



# BUILDING A CULTURE OF FOOD SAFETY

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# What does culture mean?

**Culture can be different to different people**

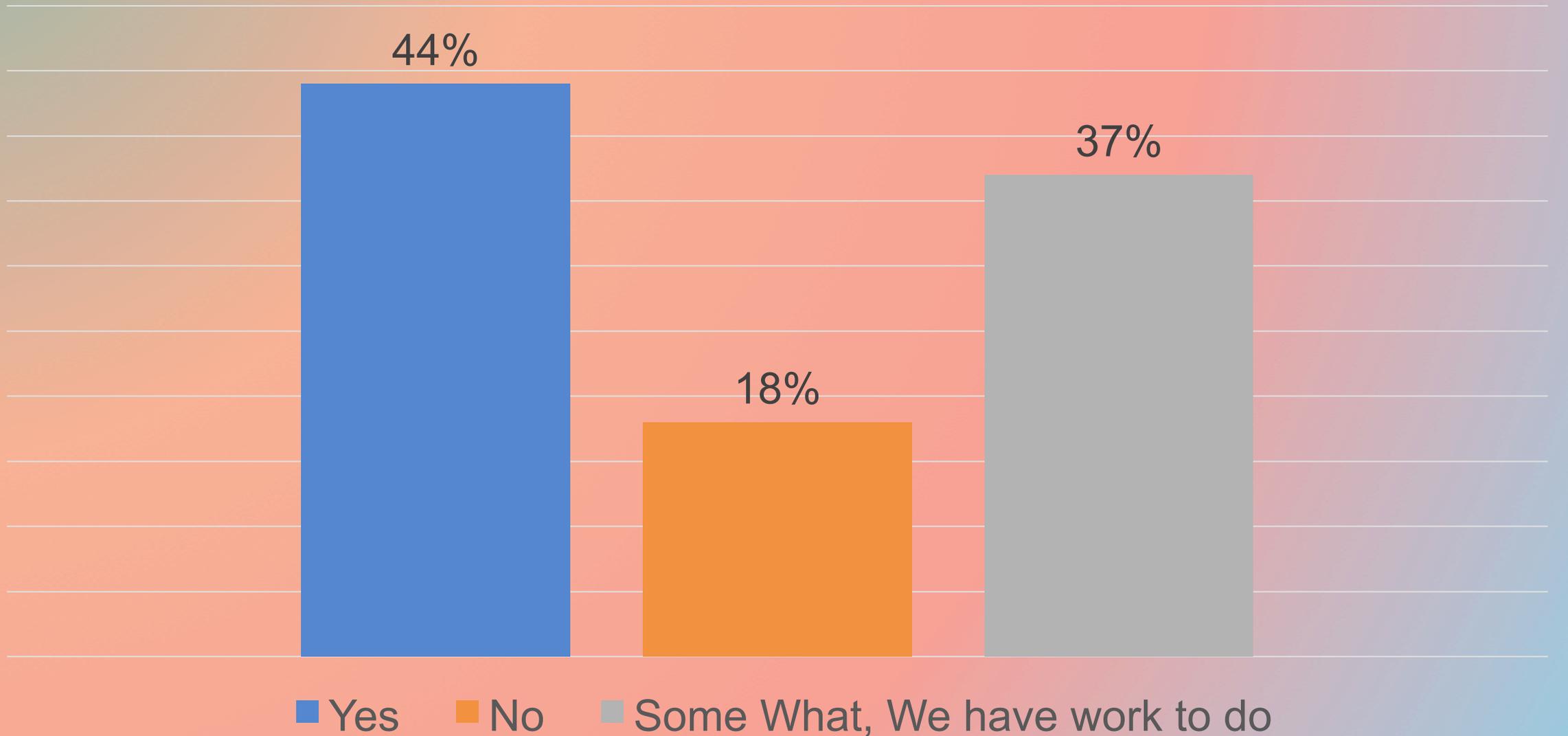
**A unified mindset across the organization**

**Puts FOOD SAFETY  
at the forefront of everything done**

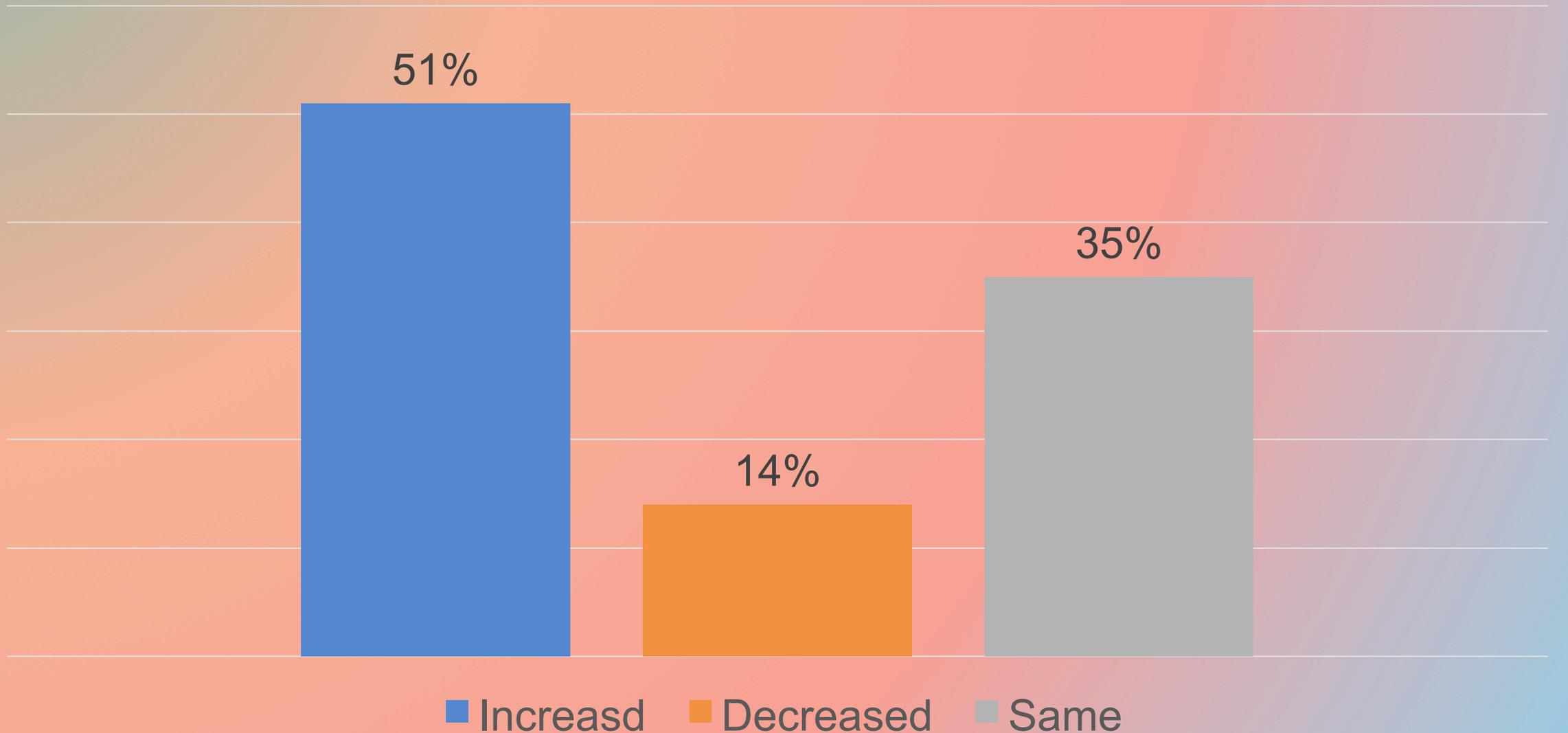
**Both physically and mentally.**



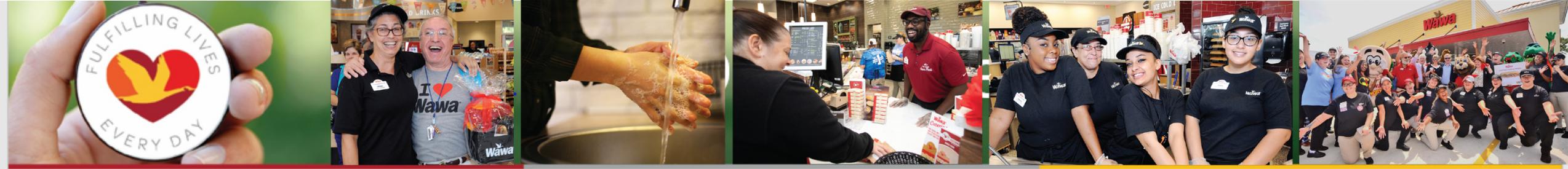
# Food Safety Culture



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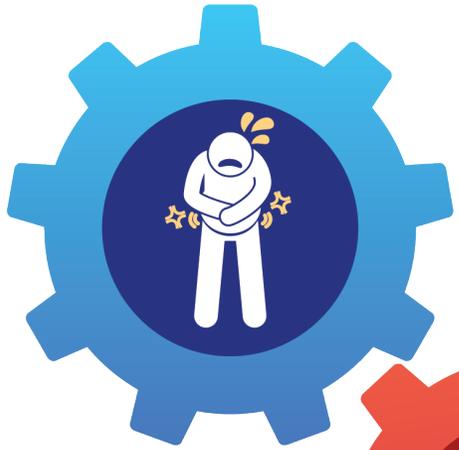


**Continue the**  
**100+ Years**  
**of Trust in**  
**Our Brand**



# Why Do We Need This?

## **Wawa** BRAND TRUST



Increased  
Foodborne  
Illness



Increased  
Claims Cost



Distraction  
from  
Business  
Goals



Increased  
Response Costs



Negative  
Publicity



Reduction in  
Customer Count



Impact to  
Growth

A CHANGING LANDSCAPE



# Why Do We Need This?

## Current Success Metrics

- Associate health cases
- Audit scores
- Critical observations
- Claims
- Incident rate
- Regulatory inspections

## Current Leaders Behaviors

- Manage to the audit & checklist
- Share common themes from audits
- Use coaching resources to improve
- Escalate critical issues to QARS team



# Why Do We Need This?

## Potential Future Success Metrics

- Self-assessments
- Risk-based audit
- Behavior observations
- Advanced analytics
- Near misses

## Potential Future Leaders Behaviors

- Use analytics to mitigate risks
- Model the way
- Coach associates to improve self-assessment results



# Why Do We Need This?

## Associate-Driven Safe Practices

## Growth & Innovation

## Quality Promise

100+ Years of Wawa Brand Trust



### **Associate-Driven Safe Practices**

Associates and our partners understand the impact they could have on our customers and Brand and have the tools to make the right day to day food safety & safety decisions

### **Growth & Innovation**

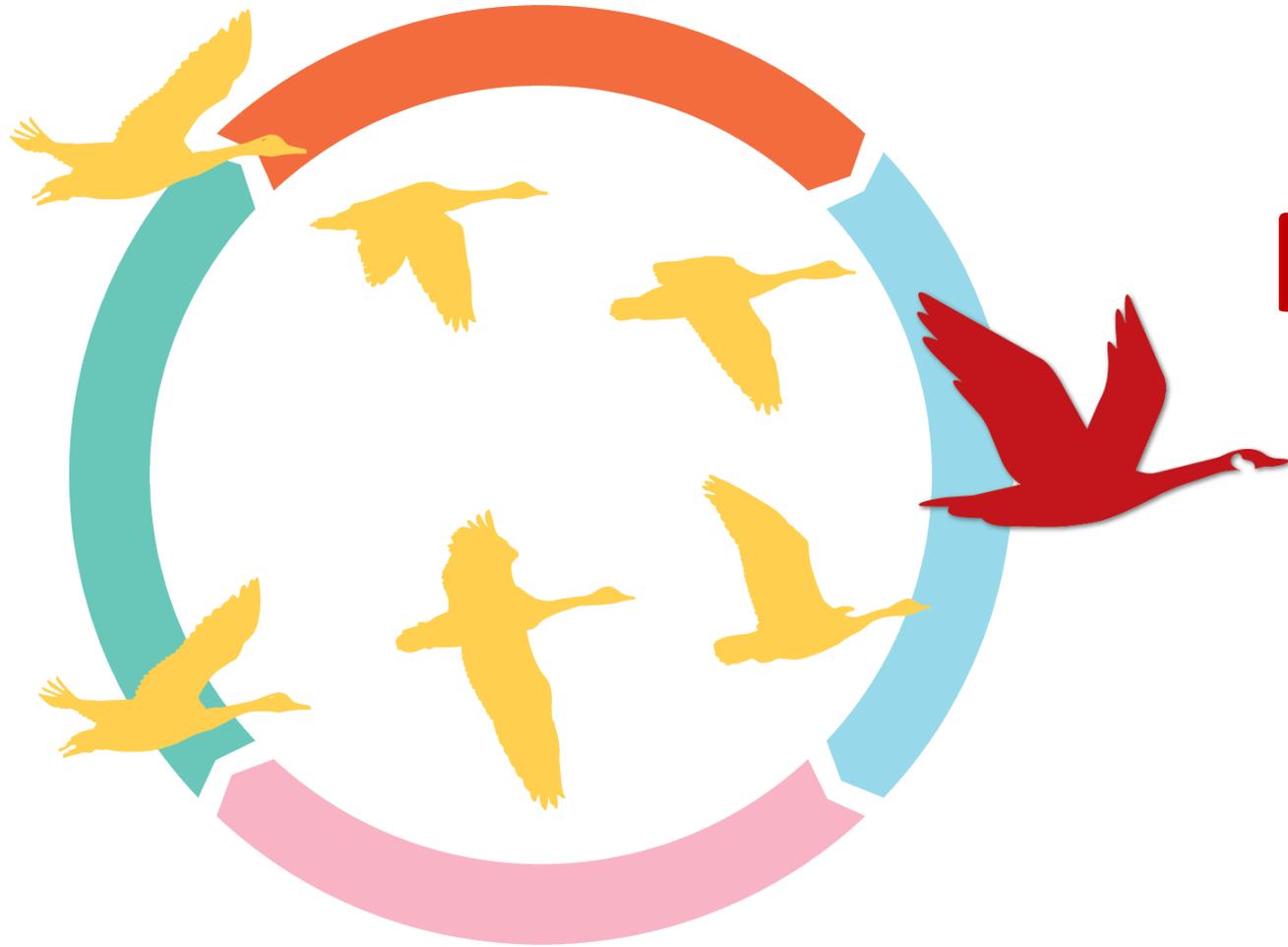
Consistently follow defined processes to identify and mitigate food safety & safety risks to support growth & innovation and in doing things better, faster and easier

### **Quality Promise**

Support the Company strategy through unifying existing and building new efforts across the business to define and monitor the quality of our core products and store conditions



# Why Do We Need This?



**New Framework  
and Leaders  
Behaviors**



# Why Do We Need This?



## **Standards**

Designed to meet requirements and reduce risk

## **Education & Behaviors**

Role based to facilitate consistent implementation and execution of our Standards

## **Recognition**

To support embedding behaviors in our day to day tasks and for individual and team achievements

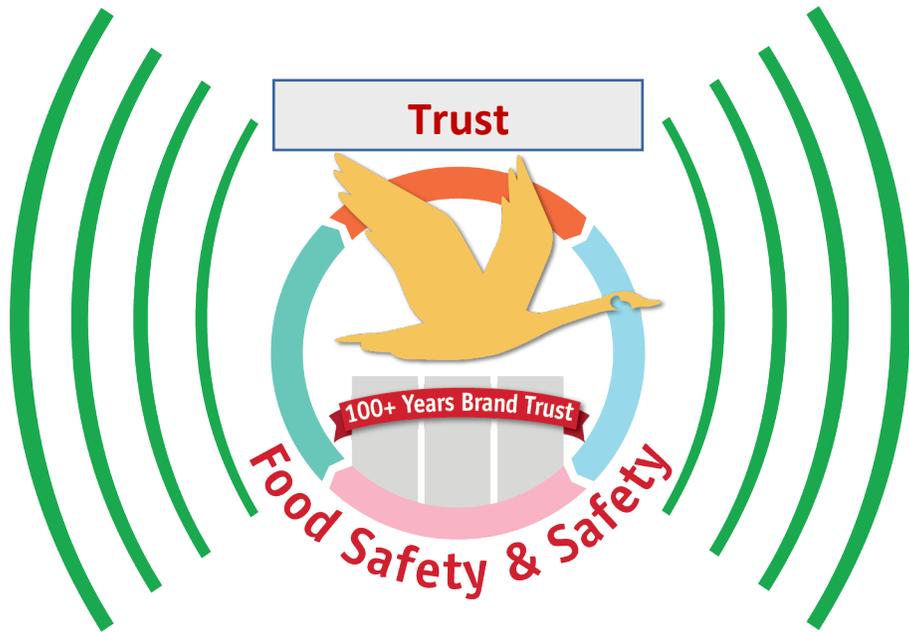
## **Metrics & Feedback**

Used to monitor & evaluate performance and to ensure continuous improvement across the framework



# Why Do We Need This?

## Communication



## Teamwork



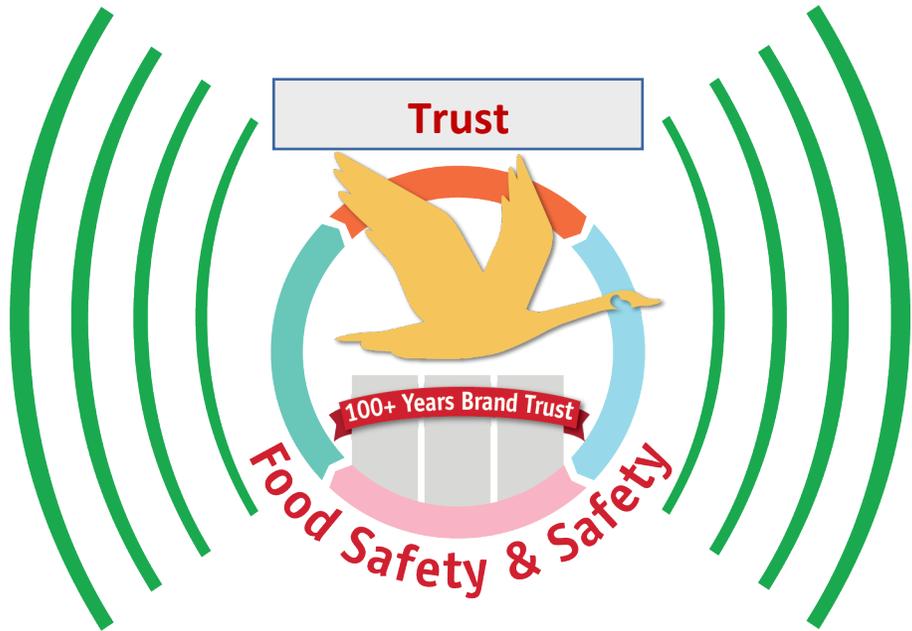
## Continuous Improvement





# Why Do We Need This?

## Communication



- 1) Use analytics to discuss and mitigate risks.
- 2) Know where to find information and explain the 'Why'.
- 3) Identify your stores most frequently asked questions to ensure Standards are understood and executed.



# Why Do We Need This?

## Teamwork



- 4) Model the Way.
- 5) Hold yourself and others accountable for mitigating risks.
- 6) Connect with stores during peak times/promotions to ensure things are done right.
- 7) Always be aware of your surroundings.

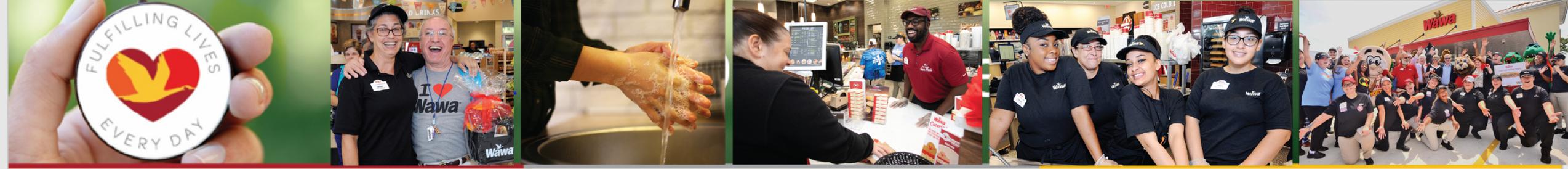


# Why Do We Need This?

## Continuous Improvement



- 8) Coach Associates to learn and improve self-assessment results.
- 9) Discuss with your team improvements that have permanently resolved identified self-assessment issues.
- 10) Identify self-assessment items that need further assistance. Escalate for additional support.



**Continue the  
100+ Years  
of Trust in  
Our Brand**

**Thank You!**





WHOLE FOODS MARKET  
*Food Safety*



Food safety is a top priority at Whole Foods Market (WFM). Ensuring we offer the safest, highest quality food is critical to maintaining the trust we've built as leaders in the culinary and retail food industry.

The Food Safety Culture is embraced from the very top leadership to the stores and every aspect of our business.



WHOLE FOODS MARKET  
*Food Safety*

# Rapid Improvement Store Engagement (RISE) Program



WHOLE FOODS MARKET  
*Food Safety*

# RISE PROGRAM

Food safety program created in collaboration with Food Safety Team Members (FS), Executive Leadership (EL) and Store Team Leaders (STL)

- The objectives
  - **Improve existing corrective action plans** and ability of STLs and team leaders (TL) to fill out an effective corrective action plan focused on root cause analysis and closure
  - **Implement a process that ensures quick and effective response** to highest need red-rated stores
  - **Improve third party audit scores** by reducing the number of violations, repeat violations, and overall number of red-rated stores
- The goal is to quickly address the violations cited, proactively move stores from red to green, and actively engage TMs while tracking corrective action steps



# RISE PROGRAM

- Audit Scoring Criteria based on a point system
  - **Green**
  - **Yellow**
  - **Red= RISE TRIGGER**





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*Food Safety*



# Whole Foods Market Food Safety Empowerment Team



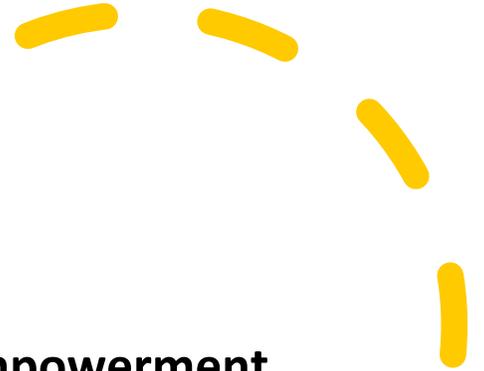
WHOLE FOODS MARKET  
*Food Safety*



WHOLE FOODS MARKET  
*Food Safety*  
*Empowerment Team*

- **The purpose of Food Safety Empowerment Teams (FSET)**

- Creates a highly localized yet collective effort towards food safety awareness and execution
- Build a stronger food safety culture for everyone.
  - These teams--and their members, known as FSET Ambassadors--will enhance food safety accountability among our Team Members while ensuring that our customers are buying the safest and highest quality foods available





WHOLE FOODS MARKET  
*Food Safety*

# Benefits

- Safer food handling practices
- Strengthened Food Safety Culture
- Improved 3<sup>rd</sup> party food safety audit scores (reduced number of violations, repeat violations, and “Below Standard” scores)
- Increased partnership among Team Members (employees) at the Store, Regional and Global level
- A more coordinated, effective response to address violations
- Strengthened Team Member analytical skills to identify root cause and appropriate corrective actions





 **Eat'n Park.**  
HOSPITALITY GROUP, INC.





## WE CARE ABOUT PEOPLE

We are committed to our team, their families, our guests, and our communities.



## WE ARE PASSIONATE ABOUT FOOD

We are dedicated to making every meal a quality experience, consistently offering healthy dining choices, and being a leader in food safety.



## WE EMBRACE INNOVATION

We constantly look for better, smarter, and more sustainable ways of serving our guests and supporting our team.



## WE ARE FISCALLY RESPONSIBLE

We know that the financial well-being of our company is a key to our success.



## WE FOSTER DIVERSITY AND INCLUSION

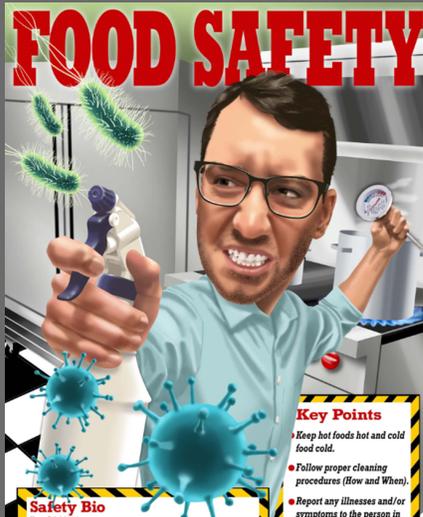
Our teams are stronger and more engaged when we value individual and group differences.

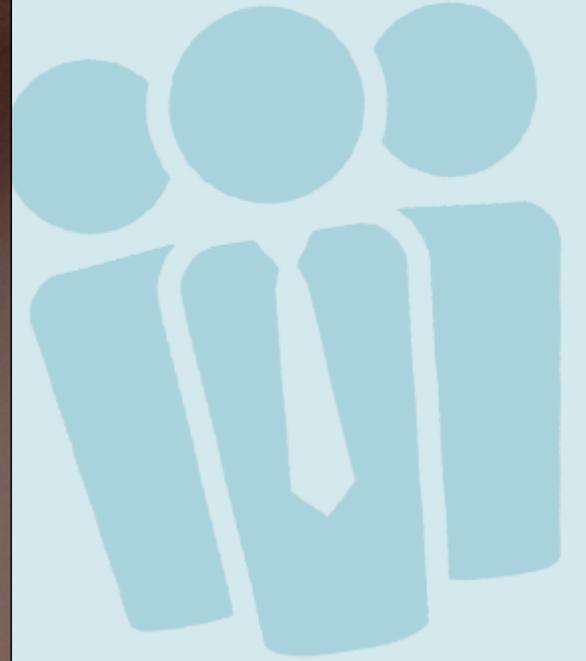
# The Safety & Security Department

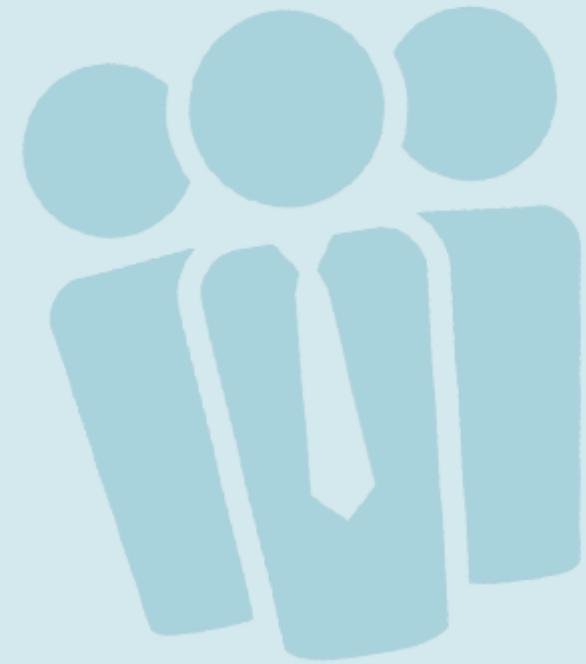


The  
12 Elves  
of Safety









# What should Culture look like?



Now lets answer some questions?

