Integrative Nursing Leadership

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Administrative Director
Integrative Health & Medicine
Hackensack Meridian Health Network
New Jersey
A Health System Model for Integrative Care: Five Pillars of Health and Wellbeing
Disclosure
Hackensack Meridian Health

• Hackensack University Health Network and Meridian Health Merged July 2016
Mission

Our mission is to provide the full spectrum of life-enhancing care and services to create and sustain healthy, vibrant communities.

Vision

We will set the standard for providing quality care, for humanizing the health experience, and for defining the future of medicine.
Hackensack Meridian Health Network

- 13 Hospitals in 7 counties
- Eleven acute care hospitals, two children's hospitals and 120 other locations that provide ambulatory care, surgical care, urgent care and assisted living services.
- 28,000 employees and nearly 6,000 physicians
- New Seton Hall Medical School Fall 2017 (Inter-professional)
The Most Comprehensive And Integrated Health Network In New Jersey

- Academic Research Institutions
- Behavioral Health
- Children’s Hospitals
- CityMD
- Community Hospitals
- Convenient Care
- Dialysis Centers
- Fitness & Wellness
- Home Care
- Imaging Centers
- Laboratory Sites
- Medical Group
- Occupational Health
- Post Acute Living
- Rehabilitation
- Retail Clinic
- Sleep Centers
- Surgery Centers
HMH Integrative Health and Medicine

- Seed Funded $10 Million Cash Gift
- Supported at all levels of the organization
- Service Line Integration: Oncology, Cardiology, Neurosciences, Orthopedics, Physical Medicine and Rehabilitation, WomenCare, Pediatrics, Behavioral Health
- Primary Care
- Population Health
- Community Outreach
Why Are Health Systems Interested in IHM Now?

- Value Based Reimbursement
- Patient Experience (High Quality, Low Cost)/Reimbursement
- Consumer Choice/Economics
- Payer Margin
Patient/Person Triple Aim

Engagement  Empowerment  Quality & Quantity of Life
Primary Care Integration

Keeping People Healthy
Primary Care Integration

• Physician Training in Integrative Medicine

• Primary Care Clinic Onsite Integrative Therapies (Acupuncture, Nutrition Counseling, Health Coaching, Mind Body Therapies)

• Classes/Workshops (Medical Yoga, Mindfulness Based Stress Reduction, SMART program)
Healthy Kitchens, Healthy Lives
Caring for Our Patients and Ourselves

Welcome  Overview  Conference Program  Grants & Exhibitors  Registration  Planning Your Trip

A Leadership Conference Bridging Nutrition Science, Healthcare, and the Culinary Arts

Hackensack Meridian Health
Population Health Alignment

Managing the Hot and Cold Spots
Integrative Population Health: Client-centered approach

Data-driven population → Intervention → Data-driven Outcomes

- Population Health Analytics
- Identify population that can benefit from integrative health
- Evidence-Based Integrative Health Skills Groups
- Health Behavior Change Interventions
- Measure Results
- EHR Optimization Web-based tools

Measurable → Reproducible → Sustainable
Population Health Defined

Evidence-Based Integrative Health Training Groups

Health Behavior Change Support
(using EHR and web-based technology)

TO IMPROVE:
- Chronic illness management
- Health promotion
- Self-care
- Engagement

Funded by measured savings
Integrative Population Health Benefits

Decrease Costs
- LOS
- Charges

Activate Patients & Families
- Self care
- Shared decision making
- EHR use

Increase revenue
- Satisfaction rates
- Global payment
- Attracting new patients

- Close Population Gaps
- Increase margins on V-B reimbursement
Patients Who Engage in Integrative Health Practices Are:

- Healthier
- More active in decision making with their provider
- More likely to practice Self-care
- More likely to request and read their health information

Five Pillars of Health and Wellbeing

- **Nutrition**
  - Obesity
  - Malnutrition
  - Recovery

- **Activity**
  - Beyond Rehab
  - Daily Activity
  - Functional Capacity

- **Sleep**
  - Sleep Hygiene
  - Fatigue
  - Apnea

- **Resilience/Stress Management**
  - Psychological Health
  - Capacity to Cope with Adversity

- **Purpose**
  - Give Meaning to Situations and Goal Setting

**Integrative Health and Medicine**
# Hackensack Meridian Integrative Health and Medicine Clinical Protocols

Patient survey tools not exhaustive. Utilization dependent on clinical indication.

<table>
<thead>
<tr>
<th>Resilience</th>
<th>Sleep</th>
<th>Activity</th>
<th>Nutrition</th>
<th>Purpose</th>
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</thead>
<tbody>
<tr>
<td><strong>Low Risk</strong></td>
<td></td>
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<tr>
<td>Self-managed stress mindfulness exercises</td>
<td>Self-managed online MCBT</td>
<td>Group walking activity and self-managed exercise</td>
<td>Group nutrition education and self-managed diet</td>
<td>Group offerings addressing “Living on Purpose”</td>
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<tr>
<td><strong>Med Risk</strong></td>
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<tr>
<td>IHM consult SMART program Coaching support</td>
<td>IHM consult MCBT Coaching support</td>
<td>IHM consult Yoga, tai chi, qi gong, group exercise Coaching support</td>
<td>IHM consult Nutrition counseling Coaching support</td>
<td>IHM consult Health Coaching consult</td>
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<tr>
<td><strong>Med/high Risk</strong></td>
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<tr>
<td>Integrative Disease Management Health Promotion Care Pathway</td>
<td>Integrative Disease Management Health Promotion Care Pathway</td>
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<td>Integrative Disease Management Health Promotion Care Pathway</td>
<td>Power of Purpose Program/Life Reimagined</td>
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<tr>
<td><strong>High Risk</strong></td>
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<td></td>
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<tr>
<td>Triage to primary care physician and possible psych consult</td>
<td>Triage to primary care and sleep study referral</td>
<td>Triage to primary care and physical therapy</td>
<td>Triage to primary care</td>
<td>Consultation with Behavioral health and/or Spiritual Care</td>
</tr>
</tbody>
</table>

# Report Card

- Patient Stress Questionnaire
- Pittsburgh Sleep Quality
- Par Q Borg Scale
- Nutrition Status
- MLQ HOPE
<table>
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<tbody>
<tr>
<td></td>
<td><strong>Cost/Case Rate</strong></td>
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<td><strong>Cost/Case Rate</strong></td>
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<tr>
<td><strong>Physician/Nurse Practitioner</strong></td>
<td><strong>Initial Visit</strong></td>
<td>Assessment and Recommendations</td>
<td></td>
<td><strong>Initial Visit</strong></td>
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<td></td>
<td><strong>Initial Visit</strong></td>
<td>Assessment and Recommendations</td>
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<td><strong>Follow Up Visit (4-6 Weeks): 1</strong></td>
<td></td>
<td><strong>Follow Up Visits (4 week intervals): 2</strong></td>
<td></td>
<td><strong>Follow Up Visits (4 week Intervals): 3</strong></td>
<td></td>
<td><strong>Follow Up Visits (4 week Intervals): 4</strong></td>
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<td><strong>Nutritionist</strong></td>
<td><strong>Initial Visit</strong></td>
<td>Nutritional Assessment and Recommendations</td>
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<td><strong>Initial Visit</strong></td>
<td>Nutritional Assessment and Food Plan</td>
<td></td>
<td><strong>Initial Visit</strong></td>
<td>Nutritional Assessment and Food Plan</td>
</tr>
<tr>
<td></td>
<td><strong>Follow Up Visits (4 week intervals): 2</strong></td>
<td></td>
<td><strong>Follow Up Visits (4 week intervals): 2</strong></td>
<td></td>
<td><strong>Follow Up Visits (4 week Intervals): 4</strong></td>
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<td><strong>Follow Up Visits (4 week intervals): 6</strong></td>
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<td><strong>Health Coach/Psychologist</strong></td>
<td><strong>Initial Visit</strong></td>
<td>Readiness for Change Recommendations</td>
<td></td>
<td><strong>Initial Visit</strong></td>
<td>Readiness for Change PAM Assessment Coaching Plan</td>
<td></td>
<td><strong>Initial Visit</strong></td>
<td>Readiness for Change PAM Assessment Coaching Plan</td>
</tr>
<tr>
<td></td>
<td><strong>Follow Up Visits (2-4 week intervals): 4</strong></td>
<td></td>
<td><strong>Follow Up Visits (2-4 week intervals): 4</strong></td>
<td></td>
<td><strong>Follow Up Visits (2-4 week intervals): 6</strong></td>
<td></td>
<td><strong>Follow Up Visits (2-4 week intervals): 8</strong></td>
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**See Detail Description for Each Level of the Health Promotion Care Pathway**
Operational/Functional Core Components

Care and Service
Across the Healthcare Continuum, Service Lines, Primary Care and Specialty Care

Education/Training
Patient/Consumer/Community Healthcare Professionals

Research
Clinical, Health Services, Population Health

Integrative Health and Medicine
### Integrative Health and Medicine Service

#### Across Service Lines

<table>
<thead>
<tr>
<th>Neuroscience</th>
<th>Ortho/Rehab</th>
<th>Behavioral Health</th>
<th>Cardiovascular</th>
<th>Oncology</th>
<th>Pediatrics</th>
<th>Women Care</th>
</tr>
</thead>
</table>

#### Integrative Health and Medicine

#### Across Continuum of Care
Integrative Health and Medicine Programs and Service Continuum

Community
- Key Focus: Healthy Living Education, Training, and Self Care Skill Development
- Health Promotion Interventions
- Healthcare Theatre

Outpatient/Ambulatory/Primary Care
- Clinical Interventions
- Education/Training
- Self Care Skill Development in Symptom Management

Inpatient
- Clinical Interventions
- Key Focus: Broad Spectrum Pain Management
- Managing Patient Expectation/Building Resilience
- Self Care Symptom Management
Hubs and Spokes

- Employers
- Comprehensive Hub
- Faith-Based Communities
- Civic Organizations
- Schools

The Most Comprehensive And Integrated Health Network In New Jersey

- Academic Research Institutions
- Behavioral Health
- Children’s Hospitals
- CraneMD
- Community Hospitals
- Convenient Care
- Urgent Centers
- Fitness & Wellness
- Home Care
- Imaging Centers
- Laboratory Sites
- Medical Group
- Occupational Health
- Post-Acute Care
- Rehabilitation
- Retail Clinics
- Sleep Centers
- Surgery Centers
Integrative Health and Medicine
Hub versus Spokes

**Hub**
- Providers
  - IM Physician
  - IM Nurse Practitioner
  - Health Psychologist
  - Nutritionist
  - Health Coach
  - Acupuncturist
  - Massage Therapist
- Classroom/Conference Space/Movement Room
- Retail Space

**Spokes**
- Dependent On
  - Population Need
  - Space
  - Goals
- Short Term or Long Term
- Satellite Clinic
- Intermittent Offerings
- Mobile
Jackson Meridian Health Village: Hub #1
Entry points to Integrative Health and Medicine

- Community Self Referral
- Employer Referral
- Primary Care

Service Lines (Specialty Care)
Financial Modeling

- Current Insurance Coverage (MD, NP, Nutritionist, Health Psychologist, Acupuncturist)
- Cash Payment applied to all services where needed.
- Building new models of payment with Insurers.
- Community Partnerships that offset costs (Spokes)
- Employer contracts
- Embed in Service Line/Bundled Payments
- Retail Product
- Franchise Model
- And yes Philanthropy
“Advancing integrative medicine and health through academic institutions and health systems.”
What is Integrative Medicine?
The defining principles of integrative medicine.

MORE INFO
Integrative Nursing Leadership
Leadership in Integrative Health

Applies holistic principles and integrative practice to lead people and systems to wholeness.

It is the capacity to awaken the power of collective wisdom to attain the full potential of individuals and systems.
“Wisdom reflects a capacity for sound judgment, discernment, and the objectivity to see what is needed in the moment”.

Collective Wisdom

“Collective wisdom reflects a similar capacity to learn together and evolve toward something greater and wiser than what we can do as individuals alone. It emerges from a deep conviction that we have a stake in each other and that what binds us together is greater than what drives us apart.”

*The Power of Collective Wisdom and the Trap of Collective Folly*
Leading through Systems
Incorporating the Healthcare Climate
Win vs. Woe

- Accountable Care Organization (ACO)
- Meaningful Use (Electronic Health Record)
- HealthGrades (public/consumer information-transparency)
- HCAHPS (Inpatient satisfaction survey)
- Triple Aim (Improve health, improve healthcare experience, decrease cost)
- P4P
- Total Cost of Care (TCOC)
- Value Based Contracts
- Preventable Admissions/Preventable Re-admissions
Beliefs, Values, and Attitudes

- A belief is an **internal feeling** that something is true, even though that belief may be unproven or irrational.

  “You never know how much you really believe anything until its truth or falsehood becomes a matter of life and death to you.”
  — C.S. Lewis

A value is a **measure of the worth** or importance a person attaches to something; our values are often reflected in the way we live our lives.

  “It's not hard to make decisions when you know what your values are.”
  — Roy Disney

- An attitude is the **way a person expresses** or applies their beliefs and values, and is expressed through words and behavior.

  “An attitude of gratitude brings great things.”
  — Yogi Bhajan
“Your thoughts and feelings come from your past memories. If you think and feel a certain way, you begin to create an attitude. An attitude is a cycle of short-term thoughts and feelings experienced over and over again. Attitudes are shortened states of being. If you string a series of attitudes together, you create a belief. Beliefs are more elongated states of being and tend to become subconscious. When you add beliefs together, you create a perception. Your perceptions have everything to do with the choices you make, the behaviors you exhibit, the relationships you chose, and the realities you create.”
– Joe Dispenza, You Are the Placebo: Making Your Mind Matter
Integrative Health: The Gap Opportunity

Volume to Value

Volume-Based First Curve
- Fee-for-service reimbursement
- High quality not rewarded
- No shared financial risk
- Acute inpatient hospital focus
- IT investment incentives not seen by hospital
- Stand-alone care systems can thrive
- Regulatory actions impede hospital-physician collaboration

Value-Based Second Curve
- Payment rewards population value: quality and efficiency
- Quality impacts reimbursement
- Partnerships with shared risk
- Increased patient severity
- IT utilization essential for population health management
- Scale increases in importance
- Realigned incentives, encouraged coordination

The Gap
While in financial management the term ROI refers to a single ratio, SROI analysis refers not to one single ratio but more to a way of reporting on **value creation**. It bases the assessment of value in part on the perception and experience of stakeholders, finds indicators of what has changed and tells the story of this change and, where possible, uses monetary values for these indicators.
F.E.A.R.
has two meanings -
Forget Everything And Run
OR
Face Everything And Rise
The choice is yours.
“The success of an intervention depends on the interior condition of the intervener.”

William O’Brien
Former CEO of the Hanover Insurance Company
Integrative Leadership: Informed Mindfulness

Informed mindfulness is self-awareness and self-regulation coupled with knowledge, skills, values and wisdom.

Pebble in the Pond
Leadership in Integrative Healthcare
Duke University
### THE 5 DISCIPLINES OF THE MULTIPLIERS

<table>
<thead>
<tr>
<th>Diminisher</th>
<th>Multiplier</th>
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<tbody>
<tr>
<td><strong>The Empire Builder</strong></td>
<td><strong>The Talent Magnet</strong></td>
</tr>
<tr>
<td>Hoards resources and</td>
<td>Attracts talented people &amp;</td>
</tr>
<tr>
<td>underutilizes talent</td>
<td>uses them at their highest</td>
</tr>
<tr>
<td><strong>The Tyrant</strong></td>
<td>point of contribution</td>
</tr>
<tr>
<td>Creates a tense environment</td>
<td><strong>The Liberator</strong></td>
</tr>
<tr>
<td>that suppresses people’s</td>
<td>Creates an intense</td>
</tr>
<tr>
<td>thinking and capability</td>
<td>environment that requires</td>
</tr>
<tr>
<td><strong>The Know-It-All</strong></td>
<td>people’s best thinking &amp;</td>
</tr>
<tr>
<td>Gives directives that</td>
<td>work</td>
</tr>
<tr>
<td>showcase how much they know</td>
<td><strong>The Challenger</strong></td>
</tr>
<tr>
<td><strong>The Decision Maker</strong></td>
<td>Defines an opportunity that</td>
</tr>
<tr>
<td>Makes centralized, abrupt</td>
<td>causes people to stretch</td>
</tr>
<tr>
<td>decisions that confuse the</td>
<td><strong>The Debate Maker</strong></td>
</tr>
<tr>
<td>organization</td>
<td>Drives sound decisions</td>
</tr>
<tr>
<td><strong>The Micro Manager</strong></td>
<td>through rigorous debate</td>
</tr>
<tr>
<td>Drives results through their</td>
<td><strong>The Investor</strong></td>
</tr>
<tr>
<td>personal involvement</td>
<td>Gives other people the</td>
</tr>
<tr>
<td></td>
<td>ownership for results &amp;</td>
</tr>
<tr>
<td></td>
<td>invests in their success</td>
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Harper Collins, New York 2010
System Sculpting: Steps

SEEK with YOUR HANDS

Vision / Presence
5. What in this situation is the old that is ending or that should die?
6. What do you feel is the new, wanting to be born, to emerge?

Perspective / Insight
4. What are the systemic barriers that lock us into the current state of operating?

START HERE!
Appreciation / Feeling
1. What do you love (what are your sources of energy)?
2. What frustrates you (what causes you to lose energy)?

Truth / Practicality
3. What are the key challenges and hard truths that we as community of leaders are going to face?
Epigenetics and Leadership

Leading from Wholeness
Epigenetics and Gene Activation for Improved Health and Longevity

- **Excercise**
  - BDNF

- **Nutritional Factors**
  - Calorie Restriction
  - Mediterranean Diet
  - Polyphenols

- **Environment**
  - Clean air, water and soil
  - No smoking

- **Emotional Health**
  - Religion
  - Meditation
  - Spirituality

**Anti-Inflammatory**

**Anti-oxidant, Anti-mutation**
Five Pillars of Health and Wellbeing

Nutrition
- Obesity
- Malnutrition
- Recovery

Activity
- Beyond Rehab
- Daily Activity
- Functional Capacity

Sleep
- Sleep Hygiene
- Fatigue
- Apnea

Resilience/Stress Management
- Psychological Health
- Capacity to Cope with Adversity

Purpose
- Give Meaning to Situations and Goal Setting

Integrative Health and Medicine
Purpose, Passion, Potential

Motivational DNA (MDNA) v 2.0

1. UCD: Unyielding Conviction & Design
2. SSA: Sacrificial Service & Authority
3. KWR: Knowledgable Wisdom & Responsibility
4. EIA: Empowering Inspiration & Attraction
5. CVS: Compelling Value & Stewardship
6. DLF: Dominion Leadership & Freedom
7. IAF: Intuitive Alignment & Fulfillment
By Christina Donelly, Jtneill - Own work, CC BY 3.0, https://commons.wikimedia.org/w/index.php?curid=11946408
Whole Systems Approach to Integrative Healthcare Leadership: Intrapreneurship

- Innovating From Within
- Failing Up
- Letting Go
Intrapreneur

A person within a large corporation who takes direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation.
Innovating from Within

1. HOLDING THE SPACE:
   Listen to what life calls you to do
   suspending

2. OBSERVING:
   Attend with your mind wide open
   redirecting

3. SENSING:
   Connect with your heart
   letting-go

4. PRESENcing:
   Connect to the deepest source of your self and will
   Who is the Self?
   What is my Work?

5. CRYSTALLIZING:
   Access the power of intention
   letting-come

6. PROTOTYPING:
   Integrate head, heart, hand
   enacting

7. PERFORMING:
   Play the “Macro-Violin”
   embodying
Failing Up

“To derive gain in spite of failure that would usually either preclude said gain or have adverse consequences.”
(The Urban Dictionary)

In other words, to capitalize on what may not have worked to understand how it might.
Optimism

FAIL: First Attempt In Learning

END: Effort Never Dies

NO: Next Opportunity
Letting Go

Remember the Intrapreneur Doesn’t Own Anything!
It is I who must begin
Once I begin, once I try—
here and now,
right where I am,
not excusing myself
by saying that things
would be easier elsewhere,
without grand speeches and
ostentatious gestures,
but all the more persistently
—to live in harmony
with the "voice of Being," as I
understand it within myself
—as soon as I begin that,
I suddenly discover,
to my surprise, that
I am neither the only one,
nor the first,
or the most important one
to have set out
upon that road.

Whether all is really lost
or not depends entirely on
whether or not I am lost.

— Vaclav Havel