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CHANGE HEALTHCARE

MORE ABOUT ME

What is the most interesting thing about you?

I once took a trip to Hollywood to attend the premiere of a blockbuster movie I was in

Skydiving, sunbathing or sightseeing?

Sightseeing - I'm fascinated with people, history, culture and the natural world

What is one thing you could not go a day without? (Not including necessities)

The hardest thing for me to go without is my family, especially since becoming a father

What would you love to learn to do?

Fly a plane, sail a boat, swim with proper technique, and renovate homes like Tom Silva

Q&A

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?

It's still a work in progress but here's my current recipe:
3 cups of "Know your business AND it's customers"; 2.5 cups of "Develop trusted and collaborative relationships"; 1 cup of "Communicate to your audience"; 1/2 stick of "Demonstrate your program's value"; a heaping tablespoon of "Honesty and Integrity"; 2 ounces of "Courage"; a dash of "Marketing"; hold the "Salt".

Share one not-so-secret tip to keeping a team motivated?

One commonly known fact is the strong correlation between feeling valued and a person's motivation level. My team was paid an extraordinary complement by one of our top executives when asked to comment on our compliance program.

The executive sits on our compliance committee, but this wasn't feedback offered at a committee meeting or through a formal feedback channel. In fact, his comments weren't for our benefit at all. When his words were relayed back to us, it struck a deep and lasting motivational chord. Leaders should never underestimate the lasting impact their words can have on a team's motivation level.

What is the work achievement that you're most proud of?

Earlier in my career, I ran an investigation that located a small batch of U.S. defense articles that had gone missing on the other side of the world. I'll never forget the look on people's faces when we announced our compliance team tracked the parts down and recovered them. Today, nothing makes me more proud than hearing my team members compliment the job we've done building a great team that supports one another.

What makes a GREAT compliance leader?

A few years back, I was fortunate to work on an industry-wide healthcare code of ethics with compliance officers from other companies. It was an honor to be included in the project and a great learning experience for me. When I reflect back on those meetings, there were a few compliance officers that stood out to me as truly exceptional.

They were experts in their field, they listened thoughtfully, they chose their words carefully, and they instilled confidence in the rest of us. I think those qualities are among the many hallmarks of a great compliance leader.

What does it mean to be an ethical company in 2022?

The influence companies have in today's world, in relative terms, may be greater than ever. We have seen many companies begin to exercise their voice in the public domain, not for the sake of promoting brands and products, but in support of a wide range of social and environmental causes. This year, we all hope to see an end to the pandemic.

An ethical company in 2022 will be the one that reflects internally on the impact the pandemic had on its employees and local communities, and takes concrete measures to help them recover.

The challenges of a compliance officer are never-ending – how do you stay motivated?

Motivation is infectious. I'm fortunate to be surrounded by a team of highly motivated, smart and dedicated professionals. Our General Counsel at the helm of our L&C department is an incredible leader, and we work every day for a company that serves an important role in the U.S. healthcare system. It's hard to imagine how anyone could not be motivated when working in an environment like this.

Is technology and automation the answer to the understaffed compliance team?

It's virtually impossible to manage a risk-based, data driven compliance program without tech solutions and some help from automation. Technology solutions don't come fit-for-purpose, however, and they don't operate themselves. Automation has replaced simple administrative tasks and saved us time in the process, but it has a long way to go to compete with the powerful neural networks inside the minds of compliance professionals.

What is your favorite question to ask people that you interview?

My favorite interview question, to gain insight into the person and see if they would be the right fit, is a two part one - What are you looking to accomplish in your next role, and how will this position help you accomplish it?

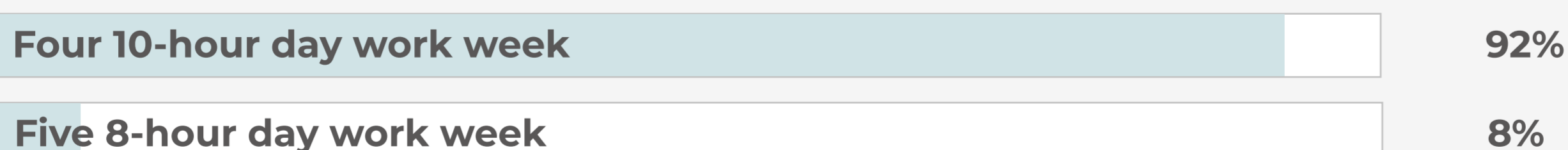
What is your favorite compliance joke?

This may be the toughest question on the list; there's just so much good material out there. I like the cartoon of Moses with the 10 Commandments looking up to the sky and asking, "How long do we have to get in Compliance?"

THE RESULTS ARE IN

On LinkedIn we asked:

Would you prefer a four or five day work week, assuming your pay would be the same?



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