



## Handling an Investigation in the Spotlight

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## At the Outset



- Understand the questions/issues
- Scope: What will you cover; what won't you cover
- Ensure staffing is appropriate
- Manage expectations/transparency around process
  - Who are your stakeholders
  - What is your timing
  - What questions/issues do you intend to address

## Investigation/Review



- Stay focused; don't get distracted; maintain a low profile
  - But be prepared if new issues arise and possible need to expand scope
- Just the facts approach
- Gather all relevant documents/interview all relevant witnesses
- To maximum extent possible, follow regular order/practice
- Maintain independence and objectivity; keep an open mind
- Engage regularly with your investigative team
  - Keep updated and informed
  - Provide guidance and direction while avoiding micromanagement

## Public Report



- Report is for many different audiences
- Maintain focus on the facts
  - Findings and conclusions will only be accepted if supported by facts
  - Explain evidence gathering process
  - Describe any relevant evidence you could not obtain
- Report the good with the bad
  - Be tough but fair
  - Expectation of accountability
- Where appropriate, allow those whose conduct is criticized to review relevant portions of draft report and provide comments
- Offer recommendations to address systemic problems