Introduction
The 8th Annual Survey – 2006 Profile of Health Care Compliance Officers is another important service provided by the Health Care Compliance Association. The information contained in this report represents the most complete, accurate and up-to-date information on compliance training, budget, staff, staff education, and compensation.

Survey Methodology
As in past years, the survey instrument was reviewed and changes were made to reflect the current issues in health care compliance. In December 2005, an e-mail was sent to HCCA members containing a link to the online survey form. By late January 2006, a total of 640 completed survey forms (up from 624 last year) were received representing a 20% response rate. All completed survey forms were sent anonymously to Industry Insights, Inc., a third-party research vendor that specializes in these types of studies. All data items were checked by a specially designed computer editing process. The results were tabulated in March 2006.

Compliance Training
Ninety percent of this year’s respondents (up from 87% last year) conduct regular compliance update training beyond the initial training provided. Nearly three out of four (71%) respondents report that the typical employee receives compliance training annually and half report that, on average, an employee spends between one and three hours a year in compliance training.

Nearly all (94%) include compliance training as a component of new employee orientation and a similar percentage (92%) include compliance awareness training for all employees. Other common components of the compliance training program include topic specific or in-depth training that is separate and in addition to compliance awareness training (reported by 77% of respondents) and compliance training for managers/leaders (reported by 68% of respondents).

The most common methods of compliance awareness training were instructor-led classroom training with the compliance officer as instructor (72%), computer-based/Web-based training (65%), and instructor-led classroom training with other instructors (58%). The most common methods of topic-specific or in-depth training were instructor-led classroom training with the compliance officer as the instructor (58%), instructor-led classroom training with other instructors (58%), and computer-based/Web-based training (49%).

Only 30% of the respondents reported having a line item in the compliance budget for the direct costs of training. Seventy-five percent reported that the direct cost for compliance training gets absorbed by departmental budgets other than compliance.

Compliance Program
Nearly 90% of the respondents indicated that the compliance program was comprehensive for the entire organization. The three most common areas included in the compliance program are privacy/information security (83%), coding and billing (81%), and conflict of interest (80%). During the next three years, the most common goals for the compliance program are: monitoring/auditing (81%), education/training (73%), and conducting effectiveness evaluations of the compliance program (70%).

Two-thirds (65%) reported that their compliance office was a stand-alone department with budgetary responsibilities and staff. The typical compliance office reported three full-time equivalent (FTE) employees were paid out of the compliance department budget.

Compliance Officer
Over half of the reporting organizations had a female
compliance officer (60%). The average compliance officer is 50 years old and has been a compliance officer at the organization for four years. More than half reported that the compliance officer was part of the senior management team (56%) and nearly two-thirds (64%) reported that the compliance officer reports directly to the CEO/President. Only 12% reported having an employment contract.

Seventy-one percent of the reporting compliance officers have assumed responsibility for HIPAA compliance. Of those, the aspect of HIPAA they are most likely responsible for is privacy (97%). Ninety-two percent of the responding organizations reported having a compliance committee. Of those, 74% reported that the compliance committee was chaired by the compliance officer.

Compensation
The average salary reported for chief compliance officer, compliance officer and other compliance department staff are shown below. The projected salary increase for compliance officers in the coming year is 3% to 5%.

<table>
<thead>
<tr>
<th>Title</th>
<th>Average Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Compliance Officer</td>
<td>$158,186</td>
</tr>
<tr>
<td>Compliance Officer</td>
<td>$96,473</td>
</tr>
<tr>
<td>Assistant Compliance Officer</td>
<td>$79,543</td>
</tr>
<tr>
<td>Compliance Auditor</td>
<td>$57,728</td>
</tr>
<tr>
<td>Coders</td>
<td>$45,096</td>
</tr>
<tr>
<td>Trainers</td>
<td>$52,693</td>
</tr>
<tr>
<td>Compliance Generalists</td>
<td>$60,513</td>
</tr>
<tr>
<td>Attorneys on Compliance Staff</td>
<td>$111,382</td>
</tr>
</tbody>
</table>

In Closing
We would like to extend our sincere appreciation to all compliance professionals who contributed to this project by taking the time to complete the survey questionnaire. Next year it is our goal to increase this year’s survey response rate.

Survey results of past years remain on the HCCA Website at www.hcca-info.org, if you would like to further compare results.

If you have any questions about this year’s results or would like to make a suggestion for the next year’s survey, please contact Margaret Dragon at the HCCA, (888) 580-8373, or Shawn Six at Industry Insights via e-mail at ssix@indins.com

This survey was designed and conducted by the Health Care Compliance Association (HCCA). HCCA’s Mission: HCCA exists to champion ethical practice and compliance standards and to provide the necessary resources for ethics and compliance professionals and others who share these principles.

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Minneapolis, MN  55435
(888) 580-8373
### Profile by regions

<table>
<thead>
<tr>
<th>Region</th>
<th>Median Revenue</th>
<th>Median Size (by Number of Employees)</th>
<th>Mean # of Full-Time Compliance Employees</th>
<th>Mean Compliance Budget</th>
<th>Mean Chief Compliance Officer Base Salary</th>
<th>Mean Compliance Officer Base Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$249.5 M</td>
<td>1,750</td>
<td>3.61</td>
<td>$382 K</td>
<td>$158,186</td>
<td>$96,473</td>
</tr>
<tr>
<td>Northeast</td>
<td>$249.5 M</td>
<td>1,750</td>
<td>3.14</td>
<td>$377 K</td>
<td>$169,375</td>
<td>$107,084</td>
</tr>
<tr>
<td>South</td>
<td>$249.5 M</td>
<td>1,750</td>
<td>4.12</td>
<td>$427 K</td>
<td>$152,487</td>
<td>$93,146</td>
</tr>
<tr>
<td>Midwest</td>
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<td>1,250</td>
<td>3.29</td>
<td>$332 K</td>
<td>$137,760</td>
<td>$90,861</td>
</tr>
<tr>
<td>West</td>
<td>$249.5 M</td>
<td>1,750</td>
<td>3.62</td>
<td>$380 K</td>
<td>$179,545</td>
<td>$99,609</td>
</tr>
<tr>
<td>Other</td>
<td>$74.5 M</td>
<td>1,250</td>
<td>3.11</td>
<td>$396 K</td>
<td>*</td>
<td>$89,000</td>
</tr>
</tbody>
</table>

1: In what region of the country is your headquarters?

- **Northeast**
  - New England: CT, MA, ME, NH, RI, VT
  - Middle Atlantic: NY, NJ, PA
  - 7%
  - 11%

- **South**
  - West South Central: AR, LA, OK, TX
  - East South Central: AL, FL, GA, MS, SC, TN
  - South Atlantic: DE, DC, MD, KY, NC, VA, WVA
  - 14%
  - 12%
  - 10%

- **Midwest**
  - East North Central: IL, IN, MI, OH, WI
  - West North Central: IA, KS, MN, MO, NE, ND, SD
  - 15%
  - 10%

- **West**
  - Mountain: AZ, CO, ID, MT, NM, UT, MY
  - Pacific: CA, NV, OR, WA
  - 6%
  - 13%

Other

- Alaska, Guam, Hawaii or Puerto Rico
  - 2%

2: What type of health care entity do you work for?

- Health System—Teaching ______________________ 20%
- Health System—Non-Teaching _____________________ 15%
- Hospital—Teaching ____________________________ 11%
- Hospital—Non-Teaching _________________________ 19%
- Health Plan ________________________________ 5%
- Nursing Home ________________________________ 3%
- Durable Medical Equipment Supplier __________ 1%
- Laboratory _________________________________ 1%
- Law Firm _________________________________ 1%
- Integrated Delivery System _____________________ 2%
- Physician Practice __________________________ 5%
- Home Health Agency __________________________ 0%
- Consulting Firm ____________________ 2%
- Hospice ________________________________ 0%
- Medical/Clinical Research ____________________ 1%
- Pharmaceutical Manufacturer _________________ 1%
- Device Manufacturer __________________________ 0%
- Other ________________________________ 11%
3: What is the total revenue of your health care organization?

- Less than $10M: 7%
- $10M - $24M: 10%
- $25M - $49M: 7%
- $50M - $99M: 8%
- $100M - $149M: 6%
- $150M - $199M: 3%
- $200M - $299M: 8%
- $300M - $399M: 4%
- $400M - $499M: 4%
- $500M - $599M: 5%
- $600M - $699M: 2%
- $700M - $799M: 2%
- $800M - $899M: 1%
- $900M - $999M: 1%
- $1B - $1.99B: 9%
- $2B - $3.99B: 5%
- $4B - $9.99B: 2%
- $10B+: 1%
- Don't know: 15%

4: How many employees does your health care organization have?

- 75,001+: 2%
- 50,001 - 75,000: 1%
- 30,001 - 50,000: 2%
- 20,001 - 30,000: 2%
- 15,001 - 20,000: 1%
- 10,001 - 16,000: 5%
- 5,001 - 10,000: 10%
- 4,001 - 5,000: 6%
- 3,001 - 4,000: 7%
- 2,001 - 3,000: 9%
- 1,501 - 2,000: 6%
- 1,001 - 1,500: 11%
- 501 - 1,000: 11%
- 250 - 500: 12%
- 100 - 249: 8%
- Less than 100: 5%
- Don't know: 2%
5: What is the corporate structure of your organization?

- For-Profit 26%
- Non-Profit 74%

6: Which best describes your compliance program?

- 1999
- 2000
- 2001
- 2002
- 2004
- 2005
- 2006

- No formal program planned at this time: 1% 1% 0% 0% 0% 1% 0%
- Program being planned, not yet in development: 5% 2% 1% 1% 1% 1% 1%
- Program now under development: 39% 18% 11% 11% 5%
- Active program in place: 87% 88% 88% 91% 80% 55% 71%

7: Beyond the initial formal compliance training and that for new employees, is regular compliance update training provided?

- No 10%
- Yes 90%

8: On average, how much time does an employee spend in compliance training each year?

- Six hours or more: 3%
- Three to six hours: 11%
- One hour or less: 33%
- One to three hours: 50%
- Don't Know: 3%
9: How frequently does the typical employee receive compliance update training?

- Annually, 71%
- Quarterly, 6%
- Twice Annually, 8%
- Every Other Month, 1%
- Every Other Year, 3%
- Monthly, 3%
- Other, 6%
- Don't Know, 2%

10: What components does your compliance training program include?

- Topic specific/in-depth training that is separate and in addition to compliance awareness training: 94%
- Compliance training as a component of new employee orientation: 92%
- Compliance training for managers/leaders: 77%
- Compliance awareness training for all employees: 68%

*Note: Results total more than 100% because respondents selected more than one answer.

11: What methods of training are used by your organization for compliance awareness training?

- Instructor-led classroom training – Compliance Officer as instructor: 72%
- Instructor-led classroom training, other instructors: 54%
- Computer-based/web-based training: 65%
- Video/Training: 39%
- Self Study Module: 35%
- Other: 9%

*Note: Results total more than 100% because respondents selected more than one answer.
12: What methods of training are used by your organization for topic-specific training?

- Self study module: 25%
- Video training: 25%
- Computer-based/web-based training: 49%
- Instructor-led classroom training—other instructors: 58%
- Instructor-led classroom training—Compliance Officer as instructor: 58%

*Note: Results total more than 100% because respondents selected more than one answer.

13: Do you have a budgeted line item in your compliance budget for the direct costs of training?

- Yes: 30%
- No: 70%

14: If No to question 13, does the direct cost for compliance training get absorbed by departmental budgets other than compliance?

- Yes, 75%
- No, 25%

15a: What is the estimated 2006 compliance training budget for your organization?

- Don't know: 34%
- $200,000+: 4%
- $100,000 - $199,999: 3%
- $55,000 - $99,999: 4%
- $30,000 - $54,999: 6%
- $15,000 - $29,999: 8%
- $5,000 - $14,999: 12%
- $50 - $4,999: 28%

2006: [Bars]
2005: [Bars]
### 15b: What is the estimated 2006 compliance training budget for your organization? (by total revenue of organization)

<table>
<thead>
<tr>
<th></th>
<th>All Respondents</th>
<th>&lt;$100 Mil.</th>
<th>$100 to $299 Mil.</th>
<th>$300 to $599 Mil.</th>
<th>&gt;$600 Mil.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>#</td>
<td>%</td>
<td>#</td>
<td>%</td>
<td>#</td>
</tr>
<tr>
<td>Number of Respondents</td>
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<td>179</td>
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<tr>
<td>$50 - $4,999</td>
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<td>$100,000 - $199,999</td>
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<td>3%</td>
<td>3</td>
<td>2%</td>
<td>4</td>
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<tr>
<td>$200,000 +</td>
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<td>4%</td>
<td>2</td>
<td>1%</td>
<td>1</td>
</tr>
<tr>
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<td>206</td>
<td>34%</td>
<td>45</td>
<td>25%</td>
<td>25</td>
</tr>
</tbody>
</table>

### 15c: What is the estimated 2006 compliance training budget for your organization? (by size of organization—number of employees)

<table>
<thead>
<tr>
<th></th>
<th>All Respondents</th>
<th>1,000 or Less</th>
<th>1,001 to 3,000</th>
<th>3,001 to 5,000</th>
<th>5,001 or More</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>#</td>
<td>%</td>
<td>#</td>
<td>%</td>
<td>#</td>
</tr>
<tr>
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<tr>
<td>$50 - $4,999</td>
<td>184</td>
<td>31%</td>
<td>104</td>
<td>49%</td>
<td>43</td>
</tr>
<tr>
<td>$5,000 - $14,999</td>
<td>70</td>
<td>12%</td>
<td>26</td>
<td>12%</td>
<td>21</td>
</tr>
<tr>
<td>$15,000 - $29,999</td>
<td>47</td>
<td>8%</td>
<td>12</td>
<td>6%</td>
<td>14</td>
</tr>
<tr>
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</tr>
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<td>7</td>
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<tr>
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<tr>
<td>$200,000 +</td>
<td>26</td>
<td>4%</td>
<td>3</td>
<td>1%</td>
<td>4</td>
</tr>
<tr>
<td>Don't know</td>
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<td>34%</td>
<td>58</td>
<td>27%</td>
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</table>
16a: What is the estimated annual budget of your Compliance Department?

<table>
<thead>
<tr>
<th>Budget Range</th>
<th>2005</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $100,000</td>
<td>10%</td>
<td>7%</td>
</tr>
<tr>
<td>$100,000 - $149,999</td>
<td>23%</td>
<td>18%</td>
</tr>
<tr>
<td>$150,000 - $299,999</td>
<td>17%</td>
<td>11%</td>
</tr>
<tr>
<td>$300,000 - $449,999</td>
<td>10%</td>
<td>7%</td>
</tr>
<tr>
<td>$450,000 - $599,999</td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>$600,000 - $749,999</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>$750,000 - $899,999</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>$900,000 - $1,049,999</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>$1,050,000 - $1,299,999</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>$1,300,000 - $1,449,999</td>
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<td>4%</td>
</tr>
<tr>
<td>$1,450,000 +</td>
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</tr>
<tr>
<td>Don't know</td>
<td>17%</td>
<td>17%</td>
</tr>
</tbody>
</table>

16b: What is the estimated annual budget of your Compliance Department? (by total revenue of organization)

<table>
<thead>
<tr>
<th>Number of Respondents</th>
<th>All Respondents</th>
<th>Total Revenue of Health Care Organization</th>
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<tbody>
<tr>
<td></td>
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<td>106</td>
<td>23</td>
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<td>$300,000 - $449,999</td>
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<tr>
<td>$1,450,000 +</td>
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<tr>
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</table>
16c: What is the estimated annual budget of your Compliance Department?  
(by size of organization—number of employees)

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>All Respondents</th>
<th>1,000 or Less</th>
<th>1,001 to 3,000</th>
<th>3,001 to 5,000</th>
<th>5,001 or More</th>
<th>#</th>
<th>%</th>
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<td>6</td>
<td>23%</td>
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<td>10%</td>
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<tr>
<td>$150,000 - $299,999</td>
<td>106</td>
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<tr>
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<td>6%</td>
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<td>3</td>
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<td>2%</td>
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<td>0</td>
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<td>1%</td>
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<tr>
<td>$1,450,000 +</td>
<td>24</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>23</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>Don't know</td>
<td>103</td>
<td>38</td>
<td>18</td>
<td>9</td>
<td>30</td>
<td>17%</td>
<td></td>
</tr>
</tbody>
</table>

17: What percent (%) of your compliance budget is spent on the following?

- Other: 3.5% (2006), 4.0% (2005)
- Compliance Staff Education: 4.6% (2006), 5.0% (2005)
- Investigations: 1.2% (2006), 1.0% (2005)
- Internal Audit: 2.2% (2006), 3.0% (2005)
- Information Sources: 2.4% (2006), 3.0% (2005)
- Professional Dues: 2.4% (2006), 2.0% (2005)
- Risk Assessment/Audit: 2.3% (2006), 3.0% (2005)
- Training: 6.3% (2006), 7.0% (2005)
- Outside Attorneys: 4.3% (2006), 5.0% (2005)
- Outside Consultants: 5.4% (2006), 7.0% (2005)
- Salaries: 65.4% (2006), 62.0% (2005)
18: What specific goals do you hope to achieve with your compliance program in the next three years?

- Monitoring/auditing: 81%
- Education/training: 73%
- Conduct effectiveness evaluations of the compliance program: 70%
- New/revised policies/procedures: 65%
- Employee awareness: 59%
- Risk assessment: 58%
- HIPAA regulation compliance: 41%
- Conduct benchmarking exercises: 40%
- Integrate components of the Sarbanes-Oxley Act: 35%
- Reporting mechanisms: 32%
- Privacy: 31%
- Security: 31%
- Finish developing/implementing the compliance program: 22%
- Transactions and code sets: 13%
- Other: 6%

*Note: Results total more than 100% because respondents selected more than one answer.

19: Do all of the major constituencies of your compliance program (including senior management, physicians, department directors and board members) have a basic understanding of compliance?
20: Is the compliance program comprehensive for your entire organization?

No, 12%  
Yes, 88%

21: Which areas of compliance do you include in your program?

- Privacy/information security: 83%
- Coding and billing: 81%
- Conflict of interest: 80%
- Stark, Anti-kickback: 74%
- Excluded Persons, Specially Designated Nationals: 59%
- EMTALA: 54%
- Contract management: 53%
- Employment issues: 49%
- Quality of care: 48%
- Antitrust: 43%
- Cost reporting: 41%
- Sarbanes-Oxley Act: 40%
- Clinical research: 37%
- Environmental issues: 29%
- JCAHO: 25%
- Tax issues: 24%
- Fair Drug Marketing Act: 10%
- Foreign regulations (e.g., EU Privacy Directive): 3%
- Foreign Corrupt Practices Act: 3%

*Note: Results total more than 100% because respondents selected more than one answer.

22: Does or did JCAHO accreditation and/or compliance with JCAHO standards play a role in helping you develop or implement your compliance program?

- Yes, helps in developing a compliance program: 9%
- Yes, helps with implementing a compliance program: 7%
- Yes, is considered when doing the compliance audit: 16%
- No, none of the above applies: 60%
- Don't know: 8%
23: If No to question 22, COULD JCAHO accreditation and/or standards play a role in these activities?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>22%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>45%</td>
</tr>
<tr>
<td></td>
<td>Not sure</td>
<td>33%</td>
</tr>
</tbody>
</table>

*Note: Responses to question 24 are too varied and sample size too small; answers to question 24 are available on the HCCA Web site: www.hcca-info.org

25: Is your Compliance Officer (the person responsible for the daily operation of the compliance program)...

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>2005</td>
<td>62%</td>
<td>38%</td>
</tr>
<tr>
<td>2004</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>2002</td>
<td>55%</td>
<td>45%</td>
</tr>
<tr>
<td>2001</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td>2000</td>
<td>56%</td>
<td>44%</td>
</tr>
<tr>
<td>1999</td>
<td>48%</td>
<td>52%</td>
</tr>
</tbody>
</table>
26: What is the age of the Compliance Officer?

- 25-29, 2%
- 30-34, 4%
- 35-39, 8%
- 40-44, 16%
- 45-49, 20%
- 50-54, 22%
- 55-59, 17%
- 60-64, 6%
- 65+, 3%

*Note: Results total more than 100% because respondents selected more than one answer.

27: What is the Compliance Officer’s highest and/or most recent level of education and/or certification completed?

- Bachelor's Degree: 31%
- Master's Degree: 30%
- Certified in Healthcare Compliance: 21%
- JD: 16%
- MBA: 15%
- Other: 12%
- RN/Nursing: 10%
- CPA: 7%
- No degree: 3%
- Associate's Degree: 3%
- MD/DO: 2%
- Doctorate: 1%
- Pharm D: 0%

*Note: Results total more than 100% because respondents selected more than one answer.
28: The management level of the Compliance Officer could be best described as which of the following:

- Officer of the company: 15%
- Part of the senior management team: 56%
- Middle management: 25%
- Supervisor: 1%
- Individual contributor: 4%

29: To whom (position/title) does the Compliance Officer directly report? (by size of organization—number of employees)

<table>
<thead>
<tr>
<th>Position/Title</th>
<th>All Respondents</th>
<th>Less than 100</th>
<th>100 - 249</th>
<th>250 - 500</th>
<th>501 - 1,000</th>
<th>1,001 - 2,000</th>
<th>2,001 - 4,000</th>
<th>4,001 - 5,000</th>
<th>5,001 - 10,000</th>
<th>10,001 - 15,000</th>
<th>15,001 - 20,000</th>
<th>20,001 - 30,000</th>
<th>30,001 - 50,000</th>
<th>50,001 - 75,000</th>
<th>75,001 +</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO/President</td>
<td>64%</td>
<td>68%</td>
<td>82%</td>
<td>64%</td>
<td>72%</td>
<td>71%</td>
<td>61%</td>
<td>62%</td>
<td>59%</td>
<td>72%</td>
<td>44%</td>
<td>50%</td>
<td>22%</td>
<td>67%</td>
<td>62%</td>
</tr>
<tr>
<td>Board</td>
<td>37%</td>
<td>36%</td>
<td>48%</td>
<td>39%</td>
<td>41%</td>
<td>31%</td>
<td>36%</td>
<td>42%</td>
<td>33%</td>
<td>39%</td>
<td>27%</td>
<td>25%</td>
<td>25%</td>
<td>44%</td>
<td>54%</td>
</tr>
<tr>
<td>CFO/Finance</td>
<td>10%</td>
<td>4%</td>
<td>10%</td>
<td>12%</td>
<td>10%</td>
<td>14%</td>
<td>13%</td>
<td>28%</td>
<td>11%</td>
<td>5%</td>
<td>0%</td>
<td>11%</td>
<td>8%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>VP/Level</td>
<td>11%</td>
<td>4%</td>
<td>10%</td>
<td>13%</td>
<td>18%</td>
<td>7%</td>
<td>6%</td>
<td>12%</td>
<td>3%</td>
<td>11%</td>
<td>15%</td>
<td>18%</td>
<td>11%</td>
<td>17%</td>
<td>0%</td>
</tr>
<tr>
<td>COO</td>
<td>5%</td>
<td>0%</td>
<td>4%</td>
<td>0%</td>
<td>1%</td>
<td>0%</td>
<td>3%</td>
<td>1%</td>
<td>0%</td>
<td>3%</td>
<td>1%</td>
<td>0%</td>
<td>3%</td>
<td>7%</td>
<td>0%</td>
</tr>
<tr>
<td>Academic Executive</td>
<td>1%</td>
<td>0%</td>
<td>2%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
<td>3%</td>
<td>0%</td>
<td>3%</td>
<td>2%</td>
<td>3%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Legal</td>
<td>12%</td>
<td>1%</td>
<td>0%</td>
<td>10%</td>
<td>3%</td>
<td>10%</td>
<td>7%</td>
<td>17%</td>
<td>10%</td>
<td>13%</td>
<td>14%</td>
<td>25%</td>
<td>21%</td>
<td>56%</td>
<td>17%</td>
</tr>
<tr>
<td>Audit Committee</td>
<td>11%</td>
<td>4%</td>
<td>2%</td>
<td>1%</td>
<td>7%</td>
<td>5%</td>
<td>0%</td>
<td>6%</td>
<td>12%</td>
<td>23%</td>
<td>19%</td>
<td>17%</td>
<td>14%</td>
<td>56%</td>
<td>8%</td>
</tr>
<tr>
<td>Finance Committee</td>
<td>2%</td>
<td>0%</td>
<td>2%</td>
<td>1%</td>
<td>0%</td>
<td>3%</td>
<td>0%</td>
<td>2%</td>
<td>0%</td>
<td>0%</td>
<td>3%</td>
<td>0%</td>
<td>22%</td>
<td>2%</td>
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</tr>
<tr>
<td>Compliance Committee</td>
<td>13%</td>
<td>4%</td>
<td>20%</td>
<td>13%</td>
<td>10%</td>
<td>5%</td>
<td>11%</td>
<td>12%</td>
<td>8%</td>
<td>14%</td>
<td>19%</td>
<td>21%</td>
<td>56%</td>
<td>0%</td>
<td>23%</td>
</tr>
<tr>
<td>Internal Audit</td>
<td>1%</td>
<td>0%</td>
<td>2%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
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<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Administrator/Executive Director</td>
<td>3%</td>
<td>12%</td>
<td>14%</td>
<td>6%</td>
<td>3%</td>
<td>2%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>3%</td>
<td>4%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Chief Compliance Officer</td>
<td>7%</td>
<td>0%</td>
<td>2%</td>
<td>6%</td>
<td>9%</td>
<td>5%</td>
<td>11%</td>
<td>2%</td>
<td>3%</td>
<td>6%</td>
<td>5%</td>
<td>18%</td>
<td>11%</td>
<td>17%</td>
<td>15%</td>
</tr>
<tr>
<td>Risk Management</td>
<td>1%</td>
<td>0%</td>
<td>2%</td>
<td>0%</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
<td>2%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>4%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Other Committee</td>
<td>1%</td>
<td>4%</td>
<td>2%</td>
<td>1%</td>
<td>3%</td>
<td>2%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

*Note: Results total more than 100% because respondents indicated that the compliance officer reports to more than one person.*
30: How many hours per week does the Compliance Officer spend on compliance?

- 0-10 hours, 15%
- 11-20 hours, 15%
- 21-30 hours, 13%
- 31-40 hours, 15%
- More than 40 hours, 43%

31: What is the Compliance Officer’s tenure in their present role?

- 0-1 year
- 1-2 years
- 2-3 years
- More than 3 years
- 3-5 years
- 6-7 years
- More than 7 years

- 1999
- 2000
- 2001
- 2002
- 2004
- 2005
- 2006
### 32: How many other people have previously been in this role at your organization?

<table>
<thead>
<tr>
<th>Year</th>
<th>Zero</th>
<th>One</th>
<th>Two</th>
<th>Three or more</th>
<th>Four or more</th>
<th>No others</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>90%</td>
<td>9%</td>
<td>1%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2000</td>
<td>76%</td>
<td>20%</td>
<td>3%</td>
<td>1%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2001</td>
<td>65%</td>
<td>29%</td>
<td>3%</td>
<td>1%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2002</td>
<td>57%</td>
<td>31%</td>
<td>7%</td>
<td>3%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2004</td>
<td>0%</td>
<td>56%</td>
<td>32%</td>
<td>13%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td>35%</td>
<td>11%</td>
<td>3%</td>
<td>48%</td>
<td>3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>35%</td>
<td>10%</td>
<td>4%</td>
<td>46%</td>
<td>3%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: Results total more than 100% because respondents selected more than one answer.*

### 33: Has the Compliance Officer assumed responsibility for HIPAA compliance?

- No, 29%
- Yes, 71%

### 34: If Yes to question 33, which aspect of HIPAA is the Compliance Officer responsible for?

- Privacy: 97%
- Security: 45%
- Transaction Code Sets: 25%
- Other: 7%

*Note: Results total more than 100% because respondents selected more than one answer.*
35: Is your Compliance Office a stand-alone department with budgetary responsibilities and staff?

- Yes: 61%
- No: 39%

36: How many full-time equivalent (FTE) staff members are paid out of the Compliance Department budget? (FTE = 2,080 hours per year)
(by size of organization—number of employees)

| All Respondents | Less than 100 | 100 - 249 | 250 - 500 | 501 - 1,000 | 1,001 - 1,500 | 1,501 - 2,000 | 2,001 - 3,000 | 3,001 - 4,000 | 4,001 - 5,000 | 5,001 - 10,000 | 10,001 - 15,000 | 15,001 - 20,000 | 20,001 - 30,000 | 30,001 - 50,000 | 50,001 - 75,000 | 75,001 + |
|-----------------|--------------|-----------|-----------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| 1               | 30%          | 48%       | 34%       | 42%         | 32%          | 47%          | 22%          | 38%          | 37%          | 25%          | 12%             | 4%              | 0%              | 8%              | 0%              | 14%             | 11%            |
| 2               | 14%          | 4%        | 16%       | 11%         | 18%          | 11%          | 25%          | 18%          | 16%          | 19%          | 17%             | 7%              | 11%             | 0%              | 0%              | 0%              | 22%            |
| 3               | 11%          | 4%        | 12%       | 11%         | 7%           | 13%          | 19%          | 12%          | 13%          | 11%          | 12%             | 11%             | 8%              | 8%              | 0%              | 0%              | 0%             |
| 4-5             | 12%          | 0%        | 4%        | 8%          | 9%           | 11%          | 11%          | 12%          | 21%          | 25%          | 19%             | 14%             | 44%             | 17%             | 8%              | 0%              | 0%             |
| 6-8             | 6%           | 0%        | 0%        | 5%          | 7%           | 2%           | 0%           | 6%           | 8%           | 11%          | 7%              | 14%             | 0%              | 25%             | 25%             | 14%             | 0%             |
| 9-10            | 4%           | 0%        | 2%        | 0%          | 3%           | 0%           | 0%           | 6%           | 2%           | 0%           | 6%              | 14%             | 7%              | 0%              | 8%              | 8%              | 0%             |
| 11-15           | 4%           | 0%        | 2%        | 0%          | 0%           | 0%           | 0%           | 3%           | 0%           | 0%           | 14%             | 14%             | 22%             | 17%             | 17%             | 14%             | 11%            |
| 16 or more      | 4%           | 0%        | 0%        | 0%          | 1%           | 0%           | 0%           | 0%           | 0%           | 0%           | 5%              | 25%             | 11%             | 8%              | 25%             | 43%             | 44%            |
| None            | 12%          | 35%       | 28%       | 18%         | 19%          | 13%          | 14%          | 10%          | 3%           | 3%           | 0%              | 4%              | 0%              | 0%              | 0%              | 0%              | 11%            |
| Don’t know      | 3%           | 9%        | 2%        | 6%          | 3%           | 4%           | 3%           | 2%           | 0%           | 0%           | 0%              | 0%              | 0%              | 0%              | 8%              | 8%              | 14%            | 0%             |
37: How many staff members (not necessarily full-time equivalents) report directly to the Compliance Officer?

- 10+, 7%
- 9 to 10, 4%
- 6 to 8, 13%
- 3 to 5, 29%
- 1, 33%
- 2, 15%

38: Please report the number of FTEs for each of the following:

<table>
<thead>
<tr>
<th>Position</th>
<th>Percentage reporting the following positions</th>
<th>Average number of full-time equivalent employees reported for each</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attorneys</td>
<td>22.8%</td>
<td>0.36</td>
</tr>
<tr>
<td>Coders</td>
<td>30.1%</td>
<td>1.44</td>
</tr>
<tr>
<td>Compliance Auditors</td>
<td>63.5%</td>
<td>1.56</td>
</tr>
<tr>
<td>Compliance Generalists</td>
<td>64.7%</td>
<td>1.30</td>
</tr>
<tr>
<td>Computer/Information Systems</td>
<td>21.1%</td>
<td>1.03</td>
</tr>
<tr>
<td>Trainers</td>
<td>25.2%</td>
<td>0.45</td>
</tr>
</tbody>
</table>
### How much are the following positions compensated?

<table>
<thead>
<tr>
<th>Position</th>
<th>Average</th>
<th>Median</th>
<th>25th Percentile</th>
<th>75th Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Compliance Officers</td>
<td>$79,543</td>
<td>$75,000</td>
<td>$55,000</td>
<td>$98,000</td>
</tr>
<tr>
<td>Compliance Auditors</td>
<td>$57,728</td>
<td>$56,400</td>
<td>$45,000</td>
<td>$70,000</td>
</tr>
<tr>
<td>Coders</td>
<td>$45,096</td>
<td>$42,000</td>
<td>$32,500</td>
<td>$55,000</td>
</tr>
<tr>
<td>Trainers</td>
<td>$52,693</td>
<td>$50,000</td>
<td>$40,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>Compliance Generalists</td>
<td>$60,513</td>
<td>$57,000</td>
<td>$45,000</td>
<td>$75,000</td>
</tr>
<tr>
<td>Attorneys on the Compliance Staff</td>
<td>$111,382</td>
<td>$105,000</td>
<td>$85,000</td>
<td>$130,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Region</th>
<th>Assistant Compliance Officer</th>
<th>Compliance Auditors</th>
<th>Coders</th>
<th>Trainers</th>
<th>Compliance Generalists</th>
<th>Attorneys on compliance staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast</td>
<td>$84,643</td>
<td>$62,361</td>
<td>$52,050</td>
<td>$55,231</td>
<td>$69,043</td>
<td>$116,000</td>
</tr>
<tr>
<td>South</td>
<td>$80,934</td>
<td>$57,515</td>
<td>$45,161</td>
<td>$49,774</td>
<td>$58,664</td>
<td>$112,308</td>
</tr>
<tr>
<td>Midwest</td>
<td>$72,781</td>
<td>$51,937</td>
<td>$36,317</td>
<td>$50,711</td>
<td>$57,192</td>
<td>$100,972</td>
</tr>
<tr>
<td>West</td>
<td>$82,493</td>
<td>$62,819</td>
<td>$48,096</td>
<td>$57,600</td>
<td>$62,362</td>
<td>$117,500</td>
</tr>
</tbody>
</table>

*This information was collected from survey questions 39–50.*
Please indicate what degrees/certifications are required or preferred for . . .

<table>
<thead>
<tr>
<th>Job Title</th>
<th>CCS-H</th>
<th>CCS-P</th>
<th>CHC</th>
<th>CPA</th>
<th>CPC</th>
<th>CPHQ</th>
<th>JD</th>
<th>M.Ed</th>
<th>MHA</th>
<th>RN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Compliance Officers</td>
<td>4%</td>
<td>2%</td>
<td>2%</td>
<td>17%</td>
<td>63%</td>
<td>2%</td>
<td>28%</td>
<td>11%</td>
<td>46%</td>
<td>0%</td>
</tr>
<tr>
<td>Compliance Auditors</td>
<td>11%</td>
<td>54%</td>
<td>12%</td>
<td>53%</td>
<td>9%</td>
<td>64%</td>
<td>11%</td>
<td>44%</td>
<td>25%</td>
<td>45%</td>
</tr>
<tr>
<td>Coders</td>
<td>36%</td>
<td>43%</td>
<td>27%</td>
<td>50%</td>
<td>13%</td>
<td>41%</td>
<td>3%</td>
<td>14%</td>
<td>45%</td>
<td>36%</td>
</tr>
<tr>
<td>Trainers</td>
<td>8%</td>
<td>38%</td>
<td>11%</td>
<td>39%</td>
<td>12%</td>
<td>60%</td>
<td>0%</td>
<td>12%</td>
<td>15%</td>
<td>34%</td>
</tr>
<tr>
<td>Compliance Generalists</td>
<td>3%</td>
<td>44%</td>
<td>3%</td>
<td>44%</td>
<td>10%</td>
<td>69%</td>
<td>0%</td>
<td>28%</td>
<td>4%</td>
<td>45%</td>
</tr>
<tr>
<td>Attorneys on Compliance Staff</td>
<td>4%</td>
<td>21%</td>
<td>2%</td>
<td>23%</td>
<td>11%</td>
<td>45%</td>
<td>0%</td>
<td>20%</td>
<td>2%</td>
<td>32%</td>
</tr>
</tbody>
</table>

This information was collected from survey questions 39–50.

51: Does your organization have a compliance committee?

| No, 8% | Yes, 92% |

52: If Yes to question 51, which of the following responsibilities does it have?

<table>
<thead>
<tr>
<th>Planning</th>
<th>71%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeting</td>
<td>10%</td>
</tr>
<tr>
<td>Disposition of Investigations</td>
<td>61%</td>
</tr>
<tr>
<td>Disposition of Audits</td>
<td>63%</td>
</tr>
<tr>
<td>Report to Governing Board</td>
<td>55%</td>
</tr>
<tr>
<td>Self-Disclosures</td>
<td>38%</td>
</tr>
<tr>
<td>Enforcement Authority</td>
<td>43%</td>
</tr>
<tr>
<td>Other</td>
<td>12%</td>
</tr>
</tbody>
</table>

*Note: Results total more than 100% because respondents selected more than one answer.
53: Who chairs the Compliance Committee?

- CFO: 0%
- Internal Auditor: 1%
- Counsel: 3%
- Physician: 5%
- CEO: 5%
- Other: 11%
- Compliance Officer: 74%

*Note: Results total more than 100% because respondents selected more than one answer.

54: Who (position/title) makes up this committee?

- CFO/Finance: 73%
- Human Resources: 62%
- Administration: 56%
- CCO: 50%
- Billing Director: 48%
- Legal counsel: 48%
- Operations: 47%
- CEO: 45%
- HIM Director: 41%
- Physician Leader: 39%
- Nursing: 38%
- Clinical Dept. Head: 35%
- QA: 34%
- Risk Management: 32%
- IS: 31%
- Auditing Manager: 30%
- Lab Director: 22%
- Other: 18%
- Physicians: 18%
- Board Member: 17%

*Note: Results total more than 100% because respondents selected more than one answer.
55. How often does the compliance committee meet?

- Monthly, 39%
- Quarterly, 42%
- Semi-Annually, 5%
- Annually, 1%
- Other, 12%

56. Do you report your compliance activities to a Governing Board or Owner?

- No, 4%
- Yes, 96%

57. If Yes to question 56, how often?

- Quarterly, 54%
- Monthly, 12%
- Semi-Annually, 11%
- Annually, 17%
- Other, 5%
58. How do you record your reports to the Governing Board?

- Verbal, 38%
- Paper, 62%

59. Has your organization reviewed the Sarbanes-Oxley Act (SOX)?

- No, 26%
- Yes, 74%

60. If Yes to question 59, which of the following components of SOX apply?

- Conflict of interest: 72%
- Corporate responsibility for financial reports: 60%
- Code of ethics for senior financial officers: 54%
- Management assessments of internal controls: 48%
- Improper influence on conduct of auditors: 40%
- Enhanced conflict of interest provisions: 37%
- Disclosure of audit committee financial expert: 34%
- Disclosures in periodic reports: 28%
- Public company audit committees: 22%
- Forfeiture of bonuses and profits: 11%
- Real-time issuer disclosure: 9%
61. Rate each of the following in order of importance from 1 to 8, with "1" representing the industry experience you deem most important in a Compliance Officer and "8" the experience you deem least important.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Health Care Administration</td>
</tr>
<tr>
<td>2</td>
<td>Auditor</td>
</tr>
<tr>
<td>3</td>
<td>Attorney</td>
</tr>
<tr>
<td>4</td>
<td>Health Care Consulting</td>
</tr>
<tr>
<td>5</td>
<td>Government</td>
</tr>
<tr>
<td>6</td>
<td>Other Health Care Licensed Professional</td>
</tr>
<tr>
<td>7</td>
<td>Human Resources</td>
</tr>
<tr>
<td>8</td>
<td>Physician Executive</td>
</tr>
</tbody>
</table>

Definitions (used when answering questions 62–70):

Compliance Officer: The person responsible for the daily operation of the program.

Chief Compliance Officer: The person responsible for the general oversight of the program. Supervises a compliance program manager/administrator who handles the daily operation of the program.

62. Does your organization have (select one):
   - #1 One Compliance Officer
   - #2 Chief Compliance Officer and Compliance Officer

   | One Compliance Officer, 71% | Chief Compliance Officer and Compliance Officer, 29% |
63a. Chief Compliance Officer annual base compensation

- 75th Percentile: $200,000
- 50th Percentile: $150,000
- 25th Percentile: $100,000
- Mean: $158,186

63b. Chief Compliance Officer mean compensation (by geographic region)

<table>
<thead>
<tr>
<th></th>
<th>All Respondents</th>
<th>Northeast</th>
<th>South</th>
<th>Midwest</th>
<th>West</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Respondents</td>
<td>134</td>
<td>19</td>
<td>56</td>
<td>28</td>
<td>29</td>
<td>1</td>
</tr>
<tr>
<td>Mean</td>
<td>158,186</td>
<td>169,375</td>
<td>152,487</td>
<td>137,760</td>
<td>179,545</td>
<td>*</td>
</tr>
<tr>
<td>Median</td>
<td>100,000</td>
<td>175,000</td>
<td>130,500</td>
<td>135,000</td>
<td>172,000</td>
<td>*</td>
</tr>
<tr>
<td>25th Percentile</td>
<td>150,000</td>
<td>125,000</td>
<td>100,000</td>
<td>103,750</td>
<td>125,000</td>
<td>*</td>
</tr>
<tr>
<td>75th Percentile</td>
<td>200,000</td>
<td>200,000</td>
<td>200,000</td>
<td>168,688</td>
<td>250,000</td>
<td>*</td>
</tr>
</tbody>
</table>
63c. What is the annual base salary of the Chief Compliance Officer? (by education)

- Health Care Compliance Certificate: $141,918
- Master's: $147,393
- RN/Nursing: $150,844
- Bachelor's: $151,154
- Doctorate: $158,500
- MBA: $168,513
- CPA: $173,019
- Juris Doctorate: $175,227
- MD-DO: $228,750

63d. What is the annual base salary of the Chief Compliance Officer? (by size of organization—number of employees)

- 5,001 or more: $177,158
- 3,001 to 5,000: $160,222
- 1,001 to 3,000: $148,767
- 1,000 or less: $127,090
64. What other positions does your Chief Compliance Officer hold in the organization?

- Executive Director/Administrator: 2%
- CEO: 2%
- VP of Quality: 3%
- COO: 3%
- CFO: 4%
- Chief Medical Officer/Medical Director: 4%
- Other Director/Manager: 5%
- General Counsel/Attorney: 13%
- Other VP: 17%
- Other: 18%
- No Other Position: 23%

65a. What is the annual base salary of the Compliance Officer?

- Mean: $96,473
- 25th: $72,500
- 50th: $93,000
- 75th: $117,000
65b. What is the annual base salary of the Compliance Officer? (by geographic region)

<table>
<thead>
<tr>
<th></th>
<th>All Respondents</th>
<th>Northeast</th>
<th>South</th>
<th>Midwest</th>
<th>West</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Respondents</td>
<td>$458</td>
<td>94</td>
<td>159</td>
<td>121</td>
<td>79</td>
<td>5</td>
</tr>
<tr>
<td>Mean</td>
<td>$96,473</td>
<td>107,084</td>
<td>93,146</td>
<td>90,861</td>
<td>99,609</td>
<td>89,000</td>
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<tr>
<td>Median</td>
<td>$93,000</td>
<td>100,000</td>
<td>91,000</td>
<td>85,000</td>
<td>98,500</td>
<td>86,000</td>
</tr>
<tr>
<td>25th Percentile</td>
<td>$72,500</td>
<td>82,000</td>
<td>72,035</td>
<td>68,000</td>
<td>73,000</td>
<td>78,250</td>
</tr>
<tr>
<td>75th Percentile</td>
<td>$117,000</td>
<td>130,000</td>
<td>106,000</td>
<td>110,000</td>
<td>125,000</td>
<td>99,000</td>
</tr>
</tbody>
</table>

65c. Compliance Officer's mean compensation by education

- RN/Nursing: $90,377
- Bachelor's: $93,084
- Doctorate: $93,093
- Health Care Compliance Certificate: $93,316
- Master's: $97,941
- MBA: $102,913
- CPA: $106,469
- Juris Doctorate: $110,367
- MD-DO: $117,500
65d. Compliance Officer's mean compensation by size of organization—number of employees

- 5,001 or more: $117,434
- 3,001 to 5,000: $105,156
- 1,001 to 3,000: $95,901
- 1,000 or less: $82,296

66. What other positions/titles does your Compliance Officer hold in the organization?

- Don't know: 0%
- Chief Medical Officer/Medical Director: 0%
- COO: 0%
- CFO: 1%
- CEO: 1%
- VP of Quality: 2%
- Executive Director/Administrator: 3%
- General Counsel/Attorney: 4%
- Other VP: 5%
- Other Director/Manager: 19%
- Other: 24%
- No Other Position: 39%
67. Does the Compliance Officer have an employment contract?

Yes, 12%  
No, 88%

68. Does the Compliance Officer have the ability to acquire his or her own lawyer at the organization’s cost?

Yes, 35%  
No, 28%  
Not sure, 37%

69. Does the Compliance Officer have additional liability coverage through the organization?

Yes, 21%  
No, 52%  
Not sure, 26%

70. What is the projected salary increase for the Compliance Officer in the upcoming year?

More than 10% 2%

Between 8% and 10% 2%

Between 5% and 8% 6%

Between 3% and 5% 63%

Less than 3% 27%
71. Please check all of the additional benefits that are part of the Compliance Officer’s compensation package:

- Retirement benefits/401K: 90%
- Dental: 79%
- Disability: 75%
- Professional liability coverage: 22%
- Other: 8%
- Stock option: 8%
- Profit sharing: 8%
- Auto/auto Allowance: 8%
- Club membership: 4%

*Note: Results total more than 100% because respondents selected more than one answer.

72. Is your organization under a Corporate Integrity Agreement or settlement agreement or consent decree with integrity provisions?

- Yes, 11%
- No, 85%
- Don’t Know, 4%
You’re a compliance professional, which means you can’t rest at simply knowing one or two key areas when it comes to compliance matters. With the CCH Health Care Compliance Portfolio Deluxe you get the need-to-know information that affects every aspect of health care compliance. It comes as four resources (Health Care Compliance Professional’s Manual, Journal of Health Care Compliance, Health Care Compliance Reporter, and the Health Care Compliance Letter) that are designed to work seamlessly together.

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