

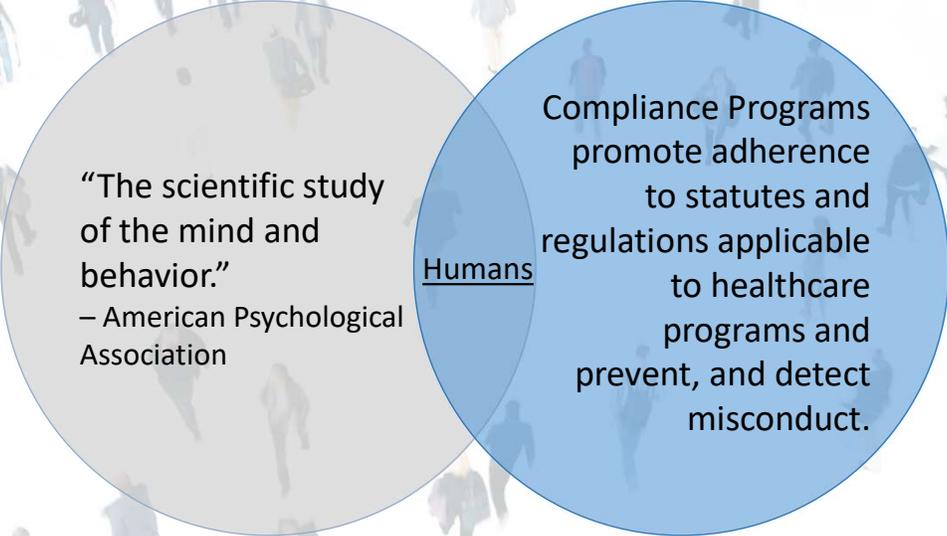


Using Compensation to Influence Compliance

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Psychology vs. Compliance



“The scientific study of the mind and behavior.”
– American Psychological Association

Compliance Programs promote adherence to statutes and regulations applicable to healthcare programs and prevent, and detect misconduct.

Humans

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- Operant conditioning is a method of learning that employs rewards and punishments for behavior.
- An association is made between a behavior and a consequence.



Operant Conditioning Theory



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Key Concepts in Operant Conditioning

Reinforcement

Positive Reinforcers
Negative Reinforcers

Punishment

Positive Punishment
Negative Punishment

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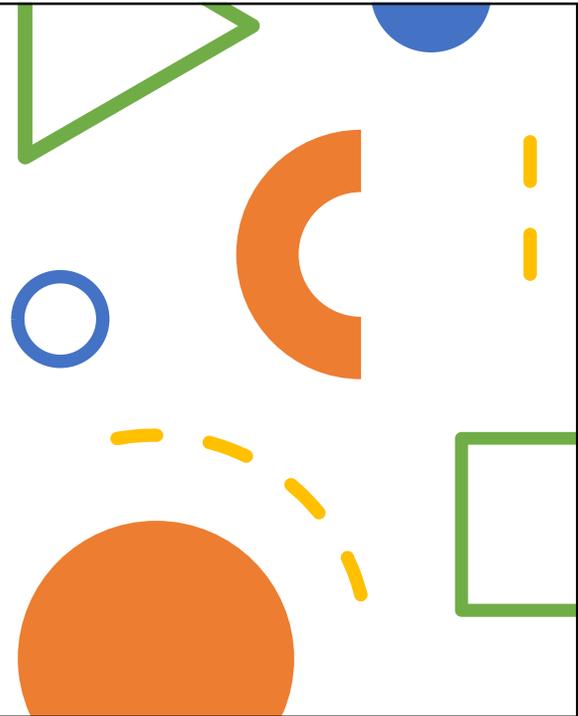
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Why should we tie compliance to compensation?

Compliance involves changing your behavior in some way because someone else requested you to do so. While you may have had the option to refuse the request, you chose to comply.

From "The Psychology of Compliance," Kendra Cherry, Verywellmind.com

Our goal is to make the individual choose to comply when they have the option NOT to comply.



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The Paul O'Neill Story

- Paul O'Neill (later to be named Treasury Secretary) was named CEO of Alcoa in 1987
- In his first year, he stated "I intend to make Alcoa the safest company in America...If you want to understand how Alcoa is doing, you need to look at our workplace safety figures."
- Not surprisingly, investors were horrified at the emphasis on safety first, not profits.

Sources:

"Paul H. O'Neill", Wikipedia (https://en.wikipedia.org/wiki/Paul_H._O%27Neill)

"How Changing One Habit Helped Quintuple Alcoa's Income" (<https://www.businessinsider.com/how-changing-one-habit-quintupled-alcoas-income-2014-4>)



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You won't believe what happened when this one critical metric was emphasized....



- The emphasis on compliance with safety measures had surprising results
- Focusing on one critical metric – safety – changed something about the culture at Alcoa
- Changes in safety compliance led to changes in other areas

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Why link compliance and compensation?



- Historically, compensation has been linked to easy-to-measure metrics like profitability, volume, and other financial results
- The government continues to focus on health care fraud, even as COVID-19 forces many healthcare organizations to struggle to remain profitable

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So how can you link compensation and compliance?

Negative

- Billing compliance audit failures
- Failure to complete required training
- Investigations leading to penalties



Positive

- Billing compliance passes
- Completing required training
- Creating a departmental focus on maintaining a compliant culture

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Positive vs. negative



Negative consequences

- Attention-grabbing
- Easier to sell to management as "penalties for non-compliance"
- Affect very few in the organization
- May feel less effective over time

Positive rewards

- Requires a commitment by management
- Harder to sell if less objective
- Affects many within the organization
- Effectiveness grows over time

"Apples & Oranges - They Don't Compare" by TheBusyBrain is licensed under CC BY 2.0

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Billing compliance considerations

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Define a process to review billing physicians
- 

Clearly educate on hire and then annually
- 

Set clear rules for scoring
- 

Have a clear process for communicating results
- 

Give physicians a chance to demonstrate understanding

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Billing compliance in practice

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Move from traditional to risk-based rules-driven methodology



Aligning training with areas of risk
- 

Changing scoring to recognize the complexities of coding



Align with other organizational measures
- 

Selling management on the negatives was easier, at first, than the positives

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Required compliance training



Move from ad-hoc, in-person training and coaching to computer-based learning and registered, in-person sessions



Collapsing the training catalog



Buy-in for compliance training as a change in culture, not a painful 'check it off' item



Relentless positivity

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Compliance training in practice



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Other areas for consideration

- Code of Ethics
- Investigations and inquiries
- Self-assessments and participations in compliance initiatives
- Other areas

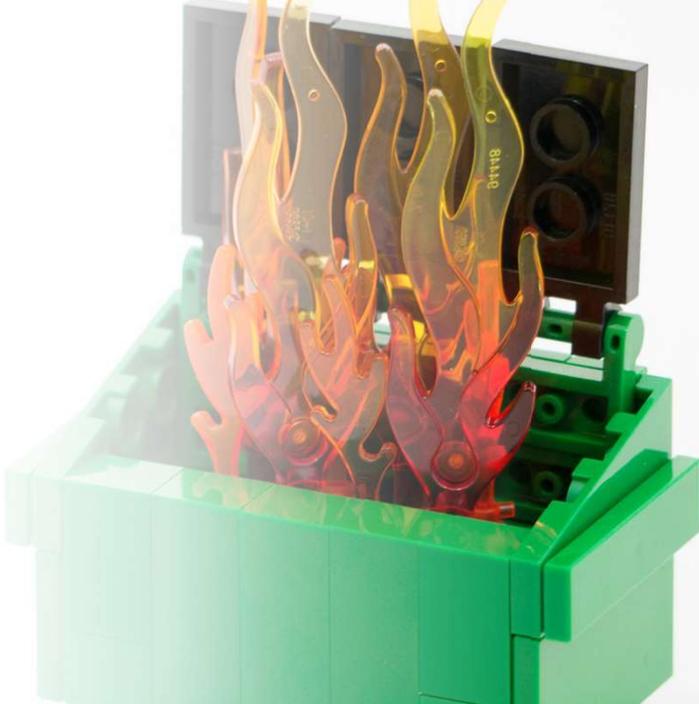


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Recognizing compliance

Building	Building a scorecard of compliance
Rewarding	Rewarding individual areas' efforts at compliance
Moving	Moving toward a competition for "most compliant"

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A LEGO fire set, featuring a green base and translucent orange and red flames, with a black smokestack on top.

When it goes well, there is buy in at all levels, clarity, policy communication to ensure everyone knows, and non-compliance is frowned upon by everyone

When it goes poorly...

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A blue circular graphic containing a square icon with a checklist of four items, each with a checkmark on the left and a horizontal line on the right.

Management and compliance

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Gaining management confidence



Part of compliance is convincing management that people need help to “just do it right”



Management should feel this is their initiative, with compliance support



Communication, communication, communication

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What are the pitfalls?

Tone

- Carefully assess negative vs. positive tone for management AND employees

Leadership support

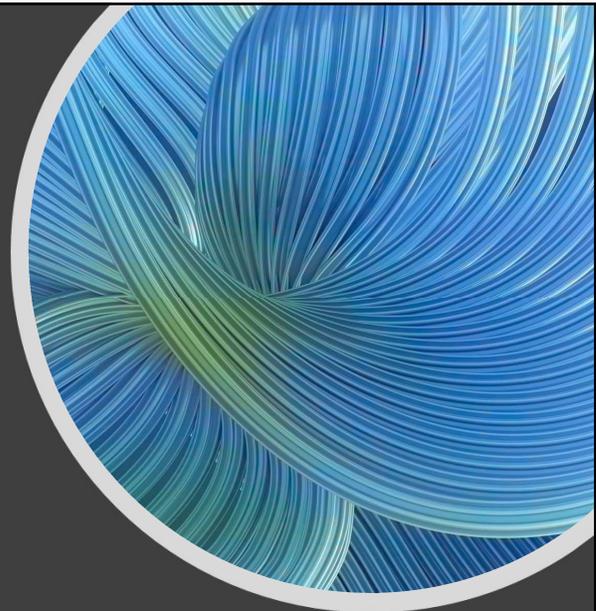
- Efforts have to be seen as coming from leadership, not compliance

Accuracy

- Audit results
- Disclosures

Completeness

- Enforcement
- Monitoring



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What does success look like?

- Interestingly, it may look like nothing
- Word gets around
- People start complaining about how great the culture is

...and in an ideal world, great results lead to more calls for even more compliance-driven programs to reward compliant, productive behaviors!

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Questions

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