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# Operations & Compliance: A Profitable Relationship

Today's Panelists:

Nicole Morneau, Windham Professionals

David Lubets, Windham Professionals

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# COMPLIANCE & OPERATIONS – A PROFITABLE PARTNERSHIP

*"The way a team plays determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime." – Babe Ruth*



- Dave Lubets, Chief Operating Officer
- Nicole Morneau, Chief Compliance Officer

# COLLABORATION

- The “Anti Collaborative” meeting:
  - One person taking the lead and dismissing ideas from team members making it a “one person show”
- Collaboration:
  - When everyone on the team is **equally invested** in the overall purpose and goal.
  - We find ourselves working faster, identifying errors easier, and innovating better.
  - Ultimately, both **job satisfaction and performance skyrocket.**



# OBJECTIVES

01

## COMPLIANCE AND OPERATIONS

What is compliance, why is compliance needed, who does compliance support

02

## PREPARING FOR A COLLABORATIVE PARTNERSHIP

Share knowledge, training, desires, goals, industry trends, and sales

03

## COLLABORATION

Why and how

04

## CONTINUAL IMPROVEMENT

Results, information and analysis , re-evaluation, and action

# COMPLIANCE FOUNDATION

Continually reevaluate What we do and How we do it to ensure that Why we are doing it ties back to the customers' requirements- all customers.

Reports must tie back to the customer's (client or regulator) needs and provide actionable data that directs strategy. At Windham, our Compliance and Quality Assurance department uses information from multiple sources to provide actionable data that drives improvement with regulatory, contractual, and operational performance standards. Compliance Audits (regulatory and client) are a major part of Windham's CMS and the foundation of our continuous improvement. Audits enable us to provide targeted feedback and coaching to improve performance and the consumer experience. Use agreed upon customizable score cards using regulatory, customer satisfaction, and client specific performance KPIs.

## What

- Complaint analysis
- Industry trend analysis
- Auditing
- Policy Oversight
- Call Monitoring
- Continued education
- Credit bureau reporting
- 100% Call Recording

## Why

- Brand protection (Client and WPI)
- Customer experience
- Regulatory oversight
- Improve performance

## How

- Root cause analysis
- Voice analytics
- CSAT
- Regulatory KPIs
- Contractual KPIs
- Customer Satisfaction KPIs
- Communication/Partnership



# HOW COMPLIANCE SUPPORTS OPERATIONS

- Agent Performance
  - Behavior analytics
  - ROI Metric/Effectiveness Score Cards
    - Performance
    - Customer Satisfaction
- Training
  - Deploy standard operating procedures for consistent, high-quality customer service
  - Provide feedback through performance management, quality, coaching and mentoring
  - Targeted training
- Innovation
  - Participate in think-labs and industry innovation webinars, etc.
  - IT projects
  - Anticipate regulatory risk and brainstorm alternative solutions
- Critical Work-processes
  - Dialer
  - Letters
  - Communication
  - **Review audit results with Operations**
- Client partnership
  - Participate in quality assurance calls
  - Participate in client audits and assessments
  - Review all RFPs, contracts and statement of work

# PREPARING FOR COLLABORATION

- Desires and goals
  - What are the client's expectations?
  - What are operational expectations
  - What are the compliance requirements both contractually and regulatory?
- Ensure all the above is:
  - Meaningful
  - Agreed upon by Ops/Compliance
  - Measurable
  - Achievable
- Knowledge
  - Industry training and certification
  - Walk a day in their shoes
    - What is it like to run operations
    - What are the ramifications for non-compliance
  - Regression analysis (working/not working)
  - What's driving behaviors based on demographics and psychographics
- Communication
- Clarification
- Feedback

A mature CMS with a strong Compliance Committee will cover the above to include "PRIORITIZATION"



# COLLABORATION

- Foster the right environment
  - Transparency
  - Listen
  - Frame arguments with a business need
  - Foster an environment of trust to make people more comfortable with feedback
  - Both lead and follow
  - Win win interactions
- Ways we can Collaborate:
  - Board involvement
  - Calibration calls
  - Client audits
  - Client calls
  - Compliance committee
  - Industry trends
  - IT projects
  - Operational performance
  - Process reviews
  - RFP
  - Sales meetings-conferences, etc.

# CONTINUAL IMPROVEMENT

- Compliance does not equate to “lack of effectiveness”
- Balancing compliant practices with high business acumen and workflow delivers the results you and your clients require.
- Information and analysis
  - Revisit what the expectations were
  - Do you know what “good” looks like?
  - Are we focused on the right results?
- Take action
  - Training
  - Process review
  - Client communication
  - Sales training
- Re-evaluate our “purpose” – ask these questions:
  - Desire to produce quality work the first time.
  - Focus on the customer.
  - Have a strategic approach to improvement.
  - Improve continuously.
  - Encourage mutual respect and teamwork.



# QUESTIONS?



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