



INTELLIGENCE THAT WORKS

Board Communications Effective

Effective Board of Directors Communications



Periodic Reporting

- **Examining Compliance Standards & Duty of Care**
- **Direct v. Indirect Communications**
- **Frequency**
- **Content / Substance**
- **Training**
- **Format and Style**

Effective Board of Directors Communications



Unusual Events

- **Significant Internal Investigations**
- **External Investigations**
- **New or Emerging Risks**
- **Major Industry or other Enforcement Developments**

Effective Board of Directors Communications



Delivering with Impact

- **Key Performance Indicators**
- **Dashboards**
- **Accuracy and Integrity**
- **Polish**
- **Authenticity**
- **Elevator Pitch**

Useful References



- **HHS OIG Practical Guidance for Healthcare Governing Boards on Compliance Oversight (April 2015)**
<https://oig.hhs.gov/compliance/compliance-guidance/docs/Practical-Guidance-for-Health-Care-Boards-on-Compliance-Oversight.pdf>
- **Numerous Corporate Integrity Agreements**
- **Department of Justice Criminal Division, “Evaluation of Corporate Compliance Programs” (April 2019)**
<https://www.justice.gov/criminal-fraud/page/file/937501/download>
- **Department of Justice Attorney’s Manual 9-28.000, “Principles of Prosecution of Business Organizations” (Updated November 2018)**
<https://www.justice.gov/jm/jm-9-28000-principles-federal-prosecution-business-organizations#9-28.300>
- **HHS OIG Compliance Program Guidance for Pharmaceutical Manufacturers (April 2003)**
<https://oig.hhs.gov/fraud/docs/complianceguidance/042803pharmacymfgnonfr.pdf>

