

3 THINGS

YOU MAY NOT KNOW ABOUT ME...

1. I love to travel. One of my more interesting excursions involved climbing part of the Great Wall of China then taking a toboggan down (better known as the Mutianyu Great Wall Slide)
2. I take improvisation classes; it helps me personally and professionally to be curious and think about what else could be possible
3. I'm a self-proclaimed dance choreographer with no real training apart from a love of movement and the TV show, "So, You Think You Can Dance"



Rebekah Stewart

Chief Ethics & Compliance Officer
Diamond Healthcare

Q&A

THE SECRET SAUCE OF COMPLIANCE

WOULD WORKING 100% REMOTE FOR THE LONG-TERM IMPACT ON YOUR SUCCESS IN COMPLIANCE?

This month we conducted a poll to gauge opinion on one of the most commonly discussed aspects of compliance recruiting in 2020:

Not at all: 39%

Somewhat: 27%

Most likely: 18%

Definitely: 16%

We hear so many differing views on the long term impacts of remote arrangements, with a great deal of variation in voting and supporting comments.

On the one hand, 'Not at all' did gain the most individual votes, but if we combine the other three responses, it's a different story - the majority of people feel there would be an impact of some kind, but with varying degrees of gravity.

PEOPLE ARE TALKING

"Conselium came to us as a highly recommended compliance recruiting firm, and they delivered"
Chief Executive Officer

"Conselium are the go-to firm for compliance recruiting - thank you to Steve and the team for getting the deal done!"
Chief Compliance Officer

"We appreciate all of Steve's help throughout our difficult recruiting process - he was a pleasure to work with!"
Chief Human Resources Officer - Healthcare

What is your secret sauce of compliance?

Critical thinking. I read the reproduction of a lecture given by William Deresiewicz at West Point in 2009 that made a huge impact on me. It talks about a leadership crisis in America where "leaders" have been trained to keep the routine going; to answer the questions and not ask them; to get things done but not ask whether they are worth doing in the first place. True leaders are thinkers, able to think flexibly, creatively and independently. I look at compliance as having the ability to take into consideration others ideas but not follow them blindly, to take responsibility for asking the right questions, being comfortable in the solidarity that, at times, comes with leadership and making the hard decisions.

What is one thing you changed in the past year that made a big difference to the compliance culture at Diamond Healthcare?

In 2019 we began compliance training for our leaders based on a book called 'Blind Spots: Why We Fail to Do What's Right and What to Do about It'. A large focus of mine is not just the regulatory aspect of compliance, but also ethics and in particular, Blind Spots; Teaching our leaders to be introspective and aware of actions which, unintentionally, can create an unethical environment for those who report to them through such things as ill-conceived goals, motivated blindness and overvaluing outcomes. The training has led to our leaders self-identifying and questioning behaviors and systems that can lead to unethical behaviors and making positive changes within their departments.

What is one big objective you have for your program going into 2021?

Data identification. After a proof of concept this year looking at audit data, our program will begin working on a project in 2021 to define, locate and categorize compliance data as a precursor to a larger predictive data analytics initiative. There is a rich source of data that exists within the organization and this data needs to be pulled together and harnessed on a grander scale for what it can begin to tell us about organizational performance and risk areas.

What would you say to someone considering a career in compliance?

I'm big on getting behind the question with a question! I would ask the person "why?" "what have you explored about the profession?" "how are they defining compliance?" Similar to any career you embark upon or change you make, when you can be clear on your motivation, what you are looking for (both tangible and intangible) as well as the organizational cultures you thrive in and the ones you don't, you afford yourself the opportunity for greater success.

JD or not JD, that is the question

I know effective compliance officers in both camps, so it isn't an either/or. It is more a balance of skills and the needs of the organization. A JD has proven helpful to me due to the critical thinking, reasoning and problem-solving skills I received from a law school education. But in my MBA work, I learned a deep appreciation of process, teamwork and innovation. When I speak about compliance and hire for compliance positions, I look more to skills and evaluating the body of work of an applicant over merely whether they possess a certain degree.

What in compliance keeps you awake at night?

I am a huge proponent of compliance understanding business operations, market conditions and conducting risk evaluation and assessments. Our compliance program is risk based and we have done a good job of being intentional about risk identification and prioritization, including re-assessing when conditions such as COVID-19 came into play, which has allowed for focused work and resource allocation. Additionally, I have trust in the efforts we have invested in our people, processes and technology to support compliance throughout the organization.

Why did the compliance officer cross the road?

To keep things moving...onward and upward!

*Interviewed by Steve Harrison
Partner at Conselium Compliance Search
steve@conselium.com*

HAVE A COMPLIANCE JOB TO FILL OR LOOKING FOR ONE YOURSELF?

Click the links below - we look forward to hearing from you!

[CONTACT US](#)

[SEE CURRENT JOB OPENINGS](#)