

Why Lean Learning can help the NHS:

Just-in-time education

“NHS staff want to spend their time providing for, or enabling patient care and having to spend three days in a training room is not always the best way to achieve that. Instead, new technology allows me to attend a webinar and complete an e-Learning module to acquire the specific knowledge and skills I need for immediate use. There’s no more trying to remember things I learnt months or even years ago – ‘just-in-time education’ allows me to learn a specific topic as and when relevant.”

The major challenge of just-in-time education is blending the classroom and the workplace, giving the learner added value by providing the right resources at a time and place to suit them. It allows them to access the information they need and develop the skills required, to apply them to the business situation they are in.

Training courses generally involve time and expense in travelling, and skills are learnt long before they are ever utilised – if at all. At Process Management International (PMI), our innovative use of technology coupled with classroom interaction means that learners can choose topics that are instantly applicable.

The cycle of identifying the skills needed, acquiring them and applying them can be repeated when needed and can even be set over a time period determined by the needs of the learner. It is this matching of when and where skills are needed, to the context of the situation that differentiates Lean learning as providing greater value for the learner.

To enable Lean learning, new technologies need to be designed around a blended learning system. At PMI we are experienced in designing such systems and together with our essential.genius e-Services capability we are able to integrate not just e-Learning but many other e-Services and products that can help our learners in real time, in real situations.

A traditional learning system will involve a long training course in a classroom (usually 5-10 days) with no support afterwards, though better systems may include some e-Learning to reduce the classroom days or provide revision for learners. This is often a serious problem, as on average a lecture attendee retains about 5% of what they’ve been taught and remembers only 10% of that after three weeks, which means only 0.5% is practically retained back in the workplace.

By contrast, the PMI blended learning systems involve many more, shorter formal learning events and a much broader range of both formal and informal events spanning a much longer time period. A larger programme involving Lean or Six Sigma may cover 6-12 months using not just e-Learning but also networking sites, webinars, e-Coaching, e-Manuals and helpdesk technologies, which are ordinarily backed up by continual learning



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tools and networking. Each PMI learning event is designed to ensure that knowledge is acquired, retained and applied by participants.

The Lean options offered by PMI are about having a well designed system of learning in place that uses technology to enable the learner to acquire knowledge and skills not just at a time and place that is convenient to them, but one that matches the needs of the service situation – just in time to achieve great things!

PMI has been helping clients find room for improvement in their organisations for 25 years and covers the whole range of applications from the health sector, local government and manufacturing.

PMI offer Lean blended learning programmes through e-Learning, public courses and in-house training. For more information, go to www.pmi.co.uk or call +44(0)1676 522766.

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