



Compliance - TODAY

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WWW.HCCA-INFO.ORG

Congratulations, Brian!

an interview with Brian Patterson
the 6,000th person actively certified by the CCB

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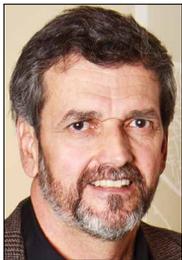
Influence

Please don't hesitate to call me about anything any time.

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Jenny O'Brien, a board member and past President of HCCA, sent me a report recently on *The Rise of the Network Leader* (<http://bit.ly/1aPq7e0>), by the Conference Executive Board (CEB), a very credible organization. It is significant to compliance professionals



Snell

because many believe that influence is one of the most important skills a successful compliance officer can have. Jenny will be a keynote speaker at our 2014 HCCA annual meeting (www.compliance-institute.org) speaking on the topic of influence. Of all the compliance officers I have ever met, Jenny is one of a handful of people who

have really mastered the art of influence.

Many don't believe we have a problem understanding the laws in this country... but rather that we have a problem following the laws. Cases like Enron, WorldCom, Tyco, HealthSouth, Penn State, etc. have shown that many people knew about a big problem, in some cases for years, but they could do nothing to fix it. What they lacked was a leader or compliance officer who could influence the leadership into fixing the problem. I think the CEB would argue that you can't influence if you don't have a "personal leadership network." The following is taken from the CEB survey/report *The Rise of the Network Leader*:

Network Leadership—This role involves establishing strong network performance by building, aligning, and enabling broad networks both internal and external to the organization. Network leadership is more

about influence than control; it is also a more indirect than direct form of leadership, requiring leaders to create a work environment based on autonomy, empowerment, trust, sharing, and collaboration.

CEB research shows that very few leaders have the competencies and drive necessary to be effective leaders in a more collaborative, networked, and knowledge-based work environment. In addition, many leaders hesitate to apply their competencies in new ways when addressing difficult challenges. It is not surprising, then, that according to a recent CEB survey, close to one-third of organizations would significantly change their leadership teams if given the chance.

Cases like Enron, WorldCom, Tyco, HealthSouth, Penn State, etc. have shown that many people knew about a big problem, in some cases for years, but they could do nothing to fix it.

Some of our problems are small and we can be flexible about the solution. On occasion there is a problem that is so significant that flexibility is not an option. The CEB report recognizes the fact that controlling leadership styles is not as effective as those who use influence. Sow the seeds of your leadership network now and reap the reward when the real problems come. ☐