

Twenty
years of transforming
health care



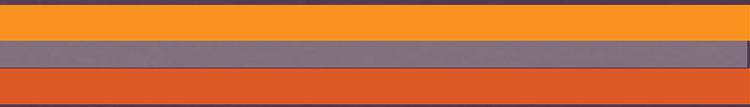
ARIZONA CENTER FOR
Integrative Medicine

2013 ANNUAL REPORT



Then
AND NOW







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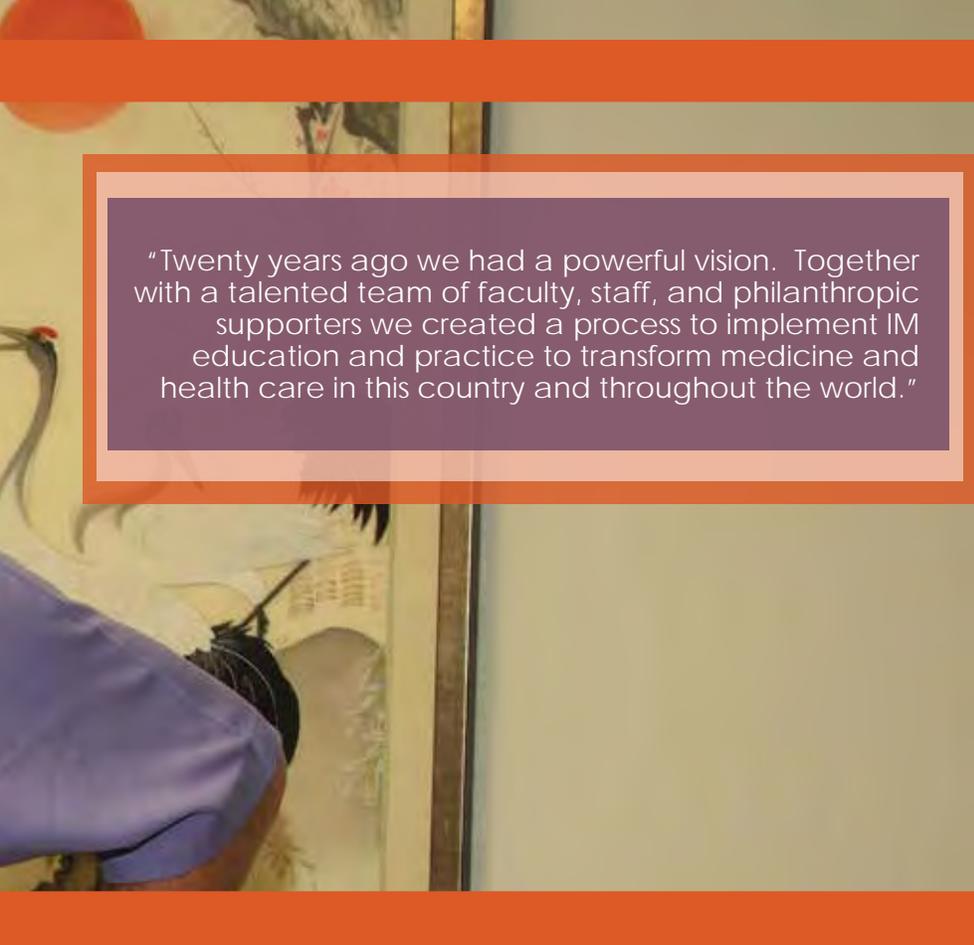
INTEGRATIVE MEDICINE

THEN AND NOW

As we at the University of Arizona Center for Integrative Medicine near our 20th anniversary, we take a moment to reflect on the process and building blocks that have brought us to this point, what they mean for our work today, and how they will carry us into the future.

In 1994 a group of forward-thinking faculty developed a fledgling program believing that an integrative approach to medical education and practice could change the current focus of health care from disease management to prevention and health promotion. The timing was right. A philosophical and practical transformation began at the University of Arizona (UA) College of Medicine.

Education led the way as we established a Residential Fellowship, our first integrative medicine (IM) building block, to re-train practicing physicians in evidence-based integrative medical theory and practice. While many were skeptical of the impact of training just four physicians each year, we developed the world's first curriculum in IM and trained early leaders in the field. We were then able to translate the curriculum to serve our current fellowship from which more than 1000 physicians and nurse practitioners have graduated.



"Twenty years ago we had a powerful vision. Together with a talented team of faculty, staff, and philanthropic supporters we created a process to implement IM education and practice to transform medicine and health care in this country and throughout the world."

Over the years we developed curricula that span the continuum of physicians' careers. In 2013 we expanded specialized residency-training programs to 47 sites across the nation. We also created a Lifestyle Transformation (LT) program to give a broad range of licensed, registered, and certified allied health care professionals IM foundational knowledge. LT establishes a partnering approach in healing-oriented integrative health care that addresses the whole person. These innovations have fueled the transformation and made us the world leader in IM education.

Equally important, the Center's newest innovation, our University of Arizona Integrative Health Center (UAIHC) in Phoenix, is putting into practice what we believe and teach. We are changing the model of primary care delivery for patients and health care professionals, as well as challenging the economic paradigm on cost effectiveness. Based on our success in Phoenix, we have begun development of the next UAIHC in Tucson, with its opening scheduled for

2015. Integrative primary health care, another building block, is now a reality.

Finally, we are building a multidisciplinary research program positioning us as a national leader in IM outcomes research and curriculum evaluation. By example, projects underway in 2013 have the potential to affect the recovery of wounded military personnel, have an impact on the safety of first responders in high-stress situations, and influence the national health care policy debate.

Twenty years ago we had a powerful vision. Together with a talented team of faculty, staff, and philanthropic supporters we created a process to implement

IM education and practice to transform medicine and health care in this country and throughout the world. What began so long ago is now a vast network of IM-trained alumni stretching around the globe, respected programs that educate thousands, and clinical care and cutting-edge research that inform the field of IM.

We are so grateful for this leadership opportunity as well as the support of those who have made it possible. We look forward to our future together.

Best in health,

Andy & Victoria

THE CENTER



“Both the Center and integrative medicine have come a long way in the past 20 years. In addition to being the world leader in IM education, the Center now has a robust clinical presence and a strong research agenda. As American health care continues to deteriorate, the wisdom of IM becomes ever clearer: it offers the possibility of reducing costs and improving outcomes. It can do this both by focusing on lifestyle medicine and by bringing into the mainstream treatments that are not dependent on expensive technology. Clearly, integrative medicine is the way of the future.”

—Andrew Weil, MD

“This was an amazing year of accomplishment for the Center. In every area of commitment—research, clinical care, and education, we made great progress—ultimately moving us closer to our goal that integrative medicine be the medicine of our nation.”

—Victoria Maizes, MD



OUR MISSION

The Arizona Center for Integrative Medicine leads the transformation of health care by creating, educating and actively supporting a community that embodies the philosophy and practice of healing-oriented medicine, addressing mind, body and spirit.

The University of Arizona Center for Integrative Medicine (Center) is leading the transformation of health care by creating, educating and actively supporting a community that embodies the philosophy and practice of healing-oriented medicine. The Center is internationally recognized for its innovative educational programs, evidence-based clinical practice, and research that substantiate the field of integrative medicine and influence public policy. Since its creation in 1994, the Center's vision of making integrative care available to all is being realized worldwide: Center graduates are now guiding more than one million patients to take a greater role in their health and healing. To learn more about the Center, please visit www.azcim.org.



2013 Summer graduates of the Fellowship in Integrative Medicine



Victoria Maizes, MD, at Shambala Courageous Women 2013

FACULTY

HONORS

Andrew Weil, MD – Institute of Economic Botany Henry Hurd Rusby Leadership Award in Ethnobotany, for distinguished contributions to the fields of ethnobotany and integrative medicine, Grand Opening of the “Wild Medicine” Medicinal Plants Exhibition, New York Botanical Garden, Bronx, NY.

Center directors, **Drs. Victoria Maizes, Randy Horwitz, and Patricia Lebensohn** were ranked among the 2013 Best Doctors in America. This prestigious national list, compiled for more than 20 years by Best Doctors, Inc., is based on a biennial survey of tens of thousands of leading physicians who were asked whom they would go to for treatment in their own specialty.

Randy Horwitz, MD, PhD – 2013 Leon Unger Lectureship, Illinois Society of Allergy, Asthma and Immunology.

Tieraona Low Dog, MD – Contemplative Care Award, New York Zen Center, Rubin Museum, New York City.



Randy Horwitz, MD, PhD, AzCIM Medical Director

CENTER LEADERSHIP



ANDREW WEIL, MD

Founder and Director, Clinical Professor of Medicine and Public Health, Jones-Lovell Endowed Chair in Integrative Rheumatology



VICTORIA MAIZES, MD

Executive Director, Professor of Clinical Medicine, Family and Community Medicine and Public Health



TIERAONA LOW DOG, MD

Director of the Fellowship, Clinical Associate Professor of Medicine



HILARY McCLAFFERTY, MD, FAAP

Director of Pediatric Integrative Medicine in Residency, Assistant Director of the Fellowship, Assistant Professor of Clinical Medicine and Pediatrics



ESTHER M. STERNBERG, MD

Director of Research, Professor of Medicine



RANDY HORWITZ, MD, PHD

Medical Director, Director of Integrative Medicine Distinction Track, Associate Professor of Clinical Medicine



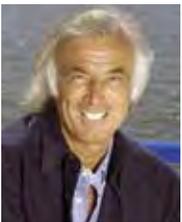
PATRICIA LEBENSOHN, MD

Director of Integrative Medicine in Residency, Professor of Clinical Family and Community Medicine



KIERAN RICHARDSON, MS

Director of Operations



KENNETH R. PELLETIER, PHD, MD (HC)

Director of Corporate Health Improvement Program, Clinical Professor of Medicine, Family Medicine and Public Health



MOLLY K. BURKE, MFA

Director of Online Education



ROBERT L. CROCKER, MD

Director of Strategic Clinical Planning and Implementation, Clinical Assistant Professor of Medicine



CLINICAL CARE

Leading the transformation of health care delivery, the Center established a model for IM primary care clinics that can be replicated nationwide. The University of Arizona Integrative Health Center (UAIHC) is designed with an emphasis on prevention and wellness care and provides a unique patient-centered environment.





University of Arizona Integrative Health Center-Phoenix staff

University of Arizona Integrative Health Center-Phoenix

At UAIHC-Phoenix, patient-members receive individualized, comprehensive primary care with a strong focus on personal empowerment, prevention, self-care, and optimal health. Key features include:

- Foundation of IM philosophy and principles;
- A hybrid payment model that accepts insurance reimbursement and charges small member fees;
- A Health Partnership Agreement;
- A team care model in which all practitioners work together;
- Health coaches to aid individuals in making and sustaining lifestyle transformation;
- Leveraged technology to increase efficiency and patient access;
- Educational classes to increase patient satisfaction and improve outcomes. For educational class example, see page 10; and
- IM health outcomes and cost effectiveness research.

Under the leadership of Dr. Heidi Rula, director and Fellowship alumna, and managed by District

Medical Group, UAIHC-Phoenix enrollment grew steadily in its first year with new patient appointments reaching capacity in 2013. Our innovative model embodies delivery of IM practices in concert with a unique business plan. Conventional care is covered by standard insurance reimbursement combined with monthly patient membership fees for additional integrative services (e.g., acupuncture, chiropractic care, mind-body therapies, nutritional evaluations, health coaching, and wellness groups in Tai Chi and yoga). Membership is open to the public and several insurance plans are accepted. In addition, employees of Maricopa County and the Salt River Project (the nation's third-largest public power utility) may choose UAIHC for their primary care.

A three-year study funded by the Adolph Coors Foundation is tracking outcomes to assess UAIHC impact on integrative patient care and cost effectiveness (See IMPACT, page 15, for details).

“SRP [Salt River Project] realizes that preventive care and simple lifestyle changes, in conjunction with great primary care, not only affect employee health and happiness, but also have the potential to lower corporate health-care costs. The University of Arizona Integrative Health Center has given us the opportunity to both help our workforce and participate in a study with the ability to influence health care on a larger scale.”

—Robert Nichols, Salt River Project Human Resources Senior Director

A Sample UAIHC Class

Optimizing Weight and Lifestyle (OWL)

This lifestyle transformation class is a unique, yearlong collaborative process that combines acupuncture, mindfulness, nutrition, and health coaching to help patients achieve their health goals. OWL meets weekly for the first three months, then monthly in months 4-12. A private Facebook group setting provides online community support. Each patient’s primary care physician also conducts regular medical evaluations and patients’ biometric measures are monitored at regular intervals. This class combined with integrative visits is one strategy of our new primary care model.



Sandra Murray, MD, at the UAIHC-Phoenix

Become a Patient-Member

UAIHC-Phoenix

To schedule an appointment:

Tel: (602) 470 – 5577

Email: info@azintegrativeclinic.org

Web: www.ihc.arizona.edu

Consultative Clinic in Tucson

To schedule an appointment with University Health Connection:

Tel: (520) 694 – 8888 x 500 or

(800) 524 – 5928 x 500

Web: www.azcim.org/clinic



Gayle Cordes, LPC, LISAC, psychotherapist at the UAIHC-Phoenix

Coming to Tucson

Planning for the University of Arizona Integrative Health Center in Tucson (UAIHC–Tucson) began this year. Based on our successful Phoenix model, UAIHC–Tucson is designed for patients to receive individualized, comprehensive primary care with a strong focus on personal empowerment, prevention, self-care, and optimal health. Scheduled to open in 2015, UAIHC–Tucson will deliver an unparalleled level and quality of care and have significant impact for Tucson, the hometown of IM. It will enhance IM clinical care, education, and research by demonstrating a sustainable and replicable clinic model, provide a setting to train medical students, residents, and fellows, and serve as a site for further outcomes research.



Proposed architectural model of UAIHC–Tucson. Model and design courtesy of Rob Paulus Architects, Ltd.

Develop an Integrative Health Center in Your Area

For information on licensing an Integrative Health Center based on our model in your area, please contact our consultative service:

Robert L. Crocker, MD

Director of Strategic Clinical
Planning and Implementation
crocker@email.arizona.edu

“The staff of the University of Arizona Integrative Health Center has made a tremendous difference in my life! I have been a patient at the Center for the past year and in that time the changes that have taken place in my life have been nothing less than amazing. At the Center, I found a place that provided the health care services that I needed, the professional guidance that I was seeking, and all the support I needed [to] reach my personal health goals. The [integrative] approach focused on me and allowed me [to] be part of my own personal health care team. My health has improved greatly and I am enthusiastic about further improvements. Finally, I have a plan for my health that was crafted just for me and works perfectly. In addition to all of this, the staff is so caring and knowledgeable. This approach represents the best of what health care can be.”

—Carol J. Buck, UAIHC–Phoenix patient-member



RESEARCH

The Center's research program, led by director Esther Sternberg, MD, is at the forefront of IM scientific inquiry. In 2013 we broadened our partnerships with other university departments and extended our scope of clinical outcomes research. This team approach leads the discipline by converting basic science findings to IM practice, validating the effectiveness of our educational programs, and influencing public policy.

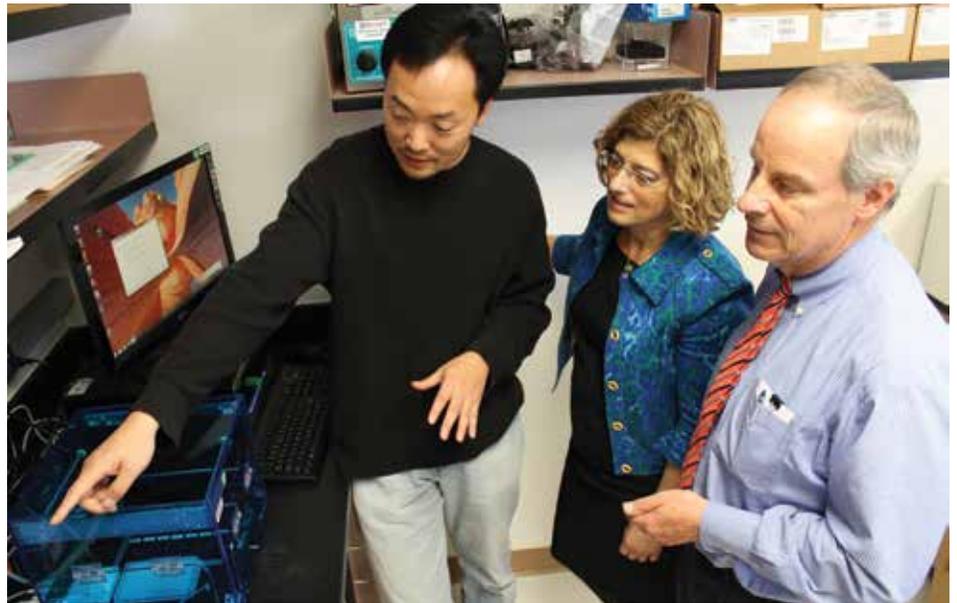


Institute on Place and Wellbeing

The University of Arizona Institute on Place and Wellbeing (UAIPW) seeks to redefine human health to fully encompass the role of the built and green environments in health and wellbeing through research, education, practice, and policy change.

In development as an interdisciplinary research institute at the UA, UAIPW links expertise of the Arizona Center for Integrative Medicine, the UA College of Medicine, and the UA College of Architecture, Planning, and Landscape Architecture (CAPLA). This cutting-edge research venue is taking person-centered health to the next frontier: Person- and Place-Centered Health and Wellbeing.

Central to UAIPW research is the development and use of state-of-the-art, non-invasive devices to track stress and relaxation responses, activity, and other biomarkers of health in real time and real place. These



Drs. Min Jia, Esther Sternberg, and Perry Skeath are developing sweat patch technology

biomarkers can then be linked to environmental measures, such as light (e.g., intensity and wavelength) and sound, as people experience defined places.

To accomplish this, our biomedical research team is partnering with design faculty at CAPLA, and UA biomedical engineers to develop new and exciting methods for linking human health and wellbeing and environmental measures. Planned studies include tracking health and wellbeing outcomes of mother and fetus in different

birthing environments at the UA Department of Obstetrics and Gynecology, and tracking health, wellbeing and spirituality responses to a desert sanctuary environment on Tucson's Tumamoc Hill.

Through this innovative program, UAIPW will train the next generation of health, design, and environmental professionals to implement this new vision of human health.



ECG monitors used to measure the body's physical response to surroundings



Drs. Perry Skeath and Esther Sternberg review test data

Green Road Project

The University of Arizona Institute on Place and Wellbeing (UAIPW) is part of a consortium¹ convened through The Institute for Integrative Health (TIIH), a Baltimore-based nonprofit, which has received a \$1 million grant from the TKF Foundation. The Green Road Project will create and measure the impact of an outdoor space designed to promote healing among military service members. Located on the campus of Naval Support Activity Bethesda, home of

Walter Reed National Military Medical Center, the project will turn a 100-square-yard swath of land in the center of the campus into a sylvan oasis. It will include a streamside path, seating areas, and a commemorative pavilion where service members can pay tribute to fallen comrades.

TIIH has assembled a team of researchers, including UAIPW, to study the physiological, biological and psychological responses to spending time on the Green Road. Using a new set of metrics designed to

measure whole-body healing, studies will look at biomarkers of stress, analyze participants' journals and stories, and examine changes in gene expression.

¹In addition to UAIPW, collaborators include the Consortium for Health and Military Performance at the Uniformed Services University of the Health Science (Department of Defense) and the NIH Clinical Center's Pain and Palliative Care Service, among others.

Integrative Medicine in Residency (IMR) Curriculum Evaluation

In five years the IMR program has grown from its launch at eight family medicine pilot sites to 42 residencies in the US and Canada (See map, page 22). An extensive evaluation component of IMR has facilitated this expansion. We have demonstrated the program's effectiveness in improving resident knowledge and clinical practices. Behavioral measures such as empathy, burnout, depression, anxiety and mindfulness have been evaluated. Results have been published annually in professional journals and multiple presentations and poster presentations have been made at national conferences and meetings.

2013 Publication:

Lebensohn P, Dodds S, Benn R, Brooks AJ, Birch M, Cook P, Schneider C, Sroka S, Waxman D, Maizes V. Resident wellness behaviors: relationship to stress, depression, and burnout. *Family Medicine*. 2013 Sep; 45(8): 541-9.

Pediatric Integrative Medicine in Residency (PIMR) Curriculum Evaluation

Launching at five pediatric residency programs throughout the country (See map, page 22) in June 2013, the 100-hour PIMR curriculum is being piloted to more than 330 residents. Under the direction of Dr. Hilary McClafferty, principal investigator, the effectiveness of the PIMR in enhancing residents' integrative pediatric medical knowledge, empathy and patient care, and successful completion of the curriculum is being evaluated across the three years of residency training.

In addition, residents are being assessed on their own wellness and wellbeing, an area of vital importance as studies show that physician self care is directly related to how well they can help parents and children improve their own health.

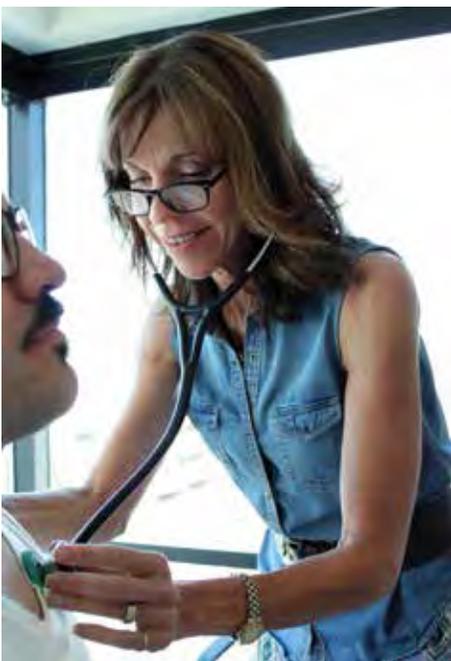
Measurement methods include: questionnaires, direct observation, testing of medical knowledge throughout the online curriculum, interviews with site directors and coordinators, and collection of site-specific residency data.

IMPACT Study

Integrative Medicine Primary Care Trial: Comparative Effectiveness Study of an Integrative Primary Care Clinic Model on Clinical and Cost Outcomes in an Employee Health Benefit Program (Phase I)

A generous grant from the Adolph Coors Foundation is funding a three-year study at UAIHC-Phoenix examining the health- and cost-effectiveness of integrative primary care versus conventional medical care. The Integrative Medicine Primary Care Trial (IMPACT) is under the leadership of principal investigator Victoria Maizes, MD, and in collaboration with senior health services researchers, economists, and health claims analysts from the Health Outcomes and Pharmacoeconomics Center at the UA College of Pharmacy.

Recruitment and enrollment of health center members began in 2013. Improvements in healthy lifestyle behaviors



UAIHC-Phoenix staff gather data as they care for patient-members

will be tracked and medical records data including lab results, body weight and BMI are being gathered. Economic data reflecting care costs and employer health insurance claims (for patients whose employers offer UAIHC as a health benefit option) are also assessed.

A fidelity study component of IMPACT asks patients and practitioners to reflect on their experience of integrative care delivery. Participants are asked about the communication and shared decision-making between patients and practitioners, whether the clinic staff treats the whole person, and how well the integrative team works together in providing care that honors patient preferences.

This groundbreaking study is poised to make significant contributions to national health care policy debates. Findings will further establish the Center, and the Adolph Coors Foundation, as innovators of effective models of integrative primary care to meet the growing chronic disease challenge and to influence discussions on health care reimbursement.

2013 Publication:

Dodds S, Herman P, Sechrest L, Abraham I, Logue M, Grizzle A, Rehfeld R, Urbine T, Horwitz R, Crocker R, Maizes V. When a Whole Practice Model Is the Intervention: Developing Fidelity Evaluation Components Using Program Theory-Driven Science for an Integrative Medicine Primary Care Clinic. *Evidence-Based Complementary and Alternative Medicine*. 2013.

Environmental Medicine Curriculum Evaluation

This online course was designed to improve knowledge, attitudes, and beliefs about environmental medicine, a key area of IM education. The course uses a case-based, interactive format on assessment, prevention, and treatment of environment health issues. Didactic information is delivered through narrative text, video lectures, clinical algorithms, and internet links to reference resources and authoritative documents.

Generous funding from the Onota Foundation and Blackstone Ranch support a course study led by Victoria Maizes, MD. The primary objectives are to test: 1) the effectiveness of an online course in improving knowledge, attitudes and beliefs of participating health care professionals, and 2) the effectiveness of the course in improving the ability of health care professionals to apply clinical skills in the routine care of patients.

Corporate Health Improvement Program

Our Corporate Health Improvement Program (CHIP) works in partnership with CEOs and CMOs of Fortune 500 companies to improve employee health and productivity and reduce medical costs. Most recently CHIP added several new corporate members including Cummins, OptumHealth, and Lockheed Martin. These companies join ongoing members including: American Specialty Health, IBM, Canyon Ranch Resorts, Cisco, Dow, Ford, NASA, Pepsi, Pfizer, Prudential, and Truven.

The goal of CHIP is to establish an evidence base that will lead to informed health and benefits policies for the millions of workers and their dependents in the member companies. Clinical and cost outcomes research focused on prevention, wellness, and integrative medicine interventions is conducted at corporate member worksites.

Academic clinicians and researchers meet with company representatives twice each year to share ongoing research results, discuss current issues, and develop research.

2013 Publication:

Aickin M, McCaffery A, Pugh G, Tick H, Ritenbaugh C, Hicks P, **Pelletier K R**, Cao J, Himick D, and Monahan J. Description of a clinical stream of back pain patients based on electronic medical records. *Complementary Therapies in Clinical Practice*: 1-19, 2013.

Additional Selected Citations

The following citations represent a small portion of the research publications, presentations, and advisory board participation by Center faculty in 2013:

Publications:

Chiasson, AM, Baldwin, AL, McLaughlin, C, Cook, P, Sethi, G. The Effect of Live Spontaneous Harp Music on Patients in the Intensive Care Unit, *Evidence-Based Complementary and Alternative Medicine*. 2013.

Skeath P, Norris S, Katheria V, White J, Baker K, Handel D, **Sternberg E**, Pollack J, Groninger H, Phillips J, and Berger A; The nature of life-transforming changes among cancer survivors; *Qualitative Health Research*; 23(9): 1155-1167. doi: 10.1177/1049732313499074.

Presentations:

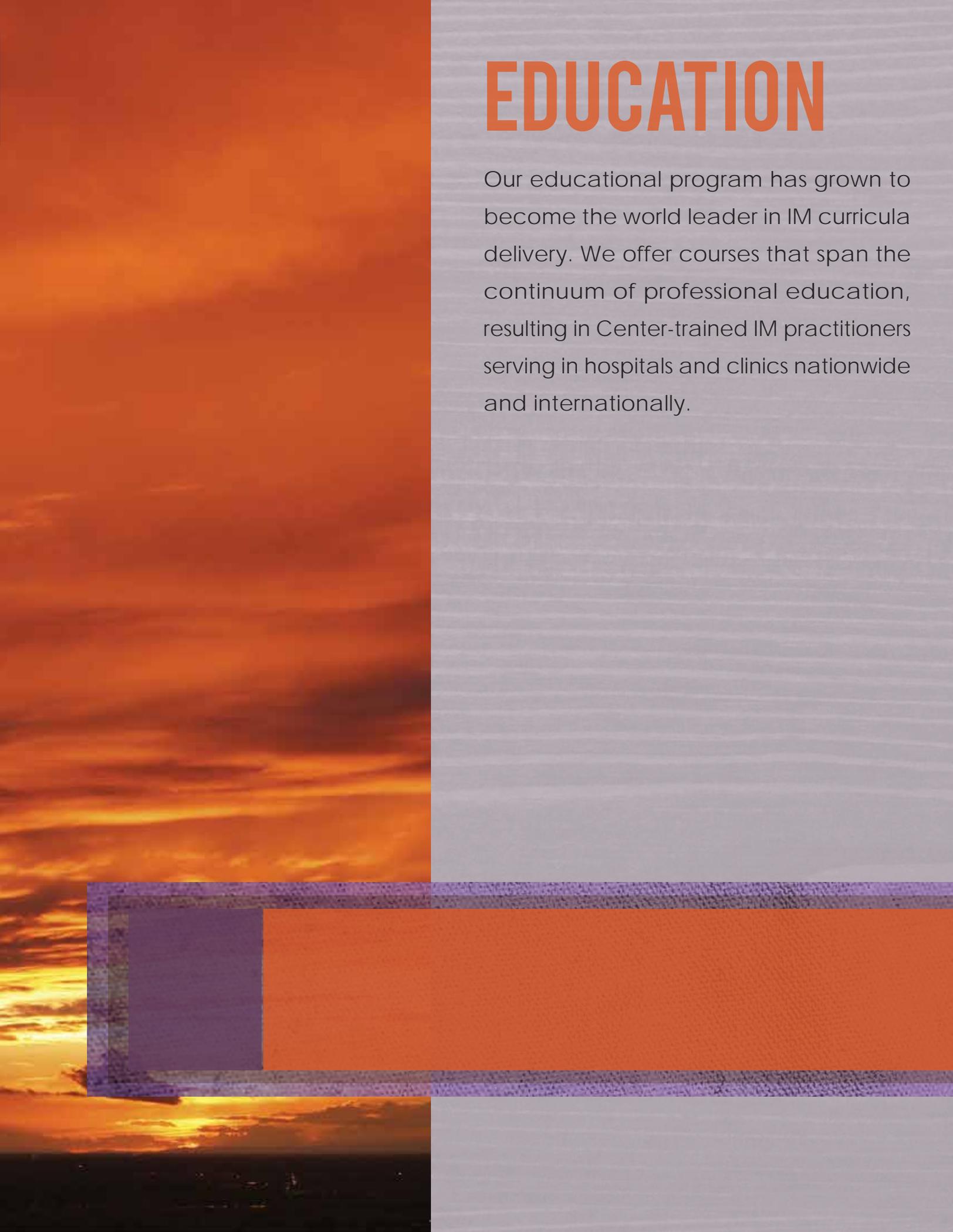
The Future of Medicine. Presented by **Robert L. Crocker, MD**, at the International Foundation of Employee Benefit Plans Canadian Wellness Conference, Phoenix, AZ , February 13, 2013.

Integrative Medicine Approaches to Asthma. Presented by **Randy Horwitz, MD, PhD**, at the International Clinical Congress in Complementary and Integrative Medicine (ICC-CIM), Northwestern University, Chicago, IL, October 6, 2013.

Advisory Boards:

Esther Sternberg, MD: American Institute of Architects, Design & Health Initiative Advisory Committee, and Program Committee International Research Congress on Integrative Medicine.

Hilary McClafferty, MD, FAAP: Chair-Elect, American Academy of Pediatrics Section on Integrative Medicine, and Guest Editor, Special International Edition, *Pediatric Integrative Medicine: An Emerging Field in Pediatrics*, *Children* 2014.



EDUCATION

Our educational program has grown to become the world leader in IM curricula delivery. We offer courses that span the continuum of professional education, resulting in Center-trained IM practitioners serving in hospitals and clinics nationwide and internationally.

FELLOWSHIP IN INTEGRATIVE MEDICINE



Class of 2013 Winter Fellowship Graduates

The Fellowship is the cornerstone of the Center's educational programs. Beginning in 1997 with just four Fellows onsite in Tucson, this inaugural IM training program has grown to accommodate over 250 Fellows in distance-learning training at any one time.

Designed to re-energize, restructure and reframe the practitioner's perspective of medicine, the Fellowship teaches a new way of caring for patients, with emphases on the individual, prevention, and wellness rather than on disease and treatment.

Nationally recognized experts and faculty from a variety of disciplines, modalities and philosophies created and teach in the two-year, 1000-hour program.

The Fellowship curriculum also includes three separate residential weeks conducted in Tucson by Director Tieraona Low Dog, MD, and Assistant Director Hilary McClafferty, MD, FAAP, along with the participation of multiple Center faculty and visiting specialists. Residential weeks develop a sense of community among the Fellows, provide experience with IM modalities, expand the network of like-minded colleagues, and offer a new perspective on practitioner self-care.

The program accepts practitioners of every specialty and is open to MDs, DOs, Nurse Practitioners, Physician Assistants, and Certified Nurse Midwives.

As the world leader in IM education, we will continue to expand our Fellowship and foster that same leadership in our graduates as they increase patient access to IM, influence their peers in multiple medical settings, and become IM educators.

Arti Prasad, MD, FACP



Integrative Medicine or more appropriately called ‘Integrative Health’ has meant a lot to my career, my life, my patients, and the learners that I teach. From being labeled as “snake oil” when I started my efforts in early 2000, to it now being called the “model for team-based care,” the University of New Mexico and I have come a long way.

The perception among the medical community has changed from integrative medicine being the “fluff medicine” for rich and privileged to “essential and meaningful medicine” for sufferers of chronic, painful, and life-limiting diseases. Through this practice that no one knew about, my patients and I have learned to be honest and disciplined about their

health care and its delivery. I thank the Arizona Center for Integrative Medicine for providing me the essential tools, support, and mentoring during the last decade or longer.

Arti Prasad, MD, FACP

Professor of Medicine

Chief, General Internal Medicine, UNM Health Sciences Center

Founder and Executive Medical Director, UNM Center for Life

Class of 2003

Russell H. Greenfield, MD



Through great good fortune (maybe something more than that), I entered into the Program in Integrative Medicine (PIM) [now the Fellowship in Integrative Medicine at the Arizona Center for Integrative

Medicine] in 1997. At the time my sense was that I was joining a community of people who wanted not only to change the entire “system of health care” as we knew it, but to better the world as a whole. It was enlightening, it was inspiring, it was fun, but even an idealist “knew” these goals were beyond reach. And then something remarkable happened—I witnessed PIM changing health care, and the world, for the better in ways both meaningful and sustainable. I learned firsthand that Margaret Mead was indeed correct about “...a small group of committed citizens...” And it dawned on me that I might have the opportunity to contribute in some way to this grand undertaking. I learned to frame health care, in fact life, in terms of

possibility rather than dogma—while the latter is ever-changing the former is a constant that allows for belief in the innate healing capacity within each of us. And I was reminded of something I think I knew before I entered medical school, but somehow lost track of—that when it seems there is nothing left to offer those we serve, we still have ourselves to offer, and that alone can be powerful medicine.

I entered the PIM hoping to find a way to better things. In reality, the program bettered me. And I came to understand that’s where any positive change has to begin.

I am grateful beyond words to everyone at the Center who so freely gave of their time, expertise and heart that I might awaken a dormant sense of purpose that fuels me to this day.

Russell H. Greenfield, MD

Clinical Assistant Professor of Medicine

UNC-Chapel Hill School of Medicine

Medical Director, Greenfield Integrative

Healthcare, PLLC

1997 Inaugural Fellow

AZCIM FELLOWSHIP ALUMNI

In 2013, two Fellowship classes graduated and two new Fellowship classes began—making a total of 279 active Fellows during the year. The community of active Fellows and alumni reached 1028 in 2013, coming to us from all over the US and 26 different countries and territories.

31+ Fellows

Arizona 58
 California 116
 Florida 33
 New York 49
 North Carolina 41
 Texas 37
 Wisconsin 39

21-30 Fellows

Colorado 26
 Illinois 29
 Pennsylvania 25
 Oregon 23
 Washington 22

11-20 Fellows

Connecticut 16
 Georgia 18
 Maine 14
 Maryland 20
 Michigan 11
 Minnesota 14
 Missouri 11
 New Jersey 17
 Virginia 15

6-10 Fellows

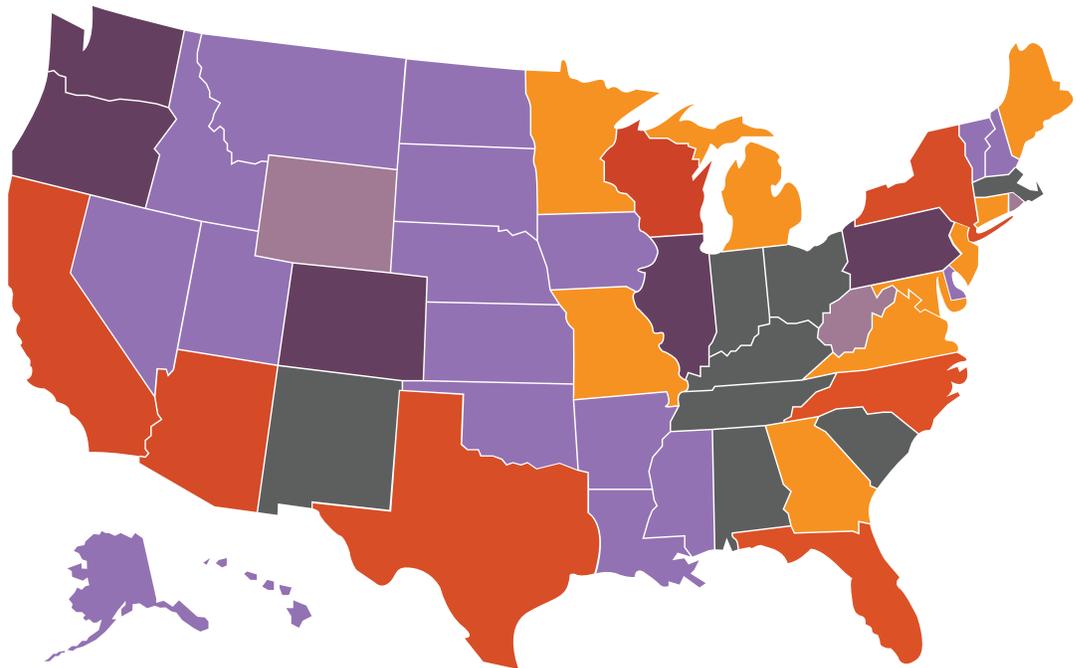
Alabama 6
 Indiana 6
 Kentucky 6
 Massachusetts 7
 New Mexico 10
 Ohio 10
 South Carolina 8
 Tennessee 9

1028

Total current Fellows and Alumni

1-5 Fellows

Alaska 3
 Arkansas 1
 Delaware 2
 Hawaii 1
 Idaho 4
 Iowa 4
 Kansas 3
 Louisiana 3
 Mississippi 1
 Montana 5
 Nebraska 2
 Nevada 2
 New Hampshire 2
 North Dakota 5
 Oklahoma 5
 Utah 1
 Vermont 5
 South Dakota 2



58 | **INTERNATIONAL FELLOWSHIP ALUMNI TOTAL**

Canada 23, Japan 11, Israel 4, Brazil 3, Korea 2, Puerto Rico 2, United Kingdom 1, Philippines 1, United Arab Emirates 1, Mexico 1, Netherlands 1, Norway 1, Thailand 1, Turkey 1, Virgin Islands 1, Bermuda 1, Germany 1, Martinique 1, New Zealand 1

The Bravewell Collaborative



Myles Spar, MD, Fellowship Alumnus and Bravewell Scholarship recipient, speaking at the Bravewell meeting

The Bravewell Collaborative will sunset over the next year. Drs. Weil and Maizes were present this year for one of the last meetings that was indeed a bittersweet moment.

The Bravewell's goal to define core principles of IM worked in concert with our goal to transform health care. Understanding that transformation could only be achieved through change in medical education, they funded infrastructure for rapid growth of the Consortium of Academic Health Centers for Integrative Medicine. In just five years, it grew from a small group to a membership of 57 academic medical centers and affiliated institutions.

We at the Center have been the recipients of Bravewell generosity since their beginning. Scholarship funding supported 93 Bravewell Scholars through our two-year Fellowship in Integrative Medicine. The impact from that award will be realized for generations to come. Beyond the funding, we appreciate their partnership in philosophy and vision for the health of our nation. Bravewell, we thank you!

Board Certification

The newly created American Board of Integrative Medicine began accepting board certification applications in 2013 and continues its implementation process with the first examination dates set

The Center's goal is to have all physician graduates of our Fellowship become board certified.

for fall 2014. Board certification establishes a standard of knowledge, skills, and mastery of the specialty for all who intend to present themselves as IM practitioners.

We look forward to the positive impacts board certification will have for patients who will be able to more easily discern who truly has training and expertise in IM.

INTEGRATIVE MEDICINE IN RESIDENCY

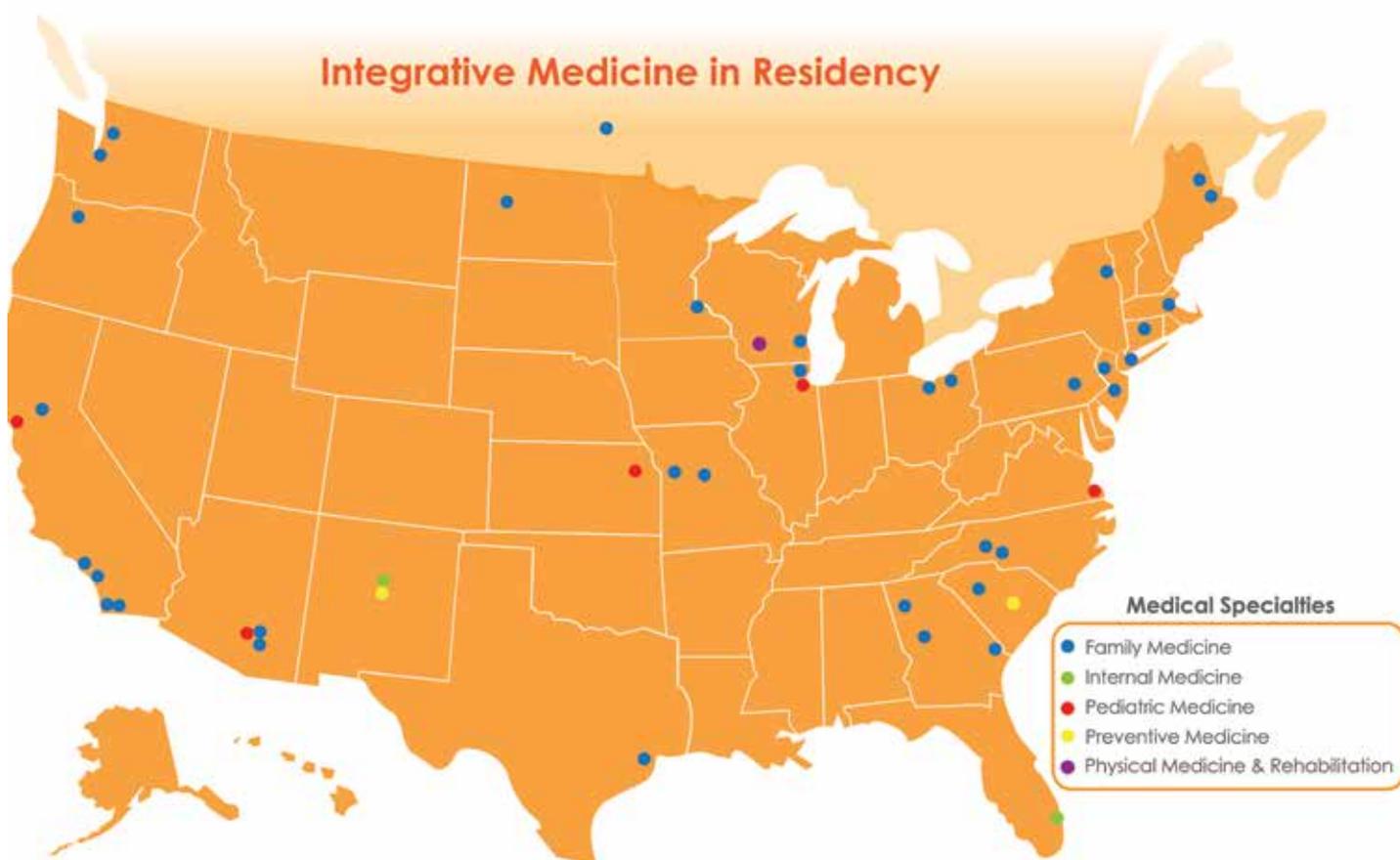
In 2008 Integrative Medicine in Residency (IMR) began as a pilot program at eight sites, under the directorship of Patricia Lebensohn, MD. Today, the 200-hour online curriculum is implemented at 42 primary care residency sites in the US and Canada, addressing topics lacking in conventional graduate medical education and serving as a faculty development tool.

Designed initially for family medicine residencies, the IMR has expanded to include internal medicine, preventive medicine, and physical medicine and rehabilitation residencies. The content emphasizes integrative approaches to prevention and chronic illness management and physician self-care.

In addition, to introduce IM to fourth-year medical students, we developed an elective course entitled, "Prevention & Wellness: An Integrative Approach." This online offering provides foundational IM knowledge as well as measurements for self-care and wellbeing and was in use by medical students at seven participating IMR sites in 2013.

IMR is a crucial component along the continuum of IM education that the Center is developing for all phases of physician training—from medical students, to residents, to fellows, to practicing clinicians, bringing IM into mainstream medical education.

IMR PILOT SITES AND EARLY ADOPTERS IN 2013



Pediatric Integrative Medicine in Residency

Launched in October 2012 at the University of Arizona Pediatric Residency Program to address the need for IM education in pediatrics, Pediatric IMR (PIMR) expanded to full pilot program status in 2013. Modeled on the award-winning IMR, its 100-hour curriculum embeds online, interactive IM modules into pediatric resident education, and incorporates evaluation and faculty development tools.

Curriculum includes: nutrition, mind-body medicine, integrative approaches to mental health, sleep, whole medical systems such as traditional Chinese medicine and naturopathy, physical activity, effective behavior, and lifestyle transformation. A strong emphasis is also placed on physician health and wellness.

Under the leadership of Director Hilary McClafferty, MD, FAAP,



Students engaged in the Integrative Medicine in Residency curriculum, adapted for a number of programs and for functionality on a variety of devices

the national pilot launched at: University of Chicago, Stanford University School of Medicine, University of Kansas Medical Center, Eastern Virginia Medical School/Children's Hospital of the King's Daughters, and University of Arizona College of Medicine, the inaugural PIMR site.

Faculty leaders at each site receive mentorship

development training and resources to track and evaluate resident progress. Online instructional materials include: interactive case studies, internet links, streaming videos, and embedded resident evaluation measures. Technical support and software updates are provided by the Center.

PIMR has more than 330 pediatric residents in training who will become IM practitioners from the beginning of their careers. Upon completion of training, each pediatrician serves approximately 2000 children per year. Therefore, once established in practice, these physicians will deliver IM care to 660,000 children.

The David C. and Lura M. Lovell Foundation, the Gerald J. and Rosalie E. Kahn Foundation, the Weil Foundation, and the John F. Long Foundation, as well as numerous individual donors, generously provided PIMR funding in 2013.



Audrey Brooks, PhD, Center statistician, delivers results at the IMR and PIMR meeting



Dr. Weil leads a cooking demonstration for IMER students

This year's IMER students enjoyed special opportunities—guest attendance at several Fellowship residential week lectures and an evening of cooking with Dr. Weil.

Integrative Medicine Elective Rotation

Integrative Medicine Elective Rotation (IMER) is a month-long experiential introduction to IM for medical students and residents. The Center provides this course twice a year to students free of charge. A total of 54 students participated in the 2013 rotations.

Increasingly we find IMER alumni re-enroll later in their training for additional IM study through the IMR and/or Fellowship in Integrative Medicine programs.



IMER student during the Herb Walk



IMER students experience manual medicine

Integrative Medicine Distinction Track

Increased interest in IM among entering medical students has resulted in continuing growth in the Integrative Medicine Distinction Track (IMDT) on both the Tucson and Phoenix campuses. A total of 30 students are enrolled midway through our third year.

We developed the IMDT to bring IM philosophy and practice to the earliest stages of medical school education. Coursework, participation in patient conferences, Grand Rounds presentations, and a one-month IMER give students the opportunity to study IM in a meaningful and substantial way throughout their four years of medical school.

The distinction track culminates in the preparation of a “capstone” paper and oral examination during the senior year. Six students will graduate with distinction in IM in spring 2014 and will be recognized by the College of Medicine.

Nationally, IMDT is the first robust IM program within medical school.

The Distinction Track has been an excellent adjunct to my medical education. By teaching skills like Motivational Interviewing and sharing knowledge such as the evidence behind various diet plans, I am able to more effectively work with patients. Without the Track, I would be less prepared and less aware of the impact I can promote in my practice. I look forward to the online modules, patient conferences, guest lecturers and rotations that lie ahead.

Coya Lindberg, University of Arizona IMDT, Class of 2016

LIFESTYLE TRANSFORMATION PROGRAM

Developed in 2013 and beginning in January 2014, Integrative Health and Lifestyle (IHeLP), Part 1 of our new Lifestyle Transformation (LT) program, will train an expanded population of health care professionals to empower patients to lives of health and wellness.



Encouraging a vibrant learning community

IHeLP will provide licensed, registered, or certified allied health professionals with a foundational knowledge of integrative health care that addresses the whole person and uses partnering techniques. Participants will be able to utilize lifestyle modifications that improve health and wellbeing (i.e. nutrition, mindfulness, physical

activity, etc.), learn techniques to both motivate change and reduce stress, as well as learn when to use manual medicine, traditional Chinese medicine, and energy work.

The six-month student-centered program consists of approximately 120 hours of engaging online curriculum, faculty mentors, self-care teams and ongoing assignments, faculty-moderated dialogues, and an experiential-focused four-day educational retreat in Tucson.

IHeLP has enrolled its first class of 44 and, combined with Integrative Health Coaching (Part 2 of LT scheduled to begin spring 2015), is projected to grow to 240 students per year by 2018. The addition of these highly trained professionals to the workforce will create an IM team environment, support practicing IM physicians, and expand the IM network.

We would like to express special thanks to the Blythe Brenden-Mann Foundation for providing IHeLP start-up funding.



Blythe Brenden-Mann
Foundation



Integrative Health & Lifestyle Program (IHeLP) Curriculum Goals

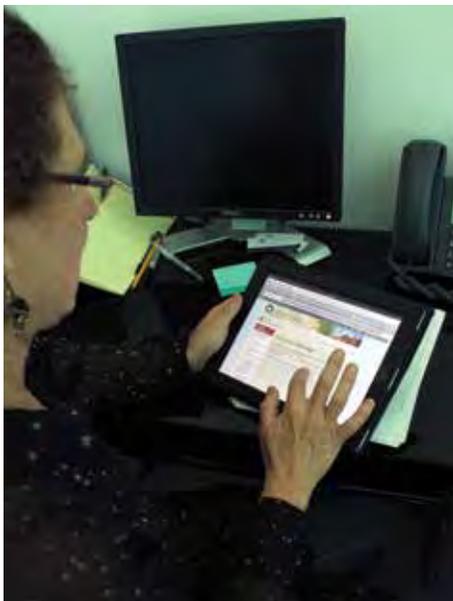


TECHNOLOGY AT THE FOREFRONT

In the late 1990s, Center faculty recognized that distance learning could facilitate the growth of integrative medical education.

A team of education experts, specialists in integrative therapies, and web developers were tasked with designing cutting-edge, highly interactive medical courses for a new online program. In 2000 the two-year, 1,000-hour online Fellowship was born.

This online program began humbly, with 35 students in the first class and a small server in the closet. Success led to the advent of individual supplemental classes in



Dr. Patricia Lebensohn, Director of IMR, using the AzCIM virtual campus

2004 when the Nutrition & Cardiovascular Health course was introduced at the first annual Nutrition & Health Conference.

The Center rapidly outgrew its server and migrated to the University of Arizona data center in 2005. Further tech innovation added expert interviews and demonstrations in streaming video and DVD formats.

Building upon the success of the Fellowship program and to scale the larger numbers of learners, a new Integrative Medicine in Residency program (IMR) was launched in 2008. The IMR program, the first of its kind, leveraged the excellence of the Center's online curriculum. The first 50 residents completed the three-year program in 2011. Today, 42 sites license the program annually and have trained or are training more than 900 residents and their faculty mentors. This has the potential to impact nearly 2 million patients.

The Center now handles over 25,000 active accounts and experiences an average of 1000 user sessions per day. To support the increased traffic, we rely on several servers and our own custom web application.

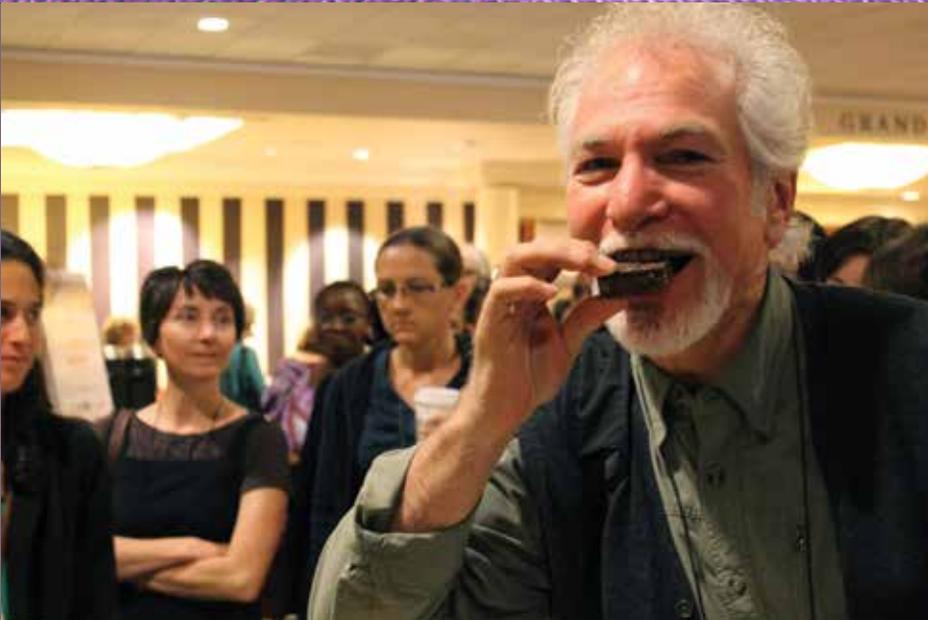
This year we introduced two new educational programs: the Pediatric Integrative Medicine in Residency (PIMR) and Integrative Health and Lifestyle (IHeLp). PIMR was launched



in July at five pilot sites with 330 residents and their faculty. IHeLp, Part 1 of our Lifestyle Transformation program, was developed to expand IM educational opportunities to licensed practitioners and will be available to its inaugural class in January 2014.

Today, the Center offers medical professionals ten online programs/courses and, over the last decade, more than 4500 students have completed our courses. With our unique technological platform, delivery options expanding to mobile devices, instructional experts, and web design team, we are committed to continually developing and enhancing courses.

NUTRITION & HEALTH CONFERENCE



Rubin Naiman, PhD, enjoys some of the fantastic food at the conference



Participants at the 2013 Nutrition & Health Conference

The 2013 Nutrition & Health Conference held in Seattle, Washington marked the 10th anniversary of the premier nutrition conference for health professionals. With more than 700 attendees, the conference was one of the largest in its history.

This year, the conference focused on bringing the latest relevant research to professionals and laypeople who care deeply about healing through food, showing them first-hand that delicious food can also be extremely healthy.

The evening public forum event brought together Dr. Weil and journalist Jo Robinson, author of *Eating on the Wild Side*, for a fascinating discussion on how to choose and prepare food for maximum benefit.

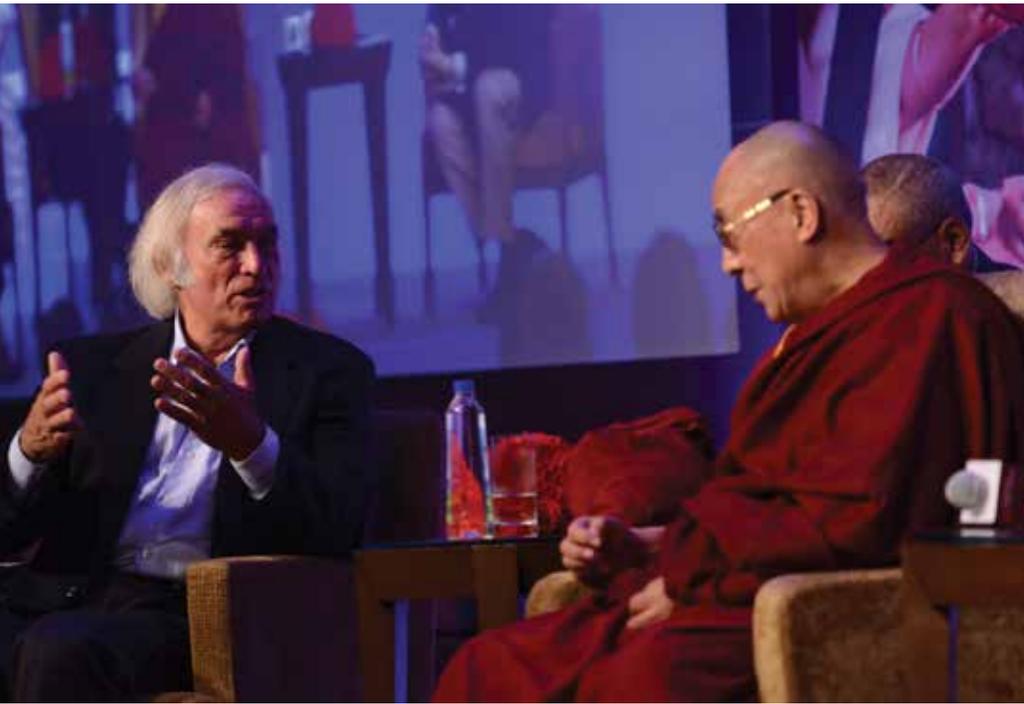
For more conference information, visit us at www.NHConference.org, www.facebook.com/nutritionandhealth and on Twitter at [@nhconference](https://twitter.com/nhconference).



JOIN US

2014 Nutrition & Health Conference
May 5-7, 2014
InterContinental Dallas Hotel
Addison, Texas

2015 Nutrition & Health Conference
May 6-8, 2015
Arizona Biltmore Hotel
Phoenix, Arizona



Dr. Kenneth R. Pelletier in a dialogue with His Holiness the Dalai Lama in New Delhi, India

Educational Outreach

These selected 2013 presentations by Center faculty highlight the Center's outreach to the global community:

Andrew Weil, MD: Lecture, The Mind-Body Connection: Strategies for Optimum Health, at health and wellness seminar for National Security Agency personnel, broadcast worldwide from Ft. Meade, MD.

Andrew Weil, MD: Lecture, Integrative Medicine and the Future of Health Care, 1st Annual Meeting of the Latin American Consortium of Integrative Medicine, College of Physicians, Lima, Peru.

Kenneth Pelletier, PhD: Keynote Address as a "One on One" two-hour dialogue with His Holiness the Dalai Lama (HHDL) in New Delhi, India, at the Global Spa and Wellness Summit.

Victoria Maizes, MD: Guest, National Public Radio/Science Friday, Navigating Dietary Supplement Regulations, an Integrative Medicine and Supplement Interview, New York.

Additional Selected Citations

The following citations represent a small portion of the educational publications and presentations by Center faculty in 2013:

Publications:

Maizes V, Author, *Be Fruitful: The Essential Guide to Maximizing Fertility and Giving Birth to a Healthy Child*, February 2013, Scribner New York, NY.

Budzynska K, Gardner ZE, **Low Dog T**, Gardiner P. Complementary, holistic, and integrative medicine: advice for clinicians on herbs and breastfeeding. *Pediatrics in Review*, August 2013, 34(8): 343-53.

Presentations:

Tieraona Low Dog, MD, Keynote: Women's Health Across the Lifespan; Top Selling Dietary Supplements: The Good, the Bad and the Unproven. Yankee Dental Congress, Boston, Mass., January 31, 2013.

Esther Sternberg, MD, Keynote: Brain Immune Interactions: The Science of Health and Well-Being. 12th Annual Women's Mental Health Symposium, University of Arizona. Tucson, AZ, April 2013.



DEVELOPMENT

For 20 years the support of our donors, sponsors, and partners has been the lifeblood of our progress and our programs. Integrative health care is becoming a reality and we are grateful for the generosity and friendship that is making it happen.





Dr. Weil prepares his ever-popular Tuscan Kale Salad at Culinary Alchemy, the Legacy Circle cooking event. Photograph courtesy of David Whitney French Photography.

PHILANTHROPY AND PARTNERSHIP

In 2013 multiple individuals, foundations, and organizations continued the long tradition of support for the Center and our work to establish integrative health practices as the new standard for care. Their partnership and generous contributions are integral to all of our activities: opening integrative clinical care centers, conducting cutting-edge outcomes research, and continuing our educational leadership in integrative curricula for health professionals. A combination of private and public funding supports the launch of our programs.

This support—combined with our economic model that builds sustainability through program subscription and licensing, a hybrid reimbursement/fee structure for primary care

services, and research grants—provides the opportunity for Center growth. We will continue to utilize best practices in all that we do as we widen the scope of our activities.

We are guided by our partners' trust and belief in our mission to transform health care.

We look forward to building new relationships and strengthening those with longtime associates. As always, we are guided by our partners' trust and belief in our mission to transform health care.

UAIHC–Tucson Fundraising

Culinary Alchemy was a unique and joyous occasion for us, serving as the inaugural event to open our public campaign to establish the University of Arizona Integrative Health Center in Tucson (UAIHC–Tucson). This was just the beginning of our campaign – a total of \$1.5 million must be raised as start-up funding. The unveiling of architectural drawings and a model of the clinic made the prospect of bringing integrative primary care to the hometown of IM all the more real. For additional information on UAIHC–Tucson and how you can become involved in its development, please visit www.azcim.org/support.



Our beloved friend Lura Lovell, pictured here with Aly Cohen, MD. Aly was the recipient of a full scholarship in Integrative Rheumatology made possible in part by the generous gifts of the Lovell Foundation and Colby and Lani Jones.



Author and Chef Rebecca Katz (center) demonstrates preparation techniques. Photography courtesy of David Whitney French Photography.

Legacy Circle Cooking Event

The fall Legacy Circle fundraising event, Culinary Alchemy: Crafting Healthy Meals with Great Flavor, featured Dr. Andrew Weil and co-chef, author and educator Rebecca Katz, MS, in a hands-on cooking demonstration.

In a beautiful setting high in the Catalina foothills and outfitted in commemorative aprons, attendees at this special evening prepped the meal, mastering new cooking techniques and learning food-as-medicine tips along the way. The evening concluded with all enjoying their meal together. We would like to offer special thanks to Jeanie Linders for graciously opening her home for this and other Center events.

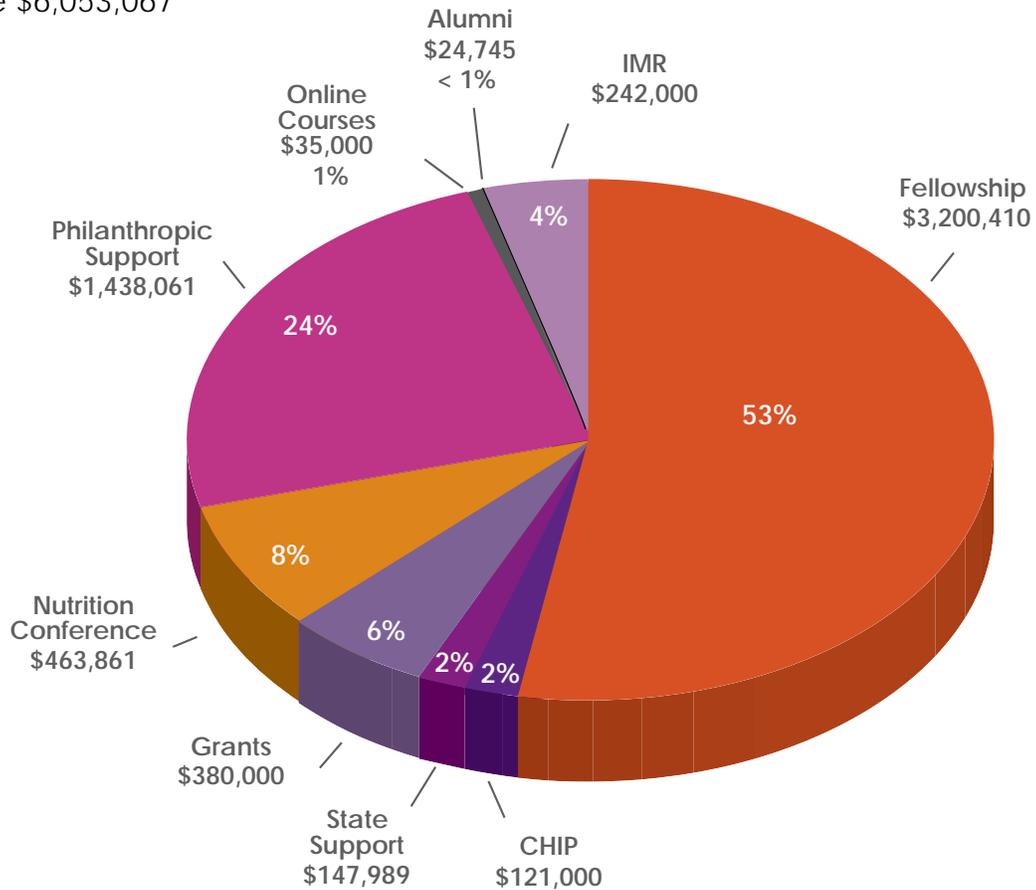


Commemorative aprons were created for guests attending the event. Photograph courtesy of David Whitney French Photography.

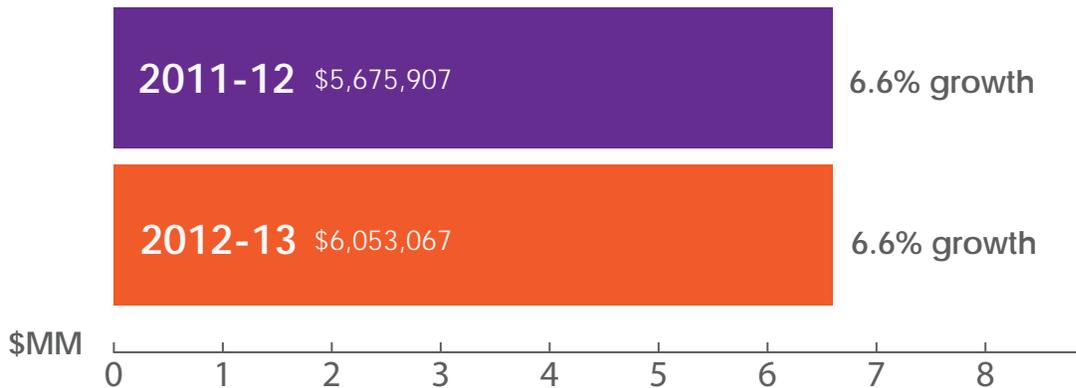
FISCAL YEAR 2012-2013

SOURCES OF REVENUE

Total Revenue \$6,053,067



REVENUE GROWTH



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David and Lura Lovell Foundation
Jewish Community Foundation of Southern Arizona

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