



Strengthening Outcomes Through Operational Design and Governance

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Organizations are under constant pressure to better deliver proactive solutions and advance strategies through initiatives that require them to embrace complex technical innovations.

Yet too often, initiatives stall or underdeliver because there are not clear, consistent practices to guide decisions, organize resources, and implement changes.

Aligning information and technology operational design with effective operational governance provides the structure and process needed to consistently achieve strategic and operational goals. Without this alignment, efforts will always fall short.

The Role of Operational Design in IT

Operational design defines how work gets done across an organization. It shapes the structure and execution of processes that support both day-to-day operations and long-term strategy.

In IT, operational design spans multiple dimensions, including:

- Strategic and operational planning and alignment
- Portfolio and project management
- Team structure and resourcing
- Professional development and role clarity
- Communication channels and pathways

When these elements are intentionally designed and aligned, organizations are better positioned to deliver consistent, scalable results.

Related Reading

[*The Power of Alignment: Prioritizing the Work That Supports Your Strategy*](#)

provides a 4-step strategy for ensuring organizational decision-making aligns with operational and strategic goals.

[*Project Harmony: Orchestrating a Sustainable Portfolio Roadmap*](#) covers ways to improve project portfolio management.

[*Organizing IT and Informatics for Today's Healthcare System*](#) and [*Rethinking Team Structures for Health Information and Technology*](#) outline the importance of intentional organizational team structures to support efficiency and innovation.

[*Transforming Healthcare IT: Prioritizing Operational Excellence*](#) reinforces how organizations must deliberately invest in operational processes and standards to overcome inefficiencies and improve performance.



Understanding Operational Governance

Operational governance is often misunderstood or confused with other governance models. Unlike corporate or project governance, operational governance focuses specifically on how organizations make and execute investment decisions.

It provides a structured, ongoing framework to determine:

- Which projects should be approved
- How projects are prioritized
- What oversight is required to ensure successful outcomes

Effective operational governance marries strategic and operational planning with project portfolio management ensuring that time, capital, and resources are directed toward initiatives that deliver measurable value and align with organizational strategy.

Organizations such as [Gartner](#) consistently emphasize the importance of aligning business [operations] and IT projects through effective governance. MAKE's "[How to Design Effective Operational Governance](#)" provides a simple approach to improving operational governance structure for better decisions-making, greater accountability, and achieving measurable outcomes for alignment with strategic and operational goals.

The Cost of Misalignment

Too often, organizations move quickly into execution without fully evaluating how initiatives align with broader goals, priorities, and constraints. Leaders may lack the visibility or tools needed to make informed investment decisions.

The result is a range of common - but avoidable - problems:

- Misalignment between organizational strategy and department priorities
- Duplication of efforts or conflicting initiatives
- Resource overcommitment and inefficiencies
- Limited transparency into active and planned work
- Technology implementations that lack operational value or accountability



These issues directly impact an organization's ability to deliver meaningful, measurable outcomes. Studies by [McKinsey & Company](#) repeatedly identify poor alignment as the primary reason initiatives fail.

MAKE's "[Operational Efficiency Through Processes and Tools](#)" outlines how essential operational information is for effective decision making and avoiding the cost of misalignment. While, "[Adapting to Disruption: Recalibrating Your Project Portfolio](#)" emphasizes the importance of continuously aligning initiatives with strategy, resource capacity, and operational priorities to avoid these pitfalls.

Building a Stronger Foundation

When operational design and governance are aligned, organizations gain the structure needed to operate with clarity and purpose.

This alignment enables:

- Decisions and investments that are clearly tied to organizational goals
- Improved coordination across departments and initiatives
- Greater transparency into priorities and resource allocation
- Stronger accountability for outcomes and performance

Ultimately, effective operational design and governance ensure that the organization functions as an integrated system where the whole is greater than the sum of its parts.

This can be achieved by combining processes with a tool that reinforces practice.

[MAKE Solutions](#) has the tools and expertise to support this exact approach for achieving an integrated model, focusing on aligning strategy, governance, and operational processes to drive measurable improvements in IT performance.

Moving Toward Sustainable Improvement

Lasting improvement in IT does not come from isolated projects or short-term fixes. It requires a deliberate approach to how decisions are made, how work is structured, and how outcomes are measured.



MAKE's insights across topics such as workflow testing, operational excellence, and governance consistently point to the same conclusion: sustainable success is achieved when organizations establish repeatable, structured processes supported by strong governance and project portfolio management.

Organizations that invest in strengthening their operational design and governance capabilities establish a foundation for sustained success enabling them to adapt, scale, and continuously improve. "[*Beyond Go-Live: How Operational Sustainment Determines Long-Term Project Value*](#)" provides more insights on achieving sustainable value.

Bridging Strategy and Execution with Technology

While operational design and governance provide the structure, organizations also need the right tools to operationalize that structure consistently.

This is where technology such as MAKE Solutions' [TransIT](#) play a critical role.

Rather than treating project management, workflows, testing, training, and governance as separate activities, organizations that utilize a tool that brings them together into a single, integrated framework are much more successful.

[TransIT](#) enables:

- Visibility across all projects and priorities
- End-to-end project coordination
- Tracking of change control, approvals, and governance decisions
- Centralized project management, process design, and validation
- Conversion of workflows directly into testing, training and competency materials
- Standardization and execution of test scripts aligned to real operational processes

By utilizing an integrated tool such as [TransIT](#), organizations can directly establish and reinforce effective operational practices that align with and support governance and decision-making.

This is especially important in organizations, where inconsistent workflows, fragmented documentation, and lack of testing can significantly impact outcomes. [TransIT](#) addresses these gaps by creating a single source of truth for how systems are designed, validated, and used.



How MAKE Solutions Can Help

[MAKE Solutions](#) brings a proven approach to helping organizations strengthen their healthcare outcomes through operational design, governance, and execution.

Combining MAKE's consulting services and [TransIT](#) tool, organizations are better equipped to:

- Align strategy, governance, and operational workflows
- Improve visibility and decision-making across portfolios and projects
- Standardize testing, training, and implementation processes
- Reduce inefficiencies and accelerate time to value
- Deliver measurable, sustainable outcomes

By integrating structure, governance, and enabling technology, organizations can overcome fragmented processes and tools—creating a scalable foundation for long-term operational excellence.