

Healthcare Ethics & Compliance Competency Model Working Group

Members

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Healthcare Ethics and 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 of ethical business decision making with a focus on mitigating risks of non-compliance

Strategic Pillars of the HCC Professional Function

STRATEGIC PARTNER

To get alignment on ethical behavior, 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

- either via supporting/advising the relevant business representative
- and/or 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

Strategic partner	Change manager	Compliance leader/advisor
<p>Strategic skills Business acumen, understand and develop strategy (analytical skills, synthesis), planning, seeing hidden problems, differentiating between facts and assumptions, understanding the context/big picture, aligning on & ensuring compliance controls in business processes</p> <p>Stakeholder management (internal & external) understanding and impacting decision making, networking, connecting / bridging, customer orientation, strategic alliance, organizational intelligence, working in teams, sensitivity for multicultural aspect</p> <p>Governance understand and become part of the governance structure, keep independence</p>	<p>Communication skills listening, asking the right questions, assertive communication, presentation skills, negotiation skills, identifying & managing manipulative communication /hidden agendas</p> <p>Impact/influencing skills selling skills, identifying / managing body language, engagement, coaching, conflict management, manage difficult discussions</p> <p>Project management skills stakeholder & resource management, alignment, implementation</p>	<p>Leadership skills - leading without authority self-confidence / courage, self awareness, motivate & inspire, delegate & empower, ability to receive & give appropriate feedback, making decisions, managing complexity & ambiguity, facilitate development of company competencies, ability to learn & adapt, develop oversight</p> <p>Ethical role model - leading by example being open / approachable, patience & resilience, integrity & reliability, accountability, walk the talk, learn & facilitate learning from mistakes</p> <p style="text-align: right;">HCC= Healthcare Compliance</p>

Personal skills

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

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

Use of common sense

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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