

# 80/20 Professional Development Model

Presented by Simone Ye

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### **Nurses want to:**

- Grow in their practice
- Feel supported and respected
- Be part of a stable, cohesive team
- Have time for reflection and skill development

### **Nurses value professional development because it:**

- Enhances clinical competence
- Strengthens confidence in practice
- Supports career growth and advancement
- Improves patient outcomes and safety
- Fosters belonging, teamwork and retention

Studies consistently link professional development to retention and job satisfaction.

# What do nurses value?

# When professional needs aren't met

| Impact on Staff Nurses:                                                                                                                                                                                   | Impact on the Workforce:                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>→ Feel undervalued and unsupported</li><li>→ Decreased sense of belonging and team cohesion</li><li>→ Reduced confidence, growth, and career satisfaction</li></ul> | <ul style="list-style-type: none"><li>→ Increased reliance on agency nurses</li><li>→ Pay inequity and resentment</li><li>→ Burnout, higher turnover, vacancy, and workload pressures</li><li>→ The cycle repeats and intensifies</li></ul> |

**Table 39**

Impact of agency use on morale of permanent nursing staff: surveys completed by managers and nurses working in health care facilities which use agencies

|                                                                                                    | %    |
|----------------------------------------------------------------------------------------------------|------|
| <b>Has the use of agencies impacted the morale of permanent nursing staff?</b>                     |      |
| Yes                                                                                                | 80.4 |
| No                                                                                                 | 19.6 |
| <b>If yes, please describe how.*</b>                                                               |      |
| Permanent nurses feel devalued, demoralized and exhausted                                          | 53.6 |
| Permanent nurses feel a lack of a 'team' or team building with frequent new staff                  | 34.9 |
| Permanent nurses have improved morale with more staff, less overtime, less mandates, vacation time | 7.8  |
| Permanent nurses want to quit or leave or already have                                             | 3.7  |

**Table 33**

Disadvantages of facility using agencies: combined surveys completed by managers and nurses working in facilities which use agencies

|                                                                                    | %    |
|------------------------------------------------------------------------------------|------|
| Sense of the loss of values and culture as a unit – 'who we are and how we work'   | 22.6 |
| Loss of 'consistent team' – familiar faces, camaraderie, knowing who you work with | 18.1 |
| Never ending training and directing                                                | 18   |
| Inadequate orientation provided                                                    | 12.3 |
| Negatively affected patient care                                                   | 10   |
| Pay disparity                                                                      | 8.5  |

# What is it?

The 80/20 Professional Development Model is a retention strategy designed to strengthen morale, support growth, and help nurses feel valued in their work. In this model, nurses spend 80% of their time providing direct patient care, and 20% of their paid time is protected for professional development.

Professional Development activities in past implementations:

- CNA certifications/other specialty certifications/chemotherapy training
- Formal education leading to undergraduate and graduate degrees
- Mentorship
- Research and quality improvement projects
- Leadership/committee roles
- Exploring nursing theories and EBP
- Learning about technical practices relevant to patients on their unit
- Conferences

Implementations pre covid times:

- Toronto
- Regina
- Kamloops
- Newfoundland & Labrador
- Nova Scotia

More recently:

- Peter Munk Cardiac Centre in Toronto (2025)
- Government of Canada 2024 Nursing Retention Toolkit
- Canadian Federation of Nurses Unions (2022)



# Previously Implemented

(American Association of Critical-Care Nurses, 2025; Bournes & Ferguson-Paré, 2007; Healey-Ogden et al., 2012; Health Canada, 2024; Stuckless & Power, 2012)

# Reported Benefits From Previous Implementations:

- Overtime hours decreased significantly
- Sick time stayed low
- Patient satisfaction scores increased/Increased quality of care
- Staff satisfaction scores were significantly higher
- Higher team cohesion/Greater sense of support and belonging
- Renewed engagement in professional activities
- Personal growth/Increased confidence
- Reduced turnover
- Pre op teaching brochure was created and used by the health region

8<sub>hr shifts</sub>

4 CLINICAL DAYS

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1 PROFESSIONAL DEVELOPMENT DAY

10<sub>hr shifts</sub>

3 CLINICAL DAYS

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1 PROFESSIONAL DEVELOPMENT DAY

12<sub>hr shifts</sub>

3 CLINICAL DAYS

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1 PROFESSIONAL DEVELOPMENT DAY

How it looks in practice

8hr shifts

8 CLINICAL DAYS

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1 PROFESSIONAL DEVELOPMENT DAY

10hr shifts

7 CLINICAL DAYS

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1 PROFESSIONAL DEVELOPMENT DAY

12hr shifts

5 CLINICAL DAYS

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1 PROFESSIONAL DEVELOPMENT DAY

Modified 80/20

# Strength of Solution & Rationale

1

**Improves  
Morale and  
Job  
Satisfaction**

2

**Enhances  
Retention  
and Reduces  
Burnout**

3

**Builds  
Organizational  
Capacity and  
Leadership**

4

**Improves  
Patient  
Outcomes**

5

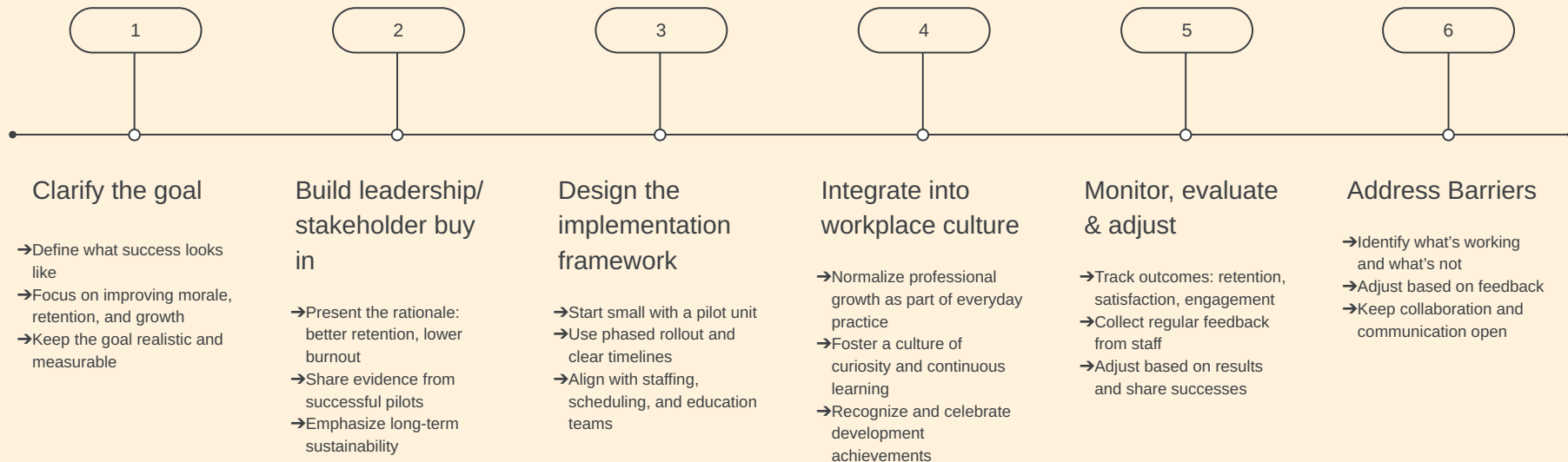
**Financial  
Sustainability  
Over Time**

(American Association of Critical-Care Nurses, 2025; Bae, 2022; Bournes & Ferguson-Paré, 2007; Healey-Ogden et al., 2012; Stuckless & Power, 2012)



# Challenges

# Implementation Strategy



## Peter Munk Cardiac Centre key takeaways for hospitals looking to implement a similar program:

- Engagement with nursing leadership and executive teams to align the initiative with institutional goals.
- Seeking donor or administrative funding to support staffing adjustments.
- Using a collaborative approach that involves nurses at all levels of program design and execution.
- Leveraging word-of-mouth and peer recommendations to drive participation.



## Recommendations

(American Association of Critical-Care Nurses, 2025)

# Feasibility

## What makes it challenging:

- Staffing shortages
- Scheduling constraints
- Need for backfill support

## What makes it achievable:

- Phased rollout
- Strong evidence base
- Leadership alignment
- Clear structure and expectations



- Staff nurses want to feel valued, supported, and connected
- Professional development is essential for retention
- The modified 80/20 model helps rebuild morale and stability
- Small, thoughtful changes can create lasting impact

THE PATH TO REDUCING THE province's dependence on for-profit agency nursing is clear: invest in the nurses already working in BC's healthcare system. Instead of spending millions of dollars outsourcing nursing jobs, BCNU is calling on health authorities to make public sector positions more attractive and sustainable.

# Conclusion

*“We have found it increasingly difficult to build in time for learning, time for reflection, time for projects, as the system has continued to be under constraint. I think we have to really reimagine what we expect, what we create, and how we enable point-of-care nurses to continue to deliver care. It's essential.”*

- Pam Hubley, vice president & chief nursing executive at UHN, leading the 80/20 initiative at PMCC

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