



# INTEGRATIVE MEDICINE BEST PRACTICES

*Jefferson Myrna Brind  
Center of 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).

## JEFFERSON MYRNA BRIND CENTER OF INTEGRATIVE MEDICINE

Thomas Jefferson University and Hospital, Philadelphia, Pennsylvania  
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The Jefferson-Myrna Brind Center of Integrative Medicine was founded in 1998 as part of Thomas Jefferson University and Hospital in Philadelphia, Pennsylvania.

The Jefferson Health System is comprised of the three Thomas Jefferson University Hospitals — Center City, Jefferson Hospital for Neuroscience and Methodist Hospital — that work in partnership with Thomas Jefferson University. Originally founded in 1825, the Thomas Jefferson University Hospitals officially separated from the University in 1995 but still maintain an affiliation and still serve as the University's academic medical center. The system now has 925 licensed acute care beds and major programs for a wide range of clinical specialties. Services are delivered at several locations: Thomas Jefferson University Hospital in Center City, Jefferson Hospital for Neuroscience, Methodist Hospital in South Philadelphia, Jefferson HealthCARE–Voorhees in New Jersey, and several ambulatory care satellites and radiation therapy centers.

The Jefferson-Myrna Brind Center of Integrative Medicine, which is now part of the Center City Hospital, was founded with the intent to bring together the best of conventional medicine with the best complementary approaches to create a healthcare practice that would:

- Recognize that illness and healing involve all aspects of ourselves: biological, psychological, social, and spiritual;
- Seek to create therapeutic partnerships that are compassionate and attuned to the unique needs of every patient; and
- Empower each patient to bring greater wellness into his or her own life.

The clinical practice at The Jefferson-Myrna Brind Center of Integrative Medicine is coordinated by a team of physicians led by the Director, Daniel A. Monti, MD.

### **BUSINESS MODEL**

The Jefferson-Myrna Brind Center of Integrative Medicine is largely a consultative practice. Patients are referred by their primary care or specialty physician or they self refer to seek help with a specific condition. Referrals are most often for pain management, menopause and osteoporosis, cardiovascular health and cancer care.

Impressively, two-thirds of these referrals are from word of mouth. The Center also offers an Executive Health Screening program that is growing in popularity with the area's business community.

The Jefferson-Myrna Brind Center for Integrative Medicine fee structure reflects a mix of insurance reimbursement (physicians) and fee for service (non-physician providers and some services provided by physicians). The Center does accept Medicare.

For the most part, the Center's physicians, massage therapists, and nursing staff are employed by the Jefferson-Myrna Brind Center for Integrative Medicine. The majority of other practitioners (acupuncturists, psychologists, psychiatrists, yoga instructors, etc.) are leaseholders. They rent space within the Center for their individual practices. The complementary providers also schedule their own appointments and manage their own billing. The Center receives rental income from their practices. This lease arrangement was suggested by Jefferson University Hospital (JUH) and has been a primary way to incorporate non-traditional providers into the hospital space. The hospital remains concerned with the medical and malpractice risk that non-traditional providers could potentially bring.

Vitamin and supplement sales are handled through the hospital's outpatient pharmacy.

The financial model requires the physician services be self-sustaining with added income from the complementary provider leases. The Jefferson-Myrna Brind Center for Integrative Medicine is scheduled to breakeven in the next few years.

## **CLINICAL MODEL**

Most patients coming to the Jefferson-Myrna Brind Center of Integrative Medicine receive an MD Consult as their first step. This Consult is a thorough evaluation that consists of a detailed review of the patient's medical history and medical records; any medications, vitamins and herbs the person may be taking; other treatments the person may be receiving; the person's diet and lifestyle habits; any sources of stress; and a list of any environmental sensitivities the person may be experiencing. Standard diagnostic tests, including blood tests, are performed as necessary, and certain complementary tests to further reveal nutritional deficiencies or imbalances may be used. The Consult also gathers information about the patient's beliefs, preferences and health goals.

Once the MD Consult is complete, a treatment plan is created and the care can begin. The Center's medical staff work closely with the referring physician and with other specialists as needed.

Patients who are referred directly by an outside physician and provide appropriate medical records, may see the Center's acupuncturist, massage therapist or one of the other nonphysician providers on the first visit.

While some of the patients come to the Center simply to experience greater energy and wellness, most of the Jefferson-Myrna Brind Center of Integrative Medicine’s patients are seeking additional treatment for chronic or recurrent medical problems, including:

- Disorders such as chronic fatigue, irritable bowel syndrome and fibromyalgia;
- Menopause and osteoporosis;
- Integrative cancer care;
- Intolerance to standard medicines such as anti-inflammatories and pain relievers;
- Recurrent sinusitis, bronchitis and middle ear infections; and
- Stress-related conditions, anxiety and depression.

Care at the Center is physician-directed, unless the patient is referred directly to an integrative provider.

Table 1 below outlines what services are available on-site and what types of practitioners deliver that service.

**TABLE 1**

*Services and provider types at the Jefferson-Myrna Brind Center for Integrative Medicine*

SERVICE	PROVIDER
Acupuncture	Acupuncturist (LAc or MD)
Diet, Nutrition and Lifestyle Counseling	Physician (MD); Nutritionist
Chemical Sensitivities	Physician (MD)
Chinese/Oriental Medicine	Doctor of Chinese Medicine (OMD or MD)
Chronic Health Conditions	Physician (MD)
Herbal Medicine	Physician (MD) or Nutritionist
Homeopathy	Physician (MD)
Immune Imbalances	Physician (MD)
Infusion Therapies	Physician (MD)

Integrative Cancer Care	Physician (MD); Nutritionist
Integrative Pain Management	Physician (MD); Acupuncturist (LAc); Nutritionist; Massage Therapist
Manual Medicine	Physician (MD, specialized in rehabilitation)
Massage	Certified Massage Therapist (CMT)
MD Consult	Physician (MD)
Meditation and Stress Reduction	Mindfulness-Based Stress Reduction Instructor (MA or PhD)
Osteoporosis and Menopause	Physician (MD); Nutritionist
Mental Health Assessments	Physician (MD) or Psychologist (PhD)
Psychotherapy	Psychologist (PhD)
Yoga	Certified Yoga Instructor

## **PATIENT VOLUME**

Physicians and providers at the Jefferson-Myrna Brind Center of Integrative Medicine average 11,000 patient visits per year.

Only 40% of the Center’s patients live within a five-mile radius of the hospital. Another 30% live within ten miles of the Center and the remaining 30% of the patients drive between ten and 30 miles for care.

The Jefferson-Myrna Brind Center of Integrative receives two-thirds of its referrals from word of mouth and publications/promotional events. This is especially impressive since the Center has no marketing budget. The Center relies on an active and broad program of sponsored events, speakers and publicity to help it attract patients.

Referrals from other physicians are relatively low, but increasing. The Center’s new location in the hospital has increased its visibility to other Jefferson physicians as it provides a much easier

venue for the Center's physicians to interact with JUH physicians, discuss integrative therapies and create joint care plans.

## **LEADERSHIP AND STAFFING**

The Jefferson-Myrna Brind Center for Integrative Medicine is led by Daniel Monti, MD. Dr. Monti directs all the clinical, education and research programs. He participates in the outreach programs, works with the Center's active philanthropists, and interfaces with the Jefferson University Hospital directors. Most of the medical staff is involved in outreach and education.

The administrative aspects of the Center are directed by Dr. Monti, in conjunction with Mr. Jay Sial, Senior Vice-President of Jefferson Medical Care. The Center has a part-time marketing and public relations professional who has been very successful in creating visibility. Currently, the Center's nurse assists with practice management responsibilities. Reception and medical assistants are hired through the hospital's Human Resources Department, which creates both benefits and problems. In addition, the Center receives financial and administrative expertise from JUH.

## **LOCATION AND PREMISES**

The Jefferson-Myrna Brind Center of Integrative Medicine began its practice at Ford Road, in the northern part of Philadelphia. As the practice grew, it suffered from the high salary and overhead costs typical of new practices. It then moved to its current location in the Jefferson University Hospital, which is located in the center of the city.

The Center now occupies a suite on the 6th floor of the Gibbon Building. The space, which totals 4,000 square feet, has a number of exam rooms along the outside wall with practitioner offices, nursing stations, infusion room, medical records, reception and a waiting room closer to the center atrium of the building.

The Center is currently at capacity and needs additional space to accommodate its growth.

## **PHILANTHROPY**

The Jefferson-Myrna Brind Center of Integrative Medicine depends upon a certain amount of philanthropy to maintain its operation. It enjoys a very close relationship with several philanthropists.

A significant portion of the philanthropic contributions has been raised through special fundraising speaking events. Notable speakers in the field of integrative medicine — such as Andrew Weil, Jon Kabat-Zinn, Loretta LaRoche, Rachel Remen and others — have contributed to the success of these events. Typically, in addition to the large speaking venue, there is a small, invitation only, fundraising dinner with the speaker. The Center's founder and philanthropic leader has been highly instrumental in the success of these programs.

The Center works closely with the Jefferson Development Office to maximize donations and submit proposals to philanthropic foundations.

## **GROWTH STRATEGIES**

The Jefferson-Myrna Brind Center for Integrative Medicine is poised for growth. The new university president recognizes that integrative medicine is a way to increase the hospital's profile in the community, and a few Jefferson physician leaders have begun asking about incorporating integrative therapies into their practices and are looking for ways to collaborate. Additionally, the Center has a strong and committed philanthropist leader who actively seeks ways to help grow funding and programs.

The most immediate need is to make the clinical practice viable, which will require a higher patient volume. In the case of the Center's physician practice, the current goal is to continue developing programs that are appealing and will have financial solvency. The Jefferson-Myrna Brind Center of Integrative Medicine is committed to expanding its relationship with other Jefferson physicians and practices, and increasing visibility of the Center throughout the Delaware Valley.

The Jefferson-Myrna Brind Center of Integrative Medicine's current strategy to accomplish this includes:

- Investing in Center leadership and processes;
- Restructuring the practitioner agreements;
- Increasing referrals and patient visits by building collaborative service lines with Jefferson entities;
- Increasing the number of physicians;
- Stepping up fundraising; and,
- Focusing marketing and promotional events on the practice's areas of expertise.

### *Investing in Leadership and Processes*

The Jefferson-Myrna Brind Center of Integrative Medicine is in the process of building a greater level of consultation and cooperation among its practitioners in order to provide truly integrative care. This requires practitioners to share a purpose, have consistent leadership, and develop processes that foster communication and collaboration. This is currently being accomplished through development and expansion of multi-modality programs, such as the pain program.

### *Restructuring Practitioner Agreements*

Jefferson attorneys have suggested that the Center practitioners, except for academic staff and massage therapists, should not be on salary because of liability concerns. Consequently, the Center has structured lease agreements with many of its practitioners. These agreements specify an annual, flat-rate rental based on the space utilized and the number of sessions. Practitioners make their own scheduling and billing arrangements. The lease agreements — if

restructured to specify that practitioners participate in specific practice-building initiatives, attend a minimum number of staff meetings and/or case conferences and contribute to the management and leadership processes in the Center — can help to support cohesion among practitioners.

#### *Building Collaborative Service Lines*

The Jefferson-Myrna Brind Center of Integrative Medicine has an opportunity to create a distinctive brand by partnering more closely with colleagues at Jefferson. The Center has, to date, operated very independently. The Center is moving toward a more integrated approach between Jefferson physicians and Center providers. This has already led to a notable increase in the number of physicians who see the benefits of referring their patients to the Clinic, which allows the hospital administration to see more of the benefits of its support for the Center. Leading edge, integrated programs will attract patients, and the prestige of the Jefferson faculty and facility should reflect on the Center.

The focus for growth is on programs where there is a clear and compelling patient need, where the Center has an underlying strength and where there are JUH physicians willing to invest time in joint development, such as oncology, women's health, pain management and mind-body medicine.

#### *Increasing the Number of Physicians*

Physician productivity at the Jefferson-Myrna Brind Center of Integrative Medicine is close to the maximum number of patients per hour that integrative physicians see in a growing practice. In addition, new programs will require physician energy to design and launch. For both of these reasons, the Center is actively recruiting additional physicians who are interested in the philosophies and practices of integrative medicine.

#### *Stepping up Fundraising*

Although the Jefferson-Myrna Brind Center of Integrative Medicine will continue to lose money for the next few years, JUH requires that all of its programs demonstrate financial viability. Given this expectation, the Center needs to organize a philanthropic development approach that will generate at least \$250,000 per year to offset the operating deficit and permit the Center to expand programs and staff. This philanthropic funding could come from annual campaigns or through an endowment campaign. To take the next step, the Center has created a Board of Advisors to help it design a fundraising campaign.

#### *Focusing Marketing and Events*

To date, marketing efforts to attract media attention have been largely responsible for the widespread knowledge of the Center. However, clearer communication of the Center's areas of expertise will help patients find the Center and help the Center increase its patient volume. Going forward, events will highlight the Jefferson-Myrna Brind Center of Integrative Medicine's specific areas of expertise so that its reputation grows and deepens in these areas.

## **MOST SUCCESSFUL ACTIONS**

Leadership at the Jefferson-Myrna Brind Center of Integrative Medicine identified the following six factors as those actions resulting in the greatest financial and clinical success, which are:

- Moving the Center to on-site location in the hospital;
- Fundraiser speaking events;
- Development of programs targeted to specific patient populations;
- CME accreditation of Integrative Medicine Grand Rounds program;
- Joint programs with other Jefferson practices, particularly the Jefferson Kimmel Cancer Center; and
- Center practitioners serving as integrative medicine experts for the media (evening news, local newspaper, national publications, etc.).