



IHI Integrative Health Institute
WHERE HEALTH AND MEDICINE MEET

Serving Sonoma West Medical Center and Community

A Case Statement and Introduction to Programs and Services

By Ed Bauman, M.Ed., Ph.D.

EXECUTIVE SUMMARY

The **Sonoma West Medical Center Integrative Health Institute (SWMC-IHI)** is a pioneering set of programs and services that reinvent rural hospital health care. It is succeeding by providing what local and regional residents want – **community-oriented health-building care** that synthesizes modern, scientific medicine with integrative health, clinical and educational programs. The Sonoma West Medical Center opened on October 31, 2015 providing emergency services, intensive care, surgical care, a variety of specialty institutes which include the Integrative Health Institute, founded by Drs. Ed Bauman and David Murphy.

The inclusion of integrative health into the day-to-day business and the core operating mission of the hospital is **fundamental to reaching the identified marketing demographic** of the greater Sebastopol community, who equate personalized medicine and health-building strategies with quality care. The Integrative Health Institute will be a **central fulcrum to coordinate a community-inspired solution** to meeting the ever changing health needs of our community – and subsequently boosting revenues at SWMC by expanding patronage, cultivating advocacy and proactively pursuing strategic alliances.

The IHI will serve thousands of both SWMC internal and external populations including: 1) inpatients admitted for illness or surgery; 2) outpatients who will receive personalized consultations during and after their stay and participate in classes and groups *for chronic disease management* to reduce the incidence of costly readmission; 3) community residents, especially our growing aging population; and 4) family practice, primary care physicians, SWMC physicians and natural health practitioners, who will partner with IHI to refer their patients to quality clinical and educational programs and services.

SWMC-IHI will offer a consultation program for the above audiences, based on medical referrals and self-referred clients from the broader community and from afar. Program components will include: 1) Integrative Health Resource Center and Cafe; 2) Individual Health Therapy sessions at the hospital by appointment; 3) Outpatient Follow-ups with Integrative health providers, and in time, 4) Data Collection and Clinical Research.

THE CASE FOR INTEGRATIVE HEALTH

Terrorism, war, earthquakes, murder, and car accidents do not even come close to the number of Americans that die from preventative diseases. Heart disease – the number one US killer – claimed just short of 600,000 lives in 2011.ⁱ All unintentional accidents took only 126,000 lives. In all, nearly 80% of deaths in 2011 were health-related, and mostly from diseases that can be prevented or impact-reduced by lifestyle choices. The CDC estimates that preventable cardiovascular diseases account for every \$1 in \$6 spent in the US on healthcare, a staggering \$444 billion.ⁱⁱ Prevention measures of just helping people reduce blood pressure via healthy life choices reduces death by 25%.

In addition to the astounding cost of preventable disease, avoidable re-admissions to hospitals, especially through emergency rooms, costs the health care industry billions

annually as well. Studies show that 18% of Medicare patients are readmitted within 30 days of their discharge, costing more than \$15 billion.ⁱⁱⁱ Many of these readmissions are considered avoidable and caused by poor transition services and a lack of individualized long term health planning. Patients often do not receive adequate instruction on how and even why to continue their care at home with holistic and lifestyle choices.

Both prevention and re-admission costs of Medicare are such an issue that they are on the national agenda of the President, with a goal to broaden accepted care options to more than just “reimbursing drugs and surgery” and approving and promoting prevention of the root causes of disease.^{iv} The approach of Integrative Medicine – approaching the health of a person as a function of their whole body, including the mind, and applying all therapies available both natural and pharmaceutical – has the power to reduce chronic and preventable illness by up to 75%, and hence save taxpayers billions of Medicare dollars and save millions of lives, all while improving quality of life.

Dr. Dean Ornish’s 35 years of research and publications on how heart disease and other chronic conditions can be reversed and curbed with an integrative treatment plan of stress reduction, a low fat, whole food vegetarian diet, moderate exercise, and social support, have been recognized by all levels of the medical community, government, and society as real solutions.^v In a comprehensive study by Ornish’s Preventive Medicine Research Institute involving 8 hospitals, for example, 80% of heart disease cases destined for surgery were reversed by integrative medicine practice by patients over a year.^{vi} Their insurance company saved \$30,000 per patient.

People more and more want Integrative Health Services as a care and preventive option as well. A US Government survey in 2008 showed that 38% of people were already integrating some aspect of Complementary and Alternative Medicine into their lives^{vii} – from the growth rates of exposure at that time, it can be estimated that up to half now do so in 2015, whether it be practicing yoga, eating a heart healthy diet, taking herbal supplements, or regularly attending acupuncture clinics.

While health care is lagging behind in approving costs for preventive and holistic medicine, more and more providers are offering coverage plans, and trends indicate that they will only increase coverage as cost savings are made evident to them. Aetna, for example, offers a 15% discount on 2,400 natural products and services, and Kaiser Permanente is now covering acupuncture, chiropractic, and a list of other “alternative” treatments.^{viii} Medicare is even including certain procedures in its reimbursement allowance, especially in regards to orthopedics.

The health care lag is not even necessarily a burden, as dozens of successful Integrative Medicine Centers are proving across the US. A Bravewell study (2012) of 29 Integrative Medicine Centers affiliated with hospitals or medical centers across the US found that the majority have increasing patient numbers from proactive relationships with healthcare networks to increase revenue.^{ix} Centers that include research and can document patient success also have significantly stronger cost effectiveness and financial success. In addition, attracting high level Medical staff results in increased referrals from area specialists.

Another key idea is that, since Integrative Health Services are patient driven, it does not need to rely on health insurance coverage. A Rand Corporation sponsored study by Patricia Herman, ND, MD (2013)^x found that complementary and integrative medicine (IM) reduces real cost of health care in three ways: 1) direct replacement of traditional surgery or medical treatment, 2) lower healthcare utilization in the future by prevention, and 3) reducing productivity loss in employment. Patients hence have a direct interest, for their own health and financial sustainability, to pay for prevention and holistic treatments. If the patient, who is paying out of pocket for the IM treatment thinks it will save her money and health problems in the long term, it is cost effective to her. Hence, since IM treatments are relatively inexpensive when compared to surgeries and chronic treatment, the fact that insurance does not cover the treatment may be a moot point if education and awareness can supersede.

MARKET FOR SERVICES AND FEASIBILITY

Sonoma County has a population primed for integrative medicine. Its 495,000 residents (2013) are wealthy and educated (\$63,000 household income and 32% with a Bachelor's degree or higher).^{xi} Most importantly they are aging, with increased health problems and propensity to seek care.

The Robert Wood Johnson Foundation's County Health Rankings rates Sonoma County the 12th healthiest county in California and neighboring Marin County the healthiest.^{xii} Measurement indicators include access to opportunities to exercise and to enact healthy living plans – hence, community members of this local area have created an infrastructure of health and wellbeing and have both the means and interest to involve themselves in preventative and integrative medicine. Involving an Integrative Health Institute at this stage of SWMC's restructuring and reinvestment will only help to elevate the public face of the campaign as one centered on community-based health, medicine and wellbeing.

IH fits specifically into the identified marketing plan and feasibility of SWMC in the following core ways:

- **Widening patient outreach with specialty services:** The previous medical center, Palm Drive Hospital regrettably went out of business in April, 2015 due to a lack of customers and the rising cost of delivering conventional health care. Palm Drive Hospital's primary market has been the western part of Sonoma County, and the main driver of patient access has been the proximity to local residents who have been served by local physicians. Of this market, Palm Drive has captured 20% of the projected hospital revenues in recent years. To expand its market and attract a wider patient audience, specialty services are at the forefront of the SWMC plan. An IHI will not just be an additional specialty service, but it will also be a means to connect different specialty institutes at SWMC together in a more meaningful, health-building way that encapsulates SWMC's mission to provide high quality primary and clinical care.

- **Telemedicine:** A key element to SWMC's business plan is to connect patients in rural hospitals north of Sonoma County with patients via telemedicine. The IHI can play an integral role in this initiative, by offering education and support services as well as assisting in health-building plans that ultimately lead to patient referrals to specialists at SWMC.
- **Making a Small Hospital Bigger:** One of the identified weaknesses of SWMC is that it is small, and hence lacking the network and resources to broaden itself financially. An IH-inspired community engagement and networking initiative can help take wind away from Sutter and Kaiser and attract local family and primary care physicians into a referral network, for offering an innovative service that is patient oriented and health building as opposed to traditional models. There are a significant number of independent doctors in the local area that would rather associate with a patient-oriented, holistic care system.
- **Generating Institutional Partnerships:** SWMC will better serve the community and its financial sustainability by choosing to partner rather than compete with Sutter, Kaiser, and other area local and virtual health centers. The identified best partnership opportunities are in home health, hospice, physical therapy, and healthcare education – in short, in health-building planning and post-acute care. If SWMC positions itself as the area's leading educational resource for health planning, it will have a primed resource to be partner to huge medical networks.
- **Establishing a Quality Brand:** SWMC's key to success is its ability to be a quality resource – and, within both the Sebastopol and greater northern California area, quality, and health in and of itself, is equated to holistic and alternative. Aligning with integrative health and patient-oriented, health-building care will help establish the brand that SWMC needs and seeks for its ultimate survival.

PROJECT HISTORY, MISSION, AND VISION

Integrative Health Medicine is a whole-person approach to health & wellness, designed to treat the whole person, not just the disease. Treating the body, mind, spirit, and community – not just flesh, bones, and organs – is steadily becoming a desirable and effective option for many people. The SWMC Integrative Health Institute (IHI) will emphasize patient empowerment and encourage patients to take an active role in their health.

IHI will combine state-of-the-art, conventional medical treatments with other therapies that are carefully selected and shown to be effective and safe. The goal is to unite the best that conventional medicine has to offer with other healing systems, therapies and self-care education derived from cultures and ideas – both old and new. Whenever possible, integrative health therapy and education favors the use of low-tech, low-cost interventions.

We recognize the critical role the practitioner-patient relationship plays in a patient's overall healthcare experience, and we will care for the whole person by taking into account

the many interrelated physical and nonphysical factors that affect health, wellness, and disease – including the psychosocial and spiritual dimensions of people's lives.

The **Wheel of Health** is made up of three concentric circles that represent the primary elements of optimal health, and form the core of integrative practice:

- **Mindfulness.** At the heart of health is mindfulness, the practice of staying alert to your physical, mental, social, and spiritual states. This non-judgmental awareness enables individuals to recognize symptoms as they emerge, which is when they are most readily treatable. This is the critical core of well-being, on which the other elements are based.
- **Self-care.** Individuals are encouraged to explore the dynamic interplay of the ways they can care for themselves and to develop proactive strategies to improve or maintain their health. Important areas for self-care are relationships, the physical environment, nutrition, movement and exercise, the mind- body connection, and personal growth and spirituality.
- **Professional Care.** Recognizing symptoms early is key to diagnosing health problems when they are most treatable, and awareness of the need for professional care is an integral component of any integrative approach to medicine. Professional care includes pharmaceuticals and supplements, preventive medicine, and conventional treatments.

IHI will follow a consultative care model, where integrative physicians and practitioners work in close collaboration with the patient's primary provider. This model has been particularly successful across the country as it lends itself to financial sustainability and incremental program growth. Some examples of successful consultative care models include:

- **University of California, San Francisco (UCSF) Osher Center for Integrative Medicine in San Francisco, California.**
The Osher Center's integrative oncology program works in collaboration with the UCSF Helen Diller Family Comprehensive Cancer Center. Patients who are referred receive integrative care – mind-body therapies, nutrition, etc. – in tandem with their conventional cancer care. Osher Center integrative physicians also work with other primary providers, offering care programs across the lifespan from mindfulness-based childbirth and parenting to integrative exercise and balance training for healthy aging. In addition to these services, comprehensive care is offered for women's health.
- **Integrative Medicine Program at the Mayo Clinic.**
More than 90% of its patients are referred from within the larger Mayo Clinic health system. The program specializes in integrating wellness-promoting services – such as meditation and other mind-body therapies, resilience training, massage therapy,

acupuncture, and herbal/nutritional medicine – into the whole person plan of care for interested patients. The program's staff work collaboratively with patients and healthcare teams to manage symptoms such as pain, anxiety, stress, insomnia, or nausea associated with illness or treatment.

- **The Osher Clinical Center at Brigham and Women's Hospital (BWH) in Chestnut Hill, Massachusetts.**

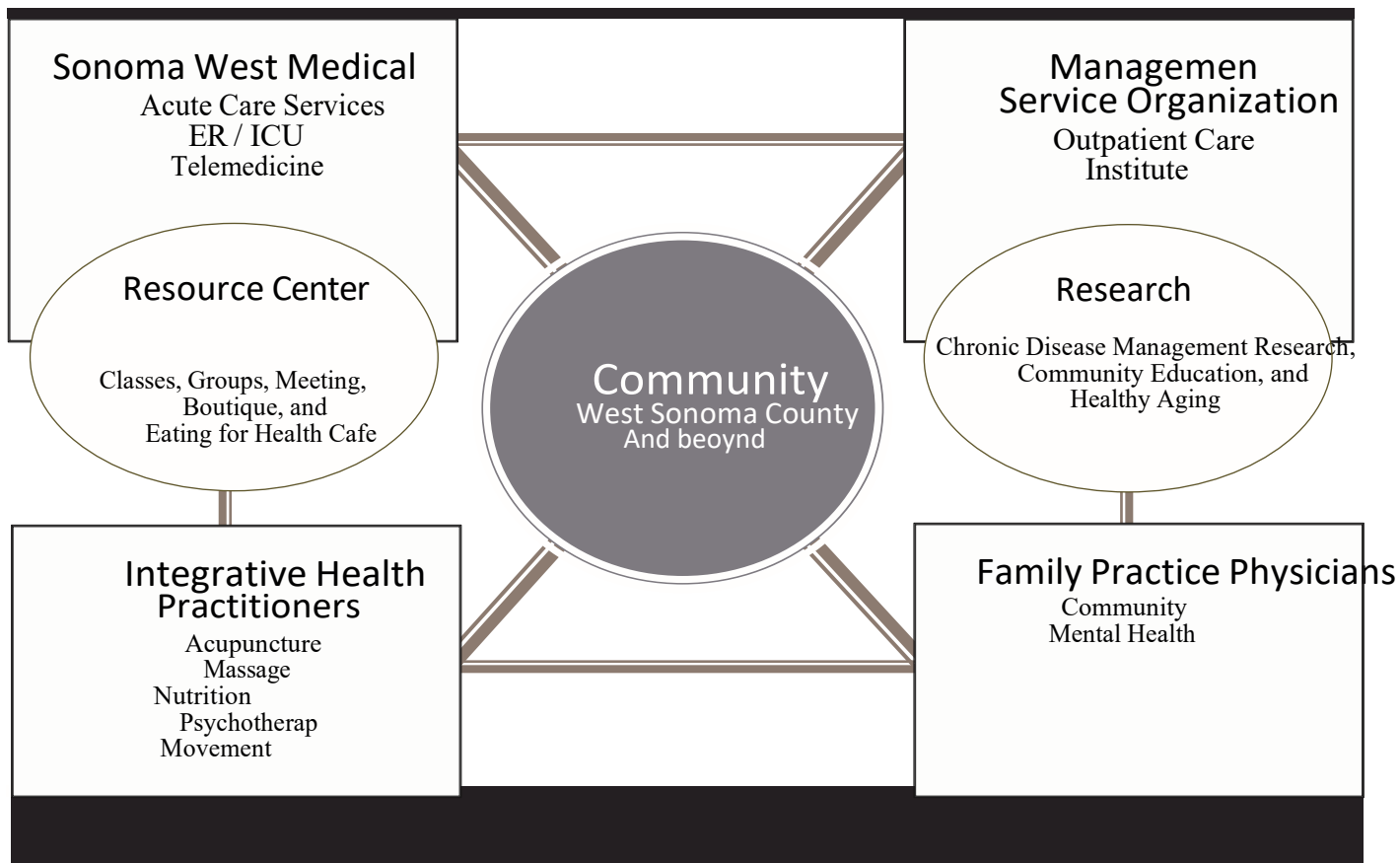
This center receives referrals from within the BWH hospital and surrounding community and works in collaboration with the patient's primary provider to treat musculoskeletal disorders – especially back pain, chronic pain, headaches, women's health issues, stress, sleep disorders, gastrointestinal disorders, and depression.

PROJECT DETAILS, PRIMARY GOALS, POPULATION SERVICE TARGET

The IHI will serve three population groups:

1. Services provided to **inpatients** admitted to the hospital for illness or surgery. This could include hypnosis, guided imagery, massage, acupuncture, energy healing by trained nurses or specialists, and other mental and behavioral health evaluations and support which frequently emerge in an acute care setting.
2. Classes and groups provided to **recently discharged patients and others in the community** who are diagnosed with a chronic condition. This would include classes and workshops focused on nutrition, wellness, prevention, and self-management of conditions such as diabetes, chronic obstructive pulmonary disease, arthritis, heart disease, etc. Each patient would be assigned a patient navigator and/or health coach who would help them develop a plan for healing. This could include specialists at the Institute, group and individual education and support, and referrals.
3. Referrals to a **network of integrative health providers** who provide these alternative and complementary services within the community.

Sonoma West Medical Center's Community Health Medicine Network



INTEGRATIVE HEALTH THERAPIES TO BE INCLUDED AT SWMC

The key to making the most of Integrative Health is to pursue therapies proven to be safe, effective, and appropriate for a patient's individual health status. Evidence-based therapies often used in tandem with conventional medical care include the following:

Acupuncture

Acupuncture is the insertion of hair-thin, stainless steel needles into the skin at specific locations to manipulate the flow of energy in the body. The National Institutes of Health states that acupuncture is proven to treat pain, nausea, and vomiting. Other conditions for which acupuncture appears promising include asthma, menstrual cramps, and osteoarthritis. Conventional medicine asserts that acupuncture stimulates the nervous system, which releases chemicals that change the perception of pain and influence the body's internal regulation system. Chinese medicine says it restores the body's proper energy flow, which stimulates its natural healing abilities.

Biofield Therapies

Biofield therapies are techniques that seek to tap into and manipulate the body's own healing energy. Biofield therapies fall under the National Center for Complementary and Alternative Medicine's category of energy medicine, and they include Reiki, healing touch, qigong, and polarity therapy. Many biofield techniques involve gentle touch aimed at promoting mental and physical well-being. The goal is to facilitate unrestricted energy flow throughout the body; promote balance, peace, and relaxation; and stimulate the body's healing energy. Studies have shown some types of touch therapies to be beneficial to patients ranging from premature infants to chronic pain sufferers to cancer patients.

Guided Imagery

A visualization technique that teaches people to focus on positive mental pictures, guided imagery is based upon the belief that the mind can affect the body's functions. It is used to promote relaxation, reduce stress, and help the mind effect positive changes in the body. Proponents suggest that stimulating the brain in this way can affect the endocrine and nervous systems, which can lead to improvements in immune system function. There is also evidence that guided imagery can lower blood pressure. The best available research indicates that guided imagery is a valuable relaxation technique and is useful as a complementary therapy. At least one major health maintenance organization is now offering visualization tapes to all pre-surgical patients.

Hypnotherapy

A state of focused attention during which consciousness is altered and distractions are blocked, hypnosis enables people to focus deeply on one thing and is a means of promoting relaxation and reducing pain and stress. The health-promoting benefits of hypnotherapy are widely accepted. Hypnosis can divert patients' attention away from pain by inducing a state of deep relaxation. It has been proven to alleviate

nausea and vomiting. There are even documented cases of hypnotized patients undergoing surgery without anesthesia. Some scientists believe that hypnosis causes the brain to release natural painkillers, while others think hypnosis works through the unconscious mind and the power of suggestion.

Mindfulness Practices

Mindfulness refers to moment-to-moment awareness that enables people to engage fully with the present moment, the fullness of life, and their own inner resources for healing, adapting, and growing. Through practices such as meditation, participants develop skills that enable them to relax deeply and truly experience what is going on both inside and outside themselves. Mindful eating and mindfulness-based stress reduction (MBSR) have proved to be effective tools in whole-person medicine.

Yoga and Gentle Movement

Yoga, which means "to yoke" or "to unite," is an ancient practice designed to unify the body and mind, the individual and the universe. While Westerners typically think of hatha yoga, which stresses physical postures, breathing exercises, and meditation, there are actually many types of yoga, most of which can be practiced by people of all levels of health and fitness. Overall, the practice seeks to balance and integrate mind, body, and spirit; to enhance energy flow; and to stimulate the body's natural healing processes by teaching people how to release tension, relax, strengthen weak muscles, and stretch tight ones.

Integrative Nutrition

The practice of integrative nutrition takes a holistic approach to wellness by recognizing that the foundation for optimal health and healing, and the recovery from illness and injury begins with a health promoting diet. Attention to both the individual preferences of the patient and the targeted foods and nutrients to support recovery will be provided by a certified Nutrition Consultant in a gentle, and gradual way.

Integrative Health Therapy Consultations may address the following issues:

- Heart Disease
- Bone and Tissue Health
- Nerve Health
- Endocrine Balance
- Immune Support
- Cancer Recovery
- Survival Support
- Healthy Aging
- Anti-Inflammatory Diet
- Food and Chemical Sensitivities
- Diabetes
- High Blood Pressure
- Metabolic Syndrome

- Weight Management

Additional Programs, Services and Products

A number of other Complementary and Alternative Medical therapies have proved to be effective complements to conventional medical treatments, including massage and reflexology; biofeedback and relaxation training; movement therapy; and dietary supplements such as vitamins, minerals, and herbal preparations.

INITIAL KEY STAFF AND ORGANIZATIONAL STRUCTURE

1. Educational Program Director - Edward Bauman, Ph.D. – Nutrition Consultant, Bauman College Founder and President
2. Institute Clinical Services Director - David J. Murphy, Ph.D. - Clinical Psychologist and Educator
3. Program Administrator and Researcher: Nina Ayin Reimer

Dr. Edward Bauman: email <ed.bauman@baumancollege.org>

Edward Bauman, Ph.D. has been a pioneer in the field of holistic nutrition for over 35 years. His vision and leadership have inspired thousands of people to transform their lives in the form of wellness, community, and peace. He received his M.Ed. from the University of Massachusetts, and a Ph.D. in Health Promotion from the University of New Mexico. Dr. Ed Bauman created the *Eating for Health* model to teach individuals to make nutritionally comprehensive food choices and founded Bauman College in 1989, with a mission to change the world through better nutrition and healthful living. He is a special advisor for the National Association of Nutrition Professionals and brings a wealth of knowledge, wisdom, and a love of good health and good taste to his work.

Dr. David Murphy: email <mdocdave@gmail.com>

David J. Murphy, Ph. D. is a clinical psychologist and educator with 25 years of practice experience. Educated at the Professional School of Psychology in San Francisco, Dr. Murphy specializes in behavioral medicine, with an emphasis on cardiac care. His dissertation focused on the psychological preparation of patients for surgery. Patients who participated in Dr. Murphy's pilot program, conducted at Santa Rosa Memorial Hospital, found his behavioral techniques to be of benefit in improving both their mental and physical health. Dr. Murphy has worked with the Erickson Institute in Santa Rosa, and with the Sonoma County Department of Mental Health. He now holds a multiple-subject teaching credential from Sonoma State University and has been active as an educator throughout his career.

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