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MORE ABOUT ME

What do you like to do when you're disconnecting from the grid?

Exercise and travel, as much as possible. I have serious wanderlust — my wife and I made a commitment years ago to visit at least one new country every year, and we've managed to exceed that goal more often than not. Travel does something that nothing else quite replicates: it recharges you, challenges your assumptions, and exposes you to ways of living and thinking you wouldn't encounter otherwise.

What's the best piece of non-career advice you received?

Learn the power of compounding — and apply it to everything, not just money. Einstein reportedly called compound interest the eighth wonder of the world, but the principle goes far beyond finance. Small, consistent investments of time, energy, and intention in yourself, your relationships, your health, and your purpose accumulate in ways that eventually become extraordinary. The flip side is equally true: neglect compounds just as reliably. Be intentional about what you're building, and patient enough to let it grow.

If you could 'save' one year of your life in a loop to re-live whenever you wanted, which year would it be?

2012 — the year I married my wife. Everything felt possible, and in so many ways, it was. There's something irreplaceable about standing at the beginning of a life you're building together.



Asked & Answered

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?

Building genuine relationships with key stakeholders by finding meaningful ways to add value to their day-to-day work. That might mean serving as a thought partner, connecting people with resources, sharing relevant news, conducting spot audits, or delivering targeted staff education — the list goes on.

To truly elevate the profession and earn a seat at the table, compliance professionals need to position themselves as strategic partners, not just program administrators. Fulfilling the elements of an effective compliance program is the baseline; the real differentiator is becoming someone leaders actively want in the room.

They say stories are more impactful than data in compliance training – what's one powerful success story that you've used to get skeptics on your side?

I draw heavily from my own experience to illustrate why compliance matters in practice. Real stories carry weight that statistics simply can't. Years ago, I investigated a patient abuse allegation reported anonymously by a concerned individual.

The concerns were substantiated and the physician was disciplined. It was an unfortunate situation, but it powerfully underscored the importance of anonymous reporting channels and the tangible impact a well-functioning compliance program can have on patient safety. When I share that story, even the biggest skeptics tend to sit up a little straighter.

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

Resources matter, but nothing is more powerful than visible, top-down commitment to the compliance program. Executives set the tone, and when they actively champion compliance — not just tolerate it — the entire organization takes notice.

One practice I've found particularly effective: we host an annual healthcare compliance conference and invite our executive leaders and board members. Their presence sends a message. They welcome attendees, they network, they listen to other compliance professionals. That kind of engagement demonstrates genuine leadership commitment and gives executives firsthand exposure to the challenges and innovations shaping the field.

Does anyone read the compliance manual?

Absolutely — perhaps not as daily reading, but it serves as an essential reference when issues arise and is certainly scrutinized during third-party audits. Think of it less like a novel and more like a well-stocked toolkit: you don't carry every tool everywhere, but you're glad it's there when you need it.

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

Flexibility - without question. No two compliance officer roles are alike, and organizations are constantly shifting. The next generation will need to adapt to evolving industry landscapes, new technologies, and changing government priorities with confidence and agility.

The compliance officers who thrive won't be the ones who simply execute the seven elements of an effective compliance program — they'll be the ones who scan the horizon for emerging risks and proactively find new ways to protect the organization. The rulebook matters, but so does the ability to think beyond it.

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

The vast majority of my time is spent on the psychology side. When enforcement does become necessary, I always ask myself: what opportunities did we miss to prevent this in the first place? That question drives a deeper look at whether our policies are clear, whether our processes need refining, and whether additional education could have made the difference. People make mistakes, and yes, there are occasional bad actors — but a strong foundation of well-designed policies and processes, with monitoring and auditing layered on top, tends to surface problems early and keeps the focus where it belongs: on prevention and culture, not punishment.

If compliance now more than ever has a seat at the table, how does it stay relevant?

By continuing to add value and making that value visible to senior leadership and the Board. Beyond that, I believe every compliance professional is an ambassador for the profession. The more we demonstrate the positive impact of strong compliance programs, the more compliance champions we cultivate across the industry. Over time, the leaders we've won over will carry that perspective with them as they move to new organizations, creating a network effect that raises the bar for everyone. Relevance isn't something you protect — it's something you keep earning.

The Poll Results

We asked...

Have you ever relocated for a job and was it worth it?

Yes, best decision ever!	48%
Hard to do but worth it	37%
So-so	10%
Worst decision ever!	5%

HIRING A COMPLIANCE OR PRIVACY PROFESSIONAL, OR LOOKING FOR A COMPLIANCE OR PRIVACY JOB?

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MAY 2026