



Expansion of Value Driven Care to Value Based Healthcare: Experience from a Tertiary Institution in Singapore

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Introduction

In response to an aging population and the increasing burden of chronic diseases, Singapore's Ministry of Health has rolled out Healthier SG, a comprehensive strategy to reform the healthcare system with a focus on preventive health and early intervention. To promote this, funding for healthcare clusters will move from a workload-based to a capitation-based model¹, and providers have been working actively to implement Value Based Healthcare (VBHC) successfully.

The Value Driven Care team in SGH was established in September 2020 to analyse outcomes and costs for conditions of priority to national healthcare needs. Since then, it has expanded in function and has recently turned into a full office striving to adopt and implement broader, best-in-class VBHC practices. This poster discusses Singapore General Hospital's (SGH) journey in identifying underlying challenges and its subsequent interventions.

Aim To comprehensively optimize patient outcomes in a cost effective manner in order to rigorously drive VBHC in SGH.

Analysis of Problem With VBHC as the main aim, the following challenges were identified:

1. Improving the robustness of indicators and benchmarking

- The team initially focused on patient outcomes as the primary indicators. As we become familiar with the methods, we have identified the importance of broadening our composite measures to include Patient Reported Outcome Measures (PROMs) and cost effectiveness analyses to better represent value to the patient.
- Ensuring that the selected population and indicators can be used as benchmarking for patients with the same condition against different national & international healthcare centres.

2. Increased resource and capability needs

- With an annual call of new conditions, there are currently 40 value driven care conditions as of financial year 2023, from less than 10 at inception in 2020.
- More resource is also needed to implement newly initiated hospital-wide initiatives to drive VBHC, such as PROMs and Choosing Wisely.
- There is an increased need for rigorous research to fine tune our methods to promote robust benchmarking. Simultaneously, it is crucial to publish insights from our methodology and findings to facilitate learning and collaboration with external partners.

Intervention and Results The following details our two-pronged strategy to address the above challenges:

1. Expansion to full office

- We established a full dedicated office in financial year 2023 to drive hospital VBHC efforts. We are also renamed Office of Value Based Healthcare to reflect our expanded scope of work.
- There is also an expansion of headcount from 7 to 14 to meet increased manpower needs in driving the implementation of PROMs, and strengthening research processes and publications.
- The office's first strategic retreat was conducted in July 2023 to align the office and hospital on its vision, mission and goals, and to provide a clear roadmap for the upcoming financial years.

2. Partnerships

Active partnerships have been newly established with other healthcare organisations locally and internationally to learn and share initiatives driving VBHC. This includes Australian Healthcare and Hospitals Association, ICHOM, and Agency of Care Effectiveness Singapore. Areas of collaboration include:

- Conducting a study trip in 2024 to learn from top VBHC centres.
- Co-creating upcoming VBHC processes with experts in Health Economics and/or Implementation Science to incorporate these elements into our end-to-end processes.
- Piloting a mirror study to benchmark performance between institutions for selected conditions across countries.
- Attachment programs to learn from other local bodies.

Conclusions

This journey has highlighted the importance of rigour in benchmarking homogenous patient populations for a specific condition to objectively identify best practices to adopt. It also emphasizes the importance of a growth and agile mindset in adopting change, and active partnerships on national and international levels to bring more robustness in the benchmarking process.

Lastly, our conditions identified have been setting-specific, and we are also working with population health on analysing conditions during the patient's entire continuum of care to better reflect value for the entire patient journey. We are also exploring methods to incorporate value based contracting in our workflow.

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1 "Promoting Overall Healthier Living While Targeting Specific Sub-populations" Ministry of Health, 2023, <https://www.moh.gov.sg/news-highlights/details/promoting-overall-healthier-living-while-targeting-specific-sub-populations>. Accessed 15 May 2023.