



## 2025 Reflections - Executing Transformation Initiatives

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Our healthcare clients continue to face mounting financial pressure, regulatory complexity, workforce disruption, and accelerating digital change. Throughout 2025, we observed a consistent theme across our work: **transformation success is less about bold strategy and more about disciplined execution.**

Working alongside executive leaders navigating enterprise-level change, there are several insights that we wanted to share as we close out the year:

### 1. Decision Velocity Is a Strategic Capability

Transformation efforts are not failing due to a lack of analysis—they routinely stall due to **delayed or avoided decisions**. We observed two recurring root causes: comfort with the status quo and fear of making the “wrong” decision. High-performing organizations treat decision-making as a managed process, not an ad-hoc event, with clear authority, structured inputs, and an explicit definition of “good enough” information to move forward. Leaders who actively remove friction from decision pathways materially accelerate time-to-value

### 2. Transformation Requires a Broader Leadership Network

Relying solely on formal hierarchy to drive change consistently limits impact. Successful transformations intentionally draw from a wider ecosystem of contributors—experts, strategists, innovators, improvers, and trusted operators—who collectively influence outcomes well beyond what an org chart suggests. Building this extended transformation network strengthens execution, increases adoption, and surfaces practical insights earlier in the journey

### 3. Value Realization Must Be Designed In—Not Chased Later

Healthcare leaders are under increasing pressure to show tangible results quickly. We consistently found that organizations struggle when value realization is treated as a downstream activity. The most effective transformation programs embed financial targets, ROI logic, and reinvestment pathways directly into governance, sequencing, and performance management from day one. Speed, repeatability, and accountability—not perfection—drive sustained results

### 4. Execution Excellence Depends on the “Art and Science” of Leadership

Strong project management disciplines are necessary—but insufficient. The presence of an engaged Executive Sponsor who balances rigor with empathy, governance with influence, and metrics with culture is one of the strongest predictors of success. Effective sponsors actively model behaviors, confront resistance, align stakeholders, and maintain endurance through inevitable complexity

### 5. Vision Without Translation Fails at Scale

Visionary transformation leaders distinguish themselves not by ambition alone, but by their ability to **translate vision into achievable milestones** while engaging multiple voices across the organization. Transformation succeeds when leaders connect the “why,” the “what,” and the “how” in ways that resonate with both executives and front-line teams—reinforcing cultural change alongside operational progress

## 6. Financial Alignment Is the Backbone of Enterprise Transformation

Enterprise transformation cannot be sustained without explicit alignment to financial performance. Clear financial targets improve strategic cohesion, sharpen resource allocation, reinforce accountability, and strengthen stakeholder buy-in. Organizations that integrate financial metrics into transformation governance are better positioned to manage risk, adjust course, and demonstrate measurable impact

## 7. AI Is Shifting Transformation from Reactive to Proactive

This year also marked a turning point in how AI is being applied to large-scale transformation management. Rather than replacing leadership judgment, AI is increasingly used to enhance it—enabling predictive risk management, smarter resource allocation, real-time stakeholder insights, and automated compliance reporting. When combined with strong governance and human leadership, AI materially improves transformation agility and resilience

## 8. Regulatory Change Is a Catalyst—Not Just a Constraint

Looking ahead, regulatory shifts tied to payment models, digital quality measures, Medicare Advantage, equity requirements, and cybersecurity are reshaping transformation priorities. Organizations that treat regulatory change as a strategic input—rather than a compliance exercise—will be better positioned to capture value, modernize operating models, and reduce long-term risk

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## Closing Perspective

Taken together, these insights reinforce that **enterprise transformation is now a core leadership discipline**. Success depends on structured decision-making, aligned financial and operational targets, empowered leadership, disciplined execution, and the ability to adapt continuously in a dynamic environment.

At Sunstone, our Transformation Management work is grounded in this reality—visit us at [www.sunstonemanagementadvisors.com](http://www.sunstonemanagementadvisors.com) to learn how we help leaders move beyond vision and into execution, delivering results that are measurable, sustainable, and aligned with the realities of today's healthcare landscape.

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## 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](mailto:jrolewicz@sunstonemanagementadvisors.com) or connect with him on LinkedIn at [www.linkedin.com/in/josephmrolewicz](http://www.linkedin.com/in/josephmrolewicz)