

## 3 THINGS YOU MAY NOT KNOW ABOUT ME...

1. I cannot pass up a dare. I went sky-diving in my freshman year of college because of one (even though I was petrified). Motherhood and the need to be a little more responsible has cooled it a bit!
2. When I am stressed, I bake or cook. I am one of those unique people that like to do both. It just depends on my mood.
3. I have always known I wanted to work in healthcare but struggled to figure out exactly where. I switched my major twice; I started out in pharmacy, then switched to OT, and landed in Health Management Systems. I told my parents after I made the decision each time and managed to graduate in 5 years.



**JENNIFER MASON**  
Chief Compliance Officer  
Conifer Health Solutions



**Should we put an end to resumes and rely solely on detailed LinkedIn profiles?**

**Yes absolutely!** 21%

**Combination of the two is best** 46%

**Absolutely not!** 34%

### How do you make sure that compliance stays relevant at Conifer?

Stay aware of the risks specific to your organization—both current and emerging—and have a program that is both nimble enough to be responsive to emerging risks but structured enough to make traction each year on the fundamentals and demonstrate your program's value.

### JD or not JD, that is the question

While I, myself, do not have a JD, I can certainly see how one might be advantageous. With that said, part of what I love about compliance is the value that diversity of thought and perspectives brings to your program.

In my compliance career, I've worked with attorneys, nurses, retired police officers, educators, operators, even a professional chef (crazy I know), all of whom have had a lot to offer when it comes to enriching the program we are supporting and building.

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

Be flexible. I've been in the industry for nearly 20 years (dating myself I know) and the role of compliance has evolved significantly. Be open to change as it comes and always think about how you and the work you do can add value to the business you're in. Those who have been most successful, in my mind, have been the ones who have been able to adapt and respond to the changes as they arise, both within Compliance and beyond.

### How do you keep your hair from bursting into flames each day?

I am fortunate to have a great support system to keep me grounded -- both professionally and personally. My team is amazing and always great to help keep things in perspective. My colleagues are extremely collaborative and supportive. My husband is my biggest fan and is always willing to listen to me vent when I need to do so. My three boys provide me comic relief and give great hugs. My friends are always there to provide listening ears too.

### Why did the Compliance Officer cross the road?

Well this one would if she were dared to!

## Q&A

### THE SECRET SAUCE OF COMPLIANCE

#### What is your secret sauce for compliance?

Compliance is not just my job, or my team's job, it's everyone's.

It is vital that compliance permeates the organization and is not just seen as a function within that organization. Consistently working to help leaders and team members alike understand the roles they play in compliance makes that happen.

#### What is one thing you changed that has made a big difference to compliance culture at Conifer?

With the pandemic and staffing challenges, we've worked really hard to keep things short and sweet when it comes to our training and awareness efforts. More direct messaging, infographics, and micro-learnings are the name of the game. Why assign a 30 minute compliance course if you can get the point across in 15 or 20? The messaging is clear, people hear what they need to, but it does not encroach as much on team members' time and productivity. It's appreciated more by everyone.

#### How do you build and maintain employee engagement in compliance?

This is something my leadership team and I speak of often, especially now.

We strive to keep our outreach efforts fresh and relevant. Very few employees need to know the origins of the regulations they have to follow but rather need to know how regulations impact the work they do. Making our communications meaningful to the audiences they're targeting ensures that more employees pay attention when something comes out from our program.

We work to be 'easy to do business with'. We do this by striving to be timely and clear in our responses to questions, solution-minded whenever necessary, and always empathetic to what the business is trying to accomplish.

We hire for soft skills as much as expertise. While my team consists of some of the brightest and most talented people I know, I also really hire for personality to ensure our team is approachable for those in our company. I really try to be someone that our employees want to work with and lead my team to be the same.

#### What do CCOs need more of?

Technology and analytics. We all know that we are not in environments where we can just build our compliance kingdoms. Instead, we need to leverage what we have--lots of data—to identify and mitigate risks. For me, it's using compliance matter metrics and claims data, to identify trends or patterns that may warrant action.

Interview by Steve Harrison, Partner at Conselium Compliance Search  
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## PEOPLE ARE TALKING



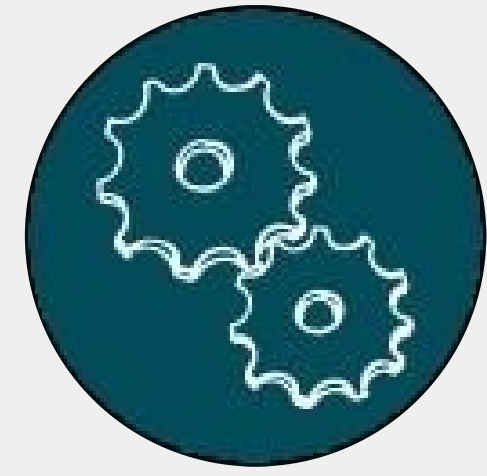
"Conselium helped me to hire the best compliance talent"

- Chief Compliance Officer - Retail



"After months of recruiting internally, we got approval to use Conselium and they got the job filled quickly!"

- General Counsel - Healthcare



"This is the first time I was recruited via a search firm and it's been a great decision. Steve and the team were honest and helpful"

Chief Compliance Officer - Manufacturing

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