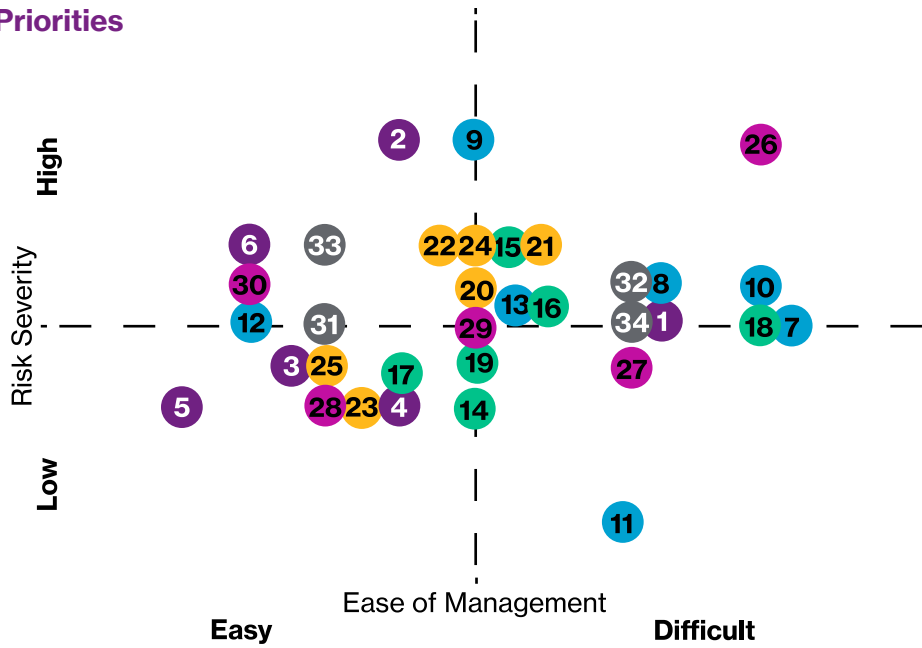


**Physician's Risk Priorities**  
Overall Risk Impact



**Regulatory Complexity & Enforcement**

- 1 FCA, State, Stark, Anti Kick Back, & Qui Tam investigation & litigation
- 2 Prosecution for Medicare Fraud and Overbilling
- 3 OCR/HIPAA privacy breach investigations
- 4 Licensing requirements associated with expanded use of Telehealth due to the COVID-19 pandemic
- 5 Post pandemic waiver compliance
- 6 GDPR, CCPA, and other 'copy cat' laws

**Tort Reform & Market Challenges**

- 7 Overturning of noneconomic damage caps & extended statute of limitations
- 8 Perception of healthcare being delivered by uncaring large corporations
- 9 Batch Claim Exposure
- 10 Punitive Damage Exposure
- 11 Rapidly hardening market for Professional Liability
- 12 Carrier insolvency and consolidation
- 13 Problematic Exclusions (Opioid, COVID, Sexual Misconduct, etc.)

**Financial Risk**

- 14 Provider Stop-loss risk
- 15 Revenue cycle management in collections due to unemployment
- 16 Margin pressure - Costs v. reimbursements
- 17 Extended Reporting Period exposures and costs
- 18 Revenue loss from COVID-19
- 19 M&A activity and risk exposure due to accelerating clinical consolidation

**Cyber Risk**

- 20 Breaches of patient privacy (HIPAA) and violation of privacy protections
- 21 System failures, outages, or lack of IT support impacting delivery of medical services
- 22 Targeted Hacking & Ransomware Attack
- 23 Bring Your Own Device (BYOD) risks for practitioners
- 24 Ability to ramp up technology quickly enough to meet telehealth demand
- 25 Wrongful Collection, Wrongful Use of Data

**Global Talent & Skills Race**

- 26 Insufficient staffing, burnout & resulting risks (MedMal, EPL, D&O, etc)
- 27 Competition for talent with hospitals & other groups
- 28 Increased utilization of advanced practice providers
- 29 Employment Practices and Wage & Hour claims in healthcare
- 30 Negligent Credentialing or Insufficient Background Review of Practitioners

**Innovative Business Models**

- 31 Contractual and Consolidation risk from ACOs, JVs & other hybrid entities
- 32 Aligning regulatory and ethics compliance (example Corporate Practice of Medicine, FCA Claims, etc)
- 33 Risk from expansion into new venues
- 34 Private equity consolidation in certain

**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).

