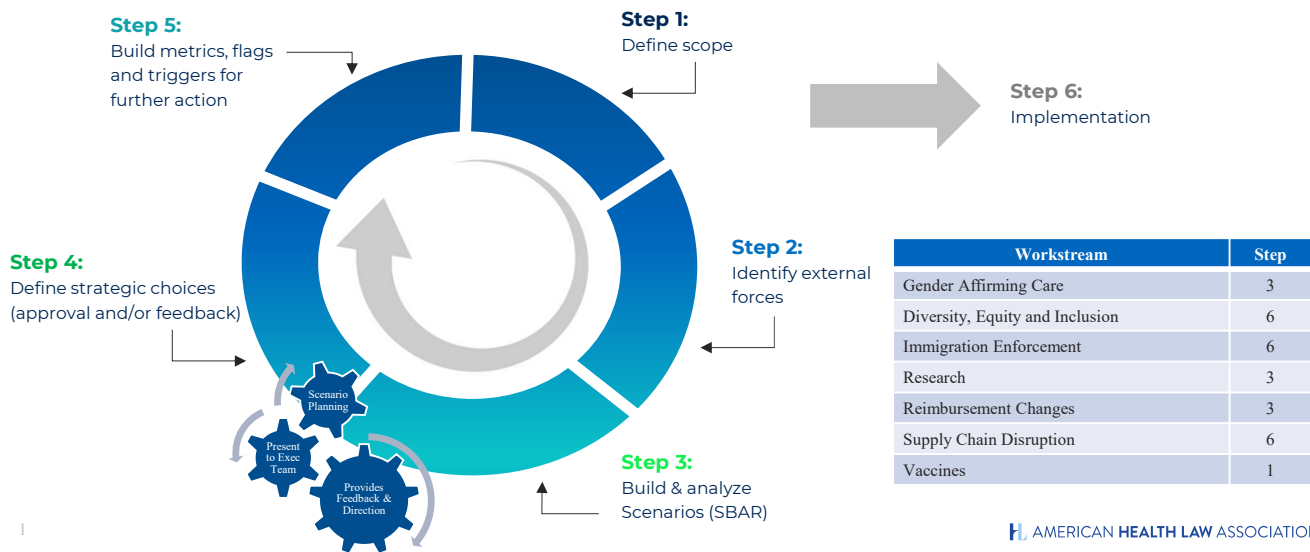


Scenario Planning

Process that helps organizations consider different potential futures. It's a way to anticipate challenges and opportunities and to mitigate future risks.



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Workstream Summaries

	Impact	Likelihood	External Forces/ Timeline	Scenario Planning Phase
Gender Affirming Care (GAC)	Reduction of Medicaid funding, Medicare CoP tied to GAC for patients 18 and younger	High	Anticipated impact to federal Medicaid dollars and CMS rules; unknown timeline	Step 3: Planning scenarios for discontinuation of services, researching alternatives to provide care
Diversity, Equity and Inclusion	Enforcement activity, reduction or elimination of funding for DEI initiatives	High	EOs specific to DEI and subsequent policy changes, enforcement activity	Step 6: Rebranding, refocusing of existing work/initiatives
Immigration Enforcement	Immigration/ICE officers going to one of our locations for purposes of identifying/detaining a patient (or visitor)	Low	Watching for future signals indicating enforcement is shifting to include sensitive locations	Step 6: Implemented a process to support team members if the scenario occurs
Research	Funding reduction, including potential 15% cap on indirect costs and loss of current grants	Experiencing partial impact	Potential cap on indirect costs, ongoing stop work order issued for contracts	Step 3: Absorbing current financial loss into budget; scenario planning for greater impact in all areas of research

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AMERICAN HEALTH LAW ASSOCIATION

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Workstream Summaries

	Impact	Likelihood	External Forces/ Timeline	Scenario Planning Phase
Reimbursement Changes	Any major reduction in Medicare and/or Medicaid funding	High	Various changes resulting in decreased reimbursement	Step 3: Scenario analysis underway to determine financial impact based on specific changes, e.g., site neutrality
Supply Chain Disruption	Increase in expenses due to tariffs	Experiencing Impact	Ongoing changes to tariffs	Step 6: Implemented ongoing operations to monitor & make adjustments due to increased costs from tariffs / ensure no disruption in supply availability
Vaccines	Changes to federal agency recommendations, impact to payer reimbursement	Low to Moderate	No specific risk identified yet	Step 1: Developing scope & kicking off conversations