Establishing an Integrative Medicine Center

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Getting Started

Phase I: Because some of the components of an integrative medicine center can be controversial, the initial steps need to be as inclusive as possible, with a focus on communication as well as sharing of information. The initial step is to create a working group composed of as many medical disciplines as possible.
1. Find out who is interested.
2. Appoint a small task force.
3. Develop a template for decisions.
4. Agree on an action plan.

Phase II: Once the planning group is established, the next step involves the development, implementation, and evaluation of a needs assessment. Some items will reflect the organizational culture. In Des Moines, a concern existed about having a chiropractor on staff. Consequently, this discipline was not added until the CHWB’s third year. Items to consider for inclusion are:
- Scope of services
- Location
- Practitioners
- Reimbursement concerns
- Start-up costs
- Focus groups.

The introductory phases help the planning group establish cohesion as it develops goals. An opportunity arises during both phases for potential conflicts or barriers to emerge in the group or from the community. An example of a barrier to access of services at CHWB was offering yoga classes. This was perceived by some members of the community as a religious practice that was not compatible with their beliefs, resulting in avoidance of all CHWB services. No one on the planning group had anticipated such a concern.

Key Strategies

Milton and Benjamin (1998) recommend evaluating the capacity for innovation. Is the planning committee ready to offer energy work such as healing touch or Reiki? Would it be more comfortable starting with massage? This will help determine the kinds of services and practitioners that will be available at the institution. Milton and Benjamin’s experience was that overcommunication, total commitment of the administrative team, and community support were essential. I was surprised constantly to discover that hospital staff members did not know of the existence of the center. As the project proceeds, develop a staff education program to familiarize people with the value of complementary and alternative medicine (CAM) approaches, establish a credentialing mechanism for the new staff, and carefully build in a system for ongoing evaluation of outcomes.

A prescription for success was offered by Weeks (2001): Bring in experienced integrative providers, underwrite development costs, and focus marketing on internal relationship building rather than direct-to-consumer strategies. Other clinicians are more likely to refer to providers who have an established reputation in the CAM field. Some of the allopathic physicians currently are using CAM interventions or referring patients for them. Information about this degree of “openness” can be of immense help in planning and launching a center.

One author (La Puma & Eiler, 1998) suggested teaching allopathic physicians alternative skills as a way of increasing their awareness and belief in such approaches. He also suggested a conservative beginning (e.g., nutrition, tai chi for seniors). Providers who are unfamiliar with CAM can be offered a more hands-on approach, such as receiving a massage or osteopathic service, or can be funded to participate in a CAM workshop (Richardson, 2001).

The Role of Medical Staff

Physicians often have conflicting opinions regarding treatments in conventional medicine. Concerns exist in the area of CAM as well, particularly because of a shortage of clinical trials in most CAM modalities (Santa Ana, 2001). Often, physicians have
experienced such complexity in the area of reimbursement that they are discouraged from pursuing personal involvement. To encourage future support, physicians should be included in policy development, discipline selection, delineation of scope of practice, and development of quality monitoring and evaluation (Eisenberg et al., 2002; Ondeck, 2000). A proposed center for CAM needs a medical director with solid conventional credentials that include proven leadership and management skills and experience in nutrition, osteopathic manipulation, mind-body medicine, or alternative modalities, which might include acupuncture, homeopathy, or naturopathy (Berndtson, 1998; Egger, 1999; Thomas, Coleman, Weatherley-Jones, & Luff, 2003).

Lessons Learned

A famous line in business is “Location, location, location.” The CHWB was a beautiful facility that was geographically distant from the hospital. Because it was such an attractive building, the owners did not want its appearance marred with signage, so the center was difficult to find and unnoticed by most who walked by it. In retrospect, the center may have been better located in an outpatient area clearly connected to the hospital and easily accessible. Overhead also was problematic. The space was expensive, administrative costs were high, and the planners overestimated the degree to which consumers would pay for out-of-pocket expenses. Most clients were willing to pay for massage but wanted to use insurance for chiropractic and mental health services.

The experience showed the importance of time structured for team building. As Berndtson (1998) succinctly stated, “It is like figuring out how to get baseball, football, basketball, soccer, and hockey players to play a new game whose rules are still being written” (p. 31). Having even one weekly case conference incorporated into the schedule would have been helpful.

The group ultimately discovered that retail was an interesting and productive area to integrate into a medical setting. Consumers in focus groups requested that products be available in the space. Many of them experienced fatigue and did not want to go looking for a particular relaxation tape or Chinese herb. An imaginative support staff that managed retail operations tapped a clear market for products related to the center’s mission and services. This became a popular and distinctive feature of the center’s operation. However, this usually is not a healthcare system’s core business. Institutions that choose to have a retail space should make sure that someone on staff has that kind of expertise.

The pharmacy needs to be involved with the selection of over-the-counter herbs and vitamins. A planning group, which included a pharmacist with a strong background in herbal medicine, made the initial selection of herbs and supplements that would be offered for sale. To meet the hospital standards, all purchases were made from companies with high-quality-control standards. Consequently, prices were less competitive than those at some local chain stores.

Summary

Cast a wide net, and include internal and external customers in planning. Keep communicating about the results of the needs assessment and each plan as it emerges. Ask everyone involved for feedback. Employ clinicians with experience and solid credentials, and have a plan for measuring outcomes.

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References


