



# Modernizing healthcare regulation and serving the Canadian public



The CPSO collaborates with Deloitte to help drive efficiencies in operations and improve services through digital transformation.

The College of Physicians and Surgeons of Ontario (CPSO) was modernizing into a digital regulator when COVID struck.

Hospitals became congested with COVID patients, and mobile pandemic units needed healthcare workers to staff them when many were off sick or quarantined.

Suddenly, accelerating certifying doctors while ensuring they had the proper credentials became urgent and vital to Canada's response to the pandemic.

## THE CHALLENGE

### **BUILDING TRUST AND CAPABILITY IN OUR HEALTHCARE SYSTEMS DURING COVID AND BEYOND**

For over 150 years, CPSO has played a crucial role in Ontario's health system. As a self-regulating body, CPSO regulates the practice of medicine and ensures the public's trust in the medical care they receive.

Before its transformation, CPSO's manual and paper-based processes, growing trove of data and disconnected systems had become difficult to manage. Serving its members and the public was becoming time-consuming and increasingly costly.

Members had little visibility or control over their data, while communication was limited to snail mail, email, fax, or phone calls. CPSO staff operated a nine-to-five business model, responding to members' requests only during these core business hours.

Technical barriers to workflow and information flow between stakeholders meant the regulator lacked a holistic view of its members, created security risks, and a fragmented user experience.

# SOLUTION

## TRANSFORMING OUTDATED SYSTEMS TO BENEFIT THE CPSO, ITS MEMBER PHYSICIANS AND THE PUBLIC

CPSO significantly improved its overall regulatory functions, service quality, and security during the COVID pandemic and beyond. It accomplished this by replacing its on-premises servers and siloed systems with a modern, cloud-based solution.

CPSO's vision was to standardize and consolidate its regulatory functions on Microsoft's single platform to meet all its operational needs.

CPSO had already begun undergoing their journey to the cloud when they brought on Deloitte as their system integration partner. Deloitte guided the regulator on completing their cloud expansion and the different capabilities available on the platform and how best to configure them to meet the organization's needs.



# PROCESS

## CUSTOMIZING A NEW MEMBERSHIP PORTAL

Deloitte customized a new membership portal built on CPSO's selection of Microsoft Dynamics 365 Customer Service and combined Dynamics with Power Apps to create a tailored solution.

The program included three distinct workstreams delivering specific functionality and benefits:

1. Modernizing the core regulatory functions (licensing, monitoring, enforcement), including introducing a new membership portal
2. Consolidating document and records management to a single platform.
3. Creating an enterprise resource planning (ERP) platform to support back-office requirements and modernize the existing finance system.

Advancing digital transformation is challenging and goes far beyond implementing new technologies.

It requires a spectrum of integrated skills from innovation and human-centered design to technology, leadership and beyond to drive cross-functional change.

CPSO's motive for engaging Deloitte was to partner with a multi-disciplinary services firm to standardize and consolidate its regulatory functions on Microsoft's single platform to meet all its operational needs.

# THE DELOITTE APPROACH

## MARSHALLING VITAL TRANSFORMATION SKILLS AND MOBILIZING AS ONE TEAM

CPSO's motive for engaging Deloitte was partnering with a multi-disciplinary services firm, which included capabilities to configure and implement Microsoft software products. The team could draw on Deloitte's domain expertise crucial at every stage of a transformation journey, from financial advisory, tax, regulatory, healthcare, digital practices and beyond.

For example, Deloitte's cloud practitioners supported CPSO's ongoing cloud strategy with additional training on adopting and adapting to a cloud-first world.

Another factor behind the project's success was CPSO and Deloitte mobilizing as one team and operating with one purpose.

For example, although Deloitte didn't own change management as part of its scope, as a vested partner, it leveraged expertise from its human capital practice to support CPSO's organizational restructuring and training strategy.



28 digital studios,  
10 cloud studios



50,000+ cloud  
professionals



15,000+ Microsoft  
Technology Services  
consultants

“Partnering with amazing CPSO leadership,  
we were able to help bring public trust,  
impact to society when it was needed most  
and realize out of the box thinking”

Joe Arumainayagam, Enterprise Technology &  
Performance Portfolio Leader, Deloitte



# IMPACTS

Through their transformation, CPSO was able to unlock a variety of long-term benefits.

## IMPACT ON THE COMMUNITY

### Reinforcing public trust and confidence

- The public experiences a more consistent and efficient service, including how complaints are dealt with, since their interactions are more visible and streamlined across the organization.

### Speeding up the process of certifying doctors in a time of scarcity (COVID-19)

- CPSO's digital transformation means it can manage existing members' licenses and license new physicians rapidly and effectively—a valuable improvement as Canada suffers an acute shortage of physicians.
- As a digital regulator, CPSO can accept license applications anytime and from any country.

## IMPACT FOR PHYSICIANS

### Improved communication and access to data

- Members can now manage and engage with their information online in new ways and real-time from a single platform.
- CPSO serves physicians/members around their unique schedules. Since implementing its new self-service 24/7 portal, CPSO has received 80% of requests outside business hours.

### New Covid financial relief portal

- CPSO's platform enabled the regulator to launch a new COVID relief portal helping physicians and the public when they needed it most. Members could apply for financial relief and find guidance and support on how to provide patients essential in-person and virtual care during the pandemic.

## IMPACT ON CPSO AS A DIGITAL REGULATOR

### Streamlined operational processes & transformed information management

CPSO's digital transformation streamlined operational processes (moving them from paper-based to digital), reduced workload, and brought consistency across the organization regarding how it serves and interacts with its members.

The regulator's new information and records management system—integrated with the CRM and managed on a single, cloud-based platform:

- gives CPSO a 360-degree view of its members, including all their interactions across the organization
- gives licensees enhanced access
- increases public protection through improved complaints and enforcement processes.

### A simplified, modernized core accounting and finance backbone

As part of the ERP implementation, Deloitte's accountants:

- analyzed how CPSO structured and tracked its finances
- modernized and streamlined CPSO's core accounting backbone, reducing the finance team's workload, and
- ensured the transformed regulator continued to meet its financial reporting obligations.

### A future-proofed solution that's scalable

Deloitte built CPSO's solution using a flexible, repeatable, and scalable architecture that can respond to the regulator's changing needs.

This architecture enabled CPSO to launch new licenses or programs in response to changes in legislation.

# OUTCOMES

## DELIVERING IMMEDIATE, MEASURABLE VALUE TIED TO STRATEGIC GOALS

Transforming operations, digitizing processes, automation and moving to the cloud has driven efficiencies, better customer service, cost savings and sped up return on investment.

- CPSO received a CIO Impact Award for using digital transformation to become a more efficient and responsive regulator
- In just over 1 year, CPSO and users have exchanged 44,000+ messages digitally through the new self-service portal, which would have been previously done via email or phone calls.
- The transformation is already a third paid off after just two years up and running (it was estimated to pay for itself in savings over seven years).
- Migrating to the cloud and creating a single platform system enabled CPSO to cancel several server renewals, save money, and keep membership fees unchanged throughout the transition.
- Zero layoffs as part of CPSO's transformation. Deloitte's human capital management team helped redefine the organization's structure, moving resources to different functions and re-skilling to avoid layoffs

180,500+

service requests automatically fulfilled in one year

44,000+

messages exchanged through self-service portal

7

years for the system to pay for itself (estimated)

80%

of requests received outside of business hours



“We've achieved faster process times. We can see all the data in one place, and we have version control. As a result, we can more effectively ensure quality care is provided by our members.”

*Nathalie Novak, Chief Transformation Officer, College of Physicians and Surgeons of Ontario*

## GET IN TOUCH

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