

# **Integrative Medicine: *Differentiating Your Services***

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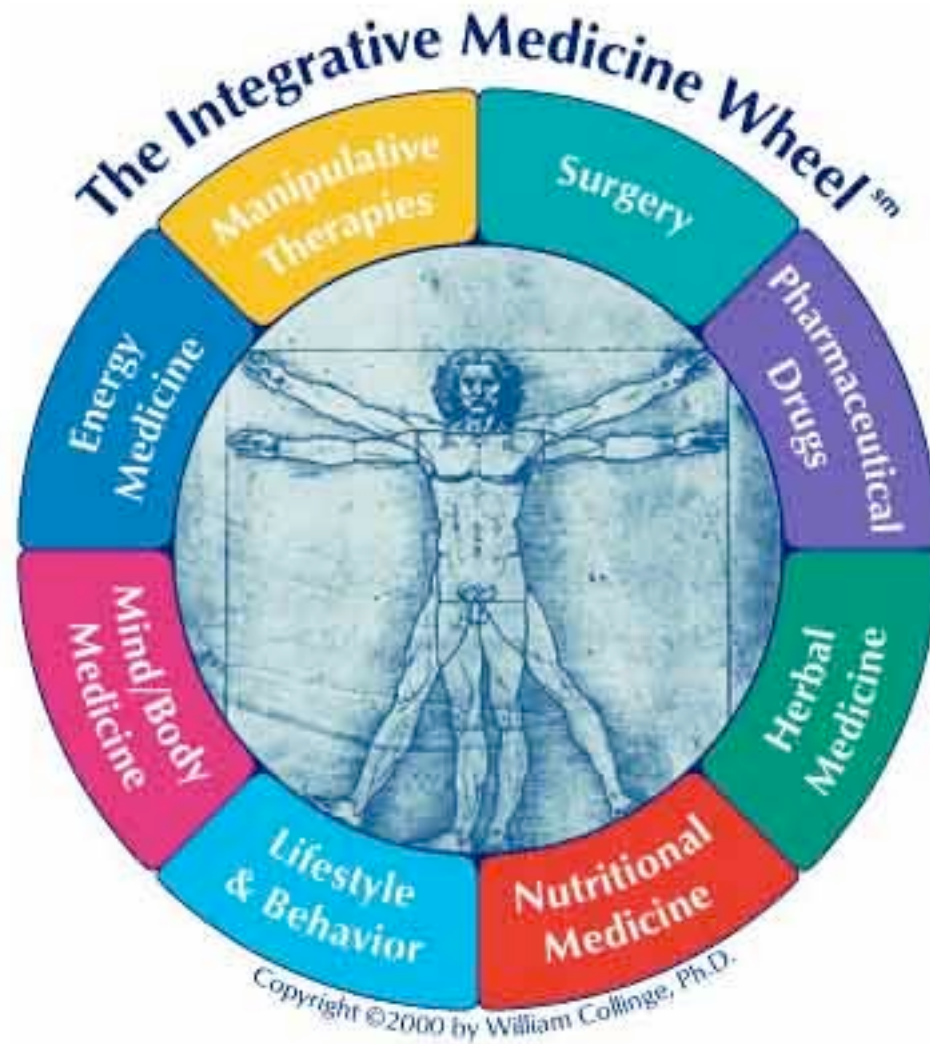
**Howard J. Gershon**

New Heights Group



# Key Questions

- **What is Integrative Medicine?**
- **Why is IM important?**
- **How to leverage IM?**
- **What are successful examples?**
- **Where are the land mines?**



# What is integrative medicine?

- **Alternative**
  - A choice between two or more things
- **Complementary**
  - Either of two parts that complete each other
- **Integrative**
  - To make or become whole; to bring together

# Integrative Medicine Defined

- Modern science + ancient healing
- Healing oriented
- Focus on whole person, including lifestyle
- Emphasis on the therapeutic relationship

# Principles

- Patients and practitioner are partners
- All influences on health, wellness and disease considered
- Both conventional and alternative
- Facilitate body's innate healing response.
- Natural and less invasive used whenever possible

# Principles (cont'd)

- Does not reject conventional medicine nor accept alternative therapies uncritically
- Good medicine is based on good science
- Inquiry driven and open to new paradigms
- Health promotion and prevention are paramount
- Practitioners commit themselves to self-exploration and self-development

Source: [www.integrativemedicine.arizona.edu](http://www.integrativemedicine.arizona.edu)

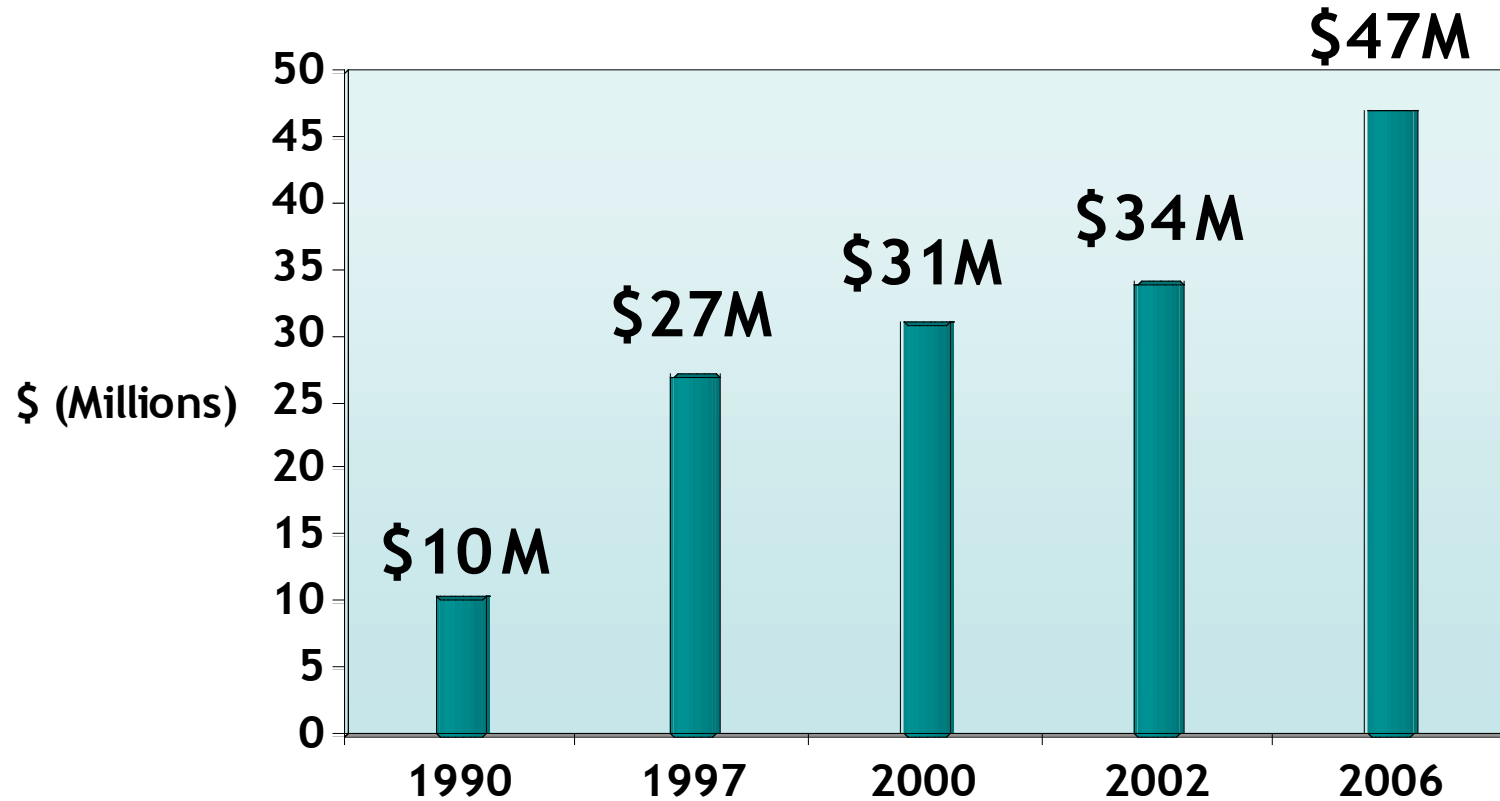
# Components of IM

- Whole Medical Systems
- Mind-body Medicine
- Biologically Based Practices
- Manipulative and Body-Based Practices
- Energy Medicine



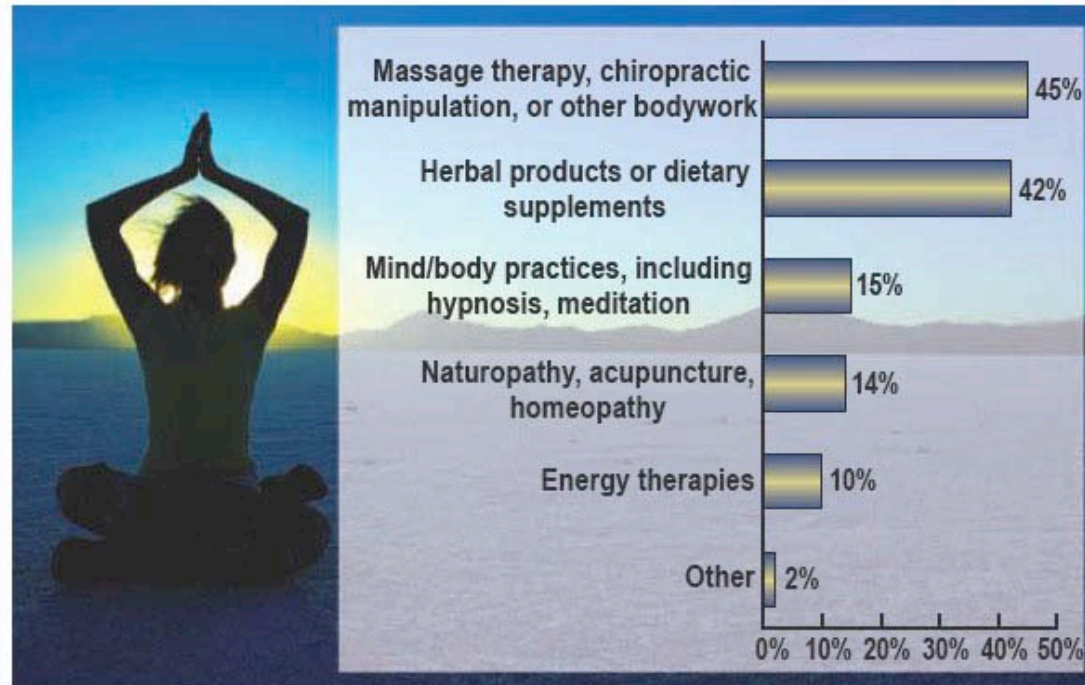
# Why is IM Important?

# Alternative & Complimentary Healthcare Expenditures



## Types of CAM Therapies Respondents Have Ever Used\*

Base: All Respondents (n=1,559)†



\*Percent exceeds 100% due to multiple responses allowed.

†Unweighted Base: All respondents (n=1,559); Sampling error: ±2.5 percentage points

Source: Survey of Consumer Use of CAM, AARP & NCCAM, 2006.

## Why CAM Therapies Are Used\*

Base: Respondents who have used CAM (N=996)<sup>†</sup>



Percent exceeds 100% due to multiple responses allowed  
<sup>†</sup>Unweighted Base: Respondents who have used CAM (n=1,005); Sampling error: ±2.1 percentage points  
Source: Survey of Consumer Use of CAM, AARP & NCCAM, 2006.

## Percent Who Discussed CAM with a Physician and Reasons for Not Discussing

### Percent who have discussed CAM with their doctor



Base: Respondents who see a doctor (n=1,442)\*

### Why they have not discussed CAM with their doctor\*\*



Base: Respondents who see a doctor but have not discussed CAM with their doctor (n=1,124)†

\*Unweighted Base: Respondents who see a doctor (n=1,453); Sampling error: ±2.6 percentage points

†Unweighted Base: Respondents who see a doctor but have not discussed CAM with their doctor (n=1,097); Sampling error: ±3.0% percentage points

\*\*Percent exceeds 100% due to multiple responses allowed.

Source: Survey of Consumer Use of CAM, AARP & NCCAM, 2006.

# How to Leverage

- Whole Hospital
- IM Service Line
- Integrated Service Line

# Whole Hospital



***Integrating high-tech medicine with  
whole person healing***

# Whole Hospital

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Integrative Medicine Center

*Bridging the gap between conventional and  
alternative medicine treatment*

*at Griffin Hospital*

***Patient-centered care***

**+**

***Evidence-based medicine***



# IM Service Line

THE UNIVERSITY OF ARIZONA,  Program in Integrative Medicine

**"Imagine a world in which medicine  
was oriented toward healing rather  
than disease..."**

~ Andrew Weil, MD

# IM Service Line



**“Whole-person” approach to health  
and wellness**

# Integrated Service Line



***Focus on: Quality of Life***

# Integrated Service Line



***The Whole You***

# Selection Criteria

- **Mission/Vision**
- **Market Demographics**
- **Competitive Environment**
- **Medical Staff Support**
- **Management Support**
- **Financial Capability**

# Beginning the Journey...



# Practical Examples from three existing and successful programs in cancer centers in Michigan

- **Van Elslander Cancer Center, Grosse Pointe, MI**
- **Assarian Cancer Center, Novi, MI**
- **Webber Cancer Center, Warren, MI**





# Issues to consider...

- Non-acceptance from some physicians
- Lack of well designed Clinical Trials
- Small amount of funding for research
- Many payers unwilling to pay for modalities
- No good licensure process
- Quality and Safety issues

# Confusion still abounds surrounding approach...

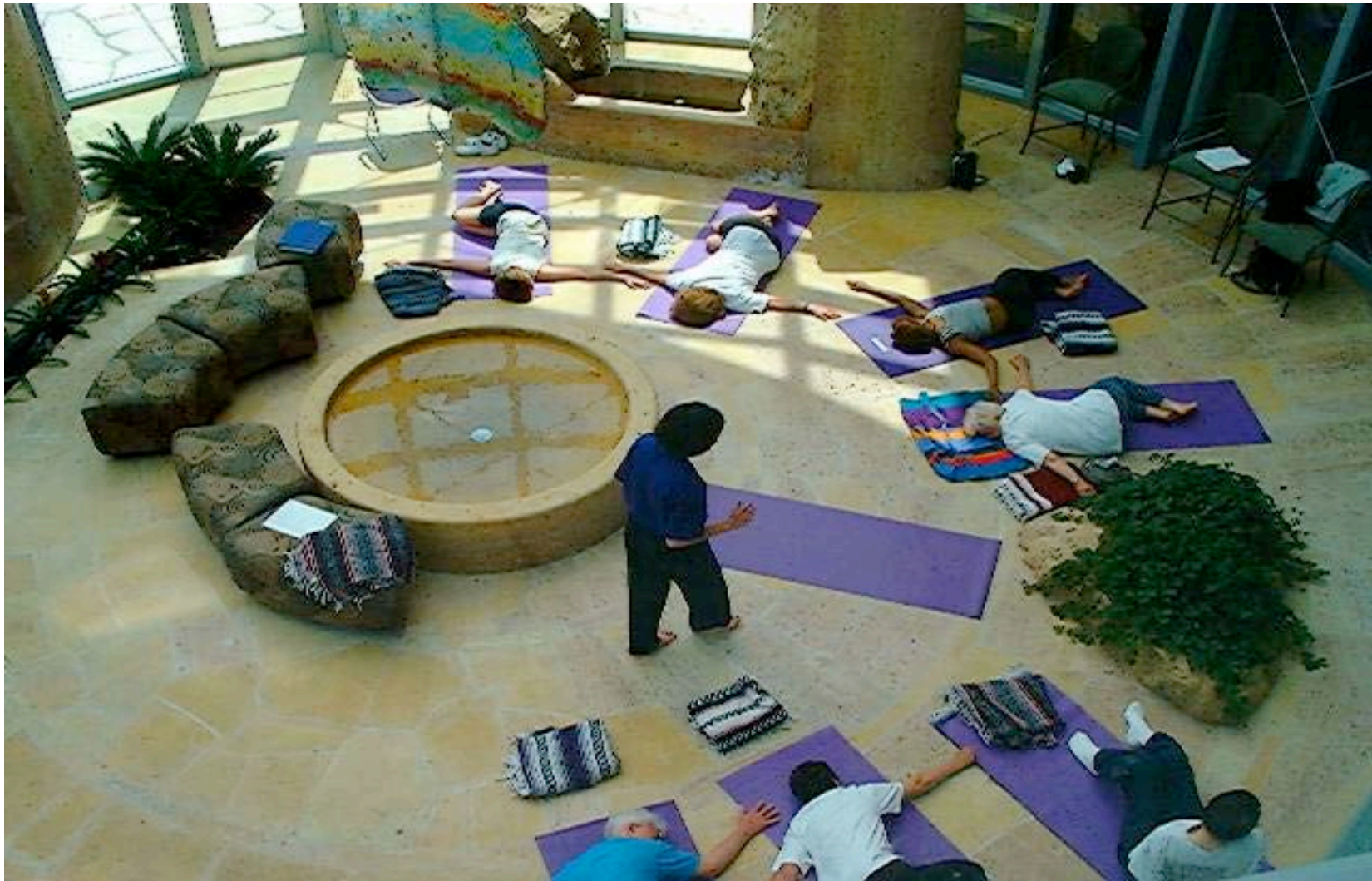
- Alternative
  - Complementary
    - Integrative



# Practical ideas to move concept forward...

- Find a physician champion
- Create study group of physicians, include those committed as well as those skeptical
- Develop core group of committed





# Practical ideas...continued

- Research literature to support planned modalities
- Conduct a competitor analysis
- Start with modalities easier to “sell or promote”





- **Be sure to read Dr. David Eisenberg's landmark study - *Complementary & Alternative Medicine Use in USA*, Harvard Medical School - it sets the stage for wide exploration and acceptance.**







- **Patients...especially cancer patients began using IM modalities without permission and often not telling their oncologists.**

- **Crisis looms over efficacy, safety and potential harm or danger.**







- **Critically important to engage oncologists to discuss the use of IM modalities with patients.**

# Some questions for cancer patients to pay attention to...

- Use of antioxidants...free radicals
- Use of garlic...bleeding time
- Use of manipulative modalities...bone metastasis
- Many more...previous are just examples



## Making the business case...

- Develop a realistic pro forma
- Carefully consider accepting insurance payments
- Create policies and procedures
- Carefully consider amount of overhead space
- Design space for flexible multipurpose use, if at all possible
- Plan for a largely fee- for service model

- Finding the “right” practitioners can often be difficult. Don’t look just at practitioner’s ability or training but look for a philosophical fit as well.
- Use contracts to avoid misunderstandings.

**In hospitals or health care settings -  
make sure you include the role of  
Philanthropy.**

**Keen interest by some to foster this type of  
healing.**

- **Naming opportunity**
- **Supporting endowments**
- **Unrestricted gifts**

- **Consider including a retail operation. Retail can account for 40% or greater of net income.**

- **A confession: the driving forces for IM for me was the need to provide “mind-body-spirit-healing” for our patients and clients.**

# Design Model -

some elements to consider...

- **Nutrition counseling**
  - Customized diets
  - Supplements
  - Herbs
- **Manipulative modalities**
  - Massage/reflexology/crania/sacred manipulation
- **Acupuncture**
  - Traditional Chinese/5 point/Acupressure



## Design Model ...continued

- **Movement - Tai chi/dance, Chi gong, stretching, dance**
- **Journaling/creative writing**
- **Art therapy**
- **Music therapy**















## Design Model - continued

- Hypnosis/guided imagery, bio-feed back
- Holistic health assessments
  - Conducted by M.D. often billable to insurance
- Support groups - various types and approaches
- Healing touch - Delores Krieger

# Marketing approaches used successfully

- Website
- Newsletter
- Community lectures
- In-services
- Coupons
- “word of mouth” (new and repeat clients)

**Be selective in running paid ads -  
ROI is not great except in  
specialized publications.**



## Some important considerations before starting...

- Do your homework...it will pay off.
- Be sure to conduct a market analysis...learn about your competitors, aging demographics, education level, income level, etc.

- **Begin to identify practitioners and how to evaluate their skill sets and philosophical fit.**
- **Think about how you will provide on-going supervision and quality assurance.**
- **Start small...but think big!**

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# Appendix

# Components of IM

- **Whole Medical Systems**  
are built upon complete systems of theory and practice. Often, these systems have evolved apart from and earlier than the conventional medical approach used in the United States. Examples of whole medical systems that have developed in Western cultures include homeopathic medicine and naturopathic medicine. Examples of systems that have developed in non-Western cultures include traditional Chinese medicine and Ayurveda.
- **Mind-body Medicine**  
uses a variety of techniques designed to enhance the mind's capacity to affect bodily function and symptoms. Some techniques that were considered CAM in the past have become mainstream (for example, patient support groups and cognitive-behavioral therapy). Other mind-body techniques are still considered CAM, including meditation, prayer, mental healing, and therapies that use creative outlets such as art, music, or dance.
- **Biologically Based Practices**  
use substances found in nature, such as herbs, foods, and vitamins. Some examples include dietary supplements, herbal products, and the use of other so-called natural but as yet scientifically unproven therapies (for example, using shark cartilage to treat cancer).

# Components of IM (cont'd)

- **Manipulative and Body-Based Practices**  
are based on manipulation and/or movement of one or more parts of the body. Some examples include chiropractic or osteopathic manipulation, and massage.
- **Energy Medicine: the use of energy fields**
  - Bio-field therapies are intended to affect energy fields that purportedly surround and penetrate the human body. The existence of such fields has not yet been scientifically proven. Some forms of energy therapy manipulate bio-fields by applying pressure and/or manipulating the body by placing the hands in, or through, these fields. Examples include qi gong, Reiki, and Therapeutic Touch.
  - Bio-electromagnetic-based therapies involve the unconventional use of electromagnetic fields, such as pulsed fields, magnetic fields, or alternating-current or direct-current fields.