

INTEGRATED LEADERSHIP: RHYTHM OF THE TASK

The heart of integrated delivery (NOT just IPD but any contract method for a desired integrated / collaborative / aligned team): collective responsibility, yes, but not at the expense of clear authority, accountability, and structure. Without defined rhythm and roles, even the most collaborative teams can drift.

We see a foundational element or shift of focus within Integrated teams (not just IPD but any integrated / collaborative / or purposefully aligned project team). That shift is from Accountability to Responsibility. The traditional past of our industry focuses on “Silos of Accountability” (not Holistic to the project or the project team). Said silos are the barrier to Integration. The “Fix” is a shift to a focus of “Team Responsibility”—you might not have the authority to all, but you absolutely have a responsibility to all. In other words, you need to understand each other’s roles and how your actions affect them.

Below is a structured “**Rhythm of the Task**” for both the **Steering Team** and **Core Team** on your integrated healthcare project — including **who should be on each**, what they **own**, and how they should **operate rhythmically** to guide, align, and empower the full team.

INTEGRATED TEAM RHYTHM OF THE TASK

“Shared responsibility, structured leadership, measurable rhythm.”



STEERING TEAM – Rhythm & Structure



Purpose

- Maintain **strategic alignment** to mission, vision, values
- Guide **scope, budget, schedule**, and resolve escalated issues
- Empower the Core Team with timely decisions
- Champion team health and owner values

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Recommended Members

Role	Organization
Executive Sponsor	Owner
Owner's Rep (Program/Capital Lead)	Owner
Healthcare Planning / Ops Rep	Owner Clinical
Principal-in-Charge or Project Exec	Architect
Architect's Design Director	Architect
CM Project Executive	Contractor
CM Sr. Project Manager	Contractor
Facilitator or Process Lead (optional)	3rd Party or Owner

Keep team to 6–8 members max for clarity. Invite others as guests.

Steering Team Rhythm of the Task

Frequency	Task / Activity	Notes
Monthly	Strategic Steering Meeting Project Dashboard: scope, cost, schedule, risks, team health	(60–90 mins)
Monthly	Approve/Escalate Major Decisions (budget/scope/schedule)	Based on input from Core Team + metrics
Quarterly	Executive Vision Alignment Check (with Owner Ops/Clinical)	Confirm direction still supports mission
Quarterly	Team Health Review + Retrospective Summary	Respond to emerging patterns or team friction
As Needed	Final Review/Approval of Major Changes, Procurement, or Critical Delays	Use defined thresholds to trigger escalation

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CORE TEAM – Rhythm & Structure

Purpose

- Execute project day-to-day
- Resolve coordination, design, field, and user issues
- Manage deliverables, procurement, phasing, and interface
- Elevate decisions with clarity and context
- Embed learning, accountability, and momentum

Recommended Members

Role	Organization
Owner's Project Manager	Owner
Owner Clinical / Ops Liaison	Owner
Architect Project Manager	Architect
Architect Project Designer / Planner	Architect
Engineers' Discipline Leads (MEP/SE)	Consultants
CM Project Manager	Contractor
CM Superintendent	Contractor
CM Project Engineer / Scheduler	Contractor
Major Trade Partner PMs (as needed)	Subs
BIM/VDC Lead	Architect or CM

Core Team should be 10–15 people, cross-functional, with rotating specialists.

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Core Team Rhythm of the Task

Frequency	Task / Activity	Notes
Weekly	Core Team Meeting (60–90 mins) – Design + Construction + Owner	Focus: decisions, blockers, upcoming needs, design alignment
Weekly	Submittal/RFI Log Review	Flag slow items and impact issues
Weekly	Look-Ahead Schedule / Constraint Review	Update from field + planning for next 3–6 weeks
Weekly	Owner Summary Memo	PMs brief Owner + Steering Rep on active decisions/issues
Biweekly	Coordination/Clash Detection Sync (BIM)	Pull planning + design coordination focused
Monthly	Project Risk Register Update	Core Team owns active risk identification + mitigation
Monthly	Team Retrospective / Alignment Pause (30–45 mins)	Celebrate, adjust, identify cultural/communication gaps
As Needed	Working Group Sessions (OR Layout, Infection Control, Wayfinding, etc.)	Pull the right people, decide quickly, document well

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Clarity of Ownership Within the Structure

Decision Type	Core Team Role	Steering Team Role
Design development decisions	Recommend + resolve	Monitor (approve only if major)
Scope adjustments (minor)	Recommend + implement	Inform
Budget/Schedule impact	Elevate with options	Decide
Team friction / culture flags	Identify + propose solutions	Support + remove roadblocks
Construction sequencing/logistics	Lead and execute	Inform
Procurement timelines / awards	Plan + manage	Approve



Tips for Success

- 📌 **Steering Team** owns vision and environment — not just cost
- 🛠️ **Core Team** owns daily momentum and alignment
- 🎯 Everyone must know **when to decide, when to inform, and when to pause**
- 🤝 *Shared responsibility requires clear roles + regular rhythm — not assumption*
 - *If you don't have clarity of "How / Why" to implement this structure (hire a mentor/coach)*