

# LEADERSHIP

## HFM Leadership: Where are They Now?

Carol Sherman, CS Services, Stanford CT

Carol Sherman remembers when The National Society for Healthcare Foodservice Management (HFM) meetings consisted of only a handful of operators and associates sitting around a table sharing ideas and brainstorming.

They had come together for a common goal: to support self-operators and provide them with the tools and resources needed to survive in a competitive market.

"I remember our first meeting was at Tavern on the Green," said Sherman, a founding member and Past President of HFM (1995-96). "We went from six to eight members to 20 operators and 16 associates. Then membership started to grow by leaps and bounds, from a few members to thousands. And it was because there was a need. HFM became a source of information and a tool for operators. It was exciting."

Through its various programs, networking events and educational opportunities, Sherman said HFM assisted operators with marketing themselves, expanding their cash operations, planning for sharing services, tracking expenditures, managing staff and most importantly — keeping contractors out of their foodservice operations.

Sherman said HFM was able to grow and succeed because associate members were viewed as a welcome addition.

"Associate members were valued," said Sherman, who recently left her position as the senior director of food and nutrition services at NYU Medical Center in New York after 16 years to pursue a consulting career. "They brought their skills and knowledge to the table, so that not only could self-ops survive, they could better their operations."

While at NYU Medical Center, Sherman managed food and nutrition services for the merged network called Mount Sinai NYU Health, which included Mount Sinai Medical Center, Mount Sinai of Queens, NYU Downtown Hospital and the Hospital for Joint Diseases, in addition to NYU Medical Center. The merger ended after four years.

Earlier this month, Sherman started her own consulting firm — CS Services, based out of Stanford, CT — to provide assistance to foodservice operators, administrators and business partners.

"Actually, I came here (NYU Medical Center) as a consultant 16 years ago, and was at Beth Israel before that," said Sherman, who with Neil, her husband of 35 years, raised twins, Scott and Jocelyn. "I decided that if I was going to do consulting work again, this was the time to do it."

Sherman said she was originally hired by NYU Medical Center to evaluate the facility's contract-managed operation. Based on her findings and recommendations, the hospital changed over from contract management to in-house services.

"One of my first consulting jobs will take me to California, where we will be converting a contract facility to in-house management," said Sherman, who won the Ivy and Silver Plate awards while working at NYU Medical Center. Sherman is also a past winner of the HFM Angelo Gagliano: Operator of the Year Award.

In addition to evaluating facility operations, Sherman will assist and train operators in preparing business plans, justifying and planning capital projects for systems improvement and preparing HACCP and disaster plans.

While she hasn't been active with HFM in recent years, Sherman said she hoped to become more involved again in the future.

"The association's growth has been unbelievable in such a short period of time," Sherman said. "Where other associations' membership numbers were declining, HFM's was going through the roof."



# ARMY BOOT CAMP

HFM President Linda Lafferty and President-Elect Mary Angela Miller were among those who attended the first-ever Army Medical Specialist Corps Educators Tour at Fort Sam Houston, TX, April 15-18. Attendees got a first-hand look at how the Army trains its occupational therapists, physical therapists, dietitians and physician assistants.



HFM leadership join other education and professional leaders at the 2007 US Army Educators Tour in San Antonio, TX



Linda Lafferty, Maria Worley and Mary Angela Miller still smiling after a breakfast of military rations and a morning of rain in the field hospital at Camp Bullis, TX