

1 Problem

What	Problem(s)	Foodborne E. coli outbreak
When	Date	See timeline
	Different, unusual, unique	Source of outbreak not found
Where	Facility, site	Across United States
	Unit, area, equipment	Chipotle restaurant
	Task being performed	Eating food contaminated with E. coli

Impact to the Goals

Safety	>50 sickened (no deaths)	
Environmental	Spread of E. coli	
Customer Services	Negative reputation	
Economic	Share price decreased nearly 40%	?
Schedule/ Operations	Same-store sales fell 30% in December	?
Property/ Equipment	Food disposed of	?
Labor/ Time	Testing, safety experts, etc.	\$14-\$16 M

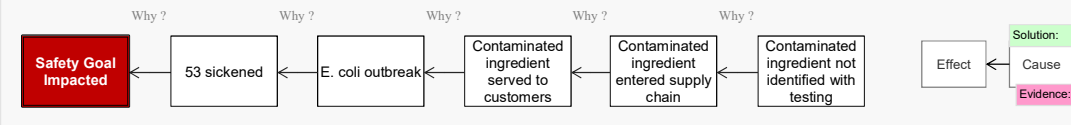
Frequency

This incident ?

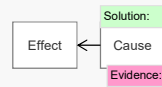
>250,000 cases of E. coli annually in the United States

2 Analysis

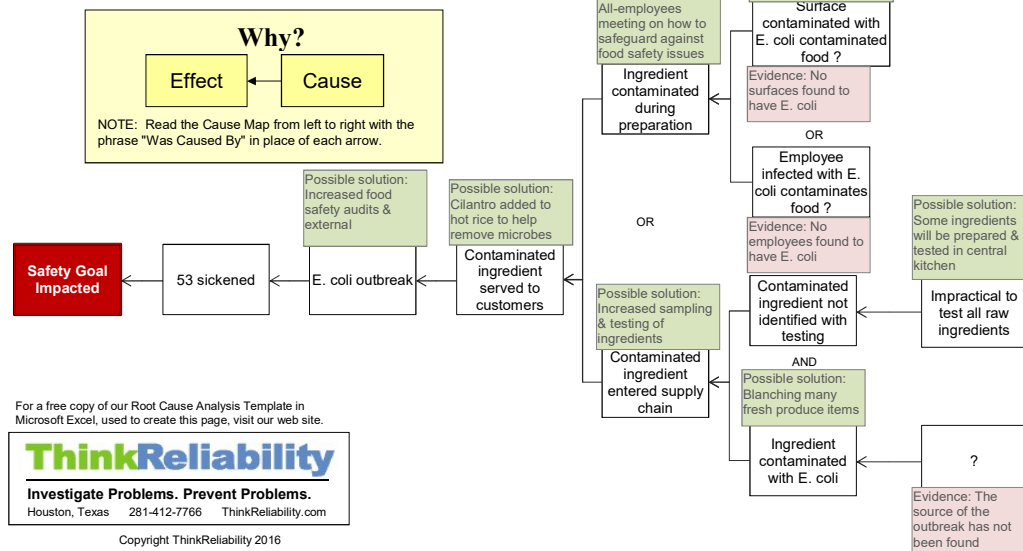
Basic Level Cause Map - Start with simple Why questions.



Basic Cause-and-Effect



More Detailed Cause Map - Add detail as information becomes available.



For a free copy of our Root Cause Analysis Template in Microsoft Excel, used to create this page, visit our web site.



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IMPROVING FOOD SAFETY Cause Map

Process changes implemented to decrease foodborne illness outbreaks

Foodborne illness outbreaks at Chipotle restaurants across the United States in 2015 have led to aggressive changes in the chain's food safety processes.

"In the wake of recent food safety-related incidents at a number of Chipotle restaurants, we have taken aggressive actions to implement pioneering food safety practices. We have carefully examined our operations-from the farms that produce our ingredients, to the partners that deliver them to our restaurants, to the cooking techniques used by our restaurant crews-and determined the steps necessary to make the food served at Chipotle as safe as possible."

Timeline

Date	Description
July 2015	5 customers in Seattle are sickened by E. coli
August 2015	189 customers and 18 employees are sickened by a norovirus outbreak at the Simi Valley, California location
August - September	64 are sickened from Salmonella outbreak at 22 Minnesota restaurants (9 are hospitalized)
October 13 - November 10, 2015	Customers eating at Washington, Oregon, California, Minnesota, New York, Ohio, Illinois and Maryland Chipotle restaurants are sickened with E. Coli
October 31, 2015	Washington and Oregon officials notify Chipotle of investigation of E. Coli cases in Seattle and Portland Work begins on enhanced food safety program 43 restaurants in Seattle and Portland markets closed; all food items discarded
November 3, 2015	Washington health officials identify the microorganism responsible for the E. coli outbreak
November 9, 2015	Washington health officials testing fails to identify the exact source for the outbreak
November 11, 2015	Voluntarily closed stores reopened
November 14-23, 2015	5 individuals eating at Shawnee, Kansas and Norman, Oklahoma locations sickened with E. Coli
November 20, 2015	CDC reports outbreak has spread to 6 states
December 2015	More than 120 Boston College students are sickened with norovirus from Chipotle CDC notifies Chipotle of investigation regarding 5 cases of a different (rare) strain of E. Coli in Kansas and Oklahoma
December 21, 2015	

3 Solutions

No.	Action Item	Cause	Owner(s) (Names)
1	Increased food safety audits & external assessments	E. coli outbreak	Field Operations leaders (weekly); Safety, Security & Risk team (Quarterly); IEH Laboratories
2	Cilantro added to hot rice to help remove microbes	Contaminated ingredient served to customers	Individual restaurant teams
3	All-employees meeting on how to safeguard against food safety issues	Ingredient contaminated during preparation	Operations department; IEH
4	New sanitation procedures	Surface contaminated with E. coli contaminates food ?	Operations department; IEH
5	Increased sampling & testing of ingredients	Contaminated ingredient entered supply chain	Supply Chain department; IEH
6	Some ingredients will be prepared & tested in central kitchen	Impactical to test all raw ingredients	Centralized prep kitchen staff
7	Blanching many fresh produce items	Ingredient contaminated with E. coli	Individual restaurant teams