

Training Within Industry – a Proven Approach to Training

Studies show the effectiveness and retention of training increases significantly when the material is applied soon after instruction. Each TWI program is taught in five 2-hour sessions over a five day period. After the daily session, participants return to the workplace to use the techniques learned and choose real-life examples to discuss and practice together in class. This learn-by-doing approach assures the TWI methods are successfully applied and retained. Small class sizes of ten keep everyone involved and maximize success.

TWI programs follow a proven four-step process that is simple, straight forward, and easy to implement: Preparation, Presentation, Application, and Testing. These training principles are used to teach participants each four-step method. Those trained are then able to use the method to train others triggering the multiplier effect built into the TWI program.

Organizations using TWI benefit from this standardized approach to training and can verify that each employee trained knows how to do the job as the trainer tapers off coaching. Documented results show significant reductions in training times, fewer errors, and increases in the consistency of methods used for each job.



The TWI Institute is the center for education, trainer certification, and networking for the TWI community of practitioners and trainers. It has created a large and rapidly expanding network of certified trainers delivering the TWI Program in several languages across the globe.

Visit www.TWI-Institute.org for more detailed information on TWI programs, their history, case studies and implementation.



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TWI Training Within Industry

The Missing Link to Lean Health Care

- *Build patient safety into the process*
- *Reduce variation to improve quality*
- *Insure that patient needs are provided for*
- *Quickly put new ideas into action*
- *Boost staff morale and reduce turn-over*



TWI Teams up with Lean in Health Care

Lean has taken root in the health care field thanks in part to lessons learned from the manufacturing sector where quality and productivity have risen to new levels at world class organizations like Toyota. Lean and TWI are now working together in health care with great success with pioneer providers Virginia Mason Medical Center in Seattle and St. Joseph Health System in California leading the way.

Although Lean is most often associated with manufacturing, its principles are universal and apply to all business functions such as customer service, engineering, construction and administration. The fundamental goal of Lean is to eliminate waste in all processes through the application of defined tools and techniques. These tools help employees to focus on tasks that bring value and eliminate those tasks that do not. In the health care industry every area can benefit including patient care, safety, billing, pharmacy, facilities and food services, to name only a few. The outcomes are impressive: shorter wait-times, faster test results, reduced errors, lower costs and more time for staff to spend on direct patient care.

The original TWI program is composed of three primary skill-based modules: Job Instruction (JI), Job Relations (JR), and Job Methods (JM). Supplementary modules of Job Safety (JS) and Problem Solving (PS) were developed in the 1950's by dedicated TWI trainers to address these needs. These modules work together to develop an engaged workforce by giving people the tools they need to improve how they do their jobs.



Lessons from the past – TWI in hospitals during WWII



"Can nursing instructors learn from the experiences of industrial supervisors? Yes-it's being done. A plan using the principles of the job instruction program of the 'Training Within Industry' Service ... is being used for hospitals. Briefly, this plan is intended to present a sure-fire method of teaching a person on the job to do a job, correctly, quickly, and conscientiously."

Training Within Hospitals

Ellen L. Aird, R.N.

The American Journal of Nursing, 1943

"The need for Job Instruction on the ward is even greater than in the classroom. The rapid turnover of nonprofessional workers has created a constant problem of orientating new and often poorly qualified workers. Head nurses, supervisors, and housekeepers, all frequently make the mistake of thinking that telling is teaching. As a result, errors are multiplied, workers grow discouraged, and work lags."

We Cannot Afford To Hurry

Sister Mary Brich, R.N.

The American Journal of Nursing, March 1944

"The program of supervision of auxiliary workers has greatly improved morale in this group, developing in them a keen interest and sense of personal responsibility. It (TWI) has accomplished standardization of work methods and quality performance that is proving its efficacy. Auxiliary workers now feel they are valued as part of the nursing personnel. Better women are applying for work and, because the turnover is less, the hospital is selecting personnel with better care."

TWI Methods of Teaching Auxiliary Nursing Personnel

Olive White

The American Journal of Nursing, June 1944

TWI Program Modules



Job Instruction - JI *Quickly training employees to do a job correctly, safely, and conscientiously*

Developing and training a flexible staff requires standardized best practices as the foundation. Program participants are taught how to effectively breakdown a job and deliver instruction for individual tasks. The Job Instruction method teaches the trainer how to prepare the employee to learn, give a proper demonstration, observe the employee perform the task, and taper off coaching with follow-up. This results in reduced training time, fewer patient errors, a more flexible, cross-trained staff, and increased job satisfaction. As new technologies, equipment, and procedures are introduced into the organization, JI will be the key to quickly and safely making them available to patients.



Job Relations - JR *Building positive employee relations, increasing cooperation and motivation, and effectively resolving conflict*

Studies have shown that the primary reason people leave their jobs is the quality of the relationship with their immediate supervisor. The health care industry is no exception. Shortages of skilled workers provide many employment opportunities for dissatisfied nurses, physicians, technicians, patient care technicians and administrators. Job Relations teaches people how to prevent problems from arising by treating each other with respect as an individual. When problems do arise, Job Relations teaches a proven method of getting the facts, weighing options, making decisions, taking action, and checking results.



Job Methods - JM *Improving the way jobs are performed*

The aim of the Job Methods program is to improve the quality of patient care in a given time frame by making the best use of the people, equipment, and materials currently available. For jobs without direct patient contact, the goal is similar; to process greater quantities of higher quality work in less time (e.g. admissions, pharmacy, invoicing, lab analysis, procedure scheduling, etc.). Participants are taught how to break down jobs into their constituent operations. Every detail is questioned in a systematic manner to generate ideas for improvement that can then be quickly put into use by selling the idea to others involved.



Job Safety - JS *Creating a safe environment for patients and staff*

Job Safety training (JS) teaches people how to identify potential hazards and prevent incidents from happening by eliminating the chain of events that lead to unsafe situations. Root causes are identified and remediated to "break the chain". JS stresses that the relationship of the supervisor and employees plays a pivotal role in a safe and environmentally responsible workplace. This preventive approach to safety will benefit patients and employees in all areas of the organization.



Problem Solving - PS *Leveraging the TWI skills for solving problems*

TWI Problem Solving was developed in 1955 and has since been in use throughout Japan as a means of leveraging the TWI skills to solve specific problems as they occur. Problem Solving is the next logical step for organizations looking to take TWI to the next level by teaching people how they can use Job Relations, Job Instruction and/or Job Methods to solve process problems.