



# Roundtable

April 21-22, 2016



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**Healthy Futures**

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Cornell Institute for Healthy Futures  
Seniors Housing and Care Roundtable

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Our mission is to provide  
a multi-disciplinary platform for integrating  
hospitality, policy, and design thinking to  
enhance service excellence in  
healthcare, wellness, senior living  
and related industries

**mission**

# agenda

## Hospitality, Health Management, and Design for Senior Housing and Care

Thursday, April 21, 2016

4:30 -- 5:30 p.m.

**Panel/Q & A on Career Opportunities**  
**Brooke Hollis & David Schless, Co-moderators**

**Denise Boudreau-Scott, MHA '94**  
*Owner, Denise B. Scott, LLC*

**John DeHart, SHA '96**  
*Co-Founder, Hartify Brands*

**David Gress**  
*National Client Executive, Sodexo*

**Lynne Katzmann**  
*President and CEO, Juniper Communities*

**Steve Kramer**  
*President and CEO, The Mayflower Retirement Community*

198 Statler Hall  
Cornell University

5:30 -- 7:00 p.m.

**Welcome Reception**  
**Posters from students in classes including:**

*Hospitality, Health, and Design Industry Immersion Seminar  
(HADM/DEA 4055/6055)*

*Quality Systems and Processes (HADM 4030/6030)*

*Health and Healing Studio (DEA 3304)*

*Operations and Planning of Senior Living and Related Facilities  
(PAM 5500/HADM 6033)*

*Fundamentals of Health Facilities Planning for Managers (PAM 5740)*

SHA Tower 5th Floor  
Silver Birch Suite







## Friday, April 22, 2016

7:30 -- 8:30 a.m.	<b>Registration and Networking Breakfast</b>	<i>Carrier Ballroom Foyer Statler Hotel</i>
8:30 -- 8:45 a.m.	<b>Welcome and Introductions</b>	<i>Carrier Ballroom</i>
8:45 -- 10:00 a.m.	<b>Ideas from Hospitality and Design</b>	
10:00 -- 10:15 a.m.	<b>Break</b>	<i>Ballroom Foyer</i>
10:15 -- 11:30 p.m.	<b>Improving Care across Acute/Post-Acute Organizations</b>	<i>Carrier Ballroom</i>
11:30 -- 12:30 p.m.	<b>Careers Luncheon</b>	<i>Taylor A &amp; B</i>
12:30 -- 1:30 p.m.	<b>Reports from Lunch Work Groups</b>	<i>Carrier Ballroom</i>
1:30 -- 1:45 p.m.	<b>Break: Making Connections</b>	<i>Ballroom Foyer</i>
1:45 -- 2:45 p.m.	<b>Looking to the Future</b>	<i>Carrier Ballroom</i>
2:45 -- 3:00 p.m.	<b>Wrap-Up and Next Steps</b>	

agenda

# participants



**Elizabeth  
Ambrose**  
Proprietor  
Bridges Cornell Heights

For Elizabeth, Bridges Cornell Heights represents the culmination of more than 25 years of senior care immersion. Her journey began with co-founding a NYS licensed home health care agency, with her sister Patricia, which became the largest privately owned licensed agency in upstate NY. Their partnership evolved with the renovation of historic homes into assisted living residences in Ithaca and Rochester. Elizabeth then developed Bridges Cornell Heights, three senior residences connected to cultural opportunities at Cornell. Future plans include developing a residence to accommodate independent seniors. Elizabeth's daily inspiration comes from a love for people, especially older, wiser people and her young children.

Mary Blyth is the Corporate Director for Care Coordination at New York Presbyterian Hospital New York. She is a registered nurse with a Master's degree Nursing Case Management Administration and a Bachelor's degree in Nursing from St Peters, University Jersey City. She has extensive experience within case management, utilization review, denials and appeals, and clinical documentation improvement programs. Presently along with the Vice President of Care Coordination is modeling the Care Coordination program at NYP and developing transitional care nursing within the ambulatory care network (ACN) as well as developing post-Acute Care strategies.

**Mary Blyth**  
Corporate Director,  
Care Coordination  
New York Presbyterian  
Hospital





**Denise  
Boudreau-Scott,  
MHA '94**  
Owner  
Denise B. Scott, LLC

Denise Boudreau-Scott is owner of Denise B. Scott, LLC, which helps healthcare organizations improve the resident and staff experience, and the bottom-line, through more engaged leaders and employees. Her team uses a structured process to challenge the status quo, identify opportunities and drive staff toward improved outcomes.

A former nursing home and assisted living administrator, Denise is a serial volunteer that is committed to giving back to a field that she loves. She is an Executive in Residence for Cornell's Sloan Program and co-founded and serves as chairperson of the New Jersey Alliance for Culture Change. She is vice-chair of the National Association of Long Term Care Administrator (NAB)'s Member Relations Committee and a member of their Residential Care/Assisted Living Exam Writing Committee. She also sits on Advancing Excellence's Person Centered Committee and the Center for Excellence in Assisted Living's (CEAL) Advisory Board.

Mr. Clifton is a member of Senior Star's Executive Committee and oversees the Company's finance, accounting, business development, and risk management teams. Prior to joining Senior Star in 2012, Mr. Clifton spent 8 years in commercial banking as an SVP with MidFirst and JPMorgan focusing on real estate, debt syndications, and portfolio management. Additionally, he served as the CFO of an industrial equipment manufacture for 6 years.

Mr. Clifton earned his BSBA and MBA from Oklahoma State University. He is a member of ASHA's Rising Leaders program, the Green Country Treasury Management Association, and the Boy Scouts of America. Mr. Clifton is a graduate of Leadership Tulsa, and in 2012, he was selected by the Tulsa Business Journal for the Tulsa 40 under 40.

**Matthew Clifton**  
Chief Financial Officer  
Senior Star



participants

# participants



**John DeHart,**  
**SHA '96**  
Co founder  
Hartify Brands

John is the Co-founder of Nurse Next Door Home Care Services and under his leadership, has built Nurse Next Door into one of Canada's most successful healthcare brands, with 140+ locations North American wide. He is also the Co-founder of Live Well Exercise Clinics, an emerging healthcare brand that is a pioneer in the Physician prescribed exercise movement.

John was awarded the Ernst & Young Emerging Entrepreneur of the Year Award in 2006, he's been named to the Top 40 Under 40 list and he's lead Nurse Next Door to many prestigious business awards.

Esther Greenhouse is a unique professional: an environmental gerontologist and designer advising manufacturers, consulting on regional PBS series, and developing the program for the visual environment of the nation's first elder-focused emergency department. A contributor to Henry Cisneros' book Independent for Life, she is recognized as a national expert in both Universal Design and Aging in Place. Involved with AARP's Age-Friendly Communities program, Ms. Greenhouse is a catalyst for positive change working with municipalities. An award-winning instructor for the National Association of Home Builders, Ms. Greenhouse's goal is to create environments of all scales which enable people to thrive.

**Esther**  
**Greenhouse,**  
**CHE '93, MS '03**  
Environmental  
Gerontologist  
Esther Greenhouse, LLC







**David Gress**  
National Client Executive  
Sodexo

David is a highly-regarded healthcare professional with over 30 years of experience in delivering high quality performance to his clients. His innovative style and management approach have resulted in a track record of exceptional client retention and high levels of client satisfaction scores. His expertise includes client relations, change management and process improvement in senior living markets. In his current role as a National Client Executive for Seniors in Sodexo , David is responsible for our Asbury and ManorCare business portfolio in Maryland, Pennsylvania and Oklahoma.

David holds a Bachelor of Science degree in Hotel Resort Management from East Stroudsburg University.

William C. Jones is the President of Berkshire Healthcare Systems, the largest not-for-profit long-term care organization in Massachusetts. Berkshire owns and operates 14 Skilled Nursing & Rehabilitation facilities with 1,960 beds, 2 Assisted Living Communities with 161 apartments, 2 Hospice agencies, a Continuing Care Retirement Community, a closed door Pharmacy and Staffing company. Mr. Jones has been with Berkshire for 27 years. He is the Senior Executive for the organization. Prior to joining Berkshire, Mr. Jones was an audit manager with Heffler & Company, a certified Public Accounting firm located in Philadelphia, PA.

**William C. Jones**  
President  
Berkshire Healthcare  
Systems, Inc



participants

# participants



**Alice Katz,**  
**MBA '76**  
**President**  
**The Vinca Group L.L.C.**

Alice Katz is the President of The Vinca Group L.L.C. She directs market feasibility, regulatory reviews and operations and financial analysis for senior housing and health care facilities. Ms. Katz has been responsible for asset management and technical assistance to improve operating and financial performance for multi facility portfolios. Ms. Katz was the co-founder of Oakwood Living Centers, Inc. which was a skilled nursing facility and rehabilitation company. She was a Senior Manager with Ernst and Young where she served as the Project Manager for the study that initially evaluated DRG reimbursement.

Ms. Katz has a BS from The Pennsylvania State University and an MBA with distinction and a Sloan Certificate from Cornell University.

Lynne Katzmann is Founder and President of Juniper Communities, which invests in, develops and manages senior living and long term care communities. With 20 properties in four states and more than 1200 employees, Juniper, has \$75 million in revenues. Juniper is ranked #12 by Crain's New York on its Top 50 ranking of woman-owned companies for the New York tri-state area.

Juniper is the only woman- founded, owned and led business among the top 40 national assisted living companies. Katzmann launched the business when she was 32, with six years' experience in the health care industry and a PhD in economics.

**Lynne Katzmann**  
**President and CEO**  
**Juniper Communities**





**Jeanna Korbas**  
Vice President of  
Design  
Aptura

Jeanna Korbas is the Vice President of Design at Direct Supply Aptura where she leads a team of 30 design professionals in the development and implementation of outstanding designs for senior living, hospitality, restaurant, and healthcare projects globally. Recently, she served as Design Director for the development team of Hyatt Hotels premier brand of senior living communities, Classic Residence by Hyatt. Her experience in design coupled with development and operational acumen gives her a unique and valued perspective on how project decisions impact operations. With over 20 years of experience in the design and development of hospitality and senior living projects, her mission is to change the way seniors live by providing better experiences through the built environment.

Steve Kramer currently serves as President and CEO of The Mayflower Retirement Community in Winter Park, FL. Prior to this, he was President and CEO of North Penn Comprehensive Health Services in Wellsboro, PA. Steve has possessed leadership roles in both the healthcare and hospitality industries for the past 24 years. From General Manager at Cracker Barrel Old Country Store through CEO for a system of Federally Qualified Health Centers and his current position in senior living, Steve has coordinated the activities of a diverse group of individuals in a wide variety of settings. These experiences have positioned Steve as a well-rounded, multi-faceted leader with a unique depth of knowledge and skills.

Steve completed his MBA, with a concentration in Healthcare Administration, at the University of Michigan. His undergraduate work at Penn State culminated with a B.S. Degree in Hotel, Restaurant and Institutional Management. Steve is also a Fellow of the American College of Healthcare Executives.



**Steve Kramer**  
President & CEO  
The Mayflower  
Retirement Community

participants



# participants



**Mike Lewis**  
Professor of  
Operations and Supply  
Management  
University of Bath

Michael is Professor of Operations and Supply Management. Before joining Bath in 2004, he was Senior Lecturer at Warwick Business School and a research fellow at the University of Cambridge. He has teaching, research and consultancy experience with a broad range of public and private sector organizations around the world.

His current projects including service transformation (especially asymmetric services, like senior care), innovative procurement arrangements (e.g. public-private partnerships), redistributed manufacturing and operations leadership. In addition to numerous journal articles, he is co-author of several books including Operations Strategy (Fourth edition, 2015, Financial Times Prentice-Hall).

Dr. Loeckenhoff received her undergraduate degree from the University of Marburg, Germany and her Ph.D. from Stanford University. She completed a post-doctoral fellowship in the intramural research program of the National Institute on Aging before joining Cornell University in 2009. She was recognized as a Rising Star by the Association for Psychological Science in 2011 and received the Margret M. and Paul B. Baltes Foundation Award in Behavioral and Social Gerontology from the Gerontological Society of America in 2014. In 2013, her efforts in teaching gerontology were honored by a SUNY Chancellors Award for Teaching Excellence.

**Corinna  
Loeckenhoff**  
Associate Professor,  
Department of Human  
Development  
Cornell University





**Cate O'Brien**  
Director of Research  
Mather LifeWays

Cate O'Brien is Director of Research at Mather LifeWays Institute on Aging, where she has worked since 2005. Her academic training is in the areas of Public Health and Gerontology. Dr. O'Brien leads Institute efforts to conduct applied research benefiting older adults and professionals in the senior living and aging services sector. Current research initiatives focus on employee engagement, positive aging, and brain health, among others. In addition, Dr. O'Brien serves as Managing Editor of Seniors Housing & Care Journal and oversees InvestigAge, an online resource for current research and trends impacting housing and services for older adults.

Dr. Karl Pillemer is the Director of the Bronfenbrenner Center for Translational Research and the Hazel E. Reed Professor in the Department of Human Development and a Professor of Gerontology in Medicine at the Weill Cornell Medical College. His major interests center on human development over the life course, with a special emphasis on family and social relationships in middle age and beyond. One of his major research interests is in long-term care for older people, with a focus on the relationships between family members of residents with staff in long-term care facilities and senior living communities. He also has a career-long research interest in staff development and training in elder care. He is actively involved in intervention research and in policy analysis related to aging and health care, with an emphasis on evidence-based methods of developing a competent, caring long-term care workforce. His extension and outreach work involves translational research, exploring ways to speed the transfer of findings from basic research into scientifically tested interventions.

**Karl Pillemer**  
Professor  
Department of Human  
Development,  
Cornell University



participants

# participants



**David Schless**  
President  
American Seniors  
Housing Association

David Schless has been the president and CEO of the Washington, DC-based American Seniors Housing Association since it was founded in 1991. ASHA's members are senior executives involved in the finance, development, and operation of the full spectrum of seniors housing property types. The association represents the industry on legislative and regulatory matters, advances research related to senior living quality, and recently launched a consumer education initiative: [whereyoulivematters.org](http://whereyoulivematters.org)

Bill Sims is a managing principal at HJ Sims, both a non-profit and proprietary that has financed over \$16 billion in senior living communities, including both stand-alone or combinations of independent living, assisted living, memory care, and skilled nursing. HJ Sims provides tax-free bonding financing, subordinate debt and preferred equity for new construction, and repositioning and acquisition of communities, including rental, entrance fee, and cooperative structures.

Sims began his career at Merrill Lynch before joining the family firm in 1973. Sims received his Bachelor of Arts degree from Yale University and attended Stanford University Graduate School of Business. He also earned a Masters of Business Administration degree from New York University.

**Bill Sims**  
Managing Principal,  
HJ Sims







**Vince Slaugh**  
**Visiting Assistant**  
**Professor of Supply**  
**Chain Management**  
**Smeal College**  
**of Business,**  
**Penn State University**

Vince Slaugh will begin as an assistant professor of operations management in the School of Hotel Administration at Cornell University in July 2016. He earned his PhD in operations management from Carnegie Mellon University and is currently a visiting assistant professor of supply chain management at Penn State University. His research focuses on capacity planning for service operations, including online rental businesses, child welfare systems, and healthcare systems. He has recently studied the use of nurse aide on-call pools to mitigate the effects of absenteeism on consistency of care in collaboration with nursing homes near Pittsburgh, Pennsylvania.

Tabacchi, PhD, Biochemical Nutrition, RD, taught the first academic Corporate Wellness Course in 1986. Ten year member, Board of Directors and founder Global Wellness Summit, founder of The New York Spa Alliance and the International Spa Association. Taught Health Resort Management, and Healthful Cuisine. An avid hiker, jogger, world adventure traveler and power yogi, she is a passionate proponent of healthful, meaningful and active aging. Consulted on healthful menus for seniors and an ombudsman in senior homes. A Healthy Futures fellow and spa and wellness consultant. Advisor to Sloan students studying "Best practices in hydration and nutrition in Senior Homes and Hospitals."

**Mary Tabacchi**  
**Associate Professor**  
**School of Hotel**  
**Administration**  
**Cornell University**



participants

# participants



**Elaine  
Wethington**  
Professor of Human  
Development  
Cornell University

Elaine Wethington is Professor of Human Development and Sociology at Cornell-Ithaca and Gerontology in Geriatrics at Weill Cornell Medicine. Wethington is known for her research on stress and social support across the adult life span. Since 2003, she has been co-Director and Pilot Studies Director for the NIA-funded Cornell Edward R. Roybal Center for Translation of Behavioral and Social Sciences in Aging. The author of multiple papers and books, her latest book is *Research for the Public Good: Applying the Methods of Translational Research to Improve Human Health and Well-Being* (American Psychological Association, 2012).

Eileen McCoy Whang is the Work/Life Consultant in Work/Life, Human Resources at Cornell University. Eileen supports the campus community; faculty, staff, students, retirees and post docs, with their dependent care and work/life issues and concerns. With the changing demographics of an aging population, much of her focus has recently been on elder care and aging services. Eileen is a close collaborator with the Tompkins County Office for the Aging, partnering with them on the Age Friendly Community Initiative, teaching the Powerful Tools for Caregivers course, and serving as the university advisor for the Project Generations student organization on campus.

**Eileen McCoy  
Whang**  
Work/Life Consultant  
Cornell University





**Patricia Will**  
**Founder and CEO**  
**Belmont Village**  
**Senior Living**

Patricia Will, Founder and CEO, launched Belmont Village Senior Living almost 20 years ago. The company is a fully integrated developer, owner and operator of first rate senior living communities, with a focus on assisted living and memory care. Prior to Belmont Village, Mrs. Will served in an executive capacity in real estate and healthcare for more than 15 years. Today she is a recognized leader in seniors housing, serving on the boards of numerous industry, academic and charitable organizations. Mrs. Will earned an MBA with distinction from Harvard Business School and her Bachelor of Arts, Phi Beta Kappa, from Reed College in Portland.

Dr. Jie J. Zhang teaches operations management and information systems courses at both undergraduate and MBA levels. Jie is passionate about improving operations by fusing technology and the service mindset. Her research strives to inform practical solutions to real world challenges, by focusing on understanding the interactions (i.e., coproduction) between service organizations and their customers, and designing better service systems. Jie's research has investigated issues related to environmental sustainability, learning and service innovation, and the structural and lifecycle aspects of services. Jie has published in the Journal of Operations Management, Service Science, Journal of Service Management and Cornell Hospitality Quarterly.

**Jie Zhang**  
**Assistant Professor**  
**University of Vermont**



participants



# Leadership



**Rohit Verma,  
Ph, D**  
Executive Director

Rohit Verma is the executive director of the Cornell Institute for Healthy Futures (CIHF) and the Singapore Tourism Board Distinguished Professor at the School of Hotel Administration (SHA). Verma has published over 70 articles in prestigious academic journals and has also written numerous reports for the industry audience. He regularly presents his research, participates in invited panel discussions, and delivers keynote addresses at major industry and academic conferences around the world.

**R. Brooke Hollis**  
Associate Director

Brooke Hollis is associate director of both CIHF and the Sloan Program in Health Administration. Mr. Hollis' background includes over three decades serving in senior management positions. He has worked in both academic and community medical centers, and was president of an entrepreneurial group that developed specialty clinics and services for hospitals in a three states. His mergers & acquisitions advisory work has been for health and services firms in 20 states. He has an MBA and Sloan Certificate in Health Administration from Cornell University and a Master of Architecture and Urban Design from Washington University in St Louis.

**Mardelle Shepley**  
Associate Director

Dr. Mardelle McCuskey Shepley, B.A., M.Arch., M.A., D.Arch., FAIA, FACHA is a professor in the Department of Design and Environmental Analysis and associate director of the Institute for Healthy Futures. Previously she served as professor and director of the TAMU Center for Health Systems & Design. Dr. Shepley has authored five books, including Design for Critical Care (2009), Health Facility Evaluation for Design Practitioners (2010) and Design for Pediatric and Neonatal Critical Care (2014). Dr. Shepley has worked in professional practice, full-time and part-time, for 25 years.

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American Seniors Housing Association

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Peter C. Yesawich, '72, MS '74, PhD '76

## Special Thanks

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and Bella Zhao for designing the CIHF Roundtable Program!

DEA 3304 members: Ming Chi, Ah Jin Cho, Dina Kaganer,  
Olivia Alexandra Matticoli, Pui Lam So, Ayda Uraz, and Amy Vu.

## Contact Us

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Leadership

*Innovating across hospitality, health, and design  
to create a . . .*

# Bright FUTURE

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**Human Ecology**

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