“Progress is impossible without change...” - George Bernard Shaw

We are pleased to present the Cornell Institute for Healthy Futures’ fifth Annual Report. As Brooke Hollis completed his term with CIHF, Mardelle Shepley stepped into the role of Executive Director. The Institute is grateful for Mardelle’s leadership, and appreciative that this management shift was thoughtfully implemented.

The Institute also welcomed a new Associate Director, Nicolas Ziebarth. Nicolas is an Associate Professor in SLOAN and PAM; his expertise regarding the interaction of insurance systems, labor markets, and population health as well as his focus on the economics of sick leave brings a complex and multi-faceted knowledge base to CIHF.

This past year was a year of unexpected challenges. In March of 2020, out of public health concerns due to COVID-19, Cornell University made the difficult decision to close the Ithaca campus. Students, faculty, and staff began working remotely, beginning a journey that would last for over a year. The CIHF staff quickly transitioned to working off-site; Program Manager, Nikki Cerra, was instrumental in making this transition smooth and efficient.

CIHF programming not only continued throughout 2020, but expanded its reach. Since in-person events were restricted, CIHF utilized eCornell for webinars. These webinars reached audiences between 500-2000 people. Our Advisory Board meetings also became virtual, making it possible to keep our Board informed and active throughout this uncertain period. Ultimately, CIHF has remained steady with support from fifty Faculty Fellows, forty-seven Academic Scholars, and thirty-four Industry Scholars.

CIHF has increased recruiting of students for the minor in Healthy Futures. In 2019 we had one student recipient, in 2020 two students graduated with a minor in Healthy Futures, and four students completed the minor in 2021.

The CIHF team looks forward to returning on-site to continue supporting the Institute’s mission in the fall. While we are anticipating in-person events beginning in the Spring of 2022, CIHF will continue to host virtual events in order to maintain and broaden gains in public awareness and support of Institute priorities. Ultimately, we are eager to share what we have learned throughout the pandemic, even as we plan for a robust future.

Among our most significant activities was the development of a white paper focused on post-pandemic transitions in health, hospitality, and design. This document, which is discussed in more detail later in this report, includes contributions from our Advisory Board members.
The mission of the Cornell Institute for Healthy Futures is to provide a multidisciplinary platform for integrating hospitality, health management/policy, and design to enhance service excellence in healthcare, wellness, senior living, and related industries.

How do we achieve societal equity? This is the question facing individuals, communities, and organizations throughout the country, and has been discussed in CIHF presentations and publications. The ongoing oppression of people of color has gained global attention, galvanizing the fight for social justice, and shedding positive light on grassroots organizations like the Black Lives Matter movement, among others.

At CIHF we are determined to translate grief into action. The ethics of community will continue to guide our mission; we are unwavering in our resolve to make a meaningful contribution to the principle that all must be treated with dignity and respect.
LEADERSHIP

Mardelle Shepley
Co-Founder & Executive Director, CIHF
Professor, Department of Design and Environmental Analysis
College of Human Ecology

Brooke Hollis, MBA/SLOAN ’78
Co-Founder and Executive Director Emeritus, CIHF
Associate Director SLOAN Program in Health Administration
Department of Policy Analysis & Management
College of Human Ecology

Heather Kolakowski, SHA ’00
Associate Director, CIHF
Lecturer, School of Hotel Administration
Cornell SC Johnson College of Business

Nikki Cerra
Program Manager, CIHF
College of Human Ecology

Nicolas Ziebarth
Associate Director, CIHF
Associate Professor, SLOAN Policy Analysis & Management
College of Human Ecology

Ellie Mendoza
Program Assistant, CIHF
College of Human Ecology

GOVERNING BOARD

Rachel Dunifon
Dean
Professor of Policy Analysis and Management
College of Human Ecology

Kate Walsh
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E.M. Statler Professor
School of Hotel Administration
CIHF ADVISORY BOARD

Ruth Browne, President and CEO, Ronald McDonald House—New York

Melissa Ceriale, P ‘15, ‘16, ‘18
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CEO, Update University
Hospital, Syracuse New York

Whitney Austin Gray
Executive Director of Research
Delos

Neil Jacobs
CEO
Six Senses Hotels Resorts Spas

Joseph Jedlowski
President
Distinctive Living

Mary Leary
CEO & President
Mather Lifeways

Timothy McCarthy
Partner & Managing Principle
Hart Howerton

Bradford Perkins
Chairman & CEO
Perkins Eastman

John Rijos
Co-founder & Operating Partner
Chicago Pacific Founders

Robert Ritz
CEO
Mercy One

Lynn Rizk
Principle, Director of Health
New York HKS., Inc.,

Kenneth Segarnick
Chief Corporate Office
Brandywine Living

Daria Sharman
Enterprise Insights and Strategic Analytics Officer, Pacific Life
STUDENT LEADERSHIP
Cornell University Healthy Futures
Student Organizations

CUHF GRADUATE CHAPTER

*Sage Cooley*, Co-President
MHA Candidate
SLOAN Program in Health Administration

*Brooke Dias*, Co-President
MHA Candidate
SLOAN Program in Health Administration

*Sabah Mohammed*, Design Chair
Master’s student
Design + Environmental Analysis, SLOAN

*Kamila Votavova*, VP of Finance
MHA Candidate
SLOAN Program in Health Administration

*Marika Xifaras*, VP of Marketing
MHA Candidate
SLOAN Program in Health Administration

*Zuzanna Izdebska*, Hospitality Chair
MHA Candidate
SLOAN Program in Health Administration

*Blake Crawford*, Alumni Chair
MHA Candidate
SLOAN Program in Health Administration

*Kevin Ghilani*, First-Year Representative
MHA Candidate
SLOAN Program in Health Administration

CUHF UNDERGRADUATE CHAPTER

*Peyton Fort*, Co-President
Global and Public Health Services Major
College of Human Ecology

*Riya Desai*, Co-President
Policy Analysis and Management Major
College of Human Ecology

*Nikhil Rao*, Eboard Outreach
HADM Major
Cornell SC Johnson College of Business

*Elizabeth Madamidola*, Eboard, Marketing & Recruitment
Global and Public Health Services Major
College of Human Ecology

*Cameron White*, Eboard Member Development
Policy Analysis and Management Major
College of Human Ecology
Health, Hospitality, and Design Industry Immersion Seminar, Spring 2020 & Spring 2021

DEA/6055 & HADM/3055 had an enrollment of 27 students. In March, instructors Mardelle Shepley, Heather Kolakowski, and Brooke Hollis, transitioned this in-person seminar to an online class. In March 2020, through Zoom, students were still able to engage with presenters, covering a wide-range of health, hospitality, and design topics. Heather Kolakowski and Nicolas Ziebarth built on this format and taught the course again in Spring 2021.

Making a Difference by Design, Summer & Winter 2020

DEA 1110 “Making a Difference by Design” had 33 students enrolled in this online course. The class focused on how human-centered design principles can be applied to a variety of disciplines and problems.

Minor in Health, Hospitality, and Design (HHD)

The Cornell Institute for Healthy Futures and the Department of Design + Environmental Analysis offers a minor in Healthy Futures open to all undergraduate students. This minor provides a high caliber, transdisciplinary education in the fields of health, hospitality, and design. 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 may be of particular interest to students enrolled in health, wellness, policy, and hospitality related majors, or students interested in applying their education to problem-solving in the population health and wellness space.

David Brodsky and Simran Malhotra graduated with a minor in Healthy Futures in May of 2020; CIHF had four more students graduating with the HHD minor in May of 2021 and we are projecting another four students set to graduate in May of 2022. Currently, there are five students minoring in Healthy Futures; that number will grow as we continue and expand recruiting efforts in the fall of 2021.

Operations and Planning of Senior Living and Related Facilities, Fall 2019

Cross-listed PAM/5500 and HADM/6033, this two-weekend, 2-credit course is designed to provide students introductory knowledge and terminology regarding the rapidly growing fields of senior housing, CCRCs, and assisted living.

Short Course in Fundamentals of Health Facility Planning for Managers, Spring 2020

Listed as PAM/5470, this course provides M.H.A., and other students who may be interested, in careers in health care management with a basic familiarity regarding some of the concepts and terminology related to health facility planning projects.
April 2020

CIHF Wellness Counseling Certification Program

In collaboration with Beth McKinney and launched through eCornell; registration is ongoing throughout the year. The first cohort included 17 industry professionals.

June 2020

CIHF Senior Living Management Certification Program

In collaboration with the Cornell College of Human Ecology and Cornell SC Johnson College of Business, and launched through eCornell.
Discussion Included:

- Industry relations and partnership initiatives
- Education initiatives
- Research initiatives
- Strategic planning

CIHF is grateful to Delos, and Advisory Board Member Dr. Whitney Austin Gray, for hosting this meeting. Some of our Board members find getting to Ithaca to be a challenge; having a meeting in New York City - with the convenience of a large international airport - made it possible for more of our members to participate. This also enabled an excellent “Restoration Break” via a walk along New York City’s High Line. The High Line was built along a defunct, elevated rail line. It is a lovely park that features gardens, art work, and reimagines how public spaces can support health. The dynamic of our enthusiastic conversations were only enhanced with the physical example of community and health embodied in the DeLos’ WELL Building offices.
Cornell University, Statler Hotel, Ithaca NY

The topic of the Fall 2019 Cornell Institute for Healthy Futures Roundtable was “Workplace Well-Being.” Workplace Well-being relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organization.

Presenters and attendees brought together diverse disciplines including academe; the design, healthcare, and hospitality industries, and the non-profit sector. The first half of the day focused on current and innovative research about Workplace Well-being, and considered how stress and workplace anxiety can impact workers’ performance and overall health, followed by presentations on best practices from well-known organizations that promote health and well-being in their work environment.

After lunch, we considered the opportunities and challenges for innovation and embracing change, as well as methods to help introduce these best practices to other organizations.
CUHF Graduate students and CIHF Faculty Fellows gathered at Bridges Cornell Heights, an assisted living facility close to the Cornell campus.

Graduate students conversed with faculty and with Bridges leadership on needs and expectations seniors have, and the benefits of a senior living facility that embraces a philosophy of care that is humanistic at its core.
Discussion Included:
- Updates & Questions
- Status of upcoming projects
- Potential virtual panel ideas

This was the first gathering and the first virtual meeting for CIHF after the Cornell campus closed, and faculty, staff, and students transitioned to working remotely. The priority for this meeting was to update the Board on how CIHF was navigating recent changes, while asking them for feedback on future programming that would be timely and useful.
No industry has been hit harder by the COVID-19 pandemic than hospitality. Numerous hotels were forced to close, while those that remained open were often operating at occupancy rates lower than 10%. As more hotels begin to reopen, they are faced with a variety of questions ranging from how to go about attracting wary guests to what physical changes need to be made to ensure safety. How can individual-hotels adapt to this evolving situation, and what must the industry as a whole do to get back on track?

In this webinar, a number of hospitality experts weighed in on these issues and more, offering firsthand insight into how industry leaders are planning to reopen as the pandemic continues to spread in some places while appearing to be on the retreat in others.

Speakers:
Dr. Robert Corona, Chief Executive Officer of Upstate Medical University Hospital and Community Hospital
Stacey Fischer Rosenthal, President of Fischer Travel Enterprises and President of Fischer-Rosenthal Consulting
Sergio Saenz, Principal and Director of Hospitality at HKS Architects; and Duane Schroder, Vice President Operations at Waterford Hotel Group, Inc.
David Sherwyn, Professor, Cornell School of Hotel Administration
Discussion Included:

- CIHF Status Update
- Presentations Graduate & Undergraduate Student Leadership (CUHF)
- Community Research Interests

CIHF Directors were able to update the Advisory Board with recent accomplishments and programming on how CIHF was navigating the pandemic. Student leaders of the Cornell University Healthy Futures graduate and undergraduate chapters apprised the Board of club activities and internship experiences and outcomes; this interaction allowed for networking and the possibility of future internships with Board members. Finally, the CIHF leadership team and the Board brainstormed on possible research directions for CIHF.
The pandemic has created a “new normal” of remote living, with many of us forced to shift from in-person interactions to online and virtual experiences. This change has provoked heightened feelings of loneliness, disengagement, and social isolation – challenges that disproportionately affect vulnerable and marginalized communities. As we navigate through this transition, we can still create equitable and inclusive spaces, both at work and at home, through thoughtfulness and intentional action.

Sponsored by the Cornell Institute for Healthy Futures in collaboration with the K. Lisa Yang and Hock E. Tan Institute on Employment and Disability, this session will highlight academic research and industry practices to deepen the understanding of diverse employee needs and strategies for boosting our capacities to thrive in isolation.

Speakers:
LaWanda H. Cook, Senior Extension Associate, Yang-Tan Institute on Employment and Disability
Anthony Ong, Professor, Cornell College of Human Ecology
Erin Peavey, Vice President, HKS Architects
Matt Saleh, Research Associate, Yang-Tan Institute on Employment and Disability
Kristina Workman, Assistant Professor, Cornell School of Hotel Administration
As baby boomers grow older, there is an increasing demand for senior living facilities in general, as well as specific industry changes that will accommodate the lifestyle requirements of this particular generation. As a result, owners, operators, and service providers are reimagining senior living and implementing hospitality, design, and healthcare changes we could not have imagined a decade ago. Facilities are being designed — and redesigned — to account for the wants and needs of their residents along with their families and caregivers. It is now common for senior living facilities to include state-of-the-art design features for living and healthcare, world-class recreation facilities and common spaces, and innovative food and beverage programs, all delivered through service-minded professional staff.

But moves meant to cater to the baby boomers are not the only major changes afoot in the senior living industry. The new constraints associated with managing COVID-19, such as social distancing and increased safety protocols, are also affecting the way senior living facilities function. COVID-19 has forced businesses to modify how they provide service to their residents and their families as well as how their professional staff can interact and engage with the residents and guests. In this new volatile business environment, owners, operators, and service providers are making difficult decisions every day to protect their businesses, assets, employees, and residents.

Speakers:
Alex Susskind, Professor, Cornell School of Hotel Administration
Brooke Hollis, CIHF Executive Director Emeritus, Associate Director SLOAN
Mardelle Shepley, CIHF Executive Director, Professor, Design+ Environmental Analysis
Rohit Verma, Founding Provost & Professor, Cornell School of Hotel Administration, VinUniversity
The pandemic has disrupted all aspects of our lives: how we work, how we socialize, how we provide healthcare, how we travel, and even how we sleep. As we confront this health crisis, healthy sleep is especially essential for our safety, work performance, and well-being. Sponsored by the Cornell Institute for Healthy Futures, this live online session featured insight from health, hospitality, and design researchers, who highlighted academic perspectives and tangible industry practices, increasing our understanding of the impact of healthy sleep in our homes and in travel settings.

Speakers:
Heather Kolakowski, Associate Director, CIHF, Lecturer, School Hotel of Administration Cornell SC Johnson College of Business
Rebecca Robbins, Instructor in Medicine and Associate Scientist, Harvard Medical School Division of Sleep and Circadian Disorders, Brigham and Women’s Hospital
Rohit Verma, Founding Provost & Professor, Cornell School of Hotel Administration, VinUniversity
Rana Zadeh, Associate Professor, Co-Director and Co-Founder, Health Design Innovations Lab (HDIL), Design + Environmental Analysis, Cornell College of Human Ecology
Challenge:

Teams of 2-3 students are invited to design a human experience innovation located in a hypothetical university healthcare or wellness center common space, to promote safety, health, and human connection in the post-pandemic world.

Each team will choose a specific healthcare service and particular common space for the human experience innovation that best supports the health and wellbeing of the facility staff and patient population.

Prizes:

First Place: $1000    Second Place: $750    Third Place: $500

Seven teams submitted their design presentations, and CIHF leadership chose the top three of the seven. During the Spring 2021 Virtual Advisory Board Meeting, the top three teams gave design presentations. Board members then had the opportunity to ask questions and offer insights. This rigorous conversation was beneficial to our students, and was a wonderful experience for Board members, enabling them to engage more fully with students. The CIHF Advisory Board were asked to vote for their choices for first, second, and third place winners. The following students were the winners of the CIHF Human Experience Design Challenge:

First place team: “The Holistic Lobby: A Healing Space for Sociability, Safety, and Serenity,” Brooke Dias, Peyton Fort, and Olivia Heim

Second place team: “Guidelines for Designing Mental Health Waiting Room Spaces in a Post-pandemic World,” Emile Bensedrine and Talia Fishman

Third place team: “The Nature of Rehabilitation (Lounge),” Rebeca Aro and Grace Maniace
Discussion Included:

- CIHF Status Updates
- CIHF Human Experience Design Challenge Presentations
- Questions and Feedback for student presenters
- Introducing The White Paper—discussions & break out rooms

CIHF Directors apprised the Board of recent programming through CIHF. Presentations were made from the top three teams of the CIHF Human Experience Design Challenge, and the Advisory Board members provided feedback to the students and voted on the winners. Following the charrette presentations and judging, the content of the Post-COVID white paper was discussed. Break out rooms were created to support conversations around the health, hospitality, and design sections of the document.
Transforming Our Lives Through COVID-19's Lessons

June 24, 2021 @2PM

Explore how life will change in response to the pandemic along with suggestions for transforming the challenging experiences of the past year into positive lessons. Identify key takeaways from a new collaborate CIHF white paper focusing on COVID-19's lasting impacts on healthy work, healthcare and hospitality environments, food access, and the senior living experience.

Moderator:
Brooke Hollis, CIHF Co-Founder and Executive Director Emeritus Sloan Program in Health Administration, Cornell College of Human Ecology;

Speakers:
Heather Kolakowski, CIHF Associate Director, Lecturer, School Hotel of Administration, Cornell SC Johnson College of Business
Mardelle Shepley, CIHF Executive Director, Professor, Design+ Environmental Analysis, College of Human Ecology
Nicolas Ziebarth, CIHF Associate Director, Associate Professor of Policy Analysis and Management, Sloan Program in Health Administration, Cornell College of Human Ecology


“The GOP Stimulus Counteroffer Explained,” by Li Zhou and Emily Stewart, Vox. February 1, 2021. CIHF Associate Director, Nicolas Ziebarth.

“‘Can we find a deal?: Coronavirus sparks debate over paid leave,” By Eleanor Mueller and Katherine Landergran, Politico. February 25, 2021. CIHF Associate Director, Nicolas Ziebarth.


“NY hospitality and healthcare industries help families fight pediatric cancer,” by Hotel Business. March 12, 2021. CIHF Executive Director Emeritus, Brooke Hollis & CIHF Faculty Fellow, Mary Tabacchi.


“The Family Estrangement Episode with Dr. Karl Pillemer,” Sibling Revelry with Kate Hudson and Oliver Hudson podcast. March 24, 2021. CIHF Faculty Fellow, Karl Pillemer.


“Covid Tested the Limits of Hoteliers’ Strength and Tenacity: Resilience is Key,” by PR Newswire. June 1, 2021. CIHF Faculty Fellow, Sheryl Kimes.

Shaping Policy, Shaping Lives
CIHF Associate Director, Nicolas Ziebarth
Professor Ziebarth is an international expert on the economics of sick leave. COVID-19 has spurred mainstream media attention on the limitations and potential of U.S. sick leave policies. Professor Ziebarth’s work is synergizing with current discussions, debates, and policy initiatives regarding paid sick and family leave; his research has become integral to conversations on how paid sick leave helps keep society, and the economy, healthy and thriving.

SELECTIONS:

“Emergency sick days may have helped flatten the U.S. Covid curve,” by Alicia Lasek, McKnight’s Long Term Care News. October 19, 2020.


THANK YOU TO OUR MEMBERS!

FOUNDING MEMBERS

American Seniors Housing Association

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

CORPORATE MEMBERS
LECTURES, PANELS, & PRESENTATIONS: 2019

Center for Health Economics & Policy Studies (CHEPS), San Diego State U, CL, USA
CINCH, Center for Health Economics, Essen, Germany
HEC Montreal, Department of Economics, Montreal, Canada
IRDES-DAUPHINE Workshop on Applied Health Econ & Policy Evaluation, Paris
NBER Health Economics, spring meeting, Cambridge/MA, USA
University of Basel, Department of Economics, Basel, Switzerland
University of Essex Institute for Social and Economic Research, Colchester UK
University of Ottawa, Department of Economics, Ottawa, Canada
Università della Svizzera Italiana, Department of Economics, Lugano, Italy
University of Tennessee, Department of Economics, Knoxville/TN, USA
University of Trier, Department of Economics, Trier, Germany
10th Workshop on the Economics of Risky Behavior, Bologna Italy


LECTURES, PANELS, & PRESENTATIONS: 2020

AEI-Brookings Paid Medical and Caregiving Leave Conference (virtual)
Amsterdam School of Economics, Tinbergen Institute Amsterdam, (virtual)
Corvinus University of Budapest, Hungary
Equitable Growth 2021: People and Research Advancing Economic Evidence
ETH Zurich, Department of Management, Technology, and Economics (virtual)
HELP! (Health and Pandemics) Econ Working Group (virtual)
Johannes Kepler Universität Linz, Department of Economics, Austria (virtual)
Syracuse University, Maxwell School of Citizenship & Public Affairs, Syracuse, USA
University of Hohenheim, Stuttgart, Germany
University of St. Gallen, School of Management, Switzerland
University of Vermont, Department of Economics, USA (virtual)
Workshop on Health Econometrics, German Association of Health Economists
World Risk and Insurance Congress (virtual)


“Zinck’s Coffee Hour with Cornell Club of North East Ohio Presentation with Susan Porter about Nonprofit Social Enterprise and Food Justice Community project.” October 15, 2020.


LECTURES, PANELS, & PRESENTATIONS: 2021

Electronic Health Economics Colloquium (EHEC), (virtual)
Essen Health Conference: Where Health meets Labour and Education Economics, (virtual)
University of Hamburg, Department of Economics, (virtual)
University of Mannheim, Department of Economics and ZEW, (virtual)
University of Passau, Department of Economics, (virtual)
University of Venice, Ca 'Foscari, Department of Economics, (virtual)
Syracuse University, Maxwell School of Citizenship and Public Affairs, Syracuse, USA
American Society of Health Economists (ASHEcon), (virtual)
German Association of Health Economists (dggö), (virtual)
International Health Economics Association (iHEA), (virtual)
Swiss Association of Health Economists (sdggö), (virtual)
Society of Labor Economists (SOLE), (virtual)
Moderator, Reimagining the NICU, FGI/Gravens, online, 2021.

PUBLICATIONS: 2019

PUBLICATIONS: 2020


PUBLICATIONS: 2020 continued


PUBLICATIONS: 2021


CIHF In-House Publications

Bi-Monthly CIHF Newsletter
Workplace Well-Being Insights, 2020
Thriving in Isolation Insights, 2021
Thriving in Isolation Brief, 2021
Designing for Healthy Sleep and Travel: A Research Perspective Insights, (forthcoming) 2021

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“The purpose of life is not to be happy. It is to be useful, to be honorable, to be compassionate, to have it make some difference that you have lived and lived well.”

— Ralph Waldo Emerson