



Common Interests in Outbreak Identification, Correction and Prevention

PulseNet / OutbreakNet Meeting

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Disclaimer

The Yum! logo is a red speech bubble with the word "Yum!" written in white, bold, sans-serif font inside it.

Any opinions expressed during this brief presentation are those of the author. They do not necessarily reflect the opinions of Yum! Brands, Inc.

Any similarity between hypotheticals discussed and actual events is purely coincidental.

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PART I: SHORT PRESENTATION

What is Yum?

Yum!

Major Brands: KFC, Pizza Hut and Taco Bell

Where We Serve: More than 38,000 restaurants in over 120 countries and territories worldwide

*A leader in international retail development with **4 new restaurant openings each day!***



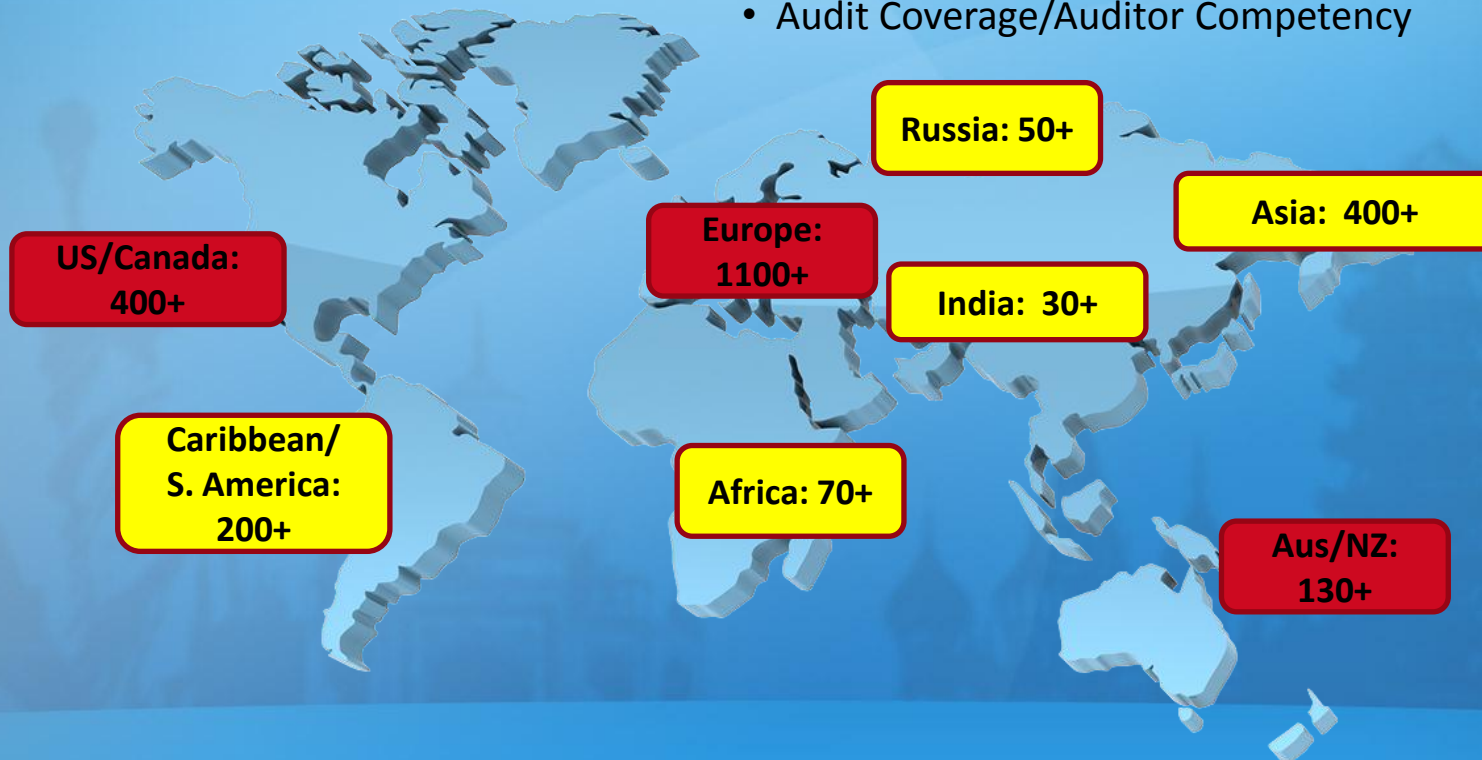
Global Distribution of Suppliers

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**Over 2300 Suppliers
Worldwide Across 18
Key Markets**

High Level of Complexity

- Custom Manufacturing; Permanent or LTO
- Multi-national and individual management teams
- Global and Local Regulatory Standards
- Cross Border Commerce
- Capability in Growth Markets
- Audit Coverage/Auditor Competency



Yum! Brands Quality Program

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Three Primary Areas under One Common Umbrella...

Yum! Global Food Safety Standards

Supply

- **Food Safety**
- Product Quality
- Animal Welfare
- Code of Conduct
- Nutrition

Distribution

- **Food Safety**
- Facility Management
- Product Integrity
- Transportation
- Traceability

Restaurant

- **Food Safety**
- Training
- Incident Management
- Health Department Programs
- Pest Management
- Regulatory Affairs

Dynamic Risk-Assessment Programs Addressing Emerging Issues

5 Customized Assessments for Evaluating Food Supplier Performance...

- Food Safety Audit
- Quality Systems Assessment
- Product Evaluations (Cuttings)
- Key Performance Indicators
- Quality Issues

Global Food Safety Initiative



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Optional GFSI replaces Food Safety Audit

Used in conjunction with Quality Systems Assessments, Key Performance Indicators, Product Evaluations, Emerging Issues Programs, HACCP training, etc.

Eligibility requirements: Supplier must hold current certification from BRC Global Standard for Food Safety, Food Safety System Certification (FSSC) 22000, International Food Standard, Safe Quality Food (SQF) 2000 Level 2.

Audit Gap Analysis

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Section	Yum! Requirement not Specified in GFSI Schemes
Pest Control	Proof of Pest Control License
	Label and Mix procedures on file
	Physical placement of traps (distance)
Sanitation	Sanitizer concentration – batch recording
	Sanitation training
Operations and Facilities	Tool and part reconciliation procedure
	Monthly inspections
	18" inspection perimeter throughout storage areas
	Forklifts and batteries well maintained
	Monthly GMP inspections
	Outer garment policy
Product Protection	Yum!-specific HACCP review with CCP assessment
	Annual water testing with specific micro requirements
	Specific metal detection specifications
	<50F loading dock temperatures
Product Recovery	Specific Yum! contacts identified;
	2 hour time limit for notification

Forgo Prescriptive Elements in favor of GFSI Risk-Based Approach

Keep Yum!-Critical Food Safety Elements

Product Specific HACCP Review

Product Recovery Plan

Quality Systems Assessment

Supplier Programs

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- ***Mandatory HACCP programs for suppliers***
- ***Semi-annual Food Safety & Quality Systems Audits***
- ***Comply with FDA Bio-security regulations***
- ***Suppliers are accountable for:***
 - Specification compliance
 - Monitoring and corrective action of CCPs
 - Product sampling and retention
 - Mock product recoveries through
 - Restaurants
 - Distribution
 - Suppliers/raw material sources
- ***Yum! does not own our suppliers, manufacturers or growers***
- ***Yum! purchases product based upon our strict specifications***



Emerging Issue vs. Crisis Program



Emerging Issues MAY or MAY NOT Lead to Crises

- No current Yum impact
- Yum not in media

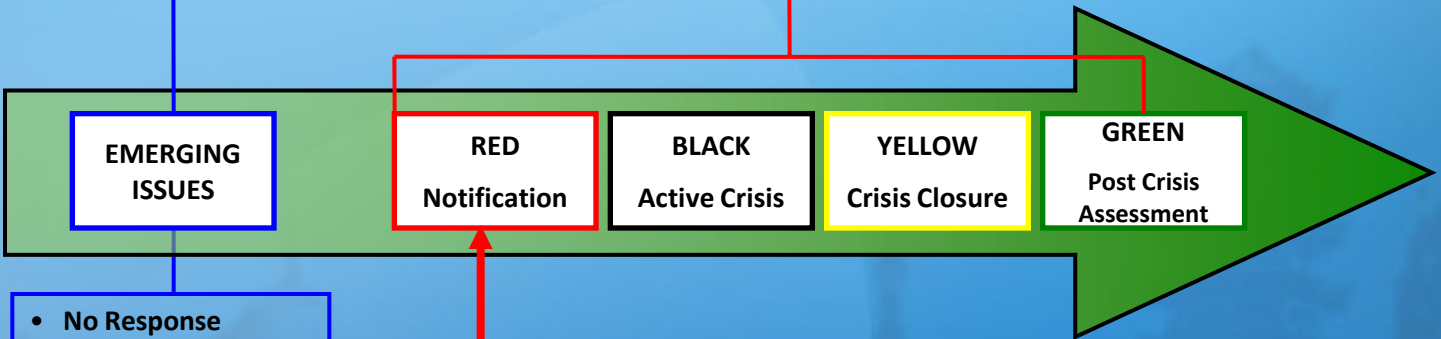
EMERGING ISSUES PROGRAM
Proactive

- Evolving
- Surfacing

- Direct Yum impact
- Yum in media

CRISIS MANAGEMENT PROGRAM
Reactive

- Critical / Urgent attention needed
- Could activate Brand/YRI Crisis Core Team



EMERGING ISSUES

RED
Notification

BLACK
Active Crisis

YELLOW
Crisis Closure

GREEN
Post Crisis Assessment

- No Response
- Hold and Monitor
- React with:
 - ✓ Notice
 - ✓ Crisis

Improving Outbreak Detection and Response



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- Most outbreaks result from issues at the supplier level.
- With more than 2,300 suppliers, it's a question of "WHEN" rather than "IF".
- Emerging issues programs are designed to EDUCATE.
- Supplier, distributor, and restaurant programs are designed to PREVENT.
- Crisis management protocols are designed to CONTAIN.
- Each of the briefly-explained processes, protocols, and programs mentioned have improved over time.
- **INDUSTRY IS DEPENDENT UPON PUBLIC HEALTH OFFICIALS TO IMPROVE OUTBREAK DETECTION AND RESPONSE**

The Challenge



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- ***From a presentation in 2008:***
 - No uniform protocol used by the regulatory authorities during disease investigations/ outbreaks
 - This impacts industry on many fronts:
 - Premature investigation conclusions
 - Inconsistency in case-control studies
 - No common food history questionnaire
 - Confusion during multi-state/jurisdictional investigations
 - No open sharing of information to assist the investigation
- ***Are there improvements on the horizon?***

The Solution



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- ***The “wish list” from a presentation in 2008:***
 - Develop a uniform approach to disease investigation protocol...for consistency during investigation to determine key facts/source of disease outbreaks.
 - Establishing and maintaining partnerships with the regulatory community.
 - Assure disease/outbreak investigations are conducted fairly, accurately, consistently and are science based.
- ***The wish list remains intact.***

Common interests: Some obvious examples



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INDUSTRY

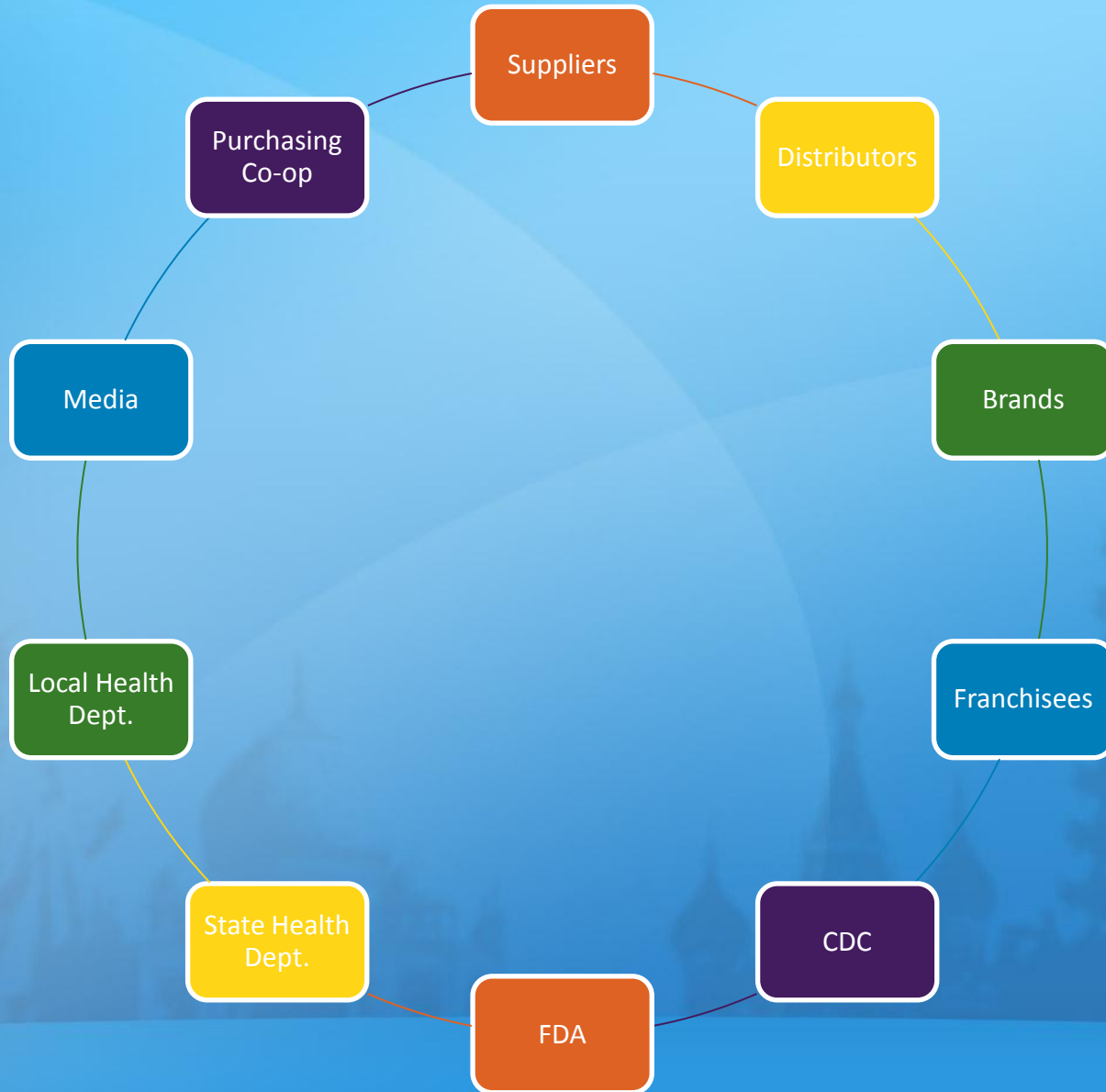
- ✓ People
- ✓ Food for our families
- ✓ Economic and social value of good prevention strategies
- ✓ Detection should be science-based
- ✓ Working through new regulations (e.g., FSMA)
- ✓ Safety of customer is paramount

REGULATORS

- ✓ People
- ✓ Food for our families
- ✓ Political and social value of good prevention strategies
- ✓ Detection should be science-based
- ✓ Working through new regulations (e.g., FSMA)
- ✓ Safety of public is paramount

Interested Parties Include:

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PART II: DISCUSSION

Discussion



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1. How important is advanced crisis management training?
2. Who should be selected to manage the crisis?
3. Why are open and honest communications with the CDC so important?
4. What problems can arise when dealing with state or local health departments?
5. How should a recall be performed? What are the implications?
6. Where do franchisees fit within the crisis framework?
7. How does media attention impact the investigation? What about social media?
8. Why is industry insistent that sufficient reliable information exists before implicating a product?

Additional Thoughts



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- Food Safety Modernization Act can help hold suppliers to higher standards of accountability.
- CDC's Outbreak Response Team mission is to ensure rapid, coordinated detection and response to multistate outbreaks.
- New technologies help identify purchases (e.g., data mining of customer loyalty cards). [More reliable than questionnaires].
- CIFOR, GFSI, and other initiatives emphasize “farm to fork” product quality throughout the supply chain.
- Partnerships between industry and public health officials are key to addressing common interests and protecting consumers.