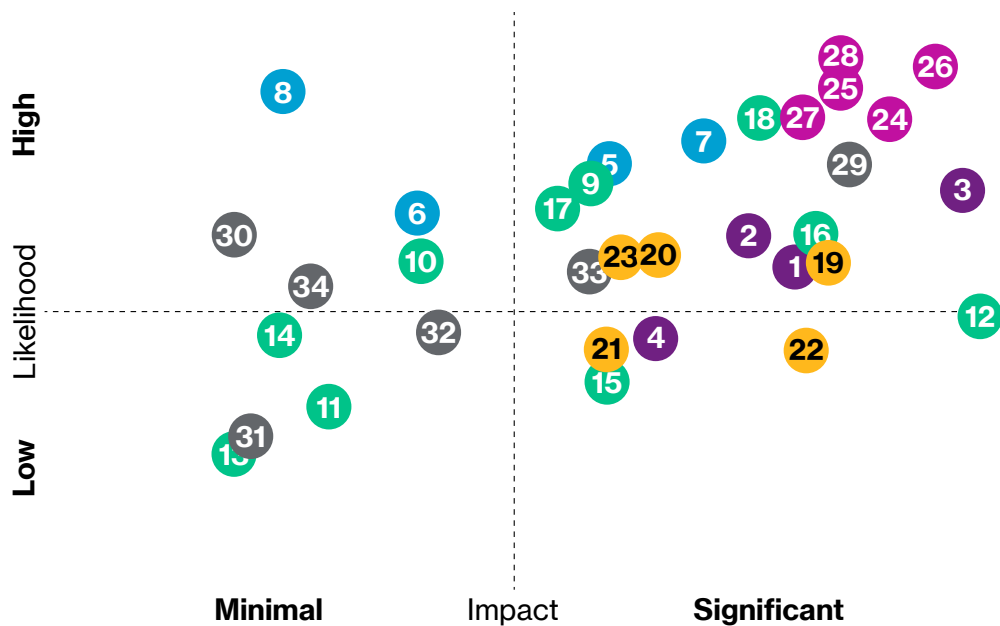


## Behavioral Health



<p><b>Regulatory Complexity and Enforcement</b></p> <ul style="list-style-type: none"> <li>1 Change in, or Failure to Comply with Legal &amp; Regulatory Requirements (i.e. Stark, FCA, OIG, CMS, Anti-Kickback, etc)</li> <li>2 Federal Healthcare Legislation</li> <li>3 ER Service Line &amp; Patient Flow, EMTALA, and Limited Stay</li> <li>4 Understanding of Mental Health Code, Patient Rights, Voluntary vs Involuntary Criteria</li> </ul>	<p><b>Tort Reform &amp; Market Challenges</b></p> <ul style="list-style-type: none"> <li>5 Increase in Uninsured/ Underinsured Population</li> <li>6 Health Equity</li> <li>7 Litigation financing and social inflation driving catastrophic claims</li> <li>8 Confidentiality prohibiting response to negative social media</li> </ul>	<p><b>Financial Risk</b></p> <ul style="list-style-type: none"> <li>9 Loss of, or Decrease in Reimbursements</li> <li>10 Catastrophic patient injury, widespread negative outcomes, or systemic quality issues</li> <li>11 Patient Satisfaction, Patient Complaints &amp; Performance Scores</li> <li>12 Risk of suicide, homicide, and sexual misconduct</li> <li>13 Payment Reform (e.g. Value Based Purchasing)</li> <li>14 Insufficient access to, or increasing cost of capital</li> <li>15 Revenue Cycle Management/Billing and Coding matters</li> <li>16 Economic Downturn</li> <li>17 Supply Chain Risks - Supplier Diversity, Costs, Volatility</li> <li>18 Professional Liability capacity shortage, rate increases, and underwriting scrutiny</li> </ul>
<p><b>Cyber Risk</b></p> <ul style="list-style-type: none"> <li>19 Breach of Confidential or Proprietary Information/HIPAA Compliance, and other Cyber Risks/Substance Use and Mental Health Data</li> <li>20 System Failure / Network Outage/System Security</li> <li>21 Data Quality, Accessibility &amp; Integration</li> <li>22 Digital Health Data Misuse</li> <li>23 Telehealth Strategy - Effectiveness, Preparedness, Utilization</li> </ul>	<p><b>Global Talent &amp; Skills Race</b></p> <ul style="list-style-type: none"> <li>24 Physician Alignment, Integration, and Relationships</li> <li>25 Unable to Attract &amp; Retain Qualified Personnel, Diversity</li> <li>26 Employee Mental Health: Engagement, Burn-out, Morale, Accountability, Culture</li> <li>27 Workplace Violence including Active Assailant</li> <li>28 Patient Risk of Harm</li> </ul>	
<p><b>Innovative Business Models</b></p> <ul style="list-style-type: none"> <li>29 Environment of Care requires specific design</li> <li>30 Shift to Integrated Care</li> <li>31 ESG - Environment, Social, and Governance</li> <li>32 Risk from expansion into new venues</li> <li>33 M&amp;A and third party partnerships</li> <li>34 Wellness Apps and Digital Therapeutics</li> </ul>		

## About Willis Towers Watson

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