

APRx Reaches 28 States, Hits 500 Stores

Fueled by a powerful value proposition and a marketplace reputation spreading like wildfire across a swath of states, American Pharmacies is enjoying a growth boom that has doubled the size of the group over the last three years.

The startling expansion has launched us into states where we previously had no shareholders. Two years ago, we had no pharmacies in Tennessee — now we have 19. Less than a year ago, we had no pharmacies in Michigan — now we have 40! American Pharmacies is the fastest-growing independent buying group in the nation, with a presence in 28 states. Four years ago, we had pharmacies in only four states!

Alliances also have been an integral part of the growth. In January 2017, APRx entered into an alliance with the St. Louis-based Pharmacy Franchisees and Owners Association (PFOA); last year, pharmacies from the New Jersey-based Pharmacy Plus Network (PPN) became part of our alliance, giving American Pharmacies a strong new foothold in the Northeast.



Our alliance brings together three separate, but like-minded, organizations to achieve a stronger focus on their shared commitment to independents.

The growth has brought greater economic benefits to APRx members as our collective purchasing volume grows. It has enabled us to empower the success and profitability of a wider independent audience through our game-changing economics and services. It has elevated the visibility of our nation-leading advocacy and allowed us to have a positive legislative impact in more states.

As our reach has spread far beyond Texas and the Southwest, we find that our own members are critical in bringing new business to the table. In many states — Tennessee and Michigan are great examples — our newest converts have helped us sign a significant amount of new members in just a few months time.

The growth hasn't been without challenges, as we have significantly expanded staff and travel to keep up with the growing demands of a customer base that has become national in scale. Throughout our rapid expansion, though, we have remained true to our value proposition and operating principles. Our service commitment to our members is paramount and does not take a back seat to signing up new customers.

As always, we are here to serve you. You are our reason for being and your value empowers our mission. As independent pharmacy continues to endure its challenging evolution, we will be with you every step of the way.

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ThoughtSpot Advocacy Panel Has APRx Flavor

The July 25 advocacy panel discussion at ThoughtSpot moderated by GNP President Brian Nightengale (far left) had a decidedly APRx/TPBC emphasis. APRx Board Secretary/Treasurer Steve Hoffart (second from left) was on the panel, as was TPBC Board member John Hickman of Farmersville (third from left). Both Hoffart and Hickman are past winners of TPBC's Advocacy Leadership Award for their outstanding support of TPBC's legislative agenda.

Both men stressed the importance of pharmacist involvement in legislative activities and both credited TPBC for its outstanding record of advocacy victories in Texas. The third pharmacist panelist was Amy Galloway of Blairsville, GA.



An Elevated Group

The Elevate Provider Network National Advisory Board met in Las Vegas during ThoughtSpot. Five of the 12 advisory board positions are held by American Pharmacies members: (from left) Larry McIntosh of Festus, MO; Jason Turner of Moundsville, WV; Chris Munden of Marshall, MI; Joe Ochoa of Edinburg, TX; and Mike Muecke of Bay City, TX.



Mindy & Chris Munden at their store in Marshall, MI.

MI Duo are Finalists for GNP Pharmacy Award

American Pharmacies is proud of shareholders Chris and Mindy Munden of Marshall, Michigan, whose Hemmingsen Drug Store was one of three finalists for the 2019 GNP Pharmacy of the Year.

The Mundens blend history, community involvement, deep patient support and modern, innovative pharmacy practices into a winning mix at their downtown Marshall store. There's a great video you can watch that highlights their commitment to their patients and community: <http://r20.rs6.net/tn.jsp?t=s4xjzd4ab.0.0.ywlbobcab.0&id=preview&r=3&p=https%3A%2F%2Fyoutu.be%2FZmAwSC605jE>

The 2019 award was won by Lone Star Pharmacy in Santa Fe, Texas.



200 Attend APRx Reception

200 ThoughtSpot attendees showed up for the July 26 reception hosted by American Pharmacies at The TAP restaurant in the host MGM Grand Hotel. Attendees sampled craft beers, cocktails and appetizers while mingling with APRx members and staff to learn more about the American Pharmacies value proposition.

Biggest APEX Yet Draws 350+ From 7 States

More than 350 pharmacists, exhibitors and guests — some from as far away as Michigan and New York — attended our 2019 APEX conference June 13-15 for three days of golf, CE, networking and meetings, plus plenty of fun and relaxation at the 5-star J.W. Marriott Hill Country Resort in San Antonio.

The conference drew more than 20 representatives of AmerisourceBergen for high-level meetings with APRx leaders and for numerous activities and sessions supporting our member attendees.

More than 70 golfers hit the challenging AT&T Oaks Course on Thursday, June 10 for the four-man scramble tournament, which was followed by CE sessions on opioids and RxCompass. 30+ students from four pharmacy schools attended the Thursday afternoon Careers Forum to learn more about pharmacy ownership and career paths.

CE sessions continued on Friday with topics including tax planning for small businesses, the endocannabinoid system and CBD, and avoiding professional burnout. There were 35 exhibitors in the exhibition hall for the Friday reception.

Saturday morning kicked off with the annual shareholder meeting, followed by the 2019 advocacy update CE session highlighting activities in Texas, New Mexico and Congress. After lunch in the exhibit hall, attendees drifted off to individual meetings or breakout sessions on audits or websites and social media.

The APRxPAC reception from 5:30 to 7 on Saturday evening featured an address from Texas state Rep. Todd Hunter, author of TPBC's successful 2019 audit reform bill. During the reception, Hunter was awarded TPBC's Champion of Texas Pharmacy Award by Executive Director Michael Wright.

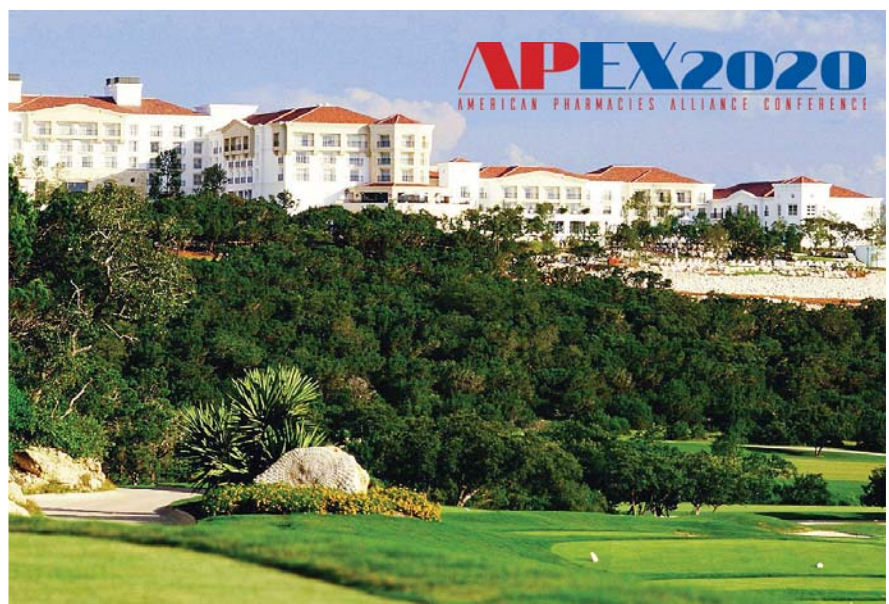
The conference concluded with the Saturday evening banquet, where conferees enjoyed barbecue and dance-tunes under the Texas sky.



Rep. Todd Hunter (L) received TPBC's Champion of Texas Pharmacy award from Executive Director Michael Wright at the 2019 PAC Reception.

**Join Us
Next Year
For a Bigger
And Better
Conference!**

**June 17-20, 2020
La Cantera Resort
San Antonio**



See our complete gallery of APEX 2019 photos at <https://www.flickr.com/photos/aprxpics/albums>

APEX 2019

AMERICAN PHARMACIES ALLIANCE CONFERENCE



1: Getting loose before the CE session on burnout and stress; **2:** Joe Ochoa (L) receives the Advocacy Leadership Award from TPBC Executive Director Michael Wright; **3:** Chipping onto the green during the Thursday golf tournament; **4:** Incarnate Word students being....students; **5:** (L-R) Member James Elliott of Kirbyville, TX; member Kendra Korthauer of Brenham, TX; Sandra Kanak; APRx Board Chair Alton Kanak; APRx Board member Mike Muecke; special guest pharmacist Deanne Pace from Lexington, TN; **6:** Board members Joe Ochoa (L) and Steve Hoffart (R) talk with shareholder Chuck Wilson of Pittsburg, TX.



Hard-Fought Texas Session Produces a Few Wins

Texas retail pharmacy logged a few wins, but didn't score the major victories — major PBM reform and reimbursement improvement — that we hoped for in the 2019 Session. We did pass an important bill that reins in wholesale invoice audits, and we helped fight off serious challenges on telepharmacy and physician dispensing.



There was little of the House-Senate strife that engulfed the 2017 session. Legislators largely avoided highly charged issues like transgender bathrooms. Instead, they produced a \$250.7 billion budget that put more money into flood relief and public schools, cut property taxes, funded pre-kindergarten for low-income students and raised pay for teachers.

Victories

- **TPBC passed HB 1455**, which sets common-sense standards and limits on wholesale invoice audits conducted by PBMs or health plans. Effective 9/1/2019 (See more below).
- Checking the PMP database prior to prescribing or dispensing scheduled drugs was delayed until March 1.
- TPBC and other pharmacy groups again blocked significant efforts to expand telepharmacy in Texas and to allow broad-based physician dispensing.
- **Cultivation of hemp and production and sale of hemp-derived products with a verified THC level of .03% or less is now legal in Texas with the signing of HB 1325 on June 10 (see related article, p. 7).**
- **HB 2174 by Dr. John Zerwas** requires e-prescribing of all Schedule II-V drugs by 9/1/2021, and limits the initial supply of opioids prescribed for acute pain to 10 days while barring refills (with cancer, palliative care and other exceptions). Effective 9/1/2019.

Disappointments

- **HB 1905**, our bill to limit terminations of pharmacies without cause from provider networks, never picked up any momentum in the House.
- **HB 2817**, our bill to shield pharmacies from a variety of PBM abuses, made it 99% of the way despite intense PBM opposition, but just missed final passage. The bill had 28 of 31 senators as sponsors!
- **HB 3388**, which would have significantly elevated pharmacy reimbursement in Medicaid managed care, also failed in the waning days of the session.
- **HB 3401**, which would have carved pharmacy benefits out of Medicaid managed care. A major longshot at best, it was mysteriously withdrawn from its scheduled hearing in House Public Health.

For more news and perspectives, download our 9-page End of Session Report at txrxouncil.org.

TPBC Passes Major Controls on Invoice Audits

Gov. Greg Abbott on June 7 signed TPBC's HB 1455 into law, imposing significant limits on wholesale invoice audits conducted by insurers, health plans and PBMs. Technicalities are increasingly used in such audits to recoup reimbursements on claims that reflect differences in the quantities or NDC of a dispensed drug from what is stated on a wholesale invoice. The bill, which takes effect Sept. 1, establishes several standards that protect pharmacies from abusive invoice audits. Under the new law, it is not an audit discrepancy if:

- the National Drug Code (NDC) for a dispensed drug is for a quantity that is a sub-unit or multiple of the purchased drug as reflected on the supporting wholesale invoice;
- the audited claim reflects the correct quantity dispensed; and
- the dispensed drug shares all but the last two digits of the NDC of the drug shown on the supplier invoice.

The bill also requires PBMs to accept as supporting evidence the copies of supplier invoices possessed by the audited pharmacy, subject to validation by pharmacy purchase order and payment of supplier invoice.

Longtime TPBC ally Rep. Todd Hunter of Corpus Christi filed HB 1455. Hunter also authored successful TPBC audit reforms in the 2009 and 2013 sessions.



Rep. Todd Hunter

NMPBC Passes Big PBM & Audit Reform Bills

A far-reaching PBM oversight bill and an audit reform bill backed by the New Mexico Pharmacy Business Council were signed April 4 by Gov. Susana Martinez and took effect July 1. Both bills were initially drafted by NMPBC.

SB 415 by Sen. Bill O'Neill of Albuquerque passed the House on March 16, the last day of the session. The audit reform bill — SB 394 by Sen. Clemente Sanchez of Cubero — passed the House a day earlier. Both bills passed despite major PBM opposition.

NMPBC Board Chair Ashley Seyfarth of Bloomfield, former chair Danny Cross of Carlsbad, and Dale Tinker, executive director of the New Mexico Pharmacists Association, all testified in favor of the bills in both the House and Senate.



Bill O'Neill

Clemente Sanchez

SB 415 increases oversight of PBMs by the Office of the Superintendent of Insurance, requiring annual licensure. It requires PBMs to develop an OSI-approved process to modify their MAC prices and to update their MAC lists at least weekly. PBMs must establish an online MAC appeals process and must respond to all appeals within 14 business days. It ensures payment for clean electronic claims within 7 days and for paper claims within 30 days. The bill also ensures that a network pharmacy and a PBM affiliate pharmacy are paid the same for equivalent products or services.

It protects pharmacies from excessive PBM accreditation and certification requirements and ensures that pharmacies can deliver or mail medications to patients. It also prohibits the reduction of payments after a claim is adjudicated, except for material errors or fraud. The bill also requires PSAOs to register with OSI.

SB 394 specifies multiple conditions and limits to audit procedures. Audits cannot address claims older than two years, and audit results can be used to recoup payments only if they have resulted in financial harm. The auditing entity cannot profit from the results of the audit, and cannot charge for having done the audit unless fraud is found. A pharmacy may resubmit a claim to correct clerical errors as a result of an audit finding.

Requirements for valid prescriptions or a PBM's operational standards cannot be more stringent than federal or state standards. Number of units of prescriptions such as drops, topicals and inhalants cannot be limited beyond manufacturers' recommendations. The amount of prescription dispensed can be no smaller than the package size available.

If a pharmacy has billed a patient for a copayment, the amount of copayment not collected cannot be subtracted from the pharmacy's reimbursement. Investigative audits into probable or potential fraud, waste, abuse or willful misrepresentation are not be subject to the above restrictions.

Brian Hunt, Weston Bradley Join New Mexico Council Board

The American Pharmacies Board of Directors has approved the appointment of pharmacists **Brian Hunt** (top right) and **Weston Bradley** (bottom right) to the New Mexico Pharmacy Business Council Board. The two replace outgoing Board members Neal Dungan of Roswell and Harvey McCroskey of Santa Fe.

Hunt, originally from Farmington, is a 2012 graduate of the University of New Mexico College of Pharmacy who currently oversees operations as a managing partner for three **Del Norte pharmacies** and one closed door pharmacy in the Santa Fe area.

Originally from Carlsbad, Weston Bradley graduated from The University of New Mexico College of Pharmacy in 2011 after earning a bachelor's degree in biochemistry from Texas Tech University. He worked for Cardinal Health's Nuclear Pharmacy Division in Dallas for four years before moving to Roswell in 2014 to open **Farmer's Uptown Pharmacy**.

Hunt and Bradley will assume their spots on the Board when it next meets in Santa Fe in November.



Tread Carefully on Path to CBD Product Sales

It's one of the hottest product categories in the healthcare OTC market. Patients are hearing everywhere about the purported benefits of products containing cannabidiol (CBD), the highly touted cannabinoid found in legal hemp. Pharmacists across the country are eager to sell the products in their stores, as they are in high demand from patients and offer a 50% margin in cash business.

At the federal level, the production, transport and sale of hemp-derived CBD products with a THC content of .3 percent or less was legalized by the 2018 U.S. Farm Bill. However, states are still a patchwork of laws and enforcement, although several — including Texas and Tennessee — have now legalized hemp cultivation and the sale of CBD products at the state level.



But legality is just one of several important issues you must carefully navigate on the tricky path to selling CBD. The ability of CBD products to go mainstream is hampered by the outright misleading or unproven health claims that some CBD product manufacturers make, claims that have already drawn intense scrutiny and a written warning from the FDA. The end quality and purity of available products is also all over the map, as is the care with which manufacturers source their hemp, extract the CBD and test and refine it.

We don't have enough space in this article to adequately cover all the issues you should address before diving into the CBD market. For that, please refer to our four-page guide — ***How to Choose CBD Vendors & Products*** — found on our website at <https://www.aprx.org/business-center/how-to-select-cbd-vendors-products>.

But here are the basic steps you need to follow:

- 1 Determine the legality of CBD product sales in your state. Not all states align with federal law. Go to <https://www.cbdcentral.com/is-cbd-legal> for a generally up-to-date map of state laws.
- 2 For any vendor you are considering, check where it sources the hemp for its products and how the hemp is grown and tested. **Be wary of foreign-sourced hemp.**
- 3 Check to see what method is used to extract CBD from the hemp. Some are safer than others.
- 4 Check to see whether the CBD product is full-spectrum vs. CBD isolate. Most people want full-spectrum products, but isolate is a good choice for some users.
- 5 Check to see if the product is rigorously tested by an ISO-certified, independent, third-party lab. Those test results should be easy to find for each specific product batch. **Make sure the product packaging has a direct link via QR code or URL to the test results for that product.**
- 6 **Check to see if the company makes unwarranted claims about the health benefits of its CBD products.** Although there is strong anecdotal evidence and promising early research, many purported benefits of CBD oil are not yet supported by established science. **The FDA has strongly implied that it will soon act against companies that market their products with unsubstantiated health claims.**

Remember always that your patients trust you and rely on your expertise. Pick only those vendors and products that you are certain have the purity, quality and integrity that an independent pharmacy needs. **Be ultra informed — your patients will depend on your knowledge and your counsel as to which product and dosage is best for their needs. Ultimately, be very selective in what you sell and how you market it — your reputation is at stake.**

Doing It Right Matters More Than Being No. 1

A Message FROM THE President



Valued Shareholders & Members,

The map on page 1 of this report pretty much tells the story. We have been on a tear the last three years as we've soared far beyond our Texas roots to reach 500 pharmacies in 28 states.

The growth has been startling, but also rewarding, as it validates our mission to do everything we can to strengthen the vitality and profitability of our nation's independent pharmacies. Our message and our value proposition are resonating so much with pharmacy owners across the country that our own customers are now the best marketing we have.

It's Not About Being the Biggest, But the Best

When we founded American Pharmacies in 2002, we never envisioned it as becoming the biggest company of its kind, just one that would work very hard and make a real difference to independents. And we have done that, leaving no stone unturned in finding ways to strengthen your bottom line and defend your business model. Our advocacy efforts, our generics expertise and rebate management, our home-grown analytics platform (RxCompass) and the new group insurance plan we created last year are all driven by this commitment. We put your welfare first in all things, pass through every cent we can to you and try to be 100% transparent and professional at all times.

Our success has brought us new friends and alliances and deepened our relationship with AmerisourceBergen. It has helped us redefine what a buying group can be. Most importantly, though, our growth is bringing us members with the talents, vision and character that are transforming our organization and re-energizing our mission. Our future is indeed bright — and it's largely because our members are lighting the way.

Mike Gohlke, President

"There is no such thing as a minor lapse of integrity."

**Tom Peters
Best-Selling Author**

APRx Health Plan Picking Up Steam Heading Into Year 2

American Pharmacies partnered with USI Insurance Services a year ago to create the APRx MEWA Health Plan — a professionally managed group plan offering health, dental, vision, life and other benefits to APRx members, their eligible employees and dependents. Coverage with United HealthCare began on Jan 1, 2019 with 330+ covered lives APRx is gathering census data for an additional 400 individuals identified this summer by interested APRx members.

Our goal in establishing the Mutual Employer Welfare Arrangement plan is to bring competitive benefits and premiums to those paying very high costs for their employee health coverage. Though it is too late to submit information for 2020, you can learn more about the plan from General Counsel Miguel Rodriguez at mrodriguez@aprx.org.

"I am very pleased with the health plan — the employees are loving it. The premium before the program for the group thru BC/BS was \$725 to \$750, but now for comparable coverage, the premium is reduced to \$440 to \$450 per employee," wrote Paula Perrone, owner of Perrone Pharmacy in Fort Worth.

Marketing Center Offers Wealth of Resources

If you are looking for ideas, tools and resources to help launch or refine your marketing plan, the APRx Marketing Resource Center on our website is the perfect place to start. The Marketing Center is organized into key areas to help you assess your pharmacy's specific marketing and outreach needs.

- **Branding and Promotions:** Learn to build and refine your brand identity as well as find useful resources to help you with advertising and promotion. Customizable fliers, bag stuffers and clippers are also available and are a great way to inexpensively promote your products and services.
- **Social Media:** Social media is a great way to build connections with current and potential patients, so we have resources and tips for all social media platforms commonly used by pharmacists. The APRx Facebook page is also a great resource for content and information, so we encourage you to like our page today!
- **2019 Pharmacy, Health & Wellness Calendar:** Our annual calendar is filled with links to fliers, posters, activity sheets and other resources to help you stay informed about the various health-related observances taking place throughout the year. The calendar is a great planning tool to tie your in-store promotions to events and activities already taking place in your community.
- **Websites:** Does your pharmacy have a great website? With 80 percent of consumers using the internet (Google) to seek health-related information, we hope that you do. This section of the marketing center identifies the key components of a great website from design to content, as well as fast, inexpensive and simple ways to promote it.
- **Marketing Blog:** Our marketing blog features monthly topics that both inform and inspire you as you build your marketing goals and strategies. Below are topics we have covered so far this year:
 - o Getting Your Pharmacy Back-to-School Ready
 - o Recognizing Women's and Men's Health Week in Your Pharmacy
 - o Recognizing Stress Awareness in Your Pharmacy
 - o Preparing Your Patients for American Diabetes Alert Day
 - o Ways to Promote American Heart Month in Your Pharmacy
 - o Planning & Executing Your Health Promotion Event



Alton Kanak Chosen New Chairman of APRx Board

Longtime American Pharmacies Board member Alton Kanak was named chairman of the Board at its June meeting. Kanak, who owns Texas pharmacies in Katy, Kirbyville and Brenham, succeeds Mike Muecke of Bay City, TX as chairman. Joe Ochoa of Edinburg, TX was named the new vice-chair.



Alton Kanak

The Board also approved the appointment of **John Hickman of Farmersville** to the Texas Pharmacy Business Counsel Board. Hickman, owner of Dyer Pharmacy, was honored in both 2018 and 2019 with TPBC's Advocacy Leadership Award.

In other Board news, Director Lynn Everett of Waco has been re-elected to another three-year term after expressing his desire to remain on the Board. There were no nominations received for Everett's Board slot during the 10-day open nominations period held June 20-30, so under the terms of the APRx Bylaws, Everett is considered re-elected by acclamation.

The Board is currently composed of seven members who serve staggered three-year terms. Eligibility criteria for serving on the Board are spelled out in the APRx Bylaws and can be found on our governance webpage at www.aprx.org/about-aprx/Governance.

Get Refills on Time Report Into Your Workflow

In an era of multiple automated outreach tools, personal outreach may seem unnecessary and too time-consuming. However, personal outreach to patients is statistically proven to produce strong ROI, nurture patient relationships, and address adherence and Star ratings, med sync and auto-refill enrollment, Rx volume and profitability.

Begin by making updates to your Refills on Time report subscription, then prioritize outreach and start making calls. The more calls you make, the better the outcome. Track your return, time spent and call volume, then enter the results and your Rx gains into the RxCOMPASS ROI Calculator tool to determine your financial gain.



We used our Guided Growth directive to ensure that the ROT Report maximizes your return. If you're using the ROT report but not the Guided Growth directive, contact your APRx Pharmacy Business Consultant for assistance.

Using the Missing Patients Report

After you've implemented the ROT and Daily Performance reports into your workflow, incorporate the Missing Patients report. This report identifies patients with claim activity in one period but no subsequent activity. This report automatically arrives via email the first of every month. Contact your PBC to revise your subscription parameters.

For in-depth information about these and other reporting options and tools, access the RxCOMPASS Playbook by logging in to Generic Edge section of the APRx website at <https://www.aprx.org/aprx-generic-edge>.

Latest RxCOMPASS Gains

To date, confirmed gains from 38 total member pharmacies using the ROT report show strong individual and aggregate outcomes. While the value of RxCompass and Refills on Time is apparent, it's the targeted effort and outreach that drive efficiency and strong ROI.

Confirmed fills	29K	Fills per patient	2.12	<i>(Profit values are pre-rebate.)</i>
Individual patient interactions	15K	Gross profit per patient	\$31	
Total revenue	\$2.02M	Gross profit per Rx	\$15	
Total gross profit	\$0.37M	Gross Profit Margin	24%	

Values in blue represent aggregate gains. Values in green are weighted and are a result of following the Guided Growth directive, which supports patient outreach and improves your pharmacy's profitability.

If you have technical questions about the RxCOMPASS portal or how to use the program, please contact the RxCOMPASS support team: 877-244-2305 option 2 | websupport@mydatamart.net.

Prepare for Open Enrollment With Our Part D Tools

Medicare Part D open enrollment for 2020 is six weeks away and it's time to prepare for plan change season and the stress and confusion it brings.

As in past enrollment periods, some of your Part D patients will receive confusing or incomplete information about which pharmacies they can use in a particular Part D network. Some of these communications mislead patients to think that they cannot fill prescriptions at your pharmacy. **Rather than scrambling to counter confusing and misleading communications that may come late in the enrollment period, start educating your patients now and offer to answer questions and help in plan comparisons.**



We've prepared a customizable letter you can send patients who need help with their plan choices or have questions about using a preferred or non-preferred pharmacy. The letter is in MS Word format and can be individualized with your own pharmacy logo and contact information. We also have a Part D bag clipper and a half-page flier that you can hand out to patients or use as a bag stuffer. You can find these items plus more information and resources online at <https://www.aprx.org/business-center/medicare-part-d-enrollment-tools/part-d-pharmacy-resources>.

A Strong APRx Showing at PUTT Conference

American Pharmacies and Texas Pharmacy Business Council registered a very strong presence at the August 16-17 conference of **Pharmacists United for Truth and Transparency (PUTT)** held in Austin.

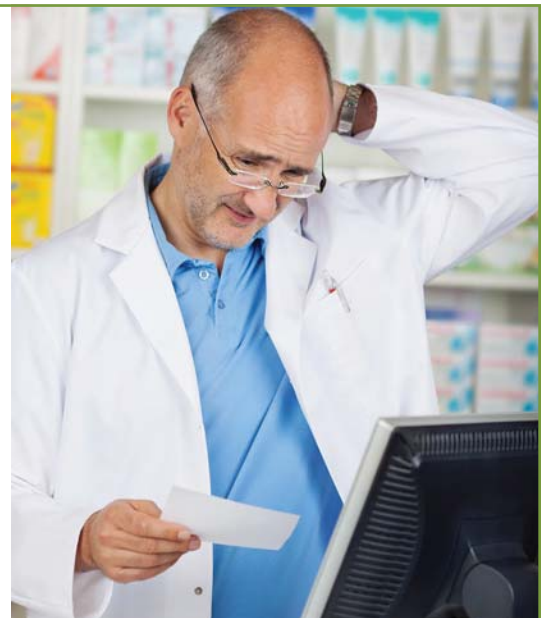
In all, 11 of the 60 conference attendees were staff or members of APRx and its Texas advocacy subsidiary, TPBC. Pharmacists and pharmacy organizations from 14 states attended the conference, which featured collegial sessions on sharing legislation and advocacy strategy as well as a panel discussion with five state legislators from Georgia, Arkansas, New York and Louisiana.

APRx and TPBC hosted a Friday evening reception at the historic Austin Club near the hotel, which was attended by all the PUTT conferees. TPBC is a supporting member of PUTT and works closely with PUTT Leaders.



L-R: TPBC Executive Director Michael Wright, PUTT Executive Director Monique Whitney, PUTT President Dawn Butterfield, TPBC Director John Hickman, APRx Board Vice-Chair Steve Hoffart, TPBC Communications Director Chuck Waters, APRx Board Chair Alton Kanak, APRx Secretary/Treasurer Joe Ochoa, APRx member Allesandra Valdez and APRx General Counsel Miguel Rodriguez.

**The Best Time to Sell Your Store
Is When You're Fully Prepared.
Protect Your Investment — and
Your Legacy — With an Exit Plan.**



We have buyers interested in acquiring & operating independent pharmacies! Don't sell under pressure before you are fully ready. Contact RxLegacy today to start building an exit plan that protects your financial & emotional investments.

The RxLegacy Ownership Program is a cooperative initiative of American Pharmacies & AmerisourceBergen. **To learn how RxLegacy can help you plan your exit strategy, buy a pharmacy, or explore ownership opportunities, contact APRx General Counsel Miguel Rodriguez at 512-579-0414 | mrodriguez@aprx.org.**