

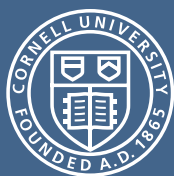
# Annual Report 2017



## INNOVATING across HEALTH, HOSPITALITY, AND DESIGN



Cornell  
Institute for  
Healthy Futures



Cornell University

# THANK YOU TO OUR MEMBERS!



## Founding Members



Melissa Ceriale, P'15, '16, '18  
Member of the Board of Trustees  
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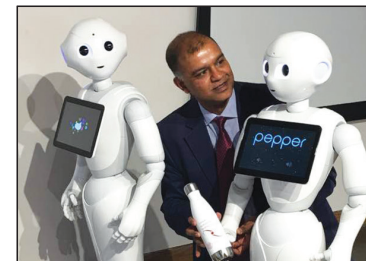
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# CELEBRATING THE 2<sup>ND</sup> ANNIVERSARY OF CIHF!

*"Happiness is the highest form of health." - Dalai Lama*

01  
MISSION

## From the Directors

We are pleased to present the Cornell Institute for Healthy Futures' second Annual Report. The 2016-17 academic year was an exciting and busy one as we hosted the first Cornell Hospitality, Health and Design Symposium—In Search of a Healthy Future, our second Roundtable—Innovating Across Senior Living and Care and numerous panels, seminars, and workshops. We saw our network of collaborators grow to 50 Faculty Fellows, 11 Industry Scholars, 33 Academic Scholars, and two Visiting Scholars. We now have 30 videos accessible through our website. We are pleased to have seen the number of our member organizations grow to 19 and are grateful for the new and continued support. The School of Hotel Administration in the Cornell SC Johnson College of Business and the College of Human Ecology have continued to provide support for this exciting new endeavor.

In addition to serving as the Executive Director of CIHF, Rohit Verma took on a new role as the Dean of External Relations of the newly formed SC Johnson College of Business. Mardelle Shepley accepted the nomination to be Department Chair of the College of Human Ecology's Department of Design and Environmental Analysis and began serving in this capacity July 1, 2017, in addition to continuing as Associate Director of CIHF. Our new Program Assistant, Pamela Lafayette, is overseeing the development and release of our first monthly newsletter. Through the support of an Engaged Cornell Curriculum Development grant, Hessam Sadatsafavi will serve as Coordinator for CIHF's proposed minor in Health, Hospitality, and Design, and its related internships. As always, we continue to utilize the creativity and talent of Cornell University students in managing our website, social media, speaker seminar series, video series, and graphic design, and are grateful to our Program Manager, Elizabeth Hays, for keeping us all together.

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

Rohit Verma, CIHF Executive Director  
Brooke Hollis, MBA/Sloan '78, CIHF Associate Director  
Mardelle Shepley, CIHF Associate Director  
Elizabeth Hays, CIHF Program Manager



Photo Credit: Jordan Abdur-Raouf, SHA '18

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



# 02 Leadership

## LEADERSHIP

### Rohit Verma

Executive Director, CIHF  
 Dean of External Relations  
 Singapore Tourism Board Distinguished  
 Professor in Asian Hospitality Management  
 Cornell SC Johnson College of Business

### Mardelle Shepley

Associate Director, CIHF  
 Chair, Department of Design and  
 Environmental Analysis  
 College of Human Ecology

### Brooke Hollis, MBA/Sloan '78

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

### Elizabeth Hays

Program Manager, CIHF  
 College of Human Ecology



**Pamela Lafayette**  
 Program Assistant, CIHF  
 College of Human Ecology



**Melissa Carlisle, '97**  
 Assistant Director  
 External Relations  
 Cornell SC Johnson College of Business



**Hessam Sadatsafavi**  
 Postdoctoral Associate  
 Internship & Minor Coordinator, CIHF  
 Lecturer, Department of Design and  
 Environmental Analysis  
 College of Human Ecology



## GOVERNING BOARD

### Kate Walsh, MPS '90

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 School of Hotel Administration  
 SC Johnson College of Business

### Alan Mathios

Rebecca Q. and James C. Morgan Dean  
 College of Human Ecology



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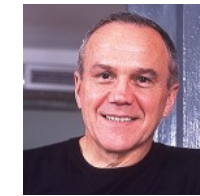
**Whitney Austin Gray**  
 Executive Director of  
 Research and Innovation  
 Delos



**Karen Heidelberger, SHA '94**  
 Partner Deerfield Management



**Neil Jacobs**  
 Chief Executive Officer  
 Six Senses Hotels Resorts Spas



**Karl Kalcher**  
 Managing Director  
 MindFolio



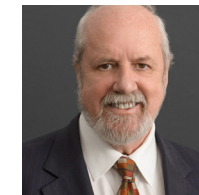
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**Bradford Perkins, A&S '67**  
 Chairman & CEO  
 Perkins Eastman



**John Rijos, SHA '75**  
 Co-Founder & Operating Partner,  
 Chicago Pacific Founders  
 American Seniors Housing Association



**Robert Ritz, MHA '87**  
 President  
 Mercy Medical Center



**Jeff Stouffer**  
 Executive Vice President  
 Global Health Director  
 HKS Inc.



**Bennett Thomas, MBA '03**  
 Senior Vice President of Finance  
 and Sustainability  
 Hersh Hospitality Trust



**Peter Yesawich, SHA '72, MS '74, PhD '76**  
 Chief Growth Officer  
 Cancer Treatment Centers of America

# 03 Teaching & Curriculum

CIHF helps develop transdisciplinary educational programs and courses and provides support to instructors teaching courses offered by Cornell University related to the institute's mission.

## HOSPITALITY, HEALTH AND DESIGN (HHD) INDUSTRY IMMERSION SEMINAR

HADM/DEA 4055/6055 Spring 2017

CIHF initiated the HHD speaker seminar in 2016, which continued for the second year in 2017. This course provides Cornell students the opportunity to learn directly from invited industry speakers with expertise in a spectrum of industries that link health, wellness and senior living with hospitality and design thinking. The speakers shared their views on business, managerial, career and other critical industry-related issues.



CIHF Associate Director Mardelle Shepley talks to Elizabeth Martyn, SHA '07, about her poster titled "Millennials: The Future Has Arrived" — at Statler Hall.

## HOSPITALITY DESIGN THINKING

HADM 4505 Fall 2016  
Stephani Robson, CIHF Faculty Fellow  
Senior Lecturer, School of Hotel Administration

Creating hospitality in nontraditional settings was the focus of this workshop-style course. Diverse teams of students used the Hospitality Design Thinking process to help real-world clients including the University of Rochester Medical Center and Cayuga Medical Center, develop hospitality solutions to unique challenges faced by their organizations. Hospitality Design Thinking is a toolkit of skills that help solve issues in creative ways while at the same time expressing the emotional heart of a business or institution.

Students came away from their class experience with valuable tools and special insight into the importance of creating a strong emotional connection with patients, families and staff. Clients received bold new ideas for their healthcare facilities as well as their own introduction to a powerful approach to problem-solving.

## 2017 Speakers

03  
FEB

**The Health Experience Economy – Uniting Perspectives to Drive Better Outcomes**



**Jeff Auker**  
Director, Customer and Digital Experiences in Healthcare  
PricewaterhouseCoopers

**Andrea Fishman**  
Partner,  
PricewaterhouseCoopers Experience Center

10  
FEB

**Good Health is Closer Than You Think**



**T. Colin Campbell,**  
MNS '57, PhD '62

Jacob Gould Sherman  
Professor Emeritus of Nutritional Biochemistry,  
Cornell University

17  
FEB

**Hospitality and Wellness into the Future**



**Thomas Klein**  
Chief Operating Officer  
Canyon Ranch

24  
FEB

**The Academic Medical Center – How Hospitality and Experience Support Patient Care**



**Abigail Brueggeman,**  
CHE '96

Real Estate  
Project Administration,  
Northwestern Memorial  
Healthcare Corporation

03  
MAR

**The Healthcare Industry is Rapidly Moving to a Personal Consumer Based Model; The Integration of Healthcare and Hospitality is a Strategic Imperative**



**Robert Ritz,** MHA '87

President  
Mercy Medical Center

10  
MAR

**Hospitality Design Influences in Healthcare Design and Its Impact**



**Elizabeth Sullivan**  
Director, Facilities and Real Estate, Planning  
Montefiore Health System

17  
MAR

**Developing a Wellness Hotel Chain: Taking Wellness Outside of Spa and Integrating it into Hotel Operations**



**Neil Jacobs**  
Chief Executive Officer  
Six Senses Hotels Resorts Spas

24  
MAR

**Salutogenic Design and Its Effects on Humans**



**Carol Rickard-Brideau**  
Partner, Global Workplace  
Practice Leader, Little

## PRACTICUM IN SOCIAL ENTREPRENEURSHIP: ANABEL'S GROCERY

AEM 4940 Fall 2016 & Spring 2017  
Anke Wessels, CIHF Faculty Fellow  
Visiting Lecturer in the Dyson School of Applied Economics and Management  
Executive Director of the Center for Transformative Action

Students from across the university participated in a practicum-based social entrepreneurship course focused on the launch of Anabel's Grocery, a student-run grocery store located in Anabel Taylor Hall that provides nutritious and affordable food to all Cornell students, addressing food insecurity on campus.



Students finalized a product list with wholesale costs, mark-ups and comparison prices to determine how the store would be financially sustainable while staying true to the dual mission of providing nutritious food at affordable prices. They developed a membership survey that included questions about food security drawn from the USDA—information that will be used to provide an automatic discount for students who are food-insecure. All of this led to a successful two-week soft launch in early May. Sloan student Adam Shelepak, CHE '17, MHA '18, is co-director of Anabel's Grocery and also won the 2017 Cornell University Relations' Campus-Community Leadership Award. The team of students are reviewing and revising their processes with a largely new team in preparation for the store's hard launch in late August.

## INNOVATIONS IN HEALTHCARE RESEARCH AND DESIGN

DEA 6550 Spring 2017  
Rana Zadeh, CIHF Faculty Fellow  
Assistant Professor, College of Human Ecology

A hands-on, multidisciplinary class on healing environments that prepares students for Evidenced-Based Design Accreditation and Certification (EDAC), a formalized foundation for evidence-based design (EBD). Students worked in teams to generate portions of a collective solution for this semester's "client", Cayuga Medical Center's Palliative Care Team. Further, students engaged in a dialogue among design, health, medicine, policy, and management disciplines, and explored the latest innovations in healthcare design and practice, including cutting-edge literature and methods. In addition to presenting to the class, student ideas were presented to a multi-disciplinary panel of judges/critics including CIHF leadership.

## AGE-FRIENDLY PLACES: THE INTERSECTION OF AGING AND DESIGN

Esther Greenhouse, DEA '93, MS '03, CIHF Industry Scholar  
Environmental Gerontologist and Designer

The role of the built environment on the functioning and well-being of older adults is powerful and often underestimated. In this workshop, students learned about the foundational theory which impacts older adults, and can be the key to harnessing the power of built environments to enable this population to thrive. Through exploration of design concepts, including an overview of demographic and social drivers, examination of typical age-related sensory and ability changes, sensitivity training conducted in the Statler Hotel and a recommendations exercise, participants gained a deeper understanding of the barriers and solutions which shape the lives of older adults. Results from the post-workshop survey were extremely positive and suggested ideas for additional workshops and courses that will be explored in the future.

## MINOR IN HEALTH, HOSPITALITY, AND DESIGN (HHD MINOR)

*Supporting wellness as a means of achieving population health*

CIHF has developed and proposed an undergraduate minor in Health, Hospitality and Design. The Cornell HHD Minor will be the first university program in the country to combine all three disciplines—health, hospitality and design. The proposed minor will create a course structure that enables undergraduates to pursue a transdisciplinary education that allows them to fully integrate in a world that supports wellness as a means of achieving population health. We are delighted to report that CIHF received an Engaged Cornell Curriculum Development Grant of \$55,000 to support the development of the new minor and coordinate internships in 2017-18.

# 04 Events

A core mission of the institute is to provide opportunities for active engagement between industry, faculty, and students. During the 2016-17 academic year CIHF undertook several initiatives to achieve these goals including the following symposia, roundtables, panels, seminars, and social events.

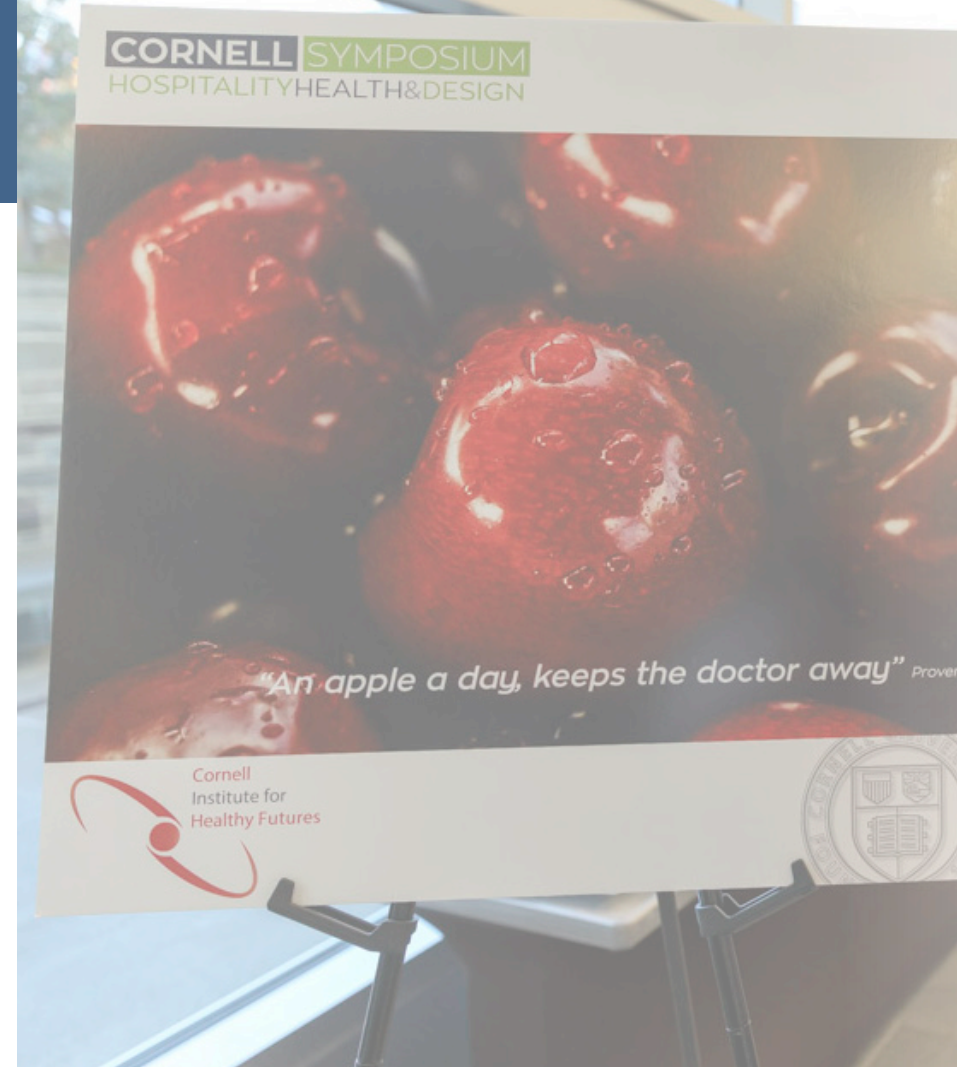
## Cornell Hospitality, Health and Design Symposium 2016 In Search of a Healthy Future

More than 200 scholars and industry leaders attended the inaugural Cornell Hospitality, Health and Design Symposium, which examined the evolving relationship among the fields of hospitality, health care, senior living and design.

With more than 70 speakers and four keynote panels, this pioneering conference brought together academic scholars and industry leaders with an interest in exploring the rapidly evolving dynamics of hospitality, healthcare and design in many service sectors such as hospitals, home-healthcare, senior living, hotels and resorts, food and dining, wellness and medical tourism, and more.

Maggie Hsu, chief of staff to the CEO of Zappos.com, was the featured speaker at the conference's banquet dinner and discussed the company's commitment to health and wellness programs at its new headquarters in Las Vegas.

To incorporate the theme of healthy living, the two-day conference offered yoga, massages and guided meditation, and a class on exercise in the workplace. Food breaks focused on healthy themes and attendees had the opportunity to eat outdoors and explore Cornell's beautiful campus.



Keynote panels focused on four trends: the adoption of healthier offerings in hospitality firms; the incorporation of hospitality thinking in health care companies; the application of hospitality and design ideas along with the need for more senior living facilities; and the consideration of design approaches to fostering healthy living in a variety of environments.

Moderated by Melissa Ceriale, a parent of three Cornell students ('15, '16, '18) and a member of the Board of Trustees of Montefiore Medicine, the Healthcare panel included Andria Castellanos, Group Senior Vice President and Chief Operating Officer, NYP/ Columbia New York Presbyterian; Dr. Phil Ozuah, Executive Vice President, Chief Operating Officer, Montefiore; Robert Ritz MHA '87, President, Mercy Medical Center; and Peter Yesawich SHA '72, MS '74, PhD '76, Chief Growth Officer, Cancer Treatment Centers of America.

The design panel included Jennifer Aliber, Principal, Shepley Bulfinch; Alan Dilani, Professor, Architect/ Public Health, International Academy for Design and Health; Lancy Hosey, Chief Sustainability Officer/ Principal, Perkins Eastman; and Naomi Sachs, Founding Director, Therapeutic Landscapes Network.

The following day started with a panel on senior living with John P. Rijos SHA '75, Co-Founder/Operating Partner, Chicago Pacific Founders; Joseph P. Weisenburger, Vice President – Business Development, Seniors Housing, Welltower, Inc; and Kelly Andress, President, Sage Senior Living. The final panel focused on hospitality and featured Jeff Hargett, Senior Corporate Director, Culture Transformation, The Ritz-Carlton Leadership Center; Alfredo Carvajal, President, Delos Signature; Dayssi Olarte Kanavos SHA '75, President and COO of Flag Luxury Group, LLC; and Rob Rush SHA '77, Managing Director in the Advisory Group of Deloitte & Touche LLP/Managing Director of LRA by Deloitte.



The complete list of the concurrent sessions are included in the [HHDS2016 Program](#).

## Industry Roundtables

### CIHF Roundtable: Innovating Across Senior Living and Care

Roundtable Chair: Brooke Hollis, MBA/Sloan '78

What will senior housing and care look like ten years from now? By the late 2020s, the first baby boomers will have reached the age of 82, a key milestone as the average age for moving into rental senior housing is now between 82 and 87. Baby boomers will redefine retirement communities by, first of all, insisting these facilities not be called "senior housing" since they are less likely to buy into any type of housing that identifies them as "seniors." These new retirees will move to developments where they can engage in lifelong learning, participate in health and wellness programs and pursue cultural and educational activities in the larger community. Instead of disengaging from the world, baby boomers in their last chapter of life will find their purpose and find their passion, or continue their careers part-time.

How senior housing and care facilities will adjust to this fundamental demographic change was the focus of a CIHF's Second Annual roundtable on Senior Living and Care. The Roundtable included discussions on the themes of Design Ideas That Have Worked; Who are the Customers We Should be Planning for from 2020 to 2030 and What Will they Really Want?; Dealing with Challenges in Recruiting: How to Recruit and Train Talent; and Financing and Paying for Services.

Students and Roundtable participants paired up at the Training and Careers Luncheon to share their ideas and experiences for improved recruiting and retaining younger talent, hospitality training and customer service techniques to empower and inspire staff, best practices for retaining established talent in the face of new competitors' recruiting efforts and emerging trends to effectively utilize outsourced service providers and staffing firms. The 2017 CIHF Roundtable Program, designed by students in Mardelle Shepley's DEA 3304 Health and Healing Studio, can be found [here](#).

### Senior Living and Care Career Paths

This panel, moderated by David Schless, President of the American Seniors Housing Association, brought together seven experts to discuss the career paths that lead them to work in senior care and how their personal passions relate to the industry. Additionally, the panel answered questions regarding how to instill in young people a passion for senior care, how the baby boomer generation will impact senior care and living, and what the entrepreneurial and career opportunities are in the industry.

The panelists included leaders from Drive, Enlivant, The Vinca Group L.L.C., National Investment Center for Seniors Housing & Care, American Seniors Housing Association, Capella Living Solutions, and Kendal at Ithaca. The video is available for use for future student recruiting and courses and can be viewed [here](#).



Carly Andrews, SHA '16, incoming operations associate at Erickson Living: "You get the emotional paycheck as well as the financial paycheck. I know that every day I'll get to go to work and make a difference in someone's life."

### CIHF/NUS/ISS Industry Roundtable: Hospitals and Hospitality – Exploring Shared Insights for Improved Outcomes

Roundtable Co-chair Sherri Kimes, CIHF Faculty Fellow  
National University of Singapore, Singapore

This roundtable brought together diverse perspectives from Singapore and further abroad in order to consider topics such as the management of high tech-high touch environments, aging workforce challenges and predictive solutions to improve operations management.



### CIHF Fall and Spring Advisory Board Meetings

The CIHF Advisory Board met in New York City in Fall 2016, and at the main campus in Ithaca, NY in Spring 2017.

Student and faculty presentations and discussion in New York City included New York State Healthcare Report: Facts and Concerns, Evaluation of an Innovative Behavioral Health Clinic, and Creating a Healing Environment. The spring meeting focused on planning the future of CIHF, and curriculum and educational activities.



## Entrepreneurs and Innovators in Health, Hospitality, and Design

CIHF panel as part of the Entrepreneurship at Cornell Celebration 2017

The CIHF panel focused on the many collaborative opportunities within the interconnected fields of healthcare, hospitality and design from an entrepreneurial perspective. Panelists included Rosalyn Cama, President + Founding Partner of CAMA; Michelle Punj CHE '06, MMH '09, Director of Operations, Four Seasons Hotel Westlake Village; and Alexis Strong MMH '08, Director of Service Implementations and Operations, Docent Health.

**ENTREPRENEURS AND INNOVATORS IN HEALTH, HOSPITALITY, AND DESIGN**

HOSTED BY  
**ENTREPRENEURSHIP AT CORNELL CELEBRATION & CORNELL INSTITUTE FOR HEALTHY FUTURES**

**APRIL 28, 2017**  
AMPHITHEATER  
STATLER HOTEL  
9:15-10:30AM

MODERATED BY  
**ROHIT VERMA, EXECUTIVE DIRECTOR, CIHF**  
**BROOKE HOLLIS, MBA/SLOAN '78, ASSOCIATE DIRECTOR, CIHF**

 <b>ROSALYN CAMA</b> President + Founding Partner, CAMA	 <b>MICHELLE PUNJ, CHE '06, MMH '09</b> Director of Operations, California Health & Longevity Institute, Four Seasons Hotel Westlake Village	 <b>ALEXIS STRONG, MMH '08</b> Director, Service Implementation & Operations, Docent Health
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## Healthy, Wealthy and Wise: Hospitality and Wellness

CIHF panel as part of the 92<sup>nd</sup> Annual Hotel Ezra Cornell

The 92<sup>nd</sup> Annual Hotel Ezra Cornell Conference explored the theme, Face the Future, Preserve the Past. The conference featured panels exploring the nuances and challenges hospitality and related companies face as they adapt to change while remaining true to their founding principles and values.

Rohit Verma moderated with panelists whose work covers different facets of the growing wellness industry: Neil Jacobs, Michelle Hocking MMH '10 and Emilie Goudey. Panelists gave presentations on how they integrate wellness into the hospitality industry, followed by a question-and-answer session.

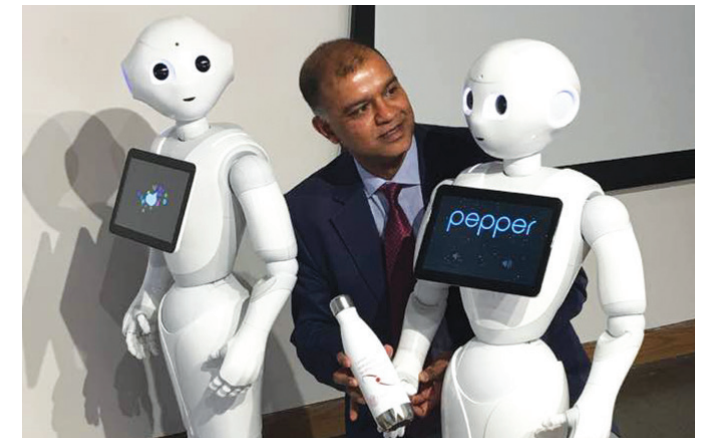


## CIHF Faculty Fellows Research Seminar Series

Started in Fall 2016, this bi-weekly series was initiated for CIHF Faculty Fellows to share and discuss their research and projects and to open the door for collaborations. Presentations included "Creating a Healing Environment: Legitimizing and Transforming Organizational Identity Through Material Practices," "PMMS—Designing a General Photo-based Metadata Mining System for Tourism Research," "Compassion Artifacts: Potent Potential Resources for Reducing Suffering," "Enabling Healthcare Delivery Through Vehicle Maintenance," "Pressing Healthcare Challenges and the Patient Experience in NY State," and "Consistent Staffing for Long-Term Care Through On-Call Pools."

## The Pepper Challenge: Can Adding Some Pepper Improve the Taste of Service

Jointly sponsored by CIHF and the Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship, student teams worked on creating ideas to connect hospitality and healthcare in response to the use of robotics. Pepper is a humanoid robot created by the developers at SoftBank Robotics. It has the ability to interpret emotions and have intelligent conversations, adapting its behavior to the mood of others. In Japan and other parts of the world, Pepper has already been used to improve healthcare, retail, and hospitality operations—and the potential is limitless.



## CIHF Art Competition & Open House

CIHF held its first annual art competition, open to all Cornell University students, of works reflecting its mission integrating health, hospitality and design to enhance service excellence in healthcare, wellness, senior living and related industries. Congratulations to the top three winners whose works are displayed in the CIHF suite and used on the CIHF website and communication materials. The winners were recognized at an open house in the CIHF suite in Martha Van Rensselaer Hall. 1st place: "Empathy" by Bella Zhao, Landscape Architecture '16; 2nd place: "Morning Light" by Mane Mehrabyan '17, Daniel Villegas Cruz '18 and Hannah Dorpfeld '17; 3rd place: "Let Life Flow Through You" by Jordan Abdur-Raouf SHA '18. Congratulations!



Bella Zhao, CALS '16, "Empathy"

## Designing Healthy Spaces for a Better Life

Cornell Alumni Affairs and Development event, New York, NY

Speakers discussed how every day the built environment, from your office to hotels to hospitals, affects your well-being and impacts how you work, recover and play. Topics included how design intersects with and shapes human behavior and overall physiology, how the industry influences innovations in holistic design, and how Cornell faculty, alumni and friends are defining contemporary and future built environments.

Moderated by: Rohit Verma, CIHF Executive Director

Speakers: Alfredo Carvajal, President, Delos Signature, on "The WELL Building Standard and Hospitality / Residential Spaces;"

Mardelle McCuskey Shepley, CIHF Associate Director on "Design for Mental and Behavioral Health;"

Rachel Casanova '95, Director of Workplace, Principal, Perkins+Will on "Good Design, Material Health and the Business Case for a Healthy Workplace;"

## The Role of Design and Technology in Health and Wellness

Cornell Alumni Affairs and Development event, Boston, MA

Technology is everywhere and influences our daily lives. It is a key factor to our health and wellness. The discussion focused on industry influences and innovations in health and wellness design. Moderated by CIHF Executive Director Rohit Verma and featuring CIHF Associate Director Mardelle McCuskey Shepley, the panel also included Kim LaFontana '91, Chief Product Officer, Docent Health, and Mia Kyricos MMH '03, President, Kyricos & Associates.

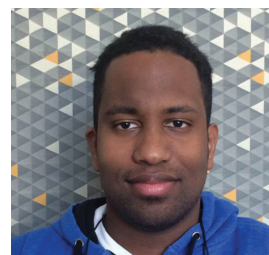




### CIHF Picnic on the Terrace

CIHF held a final end of the year picnic to celebrate all the CIHF contributors this year, and to say goodbye to the CIHF student scholars who are graduating. CIHF said farewell to four students who graduated this year and who assisted with our website, graphic design, HHDS Seminar, and our videos.

## Best wishes to our students who have graduated!



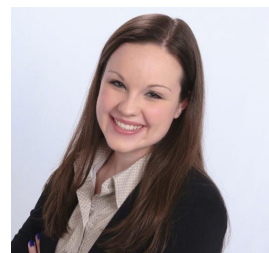
**Andrew Eccles**  
CIHF Website Development

Andrew was an Information Science major in the College of Arts & Sciences. His interests include web development, app development, game design and media creation.



**Adisa Soren**  
CIHF Course Coordinator

Adisa received his graduate degree in Human Factors Engineering/ Ergonomics with a minor in Information Science. He will be working at Google NYC as a user experience researcher.



**Carly Ann Andrews**  
CIHF Social Media Manager

Carly graduated from the School of Hotel Administration and will be continuing her passion for senior living and hospitality through working at a senior living facility.



**Alexandra Diane Bruns-Smith**  
CIHF Program Assistant

Alex graduated from the School of Hotel Administration, where she pursued a minor in Real Estate and a concentration in Finance, Accounting, and Real Estate.



**Luciana Madison**  
CIHF Program Assistant

Lucie graduated in Policy Analysis and Management with a focus in health policy. After Cornell she is moving to Chicago to work as a health consultant for Navigant Consulting and to pursue a career in health policy.



**Kimia Erfani**  
CIHF Graphic Designer

Kimia received her graduate degree from the department of Design and Environmental Analysis. Her internship at Northwestern Memorial Hospital sparked her interest in designing for human health and well-being.

## CIHF@Events

### CIHF @ Global Consortium of Entrepreneurship Centers Conference (GCEC) (Brooke Hollis) Rochester, NY

GCEC is a global organization promoting university entrepreneurship programs. CIHF presented its unique cross-school/discipline initiatives that helped Cornell get the GCEC award for "Exceptional Activities in Entrepreneurship Across Disciplines" category.



### CIHF @ Patient Centered Design, Innovation Summit (Mardelle Shepley) Savannah, GA

Sponsored by the Institute for Patient-Centered Design, this event welcomed a diverse group of leaders in health facility design from across the U.S. to collaborate with design practitioners, researchers, clinicians and patients to develop solutions for health facility accommodations.

### CIHF @ CSV17- Impact through Innovation (Mardelle Shepley) San Francisco, CA

This event was sponsored by the Cornell Entrepreneur Network (CEN), the university's alumni business network. CEN produces events on both coasts that feature world-class alumni and faculty speakers. The purpose is to present and exchange ideas regarding the ways people think, work and live, while connecting with fellow alumni.

### CIHF @ National Investment Center for Seniors Housing and Care (NIC) Fall 2016 Conference (Brooke Hollis) Washington, D.C.

NIC is one of the larger conferences in the senior housing and care industry. In addition to attending, Brooke was able to work with NIC leadership to secure two scholarships for students from the Hotel School with interests in the field. CIHF also co-hosted a reception with alumnus Daniel Kianmahd that attracted more 20 Cornell-related attendees.

### CIHF @ National Investment Center for Seniors Housing and Care (NIC) 2017 Spring Investment Forum (Denise Scott, CIHF Industry Scholar) San Diego, CA

Focused on the theme of unlocking value through senior care collaboration, the forum attracted more than 1,500 industry leaders. The three-day program included more than a dozen educational sessions highlighting three principal areas: capturing value; creating successful partnerships; and economic, capital and policy trends. CIHF also co-hosted another reception with SHA alumnus Adam Kaplan. Brooke Hollis also worked with NIC leadership to send two student scholarship recipients to this meeting.

### CIHF @ Global Educators Network for Health Innovation Education (GENIE) Group (Brooke Hollis) Barcelona, Spain

The GENIE Group was created to make innovation a central part of the education of future leaders in health care. The conference brought together influential global leaders from both academia and the healthcare industry for a two-day conference, covering how to collectively promote innovation in health care starting with educational methods and curriculums. Brooke Hollis was an invited speaker on "Health Innovation Management Education for Policymakers Investors and Payers" and discussed collaborative opportunities with CIHF.



# 05 Research

*During the 2016-17 academic year, CIHF supported selected research projects through seed grants and access to data from partner organizations. In 2016-17 we supported the following projects.*

## HEALTHCARE PREFERENCES AND LIVING ENVIRONMENT FOR NEW YORK STATE RESIDENTS – EMPIRE STATE SURVEY

Hessam Sadatsafavi, CIHF Postdoctoral Associate  
Lu Kong, Ph.D. student  
Rohit Verma, CIHF Executive Director

CIHF embarked on a survey in an effort to take the pulse of New Yorkers regarding their needs and expectations for their own healthcare. The collected data will help researchers and industry leaders discover the most pressing concerns from specific demographics within our population and understand the demands for change of current standards.

The 2016 Empire State Healthcare Survey, conducted by CIHF through Cornell University's Survey Research Institute (SRI), polled 800 New Yorkers of all backgrounds and political inclinations between February and April 2016. Residents were asked their assessment of their last hospital experience, their preferred outpatient care setting, their view of the impact of computer use on care, and their opinion on what they think is the most urgent issue that needs to be addressed in the U.S. healthcare system. Preliminary results and extracted data from 2016 can be found [here](#).

The 2016 data will be supplemented by a second survey initiated by CIHF and conducted by SRI in 2017 that further refined the questions. The two years of combined data will provide a benchmark of New York State residents' attitudes, behaviors and preferences about healthcare. The data from 2017 will be coming to CIHF's website soon.

## HEALTH DESIGN INNOVATIONS LAB (HDIL)

HDIL is a multidisciplinary community of faculty, students, practitioners and community members committed to cutting-edge research on healthcare environments. HDIL is part of the Design and Environmental Analysis Department in College of Human Ecology and is affiliated with CIHF. HDIL members engage in applied research collaborating with industry and community members in national and international projects. Their research projects focus on approaches to the planning, design and management of settings that promote human health and well-being.

During the 2016-17 academic year, HDIL completed the following projects: Value-Based Decision Making about Design; Non-Pharmacological Solutions to Enhance Quality of Life for Aging and End of Life; Optimization of Workplace Design to Improve Safety and Efficiency; Design Innovation; Patient Health Outcomes; and Sustainability in Healthcare Design. For more information about HDIL and their research, see their [website](#).



## THE IMPACT OF RESTAURANT MENU LABELING ON FOOD CHOICE

John Cawley, Professor, Department of Policy Analysis and Management, Department of Economics  
Alex Susskind, Associate Professor, School of Hotel Administration

Many countries are struggling with chronic diseases related to poor diet, such as diabetes, high cholesterol, high blood pressure and obesity. In response, governments and public health officials have sought policies to promote healthier diets. One important strategy is to require that restaurant menus list the calories associated with each menu option. That requirement was included in the Affordable Care Act (ACA), but has not yet been implemented. In this research project, a randomized controlled field experiment was conducted that tests how consumers respond to calorie information when choosing foods in restaurants.

Specifically, restaurant patrons were randomized into treatment and control groups by table. The control group tables received the usual menus (with no calorie counts) and the treatment group tables received the same menus but with calorie counts listed for each item, in a manner that complies with the requirements of the ACA. All food and beverage orders were recorded and matched to each patron. Additionally, patrons were surveyed after the completion of their meal to gather their opinions about health, exercise, nutrition and calorie labels.

While data is continuing to be collected in the field, preliminary results suggest that calorie counts may result in modest reductions in the number of calories ordered. One clear and consistent result is that those exposed to the calorie information are more supportive of requiring it to be listed.

## PROBABILISTIC RETURN-ON-INVESTMENT ANALYSIS OF SINGLE-FAMILY VERSUS OPEN-BAY ROOMS IN NEONATAL INTENSIVE CARE UNITS

Hessam Sadatsafavi, CIHF Postdoctoral Associate  
Mardelle Shepley, CIHF Associate Director  
Bahar Niknejad, Researcher at Weill Cornell Medicine, Internal Medicine Resident at Eastern Virginia Medical School

Premature and sick infants often have to spend part of their most crucial development stages in an NICU environment. In recent years, increasing competition and attention to patient and family-centered care, along with growing evidence regarding advantages of single-family rooms versus open-bay rooms, have contributed to private rooms becoming a part of the recommended standards in NICUs. Overall, the conventional wisdom is in favor of the added benefit of single-family rooms in terms of reductions in costly nosocomial infections, shorter length of stay and lower direct costs of care. Nevertheless, single-family rooms require additional space that is associated with higher initial construction costs and ongoing operation and maintenance expenses, as well as additional nonclinical support personnel.

The purpose of this study was to synthesize current evidence and evaluate whether, from a hospital perspective, cost savings can justify the additional construction and operation costs of single-family rooms units as opposed to open-bay units. We used a probabilistic approach to account for uncertainties associated with analysis parameters and quantify the overall risk of the investments. Study findings can be found at [here](#).

## WORKPLACE DESIGN FOR ENHANCING WORKFORCE WELLBEING AND PERFORMANCE

Whitney Gray, Senior Vice President at Delos  
Trey Curtis, Senior Research Associate at Delos  
Hessam Sadatsafavi, CIHF Postdoctoral Associate  
So-Yeon Yoon, CIHF Faculty Fellow  
Rohit Verma, CIHF Executive Director  
Mardelle Shepley, CIHF Associate Director

In the past three decades, definitions of a healthy workplace have evolved from traditional occupational health and safety (dealing with physical, chemical, biological and ergonomic hazards) to include health practice factors (lifestyle) and psychosocial factors (work organization and workplace culture). Meanwhile, under a new landscape of inherently global, digital, fast-paced and competitive business environments, organizations increasingly recognize the significance of the physical setting for fostering creativity and innovation in the workplace. However, little empirical evidence exists that links workplace design attributes to employee and organizational outcomes. In response to this research need, CIHF and Delos have formed a partnership to study the impact of workplace strategies on objective and subjective indicators of employees' cognitive functioning, mental and physical health, prosocial behavior, creativity, and interaction and communication patterns.

## CIHF FACULTY FELLOWS SCHOLARSHIP

Publications

July 1, 2016 – June 30, 2017

### In Press

- Benson, L., Ram, N., Almeida, D., Zautra, A., & Ong, A. D. (in press). Fusing biodiversity metrics into investigations of daily life and healthy aging: Recommendations and illustrations with emodiversity. *Journal of Gerontology: Psychological Sciences*. [Special section, "Methodological Innovations in Gerontology: Advances in Psychological Research"].
- Neo, J. R., Sagha Zadeh, R., Vielemeyer, O. & Franklin, E. (In press). The Influence of Spatial Configuration on the Frequency of Usage of Hand Sanitizing Stations in Healthcare Environments. *American Journal of Infection Control*.
- Ong, A. D., Benson, L. Zautra, A., & Ram, N. (in press). Emodiversity and biomarkers of inflammation. *Emotion*.
- Ong, A. D., Kim, S., Young, S., & Steptoe, A. (in press). Positive affect and sleep: A systematic review. *Sleep Medicine Reviews*.
- Ong, A. D., Zautra, A., & Finan, P. H. (in press). Inter- and intra-individual variation in emotional complexity: Methodological considerations and theoretical implications. *Current Opinion in Behavioral Sciences*. [Special section, "Mixed Emotions: Theory, Method, and Applications"].
- Sagha Zadeh, R., Eshelman, P., Setla, J., Krieger, A., Hon, E. & Kennedy, L. (In press). A review of literature on physical environmental qualities to enhance palliative care during end-of-life. *Journal of Pain and Symptom Management*.

### 2017

- Danko, S. & Shepley, M. (2017) Design as caring: Serving special populations. *Journal of Interior Design*. 42(2).
- Kanakri, S. M., Shepley, M., Varni, J. W., & Tassinari, L. G. (2017). Noise and autism spectrum disorder in children: An exploratory survey. *Research in Developmental Disabilities*. 63, 85-94.
- Ong, A. D., & Ram, N. (2017). Fragile and enduring positive affect: Implications for adaptive aging. *Gerontology*, 26, 263-269.
- Ong, A. D., Williams, D. R., Ujuonu, N., & Gruenewald, T. (2017). Everyday unfair treatment and multisystem biological dysregulation in African-American adults. *Cultural Diversity and Ethnic Minority Psychology*, 23, 27-35. [Special section, "Culture and Biology Interplay"].
- Rogers, S. E. (2017). Strategic management practices help hospitals get the most from volunteers. *Cornell Hospitality Report*, 17(5): 3-9.
- Sagha Zadeh, R., Eshelman, P., Setla, J., Sadatsafavi, (2017). Strategies to improve quality of life at the end of life: Interdisciplinary team perspectives. *American journal of Hospice and Palliative Medicine*.
- Shepley, M. & Pasha, S. (2017). Design for Mental and Behavioral Health Facilities. London/New York: Routledge/Architectural Press.
- Shepley, M. & Danko, S. (2017). Design as healing: The next generation of research-informed practice. *Journal of Interior Design*. 42(1), 5-7.
- Shepley, M., Watson, A., Pitts, F., Garrity, A., Spelman, E., Fronsman, A. & Kelkar, J. (2017). Mental and behavioral health settings: Importance and effectiveness of environmental qualities and features as perceived by staff. *Journal of Environmental Psychology*, 50, 37-50.
- Shepley, M. & Pasha, S. (2017). Design for Mental and Behavioral Health Facilities. London/New York: Routledge/Architectural Press.
- Ziewitz, M. (2017). Experience in action: Moderating care in web-based patient feedback. *Social Science & Medicine*, 175, 99–108.

### 2016

- Cerruti, M. & Shepley, M. (2016). The Effects of Spatial Enclosure on Social Interaction Between Cognitively Impaired Elders and Young Children. *Health Environments Research & Design*, 9(3), 63-81. DOI:10.1177.1937586715615348
- Gharaveis, A. Shepley, M. & Gaines, K. (2016). The role of daylighting in skilled nursing short-term rehabilitation facilities. *Health Environments Research & Design Journal*, 9(2), 105-118.
- Kanakri, S., Shepley, M., Tassinari, L. & Varni, J. (2016). An observational study of classroom acoustics and repetitive behaviors in children with autism. *Environment & Behavior*, 0013916516669389
- Laquatra J (2016). Healthy indoor environments. *JSM Health Education and Primary Health Care* 1(1): 1-3.
- Laquatra, J. & Carswell, A.T. (2016). Re-assessing the economic and analytical tools that measure and optimize households' energy efficiency improvements. *Housing and Society*, 42(3): 166-178.
- Nejati, A., Rodiek, S., & Shepley, M. (2016). Using visual simulation to evaluate restorative qualities of access to nature in hospital staff break areas. *Landscape and Urban Planning*, 148, 132-138.
- Nejati, A., Shepley, M., Rodiek, S. (2016). A Review of Design and Policy Interventions to Promote Nurses' Restorative Breaks in Healthcare Workplaces. *Journal of Workplace Health and Safety*, 64(2), 70-77.
- Ong, A. D., Uchino, B., & Wethington, E. (2016). Loneliness and health in older adults: A review and synthesis. *Gerontology*, 62, 443-449.
- Reid, M. C., Ong, A. D., & Henderson, C. R., Jr. (2016). Why we need nonpharmacologic approaches to manage chronic low back pain in older adults. *JAMA Internal Medicine*, 176, 338-339.
- Sadatsafavi, H., Niknejad, B., Sagha Zadeh, R. & Sadatsafavi, M. (2016). Do cost savings from reductions in nosocomial infections justify additional costs of single-bed rooms in intensive care units? A simulation case study. *Journal of Critical Care*, 31(1), 194-200, doi: 10.1016/j.jcrc.2015.10.010
- Sadatsafavi, H. & Shepley, M. (2016). Performance evaluation of 32 LEED hospitals on Operation Costs. *Precedia Engineering*, 145, 1234-1241.
- Sadek, A. & Shepley, M. (2016). Space syntax analysis: Tools for augmenting the precision of healthcare facility spatial analysis. *Health Environments Research & Design*. 1937586715624225 0.508
- Sagha Zadeh, R., Xian, X. & Shepley, M. (2016) Sustainable healthcare design: Existing challenges and future directions for an environmental, economic and social approach to sustainability. *Facilities*, 34(5/6), doi:10.1108/F-09-2013-0067
- Selçuk, E., Günaydin, G., Ong, A. D., & Almeida, D. M. (2016). Does perceived partner responsiveness predict hedonic and eudaimonic well-being? A 10-year longitudinal study. *Journal of Marriage and Family*, 78, 311-325.
- Shepley, M., Watson, A., Pitts, F., Garrity, A., Spelman, E. Kelkar, J., & Fronsman, A. (2016). Mental and behavioral health environments critical considerations for facility design. *General Hospital Psychiatry*, 42, 15-21.

- Shepley, M., Song, Y., & Marshall-Baker, A. (2016). Creating an environmentally sustainable neonatal intensive care unit. *Newborn and Infant Nursing Reviews*, 16(4), 213-217. 10.1053/j.nainr.2016.09.027
- Sturgeon, J. A., Arewasikporn, A., Okun, M. A., Davis, M. C., Ong, A. D., & Zautra, A. J. (2016). The psychosocial context of financial stress: Implications for inflammation and psychological health. *Psychosomatic Medicine*, 78, 134-143.

### Presentations

#### 2017

- Rogers, S.E. (2017, February) Delivered keynote address "Yesterday, Today, and Tomorrow: Volunteering's Lasting Impact on Healthcare" at the Texas Association of Directors of Volunteer Services Annual Conference, San Antonio, TX
- Rogers, S.E. (2017, February) Presenter, "Value Proposition and Business Model Design for Hospital Volunteer Services Departments" at the Texas Association of Directors of Volunteer Services Annual Conference, San Antonio, TX
- Rogers, S.E. (2017, May) Presenter, "Doing Good by Doing Well: Creating a Winning Value Proposition for Your Volunteer Services Department" at the Pennsylvania Association of Healthcare Volunteer Resource Professionals Educational Conference, Indiana, PA
- Rogers, S.E. (2017, May) Presenter, "The Future of Volunteer Management: A Strategic, Value-Based Approach" at the New England Association of Directors of Healthcare Volunteer Services Spring Conference, Freeport, ME
- Rogers, S.E. (2017, May) Presenter, "Volunteer Management Strategy Matters: How Strategic is Your Volunteer Services Department?" at the New England Association of Directors of Healthcare Volunteer Services Spring Conference, Freeport, ME
- Rogers, S.E. (2017, May) Presenter, "Volunteer Management Strategy Matters: How Strategic is Your Volunteer Services Department?" at the Pennsylvania Association of Healthcare Volunteer Resource Professionals Educational Conference, Indiana, PA
- Rogers, S.E. (2017, June) Presenter, "Doing Good by Doing Well: Creating a Winning Value Proposition for Your Volunteer Services Department" at the New York State Association of Volunteer Service Administrators Summer Conference, Albany, NY
- Rogers, S.E. (2017, June) Presenter, "Strategy Matters: How Strategic is Your Volunteer Services Department?" at the New York State Association of Volunteer Service Administrators Summer Conference, Albany, NY
- Shepley, M. (2017, March) Moderator, "Healthcare Design". Cornell Silicon Valley, San Francisco, CA
- Shepley, M. (2017, May) Speaker for "Wellness Design" for Cornell Alumni event, New York, NY
- Shepley, M. (2017, June) Speaker for "Mental Health Design" for Cornell Alumni event, Boston, MA
- Shepley, M. (2017, November) Evidence-based Design Coach, Healthcare Design, Houston, TX
- Ziewitz, M. (2017, December) "Feedback Stories" workshop on improving NHS quality using internet ratings and experiences (INQUIRE) at the University of Oxford, Oxford, UK

#### 2016

- Cawley, J. (2016, December). The impact of restaurant menu calorie labels on food choice: Results of a randomized field experiment. *6th Annual Behavioral Economics & Health Symposium*. Symposium conducted at the University of Pennsylvania, Philadelphia, PA.
- Cawley, J. (2016, December). The impact of restaurant menu calorie labels on food choices: Results of randomized field experiment. Presentation at the Department of Economics, University of Nevada, Las Vegas, NV.
- Cawley, J. (2016, November). The impact of restaurant menu calorie labels on food choices: Results of randomized field experiment. Presentation at the Department of Economics, Vanderbilt University, Nashville, TN.
- Cawley, J. (2016, October). The impact of restaurant menu calorie labels on food choices: Results of randomized field experiment. Presentation at Notestein Seminar, Princeton University, Princeton, NJ.
- Cawley, J. (2016, June). The impact of restaurant menu calorie labels on food choices: Results of randomized field experiment. *6th Biennial Conference of the American Society of Health Economists, "New Frontiers in Health Policy and Health Care."* Conference conducted at the University of Pennsylvania, Philadelphia, PA.
- Laquatra, J. (2016, October, 6) guest lecturer, "Essentials of Healthy Homes." DEA 2700 Healthy Places: Design, Planning and Public Health.
- Odom-Reed, P. R. (2016). How Can We Engage Students to Solve Business Problems Across Industries? Models of Excellence in Business Presentations Program Theme: "Creating Innovative Hospitality, Health, and Design Solutions." Presentation for the Practice and Pedagogy: Kathy Druckman Berggren Symposium in Management and Professional Communication, Cornell University Charles H. Dyson School of Applied Economics and Management, September 2016, Ithaca, NY.
- Odom-Reed, P. R. (2016). Outsiders Looking In: Teaching Students to Communicate Across Industries. Models of Excellence in Business Presentations Program Theme: "Creating Innovative Hospitality, Health, and Design Solutions." Accepted presentation for the 81st Annual International Conference of the Association for Business Communication, October 2016, Albuquerque, NM.
- Rogers, S.E. (2016, October) Delivered keynote address "Visionary Leadership in Volunteer Administration: A Strategic, Results-Oriented Approach" 48th Annual Association of Hospital Volunteer Resource Professionals Conference & Exposition, Atlanta, GA.
- Rogers, S.E. (2016, October) Presenter, "From Vision to Action: How You Can Put Strategic Volunteer Management into Practice" 48th Annual Association for Healthcare Volunteer Professionals Conference & Exposition, Atlanta, GA.
- Sagha Zadeh, R. (2016, November) Presenter. "Making the Case: Communicating Design Value through Outcomes and ROI" Center of Health Design Conference, Houston, TX.
- Sagha Zadeh, R. (2016, December) Co- Presenter "Understanding Hand Hygiene in Healthcare Environments – A Management Perspective." International Symposium on Human Factors and Ergonomics in Health Care, New Orleans, LA.
- Shepley, M. (2016, November) Panel member, "Mental and Behavioral Health Facilities," Healthcare Design, Houston, TX.

### Awards

- Laquatra, J. (2016, December) Campus Collaborator Award, Cornell Cooperative Extension, Steuben County

# 06 Publications & Communications

## Videos - Industry Leaders

CIHF has compiled video recordings of industry leaders from a variety of CIHF's compelling seminars, panels, in-depth individual interviews, and keynote addresses. Currently 20 videos are available via Cornell University's CornellCast and cover a range of topics including senior living, hospitality, healthcare, and informed design and can be viewed [here](#).



Jamie Huffcut, Health & Wellness Practice Leader at Gensler, presenting in, "The Transdisciplinary Future of Design—Opportunities for Health and Wellness Industries."

### This video series includes:

- Beyond Return on Investment: Tracking Return on Community and Wellness
- Business Analytics to Improve Nursing Home Staffing and Consistency of Care: A Conversation with Vince Slaugh
- Cornell Institute for Healthy Futures takes holistic view of health
- CPF Living CEO John Rijos '75 on the intersection of senior living and hospitality
- How do we meet future challenges in senior housing and health care?
- In Search of a Healthy Future: Design
- In Search of a Healthy Future: Healthcare
- In Search of a Healthy Future: Hospitality
- In Search of a Healthy Future: Senior Living
- Interview with Nurse Next Door Cofounder John DeHart, SHA '96
- Interview with PwC Health Services Advisory's John Utz
- Mardelle Shepley: Art+Science
- NewYork-Presbyterian Hospital VP Jeff Bokser MHA '01 on future of patient-centric care
- Oppenheim Architecture's Meredith Oppenheim A&S '95 on creating a new standard for senior living
- Panel: Entrepreneurs and Innovators in Health, Hospitality and Design 2017
- Panel: Entrepreneurs and Innovators in Hospitality and Health 2016
- The Future of the Healthcare and Senior Living Industries: A Conversation with Alice Katz, MBA '76

## Videos - Speaker Seminar

CIHF has also recorded talks given by guest speakers in the Hospitality, Health and Design Industry Immersion Seminar in Spring 2017. The speakers shared valuable insights on topics including critical industry-related issues, potential career paths and qualities conducive to successful business leadership. The complete video catalog of the course is available for the public to view [here](#).



Carolyn Rickard-Brideau, Partner, Global Workplace Practice Leader, Little, speaks in "Salutogenic Design and Its Effects on Humans" during HADM/DEA 4055/6055 - Hospitality, Health and Design Industry Immersion Seminar Course

### The speakers and topics covered in the video series include:

- Carolyn Rickard-Brideau, "Salutogenic Design and Its Effects on Humans"
- Neil Jacobs, "Developing a Wellness Hotel Chain: Taking Wellness Outside of Spa and Integrating it into Hotel Operations"
- Elizabeth Sullivan, "Hospitality Design Influences in Healthcare Design and Its Impact"
- Abigail Brueggeman, "The Academic Medical Center – How Hospitality and Experience Support Patient Care"
- Robert Ritz, "The Healthcare Industry is Rapidly Moving to a Personal Consumer-Based Model: The Integration of Healthcare and Hospitality is a Strategic Imperative"
- Thomas Klein, "Hospitality and Wellness into the Future"
- Prof. T. Colin Campbell, "Good Health is Closer than you Think"
- Andrea Fishman, "The Health Experience Economy – Uniting Perspectives to Drive Better Outcomes"

## Scholarly Commons

CIHF has a collection of its publications on Scholarly Commons, a service of the School of Hotel Administration at Cornell University. The Scholarly Commons provides access to the research and scholarly output of the School of Hotel Administration, as well as providing supporting materials for the school's community of scholars. The CIHF collection is open to the public. See the CIHF Collection [here](#).

## Healthy Futures Report Series

CIHF released the first publication of this new series in July 2016. "Exploring Ideas from Hospitality, Health Management, and Design for Senior Housing and Care: Insights from the 2016 CIHF Senior Living Roundtable" offers an overview of some of the highlights from the Roundtable at Cornell University which brought together 30 senior level executives, educators and leaders in senior housing and care to foster discussion and exchange ideas with students, faculty and industry leaders. The report can be viewed [here](#).

## SOCIAL MEDIA

CIHF has been actively recruiting students, staff, business associates and others involved with the institute to 'Like' our Facebook page and become a member of our LinkedIn Group. The two social media platforms enable members to learn about CIHF's happenings, watch conference videos and read interesting articles about health, hospitality and design. Currently, CIHF is focusing on organic page views and Likes and has reached 500 to more than 1500 organic views on some of our posts. There are more than 300 members on each of CIHF's social media platforms.

## SPONSORSHIPS

CIHF co-sponsored the following:

- Graduate History Association's Second Annual Speaker Series with Amanda Herbert, Assistant Director for Fellowships, The Folger Shakespeare Library in her talk at Cornell University, "Cure for the Commons: Mineral Water Medicine at the British Atlantic Spa"
- Young Service Researcher Award at the 8th International Research Symposium in Service Management at the Yonsei University, Seoul, South Korea
- Cornell Health Care Symposium, hosted by the Johnson Health Care Club
- Two Special Issues of the Journal for Interior Design focused on Healthcare Design: Journal of Interior Design, 42(1) and 42(2)
- Cornelliens in Senior Housing & Care gathering at the NIC Conference in San Diego, CA, cosponsored with Adam Kaplan SHA '04
- Special Issue of the Service Industries Journal: The Intersection of Hospitality, Health and Design
- Sloan Women in Healthcare Leadership Symposium and joint lunch with Nancy Schlichting, MBA/Sloan '79, and Bob Ritz, MHA '87



## CIHF Leaders in the News

- CIHF's Postdoctoral Associate Hessam Sadatsafavi was featured in an article by Modern Healthcare, "Kaiser seeks San Diego edge with super-green hospital," April 22, 2017
- CIHF's Associate Director Mardelle McCuskey Shepley was featured in Cornell Alumni article "CSV17 explores the impact of innovation," March 27, 2017
- CIHF's Postdoctoral Associate Hessam Sadatsafavi and CIHF's Associate Director Mardelle McCuskey were featured in the Cornell Chronicle article, "NICU private rooms save money, avoid costly infections," February 15, 2017
- CIHF's 2016 Empire State Healthcare Survey was featured in the Cornell Chronicle article, "Med costs, insurance worry New Yorkers, survey shows," November 2, 2016
- CIHF Executive Director Rohit Verma and Associate Director Brooke Hollis are featured in the New York Times article, "Making Hospitals More Like Hotels," August 1, 2016

## CIHF in the News

- CIHF Roundtable "Innovating Across Senior Living and Care," was featured in the Cornell Chronicle, April 6, 2017
- CIHF Hospitality, Health, and Design Symposium HHDS2016 was featured in the Cornell Chronicle, August 22, 2016
- CIHF was featured in Senior Housing News, "Hospitality Innovations Cross Over to Senior Living at Cornell," August 2, 2016
- CIHF was featured in The New York Times, "With Room Service and More, Hospitals Borrow From Hotels," August 1, 2016

# 07 Collaborators

CIHF is invested in shaping the future by capitalizing on the intersections of knowledge among diverse industries and individuals. The institute provides a platform for engagement, an intellectual home for research and a portal to cutting-edge ideas and integrated thought.

Faculty members from Cornell and other universities and industry executives serve as Faculty Fellows, Academic Scholars and Industry Scholars. CIHF hosts visiting scholars from around the world and supports the student organization, Cornell University Healthy Futures, CUHF.

Through shared perspectives, experience and intrinsic knowledge among the collective, CIHF deepens the understanding for best practices in moving forward in this new field of study integrating health, hospitality and design.



## 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.*



**Marival Segarra-Oña**  
Associate Professor  
Innovation & Competitiveness  
Universidad Politécnica de Valencia  
Spain



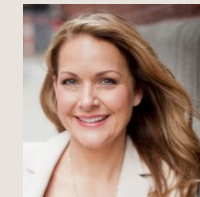
**Lina Zhong**  
Assistant Professor  
School of Tourism Management  
Beijing International Studies University  
Beijing, China

## 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**  
Vice President  
Six Senses Spas



**Denise Boudreau-Scott**  
President  
Drive



**John DeHart, SHA '96**  
Co-Founder, Hartify Brands  
Nurse Next Door



**Dr. Srisatish Devapatla, MD**  
Department of Pediatrics,  
Neonatal-Perinatal Medicine  
Cayuga Medical Center



**Esther Greenhouse**  
BS '93, MS '03  
Environmental Gerontologist



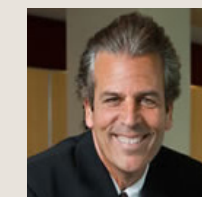
**Garima Goel Lal**  
Founder  
Traffic Light Cook



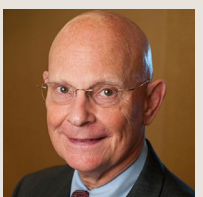
**Jill Guindon-Nasir**  
Senior Director  
Ritz-Carlton Leadership Center



**Meredith Oppenheim, A&S '95**  
Strategic Advisor, Oppenheim  
Architecture  
Founder/CEO of Nurture Med



**John Rijos, SHA '75**  
Operating Partner, Chicago Pacific  
Founders  
American Seniors Housing Association



**James F. Sherman**  
Senior Vice President  
Dougherty Mortgage, LLC

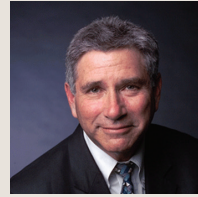


**Mitchell Weisberg, Eng '71**  
Managing Director  
Lumen Solutions

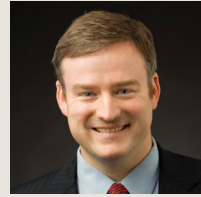
## FACULTY FELLOWS PROGRAM

The CIHF Faculty Fellows Program provides collaboration opportunities and support for invited Cornell University faculty in developing or enhancing research, curriculum, and industry-related activities that link hospitality, health, and design. CIHF Fellows form a diverse yet cohesive learning community and collectively create a strong multi-disciplinary knowledge base.

### COLLEGE OF HUMAN ECOLOGY



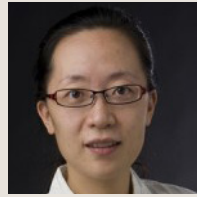
Frank Becker



John Cawley



Brooke Hollis



Ying Hua



Joseph Laquatra



Sean Nicholson



Anthony Ong



Karl Pillemer



Mardelle Shepley



So-Yeon Yoon



Rana Zadeh

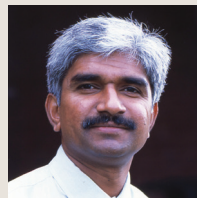
### JOHNSON GRADUATE SCHOOL OF MANAGEMENT



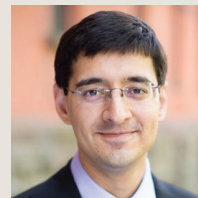
Tracy Brandenburg



Li Chen



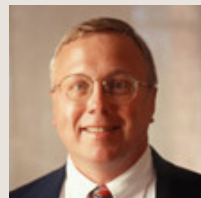
Nagesh Gavirneni



Shawn Mankad



Elizabeth A. Mannix



Larry W. Robinson



Sunita Sah

### COLLEGE OF ARTS AND SCIENCES



Malte Ziewitz

### DYSON SCHOOL OF APPLIED ECONOMICS AND MANAGEMENT



Anke Wessels

### DIVISION OF NUTRITIONAL SCIENCES

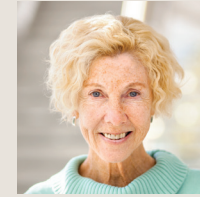


Beth McKinney



Laura Barré

### SCHOOL OF HOTEL ADMINISTRATION



Judi Brownell



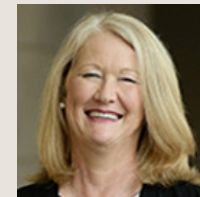
HaeEun Helen Chun



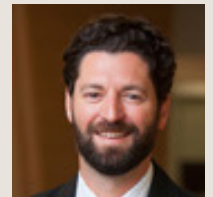
Stephanie Creary



Jan A. deRoos



Cathy A. Enz



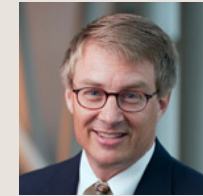
Michael Giebelhausen



Sheryl Kimes



Heather Kolakowski



Robert Kwortnik



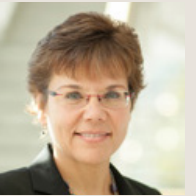
Benjamin Lawrence



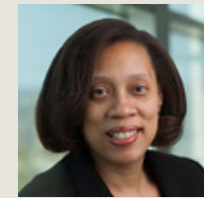
Peng Liu



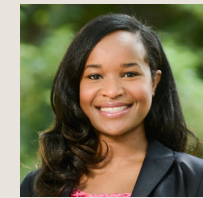
Brett Massimino



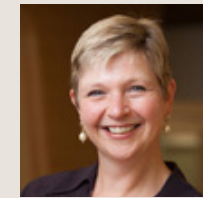
Reneta McCarthy



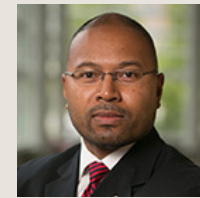
Peggy Odom-Reed



Jamie Perry



Stephani Robson



Sean Rogers



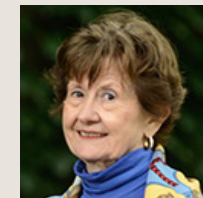
Tony Simons



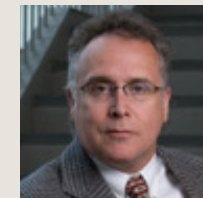
Vince Slaugh



Alex M. Susskind



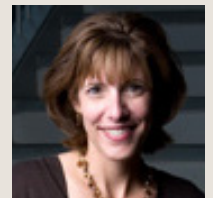
Mary Tabacchi



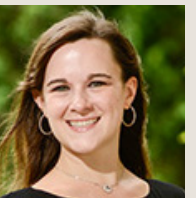
Gary Thompson



Rohit Verma



Kate Walsh



Kristina Workman

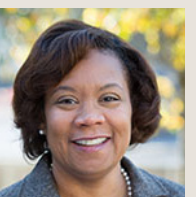
### SCHOOL OF INDUSTRIAL AND LABOR RELATIONS



Diane Burton



Lawanda Cook



Michele Williams

## 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. Thirty-three faculty members from other universities representing 12 countries are now affiliated with CIHF as Academic Scholars.*



**Spring H. Han**  
Assistant Professor, Emylon Business School  
Executive Director of International Sport Industry Incubator  
East China Normal University  
Shanghai, China



**Janelle Heineke**  
Professor/ Chair of Operations and Technology Management  
Questrom School of Business, Boston University  
Boston, Massachusetts, USA



**Philippa Hunter-Jones**  
Reader in Marketing  
Department of Marketing and Operations Management,  
University of Liverpool Management School  
Liverpool, UK



**Jay Kandampully**  
Professor  
Service Management & Hospitality  
The Ohio State University  
Columbus, Ohio, USA



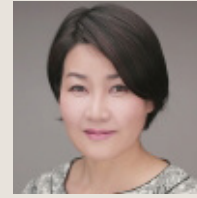
**Michael Lewis**  
Professor  
Operations & Supply Management  
University of Bath School of Management  
Bath, United Kingdom



**Tor W. Andreassen**  
Professor, Marketing  
NHH Norwegian School of Economics  
Bergen, Norway



**Aravind Chandrasekaran**  
Associate Professor  
Management Sciences  
Fisher College of Business,  
The Ohio State University  
Columbus, Ohio, USA



**Sunmee Choi**  
Professor, School of Business  
Yonsei University  
Seoul, Korea



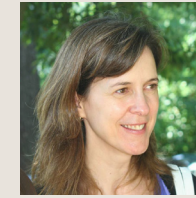
**Kyunghwa Chung**  
Lecturer, Department of Fashion Design  
Chung-Ang University  
South Korea



**David Ding**  
Associate Professor  
Project and Supply Chain Management  
Black School of Business  
Penn State Behrend  
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**Janet R. McColl-Kennedy**  
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Marketing UQ Business School  
University of Queensland  
Brisbane, Australia



**Lia Patricio**  
Associate Professor  
School of Engineering of the  
University of Porto  
Porto, Portugal



**Aleda Roth**  
Distinguished Professor  
Supply Chain Management  
Clemson University, College of Business and Behavioral Science  
Clemson, South Carolina, USA



**Warren S. Sandberg**  
Professor of Anesthesiology, Surgery, and Biomedical Informatics  
Vanderbilt University  
Nashville, Tennessee, USA



**Glen Schmidt**  
David Eccles Professor of Business/Professor, OIS  
University of Utah  
Salt Lake City, Utah, USA



**David Dobrzykowski**  
Associate Professor  
Director, Supply Chain Management Institute  
Bowling Green State University  
College of Business Administration  
Department of Management  
Bowling Green, OH, USA



**Bo Edvardsson**  
Professor/Assistant Vice Chancellor  
Karlstad University  
Karlstad, Sweden



**Marie Elf**  
Associate Professor, Nursing / Architecture  
Dalarna University / Chalmers University of Technology  
Falun, Sweden / Göteborg, Sweden



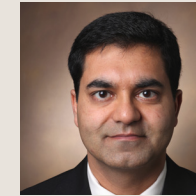
**Mariana G. Figueiro**  
Professor, Light and Health  
Program Director for Lighting Research Center (LRC)  
Rensselaer Polytechnic Institute  
Troy, New York, USA



**Craig Froehle**  
Professor, Business Analytics & Information Systems  
Carl H. Lindner College of Business,  
University of Cincinnati  
Cincinnati, Ohio, USA



**Rachna Shah**  
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Supply Chain and Operations  
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University of Minnesota  
Minneapolis, Minnesota, USA



**Vikram Tiwari**  
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Vanderbilt University  
School of Medicine  
Nashville, Tennessee, USA



**Anita Tucker**  
Associate Professor, Operations & Supply Chain Management  
Questrom School of Business,  
Boston University  
Boston, Massachusetts, USA



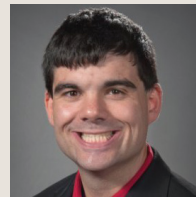
**Liana Victorino**  
Associate Professor  
Peter B. Gustavson School of Business, University of Victoria  
Victoria, British Columbia, Canada



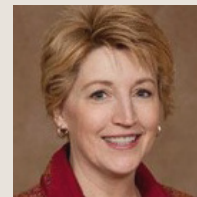
**Matthew Walsman**  
Assistant Professor, Department of Supply Chain Management  
Rutgers Business School – Newark and New Brunswick  
Piscataway Township  
New Jersey, USA



**Andrew Gallan**  
Assistant Professor, Marketing  
Kellstadt Graduate College of Business at DePaul University  
Chicago, IL, USA



**Brian Galli**  
Assistant Professor  
Project Management and Management Engineering  
Long Island University – Post  
Greenvale, NY, USA



**Susan Goldstein**  
Associate Professor  
Supply Chain & Operations  
Carlson School of Management,  
University of Minnesota  
Minneapolis, Minnesota, USA



**Anders Gustafsson**  
Professor, Business Administration  
Service Research Center, Karlstad University  
Karlstad, Sweden



**Wafa Hammedi**  
Associate Professor, Service Innovation & Marketing  
University of Namur  
Namur, Belgium



**Jochen Wirtz**  
Professor, Department of Marketing  
NUS Business School,  
National University of Singapore  
Singapore



**Jie Zhang**  
Assistant Professor  
Operations Management & Information Systems  
Grossman School of Business,  
University of Vermont  
Burlington, Vermont, USA



**Xiande Zhao**  
Professor of Operations and Supply Chain Management  
China Europe International Business School  
Pudong, Shanghai, China

# 08 Students

Students are involved in many aspects of CIHF. Volunteering at events, participating in the student affiliated organization CUHF, working at the institute, conducting research, sharing experiences and perspectives and networking with industry leaders, are some of the ways students are an integral part of CIHF.



Meet some of the students who help keep CIHF up-and-running! See the complete list [here](#).



**Bryan Saggese**  
CIHF Webmaster

Bryan Saggese graduated one year early as a part of the class of 2017 with a B.S. in Information Science and is expected to graduate with an MPS in Information Science after this fall semester. His interests include web development, app development and data science. Bryan enjoys being a part of the CIHF team because it enables him to contribute others' futures.



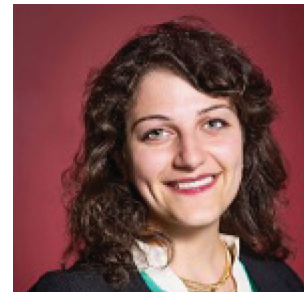
**Malvika Majithia**  
CIHF Social Media Manager

Malvika Majithia is a student in the Sloan Program in Health Administration. She was born and raised in India. She has been interested in the healthcare field ever since she looked after her grandparents' health records back home in India. Her aim is to be able to use her creativity in running and managing a hospital some day.



**Vivian Li**  
President, Cornell University Healthy Futures Student Organization

Vivian Li, a student in the School of Hotel Administration, is pursuing a minor in Real Estate and a concentration in Marketing. Vivian became involved in the institute after taking a weekend seminar held at Cornell her sophomore year. Since then, she developed a keen interest in the integration of design, health and hospitality.



**Mané Mehrabyan**  
CIHF Graphic Designer

Mané '17, born in Armenia and raised in Ithaca, NY, studies Design and Environmental Analysis with minors in Theatre; Business; and Crime, Prisons, Education & Justice. She would like to bring more accountability to design through conducting post-occupancy evaluations and practice evidence-based design in healthcare.

Special thanks to Mané Mehrabyan CHE '17, for helping with the annual report!

# 08 Engage with CIHF

Cornell Institute for Healthy Futures is supported by a network of member organizations critical to CIHF's mission. Individuals and industry supporters are invited to participate in research projects, industry seminars, roundtables, symposiums, and other special events.

## Corporate Membership

- Join the Advisory Board and participate as a speaker in class and at events, have the opportunity to mentor and interact with highly-motivated students, and help shape future activities of the institute.

## Sponsorship and Philanthropy

- Industry Distinguished Seminar Series
- Naming Opportunities
- Practicum Projects
- Roundtables
- Symposia

If you or your company is interested in becoming a corporate member or would like more information, please contact:

Melissa Carlisle, '97  
Assistant Director, External Relations  
Cornell SC Johnson College of Business  
Phone: 607.255.1078  
mlp1@cornell.edu

## COLLABORATE WITH CIHF

- Become
- An Advisory Board Member
  - An Academic Scholar
  - An Industry Scholar
  - A Student Scholar
  - A Visiting Scholar







College of Human Ecology



The Hotel School  
Cornell  
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Cornell Institute for Healthy Futures

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