

# PHARMAC

E.59

Statement of Intent

2026/27 - 2029/30



PHARMAC  
TE PĀTAKA WHAIORANGA



**Hon Paula Bennett**

Chair  
July 2026



**Dr Peter Bramley**

Deputy Chair  
July 2026

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# Foreword from the Board Chair

Our Statement of Intent 2026/27 to 2029/30 presents an important milestone for Pharmac as we set a renewed and ambitious direction for the future of medicines and health technologies in New Zealand. Our new vision has been shaped through collaboration with Pharmac staff, patient advocates, suppliers, clinicians and partners across the wider health system. It reflects not only where we aspire to go, but also how we intend to get there.

At the heart of this vision is a simple but powerful commitment: Healthier Futures. With you. For you. It signals our determination to place patients and their whānau at the centre of every decision we make. It also reinforces our belief that trust, transparency and partnership are essential to delivering the best possible outcomes for the more than four million New Zealanders whose lives are touched by Pharmac's work each year.

This new vision is the foundation for Pharmac's ongoing improvement. We are strengthening our culture, deepening our engagement with consumers and embedding lived experience into our assessment and funding processes. We are also improving the way we work - modernising systems, clarifying processes and ensuring that our decisions are informed by the voices of patients, clinicians and other stakeholders.

Our strategic priorities guide how we deliver on this commitment. They focus on using patient and stakeholder insights to inform our choices, support access to, and maximise value from wise investment in medicines and health technologies, turning evidence into timely and transparent decisions and ensuring operational excellence every day. These priorities reflect our responsibility to support effective use of medicines and health technologies across the health system to meet the needs of a diverse and growing population.

Hospital medical devices are an increasingly important part of this core role. In partnership with Health New Zealand, Pharmac is building a more coordinated and fairer national system for managing hospital medical devices that ensures investment in medical devices delivers good value and meaningful health outcomes for the people who rely on them.

We are also progressing a range of initiatives to improve our work and what we do. These include improving the timeliness of our medicines assessment and

advice processes including for the first time setting a timeframe target, reducing the number of unranked older funding applications and undertaking a review of our exceptional circumstances framework. Each initiative is designed to make Pharmac more open, more responsive and more effective.

We work with many partners, across government, the health system, health professionals, industry, and communities who support us to make good decisions and manage medicines, vaccines, medical devices, and related products. Their expertise and collaboration are vital, and we remain committed to strengthening these relationships as we move forward.

Pharmac's purpose has always been to achieve the best health outcomes for New Zealanders. What is changing is the way we pursue that purpose: with improved timeliness, greater transparency, deeper engagement, and a stronger focus on the people and whānau at the heart of our work. Our new vision sets a clear path for the future, and the Board is confident that Pharmac is well positioned to deliver on it.

As Chair, I am proud of the progress we are making and grateful to everyone who contributes to this important work. Together, we are building a more patient-centred, outward-focused, collaborative, and trusted Pharmac, one that is ready to meet the challenges ahead and deliver healthier futures for all.

A handwritten signature in black ink, appearing to read 'Paula Bennett', with a stylized flourish at the end.

Hon Paula Bennett  
**Chair, Pharmac Board**

# About Pharmac

Pharmac is New Zealand's government agency responsible for deciding which medicines, vaccines, medical devices and related products are publicly funded and how they are managed to deliver the greatest health benefit for New Zealanders.

Ensuring that New Zealanders have timely and equitable access to these essential medicines and health technologies, is one of the main ways that Pharmac contributes to improved wellbeing and quality of life for all.

We do this through the value assessment of medicines and health technologies - integrating patient and whānau voice, expert advice, clinical benefit, equity implications, budget impact, cost-effectiveness, and implementation considerations to inform decision-making.

We manage New Zealand's fixed medicines budget, which involves investment in new medicines as well as securing savings which are all used for reinvestment in funded medicines. We are also responsible for the stewardship of the Pharmaceutical Schedule. The Schedule lists all Government-funded medicines and related products and includes the hospital medical devices Pharmac is responsible for. Health New Zealand manages the budget for these devices. We ensure supplies are available nationwide by working closely with suppliers and the health system.

We consider approving funding of a medicine, vaccine, or related product for an individual with exceptional clinical circumstances. We make decisions through our Named Patient Pharmaceutical Assessment (NPPA), where a prescriber applies for the person to access funding for these treatments.

We are working together with Health New Zealand to strengthen a more coordinated, transparent and value driven national approach to hospital medical device evaluation and procurement. This supports better decision making across the system, unlocking value from New Zealand's investment in medical devices and improving consistency, fairness and outcomes for patients over time.

We continue to support activities included in the Government Policy Statement on Health<sup>1</sup> (GPS) which sets out the Government's priorities and objectives for the publicly funded health system. Pharmac will give effect to relevant actions in the GPS and support, where relevant, delivery of targets and actions across priority areas.

Through our work with medicines, vaccines, medical devices and related products, we are building on strong foundations and working together for a healthier future for our whānau and communities.

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<sup>1</sup> <https://www.health.govt.nz/publications/government-policy-statement-on-health-2024-2027>.

## Our vision

# Tō mātou whakakitenga

**Healthier futures  
With you. For you.**

**He rongoā pai,  
He ahu pae ora.**

### **Delivering medicines and health technologies people need**

Our vision shows Pharmac's commitment to helping improve the health of everyone in New Zealand. We do this by making sure people can get the medicines and health technologies that really make a difference in their lives.

**"With You"** means we listen and work closely with patients, whānau, health professionals, suppliers, and others across the health system so we can understand what people need and make better informed decisions together.

**"For You"** means we focus on making sure people can access effective medicines and health technologies in a fair and sustainable way. We use evidence, people's lived experiences, commercial expertise, and careful management of public funds to deliver the best possible health outcomes.

Pharmac helps create a healthier future by bringing together insights, research, commercial skills, and strong partnerships across the health system. This helps ensure people can access the medicines and health technologies they need now and in the future. By being transparent in how we make decisions, using best practice approaches, and committing to service excellence, we help build a health system where people can trust that the medicines and health technologies are carefully chosen, fairly managed and designed to benefit everyone.

# Our values

## Ngā uaratanga

Our values guide us to make decisions that create better health outcomes for New Zealanders. They ground our behaviour and influence our thinking, how we work, and who we work with. Our five values are:



### **Listen | Whakarongo**

We listen with intent and empathy to understand.

*Āta whakarongo kia puaki te ngākau aroha.*



### **Connect | Tūhono**

We connect with people, communities, the health system, and each other.

*Kōtuitui kia piri, tūhono kia whakatatū te ara tika.*



### **Learn together | Wānanga**

We draw on evidence and people's experiences to improve.

*Ma te māhirahira ka whāwhāki te māramatanga.*



### **Be courageous | Māia**

We challenge ourselves.

*Tū te ihiihi, tū te wanawana, tū te wehiwehi.*



### **Preserve, protect, and shelter our future | Kaitiakitanga**

We safeguard wellbeing for New Zealanders, now and for the future.

*Hāpaitia te mana tangata hei whāriki mō ngā uri whakatipu.*

# Our strategic framework

## Tō mātou anga rautaki

Our strategic framework sets out our vision, strategic priorities and values – and shows how our work contributes to the Government’s priorities and objectives for the health system.

### Strategic framework

**Pae Ora (Healthy Futures) Act 2022**

- Protect, promote and improve the health of all New Zealanders
- Achieve equity in health outcomes among New Zealand’s population groups, including striving to eliminate health disparities, in particular for Māori
- Build towards Pae Ora (Healthy Futures) for all New Zealanders

**Our purpose under the Act**

To secure the best health outcomes that are reasonably achievable from pharmaceutical treatment and from within the amount of funding provided.

**Our vision**

- Healthy futures. With you. For you.
- He Rongoā Pai. He Ahu Pae Ora.

**Our strategic priorities**

- Delivery excellence**  
Delivering organisational and service excellence every day
- Wise investments**  
Using best practice approaches to maximise value
- Informed choices**  
Gathering voices and connecting perspectives to create insights
- Timely access**  
Turning insights and evidence into timely, transparent decisions

**Our values**

- Listen | **Whakarongo**  
Connect | **Tūhono**  
Learn together | **Wānanga**
- Be courageous | **Māia**  
Preserve, protect, and shelter | **Kaitiakitanga**

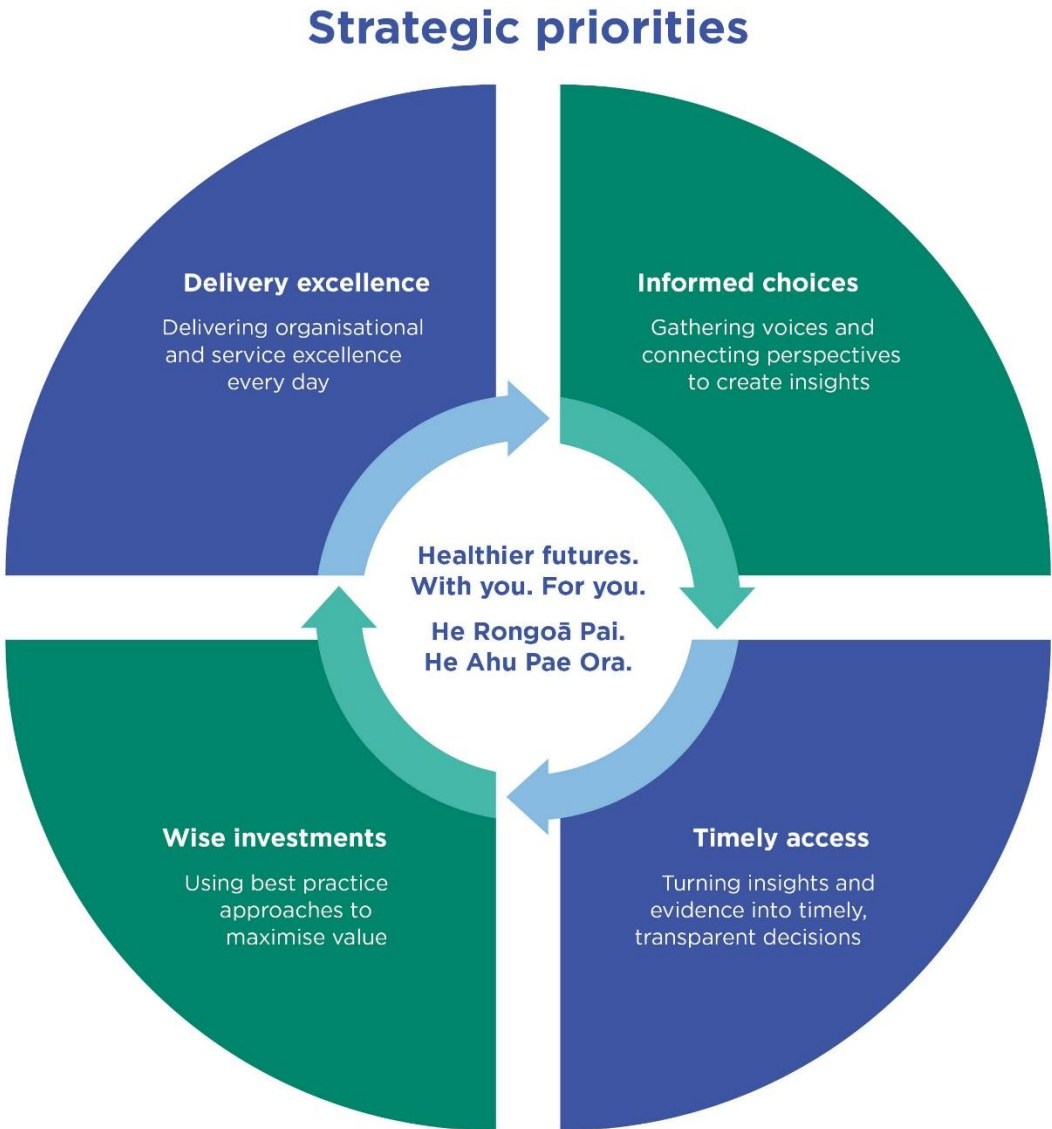
# Our strategic priorities

## Ā mātou whāinga matua

Our focus for the next four years is built around two fundamental elements:

- improving how we manage and invest in medicines and maximise value for medical devices in a timely and transparent way
- working together to be a more outward-focused, collaborative, and transparent organisation that values and actively engages with patients, consumers and stakeholders.

To deliver improvements across our work we have four strategic priorities below.



## Informed choices

### He kōwhiringa i runga i te mōhio

#### ***'Gathering voices and connecting perspectives to create insights'***

Good health technology assessment draws on many perspectives. We bring together lived experience, clinical expertise, research evidence, cultural and social insights, and health system priorities. By hearing from patients, whānau, clinicians, researchers, communities, and decision-makers early and respectfully, we build a balanced understanding of what matters most. Combining these insights helps support decisions that are fair, trusted, deliver value and improve health outcomes for all New Zealanders.

#### **We will know we are successful when:**

- Partners and stakeholders (consumers, suppliers, health professionals, health system and sector partners) experience Pharmac as a trusted specialist partner. Transparent in how we work, empathetic in how we engage, responsive to needs, and inclusive of diverse voices and perspectives.
- Formal partnerships support meaningful co-design and lived-experience input – shaping our assessments, decisions and processes for medicines and health technologies.
- Expert advice is robust, informed by evidence and published quickly, drawing on diverse expertise, and is clearly reflected in decisions.
- Insights from engagement and evidence are systematically captured and analysed, and are actively fed into strategy, assessment and decision-making.
- Enquiries and information requests are handled quickly, consistently and in a respectful way, with clear communication and feedback that closes the loop and builds understanding and trust.

#### **How we will measure our success**

We will report on:

- The timeliness of producing records of our advisory meetings.
- The transparency of our assessments and decisions.
- Public trust in Pharmac.
- Feedback we receive from our stakeholders.

## Timely access

### Te āhei ā-wā

#### ***'Turning insights and evidence into timely, transparent decisions'***

Timeliness matters because medicines and health technologies can have a major impact on people's health, and delays can affect lives. Good decisions about medicines and health technologies rely on bringing together many types of information in a clear and purposeful way. Our job is to take complex information - such as clinical data and insights, economic analysis, people's expert advice and lived experiences, equity considerations, and the impacts on the wider health system - and turn it into decisions that are timely, transparent, and trusted. In making decisions we use clear and proportionate processes to move from assessment to decision as efficiently as possible.

Transparency is essential for building trust. We explain how we reached our decisions, what evidence we used, how we balanced benefits and risks, and how factors like equity, value, and system impacts shape outcomes. When timeframes change, we communicate any delays that will impact the health and livelihoods of patients. By openly sharing how decisions were made and the trade-offs involved, we help people understand not only what we decided, but why.

#### **We will know we are successful when we have:**

- A modern advice and assessment approach that delivers quicker and more predictable decisions, with clearer pathways so people know what to expect and when.
- Greater openness and more opportunities to be heard, helping build trust and confidence while still protecting information that must remain confidential for commercial, privacy or analytical reasons.
- Better coordination and consistency across medicines and medical devices, making processes easier to understand, navigate and engage with.
- An exceptional circumstances framework for medicines that is clear, responsive and works for those that need it.
- Fairer access for people with high health needs supported by decisions that take equity impacts into account alongside clinical and system considerations.

#### **How we will measure our success**

We will report on:

- The timeliness of assessing and ranking new funding applications.

- The timeliness of funding new medicines or widening access to treatments already funded.
- The timeliness of our decisions for exceptional circumstances funding applications.

## Wise investments

### Ngā whakangāo matatau

#### ***'Using best practice approaches to maximise value'***

Getting the best value from public investment in medicines and health technologies means combining strong financial discipline with flexible, innovative funding approaches. We use best practice approaches for assessment, negotiation, forecasting, and portfolio management to support consistent, transparent, and value-driven decisions across medicines and health technologies.

Drawing on a range of proven tools - such as risk-sharing agreements, value-based contracts, and long-term planning - we respond to new technologies, manage uncertainty, and secure better value while maintaining access to effective treatments. We apply these approaches in ways that reflect New Zealand's needs, considering equity, health system priorities, and culturally informed perspectives.

Through clear analysis, strong governance, and skilled commercial practice, we make responsible trade-offs, avoid unnecessary costs, and reinvest savings to improve access and deliver better health outcomes for patients, whānau, and the wider health system.

#### **We will know we are successful when:**

- We achieve and support improved health outcomes and benefits reflecting clinical impact, quality of life and equity considerations.
- We increase the number of new medicines available and widen access to already funded medicines each year.
- More New Zealanders are able to access the medicines and medical devices they need in ways that are fair, timely and consistent.
- Our portfolio of medicines and medical devices remains clinically appropriate, commercially sustainable and fit for purpose over time, while maintaining an emphasis on improving health equity.
- Our commercial approaches continue to evolve in response to changes in the (New Zealand and global) medicines and health technology markets supporting innovation while managing risk and affordability.
- We effectively manage and mitigate supply chain risks to ensure people can access the medicines and medical devices that they need.

- Medicines and health technologies are easier for people to access across different care settings, supported by reimbursement and funding arrangements that reduce barriers and improve people's experience.

## **How we will measure our success**

We will report on:

- Improved health outcomes and benefits we achieve and support.
- The increase in the number of funded medicines - and New Zealanders who benefit.
- Ensuring people can access the medicines and medical devices they need.
- Medicines expenditure and savings.
- Medical devices benefits and value.

# Delivery excellence

## Hiranga i roto i ngā putanga

### ***'Delivering organisational and service excellence every day'***

At Pharmac, organisational and service excellence means delivering our work with integrity, consistency, and accountability. We use strong systems, clear processes, and evidence-based practice to support timely, transparent, and reliable decisions about medicines and health technologies.

We continuously improve by listening to feedback, strengthening capability, and working closely with partners, so our work remains responsive and fit for purpose. By doing this well, we build trust, support better health outcomes, and act as a responsible steward of public resources for all New Zealanders.

### **We will know we are successful when:**

- Data and feedback show that health outcomes and benefits are improving, reflecting better access, quality and equity for New Zealanders.
- Our ways of working are simpler, more modern and more consistent, making it easier for people to engage with us and for staff to do their work well.
- Our people have the capability, cultural competence, and leadership needed to deliver high quality services, and staff feel supported, included and able to contribute their best.
- Productivity improves across our core practices and disciplines, helping us deliver decisions, advice and services more effectively within limited resources.
- Operating costs are well managed and demonstrate value for money, supporting our role as a responsible steward of public funds.
- Digital tools, data, insights and ethical use of AI are used effectively, improving efficiency, supporting better decisions and enabling continuous improvement.
- Pharmac is strengthened as a trusted, enduring public institution capable of continuing to deliver value and fairness in a changing health system.

### **How we will measure our success**

We will report on:

- Our responsiveness to Māori and high needs population groups.
- Medical devices benefits and value.
- Financial performance.
- System improvements.



**PHARMAC**  
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