Today's Presentation

1. Traditional views on compliance training requirements and sources of authority
2. Awareness vs. Training: a risk-based approach: addressing the challenges of attendance, engagement, and relevance
3. The benefits of a tailored and matrixed approach

Importance of Training

- 83% of compliance professionals surveyed reported that their program had prevented one or more incidents in the last two years. Compliance officers from larger organizations were more likely to indicate awareness that an incident had been avoided.
- Compliance training drives inquiries or reports of wrongdoing over time.
- Overall 82% of compliance professionals surveyed said that training led to some increase in inquiries and reports about the topic. In addition, 76% report that training has resulted in an employee report that led to action that prevented or stopped wrongdoing.
- Especially true of larger organization (30,001+ employees), where 89% of respondents said there had been a report of wrongdoing as a result of training.

SCCE and HCCA 2016 Compliance Effectiveness Survey
I. Traditional Views of Training

### Traditional Training

**Types**

1. Instruction Based
2. Information Based
3. Rules Based

**Attributes**

- Classroom/lecture
- Often lengthy in duration

### Sources of Authority

- Regulations or other guidance (e.g. Dear Colleague Letters, circulars, etc.)
- Resolution agreements
- Typically outline:
  - Who must be trained
  - When and how frequently training is required
  - What topics or risk areas should be covered
Examples

- OIG Compliance Program Guidance for Pharmaceutical Manufacturers
- Resolution Agreement Fresenius Medical Care North America

OIG Compliance Program Guidance for Pharmaceutical Manufacturers

C. Designation of a Compliance Officer
The compliance officer’s primary responsibilities should include:
- Developing, coordinating, and participating in a multifaceted educational and training program that focuses on the elements of the compliance program, and seeking to ensure that all affected employees and management understand and comply with pertinent federal and state standards;

D. Conducting effective training and education
The proper education and training of officers, directors, employees, contractors, and agents, and periodic retraining of personnel at all levels are critical elements of an effective compliance program.

- All employees and, where feasible and appropriate, contractors should receive the general training.
- More specific training on issues, such as (i) the anti-Kickback statute and how it applies to pharmaceutical sales and marketing practices and (ii) the calculation and reporting of pricing information and payment of rebates in connection with federal health care programs, should be targeted at those employees and contractors whose job requirements make the information relevant.
- The specific training should be tailored to make it as meaningful as possible for each group of participants.
G. Develop an Enhanced Privacy and Security Awareness Training Program

The FMCNA Covered Entities shall augment their existing mandatory Health Information Privacy and Security Awareness Training Program ("Training Program") for active FMCNA Covered Entities' workforce members who have access to PHI and ePHI.

The Training Program shall include general instruction on workforce members' obligation to comply with the FMCNA Covered Entities' policies and procedures related to the HIPAA Rules.

The Training Program shall also include training on the new or revised Evaluation Process and all of the new or revised Device and Media Controls Policies and Procedures and Physical Access Policies and Procedures and related policies and procedures that are necessary and appropriate for such workforce members to carry out their functions, annually.

II. Awareness vs. Training

**General Definitions**

1. Training: organized activity aiming at imparting instructions and information that will improve the recipient's performance or to reach a level of skill or knowledge (Black's Law Dictionary)

2. Awareness: knowledge that something exists, or understanding of a situation or subject at the present time based on information or experience (Cambridge Dictionary)
NIST Security

1. Awareness: to focus attention on security
2. Training: to produce relevant needed security skills and competency
3. Education: to integrate all security skills and competencies into a common body of knowledge, adding a multidisciplinary study of concepts, issues, and principles

https://csrc.nist.gov/Projects/Awareness-Training-Education

Key Challenges

• Attendance
• Engagement
• Relevance

You Now Have a Shorter Attention Span Than a Goldfish

• The Goldfish Myth?
• People now generally lose concentration after eight seconds
• Our ability to multitask has drastically improved in the mobile age
• Those who use social media heavily had more “intermittent bursts of high attention”

Note: study was done by Microsoft Corporation related to advertising data

Attention Span


Three Declines and Recoveries

Bligh (1998). What’s the use of Lectures?

Training Challenge & Perspective
III. The Benefits of a Tailored and Matrixed Approach

Learning Capacity

“Grabbing attention to drive performance is one significant way to advance learning and make lectures effective.”

- Engage in some activities before the start of the session (e.g., an “ice-breaking” activity or a quick game lasting for few seconds)
- Speak for 20 minutes, then interact regarding that section
- Every few minutes or seconds throw some attention captivating stimulus
- Use of breakout rooms to form small groups and to discuss on the specific topic
- Change the style of presentation

Attendance

- Determine who must receive training
- Provide in-person training at existing staff or faculty meetings
- Allow requirements to be met during existing required training sessions where possible (e.g., orientation)
- Use convenience to eliminate excuses
**Engagement**

- Mix up learning methods and media- don’t assume everyone learns best in the same way
- Avoid information overload- focus on key takeaways
- Make it mobile-friendly
- Break it up and consider timing

**Relevance**

- Provide a wide range of examples
  - Simple every day occurrences with less risk
  - More exciting examples with greater impact
- Know your audience and tailor the presentation accordingly

**Blended Learning**

1. Blending learning: a way of learning that combines traditional classroom lessons with lessons that use computer technology and may be given over the internet.
2. Blended learning is any formal education program in which a student learns at least in part through online learning, with some element of student control over time, place, path, and/or pace.
3. Providing high-value content in both settings – the classroom (rich, yet high cost) and online (efficient, yet low cost), enhances learner performance.

Blended Learning Framework and Strategies

1. The framework is concerned with the assumption that science learning activities should be applicable and relevant to contemporary life and transferable to 'real-world' situations. The design framework aims at integrating learning in formal and informal contexts through blended learning scenarios by using today’s flexible, interactive and immersive technologies (e.g. mobile, augmented reality, virtual reality).

2. Several instructional strategies are deemed effective to promote more application of learning during blended or online instructions: (1) making learning content applicable, (2) utilizing reflective activities that assist learners to apply their learning to personal situations during instructions, and (3) embedding a structured learning process: instruction, guided practice, individual practice.

Burst Learning

The ideal burst training can be defined as ‘ten minutes of training, within five minutes of its need, to an audience of one.’

Navex Global (2014) cited the following 11 benefits:

- Address different learning styles
- Cover more risk topics
- Address secondary risks
- Raise awareness
- Reinforce foundational training with reminders
- Reduce seat time
- Emphasize key risk areas
- Respond quickly to incidents or emerging trends
- Train third parties and other nontraditional audiences
- Training on the go
- Train the rarely trained

Training Inventory

- Course
- Defined audience or role
- Forum
- Registration details if applicable
- When and how often
  - Upon employment
  - Every 1/2/3/5 years
  - Refresher as needed
  - When new systems or processes are implemented
Increase Awareness

- Posters
- Notification cards
- Brief animated videos
- Infographics
- Reinforce with regular communications (e.g. Risky Academy, distribution lists to liaisons, campus news, etc.)

University of Illinois Animated Video Series

1. Videos are less than five minutes
2. Intended to promote awareness so that someone will know when to seek additional guidance
3. Each video also includes a printable resource page that:
   - Reiterates key points from the video
   - Links to important info
   - Provides points of contact for questions

Ongoing Considerations

- Changes in roles and responsibilities
- Tracking
- Measuring effectiveness
- Refreshing content
- Changes in regulations and enforcement