

Annual Report

2016

Cornell Institute for Healthy Futures

Innovating Across
Hospitality, Health, and Design



Cornell University

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Melissa Ceriale
Board of Trustees
Montefiore Medicine

Corporate members



Winning the fight against cancer, every day.®



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1st Anniversary

We are pleased to present the Annual Report for the Cornell Institute for Healthy Futures (CIHF) which was established on July 1st 2015. The institute was officially inaugurated on November 2, 2015. Thanks to the overwhelmingly positive support from students, industry collaborators, faculty and staff we have made significant progress in just a few short months towards successfully realizing the mission and vision of the institute. This report summarizes some of the key activities of the institute for the academic year 2015-16.

We are grateful for the generous support provided by the School of Hotel Administration (SHA), College of Human Ecology (CHE) and our industry collaborators American Seniors Housing Association; Melissa Ceriale, P'15, '16, '18; Cancer Treatment Centers of America Global, Inc.; Deerfield Management; Delos; Mercy Medical Center; MindFolio; Perkins Eastman; PricewaterhouseCoopers LLC; Seaview Investors, LLC; Six Senses Hotels Resorts Spas; and The Ritz-Carlton Leadership Center in establishing this unique institute, which is first of its kind in the world.

We strive to become a world leader in integrating the fields of hospitality, design, policy, and management to advance service excellence in healthcare, wellness, senior living, and related industries.

Going forward, we hope for engaged and active collaboration between industry and academia in search of a prosperous and healthy future!

Sincerely,

Rohit Verma, CIHF Executive Director, Singapore Tourism Board Distinguished Professor, Service Operations Management, School of Hotel Administration, Dean for External Relations, Cornell College of Business

Brooke Hollis, CIHF Associate Director, Associate Director, Sloan Program in Healthcare Administration, Department of Policy Analysis and Management, College of Human Ecology

Mardelle Shepley, CIHF Associate Director, Professor, Department of Design and Environmental Analysis, College of Human Ecology





01 Mission

Cornell Institute for Healthy Futures

Cornell Institute for Healthy Futures (CIHF) was established as a cross-campus collaboration between the School of Hotel Administration and the College of Human Ecology at Cornell University.

The mission of the Cornell Institute for Healthy Futures is to provide a multi-disciplinary platform for integrating hospitality, health management/policy, and design thinking to enhance service excellence in healthcare, wellness, senior living and related industries.

02

Leadership

GOVERNING BOARD

Michael Johnson, the Bradley H. Stone Dean of the School of Hotel Administration (SHA) and E.M. Statler Professor, and **Alan Mathios**, the Rebecca Q. and James C. Morgan Dean of the College of Human Ecology (CHE), co-chaired the governing board of the institute during 2015-16.

We are pleased to welcome **Kate Walsh**, MPS '90, Interim Dean and E. M. Statler Professor, School of Hotel Administration to the governing board of the institute in the upcoming year. We also look forward to our future collaboration with Cornell University's newly launched College of Business, comprised of the university's three accredited business schools: the School of Hotel Administration, the Charles H. Dyson School of Applied Economics and Management, and the Samuel Curtis Johnson Graduate School of Management.



The institute's operations and activities are supported by senior administrative staff from the College of Human Ecology and the School of Hotel Administration in the College of Business, including:

Rosemary Avery, Professor and Chair, Department of Policy Analysis and Management, College of Human Ecology

Ted Boscia, Director of Communications, College of Human Ecology

Melissa Carlisle, Assistant Director, Corporate Relations, School of Hotel Administration

Sheila Danko, Professor and Chair, Department of Design and Environmental Analysis, College of Human Ecology

Craig Higgins, Assistant Dean, College Business Officer, College of Human Ecology

Meg Keilbach, Associate Dean, Alumni Affairs and Development, School of Hotel Administration

Kristine Mahoney, Director of Facilities and Operations, College of Human Ecology

Marybeth Tarzian, Assistant Dean, Alumni Affairs and Development, College of Human Ecology

We are grateful for the contributions of these individuals who have made the launching, funding, design, furnishing, staffing, and the many elements of CIHF possible.

CIHF STAFF

CIHF is led by executive director **Rohit Verma**. **Mardelle McCuskey Shepley**, and **Brooke Hollis** MBA '78, are associate directors. **Elizabeth Hays** is the CIHF Program Manager, and **Valerie Kelly** is the CIHF Events Coordinator. **Melissa Carlisle** '97 is Assistant Director, Corporate and Foundation Relations.



ADVISORY BOARD

MELISSA CERIALE, P'15, '16, '18

Board of Trustees



Montefiore Medicine

JOHN RIJOS, SHA '75

Operating Partner,
Chicago Pacific Founders



**American Seniors Housing
Association**

ROBERT ALTER, SHA '73

President



Seaview Investors, LLC

**PAUL M.
D'ALESSANDRO**

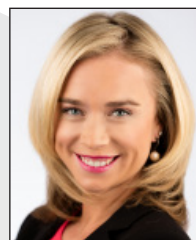
Principal



PWC LLC

WHITNEY AUSTIN GRAY

Executive Director of
Research and Innovation



Delos

JILL GUINDON-NASIR
Senior Corporate Director, Global
Learning Solutions & Organizational
Development



**The Ritz-Carlton
Leadership Center**

KAREN HEIDELBERGER,
SHA '94

Partner



**Deerfield
Management**

NEIL JACOBS

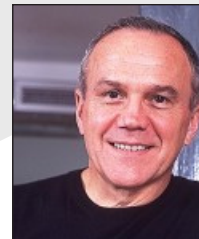
Chief Executive Officer



**Six Senses Hotels
Resorts Spas**

KARL KALCHER

Managing Director



MindFolio

BRADFORD PERKINS,
A&S '67

Chairman & CEO



Perkins Eastman

ROBERT RITZ,
MHA '87

President



**Mercy
Medical Center**

PETER YESAWICH,
SHA '72, MS '74, PhD '76

Chief Growth Officer



**Cancer Treatment
Centers of America**

03
Teaching

A primary focus of CIHF is to develop and support multidisciplinary educational programs for health, wellness, senior living, and related service industries. During the 2015-16 academic year, the institute has initiated a new course and provided support for several other educational activities, including the following:

HHD INDUSTRY IMMERSION SEMINAR

The institute sponsored and delivered a new course (HADM/DEA 4055/6055 - Hospitality, Health, and Design Industry Immersion Seminar), cross-listed with the School of Hotel Administration and the Department of Design and Environmental Analysis in the College of Human Ecology. Although the course was not officially available until shortly before the Spring 2016 semester began, student interest was high; 43 students representing multiple colleges and departments completed the course. The syllabus featured guest speakers who were senior executives representing medical centers, architecture firms, and innovative hospitality and wellness organizations.

HOSPITALITY, HEALTH, AND DESIGN
INDUSTRY IMMERSION SEMINAR



05 FEB
Jackie BECKERMAN
Chief Patient Experience Officer
Enhancing the Patient Experience: Aligning Design, Administrative, and Hospitality Efforts
University of Rochester Medical Center

12 FEB
Francis MURDOCK PITTS
President
Placemaking: The Joyful Opportunity of a Mental Hospital
architecture+

19 FEB
Alan LEE
Vice President of Operations
Healthcare with Heart: A Hospitality Infusion
New York Presbyterian Hospital

26 FEB
Mark FURGESON
Senior Advisor
Hospitality in Healthcare
FreemanWhite

04 MAR
Angela WATSON
Principal
Beyond the logo: Branding Healthcare
Shepley Bulfinch

11 MAR
Kurt ROCKSTROH
President
Career Opportunities as a Health Care Architect
Steffian Bradley Architects & Sterling Planning Alliance

18 MAR
Whitney AUSTIN GRAY
Executive Director of Research and Innovation
Understanding the WELL Building Standard
Delos

08 APR
Meredith OPPENHEIM, A&S'95
Chad OPPENHEIM, AAP'94
Co-Founder
Principal
Enhancing Life by Design
Oppenheim Real Estate Ventures
Oppenheim Architecture

MODELS OF EXCELLENCE COMPETITION

The management communication subarea at the School of Hotel Administration hosted its Models of Excellence (MoE) in Business Presentations Competition on May 11, 2016.

Six finalists were selected from among 139 students to participate in the competition and delivered



CIHF Student Scholar **Fred Ho '16** was designated winner of the competition for his presentation titled: "Addressing the Downtown Eastside's Need for Shelter - Hotels Helping the Homeless." Finalists were: **Carly Andrews '16**: "Tackling Affordability in Senior Housing and Care: Development of a Scalable Middle-Income Assisted Living Model;" **Samuel Clement '16**: "Implementing Water Service at Currency Capital in Scottsdale, Arizona, Is a Refreshing Idea;" **Justin Dennett '17**: "Creating Wellness with Walt;" **Yeon Joon (Ryan) Kim '17**: "Bridging the Gap Between Healthcare and Gaming;" and **Jerome Zhang '16**: "Banning Smoking at Hotels in New York City."

HOSPITALITY DESIGN THINKING

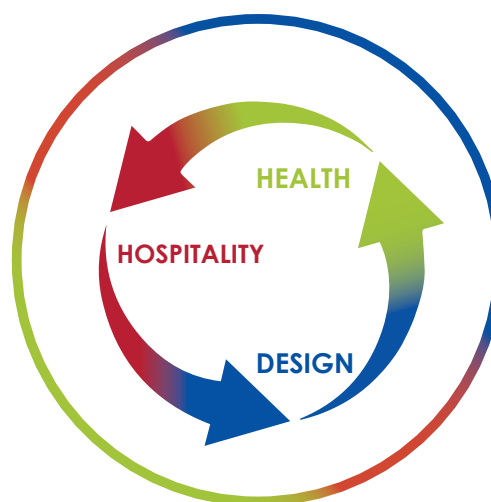
The Institute has approved a proposal by one of its faculty fellows, Dr. Stephanie Robson, to teach a course "Hospitality Design Thinking" that further builds on hospitality, health, and design interface. This course will feature multiple guest speakers and students will get an opportunity to work on real-world design projects in collaboration with several organizations.

persuasive presentations to support this semester's theme: "Creating Innovative Hospitality, Health, and Design Solutions," consistent with the focus of CIHF. CIHF industry participants attended and judged the competition.



HOSPITALITY, HEALTH AND DESIGN MINOR

We have developed an initial draft of the Hospitality, Health, and Design (HHD) minor that will be presented to College of Human Ecology and School of Hotel Administration faculty during Fall 2016 for approval.



04

Research

In addition to publishing scholarly articles in academic publications, the institute will distill and disseminate the results of its research and share best practices through freely accessible managerial reports, case studies, blogs, videos, podcasts and other information posted on its website and through periodic newsletters.

During the 2015-16 academic year the institute focused its attention on establishing the research community and foundations / infrastructure for facilitating cross-disciplinary and relevant research related to its mission. Some of our major initiatives are described below.

FACULTY FELLOWS PROGRAM

The CIHF Faculty Fellows Program provides collaboration opportunities and support for invited faculty in developing or enhancing research, curriculum, and industry-related activities that link hospitality, health, and design. Fellows create industry-focused deliverables including research briefs, webinars, podcasts and case studies that will be freely distributed via CIHF's website. CIHF Fellows form a diverse yet cohesive learning community and collectively create a strong multi-disciplinary knowledge base across several Cornell colleges including the College of Human Ecology, Johnson Graduate School of Management, School of Hotel Administration, Industrial and Labor Relations, and Arts and Sciences.

*College
of
Human
Ecology*



Frank Becker



John Cawley



Brooke Hollis



Ying Hua



Joseph Laquatra



Beth McKinney



Sean Nicholson



Anthony Ong



Karl Pillemer



Mardelle Shepley



Rana Zadeh



Tracy Brandenburg



Li Chen



Nagesh Gavirneni

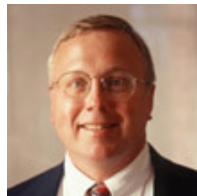
*Johnson
Graduate
School of
Management*



Shawn Mankad



Elizabeth A.
Mannix

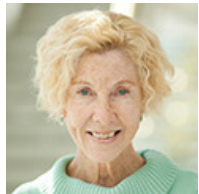


Larry W.
Robinson



Sunita Sah

*School of Hotel
Administration*



Judi Brownell



HaeEun Helen
Chun



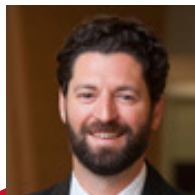
Stephaine Creary



Jan A. deRoos



Cathy A. Enz



Michael
Giebelhausen



Sheryl Kimes



Heather
Kolakowski



Robert Kwornick



Benjamin
Lawrence



Brett Massimino



Reneta McCarthy



Peggy
Odom-Reed



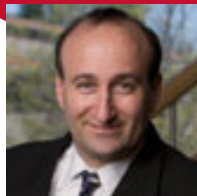
Stephani Robson



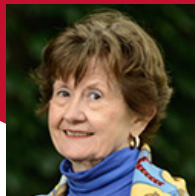
Sean Rogers



Tony Simons



Alex M. Susskind



Mary Tabacchi



Gary Thompson



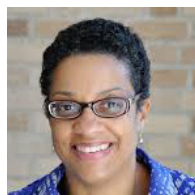
Rohit Verma



Kate Walsh



Kristina
Workman



Lawanda Cook



Michele Williams



Phela Imani
Townsend

*Industrial
and Labor
Relations*

ACADEMIC SCHOLARS

CIHF Academic Scholars are faculty members at universities other than Cornell University who collaborate in research projects, educational activities, or industry events that link hospitality, health, and design.

Twenty-seven faculty members from other universities representing 12 countries are now affiliated with CIHF as Academic Scholars.



Tor W. Andreassen



Aravind
Chandrasekaran



Sunmee Choi



David Ding



Andrew Gallan



Bo Edvardsson



Craig Froehle



Susan Goldstein



Anders Gustafsson



Wafa Hammedi



Spring H. Han



Janelle Heineke



Philipa
Hunter-Jones



Jay Kandampully



Michael Lewis



Janet R.
McColl-Kennedy



Lia Patricio



Aleda Roth



Warren S.
Sandberg



Glen Schmidt



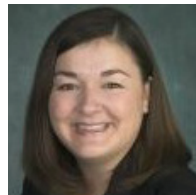
Rachna Shah



Vikram Tiwari



Anita Tucker



Liana Victorino



Jochen Wirtz



Jie Zhang



Xiande Zhao

VISITING SCHOLARS

CIHF Visiting Scholars are faculty members at universities other than Cornell University who visit CIHF to collaborate in research projects, educational activities, or industry events that link hospitality, health, and design.

During 2015-16, we hosted Visiting Scholar, Alessandra Cappai. Alessandra has a Ph.D. in Urbanism from the School of Architecture of Barcelona, Polytechnic University of Catalonia in Spain, where she is also a member of the Institut Habitatge-Territori-Turisme. As a CIHF Visiting Scholar, Alessandra analyzed case studies and best practices in health hospitality, particularly in Italy and Spain, focused on health and wellness in association with natural surroundings and design strategies.



INDUSTRY SCHOLARS

CIHF Industry Scholars are colleagues from non-educational organizations who collaborate in research projects, educational activities or industry events that link hospitality, health, and design. A number of industry scholars joined us for various activities over the past year.

Anna **Bjurstam**



Six Senses Spas

John **DeHart**



Nurse Next Door

Dr. Srisatish **Devapatila**,
MD



Cayuga Medical Center

Meredith **Oppenheim**,
A&S '95



**Oppenheim Architecture
Nurture Med**

John **Rijos**, SHA '75



**American Seniors
Housing Association**

RESEARCH PROJECTS

During the 2015-16 academic year, we supported selected research projects through seed grants and helped to provide access to data from partner organizations. Research projects initiated by our research fellows include:

- The Impact of Restaurant Menu Labeling on Food Choice
- Anticipation and Surprise with a Service Experience
- Advising in Healthcare and Professional Service Environments
- Motivations for Wellness Tourism
- Financial and Market Impact of Wellness Features in Hotel Rooms
- Developing a framework for Health Innovations in Hospitality Firms
- Post-Merger Integration Strategies in Health Organizations
- Operations Management in Sr. Housing and Care
- Hospitality & Health Interface: Understanding synergies, uniqueness and challenges
- Mental and Behavioral Health Facilities: Critical Design Issues

05 Events

A core mission of the institute is to provide opportunities for active engagement between academic scholars and practitioners and to create multiple forums of dialogues and collaboration across groups. During the 2015-16 academic year we undertook several initiatives to achieve these goals. They include:

CIHF INAUGURATION CELEBRATION

Held at the School of Hotel Administration in November, the Inauguration Celebration was attended by approximately 125 people including Cornell University alumni, industry participants, students, staff, and faculty.

Marking the opening of CIHF, the [Inauguration Celebration Program](#) began with a welcome and introduction by deans from both colleges, Michael Johnson, Bradley H. Stone Dean of the School of Hotel Administration and E.M. Statler Professor, and Alan Mathios, Rebecca Q. and James C. Morgan Dean, College of Human Ecology.

Two panel sessions followed featuring speakers from industries including hospitals, senior living facilities, design firms, home health enterprises, consultants, and a Well Building Certification firm. The first session, “How Hospitality Can Help Health Organizations

Provide Better Services Across the Care Continuum” included panelists Jeff Bokser, MHA '01, Vice President, New York – Presbyterian Hospital, Carol Cummings, Sr. Director Optimum Life Engagement and Innovation, Brookdale Senior Living, Isaac Losh, MPS '11, Vice President, Senior Star, Meredith Oppenheim, A&S '95, Strategic Advisor, Oppenheim Architecture, Former Asset Manager, healthcare REIT Ventas, and Bradford Perkins, A&S '67, CEO Perkins Eastman Architects

The second session, “The Transdisciplinary Future of Design – Opportunities for Health and Wellness Industries” included panelists Alfredo Carvajal, President, Delos International and Signature Programs, John DeHart, SHA '96, Co-Founder and Chairperson, Nurse Next Door, Jamie Huffcut, Health & Wellness Practice Leader, Gensler, Robert P. Ritz, MHA '87, President, Mercy Medical Center, and John Utz, Senior Director, PwC Health Services Advisory.



The celebration continued with student led walks to Martha Van Rensselaer Hall for a ribbon cutting and tour of the newly opened CIHF Suite. Student projects, “Health & Healing Studio Design Competition” and “Health & Hospitality Service Excellence Case Examples” were exhibited in the Human Ecology Building Commons.



CIHF hosted the “Entrepreneurs and Innovators in Hospitality and Health” panel at the [Cornell Entrepreneurship Celebration](#)

One of the most popular sessions at the Entrepreneurship Celebration, the panel attracted more than 75 attendees with standing room only. Three leading industry executives shared their experiences about innovation in hospitality, health, and design-related industries: Karen Heidelberger,

SHA '94, Partner, Deerfield Management Company LP; Meredith Johnson, SHA '92, Managing Director, Boomerang Health powered by SickKids; and John Rudd, CEO, Cayuga Health System and partner in Island Health/Cayuga Wellness Center.



**ENTREPRENEURS
AND INNOVATORS
IN HOSPITALITY
AND HEALTH**

HOSTED BY

ENTREPRENEURSHIP
AT CORNELL CELEBRATION
&
CORNELL INSTITUTE FOR
HEALTHY FUTURES

APRIL 15, 2016
STATLER HALL

YALE/PRINCETON ROOM
9:15-10:30AM

MODERATED BY

ROHIT VERMA, EXECUTIVE DIRECTOR, CIHF
MARDELLE MCCUSKEY SHEPLEY, ASSOCIATE DIRECTOR, CIHF



**MEREDITH JOHNSON,
SHA '92**

Managing Director,
Boomerang Health powered
by SickKids



JOHN RUDD

CEO,
Cayuga Health System and
partner in Island Health/
Cayuga Wellness Center



**KAREN HEIDELBERGER,
SHA '94**

Partner,
Deerfield Management
Company

CIHF Roundtable, “Exploring Ideas from Hospitality, Health Management, and Design for Senior Housing and Care”

Held in Spring 2016, the first CIHF roundtable brought together senior-level executives, educators, and leaders in senior housing and care to share experiences and exchange ideas. In addition to the [29 formal participants](#) “at the table,” students, faculty, and guests observed and interacted during breakfast, breaks, and a pre-roundtable panel discussion, poster session and reception the evening before. Students, faculty, and industry leaders were also combined at tables during working luncheon sessions.

Sessions included “Ideas from Hospitality, Design, and Operations: What is working / potential new approaches” moderated by Cate O’Brien and Jeanna Korbas; “Improving Care across Acute/Post-Acute Organizations: Technology, processes, and relationships,” moderated by Mary Blyth and Lynne Katzmann; and “Looking to the Future: Changing models and consumers,” moderated by Patricia Will and John DeHart.



Lynne Katzmann: Long-term care communities now have to offer more advanced and clinically complex care on-site to accommodate a new type of patient.



The Senior Living Roundtable was preceded by a panel and Q & A on Career Opportunities.



Patricia Will: As new approaches are developed, the entire continuum of care will be looking to the hospitality industry to apply the principles that have made service excellence a primary ingredient of success.

Denise Boudreau-Scott, MHA '94, Owner, Denise B. Scott, LLC; John DeHart, SHA '96, Co-Founder, Hartify Brands; David Gress, National Client Executive, Sodexo; Lynne Katzmann, President and CEO, Juniper Communities; Steve Kramer, President and CEO, The Mayflower Retirement Community; and Bill Sims, Managing Principal, HJ Sims discussed and answered questions about career opportunities in senior living and related industries.



The CIHF Roundtable Program, designed by students in Mardelle Shepley's DEA 3304 Health and Healing Studio can be found [here](#)

CIHF SPRING ADVISORY BOARD MEETING

Twelve Advisory Board Members and CIHF member representatives and ten guests came together for the first Advisory Board meeting.

Stephani Robson, Alex Susskind, Gary Thompson, Elizabeth Martyn, Peggy Odom-Reed, Kangchanok Paepipatmongkol, Lu Kong, and Rana Zadah gave faculty and student presentations. Participants and students also brainstormed to plan future industry events, research and educational programs.



06

Industry Engagement

CIHF is supported by a network of member organizations who are critical to CIHF's mission. We are honored to report that several organizations have chosen to support CIHF by joining its advisory board.

- 2 Founding Members
- 10 Corporate Members

Individuals and industry supporters have been invited to participate in research projects, industry seminars, roundtables, symposiums, and other special events.



A graphic titled "Cornell Institute for Healthy Futures Industry Scholar Spotlight". It features a portrait of Meredith Oppenheim, Strategic Advisor at Oppenheim Architecture. The graphic includes the Cornell logo, the text "Industry Scholar Spotlight", and Meredith's name and title. At the bottom, there are social media icons for Facebook and Twitter, along with the website "www.dppenoffice.com" and the Twitter handle "@OPPENOFFICE".



07 Students

Students are involved in many aspects of CIHF:

- Cornell University Healthy Futures Student Organization (CUHF). CUHF was founded and conducted their first fundraiser to build visibility on campus.
- Poster presentations at CIHF Roundtable. Students from five separate courses presented innovations and ideas from hospitality and or design for senior living.
- Weekly course luncheon series provided opportunity for students to interact with speakers, faculty and other students, and establish career and networking connections.
- DEA students created the program and takeaway materials for the roundtable, Healthy Futures publication, posters, flyers, and numerous other materials for CIHF.
- Students manage and updates our website, manage our social media, help coordinate our seminar, and assist as volunteers at our events.

More information about our student scholars can be found on [our website](#)



08

Publications & Communications

ARTICLES AND PUBLICATIONS

“Healthy Futures” Vol 1 Number 1—“Exploring Ideas from Hospitality, Health Management, and Design for Senior Housing and Care: : Insights from 2016 CIHF Senior Living Roundtable” describes Roundtable and some initial description of ideas.

Reunion forum showcases CIHF. Read about it in the [Cornell Chronicle](#).

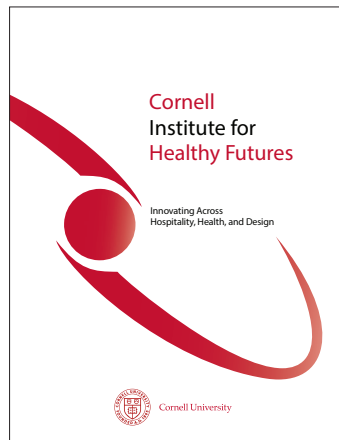
CIHF was featured in Senior Housing News in their article: [“Hospitality Innovations Cross Over to Senior Living at Cornell”](#)

CIHF was featured in Spring 2016 Hotelie, A Design For Better, More Hospitable Care!

CIHF was featured in Human Ecology Magazine’s Fall 2015 issue. [Read more here!](#)

Coverage of the Institute’s inauguration by the Cornell Chronicle! [Read all about it here!](#)

Coverage of CIHF’s inauguration by School of Hotel Administration [blog](#)



VIDEOS

View introductory video about CIHF and its mission [here](#).

Multiple expert interview videos of CIHF Advisory Board members, participants in inauguration, course speakers, and others were recorded for future website materials.

Videos of Entrepreneurship Panel and Art and Science panel



CIHF Associate Director Mardelle Shepley moderates and presents at the Cornell Family Fellows event in April 2016, “Where Art, Science, and Technology Intersect – Fostering Innovation at Cornell.”

PROMOTIONAL MATERIALS

CIHF Promotional materials were developed for use at events and board meetings including “green” items like reusable stainless steel water bottles, recycled content notepads, and sustainable bamboo pens.

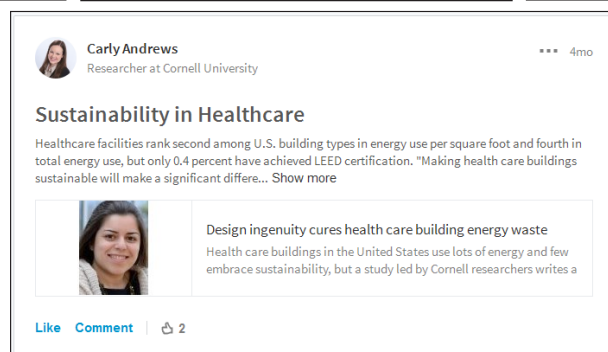
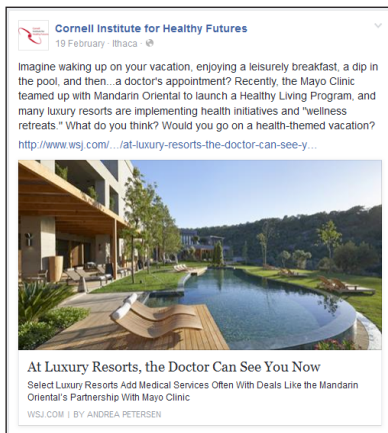


WEBSITE

Development and creation of [CIHF website](#)

SOCIAL MEDIA

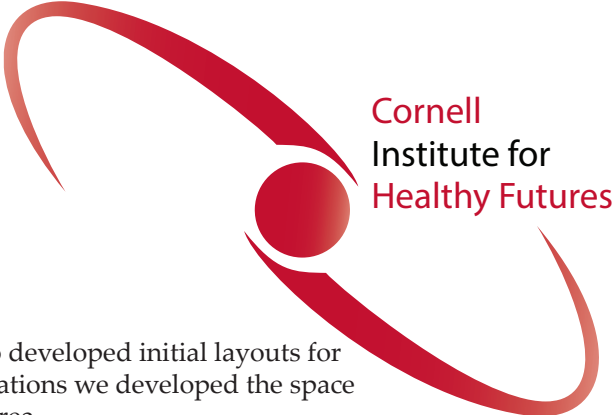
Bi-weekly Facebook postings with 418 followers, 194 LinkedIn members, and CIHF YouTube site.



SPONSORSHIPS

CIHF sponsored the Healthcare Operations Management track at the Production and Operations Management Society (POMS) 27th Annual Conference, “Innovative Operations in an Information and Analytics Driven Economy” in Orlando, Florida.

09 CIHF Suite



Mardelle Shepley's DEA studio DEA 3204, Health and Healing Studio developed initial layouts for CIHF suite, and designed the CIHF logo. Through Facilities and Operations we developed the space for the CIHF Collaboration Lab, administrative space, and reception area

We have initiated an art competition that will be open to the Cornell student community to provide artwork for the space.



Individual workstations for research



SPECIAL THANKS

To Kimia Erfani, M.Sc. in Human-Environment Relations '17, for designing this Annual Report!

Cornell

Institute for Healthy Futures

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Ithaca, NY 14853

607-255-2428
CIHF@cornell.edu

<http://healthyfutures.cornell.edu>

The College of **Human Ecology**

Improving lives by exploring and shaping human connections to
natural, social, and built environments

The School of **Hotel Administration**

Creating and disseminating knowledge about hospitality management
through teaching, research, industry relations, and service