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Khorsan, Raheleh

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A Program Evaluation of an Academic Integrative Healthcare Center: Barriers to, and facilitators
in, applying Integrative Medicine to Primary Care

DISSERTATION

submitted in partial satisfaction of the requirements
for the degree of

DOCTOR OF PHILOSOPHY

in Planning, Policy, and Design

by

Raheleh Khorsan

Dissertation Committee:

Professor Daniel Stokols, Chair

Professor Ian D. Coulter, Co-chair

Professor Richard Matthew

2017

DEDICATION

To

my husband James, my children Jayrahn and Josette,
my parents Guity and Hamid and my family and friends
that walked with me through this wonderful and courageous adventure.

From weakness to strength,
from suffering to something,
you have molded me to who I am
by your grace.

I would be nothing without you.

Thank you.

Rather, ten times, die in the surf, heralding the way to a new world, than stand idly on the
shore!

Florence Nightingale

(Nightingale, ca.
1852/1979, p. 29)¹

¹ Nightingale, F. (1979). Cassandra. Old Westbury, NY: Feminist Press. (Original work published 1852)

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CURRICULUM VITAE

Raheleh Khorsan

- 2000 B.A. in Criminology, Law, and Society (Double Major), University of California, Irvine
- 2000 B.A. in Criminology, Psychology and Social Behavior (Double Major), University of California, Irvine
- 2000-02 Teaching Assistant, School of Social Sciences, University of California, Irvine
- 2002 M.A. in Social Science (Concentration on Demographics and Social Analysis (DASA)), University of California, Irvine
- 2002-06 Research Manager, Southern California University of Health Science, Whittier
- 2005-06 Data Coordinator, Southern California University of Health Science, Whittier
- 2006 07 Research Assistant, Samueli Institute, Integrative Medicine and Clinical Research Program, Corona del Mar
- 2007-15 Research Associate, Samueli Institute, Military Medical Research Program Integrative Medicine Research Program, Corona del Mar
- 2009-15 Teaching Assistant, School of Social Ecology, University of California, Irvine
- 2010 -14 Research Service (Without Compensation Appointment (WOC), VA Greater Los Angeles Healthcare System, The Research & Development Department, Los Angeles
- 2015- 17 Senior Research Associate (Contractor), Samueli Institute, Corona del Mar
- 2016- 17 Instructor, Southern California University of Health Science, Whittier
- 2017 Ph.D. in Planning, Policy and Design, University of California, Irvine

FIELD OF STUDY

Integrative Healthcare Implementation and Evaluation

PUBLICATIONS

1. Hawk C, Minkalis AL, Khorsan R, Daniels CJ, Homack D, Gliedt JA, Hartman JA, Bhalerao S. Systematic Review of Nondrug, Nonsurgical Treatment of Shoulder Conditions. *J Manipulative Physiol Ther.* 2017 Jun;40(5):293-319. doi: 10.1016/j.jmpt.2017.04.001. Epub 2017 May 26. Review. PubMed PMID: 28554433.
2. Tyrosine for mitigating stress and enhancing performance in healthy adult humans: a rapid evidence assessment of the literature. Attipoe S, Zeno SA, Lee C, Crawford C, Khorsan R, Walter A, Deuster PA. *Mil Med.* 2015 Jul;180(7):754-65. doi: 10.7205/MILMED-D-14-00594. PubMed PMID: 26126245
3. Rapid evidence assessment of the literature (REAL©): Streamlining the systematic review process and creating utility for evidence-based healthcare. Crawford C, Lee C, Jain S, Khorsan R, Jonas WB. *BMC Research Methodology.* 2015 Nov 2;8:631. doi: 10.1186/s13104-015-1604-z. PubMed PMID: 26525982; PubMed Central PMCID: PMC4630849.
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1. Khorsan R, Hawk C. Letter to Editor: Pregnancy and labor alternative therapy research. *Altern Ther Health Med.* 2009 Jan-Feb;15(1):14; author reply 14. PMID: 19161042 [PubMed - in process]

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Book Chapters

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(GV , QWHJUDWLY Oxford University Press, Oxford, England . ISBN-13: 978-0190214791: ISBN-10: 0190214791

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Patient-Based Outcome Assessment Instruments in Acupuncture Research: Choosing Patient-
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Int H J U D W L Y H : R P O H G U V e r s i t y P r e s s, O x f o r d, E n g l a n d . I S B N 1 3 : 9 7 8 - 0 - 1 9 - 5 3 7 8 8 1 - 8 I S B N 1 0 : 0 - 1 9 - 5 3 7 8 8 1 - 4

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Outcome measurement in the human services: crosscutting issues and methods
Washingtton DC. ISBN: 978-0-87101-422-1

PLATFORM PRESENTATION/ABSTRACT

1. Khorsan R, Crawford C. Systematic review and rapid evidence assessment of the literature methodology: The field, logistics, and challenges. American Public Health Association (APHA) 141th Annual Meeting and Exposition, Session: 3433.0 Public health, education, and research in integrative and complementary and alternative medicine (CAM): Boston, MA. Monday, November 4, 2013: 5:10 PM. (Abstract # 290480)
2. Crawford C, Khorsan R, Jonas W. Advancing CAM/IM research with the rapid evidence assessment of the literature process. American Public Health Association (APHA) 141th Annual Meeting and Exposition, Session: 4007.0 Research in Integrative, Complementary and Alternative Medicine: Boston, MA. Tuesday, November 5, 2013: 9:10 AM. (Abstract # 289569)
3. Khorsan R, Cohen A, Smith M, Lisi A, Mittman B, Coulter I, Walter J. Integrative Chiropractic Services in VA: A Pilot Study (VICCS). American Public Health Association (APHA) 140th Annual Meeting and Exposition, Session: 3418.0 Policy, regulation, comparative and cost effectiveness research: San Francisco, CA. Monday, October 29, 2012: 5:15 PM. (Abstract #269497)
4. Cohen A, Smith M, Khorsan R, Lisi A, Mittman B, Jerkins D, Armstrong C. Methodological and logistical challenges to conducting multi-site partnered research in the VA healthcare system. American Public Health Association (APHA) 140th Annual Meeting and Exposition, Session: 3323.0 Chiropractic Research: Current status and updates: San Francisco, CA. Monday, October 29, 2012: 3:00 PM. (Abstract #268597)
5. Smith M, Cohen A, Khorsan R, Jerkins D, Armstrong C, Lisi A, Mittman B. Tracking VA's chiropractic program: Implementation timelines and variations across selected facilities. American Public Health Association (APHA) 140th Annual Meeting and Exposition, Session: 3323.0 Chiropractic Research: Current status and updates: San Francisco, CA. Tuesday, October 30, 2012: 11:30 PM. (Abstract #265497)
6. Lisi A, Mittman B, Khorsan R, Smith S, Cohen A, Armstrong C, MacGregor C, Carucci M, Jenkins DM. Variations in the Implementation and Characteristics of Chiropractic Services in VA: A Pilot Study. US Department of Veterans Affairs Health Services Research and Development QUERI National Conference, July 16-19, 2013 (tentative dates), Washington DC

or Baltimore, MD (TBD); Workshop Title: Innovative Research-Operations Partnerships in VHA. (Presentation accepted: Conference Postponed)

7. Lisi A, Mittman B, Khorsan R, Smith S, Cohen A, Armstrong C, MacGregor C, Carucci M, Jenkins DM. Variations in the Implementation and Characteristics of Chiropractic Services in VA: A Pilot Study. Association of Chiropractic Colleges (ACC) and Research Agenda Conference (RAC): Las Vegas, Nevada. March 20-21, 2012.
8. Lisi A, Mittman B, Khorsan R, Smith S, Cohen A, Armstrong C, MacGregor C, Carucci M, Jenkins DM. Studying the introduction, integration and effectiveness of chiropractic services within the VA healthcare system: A novel clinical/research collaboration. Association of Chiropractic Colleges (ACC) and Research Agenda Conference (RAC): Las Vegas, Nevada. March 19-21, 2011.
9. Lisi A, Mittman B, Khorsan R, Smith S, Cohen A, Armstrong C, MacGregor C, Carucci M, Jenkins DM. Variations in the implementation and characteristics of chiropractic services in VA Association of Chiropractic Colleges (ACC) and Research Agenda Conference (RAC).): Las Vegas, Nevada. March 19-21, 2011.
10. Crawford C, Wallerstedt D, Khorsan R, Walter J, Jonas W. Biopsychosocial Training Programs for the Self-Management of Emotional Stress: Potential Applications for the Military. Armed Forces Public Health Conference: Hampton, VA. March 24, 2011
11. Khorsan R, Coulter I, Crawford C, Hsiao A. Systematic review of evaluations of integrative medicine programs: randomized control trials, clinical studies, and meta-analysis. (Research Agenda in Chiropractic Conference: Las Vegas, NV. March 20, 2010
12. Khorsan R, York A, Coulter ID, Coeytaux RR, Walter JA, Wurzman R. Patient-based outcome measures in acupuncture clinical research: how do we choose? American Public Health Association (APHA) 137th Annual Meeting and Exposition, Session: 4256.0 Integrative Therapies and Wellness: Philadelphia, PA. Tuesday, November 10, 2009: 3:04 PM (Abstract # 4256.0)
13. Khorsan R, Smith M, Hawk C, Haas M. A public health immunization resource website for chiropractors. American Public Health Association (APHA) 137th Annual Meeting and Exposition, Session: 3403.0 Adverse Event Reporting and UPIRTSO: Philadelphia, PA. Monday, November 9, 2009: 4:30 PM (Abstract #195771)
14. Coulter ID, Khorsan R. Innovation and Reformation in Clinical Education for Chiropractors. Keynote Plenary Speech, Research Agenda in Chiropractic Conference: Las Vegas, NV. March 13, 2009
15. Khorsan R, Coulter ID, Hawk C, Choate- Goertz C. How Do We Choose Health Services Clinician-based Measures? American Public Health Association (APHA) 136th Annual Meeting and Exposition, Current Research in Chiropractic II: San Diego, CA. Monday, October 27, 2008: 12:30 PM (Abstract # 176311)

16. Khorsan R, Coulter ID, Hawk C, Choate- Goertz C. Outcome Measures in Chiropractic Research, Part I. How Do We Choose Patient Based Outcome Measures? American Public Health Association (APHA) 135th Annual Meeting and Exposition, Session: Expanding the Evidence Base: Status of Current Research; Washington, DC. Monday, November 5, 2007: 10:50 AM (Abstract # 149072)

17. Coulter ID, Khorsan R. Professionalism and Ethics. Keynote Plenary Speech, Research Agenda in Chiropractic Conference: Phoenix, AZ. March 15, 2007
Abstracted in the Journal of Chiropractic Education 2007

18. Vinjamury SP, Hawk C, Resnick D, Li JT, Khorsan R, Kizhakkeveettil A. Development of a Practice Based Research Program at a University Health Center: A Pilot Study. Research Agenda in Chiropractic Conference: Phoenix, AZ. (Abstract #230) March 16, 2007
Abstracted in the Journal of Chiropractic Education 2007

19. Singh BB, Khorsan R, Vinjamury SP, Der-Martirosian C, Kizhakkeveettil A, Anderson T. Herbal Treatments for Asthma: A Systematic Review. American Public Health Association (APHA) 134th Annual Meeting and Exposition, Session: Herbal and Dietary Health Practices; Boston, MA. Monday, November 6, 2006: 2:30 PM (Abstract #125062)

20. Vinjamury SP, Schultz G, Khorsan R, Kizhakkeveettil A. Improving the scholarship of research in chiropractic faculty. American Public Health Association (APHA) 134th Annual Meeting and Exposition. Session: Statuses of Chiropractic Research; Boston, MA. Monday, November 6, 2006 - 1:15 PM (Abstract#131575)

21. Khorsan R, Vinjamury SP, Singh BB, Der-Martirosian C, Kizhakkeveettil A, Anderson T. Integrating public health concepts. American Public Health Association (APHA) 134th Annual Meeting and Exposition, Session: Public Health Education and Service in Chiropractic; Boston, MA. November 6, 2006 - 11:00 AM (Abstract #132022)

22. Singh BB, Wu W, Hwang SH, Khorsan R, Der-Martirosian C, Vinjamury SP. Influence of Co-Morbidity on Improvement of Fibromyalgia Symptoms when Treated with Acupuncture. Research Agenda in Chiropractic Conference: Las Vegas. NV. March 18, 2005. Abstracted in the Journal of Chiropractic Education. 2005 Spring;19(1):30-31

23. Vinjamury SP, Singh BB, Mishra LC, Khorsan R, Comberiat R, Meier M, Holm S. Effectiveness of pragmatic chiropractic treatment in temporomandibular disorders (TMD)- A pilot study. ACC/RAC Conference: Las Vegas, NV. March 18, 2005. Abstracted in the Journal of Chiropractic Education. 2005 Spring;19(1):40 2005

24. Singh BB, Mishra LC, Gandhi S, Khorsan R, Singh VJ, Vinjamury SP, Kizhakkeveettil A. Ayurvedic and Collateral Herbal Treatments of Liver Diseases: A Systematic Review of Randomized Control Trials (RCTs) and Quasi-Experimental Designs (QEDs). National Ayurvedic Conference organized by NAMA; Long Beach, CA. Oct 22, 2004.

25. Singh BB, Mishra LC, Vinjamury SP, Khorsan R, Nanjegowda D, Kubik E, Shepard N. 2004 Effectiveness of Pragmatic Ayurvedic Care on the Treatment of Osteoarthritis (OA): An Experimental Case Series. WAVE Conference: Shady Grove, MD. Sept. 4, 2004.

POSTER PRESENTATION

1. Jain S, Fiorentino L, Lee C, Khorsan R, Crawford C, Jonas W. Treatment Efficacy for the symptom cluster of fatigue, sleep disturbance and depression: A Systematic Review. American Psychosocial Oncology Society (APOS) 10th Annual Conference: Huntington Beach, CA. 14-16 February, 2013. (Abstract: 0204)

2. Crawford C, Jain S, Fiorentino L, Lee C, Khorsan R, Jonas W. Treatment Efficacy for the symptom cluster of fatigue, sleep disturbance and depression: A Systematic Review. MASCC/ISOO 2012 International Symposium on Supportive Care in Cancer: NYC, NY. 28-30 June, 2012. (Abstract: A-445-0018-01134)

3. Lisi A, Khorsan R, Mittman B, Smith S, Cohen A, Armstrong C, MacGregor C, Carucci M, Jenkins DM. Variations in the Implementation and Characteristics of Chiropractic Services in VA: A Pilot Study. International Research Congress on Integrative Medicine 2012 (Consortium of Academic Health Centers for Integrative Medicine (CAHCIM) Conference): Portland, OR. May 15-18, 2012

4. Khorsan R, Coulter I, Crawford C, Hsiao A. Systematic review of evaluations of integrative medicine programs: randomized control trials, clinical studies, and meta-analysis. UCLA Collaborative Centers for Integrative Medicine (CCIM), Integrative Medicine Conference. University of California, Los Angeles: February 3, 2010.

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HONORS/AWARDS

- 2016 ' HDQ ¶ V ' L V V H U W D W L R Q : U L W L Q J) H O O R Z V K L S
2012 Samueli Institute
Service of Excellence Award
2010 Samueli Institute
Service of Excellence Award
2009 Samueli Institute
Service of Excellence Award
2008 American Public Health Association (APHA-CHC)
Service of Excellence Award
2007 American Public Health Association (APHA-CHC)
Service of Excellence Award
2006 American Public Health Association (APHA-CHC)
Service of Excellence Award
2001 Association of Professors and Scholars of Iranian Heritage (APSIH)
Recipient of Excellence in Education for Masters Degree
2000 Association of Professors and Scholars of Iranian Heritage (APSIH)
Recipient of Excellence in Education for BA
2000 Deans Honor Roll
University of California, Irvine
School of Social Ecology

PROFESSIONAL AFFILIATIONS/APPOINTMENTS

- July 05-present American Public Health Association
Oct 05-present Association of Professors and Scholars of Iranian Heritage (APSIH)
Feb 06-Mar 06 Member of the Student Judicial Board
Southern California University of Health Sciences, Whittier, California
Jan 06-Mar 06 Faculty sponsor for the Persian Student Chiropractic Association (PSCA)
Southern California University of Health Sciences, Whittier, California
Sept 05-Mar 06 Faculty Senate Adhoc Chair for Faculty Election Models
Southern California University of Health Sciences, Whittier, California
July 05-Mar 06 Faculty Senate Representative and Senator Elect
Southern California University of Health Sciences, Whittier, California

- Jun 04-July 05 Faculty Senate Representative
Southern California University of Health Sciences, Whittier, California
- June 04-05 Academic Team (Alternative Substitute for Official Member Dr. Betsy B. Singh)
Southern California University of Health Sciences, Whittier, California
- June 04-05 Executive Team (Alternative Substitute for Official Member Dr. Betsy B. Singh)
Southern California University of Health Sciences, Whittier, California
- Dec. 02-03 Staff Senate (Alternative Substitute for Official Member Mr. Neil Shepard)
Southern California University of Health Sciences, Whittier, California
- Sept.00-01 American Psychological Society

SERVICE ACTIVITIES

- July 10- present American Public Health Association (APHA-CHC): Leadership counsel
Susan Samueli Center for Integrative Medicine
University of California, Irvine, California
- Oct 08-present Susan Samueli Center for Integrative Medicine Development Committee
Invited member by Dr. Susan Samueli, Chair and Founder
Susan Samueli Center for Integrative Medicine
University of California, Irvine, California
- Jan 02-present DASA alumni panel. Annually in winter
Program in Demographic & Social Analysis (DASA)
University of California, Irvine, California
- Feb 08-Feb 09 CME Conference Planning Committee
Successful Aging Integrative Medicine Throughout a Lifetime
- April 06-Feb 08 CME Conference Planning Committee
Nutrition for Health: An Evidence Based Approach through Diet and
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Susan Samueli Center for Integrative Medicine
University of California, Irvine, California
- July 05-Oct 09 American Public Health Association (APHA-CHC): Web-editor

REVIEW SERVICE TO PROFESSIONAL JOURNALS

- American Journal of Public Health
- Alternative Therapies in Health and Medicine
- Journal of Manipulative and Physiological Therapeutics
- Psycho-Oncology

ABSTRACT OF THE DISSERTATION

A Program Evaluation of an Academic Integrative Healthcare Center: Barriers to, and facilitators
in, applying Integrative Medicine to Primary Care

By

Raheleh Khorsan

Doctor of Philosophy in Planning, Policy and Design

University of California, Irvine, 2017

Professor Dan Stokols, Chair

Professor Ian D. Coulter, Co-Chair

A number of earlier studies have evaluated various aspects of Integrative Health Care (IHC). However, little is known about specific parameters of IHC integration in academic institutions. This dissertation presents the findings from a two-year program evaluation conducted at a university-based academic medical center and clinic for IHC. A major objective of the research was to identify perceived barriers and facilitators of IHC and address potential models of successful integration. The study employed a mixed-methods approach incorporating qualitative observations and interviews conducted with key-stakeholders, patients and health care SURYLGHUV ,Q DGGLWLRQ TXDQWLWDWLYH DQDO\VHV LQF responses to a patient satisfaction scale were conducted. The majority of the themes from the literature and interviews include structural factors, especially external barriers for IHC (i.e., costs, insurance payment and regulations) and internal barriers (i.e., lack of profits, clinic or appointment waiting time). Whereas shared values, culture, and communication to foster trust,

empathy and knowledge exchange are essential for actualizing IHC integration. In addition, collaborative, and team-based approaches that influence the design of the integration and can influence the evolutionary path of IHC. Although signs of integration were apparent, significant challenges still remained that prevented IHC providers from operating as academic hospital providers. An integrated interdisciplinary change strategy is needed that engages the IHC providers in mainstream transdisciplinary healthcare, education and research opportunities. Successful IHC integration will need to continue to address wider structural and political barriers.

CHAPTER 1: INTRODUCTION

Addressing Health and Care in United States—Current issues

There are many issues that are central to the ongoing debate about health care and the health care delivery system in the United States. The challenge of achieving cost-effective integrated delivery raises complex issues. According to the Institute of Medicine (IOM), health care in the United States, at its best, is excellent. Nevertheless, the IOM Roundtable on Health Care Quality found that health care in the United States is not at its best for everyone (Chassin & Galvin, 1998). The United States has the largest health care spending per capita in the world (Ridic, Gleason, & Ridic, 2012). In addition, compared to other highly advanced industrialized countries such as Germany and Canada, the United States has the highest infant mortality rate (5.8) per 1000 live births in the same year (Germany 3.4; Canada 4.5) (Central Intelligence Agency, 2017).

On a positive note, the population in the United States, at all ages and for both sexes, has had a declining mortality rate. According to the U.S. Social Security Administration (SSA) data, between 2000 and 2010: (1) the life expectancy at birth increased 2.1 years for males and 1.7 years for females; (2) the life expectancy at birth increased more for the black than for the white population, thereby narrowing the gap in life expectancy between these two racial groups; (3) the infant mortality rate decreased 11% from 6.91 to 6.15 deaths per 1,000 live births; (4) the age-adjusted heart disease death rate decreased 30%, from 257.6 to 179.1 deaths per 100,000 population; and (5) the age-adjusted cancer death rate decreased 13%, from 199.6 to 172.8 deaths per 100,000 population (National Center for Health Statistics, 2013). The exact cause for the decline is unknown but, experts hypothesize that there are many variables that have contributed in to the decline including early diagnosis and treatment of life-threatening diseases

(Verbrugge, 1984). However, the declining mortality rate appears to be a relatively weak indicator of overall health. It seems, in sum, signs of increasing morbidity far exceed signs of decreasing mortality for adults in the United States.

In an annual report of national trends in health statistics titled *Health, United States, 2012* several findings were noted. First, in 2011, 48% of adults aged 18 and over did not meet the 2008 federal physical activity guidelines. This percentage increased with age, rising from 36% of adults aged 18–24 to 68% of adults aged 75 and over. Second, between 1988–1994 and 2007–2010, the percentage of adults aged 20 and over with grade-1 obesity [a body mass index (BMI) of 30.0–34.9] increased from 14% to 20%. Those with grade-2 obesity (BMI of 35.0–39.9) rose from 5% to 9% and those with grade-3 or higher obesity (BMI of 40 or higher) doubled, from 3% to 6%. Third, in 2011, 19% of U.S. adults were current cigarette smokers, unchanged from the 2010 level. Men (22%) were more likely than women (17%) to be current cigarette smokers. Fourth, in 2009–2011, 6% of children under age 18 had an asthma attack in the past year, and 5% had a food allergy. Ten percent of children under age 5 had three or more ear infections in the past year. Among school-age children aged 5–17, 10% had attention deficit hyperactivity disorder and 6% had serious emotional or behavioral difficulties. Fifth, in 2011, the percentage of adults who reported their health as fair or poor ranged from 7% of those aged 18–44 to 29% of those aged 75 and over. Sixth, in 2011, 27% of adults aged 18–64 reported a disability (defined as any basic actions difficulty or complex activity limitation), compared with 62% of those aged 65 and over. Seventh, in 2010–2011, 45% of men and 31% of women aged 75 and over have been diagnosed with heart disease. Lastly, in 2010–2011, 26% of men and 19% of women aged 75 and over were diagnosed with cancer (excluding squamous and basal cell skin cancers) (National Center for Health Statistics, 2013).

The World Health Organization (WHO) defines four noncommunicable diseases (NCDs) (blood pressure, cholesterol, body mass index and blood sugar) as major behavioral risk factors that increase people's risk of developing chronic diseases leading to death and disability. In 2011, the United States reported 87% of all deaths are due to NCDs. Sixteen percent of the population smokes and 43% are physically inactive. On average, blood pressure has decreased since 1980; body mass index has increased; and glucose levels have risen (World Health Organization, 2011). WHO also reports that at least 80% of premature heart disease, stroke and type 2 diabetes, and 40% of cancers can be preventable through health promotion activities such as healthy diet, regular physical activity and avoidance of tobacco products (World Health Organization, 2013).

Healthful eating, physical activity, managing stress, and avoiding tobacco are relatively new concepts in health care. Although these health factors were examined previously, prior to WKH ¶V PRVW PHGLFDO WUHDWPHQW (Zhu, 2006) FXVHG R C

Little was known about individual or population based health promotion or wellness interventions. In general, only 2.5% of the United States annual health care expenditures was dedicated to SUHYHQWLYH KHDOWK FDEHGHQWLSOLWZOO) HDUO\ ¶

Today health promotion and wellness promotion has become a priority for improving health related quality of life nationally.

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alternative medicine (CAM). In fact, wellness is often cited as one reason for CAM use (Astin, Marie, Pelletier, Hansen, & Haskell, 1998; J. A. Astin, K. R. Pelletier, A. Marie, & W. L. Haskell, 2000; Eisenberg et al., 1998; Eisenberg et al., 1993; Wolsko et al., 2000).

Another major trend in healthcare is a growing movement toward CAM use by both adults and children for pain management in the United States (Burnand et al., 2017; Caron, Gallo, Durbin, & Mielenz, 2017; Groenewald, Beals-Erickson, Ralston-Wilson, Rabbitts, & Palermo, 2017). Parents reported that of the 26.6% children with pain conditions (e.g., headache, abdominal, musculoskeletal pain) in the past year, about 21% of these children used CAM (Groenewald et al., 2017).

In geriatrics, the prevalence of CAM use is 41% including herbs (24%), chiropractic (20%), massage (15%), and acupuncture (14%) (J. Astin, K. Pelletier, A. Marie, & W. Haskell, 2000). The use of CAM was 92% among the elderly with fall associated pain (Caron et al., 2017). Among all adults, CAM use for back pain, neck pain and cancer related pain is growing (Kemppainen, Kemppainen, Reippainen, Salmenniemi, & Vuolanto, 2017). Nearly six percent of the United States population used CAM to treat their back pain in 2002. Of those who use CAM to treat back pain about 60% (David G. Hogg, D. Davis, E. H. Q. H. L. W. Eisenberg, & Phillips, 2010).

Changing Medical Views Toward CAM and Integrative Health Care (IHC)

Historically CAM has been mainly defined in relationship to conventional biomedicine. According to the National Institute of Health (2017), the therapies not taught in medical schools and not used to treat disease by conventional biomedicine providers are termed "alternative". Those therapies that are practiced in conjunction with conventional biomedicine are said to be **F R P S O H R** (National Institutes of Health National Center for Complementary and Integrative Health (NCCIH), 2017).

The study by Eisenberg et al. (1993), looking at CAM use in the United States reported that 35% of respondents used conventional therapy for any of their principal medical conditions (Eisenberg et al., 1993). In fact, according to this study, conventional therapy is used for non-serious medical conditions, health promotion, or disease prevention (Eisenberg et al., 1993) (Schuster, Dobson, Jauregui, & Blanks, 2004). Here, CAM is used alongside conventional biomedicine. Today, the line between CAM and conventional medicine is becoming harder to draw (I. D. Coulter, Khorsan, Crawford, & Hsiao, 2010, 2013; Khorsan, Coulter, Crawford, & Hsiao, 2011). Others have reported that individuals using CAM as a central aspect of a wellness lifestyle involves using major elements of health promotion, most commonly disease management and prevention, weight loss, increased physical activity, and stress reduction. This is an important distinction for understanding the different potential benefits of CAM use (Schuster et al., 2004). This distinction includes CAM therapies for wellness compared to CAM therapies to disease management including the clinical impact of CAM on pain.

Integrative healthcare (aka integrative medicine (IM) or integrated healthcare) can be the result of systematic integration of the beliefs, assumptions, values and practices of both CAM and conventional biomedicine to treat the well-being of the whole person (Barrett et al., 2003; Khorsan et al., 2011). A general misunderstanding is that CAM and conventional biomedicine are mutually incompatible. The osteopathic example demonstrates that providers (the D.O.s) practice alongside their medical counterparts (the M.D.s).

Today, IHC programs can be found in government institutions such as the US Department of Veterans Affairs (VA) or the US Department of Defense (DoD) (Herman, Sorbero, & Sims-Columbia, 2017; B. Horrigan, Lewis, Abrams, & Pechura, 2012; Madsen, Vaughan, & Koehlmoos, 2017), clinical centers, (Knutson, Johnson, Sidebottom, & Fyfe-Johnson, 2013), and a number of medical schools that offer academic programs and degrees in IHC (Ehrlich, Callender, & Gaster, 2013). In 2017, the Academic Consortium for Integrative Medicine and Health included a membership of over 70 academic medical centers and affiliate institution with IHC programs (The Academic Consortium for Integrative Medicine & Health 2017).

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can be organized for individual-oriented health
practices (Kickbusch, 1989). As health premium increases have been rising across all regions of the United States so has the adoption of wellness strategies increased. (Executive Office of the President, September 22, 2009; Nayer, Berger, & Mahoney, 2010). Health promotion accounts for only 2% to 3% of health care expenditures in the United States (Satcher, 2006; Woolf, 2009). However, health promotion programs can be found in schools, worksites, community settings, hospitals, and outpatient clinics (Oldenburg, Sallis, Ffrench, & Owen, 1999; Stokols, 1992, 1996, 2000). In comparison, wellness programs are mainly self-managed or available through the private sector (Kickbusch, 1989; Kickbusch & Payne, 2003). One major trend in the wellness market is the increasing use of CAM. In fact, wellness and health promotion are often cited as

major reasons for CAM use (Astin et al., 1998; J. A. Astin et al., 2000; Eisenberg et al., 1998; Eisenberg et al., 1993; Wolsko et al., 2000). Indeed, survey data collected by IHC multi-institution known as PRIMIER (Patients Receiving Integrative Medicine Interventions Effectiveness Registry) reported that IHC patients are overall leaner than the United States general population and also seem to be more health conscious with regards to current tobacco use (D. Abrams, Dolor, Dusek, Horrigan, & Kligler, 2015).

Perhaps, the trend toward increased CAM use has resulted from a combination of consumer interest, evidence-of-effectiveness (E. Ernst, 2001; Linde, Hondras, Vickers, ter Riet, & Melchart, 2001; Linde, ter Riet, et al., 2001; Linde, Vickers, et al., 2001) and a reconciliation between two previously competing or mutually exclusive paradigms. In fact, many have argued that the rapid rise in CAM and IHC services follows an important shift in societal values including a belief-centered, value-laden, and sociocultural shift (I. D. Coulter & Willis, 2004). Others have commented on how the incorporation of a more holistic, patient centered care and empowering healing philosophy such as CAM has influenced the progression of holistic practices within conventional biomedicine (Baer, 1992; Barrett et al., 2003; Illich, 1995; Miller, 1988; Pelletier, 1979). Barrett et al., (2003) discuss how within conventional family medicine or primary care, physicians have strongly embraced a philosophy consistent with the values of CAM. (Engel, 1978) may indeed be the driving force behind the recent rapid rise of CAM, and ultimately the rise to prominence of IHC (Barrett et al., 2003). There is a great deal of interest in, and some initial experience with, the integration of CAM and conventional biomedicine (Fenton & Morris, 2003). It is difficult to forecast to what extent and in what forms integration will progress, but

this study attempts to shed some light on this issue, by focusing on an attempt at integration within an academic setting.

CHAPTER 2: DESCRIPTIONS AND DEFINITIONS

A Brief History of Complementary and Alternative Medicine (CAM)

CAM has had a long history and includes traditional systems of medicine such as acupuncture, traditional Chinese medicine, Ayurveda, African medicine, Native American medicine, and many more traditional and holistic healthcare systems.

Acupuncture, including traditional Chinese medicine also known as Eastern Medicine, has a long history dating back as far as 6000 BCE (White & Ernst, 2004). Indeed, acupuncture

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Ming Dynasty (1368-1644), the first documentations for the basis of modern acupuncture were

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modern era of medicine, acupuncture and other traditional healthcare systems were used as standard medical therapies in China (White & Ernst, 2004).

During the 19th Century, with the increase popularity of Western medicine and the emergence and popularity of modern pharmaceutical science and industry CAM found itself at war with conventional medicine over the right to practice. In the United States, by the mid-19th century, CAM gained popularity and began to compete with conventional medical professionals

(Ventola, 2010) ' X U L Q J W e k i a M p l u h u s D w a s a w a r z o n e . B e g i n n i n g i n t h e e a r l i e r

1800s, the first wave of organized opposition to orthodoxy was led by the Thomsonians

(botanical healing), Grahamites (health food), homeopaths (microdilution medicine), hydropaths

(water- F X U H W K H U D S L H V D Q G P H V P H U L V W B e g i n n i n g a t t h e e n d H U J \ ' K H

of the 19th century, a second advance was spearheaded by the osteopaths, chiropractors, drugless practitioners, and Christian Scientists (Kaptchuk & Eisenberg, 2001).

In China, there was a decline in CAM popularity. In fact, China outlawed acupuncture and traditional Chinese medicine in 1929 and later reinstated it with the change in régime to Communist government in 1949. In the United States, CAM was also a political movement against the medical elite groups that prevented the traditional healers from practicing healthcare without licensing laws. This movement gained popular support (S. E. Straus, 2000).

In 1972, United States President Richard Nixon and his physician Dr. Tkach made an historic visit to China. Dr. Tkach received acupuncture treatment for postoperative abdominal distension and the journalist experienced symptomatic relief. The renaissance for acupuncture began when the journalist reported in the New York Times that needling might release endorphins in the brain and reduce pain. This resulted in a flood of interest and research on acupuncture in the United States (E. Ernst, 2009). By the late 1970s, osteopathy and chiropractic were both licensed every State (Whorton, 2006).

About twenty years ago, CAM was defined as practices that were "neither taught widely in U.S. medical schools nor generally available in U.S. hospitals" (Eisenberg et al., 1993). Today this definition no longer applies since CAM is increasingly taught in medical schools and CAM therapies are being applied in some programs available in hospitals (Busse et al., 2009; Cohen, 2002a, 2002b; Eisenberg et al., 2002).

From 2001 to 2005, the National Center for Complementary and Integrative Health (NCCIH) (formally known as The National Institutes of Health National Center for

Complementary and alternative medicine (CAM) is a broad term that encompasses a wide range of practices and products. It is often used to describe health care approaches that are not part of conventional Western, or conventional, medicine for specific conditions or overall well-being (National Center for Complementary and Integrative Health, June 28, 2016). However, the term CAM is not consistently defined. For example, Rhodes, & Ryan, (2008) defined CAM as "any health care practice or product that is not part of conventional medicine." Outside of mainstream Western, or conventional, medicine for specific conditions or overall well-being, CAM includes a wide range of practices and products. The National Center for Complementary and Integrative Health (NCCIH) (National Center for Complementary and Integrative Health, June 28, 2016). However, the term CAM is not consistently defined. For example, Wiseman (2004) defined many labels of conventional biomedicine such as conventional medicine, allopathic medicine, orthodox medicine, western medicine, modern medicine, scientific medicine, biomedicine, and mainstream. Each of these labels presents difficulties in defining CAM. Indeed, Wiseman (2004) defined many labels of conventional biomedicine such as conventional medicine, allopathic medicine, orthodox medicine, western medicine, modern medicine, scientific medicine, biomedicine, and mainstream. Each of these labels presents difficulties in defining CAM. Lacking a consistent definition, CAM has had various terms to describe it including: irregular, unconventional, non-mainstream, unorthodox, quackery, folk, alternative, complementary, adjunctive and traditional.

CAM has gone through several generations of definitional shifts. Some have reported that most patients who use CAM use it as complementary or in conjunction with their conventional biomedicine (W. B. Jonas, Eisenberg, Hufford, & Crawford, 2013). As NCCIH (2016) reported, most people use CAM in conjunction with conventional approaches along with conventional treatments. The boundaries between complementary and conventional medicine overlap and change with time. For example, guided imagery and massage, both once considered complementary or alternative, are used regularly in some hospitals (National Center for Complementary and Integrative Health, June 28, 2016). Also what was considered CAM in the past such as osteopathic medicine can be redefined as conventional biomedicine today. Ultimately, CAM can be viewed

as an umbrella term of practices ranging from very focused therapies such as dietary supplements to whole traditional systems such as traditional Chinese medicine (I.D. Coulter et al., 2008).

With greater creditability of CAM, healthcare services and centers and insurance plans and hospitals have taken notice (Toupin April & Gaboury, 2013). Many health care services and centers have incorporated CAM into their usual plan of care. That is, CAM has been recently incorporated into conventional biomedicine to create a newly emerging form of medical care termed by many as integrative healthcare (IHC).

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used to describe a developing field of health care in many countries, characterized by the combination of CAM and conventional biomedicine. For example, back pain treatment centers with IHC programs may offer services such as acupuncture or chiropractic care to help manage symptoms and side effects for patients who are receiving conventional treatments such as NSAIDs (nonsteroidal anti-inflammatory drugs).

Like CAM, IHC has not been unproblematic in terms of either its definition or actualization. In fact, there have been a number of conceptual models within and around the notion of IHC, and there are debates over the definition of IHC, what integrative care is, and about the nature of the transformation that is occurring within the field of IHC. Most recently, IHC has been discussed as an innovative program to transform health care in hospitals and other health care facilities in the United States. However, earlier research has revealed a lack of consensus on definitions and about what IHC is and how it can be most effectively implemented.

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the notion that integrative health care constitutes a new form of medical practice involving shared management of the patient, shared patient care, shared practice guidelines, and shared

common values and goals (i.e., to treat the patient as a whole) (Houlter et al., 2010). In fact, healthcare agencies, like the United States Department of Veterans Affairs (VA) healthcare delivery systems, have responded to this increasing demand by beginning to provide various CAM services, implemented as IHC, in outpatient and inpatient settings (Ananth, 2009, 2012; Lisi, Goertz, Lawrence, & Satyanarayana, 2009). The establishment of chiropractic clinics within the VA has been described as being at the crossroads of CAM and mainstream medicine (Lisi & Brandt, 2016; Lisi, Khorsan, Smith, & Mittman, 2014; Meeker & Haldeman, 2002) and its inclusion into the VA healthcare system exemplifies that duality for IHC.

Congress directed the VA to establish a policy regarding chiropractic services for musculoskeletal conditions in 1999 (Public Law 106-135, 2012). The establishment of chiropractic clinics within VA was challenged by the rarity of existing IHC models in other healthcare systems, and by the widely varying perception of chiropractic services by medical physicians (Busse et al., 2009; Busse et al., 2011). Today by policy, chiropractic care is now the limiting features of a CAM service within a traditional medical setting. Therefore, the addition of chiropractic services in the VA faces not only the expected challenges of introducing any new service/program into a large healthcare system, but also the unique obstacle of blending non-traditional services into conventional medical settings (B. N. Green, Johnson, & Lisi, 2009; B. N. Green, Johnson, Lisi, & Tucker, 2009; Lisi et al., 2009).

About five years ago the Bravewell Clinical Network surveyed 29 IHC centers and programs across the United States, not including government institutions such as the VA or the DoD (B. Horrigan et al., 2012). Today, there are over 70 IHC centers and programs across the

United States, not including government institutions such as the VA or the DoD (The Academic Consortium for Integrative Medicine & Health 2017). There has been an increase in the number of university clinical centers that provide IHC, (Knutson et al., 2013) the number of medical schools that offer academic programs and degrees on IHC (Ehrlich et al., 2013), and the number of research studies on IHC interventions, (Wolever et al., 2011) or lack thereof (Khorsan et al., 2011), dependent on the definition the IHC. Little is known about whether IHC is being offered in the same and similar manner in each clinical setting or how IHC is being defined and practiced.

Given the growth in the number of IHC centers and programs, it is now imperative to develop and implement evaluation studies that measure and collect data regarding the actual practice of IHC, which by definition treats the whole person (i.e., addresses the range of physical, emotional, mental, social, spiritual, and environmental influences that affect a S H U V R Q ¶ V health).

Use of CAM and Related Costs in the United States

CAM patient use is increasing in the United States and internationally. A 2002 systematic review of published research documenting CAM use in the general population of six countries found that the most rigorous studies, conducted in Australia and the United States, showed a high proportion of the population using CAM (E. Ernst, 2000; Harris & Rees, 2000). The Eisenberg studies suggested the use of CAM products or practitioners increased significantly in the United States from 33.8% of the population in 1990 to 42.1% in 1997. Reported annual visits to these practitioners also increased, from 12.3% to 19.5% (Eisenberg et al., 1993).

A 2007 United States national survey (National Health Interview Surveys (NHIS)) found almost 4 out of 10 United States adults had used CAM therapy during the previous 12 months (Barnes, Bloom, & Nahin, 2008; Nahin et al., 2007). Today that number has grown significantly both in the national population (E. M. Cohen, Dossett, Mehta, Davis, & Lee, 2017; R. R. Green, Santoro, Allshouse, Neal-Perry, & Derby, 2017; Groden, Woodward, Chatters, & Taylor, 2017; Robles, Upchurch, & Kuo, 2017) as well as CAM use in the military (Herman et al., 2017). Additionally, in 2012 adults in the United States spent 30.2 billion/each year, \$28.3 billion for adults and \$1.9 billion for children, out-of-pocket on visits to CAM practitioners and purchases of CAM-related products, classes, and materials. This accounts for about 1.1% of total health care expenditures in the United States (\$2.82 trillion) and up to 9.2% of out-of-pocket health care expenditures (\$328.8 billion). Compared to prescription drugs, Americans have spent \$12.8 billion in out-of-pocket expenditures for the purchase of natural product supplements, which is about 24% of the amount Americans have paid for prescription drugs in 2012 (\$54.1 billion) (Nahin, Barnes, & Stussman, 2016). Past studies reported that the prevalence rates for the use of CAM increased as family income increased (Nahin, Barnes, Stussman, & Bloom, 2009; Sherman et al., 2006). More recently, it is estimated that the average per user out-of-pocket expenditure for CAM approaches for lower income families was \$435 (family incomes of less than \$25,000) and \$590 for those with family incomes of \$100,000 or more (Nahin et al., 2016). In addition, the hospital inpatient population has also stated willingness to pay for these services, especially for healthy food (71%), massage therapy (70%), and stress management (48%) (Montross-Thomas et al., 2017).

The motivation for CAM use among patients is likely multifactorial, but research has shown that consumers feel empowered using CAM, and report feeling increasingly comfortable

with CAM practitioners (Emmertson, Fejzic, & Tett, 2012; Fejzic, Emmerton, & Tett, 2010; Montross-Thomas et al., 2017).

United States Historical Barriers to CAM

Philosophy. Currently the definition of IHC is emerging, but we know that IHC in hospital settings involves some form of CAM and conventional medicine. However, given the historic conflict between allopathic medicine and CAM, integrating them is a difficult task.

For example, there has been some animosity between the Chiropractic profession and the medical profession. The philosophical principles and philosophy of health and healing are probably the strongest form of contingency between the two fields. The underlying Chiropractic philosophy is similar to the original principles of Osteopathy founded by Andrew Taylor Still. The tenets of both chiropractic and osteopathy are akin to the philosophy of holistic medicine (Meyer & Price, 1993). That is, a person as a unit is a combination of body, mind and spirit (Franzel, Schwiegershausen, Heusser, & Berger, 2013). As stated, in the mid-19th Century, as medicine began to accept the germ theory and reject the metaphysical causes of disease, healing became a licensed profession (Wilson, 2013). Medical schools became accredited and the American Medical Association (AMA) was established. The establishment of the AMA in 1847 was to form policy and standards for medical education and practice. By the

H DU O \ ¶ V DOORS DWKLF PHGLFLQH EHFDPH D SRZHUIXO C
Boards to license medical practitioners and oversee medical education. Those professionals
L Q Y R O Y H G L Q ³ K H D O L Q J S U D F W L F H V ´ Q R T X D I Q N G R U S U H D G F W L F M L K
³ T X D F N H U \ ´ P H G L F L Q H D Q G W K H U H I R U H G D Q J H U R X V W R S X E

enumerated protocols of mainstream medical education and research and was financed by the Carnegie Foundation. resulted in the closing hundreds of private medical and homeopathic schools across the United States and Canada (Ober, 1997) % \ W K H H D U O \ ¶ V W K H F U H D W H G F R P P L W W H H V W R F R P E D W ³ T X D F N H U \ D Q G O D X Q F R S W D O O I R U P V R I n f i n i t e X D F N H U I n d i v i d u a l Q H H L c h i r o p r a c t i c a n d o s t e o p a t h i c t h e r a p y (N . G e v i t z , 1 9 8 9) . I n 1 9 6 1 , t h e A M A a n d C a l i f o r n i a S t a t e B o a r d o f M e d i c i n e i s s u e d t h a t U n i v e r s i t y o f C a l i f o r n i a B o a r d o f R e g e n t s :

¶(1) convert the California osteopathic college into an allopathic college, (2) arrange for the converted medical school to issue M.D. degrees to California D.O.s holding an unlimited California license to practice medicine, (3) form a temporary statewide medical society to accommodate the new M.D.s until they became absorbed into the regular county medical societies, and [4] legislate to prevent future licensure of D.O.s and for the termination of all powers of the Board of Osteopathic Examiners except over those who chose to continue to practice as D.O.s [(E. Blackstone, 1977) @ « 7 K H \$ 0 \$ ¶ V + R X V H R I ' H O H J D W H V G I S U R I H V V L R Q D O H T X D O V ³ W K H W H V W V K R X O G E H ' R H V practice osteopathy or does he in fact practice a method of healing founded on a scientific basis [(Berge et al., 1961)] (p.705) (Baer, 1981).

In 1962, a statewide ballot initiative in California aimed to eliminate the practice of osteopathic care in the state. Immediately following this legislation, the AMA re-accredited the formerly osteopathic university, the California College of Osteopathic Physicians and Surgeons as the University of California, Irvine School of Medicine, as a new accredited medical school for allopathic medicine. In addition, the AMA placed a ban on out of state Doctors of Osteopathy (D.O.) to be eligible for physician licenses when she/he relocated to California. Ultimately, in 1972, a law suit by D.O.s was filed against the California Medical State Board ("Osteopathic Physicians & Surgeons v. California Medical Association, 224 Cal. App. 2d 378,"

1964). This legal case ended with a California Supreme Court ruling that the refusal to grant D.O. licensure to practice medicine in the state of California was unconstitutional (Huff, 1974).

Perhaps the most significant was the case whereby in 1974 the California Supreme Court overturned the 1962 licensing statute which denied licenses to QHZ ' V RQ WKH JURXQGV WKDW LW μGHQLHG HTXDO S JUDGXDWHV RI RV (Baer & Wick, 1975) R O O H W P S T in California made it illegal for a hospital to refuse any properly qualified applicant a staff position on the basis of school of origin [(Denbow, 1977, May 19)]. Even earlier, the Supreme Court of the State of Washington ruled on 1 R Y H P E H U WKDW D μ T X L F N E S T A B L I S H E D B Y T H E F D O V F K R R O Washington State Medical Society for the sole purpose of allowing osteopathic physicians to exchange their D.O. degrees for M.D. degrees, was illegal [(E. Blackstone, 1977)] (p.706) (Baer, 1981).

In addition to the California Supreme Court decision, two other major factors also led to WKH ³OHJLWLPL]DWLRQ´ RI WKH ' 2 GHJUHH L H JDLQLQJ medicine as physicians with an M.D. degree): (1) the merger between the two medical schools (the College of Osteopathic Physicians and Surgeon and the University of California, Irvine School of Medicine); and (2) as part of the merger, the D.O.s were viewed as competent as M.D.s. In fact, ex-D.O. faculty received a M.D. Degree and taught alongside conventional (M.D) faculty, even for several decades henceforth. In the conversion of the College of Osteopathic Physicians and Surgeon (formerly known as Los Angeles osteopathic college) into an MD-granting school (now the University of California, Irvine, School of Medicine) not only WKH FHQWHU IRU WKDW KLVWRULF F K D Q J H Z I K H P H U J H U P amalgamation of all DOs and their institutions ´ p. 704) (Norman Gevitz, 2009). Indeed, by the mid-1970s osteopathic universities provided DO students with clinical and academic experiences relative to their MD counterparts.

Today, a D.O. degree has the same legal privilege to practice medicine in the United States as those physicians with an M.D. degree. In fact, it is estimated that by 2019, upwards of 25% of all U.S. medical school graduates produced annually will be doctors of osteopathic medicine (Nolan & Gevitz, 2009).

The debate over Osteopathy was long and protracted. Today, Chiropractic and other CAM practices are still marginalized and are engaged in similar debates, much around the lack of evidence based CAM.

Despite growing scholarly development and popularity, there still remains a distinct lack of evidence from rigorous, in-depth, analyses conducted on the factors that facilitate CAM integration such as IHC practices. Some argue that in addition to the lack of consensus about the paradigm or philosophy underlying CAM and conventional biomedicine the accreditation and licensure to practice health of CAM practitioners poses a barrier to integration (Ehrlich et al., 2013). Indeed this is especially true for IHC in a hospital setting where a team-based approach from healthcare team members is an important aspect of care. It can be argued that IHC is a phenomenon that is defined by the requirements for membership that is pre-determined by larger systems such as the VA or AMA.

Safety of IHC. Research is trying to differentiate between CAM therapies that work and those that do not. Authors have also noted that not all therapies work equally well for all using them and that some therapies may not be appropriate for everyone (Budzynska, Gardner, Low Dog, & Gardiner, 2013; Cherkin, Sherman, Deyo, & Shekelle, 2003). However, more information is needed on the factors that determine the responses of different individuals to therapy. Understanding this individual variation in response to CAM therapy is a key to

understanding the potential for IHC liabilities. As it is used in medicine, the definition of malpractice liability is whether a given therapy falls below the standard of care and thereby injures the patient (M. H. Cohen et al., 2005; M. H. Cohen, Natbony, & Abbott, 2013).

+ R Z H Y H U D S S O \ L Q J P D O S U D F W L F H O L D E L O L W \ D V μ Z K H
V W D Q G D U G R I F D U H D Q G W K H U H E \ L Q M F X U H Y W K H S D W L H Q W
For example, physicians integrating CAM therapies depart from conventional medical norms of practice. They therefore risk malpractice liability irrespective of any actual negligence since the courts might view the very selection of a nonstandard therapy as equivalent to substandard care. That is, these physicians are failing to meet the requisite level of professional care (M. H. Cohen & Eisenberg, 2002).

Liability . As stated previously the field of IHC is emerging (I. D. Coulter et al., 2010, 2013; Khorsan et al., 2011). Because the field of IHC is emerging, the standards of care of IHC practices tend to be less researched than in conventional medicine. Therefore, courts assessing whether the standard of care has been met and whether the therapy has harmed the patient are likely to rely on medical consensus regarding the safety and efficacy of a given (singular) CAM therapy. \$ F F R U G L Q J W R & R K H Q ¶ V V W X G \ R I S R W H Q W L D O O L D E L
medical physicians, nurses, and CAM providers) as they provide IHC therapies falls into four guiding frameworks: (1) the medical and scientific literature supports both safety and efficacy; (2) the evidence supports safety, but evidence regarding efficacy is inconclusive; (3) the evidence supports efficacy, but evidence regarding safety is inconclusive; and (4) the evidence indicates either serious risk or inefficacy (Cohen 2002). In summary, a framework for assessing

potential liability risk involves assessing the evidence concerning safety and efficacy, and then aligning clinical decisions with liability concerns.

Once evidence supports both safety and efficacy, the CAM therapy should gain general medical acceptance, and fall within the standard of care (Houze, El-Khatib, & Arbour, 2017). By this definition, evidence-based CAM therapies present little risk for patient injury (M. H. Cohen, 2003) and therefore, the medical physician who provides or counsels a patient under his or her care about evidence-based practice (EBP) (aka Evidence-Based Medicine (EBM)) has little, if any, liability exposure to malpractice. In fact, if there is evidential support for both the safety and efficacy of a CAM therapy then the physician should recommend and monitor these EBPs. For example, chiropractic for low back pain (Bigos, Bowyer, & Braen, 1994 ; Koes, Assendelft, van der Heijden, & Bouter, 1996), has been determined to be both safe and effective but also cost-effective, and therefore should be considered appropriate care for low back pain in an IHC practice. On the other hand, if the evidence indicates serious risk or inefficacy, the physician not only is deviating from conventional standards of care, but is also causing patient injury, and thus probably faces malpractice liability. The majority of CAM therapies are likely to fall in the middle (evidence supports safety, but evidence regarding efficacy is inconclusive (M. H. Cohen & Eisenberg, 2002; M. H. Cohen et al., 2005).

The Cohen et al., (2005) study of credentialing, malpractice liability, and pharmacy policies governing integration of CAM therapies and providers into conventional medical settings found that most institutions had no consistent approach to provider mix and authority within the integrative care team. In fact, in 19 hospitals across the United States, CAM providers had minimum requirements for professional liability insurance, informed consent disclosure, and hiring status. Overall, hospitals are using heterogeneous approaches to address licensure,

credentialing, scope of practice, malpractice liability, and dietary supplement use in developing models of integrative care. Less than a third had a formal (stated) policy concerning dietary supplements; those selling supplements in their pharmacy lacked consistent, evidence-based rationales regarding which products and brands to include or exclude. Although many hospitals confiscated patient supplements on admission, institutions had inconsistent criteria regarding allowance of home supply. They also state there was no consistent pattern of liability insurance, either by provider type or between academic and nonacademic centers. Furthermore, institutional inconsistency and ambiguity complicate clinical decision making as well as research, and foster ethical issues (K. E. Adams, Cohen, Eisenberg, & Jonsen, 2002).

CAM therapies also account for only approximately 5% of the total medical malpractice insurance market; to date, both the number of claims against CAM providers and the average indemnity paid per claim have been lower than claims against primary care physicians (Cohen et al., 2005). Malpractice risks are greatest for the conventional-care practitioner attempting to practice integrative care in the following circumstances (Mann, Gaylord, & Norton, 2004):

- ‡ when patients are referred to a CAM provider without informed consent or adequate education about the type of therapy provided,
- ‡ when the condition is fully treatable by conventional means and nonstandard therapy is used with a resulting delay in treatment or diagnosis,
- ‡ when patients are referred to a complementary practitioner who is known to be incompetent,
- ‡ when a patient is jointly treated by a conventional-care provider and a CAM practitioner known to be incompetent, and

‡ when a condition known to be treatable with a complementary approach is not so treated, especially in the face of failure of other therapies (Cohen, 2002a).

In addition, the potential liability risk can be reduced if IHC centers or hospitals serve as
D μNH\ HGXFDWLRQDO KXEV¶ ZKHUH PHGLFDQV & \$0 SUD
disciplinary training necessary for safe, EBP of IHC and innovative investigation. Therefore,
stakeholder groups could, individually and collectively, encourage relevant professional
organizations and agencies to consider creative ways of using integrative care centers to help
further consistent clinical care and research (M. H. Cohen et al., 2005).

CHAPTER 3: LITERATURE REVIEW

A scoping review was conducted to identify program evaluations of IHC using a systematic exploration of the available literature from June 21, 2000 to May 1, 2017. This methodology does not involve an assessment of the quality of the included studies. The eligibility criteria for studies were based on the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) criteria (Moher, Liberati, Tetzlaff, Altman, & Group, 2009). Three electronic databases were searched: PubMed, CINAHL and Cochrane Library. Additionally, grey literature (non-academic or non-peer reviewed published materials) was also searched using Google Scholar (first 100 citations) (Wu, Roychowdhury, & Khan, 2017). A systematic review protocol was not registered. This portion of the dissertation did not use systematic review software to analyze or categorize data.

The following initial searches, as entered into PubMed, were combined to produce the final search: Integrat* and Medicine; Integrat* and Health* (for healthcare); multidisciplinary care; complementary or alternative and conventional medicine or health care; delivery of health care and integrat*; integrative program; and holistic health. The titles and abstracts for relevance based on the inclusion criteria were screened for this paper. This scoping review includes only articles in English and involving human subjects. In addition, this scoping review reports only on the program evaluations, practice models, and models of integration that apply to the United States health care model and that passed the second level review screening. Integrative health care is defined. (I. D. Coulter et al., 2010; Khorsan et al., 2011) DV³LQFOXGLQJ DW OHDV modality from CAM and one modality from conventional medicine and they are combined using an integrative healthcare paradigm (Khorsan et al., 2011) WR³D QHZ IRUP RI PHGLFD

involving shared management of the patient, shared patient care, shared practice guidelines, and

V K D U H G F R P P R Q Y D O X H V D Q G J R D O V S H U H V R Q W R S A S U H R D D W K W K D H C

just the disease) (I. D. Coulter et al., 2010). Therefore, this portion of the dissertation will assess

where the included reports fall along the spectrum of IHC using methodology based on the

Grounded Theory Literature Review Method (Wolfswinkel, Furtmueller, & Wilderom, 2013).

Often qualitative research discourages a literature review conducted before data collection and

D Q D O \ V L V + R Z H Y H U O L W H U D W X U H U H Y L H Z G X U L Q J D T X D C

undesirable, but rather recognized and included in (Q W K H D Q D O R W H I F O S A I R F H V V ')

Huggard, & Hoare, 2015). Reflexive strategies during the literature review process are important

in minimizing researcher bias (Ramalho et al., 2015). Indeed, there are several literature review

studies that use the Grounded Theory Literature Review Method to explore an emergent field

(Meuwly et al., 2017; Mills, Bonner, & Francis, 2006; Montazemi & Qahri-Saremi, 2015).

This dissertation also excluded studies with one of the following criteria: (1) exclusively CAM without integration with conventional medicine; (2) use of CAM as adjunctive therapy to conventional medicine without incorporating an integrative health care paradigm in the design of the study; and (3) not applicable to Western health care setting. Studies were also marked as

³ Q R W U W C H Y B C W reported on integrated care pathways without IHC, non-IHC

integrated review, integrated managed health system without IHC (i.e. electronic patient records,

integrated delivery systems/networks or health care delivery), non-IHC integrated case

management, integrated analysis without IHC, and clinical integration without IHC. Exclusively

CAM without conventional medicine integration, exclusively conventional medicine without

CAM integration, exclusive CAM or conventional medicine into a curriculum for education,

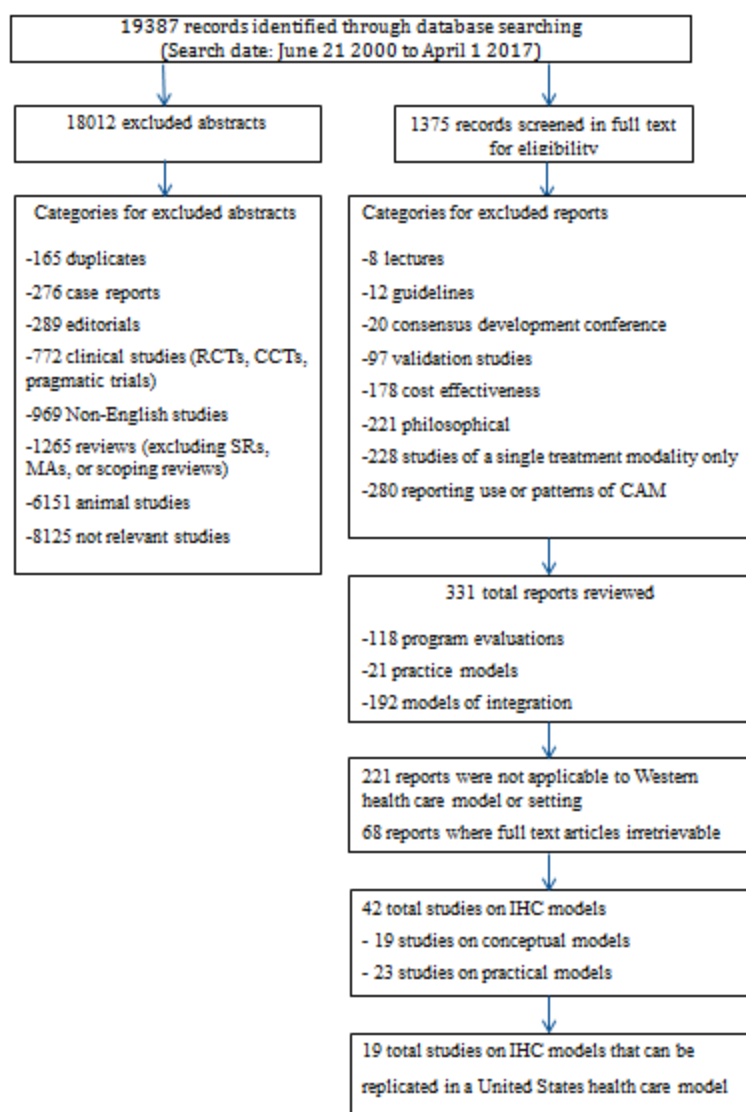
scholarship of integration without IHC, integrating theory (non-IHC) of conventional medicine,

integrated approach to concepts or integrating a single conventional medicine therapy to another were also excluded. All included studies must be applicable to Western health care settings, including Western legalities or regulation of integration (Khorsan et al., 2011).

Models of IHC

This dissertation found 19387 records identified through database searching. Of the reports that were included, 12 studies (Barrett et al., 2003; H. Boon, Verhoef, O'Hara, Findlay, & Majid, 2004; Brooks, Silverman, & Wallen, 2013; Chung, Ma, Hong, & Griffiths, 2012; Goldblatt, Wiles, Schwartz, & Weeks, 2013; Kaptchuk & Miller, 2005; Leckridge, 2004; E. J. Lim, J. L. Vardy, B. S. Oh, & H. M. Dhillon, 2017; Maizes, Rakel, & Niemiec, 2009; Mann et al., 2004; Patterson & Arthur, 2008; Wiese, Oster, & Pincombe, 2010) articulated conceptual models of IHC. In addition, there are seven studies (Chong, 2006; Geffen, 2010; Kanherkar et al., 2017; E. Lim, J. L. Vardy, B. Oh, & H. M. Dhillon, 2017; Perard, Mittring, Schweiger, Kummer, & Witt, 2015; L. Weeks, Balneaves, Paterson, & Verhoef, 2014; Witt et al., 2015) that assessed and evaluated the use of IHC in institutional settings such as the academic and hospital settings (See Figure 3.1. Scoping Review Flow Chart below).

Figure 3.1. Scoping Review Flow Chart



The construction of conceptual models may help in identifying possible patterns or forms of collaboration of conventional medicine and CAM in different health settings and explain how this collaboration could be applied to the study of IHC. Fourteen of the 19 studies included conceptual/practice models of IHC that meet the inclusion for descriptive evaluation (See Table 3.1. Conceptual Models for IHC Based on a Continuum below for included studies). This portion of the dissertation addresses the most current literature on models of integration and

attempts to explain the gaps in the literature as it applies to the integration of CAM services in a single academic setting

Table 3.1. Conceptual Models for IHC Based on a Continuum from less integration (left hand) to more integration (right hand) ; n=14

Organized by publication year

Authors



Lim et al. 2017	Independent System	Dependent System	Integrative system: transformative integration patterns; dynamic and interactive relationships; interaction between teams or disciplines; multidisciplinary; individual institutional environments;		
	Coexistent: minimal interaction; conceptual conflict; distrust; conventional medical physician deciding CAM involvement; services operated independently	Cooptative: selective incorporation of CAM; based on conventional medical diagnostic; CAM services are highly dependent on conventional medicine; inclusive systems; no CAM legislation or education curriculum.	Cooperative: separate decision-making but consist of multidisciplinary teams	Collaborative: shared decision-making; building consensus from the collaborative team and a partnership; patients consensus; interdisciplinary teams with a nonhierarchical blending.	Patient-centered: advanced care version of the collaborative model; patient centered; patient involvement in treatment planning; greater acknowledgement of the clinical value of both medical paradigms.
Perard M. et al. 2015 and Witt C. M 2015			Theoretical merger (i.e., Bridge Model): bridging cultures based on 4 overall aspects: culture, strategy, organizational tools and outcomes. Each culture is represented by 3 dimensions: corporate philosophy (core and identity of the medicine and the clinic), patient (all characteristics of the professional team's contact with the patient), and professional team (the characteristics of the interactions within the professional team).		
Brooks T. A. et al., 2013			Shared Decision Making (SDM): Quality communication between providers and patients is essential (shared responsibility to work toward patient centered care)		
Goldblatt at al., 2013	ACCAHC Competencies for Optimal Practice in Integrated Environments: evidence-informed practice and institutional healthcare practices, interprofessional education, institutional healthcare culture and practice, communication and interprofessional relationships and health care policies are important core competencies for interprofessional collaborative practice.				

Chung et al., 2012	Balanced Inteprofessional Collaboration model: Integration of conventional medicine and IHC are similar to those between conventional medicine and allied health professionals. Allied health professionals with CAM training, or CAM providers with substantial knowledge of conventional medicine, would fit better into integration initiatives. Their conventional medicine background could help to minimize the negative effect of social categorization when they interact with MDs.						
Wiese M. et al., 2010	Incorporation (aka co-optation): CAM into the biomedically dominated health system is the form that is preferred by physicians as it ensures physicians (MDs) remain in control. MDs trained L Q μ V H O H F W H G ¶ & \$ 0 V methods	, Q W H J U D W L R Q μ L G H D O I R U	& mutual respect between the systems involved;	Integrative setting; full range of services based on the needs of the patient.	Pluralization: health consumers choose the medical option that best suits them; patient autonomy; preserving the integrity of the treatment systems involved.		
Maizes V. et al., 2009					Team-Based: clear goal with measurable outcomes, clinical & administrative systems; division of work; training of all team members; effective communication		
Patterson & Arthur, 2008	IHC health care agency model: Four major resource categories necessary for implementing IHC are within the domains of 1) professional and research development, 2) health human resource planning, 3) regulation and legislation and 4) practice and management in clinical areas.						
Keptchuk et al. 2005	Opposition: CAM collapsed for sociological, legal, and ethical reasons as medical care overtaken by patient autonomy.	Integration: unable to give patients a consistent and clear rationale for therapeutic options. Effect of combining therapies is mostly unknown; may compromise integrity of either paradigm.	Pluralism: aims for optimal patient care and offers the benefit of competition and self-reflection of practitioners, Z K H U H H D F K V \ V W H P ¶ ' flourish and weaknesses be perceived.				
Boon et al. 2004	Parallel: Each practitioner works independently within their scope of practice	Consultative: Expert advice from one professional, communication via referral note from GP	Collaborative: Practitioners share information but practice independently, ad-hoc in nature	Coordinated: Formalized administrative structure. Communication and sharing of patient records with information transferred via case coordinator.	Multidisciplinary: Decisions regarding treatment made independently but integrated by a team leader (non-physician)	Interdisciplinary: Decisions based on consensus made by regular face to face meetings	Integrative: Non-hierarchical blending, mutual respect, shared vision, patient contribution
Mann et al. 2004	Informed clinician: physicians (MD)is knowledgeable	The informed, networking clinician: Add informal referral networks	The informed, CAM-trained clinician: Specific CAM training for physicians (MD);	Multidisciplinary integrative (i.e., Bridge Model); Group practice With CAM and	Interdisciplinary Integrative Group Practice:	Hospital-Based Integration: Both services	Academic Medical Center Integration: Integrates teaching,

about CAM services, improves communication	with CAM practitioners: Increases CAM knowledge; increased mutual understanding and trust develop	expand professional skills, expand treatment options, and add billable procedures to the practice mix.	MD partnership, often focused on specific clinical issues; Cross-referral but patients see different providers in the clinic	providers in multiple disciplines see patients together as a team but the focus is often on a special area; team leaders are MDs	under the auspices of a hospital/medical center; improve patient & family experiences in an inpatient setting & to honor a commitment to provide integrated care.	research, & clinical care; Increases awareness; increased integrative clinical services, & increased research initiatives.
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Leckridge B., 2004

Market model: Patients choose CAM products and services; no regulation;

Regulated model: Increased regulation on the safety of the services and products

Assimilated model: MDs provide CAM products and services into conventional medicine practices

Patient centered model: Team work for both groups, integrative care pathways, shift in the balance of power from providers to patients

Barrett et al., 2003

HEAL Thematic Framework: IHC is incorporating a more holistic, empowering and accessible therapeutic approach

ACCAHC, Academic Consortium for Complementary and Alternative Health Care; IHC, Integrative Health Care; CAM, Complementary and Alternative Medicine

For instance, a recent review (E. J. Lim et al., 2017) described an overarching conceptual framework for ICH based on a continuum moving from independent (i.e., coexistence or parallel model of care) to integrative (patient-centered care).

The authors (E. J. Lim et al., 2017) identified five main theoretical models for IHC integration. These authors defined IHC on a continuum starting from coexistence, cooptative, cooperative, collaborative, and ending with patient-centered care (PCC).

Lim et al. also defined three primary systems that support the integration of CAM and conventional medicine (independent, dependent, and integrative). The theoretical models of the dependent (cooptative models) and independent systems (theoretical coexistence) illustrate segregated roles for healthcare providers and CAM practitioners. The main model, the coexistence model, is characterized by limited (minimal) involvement and interaction between the CAM providers and conventional physicians, with each working independently in practice and clinical decision-making.

The cooptative model is illustrated by process of selective incorporation of CAM modalities, but based on the diagnostic methods of conventional medicine. The cooperative and collaborative models are described as team-based, with structured care practices and interaction between the two medical paradigms of conventional medicine and CAM.

The patient-centered care model is rooted in the philosophy of the integrative model (H. Boon, Verhoef, O'Hara, & Findlay, 2004). This model is based on the collaboration between disciplines around patient needs. The models based on a hierarchical design are outlined in Table 3.1.

Perard et al. (2015) and Witt et al. (2015) create an IHC model based on four overall aspects: culture, strategy, organizational tools and outcomes. However, the main focus of

integration is on culture (i.e., the similarities and the differences in both conventional and CAM

FXOWXUHV³WR VXS SRUW D VXFFHV V K O P Q G W X V W D L Q D E O H

conventional medicine is described as conventional medicine has been described as scientific,

analytic and deductive. In comparison, CAM was described as holistic, empowering,

individualistic, inductive and intuitive (Perard et al., 2015). The research team later tested the

culture model via an expert panel. They found WKDW³RQ D P D F U R O H Y H O F R Q Y

appeared to have a more uniform and sharply delineated culture with clear norms and values,

whereas the macroculture of complementary medicine seemed to be more heterogeneous and

strongly influenced by the different treatment modality philosophies (e.g. Chinese medicine)

(p.115) (Witt et al., 2015). They concluded that intuitional integration is dependent on the

regulation of CAM practice (national and local). Provider integration is motivated by both

intrinsic factors (i.e., patient benefit) and extrinsic factors (i.e., financial incentives) (Witt et al.,

2015).

Goldblatt et al. (2013) looked at the academic IHC. The research team reviewed the documents from educators, clinicians, and researchers involved with the Academic Consortium

IRU & R P S O H P H Q W D U \ D Q G \$ O W H U Q D W L Y H + H D O W K & D U H \$ 8

Interprofessional Collaborative Practice (Interprofessional Education Collaborative, May 2011).

They concluded that successful integration for all professional practices including CAM and

conventional medicine is dependent on evidence-based healthcare and EBP, interprofessional

education, institutional healthcare culture and practice, communication and interprofessional

relationships, and healthcare policy (Goldblatt et al., 2013). Similar to the Goldblatt et al. study,

Chung et al (2012) researched how organizational determinants of interprofessional collaboration

influence successful integration of IHC. They concluded that the conflicts among IHC providers

and convention providers are similar among healthcare professional. These include conflicts about role boundaries, ill-defined scope of practice, and confusion about accountability between CAM and conventional providers. Factors including support for innovation, connectivity, timely communication skills, consensus statements and timely feedback all facilitates integration.

Maizes et al. (2009), Keptchuk et al. (2005) and Boon et al. (2004) discuss integration as systematic approach that brings the best of IHC and conventional medicine together. The Maize et al. case driven program evaluation of the Arizona Center for Integrative Medicine clinic evaluates how IHC history impacts principles and current practice models. The authors suggest an IHC model is rooted in a team-based approach. This model includes a common set of principles that were created from a working document of the Arizona Center for Integrative Medicine. They state that: (1) the healing process involves healing teams; (2) healing is multifactorial and it is influence by mind, spirit and community, as well as body; (3) Appropriate use of both conventional and CAM methods are required; (4) Effective interventions that are the least invasive should be the first course of action; (5) EBP is based on practical and pragmatic and beliefs. Patient belief and values must be respected; (7) broader concepts of health promotion and the prevention are required; and (8) practitioners should practice and exemplify the principles and commits for health themselves.

In addition to these key principles the authors (V. Maizes et al., 2009) outline recommendations that can help facilitate the implementation of IHC. These include: (1) creating financial incentives aligned with health promotion and prevention; (2) have insurers consider the total costs of IHC including the potential cost effectiveness of positive lifestyle changes, the value of longer medical visits to develop a therapeutic relationship and thereby create positive

behavioral change; (3) develop outcomes research to track the effectiveness of IHC models including the funded, feedback and dissemination strategies; (4) create additional competencies for all IHC providers and partners to stimulate successful integrative practices; (5) develop team-based skills that function well in a biomedical setting or institution; (6) understanding the diverse healing traditions; (7) enhancing communication skills; and (8) develop new providers, new provider models, and a realignment of incentives and a commitment to health promotion and disease management. The immense range of recommendations above may be best explained using a system-based approach.

Boon et al. devised a conceptual framework based on a comprehensive review of the IHC literature and an international workshop. The framework comprises seven different team-oriented IHC models (parallel, consultative, collaborative, coordinated, multidisciplinary, interdisciplinary, and integrative) specifying the different ways conventional medicine and CAM integration may be undertaken. These models form a continuum of health care, as developed around four key components: philosophy, structure, process, and outcomes (H. Boon, M. Verhoef, D. O'Hara, & B. Findlay, 2004; H. S. Boon et al., 2004; Shortell, Gillies, Anderson, Erickson, & Mitchell, 2000). Each of these models occupies a position along the proposed continuum from the non-integrative to fully integrative approach they take to patient care. Thus, a move from the parallel to the integrative pole implies an increase in diversity of health care philosophies, complexity of organizational infrastructure, degree of communication, and aspects of well-being upon which practitioners focus (H. Boon, M. Verhoef, D. O'Hara, & B. Findlay, 2004).

The models described in the review are represented below:

Parallel Model(Ivey, Brown, Teske, & Silverman, 1988; Meeker, 2001, 2002)

- independent health care practitioners working in a common setting; formally-defined scope of practice.

Consultative Model(Ivey et al., 1988; Meeker, 2001, 2002)

- expert advice between practitioners (via direct personal communication or formal letter or referral note)

Collaborative Model(Ivey et al., 1988)

- Shared communication of care between practitioners on patient care; ad-hoc collaboration on a case-by-case basis

Coordinated Model(Ivey et al., 1988)

- Formalized administrative structure; communication and the sharing of patient records among providers; team practice; administrative support via case coordinator/manager

Multidisciplinary Model(Ivey et al.,1988)

- Team-based; managed by a leader; service directed by small teams including ancillary members; autonomy for each provider practice including treatment decisions and recommendations potentially integrated by the team leader; highly articulated and formalized outgrowth of coordinated practice

Interdisciplinary Model(Ivey et al., 1988)

- Based on multidisciplinary practice; team-based (consensus building model); practice decisions about patient care facilitated by regular; face-to-face meetings.

Integrative Model(H. Boon, M. Verhoef, D. O'Hara, B. Findlay, et al., 2004)

- Consists of an interdisciplinary (non-hierarchical team-based) approach; seamless continuum of decision-making and patient-centered care and support; specific set of core values (i.e., whole person, innate healing properties, health promotion, wellness, disease

prevention); interdisciplinary team approach (consensus building model); mutual respect, and a shared vision of health care, shared knowledge and skill contribution within the context of a shared, synergistically charged plan of care.

Patients' participation (i.e., involvement in and responsibility for health care decisions) increases as one moves to the right along the continuum (see table 3.1). However, the degree of participation in their health care appears to vary across patients and within the same patient across different health care issues and across time based on a variety of changing social and cultural factors (Deber, 1994; Deber, Kraetschmer, & Irvine, 1996; Stewart & Roter, 1989). It is important to understand how the patient role changes across the continuum of practice models. Each model can serve patients differently and may help the patient access care that meets her/his perceived need.

Similarly, Mann et al. identified seven IHC models that they suggest signify different degrees of conventional health care and CAM integration: (1) the informed clinician; (2) the informed, networking clinician; (3) the informed, CAM-trained clinician; (4) multidisciplinary integrative group practice; (5) interdisciplinary integrative group practice; (6) hospital-based integration; and (7) integrative medicine in an academic medical center. They suggest that, (p.157) the initial form and subsequent development of IHC practice in a specific health setting are dependent upon patient motivation including an appreciation of many of the characteristics and qualities of CAM care that are not typically found in mainstream medicine, including a holistic approach to healing, personal attention, cultural sensitivity, lower cost, and fewer negative side effects (Astin et al., 1998; Mann et al., 2004). These characteristics include beliefs, values, and practices held in common by many CAM modalities, such as emphasis on health and well-being, recognition of the interaction of mind, body, and

spirit in healing; and acknowledgment of the individualized healing process (Gaylord & Coeytaux, 2002). For example, a growing list of systemic disorders (i.e., fibromyalgia) that frequently do not respond to many of the treatment approaches of conventional medical practice are candidates for treatment approaches using multidimensional healthcare (De Bacquer et al., 2004; Yunus, Bennett, Romano, & Russell, 1997, 1998). IHC seems to offer expanded treatment options and enhanced health care outcomes for such disorders (Davidson et al., 2003; Somri et al., 2001).

In addition to constructing analytical research models of care, both Boon et al. and Mann et al. have also identified a number of critical elements or factors dictating success and influencing the ability to create the IHC practice. These include interests, motivations, and skills/experience of the practitioners. According to Boon et al. (2004), differences among health provider roles across different team-oriented practice models will help students and health care professionals to choose the practice settings that best suit their interpersonal styles and professional needs (Ivey et al., 1988). The degree of professional autonomy and independence vis à vis other professionals is identified as an important factor in both choosing a team-oriented practice model and in the socialization of new health care professional students (Ivey et al., 1988; M. D. Ray, 1998) (H. Boon, M. Verhoef, D. O'Hara, & B. Findlay, 2004).

Mann et al. experiences as well as personal beliefs, institutional policies, and societal forces. They include caregiver openness (philosophy), health care administrative support (structure), community resources, availability of educational and training opportunities (process), and concern for

control over these many factors varies considerably. For example, while decisions regarding personal education may be largely under individual control, more difficult to influence are institutional and societal barriers such as limited third-party reimbursement for CAM services.

Lastly, Kaptchuk and Miller (2005) argue that CAM and conventional medicine are involved in three distinct relationships: (1) the oppositional where CAM and conventional medicine struggle in a competitive model that fosters animosity and mistrust between providers.

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changes in bioethics, legal precedent and patient demands have all fostered better relationship between CAM and conventional providers; (2) the integration model where biomedicine centers or institutions create an integrative medical practice including a cluster of medical, alternative, and complementary therapies. The integration model is described as an incoherent medical framework since the unresolved philosophical, epistemological, and practical differences between medicine and CAM systems defy coherent integration. This model lacks a common medical language for diagnosing conditions and prescribing treatment. In this model, equal partnership between CAM and medicine can help foster IHC; and (3) the pluralistic model where CAM and medicine manage patient care in separate silos but have a tolerant and/or cooperative relationship. This model understands that there are epistemological differences in the research methods for therapy development and treatment validation between CAM and conventional

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clinically valuable treatment options for patients in the light of informed choices based on their preferences and values (p. 288). The model focuses on expanding the healthcare options for patients (Kaptchuk & Miller, 2005).

In addition, Kaptchuk and Miller (2005) review assumes that mutual respect between CAM and conventional medicine can be fostered without mutual language, communication and integrative practice.

Additional factors influencing the IHC practice may include adequate marketing, solid referrals, appropriate staff, effective record and communication, cross-professional education, provider compensation arrangement, and supportive organizational structure (Barrett et al., 2003; H. S. Boon & Kachan, 2008; Mulkins, Eng, & Verhoef, 2005; Verhoef et al., 2005). Other approaches to defining IHC include the systems approach based on market or economic model (Leckridge, 2004) and the value based perspective (Templeman & Robinson, 2011).

For example, Bob Leckridge (2004) devised four models for the integration of IHC. Each model was based from a continuum of either biomedical or CAM practice parameters. His market with minimal regulations allows patients to freely choose the best products and services for their specific needs. In this scenario, the patient may purchase some services and products from the biomedical discipline (e.g., doctor appointments and prescription drugs). At the same time the patient may also buy some services from the CAM industry (e.g., manipulations and herb supplements) (Leckridge, 2004). The advantage of this model is patient freedom of choice. What this model does not account for is funding barriers. It assumes that patients are consumers and will pay for health care out of pocket, regardless of the cost. Additionally, the actual inhibition of informed choice is missed in this model. This model also assumes that there is a total absence of cooperative health care teams and agents (i.e., products and services compete rather than cooperate) and the self-interest of the providers and products drive health care. This

model also lacks integration, patient-centered care, and team-based approach. This model best resembles the parallel model.

The se FRQG PRGHO NQRZQ DV WKH ³UHJXODWHG PRGHO´ L that patients can choose services and products that best fit their need. However, regulatory agencies (governmental or institutional) regulate the safety of the services and products (i.e., certifications of products and credentialing of providers).

8QOLNH WKH ³UHJXODWHG PRGHO´ RU WKH ³PDUNHW PR ³DVVLPLODWHG PRGHO´ LV GHVFULEHG DV WKH DVVLPLODW conventional medicine practices. For example, conventional providers prescribe herb and supplement via formal prescription requirements and service patients directly using CAM practices (e.g., family physician M.D. skilled in acupuncture and herbal supplements). Here there are no teams. The CAM provider, products and services are marginalized and the IHC industry is dominated by medical physicians.

7KH ILQDO PRGH ~~HLQW WKH GSPRQHLQW~~ on the needs and care of the patient. It does not see patients as consumers but rather individuals whose main goals are wellness and illness recovery. Additionally, patients drive health care services based on their own personal values and etiology. Here both CAM and conventional products and services are equally important (as viewed by the patient). This model includes key aspects of the other models such as being patient driven and emphasizing treatment safety. Finally, and probably most importantly, this model demands a team-based collaboration approach.

But are there differences in the classification of the modes of IHC implementation? An Australian review by Templeman DQG 5RELQVRQ IRXQG ³YDULRXV FO RI LPSOHPHQWDWLRQ H J $\mu\mu$ KRULJRQWDQ $\mu\mu$ YHUWLF

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review mainly looked at the Australian healthcare system, the models of implementations can be applied to the current healthcare system in the United States. Templeman and Robinson describe

W K H W Z R G R P L Q D Q W P R G H O V R I , + & L P S Q H P H S Q W L R Q N Q F

model. The ideal model as described by Lewith and Bensoussan (2004) was created to include the selective incorporation of the most effective elements of CAM and conventional medicine for the optimal health outcome for the client. This model, incorporates both the best of the

biomedical and CAM evidence and best therapies with clinical efficacy as valued by the patients and providers. This also includes integrated health outcomes and team-approach healthcare

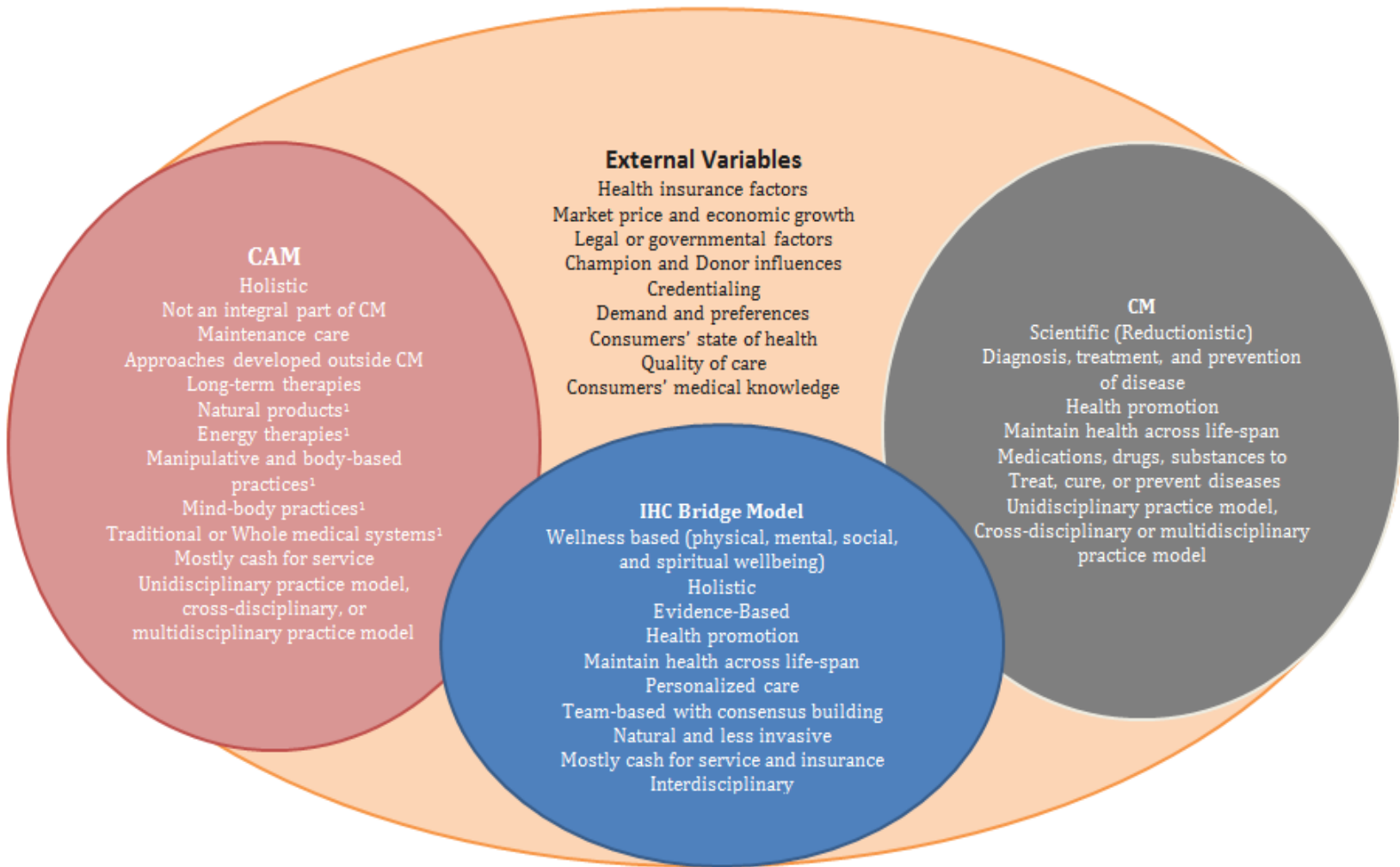
(LeWITH & Bensoussan, 2004). This approach compared the definition of IHC by Bell et al. (Bell et al., 2002) W K D W ³ I D F L O L W D W H V & \$ 0 D Q G F R Q Y H Q W L R Q D O P H G L

with, and complementary to, each other with CAM practitioners and members of the medical profession such as general practitioners (GPs) becoming co-workers with equal autonomy, input

D Q G V W (T e m p l e m a n & R o b i n s o n , 2 0 1 1) . This model best represents the Department of Veterans Affairs (VA) implementation and integration of chiropractic treatment teams across

seven clinical sites (Khorsan et al., 2013; Lisi et al., 2009). This model is referred to as the μ E U L G J H P R G H O ¶ L (S e e F i g u r e 3 / 2 a G I C V a s a C o n s u l t a t i v e B r i d g i n g M o d e l) .

Figure 3.2a. Model of IHC as a Consultative Bridge Model



CAM-Complementary and Alternative Medicine; CM- Conventional Medicine; IHC-Integrative Health Care; 1. Expanding Horizons of Health Care. Special Section CAM. Winter 2009 Issue: Volume 4 Number 1 Pages 16 - 17 <https://medlineplus.gov/magazine/issues/winter09/articles/winter09pg16-17a.html>

incorporation of evidence- E D V H G (Léman & Robinson, 2011). This model is similar to the assimilation model described previously. Here IHC including diagnosis, monitoring and coordination of health care and treatment plans is conducted by the general medical physician (MD). These physicians act as the primary contact for patients including gatekeepers to IHC practices. Referrals are needed for any subsequent IHC visits. Much of the therapeutic decision making is done by the Conventional medical physician exclusively. Therefore this model will be inevitably accompanied by the loss of essential CAM features.

The last model is known as the integrative practice in which general medical physician act as primary contact providers or gatekeepers to CAM services. Here the conventional physicians are responsible for diagnosis, monitoring and coordination of health care and treatment plans. In this model, CAM providers have little to no influence on patient healthcare or patient health outcome. Therefore, the term integrative may not be appropriate for this model.

There have been several IHC models described in the literature (see Table 3.1 for details). Lim et al. (2017) argue for the Patient Centered Integrative System as collaborative model of IHC. The articles by Perard et al. and Witt et al. (2015), discuss how IHC is culturally driven by philosophies for collaboration between providers. Others also argue for greater collaborative efforts (i.e., inter-professional collaboration) between CAM and conventional providers (i.e., shared responsibilities toward patient center care) is an important variable in IHC integration (Brooks et al., 2013; Chung et al., 2012; Goldblatt et al., 2013). Four articles expand on the collaborative model to a team-based non-hierarchical model with blended patient centered care with shared respect between providers (H. Boon, M. Verhoef, D. O'Hara, & B. Findlay, 2004; Leckridge, 2004; Maizes et al., 2009; Mann et al., 2004). Many more articles emphasize the

importance of institutional healthcare culture , knowledge and practice as mediating factor for IHC integration (Barrett et al., 2003; Chung et al., 2012; Goldblatt et al., 2013; Kaptchuk & Miller, 2005; Patterson & Arthur, 2008; Wiese et al., 2010).

While many of the articles above discuss collaborations and team-work as part of a successful IHC model, only a few discuss the key components of an integrative team-based approach to health care (H. Boon, M. Verhoef, D. O'Hara, & B. Findlay, 2004; Leckridge, 2004; Maizes et al., 2009; Mann et al., 2004). In addition, some of the articles did not incorporate the design of a patient-centered approach as a key feature of IHC (Cloninger, 2011; Crawford et al., 2014; Yunus et al., 1997). Indeed, the patient-centered care approach, which advocates that the patient engage in the therapeutic process/encounter to help cultivate patient well-being and even improve health outcomes is a distinctive aspect of IHC compared to other approaches to healthcare.

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The Potential for an IHC Team-based Patient-centered Care Approach

According to the literature review, IHC models share common variables including multidisciplinary collaborative care, patient-centered care, corporate philosophy, mutual respect, communication, and a holistic therapeutic approach to patient care. Therefore, IHC can be defined as a team-based patient-centered holistic healthcare approach.

Patient centered care (aka person centered care) focuses on each person as a unique actor engaging in his/her individual health care and well-being. Many view patient centered care as the key to holistic health care (Ziebarth, 2016). There are several important attributes of holistic health care including faith and spirituality, health promotion, team-work and collaboration, team management and coordination, empowerment, and increased access to care. IHC is by definition

a holistic patient centered care approach (Andersson, Sundberg, Johansson, & Falkenberg, 2012; Barrett et al., 2003; Brooks et al., 2013; Dacher, 1995).

Based on the literature, another important aspect of IHC to consider is the team-based approach. Perhaps, IHC is best described as team-based, patient-centered approach, including a comprehensive transdisciplinary approach to patient care based on the biopsychosocial model. Therefore, IHC models should involve all stakeholders in the care process of the patient. These teams include all participants in treatment decisions. Patients may benefit from improved training for teams to move toward a transdisciplinary patient-centered team including IHC providers. Conventional physicians, social workers, and pharmacists can add additional information on safe and effective supplements/herbs. Integrative nurses (aka holistic nurses) can provide additional support including counseling. Finally, psychologists can offer mindfulness-based stress reduction training or coping strategies, and physiotherapists have a greater role in rehabilitation (Conrad, 2013; Dossey & Guzzetta, 1994; Geffen, 2010). IHC may best occur in collaboration with academic institutions that support research and equip students with best practices including health promotion, health prevention and public/community health. Currently, there are only a few published studies regarding the conceptualization of an IHC team-based patient-centered approach. Also, these concepts, while related, create confusion in terminology (similar or related concepts to IHC team-based patient-centered approach) (Kress et al., 2015). Therefore greater conceptual clarity is needed. The following articles address cases and models of IHC team-based patient-centered approach, with potential for implementation in an academic setting.

A case driven program evaluation of the Arizona Center for Integrative Medicine clinic describes how IHC history impacts principles and current practice models including patient centered care

and a team-based approach. This model includes a common set of principles that was created from a working document of the Arizona Center for Integrative Medicine (Maizes et al., 2009).

The authors V W D W H W K D W E R W K W K H S D W L H Q W D Q G S U D F W L W L R

Healthcare is a continuous process embedded in evidence-based knowledge and team-based approach that honors the uniqueness of each healthcare provider involved (Heidemann et al., 2008; Khaw et al., 2008; Maizes, Koffler, & Fleishman, 2002; Maizes, Schneider, Bell, & Weil, 2002; Schroeder, 2007). Like the Keptchuk and Miller (2005) study, Maizes et al. (2009) places the responsibility for healthcare decision-making on the patient. 7 K H \ V W D W H the³ X O W L P D W H patient must decide how to proceed with treatment based on values, beliefs, and available evidence (p.279) . Unlike the Keptchuk and Miller (2005) study, Maizes et al. emphasize collaboration between CAM and conventional providers to partner with patients in choosing the best informed healing path.

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As stated previously, distinct differences between CAM and conventional allopathic medicine are theoretical systems, philosophies and accreditation criteria. Conventional medicine is based on the germ theory and focuses on disease and fairly homogeneous hierarchical

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principles. On the other hand, CAM reflects a holistic perspective sometimes loosely based on a combination of global medical systems such as Ayurvedic Medicine, TCM, and Traditional African Medicine that approach health and healthcare from an individualized whole-systems approach. These differences among health paradigms may make it challenging to integrate these health care systems. However, despite the differences, integration of CAM therapies into the conventional medical system has occurred in some form or another over the past decade. In fact, research on primary health care providers has found that models that encourage communication

and collaboration between team members representing both conventional and CAM practitioners were most successful in preventing conflict over main issues of power, control and decision making (Paterson & Peacock, 1995; Perry, Dowrick, & Ernst, 2014; Shirwaikar, Govindarajan, & Rawat, 2013).

Review of Other Theoretical Models

Similar to the patient centered team based approach, the systems approach advocates treating the health or illness as an emergent property of a complex and dynamic system (Bell et al., 2002; Dacher, 1995). IHC has the potential to draw on the system approach as a model based on sciences of biology, psychology, sociology, and ecology. This approach assumes that the IHC model (J. Adams, Hollenberg, Lui, & Broom, 2009) which facilitates conventional and alternative practitioners working harmoniously and as mutually supporting partners for the improvement of patient traditional thinking by shifting the focus of health integration from individual discipline/practitioner to the symbiotic exchange between and cooperation across different kinds of health professions and practices (Dacher, 1995). The systems approach is useful in developing a holistic patient centered intervention that allows for multiple pathways for healthcare. But it may not be adequately in addressing the power struggles and causes of inequality in healthcare especially IHC (the merger of two conflicting paradigms (i.e., holistic versus reductionist) (Flood & Jackson, 1989).

Like the systems approach models for IHC, a critical social science perspective maintains that the development of health services is shaped by complex social structural processes (Eakin,

Robertson, Poland, Coburn, & Edwards, 1996; Poland, Coburn, Robertson, & Eakin, 1998).

However, a critical social science perspective assumes that these processes may reflect power imbalances, marginalization, and domination by one professional group or knowledge form over another. Based on the theory of the Frankfurt School of thought (Calhoun, 1995; Held, 1980),

W K L V S H U V S H F W L Y H ³ L Q F R U S R U D W H V D E H O L H I W K D W W K L Q
S U R E O H P D W L] L Q J Z K D - W - U V D X W B G O \ S W R Y H L G H D W H Q K H S R W H Q V

organization of health provision. A critical social science agenda also helps illuminate a reflective sociology of health care that subjects the current assumptions and arrangements of the

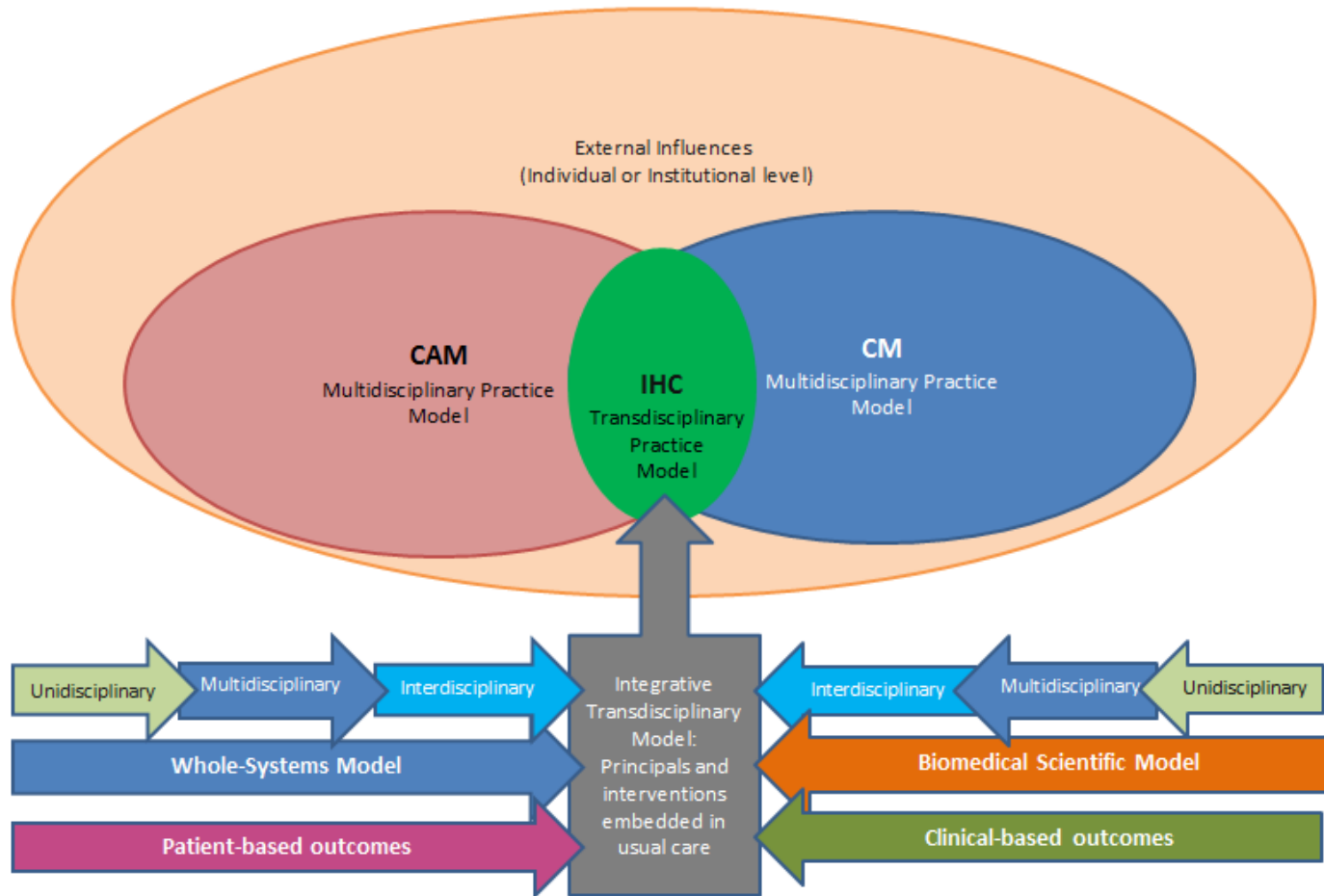
sociologist to critical reflection (I. D. Coulter, 1991; R. Straus, 1957) ⁶ \$ G D P V + g R I O i O H Q E H U
& Broom, 2009. p.794).

According to the critical social science perspective, power and available resources of different professional groups as well as the dominant ideology of health care policy have the
⁴
greatest impact on the actual practices of IHC. An IHC model, as devised by this perspective, is practical only when wider structural and cultural contexts governing IHC in practice is investigated. ³, Q V K R U W D F U L W L F D O V R F L D O V F L H Q F H S H U V S H F V
analysis of power, knowledge, and critique (p.794) ⁶ \$ G D P V n b e r g R I O i O H Q E H U & Broom, 2009).

Today the most common models of IHC may be those that expand staffing to include other CAM providers (herbalist, Reiki healer, etc.,) and broaden the treatment focus to other conditions and age groups. In this model, medical physicians provide conventional therapies and CAM practitioners provide complementary therapies in a partnership, often focused on specific clinical issues (Gaudet, 1998; Maizes et al., 2009; Vohra, Feldman, Johnston, Waters, & Boon, 2005). A distinctive feature of this model is that although practitioners work collaboratively in the same office setting, patients see different providers in the clinic, although cross-referrals

happen regularly. In this dissertation, I refer to this model as WKH 3% ULG JH PRGHO ´) L J
and 3.2b) illustrate the two main models for integration of IHC in primary care. The bridge
model focuses on increasing the involvement and effectiveness of IHC consultants in the care of
patients and their families. Most patients directly seek services or are referred by primary care
physicians. The interactions of conventional physicians and ICH practitioners are minimal.

Figure 3.2b. IHC as an Embedded Model



An example of bridge model is the Veterans Administration (VA) incorporating chiropractic therapies at VA hospitals. The VA's introduction of chiropractic services is the most extensive introduction of any CAM service into the largest integrated United States health care system (Dunn, Green, & Gilford, 2009; B. N. Green, Johnson, & Lisi, 2009; Khorsan et al., 2013). A program evaluation of this model found that there is considerable variation in clinic planning and implementation processes and clinic features in the VA, as well as perceptions of clinic performance and quality. Administrative data showed high variation in patterns of clinic patient care volume over time (Lisi et al., 2009).

The bridge model may enhance ease of implementation. However, it is not clear whether this model provides the most efficient delivery of patient care and if it enhances caregiver growth.

The ~~embedded model~~ is theoretical and seeks to embed IHC principles and practices into daily patient care provided by the IHC team (including integrative physicians, CAM practitioners, nurses, etc.) for all patients and their families. The integrative model is based on the multidisciplinary models that incorporate holistic philosophies of patient care may provide greater integration. The embedded model was created in this dissertation based on the commonalities and gaps in the literature reviewed (H. Boon, M. Verhoef, D. O'Hara, & B. Findlay, 2004). On a continuum, as IHC moves from the bridge model to the embedded model it gains evidence-based practices (i.e. guidelines and protocols), more insurance reimbursements, equitable partnerships and team-work especially in academics, communication and consensus building, practice validation and greater regulation, and an increase in patient-centered care especially for conventional medicine. The embedded model will also introduce greater patient-centered outcomes, more patient autonomy and greater choice for healthcare modalities

especially in hospitals and at the bedside. An example of a field that uses this model is integrative nursing.

Nursing is, by definition, a multidisciplinary field. Nurses play an important role in patient care including education, advocacy and decision making. Nurses often incorporate holistic philosophies of patient care. The emphasis in nursing is on the social, spiritual, and psychological needs of patient care. Therefore, nurses inherently bring a multidisciplinary holistic approach to patient care. This approach has the potential to be a primer for the integrative model.

Integration of IHC into the nursing paradigm for pain and other symptoms is a natural extension of this multidisciplinary foundation, both in the general practice setting as well other institutions such as hospitals. Therefore, nursing may be appropriately aligned as an interface between CAM and conventional medicine leading to successful IHC (Conrad, 2013; Diehl, 2009; Jenna, 1986; Knutson et al., 2013; Kreitzer, 2013).

³ + R O L V W L F ´ R U ³ L Q W H J U D W L Y H ´ Q X U V L Q J F R Q V W L W X W H

concept of IHC within nursing (Mariano, 2007). This concept supports the use of IHC in institutional, community, and private health care settings where nurses dominate patient health care. These CAM services provided by nurses include a wide arrange of modalities (i.e., massage therapy, music therapy, art therapy, guided imagery, relaxation therapy, and therapeutic touch (Kramlich, 2017). The nurse's role within these settings is subject to a range of institutional factors, including the practice size, patient demographics, practice structure, and individual employment arrangements. In addition, regulatory, legal, ethical, and safety concerns are factors that influence implementation of integration of IHC for the nursing profession.

In summary, IHC, as defined in these models, has paid some attention to the wider structural, ecological, biosocial and cultural contexts governing IHC in practice. Also, these models are not mutually exclusive. Integrative practices as a continuum around a framework of philosophy, process, structure and outcome provides a primer for the embedded model. It may also provide helpful guidance on how to explore models of patient care. Like Boon et al. and Mann et al. (2004) models, the embedded model can build on an emerging concept taking form in a number of directions that range from the informed practitioner, to fully integrated group practices, to hospital-based and academic center systems of integration. Adams et al. (2009), argue that the prevailing theories of IHC arise or prevail in a specific setting and, further, are often multifaceted involving a unique mix of conventional medicine and CAM therapies and providers. The continuum of IHC models include a variety of different relationships and partnerships between providers and patients ranging from coexisting (CAM as adjunctive) to integrative (holistic team-based/patient-centered care). Indeed, empirical studies of IHC settings and therapies, varying from one CAM therapy to as many as eight or more (D. Hollenberg, 2006) (p. 798) are needed.

In conclusion, there are gaps in the research on IHC program/practice models that will need to be addressed by future research. Since IHC is an emerging field it is not surprising that IHC program and practice frameworks are also emerging. Because the field is going through an evolutionary process it is difficult to subscribe to one conceptual model. Indeed, IHC practices are often multifaceted involving a unique mix of conventional medicine and CAM therapies and providers. The continuum of IHC models include a variety of different relationships and partnerships between providers and patients ranging from coexisting (CAM as adjunctive) to integrative (holistic team-based/patient-centered care). Indeed, empirical studies of IHC settings and therapies, varying from one CAM therapy to as many as eight or more (D. Hollenberg, 2006) (p. 798) are needed.

Currently the above theoretical models have not been tested empirically. Despite these challenges, these creative frameworks may help IHC researchers facilitate investigation of IHC healthcare delivery systems.

CHAPTER 4: RESEARCH AIMS AND METHODS

Study Aims and Hypothesis

The objective of this dissertation is to provide a program evaluation (single case study) investigating an IHC program at the Susan Samueli Integrative Health Institute at University of California Irvine School of Medicine. This dissertation explored how a single care clinical IHC program (out-patient only) can potentially fit into a larger academic healthcare center or academic hospital. The study was intended to identify circumstances that facilitate or hinder the implementation of an evolving IHC program within a university-based medical setting.

Study Aims

A mixed methods approach was

- i. To develop a program evaluation and outcome assessment for an IHC clinic ;
- ii. To evaluate selected organizational processes including key factors leading to different implementation patterns and clinic characteristics including definitions of IHC; and
- iii. To examine selected patient (client) and provider outcomes, including their reported levels of health and satisfaction.

To address study aims i and ii, this case study employed a grounded theory approach (Artinian, 1998). Research methods included (a) interviews to gather data from key stakeholders; (b) the collection and content analysis of policy and procedure documents and other archival/documentary material to supplement interview-provided data using a program

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IHC management. In addition, this evaluation compiled quantitative measures from a small cohort of selected IHC patients including using a short patient satisfaction survey instrument (I. D. Coulter, Hays, & Danielson, 1994). To address study aim iii, the study uses qualitative D V V H V V P H Q W experiences and perceptions and quantitative patient satisfaction survey.

Hypotheses

The evaluation methods include both qualitative and quantitative approaches for inductive (hypothesis generation and exploration). Therefore, for the processes and outcome evaluations there are no a priori hypotheses. The evaluation will generate information regarding IHC service development, practice and planning rather than hypothesis testing.

This dissertation was exempt by the University of California, Irvine, Institutional Review board. All participants gave informed consent to participate in the study. While this Center Clinic treats pediatric patients, this study only includes data on adults aged 18 years or more.

Methods and Analytic Approaches

This program evaluation employed a mixed methodology approach (Creswell & Clark, 2007). The literature review portion of the dissertation evaluated the effectiveness of IHC based on the current literature (Barbour, 2001). This method takes advantage of the available evidence and aims to tease out the variations in definitions and reporting in this field (Dicks, Ranse, van Haren, & Boer, 2017). In summary, the literature review potion of this study (a) explores the current state of the science on the effectiveness of IHC program models and (b) descriptively synthesizes the available evidence to draw initial conclusions based on the current state of the evidence for its application for the second and third portions of this study, with emphasis on barriers and facilitators of the included programs.

The second portion of this study uses a qualitative approach to discover the key issues and factors that facilitate or inhibit desired outcomes, mechanisms for integration, and processes for change via key stakeholders in this particular clinic. This qualitative fieldwork including observation, key informant interviews, and reviews of institutional documents such as organizational charts, business plans, and staffing, and staffing ratios uses both and applies secondary process evaluation to move from what is stated on paper to what actually occurs in practice. Lastly, the final portion of this study uses quantitative data regarding practitioner EHR/HIV Risk, + & SOX V (e.g., repeated use of the center, satisfaction scores; functional patient measures; health status outcomes; and pain symptoms).

Description of the Center

The Susan Samueli Integrative Health Institute (also known as the Institute; formerly known as the Susan Samueli Center for Integrative Medicine (also known as the Center) was established in 2001 with a donation of \$5.7 million from Henry and Susan Samueli. The Center includes the health clinic (the Clinic), under investigation, that serves as a resource to the University of California Irvine (UCI) Medical School and the UCI Academic Health System. In addition to providing clinical patient care, the center focuses on both scientific research and education in CAM or IHC.

During this evaluation, the Center resided directly within the university medical school. That is, the Center and the Clinic were both overseen and governed by the University Of California Irvine, School of Medicine. While the Center is part of a university and within a medical school umbrella it is not a direct part of the university medical hospital or the university primary care and/or ambulatory clinics throughout Orange County. While some clinical staff

members at the Clinic conduct rounds at the university medical hospital, patients of the Clinic cannot make direct visits to the Clinic providers at the university hospital or the primary care and/or ambulatory clinics including student health services (see Figure 4.1. The Center Bridge Model).

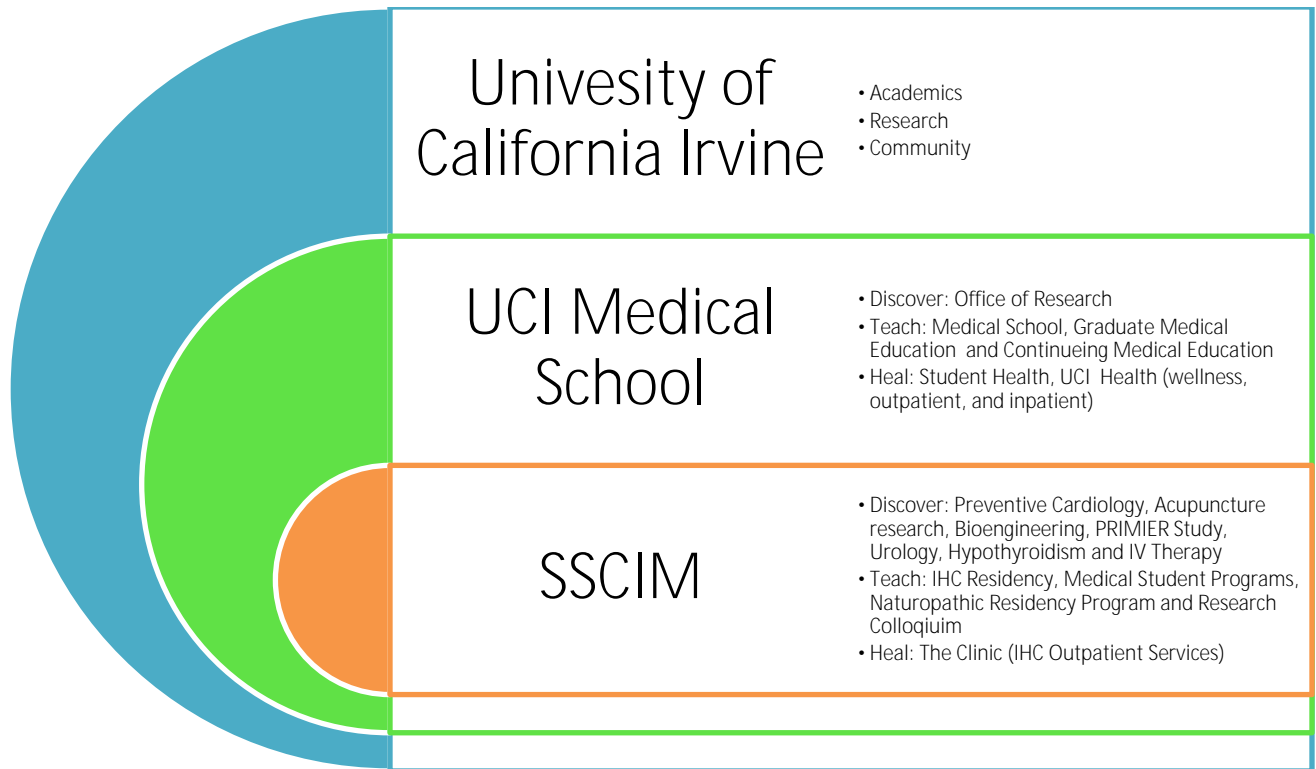


Figure 4.1. The CenterBridge Model

Today, the Center resides within the newly developed college, the Susan and Henry Samueli College of Health Sciences. The new college includes the Center (as well as the Clinic) and will ultimately include: (1) School of Medicine; (2) the Sue & Bill Gross School of Nursing; (3) School of Pharmacy (formerly known as the Department of Pharmaceutical Sciences); and (4) the School of Population Health (formerly known as the Program in Public Health) (See Figure 4.2. Major Components of the Susan and Henry Samueli College of Health Sciences).

Susan and Henry Samueli College of Health Sciences



Figure 4.2 Major Components of the Susan and Henry Samueli College of Health Sciences

The Center also engages in community services including educational classes and lectures on CAM practices and wellness, Culinary Medicine Initiative and Teaching Kitchen serving patients at the UC Irvine Santa Ana Family Clinic. Other community services include contributions to Live Healthy OC and the Integrative Medicine Community Clinic Initiative and the Serve the People Initiative. The Clinic is located in a densely populated county (Orange County) in the state of California. The location is mostly suburban with a diverse ethnic population. According to the United States Census, Orange County has a population of 3,172,532 individuals with 1,032,218 families. These individuals are mostly young (37.7 ± 0.2 medium age) and affluent with a median household income of $\$81,837 \pm \$1,290$. The median household income of Orange County is about 20 percent higher than the amount in California of $\$67,739$ (U.S. Census Bureau, 2016).

The Clinic incorporates a multidisciplinary practice model delivering outpatient health care services in a collaborative fashion that coordinates CAM with conventional medical care. As previously stated, like the Center, the Clinic is also under the umbrella of the UCI medical school (the University). The Clinic is located in a private commercial medical building about 10 miles (City of Costa Mesa, California) from the university-based academic medical center (full services teaching hospital in the City of Orange, California) and main university campus (City of Irvine, California).

In the Clinic some of the treatments like therapeutic massage and acupuncture are offered to patients for a cash fee, often not covered by insurance plans. Classes and courses on wellness, mind-body approaches, and supplements are also offered for cash. Insurance reimbursement for clinical services provided by CAM providers differs by provider specialty. Overall, insurance reimbursement accounts for a large portion of Clinic funding. A recent study found that compared with primary care physicians, the likelihood of reimbursement for any service was lower for acupuncturists (69%), doctors of chiropractic medicine (71%), and doctors of naturopathic medicine (62%) (Whedon, Tosteson, Kizhakkeveetil, & Kimura, 2017).

The Clinic recently established residency programs for students interested in IHC and training in multidisciplinary practice. The Clinic houses family medicine residents specializing in IHC. In addition, the Clinic is also home to naturopathic residents interested in multidisciplinary practice and integrative patient care approaches.

There are several other educational programs at the Center and Clinic. Much of the educational activities occur outside the &OLQLF VXFK DV DQ DQQXDO FRQIHUH :RPHQ¶V :HOOQHVV 'D\ OHFWXUHV DQG VHPLQDUV DW WK national level. The Clinic lectures and seminars by clinical provider and staff such as the mind-

based stress reduction (MBSR) lectures or Culinary Medicine lectures are well-attended events, often sold-out with standing-room-only audiences. Today, the Clinic has seen a 133% increase in patients over the last year. Also the staff ratio has now increased by more than five times within a time span of two years (Macaulay, Dec 14, 2017).

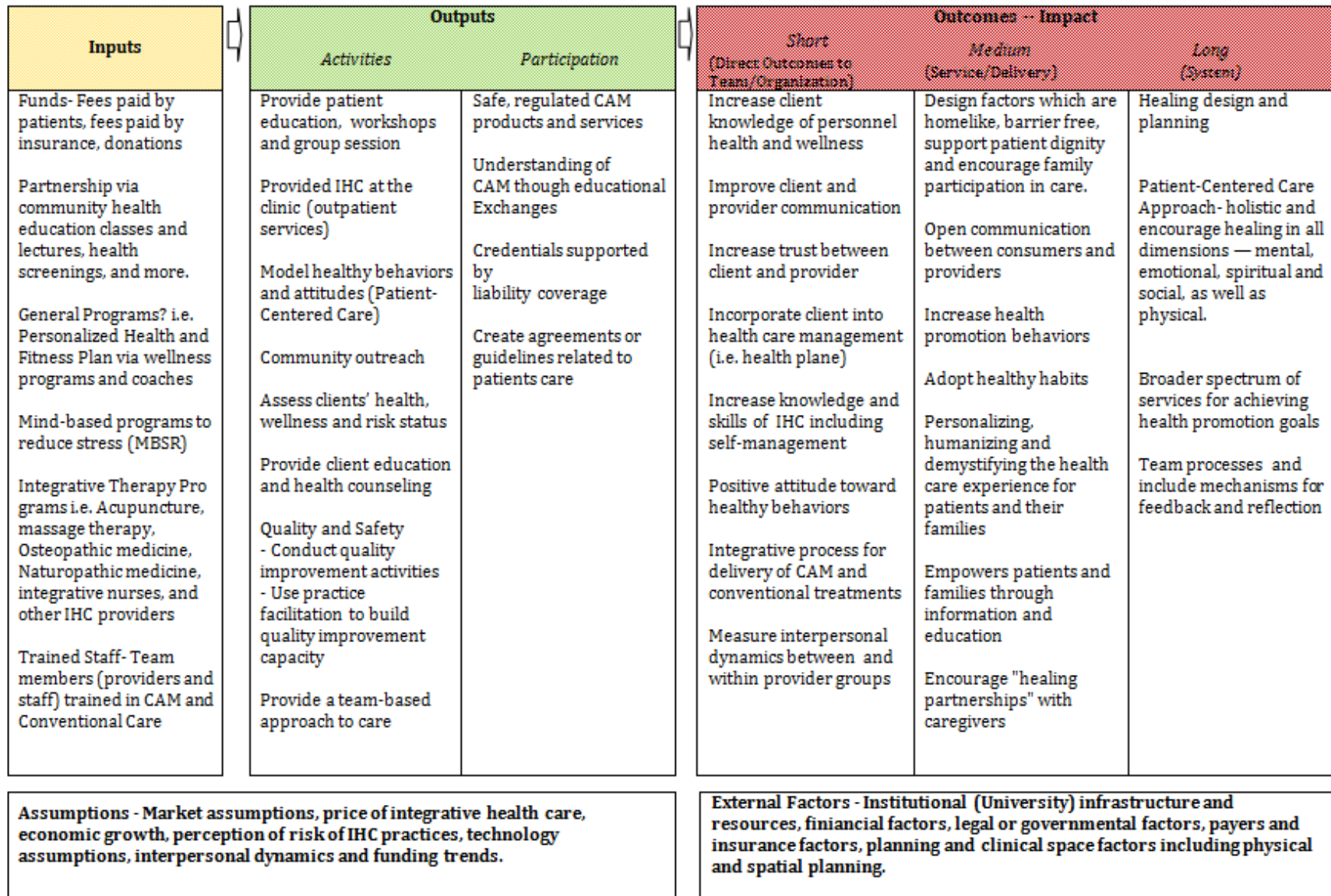
The Clinic also assists the Center and other academic departments that are interested in researching CAM modalities and IHC in the application of these modalities to their patient populations. The majority of the research at the Center is funded by federal, university and local grants and is conducted by university faculty.

The teaching and research aspect of the Center is not the focus of this evaluation. This evaluation focuses on the patient care and IHC provided by the Clinic. The Clinic has had one prior evaluation that was performed in 2008-2009 (a business model review). That external review committee H ¶HY D O X D W L R Q R E M H F W L Y H V Z H U H W R H [D P L Q H W Clinic and better understand the processes by which biomedicine practitioners practice health care alongside allied health care practitioners such as acupuncturists. The external review committee evaluation found that the best practice for a university based model is self-sufficient . They suggested a model with better patient marketing including a well-established referral system with the University health services.

Similar to business model review, this case study examined how IHC program (out-patient only) and CAM services within the clinical programs at the Clinic fit within a university clinical model. However, the aim was to understand what factors facilitate and which impede an evolving IHC clinical program within a university biomedical setting.

The program logic model integrates several specific program elements including inputs, outputs, and impacts (McLaughlin & Jordan, 1999) (see Figure 4.3. Integrative Health Care Program Logic Model).

Figure 4.3. IHC Program Logic Model adopted from McLaughlin (1999)



While research on CAM is growing and systematic evaluation of IHC is gaining momentum, the research data on these integration issues are unfortunately, still quite limited. There have been very few evaluations of IHC, especially hospital-based IHC (Chung et al., 2012; I.D. Coulter et al., 2008).

My Role in IHC

Researchers often choose their research topic based on intrinsic values including their personal experience, discipline, culture, and passions (Mruck & Breuer, 2003). Indeed some

KDYH HYHQ DUJXHG WKDW ³FXOWXUDOO\ LQFRPSHWHQW UH
XQHWKLFDO EHFDXVH LW FDQ ZDVWH UHVR (Kaplan, Mos
& Lees, 2002). I have researched CAM and IHC for over a decade and published over 30 peer-reviewed studies on the topic. Also, I have worked as a Research Associate for the Samueli Institute prior to this dissertation for about a decade. I have also sat as a volunteer in several committees for WKH & HQWHU DQG & OLQLF LQFOXGLQJ D PHPEHU R
Committee. Being a volunteer for the Center over the past 10 years has given me a deep understanding of issues related to the integration of IHC services at the Center and Clinic. I am familiar with the business model for the Center and Clinic including many of the organizational processes and services that are otherwise not readily available to an outsider. I was not particularly familiar with the individual provider staff at the Clinic and therefore spent a considerable amount of time (about 150 hours) observing and interacting with members. In addition, my research knowledge of CAM and IHC also helped me gain the trust of the participants.

The objective of this dissertation was to explore how IHC is integrated and what facilitates or hinders successful integration. As a researcher and social scientist, I am strongly committed to evidence-based methods for the integration of CAM therapies and IHC.

It was my goal to be as objective as possible throughout the research process. I used semi-structured interviews, surveys, systematic notes and reflections with a variety of participants (i.e. providers, staff, leadership, stakeholders, and patients) to increase the rigor of my methods (i.e. triangulation) and strove to frame an objective picture of the subject. At the home (my personal experiences) and being away (my scientific experiences; (Alsop, 2002). This tension is especially problematic for an integrative transdisciplinary discourses because it often relies on emerging (newly defined) concepts (Ferrer, 2003). Therefore, studying IHC involves an epistemological stance that includes both deductive and inductive thinking. To begin exploring this concern, I began to reflect my own participatory perspective on the subject including how IHC is guided by both paradigms for me.

Susan Saegert (1987) uses the transformative synthesis for research to account the embeddedness of the researcher into a scientific exploration. As embeddedness increases, the need for theoretical and methodological practices that acknowledge the historical and material nature of people and environments becomes more pressing. We become aware of our boundaries in time and space and of the specificity of our geographic, transformative model to guide my own research process, a constructive process, to reflect on my past experience and how that impacts my research questions (Saegert, 1987). With that on mind, in the research process, I end all interviews with an interview debriefing. I asked myself

questions such as: (1) what were the main issues or themes from this interview; (2) list the main ideas derived from the interview that you think are important (i.e. what does it mean to you); (3) list specific insights from this interview (i.e. why is it important and what is it telling you); (4) what was the tone or mood of the interview; (5) what are your impressions, concerns, ideas, and reflections from this interview; (6) what new or remaining questions do you have; and (7) what information do you gain about this interview that would not be conveyed by a written transcript?

I used my own subjectivity as an important path to understanding and constructing knowledge and insight about the topic and by generating informative scientific knowledge. In essence, I was trying to talk to myself (Mruck & Breuer, 2003). Indeed, I believe a transformative journey occurred, beginning with the interviewees' narratives and extending to my own personal inquiry (my narrative inquiry about the research topics addressed in this research. That is, exploring the variables that hinder and help a marginalized and emerging holistic phenomenon (IHC) in healthcare at a time in our history where health promotion and disease management is under major debate and under scrutiny (Korobkin, 2014). I was more than a researcher. I was an agent for change (Campbell, Schwier, & Kenny, 2005). I was tied to the moral and ethical dimensions of my research topic and my role as an agent of healthcare change. This unapologetic design requires that the researcher has a moral obligation to conduct research to influence change.

7 U D Q V I R U P D W L Y H V \ Q W K H V L V E \ G H I L Q L W L R Q ³ Y L R O D W I
practice (p.104) ´ E \ U H F R J Q L J L Q J W K D W W K H U H V H D U F K H U K D V V S H
D U H D F F H S W D E O H D V O R Q J D V W K H U H V H D U F K H U ³ H [D P L Q H V
particular question formulations methods (p. 104) ´ (Saegert, 1987). In addition, transformative
synthesis allows the researcher to examine the context of his/her relationship as an agent of

change. This model requires more than just a synthesis of different knowledge domains and limitations. In the course of change, the researcher will enter into social, psychological, and environmental transactions. These transactions will create dialogue between parties.

Furthermore, the conversation between the participants and researcher are multisided and reflective. Therefore, it is inevitable that the researcher will also change in the process. I recognized my own limitations upfront. If you disqualify researchers because of their beliefs then you would be disqualifying a vast majority of researchers (i.e. medical doctors from conducting medical research). Research does not ask researchers not to have an opinion or personal interest. In fact, not having beliefs or interest is unwise. What the research process

asks researchers to do is to demonstrate the discipline and integrity to ensure that those personal

~~EHOLHIV GRQ ¶ W LQWHUIHUH oduwskunwresearchu HivHIDu FKHU ¶ V DEL~~

recognized how my own personal interests and assumptions about IHC might have led to the formation of my research questions; my inquiry evolved as I better understood my own place within the social, political, and economical context surrounding the integration of IHC.

Lastly, the transformative synthesis model implies that researchers embody moral values to achieve communication in a thoughtful and deliberate methodological design from the ethical stance adopted by change agents. Reflexive dialogue can help align the research questions with the researcher ¶ own political, social, environmental and cultural context. This dissertation had several objects. As noted earlier, a major goal of this dissertation was to document and better understand factors that contribute to the integration of IHC practices and services for patients at a large academic medical institution in Orange County. Overall, I felt that the participants gave thoughtful, articulate, and personal accounts of their story. It is important to note that there is an

intentional, even altruistic goal of this dissertation: to help make greater patient healthcare options available for preventing and treating disease and promoting wellness and vitality.

CHAPTER 5: RESEARCH FINDINGS

Qualitative Analysis

In this portion of the program evaluation, a series of semi-structured one-on-one qualitative interviews with a range of participants (i.e., clinicians, support staff, administrators and other key stakeholders) was completed. The semi-structured interviews were similar to those used by previous studies to explore CAM and IHC integration (I.D. Coulter et al., 2008; Khorsan et al., 2013; Lisi et al., 2009). Using qualitative methodology, the results of this part of the study offers insight into the perceived facilitators and barriers to the integration of IHC services within an academic healthcare center based on interview data.

Qualitative thematic analysis is a common approach in qualitative research (Jamison, Sutton, Mant, & De Simoni, 2017). This evaluation used qualitative thematic analysis to analyze the qualitative data. Transcribed interviews are coded for recurrent patterns. The results are compared to the relevant models found in previous chapters of this evaluation. Therefore, this study draws conclusions primarily from present data, but also in comparison with ideas that extend beyond the present study.

Twenty-six interviews with providers and key stakeholders were conducted lasting a minimum of thirty minutes to three hours each. Fourteen patient interviews lasted from three minutes to ten minutes.

Lastly, the researcher observed team meetings and interaction as well as clinic operations at several stages throughout the data collection period. Some clinical operations for staff include checking patients in and out, scheduling appointments for patients, answering questions for patients, and answering phone calls. Therapies offered by the Clinic providers includes

acupuncture & traditional Chinese medicine, Ayurvedic therapies, naturopathy and functional medicine, massage therapy, meditation, mindfulness including MBSR, nutritional counselling, physical medicine and rehabilitation, preventive cardiology, sports medicine and osteopathic manipulation, Tai Chi, vitamin infusion therapy, women's health, yoga, and healing coach.

The full outcome evaluation involves qualitative data from interviews with outpatient staff and clinicians, key-stakeholders, patients, and those referring patients to the Clinic and staff. All qualitative data was coded and analyzed concurrently and in parallel so that the specific dialogues, concepts or incidents were examined in relationship with one another. The emerging and recurring themes were coded using bucket sorting in MS excel.

Convenience and referral sampling was used since the study participants were specifically selected based on their relationship and ability to contribute knowledge to the research questions being examined (Trotter, 2012). An invitation was sent to all potential participants. Of the 44 potential participants, four did not respond to follow-up email invitations (90% response rate). Most interviews were audio-taped w L W K W K H S D U W LaFont 9 14 Q W V ¶ F interviews were not audio-taped. The author conducted all the interviews in this study. Interviews were continued until redundancy of themes, concepts and information occurred (Cook, 2005).

The validity of the qualitative analysis was established by triangulation and data cross-checks. The analyses in this study used a combination of methods (reflective, qualitative, and quantitative). The interpretation of interview data was a continual process of case checking and comparisons. Also, in most cases, the themes from the interview data were checked with the concepts described in the literature review portion of this paper (Chapter 3) (Pandit, 1996).

The University of California, Irvine (also known as UCI) is a large, multi-campus university system. The data reported in this report are anonymous. Therefore, alias names replace real names (Kaiser, 2009). These names were created by a random name generator. Lastly, specific demographics of the Clinic providers and leadership are not reported in this report because this information may jeopardize the anonymity of the Clinic providers and might make them identifiable to others. Gender is also not described in this report because gender may also jeopardize the anonymity of the Clinic providers. All respondent information is reported in the following table.

Qualitative Results

The initial interviews were sought from key-stakeholders and leadership of the Center. Information from these interviews added to the evaluation and the role of CAM services within IHC practices in the clinic historically. Later responses (i.e., an iterative process) were sought from practitioners on the role of CAM practice and services including what factors improve services and what elements create barriers for IHC. The data from these interviews were used to inform self-descriptions and definitions. Other information gathered from providers contributed to the profile of the practice and their contribution to it, integrative medicine, and the role of CAM services. Further, informants were chosen based on their likely contribution to the refinement or expansion of the concepts and theory that were being developed from previous research.

A total of 40 interviews were conducted with 11 IHC providers (integrative medical physicians, osteopathic physicians, naturopathic physicians, acupuncturists, massage therapists, and nutritionists), two referring providers, one practice nurse, and one office assistant (all coded

During the study, 11 key stakeholders (University and Center administrators, Center development committee members, and Center board members) and 14 patients were interviewed. Most patients interviewed were White (79%) and female (93%) between ages 31 to 44 years old (64%) (See Table 5.1. Demographics of Patients in Qualitative Analysis).

Age category	Number	Percent
18-30y	0	0%
31-44y	9	64%
45-64y	2	14%
• \	3	21%
Race		
Non-Hispanic White	11	79%
American Indian or Alaskan Native	0	0%
Black or African American	0	0%
Asian or Pacific Islander	2	14%
Hispanic Origin	0	0%
Other	1	7%
Abbreviations: Y, years		

Major Themes

The business model of the Clinic has changed considerably over the last year. At the time of the evaluation, the Clinic was organized as a single practice model originally under the supervision of a single medical director. In addition, the Clinic has tripled its medical provider staff since 2014. Each provider practices his specialty with great autonomy but with collaboration with other IHC providers and/or conventional providers within the University. In

addition, the Center has expanded its medical services to include integrative nurses and Doctors of Acupuncture (D.Ac.). By including integrative nurses, specialized in IHC practices including subspecialties in mindfulness, stress reduction, and nutrition, can be viewed as a trend toward offering and integrating CAM therapies in conventional medical care settings including hospitals. The most common barriers and facilitators IHC clinical services, as identified by the stakeholders, are discussed below.

Facilitators

Theme I: Teamwork and Collaboration as an Important Part of IHC

Definition

The safety of patients and quality of care often depend on the collaborative or team efforts of health care providers including nurses, practitioners, and medical assistants. This may be especially true for multiprofessional and multidisciplinary health care practices including IHC. IHC includes a diverse practice environment where practitioners work inside and outside of their medical paradigm (i.e., reductionist versus holistic). ~~§ WHDP FDQ EHG~~ ~~guidelines set by two or more people who~~ interact dynamically, interdependently, and adaptively toward a common and valued goal/object/mission, who have each been assigned specific roles or functions to perform, and who have a limited life span of membership (Salas, Dickinson, Converse, & Tannenbaum, 1992). The Clinic has a diverse staff that includes both IHC providers who operate as either a solo clinical practice or multi-physician referral practice.

³ 7KHUH DUH WZR PRGHOV. Here is the old model. Every practitioner worked in their
 integrative medicine that is very silo. Every practitioner worked in their
 RZQ RIILFH DQG VDZ WKHLU RZQ SDWLHQWV > « @ EXW W
 much more integrative. , W ¶ V PRUH -Based on patient needs
 through different providers and usually there is a lead physician that
 oversees or coordinates the care. And directs the care but there are all
 these team players that contribute to the care of that patient [...] We fall
 LQWR WKH ROG PRGHO. But we collaborate so we ¶ V KRZ LW ZDV
 are one step above the old model. Kind of going into your room and doing
 your own thing. But that was the power mentality. That ¶ When
 integrative doctors or allied practitioners had to work really hard to be
 successful [...] Our vision, our goal is to move toward the team-based
 approach. But to do that we need to just go through the stages. ^{Provider 43b}

A shared commitment to IHC clinical goals and outcomes, open communication between
 providers and knowledge of each profession's roles and responsibilities were identified by
 participants. One participant offered group consultation analogy with team-based integrated
 health services as an already proven model (Mitchell et al., Oct 2012) that could facilitate greater
 implementation of IHC in the out-patient setting:

³ , Q WKH LGHDO ZRUOG ZH KDYH D SDWLHQW FRPH LQ D
 RQ GLIIHUHQW PRGDQ. ¶ V « @ ¶ V ¶ V ¶ V ¶ V ¶ V ¶ V ¶ V
 patients) come in and sit with all of us and together we (the providers)
 decide which way to go. That way the patient GRHVQ ¶ W KDYH WR JR WR HDFI
 one of us an G WHOO WKHLU VWRULHV VHSDUDWHO\ '

This collaborative approach involves strong interpersonal relationships between
 providers including problem solving and communication skills. These skills are needed
 for IHC providers to work together towards a common goal. Therefore, collaboration
 between IHC providers with other IHC is a multifaceted issue. These facets of this issue
 include holistic characteristics around shared goals, decision-making, trust i.e.,

³ RSHQQHV V´ DQG UHVSHFW

3 : H K D Y H D J E H D W W H D P Other. Everybody respects
HDFK RWKHU 7KH\ NQRZ ZKDW WR GR' > « @ 7KH VWDII K
Provider 02x

Respect and trust were overwhelmingly represented as facilitating collaboration in this evaluation. Providers shared several comments on positive inter-professional relationships

EHWZHHQ LQGLYLGXDO , + & SURYLGHUV 3Provider01z RSHQQHV V LV
Provider V OLQNHG WUXVW DQG WHDPZRUN WR RSHQ FRPPXQLFD
FRPPXQLFDWLQJ DQG KHOSLQJ HDFK RWKHU RXW ZLWK WKH
DOO UHO\ RQ HDFK RWKHU 3Provider03c D ORW IRU WHDPZRUN '

The dominant concern was the need to communicate across parallel medical services. This is when one patient sees several health providers for one or many conditions. If providers lack communication or there is a breakdown of communication among the health care provider team members there is a potential for misdiagnoses and medical errors. Indeed, the increased awareness of the importance of communications for teams in health care can encourage interdisciplinary collaboration between providers:

I think relationship building is so important. I think here (the Clinic) they value that. The foundation of the Center values that relationship building and helping people over the long-term. 7KDW V ZK\ , IHHO UHHE OIC) FRQQHFWHG V > « @ , O R Y H W K H I R F X W R E X O W R E S E A R C H B A S E D I S A N D c o n n e c t i o n with a university. I love the philosophy of care. It is really personalized. And they sta \ WUXH WR LW 3Provider089rklp '

A single-discipline or solo practice model within an inter-professional practice model, such as IHC, can cause organizational confusion. By definition IHC is collaborative. Attitudes toward and perception of teamwork was mixed. The quality and safety of patient care was indicative of the commitment to teamwork and communication skills among providers. For

example, some providers made comments about the coordination of care and by the frequency of communication in their relationships with patients and providers:

3, W ¶ V I U X V W U D W L Q J D (the & D) D O C a l g r e a t e H e a l t h b u t t h e D Q G W K L V problem is that they (the patients J R D Q G V H H ' U &] H Z K R ¶ O O S X W W K I supplementation and Dr. Voc will put them on stuff. , ¶ O O S X W W K H P R Q V W X I I D of the sudden they (the patients) D U H R Q D O O W K L V V W X I I D Q G \ R X F D Q wo U N V D Q G Z K D W 7 K R H V K D ¶ W H Z R U V W H U Q P H G L F D W L R Q « L W : if we can stre D P O L Q H L W ' Provider 01z

3, I \ R X K D Y H D Q R S H Q F R P P X Q L F D W L R Q Z L W K D Q R X W V L can happen. But i W ¶ V I O O G H Q J D Q H H G O H L Q D K D \ V W D F N ' Provider 01z

Providers often described communication and teamwork in their relationships with referral patterns. They perceived that an increase in collaboration can lead to an increase in referral patterns within the Clinic:

¶ I may think that patients need to see acupuncturists. S R , ¶ O O V H Q G W K H P W R W K acupuncturist or the nutritionist or the massage therapist. But some of the acupuncturists see patients that only come in to see them, themselves. So he might be like, you might want to see Dr. Flow for stomach issues or hormone issues. Th H Q K H ¶ O O I F W R R V H U W R P H ' Provider q3we4

3 : H D U H V o l u n t e e r c o l l a b o r a t i o n We in the C O L Q L F ' Provider q3we4

3 : H Z R U N F O R V H Z L W K P H G L F D O G R F W R U V Z L W K L Q W K H ' Provider 43z

3 : H D U H D W H D a r , u s i n g c o n v e n t i o n a l R e v i d e n c e - b a s e d n a t u r a l medicine. So we are here spending a lot of time with our patients. Sixty to 90 minutes in our initial (consultation) trying to get to the root cause of the disease instead of just symptom management and a Band-Aid of the symptoms with a drug. So the philosophy is that in order to heal someone you have to understand all their systems. How everything is connected? How they are a whole person? And how their symptoms are manifesting in something else being probably wrong D Q G K D V Q ¶ W E S H O W D E G G U I D E A N D H I C " Different is that most of our patients have been to 10 or 15 other doctors. They are sort of complex cases. And some of them are on 10 different drugs and they are really struggling. So we N L Q G R I I V W D U W D W W K H U R R W D Q G U H D O O \ W D N H R X U

:KDW↑V WKH UHDO URRW FDXVH RI \$QGLW KSHQ ZKQ↑W↑V O C
unique is the team-based approach is that we will refer out to different
practitioners, either within our center or someone outside our center. So for
example, physical therapists that we do not have here we work closely with. We
work with neurologists at the university and gastroenterologist at the university.
We are basically managing that patient ↑ care with that team. I (for example) act
DV WKH SULPDU\ FDUH SK\VLFLDQ RU WKH XPEUHOOD S
everything together and putting the puzzle together for the patient. Because often
WKH\↑OO VD\ μ, ZQGWKHV SVDILGQW KWY↑
DQG WKH\ VDLG μWKLVT↑ \$QG QRADH Paticnt KHP DUH FRPPX
ORVW ZLWK WKH DGylFH RI WKH FDUGORR R JLVW WKDW
JDVWURHQWHURORJLVWZKDWNeurologist ↑ R Xaid, KDYH WR GR
μ\RX KDYH WR GR WKH SIDW↑HQW VDW What does this all
mean? They gave me this medication and that (the medication) gives me
headaches. And then I went to the neurologist and they have me another one
(medication) for the headache. And that one (medication) is making me urinate
more at night. \$QG WKHQ, ZHQW W And you can we can have this ↑
they need someone like me that needs to communicate with the doctors. And say,
μORRN WKLVT LV ZKDW We you guys look for by this method RQ
ILUVW"↑ DQG LW KDVTZRUNHG UHDOO that team ZHOO > « @ 6R WK
EDVHG DSS\$RDFW R@HQWHUV VD\ WKDW↑V ZKDW WKH\
UHDOO) Qn We refer patients within our group we also discuss the case of
that patient Provider 1267

While the provider collaboration within the Clinic may have improved over time, external
collaboration with other providers throughout the university health care system has maintained
status quo with little improvements:

I wish he (Past Clinic Leader) collaborated more with physicians at the
XQLYHUVLW\ > « @ 6R WKHUH ZHUH VRPH SK\VLFLDQV WK
DQG KH GLG QRW FDSLWQDILG RQ W KDW > « @ (Y
(the Center), know about our program and know about what we can offer them.
\$QG ZH DUH QRW WKHUH \HW Key stakeholder 09

Only case conferences within the clinic is conducted. P^{provider 0168}

Another participant stated that the Center is willing to change its habits related to

FRPPXQLFDWLRQ EHWZHHQ SURYLGHUV IRU WKH EHQHILW R

LVQ ¶ W VR PRQH \ IRFXVHG WKDW WKH \ ZR ¶ W ¶ W ¶ W ¶ H ¶ H ¶ V ¶ W ¶ K ¶ H ¶ R ¶ R ¶
pati H Q W V ^{Key stakeholder10c}

Theme II: Nurse V ¶ ¶ ¶ ace in IHC

Particular aspects of IHC are framed as being strongly aligned with and beneficial to nursing:

Inherently nurse practitioners work in an integrative model. All the training takes into account the mind, body, and spirit, t K D W ¶ ¶ the ¶ ¶ are trained. I IHHO OLNH LW ¶ V ^{DLORRW > U@SQG QXOW} LQJ LV EDVHG RQ > @ \RX WDNH LQWR DFFRXQW WKH SHUVRQ DQG WKDW practitioners have their R Z Q VSHFLDOWLHV OLNH ZRPHQ ¶ V KHDOWK and we practice in really conventional model but all the training, the theory. The nursing theory and the foundation is all integrative medicine. ^{Provider 089rfklp}

As stated previously, there has been debate on how the IHC holistic paradigm can be aligned with a biomedical hospital program. Here participants comment on how

nursing LV HPEHGGHG LQ WKH ^{3 ERG \ PLQG DQG G VSLULW} ^{(Killich, 2017) approach and how}

the ^{3 ERG \ PLQG DQG G VSLULW} approach to patient care can facilitate IHC implementation:

³ 3DUW RI WKH YLVLRQ LV EXLOGLQJ D UHODWLRQVKLS ZLW [¶]

nurses) do some inpatient stuff. ^{Provider q3we4} In addition, participants state how nurses

LQIOXHGFH [¶] WKH SDWLFHQW ¶ ¶ ¶ IHC options:

If you are newly diagnosed, you are freaked out. Nurses should be able to say, ¶ OLVWHQ ZH NQRZ KRZ XSVHW \RX DUH DQ, G ZH NQRZ \ if you are interested, here is this trifold (information on the Clinic) Call them (the Clinic). Get an appointment and go talk to them (the Clinic providers). And they FDQ KHOS \RX ZLWK WKH QXWULWLRQ SDUW ¶ > « @ [Do you think the nurses know you are there? You think they know the Center exists? ^{Research}]

The nurses are not educated enough to know (on the existence of the center).

\$ Q G Z H G R Q ¶ W K D Y H W K R V H W U L I R O G V I R U W K H P > « @ D
nurses better. Nurses are the best for integrative medicine. ^{Key stakeholder09m}

Other participants describe how system-based barriers such as hieratical models of care (physician as gatekeepers of IHC) and difficulties in patient care management can affect the success of IHC.

³, G R Q ¶ W Nurses have a lot of power. I still think it comes down to the doctors. Nurses are our best advocates because they are there talking to the patient, doing all the education, doing all the post-op, and you know all the hospital care. But it still comes down to the doctors who are writing the orders
D Q G W H O O L Q J W K H ^{Provider 01x} S D W L H Q W V Z K D W W R G R ´

³We have a systematic barrier to engage in these types of therapies (IHC therapies) or these types of discussions. Because you can take a bedside nurse or nurse researcher or a nurse practitioner or anyone in the field but the way the V \ V W H P a key problem is a system-based system. A bedside nurse as valuable as how many patients they have in the ticket that day. So for better or for worse integrative therapies need time. 7 K D W ¶ V ^{Provider} W K H I N H D see nurses, nursing, at the Center of expanding integrative medicine. I think (NPs) are in the perfect position to do that. The experience, the training and philosophy. ^{Provider 089rfklp}

Theme III: Affiliation with a Research and Academic University

Many of the participants discussed how affiliation with a research and academic university increases access to resources and facilities greater team- Z R U N ³ \$ Q \ W K L Q J , Q H H C know, I can just access though (the university). I can call a physician or I can call an
D G P L Q L V W U D W R U ^{Provider 02x} , J H W W K H D Q V Z H U ´

Another benefit of the university affiliation is greater access to insurance plans. Universities (especially public universities) accept/approve access to many PPO insurance plans. Indeed some States such as Washington State require private health insurance to cover licensed CAM providers (Lafferty et al., 2006). Increased benefits to patients may help facilitate greater

SDWLHQW XWLOLJDWKBRVIRI RQH RHUWK FHHJUH D7W WKLQJV RI E

university) is that we are automatically on most insurance plans, not the HMOs but the PPOs. So

WKDW DFXSXQFWXUH LV FRYHUHG Provider 03c

In addition to access to insurance other participants discussed university department and schools as potential collaborative. The clinic is embedded in a large university organization with multiple health care and research institutions including XQLYHUVLW\ KRVS LWDO FKLOGUHQ Health Centers SLWDO XUJHQW departments or schools affiliated with the university hospital and school of medicine. The Center model includes both research and teaching components, but implementing these components is difficult.

We should have a better relationship with all the departments at the university, (For example cancer and cancer pain. Every cancer patient wants to know what WKH\ FDQ GR > « @ DQ\ RQH WKDW JHWV GLDJQRVHG ZLW (desires options). Like you (the patient) gets diagnosed with some weird autoimmune disease or cancer or some disease that is chronic. They are perfect people (the patients) that should be sending to us so we can help them with their lifestyle and their nutrition. 7KDW V V R P H W K L Q J and we are not set up to do it yet, which is a problem. But some of the department want us and some of the department can care less about us. Key stakeholder09m

Indeed, some of the Clinic providers joined the Center via research activity, research interest, or as faculty candidates. Currently, some of the Clinic providers have additional appointments as faculty at the University hospital or medical school but many do not. The medical doctors (MDs) who conduct the integrative consultations are faculty at the University.

Other IHC including many of the CAM providers d R Q R W K D Y H F U R V V D S S R L Q W P H G L G D F R X S O H R I U H V H D U F K « K H I was interested in (CAM) U H V H D U F K « W K D W V K R Z 2 W I R H U S D D U W L F G S D Q W V G L V F X V V K F provider 01z

academic stance on included CAM therapies at the Clinic may have enabled the Center to remain viable:

3]Does the Center have a history of early adoption of new programs and innovations?] ^{Researcher}

3 U R E D E O \ W K H U H D V R Q L W ¶ V n d E H H Q V X F F H V V I X O L V W K H edge. It was not adopting maybe what other clinics were doing. And I think that was because of the leadership. Dr. Roy Blue (Past Center Leader) was extremely conservative and I think it was probably why it was successful and well respected for a longtime. It was because of Dr. Roy Blue and he was very conservative. And I know if was difficult and annoying for people who wanted it (the Clinic) to offer more modalities that was accepted by everyone else doing that kind of healthcare. But unless there was proof he would not let it in. And you know, a lot of these things are not big money makers. So there is not going to be any studies. We know that now. There just was no reason for anybody to study them. \$ Q G Q R W S H R S O H W R Z U L W H J U D Q W V W R I L Q D Q F H D Q \ U We lost a lot of backers because of that [...] There is a different leader needed for H D F K O L I H F \ F O H R I D F R P S D Q \ > « @ , W K L Q N W K H U H Z D Z D V W K H S H U I H F W O H D G H U > « @ E X W P D \ E H W K H U H Z D V competitive with some of the other big organizations who were doing some things that were a little bit cutting edge. ^{Key stakeholder10n}

The university as a research organization engages in evidence building. This engagement was viewed by participants as an element to success. As early adopters of EBP such as acupuncture, the Center was better able to engage with skeptical colleagues about the value of their approach. Indeed, the original structure of the Center was based exclusively on research and it grew around a foundation of research. The original program model established for the & H Q W H U Z D V E D V H G R Q W K H & H Q W H U O H D G H U V K L S ¶ V S D V V as acupuncture:

3 , Q D F O L Q L F D O g t H Q W H V R X E D u c h o g s . So to get L Q W R W K D W V S D F H R I L Q W H J u d m l r o d q s e l j s l f w x u h this Center is affiliated with a university. % H F D X V H , ¶ P U H D O O \ F R P P L W W H C And I think we get into a grey area with integrative therapies, alternative therapies, complementary therapies where we want to be on the side of evidence-

based. We want that consistency and continuity. A lot of private practices, they are not, they may not be as research-based or evidenced-based like a university setting. So WKDW↑V ZK\ , ZDDWHGWRERHKKUH standard way. ^{Provider 089rfklp} Use in the upcoming edition

Thus over time, the Center through research and evidence building started to build

FRQILGHQFH DQG DFFHSWDQFH ZLWKLQ WKH XQLYHUVLW\ U

UHVSHFW WKDW ZH QHHG↑URPWHKXQHCHEUW\ ^{Key stakeholder09m} We asked the Center to

consider an inpatient model with the university hospital, most participants replied that they would:

So in an inpatient setting you will get nurses. Because one they spend the most time with the patients. They develop a relationship with the patient. And integrative medicine is really relationship-based. They (the IHC providers) are the ones that develop a relationship with the patients. I see a lot of these therapies and techniques being used. Especially like meditative breathing and reframing and cognitive support. Or simply focusing on the more personal and emotional and spiritual part of the patient. I mean nurses are right there. I think the problem is that this is not standard practice and (the conventional providers) practice a lot of check-box medicine. ^{Provider 089rfklp}

³, QSDWLHQW LV QRW DQ HDV\ VHWHLQRXORGLQWHJUDWH ^{provider}
01z

Theme IV: Holistic Philosophical View of Treatment is Important to the Integration of IHC

Another major theme in this evaluation centered on the holistic view of the treatment as

DQ LPSRUWDQW YDULDEOH WR , + & LQWHJUDWLRQ 7KH SUP

³ EHLQJ ZHOOR' LV DQ LPSRUWDQWDSQWSDWPRJHUKHUUWUHDWPH ^{paradigm} This type of holistic care including

D ³ PXOWLWXGH RI PRGLDWHVWHV'DGGLHNVHMWKH ^{patients as a whole person - that is, holistically}

³We provide a multitude of modalities for people who want to, you know, get healthy and interested in being well and we fix the sick as well [«] we are here to

serve, educate, and provide the care that they (the patients) need and you know in
PDQ\ GLIIHUHQW ZD\V « IURP KRPHRSDWK\ QDWXURSDWKI
medicine and herbs, to (conventional medicine) and supplement HQWDWLRQ > « @ 6R ZH K
all the ways to make people healthy emotionally, physically, and psychologically. ´
provider 01z

\$GGUHVVLQJ WKH ³ZKROH´ SHUVRQ LQFOXGLQJ PLQG ER
discussed by many of the participants. Another aspect of holism defined by the
participants was complete transparency of care. EYHU\WKLQJ LVTRQ WKH WDEOH ´
participants compared this transparency in the methods of holistic care to pharmaceutical
industry:

Outstanding, like one of a kind, patient care. We (the Clinic providers) GRQ¶W
need advertisement [«] I mean we have word of mouth. All of us have a three
month waiting period. We address patient care that addresses the whole person
and all their concerns. And everything is on the table. Without this, not serving
the formula of Western medicine in and out in 10 minutes and giving
pharmaceutical medication. PHDQ WKDW¶V QRM is UHDOO\ PHGLFLQH
pharmaceutical dispensing. Provider 02x

Holistic care also included the combinati RQ RI DQ ³RUJDQLF DQG ZHOO ED
DSSURDHFH WKH SDUWLFLSDQW FRPSDUHG WKHLU DSSURDF
compared to physical therapy:

Providing providers that are organic and well balanced approach to whatever
their expertise is. Rather t KDQ OHW¶V GR SK\ Mils, ID Qins, Vakk HUDS\ IRU
15 PLQV > « @ \$QG LW GRH 2XQ¶WRZGLUHV CIRNH QM¶W WHVSRQG
mins. We have to impact that patient with information from here where he will
take it home. Provider 02x

Another aspect o I WKH SUDFWLWLRQHUV¶V EHOLHI V\WHP LV W
and Western therapeutic approach. IHC is viewed as complementary to primary care for
SDWLHQWV ³7KH GRFWRUV KHUHU are WBR GR PLQG ERG\ D
Western medicine and only the best. Provider 03c

The Center ¹ OHDGHUVKLS ¹ V FRPPLWPHQW WR WKH , + & SKLCL
LPSRUWDQW IDFWRU WR WKH VXFFHVVIXOQHVV RI , + & LQWH
Joe Bake. And he was an unbelievably caring and wonderful physician. Who practiced
integrative medicine just naturally. ⁶ R KH UHDOO\ EHOLHYHG ^{Key stakeholder09m} LQ LW , + & ´

For the respondents the phrases ³ SUDFWLFH LQWHJUDWLYH PHGLFLQH
³ UHDOO\ EHOLHYHG LQ LW ´ HPSKDVLIHV ^{Key stakeholder09m} WKH FRPPLWPHQW WR
OHDGV WR D EHWWHU XQGHUVWDQGLQJ RI WKH & OLQLF QH
that create a well-balanced health care system. Also, the IHC paradigm is better
understood when compared to its counterpart conventional medicine. A leader of IHC
plays the important role of ambassador toward all parties in order to reduce the tensions
created by opposite belief systems. Bring the parties together for discussion and create
relationships with respect and trust may help reduce the underlying conflict in health care
paradigms:

³ He (Clinic Leader) really understands the needs like supplements, and
prevention and test. Things that are not invasive and keep you healthy [...] He has
a great understanding of the Clinic > « @ : H KDYH DOO WKH GLIIHUHQW
an integrative clinic in order to make it work right > « @ 0'V DOZD\ IHHO OLNH V
are on top of the mark. And we have found out that this is just not us [...] the
respect for these other practitioners (IHC providers) is just not easy > « @ ZH
would all be working together and I would say ^µ OHW ¹ V GR UHVHDFK ¹ \$QG
(CAM providers at another center) Z R X O G , V D R Q ¹ W Z D Q W I W R G R U H V H D U
know it works ¹ So they (IHC providers at other clinics) D U H M X V W D V E D G > « @ 6
we can figure this out. Get people (IHC and conventional providers)
V S H D N W R H D F K R W K H U D Q G E H U H V S H F W I X O D Q G P R U H
better for our patients. ^{Key stakeholder09m}

In sum, the strategy of care for IHC is driven by the holistic philosophical view.
This practice strategy model looks at unconventional variables that may influence the
SDWLHQW ¹ V K H D O W K D Q G Z H O O E H L O H R L O S I C O X G L Q J W K H P L Q

approach also requires longer treatment regimens and includes biopsychosocial diagnoses of disorder/disease. Therefore, the conventional methodologies for practice strategies may not be suitable for IHC practice:

³The strategy of care is as important as the tools that you use to care for the patient. So strategy is everything. We are primarily care providing. We are not the biggest. We are not the number of visits. We see the same patient like 8 times. ^{Provider 43b}

³I think in integrative medicine, when you practice it, you come from a place which is a little bit more humble. We are not the biggest. We are not the number of visits. We see the same patient like 8 times. ^{Provider 089rfklp}

The mind-body and emotional wellness is a major component of holist practice.

healthcare industry. The over-use or miss- potentially incorrect interpretation of IHC practices:

³A therapeutic space is not new to medicine. You have to create a therapeutic space. Every body uses those slides. It is a way to bring understanding to stress but it does not go stress. You know, there are different types of stress, but right now is integrating

different tools. 6 R L W ¶ R I P R K R U L] R Q W D O L Q W H J U D W L R Q > « @ : H
on the management of the case not the therapeutic space we are given. ^{Provider 43b}

Theme V: Diverse Modalities of Care

The Clinic provides patients with diverse options of CAM therapies integrated with conventional modalities including a comprehensive IHC care plan. The IHC care plan at the Clinic includes mindfulness-based stress reduction classes, yoga, Tai Chi, Ayurvedic therapies, functional medicine, meditation, nutritional counseling, physical medicine & rehabilitation, preventive cardiology, sports medicine & osteopathic manipulation, acupuncture, massage therapy, healing coach, naturopathy, vitamin infusion therapy, women's health, colloquium and conferences on wellness and prevention, Integrative medicine clubs, IHC physicians with medical degrees with emphasis on IHC ³ , the program gives people a ton of options for their Z H O O E H L Q J > « @ I U R P F O D V V H V W R D O O W K H G L I I H U H Q W S U basically find anything y R X Q H H G W R ^{Provider 01} J H W E H W W H U ´

During the evaluation the Center had three times more providers compared to five years ago. The number of providers has grown considerably and thereby has broadened the options for integrated patient care:

³ : K H Q in ed M e (the Clinic) there were only a few practitioners. Now there is just such a variety of specialties and providers and staff. , W ¶ V J U R Z Q D Q L P P H Q V H D P R X Q W , W ¶ V E H H Q ^{Provider 02} U H D O O \ Q L F H W R V H H ´

People want it (IHC). People love it. 3 H R S O H O R Y H R X U S U D F W L W L R Q H U \$ Q \ E R G \ F D Q F R P H L Q % H F D X V H i l l W o f a n d k e r i o L V W L F \ R X F person in D Q G % R E 9 R \ G R H V S o z o u P a n g e t ¶ y n e C o d i g h a l e x a m as well. So we are seeing everybody [...] So maybe we should be more focused O L N H L Q Z R P ¶ H Q ¶ V L I F D U X H D U H K R O L S ¶ M i l y u a r e a n X F D Q ¶ W G R V L Q W H J U D W L Y H F H Q W H U \ R X D U H J O S P a n D Q L Q W H J U D W L Y H integrative center so that anyone can come in [...] everybody gets to come in. ^{Key stakeholder09m}

Having different options available to patients is really important. And even training the nurses in integrative care or integrative methods that can help ease the suffering of patients or help them get better and go through it; It KLQN LW¶V YLWDO Absolutely essential [...] <RX FDQ¶W KDYH LQWHJUDWLYH KHDOWK cubical by itself. It is integrative health for a reason. I know. At (an IHC conference 'U /RZ ZDV VD\LQJ WKDW KH GLG¶Dre OHFWXUH DC > « @ DQG VR , ZHQW VARH said that he does pay OHFWXUH management as part of being an (integrative provider). You get to a certain point where integrative medicine is no longer effective and your patient is in pain and he will write a prescription of pain reliever for you. And he was saying that, as he ZDV JRLQJ RQ ZLWK KLV OHFWXUH VD\LQJ μWKDW WKH UHFRPPHQGV DQGLSHQWOLEBVP¶Q JRW XS DQG VDLG μ was all natural medicine. :K\ DUH \RX SUHVFULELQJ SDLQ UHOLHI D \$QG KH 'U /RZ VDLG μ , GLDQ¶W VDLGZ ¶KZVWR ZDV ¶ there in the room. 7KDW¶V ZK\ WKH\ FDOO LW LQWHJUDWLYH PH medicine ¶, W¶V μLQWHJUDWLYH¶

Whereas the Clinic offers a variety of IHC modalities some patients commented that private CAM clinics offer a wider spectrum of CAM services, with more options to providers, flexible scheduling, and no requirement for referrals.

Today, the Clinic is not accessible to inpatients. In addition, it does not use trans-disciplinary team-based approaches to evaluate the appropriateness of IHC treatments, prior to developing an IHC treatment or practice plan. Therefore, the interviews with providers and patients emphasized the limited visibility of IHC therapies and programs in this academic Clinic, as something that hindered patient and community access to IHC services overall. An increased awareness of the IHC Center and Clinic may improve patient access. However, limited resources and the university and hospital perception of the Center and Clinic can also influence patient access. Therefore, these variables need to be accounted for in a successful IHC practice model.

Perceived Barriers to IHC

Theme I: The Support Staff is a Significant Factor in Implementing IHC

Administrative support including staff support (nurses, medical assistants, front office, ELOOLQJ DQG LQVXUDQFH HWF es V IDC PDMRtation DFWRU LQ W , QGHHG WKH ODFN RI VXSSRUW IURP RQH ¶ V VWDII PHPEHU GLIILFXOW RU FDQ HYHQ SUHYHQW FHUWDLQ , + & PRGDOLWL ULJKW SHRSOH VXSSRUWLQJ WKH PSHUHWLRQ with knowledge and buy-in is required. For example, CAM modalities require additional training for clinic staff including herbal and nutritional supplement knowledge, to change the conventional intake forms to more holistic patient intake surveys, or to have more IHC services experience with clinic patients:

“We got one staff member that did not get the proper training so that ended after the 6 months. And we get a lot of temps. So they are constantly rotating. But WKH\ DUH MXVW JHQHUDOO\ WUDLQHG DQG VLQFH ZH D different than, you know what most people worked in. (YHQ LI WKH\ ¶ YH EHHQ D MA (medical assistant) or admin they are still not used to integrative medicine. So a lot of people come in so unaware of what we are doing, especially if they are temps. You only want to put so much time into their training since they are temps [...] We had a premed student and she had integrative medicine and that worked out great. But she went to medical school. So we lost her > « @W ¶ V KDUG especially for the patients since patients get attached to the MAs. Each MA works for one or two doctors so they (the patients) know who to go to get an order or make an appointment. So they get attached to one another and the patients have to do that all over again. I think they (the patients) take it more personally > @ WKH\ WDNH LW DV D QHJDWLYH > « @ WKH\ WKH S somebody. Because patients call with so detailed questions for help that they rely to have that person (MA) being here.” Provider 03C

\$V VWDWHG SUHYLRXVO\ ERWK VWDII DQG SURYLGHUVE experiences of IHC and the holistic model of healing and wellness, and this personal

commitment is important in finding a way to overcome the obstacles in clinic management.

Therefore, recruiting the staff with IHC experience and knowledge may facilitate IHC

implementation:

We post that we would like to have integrative experience. And it seems that there is not a lot of people out there. , GRQ¶W NQRZ LI LW LV EHFDXVH PF want to work at an integrative medicine are there for a while and not available > « @ < HDK LW WDNHV D ORQJ WLP¶H WYR¶E CHDUQ WKH VXS scene is so much different. And if you are going to primary care it would be nice to have somebody knowledgeable in that area. Provider 03C

:H GRQ¶W KDYH D ELJ VWDII :H staff that would ELJJHU VWDII > « UHDOO\ KHOS > « @ > « @ 7KLQN DERXW WKH WKLQJV ZH F and going out in front of all those departments. We can be creating more programs [...] even increase those CME courses. Key stakeholder09m

The difficulty is recruiting and sustaining the appropriate staff. That is, credentialing and training are important components to the IHC model. The clinic wants the western-trained staff to be also familiar with the philosophy, language, and diagnoses of the holistic paradigms. The problem exists when most staff members are recruited directly through the University and many do not have IHC or CAM knowledge. The University is a highly bureaucratic, and turf wars are not uncommon in large institutions such as this University. In addition, the University moves slowly to implement policies (new or old). It takes the University a month to a year to hire new staff depending on credentialing. Thus, while the IHC implementation requires team-based incentives and innovation, turf wars and institutional hierarchies impede a radical change in culture and practice. The Center and Clinic have difficulty challenging the existing political structures of the University. Therefore, there is a high turnover in the clinic staff and administrator positions at the IHC Clinic.

³, W¶V KDUG WR ILQG WKH ULJKW SHRSOH IRU WKH MREV QRQ XQLYHUVLW\ SHUVRQ ZRXOGQ¶W KDYH WKH LQGRF support that we need them to be, because there is a certain level of

universityness that you need to have to know how to navigate the system. 2WKHUZLVH \RX GRQ↑W NQRZ ZKR WR FDOO LI \RX KDYH FDOO LI \RX KDYH WBUHYSKRQH University Experience@ person they come from the more traditional (university) skill sets. And we are not a traditional clinic. We are anything but. With us customer service is a much bigger focus in our clinic. Not only that but the customer care, the level of care we provide like the type of relationships that our providers have with their SDWLHQWV ,W JRHV IDU EH\RQG >« @ , WKLQN RXU 0\$V XQLTXHQHV RI RXU SDWLHQW↑V QEMG, DQG DXVZHQRW that there are 10 MDs and they do the same thing. They put referrals and they order prescriptions and they manage patients. We have acupuncture that requires certain needs and we have massage that requires certain needs. Then we have na WXURSDWK\ WKDW DUH D GLlab that take 30 Llab HFH DOO WRJH minutes to explain to the patients for MA. Our billing issues are so different. We are not just conventional billing. %HFDXVH WKDW↑V VDLG DQG GRQH (how to bill fRU D PHGLFDO GRFWRU DQG ODEV WUDGLWLRQD labs and that lab that are part of the testing. So the kind of things we do is so different that it creates a lot more challenges for our MAs and our AAs and our billing and scheduling persons. We also see patients more frequently [...] maybe once every 6 weeks. \$QG LQ WKH JUDQG VFKHPH RI WKLQJV WKD compared to medicine [...] Once every six week for the first six months. ^{Provider 43b}

Theme II: IHC Patients Require Additional Time for Diagnoses and Treatment

In the past, CAM practitioners were not usually involved in diagnostic activities in medical clinical centers such as the Clinic. Regulation and licensure issues limited the CAM providers from conducting medical diagnosis. Recently, there have been greater opportunities for CAM providers to engage in patient diagnoses including naturopathic and traditional Chinese medicine diagnostic techniques. However, the medical physicians still need to sign off on diagnoses and treatment plans and this therefore reduces the autonomy of CAM care.

If I have a patient with GI pain , FDQ↑W VHH WKHP ZLWKRXW WKH GRF it. ,W↑V PRUH D WLPH PDQDJHPHQW LVVXH >« @ , GRQ↑W (inpatient). 6R \RX NQRZ WKHUH LV VWLOO WKDW SRZHU VWU ^{Provider 41z}

The referral of pathology tests is a common practice for most CAM practices including naturopathic diagnosis. But the University referral system and reimbursement for insurance and third-party payers severely restricts the practices for pathology testing by naturopaths.

³We all do blood work. So doctors do labs and you look at it and everything looks good. So you kind off sign off on it and you release it. So the MA calls the patient to let them know that the doctor read your labs and everything is okay and Z H ¶ O O V H H \ R X B u l f o r u s w e r e a t w e k s t o l a n a l y s i s , s o w e m i g h t d o a u r i n a r y h o r m o n e a n a l y s i s , w e m i g h t d o a B o s t o n H e a r t . E a c h l a b r e q u i r e s t h e d o c t o r t o g o o v e r i t w i t h t h e p a t i e n t . T h e r e i s n o n o r m a l o r a b n o r m a l . , W ¶ V D Q i n t e r p r e t a t i o n . S o a p a t i e n t n e e d s a f u l l v i s i t t o j u s t g o o v e r u r i n a r y h o r m o n e s [. . .] a n d p a t i e n t s c o m e f o r f o l l o w - u p . S o m e o n e n e e d s t o d o r e s e a r c h o n w h a t m o t i v a t e s o u r p a t i e n t s t o b e s o e n g a g e d . % H F D X V H L W ¶ V K D U G '
Provider 43b

Also the number of visits increases drastically for CAM patients. For example a

S U R Y L G H U V W D W H V ³ : K H Q , H V Q W H D C S P W L > H Q @ , , V H H H K W R D Z M H

Provider q3we4 The lack of time influences how much and in what way a IHC provider is able to engage with conventional medical colleagues at other University health centers.

\$ Q R W K H U S U R Y L G H U V D L G D o c , w o r k l o a d , w a k i n g o n , a n d w h e n p e o p l e / D I D F

have acute things they are not in the right space to think of wellness [..] Integrative medicine is really relationship based. They are the ones that create relationships out of these specialized therapies or tec K Q L T X H V ^{Provider 089rfklp} Medical colleagues are key

S O D \ H U V L Q K H O S L Q J D O O D \ I H D U V D E R X W ³ T X D F N H U \ P H G L

University-wide credentialing procedure (including hospital privileges) for CAM colleagues (I.D. Coulter et al., 2008). Buy-in from this group is important to successful IHC integration and implementation.

Theme III: Funding and Reimbursements Issues for CAM Treatment are Limited

The Center was created through philanthropy. Additionally, the Center was first created as a research organization and grew from research to teaching and clinical programs. It was established at a time of economic downturn in the health field. A business plan was not well established and most of the strategic planning came later. The vision, mission and operating budget was initially created by the University and Board members (mostly University leadership and Center donors). The marketing strategy was originally inadequate, and funding was dependent on donors to the Center. The research aspect of the center was funded by research grants and faculty funding was limited. Most faculty were associated with multiple University centers, departments, and/or schools. The original leadership based the Center model on a market niche of the e D U O \ of CAM practices and research.

Today the Center has an endowed chair/director. All direct costs including provider salaries, overhead for rent, and malpractice and director insurance, and billing service are all supported by the clinical patient care profits and philanthropy. There are no direct funding sources for patient clinical care from the University:

³: H FDQ ¶ W KLUH WKH SHRSOH ZH ZDQW WR KLUH EHFDX
institution. There are only certain funds that are allocated. : H FDQ ¶ W VD \ μ ZHOO ,
need a nurse manager here and I need a better qualified medical assistant or I need
D EHWWHU TXDOLILHSG that means we are recruiting out @
physicians. At some point there may be a burnout. *Provider 02x

³This is a non- WUDGLWLRQDO SODFH WR JHW KHDOWKFDUH > «
there are a lot of cost issues like insurance, out of pocket payments, confusion.
Those kinds of things make it difficult to provide the type of care we want to
SURYLGH \$QG FRPPXQLFDWLRQDOGWKDW ¶ V WUXH IRU
in such need to communicate with providers all the time. \$QG WKH \ FDQ ¶ W JHW WK
D ORW RI WKH WLPH > @ DQG , WKLQN WKDW ¶ V IRU WI

a lot of avenues for communication. And here is just one number and if you call
D Q G L W ¶ V E X V \ \ R X ¶ ¶ O J K W Y B I O M L R Y I F D S C H O J V D R I Q L Q W ¶ V M X V W
difficult. ^{Provider 089rfklp}

Although initially planned as a cash only clinic, the Center has grown out of its original
model. Today, associated with a major university medical school and university hospital
obligates it to take most insurance plans (Preferred Provider Organizations (PPOs) as well as
Medicare. 7 K L V F K D Q J H L Q W K H I L Q D Q F L D O P R G H O K D V K D G D G
generate more clinical health care profits:

¶ Most people come in and expecting and wanting to use their insurance for
H Y H U \ W K L Q J \$ Q G W K D W ¶ V R Q H R I W K H I S O U V W W K L Q J V
W K D W ¶ V D K X J H I D F W R U > @ O D E W H V W V D U H H [S H Q V I
Acupuncture is covered under PPO but n R W 0 H G L F D U H > « @ , W ¶ O O K D Y H W F
S D \ ^{Provider 03c}

Today, the Center offers supplements and herbs directly to be sold by the Clinic rather
than by the hospital pharmacy or private pharmacy, thus creating a potential for additional profit.
Recently, the Clinic has started offering group visits as another potential profit line. A small
group of patients of five to 15 people, who share similar health concerns, together see a specific
provider and discuss a particular treatment option or strategy relevant to their specific health
condition. Usually group visits run from 90 minutes to two hours. The informal dialogue and
stories create a shared therapeutic experience on dealing with related health/condition issues:

¶ We started group visits [...] it makes sense. Financially, it makes sense. Where
you speak on a common subject not to just one person but to 10- S H R S O H > « @
+ R Z W R P D Q D J H O H W ¶ V V D \ G L D E H W H V > « @ W K H \ D O O
knowledge. So why spend one on one an hour and get paid by insurance [...] we
are not a only cash practice to have access to our practice. People in the
F R P P X Q L W \ Z R X O G O L N H W R X V H W K H L U L Q V X U D Q F H %
1.5 hours for the physician time. 6 R Z H G R Q ¶ W J H W F R P S H Q V D W H G I R U
o p H U D W L R Q D O F R V W V > « @ ^{Provider 02x} V R J U R X S Y L V L W V Z L O O K H O S

¶ I love it. I think patients get a lot more out of it. You can address all the medical
concerns and you get all this support and camaraderie in a really emotional and
social aspect of it. 6 R P H W K L Q J W K D W \ R X V R P H W L S O H I V G R Q ¶ W J H

love the group medical model. There is a ton of research on group medical model
QRW RQO\ KRZ WKH\ DUH WLPH HIILFLHQW EXW DOVR LC
robust. People love it [...] I think that group thing, that accountability, is totally
there. So if we discuss something people are more accountable. And when they
are back next week, they know that they have to report on. You can be basic, like
motivational interviewing, health goa OV DQG ZH IRFXV PRUH RQ SUHYHQ
3HRSOH KDYH FRPSOH[WKLQJV JRLQJ RQ VR PD\EH WKH
prevent one. 0D\EH WKH\YH KDG KHDUW IDT¹⁰XUH DQG DOO N
parallel experience, drawing from that, is so valuable and I think that contributes
really positively to compliance [...] I think in addition of being followed one-on-
one by a provider, I think the group visits function perfectly in an integrative
medicine setting. Because in a group medical visit we take into account all those
pieces like, mind, body and spirit. ,W V HQJUDLQHG LW V InGHYHORSHG
the group medical model. The model just goes hand-in-hand with integrative
medicine. ^{Provider 089rfklp}

The current model of the Clinic is funded by a combination of philanthropy, insurance
(PPO), Medicare, and cash for services including nutritional supplements. The Clinic is self-
VXIILFLHQW SD\LQJ IRU LWV RZQ FRVWV EXW QRW SURILWD
PRQH\ > « @ :H V OO D V Z > « @ \$ FW & D G R Q R G U R Q R U V KHOS EULQJ F
& HQWHU > « @ LW V JRRG IRU ^{Key stakeholder09} BU DUG IF DCC G I R P P X Q L W \ '
profitable, the University structure will prevent the total profit from flow of revenue back
directly to the Center. The profits will be split (direct and indirect costs) to the University and
Medical school.

Theme IV: No Direct Referral System from the Academic Hospital to the Clinic

Another barrier to integrative care is the lack of direct systems for patient referrals.
Although there is not much overt opposition to the Center or Clinic from the University, medical
school, or university hospital, there is still a widespread skepticism within the University culture

towards IHC and CAM. Therefore, broad-based referral of patients directly from the university is limited. Currently, there is no formal referral system for the Clinic. A medical physician or another provider at the University hospital or student health serves cannot formally request for patient referrals to the Clinic. The Clinic is excluded from University electronic records referral system:

:H GRQ¶W KDYH D GLUHFV UHIHUUDO LQ WKH V\ VWHP ,
QRW LQ WKH V\ VWHP > « @ , ¶YH KDG V\ VWHP but SDWLHQWV UH
WKH\ KDG WR PDNH WKH DSSRLQWPHQW WKHPVHOYHV >
have to tell the patient to call here. Provider q3we4

The referral issue is also compounded since there is another IHC health center at the University through UC Irvine Family Health Center, City of Santa Ana, offering CAM therapies. In addition, some departments at the University including health services centers/clinics, student health centers, satellite clinics, and the hospital also offer their own CAM therapies such as mindfulness, yoga, nutritional therapy, and osteopathy. \$ V D SURYLGHU VWDWHV ³\$E

University physician, about 20% outside physician and the rest from self- UHIHUU, DGRQ¶@
know how they know us. % XW WKH SDWLHQW FRPHV LQ DQG VD\V 'U %

Provider 02x This qualitative comment is in agreement with the quantitative patient results. When

patients ZHUH DVNHG RQ WKHLU TXDQWLWDWLYH VXUYH\ ³:K\ G
FHQWHU" ´ DERXW RI WKH SDWLHQW SDUWLFLSDQWV UHI

choose the Clinic based on their insurance plan and 21.5 % from the advice of friends, family

and co-workers (13%, 6%, and 2.5%, respectively). , QWHUHVWLQJO\ DQRWKHU

LQFOXGLQJ ³LQWHUQHWH´ ³UHSXWDWLSHQ as reasons for

preferring the Clinic.

As stated previously, there is no formal referral structure including authorization request for a new patient consultation provided for the Clinic. This gives makes it more difficult for the Clinic to introduce new patients to the Clinic or Center. The current model for clinical referrals is by word of mouth (including physicians) and patients directly seeking services. One key

VWDNHKROGHU H[SUHV VHG FRQFHUQ WKDW WKH &OLQLF JH
it may take months for patients to see an IHC provider. The length of time to see a provider may
QHJDWLYHO\ LQIOXH QFH ZRUG RI PRXWK UHIHUUDOV ³:H JH
KDYH D EDFNORJ DQG \RX GRQ\W ZDQW WR KDYH SDWLHQW

Theme V: Center Embedded in a Biomedical University Model

Part of the process of creating an IHC center is identifying the philosophical assumptions that impede IHC. IHC subscribes to a holistic paradigm of illness, treatment, and care compared to conventional medicine (biomedicine), which gives rise to a different set of health practices and a reductionistic view of health (I.D. Coulter et al., 2008). These are very significant philosophical paradigm differences:

³This is one of the best centers attempting to do that (Integrate IHC). But I still think you have the bio-medical model with the MD down [...] but it is the best of what we can have. \$QG , ZDQW WR PDNH VXUH DERXW WKDW LW and not about the all-mighty dollar. But unfortunately when you have an integrat LYH FHQWHU LQ DQ DFDGHPLF VHWWLQJ MXVW LQ WR JHW DZD\ IURP WKDW

In general, the University as an institution is more compatible with the beliefs held in biomedicine. It is unknown whether the systems can be compatible and coexist but they often cause confusion and conflict for patients, providers, and staff:

³I think it is hard for some patients that come to (the clinic) and go home and try to explain to people that they are at (the clinic) for and doing WKLQJV WKDW WKH SXE

XQGHUVWDQG 6R LW¶V Q,RW¶VQ B FHDVUDLHLO R R X¶R FELHUAL H
MXVW D VWLJPD WKDW \$Q B XWVW W¶LQM XW R JRR DIZHW\ \$Q C
WKURXJK WKDW \$QGD, \$KHLQRPW QD W¶KDMX¶V MXVW JRL C
DV PRUH DQG PRUH SDWLHQVV KDYH PRUH VXFFHVV DQ
talk about what they go through. ^{Key stakeholder10c}

2QH RI WKH &OLQLF¶V UHJXODWRU University policies and

procedures for credentialing and garnering clinical privileges for CAM providers. However, university credentialing policies and procedures also impede privileges for new providers, especially those practices that are not already integrated into the University structure:

37KH XQLYHUVLVW\ VDLG 3Z[K]\ ,GVR LRGX Q,HFDQ WPK D W W" KHUH
can do it in two minutes and give it to the patient. %XW ,¶P GHDOLQJ ZLWK D
XQLYHUVLVW\ > @ 6KH FDQ¶W ERKQ FHDQ and JLYH &\$0 WUHD
overlook her because it (the CAM therapy) has no certification in California so it
has to go under MD. That means I have to learn it. And I expressed a wish to do
VR > @ 7KH XQLYHUVLVW\ WKH\WG B B Q¶W XQGHUVWDQ
VHUULFHV >« @ 7KH XQLYHUVLVW\ LV D EDUULHU IRU VX
WKH\ MXVW GRQ¶W JHW LW ,W WDNHV XV \HUV DQG \H
it took us a year to get an Ayurvedic practitioner here [...] for massages. We had
WR VD\ μZH D UH Q¶W. X¶LQJ NQ
RLO ^{Provider 02x}

3The reality is that in an institutional clinic like (the university). A university comes with certain restrictions and you have to be comfortable with those restrictions. And know how to work within those parameters. I think it is more
FKDOOHQJLQJ IRU SUDFWLWLRQHUV WKDW KDYHQ¶W EH
an institutionally minded person to have the patience. ^{Provider 43b}

Of the 11 CAM practitioners about half (five providers) assume the role of a general practitioner to patients. About three of the five providers have privileges at the University hospital. Increasing privileges at the University hospital, even as in-patient, may facilitate integration of IHC services:

¶I see it happening a lot in a non-standard way. So in an inpatient setting you will get nurses. Because one they spend the most time with the patients. They develop a relationship with the patient. And integrative medicine is really relationship-based. They (IHC providers) are the ones that develop a relationship with the

patients. I see a lot of these therapies and techniques being used. Especially like meditative breathing and reframing and cognitive support, or simply focusing on the more personal and emotional and spiritual part of the patient. I mean nurses are right there. I think the problem is that this is not standard practice and (providers) practice a lot of check-box medicine. ^{Provider 089rfklp}

But it takes University engagement and respect to support and facilitate the integration.

Buy-in from University faculty, staff, leadership and student body is L P S R U W D Q W W R W K H & successful integration. It seems that the model is moving in that direction with the recent introduction of naturopathy and mindfulness- E D V H G W K H U D S L H V 0 % 6 5 ³ 5 H F H Q V a lot more approval by the University for allowing new things (at the Center). ^{Provider03c}

Leadership-based Themes

Theme I: Lack of Funding from the University

As stated in previous chapters, stakeholders (individuals with a stake in IHC such as leadership, administrators and referring physicians) have a unique perspective of IHC and play an important role in the process of integration of IHC. Stakeholders introduced two major themes: (1) lack of funding from the university and (2) the location and physical space of the Clinic.

The clinic faces a number of financial issues. Many of the financial issues at the Clinic stem from how the Center was originally planned. Originally, the Clinic was planned as an add-on service to existing university health clinics. In fact, the Center originally was named

³ F R P S O H P H Q W D U \ D Q G D O W H U Q D W L Y H P H G L F L Q H ´ Q R W ³ L Q V

³The university is a very conservative medical school. In the beginning they (the university) were really cautious about what we were doing [...] In the beginning ZH UHDOO\ ZHUH QRW UHVSHFWHG > « @ \$OWKR XJK DFXS UHVSHFWHG > « @ ZH M X W W N H S W S O X J U Q J D O R Q J We just kept doing it. So we kept

having our Center. We kept getting patients. Eventually you keep getting patients and we have a great community and education. And you are funding research and eventually you start getting some respect. And the other thing that happened is that the students started to get interested in what we were doing. So they [students] started a medical integrative club. And they volunteered at our events and everything [...] The school [the University] has to pay attention and to the trend. The students want it and the patients want it. ^{Key stakeholder09m}

Most recently, the Center has been renamed to the Susan Samueli Integrative Health Institute. This forward progression in the name of the Center reflects a forward continuum from Complementary and Alternative Medicine to Integrative Medicine to Integrative Healthcare. These changes may indicate a larger paradigm shift from CAM to a larger more inclusive healthcare system (IHC).

The Center was also created originally as single-payer cash for services model. Slowly the Clinic was able to incorporate the University healthcare plans and accept major insurance PPO plans as well. The Center is also designed to be consistent with a preventative healthcare model, not a disease based model. Therefore some participants believe that it is difficult to recruit donors for preventive or wellness care compared to disease:

³A lot of centers are based on disease. So if they go in and help somebody, that person is more likely to donate money like the cancer center. People leave their houses to them. % X W Z K H Q \ R X D U H W U \ L Q J W R S U H Y H Q W G L V H money in that > « I think there is a natural progression [...] As we were talking, so many of these (Centers) are not successful. Every organization has tried to because there is a patient needs to offer some of these services. And they just K D Y H Q ¶ W E H H Q V X F F H V V I X O \$ Q G , ¶ P Q R W V X U H M X V W business it could not withstand the amount of time we went through where we were not making money. We relied a lot on philanthropy. In business you just F D Q ¶ W J H W O R D Q V D Q G D V N S H R S O H W R V X S S R U W \ R X have to show you are making money. I think we just winged it for a while and hoped that we would make money someday. Because nobody had the perfect model. ^{Key stakeholder10c}

Originally, the business plan was developed without financial support from the University. Generally, the long-term plan on funding to build and sustain growth has been based mainly on philanthropy.

3: H ZHUH DOZD\ V XQGHU WKUHDW WKDW LI ZH FORVHG I
WKH XQLYHUVLVW\ > « @ , WKLQN WKDW WKH VXSSRUW WK
because ZH KDYH PRUH VXSSRUW IURP PDQDJHPHQW WKH X
important, it really is [...] I hear Mannie (university leader) talk about it. And he
has a new vision of health. As it should be as the whole country is going toward
WKH YLVL RQ Rvespizor Wth
And then start investing in our health > « @W LVQ¶W XQWLO \RX VWDUW WR
age that you start to really think about your healthcare and about what role you
are going to take in your healthcare. \$QG ZKDW GRFWRUV \RX DUH JRLQJ
DQG , WKLQN LW¶V IUXVWUDWLQJ EHFDXVH VRPH RI WK
WR UHDOO\ XQGHUVWDQG WKH LPSRUWDQFH RI VRPHWK
other friends that are major philanthropi VWV > « @ DQG HYHU\ERG\ JRHV μF
EULQJ WKHP"¶ DQG , JR μWKH\ MXVW GRQ¶W JHW LW ¶
WKH\ DUH OLNH LQ WKHLU ¶V \$QG WKH\ DUH NLQG RI
7KH\ VD\ μQR WKLV LV WKHTZS the way¶ we are always
going to do it. So, I think there is this generation that is looking for better health
FDUH EHFDXVH ZH DUH EUHDNLQJ GRZQ. DQG ZH GRQ¶W
GRQ¶W ZDQW WR UHO\ RQO\ RQ VXUJHULHV ¶

Therefore, one major factor impeding the successful integration IHC model is the current university model that undervalues preventive and wellness services while overvaluing (invasive) specialty care:

, W¶V XQGTHU (University) has a whole undervalues it (IHC services). It
GRHVQ¶W V\ VWHPDWLFDOO\ want to capitalize on it. BU EHQHILW
our Center is unique. We have philanthropy that supports what we do and we
have an excellent director who supports what we do. Provider 43b

Theme II: Location and Physical Space

The clinic is located in a multi-story building with other health related disciplines such as dentistry. The building next door is a chiropractic health care center. It is also located within a one-mile radius of other prominent health care centers that offer a number of CAM therapies, some not offered at the Clinic. In fact, some of the providers work at these other centers or refer

patients to these centers for therapies that are not offered by the Clinic. This means that the Clinic is operating in a competitive and saturated market. While there is no formal referral system in place at the Clinic from the University, most patients surveyed in this evaluation come to the Clinic via indirect provider referrals.

The ambience of the Clinic is of a high-end medical center with neutral colors, plenty of natural light, live plants, contemporary art, and comfortable furniture. There is plenty of parking for patients and location is close to a major freeway. However, the Clinic does lack adequate space. As the number of clinical providers has grown so has the number of patients. It takes some patients over four week to see a provider. \$ V R Q H S D U W L F L S D Q W V W D W H V 3 space. ^{Key stakeholder09m} Indicative of this statement, the Clinic has transformed a closet into an exam room. The cramped space raises potential privacy issues and it can also be disruptive to the S D W L H Q W V ¶ W U H D W P H Q W H [S H U L H Q F H

Overall, the patients, providers, and stakeholders all are enthusiastic about the C O L Q L F ¶ V setting and environment:

³You want the center to be accessible. Which we are now. You definitely, as a matter of esthetics for a center for integrative medicine and the model we are thinking and vision. I think the center itself can reflect the philosophy and the P R G H O R I Y D d a n h a v e n o e natural light. More natural dispensary and more rooms for different activities. I me D Q R X U V S D F H Z R U N V D Q G L W ¶ V D D Q G Z H K D Y H S X W D O R W R I Z R U N L Q W R W K H I X U Q L W X U can definitely benefit from more space. ^{Provider 43b}

Patient-based Themes

Facilitator Theme: Open Collaboration and Communication about Care

Nearly all of the providers at the Clinic showed interest in greater communication with patients and providers:

Every single thing is documented here. Every phone call or even reminder call that we have left for the patient is put into our documentation system EHR

HOHF WURQLF UHFRUGV > « @ (YHQ IDFH SWR IDFH FRQYH have phone noted, nurse notes and practitioner notes. Everythi QJ LV GRFXPHQWHG Provider 03c

3: H QHHG WR HQFRXUDJH RXU SDWLHQLMIV FRKHU WR XVH use the portal. OHVV DJH XV RQ WKH SRUWDO 6R \HDK ZH JHW hard to get people set-up. Provider 089rfklp

All the patients reported that their providers listened carefully to them during their

DSSRLQWPHQWV 3, +CHR D B ZFD \ S UCLYLVGHIOV WR st also LV VXHV Patient02400

their providers showed respect for what they had to say. Most patients prefer to discuss their prognosis directly with their provider. About half of the patients interviewed reported that their providers always explained things to them in a way that was easy to understand. This may be due to difficulties with medical terminology and definitions:

3, ¶YH SDLQ DOO RYHU , FDQ ¶W HDW 0 \ EDFN KXUWV 0 why I come here. We talk about all the options. And you know, I need more LQIRUPDWLRQ Patient5gb

I want to get well, altogether, i W ¶V ZHOOEHLQ Jspecial focus ORZ KDV D HQJDJHV RQ SUREOHPV ZLWK FKHPRWKHU DS \ VLGH HIII it [...] We discuss it all the time. Patient4rfgy

Table 5.2 describes how patients view IHC. The differences between terminology and definitions are wide.

Table 5.2. Definitions, Terminology and Philosophical View of IHC by Patients
What does integrative health care mean to you?
3, QWHJUDWLYH KHDOWK FDUH PHDQV WKDW LW LV D SDU overall health. Active PARTNERSHIP! Includes diet, lifestyle, herbs, sleep habits, and includes many PRGDOLWLHV OLNH DFXSUHVXUH PDVVDJH HWF « ' 3DW
3 & RPELQDWLRQ RI (DRVGLLFD QDQG 3DWWHQV JEL
3, QWHJUDWLYH PHGLFLQH IGV KDV VSEHL FDUX RK KEO S/WKFD URHU D
3 0LQG DQG ERG \ KHOS ' 3DWLHQW
3, QWHJUDWLYH PHGLFLQH WR PH LV WKH QDWXUDO ZD \ R LV µQHZ ¶ DQG XOWLPDWHO \ HQG after a search R DOR Zalsq on 100% WHJU

\H DUV RI H[SHULHQFH RI KHUEDOLVW WUDGLWLRQDO PH
³ /RRNLQJ IRU DOWHUQDWLYHV ' 3DWLHQW NIW
³ ,W KDV DOO WKH LQJUHGLHQWV WKDW , QHHG ' 3DWLHQ
³ , DP ORRNLQJ GIXOQHVV ' 3DWLHQW
³)XQFWLRQDO PHGLFLQH FRPELQHG ZLWK WUDGLWLRQDO
³ ,QWHJUDWHG ZD\ RI KHDOLQJ ' 3DWLHQW JEL
³ ([SORUH ZHOOQHVV PRGDOLW\ UDWKHU WKDQ μIL[LQJ] [
³ , XVH LQWHUQHW DVQDRV FDUFH >RI @Q)RRE DLWLRPSRUWDC
³ , XVH DFXSXQFWXUH DV WUHDWPHQW RI SDLQ ' 3DWLHQ
³ , GR QRW OLNH WUDGLWLRQDO DOORS DWKLF GRFWRUV
the labtop the whole time and only looked at labwork results. Wanted to prescribe pharma instead. And I
had to pay for parking and waited over one hour to see him for 5 minutes. This is not medicine. I was
WUHDWHG OLNH D QXPEHU ' 3DWLHQW
³ 'HYHORSQJ D PHGLWLRQ SUDEWLQJ 4WKU
³ ,PSURYH PRRG UHJODWH KRUPRQH V GLVFRQWLQXH 5
PRUH HQHUJ\ ' 3DWLHQW UIJ\

Barrier Theme: Limited Accessibility of CAM Services

Most patients reported that their experience in making an appointment at the Clinic was similar to past experiences with other medical clinics/centers. However, some patients complained about having to leave a message, often multiple messages, instead of talking to a live attendant/receptionist regarding appointment, questions, or billing. The patients also complained

WKDW DSSRLQWPHQWV ZRXOG FKDQJH EDVHG RQ D SDUWLFL

appointments became more problematic as the Clinic increased providers and grew in services.

)RU H[DPSOH D SDWLHQW VWDWHG WKDW but seem to be

slammed with patients. Administrative staff is friendly but often disorganized. I am grateful to

have holistic health center that offers good VHUYLFH DQG ZRUNV Pat #3628 ZLWK P\ LQVXU

Therefore patients are willing to wait for services.

While most patients were able to make an appointment to see practitioners within two to four weeks, some patients reported having to wait months. Once patients arrived for their appointment, the waiting time in the front office to see a provider was generally 10 minutes or

less. The longest waiting time observed for any patient was 20 minutes. When asked if he was satisfied with his waiting time the patient responded that he had arrived too early for the provider and the provider was still with another p

D W L H Q W \$ Q R W K H U S D W L H Q W V D L G 3
D F X S X Q F W X U H P R U H W K H U H D W D Q R W K H U X Q L Y H U V L W \ F H C

Few patients remember receiving messages about appointment and follow-up. For

H [D P S O H D S D W L H Q W I H O W M I D L G P I X H H W R
How much on, did not receive voicemails from the front office staff that they left me to change my appointment. So I came for nothing. Rescheduled

D Q G I L O O H G R X W S D S H U Z R U N I R U Q H Z D S S R U Q W R H Q W W L P H

patients and providers have discussed the barriers of having part-time providers. A provider

V W D W H G 3 : H K D Y H G R F W R U V W K D W D U H R Q O \ K H U H R Q F H R
E H F D X V H W K H \ F D O O Z K H Q W K H \ D U H Q R W K H U H ' Provider 03C

Additionally, patients reported spending varying lengths of time with each provider, depending on the type of visit (e.g., acupuncture, naturopathy, massage, etc.,) and depending on the reason for the visit (initial intake, 90 minutes or follow-up visits, 45 minutes).

If they needed to talk with a provider between appointments, some patients were able to reach the provider using emails or patient portals rather than calling the office directly. Most patients did not complain about communication with providers. In fact, some patients stressed

W K D W W K H \ I H O W F R P I R U W D E O H W R U H D F K R X W W R W K H L U
my needs. Patient 03kft But, as stated, some patients complained about the difficulty of reaching a

live attendant in the office or receiving a response to their messages to providers. But overall,

S D W L H Q W V D U H K D S S \ Z L W K W K H & O L Q L F V H U Y L F H V D V V W D
7 K H S U R Y L G H U L V L Q P \ L Q V X U D Q F H S O D Q 7 K D W \ V Q L F H E Patient

Summary of Qualitative Data

Overall, interview participants (IHC providers) reported a range of facilitators and barriers related to the implementing and practice of IHC within an academic healthcare institution. As a group, they discussed five main types of facilitators for the success of academic IHC practice: (1) teamwork and collaboration within IHC providers and between IHC providers and conventional medical practitioners as an important aspect in the evolving definition of IHC; (2) nursing has a potential to act as a champion for IHC in a large academic setting; (3) affiliation with a research and academic university boosts the credibility of IHC; (4) holistic philosophical view of treatment is a foundation to IHC and can be a tool in the integration of IHC; and (5) the diverse options of modalities of IHC offers patients greater healthcare opportunities and increase IHC implementation. There were also five main challenges to the implementation of IHC: (1) the lack of support administration staff makes the practice and implementation of IHC difficult; (2) IHC patients require additional time for diagnoses and treatment compared to patients in conventional medicine; (3) funding and reimbursements for CAM therapies in the practice of IHC are lacking or limited; (4) there are no formal referral systems from the academic hospital to the Clinic; and (5) the Center and Clinic are both embedded in a biomedical university medical school that challenges fundamental principles (i.e., values, methods, and education) of IHC, making IHC integration difficult.

According to major stakeholders, main challenges to the implementation of IHC includes the lack of traditional funding, incentives, and reward systems that do not recognize IHC practice or research. Lastly, the Clinic is outgrowing their physical space. While the Clinic has created a beautiful environment that takes into account the science of healing environments such as color, texture, natural light, and sound (Wayne B Jonas & Chez, 2004), it remains miles from the University Hospital and other University Health Centers.

For patients open collaboration and communication about care is the most vital aspect of IHC. A major challenge is the accessibility of CAM services and IHC providers.

Quantitative Analysis

As stated in chapter 3, the primary purpose of the qualitative data analyses was to provide in-depth information about patient and providers view of IHC at the Clinic. Equally important, however, was collecting quantitative data to add to the knowledge base on the characteristics of a population that uses IHC services (i.e., IHC patient demographics and clinic usage) and to guide operations, which included patient volume by specialty type and patient satisfaction with services.

Characteristics of Patients who use IHC

The demographics of the all patients in this dissertation are presented in tables 5.1 and 5.3. For the patients who fully completed the survey (n= 63), the vast majority are female (84%), middle aged (39.5 as median age) and ethnically white (91%). They are also middle class and educated (see Table 5.3 Demographics of Patients Included in Quantitative Analyses). The median household income for the sample is \$80,000. In 2015, the median household income in

the United States was \$55,755 (Posey, Sept 2016). The sample in this evaluation is making \$24,000 more than the average American household (see Table 5.4. Household Income and Education Status).

Table 5.3. Demographic of Patients in Quantitative Analysis	
Characteristics of IHC Clinic Patients Included in this evaluation (Received IHC Services)	
Gender	
Male	9
Female	54
Missing data	2
Age Group	
Mean (SD)	51.23 (16)
Median	39.5
Range age	25-82
18-30y	2
31-44y	18
45-64y	30
• \	6
Missing	9
Race	
Non-Hispanic White	58
Black or African American	1
American Indian or Alaskan Native	0
Asian or Pacific Islander	2
Hispanic Origin	0
Other	1
Missing	3
Marital status	
Single	16
Married	25
Divorced	4
Widowed	2
Other	3
Missing	14

Abbreviation: y, years; SD, Standard Deviation

	Sample	2015 U.S. Census Data
Household Income		
Median dollars	\$80,000	\$55,755
Mean dollars	\$120,550	
Range	\$9k-850K	
” \$10,000	1	
\$10,000 - \$40,999	5	
\$41,000 - \$70, 999	8	
\$71,000 - \$100,999	7	
\$101,000 - \$200,999	9	
•	4	
Missing	16	
Educational Status (N=50)		
Some High School	0	
High School Graduate/GED or more	2	100.00% 88.40%
Some College, No 4 yr Degree or more	11	96.00% 58.90%
4 yr College Degree or more	19	64.00% 32.50%
Post Graduate Degree	18	36.00% 12%
Abbreviation: k, times one thousand; y, years; SD, Standard Deviation; GED, General Educational Development		

Additionally clinical usage data were gathered for patients. Table 5.5 includes clinic usage for all patients who completed the quantitative surveys for this evaluation. The majority of the patients (about 88%) have been previous patients of the Clinic. Fourteen percent of the sample has been patients at the Clinic for over 10 years. About 76% of the total patient sample has had pain as the main health concern with 36% suffering from musculoskeletal disorders. Another 40% of the patients are receiving services for other health related concerns such as

cancer or depression. Check-up or wellness visits account for 8% of the health concerns of patients. The vast majority of the patients had chronic health concerns with over 4 months of health issues. In fact, the majority of patients who receive IHC services from the Clinic suffer from chronic health concerns. Eighty percent (80%) of the patients have used IHC services in the past for their health concern. Another 72% see their conventional physician for the problem(s) that bring them to the Clinic.

The top most used therapies at the Clinic are: (1) acupuncture (50%); (2) Naturopathy (20%); (3) Osteopathy (12%); (4) Integrative medicine consultation (10%); and (5) massage therapy (8%).

Table 5.5. Clinical Usage by Patients (N=50)		Number of response	Percent
Length of Time as Patient at the IHC at Clinic			
Initial visit		6	12%
" P W K V		10	20%
3-6mths		15	30%
7-9mths		2	4%
10-12mths		9	18%
13mths-35mths		9	18%
3-6y		3	6%
7-9y		0	0%
• \		7	14%
Missing		4	8%
Main Health Concern			
Check-up or Wellness		4	8%
Pain of any type (top 3)		38	76%
Musculoskeletal Disorder		18	36%
Inflammatory Disorder		6	12%
Headache		5	10%

- Choose Multiple Conditions	12	24%
Other Concern (top 3)	20	40%
Cancer or Chemotherapy Related	4	8%
Anxiety Disorders	3	6%
Depression	2	4%
Length of Time of Main health concern, n=50		
Mean (SD) of years	8.64 (8.69)	
Median of years	5	
Range of years	1.9-37	
" Z N	0	0%
1-12 wk	2	4%
4mths-1year	18	36%
• \ H D U	33	66%
Made multiple selection based on multiple health concerns	3	
Do you think that the service(s) in this clinic might help, or is currently helping, with this health goal?		
Very sure it might/does help	48	75%
Somewhat sure it might/does help	12	19%
No expectations	3	5%
Somewhat sure it might/does not help	1	1%
Very sure it might/does not help	0	0%
Have you used the services in the past?		
Yes, for the problem that brings me here today	34	68%
Yes, for other health problem	8	16%
Yes, for general health prevention	3	6%
No	8	16%
Are you currently under the care of a medical physician		
Yes, for the problem that brings me here today	36	72%
Yes, for other health problem	14	28%
Yes, for general health prevention	9	18%
No, but I saw one for this problem in the past	4	8%
No	1	2%

Why are you here today? (top 5)		
Acupuncture	25	50%
Naturopathy	10	20%
Osteopathy	6	12%
Integrative medicine consultation	5	10%
Massage therapy	4	8%
Abbreviation: mth(s), month(s); wk(s), week(s); y, year(s); SD, Standard Deviation;		

Results from the Patient Satisfaction Survey

Sixty-six patients were recruited to complete the patient satisfaction survey instrument (I. D. Coulter et al., 1994). Six patients were unable to complete the survey due to the lack of time. Sixty patients completed the patient satisfaction survey. The patient satisfaction scores were computed as the group averages of the individual average responses to the 12 questions. All patients reported high levels of satisfaction. The lowest score 5.83 was for the cost of services. Still 69% of the patients score 6 to 7 for costs. That is about 70% of the patient sample believe that cost is only a minor factor. The mean satisfaction score for the sample is 6.30 (See Table 5.6. Patient Satisfaction Survey).

Table 5.6. Patient Satisfaction Survey (n=60)

Items	Very Poor		Poor		Fair		Good		Very good		Excellent		The Best		6+7 %	Mean	SD	Item Score
	1 Score	%	2 Score	%	3 Score	%	4 Score	%	5 Score	%	6 Score	%	7 Score	%				
a. The amount of privacy you were given	0	0%	0	0%	0	0%	1	2%	6	9%	33	50%	26	39%	89%	6.27	0.69	88
b. Interest shown in you as a person	0	0%	0	0%	0	0%	1	1%	4	6%	31	46%	31	46%	93%	6.37	0.67	90
c. Friendliness, warmth, and personal manner of the provider(s) who treated you	0	0%	0	0%	0	0%	1	1%	5	7%	24	36%	37	55%	91%	6.44	0.70	91
d. Explanations of treatment	0	0%	0	0%	0	0%	2	3%	10	15%	27	42%	26	40%	82%	6.18	0.80	86
e. Willingness to listen to what you had to say	0	0%	0	0%	0	0%	1	2%	4	6%	23	35%	38	58%	92%	6.48	0.68	91
f. Understanding of your health problem	0	0%	0	0%	0	0%	3	5%	10	15%	26	39%	27	41%	80%	6.16	0.85	86
g. Answers given to your questions	0	0%	0	0%	0	0%	2	3%	9	14%	26	39%	29	44%	83%	6.24	0.80	87
h. Amount of time spent with you	0	0%	0	0%	0	0%	2	3%	4	6%	30	45%	30	45%	91%	6.33	0.73	89
i. Cost of the care to you	0	0%	1	2%	1	2%	10	16%	7	11%	19	31%	24	39%	69%	5.83	1.23	81
j. Skill and ability of the provider(s)	0	0%	0	0%	0	0%	2	3%	2	3%	25	38%	36	55%	94%	6.46	0.70	91
k. Advice about ways to avoid illness and stay healthy	0	0%	1	2%	0	0%	6	10%	7	11%	25	40%	24	38%	78%	6.01	1.06	84
l. Ability of the provider(s) to put you at ease	0	0%	0	0%	1	2%	0	0%	4	6%	28	42%	33	50%	92%	6.39	0.74	90
m. Courtesy, politeness, and respect shown by the provider(s)	0	0%	0	0%	0	0%	0	0%	3	5%	23	35%	40	61%	95%	6.56	0.58	93
n. Care received overall	0	0%	0	0%	0	0%	1	2%	3	5%	28	42%	34	52%	94%	6.43	0.65	91
Total Group Mean																6.30		
Total Group SD																	0.78	
Total Group Score																		88

Reference: Coulter, I. D., R. D. Hays, and C. D. Danielson, The Chiropractic Satisfaction Questionnaire, Topics in Clinical Chiropractic, Vol. 1, Issue 4, 1994, pp. 40-43.

Summary of Main Findings

There is overlap between the data from the qualitative interviews and the quantitative survey. For instance, both focus predominantly on the health concerns of middle-aged females with chronic (multiple conditions) pain associated disorders:

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complicated pat L H Q W V > « @ W K H \ K D Y H P X O W L S O H P H G L F D O F R
have a lot of problems. , W ¶ V Y H U \ F I K D Q O H Q H L Q
digesting their food, chronic pain, nerve problems, some type of unknown
rheumatological problem, and they have some type of colitis. So they have at
least five different specialists taking care of them but then they are still suffering.
, W K L Q N W K D W ¶ V W K H Q D W X U H R I W K H W \ S H R I S D W L H Q
There has been studies that have shown that people who come to integrative
F O L Q L F V > « @ K D Y H H L W K H U F D Q F H U I R U V R P H W \ S H R I
some type of pain condition. And people who have rheumatological conditions
most likely have pain problems. So those in of themselves are complex. But we
W U \ W R K H O S W K H S D W L H Q W V W R W K H E H V W R I R X U D E

The barriers and facilitators for IHC integration within an academic-based university medical model are described below. The tables below illustration the major themes generated between the scoping review and the qualitative data (see Tables 5.7a Key Clinical Barriers for Access and Integration and 5.7b Key Clinical Facilitators for Access and Integration). These major themes were derived from the major themes in previous studies discussed in chapter 3 as well as the major themes from the qualitative portion of this dissertation. The themes from the literature review (Chapter 3) and the qualitative data from interviews share some overlap on the internal and external barriers and facilitators of IHC integration.

Table 5.7a. Key Clinical Barriers for Access and Integration	
Lack of appropriate staff**	Lack of Evidence Based Research*
Lack of communication*	Differences in Language and Jargon*
Gatekeepers to patients and practices**	Lack of credentialing or licensing****
Cultural Difference*	Territorialism*
University rules and regulations aka μ L Q V W L W X W L R Q D O L] D W	Lack of Outcomes*
Lack of Profits**	Lack of Respect ***
Logistic barriers**	Discriminatory practices****
Costs vs. benefits*	Lack of Purchasing Power**
Lack of trust****	Lack of Formal Systems such as Electronic Referrals**
Clinic and Appointment Wait**	Insurance Payments and Reimbursement*
Lack of Funding and Economic Influences*	Distance from University Hospital**
Lack of Knowledge Services and Practice*	Lack of Advertising**
Lack of Space**	/ D E H O L Q J D V μ P H G L F L Q H ¶
* themes derived from both the literature and qualitative analyses, **themes derived from only qualitative interviews, **** themes derived from only the literature review	

The majority of the themes shown in Table 5.7a include structural factors, especially external barriers for IHC (i.e., costs, insurance payment and regulations) and internal barriers (i.e., lack of profits, clinic or appointment waiting time). Most of the barriers noted in the table span both internal and external categories. In addition, process outcomes such as value, culture, and communication also represent a major influence on integration. Very few studies reviewed in this dissertation discussed the need for evidence-based research (EBR). Therefore, the lack of UHVHDUFK RU GLVFXVVL RQ DURXQ G (% 5 e d Q e s s b y UHIOHFWV V additional research in this field. In comparison, the facilitating factors to IHC integration and implementation were mostly process outcomes (see below Table 5.7b).

Table 5.7b.Key Clinical Facilitators for Access and Integration	
x Holistic Practice*	x μ : R U G R I P R X W K ¶
x Length of Time Spent with Provider**	x / H D G H U V K L S D Q G μ & K D P
x Patient centered care*	x Access to university resources, researches & centers**
x Whole-systems based care*	x Inter-professional education*
x Spiritual and mind-based care*	x Insurance and cash for services*
x Team-based*	x Costs vs. benefits*
x Positive interpersonal relations**	x Evidence-based and informed Practice*
x Competency*	x Licensure and regulations*
x Straightforwardness**	x Authenticity and validation
x Client, not patient**	x Biopsychosocial model of care*
x Wellness*	x Financial Donors and funding*
x Sincerity**	x Beautiful Clinic Ambiance and healing environments**
x Trust*	x Referrals**
x Honesty**	x Preventive care*
x Empathy**	x Communication* and electronic medical records***
x Focus on Healing*	x Mind-body integration*
x Connectivity between mind, spirit and body*	x Personal treatment**
x Traditional treatment*	
* themes derived from both the literature and qualitative analyses, **themes derived from only qualitative interviews, *** themes derived from only the literature review	

These external and internal process variables (i.e., empathy, communication, understanding, and trust) can also influence the design of the integration (bridge model vs. embedded model) and can influence the evolutionary path of IHC. It is unknown whether the structural variables or the process variables in both Tables 5.7a and 5.7b are linked or have causal relationships.

Lastly, for those patients surveyed, the majority at the Clinic are middle-aged women who use acupuncture and other physical modalities to treat chronic pain. This is not surprising

since most CAM users are middle aged females in the United States (Barnes et al., 2008) and acupuncture has been associated with the Clinic from its inception. Also, there are several ongoing research studies at the Clinic measuring the effect of Acupuncture on health and disease prevention. Lastly, acupuncture is relatively well studied for its therapeutic effects on chronic pain (MacPherson et al., 2017). Therefore, the results of this dissertation are not divergent from the findings of similar studies (H. Boon, M. Verhoef, D. O'Hara, & B. Findlay, 2004; Knutson et al., 2013; Witt et al., 2015).

CHAPTER 6: DISCUSSION

The conclusions and findings from this evaluation project contribute to our understanding of practice-based knowledge related to IHC implementation and promotion. They also provide the participating organization with information and tools for learning and development, and offer credible data to support IHC program development and refinement.

In short, the program evaluation carried out in this research examined organizational issues, challenges, and concerns in an effort to discern what is working particularly well in the medical organization that participated in this study. This method of evaluation is well suited to evaluating the university IHC program because this program already has been implemented with enthusiasm and significant external support from patients, providers, donors and the university.

1. Significance of Research to University Based IHC

The majority of medical research focuses on disease-based models of care. IHC research emphasizes multi-dimensional systems and uses complex science and whole systems approaches to study packages of care. In addition, most research opportunities and efforts nationwide apply reductionist techniques to CAM and IHC research, an approach that may not answer broader questions regarding holistic models of care or the nature of healing. Therefore, researching a single intervention or a singular aspect of an intervention taken out of holistic context may not provide an adequate measure of the value of the intervention (I. D. Coulter et al., 2010, 2013).

Most health care programs that are well received and popular are often continued in the absence of scientifically rigorous evaluation to assess whether the program is appropriate, effective, and efficient. More recently, there has been greater emphasis on implementing

interventions that have demonstrated their effectiveness (Mallonee, 2000). While it was not the scope of this dissertation to measure effectiveness, determining that a program is effective (i.e., effectiveness sustained over time and the program substantially improves outcomes) is as important as determining whether the program creates unexpected outcomes (Deniston & Rosenstock, 1970; Deniston, Rosenstock, & Getting, 1968; Deniston, Rosenstock, Welch, & Getting, 1968; Mallonee, 2000; Thompson & McClintock, 1998).

Generally, program evaluations ensure that: (1) patients receive the most appropriate care available; (2) that patients are not harmed; and (3) funding allocations are not wasted. Rigorous program evaluations are especially needed for CAM and IHC programs because they often do not fit neatly into the reductionist research paradigm and are at risk for being marginalized without appropriate methods for determining their full therapeutic potential.

IHC might play a significant role in reducing the burden on health care. According to a survey study by the American Hospital Association (AHA), in the U.S. the percentage of hospitals that offer CAM has almost doubled in less than a decade, from 8.6 percent in 1998 to 16 percent in 2004 and 24% of hospitals said they planned to add CAM services and programs in the future (Larson, 2009). In addition, a survey in 2011 found that more than 42 percent of responding hospitals indicated they offer one or more CAM therapies. That is a 26 percent increase from 2004. Also, according to the survey, 85 percent of responding hospitals indicated patient demand as the primary rationale in offering CAM services (American Hospital Association and Samueli Institute., Sept 2011). As the number of IHC programs increases so does the need for their evaluation. Indeed, a study by Hyndy et al. (2008) conducted in a variety of settings and found to be effective do not require the same intensity of evaluation as

QHZ DQG XQWULHG L QWHLU, YHQLWLRQ, RQVWLQJ IHC pr6grams should be evaluated.

While the most common use of a program evaluation is to determine whether proposed program goals and objectives are met (i.e., effectiveness) (Mallonee, 2000), again that is not the goal of this study. This study aimed to identify facilitators of and barriers to establishing an IHC in a university setting. The generalizability of th H VWXG \ ¶ V ILQGLQJV WR RWKH settings, however, is not known because this study focused on a single case rather than comparing alternative IHC programs. Nonetheless, the findings obtained in this single-case IHC evaluation study may prove useful to other medical organizations that wish to incorporate IHC into their practice models.

a. Potential for Whole-Systems Model

As noted earlier, researching a single intervention or a singular aspect of an intervention taken out of holistic context may not provide an adequate measure of the value of the intervention (I. D. Coulter et al., 2010, 2013). The practice approach discussed in this study requires a theoretical research paradigm shift, from a reductionist perspective toward a complex holistic systems approach. It is essential to understand that research questions arise from the paradigm; they do not question the paradigm itself (Kuhn, 1970; Patton, 2015) That is, asking research questions from a complex systems perspective requires that the study focus on new methodological field of whole systems research. This research approach holds promise for holistic research in IHC. In fact, for both CAM and IHC practice and research, it is important that all components of a holistic model be recognized.

The Whole Systems Model (WSM) can be defined as an approach in which practitioners apply bodies of knowledge and associated practices in order to maximize the effectiveness of individualized non-reductionist approaches to diagnosis and treatment (Fleishman, Boon, & Leis, 2003). Assessing the effectiveness of whole systems is more complex than assessing the efficacy of single modalities or treatments. The basic challenge is to acknowledge all key components of the intervention as a network, such that none of the components can be assumed to work effectively in isolation from other parts of the system (Verhoef et al., 2005). This evaluation used the WSM approach and also incorporated a mixed-methods research design (Hawk, 2007).

b. The Science of Team Science

In the past 15 years, innovative, cutting-edge methodology known as transdisciplinary team science has emerged as a valuable basis for understanding and managing complex research and societal problems. IHC as a field organized around multi-provider (interprofessional) evidence-informed, patient-centered health care teams based in a complex system of CAM and conventional medicine has the potential to fit well within this model. The present study found that team-centered care is frequently mentioned by health care providers, key-stakeholders, and patients in their conversations and remarks about IHC.

Stokols et al. (2008) define team science as large research teams that promote collaborative and often cross-disciplinary approaches to analyzing research questions about particular phenomena (e.g., the joint influence of social, behavioral, and

biogenetic factors on cancer etiology and treatment....and the multilevel determinants of health

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unidisciplinary, multidisciplinary, interdisciplinary and transdisciplinary approaches (Stokols, Hall, Taylor, & Moser, 2008).

Not all collaborations progress in a smooth linear fashion. In fact, team members often have epistemological differences and therefore team collaboration can become laborious and sometimes conflicted. This is especially true for those teams that are derived from opposing paradigms (epistemological conflicts) between the two distinct systems of medicine such as CAM and conventional medicine. Promoting, developing, engaging in, and managing team collaborations in IHC requires multifaceted understanding of how and in what ways teams collaborate (or not). 7KH ³VFLHQFH RI IHC may offer insights and contribute evidence-based principles, interventions, tools, and practice guidelines for effective integration of CAM and conventional medicine, and lead to a more effective IHC implementation. Currently it is unknown how well IHC transdisciplinary practice can be successfully actualized in health care settings in academic institutions. The science of team science may help facilitate our understanding of IHC integration.

Indeed, clarification of concepts and ideas is important in team-based communication.

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collaborators' values, ter PLQRORJ\ PHWKRGV DQG ZRUN VW\OHV S´

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care field does not always mean the same across all disciplines. Team members must not assume that others know what they know or perceive things the same ways they do (p. 254-255) (Rose &

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PHGLFLQH are critical to enhancing the effectiveness of team science. Like

interdisciplinary science teams, IHC also can benefit from cross-initiative perspectives (Vogel et al., 2014).

There are other practice conditions that support or hinder effective teamwork and collaboration. Many of the interview participants commented that they have interest in greater engagement with their conventional medical colleagues, but are not sure how to initially pursue in that engagement. This is especially true for IHC providers that lack credentialing or have limited credentialing (i.e., naturopaths and massage therapists) and struggle with these aspects of collaboration in a medical field. Creating institutional organizations or clubs such as the student-based integrative clubs (undergraduate and graduate), internship, post-doctorate fellowships, or residence programs can help bring young scholars and practitioners together early in their academic life.

Senior faculty and university leadership can initiate conversations that promote collaboration and integration among students, faculty, and staff. Creating early positive values of IHC conducive to these groups will enable productive interaction among CAM and conventional medicine providers and patients. Young providers can benefit most from team science since their values, methods, and work styles are undergoing development and therefore more malleable.

Group leaders (i.e., coaches and champions) are also an important factor in team science that positively contribute to successful IHC implementation. Leaders are responsible for creating a safe climate that supports expression and trust among team members, without fear. IHC is a

practice created by the integration of CAM and conventional medicine. As stated previously, CAM is a marginalized field (Thorburn, Faith, Keon, & Tippens, 2013). Social factors and attitudes toward CAM practitioners and students can contribute to successful integration. Group leaders in both CAM disciplines and conventional medicine can reduce discrimination against IHC by addressing conflict resolution via open dialogue. Leaders also need to address the specific goals and expectations that maybe in conflict. Conflict resolution and team cohesion should be established early in the team building process. Trust building activities such as formal case presentation, curbside consults, and patient rounds can cultivate a culture in which team members share ideas and develop their therapeutic skills.

Currently, there is a gap in knowledge about exemplars of successful IHC integration. More research on IHC practices and team-based approaches to IHC will help advance new ideas and facilitate greater research in the field. IHC can use the lessons learned from both team science and personalized medicine to advance the field.

2. How Can Payments for CAM Health Services Influence IHC Integration

The payment for CAM health services, particularly in light of their private nature and lack of support in publicly funded health systems (i.e., private and public insurance coverage), is affecting IHC settings including integrative hospital programs that often combine biomedicine and CAM.

In the case of IHC insurance coverage, the biomedical options in IHC clinics have been shown to take precedence over CAM options, mainly because they are covered by national or other health care insurance plans and viewed as superior to CAM. In turn, patients must prematurely terminate the CAM part of their treatment plan because they cannot afford the

private CAM treatments. As a result, CAM practitioners experience low patient flow, low salary, and ultimately marginalization in the IHC setting (D. Hollenberg, 2007). In IHC settings such as these, integration becomes tailored to the affluent and often provided by medical providers without full CAM practice and theoretical training (J. Adams et al., 2009).

In 1997, the projected annual expenditure for CAM professional services exceeded \$21 billion with approximately 60% paid out-of-pocket (Cleary-Guida, Okvat, Oz, & Ting, 2001). This observation is important and at-the-heart of current concerns about the costs of health care and the role of third party payers. Earlier studies suggested that CAM has a growth rate close to 30% per year (Blecher & Douglass, 1997) due to an increase in the proportion of the population seeking alternative therapies, rather than increased visits per patient (Eisenberg et al., 1998). These studies reveal a CAM market that is significant in size, utilized by a major segment of the population, and undergoing rapid growth. While health insurance coverage for allopathic medicine has been well-studied and reported, similar research on health insurance coverage for CAM has been more limited (Cleary-Guida et al., 2001).

Health insurers and managed care organizations that have incorporated CAM into their policies state that their primary motivation is market demand (Pelletier, Marie, Krasner, & Haskell, 1997). Therapies such as nutritional counseling, biofeedback, acupuncture, preventive medicine, and chiropractic are increasingly covered under many health plans (Pelletier, Astin, & Haskell, 1999). In 2002, Pelletier and Astin conducted an extensive literature review and information search to determine which new insurers had special policies for CAM from 1999 to 2000. By 2002, most of the insurers offer some coverage for the following: nutrition counseling, biofeedback psychotherapy, acupuncture, preventive medicine, chiropractic, osteopathy, and physical therapy. All new companies indicated that market demand was a primary motivator for

covering CAM. Specific factors that influence whether insurers will offer coverage for additional therapies include potential cost-effectiveness, consumer interest, and demonstrable clinical efficacy. Among the most common obstacles impediments to incorporating CAM into mainstream healthcare were lack of research on clinical or cost-effectiveness, economics, ignorance about CAM, provider competition, and lack of standards of practice (Pelletier & Astin, 2002).

It is important to note that CAM insurance coverage varies regionally in the United States and varies considerably internationally. CAM reportedly is utilized to a greater extent on the west coast of the United States and may be covered by more insurance carriers (Robles et al., 2017). For example, there is a mandate in Washington State that prohibits insurance companies from excluding coverage of licensed practitioners in naturopathy, acupuncture, midwifery, chiropractic and massage therapy (Lafferty et al., 2006).

Another example of this is the near-universal coverage of chiropractic services in the United States that may serve as an instructive case study. The inclusion of chiropractic services within health insurance plans was set in motion with the addition of chiropractic benefits under Medicare in 1972 (Kaptchuk & Eisenberg, 1998). The inclusion of chiropractic health care took place when the health insurance industry was in an early stage of development and cost containment was not yet an issue (Cleary-Guida et al., 2001). In addition, legislative actions at the state and federal levels also played an essential role (Hurwitz, Coulter, Adams, Genovese, & Shekelle, 1998; Jensen, Roychoudhury, & Cherkin, 1998). However, the integration of chiropractors into conventional health care systems (creating an IHC multidisciplinary team) is contingent on their acceptance of a reduced scope of practice (Theberge, 2008).

Countries such as Canada, Sweden and Austria with universal health plans provide valuable health care services to patients. However, nearly all Western health care systems including the Canadian health care system as CAM therapies. Canadians are thus left paying out of pocket, or must purchase additional private health care insurance for certain health care services including certain biomedical health services or products. These include, among others, the majority of pharmaceutical drugs (unless admitted to hospital), fees for paramedical professions (e.g., dentists, physical therapists) and CAM services. It can be presumed that private income from CAM could only be seen as beneficial for IHC endeavors, particularly in private health care systems. In publicly funded private CAM revenue could also be seen as aiding a public system overburdened by its social health expenses. However, the effects of private CAM revenue have multiple effects depending on each health care system and its complexity has not been well researched (D. Hollenberg, 2007).

Canada conducted between 2002 and 2003 found that patients could not consistently afford unfunded CAM treatments, resulting in the premature termination of an integrative care plan. The ramifications of this process (for patients, practitioners and care models) led to decreased health care access to CAM services in IHC settings. In addition, Hollenberg found that the health care insurance system in Canada, by relegating CAM practitioners to the private sector, also disrupts integrative clinical care by restricting activities of CAM practitioners, and restricting patient flow in IHC sites. care plan due to their inability to afford private treatments, CAM practitioners could not afford to work towards integration in a system where CAM is not funded ² even with income from their

private practice, which although thought to be high, is substantially lower than biomedical practitioners (Shuval et. al., 2002). The fact that CAM practitioners could not attend group meetings can thus be viewed as a significant challenge to the development of integrative care P R G H O V (DS Hollenberg, 2007). Therefore the specific health system context is most crucial in shaping, enabling and/or disabling forms of IHC.

What can one expect in health insurance coverage for CAM in the future? The Landmark HealthCare survey found that 85% of the health maintenance organizations (HMOs) believe that the relationship between alternative and allopathic medical care will continue to grow stronger. Three-quarters of the HMOs also felt that consumer demand will be moderate to strong (National Market Measures, 1999). Since certain health conditions such as chronic pain, disabilities of various etiologies, and stress may be adequately treated with CAM modalities, consumers will demand greater CAM coverage within their health insurance plans (Cleary-Guida et al., 2001). An important priority for the future is to encourage the insurance system to insure IHC practices as more studies show efficacy, increased safety, and higher patient satisfaction. As insurance plans become more inclusive, an integrative model of health care will become more sustainable.

The Future of IHC in a University Based Healthcare System

Little is known about policies governing the integration of CAM therapies and providers in conventional therapeutic settings. As noted previously, there are over 70 Integrative Health Care Academic Centers in the United States. However, also as stated, IHC is a newly emerging field and the findings from recent research suggest that IM as a non-traditional approach within US hospitals has faced difficulties in regards to credentialing, malpractice liability, and pharmacy policies governing the integration of CAM therapies and providers within

conventional medical settings. Coulter et al. document the issues that lead to the failure of a hospital-based IHC program (I.D. Coulter et al., 2008).

In many cases, policy and legal rules governing CAM providers and practices are new and evolving. The major challenge that confronts efforts to integrate CAM and biomedicine within a broader IM perspective in conventional medical setting is the complexity of practice models for different types of care. IHC policy and regulations depend largely on the CAM therapy(ies) or CAM modality(ies) being considered and on the specific clinical scenario in question (H. Boon, M. Verhoef, D. O'Hara, & B. Findlay, 2004; H. Boon, M. Verhoef, D. O'Hara, B. Findlay, et al., 2004; H. S. Boon et al., 2004).

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philosophies (schools of thought), approaches, and therapies that mainstream Western
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, Q R I I H U L Q J W K L V G H I L Q L W L R Q 1 & & , + V W D W H V 3 D I H Z R I W
acupuncture, herbs, homeopathy, therapeutic massage, and traditional oriental medicine to
promote well-being or treat health conditions. People use CAM treatments and therapies in a
variety of ways. Therapies may be used alone, as an alternative to conventional therapies, or in
addition to conventional, mainstream therapies, in what is referred to as a complementary or an
L Q W H J U D W L Y H D S S U R D F K « , Q W H J U D W L Y H P H G L F L Q H F R P E L
and CAM for which there is some high-quality evidence of safety and eff H F W L Y (N a t i o n a l
Center for Complementary and Integrative Health, June 28, 2016).

In fact, by definition the term IHC implies an active effort to appropriately incorporate CAM into the continuum of health practice care (Boon et al., 2004). So what are the policy implications for medical providers, researchers, academics, regulators, and payers like

insurance? In addition, according to the NCCIH, combining a CAM modality in another system such as a conventional system to create an IHC practice model is some high- necessity extensive research. At the least, researchers will need to identify which health needs are best met by each practice model and a comparison of health outcomes and costs associated with different practice models for similar patients (Boon et al., 2004). This is especially difficult since IHC delivery essentially needs to be flexible if patients are allowed to choose the type of care they believe best suits their needs. care system that incorporates a number of different practice models for different types of care, rather than focusing on a single model (a "one size fits type of flexibility and breadth of therapeutic approaches can be a major policy challenge to operationalize in large systems and organizations such as hospitals.

For instance, studies in Israel of various IHC clinical settings found that there exists a dual process of simultaneous acceptance and marginalization of alternative practitioners in conventional health care settings (Mizrachi, Shuval, & Gross, 2005; Shuval & Mizrachi, 2004; Shuval, Mizrachi, & Smetannikov, 2002). were allowed to practice and some of their techniques were absorbed by biomedical practitioners, they were seldom accepted as regular staff members; and their marginal status was marked by the use of structural, symbolic, and geographical cues in the clinical setting that helped redraw the borders between conventional medicine and CAM (796).

Similarly, Theberge's (2008) study of the integration of chiropractors into multidisciplinary health care teams in sport medicine is contingent on their acceptance of a

reduced scope of practice. Other discourse between conventional practitioners and CAM practitioners included the use of esoteric or professional knowledge; dominating patient charting, referrals, and diagnostic tests; to regulating alternative practitioners to specific domains of competence (Hollenberg, 2006; Adams et al., 2009). As a result, many CAM practitioners practice outside hospitals and avoid large multidisciplinary health care settings. Implications for policy and new research on integration are constantly emerging, as are federal and state legislative developments and judicial opinions resulting from litigation.

Recently there has been debate on physician incorporation of CAM therapies in conventional settings. This debate highlights the complexity of guidelines including recommendations for federal legislation and policy by the Federation of State Medical Boards to govern physician integration and Congress by the White House Commission on Complementary and Alternative Medicine (M. H. Cohen, 2003). An example of this is a conventionally trained medical physicians (M.D.) in general practice who becomes a licensed acupuncturist by taking a course with certification provided by a nationally recognized training organization and then becoming licensed in the state (Mann et al., 2004).

As more evidence accumulates showing the effectiveness and safety of specific CAM therapies in treating particular conditions, we should see greater inclusion of CAM therapies in larger insurance-based institutions such as academic health centers, major hospitals, VA hospitals and the DoD. Additionally, with greater CAM inclusion we would expect to see an increase in policy on IHC including appropriate use and utilization (M. H. Cohen, 2002a, 2002b). Therefore, policy research, legislation, and judicial precedent should clarify permissible boundaries of health care practices involving the new paradigm of IHC to gain greater coherence and integrity.

Evidence-Based IHC

EBP requires that decisions about health care be based on the best available, current, valid, and relevant evidence. Major challenges facing IHC EBP include the delivery of efficient, adequate and high quality health services at affordable costs. These challenges include patient demographic changes, technological developments increasing the cost of health care provision, and lack of health care delivery and information. In addition, these challenges reduce the effectiveness, safety and efficacy of IHC overall. Clinicians and researchers in IHC need greater opportunities to secure improvements in individual and population health and increase knowledge of clinical advances to potentially enable more effective health care delivery. In addition to EBP, other health research approaches (i.e., Health Technology Assessment (HTA) and Clinical Practice Guidelines (CPGs)) are available to assist public health policy and IHC clinical decision making for the purpose of organizing and providing health services more effectively and efficiently (Perleth, Jakubowski, & Busse, 2001).

Methods that are available to identify, implement and monitor the available evidence in health actions that are related to the health care system or parts of it in terms of advice and recommendations developed through systematic research. According to Perleth et al., (2001) a

PRUH FRPSUHKHQVLYH GHILQLWLRQ RI μEHVW SUDFWLFH¶ I TXDOLW\ LVVXH 7KH\ GHILQH EHVW SUDFWLFH LQ KHDOW evaluate, disseminate, and implement information about as well as to monitor the outcomes of health care interventions for patients: population groups and defined indications or conditions. Information is required regarding the best available evidence on safety, efficacy, effectiveness, cost-effectiveness, appropriateness, and social and ethical values (Perleth et al., 2001, p 238).

In the case of IHC (safety, efficacy, effectiveness), has different regulatory requirements compared to conventional medical therapies. In fact, certain IHC therapies such as herbal remedies and nutritional and food supplements need not go through trials proving safety and efficacy and are not regulated by the United States Food and Drug Administration (FDA). (M. H. Cohen, 2003). Today, because herbal remedies are not considered drugs their regulation is Nutrition. However, the increasing urgency for EBP, especially in resource limited settings such as IHC has inspired many initiatives to conduct collaborative investigations on the EBP of IHC (D. I. Abrams et al., 2013; Dusek et al., 2016; B. J. Horrigan, 2013).

In a survey by Hadley, Hassan and Khan (Hadley, Hassan, & Khan, 2008) on allied the main principles of EBP found that the majority of the respondents had not previously attended a literature appraisal skills workshop (87.3%) or received formal training in research methods (69.9%), epidemiology (91.2%) or statistics (80.8%). Furthermore, 67.1% of practitioners specified that they felt that they had not had adequate training in EBP and stated that they needed more training and education in the principles of EBP (86.7%). Differences in knowledge and beliefs concerning EBP amongst allied and CAM practitioners were found and length of time since qualification was also found to be an important factor in practitioner's beliefs. More CAM practitioners compared to allied health professionals accessed educational literature via the Internet (95.3% v 68.1%, $p = 0.008$). Whilst, practitioners with more than 11 years of experience felt that original research papers were far more confusing ($p = 0.02$) than their less experienced colleagues. The results demonstrate that practitioner's learning needs do vary according to the type of profession, time since graduation, and prior research experience.

Mark Tonelli criticized EBP approaches in integrating evidence into clinical practice. He states:

EBP has thus far failed to adequately account for the appropriate incorporation of other potential warrants for medical decision making into clinical practice. In particular, EBP has struggled with the value and integration of other kinds of medical knowledge, such as those derived from clinical experience or based on pathophysiologic rationale. The general priority given to empirical evidence derived from clinical research in all EBP approaches is not epistemically tenable. A casuistic alternative to EBP approaches recognizes that five distinct topics; (1) empirical evidence; (2) experiential evidence; (3) pathophysiologic rationale; (4) patient goals and values; and (5) system features are potentially relevant to any clinical decision. No single topic has a general priority over any other and the relative importance of a topic will depend upon the circumstances of the particular case. The skilled clinician must weigh these potentially conflicting evidentiary and non-evidentiary warrants for action, employing both practical and theoretical reasoning, in order to arrive at the best choice for an individual patient (Tonelli, 2006).

7 R Q H D O L X P H Q W W K D W F O L Q L F D O H Y L G H Q F H Z K D W K H I

above) is not, and should not be, the sole type of knowledge that is incorporated into clinical decision-making. That is that absence of clinical evidence on effectiveness/efficacy does not imply absence of effectiveness/efficacy. It is possible that EBP gives too much emphasis to clinical evidence. However, experiential evidence, pathophysiologic rationale, and patient goals and values are certainly part of clinical decision-making, even in a rigorously EBP. After all, IHC, Medicine and CAM are all treating patients and not diseases alone. It is important that quality of life measures and overall satisfaction to be incorporated as outcome measures in clinical trials. However, it can also be argued that these measures may blur the lines between

H P S L U L F L V P D Q G S D W L H Q W D Q G S U D N E W I L W O L I R Q H U V † S H U V R Q

Tonelli and Callahan further state:

Proponents of EBP have argued that CAM modalities ought to be subjected to rigorous, controlled clinical trials in order to assess their efficacy. However, this does not represent a scientific necessity, but rather is a philosophical demand:

promoters of EBP seek to establish their particular epistemology as the primary arbiter of all medical knowledge. This claim is problematic. The methods for obtaining knowledge in a healing art must be coherent with that art's underlying understanding and theory of illness. Thus, the method of EBP and the knowledge gained from population-based studies may not be the best way to assess certain CAM practices, which view illness and healing within the context of a particular individual only. In addition, many alternative approaches center on the notion of non-measurable but perceptible aspects of illness and health (e.g., Qi) that preclude study within the current framework of controlled clinical trials. Still, the methods of developing knowledge within CAM currently have limitations and are subject to bias and varied interpretation. CAM must develop and defend a rational and coherent method for assessing causality and efficacy, though not necessarily one based on the results of controlled clinical trials. Orthodox medicine should consider abandoning demands that CAM become evidence-based, at least as "evidence" is currently narrowly defined, but insist instead upon a more complete and coherent description and defense of the alternative epistemic methods and tools of these disciplines (Tonelli & Callahan, 2001).

Tonelli and Callahan are correct that other forms of methodologies are needed to assess that empirical evidence of CAM. However they fail to state that EBP is not a method for solely determining clinical practice and efficacy but for also determining safety, which is another consideration that informs practice. In other words, evidence for treatment effectiveness or efficacy is a precautionary principle for safety, so that treatment is not considered safe or risk-free unless evidence suggests otherwise. It is difficult to systematically evaluate effectiveness, safety and efficacy. But as stated, EBP and best practice strategies are possible as long as researchers do not restrict themselves to narrow definitions of evidence and allow CAM modalities and IHC to be properly studied through multiple rigorous scientific methods (i.e., population and outcome studies) (Hadley et al., 2008).

Limitations

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diverse phenomena. Such complex human endeavors cannot be understood through

conventional quantitative methods, because these are based on the isolation and testing of limited variables. This dissertation aimed to explore and to identify perceived barriers and facilitators of IHC and address potential models of successful integration using multiple methods such as qualitative interviews, quantitative data analyses, and a literature review.

One limitation of the present dissertation is participant selection. Participation in this study was based on a convenience sample whereby qualitative portion (including providers, patients, referring providers, leadership, and other key stakeholders). These sampling methods may have been skewed toward participants who felt strongly about IHC and therefore volunteered to be interviewed or surveyed. However, a wide range of participants interviewed systematically using semi-structured interview guides reduces this limitation, but rather to identify specific groups of people who either possess characteristics or experience circumstances relevant to the social phenomena being studied. Informants were selected in part because they could enable exploration of a particular aspect of behavior relevant to the research. This approach to sampling allowed the researcher deliberately to include a wide range of informants and also select key informants with expertise in the area of interest. This methods approach used in this dissertation has been implemented in other studies exploring similar research questions (Mc Hugh, O'Mullane, Perry, & Bradley, 2013).

A second weakness of this dissertation is the relatively small sample of participants. The findings do not reflect the diverse experiences of all IHC care professionals and that limits the basis for drawing firm, generalizable conclusions about the barriers and facilitators to

implementing IHC in other healthcare centers, clinics, jurisdictions or practitioner groups-- especially in non-academic settings.

Third, owing to the anonymous nature of the interviews and surveys, it was not possible to compare practitioner and professional demographics for those who agreed or did not agree to participate. Furthermore, IHC was an evolving concept over the course of this research. The definition was changing as this dissertation was being conducted. The data presented are from the years 2015 -2017 and reflect many IHC definitions and practices that are still current in academic health care settings.

The Road Ahead

Following the completion of this dissertation, on September 18, 2017, the University of California announced the Susan and Henry Samueli (founders of the Center and Clinic) contributed the largest endowment to the University in its history. A \$200 million endowment to name a Q H Z V FIKRORIG-kind ' WSKsh and Henry Samueli College of Health Sciences (also known as the College of Health Sciences) as the focused on interdisciplinary IHC (UC Irvine Strategic Communications & Public Affairs, Sept 18, 2017). According to the article Chancellor Howard Gillman stated that 3 7 K L V J L I W F D W D O \] H V 8 & , ¶ V E H O L H I W well-being requires a science-based approach that engages all disciplines in caring for the whole p H U V R Q D Q G W R W D O F R 3 B X X Q Q W D Q G , Q H D G G 6 W P R R O L ¶ V G H G L for what is possible and their deep generosity will help UCI set a standard that, over time, other P H G L F D O F H Q W H U V L Q W K H 8 6 F D Q I R O O R Z ' .

Over the past year, University officials have been drafting a proposal to create this College of Health Sciences that includes in EBP in the fields of IHC (The Susan Samueli

Integrative Health Institute, also known as the Institute), conventional medicine (School of Medicine), population health (The School of Population Health), nursing (The Sue & Bill Gross School of Nursing) and pharmacy (The School of Pharmacy) (see Figure 4.2). It is proposed to meet Eastern medicine, backed by scientific research and 21st-century medicine (Rivenburg, Fall 2017).

Following the announcement some members of U.S. media, have pitted the assertions of advocates of integrative health against conventional medicine. Indeed, those terms were used as to describe IHC following the announcement of the endowment by the Los Angeles Times (Hiltzik, September 22, 2017) and STAT (McFarling, September 20, 2017) and was picked up again at Inside Higher Education (Selzer, September 26, 2017) and MedPage Today (MedPage Today Staff, September 20, 2017). The article by the Los Angeles Times (Hiltzik) approaches with little or no scientific support that get integrated are acupuncture, herbal concoctions, and homeopathy and naturopathy. The problem with this LA Times article is that it conflates very different CAM interventions in a singular narrative. In addition, this narrative includes CAM concoctions. Natural product supplements cost Americans \$12.8 billion out-of-pocket, which was about one-quarter (24%) of what they spent out-of-pocket on prescription drugs (\$54.1 billion) (Nahin et al., 2016). In addition natural product supplements are used by a diverse population (Rashrash, Schommer, & Brown, 2017) and the safety of natural product supplements have been extensively studied (Timbo, Ross, McCarthy, & Lin, 2006; Woo, 2007) including in the inpatients population in hospitals (Levy, Attias, Ben-Arye, & Schiff,

2017; Levy, Attias, Ben Arye, Goldstein, & Schiff, 2017) and pediatrics (Radossi et al., 2017). However, natural product supplements can also cause adverse events if unchecked by healthcare providers (Palmer et al., 2003). The Susan and Henry Samueli College of Health Sciences will provide \$145 million in research funds towards IHC research including natural product supplements use. In fact, the College will be the first of its kind to fund interdisciplinary research across biomedicine, IHC, nursing, pharmacy and population health disciplines. This model may eventually lead to a transdisciplinarity approach where researchers across these disciplines work jointly to develop and use a shared conceptual framework. Together the teams can synthesize and expand on discipline-specific theories, concepts, and methods. In essence, using all three (theories, concepts, and methods) to create new models and language to address a common research problem (Stokols et al., 2008; Vogel et al., 2014). In fact, each discipline contributes unique insights and methodologies to help broaden and strengthen future IHC initiatives. This transdisciplinary approach encompasses the training and mentoring of students in medicine, nursing and pharmacy on the use, efficacy, effectiveness, safety, costs, and patient satisfaction of IHC. As state V E \ - R K Q : K H N \ D P 3 X H O L V ¶ L Q Y H V W P H Q W D W precisely the kind of multi-disciplinary and interprofessional approach that can help guide us out of the damaging, drug-first, drug-dependent stupor that afflicts treatment not only pain but a myriad of other chronic conditions (J. Weeks, Sept 28, 2017).

Over the past year, the Center joined other IHC academic clinics and centers across the United States to conduct the PRIMIER study. The PRIMIER study gathers data on IHC to provide a framework that can be used for EBP and quality improvement². The Center like so

² Some members of the PRIMIER study include the Alliance Institute for Integrative Medicine (Cincinnati, OH), the Boston Medical Center at Boston University (Boston, MA), the Center for Integrative Medicine at University of Maryland School of Medicine (Baltimore, MA), the Duke Integrative Medicine at Duke University (Durham, NC), the Integrative Medicine at the University of Colorado Denver (Denver, CO), the Jefferson-Myrna Brind Center for

many of its counterparts seeks to advance patient care through research, education and community outreach. As stated in this dissertation, the history and potential strength of the Center was its decision to include conservative evidence based IHC therapies into its Clinic, For V R P H F R P P H Q W D W R U V D G G L Q J , + & W R W K H X Q L Y H U V L W \ F X (Hiltzik, September 22, 2017). There is a pressing need for more research on many IHC therapeutic modalities. In addition, many IHC therapies lack standard guidelines for use or established national standards. Therefore, strengthening the oversight of academic institutions to ensure rigorous certification requirements, competency testing, and legal licensure for some CAM modalities is essential going forward. Patients seeking IHC options are not necessarily dissatisfied with conventional medicine, but the want greater participation in and personal contro O R I W K H L U F D U H 7 K X V 8 & , ¶ V E R O G Q H Z , + & L Q L W L D W nationwide toward patient-centered health care (Patient-Centered Outcomes Research Institute (PCORI), 2017).

As stated in this dissertation, there are growing lists of academic universities that house , + & F H Q W H U V D Q G R U F O L Q L F V W K U R X J K R X W W K H 8 Q L W H G College of Health Sciences purposes to be the first to strategize a university wide parallel disciplinary approach (maybe even with a positional impact to transdisciplinary practices and research) that the entire health services disciplines adopts. This includes a better understanding R I W K H E L R S V \ F K R V R F L D O ± 3 D V B F J M V Q H R W D F S D W R L H H P A W L P Q Q V H V

Integrative Medicine at Thomas Jefferson Medical College (Philadelphia, PA), the Mount Sinai Beth Israel Center for Health and Healing (New York, NY), the Osher Center for Integrative Medicine at Northwestern University (Chicago, IL), the Osher Center for Integrative Medicine at University of California, San Francisco (San Francisco, CA) and the Osher Center for Integrative Medicine at Vanderbilt University (Nashville, TN), the Penny George Institute for Health and Healing at Allina Health (Minneapolis, MN), the Scripps Center for Integrative Medicine at Scripps Health (La Jolla, CA), the Simms/Mann Health and Wellness Center, Program in Integrative Medicine at Venice Family Clinic (Los Angeles, CA), and the University of Pittsburgh Center for Integrative Medicine (Pittsburgh, PA).

and then prescribing conventional as well as carefully vetted nonconventional therapies to
SURPRWH (Riedberg, Fall 2017).

The strategized parallel model (see Figure 4.3) was formulated by Dr. Howard Federoff,
vice chancellor for health affairs and CEO of University of California Irvine Health. In addition
WR WKH PLOOLRQ SOHGJH E\ WKH 6DPXHOL↑V WKH 8QL
construction of the College of Health Science. This five-story, 100,000-square-foot building,
will be constructed near the corner of Bison and California avenues on the University campus
and is tentatively projected to open by 2021.

At stated by the University press, about one-third of that space will be occupied by the
, QVWLWXWH ³D KXE IRU HGXFDWLRQDO SURJUDPV DQG UHV
complementary treatments, such as acupuncture to relieve pain and meditation to control stress.

Most of the remaining funds are pegged for an endowment to create integrative health
scholarships and fellowships and 15 faculty research chairs. The new hires must devote at least

half their time to the Institute and will conduct cross- GLVFLSOLQ DUEVLRG, Fall 2017) \$FFRUGLQJ WR 'U)HGHURII WKH &ROOHJH RI +HDOWK

KHDOWK WR OHYH QV OHHYHIL20E7H IAR in most multiple purposes, large
academic, origination, it is expected that some conflicts will occur. Especially when five unique
disciplines (medicine, IHC, nursing, pharmacy, and population health) based on five paradigms
merge on one road. In addition, all of the five disciplines are also embedded into the University
mission to teach, research (discover), patient-care (heal), and service.

This model will require the university to prioritize staff and administration to manage and
resolve int XLWLRQDO WDVNV ZLWKLQ DQG EHWZHHQ VFKRROV ,

pleasure of the faculty experience is the rare privilege of leading a multivariate day and of having multiple roles (E. A. Stead, Jr.) (Smythe, Wilson, & Jones, 1977).

The School of Health Sciences is not the first or last progressive innovation by the University. In 2017, the University of California Irvine was the first of its kind scholarship program for students who are asylum seekers or have refugee or asylum status (Siddiqi, 2017). A year before the University was the first public research university in creating and implementing an official e-sports initiative (Funk, Pizzo, & Baker, 2017; UCI News, 2016). In the past, the University changed the trajectory for the field of osteopathy. And pushed the envelope with the controversial discovery of the chlorofluorocarbons that contribute to depleting ozone layer (Rowland, 1988).

mission, according to the President of the UC (Clark Kerr) at the time, was to be highly interdisciplinary and innovative² i.e., to grow novel departments and schools like psychology, information and computer sciences (which was very novel in the 1970s), comparative culture in the school of Social Sciences, earth system sciences, and the program of Social Ecology (also known as the program; known today as the School of Social Ecology) (Stokols, 1998). It was thought that the emphasis on, and influence of, the natural sciences at the University (encouraged, along the way,

by the growth of the Irvine Industrial Complex--featuring biomedical and high tech research); and in view of the conservative political bent of Orange County during the 1970s and 80s. Also, in its efforts to combine the environmental, behavioral, legal, and health sciences within a single academic unit, the upstart Program in Social Ecology was viewed by many as inappropriately infringing on the academic turf of pre-existing schools and departments at UCI. In view of the establishment and evolution on the Irvine Campus can only be explained by considering the influential role of powerful ideas and personalities³ (Stokols, 1998) of the leadership at the University.

innovative academic environment. For example, a recent book by Dan Stokols (2018), outlines

systems-oriented thinkers in arenas as diverse as criminology and law, urban planning and public

Social Ecology, Oct 11, 2017). In that sense, the College of Health Sciences represents a new

, intersection of Bison and California becoming a brilliant entry point to our growing campus, a

time again, we have learned as a university that you cannot copy your way to the top. Whether it

³ "exemplified by: (1) Arnie Binder's dogged determinism and vision of an interdisciplinary academic unit, and his efforts to establish the Program in Social Ecology against all odds; (2) Chancellor Daniel Aldrich's openness to a new organizational concept and his commitment to the principles of land-grant universities that serve the needs of their surrounding communities and society as a whole; and (3) and Ray Catalano's (1982) commitment to publishing his book, Health, Behavior, and the Community, as the conceptual foundation for his Principles of Social Ecology (SE1) and Introduction to Environmental Analysis (E-8) core courses--both of which excited early generations of Social Ecology students during the 1970s and 80s" (Daniel Stokols, 1998).

was reorganizing the study of biology when UCI was founded or creating the first department of Earth system science, our creed has been to forge new paths and watch others follow us. The

Samuel O. Lovell, Jr., JLIW, KHD, S. M. Y. W., F. R. O. W. L. Q. D. X. H. A bold new leader in

SRSXODWLRQ KHDOWK SDWLHQW FDH 2017 H. G. X. F. D. W. L. R. Q. D. Q. G. U

In sum, the case study presented in this dissertation has revealed certain challenges and benefits of integrative approaches to medical care. With the creation of the School of Health

Sciences and the collaborative opportunities at UCI afforded by the \$200M gift from the

6DPXHO V HQVXUHV WKH ILQDQFLDO FRPPLWPHQW WR , + & D

WR 6DPXHOL V VXEVDQWLDO JLIW LW LV UHDVQRDEOH W

collaborations will rise to the fore. These will need to be confronted and navigated by the

8QLYHUVLW V GLYHUVH PHGLFDO IDFXOW FOLQLFDO FDU

This dissertation will end with a quote from Dr. Eugene A. Stead, Jr., the founder of the physician assistant

SURIHVVLQR ZKR RQFH VDLG 37KH GRFWRU KDV

GLVH (E. Stead, 1993).

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