



**Deloitte.**  
Digital

# Developing a Digital Triage to Fight COVID-19

## SITUATION: SILOED SYSTEMS THAT WERE SLOWING DOWN CARE

At the outset of the COVID-19 outbreak, both public and private organizations were forced to develop fast, piecemeal solutions to tackle the challenges of the pandemic. But Quebec's Ministry of Health and Social Services (MSSS) had a vision to proactively combat outbreaks by optimizing the testing and screening processes for its citizens. The goal was to reduce complexity, improve connectivity, automate manual tasks and increase efficiency across the patient experience.

A typical journey for a citizen trying to get tested for COVID-19 involved **four major steps**.



Quebec's Ministry of Health and Social Services (MSSS) promotes and protects the health and well-being of its community by providing high quality care, services, and support for its citizens. From community centers and hospitals to child protection services and long-term residential care, MSSS is dedicated to providing integrated solutions for a wide variety of needs in their community.

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### REGISTRATION / SCREENING

The first step for a patient to make their appointment was to register on the MSSS portal and conduct a screening process to establish identity and risk level. This was also the step where they chose the clinic location where they wanted to take their test.

2

### SCHEDULING AN APPOINTMENT

Once the citizen chose the clinic location, they were redirected to schedule their appointment by calling the clinic or visiting in person.

3


### COMMUNICATING INDIVIDUAL RESULTS

Once the test was completed and results were available, the clinic that conducted the test would communicate the results to the citizen. This was a highly manual task that could take up to 5 days.

4

### GENERAL RESULTS ANALYSIS

The final step was for MSSS to collect and analyze results data across regions and demographics to identify trends and develop insights about the spread of COVID-19 in their community.



This final step was both critically important and particularly difficult with the relevant data spread out among dozens of systems and platforms. By the time they were able to collect the data they needed, it was often dated. Successfully fighting the pandemic required fast testing, clear communication, and timely analysis to stay nimble and adapt quickly to new developments.

**“Fighting the pandemic requires fast testing, clear communication, and timely analysis.”**

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#### **SOLUTION: CONNECT AND STREAMLINE THE PATIENT JOURNEY**

MSSS decided to collaborate with Deloitte to build an end-to-end platform that would connect and optimize every stage of the testing journey. Deloitte put together a highly experienced and multidisciplinary team of specialists in operations, digital services, security, and change management. At the beginning of the project, the team spent time with stakeholders who were close to the issues to be sure they understood people’s pain points and the functionalities necessary to relieve them. With a clearer picture and an empathetic perspective, the team conducted a pilot of the new solution at two regional health agencies before rolling it out to five more. They then incorporated sprint-based iterations driven by results and feedback, before standing up the solution across the entire province.

Built on Deloitte’s ConvergeHEALTH™ Connect platform and powered by Salesforce and AWS, MSSS’s new platform streamlines every step of the journey for both citizens and ministry employees. From registration and self-assessment to appointment scheduling and receiving results, citizens can now find all the information and tools they need on a single, easy-to-use platform. They can even customize their journey with options like receiving test results via text, email, or directly on the MSSS portal.

**“Citizens can now find all the information they need on a single, easy-to-use platform.”**

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For ministry employees and health workers, the new platform functions as a digital triage that removes siloes between data and tools, automates a variety of previously manual processes, and enables agile, data-informed, actionable insights on outbreaks in real-time. For example, Deloitte’s solution automates communication for negative test results and delivers the results on a citizen’s preferred channel. This frees up significant time and effort for ministry employees and medical providers to focus on higher priority tasks that leverage their expertise.

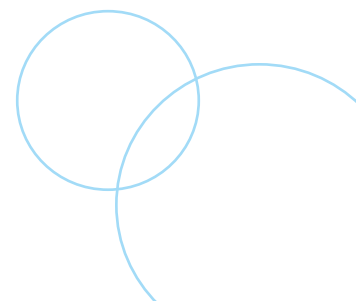
#### **RESULTS: FASTER TESTING, SMARTER OPERATIONS, PROACTIVE INSIGHT**

Within twelve weeks of project launch, over 100 testing centers across 34 health establishments in Quebec were onboarded to the ConvergeHEALTH™ Connect management platform. The new solution has supported more than 20,000 appointment bookings per day and has reduced average wait times for test results from 3 days to less than 16 hours. And with so many tasks and operations streamlined and automated, hundreds of nurses who were previously assigned to admin tasks like registration and follow-up calls are now freed to focus on direct care.

Possibly the most influential result of the new platform is the improved ability for MSSS leadership to collect and analyze data so that they can make faster, more informed decisions to combat the virus. It’s giving them the power to move from reactive solutions to proactive strategies that can get ahead of outbreaks before they cost more lives.

**“Hundreds of nurses who were previously assigned to admin tasks are now freed to focus on direct care.”**

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*“The new testing and screening platform has completely transformed how we’re fighting the pandemic. Not only does it save time and make every step of the process smoother, it also gives us the data visibility we need to track and prevent future outbreaks.”*



## **MSSS’s solution is powered by:**

ConvergeHEALTH™ Connect, built on Salesforce and AWS technology

## **Immediate impact**

- 100+ COVID testing centers onboarded to a centralized and streamlined platform
- Platform has handled more than 20k appointment bookings per day
- Test result wait time reduced from 3-5 days to under 16 hours
- Hundreds of nurses managing admin are now prioritizing direct care
- Improved access to data is enabling proactive, strategic decisions by leadership

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