



How AI is Reshaping Large-Scale Transformation Management Joe Rolewicz, Partner & Managing Director

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Our healthcare clients are no strangers to major transformation efforts. Whether it's adapting to new payment models, implementing value-based care strategies, navigating mergers and acquisitions, or modernizing IT systems, the scope and pace of change facing them can be daunting.

Enterprise-level transformation programs have historically relied on static project plans, manual reporting, and lagging indicators of progress. Artificial Intelligence (AI) is flipping this paradigm by enabling real-time insights, predictive modeling, and adaptive governance. Instead of reacting to problems once they've already caused delays or cost overruns, we are helping clients integrate AI tools into transformation governance models to better anticipate risks and adjust proactively. We recognize that AI has emerged as a powerful enabler of transformation success by helping executive teams manage their transformation programs with more agility, precision, and foresight.

Why AI Matters to Transformation Efforts:

The complexity of the healthcare ecosystem is obvious: shifting regulations, evolving patient expectations, workforce shortages, rising costs, rapid advances in medical technology, data-rich, yet incredibly fragmented. Executive leaders are asked to balance financial sustainability, regulatory compliance, workforce stability, and patient outcomes—simultaneously. Introducing AI capabilities and tools into transformation efforts allows leaders to better:

- Anticipate risks before they derail progress
- Align stakeholders across clinical, operational, and financial domains
- Make decisions guided by real-time insights rather than delayed reports
- Adapt transformation strategies continuously as conditions change

In short, AI is turning transformation management from a reactive exercise into a proactive discipline.

Some Practical Ways We Have Seen AI Drive Transformation Success:

1. Predictive Risk Management for Clinical and Operational Changes

When implementing a new EHR system, rolling out population health programs, or shifting to value-based payment models, delays and cost overruns can be common. Utilizing AI tools to mine historical data from past rollouts and current operational patterns can help predict where bottlenecks—like provider adoption challenges or coding errors—might occur. This can allow management to intervene early with targeted training or workflow redesign.

2. Smarter Resource Allocation

Staffing shortages are one of the biggest barriers to healthcare transformation. AI can help forecast patient demand, provider workloads, and care coordination needs, making it easier to allocate

resources where they're most needed during a transition. For example, predictive staffing models can inform how nursing teams are deployed during a shift to a new care delivery model.

3. Stakeholder Alignment Across Stakeholders

Transformations often require buy-in from a broad and diverse group of participants and players: physicians, nurses, administrators, payers, and patients. AI-driven sentiment analysis of survey data, emails, or collaboration platforms can help leaders gauge frontline reactions in real time. This allows communication strategies to be tailored—for instance, addressing physician concerns about workflow disruption or reinforcing patient confidence during system migrations.

4. Greater Automation for Compliance and Quality Metrics Reporting

Adherence to regulatory requirements is a likely element of any large-scale transformation effort. Some examples, like CMS reporting, quality benchmarks, or HIPAA compliance, all require detailed reporting that is extremely resource-intensive. By automating large portions of compliance monitoring and generating real-time dashboards, administrative burdens can be reduced, ensuring leaders utilize the most up-to-date performance insights.

5. Promoting Continuous Learning and Adaptation

The healthcare environment is evolving quickly: new treatments are emerging, regulations are evolving, and patient expectations continue to increase. Utilizing AI-powered transformation management platforms to continuously update recommendations as new data comes in can help organizations refine care pathways, adapt incentive models, and recalibrate project plans without losing momentum.

The Bottom Line

AI can analyze data, surface insights, and automate tasks—but it can't replace the human aspects of major change initiatives. Building trust with clinicians, shaping culture, and communicating a vision for better patient care remain distinctly human responsibilities. The real opportunity is in combining human leadership with AI-powered intelligence.

As AI becomes more deeply embedded in transformation programs, we expect to see shorter time-to-value expectations, higher success rates, and more resilient organizations. Healthcare executives who harness AI in their transformation initiatives will be better positioned to reduce costs, accelerate adoption, and ultimately deliver better care experiences. The question isn't if AI will reshape transformation efforts, but how quickly leaders embrace it responsibly and at scale.

To learn more about how Sunstone is helping integrate AI capabilities into our healthcare clients' transformation efforts, visit us at www.sunstonemanagementadvisors.com.

About the Author



Joe Rolewicz is a Founding Partner of Sunstone Management Advisors, a growth advisory firm focused on helping healthcare and insurance companies identify and unlock their full enterprise value. With over 25 years of experience leading complex transformation initiatives for healthcare and insurance businesses, he leads our Transformation Consulting Practice, leveraging experiences gained from over 50 different clients as well as Senior Manager roles with national consulting practices. He is also the former SVP of Planning and Project Management for a national managed behavioral health organization. Joe received his Bachelor's of Business Administration in Finance from James Madison University and a Master's in Business Administration from Loyola University in Maryland. **Questions or comments?** Feel free to contact Joe directly at jrolewicz@sunstonemanagementadvisors.com or connect with him on LinkedIn at <https://www.linkedin.com/in/joe-rolewicz-a3623a57>.