We are now twelve weeks into the formation of our new enterprise. We are privileged to help build a new organization that will become a powerful force for patient care, teaching and research and improving the health of our communities.

We believe that the new enterprise is best created by those who are most knowledgeable about our patients, community, market and organizations. That means that many of you will be asked to become involved in the many integration teams underway and soon to be formed. Teams are at the core of this development process providing different perspectives and important information and talent to the process.

Below are steps to start integration teams on the right path:

1) **Define Your Team Vision** - Each team should define a vision of the future state. Teams can develop the future vision based on what we know we want to become. For example, the human resources integration teams are focused on UA Healthcare becoming the place where “talented people want to work – and want to stay.” The HR vision may not always be articulated this way – but it has provided a great start for the HR teams.

2) **Develop Guiding Principles for Your Outcomes** - Dr. Catinella describes these principles as “values and foundation of thought to support our work.” The principles are ideas against which to test your ideas and work processes. For example we may want to develop processes or programs where “accountability and individual responsibility” are key. Our outcomes would be tested against that principle.

3) **Develop Your Team Rules** – Talk about the operational and behavioral rules that are important to the team. One of our teams came up with the following rules:
   - Be on time
   - Be prepared
   - Collaborate
   - Disagree respectfully
   - Focus on solutions
   - Assume everyone wants the best outcome
   - Listen
   - Have fun
   - Trust each other

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4) **Assign Team Roles** - Have one member of the team take minutes, another record ideas on a flip chart, another lead the meeting and another act as an observer. An observer evaluates the meeting and member behaviors to ensure the rules were followed.

5) **Use Agendas** – Always use an agenda to guide your discussion and avoid discussing the same topic over and over again.

6) **If you get stuck – call for help!!** – I can be reached via e-mail at jtkachyk@uph.org or cell phone 520-904-3402 and am happy to work with your team to determine a potential solution -- we are developing a list of skilled facilitators who also can help a team through a difficult issue.

Thanks to all of you for your keen interest in this project. Thanks also to Tere LeBarron, my contributing editor this week – great tools for teams!