



Facing Food Safety Challenges Through Culture and Adaptability

September 13, 2023

Moderators: Eliese Ronke, MS, Conrad Choiniere, PhD, & Chris Waldrop, MPH



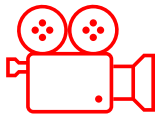
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Housekeeping



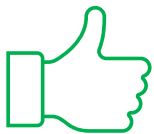
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Attendees will be muted. Please use the **Q&A function** to ask questions.



Attendees can **“up vote”** a question. We may not be able to get to all of them.

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Agenda

Welcome – Eliese Ronke (Stop Foodborne Illness) and Conrad Choiniere (FDA)

Setting the stage – Lone Jespersen (Cultivate)

Reflections on Resiliency in Industry and USDA – Al Almanza (JBS)

Six Strategies for Facing Challenges – Kerry Bridges (Chipotle)

Q&A – Conrad and Chris Waldrop (FDA)

Closing and next webinar – Conrad, Lone, and Eliese

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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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Facing Food Safety Challenges Through Culture & Adaptability

Lone Jespersen, PhD, Cultivate SA



54% LESS MISTAKES IN A STRONG CULTURE*

*Srinivasan, A., & Kurey, B. (2014). Creating a Culture of Quality. *Harvard Business Review*, 92(4), 23-25.

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The Tale of Two Recalls

#1

- Products were in the market and a full class 1 recall was initiated and consumer illness reported.
- Significant brand and employee impact costing the company millions of dollar.

#2

- Contaminated product did not reach the market hence no recall and no consumer illness.
- No brand impact and employees improved the system and validated this through EMP performance.

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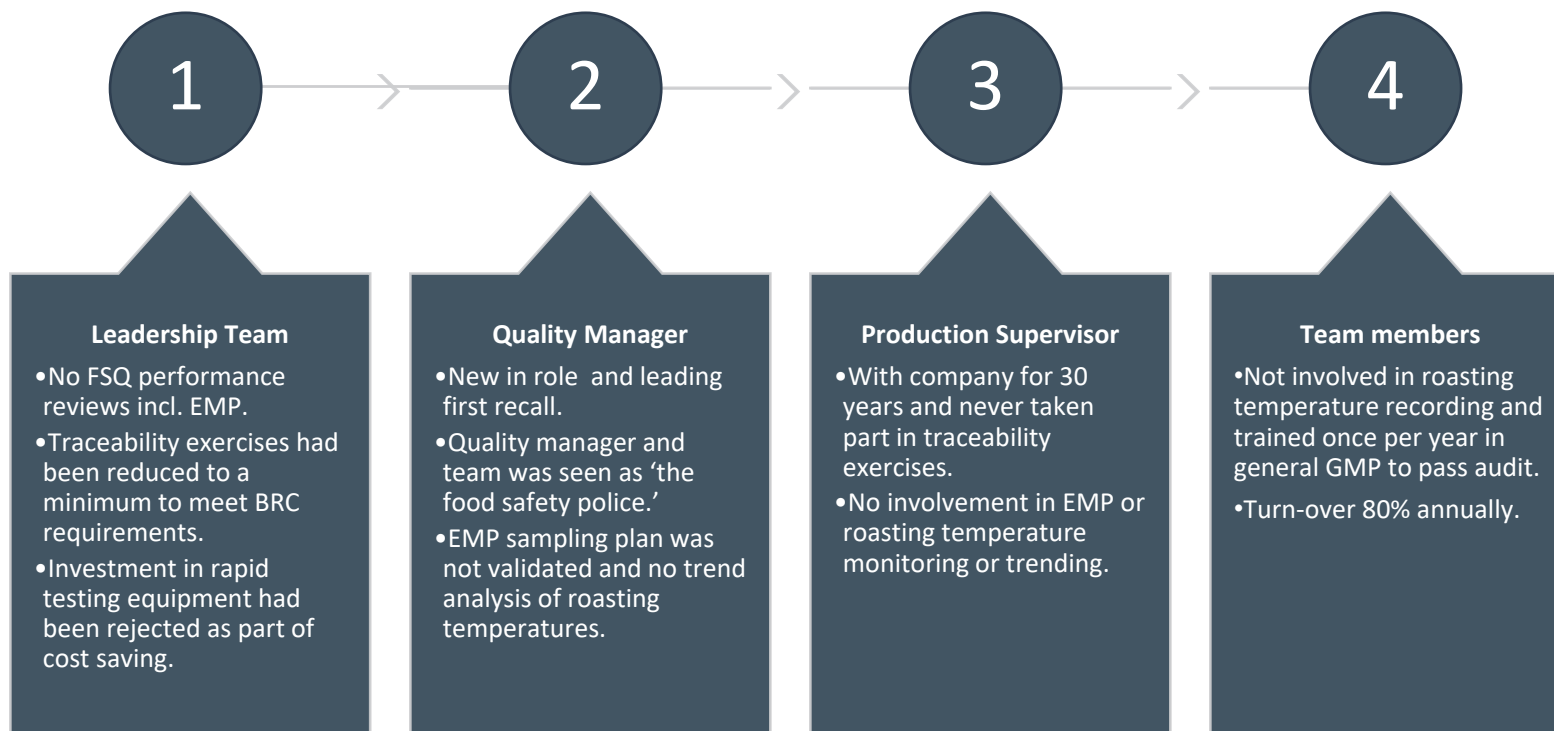
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Company #1



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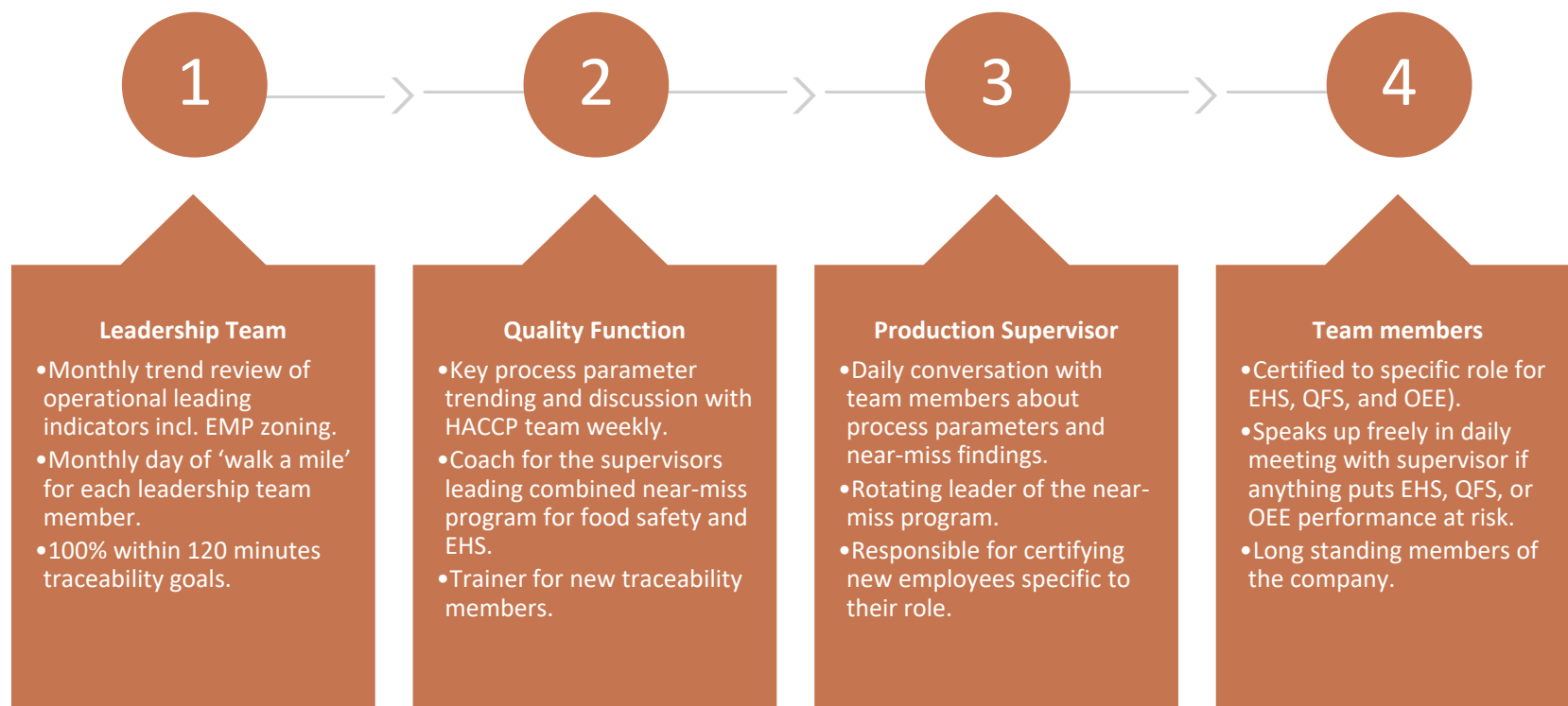
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Company #2



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In summary



Through the integration of measures and practices in all roles at all levels, a company can weather a recall with less risk to consumers, brands, and employees.



A mature food safety culture is more often a function of a mature organizational culture than not. Food safety is seen as one of the critical disciplines, not the only one.

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Thank you!



Mary



Ben and Amrita



Sam and Amaruq



Wayne

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FOOD SAFETY & QUALITY ASSURANCE



JBS GLOBAL

ONE TEAM, ONE PURPOSE

FDA/ALLIANCE WEBINAR

Facing Food Safety Challenges through
Culture and Adaptability

Al Almanza – Global Head of Food Safety & Quality



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RESILIENCY IN THE FACE OF FOOD SAFETY CULTURE PROBLEMS

Food safety culture is one of the most important components to consider when managing a food business. It encompasses behaviors, attitudes, and practices that prioritize food safety. A strong food safety culture encourages employees to follow safety protocols and helps to ensure the safety of consumers **no matter what they are faced with.**



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“Our vision controls our perception, and our perception controls our reality.”

– Dewitt Jones

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HOW DO WE CONTINUE TO DO OUR DAILY JOBS REGARDLESS OF THE ISSUES THAT WE ARE FACED WITH AROUND US?

- Developing a resilient mindset is key to success in such an environment. It requires focusing on what you can control and staying positive.
- Embrace the challenge and look for ways to innovate and find solutions to the obstacles you face.
- Ensure that everyone truly understands their role in food safety
 - Example: HR, Insurance, Accounting
- Management input, drive and commitment is crucial
- Ensuring everyone understands the “why” of what we do and don’t do

ALWAYS EXPECT/BE PREPARED FOR CHALLENGES

- Getting the message across our diverse cultures to ensure that messaging is clear and understood.
- Turnover, one of the biggest weaknesses for our teams. It's hard to establish a consistent, solid culture if there are new employees coming every week.
- Seasons of having very tight margins where we are not able to budget in the improvements that are necessary for to support our teams needs and to improve our facilities and our processes.
- Recall or Event period; suspension; market bans etc.

CONSISTENCY AND SMALL VICTORIES ARE KEY

“Leaders set the platform, but your team makes the difference.”
- unknown

- Leadership support – hierarchy streamline
- Multidisciplinary approach – not solely driven by QA teams
- Daily, weekly, monthly meetings with operations - FSQA Scorecard Data and goals consistently discussed
- Food Safety indicators for the operations KPIs
- Microbiological Data – reviewed daily/weekly
- Software for data collection and analytics helps us to gather the data that we need to identify issues and track improvement
- **Fight back complacency even in the good times and keep the urgency level on high alert at all times**

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RESILIENCY IN THE FACE OF FOOD SAFETY CULTURE PROBLEMS: USDA vs INDUSTRY

- USDA

- INDUSTRY

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THANK YOU!



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Facing Food Safety Challenges Through Culture and Adaptability

Kerry Bridges | Vice President, Food Safety & Quality



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Six Specific Strategies

1. Clearly Communicate
2. Make Help Readily Available
3. Maximize KPI's
4. Data-Driven Decision-Making
5. Recognize & Reward but Hold Accountable
6. Continuous Improvement



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Clearly Communicate

Chipotle invests to ensure all employees are well-informed about food safety protocols, procedures, and expectations.

- Chipotle provides rigorous and robust onboarding training for all employees, which starts before they ever begin handling food in our restaurants.
- The Food Safety Seven are the essential food safety standards that every crew member must know and execute, summarized on a 3' x 2' poster in the kitchen of every Chipotle.
- Chipotle also requires a quarterly, food safety specific refresher training for every restaurant employee.





Make Help Readily Available

Employees are encouraged to “Call for Help” when they have questions or need support.

- We have a team of food safety professionals based in the field to directly support our restaurant teams.
- Chipotle also staffs a centralized “hotline” team to ensure support is always available to our teams.
- All team members are routinely reminded of the resources they have available to ensure food safety is properly executed.



Maximize KPIs



Ensure your KPI's reflect the risks in your business, actively monitor, and share!

- Chipotle has Food Safety KPIs aligned with restaurant and supplier performance.
- Food Safety KPIs are shared with Chipotle leadership, the Board of Directors, and our Food Safety Advisory Council on a quarterly basis.
- KPI Examples:
 - Supplier certification
 - Restaurant third-party audit scores and critical violations
 - Training compliance
 - HACCP completion



Data-Driven Decision-Making



Chipotle utilizes technology to track and analyze food safety data.

- Digital HACCP provides real time visibility to temperatures and other key food safety controls in every restaurant.
- Central tracking and monitoring of customer illness allegations and employee illnesses allows for quick response.
- Utilizing all data from health department inspections, third-party audits, learning management system, and customer feedback creates powerful insights.



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Recognize & Reward but Hold Accountable



It is important to ensure recognition and reward incentives are aligned to food safety goals, but also to hold accountable to the standard.

- Eligibility for quarterly bonuses for operations leaders is dependent on third-party food safety performance. This is the only eligibility requirement.
- Outstanding audit scores are recognized by senior leadership, including our COO.
- Food Safety awards for employees and suppliers.
- All employees are accountable to violations, including potential termination.





Continuous Improvement

Foster a culture of continuous learning and improvement by regularly reviewing our strategy and updating food safety policies and procedures.

Stay updated with industry best practices, emerging trends, and regulatory changes to ensure that the company stays ahead of potential risks.



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Questions and Discussion

Type your questions into the Q&A and up-vote those you would like answered



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Webinar #9: Food Safety Culture: Storytelling to shape, reinforce, and inspire

Wednesday December 6, 2023 | 11am-noon Central

https://zoom.us/webinar/register/WN_9Esr1l0WRluCdhSc0lO3tg

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