



Alliance for
Pharmacy
Compounding

Compounding the Joy of Living®

APC STRATEGIC ENDS

Approved September 15, 2025 by the APC Board of Directors

LEGEND:

- Black: 2025 Revised **Strategic END** recommended by Board WG.
- Red: Staff-recommended **performance measures**. END will be considered by the board to have been achieved when measures are met.
- Blue: **Tactics**, as determined by staff based on instruction and funding allocated by board.
 - Informational only, no Board approval required.

NOTES:

- Certain measures refer to responses to a survey of APC members. That survey is conducted in odd-numbered years as a part of the Compounder Profile Survey.
- Ends, Measures, and Tactics are not listed in any order of priority. END 5 and END 1 are considered equally important.

1. PURPOSE STATEMENT: APC EXISTS TO PROMOTE AND PRESERVE PATIENT ACCESS TO COMPOUNDED MEDICATIONS AND ENSURE THE SUCCESS OF ITS MEMBERS.

1. MEASURES:

- A. Ongoing Net Promoter Score that is 70 or higher (70 is 2025 baseline rating)
- B. Net annual growth in active membership so that APC represents at least 1,000 pharmacies/facilities by year-end 2030
- C. Bi-annual consumer survey shows more than 75% of respondents support the essential role of pharmacy compounding in our healthcare system

1.1. ACCESS: Quality compounded medications are available and accessible to meet the needs of patients.

1.1. MEASURES:

- A. Based on an annual survey of P3 subscribers or consumers, year-to-year growth in # of consumers who take compounded medications indicating their compounded medications are appropriately accessible.
- B. Year-to-year increase in number of policy proposals (federal and state legislation or regulation that affect patient access to compounded medications) that APC is

successful in influencing.

- C. Pilot programs with private or public insurance programs demonstrate successful outcomes for patients and cost containment for the payer when compounded medications are covered with appropriate reimbursement.

1.1.1. Federal and state legislation and regulation are promulgated with patient access in mind.

1.1.1. TACTICS:

- A. Maintain robust federal and state advocacy for APC priorities, focused on assuring compounded medication access and affordability.
- B. Proactively embrace issues that elevate the practice, reputation, and safety of pharmacy compounding.
- C. Monitor state legislative and regulatory proposals and engage in advocating for appropriate policies that preserve patient access.
- D. Oppose FDA's threats to restrict DTE and compounded hormones.
- E. Advocate for FDA to revise its policies so the assessment of safety risks, and not a rigid requirement of "effectiveness," is the standard by which API used in emerging compounded therapies are evaluated for inclusion on List 1.
- F. Advocate for rollback of ineffective federal and state regulation.
- G. Orchestrate inclusion in FDA appropriation letters from House and Senate committees of language instructing FDA that patient access to compounded medications is a priority and that its regulatory actions must preserve access and affordability of compounded medications.
- H. Aggressively monitor and participate in USP's standards-setting activities, including nominating members for CEC and other expert groups.
- I. Conduct a consumer survey to ascertain knowledge about compounded medications and to determine how many consumers have received a compounded medication. (See 1.2.4.C)

1.1.2. To aid patient access to compounded medications, prescription benefit programs cover compounded prescriptions and reimburse the pharmacies appropriately.

1.1.2. TACTICS:

- A. Launch pilot program in one or two states to increase number of state Medicaid programs that adopt an adequate compounding dispensing fee and reimburse for compounded medications.
- B. Support federal legislation to require Medicare reimbursement for compounded copies of FDA-approved drugs in shortage.

1.2. ADVOCACY: Public policy, legislation and regulation (state and federal) support the interests of compounding professionals and patients.

1.2. MEASURES:

- A. At least 75% of membership rate APC's advocacy work as the most valuable benefit of APC membership.

- B. Year-to-year growth in the number of responses to APC calls to action.
- C. Year-to-year growth in the number of attendees at APC's Compounders on Capitol Hill.
- D. Year-to-year growth in number of investors in APC advocacy funds (CompPAC, One Fund, Compounding the Joy of Living, and Legal Action Fund).
- E. With 2025 as baseline, year-to-year maintenance in the number of media inquiries APC receives

1.2.1. APC is seen as the leading organization representing the advocacy interests of pharmacy compounders and patients and is viewed as an essential organization to engage on compounding issues.

1.2.1. TACTICS:

- A. Advocate on a range of issues that affect 503A and 503B compounding practice niches and stakeholders.
- B. Grow state advocacy effectiveness by providing credible counsel to state boards of pharmacy on regulatory matters affecting compounding practice and by partnering with state pharmacy associations on state legislative initiatives that increase patient access to compounded medications.
- C. Grow relationships with and counsel to FDA CDER and the Drug Shortage office, positioning APC as a credible resource to the agency.
- D. Build state-level advocacy effectiveness, providing talking points, letters, testimony, etc. related to state-level regulation and legislation.
- E. Build advocacy support documentation, maintaining timely briefs, talking points, CTAs, etc. on the range of APC advocacy priorities.
- F. Provide informed perspective on advocacy issues affecting compounding to external audiences through public communication channels, including social media, presentations, and launch of an APC podcast.
- G. Engage in media outreach and relationship building to aid accurate, fair coverage of compounding issues and work for media placement of articles and op-eds authored by APC on compounding issues.
- H. Host monthly policy update webinar for Pharmacy Facility Members, Corporate Patrons, and other select stakeholders to brief them on current advocacy issues and priorities for APC. (See 1.5.1.A)
- I. Convene and coordinate with compounding industry government affairs professionals to assure alignment on compounding advocacy priorities.
- J. Maintain high profile at industry meetings and shows, to extent budget allows, with messaging focused on APC's advocacy role.
- K. As appropriate, hold formal briefing sessions for members of Congress and Congressional staffers on compounding issues.
- L. Assure that APC is represented at USP, FDA, and other industry events and those of other groups' whose work affects pharmacy compounding.
- M. To the extent resources allow, engage on legal matters affecting compounding practice and policy.
- N. To the extent possible, engage and partner with the Outsourcing Facilities Association on issues of shared impact and priority for 503B compounders.

1.2.2. As a result of APC advocacy, federal and state legislation and regulations appropriately treat patient safety and ongoing access to compounded medications as priorities.

1.2.2. TACTICS:

- A. Work directly with Congress, FDA, DEA, state legislatures, and state boards of pharmacy to ensure new laws and regulations support patient access to compounded medications while maintaining safety standards.
- B. Submit formal comments and testimony on proposed regulations to ensure compounding pharmacies have a voice in policy decisions.
- C. Equip APC members with advocacy tools, including legislative briefing kits, letter templates, and training on engaging with lawmakers.
- D. Expand the number of Hill visits, Congressional pharmacy visits, and APC involvement in state advocacy days to put direct pressure on decision-makers at both federal and state levels.
- E. Challenge restrictive regulations through legal channels when necessary to protect compounding pharmacies' rights to serve patients.
- F. Provide regulatory compliance resources to APC members to ensure they operate within legal frameworks while advocating for necessary policy changes.

1.2.3. APC is seen as a highly credible resource and spokesperson on compounded medications and compounding practice.

1.2.3. TACTICS:

- A. Publish Best Practice documents, position statements, and regulatory analyses to establish APC as the go-to resource for members, policymakers, media, and healthcare professionals. (See 1.3.1.D)
- B. Maintain strong relationships with national healthcare media and proactively respond to misinformation so as to position APC as the trusted voice in compounding.
- C. Continue to be the go-to trade association asked to comment on compounding related issues.
- D. Engage directly with Congress, FDA, and state boards to provide expert testimony and data-driven insights on compounding policy.
- E. Cultivate collaborative relationships with state pharmacy associations in which APC provides expert counsel on compounding issues.
- F. Equip APC leaders to be effective media spokespersons.
- G. Maintain program of on-background reporter and congressional staffer visits to compounding pharmacies.

1.2.4. APC is a trusted source of accurate factual and quantitative data on pharmacy compounding and compounded drugs.

1.2.4. TACTICS:

- A. Implement industry-wide compounding pharmacy dispensing data gathering program to inform policymakers, media, and other external stakeholders on the scope and scale of compounded therapies.

- B. Conduct a biennial survey of pharmacy compounders to collect demographic data and create a snapshot of pharmacy compounding.
- C. Conduct a consumer survey to ascertain knowledge about compounded medications and to determine how many consumers have received a compounded medication. (See 1.1.1.I)

1.3. KNOWLEDGE: Pharmacy compounding professionals are equipped with the knowledge, skills, and resources to deliver quality compounded medications that meet patient needs.

1.3. MEASURES:

- A. Survey indicates that at least 75% of members “agree” or “strongly agree” that “APC is a significant source of information and resources that help my compounding practice excel.”
- B. Tracking, as available, indicates year-to-year growth in members accessing information from APC.
- C. Year-to-year growth in member attendance at APC events (EduCon, CCH, Owner Summit, webinars, public policy briefings).
- D. In a survey, at least 50% of consumers indicate that they view a pharmacy’s/facility’s membership in the pharmacy compounding industry’s trade association as a mark of professionalism.

1.3.1. Via APC, members have access to extensive resources that support excellence in compounding practice.

1.3.1. TACTICS

- A. Assure that education programming is timely, high-quality and accessible via a range of channels.
- B. Keep education programming available on APC’s website available “on-demand” for members to access.
- C. Seek out opportunities to fill education and training niches and topics not covered by competitors.
- D. Publish Best Practice documents, position statements, and regulatory analyses to establish APC as the go-to resource for members, policymakers, media, and healthcare professionals. (See 1.2.3.A)
- E. Provide members-only state-by-state regulatory compliance resources.
- F. Promote APC education programming and Town Halls, along with other education opportunities, by other industry partners where appropriate.

1.3.2. Members are recognized and valued for their knowledge and expertise.

1.3.2. TACTICS

- A. Encourage members to apply for the APC Fellows Program, and Fellows are recognized for earning the designation.
- B. Spotlight in APC communications exemplars of excellence in compounding leadership and practice.
- C. Showcase member subject matter experts in education offerings, media

- interviews, and other presentation opportunities.
- D. Expand compounding.com and the grassroots database, and utilize APC websites, social media, and communications to engage patients and prescribers to support APC's advocacy efforts.

1.4. ETHICS: Members subscribe to the APC Code of Ethics and commit to upholding its principles in their practice.

1.4. MEASURES:

- A. In survey, year-to-year increase in members who say APC's Code of Ethics and focus on professionalism is a significant reason they belong.

1.4. TACTICS

- A. Require APC individual members and PFM owners/representatives to subscribe affirmatively to the APC Code of Ethics upon joining and annual renewal.
- B. Encourage APC members to complete one hour of APC Code of Ethics continuing education every two years.
- C. Assure EduCon sessions focus on ethical best practices in compounding.
- D. Sustain focus on APC Code of Ethics across all communications, activities and programs.

1.5. PROFESSIONAL COMMUNITY: Members participate in a robust, multi-disciplinary community of compounding pharmacy professionals.

1.5. MEASURES:

- A. In survey, year-to-year increase in members who say APC is a go-to source of ideas and information for compounding professionals.
- B. See 1.3.C above
- C. In survey, at least 75% of members "agree" or "strongly agree" that APC offers sufficient opportunities for networking within their professional community.
- D. Year-to-year growth in outreach to non-traditional pharmacy compounding stakeholders.
- E. Year-to-year increase in APC members voting in Board of Directors elections.

1.5.1. APC facilitates the ability of members to actively exchange ideas with other pharmacy compounding professionals.

1.5.1. TACTICS

- A. Host monthly policy update webinar for Pharmacy Facility Members, Corporate Patrons, and other select stakeholders to brief them on current advocacy issues and priorities for APC. (See 1.2.1.H)
- B. Plan and execute in-person meetings, Owner Summit, CCH, Town Halls, and regional meetings, where appropriate, that include opportunities for networking along with sessions presented by compounding professionals.
- C. Assure APC committees are focused on productive work and are well run.

- D. Maintain board of directors focus on stakeholder engagement.
- E. Monitor and engage compounding professionals via public listservs and social media groups.

1.5.2. APC engages the entire scope of the pharmacy compounding industry – including pharmacists, technicians, owners, educators, students, researchers, supply chain professionals, prescribers, telehealth platforms, and other relevant stakeholders.

1.5.2. TACTICS

- A. Maintain membership types and Corporate Patron opportunities that reach all stakeholders in the industry.
- B. Continue to engage and support pharmacy technicians, who represent a large percentage of APC members.
- C. Offer advocacy briefing presentations to student groups, state associations, and industry association events to promote membership and engagement in APC.
- D. Use compounding.com and advocacy campaigns to reach patients and prescribers on relevant compounding issues.
- E. Develop prescriber member recruitment campaign.
- F. Exhibit and seek out opportunities to present at sister trade association, industry wholesaler, and provider-focused conferences.