



## Excellence Exchange Corner

**Q:** I know data has taken a significantly more important position in the 2019 Magnet® Manual. I am struggling with identifying nationally benchmarked ambulatory NSIs. If we can identify something to measure, that does not have a national benchmark, can we still use it for our Magnet® document?

**A:** The short answer is YES, you can use it providing you address the following:

- 1.) articulating why you feel what you are using is indeed nurse sensitive;
- 2.) what you are using as a target or goal;
- 3.) and, how you came to land on that target or goal.

**Q:** We are in the process of developing a formal succession planning process. Any thoughts on what we need to be sure we include?

**A:** As you develop your succession planning structure and process be sure you are very clear on what a succession plan is and is not.

What it is: “Succession planning is the process of developing talent to replace executive, leadership, or other key employees when they transition to another role either within or outside the organization.” (Wikipedia 2019)

What it is not: Coaching and mentoring that occurs after an individual assumes the new position, attendance at a series of education programs, or completion of a transition to new role orientation.

With these statements in mind here are the steps you should consider:

- ★ Identify key roles and positions
- ★ Identify capabilities and competencies needed for these roles and positions
- ★ Identify potential and/or interested employees and assess them against capabilities and competencies
- ★ Develop, implement and document succession planning strategies to ensure knowledge transfer and capability/competency development
- ★ Evaluate effectiveness

Keep the questions coming! Email them to us at [coe@chcm.com](mailto:coe@chcm.com).

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**800.728.7766**