

The background of the banner features a clear blue sky, a white stone bell tower with a spire, and lush green orange trees with ripe fruit. A dark teal semi-circle is in the top left corner, and a teal circle with the HTAi logo is in the bottom right corner.

**HTAi 2024**  
**ANNUAL MEETING**  
SEVILLE SPAIN

# A Turning Point for HTA? Sustainability, Networks and Innovation

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# Establishing the Implant Subsidy List in Singapore: A Collaborative Approach between Health Technology Assessment and National Procurement Agencies

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# Agency for Care Effectiveness (ACE) was established to manage healthcare costs and drive appropriate care



*Serving*  
*Payers ▪ Providers ▪ Patients*  
*to drive better decision-making in healthcare*

## **Vision**

Deliver best health outcomes in a sustainable manner

## **Mission**

Improving health outcomes and value in Singapore through evidence-based practice

- ✓ To issue objective and credible healthcare guidance
- ✓ To enable stakeholders to make better-informed choices
- ✓ To drive evidence-based practice

# Current system challenges: The need for change in Public Healthcare Institutions (PHIs)

- Rising and discordant implant costs
- Lack of uniformity in defining implants
- Disparate subsidy provided for implants
- Subsidy approach does not sufficiently address high-cost implants
- Absence of a comprehensive and national list of available implants

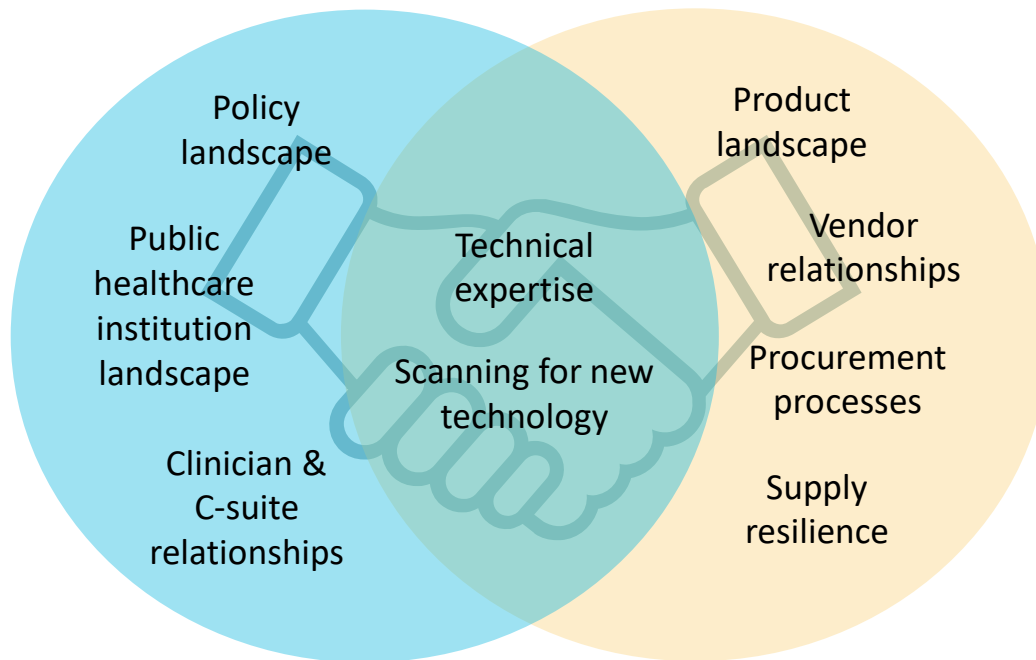


Ministry of Health Singapore  
Ng Teng Fong General Hospital/Jurong Community Hospital

# Leveraging strengths to address individual obstacles



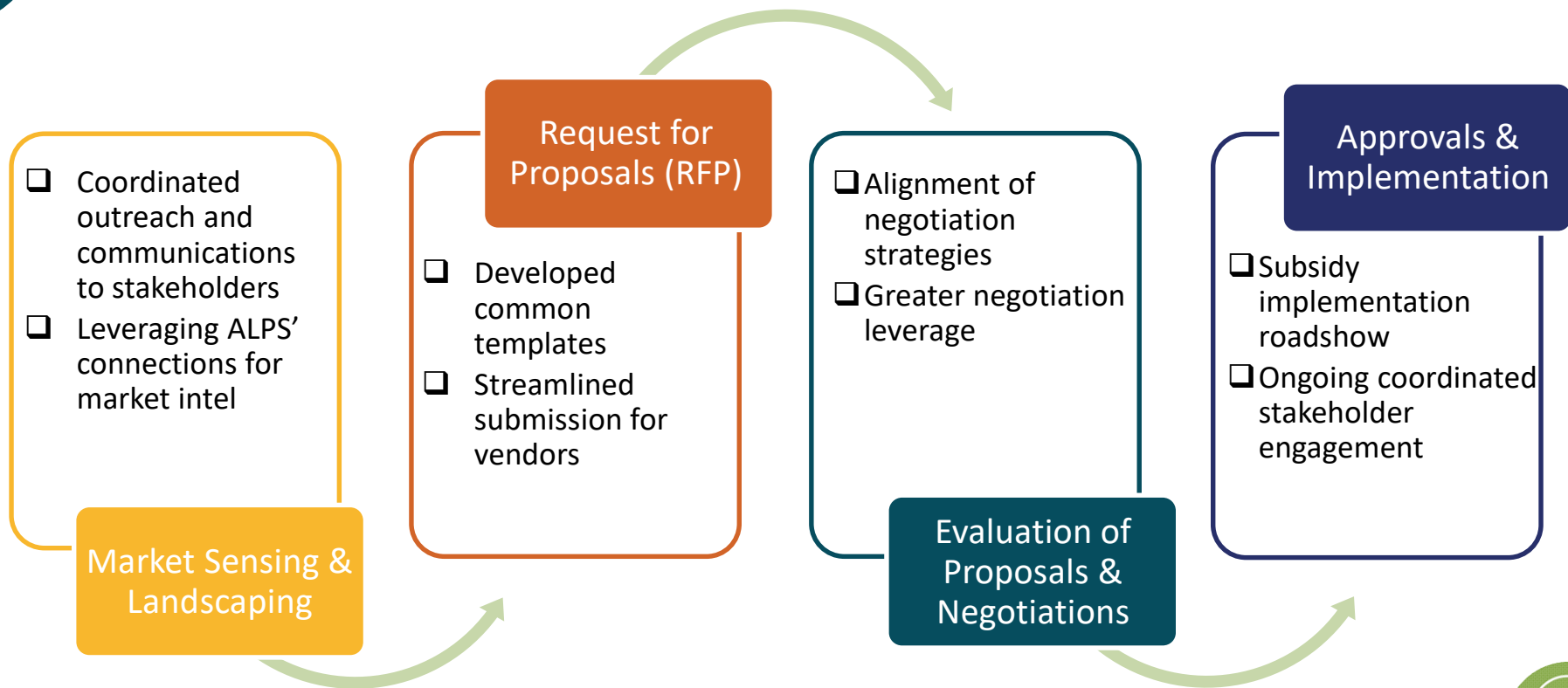
Challenging to achieve equal subsidy allocation without concurrent price harmonizations



Strive to establish partnerships to provide dynamic and value-based supply chain solutions

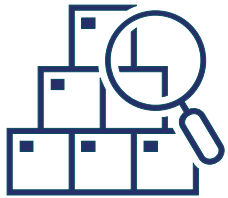


# Co-develop and trial processes in 4 areas for the ACE-ALPS collaboration



# Coordinated outreach and communications to stakeholders

## Market Sensing & Landscaping



- ✓ Coordinated outreach to vendors & clinicians
  - Reduces the number of meetings required
  - Provide sufficient background information on the context of the meetings to stakeholders
  - Coordinated communications about the distinction between subsidy and procurement
- ✓ Leveraging ALPS' vendor and hospital procurement networks for market information
- ✓ Defined and clear roles across teams
  - Clinician consultations led by ACE
  - End user consultations led by ALPS

# Streamlined submission for vendors

## Request for Proposals (RFP)

- ✓ Streamlined submission for vendors
  - Consolidated submission for vendors, utilizing ALPS' secure portal
- ✓ Developed common templates to be shared between teams
  - Customizing the RFP template for each topic
  - Agreement on terminology and product classification

Clinical function

◆ Cardiac

Clinical category

◆ Heart rhythm device

Product category

◆ Pacemaker

Product group

◆ Single chamber pacemaker

Product listings

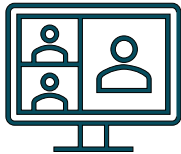
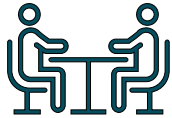
◆ Model-specific listings

Anchored by a five-tier architecture, allowing parsimonious classification of implants



# Established agreement on negotiation strategies and modes of communication

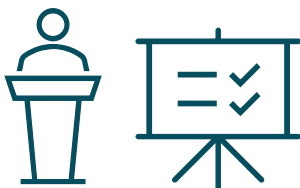
## Evaluation of Proposals & Negotiations



- ✓ Alignment of negotiation strategies
  - Analysis of RFP submissions done in parallel in ACE and ALPS
  - Different focus and scope of negotiations for both teams
  - Identify parameters that impact pricing analysis
- ✓ Established agreement on mode of communication for negotiation
  - Face-to-face vs email, individual vs group setting
- ✓ Greater negotiation leverage
- ✓ Utilization of ALPS' secure portal for resubmissions

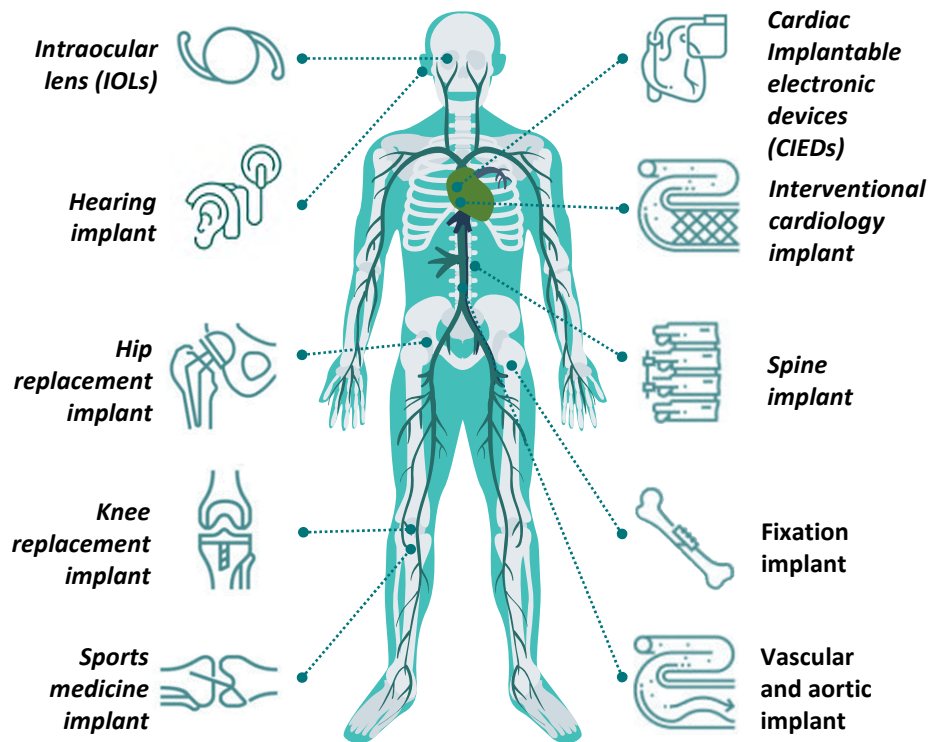
# Subsidy implementation roadshow at public hospitals

## Approvals & Implementation



- ✓ Manual implementation of pilot topic prior to scaling up
- ✓ Subsidy implementation roadshow at public hospitals
  - Expansion of communications beyond working groups
  - Alignment of implementation ACE and ALPS timelines in public hospitals
  - Clarify distinction between procurement and subsidy
- ✓ On-going coordinated stakeholder engagement on implementation matters

# Phase 1 roll-out of Implant Subsidy List in Dec 2023



- Consistent implementation – 22,689 implants listed and implemented across 8 clinical functions, supported by concurrent establishment of 15 national procurement contracts
- Combined negotiation efforts resulted in an average price reduction of 19%
- More topics will be onboarded to ISL on a rolling basis, concurrent refinement of Model Update Process

# Collaborative strategies for operational excellence

## Agility



## Open Communication

## Continuous Improvement



- Being responsive, comfortable working with dynamic processes and willing to adapt
- Build trust through open lines of communication between ACE and ALPS through regular meetings
- Clarity of roles across teams
- Accountability and commitment to timelines
- Discussions on how and when to implement process improvements



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**Thank you**

