

Reset Programme Monthly Report

Programme	Pharmac 12-month Reset Programme
Date	13 March 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.

Current 90-day plan actions (January – March 2026)

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 – In progress</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>Statutory reports developed to align with new vision and strategy</p>	<p>A staff session was held for the proposed strategic priorities. Staff feedback has been shared with SLT.</p> <p>Further external engagement with consumers, clinicians, and health partners is progressing.</p> <p>Development underway on the draft statutory reports which will be presented to Board on 31 March, with the new vision and strategic priorities incorporated.</p>

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				Q4 Statutory reports finalised Statutory reports approved by Board and tabled in Parliament Develop a three-year roadmap on how Pharmac will achieve the strategic priorities Publish vision and strategy on website	
	<u>Planning for the four-year improvement programme</u> Work in partnership with staff and consumers to input to the design of a four-year improvement programme that reflects lessons learned from the Reset Programme and incorporates consumer input.	Develop a comprehensive improvement programme that captures consumer priorities, embeds partnership principles, and provides a clear roadmap for long-term organisational reform.	In progress – on track	Draft Blueprint, describing a possible future state. SLT to consider and endorse a foundational or transformational option on 26 February. The Board to consider and approve approach in March.	A draft Blueprint, describing a possible future foundational state and transformational state, has been developed. CAP working group and CAC have provided feedback on priorities from a consumer perspective. Similar conversations were had with PTAC and the Supplier Advisory Panel (SAP). Following February’s SLT discussion, a paper to the Board is being drafted for the April Board meeting.
Enhancing consumer	<u>Consultation Process</u> To develop clear, consistent guidelines	A framework is in place that defines consultation timing,	In progress – on track	Q2 - Completed	A discussion paper was prepared with internal stakeholders for the CAP Working Group, outlining

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engagement and trust	for when and how Pharmac consults with consumers across all areas of work, including medicines, medical devices, and strategic or policy initiatives.	methods, expectations, and provides clear guidance for communication during full consultation and in time-sensitive instances where full consultation is not feasible.		<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>Pharmac's current consultation process and relevant national and international examples.</p> <p>A scoping exercise on consultation process improvements was undertaken with the CAP Working Group on 20 November.</p> <p>It was agreed with CAP working group and staff for improvements to focus on:</p> <ul style="list-style-type: none"> - A consultation policy or framework - A patient and consumer resource about how to participate in Pharmac's consultation - A tender consultation flowchart for consumer and patient audiences.
				<p>Q3 – In progress</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>A new consultation policy has been drafted and shared with the CAP working group and CAC. The draft policy will be brought to SLT to consider on 7 April.</p> <p>A draft consumer guidance on how to engage with Pharmac was endorsed by CAP working group at the 12 March meeting.</p>

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					<p>A new consultation platform (Citizen Space) is being introduced to enhance consultation, with the Review of Exceptional Circumstances Framework piloting the platform.</p> <p>A draft tender consultation flowchart has been developed to help the Tender Team right-size tender consultations and will be finalised later this year once the current tender process is complete.</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 – Delayed</p>	<p>Q2 - Completed</p> <p>CAP working group discussion on 4 December to define the problem and scope the approach 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>

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Improving internal processes				<p>Q3 – Delayed</p> <p>Tools and resources are developed to support and incorporate lived experience into the advice and assessment process.</p>	<p>Work is underway on developing a privacy statement for how we use lived experience and on creating a list of guiding questions to help consumers share lived experience. Due to SME resource constraints these guidance tools will not be ready for the working group’s feedback until May.</p> <p>A terminology guide for consumers will be developed but is dependent on the redeveloped 8 step process being approved by SLT.</p>
	<p><u>Review of the Exceptional Circumstances Framework, including NPPA</u></p> <p>Test and seek feedback from consumers on the engagement and consultation process for the Framework review.</p>	<p>The engagement and consultation process for the Framework review is refined to better reflect consumer perspectives and needs. Future opportunities for consumer feedback and input are identified.</p>	Completed	<p>CAP working group discussion to provide feedback on the engagement and consultation approach and how they would like to participate in the consultation of the Framework.</p> <p>Consider and incorporate feedback from working group into consultation documentation.</p>	<p>CAP working group provided feedback on the engagement and consultation approach for the review of the Exceptional Circumstances Framework.</p> <p>Feedback has been included into the consultation and engagement approach. The review will commence in March.</p>
	<p><u>Communications approach</u></p> <p>To test and refine the draft Public Affairs Strategy, ensuring it reflects the needs,</p>	<p>A joined-up communications approach is established in collaboration with the working group, that</p>	Completed	<p>CAP working group discussion to provide feedback on the Public Affairs Strategy and advise on a joined-up communications plan</p>	<p>CAP working group provided feedback on the draft Public Affairs Strategy. Similar discussions took place with CAC.</p>

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	<p>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>enables meaningful engagement and participation from the wider patient community, and a more collaborative approach to media releases and communications.</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>The draft Public Affairs Strategy (now the Communications Strategy) has been updated to incorporate consumer feedback, and a joined-up communications approach has been drafted, reviewed by the CAP working group, with their feedback incorporated.</p> <p>The updated communications approach and joined-up communications plan was approved by SLT in early March and will go to the Board for noting 31 March.</p>

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	<p><u>Medicine funding application timeframes and milestones with public reporting</u> Establish clear timeframes and milestones within the medicine funding application process and enhance transparency through proactive public reporting.</p>	<p>Clearly defined medicine funding timeframes and milestones, along with published clinical meeting schedules, will improve transparency and accountability, increasing stakeholder confidence and trust in the process.</p>	<p>In Progress – on track</p>	<p>Q3 – On track</p> <p>Improve data within PharmConnect to support accurate tracking and reporting of application progress.</p> <p>Update acceptance criteria for funding applications so applicants and stakeholders understand what is needed for an application to be accepted.</p> <p>Propose options for target timeframes for the application pathway to improve transparency.</p> <p>Q4</p> <p>Publish all future expert advisory meeting details on the Pharmac website.</p>	<p>A weekly dashboard has been created and is circulated to monitor and track application progress. This is manually drawn data.</p> <p>Work is underway to automate the dashboard. Requirements are being confirmed.</p> <p>Data clean up continues to be worked on to understand and resolve anomalies.</p> <p>Work is continuing on updating the acceptance criteria with a draft expected end of the quarter.</p> <p>Options for target timeframes and milestones are been developed for SLT to consider in April.</p>

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				<p>Deliver automated dashboard to support accurate tracking and reporting of application progress.</p> <p>Publish updated acceptance criteria for funding applications so applicants and stakeholders understand what is needed for an application to be accepted.</p> <p>Agree target timeframes for the application pathway to improve transparency, to be implemented in future improvement programme.</p>	
	<p><u>Clearing the application backlog pilot</u></p> <p>Trial new approaches to clear the current application backlog by ringfencing backlog applications and working in partnership with consumers and health professionals to move these rapidly through the process.</p>	<p>Approaches trialled through pilots are validated and documented, providing evidence-based options that can be adopted as part of an improved future process.</p>	<p>In Progress – on track</p>	<p>Q3 – On track</p> <p>Identify pilot applications from backlog and agree criteria.</p> <p>Develop and present a proposed fast-track approach with selection criteria to the CE and SLT Oversight Committee.</p> <p>Establishment of supplier reference group.</p> <p>Pilot delivery with documented outcomes and learnings.</p>	<p>Initial Fast Track Assessment Pilot (FTAP) was completed for a small batch of applications meeting the selection criteria and ranked.</p> <p>Learnings and improvements are being collected to run another set of applications through FTAP.</p> <p>Supplier Reference group established, and inaugural meeting completed.</p>

Q4

Trial amended selection criteria for another fast-track assessment.

Document outcomes and learnings.

Recommend go/no go for implementation as BAU process.