A MESSAGE FROM THE DIRECTORS

We are pleased to present the Cornell Institute for Healthy Futures’ seventh annual report.

In one of the most active years since our founding, we pushed our agenda of innovation, engagement and inspiration forward. In May of 2023 we held the first symposium since 2016. Eighty-five members of our community gathered to discuss “Reinventing Health, Hospitality and Design” and participate in a workshop, “Reimagining Assisted Living.” This was the first in-person event for CIHF since spring of 2020 and the enthusiasm for gathering was evident. Apart from participation on the part of industry experts and academics, more than 80 students expressed interest in participating and many new alliances were formed.

Earlier in the academic year, we offered our fifth summer session and third winter session classes on Change-Making: Designing Healthy and Hospitable Environments and this past spring 59 students participated in the Health, Hospitality and Design Industry Seminar, the core course for our minor. Our fall webinar, Affordable Senior Living: Challenges and Opportunities Ahead featuring Mitch Brown, Sevy Petras and Jay Woolford, gathered 566 live attendees.

Mardelle Shepley and Heather Kolakowski continued to serve as directors and were joined by 3 new board members, 4 new industry scholars, and 2 new faculty fellows.

The coming year promises new experiences as our board expands, we are joined by new fellows and scholars and the number of students seeking our minor increases. We are grateful for the contributions of the members of our community.

– Heather and Mardelle

MISSION
ENGAGE - INSPIRE - INNOVATE

The mission of the Cornell Institute for Healthy Futures is to provide a transdisciplinary platform for integrating hospitality, health management/policy, and design to enhance service excellence in healthcare, wellness, senior living, and related industries.
The Cornell Institute for Healthy Futures is a cross-campus collaboration between the College of Human Ecology and the Nolan School of Hotel Administration. The Deans of the schools are chairs of the governing board.

Governing Board

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Chief Brand Officer Yesawich Holding, LLC

Advisory Board

Robert Ritz
CEO MercyOne

CIHF Staff
A core mission of the Institute is to provide opportunities for active engagement between industry, faculty, and students. During the 2022-23 academic year CIHF undertook several initiatives to achieve these goals including the following symposia, roundtables, panels, seminars, and social events.

**REINVENTING HEALTH, HOSPITALITY & DESIGN SPRING SYMPOSIUM**

Held on the idyllic Cornell campus in Ithaca, NY from May 11-13, the Reinventing Health, Hospitality, and Design Symposium included lectures and panels led by economists, senior living and hospitality entrepreneurs, and healthcare practitioners and designers. Beth Mace, chief economist at the National Investment Center for Seniors Housing and Care (NIC), and Rohit Verma, Founding Provost of VinUniversity and Professor in the Cornell University Nolan School of Hotel Administration, gave keynote addresses. Special events included a reception and the opportunity to participate in a botanical walk, engage in art therapy, or immerse in a virtual, stress-reducing water environment.
REIMAGINING ASSISTED LIVING WORKSHOP

The Reimagining Assisted Living workshop was an intimate hands-on thought design workshop led by Troy Savage of Mazzetti. Designers joined healthcare and senior living leaders, workers, residents, and Cornell students to collaborate in an evening and interactive day of re-imagining the design of assisted living in response to changing needs.

The event was unique for its integrated empathy training meant to sensitize participants to the varying needs of all stakeholders. The assignment was broad, and participants were encouraged to think radically and abandon traditional healthcare delivery. There were no constraints placed on the thought experiment. Rather than focusing on the design of a single facility, various stakeholders were encouraged to work together to contemplate blue-sky thinking for the design of varied assisted living communities.

We provided 8 hours of AIA HSW CEU approved course content for the Reimagining Assisted Living Workshop.
Cornell University’s Nolan School of Hotel Administration made a generous contribution to the Cornell Institute for Healthy Futures to support student initiatives and to foster innovation. One of the notable initiatives that benefited from this funding was the establishment of a project between the Waterstone Properties and the Healthy Futures Student Chapter (CUHF, pictured below). This student-led organization focuses on promoting holistic well-being and healthy lifestyle choices.

Additionally, the contribution has facilitated mini-grants for student research or conference attendance, including the CIHF Reinventing Health, Hospitality and Design Symposium.

Funding to support students at the conference was also provided by Cornell’s College of Human Ecology and Ruth Browne, President and CEO at the NYC Ronald McDonald House.
The CIHF Fall Webinar, Affordable Senior Living, took place on Friday, October 14th through eCornell. Over 550 people attended the webinar live. The session was moderated by CIHF’s Associate Director, Heather Kolakowski and featured Severine Petras, CEO and Co-Founder of Priority Life Care, Jay Woolford, SVP-Development at CIRC, and Mitch Brown, Principal Consultant for Senior Housing Consulting. During the session, senior housing experts provided insight into the challenges and opportunities within the affordable senior living industry. They identified labor shortages as a continuing pressing issue and highlighted the rising costs for goods and services as inflation surged, which posed challenges for senior housing communities looking to expand and accommodate the growing population need.

To help further research connections and innovative thinking about healthy futures, students, faculty, and staff joined us for quick lunch discussions about the recent publications of CIHF faculty fellows.

**Speakers and Topics:**

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<tr>
<th>Name</th>
<th>Topic</th>
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<tr>
<td>Don Rakow</td>
<td><em>How Nature Benefits Us in Each Age Class</em></td>
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<tr>
<td>Rana Zadeh, Alicia Valencia, and Anne Cramer</td>
<td><em>Transforming Home Medicine Management for Older Adults: Students, Faculty, and Community Join Forces</em></td>
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<tr>
<td>Nagesh Gavirneni, Sudan Kulturel-Konak, and Abdullah Konak</td>
<td><em>Food for Thought: Designing Nutritious, Enjoyable, Economical and Efficient Dining Services at Continuing Care Facilities</em></td>
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Our goal is to ignite students’ and community members’ passion for health, hospitality, and design to share knowledge and find solutions within the three fields. CIHF helps develop transdisciplinary educational programs, like our Healthy Futures minor, and provides support to instructors teaching courses offered by Cornell University related to the institute’s mission.

The Cornell Institute for Healthy Futures and the Department of Human Centered Design (formerly the Department of Design + Environmental Analysis) offers a minor in Healthy Futures open to all undergraduate students. This innovative transdisciplinary focus — the first of its kind — has the potential to change industry practices and professional attitudes by breaking down the silos that often undermine creative solutions. This minor is of interest to students enrolled in health, wellness, policy, and hospitality related majors, or students interested in applying their education to problem-solving in population health and wellness.

**IN-PROCESS HF MINORS**

- **Mielle Emouna**
  Nolan School of Hotel Administration  
  2024

- **Isabella Suffredini**
  Nolan School of Hotel Administration  
  2025

- **Elizabeth Madamidola**
  College of Human Ecology  
  2023

- **Madeline Lei**
  College of Human Ecology  
  2023

- **Jiayi Guo**
  College of Human Ecology  
  2024
Cornell University Healthy Futures: Undergraduate Chapter (CUHF) is the undergraduate student division of the Cornell Institute for Healthy Futures, the first academic institute in the country to combine hospitality, environmental design, and health policy & management to improve patient and customer experience. CUHF promotes careers, research, and extracurricular activities at the intersection of hospitality, health, and design.

The purpose of this club is to engage students throughout multiple colleges, including the School of Hotel Administration and the College of Human Ecology, in conversation and professional development. We strive to create a collaborative environment and community for students interested in this intersectional field, and look forward to weekly discussions, networking with leaders in the industry, seminars & guest speakers, graduate panels, professional development, and industry education this semester.

Several teams of students from CUHF worked across three projects this past year spanning centralized sterilization, ‘blue ocean’ healthcare experience planning, and innovation in orthopedic care models. The teams conducted a mid-semester review with Waterstone leaders Gérard van Grinsven and Oliver Olsson during their visit in late March 2023, and received additional mentorship as they worked towards final presentations at the CIHF Symposium, Reinventing Health, Hospitality and Design in May! The club also planned a field trip to Kendyl at Ithaca and participated in a speaker event with Alejandra Vincettin: a pioneer of wellbeing at the intersection of Healthcare, Hospitality, Senior Living, and Design.
STUDENT PHOTOGRAPHY CONTEST

The 2022 Student Photography Contest: Reinventing Health, Hospitality, and Design, was open to all Cornell students this fall. The winners were chosen during our Advisory Board meeting on Friday, October 28.

Left: 1st place, $300 award, *Untitled 1* by Damun Jawanrudi, MArch ‘22

Top right: 2nd place, $200 award, *Waiting in the Window* by Nicole Collins, CALS, BS ‘25

Bottom right: 3rd place, $100 award, *Serenity in the Modern World* by Yuhjin Chung, College of Engineering, BS ‘25

MARDELLE SHEPLEY AWARDED THE 2022 AMERICAN COLLEGE OF HEALTHCARE ARCHITECTS LIFETIME ACHIEVEMENT AWARD!

Mardelle Shepley is Awarded the 2022 American College of Healthcare Architects Lifetime Achievement Award! The ACHA Lifetime Achievement Award is the highest honor that the College can bestow on an architect and recognizes their significant body of work and distinguished contributions to the healthcare architectural community.
INNOVATE

This year, CIHF has driven innovation in health, hospitality, and design offering funding for mini research grants and conference participation. CIHF directors and fellows published influential works, expanding knowledge in their fields. CIHF remains committed to fostering an environment that supports research, collaboration, and forward-thinking, as it continues to push the boundaries of innovation and shape a healthy future.

Her Stories, a podcast dedicated to telling the origin stories of women who have built careers in senior housing and hosted by CIHF Advisory Board member Severine Petras, had the immense pleasure of featuring CIHF Executive Director Mardelle Shepley (episode 13) and Associate Director Heather Kolakowski (episode 32). Mardelle shared her invaluable insights into the realm of design and senior housing, while Heather discussed her journey of mentoring students and incorporating hospitality and design into the world of senior housing. Together, their stories paint a vivid picture of innovation and possibility for healthy futures.
In collaboration with CIHF, the Blue Space gallery exhibit by Connie Lin ‘23 was open from April 12 - May 12, 2023 in MVR Gallery 1250. This gallery featured an immersive sensory waterscape that was designed to help visitors reduce stress and find a sense of calm amidst the end-of-semester hustle and bustle of academic life. In addition, findings and design recommendations from the “Bluescapes” study conducted earlier this year by Connie was on display. During the Reinventing Symposium attendees were escorted by Connie to experience the installation.

How can patients be better connected with resources? Healthy Futures Minor Madeline Lei ‘23 explored this question in On the Dynamics of Kitchen Utensils published by The Ripple Effect. To research this question, Madeline worked on a pilot for a public health program connecting Tompkins County providers with student resource navigators from Cornell University. The navigators were responsible for referring patients to resources and following-up with them to gain a better understanding of the Ithaca community and the health disparities one may face.
During the 2022-2023 academic year, CIHF provided valuable funding to support students and innovative research endeavors. One recipient of CIHF funding was Yuexing Hao, a Ph.D. research fellow in Human Centered Design at Cornell University. With a research focus on Human-Computer Interaction, Health Intelligence (Clinical Decision Science), and AoT/VR, Hao’s work aims to leverage these domains to drive advancements in healthcare. Additionally, Hao serves as the President of the Graduate Student Association (HCD) 23’ at Cornell University. As a testament to her academic pursuits, Hao will be attending the esteemed Environmental Design Research Association (EDRA) 2023 conference in Mexico City, thanks to the $500 conference funding provided by CIHF.

The Health Design Innovations Lab (HDIL), a collaborative initiative co-run by CIHF Faculty Fellow Dr. Rana Zadeh, was allocated $2500 from CIHF. HDIL is situated within the Design and Environmental Analysis Department of the College of Human Ecology and is dedicated to cutting-edge research that focuses on enhancing healthcare environments. Its members engage in applied research projects on both national and international levels, collaborating with industry and community partners. Rana’s expertise lies in evidence-based and human-centered healthcare design. Her work aims to improve the quality of life and symptom management for individuals facing chronic, advanced, or life-limiting illnesses. Publications from Rana this year include *Lean Design of the Pediatric Intensive Care Unit Patient Room for Efficient and Safe Care Delivery* and *Development and Palliative Care Staff Reactions to a Sleep Regulation Educational Intervention*. These publications reflect her commitment to advancing healthcare through research and innovation.


Saleh, M., Bruyère, S., Erickson, W., von Schrader, S., & Malzer, V. (2023). Disability-inclusive online outreach and recruitment for employers. DeGruyter Handbook of Disability Management (pp. 335-354). DeGruyter GmbH.


The CIHF Faculty Fellows Program provides collaboration opportunities and support for invited Cornell University faculty for developing or enhancing research, curriculum, and industry-related activities that link hospitality, health, and design. CIHF Fellows form a diverse, yet cohesive, learning community and collectively create a strong multidisciplinary knowledge base.
The CIHF Academic Scholars are faculty members at universities other than Cornell University who collaborate in research projects, educational activities or industry events that link hospitality, health, and design.
ACADEMIC SCHOLARS

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

Andrew S. Gallan
Associate Professor, Marketing
Kellstadt Graduate College of Business at DePaul University

Brian J. Galli
Assistant Professor, Project Management and Management Engineering
Long Island University

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

Huwen Xu
Assistant Professor
School of Public and Population Health, and Feil Center on Aging

Douglas Morrice
Professorship in Business
McCombs School of Business
The University of Texas at Austin

Pedro Oliveira
Associate Professor of Operations, Technology and Innovation Management
Copenhagen Business School

Lia Patricio
Assistant Professor of Operations Management
School of Engineering of the University of Porto

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

Wafa Hammedi
Assistant Professor, Service Innovation & Marketing
Service Research Center, University of Namur

HyunJeong “Spring” Han
Assistant Professor, Project Management and Management Engineering Emyan Business School

Janelle Heineke
Professor & Chair of Operations and Technology Management
Questrom School of Business, Boston University

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

Naomi Sachs
Assistant Professor
Plant Science and Landscape Architecture, University of Maryland

Warren S. Sandberg
Professor of Anesthesiology, Surgery, and Biomedical Informatics
Vanderbilt University

Glen Schmidt
David Eccles Professor of Business/Professor, OIS
University of Utah

Kejia Hu
Assistant Professor of Operations Management
Service Research Center, Vanderbilt University

Philippa Hunter-Jones
Professor of Marketing
University of Liverpool Management School

Jay Kandampully
Professor of Service Management, Department of Human Sciences
Ohio State University

Byron Keating
Professor of Management, Australian National University

Rachna Shah
Associate Professor, Supply Chain and Operations
Carlson School of Management, University of Minnesota

Lina Song
Assistant Professor of Operations and Technology Management
Questrom School of Business London School of Management

Courtney Suess-Raeisinafchi
Assistant Professor
Texas A & M University

Subhashree (Sue) Sundar
Assistant Professor, Director Operations & Supply Chain Program
University of Utah

Catharina von Koskull
Associate Professor, Department of Marketing
University of Vaasa

Michael A Lewis
Professor, Operations & Supply Management
University of Bath School of Management

Susan F. Lu
Associate Professor of Management
Krannert School of Management, Purdue University

Janet R. McColl-Kennedy
Professor, Marketing
UQ Business School
University of Queensland

Vikram Tiwari
Associate Professor, Biomedical Informatics and Director, Surgical Analytics
Vanderbilt University Medical Center

Anita Tucker
Professor, Operations and Technology Management
Questrom School of Business Boston University

Liana Victorino
Associate Professor
Peter B. Gustavson School of Business, University of Victoria

Matthew Walsman
Assistant Professor, Department of Supply Chain Management
Rutgers Business School
The CIHF Industry Scholars are colleagues from non-educational organizations who collaborate in research projects, educational activities or industry events that link hospitality, health, and design.
THANK YOU TO ALL CIHF FELLOWS & SCHOLARS!

Email healthy-futures@cornell.edu for more information on becoming a fellow or scholar.
NAMING & ENGAGEMENT OPPORTUNITIES

FOUNDING MEMBERSHIP

Benefits include:
All benefits associated with the Corporate Membership Recognition as founding member above regular members.
Priority consideration for speaking opportunities.
Exclusive sponsorship of one of the following each year as a founding member:
- CIHF Roundtable or CIHF conference (Platinum sponsorship)

FOUNDING MEMBER
$100,000

ADVISORY BOARD MEMBERSHIP

The board, composed of senior-level leaders in the industry, meets twice annually.
Recognition as a partner of CIHF on our website, including your corporate logo, a link to your company’s website, & the advisory board member’s personal bio & photo.
The commitment is an individual gift of $10,000 per year for 3 years.

ADVISORY BOARD MEMBER
$30,000

VOLUNTEERS AND INTERNSHIP HOSTS

Volunteer as a guest lecturer in classes or as a panelist at CIHF events and the Hospitality, Health, & Design Industry Seminar:
DEA/HADM 3055 & DEA/HADM 6055

Connect with highly-motivated students for employment & internship opportunities. All CIHF minors participate in a 100 hour internship during the course of their studies at Cornell.

STAY IN TOUCH

Join our email list to be notified of CIHF announcements and opportunities to participate in webinars and industry events.
Sign up to receive the newsletter online
ihf.cornell.edu or by emailing CIHF@cornell.edu.