IC3.LLC Denton Wilson
INTEGRATED COMMUNICATION MATRIX

Integrated communication matrix and **narrative framework** for any healthcare design and construction project. This structure balances **formal clarity**, **decision-making authority**, and **transparent collaboration** across both the **Steering Team** and **Core Team**.

**Denton's baseline: Defining and establishing are one thing, managing, maturing, and being proactive are another. It takes focus, assigned responsibility (ownership at the individual level), and "Formal Retrospectives" to measure, define, and adjust.   Otherwise, it's just simply talk.

🧭 Narrative: Communication & Decision-Making Framework

1. Team Structure Overview

• **Steering Team:** Executive-level leadership (Owner, Architect, Contractor) responsible for strategic oversight, major decisions, and alignment with vision, budget, and schedule.

• **Core Team:** Day-to-day working team (project managers, leads, key consultants, etc.) responsible for execution, coordination, design development, construction, and issue resolution.

2. Decision Structure & Authority

Level	Description	Authority
Steering Team	Strategic oversight, budget shifts, scope alignment, major design or cost-impact decisions	Final authority on major decisions, typically a unanimous or majority vote
Core Team	Technical execution, design progression, document reviews, constructability, phasing	Delegated authority for standard project decisions with a defined escalation path

• **Escalation Path:** Core Team → Steering Team (if scope, budget, or schedule is impacted beyond agreed thresholds)

INTEGRATED COMMUNICATION MATRIX

3. Documentation Requirements

Type	Owner	Distribution	Frequency
Meeting Minutes (Steering/Core)	Architect / CM	All stakeholders	Weekly (Core), Monthly (Steering)
Design Review Logs	Architect	Core Team	Biweekly
RFI / Submittal Logs	Contractor	Core Team	Weekly
Risk Register	CM w/ Owner Input	Steering Team	Monthly
Budget Reports	CM / Owner Rep	Steering Team	Monthly
Schedule Updates	CM	Core Team → Steering Team	Biweekly summary / Monthly roll-up

4. Communication Types & Tools

Communication Type	Format	Tools / Systems
Formal Communication	Meeting minutes, decisions, submittals, RFIs	Procore, Aconex, email with attachments
Informal Communication	Quick clarifications, issue resolution, working sessions	MS Teams, phone calls, Slack (if approved)
Cross-Org Documentation	Decision logs, cost, and scope memos	SharePoint / Project Document Control System
Real-Time Coordination	Daily huddles, working group sessions	Teams / Zoom / In-person

IC3.LLC Denton Wilson
INTEGRATED COMMUNICATION MATRIX

📊 Communication Matrix (by Role / Topic)

Topic / Action	Owner Leadership	Architect Leadership	CM / Builder Leadership	Core Team (Design, Eng, Trade)	Communication Type	Decision Authority
Vision / Mission / Values Alignment	Lead	Consult	Consult	Inform	Formal (Steering)	Steering Team
Budget Control & Approval	Lead	Inform	Co-Lead	Inform	Formal (Reports / Meetings)	Steering Team
Scope Alignment / Scope Changes	Lead	Co-Lead	Co-Lead	Consult	Formal	Steering Team
Major Design Decisions (Layout, Program, Aesthetics)	Approve	Lead	Consult	Input	Formal	Steering Team
Day-to-Day Design Coordination	Inform	Lead	Consult	Lead	Informal / Working Mtgs	Core Team
Constructability / Logistics	Inform	Consult	Lead	Lead	Formal (Meetings)	Core Team
Risk / Issue Management	Co-Lead	Consult	Co-Lead	Inform	Formal (Register / Meetings)	Core → Steering (if major)
Procurement Strategy	Approve	Inform	Lead	Consult	Formal	Steering Team

IC3.LLC Denton Wilson
INTEGRATED COMMUNICATION MATRIX

Topic / Action	Owner Leadership	Architect Leadership	CM / Builder Leadership	Core Team (Design, Eng, Trade)	Communication Type	Decision Authority
Schedule Management	Inform	Consult	Lead	Inform	Formal	Core Team / Steering for major
Change Order Decisions	Approve	Consult	Lead	Consult	Formal	Owner (Final)
Regulatory / Compliance	Lead	Co-Lead	Co-Lead	Support	Formal	Owner + Architect
Construction Quality	Inform	Consult	Lead	Lead	Formal	CM Team
User Group Feedback / Integration	Lead	Lead	Inform	Support	Informal / Formal	Owner / Architect
Mock-ups / Samples	Approve	Lead	Co-Lead	Support	Formal	Owner + Architect
FF&E / IT Integration	Lead	Co-Lead	Support	Support	Formal	Owner
Punch List / Closeout	Lead	Support	Lead	Support	Formal	CM w/ Owner approval
Communications to Broader Stakeholders	Lead	Support	Support	Inform	Formal	Owner

INTEGRATED COMMUNICATION MATRIX

🧩 Recommendations for Holistic Success

1. **Weekly Core Team Sync (Formal):**

• Led by CM or Architect

• Reviewed action items, RFIs, design decisions, and risk register

• Shared with Steering Team in digest form

2. **Monthly Steering Meetings:**

• Strategy-level focus: cost, scope, and schedule

• Major decisions presented as pre-read memos

3. **Clear Decision Log (Owned by CM or Architect):**

• Centralized, structured, and timestamped

• Linked to budget and design documentation

4. **Integrated Communication Protocols:**

• Standard naming and file storage conventions (e.g., for Procore or SharePoint)

• All formal decisions emailed with date/time stamps and stored centrally

5. **Working Groups:**

• Weekly or ad hoc task forces (e.g., OR layout, infection control, and med gas routing)

• Cross-disciplinary, informal, fast-moving, and documented

IC3.LLC Denton Wilson
INTEGRATED COMMUNICATION MATRIX

Integrated expected turnaround measures to the communication matrix. Doing so sets clear expectations, prevents delays, and promotes accountability across the team — especially on a $400M healthcare project where **time-sensitive decisions**, **procurement**, and **compliance** are critical.

✅ **Why Turnaround Expectations Matter:**

1. **Reduces ambiguity** – Everyone knows the clock is ticking, and by how much.

2. **Improves prioritization** – Helps team members allocate attention where it's most needed.

3. **Tracks performance** – You can measure if delays are systemic or tied to specific roles or functions.

4. **Supports lean and fast-track processes** – Crucial in healthcare projects where equipment integration, inspections, or licensing windows must align.

🕐 Where to Add Turnaround Expectations

Here's a quick Expectations add to the communication matrix above and some **standard turnaround guidelines** (which you can tailor):

Topic / Action	...	Expected Turnaround
RFI Response	...	5 business days (max)
Submittal Review	...	10 business days (standard), 5 days (priority items)
Meeting Minutes Distribution	...	48 hours post-meeting
Design Decision Confirmation	...	3 business days after the issue is raised
Change Order Pricing (Contractor)	...	7 business days
Change Order Approval (Owner)	...	10 business days
Shop Drawing Review	...	10 business days
Mock-up Evaluation Feedback	...	3 business days
Budget / Schedule Report Delivery	...	Monthly, by the 3rd business day
Steering Team Decision Escalation	...	Decision within 5 business days of formal escalation