



Translating *the* **SCIENCE**
of **WELLNESS**
and **HEALING**

STRATEGIC PLAN FOR 2011–2016



Samueli Institute

is a non-profit 501(c)(3) research organization supporting the scientific **exploration** of **healing** and **wellness**, and their role in medicine, with the mission of **transforming** health care worldwide.

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MESSAGE FROM OUR FOUNDERS AND CEO

We are pleased to present the Samuelli Institute's strategic plan for 2011 to 2016—*Translating the Science of Wellness and Healing*.

As the Institute marks its 10th year, we reflect on the challenges and opportunities that have emerged since our founding in 2001. The world has faced multiple challenges including economic crises, terrorism and long wars, runaway health care costs, increasing disparities and declining health. Technology continues to unify and divide the world and uncertainty for the future is high. Yet, there is also tremendous hope and opportunity. In the last five years, the Institute has been shaped by growth, expansion and productivity. We have had the great privilege to conduct rigorous research, to develop collaborations with passionate and committed partners, and to have our work adopted by large organizations such as the military, hospitals and health care centers, worksites and policy makers. More than ever, the value of and need for gentle, low-cost, natural healing practices and environments continues to grow. It is in this context that the Samuelli Institute works to illuminate the importance of wellness and healing through research, evaluation and education.

In the next five years, we seek to continue this research with the same high quality and rigor as we have since our founding and to build evaluation services that are relevant to those implementing wellness and healing-oriented practices and environments into our culture. As society shifts behavior towards an active focus on health and prevention, it will converge with the work and precepts that are the foundation of Samuelli Institute's research.

We invite you to join us in our mission *"to transform health care through the scientific exploration of wellness and whole-person healing."*

Drs. Susan and Henry Samuelli | Founders

Wayne B. Jonas, M.D. | President and CEO



Drs. Henry and Susan Samuelli

Wayne B. Jonas, M.D.





CONTENTS



2	Executive Summary	
6	Introduction	
7	Why Health, Wellness and Healing?	
11	Why Samueli Institute?	
16	Our Mission, Vision and Values	
18	Institute Goals and Objectives	
20	Advance the science and evidence base for wellness and healing	
22	Facilitate translation of evidence about wellness and healing into practice and behavior	
23	Build leadership partnerships to create wellness and healing practices in health care, worksites, the military and community settings	
28	Enhance organizational capacity and effectiveness to execute our mission	
30	Measuring Success	
34	A Look Ahead	

EXECUTIVE

The mission of Samuelli Institute is to transform health care through the scientific exploration of wellness and whole-person healing.



SUMMARY



Our inherent healing capacity is the most powerful resource we have for enhancing productivity, preventing disease, accelerating recovery from illness and injury, and maintaining well-being when disease cannot be cured.

The world has a vast storehouse of scientific and practical knowledge about human health, wellness and healing, which if widely applied could dramatically reduce disease and suffering, and could contribute to a more prosperous and peaceful world. Regrettably, the transformative potential of this knowledge for individual lives, for communities and for global well-being is not being fully realized. Instead, increasingly unaffordable and unsustainable “health care” practices focused on a search for elusive “cures” consumes more and more wealth without adding to well-being.

The solution to our crisis in health care is right before our eyes, yet its potential remains largely untapped.

TO HEAL, OUR BODIES MUST BE NOURISHED AND SHELTERED BY THE EARTH, OUR MINDS AND EMOTIONS MUST BE AWAKE AND CALM, AND OUR SOCIAL SELVES MUST REACH OUT FROM NEED TO SERVICE. IN SUCH A WORLD, HEALING EMERGES EVEN WHEN CURING CANNOT. AND THERE IS ALWAYS A PLACE FOR WELL-BEING. A CULTURE THAT VALUES WELLNESS AND HEALING WILL CREATE A FLOURISHING SOCIETY — PRODUCTIVE, CREATIVE, HEALTHY AND PEACEFUL.

NOW IS THE TIME TO ALIGN OUR VALUES WITH SCIENCE AND ACTION; TO CREATE POLICIES AND LAWS THAT PROMOTE FLOURISHING; TO LINK PRODUCTIVITY AND PROFIT TO HEALTH; TO LEARN, PLAY AND ENTERTAIN IN CELEBRATION OF COLLECTIVE WELL-BEING; AND, TO CREATE A BIOMEDICAL AND HEALTH CARE SYSTEM THAT HEALS AS WELL AS CURES.

NOW IS THE TIME TO WORK TOGETHER IN TRANSLATING WHAT WE KNOW ABOUT THE CREATION OF HUMAN HEALTH INTO SOCIAL AND INDIVIDUAL BEHAVIOR.

Since 2001, Samueli Institute has mapped the contents of this storehouse of knowledge. It has developed research tools and services that provide rigorously developed and pragmatically delivered information about the many factors that affect wellness. This work has resulted in hundreds of research projects, publications and presentations and more than 45 scientific conferences. Our research has been utilized by the U.S. military and Veterans Health Administration, adopted by health care organizations and corporations; and it provided the language and concepts that helped to establish the National Prevention Council. We have built a robust portfolio of research methods from basic science to program evaluation and health services research, using both qualitative and quantitative approaches through our network of research partners.

The Institute now seeks to build on these activities by offering a research service and by developing processes for implementing research knowledge into settings across the human lifespan. Our focus for the next five years is conveyed in the title of this strategic plan: Translating the Science of Wellness and Healing: 2011–2016.

THE INSTITUTE'S STRATEGIC GOALS FOR THE NEXT FIVE YEARS ARE TO:

- Advance the science and evidence base for wellness and healing
- Facilitate translation of evidence about wellness and healing into practice and behavior
- Build leadership partnerships to create wellness and healing practices in health care, worksites, the military and community settings
- Enhance organizational capacity and effectiveness to execute our mission



To accomplish this, the Institute will expand on its research base, applying the highest standards of rigor and quality, with a new emphasis on facilitating the integration and translation of research and experience into education and behavior-enhancing programs that can then be put into practice. Our focus is on whole-person and whole-systems concepts and reflects the widespread awareness among the public, in the business community, in the military and in local government and education establishments that evidence-based healing and health promotion practices present viable, less-costly wellness options. Indeed, 2011 has marked significant investments in such programs in worksite settings.

We will also facilitate the dissemination of best practices for attacking childhood obesity, examine the fundamentals of nutrition in agriculture, and advance approaches to resilience and pain management in the military and for our veterans. By building on our research activities and models of healing practices, and by offering new services based on their success, the Institute will define a role as a leading facilitator in the adoption of wellness approaches with and on behalf of its partners.

The Institute will measure its progress through a Dashboard of Success Indicators. The Dashboard will track how Institute activities are facilitating the incorporation of wellness and healing concepts and practices into health care, worksites, communities and policy partners.

We invite you to join us in our mission “to transform health care through the scientific exploration of wellness and whole-person healing.”

INTRODUCTION



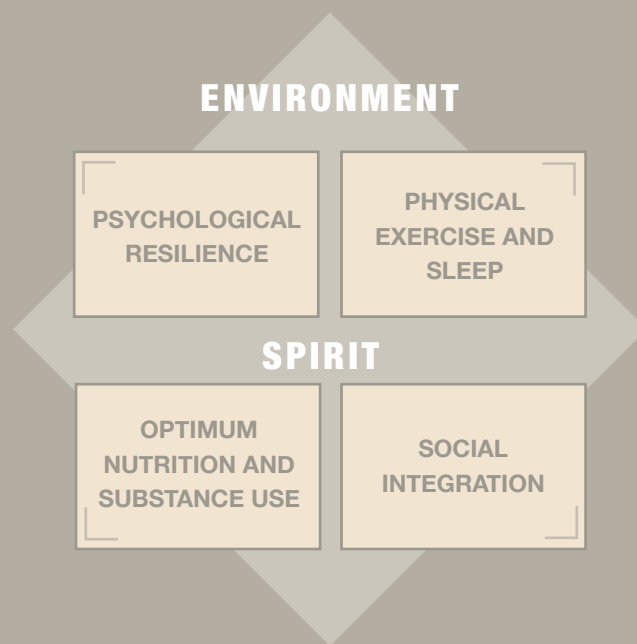


WHY HEALTH, WELLNESS AND HEALING?

As a result of advances in our understanding of systems biology, of brain and human genome science and after a generation of clinical research and consumer experience with integrative health practices, Americans are now poised to take advantage of optimal healing and health promotion approaches through which they can attain new levels of vitality and reduce their susceptibility to illness and disease.

Science has shown us that disease and health exist as a continuum for every individual and has identified the fundamental elements of that continuum. Both before and after a diagnosis, between states of health and disease, we know that specific health promoting actions can slow or prevent chronic disease, and strengthen our overall health, personal productivity and optimal well-being. No matter what our current level of inherent vitality, illness or stage of life, our health potential lies in a simple set of behaviors: optimum nutrition and proper substance use, physical exercise and rest, stress and resilience management, and social connectivity and integration.

Together, Healing Oriented Practices and Environments spell “HOPE,” for individuals and for society. It is a concept that establishes a continuum of healing—from ancient concepts being newly understood, to modern medicine removed of its flaws and now being integrated in the light of modern science.



- 1. Stress Management and Resilience.** Research has demonstrated the benefits of achieving a mind-body state that is known to counter the stress response and to improve receptivity and motivational factors for lifestyle change. Recent research has shown that mind-body practices can be learned and that they can counter the physical, psychological and even genetic effects of stress. They can prevent or alleviate Post-Traumatic Stress Disorder (PTSD), improve fitness and weight management, and enhance cognition and overall physical function—all of which serve to enhance health and strengthen personal resilience.
- 2. Physical Exercise and Sleep.** Physical exercise and sleep can reduce stress, improve brain function, slow aging and heart disease and help establish and maintain optimum weight. Fitness, along with proper rest and sleep, maintains functioning and productivity of the whole person throughout the lifespan and in any stage of health or illness.
- 3. Optimum Nutrition and Substance Use.** Ideal weight and optimal physiological function occur best in the context of proper nutrition and reduced exposure to toxic substances—nicotine, alcohol, drugs—that impair function. Food and substance management requires systematic motivational structures, environmental controls, food selection training, and family, peer and community involvement.
- 4. Social Integration and Service.** The social environment is the key to health and to healing, as is service to self and others. Both health and happiness, we have learned, are socially contagious. Social integration is not only health enhancing in its own right, but is essential for sustainable behavioral change in any culture, whether it is in a combat brigade, a business’s worksite wellness program, a federal agency or a local school or community. Health promotion can be effectively achieved in this social context, where common values are shared among peers, friends, family, co-workers and residents.

As continued economic pressures add to social stress and disproportionately affect underserved communities, programs of resilience and behavior change offered by the community can help to alleviate stress-inducing factors that lead to illness.

- 5. The Inner and Outer Environments.** These behavioral components of human flourishing are embedded in a healthy physical environment and cultivation of a purposeful life. A healthy environment attends to the physical structure and setting that facilitates healing and minimizes the adverse impact on the earth. Attention to architecture and art, and exposure to nature, sound, smell and light are key elements. Building and operating with “green” principles completes the ecological and sustainable nature of an optimal healing environment.
- 6. Integrative Health Care.** The first five factors center on the individual and his or her community. This personal foundation is supported by a national community of care and treatment practitioners whose work facilitates whole-person healing. These practices—sometimes referred to as holistic or integrative medicine—catalyze and accelerate healing when recovery is stopped or delayed. They also serve as complements to conventional treatment regimens. When effective, these practices can do far more than simply address a disease process or control a single condition, because the whole-person view that guides them can engage multiple levels of healing—mind, body and spirit.



The Challenge

Too many people go without high-value preventive services, health promotion and integrative health care practices.

As a result, they get sick and utilize expensive medical interventions, a situation that is unsustainable. Examples of underutilized preventive and health promotion practices include colon cancer screening to prevent advanced disease, immunizations to protect against flu or pneumonia, fitness and resilience training to enhance productivity and well-being, self-care and integrative health practices to treat chronic pain and enhance healing, and healthy lifestyle education to prevent diabetes, hypertension, obesity, stroke, cardiovascular disease and cancer. Examples of underutilized integrative health care practices include a healthy diet for blood pressure management, acupuncture for pain, mind-body practices for stress management and depression prevention, and nutritional and dietary supplements for bone health, immune function and cognitive protection.

The discouraging state of health has been thoroughly and repeatedly documented. For example, America spends more than any other nation on health care yet is 37th on the list of healthiest nations. The world faces epidemics of obesity, mental illness and chronic disease, as well as new threats from pandemic flu and bio-terrorism. At current cost rates, health care will account for 25% of the United States (U.S.) GNP by 2025 and 49% by 2082! The first of the “baby boomers” turned 65 in 2011, starting an avalanche of aging care needs that will bury the U.S. Medicare system. Yet despite all of this, less than four cents of every health care dollar is spent on prevention and health promotion. Even less is devoted to the many traditional and complementary health care practices used by millions of Americans. The modern health care system is unsustainable even for developed nations and cannot be “exported” to the developing world. A time to change this approach is well overdue.

At the Institute we believe that this trend can be altered only by a focus on healing and health promotion. That is why our mission focuses directly on optimizing knowledge and application of these components for individuals, organizations and communities.

The Opportunity

Research in recent years on wellness and healing amply demonstrates that the solution to improving health at lower cost is right before our eyes.

The opportunity now rests largely in reacquainting ourselves, and our health care establishment, with these untapped powers for health, resilience and healing.

Over millennia, traditional health care practices have developed a wealth of approaches to what we now call health promotion and healing. Many thousands of contemporary practitioners and millions of patients across the world have discovered natural approaches for preventing and treating disease that are drug-free and that empower personal self-care. These approaches can be found within a number of fields such as health promotion, holistic nursing, and complementary, integrative and functional medicine. In addition, trained practitioners delivering wellness and healing are distributed throughout disciplines such as primary care, nursing, behavioral medicine, rehabilitation, palliative care and public health.

This gap—between the potential we have before us to use these innate healing capabilities and the omissions of our current system to do so provides the opportunity for change. This is where Samueli Institute has established its work.





TRUE PREVENTION, HEALTH PROMOTION AND INTEGRATIVE HEALTH CARE REQUIRE SOMETHING DIFFERENT THAN JUST ACCESS TO CURRENT MEDICAL TREATMENT SERVICES.

A WELLNESS MODEL PROVIDES A NEW VISION FOR MAINTAINING HEALTH AND MANAGING ILLNESS BASED ON THE PRIMARY COMPONENTS OF HUMAN FLOURISHING.

SAMUELI INSTITUTE SEEKS TO FACILITATE A SHIFT TO THIS MODEL THROUGH RESEARCH AND EVALUATION OF WHOLE-SYSTEMS AND WHOLE-PERSON APPROACHES TO WELLNESS AND HEALING.

WHY SAMUELI INSTITUTE?

QUALITY SCIENCE, CUTTING EDGE QUESTIONS AND METHODS

Samueli Institute is a non-profit, independent research organization uniquely positioned to illuminate the value of wellness and healing practices and facilitate a change in behavior to actualize those practices and outcomes. We focus on determining the safety, effectiveness and utility of wellness approaches, integrative health care and healing oriented practices and environments. We generate knowledge and information about wellness and healing and provide that information to the public.

Founded in 2001 by Drs. Susan and Henry Samueli, and under the direction of Wayne B. Jonas, M.D., the Institute maintains three offices (Virginia, California, Germany), and a RAND/Samueli Chair for Integrative Medicine Policy Research.

Building the Science of Healing

For the past ten years we have worked on the foundational elements for moving health care to systems and processes based on healing and health promotion. Institute research areas include natural products, nutrition and lifestyle, mind-body practices, communication and healing relationships research, complementary and traditional approaches such as acupuncture, manipulation, yoga and the placebo (meaning) effect.

Our research contributes knowledge and information to the public on the safety, effectiveness and utility of wellness approaches, integrative health care, and healing oriented practices and environments. In addition, we have also developed research tools and services that provide rigorous and pragmatic information about wellness and healing. Examples of research methods the Institute has created are:

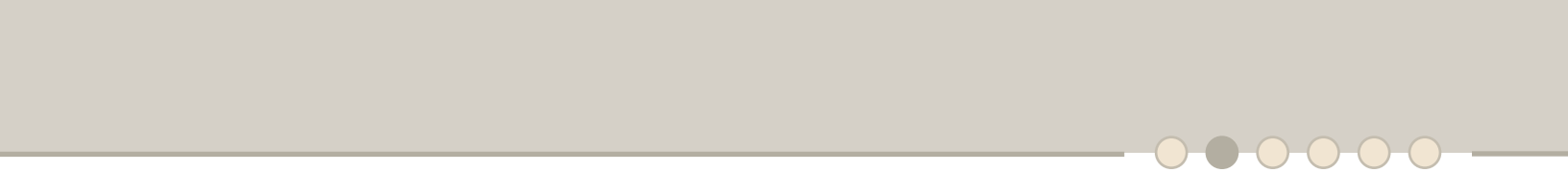
- The Rapid Evidence Assessment of the Literature (REAL)
- The Systematic Evaluation and Review of Claims of Healing (SEaRCH)
- The Practice Outcomes Documentation System (PODS)

These tools and the accompanying research results are being used by the U.S. military, the Veterans Health Administration and other health care and research organizations. Examples include research on “Battlefield Acupuncture” for use during transport of service members from the war fronts and the use of mind-body practices for treatment of PTSD.

Whole-Person and Whole-Systems Research

Creating whole-systems frameworks for evaluation of wellness and healing is a long-term strategy for the Institute and a major factor in our current work. An example of how the Institute’s work has evolved from a research construct to a concrete solution is the Optimal Healing Environment (OHE) framework. The development of the OHE framework, housed within the Institute’s Center for Optimal Healing Environments, has produced several influential publications about healing, including:

- Definitions and Standards in Healing Research
- Toward Optimal Healing Environments in Health Care

- 
- Assessment Tools for Optimal Healing Environments
 - Developing Healing Relationships
 - Books on practitioner-patient relationships and patient-centered care, such as:
 - Physician-Patient Communication, and
 - Becoming an Optimal Healing Environment: Guide for Health Care Leaders

The OHE program has conducted national surveys on the use of healing-oriented practices and integrative health in the U.S. It also published *Enhancing the Patient Experience*, an in-depth evaluation of exemplar organizations.

Importantly, the Institute has adapted the substance and articulation of the systems-oriented approach with other organizations and partners such as the U.S. military, health policy makers, health care organizations and practitioners. This has given us invaluable experience in creating models for whole-systems frameworks, useful for many enterprises that are now investing in creating their own cultures of wellness.

A Track Record of Impact

Institute-facilitated research has resulted in several high-impact areas, including:

- The Institute of Medicine (IOM) Report on Dietary Supplements in the Military, which launched additional major research efforts on nutrition and brain health for stress resilience and a series of studies on enhancing the level of omega-3 fatty acids in foods.
- The Wellness Initiative for the Nation (WIN), a policy-defining effort that was instrumental in establishing the National Prevention Council (NPC), formed in the summer of 2011. It is a major federal initiative to imbue “wellness and prevention” activities within the highest levels of more than 17 federal departments and agencies.
- The facilitation of a new paradigm for health and wellness, Total Force Fitness, currently being implemented by the chairman of the Joint Chiefs of Staff into military doctrine. Total Force Fitness provides a whole-systems framework for enhancing resilience and performance for service members and their families. This framework is also being evaluated by the NATO Committee on Integrative Medicine.

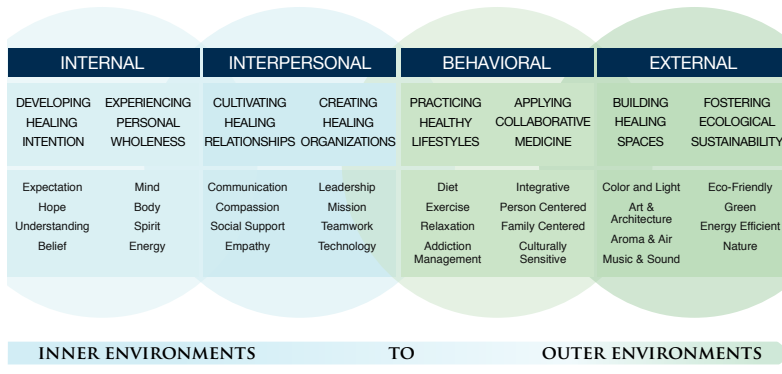
Selected Examples from Samueli Institute Research



Battlefield Acupuncture: The Institute collaborated with COL (Ret) Richard Neimtzow, M.D., Consultant to the Air Force Surgeon General, to develop and test a simplified acupuncture technique that could be used for acute pain in remote locations. This resulted in a simple, five-point, ear acupuncture technique that was tested in a randomized, controlled trial at Andrews Air Force Base, Maryland and found to be safe, feasible and effective. This technique, now called “Battlefield Acupuncture” is being utilized in Afghanistan and during aeromedical transport of wounded service members to Walter Reed National Military Medical Center.

OPTIMAL HEALING ENVIRONMENTS MAKING HEALING AS IMPORTANT AS CURING

An Optimal Healing Environment is one that supports and stimulates patient healing by addressing the social, psychological, physical, spiritual and behavioral components of health care and enabling the body's capacity to heal itself.



Optimal Healing Environments: In 2003, working with multiple partners, the Institute developed a whole-systems framework for assessment of healing practices in health care settings called “Optimal Healing Environments” (OHE). This framework, which proposes a set of tools for systematic integration of wellness and healing oriented practices and environments with medical and disease treatment approaches is now being used at multiple locations across the country. It is being used for curriculum development at the Center for Spirituality and Healing at the University of Minnesota, as a

foundational concept for Grinnell Regional Medical Center in Iowa and in programs at the Department of Veterans Affairs (VA) medical centers in Long Beach and Los Angeles, California. OHE concepts were also incorporated into the VA’s Report of the Task Group for Innovative Future Environments for VA Healthcare Delivery. The report will be utilized by VA leadership in the reconstruction and renovation of VA facilities over the next decade.

Creating the “SuperChicken”: In 2009, the Institute collaborated with the National Institutes of Health and the Department of Defense to bring together world experts in order to examine what is known about the role of omega-3 fatty acids in psychological and brain health. After this conference, the Institute launched a multi-partner program to try and change the composition of commonly eaten foods to provide more omega-3 fatty acids in chicken, eggs and pork. Dubbed the “SuperChicken Project” and under the direction of Bernadette Marriott, Ph.D., these products could have a major impact on conditions such as depression, suicide, heart disease and other major public health challenges.





Our Challenge for the Future

The primary challenge for the Samueli Institute in the next five years is to build on this track record in ways that make its research and services more relevant and appealing to organizations and institutions that are implementing wellness and healing-oriented practices and environments into our culture. As society shifts behavior toward an active focus on health and prevention, it will converge with the work and precepts that have driven the Institute over the last ten years.

To continue this shift, the Institute needs to align its research efforts with the key cultural drivers in health creation without losing a whole-systems perspective. Generating and summarizing new knowledge is one aspect of this challenge; facilitating the translation of that evidence into different social environments and settings is another. The Institute seeks to balance both the rigor and the relevance of its research by building partnerships with key stakeholders in health promotion and providing research and evaluation services to respond to the needs of those stakeholders seeking to implement a whole-person/whole-system paradigm shift.

OUR MISSION, VISION

We believe that Samuelli Institute can facilitate activities in our society that serve to:

- Align whole-person healing with science and action
- Create policies that promote wellness
- Link productivity and profit to health promotion
- Facilitate ways of learning, working and playing that create health and community well-being
- Inform a biomedical and health care system that heals as well as cures



AND VALUES



Now is the time for us to work together to take what we know about the creation of human health and wellness and translate it into social and individual behavior change. This is Samueli Institute's mission and the foundation for its vision and values.

Our Mission is to create a flourishing society through the scientific exploration of wellness and whole-person healing.

Our Vision is a world in which healing processes are the formative concept for improving performance, preventing illness, achieving and maintaining wellness, and ameliorating chronic disease.

Our Values

Service to the public: As a nonprofit service organization, Samueli Institute serves as a facilitator of research on wellness and healing—making discoveries, developing relationships, conducting research and building a rigorous science that results in shared knowledge, improved patient care, enhanced resilience and performance, and healthful living.

Scientific exploration: Samueli Institute supports science grounded in observation, investigation and analysis, and has the courage to ask challenging questions within a framework of systematic, high-quality research methods and the peer-review process.

Integrity in all we do: Samueli Institute acts with the highest respect for the public it serves by ensuring transparency, responsible management and ethical practices from discovery to policy and application.

Reflection in action: Samueli Institute recognizes that healthy cultural change occurs through the actions of individuals and organizations that balance self-care and reflection with a willingness to take transformative risks and a desire to serve others compassionately.

OUR GOALS AND

*Making Wellness
and Healing
as Important
as Curing*

OBJECTIVES



Going forward, the central effort of the Institute is to expand its rigorous and high quality research base and to add an evaluation component that facilitates implementation and translation of that research into policies, practices and behaviors. The Institute's strategic goals and the objectives to accomplish them are summarized in this section.

SAMUELI INSTITUTE'S 2011–2016 GOALS:

- Advance the science and evidence base for wellness and healing
- Facilitate translation of evidence about wellness and healing into practice and behavior
- Build leadership partnerships to create wellness and healing practices in health care, worksites, the military and community settings
- Enhance organizational capacity and effectiveness to execute our mission

1

Advance the science and evidence base for wellness and healing.

One of the biggest challenges for the Institute is how to identify the most important questions required for creating a wellness and healing model. How can we summarize current knowledge and help generate new knowledge that is relevant to key cultural stakeholders? The Institute has worked closely with hospitals, the military and policy makers to identify such questions. It recognizes the challenges facing these and other stakeholders such as businesses and communities. Thus, the Institute will seek to identify the most crucial questions about wellness and healing in collaboration with these groups. Our strategy involves:

- a. Convening leading experts in whole-systems and whole-person healing, seeking cross disciplinary formulation of a wellness research agenda.
- b. Evaluating the business case that whole-systems approaches can have for maintaining health, accelerating recovery, and reducing suffering and costs. With key stakeholders, the Institute will:
 - i. Develop a research agenda on the science of consciousness and the clinical value of mind-body practices.
 - ii. Conduct studies to elucidate the value of natural products on wellness and health.
 - iii. Identify key predictors of overweight and obesity among children and adults in both civilian and military populations.
 - iv. Apply epidemiological methods to further understand the relationships among diet, nutrition, and physical activity and health outcomes.

A second major challenge for the Institute is how to provide rigorous and efficient research and evaluation services to groups implementing wellness and healing practices. The Institute has a portfolio of research tools and services that allow for discovery, description, data analysis, evidence review, technology and program evaluation, efficacy testing, and policy research. It is currently adding comparative effectiveness and appropriateness methods to its portfolio.



Often stakeholders want more streamlined and low-cost evaluations focused on specific programs that do not take into account a long-term or a whole-systems framework. The Institute needs to be responsive to the speed and costs of research and evaluation, without compromising quality or a whole-systems perspective. It needs to make a better case for the value of such a perspective. Thus, the Institute will consolidate and streamline these services making them available to more clients and will develop projects applying these services with each of its key leadership partners, specifically, health care organizations, the Defense Department and Veterans Health Administration, the Department of Health and Human Services, foundations and private companies.

The Institute's strategy involves the following:

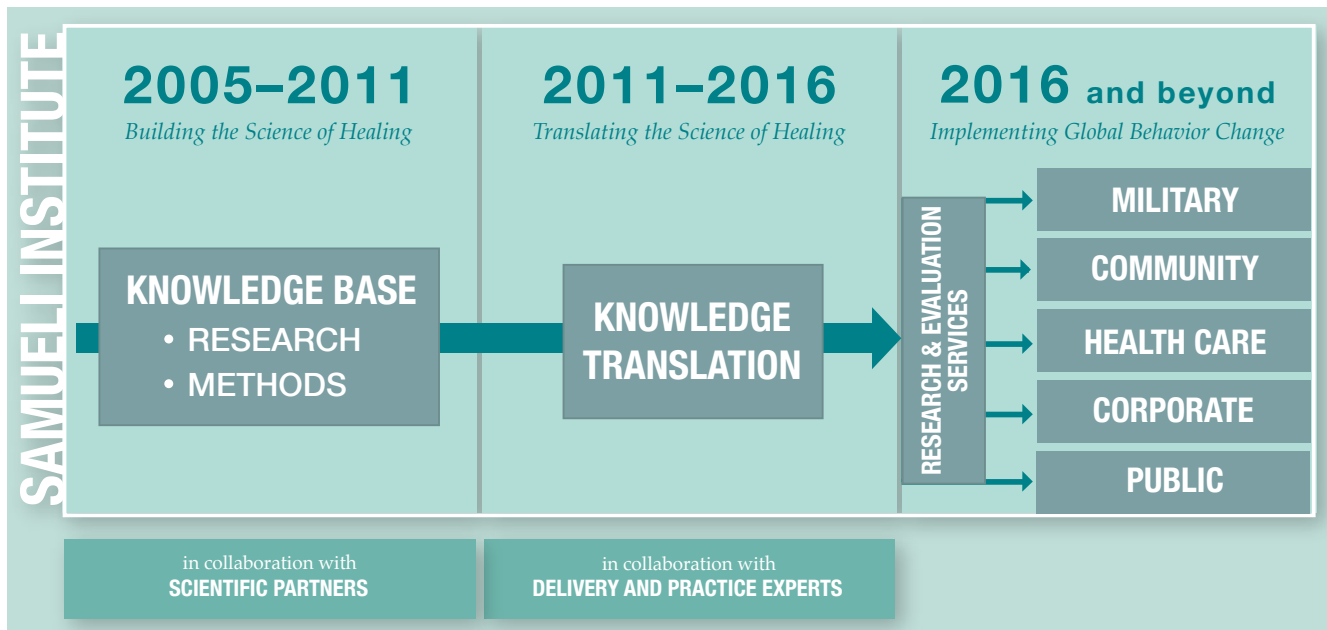
- a. Further establish the scientific evidence to support the Optimal Healing Environments framework.
- b. Develop, utilize, validate and disseminate a tool for assessment of the literature using the Rapid Evidence Assessment of the Literature (REAL) process and offer this and other scientific review processes as a service.
- c. Establish the Samueli Institute Portfolio model as the gold standard for the assessment of complementary and integrative approaches in the Department of Defense (DOD) and Veterans Health Administration.
- d. Co-develop Total Force Fitness evaluation toolkits in collaboration with military leaders and facilitate its implementation at selected sites.
- e. Co-develop Whole Community Wellness evaluation toolkits in collaboration with community leaders and facilitate their implementation at selected sites.
- f. Conduct rigorous multi-site clinical trials and program evaluations on selected integrative practices of interest to its primary customers.
- g. Map military and civilian spirituality and mindfulness practices in the U.S. and Europe.

2 Facilitate translation of evidence about wellness and healing into practice and behavior.

The Institute currently holds research conferences, publishes papers and makes presentations around the world on wellness and healing research. However, it is clear that knowledge is not enough; we must also act. Understanding is not enough; we must experience personal wholeness and well-being. The challenge for the Institute is how to provide science-based information about wellness and healing in a way that it can be used by organizations and individuals to change behavior. The strategy to address this challenge is to identify high-quality experts and organizations that provide training in wellness and healing practices, link them to organizations and locations that are seeking to implement, integrate and translate this into their systems, and then evaluate the effectiveness of that implementation process at those locations.

This strategy will require quality standards for training and useful program evaluation services for those implementing wellness and healing practices. We call this strategy “Knowledge Translation.”

THE PATH TO WELLNESS AND WHOLE-PERSON HEALING





This will involve creating services for those seeking to deliver healing in their communities and a learning network of those who have developed best practices at all levels. In building this service and network, we will seek to establish long-term, translational programs with six key leadership partners—the Department of Defense (DOD), Veterans Health Administration (VHA), health care organizations, schools, communities and corporations.

- a. Convene a learning community of committed organizations and renowned innovators supported by the Samuelli Institute’s knowledge center and expert scientists.
- b. Obtain designation as a DOD Samuelli Institute Translational Center of Excellence.
- c. Develop a Systematic Review training program and offer it to organizations and the public.
- d. Develop an integrative health care research training program and offer it to organizations and the public.
- e. Create an Innovation Center for information and biological systems that translates the Institute’s research to the private business sector for development and dissemination.
- f. Develop a network of mindfulness training programs to optimize health and well-being of adults and children at worksites, health care organizations and schools.
- g. Develop and field-test a school-based demonstration program that provides a wellness toolkit to children in support of lifelong health.

3 Build leadership partnerships to create wellness and healing practices in health care, worksites, the military and community settings.

A major challenge for the Institute is its capacity and longevity. Compared to many research organizations, the Institute is small and relatively young. It does not have the ability to shift cultural values and behavior by itself. Thus, it will need to partner with powerful and likeminded cultural change agents. Who are the cultural change agents for building a wellness society? The Institute believes that the primary leaders in cultural change are those in public policy,

the military, corporations and small businesses, the health care industry, community leaders, foundations, and public communication groups. Thus, our strategy is to seek out opportunities for partnerships that can increase the credibility, capacity and communication about the evidence on wellness and healing. We will:

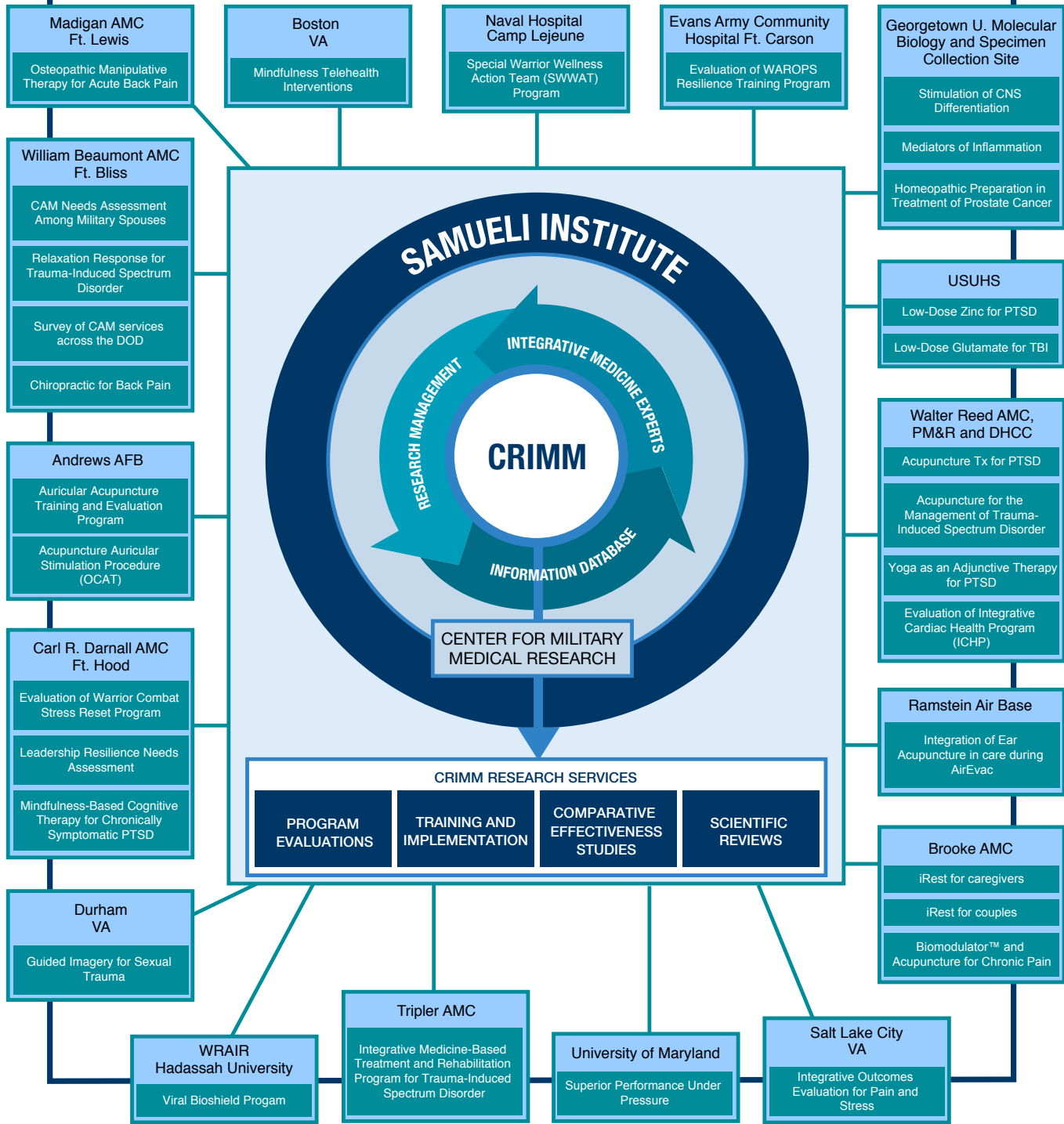
- a. Partner with the health care industry, military and corporations to assess the impact of their current healing oriented practices and environments on population wellness, resilience and productivity.
- b. Establish a consortium that will map the most important biomarkers (e.g., physiological and metabolic) for optimal personal wellness using a whole-systems approach.
- c. Establish official liaisons and contracts at centers within DOD and VHA for evaluation and implementation that build on and extend the current CRIMM network into translational research.
- d. Build a corporate child health coalition to influence the health and wellness of American children and communities.
- e. Create a Systems Wellness Action Training (SWAT) network that works to partner with organizations for implementing wellness and integrative health care practices into their cultures.
- f. Convene a Cultural Change for Wellness leadership team composed of influential persons in policy, business, health care and the media, who are willing to work to enable others to shift towards wellness and healing.



The Institute has a robust academic publication and speaking record but has only recently begun to develop public and business communications capacity, so the results of its activities are not widely known. Thus, a major challenge for the Institute is to enhance the impact of its academic publications by building an effective public brand and communications process. It seeks to address this challenge with the following strategies:

- a. Create a comprehensive external communications program using print, magazine, newspaper, internet, blogs, social media and other communication channels and tools, with a focus on high-impact, consistent and frequent information streams to key audiences.
- b. Develop a publication service offering Institute information and knowledge to the public, health care community and other stakeholders.
- c. Develop an internal communications program that promotes education, unity and consistency and prepares Institute staff to be an integral part in promoting our brand, image and purpose.
- d. Provide cutting edge IT support with our Enterprise Architecture (EA) for timely, reliable and secure information technology services for all Institute initiatives.

Center for Research on Integrative Medicine in the Military (CRIMM) NETWORK



LEGEND

- Research Locations
- Research Projects



PARTNERSHIPS AND CAPACITY

One of the most successful strategies of the Institute in the last decade has been developing research partners that build the capacity of the field of health and healing research. A premier example of this is the *Center for Research on Integrative Medicine in the Military* (CRIMM). The CRIMM is a network of research sites in the military and veterans hospitals with projects focused on pain, stress, mental health and human performance. Investigators in this network have not only delivered information on practices now being used by these organizations, but the military and VHA are now funding further research in these areas. These sites have become important for evaluation of other holistic efforts such as the medical home, patient-centered care and Total Force Fitness.

The Institute has a long-term partnership with RAND, formalized in the *RAND-Samueli Chair for Integrative Policy Research*. This partnership now provides policy research in areas such as dietary supplements, program evaluation and the economic evaluation of healing practices. This partnership was instrumental in a study of over 4000 soldiers at Fort Carson, Colorado who underwent resilience and stress management training. The RAND-Samueli program is involved in a community-wide assessment of health and wellness services at Camp Lejeune, North Carolina, an evaluation of an integrative pain program at Tripler Army Medical Center and is conducting (along with Palmer Chiropractic College) the largest study of chiropractic treatment in the military.

Another example of a long-term partnership is with the Laurance S. Rockefeller Fund as part of the Institute's Brain, Mind and Healing Program. This program has established a network of researchers exploring the frontiers and applications of neuroscience, consciousness, mind-body practices and spirituality to health and healing. The role of the mind and spirit is central to healing and Samueli researchers have developed new tools for the measurement of the mind, including questionnaires and computer tests, EEG and brain scanning, bioluminescence (light measurement) and electronic devices. Major publications include the critical summaries on *Healing Intention and Energy Medicine*, *Generalized Entanglement* and *Complexity in Whole Systems Research*. Applications of mind-body practices such as Mindfulness Based Stress Reduction are occurring at worksites, hospitals and schools.

4 Enhance organizational capacity and effectiveness to execute our mission.

The Institute has created a robust non-profit research organization with a dedicated, qualified and productive staff. However, its resources have come primarily from a few private donors, congressional support, and military grants and contracts. Its major challenge is to ensure operational effectiveness and sustainability in an age of budget cuts and declining revenues. Our strategy is to develop diverse and flexible services that are needed by various audiences who are seeking wellness and healing research and implementation.

In the next five years the Institute will improve its operational capacity in the following ways:

- a. Enhance organizational capabilities by linking the operational areas to key performance indicators for improved alignment with the Institute's mission.
- b. Enhance the efficiency of DOD research management through the establishment of an efficient management team, equipped with sophisticated and streamlined management processes and driven by rigorous performance measurement.
- c. Expand the EMPOWER project management software and processes currently used for the DOD to all projects and programs in the Institute.
- d. Establish a GSA qualified contracting mechanism to facilitate more robust and efficient delivery of services to government organizations.
- e. Pursue additional federal grants and contracts, develop a membership program, and expand research and knowledge consulting services and foundation grants.
- f. Secure five additional major private donations or foundation grants.
- g. Establish a joint RAND-Samueli Center for Integrative Health Care Policy Research.



“The Institute is working to translate health care practices that will improve the lives of people all over the world”

—Henry and Susan Samueli



MEASURING



SUCCESS



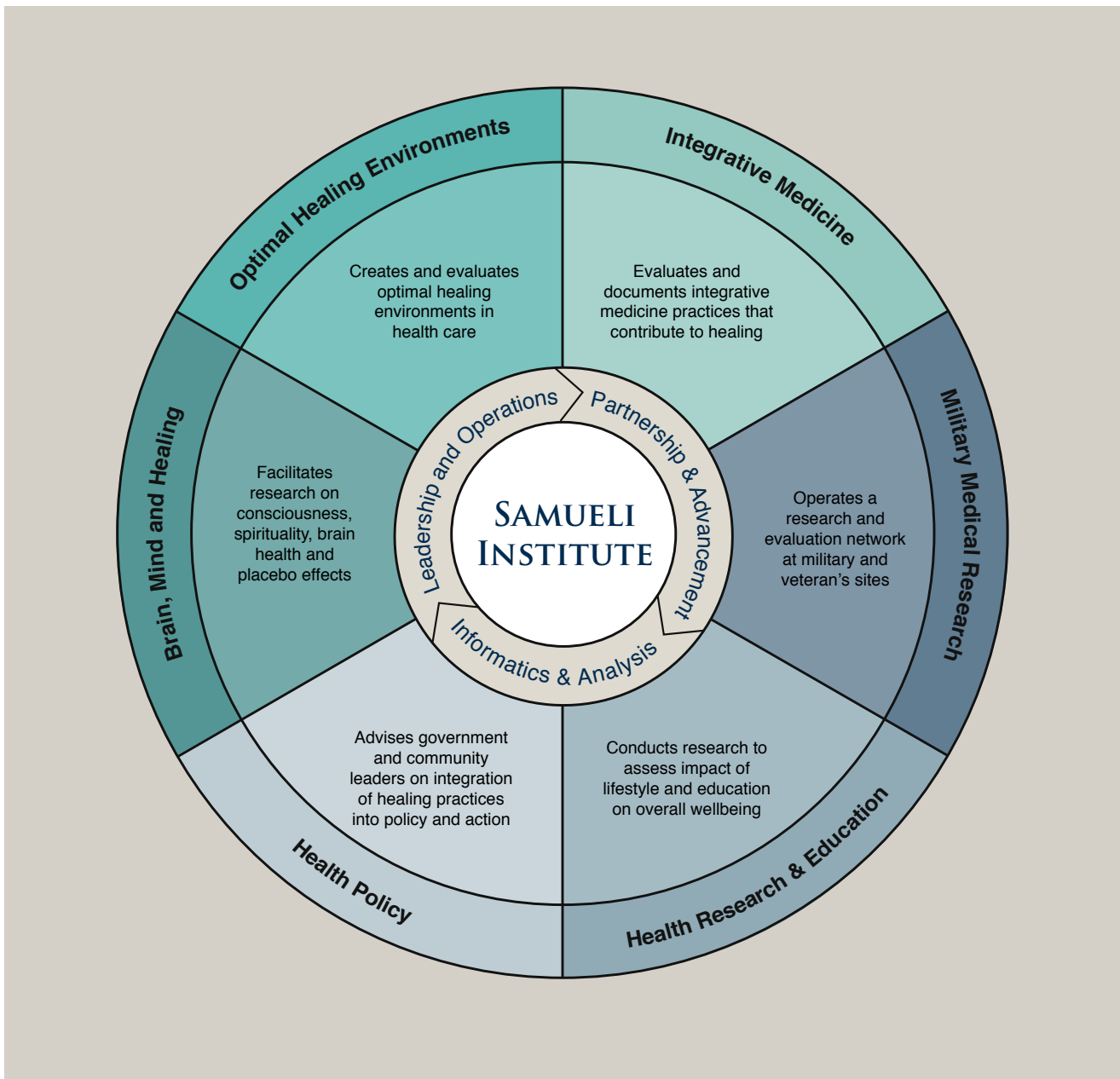
While the success of any organization with a broad and ambitious mission is never guaranteed, Samueli Institute has developed a robust organizational structure and set of performance measures and processes to accomplish its mission.

THE INSTITUTE'S CENTERS AND DASHBOARD

First, the Institute is organized into six functional initiatives or “Centers” each of which is operated by a Vice President or Director. These Centers are focused on the core domains of healing described previously in this plan or provide research and educational services. The initiatives and Centers are:

- Optimal Healing Environments
- Integrative Medicine
- Brain, Mind and Healing
- Health Research and Education
- Military Medical Research
- Health Policy and Community Wellness
- Informatics, Data Management and Analysis

The figure below illustrates and describes these initiatives and Centers and their functions:

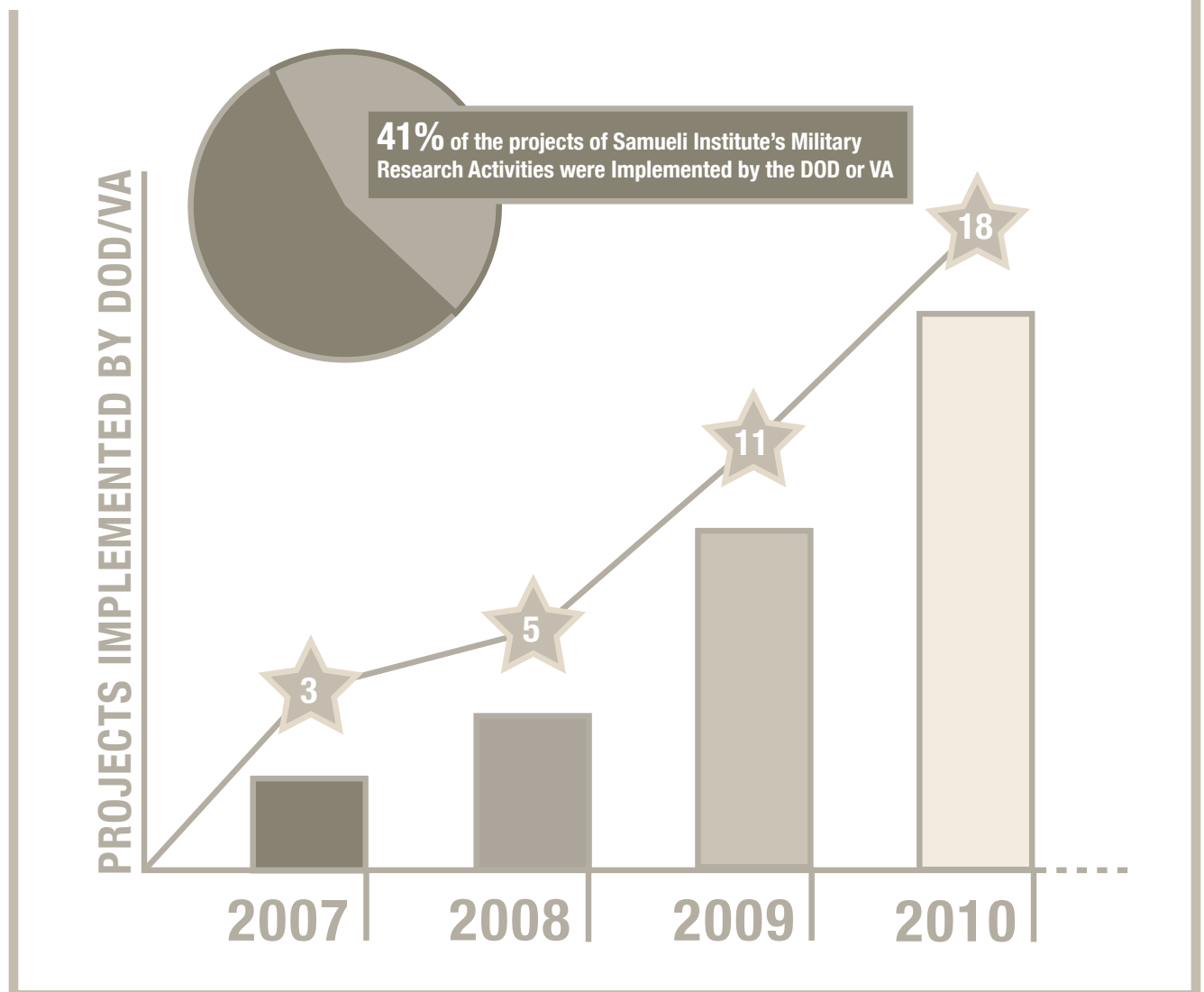


Each of these Centers has prepared a detailed operational plan that aligns with the overall Institute mission, goals and objectives. These plans include specific tasks, staffing, resources and timelines.

Second, the Institute has a comprehensive “Dashboard of Success Metrics” using the Logic Model for organization. This Dashboard is being enhanced with more operational capacity and will be linked to specific performance metrics for Institute staff.

Finally, the ultimate indicator of success will be captured on what the Institute refers to as its “Star Chart.” The Star Chart represents independent investments by social sectors in wellness and healing practices that are the result of or facilitated by Institute activities.

MILITARY MEDICAL RESEARCH STAR CHART



A LOOK AHEAD





The following are success indicators of the Institute's work over a longer period than this plan. We envision that by 2021:

National Policy

- Federal, state and local governments are implementing incentive policies that encourage development of a wellness industry and healthier communities, including programs for families and children.
- The U.S. National Prevention Strategy has created a model and set of action items based on a vision facilitated by the Institute's work on Whole Community Wellness and Resilience.
- The Institute is the "go-to" organization for evaluating claims on healing and is providing scientific advice to government and non-government organizations about wellness, healing and health policy.

Military Medical Research

- The Departments of Defense and Veterans Affairs have established 10 major initiatives or centers of excellence and are using the Institute, its partners and its research tools to deliver wellness and healing to service members and veterans that improve human resilience, health and performance.
- The Total Force Fitness paradigm is an established doctrine and is being used at over half the major military installations in the country.

Optimal Healing Environments in Health Care

- Ten percent of all health care systems are striving to become certified as “Optimal Healing Environments” (OHE) and using Institute coordinated Systems Wellness Action Training (SWAT) teams to create healing and integrative health care services.
- OHE tools are used internationally for determining how healing oriented practices and environments (HOPE) are integrated into mainstream medical care.

Business Communities Promoting Health

- One-fifth of the Fortune 500 companies are moving into health promotion and integrative health care or are investing in the development of a wellness capacity for their own employees.
- Seven-to-ten major new “Service Value” initiatives have been started in companies, creating new business opportunities that build the foundations of a wellness industry.

Community and Global Wellness

- There are eleven community leader training projects implementing whole community wellness and resilience assessments using Institute developed tools. These communities have provided key input into the National Prevention Strategy.
- The Institute is conducting a major four-step program on sustainable health care for children in underserved communities and developing countries.
- At the Institute’s invitation, national and international cultural change leaders are gathering both inside and outside their official duties to support social behavioral change toward wellness and healing.



Brain, Mind, Healing and Frontier Science

- Government and non-government agencies are funding research on mind-body practices, energy medicine and consciousness. Two grants on the physics and neuroscience of consciousness have been funded by the National Science Foundation or comparable government agency.
- A program on clinical hormesis (low-dose protection and treatment) has been established and is funded by both private and public funding. Within this research program are projects on the rapid induction of protective tolerance (RIPT) as a new approach for mitigation of pandemics and environmental toxin exposure.

Health Science and Education

- Seven clinical trials are being conducted by the Institute on nutritional, dietary supplement or herbal interventions for national or international health improvement.
- The Institute is a primary investigator of high-nutrition and high omega-3 foods for the industry.
- The Institute is participating in the conduct and analysis of five large epidemiological research projects on lifestyle and community health.

Research Methods and Services

- Five-to-seven government and non-government organizations are using the Institute's SEaRCH program for vetting claims of healing, evaluating their evidence basis and connecting this evidence to decisions on appropriateness of practices.
- The Institute's Systematic Review and Integrative Medicine Research Training programs are considered the gold standard in research methods training and are used by multiple organizations and individuals worldwide.
- There are standard measures and methods for whole-systems evaluations and the tracking of health, healing and wellness across the Institute's major audiences.

Communications

- The Institute is the recognized leader and brand in the field of holistic health care.
- The media are increasingly seeking information about and reporting on integrative health care, health promotion practices and research conducted by the Institute.
- Networks such as OWN, HBO and Discovery and influential medical communication programs such as TED and the Dr. Oz Show are regularly discussing integrative health care, Optimal Healing Environments and other discoveries facilitated by Institute activities.

Advancement

- Ten foundations are supporting the Institute in innovative projects that seek to achieve maximum human health and flourishing in local communities, especially for the underserved, women and children, and the military.
- The Institute has received over 15 major competitive grants or contracts.



Join us in our mission “to transform health care through the scientific exploration of wellness and whole-person healing.”



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