



Why a Food Safety Program is Not Enough

Frank Yiannas
Vice President – Food Safety

Lessons from a Lifetime at Disney & Walmart





world around us is changing



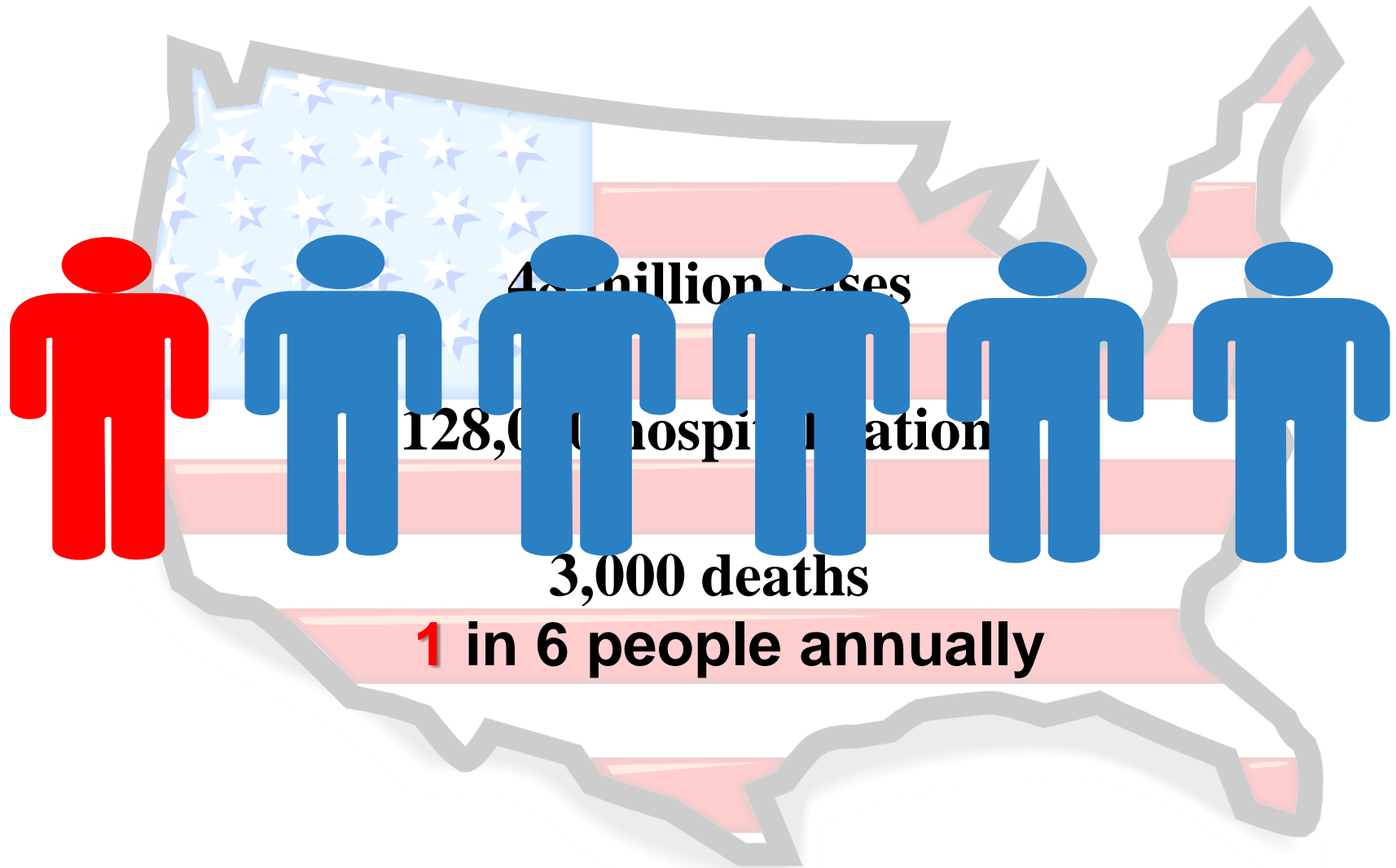
The History of Food Processing

- **2000 B.C.** - Here, eat this food quickly before it spoils.
- **500 B.C.** - That food spoils fast. Here, salt it.
- **1845 A.D.** - That salt tastes bad. Here, place that food on ice.
- **1850 A.D.** - That ice melts fast. Here, place that food in a refrigerator.
- **1864 A.D.** - That food still spoils. Here, pasteurize it.
- **1980 A.D.** - That pasteurized food doesn't last long enough. Here, irradiate it.
- **1997 A.D.** - That irradiated food is bad for you. Here, eat this "all natural fresh" stuff.
- **2000 A.D.** - That "all natural fresh" stuff goes bad. Here, eat this food quickly before it spoils.

Today's Supermarket



Estimate of Foodborne Disease per Year in the U.S.



PFGE, Credit Cards, & Google

COVER STORY: ANATOMY OF AN OUTBREAK: How salmonella sleuths solved a deadly mystery

By Moni Basu, Michelle E. Shaw
The Atlanta Journal-Constitution
Sunday, March 15, 2009

Credit cards led investigators to source of E. coli outbreak

Published Mar 26, 2009



Online tools may have warned of listeriosis outbreak: study

Last Updated: Thursday, March 12, 2009 | 5:07 PM ET

The Race



Prevention



Detection

108 Years

Login

Our Ice Cream

Visiting Blue Bell

What's New



Blue Bell announces a recall.

[Click here for more information](#)

CLOSE



In Common?

Political Scandals



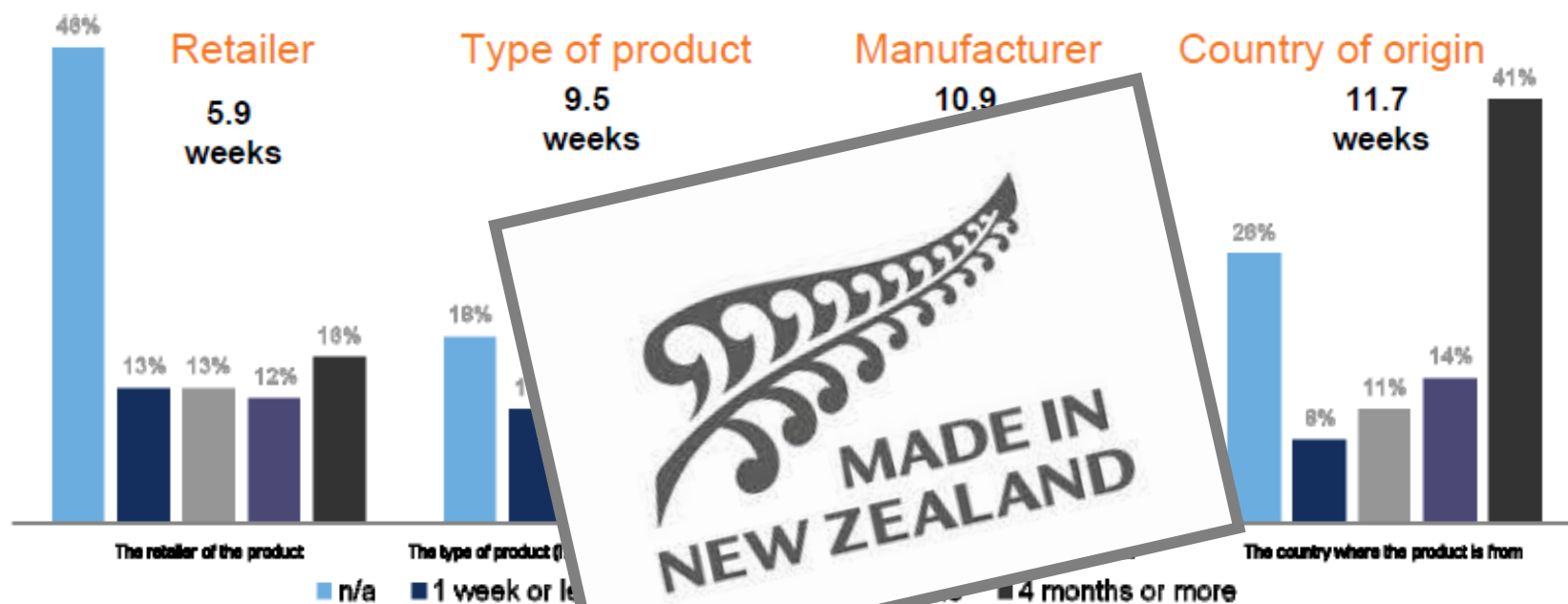


**global
trust bust**

How Long Do Food Warnings Influence Consumers?

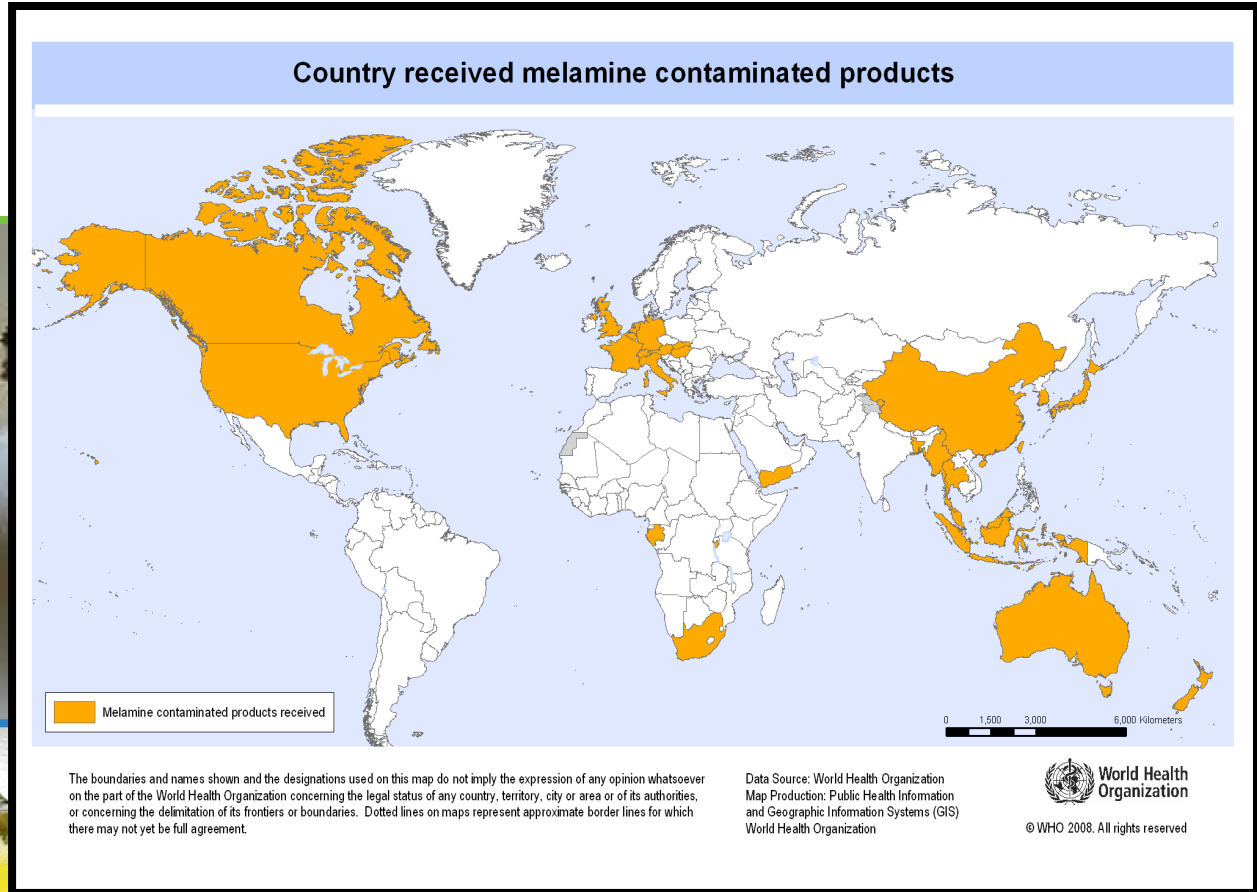
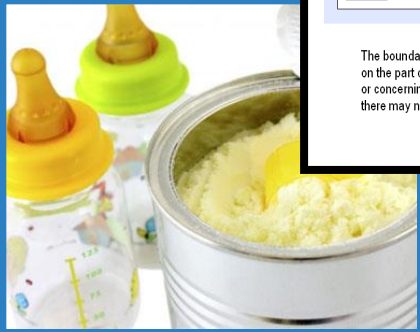
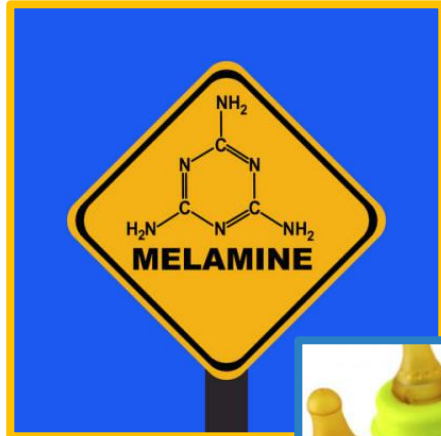
Country of Origin suffers the longest. Retailers suffer the shortest.

How long do food contamination warnings affect (if it all) your relationship with the following? If food contamination does not affect your relationship, feel free to select N/A.



Source: Walmart Mom Survey, 2009

SARS, Melamine, & Tiramisu



32,970 Food Miles



Cocoa
Powder-
Switzerland

Roasted
Espresso
Beans-
Columbia

Mascarpone
Cheese and
Ladyfingers-
Italy

Vanilla Beans-
Madagascar

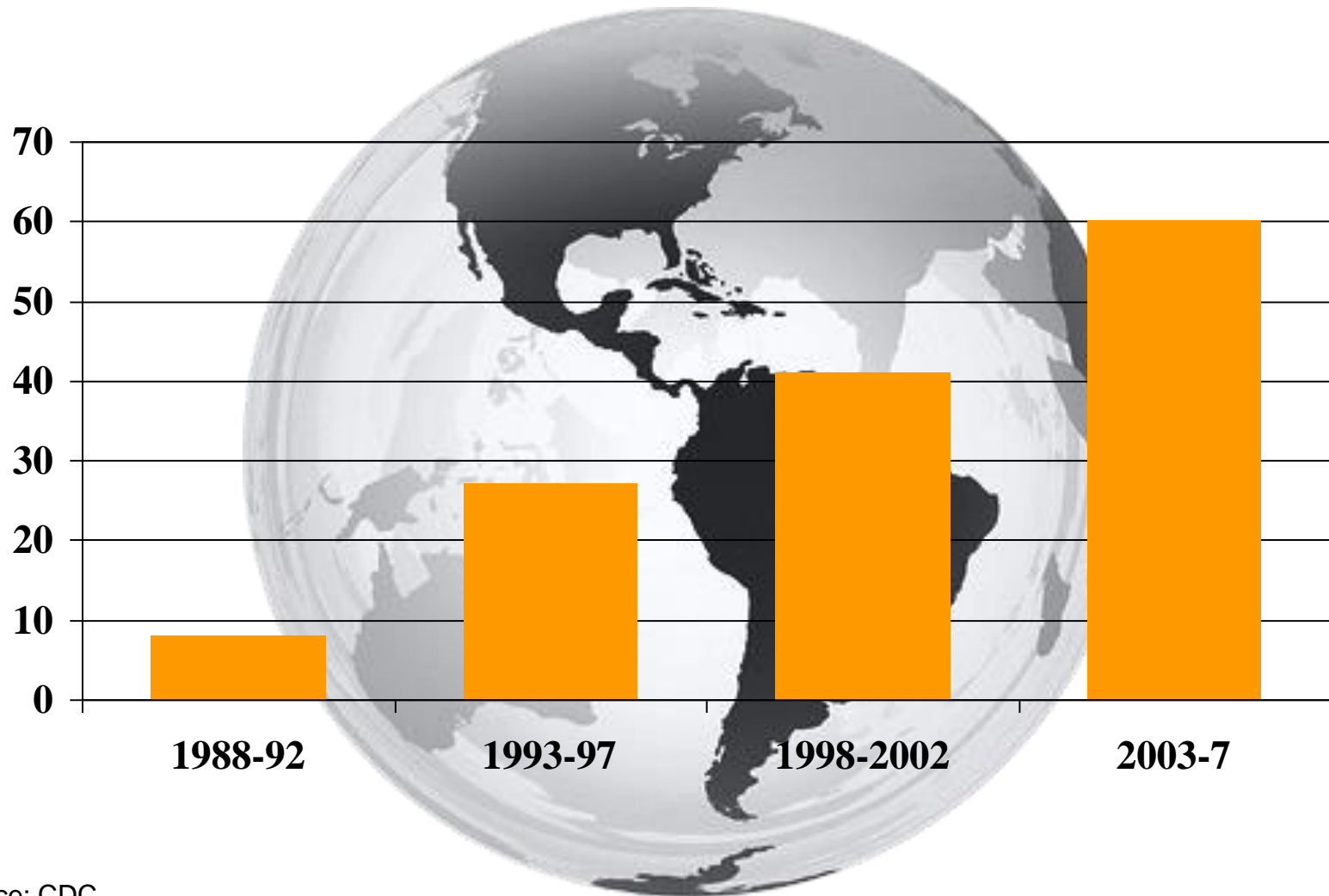
Chocolate-
Belgium

Kahlua-
Mexico

Mint Leaf –
United States

Cream-
United States

Multi-State Foodborne Outbreaks in the U.S. 1988 - 2007



Source: CDC

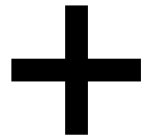
Changing Food System

Foodborne Surveillance

Emerging Pathogens

Immunocompromised

Consumer Trust Bust



Social Media

Food Fraud & Authenticity

Challenges to the Food Safety

**There are no
Silver
Bullets**



Traditional Food Safety Strategies

















- Training

- Inspections

- Micro Testing



2014 FOOD SAFETY PROGRESS REPORT

Pathogen	Healthy People 2020 target rate	2014 rate*	Change compared with 2006-2008†	
<i>Campylobacter</i>		13.45	 13% increase	
<i>E. coli</i> O157‡		0.92	 32% decrease	
<i>Listeria</i>		0.24	No change	
<i>Salmonella</i>		15.45	No change	
<i>Vibrio</i>		0.45	 52% increase	
<i>Yersinia</i>		0.28	 22% decrease	



U.S. Department of
Health and Human Services
Centers for Disease
Control and Prevention

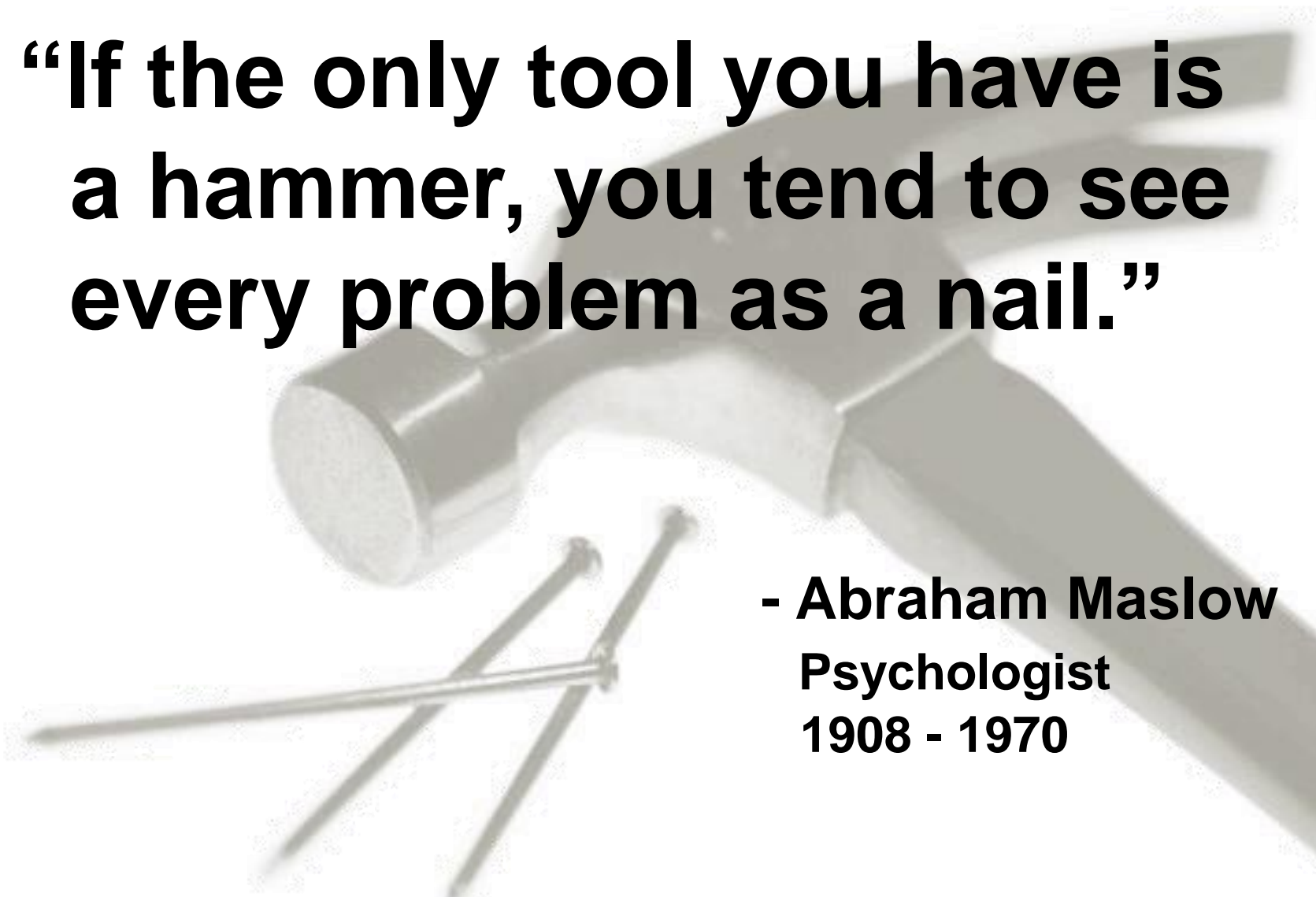
CS255461-B May 2015

*Culture-confirmed infections per 100,000 population

† 2006-2008 were the baseline years used to establish Healthy People 2020 targets

‡ Shiga toxin-producing *Escherichia coli* O157

For more information, visit www.cdc.gov/foodnet

A grayscale photograph of a claw hammer and three nails. The hammer is positioned diagonally across the frame, with its head in the upper left and handle extending towards the bottom right. Three nails are scattered in the lower left area, some overlapping each other. The background is a plain, light color.

**“If the only tool you have is
a hammer, you tend to see
every problem as a nail.”**

**- Abraham Maslow
Psychologist
1908 - 1970**



Ministry for Primary Industries

Manatū Ahu Matua



Food Safety = Behavior

Food Safety Program



Food Safety Culture

What is culture?



Culture is shared patterns of thought and behavior that characterize a social group, which are learned through socialization processes and persist through time.

- Social & Behavioral
Foundations of Public Health

Why the focus on culture?

In major safety incident investigations, an underlying root cause is

- a) faulty design
- b) operator error
- c) improper training
- d) organizational culture



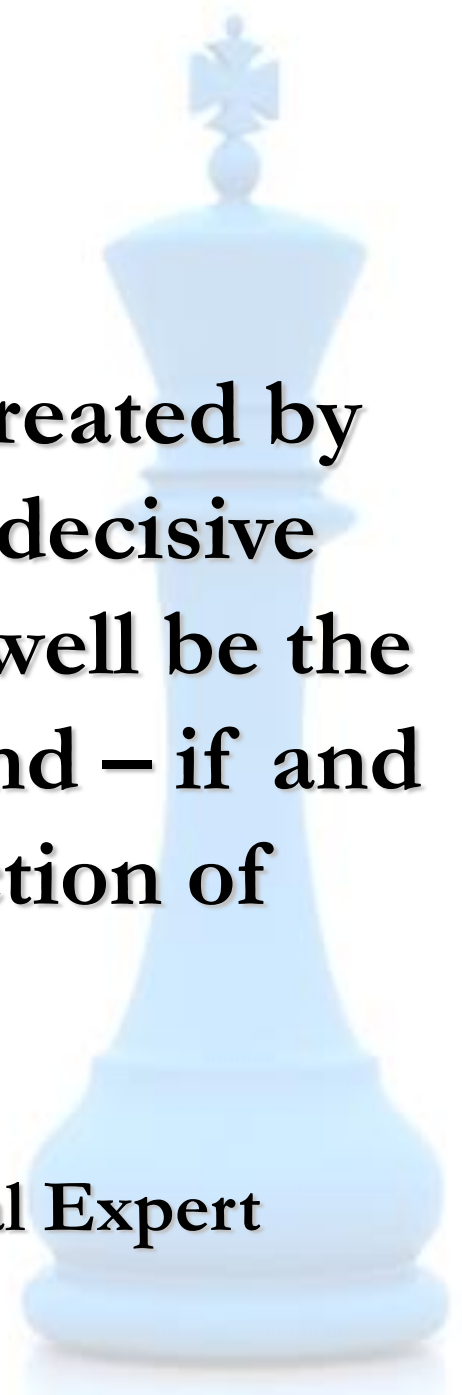
“In our view, the NASA organizational culture had as much to do with this accident as the foam.”

- Columbia Accident Investigation Board (2003)

Who Creates Culture?

“Organizational cultures are created by leaders, and one of the most decisive functions of leadership may well be the creation, the management, and – if and when necessary – the destruction of culture.”

**- Edgar Schein
Organizational Expert**



**“Food safety culture
is a choice.”**

**- Frank Yiannas
Food Safety Culture, 2009**



Attributes of a Food Safety Culture

- 1. Create Food Safety Expectations**
- 2. Educate & Train All Associates**
- 3. Communicate Food Safety Frequently**
- 4. Establish Food Safety Goals & Measurements**
- 5. Consequences for Food Safety Behaviors**

Food Safety Culture

Behavior-Based Food Safety Management Continuous Improvement Model



1. Create Food Safety Expectations

The quality of expectations determines the quality of our actions.

- A. Godin, French Writer (1880-1938)

3 Basic Beliefs & Food Safety

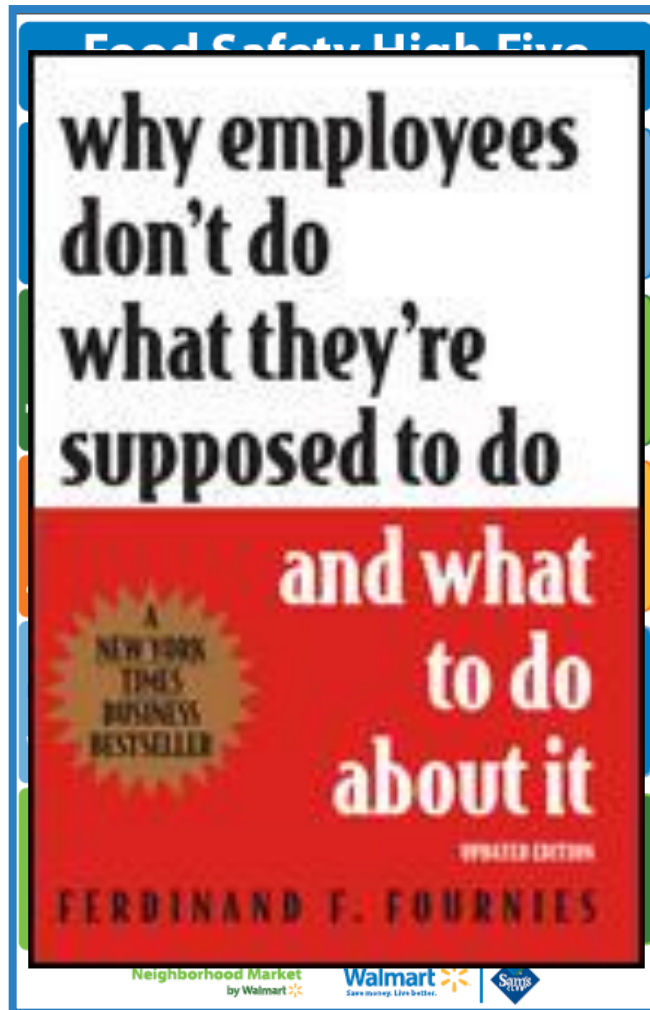

We respect
the
individual
so we care
about their
safety


We serve
our
customers
and do
it safely


We strive
for
excellence
by starting
with
safety

3 Basic Beliefs

Walmart  Food Safety




Plan & Equipment Review



Safety Beliefs

We believe . . .

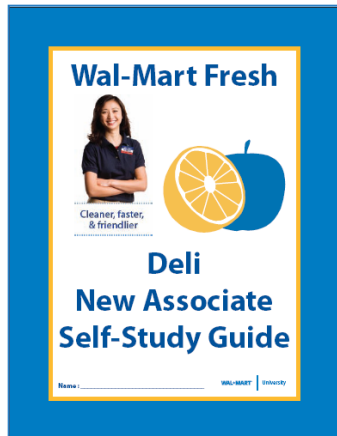
- ★ There is nothing more important than safety. Safety ensures our ability to deliver courtesy, show and efficiency.
- ★ Cast injuries do not happen by accident. Every incident is preventable.
- ★ Safe D Begins With Me! So I begin with safety. I think about safety first.
- ★ I am responsible for my safety and the safety of others.
- ★ Safety requires the courage to raise issues and find solutions.
- ★ Safety is worth it in all aspects of my life.
- ★ Safety can't wait!


Safe D
Begin With Me!

2. Educate & Train Associates on Food Safety

"I truly believe that people anywhere will respond to the same motivational techniques we use – if they are treated right and are given the opportunities to be properly trained."
- Sam Walton

Focused on Changing Behavior

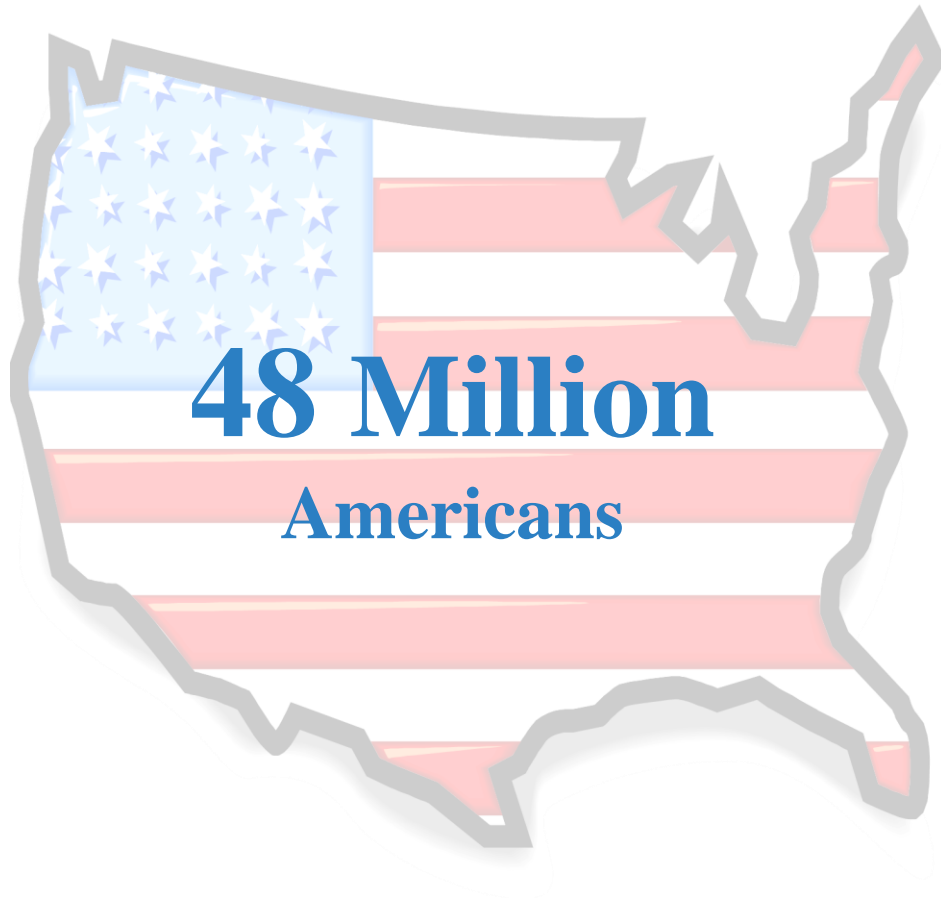


Food Safety CBL



On the Job

Stories are better than Statistics



Vs.



One
Lauren Randolph

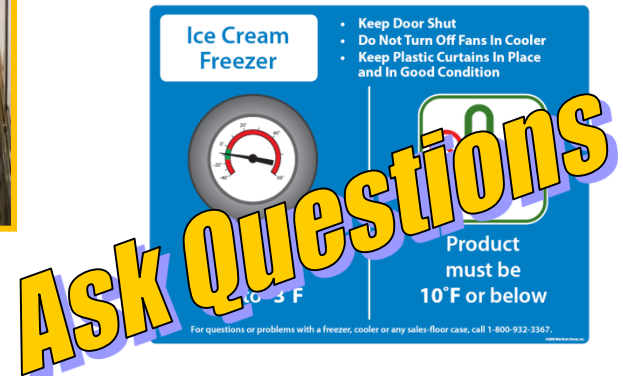
What Firefighters Can Teach Us



Source: Joung, Hesketh, Neal (2006)

3. Communicate Food Safety Frequently

When dealing with people, remember you are not dealing with creatures of logic, but creatures of emotion. - Dale Carnegie



Mr. Rollback - Darrell



4. Establish Compliance Goals & Measurements

“Set high goals, encourage competition, and then keep score.”
- Sam Walton

Store Self Checks

Leading Indicators

Food Safety Scorecard

Total Company					
Category	May FY 12	June FY 12	Comp	Target	Rating
Food Safety Audit	96.5%	95.6%	-1.1%	95.0%	↓
Category	YTD FY 11	YTD FY 12	Comp	Target	Rating
Regulatory Critical	0.54	0.56	0.02	< .55	↓
Category	YTD FY 11	YTD FY 12	Comp	Target	Rating
Regulatory Non-Critical	2.14	2.22	0.08	< 1.75	↓
Category	May FY 12	June FY 12	Comp	Target	Rating
Pest Audit	92.8%	92.5%	-0.3%	90.0%	↓

SPARK System



Food Safety Audits

Lagging Indicators

BIG data

Paradigm Shift

An iceberg floating in the ocean. The tip of the iceberg, which is visible above the water line, represents a small fraction of the total data. The much larger part of the iceberg is submerged below the water line, representing the vast majority of data that is not visible or monitored. The sky is blue with some clouds, and the water is a deep blue.

10 regulatory inspections

100 3rd party food safety audits

1,400,000 SPARK rotisserie chicken temps

n = All

5. Consequences for Food Safety Behaviors

The consequence of an act affects the probability of it occurring again.

- B.F. Skinner

Zero Violation Certificate



Annual Award



On-the-Spot Recognition



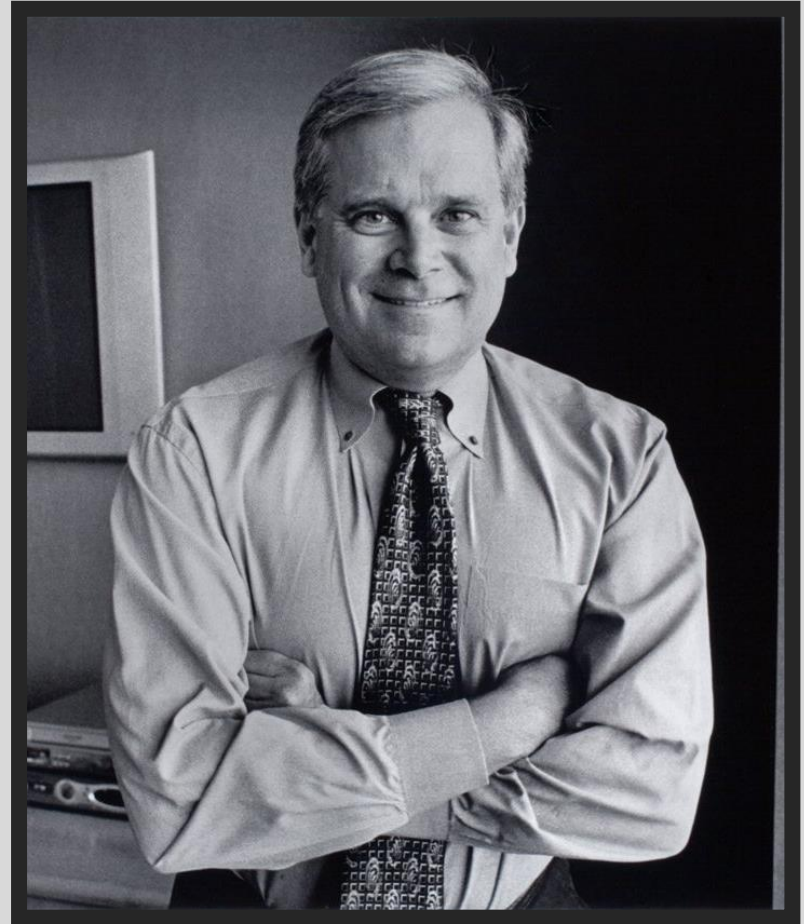
**Disciplinary
Guidelines**

Attributes of a Food Safety Culture

- 1. Create Food Safety Expectations**
- 2. Educate & Train All Associates**
- 3. Communicate Food Safety Frequently**
- 4. Establish Food Safety Goals & Measurements**
- 5. Consequences for Food Safety Behaviors**

“It’s always about culture. In the 30 years I’ve been in practice, it (behavior & culture) has been the cause of every outbreak that I’ve litigated.”

- Bill Marler



**Providing safe
and affordable
food, so people
in New Zealand
& the world can
live better.**



on twitter @frankyiannas