

Podcast Transcript

Risk Never Sleeps

Episode 47

Phil Davis

Ed Gaudet: Welcome to the Risk Never Sleeps Podcast, in which we learn about the people that are on the front lines, delivering and protecting patient care. I'm Ed Gaudet, the host of our program, and today, I am pleased to be joined by my good friend Phil Davis.

Phil Davis: Hey, Ed, how are you?

Ed Gaudet: Phil and you are attorney for cybersecurity and privacy, healthcare, cybersecurity, and privacy.

Phil Davis: That's right. As of about, I don't know. One month ago, maybe I'm about I'm in my fifth week here.

Ed Gaudet: Yeah. That's right.

Phil Davis: So attorney at Hall Render, Killian Heath and Lyman, which is a healthcare focused firm actually one of if not the largest healthcare focused firms in the nation. And as you mentioned, I'm in the information technology, cybersecurity, privacy compliance practice group there. And fresh off a career transition, I guess you could say so.

Phil Davis (cont'd): Prior to joining the firm, I was CSO for a non-profit healthcare provider organization here in Indianapolis, where I'm based and was lucky enough to be there for a little over a decade, eventually leading up to serving as their chief information security officer for a couple of years before making the transition into law practice. I had a law degree and had passed the bar essentially for the whole ten years that I was at, uh, the previous organization and kind of finally decided to make the jump, make the leap. And so here I am in a law firm setting for the first time after a decade.

Ed Gaudet: Now, I cheated, too. You originally started off at a law firm, right?

Phil Davis: I did. I had a brief what my colleagues lovingly referred to as a sabbatical five months early. Early in my IT tenure. Yeah. Took a brief foray into practicing law when I was doing kind of small firm, family law. Actually, I was doing a lot of it at that point and was not for me in the long run. I only lasted about 3 or 4 months before going back into it, and at that point, I had identified security as a real passion. And so the rest was history after that. But I get ribbed quite a bit from my former colleagues for my brief sabbatical.

Ed Gaudet: Well, that attorney CSO combination I think we joked about is equivalent to the plus 16 Paladin, cleric, multi-class, and Dungeons and Dragons or D&D is.

Phil Davis: I'll take it, I'll take it. So I assume that's good.

Ed Gaudet: That's a superpower. Yeah, it's really good, actually. So you cause a lot of damage with that?

Phil Davis: Yeah. I don't know if that's good, but.

Ed Gaudet: Well, in a good way.

Phil Davis: The ability to cause the damage, maybe.



Ed Gaudet: Excellent, excellent. So, tell me about your journey into healthcare. Why healthcare? You could have probably gone into other industries—finance or.

Phil Davis: Yeah, that's a good question. I've heard you say this before, and it resonates so much with me. I love the mission of healthcare. It is for my book the easiest mission to get behind in the world is taking care of vulnerable people. People who are in need of care, people who are hurting people. A lot of times in kind of the most vulnerable populations. That's the mission of healthcare and being in that setting. Like I said, for over a decade, you really catch the bug for just supporting the caregivers that are on the front lines, providing the care. That was one of my favorite things about being in a healthcare organization was interacting with the leaders and frontline caregivers who are hands-on with patients. The mission just really, really resonates. And once you kind of get a whiff of it and you're ingrained in that culture, it stays with you. And like I mentioned, making the jump into law practice coming here made just absolute sense because it is a healthcare-focused firm staying, you know, firmly rooted in the healthcare industry and supporting many organizations as opposed to maybe even just one. And so, yeah, the mission is absolutely my favorite part of it.

Ed Gaudet: Now, you've broadened your span of control. Now, you can actually touch a number of health systems, whereas before you were solely focusing, you can go deep in that one system.

Phil Davis: Right. And it's so interesting to see how different organizations tackle the same problem. Mhm. And in health care there's a lot of opportunity for that because regulations like HIPAA high tech right. They're not prescriptive. They give you kind of some broad guardrails to operate within. And then, they let you figure out how to implement them for your own organization. And so and what I found.

Ed Gaudet: You when something bad happens. Right? Exactly.

Phil Davis: Oh you were supposed to do this. Wait a minute.

Ed Gaudet: Exactly.

Phil Davis: And what I found is that most healthcare provider organizations, anyways, most healthcare providers are dealing with the same challenges. They're getting asked the same questions. They're having to come up with the same solutions. But how they go about addressing the problem can be very different depending on the organization, which is very interesting to see.

Ed Gaudet: Why do you think that is? It always fascinates me because it's like, well if we all did it this way, we might get some leverage through the community. Why do you think we all try to solve the problem ourselves?

Phil Davis: It's a good question. I think organizational context is key to problem-solving something that might work at your large 30,000-employee healthcare provider probably won't work at your rural hospital that has 1 or 2 IT staff total and kind of executive relationships, and how the various dynamics play out between all your various departments. I think all goes into that, too. And just different contexts can produce different processes and different results. And so I think in healthcare, context matters so much just because you have such a wide variety of types of organizations that are dealing with those problems.

Ed Gaudet: That's a great point. And how does your experience and work in health care directly with the provider set you up for this next role?

Phil Davis: Something that I found, and this is not a knock on other attorneys or firm contacts at all, but I think it helps to have an understanding of what is reasonable to recommend in a certain situation versus maybe what's not so reasonable to recommend. Just as an example, there was once a time where we were dealing with an issue. We're talking to lawyers, you know, as you do. And one of the recommendations that we got was, okay, well, why don't you go out and interview? There was a list of, I don't know, 185, 200 people. And they're like, why don't you go talk to them and find out what they were doing, what they were thinking, etc.? And us on the organization side, we're kind of thinking, have you ever tried to contact 200 people? We have a hard time getting 200 people to read an email, let alone.

Ed Gaudet: Yeah, exactly.

Phil Davis: Sit for an interview and explain what they were thinking at a given time. So things like that. I think having that contextual awareness of, okay, I've sat in that seat before, and I've had to actually operationalize a recommendation and know the challenges and the roadblocks that you run up against. And so knowing what's reasonable and maybe what's not so reasonable, I think, yeah, is a big help.

Ed Gaudet: The flip side is you probably know which questions to ask, too, because you know where the bodies are buried, so to speak.

Phil Davis: Yeah, hopefully, no bodies are buried anywhere. But, uh, yeah, I think that that goes a long way, having a context of maybe knowing what you don't know in certain situations and what questions would be good to ask to get to a place where you are comfortable can come in really handy in a lot of situations too.

Ed Gaudet: Yeah. So you've been there what, 30 days or.

Phil Davis: Yeah, about that.

Ed Gaudet: Wow. Okay. So what's your week look like? Like what's an average week look going to look like for you moving forward?

Phil Davis: That's a great question. I would love to know that myself. So, the last four weeks has really kind of been a crash course. It's been just getting so much information about here's all the types of things that the firm handles. And I've been really impressed at just the breadth of expertise that can be under one roof, so to speak. Everything from real estate transactions to Medicaid, Medicare reimbursements to fraud and abuse litigation. And then there's us over in the technology area dealing with cybersecurity incidents and data breaches and negotiating vendor contracts. Healthcare is such a behemoth in terms of the disciplines and the expertise areas and the kind of the niche areas that you could spend all year studying and still have only kind of scratched the surface. And so that's been really interesting.

Phil Davis (cont'd): But I think day-to-day is really about answering a lot of client questions, just a lot of kind of compliance related technology questions on, hey, can I do this? Or if we want to put this in one of our forms, is that appropriate? Yeah. Then obviously there's kind of a lot of ongoing matters. Organizations are dealing with a lot these days on the cyber front, third-party breaches, cyber-attacks, you know, ransomware, own organizations. Ransomware continues to be just a complete thorn in the side of the industry. And so I think, to answer your question, there's a lot of variety, a lot of different things to kind of sink our teeth into. But I'm very happy to have the opportunity to step in and help guide so many organizations through challenging things.

Ed Gaudet: Yeah. And when you think about a health system and a law office or a law firm, you think about diametrically opposed cultures. What have been some of the positive surprises you've learned so far about their culture?

Phil Davis: That's a great question.

Ed Gaudet: On the healthcare side.

Phil Davis: So here's one thing that was kind of surprised me about the firm on the culture front is I don't know how maybe some other firms work, but our firm does not have an attribution. There's not a lot of competition. It's all about who under the roof, so to speak, is the best able to answer a given question. So you could reach out to one attorney at the firm and say, hey, I've got a question about you want to do this real estate transaction. And so I could go down the hall and bring in any number of real estate experts to come in and work on that matter. And it's kind of a whole firm approach. And so that really helps foster a culture of collaboration. And really just kind of reaching out a hand and saying, hey, can you teach me about this thing that I've not dealt with before? And everyone's so helpful. So that's been really nice.

Ed Gaudet: All to the service of the end customer, which is really nice.

Phil Davis: Exactly.

Ed Gaudet: Yeah.

Phil Davis: Yeah. And healthcare customers, they need to move quickly. They need answers fast a lot of times, and that really helps drive the culture of the firm to really be client-focused and put the needs of the client first. And at the end of all of those transactions, there's a patient on the other end all the time. And I think in healthcare and certainly here at the firm, we understand that mission and are driven by that same mission. So, having that alignment of values, I think is critical. If you're going to be serving healthcare.

Ed Gaudet: That's great. That's awesome. I know you're only three days into the job, but as you think about the next important priorities for you as you look out over the next 12 months or 18 months, what do those look like for you?

Phil Davis: So healthcare's kind of got rocked a little bit by the web tracker issue, right? Which kind of boiled up really mid to late 2022.

Ed Gaudet: Yeah.

Phil Davis: And is still.

Ed Gaudet: I think you were one of our first customers to point that out, if I recall.

Phil Davis: Yeah, I remember working together on kind of trying to make sure we could address those questions in the question set.

Ed Gaudet: Yeah.

Phil Davis: But it continues to still be an evolving issue. Right? A lot of organizations are still taking a look at what's going on on their web presences and are having their eyes open to, we mentioned third parties generally.

Phil Davis (cont'd): Kind of your marketing consultant type of third-party organizations have not really been thought of as a cyber risk or as an organization that could impact your technology posture. But what a lot of organizations are seeing is that their marketing consultant companies have a lot of access into their web platforms and have access to make changes and perform content updates on websites and things like that. And so I think there's been a big shift in understanding the scope of technology in a healthcare setting. It goes beyond even the technology that's on the floors, that's in the hospitals, in the sites of care. It goes out into your billboards, right? There's an attorney here at the firm that has a phrase. He says when your billboards become facilities. And that kind of means in today's digital healthcare era, you could do a search on Google and then boom, you're in a telehealth visit right then and there. And so I think the web tracking issue continues to evolve. There's regulatory activity, a lot of lobbying happening in that regard. And so I think that's certainly going to be an evolving space. But we mentioned ransomware, cyber-attacks, third-party breaches, third-party risks, contracts, negotiation, kind of all the implications there. So yeah, there's certainly no shortage of focuses for healthcare in the immediate and long term.

Ed Gaudet: How about AI? What are you seeing there?

Phil Davis: Yeah, a lot of focus on a lot of organizations are drafting policies and kind of creating guidance on what is the appropriate use of AI and certainly what data is and is not appropriate to be used within the common AI tools. I think the recommended approach still to this day is utilize vendors kind of purpose-built AI platforms for you for healthcare. Don't go out to the public ChatGPT and enter data, kind of with a policy guidance supporting it. You really want to have agreements directly with the AI vendors that are building purpose-built for healthcare AI tools because they're so powerful, but in healthcare, you obviously need to do it responsibly. You need to use the technology responsibly.

Ed Gaudet: That's right. That's the current point, that security and privacy is so critical. And right now, quite frankly, that's the gate limiter for us. Unless you host that model on your own platform, it's really hard to control who's getting what and how long they're saving that data, and how they're using.

Phil Davis: And what, data was used to train it. Right? That's a big question as well.

Ed Gaudet: Yes.

Phil Davis: Everything you put into those tools becomes a part of its model. It becomes a part of its base of knowledge. And so.

Ed Gaudet: And we've done such a good job of understanding the offshore connection to our data. Now, all of a sudden, we introduce AI and it's like, okay, where is this going? Well, it's at Microsoft, but it can be accessed by folks in other countries. Wait a minute, what's going on here? Right. So, no, it's a really interesting area that we know will evolve. And it's evolving very quickly. Just over the last year, how much progress we've made as an industry is incredible. So we're watching the space closely. But we think it's really for healthcare. You're going to be busy because it's a security and a privacy issue.

Phil Davis: Yeah, absolutely. Honestly, what isn't nowadays, right? Like healthcare exists on technology now. And that's where the rubber meets the road.

Ed Gaudet: Yeah. And it's interesting because someone said the other day the problem with cybersecurity is it's not a revenue generator, but actually, it is in this case, because blocking your ability to leverage AI and leverage the capabilities which could actually impact your top line.

Phil Davis: Yeah, absolutely. Cybersecurity is kind of the ultimate revenue enabler, right? If you were to ask someone like me, if you don't have an appropriate cyber program in place, there's a foreseeable future where you may not have a lot of revenue or a business. Right? Yeah, exactly. So you certainly. They won't find a detractor in the importance of cybersecurity in me. But I think you're right. I think that fight is still being had in a lot of contexts, especially as budgets get constrained. And, you know, healthcare is facing a lot of kind of regulatory financial challenges as well on the reimbursement side. And so all of that plays together.

Ed Gaudet: Yeah, we've been through a pandemic as an industry and as a world. And obviously, we're just starting to come out of that. I think the margins are starting to improve. We're starting to see some tailwinds there, which is good for everybody. And it's been tough on a lot of people. What are you most proud of personally and professionally over the last couple of years?

Phil Davis: Yeah, that's a good question. I think one of the things that I was always most proud of in the CISO role was limited turnover on the team because I think you hear a lot about kind of the cyber talent crisis, which I think is real. I think there's a lot of cyber shops that are struggling to bring in the talent that they need in order to perform the engineering functions that they're being asked to perform, and the workload that a lot of cyber shops have. I think that is absolutely true. And so that was one of the things I really, really was proud of at my previous organization. Is the low turnover among the team, right? The commitment to developing staff and making sure that we're always asking them, where do they want to go with their career, and making sure that we're providing opportunities for them to explore that within the organization. And sometimes, you know, they may go to a different part of the IT department or maybe even a different part of the organization entirely. But they're staying within the organization, which is ultimately what we want to have happen. So that's probably one of the things that I was always most proud of, but also program-wide is developing a program that met regulatory scrutiny, right, that, you know, when someone comes in, and audits your program and takes a peek under the hood, you know, not having adverse actions come out of those circumstances is always the goal. You want to make sure you have a defensible program. And so that's another thing that I was always very proud of.

Ed Gaudet: Awesome. So outside of this new role and outside of healthcare and IT what are you most passionate about? What would you be doing?

Phil Davis: So I have an eight-year-old daughter and my wife and I like to, we have a camper and so we love outside of work to hop in the truck, pull the camper to the nearest state park campground, and yeah, plop down for a weekend or a long weekend every now and then and just be out in nature and hike and spend time with friends. We kind of have a little group of camping families that all go out together and sit by the fire on a Friday, Saturday night. And it's nothing better, nothing better than being out in nature.



Ed Gaudet: That's so true. Have you ever done the trail around the US in the camper? Have you gone?

Phil Davis: That's on the list. That's on the list. So we, the farthest we've taken it. So we're in Indiana like I mentioned. The farthest we've taken it is down to Tennessee. We went to the forests around Nashville, which is beautiful. That was a beautiful drive. But we would love to go out west and see the big sky. Montana, Colorado, Arizona, you know, make the Western trip. We have not been able to do that yet. That is on our list.

Ed Gaudet: So anytime soon or.

Phil Davis: Let's say let's set a goal within the next two years.

Ed Gaudet: Oh good. That's a good goal. That's reachable. You're going to blink. It's going to be two years, right? Was that Phil or the Tetons? Wait a minute.

Phil Davis: I'll send you some photos.

Ed Gaudet: Yeah. Have you been to Zion? Have you been to Utah at all or?

Phil Davis: No, I have not. I grew up in Arizona and so I have been to Sedona, which is beautiful, the Grand Canyon beautiful. But I have seen amazing photos of friends and colleagues who have been to what do they call the big five. Yeah.

Ed Gaudet: Bryce. Yeah. Beautiful country. Yeah. All right, well, we'll be tracking you on that journey. Um, so if you could go back in time, Phil. And this is probably like, three years ago for you, what would you tell your 20-year-old self?

Phil Davis: Not quite three years. Uh. Yeah. What I would say is.

Ed Gaudet: You're ageless. Phil.



Phil Davis: I appreciate that.

Ed Gaudet: I mean, I look pretty good for 28, right?

Phil Davis: Yeah. You do. You, sir. Yes, yes. My gray hair would beg to differ.

Ed Gaudet: Yes, I know, I see that.

Phil Davis: To go back. I think, you know, one of the best pieces of advice that I got and that I would try and instill in my younger self because I don't think I really caught on to this until later, is to really find your differentiator, find what makes you stick out like a sore thumb. I would call it find what that is and lean into it, because that's what makes you unique in your organization. And then be visible. Be visible with it, and don't be afraid to speak up. Don't be afraid to engage in meetings and offer your ideas. And don't kind of be one of those folks that are content to sit back on mute, off video, just kind of listening and consuming, really lean in and engage. Just to give an example of that and how that ended up panning out for me is in IT, my differentiator was always the legal side of things, right? That made me stick out like a sore thumb in a lot of contexts. I bet I tried to lean into that and, you know, eventually, kind of that's what really helped me get into security and obviously kind of through the GRC lens of highlighting that and really to roll that into a career in cybersecurity. And then, on the flip side, right now, on the legal side, use the IT experience, which kind of makes me stick out like a sore thumb, but leverage those things. That's what makes you unique. That's what allows you to bring value that others cannot necessarily bring. We've all heard it. There's only one you. That's true in your work as well. And so.

Ed Gaudet: I'm pretty sure that's true about me, too. Yeah.

Phil Davis: Oh, we all know that.

Ed Gaudet: I've been told that. No, that's that is great advice, Phil. In fact, that's unique advice. I don't think I've heard that yet on the show, so I appreciate it. I love it when I hear different answers to the questions, and mostly everyone provides a different answer. So it's pretty cool.



Ed Gaudet (cont'd): But that's great advice for folks. So listeners, listen up. Phil's the real deal here, okay? If you want a path in law or cyber or both, check out Phil Davis.

Phil Davis: Absolutely happy to have any conversations with any interested folks. It's a big tent in healthcare cybersecurity. It's a small community, but a big tent you can come from. It seems like any background and thrive in cyber, and the community certainly needs you.

Ed Gaudet: Amen. All right, so I'd be remiss if I didn't ask you this question. This is the Risk Never Sleeps Podcast. Phil Davis, what's the riskiest thing you've ever done?

Phil Davis: Oh, boy.

Ed Gaudet: Keep it rated G. This is a, uh, family program.

Phil Davis: I have a funny story about this question, so I don't know Ed if you're familiar with cybersecurity practitioners and lawyers, but those have to be probably the two most risk-averse groups.

Ed Gaudet: I do know that actually.

Phil Davis: Og anyone and here I am, having combined the two pursuits into one.

Ed Gaudet: So you cancel one another out. So you must be risky as hell.

Phil Davis: Well, I don't know about that because, so obviously, knowing I'm coming on the Risk Never Sleeps Podcast and being a loyal listener, knowing that every guest gets asked this question, I posed the question to my wife. I said, what do you think's the riskiest thing I've ever done?

Ed Gaudet: Interesting.



Phil Davis: And she, I'm telling you, she had a hard time controlling her laughter while I was asking that question.

Ed Gaudet: Uh oh my gosh. Sounds like my wife.

Phil Davis: Saying, well, you've never done anything risky in your life. And I kind of have to agree with her. But I would say this potentially, maybe, uh, leaving one career that I was established in and pursuing a brand new one here one month in might fall under that umbrella. However, I'm having fun, and I'm enjoying it.

Ed Gaudet: That was a layup right there. Yeah, that is pretty damn risky. I would say to go to the dark side, but I'm not sure what the dark side is anymore.

Phil Davis: No, we're keeping it light over here. We're keeping it light.

Ed Gaudet: You are keeping it light. I can see you. You've already settled into your office because your plants back.

Phil Davis: Yeah, I've got plants. You know, there's things on the wall that took a couple of weeks. I was coming into what looked like a padded room here with just nothing but bare white walls. And I was like, yeah, I gotta change that. We gotta put some color in here, some flavor.

Ed Gaudet: Now, were you a Colts fan? Do you have any Colts paraphernalia hanging?

Phil Davis: I do, I do.

Ed Gaudet: Let's see.

Phil Davis: Let me, uh, show you my.

Ed Gaudet: Oh, here's.



Phil Davis: I'm sure there's some other.

Ed Gaudet: Is that a Johnny U helmet? Is that a Johnny Unitas helmet?

Phil Davis: You know. I think it might be. It's one of the old, I guess, the riddles, right? They don't wear anymore. It's got the Brett Favre strap on it. I'm sure if I went and got a new one, it would have all sorts of new padding and, uh.

Ed Gaudet: And electronics too, right?

Phil Davis: Yeah. Yes. A radio installed and all sorts of things. Uh, but I do have some plenty of Colts regalia around the office.

Ed Gaudet: Listeners, we've gone off script here, so hold on. We're gonna bring us back. Uh, I'm going to ask you this question because I typically don't ask people it, and I think you probably will have a good answer. What are your top albums or movies that you would bring to a desert island?

Phil Davis: Oh, boy, that's not a fair question. I mean, it depends on the afternoon, right? But.

Ed Gaudet: You're going to be alone on the desert island. The plane is going down.

Phil Davis: All right. Movie number one. No question. This is the easiest layup of the day. The Big Lebowski. That's number one. That's number one, dude.

Ed Gaudet: Oh, that's great.

Phil Davis: That'll keep me entertained for.

Ed Gaudet: So, I assume no Eagles records in your collection.



Phil Davis: No, the Eagles aren't on there. I would go Big Lebowski my favorite. One of my other favorite movies I love Russell Crowe. So A Beautiful Mind is a fantastic.

Ed Gaudet: Great movie.

Phil Davis: Fantastic movie. I would take that one. I got to put an album in here. What would be an album I'm gonna go with? Okay, so some listeners, you'll be like, all right, Phil's my kind of guy. We grew up the same way. And then some are going to be like, I have no idea what he's talking about. My album is going to be American Football, self-titled album from a Midwest, Chicago-based. What's lovingly called Midwest emo is my favorite, one of my favorite genres because of the guitar intricacies some weird drum time signatures, which I love. Admittedly, the vocals are not the feature. You don't go for the vocals; you go for the music. But.

Ed Gaudet: Wow. I was going to say.

Phil Davis: American Football.

Ed Gaudet: Iron Butterfly in-a-gadda-da-vida, but you just blew that one out of the water with that pick.

Phil Davis: I told you so. Off the wall. I'm just going to go off the wall for.

Ed Gaudet: The good news is you're going to be on the island alone because I don't think I'll be joining that island. That's weird stuff you got there, Phil. I love your movies, though. I would definitely watch your movies. All right.

Phil Davis: I'll take that.

Ed Gaudet: Any last comments to maybe folks that are getting ready to graduate and looking for a degree or something to focus on, interested in cyber or healthcare or the law? What would you what kind of advice would you give those folks?

Phil Davis: Yeah, I would say, I think there's kind of an emerging opportunity that I've seen in the GRC space of cybersecurity. I think there's a real need for technically inclined people to get into GRC, which you would think, hey, I'm technically inclined. I need to go to engineering, right? I want to go be a Pentester. However, I think there's a lot of opportunity in the market right now for GRC folks who understand technology and can speak technology. I'm a little biased coming from the legal side of things, but I do think that that's a real kind of a market opportunity for someone who's just getting into the cyberspace is to really go out and focus, get technical skill sets, but focus on the GRC side of things. In healthcare especially, there's a lot of leadership opportunities and a lot of future growth in that area.

Ed Gaudet: I love that, and in fact, I was speaking with somebody the other day where it's such a great entry point into an organization because if you're in a SoC or you're a Pentester, you're very limited in terms of what you see, but you're a risk analyst, or you're in GRC as an assessor, you all of a sudden got this huge aperture on the business. You get to see so much through that role. And again, you can start off as entry, mid-level, senior level. You're afforded a number of ways to get into that area. So I love that.

Phil Davis: That's a great insight. And if you want to prepare to kind of be a CSO eventually in your career, GRC is a great way to see the business as a whole. You'll see every software that comes in to the organization. Every piece of software usually goes through the GRC evaluation process. You'll touch it, you'll work with the business owners on each individual thing. You just get a really good view of the business organization, right? Which at the end of the day, that's what the CSO is there for, is to support the business. And so I would just encourage folks to not overlook the GRC side of things.

Ed Gaudet: Yeah. Great advice. So become an attorney or become a GRC expert? Either way there's a lot going on in healthcare. Come join us.

Phil Davis: Why not both?



Ed Gaudet: Why not both? All right Phil, appreciate your time as always. Good to see you, sir. This is Ed Gaudet from the Risk Never Sleeps Podcast. And if you are on the front lines protecting patient safety and care delivery, remember to stay vigilant, because risk never sleeps.



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