



INTEGRATIVE MEDICINE BEST PRACTICES

*The Scripps Center
for 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.

Starting in 2010, Bravewell began updating the Best Practices report. Current Best Practices information can be found at www.bravewell.org.

SCRIPPS CENTER FOR INTEGRATIVE MEDICINE

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The Scripps Center for Integrative Medicine was founded in 1999 as part of the Scripps Health System in San Diego, California.

The parent organization, Scripps Health System, includes more than 2,600 affiliated physicians, several ambulatory care sites, a home health care agency and the Scripps Clinic, which has 11 sites throughout San Diego County, including four major hospitals on five campuses.

Spearheaded by cardiologist Erminia Guarneri, MD, and Rauni Prittinen King, RN, the Scripps Center for Integrative Medicine was founded on a vision of providing “High Tech/High Touch” care. The founders, both conventionally trained, envisioned a center that would offer conventional and complementary therapies in a fully integrated manner. Their vision is “healing people and changing lives through science and compassion.” The original focus was to serve patients with cardiovascular disease. However, they immediately recognized that an integrative, holistic model of care needed to be made available to all patients, and services were expanded. Through prevention, early detection, treatment and chronic disease management, the Scripps Center is now focused on providing the full spectrum of care.

BUSINESS MODEL

The Scripps Center for Integrative Medicine is primarily a specialty practice. Patients are referred (either by themselves, a specialty physician or their primary care physician) to an integrative medicine specialist. The physicians are specialists in integrative cardiology, integrative pain management and preventative care. The physicians create a care plan for each patient that is personalized and may include both conventional and complementary elements. Following consultation with a physician, patients undergo an in-depth holistic integrative evaluation. Follow-up care and treatment is provided.

The Scripps Center for Integrative Medicine accepts all types of insurance, including Medicare. The Center is committed to insurance reimbursements whenever possible as this provides the greatest access to care for the greatest number of people. Reimbursement is handled through the main Scripps Clinic billing offices, and when reimbursement is not possible, services are paid for out-of-pocket.

The Scripps Center for Integrative Medicine employs over 100 people, including both full- and part-time practitioners as well as independent contract employees. All employees are paid hourly wages with benefits. There are no revenue-sharing arrangements with any practitioners as the Center's leadership believes their payment structure keeps the patient's health as the first priority.

The pharmacist and owner of Arcana Herbal Pharmacy leases a space on the premises through an arrangement with the Scripps Health System. While not a revenue-generating unit for the Center, having the Arcana Pharmacy on-site provides the Center's patients with a convenient way to access natural pharmaceuticals, supplements and a pharmacist who specializes in homeopathy and herbal medicine.

The Scripps Center for Integrative Medicine's financial model calls for high income producing services to support those services that are clinically relevant but do not necessarily generate profit. In response to this need, local philanthropists led a campaign in 2002 to install the early detection CT/PET scanner, a Nuclear Medicine scanner and 3D Echocardiogram at the Center. This equipment, which is now housed in The Dickinson & Gooding Center for Early Detection, is used with cardiac and oncology patients and for general preventive medicine. The Early Detection Center has evolved to be the Center's busiest service center and its biggest revenue generator. The Early



Imaging equipment at the Dickinson & Gooding Center for Early Detection.

Detection Center is in keeping with the center's philosophy that a health problem caught early stands a better chance for cure. Thanks to the Early Detection Center, the Scripps Center for Integrative Medicine is now profitable. In fact, the "high tech/high touch" strategy has worked so well that the Center is now beyond capacity with 2,500 patient appointments per month.

CLINICAL MODEL

The Scripps Center for Integrative Medicine currently has four main service areas.

- The Dickinson & Gooding Center for Early Detection offers the latest in medical scanning technology for prevention, diagnosis and treatment of disease. It is home to a 64-slice CT/PET scanner. Other technology includes SPECT imaging, stress testing and 3D echocardiography.

- The Integrative Cardiology Program offers cardiology consultations, EECp (enhanced external counterpulsation), advanced lipid management, and preoperative and postoperative surgical healing support for stress and pain reduction (Healing Touch, guided imagery and teaching). A unique 12-week lifestyle change program called Healing Hearts, which embodies a mind, body, spirit approach, provides participants with all the necessary tools to prevent and reverse cardiovascular disease. In addition, the Scripps Center provides a traditional cardiac rehab. exercise program.
- The Health and Healing Center is home to integrative medicine physicians and practitioners who focus on disease prevention and maintenance of optimal health. The Health and Healing Center is also home to the Integrative Pain Management program that features complementary modalities such as acupuncture, massage, biofeedback, hypnosis and Healing Touch. The psychological aspects of pain, anxiety and stress are addressed through multiple programs including yoga, meditation, Mindfulness-Based Stress Reduction and group support.
- The Center for Life Enhancement includes a full service fitness center (over 800 members) with personal trainers and a full spectrum of fitness classes as well as a mind-body lecture series and vegetarian cooking school.
- The Center also provides services to Scripps Green Hospital. A full-time certified Healing Touch practitioner, (nurse) is available to provide guided imagery and Healing Touch treatment to the hospitalized patients.

Clients at the Scripps Center for Integrative Medicine receive consultations with integrative medicine specialists who then design a personalized health plan. That plan may include individual treatments from acupuncture to Healing Touch, nutrition counseling, stress mastery classes or group support. Conventional medicine — whether a stress test or advanced lipid management — is practiced side by side with lifestyle change and complementary therapies. Clients at the Scripps Center for Integrative Medicine can attend yoga classes, group support sessions and a vegetarian cooking school under the same roof in which advanced technologies are used and specialist consultations are delivered. The Lifestyle Change Program is a 12-week intensive, individualized program that has several branches: prevention, Healing Hearts, integrative pain management, integrative weight management and integrative cancer support. Organ transplant and Parkinson’s support branches are under development. The core components provide nutrition, exercise, stress mastery through yoga and meditation, spirituality, group support, music therapy and a mind-body lecture series.



The lobby at the Scripps Center for Integrative Medicine.

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

TABLE 1*Services and provider types at the Scripps Center for Integrative Medicine*

SERVICE	PROVIDER
Acupuncture	Acupuncturist (LAc) and Physicians (MD)
Advanced Metabolic/Lipid Clinic	Cardiologist (MD) and Cardiac NP
Biofeedback	Psychologist (PhD) and Certified Tech.
Botanical/Herbal Medicine	Physician (MD) and Pharmacist
Integrative Cardiology	Cardiologist (MD)
Cardiac Care Prevention Strategies	Cardiologist (MD) and Cardiac NP
Cardiac Care – Primary	Cardiologist (MD) and Cardiac NP
Echocardiography	Cardiologist (MD) and Certified Echo. Tech.
Early Detection Imaging 64-slice CT/PET scan	Certified Radiology Tech. under direction of Radiology and Cardiology
Early Detection Imaging Nuclear Medicine scan	Certified Radiology Tech. under direction of Radiology and Cardiology
EECP (Enhanced External Counterpulsation)	Cardiologist (MD) and Certified EECP Tech.
Group Support	Psychologist (PhD) and Physician (MD)
Guided Imagery	Physician (MD) or Certified in GI (Nurse)
Healing Touch	Nurse (RN), CHTP
Hypnosis	Physician (MD) and Nurse (RN)

Lifestyle Change Consultations and Follow up	Physician (MD) or Nurse Practitioner (NP). Nurse Case Manager (RN)
Massage	Certified Massage Therapist (CMT)
Meditation	Certified Yoga Instructors (MEd)
Mindfulness-Based Stress Reduction (MBSR)	MBSR Instructor (MEd)
Music Therapy	Doctorate in Music Therapy (PhD)
Nutrition	Nutritionist (RD)
Preoperative and Postoperative Surgical Patients Healing Support: Healing Touch/Guided Imagery/Teaching	Nurse Certified in Guided Imagery and Healing Touch (CHTP)
Spirituality	Health/Spiritual Educator (MEd)
Stress Mastery including yoga and meditation	Certified Yoga Instructor (MEd)
Stress Testing	Nurse (RN) under direction of Cardiologist (MD)

PATIENT VOLUME

The physicians and other healthcare providers at the Scripps Center for Integrative Medicine currently average 30,000 patient visits per year, or approximately 2,500 appointments per month.

The Center, which is now seven years old, has been able to build on Scripps’ prestigious position in the community to attract patients. Dr. Guarneri is very active as a public figure both in the community and nationally, which results in a constant flow of new patients into the center, with many patients flying in for care from throughout the United States and Canada. Locally, patients come from within a 15-mile radius.

Perhaps most important, Center staff worked hard to establish credibility within their own system, an effort that included both outreach and education. Now, many of the physician referrals come from within the Scripps Health System itself. Referrals to the integrative

practitioners come mostly from the Center physicians, and from marketing efforts in the community, which are primarily educational outreach programs.



Scripps Center for Integrative Medicine Staff

LEADERSHIP AND STAFFING

There are three key leadership roles at the Scripps Center for Integrative Medicine. The first is the medical director, a position held by co-founder Erminia M. Guarneri, MD, FACC. Dr. Guarneri is the visionary who interfaces with different constituents to ensure the success of the center. These are: 1) administrative decision-makers within the Scripps Health System, 2) key physicians and other clinical opinion leaders within the Scripps Health System, 3) the philanthropists who support the center, 4) the staff, 5) the larger integrative medicine community, and 6) the general public.

The second key leadership position is the Director of Programs and Planning held by co-founder Rauni Prittinen King, RN. She leads the development and execution of the Center's programs and educational efforts, as well as supervising all contract employees, and is the key to outreach beyond the San Diego community and donor support.

The third key leadership position is that of the Executive Director, R. Brett Ringler, who is responsible to Scripps Clinic and Scripps Health for all operations, center finances and administrative oversight. He is also an Administrative Director for Scripps Clinic Cardiology.

This leadership team — Medical Director, Director of Programs and Planning, and Executive Director — work closely together at all times. The day-to-day operations are run by the Clinical, Imaging, Operations, Marketing, and Life Enhancement/Fitness managers.

In addition to the providers, the Center employs a marketing and public relations professional, a dedicated development specialist, and an outreach coordinator. The Center's administrative staff manages appointments, billing, referrals and insurance.

All the physicians and the nurse practitioners at the Scripps Center for Integrative Medicine are part of the multi-specialty Scripps Clinic Medical Group. The radiology technicians and echocardiography technicians at the Early Detection Center are not employed by the Center but are Scripps Green Hospital/Clinic employees.

LOCATION AND PREMISES

The Scripps Center for Integrative Medicine is located at the Shiley Pavilion on the campus of the Scripps Clinic, adjacent to Scripps Green Hospital at 10820 North Torrey Pines Road, La Jolla, California 92037. It is a stand-alone building with parking and easy access to the local highways.

The Shiley Pavilion has two floors. The ground floor houses the Health and Healing Center, waiting area, treatment rooms, a conference/yoga room and some of the administrative offices. The Life Enhancement/Fitness Center is also located on the first floor and includes an outdoor track and a lap pool. The upper floor houses the Early Detection Center, physician offices, exam rooms, additional administrative space and Arcana Herbal Pharmacy. There is an outdoor labyrinth on the premises that overlooks the Pacific Ocean.

The Scripps Center for Integrative Medicine currently provides 18,000 square feet of space. The second phase renovation will expand the Center to 33,000 square feet; construction will start in the spring of 2008.

PHILANTHROPY

An important support mechanism for the Scripps Center for Integrative Medicine is its supportive philanthropists, who have been personally nurtured by the Center's leadership. These philanthropists formed an advisory board that meets regularly to offer guidance and financial support to the Center's leadership, and they have been key to the Center's development, most recently providing the funds to add the Early Detection Center and imaging technology. These philanthropists are, by and large, former patients of either Dr. Guarneri or the other physicians who work at the Center.

The Scripps Center for Integrative Medicine does not use philanthropic dollars for operations. The current fundraising focus is a capital campaign to complete the renovation of the Shiley Pavilion.

GROWTH STRATEGIES

The Scripps Center for Integrative Medicine's strategy for continued growth includes:

- Increasing the number and type of specialty physicians;
- Adding new integrative medicine programs;
- Maintaining current payment practices and adding a 501(c)(3) component;
- Increasing the available space;
- Building closer ties with Scripps and community physicians to drive increased referrals;
- Increasing marketing programs to support new programs and space;
- Continuing to engage interested philanthropists in the Center; and
- Building a committed core of practitioners.

Increasing the number and type of physicians

In a consulting medical practice, adding physicians is the key lever for growth and for maintaining financial stability. As the Scripps Center for Integrative Medicine's physicians establish their practice, they refer patients to the complementary practitioners and the lifestyle programs, keeping those schedules full as well. For instance, the Center's physicians referred over 12,000 patients to the integrative modalities and lifestyle change programs during 2004.

Adding New Integrative Medicine Programs

The Scripps Center for Integrative Medicine has built a modular system of services that allows it to organize its complementary services and lifestyle management programs around the specialty areas of its physicians. As the Center grows and expands its space, leadership plans to build on its current care model and include fully integrated programs for women's health and sports medicine, as well as other offerings. Condition-specific programs are successful because it is easier to market to patients with specific challenges and they allow for the enhancement of physician specialists who practice holistic and integrative medicine.

Maintaining Current Reimbursement Practices

Currently, most of the Scripps Center for Integrative Medicine services are billed to insurance companies, with patients paying for those services that are not reimbursed. Since the Center is currently solvent — the Early Detection Center has helped drive revenue and is subsidizing the integrative modalities — the Scripps Center for Integrative Medicine does not need to move to self-pay in order to maintain its financial health. Accepting insurance also clearly helps open access to many in the community who might not otherwise seek treatment at the Center.

Increasing the Space Available for Treatment

Although the building expansion will provide additional room for the physicians and integrative practitioners, the Center is taking steps in the short-term to add space. Creative options under discussion include:

- Creating additional treatment rooms where space allows;
- More thoughtful scheduling of integrative visits;
- Moving some of the services out of the Center to other locations;
- Extending Center hours and/or keeping the Center open on Saturdays; and
- Opening a satellite office.

Building Closer Ties with Scripps and Community Physicians

The Scripps Center for Integrative Medicine has strong referrals for its cardiology program and increasing referrals for its pain program. However, referrals from inside the Scripps Health System can always be enhanced. While there is no single action that will help to build a portfolio of referrals, the following suggestions are being pursued:

- Building joint programs with specific departments and practices within the larger Scripps system. (For example, a partnership with Rheumatology for an arthritis pain program or with Oncology for a caretakers stress reduction program could be created.)
- Identifying physicians who are open to integrative methods within each of the selected

departments and making them champions.

- Expanding physician training throughout the Scripps Health System. Even if the physicians do not become integrative specialists, they will have a greater understanding of integrative care and a greater willingness to refer.
- Providing on-site training to physicians and staff.

Growing Marketing to Support New Practitioners and Programs

The Scripps Center for Integrative Medicine enjoys great marketing success through features about the practice that have appeared in multiple local and national media. Time is being invested now in building a marketing plan that will deliver new patients and continue to increase the Center's profile. The first efforts will be targeted to increase the number of patients using the cardiology and pain management services. The center has a newsletter — *Empowering Health and Healing* — which has been highly successful at physician, health provider and community outreach.



An examination room at the Scripps Center for Integrative Medicine.

Another important marketing effort focuses on educating Scripps and community physicians. Specialty-specific marketing packages containing journal articles, testimonials and clinical results that document the benefits of integrative medicine approaches for that specific specialty will be created and disseminated. Because the target market is physicians, the most adept marketers will be the Center physicians themselves. The current plan calls for a series of meetings between Scripps and community physicians. The Scripps Center is already a leader in physician and nurse education via the Evidence Based Natural Supplements seminar in January and the American Board of Holistic Medicine conference in October.

Continuing to Build Relationships with Committed Philanthropists

Continuing to attract philanthropic support is critically important as these funds will help the Scripps Center for Integrative Medicine create and execute many of its new programs. The Center already enjoys a great deal of support and uses the enthusiasm of its Advisory Board to bring in new philanthropists. The Advisory Board has great networking capability and often acts as a sounding board for strategic decisions. The center is currently considering the formation of an endowment for education and research that will insure the legacy of integrative medicine programs.

Building a Committed Core of Practitioners

The Scripps Center for Integrative Medicine professionals are very committed to their work and enjoy being on the leading edge of medical practice. However, as is often the case in any healthcare arena, they are often challenged in their ability to provide holistic integrative care. The Center's leadership makes it a point to model the principles of integrative medicine — to

be the change they wish to see happen — and encourages all the staff to participate in problem solving.

MOST SUCCESSFUL ACTIONS

The most successful actions taken by the Scripps Center for Integrative Medicine leadership to date include:

- Strong and respected physician and management leadership within the system;
- Establishing the Center on a set of services and values — combining high tech with high touch and staying within the traditional healthcare system but offering a variety of choices;
- Specializing in one thing — cardiac care — in the early years to establish a strong foundation (i.e., not doing everything at once);
- Building a strong group of supportive philanthropists and donors who believe in the vision and mission of the Center and who are active both in the Center and in the community;
- Nurturing relationships with the larger Scripps Health System to build referrals;
- Having several high revenue-generating services that can offset clinically necessary but not profitable services, including education and research; and
- Offering only those services that are evidence-based and clinically successful so that patient satisfaction stays at the highest levels.