

Compliance Today – May 2023



Donnetta Horseman (donnetta.horseman@moffitt.org; [linkedin.com/in/donnetta-horseman-193a388/](https://www.linkedin.com/in/donnetta-horseman-193a388/)) is Chief Compliance Officer at H. Lee Moffitt Cancer Center and Research Institute, Tampa, FL.

Culture and training

by Donnetta Horseman

Does training impact the organization’s culture of compliance? Compliance training should reflect an ethical, compliant, and transparent organization, one that fosters a culture of honesty and accountability while adhering to the organization’s regulatory requirements. Training should reflect that compliance is the responsibility of all employees and is critical in achieving the organization’s mission.

What is a culture of compliance?

A culture of compliance is often described as “tone at the top” or as being created from the top down. It is not designed or maintained by the compliance department alone. A positive compliance culture is one where employees feel free to report concerns without fear of retaliation, and leaders proactively engage compliance as value-added collaborators. Having visible support from the CEO, board, and other senior leaders is key to establishing a positive compliance culture. If the organization’s most senior leaders engage in compliance and actively encourage employees to report any concerns, this reverberates across the organization. Including a message or welcome video from the CEO and/or a board compliance committee member in new hire orientation is a great way to foster a positive culture of compliance from the start.

This document is only available to members. Please [log in](#) or [become a member](#).

[Become a Member Login](#)