



Human Capital Index™

COMPANY:

AMR, Inc.

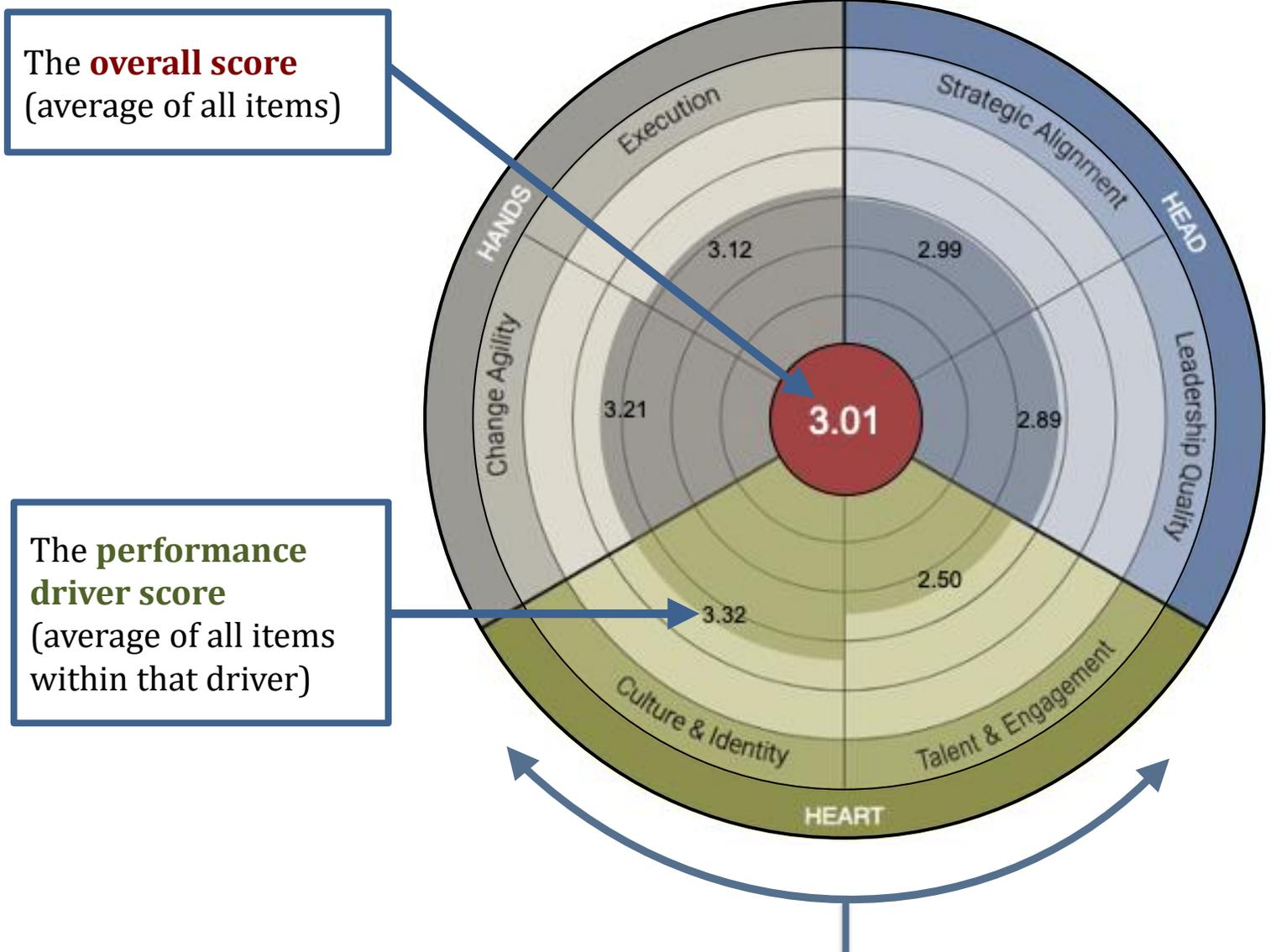
September, 2022

FMG Leading's Human Capital Index™ is specifically designed to help you understand how to maximize the unique economic value created by your people.

➤ Understanding Your Human Capital Index™

This analysis presents a vivid picture of the impact of human capital on your company, a vital determinant of company performance and success.

The analysis reveals a company's results across the six key drivers of human performance. Scores are expressed in averages for each driver, with an overall composite score of all drivers as well.



The **overall score**
(average of all items)

The **performance driver score**
(average of all items within that driver)

The **outer ring** represents the **head, heart, and hands** of the organization:

Head = the intellectual and strategic elements of the business

Heart = the culture and climate that engages the work force

Hands = the organization's capability to execute and accomplish goals

➤ Key Performance Drivers

Through our decades of research and experience advising over 40,000 executives and their teams worldwide, we have identified six key human capital drivers that dramatically impact sustainable business performance:



- **Strategic Alignment**

The extent to which all leaders share a consistent perspective about, and commitment to the organization's stated mission and vision, its goals, and its strategies for achieving success.



- **Leadership Quality**

The extent to which leadership talent is recognized as a strategic differentiator that drives performance, quality, customer satisfaction, engagement, and overall organizational success.



- **Talent & Engagement**

The extent to which employees, at all levels and functions, are meaningfully treated in ways that lead to full participation in their jobs and contribution to the growth of the company.



- **Culture & Identity**

The underlying and collective beliefs about an organization's purpose, and the degree to which culture is both recognized as a critical factor in organizational effectiveness and is actively managed.



- **Change Agility**

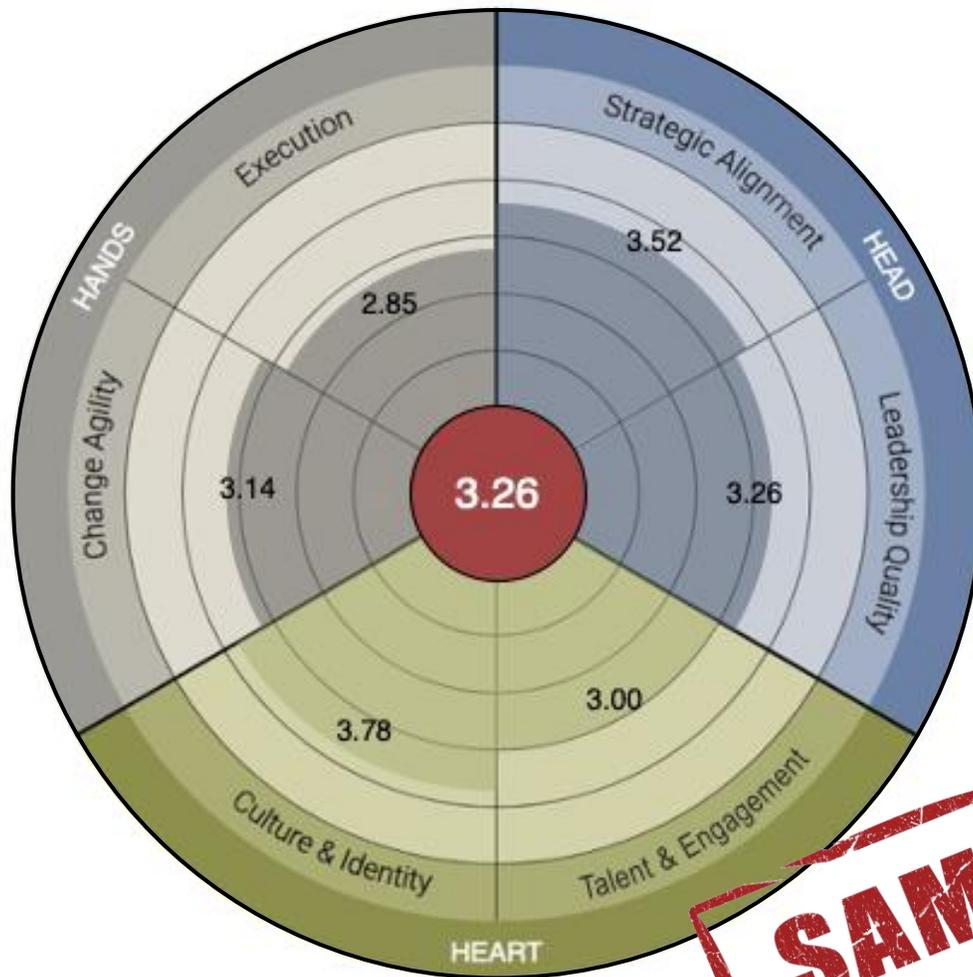
The speed and accuracy by which the organization is able to adapt, change direction, and implement new initiatives and strategic priorities.



- **Execution**

The extent to which members of the company, from leaders to the front line, are accountable, deliver on promises, and focus on performance.

AMR, Inc: Overall Results



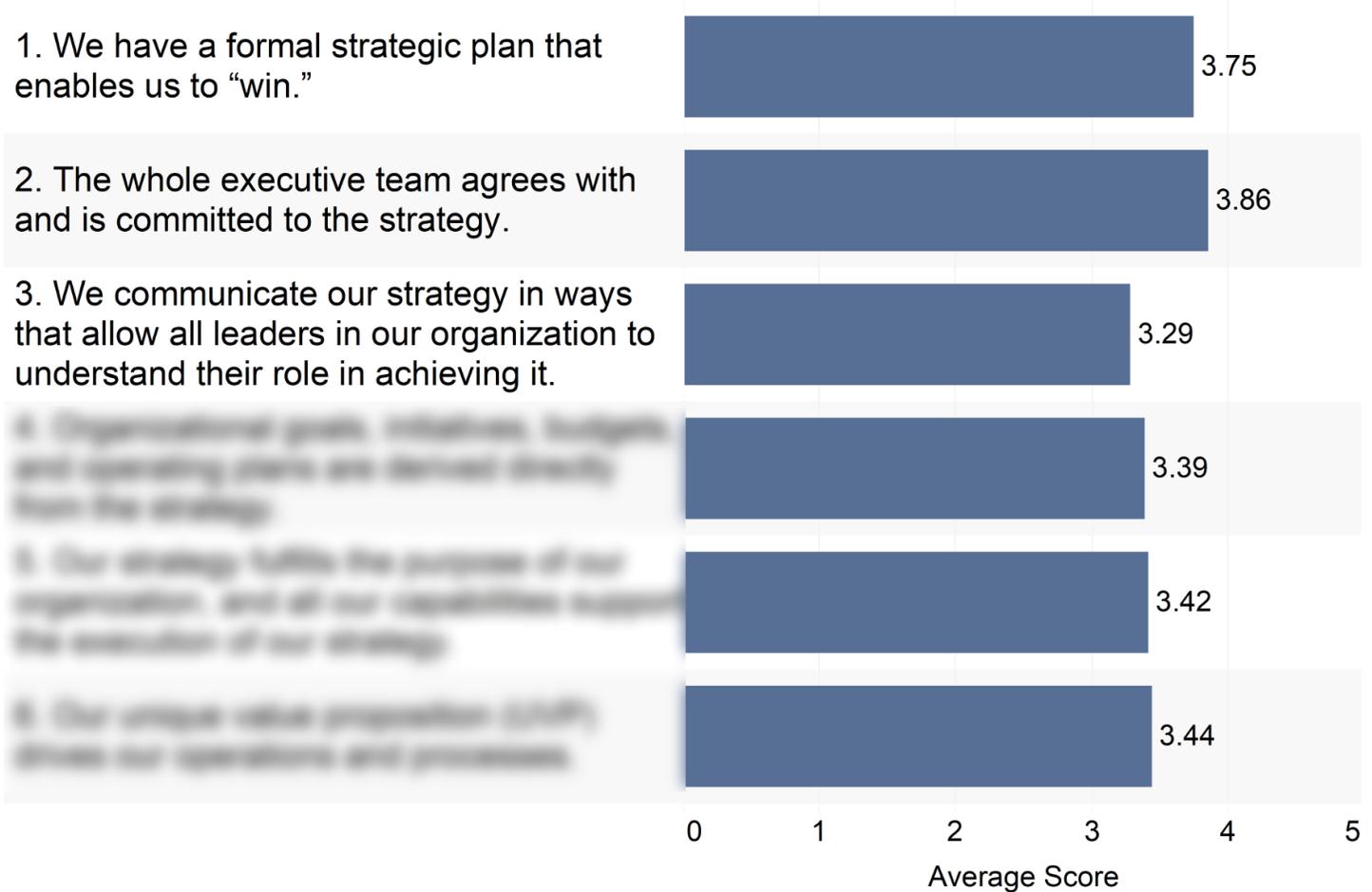
SAMPLE

Score	Definition
0	Absent: We don't take action on this matter, OR our actions are undermining value creation.
1	Reactive: We mostly act on this when an issue arises, but we do not manage our efforts in a systematic way.
2	Basic: We take action on this, though primarily in silos/pockets, or in ways that produce mostly anecdotal evidence of impact.
3	Standardized: We take a systematic approach to this and have at least some measures of performance impacts.
4	Strategic: Our active and disciplined management in this area, as part of our planned strategy, is essential to our success and ability to create value.
5	Integrated: Our enterprise-wide and world-class management of this discipline is what our organization is known for and vital to how we create value.

Strategic Alignment

Driver Score: 3.52

The extent to which all leaders share a consistent perspective about, and commitment to the organization's stated mission and vision, its goals, and its strategies for achieving success.

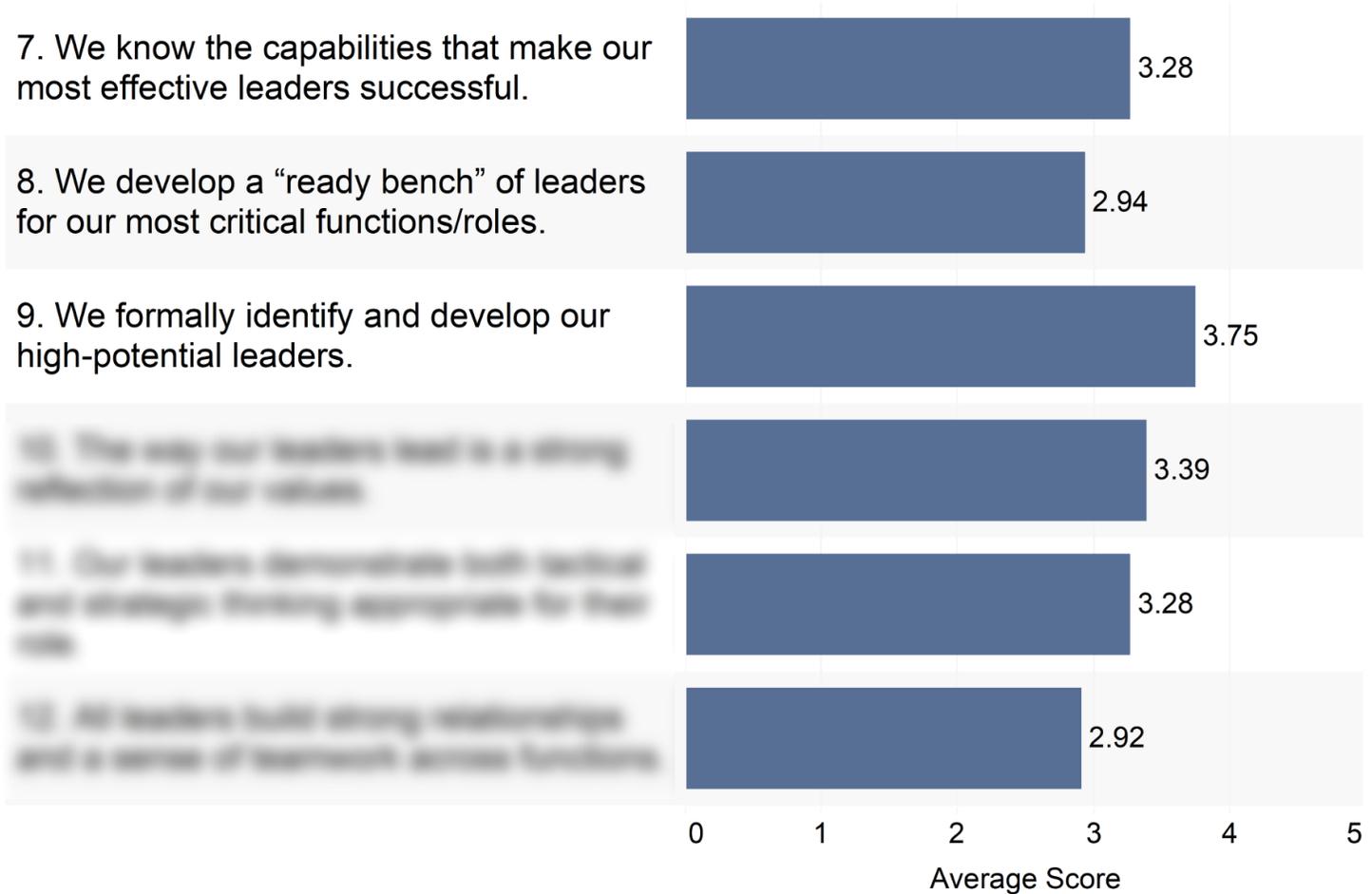


- We are a work in progress.
- Answers reflect the degree of communication leadership has provided to the team as well as the education I have received as a part of the strategic planning team.
- We are making progress in using our strategy to drive the organization in a more integrated, enterprise-wide way. But we still have a lot of competing priorities and it doesn't always seem like the executive team is aligned on top priorities.
- There are still some areas of the institution who don't have clear financial incentives that fully align with strategic goals. This is particularly challenging with the physician compensation.
- I am unfortunately ignorant of "what we are known for" from the outside.
- There is a gap in discussions around how each role is contributing to the strategic plan
- Operational projects do not always seem align with strategic goals, making it difficult to focus resources on the projects that are enterprise priorities.
- There is an immense opportunity for strategic alignment with operations, administration and leadership.

Leadership Quality

Driver Score: 3.26

The extent to which leadership talent is recognized as a strategic differentiator that drives performance, quality, customer satisfaction, engagement, and overall organizational success.



- We need to be succession planning for all leaders. There are so many leaders within AMR that are not succession planning! A lot of our leaders build relationships and a sense of teamwork but there is still a lot of work to do in this area.
- Company politics have caused erosion of many teams.
- This varies based on the leader.
- Various leadership development programs and coaching are offered- However there is no consistency in performance, I think it is still early for us to experience the outcomes of those programs. That being said, there are a number of very high functioning leaders at AMR
- It would be great to be able to focus on day-to-day development of our leaders and have structured growth opportunities.
- Not all leaders demonstrate strategic thinking. Some get mired in small details that hold back their leaders and focus on the wrong priorities.
- People may have varying definitions of “leader.”

Talent & Engagement

Driver Score: 3.00

The extent to which employees, at all levels and functions, are meaningfully treated in ways that lead to full participation in their jobs and contribution to the growth of the company.



- We need to figure out how to recruit talented directors to AMR (possibly implement a relo package).
- I think we can focus on our turnover and methodology on improvement to scale enterprise wide.
- We are making progress in this area but it still seems to be in pockets/silos.
- We measure regularly and seek input from all levels of the organization and have leader training programs that are established and continue to evolve.
- Hiring and ability to hire has been problematic lately which drives down morale very quickly. There should be parameters in place for clear easy decision making for some positions -- for example an identified area that is hitting identified metrics replace should be fast tracked. we need to decide which positions to scrutinize and which to fast track similar to the clin ratio positions.
- Career development opportunities are rarely available to non-exempt employees. It is difficult to allow them to travel or attend conferences.

Culture & Identity

Driver Score: 3.78

The underlying and collective beliefs about an organization's purpose, and the degree to which culture is both recognized as a critical factor in organizational effectiveness and is actively managed.

19. All employees are clear about what the company does and what makes us unique.



20. Our formal organizational values drive behaviors and decisions.



21. Our culture is an essential contributor to our success.



22. Our leaders are accountable for creating and driving culture.



23. We intentionally design, build, and manage our culture in alignment with our strategy.



24. Our employees can tell a consistent narrative about who we are, why we exist, and what we do.



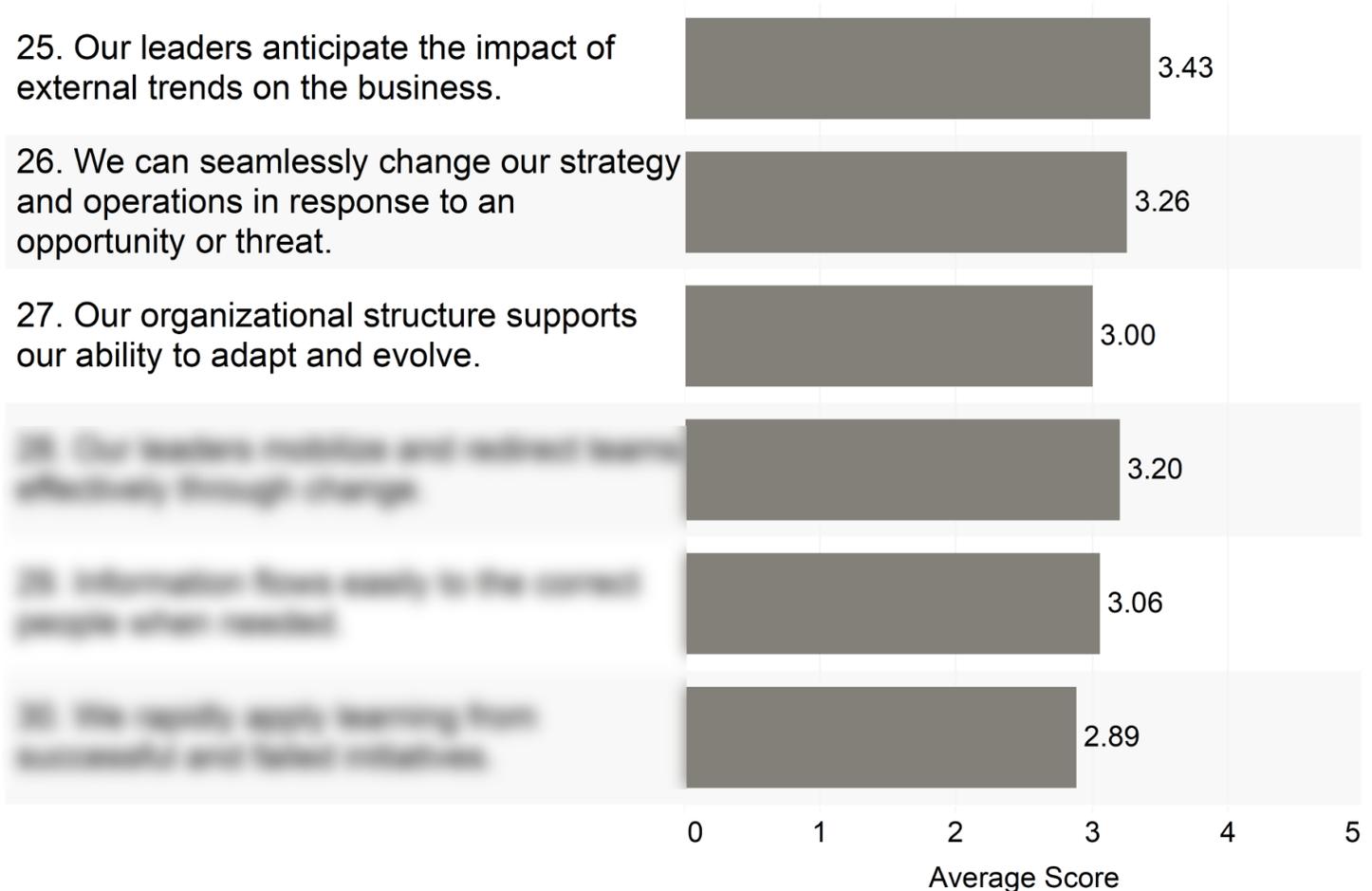
0 1 2 3 4 5
Average Score

- I believe we need dedicated focus on driving our employee culture and training on a consistent narrative.
- Are we really following our values? Are we just paying lip service?
- I believe the C-suite is under a tremendous amount of pressure to make sure to emphasize our culture of inclusivity, while at the same time trying to allow everyone to have a voice without that voice being silenced or demonized.
- I'm not sure that we have just one culture at AMR. We have a new culture we are trying to drive with a lot of changes, and an older, existing culture.
- I think AMR's culture is amazing, clear and drives decisions. Yet the culture needs to evolve. It is built on legacies of a traditional culture, power and privilege that are systemic blind spots that should be addressed to truly unleash its potential to be a high performing organization.
- I think this is the element that sets us apart as an organization - we cannot however take this for granted knowing that our dedicated people will endure all hardship in service to the mission.
- I think we are making an effort in this direction.
- We must do a better job at creating paths for growth, promotion and opportunities for our team members.

Change Agility

Driver Score: 3.14

The speed and accuracy by which the organization is able to adapt, change direction, and implement new initiatives and strategic priorities.



- Our response to pandemic demonstrates our agility as an organization.
- our response to covid 19 has been inspirational.
- We have gotten better at this during COVID.
- We have opportunities to learn more from some of our failures by looking dispassionately to see why we were unsuccessful. Like all large institutions, we struggle to be nimble at times.
- Information targeting and accessibility appears to be a longstanding challenge at AMR.
- we did extremely well at this during Covid and I hope that continues post-Covid.
- We have demonstrated this during the pandemic very well.
- We have greatly improved how quickly information is shared but there is still work to be done - especially when we withhold information from people based on title. We need to treat our employees with the respect they deserve regardless of their title.

Execution

Driver Score: 2.85

The extent to which members of the company, from leaders to the front line, are accountable, deliver on promises, and focus on performance.



- We're working a better performance process but we're not there yet. Our leaders need additional training on giving and receiving feedback outside of the performance review. Our staff performance review is average and I hope to see us roll out a better model in the future.
- Execution of strategy has been a strength of the leadership, but can always be improved upon. Keeping the "worker bees" engaged with Town Hall meetings and other expressions of gratitude will likely go a long way to create emotional currency within the organization.
- Inconsistent across the organization.
- the reporting is non-standardized, fragmented, and inconsistent. Budget reports come and go - variance reports come and go with no communication to users.
- Although culture change is needed, there is no systematic approach. This leads to significant barriers to change and adapting to change. There is not a consistent expectation of accountability which puts the responsibility of execution on a select few leaders.
- Execution is rarely rewarded. Some leaders refrain from recognizing individuals for success and instead will only speak to a group - which demotivates the employees who were key to the particular success.



For more information

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