The Cornell Institute for Healthy Futures would like to thank Mazzetti: MEP Healthcare Engineering, Planning & Design, the Cornell University Healthy Futures student chapter, Waterstone Student Presenters, College of Human Ecology’s Office of Alumni Affairs and Development and the students in DEA 5305 Health and Healing Studio.
## SYMPOSIUM OVERVIEW

The CIHF Reinventing Health, Hospitality and Design Symposium took place from May 11 to May 13, 2023, at Cornell University in Ithaca, NY. In the context of a rapidly evolving world, this symposium brought together academics, industry leaders, and students to explore the dynamic intersection of health, hospitality and design. The event served as a platform for forward-thinking discussions and hands-on experiences, aligning with the mission of CIHF to support a healthy future.

Throughout the symposium, participants engaged in sessions that explored the ever-changing needs in mental health, wellness, safety by design, and affordable senior living. These sessions provided a platform for industry experts, academic scholars, leaders, and students to discuss current challenges and evidence-based solutions from an interdisciplinary perspective.

The keynote addresses were delivered by Beth Mace, Chief Economist at the National Investment Center for Seniors Housing and Care (NIC), and Rohit Verma, Founding Provost of VinUniversity and former Professor in the Cornell University Nolan School of Hotel Administration. Additionally, attendees had the opportunity to participate in various educational sessions and activities such as a botanical walk, a hands-on art experience and an immersive stress-reducing design exhibition.

One notable feature of the event was a workshop, Reimagining Assisted Living, led by Troy Savage of Mazzetti. This workshop encouraged multidisciplinary teams to engage in blue-sky thinking about senior living space design. Architects and interior designers could earn 8 CEU hours through the American Institute of Architects by attending this workshop.

The CIHF Reinventing Hospitality, Health, and Design Symposium was a testament to the commitment of all those involved to creating a better future in the fields of healthcare, hospitality, and design. It was a gathering of minds, ideas, and innovation, where attendees left with a deeper understanding of how these disciplines can collectively improve our lives.

### SCHEDULE

#### Thursday, May 11, 2023

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>4:00 – 8:00 PM</td>
<td>Registration</td>
<td>Statler Hotel Lobby</td>
</tr>
<tr>
<td>4:00 – 5:30 PM</td>
<td>CIHF Advisory Board Meeting</td>
<td>ILR 229</td>
</tr>
<tr>
<td>5:30 – 7:00 PM</td>
<td>Opening Reception</td>
<td>Taylor A &amp; B, Statler Hotel</td>
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#### Friday, May 12, 2023

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
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<tbody>
<tr>
<td>6:45 AM – 4:00 PM</td>
<td>Registration</td>
<td>Statler Ballroom Foyer</td>
</tr>
<tr>
<td>7:00 – 8:00 AM</td>
<td>Breakfast</td>
<td>Statler Ballroom</td>
</tr>
<tr>
<td>9:00 AM – 4:00 PM</td>
<td>Conference Refreshments</td>
<td>Statler Ballroom</td>
</tr>
<tr>
<td>8:00 – 8:15 AM</td>
<td>Opening Remarks</td>
<td>Statler Ballroom</td>
</tr>
<tr>
<td>8:15 – 9:00 AM</td>
<td>Opening Keynote</td>
<td>Statler Ballroom</td>
</tr>
<tr>
<td>9:10 – 10:00 AM</td>
<td>Affordable Senior Living Panel</td>
<td>Statler Hall 196</td>
</tr>
<tr>
<td>9:10 – 10:00 AM</td>
<td>Hospitable Healthcare</td>
<td>Statler Ballroom</td>
</tr>
<tr>
<td>10:00 – 10:15 AM</td>
<td>Wellness Networking Break</td>
<td>Statler Ballroom Foyer</td>
</tr>
<tr>
<td>10:15 – 11:05 AM</td>
<td>Session 2 A</td>
<td>Statler Ballroom</td>
</tr>
<tr>
<td>10:15 – 11:05 AM</td>
<td>Health Equity Panel</td>
<td>Statler Hall 196</td>
</tr>
<tr>
<td>10:15 – 11:05 AM</td>
<td>Wellness Networking Break</td>
<td>Statler Ballroom Foyer</td>
</tr>
<tr>
<td></td>
<td>Beyond the Boundaries</td>
<td>Statler Hall 196</td>
</tr>
<tr>
<td></td>
<td>Julie Carmalt, Winnie Cudjo, Jeff Niederdeppe, Troy Savage</td>
<td>Statler Ballroom</td>
</tr>
<tr>
<td></td>
<td>Gérard van Grinsven, Olver Olsson</td>
<td>Statler Hall 196</td>
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</tbody>
</table>
### Friday, May 12, 2023

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Location</th>
<th>Presenters</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:15 AM – 12:15 PM</td>
<td>Session 3 A</td>
<td>1250 MVR</td>
<td>Healing Waters Immersive Experience</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Connie Lin</td>
</tr>
<tr>
<td>11:15 AM – 12:15 PM</td>
<td>Session 3 B</td>
<td>Cornell Botanic Gardens</td>
<td>Nature Walk</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Don Rakow, Christine Tanner</td>
</tr>
<tr>
<td>11:15 AM – 12:15 PM</td>
<td>Session 3 C</td>
<td>Statler Ballroom</td>
<td>Hands-on Art</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Christine Mullen</td>
</tr>
<tr>
<td>12:15 – 1:30 PM</td>
<td>Lunch</td>
<td>Statler Ballroom</td>
<td>Student Poster Presentations</td>
</tr>
<tr>
<td>1:40 – 2:30 PM</td>
<td>Session 4 A</td>
<td>Statler Ballroom</td>
<td>Evidence Based Design</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Mardelle Shepley, Kati Peditto, Rosalyn Cama</td>
</tr>
<tr>
<td>2:45 – 3:35 PM</td>
<td>Session 4 B</td>
<td>Statler Hall 196</td>
<td>Senior Living Design Panel</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Meredith Oppenheim, Esther Greenhouse, Siobhan Farvardin, Catherine Montgomery</td>
</tr>
<tr>
<td>3:45 – 4:45 PM</td>
<td>Session 5 A</td>
<td>Statler Ballroom Foyer</td>
<td>Wellness Networking Break</td>
</tr>
<tr>
<td>4:45 – 5:25 PM</td>
<td>Session 5 B</td>
<td>Statler Ballroom</td>
<td>Wellbeing in Hospitality</td>
</tr>
<tr>
<td>5:25 – 5:30 PM</td>
<td>Closing Remarks</td>
<td>Statler Ballroom</td>
<td>Mardelle Shepley, Heather Kolakowski</td>
</tr>
<tr>
<td>5:00 – 6:00 PM</td>
<td>Reimagining Workshop</td>
<td>ILR, Room 425</td>
<td>Registration</td>
</tr>
<tr>
<td>6:00 – 7:30 PM</td>
<td>Reimagining Workshop</td>
<td>ILR, Room 425</td>
<td>Working Dinner</td>
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### Saturday, May 13, 2023

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Location</th>
<th>Presenters</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30 – 8:00 AM</td>
<td>Breakfast</td>
<td>ILR, Rooms 423 &amp; 425</td>
<td>Troy Savage</td>
</tr>
<tr>
<td>8:00 – 11:45 AM</td>
<td>Reimagining Workshop</td>
<td>ILR, Rooms 423 &amp; 425</td>
<td>Troy Savage</td>
</tr>
<tr>
<td>11:45 AM – 1:00 PM</td>
<td>Lunch</td>
<td>ILR, Rooms 423 &amp; 425</td>
<td>Troy Savage</td>
</tr>
<tr>
<td>1:00 – 4:00 PM</td>
<td>Reimagining Workshop</td>
<td>ILR, Rooms 423 &amp; 425</td>
<td>Troy Savage</td>
</tr>
</tbody>
</table>
KEYNOTE PANELS

Opening Keynote
Senior Housing and Current Market Conditions

Closing Keynote
Info to come

REIMAGINING ASSISTED LIVING WORKSHOP

Info to come
Living is crucial for older adults who are living on fixed incomes. It is even more vital for older adults who are living below the national poverty level. This session discussed challenges and opportunities within the affordable senior living industry.

The size of this middle-income senior living cohort is growing, and affordability is a larger obstacle for these seniors than in the pre-pandemic period. In the next decade, 72% of middle-income seniors are expected to have less than $65,000 of annual income. This is both a challenge and an opportunity. As costs increase, how to support seniors who do not qualify for Medicare/Medicaid? Continuing care retirement communities need to reinvent themselves every 7-10 years based on real estate trends. Designing buildings with care and incorporating input from residents in which form follows function allows for incorporation of efficiencies from the outset and adaptation as needed. Costs are increasing as banks are reducing lending in the post-pandemic period, leading to few new developments and higher supply costs. Adopting adaptive reuse, e.g., by redeveloping a shopping mall into a healthcare or senior living center, is a growing opportunity. There are fewer options for affordable living in large cities, but adaptive reuse is particularly important in smaller cities in the Northeast which have more affordable development opportunities. Examples of these communities were shared, including Tukwila Village south of Seattle where 400 affordable senior living units were created. Developers worked with the local government for a tax credit to make the community more affordable. As an example, the community center is the hub of the community that provides an intergenerational living environment and spaces for activities and programs, including art, food equity, and women-led business planning programs.

CONCURRENT SESSIONS

Affordable Senior Living Panel · Session 1A
Moderator:
Severine Petras, CEO, Priority Life Care
Speakers:
Jay Woolford, SVP, Development, CIRC Development, a Transforming Age Affiliate, Sustainable Housing for Ageless Generations (SHAG)
Mitch Brown (pictured), Principal, Senior Housing Consulting

The demand for affordable senior living is high, and there is a growing need for senior living options for low-income and middle-income older adults. Finding affordable senior living is crucial for older adults who are living on fixed incomes. It is even more vital for older adults who are living below the national poverty level. This session discussed challenges and opportunities within the affordable senior living industry.

CONCURRENT SESSIONS

Hospitable Healthcare · Session 1B
Speaker:
Peter Yesawich, Chairman, Hospitable Healthcare Partners, LLC

This session included a presentation and discussion of recent primary research conducted with U.S. adults on the major service gaps in healthcare and introduce select hospitality service strategies that may be adopted to enhance the patient experience.

Peter Yesawich presented on the findings of his book Hospitable Healthcare: Just What the Patient Ordered, co-authored with Cornell alumnus Stowe Shoemaker, professor and former dean of UNLV’s William F. Harrah College of Hospitality. The book follows an invented patient seeking routine healthcare and follows him through the process of booking the procedure, undergoing it, and then waking up while receiving disjointed care and few answers. This experience is contrasted to a vacation in Vegas. Hotels and lodging earn the highest customer experience ratings, while hospitals receive the worst. This is largely driven by a lack of understanding of the cost of services and not being able to satisfactorily resolve differences. The healthcare experience could be improved by incorporating pro-forma estimates of costs, experience surveys, loyalty programs, yield management, and other practices borrowed from the hospitality industry. Most importantly, hospitals can improve patient satisfaction by delivering the service with a sense of hospitality.
### Health Equity Panel  Session 2A

**Moderator:** Julie Carmalt, Associate Director of the Sloan Program in Health Administration, Cornell University, Senior Lecturer, Cornell Brooks School of Public Policy

**Speakers:**
- Winnie Cudjoe, Chief Operations & Management Officer, Ronald McDonald House New York
- Jeff Niederdeppe, Senior Associate Dean of Faculty Development, Jeb E. Brooks School of Public Policy, Professor of Communication and Public Policy, Cornell University
- Troy Savage, Associate, Project Manager, Mazzetti

Health equity means the attainment of the highest level of health for all people, where everyone has a fair and just opportunity to attain their optimal health. This session explored how hospitality, environmental design, and health policy impact healthcare service and quality.

Health equity is defined as the elimination of unfair, unavoidable, and remedial differences in healthcare among groups of people, no matter how those groups are defined. Health inequities emerge from avoidable differences that are unnecessary and unjust. Speakers addressed how they prioritize justice and fairness and strive to improve health quality in their respective organizations and fields. At Ronald McDonald House-(NY), equity work is intentional. They meet the housing needs of children receiving treatment for serious illnesses, try to make sure that the families have equal access to accommodations and resources regardless of their social factors. Also, there’s an understanding that families come from all around the world, and they try to treat families with dignity and respect based on their specific needs. Dr. Niederdeppe’s work focuses on inequalities patterned by social categories and driven by factors that are beyond individual control. His work as a communication scholar is to have people question the narrative that blames individual people for health outcomes. Troy Savage’s engineering firm works on decarbonizing healthcare and bringing people and communities together to tackle this need. He tries to bring people to a place where they’re thinking about how to combat internal and external challenges.

### Beyond the Boundaries  Session 2B

**Speaker:** Gérard van Grinsven, COO & Partner, Waterstone Properties

This session discussed inventing an unorthodox vision for healthcare and be prepared to rethink the fundamentals of how hospitality, real estate and the healthcare industry operate.

Gérard van Grinsven’s goal is to enhance the health and prosperity of every community he touches. As CEO of the Henry Ford Health Group in a suburb of Detroit, he did not want to open a hospital; he was looking to design a “community center for wellbeing”. He made personal connections with doctors, made connections with families in the community, and others to tease out unexpressed needs, not those that are already known and explored in focus groups. He sought to build an environment that is a destination for diverse communities who want to learn how to stay healthy and improve their quality of life. Feedback led to 72 design changes in 6 months. He left traditional catering businesses out of the hospital, hired a chef, and listened to community needs while incorporating healthful changes. He allowed hospitality lessons from his time at the Ritz to lead his decision-making and enhanced value propositions while reducing costs. The Henry Ford Hospital in West Bloomfield, MI is now the most profitable non-profit hospital in the United States. There is opportunity where conventional medicine, high-end hospitality, and alternative medicine come together. It’s responsive to community needs and doesn’t look or feel like other medical facilities. Gérard also collaborated with the CUHF chapter (pictured below) for their “Waterstone Presentations”.

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12 13
CONCURRENT SESSIONS

Symposium Activities - Session 3

Session 3 included a choice three interactive experiences: A Nature Walk through Cornell Botanic Gardens with Don Rakow and Chris Tanner, a Gallery Tour of Connie Lin’s Waterfalls and Healing or a Hands on Art session led by Christine Mullen.

Healing Waters Immersive Experience
Connie Lin, Architect/Project Manager, Associate AIA, WELL AP, HOLT Architects, PhD student, Cornell

This gallery featured an immersive sensory waterscape that was designed to help visitors reduce stress and find a sense of calm.

Nature Walk
Don Rakow, Associate Professor, School of Integrative Plant Science, Cornell
Christine Tanner, Program Manager, CIHF

Participants took a nature walk through the Cornell Botanic Gardens and learned about the history of the gardens.

Hands on Art (pictured)
Christine Mullen, Visiting Lecturer, UF Center for Arts in Medicine

Actively engage in a creativity session using wordless, improvisational communication to produce a collaborative work of art.

CONCURRENT SESSIONS

Evidence Based Design - Session 4A

Moderator:
Mardelle Shepley, Professor, Human Centered Design, Cornell, Executive Director, CIHF

Speakers:
Kati Peditto, Co-Director, Human Experience Lab, Perkins & Will
Rosalyn Cama, President, CAMA Inc.

Evidence-based design (EBD) provides state-of-the-art knowledge regarding the creation of user-supportive environments. This panel, composed of an award-winning interior designer, a psychologist/research director in a design firm, and an academic/architect, will discuss the meaning of EBD, its history and the future role it will play in promoting wellness.

Evidence-based design seeks to change the way people experience buildings while investing in structures with a long lifespan. It gives architects permission to innovate, but there is also a lot of learning to do after the building has been built. There needs to be follow-up and ask the questions – What went well? What didn’t work? What should be changed? And then disseminate these findings beyond the individual firm. It’s important to focus on the community using the space and design a building addressing their needs. Wellness models are not built around disease, like hospitals. They have the potential to utilize architecture to nudge behaviors. To reach a future that is unknown, we need to build flexibility into spaces.

Evidence-based design seeks to change the way people experience buildings while investing in structures with a long lifespan. It gives architects permission to innovate, but there is also a lot of learning to do after the building has been built. There needs to be follow-up and ask the questions – What went well? What didn’t work? What should be changed? And then disseminate these findings beyond the individual firm. It’s important to focus on the community using the space and design a building addressing their needs. Wellness models are not built around disease, like hospitals. They have the potential to utilize architecture to nudge behaviors. To reach a future that is unknown, we need to build flexibility into spaces.
CONCURRENT SESSIONS

Senior Living Design Panel · Session 4B

Moderator:
Meredith Oppenheim, Founder and CEO, Vitality Society

Speakers:
Esther Greenhouse, CEO, Environmental Gerontologist & Strategic Consultant, Silver to Gold Strategic Consulting
Siobhan Farvardin, Global Practice Director, Senior Living, Principal, HKS
Catherine Montgomery, Resident Program Coordinator, Brookdale Senior Living

This panel explored current challenges, emerging trends and future opportunities within and beyond the four walls of senior housing.

In a post-COVID world, what is working in senior living? Needs continue to change and smaller group development emerged. Staffing has become more of a challenge and requires out of the box thinking to address needs. There is an opportunity to create satisfaction among residents and staff by designing an attractive space workers will enjoy.

Integration of new technologies will help in the next decade, but if protocols are not effective, this cannot bridge the gap. But we’re starting to see different needs in assisted and independent living communities. We need to build an environment with an enabling design approach and understand that when there is optimal fit, the people living and serving there can maximize their functioning. Changes to wayfinding, acoustics management, aesthetics, and more opportunities to have intergenerational socializing can be creative and low-cost, while enhancing resident and employee satisfaction. Designing for a community that will attract residents and intergenerational interaction is the future of senior living.

Wellness in Hospitality · Session 5A

Moderator:
Tim McCarthy (pictured), Partner & Managing Principal, Hart Howerton

Speakers:
Jessica Cooper (pictured), Chief Product Officer, International WELL Building Institute (IWBI)
Mindi Morin, Managing Director, Canyon Ranch
Garnie Nygren, COO, Serenbe

This panel focused on insights into the opportunities and challenges associated with the application of the principles of wellness to hospitality. From designing spaces to designing guest experiences, how can wellness improve hospitality?

Wellness means being in a state of thriving – feeling happy, energized, and productive. It comes from connection and integrating healthcare with nutrition and self-care. Wellness is not merely the absence of disease. Design inside the building can enhance wellness, e.g., improving HVAC, lighting, window, and layout design by considering the needs of the space users. It’s an uncertain time in real estate and design. But there is an increased awareness among investors that a holistic approach to incorporate health into design is a sound investment.

One of the things that’s shifted since COVID is that it’s an employee market, not an employer market. The company is interviewing, but they’re also getting interviewed. Incorporating better designed spaces and best practices from hospitality make for a better wellness experience for clientele and staff. Nature and community are needed by everyone. It goes from the design of a house to the design of the built environment and biophilia is part of this inspiration, but is not new. It’s important that healthy is not just for the wealthy. Evidence-based design strategies for improved wellness can be implemented in both expensive and affordable ways.
Healthcare Practitioner Panel · Session 5B

Moderator:
Peter Yesawich, Chairman, Hospitable Healthcare Partners, LLC

Speakers:
Dr. Robert Corona, Chief Executive Officer, Upstate Medical University
Dr. Martin Stallone, Chief Executive Officer, Cayuga Medical Center
Lawrence Geller, UK Government Advisor, Major Conditions Strategy, Dementia Care and Concussion in

This panel addressed design, service, and operational strategies healthcare practitioners have adopted to enhance the patient experience. They recommend strategies healthcare services providers may adopt prior, during, and after treatment to enhance the patient experience.

Hospitals are facing increasing costs of healthcare delivery, capital constraints, and patient discontent. To improve the patient experience, they can learn from the hospitality industry on branding, standardization, and making the care industry an attractive career. Facilitating scheduling, navigating, and referrals can address patient frustrations. There is room for technology and artificial intelligence to improve healthcare systems when incorporated selectively. The opportunistic takeaways are that new clinicians want to make a difference and it is a privilege and honor to deliver healthcare, so providers can be motivated by change in the right direction. Leaning into customer services creates potential for greater client satisfaction and hospitality trained leadership can improve health systems.

Brainstorm Sprint · Session 6

The final interaction portion of the symposium allowed for participants to self-select theme tables and connect with each other to share insights and knowledge gained from the day’s presentations.

Three key questions were posed:

- What key takeaways from the session resonated with you?
- Are there any examples in your own work that demonstrate concepts outlined in the session?
- How might you be able to apply concepts described in the session to your own work?
PLANNING COMMITTEE

Mardelle Shepley  
CIHF Executive Director, Department of Human Centered Design,  
College of Human Ecology

Heather Kolakowski  
CIHF Associate Director, Nolan School of Hotel Administration, SC  
Johnson College of Business

Christine Tanner  
CIHF Program Manager

Allison DeDominick  
CIHF Program Assistant

Khizar Jaffry  
CIHF Graduate Student Employee

STUDENT PRESENTERS

Waterstone Groups Student Presenters:

Rock Row  
Cameron White  
David Martinez  
Madelyn Hill

CSC  
Victor Wu  
Ty Moxie  
Kaitlyn Varriale

Ortho  
Liz Madamidola  
Theodora Kouloglou  
Esther Akapo  
Alyssa Miyamoto

DEA 5305 Health and Healing Studio:

Caleb Cambron (pictured)  
Savannah Flores  
Elizabeth Madamidola  
Ethan Shao
FOUNDING MEMBERS

Melissa Ceriale
P’15, ’16, ’18, Board of Trustees, Montefiore Medicine

Andy Chen
Master of Engineering, Operations Research & Industrial Engineering ’95
Master of Engineering, Electrical Engineering ’94
Bachelor of Science, Electrical Engineering ’93
President, Tyson BioResearch, Inc.

David Schless
ASHA (American Senior Housing Association)
Member Organization
ASHA is the industry thought-leader promoting quality and innovation, advancing research, exchanging strategic business information and influencing legislative and regulatory matters. ASHA aims to advance information and research that frame and

ADVISORY BOARD

David Banta
Partner, BKV Group

Ruth Browne
President & CEO, Ronald McDonald House NY

Andy Chen
President, Tyson BioResearch, Inc.

Robert Corona
CEO, Upstate Medical University

Ruth Browne
President & CEO, Ronald McDonald House NY

Mary Leary
CEO & President, Mather

Pam McCarthy
Partner & Managing Principal, Hart Howerton

David Banta
Partner, BKV Group

Gérard van Grinsven
COO & Partner, Waterstone Properties

Joe Jedlowski
Chairman & CEO, Distinctive Living

Mary Leary
CEO & President, Mather

Gérard van Grinsven
COO & Partner, Waterstone Properties

Joe Jedlowski
Chairman & CEO, Distinctive Living

Mary Leary
CEO & President, Mather

David Schless
President & CEO, ASHA

Sévérine Petras
CEO & Co-Founder, Priority Life Care

Lynne Ritz
Principal & Director of Health, HKS, Inc.

David Schless
President & CEO, ASHA

Sévérine Petras
CEO & Co-Founder, Priority Life Care

Lynne Ritz
Principal & Director of Health, HKS, Inc.

Bradford Perkins
Chairman & CEO, Perkins Eastman Architects

Joe Jedlowski
Chairman & CEO, Distinctive Living

Mary Leary
CEO & President, Mather

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Joe Jedlowski
Chairman & CEO, Distinctive Living

Mary Leary
CEO & President, Mather

Severine Petras
CEO & Co-Founder, Priority Life Care

Lynne Ritz
Principal & Director of Health, HKS, Inc.

Kenneth Segars
CCO, Brandywine Living

Martine Stallone
CEO, Cayuga Medical Center

Kenneth Segars
CCO, Brandywine Living

Martine Stallone
CEO, Cayuga Medical Center

Peter Westwick
Chairman, Hospitable Healthcare Partners

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