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# Hospital-Based Integrative Medicine: A Case Study of the Barriers and Factors Facilitating the Creation of a Center (Rand Corporation Monograph)

*Ian D. Coulter, Marcia A. Ellison, Lara Hilton, Hilary J. Rhodes, Gery Ryan*

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## Hospital-Based Integrative Medicine

A Case Study of the  
Barriers and Factors Facilitating  
the Creation of a Center



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**Ian D. Coulter, Marcia A. Ellison, Lara Hilton, Hilary J. Rhodes, Gery Ryan : Hospital-Based Integrative Medicine: A Case Study of the Barriers and Factors Facilitating the Creation of a Center (Rand Corporation Monograph)** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Hospital-

Based Integrative Medicine: A Case Study of the Barriers and Factors Facilitating the Creation of a Center (Rand Corporation Monograph):

This study tracks the establishment of a single hospital-based integrative medicine center. Although some factors clearly worked in favor of the center, the hospital had few models to guide it and no experience in creating such a clinic. Thus, it made many decisions in the areas of administration, finance, and legal issues that created barriers to the center's success, and the center was ultimately closed.

From the Inside Flap Presents the results of a five-year study of a hospital-based center for integrative medicine. About the Author Dr. Ryan is a Senior Behavioral Scientist at RAND and an Adjunct Assistant Professor in the Department of Psychiatry and Biobehavioral Sciences at UCLA. He specializes in applying systematic methods to qualitative research, and designing tools to evaluate attitudes and beliefs about health and education topics. Dr. Ryan received his Ph.D. in Cultural Anthropology from the University of Florida. Dr. Ryan has taught graduate courses in advanced ethnographic methods and text analysis, and has run qualitative workshops sponsored by the National Science Foundation, National Institute of Health, and the Centers for Disease Control and Prevention. He has over 10 years experience conducting and analyzing focus group and semi-structured interviews and running methods seminars in the United States, Europe, Latin America, and Africa. Dr. Ryan was a co-editor of Cultural Anthropology Methods Journal (1993-1998) and is currently on the editorial boards of Field Methods and Journal of Public Policy Marketing. At RAND, he has worked on large projects that examine linkages (or lack of linkages) within and between healthcare organizations. These include two NIMH-funded projects that examine networks of care among mental health and physical health providers for people with HIV/AIDS and serious mental illness; and an NCCAM-funded project that uses a multi-stakeholder analysis of how a center for complementary medicine has integrated into a Los Angeles medical center.