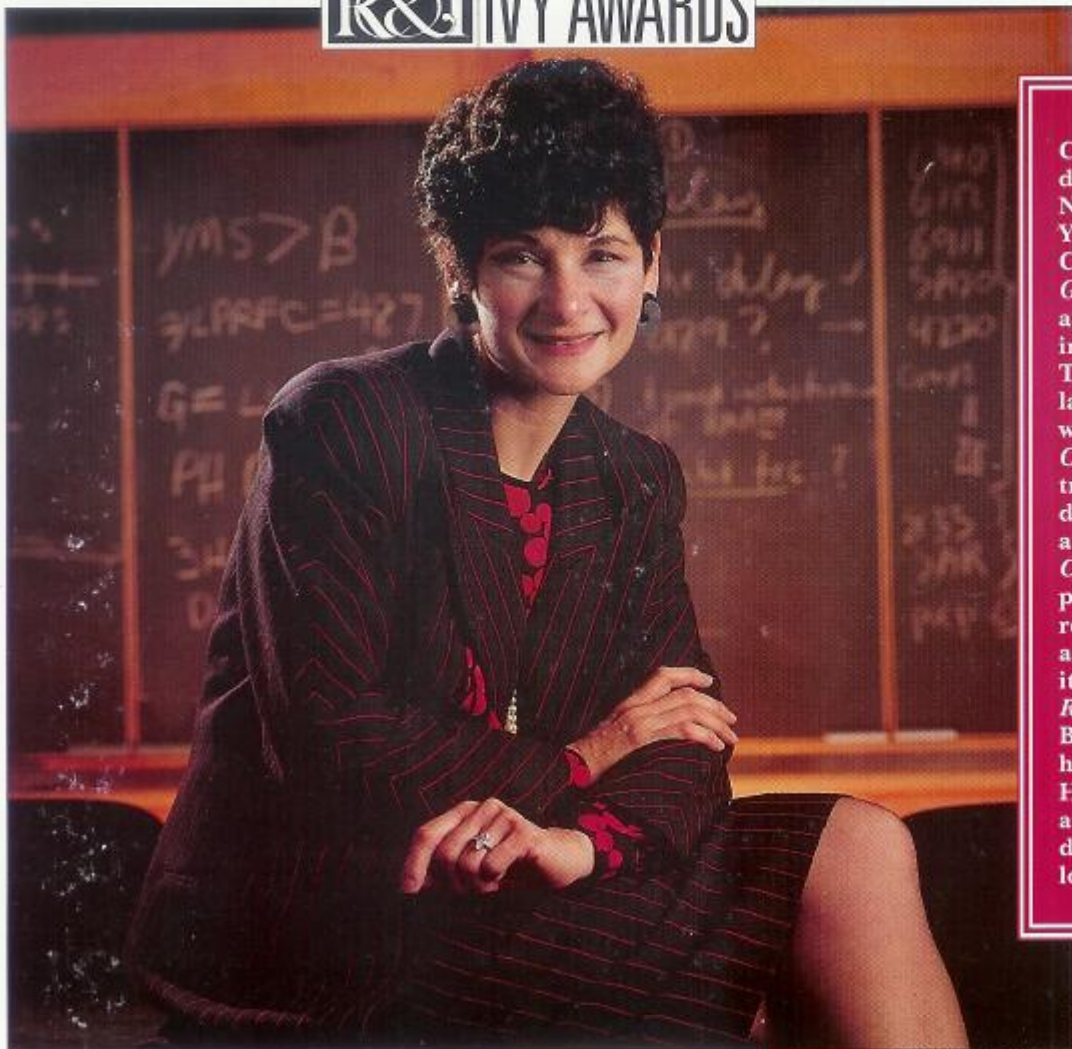


# & RESTAURANTS & INSTITUTIONS



**1994 IVY AWARD WINNER**  
**New York University Medical Center**



**Carol F. Sherman, R.D.,** director, Food and Nutrition Services, New York University Medical Center, New York.

**Greatest food memory:** "Long ago at The Sign of the Dove in New York, Lamb in a Thousand Leaves—rack of lamb in a spinach soufflé wrapped in phyllo leaves."

**Career low:** "When I put my trust in someone and they don't deliver what was agreed on."

**Career high:** "When the program and the team really work, fall together and come through. Then it's worth whatever it took."

**Role model:** "Steve Bernstein. I worked under him at Mt. Sinai hospital. He launched my career by asking me to head a department, and I never looked back."

## New York University Medical Center

### Food and Nutrition Services



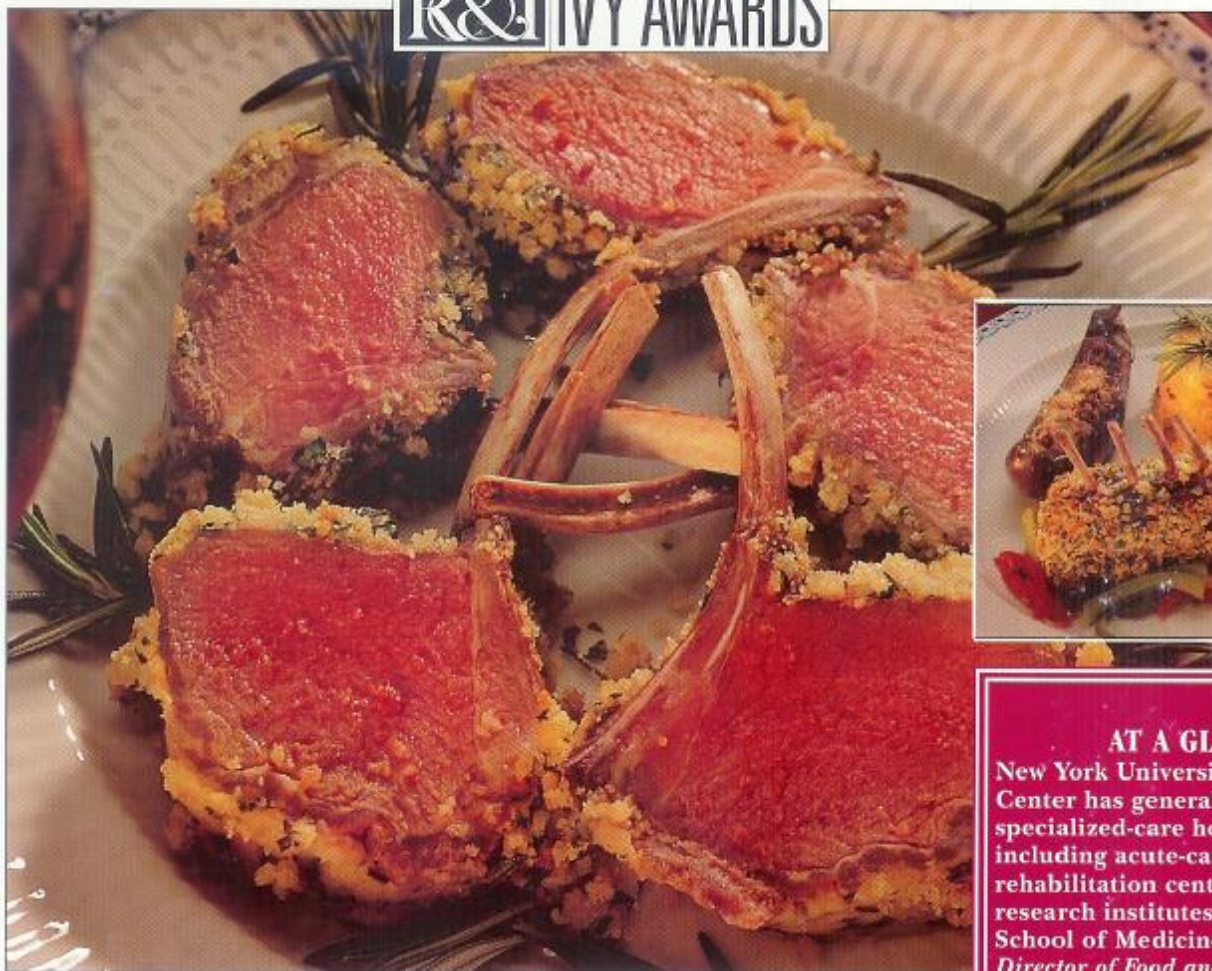
Carol Sherman has established a reputation for increasing foodservice revenues and quality while decreasing costs. Her reputation is based on marketing and on performance. "Marketing is all," she says. "But you never promise what you can't deliver, be it money, labor, image, food or service."

In her previous position as director of food and nutrition services at Beth Israel Medical Center in New York, she upgraded cafeteria and catering services by hiring professionally trained chefs and cooks. After hiring an award-winning pastry chef, she also opened a from-scratch pastry shop that provided top-quality bakery goods at a 30% cost reduction. She reduced foodservice department costs by \$1 million and increased productivity by 50%.

In 1991, New York University Medical Center hired her to convert the operation from contract management to independent foodservice management. In the operation's first 20 months as a self-op, she saved \$3.2 million; changed food preparation from instant-prepared to fresh food; and opened an in-house bakeshop headed by pastry chefs who are graduates of The Culinary Institute of America, Hyde



**Surprise!** Not a poached pear at all, but pear mousse encased in white chocolate, spritzed with dark chocolate, with a clear vanilla sauce, made to look like a light, innocent dessert.



Herb-crusted rack of lamb (above r.), with stuffed baby eggplant and timbale of rice pilaf, slices to a perfect medium rare (above).

***“When you see talent, grab it, or somebody else will!” —Carol Sherman***

Park, New York. Sherman completed planning a four-phase renovation of the physical (kitchen) plant, which is entering its third stage. In addition to patient feeding, nonpatient services—which account for 60% of the meals—include three cafeterias; three satellite cafeteria stations; and extensive catering to faculty, physicians, medical students and staff.

So, what’s her secret? The team. “What I do best is to bring together a culinary team and make it work for a lot less money,” she says. At NYU Medical Center, Sherman had 90 days to put her team together. “I changed the face of the management team by changing the skill level and bringing in chefs and weighting the deck in favor of culinary.” She is not afraid to hire highly talented chefs: “When you see talent, grab it. If you don’t, somebody else will. And, yes, chefs get pirated when they get a lot of visibility. But then you go out and find someone else.”

But her culinarians all wear more

than just a toque. One is a computer expert, another an equipment specialist who not only knows how equipment works, but can fix it when it doesn’t. Even Sherman knows how to operate the dish machine, and she personally ordered every piece of equipment for the renovated kitchen.

Among the equipment she ordered that will improve the quality of patient foodservice are components for cook-chill. “The idea is to cook food by traditional methods, blast-chill it, bulk shrink-wrap it so it can be stored in food bags dated for rotation, then reheated in bulk for cafeteria service or plated in portions for rethermalization. Once we get this food bank in operation, it will enable us to offer the patients 12 to 14 menu choices. Now, they have only two or three, and I’m not at all happy with that, especially when it’s a very sick patient.” Sherman plans to supplement the cook-chill food bank with two cooks a day to do on-line foods that don’t lend themselves to cook-chill, such as crisp foods.

## AT A GLANCE

New York University Medical Center has general- and specialized-care hospitals, including acute-care facilities and rehabilitation centers, biomedical research institutes, and the NYU School of Medicine.

*Director of Food and Nutrition*

*Services:* Carol F. Sherman, R.D.

*Daily meals (patients and cafeteria):* 8,500

*Budget:* \$11.5 million

*Revenues:* \$4.2 million

*Client mix:* Patients, faculty, staff

*Key staff:* Herb Dyer, associate

director; Christopher Lord,

chef/assistant director, produc-

tion; Chester Ostrowski, assistant

director, nonpatient services; Ray

D’Ottavio, executive chef, cater-

ing; Bridie Brady, manager, cater-

ing; David D’Ottavio, executive

pastry chef; Anthony Buzzelli, pas-

try chef; Laurian Deep, produc-

tion coordinator; Phyllis Kaskell,

assistant director, patient serv-

ices; Sheli Levine, assistant direc-

tor, finance and MIS; John Hufnal,

equipment specialist; Mary

McKenzie, assistant director, tray

assembly and sanitation.

*Special equipment:* five

combination oven/steamers,

rotary oven, two blast-chill units,

two stone-bottomed deck ovens,

two charbroilers.

*Coming up:* Phase four of four-

phase complete kitchen

renovation (September);

convenience store; expansion of

catering and bakeshop.

**Cook-chill will improve both quality and variety for NYU's patients.**

Implementing cook-chill and improving the quality and variety of patients' fare are two of Sherman's key goals. Others include shared services and shared production with off-site operations. "Centralized production, centralized management with off-site managers, is the way health care in the future can reduce costs but not quality." For example, food can be produced for cook-chill at NYU and shipped to satellite sites for rethermalization under the watchful eye of an off-site manager who reports to NYU. "You can ship and plate and retherm anywhere. The food is at 34F. It doesn't know it's in a different place," says Sherman.

Sherman is a firm believer in continuing to address cost containment by *not* cutting services. "We can't really cut services. We need to expand them. But we can find ways to do things differently so the final result is as good or better." Some ways to do this? Eliminate downtime so each employee works a full, productive day. Combine job functions. Improve foodservice systems' efficiency.

Behind Sherman's protestations that "I'm management, the team are the chefs," is a woman who can make her own bagels from scratch and throw a mean dinner party (when time permits), and who has knock'em-dead specialties like a three-layer chocolate cake with chocolate icing and chocolate chunks. In fact, on close inspection, most of her "expansion of services" agenda boils down to food. She plans to expand catering; expand the bakeshop by hiring more pastry chefs to increase the quantity, quality and variety of baked goods with an eye to both bulk and takeout sales; and open a takeout-food shop offering everything from family dinners to upscale party dinners complete and ready to pick up. On a recent trip to The Greenbrier in White Sulphur Springs, Va., Sherman says, she was doing research on desserts for the staff when she ordered the *crème brûlée* three nights in a row.



Sherman's staff is heavy on chefs, but they're not just toques, as their job titles show. (Clockwise from front l.) Christopher Lord, chef/assistant director, production; Laurian Deep, production coordinator; David D'Ottavio, executive pastry chef; Anthony Buzzelli, pastry chef; Ray D'Ottavio, executive chef, catering.

**CATERING BUFFET MENU SELECTIONS  
FROM NEW YORK UNIVERSITY MEDICAL CENTER**

**ASSORTED HORS D'OEUVRES**

- Red cherry tomatoes with salmon mousse
- Yellow cherry tomatoes with pesto mousse
- Caviar dominos
- Genoa salami sombreros
- Ham cornets with vegetable cream cheese
- Black-bean salsa
- Smoked trout with dill on toast points

**SAVORIES**

- Beef Wellington with

- mushroom duxelle and crawfish mousse stuffing
- Zesty shrimp

**SWEETS**

- Chocolate-dipped strawberry tuxedos
- Chocolate coffee cups with cappuccino mousse
- Charlotte Royal Bombe
- California cheesecake
- Raspberry Bavarian cylinders with hippenmasse
- Amaretto and hazelnut truffles