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PROJECT OVERVIEW

Context: “The Shops at Ithaca Mall” has been largely abandoned by retail enterprises. Cayuga Health Services (CHS) is investigating opportunities for the development of a Wellness complex on the site. They recently renovated a portion of the mall to serve as a clinic, and a healthcare professional training center is under construction. CHS and mall representatives are interested in exploring community perspectives regarding appropriate uses of the remainder of the spaces. In response, a workshop was convened to determine the most appropriate services.

Event: Across two days and 10 hours, 68 local community members, organization leaders, elected officials, design experts, CHS clinicians and leaders, and Cornell University faculty and students came together to identify community needs. Facilitated by Troy Savage of Mazzetti and Sextant, they identified needs and the ways the Ithaca mall could be reimagined to meet those needs, and co-created solutions to improve community wellbeing and health. This document summarizes the outcomes of this event.

Next Steps: The “knowledge kernels” collectively generated by the workshop teams may help our community and others use their mall spaces to improve health and health equity. Locally, we are in a unique position given CHS’s commitment to leveraging retail space for health and community. Future steps under consideration include regular community input sessions, a mall-as-community-hub advisory committee, and the creation of a listserv communicating future events and ways to participate.
PROJECT TEAM

Evanna Gao
Evanna is a Master of Regional Planning student in Cornell’s Art, Architecture, and Planning college researching climate change and sustainable development. Her undergraduate study was at the University of Sheffield, where she majored in urban studies and planning.

Ivy Cao
Ivy is a Junior student in Design and Environmental Analysis in the College of Human Ecology. She is interested in the impact of the environment on human behavior and exploring options for specializing in her future career in the Interior Design field.

Mardelle Shepley
Mardelle is an architect, design researcher, and professor in the Department of Human Centered Design, and academic director of the Cornell Institute for Healthy Futures. She is the instructor for the Health and Healing studio.

Karen Joyce
Karen is a Master of Human Environment Relations student in Cornell’s Human Centered Design department researching participatory design of outdoor spaces. Her B.S. is in Business Administration from UC Berkeley, and she has ten years of experience working as a product strategist.

Jordan Amoako
Jordan is a senior College of Agriculture and Life Sciences student majoring in Biology and Society, and pursuing minors in Global Health and Healthy Futures. She is interested in the intersection between public health and sustainable design practices in healthcare spaces.

Abigail Brown
Abigail is a Ph.D. candidate in Human Behavior + Design, and the teaching assistant for the Health and Healing Studio. She studies how children’s interactions with nature may improve their coping with climate change for long-term well-being and pro-environmental behaviors.

This team synthesized the workshop information and other research to create this document. Their contact information can be found at the end.
LITERATURE REVIEW

MEDICAL & HEALTH MALLS IN THE LITERATURE
EMERGING OPPORTUNITY

• Shopping malls are experiencing higher vacancy
• 19% of regional malls are closed or dying
• Decline of malls aligns with concurrent growth in healthcare needs
• Increased openness to medtail (medical/retail) and other forms of consumer-centric medical care
• 20% of leased medical space is now in retail (up from 16% in 2010)
WHAT IS A MEDICAL MALL?

A medical mall is defined as including “at least five health care tenants or units" (Advisory Board, 2022). Medical malls take four different forms, ranging from complete medical centers to a retail space with integrated outpatient healthcare services.

4 TYPES OF MEDICAL MALLS

- **Retail-focused mall** with multiple medical tenants
- **Mixed-use medical complex** with retail components
- **Healthcare-focused mall** with some retail tenants
- **Fully healthcare-focused mall** with no retail presence

(Uscher-Pines et al., 2013)
HEALTHCARE SERVICES FOUND IN MEDICAL MALLS

The table on right was compiled across peer-reviewed and grey literature to present a comprehensive view of healthcare services currently found in medical mall settings.

Of all large, enclosed U.S. Malls –

- **62%** have optometry tenants
- **17%** have dental tenants
- **6%** have other types of health care services (e.g., primary care / general medical clinics)

(Advisory Board 2022, Cushman & Wakefield, 2022, Du & Zhao, 2022, Uscher-Pines et al., 2013)
RETAIL FOUND IN MEDICAL MALLS

Compared to healthcare services, there is relatively little information about the retail spaces in medical malls. Below are a few of the primary retail tenants detailed in peer-reviewed and grey literature. In addition to these, retail is also likely to appear within or adjacent to healthcare services (e.g. skincare products sold within cosmetic dermatology). Future research is needed for a more comprehensive list of retail possibilities in medical mall settings.

Pharmacies
Large retail stores
Medical supply stores
(e.g. Target, Walmart, Walgreens, CVS)
Pros & Cons of Medical Mall Model

- **Space** for health organizations to expand
- **Convenience & efficiency** for patients and doctors (many services in one location)
- May be **less expensive** than expansion
- **Shared services** (e.g. IT center)
- Other potential benefits
  - **Sustainability** through reuse of existing buildings
  - Existing **awareness of destination**
  - **High ceilings** allow for integration of new mechanical systems
  - Typically have large amount of **parking**
  - Often located near **transit**
  - **Weather-protection** from enclosure

- **Potential tension between healthcare and retail tenant needs**
- **Risk that mall environment may fail to attract tenants or customers**
- Other potential drawbacks
  - Proximity to competing providers may **disincentivize participation**
  - Potential challenges to **infection control**
  - Older malls may have **aging infrastructure**

(Advisory Board, 2024; Harvard Business Review, 2021; Uscher-Pines et al., 2013)
Separation between spaces

- Some degree of physical separation between healthcare and retail tenants should be considered.
- Healthcare tenants observe that retail can “tarnish their reputation and image,” especially if the retail caters to a different market.
- Retail and restaurant customers may also react negatively to nearby healthcare services.

Focus on routine visits, not acute care

- Healthcare services provided as routine care (e.g., primary care, women’s health, pediatrics) are more likely to be paired with shopping, while acute care may not be suited for a mall setting.

Account for differences of retail environment

- Retail spaces are designed differently than traditional healthcare spaces, and customers/patients will have different expectations and behaviors.
- Potential tensions between retail tenants and healthcare tenants should be proactively understood and mitigated.

(Uscher-Pines et al., 2013)
PRECEDENTS & CURRENT DATA

HEALTH MALLS IN THE U.S.
MIXED USE HEALTH MALLS WITH ADDITIONAL RETAIL STORES

Mixed health malls include retail shops or retail elements in the mall complex. However, in this typology of health malls, the mall remains the center of the environment. This is usually done by taking over former retail-owned spaces rather than entire malls. The following sections will demonstrate health malls around the US and provide images based on health mall typology.

The T.J. Health Pavilion in Glasgow, KY, formerly Barren River Plaza (on right), a strip mall contained a Walmart purchased by T.J. Health. This project was completed in 2013. The space is surrounded by retail stores such as Marshalls, T-Mobile, and restaurants.

(T.J. Health Pavilion, n.d.)
MIXED USE HEALTH MALLS WITH ADDITIONAL RETAIL STORES

Metro Health Village, in Grand Rapids, MI, contains retail space, restaurants, a YMCA, wellness clinics, and a larger hospital close-by.

North Memorial in Maple Grove, MN, formerly contained only The Grove Mall but now includes restaurants and retail space.

McClellan Park Medical Mall, in Anniston, AL, was built on the former Fort McClellan Post Exchange. This Mall offers restaurants inside, an operating room, PCP care, and retail space.

(Systems, n.d.), (Clinic Locations, 2016), and (Crexi.Com, n.d.)
The introduction of healthcare-focused spaces into former shopping malls aids in repurposing former spaces to emphasize healthcare while also allowing for local businesses to thrive either within the space or in proximity to these former shopping malls. Many of these spaces offer a wide variety of services, from primary care to public health initiatives.

The image on the right depicts the Holyoke Health Center in Holyoke, MA, formerly a department and furniture store. However, the space was converted in 2006 and now contains a series of corporate and medical offices, with restaurants and retail stores in the adjacent spaces.

(DeGray, 2023)
FORMER SHOPPING MALLS: HEALTHCARE FOCUS + ADDITIONAL RETAIL SPACE

**Lifetime Center** in Chesnut Hill, MA, includes wellness centers, salons, restaurants, and clinical spaces focusing on providing patients personalized care.

**Jackson Medical Mall** in Jackson, MS, contains a wide array of healthcare services, educational institutions, offices, commercial services, and other functions.

**Station Medical Center** in Altoona, PA, contains medical tenants but also restaurants, financial services, and office spaces for companies such as Verizon.

(Malamut, 2017), (Jackson Medical Mall, n.d.), and (Station Medical Center, n.d.)
Introducing health-based companies and services into shopping malls provides a unique opportunity for **integrating health and wellness**. These spaces can serve as one-stop shopping for patients, where they can work, play, and improve their health through access to healthcare facilities. The space can potentially promote healthy communities overall.

The One Hundred Oaks Vanderbilt Medical Center in Nashville, TN, became a tenant of the mall that also included a PetSmart and RegalCinema. Vanderbilt Health has offices on the mall’s upper level.
Southeastern Regional Medical Center is located in Lumberton, NC. Within the Biggs Park Mall, it offers urgent care and educational center services, working in conjunction with Duke Medicine to provide specialty services. A variety of restaurants and retail stores surrounds the health mall.

Cayuga Health in Ithaca, NY, is located in the “Shops at Ithaca” Mall in the former Sears space. The center offers health services, educational spaces, and restaurants. A child care center will soon be opened.

Cayuga Health

Southeastern Regional Medical Center

(Harding, 2022) and (Jeannette, 2018)
Based on the typology of health malls discussed by Usher-Pines (2013), some healthcare services **only fit certain health malls**. For example, more acute medical services suit the hospital space better than a health mall. According to an article from Advisory (2023), health malls typically serve as a **“primary care hub.”** Thus, there can be limitations in the variety and the number of healthcare services. For mixed medical and former shopping malls focused on healthcare, they tend to have more services offered. However, there are fewer service offerings for shopping malls leased to medical tenants due to various stores and retail spaces. For these leased medical tenants, health services do not tend to be the main focus of these health mall settings but rather **an extension of the mall’s offerings.**

(What Providers Can Learn from “Medical Malls,” According to HBR, 2023) and (Uscher-Pines et al, 2013)
With their vast square footage, malls present a unique opportunity for transformation into clinical spaces that can offer routine PCP care and facilitate outpatient procedures. A study from Moody Analytics (2020) reveals a post-COVID-19 shift in retail spaces, with malls emerging as a viable option for healthcare companies due to their size and strategic, high-traffic locations. The data on the right shows that health malls with smaller square footage tend to have fewer services available and the larger the health mall gets, the more available services. However, one outlier in this graph demonstrates a mall of 7,850,800 square feet and only offers seven services. The variability in these results indicates that not all medical malls are built the same, and factors can influence the number of services, such as building standards based on the state and the infrastructure of the respective malls.

(The COVID-19 Crisis: Why Industrial Is Likely to Fare Better, 2020)
MEDIAN INCOME BASED ON TYPOLOGY OF HEALTH MALLS

Median Income differences based on the mall typology have demonstrated that higher median incomes are observed in communities with mixed-use health malls. In contrast, former shopping malls with a health focus and additional retail space tend to be placed in lower-income areas. Data from RetailNext (2023), indicated that rent prices and property values in mixed-use shopping mall spaces tend to be 25% higher, thus drawing in families with higher incomes. Meanwhile, former shopping malls with a healthcare focus and retail space tend to focus on serving low-income areas, such as the Jackson Medical Mall in Jackson, Mississippi, whose primary goal is to serve underserved communities.

(Considering Mixed-Use Retail Spaces as the Future of Malls, 2023.) and (Uscher-Pines et al., 2013)
SITE ANALYSIS

THE SHOPS AT ITHACA MALL
The Shops at Ithaca Mall is located on the northern edge of Ithaca and played an important role in the recent history of Ithaca. This mall was formerly known as the Pyramid Mall, Ithaca and is the largest indoor mall in Ithaca. Meanwhile, The Shops at Ithaca Mall caters to the Tompkins County and Cortland County region.
Site Access and Mobility

The mall is accessible by car or bus, with some pedestrian access from the adjacent residential neighborhood.
Adjacent Land Uses

Located at the intersection of Route 13 and Triphammer, the current mall is surrounded by commercial uses on the north and east, and open space and residential uses on the west.
Site Access and Parking

- Parking space
- Cycling/walking lane
- Entrance
- Bus stop

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Current Occupants

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Food Court

Target

(Retail, n.d.)

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DESIGN CHARETTE

TEAM PROCESSES AND OUTPUTS
Attendees were split into nine groups and guided through the design thinking process (empathize, define, ideate, prototype/test) to explore how the Shops at Ithaca Mall could be developed to address health equity.

The following pages will begin with each team’s final solution and then walk through the design thinking phases.
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Whole Health Advocate
TEAM 1: Whole Health Advocate

Team 1's final solution was a **whole health advocate**. The advocate is an extensively trained, trustworthy, relatable, easily engaged person who can provide a safe space to **identify needs, direct patients to services** and offer **warm handoffs** to holistic healthcare services.

Their design focused on building awareness through **branding** and a multiplicity of **marketing touchpoints**.

An advocate hub (designed as a **casual coffee bar lounge**) was proposed for the Ithaca Mall for drop-in consultation.

The concept depends on several factors holding true:
- People from diverse backgrounds are aware of the resources, and can easily take advantage of them.
- There is trust between patient and advocate that makes the patient feel comfortable sharing information.
What are key challenges to address?

- **Loneliness** which is related to lack of experience with the medical system especially by older adults; this issue relates to intergenerational disconnect and mental health
- **Navigating the process** (e.g. insurance)
- **Drug abuse** and lack of understanding and adequate communication about what’s going on, especially around non-fatal overdose
- **Transportation** challenges in getting to and from medical appointments, especially for those on subsidized insurance who may have fewer provider options
- **Poor access** such as limited hours for ambulatory appointments.
How might we **clarify a complicated navigation process** so that people have **agency and understand how to access** appropriate level of care and available services.

**Key insights from process mapping:**

- Evaluation of patient preferences for doctors early on is key
- There is a lack of continuity of care (no warm hand off)
- Communication about what's going on behind the scenes is minimal

**Proposed changes in a future state:**

- The patient is seen by a doctor they feel comfortable with
- A new doctor is found in a timely manner that respects the time-sensitivity of the diagnosis
Top Three Ideas:

- Education outreach via key community locations (e.g. churches, community events) on regular cadence...as a way to connect patients with whole health advocates, or just create visibility around complicated healthcare processes
- Multiple providers in central location

- Whole Health Advocate
  - People skills training
  - Integration in community
  - Someone patients feel comfortable with
  - A hub/connecter across specialities
In order for the Whole Health Advocate to be effective, people must hear about it **multiple times** from **trustworthy sources**

Early prototypes focused on addressing how community members would be made aware of the advocate resource through **trustworthy channels**. Key points of **marketing messaging** included:

- **Mall** (entry points, directory, mall walking path, integration into mall programming and events)
- **Nearby facilities** (e.g. Kendal, Island Fitness)
- **Community** based organizations (**CBOs**) and community events
- **Doctor’s office** check-in
- **Social networks**
The storyboard shows how a mall visitor would come across messaging in and around the mall (e.g., entry point infographic, integration of directions to advocate coffee lounge embedded in mall walking path painted on ground). The storyboard also shows the visitor entering the advocate coffee lounge which would be adjacent to Cayuga Health but in its own separate, more casual space. On right, is an example marketing graphic, which would focus on common problems people may be dealing with and offer free help through a casual conversation and free coffee. How to connect is made accessible through multiple options - physical drop-in, call/text, and email.

The whole experience from marketing messaging to advocate interaction should be empathetic and feel personal to build interest and trust.
Access! Access! Access!
Team 2's final solution was a prototype that focused on improving overall access to the mall so the community could enjoy its services and offerings and use the new Cayuga Health system as their primary health service provider. This proposal presents a feasible model for implementing reliable transportation, improving wayfinding around the mall, and educating community members about Cayuga Health and the mall’s offerings through the use of an information hub at each of the mall’s entrances, all to improve the overall health of the community.

Community Support  
TCAT Cooperation  
College Students and Community Health Workers

The prototype’s success is dependent on a variety of factors, including a demand for the mall and people utilizing its services. This needs community support, TCAT cooperation to run bus routes more frequently and in a variety of locations, but also have community health workers and college students help direct patrons to services through working at the information hub.
What are key challenges to address?

- **Access to care** in terms of contact and gaining admittance to new primary care physicians.
- **Financial Burden** associated with healthcare and being able to go to doctors that accept their insurance or Medicaid/Medicare
- The **physical clinical space** is deemed to be cold and uninviting, causing anxiousness.
- **Interactions** with clinicians were found to be difficult as PCPs tend to generalize patient care, and there is a lack of bedside manner observed
- **Transportation** being able to get to and from appointments, especially for specialized care services that tend to be outside of the Ithaca area.
How might we improve access to transportation and the appropriate health provider?

Key insights from process mapping:

- Ideals seem to be simple. However, they are not necessarily reality. Due to this, it confirms the difference between ideal and reality and the limitations based on the mall's space.
- There are revelations of flaws in the system, such as limited access.
- There is a lack of information, and thus, due to blurred communication lines, assumptions have to be made about the patient and what services the community has to offer them.

Proposed changes in a future state:

- Implied from the insights, future changes should include improved access and communication.
Top Three Ideas:

- **Interdisciplinary approach - Mall for Medicine**
  - People need to go to the mall and use its services
  - There has to be a need and demand for its services

- **The layout of the mall makes it easy to know where to go**
  - Different colors for Floor Arrows
  - Robot companion
  - Directories
  - Auditory

- **The mall serves as an information hub.**
Accessibility for all...

The final design has developed a comprehensive strategy to enhance wayfinding and accessibility. In response to feedback, we are introducing a refined way finding system featuring multiple entrances and a color-coded schematic: one color for community health spaces and another for community-based initiatives. This system is complemented by discrete icons, auditory signals, robot companions, and monthly 'Wellness Tours of the Ithaca Mall' to familiarize residents with the mall's health and wellness offerings.

To further welcome community members, we are leveraging various transportation options, including enhanced bus stop accessibility, particularly at the bustling Green Street hub. Our design also integrates specialized clinical spaces focusing on mental health, alongside wellness areas dedicated to nutrition, fitness, and recreation, including a playground for family activities. The inclusion of aesthetic features like grass walls and a koi fish pond transforms the mall into a serene retreat.

The success of these initiatives relies heavily on community involvement and funding. We are committed to collaborating with local organizations and engaging college students as wayfinders to ensure our design not only meets but exceeds the community's needs.
The Health City
Team 3 sought to overcome lack of community support for parents/caregivers to raise healthy children. They created a “health city” to build community ownership, community connection and connection of natural environment to inspire health and food related skill building in order to enhance mental health and overall well being while incorporating all our human senses.
What are key challenges to address?

- A childcare facility where parents and legal guardians can bring their children for medical care or physical activities, providing support to ease responsibility and foster community involvement.

- Enhancing the quality and effectiveness of emergency care

- How to get social interactions when you have young children because of its health benefits

- Accessing necessary care through instructional portal communication, receiving guidance via user-friendly interfaces to facilitate understanding of the next steps

- Offering robust, high-quality reintegration programs for individuals who were previously incarcerated, within the mall environment
How might we **overcome lack of community support** for caregivers/parents to **raise health children**, in all ways (mentally, physically, spiritually)?

**Key insights from process mapping:**

- Early community support is crucial for underserved parents/caregivers, particularly in the presence of adverse childhood experiences.
Top Three Ideas:

- Removing the border and making the facilities more interconnected. “Minicities” of outdoor/indoor activity that supports health and wellbeing. Improving the visibility and infrastructure of the indoor track to promote interest.

- Community spaces that the community can help build. Draw people in with volunteer/paid opportunities.

- Motivating the community to the mall by creating a place that is entertaining and opportunities for exercise and nature.

○ Transform indoor spaces into a "health city" by integrating outdoor elements, linking exercise, education, and various services to foster community engagement and collaboration in its development.
Our concept revolves around the notion of a "Health City," with the mall prioritizing community health and wellbeing to encourage support and instigate positive transformations. Extensive community engagement and volunteering would be essential.

They first built a prototype that models what an average family would do when entering the mall and how they would interact to focus on developing the exercise and child play space to secure community buy-in. Questions and concerns arose regarding the narrowness of the walkways, measuring 28 feet. This prompts consideration of whether workout equipment and child playgrounds could feasibly be accommodated in the available space.
Resource Navigation Business Plan
Team 4’s final solution was a business plan for establishing a resource navigation center in a healthcare setting. This practical proposal presents a feasible model for implementing approachable, accessible out-patient care coordination through both Cayuga Health and community partner social service resources on an individualized basis for comprehensive preventative healthcare.

The Cost Structure and Revenue Streams are less developed so far, but there are likely opportunities for funding in support of collaboration and spaces can be leased to Cayuga Health’s partners as a central, one-stop-shop for social services provides value to the providers as well.
What are key challenges to address?

- Access to specialized care and equipment in a timely manner with clear communication (language)
- Bureaucracy and administrative barriers (e.g., insurance, billing)
- Social determinants - access to fresh healthy foods // treatment vs. prevention of chronic illness
- Rural vs. Metropolitan exacerbation of issues
- Opportunity costs of care, jobs vs. appointments // employment and cost of care, childcare, caregiver responsibilities
How might we **improve community access** to comprehensive preventative healthcare?

Key insights from process mapping:

- Empowerment leads to motivation
- Responsive, Iterative, Individualized
- Support is built into the process, integrates with other resources/entities, removes the barriers/bureaucracy

Proposed changes in a future state:

- Centralized, personalized resource access and education
- Sustained behavior change
- Support in space and information
Top Three Ideas:

- Physical/present support centers for health promotion/behavior change - flexible meeting spaces(?)
- Senior Housing / Affordable Housing / Intergenerational Housing

- Resource Navigation Center (insurance, Health system - internal and external) // in-person and virtual
  - Connect people to plethora of resources
  - Opportunities for collaboration —> funding
  - Empowers patients and responds to their needs
  - Comprehensive
Complex processes can be mapped and communicated clearly to meet individuals’ needs, which can be expressed at many scales.

The first prototype was a bubble diagram to understand how multiple different social services needs, based on user personas, could be met within one space.

The bubble diagram emphasized privacy, multiple ways of accessing information, and incorporation of spaces for creating community and social support.

After feedback that some complex cases can take many days to navigate, the second prototype, an adjacency diagram in the former Dick’s store, included both patient intake rooms and areas for those who know what they need. Ultimately, it was hard to implement this idea spatially beyond this stage.
Navigation Center
TEAM 5: Navigation Center

Team 5's final solution was a navigation center in the mall's existing food court. As the heart of the mall, it serves as a central hub linking the two Cayuga Health spaces. The center is positioned under a giant open skylight, infusing the area with natural lighting and encouraging a relaxing, all-inclusive resort feel. “Health Passport” scanners allow patients to skip lengthy new patient forms and get convenient access to care.

The design centers around making welcoming, person-centered support services available in a way that feels convenient and even luxurious to customers. Sustainability was also a focus of the design – existing structures and spaces are repurposed as much as possible.
What are key challenges to address?

- Navigation of the system (physically and mentally)
- Lack of trust in the system from historical, generational trauma
- A culture of health promotion (e.g., family wellness, access to healthy food)
- Accessibility with respect to cost, parking, public transportation, ADA, and scale/mobility
- Isolation stemming from pre-existing health challenges
How might we address the **feelings of confusion** and **lack of safety** in navigating health care systems to support an **inclusive culture** of health and wellness?

**Key insights from process mapping:**

- The system is broken and not well integrated. There is no acknowledgement of patient concerns.
- The story is all too common and is a defeating experience.
- Barriers are multifaceted.
Top Three Ideas:

- Navigator AI + People who represents everyone, people who look like me
- Health Passport
- Welcome center that starts to destigmatize the culture of morals in health (normalizing health habits), person-centered care
A navigation center that is in the existing food court. Reuse the heart of the mall as a central hub that can link the two CHS spaces, an overall space of serendipity.

The final design is committed to developing a welcoming and functional navigation center at the heart of the mall, specifically in the existing food court area.

This center will feature diverse navigators and health passport scanners to facilitate access and streamline visitor experiences. This design will effectively connect the two CHS spaces, fostering an environment of serendipity and ease. Key to the success of this initiative are adequate staffing with skilled navigators and enhanced public transport options. Insights from the initial prototype testing underscored the importance of maintaining privacy and creating an open space. With these elements in place, this navigation center will serve as a vital resource for enhancing visitor orientation and engagement within the mall.
Community Knowledge Repository
Team 6’s final solution was a design plan for the Ithaca mall, that centers around a cross-specialty information booth/hub. This proposal addresses the difficulties that people have in getting information in a timely and helpful way, the social component of wellness, and the need to provide easily accessible information both physically and virtually.

The concept depends on:
- Integration of resources across institutions and agencies
- Being an open-ended resource that offers support across a broad range of issues ("one-stop-shop")
- Integration of social spaces in order for people to learn from each other
What are key challenges to address?

- **Access to healthcare for isolated people**
  - Lack of system to assist
  - No acknowledge to the information
  - Independent characteristic
  - Love living at home: community for helping out elders

- **Care of aging parents**
  - Extra support
  - Realization of aging
  - Conversation (partner, friends)
  - Identify problems
  - Hard to navigate for newcomers

- **The process of getting healthcare**
  - Wait time
  - Immediate care
  - Insurance conflict
  - No help or explain with issues
  - Transportation fees

- **People getting outside**
  - Access to walkable space
  - Movement in the community
  - Participation in city planning

- **No further help when patients leave hospital**
  - Have nurses go out to check in
  - Leads to post labor depression
  - Have a more comprehensive system
  - Cultivate a sense of community
  - Volunteering opportunities
How might we **enhance access to all information** about community resources so people can get access help when they need it?

**Key insights from process mapping:**
- With every need met, new problems arose
- Process was stressful because of unclear guidance
- Still confused at the end

**Proposed changes in a future state:**
- Means of delivery
- Bridging the relationship between institutions and individuals (structured relationships)
- Partnership
Top Three Ideas:

- **Physical and virtual central location for all wellness information**
  - A real person to talk to
  - Volunteer base but well compensated
  - Easy way for providers/municipal/institutions to register their own services
  - Offer up to date information
  - Each access to record
  - Broadcasting information to the community
  - Communication channel between individuals and institutions
  - Multi language support

- **Healing Space**
  - Make the process more comfortable for patients
  - Integrating education experience with help of experts and communities
  - Community garden
  - Library
  - Pop up screen events
The mall can create an **experience of wellness** by offering broad-ranging health **resources and information**

The final design centered around an **informational component**. Integral to the design was an **information booth/hub** that people could come with questions about any need they have. The plan emphasizes a **central starting point** where existing institutions and agencies that provide resources are available to answer questions about needs and resources. The design also focuses on providing a space where people can take care of a myriad of needs in one location (i.e. **one stop shop**). Recognizing **social wellness** as a key component of health, social spaces were embedded for people to learn from each other (i.e. use each other as living resources). The design encourages the **experience of wellness**—whether somebody is coming for a medical question, appointment, social question, walking through the garden, or looking at the art, they still have a chance to learn about wellness by participating/walking through the mall.
Neighborhood Connection
Team 7’s final proposal presents an **innovative interior design** focused on fostering a **healthier lifestyle** and enhancing **community bonds**. This design incorporates a versatile community calendar and bulletin board. Addressing key issues such as transportation, availability, affordability, and education. Notable additions include a **rubberized walking path** throughout the mall, designated **green spaces**, and **functional areas for community engagement** at Cayuga Health’s waiting rooms. Together, these elements aim to strengthen community ties and promote well-being.
What are key challenges to address?

**Transportation**
- Transportation choices and availability
- Gadget eligibility may not work for people who have income but are temporarily in need of low-cost transportation support

**Availability - hours, clinicians available, mental health service**
- To do something within business hours is difficult, would love more primary care in the evening

**Child care availability and affordability**
- Family child services being the only option - but they take emergency care only
- Almost a year wait for a child care service
- Many kids are aging out of AI before they can get the service and the parents had to pay

**Sense of community disappearing**
- Mobility of population in ithaca
- “Third places” to build community
- Build support among the community
- “Outsiders” not in the Cornell, IC, or Cayuga health (one of the three hubs of town)
How might we **connect neighbors** to promote community health?

Key insights from process mapping:

- Valuable to use a real world example
- She knew about resources but the system kept failing her (even with “privilege”, the problem wasn’t solved)
- How one problem can snowball into a big problem if the very first issue wasn’t solved (from no bedbug certification to ending up in ICU)
Top Three Ideas:

- Indoor free public sport/recreation space
- Public space for group events with free wifi and events posted online
- Community information and resource exchange hub
Bringing all events across all platforms to all community members and creating a space for chance interactions with other community members.

The final design seamlessly integrates various community-enhancing features into The Shops at Ithaca.

This innovative space includes a Community Room includes a county-wide community calendar and bulletin board, complemented by practical and inviting features such as the ‘Not Your Grandma’s’ Living Room Furniture, flexible spaces for larger events, and a cozy library area with refreshments.

The design also incorporates a rubberized walking path, green spaces, and functional areas for use during waits at Cayuga Health. A dedicated liaison will assist visitors, linking them to local resources and managing the digital aspects of the Community Calendar and a potential newsletter. It promotes a vital, accessible hub for all community events. This design not only fosters a sense of community but also adapts to the diverse needs of its users.
Intergenerational Mental Health
Team 8’s final solution included a storyboard and a physical prototype, which focused on the revitalization of the mall and its becoming the center of social capital and medical access in Ithaca and its surrounding areas. This proposal presents a model for patients to have a space to shop and wait while waiting for their appointments. It also uses the mall as a place for socialization beyond the medical scope, including the possibility of fun activities to increase mall engagement. Further, an intergenerational component hopes to allow for people of all ages to use the mall’s services; through the mall’s new unique design, patients will be able to converse with store owners and take classes such as Tai Chi in the mall garden and adopt new practices leading to further interactions such as dog adoption sites.
What are the key challenges to address?

- **Poverty and homelessness** make it increasingly difficult to encourage those populations to convince them to accept help.

- **Poverty access** issues relate to the number of providers, wait times, and distance.

- **Affordability** of health care services being provided and challenges with insurance acceptance.

- **Isolation and the lack of socialization** make it difficult to find social outlets.

- **Physical accessibility** challenges, lack of transportation services, and very little walkability.
How might we... foster intergenerational interactions to reduce social isolation to improve mental health outcomes?

Key insights from process mapping:
- Key insights were not discussed by Team 8 during the charette.

Proposed changes in a future state:
- Proposed changes were not discussed for Team 8 during the charette.
Top Three Ideas:

- Partnering with other businesses and nonprofits
- Integrate nature/music to create a relaxing atmosphere
  - Incorporating “Listen-to” stations
  - Green garden inside
  - Green walk-by path
- Communal activities
  - An Event / Activity Calendar:
    - Displayed on Mall Maps / Board / Website
      - Available events
      - Opportunity to make your own events and invite people to join
Social isolation among vulnerable populations and lack of intergenerational interaction leading to social isolation

The final design concept aims to revitalize the mall as a hub for social and medical interactions. Various enjoyable and easy-to-use activities encourages those who are often isolated to engage socially, transforming their interactions. Patients waiting for medical appointments are encouraged to explore the mall’s new resources and participate in nearby fun activities. This fosters intergenerational dialogue and new practices, such as tai chi in the garden or adopting a pet, enhancing community ties.

Key features:

- **Auditory Stations**: Positioned near garden seating areas, these stations offer headphones with calming music, with regularly updated playlists to enhance relaxation.

- **Chess Board Sections**: Strategically placed in the garden to invite intergenerational play and interaction during leisure time.

- **The Buzzers**: Distributed to patients to monitor their waiting times, these devices enable them to conveniently participate in scheduled events.
Affordable Intergenerational Spaces
Team 9’s final solution focused on creating monthly community dinners with bonding activities (walking, meditation, lounging, etc.) to allow cross-generational interactions. Ideas were bred from challenges with isolation, Ithaca’s geography, and a push for people to stay healthy longer. This model makes the mall a place for socialization and entertainment while improving community health through curated walking spaces based on one’s needs, with wide aisles, different walking paths, and sitting areas.
What are key challenges to address?

- **The lack of a community** that is supported is tight-knit as a result of growing distances.
- **Healthy aging initiatives** are not in place, and it is unknown if resources are available.
- The workforce in facilities and in-home facilities are finding issues with **respite for caregivers and falling behind on staffing**.
- **Longevity of health** due to issues with catastrophic events such as falls.
- **Geography and monetary challenges** with problems that center around wealth being synonymous with access but also the hilly terrain of Ithaca.
How might we provide a broadly affordable intergenerational community environment that promotes good physical & mental health for an aging population?

Key insights from process mapping:

- There will be several fiscal challenges based on the proposed ideas.
- There are many key factors to creating a bustling community, and the implementation of the ideas must be comprehensive.

Proposed changes in a future state:

- Attract partnerships
- Develop financial viability and incentives
- Create Infrastructure
- Develop community outreach
Top Three Ideas:

- Intergenerational Community Education
- Community Meals and Mall Walk
- Wellness Classes
  - Within the wellness space, there will be event spaces that will allow for college and alumni involvement.
The mall can create a **comprehensive experience** for a wide variety of people based on adding initiatives centered on wellness.

The initial prototype focused on creating the **Community Meal and Mall Walk Program**. The Mall Walk Program introduces multiple paths for individual needs and adds rotating artwork from community members to keep the walk engaging. Further, the Community Meals Program includes a connection point to ease discomfort for those who may not know anybody at the community dinners. The dinners will contain **themes or performances or entertainment** of the sorts. Further, to make the experience pleasant, there will be a **mingling period** so everyone can get to know each other. After the initial test, more TCAT stops were added, and there was an emphasis on working with community partners to increase offerings and encourage more people to go to the mall. Additional components included allowing for a **pet relief area** and adding sanitation stations for the dogs to maintain the cleanliness of the mall. Regarding design components, introducing a sunlight roof and creating a community garden that will grow free produce to allow for accessibility and healthy eating habits were included after the testing and prototyping phase.
SUMMARY

KEY TAKEAWAYS FOR THE ITHACA MALL AND CAYUGA HEALTH
Several common threads emerged from the teams’ solutions:

- **Navigation of Community**
- **Navigation of Resources + Information**
- **Navigation of the Space**
- **Experience Design**

Many groups recognized that a significant barrier to achieving health equity is the complexity in getting to the resources, spaces, and people that community members need to be well. Solutions emphasized features that help people navigate all aspects of healthcare. Another key piece was making people feel comfortable and less stressed in navigating aspects of health and wellness.

These factors contribute to community members’ overall sense of belonging, comfort, connection/trust, and access/awareness to facilitate greater ability and willingness to engage with the Shops at Ithaca Mall in support of health and wellness.
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EVENT TEAM
- Dr. Martin Stallone, CEO; Cayuga Medical Center
- Jennifer Turck; assistant vice president of operations at Cayuga Health System
- Lara Parrilla; community and academic partnership manager at Cayuga Health Partners, visiting lecturer in the College of Veterinary Medicine’s Master of Public Health program and co-associate director of the Cornell Center for Health Equity
- Julie Carmalt; senior lecturer in the Brooks School and associate director of the Sloan Program in Health Administration
- Troy Savage; project manager, Mazzetti; Sextant Foundation
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APPENDIX

ADDITIONAL DATA ABOUT HEALTH MALLS IN THE U.S.
(Uscher-Pines et al., 2013)
<table>
<thead>
<tr>
<th>Name of Medical Mall</th>
<th>Location</th>
<th>Former Retail Name</th>
<th>Median Income</th>
<th>Year Opened</th>
<th>Services Provided</th>
<th>Size (sqft)</th>
<th>Typology of the Mall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lifetime Center</td>
<td>Chesnut Hill</td>
<td>Atrium Mall</td>
<td>$117,000</td>
<td>2021</td>
<td>1. Nutrition Coaching 2. Chiropractic 3. Rehabilitation 4. Dynamic Stretch</td>
<td>198,000 sq ft</td>
<td>Former Shopping Mall with Healthcare focus with additional retail space</td>
</tr>
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</table>
| Southeastern Regional Medical Center   | Lumberton, NC     | Biggs Park Mall    | $26,442       | 2012        | 1. Community Health Labs  
2. Urgent Care Pharmacy  
3. Weight Loss Center  
4. Diabetes Center  
5. Surgical Center | 11,500 sq ft     | Shopping malls leased to medical tenants |
| Cayuga Health                          | Ithaca, NY        | Sears              | $24,058       | 2023        | 1. Cardiovascular  
2. Primary Care  
3. Rheumatology | 60,000 square feet | Shopping malls leased to medical tenants |
| Vanderbilt University Medical Center   | Nashville, TN     | 100 Oaks Mall      | $31,942       | 2009        | 1. Primary Care  
2. Specialty Clinics  
3. Diagnostic Imaging  
4. Outpatient Surgery  
5. Laboratory Services  
6. Rehabilitation Services  
7. Pharmacy  
8. Wellness Programs | 900,000 sq ft    | Shopping malls leased to medical tenants |
<table>
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</table>
| North Memorial       | Maple Grove, MN | The Grove          | $89,015       | 2005        | 1. Asthma  
2. Family Medicine  
3. Imaging  
4. Lab Services  
5. Men's Health  
6. Newborn, Pediatric, and Adolescent Medicine  
7. Podiatry  
8. Pregnancy & Birth  
9. Referrals  
10. Transgender Care  
11. Weight Loss - Family Medicine  
12. Women's Health | 635,351 sq ft | Mixed use medical malls |
| T.J. Health Pavilion | Glasgow, KY | Barren River Plaza | $34,145       | 2013        | 1. Bariatric Surgery  
2. Cancer Care  
3. Cardiology Gastroenterology  
4. General Surgery  
5. Laboratory  
6. Nephrology  
7. Neurology  
8. Pain Management  
9. Pediatric Rehabilitation Pediatrics,  
10. Primary Care Pulmonology  
11. Radiology,  
12. Rehabilitation Services Respiratory Care  
13. Urgent Care  
14. Urology  
15. Women's Health | 227,000 sq feet | Mixed use medical malls |
<table>
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<th>Size (sqft)</th>
<th>Typology of the Mall</th>
</tr>
</thead>
</table>
| Metro Health Village                      | Grand Rapids, MI                  | NA                 | $60,612      | 2015        | 1. Primary care  
2. Specialty care  
3. Urgent care  
4. Diagnostic imaging  
5. Laboratory services  
6. Rehabilitation services  
Wellness programs | 7840800 sq. ft                   | Mixed use medical malls |
| McClellan Park Medical Mall               | Anniston, AL                      | Fort McClellan Post Exchange | $14,107      | 2008        | 1. Video Assisted Lung Surgery  
2. Endovascular Surgery  
3. Radiofrequency Tumor Ablation  
4. Stereotactic Breast Biopsy  
5. Sentinel Node Biopsy  
6. Mammosite Radiation Therapy  
7. Vacuum Assisted Breast Lesion Resection  
8. Advanced Breast Conservation and Reconstruction  
9. Endorectal Ultrasound  
10. Noninvasive Vascular Testing  
11. Advanced Laparoscopic Surgery  
12. Laparoscopic Ultrasound  
13. Laser Treatments for facial rejuvenation, spider veins, and hair reduction  
14. Laser Ablation for varicose veins | 127,565 sq. feet                  | Mixed use medical malls |