

CoRE Symposium: Delivering Value with Innovative Healthcare Financing and Systems

12 October 2018

Delivering Value with Innovative Healthcare Financing and Systems



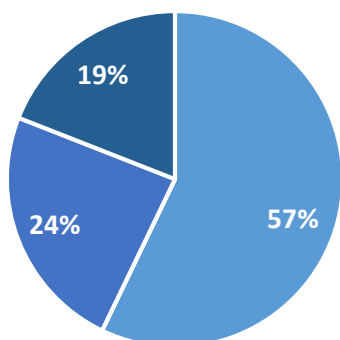
12 Oct 2018
Grand Copthorne Waterfront Hotel



Duke-NUS CoRE/Duke-Margolis Joint Symposium Delivering Value with Innovative Healthcare Financing and Systems



>60 Participants



**government, industry, academia,
and research institutions**

Introduction

On 12 October 2018, the Duke-NUS Centre of Regulatory Excellence (CoRE) and the Duke-Margolis Center for Health Policy jointly organised a symposium on “Delivering Value with Innovative Healthcare Financing and Systems”.

With a distinguished panel comprising speakers from the Duke-Margolis Center and leaders representing the health ministry and integrated healthcare clusters in Singapore, the symposium sought global and local perspectives on the implementation of innovative healthcare financing models in Singapore's healthcare system. The symposium was well-attended by a diverse audience representing the government, industry and related associations, academia, healthcare providers and researchers.

Implementing Value-Based Financing Models: Learning from Experiences in Other Countries

In the opening keynote address, Professor Mark McClellan, Director of the Duke-Margolis Center for Health Policy, described the rationale behind the “value-based” movement to reform healthcare delivery, noting that motivations might vary across different national contexts. Referring to various reports that indicated the increasing burden of high healthcare costs as well as a global healthcare ‘quality chasm’, he highlighted the tremendous opportunities to significantly reduce costs, especially unnecessary ones, by improving the quality and efficiency of care delivery. Prof McClellan added that to focus on value is to shift accountability in healthcare from individual providers to a team or network of providers, and from a service-based to outcomes-based payment system that focused on the individual patient.

Keynote Address

Prof Mark McClellan

*Professor of Business
Medicine and Policy*

*Director
Duke-Margolis Center for Health Policy
Duke University*

*Former Commissioner
U.S. Food and Drug Administration*

*Former Administrator
Centers for Medicare and Medicaid Services*



With further insights from Associate Professor Krishna Udayakumar, Founding Director of the Duke Global Health Innovation Center, on successful and ongoing value-based care reforms around the world including the U.S., both speakers highlighted several potential lessons for healthcare stakeholders looking to implement value-based care. These are summarised in the following table.



A/Prof Krishna Udayakumar (Founding Director, Duke Global Health Innovation Center)

Key lessons for implementing value-based care:

- Strengthen capabilities to support effective implementation of innovative financing models
- Build leadership capacity to support high-value care transformation
- Continually evaluate and refine value-based care frameworks
- Actively scan and identify successful case examples in other countries; then adapt, test, and scale high-value innovation
- Further areas of opportunities to accelerate progress in driving high-value care include understanding patients' health behavioural patterns and decision-making process, employing data analytic tools to harness the power of data, and leveraging digital health technologies to reinvent care delivery models

Both speakers introduced an “actionable” framework for value-based care, emphasising an integrated approach that addressed four key areas of focus: policies, financing and payment models, organisational capabilities, and delivery innovations (see figure on the next page). They further stressed that close coordination and collaboration among the various players, including policy makers, payers, providers, and patients, were vital for progress.

Framework For Value-Based Care

Policies

Support value creation for people and communities

Financing and Payment Models

Promote accountability and alignment across systems and providers

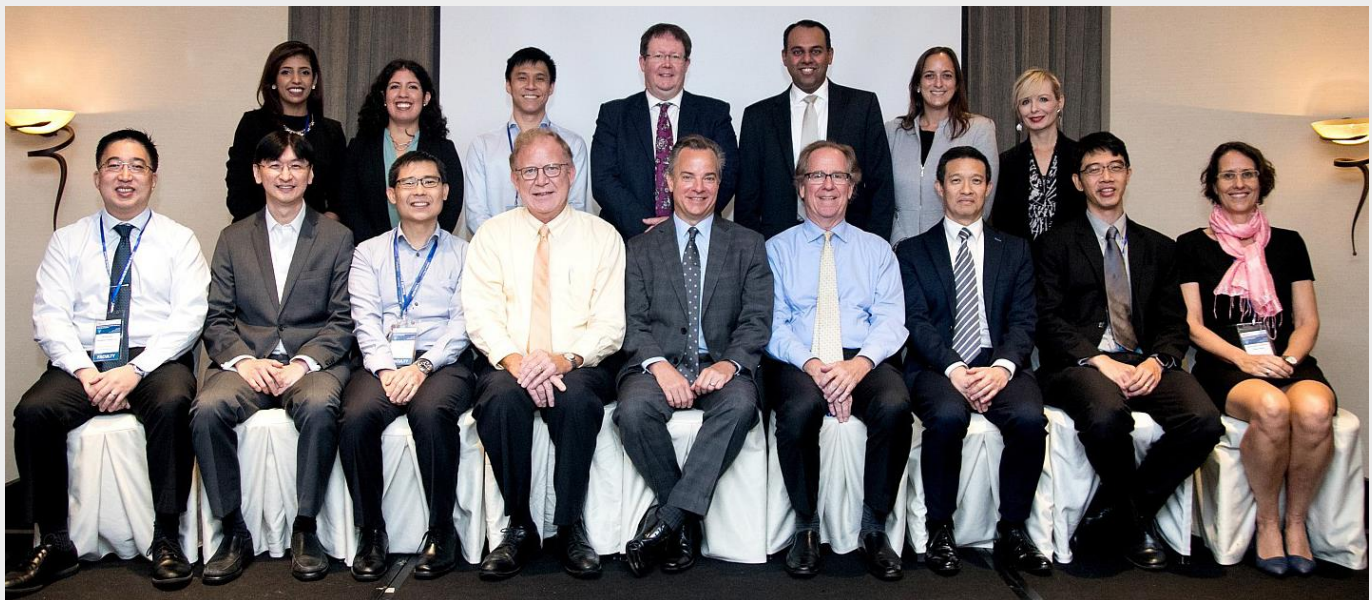
Person-Centered Health Care

Organisational Capabilities

Expertise needed to achieve value at the care delivery system level

Delivery Innovations

Context-specific solutions to support improvements in patient and population health



Seated from left: A/Prof Keith Lim (Group Chief Value Officer, National University Health System Singapore), Dr Jamie Mervyn Lim (Chief Operating Officer, Tan Tock Seng Hospital & Central Health Singapore), Mr Chan Beng Seng (Group Director, MOH Singapore), Prof Patrick Casey (Senior Vice Dean, Duke-NUS Medical School), Prof Mark McClellan (Director, Duke-Margolis Center for Health Policy), Prof Thomas Coffman (Dean, Duke-NUS Medical School), Prof Kenneth Kwek (Chief Executive Officer, Singapore General Hospital, SingHealth Singapore), Dr Kelvin Bryan Tan (Adjunct Faculty, CoRE), A/Prof Silke Vogel (Deputy Director, CoRE).

Value-Based Healthcare in Singapore: Progress, Opportunities and Challenges

The healthcare system in Singapore has been in the process of transformation with three paradigm shifts being initiated by the Ministry of Health (MOH). Known as the “3 Beyonds” strategy, these shifts are: Beyond hospital to community; Beyond quality to value; and Beyond healthcare to health. Dr Kelvin Bryan Tan, speaking as an adjunct faculty of CoRE, shared these points in his opening remarks, adding that the country’s aging population presented a “double whammy” where there would be more people to care for but less people to deliver the additional care. He highlighted that all stakeholders – individuals, healthcare providers, and government – share the responsibility to address these emerging health and healthcare challenges.

Setting the stage for discussions surrounding implementation of value-based financing models in Singapore, senior leaders from MOH and the three integrated health clusters provided their perspectives on value in healthcare and brief overviews of the various initiatives being explored in the respective clusters.



Ministry of Health (MOH)

Sharing the health ministry's perspective on value, Mr Chan Beng Seng, MOH's Group Director of Healthcare Financing – Subvention, Sector Development and Commissioning, emphasised the key motivation to drive efficiency in healthcare spending, which entails directing financial subsidies to where value of the health technology has been established as cost-effective. In addition to improving the overall efficiency of healthcare costs, the implementation of bundled payment models is envisioned to promote a mindset of optimising care for the best value as well as encourage more cohesive and integrated delivery of care among the network of healthcare providers.



SingHealth

Professor Kenneth Kwek, Chief Executive Officer of the Singapore General Hospital, described briefly the SingHealth experience in driving value including developing a 'bundled price' package, exploring extension of bundled packages from the acute to community hospital setting, and other initiatives to create a seamless patient experience through more efficient and prudent allocation of manpower resources.



National Healthcare Group (NHG)

Dr Jamie Mervyn Lim, Chief Operating Officer of Tan Tock Seng Hospital and Central Health, described NHG's viewpoint of safeguarding population health across the "River of Life" journey from life to death. He emphasised keeping the 'centre of gravity' of healthcare at the primary care level as an important strategy to driving value, as well as encouraging and enabling the community to stay healthy.



National University Health System (NUHS)

Associate Professor Keith Lim, Group Chief Value Officer at NUHS, described finance innovation efforts within the cluster including alignment of financial processes and exploring new funding models. As part of the preparation to develop effective bundled care models, he underlined the importance of understanding various elements in the healthcare system such as cost drivers, utilisation of resources, and tracking and comparing value-driven outcomes for benchmarking.

A Spirit of Collaboration

Through discussions among the speakers, it was strongly emphasised that a ‘spirit of collaboration’ among the ministry and integrated health clusters was paramount to driving high value in healthcare across the nation. Speakers representing the clusters echoed the same sentiment of working towards a common goal set out by the health ministry, while exploring various approaches within the respective clusters and engaging with each other regularly to exchange knowledge and share best practices.



Collaboration is paramount to driving high value in healthcare across the nation.

“Value Consciousness” Through All Levels

Speakers noted that value-driven strategies and policies implemented at the top levels (i.e. ministry and senior management) need to be aligned across clusters and institutions, such that the goals of individual departments and clinicians would also reflect the culture of “value consciousness”. The panel discussed that further work was needed to redesign financial incentives for implementing value-driven models, as well as to clearly define the “value” language (i.e. what is defined as ‘good performance’ and how this should be incentivised and rewarded).

Patients at the Centre of Care



The panel focused deeply on patient engagement – incorporating the patient’s voice, engaging and educating patients on what to expect from “value-based care”, and ensuring sufficient information is made available and communicated to help patients make informed decisions for their personal health and well-being. With the impending shifts in Singapore’s healthcare system (i.e. moving towards community-focused care, value-based health financing, and healthier living), patient engagement is key to developing people-centred approaches, raising awareness, and promoting better health-related decision-making.



The engaging panel discussion on Delivering Value with New Financing Models in Singapore

Another important area of focus highlighted by the panel for further attention was to understand the social determinants of health among the Singapore population. Beyond the healthcare setting, an individual’s health can be influenced by other factors and conditions of life, such as socioeconomic status, housing conditions, access to health services, and more. To tackle health and healthcare challenges in a more effective and holistic manner, stakeholders in the healthcare and social sectors need to work together.

Conclusion: Meet, Share, and Align

The symposium closed on a lively note as the panel looked forward to further follow-up meetings, acknowledging the importance of convening multiple stakeholders to exchange perspectives and raise awareness of the current and future shifts in the healthcare system. There is much to be anticipated as the entire ecosystem of actors, both public and private, stay connected to align goals, share knowledge and learn best practices from each other.

Acknowledgements

The views presented in this publication are those of individual contributors and do not represent formal consensus positions of the authors' organisations or CoRE.

CoRE CN: 2018_R011_CoRE_ Symposium: Delivering Value with Innovative Healthcare Financing and Systems

©October 2018 by the Centre of Regulatory Excellence. All rights reserved.



Contact us

Tel: +65 6601 5147

Email: CoRE@duke-nus.edu.sg



Duke-NUS Medical School
8 College Road
Singapore 169857
www.duke-nus.edu.sg/core



[centre-of-regulatory-excellence](#)



[CoREDukeNUS](#)



[CoREDukeNUS](#)



<https://tinyurl.com/watchCoREhere>