

Reset programme evaluation report

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Te Kāwanatanga o Aotearoa

PHARMAC
TE PĀTAKA WHAIORANGA



Executive Summary

The Reset Programme was established as a 12-month programme to respond to recommendations arising from the Consumer Engagement Report and Workplace Culture Review. Its purpose was to demonstrate visible progress, rebuild trust with stakeholders, strengthen consumer partnerships, and create the foundations for longer-term organisational improvement. The programme commenced in July 2025 and concluded on 30 June 2026.

This evaluation assessed both:

1. The extent to which the Reset Programme achieved its intended objectives.
2. The effectiveness of the programme delivery model.

Overall, the evaluation finds that the Reset Programme successfully delivered a substantial programme of work within a relatively short timeframe and established important foundations for future transformation. Significant achievements include the establishment of the Consumer and Patient Working Group (CAPWG), stronger relationships with consumers and stakeholders, improved consumer engagement capability, increased organisational visibility and transparency, development of a new organisational vision and strategy, and planning for the future Timely Assessment Improvement Programme (TAP).

Feedback from consumers, programme participants, and staff demonstrates clear evidence of progress in strengthening trust, collaboration and engagement. At the same time, many of the broader organisational outcomes sought through the programme, particularly those relating to culture, ways of working and organisational capability, are still emerging and will require continued focus through the next phase of improvement.

The evaluation concludes that the Reset Programme achieved its primary purpose as a foundational programme. It established the structures, relationships, capability and momentum needed to support enduring organisational improvement.

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1. Purpose

The purpose of this evaluation is to:

- Assess the extent to which the Reset Programme achieved its intended outcomes.
 - Evaluate the effectiveness of the programme delivery model.
 - Identify lessons learned that can inform the Timely Assessment Improvement Programme (TAP)
 - Provide assurance that the programme delivered value and established a platform for future organisational change.
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2. Background

The Reset Programme was established in response to recommendations arising from the Consumer Engagement Report and Workplace Culture Review. Both reviews identified the need for Pharmac to strengthen its relationships with consumers and stakeholders, improve transparency, clarify organisational direction, and create a more collaborative organisational culture.

The programme was intended to serve as the first stage of a broader five-year organisational improvement journey. The aim of the Reset Programme was:

"Demonstrating tangible change and laying the foundation for a more transparent, outward focused, and collaborative organisation."

To achieve this aim, the programme was organised into three workstreams. Each workstream was designed to deliver tangible benefits and lay the groundwork for the longer-term four- change and improvement:

1. New Vision
2. Enhancing Consumer Engagement and Trust
3. Better Processes

The programme was delivered through a series of quarterly 90-day plans that enabled priorities to be reviewed and adjusted throughout delivery.

3. Evaluation Methodology

The evaluation draws on multiple sources of evidence, including:

- Assessment of programme deliverables against approved work plans.
- Staff survey results.
- Consumer and Patient Working Group (CAPWG) evaluation feedback.
- Programme lessons learned workshops.
- Programme documentation, governance reporting and delivery records.

The evaluation considered both:

- Delivery of outputs and programme commitments.
 - Stakeholder perceptions regarding outcomes and organisational impact.
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4. Programme Delivery

Delivery Model

The Reset Programme was guided by five delivery principles:

1. Partnership with consumers and staff.
2. Deliver tangible change for consumers.
3. High visibility and transparency.
4. Build the foundations for future enduring change.
5. Prioritised and resourced delivery.

The programme adopted a 90-day planning approach that provided flexibility to respond to emerging opportunities, incorporate stakeholder feedback, and maintain momentum. Participants in the lessons learned process identified this approach as a key strength of the programme.

Programme Resourcing

The programme evolved significantly during its lifecycle. Additional programme, communications and project management resources were introduced as the scope of work expanded and delivery requirements became clearer. The establishment of a dedicated Reset team was consistently identified as a critical success factor.

In January 2026, the dedicated programme team was augmented by an internal taskforce comprised of key staff members.

While the programme remained within budget and successfully delivered its commitments, feedback highlighted that delivery relied heavily on the commitment of programme staff, Subject Matter Experts (SMEs) and business leaders. Lessons learned suggest that future programmes would benefit from earlier resource planning and clearer consideration of the impact on business-as-usual activities. The agile approach of the Reset Programme with short delivery windows (90 days) to drive quick progress generally would have made up front planning harder to accommodate however dedicated SME resource would have been immensely beneficial.

5. Achievement of Programme Objectives

Workstream 1: New Vision

Intended Outcomes

- Consumers experience a more responsive, coordinated and values-driven organisation.
- Staff gain clarity of direction, increased engagement, and a more supportive and inclusive workplace culture.

Findings

The programme successfully delivered a refreshed vision, strategic priorities and roadmap for future organisational improvement. Extensive engagement was undertaken with staff, consumers and external stakeholders during development of the new strategy.

Staff generally recognised the development of the new vision and strategic direction as a tangible outcome of the programme. However, many staff indicated that the benefits of this work are still emerging and that it is too early to assess the full impact on organisational culture, clarity of direction and workplace experience.

Assessment

The objectives of this work stream have been substantially achieved, with benefits continuing to emerge over time if there is continued focus on improving workplace culture.

Workstream 2: Enhancing Consumer Engagement and Trust

Intended Outcomes

- Consumers feel heard, respected and confident in Pharmac's decisions.
- Staff build more constructive relationships with stakeholders and public confidence in Pharmac increases.

Findings

This workstream demonstrated the strongest evidence of success.

The establishment of the Consumer and Patient Working Group was repeatedly identified as one of the programme's most significant achievements. CAPWG members reported stronger relationships with Pharmac, increasing trust, more open dialogue, and greater confidence that consumer perspectives were being heard and considered.

Staff also acknowledged increased engagement with consumers and external stakeholders and generally recognised improvements in openness and willingness to engage externally.

Both staff and consumers recognised that embedding these gains into routine organisational processes will remain an important focus for future work.

Assessment

The objectives of this work stream have been strongly achieved.

Workstream 3: Better Processes

Intended Outcomes

- Consumers gain greater clarity regarding decision-making processes.
- Staff benefit from clearer and more streamlined processes.

Findings

The programme delivered a range of process improvement initiatives, including consultation frameworks, medicines application process improvements, transparency measures, communication planning tools and pilots to explore alternative assessment pathways.

Stakeholders acknowledged these initiatives and recognised that important groundwork had been completed. Some teams also identified practical improvements, such as the low-risk assessment pathway and improved transparency around application processes.

However, many staff reported that the practical benefits of these initiatives were not yet widely visible in their day-to-day roles. This suggests that further implementation, communication and embedding of process improvements will be required during the next phase of organisational change.

Assessment

The objectives of this work stream have been partially achieved, with implementation benefits expected to continue developing.

6. Assessment Against Programme Principles

Principle 1: Partnership with Consumers and Staff

This principle was a significant strength of the programme.

The establishment of CAPWG created a trusted environment in which consumers and staff could engage constructively on matters of strategic importance. Relationships strengthened considerably throughout the programme, and both consumers and programme participants described the approach as collaborative, respectful and productive.

Assessment: Largely achieved.

Principle 2: Deliver Tangible Change for Consumers

CAPWG members reported evidence of meaningful changes in how Pharmac engages with consumers and incorporates consumer perspectives into its work. At the same time, members observed that many of these benefits are currently most visible to those directly involved in programme activities and will require continued effort to be experienced more broadly across the consumer community.

Assessment: Achieved with benefits continuing to emerge if Pharmac engages across a wider consumer community.

Principle 3: High Visibility and Transparency

Both staff and consumers generally viewed communication and transparency positively. Participants acknowledged the volume and regularity of updates, publication of information, and opportunities to engage

Future opportunities exist to further strengthen visibility of how stakeholder feedback influences decisions and outcomes.

Assessment: Achieved.

Principle 4: Build Foundations for Future Enduring Change

The programme successfully established new structures, capability, relationships and frameworks that will support the future Timely Assessment Programme (TAP) These foundations include CAPWG, consumer engagement capability, consultation frameworks, strategic planning artefacts and future programme design work

Assessment: Achieved.

Principle 5: Prioritised and Resourced

The programme benefited from strong sponsorship from the Board, Chief Executive and Senior Leadership Team. Dedicated programme resourcing enabled substantial delivery, and the programme remained within budget.

Lessons learned identified opportunities to further strengthen resource planning and workload management for future programmes.

Assessment: Achieved.

7. Stakeholder Perspectives

Feedback was sought for this evaluation from the Consumer and Patient Working Group and Pharmac staff. The Supplier Working group was not included as this forum had only been established in the last quarter of the programme. The Consumer Advisory Committee and Pharmacology and Therapeutics Advisory Committee were also not asked to provide feedback for this evaluation as their level of involvement with the programme was considered to be informational.

Consumer and Patient Working Group

Feedback from CAPWG members was overwhelmingly positive.

Members consistently identified:

- Increased trust and confidence.
 - Stronger relationships with Pharmac staff.
 - Greater openness and transparency.
 - More meaningful opportunities to participate.
 - Evidence that feedback was being listened to and acted upon. Members also identified opportunities to:
 - Expand engagement with wider consumer communities.
 - Continue improving visibility of how feedback informs decisions.
 - Increase transparency throughout medicines funding and assessment processes.
 - Complement online engagement with additional face-to-face opportunities.
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Staff Perspectives

Staff feedback demonstrated broad support for the intent and direction of the programme.

Respondents consistently acknowledged:

- Increased engagement with consumers and external stakeholders.
 - Strong communication and programme visibility.
 - Improved openness to external perspectives.
 - Delivery of several tangible outputs and initiatives
 - Staff also highlighted opportunities for the next phase of improvement, including:
 - Continuing to strengthen organisational culture.
 - Providing clearer links between programme activity and organisational outcomes.
 - Embedding new approaches into everyday work.
 - Increasing visibility of how improvements benefit staff and consumers
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Taskforce Perspectives

Taskforce feedback was generally positive about the role the group played in supporting delivery of the Reset Programme and progressing organisational change.

Members consistently acknowledged:

- Strong executive sponsorship and leadership support, which enabled progress on complex and previously challenging initiatives.
- The taskforce was an effective mechanism for bringing together expertise and supporting programme delivery.
- Positive and constructive participation from members, with a shared focus on enabling change rather than creating barriers.
- The successful progression of key initiatives, particularly the Low-Risk Assessment Pathway (LRAP).
- Stronger relationships with consumers and external stakeholders, with many members viewing relationship-building as the programme's most significant achievement.
- Increased openness, transparency, and collaboration between Pharmac and consumer representatives.
- Taskforce members also highlighted opportunities for the next phase of improvement, including:
- Continuing to strengthen organisational culture and internal change alongside external engagement activities.
- Investing more time in programme planning, role clarity, and long-term delivery planning.
- Improving resource planning and support for subject matter experts to ensure workload demands are sustainable.
- Strengthening communication back into the organisation, including better visibility of how Consumer and Patient Working Group feedback informs decisions and actions.
- Expanding engagement beyond consumers and patients to include clinicians, general practitioners, staff, and medical devices stakeholders.

- Continuing the open, honest, and transparent approach developed through Reset and embedding it across the wider organisation.
 - Increasing visibility of future programme plans, priorities, and expected outcomes to support understanding and engagement across the organisation.
 - A consistent theme was that while the programme delivered important outputs, its greatest value was in the trust, relationships, and collaborative ways of working that were established and which can now be built upon through the Timely Assessment Programme.
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8. Lessons Learned

The lessons learned exercise identified several themes that will be valuable for future programmes.

What Worked Well

- Strong executive sponsorship and governance.
 - Dedicated programme capability.
 - Effective partnership with CAPWG.
 - Collaborative leadership across the organisation.
 - Willingness to trial new approaches and innovate.
 - Consistent communications and engagement.
 - Strong commitment from staff and SMEs.
 - Delivery of a significant body of work within a compressed timeframe
 - Opportunities for Future Programmes
 - Earlier planning and scope definition.
 - Stronger integration with business-as-usual initiatives.
 - Greater visibility of benefits and outcomes.
 - Additional organisational change management support.
 - Improved forward planning of SME resource requirements.
 - Continued focus on demonstrating how stakeholder feedback informs decision-making.
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9. Opportunities for Further Improvement

The evaluation highlights several opportunities that can be carried forward into the Timely Assessment Programme (TAP)

Embedding Consumer Partnership

The programme successfully strengthened consumer engagement and established trusted relationships. Continued focus should now be given to further embedding these approaches into routine organisational practice.

Demonstrating Organisational Outcomes

Future reporting can build on the strong delivery focus established by the Reset Programme by placing greater emphasis on demonstrating the outcomes and benefits generated by improvement initiatives.

Supporting Organisational Adoption

The programme established significant new capability and ways of working. Continued investment in change management and staff engagement will support long-term adoption and sustainability.

Continuing Culture Improvement

The Reset Programme established important foundations for culture improvement through its focus on vision, values, collaboration and engagement. Continued attention to these areas will help ensure that positive changes become consistently experienced across the organisation.

Strengthening Feedback Loops

Consumers and staff alike expressed appreciation for opportunities to contribute. Building further visibility of how feedback influences decisions will support trust, transparency and ongoing engagement.

10. Conclusion

The Reset Programme successfully achieved its primary purpose as a foundational programme. It delivered a substantial body of work within a 12-month period, established new capabilities and relationships, strengthened consumer trust and engagement, and created the strategic and organisational foundations needed for long-term transformation.

The programme's greatest achievements were in strengthening partnerships with consumers, increasing organisational openness, improving stakeholder engagement, and creating mechanisms to support future collaboration and improvement. These achievements were recognised by both consumers and staff.

As would be expected for a programme focused on laying foundations, some of the broader organisational outcomes sought through Reset remain works in progress. Staff feedback indicates that further effort will be required to embed new ways of working, realise the full benefits of process improvements, and ensure positive cultural change is experienced consistently across the organisation.

Overall, the evidence indicates that the Reset Programme has successfully positioned Pharmac for the next phase of its organisational improvement journey. It established a strong platform for enduring change and provides a solid foundation for the Timely Assessment Programme to build upon.