

Using PICMoRS for quality improvement and assessment preparation

This fact sheet outlines a standardised process for assessing processes or systems for quality improvement. The process can be used by mental health service providers to prepare for assessments and by assessors to conduct a thorough evaluation of the safety and quality systems in place.

Assessing quality improvement systems and processes

In preparation for an official assessment to the National Safety and Quality Mental Health Standards for Community Managed Organisations ([Mental Health Standards](#)), community managed organisations (CMO's) should review their safety and quality systems to ensure they are effective.

Asking a sample of the workforce questions helps confirm that a CMO's policies and protocols are being implemented in practice, and that quality improvement strategies are understood, enacted and reinforced at all levels of the organisation.

What is PICMoRS?

PICMoRS is a tool used in assessments under the Australian Health Service Safety and Quality Accreditation (AHSSQA) Scheme. By evaluating a specific process or system against each PICMoRS element, organisations can identify gaps and opportunities for improvement.

The PICMoRS elements include:

- **P**rocess
- **I**mprovement
- **C**onsumer participation
- **M**onitoring
- **R**eporting
- **S**ystems.

During an assessment to the Mental Health Standards, assessors are required to spend 75% of their assessment time at the point of care, observing and asking questions of the workforce, as well as consumers. Building an understanding of PICMoRS helps prepare the workforce to be part of the assessment and supports consistent, evidence-based practice during assessment.

How do you use PICMoRS?

Select a local or organisation-wide process or system to review. The process or system may address one or more of the actions in the Mental Health Standards.

Ask a sample of the workforce questions about the PICMoRS elements to help identify strengths and weaknesses of safety and quality systems and where improvement is needed.

The workforce is 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 the workforce:

- Are aware of the process
- Understand the 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.

Questions you can ask the workforce about Process

- 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

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 the workforce:

- 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.

Questions you can ask the workforce about Improvement

- 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

Governing bodies, management, consumers and the workforce need to be engaged in implementing the actions set out in the Mental Health Standards.

Assessors will evaluate consumer participation in all areas of safety and quality systems and processes.

Questions you can ask the workforce about Consumers

- 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?
- 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.

Questions you can ask the workforce about Monitoring

- 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.

Questions you can ask the workforce about Reporting

- 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 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.

Questions you can ask the workforce about Systems

- 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 document?

For more information

Please visit: safetyandquality.gov.au/mh-cmos. You can also email the Safety and Quality Advice Centre at: AdviceCentre@safetyandquality.gov.au or call 1800 304 056.

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