



Improving Resiliency in the U.S. Pharmaceutical Supply Chain Through Make-Buy-Invest Strategic Actions

A Workshop

Agenda-at-a-Glance

Day 1: October 22, 2025 | 8:30 AM – 5:30 PM ET

Day 2: October 23, 2025 | 8:30 AM – 3:30 PM ET



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OBJECTIVES

The overall aim of this workshop is to leverage discussions and insights to support the creation of a decision framework that policymakers and stakeholders can apply across pharmaceutical drug categories and markets to determine the optimal strategic path of Make, Buy, or Invest to strengthen the U.S. prescription drug supply and safeguard national security and health.

1. **Level-set by clearly defining the systemic challenges** facing the U.S. pharmaceutical supply chain and their implications for national security and health. Review past policy proposals and industry responses, and identify key barriers to implementation.
2. **Examine the critical factors** that should inform Make, Buy, or Invest strategies for different pharmaceutical markets from a national security perspective.
3. **Discuss the mechanisms** that can effectively incentivize and support strategic actions from a national security perspective.
4. **Understand how different systemic enablers** can support implementation, and **explore implementation pathways and cost trade-offs** for Make, Buy, or Invest strategies.
5. **Identify the public and private actors** who must engage in or act on Make, Buy, or Invest strategies, and highlight where leadership, coordination, and accountability are most critical.

MAKE: Refers to the domestic manufacturing capacity of pharmaceutical products, as well as key starting materials (KSMs) and active pharmaceutical ingredients (APIs). The MAKE action supports broader efforts to re-shore or expand U.S.-based supply chains, shifting manufacturing from foreign to domestic sources for the U.S. market.

BUY: Refers to the procurement of pharmaceutical products, as well as KSMs and APIs, from global or domestic suppliers with strong quality management systems and advanced or mature manufacturing capabilities that reduce the risk of disruption. The BUY action aims to minimize cost while ensuring consistent product availability, provided that associated supply chain risks are deemed acceptable.

INVEST: Refers to U.S. government's provision of financial or strategic support to expand, modernize, or secure pharmaceutical manufacturing capacity, either within the United States or through partnerships with allied nations.

DAY 1 – WEDNESDAY, OCTOBER 22, 2025

- 8:30 AM** **Workshop Welcoming Remarks and Keynote Address**
- 11:00 AM** **Session 1: Understanding the Problem from a National Security Perspective – The First Step Towards Make, Buy, Invest**
Two separate panels will open the workshop by establishing a shared understanding of the challenges facing the U.S. pharmaceutical supply chain. Presentations/discussions will:
- *Establish a national security lens that will guide the rest of the workshop—grounded in defense readiness, disaster response, and critical care continuity.*
 - *Examine past solutions have failed to scale or gain traction especially when applied in the context of national security.*
 - *Ground the discussion in the human and strategic stakes: how these supply chain decisions directly impact patient care, disaster response, and mission-readiness.*
- 2:00 PM** **Session 2: Make, Buy, Invest Decision Framework – Where to Intervene, and Why**
In the closing two panels of Day 1, the workshop will shift toward introducing the Make-Buy-Invest strategic framework as a structured, flexible way for decisionmakers to assess market conditions and determine the most effective intervention. Presentations/discussions will:
- *Explore the criteria that should guide Make, Buy, or Invest decisions under routine and national security conditions, including: geopolitical exposure; disaster responsiveness and national security risk; clinical criticality; manufacturing complexity; market fragility; visibility into supply concentration and upstream inputs (e.g., shared precursors or intermediates); known regulatory and environmental constraints that may limit onshoring or domestic scale-up.*
- 5:00 PM** **Day 1 Closing**
- 5:30 PM** **Day 1 Adjourns**

DAY 2 – THURSDAY, OCTOBER 23, 2025

- 8:30 AM** **Day 2 Welcoming Remarks**
- 9:00 AM** **Session 3: From Strategy to Implementation – Incentives, Enablers, and Actors**
In this final session, the workshop will transition from “what should be done” to “how it can get done”—mapping the mechanisms and incentives, system enablers, and actors needed to implement Make-Buy-Invest strategies effectively. Presentations/discussions will:
- *Establish a baseline understanding of existing levers and incentives and how they have historically supported supply chain resilience, and examine new or adapted levers and incentives for national security readiness.*
 - *Discuss specific implementation considerations from a national security perspective, including but not limited by economics/cost-effectiveness, labor and workforce readiness, and value chain transparency.*
 - *Focus on the ecosystem of actors: federal agencies, state-level entities, payers, manufacturers, and procurement bodies, and clarify where leadership, coordination, and investment are most needed.*
- 1:00 PM** **Leadership Roundtable**
- 2:30 PM** **Workshop Closing Remarks**
- 3:30 PM** **Workshop Adjourn**