

Reset Programme Monthly Report

Programme	Pharmac 12-month Reset Programme
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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>	In progress – on track	<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 – Completed</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 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>Q4 – In progress</p> <p>Statutory reports finalised</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>Publish vision and strategy on website</p>	<p>SLT and managers had a business planning day on 14 April to support finalisation of four-year workplan.</p> <p>Engagement with CAP working group on 23 April on what performance measures are important from a consumer perspective.</p> <p>Final statutory reports will be brought back to the Board on 26 May.</p>
	<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</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>Q3 – Completed</p> <p>Develop Blueprint, 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>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).</p> <p>SLT endorsed the improvement programme on 26 February.</p>

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Enhancing consumer engagement and trust	incorporates consumer input.			<p>Q4 – In progress</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>Interim Programme delivery office to support next phase of improvement work was approved by SLT on 15 April.</p> <p>Board paper on the proposed improvement programme will be presented at the 28 April Board meeting.</p>
	<p><u>Consultation Process</u></p> <p>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 discussion paper was prepared with internal stakeholders for the CAP Working Group, outlining 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.

Workstream	Action	Intended outcome	Status	Milestones	Progress
				<p>Q3 - Completed</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 (Citizen Space) 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 help the Tender Team right-size tender consultations and will be finalised later this year once the current tender process is complete.</p>

Workstream	Action	Intended outcome	Status	Milestones	Progress
				<p>Q4 – In progress</p> <p>SLT approve consultation policy</p> <p>Implementation of consultation policy to wider organisation</p> <p>SLT approval of Citizen Space to wider organisation</p> <p>Implementation of Citizen Space to wider organisation</p>	<p>The consultation policy was approved by SLT on 7 April.</p> <p>A plan for the implementation of the consultation policy has been drafted and is in circulation with Pharmac staff for feedback.</p> <p>Consumer relations team are contacting patient advocacy groups to proactively flag items in the tender they may wish to provide feedback on as part of enhancements to the tender consultation process.</p>
	<p><u>Embedding Lived Experience</u></p> <p>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</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>

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				<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.</p> <p>Due to SME resource constraints these guidance tools will not be ready for the working group’s feedback until June.</p> <p>A terminology guide for consumers will be developed but is dependent on the updated process which will be approved by SLT in May.</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>	<p>Completed</p>	<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>

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Improving internal processes	<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>	Completed	<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. Similar discussions took place with CAC.</p> <p>The draft Public Affairs Strategy (now the Communications Strategy) has been updated to incorporate consumer feedback.</p> <p>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 noted by the Board on 31 March.</p>

Workstream	Action	Intended outcome	Status	Milestones	Progress
	<p><u>Medicine funding application timeframes</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 – partially delayed</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>Develop definitions of the steps from application to funding (8 step process).</p>	<p>A weekly dashboard has been created and is circulated to monitor and track application progress. This is manually drawn data. Work is underway to automate the dashboard.</p> <p>Work continues on the acceptance criteria; however, completion of the draft has been delayed due to competing priorities. A draft will be considered by SLT in May.</p> <p>Options for target timeframes for advice and assessment are being developed with input from PTAC, SAP, CAC, working group and internal taskforce.</p> <p>Initial 8 step process definitions have been developed and consultation with PTAC, SAP, CAC, working group and internal taskforce has been completed.</p>

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				<p>Q4 – In progress</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 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>8 step process definitions are approved and published</p>	<p>A plan has been developed to improve the expert advisory pages to make information easier to find.</p> <p>Requirements for an automated dashboard have been confirmed, and work is underway to build and distribute the dashboard.</p> <p>Feedback from the stakeholder groups on the 8-step process and timeframe targets has been considered and incorporated into the SLT papers. SLT will consider both in May.</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</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 – Completed</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>

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	with consumers and health professionals to move these rapidly through the process.			Pilot delivery with documented outcomes and learnings.	<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> <p>Two cross team working bees have been undertaken (January and April) to resolve stuck applications and data quality.</p>
				<p>Q4 – In progress</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>A draft SLT paper with next steps for FTAP is being reviewed by the internal taskforce. It will be presented to SLT in May.</p>