Creating Your Professional Path in Healthcare Compliance
1 Career Outlook and Salaries
2 Certifications
3 Skills and Attitude Preparation
“I’m a compliance officer, I do everything by myself!”
Compliance Officer: Dream Career?
As Fines Sting, a Hiring Spree for Risk and Compliance Staff

By GREGORY J. MILLMAN and SAMUEL RUBENFELD
Jan. 15, 2014 8:13 p.m. ET

In a U.S. economy struggling to create jobs, at least one field is booming: compliance.

Hefty fines and other penalties have jolted companies, especially banks, into a compliance hiring spree, as governments at home and abroad tighten business laws and regulations and ramp up their enforcement activity.
5. **Compliance officer**: An increasingly complicated, always-changing regulatory environment continues to boost demand for compliance officers, says Paul McDonald, senior executive director for Robert Half, which staffs workers in the finance, accounting, technology, legal, creative and administrative professions. Compliance officers place at No. 16 among U.S. News' business jobs rankings. These professionals can find employment in a wide swath of fields, from health care to telecommunications and finance. For example, compliance officers in the pharmaceutical field are experts in dealing with the Food and Drug Administration. For compliance officers, "the future looks bright," McDonald says.
CCO role was the only position in medical groups' C-suites with solid compensation growth from 2014 to 2016 — increasing 17.5%

CEO/president (physician) — $600,508  
CEO/president (nonphysician) — $429,373  
CMO — $366,512  
CFO — $308,624  
COO — $298,500  
CNO — $245,800  
CIO — $250,000  
CCO — $198,500

Salary (AAPC Survey)

<table>
<thead>
<tr>
<th>No.</th>
<th>Certification</th>
<th>2015</th>
<th>2016</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Certified Professional Compliance Officer (CPCO™)</td>
<td>$71,500</td>
<td>$75,680</td>
<td>5.8</td>
</tr>
<tr>
<td>2</td>
<td>Certified Physician Practice Manager (CPPM®)</td>
<td>$64,666</td>
<td>$67,143</td>
<td>3.8</td>
</tr>
<tr>
<td>3</td>
<td>Certified Professional Medical Auditor (CPMA®)</td>
<td>$62,345</td>
<td>$64,444</td>
<td>3.4</td>
</tr>
</tbody>
</table>

Average compensation by # of employees in organization

<table>
<thead>
<tr>
<th>Employees</th>
<th>Average Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less Than 100</td>
<td>$98,803</td>
</tr>
<tr>
<td>100-249</td>
<td>$79,228</td>
</tr>
<tr>
<td>250-499</td>
<td>$96,049</td>
</tr>
<tr>
<td>500-999</td>
<td>$113,516</td>
</tr>
<tr>
<td>1,000-1,999</td>
<td>$120,845</td>
</tr>
<tr>
<td>2,000-2,999</td>
<td>$146,532</td>
</tr>
<tr>
<td>3,000-4,999</td>
<td>$149,154</td>
</tr>
<tr>
<td>5,000-7,499</td>
<td>$200,454</td>
</tr>
<tr>
<td>7,500-14,999</td>
<td>$195,142</td>
</tr>
<tr>
<td>15,000 or More</td>
<td>$281,875</td>
</tr>
</tbody>
</table>

Source: HCCA’s 2015 Health Care Chief Compliance Officers Salary Survey
Salary (HCCA/SCCE)

Average compensation by # of employees in compliance and ethics group being managed

1 employee: $100,160
2 to 5 employees: $128,730
6 to 10 employees: $160,044
11 to 20 employees: $192,007
More than 20 employees: $262,326

Source: HCCA’s 2015 Health Care Chief Compliance Officers Salary Survey
Salary (HCCA/SCCE)

Average compensation by annual revenue of organization

- Less Than $5 Million: $90,487
- $5 to $15 Million: $87,175
- $15 to $30 Million: $92,181
- $30 to $50 Million: $116,934
- $50 to $100 Million: $127,639
- $100 to $500 Million: $141,741
- $500 Million to $1 Billion: $169,896
- $1 to $3 Billion: $207,951
- More than $3 Billion: $297,604

Source: HCCA’s 2015 Health Care Chief Compliance Officers Salary Survey
Salary (HCCA/SCCE)

Average compensation by geographic region

<table>
<thead>
<tr>
<th>Region</th>
<th>Average Total Compensation</th>
<th>Average Base Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>New England</td>
<td>$139,076</td>
<td>$133,891</td>
</tr>
<tr>
<td>Middle Atlantic</td>
<td>$134,494</td>
<td>$126,554</td>
</tr>
<tr>
<td>South Atlantic</td>
<td>$140,016</td>
<td>$123,750</td>
</tr>
<tr>
<td>East North Central</td>
<td>$125,492</td>
<td>$116,224</td>
</tr>
<tr>
<td>East South Central</td>
<td>$130,773</td>
<td>$122,490</td>
</tr>
<tr>
<td>West North Central</td>
<td>$115,257</td>
<td>$106,317</td>
</tr>
<tr>
<td>West South Central</td>
<td>$133,170</td>
<td>$121,147</td>
</tr>
<tr>
<td>Mountain</td>
<td>$103,678</td>
<td>$101,348</td>
</tr>
<tr>
<td>Pacific</td>
<td>$142,247</td>
<td>$127,014</td>
</tr>
</tbody>
</table>

Source: HCCA’s 2015 Health Care Chief Compliance Officers Salary Survey
<table>
<thead>
<tr>
<th>Job Title</th>
<th>Company</th>
<th>City</th>
<th>State</th>
<th>Post Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliance Opportunities</td>
<td>Sutter Health</td>
<td>California</td>
<td>CA</td>
<td>3/7/2017</td>
</tr>
<tr>
<td>Compliance Consultant - DHCS</td>
<td>IEHP</td>
<td>Rancho</td>
<td>CA</td>
<td>3/7/2017</td>
</tr>
<tr>
<td>Compliance Manager, Auditing &amp; Monitoring</td>
<td>IEHP</td>
<td>Rancho</td>
<td>CA</td>
<td>3/7/2017</td>
</tr>
<tr>
<td>Billing Compliance Auditor</td>
<td>UC Health</td>
<td>Cincinnati</td>
<td>OH</td>
<td>3/7/2017</td>
</tr>
<tr>
<td>Field Director, Coding Compliance</td>
<td>Kindred Healthcare</td>
<td>Louisville</td>
<td>WI</td>
<td>3/7/2017</td>
</tr>
<tr>
<td>Compliance Consultant - DMHC</td>
<td>IEHP</td>
<td>Rancho</td>
<td>CA</td>
<td>3/7/2017</td>
</tr>
<tr>
<td>Medicare Compliance Program Auditor</td>
<td>ATRIO Health Plans</td>
<td>Salem</td>
<td>OR</td>
<td>3/6/2017</td>
</tr>
<tr>
<td>Compliance Officer</td>
<td>Decatur</td>
<td>TX</td>
<td></td>
<td>3/6/2017</td>
</tr>
<tr>
<td>Director Compliance</td>
<td>DaVita Medical Group</td>
<td>Albuquerque</td>
<td>NM</td>
<td>3/6/2017</td>
</tr>
<tr>
<td>Compliance Officer</td>
<td>Magellan Health</td>
<td>Glen Allen</td>
<td>VA</td>
<td>3/3/2017</td>
</tr>
<tr>
<td>Director of Compliance, Chief Compliance and Privacy Officer</td>
<td>Elliot Health System</td>
<td>Manchester</td>
<td>NH</td>
<td>3/3/2017</td>
</tr>
<tr>
<td>Privacy Opportunities</td>
<td>Sutter Health</td>
<td>Sacramento</td>
<td>CA</td>
<td>3/3/2017</td>
</tr>
</tbody>
</table>
Compliance Internships with Healthcare Organizations

**Internship Applicants:** As part of our commitment to building the compliance profession, HCCA encourages healthcare companies to offer compliance internships to students or graduates interested in this career field. At a given time, compliance internships may cross a broad geographic area, and employers may include hospitals, clinics, insurance providers, law firms and any other of the many players in this diverse field. As you browse the opportunities below, we encourage you to look forward and imagine your part in promoting ethics and compliance in the healthcare industry.

**Employers:** In this difficult economic environment, it is more important than ever that we do what we can to help these students and recent graduates find growth opportunities. The cost for posting an ad! Compliance internship ads are FREE! The return on investment? Access to site-trained, company-vetted job applicants for your compliance program. [Post an Internship for your company](#)

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**Open Internships**

**Compliance Intern**

- **Select Health of South Carolina (part of AmeriHealth Caritas Family of Companies)**
- **Description:** Overview: Your career starts now. We're looking for the next generation of health care leaders. At AmeriHealth Caritas, we're passionate about helping people get care, stay well and build healthy communities. As one of the nation's leaders in health care solutions, we offer our associates the opportunity to impact the lives of millions of people through our national footprint of products, services and award-winning programs. AmeriHealth Caritas is seeking talented, passionate individuals to join our team. Together we can build healthier communities. If you want to make a difference, we'd like to hear from you. Headquartered in Philadelphia, AmeriHealth Caritas is a mission-driven organization with more than 30 years of experience. We deliver comprehensive, outcomes-driven care to...
- **Post Date:** 3/2/2017 - 4/7/2017
- **Location:** Charleston, SC
Sample Job Postings

- Billing Compliance Auditor
- Compliance Manager
- Director of Compliance
- Director of Health Sciences Schools Compliance
- Deputy Chief Compliance Officer
- Chief Compliance and Privacy Officer
- SVP, Chief Compliance, Audit and Risk Officer
Certifications
Certified Professional Compliance Officer - CPCO™

Healthcare compliance certification addresses the ever-growing compliance requirements of government laws, regulations, rules, and guidelines. Medical practices need staff who can develop, organize, manage, and direct the functions of a compliance department. The Patient Protection and Affordable Care Act (PPACA) of 2010 indicates compliance programs will become mandatory as a condition of enrollment in the Federal healthcare programs. The requirement was confirmed by Daniel R. Levinson of the Office of Inspector General in his testimony to the House Committee on Energy and Commerce, Subcommittee on Health on September 22, 2010.

As an individual holding AAPC’s Certified Professional Compliance Officer (CPCO™) credential, you must be able to demonstrate an understanding of the key requirements needed to effectively develop, implement, and monitor a healthcare compliance program for your practice based on governmental regulatory guidelines — including internal compliance reviews, audits, risk assessments, and staff education and training.

We created the CPCO certification to help manage increased scrutiny on Medicare/Medicaid fraud and abuse, the impending requirement for mandatory physician practice compliance programs, and to create opportunities for AAPC members. The CPCO is a healthcare compliance certification that can take your career and to the next level.

CPCO™ Preparation Course > CPCO™ Study Guide > Practice Exam
Compliance Certification Board (CCB)

Since 1999 the Compliance Certification Board (CCB) has developed criteria to determine competence in the practice of compliance and ethics across various industries and specialty areas, and recognizes individuals meeting these criteria through its compliance certification programs.

More than 8,100 people actively hold at least one of the following compliance and ethics professional certifications, including an international certification for individuals who work outside the United States or those who have international affiliations.

http://www.compliancecertification.org/
Higher Education Programs

Universities Participating in the Compliance Certification Board Accrediting Program

Visit the links below for more information on each university's specific program.

- Charlotte School of Law, Charlotte, NC
- Cleveland Marshall College of Law, Cleveland, OH
- Cumberland School of Law – Samford University, Birmingham, AL
- DePaul University College of Law, Chicago, IL
- George Washington University, Washington DC
- Loyola University, Chicago, IL
- Mitchell Hamline School of Law, St. Paul, MN
- Northwestern University, Chicago, IL
- Pacific University, Hillsboro, OR
- Quinnipiac University, Hamden, CT
- Thomas R. Kline School of Law at Drexel University, Philadelphia PA
- Widener University Delaware Law School, Wilmington, DE

http://www.compliancecertification.org/AboutCCB/Accrediteduniversityprograms.aspx
Graduate Certificate in Healthcare Corporate Compliance

Offered by the College of Professional Studies & the Milken Institute School of Public Health in partnership with the law firm of Feldesman Tucker Leifer Fidel LLP

Classes Held Online with Short-Term Residencies in Alexandria, VA

Today, the person most essential to your healthcare organization's long term success may not be a doctor, nurse, or technician. Increasingly, the most vital person in your company may be the one who helps you navigate a tangled web of laws, regulations, and certifications. Who promotes policies and guidelines that help keep you open for

Degrees and Programs
- MJ in Business Law with Concentration in Compliance
- Online LLM in Business Law with Concentration in Compliance
- MJ in Health Law with Concentration in Compliance
- LLM in Health Law with Concentration in Compliance
- JD Concentration in Compliance
- Non-Degree Programs in Compliance

The Center for Compliance Studies

Loyola University Chicago is leading the way in compliance studies. Our Center for Compliance Studies is home to one of the best compliance programs in the country, featuring a robust compliance curriculum, a compliance advisory board, the *Journal of Regulatory Compliance* and *Inside Compliance Blog*, and an annual compliance symposium. We offer compliance-focused graduate degrees for both practicing attorneys and non-legal professionals. JD students can also choose to focus their studies in compliance. The Center offers more than 40 compliance courses taught by
**Highest education level attained**

The vast majority of all respondents have at least a bachelor’s degree. More than half of responding Directors have an advanced degree.

<table>
<thead>
<tr>
<th></th>
<th>Director</th>
<th>Manager</th>
<th>Assistant/Specialist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some college</td>
<td>8%</td>
<td>16%</td>
<td>21%</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>26%</td>
<td>35%</td>
<td>44%</td>
</tr>
<tr>
<td>MBA</td>
<td>19%</td>
<td>11%</td>
<td>7%</td>
</tr>
<tr>
<td>Master's degree (non-MBA)</td>
<td>25%</td>
<td>22%</td>
<td>16%</td>
</tr>
<tr>
<td>JD</td>
<td>20%</td>
<td>13%</td>
<td>11%</td>
</tr>
<tr>
<td>PhD</td>
<td>1%</td>
<td>3%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Source: HCCA’s 2015 Health Care Chief Compliance Officers Salary Survey
It can be lonely being a compliance officer

http://www.healthicity.com/resources/lonely-being-compliance-officer
Are you in an adversarial relationship or isolated?

- Yes: 58%
- No: 42%

Society of Corporate Compliance and Ethics • www.corporatecompliance.org
Which of the following causes you the greatest stress?

- Keeping up with new laws and regulations: 24%
- Identifying Compliance and ethics risks: 16%
- Preventing compliance and ethics violations: 14%
- Detecting compliance and ethics violations: 9%
- Investigating alleged compliance and ethics violations: 11%
- Remediating compliance and ethics violations: 16%
- Others: 10%

Society of Corporate Compliance and Ethics • www.corporatecompliance.org
What’s unique about what you bring to the compliance table?

- Coding background?
- Clinical background?
- IT or Technical background?
- Legal background?
- Finance background?
- Others?
Compliance Manager

Total Management

Complete Guidance

Affordable for Everyone

Bonus Resources
Compliance Services

Leverage an Expert

Optimize Revenue

Improve Accuracy

Save Time
Questions?
cj.wolf@healthicity.com