

A decorative graphic on the left side of the slide. It features five vertical bars of different colors: red, orange, yellow, pink, and light blue. Below these bars is a white silhouette of a building with a central archway and several windows. There are also some small orange and yellow floral-like shapes at the bottom left.

Deconstructing Silos and Building Bridges Between Compliance and Operations

Carmen Geerlings, MBA, RT(R)(ARRT), CRA, CPCO
Corporate Compliance Officer
Wake Radiology
Raleigh, NC

ICE IMAGING
CONFERENCE
& EXPO
SAN ANTONIO 
Texas

What You'll Learn Today



Recognize the risks of siloed teams and disconnected functions



Explore a framework to align compliance with clinical and operational strategy



Learn how to build shared ownership of compliance without formal restructuring



Leave with practical tools to strengthen collaboration and accountability



What Do We Mean By “Compliance”?



Protecting
patient
information
(HIPAA)



Preventing
fraud, waste,
and abuse

Healthcare
Compliance =
Strategic
Protection



Ensuring billing
accuracy



Supporting
safety & high-
quality care



The 7 Elements of an Effective Compliance Program

- 1 Written policies and procedures
- 2 Designated compliance officer/program
- 3 Effective training and education
- 4 Open lines of communication
- 5 Internal auditing and monitoring
- 6 Enforcing standards and discipline
- 7 Responding to offenses and corrective action

Key Compliance Areas for Imaging

Area	Focus	Examples
HIPAA	Patient privacy and data protection	Access controls, breach reporting, training
OIG Guidelines	Fraud, waste, and abuse prevention	Billing audits, exclusion checks, policies
OSHA	Workplace, radiation, and MRI safety	Sharps logs, radiation signage, shielding plans, SDS sheets
CLIA	Lab testing oversight	Outpatient iSTAT protocols, certificate maintenance
ACR/MQSA	Imaging quality, protocols, and accreditation	QC documentation, credentialing, phantom testing
Joint Commission	Patient safety, documented standards, environment of care	Patient ID check, medication management, infection prevention
State Regs	Facility and equipment safety	X-ray registration, annual physicist reviews

Where I Started

- Multiple imaging centers, lean compliance team (party of one)
- MSO for various entities within the umbrella practice and hospitals
- No formal policy lifecycle
- Siloed ownership of accreditation, training, and documentation
- Compliance not integrated

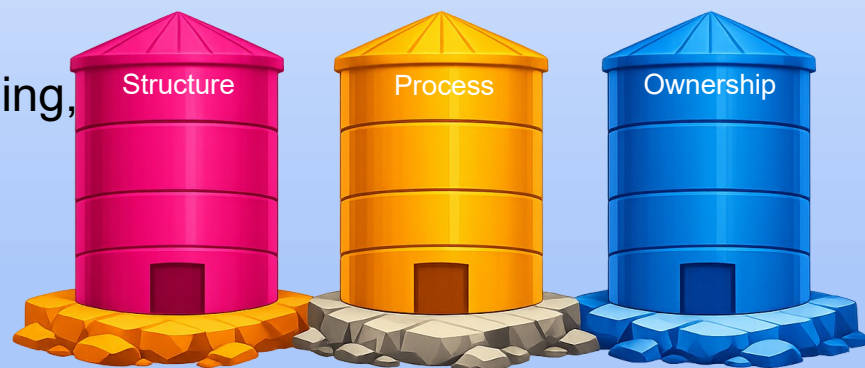


Image created using Copilot AI

The Problem with Silos



The Problem with Silos

Compliance
writes the policy



Images created using Copilot AI

The Problem with Silos

Compliance
writes the policy



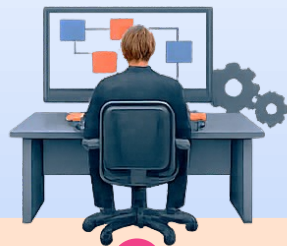
Operations
creates the
workflow



Images created using Copilot AI

The Problem with Silos

Compliance
writes the policy



Clinical teams do
the work



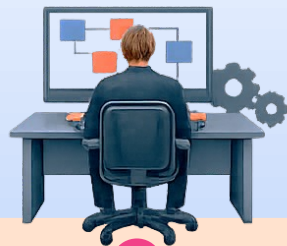
Operations
creates the
workflow



Images created using Copilot AI

The Problem with Silos

Compliance
writes the policy



Clinical teams do
the work



Operations
creates the
workflow



NO ONE OWNS
THE OUTCOME



Images created using Copilot AI

Strategic Bridges



COMPLIANCE =
Guardrails & Oversight

OPERATIONS =
Systems & Delivery

Creating a Shared Language



Predictability, resource planning, accreditation readiness => Monthly compliance calendar



Clear ownership, consistent and standardized operations => Shared policy tracker with owners & review cycles



Early detection of drift, CQI, shared understanding of quality => Cross-functional audits with managers and tech leads



Culture of Compliance, safer staff ramp up => Early integration with onboarding and credentialing

Alignment Toolbox



What Changes with Bridges Vs. Silos



Fewer compliance “fire drills”



More confident accreditation readiness



Managers owning internal audits



Easier executive support for compliance initiatives



Stronger culture of accountability

Where Do Silos Exist in Your Organization?



- Who writes it?
- Who executes it?
- Who owns the outcome?

Key Takeaways

Compliance is not a department. It's a shared responsibility.

Bridges are built with visibility, structure, and trust.

Strategic alignment improves outcomes, quality and safety

Questions?