



# INTEGRATIVE MEDICINE BEST PRACTICES

*Duke Integrative Medicine:  
A Clinical Center Model Study*

Integrative medicine is changing the way medicine is practiced in America. However, no two integrative medicine clinics or programs are identical. While many share patient populations, philosophies of care and treatment protocols, clinics and programs across the US utilize different approaches and economics, and often offer different services aimed at market segments unique to their locale and mission.

The Bravewell Best Practices project documents and disseminates the many ways that integrative medicine is emerging within our health care system. All Best Practices presented are evidenced-based and have been vetted by a committee of experts.

Released in 2007, *Best Practices in Integrative Medicine: A Report from the Bravewell Clinical Network* outlined the best practices of seven leading integrative medicine clinics in the US. From core business models to strategies for growth to key services provided and effective marketing programs, *Best Practices in Integrative Medicine* presented how each of these clinics have achieved growing success within their own unique marketplace and corporate structure.

In this special Bravewell Best Practices Report, Bravewell presents a portion of the *Best Practices in Integrative Medicine: A Report from the Bravewell Clinical Network* for a focused examination of each of the highlighted clinical centers. All seven clinical center model studies can be downloaded at [www.bravewell.org](http://www.bravewell.org).

Starting in 2010, Bravewell began updating the Best Practices report. Current Best Practices information can be found at [www.bravewell.org](http://www.bravewell.org).

## **DUKE INTEGRATIVE MEDICINE**

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Building on its long history of investigating and providing innovative approaches to healthcare, Duke University Medical Center formalized its commitment to the emerging field of integrative medicine with the establishment of Duke Integrative Medicine (Duke IM) in 2000. Duke IM serves as a resource to the Medical School and the Health System in developing new models of care as well as providing clinical care, education and research in integrative medicine.

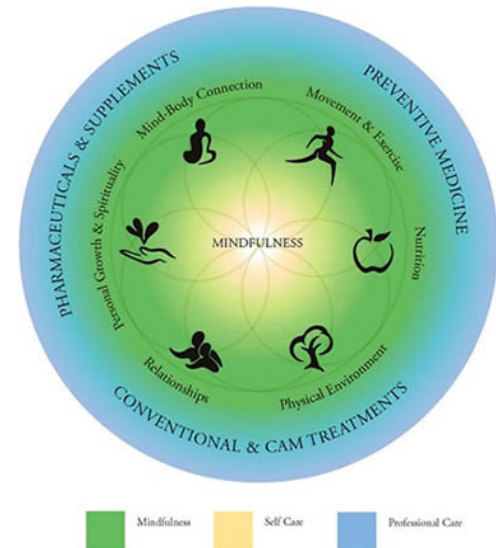
Ranked in the top ten medical schools in the United States, Duke is committed to “socially relevant education, translational research, compassionate patient care and global healthcare solutions.”

Spearheaded by Tracy Gaudet, MD, Duke Integrative Medicine was founded on a vision to serve as a catalyst for change in healthcare delivery and medical education. Duke IM works to achieve its vision through four strategic initiatives: clinical services and patient programs, medical education, research and furthering the national discourse. Its mission in each of these initiatives is as follows:

- To develop, demonstrate, and implement innovative models of care, with the aim of improving patients’ physical health outcomes, emotional, mental and spiritual well-being, and provider satisfaction and to incorporate these models into the larger academic and medical community.
- To educate a new generation of healthcare professionals grounded in personalized, healing-oriented approaches for their patients and for themselves.
- To establish, through rigorous academic research, the efficacy and cost-effectiveness of integrative, personalized models of care.
- To contribute a leading voice in the national discourse shaping the future of healthcare, based on Duke IM’s experiences in new models of healthcare, professional education and research.

Duke IM’s practice of integrative medicine reaffirms the importance of the relationship between practitioner and patient. It focuses on the whole person, is informed by evidence, and makes use of all appropriate therapeutic approaches, healthcare professionals and disciplines to achieve optimal health and healing.

This approach is reflected in their Wheel of Health, a philosophy and strategy for achieving health and healing. In this model, Mindfulness — a pivotal concept that embodies awareness of physical, mental, social and spiritual wellbeing — sits at the core. It is surrounded by the elements of self-care, which include attention to the mind-body connection, relationships, personal growth and spirituality, movement and exercise, nutrition and the physical environment. Because recognizing symptoms early is key to diagnosing health problems when they are most treatable, the interface of mindful self-care with professional care — pharmaceuticals, preventive medicine and conventional and alternative therapies — is critical. Using this model, a personalized health plan is created, and patients are supported in actualizing their plans through ongoing health coaching and health immersion experiences.



## BUSINESS MODEL

Duke Integrative Medicine is organized as an immersion and/or membership practice. Unique in its approach, patients can begin their relationship with Duke IM through a three or more day health immersion experience, and then “join” the practice as a member on an annual basis.

By way of example, the Personal Health Immersion Program consists of an integrative medicine physician consultation and examination, including diagnostic tests as appropriate and health coaching. Patients in this health immersion program also receive six therapeutic sessions or consults, such as fitness assessment, an integrative nutrition consultation, a mind-body consultation, acupuncture, massage, expressive arts therapy or hypnosis. The team works collaboratively to create a personal health plan. The immersion client has access to the integrative medicine facilities and day classes, which include mindfulness meditation, exercise and cooking classes. The client continues to work with his or her health coach for three months following the experience. Additional diagnostics, therapeutic services and appointments with specialists are billed separately as needed.

Enrolling as a member provides a wide variety of benefits including: coordinated care led by the patient’s personal physician advocate, ongoing work with a health coach, access to the integrative medicine facilities and classes, discounts on sessions with experts and programs throughout the year. This model also provides a unique way to access and navigate Duke Medicine. Alternatively, Duke IM also offers day visits and individual services, as well as educational programs.

All care is provided on a consultative basis, meaning that the Duke IM physicians work with the patient’s primary care or specialty care providers to create a health plan that will best meet the needs of the patient and move the patient toward optimal health.

Out-of-town patients stay at designated local hotels and resorts with transportation to and from the Center provided by Duke IM. Duke IM does not accept Medicare, and all other care is delivered on a fee-for-service basis. Patients receive a bill that they can submit for reimbursement, should they choose to do so.

The physicians and psychologists — of which there are fourteen — are Duke University Medical School faculty and are paid as such. The nurses, nutritionist, exercise physiologist and acupuncturist are Duke employees, and the additional providers (massage, yoga, health coaching, etc.) are paid on a contract basis.

The financial plan for Duke IM calls for each segment of services — enrollment and immersion programs, day programs, single services and educational offerings — to be self-supporting. Revenue (via grants) is also generated through the research program, and the business plan provides for the future sale of supplements, vitamins, books and tapes on-site. At this point, since the new model of care has only been in place for several months, it is not known which service will be the most financially viable.

## **CLINICAL MODEL**

The care at Duke Integrative Medicine is designed to serve individuals across the health spectrum: individuals with chronic illnesses and conditions, those who have recently experienced an adverse health event such as a heart attack or the onset of cancer or those people who wish to optimize their health.

Duke Integrative Medicine offers a wide variety of clinical and therapeutic services, including medical consultations, acupuncture, therapeutic massage, behavioral sleep therapy, psychotherapy, hypnotherapy, nutrition and fitness, among many others. Its specialized treatments are designed to help patients reduce stress, manage pain, quit smoking, develop better eating habits, and cope with the myriad of challenges that prevent optimal health. Both health planning and health coaching are an integral part of the care delivered at Duke IM.

Table 1 (next page) outlines what services are available on-site and what types of practitioners deliver that care.

**TABLE 1***Services and provider types at Duke Integrative Medicine*

SERVICE	PROVIDER
Acupuncture	Acupuncturist (LAc)
Active Imagination	Psychologist (PhD)
Behavioral Sleep Therapy Consultation	Health Psychologist (PhD)
Eastern Medicine Consultation	Physician (MD)
Fitness Assessment	Exercise Physiologist (MS)
Guided Imagery	Physician (MD) or Health Psychologist (PhD) or Psychotherapists (LPC, LPA)
Health Coaching	Masters level health professionals with training in coaching and integrative medicine
Hypnotherapy Session	Health Psychologist (PhD) or Psychotherapists (LPC, LPA)
Integrative Consultations	Physician (MD)
Massage and Body Work	Certified Massage Therapist (CMT)
Mind-Body Consultation	Health Psychologist (PhD), Psychotherapists (LPC, LPA)
Mindful Eating Consultation	Health Psychologist (PhD), Psychotherapists (LPC, LPA, PhD)
Mindfulness-Based Stress Reduction (MBSR)	MBSR Instructor
Nutrition	Dietitian (RD)

Personalized Health Plan	Physician (MD) and Health Coach (Masters)
Personal Training Session	Exercise Physiologist (MS)
Physical Therapy Consultation	Physical Therapist (PT)
Psychotherapy	Health Psychologist (PhD), Psychotherapists (LPC, LPA)
Reiki	Integrative Nurse Practitioner (NP)
Spiritual Counseling	Integrative Nurse Practitioner (NP)
Weight Management Behavioral Consultation	Health Psychologist (PhD), Psychotherapists (LPC, LPA)
Yoga Therapy	Certified Yoga Teacher

In conjunction with the clinic, Duke IM has an extensive research program in place. Below is a sampling of the studies currently underway:

- The Innovative Models of Health Care Study: A multifaceted intervention to reduce cardiovascular risks in high-risk individuals  
*A randomized, controlled trial to test an integrative model of care delivered primarily by health coaches compared to usual care.*
- Meditation-Based Treatment for Binge Eating Disorder  
*A randomized, controlled trial to test a mindfulness-based approach to improving Binge Eating Disorder compared to both a standard psychoeducation condition and a waiting-list group.*
- Mindfulness Meditation: Regulating Eating and Obesity  
*A randomized, controlled trial to test the application of mindfulness techniques to behavioral weight loss training in an obese sample.*
- Adherence Starts with Knowledge: Validation of the ASK Adherence Survey *Validation of a brief paper and pencil measure using pharmacy claims data. The goal is to quickly identify reasons patients may not take their medications as prescribed, so that adherence intervention can be targeted.*

- Stress Reduction (Mind-Body) Techniques and Pregnancy: Premature Rupture of Membranes. *A pilot study of a hospital-based intervention to examine the effect of specific mind-body approaches on maternal salivary cortisol levels, measures of psychological wellness, and certain inflammatory markers.*

In addition, the Fannie Rippel Foundation and Duke School of Medicine have provided funding to create an infrastructure to boost integrative medicine research at Duke to build a more comprehensive and self-sustaining research agenda that would target the further exploration of a comprehensive clinical model of care that could be adapted to all conditions.

## **PATIENT VOLUME**

The new practice at Duke Integrative Medicine is only about four months old, but based on the proforma, the combined medical staff are handling about 12,000 patient visits per year, not including clients in educational programs.

Referrals come from other physicians within the Duke University Health System, by word of mouth and people visiting the Web site, and from public relations efforts and speaking events involving the director, Tracy Gaudet, MD, and faculty.

## **LEADERSHIP AND STAFFING**

As part of the overall Duke University Health System, Duke Integrative Medicine has substantial support from Duke University and its mission and vision are aligned with the larger vision and mission held by Duke. The planning process began in 2001, was multiphased, and included faculty physician surveys that reflected a high degree of support for this initiative.

Leadership for the overall Duke Integrative Medicine initiative is provided by the founding Director Tracy Gaudet, MD. The leadership team includes: Shelley Wroth, MD, Director of Clinical Services; Linda Smith, PA-C, Director of Educational Programs; Ruth Quillian-Wolever, PhD, Director of Research; Jeffrey Brantley, MD, Director of Mind-Life; Sam Moon, MD, Director of Medical Education; Michelle Bailey, MD, Associate Director of Medical Education; and John Vargas, Director of Operations.



The Center does not have a formal advisory board, but a team of Duke University Health System executives meets with the Duke IM leadership regularly to discuss strategic goals and benchmarks. Plans for establishing a formal board are underway.



Duke IM has its own financial and IT staff that handle some components of these departments but the Center also depends on more centralized support from the Duke Health System. The Cafe is managed in partnership with an outside vendor.

## **LOCATION AND PREMISES**

With an \$11 million gift from the Christy and John Mack Foundation, Duke Integrative Medicine built a first-of-its-kind facility designed specifically with the principles of integrative medicine and health immersions in mind. The building creates a healing environment and represents an innovative architectural paradigm that reflects the balance between mental, spiritual, emotional and physical health.

Strategically located on the campus of Duke University's Center for Living, in close proximity to medical and educational facilities, the Center is a 27,000 square foot building nestled next to the woodlands and streams of the Duke Forest. Duda/Paine Architects in Durham, North Carolina designed a layered, radial pattern structure that extends into the Duke Forest in order to invite nature into the building. This concept reflects integrative medicine by combining man-made forms with nature, tradition with innovation and provider with patient.



The building houses fourteen warm and comfortable therapeutic treatment rooms, conference and workshop spaces, fitness facility, library, meditation spaces, labyrinth, quiet room, whirlpool, sauna, steam room, a state-of-the-art cafe and demonstration kitchen. The gardens inside and outside the building create calm and provide relaxing views from almost every vantage point in the Center.

## **PHILANTHROPY**

Duke Integrative Medicine has enjoyed substantial philanthropic support, including an \$11 million dollar gift that funded the construction of the new building. Philanthropic donations are currently part of the operating budget, although the strategic plan calls for the Center to be self-sufficient within the next few years. Most of the fundraising for Duke IM is handled by its director, Tracy Gaudet, MD.

## **GROWTH STRATEGIES**

Now that Duke IM has developed capacity with the new building and the expanded staff, the next phase is to utilize that capacity.

### *Medical Education*

The team at Duke IM sees education as a fundamental strategy. The educational program includes having designated faculty members on the Curriculum Committee, an IM elective retreat, monthly lunch conferences and offerings in each year of medical school. There are also initiatives in premed as well as in residencies.

### *Educational Programs*

The team at Duke IM is currently expanding its clinical educational programs to include a spectrum of offerings from an evening lecture series to multi-day programs, to customized six-month programs, to professional education in integrative health coaching.

## **MOST SUCCESSFUL ACTIONS**

The most successful actions taken by Duke IM so far include:

- Aligning Duke IM initiatives with the culture and mission of the larger institution;
- Developing and maintaining good relations with the University Medical School and with the overall Duke leadership spanning ambulatory services, specialty medicine, genomic sciences and government relations and public policy;
- Proceeding with a multi-year planning process that includes a large faculty physician survey;
- Securing philanthropic funding for the expansion into the new building, including the building itself as well as significant expansion of staff;
- Using a “Best Practices” model that ensures clinical efficacy;
- Positioning Duke IM as a "living laboratory," where new models of healthcare can be created, piloted and researched while simultaneously translating these concepts into the larger health system;
- Strategic partnering with ongoing initiatives within the health system that enhance those efforts (e.g., Duke Prospective Health, curriculum revision, Integrative Oncology, residency education and self-care);
- Faculty development with integrative medicine leaders now based across departments; and
- Developing a research agenda focused on the efficacy of the clinical models and securing funding to develop the foundation for the research infrastructure to assess the new models of care.