Integrative Nursing Leadership

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New Jersey
Objectives

- Understanding the Big Picture in Healthcare
- Overview System-Wide Integrative Health & Medicine Program & Services
- Integrative Nurse Leadership/Whole Systems Approach
Create a Personal Purpose Statement
(Christine Whelan, Ph.D)

1. Think of three of your personal strengths, or things that you are good at. (These can be skills you have acquired over the course of your life, or qualities and talents you were born with.)

2. Think of three personal core values. (What values underlie your actions? What is most important to you?)

3. Think of three persons, situations, or groups of people that you would like to impact. (What or who would you like most to change or influence?)
These will be your building blocks for your purpose statement. Put them together into your personal purpose statement by filling in these blanks:

I will use my strengths in _______, _______, and _______ to promote my values of _______, _______, and _______ in order to impact _______, _______, and _______.
Understanding the Big Picture in Healthcare
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
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**
Care Continuum Alliance • Implementation and Evaluation: A Population Health Guide for Primary Care Models
Health-Creation Value-Based Proposition

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.

http://www.socialvalueuk.org/resources/sroi-guide/
Social Return on Investment: Health Creation Value Proposition

- Capacity to Work
- "Appropriate" Reduction in Utilization of Healthcare Resources
- Community Engagement
Overview System-Wide Integrative Health & Medicine

Programs and Service
One Model Example
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 2018 (Inter-professional)
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
A Health System Model for Integrative Care: Five Pillars of Health and Wellbeing

TEAM

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

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

<table>
<thead>
<tr>
<th>Risk Level</th>
<th>Resilience</th>
<th>Sleep</th>
<th>Activity</th>
<th>Nutrition</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Med Risk</td>
<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>
</tr>
<tr>
<td>Med/high Risk</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>
</tr>
<tr>
<td>High Risk</td>
<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
# HMH Integrative Disease Management
## Health Promotion Care Pathway©

<table>
<thead>
<tr>
<th>Levels of Complexity and Care</th>
<th>Level I** (Pre-Disposed Family/Environment)</th>
<th>Level II** (Root Analysis Indicates Potential Disease Pathway)</th>
<th>Level III** (Diagnosed: Symptoms Mild-Moderate)</th>
<th>Level IV** (Diagnosed: Symptoms Severe)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost/Case Rate</td>
<td></td>
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<td>Cost/Case Rate</td>
</tr>
</tbody>
</table>

- **Physician/Nurse Practitioner**
  - Initial Visits: 60 Minutes
  - Follow-up Visits: 30 Minutes
  - Initial Visit: Assessment and Recommendations
  - Follow Up Visit (4-6 Weeks): 1

- **Nutritionist**
  - Initial Visit: 60 Minutes
  - Follow-up Visit: 30 Minutes
  - Initial Visit: Nutritional Assessment and Recommendations
  - Follow Up Visits (4 week intervals): 2

- **Health Coach/Psychologist**
  - Initial Visit: 60 Minutes
  - Follow-up Visit: 30 Minutes
  - Initial Visit: Readiness for Change Recommendations
  - Follow Up Visits (2-4 week intervals): 4

**See Detail Description for Each Level of the Health Promotion Care Pathway**
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
- Civic Organizations
- Schools
- Comprehensive Hub
- Faith-Based Communities

The Most Comprehensive And Integrated Health Network In New Jersey

- Academic Research Institutions
- Behavioral Health
- Children’s Hospitals
- Covid-19
- Community Hospitals
- Convenient Care
- Urgent Centers
- Fitness & Wellness
- Home Care
- Imaging Centers
- Laboratory Sites
- Medical Group
- Occupational Health
- Pain & Acute Care
- Rehabilitation
- Retail Clinic
- Sleep Centers
- Surgery Centers
Jackson Meridian Health Village: Hub #1
Entry points to Integrative Health and Medicine

Service Lines (Specialty Care)

Community Self Referral

Employer Referral

Primary Care

Integrative Health and Medicine Service/Programs
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)
**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
- SROI and Downstream Catchment
- Retail Product
- Franchise Model
- And yes Philanthropy
Integrative Nursing Leadership

Whole Systems Approach
Leading through Systems
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
Practical Application: Building System-Wide Integrative Nursing Practice
Integrative Nurse Roles

Integrative Nurse Practitioner
Integrative Nurse Clinical Program Manager
Integrative Nurse Inpatient/Service Line Nurse Manager
Integrative Nurse Coaching
Integrative Executive Leadership
Integrative Staff Nurse Practice

Integrative Nursing

Hackensack Meridian HEALTH
Integrative Nursing Needs Assessment & Training Program

• IN Needs Assessment: Surveyed Hospital Based Nurses

• Intention: Identify the gap between knowledge and Practice

• BirchTree Center Training

• Integrative Nursing Council

• Integrative Nursing roles
Inner Life of the Integrative Nurse Leader
“THE SUCCESS OF AN INTERVENTION DEPENDS ON THE INTERIOR CONDITION OF THE INTERVENER.”

William O’Brien
Former CEO of the Hanover Insurance Company
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
F.E.A.R has two meanings—

Forget Everything And Run
OR
Face Everything And Rise

The choice is yours.
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>Hoards resources and underutilizes talent</td>
</tr>
<tr>
<td><strong>The Tyrant</strong></td>
<td>Creates a tense environment that suppresses people’s thinking and capability</td>
</tr>
<tr>
<td><strong>The Know-It-All</strong></td>
<td>Gives directives that showcase how much they know</td>
</tr>
<tr>
<td><strong>The Decision Maker</strong></td>
<td>Makes centralized, abrupt decisions that confuse the organization</td>
</tr>
<tr>
<td><strong>The Micro Manager</strong></td>
<td>Drives results through their personal involvement</td>
</tr>
</tbody>
</table>

Theory U: Leading from the Future as it Emerges

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

Presencing Institute, Otto Scharmer
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?
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.
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

A. P. J. Abdul Kalam, one of India's most distinguished scientists and the 11th President of India stated
Letting Go

Remember the Intrapreneur Doesn’t Own Anything!
Personal Purpose Statement
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