Compliance Program Effectiveness in a Time of Healthcare Transformation

HCCA Regional Conference
November 2017

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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”

Moving the Meteor
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

NEGOTIATION

- 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
  – Imposing Rigor
  – Resilience
  – Persuading Your Fate
  – Presence
  – Analytical and Objective
  – Poker Face
  – Informal Power

Thank You!

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