

# Live from the Food Safety Summit: Measure what you treasure

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



**Alliance** to  
**Stop**  
**Foodborne Illness**



Alliance to Stop Foodborne Illness

FDA

# 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

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Setting the stage

Treehouse

McDonald's

Q&A

Closing and next  
webinar



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# Agenda

*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

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Q&A

Closing and next  
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# 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





# Framework to success

**USDA** Food Safety and Inspection Service  
U.S. DEPARTMENT OF AGRICULTURE

[hany.sidrak@usda.gov](mailto:hany.sidrak@usda.gov)



## 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.

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Q&A

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# Measure what you treasure

Lone Jespersen, Ph.D., Cultivate SA





# We strengthen or prune...



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- - 
  -
- - System performance measures (*e.g.*, EMP, Customer Complaint, Audit NCs)
  - Behavioural measures (*e.g.*, GE MBA walks, observations, focus groups)
  - Assessments; Engagement Surveys and Food Safety Culture measures

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repeat findings, action plan completion and verification,		-miss findings, coaching, continuous	Risk analysis reviews, and communication, and cost	

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Q&A

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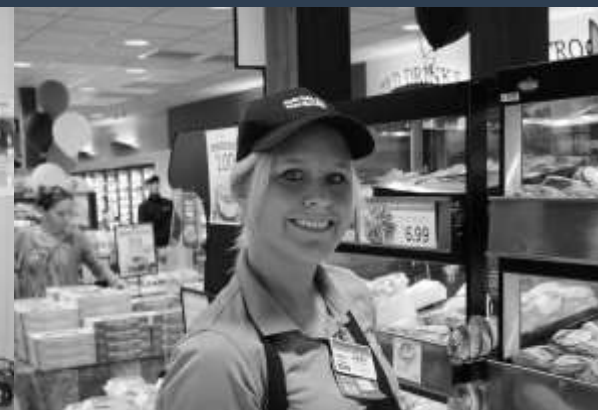
- - Independent, protected, and an anonymous database
    - 
    - - 
      -
  - **Why should you join?**
    - 
    - 
    -
  - **Contact Conrad or Lorie if you would like to learn more.**



Mary, Sausage Packer



Ben and Tara, Shippers



Jenny, Hot Counter



Wayne, Sales and Marketing

**Lone Jespersen, PhD**  
lone@cultivatefoodsafety.com  
+41 79 246 0807

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[Brian.Perry@treehousefoods.com](mailto:Brian.Perry@treehousefoods.com)

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Q&A

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# ABOUT TREEHOUSE

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Q&A

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# Go on the adventure!



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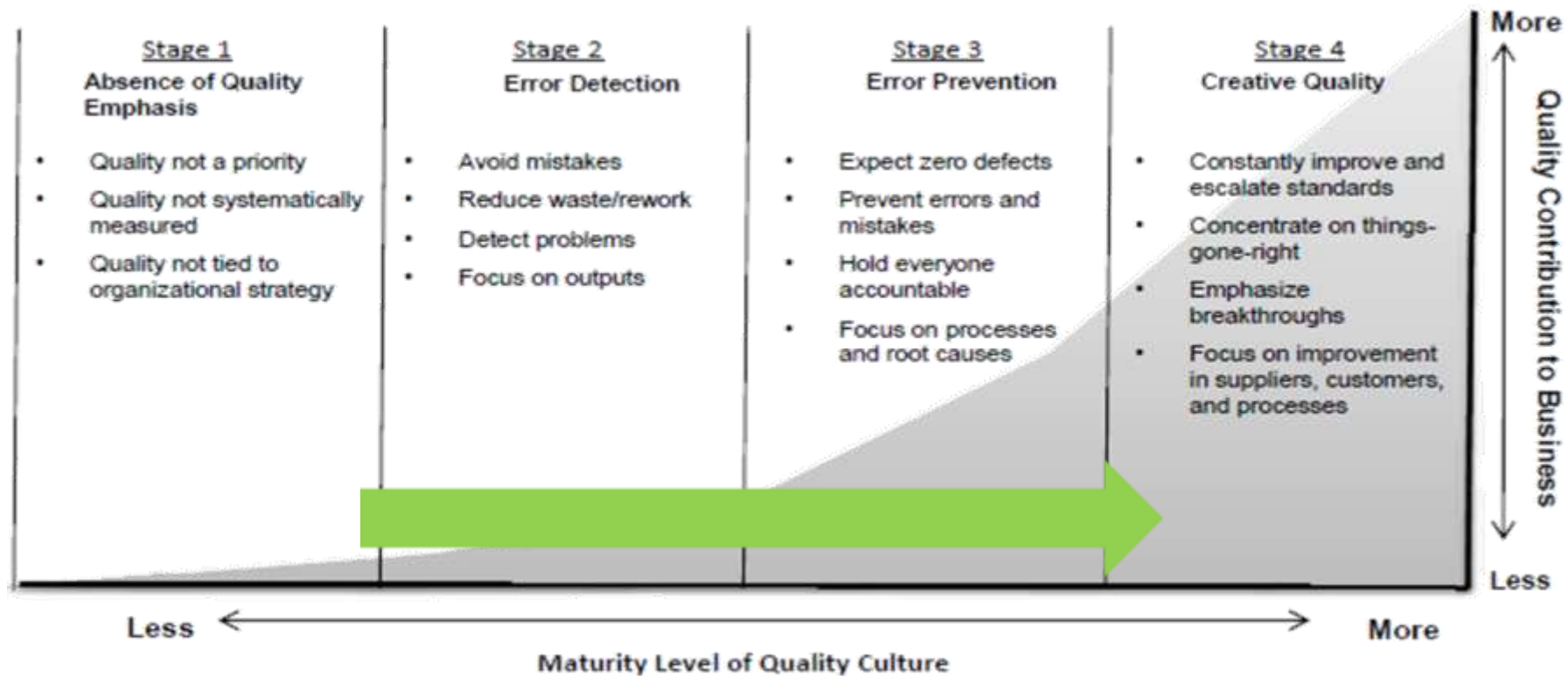
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# 2012 began the journey – evolving our food safety & quality culture

## Culture of Quality Maturity Model



# 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

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Q&A

Closing and next  
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# Drivers to “Living”

## SIGNALS

- Leadership Buy-In
- Peer Buy-In

## FRAMEWORK

- Clear Quality Vision
- Metrics & Accountability

**Employees “live”  
Food Safety and  
Quality, adopting a  
Food Safety standard  
in their core values,  
beliefs and behaviors.**

## MOTIVATION

- FS&Q Focused Incentives
- Personal Risk Reduction

## TOOLS

- Process Discipline
- Quality Visibility

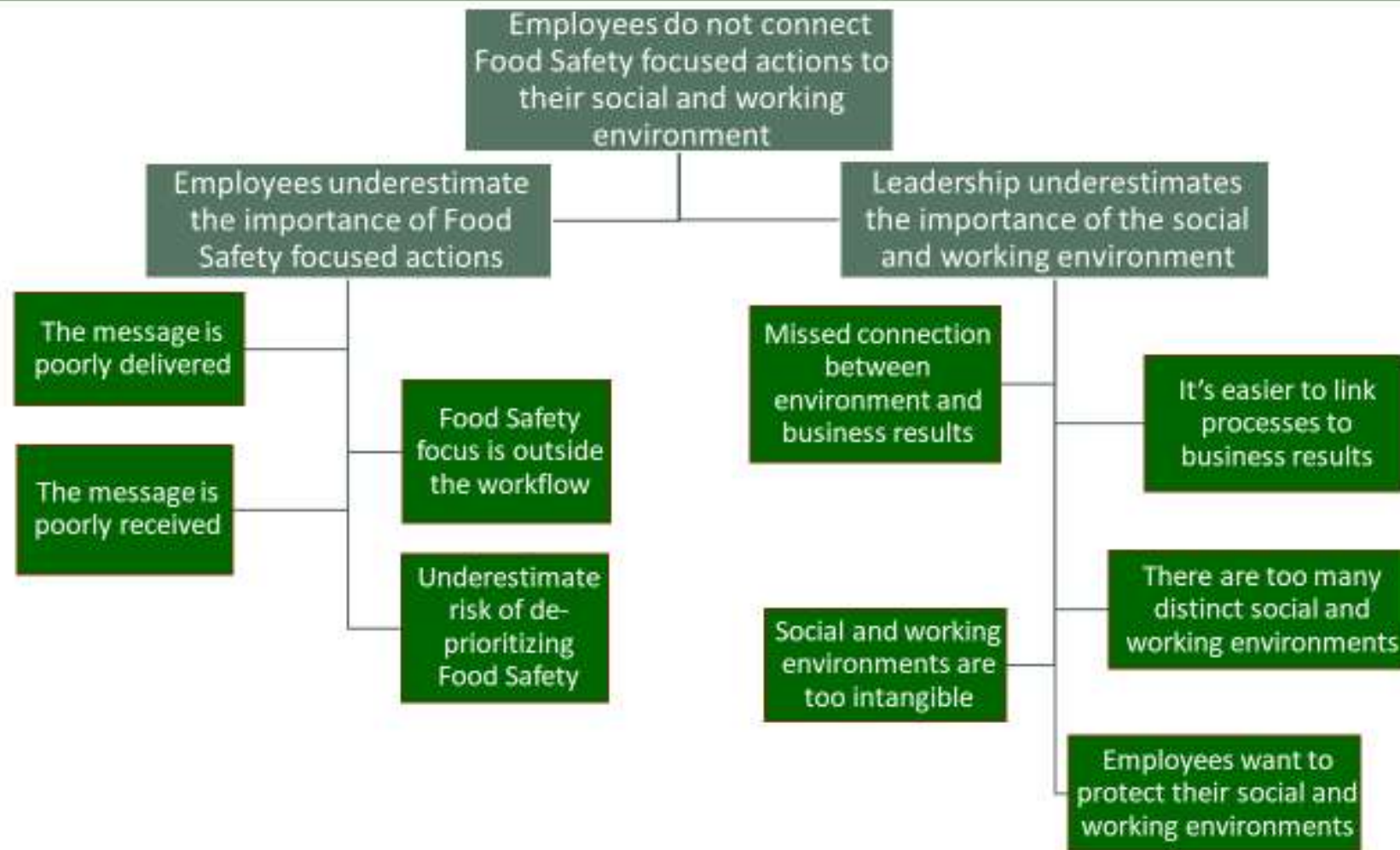


# How TreeHouse Measures Success – Food Safety & Quality

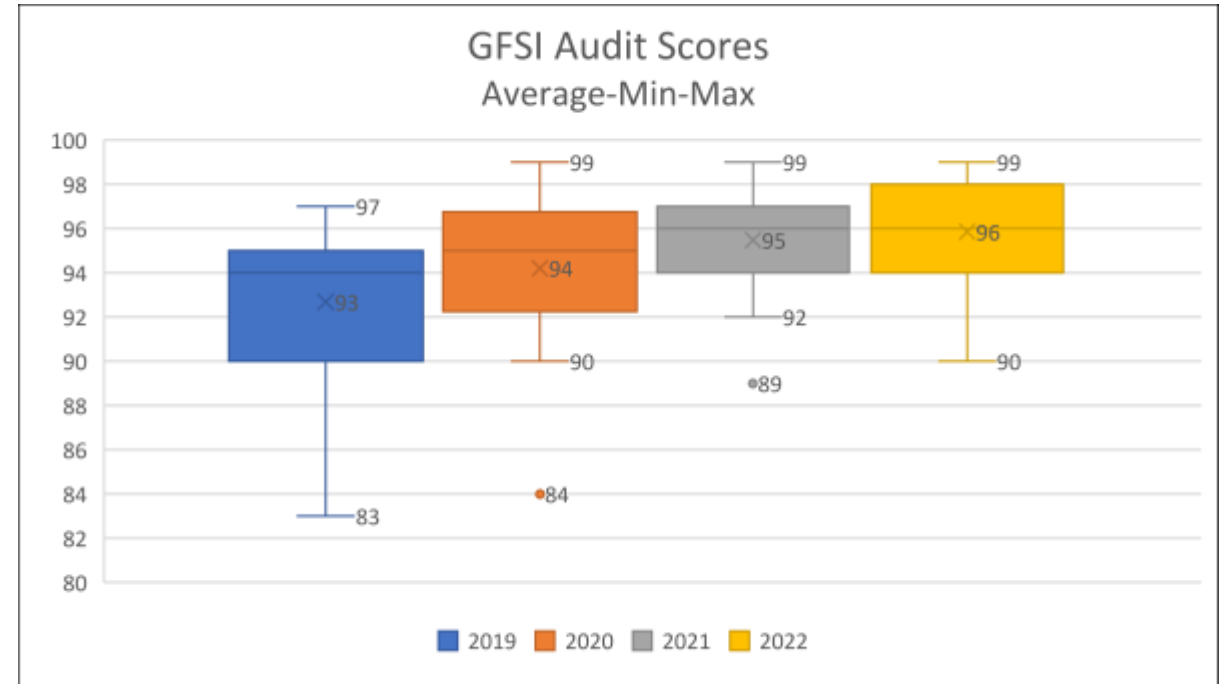
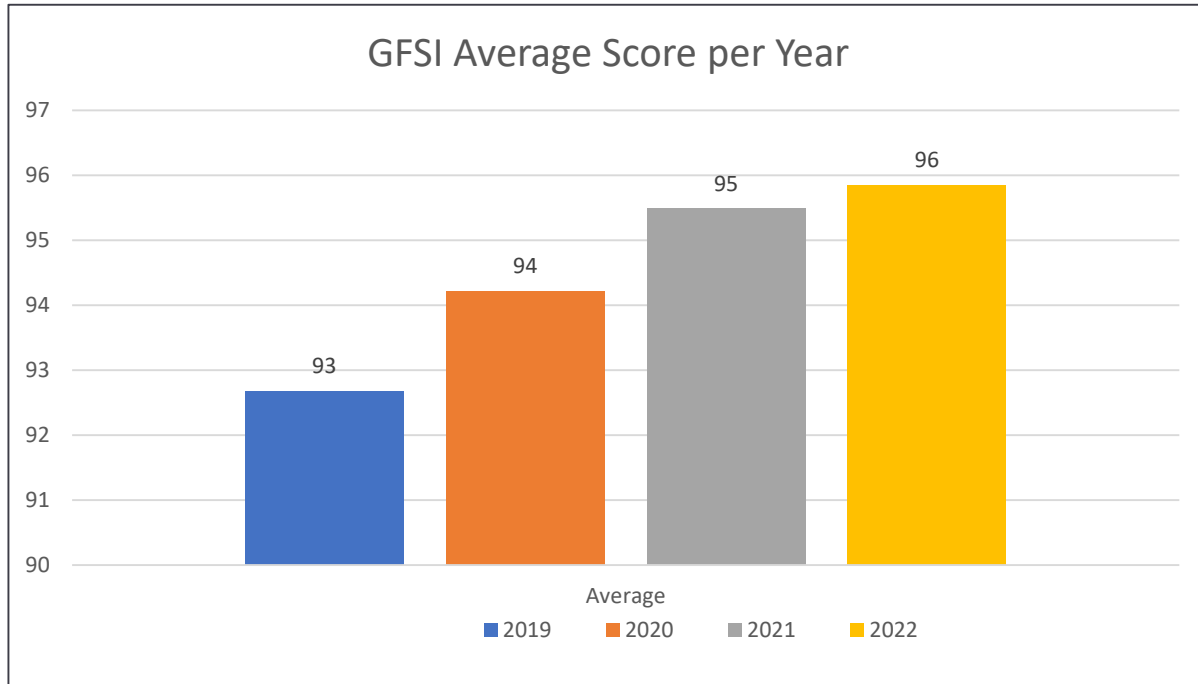
- Drive a Culture of F S & Q
  - 
  - Continuous learning & skills development
  - Outreach – -training; Best practice-sharing & reapplication
  -
- - 
  - Complaint & inquiry management – reporting, trending, forecasting
  - 
  - 
  -
- -
- Shaping standards & regulations
- 



# THE CULTURAL ADOPTION CHALLENGE- A ROOT CAUSE ANALYSIS



# How is it going? GFSI Audits



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# Thank you!



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# Measuring Food Safety Culture

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

[karleigh.bacon@us.mcd.com](mailto:karleigh.bacon@us.mcd.com)

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# 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



US Market

Restaurants

Suppliers

Global Food Safety Strategy

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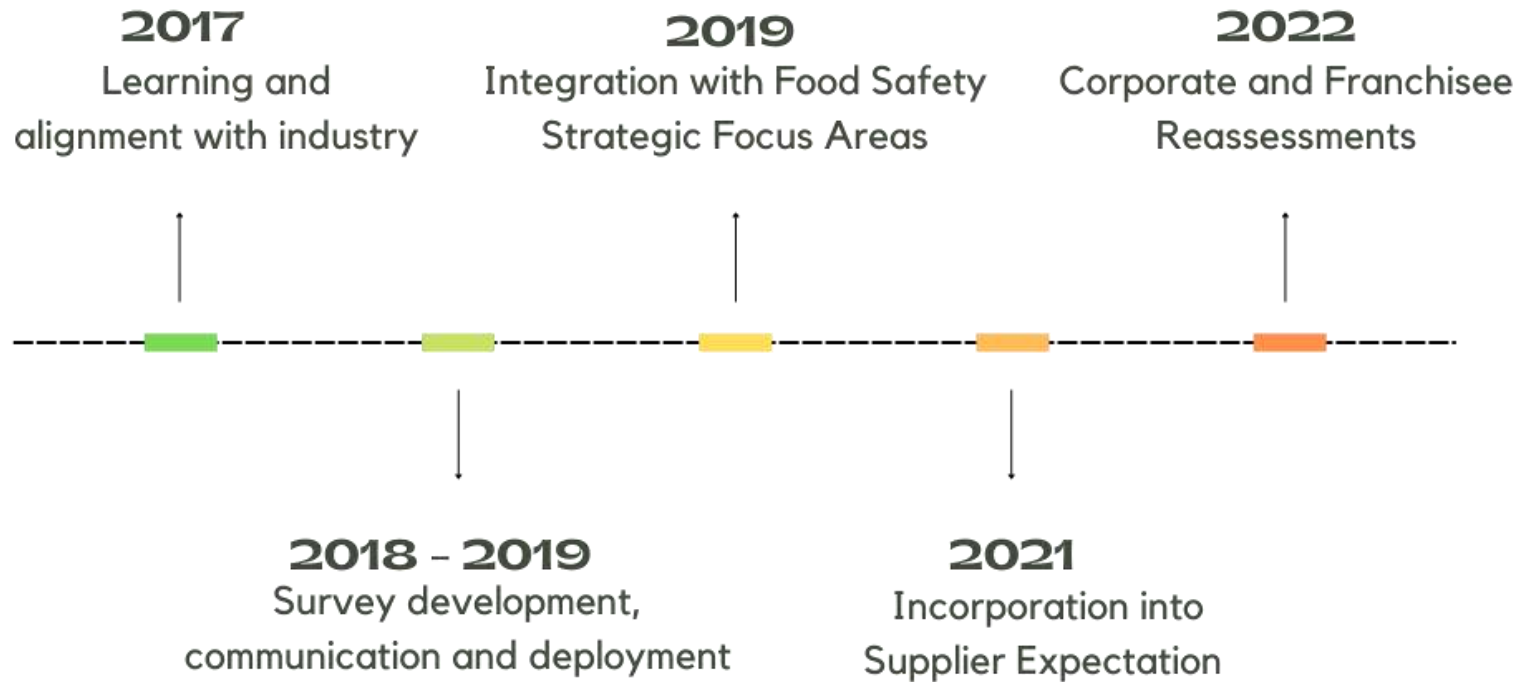
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# Timeline to date





# Global Food Safety Assessment 2022

## Total Demographics

### Participant

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

### Markets

- 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**

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Talk



Measure



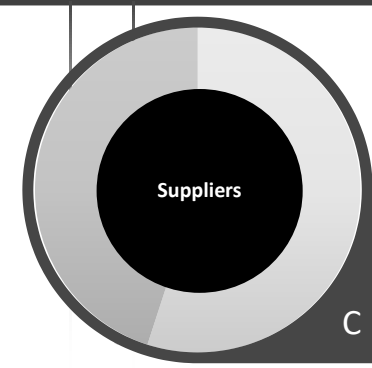
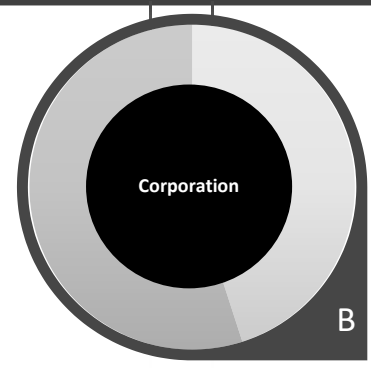
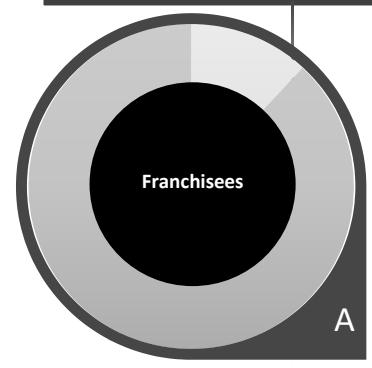
Model



Reward



Food Safety Culture Strategy



• 16 countries

• 17 countries

• 13 countries  
• 32 sites

# 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

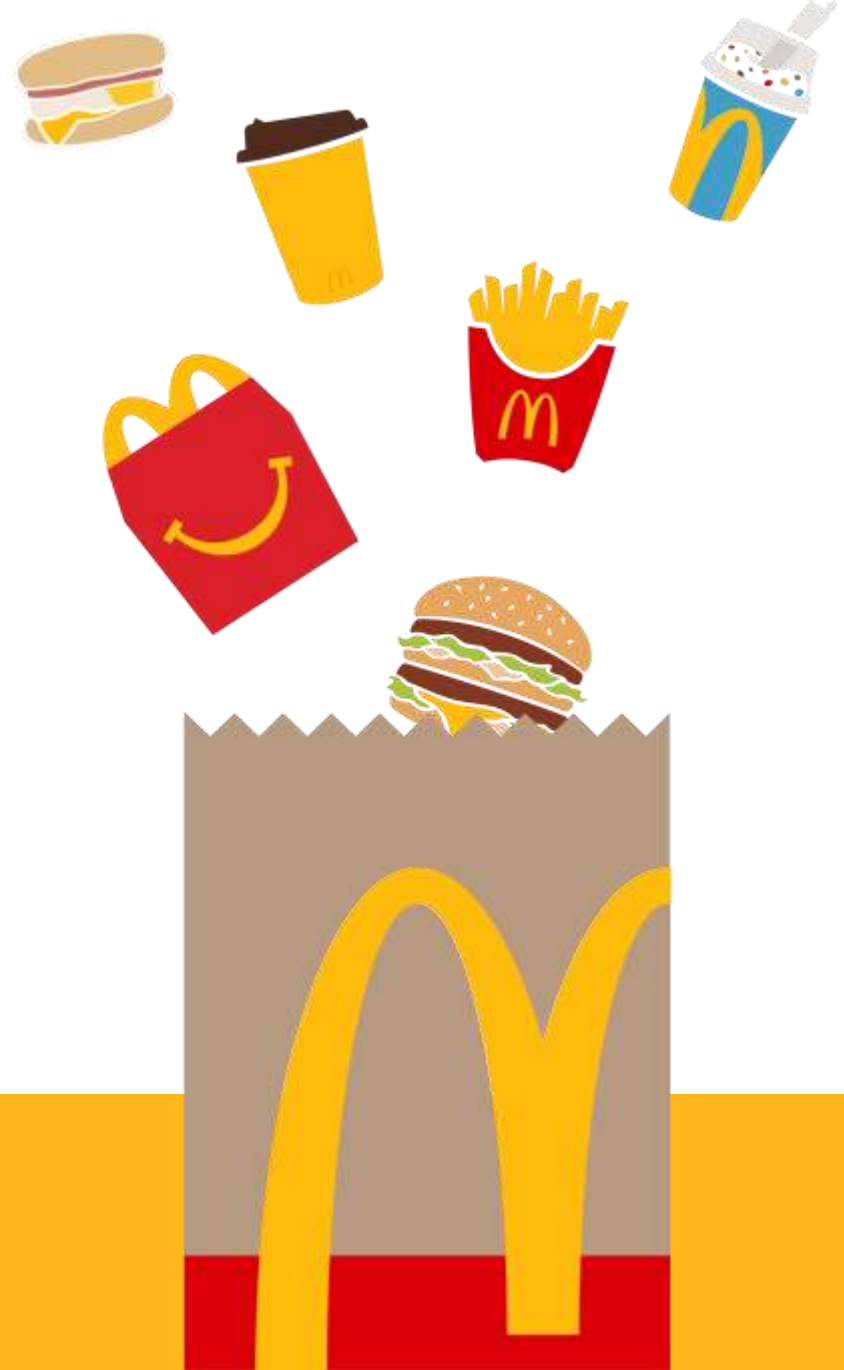
- Written Food Safety Culture plan
- Food Safety Culture assessment conducted
- Food Safety Culture assessment is analyzed and informs continuous improvement plan
- Sr. Manager with Food Safety Culture responsibilities
- Near-miss monitoring



# 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.



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Closing and next  
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# 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

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Register for the next  
FDA/Alliance Webinar,  
September 13th



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

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