



CORNELL



SYMPOSIUM



HEALTH  
HOSPITALITY  
& DESIGN

HOSTED BY  
THE CORNELL INSTITUTE FOR HEALTHY FUTURES

2023

SUMMARY

**PRESENTED BY**



**THANK YOU**

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.

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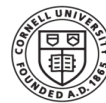
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# THANK YOU

## 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

4:00 – 8:00 PM	Registration	Statler Hotel Lobby
4:00 – 5:30 PM	CIHF Advisory Board Meeting	ILR 229
5:30 – 7:00 PM	Opening Reception	Taylor A & B, Statler Hotel

## Friday, May 12, 2023

6:45 AM – 4:00 PM	Registration	Statler Ballroom Foyer
7:00 – 8:00 AM	Breakfast	Statler Ballroom
9:00 AM – 4:00 PM	Conference Refreshments	Statler Ballroom Foyer
8:00 – 8:15 AM	Opening Remarks <i>Dean Rachel Dunifon, Dean Kate Walsh, Mardelle Shepley, Heather Kolakowski</i>	Statler Ballroom
8:15 – 9:00 AM	Opening Keynote Senior Housing, Current Market Conditions <i>Beth Mace, Chief Economist, NIC</i>	Statler Ballroom
9:10 – 10:00 AM	Session 1 A Affordable Senior Living Panel <i>Severine Petras, Jay Woolford, Mitch Brown</i>	Statler Hall 196
9:10 – 10:00 AM	Session 1 B Hospitable Healthcare <i>Peter Yesawich</i>	Statler Ballroom
10:00 – 10:15 AM	Wellness Networking Break	Statler Ballroom Foyer
10:15 – 11:05 AM	Session 2 A Health Equity Panel <i>Julie Carmalt, Winnie Cudjoe, Jeff Niederdeppe, Troy Savage</i>	Statler Ballroom
10:15 – 11:05 AM	Session 2 B Beyond the Boundaries <i>Gérard van Grinsven, Oliver Olsson</i>	Statler Hall 196

# SCHEDULE

## Friday, May 12, 2023 continued

11:15 AM – 12:15 PM	Session 3 A Healing Waters Immersive Experience <i>Connie Lin</i>	1250 MVR
11:15 AM – 12:15 PM	Session 3 B Nature Walk <i>Don Rakow, Christine Tanner</i>	Cornell Botanic Gardens
11:15 AM – 12:15 PM	Session 3 C Hands-on Art <i>Christine Mullen</i>	Statler Ballroom
12:15 – 1:30 PM	Lunch Student Poster Presentations	Statler Ballroom
1:40 – 2:30 PM	Session 4 A Evidence Based Design <i>Mardelle Shepley, Kati Peditto, Rosalyn Cama</i>	Statler Ballroom
1:40 – 2:30 PM	Session 4 B Senior Living Design Panel <i>Meredith Oppenheim, Esther Greenhouse, Siobhan Farvardin, Catherine Montgomery</i>	Statler Hall 196
2:30 – 2:45 PM	Wellness Networking Break	Statler Ballroom Foyer
2:45 – 3:35 PM	Session 5 A Wellness in Hospitality <i>Tim McCarthy, Jessica Cooper, Mindi Morin, Garnie Nygren</i>	Statler Ballroom

# SCHEDULE

## Friday, May 12, 2023 continued

2:45 – 3:35 PM	Session 5 B Healthcare Practitioner Panel <i>Peter Yesawich, Dr. Robert Corona, Laurence Geller, Dr. Martin Stallone</i>	Statler Hall 196
3:45 – 4:45 PM	Session 6 Brainstorm Sprint	Statler Ballroom
4:45 – 5:25 PM	Closing Keynote <i>Rohit Verma</i>	Statler Ballroom
5:25 – 5:30 PM	Closing Remarks <i>Mardelle Shepley, Heather Kolakowski</i>	Statler Ballroom

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5:00 – 6:00 PM	Reimagining Workshop Registration	ILR, Room 425
6:00 – 7:30 PM	Reimagining Workshop Working Dinner	ILR, Room 425

## Saturday, May 13, 2023

7:30 – 8:00 AM	Breakfast	ILR, Rooms 423 & 425
8:00 – 11:45 AM	Reimagining Workshop <i>Troy Savage</i>	ILR, Rooms 423 & 425
11:45 AM – 1:00 PM	Lunch	ILR, Rooms 423 & 425
1:00 – 4:00 PM	Reimagining Workshop <i>Troy Savage</i>	ILR, Rooms 423 & 425

# KEYNOTE PANELS

## Opening Keynote

The National Investment Center facilitates senior housing development by holding a fall and spring conference for operators and financing partners, as well as maintaining, capturing, and interpreting a wide range of data on how the economy and capital market conditions impact senior housing trends. Following a large dip in occupancy during the COVID-19 pandemic, demand is returning. New supply has materialized at a slower pace due to inflation and higher lending costs. Salaries and wages account for sixty percent of operator expenses and have risen in recent years, partly as a reflection of low unemployment rates and the ongoing shortage of skilled nurses. Despite these challenges, the opportunities for growth in the sector remain strong. Beth believes focusing on improving operating efficiencies, better aligned management contracts, health care coordination, and improving the resident value proposition by focusing on security, socialization, engagement, room and board, care coordination, lifestyle and wellness will lead to continued growth and more seniors choosing to become residents of these communities.



Beth Burnham Mace,  
Chief Economist  
National Investment Center for  
Seniors Housing & Care  
*The NIC Blue Book: Senior Housing  
Market Fundamentals, the  
Economy and Today's Capital Market*

## Closing Keynote

VinUni was created in three and a half years, bringing together fifty thousand people from across four colleges. In creating the university, they focused on integration between disciplines, architecture, and designing the curriculum from the ground up. The University rethought instructional technologies, facilities, and campuses while emphasizing “real-world” problem solving based in active and experiential learning. First-year students participate in a course called OASIS (Orientation, Advising, Study Skills, Intercultural Awareness, Self-Exploration and Growth) that offers pathways to entrepreneurship. The curriculum has also expanded the role of micro-credentials and life-long learning as part of the curriculum. Real impact and interdisciplinary approaches to problem-solving are central to instruction. A focus on appreciation of the growing importance of global perspectives is aided by an international advisory board and academic and thought leaders from around the world. Students are encouraged to study abroad and bring back new perspectives. This approach to education better positions graduates to contribute to enhanced human life and improved society.



Rohit Verma,  
Founding Provost,  
VinUniversity, Hanoi, Vietnam;  
Professor, SC Johnson College of  
Business, Cornell University;  
*Re-Imagining (Hospitality and  
Healthcare) Sectors to Enhance*



# REIMAGINING ASSISTED LIVING WORKSHOP



## *Reimagining Assisted Living: A Design Charrette* May 13, 2023

The Reimagining Assisted Living: A Design Charrette was an intimate hands-on design thinking workshop led by Troy Savage of Mazzetti. The exercise brought together various stakeholders from assisted living settings to reimagine and expand upon the design of these communities in a constraint-free environment.



The 23 participants included designers, architects, senior living leaders, caregivers, family members, academic and industry scholars, and Cornell students who collaborated in an evening and interactive day of reimagining the design of assisted living in response to changing needs. Troy led an integrated empathy training meant to sensitize participants to the varying needs of all stakeholders. The assignment was broad and encouraged participants to think radically and abandon traditional healthcare delivery.



As a thought experiment without constraints and without having to focus on the design of a single facility, the various stakeholders worked in groups to address concerns arising in assisted living communities. These included 1) how to prevent and detect falls to help maintain residents' independence, 2) how to use technology to personalize residents and their identities and improve personal connections among community members, and 3) how to design senior living residences that are integrated into the larger community including preschools, community gardens, and other gathering spaces that foster connections with one another and the natural environment.

# CONCURRENT SESSIONS

## Affordable Senior Living Panel · Session 1A

Moderator:

**Severine Petras**, CEO/Co-Founder,  
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.*



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

## 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.

# CONCURRENT SESSIONS

## 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 at 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.

# CONCURRENT SESSIONS

## Beyond the Boundaries · Session 2B

### Speaker:

**G rard 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.*

G rard 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. G rard also collaborated with the CUHF chapter (pictured below) for their “Waterstone Presentations”.



# 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.



# 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.



# CONCURRENT SESSIONS

## 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 selfcare. 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.

# CONCURRENT SESSIONS

## 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.



# CONCURRENT SESSIONS

## 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



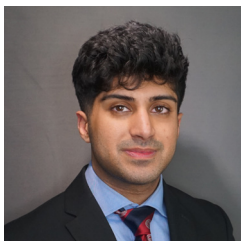
**Christine Tanner**

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 BioReserach, 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

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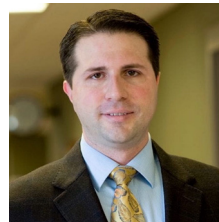
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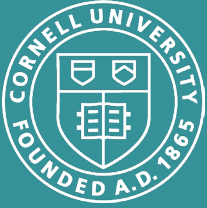
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