Keeping Up with a Moving Target

Top Risk Considerations in Health Care:

• **Culture Risk**
  - Determines decisions, conduct, risk tolerance

• **Cybersecurity**
  - Beyond cyber incidents and security risks

• **Third-Party Management**
  - Vendors, Research Partners, Revenue Cycle, IT, Sales Channel

• **Data Analytics**
  - Embrace, embed, apply and report

• **Integrated Assurance**
  - Business partners, Internal Audit, Compliance (who is the 1st, 2nd, 3rd line of defense?)
Keeping Up with a Moving Target

Top Risk Considerations in Health Care (cont’d):

• Regulatory compliance
  – Increasing number of regulations, more robust enforcement, impact on business operations, increasing mergers and acquisitions

• Governance
  – Transparency and accountability for compliance issues

• Impact of Policies/Politics
  – Need to remain flexible, nimble, agile

• Reporting and Escalation
  – Simplify reports that provide data driven insights

• Strategic Alignment with Business Priorities
  – Drives risk assessment and compliance work plan

Finding the Right Formula

Guiding Principles:

• Our program translates our values into actions

• Business operational leaders are responsible for compliance

• We will develop a strategy for effective compliance and support business leaders in implementing that strategy

• Our regulatory relationships are fundamental for our organization’s success

• We will create clear accountability around compliance and foster open, honest and clear communications about our outcomes
Finding the Right Formula

- Compliance model follows the business model
- Lifeguard vs. Cop
- Scope of Compliance Program
- Change the Dialogue
- Compliance as a “flashlight”
The Art of Persuasion

• Building Relationships
• Communicating Strategies
• Ensuring Accountability/Ownership
• Reporting Results

Influencing Change
Influencing Decision-Making

“The secret is to always let the other person have your way.”

Claiborne Pell
7 Elements
COLLABORATION

- Know, acknowledge and use skills of others
- Let others give what they can, fill in gaps
- Document roles, tasks and expectations

COMMUNICATION

- Know Your Audience
- Objective vs Subjective
  - Be Relevant
RELATIONSHIPS

• Rapport and Trust
• Investment of Time
• Likeability and Reciprocity

EI vs IQ

• Self-Awareness and Humility
  • Measured
• Optimism, Curiosity, Passion
NEOTIATION

- Don’t talk, ask questions and listen
- Determine what they need but didn’t ask for
- Package solution giving more to both sides but drop sticking points

STRATEGIC THINKING

- New vs Old School thinking list
- Stay focused on mission
- Consider ROI of every effort
LEVERAGE

• Vision and Implementation
  • Value Proposition
  • Reciprocity
Let’s Talk About Skill Set

• Challenge Yourself
  – Can you own the room?
  – Do you have courage of conviction?
  – Do you have great communication skills – especially active listening?
  – Can you change language, tone, pitch to suit audience?
  – Can you read people?

• Top Ten Skills List
  – Visibility
  – Rapport
  – Transparency
  – Impeach Rigor
  – Role Model
  – Don’t Overstep Your Role
  – Persistence
  – Analytical and Objective
  – Poker Face
  – Informal Power
Thank You!

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