

# Reset Programme Monthly Report

Programme	Pharmac 12-month Reset Programme
Date	4 June 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 (April - June 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><b>Q2 - Completed</b></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><b>Q3 – Completed</b></p> <p>Socialise the proposed vision and strategic priorities with external stakeholders and consumers.</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 completed and feedback incorporated.</p> <p>Draft statutory reports were presented to Board on 31 March for their initial review, with the new vision and strategic priorities incorporated.</p>

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				<p><b>Q4 – In progress</b></p> <p>Publish vision and strategy.  Statutory reports approved by Board and tabled in Parliament.  Finalise four-year workplan.</p>	<p>SLT and tier 3 business managers participated in a planning day on 14 April to support development of the organisations four-year workplan.</p> <p>SLT will discuss the priorities of the proposed four-year plan in May. A prioritisation framework has been developed to support decisions.</p> <p>A second planning session with Managers, focusing on a joined-up approach, will be held in early June.</p> <p>Engaged with CAP Working Group on 23 April, on what performance measures are important from a consumer perspective. Members feedback of making the statutory reports more outcomes focus rather than a budget focus has been incorporated.</p> <p>The statutory reports have been socialised with Minister and Ministry of Health, and we have received their feedback.</p> <p>Finalised statutory reports are back to Board on 26 May.</p>

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	<p><u>Planning for the four-year improvement programme</u></p> <p>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.</p>	<p>Develop a comprehensive improvement programme that captures consumer priorities, embeds partnership principles, and provides a clear roadmap for long-term organisational reform.</p>	<p>In progress – on track</p>	<p><b>Q3 – Completed</b></p> <p>Develop Blueprint in partnership with internal and external stakeholders describing a possible future state.</p> <p>SLT to consider and endorse improvement programme approach.</p>	<p>A draft Blueprint, describing a possible future foundational state and transformational state, has been developed in partnership with internal and external stakeholders.</p> <p>The Blueprint will inform the scope for the improvement programme, which aligns with the new strategic priorities.</p> <p>The Board paper on the improvement programme was drafted and received Task Force endorsement.</p> <p>SLT endorsed the improvement programme on 26 February.</p>
				<p><b>Q4 – In progress</b></p> <p>Board to consider and endorse the improvement programme approach.</p> <p>Confirm resource to deliver the improvement programme.</p> <p>Develop programme plan to commence 1 July 2026.</p>	<p>Board endorsed the Timely Assessment Improvement Programme (4-year programme) on 28 April.</p> <p>On 15 April, SLT endorsed the establishment of a Programme Delivery Office to support the delivery of Time Assessment Improvement Programme.</p> <p>Recruitment is underway for Programme Delivery Office resources.</p>

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					A programme plan has been drafted.
<b>Enhancing consumer engagement and trust</b>	<u>Consumer Advisory Function</u> To review Pharmac's consumer advisory function to inform the structure of a refreshed consumer advisory committee that covers strategy, organisation improvement programmes, and implementation.			<b>Q4 – In progress</b>  Propose a new purpose, name, responsibilities, and membership structure for the Board's consideration  Draft TOR  Targeted consultation on draft TOR	A jurisdiction scan of international HTA comparisons and NZ public sector agencies was conducted on consumer advisory functions.  Provided a discussion paper and survey to CAP Working Group and CAC on the proposed new purpose, name, responsibilities, Board relationship and membership structure. Consumer feedback has been incorporated.  SLT endorsed the proposals on 12 May, and the Board will consider recommendations on 26 May.
	<u>Consultation Process</u> To develop clear, consistent guidelines for when and how Pharmac consults with consumers across all areas of work, including medicines,	A framework is in place that defines consultation timing, methods, expectations, and provides clear guidance for communication during full consultation and in		<b>In progress – on track</b>	<b>Q2 - Completed</b>  CAP working group discussion to define the problem and scope the approach.  Scope plan with CAP working group recommendations to improve Pharmac's consultation process.

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	medical devices, and strategic or policy initiatives.	time-sensitive instances where full consultation is not feasible.			<p>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"> <li>- A consultation policy or framework</li> <li>- A patient and consumer resource about how to participate in Pharmac’s consultation</li> <li>- A tender consultation flowchart for consumer and patient audiences.</li> </ul>
				<p><b>Q3 – Completed</b></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.</p> <p>A draft consumer guidance on how to engage with Pharmac was endorsed by CAP working group at the 12 March meeting and has been published on Pharmac’s website.</p> <p>A new consultation platform is being piloted to enhance consultation, with the Review of Exceptional Circumstances Framework piloting the platform.</p> <p>A draft tender consultation flowchart has been developed to</p>

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					help the Tender Team right-size tender consultations and will be finalised later this year once the current tender process is complete.
				<p><b>Q4 – In progress</b></p> <p>SLT approve consultation policy. Implementation of consultation policy to wider organisation. SLT approves piloted digital tool for wider organisation use. Implementation of digital tool to wider organisation.</p>	<p>Consultation policy was approved by SLT.</p> <p>The implementation plan for the consultation policy is being finalised following feedback.</p> <p>A paper will be presented to SLT seeking decisions related to the implementation of a digital tool to enhance the consultation process.</p> <p>Following SLT decisions, implementation will commence.</p>
	<p><u>Embedding Lived Experience</u></p> <p>To agree on the most <u>effective</u> and practical approach for incorporating lived experience into the medicine funding application process, informed by both</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</p>	<p>In progress – Delayed</p>	<p><b>Q2 - Completed</b></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</p>

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	international practices and lessons learned from Pharmac's current approach.	decision-making processes.			<p>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>
				<p><b>Q3 – Delayed</b></p> <p>Tools and resources are developed to support and incorporate lived experience into the advice and assessment process.</p>	<p>A draft privacy statement for how we use lived experience and internal guidance on how to store information is being reviewed.</p> <p>A list of guiding questions to help consumers share lived experience and terminology guide for consumers is being drafted.</p> <p>Due to SME resource constraints these guidance tools will not be ready for the working group's feedback until 18 June meeting.</p>

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Improving internal processes	<p><u>Medicine funding application timeframes</u></p> <p>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>	In Progress – on track	<p><b>Q3 – Completed</b></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>Agree if Pharmac introduce target timeframes for the application process to improve transparency and predictability.</p> <p>Develop definitions of the steps from application to funding (8 step process).</p>	<p>The manual weekly dashboard continues to be enhanced with the addition of new graphs to reflect application progress.</p> <p>There have been discussions with SAP, CAP Working Group and CAC on potential opportunities to improve the consumer funding application process in the future. This will inform next steps for the acceptance criteria work.</p> <p>8-step definitions have been redefined based on feedback from SAP, CAP Working Group, CAC, PTAC and staff. SLT have endorsed the new definitions.</p>
				<p><b>Q4 – In progress</b></p> <p>Improve process for publishing future expert advisory meeting details on the Pharmac website.</p> <p>Deliver automated dashboard to support accurate tracking and reporting of application progress.</p> <p>Publish updated acceptance criteria for funding applications.</p> <p>Agree and publish definitions of the of the steps from application to funding (8 step process)</p>	<p>On 5 May SLT endorsed to introduce timeframe targets commencing 1 July 2026. There will be a discussion with the Board on 26 May.</p> <p>Work has commenced to improve the expert advisory pages to make information easier to find. A digital consultation tool is being used to canvas feedback from visitors to the website to determine how they use the pages and what information they are seeking. This will inform</p>

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					<p>information architecture and wireframes.</p> <p>Work to develop the automation of performance reports continues and will now include the ability to report against the timeframe targets.</p> <p>The agreed 8 step process has been provided to an internal designer to provide design options for the website and other communications materials.</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><b>Q3 – Completed</b></p> <p>Conduct a pilot to determine if a pathway to fast-track assessments of low-risk applications is feasible.</p> <p>Establishment of supplier reference group.</p> <p>Establishment of internal Taskforce.</p>	<p>Internal Taskforce established to drive the application and assessment work. This group meets weekly.</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 outcomes of FTAP have been documented.</p> <p>Supplier Advisory Panel (SAP) established, and inaugural meeting completed. The group meets monthly.</p> <p>Discussions with CAP Working Group and SAP on potential unintended consequences of FTAP.</p>

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					Two cross team working bees have been undertaken (January and April) to resolve stuck applications and data quality.
				<p><b>Q4 – In progress</b></p> <p>Trial amended selection criteria for another fast-track assessment.</p> <p>Document outcomes and learnings.</p> <p>Recommend go/no go for implementation as BAU process.</p>	<p>SLT has agreed to continue a process of right size assessment for low-risk low-cost applications (LRAP). This process will be continuously evaluated and improved.</p> <p>The risks and mitigations of LRAP are being documented.</p> <p>A guidance document for LRAP will be developed to provide clarity for staff and stakeholders. This work will commence once the SMEs are appointed into the Programme Delivery Office to manage resourcing pressures.</p>

