

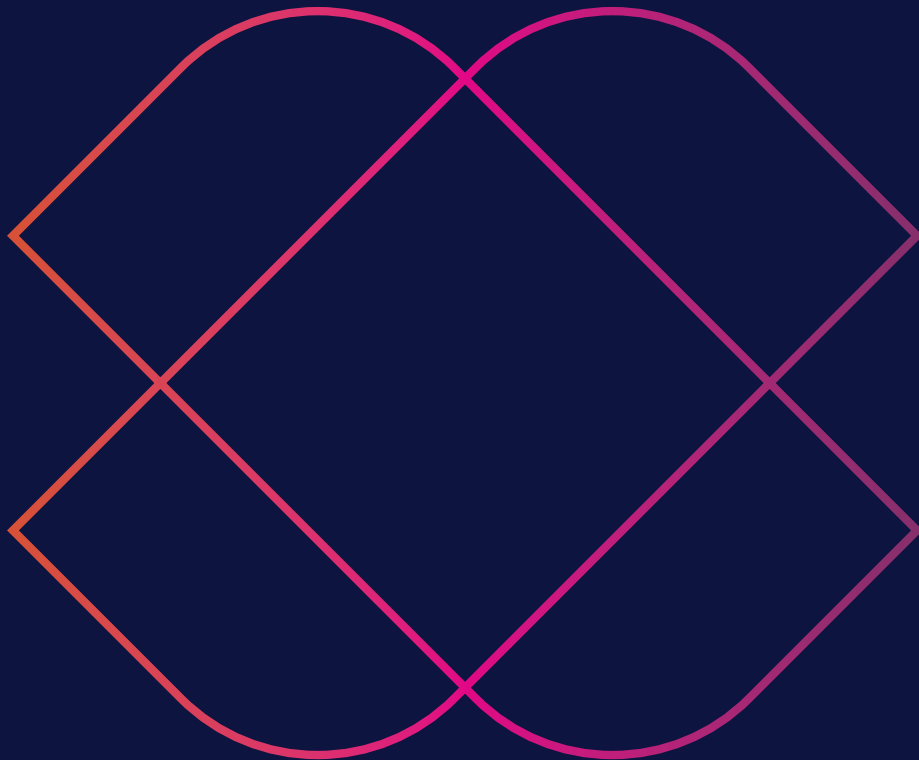


Australian Government
Professional Services Review

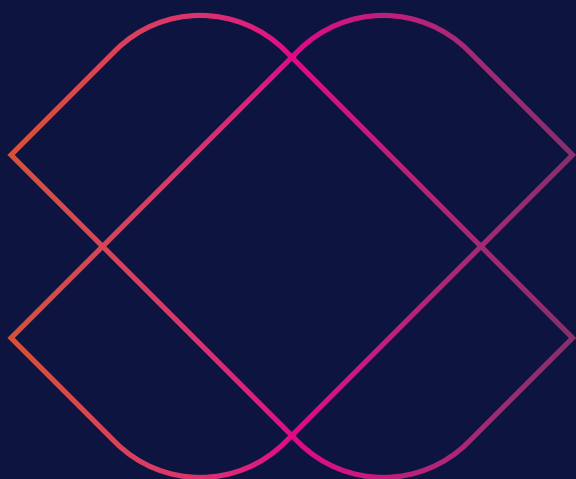


Professional
Services
Review

Corporate Plan 2026–27



The Professional Services Review acknowledges Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures and to Elders past and present.



Publication information

© Commonwealth of Australia 2026

Ownership of intellectual property rights in this publication

Unless otherwise noted, copyright (and any other intellectual property rights, if any) in this publication is owned by the Commonwealth of Australia.

Creative commons licence

With the exception of the Coat of Arms and all photos and graphics, this publication is licensed under a Creative Commons Attribution 4.0 International Licence. The licence is a standard form licence agreement that allows the copying, distribution, transmission and adaptation of this publication provided it is attributed to this publication.

Full licence terms are available on the [Creative Commons website](https://creativecommons.org/licenses/by/4.0/).



Contents

Message from the Director	4
Statement of preparation	4
About PSR	5
Our vision	7
Our strategic goals	7
Our values	8
Operating context	9
Environment	10
Capability	11
People	11
Strategic Commissioning Framework	13
Technology	14
Governance and planning	15
Organisational structure	15
Strategic planning framework	16
Risk	17
Cooperation	19
Regulator performance	21
Principles of regulator best practice	21
Statement of Expectations	21
Statement of Intent	22
Performance	23
Performance measure 1	24
Key activity 1	25
Appendix 1: Changes to performance information	28
Appendix 2: List of requirements	30

Message from the Director

I am pleased to present the Professional Services Review (PSR) Corporate Plan 2026–27 to 2029–30, which outlines how we will deliver our purpose and contribute to the integrity of Australia’s publicly funded health programs over the next four years.

Since its establishment in 1994, PSR has continued to evolve in response to changes in the healthcare system, regulatory landscape and community expectations. Through our peer review scheme, we play an important role in safeguarding patients and the community from the risks associated with inappropriate practice, while protecting Commonwealth expenditure under Medicare, the Pharmaceutical Benefits Scheme and the Child Dental Benefits Schedule.

We remain committed to operating as a trusted and mature regulator guided by our values of fairness, professionalism and transparency. Over the period covered by this corporate plan, we will continue to strengthen our regulatory capability, support evidence-based decision-making, manage risk effectively and engage constructively with our stakeholders. In doing so, we will continue to align our activities with the principles of regulator best practice and support public confidence in the administration of the PSR Scheme.

This corporate plan sets out PSR’s purpose, key activities, operating environment and performance framework. It describes how we will deliver against the Minister’s Statement of Expectations and my Statement of Intent, while continuing to improve our effectiveness, efficiency and regulatory performance over the next four years.

I thank our staff, panel members, Determining Authority members, consultants and stakeholders for their ongoing contribution to PSR’s important work.

Statement of preparation

I present the 2026–27 Corporate Plan, which covers the period 2026–27 to 2029–30, as required under paragraph 35(1)(b) of the *Public Governance, Performance and accountability Act 2013* (PGPA Act). This plan has been prepared according to section 16E of the Public Governance, Performance and accountability Rule 2014 (PGPA Rule).



Associate Professor Antonio Di Dio

Director (Accountable Authority)

Professional Services Review

27 August 2026



About PSR

The Australian Government has in place a dedicated range of compliance tools to protect the Australian healthcare system. As part of this broader framework PSR operates a peer review scheme which works to protect the integrity of the Medicare, child dental benefits and pharmaceutical benefits programs.

We safeguard patients and the Australian community in general against the risks associated with inappropriate practice by health practitioners. We do this by undertaking reviews following requests from the Chief Executive Medicare to review and investigate health practitioners and corporate entities who are suspected of inappropriate practice.

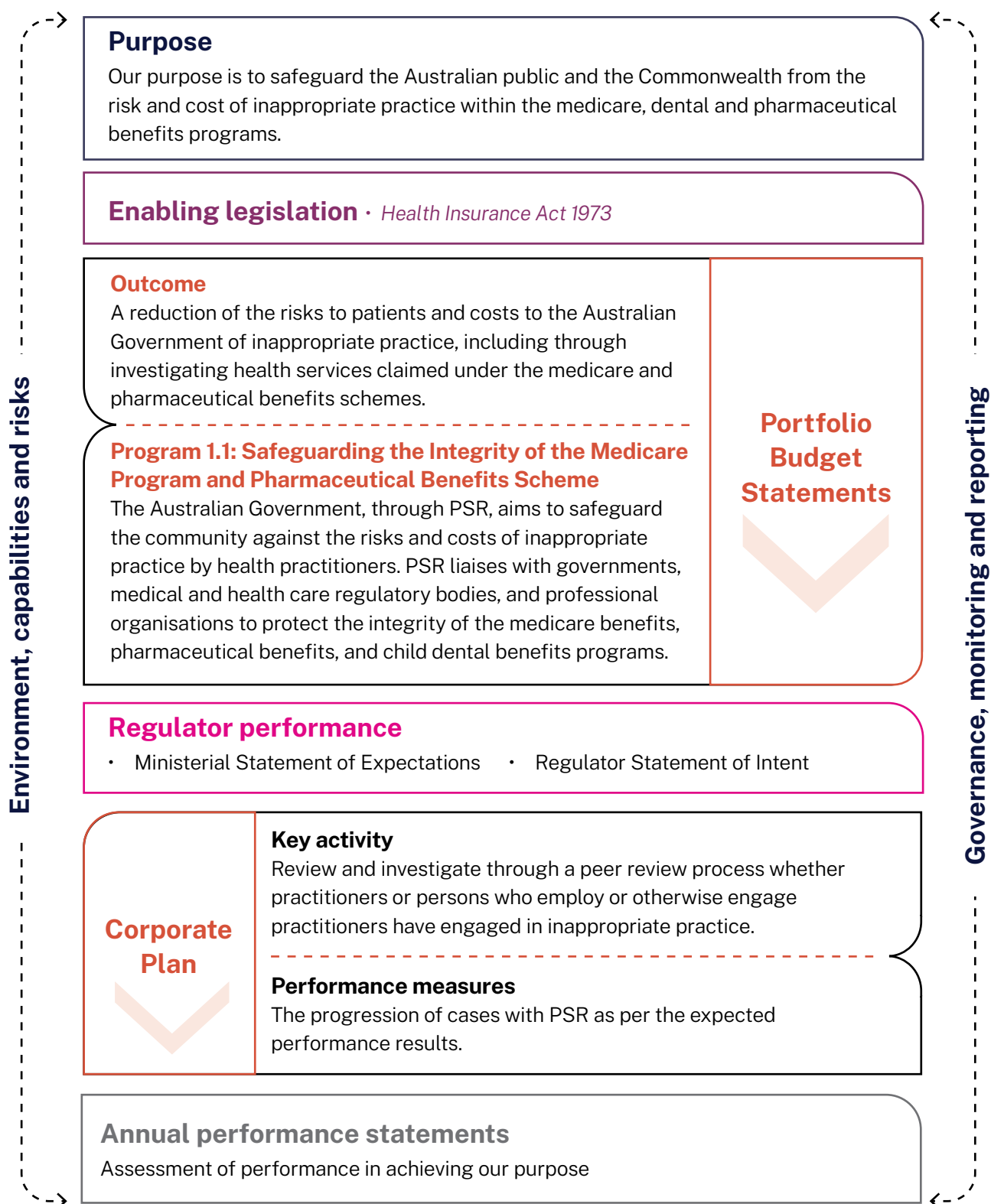
Reviews are initially conducted by the Director or an Associate Director of PSR, who may take no further action in relation to a review, seek to enter into a negotiated agreement with the person under review (PUR) or refer the PUR to a committee of their professional peers (a PSR Committee). This review could be undertaken in relation to services provided under the Medicare Benefits Schedule (MBS), Pharmaceutical Benefits Scheme (PBS) or Child Dental Benefits Schedule (CDBS).

Any directions contained in agreements or final determinations following a PSR Committee process, including MBS, PBS or CDBS disqualifications and financial repayments, must be ratified or approved by the Determining Authority (DA), a separate statutory body which ensures our matters are appropriate and scrutinised.

Our role and functions are set out in Part VAA of the *Health Insurance Act 1973* (HIA).

PSR is a non-corporate Commonwealth entity under the PGPA Act.

Figure 1. PSR at a glance



Our vision

Our vision is to:

- play a key role in protecting the integrity of Australia's universal health system
- be held in high esteem by the professions and the people running the PSR Scheme
- be a model public service agency.

Our strategic goals

The strategic goals to achieve our vision were set out in our 2024–25 Corporate Plan and remain relevant for this planning period:

1. Continue to efficiently and fairly investigate all referred cases, ensuring that the health of any PUR is a high and consistent priority

We will do this by:

- adhering to statutory timeframes and established key performance indicators
- engaging with the health community consistent with our External Communications Strategy and Stakeholder Engagement Framework
- working with other health regulators across the Australian Government to ensure as much as possible that the privacy, dignity and wellbeing of any PUR is respected at every stage of the process.

2. Continue to mature as an agency, understanding the changing nature of our work and embracing different and evolving work practices

We will do this by:

- modernising and enhancing our corporate systems using strategic and staged investments in enterprise resource planning solutions
- adopting artificial intelligence (AI) to enhance workplace productivity in ways that are safe, ethical and responsible
- continuing to strengthen and improve our governance structures and refining operational frameworks.

3. Enhance workforce capacity and capability, recognising that for PSR our 'workforce' includes the consultants and Panel and DA members engaged and appointed under our enabling legislation

We will do this by:

- investing in our staff to ensure they have the skills and knowledge they need to develop and succeed
- strengthening workforce planning to ensure we continue to attract and retain the right talent and create and maintain the right culture
- developing and delivering training frameworks for consultants, Panel members and DA members.

Our values

We recognise our responsibilities as a part of the broader Australian Public Service (APS). As a statutory agency, we are committed to the APS Values (impartial, committed to service, accountable, respectful, ethical, stewardship) and the Code of Conduct outlined in the *Public Service Act 1999* (PS Act).

To help guide our performance we have defined our own values and behaviours, which are underpinned by the APS Values. Our values and behaviours – fair, transparent and professional – address the unique aspects of our business and environment and guide us in how we conduct ourselves in performing our role.

Being **fair** means:

- providing procedural fairness in the operation of the PSR Scheme
- using a consistent approach to arrive at timely, justifiable decisions
- delivering an effective and impartial PSR Scheme
- providing an inclusive and respectful work environment
- prioritising physical and psychological safety, wellbeing and engagement.

Being **transparent** means:

- accurately informing a PUR of their rights and responsibilities
- accurately informing a PUR of PSR's powers, responsibilities and intentions
- providing defensible reasons for outcomes
- consulting, communicating and collaborating in an open, constructive and genuine manner
- proactively sharing information with our external stakeholders about the PSR Scheme and our processes, outcomes and activities
- our work and decisions are recorded, are understood and align with our statutory obligations.

Being **professional** means:

- complying with Commonwealth legislative requirements and expectations
- being accountable for our actions, decisions and use of time and resources
- protecting the privacy and confidentiality of the information we receive, use and create
- operating with integrity, honesty and respect
- maintaining our standards of service through teamwork.



Operating context

PSR is established under Part VAA of the HIA, which sets out the role and powers of the agency, as well as the process it must follow when conducting its work.

Section 79A of the HIA sets out the object of the PSR Scheme:

The object of this Part is to protect the integrity of the Commonwealth medicare benefits, dental benefits and pharmaceutical benefits programs and, in doing so:

- a) protect patients and the community in general from the risks associated with inappropriate practice; and
- b) protect the Commonwealth from having to meet the cost of services provided as a result of inappropriate practice.

Section 81 of the HIA and the Health Insurance (Professional Services Review – Allied Health, Primary Health Care and Others) Determination 2023 list the medical and allied practitioner groups subject to review under Part VAA.

PSR is an independent statutory agency within the Health, Disability and Ageing portfolio. The agency is led by the Director, who is appointed by the Minister for Health and Ageing for a term of up to three years and may be re-appointed. The Director, Associate Directors and staff together comprise a statutory agency under the PS Act.

Our key activity is delivered within an operating context that includes:

- the environment in which we operate
- the capability required to undertake our functions and achieve our purpose
- the risk management and oversight arrangements that support our work, including the key risks we face and how they are managed
- the stakeholders we collaborate with and how those relationships contribute to achieving our purpose.

Together, these elements support PSR in effectively performing its statutory functions and administering an independent, evidence-based peer review scheme.

Environment

PSR operates within Australia's healthcare and regulatory systems as part of the broader Medicare compliance framework. Through the administration of an independent peer review scheme, PSR contributes to protecting the integrity of publicly funded health programs and maintaining confidence in the appropriate use of Commonwealth health expenditure.

The environment in which PSR operates continues to evolve in response to changes in healthcare delivery, technological developments, regulatory expectations and broader government priorities. Factors such as the increasing use of telehealth and digital health technologies, changing practitioner service delivery models, healthcare workforce pressures, and evolving community expectations regarding transparency and accountability may influence the administration of the PSR Scheme over the planning period.

As part of the broader health regulatory environment, PSR will continue to monitor developments across the healthcare sector and changes in stakeholder expectations and government priorities that may affect the operation of the PSR Scheme. This includes maintaining awareness of emerging technologies, changes in practitioner behaviour and broader regulatory trends relevant to PSR's statutory functions.

Over the period of this plan, PSR will continue to adapt its practices and processes where appropriate to support the effective administration of the PSR Scheme and ensure its regulatory activities remain fair, professional and transparent.



Capability

The following capabilities support PSR in undertaking its key activities and achieving its purpose. As a specialist regulator operating within the broader Medicare compliance framework, PSR relies on workforce, regulatory, governance and digital capabilities to administer the PSR Scheme effectively and support independent decision-making. Over the period of this plan, PSR will continue to maintain and strengthen these capabilities to support the fair, professional and transparent administration of the PSR Scheme and respond to changes in its operating environment.

People

PSR's workforce is central to the effective administration of the PSR Scheme. As a specialist regulator, PSR relies on a workforce with expertise across regulatory administration, investigations, legal services, governance, stakeholder engagement and corporate operations. Maintaining workforce capability is essential to supporting independent decision-making, delivering regulatory functions and achieving PSR's purpose.

Over the period of this plan, PSR will continue to support workforce capability through workforce planning, professional development, knowledge sharing and wellbeing initiatives. These activities contribute to maintaining a capable and adaptable workforce that can respond to changes in the operating environment and support the effective administration of the PSR Scheme.

PSR will continue to align its workforce approach with APS-wide strategies, frameworks and guidance to support organisational capability, workforce sustainability and continuous improvement.

Workforce planning

Our people are central to our success and are our greatest asset. Through their expertise, professionalism, diversity of experience and commitment, our workforce enables PSR to deliver on its purpose and meet the needs of stakeholders now and into the future.

To support our statutory responsibilities and build a high-performing, future-ready organisation, we will:

- maintain a strong focus on employee wellbeing, health and safety, with particular attention to sustainable workload management and effective job design
- ensure we have the right people with the right capabilities in the right roles at the right time through strategic workforce planning
- foster a positive and inclusive culture that reflects our values of professionalism, stewardship, integrity, transparency and respect
- invest in workforce capability through continuous learning, knowledge sharing and development opportunities that support individual and organisational success
- embrace flexible ways of working to enhance productivity, collaboration, wellbeing and organisational resilience
- strengthen collaboration across PSR to leverage collective expertise and deliver integrated outcomes
- promote innovation and continuous improvement by encouraging curiosity, adaptability and evidence-based decision-making.

Over the next three years, we will focus on:

- strengthening strategic workforce planning to ensure we are appropriately resourced and equipped to meet current priorities and emerging challenges
- attracting, developing and retaining a skilled and engaged workforce, supported by leadership development and succession planning
- enhancing organisational capability through targeted learning and development initiatives that build technical, leadership and strategic skills
- fostering an inclusive and respectful workplace where diverse perspectives are valued and everyone can contribute and thrive
- supporting high levels of employee engagement, wellbeing and performance by creating opportunities for meaningful work, innovation and continuous improvement
- strengthening knowledge management and information-sharing practices to preserve corporate knowledge and support informed decision-making
- enhancing collaboration and engagement with stakeholders to build trust, improve transparency and deliver better outcomes.

As we implement this plan, we will continue to build on our strengths, address emerging capability needs and invest in our people.

Diversity and inclusion

A diverse, inclusive and respectful workforce strengthens our ability to deliver on our purpose and meet the needs of the communities we serve. We recognise that people bring different backgrounds, perspectives, experiences and ways of thinking, and that these differences contribute to better decision-making, innovation and organisational performance.

We are committed to fostering a workplace where all employees feel safe, valued, respected and empowered to contribute fully. Through our diversity and inclusion planning, we will continue to build a culture that promotes equity, removes barriers to participation and supports a sense of belonging for all employees.

To support this commitment, we will:

- cultivate an inclusive workplace culture that values diversity and encourages respectful behaviours and collaboration
- attract, develop and retain a workforce that reflects the diversity of the Australian community
- provide equitable access to recruitment, career development, leadership opportunities and workplace support
- strengthen cultural capability and awareness through learning, education and engagement activities
- support flexible working arrangements that enable employees to balance their personal and professional responsibilities
- identify and address barriers that may impact workforce participation, inclusion and advancement
- promote accessibility and inclusion for people with disability and ensure reasonable adjustments are available and supported
- foster an environment where diverse perspectives are sought, heard and considered in decision-making.

Over the next three years, we will focus on:

- implementing initiatives that support the attraction, retention and development of employees from diverse backgrounds
- strengthening our understanding of workforce diversity through data, reporting and evidence-based workforce planning
- building leadership capability to foster inclusive teams and workplaces
- increasing awareness and understanding of diversity, inclusion and cultural safety across the organisation
- encouraging participation, connection and belonging
- embedding diversity and inclusion considerations into people management, workforce planning and organisational decision-making processes
- monitoring and evaluating our progress to ensure our diversity and inclusion objectives translate into measurable outcomes.

By embracing diversity and fostering an inclusive workplace culture, we will strengthen our organisational capability, enhance employee engagement and wellbeing, and ensure we continue to deliver effective and trusted services for the Australian community.

Strategic Commissioning Framework

As required by the APS Strategic Commissioning Framework, for 2026–27 PSR has identified the following job families as core work:

- legal and parliamentary
- business and organisational management
- intelligence and information management
- human resources
- accounting and finance.

PSR will continue to operate in line with the framework. Core work is done in-house and, in most cases, any outsourcing of core work is minimal and is aligned with the limited circumstances permitted under the framework.

Technology

PSR relies on secure, sustainable and scalable ICT systems to support the administration of the PSR Scheme and the delivery of corporate and enabling functions. Effective ICT capability supports information management, business continuity, organisational performance and compliance with legislative and regulatory obligations.

Over the period of this plan, PSR will continue to maintain and enhance its ICT capability to support business requirements and align with broader Australian Government policies and priorities. This includes maintaining secure cloud-based services, strengthening information governance, supporting cyber security capability and ensuring systems remain fit for purpose and responsive to organisational needs.

PSR will continue to monitor developments across the technology environment and consider opportunities to improve efficiency, capability and service delivery where appropriate. This includes supporting organisational data capability and maintaining a strong focus on the security, integrity and appropriate management of information assets.

PSR has published an AI transparency statement which recognises the potential for AI to improve operational processes and workplace productivity when used responsibly. Consistent with this approach, PSR will continue to consider emerging technologies in a measured manner that aligns with legislative requirements, information governance obligations and its values of fairness, professionalism and transparency.



Governance and planning

PSR's governance arrangements support effective decision-making, accountability and organisational performance. These arrangements help ensure government priorities, legislative obligations, organisational objectives and individual performance are aligned to support achievement of PSR's purpose.

Director

The Director is an independent statutory officer appointed under section 83 of the HIA and is the accountable authority of PSR under the PGPA Act.

Associate Directors

Associate Directors are statutory office holders appointed under the HIA who support the Director in the administration of the PSR Scheme.

Executive Management Team

The Executive Management Team (EMT) provides strategic direction and leadership to support delivery of PSR's purpose, key activities and performance objectives.

Audit and Risk Committee

The Audit and Risk Committee provides independent advice and assurance to the Director regarding financial reporting, risk management, performance reporting and systems of internal control.

Health and Safety Committee

The Health and Safety Committee (HSC) brings together workers and management to assist in the development and review of workplace health and safety policies, procedures and initiatives. Outcomes of the HSC are reported to the EMT on a quarterly basis.

Information Governance Committee

The Information Governance Committee supports effective information governance and provides recommendations to the EMT regarding information management, governance and security.

Organisational structure

PSR's operations are supported by two business units led by the General Manager (an SES Band 1 position), who reports to the Director.

Case Management Unit

The Case Management Unit supports the Director, Associate Directors, PSR Committees and the DA in the administration and progression of matters referred to PSR under the HIA. The unit supports the delivery of PSR's core regulatory functions and contributes to the achievement of performance objectives and statutory obligations.

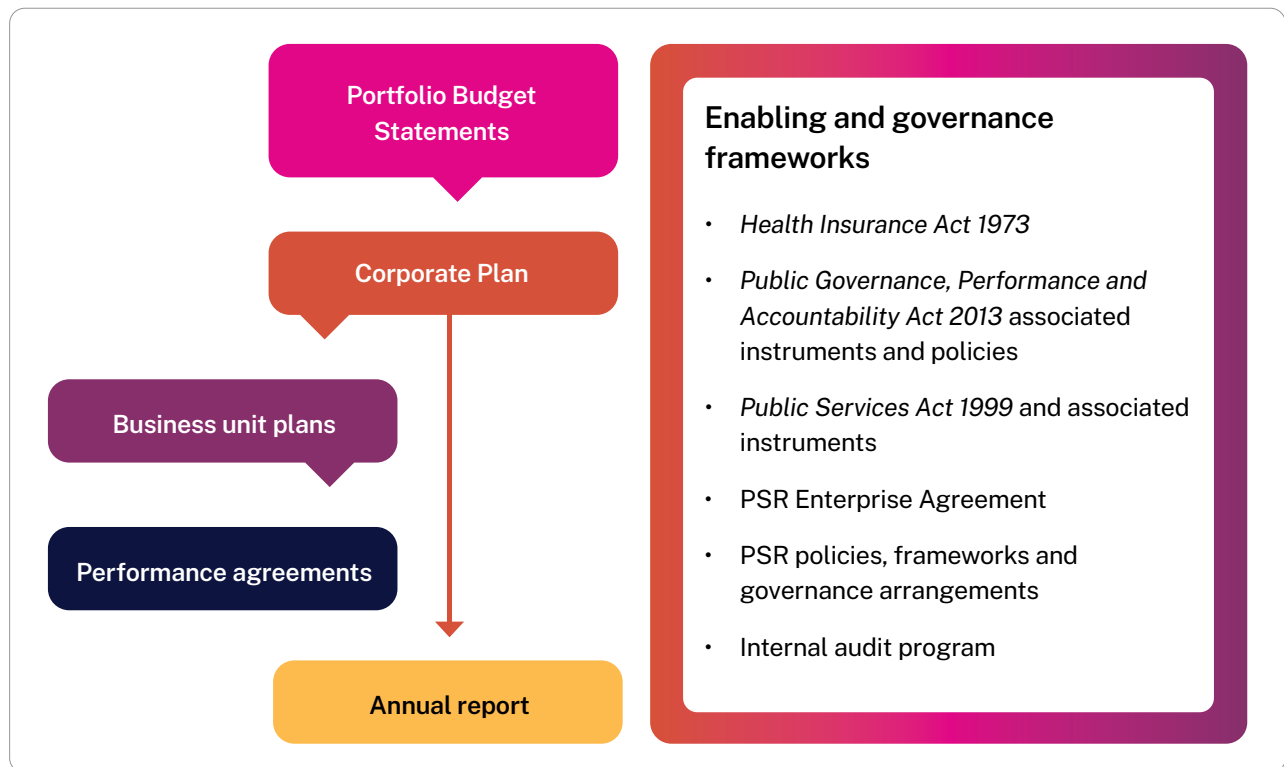
Corporate Support Unit

The Corporate Support Unit provides enabling services that support the effective operation of PSR, including governance, communications, parliamentary services, information and communications technology, finance, human resources, payroll, procurement, travel, information management, security and property functions.

Strategic planning framework

PSR's governance and strategic direction are supported by an integrated planning framework which aligns government priorities, legislative obligations, organisational planning and individual performance. The framework supports accountability, performance monitoring and reporting, and provides a clear line of sight between strategic objectives and organisational outcomes.

Figure 2. Strategic planning framework



Risk

PSR manages risk in accordance with the Commonwealth Risk Management Policy and the PSR Risk Management Framework. Risk management is a standing agenda item at Executive Management Team meetings, and the Audit and Risk Committee provides independent advice to the Director on risk oversight and management, performance reporting, and systems of internal control..

The Director is accountable for PSR's overall risk profile and is supported by Executive Management Team members as individual risk owners. Risk owners have primary responsibility for the management, monitoring and coordination of risks within their areas of responsibility. PSR has identified six key risks that have the greatest potential impact on the achievement of its purpose, strategic priorities and operations.

Key risk	How we manage our key risks
Privacy and information security PSR effectively protects the information entrusted to it	PSR has policies, processes and other controls in place to promote a secure environment where the protection of the highly sensitive information entrusted to it is paramount. Staff receive regular training, and oversight and monitoring occur through governance and reporting arrangements.
Effective case management PSR effectively discharges its case management responsibilities and meets its statutory obligations	PSR maintains the legal expertise and capability required to support compliance with legislative requirements, supplemented by external expertise where necessary. Case management and review are embedded in day-to-day processes, with performance monitored and reported through governance arrangements.
Organisational effectiveness PSR operates effectively and appropriately as a high-performing organisation	PSR maintains policies, processes and controls that support effective performance, compliance and continuous improvement. Workforce planning, documented procedures, training and governance arrangements support organisational effectiveness.
Wellbeing and safety PSR creates and maintains a safe working environment	PSR promotes a safe, respectful and supportive workplace through its policies, frameworks, guidance and wellbeing initiatives. Workplace health and safety arrangements support staff wellbeing and organisational resilience.
Business system capability and availability PSR's business systems are fit for purpose and available	PSR maintains business continuity and disaster recovery arrangements to support the availability and reliability of business systems. Shared service arrangements, procurement processes and contract management practices are regularly reviewed to ensure systems remain fit for purpose.
Relevance, professional standing and stakeholder confidence PSR maintains the confidence of its stakeholders and its reputation as an influential element within Australia's medical system	PSR maintains stakeholder confidence through ongoing engagement, communication and relationship management activities. The Stakeholder Engagement Framework and other capability development initiatives support PSR's reputation as a trusted and respected participant in Australia's healthcare regulatory environment.

The six key risks are integrated into PSR's governance framework through:

- oversight, monitoring and reporting to the Executive Management Team
- regular review of risk treatments and mitigation strategies
- independent scrutiny and advice from the Audit and Risk Committee.

Effective risk management supports informed decision-making, encourages proactive engagement with risk, and positions PSR to respond effectively to current and emerging challenges. Leadership actively promotes a positive risk culture and encourages staff to engage with risk in a responsible and considered manner.



Cooperation

PSR is committed to working cooperatively and collaboratively with its stakeholders to achieve its purpose. Engagement and collaboration with stakeholders supports the effective administration of the PSR Scheme and contributes to continuous improvement in regulatory practice. PSR's approach to stakeholder engagement is guided by its Stakeholder Engagement Framework and related communication activities.

Our primary stakeholders are in three categories: health professions, government and legal.

Health profession stakeholders

This stakeholder group includes medical practitioners, allied health practitioners, medical colleges and professional organisations that represent the interests of health practitioners and their respective professions and specialties.

These stakeholders provide valuable professional expertise, support consultation processes and contribute to the effective operation of the peer review scheme.

Government stakeholders

Our key government stakeholders include the Department of Health, Disability and Ageing; the Minister for Health and Ageing, the Hon Mark Butler MP; Services Australia; and the Australian Health Practitioner Regulation Agency (Ahpra).

PSR also engages with other Australian Government entities and participates in whole-of-government initiatives relevant to its legislative responsibilities and organisational objectives. These relationships support information sharing, collaboration and the achievement of broader government priorities.

Legal stakeholders

This stakeholder group includes medical defence organisations, legal representatives and legal service providers who support practitioners and engage with PSR throughout the review process.

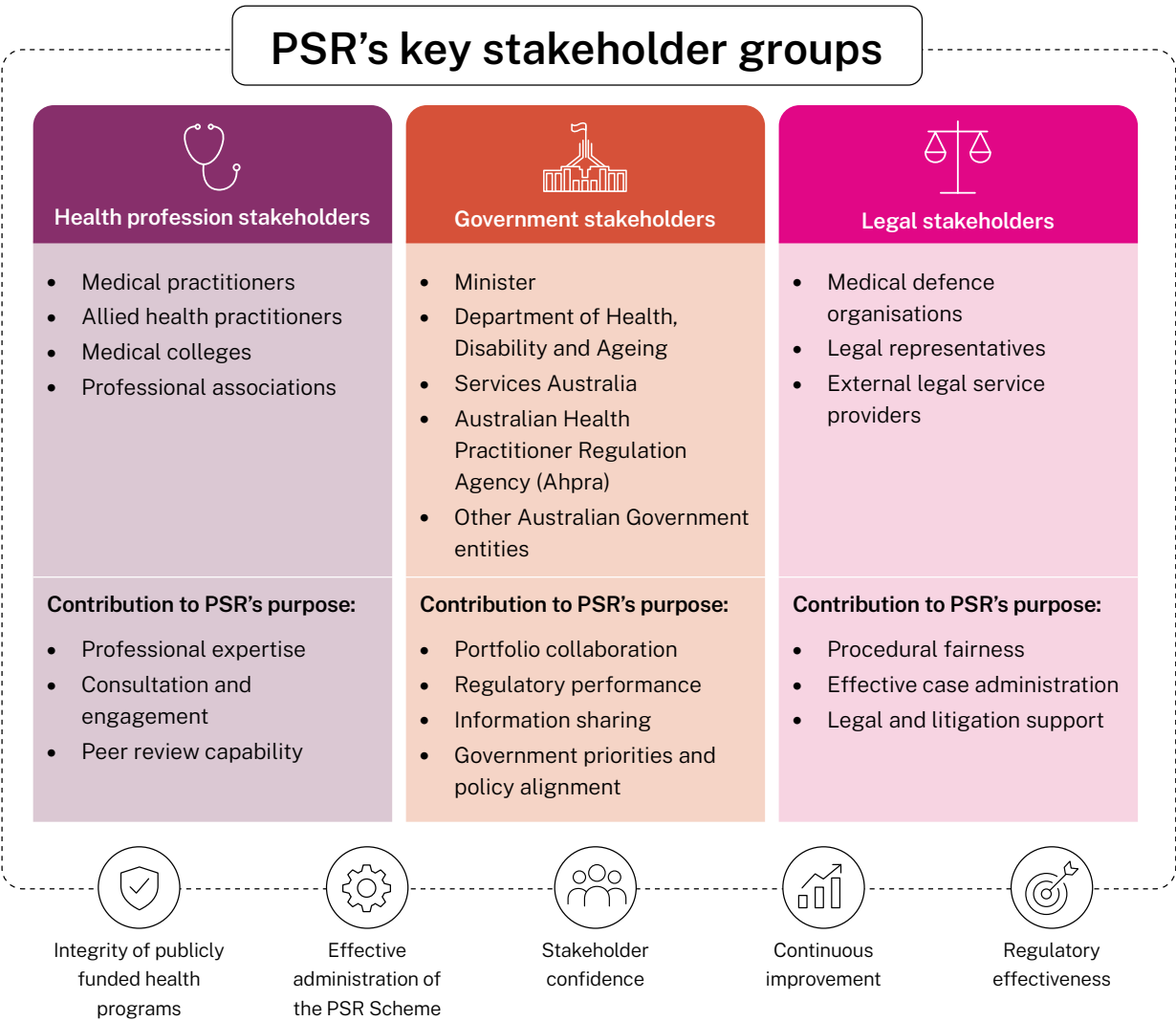
These relationships support effective administration of the PSR Scheme and promote transparency, procedural fairness and stakeholder understanding of the PSR process.

An overview of PSR's primary stakeholders is provided in Figure 3.

Through cooperation with its stakeholders, PSR supports the integrity of Australia's publicly funded health programs, maintains confidence in the administration of the PSR Scheme and contributes to effective regulatory outcomes.

Figure 3. PSR's key stakeholder groups

Purpose: To illustrate the key stakeholder groups that support PSR in achieving its purpose and demonstrate how cooperation contributes to the effective administration of the PSR Scheme.



Subsidiaries

PSR does not have any subsidiaries.



Regulator performance

PSR undertakes regulatory functions through the administration of the peer review scheme established under Part VAA of the HIA. As a regulator, PSR is committed to maintaining and continuously improving its regulatory performance in accordance with the Department of Finance Resource Management Guides (RMGs), including RMG-128: Regulator Performance, and the principles of regulator best practice.

Principles of regulator best practice

PSR's approach to regulatory performance is guided by the following principles of regulator best practice:

- **Continuous improvement and building trust**
PSR seeks to continuously improve its regulatory practices and maintain the confidence of practitioners, stakeholders and the Australian community through the fair, professional and transparent administration of the PSR Scheme.
- **Risk based and data driven**
PSR supports evidence-informed decision-making and effective risk management to ensure resources are directed appropriately and regulatory activities remain effective, proportionate and responsive.
- **Collaboration and engagement**
PSR works cooperatively with stakeholders across government, the health sector and the legal profession to support effective regulatory outcomes and continuous improvement in regulatory practice.

Statement of Expectations

The Minister's Statement of Expectations (January 2026) outlines the government's expectations for PSR as an independent regulator. These expectations focus on:

- continuous improvement and building trust
- risk-based and data-informed regulation
- collaboration and stakeholder engagement
- innovation and responsiveness to change
- maintaining effective relationships across the health portfolio.

PSR has incorporated these expectations into its corporate planning, governance, capability development and performance reporting arrangements.

Statement of Intent

The Director's Statement of Intent (May 2026) outlines how PSR will respond to the Minister's expectations and continue to strengthen regulatory performance over the planning period.

The Statement of Intent reinforces PSR's commitment to:

- fairness, professionalism and transparency
- effective risk management and organisational capability
- stakeholder engagement and collaboration
- continuous improvement and regulatory effectiveness
- maintaining public confidence in the administration of the PSR Scheme.

The activities, capabilities and performance measures outlined throughout this corporate plan support the delivery of these commitments.

Performance

PSR measures its performance through a combination of performance measures set out in the Portfolio Budget Statements and key performance indicators (KPIs) aligned to its purpose and key activities.

The Portfolio Budget Statements measures are used to assess PSR's performance based on the progress of cases through the PSR Scheme, with the following expected performance results:

- At 30 June, more than 50% of active cases have been with PSR for less than one year.
- At 30 June, fewer than 15% of active cases have been with PSR for more than three years.

PSR has also established KPIs against its key activity:

Administering the peer review process for practitioners, employers and corporate entities referred by the Chief Executive Medicare for review of suspected inappropriate practice.

The performance measures and KPIs outlined in this corporate plan will be used to assess PSR's effectiveness in achieving its purpose and delivering its key activities over the period of the plan. Progress against these measures will be regularly monitored and reported through PSR's governance arrangements, including the Executive Management Team and the Audit and Risk Committee.

The measurement and assessment of the performance measures outlined in this corporate plan will be reported in PSR's annual performance statements and annual report.

Our purpose

Safeguard patients, the Australian community and Commonwealth health expenditure by protecting the integrity of the Medicare Benefits Schedule, Child Dental Benefits Schedule and Pharmaceutical Benefits Scheme through the administration of an independent peer review scheme.

Our PBS outcome statement

A reduction of the risks to patients and costs to the Australian Government of inappropriate practice, including through investigating health services claimed under the Medicare and Pharmaceutical benefits schemes.

Program: Safeguarding the Integrity of the Medicare Program and Pharmaceutical Benefits Scheme

The Australian Government, through the PSR, aims to safeguard the community against the risks and costs of inappropriate practice by health practitioners. The PSR liaises with governments, medical and health care regulatory bodies, and professional organisations to protect the integrity of the Medicare Benefits, Pharmaceutical Benefits, and Child Dental Benefits programs.

Performance measure 1

Progress of cases with PSR

Targets

Expected performance result	2026–27	2027–28	2028–29	2029–30
At 30 June, more than 50% of active cases have been with PSR for less than one year	>50%	>50%	>50%	>50%
At 30 June, fewer than 15% of active cases have been with PSR for more than 3 years	<15%	<15%	<15%	<15%

Measure type

- Quantitative

Assessment method

- Performance is achieved where the expected performance result is met at 30 June of the relevant reporting period.

Rationale/context

- This measure assesses the progress of active cases through the PSR Scheme and provides an indication of the timeliness and effectiveness of PSR's case management processes.

Methodology

Quantitative data is used to assess:

- whether the time between the date on which a case is referred by the Chief Executive Medicare to PSR and the date on which a decision is made under sections 91, 92 or 93 of the HIA is within 12 months for at least 50% of active cases
- the proportion of active cases that have been with PSR for more than three years at 30 June.

This includes matters:

- at the Director, Associate Director, PSR Committee and DA stages
- progressing through other review or investigation processes (including those suspended due to court action)
- that have not been finalised or closed under the HIA.

Data sources

- Data maintained internally in PSR's case management system.

Caveats

- Results may be influenced by factors outside PSR's control, including court proceedings, external dependencies and the complexity of individual matters.

Linked regulator best practice principles

- Continuous improvement and building trust
- Risk based and data driven

Detail and rationale of changes since the 2025–26 Corporate Plan

- There have been no changes to performance measures and targets. PSR has clarified the definition of ‘active case’ for the methodology to ensure it captures all matters under review, investigation or consideration by a PSR decision-maker that have not been finalised at the reporting date. Any impact on future calculations will be noted in the 2026–27 annual performance statements.

Key activity 1

Review and investigate through a peer review process whether practitioners or persons who employ or otherwise engage practitioners have engaged in inappropriate practice.

What we will do to ensure the key activity is fulfilled

The Director and Associate Directors will conduct reviews of health practitioners, employers and corporate entities referred by the Chief Executive Medicare and will either:

- take no further action
- enter into negotiated agreements
- refer a PUR to a PSR Committee for investigation.

The DA will consider the ratification of agreements and make final determinations as required under the HIA.

Noting the purpose of PSR, and the operation of the PSR Scheme as set out in the HIA, the key performance indicators (KPIs) relating to this key activity are operational with a strong emphasis on timeliness and throughput which supports PSR in ensuring statutory timeframes are met. PSR Committees and the DA are reliant on the Director to provide resources, facilities and services they need however they are independent in their decision-making role. For this reason, the KPIs relating to Committee and DA timeliness refer to PSR providing support but measure timeliness in the methodology. Contextual information about the support that PSR provides, and, where relevant, the impact on performance measures, will be reported in PSR’s annual reports and performance statements.

Key performance indicators

KPI 1: Committee investigation timeliness

Measures the percentage of committee investigations completed within the agreed investigation timeframe during the reporting period.

KPI and target 2026–27 to 2028–2030	PSR will provide support to assist PSR Committees to complete not less than 80% of their investigations within 18 months of the commencement of a PSR Committee hearing
Measure type	Quantitative
Methodology	Quantitative data to demonstrate, for all final reports sent to a person under review during the reporting period, that the time between a PSR Committee's first hearing date and the date the final report is cleared was less than 18 months
Data sources	Data maintained internally

KPI 2: Statutory decision timeliness

Measures the proportion of key statutory decisions completed within agreed legislative timeframes.

KPI and target 2026–27 to 2028–2030	The Director or Associate Director will make decisions under sections 91, 92 or 93 of the HIA within the statutory timeframe in all cases
Measure type	Quantitative
Methodology	Quantitative data to demonstrate section 91, 92 and 93 (of the HIA) decisions were made within statutory timeframes
Data sources	Data maintained internally

KPI 3: Section 92 agreement consideration (DA)

Measures the proportion of section 92 agreements considered by the DA within the statutory one-month timeframe.

KPI and target 2026–27 to 2028–2030	PSR will provide support to enable the DA to decide whether to ratify section 92 agreements entered into between the Director or Associate Director and the person under review in all cases within the statutory one-month timeframe
Measure type	Quantitative
Methodology	Quantitative data to demonstrate the DA decided to ratify or refuse to ratify agreements within the statutory one-month timeframe
Data sources	Data maintained internally

KPI 4: Determination timeliness (DA)

Measures the timeliness of DA determinations completed within the agreed determination timeframe.

KPI and target 2026–27 to 2028–2030	PSR will assist the DA to issue its final determination within 9 months of receiving a final report in at least 80% of cases
Measure type	Quantitative
Methodology	Quantitative data to demonstrate, for all final determinations issued in the reporting period, that the time between receiving a final report from a PSR Committee and signing a final determination is less than 9 months
Data sources	Data maintained internally

Appendix 1: Changes to performance information

In addition to the information given on page 28, Table A.1 provides a summary of further changes to performance information from the Corporate Plan 2025–26.

Table A.1. Changes to performance information since the Corporate Plan 2025–26

Corporate Plan 2025–26	Corporate Plan 2026–27	Change	Detail and rationale for each change
KPI3:	The Director or Associate Director will submit 100% of section 92 agreements with sufficient notice to the DA, to enable the DA to decide whether to ratify agreements entered into between the Director or Associate Director and the person under review	Updated to: PSR will provide support to enable the DA to decide whether to ratify section 92 agreements entered into between the Director or Associate Director and the person under review in all cases within the statutory one-month timeframe	KPI has been reworded to reflect the intent, which is to measure the proportion of section 92 agreements considered by the DA within the statutory one-month timeframe.
KPI5: The status of every case is reviewed by the Director and senior staff in at least 48 weeks in a year	N/A	Removed	Functions more as an internal governance/ process control than a core performance measure.

Corporate Plan 2025–26	Corporate Plan 2026–27	Change	Detail and rationale for each change
KPI6: PSR will consult with relevant professional bodies on behalf of the minister in respect of every proposed appointment	N/A	Removed	Related to key activity 2 from the 2025–26 PBS ('Actively engage with professional bodies through consultation'), which was removed from the 2026–27 PBS. Consultation on appointments occurs in accordance with the HIA and is noted when the minister is asked to make an appointment. PSR acknowledges the importance of stakeholder engagement. This is also reflected in the Statement of Expectations and answering Statement of Intent. Information on stakeholder engagement activities will continue to be reported in PSR's annual reports, including on the quality of the engagements as the framework matures.

Appendix 2: List of requirements

Table A.2 lists the elements included in this corporate plan to comply with section 16E(2) of the PGPA Rule.

Table A.2. Location of required elements in this corporate plan

PGPA Rule reference	Required element	Legislative requirement	Page number(s)
s16E(2) item 1 of the PGPA Rule	Introduction	A statement that the plan is prepared for paragraph 35(1)(b) of the PGPA Act, the reporting period for which the plan is prepared, and the reporting periods covered by the plan.	4
s16E(2) item 2 of the PGPA Rule	Purpose	The purpose of the entity.	6
s16E(2) item 3 of the PGPA Rule	Key Activities	The key activities the entity will undertake to achieve its purpose.	6
s16E(2) item 4 of the PGPA Rule	Operating Context	The operating context for the entire period covered by the plan.	9
s16E(2) item 4(a) of the PGPA Rule	Environment	The environment in which the entity will operate.	10
s16E(2) item 4(b) of the PGPA Rule	Capability	The strategies and plans the entity will implement to maintain the capability required to undertake its key activities and achieve its purpose.	11
s16E(2) item 4(c) of the PGPA Rule	Risk	A summary of the risk oversight and management systems, and the key risks that will be managed and how they will be managed.	17
s16E(2) item 4(d) of the PGPA Rule	Cooperation	Details of organisations or bodies that contribute to achieving the entity's purpose through cooperation.	19
s16E(2) item 4(e) of the PGPA Rule	Subsidiaries	How any subsidiary of the entity will contribute to achieving the entity's purposes.	N/A – PSR does not have any subsidiaries
s16E(2) item 5 of the PGPA Rule	Performance	Details of how the entity's performance in achieving its purpose will be measured and assessed, including performance measures and targets where applicable.	23

psr.gov.au

