

Healthcare Ethics & Compliance Competency Model

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Vision: Healthcare Compliance (HCC) Professional facilitates regaining and sustaining of stakeholder, governmental and public trust of Health Care/Life Science Industry as valuable partner in finding treatment solution for patients

Mission: HCC Professional advances and promotes culture of business accountability for ethical business decision-making with a focus on mitigating risks of non-compliance

Strategic Pillars of the Healthcare Compliance Professional Function

STRATEGIC PARTNER

To get alignment on ethical behaviour, integrity and transparency

For internal stakeholders/business leaders

- understands business strategy and market trends
- aligns on present and future compliance risks related to their business
- advises business leaders on compliant business solutions, including changes to business models
- facilitates development of compliance SWOT/strategy
- fosters candid discussions on business compliance
- fosters adequate actions in case of incidents

For external stakeholders

- via supporting/advising the relevant business representative
- via active personal participation policy makers' groups (e.g. industry associations)

CHANGE MANAGER

Facilitates re-positioning of the compliance function “from policing to business partnering” (if needed, if not: ensures the value based positioning)

Facilitates competency development for compliant business if needed based on insight into business decision-making and customer facing interactions

Fosters business accountability

Translates HCC into business benefits fosters emotional identification around values

COMPLIANCE LEADER/ADVISOR

Leading by example & without authority

Acts as a role model for compliance and a visionary, inspires and motivates stakeholders

Embeds compliance requirements in a simple, easy to understand way into business processes

Monitors / tests adherence to compliance programs / local rules and regulations as part of risk assessment

Informs stakeholders / business leaders and **ensures relevant actions are taken**

Leads/facilitates cooperation across different functions to align on compliant and ethical business standards / competencies / strategies / resources / communication

Healthcare Compliance (HCC) Core Competencies

Strategic partner

Business acumen

understand and develop strategy (analytical skills, synthesis), customer orientation, making and fostering decisions, planning, seeing hidden problems, differentiating between facts and assumptions, aligning on & ensuring compliance controls in business processes

Stakeholder management (internal & external)

understanding decision making, networking, connecting / bridging, strategic alliance, organizational intelligence, working in teams, sensitivity for multicultural aspect

Governance

understand and become part of the governance structure, keep independence

Change manager

Communication skills

listening, asking the right questions, assertive communication, presentation skills, negotiation skills, identifying & managing manipulative communication /hidden agendas

Impact/influencing skills

selling skills, identifying / managing body language, engagement, coaching, understanding the context / big picture, conflict management, manage difficult discussions

Project management skills

stakeholder & resource management, alignment, implementation

Compliance leader / advisor

Leadership skills - leading without authority

self-confidence/courage, self awareness, motivate & inspire, delegate & empower, ability to receive & give appropriate feedback, managing complexity & ambiguity, facilitate development of company competencies, ability to learn & adapt, develop oversight

Ethical role model - leading by example

being open / approachable, patience & resilience, integrity & reliability, accountability, walk the talk, learn & facilitate learning from mistakes

Personal skills

Self management: prioritization, stress management, work-life balance

Positive attitude: celebrating success (self & team), sense of humour

Content knowledge (experience & training)

Non-HCC knowledge: business strategy / process / systems, budget planning, finance for non-finance

HCC knowledge: HCC strategy / processes / systems, monitoring/testing/auditing, regulatory environment