



AMN Advisory Services

**The Catalyst
for Workforce-Led
Transformation**

*Helping
Healthcare Organizations
Align Strategy, Talent,
Culture, and Execution*



Why Transformation Often Stalls

You know where you want your organization to go. The harder question is why progress feels slower than it should.

Across healthcare, investments in new technology, new processes, and new operating models are being made, yet transformation keeps hitting the same wall.

That wall is rarely strategy. It is readiness—whether your people, leaders, and culture are prepared to carry change forward.

This guide is for the leaders holding that tension: CEOs, CFOs, CHROs, CNOs, CMOs, COOs, and the executives working beside them. It will provide a clear framework for spotting what is really slowing your progress and will show a practical path for connecting strategy, talent, and execution into one coordinated effort.

Insights You Will Find Inside:

- Why workforce readiness, not process, often limits transformation
- How to trace symptoms back to their true root causes
- A repeatable model for driving change
- How each capability connects to measurable outcomes
- What to do first, and next



Chapter 1: The Strategic Reality

Transformation Is Being Constrained by Workforce Readiness

Some challenges resist process fixes no matter how well you plan. This is a fact.

Here is why:

- Workforce shortages persist despite significant investment in operational fixes
- Clinical and non-clinical capacity limits how fast you can transform
- Digital initiatives stall when the people responsible for adoption are not prepared
- Retention, culture, and capability increasingly decide long-term success
- Vendor fatigue and complex technology ecosystems add friction at every turn

Why This Matters

These are no longer isolated workforce issues. They are enterprise transformation barriers.

When leadership readiness, workforce capacity, culture, digital adoption, and execution move separately, transformation slows. When they move together, momentum builds.

Key Takeaways:

- Process improvements alone cannot resolve readiness gaps
- Isolated workforce challenges are really connected transformation barriers
- Coordination is the difference between stalled and sustained change



Chapter 2: From Symptoms to Systemwide Solutions

Most Leaders Describe Symptoms, Not Services

Very few organizations reach out asking for advisory services. They describe what they are living with, the symptoms they are experiencing.

A CNO is fighting to sustain nurse retention. A CEO is leading a transformation that keeps losing momentum. An HR leader knows much of the executive team is nearing retirement but there is no solid, repeatable succession framework in place.

Each of these is a real, pressing concern. Each is also a signal pointing to something deeper.

Look at How the Pieces Interact

Rather than treating each challenge as a standalone event, examine how workforce, leadership, culture, and execution influence one another across your enterprise. That is where the real barrier usually lives.

The Symptom You See	The Root Cause Often Beneath It
Nurse retention keeps slipping	Culture, leadership effectiveness, and unclear career pathways
A transformation initiative loses momentum	Workforce capability and leadership readiness never caught up to the plan
Executive retirements loom	A missing succession framework and an undeveloped internal bench
Digital tools go underused	People were not prepared to adopt, adapt, and sustain the change
Engagement scores decline	Trust, workload, and alignment issues surfacing as an enterprise risk

How We Work

Our approach follows four connected moves. What the process looks like in practice could differ between organizations, as each is unique, but the framework is:

- 1. Diagnose**—Identify the true barrier behind the presenting challenge
- 2. Design**—Connect workforce, leadership, culture, and operational priorities
- 3. Deploy**—Build the capabilities, plans, and resources needed to move forward
- 4. Measure & Sustain**—Support long-term progress through measurement and partnership

Key Takeaways:

Our approach follows four connected moves. What the process looks like in practice could differ between organizations, as each is unique, but the framework is:

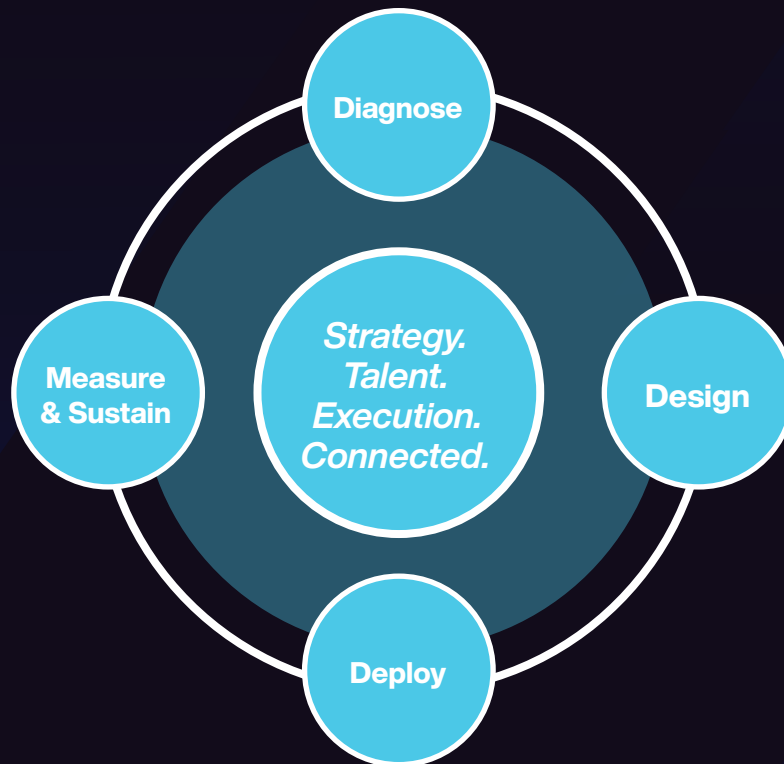
- Symptoms are the starting point, not the diagnosis
- Challenges interact, so solving one in isolation rarely holds
- A four-step approach moves you from signal to solution

Chapter 3: The Transformation Catalyst Model

Diagnose. Design. Deploy. Measure and Sustain.

Transformation rarely fails for lack of ambition. It slows when strategy, workforce capability, leadership readiness, culture, and execution stop moving together.

The Transformation Catalyst Model



We work alongside you to:

- Clarify the barriers slowing transformation
- Align leadership and workforce strategies to your enterprise priorities
- Build the internal capabilities required to execute change
- Connect advisory insight to broader execution solutions
- Sustain progress through measurement and continuous improvement

Key Takeaways:

- The model connects moving parts that usually drift apart
- Each step feeds the next in a continuous cycle
- Staying connected through execution is the difference

Chapter 4: Begin with a Leadership Assessment

Building Leadership Transformation Readiness

High-stakes leadership decisions carry real organizational risk. Choose well, and momentum builds. Choose on instinct alone, and the cost can ripple for years.

Our leadership assessment capabilities give you objective, science-based insight into leadership potential, role fit, readiness, and risk. We work alongside you to:

- Evaluate leaders against strategy-aligned competencies
- Assess readiness for enterprise transformation
- Identify strengths, gaps, and potential derailers
- Reduce subjectivity in critical hiring and promotion decisions
- Inform succession planning and leadership development

The Result

You gain more confident leadership decisions and clearer visibility into whether your leaders are prepared to drive transformation at scale.

Key Takeaways:

- Objective assessment lowers the risk in high-stakes decisions
- Insight covers potential, fit, readiness, and risk
- Findings feed directly into development and succession work



Chapter 5: Executive Coaching and Development

Developing Leaders Who Can Move Transformation Forward

Spotting leadership potential is just the beginning. When you deliberately develop leaders you are far better positioned to guide change and sustain performance.

- Our development programs meet leaders where they are:
- One-on-one coaching led by ICF-certified professionals
- Cohort-based coaching and development programs
- A focus on adaptive leadership, change management, communication, influence, critical thinking, and digital and AI integration
- Readiness acceleration for expanded leadership roles

How It Connects

Every development plan links directly to your workforce, succession, and transformation goals. Coaching does not sit off to the side. It reinforces the outcomes you are already working toward.

The Outcome

You develop leaders who are prepared to guide change, not just react to it, strengthening alignment, and sustaining organizational momentum.

Key Takeaways:

- Development turns potential into transformation capacity
- Programs range from one-on-one coaching to full cohorts
- Every plan is tailored to tie back to your enterprise goals



Chapter 7: Engagement Surveys and Workforce Insight

Understanding the Employee Experience Before It Becomes an Enterprise Risk

Engagement is more than a feeling captured once a year. It tells you about workforce readiness, culture, leadership effectiveness, and your organization's real capacity for change.

We help you understand:

- Workforce engagement and trust levels
- Barriers affecting performance and retention
- Areas that need leadership intervention
- Readiness for transformation initiatives

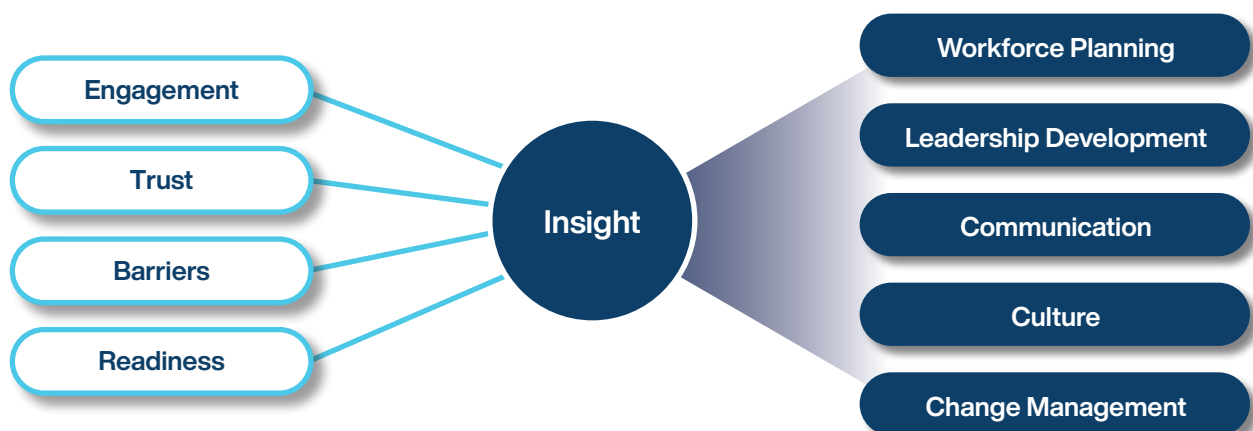
How It Connects to Transformation

Survey findings do not sit in a slide deck. They inform your workforce planning, leadership development, communication strategies, culture initiatives, and change management efforts. That turns raw data into decisions you can act on.

The Outcome

You gain actionable insights that strengthen engagement, trust, and readiness for change before small issues grow into enterprise risks.

From Signal to Action



Key Takeaways:

- Engagement data reveals readiness, not just morale
- Insight surfaces risks early, while they are still solvable
- Findings feed directly into planning and action

Chapter 8: Enterprise Workforce Transformation and Digital Readiness

Preparing People, Leaders, and Teams to Adopt, Adapt, and Sustain Change

Most transformations do not fail because the technology falls short. If they fail, it is usually because the workforce and leadership were not fully prepared or ready for it.

Enterprise change succeeds when people, leadership, culture, operations, and technology move together. Here are the steps we typically take:

- Assess readiness and identify capability gaps
- Align workforce strategy to your transformation goals
- Develop leadership and workforce fluency
- Create change management and communication plans
- Support adoption, accountability, and behavior change
- Align talent strategies to your future-state objectives

What Makes This Different

This is not a report delivered and forgotten. It is an ongoing partnership focused on execution and measurable outcomes—support that stays with you as the work gets real.

The Outcome

You build a workforce prepared to adopt, adapt, and sustain change, so your technology investment actually delivers on its promise.

Key Takeaways:

- Readiness, not technology, most often determines success
- Change works when people and systems move together
- Partnership continues through adoption and behavior change



Chapter 9: The Four-Step Path in Practice

The following steps are a guide, but as every organization is different, approaches can and do change based on the challenges and goals of our partners.

Step 1: Diagnose the Transformation Barriers

An engagement begins by understanding your current reality. That includes:

- Workforce diagnostics
- Benchmarking and market comparisons
- Leadership capability assessments
- Identification of organizational risks and gaps

The Principle: You cannot design the right strategy if you are not solving the right problem.

Step 2: Align the Enterprise Strategy

With a clear picture of your current state, we help you build workforce strategies aligned to your enterprise priorities. Together we design:

- Workforce plans
- Leadership frameworks
- Succession strategies
- Organizational alignment models
- Change management and communication plans

The Result: A strategy your leaders understand, own, and are ready to execute.

Step 3: Build the Capability to Execute

Strategy without capability is intention without action. This phase activates:

- Leadership assessments
- Executive coaching
- Workforce development programs
- Upskilling initiatives
- Employee value proposition alignment
- Adoption and engagement strategies

The Outcome: Leaders and teams equipped to move, not simply informed where to go.

Step 4: Activate and Sustain Transformation

Advisory strategy connects directly to broader execution capabilities:

- **Executive Search**—Permanent leaders aligned to your culture and future-state strategy.
- **Interim Leadership**—Experienced leaders who stabilize operations, guide change, and/or drive key initiatives in a project-based capacity.
- **Workforce Solutions**—Large-scale project recruitment, permanent and temporary staffing support, and workforce technology and management solutions.

What sustains your progress: ongoing advisory partnership and accountability, performance measurement frameworks, and continuous improvement.

The Outcome: An organization that keeps its momentum from strategy through execution.

Key Takeaways:

- Diagnose the real barrier before designing anything
- Align strategy so your leaders own it
- Activate capability, then sustain through connected execution



Chapter 10: Why Organizations Choose AMN

Healthcare Expertise. Integrated Execution. One Accountable Partner.

Here is what sets that partnership apart:

- Deep healthcare expertise across the settings you operate in
- Experience spanning clinical, non-clinical, academic, and health system environments
- Integrated advisory and execution capabilities under one roof
- Market intelligence and benchmarking to ground every decision
- Accountability across the entire lifecycle

The Difference

One partner helps you connect strategy, talent, workforce, and execution—so nothing falls through the gaps between them.

Key Takeaways:

- Expertise spans the full range of healthcare settings
- Advisory and execution live under one accountable partner
- The commitment continues across the entire lifecycle



Chapter 11: The Value You Gain

A Structured Path from Complexity to Enterprise-Wide Readiness

Together, we help you create the conditions transformation requires: aligned leadership, prepared teams, clear workforce priorities, and connected execution support.

Here is what you gain:

- Greater organizational clarity and alignment
- Stronger transformation readiness
- Stronger workforce continuity
- Reduced risk in your most critical decisions
- Better adoption and execution
- Workforce and transformation strategies that move together
- Less fragmentation across the lifecycle
- A single accountable partner

The Central Principle

You cannot hire your way into readiness. Organizations that succeed build workforce capability on purpose and align leadership to strategy long before a vacancy appears.

Key Takeaways:

- Value shows up as clarity, continuity, and reduced risk
- Readiness is built intentionally, not hired reactively
- Connected strategies replace fragmented efforts



Start Early. Build Intentionally. Execute with Confidence.

The organizations succeeding right now are not simply moving faster. They are identifying challenges early, building strategies with intention, developing capability, and staying connected from planning through execution.

Consider where you are in your own journey. Maybe your challenge involves leadership transitions. Maybe it is workforce instability, digital transformation, succession risk, or declining engagement. Maybe it is a need you have not yet been able to name. Wherever you stand, we can help you identify what is standing in the way and build the path forward—at your pace and aligned with your priorities.

Diagnose. Design. Deploy. Measure and Sustain.

Here is a simple way to begin.

1. **Name the symptom.** Write down the challenge that is top of mind right now, in plain language.
2. **Trace it to a root cause.** Use the Symptom vs. Root Cause table in Chapter 2 to look beneath the surface.
3. **Reach out.** Bring that root cause to us, and we will help you diagnose, design, deploy, measure and sustain from there.

Let's Start the Conversation.

AMN Advisory Services

The catalyst connecting strategy, talent, and execution.

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