competency
- HR/ER Role: Build skills and culture through change management, resolve conflict, monitor equity, ensure psychological safety.

Upskilling for AI Adoption

Lessons from Our AI Learning Continuum

- Three-stage model:

Awareness → Application → Advocacy

- Targeted pathways for clinicians, HR, and operations teams.



- Integrated AI modules within leadership programs:
 - Advanced Training Program (ATP)
 - Leading Through Others (LTO)
 - Executive Development Program (EDP)
- Microlearning through Udemy, Harvard ManageMentor, Spark.
- Example: “*Data Confidence for Clinicians*” micro-module improving decision accuracy.

Meet learners where they are — personalize AI learning by role and readiness.

Role-Based Development

Embedding AI Literacy into Existing Programs

- **Clinicians:** Understanding model outputs, bias, and human-AI collaboration.
- **Operations:** Using automation and analytics to optimize workflows.
- **Leaders:** Championing AI ethics, equity, and transparency.
- Coaching and mentoring to reinforce real-world application.
- HR/ER teams: Manage resistance, facilitate difficult conversations, guide on policies, equitable access.

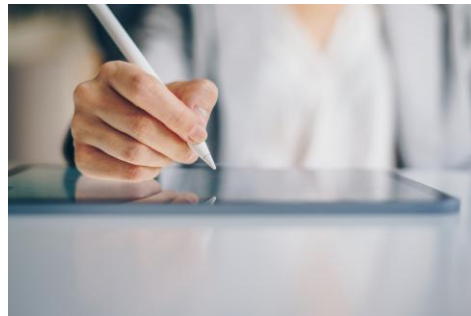
AI adoption thrives when training feels relevant, not theoretical.



Creating a Culture of Innovation & Experimentation

- Shift from “risk avoidance” to “curiosity culture.”
- Build trust and psychological safety through leadership programs like LTO.
- Empowerment through coaching:
 - Certified internal coaches.
 - “Empowering Conversations” program.
 - 81% increase in team functioning from coaching adoption.
- Example pilots:
 - AI scribing in clinics.
 - Predictive staffing analytics.

**Innovation flourishes
in cultures that
reward learning, not
perfection.**



The Power of Coaching

Coaching as the Engine of Change

- Coaching accelerates growth, focus, and team alignment.
- Ask-a-Coach program for short-term support; Coaching Engagements for long-term growth.
- Certified internal coaches across Intermountain, modeling inquiry-driven leadership.
- Integrates with broader leadership ecosystem (LTO, EDP, Crossroads).

Coaching isn't a luxury—it's a leadership accelerator for AI readiness.



Building AI Fluency

Embedding AI Fluency Across Diverse Roles

- Define fluency tiers:
 - **Awareness** – Know what AI can do.
 - **Application** – Use AI responsibly.
 - **Acceleration** – Innovate and scale use cases.
- Build cross-functional collaboration (HR + IT + Clinical Ops).
- Partner with universities and industry for credentials and skill validation.
- Integrate fluency goals into performance management and learning systems.

True AI fluency connects curiosity with capability across every role.

The Formula for AI Readiness



Sustainable AI adoption happens where learning, leadership, and trust intersect.

Skills + Culture + Collaboration = AI in Practice

- Upskill continuously (formal learning + just-in-time enablement).
- Build a learning culture grounded in experimentation.
- Foster collaboration between tech, clinicians, and operators.
- Align with organizational mission and ethical principles.
- Monitor sentiment, manage transitions, investigate concerns, ensure equitable outcomes.

Call to Action

Start Small. Think Big. Move Fast.

- Identify one process ripe for automation.
- Launch one small AI pilot with measurable outcomes.
- Celebrate learning and share results.
- Build champions and community before scaling. A
- Work with HR to help anticipate concerns, manage transitions, investigate issues, build confidence.

Key Takeaway: The future of AI in healthcare depends on human adaptability—not algorithms alone.



Q&A + Discussion

Let's Continue the Conversation

- What's your most significant barrier to AI adoption—skills, culture, or governance?
- How do you define success when implementing AI?
- How are you helping your teams see AI as an ally?

Thank you!



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