Live from the Food Safety Summit:
Measure what you treasure

May 11, 2023 | Moderators: Vanessa Coffman, PhD and Chris Waldrop, MPH
Housekeeping

This event is being **recorded** and will be posted on the STOP website and YouTube.

You can earn 1 **continuing education credit** for this webinar and for each in the series. A form will be attached to a follow-up email.

Virtual attendees will be muted. Please use the **Q&A function** to ask questions. Please **state your name and affiliation** before asking a question in-person.

Virtual attendees can “**up vote**” a question. We may not be able to get to all of them.
Welcome – Vanessa Coffman (Stop Foodborne Illness) and Conrad Choiniere (FDA)

The USDA Food Safety Framework – Hany Sidrak (USDA-FSIS)

Setting the stage – Lone Jespersen (Cultivate)

Measuring the Food Safety Culture Journey – Brian Perry (Treehouse Foods)

Measuring Food Safety Culture Within a 3-Legged System – Karleigh Bacon (McDonald’s)

Q&A – Vanessa Coffman and Chris Waldrop (FDA)

Closing and next webinar – Conrad, Lone, and Vanessa
New Era for Smarter Food Safety
Food Safety Culture

Promote food safety culture throughout the food system

Further promote food safety culture throughout the agency

Develop and promote smarter food safety consumer education campaign

Welcome | USDA-FSIS | Setting the stage | Treehouse | McDonald's | Q&A | Closing and next webinar
Framework to success

Prevent Foodborne Illness
Protect public health by preventing contamination in regulated products.

Transform Inspection Strategies, Policies, and Scientific Approaches to Improve Public Health
Adopt innovative approaches to improve safety and humane handling based on science & data.

Achieve Operational Excellence
Maintain a well-trained and engaged workforce, and improve processes and services.
Measure what you treasure

Lone Jespersen, Ph.D., Cultivate S.A.
We strengthen or prune...
System performance measures (e.g., EMP, Customer Complaint, Audit NCs)
Behavioural measures (e.g., GEMBA walks, observations, focus groups)
Assessments; Engagement Surveys and Food Safety Culture measures
<table>
<thead>
<tr>
<th>Repeat findings, action plan completion and verification, coaching, continuous</th>
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<tbody>
<tr>
<td>-miss findings, coaching, continuous</td>
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<tr>
<td>Risk analysis reviews, and communication, and cost</td>
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- Independent, protected, and anonymous database
  - Why should you join?
    - Contact Conrad or Lone if you would like to learn more.
Lone Jespersen, PhD
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ABOUT TREEHOUSE
Go on the adventure!
2012 began the journey—evolving our food safety & quality culture
What is a culture of food safety and why is it important?

Food Safety Culture refers to the specific culture of an organization: the attitudes, beliefs, practices, and values that determine what is happening when no one is watching.

- Peter Drucker
Drivers to “Living”

**Signal**
- Leadership Buy-In
- Peer Buy-In

**Framework**
- Clear Quality Vision
- Metrics & Accountability

**Motivation**
- FS&Q Focused Incentives
- Personal Risk Reduction

**Tools**
- Process Discipline
- Quality Visibility

Employees “live” Food Safety and Quality, adopting a Food Safety standard in their core values, beliefs and behaviors.
How TreeHouse Measures Success – Food Safety & Quality

- Drive a Culture of FS & Q
- Continuous learning & skills development
- Outreach - training; Best practice-sharing & reapplication

- Complaint & inquiry management – reporting, trending, forecasting

- Shaping standards & regulations
Food Safety Culture refers to the specific culture of an organization: the attitudes, beliefs, practices, and values that determine what is happening when no one is watching.

- Peter Drucker
Thank you!
Measuring Food Safety Culture

Within the 3-legged system: Corporate, Owner Operator, and Supplier

karleigh.bacon@us.mcd.com
McDonald’s Around the World

- 60 million customers a day
- 90% franchisee owned
- 115 countries
- 36,000 restaurants
For over 65 years, our customers have held a high level of TRUST in our Brand. We pledge to maintain that standard by ensuring our restaurants serve safe, consistent, high-quality food.
Goal: have a strong food safety culture within the 3-legged system.

Having a strong food safety culture means that every employee knows how to and will do the right thing for food safety, even when no one is looking.

Elevate with: Talk, Measure, Model, Recognize
Strategy to Elevate Food Safety Culture

- **Measure**: Establish metrics/KPIs to demonstrate the level of food safety culture change
  - Every three years, Food Safety Culture assessment will be done
    - Knowing areas where we do well and need improvement
    - Understand how we compare to industry data
  - Every year measure compliance performance such as:
    - Supplier compliance to SQMS
    - Distribution compliance to DQMP
    - Restaurant compliance to Rest. Food Safety Standard
    - Food safety training completed by corp. staff, O/O, and rest. staff
    - Allocate resources to advance food safety (e.g., innovation)
# Food Safety Culture

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<th>US Market</th>
<th>Restaurants</th>
<th>Suppliers</th>
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Global Food Safety Strategy
Timeline to date

2017
Learning and alignment with industry

2019
Integration with Food Safety Strategic Focus Areas

2022
Corporate and Franchisee Reassessments

2018 - 2019
Survey development, communication and deployment

2021
Incorporation into Supplier Expectation
Global Food Safety Assessment 2022
Total Demographics

**Participant**

24 countries representing America, Europe, Asia, Africa and Oceania

- Argentina
- Australia
- Brazil
- Canada
- China
- France
- Germany
- UK & Ireland
- Italy
- Netherlands
- New Zealand
- Philippines
- Poland
- South Africa
- Spain
- Switzerland
- Turkey
- USA
- Sweden
- Denmark
- Finland
- Norway
- Japan

**TOTAL**

11,210
Franchisees

- Corporation
- Suppliers

• 16 countries
• 17 countries
• 13 countries
• 32 sites

Food Safety Culture Strategy

- Talk
- Measure
- Model
- Reward
Food Safety Culture: Suppliers

We are Better Together

• McDonald as a partner (Model)

Talk about Food Safety and Food Safety Culture

Bring suppliers together (Talk)

Best practice sharing (Recognize)

Food Safety Culture Audit Focus

1 year non scored (Measure)

Tracking results and trends (Measure, Talk, and Model)
Food Safety Culture: Suppliers

Annual Audit Areas of Focus
• Written Food Safety Culture plan
• Food Safety Culture assessment conducted
• Food Safety Culture assessment is analyzed and informs continuous improvement plan
• Sr. Manager with Food Safety Culture responsibilities
• Near-miss monitoring
Measuring Food Safety Culture

- We all agree there are challenges
- Think about
  - People
  - Process
  - Purpose
  - Proactivity
- Assessing/auditing/inspecting will require training and standardization
  - People are different
- Industry has desire for guidance and best practice sharing
Thank you!
**Zoom participants**
Type your questions into the Q&A and up-vote those you would like answered.

**Food Safety Summit participants**
Mics are floating around the room. Please state your name and affiliation when asking a question.
Webinar #8: Facing Food Safety Challenges Through Culture and Adaptability

Kerry Bridges, VP, Food Safety, Chipotle Mexican Grill
Al Almanza, Global Head of Food Safety and Quality Assurance, JBS

Wednesday September 13, 2023 | 11am-noon Central
Register for the next FDA/Alliance Webinar, September 13th

Register for the Alliance’s Free Online Food Safety Culture Toolkit