

# Building Food Safety Culture: Practical Tools for Small and Medium-Sized Companies

Moderator: Lily Yasuda, Alliance to Stop Foodborne Illness

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# Building Food Safety Culture: Practical Tools for Small and Medium-Sized Companies

IAFP Webinar | August 20, 2026

# Today's Speakers



**Lily Yasuda**  
Deputy Director  
Alliance to Stop Foodborne  
Illness



**Monica Khoury**  
Senior Quality Expert  
Nestlé

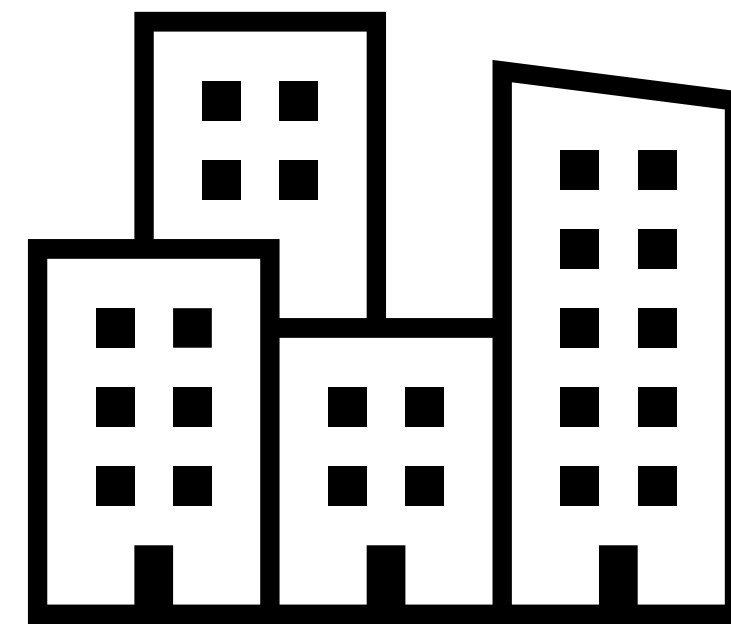
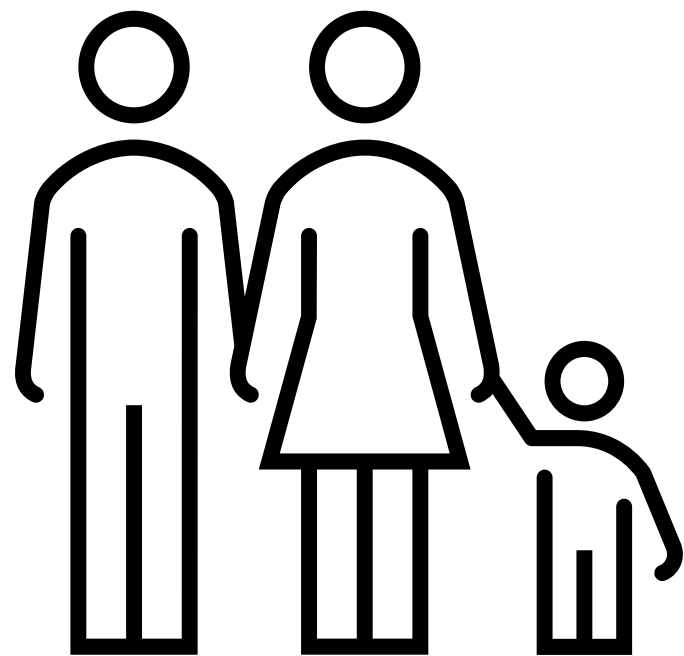


**John Boyce**  
Food Safety Consultant  
Cultivate SA



**Adriana Santoya**  
Quality Assurance Manager  
Lakeside Foods

# The Alliance to Stop Foodborne Illness



# Alliance Members & Partners



# The Power of Consumer Voices



# Accessible Education: Food Safety Culture Toolkit

- Launched in 2022 by The Alliance to Stop Foodborne Illness
- 2,000+ registered users to date
- Completely free to use and download
- Designed for small and medium-sized food companies

***Goal was to create a free, modular, flexible resource that could be used anywhere, with little or no overhead cost.***

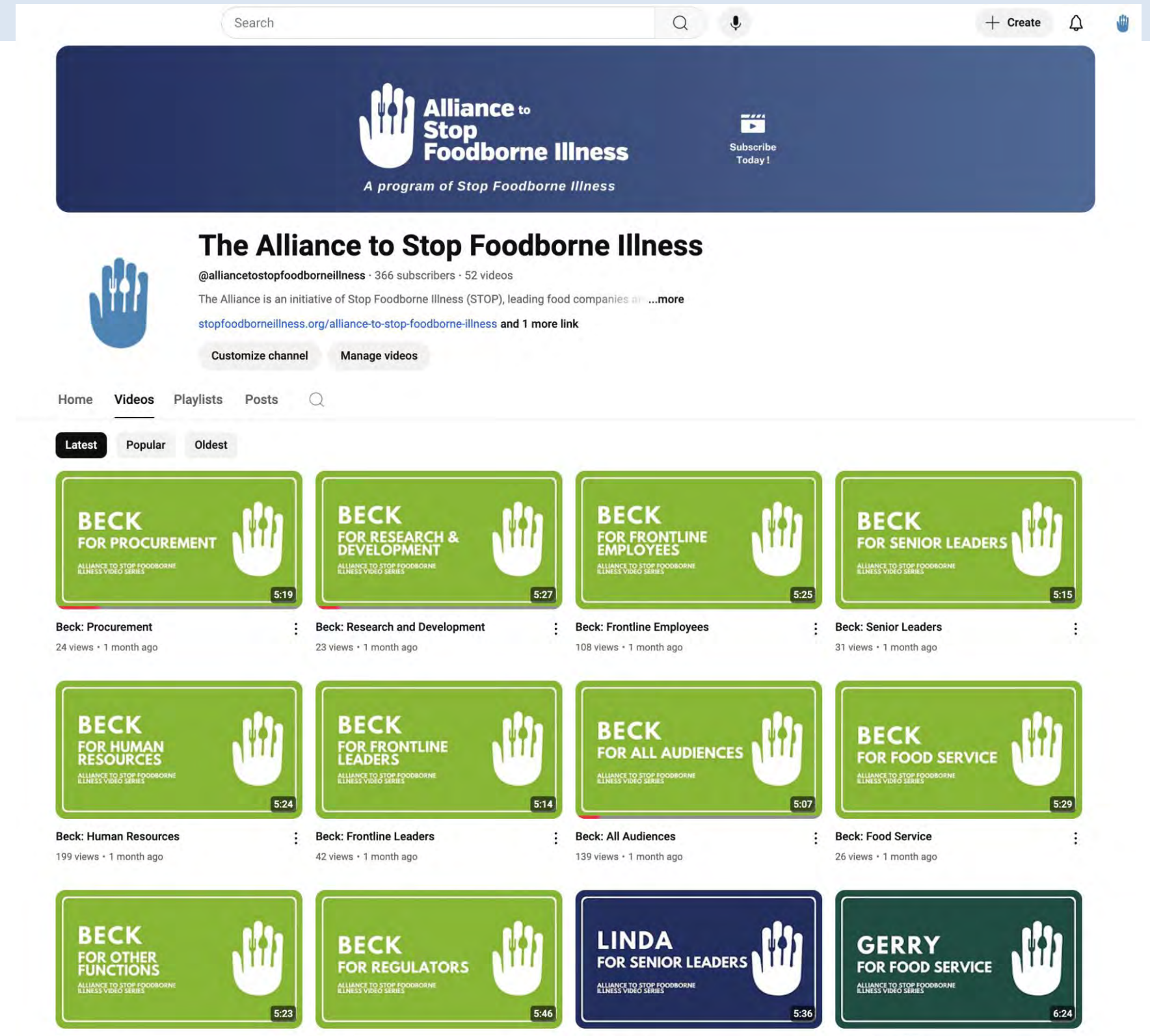


# Custom Storytelling Materials: Gerry's Story



# Deep Dive: Video Series

- 40 educational videos
- Features four constituent stories
  - Piper | Gerry | Linda | Beck
- Customized for 10 audiences
  - All employees
  - Senior leaders
  - Procurement
  - Frontline employees
  - Frontline leaders
  - Human Resources
  - Research and development
  - Regulators
  - Commercial/non-commercial foodservice operators
  - Other functions



# Deep Dive: Gamification

- Gamified learning
- 8 unique, playful activities to engage food safety audiences on key concepts like allergens, PPE, handwashing, etc.
- Helps break the repetition of traditional trainings
- Hugely successful at Alliance member companies
  - Often a cornerstone of WFSD or food safety education month



## A Mean, Clean Stacking Machine

### Minute-To-Win-It Handwashing Cup Stack

This game reinforces the steps of proper handwashing through a competitive cup stacking challenge.

- Depending on how much space you have, this game can be played either with multiple people stacking at once or as a one-person-at-a-time competition timed with a stopwatch.
- Each player will need ten cups: sturdy plastic cups work best. Each cup should have a step in the handwashing process written on it (see example steps below). Pictures of the steps can be used instead of or in addition to text.
- Mix up the cups and scatter them around on a table or other surface.
- Have the player(s) stack the cups as quickly as they can in the correct order. Whichever player is able to stack the cups **in the correct order** the fastest is the winner.

#### Example Handwashing Steps

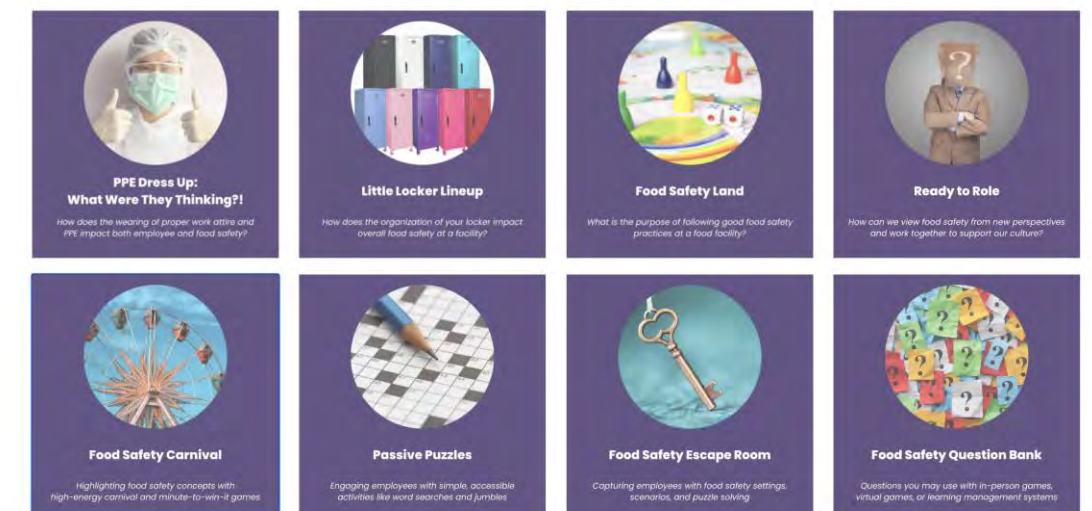
1. Remove jewelry & watches
2. Turn on warm water
3. Wet hands
4. Get enough liquid or foam soap
5. Clean wrists, palms, back of hands, fingertips, under nails, and between fingers
6. Lather for 20 seconds
7. Rinse with warm water
8. Dry hands completely with paper towel or air dryer
9. Use paper towel to turn off water
10. Avoid touching dirty surfaces (doorknobs, face, hair)

(steps 5 and 6 are interchangeable)



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## Food Safety Games



# Case Study: Gamification at Nestlé



**Food Safety Carnival**  
Games to Supplement Training

**A Mean, Clean Stacking Machine**  
*Minute-To-Win-It Handwashing Cup Stack*

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**PUZZLEMAKER**  
CREATE YOUR OWN PUZZLES.

Puzzlemaker is a puzzle generation tool for teachers, students and parents. Create and print customized word more using your own word lists.

## Food Allergy Awareness Week

S F P F B R Z A Y S R S Q U B  
R S T M D W L T H G H Z L Q U  
U S G U P R U I J C B M Y J  
H K G N F N N G M R I E L J  
J O P S A C W I C U I L L M M  
W I J E R U L E S S W O O L P  
T I P E H A S E S T V B N P R  
O T R E E N U T S A O S L B E  
S F G S D P S M C L T K G L  
T I Q H P R A C E P E V E S U W  
B S E Y T E F A S A E R F A B  
W A U T A E H W I N D D L B P  
K Q M R S Z O X C S H N Q P Z  
L K V X T E I E J I U D T O P  
C O N S U M E R M T R Q I Y V

allergy  
egg  
invertebrate

consumer  
fish  
lobster

crustaceans  
food  
milk

# Toolkit in Action

- Mentorship Program launched in 2025
- Yearlong, immersive, virtual initiative for small and medium-sized food companies
- "Small and medium" defined as those with less than \$1 billion in annual sales
- 75-minute monthly meeting
- Work closely with existing Alliance members
- Implementation and improvement of the Food Safety Culture Toolkit



A group of six people, three men and three women, are standing in two rows in front of a rustic wooden wall. They are all wearing dark blue zip-up jackets with the "cultivate" logo on the left chest. The group is diverse in age and ethnicity. The text is overlaid on the lower half of the image.

**We work to eradicate foodborne illness.  
One culture at a time.  
We are Cultivate.**

# BREAD ALONE

*Family-owned  
Hudson Valley bakery  
crafting organic  
sourdough breads  
sustainably using  
traditional fermentation.*



**David Gardner**  
Food Safety  
& Quality Manager



**Athénaïs Boeffard**  
VP of Production



*LifeLine Foods manufactures high-quality corn-based ingredients, including grits, meal, flour, and masa.*



**Eric Collop**  
Director of Lab Services



**Sai Kumar Samudrala**  
Quality & Regulatory Compliance  
Manager



*Farmer-owned food company processing and packaging frozen and canned vegetables for retail and foodservice markets.*



**Justin Ironside**  
Corporate QA Manager



**Adriana Santoya**  
Quality Assurance Manager

# THE ALLIANCE

Protecting consumers by building strong food safety cultures



## 2025 Mentorship Program

- Three mentee companies
- 12 months long
- One virtual session per month built around the Toolkit
- Reliance on Alliance volunteer experts to address key topics for learning and discussion

### Agenda

|         |                                                                                |
|---------|--------------------------------------------------------------------------------|
| 2:00 PM | Welcome and introductions                                                      |
| 2:05 PM | Review Homework/open discussion                                                |
| 2:20 PM | Guest Speaker: John Boyce, Cultivate SA<br>Fundamentals of Food Safety Culture |
| 2:35 PM | Q&A                                                                            |
| 2:50 PM | Goal setting & discussion                                                      |
| 3:00 PM | Closing comments & homework                                                    |
| 3:15 PM | End of meeting                                                                 |

- TOOLKIT HOME
- ABOUT
- PLAN YOUR JOURNEY
- BING YOUR ESSENTIALS
- PREPARE YOUR TEAM
- RESOURCE LIBRARY

September 2025

## Fundamentals of Food Safety Culture

**John Boyce**  
Cultivate SA – Core Team Member

This is the Food Safety Culture Toolkit

Winner of the 2024 IAFP Innovation Award

Food safety culture is the **learned** and **shared** values, beliefs, and norms that affect **attitudes** and **behaviors** toward food safety throughout an organization. It is how everyone from all levels and functions in an organization thinks and acts in their daily job to make sure the food they make or serve is safe to eat.

A **strong, positive** food safety culture can help **protect** consumers from foodborne illness and, in turn, your organization's reputation.

You already have a food safety culture, whether you've intentionally created one or not.

## Values & Vision Food Safety Culture Toolbox

August 2025

**Nick Lippard**  
Kellanova (Mars)

Senior Manager of Global Technical Quality

## Food Safety Culture: Communicating the Why

Presented For: The Alliance to Stop Foodborne Illness  
By: Troy J. Corley

September 2025

**Troy Corley**  
WK Kellogg Co.

Quality Food Safety Director of External Manufacturing and Distribution

Troy J. Corley WK Kellogg Co

Inquiring minds want to know  
I want to know

Why? Because... I Said So!

SAFE PRODUCT

MONEY

That's your job

24 Questions across 5 Focus Areas (10min)

English (United States)

Strongly agree Agree Neutral Disagree Strongly disagree

Expectations (7) Training & Education (4) Communication (4) Goals & Measurement (4) Consequences (5)

## Assessment of Food Safety Culture

October 2025

**Kellogg Food Safety Culture Assessment Journey**

**Matt Van Natter**  
Senior Manager, Global Food Safety  
Kellanova

**Monica Khoury**  
Senior Quality Expert  
Nestlé

Externally paid assessment from Campden BRI

Implemented Floor Level Daily FS Questions

Internally Developed Surveys

Used free survey from SSAGE

Developed One Point Lessons on key topics for Supervisors to deliver on shop floor; developed

Overall, FS culture recognized as value, not priority; capitalized on this to develop leadership video top emphasize accountability for FS Culture

November 2025

## The Power of the Constituent Story Videos

**Larry Ball**  
Food Safety Manager  
Conagra Brands

**Barbara Chamberlin**  
Head of Department  
New Mexico State University - Innovative Media Research and Extension - Full-time  
Apr 2023 - Present - 3 yrs 1 mo  
Las Cruces, New Mexico, United States - On-site

Extension Games and Learning Specialist, Professor, Assistant Department Head  
New Mexico State University - Full-time  
Aug 2003 - Present - 22 yrs 9 mos

### Series Overview

- 40 educational videos
- Features four constituent stories: Piper | Gerry | Linda | Beck
- Customized for 10 audiences

- All employees
- Senior leaders
- Procurement
- Frontline employees
- Frontline leaders
- Human Resources
- Research and development
- Regulators
- Foodservice operators
- Other functions

- Short runtime (~6 minutes)
- Discussion guide to facilitate more in-depth dialogue
- Subtitles available on "All Audience" videos

### The Featured Storyteller

(though sometimes reluctant)

- I am
- a developer of media and educational campaigns.
- vocal and passionate about food safety.
- knowledgeable about food safety roles.
- evangelical about our responsibility to each other.

## Gamification In Action

Megan Kenjora

### Gamification at Mars in Practice

- Quality Reward Game
- Treasure Hunt – Eliminate potential FM risks
- Pet Photo Board Activation
- "Defuse the Bomb" – Escalation Game with a Twist
- Lunchtime Learning Games – Quality Meets Pet Parenting
- Error Spotting Game
- Blind Box Challenge

## Food Safety Gamification

Prepared for Alliance to STOP Foodborne Illness  
January 20, 2026  
Rachel Jorden

January 2025

## Employee Engagement through Gamification

**Rachel Jorden**  
CQE/CQA Pepsico Global Food Safety

**Megan Kenjora**  
Formerly with The Hershey Co. now the Senior Manager, Food Safety with Boar's Head Brand

February 2016

## Resources Food Safety Culture

**John Boyce**  
Cultivate SA Core Team Member

### Prepare Your Team

Motivated, Educated, and Engaged

### RESOURCE LIBRARY

RECOMMENDED RESOURCES FOR FOOD SAFETY CULTURE

Explore a comprehensive collection of multimedia resources dedicated to promoting food safety culture. Here, you'll find recommendations for books, podcasts, peer-reviewed papers, and more designed to support organizations in building strong food safety practices.

Whether you're a food industry professional or an educator, these tools help reinforce safe behaviors, improve communication, and foster a culture where food safety is a shared responsibility across all levels of operation.

### Food Poisoning Stories

Protecting consumers by building strong food safety cultures

**Alliance to Stop Foodborne Illness**  
A program of Stop Foodborne Illness

# Monthly Guest Speakers

## – on topics specific to the toolkit

### Food Safety Culture Webinar Series

# BREAD ALONE



# LAKESED FOODS

EST 1887



# LifeLine Foods

TM

March 2026

Mentee Companies  
describe their FSC  
journeys



The background of the slide is a repeating pattern of the Lakeside Foods logo. The logo is a circular emblem with a stylized sunburst at the top, wavy lines representing water in the center, and the words 'LAKESIDE' and 'FOODS' around the perimeter. The numbers '18' and '87' are also present on the sides of the emblem. The pattern is composed of these logos arranged in a grid, with some logos partially cut off at the edges.

# **Lakeside Foods**

## **Mentorship Impact & Journey**

# WHO WE ARE:

- Wisconsin-based, family-owned business operating since 1887
- 1200+ fulltime employees, 1000+ seasonal
- 15 locations in WI, MN, OH, OR
- Producing canned and frozen vegetables and beans, frozen appetizers and snacks, canned pet food, frozen whipped topping and veggie dips
- Through retail, foodservice, co-pack and industrial channels



# WHAT WE'VE LEARNED:

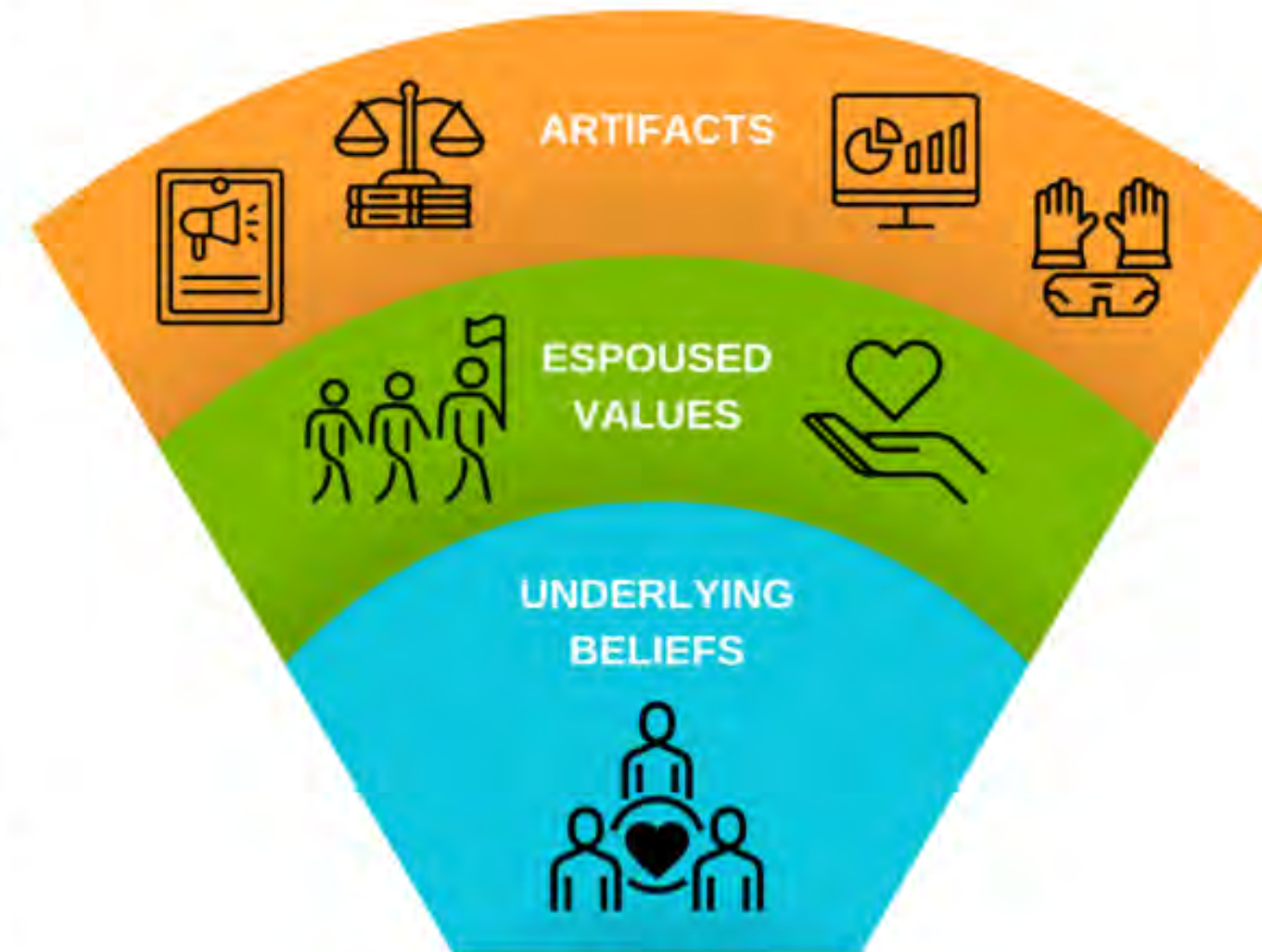
Identifying the Food Safety Culture of our  
organization

**See:** At the most superficial level, culture appears in the form of **artifacts** – the tangible parts of food safety. This can include posters, policies, dress codes, and even metrics like KPIs.

**Say:** A bit deeper down, culture appears in **espoused values** – the outward-facing goals and principles of an organization. This can include value statements, presentations from senior leaders, and ways food safety is included in regular communications.

**Feel:** At the deepest layer, the core, culture appears in the **underlying beliefs** of all employees. Discovering what employees truly believe about food safety is difficult but essential to understanding your organization's food safety culture.

Culture manifests in three layers. The surface is easier to see and easier to change, but as you go deeper, culture can be difficult to see and even more difficult to change.



**No one layer alone is culture.**

All three must align to promote and protect  
a strong, positive food safety culture.

# THE LEARNING CURVE:

Food Safety Culture is a journey. We are always changing as new employees, leadership and programs pop up.



*Using the above “maturity model” to determine where we are and where we can grow.*

# HOW WE COMMUNICATE WITH OUR TEAM:

- Whiteboard meetings
- Posted mission statements
- KPIs
- FSQ meetings
- World Food Safety Day (6/7)
- Monthly Food Safety Culture Nominees
- Internal audits

# GERRY'S STORY IN ACTION:

- Used Barb & Gerry's story with our employees
  - Focus on *Listeria*
- Used discussion guide to promote conversation
- Subtitles in multiple languages
- Personal stories remind employees of the "human" side of food safety



— Hear Gerry's Story

Gerry's story has been customized for the following target audiences. Select an audience to get started!

- All Audiences
- Senior Leaders
- Procurement
- Frontline Employees
- Frontline Leaders
- Human Resources
- Research & Development
- Regulators
- Food Service
- Other Functions

# CHANGES WE'VE MADE:

- Made a habit of sharing Food Safety materials across all teams, not just FSQA
- Creating shared “food safety pledge” for all employees to sign
  - Makes employees feel part of something bigger
  - Used for onboarding all new and returning employees each season



## COMMITMENT TO FOOD SAFETY

Lakeside Foods maintains a culture focused on accountability and commitment to food safety. We have programs in place to ensure the safety of our product, from development to the end consumer. We share a committed responsibility to ensure food safety is a top priority for our organization.

## Pledge for Food Safety Culture

As a dedicated member of Lakeside Foods Inc., I recognize the essential role that **food safety** play in fostering a productive, positive, and responsible work environment. Our shared commitment to these principles is critical for protecting our customers, supporting our colleagues, and ensuring the quality and integrity of every product we produce.

### My Pledge

#### **1. Adhere to GMPs**

I will consistently follow all Good Manufacturing Practices (GMPs) in the facility, including PPE requirements such as hairnets, bump caps, and lab coats (when required). I understand that the rules in this location must always be followed, regardless of work schedule, job assignment, or previous employer practices.

#### **2. Cultivate a Supportive Safety Culture**

I Will Help create an environment where team members feel empowered to prioritize food safety and personal safety in every task they perform.

#### **3. Uphold Food Safety Procedures**

I Will Follow all established Food Safety Procedures and take responsibility for holding myself and others accountable to maintain the highest standards of safe food handling.

#### **4. Practice Safe Food Handling**

Take responsibility for consistently practicing safe food-handling procedures, ensuring that every action I take supports the production of safe, high-quality, and wholesome products.

#### **5. Speak Up About Safety Risks**

I will raise alarms immediately about any unsafe food-handling conditions, contamination risks, or improper practices, recognizing that speaking up is essential to protecting food safety and maintaining a safe workplace for everyone.

#### **6. Contribute to Continuous Improvement**

Share insights, observations, and suggestions with my team to help improve processes, strengthen food safety, and enhance overall product quality.

#### **7. Participate in Food Safety Training**

I will participate fully in all required food safety training and retraining for my job duties and plant processes, continually strengthening my ability to support the production of safe, high-quality, and wholesome products.

### **Our Safety Culture**

A strong food safety culture is built on accountability, not blame. While individuals will be held responsible for their actions and adherence to procedures, it is important to understand that process deviations, equipment failures, or compromises to product integrity are not viewed as personal failures. We are united in our efforts to learn, improve, and protect the safety and quality of our products.

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_



Effective Date: 5/21/2026

Version: 2

I.L.I.4.1701.F3

# ONGOING CHALLENGES:

## Seasonal workforce

Might have many new employees

## Short season for training

Because some crops are shorter runs than other employees don't get as much practice to help them learn and improve.

## Finding the time to build on training

Retraining needed each year, needs to be impactful, and with little time from the time they arrive till we start our packs we start at the ground level vs building a foundation for their food safety

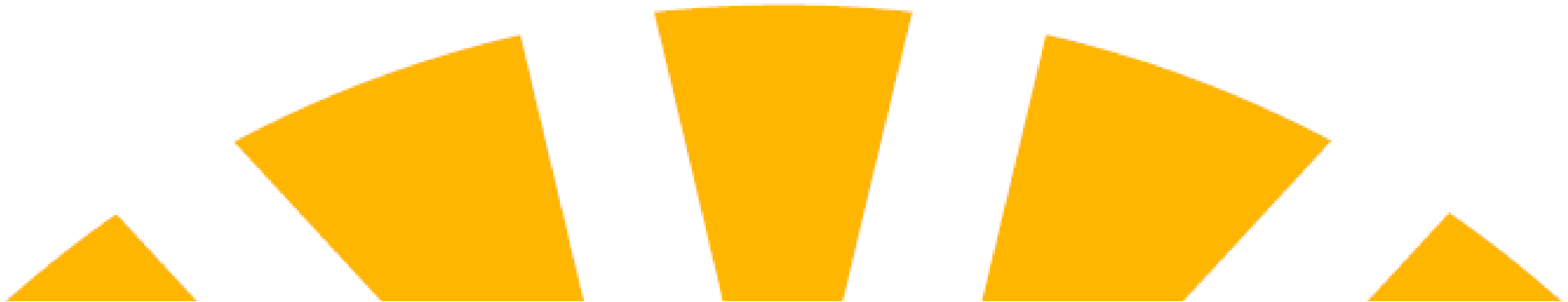


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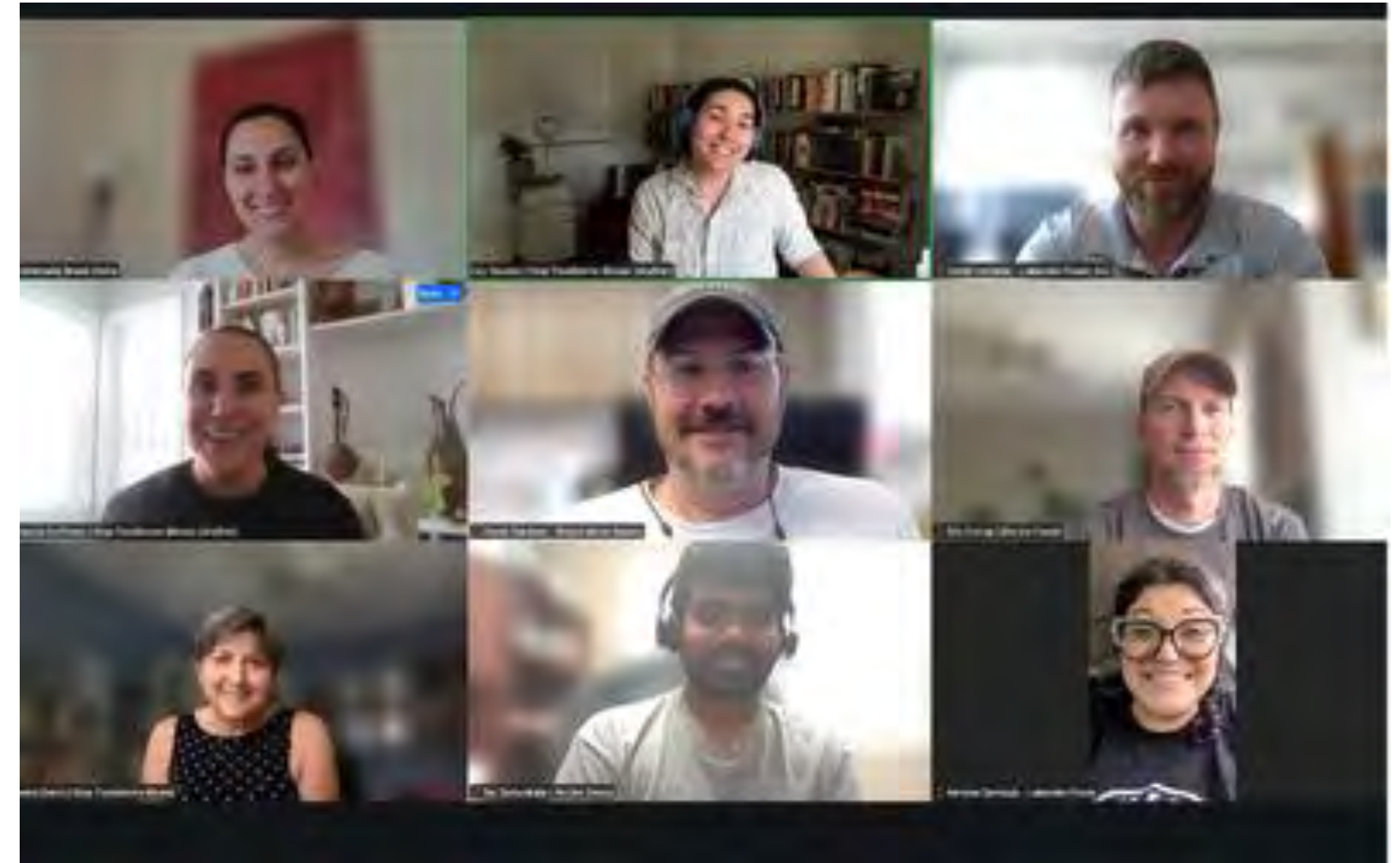


**THANK YOU!**



# What Can We Learn?

- Big companies often experience the same challenges as small ones
- Culture is a journey made through small, consistent steps
- Impactful tools don't have to be expensive to be effective
- People are most receptive to education that emphasizes the "why"

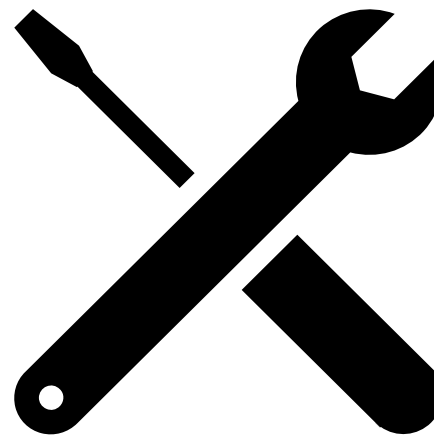


# Get Involved

- **Register** for the Toolkit
  - **Utilize** the Alliance video series
  - **Engage** employees through hands-on learning
  - **Apply** for the 2027 Mentorship Program (Open September 8)



*Scan to register for the Toolkit*

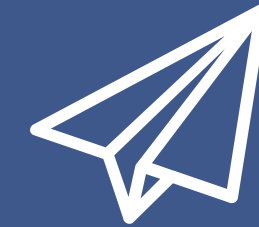


*Scan to stay informed about the 2027  
Mentorship Program*



*Scan to register for the Toolkit*

# Audience Q&A



*Scan to stay informed about the 2027  
Mentorship Program*



*Scan to stay informed about the 2027  
Mentorship Program*

Lily Yasuda

[lyasuda@stopfoodborneillness.org](mailto:lyasuda@stopfoodborneillness.org)

Deputy Director, Alliance to Stop  
Foodborne Illness



# Thank you!