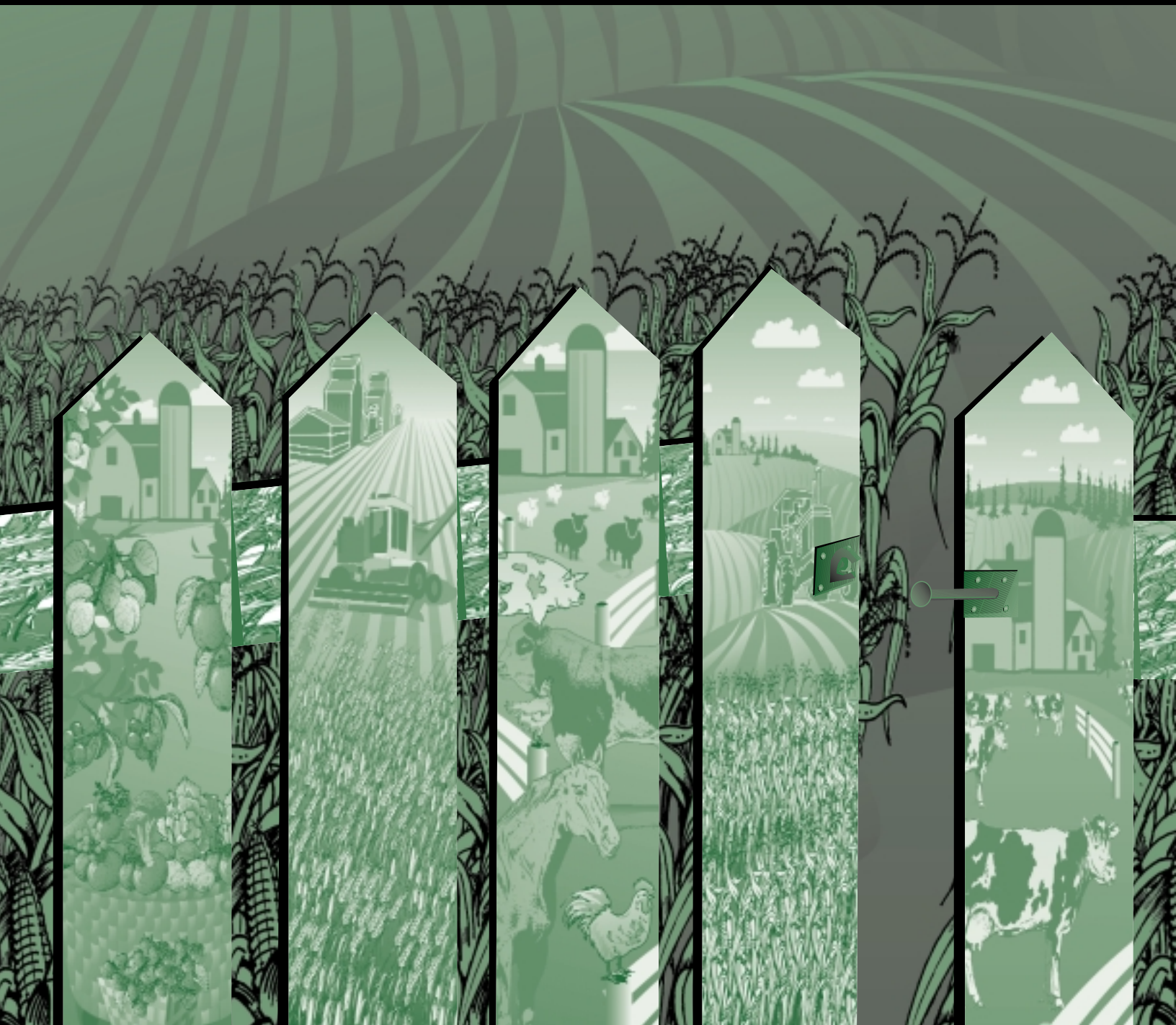


A guide for a healthy farm workplace



Stepping Toward Health and Success in Your Farm Business





CASA

Canadian Agricultural Safety Association

Safe and healthy agriculture in Canada

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Ce document est aussi offert en français sous le titre :
En route vers la santé et le succès de votre entreprise agricole

The opinions expressed in this document are those of the author and contributors and are not necessarily the official views of CASA.

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Health
Canada

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Canada

Introduction

If you are a farm operator of any size of farm or have an agricultural business, and you want to create healthy work and living conditions for yourself, your family and your employees, then this booklet is for you. It is based on The Farm Business Health Model, an approach to farm workplace health developed by Health Canada.

The Canadian Agricultural Safety Association (CASA) hopes that this booklet will encourage farmer operators to become more aware of the health risks associated with farming and help them to put into practice workplace health activities as part of their farm business plan.

The booklet outlines a five-step planning process for improving the health of your farm business and living conditions that can help you reap substantial rewards, without spending a lot of time and money.

Step 1. Make a commitment

Step 2. Find out what your family and employees need

Step 3. Develop a plan

Step 4. Put your plan and activities in place

Step 5. Follow up and revise your plan and activities

Why do it?

Farming is a hazardous occupation

It is estimated that every year in Canada:

- there are 115 farm work-related deaths
- 1,500 people are hospitalized from farm work-related injuries
- 50,000 people sustain farm work-related injuries requiring medical attention
- the very young and the elderly are at the greatest risk of injury on the farm

Source: Canadian Agricultural Injury Surveillance Program (CAISP)

Promoting a healthy workplace

It's about strengthening the links between you, your family, and employees and their well-being for the success of your farm business.

Promoting workplace health in your farm business doesn't have to be complicated, expensive or time consuming. It's a matter of making a commitment to healthy workplace conditions and finding out what you, your family and employees need, developing a plan, and putting it in place.



Find out how promoting workplace health can help you to:

- meet your farm business goals
- contribute to family and employee health and well-being
- improve the overall quality of the work and living conditions at your farm
- meet provincial occupational health and safety regulations, where applicable

It can be easy:

- Ask family members and employees for their input on how to make the farm workplace healthier (e.g., practising equipment safety, ensuring drinking water is safe, reducing risks around lifting, carrying and moving heavy equipment/objects, matching age and abilities to farm chores, reducing farm accidents on roads, and safe handling of livestock).
- Talk about options for redistributing the workload in order to reduce or eliminate difficult and seasonal deadlines.
- Talk with your family, employees and others about the possibility of inviting someone from the community to speak on a topic of interest (e.g., stress management, balancing work and family life, safe management of pesticides, safety seminars).

Benefits of having a farm health plan:

- enhances productivity and profit
- assists farm families to better manage the financial and emotional strains associated with farming
- improves the well-being of farm families and employees

Costs of not having a farm health plan:

- disabling injuries and illnesses that impact on production, profit and farm family way of life
- the loss of valued employees and their knowledge and experience



Do it for your farm operation!

As a farm operator and employer, you know the hassles of dealing with family and employee morale, re-assigning workloads because of absenteeism or change in workers, struggling to get “the job done” when hired help or a family member leaves the farm. Not only are they costly, time consuming and stressful, these tasks prevent you from putting your energies into activities designed to build your farm operation.

In a national survey agricultural workers, farmer producers and their families and employees said that they:

- value efforts to promote farm workplace health
- support activities designed to develop healthier behaviours
- feel that more effort is required to help farm families put stress into a proper perspective so they can cope with the financial, physical and emotional strains associated with farming



Do it for yourself, your family and your employees!

Farm working and living conditions have a significant impact on health. Farm operators and frequently their spouses and families spend long hours on the job. Research supports the fact that agriculture and related industries can have an effect on health and the farming operation.

For example:

- Stress can make people sick. Contributors to stress in farm business could include: increase in debt load; production loss; an off-farm job; long work hours; seasonal time pressures; spending priorities; lack of communication; and difficulty balancing work and family responsibilities.
- Farmers who are subject to high demands over an extended period of time and feel they have little control over their expectations and future success can experience depression, heart disease and other health problems.
- Injuries on the job can have a negative effect on the farm business, co-workers, families and the community.



Maximize your impact

Rural health and safety isn't just about preventing illness, injury and accidents.

To maximize your impact on family and employee health and the health of your farm business, your "total" health activity should address each of the following:

Workplace conditions:

Factors in the home or workplace that affect health, such as exposure to pesticides/herbicides, long-term exposure to dust and non-toxic particulates, noise levels of common farm tasks, contact with toxic chemicals, the safety of machinery and equipment, livestock handling, employee fatigue, and responsibilities and relations with family members and employees.


Individual skills and resources:

The sense of control employers, agricultural workers and their families feel they have over their health and work, how much social support they feel they receive from others, the extent to which they are involved in improving their own health, and how they balance work and family life.

Health habits:

Habits that affect health, including exercise, stress management, use of tobacco, alcohol abuse, sleeping and eating habits, as well as the use of medication and other drugs.





Try this easy five-step process for making health activities part of your farm business plan.

Step 1

Make a commitment

Step 2

Find out what your family and employees need

Step 3

Develop a plan

Step 4

Put your plan and activities in place

Step 5

Follow up and revise your plan and activities

Make a commitment

- As the farm operator of any size of farm, you need to be involved and enthusiastic.
- If you can't stay actively involved, select someone who is (e.g., spouse, employee, adult child).
- Follow up on progress, expect results and acknowledge them appropriately.
- Promote the benefits of a healthy farm (e.g., by displaying information in the barns or by talking informally about it with family and employees).

Myth

I have to be an expert in health issues.



Reality

You don't need special skills to get farm health activities up and running, and you can learn as you go.

STEP 2

Find out what your family and employees need

It is important to find out the health needs of your family and employees. Only with their involvement can the process work. Since no two farm businesses are alike it's impossible to provide a "one-method-fits-all" process for finding out about family and employee needs.

To determine family and employee health needs, choose a method that is right for you and best suits your farm business. For example:

Talk with them:

- Do it when most of your family and employees are likely to be around — i.e., not during off-season if you have seasonal employees or when your children are away from home.
- Talk with your family and employees and discuss their concerns about the farm operation and how it is affecting their health. Just ask people informally or make it a mealtime topic of conversation. Ask how you should proceed and take the opportunity to show your enthusiasm.
- Ask for suggestions about workplace conditions, individual skills and resources, and health habits.
- Emphasize that all suggestions will be considered seriously and confidentially.
- Follow up on all the suggestions in some way — even if it's just acknowledging them.

Conduct a survey:

A brief survey can tell you a lot about what health issues are important to your family and employees. If you choose this option, you'll need to encourage everyone to get involved. Bear in mind that you'll also need to review and consider what they tell you.

There is a sample survey form on pages 11-13.

Keep in mind the following issues when you are doing the survey:

Literacy levels: Do all your employees read the language used in your farm business.? At what level? Is print the best way to communicate or is an informal talk a better option?

Cultural mix: Do cultural practices make open communication between the sexes or between family members and employees difficult, if not impossible? If so, it might make more sense to hold two informal talks — one for family members and one for employees, or one for different ethnic groups.

Work hours: Do long hours make it difficult to talk to everyone? If so, do it at mealtime.

Confidentiality: Is there open communication in your home and farm business, or would family and employees feel more comfortable giving their opinions in private?

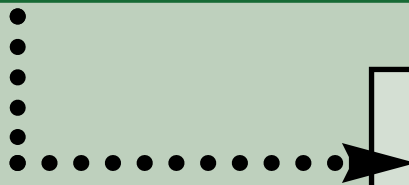
Urgency: Have workplace health concerns been expressed? Is this the talk around the kitchen table or out in the barn? If so, you'll want to start right away.

“Sometimes it takes an accident before you do anything about workplace health in the farm operation.”



Myth

This is going to cost a lot of money.



Reality

Many things can be done at little cost.

Family and Employee Survey

Sample questions for the survey which could be filled out by each individual or completed as a group.

Workplace conditions

Health issues and unsafe working conditions are often a source of concern for farm operators, their family and employees.

What workplace health changes could be made in this farm business?

Health plan in place yes no

Health activities include:

Stress management session yes no

Recreational and fitness activities yes no

Smoke-free environment yes no

Safe handling procedures for:

• *machinery* yes no

• *pesticides* yes no

• *livestock* yes no

Encouragement of regular medical check-ups yes no

Supportive working environment yes no

Other
.....

Certain work situations can cause farmers, their families and their employees excess worry or stress and can negatively affect their health.

How could the farm operation be better organized to help reduce stress at home and work?

Business plan that addresses potential problems yes no

Reasonable work demands for employees/family yes no

Open communication with employees/family yes no

Regular opportunities for recreational/fitness activities yes no

Stress management sessions yes no

Other
.....

Individual skills and resources

Having some control over your work can affect your overall health and well-being.

- *Do you feel you have control of what happens to you when living/working on the farm?*

yes

no

Having a sense of control over your health is important for your well-being.

- *Do you feel you have control of your own health?*

yes

no

Having someone to turn to in times of distress or unhappiness is also important to wellness.

- *Do you feel that you have someone you can count on to understand how you feel?*

yes

no

What kinds of things do you think this farm operation could do to provide support and help family and employees feel they have more control over their work and personal health?

- *Provide a supportive working and living environment*

yes

no

- *Consult with family and employees on work-related issues*

yes

no

- *Discuss work schedules with family and employees*

yes

no

- *Other*
-

Health habits

Your eating, drinking, smoking and physical activity habits can affect your health.

What, if anything, would you like to do to improve your health?

- | | | | |
|--|--|---------------------------------------|--|
| <i>Quit smoking</i> | <input type="checkbox"/> yes <input type="checkbox"/> no | <i>Have regular medical check-ups</i> | <input type="checkbox"/> yes <input type="checkbox"/> no |
| <i>Exercise on a regular basis</i> | <input type="checkbox"/> yes <input type="checkbox"/> no | <i>Learn to manage stress</i> | <input type="checkbox"/> yes <input type="checkbox"/> no |
| <i>Maintain a healthy weight</i> | <input type="checkbox"/> yes <input type="checkbox"/> no | <i>Improve sleep habits</i> | <input type="checkbox"/> yes <input type="checkbox"/> no |
| <i>Decrease use of alcohol</i> | <input type="checkbox"/> yes <input type="checkbox"/> no | <i>Find time for relaxation</i> | <input type="checkbox"/> yes <input type="checkbox"/> no |
| <i>Avoid exposure to sun
(sunscreens, protective clothing)</i> | <input type="checkbox"/> yes <input type="checkbox"/> no | <i>Other</i> | |
| | | <i>.....</i> | |

What, if anything, is stopping you from making these changes?

- | | | | |
|--|--|-------------------------------------|--|
| <i>I don't have time</i> | <input type="checkbox"/> yes <input type="checkbox"/> no | <i>I need support</i> | <input type="checkbox"/> yes <input type="checkbox"/> no |
| <i>I don't think it's
important or necessary</i> | <input type="checkbox"/> yes <input type="checkbox"/> no | <i>I need access to information</i> | <input type="checkbox"/> yes <input type="checkbox"/> no |
| | | <i>Other</i> | |
| | | <i>.....</i> | |

Keeping in mind that farm businesses have intense seasonal working conditions, what could your farm manager/owner do to help you improve or maintain your health?

- | | | | |
|---|--|---|--|
| <i>Provide supportive environment</i> | <input type="checkbox"/> yes <input type="checkbox"/> no | <i>Support stress
management program</i> | <input type="checkbox"/> yes <input type="checkbox"/> no |
| <i>Provide more workplace
health and safety training</i> | <input type="checkbox"/> yes <input type="checkbox"/> no | <i>Support and encourage more
social/family events</i> | <input type="checkbox"/> yes <input type="checkbox"/> no |
| <i>Communicate more openly
with employees/family</i> | <input type="checkbox"/> yes <input type="checkbox"/> no | <i>Encourage employees/family
to maintain a healthy lifestyle</i> | <input type="checkbox"/> yes <input type="checkbox"/> no |
| <i>Look at how current schedules
affect employees' sleep and health</i> | <input type="checkbox"/> yes <input type="checkbox"/> no | <i>Validate employees/family
for work well done</i> | <input type="checkbox"/> yes <input type="checkbox"/> no |
| <i>Encourage nutritionally
balanced meals</i> | <input type="checkbox"/> yes <input type="checkbox"/> no | <i>Provide opportunities
for relaxation</i> | <input type="checkbox"/> yes <input type="checkbox"/> no |
| <i>Support quit-smoking
program</i> | <input type="checkbox"/> yes <input type="checkbox"/> no | <i>Other</i> | |
| <i>Provide smoke-free
farm workplace</i> | <input type="checkbox"/> yes <input type="checkbox"/> no | <i>.....</i> | |

STEP 3

Develop a plan

A guide for developing a workplace health plan could include the following key elements: what it is supposed to do, for whom, when and why.

What?

- Components — what it is about; activities that can be put in place (e.g., stress management activity to increase farm safety or conducting a safety audit).
- What resources are needed in order to put these activities in place and who is responsible for pushing this initiative forward?

Who?

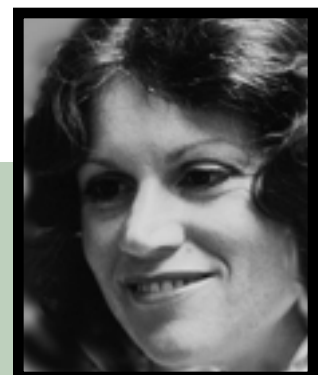
- Who are you providing these activities or services for? Target groups (e.g., safe handling of pesticides seminar for family and employees).

When?

- When can or should we have this activity up and running?

Why?

- What do we want to achieve? The immediate results of the activities on family and employees (e.g., could include reduced stress, fewer farm accidents and improved well-being).
- “Down the road” results may be a reduction in farm injuries, improved morale, increased enjoyment of family and community life, and increased productivity.



Your health plan should include the following key elements:

Accommodate family and employees, regardless of their current level of health, literacy level, cultural group, skills and social background.

- A summary of your findings about their **needs** — keep an open mind as all ideas are valuable (e.g., there is concern about the lack of family/employee input into job tasks).
- Some **recommendations** (e.g., talk about the work flow and how work can be divided up) — strike a balance between what realistically can be done now, later or not at all, and address concerns in all areas — workplace conditions, individual skills and resources, and health habits.
- A general idea of the **resources** you'll be using (e.g., farm safety organizations, provincial occupational health and safety departments, Canadian Agricultural Safety Association).
- **Planned activities** focusing on when and where activities will take place.



Farm Workplace Health Planning Guide

Prioritize activities in order of importance.

Elements	Workplace conditions	Individual skills and resources	Health habits
<p>Needs <i>(what family and employees said)</i></p>			
<p>Recommendations <i>(what kinds of activities would best address health needs)</i></p>			
<p>Resources <i>(people/farm organizations to be contacted for more information/assistance)</i></p>			
<p>Planned activities <i>(what activities you can realistically implement)</i></p>			

Farm Workplace Health Planning Guide

Activity	Person responsible	Timelines
What: <i>e.g., have healthy snacks available (fruit, yogurt, juice)</i>	<i>e.g., farmer</i>	<i>e.g., daily</i>
What: <i>e.g., enforce smoke-free workplace (display signs in buildings, post no smoking signs)</i>	<i>e.g., farmer</i>	<i>e.g., date</i>
What:		
What:		
What:		

STEP 4

Put your plan and activities in place

Follow your farm business health plan and get things moving. Make sure you promote your activities by “tacking up” some posters around the house or barns, and by talking about the activities at mealtime or at other opportune times. Encourage family and employees to support each other.

You'll get the best results if you use a combination of the three following types of activities:

Awareness activities: Give everyone involved the information they need to make informed choices (e.g., develop and display safety procedures, organize or support a community presentation on a topic of interest, talk about how to balance work and home responsibilities, and share stress management information).

Skill-building activities: Encourage people to get actively involved in changing their behaviour. These activities may require some commitment of time, space, equipment or money (e.g., provide training in the safe use/maintenance of machinery and livestock handling, train a family member to do a safety audit).

Supportive working conditions: Send out a strong message about your commitment to health on the farm (e.g., encourage recreational/fitness activity over and above farm work, enforce a smoke-free environment, make protective equipment mandatory and provide instructions on how to use it properly, eliminate potentially dangerous situations from the workplace, reorganize the workplace to make maximum use of space and avoid clutter in work area, formalize a time-off schedule for everyone and give regular feedback on job performance).

Myth

I won't have the time to get involved.

Reality

You decide how much time you can spend. Try starting small and building as you go.

STEP 5

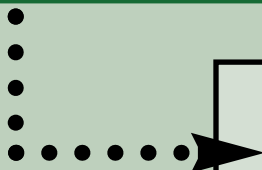
Follow up and revise your plan and activities

Once your health activities are up and running, you'll want to know what's working and what isn't. Find out if your activities are useful. This can help you improve what you're already doing and justify continuing or expanding activities.

- **Demonstrate your own commitment** and enthusiasm by taking part in activities.
- **Determine** if you are doing what you set out to do.
- **Get ongoing feedback** from family and employees, including suggestions for improving activities.
- **Encourage** ongoing participation.
- **Monitor absenteeism**, productivity and profit.
- **Re-evaluate your plans**, taking into account any changes in timing or available resources.
- **Update the resource section** as your community contacts grow!

Myth

This won't benefit my farm business or me.



Reality

You can increase productivity and improve family/employee health.

Contact information

What other resources are available?

For more information about farm workplace health programs and services, contact:

Canadian Agricultural Safety Association

103 Hospital Drive
PO Box 76
Saskatoon, SK
Canada S7N 0W8
Tel: (306) 966-8499
Fax: (306) 966-8891
E-mail: casa-acsa@usask.ca
Website: www.casa-acsa.ca

Surf the Web for further information:

http://www.hc-sc.gc.ca	Health Canada
http://www.agr.gc.ca/newintre.html	Agriculture and Agri-Food Canada
http://www.casa-acsa.ca	Canadian Agricultural Safety Association (CASA) and Canadian Agricultural Safety Program (CASP)
http://www.cfbmc.com	Canadian Farm Business Management Council
http://www.fsai.on.ca	Farm Safety Association Inc.
http://www.iareh.usask.ca	Institute of Agricultural, Rural and Environmental Health

There are also many municipal/regional/provincial organizations.

Contact one of the following organizations in your area:

- provincial health departments
- provincial agriculture departments
- provincial labour departments, occupational health and safety branches
- local parks and recreation centres
- family counselling centres
- private counselling groups for employee assistance
- hospitals and medical centres
- municipal governments
- mental health services
- community information centres
- voluntary, non-profit organizations (e.g., Lung Association, Canadian Cancer Association)

For occupational health and safety information (including noise regulations) in your province, contact the following:

British Columbia

Hearing Conservation Prevention Division
Workers' Compensation Board of BC
PO Box 5350
Vancouver, BC V6B 5L5
Tel: (604) 276-3136
E-mail: hearingconservation@wcb.bc.ca
Website: www.worksafebc.com

Alberta

Workplace Health and Safety
Alberta Human Resources and Employment
10th Floor, Seventh St. Plaza, South Tower
10030-107th Street
Edmonton, AB T5J 3E4
Tel: (780) 415-8690
Website: www.whs.gov.ab.ca

Saskatchewan

Saskatchewan Labour
Occupational Health and Safety Branch
1870 Albert Street
Regina, SK S4P 3V7
Tel: (306) 787-4496
Website: www.labour.gov.sk.ca

Manitoba

Workplace Safety and Health Division
Manitoba Labour and Immigration
401 York Avenue, Room 200
Winnipeg, MB R3C 0P8
Tel: (204) 945-3446
E-mail: wshcompl@gov.mb.ca
Website: www.gov.mb.ca/labour/safety

Ontario

Occupational Health and Safety Branch
Ministry of Labour-Publications Section
655 Bay Street, 14th Floor
Toronto, ON M7A 1T7
Tel: (416) 326-7731
E-mail: pubsale@gov.on.ca
Website: www.gov.on.ca/lab

Québec

Commission de la santé et de la sécurité
du travail du Québec
Centre administratif
1199, rue De Bleury, 11^e étage
CP 6056, Succursale Centre-Ville
Montréal, QC H3C 4E1
Tel: (514) 906-3060
Website: www.csst.qc.ca

New Brunswick

Workplace Health, Safety and Compensation
Commission of New Brunswick
500 Beaverbrook Court
Fredericton, NB E3B 5X4
Tel: (506) 453-2467
E-mail: prevention@whscc.nb.ca
Website: www.whscc.nb.ca

Nova Scotia

Nova Scotia Department of Environment
and Labour
PO Box 697
Halifax, NS B3J 2T8
Tel: (902) 424-5400
Website: www.gov.ns.ca/enla/ohs

Prince Edward Island

Workers Compensation Board of
Prince Edward Island
14 Weymouth Street
PO Box 757
Charlottetown, PE C1A 7I7
Tel: (902) 368-5562
E-mail: gwstewart@wcb.pe.ca
Website: www.wcb.pe.ca

Newfoundland

Occupational Health and Safety Division
Department of Labour
Confederation Building
PO Box 8700
St. John's, NL A1B 4J6
Tel: (709) 729-7420
Website: www.gov.nf.ca/labour

Provincial lead agencies

British Columbia:

Farm and Ranch Safety and Health Association (FARSHA)
 102-5755 Glover Road
 Langley, BC V3A 8H4
 Tel: (604) 532-1789
 Fax: (604) 532-1786
 E-mail: farmsafe@farsha.bc.ca
 Website: www.farsha.bc.ca
 Contact: Bruce Johnson

Alberta:

Wild Rose Agricultural Producers
 14815-119th Avenue
 Edmonton, AB T5L 4W2
 Tel: (780) 451-5912
 Fax: (780) 453-2669
 E-mail: wrap@planet.eon.net
 Website: www.wrap.ab.ca
 Contact: Rod Scarlett

Saskatchewan:

Saskatchewan Alliance for Agricultural Health & Safety
 Saskatchewan Safety Council
 Regina, SK S4N 6E2
 Tel: (306) 757-3197
 Fax: (306) 569-1907
 E-mail: pkurtz@sasksafety.org
 Contact: Patrick Kurtz

Manitoba:

Manitoba Association of Agricultural Societies
 PO Box 72
 Morris, MB R0G 1K0
 Tel: (204) 746-8186
 Fax: (204) 746-8213
 E-mail: cevenson@mts.net
 Contact: Curtis Evenson

Ontario:

Farm Safety Association Inc.
 22-340 Woodlawn Road West
 Guelph, ON N1H 7K6
 Tel: (519) 823-5600
 Fax: (519) 823-8880
 E-mail: danderson@farmsafety.ca
 Website: www.fsai.on.ca
 Contact: Dean Anderson

Québec:

L'Union des producteurs agricoles
 555, boulevard Roland-Therrien
 Longueuil, QC J4H 3Y9
 Tel: (450) 679-0540, ext. 8388
 Fax: (450) 463-5223
 E-mail: llacasse@upa.qc.ca
 Website: www.upa.qc.ca
 Contact: Lucie Lacasse

New Brunswick:

The Agriculture Producers Association
 of NB Inc.
 1115 Regent Street, Suite 206
 Fredericton, NB E3B 3Z2
 Tel: (506) 452-8101
 Fax: (506) 452-1085
 E-mail: nicole@nbfarm.com
 Website: www.nbfarm.com
 Contact: Nicole Arseneau-Ruttan

Nova Scotia:

Nova Scotia Farm Health & Safety Committee
 PO Box 550
 Truro, NS B2N 5E3
 Tel: (902) 893-6587
 Fax: (902) 893-2757
 E-mail: ecrouse@gov.ns.ca
 Contact: Elizabeth Crouse

Prince Edward Island:

PEI Federation of Agriculture
 420 University Avenue
 Charlottetown, PE C1A 7Z5
 Tel: (902) 368-7289
 Fax: (902) 368-7204
 E-mail: affleck@itas.net
 Contact: Marilyn Affleck

Newfoundland:

Newfoundland and Labrador
 Federation of Agriculture
 308 Brookfield Road
 PO Box 1045
 Mount Pearl, NL A1N 3C9
 Tel: (709) 747-4874
 Fax: (709) 747-8827
 E-mail: fed.agric@nf.sympatico.ca
 Contact: Deborah Guillemette

National lead agencies

National Farm Safety Conference:
 Canadian Agricultural Safety Association
 103 Hospital Drive
 PO Box 76
 Saskatoon, SK S7N 0W8
 Tel: (306) 966-8288
 Fax: (306) 966-8891
 E-mail: casa-acsa@usask.ca
 Website: www.casa-acsa.ca
 Contact: Deborah Ehmann

Preventive Materials Inventory:
 Farm Safety Association, Inc.
 22-340 Woodlawn Road West
 Guelph, ON N1H 7K6
 Tel: (519) 823-5600
 Fax: (519) 823-8880
 E-mail: szronik@farmsafety.ca
 Website: www.fsai.on.ca
 Contact: Steve Zronik

Preventive Materials Development and Communication:
 Institute for Agricultural Rural and Environmental Health
 University of Saskatchewan
 103 Hospital Drive
 PO Box 120
 Saskatoon, SK S7N 0W8
 Tel: (306) 966-6154
 Fax: (306) 966-8799
 E-mail: mcduffie@sask.usask.ca
 Website: iareh.usask.ca
 Contact: Dr. Helen McDuffie
 Dr. James Dosman

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 Canadian Standards Association
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**An excerpt from the September 1999
issue of
New Holland News states:**

“Even when everything possible has been done, responsibility for living long on the farm will still rest on the broad shoulders of the men and women who work the land. Ultimately, farmers themselves must learn to manage the people in their care as carefully as they do their crops and cattle. We must find ways to take care of ourselves, our workers and those we love most on this good, green earth.”



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