

## WHAT ARE THE “FORCES OF MAGNETISM”?

**Quality of Nursing Leadership** – Nursing leaders are perceived as knowledgeable, strong risk takers who follow an articulated philosophy in the day to day operations of the nursing department.

**Organizational Structure** – Organizational structures are flat and unit based decision - making prevails.

**Management Style** – Hospitals and nursing administrators use a participative management style, incorporating feedback from staff at all levels of the organization.

**Personnel Policies and Programs** – Salaries and benefits are characterized as competitive. Flexible staffing models are used.

**Professional Models of Care** – Nurses are accountable for their own practice and are the coordinators of care.

**Quality of Care** – Nurses perceive that they are providing high quality care to their patients. Quality care is seen as an organizational priority.

**Quality Improvement** – Quality improvement activities are seen as educational. Staff nurses participate in the quality improvement process.

**Consultation and Resources** – Adequate consultation and other human resources are available. Knowledgeable experts are available and used.

**Autonomy** – Nurses are permitted and expected to practice autonomously, consistent with professional standards, and the applicable state nurse practice act.

**Community and Health Care Organization** – A significant community presence exists.

**Nurses as Teachers** – Nurses are permitted and expected to incorporate teaching in all aspects of their practice.

**Image of Nursing** – Nurses are viewed as integral to the health care organization’s ability to provide patient care services.

**Interdisciplinary Relationships** – Interdisciplinary relationships are characterized as positive. A sense of mutual respect is exhibited.

**Professional Development** – Significant emphasis is placed on orientation, inservice education, continuing education, formal education, and career development.