

# From Risk to Readiness: Supporting a Sustainable Sterile Injectables Marketplace

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In healthcare, even the smallest disruptions can have big consequences—especially when critical medications are in short supply.

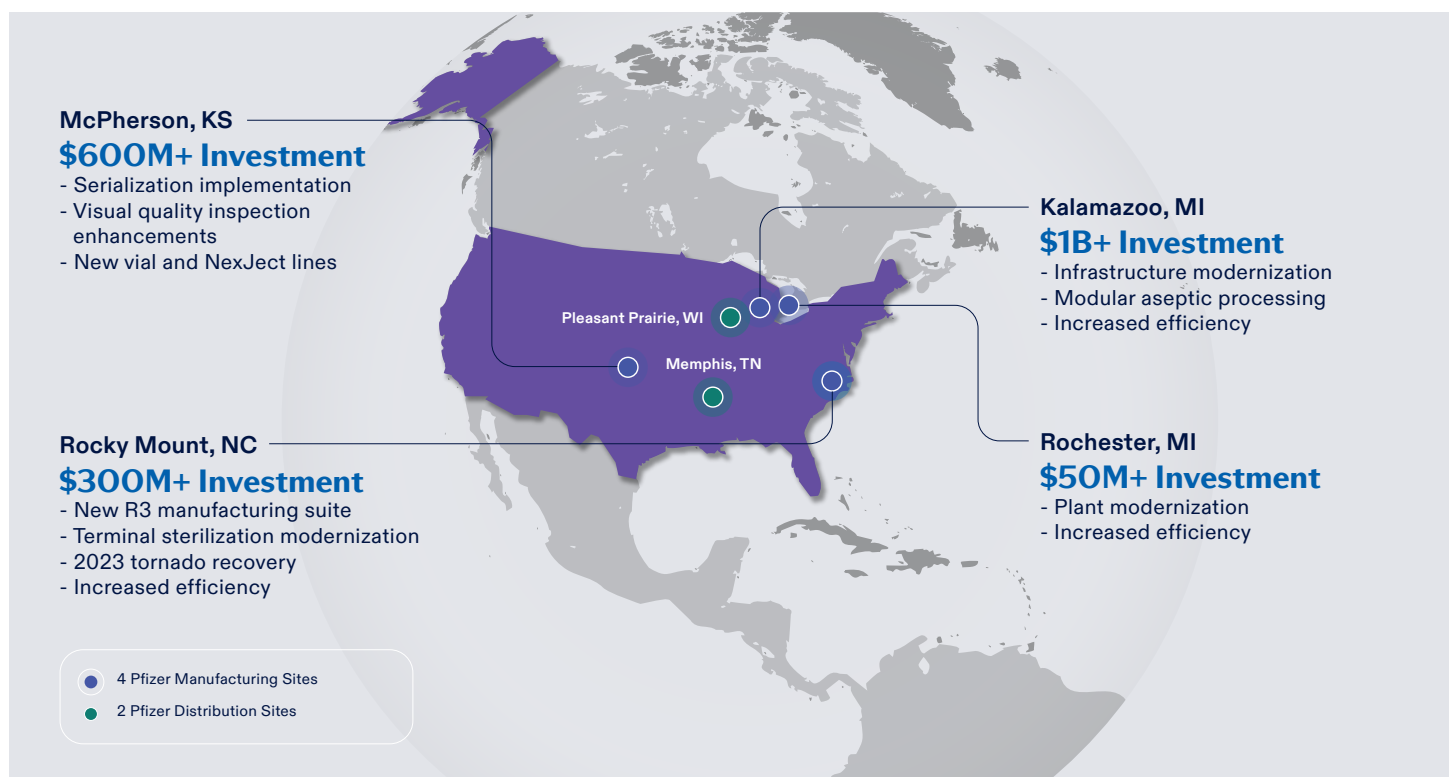
Sterile injectable medications are essential to daily hospital care. From routine surgeries to emergency room interventions and intensive care treatments, these products are relied upon every day. Yet they operate within a supply chain that has long been vulnerable to disruptions.

Over the past decade, we have witnessed the consequences of that fragility. Market shortages, natural disasters, and geopolitical disruptions have strained the availability of key medications. In these moments, the question is not *why did we not see this coming?* It is *who was prepared?*

## Resilience, by Design

At Pfizer, resilience is not a reaction—it is core to our strategy. We understand the critical need to establish and invest in a robust, sterile injectables manufacturing network—one capable of withstanding shocks, scaling rapidly, and maintaining supply continuity in the face of uncertainty.

Over the last 10 years, we have invested more than \$2 billion into modernizing our sterile injectables manufacturing infrastructure. That includes upgrading facilities, expanding capacity, and embedding advanced technologies across our 10 manufacturing and distribution facilities, six of which are in the U.S., producing nearly 475 million units annually for the U.S. market.



These U.S. sites are strengthened by Pfizer's global manufacturing network, creating critical redundancy that allows us to respond when circumstances demand it. With more than 30 Pfizer-owned sites and over 300 global suppliers, we have established backup capabilities in critical technologies—ranging from key prefilled syringes to aseptic manufacturing and lyophilization—across our global network.

This level of preparedness is not abstract. As of April

2025, we have achieved customer service levels approaching 95 percent, a key metric that measures our ability to fulfill all orders to meet current customer demand. And earlier this year, Pfizer was honored with the Diamond Resilience Badge by the Healthcare Industry Collaborative (HIRC), the highest recognition for supply chain resiliency, operational maturity, and risk management processes. But even with this recognition, we must be clear-eyed about the challenges ahead.

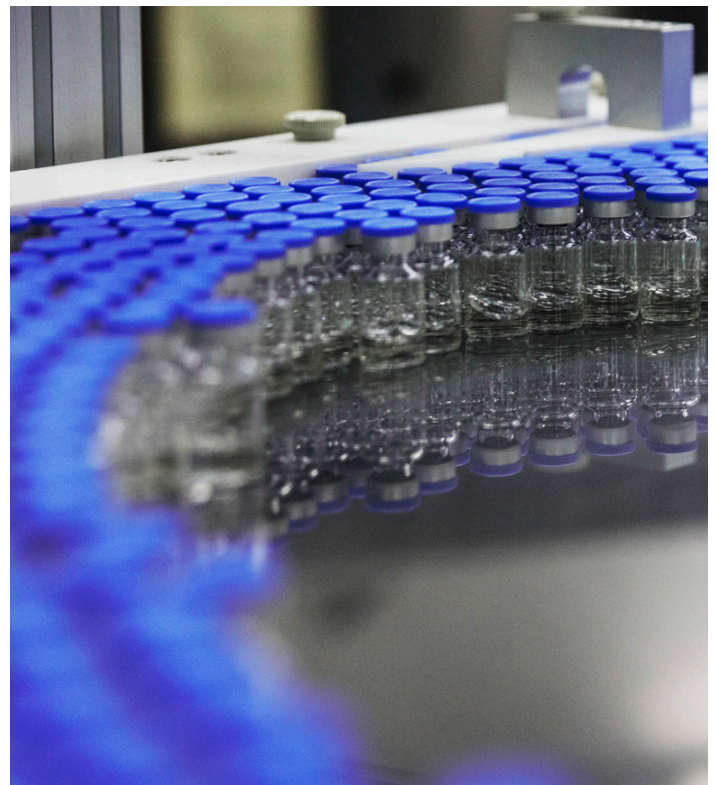
## Supply Sustainability Takes All of Us

Many sterile injectable medications are sold at relatively low prices, even though they are complex and costly to manufacture reliably. While controlling healthcare costs is important, this pricing dynamic has led to an unsustainable market that yields unintended consequences: market consolidation, product discontinuation, and ultimately, an increased risk of current and future drug shortages.

Achieving true resilience at scale requires foresight, resources, and a long-term commitment—qualities that Pfizer has built our approach around. Still, no single organization can solve this challenge alone. Supply sustainability—in which the market supports investments in resilient manufacturing that ensures these products remain available to patients—calls for collaboration and shared commitments across industry, policymakers, and healthcare stakeholders.

Together, we need to shift the focus from price to long-term investments in quality, capacity, and preparedness—because while seeking the lowest cost may seem appealing in the short term, it undermines the reliability of access to critical medications that patients count on. Your decision to purchase from suppliers investing in resiliency; to support hospital institution adoption of resiliency measures, such as HIRC; and to join us in advocating for policies that incentivize long-term sustainability goals all help protect access to critical medications.

Because when the unexpected happens, the patients who rely on us do not care about supply chains. They just need the medications to be there.



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