Telling the Healthy and Safe Food 'Systems' Story

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Draft Presentation

Objective

- Define System Performance
- Examine a Regulatory System Performance Model as a framework for telling the performance story and establishing performance measures for stakeholders
- Outline keys to success so far (lessons learned)
- Panel questions

Definitions

- **System**
  - A group or combination of interrelated, interdependent, or interacting elements forming a collective entity; a methodical or coordinated assemblage of parts, facts, concepts, etc.

- **Performance**
  - The action or process of performing a task or function.
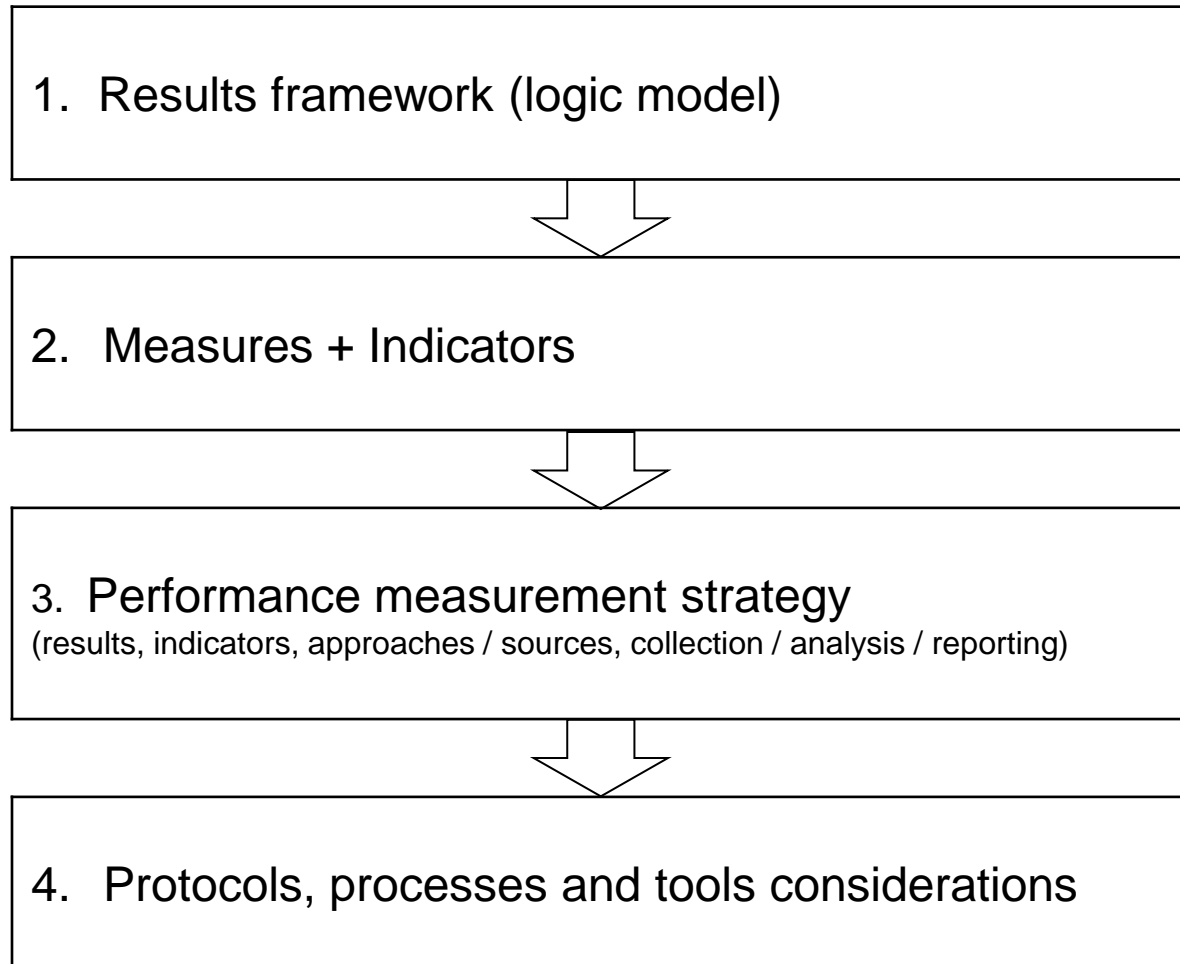 - A task or operation seen in terms of how successfully it is performed.

System Performance [Management] – Current Situation in Food Safety

- Need: Assess the **risks**, **strengths** and **weaknesses** of the food regulatory system in terms of key **outcomes**, the key factors that **influence** success and coming up with key lessons for **continuous improvement**

- Challenges: There have been inconsistencies around how to depict performance and current measures haven't necessarily provided an indication of stakeholder roles in achieving outcomes

- Goal: to provide a consistent lens and language to frame the evidentiary basis for telling the regulatory (healthy and safe food) performance story; it will provide a consistent frame for informing planning, measurement, reporting and continuous improvement

Key Consideration

- All current food safety and quality initiatives underway by the Government of Canada rely on system behaviours beyond the control of any single agency or authority…

- In fact success <u>depends</u> on integrated supportive actions across key stakeholders…

- Measurement frameworks need to reflect and reinforce this reality

Performance Framework Development Approach

1. Results framework (logic model)

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2. Measures + Indicators

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3. Performance measurement strategy
(results, indicators, approaches / sources, collection / analysis / reporting)

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4. Protocols, processes and tools considerations

Regulatory Systems Results – Proposed Language

We are telling a 'How', 'Who', 'What' and 'Why' performance story:

i. *How* – much we invest, we operate, we function, much we deliver, well we execute according to plans and protocols *within the sphere of authorized (Government) Agency control*

ii. *Who* – needs to be reached, engaged and show support and/or compliance / commitment:
    1. *Regulatory, Standard Setting, Governing Bodies and intermediaries*
    2. *Industry (including associations, regulated parties and other value chain members)*
    3. *Canadians/Consumer Associations*

iii. *What* – we want to see in the groups reached *within the sphere of Agency influence*:
    1. *Awareness/engagement*
    2. *Understanding/capacity/commitment*
    3. *Supportive behaviors (e.g. information sharing, cooperation and collaboration)*
    4. *Compliance to requirements and obligations*
    5. *Sustained support, risk orientation, stewardship*

iv. *Why* – we need to exist, the ultimate state and benefits to Canadians we are seeking – *beyond an Agency's sphere of direct influence*

Basic Value Proposition / System Strategy Map

WHY we exist
(Broad system – indirect influence)

Safe, healthy and accessible food supply, risks to food minimized

WHO we reach

and

WHAT we want
(Agency sphere of direct influence)

Governing, Regulatory Bodies + Support

Constructive engagement, information sharing and supportive actions

Industry Representatives & Value Chain

Engagement, support, compliance and risk management practice

Canadians and Consumer Associations

Awareness, understanding, support and appropriate food consumption

HOW we operate
(Agency sphere of control)

Activities

Inputs

Risk oriented, consistent, high quality programs, operations and science support

Surveillance, inspection and enforcement systems

Agency authorities, $, people and other assets

Basic Value Proposition / System Strategy Map (with example indicators)

WHY we exist
(Broad system – indirect influence)

Safe, healthy and accessible food supply, risks to food minimized

- Level of food borne illness
- Level of (healthy) food access

WHO we reach

and

WHAT we want
(Agency sphere of direct influence)

Governing, Regulatory Bodies + Support

Constructive engagement, information sharing and supportive actions

Industry Representatives & Value Chain

Engagement, support, compliance and risk management practice

Canadians and Consumer Associations

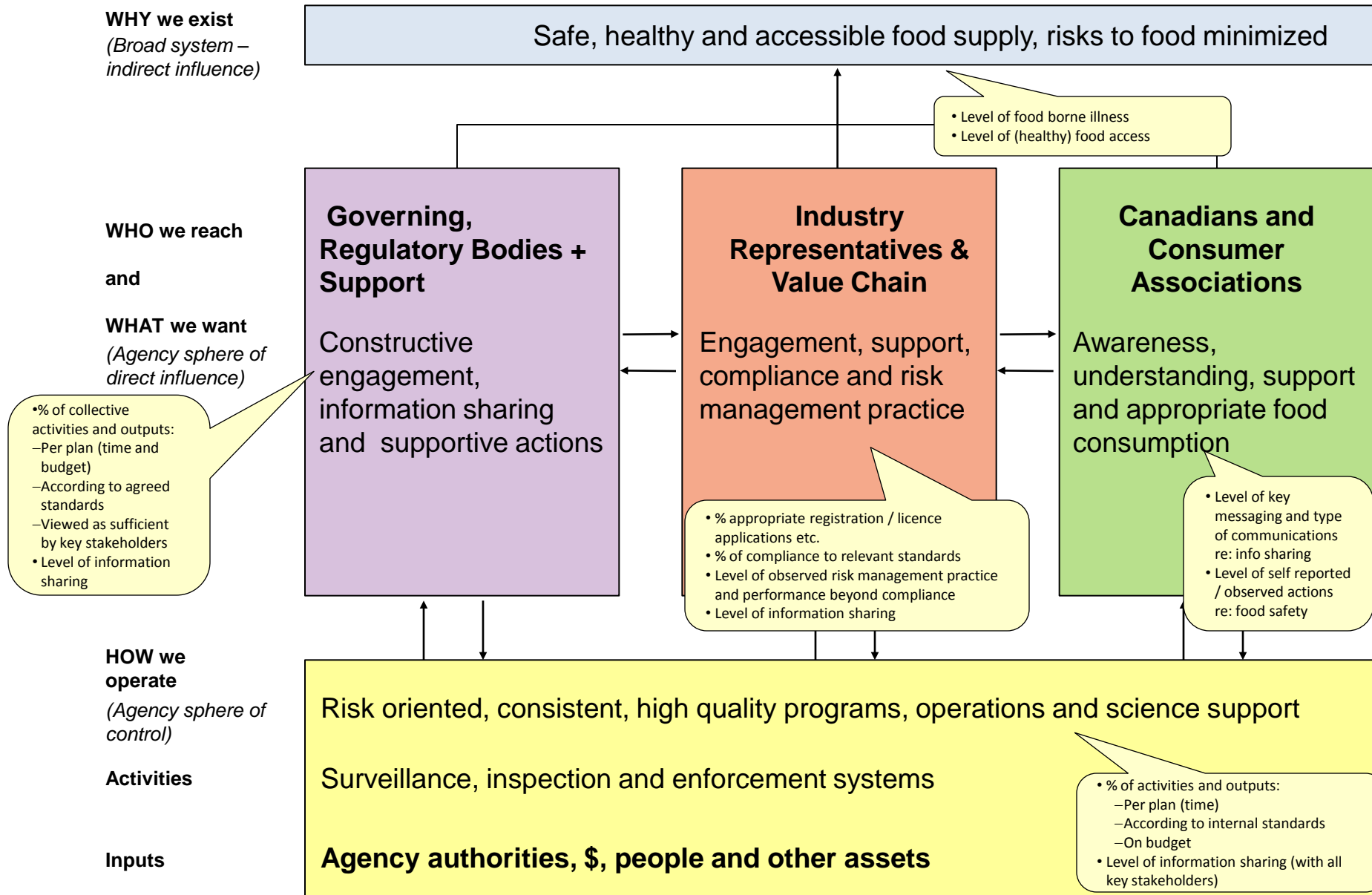Awareness, understanding, support and appropriate food consumption

- % of collective activities and outputs:
  − Per plan (time and budget)
  − According to agreed standards
  − Viewed as sufficient by key stakeholders
- Level of information sharing

- % appropriate registration / licence applications etc.
- % of compliance to relevant standards
- Level of observed risk management practice and performance beyond compliance
- Level of information sharing

- Level of key messaging and type of communications re: info sharing
- Level of self reported / observed actions re: food safety

HOW we operate
(Agency sphere of control)

Activities

Inputs

Risk oriented, consistent, high quality programs, operations and science support

Surveillance, inspection and enforcement systems

Agency authorities, $, people and other assets

- % of activities and outputs:
  − Per plan (time)
  − According to internal standards
  − On budget
- Level of information sharing (with all key stakeholders)

Keys to the Systems Story (and Management?)

- Use a common lens and language re: performance
- Recognize key system stakeholders, focus on the behaviours of those stakeholders *and* their relationships with each other
- Monitor (measure) and evaluate the actions of key system stakeholders in their appropriate situational context and with regard to their system roles
- Promote integrated systems thinking in all corporate and line functions (i.e. in planning, monitoring, reporting and management)

Questions

1. What is your reaction to the key concepts described?

2. Does the performance framework described here resonate with you? (Please describe why, [or why not] where and how.)

3. Do you have ideas / suggestions regarding how to move initiatives forward on systems performance?