



# INTEGRATIVE MEDICINE BEST PRACTICES

*UCSF Osher 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](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).

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Through the generous support of the Bernard Osher Foundation and the University of California, San Francisco (UCSF) School of Medicine, the Osher Center for Integrative Medicine was founded in 1997 as part of the UCSF School of Medicine in San Francisco, California.

The UCSF School of Medicine Dean Emeritus Haile T. Debas, MD, felt that UCSF, as one of the top-ranking biomedical research and teaching institutions in the United States, “needed to take the lead in researching complementary and alternative therapies and educating its doctors so they could help advise their patients, many of whom are seeking out these therapies.”

Today, the UCSF Osher Center for Integrative Medicine is directed by Susan Folkman, PhD, the Osher Foundation Distinguished Professor of Integrative Medicine. It operates as a multidisciplinary program with a three-fold mission to “transform healthcare by (1) conducting rigorous research on the medical outcomes of complementary and alternative healing practices; (2) educating medical students, health professionals and the public about these practices; and (3) creating new models of clinical care that address all aspects of health and wellness — biological, psychological, social and spiritual.

## **BUSINESS MODEL**

The UCSF Osher Center for Integrative Medicine operates in three focus areas — research, education and clinical care. All three areas produce revenue. Most of the revenue comes from research grants, followed by clinic services.

In the clinic, the UCSF Osher Center uses a consultative model that focuses on specialty care for certain specific medical conditions. Osher Center physicians work with the patients’ primary care physician or specialty care providers, such as their oncologist or internist, to integrate the Osher Center’s recommendations and treatment plans with the care each patient is already receiving.

Through an initial Integrative Medicine Consultation, the Osher Center physicians — who are board certified and hold appointments as UCSF Medical School faculty — create an individualized clinical program that will assist the patient in achieving his or her health goals by incorporating treatment options from both conventional and complementary medicine. These treatment plans address the biological, psychological, social and spiritual aspects of the patient in question and are designed to address the presenting symptoms as well as promote long-term

health. As appropriate, referrals are made from the Osher Center physicians to the Center's integrative providers, most of who work at the Center on a part-time basis.

The UCSF Osher Center's clinical program specializes in back pain, chronic pain, cancer care, gastrointestinal conditions and women's health. Acupuncture and psychiatry are the most financially successful services.

Most of the services are paid for out-of-pocket, as the UCSF Osher Center does not currently accept insurance except for Medicare. A special donor-supported fund is used to subsidize care for underserved patients who come to the center.

The UCSF Osher Center physicians are paid as UCSF faculty, with a percentage of their salaries charged to the Center. The other part-time providers are paid 50% of the fees charged for their services.

Educational offerings, such as Mindfulness-Based Stress Reduction, yoga and tai chi classes represent a third revenue stream. The Osher Center medical faculty members also oversee several fellowship programs at the Center and direct and/or participate in Grand Rounds and other programs that provide CME/CEU for health professionals.

The most substantial revenue stream comes from research. The UCSF Osher Center is an NCCAM Center of Excellence, and members of the Osher Center research faculty oversee a number of NIH-funded research grants as well as grants from other government agencies, foundations and individual philanthropists to investigate different aspects of integrative medicine. The research roster includes the study of:

- Mind-Body Therapies for Back Pain
- Yoga Study for Back Pain (pilot study)
- MBSR and Early Stage HIV
- Breath Therapy for Patients with Chronic Low Back Pain (pilot study)
- Chemotherapy Regimen and Fatigue: Touch Therapy
- Evaluation of Perioperative Integrative Medicine Service for Oncology Patients (pilot study)
- RO1 Efficacy of Saw Palmetto Extract in Benign Prostatic Hyperplasia
- KO8 Adverse Reactions to Herbs
- Care Preferences at End of Life
- Coping, HIV and Affect Interview Study

The Osher Center does not sell vitamins or supplements or offer pharmacy services on site.

## **CLINICAL MODEL**

The integrative medicine approach at the Osher Center is based on the following principles:

**Collaborative Care**

*The Osher Center's diverse practitioners work as a team, integrating multiple therapies when appropriate, to provide the best possible care.*

**Relationship-Centered Care**

*The Osher Center's practitioners listen carefully to patient concerns and develop a partnership with the patient. This therapeutic alliance is essential to healing.*

**Respect for the Human Capacity for Healing**

*Osher Center staff believes there is an innate drive toward health in every person, and all practitioners support this process.*

**Self-Care**

*Osher Center practitioners emphasize a self-care model in which patients are asked to participate actively in their treatment.*

The clinical practice at the Osher Center for Integrative Medicine specializes in cancer care, back pain, chronic pain, gastrointestinal conditions and women's health. Biofeedback, an Emotional Wellness Workshop and fitness training have recently been added. In addition, a variety of evidence-based complementary therapies are offered.

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



*An examination room at the UCSF Osher Center for Integrative Medicine.*

**TABLE 1***Services and provider types at UCSF Osher Center for Integrative Medicine*

<b>SERVICE</b>	<b>PROVIDER</b>
Acupuncture	Acupuncturist (LAc)
Back Pain	Physician (MD)
Biofeedback/Guided Imagery	Nurse (RN)
Botanical/Herbal Medicine	Physician (MD)
Cancer Care	Physician (MD)
Chronic Pain	Physician (MD)
Fitness Training/Physical Therapy	Physical Therapist (PT)
Gastrointestinal Conditions	Physician (MD)
Integrative Medicine Consultations	Physician (MD)
Integrative Psychiatry	Physician (MD)
Integrative Psychotherapy	Physician (MD), Social Worker (LCSW)
Manual Therapies/Spinal Manipulation	Physician (MD)
Massage	Certified Massage Therapist (CMT)
Mindfulness-Based Stress Reduction (MBSR)	MBSR Instructor
Tai Chi	Certified Tai Chi Instructor
Women's Health	Nurse Practitioners (NP)
Yoga	Certified Yoga Instructor

One of the Osher Center's newest and promising initiatives is its collaboration with the UCSF Cancer Center. Cancer patients are referred to the Center for integrative medicine consultation by one of the two Osher Center integrative oncologists. People living with or beyond cancer are given an individualized regimen including information on nutrition, physical activity, supplements and mind-body interventions. These patients are encouraged to tap into their spirituality to support themselves during their treatment and beyond. Referrals are made to the Osher Center's massage therapists, Traditional Chinese Medicine (TCM) practitioners and biofeedback/guided imagery staff as needed.

A physical therapist/personal trainer recently joined the Center to provide fitness regimens to cancer patients. The Osher Center also has a drop-in meditation group for cancer patients as well as a gentle yoga program designed for patients with malignant disease.

Osher Center leaders are now discussing providing acupuncture, guided imagery and massage services in the cancer chemotherapy suite at the UCSF Comprehensive Cancer Center. Additionally, tying this work into the research arm, they have submitted two NIH grants to evaluate massage in post-operative Cancer Center patients and the effect of a mushroom preparation on immunity and tumor biology in women with breast cancer receiving their care at the UCSF Breast Center. Another proposal to commence a MBSR program targeting Cancer Center professional staff is in the works.

## **PATIENT VOLUME**

The clinical staff at the UCSF Osher Center provides services for more than 5,000 patient visits per year. Most patients come to the Center by word of mouth (self-referrals) and through referrals from other UCSF physicians. The UCSF Osher Center Web site has proven to be a valuable marketing tool, and more than 9% of the new patients coming to the Center do so by way of the site. The clinic is not yet operating at capacity.

Referral sources are as follows:

- 36% UCSF
- 30% Word of Mouth
- 16% Printed Media
- 9% Osher Website
- 6% Community Physicians
- 3% Other

Patient education at the Osher Center is supported through the onsite Patient Library that works in conjunction with the main medical library, the Osher Center Web site, and various classes, lectures and workshops on complementary/alternative therapies and lifestyle-enhancing programs

## **LEADERSHIP AND STAFFING**

Susan Folkman, PhD, Director, oversees the executive committee that consists of the Directors

of Research (Frederick Hecht, MD), Education (Ellen Hughes, MD, PhD), and Clinical Programs (Donald Abrams, MD). This executive committee is largely responsible for the success of the Osher Center's programs as well as for the continually evolving mission and vision for the Center. As part of her responsibilities, Folkman, who is the founding director, interfaces with the University administration as well as with the philanthropists who support the Center. She maintains a high profile within academic medicine as well and is currently the chair of the Consortium of Academic Health Centers for Integrative Medicine.

The Center utilizes both an advisory board and a scientific advisory committee. The Advisory Board consists of UCSF leadership, other physicians who have experience with integrative medicine, philanthropists and business advisors. The Scientific Advisory Committee consists of research and clinical practice experts.

A practice manager oversees the day-to-day operations of the clinical practice including reception, scheduling and fee collection. Other staff include a finance manager, development director and IT support.

## **LOCATION AND PREMISES**

The UCSF Osher Center for Integrative Medicine is located on the Mount Zion Campus of the University of California at San Francisco. It is situated in a desirable business and residential neighborhood with easy access to the hospital and surrounding communities. The Center consists of 9,000 square feet, including clinical and administrative offices that occupy the first floor of a stand-alone building housing other UCSF Medical Center clinical programs and two other spaces within two blocks that house the education and research programs.

The UCSF Medical Center does not charge the Osher Center for rent of the space, which is a big advantage financially, but the space is too small to accommodate expansion, and plans for a new three-story building, which will be located at 2321 Post Street, are in the works. The new building should be completed in early 2009 and will contain approximately 18,000 gross square feet, including a healing garden.

## **PHILANTHROPY**

A large grant from the Bernard Osher Foundation enabled the University of California San Francisco School of Medicine to found the Osher Center for Integrative Medicine. Since that time, philanthropy has continued to play a major role in the Center's existence and the Center depends on philanthropic support to meet its operating budget.

Funding for a building is in place, and the completion date is estimated to be December 2009. The Osher Center launched a new campaign in the fall of 2007 to raise additional funds to support ongoing programs.

## **GROWTH STRATEGIES**

The UCSF Osher Center for Integrative Medicine is currently implementing the following growth strategies:



- Building stronger ties with faculty in other UCSF School of Medicine departments by adding programs that support their efforts;
- Reengineering the staffing structure; and
- Increasing outreach and development efforts.

#### *Stronger Ties with UCSF School of Medicine*

Competing in the San Francisco market requires a strong brand. One of the UCSF Osher Center's strongest assets is its connection with UCSF and the medical school. The Center is already working successfully with the UCSF Comprehensive Cancer Center to provide adjunctive care (acupuncture, massage, mind-body therapies) to cancer patients and is currently focusing its collaborative care efforts on firmly establishing this program. Once it is established as a model and the Center has adequate staff and space to support additional programs, Osher Center leadership will expand this program.

The expansion plans include exploring a potential program with the Spine Center as well as a perioperative program for both in- and out-patients at the hospital. These offsite "Center-Without-Walls" programs will not only increase revenues, they will also build referrals and extend the Osher Center's reputation.

In addition, the Interstitial Lung Disease Center has approached the UCSF Osher Center to potentially provide integrative consultation and services for their patients, and Osher Center staff are also developing a relationship with the Inflammatory Bowel Disease group.

#### *Reengineering the Staffing Structure*

Streamlining of the office to reduce administrative costs and increase productivity of both the administrative and clinical staff is a priority.

#### *Increasing Outreach and Development Efforts*

While the Development Director has had success in raising some funds from individual donors, in order to expand, the UCSF Osher Center needs additional philanthropic dollars. The current fundraising strategy is under review, and a plan to develop donors who can give larger amounts is in progress.

### **MOST SUCCESSFUL ACTIONS**

The most successful actions taken by the UCSF Osher Center for Integrative Medicine have been:

- Attracting talented multi-disciplinary faculty to direct each of the UCSF Osher Center programs — research, clinic, education;
- In the clinic, establishing a practice with the intention of demonstrating integrative care, and having this service be delivered on a cash only basis; and
- Securing key NIH/NCCAM grants that provide opportunities to build the research and education programs. These include becoming a Center of Excellence in Research in CAM grant from NCCAM; an R25 curriculum development grant; and a T32 post-doctoral grant for training in clinical research in integrative medicine.