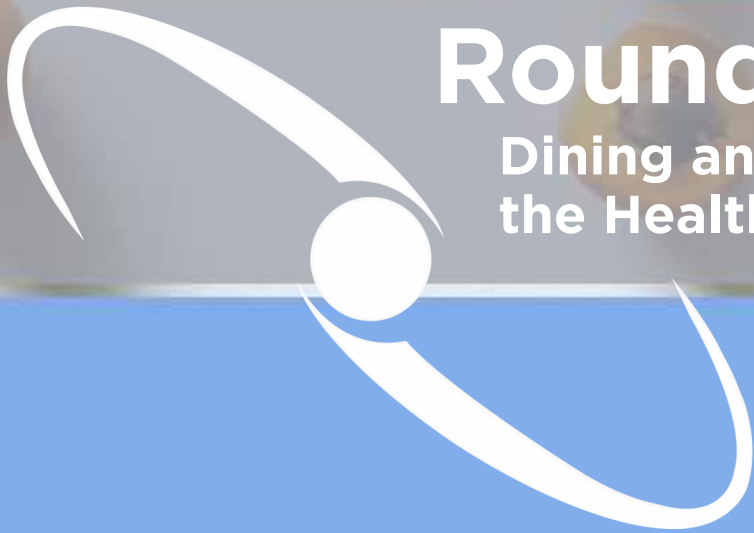




# Roundtable

Dining and Service Innovations Across  
the Health Care Continuum



Cornell  
Institute for  
Healthy Futures

## Dining and Service Innovations Across the Health Care Continuum

This Cornell Institute for Healthy Futures Roundtable is aimed at the topic of innovations and successes around 'hospitality services' applied in various parts of the health care system. These could apply to everything from home-based services, ambulatory sites and wellness programs, or senior living and care settings, to the more technical hospital/acute care settings. Among the focal areas for discussion will be dining and a variety of support services that enhance the experience and potentially the outcomes of care.

Important components of service success include operations management –for example hiring and training approaches, and design – services design and physical space design. This applies to dining services and a variety of other areas that support operations. Most healthcare settings will face challenges in staffing and reimbursement/payments in the future. Accordingly, seeking creative ways to apply ideas to improve services and employee engagement, ideally at lower cost levels, should be valuable for many parts of the healthcare field.

It is hoped that by combining insights from industry leaders, faculty and students that some concepts may emerge for more innovative ways of applying ideas from hospitality services to a variety of settings across the healthcare continuum.



Attendees at the CIHF Inauguration, 2015





Students on Cascadilla Creek Bridge in the fall - the iconic bridge on Cornell's Cascadilla Gorge Trail. (c) 2014, Robert Barker.

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.

mission

## Examples of Faculty Fellow Published Research

### + Consistent Staffing for Long Term Care through On Call Pools



CIHF fellow,  
Vince Slauch

Vince Slauch, Assistant Professor of Operational, Technology & Information Management at Cornell University.

Alan A. Scheller-Wolf & Sridhar R. Tayur, Tepper School of Business, Carnegie Mellon University.



[Read more](#)

Nursing home managers are increasingly striving to ensure consistency of care, defined as minimizing the number of unique nurse aides who care for a resident during at least one shift over the course of one month. Unfortunately, managers often struggle to provide consistent care, primarily due to last minute nurse aide absences and choosing to staff these absences with aides from an external rental agency. We are the first to study the use of an “on call” pool—aides on staff who may be called in to work in the event of absences—as an operational strategy to improve consistency. We provide structural results for the relationship between the number of aides in the on call pool, staffing cost, and inconsistency level.

### + The Impact of Information Disclosure on Consumer Behavior: Evidence from a Randomized Field Experiment of Calorie Labels on Restaurant Menus



CIHF fellow,  
John Cawley

John Cawley, Professor in the Department of Policy Analysis and Management, and the Department of Economics, Cornell University.

Alex M. Susskind, Associate professor at the School of Hotel Administration and a member of the graduate field of communication, Cornell University.

Barton Willage, Assistant Professor of Economics, Louisiana State University.



[Read more](#)

The impact of information on consumer behavior is a classic topic in economics, and there has recently been particular interest in whether providing nutritional information leads consumers to choose healthier diets.



CIHF fellow,  
Alex Susskind

To estimate the impact of menu labeling, we conducted a randomized controlled field experiment in two full-service restaurants, in which the control group received the usual menus and the treatment group received the same menus but with calorie counts. We estimate that the labels resulted in a 3.0% reduction in calories ordered, with the reduction occurring in appetizers and entrees but not drinks or desserts. Exposure to the information also increases consumers' support for requiring calorie labels by 9.6%. These results are informative about the impact of the new nationwide menu label requirement, and more generally contribute to the literature on the impact of information disclosure on consumer behavior.





Rohit Verma, Dean of External Relations for the SC Johnson College of Business, and member of the CIHF Governing Board

## Roundtable: Dining and Service Innovations Across the Health Care Continuum

**Tuesday, October 9, 2018**

Rowe Room, Taverna Banfi, Statler Hotel

5:00–7:00 p.m.

**Welcome Reception**

### **Roundtable Co-Chairs:**

**Brooke Hollis**, Executive Director of CIHF, and Associate Director of the Sloan Program in Healthcare Administration;

**Alex Susskind**, Associate Director of CIHF, and Associate Professor, School of Hotel Administration.

reception

# agenda

**Wednesday, October 10, 2018**

6th Floor Suite, Herbert F. Johnson Museum of Art

- 7:30–8:00 a.m.     **Networking Breakfast**
- 8:00–8:20 a.m.     **Welcome and introductions**
- AM Session 1     **Dining Innovations in Senior Living and Post-Acute Care Settings**
- 8:20–9:05 a.m.     **John Rijos, SHA '75**, Operating Partner, Chicago Pacific Founders, American Senior Housing Association;  
**Frances Showa**, National Director of Culinary Operations, Grace Management, Inc.
- 9:10–9:55 a.m.     **Michele Lefebvre**, Director of Nutrition Management, Cornell Dining  
**Michael Martin, MMH '96**, President and Chief Operating Officer, American House Senior Living Communities
- 9:55–10:25 a.m.     **Networking Break**
- AM Session 2     **Dining Innovations in Acute Care and Other Settings**
- 10:25–11:10 a.m.     **Joe Leggio**, Senior Director of Patient and Customer Experience, Northwell Health  
**Odette Perriel**, Director of Environmental Services, Hackensack Meridian Health, Hackensack University Medical Center
- 11:15 to noon     **Mindi Morin**, General Manager, Canyon Ranch;  
**Peter Yesawich, SHA '72, MS '74, Ph.D. '76**, Chief Brand Officer, Brown - Legacy Group



Lu Kong, Cornell University Ph.D. candidate, at the HTR Thought Leadership Forum 2018. Here she presents the dessert she prepared during a hands-on cooking workshop.



Cornell Student Nixon Cheung presenting his team's Healthcare Innovation Design at the CIHF April 2018 Mini-symposium. Here he presents to Barbara Lang, Founder, B. Lang Consulting.



Participants from 2018 CIHF Mini-Symposium

Taylor Rooms A + B, Taverna Banfi, Statler Hotel

12:00–1:15 p.m.      **Lunch and Discussion: Launching the New CIHF Minor**

6th Floor Suite, Herbert F. Johnson Museum of Art

1:30–2:00 p.m.      **Report out of Lunch Discussion**

PM Session      **Other Services: Housekeeping, Maintenance, Guest/Resident Relations, Patient Services**

2:00–2:50 p.m.      **Jeff Bokser, MHA '01**, Vice President Safety, Security, and Emergency Services, NewYork-Presbyterian Hospital

**Wendy Gettleman, SHA '87**, Vice President of Facilities Management & Real Estate, Dana-Farber Cancer Institute

3:00–3:50 p.m.      **John DeHart, SHA '96**, Co-Founder, Nurse Next Door and Co-Founder, LIVE WELL Exercise Clinics

3:50–4:00 p.m.      **Closing remarks**

agenda



# participants



**Kelly Andress**

President,  
SageLife



**Bo Edvardsson**

Professor and Vice Rector,  
Karlstad University



**Aron Berman**

Assistant Executive  
Director, Pennsylvania  
Hospital, Penn Medicine



**Vaibhav Garg**

Director, Area Talent  
and Culture Maldives  
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Manager, AccorHotels -  
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**Jeff Bokser, MHA '01**

Vice President Safety,  
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**Wendy Gettleman,  
SHA '87**

Vice President of Facilities  
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**Ruth Browne**

President and CEO,  
Ronald McDonald House



**Marian Gryzlo**

Director of Corporate and  
Strategic Partnerships,  
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**John DeHart,  
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Chief Partnership and  
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**Salvatore DiPalma**

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**Lu Kong, MS '13**

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**Corinna Loeckenhoff**

Associate Professor,  
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**Cheryl Lucas**

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**Michael Martin,**  
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President and Chief  
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Living Communities



**Pat McBride**

Vice President of Clinical  
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Living Solutions



**Caitlin McKenna,**  
**SHA '05**

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**Mindi Morin**

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**Meredith Oppenheim,**  
**A&S '95**

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MBRE Percival Health



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HJ Sims



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**Rohit Verma**

Dean of External Relations,  
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**Elizabeth Weiner**

Founder, Owner, Artist,  
Elizabeth Weiner Gallery



**William Welch, M.D.**

Chair of the Department  
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of Orthopaedic Surgery,  
Professor of Neurosurgery,  
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SHA '72, MS '74,  
Ph.D. '76**

Chief Brand Officer,  
Brown - Legacy Group



**Rana Zadeh**

Assistant Professor and  
Co-Director of the Health  
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Department of Design +  
Environmental Analysis,  
Cornell University

participants



# leadership



## Brooke Hollis, MBA/Sloan '78

### Executive Director

Brooke Hollis is also associate director of 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 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 the chair of the Department of Design and Environmental Analysis and associate director of CIHF. 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.



## Alex Susskind

### Associate Director

Professor Alex Susskind is a faculty at Cornell's School of Hotel Administration in the Department of Food and Beverage Management. He earned his Ph.D. in Communication from Michigan State University with a specialization in organizational communication and his MBA with a concentration in personnel and human relations. Alex is also a trained chef with a degree in Culinary Arts from The Culinary Institute of America in Hyde Park, New York. Prior to starting his career in Academia, Alex was a chef and restaurant operator for both independent and multi-unit restaurant companies in the Northeastern and Southeastern United States.

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**Melissa Ceriale**, P'15, '16, '18, Board of Trustees, Montefiore Medicine

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**MBRE Percival Health**

**Mercy Medical Center**

**NewYork-Presbyterian Hospital**

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Leadership

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## Special Thanks

to June-Summer Kim, DEA BS '19 candidate, for designing the CIHF Roundtable program cover  
and to Mio Jia, DEA MS '19 candidate, and CIHF Graphic Designer, for designing the rest of the  
program

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# BRIGHT FUTURE



College of Human Ecology



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