

Proposal to establish
The Osher Center for Integrative Health
at
The University of Vermont
8-12-22

General Information

The Program in Integrative Health at the University of Vermont was founded by Dr. Helene Langevin in 2005 in the Larner College of Medicine (LCOM). It was a small program but grew quickly as did integrative health thinking and efforts across campus. As Dean of the College of Nursing and Health Sciences (CNHS), Dr. Prelock collaborated with Dr. Langevin and LCOM, to move the administration of the integrative health program to CNHS as the college took on a greater leadership role in integrative health with the growing interest of the health care providers and students (e.g., nursing, physical therapy, exercise science, etc.) in the college.

In 2015, Dean Prelock, faculty and staff in CNHS, colleagues in the LCOM and the UVM Medical Center and community members (e.g., Laura Mann Center, a 501C3 promoting Integrative Health in VT) saw an opportunity to bring all the integrative health activities in our community, in nursing, in medicine and other health professions under one umbrella, called UVM Integrative Health (UVMIH). A great deal of time and collaborative effort was invested by our community partners, our programs in the Academic Health Sciences in CNHS, UVM Medical Center, and LCOM to share resources and double down on our work together for the singular purpose of bringing evidence-informed practices to our community and integrative health training to students across disciplines. That collaborative work led to the development of the first undergraduate certificate program in both integrative health and integrative health and wellness coaching and now a minor in both programs—the first for undergraduates in the country. UVMIH was a key collaborator in the development of the Comprehensive Pain Program, which has received national attention because of its transdisciplinary integrative health approach to pain management and innovative payment model for integrative services. UVMIH has also been instrumental in establishing integrative therapies at the UVM Cancer Center and in the UVM Children’s Hospital, developing programs to meet the needs of patients in both areas.

We received a \$5.5 million dollar gift from the Bernard Osher Foundation with which the UVMIH will be reorganized as an Osher Center for Integrative Health. This is a unique honor and acknowledgement of our work to date; we join the ranks of top universities (e.g., Harvard, Vanderbilt, Northwestern, etc.) committed to advancing clinical models, educational initiatives, and research in integrative health care.

The leadership team of the Osher Center for Integrative Health is well established and brings together an interdisciplinary approach to education, research, patient care and policy. The Osher Center Director is Dr. Jon Porter, faculty member in family medicine (LCOM) and Medical Director and Division Chief for comprehensive pain management at UVMHC. The Associate Director and Chief Operating Officer for the Osher Center is Cara Feldman-Hunt, faculty member in Rehabilitation and Movement Science in CNHS and a board-certified health and wellness coach. The Educational Program Director is Dr. Karen Westervelt, licensed physical therapist and athletic trainer, board certified health and wellness coach and a faculty member in Rehabilitation and Movement Science. The Osher Center Integrative Oncology Lead is Dr. Kim Dittus who is also the Director of the Oncology Supportive Services at UVMHC and a faculty member in LCOM. Deb Dever is the Senior Major Gifts Office in CNHS at the UVM Foundation and Maureen Leahy is the Clinical Operations Liaison for the UVM Medical group (see Appendix A for an organizational chart). Provost Prelock will provide university-wide

oversight for the Osher Center and will continue to be engaged in the development, grant and foundation efforts aimed at furthering our university-wide integrative health efforts.

Multiple disciplines across campus and at the medical center were involved in the development and implementation of the programs described below including medicine, nutrition, nursing, physical therapy, occupational therapy, communication sciences and disorders, employee wellness, etc. as well as community practitioners such as acupuncturists, chiropractors, naturopaths, massage therapists, Reiki and yoga providers.

Introduction/Overview

According to the CDC, over 130 million Americans suffer from chronic diseases. Six in ten adults have a single chronic disease diagnosis, and four in ten adults have *two or more*. These numbers are staggering, and health care costs have skyrocketed, with 90% of the nation's annual health care expenditures (\$3.8 trillion) going toward treatment of chronic physical (e.g., obesity) and mental health conditions (e.g., addiction, [Health and Economic Costs of Chronic Diseases | CDC](#)). In Vermont, we face the distinct challenges of an aging population, a rampant opioid crisis, and rural health care delivery. In addressing these challenges, we still rely heavily on conventional pharmaceutical approaches, despite data supporting that integrating allopathic medicine, complementary care, and self-care to promote health are remarkably useful and successful ([National Center for Complementary and Integrative Health \(nih.gov\); see also](#) Herman PM, Poindexter BL, Witt CM, Eisenberg DM. Are complementary therapies and integrative care cost-effective? A systematic review of economic evaluations. *BMJ Open*. 2012 Sep 3;2(5):e001046. doi: 10.1136/bmjopen-2012-001046. PMID: 22945962; PMCID: PMC3437424).

Complementary approaches to allopathic health care, such as acupuncture, yoga, massage, exercise, health coaching, and culinary medicine, are not widely employed and are generally not reimbursed by health insurers. A critical shift is needed to educate and empower health care professionals, patients, and policymakers, to facilitate change, and to make lifestyle and integrative therapies that support behavior change available. It is time to focus on a multifactorial approach to the restoration of health that involves the whole person.

The University of Vermont (UVM), The University of Vermont Health Network (UVMHN), and the State of Vermont are leading the way in *whole-health* delivery and integrative health as the standard of care, accessible to everyone in our region. Vermont's small size, close collaborations between academic, state, and other organizations, and progressive nature present a unique opportunity to realize change and demonstrate progress in shifting the paradigm toward integrative health, particularly for rural areas. Our substantial efforts to move toward integrative and whole health primed us for consideration of being named an Osher Center—a high honor bestowed on only 10 University programs in the nation and following a comprehensive vetting process including the submission of a proposal to the Osher Foundation, a formal presentation to Mr. Bernard Osher and his team, and a review by the Foundation's Board of Directors. The \$5.5 million dollar award in June 2022 allows UVM Integrative Health to transform itself to a thriving new center, capitalizing on its successes thus far and working to create a central hub that convenes partners, fosters innovation and moves policy forward. The *vision* of the proposed *Osher Center for Integrative Health at the University of Vermont* is to be a leader in advancing integrative health through education, clinical care, research, and policy and to serve as a nexus and catalyst of integrative health activities in Vermont.

The *mission* of the proposed *Osher Center for Integrative Health at UVM* will be to advance integrative health care by facilitating collaborations to educate future generations of health care practitioners, develop sustainable clinical models of integrative health, and generate and evaluate innovative ideas for improving health, with a focus on rural settings. The Osher Center for Integrative Health is designed to advance policy to support the widespread adoption of integrative health as the standard of care. Our committed champions comprise of over 60 educators, practitioners, researchers, strategists, and change makers (see Appendix B).

OSHER CENTER FOR INTEGRATIVE HEALTH AT UVM

An inter-professional educational, clinical, research and policy program focused on changing the paradigm to ensure whole-person health is accessible to all.



Standards and Criteria

Contribution of the Osher Center to the University's Mission. The Osher Center for Integrative Health at UVM is an exemplar of UVM's strategic vision, Amplifying our Impact, which prioritizes our investment in Student Success, capitalizes on our Distinctive Research Strengths and fulfills our Land Grant Mission. The Osher Center contributes to all of these goals in significant and meaningful ways. It will help us prepare students for successful careers in integrative health, it will capitalize on the ground-breaking research happening in our clinics and labs, and it will improve the lives of Vermonters. As a newly formed center, the leadership team will be gathering input from faculty, staff, students, and community members involved in UVM Integrative Health to develop a strategic plan that is aligned with the other Osher Centers (Osher Collaborative) and can access the resources of our partner centers to advance our goals. We also have other national partnerships that support integrative health (see Appendix C). Our overarching goals are to:

1. *To educate current and future health care providers on integrative health practices.* We will offer learning opportunities for various audiences: from undergraduates to continuing medical and interprofessional education and community members. We will build awareness of integrative health approaches in the wider community to increase understanding and adoption.
2. *To reduce access barriers (e.g., financial, rural) to integrative health approaches to care.* We will develop sustainable clinical, interdisciplinary, complementary, and integrative health care models in the health network and academic health setting.
3. *To investigate new models of integrative health therapies and health care delivery.* The Osher Center will provide an inclusive and intellectually stimulating environment to convene partners and stakeholders in creative ways, facilitate interdisciplinary collaboration, and generate and foster innovative ideas and interventions. We will encourage participation and inclusion of various stakeholder perspectives.
4. *To influence health care policy development and integrative health implementation, regionally and nationally.* We will capitalize on the Vermont health care reform movement toward value-based care to make integrative health concepts part of the standard of care. We will promote health equity, particularly in rural and underserved communities, and share our efforts with the Osher Collaborative to influence the national

Existing and Proposed Implementation Activities of the Osher Center Goals

GOAL 1: To educate current and future health care providers on integrative health practices. We have an existing repertoire of successful programs designed to meet the educational needs of learners across the continuum which have been approved by the Curricular Affairs Committee in Faculty Senate. We offer integrative health education for undergraduate and graduate students, professionals, and community members. The undergraduate Integrative Health and Wellness Coaching program is the fastest-growing program in the UVM College of Nursing and Health Sciences. It is the only undergraduate Integrative Health and Wellness Coaching program as a credit-bearing certificate or minor available within the Osher Collaborative. Investment from the Osher Foundation and other donors interested in integrative health allows us to expand our curricular reach to incorporate integrative health educational offerings across disciplines such as medicine, nutrition, psychology, social work, counseling, education, communication sciences and disorders, occupational therapy, physical therapy, nursing, public health, and exercise science. Specific successes across our learning continuum so far include:

- Our undergraduate and continuing education certificates in [Integrative Health & Wellness Coaching](#) and [Integrative Health Care](#) continue to grow. We have a 100% ultimate pass rate on the National Board of Health and Wellness Coaching exam. Our students provide coaching for their peers, employees, and community members through UVM Programs such as [Think College](#), [Honors College](#), [Campus Recreation](#), [Employee Wellness](#), [Appletree Bay](#) (UVM's nurse practitioner-led primary care practice), UVMMMC Comprehensive Pain Program, UVM Cancer Center, and other community clinics and organizations.
- As recognized leaders in Integrative Pain Management, we have developed a national presence. Our 2nd [Integrative Pain Management Conference](#) attracted over 300 health care professionals from across the country and internationally. This is the first and only conference at UVM to offer continuing education credits for all professions.
- [The Endowed Laura Mann Integrative Health care Lecture Series](#) has brought national leaders in integrative health and medicine to UVM for the past ten years to share best practices and current research and innovations in the field. Most talks attract 100-125 attendees, igniting a strong interest in integrative health. We partner with various departments to offer grand rounds to ensure our speakers reach appropriate providers and leaders. Our speakers have included many leaders from the Academic Consortium of Integrative Medicine and Health and The Osher Collaborative. Our lecture series has allowed us to stay connected to our roots in the community, closing the gap between academic and community medicine.

GOAL 2: *To reduce access barriers (e.g., financial, rural) to integrative health approaches to care.* A team of academic clinicians, researchers, students, and affiliated partners across the state are dedicated to the idea that whole health, inclusive of integrative health, empowers and equips people to take charge of their health and wellbeing in multiple interconnected domains—biological, behavioral, social, and environmental. UVMIH connects clinicians from our academic partners to share best practices in implementing integrative health approaches in the clinic. To ensure the quality of the integrative services offered in the UVMMMC clinics, UVMIH centrally vets the credentials of the integrative

practitioners embedded within our practices.

- Our [UVMHC Comprehensive Pain Program](#) (CPP) is leading the nation in using an integrative and transdisciplinary approach to the treatment of chronic pain. In response to the opioid epidemic, we are changing the paradigm of treating people suffering from chronic pain.

CPP's Partners Aligned in Transformative Healing (PATH) program offers a whole- person approach designed to help participants frame their experience within the context of their life and belief system and optimize self-agency and efficacy in addressing the challenges of chronic pain. Utilizing an innovative bundled payment model, this program provides access to a wide variety of integrative therapies using a transdisciplinary team of integrative and conventional clinicians. As we continue our work to expand access to the PATH program with Medicare, Vermont Medicaid, and other private insurers, our program will continue to offer group cohort experiences for subscribers to these plans.

- [Integrative Therapies at the UVM Cancer Center](#) and Integrative Health at the UVM Children's Hospital provide evidence-based, supportive therapies to relieve suffering, improve care and quality of life, support healthy lifestyles, and empower patients and families. Steps to Wellness, our supervised exercise program, has made exercise part of the standard of care for cancer survivors at the UVM Cancer Center.
- We have adopted a [group lifestyle coaching program](#), at UVM that leverages the power of community to transform health outcomes and health care by preventing and reversing chronic disease through a clinically proven, low-cost, long-lasting behavior change program. We offer this program to UVM and UVMHC employees. Our faculty lead the groups, and our students support this activity.

We intend to gain knowledge from our Osher Collaborative partners on the use of integrative health practices with diverse populations to ensure health equity and address health disparities for chronic conditions as Chittenden County has a growing racially and ethnically diverse population. There are over 40 languages represented among the Burlington community and one in five children is an English learner speaking several different languages including Nepali, Somali, Maay Maay, Bosnian, and Swahili, among others. Adjacent to Burlington and within walking distance or on the bus line to the University of Vermont is Winooski, a designated refugee resettlement community. At least 31 languages are spoken in schools in Winooski, and 38% of students are considered English Language Learners.

GOAL 3: *To investigate new models of integrative health therapies and health care delivery.* UVMHC has robust data which we are diligently collecting. We are using these data to create an evidence base to inform and transform clinical practice. Outcome data from the Comprehensive Pain program using validated instruments has yielded significant findings related to the experience of its participants over the course of the program, including improved well-being, acceptance of chronic pain, resilience, self-compassion, level of physical function, and reduced levels of depression. Analysis of claims data for participating patients has shown impressive reductions in health care costs and emergency department visits.

Becoming an Osher Center presents a unique opportunity for us to unleash the power of these data. Dedicating more resources to research and having access to the vibrant research community within the Osher Collaborative will allow us to advance our research agenda. Additional and ongoing research projects include the following:

- Data collection is underway on the group health and wellness coaching program at UVM to examine the program's effects on physical and mental health, burnout, stress, and wellness culture among UVM and UVMMC employees.
- UVM Health Services Research, UVMIH faculty, and the UVMMC Comprehensive Pain Program are researching the effect of comprehensive pain management using integrative approaches on quality of life and life function for individuals with long-term chronic pain. We have just submitted an NIH R21 research grant proposal to further this work and are developing a white paper.
- At the UVM Cancer Center, we are evaluating the value of shared medical visits, funded by the VT Department of Health, for promoting wellness and the impact of supportive and survivor models of care and health care utilization.
- Our Steps to Wellness Program, an exercise-based, oncology rehabilitation program, has collected data on over 1,000 cancer survivors – a rich resource that has already resulted in the publication of a variety of research [findings](#).
- UVM has national and international expertise in immunobiology and neuroscience. Given the links between the foundations of health and these academic areas, UVM is poised to explore the basic underpinnings of integrative therapies.
- UVMIH research is designed to align with [NCCIH objectives](#).

GOAL 4: *To influence health care policy development and integrative health implementation, regionally and nationally.* More than 38% of patients in Vermont currently use an array of complementary therapies. Relative to the size of its population, Vermont has one of the largest offerings of complementary and integrative health services and an increasing number of complementary and integrative health practitioners across the state. As an Osher Center UVMIH is uniquely poised to be a leader in providing integrative health in rural New England. We have a cohesive network of faculty clinicians, students, researchers, and a consortium of partners across the state dedicated to the idea of whole health. UVM's reach also includes and honors our indigenous communities. Existing UVMIH Outreach and Community Engagement include:

- An Integrative Health Community Practitioner Forum that provides an ongoing structure for local health care providers to learn from and network with each other.
- Physicians trained in integrative health who consult with primary care physicians in the region.
- An online network of integrative practitioners who bridge the gap between individuals from the community and health practitioners from all disciplines.
- A leadership team committed to bringing Integrative Health Practices to underserved community members. Our Associate Director serves on several committees focused on diversity, equity, and inclusion including the Committee on Inclusive Excellence at the UVM College of Nursing and Health Sciences, a planning committee for a region-wide Summit on DEI and Health Equity, and the [Community Health Needs Assessment](#) led by the UVM Medical Center.

Societal Impact. The Osher Center for Integrative Health at UVM is well positioned to influence health care policy at the state level because of our strong, longstanding collaborations within the UVM academic health sciences, our relationship with the Vermont legislature and Vermont Department of Health, our success with Vermont payors and policymakers, and the Vermont ethos of health and environmentalism (see Appendix D). Through our partnership with the Osher Collaborative we will gain a strong platform to contribute to the national conversation around health care reform and legislation. Collectively, this partnership will strengthen advocacy efforts to offer more access to integrative therapies and remove barriers to the implementation and adoption of whole-health approaches.

Financial Support and Budget. UVMIH has had a history of diversified funding including departmental and college (CNHS) support of salaries for IH faculty who are teaching courses in our education programs, income/expense opportunities through sponsored professional development activities, donor dollars and grants (amounting to nearly \$2M prior to the recent gift from the Osher Foundation of \$5.5million), UVMMC support (~\$120,000/year), and clinical support through UVMMC Medical Group. With the recent gift of \$5.5 million, \$500,000 as current use and \$5M in an endowment, this will advance our goals in a strategic way as personnel is needed to manage our growth and achieve our identified goals. The endowment will provide about \$225,000 annually (~4.5%), and grant submissions, educational endowments currently in place, professional development I/E activities, and ongoing fundraising will ensure the Osher Center will be fiscally sound and sustainable. Since announcement of the Osher Center designation, we have received \$100,000 for integrative oncology, and \$350,000 for educational programs, with plans from other donors. We have an active fundraising effort as we are named as part of the UVM Foundation SOLVE campaign and the CNHS Major Gift Officer is also assigned the Osher Center for Integrative Health. In addition, after two years as an Osher Center, we have the ability to request additional funding from the Osher Foundation to meet our goals.

Our preliminary budget for Osher Center dollars is as follows:

Personnel + Fringe

Administrative Personnel, 50%- 100% FTE, 3 people, 2 years	\$ 250,000.00
Director 20% FTE, 2 years	\$ 126,000.00
Clinical & Education leads 10% FTE, 2 people, 2 years	\$ 120,000.00
Research Personnel (various faculty and FTE), 2 years	\$ 80,000.00

Communication & Dissemination

\$ 24,000.00

Travel Osher Collaborative Annual Meeting

\$ 25,000.00

Pilot Program Funding (Education, Clinical, Research)

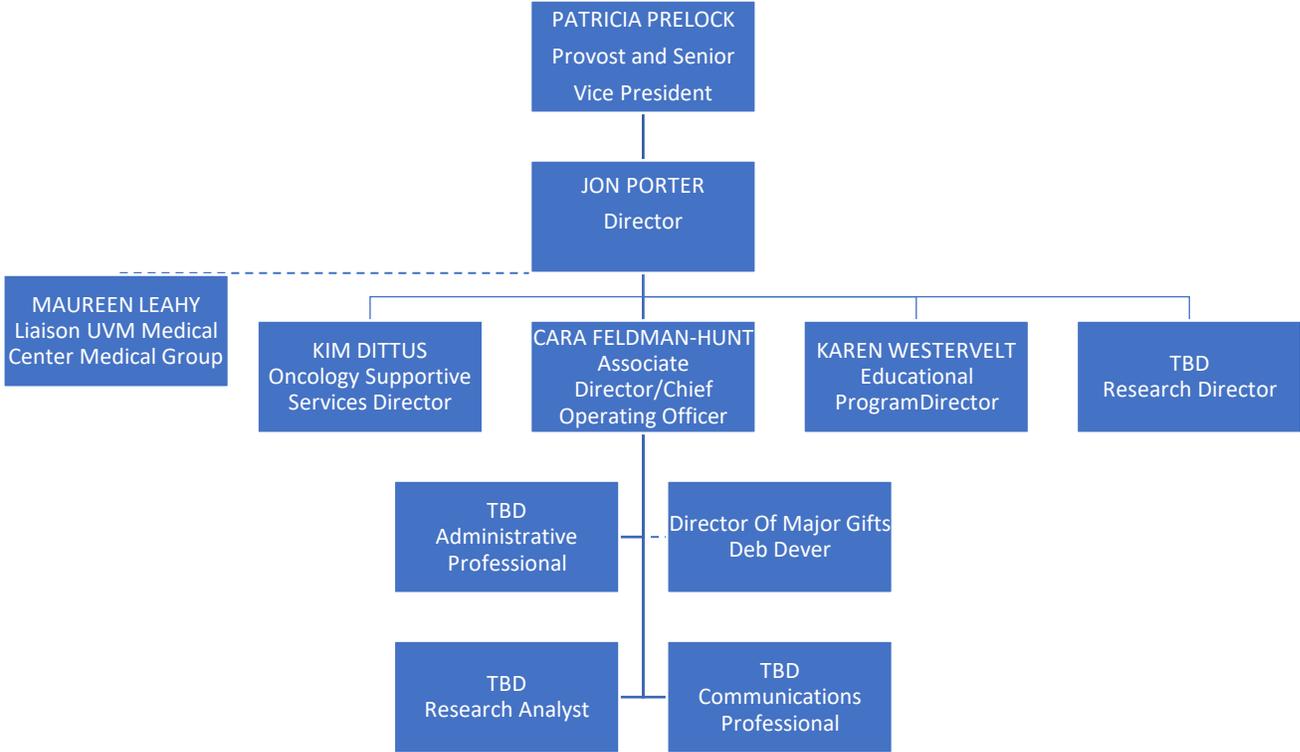
\$ 100,000.00

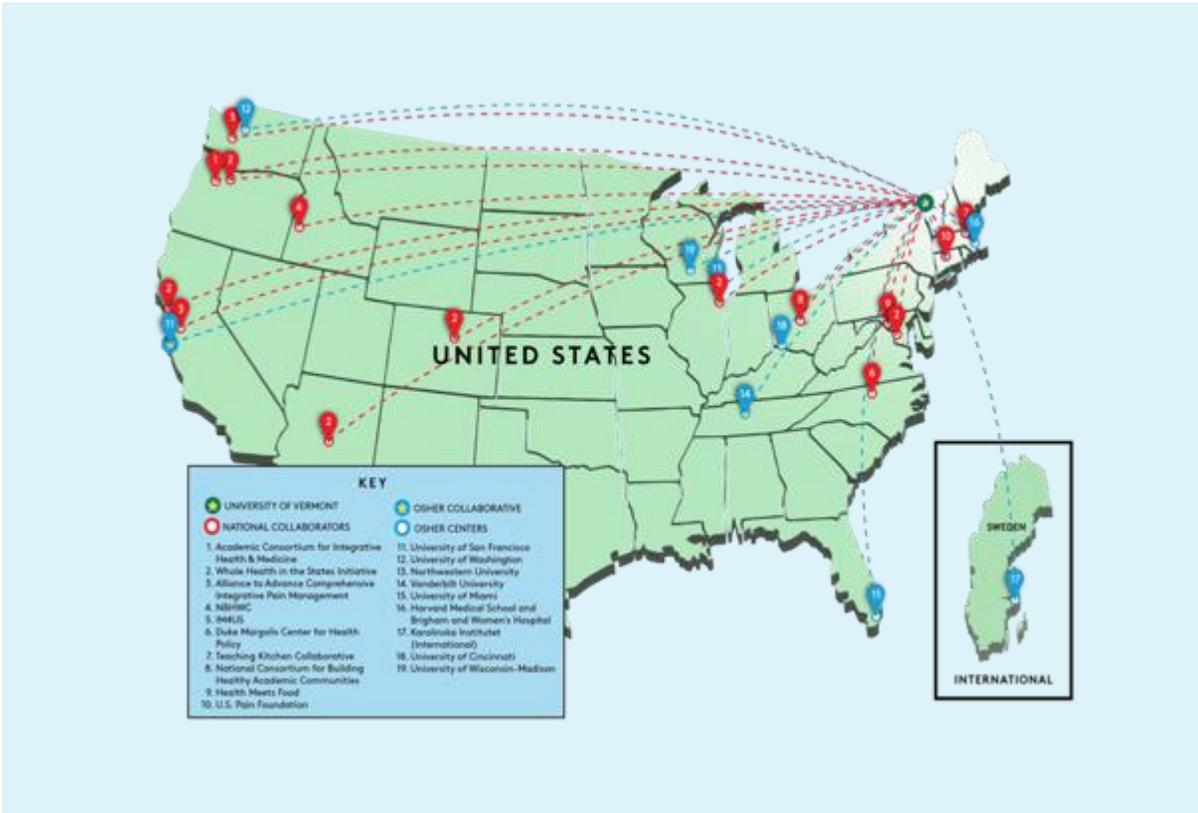
Total

\$ 725,000.00

NOTE: Letters of support for the Osher Proposal and application process to the Osher Foundation can be found in Appendix E. Letters are from Dr. Suresh Garimella, President, UVM, Dr. John Brumsted, CEO of the UVM Health Network, Dr. Steven Leffler, President of UVM Medical Center, and Dr. Randall Holcomb, Director of the UVM Cancer Center

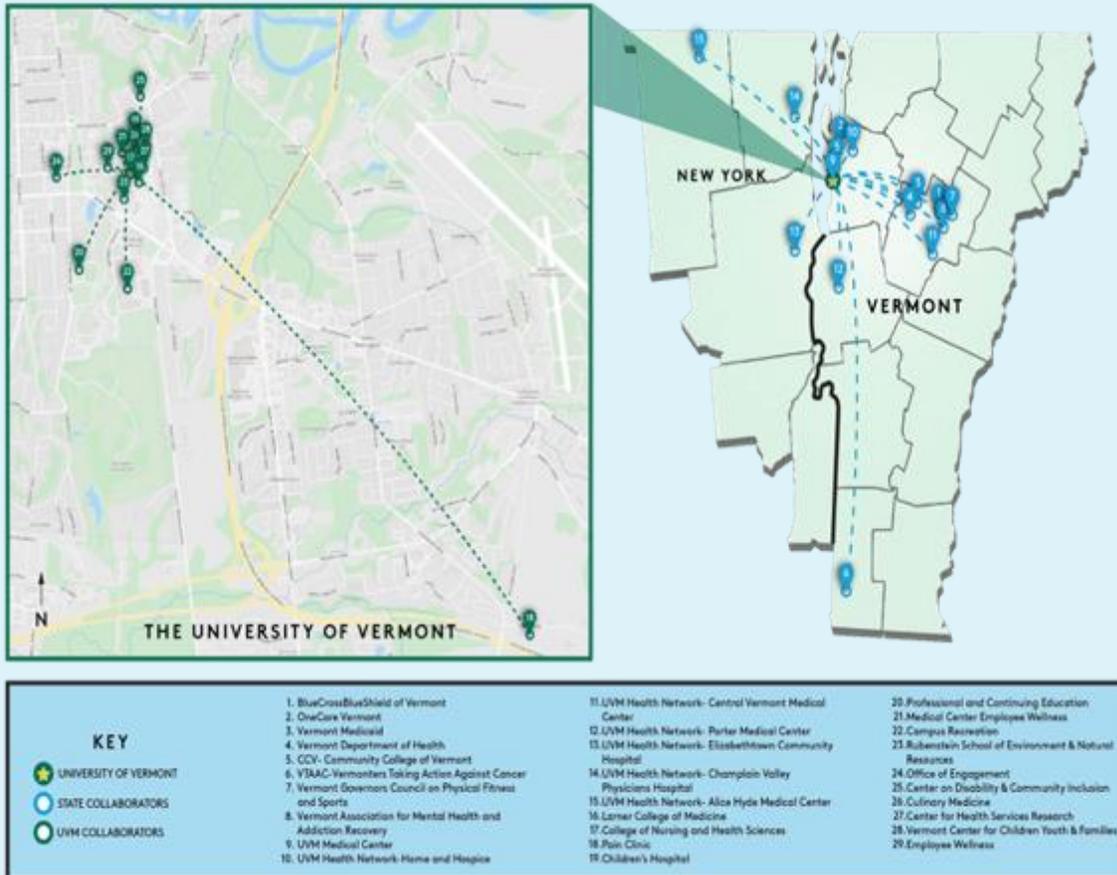
APPENDIX A: Osher Center for Integrative Health at UVM
Organizational Chart





APPENDIX D

University of Vermont's State and Regional Partnerships in Integrative Health



APPENDIX E: LETTERS OF SUPPORT



The University of Vermont

THE
University of Vermont
HEALTH NETWORK

Mary G.F. Bitterman
The Bernard Osher Foundation
One Market Plaza
San Francisco, CA
94105

Dear Dr. Bitterman,

As the state's two largest employers, the University of Vermont and the University of Vermont Health Network are each in a privileged position to contribute to economic and social prosperity across our entire region. There are many ways that we do this such as helping develop and shape large-scale practices and policies and supporting the workforce pipeline across the state. We also invest directly in the success of our individual students, the health of our patients and the health and well-being of our community members. In our shared work, success lies in bringing together system-level and individual-level impact to create the greatest possible opportunities for each member of our society to live a healthy and rewarding life.

This common vision fuels our enthusiasm for the creation of the Osher Center for Integrative Health at the University of Vermont. The integrative health model has tremendous potential to promote the welfare of individuals and reshape our national health care system's approach to preventing and treating chronic disease. As the realities of the COVID-19 pandemic have made soberingly clear on an international scale, change cannot wait. And the University of Vermont and the University of Vermont Health Network can help lead that change, both locally and nationally. Now is the time to build upon our institutions' strong and unified foundations for education and evidence informed clinical practice in integrative health and move boldly to foster a health care system that prioritizes integrative health practices and makes them accessible to every person.

The approach we are eager to expand is built upon the historical areas of strength and connection between the University and the Health Network. Our two organizations have been collaborating in education, clinical care, research, and policy development for decades. We are fully committed to helping catalyze critical advancements in integrative health for the good of our community and the many communities like ours all across the country. The attached proposal has our full support, and we are hopeful that the Osher Foundation will continue its long tradition of investing in the health and wellbeing of Vermonters by funding the Osher Center for Integrative Health at the University of VT.

Respectfully submitted,

Suresh V. Garimella, Ph.D.
University of Vermont

President
John R. Brumsted, President & CEO
University of Vermont Health Network



Mary G.F. Bitterman
President, Osher Foundation
One Market Plaza
San Francisco, CA 94105

January 31, 2022

Dear Dr. Bitterman,

I offer my enthusiastic support of the proposal to establish an Osher Center for Integrative Health at the University of Vermont. As an emergency medicine physician, I witnessed first hand the emergence of the opioid epidemic while treating patients in the University of Vermont Medical Center's Emergency Department.

Now, in my role as the President and Chief Operating Officer of UVM Medical Center, I am proud to say that we are at the forefront of shaping a collective response to this crisis that includes an integrative health approach.

The UVM Comprehensive Pain Program, established in 2017, grew out of our recognition that patients with chronic pain, who were often prescribed high doses of opioids and visited the ED repeatedly, required a dramatically different treatment approach. We developed a holistic care delivery approach that utilizes a transdisciplinary team of professionals and offers an integrative approach to optimizing their comfort, function, and quality of life.

One of the barriers we identified early on was that integrative health options were not covered by insurance, thereby limiting access for patients. Through a powerful partnership with BCBS Vermont, we have developed a bundled payment plan that covers integrative health services. This payment model allows patients to access several integrative therapies including acupuncture, massage, mindfulness, reiki, nutrition, culinary medicine, health coaching and movement classes. The program is structured in a group format to facilitate connection and community. The results to date have been impressive; our data have shown statistically significant improvements in patient-reported outcomes as well as reductions in ED visits and health care costs.

The UVM Comprehensive Pain Program is a shining example of the value and importance of developing new paradigms of care whose foundations include integrative care, the use of transdisciplinary teams, and providing patients with an approach that optimizes self-agency and efficacy in finding wellness-even in the midst of illness.

The University of Vermont Medical Center has made significant investments that support the existing Integrative Health program. The UVM Comprehensive Pain Clinic space was outfitted specifically to house the program in 2018 and is the only pain clinic within the network to include a yoga studio and teaching kitchen. To ensure the success of the proposed Osher Center for Integrative Health at UVM, the UVM Medical Center will continue to support a portion of the administrative costs for further program development. We look forward to the prospect of extending integrative models of care to the inpatient setting, our Cancer Center, and our network- and to supporting their development across the state of Vermont.

Sincerely,

A handwritten signature in black ink, appearing to read "Stephen M. Leffler".

Stephen M. Leffler, MD
President & Chief Operating Officer



February 2, 2022

Mary G.F. Bitterman, President, and
Trustee The Bernard Osher Foundation
One Market Plaza
1 Market Street, #4025
San Francisco, CA
94105

Dear Ms. Bitterman:

As Deans of the University of Vermont's (UVM) College of Nursing and Health Sciences and the Robert Larner, M.D. College of Medicine, we are excited about the invitation to present the attached proposal to join members of the Osher Collaborative for Integrative Health. This opportunity would support our university's vision to build on our distinctive strengths and allow us to align with the most pressing needs of our time, which include the health of our society and the health of our environment.

As you know, for more than a decade UVM has offered pioneering, interprofessional programs in integrative health with our esteemed College of Nursing and Health Sciences and the Robert Larner, M.D. College of Medicine faculty. Our faculty engage in a broad array of activities to advance education across the continuum of learners with groundbreaking courses for UVM's undergraduate, graduate, medical, and post-professional students. Our integrative health and wellness coaching program is educating emerging professionals who are equipped to deliver lifestyle coaching by guiding people through the healthy behavioral change process. We provide integrative health lectures and forums for the community, including the nationally recognized Integrative Pain Management Conference. This education ensures that the next generation of health professionals is equipped to offer patients a tool kit of therapies to address their health and well-being and promotes resiliency and health for the health care workforce.

Membership in the Osher Collaborative will allow us to expand educational programming and respond to challenges in a changing health care arena. Having an Osher Center for Integrative Health on our campus would catalyze the work we are doing for UVM's Academic Health Sciences and our extended University of Vermont Health Network. The opportunity to learn and exchange knowledge and ideas with other Osher Centers across the country as we all work together to embrace the goal of better whole health for all is an extraordinary one!

As Deans, we fully endorse this proposal and will continue to provide fiscal and infrastructure support to promote long-term sustainability and allow Integrative Health at UVM to thrive. Thank you again for inviting our proposal. We look forward to an on-campus visit to share our efforts to improve integrative health education, expand integrative health clinical opportunities, and increase integrative health practice and policy research throughout our state and the New England region.

A handwritten signature in black ink, appearing to read "Noma Anderson".

Noma Anderson, Ph.D.
Dean, College of Nursing and Health
Sciences

A handwritten signature in black ink, appearing to read "Richard L. Page".

Richard L. Page, M.D.
Dean, Robert Larner, M.D. College of Medicine

Dear Dr. Bitterman,

On behalf of The University of Vermont Cancer Center, I would like to express my enthusiastic support for an Osher Center for Integrative Health to be based at the University of Vermont (UVM) and its affiliated Medical Center.

We applaud the UVM leadership and supporting team for bringing together this excellent opportunity to solidify Vermont as a leader in Integrative Health. We are equally enthusiastic about collaborating with the proposed Osher Center and the existing Osher Collaborative to provide evidence-based supportive therapies across the cancer continuum to relieve suffering and improve cancer care and quality of life. Our team has been implementing a model of care that helps individuals with cancer and hematologic disorders mitigate side effects and offers health-enhancing services at the time of diagnosis, during active therapy, and throughout survivorship care.

We appreciate the importance of integrative health to cancer care and treatment. The Cancer Center is established on four main pillars – Research, Education, Clinical Care and Community Outreach and Engagement. I envision that the Cancer Center will engage with the Osher Center at UVM, and the larger Osher Collaborative, in each of these areas. Our current efforts in incorporating integrative approaches to clinical cancer care is well described within the application. An Osher Center at UVM will catalyze advances in integrative oncology research, provider and community education, and outreach to the community to reduce the burden of cancer for residents of Vermont. We look forward to connecting with counterparts at other campuses, sharing best practices, implementing innovative models of care, and promoting research to affirm integrative cancer and cancer prevention approaches as evidence-based paradigms to improve the well-being of our patients and for those at risk for cancer. The Osher Center at UVM will have access to Cancer Center infrastructure as needed to ensure that resources to achieve the stated objective are available. The Cancer Center will contribute to the support of the program coordinator for the integrative oncology component of the Osher Center. The Hematology and Oncology Division within the Department of Medicine will ensure that the Integrative Oncology Medical Director has appropriate effort allocated to the Osher Center as outlined within the proposal.

We are fully committed to an Osher Center for Integrative Health at the University of Vermont. The Cancer Center will strongly support the Center in achieving its' full potential. This is an ideal opportunity to exponentially advance an already robust program for integrative health in Vermont.

Sincerely,



Randall F. Holcombe, MD, MBA, Director, University of Vermont Cancer Center