

**No Nurse Left Behind: Synthesizing Research Evidence into a Clinical Coach Role Within Shared Governance**  
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**Problem:** A Nursing Director of an active Shared Governance was struggling with coaching and mentoring 130 direct reports.

**Evidence:** Experienced RNs articulate that becoming and being professional as a career-long, iterative process of reworking professional identity. (Macintosh, 2003)

**Strategy:** Empowerment, engagement, and self directed learning literature, mainly in medical and nursing, was reviewed. Benchmarking was done on like sized units. A design team envisioned professional empowerment through a Clinical Coach role (LEAD) to facilitate professional identity within a shared governance structure.

**Practice Change:** The LEAD, as a small subset of the Charge Nurse, assures that opinions matter and that no nurse is left behind. The LEAD provides individual coaching to 10-15 direct reports. Coaching topics are: Goals, Celebrations and Clinical Excellence. Reflective listening is a key competency. The sessions are on work time, cost effective and result in increased professionalism.

**Research questions:**

1. How is empowerment enhanced?
2. How can professionalism be measured?
3. Will the LEAD benefit Shared Governance?

**Evaluation:** Turnover rates indicate retention. Associate satisfaction, goal completion, differentiated practice participation and specialty certification indicate professionalism and empowerment. Shared Governance benefit is measured by increase of issues tracked and closed by councils.

**Results:** Turnover is low. Associate satisfaction scores improved. Nurses have returned for BSN/MSN completion. Goals are met and re-established. Confidence in practice has been articulated. There is high participation in differentiated practice and certification. There are increased completion of issues and record number of issues brought forward to councils.

**Recommendations:** The professional coaching model has brought energy and enthusiasm to staff. The LEADS deploy professional coaching techniques that facilitate professional growth. This empowerment model has positively affected both novice and expert nurses in their quest for professional identity. The model is employed as a working supervisor strategy with minimal costs in time to direct care hours.

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