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SHIELDS HEALTH SOLUTIONS

MORE ABOUT ME

What's one dish that you cook which always gets rave reviews? (The actual secret sauce)
My Cottage Pie, especially on cold winter days.

What is one non-work-related opinion you will defend until the end?
Lobster is the best food on earth, said the woman from Massachusetts.

If you could 'save' one year of your life in a loop to re-live whenever you wanted, which year would it be?
I was lucky enough to live in Paris for three years starting a compliance function for a major medical device company. I covered Europe, the Middle East and Africa so I had to travel a lot for work (Lebanon, Russia, Croatia, Greece, etc.) It was exhausting but I learned so much about other cultures and histories. And the food! The best you'll ever have. My French never caught on. I definitely would love to do that again.

What do you like to do when you're disconnecting from the grid?
I'm an avid reader of mostly fiction. I'm at my library several times a week. My secret is to order books in large print format. First, you'll get them faster and second, it makes it easier to read in bed. I hope that sharing this doesn't make it harder to get them, though.



Asked & Answered

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?

Being approachable is essential. I often share an icebreaker about growing up on a farm and hand milking cows before and after school. Can you imagine your compliance officer doing that? It definitely makes for an interesting image! It reminds people that compliance officers are human, not just rule police. On the farm, if a cow didn't like what you were doing, she kicked the bucket, so you learned to adapt. The same is true in compliance. You find what works best for each situation and team. I try to say "yes" whenever possible and then clarify what "yes" looks like in practice.

How much of the compliance job is corporate psychology versus enforcing rules?

Nearly all of it. Most employees want to do the right thing, even when it requires extra effort. Success comes from gaining buy in through shared pride in getting things right, not from threats. We also celebrate good compliance.

This year, we introduced gamified training where the first three teams to complete their modules win prizes. It has sparked healthy competition. It's been fun to see the excitement and real camaraderie.

What is the biggest misconception about the role of a compliance function?

That we should be avoided like skunks. But skunks actually provide a myriad of benefits to the ecosystem. You just don't want to startle them. Compliance is similar. We can be viewed as the enforcer who should be dodged. I explain that in compliance, our goal isn't to punish, we just find things and fix things.

It also can be hard to "prove a negative," that the audits and risk mitigation add value to companies. Studies have shown strong compliance and ethics programs consistently correlate with better business performance.

Are bonuses based fully or somewhat on a company's financial performance appropriate for compliance professionals?

Yes. Compliance plays a critical role in protecting the company from regulatory risk, which supports financial performance. We shoulder the regulatory burden (alongside legal) so the business can focus on delivering quality outcomes and strong results.

What is a soft-skill that you think the next generation of compliance officers needs to have to succeed?

A critical soft skill for the next generation of compliance officers is the ability to earn organizational trust by understanding and aligning with the company's risk tolerance. Effective compliance professionals recognize that every organization has a unique appetite for risk, and their role is to work within that framework not against it. If someone finds themselves fundamentally uncomfortable with the level of risk the company is willing to assume, it may be a sign that the organization is not the right fit. Ultimately, success in compliance requires being both reasonable and pragmatic while guiding the business responsibly.

What can executives do to help the Compliance Officer be more effective?

Executives can significantly enhance the effectiveness of the Compliance Officer by staying actively engaged and taking ownership of their role in the compliance program. While much of compliance work happens behind the scenes and cannot always be shared broadly, leaders play a critical part when issues arise. When something goes wrong, executives should mobilize their teams to identify solutions and ensure corrective actions are taken. Additionally, simple gestures—like highlighting topics from the Code of Conduct during team meetings or huddles—help reinforce that ethics and compliance are part of the organization's everyday language and culture.

What will be the greatest challenge in compliance for 2026 and beyond?

It would be easy to say AI, but that topic has been covered ad infinitum. The real ongoing challenge is the rapidly evolving regulatory landscape. New state privacy laws, constant changes to coding and billing requirements, Medicare and Medicaid rulemaking, and increasing enforcement. It's a lot.

What is a Compliance book/podcast/blog/website that you recommend as a helpful resource?

I highly recommend Matt Kelly's Radical Compliance. His analysis of emerging issues is thorough and insightful. He has an excellent grasp of the broader environment affecting compliance. His weekly memes are a riot, and he's genuinely a great person.

The Results

We asked...

How do you feel when a colleague sends you an email / message that was obviously written by AI?

Positive, it's efficient	12%
Neutral, if it's accurate	56%
Annoyed, it's lazy	32%

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OR LOOKING FOR A COMPLIANCE OR PRIVACY JOB?

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