



Live from the Food Safety Summit: Measure what you treasure

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



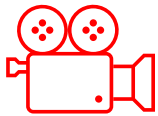
Alliance to
Stop
Foodborne Illness



Alliance to Stop Foodborne Illness



Housekeeping



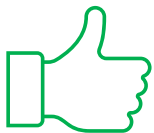
This event is being **recorded** and will be posted on the STOP website and YouTube.



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



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

USDA-FSIS

Setting the
Stage

Treehouse

McDonald's

Q&A

Closing and
next webinar



Alliance to Stop Foodborne Illness



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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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



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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.

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

hany.sidrak@usda.gov

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Measure what you treasure

Lone Jespersen, Ph.D., Cultivate SA

We strengthen or prune...



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Purpose and types of food safety measures

- **Purpose**

- To what extent food safety procedures are acted on as expected
- To understand the strength of food safety mindsets in individuals and groups

- **Types**

- 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

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Culture maturity and food safety measures

- Adapt measures to stage of maturity to consciously encourage and recognize wanted behaviors

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Audit findings including repeat findings, action plan completion and verification, compliance to communication and training schedules		Near-miss findings, behavioural observations and coaching, continuous improvement effort through Gemba walks and learn manufacturing principles	Risk analysis reviews, external horizon scanning and communication, and cost of poor quality	

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Industry Call-To-Action

- **Project Praedico**

- Independent, protected, and anonymous database
- Developing ML and AI tools to continuously explore mine data
- Aims
 - Build inventory of food safety performance measures
 - Explore the correlation between food safety and culture maturity
- **Why should you join?**
 - Strengthen rather than prune food safety in your organization
 - Get ongoing insights into the developments of food safety measures
 - Get insights from the global industry on drivers for food safety and food safety culture performance
- **Contact Conrad or Lone if you would like to learn more.**

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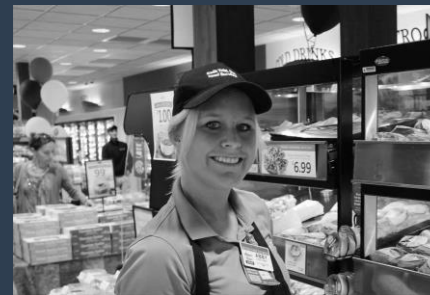
Thank you



Mary, Sausage Packer



Ben and Tara, Shippers



Jenny, Hot Counter



Wayne, Sales and Marketing

Lone Jespersen, PhD
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+41 79 246 0807

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TreeHouse Foods

Brian.Perry@treehousefoods.com

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ABOUT TREEHOUSE

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Go on the adventure!



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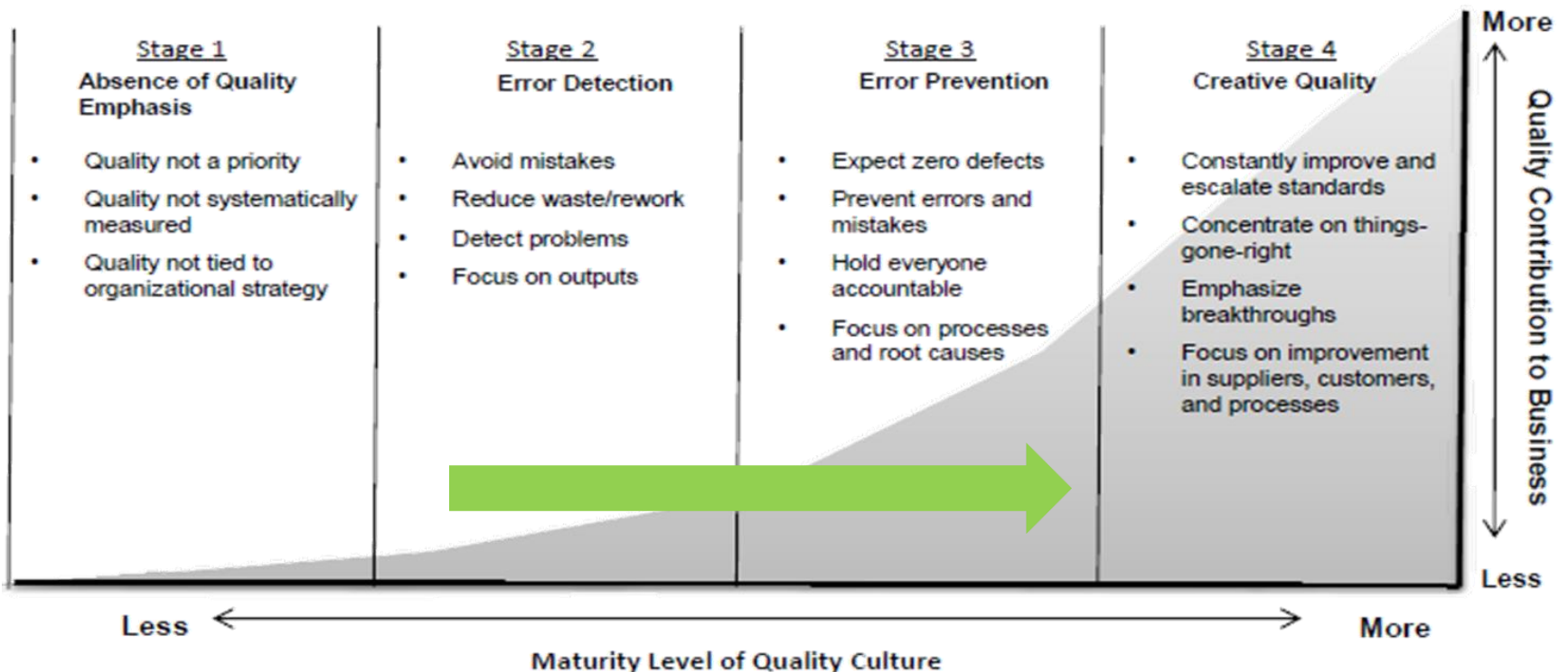
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2012 began the journey – evolving our food safety & quality culture

Culture of Quality Maturity Model



Source: Cameron and Sine, "A Framework for Organizational Culture Quality," ASQ, 1999; OLEx – Quality Research

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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Drivers to “Living” Food Safety and Quality

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 FS&Q

- Operational continuous improvement activities
- Continuous learning & skills development
- Outreach – cross-training; Best practice-sharing & reapplication
- Employee surveys

➤ Quality Metrics

- Quality incident tracking
- Complaint & inquiry management – reporting, trending, forecast
- Statistical process control
- Third party reviews
- Reviewing online reviews

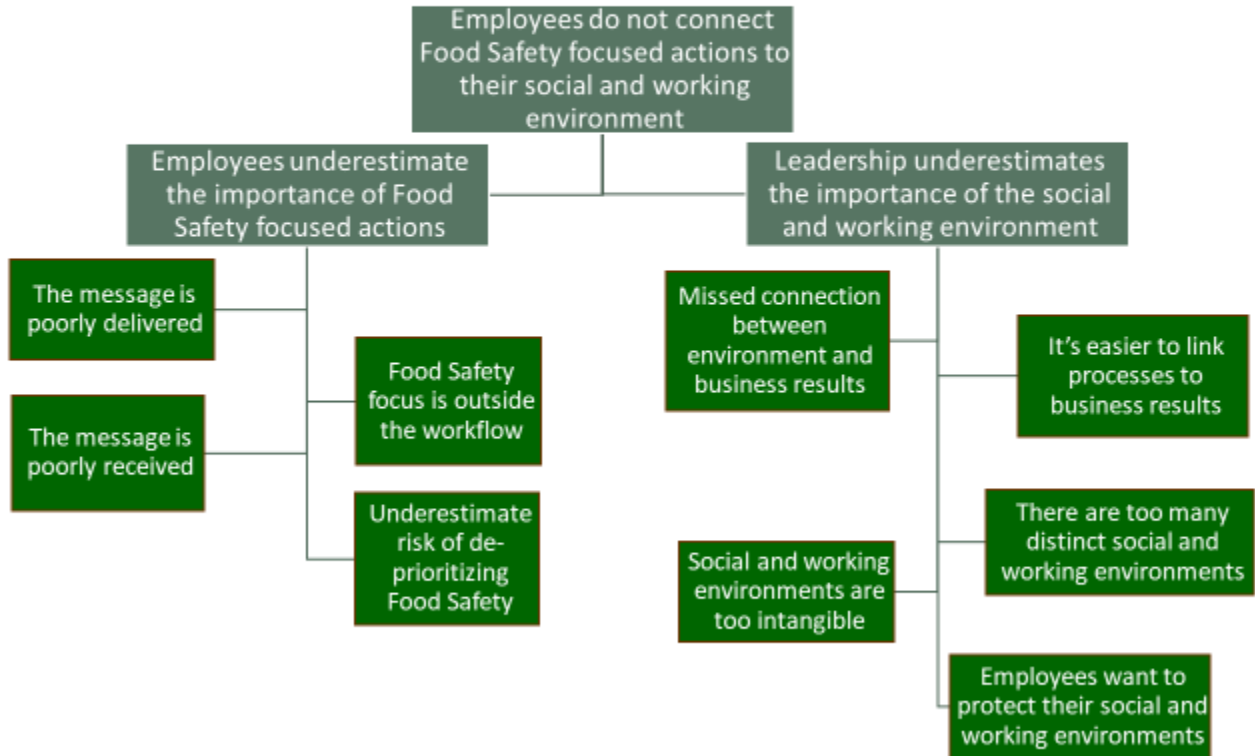
➤ Food Safety Metrics

- Environmental monitoring program controls

➤ Shaping standards & regulations



THE CULTURAL ADOPTION CHALLENGE- A ROOT CAUSE ANALYSIS



Answering your questions...



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Measuring Food Safety Culture

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

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.**



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- ▶ **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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Timeline to date



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Global Food Safety Assessment 2022 Total Demographics

Participants

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



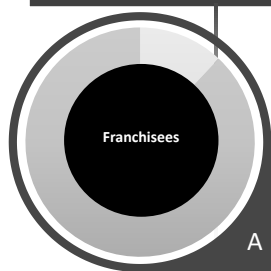
Measure



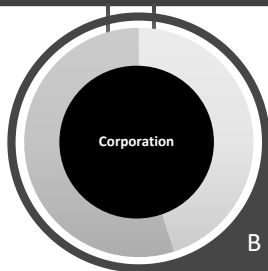
Model



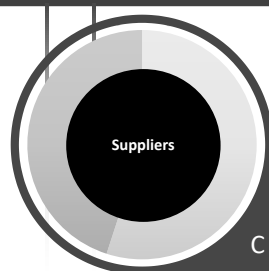
Reward



• 16 countries



• 17 countries

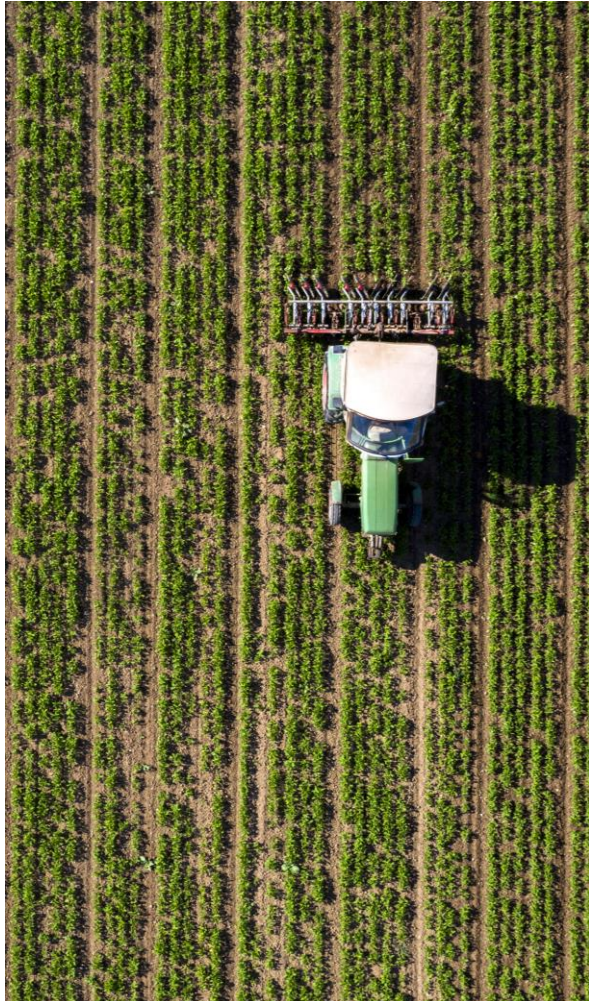


• 13 countries
• 32 sites



Food Safety Culture Strategy

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)**

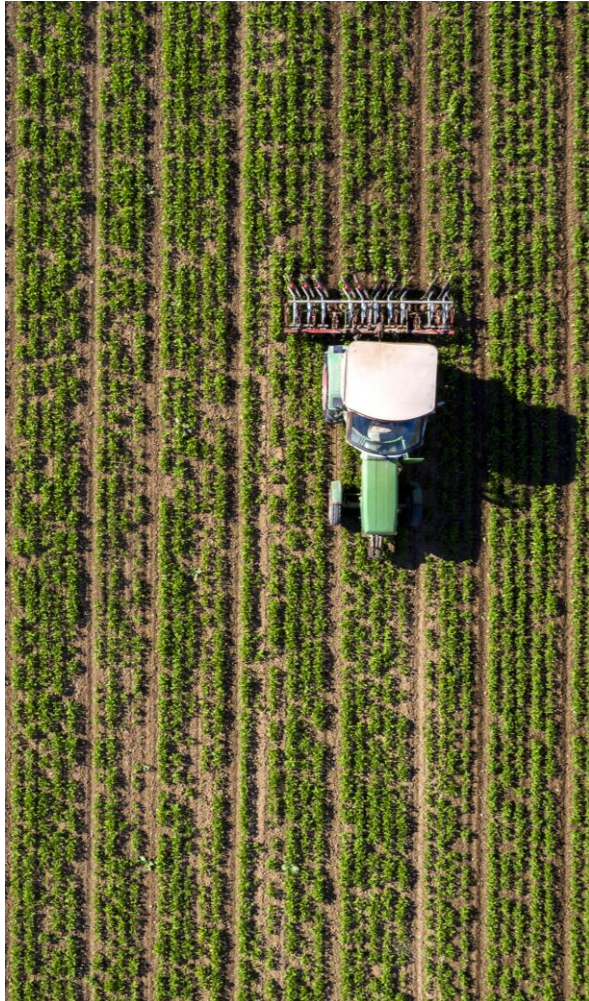
Best practice sharing
(Recognize)



Food Safety Culture Audit Focus

1 year non scored
(Measure)

Tracking results and trends
(Measure, Talk, and Model)



Food Safety Culture: Suppliers

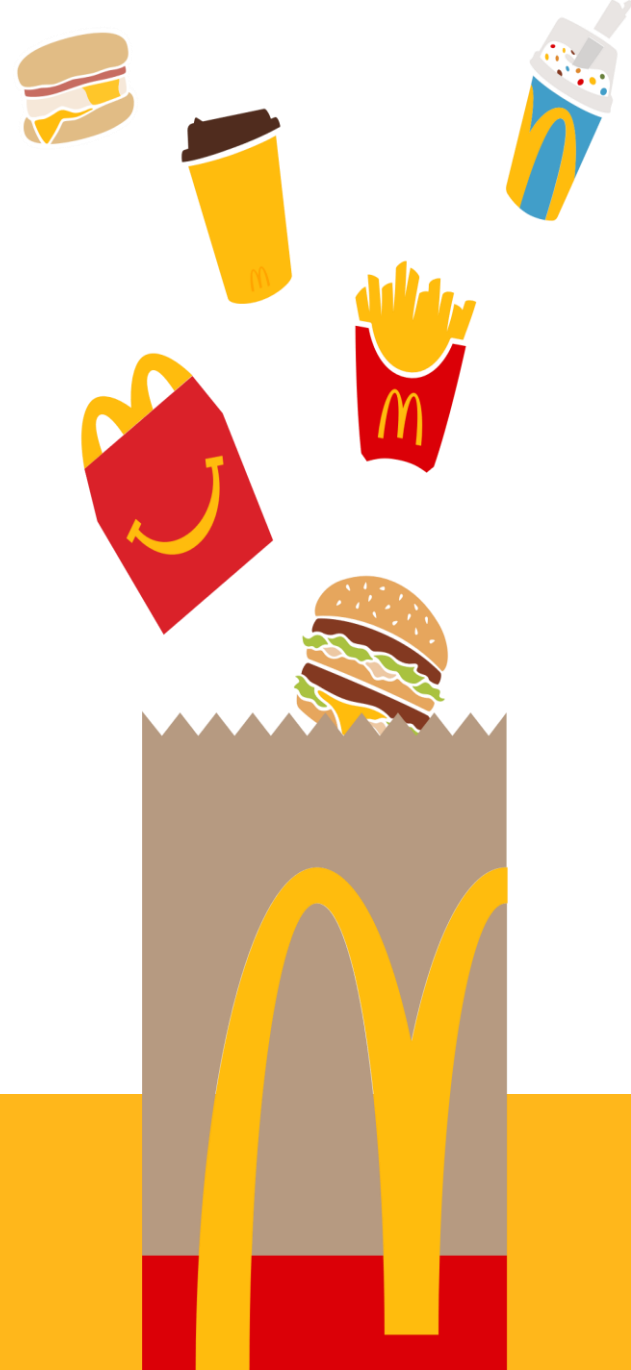
Annual Audit Areas of Focus

- 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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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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