

TWI Can Help Solve Nurse Power Problems

New needs for on-the-job training in hospitals

By WALTER DIETZ

IN HOSPITALS, as in war production plants and essential war services, new needs for or new applications of on-the-job training are constantly being uncovered. There always will be supervisors—persons responsible for directing the work of others—who need to acquire or to develop the basic supervisory skills of

- (a) Passing along to others the know-how of a task (Job Instruction).
- (b) Making improvements in doing a job (Job Methods).
- (c) Getting along with people (Job Relations).

The war emergency, with its changing conditions and situations, constantly drains manpower from the home front to meet demands from the fighting front. This develops a steady stream of men and women flowing from essential war or civilian activities into the several branches of the armed forces, and creates a replacement problem which can be met adequately *only* if training programs can be expanded speedily and efficiently. Urgent manpower requirements cannot be supplied from a never failing pool of workers, because there is no such pool. We must use men and women already at work, more effectively; their productive abilities and skills must be increased, or directed to

tasks new to them. Manpower must be saved through improvement and simplification of job methods, through better utilization of equipment, through more harmonious and more co-operative relations between workers and their immediate bosses, and between the workers themselves. All this must be accomplished while the workers are at work—on the job. It all calls for new training, retraining, and additional training; for improved and multiplied supervisory skills.

A striking illustration of this may be found in the situation in which hospitals are now found with respect to the nurse problem. An overtaxed and never overabundant nurse supply has been fairly raided through the drive for nurses to meet the pyramided nursing needs of the armed forces. Under-Secretary of War Patterson recently told Congress that the Army alone needed 16,000 nurses in addition to 250 replacements each month. In a Seattle, Washington hospital, for example, the superintendent and director of nurses told her administrative associates in mid-March that they had lost 25 per cent of their registered nurses so far that month, with a possible loss of another 50 per cent. This, she stated, stressed the need of Training Within Industry's Job Instruction program for hospital ward helpers as it became more and more necessary for ward helpers to take over routine duties formerly handled by nurses.

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In fact, since that day when Job Instruction Training, as developed for industry, had its initial hospital try-out in Minnesota, ¹ TWI's service to hospitals has progressively uncovered additional and new training needs. At first it was thought that the Job Instruction program would be the only one adaptable to hospitals. A little later, however, the Job Methods Training program had its first hospital use at St. Francis Hospital in Pittsburgh, Pennsylvania.

All Training Within Industry programs, including the Job Relations program, have been used in every section of the country and are now available to hospitals (within limitations imposed by War Manpower Commission referrals of critical industries and plants for priority service), in all states, major cities, lesser cities and towns. They are available to nurses and other staff members to the degree or extent to which hospital managements desire to take advantage of the TWI kinds of training and will make commitments to use those services.² Training is an operating tool, but if it is not to be used, why provide it for any hospital, individual, or group?

Inquiries concerning TWI service for hospitals may be addressed to any War Manpower Regional Office, or to any of the TWI district offices in the appended list which shows the states included in each district. Illustrative of what happens when such inquiries are made, TWI District 5, Newark, recently sent a representative to the Trenton State Hospital to explain the Job Instruction program to the heads of seventeen New Jersey hospitals. TWI services have been used in many other hospitals in that state for almost two years.

Training Within Industry, in hospitals as in industry, is not an experiment or a temporary expedient. Its productive values have been established beyond question and will be as permanent as the continuing uses which are made of it. It is one operating tool that will never wear out or become obsolete.

TRAINING WITHIN INDUSTRY DISTRICT OFFICES

District	TWI Representative and Address
¹ Maine, Vt., N. H., Mass.	H. K. Bragel, Room 740, 55 Tremont Street, Boston, (8) Massachusetts
² Conn., R. I.	A. E. Whitehill, Room 616, 152 Temple Street, New Haven, (10) Conn.
³⁻⁴ New York	R. E. Collin, Room 2026, 11 West 42nd Street, New York, (18) New York

¹ See Ann. Ellen L.: "Training-Within-Hospitals," *Am. J. Nursing*, Vol. 43, pp. 633-634 (July) 1943.
² See Brian, Sister Mary: "We Cannot Afford To Hurry," *Am. J. Nursing*, Vol. 44, p. 223.

⁵ New Jersey	Paul Lawall, Room 1201, 605 Broad Street, Newark, (2) New Jersey
⁶ Eastern Pa., Delaware	John Convery, Room 1216, 21 So. 12th Street, Philadelphia, (7) Pennsylvania
⁷⁻⁸ D. C., Md., N. C., Va., W. Va.	George Papin, 433 Third Street, NW, Washington, (35) D. C.
⁹ Ga., S. C., Fla., Tenn., Ala., Miss.	A. J. Speer, Room 603, Grand Theatre Building, Atlanta, (3) Georgia
¹⁰ Southern Ohio, Kentucky	Aubrey Richmond, 711 Union Trust Building, Cincinnati, (2) Ohio
¹¹ Western Pa.	David Denarec, Flannery Building, Forbes Street & Meyran Ave., Pittsburgh, (13) Pennsylvania
¹² Northern Ohio	Lowell O. Mellen, 513 Union Commerce Building, Euclid Avenue & E. 9th Street, Cleveland, (14) Ohio
¹³ Michigan	Ernest Johnson, 856 Penobscott Building, Detroit, (26) Michigan
¹⁴ Indiana	William T. Murphy, 311 Kresge Building, Indianapolis, (4) Indiana
¹⁵ Illinois, Wisconsin	Leonard P. Lynch, Room 1265, Adams-Franklin Building, 222 West Adams Street, Chicago, (6) Illinois
¹⁶ Minn., N. D., S. D., Iowa, Nebr.	R. L. Adkins, 536 Midland Bank Building, Minneapolis, (1) Minnesota
¹⁷ Mo., Kansas, Ark., Okla.	C. T. Cardwell, 603 Shell Building, St. Louis, (3) Missouri
¹⁸ Texas, La., New Mexico	E. H. Durning, 6th Floor Mercantile Bank Building, Dallas, Texas
¹⁹ Colo., Utah, Wyo., Mont., Idaho	Arthur E. Lawrence, 241 Equitable Building, Denver, (2) Colorado
²⁰ Southern Calif., Arizona	Charles H. Fishburn, 804 Western Pacific Building, 1031 So. Broadway, Los Angeles, (15) California
²¹ Northern Calif., Nevada	Aylwin Probert, 702 Newhall Building, 260 California Street, San Francisco, (11) California
²² Washington	Leighton H. Steele, Room 5516, White Building, Seattle, (1) Washington
²³ Oregon	Laurin E. Hinman, 407 Central Building, 530 SW 10th Street, Portland, (5) Oregon
²⁴ Hawaii	Elroy M. Fulmer, War Manpower Commission, 580 Young Hotel Building, Honolulu, (9) T. H.