

INTEGRATIVE MEDICINE IN AMERICA

How Integrative Medicine Is Being Practiced
in Clinical Centers Across the United States



FEBRUARY 2012

Bonnie Horrigan • Sheldon Lewis • Donald Abrams, MD • Constance Pechura, PhD



The Bravewell Collaborative

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EXECUTIVE SUMMARY

The impetus for developing and implementing integrative medicine strategies is rooted in the desire to improve patient care.

The Bravewell Collaborative, a philanthropic organization that works to improve healthcare, defines integrative medicine as “an approach to care that puts the patient at the center and addresses the full range of physical, emotional, mental, social, spiritual, and environmental influences that affect a person’s health. Employing a personalized strategy that considers the patient’s unique conditions, needs, and circumstances, it uses the most appropriate interventions from an array of scientific disciplines to heal illness and disease and help people regain and maintain optimum health.”

Over the past two decades, there has been documented growth in the number of clinical centers providing integrative medicine, the number of medical schools teaching integrative strategies, the number of researchers studying integrative interventions, and the number of patients seeking integrative care. But whether integrative medicine was being offered in the same, similar, or disparate ways was unknown. In addition, while previous studies focused on the prevalence and use of complementary or alternative medicine (CAM) by patients^{1, 2} or by practitioners in hospital settings³ by enumerating the use of single CAM therapies, very little information had been collected regarding the actual practice of integrative medicine, which by definition treats the whole person.

In 2011, The Bravewell Collaborative commissioned a survey to determine how integrative medicine was currently being practiced across the United States by (1) describing the patient populations and health conditions most commonly treated, (2) defining the core practices and models of care, (3) ascertaining how services are reimbursed, (4) identifying the values and principles underlying the care, and (5) determining the biggest factors driving successful implementation.

1 Barnes PM, Bloom B, Nahin R. CDC National Health Statistics Report #12. The Use of Complementary and Alternative Medicine in the United States. Findings from the 2007 National Health Interview Survey (NHIS) conducted by the National Center for Complementary and Alternative Medicine (NCCAM) and the National Center for Health Statistics. December 2008. http://nccam.nih.gov/news/camstats/2007/camsurvey_fs1.htm Accessed November 5, 2011.

2 Eisenberg DM, Davis RB, Ettner SL, et al. Trends in Alternative Medicine Use in the United States, 1990–1997: Results of a Follow-up National Survey. *JAMA*. 1998;280(18):1569–1575

3 Ananth S. 2010 Complementary and Alternative Medicine Survey of Hospitals: Summary of Results. Health Forum (American Hospital Association) and the Samueli Institute. September 2011. <http://www.siib.org/news/2468-SIIB/version/default/part/AttachmentData/data/CAM%20Survey%20FINAL.pdf> Accessed December 11, 2011.

Twenty-nine integrative medicine centers and programs across the nation were chosen to participate in the study. This group included the nine centers in The Bravewell Clinical Network plus 20 others that, directed by either a physician, other doctoral level healthcare practitioner, or nurse, were chosen on the basis of length of time in operation (a minimum of three years), patient volume, and/or prior clinical contributions to the field.

MAJOR FINDINGS

1. All of the centers in the study reported being **affiliated** with a hospital, a healthcare system, and/or a medical or nursing school.
 2. The integrative centers use **three models of care** delivery, which are not mutually exclusive:
 - 26 of the 29 centers (90%) offer consultative care
(care delivered in collaboration with the patient's primary care provider)
 - 18 centers (62%) offer comprehensive care
(complete care for a specified condition in which the integrative practitioner acts as the primary caregiver for the patient during the course of treatment)
 - 13 centers (45%) offer primary care
(overall care of a person's health across the lifespan)
 3. Fifteen centers offer **in-patient** services in the hospitals to which they are affiliated.
 4. The entire spectrum of **patient populations** is addressed.
 - All centers provide care to adults
 - 28 centers (97%) offer geriatric services
 - 25 centers (86%) provide adolescent care
 - 21 centers (72%) offer OB-GYN services
 - 18 centers (62%) provide pediatric care
 5. Overall, 63% of patients seen are **self-referred**. But 38% of the centers receive more than half of their patients from within their own healthcare system.
 6. The care patients receive is **individualized**.
 - 27 centers (93%) create a unique health plan for their patients
 - 26 centers (90%) involve the family in patient care
 7. All centers measure **patient satisfaction** on an ongoing basis.
 8. Twenty-five centers (86%) conduct **research**.
 9. Twenty-one centers (72%) use **electronic medical records**.
-

10. The most frequently employed **practitioners** at integrative medicine centers are, in descending order, physicians, massage therapists, meditation instructors, and acupuncturists.
 11. Twenty-one centers (72%) reported offering **self-care and wellness programs** to their practitioners and staff.
 12. The survey asked about the use of 34 different **interventions** in treating 20 different conditions. The centers were asked to report which therapies were used for which conditions. The interventions prescribed most frequently across all conditions, in descending order, are:
 - Food/Nutrition
 - Supplements
 - Yoga
 - Meditation
 - TCM/Acupuncture
 - Massage
 - Pharmaceuticals
 13. From a list of 20 **clinical conditions**, respondents chose the top five for which they perceive integrative medicine to be most successful at their centers. These are, in descending order:
 - Chronic pain
 - Gastrointestinal conditions
 - Depression
 - Stress
 - Cancer
 14. The survey grouped the **therapies** into four categories — mind-body, dietary/biological, movement/energy, and manual interventions. In all cases, centers used interventions from more than one treatment category to address each specified health condition. More than half of the centers reported using at least one intervention from all treatment categories for 12 of the 20 conditions covered in the survey.
 15. The authors asked which of the 34 **interventions** listed in the survey the centers used in treating the 20 different conditions. The frequency of use of each intervention for each condition was ranked, and the correlations between treatment ranks were calculated. This analysis revealed that there was a high degree of concordance of interventions used for similar clinical conditions across the centers.
-

CONCLUSIONS

The strong affiliations to hospitals, healthcare systems, and medical and nursing schools as well as the centers' collaborative work with and growing referrals from their own health systems reveal that integrative medicine is now an established part of healthcare in the United States.

The fact that integrative medicine is being practiced in diverse sites across the country with high levels of concordance of interventions for specific conditions suggests that integrative medicine practice is informed by a common knowledge base.

The data from the survey reveals that integrative medicine centers embrace a group of core values that inform and radiate through their practice and interactions with their patients. Integrative care is, in practice, patient-centered care and is a fundamentally collaborative enterprise fostering cooperation between patients and practitioners, and among the practitioners themselves.

One of the most striking, though perhaps predictable, conclusions of this study is that integrative medicine is, in fact, integrative. It integrates conventional care with non-conventional or non-Western therapies; ancient healing wisdom with modern science; and the whole person — mind, body, and spirit in the context of community.

*Integrative medicine is now an established part
of healthcare in the United States.*

NEXT STEPS

Outcomes Data

Most centers report that, because of limited human and financial resources, they are unable to analyze and disseminate the treatment and outcomes data they collect. Providing funding for analysis of these data, which could provide important information about the efficacy of integrative medicine approaches as well as the treatment of chronic health conditions, should be a priority for funding sources and institutions.

Best Practices

The field of integrative medicine is still being developed. Systems to identify and share best practices among integrative medicine centers and practitioners should be developed and implemented so that more patients have access to the benefits of integrative medicine approaches.

Follow-up Survey

To track the progress of integrative care, a follow-up survey in three to five years, building on the questionnaire employed in this report, should be conducted. Comparing the results reported here with those to be found in future studies may be helpful in identifying innovation and trends in the delivery, effectiveness, and use of integrative care.

To learn more about integrative medicine please visit www.bravewell.org. Questions about this survey or requests for more information should be directed to Bonnie Horrigan, Director of Communications and Public Education, The Bravewell Collaborative. (760) 815-0238 or bonniehorrigan@cox.net.

INTEGRATIVE MEDICINE

As integrative medicine developed and practitioners sought to define core practices, a common definition and philosophy of care emerged. The Bravewell Collaborative uses the following description in all of its work.⁴

Integrative medicine is an approach to care that puts the patient at the center and addresses the full range of physical, emotional, mental, social, spiritual, and environmental influences that affect a person's health. Employing a personalized strategy that considers the patient's unique conditions, needs and circumstances, it uses the most appropriate interventions from an array of scientific disciplines to heal illness and disease and help people regain and maintain optimum health.

The defining principles of integrative medicine are:

- The patient and practitioner are partners in the healing process.
- All factors that influence health, wellness, and disease are taken into consideration.
- The care addresses the whole person, including body, mind, and spirit in the context of community.
- Practitioners use all appropriate healing sciences to facilitate the body's innate healing response.
- Effective interventions that are natural and less invasive are used whenever possible.
- Because good medicine is based in good science, integrative medicine is inquiry-driven and open to new models of care.
- Alongside the concept of treatment, the broader concepts of health promotion and the prevention of illness are paramount.
- Care is individualized to best address the person's unique conditions, needs, and circumstances.
- Practitioners of integrative medicine exemplify its principles and commit themselves to self-exploration and self-development.

In addition to addressing the individual's immediate health problem(s) as well as the deeper causes of the disease or illness, integrative medicine strategies also foster the development of healthy behaviors and skills for effective self-care that patients can use throughout their lives.

⁴ See http://bravewell.org/integrative_medicine/what_is_IM/
For additional definitions please see: The Consortium of Academic Health Centers for Integrative Medicine.
<http://www.imconsortium.org/about/home.html> Accessed October 6, 2011.
Arizona Center for Integrative Medicine at the University of Arizona.
<http://integrativemedicine.arizona.edu/about/definition.html>. Accessed October 11, 2011.

BACKGROUND

In the past two decades, integrative medicine has emerged as a promising model of care, increasingly finding a home in academic medical centers, hospitals, and healthcare systems.

A growing body of evidence suggests that integrative medicine can successfully address — and to some extent, alleviate — many troubling aspects of our current healthcare crisis by helping to provide effective, safe, and cost-effective treatments as well as preventing future disease and fostering overall wellness. Moreover, integrative medicine holds special promise for reducing the burden of chronic illness on individuals and their families, and on the healthcare system.^{5,6}

Previous studies examining this field have focused on the prevalence and use of complementary or alternative medicine (CAM) by patients^{1,2} or by practitioners in hospital settings.³ However, very little information has been collected regarding the actual practice of integrative medicine — as opposed to enumerating the use of single CAM therapies — at major centers across the United States.

To better understand how integrative medicine is being practiced by clinics and hospitals, both inside and outside of academia, The Bravewell Collaborative commissioned a mapping study to: (1) describe the patient populations and health conditions most commonly treated, (2) define the core practices and models of care, (3) ascertain how services are reimbursed, (4) identify the values and principles underlying the care, and (5) determine the biggest factors driving successful implementation.

(See Appendix 1 for information about The Bravewell Collaborative.)

5 Guarneri E, Horrigan B, Pechura C. The Efficacy and Cost Effectiveness of Integrative Medicine: A Review of the Medical and Corporate Literature. *Explore: The Journal of Science and Healing*. 2010; 5:308–312.

6 Maizes V, Rakel D, Niemiec C. Integrative medicine and patient-centered care. *Explore: The Journal of Science and Healing*. 2009;5(5):277–89.

ABOUT THE STUDY

This study was conducted by:

- Bonnie Horrigan, Director of Communications and Public Education, The Bravewell Collaborative
- Sheldon Lewis, Editorial and Communications Consultant
- Donald Abrams, MD, Osher Center for Integrative Medicine at the University of California, San Francisco
- Constance Pechura, PhD, Senior Scientific Advisor, The Bravewell Collaborative

As this is the first comprehensive survey of integrative medicine centers in the United States, the authors' initial task was to compile a list of centers for possible inclusion. This list included centers in the Bravewell Clinical Network and the Consortium of Academic Health Centers for Integrative Medicine as well as centers suggested by integrative medicine leaders. From the more than 60 centers identified, the authors chose 29 clinical centers and/or programs that they felt represented the field. This group included the nine centers in the Bravewell Clinical Network plus 20 others that, directed by either a physician, other doctoral level healthcare provider, or nurse were chosen on the basis of length of time in operation (a minimum of three years), patient volume, and/or prior clinical contributions to the field. Centers whose clinical emphasis was solely on the delivery of non-Western or non-conventional care were excluded.

It should be noted that, because of the nature and scope of the study, it was not possible to include all of the integrative medicine centers, programs, and clinics that exist across the nation, and that inclusion in the study is not a statement of endorsement.

After the survey instrument was created, it was reviewed by Jeffrey Dusek, PhD, Research Director at the Penny George Institute for Health and Healing at Allina Hospitals in Minneapolis, Minnesota. (The complete survey instrument is included in Appendix 3.)

Study data were collected and managed using REDCap (Research Electronic Data Capture) tools hosted at the University of California, San Francisco.⁷ REDCap is a secure, web-based application designed to support data capture for research studies.

⁷ Harris PA, Taylor R, Thielke R, Payne J, Gonzalez N, Conde JG. Research electronic data capture (REDCap) — A metadata-driven methodology and workflow process for providing translational research informatics support. *J Biomed Inform.* 2009; 42(2):377–81.

Twenty-nine (29) centers were invited to participate in the study. All 29 completed the survey. The survey questions were answered primarily by the director or clinical director of each center, sometimes in consultation with other center staff.

To gather the qualitative data presented in this study, site visits were made to half of the centers with follow-up interviews by phone and/or email conducted with all centers.

Michael Acree, PhD, senior biostatistician at the Osher Center for Integrative Medicine at the University of California, San Francisco, conducted the data analysis.

The report was reviewed by Mimi Guarneri, MD, Scripps Center for Integrative Medicine; Benjamin Kligler, MD, Continuum Center for Health and Healing; and David Rakel, MD, University of Wisconsin Integrative Medicine.

Employing a personalized strategy that considers the patient's unique conditions, needs and circumstances, integrative medicine uses the most appropriate interventions from an array of scientific disciplines to heal illness and disease and help people regain and maintain optimum health.

CENTERS INCLUDED IN THE MAPPING SURVEY

(See Appendix 4 for a listing of the centers with addresses, affiliations, and website URLs.)

Alliance Institute for Integrative Medicine
CINCINNATI, OHIO

Arizona Center for Integrative Medicine
TUCSON, ARIZONA

Cancer Treatment Centers of America
SCHAUMBURG, ILLINOIS

**The Center for Integrative Medicine at the
University of Colorado**
AURORA, COLORADO

Center for Life
ALBUQUERQUE, NEW MEXICO

**Cleveland Clinic Center for Integrative
Medicine**
CLEVELAND, OHIO

Continuum Center for Health and Healing
NEW YORK, NEW YORK

Duke Integrative Medicine
DURHAM, NORTH CAROLINA

**11th Street Family Health Services of
Drexel University**
PHILADELPHIA, PENNSYLVANIA

GW Center for Integrative Medicine
WASHINGTON, DC

**Greenwich Hospital Integrative Medicine
Program**
COS COB, CONNECTICUT

**Institute for Health & Healing at
California Pacific Medical Center**
SAN FRANCISCO, CALIFORNIA

**Jefferson–Myrna Brind Center of
Integrative Medicine**
PHILADELPHIA, PENNSYLVANIA

Marino Center for Integrative Health
CAMBRIDGE AND WELLESLEY,
MASSACHUSETTS

**University of Maryland Center for
Integrative Medicine**
BALTIMORE, MARYLAND

**Integrative Medicine Program, Mayo
Clinic**
ROCHESTER, MINNESOTA

**Integrative Medicine Center at MD
Anderson Cancer Center**
HOUSTON, TEXAS

Northwestern Integrative Medicine
CHICAGO, ILLINOIS

OSU Center for Integrative Medicine
COLUMBUS, OHIO



**UCSF Osher Center for Integrative
Medicine**
SAN FRANCISCO, CALIFORNIA

Osher Clinical Center
CHESTNUT HILL, MASSACHUSETTS

**Penny George Institute for Health and
Healing**
MINNEAPOLIS, MINNESOTA

Scripps Center for Integrative Medicine
LA JOLLA, CALIFORNIA

**Simms-Mann Health and Wellness Center
at Venice Family Clinic**
VENICE, CALIFORNIA

**Center for Integrative Medicine and
Wellness at Stamford Hospital**
STAMFORD, CONNECTICUT

Stanford Center for Integrative Medicine
PALO ALTO, CALIFORNIA

**Susan Samueli Center of Integrative
Medicine**
IRVINE, CALIFORNIA

**University of Wisconsin Integrative
Medicine**
MADISON, WISCONSIN

Vanderbilt Center for Integrative Health
NASHVILLE, TENNESSEE

GENERAL CHARACTERISTICS

AFFILIATIONS

Integrative medicine is now an established part of healthcare in the United States. All of the centers in the study reported being affiliated with a hospital, a healthcare system, and/or a medical or nursing school.

- 27 of the 29 centers are affiliated with a specific hospital
- 26 of the 29 centers are affiliated with a healthcare system
- 25 of the 29 centers are affiliated with a medical school
- 1 center is affiliated with a nursing college

The oldest center in the survey was established in 1988. The newest was established in 2008.

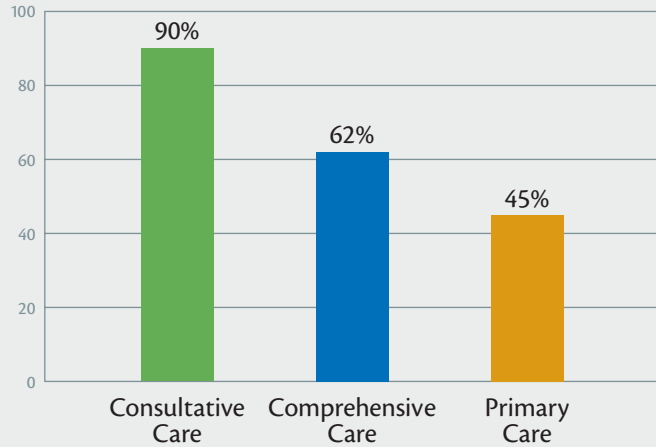
Twelve (12) of the centers were established in the 1990s. Sixteen (16) of the centers were established since 2000. (Note: While most of the centers reported continued growth, one center in the study reported that it was being transitioned from a center to a program within the hospital to which it was affiliated.)

(See Appendix 4 for the list of centers, their contact information, and affiliations.)

PRACTICE MODELS

Over the past two decades, different models of integrative medicine practice have developed. The three most common models in use (defined below) are: 1) primary care, 2) consultative care, and 3) comprehensive care. Often, one center will utilize two or all three models of operation.

Practice Models in Use



Consultative Care

In the consultative care models, the integrative physicians and practitioners work in close collaboration with the patient’s primary provider. This is by far the most common model used in the centers.⁸

CONSULTATIVE CARE		
	Frequency	Percent
YES	26	90%
NO	3	10%

Examples of a consultative care model:

- University of California, San Francisco (UCSF) Osher Center for Integrative Medicine in San Francisco, California.** The Osher Center’s integrative oncology program works in collaboration with the UCSF Helen Diller Family Comprehensive Cancer Center. Patients who are referred receive integrative care — mind-body therapies, nutrition, etc. — in tandem with their conventional cancer care. Osher Center integrative physicians also work with other primary providers, offering care programs across the lifespan from mindfulness-based childbirth and parenting to integrative exercise and balance training for healthy aging. In addition to these services, comprehensive care is offered for women’s health.

⁸ NOTE: Throughout this report, the term “conventional” care or medicine is used to describe mainstream Western medicine.

- **The Integrative Medicine Program at the Mayo Clinic.** More than 90% of its patients are referred from within the larger Mayo Clinic health system. The program specializes in integrating wellness-promoting services — such as meditation and other mind-body therapies, resilience training, massage therapy, acupuncture, and herbal/nutritional medicine — into the whole person plan of care for interested patients. The program’s staff work collaboratively with patients and healthcare teams to manage symptoms such as pain, anxiety, stress, insomnia, or nausea associated with illness or treatment.
- **The Osher Clinical Center at Brigham and Women’s Hospital (BWH) in Chestnut Hill, Massachusetts.** This center receives referrals from within the BWH hospital and surrounding community and works in collaboration with the patient’s primary provider to treat musculoskeletal disorders — especially back pain, chronic pain, headaches — women’s health issues, stress, sleep disorders, gastrointestinal disorders, and depression.

Comprehensive Care

The term “comprehensive care” was defined in the survey as “care for a specific condition.” In comprehensive care, the integrative practitioner is the provider who manages the care during the course of treatment for a certain condition. In these instances, patients still have a primary provider for other health issues.

COMPREHENSIVE CARE		
	Frequency	Percent
YES	18	62%
NO	11	38%

Examples of a comprehensive care model:

- **Scripps Center for Integrative Medicine in La Jolla, California.** This center offers cardiac care and houses the latest in medical scanning technology for prevention, diagnosis, and treatment of heart disease, including a 64-slice CT/PET scanner, SPECT imaging, stress testing, and 3D echocardiography. Patients also receive integrative cardiology consultations, advanced lipid management, and pre- and post-operative surgical healing support for stress and pain reduction. A 12-week lifestyle change program embraces the mind-body-spirit approach, providing participants with tools to prevent and reverse cardiovascular disease, from personalized nutrition to exercise training and stress management techniques. The Scripps Center also offers consultative care for pain management, weight management, cancer, and women’s health.
-

- **Cancer Treatment Centers of America (CTCA) headquartered in Schaumburg, Illinois.** CTCA is a national network of five full-service centers offering a fully integrative cancer treatment program. In addition to conventional care (which includes radiation, surgery, chemotherapy, stem cell transplantation), all patients also receive integrative therapies such as mind-body therapies, naturopathic medicine, nutritional counseling, chiropractic care, acupuncture, pain management, and medical massage. Every patient's physician-led treatment team includes practitioners trained in these modalities.
- **The Jefferson–Myrna Brind Center of Integrative Medicine in Philadelphia, Pennsylvania.** This center offers comprehensive programs for pediatrics, women's health, executive health, pain management, and mental health. Its Comprehensive Cancer Care Program utilizes integrative strategies for symptom management, improved vitality, and reduction of risk factors, all done in collaboration with Jefferson's Cancer Center. The Integrative Women's Health Program provides integrative treatments for menopause, gynecologic health, osteoporosis, and a range of other physical and emotional health issues. In addition to offering integrative medicine solutions for a wide range of chronic health issues, the center offers adjunctive supportive programs such as JeffQuit for smoking cessation and Mindfulness-Based Stress Reduction.

Primary Care

Integrative medicine centers that offer primary care employ family practice doctors, pediatricians, internists, and nurse practitioners who are also trained in integrative medicine. These centers generally offer care for patients across the lifespan. Most centers that provide primary care also offer consultative and/or comprehensive care as well.

PRIMARY CARE		
	Frequency	Percent
YES	13	45%
NO	16	55%

Examples of a primary care model:

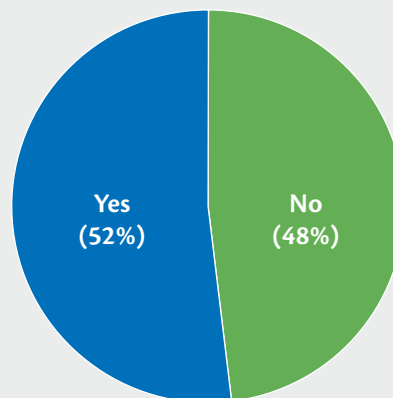
- **The Marino Center for Integrative Health in Cambridge and Wellesley, Massachusetts.** The center's two locations employ 24 physicians, with integrative primary care representing more than half of the practice. The center also offers comprehensive and consultative care through programs in pain management, physical therapy, rheumatology, women's health, and mental health services.
-

- **The Continuum Center for Health and Healing in New York, New York.** Primary care is a mainstay at Continuum, which employs four family practice doctors, two internists, and two nurse practitioners. The center also offers consultative and/or comprehensive care for internal medicine, orthopedic and sports rehabilitation, gynecology, women's health services, and otolaryngology.
- **11th Street Family Health Services in Philadelphia, Pennsylvania.** This nurse-run community clinic's sole focus is integrative primary care for patients across the lifespan.

INPATIENT SERVICES

Of the 29 centers surveyed, 15 offer inpatient services at their affiliated hospitals.

Centers Offering Inpatient Services



Examples of inpatient programs:

- **Institute for Health & Healing (IHH) at California Pacific Medical Center in San Francisco, California.** In addition to services at the clinic, IHH integrative practitioners provide services to patients admitted to California Pacific Medical Center hospitals, including massage, guided imagery, expressive arts, healing harp, and medical clowns. IHH also offers holistic nursing and spiritual care. The IHH practitioners make more than 10,000 patient visits per year in the in-patient program.
- **Penny George Institute for Health and Healing in Minneapolis, Minnesota.** This center provides integrative services to the patients admitted at Abbott Northwestern Hospital, in addition to caring for patients at its clinic. Each integrative provider who works in the hospital is trained in Korean hand therapy, guided imagery, aromatherapy, acupuncture, biofeedback, and massage. A triage team decides which patients the integrative providers should visit. This program has been so

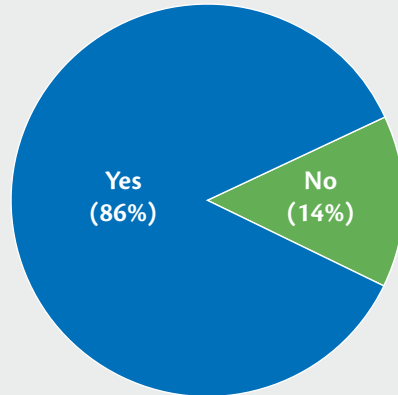
successful for pain, anxiety, and nausea reduction that Allina Hospitals & Clinics is now instituting it at the ten other Allina hospitals. Abbott Northwestern funds the operating expenses of all direct inpatient integrative care.

- **University of Maryland Center for Integrative Medicine in Baltimore, Maryland.** The center's holistic pain team offers inpatient services — reiki, massage, acupuncture, and sound therapy — at the University of Maryland's R Adams Cowley Shock Trauma Center. Services are provided at the request of the patient and/or the attending physician.
- **Duke Integrative Medicine in Durham, North Carolina.** Duke Integrative Medicine offers special pre- and post-surgery services that any patient can request. These are a personalized mind-body session (which includes guided imagery, hypnosis, or relaxation training), acupuncture, massage, yoga therapy, and mindfulness training.

RESEARCH

The centers in the study voiced a strong commitment to evidence-informed medicine, and most (25) conduct research as part of their regular activities.

Centers Conducting Integrative Medicine Research



The centers in the study voiced a strong commitment to evidence-informed medicine.

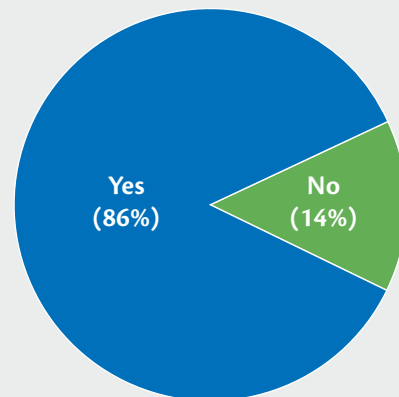
The broad spectrum of research programs range from the robust, multi-million dollar research programs at the University of Maryland Center for Integrative Medicine and the UCSF Osher Center for Integrative Medicine, both of which are NIH Centers of Excellence for Research; to ongoing research programs such as those at Duke Integrative Medicine, Vanderbilt Center for Integrative Health, Jefferson–Myrna Brind Center of Integrative Medicine, Continuum Center for Health and Healing, and the Integrative Medicine Program at Mayo Clinic; to single studies conducted at non-academic centers such as the Alliance Institute for Integrative Medicine’s participation in BraveNet, a practice-based research network for integrative medicine established by The Bravewell Collaborative.

While the research programs most typically conduct clinical trials, some centers such as the Penny George Institute for Health and Healing and the Marino Center for Integrative Health also conduct outcomes-based research in their hospitals and/or clinics.

PROVIDER EDUCATION

Nearly all the centers (25) were engaged in provider education.

Centers Offering Provider Education



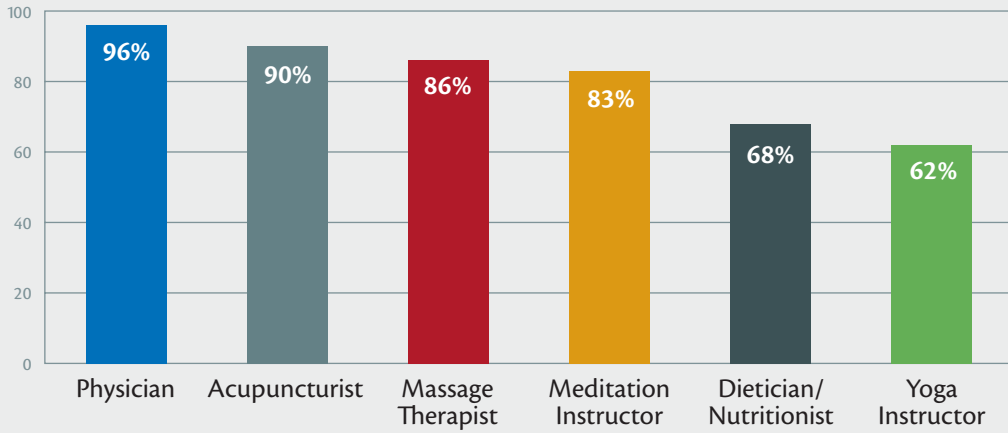
The provider education offered by the centers takes many forms, such as designing medical and nursing school curricula, teaching medical and nursing school classes, offering fellowships, conducting grand rounds, providing continuing medical education (CME) courses, offering provider certification for credentialed positions including mindfulness meditation or yoga teachers or integrative health coaches, and producing local and national conferences for practitioners.

PRACTITIONERS

EMPLOYMENT

The most frequently employed (full or part-time) practitioners at the integrative medicine centers in the study are physicians, followed by acupuncturists, massage therapists, meditation instructors, dietitians/nutritionists, and yoga instructors.

Percentage of Centers Employing Specific Practitioners



NOTE: For the chart, meditation includes MBSR teachers; acupuncturist reflects all centers employing either an LAc or MD acupuncturist.

Integrative medicine addresses the full range of physical, emotional, mental, social, spiritual, and environmental influences that affect a person's health.



Percentage of Centers Employing the Following Practitioners Either Full or Part-time:			
Physician	96%*	Hypnotherapist	41%
Massage Therapist	86%	Holistic Nurse	38%
Meditation Instructor	83%	Chiropractor	38%
Acupuncturist, LAc	79%	Pain Specialist	34%
MBSR Instructor	79%	Psychiatrist	34%
Dietician/Nutritionist	69%	Naturopath	28%
TCM Practitioner	62%	Physical Therapist	28%
Yoga Instructor	62%	Exercise Physiologist	24%
Psychologist	59%	Physician Assistant	21%
Healing Touch/Reiki Practitioner	55%	Health Coach	21%
Nurse Practitioner	55%	Osteopath	21%
Acupuncturist, MD	48%	Ayurvedic Practitioner	17%
Biofeedback Practitioner	45%	Homeopathy Practitioner	17%

*NOTE: 11th Street Clinic only employs nurse practitioners.

MBSR = Mindfulness-Based Stress Reduction

TCM = Traditional Chinese Medicine

Some centers employ practitioners not listed in the survey. These included:

- Couple and Family Therapists
- Creative Arts Therapists
- Energy Psychologist
- Expressive Arts Therapist
- Feldenkrais Practitioner
- Health Educator
- Instructors for NIA (Neuromuscular Integrative Action), 5Rhythms, Tai Chi, Qi Gong, Healing Harp, iRest, Strength and Balance, Prenatal Fitness, Pilates
- Licensed Social Worker
- Nurse Case Manager
- Ophthalmologist
- Orthopedic Massage Practitioner
- Pharmacist
- Podiatrist
- Reflexology Specialist
- Rolfer
- Skin & Body Care Specialist/
Esthetician
- Smoking Cessation Specialist
- Support Group Facilitators for
Cardiac Rehab and Chronic Disease
Patients
- Thai Yoga Massage
- Writer (Journaling for Wellness)

Because of the variation in the types of practitioners employed, during the site visits, the authors asked why, for example, a center would choose to employ a tai chi instructor instead of qi

gong master, or why a center offered NIA instead of Pilates? For the most part, the center directors replied that this was a function of which practitioner had completed what training and was available in their locale, and not a function of whether they thought one modality was more effective than the other.

Integrative medicine is intrinsically collaborative.

COLLABORATION AMONG PRACTITIONERS

Because the practice of integrative medicine involves the use of multiple therapies and healing systems for which specialized training is required, it is intrinsically collaborative. During the site visits and through written communication, the centers in the survey reported a high degree of collaboration among their practitioners. Many centers stated that collaboration was an important factor in clinical success.

The following examples illustrate some of the diverse ways in which collaboration occurs:

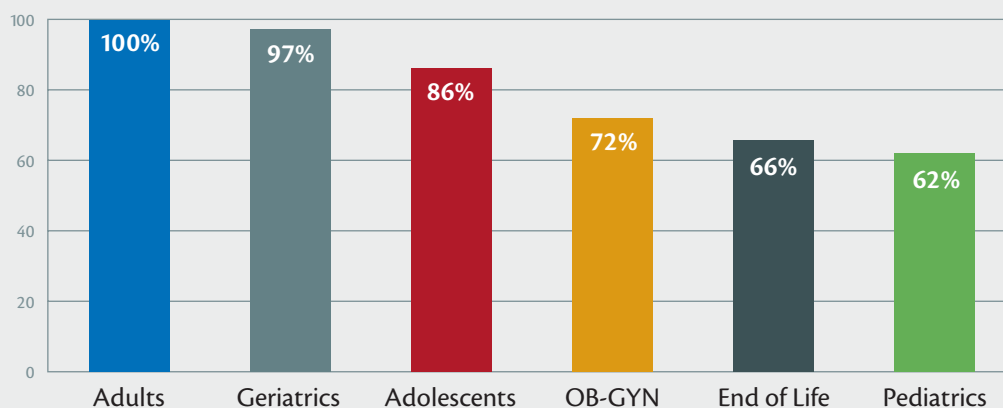
- **The Susan Samueli Center for Integrative Medicine at the University of California, Irvine in Irvine, California.** All the providers at this center attend a weekly meeting. Consultations among providers working with the same patient at the center occur on an as-needed basis.
 - **Integrative Medicine Center at MD Anderson Cancer Center in Houston, Texas.** This center's culture fosters collaboration and open communication between the integrative healthcare team and the referring oncology team to discuss treatment choices. A weekly interdisciplinary team meeting of healthcare professionals to discuss challenging cases includes integrative oncologists, massage therapists, acupuncturists, dietitians, massage therapists, mind-body practitioners, mental health workers, occupational and physical therapists, and chaplains, among others.
 - **Vanderbilt Center for Integrative Health at Vanderbilt University in Nashville, Tennessee.** To address the whole person, team members from every discipline (e.g., massage therapist, physical therapist, psychologists, physician, nurse practitioner, yoga instructor, acupuncturist) meet weekly to discuss new consults and share ideas. Patients are encouraged to have a full integrative consult to develop an individualized plan of care that often includes psychology (focusing on body-centered work and mindfulness), mind-body, movement, nutrition, medical needs, community support, and pain management needs. The center's notes are included in the larger medical chart so all clinicians across campus can collaborate.
-

PATIENT CARE

PATIENT CHARACTERISTICS

Integrative medicine centers care for patients across the entire life span. All the centers in the study reported caring for adults.

Patient Populations Served at the Centers



PATIENT SOURCES

The 29 centers see a total of 19,200 unique patients per month. The total number of patient visits per month for all centers is about 41,100.

Overall, nearly two-thirds of the patients coming to integrative medicine centers are currently self-referred (63%).

Nine centers reported that more than half of their patients are referred from within their own healthcare system, and five of the nine reported receiving 90% or more of their patients from within their own healthcare system, suggesting a growing integration within the parent organizations.

Most of the centers reported receiving a very low percentage of their patients from local practitioners outside their healthcare system.

Examples of patient referral systems:

- **Center for Integrative Medicine and Wellness at Stamford Hospital in Stamford, Connecticut.** Nearly 60% of the patients who visit this center are self-referred, with the other 40% referred by primary care physicians and specialists in the Stamford Hospital system. For example, primary care physicians, spine surgeons, neurologists, rheumatologists, anesthesiologists, dentists, and oral surgeons refer patients with pain. Primary care physicians, endocrinologists, cardiologists, and bariatric surgeons refer patients to the “food as medicine” nutritional consultation program to minimize cardiac risk factors such as high cholesterol and obesity. Surgeons automatically refer their patients for a mind-body “Prepare for Surgery” program to reduce perioperative anxiety. About 30% of the patients are also cross-referred between practitioners within the center.
- **Susan Samueli Center of Integrative Medicine at the University of California, Irvine, Medical Center, in Irvine, California.** The center attributes its high number of self-referrals to “happy patients who refer other patients to the clinic.”
- **Integrative Medicine Program, Mayo Clinic in Rochester, Minnesota.** About 90 percent of referrals to this program are made by other practitioners at the Mayo Clinic. Any practitioner can directly refer to an integrative medicine practitioner — such as a licensed acupuncturist or certified massage therapist — or patients can be referred to the integrative physician or integrative health nurse specialist in the program for a consultation.
- **The OSU Center for Integrative Medicine in Columbus, Ohio.** Nearly half of the patients at this center come from within the Ohio State University Health System. About 25% are self-referred, and the remaining 25% are referred by unaffiliated providers in the region.

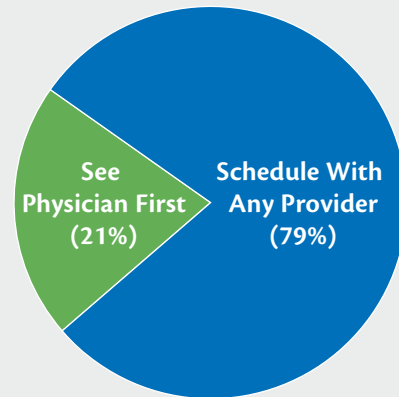
TRIAGE

Most centers (20) do not require patients to see a physician when they first come to the center. Patients are allowed to schedule a visit with the provider of their choice.

Several of the centers noted that when the integrative provider visit is based on self-referral, their practitioners are trained to identify when the patient should be referred to a physician or other primary care provider for medical assessment.

Integrative medicine centers care for patients across the entire lifespan.

How Centers Triage



The centers use a wide variety of triage and referral systems that do not require an initial physician visit.

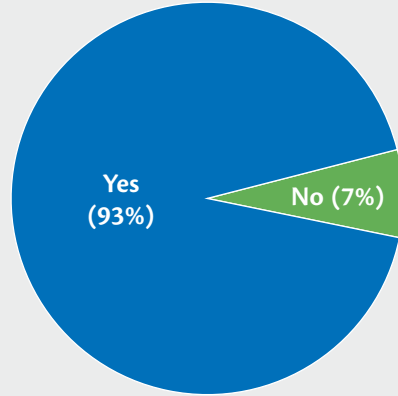
Examples of these systems:

- **Northwestern Integrative Medicine in Chicago, Illinois.** Patients at this center can choose a physician consultation to develop a wellness plan and monitor their health goals, or they can self-refer or be referred by a physician to one of the center’s complementary medicine practitioners.
- **GW Center for Integrative Medicine in Washington, DC.** At this center, most patients automatically see a physician first, unless they are seeking such therapies as acupuncture, hypnotherapy, and massage for “simple medical conditions.”
- **UCSF Osher Center for Integrative Medicine in San Francisco, California.** Patients have the choice to self-refer or to consult with an integrative physician at the center, who can advise them of appropriate therapeutic options for their health needs.
- **Vanderbilt Center for Integrative Health in Nashville, Tennessee.** Patients usually see an integrative nurse practitioner or integrative physician for their initial consultation. If appropriate, they are referred to one of the members of the psychotherapy team for the remainder of their treatment planning process. Patients can also choose to participate in one of the group classes or sessions with individual practitioners such as a massage therapist or acupuncturist without having a full consultation.
- **Osher Clinical Center (Harvard) in Chestnut Hill, Massachusetts.** Whether patients at the Osher Center first see a physician depends on their specific medical condition. For example, patients presenting with back pain are scheduled directly for chiropractic treatment.

CARE PLANS

Twenty-seven centers in the study reported making individualized care plans for their patients.

Care Plans



Care plans are created in a variety of ways. In some cases the plan is created by the physician, naturopath, or nurse practitioner who is acting as the primary provider, with input from the patient. In other cases, the plan is developed by an individual practitioner or a team, which could include, in addition to the physician or other primary care provider, a nurse case manager, biofeedback practitioner, dietician, massage therapist, acupuncturist, psychologist, or TCM practitioner.

Examples of how care plans are made:

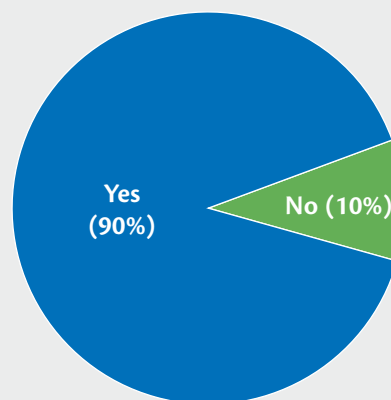
- **Arizona Center for Integrative Medicine in Tucson, Arizona.** A new patient appointment at this center can last up to two hours, depending upon the intricacies of the case. Patients share their stories, including medical history, personal experiences, beliefs, and goals. The care plan is made by the integrative physician conducting the consultation, and treatment recommendations are usually offered at the time of the first visit. However, with complex conditions, a follow-up visit may be required (typically two to four weeks after the first meeting). Patients may be asked to return again in three to four months for a follow-up visit so the physician can properly monitor progress and refine the recommendations if needed.
 - **Cleveland Clinic Center for Integrative Medicine in Cleveland, Ohio.** At this center, each practitioner makes his or her own care plan, but the clinic’s medical director provides oversight.
-

- **Duke Integrative Medicine in Durham, North Carolina.** Personalized health plans are provided to members of Duke Integrative Medicine (they have an annual membership program) or to those patients who come to the center for a multiple-day health immersion experience. The plan is developed by an interdisciplinary team of providers including an integrative medicine physician, health coach, nurse, and specific service providers (acupuncturists, massage therapists, nutritionists, yoga therapists, mind-body therapists, etc.). Personalized health plans are monitored and revisited regularly by the team of providers.

FAMILY INVOLVEMENT

Twenty-six centers reported incorporating the family into the patient's care. How this is accomplished ranges from including family members in practitioner visits to providing education to offering services targeted to family members.

Family Involvement in the Care



Examples of family involvement:

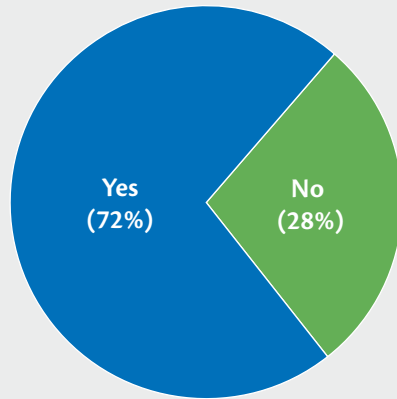
- **11th Street Family Health Services of Drexel University in Philadelphia, Pennsylvania.** When a patient has a complex condition in need of home care, this center conducts home visits involving family members. It also provides supportive maternity and family care through its Centering Parenting and Centering Pregnancy programs. The center's goal is to provide "a single point of access for care" for the whole family that addresses psychosocial as well as physiological issues. Its integrative life-course perspective focuses on key periods in an individual's — and family's — life, such as prenatal, early childhood, and adolescent care aimed at developing long-term relationships between the care provider and the family/patient.
-

- **Integrative Medicine Center at MD Anderson Cancer Center in Houston, Texas.**
Patients are encouraged to have a family member or other primary support person accompany them to appointments. The center also provides all services to family members that are available to patients, such as Knowledge Classes for Patients and Caregivers, and Finding Reliable Health Information — a guide to resources on natural products and complementary therapies. Family members are encouraged to participate in the mind-body programs, massage, and educational sessions.
- **Greenwich Hospital Integrative Medicine Program in Cos Cob, Connecticut.**
Greenwich offers programs geared to families such as a parent/child Healing Touch workshop to empower children to self-regulate during times of stress. The center’s Environmental Health Assessment is designed to help parents minimize their children’s exposure to toxins (heavy metals, industrial chemicals, and molds) beginning in utero and to identify food sensitivities. The center provides detoxification services for appropriate patients.
- **Simms-Mann Health and Wellness Center at Venice Family Clinic in Venice, California.** As part of a family clinic, this center offers many family-oriented programs, such as its Parenting and Nutrition Skills and Obesity Prevention/Weight Management programs. These programs offer parents information and strategies for improving their family’s nutrition and increasing physical activity.

MEDICAL RECORDS

Twenty-one centers reported using electronic medical records. Of those using electronic medical records, 19 of the 21 reported being able to include data on integrative services.

Use of Electronic Medical Records



COMPLEXITY AND SYNERGY

The survey investigated the use of mind-body, dietary/biological, movement/energy, manual, and whole-systems (such as TCM and Ayurvedic) interventions.

The authors tabulated the number of categories (mind-body, movement/energy, etc.) used for any one specific health condition. In all cases, centers used interventions from more than one treatment category to address each health condition.

Many of the physicians who participated in the survey told the authors that while the success of integrative medicine relies, in part, on the efficacy of the individual modalities used (e.g., acupuncture, massage, nutrition, mindfulness), the *greatest* healing effect comes from taking a whole person approach — from treating the physical, emotional/mental, environmental, and spiritual aspects of the patient *in tandem*.

Examples of treatment complexity:

- **University of Maryland Center for Integrative Medicine in Baltimore, Maryland.** Patients presenting with asthma may learn mind-body strategies such as Mindfulness-Based Stress Reduction (MBSR) and meditation, and/or receive biological interventions ranging from pharmaceuticals to supplementation to adjustments in diet; movement and energy interventions such as yoga, tai chi, acupuncture, and reiki; and manual interventions such as osteopathic manipulation. In addition, asthma patients may also be treated with homeopathy and/or Traditional Chinese Medicine.
 - **UCSF Osher Center for Integrative Medicine in San Francisco, California.** A patient at this center with a diabetes diagnosis might receive meditation and/or mindfulness training; biological interventions such as dietary adjustments regarding nutrition and caloric intake, and vitamin and supplement recommendations; movement interventions through yoga classes or recommendations regarding other lifestyle changes to increase activity; medical massage treatments; and Ayurvedic therapies.
 - **Integrative Medicine Center at MD Anderson Cancer Center in Houston, Texas.** For cancer, MD Anderson uses all therapeutic interventions that its practitioners believe are helpful, including: integrative oncology consultation, dietary counseling, physical activity, different forms of stress management, and other complementary therapies as appropriate (massage, acupuncture, music therapy, etc.). Because cancer presents a variety of health issues, interventions are tailored to the patient's challenges, which may include pain (acupuncture, mind-body, massage, music therapy); depression (psychiatry and medications, mind-body therapies); fatigue (exercise, nutrition, acupuncture); and GI disorders (acupuncture for nausea, massage for constipation, mind-body therapies for general discomfort).
-

PATIENT OUTCOMES AND PATIENT SATISFACTION

Patient outcomes are observed and recorded in a variety of ways, the most common being through physician notes, patient comments, and patient satisfaction surveys.

How Outcomes Are Measured:	No. of Centers	Percentage
Physician Observation Notes	26	90%
Patient Comments	26	90%
Patient Satisfaction Surveys	24	83%
Assessment Forms	17	59%
Biomarkers	14	48%
Electronic Medical Record Capture	14	48%

Patient satisfaction is also measured in a variety of ways, the most common being surveys created by the centers themselves.

How Patient Satisfaction Is Measured:	No. of Centers	Percentage
Center-Specific Survey (Quantitative Questions)	18	62%
Press Ganey Survey	12	41%
Center-Specific Survey (Open-Ended Questions)	10	34%
Office Comment Cards	8	28%
Validated Questionnaire	7	24%

With the exception of data derived from clinical trials, most of the centers stated that, although they do capture patient outcomes data, they did not have the staff and financial resources to collect and analyze it.

All centers measure patient satisfaction.

PREVENTION AND WELLNESS

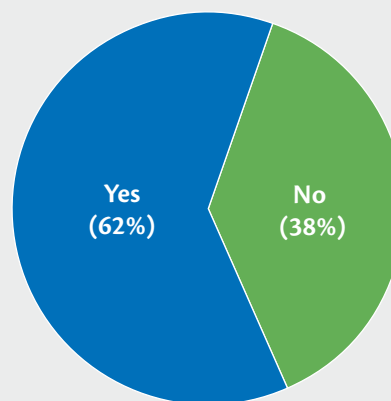
LIFESTYLE CHANGE PROGRAMS

Integrative medicine emphasizes prevention — participating in those behaviors and actions that foster health and wellness. They include eating a healthy diet, exercising on a regular basis, providing clean air and water, eliminating toxins from the home and work environments, and taking steps to reduce daily stress levels.

The economic importance of prevention lies in the fact that the majority of our healthcare dollars are currently spent after a person is already ill, when it costs the most to intervene and when the possibilities for full recovery are the slimmest.⁹

Integrative medicine practitioners have developed lifestyle intervention programs that help people make the changes needed to maintain and improve their health.

Centers Offering Lifestyle Change Programs



Integrative medicine emphasizes prevention — participating in those behaviors and actions that foster health and wellness.

⁹ Horrigan B. *What is Integrative Medicine?* Published by The Bravewell Collaborative 2010. http://www.bravewell.org/integrative_medicine/what_is_IM Accessed November 6, 2011.

Percentage of Centers Using Specific Lifestyle Change Interventions:			
MBSR	55%	Exercise	34%
Nutritional Counseling/ Education	48%	Tai Chi/Qi Gong	28%
Individual Counseling	45%	Support Groups	28%
Meditation	41%	Journaling	24%
Yoga	38%	Cooking Classes	17%

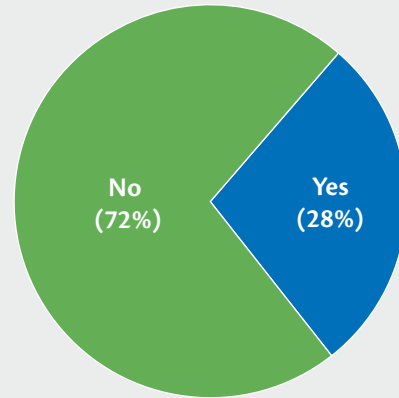
Examples of lifestyle programs:

- **Scripps Center for Integrative Medicine in La Jolla, California.** This center’s personalized three-month program called Healing Hearts includes a cardiac consultation, stress test, lipid profile analysis, and body composition profile. Based upon the results, an exercise and nutrition plan is tailored to the individual’s needs. Other elements of the program include a psychosocial evaluation, stress management classes, lecture series, spiritual guidance, music therapy, and group support sessions.
- **The Alliance Institute for Integrative Medicine in Cincinnati, Ohio.** This center developed its own lifestyle change program, which anyone can join, consisting of Mindfulness-Based Stress Reduction, other types of meditation and relaxation training, nutritional counseling and education, individual counseling, and daily exercise. Participants also receive acupuncture, massage, and ACE treatments. (ACE is a unique combination of acupuncture, chiropractic, and energy work.)
- **Center for Integrative Medicine and Wellness at Stamford Hospital.** Lifestyle counseling is a standard care intervention provided by physicians and nurse practitioners at this center, with this component of the patients’ integrative medicine treatment being covered by all insurance carriers. The program addresses diet, exercise, sleep, stress reduction, anger management, social support, and “joy of living,” teaching patients a variety of self-care techniques that form the foundation for problem-solving, long-term wellness, and optimization of quality of life.

HEALTH COACHING

Eight of the centers offer formal health coaching for patients, which helps patients shift their behaviors and realize their personal health goals.

Centers Offering Health Coaching



Some centers offer integrative health coaching through a certified health coach while in other centers, a physician, nurse practitioner, or other provider performs the health coaching function.

Examples of health coaching programs:

- **Duke Integrative Medicine in Durham, North Carolina.** Integrative health coaches are available to all patients at Duke. Patients enrolled in the Health Immersion Program or who are annual members are assigned a health coach. The health coach works with these patients to help them implement the goals outlined in their personalized health plans. Patients may partner with a health coach alone or as part of other services they receive at Duke. The health coach offers ongoing support, including phone calls, to help the patient embrace new, healthy life skills.
 - **Vanderbilt Center for Integrative Health in Nashville, Tennessee.** Many staff and faculty are trained in a year-long health coaching program and have begun to use health coaching skills in their practices. This patient- and relationship-driven process supports and helps monitor the personalized health plan that was developed either in an integrative health consult or a health coaching session. The patients learn strategies for healthy actions that can effect positive changes such as weight loss, reduced stress, and adherence to a diabetic regimen. Currently, some sessions are in person and many are phone-based.
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WELLNESS PROGRAMS

Some integrative medicine clinics offer wellness programs so that healthy people can maximize their health and wellbeing.

Examples of wellness programs:

- **Center for Life at the University of New Mexico in Albuquerque, New Mexico.** For people who do not have a serious health condition but simply want to maximize their health, Center for Life offers wellness consultations during which patients can receive a customized wellness plan. The consultation involves a comprehensive integrative evaluation and nutritional counseling, among other strategies.
- **Jefferson–Myrna Brind Center of Integrative Medicine in Philadelphia, Pennsylvania.** This center offers The Great Life Program, a wellness program for executives, which is designed to facilitate improved health and wellbeing. The full evaluation covers diet and exercise, sexual health, energy level, illness risk factors, heart health, stress levels, a complete physical exam, genetics testing, and an evaluation of hormonal balance. Patients receive a personalized plan for achieving their health goals.

PRACTITIONER AND STAFF WELLNESS PROGRAMS

Twenty-one centers (72%) reported offering self-care and wellness programs to their practitioners and staff.

Examples of staff wellness programs:

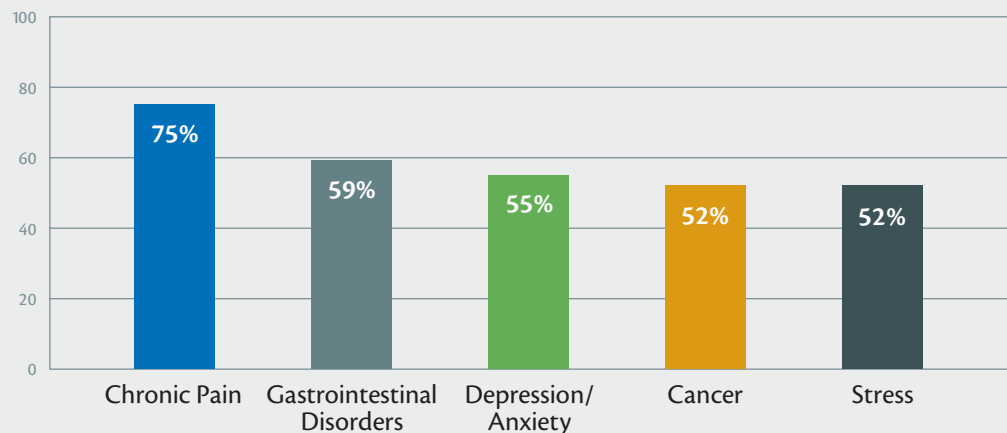
- **The Institute for Health & Healing at California Pacific Medical Center in San Francisco, California.** IHH established its Employee Wellness Program in 2007, which includes discounted services and classes, an online wellbeing assessment and self-directed wellness tool, and onsite chair massage. Also provided to staff and departments are change management, communication skill building, and “Tea for the Soul,” an offering through the Spiritual Care Department.
 - **University of Maryland Center for Integrative Medicine in Baltimore, Maryland.** This center offers classes in yoga, tai chi, qi gong, and homeopathy. Its “Reiki from the Heart” program offers reiki to in-hospital staff.
 - **University of Wisconsin Integrative Medicine in Madison, Wisconsin.** The center holds regular wellness retreats for all staff and practitioners and offers free mindfulness classes throughout the year for clinicians and staff.
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CONDITIONS FOR WHICH INTEGRATIVE MEDICINE SHOWS PROMISE

The following graph shows the top conditions that were identified in response to the questionnaire item: “Please indicate the five conditions for which you are having the most clinical success.”

The top five conditions reported by the centers were: chronic pain, gastrointestinal disorders, depression/anxiety, cancer, and stress. *(See the complete list on pages 42–43.)*

Conditions for Which the Centers Report the Most Clinical Success



On one hand, more than half of the centers listed having success with the same five conditions — chronic pain, cancer, gastrointestinal disorders, stress, and depression/anxiety — suggesting that integrative medicine holds promise for the treatment of these conditions. On the other hand, for every condition listed, there were at least two centers that reported having clinical success. This implies that the field might benefit from organized best practice sharing.

The examples given below were gathered during follow-up communications and/or site visits and are not intended to imply support for the clinical efficacy of the approaches used, which is beyond the scope of this report.

CHRONIC PAIN

Chronic pain is the condition for which patients seek integrative care most frequently.

Examples of how chronic pain is treated:

- **Stanford Center for Integrative Medicine at Stanford University in Palo Alto, California.** This center specializes in the treatment of chronic pain among other conditions and operates a clinic that concentrates on “the pathways of mind/body regulation.” The practitioners use acupuncture, medical hypnosis, massage, applied psychophysiology, and mindfulness meditation. They operate from Osler’s belief that “a good physician treats the disease, but a great physician treats the person.”
- **Center for Life at the University of New Mexico in Albuquerque, New Mexico.** This center offers inpatient pediatric care (an adult program is in development) and a strong ambulatory component. Treatment for chronic bone or soft tissue pain may include: comprehensive evaluation with a physician; trigger point injections as well as topical applications of botanicals and homeopathics; acupuncture; massage/myofascial therapy; Healing Touch; and chiropractic care (ambulatory only), including Frequency Specific Microcurrent, Graston, and Flexion/Distracton techniques. These therapies are complemented with medical hypnotherapy, mindfulness meditation, and psychotherapy. Cancer pain is treated through psychological and mindful interventions offering comfort and emotional support along with oncology massage, acupuncture, nutrition, and lifestyle modifications.
- **The Center for Integrative Medicine at the University of Colorado in Aurora, Colorado.** The majority of patients referred to the clinic from the University of Colorado Health System are suffering from fibromyalgia. Sleep interventions (with judicious medication use if needed and/or referral to sleep specialists), exercise, and cognitive behavioral therapy are the mainstays of treatment. The center also uses acupuncture, chiropractic, massage, mind-body approaches, supplements, and medications. The center notes that “these therapies are much more effective in conjunction with lifestyle changes,” including dietary adjustments.

Chronic pain is the condition for which patients seek integrative care most frequently.

GASTROINTESTINAL DISORDERS

Sixteen of the centers (55%) reported having success with gastrointestinal disorders such as chronic constipation, irritable bowel syndrome, hemorrhoids, diverticular disease, and colitis.

Examples of how gastrointestinal conditions are treated:

- **GW Center for Integrative Medicine at George Washington University in Washington, DC.** Whether patients at the GW Center have a diagnosis for a specific gastrointestinal disorder or not, they receive a GI functional assessment and treatment to address gastrointestinal permeability and dysbiosis, among other issues, which have been implicated in inflammation and chronic disease.
- **Alliance Institute for Integrative Medicine in Cincinnati, Ohio.** The Alliance Institute utilizes a systematized diagnostic and therapeutic approach to gastrointestinal disorders. The Institute combines conventional medical and functional diagnostic tools to formulate an individualized assessment. The physicians then design a treatment protocol combining conventional medicine and functional medicine with an array of integrative therapies, which include, among others, nutritional interventions, supplementation, acupuncture, energy balancing, and stress reduction.
- **Continuum Center for Health and Healing in New York, New York.** This center creates a personalized care plan, which may include mind-body strategies, nutritional interventions, dietary supplementation, yoga, osteopathic manipulation, and acupuncture. Depending on the patient, this may also include functional medicine to make a biochemical assessment to identify potential triggers for poor gastrointestinal health, and an assessment of environmental exposure to toxins, subtle allergic reactions, and extreme nutritional depletion.

DEPRESSION/ANXIETY

Depression/anxiety is one of the main reasons people seek care of any kind, conventional or integrative.

Examples of how integrative medicine centers treat depression and anxiety:

- **Center for Integrative Medicine at the Cleveland Clinic Wellness Institute in Cleveland, Ohio.** For the treatment of depression and anxiety, the center offers holistic psychotherapy provided by licensed mental healthcare professionals, including mind-body therapies such as hypnotherapy, guided imagery, and meditation/relaxation.
-

- **11th Street Family Health Services at Drexel University in Philadelphia, Pennsylvania.** The community clinic offers outpatient behavioral health and brief therapy with behavioral health consultants in primary care. The complementary and integrative therapist (CIT) works with all the behavioral health providers. The CIT offers yoga, meditation, reiki, reflexology, and Mindfulness-Based Stress Reduction as adjunctive care to traditional behavioral health interventions. Often, patients are referred to a CIT through primary care to aid medical management of mental health and encourage individual accountability for care, self-empowerment, and independence.
- **The Penny George Institute for Health and Healing at Abbott Northwestern Hospital in Minneapolis, Minnesota.** This center developed and researched a Resilience Training program inspired by the book *The Chemistry of Joy* by Dr. Henry Emmons. Participants in the eight-week program receive individual psychiatric, nutritional, and fitness assessments, and as a group, develop meditation skills and personal insight for working through difficult emotions and managing stress. Institute researchers found that participants in Resilience Training experienced significant improvement in depression symptoms, quality of life measures, and work productivity. This program is now offered as an employee benefit.

CANCER

While most cancer patients are referred from a conventional cancer treatment center, some patients self-refer to an integrative medicine center that is not directly involved in their cancer care. The integrative medicine centers in the study tended to offer emotional and nutritional support, as well as complementary therapies such as acupuncture and massage therapy to people who are undergoing, or have completed, cancer treatment.

Examples of care for cancer patients:

- **Integrative Medicine Program at the University of Wisconsin in Madison, Wisconsin.** This center offers integrative health services, including massage therapy/bodywork and acupuncture, to cancer patients in collaboration with the University's Carbone Cancer Center, where patients receive their cancer treatment. These integrative therapies are intended to help people cope with pain and other symptoms as well as treatment side effects such as nausea, fatigue, and distress.
 - **Cancer Treatment Centers of America (CTCA) at Midwestern Regional Medical Center in Zion, Illinois and The Integrative Medicine Center at MD Anderson Cancer Center in Houston, Texas.** These two institutions only treat people with cancer. At CTCA, all treatment teams include a dietician, naturopathic doctor, mind-body therapist, chiropractor, and pain management clinician (including an acupuncturist) as well as a medical oncologist. MD Anderson's integrative medicine center offers acupuncture, massage therapy, and mind-body-spirit practices such as meditation,
-

guided imagery, yoga, tai chi, and music therapy. Therapies are provided to caregivers as well as patients.

- **Northwestern Integrative Medicine in Chicago, Illinois.** Through its 360 Integrative Oncology program, this center offers free acupuncture, massage, and Healing Touch in Northwestern's cancer center's chemotherapy infusion suites on a daily basis. Patients in the program receive free inpatient treatments by the center's staff and are eligible to receive five free sessions of acupuncture, massage, energy medicine, or naturopathic medicine on an outpatient basis as well. The program is funded through philanthropy.

STRESS

Stress management is a major component of integrative medicine. Stress has been demonstrated to be an important risk factor for many health conditions. In addition, people with chronic health issues experience added stress from their illness.

Directors of a number of the centers articulated a mission to help relieve suffering and offer hope to the people who come to them for healthcare. The therapeutic relationship is seen universally to be a key to relieving suffering, as is being in a healing environment.

Examples of programs for stress reduction:

- **Mayo Clinic Complementary and Integrative Medicine Program in Rochester, Minnesota.** Mayo's Mind Body Initiative uses attention training to develop mindful awareness and resilience to counteract the effects of stress on the mind and body. Individual consultations for stress management strategies and group attention training are offered.
- **Marino Center for Integrative Health in Cambridge, Massachusetts.** This center offers a qi gong-based stress reduction program, consisting of eight two-hour weekly sessions in a group therapy environment, led by a clinical psychologist.
- **The Jefferson-Myrna Brind Center of Integrative Medicine in Philadelphia, Pennsylvania.** The center established its Mindfulness Institute in 1996. The eight-week Mindfulness-Based Stress Reduction (MBSR) course helps people lower distress and increase vitality and wellbeing. Ongoing support in the form of private sessions is also offered, as are advanced trainings for mental health professionals and mindfulness teachers.

It should be noted that patients can use the skills they learn in MBSR, yoga, and other similar classes to continue effective self-care throughout their lifetime.

ALL CONDITIONS FOR WHICH THE CENTERS REPORT SUCCESS

Centers were asked which five of the 20 health conditions they believed their practitioners treated most successfully with integrative strategies. The table below shows the percentage of centers that stated the listed condition was among their top five most successfully treated conditions. (If a center did not treat a certain condition at all, it was not included in the numerical calculation.)

Chronic Pain	75%	Allergies	17%
Gastrointestinal Disorders	59%	Diabetes	17%
Depression/Anxiety	55%	Immune Disorders	16%
Cancer	52%	Post-op	16%
Stress	52%	Pre-op	15%
Fatigue/Sleep Disorders	48%	Arthritis	14%
Fibromyalgia	42%	Heart Disease	13%
Acute Pain	35%	ADHD	11%
Headache	26%	Asthma	9%
Obesity	19%	Hypertension	7%

While there is a strong body of evidence supporting integrative medicine solutions for cardiovascular disease, heart disease and hypertension did not rank among the most successfully treated conditions. This may be related to the fact that only a handful of the centers in the study specialize in cardiac disorders.

The therapeutic relationship is seen universally to be a key to relieving suffering.



EMERGING NORMS OF CARE

The survey asked about the use of 34 different interventions in treating 20 different conditions. The centers were asked to report which therapies they used for which conditions, the full data set of which is included in Appendix 5. The values reflect the positive number of responses out of 680 total possible.

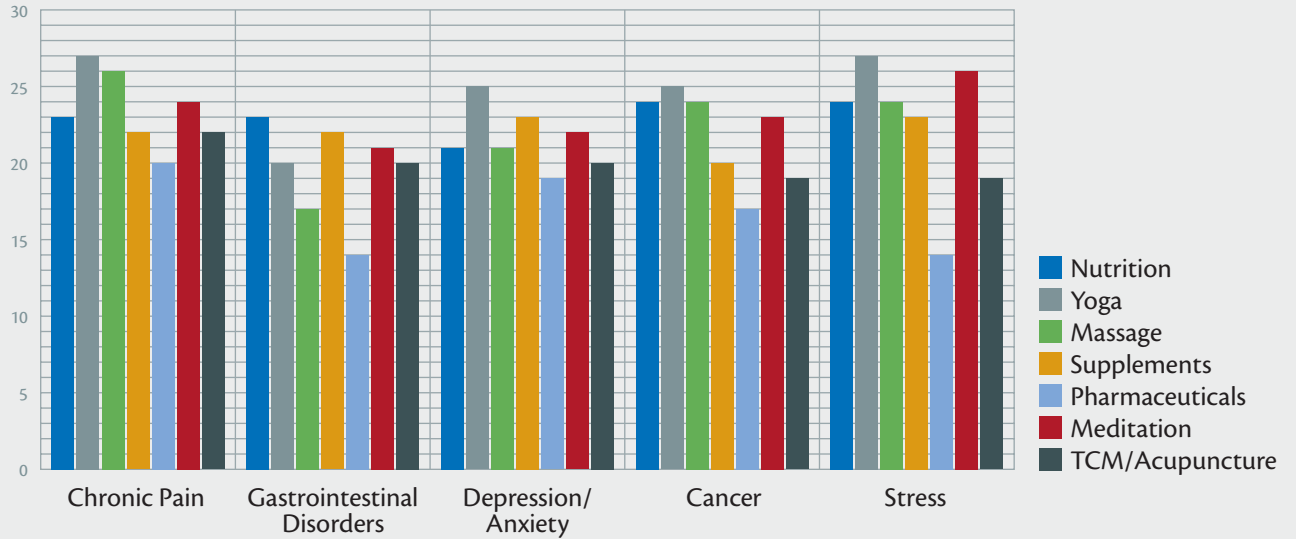
The interventions prescribed most frequently by 29 centers across the 20 conditions, in descending order:

Intervention	No. of Responses
Food/Nutrition	441
Supplements	408
Yoga	375
Meditation	347
TCM/Acupuncture	338
Massage	331
Pharmaceuticals	310

Many of the centers reported using both Mindfulness-Based Stress Reduction and other types of meditation. When asked how practitioners “prescribed” a particular type of meditation, several directors reported that it was based on the patient’s preferences and schedules. Those patients who were available to take an eight-week course were often encouraged to enroll in the mindfulness class while those whose schedules would not allow such formal participation, were taught to meditate on their own and recommended books and/or tapes. If the patient did not want to meditate, breathing exercises were used. This type of “listening” to the patient and tailoring the interventions to his or her own unique needs exemplifies patient-centered care.

The following chart shows the reported use of the top seven interventions for the five conditions for which centers feel they have the most clinical success.

Therapies Used (by Number of Centers) for the Top Five Conditions



In the treatment of the 20 health conditions (see chart on page 42), 15 or more of the centers report that:

- Food/nutrition is used for all conditions except acute pain.
- Supplements are used for all conditions except pre-operative care.
- Meditation is used for all conditions except ADHD and allergies.
- Yoga is used for all conditions except ADHD, allergies, and post-operative care.
- Relaxation techniques are used for all conditions except ADHD, allergies, and immune disorders.
- Herbal and botanical remedies are used for all conditions except ADHD and pre- and post-operative care.
- Breathing exercises are used for all conditions except ADHD and allergies.

The most frequently recommended interventions — across all conditions — are food/nutrition, supplements, yoga, meditation, TCM/acupuncture, massage, and pharmaceuticals.

Frequency of Use for All Interventions (by Number of Centers)

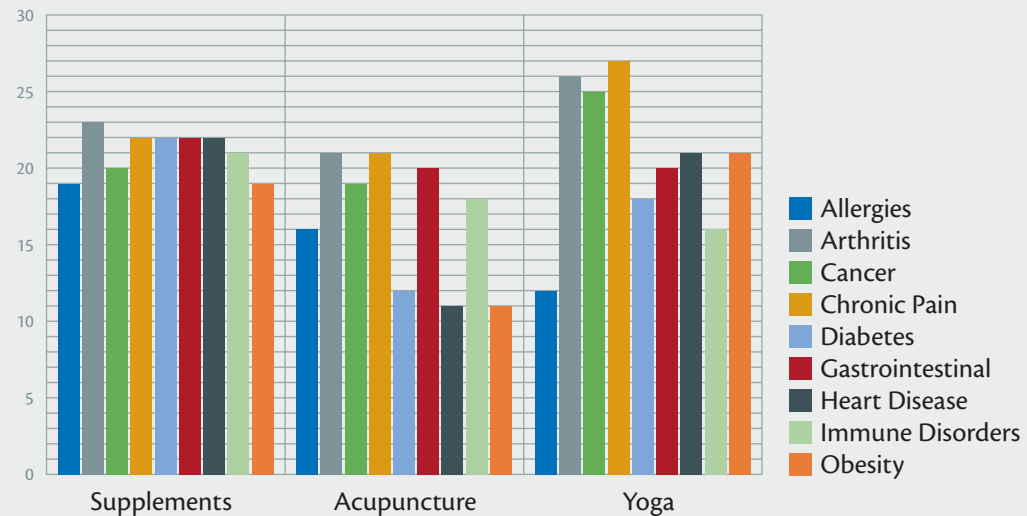
The following chart shows the interventions used for each condition in the survey. Only those interventions for which 14 or more of the 29 centers reported using the intervention are included. The complete list of interventions used can be found in Appendix 5. NOTE: MBSR = Mindfulness-Based Stress Reduction; TCM = Traditional Chinese Medicine.

	Acute Pain	ADHD	Allergies	Arthritis	Asthma	Cancer	Chronic Pain	Depression/Anxiety	Diabetes
Biofeedback							14		
Breathing	21			15	16	19	20	20	
Chiropractic							17		
Exercise/Fitness				23		18	20	21	19
Food/Nutrition		17	23	25	21	24	23	21	24
Functional Medicine			14	14	15	16	15	14	
Guided Imagery						20	16	15	
Healing Touch						15	14		
Herbal/Botanical	18		23	25	14	20	24	22	20
Journaling						14	14		
Massage	25			23		24	26	21	
MBSR	14			17		20	21	21	14
Meditation	14			16		23	24	22	14
Mental Health Counseling	14					16	18	22	
Osteopathic Manipulation									
Pharmaceuticals	21		16	20	18	17	20	19	17
Physical Therapy	15			16			20		
Probiotics			21		17	17			
Reiki						15	15		
Relaxation	24			17	16	20	23	21	14
Qi Gong				16		18	16	16	
Supplements	20	16	19	23	19	20	22	23	22
TCM/ Acupuncture	22		17	21	15	19	22	20	
Tai Chi				18		16	18	14	
Vitamins		14	17	19	15	22	19	19	20
Yoga	16			26	18	25	27	25	18

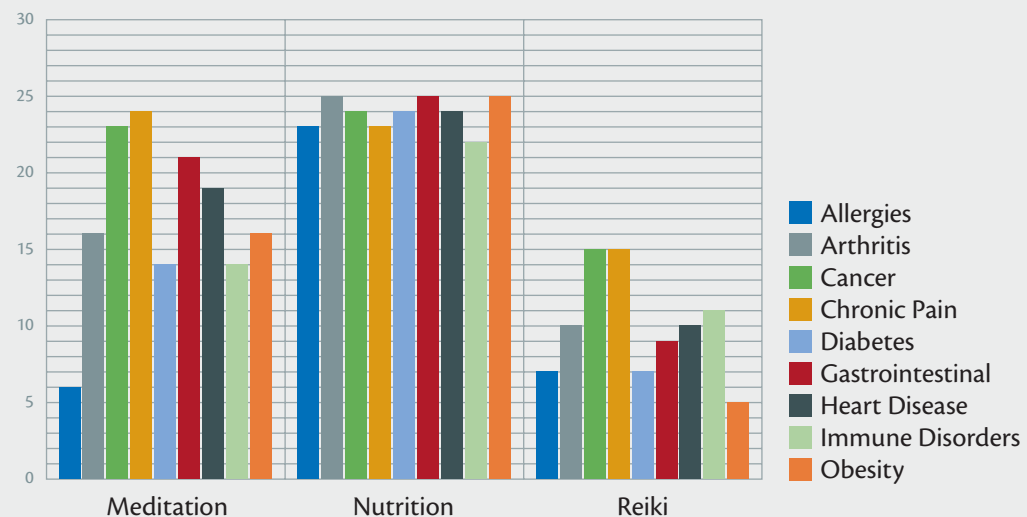
Fatigue/ Sleep	Fibro- myalgia	Gastro- intestinal Disorders	Head- ache	Heart Disease	Hyper- tension	Immune Dis- orders	Obesity	Post-Op	Pre-Op	Stress
			16		14					16
21	15	19	19	14	18	15	17	16	16	24
			14							
22	20		15	20	20	15	24			22
23	22	25	23	24	24	22	25	20	18	24
15	14	18	14	16	15	15	14			
14	14	15	15		14	14	15	18	17	19
22	19	21	22	20	20	20	19			22
										15
21	21	17	23		15			17	15	24
17	19	15	20	17	19	17	17			23
19	22	21	20	19	20	14	16	17	16	26
14	16						14			21
			14							
18	15	14	16	18	17					14
	14									
		22				18	15			
										15
22	19	19	21	18	18		16	17	17	26
14										19
22	22	22	22	22	22	21	19	17		23
20	20	20	20		15	18				19
										20
18	21	20	19	21	22	20	20	15		21
24	22	20	20	21	20	16	21		14	27

Below are two sample comparisons of the data showing the frequency of use among the different interventions for nine conditions. *(The full data set is included in Appendix 5.)* These figures show that supplements and nutrition are used fairly consistently across conditions while there is greater variability in the use of the other interventions.

Comparative Use of Supplements, Acupuncture, and Yoga (by Number of Centers)



Comparative Use of Meditation, Nutrition, and Reiki (by Number of Centers)



DIFFERENTIATION OF TREATMENTS

To access the degree to which different treatments were used for different conditions, the frequency of use of each treatment for each condition was ranked. The correlation between the treatment ranks was then calculated.

In reviewing the data, it should be noted that an acupuncture treatment for fatigue may not be the same as an acupuncture treatment for obesity as different meridian points may be chosen and/or different types of acupuncture utilized. The same is true for nutritional supplements. Those dietary supplements given to a heart patient may be different from those recommended to someone with cancer. The table below evaluated “types” of treatments, not specific treatments.

Similarity of Treatments

The higher the number, the more consistent the treatment was for the two conditions listed.

The Conditions that were Treated the Most Similarly are:	
Heart and Hypertension	.973
Heart and Diabetes	.946
Hypertension and Diabetes	.944
Pre-Op and Post-Op	.939
Fatigue/Sleep and Depression/Anxiety	.938
Stress and Depression/Anxiety	.936
Stress and Fatigue/Sleep	.925
The Conditions that were Treated the Least Similarly are:	
Allergies and Acute Pain	.371
Obesity and Acute Pain	.439
Immune Disorders and Acute Pain	.456

The following chart shows the concordance and discordance of treatments for the 10 most frequently treated conditions. The higher the number, the greater the concordance.

(See Appendix 6 for the complete chart of all conditions.)

Differentiation of Treatments — Top Ten Conditions

	Acute Pain	Arthritis	Cancer	Chronic Pain	Depression/ Anxiety
Acute Pain	1.000	0.682	0.663	0.861	0.671
Arthritis	0.682	1.000	0.823	0.889	0.724
Cancer	0.663	0.823	1.000	0.859	0.880
Chronic Pain	0.861	0.889	0.859	1.000	0.836
Depression/ Anxiety	0.671	0.724	0.880	0.836	1.000
Fatigue/Sleep	0.647	0.788	0.907	0.823	0.938
Fibromyalgia	0.759	0.838	0.923	0.916	0.879
Gastro- intestinal Disorders	0.561	0.678	0.869	0.694	0.784
Headache	0.822	0.836	0.857	0.898	0.797
Heart Disease	0.515	0.773	0.869	0.760	0.860
Stress	0.648	0.734	0.920	0.851	0.936

The analysis reveals there is a high degree of concordance of interventions used for similar clinical conditions.

Fatigue/Sleep	Fibromyalgia	Gastro-intestinal Disorders	Headache	Heart Disease	Stress
0.647	0.759	0.561	0.822	0.515	0.648
0.789	0.838	0.678	0.836	0.773	0.734
0.905	0.923	0.869	0.857	0.869	0.920
0.823	0.916	0.694	0.898	0.759	0.851
0.938	0.879	0.784	0.797	0.860	0.936
1.000	0.886	0.858	0.851	0.908	0.925
0.886	1.000	0.830	0.884	0.862	0.889
0.858	0.830	1.000	0.810	0.790	0.784
0.851	0.884	0.810	1.000	0.772	0.827
0.908	0.862	0.790	0.772	1.000	0.863
0.925	0.889	0.784	0.826	0.863	1.000

CORE VALUES

The centers were asked to rate a series of value statements. The core values rated highest by the centers were treating the physical, emotional, and mental influences on health and delivering patient-centered care.

Percentage of Centers Marking Core Values as Very Important

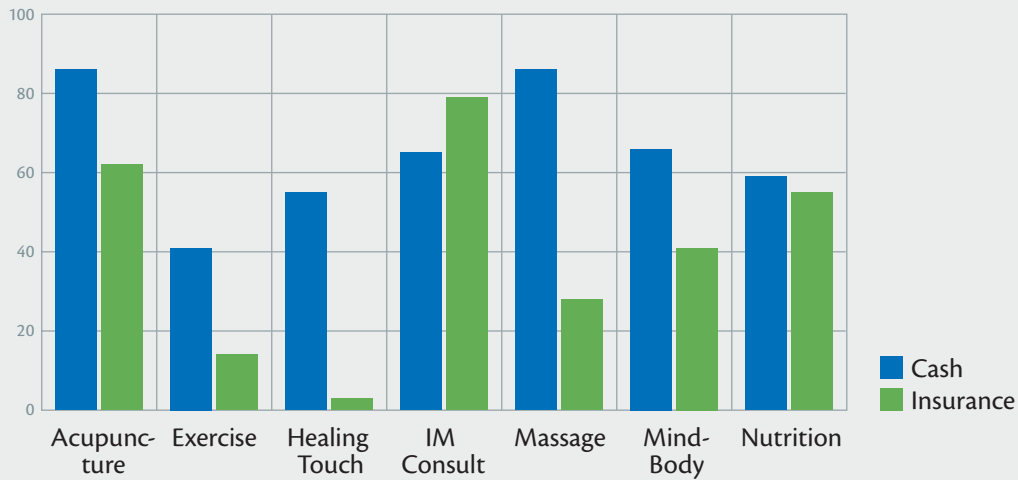
Value	%
The physical influences that affect a person's health are addressed	100
The emotional and mental influences that affect a person's health are addressed	97
Our care is patient-centered	97
We teach the connection between lifestyles and health	97
We emphasize CAM modalities	93
We encourage patients to take responsibility for their own health	93
We consider the patient's health goals in the care plan	93
Our center strives to maintain an optimal healing environment	90
Our care treats the causes of disease as well as the symptoms	83
The social influences that affect a person's health are addressed	79
We use all healing sciences to facilitate the body's innate healing response	79
We emphasize prevention and wellness	76
The spiritual influences that affect a person's health are addressed	69
Our care is evidence-based	69
We use the least invasive and most natural treatment first	66
We use food as medicine	66
We coordinate the care with the patient's other providers	66
The environmental influences that affect a person's health are addressed	62
We integrate the patient's family/loved ones into the care	41

REIMBURSEMENT

Care at integrative medicine outpatient centers is paid for, in most cases, either by cash or through private insurance. In many cases, the insurance providers determine whether a service is covered or not, with the result that, for example, massage at the same center may be covered for one person and not for another.

This chart shows the percentage of centers receiving either cash or insurance for certain interventions.

Cash and Insurance Reimbursement



While cash remains the most frequent form of payment, the interventions that have the highest frequency of insurance reimbursement are:

IM Consultations	79%
Acupuncture	62%
Psychology/Psychiatry	59%
Nutrition	55%
Pre- and Post-Operative Care	45%
Mind-Body Therapies	41%

The following table shows, for a variety of conditions, how care is paid for — cash, insurance, or Medicare/Medicaid. Please note that percentages will not equal 100% as centers may take both cash and insurance for the same service, depending on the individual patient's coverage. In cases where the percentage is less than 100%, some centers did not offer those services.

How Care is Paid For

	Cash	Insurance	Medicare/ Medicaid
Acupuncture	86%	62%	7%
Ayurvedic/Tibetan	55%	28%	3%
Exercise/Fitness	41%	14%	7%
Healing Touch/Reiki	55%	3%	3%
Health Coaching	38%	14%	3%
Homeopathy	24%	10%	7%
IM Consultations	66%	79%	62%
Massage	86%	28%	3%
Meditation Classes	79%	17%	3%
Mind-Body	66%	41%	17%
Naturopathy	21%	7%	0
Nutrition	59%	55%	28%
Pre- and Post-Op	52%	45%	17%
Psychology/Psychiatry	55%	59%	38%
Tai Chi or Qi Gong	62%	0	0

RETAIL SALES

One vehicle through which nearly half of the integrative medicine centers provide service and also generate income is the sale of vitamins, supplements, and herbal remedies as well as such products as tapes/CDs and books. The following chart shows what percentage of centers handle the sale of these items. (NOTE: Percentages will not equal 100, as some centers may engage in more than one way of providing this service.)

Retail Sales

	On-Site Retail	From Website	Pharmacy or Gift Shop	Refer to Outside Source	Do Not Sell or Refer
Vitamins, Supplements, Herbal Remedies	48%	34%	14%	79%	7%
TCM or Ayurvedic Remedies	48%	21%	3%	66%	21%
Homeopathic Remedies	38%	21%	7%	41%	38%
Aromatherapy	38%	17%	7%	62%	17%
Books, Tapes, CDs	48%	28%	17%	72%	7%
Yoga Mats, Candles, Clothing, etc.	28%	17%	10%	69%	21%

Nearly half of the centers generate income from the sale of related products.

FACTORS DRIVING SUCCESS

Based on personal communication with each center’s executive director or medical director, some of the key factors in an integrative medicine center’s clinical success and long-term viability include:

Clinical Success

- Listening to and empowering patients
- Treating the whole person
- Providing hope
- Using an evidence-informed approach to care
- Encouraging collaboration among practitioners
- Developing “Best Practices”
- Maintaining a healing environment

Long-Term Viability

- Building bridges within the hospital and/or healthcare system with which the center is affiliated
- Meeting the needs of the local market
- Paying attention to financial performance
- Continual practitioner/faculty development
- Strong community outreach
- Developing the philanthropic community

The complete narrative for successful actions from each center is included as Appendix 7.

Listening to and empowering patients is a key element of clinical success.

CHALLENGES AND LIMITATIONS

The authors acknowledge the following challenges and limitations in conducting the study:

Inclusion/Exclusion Criteria

One of the challenges of a survey such as this is identifying which centers to include or exclude. All of the centers surveyed have strong clinical programs, and nearly all of them see a large number of unique patients per month. In addition, centers selected to be surveyed were those that provided an integrative model in which conventional medicine plays an essential role. While these centers do, to some extent, provide care drawn from other health systems — including naturopathy, chiropractic, Traditional Chinese Medicine, Ayurveda, or homeopathy — centers whose sole orientation is to deliver healthcare from these non-conventional medical systems were excluded. The authors acknowledge that the responses may have been different if another cohort of centers was surveyed.

Issues of Affiliation and Configuration

The number of patient visits per center reflects the decision to treat centers with multiple locations differently. University of Wisconsin Integrative Medicine, for example, has three clinics; Marino has two locations; and Cancer Treatment Centers of America (CTCA) has five centers across the United States. For the purposes of this survey, Marino (despite its two locations) and University of Wisconsin Integrative Medicine (despite its three clinics) were considered to each be a single center with patient visit data included from their various locations. On the other hand, because of the magnitude of its size, data was collected from only from one of the CTCA centers, its flagship hospital in Zion, Illinois.

Categorization Overlap

It is challenging to categorize therapies without some overlap. To be as inclusive as possible, some therapeutic approaches — such as supplements, vitamins, probiotics, and herbal remedies — were listed separately although “supplements” is a broad category under which the other three items could reasonably appear. Acupuncture was not listed separately as a therapy (although “acupuncturist” was listed in the practitioner section in addition to “Traditional Chinese Medicine” practitioner), while tai chi and qi gong were listed separately. So whether a center checked Traditional Chinese Medicine as a system of care was left to each center’s discretion and own understanding of TCM. For example, a center could state that it offered tai chi and qi gong but did not offer TCM, if that center assumed that offering TCM would necessitate including acupuncture or traditional Chinese herbal remedies.

With regard to medical conditions, acute and chronic pain were listed as separate conditions, as were specific pain-related conditions such as arthritis, fibromyalgia, and headache. These issues of classification should be carefully considered in the design of future studies investigating integrative care and the work of integrative medicine centers.

Employee Data

This survey asked a number of questions concerning employees, but responses to these were excluded from the analysis to avoid misleading conclusions. For example, questions about total full-time and part-time employees did not differentiate between support staff and clinical staff. Consequently, some centers included administrative staff and others did not. The term “FTE” was not adequately defined — some centers included only people who were employed full time while other centers used “full-time equivalent” as the definition and included full-time positions that were filled by one or more practitioners.

Respondents

For the most part, the survey was completed by the director or medical director of each center. Whether or not they answered based on their own understanding of their centers or on a consensus basis is unknown. The authors acknowledge the possibility that different respondents from the same center might have answered the survey questions differently.

CONCLUSIONS AND FUTURE DIRECTIONS

CONCLUSIONS

The strong affiliations to hospitals, healthcare systems, and medical and nursing schools as well as the centers' collaborative work with, and growing referrals from, their own health systems reveal that integrative medicine is now an established part of healthcare in the United States.

The number of centers included in this study who expressed to the authors that their patient numbers were growing and/or their roles in their respective healthcare systems were expanding, suggests an increasing acceptance of integrative medicine by the American public and the medical professions.

As was well articulated by Benjamin Kligler, MD, and Roberta Lee, MD, in the textbook *Integrative Medicine: Principles for Practice*, “Integrative medicine is not synonymous with CAM.”¹⁰ This survey has shown that integrative medicine centers embrace a group of core values that inform and radiate through their practice and interactions with their patients. Integrative care is, in practice, patient-centered care and is a fundamentally collaborative enterprise fostering cooperation between patients and practitioners, and among the practitioners themselves.

To assess the degree to which different treatments were used for different conditions, the frequencies of treatments for each condition were ranked. Then, for each pair of conditions, the correlation between treatment ranks was calculated. This analysis revealed that there was a high degree of concordance of interventions used for similar clinical conditions. The fact that integrative medicine is being practiced in diverse sites across the country with high levels of concordance of interventions for specific conditions suggests that the practice is informed by a common knowledge base.

One of the most striking, though perhaps predictable, conclusions of this study is that integrative medicine is, in fact, integrative. It integrates conventional care with non-conventional or non-Western therapies; ancient healing wisdom with modern science; and the whole person—mind, body, and spirit in the context of community.

10 Kligler B, Lee R. *Integrative Medicine: Principles for Practice*. New York: McGraw-Hill, 2004, xvii.

FUTURE DIRECTIONS

Based on the findings of the questionnaire (*see Appendix 3*) and supplemental interviews with integrative medicine center leaders, the authors make the following recommendations:

Outcomes Data

Most integrative medicine centers have collected a wealth of data on their patients and their treatments, including outcomes data. However, many centers report that they are unable to analyze and disseminate these data because of limited human and financial resources.

Providing funding for analysis of these data, which could yield important information about the treatment efficacy of integrative medicine approaches, as well as the treatment of chronic health conditions, should be a priority for funding sources and institutions.

Cost-Effectiveness Data

Future research on approaches used by integrative medicine centers should include measures to determine cost and relative cost-effectiveness of treatments for specific conditions.

Best Practices

The field of integrative medicine is still being developed. Systems to further identify and share best practices among integrative medicine centers and practitioners need to be developed. The Bravewell Collaborative's Best Practices Program and *Best Practices in Integrative Medicine: A Report from the Bravewell Clinical Network*¹¹ are examples of models for sharing best practices in the field.

Follow-up Survey

In order to track the progress of integrative care, a follow-up survey in three to five years, building on the questionnaire employed in this report, should be conducted. Comparing the results reported here with those to be found in future reports may be helpful in identifying innovation and trends in the delivery, effectiveness, and use of integrative care. This information can then be leveraged to provide higher quality, more effective, and more patient-centered healthcare at integrative medicine centers throughout the United States.

11 Best Practices in Integrative Medicine: A Report from the Bravewell Clinical Network. 2007 edition.

APPENDIX 1

THE BRAVEWELL COLLABORATIVE

Throughout American history, philanthropy has served as a catalyst for social change. In 2002, aware that the healthcare system in our country was in crisis, a small group of dedicated philanthropists joined in conversation with leading physicians in the field of integrative medicine to discuss the potential benefits that might be derived from collaboration. Two key questions were discussed: Could a group of philanthropists working together to fund strategic programs aimed at systems change accomplish more than individual philanthropists working alone? Did the field of integrative medicine hold some of the answers to our healthcare system's problems?

In both cases, the answer to the question was “yes.”

Following that and a subsequent meeting, The Bravewell Collaborative was established as an operating foundation dedicated to transforming the culture and delivery of healthcare. Working as an innovative community by learning, identifying, planning, and funding highly strategic and leveraged initiatives, Bravewell supports rigorous research and scientific approaches in the entirety of its work, and frequently acts in partnership with like-minded institutions and individuals. Bravewell believes that by shifting the focus of the healthcare system to prevention, health maintenance, early intervention, and patient-centered care, integrative medicine holds the power to transform the economic models that drive and impede our present healthcare system and improve public health, which is essential to our nation's future.

The Bravewell Collaborative Initiatives

By developing strategic programs that support innovation and integrative approaches to medicine, The Bravewell Collaborative believes that it can direct positive and lasting change in our healthcare system. More information about each of the initiatives can be found at www.bravewell.org.

The Bravewell Clinical Network

In 2003, to help develop effective clinical models for the delivery of integrative healthcare, The Bravewell Collaborative established a network of eight leading integrative medicine centers. Bravewell assists the Clinical Network members in building the capacity to serve patients, developing successful models of care, and improving financial sustainability. Today, the nine centers in the Clinical Network provide integrative care to thousands of people across the nation. The Network's progress was documented in the 2007 publication of *Best Practices in Integrative Medicine: A Report from the Bravewell Clinical Network*, which is available at www.bravewell.org.

The Bravewell Fellowship Program

To help train new clinical leaders in the field of integrative medicine, The Bravewell Collaborative created the two-year Bravewell Fellowship Program in conjunction with the highly-respected Fellowship Program at the University of Arizona's Center for Integrative Medicine. As of 2010, 75 Fellows have graduated from the program, with another 18 currently enrolled. Because the graduates typically return to leadership positions within their organizations, this program is exponentially increasing the availability of integrative medicine for the American people.

BraveNet

Recognizing the pressing need for research that would document the cost and clinical effectiveness of integrative care, The Bravewell Collaborative established BraveNet, the first practice-based research network for integrative medicine. Under the direction of the Duke Clinical Research Institute, BraveNet researchers are currently completing their second study. More information on BraveNet is available at bravenet.dcri.duke.edu.

The Consortium of Academic Health Centers for Integrative Medicine

With Bravewell's financial support, the Consortium of Academic Health Centers for Integrative Medicine has grown from its four founding members to a strong organization of 50 member schools. This network of clinical centers connected with leading medical universities in the United States and Canada is helping to transform research, patient care, and physician education. More information about the Academic Consortium and a complete list of member schools is available at www.imconsortium.org.

***The New Medicine* PBS Special**

Understanding that educating the public is key in the effort to transform our healthcare system, Bravewell organized and its members helped fund an award-winning two-hour PBS Special on integrative medicine. *The New Medicine* aired on March 29, 2006 on 516 PBS stations nationwide during prime time and was viewed by over 4.2 million people, with repeat broadcasts ongoing. For more information about *The New Medicine*, please visit www.thenewmedicine.org.

The Bravewell Leadership and Pioneers of Integrative Medicine Awards

The Bravewell Leadership Award and the Bravewell Pioneers of Integrative Medicine Awards recognize, empower, and support the physician leadership in this field. In 2003, Ralph Snyderman, MD, former Chancellor for Health Affairs, Duke University Medical Center, accepted the \$100,000 Leadership Award. In 2005, Brian M. Berman, MD, Director of the Center for Integrative Medicine at the University of Maryland School of Medicine, accepted his award. In 2011, the third Leadership Award was presented to Mimi Guarneri, MD, founder and Medical Director of the Scripps Center of Integrative Medicine. The Inaugural Pioneers of Integrative Medicine Award Event in November 2007 honored six

early leaders of integrative medicine — Larry Dossey, MD; James Gordon, MD; Jon Kabat-Zinn, PhD; Dean Ornish, MD; Rachel Naomi Remen, MD; and Andrew Weil, MD.

The Summit on Integrative Medicine and the Health of the Public

In partnership with The Bravewell Collaborative, the Institute of Medicine at the National Academies of Science convened a Summit on Integrative Medicine and the Health of the Public on February 25–27, 2009 in Washington, DC. This ground-breaking Summit explored the science and practice of integrative medicine for improving the breadth and depth of patient-centered care and promoting the nation’s health. For more information about the Summit please visit www.iom.edu/integrativemedicine. To view the Summit lectures, please visit www.ims Summitwebcast.org.

Educational Resources

To further enhance the adoption of integrative medicine, Bravewell developed a series of targeted educational documents and videos that are offered free from its website. These include the reports *Integrative Medicine: Improving Health Care for Patients and Health Care Delivery for Providers and Payors*; *The Efficacy and Cost Effectiveness of Integrative Medicine*; and *What Is Integrative Medicine*, as well as twelve physician training videos focusing on the patient-provider relationship. Bravewell’s Best Practices Program highlights proven clinical interventions and/or business procedures through the publication of exemplars on www.bravewell.org.

Military Medicine

In June 2010, senior military medical leadership met with The Bravewell Collaborative and scientists, physicians, and health system leaders to discuss improving pain management for warriors and veterans through the use of integrative medicine. This meeting, held at the Pentagon, was part of the Army’s effort to provide “a standardized DoD and VHA vision and approach to pain management to optimize the care for warriors and their families.” Symposium participants reviewed the latest science in pain management and how integrative interventions can not only help improve pain management but also advance the overall health and “mission readiness” of the DoD and VHA, which is vital to the safety of our nation.

APPENDIX 2

AUTHORS

Donald I Abrams, MD

Donald I Abrams, MD, is chief of the Hematology-Oncology Division at San Francisco General Hospital, an integrative oncologist at the UCSF Osher Center for Integrative Medicine and Professor of Clinical Medicine at the University of California, San Francisco. He graduated from Brown University in 1972 and from the Stanford University School of Medicine in 1977. After completing an Internal Medicine residency at the Kaiser Foundation Hospital in San Francisco, he became a fellow in Hematology-Oncology at the UCSF Cancer Research Institute in 1980. During his fellowship, Dr. Abrams spent eight months working in the retrovirology laboratory of Harold Varmus, MD, during the time that the first cases of AIDS were being diagnosed. He subsequently returned to the clinical arena where he was one of the original clinician/investigators to recognize many of the early AIDS-related conditions. He conducted numerous clinical trials investigating conventional as well as complementary therapies in patients with HIV including therapeutic touch, Traditional Chinese Medicine interventions, medicinal mushrooms, medical marijuana, and distant healing.

Dr. Abrams' interest in botanical therapies led him to pursue a two-year Fellowship in the Program in Integrative Medicine at the University of Arizona, which he completed in December 2004. His particular passion in the field involves nutrition and cancer. Since completing his Fellowship, Dr. Abrams has been providing Integrative Medicine consultation to people living with and beyond cancer at the UCSF Osher Center for Integrative Medicine where he served as Director of Clinical Programs from 2006 to 2008. His research interests in integrative oncology are in medicinal mushrooms, Traditional Chinese Medicine interventions, and nutrition. He co-edited an Oxford University Press textbook *Integrative Oncology* with Andrew Weil, MD, and is a member of the NCI PDQ CAM Editorial Board. Dr. Abrams was President of the Society for Integrative Oncology in 2010.

Bonnie J Horrigan

Bonnie J Horrigan is the Director of Communications and Public Education for The Bravewell Collaborative. The author of *Red Moon Passage* (Harmony, 1996) and *Voices of Integrative Medicine: Conversations and Encounters* (Elsevier Science, 2003), she has published more than 200 articles in *Spirituality & Health*; *Science & Spirit*; *CHOICES*; *The Inner Edge*; *Advances in Mind Body Medicine*, *Alternative Therapies in Health and Medicine*, *EXPLORE: The Journal of Science and Healing*, and *San Diego Magazine*, among others.

Horrigan has also penned three national reports for The Bravewell Collaborative — *Best Practices in Integrative Medicine*, *Integrative Medicine: Improving Health Care for Patients and Health Care Delivery for Providers and Payors*, and *The Efficacy and Cost Effectiveness of Integrative Medicine*.

In 1995, Bonnie co-founded (with Larry Dossey, MD, and Jeanne Achterberg, PhD) *Alternative Therapies in Health and Medicine*, a medical journal examining alternative and cross-cultural healing practices and the relationship of the human spirit to health and healing. She is currently editorial director for *EXPLORE: The Journal of Science and Healing*, a new, indexed medical journal that examines the healing arts, and the connection between spirituality and consciousness and health. Prior to working for Bravewell, she served as Director and then President of InnoVision Communications in Laguna Niguel, California (1990–2001) and Vice President of the Publishing House in Westminster, Colorado (1980–1989).

Sheldon Lewis

Sheldon Lewis has served as Editor-in-Chief of *Advances in Mind-Body Medicine* and as a Contributing Editor for *Spirituality & Health* magazine. He is co-author of the books *The Human Side of Cancer* and *Stress-Proofing Your Child* and magazine and journal articles. He currently serves as a media and program consultant in the fields of health and business. He leads Meditation/Contemplative Practice groups and workshops and Mind/Body/Spirit groups in New York City and at The Center for Women's Health in Stamford, Connecticut. He completed the Center for Mind-Body Medicine's Advanced Professional Training in Mind-Body Medicine.

He served on the advisory panel for EDCAM, the NIH-sponsored American Medical Student Association initiative to develop medical school curricula on Complementary & Alternative Medicine. He currently serves as Chairman of the Board of The Knowledge Project, which provides literacy and mentoring programs to New York City public school children and their teachers.

Constance Pechura, PhD

Constance Pechura, PhD, is a Senior Advisor to The Bravewell Collaborative for Integrative Medicine. From 2006 until 2011, she was the Executive Director of the Treatment Research Institute (TRI) in Philadelphia and an Adjunct Associate Professor of Neuroscience in the Department of Psychiatry at the University of Pennsylvania. From 1998 to 2006, Dr. Pechura was Senior Program Officer at The Robert Wood Johnson Foundation, including leading the Human Capital Portfolio. From 1988 until 1998, Dr. Pechura was a member

of the senior staff at the Institute of Medicine/ National Academies of Science, including serving as Director of the Institute's Board on Neuroscience and Behavioral Health.

Dr. Pechura taught health policy in the Stanford in Washington Program from 1993 to 1998, and anatomy and neuroscience courses at George Washington University Medical School and the F. Edward Hebert School of Medicine at the Uniformed Services University of the Health Sciences. Dr. Pechura has a B.S. in Psychology at Virginia Commonwealth University and a PhD in Anatomy, with a specialization in Neuroscience, from the Uniformed Services University of the Health Sciences (USUHS). Awards include a National Science Foundation Graduate Fellowship, an Outstanding Teaching award from the USUHS Medical School Class of 1988, and the National Research Council's Special Achievement Award in 1993.

APPENDIX 3 MAPPING SURVEY

Confidential

Bravewell Collaborative Mapping Project 2011
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Integrative Medicine Mapping Survey 2011

This Mapping Survey is being conducted on behalf of The Bravewell Collaborative by Donald Abrams, MD, Bonnie Horrigan, Sheldon Lewis, and Connie Pechura, PhD. Its purpose is to discover how integrative medicine is being practiced throughout the US, understand what conditions are being treated successfully and identify emerging models of integrative care. The Bravewell Collaborative intends to use this information to help providers and administrators within all of healthcare understand the value of integrative approaches.

You and your center will be identified as a participant in the final, written report, which will be distributed nationally.

The survey is detailed. If you cannot complete the entire survey in one setting, the survey tool will save your responses and you can return to it at a later time. We would like to receive all responses by May 31, 2011.

Thank you for your time and effort in completing this survey. Should you have questions, please contact Bonnie Horrigan at bonniehorrigan@cox.net or (760)-634-4947.

- 1) Name of Integrative Medicine Center _____
- 2) Address _____
- 3) City _____
- 4) State _____
- 5) Zip _____
- 6) Hospital Affiliation _____
- 7) Healthcare System Affiliation _____
- 8) Medical School Affiliation _____
- 9) Date Founded _____
- 10) Name of Center Director _____
- 11) Website URL _____

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22) Please indicate which of these practitioners you employ on a full-time basis:

- Acupuncturist LAc Acupuncturist MD Ayurvedic Practitioner Biofeedback Practitioner
- Chiropractor Dietician/Nutritionist Health Coach Homeopathy Practitioner
- Holistic Nurse Hypnotherapist Massage Therapist Meditation Instructor MBSR Instructor
- Naturopath Nurse Practitioner Osteopath Personal Trainer/Exercise Physiologist
- Physical Therapist Physician Physician's Assistant Psychiatrist Psychologist
- Reiki Master/Healing Touch Practitioner Specialist: Pain Traditional Chinese Medicine Practitioner
- Yoga Instructor

23) Please indicate which of these practitioners you employ on a part-time basis?

- Acupuncturist LAc Acupuncturist MD Ayurvedic Practitioner Biofeedback Practitioner
- Chiropractor Dietician/Nutritionist Health Coach Homeopathy Practitioner
- Holistic Nurse Hypnotherapist Massage Therapist Meditation Instructor MBSR Instructor
- Naturopath Nurse Practitioner Osteopath Personal Trainer/Exercise Physiologist
- Physical Therapist Physician Physician's Assistant Psychiatrist Psychologist
- Reiki Master/Healing Touch Practitioner Specialist: Pain Traditional Chinese Medicine Practitioner
- Yoga Instructor

24) Total number of FTEs: _____

25) Total number of employees, including part-time and volunteers: _____

26) If you employ practitioners not listed above, either full or part-time, please list them here. _____

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CONDITIONS TREATED

27) Please indicate which conditions your center treats?

- Acute Pain ADHD Allergies Arthritis Asthma Cancer Chronic Pain
 Depression/Anxiety Diabetes Fatigue/Sleep Disorders Fibromyalgia Gastrointestinal Disorders
 Headache Heart Disease Hypertension Immune Disorders Obesity
 Post-Op Pre-Op Stress

28) Please indicate the five conditions for which you are having the most clinical success.

- Acute Pain ADHD Allergies Arthritis Asthma Cancer Chronic Pain
 Depression/Anxiety Diabetes Fatigue/Sleep Disorders Fibromyalgia Gastrointestinal Disorders
 Headache Heart Disease Hypertension Immune Disorders Obesity
 Post-Op Pre-Op Stress

29) Patient outcomes are determined by:

- Patient Satisfaction Surveys Physician Observation Biomarkers Assessment Forms
 Patient Comments Electronic Medical Record Capture

30) Patient satisfaction is measured by:

- Validated Questionnaire Center-specific Survey (Quantitative questions) Center-specific Survey (Opened-ended questions)
 Office Comment Cards Press Ganey Survey Other

31) Please provide any other information you think we should have about your positive clinical outcomes: _____

CARE PLANS AND RECORDS

- 32) Do you create individualized care plans for each patient? Yes
 No
- 33) If yes, who creates the plan? _____
- 34) If yes, who oversees the plan? _____
- 35) Do you use Electronic Medical Records? Yes
 No
- 36) If yes, are you able to enter integrative services into the record? Yes
 No
- 37) What methods are used to communicate with a patient's other providers?
 EMR Email Letters Phone Calls Other
- 38) Do you incorporate the patient's family into your care? Yes
 No
- 39) If yes, please describe. _____

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MIND-BODY

For the conditions listed below, please indicate the mind-body interventions you use the most. (Check all that apply.)

40) Acute Pain

Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
 Breathing Journaling Yoga Mental Health Counseling Other N/A

41) ADHD

Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
 Breathing Journaling Yoga Mental Health Counseling Other N/A

42) Allergies

Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
 Breathing Journaling Yoga Mental Health Counseling Other N/A

43) Arthritis

Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
 Breathing Journaling Yoga Mental Health Counseling Other N/A

44) Asthma

Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
 Breathing Journaling Yoga Mental Health Counseling Other N/A

45) Cancer

Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
 Breathing Journaling Yoga Mental Health Counseling Other N/A

46) Chronic Pain

Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
 Breathing Journaling Yoga Mental Health Counseling Other N/A

47) Depression/Anxiety

Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
 Breathing Journaling Yoga Mental Health Counseling Other N/A

48) Diabetes

Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
 Breathing Journaling Yoga Mental Health Counseling Other N/A

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49) Fatigue/Sleep Disorders

- Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
- Breathing Journaling Yoga Mental Health Counseling Other N/A

50) Fibromyalgia

- Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
- Breathing Journaling Yoga Mental Health Counseling Other N/A

51) Gastrointestinal Disorders

- Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
- Breathing Journaling Yoga Mental Health Counseling Other N/A

52) Headache

- Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
- Breathing Journaling Yoga Mental Health Counseling Other N/A

53) Heart Disease

- Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
- Breathing Journaling Yoga Mental Health Counseling Other N/A

54) Hypertension

- Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
- Breathing Journaling Yoga Mental Health Counseling Other N/A

55) Immune Disorders

- Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
- Breathing Journaling Yoga Mental Health Counseling Other N/A

56) Obesity

- Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
- Breathing Journaling Yoga Mental Health Counseling Other N/A

57) Post-Op

- Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
- Breathing Journaling Yoga Mental Health Counseling Other N/A

58) Pre-Op

- Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
- Breathing Journaling Yoga Mental Health Counseling Other N/A

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59) Stress

- Meditation MBSR Hypnosis Biofeedback Guided Imagery Relaxation Techniques
 Breathing Journaling Yoga Mental Health Counseling Other N/A

DIETARY AND BIOLOGICAL INTERVENTIONS

For the conditions listed below, please indicate the dietary or biological interventions you use the most. (Check all that apply.)

- 60) Acute Pain
 - Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 - Functional Medicine Infusions Probiotics Other N/A
- 61) ADHD
 - Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 - Functional Medicine Infusions Probiotics Other N/A
- 62) Allergies
 - Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 - Functional Medicine Infusions Probiotics Other N/A
- 63) Arthritis
 - Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 - Functional Medicine Infusions Probiotics Other N/A
- 64) Asthma
 - Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 - Functional Medicine Infusions Probiotics Other N/A
- 65) Cancer
 - Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 - Functional Medicine Infusions Probiotics Other N/A
- 66) Chronic Pain
 - Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 - Functional Medicine Infusions Probiotics Other N/A
- 67) Depression/Anxiety
 - Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 - Functional Medicine Infusions Probiotics Other N/A
- 68) Diabetes
 - Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 - Functional Medicine Infusions Probiotics Other N/A

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69) Fatigue/Sleep Disorders

Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 Functional Medicine Infusions Probiotics Other N/A

70) Fibromyalgia

Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 Functional Medicine Infusions Probiotics Other N/A

71) Gastrointestinal Disorders

Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 Functional Medicine Infusions Probiotics Other N/A

72) Headache

Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 Functional Medicine Infusions Probiotics Other N/A

73) Heart Disease

Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 Functional Medicine Infusions Probiotics Other N/A

74) Hypertension

Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 Functional Medicine Infusions Probiotics Other N/A

75) Immune Disorders

Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 Functional Medicine Infusions Probiotics Other N/A

76) Obesity

Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 Functional Medicine Infusions Probiotics Other N/A

77) Post-Op

Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 Functional Medicine Infusions Probiotics Other N/A

78) Pre-Op

Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 Functional Medicine Infusions Probiotics Other N/A

79) Stress

Pharmaceuticals Food/Nutrition Vitamins Supplements Herbal or Botanicals Remedies
 Functional Medicine Infusions Probiotics Other N/A

MOVEMENT/ENERGY INTERVENTIONS

For the conditions listed below, please indicate which movement/energy interventions you use the most. (Check all that apply.)

80) Acute Pain

- Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
- Pilates Healing Touch Reiki Other N/A

81) ADHD

- Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
- Pilates Healing Touch Reiki Other N/A

82) Allergies

- Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
- Pilates Healing Touch Reiki Other N/A

83) Arthritis

- Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
- Pilates Healing Touch Reiki Other N/A

84) Asthma

- Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
- Pilates Healing Touch Reiki Other N/A

85) Cancer

- Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
- Pilates Healing Touch Reiki Other N/A

86) Chronic Pain

- Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
- Pilates Healing Touch Reiki Other N/A

87) Depression/Anxiety

- Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
- Pilates Healing Touch Reiki Other N/A

88) Diabetes

- Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
- Pilates Healing Touch Reiki Other N/A

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89) Fatigue/Sleep Disorders

Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
 Pilates Healing Touch Reiki Other N/A

90) Fibromyalgia

Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
 Pilates Healing Touch Reiki Other N/A

91) Gastrointestinal Disorders

Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
 Pilates Healing Touch Reiki Other N/A

92) Headache

Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
 Pilates Healing Touch Reiki Other N/A

93) Heart Disease

Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
 Pilates Healing Touch Reiki Other N/A

94) Hypertension

Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
 Pilates Healing Touch Reiki Other N/A

95) Immune Disorders

Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
 Pilates Healing Touch Reiki Other N/A

96) Obesity

Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
 Pilates Healing Touch Reiki Other N/A

97) Post-Op

Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
 Pilates Healing Touch Reiki Other N/A

98) Pre-Op

Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
 Pilates Healing Touch Reiki Other N/A

99) Stress

Yoga Tai Chi Qi Gong Physical Therapy Exercise/Fitness Endurance Training
 Pilates Healing Touch Reiki Other N/A

MANUAL INTERVENTIONS

For the following conditions, please indicate the manual interventions you use the most. (Check all that apply.)

100) Acute Pain

- Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
- Other N/A

101) ADHD

- Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
- Other N/A

102) Allergies

- Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
- Other N/A

103) Arthritis

- Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
- Other N/A

104) Asthma

- Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
- Other N/A

105) Cancer

- Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
- Other N/A

106) Chronic Pain

- Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
- Other N/A

107) Depression/Anxiety

- Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
- Other N/A

108) Diabetes

- Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
- Other N/A

109) Fatigue/Sleep Disorders

- Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
- Other N/A

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110) Fibromyalgia

Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
 Other N/A

111) Gastrointestinal Disorders

Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
 Other N/A

112) Headache

Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
 Other N/A

113) Heart Disease

Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
 Other N/A

114) Hypertension

Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
 Other N/A

115) Immune Disorders

Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
 Other N/A

116) Obesity

Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
 Other N/A

117) Post-Op

Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
 Other N/A

118) Pre-Op

Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
 Other N/A

119) Stress

Chiropractic Manipulation Medical Massage Osteopathic Manipulation Shiastu
 Other N/A

MEDICAL SYSTEMS

For the following conditions, please indicate the medical systems you use the most. (Check all that apply.)

120) Acute Pain

- Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
- Naturopathy Traditional Chinese Medicine Other N/A

121) ADHD

- Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
- Naturopathy Traditional Chinese Medicine Other N/A

122) Allergies

- Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
- Naturopathy Traditional Chinese Medicine Other N/A

123) Arthritis

- Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
- Naturopathy Traditional Chinese Medicine Other N/A

124) Asthma

- Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
- Naturopathy Traditional Chinese Medicine Other N/A

125) Cancer

- Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
- Naturopathy Traditional Chinese Medicine Other N/A

126) Chronic Pain

- Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
- Naturopathy Traditional Chinese Medicine Other N/A

127) Depression/Anxiety

- Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
- Naturopathy Traditional Chinese Medicine Other N/A

128) Diabetes

- Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
- Naturopathy Traditional Chinese Medicine Other N/A

129) Fatigue/Sleep Disorders

- Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
- Naturopathy Traditional Chinese Medicine Other N/A

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130) Fibromyalgia

Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
 Naturopathy Traditional Chinese Medicine Other N/A

131) Gastrointestinal Disorders

Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
 Naturopathy Traditional Chinese Medicine Other N/A

132) Headache

Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
 Naturopathy Traditional Chinese Medicine Other N/A

133) Heart Disease

Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
 Naturopathy Traditional Chinese Medicine Other N/A

134) Hypertension

Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
 Naturopathy Traditional Chinese Medicine Other N/A

135) Immune Disorders

Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
 Naturopathy Traditional Chinese Medicine Other N/A

136) Obesity

Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
 Naturopathy Traditional Chinese Medicine Other N/A

137) Post-Op

Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
 Naturopathy Traditional Chinese Medicine Other N/A

138) Pre-Op

Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
 Naturopathy Traditional Chinese Medicine Other N/A

139) Stress

Ayurvedic Medicine Conventional Medicine Homeopathy Integrative Medicine
 Naturopathy Traditional Chinese Medicine Other N/A

RETAIL

Please indicate how you offer patients the opportunity to buy:

140) Vitamins, Supplements and/or Herbal Remedies

- On-site retail Website Parent company pharmacy or gift shop Refer to outside source
- Do not sell or refer

141) Traditional Chinese Medicine and/or Ayurvedic Herbal Remedies

- On-site retail Website Parent company pharmacy or gift shop Refer to outside source
- Do not sell or refer

142) Homeopathic Products

- On-site retail Website Parent company pharmacy or gift shop Refer to outside source
- Do not sell or refer

143) Aromatherapy Products

- On-site retail Website Parent company pharmacy or gift shop Refer to outside source
- Do not sell or refer

144) Books, Tapes and/or CDs

- On-site retail Website Parent company pharmacy or gift shop Refer to outside source
- Do not sell or refer

145) Yoga mats, Clothing, Candles, Accessories, etc

- On-site retail Website Parent company pharmacy or gift shop Refer to outside source
- Do not sell or refer

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PREVENTION AND WELLNESS

146) Do you offer an organized lifestyle modification program? Yes
 No

147) If yes, please indicate which components describe your program:

- Anyone can join the program Must be referred to join the program Dean Ornish Program
 Pritikin (Benson) Program Developed Own Customized Program MBSR Modified MBSR
 Meditation Yoga Tai Chi/Qi Gong Nutritional counseling/education Cooking classes
 Support groups Individual counseling Exercise is done on site and supervised
 Exercise is done off site Health Coaching Other Journaling

148) Do you offer self-care and wellness programs to practitioners and staff? Yes
 No

149) If yes, what opportunities are offered? _____

FINANCIAL

How do patients pay for the following services? (Check all that apply.)

150) Acupuncture

- Cash Insurance Medicare or state aid programs Covered in overall cost of visit
- Other N/A

151) Ayurvedic, TCM or Tibetan Medicine

- Cash Insurance Medicare or state aid programs Covered in overall cost of visit
- Other N/A

152) Chiropractic

- Cash Insurance Medicare or state aid programs Covered in overall cost of visit
- Other N/A

153) Exercise/Fitness Sessions

- Cash Insurance Medicare or state aid programs Covered in overall cost of visit
- Other N/A

154) Healing Touch/Reiki

- Cash Insurance Medicare or state aid programs Covered in overall cost of visit
- Other N/A

155) Health Coaching

- Cash Insurance Medicare or state aid programs Covered in overall cost of visit
- Other N/A

156) Homeopathy

- Cash Insurance Medicare or state aid programs Covered in overall cost of visit
- Other N/A

157) IM Consultations

- Cash Insurance Medicare or state aid programs Covered in overall cost of visit
- Other N/A

158) Massage

- Cash Insurance Medicare or state aid programs Covered in overall cost of visit
- Other N/A

159) MBSR or Meditation Classes

- Cash Insurance Medicare or state aid programs Covered in overall cost of visit
- Other N/A

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160) Mind Body Interventions (Biofeedback, Hypnosis, Guided Imagery, etc.)

Cash Insurance Medicare or state aid programs Covered in overall cost of visit
 Other N/A

161) Naturopathy

Cash Insurance Medicare or state aid programs Covered in overall cost of visit
 Other N/A

162) Nutritional Counseling

Cash Insurance Medicare or state aid programs Covered in overall cost of visit
 Other N/A

163) Osteopathic Manipulation

Cash Insurance Medicare or state aid programs Covered in overall cost of visit
 Other N/A

164) Pre and Post Op Interventions

Cash Insurance Medicare or state aid programs Covered in overall cost of visit
 Other N/A

165) Psychological or Psychiatric Visits

Cash Insurance Medicare or state aid programs Covered in overall cost of visit
 Other N/A

166) Tai Chi or Qi Gong Classes

Cash Insurance Medicare or state aid programs Covered in overall cost of visit
 Other N/A

PHILOSOPHY

Below is a list of philosophical statements about integrative medicine. Please indicate the importance of each statement for your center.

- 167) The physical (biological) influences that affect a person's health are addressed.

Not important	Important	Very Important
		
<i>(Place a mark on the scale above)</i>		

- 168) The mental and emotional influences that affect a person's health are addressed.

Not important	Important	Very Important
		
<i>(Place a mark on the scale above)</i>		

- 169) The social influences that affect a person's health are addressed.

Not important	Important	Very Important
		
<i>(Place a mark on the scale above)</i>		

- 170) The spiritual influences that affect a person's health are addressed.

Not important	Important	Very Important
		
<i>(Place a mark on the scale above)</i>		

- 171) The environmental influences that affect a person's health are addressed.

Not important	Important	Very Important
		
<i>(Place a mark on the scale above)</i>		

- 172) Our care is patient-centered.

Not important	Important	Very Important
		
<i>(Place a mark on the scale above)</i>		

- 173) We emphasize prevention and wellness.

Not Important	Important	Very Important
		
<i>(Place a mark on the scale above)</i>		

- 174) We teach the connection between lifestyles and health.

Not important	Important	Very Important
		
<i>(Place a mark on the scale above)</i>		

- 175) Offering CAM modalities is an important part of our care.

Not important	Important	Very Important
		
<i>(Place a mark on the scale above)</i>		

- 176) We encourage patients to take responsibility for their own health.

Not important	Important	Very Important
		
<i>(Place a mark on the scale above)</i>		

- 177) Our center strives to maintain an optimal healing environment.

Not Important	Important	Very Important
		
<i>(Place a mark on the scale above)</i>		

- 178) We use the least invasive and most natural treatment

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179) We use food as medicine.

Not Important Important Very Important
=====

(Place a mark on the scale above)

180) Our care is evidenced-based.

Not Important Important Very Important
=====

(Place a mark on the scale above)

181) We use all healing sciences to facilitate the body's innate healing response.

Not Important Important Very Important
=====

(Place a mark on the scale above)

182) We coordinate the care with the patient's other providers.

Not Important Important Very Important
=====

(Place a mark on the scale above)

183) We treat the causes of disease as well as the symptoms.

Not important Important Very Important
=====

(Place a mark on the scale above)

184) We integrate the patient's family/loved ones into the care.

Not Important Important Very Important
=====

(Place a mark on the scale above)

185) We consider the patient's health goals in the care plan.

Not Important Important Very Important
=====

(Place a mark on the scale above)

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FINAL QUESTION

186) Is there anything else you'd like to tell us about your center?

APPENDIX 4

CENTERS INCLUDED IN THE MAPPING SURVEY

Alliance Institute for Integrative Medicine *

6400 E. Galbraith Road
Cincinnati, Ohio 45236
Hospital Affiliation: None
Healthcare System Affiliation: None
Medical School Affiliation: University of
Cincinnati Medical School
www.myhealingpartner.com

Arizona Center for Integrative Medicine

PO Box 245153
Tucson, Arizona 85724
Hospital Affiliation: University Medical Center
Healthcare System Affiliation: University
Physicians Healthcare
University Affiliation: University of Arizona
College of Medicine
www.azcim.org

Cancer Treatment Centers of America

2520 Elisha Avenue
Zion, Illinois 60069
Hospital Affiliation: Midwestern Regional
Medical Center
Healthcare System Affiliation: None
University Affiliation: None
cancercenter.com

The Center for Integrative Medicine

1635 Aurora Court, F730
Aurora, Colorado 80045
Hospital Affiliation: University of Colorado
Hospital
Healthcare System Affiliation: University of
Colorado
University Affiliation: University of Colorado
Denver School of Medicine
www.uch.edu/integrativemed

Center for Life

4700 Jefferson NE
Albuquerque, New Mexico 87108
Hospital Affiliation: University of New Mexico
Hospitals
Healthcare System Affiliation: UNM Health
Sciences Center
University Affiliation: University of New Mexico
School of Medicine
www.unmcfi.org

Cleveland Clinic Center for Integrative Medicine

1950 Richmond Road TR201
Lyndhurst, Ohio 44124
Hospital Affiliation: Cleveland Clinic
Health System Affiliation: Cleveland Clinic
University Affiliation: Lerner College of Medicine/
CWRU
www.ccf.org/integrativemedicine

Continuum Center for Health and Healing *

245 Fifth Avenue, Second Floor
New York, New York 10016
Hospital Affiliation: Beth Israel Medical Center
Healthcare System Affiliation: Continuum Health
Partners
University Affiliation: Albert Einstein College of
Medicine
www.healthandhealingny.org

** Denotes membership in the Bravewell
Clinical Network*

Duke Integrative Medicine *

DUMC Box 102904, 374 Erwin Road
 Durham, North Carolina 27710
 Hospital Affiliation: Duke University Medical Center
 Healthcare System Affiliation: Duke University Health System
 University Affiliation: Duke University School of Medicine
www.dukeintegrativemedicine.org

11th Street Family Health Services of Drexel University

850 N 11th Street
 Philadelphia, Pennsylvania 19123-1957
 Hospital Affiliation: None
 Health System Affiliation: Drexel College of Nursing & Health Professions
 University Affiliation: Drexel College of Nursing & Health Professions
www.drexel.edu/11thStreet/

GW Center for Integrative Medicine

908 New Hampshire Avenue, Suite 200, NW
 Washington, DC 20037
 Hospital Affiliation: George Washington University Hospital
 Healthcare System Affiliation: George Washington University
 University Affiliation: George Washington University
www.integrativemedicinedc.com

Greenwich Hospital Integrative Medicine Program

35 River Road
 Cos Cob, Connecticut 06807
 Hospital Affiliation: Greenwich Hospital
 Healthcare System Affiliation: Yale New Haven
 University Affiliation: Yale University
www.greenwichintegrativemedicine.org

Institute for Health & Healing at California Pacific Medical Center

2300 California Street, Suite 207
 San Francisco, California 94115
 Hospital Affiliation: California Pacific Medical Center
 Healthcare System Affiliation: Sutter Health
 University Affiliation: None
www.myhealthandhealing.org

Jefferson–Myrna Brind Center of Integrative Medicine *

925 Chestnut Street, Suite 120
 Philadelphia, Pennsylvania 19107
 Hospital Affiliation: Thomas Jefferson University Hospital
 Healthcare System Affiliation: Jefferson Health System
 University Affiliation: Thomas Jefferson University
www.jeffersonhospital.com

Marino Center for Integrative Health

372 Washington Street
 Wellesley, Massachusetts 02481
 and
 2500 Massachusetts Avenue
 Cambridge, Massachusetts 02140
 Hospital Affiliation: Newton Wellesley Hospital
 Healthcare Affiliation: Partners Healthcare
 University Affiliation: None
www.marinocenter.org

University of Maryland Center for Integrative Medicine *

2200 Kernan Drive
 Baltimore, Maryland 21207
 Hospital Affiliation: Kernan Rehabilitation Hospital
 Healthcare System Affiliation: University of Maryland Medical System
 University Affiliation: University of Maryland School of Medicine
www.compmed.umm.edu

Integrative Medicine Program, Mayo Clinic

200 1st Street SW
 Rochester, Minnesota 55905
 Hospital Affiliation: St. Mary's Hospital
 Healthcare System Affiliation: Mayo Clinic
 University Affiliation: Mayo Medical School
mayoresearch.mayo.edu/cimp/

Integrative Medicine Center at MD Anderson Cancer Center

1515 Holcombe Blvd, Unit 16
 Houston, Texas 77030
 Hospital Affiliation: University of Texas MD
 Anderson Cancer Center
 Healthcare System Affiliation: None
 University Affiliation: None
www.mdanderson.org/integrativemed

Northwestern Integrative Medicine

150 E. Huron, Suite 1100
 Chicago, Illinois 60611
 Hospital Affiliation: Northwestern Memorial
 Hospital
 Healthcare System Affiliation: Northwestern
 Memorial
 University Affiliation: Northwestern Feinberg
 School of Medicine
www.nmpg.com/integrative-medicine

The OSU Center for Integrative Medicine

2000 Kenny Road
 Columbus, Ohio 43221
 Hospital Affiliation: Ohio State University
 Hospitals
 Healthcare System Affiliation: Ohio State
 University Medical Center
 University Affiliation: Ohio State University
www.medicalcenter.osu.edu/go/integrative

Osher Center for Integrative Medicine *

1545 Divisadero Street, 4th Floor
 San Francisco, California 94115
 Hospital Affiliation: UCSF Medical Center at
 Mt. Zion
 Healthcare System Affiliation: UCSF Hospitals
 University Affiliation: University of California, San
 Francisco School of Medicine
www.osher.ucsf.edu/

Osher Clinical Center

850 Boylston Street
 Chestnut Hill, Massachusetts 02467
 Hospital Affiliation: Brigham and Women's
 Hospital
 Healthcare System Affiliation: Partners
 Healthcare
 University Affiliation: Harvard Medical School
www.brighamandwomens.org/oshercenter

Penny George Institute for Health and Healing *

2833 Chicago Avenue
 Minneapolis, Minnesota 55407
 Hospital Affiliation: Abbott Northwestern
 Hospital
 Healthcare System Affiliation: Allina Hospitals
 and Clinics
 University Affiliation: University of Minnesota
 Medical School
www.allina.com/ahs/anw.nsf/page/ihh_home

Scripps Center for Integrative Medicine *

10820 North Torrey Pines Road, FC3
 La Jolla, California 92037
 Hospital Affiliation: Scripps Green Hospital
 Healthcare System Affiliation: Scripps Health
 University Affiliation: None
www.scrippsintegrativemedicine.org

Simms-Mann Health and Wellness Center at Venice Family Clinic *

604 Rose Avenue
 Venice, California 90291
 Hospital Affiliation: UCLA Hospital
 Healthcare System Affiliation: Venice Family Clinic
 University Affiliation: UCLA School of Medicine
venicefamilyclinic.org/index.php?view=vic_simms_mann&action=index

Susan Samueli Center of Integrative Medicine

1034 Hewitt Hall
 Irvine, California 92697
 Hospital Affiliation: University of California, Irvine Medical Center
 Healthcare System Affiliation: University of California, Irvine
 University Affiliation: University of California, Irvine
<http://www.sscim.uci.edu/>

Center for Integrative Medicine and Wellness at Stamford Hospital

32 Strawberry Hill Court, First Floor
 Stamford, Connecticut 06902
 Hospital Affiliation: Stamford Hospital
 Healthcare System Affiliation: Stamford Hospital
 University Affiliation: Columbia University
www.stamfordhospitalintegrative.com

University of Wisconsin Integrative Medicine

595 Science Drive
 Madison, Wisconsin 53711
 Hospital Affiliation: University of Wisconsin Hospitals and Clinics
 Healthcare System Affiliation: University of Wisconsin Health
 University Affiliation: University of Wisconsin School of Medicine and Public Health
www.fammed.wisc.edu/integrative

Stanford Center for Integrative Medicine

1101 Welch Road, Suite A6
 Palo Alto, California 94304
 Hospital Affiliation: Stanford Hospital
 Healthcare System Affiliation: Stanford Hospitals & Clinics
 University Affiliation: Stanford University
www.scim.stanfordhospital.com

Vanderbilt Center for Integrative Health

3401 West End Avenue, Suite 380
 Nashville, Tennessee 37203
 Hospital Affiliation: Vanderbilt Medical Center
 Health System Affiliation: Vanderbilt University
 University Affiliation: Vanderbilt University School of Medicine
www.vcih.org

APPENDIX 5

NUMBER OF CENTERS REPORTING USE OF A THERAPY PER CONDITION

ACUTE PAIN

Medical Massage	25
Relaxation Techniques	24
TCM	22
Breathing	21
Pharmaceuticals	21
Supplements	20
Herbal or Botanical Remedies	18
Yoga	16
Physical Therapy	15
Meditation	14
MBSR	14
Mental Health Counseling	14
Guided Imagery	13
Food/Nutrition	13
Chiropractic Manipulation	13
Osteopathic Manipulation	13
Functional Medicine	12
Reiki	12
Vitamins	11
Biofeedback	10
Healing Touch	10
Hypnosis	9
Exercise/Fitness	9
Qi Gong	8
Journaling	7
Tai Chi	6
Homeopathy	6
Naturopathy	6
Shiatsu	5
Infusions	4

Ayurvedic Medicine	4
Probiotics	3
Endurance Training	2
Pilates	2

ADHD

Food/Nutrition	17
Supplements	16
Vitamins	14
Pharmaceuticals	12
Functional Medicine	12
TCM	12
Yoga	12
Exercise/Fitness	11
Herbal or Botanical Remedies	10
Relaxation Techniques	9
Breathing	9
MBSR	8
Biofeedback	8
Mental Health Counseling	7
Reiki	7
Qi Gong	6
Meditation	5
Hypnosis	5
Guided Imagery	5
Journaling	5
Healing Touch	5
Osteopathic Manipulation	5
Tai Chi	4
Medical Massage	4
Homeopathy	4

Naturopathy	3
Infusions	2
Pilates	2
Ayurvedic Medicine	2
Physical Therapy	1
Endurance Training	1
Chiropractic Manipulation	1
Shiatsu	0

ALLERGIES

Food/Nutrition	23
Herbal or Botanical Remedies	23
Probiotics	21
Supplements	19
Vitamins	17
TCM	17
Pharmaceuticals	16
Functional Medicine	14
Relaxation Techniques	12
Yoga	12
Breathing	11
Exercise/Fitness	9
MBSR	8
Guided Imagery	8
Homeopathy	7
Reiki	7
Naturopathy	7
Meditation	6
Hypnosis	6
Healing Touch	6
Ayurvedic Medicine	6
Journaling	5
Medical Massage	5
Biofeedback	4
Infusions	3
Tai Chi	2
Osteopathic Manipulation	2
Mental Health Counseling	1
Endurance Training	1

Pilates	1
Chiropractic Manipulation	1
Shiatsu	1
Physical Therapy	0

ARTHRITIS

Yoga	26
Food/Nutrition	5
Herbal or Botanical Remedies	25
Supplements	23
Exercise/Fitness	23
Medical Massage	23
TCM	21
Pharmaceuticals	20
Vitamins	19
Tai Chi	18
MBSR	17
Relaxation Techniques	17
Meditation	16
Qi Gong	16
Physical Therapy	16
Breathing	15
Functional Medicine	12
Probiotics	12
Chiropractic Manipulation	12
Osteopathic Manipulation	12
Healing Touch	11
Reiki	10
Journaling	8
Naturopathy	8
Ayurvedic Medicine	7
Biofeedback	6
Mental Health Counseling	6
Homeopathy	6
Endurance Training	5
Shiatsu	5
Hypnosis	4
Infusions	4
Pilates	4

ASTHMA

Food/Nutrition	21
Supplements	19
Pharmaceuticals	18
Yoga	18
Probiotics	17
Relaxation Techniques	16
Breathing	16
Vitamins	15
Functional Medicine	15
TCM	15
Herbal or Botanical Remedies	14
Meditation	13
MBSR	13
Exercise/Fitness	11
Biofeedback	10
Guided Imagery	10
Qi Gong	10
Healing Touch	9
Reiki	9
Journaling	7
Ayurvedic Medicine	7
Tai Chi	6
Medical Massage	5
Hypnosis	4
Mental Health Counseling	4
Chiropractic Manipulation	4
Infusions	3
Endurance Training	3
Pilates	3
Osteopathic Manipulation	3
Homeopathy	3
Naturopathy	3
Shiatsu	2
Physical Therapy	1

CANCER

Yoga	25
Food/Nutrition	24

Medical Massage	24
Meditation	23
Vitamins	22
MBSR	20
Guided Imagery	20
Relaxation Techniques	20
Supplements	20
Herbal or Botanical Remedies	20
Breathing	19
TCM	19
Qi Gong	18
Exercise/Fitness	18
Pharmaceuticals	17
Probiotics	17
Mental Health Counseling	16
Functional Medicine	16
Tai Chi	16
Healing Touch	15
Reiki	15
Journaling	14
Biofeedback	13
Physical Therapy	13
Hypnosis	10
Osteopathic Manipulation	8
Naturopathy	8
Endurance Training	7
Ayurvedic Medicine	7
Shiatsu	5
Infusions	4
Pilates	4
Homeopathy	4
Chiropractic Manipulation	3

CHRONIC PAIN

Yoga	27
Medical Massage	26
Meditation	24
Herbal or Botanical Remedies	24
Relaxation Techniques	23

Functional Medicine	13	Guided Imagery	14
TCM	13	Mental Health Counseling	14
Guided Imagery	11	Qi Gong	14
Mental Health Counseling	11	Tai Chi	13
Probiotics	10	Biofeedback	12
Tai Chi	10	Hypnosis	11
Qi Gong	10	Journaling	10
Endurance Training	10	Reiki	10
Medical Massage	9	Probiotics	9
Ayurvedic Medicine	8	Healing Touch	8
Journaling	7	Endurance Training	7
Reiki	7	Ayurvedic Medicine	6
Biofeedback	6	Homeopathy	6
Pilates	6	Naturopathy	6
Infusions	5	Osteopathic Manipulation	5
Healing Touch	5	Shiatsu	5
Naturopathy	5	Infusions	4
Hypnosis	4	Physical Therapy	2
Physical Therapy	4	Pilates	2
Shiatsu	4	Chiropractic Manipulation	1
Osteopathic Manipulation	3		
Homeopathy	2	FIBROMYALGIA	
Chiropractic Manipulation	1	Meditation	22
		Food/Nutrition	22
		Supplements	22
FATIGUE/SLEEP DISORDERS		Yoga	22
Yoga	24	Vitamins	21
Food/Nutrition	23	Medical Massage	21
Relaxation Techniques	22	Exercise/Fitness	20
Supplements	22	TCM	20
Herbal or Botanical Remedies	22	MBSR	19
Exercise/Fitness	22	Relaxation Techniques	19
Breathing	21	Herbal or Botanical Remedies	19
Medical Massage	21	Mental Health Counseling	16
TCM	20	Breathing	15
Meditation	19	Pharmaceuticals	15
Pharmaceuticals	18	Guided Imagery	14
Vitamins	18	Functional Medicine	14
MBSR	17	Physical Therapy	14
Functional Medicine	15		

Biofeedback	13
Probiotics	12
Tai Chi	12
Healing Touch	12
Reiki	12
Qi Gong	11
Journaling	10
Hypnosis	9
Osteopathic Manipulation	9
Endurance Training	8
Chiropractic Manipulation	8
Ayurvedic Medicine	7
Naturopathy	6
Infusions	5
Homeopathy	5
Shiatsu	4
Pilates	3

GASTROINTESTINAL DISORDERS

Food/Nutrition	25
Supplements	22
Probiotics	22
Meditation	21
Herbal or Botanical Remedies	21
Vitamins	20
TCM	20
Yoga	20
Relaxation Techniques	19
Breathing	19
Functional Medicine	18
Medical Massage	17
MBSR	15
Guided Imagery	15
Pharmaceuticals	14
Biofeedback	13
Exercise/Fitness	13
Mental Health Counseling	12
Hypnosis	10
Healing Touch	10

Reiki	9
Qi Gong	8
Journaling	7
Tai Chi	7
Naturopathy	7
Osteopathic Manipulation	6
Shiatsu	6
Homeopathy	6
Ayurvedic Medicine	5
Infusions	4
Endurance Training	3
Chiropractic Manipulation	3
Pilates	2
Physical Therapy	1

HEADACHE

Food/Nutrition	23
Medical Massage	23
Supplements	22
Herbal or Botanical Remedies	22
Relaxation Techniques	21
Meditation	20
MBSR	20
TCM	20
Yoga	20
Breathing	19
Vitamins	19
Biofeedback	16
Pharmaceuticals	16
Guided Imagery	15
Exercise/Fitness	15
Functional Medicine	14
Chiropractic Manipulation	14
Osteopathic Manipulation	14
Tai Chi	12
Qi Gong	12
Healing Touch	12
Reiki	12
Mental Health Counseling	11

Hypnosis	10	Ayurvedic Medicine	5
Journaling	10	Hypnosis	4
Probiotics	10	Infusions	4
Physical Therapy	9	Pilates	4
Naturopathy	7	Homeopathy	3
Shiatsu	5	Naturopathy	3
Ayurvedic Medicine	5	Osteopathic Manipulation	2
Homeopathy	5	Chiropractic Manipulation	1
Infusions	4		
Endurance Training	4	HYPERTENSION	
Pilates	2	Food/Nutrition	24
		Vitamins	22
HEART DISEASE		Supplements	22
Food/Nutrition	24	Meditation	20
Supplements	22	Herbal or Botanical Remedies	20
Vitamins	21	Exercise/Fitness	20
Yoga	21	Yoga	20
Herbal or Botanical Remedies	20	MBSR	19
Exercise/Fitness	20	Relaxation Techniques	18
Meditation	19	Breathing	18
Relaxation Techniques	18	Pharmaceuticals	17
Pharmaceuticals	18	Functional Medicine	15
MBSR	17	Medical Massage	15
Functional Medicine	16	TCM	15
Breathing	14	Biofeedback	14
Guided Imagery	13	Guided Imagery	14
Tai Chi	13	Tai Chi	13
Qi Gong	13	Qi Gong	12
Biofeedback	12	Endurance Training	9
Medical Massage	11	Healing Touch	9
TCM	11	Mental Health Counseling	8
Mental Health Counseling	10	Journaling	7
Reiki	10	Probiotics	7
Endurance Training	9	Reiki	6
Journaling	8	Ayurvedic Medicine	6
Probiotics	8	Physical Therapy	5
Healing Touch	8	Pilates	5
Physical Therapy	5	Shiatsu	5
Shiatsu	5	Naturopathy	5

Hypnosis	4
Infusions	2
Osteopathic Manipulation	2
Homeopathy	2
Chiropractic Manipulation	1

IMMUNE DISORDERS

Food/Nutrition	22
Supplements	21
Vitamins	20
Herbal or Botanical Remedies	20
Probiotics	18
TCM	18
MBSR	17
Yoga	16
Breathing	15
Functional Medicine	15
Exercise/Fitness	15
Meditation	14
Guided Imagery	14
Relaxation Techniques	13
Medical Massage	13
Pharmaceuticals	12
Tai Chi	12
Qi Gong	11
Reiki	11
Mental Health Counseling	9
Healing Touch	9
Journaling	8
Biofeedback	6
Ayurvedic Medicine	6
Hypnosis	5
Infusions	5
Naturopathy	5
Pilates	4
Shiatsu	4
Endurance Training	3
Homeopathy	3
Physical Therapy	2

Chiropractic Manipulation	2
Osteopathic Manipulation	2

OBESITY

Food/Nutrition	25
Exercise/Fitness	24
Yoga	21
Vitamins	20
Supplements	19
Herbal or Botanical Remedies	19
MBSR	17
Breathing	17
Meditation	16
Relaxation Techniques	16
Guided Imagery	15
Probiotics	15
Mental Health Counseling	14
Functional Medicine	14
Endurance Training	12
Medical Massage	12
TCM	12
Journaling	11
Qi Gong	10
Hypnosis	9
Pharmaceuticals	9
Tai Chi	9
Biofeedback	8
Physical Therapy	7
Pilates	6
Healing Touch	6
Ayurvedic Medicine	6
Reiki	5
Naturopathy	5
Shiatsu	4
Homeopathy	2
Infusions	1
Chiropractic Manipulation	1
Osteopathic Manipulation	0

POST-OP

Food/Nutrition	20
Guided Imagery	18
Meditation	17
Relaxation Techniques	17
Supplements	17
Medical Massage	17
Breathing	16
Vitamins	15
Herbal or Botanical Remedies	13
TCM	13
Probiotics	12
Reiki	12
Yoga	12
MBSR	11
Exercise/Fitness	11
Healing Touch	11
Pharmaceuticals	10
Physical Therapy	10
Hypnosis	8
Functional Medicine	8
Qi Gong	7
Osteopathic Manipulation	7
Biofeedback	6
Journaling	5
Tai Chi	5
Homeopathy	5
Mental Health Counseling	4
Chiropractic Manipulation	4
Endurance Training	3
Pilates	3
Shiatsu	3
Ayurvedic Medicine	3
Naturopathy	3
Infusions	1

PRE-OP

Food/Nutrition	18
Guided Imagery	17

Relaxation Techniques	17
Meditation	16
Breathing	16
Medical Massage	15
Yoga	14
Vitamins	13
Supplements	12
Exercise/Fitness	11
Herbal or Botanical Remedies	9
Reiki	9
TCM	9
MBSR	8
Functional Medicine	8
Healing Touch	8
Hypnosis	7
Pharmaceuticals	7
Probiotics	7
Qi Gong	7
Osteopathic Manipulation	7
Biofeedback	6
Tai Chi	6
Mental Health Counseling	5
Shiatsu	5
Homeopathy	5
Journaling	4
Chiropractic Manipulation	4
Physical Therapy	3
Ayurvedic Medicine	3
Naturopathy	3
Endurance Training	2
Pilates	2
Infusions	1

STRESS

Yoga	27
Meditation	26
Relaxation Techniques	26
Breathing	24
Food/Nutrition	24

Medical Massage	24
MBSR	23
Supplements	23
Herbal or Botanical Remedies	22
Exercise/Fitness	22
Mental Health Counseling	21
Vitamins	21
Tai Chi	20
Guided Imagery	19
Qi Gong	19
TCM	19
Biofeedback	16
Journaling	15
Reiki	15
Pharmaceuticals	14
Functional Medicine	13
Healing Touch	12
Probiotics	11
Endurance Training	10
Hypnosis	9
Homeopathy	9
Physical Therapy	8
Osteopathic Manipulation	7
Ayurvedic Medicine	7
Naturopathy	7
Pilates	6
Shiatsu	6
Chiropractic Manipulation	4
Infusions	3

APPENDIX 6

DIFFERENTIATION OF TREATMENTS

	PAIN-A	ADHD	ALLRG	ARTHR	ASTHMA	CANCER	PAIN-C	DEP/ANX	DIAB
PAIN-A	1.000	0.478	0.371	0.682	0.505	0.663	0.861	0.671	0.470
ADHD	0.478	1.000	0.857	0.645	0.905	0.716	0.568	0.684	0.790
ALLRG	0.371	0.857	1.000	0.631	0.859	0.656	0.471	0.573	0.726
ARTHR	0.682	0.645	0.630	1.000	0.699	0.823	0.889	0.724	0.742
ASTHMA	0.505	0.905	0.859	0.700	1.000	0.776	0.641	0.697	0.837
CANCER	0.663	0.716	0.656	0.823	0.776	1.000	0.859	0.880	0.834
PAIN-C	0.861	0.568	0.471	0.889	0.641	0.859	1.000	0.836	0.698
DEP/ANX	0.671	0.684	0.573	0.724	0.697	0.880	0.836	1.000	0.839
DIAB	0.470	0.790	0.726	0.742	0.837	0.834	0.698	0.839	1.000
FAT/SLP	0.647	0.791	0.719	0.788	0.820	0.907	0.823	0.938	0.886
FIBRO	0.759	0.740	0.583	0.838	0.751	0.923	0.916	0.879	0.824
GI	0.561	0.859	0.826	0.678	0.882	0.869	0.694	0.784	0.797
HDACHE	0.822	0.693	0.608	0.836	0.749	0.857	0.898	0.797	0.706
HEART	0.515	0.769	0.667	0.773	0.828	0.869	0.760	0.860	0.946
HYPERT	0.542	0.758	0.677	0.787	0.825	0.891	0.775	0.868	0.944
IMMUNE	0.456	0.851	0.843	0.743	0.885	0.868	0.674	0.779	0.890
OBES	0.439	0.731	0.655	0.685	0.764	0.857	0.700	0.820	0.908
POSTOP	0.703	0.666	0.671	0.725	0.730	0.872	0.777	0.690	0.650
PREOP	0.664	0.686	0.668	0.703	0.745	0.877	0.757	0.759	0.679
STRESS	0.648	0.651	0.531	0.734	0.713	0.920	0.851	0.936	0.801

FAT/SLP	FIBRO	GI	HDACHE	HEART	HYPERT	IMMUNE	OBES	POSTOP	PREOP	STRESS
0.647	0.759	0.561	0.822	0.515	0.542	0.456	0.439	0.703	0.664	0.648
0.791	0.740	0.859	0.693	0.769	0.758	0.851	0.731	0.666	0.686	0.651
0.719	0.583	0.826	0.608	0.667	0.677	0.843	0.655	0.671	0.668	0.531
0.789	0.838	0.678	0.836	0.773	0.787	0.743	0.685	0.725	0.703	0.734
0.820	0.751	0.882	0.749	0.828	0.825	0.885	0.764	0.730	0.745	0.713
0.905	0.923	0.869	0.857	0.869	0.891	0.868	0.857	0.872	0.877	0.920
0.823	0.916	0.694	0.898	0.759	0.775	0.674	0.700	0.777	0.757	0.851
0.938	0.879	0.784	0.797	0.860	0.868	0.779	0.820	0.690	0.759	0.936
0.886	0.824	0.797	0.706	0.946	0.944	0.889	0.908	0.650	0.679	0.801
1.000	0.886	0.858	0.851	0.908	0.919	0.856	0.872	0.766	0.836	0.925
0.886	1.000	0.830	0.884	0.862	0.889	0.808	0.835	0.833	0.811	0.889
0.858	0.830	1.000	0.810	0.790	0.824	0.921	0.808	0.831	0.835	0.784
0.851	0.884	0.810	1.000	0.772	0.813	0.748	0.682	0.836	0.855	0.827
0.908	0.862	0.790	0.772	1.000	0.973	0.855	0.880	0.708	0.754	0.863
0.919	0.889	0.824	0.813	0.973	1.000	0.875	0.902	0.737	0.772	0.878
0.856	0.808	0.921	0.748	0.855	0.875	1.000	0.858	0.763	0.769	0.771
0.872	0.835	0.808	0.682	0.880	0.902	0.858	1.000	0.707	0.716	0.845
0.766	0.832	0.831	0.836	0.708	0.737	0.763	0.707	1.000	0.939	0.775
0.836	0.811	0.835	0.855	0.754	0.772	0.769	0.716	0.939	1.000	0.825
0.925	0.889	0.784	0.826	0.863	0.878	0.771	0.845	0.775	0.825	1.000

APPENDIX 7

FACTORS DRIVING SUCCESS

The following vignettes were developed from the answers each center provided to the question: To what do you attribute your success?

Alliance Institute for Integrative Medicine

Alliance Institute for Integrative Medicine cites strong medical leadership; a commitment to hiring only highly trained, effective practitioners; scheduling systems that provide for high utilization; and the development of specialized interventions such as their ACE Treatment, which “dips the patient in wellness” as keys to its success. The directors also believe that maintaining respectful relationships with their patients’ primary providers has built trust in the community and enabled referrals to their center to grow.

Center for Integrative Medicine at the University of Arizona

This center has found its in-depth integrative medicine consultations to be highly successful. The physicians encourage patients to tell their full story, allow for ample time, listen carefully to discern what might help a patient heal, and work in partnership to develop a treatment plan. Supportive ongoing consultative care helps patients make lifestyle changes. A multi-disciplinary patient conference is also highly valued by patients.

Cancer Treatment Centers of America

Cancer Treatment Centers of America’s success is rooted in its vision to provide integrative, compassionate cancer care based on what cancer patients value. The CTCA model of full integration between conventional cancer treatment and complementary approaches is aimed at treating the whole person, managing side effects, and improving quality of life. This model is attractive to their patients, 90 percent of whom refer themselves to CTCA.

Center for Integrative Medicine at the University of Colorado

Integrative Medicine at the University of Colorado Hospital owes its success to word-of-mouth referrals and the fact that the center is highly valued by other physicians and healthcare professionals in the university’s health system.

Center for Life at the University of New Mexico

At the Center for Life, practitioners focus on empowering their patients to manage their symptoms and side effects; being a place of “hope” and a home away from home; and honoring each patient’s story. Integrative medicine has become an integral part of services offered by the University of New Mexico, resulting in approximately 70% of patient referrals coming from primary and specialty care physicians within the UNM community. The medical director and practice manager have developed team strategies that place the

patient at the center of their larger healthcare team, resulting in high patient satisfaction and financial viability.

Cleveland Clinic Center for Integrative Medicine

A key factor in the Cleveland Clinic Center for Integrative Medicine's success has been its ability to creatively meet the needs of its community, including the goal of keeping patients' out-of-pocket expenses down. The center's innovations include its popular holistic psychotherapy, using mind-body and expressive therapies to facilitate mind-body-spirit healing.

Continuum Center for Health and Healing

In the past 11 years this center has grown from a small start-up to a fully recognized department within the Beth Israel Hospital system. Contributing to its success are its strong service lines — family practice, women's health, psychiatry, and physical therapy — effective staffing, and its commitment to evidence-informed practice. Also contributing to its success is the development of strong relationships within the overall health system and being able to effectively document treatment success.

Duke Integrative Medicine

Duke Integrative Medicine cites its alignment with the culture and mission of the Duke University Health System and Medical School as central to its success. Partnerships with and among other entities result in innovative opportunities for system integration and innovation. A diverse portfolio of initiatives — clinical services, professional development, research, and medical education — fuel the growth and development of the institution. Multi-year business planning and a strong philanthropic program provide infrastructure and support.

11th Street Family Health Services

The 11th Street Center in Philadelphia reports that its success is rooted not in the structure and programs of its integrative model, but in its staff's belief in integrated care. "It works because we make it work," says the director. The center promotes collaboration among primary care providers, behavioral health consultants, and other healthcare professionals, including a complementary and integrative therapist, who offers patients such healing practices as yoga, meditation, reiki, reflexology, and Mindfulness-Based Stress Reduction. According to the director, the center's trans-disciplinary approach fosters flexibility and cooperation and improves efficiency and quality of care.

GW Center for Integrative Medicine

The GW Center for Integrative Medicine's healthcare team sees its expertise, as well as communication and collaboration among practitioners, as contributing to its success. The team draws from core values that extend beyond the use of natural treatments — "green allopathy." Respect for patients is also seen as key. "There are no white coats here," says its director. "Patients sit next to their doctors as equals."

Greenwich Hospital Integrative Medicine Program

The Integrative Medicine Program at Greenwich Hospital in Connecticut attributes its results to its approach with the patient — honoring the patient’s experience and taking the time for the patient’s story and concerns to be heard — as well as a commitment to find and treat the root causes of the patient’s condition.

Institute for Health & Healing at California Pacific Medical Center

IHH attributes its success to implementing a shared and meaningful vision and mission. “Every interaction we have is meant to be a healing encounter,” says the director. Developing collaborative programs, staying nimble as an organization, and running the center in a financially sustainable way are also contributing factors. Other strong elements in their success are treating every patient as an individual by not limiting themselves clinically to set protocols and holding a weekly provider conference to discuss cases.

Jefferson–Myrna Brind Center of Integrative Medicine

Moving the location of the center from “off-site” to “on-site”; creating programs that target specific local markets; the development of an Integrative Medicine Grand Rounds program for the larger health system; building bridges to the Jefferson Kimmel Cancer Center, and strong community outreach are the main actions contributing to this center’s success.

Marino Center for Integrative Health

According to the Marino Center, the following factors drive successful implementation of its integrative healthcare program: Hiring practitioners who are both skeptical and open-minded about integrative care; maintaining a balance between conventional primary care and complementary therapies; fulfilling the mission to facilitate healing of mind, body, and spirit, using science and wisdom while being financially sound; and developing research and education programs, as well as a standardized approach to care.

Center for Integrative Medicine at the University of Maryland

The Center for Integrative Medicine at the University of Maryland cites its leverage of initial philanthropic support for research into an internationally-acclaimed, robust research program as the biggest factor to its success. Building bridges within the University of Maryland medical system, especially to Kernan Hospital and the R Adams Cowley Shock Trauma Center, and maintaining a focus on Traditional Chinese Medicine and pain management also helped this center grow in stature over the 20 years it has been in operation.

Integrative Medicine Program at Mayo Clinic

One of the factors in the Mayo Clinic Integrative Medicine Program's success is its location in the department of medicine. Internal collaborative research that has been shared with colleagues to demonstrate the safety and efficacy of integrative approaches, along with collaborative partnerships with specialty areas focusing on patients' holistic care needs, has also helped to gain the respect of medical colleagues, which leads to referrals to the integrative medicine program.

Integrative Medicine Center at MD Anderson Cancer Center

MD Anderson's Integrative Medicine Program attributes its success to using an evidence-based approach to the services it provides and having a strong focus in research. Collaboration and open communication between the integrative healthcare team and the referring oncology team is also critically important. A weekly interdisciplinary team meeting of healthcare professionals to discuss challenging cases includes integrative oncologists, massage therapists, acupuncturists, dietitians, massage therapists, mind-body practitioners, mental health workers, occupational and physical therapists, chaplains, etc.

Northwestern Integrative Medicine

Northwestern Integrative Medicine attributes much of its success to its unique relationship to its academic health center, having been developed by Northwestern Memorial Hospital's primary care group, as well as its strong relationship with the Feinberg School of Medicine. Another strong factor is the collaboration between the medical and business sides of the center, including fundraising through its Philanthropic Advisory Council for donor-driven programs such as its 360 Integrative Oncology Program.

The OSU Center for Integrative Medicine

This center has its roots in a tripartite mission, attempting to effectively mainstream and integrate complementary and alternative services into the traditional medical model through research, education, and dedicated delivery of compassionate and comprehensive integrative healthcare. Through the expertise of talented clinicians, an undergraduate educational program, and growing research in integrative medicine, Ohio State has successfully established a presence of integrated medical care in central Ohio.

Osher Center for Integrative Medicine at the University of California, San Francisco

Attracting talented, multi-disciplinary faculty to lead the three focus areas — research, clinical care, and education — and having these three areas work synergistically have been the key strategies in the UCSF Osher Center's success. Building bridges to other centers and institutes within the UCSF medical system, such as the cancer center, developing a strong philanthropic community, and having good core business practices have also contributed to its success.

Osher Clinical Center for Complementary and Integrative Medical Therapies (Harvard)

What drives the Osher Center's success is having an effective front desk for triage, counseling, and "customer service"; expert practitioners; a healing environment; a full-time medical director; and a mandatory weekly conference for staff. An additional factor is that the center's clinical staff respect each other as professionals who have the expertise to know when to use which therapy, which ones are safe, and what the risks and benefits are.

Penny George Institute for Health and Healing at Abbott Northwestern Hospital

The Penny George Institute attributes its success to developing collaborations with physicians and healthcare administration as well as using evidence-based therapies; providing a strong service line to both inpatients and outpatients; educating its own staff as well as other healthcare professionals; a strong community outreach program that promotes prevention and personal responsibility for health; and conducting research to identify best practices and demonstrate the economic impact of integrative health.

Scripps Center for Integrative Medicine

Strong leadership at the top, building a committed core of highly trained integrative practitioners, "practicing what you preach," and specializing in cardiac care and pain management have been key to the Scripps Center for Integrative Medicine's success. Building a strong group of supportive philanthropists and nurturing relationships within the larger Scripps system also has brought stability and growth opportunities to the center.

Simms-Mann Health and Wellness Center at Venice Family Clinic

Because the Venice Family Clinic is a free clinic, the center has developed strong partnerships with the local medical, chiropractic, massage, and acupuncture schools, and many of their students volunteer at the center, providing services free of charge, which has then enabled the center's programs to grow. Other factors contributing to its success are strong medical leadership, inspired staff, and philanthropic support.

Center for Integrative Medicine at Stamford Hospital

Stamford Hospital's Center for Integrative Medicine's success is due to its problem-solving model; its referrals from physicians in the hospital system and credibility in the local medical community; its consultation practice that adds value to, but does not compete with, local physicians; and the fact that its practice has a high volume of patient visits and is insurance-based.

Stanford University Center for Integrative Medicine

The Stanford Center has realized success through its strong focus on cancer and pain patients, a robust mindfulness program, and building bridges within the greater Stanford medical system with clinicians who have outstanding expertise in their treatment areas, many of whom also engage in treatment-related research. The center engages in treatments that have an evidence base, and a combination of careful assessment with evaluation of treatment outcome, and follow the mandate that “a good doctor treats the disease, but a great doctor treats the patient.”

Susan Samueli Center for Integrative Medicine at the University of California, Irvine

Some of the biggest factors driving the success of the Samueli Institute’s program are the collaborative work between practitioners through referrals to, or consultations with, other providers at the center, such as a naturopath or acupuncturist. Other factors include bi-weekly provider meetings, support from the front-office staff, a strong community education program, strong support from the Center’s Advisory Board, and positive results — which lead to more word-of-mouth referrals.

Integrative Medicine Program at the University of Wisconsin

One of the key factors in the success of the University of Wisconsin’s Integrative Medicine center is its strong presence in the community, according to its director. In addition to having two community-based clinics that provide primary, consultative, and comprehensive care, the center also has a growing relationship with the university’s oncology clinic.

Vanderbilt Center for Integrative Health

One of the factors contributing to the success of Vanderbilt’s Center for Integrative Medicine is its healing environment: the clinic was designed with soothing colors, gentle lighting, and comfortable seating. To address the whole person, patients being treated at the center — regardless of their specific condition — generally work with a number of team members, feel very supported and respected on their journey, are encouraged to increase their social support through group offerings, are followed often and for at least a year, and learn mindfulness skills through a variety of ways (mindfulness for pain classes, Mindfulness-Based Stress Reduction classes, mindful movement such as yoga or qigong). The clinician-patient relationship is emphasized and reinforced through all of the center’s efforts.

COLOPHON

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