The Nursing Organizations Alliance believes that a healthful practice/work environment is supported by the presence of the following elements:

1. **Collaborative Practice Culture**
   - Respectful collegial communication & behavior
   - Team orientation
   - Presence of trust
   - Respect for diversity

2. **Communication Rich Culture**
   - Clear and respectful
   - Open & trusting

3. **A Culture of Accountability**
   - Role expectations are clearly defined
   - Everyone is accountable

4. **The Presence of Adequate Numbers of Qualified Nurses**
   - Ability to provide quality care to meet client/patient's needs
   - Work/home life balance

5. **The Presence of Expert, Competent, Credible, Visible Leadership**
   - Serve as an advocate for nursing practice
   - Support shared decision-making
   - Allocate resources to support nursing

6. **Shared Decision-Making at All Levels**
   - Nurses participate in system, organizational, and process decisions
   - Formal structure exists to support shared decision-making
   - Nurses have control over their practice

7. **The Encouragement of Professional Practice & Continued Growth/Development**
   - Continuing education/certification is supported/encouraged
   - Participation in professional association encouraged
   - An information rich environment is supported

8. **Recognition of the Value of Nursing’s Contribution**
   - Reward and pay for performance
   - Career mobility and expansion

9. **Recognition by Nurses for Their Meaningful Contribution to Practice**

These nine elements will be fostered and promoted, as best fits, into the work of individual member organizations of the Alliance. ~2004~