



Transformation Blueprints in Action Joe Rolewicz, Partner & Managing Director

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For many complex transformation efforts, success isn't defined by the vision – it's defined by execution. Many organizations create bold blueprints for change, yet struggle to embed those plans into daily operations.

Operationalizing transformation is about translating ambition into action – ensuring that change is not a one-time event, but a lasting capability woven into the way your organization functions. For healthcare executives and leaders of enterprise-level transformation initiatives, this means building systems that can scale, sustain, and adapt as market, regulatory, and clinical realities evolve.

The Moment of Truth: From Design to Delivery

Every transformation reaches a critical juncture – the shift from planning to doing. This handoff between the board room and the operating units determines whether initiatives create sustained value or lose momentum.

In complex healthcare environments, the challenge is amplified by competing priorities, cultural inertia, and the sheer pace of change. Operationalization is what bridges this divide – aligning governance, data, people, and processes so that transformation becomes the new normal.



1. Build an Execution Engine – Not Just a Program Office

A traditional PMO provides oversight, but an **Execution Engine** drives momentum.

This structure links executive intent with frontline delivery by:

- Establishing **clear ownership** for outcomes, not just activities.
- Enabling **real-time visibility** into progress, risks, and resource utilization.

- Creating **agile decision pathways** that allow rapid course correction.

The Execution Engine is where accountability meets agility – ensuring strategy remains dynamic and results-driven.

2. Redesign Operations for Sustainability

Sustainable transformation requires **new operating models** that embed change into how work gets done.

Key actions include:

- Hardwiring **accountability and performance metrics** into operational structures.
- Aligning **incentives** to reinforce desired behaviors.
- Integrating **continuous improvement loops** to maintain momentum after go-live.

Transformation doesn't end when the program concludes – it matures into a capability when the new way of working becomes business as usual.

3. Make the Workforce the Catalyst, Not the Constraint

People are the engine of transformation. For sustainable impact, healthcare organizations must move from "training" to **capability building**.

That involves:

- Empowering cross-functional **transformation champions**.
- Embedding **learning agility** across teams and functions.
- Ensuring that staff feedback is integrated into ongoing decision cycles.

Transformation accelerates when individuals at every level see themselves as owners of change, not subjects of it.

4. Institutionalize Measurement and Feedback

Sustainability depends on visibility. Transformation leaders should implement **measurement systems** that turn insights into action.

Effective organizations:

- Define **transformation KPIs** linked to enterprise value and patient outcomes.
- Embed review cadences into existing management routines.
- Use data not just for compliance, but to **guide adaptive decisions** and drive continuous improvement.

A mature transformation organization doesn't just measure outcomes – it uses them to evolve.

5. Leadership: The Ultimate Lever

At the center of every sustained transformation is leadership that models the change it seeks.

Leaders must:

- Reiterate the *why* behind transformation.
- Reinforce behaviors that align with long-term goals.
- Protect the transformation agenda through competing priorities.

When leadership consistency meets organizational readiness, transformation becomes a defining strength – not a temporary project.

Key Takeaway

Operationalizing transformation is about more than implementing projects. It's about building the structures, skills, and systems that make transformation *repeatable and resilient*. Blueprints inspire action – but disciplined execution, empowered teams, and adaptive leadership ensure lasting success.

Some Potential Next Steps:

1. Assess your current transformation governance: Where are accountability and ownership strongest or weakest?
2. Review your operating model: Are new processes and metrics embedded in daily management?
3. Invest in capability building: Are you equipping leaders and teams to sustain long-term change after the initial rollout?

To learn more about how we work with our provider and health system clients to operationalize their transformation agendas, 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 www.linkedin.com/in/josephmrolewicz