

**FACT SHEET**  
for health service  
organisations

# Using PICMoRS for quality improvement and assessment preparation

## What is PICMoRS?

PICMoRS is a mnemonic that was designed to help assessors of the National Safety and Quality Health Service (NSQHS) Standards to undertake assessment for accreditation. It stands for: **P**rocess; **I**mprovement; **C**onsumer participation; **M**onitoring; **R**eporting and **S**ystems.

PICMoRS helps assessors to conduct a thorough evaluation of the safety and quality systems and clinical governance operations of a health service organisation.

## Why do you need to know about PICMoRS?

In preparation for assessment to the NSQHS Standards (second edition), PICMoRS can be used as a tool to review safety and quality systems to ensure that they are robust and that clinical governance is working effectively. By evaluating a specific process or system against each of the PICMoRS elements, it is possible to identify gaps and areas for improvement.

Asking a sample of the workforce questions can help to ensure that what is happening in practice in the organisation aligns with policies and protocols, and that strategies for quality improvement are being fed to and implemented by the workforce.

At assessment to the National Safety and Quality Health Service (NSQHS) Standards, assessors are required to spend 60% of the assessment time at the point of care; observing and asking questions of the workforce, patients, carers and families. Understanding PICMoRS prepares the workforce for this part of the assessment.

## How do you use PICMoRS?

Select a local or organisation-wide process or system to review. Ask a sample of the workforce questions about the six PICMoRS elements to help identify strengths and weaknesses in your safety and quality systems and where improvement is needed.

The workforce are not expected to know the answers to all questions, however they would be expected to know the information that is relevant to their role in that process or system.

## PICMoRS - Process

When evaluating a particular process it is important to ensure that staff:

- Are aware of the process
- Understand all elements of the process
- Know what their role and responsibilities are as well as the roles of others involved
- Know where to find information about the process.

Examples of questions you could ask the workforce:

- How does this process work in your organisation?
- Is the process documented? How do you access this information?
- Who is responsible for the other parts of the process?
- Where else is this process used?
- Are there places where this process is not used? Why?
- Are there specific qualifications required to be able to carry out the process?
- Are you confident the information on this process is up to date and accurate?
- Can I see evidence of practice?

## **PICMoRS - Improvement**

In order to implement change it is important for the workforce to be made aware of, and participate in, quality improvement strategies and for results and recommendations to be widely reported. It is important to ensure staff:

- Are aware of changes to the process
- Receive information about any updates that are made to the process
- Participate in making changes if required
- Participate in evaluating the effectiveness of changes.

Examples of questions you could ask the workforce:

- Has the process been reviewed?
- What were the issues that led to the change?
- How would you get to know if there were changes?
- Who is responsible for making the changes?
- Have the changes been fully implemented?
- How did you determine if further changes are needed?

## **PICMoRS - Consumers**

To fully apply the NSQHS Standards in a health service organisation, governing bodies, management, patients, consumers, clinicians and clinical teams need to be engaged in implementing the actions set out in the NSQHS Standards. The Clinical Governance and Partnering with Consumers Standards set the overarching requirements for the effective implementation of all other standards.

Assessors will evaluate consumer participation in all areas of safety and quality systems and processes. The method of consumer participation used will vary depending on the safety and quality process or system.

Examples of questions you could ask the workforce:

- How were consumers involved in designing, improving or evaluating the process?
- How do you provide consumers with feedback on this process?
- How do you engage consumers in their own care? How is this documented?
- Do you collect feedback from consumers on this process? How?

## **PICMoRS - Monitoring**

It is important to check that the workforce who are involved in a process understand how it is monitored. For instance through the collection and analysis of data to:

- Identify areas of under and high-performance
- Prioritise areas for improvement
- Measure changes over time
- Evaluate the effectiveness of changes that are introduced.

Examples of questions you could ask the workforce:

- How is this process monitored? Where is this documented?
- Do you use national, jurisdictional or local measures to monitor this process or system? Why?
- How would you know if the process is not being used or not working?
- Can you describe what prompted the process to be changed?

## **PICMoRS - Reporting**

It is important to check that data is collected, analysed and reported appropriately to all levels of an organisation, key stakeholders and consumers.

There should be systems in place to ensure that reporting on processes and systems occurs to those involved, which may include:

- The individual or committee with accountability
- The governing body
- Management
- The workforce
- Consumers
- The community
- Other health services.

Examples of questions you could ask the workforce:

- Where is information on the process reported?
- Where is this documented?
- How often does this occur?
- Does the information go to the consumers, workforce, management or governing body?
- Do you get feedback on information that you report?

## **PICMoRS - Systems**

The Systems element of PICMoRS aims to encourage actions, and therefore changes/improvements at the overarching level of the organisation, rather than only at the local level. It is a systemic change that is required. For example, collecting, analysing and reporting incident related data using the organisation's incident management system should inform policy, training and risk management systems.

Examples of questions you could ask the workforce:

- Is the information from this process or system used to change other processes, such as risk management, policy development, training and quality improvement?
- Does the information from any other process or system influence how you use or change this process?
- Where is this documented?

## **Questions?**

For more information, please visit:

[safetyandquality.gov.au/nsqhs-standards](https://safetyandquality.gov.au/nsqhs-standards)

You can also email the NSQHS Standards Advice Centre at: [accreditation@safetyandquality.gov.au](mailto:accreditation@safetyandquality.gov.au) or call 1800 304 056