

Reset Programme Monthly Report

Programme	Pharmac 12-month Reset Programme
Date	31 December 2026
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Programme Summary

	Overall	Schedule	Scope	Risks	Issues
	<i>Overall status of the Programme</i>	<i>How well the programme is tracking to the schedule</i>	<i>How well the programme is aligned to the workstreams</i>	<i>Are there any problems that may arise</i>	<i>Are there any current problems</i>
Current	In Progress - On Track	In Progress - On Track	In Progress - On Track	In Progress - On Track	In Progress - On Track
Previous	In Progress - On Track	In Progress - On Track	In Progress - On Track	In Progress - On Track	In Progress - On Track

Programme Commentary

Status	Description
Complete	The action has been completed.
In Progress - On Track	The action is in progress and is on track to be completed at the scheduled time.
In Progress - Delayed	The action is in progress but has been delayed or is at risk of being delayed.
At Risk	The action is at risk of not being completed.

Quarter One 90-day plan outstanding actions (July – September 2025)

Workstream	Action	Intended outcome	Status	Milestones	Progress
	<p><u>Relationship Managers</u> Expand Pharmac’s engagement function to include dedicated relationship managers to build and maintain relationships with key consumer and patient groups.</p>	<p>A dedicated engagement team is established, operating under a coordinated approach that enhances the organisation’s capacity and capability to build meaningful relationships with key consumer and patient groups.</p>	<p>Completed</p>	<p>SLT approve the establishment of a consumer relations team</p> <p>Manager appointed</p> <p>Consumer Relations Principal Advisors appointed</p> <p>CAP working group to provide insights for a successful implementation of the consumer relations team</p>	<p>External Engagement Manager has been appointed.</p> <p>CAP working group provided insights on the role of the consumer relations team (25 Sep). This included a recommendation to develop a consumer and patient guide to support engagement and offering to support initial introductions with patient advocacy groups.</p> <p>All three Consumer Relations Principal Advisors have been appointed.</p>

Current 90-day plan actions (October - December 2025)

Workstream	Action	Intended outcome	Status	Milestones	Progress
New strategic vision	<p><u>Vision and Strategy</u> To create a new organisational vision and strategy that is outward-focused and inspires both internal and external stakeholders.</p>	<p>A refreshed vision and strategy that sets a clear, ambitious direction for the future and fosters trust, collaboration, and innovation. It will reflect input from staff, consumers, health professionals, and partners, and be championed by SLT as a foundation for Pharmac’s ongoing transformation.</p>	<p>In progress – on track</p>	<p>Q2 - Completed</p> <p>Consumer and staff engagement on a proposed vision statement</p> <p>Board endorsement of the new vision and strategic priorities</p>	<p>Established a project team who regularly meet to support the design and delivery of the action.</p> <p>Engaged with consumers and staff on ideas for the new vision statement.</p> <p>SLT proposed potential vision statements and strategic priorities to the Board.</p> <p>At the 9 December Board meeting, the Board selected their preferred vision statement and strategic priorities option ahead of external engagement early 2026.</p>
				<p>Q3</p> <p>Socialise the proposed vision and strategic priorities with external stakeholders and consumers</p> <p>Finalise the new vision and strategic priorities</p> <p>Publish vision and strategy</p>	

<p>Enhancing consumer engagement and trust</p>			<p>Q4</p> <p>Statutory reports developed to align with new vision and strategy</p> <p>Statutory reports approved by Board and tabled in Parliament</p> <p>Develop a four-year roadmap on how Pharmac will achieve the strategic priorities</p>	
	<p><u>Consultation Process</u> To develop clear, consistent guidelines for when and how Pharmac consults with consumers across all areas of work, including medicines, medical devices, and strategic or policy initiatives.</p>	<p>A framework is in place that defines consultation timing, methods, expectations, and provides clear guidance for communication during full consultation and in time-sensitive instances where full consultation is not feasible.</p>	<p>In progress – on track</p>	<p>Q2 - Completed</p> <p>CAP working group discussion to define the problem and scope the approach</p> <p>Scope plan with CAP working group recommendations to improve Pharmac’s consultation process</p>

				<p>- A tender consultation flowchart for consumer and patient audiences.</p>	
				<p>Q3</p> <p>Completion of tools and guidance materials to enhance the organisation's consultation process</p> <p>Publish guidance on Pharmac's website</p>	
	<p><u>Embedding Lived Experience</u> To agree on the most effective and practical approach for incorporating lived experience into the medicine funding application process, informed by both international practices and lessons learned from Pharmac's current approach.</p>	<p>A collaboratively developed and resourced approach is in place, designed in partnership with the working group, that is trusted by consumers and ensures their voices are meaningfully heard and valued in decision-making processes.</p>	<p>In progress – on track</p>	<p>Q2 - Completed</p> <p>CAP working group discussion on 4 December to define the problem and scope the approach</p> <p>Scope plan with CAP working group recommendations, for capturing and incorporating lived experience into the advice and assessment processes</p>	<p>A discussion paper was developed with internal stakeholders for the CAP working group meeting, which covered Pharmac's current process, learnings, and international examples.</p> <p>A discussion on the potential focus areas for improvement to embed lived experience in the current advice and assessment processes was had with the CAP working group on 4 December.</p> <p>It was agreed by CAP working group and staff to focus on developing consumer-facing resources to support the current lived experience process.</p>

Improving internal processes			Q3 Tools and resources are developed to support and incorporate lived experience into the advice and assessment process	
	<p><u>Communications approach</u> To test and refine the draft Public Affairs Strategy, ensuring it reflects the needs, expectations, and values of the patient community. This will provide a road map for the Communications and Government Services teams for the next five years.</p>	<p>A joined-up communications approach is established in collaboration with the working group, that enables meaningful engagement and participation from the wider patient community, and a more collaborative approach to media releases and communications.</p>	<p>In Progress - Delayed</p>	<p>CAP working group discussion to provide feedback on the Public Affairs Strategy and advise on a joined-up communications plan</p> <p>Finalise the Public Affairs Strategy with feedback from the CAP working group</p> <p>Completion of communications plan template and guidance</p> <p>CAP working group provided feedback on the draft Public Affairs Strategy on 9 October.</p> <p>Similar discussions took place with CAC in November.</p> <p>Draft Public Affairs Strategy (renamed the Communications Strategy) has been updated to reflect consumer's feedback, and the joined-up communications approach has been drafted.</p> <p>Both documents were circulated with consumers in December for their feedback in January and will be brought to SLT in February for their approval.</p>
	<p><u>Medicine Funding Application Process</u> To explore and define potential short-term and long-term improvements to the medicines funding</p>	<p>Work through the current funding application process with the working group to prioritise issues and opportunities. This will help inform the next 90-</p>	<p>Completed</p>	<p>CAP working group discussion to scope improvements to the medicines funding application process</p> <p>A scoping exercise on the potential focus areas for improvement within the current medicines' application process, was had with the CAP working group on 21 October.</p>

	<p>application process and gain insights into what consumers see as the most significant challenges and opportunities.</p>	<p>day plans for the Reset Programme and guide future improvement initiatives.</p>			<p>It was agreed that the focus for the in-person January 2026 meeting is:</p> <ul style="list-style-type: none">• Timeframes and milestones• Prioritisation and ranking process• Role and function of advisory committees.
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