Shift Happens...Overcoming Resistance to Create an Integrative Care Center
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Introduction
In May of 2001, the Integrative Care Center (ICC) affiliated with the Hospital for Special Surgery (HSS) opened its doors. While this was a new business venture that enhanced the Mission of HSS, the endeavor was met initially with mixed support and resistance.

Historical Background
Founded in 1863, HSS is the oldest orthopedic hospital in the country. Recognized since its inception as a world leader in musculoskeletal medicine and surgery, HSS was unfamiliar with holistic medicine and integrative care.

The Opportunity
As a general rule, one might say that “thought precedes form”. In the case of the ICC, the converse was true. Presented with the opportunity of a location and funding, HSS decided they would open a complementary care center.

Overcoming the Hurdles...
• Naming the Center: Changed from “complementary/alternative” to “integrative” to foster collaboration rather than competition.

• Building a Foundation: Selected core services at HSS that were already successful and would lend themselves to an integrative model of care.
  - Massage (licensed and complementary to other services)
  - Physical Therapy (patient centered, hands-on, source of revenue)
  - Physician visits (Internal Medicine, Rheumatology, Pain Management, Physiatry)
  - Exercise Classes and Educational Programs
  - Acupuncture (used in pain mgmt by MD)

• Organizational Involvement and Education:
  Found internal “champions” to support the idea/philosophy who would ultimately be responsible for coordinating initial activities and hiring staff.
  - Multidisciplinary team approach from the outset
  - Strategic/Hiring Plan evolved over first 18 months
  - Initial “Open House” event
  - Monthly Grand Rounds presentations offered (to create a forum for open dialogue and check-in among practitioners/staff/guests)
  - Established research agenda
  - Marketing and promotion consistent with HSS image
  - Education and communication KEY ONGOING PROCESSES!

The MISSION
“...to integrate and provide the best of traditional medicine and complementary care through treatment, education and research in an environment that cultivates wellness and promotes optimal health and mobility...”

Progress and Looking Forward
• ICC’s Site Manager is a Holistic Nurse Practitioner, Reflexologist, and Reiki Master.
• ICC’s Chiropractor first in HSS 142-year history
• Hand therapy, Pilates Studio, Personal Training, Nutritional Counseling all added since the ICC opened
• Funded research by the Mary Kirkland Center for Lupus Research: “Relaxation as an Intervention for Systemic Lupus Erythematosus Patients: A Pilot Study”
• Implementing Peggy Huddleston’s Prepare for Surgery, Heal Faster Program
• Total patient visits for 2004 surpassed 14,000
• Osteoporosis Prevention Center joins the ICC (May 2005).
• Hired full-time Certified Pilates Trainer—another HSS first!