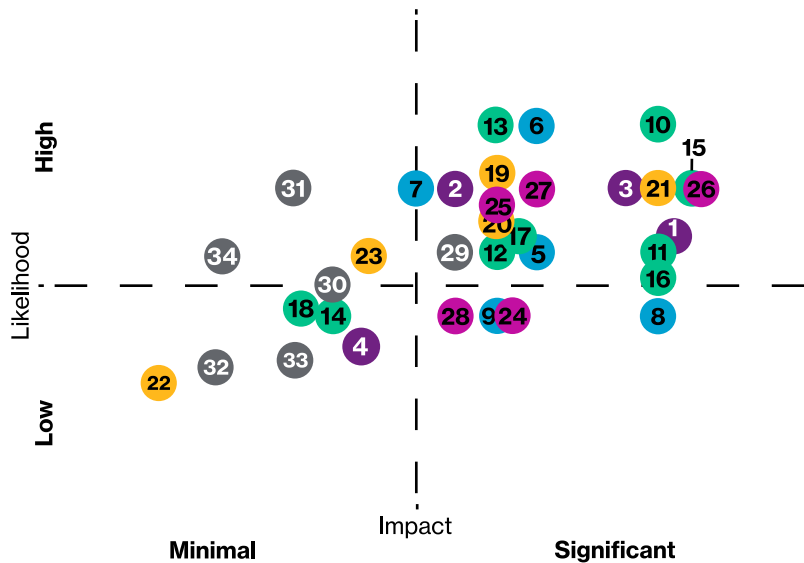


# Hospital Risks

## Overall Risk Impact



### Regulatory Complexity & Enforcement

- 1 Change in, or Failure to Comply with Legal & Regulatory Requirements (i.e. Stark, FCA, OIG, CMS, Anti-Kickback, etc.)
- 2 Federal Healthcare Legislation
- 3 ER Service Line & Patient Flow, EMTALA, and Rationing of Care
- 4 Post Pandemic Waiver Compliance

### Tort Reform & Market Challenges

- 5 Competitor expansion, acquisition or other strategic actions/loss of market share
- 6 Increase in Uninsured/Underinsured Population
- 7 Health Equity
- 8 Natural Events and Emergency Preparedness - Hurricanes, Tornadoes, Natural Disasters, Pandemics
- 9 Political Risk - Terrorism, Civil Unrest, etc.

### Financial Risk

- 10 Loss of, or Decrease in Reimbursements
- 11 Catastrophic patient injury, widespread negative outcomes, or systemic quality issues
- 12 Patient Satisfaction, Patient Complaints & Performance Scores
- 13 Payment Reform (e.g. Value Based Purchasing)
- 14 Insufficient access to, or increasing cost of capital
- 15 Revenue Cycle Management
- 16 Economic Downturn
- 17 Supply Chain Risks - Supplier Diversity, Costs, Volatility
- 18 Pharmaceutical Risk - changing models, drug shortages, etc

### Cyber Risk

- 19 Breach of Confidential or Proprietary Information, and other Cyber Risks
- 20 System Failure / Network Outage
- 21 Data Quality, Accessibility & Integration
- 22 Digital Health Data Misuse
- 23 Targeted Hacking and Ransomware Attacks

### Global Talent & Skills Race

- 24 Physician Alignment, Integration, and Relationships
- 25 Brain Drain: Loss or Departure of Key Individuals
- 26 Unable to Attract & Retain Qualified Personnel, Diversity
- 27 Employee Mental Health: Engagement, Burn-out, Morale, Accountability, Culture
- 28 Workplace Violence including Active Assailant

### Innovative Business Models

- 29 Aging Infrastructure, HVAC, Equipment, & Business Disruptive Event
- 30 Telehealth Strategy - Effectiveness, Preparedness, Utilization
- 31 ESG - Environment, Social, and Governance
- 32 Risk from expansion into new venues
- 33 M&A and third party partnerships
- 34 Emphasis on moving care from inpatient to outpatient or home based

## About Willis Towers Watson

Willis Towers Watson (NASDAQ: WLTW) is a leading global advisory, broking and solutions company that helps clients around the world turn risk into a path for growth. With roots dating to 1828, Willis Towers Watson has 45,000 employees serving more than 140 countries and markets. We design and deliver solutions that manage risk, optimize benefits, cultivate talent, and expand the power of capital to protect and strengthen institutions and individuals. Our unique perspective allows us to see the critical intersections between talent, assets and ideas – the dynamic formula that drives business performance. Together, we unlock potential. Learn more at [willistowerswatson.com](http://willistowerswatson.com).

