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Maggie: Welcome to the Young Farmers Food Safety Focus Group series. I'm Maggie Kaiser, the produce safety training coordinator for the National Young Farmers Coalition. Throughout the summer of 2020, I, along with Bre Sliker, Billy Mitchell and Farmer Facilitators from across the country, hosted a series of focus groups with farmers where we discussed the challenges and successes of implementing various on farm produce safety practices and we recorded them because we want these conversations to be a resource for you. In every session we bring together farmers with similar experiences for a discussion about a specific farm food safety topic, we begin each one with a farmer presentation followed by a roundtable discussion where farmers share problems and solutions with one another. We hope you enjoy them and find some practical information for your farm.

[music]

[1:05]

Maggie: Thank you all so much for being here today. I'm really excited for our focus group, lean and clean with Ellen Polishuk, who's with Plant to Profit in Maryland. My name is Maggie Kaiser and I am the produce safety training coordinator with the National Young Farmers Coalition. I'm also a farmer and nursery grower in New Orleans and one of the organizers of our local chapter of the National Young Farmers Coalition in New Orleans, as well. So, I would love to do introductions first. We'll pass it around the person that is speaking can invite the next person. I'm gonna ask Billy and Brie to introduce themselves first, because the three of us are the people that have been organizing the focus group. So, I just want you to know who we are. Then we'll pass it to all of you. Ellen will then do her presentation and then we'll have our discussion and then before you know it, it'll be over. Let's see, I'm going to pass it to you today, Billy.

[2:07]

Billy: Alright thanks. Good afternoon y'all. My name is Billy Mitchell. I work for the National Farmers Union as the FISMA, Food Safety Modernization Act training, coordinator, and do a lot of produce safety education outreach around the country. I live in Georgia, down on the coast in Brunswick, GA. My pronouns are he/him. I chose to be here today because it feels like many years ago, I got to go to Ben Hartman's Farm who wrote the book The Lean Farm and met Ellen. I am always excited to hear more about these ideas. Brie will you go next?

[2:44]

Bre: Yeah, hi everyone, my name is Bre Sliker. My pronouns are she/her and I am interning this summer with National Young Farmers working on this project alongside Maggie and Billy. In addition to being intern, I'm currently a graduate student at NYU in the food studies department. I'm here today, because I've been here for every single focus group we've done. I wanna just learn as much as I can. I'll pass it to Heidi.

[3:16]

Heidi: I'm Heidi. I'm she/her, but I also get called sir all the time. So unfortunately, I'm not a farmer, but I'm in the food safety research area at the University of Maryland and I actually wanted to hear what you guys are going through and how you tackle it and approach it. So, hopefully you'll let me listen in on your conversations.

[3:39]

Lisa: I'm Lisa Vials and my pronouns are she/her.

[3:46]

Brent: I'm Brent and my pronouns are he/him.

[3:51]

Lisa: We own Rolling Branch Farms in Lakeland, Georgia and we are here to just learn how to improve the workflow of our farm and to just be more efficient and organized. Let's go with Ellen.

[4:08]

Ellen: I am Ellen Polishuk and my pronouns are she/her and sometimes sir. I live outside Washington DC in the Maryland suburbs. I farmed for 30 years at Potomac Vegetable Farms in Northern Virginia, growing organic vegetables, little bit of cut flowers and herbs. I'm here because I'm the speaker. All right, and I think, Frankie, you're the last person.

[4:41]

Frankie: My name is Frankie and I am a vegetable farmer in central Texas at the farm, Montesino. I'm also a produce safety educator and organize their conference where Ellen came and spoke. A year or two years ago and now I'm just an Ellen fangirl.

[5:07]

Maggie: Right on. Thanks everyone! Ellen, without further ado. Let's get down to business.

[5:15]

Ellen: OK. The most fun I have as a speaker is when I get interrupted. So, I would very much welcome if you have something to add or subtract or questions to ask, I don't want you to wait until later. We'll strike while the iron is hot, so just put your hand up OK, trust me it's the most fun for me. I think you'll like it. OK, so here we go now. I've also had the great pleasure of visiting Ben Hartman's farm. Has everybody read the lean farm book? No, Heidi says no. Frankie says yes. OK, I think it's earth shattering. That's how I would put it and I've read it once and twice and maybe 3 times and taken half day training with him, a full day training, and then I went to his place for two days and so I'm a huge Ben Hartman fan. I've studied it enough that I actually include this in in some of my teaching, so I've done full day half day one-hour workshops on lean and farming, but I've interestingly not ever really married the two ideas of lean with food safety, but it totally goes good together and so when these guys asked me to do this, I thought, well, I don't know. I'm not a food safety person. Don't ask me to talk and then they sweet talk me and made it sound less scary, and I was like OK, I think I can do it. I'm picking out some slides from other things that I've done, but I was fascinated at how much of the presentations I've done in the past, when you look at the concept through the lens of lean, they're totally simpatico. Yeah, OK, so here's some of my favourites that I found in no particular order. I did put 5S at the beginning because that is kind of the one of the beginning steps of someone. Quote unquote, leaning up their farm, and so this is the explanation of what the 5S process is. I'm pretty sure if everybody that's read the book you got this part, but it's the sort, set in order, shine, standardize, and sustain, and we'll hit on a couple of these words again as we go through. So one of the steps in 5S is called set in order and these are just a couple of photos. The one on the right is from Ben Hartman's Farm and the one on the left is from the universe of Google. I think that these ideas that are all about increasing efficiency, which means not farting around, trying to find what you need to find because there it is right in the right place at the right time, not underneath a pile of crap. That whole idea of order is exactly what food safety is about. It's about order, and so I think they clearly go together, putting things where they're needed over and over again. So, as you can see here, this is the outside of Ben Hartman's old hoop house and one of the things that Lean has to say about tools is instead of having a centralized tool shed or a barn, that you need more tools, and you can park those tools right next to where they're going to get used. So, these tools here are the tools that are going to get used in the tunnel over and over and over and over and over again. Why should those tools then go back over to a different building and not be in the right place? Just buy more knives for God's sake or clippers or whatever it is. So, I think that's a super good idea. The idea is also to have things at eye level and that it has a place where it can go anytime, all the time. Anybody who comes up to a situation like this gets very clearly, this place is organized. These people are

paying attention and so it's kind of an aura that starts to become created with this 5S process of putting things in order, it shows intentionality. 5S, step three, this is straight out of the book, "shine is about cleaning, cleaning things and making them work well." So, this was the original space that he had. It was a dairy barn or a milking parlor or something, and then this is the wash pack area that he created out of it. Key features that I think are important for in terms of food safety is clearly a movement of dirty to clean through the shed and having good lighting for being able to see what you're doing and seeing what you're doing is part of food safety, right? Knowing what's clean and what's dirty and if something is a mess. So I loved learning about lighting, both from a lean perspective and from a food safety perspective. There's probably other things in here worth talking about, but we got some more slides. Anything else you want to say about shining and sorting? Anybody got an example that they are super proud about?

[11:12]

Billy: Ellen I'll say, I recently shined and sorted my kitchen and it just feels much better and it's much easier to clean. I'm no longer not living my truth and cooking in a gross environment.

[11:27]

Ellen: Good for you.

[11:29]

Frankie: Oh, the farm that I'm at right now is a leased property and I'm probably like the 10th farmer to be there in the past 20 years. So, we have a lot of junk that we're currently going through and it's good. There's a big onion shed, which is a pole barn. I'm going day by day on the pole barn just cleaning everything out. I'm not a hoarder, but a lot of times with the old stuff you don't know that you need it until you need it, and when you are a really broke farmer like I am most of the time, it's kind of nice to have junk lying around. It's a difficult balance for me.

[12:14]

Ellen: I hear you. I think that's a good point to bring up. This is not related straight up with food safety, this exact issue, but I would agree if the junk is where the junk is like there's a place that's called junk. We called it the bushes and that's where the junk was. If you ever had something broken or you had an idea it's like, well, let's go shopping in the bushes, then maybe we'll find what we need. But the bushes were not interfering with doing good work in the more organized area.

[12:54]

Frankie: I like that. You make me feel good about my junk pile.

[12:57]

Ellen: Yeah, and maybe if you have enough roofed space, you can have a whole bay that is back stock, or the history bay of things gone by that might be useful again someday. That's a really good one Frankie, I like it. A big part of lean, from where it came from, which is car manufacturing from Toyota and so forth, was they spent a lot of time on this minimizing moves, and that just totally makes sense, and farmers are pretty good about thinking through procedures, just always remembering the less times you touch something, the cheaper it's going to be, the faster the process is going to be, the less it's going to cost you to grow something. So, in lean there's something called a spaghetti diagram and a spaghetti diagram is the map of a space, and so you could imagine this being a wash pack shed. That's usually the place where people do this exercise on a farm. The spaghetti is the actual tracking the movement of somebody who is intersecting with this space to do their job. Sometimes this is hard to do, especially when you're adapting to spaces that you didn't get to design from the beginning, they weren't designed for this purpose that you're using it for. You can really spend a lot of time making spaghetti and it's confusing. You're crossing over yourselves. It's not a nice clean linear movement, so you're trying to have straighter spaghetti. That's the goal. Usually that involves having to move pieces of furniture around. So, one thing that can be really nice in terms of the washback shed is to have as many things as

you can on wheels or casters so that you can change your mind. You may start to grow different crops and you may need to use different ways of cleaning or prepping. Or you may need to start packing CSA bags and you've never done that before and all of a sudden, boy it sure would be nice to get that barrel washer out of the way. So, minimizing moves is faster and safer. Flowing from dirty to clean again in the wash pack area. Anybody have something to throw in about making straighter spaghetti?

[15:47]

Lisa: We are actually in the process of building our package shed and we are to the point where we can design this setup for ourselves. So, I'm glad you said that about being on wheels because we didn't think about that.

[16:06]

Ellen: Yeah, and then as many spickets and places that water comes up in that building so that you can change your mind about where you want to plug in and get water. Give yourself as many chances to get water as you can and then of course we're going to wish that you were going to be able to bring that water in from above and that you're not dragging dirty hoses around on the floor, right? So we're trying to, not intersect with the floor. The floor is bad, and we don't want our food on the floor. We don't want anything that's going to be eaten have any relationship to the floor except that it's above it safely. So I think Lisa and Brent, I'm going to work with you in George Organics. You're on my schedule for next week, so we can decide to talk about this in detail if you want because this is a crucial moment for you to make these decisions. This is really, really fun. This is so fun and exciting. Here's some pictures from a trip I just took a couple weeks ago, which of course nobody is supposed to do, but Billy Mitchell went first and then he talked me through how I could be a good traveler and be safe, which I was. So, I went out to Illinois and this is at Prairie Earth Farm in Middle Illinois. Man, did they have a first-class wash pack shed. Damn, check this out. So, here's this brand-new wash line. They just got it. They haven't even had time to put it on casters. It's just on crates and pallets right now. What I want you to see is a couple things. Here is a big drain, this is a really important thing in wash pack areas is to get The Dirty water out because that's where the bad guys make babies is in the goo that will form in here. So, I wanted you to see the drain. I wanted you to see how even this one simple thing, this woman, Becky, has gone to the trouble of making a stack of crates here, putting this one on top of it so that she has less bending to do. So, keeping always the idea of ergonomics. What makes sense for doing good work for your back mostly is what we're protecting. Everything's off the floor. Then look at this picture. This is packing CSA shares special orders, right? Individual people get to order what they want, which I hate, but I know it's the way of the world now. I like to tell people what they want but sometimes you gotta let him win. Alright, so they've got this collapsible table thing, roly thing I don't even remember what it's called. These are all those little metal wheels and so you can push something down it's just rolling right across and this whole thing has so many wheels on it you see. So they can push it all together, or expand it. Everything is on wheels. Produce on carts with wheels, more carts, so this is what I'm talking about wheels. It makes it so it's really easy to clean everywhere, right? Permanent furniture like in your house, right, what's behind the couch? God only knows, we're not looking back there. So, this is trying to have less spaces that we don't know what's under there because it's scary. That's a good food safety thing. This is back at Ben Hartman's farm, his new farm. This is a terrible photo of it but this is a hanging table. Do you see there's four chains here, and this is just like one of those Metro Shelf's that's suspended by chains, and he uses this for various work projects, but also as a spray table. It's really easy to set it up and it's really easy to take it away and it's really easy to clean underneath it, right? You just pick it up and it's just gone. You just spray it and squeegee it or whatever you're going to do from a food safety perspective, I'd never seen it. I've never seen this before. I think it could be quite clever, very cool. This is the building that I built. This is a 40 by 60, 100-thousand-dollar project so that was kind of the most money I ever spent in one go. We hired Chris Blanchard as our consultant, and one of the things we loved is this. This is a clear story. So, this is just fiberglass panels, but it allowed there to be natural light coming in all sides of the building, whether the doors were open or shut. We also had sets of windows and we spent a lot of time figuring out how to put bird netting across these windows because we're supposed to have this so that the birds can't fly in and poop in the pack shed. So, there's a couple of features there, but the main issue I wanted to show you and I'd be curious Billy Mitchell for you to score

me on this. I take this picture and I think, well, that looks super tidy. Then I think, huh? I bet you don't like it that these are not inside.

[21:50]

Billy: Well, it does look super tidy. What do you use those containers for?

[21:56]

Ellen: They are for harvest.

[21:57]

Billy: I think as long as you inspect them and maybe clean them before you take them out, then it's OK to save them where it's most convenient. If you put them all the way inside, then it's adding all this time, which adds laxity, which could add risk.

[22:15]

Ellen: Oh nice, listen to how he talks. Good stuff. So, these are different kinds of containers for different things and I think there is something in lean about simplifying. Pick your container and stick with it. Well, do the best you can to standardize. That would be the standardized piece of the 5S. Organized, clean, ready to go. OK, so that makes sense whether you're talking about trying to make money growing food or whether you're trying to talk about being FISMA compliant. These are big concepts that work in multiple ways. This is another farm I visited a couple of weeks ago. This is Prairie Wind Farm North of Chicago, and he had this beautiful harvest wagon that they take to the field. There's just so much good going on in this picture. Look at this truck. Hello, it's so clean. This thing is pretty clean using wheels. Yes, wheels are our friend and shade and just the whole thing about keeping all the containers in a clean space, whether before your picking or after your picking, the end that it's in the shade and sort of concise. I just really liked this little rig. OK, this is getting a little more esoteric or a little more fringe. There's this idea that you have to set up these systems so that the people that work for you can be successful. Basically, if anything isn't going right, it's always your fault. Let's just say it like that. So I'm adapting this to the food safety issue, but the original impulse for this picture is, how are you going to attack this patch of chard? Are you going to pick one leaf off of every plant and pick the whole patch every week? Or are you going to pick the shit out of 25 feet until there's 2 baby leaves left and take away all the yucky leaves and throw them into the aisle? That's what I'm obviously voting for. What Ben Harmon recommends is to actually take that rake to clean out all the little dead leaves that have accumulated over the last week since you were there, even when you're picking and you're dropping off little yellow leaves. Then to come through and just clean them out of the way and I would think that that's pretty food safety, super delicious. The other thing, and I just want to poke at you, is when people talk about having yellow leaves in their salad mix, well it's a money loser. This is something you gotta get dialed in dudes like do you have yellow leaves because your soil is no good, do you have yellow leaves because you got a disease problem, or are you using fertilizer OK? So, I just want to poke you like that a little bit. I believe in clean as you go instead of just going in there blasting through, leaving chaos and saying, oh, we're going to come back and fix it later. No, you're not.

[26:02]

Billy: Ellen, I'll say by having clean fields like that, it's easier for you to assess your risk and see what little animals and critters have gotten in there and started using your salanova as a bathroom. It's easier on your employees. So yeah, there's always all these added benefits that always come from that.

[26:19]

Ellen: So, it's faster, it's more pleasant, and it's safer. Yeah, that's good. Lean, again, we're back to the touches. How many times are you going to touch something? So, I found this picture on the web and this makes me crazy. Now, I know that beets are a crop that food safety doesn't really have a lot to say about because they think that people aren't eating them raw. They haven't been to my house.

[26:50]

Billy: Beet greens are often eaten raw.

[26:52]

Ellen: Yeah, yeah. So, if you're selling him as bunched beets, you don't know what somebody's going to do with that stuff. As a farmer seeing somebody go through and pull them all out of the ground, and then lay them in piles like that, and then what? Somebody's gonna come back and pick out and bunch them all bent over again. Oh, you're giving me a heart attack and a backache. If you're gonna go to the trouble of picking them, then for God's sake, bring them up to waist height and fiddle around with them somewhere else, not laying on the floor. So, this is what I'd rather see I want you to pick them, bunch them, and put them in the crate. Pick a bunch, put it in the crate, less touching, less dirt in the pack shed. Paperwork. Yeah, so lean is big on having standards of operation. How do we do things here? There are whole companies on the Internet that sell you all these beautiful binders and clips and ways to display things. It's called the 5S store I am not shitting you. This is a really great idea, right? It's great idea for food safety. You have to have a food safety plan, and beyond food safety, or including food safety, you have to have procedures set up. How do we do this? How are we going to have salad mix that isn't going to kill somebody? OK, we gotta have a plan. So, this makes sense in all fronts, so that anybody who's working there can refer to either a book or some kind of a poster or something to get clear on what the standards are. So, it sounds really corporate and bureaucratized to have your SOPS but actually it totally makes sense. You're running a business, and this is what businesses do.

[29:09]

Maggie: Ellen something that makes me feel better about writing SOPs is that this is a set of information that I don't have to keep in my head. My head is already exploding with the things I'm trying to remember on a daily basis, so if I can put anything on paper to make my life easier, that's great.

[29:28]

Ellen: Good point, I love that aspect. It's like actually a release for you, a psychic release, awesome. I love this part about lean, and I think it also plays in with this sort of the promulgation of the standards of operation which is using pictures to give instructions instead of words. So, if you handed somebody this you know 57 page manual and said you need to read this, so you know how everything works. Or you show them this photograph, and you have on the photograph key areas of concern and you say well, when I tell you to clean the wash pack shed, this is what it needs to look like when it's done. Watch out for beet leaves getting stuck up under here and you see how I have these tipped over this way, so the water drains out and look how I took this outside and actually hosed it off, or whatever it is. Key information, because people can gather so much information so quickly with a photograph. Reading is work. Reading takes time and this way if you have that photograph right in the workspace, someone can just look up at it and mentally go through boom, boom, boom I got it compared to a checklist. Who wants a checklist? We have to have them, but this is a chance to minimize some of your checklists. Great idea. Same thing I took these from another wash pack area but this I loved. This was for a sandwich shop so if you had to know what kind of sandwich you were going to make this told you what all the ingredients were and in what order they should be. Now how much more fun is that to see this colored graphic then it would be to check a computer, print out, right? It's actually kind of fun and it's so much faster for the worker. Anybody using photographs as instructions?

[31:49]

Maggie: I'm not, but this concept of SOPs being in different formats came up when I was talking to a farmer recently and we were talking about how even if you use something for a scoop and you make a mark on it, because that's how much of the product you need, maybe it's bleach for sanitizing solution or something. It's not a picture, but it's just the line that shows this is how much of this product you need and how that is just as easily considered an SOP in my mind as the written list of instructions that we often think of as the traditional SOP.

[32:28]

Ellen: Yeah. So, I'm looking at the time and I've hogged up too much time. I think I have maybe one more slide, lighten the load. Here you go. We're back to the wheels, carts, hoses coming from the sky that is super sexy, ergonomic handle oh really good pressure for cleaning. Oh, special little pallets underneath stack of crates and then you can move them with wheels. Big pipes bringing clean water into this wash bubbler thing. You want to move water fast in and fast out you don't want people standing around watching the water go down the tub. OK, I'm gonna say that's it. Let's open it up.

[33:22]

Frankie: So, I have a question to all of you. So, let's say you have a perfectly clean farming space, or if you think it's perfectly clean, how do you determine how often you should do microbiology testing and things like that?

[33:38]

Maggie: There are no requirements within the produce safety rule that say you have to test your environment for certain pathogens. I think there is a general understanding of what the pathogens are that we deal with most often in a farm environment and just how we can try to prevent them from building up and Billy correct me if you think I'm wrong, but the idea is that you are taking most preventive steps in order that they aren't there, and so hopefully they're not there. No need to test.

[34:12]

Ellen: But we do have to test water, right? You have to test your well water and you have to test irrigation water. That's the only microbiology tests that are required I am pretty sure.

[34:22]

Maggie: Yeah.

[34:24]

Lisa: My question is on the pictures that you were talking about, where you would take a picture instead of a checklist. Where would you post the pictures?

[34:36]

Ellen: Near enough to where the action is so that the whoever is doing the work can fairly quickly and easily glance at it. Should I show you the last two slides? OK, I think you're gonna like them. This is the thing called polka yoke, which is a Japanese term and the translation is mistake proofing. I have a bunch of examples that I use usually for a regular lean talk, but this is the only example that I had that came to my mind right away about what applied to food safety. There's this little wireless device that people are using in their coolers. This one is called the Monit system, and it's a monitoring system that's hooked up to your phone and it'll give you alerts if the temperature is not within the parameters that are considered OK. So, from a food safety perspective this is a way that makes your business run better and is less risk of disastrous loss of product. They can also be used in high tunnels and greenhouses right? If it gets below this temperature, we better get our butts out there and throw remei on everything. Or if it's at a high temperature, uh-oh, fans are not running some things going on out there, I gotta go right now and find out before I cook all my transplants. The idea of poke yoke means basically having another system in place to make sure you don't make mistakes, it's like catching having a net. You know you're going to do trapeze, have a net in case there's a mistake. The last one is this idea in Lean, which is respect for your folks, taking good advantage of the people as resources for your business. So, having good respect. I tie this in with food safety in the idea of happy people do good work and good work is the foundation of a successful food safety program. Do you ever say that Billy?

[37:20]

Billy: I say it a lot. A lot of the things you've talked about having hoses above instead of on the ground, it's easier on your employees backs, but it gives people more energy to do the other things. Yeah, putting

things on wheels, having the knives close by, having a clean bathroom. Yeah, providing those things that you would want. It does provide an opportunity for them to have more energy to do all these other things like washing your hands a bunch of times.

[37:50]

Ellen: And to have, sort of as you were saying when we were talking about raking out the leaves, being able to notice things because everything is not a shitshow right? If everything is just chaos, I won't see any mouse poops or whatever. Yeah, I like that a lot.

[38:13]

Maggie: Ellen, a lot of what you're talking about is very complementary to a lot of resources that the University of Vermont has been putting out. They have a really awesome AG engineering Department which when you started talking about drains, I especially thought about them. They've done a lot of research and just projects around various parts, especially of washing pack stations to find what are your different options for putting drains in. There's not a one size fits all and this all kind of falls under this idea of sanitary or hygienic design, but we'll share it with you and their blog is full of good stuff, even about harvest bins and what works best and what's cleanable, yeah?

[39:00]

Ellen: They had a really cool presentation at the New England Vegetable Growers Meeting about a homemade cooler pulling air through a whole pile of produce so it cools the whole thing down much faster. How to just use pieces of greenhouse plastic and a fan that's easy for you to get a hold of. They had a whole design. They just studied it until they got something that is not very expensive, but it can really cool things down faster. So Brent and Lisa, it would be really good for you to find out about this resource as you're in that design process and I'm pretty sure somebody in the last few weeks told me they've actually been talking to those guys. They actually got him on the phone with very specific questions. I think they're really good team, and they're dedicated to just helping, helping, helping.

[40:00]

Frankie: If anyone wants to talk to me about how they don't do microbiology testing, I would love to hear it. Or why they don't and what they do?

[40:09]

Billy: Real quick, usually we see that microbiology testing, the swabs, environmental monitoring is happening on a larger scale and it's often like buyer driven, so it'll be required as part of a bigger audit. It's not to say that there might not be a benefit to a smaller scale farm, but when you have limited funds if we really want to reduce our risk and increase our efficiency, sometimes the money is better spent just putting in a really good cleaning sanitation program instead of spending it on swabbing. The other thing that happens is if you swab and you don't have the money, what do you do once you find the results right? It often ends up opening this Pandora's box. It's often buyer driven.

[40:52]

Frankie: What about the actual produce? Does that ever get tested? Even on a small-scale farm?

[40:58]

Billy: I would say very rarely.

[41:01]

Ellen: Well, it's a little bit similar to organic standards, right? Organic standards are not saying that this food has nothing wrong with it. It's not about purity, it's about process. Do you know what I mean? Maybe somebody spilled diesel in this one little area of that field and the plant that grew there is going to have some weird chemical in it. It's impractical to test produce for every mineral on the face of the planet. Does anybody even know what the right level is supposed to be? So, like Billy was saying,

there's this practicality aspect has to come into it, and this is a big dirty world man, we're doing the best we can.

[41:48]

Maggie: One thing I want to mention, and I know Brie you really liked this from a previous focus group as well, there is a hydroponic farm in New York City that makes all of their staff read lean farming as part of their onboarding and that just creates a common language amongst all of the workers, which I think is another lean approach to worker training and just getting people on the same page so that they understand a lot of the terminologies that you took us through today, Ellen. I just I really love that idea and Brie and I have talked about it a lot.

[42:28]

Ellen: Yeah, I do too.

[42:30]

Maggie: So on that note, y'all are free to go. Thanks again for being here.

[42:36]

Ellen: Thanks everybody.

[42:37]

Maggie: Thanks Ellen that was great. I don't really want to say goodbye, I just want to keep talking.

[42:46]

Ellen: Let's hang out, I actually have people coming to have beers on my porch.

[music]

[42:48]

Thanks for listening to our produce safety focus group series. For visuals from the presentations, more information on this series and other produce safety resources, visit youngfarmers.org/focusgroups. This podcast was edited by Hannah Beal and recorded in partnership with the National Farmers Union Foundation over the summer of 2020 as part of our EFSA produce safety programming.

[43:26]

Transcription by Mackenzie Jeter, National Farmers Union