

# AHF 2023 ANNUAL CONFERENCE

## 2023 AGENDA



Join us August 7-9, 2023 in Orlando, FL, for “The Great Journey: The Path We Are On, The Journey Ahead!” The 2023 Conference will be a great way to connect with peers, colleagues, and business partners to expand your professional network, make new friendships. The conference will be accredited through AND, ANFP

and ACF.

## MONDAY AUGUST 7, 2023

---

### AHF Golf Tournament – Sponsored by Hormel Foods

**Ticket purchase required**

**8:00 - 11:30/12:00 pm**

Be sure to snag your spot for our 2023 Golf Tournament sponsored by Hormel Foods. The tournament will start at 8:00 am with a shotgun start taking place on the beautiful courses at the Omni ChampionsGate Resort and Spa. Register for the tournament when completing your registration. Tournament details and foursomes will be provided prior to the conference.

### AHF Eco-Tour

**Ticket purchase required**

**8:30 - 10:30 am**

Exclusive eco tour through the sweeping 800-acre Omni ChampionsGate grounds. Alligators, bald eagles, dozens of bird’s species and more call Omni Orlando home. Discover the natural Florida wildlife of our 800-acre property by kayak and golf cart in a two-hour tour, led by our Certified Florida Master Naturalist, Captain Eric Gilhart. Tour starting at 8:30 am taking 1-2 hours.

### Pre-Conference Deep-Dive: Exclusive Insights from the C-Suite

**1.5 Credit Hours**

**12:30 - 2:00 pm**

**Speakers:** Jodee Read (Plumas District Hospital), Dr. Tom McDougal (Manatee Memorial Hospital), Laura Stillion (The Ohio State University Wexner Medical Center)

**Moderator:** George Cranmer (Trinity Health)

A deep dive behind the C-Suite curtains in order to understand how to partner with your leadership. Join our CEO-led session focusing on what pressures and challenges the C-Suite are facing, what they look for from directors and managers. Attendees will:

- Understand the pressures the C-Suite face and how to help them overcome challenges
- Understand how to build a trusting and communicative relationship with their C-Suite
- Gain knowledge about how to advance their careers to the c-suite

## **Pre-Conference Deep-Dive: The State of Healthcare Foodservice Distribution: 5 Things to Mitigate Cost & Service Impacts (Sponsored & Presented by DMA)**

**1 Credit Hour**

**2:30 - 3:30 pm**

**Speakers:** Pat Mulhern (DMA), Heidi Wietjes (DMA Member, Cash-Wa Distributing), Matthew C. Schichtel (Gordon Food Service), Ryan Young (DMA Member, Martin Bros)

**Sponsored by:** Distribution Market Advantage (DMA)

Join DMA CEO Pat Mulhern and a panel as Distribution Market Advantage (DMA) shares the data behind distribution & labor trends and the tools and techniques you can use to assure quality distribution to your operations. Attendees will leave understanding the 3-5 year state of healthcare foodservice distribution; the cost and service impact on your operation; and 5 things to mitigate those impacts. Attendees will leave with a copy of the DMA white paper and gain an extra CEU. Attendees will leave understanding the:

- State of healthcare foodservice distribution for the next 3-5 years
- Cost and service impact of a capacity constrained environment on your business model
- 5 things you can do to mitigate those impacts and assure your foodservice directors have uninterrupted and quality distribution
- Attendees will receive a copy of DMA's 2023 whitepaper detailing the distribution landscape through 2025

## **Not Your Average New Attendee Reception**

**6:00-7:00 pm**

Are you new to AHF's annual conference? Head over to our New Attendee Reception for an hour before our Opening Reception. This isn't your average reception with drinks and so much chatter you can't hear yourself think. Instead you'll be paired with other new attendees in small groups lead by an AHF operator and business partner leader for smaller, more intimate conversations. Leave ready to network with the larger group and with a few new personal connections that will help you link into the larger AHF community. Groups will be a mix of new operator and business partner attendees.

Attendees will start by meeting at the same location, grab and drink and then head off in their smaller groups.

## AHF Opening Reception Pool Party “On The Boardwalk”

7:00-10:00 pm

**Sponsored by:** Hormel Foods & The J.M. Smucker Company

Join us “On the Boardwalk” for our Opening Reception Pool Party sponsored by Hormel Foods and J.M Smucker. A fun, casual, networking event – poolside with dinner and drinks! Join us to network, chat, swim, and get to know one another. Dinner and drinks will be provided. Attendees will be able to swim in the pool and cool off or come dressed for outdoor networking without swimming.

## TUESDAY AUGUST 8, 2023

---

### AHF Opening and Awards Presentation

7:45-8:15 am

**Awards Presented:** Exemplary Leadership Award & Future Horizons Award Winner

Grab some breakfast from 7:00-7:45 am and then head into the main ballroom to snag a seat and great ready for conference. The conference opener will get you pumped to get going! Then we will present two of our 2023 annual award winners: The Exemplary Leadership Award and Future Horizons Award. Be sure to be there to cheer on your colleagues.

**The Exemplary Leadership Award** is bestowed upon the operator member who best reflects the commitment to operational excellence that Don Marsh brought to healthcare foodservice. Don Marsh, former president of the American Society for Healthcare Food Service Administrators (ASHFSA), was dedicated to the healthcare profession and to his colleagues. He was a longtime supporter of programs to raise the professionalism of operators in the healthcare foodservice industry and was known to contribute generously. The award will recognize member contributions in their operations as well as to regional, local chapters or networking meetings.

**The Future Horizons Award** recognizes operator members who are new to management (less than 5 years) and demonstrate a desire for future growth through contributions to their hospitals or community.

### AHF FISH Talks – Food, Innovation, Service & Hospitality – How to Navigate Through to Tomorrow: Difficult Conversations and Operational Challenges

1 Credit Hour

8:15-9:15 am

**Speakers:** Leisa Bryant (University of Texas, M.D. Anderson Cancer Center), Thom Pastor (St. Charles Health System), Dr. Mark Pettus (Preventia Group)

Join AHF at the main stage for our annual FISH-Talks. FISH sessions are 20-minute, focused, in-depth presentations from industry experts. Our FISH speakers will take attendees through topics focused on wellness, mindfulness, and resilience. Attendees will gain knowledge and tips on balancing the needs of employees while upholding the needs of the C-Suite. Our speakers will focus on difficult conversations and operational challenges. We've all had those moments of uncertainty, frustration, and hopelessness. Leave our FISH Talks with renewed tactics on how to lead not only your team through challenging periods, but yourself.

#### **Speaker 1: Mark Pettus – Aging Young: Turning Back the Biological Clock of Time**

Considering the increasing need for wellness and the emerging science of nutrition, operators will take away critical need learning from Mark's session. Focusing on the microbiome, lifespan, and enhanced longevity, leaders will glean unique approaches to caring for themselves so they can care for their staff teams.

- Understand the emerging science of nutrition, epigenetics and aging
- Understand the difference between lifespan and healthspan
- Understand the lifestyle attributes common to the Blue Zones and enhanced longevity

#### **Speaker 2: Leisa Bryant – Leading with Ethics and Integrity in a VUCA Environment**

With the challenges in today's work environment, leaders irrespective of tenure can find themselves at a crossroad debating which path to take. To achieve an effective and sustainable response to these challenges, leaders must develop and consistently model ethical leadership, emotional intelligence, empathy, communication, and integrity to cultivate and foster a safe work culture of engagement, transparency, accountability, and high performance. Attendees will be able to:

- Understand the role of emotional intelligence in ethical leadership and integrity
- Implement leadership strategies to achieve positive engagement and outcomes for patients, staff, customers, and stakeholders by modeling ethical leadership.
- Examine the use of emotional intelligence and ethical leadership to optimize work culture and employee engagement in a VUCA environment

#### **Speaker 3: Thom Pastor – Lead Yourself First**

Mid-level leaders across organizations are overwhelmed, burned out, and continually expected to do more with less. This is leading to record levels of career changes, early retirements, and self-demotions thinning our ranks. Some of this is due to decisions outside our control, but our own hero complexes and the myth of it being lonely at the top are largely to blame. We must break the cycle by streamlining tasks, setting realistic goals, and prioritizing our own well-being. Only then can we be compassionate and effective leaders for our teams and organizations. Attendees will be able to:

- Take strategic personal inventory
- Network for resilience
- Setting a realistic action plan to regain control and influence

## AHF Award Presentation

9:45-10:00 am

**Awards Presented:** The Partnership & Leadership Award and The Spotlight Award

Celebrate and honor our 2023 national award winners as we present the Partnership in Leadership Award as well as the Spotlight Award.

**The Partnership in Leadership Award** recognizes an operator member's facility that demonstrates a strong commitment to self-operation and currently supports the foodservice director or foodservice administrative director.

**The Spotlight Award** recognizes operator members who have enhanced operations through new ideas and industry trends. This may include any of the following: technology, program development, implementation, innovation, sustainability, community impact, mergers/acquisitions, and /or creative use of managing finances.

## AHF FISH Talk PANEL - How to Navigate Through to Tomorrow: Difficult Conversations and Operational Challenges

1.25 Credit Hours

10:00-11:15 am

**Speakers:** Leisa Bryant (University of Texas, M.D. Anderson Cancer Center), Thom Pastor (St. Charles Health System), Dr. Mark Pettus (Preventia Group)

**Moderator:** Julie Meddles (The Ohio State University Wexner Medical Center)

Haven't we all struggled at some point to keep going through difficult times, burnout, and stress? Operators will hear how to handle their positions as middle managers pleasing their staff and their administrators, how to prioritize their own health and wellness and how to come out on the other side excited to come to work and start fresh each day. Julie Meddles from Ohio State University will help us dive deeper into how to navigate tomorrow, have difficult leadership conversations, and overcome operational challenges. Attendees will:

- Learn the key principals to the science and attributes of wellness and enhanced longevity
- Understand how to implement emotional intelligence
- Learn how to best apply leadership skills for cohesive and emotionally healthy teams
- Build personal and team based wellness
- Set up action plans for personal and team check ins
- Learn how to balance the pressures of a middle manager

## Hurricane Ian Survival Panel: How Leaders Staff, and Your Vendors Can Support Each Other During Crisis Management

## **1 Credit Hour**

**11:30-12:30 pm**

**Speakers:** David Reeves (Lee Health), Armando Llechu (Lee Health), Gloria Graham (Lee Health)

**Moderator:** Mary Angela Miller (Retired)

Hurricane Ian landed on September 28, 2022, in the Fort Myers area as a Category 4.9 hurricane, just two miles per hour less than a Category 5. The 148-mph winds with 15-foot storm surges were catastrophic, pushing water ashore from the Gulf of Mexico, tearing through homes and businesses along the coast, and making its way inside hospitals and other medical buildings. During the storm, the municipal water supply and the power failed. The initial assessment indicated that the timeline to repair these critical utilities was indefinite, resulting in Lee Health receiving evacuation orders for their five hospitals. This session will provide insight into the challenges and decisions that the health system faced before landfall and during the response, evacuation, decompression, and eventual repatriation of patient phases of this incident.

- Operators will bring back actionable strategies to their organizations to strengthen their disaster preparedness, Incident command structure and better partner with the Emergency Operations Center (EOC).
- Business Partners will learn how to best support their customers before and during a disaster to strengthen strategic partnerships.
- Attendees will learn techniques to support their staff during a disaster.
- Attendees will learn how Lee Health and Vizient partnered to ensure they had the proper resources during and after the storm.
- Make attendees aware of the resources AHF has in its resources for disaster preparedness.

## **AHF TRADESHOW & LUNCH**

**3.5 Tradeshow Credit Hours**

**12:30-4:00 pm**

Our annual conference tradeshow is one of our most loved events. Our vendors will be ready and waiting for you in the AHF Tradeshow Hall. Head over to explore new products, services, innovations, and more. Be sure to check out your Business Partner Directory in your registration bag. Lunch will be served by vendors in the hall – so grab some plates while you explore the hall and taste the latest offerings from food and beverage vendors.

## **CONCURRENT SESSIONS BLOCK**

**4:15-5:15 pm**

**Credit Hours: 1 Hour Each**

**What Should a Leader Know About DEI**

### 1 Credit Hour

**Speaker:** Toni Watkins (Riverside Health System)

Learn the basics and keys of Diversity, Equity, and Inclusion. Speaker Toni Watkins will focus on strategies and value propositions for the team, customers and patients. Attendees will leave with an understanding of the interactions and awareness of a diverse workforce and how it affects and improves customers, including patients and residents. Toni will provide critical insight into why understanding basic DEI premises makes a difference in today's leadership. The participant will be able to:

- Define the basic principles of Diversity, Equity & Inclusion (DEI)
- Identify the strategy and value proposition for DEI for the team, customers and patients.
- Understand interactions & awareness of a diverse work force and how it affects our customers including patients and residents.
- Align DEI principles in food service operations with current processes.

### Transitioning Senior Living to Self Op: Acquisition Stage to a Year Later

#### 1 Credit Hour

**Speaker:** Christopher Voorman (The House of the Good Shepherd Retirement Community)

The transition from a contract to a self-operated facility can be stressful for both the new director and executive team that made the decision. Chris Voorman will talk about his recent journey of becoming self-op at a retirement community, commencing from his recruitment through all the challenges during the first year. He will provide insights from his Executive Director who made the decision to metamorphose out of contract and the benefits she gained from making the transition. The session will include details on how AHF contributed during the process and how to use this resource to your advantage. Attendees will:

- Learn the process of transitioning from contract to self-operated
- How to foresee and overcome challenges
- How to utilize resources such as AHF during transition

### Operating Models: What are they and how do they drive results?

#### 1 Credit Hour

**Speaker:** Robin Aufdenkamp (InterMountain Healthcare)

To be successful businesses and operations need an operating model. This is especially true in healthcare. Operating models are written and visible tools that guide performance and demonstrate results to inform and optimize operations. This session will explain and demonstrate an operating model, how it can be implemented, how it improves operations, and how it helps leaders and front-line employees know where to focus attention. Implemented operating models are proven to drive results, but all too often many leaders don't know about this useful resource. Attendees will be able to:

- Describe an operating model
- Explain the reason for and importance of an operating model

- Know how to create a performance board. 4. Know how to implement an operating model.

## AHF 2023 Culinary Competition

7:30-10:30 pm

Emcee's: Andrew Bergman (Baptist Health) and Ryan Conklin (UNC REX Healthcare)

**Reception Food Sponsor:** Schwan's Foodservice

**Competitor Recipes Digital Sponsor:** Agilysys

**Equipment Sponsor:** Clark Foodservice Equipment

**Apparel Sponsor:** Zink Foodservice

AHF's Culinary Competition is a career-changing opportunity for our competing member teams. Sponsored by Schwan's, Clark Food Service Equipment, Agilysys, and Zink, five teams of three are selected from self-operated facilities around the country. Each year our five teams compete for Gold, Silver, and Bronze spots across a 75-minute timed competition with set ingredient options selected from AHF's curated Market Basket. Competitors are selected through a rigorous, blinded, selection process. Join us to cheer on our competitors while you enjoy dinner and drinks. No special attire is required, simply come ready to eat, congratulate, and network!

## WEDNESDAY AUGUST 9, 2023

---

### Rise & Shine Exercise Activity: 20 Minute Workout With AHF's Eric Eisenberg!

6:30-6:50 am

Instructor: Eric Eisenberg

Have you looked at AHF's annual "Rise and Shine Exercise Activity" and thought to yourself – "Um... No. Thank you." You are not alone! This year we want to make our exercise activity approachable for those who **don't** normally join us (yes, you over there in the back). Don't think of our morning exercise activity as just for those "insane early bird intense workout people with whom I do not mix" but rather "lets have some fun and start the day off with a little exercise, some laughs, and a few new friends". So, dust off your sneakers and some comfortable clothes (it's not a fashion contest) and join us for a fun 20-minute exercise activity that will leave you ready for some breakfast and time to shower.

### Discussion Groups: Succession Planning

1.25 Credit Hour

8:15-9:30 am

Room 1 Moderators: Randall Sparrow (ProHealth Care) & Becky Smith (Clark Foodservice Equipment)



**Room 2 Moderators:** Seth Grant (Eskenazi Health) & Dave Edwards (Delegate Healthcare)

**Room 3 Moderators:** Melissa Heuer (Bethany Children's Health Center) & Kate McDevitt (Meiko USA)

Our popular discussion groups are back and better than ever! Similar to last year, attendees will join one of three rooms. Each room will explore the complexities of succession planning through discussions with other attendees. Attendees will leave our discussion groups filled to the brim with new ideas on how to prepare for the needs of succession planning for entry-level, mid-career, and senior-level positions. Now more than ever is the time to stay prepared to fill labor gaps, build internal career pathways for your staff, and outline contingency plans. Following our discussion groups, attendees will join us at the main stage for a panel discussion with representatives from early, mid, and senior career levels. Attendees will:

- Gather knowledge of the key elements of a success plan for entry, and early career level, positions
- Gather knowledge of the key elements of a success plan for mid level positions
- Gather knowledge of the key elements of a success plan for senior level, positions

## Awards Presentation

**10:00-10:20 am**

**Awards Presented:** Benchmarking Excellence Award and Sustainability Award

Celebrate and honor our class of 2023 national award winners as we present the Benchmarking Excellence and Sustainability Awards.

**The Benchmarking Excellence Award** recognizes a healthcare facility who has used AHF Benchmarking EXPRESS™ consistently, showed improvement in KPI's and utilized data to improve their operations.

**The Sustainability Award** recognizes operator members who implemented or continuously improved and expanded foodservice waste reduction programs on the path to sustainability. Areas include food waste reduction, waste storing programs, composting, recycling, water conservation, improving use of reusable, and food donation programs.

## Panel Discussion: An Exploration of Succession Planning Needs at Entry, Mid, and Senior Level Management

**1 Credit Hour**

**10:20-11:20 am**

**Speakers:** Ryan Conklin (UNC REX Healthcare), Lisa Yueng (Memorial Sloan Kettering Cancer Center)

**Moderator:** Veronica McLymont (Retired)

Join us as industry veteran Dr. Veronica McLymont, the former Director of Food and Nutrition Services at Memorial Sloan Kettering Cancer Center guides us through a panel discussion on succession planning needs for early, mid, and senior level professionals. Veronica and our speakers will dive into the unique

needs at each level and help attendees leave prepared for their next success needs to ensure minimum disruption.

- Learn how to champion the next generation of leaders and build strong internal teams for internal growth
- Know how to avoid labor gaps and fill positions with the most qualified candidate – either internal or external
- Develop a departmental staffing contingency plan
- Gain an understanding of how to keep staff engaged across various position and skill levels

## **Sustainability & Electrification of the Non-Commercial Kitchen (Lunch Served)**

**Sponsored By:** The Middleby Corporation

1 Credit Hour

12:00-1:00 pm

**Speakers:** Andre Saldivar (Southern California Edison), Richard Young (Frontier Energy), Meghan Daro (Middleby), Gina Brinegar (Webb Foodservice Design)

**Moderator:** Scott Heim (Middleby)

Enjoy lunch while you listen to our panel of experts as they dive into the electrification of the non-commercial foodservice kitchen. A growing trend, they will explore what challenges and successes they have seen when electrifying kitchens and other critical details you will need to know. The panel will also touch on the design impacts, the accelerating state & metro regulations surrounding electric powered equipment and the factors fueling the drive to sustainability and decarbonization in the kitchen.

Attendees will:

- Understand the details of electrification
- Learn about state and federal requirements that may impact their operations related to electrification
- Learn tips and challenges they may face when implementing an electrification plan
- Learn about design, regulation, and power considerations related to electrification in the kitchen

## **Business Partner Debrief (Key Business Partners Only – Lunch Served)**

12:00-1:00 pm

Send your company's leaders, or key representatives, to join us in the Business Partner Debrief. Lunch will be provided. This is our sponsors and exhibitors time to tell AHF's leaders what we did well, what can be improved, and what you'd like to see in the future. Those not attending, and who have full registration passes, the debrief will attend the electrification session the main ballroom.

## **CONCURRENT SESSIONS BLOCK**

**1:15-2:15 pm**

**Credit Hours: 1 Hour Each**

### **Leveraging Technology in Your Self-Operation**

**1 Credit Hour**

**Speakers:** Sarah Wechsler (Johns Hopkins Health System), Dusty Cooper (Johns Hopkins Health System), Emily Glass (Johns Hopkins Health System), Rohan Dhamane (Johns Hopkins Health System)

Staffing challenges continue to face our industry and technological solutions can help ease this burden, while also increasing patient and customer satisfaction. This presentation reviews how a multidisciplinary approach to technology can improve your operations through efficiencies. We will review technologies such as patient self-ordering applications, managed order guides, project management tools, and retail mobile ordering. Attendees will

- Identify four technological solutions related to healthcare issues
- Learn about benefits and drawbacks to utilizing technology within food services setting

### **The AHF Think Tank Room: Steal My Idea and Industry Hot Topics**

**1 Credit Hour**

**Moderators:** Robert Darrah (Legacy Retirement) & Georgie Shockey (Ruck-Shockey Associates)

The AHF Think Tank Room is a new innovative session where operators and business partners can join our brainstorming room to exchange their latest ideas and industry hot topics. Walk away with a list of fresh ideas to innovate your facility. Attendees may be asked to submit pre-recorded short 5-15 second videos about their fresh idea which attendees can then view on the AHF mobile app. Some videos may be shown in the brainstorming room to jumpstart the discussions! You won't want to miss this! Space may be limited. Attendees will learn:

- About the latest innovations are foodservice kitchens around the country
- About the latest leadership skills being implemented by operators from across the country
- Develop an arsenal of new critical ideas and advancements to help their culinary and nutrition teams

### **Gen Z: An Insider's Guide to Employing the Next Generation**

**1 Credit Hour**

**Speakers:** Kiersten Jewell (Purdue University), Macy Floro (Purdue University)

Presented by two current undergraduate students from AHF Purdue, this presentation gives employers an exclusive look at how the workplace desires of their future employees, specifically from the upcoming Gen Z generation. Join us in this presentation where the speakers will describe the research behind Gen Z employment needs and what recently graduating students look for in a long-term career. While the

research describes some methods to increase Gen Z job satisfaction and employment, what do real students from Purdue say? These speakers will explain their own research on employment from Purdue students to further emphasize how Gen Z students view their future workplace.

Learning Objectives:

- Demonstrate a clear understanding of the history of the Gen Z population and their core values
- Identify what qualities Gen Z employees look for in their future employers
- Describe the evidence-based methods that employers can use to recruit, encourage, and retain their Gen Z employees

## Closing Remarks & Awards Presentation

2:30-3:00 pm

**Awards Presented:** Chapter of the Year Award and Presidential Service Awards

Celebrate and honor our 2023 national award winners as we present the Chapter of the Year Award and AHF's Presidential Service Award(s).

**The Chapter of the Year Award** recognizes an AHF Local Chapter that promotes the overall Association's mission.

**Our Presidential Service Awards** are special honors given by the AHF President to AHF leaders who have above and beyond in their service to the Association.

## Culinary Medicine Panel

1 Credit Hour

3:00-4:00 pm

**Speakers:** Michael Folino (Akron Children's Hospital), R. Leah Pryor (The University of Vermont Medical Center)

**Moderator:** Kevin Vos (Corewell Health)

A moderated presentation exploring culinary medicine as it relates to our mind, body and soul. Join our panelists as Kevin Vos from Corewell Health guides us through a discussion of the greatness of culinary medicine! We will learn examples of bringing culinary medicine to the forefront, and how to incorporate it into your daily operations for the benefit of your patients and staff. Attendees will:

- Be able to understand and define culinary medicine programs
- Know how to build pathways for chefs to build culinary medicine programs
- Be able to help their teams incorporate culinary medicine into their operations

## AHF Charitable Duck Race at the Lazy River

**4:15-5:00 pm**

Floating along into our 3rd year, the AHF Duck Race is back! Maybe the lazy rivers follow us, or maybe we're following the lazy rivers. Either way, we'll be racing hundreds of rubber ducks down one. Buy your rubber duck when you register for the conference, and then grab an extra one when you arrive in Orlando. This could be your year to win **duck glory!**

## **Celebrate AHF – Closing Gala & Awards Dinner**

**7:00-10:30 pm**

**Awards Presented:** Lifetime Achievement Award, Making A Difference Award, and Recognitions

Our closing dinner and gala reception. We'll start off by honoring our Lifetime Achievement and Making A Different Award Winners during dinner. Following that, we'll highlight our 2023 Culinary Competition winners and other AHF leaders. AHFs leaders and Culinary Competition Winners. Of course, we can't forget about our live band, dancing, and drinks. Dinner and drinks will be provided. Cocktail attire is requested.

**The Lifetime Achievement Award** is AHF's top honor for an operator member. This award is for operators that best exemplify the leadership and spirit and values of our founders, Jacques Bloch and Angelo Gagliano. It honors someone with a lifelong career dedicated to self-operated foodservice, AHF, the healthcare and senior dining industries and volunteerism.

**The Making A Difference Award** is one of our highest honors. This important distinction is given to an individual in honor and memory of the beloved John Cabot and is the association's top honor for both business partners and media. It is presented to someone who has made significant contributions to AHF in the long tradition of steadfast and selfless industry leadership and volunteerism.