

Fertility Within Reach Strategic Plan January 2014

Davina Fankhauser Founder & President Fertility Within Reach 1005 Boylston St, #332 Newton Highlands, MA 02461 Tel: 857-636-8674 Fax: 617-467-5444 Email: davinafankhauser@comcast.net

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I. Mission

Mission Statement

Guided by the needs of individuals and aligning with providers we endeavor to protect and further access to family building benefits. We believe that when armed with information and best-practice strategies, individuals are able to ensure their family building needs are met and reproductive health is preserved.

Vision

Fertility Within Reach has a vision of a time when infertility is recognized nationwide as a standard medical condition which requires insurance coverage for diagnosis and treatment.

Values

Fertility Within Reach endeavors to act on our mission to support our values.

- Equal access to quality reproductive health care
- Safe Pregnancies
- Healthy Babies
- Families established safely
- Individualized health care
- Educated and empowered patients

Services

Fertility Within Reach (FWR) a 501 (c) (3) national non-profit organization is a resource for accessing Infertility health benefits as well as supporting reproductive health prevention. FWR services and materials are provided free of charge to ALL consumers. Our proven online resources contain step-by-step instructions to break down barriers to Infertility treatment through our Path to Empowerment, inspirational blogs, as well as other patient resources. Other options of support include telephone and in-person coaching.

Fertility Within Reach's History

Fertility Within Reach was founded by Davina Fankhauser in 2010 because she felt it was critical to empower all individuals to become their own best advocate with respect to accessing legislators, insurance companies and employers in the face of rising infertility costs. Davina also envisioned a need to educate a younger population of advocating through legislative access for an environment and other lifestyle factors that will preserve fertility. Davina Fankhauser was unable to sit by and watch while a large population is denied medical coverage for a debilitating disease. She created a resource where people could follow step-by-step instructions to use their voice and have the tools necessary to feel hopeful and in better control of their fertility and family building capabilities. Davina reached out to colleague Sandra O'Keefe and discovered the ideal co-founder.

Fertility Within Reach was founded in 2011 as a 501c3 (pending) nonprofit organization and is in growth mode in terms of both staff size and number of community members served

Since our founding, the Organization has achieved the following milestones:

- Watched Massachusetts Governor sign into law a bill supported and lobbied for by Fertility Within Reach founder, which updated insurance coverage for infertility treatment.
- Persuaded the Mayo Clinic to update their definition of Infertility
- Received scholarship funding for business development and continuing education
- Developed diverse partnerships with like-minded organizations that have a commitment consistent with FWR's mission
- Effectively educated thousands of individuals
- Identified residents in Hawaii, North Carolina and Maine utilizing our supportive information when testifying in support of an infertility bill before a legislative hearing in their state
- Created specific partnership opportunities and expanded our networks
- Testified to support health insurance coverage inclusion within Essential Health Benefits
- Campaigned for Surrogacy and Cryopreservation of Eggs be considered a required health benefit in states providing Infertility health coverage

Fertility Within Reach's Goals

Fertility Within Reach expects to achieve the following milestones in the following 12 months:

Date	Milestone
February 28, 2014	Hire Administrative Support
April 30, 2014	Policymaker's Guide to Infertility Health Benefits Distribution
May 30, 2014	Website Educational Video
December 31, 2014	Patient Seminars
December 31, 2014	Meetings with Policy Makers
December 31, 2014	Banking on the Future
Ongoing	Action on MA legislation related to any aspect of reproductive health

Fertility Within Reach's Objectives

The Fertility Within Reach brand will focus on the Organization's unique value proposition:

- Providing step-by-step education through in-person and web-based seminars, tool kits and individual coaching
- Increase access to infertility health care benefits through education and negotiation with Policy Makers
- Reproductive Health Preservation
 - Education Curriculum for schools
- Resources for pediatric oncology patients to utilize storage to preserve their reproductive tissue storage.

Fertility Within Reach's Activities

Fertility Within Reach is dedicated to making a difference in the lives of those facing family-building obstacles.

In order to achieve this, we plan to offer many services including the following:

- Website content tailored to educate all seeking to create a family
- Training volunteers to teach advocacy skills
- Individualized coaching and mentoring
- Educational seminars
- Youth initiative to preserve fertility
- Resources to store frozen reproductive tissue for Pediatric Oncology patients
- Video tutorials to build skills and self-confidence

Our educational material and supportive information are our most sought after resources.

In order to offer these services to all patients, we offer advertising opportunities on the FWR website and in other FWR social media, appeal for donations and apply for grants to extend our website content.

We have a training program for volunteers Davina will evaluate people interested in volunteering. We have posts listed on the United Way website as well as people who email through the website. Volunteers will be taught how to coach patients to be their own best advocate and teach youth how to advocate fertility preservation. These opportunities allow volunteers an altruistic experience and reinforce self-esteem of those providing and receiving services.

III. Market Analysis

Fertility Within Reach operates in the fertility patient market.

Market Statistics & Trends

The following define the U.S. infertility population.

The 2010 US Census showed that the United States has approximately 42% of its population between the reproductive ages of 15-44. Within these groups we know that:

- Infertility affects men and women equally.
- Most infertility cases -- 85% to 90% -- are treated with conventional medical therapies such as medication or surgery.
- While vital for some patients, in vitro fertilization and similar treatments account for less than 3% of infertility services, and about (or approximately) seven hundredths of one percent (0.07%) of U.S. health care costs.
- Approximately 49% of the US population has a household income less than \$50,000.
- The average cost of an in-vitro-fertilization (IVF) cycle in the United States is \$12,400. While IVF and other assisted reproductive technologies are not inexpensive, they account for only three hundredths of one percent (0.03%) of U.S. health care costs.
- The degree of services covered by insurances depends on where you live and the type of insurance plan you have. To date, fifteen states have laws that require insurers to either cover or offer to cover some form of infertility diagnosis and/or treatment to a population group.
- The majority of advocacy information currently developed for infertility patients is in English. 15% of US citizens are Hispanic or Latino.

The majority of people do not have the financial capability to pay for recommended treatment out-of-pocket. These individuals need guidance on how to gain access to insurance coverage for their family building needs.

The number of individuals of reproductive age without insurance coverage for assisted reproductive treatment is over 68,000,000*. Footnote: * approximate

IV. Customer Analysis

Fertility Within Reach serves residents throughout the globe, especially within the United States.

We primarily target the following four constituent segments:

- 1. Infertility Clinics
 - a. Clinics supportive of empowering patients to advocate for greater access to affordable infertility treatment.
 - b. Professionals partake in opportunities to share supportive information to empower those facing infertility and educate youth to advocate for fertility preservation.
- 2. Infertility Patients
 - a. All individuals who have been denied insurance coverage for infertility treatment and family building benefits.
 - b. Instructions, information, resources and coaching provided to empower all individuals to gain access to affordable infertility treatment.
- 3. Youth
 - a. Youth are undereducated in their reproductive health. They need to be aware of the prevalence of infertility and how to advocate for fertility preservation.
 - b. Fertility Within Reach offers curriculum to improve education about infertility and strategies for youth to develop advocacy skills to preserve their health.
 - c. Establish funding to cover the cost of tissue storage for pediatric oncology patients.
- 4. Policymakers (Employers, Insurers, Legislators)
 - a. Leadership in need of information and resources to make determinations related to infertility health policies.

V. Competitive Analysis

Direct & Indirect Industry Organizations

The following organizations provide related services either nationwide or locally to our constituents:

RESOLVE: The National Infertility Association

RESOLVE: The National Infertility Association, established in 1974, is a non-profit organization promoting reproductive health and to ensuring equal access to all family building options for men and women experiencing infertility or other reproductive disorders.

RESOLVE addresses this public health issue by providing community to these women and men, connecting them with others who can help, empowering them to find resolution and giving voice to their demands for access to all family building options.

RESOLVE does not discriminate against any person on the basis of race, creed, color, national origin, marital status, gender, sexual orientation, disability or any other classification protected by applicable state or federal law.

The American Fertility Association

The American Fertility Association (The AFA), a 501 (c) (3) national non-profit organization is a lifetime resource for infertility prevention, reproductive health and family building. AFA services and materials are provided free of charge to consumers and available to everyone without reservation. These services include an extensive online library, monthly online webinars, telephone and in-person coaching, a resource directory, an "Ask the Experts" online feature, daily fertility news and a toll-free support line.

The American Society of Reproductive Medicine

ASRM is a multidisciplinary organization dedicated to the advancement of the art, science, and practice of reproductive medicine. The Society accomplishes its mission through the pursuit of excellence in education and research and through advocacy on behalf of patients, physicians, and affiliated health care providers. The Society is committed to facilitating and sponsoring educational activities for the lay public and continuing medical education activities for professionals who are engaged in the practice of and research in reproductive medicine.

Competitive Advantage/Differentiation

Fertility Within Reach offers unparalleled advocacy education which includes the following advantages to our community:

- Education: Fertility Within Reach's step-by-step instructions are designed to communicate with lawmakers, insurers and employers making advocating more strategic and personal to optimize effectiveness. Clinics and their patients are trained on how to submit effective insurance appeals, request exemption of benefits, what key words physicians should use to in their letters of support, etc. Insurers, employers and legislators are educated on the affordability of reproductive health care benefits. We are collaborating with other groups in our efforts to educate youth with factual information about their current and future reproductive health.
- **Support:** The detailed studies and supportive information provides consumers with the tools required to be an effective and empowered advocate; using facts to successfully argue their position.
- **Empower:** Fertility Within Reach has coaching support and seminars available to encourage and empower individuals to help turn frustration and disappointment into hope. Fertility Within Reach has a team providing personal coaching and can review patient communication with insurers/employers/legislators. In addition to meeting with policymakers, we aim to teach adults and youth how to become their own best advocate.
- **Cooperation:** Fertility Within Reach encourages consumers to receive support and information from other organizations. To best serve patients and professionals, we believe there needs to be a collective spirit of cooperation, rather than competition.
- **Financial Assistance:** Fertility Within Reach has a program which provides grants to defray the cost of tissue storage for pediatric oncology patients. This program is in line with our mission to help individuals preserve their reproductive health. No other patient advocacy organization provides this specific service.

VI. Marketing Plan

The Marketing Plan describes the type of brand Fertility Within Reach seeks to create, planned promotions and pricing strategies.

The Fertility Within Reach Proposed Marketing Plan for 2014

Purpose

This plan is intended to clarify the positioning of Fertility Within Reach and create the foundations of the brand.

Goals for 2014

- 1. Solidify the positioning of Fertility Within Reach and create consistent messaging
- 2. Review and expand current outreach efforts to reflect positioning and meet strategic goals
- 3. Support branding and promotional efforts for:
 - a. Oncology storage program
 - b. Self-Advocacy toolkit for patients
- 4. Create volunteer opportunities within outreach

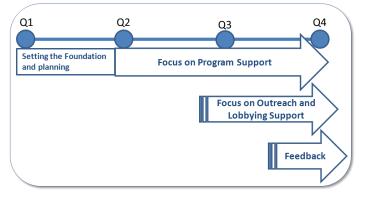
Strategy

- Strengthen existing distribution and collaboration vehicles

 a. Traditional and virtual
- 2. Train and arm all spokespersons and advocates with up to date key messages, talking points, etc.

Tactics and High level Timeline

The high level plan here sets guidelines to help manage resources while maintaining focus. Taking time to differentiate FWR will help ground the association and help new members and patients quickly understand the value. It will also help partnering associations understand the gaps that FWR seeks to fill, allowing for valuable long and short-term partnerships.



Q1 – Setting the Foundation and Planning

Q1 focuses on FWR as an organization and seeks additional clarification and positioning of the association as a whole. The actions in Q1 must be aligned with FWR's leadership and Board goals. The detailed plan will be a separate document and supporting collateral for FWR as a whole. The following actions are a high-level roadmap for this plan.

- Review and clarify unique positioning of FWR
 - SWOT, differentiators from other groups (Resolve, etc.)
 - Review and strengthen current outreach efforts
 - o Press Kit, spokesperson toolkit, Blog Editorial calendar, Donor messaging
- Establish volunteer opportunities for outreach
 - "Your Family Story" blog entries
 - State-by-state laws formal info gathering effort (Fertile Thoughts FWR bulletin board)
 - "Buddy" program (2015?) to virtually partner a new patient with someone who has experienced the IVF process
- Submit Grant Requests for funding

Q2 – Focus on Outreach and Lobbying Support

In Q2 focus will turn to 1) solidifying and adding "partner" clinics to support patients and 2) the political side of the fertility issue. An outreach plan for the clinics will be needed to increase awareness with the least resources.

- IVF Clinic and gynecology Outreach
 - Partner with larger Clinics (multiple offices) and companies with similar interests
 - Expand connections with mental health professionals, attorneys, clinic executives
 - Eastern Seaboard
 - Select mid-East/West
 - o West

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- Develop affiliations with other IVF Associations
 - PVED, The Broken Brown Egg, INCIID, The AFA, LIVESTRONG, Fertile Action and others

Q3 – Focus on Program Support

The actions starting in Q3 will be focused on specific campaigns to support the two anticipated programs. The strategy will be started in Q3 and executed throughout the programs.

- Create campaigns, execute (through Q4)
 - Execute with volunteers

Q4 – Feedback and Assess

Unless the political landscape demands a change, Q4 will focus on executing the previous plans, gathering feedback, quantifying metrics and planning for 2015.

- Survey members, contributors
- Measure and evaluate value of existing and new partnerships/volunteer programs

Promotions Strategy

Fertility Within Reach promotes itself to the community in order to educate all individuals who have been denied insurance coverage for the diagnosis and treatment of infertility, those refused family building benefits and to reach out to youth to better inform them on subject of reproductive health and support opportunities to advocate the preservation of fertility. The strategy to reach these individuals includes:

Conferences and One-on-One Meetings

Fertility Within Reach will communicate with reproductive health, equality and education organizations and businesses during conference and scheduled personal meetings. These pieces will provide general information on Fertility Within Reach as well as partnership opportunities.

Fundraising Promotions

Fertility Within Reach will initiate a Crowd funding appeal. This grassroots effort to obtain public donations will be rewards based:

Donors will have an opportunity to have their names posted on the website.

Fertility Within Reach's website has advertisement opportunities in which the consumer would pay our organization based on a term contract.

Fertility Within Reach will gain sponsorship for fundraising events that will be aimed toward families.

Public Relations

Fertility Within Reach will frequently contact print publications and television stations to tell them about the unique value of Fertility Within Reach and upcoming advocacy opportunities. Fertility Within Reach has communicated with various organizations and news resources and offered to be a source for the particular subjects we specified. Consumers are also provided tools to participate in the public relations campaign. Board members will be asked to mention Fertility Within Reach news on their websites and social media resources.

Fertility Within Reach will reach out to organizations which submit online or print publications to share the story of infertility patients who became volunteers and advocates so that they can empower others.

Fertility Within Reach will respond to blogs posted by organizations with common interests, supporting the other organization while informing consumers of our resource.

Fertility Within Reach has created a rack card and brochure to be made available with the fertility clinics and various resources.

Advertising

Fertility Within Reach cross-shares website links with other organizations. Fertility Within Reach sells sponsorship opportunities with advertising placement on website. Fertility Within Reach sells sponsorship of blog and video links. Price: Fertility Within Reach offers advertising discount options depending on the length of contract. Each quarter the consumer is able to upgrade or add additional features to their contract. Having our website through Word Press helps optimize search engine optimization (SEO).

Ongoing Customer Communications

*Fertility Within Reach maintains a website and publishes updates through social media to inform constituents about new events, accomplishments and more. Our social media campaign will include frequent comments on Facebook which is linked to Twitter and Linked-In.

*Fertility Within Reach has a blog where supporters are asked to guest blog on our website. The blogger has the option to link bank to blogger's site.

*Fertility Within Reach utilizes Google Analytics and our current web host, Blue Host, to track statistics on traffic to the Fertility Within Reach website... We are able to identify hits per page, top referrers, search engines, and social media (i.e. Facebook Likes and Shares, Twitter Tweets). This information will be provided to potential advertisers

*Blogroll

*Video

VII. Operations Plan

Milestones

Fertility Within Reach expects to achieve the following milestones in the following 12 months:

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Ongoing	Action on MA legislation related to any aspect of reproductive health

VIII. Management Team

Management Team Members

OFFICERS:

Davina Fankhauser currently serves as President for Fertility Within Reach.

Prior to founding Fertility Within Reach, Davina Fankhauser Directed Advocacy for Resolve of New England as well as serving as Board of Directors, Executive Vice-President. As Advocacy Director, she experienced a great victory at the Massachusetts State House where the infertility bill she lobbied for, with assistance from volunteers like Sandra O'Keefe, became law, providing insurance coverage for the updated definition of infertility. Davina managed Helpline and Online services for RESOLVE: The National Infertility Association. She has served in the field as an educator, director, and advisor for nonprofits.

Davina Fankhauser has created service learning curriculum for youth and managed volunteers across the United States. She has been an active political advocate for 24 years and after experiencing infertility without insurance coverage, has decided to focus her educational experience to help empower those facing challenges with family building.

Davina Fankhauser graduated from Northern Arizona University where she graduated with a duo Bachelor of Science in Communications and Psychology. In addition, she earned a Master's Degree in Education from Chapman University.

Julie Walden currently serves as Vice-President for Fertility Within Reach.

Julie Walden has worked in the medical field on an administrative level since 1992. Her medical background, personal experience with infertility, and caring empathetic nature makes her a wonderful support to others who are facing similar challenges with trying to conceive. Julie worked for an infertility clinic between 2005 and 2008 as a Patient Support Advocate and Patient Liaison. In this position, she provided emotional support on an intimate level for all patients. She was available via telephone conversations and/or e-mails 24 hours a day, seven days a week. Julie experienced great success when she and her husband developed and managed their own business.

She brings marketing, sales, and management experience to the organization. Julie has worked to develop and enhance Fertility Within Reach since its inception. In the past she has volunteered for Infertility organizations such as RESOLVE: The National Infertility Association. Julie and her husband experienced Infertility while living in states without an insurance mandate. From her personal and professional experience with Infertility, Julie recognizes the need for nation-wide Infertility insurance coverage.

Julie currently manages a dozen active volunteers, located throughout the country.

Sima Fishman currently serves as Treasurer for Fertility Within Reach.

Sima Fishman is a business consultant, with a focus on strategy, economic, and financial analysis. In this respect, Sima brings a pragmatic perspective to the policy and advocacy operations of Fertility Within Reach.

Sima's academic background includes a BA in Mathematical Economics from Temple University and an MBA from Duke University's Fuqua School of Business. She has been involved in economic and financial impact analysis of policy and management decisions in the US, Africa, and Asia. Recently, she provided financial management support at the Director level to a private organization, supporting a corporate marketing department with a focus on direct mail. In the not-for-profit world, she has consulted to the Older Women's League, sponsor of Older Americans' Mental Health Week. Sima's experience has included sponsoring Senate briefings, crafting and circulating fact sheets and information packages, assessing survey results, and writing grant proposals.

As a mother, Sima recognizes parenthood as one of life's greatest joys. She is excited to bring her skills and efforts to the Fertility Within Reach team to help others achieve their family building goals.

Board of Directors

Kristen Magnacca Darcy, Author, Fertility Provider Business Consultant, Fertility Coach, Motivational Speaker Heidi Elmoazzen, Postdoctoral Research Fellow at Harvard Medical School Davina Fankhauser, Founder and President, FWR President Board of Directors Marnie Feinstein, Lead Associate Sima Fishman, Business Consultant, FWR Clerk Board of Directors Marna Gatlin, Founder and President, Parents via Egg Donation Shannon Giordano, President & Founder, Serendipity Social Media, Inc. Peter Koutoujian, Massachusetts Middlesex County Sheriff Derek Larkin, Vice-President Operations Boston IVF Kate LeBlanc, Admin. Director, Center for Early Relationship Support at Jewish Family and Children's Service Sheldon Marks, MD, Urological Microsurgery specialist, Founder of International Center for Vasectomy Reversals, WebMD Expert Contributor Sandra O'Keefe, Admin. Manager for Diabetes Education and Support Program at Massachusetts General Hospital Jennifer Spencer, Digital Communications Manager Maria Shelton, Financial Counselor Regina Townsend, President, The Broken Brown Egg Joanne Verkuilen, Founder, Co-CEO Circle + Bloom Julie Walden, FWR Vice-President Board of Directors, Patient Support and Advocate

Advisory Council Members

Fertility United Advisory Council: The American Fertility Association, The Broken Brown Egg, INCIID, Live**STRONG** Fertile Hope, Parents via Egg Donation, Fertile Action Legislative Advisory Council: Governor Michael Dukakis, Andrew Helman, Esq Legal Advisory Council: Medical Advisory Council: Thomas Toth, MD; Edward Kim, MD; Mark Hornstein, MD; Kennan Omurtag, MD Mental Health Advisory Council: Elena Clamen, M.A., L.M.H.C; Rachel Thomas, M.A., L.M.F.T Patient Advisory Council: Julie Walden; Brian Berger, MD, Sharon LaMothe Research Advisory Council: William Panak

Hiring Plan

In addition to our current team, upon securing additional funds, we plan to hire the following personnel/consultants for operational support in the following areas:

- Development
- Administrative Assistant

Current Consultants (*nonpaid at this time)

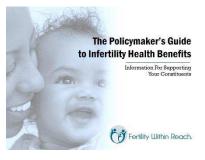
- Public Relations*
- Attorney*
- Accountant
- Graphic Designer
- Website

We seek additional board members. We will rely on Board input to nominate candidates.

2014 Goals in Detail

Distribution of Policymaker's Guide to Infertility Health Benefits:

This guide is designed to be used by patients, professionals and FWR to effectively communicate with policymakers and employers the affordability of providing Infertility health benefits. This format supports patients with or without access to a computer.



Blog Posts:

Fertility Within Reach writes blogs that support our mission of helping patient's access fertility preservation and the infertility treatments they need. In addition, we have a series called Ask the Expert. FWR website traffic increases by 200% each time we post a blog.

Website Educational Videos:

Fertility Within Reach will begin producing educational videos as a means to provide information to infertility patients regardless of where they live or when they can access the website. These online videos will focus on a variety of topics supporting our mission and include guest expert presenters. Sponsors of the educational videos will have their logo/advertisement displayed within the video.

Supporting Clinic Staff:

This service provides a meeting with clinic staff to learn how the insurance staff needs support and what challenges they face and would like to overcome. A follow-up document and coaching sessions are provided to your staff via call, conference call or in person meeting (if possible). The content includes:

- Answers to questions from your staff, Offering the information/support they seek
- How to walking patients through the Policymaker's Guide to Infertility Health Benefits
- Key words to be included in physician letters to insurers
- Discussing insurance laws related to your state
- Answering questions related to how the Affordable Care Act can impact your office, etc.

Coaching Patients:

This service supports those patients who are feeling overwhelmed by their health status and too frustrated to move forward on their own. Your sponsorship will provide coaching sessions with patients via call, conference call or in person meeting (if possible).

The content includes:

- Walking patients through the Policymaker's Guide to Infertility Health Benefits
- Answering questions related to insurance laws/how the Affordable Care Act can impact your patients/sharing financial resources, etc.
- Reviewing written communication between patients and their insurers/employers/legislators and providing specific strategies to support their request for benefits.

Educational Patient Seminars:

We will travel to clinics and provide a seminar(s) to clinic staff and patients on "Funding Fertility Treatment". Your sponsorship allows us to help multiple patients at the same time. The seminar(s) will educate individuals of resources/options to gain access to infertility treatment, share financial options, and explain how current legislation could impact their health care benefits, including the Affordable Care Act. Participants will receive a copy of our Policymaker's Guide to Infertility Health Benefits.

Sponsorship supports the organization, participation and distribution of information within patient seminars. Sponsors will be listed on our website, printed materials, promotional emails, and via social media. Their information will also be included within the tote of resource material we will distribute during the seminars.

