



## Bridging the Gap Between Transformation Strategy & Execution

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The true test of your transformation program lies in execution: how effectively your organization converts strategic priorities into operational performance, measurable results, and sustainable change.

In healthcare – where clinical realities, financial pressures, and workforce complexity collide – **execution discipline** can be the differentiator between achieving your transformation vision and abandoning it.

We have identified four foundational levers that healthcare executives can activate to systematically close the strategy-execution gap and accelerate value realization.

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### 1. Align on Outcomes – Not Activities

Too many programs measure progress in tasks completed instead of the value that was delivered. You should define success based on **enterprise results**, such as:

- Improved patient access and experience
- Workforce productivity and engagement
- Cost efficiency and financial performance
- Quality and clinical outcomes

Strategic ambition becomes practical progress when everyone understands the *impact* their work must produce – not just the work itself.

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### 2. Build an Execution Engine

A plan needs an operating system. While PMOs are often structured for reporting, successfully executing may require a **Transformation Office** equipped to:

- Integrate decision-making, resourcing, and delivery
- Maintain continuous visibility into risks and bottlenecks
- Enable rapid escalation and proactive course correction
- Govern value realization – not just milestone tracking

This Execution Engine can serve as the “nerve center” that keeps your transformation aligned, accountable, and moving forward.

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### 3. Empower Leadership at Every Level

Transformations sometimes fail when momentum is centralized. Success becomes more likely when **mid-level and frontline leaders**:

- Understand the *why* behind organizational priorities
- Have authority to make timely decisions
- Communicate consistent messages to their teams
- Model the behaviors required to sustain change

Your strategy can begin to scale when leadership capability becomes scalable.

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#### 4. Manage Momentum – Not Just Milestones

Dashboards track milestones – you need to steward **energy and belief**. High-performing organizations:

- Celebrate visible, early wins that can reinforce confidence
- Communicate transparently to reduce resistance
- Adjust pace when “fatigue” begins to set in
- Tell the transformation “story” to make the future-state vivid and relevant

Momentum is the fuel that can carry your teams through the hardest parts of transformation.

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#### The Bottom Line

**Strategy creates direction. Execution creates value.** Healthcare organizations that excel at both routinely outperform those that only excel at one. Bridging the gap between them – with clarity, discipline, and empowered leadership – is how transformation becomes more than a plan.

- It becomes a competitive advantage.
- It become a capability
- It delivers the value expected or required

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#### How Sunstone Helps

Visit us at [www.sunstonemanagementadvisors.com](http://www.sunstonemanagementadvisors.com) to learn more about how we partner with healthcare payers, providers, and portfolio leadership teams to:

- Architect actionable transformation strategies
- Stand up execution governance and operating systems
- Build leadership alignment and delivery capability
- Ensure financial, operational, and clinical outcomes are realized – and sustained

#### 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)