



College of Medicine Building
Ministry of Health

Don Lao

OUR FIRST TEN YEARS OF IMPACT: ACE IN ACTION

2015-2025

10 Years
ANNIVERSARY



ACE
agency for
care effectiveness



Acknowledgements

We acknowledge with sincere appreciation the contributions of our partners and stakeholders, whose collaboration and expertise have strengthened our work to advance appropriate and value-based care in Singapore.

We also recognise our dedicated staff, past and present, whose professionalism and steadfast commitment to evidence-based healthcare have shaped ACE into what it is today.

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FOREWORD

**Permanent Secretary (Policy & Development),
Ministry Of Health, Singapore**

Ms Lai Wei Lin



When ACE was founded, we were at an inflection point.

MOH's healthcare budget was about to double — within just one or two years — as we significantly increased subsidies, particularly for outpatient care and medications.

We had worked hard to improve affordability. But we also asked how do we ensure sustainability, as more medical advances — new drugs, new technologies — continue to come on stream?

That led to the formation of ACE. ACE's priority was clear from the start: bring together clinical effectiveness and cost effectiveness — to evaluate new medical advances with both outcomes and value in mind. This is how we achieve better patient outcomes in ways that are both affordable for individuals, and sustainable for society.

Congratulations to the ACE team and all staff who have journeyed with us over the past ten years. Your work has been amazing — quiet but rigorous, behind the scenes yet with tremendous impact on our healthcare system. We're glad you're here to celebrate this 10th anniversary with us. Thank you.



MESSAGE

**Director-General of Health,
Ministry of Health, Singapore**

Professor Kenneth Mak



Our focus has always been on rigorously evaluating promising innovations and supporting their wider adoption once approved — while ensuring accessibility for those who need them most.

ACE's work reflects its commitment to balancing innovation with long-term sustainability — a principle that lies at the heart of Appropriate and Value-Based Care (AVBC). This ensures that new technologies are adopted not for their own sake, but for the real value they bring to patients and to the health system.

Through health technology assessments, clinical guidance, and patient education, ACE helps ensure that subsidies go to treatments that are not only effective, but also appropriate and cost-effective. This strengthens MOH's ability to make informed decisions and supports a more sustainable system overall.

Congratulations to the ACE team on your 10th anniversary. Your work has supported key reforms — from the Cancer Drug List to clinical guidance that shapes everyday practice. Thank you for your professionalism, your partnership, and for always putting patients at the heart of what you do.



MESSAGE

**Deputy Secretary (Policy),
Ministry of Health, Singapore**

Mr Vincent Wu



Striking the right balance between healthcare cost and quality is always challenging. While medical advancements bring hope, they often come at significant cost with uncertainty in effectiveness. That's why we must carefully evaluate each intervention – ensuring that our resources are directed towards what truly makes a difference for patients.

ACE began piloting Value-Based Pricing early on for drugs, vaccines, and medical technologies. Through rigorous assessments and strategic price negotiations, these efforts have, by 2020, delivered significant benefits: reduced costs, greater affordability and better patient care. Beyond cost savings, ACE's systematic review of utilisation and evaluation of outcomes to measure HTA's impact ensures effective healthcare spending that leads to better health outcomes.

Congratulations to the ACE team as you mark your 10th anniversary. You have transformed how we evaluate, adopt, and pay for healthcare.

Thank you for your dedication in building a healthcare system that delivers greater value for our patients and Singapore.



MESSAGE

**Executive Director, Agency for Care Effectiveness (ACE);
Deputy Director of Health (AVBC),
Ministry of Health, Singapore**

Dr Fereen Liew



ACE's first decade has shown us the power of rigorous evidence, committed people, and deep partnerships across the healthcare system. These lessons are timeless: evidence must guide our choices, and collaboration is key to embedding Appropriate and Value-Based Care in everyday clinical practice.

ACE plays a vital role in supporting the MOH and our stakeholders to transform our healthcare system – by evaluating new and emerging technologies, ensuring resources are well-used, and helping patients and providers make informed, value-based choices.

With this solid foundation, ACE is well-positioned to take the next bound anticipating new challenges, seizing opportunities and staying fit for purpose. We must extend our impact into areas like precision medicine, digital health, and the implementation of care models that work in the real world. Above all, ACE must keep improving outcomes and value through evidence-based practice - anchored in scientific excellence, patient-centred care and strong partnerships.

I look forward to continuing this journey with all of you. My heartiest congratulations to the ACE team on this 10th year milestone.



MESSAGE

**Founding Executive Director,
Agency for Care Effectiveness (ACE)**

Dr Daphne Khoo



We started at a time when there were very few health economists in Singapore. Health Technology Assessment is built on the foundation of health economics.



Since we had only five staff in the beginning, we started off with drugs. Over time as the numbers increase, we expanded our scope to devices, vaccines, and currently new areas, such as precision medicine and artificial intelligence. To date, more than 750,000 patients have benefitted from ACE evaluations.

When all HTA agencies start, it is not a given that they will survive. When my staff joined in the early days, they asked, “What’s my future?” And I said, it depends what we make of it. I think we have succeeded in proving our value based on MOH and MOF’s colleagues’ willingness to fund our expansion. Another marker is the respect that we have from other international agencies, but the most reliable indicator is the loyalty of our staff. Many of whom have stayed on despite the challenges.

I’m incredibly proud of what we have achieved together, and I wish my successor and all of you all the best as we move into the next decade.

OUR JOURNEY

**How ACE Evolved to Shape
Evidence-Based, Value-Driven Care**

ACE’S CORE ROLE

ACE helps Singapore allocate healthcare resources wisely by assessing the clinical and cost-effectiveness of health technologies and supporting their appropriate use across the healthcare system.

Its work anchors decisions in evidence and value, ensuring long-term impact for patients, providers, and payers alike.

Initially focused on building rigorous HTA capabilities, ACE evaluates drugs, vaccines, cell, tissue and gene therapy products (CTGTPs), medical devices, and clinical services.

These are published as Health Technology Guidances, enabling their consistent and appropriate adoption across care settings. ACE also develops adoption strategies to support uptake within public healthcare institutions, and assesses the real-world impact of subsidy decisions on utilisation, clinical practice and patient outcomes.

YEAR

2015

ACE IS ESTABLISHED TO GUIDE APPROPRIATE AND SUSTAINABLE CARE

Keeping healthcare affordable, appropriate and sustainable is one of Singapore's enduring challenges. Each year, new health technologies — often high-cost and complex — emerge, bringing potential benefits for patients but also placing pressure on healthcare resources.

To ensure these innovations deliver real value to Singaporeans, the Agency for Care Effectiveness (ACE) was established in August 2015 as the Ministry of Health's (MOH's) national Health Technology Assessment (HTA) and clinical guidance agency.



YEAR

2018

BRIDGING EVIDENCE AND CLINICAL PRACTICE

Recognising that recommendations alone are not enough to shift practice, ACE established the Evidence to Practice Office (E2P) in 2018. Through the development of ACE Clinical Guidances (ACGs), co-created with multidisciplinary panels of local experts, ACE supports healthcare professionals in making informed clinical decisions. These evidence-based guidances are now widely incorporated into institutional protocols and national pathways, serving as a shared national reference point for appropriate care.

Beyond publishing guidances, ACE works to embed evidence into practice — leveraging behavioural insights, academic detailing, clinician education, and stakeholder engagement to promote adoption.

ELEVATING THE PATIENT VOICE IN DECISION-MAKING

In 2021, ACE further expanded its scope with the formation of a dedicated Consumer Engagement and Education team, reflecting the growing global consensus on the value of incorporating patient voices in HTA. Patients' lived experiences provide important insights into their needs and preferences, helping address uncertainties in the evidence and shaping policies that resonate in the real world.

ANCHORING CANCER CARE IN EVIDENCE AND VALUE

A significant milestone was achieved in August 2022 with MOH's introduction of the Cancer Drug List (CDL). ACE's evaluation of therapies for their evidence and value, coupled with price negotiations with companies, helped ensure cancer treatments and insurance premiums remain affordable over time. In the same year, ACE hosted Singapore's first national Value-Based Healthcare Conference (VBHC), bringing together healthcare leaders and experts to share insights and practical strategies in value-based care.

YEAR

2021

YEAR

2022



YEAR

2023

EXTENDING EVIDENCE AND VALUE TO IMPLANT CARE

In 2023, ACE supported the launch of the Implant Subsidy List (ISL) — Singapore’s first positive list for implants with demonstrated therapeutic and economic value. The ISL extends subsidies to implants that improve patient outcomes and resource utilisation. With the introduction of the MOH ISL, implants are no longer automatically eligible for subsidy - only those on the list will qualify. This approach enhances subsidy precision, encourages the use of cost-effective implants for specific clinical indications, and enables price negotiations with companies. Since its introduction, prices for some commonly used implants have since fallen by 20 to 30%, improving both access and value for patients and the healthcare system.

YEAR

2025

STRENGTHENING THE FUTURE OF VALUE-BASED CARE

Today, ACE continues to evolve. By engaging patients, caregivers, and the public, it is helping to shape a more informed, empowered, and value-conscious healthcare culture. Through innovation in HTA, partnerships with stakeholders, and transparent, evidence-based policymaking, ACE remains committed to safeguarding the sustainability and accessibility of Singapore’s healthcare system for generations to come.

Since its inception, ACE has contributed to cumulative cost savings of over \$2 billion, with more than one million patients benefiting during the first year of subsidy listing for approved health technologies.

AND BEYOND ▶▶

IMPACT SUMMARY

2016-2024 KEY HIGHLIGHTS

BENDING THE COST CURVE



Delivered around **\$2.03 billion** in healthcare system cost savings

ENHANCING TREATMENT AFFORDABILITY AND ACCESSIBILITY FOR PATIENTS

Improved access & affordability for **over 955,000 patients***

(* Estimated annual number of patients benefiting from subsidised health technologies evaluated by ACE in their first year of listing.)

Over **489** medicines, vaccines and medical devices had successful value-based pricing (VBP) negotiations and were approved for subsidies

Conducted over **467** negotiation meetings



with manufacturers to secure better prices for health technologies

Signed approximately **328**



contractual agreements to lock in prices of negotiated health technologies with manufacturers for subsidy listing

Driving cost-effective use of **43** generic drugs and biosimilars [2020-2024]



While this is a 10th anniversary report, figures reflect 9 years of outcomes (2016-2024), as each year’s data is finalised the following year.

SUPPORTING ADOPTION OF CLINICALLY EFFECTIVE AND COST-EFFECTIVE TREATMENTS

498 health technology assessments (HTA) completed to inform health policy decisions, including subsidy and subvention

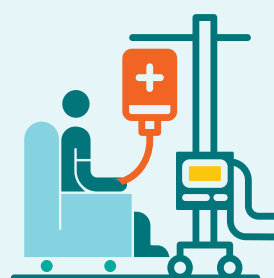
214 topics approved for subsidy listing in public healthcare institutions (PHIs)



235 health technology guidances published

Over **87,360** implants reviewed and listed on the Implant Subsidy List, in consultation with approximately **223** clinicians

89 local cost-effectiveness analyses conducted to support HTA



Over **370** cancer treatments reviewed and included on the Cancer Drug List, in consultation with more than **70** clinicians. Of these **269** cancer treatments are approved for subsidy listing in PHIs.

29 manuscripts published

50 utilisation reports produced

16 outcomes evaluation reports produced

STRENGTHENING EVIDENCE-BASED PRACTICE

Provided **3630** person-hours of guided CPE to HCPs through educational outreach meetings with ACE Clinical Update Services (CUES)



Published more than **153** clinical recommendations across **30** ACGs (ACE Clinical Guidances)



383,243 ACG pageviews

375 collaborations with clinical experts on ACGs

160 formal endorsements of ACGs from professional peak bodies



Integration of **12** ACGs into Healthier SG (HSG) Protocols

Regularly promoted best practice to almost **19,000** healthcare professionals through dissemination of ACGs



While this is a 10th anniversary report, figures reflect 9 years of outcomes (2016-2024), as each year's data is finalised the following year.

EMPOWERING PATIENTS THROUGH ENGAGEMENT AND EDUCATION

139

plain english summaries

2

HTA learning modules
for patients and the public

Co-developed **49** factsheets
and patient education aids with
patient organisations about
different medical conditions
and treatments

700+ patient and carer
testimonials have been included
in ACE's technical evaluations



While this is a 10th anniversary report, figures reflect 9 years of outcomes (2016-2024), as each year's data is finalised the following year.

CASE STUDIES

OPTIMISING THE MANAGEMENT OF PATIENTS WITH CHRONIC OBSTRUCTIVE PULMONARY DISEASE

People with chronic obstructive pulmonary disease (COPD) present with progressive breathlessness due to damaged lungs. While this damage is irreversible, disease symptoms may be controlled with medication and smoking cessation.

Long-acting muscarinic antagonists (LAMA) as monotherapy and in combination with long acting beta-2 agonists (LAMA+LABA) are the mainstay maintenance therapies for patients with COPD¹. These effective inhaled medications prevent patients from experiencing exacerbations (periods of flare-ups with increased shortness of breath and cough). However, due to their high cost, some patients have been using cheaper alternatives, such as a combination of inhaled corticosteroids (ICS) and LABA.

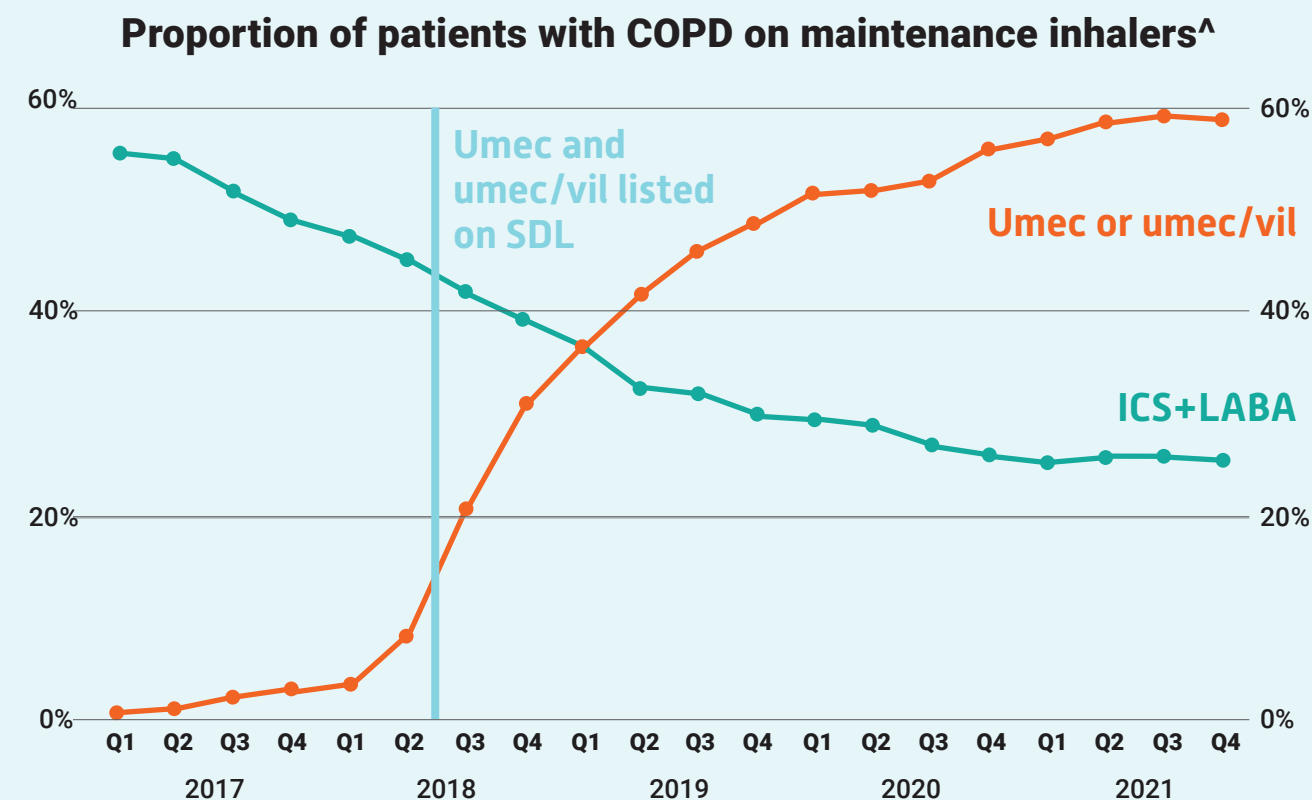
The use of ICS+LABA is associated with an increased risk of pneumonia. This demonstrates a high clinical need to make subsidised LAMA and LAMA+LABA available, to drive appropriate care. To address this, ACE undertook a Health Technology Assessment to inform subsidy recommendations for COPD medications. Value-based pricing negotiations were conducted alongside the assessment to improve cost-effectiveness of the treatments.

¹ Global Strategy for the Diagnosis, Management and Prevention of COPD, Global Initiative for Chronic Obstructive Lung Disease [GOLD] 2022. Available from: <http://goldcopd.org>

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OPTIMISING THE MANAGEMENT OF PATIENTS WITH CHRONIC OBSTRUCTIVE PULMONARY DISEASE

Umeclidinium (umec), a LAMA, and umeclidinium combined with vilanterol (umec+vil), a LAMA+LABA, were listed on the Ministry of Health Standard Drug List (SDL) in July 2018². An ACE Clinical Guidance was also published at that time to inform appropriate clinical practice³.



Among COPD patients who did not have a concurrent asthma diagnosis, the proportion on umec or umec+vil increased from less than 10% before subsidy to ~60% by 2021. This increase was accompanied with drop in the proportion of patients on ICS+LABA, from above 50% before the subsidy to ~25%.

[^]Excluding patients with concurrent asthma as they will require ICS+LABA for asthma treatment.

To understand the impact of the subsidy, ACE conducted a real-world retrospective cohort study. The results showed that compared to patients who started on ICS+LABA, patients who started on umec or umec+vil were associated with better COPD control and reduced rates of pneumonia hospitalisation over a one-year follow-up period.

PATIENTS STARTED ON **UMEC**, AS COMPARED TO ICS+LABA, HAD:

35%
lower rates
of severe
exacerbation

29%
lower rates
of moderate
exacerbation

28%
lower rates
of pneumonia
hospitalisation

PATIENTS STARTED ON **UMEC+VIL**, AS COMPARED TO ICS+LABA, HAD:

29%
lower rates
of severe
exacerbation

22%
lower rates
of moderate
exacerbation

22%
lower rates
of pneumonia
hospitalisation

² Agency for Care Effectiveness, Ministry of Health, Singapore. [2018]. LAMA monotherapy and combination therapy with LAMA/LABA-Technology Guidance from the MOH Drug Advisory Committee. Available from: [https://www.ace-hta.gov.sg/docs/default-source/drug-guidances/lama-lama-laba-for-copd-\[2-jul-2018\].pdf?sfvrsn=e8d74c88_2](https://www.ace-hta.gov.sg/docs/default-source/drug-guidances/lama-lama-laba-for-copd-[2-jul-2018].pdf?sfvrsn=e8d74c88_2)

³ Agency for Care Effectiveness, Ministry of Health, Singapore. [2018]. Managing stable chronic obstructive pulmonary disease – Focusing on inhalers. Available from: [https://www.ace-hta.gov.sg/docs/default-source/acgs/managing-stable-copd---focusing-on-inhalers-\[sep-2018\].pdf?sfvrsn=25860a3a_0](https://www.ace-hta.gov.sg/docs/default-source/acgs/managing-stable-copd---focusing-on-inhalers-[sep-2018].pdf?sfvrsn=25860a3a_0)

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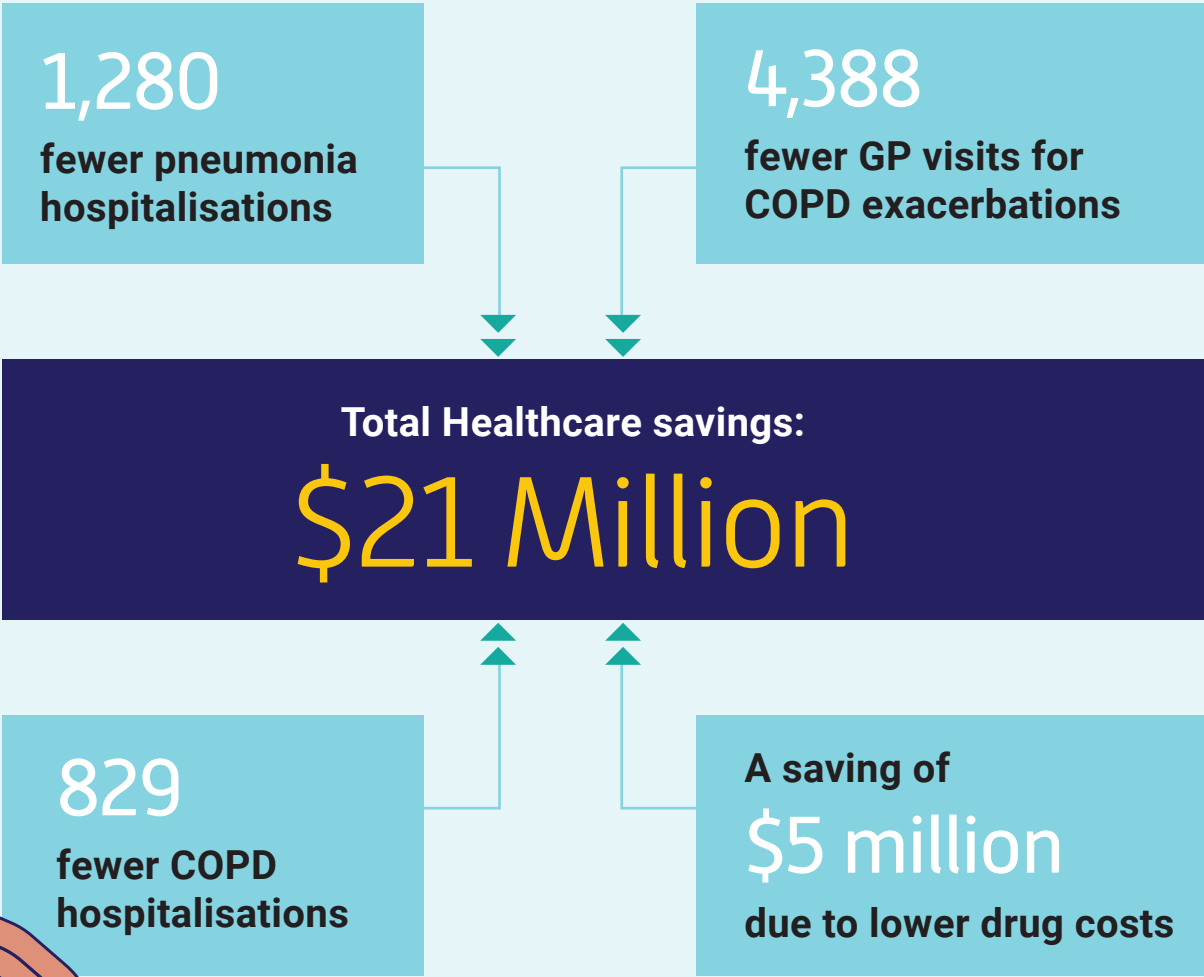
OPTIMISING THE MANAGEMENT OF PATIENTS WITH CHRONIC OBSTRUCTIVE PULMONARY DISEASE



The recent advancements in COPD management, particularly new inhalers like LAMAs and combined ones, are significantly improving patients’ lives. The subsidy listing of these inhalers will ensure their appropriate prescription according to established guidelines, including ACE’s, and increase patient uptake.

Dr Tan Teck Shi
Consultant, SingHealth Polyclinics

Based on actual and projected number of patients switching from ICS+LABA to umec or umec+vil in the first five years (2019–2023) after subsidy, it is projected that Singapore’s public healthcare system has:



TARGETED THERAPY BRINGS RELIEF FOR RARE BLOOD CANCER

When Mdm Kartini Binte Abdul Rahim began experiencing fatigue, bone pain, and loss of appetite in 2018, she initially dismissed the symptoms. But as they worsened — including a growing mass on her left side — she finally sought medical advice.

She was diagnosed with myelofibrosis, a rare blood cancer that disrupts normal blood cell production and causes the spleen to enlarge, leading to discomfort and early fullness during meals. “I never imagined it was something serious,” Mdm Kartini shared.

Her doctor, Dr Jen Wei Ying, Consultant at the National University Cancer Institute, Singapore, prescribed ruxolitinib, a Janus kinase (JAK) inhibitor that reduces spleen size and alleviates associated symptoms. The medication improved Mdm Kartini’s appetite, energy levels, and quality of life — allowing her to resume household activities, enjoy outings with friends, and care for her grandchildren.

Ruxolitinib is one of the treatments included on the Cancer Drug List (CDL) — a subsidy framework introduced by MOH in 2022. The CDL ensures that cancer treatments which are clinically proven and cost-effective are more affordable and accessible for patients.

ACE plays a key role in this process by evaluating cancer drugs for evidence and value, and supporting MOH in negotiating better

prices. According to Dr Jen, “With the CDL and policy changes, more drugs are subsidised, and for more patients. ACE’s work helps standardise care and improve access to effective treatments.”



Mdm Kartini is one of many patients who now benefit from subsidised access to cancer therapies without repeated funding approvals — a shift that has reduced the burden on both patients and healthcare teams.

BREAKING BARRIERS TO TREATMENT: IMPROVING ACCESS FOR PATIENTS WITH RARE HEART DISEASE

For years, tafamidis — a disease-modifying treatment for transthyretin amyloid cardiomyopathy (ATTR-CM) — remained out of reach for most patients in Singapore due to its high cost, at around \$150,000 per year.

That changed in August 2024, when the Ministry of Health approved subsidies for tafamidis under the Medication Assistance Fund (MAF), following a rigorous health technology assessment conducted by ACE. This milestone brought financial relief and better outcomes to patients living with this debilitating condition, which can lead to heart failure if left untreated.

One such patient was an elderly retiree who had been misdiagnosed for over a decade. After a correct diagnosis of ATTR-CM, he began tafamidis treatment — but faced thousands of dollars in monthly costs. With the new subsidies, his out-of-pocket expenses fell to a few hundred dollars a month. Over the past year, he has avoided hospitalisations and regained much of his daily function.



The funding has transformed the way we care for our patients. With timely access to effective therapy, we're seeing fewer hospitalisations and much better quality of life.



Dr Lin Weiqin
Senior Consultant, NUHCS

ACE's evaluation supported a funding decision that balanced clinical effectiveness, affordability, and patient needs — a hallmark of value-based care. The case of tafamidis highlights the power of evidence to drive impact: making life-changing therapies accessible to those who need them most.

RESTORING MOVEMENT, RELIEVING PAIN: MR ARIFF'S JOURNEY WITH THE ISL

At just 34 years old, deskbound worker Mr Mohamed Ariff Bin Mohamed Yusoff found his daily routine disrupted by persistent knee pain and stiffness. Diagnosed with a cartilage injury in 2022, even simple movements became a struggle.

Thanks to the Implant Subsidy List (ISL), he received a cartilage repair implant at Ng Teng Fong General Hospital in December 2023. The procedure, subsidised under the ISL, significantly reduced his out-of-pocket costs and made surgery financially accessible.

Today, Mr Ariff is back on his feet — able to squat, kneel and even run lightly again. “I’m now able to return to activities I thought I’d never do again,” he shared. “My daily routine has significantly improved.”

His story highlights the real-life value of the ISL: easing financial pressure, enabling timely intervention, and restoring quality of life.



VOICES FROM THE JOURNEY

Reflections and well-wishes from those who have walked alongside ACE

Over the past decade, ACE has collaborated with many individuals — from local champions to international advisors — who have contributed to its growth, credibility, and culture.

As we mark this 10-year milestone, we are honoured to share their reflections, appreciation, and aspirations for ACE’s next chapter.





I would like to congratulate ACE as it marks 10 years of delivering value-based healthcare for the people of Singapore. It has been a real pleasure to be a part of your International Advisory Panel and see first-hand just why you have earned your deserved reputation as a global leader of guidance production. I look forward to future collaboration opportunities where we can work together to deliver our ambitions and get the best care to people fast, while also ensuring value for our communities.

Dr Sam Roberts

Chief Executive of the National Institute of Health and Care Excellence (NICE), United Kingdom; Member, International Advisory Panel (IAP), Agency for Care Effectiveness (ACE), Singapore



Sincere congratulations to everyone who has shaped the evolution of the Agency for Care Effectiveness during the past 10 years. Canada's Drug Agency is proud to have been a part of this journey with you, and we are grateful for your ongoing collaboration and contributions to the global health technology assessment community.

Ms Sudha Kutty

Executive Vice-President of Evidence, Products, and Services, Canada's Drug Agency, Canada; Member, International Advisory Panel (IAP), Agency for Care Effectiveness (ACE), Singapore



It is an honour to have witnessed the tremendous contribution that the Agency has made to value-based health care in Singapore over the last decade. The beneficiaries of their extraordinary efforts have positively impacted patients, clinicians, and policy makers. I wish the agency all the best for the next chapter of their development.

Prof Robyn Ward

Deputy Vice-Chancellor (Research and Enterprise) and Senior Vice-President, Monash University, Australia; Member, International Advisory Panel (IAP), Agency for Care Effectiveness (ACE), Singapore



10 years of ACE! What an achievement - to drive better decision-making in healthcare. From small steps you are now at the innovative edge of delivering value-based care in an equitable, consumer-focused, and sustainable manner in Singapore, and an example of what is possible around the world. My deepest congratulations.

Prof Jonathan Craig

Vice President & Executive Dean, College of Medicine and Public Health, Flinders University, Australia; Member, International Advisory Panel (IAP), Agency for Care Effectiveness (ACE), Singapore



Over the last decade I have watched with delight as ACE has grown into an established health technology assessment agency. They have sought expertise from leaders in the field and then applied and further developed those learnings for the unique Singaporean context. Their processes and methods follow international best practice but they are also innovators and in some areas are leading the world. They have a cohort of friendly, professional and technically capable staff with whom my agency – Adelaide Health Technology Assessment - have very much enjoyed working with. In my eight years on the Board of the International Network of Agencies for Health Technology Assessment (INAHTA), I was also keenly aware that ACE was always willing to contribute their talents for the good of HTA, internationally. Singapore should be proud of their national health technology assessment agency – they stand tall on the world's stage!

Prof Tracy Merlin

Professor of Health Technology Assessment; Head, School of Public Health and Deputy Executive Dean, Faculty of Health & Medical Sciences, University of Adelaide, Australia; Member, International Advisory Panel (IAP), Agency for Care Effectiveness (ACE), Singapore



My sincerest congratulations to ACE on achieving 10 years of promoting and supporting appropriate and value-based care. I am incredibly impressed with how ACE staff continually reflect on and improve their methods and approaches, to the point where ACE is now at the cutting edge of methodological innovation internationally in the field of appropriate and value-based care. Congratulations again on reaching this milestone. I am looking forward to watching ACE in future years continuing to push boundaries and strive for true value-based care in Singapore – and beyond!

Prof Zachary Munn

Director, Health Evidence Synthesis, Recommendations and Impact (HESRI), School of Public Health, The University of Adelaide, Australia; Member, International Advisory Panel (IAP), Agency for Care Effectiveness (ACE), Singapore



I first became involved in ACE in 2021 when I had the honour of being invited to join its International Advisory Panel. Since then, I have had many interactions with ACE and have had the opportunity to visit its offices in Singapore and meet with many of its people. I am extremely impressed with the wonderful work being done by ACE to improve the efficiency and equity of care provided to the citizens of Singapore. I congratulate it on its 10th anniversary and wish it well for the next ten years.

Prof Terry Campbell

Emeritus Professor of Medicine, University of New South Wales (UNSW) Sydney, Australia; Member, International Advisory Panel (IAP), Agency for Care Effectiveness (ACE), Singapore



Advising ACE is rewarding because they know their business, think carefully about what you say, are thoughtful in their responses and proactive in seeking to respond to new issues and methods in HTA.

Prof Andrew Wilson

Co-Director, Leeder Centre for Health Policy, Economics and Data, School of Public Health, The University of Sydney, Australia; Member, International Advisory Panel (IAP), Agency for Care Effectiveness (ACE), Singapore



It is always a pleasure to work with ACE - their drive and diligence is excellent which has led to superb progress in the last 10 years. I wish them all the best going into the future.

Prof Nicholas Latimer

Professor of Health Economics, Sheffield Centre for Health and Related Research, The University of Sheffield, United Kingdom; Member, International Advisory Panel (IAP), Agency for Care Effectiveness (ACE), Singapore



I have been impressed by the dedicated team at ACE and how they are taking a structured and scientific approach to HTA and clinical guidance and systematically linking this to value-based care and improved patient and system outcomes. I look forward to the organisation's ongoing growth and impact over the next 10 years.

Prof Tim Shaw

Professor of Digital Health and Director of Research in Implementation Science and eHealth (RISe), Faculty of Medicine and Health, The University of Sydney, Australia; Member, International Advisory Panel (IAP), Agency for Care Effectiveness (ACE), Singapore



From the start, ACE set out to support evidence-based, cost-effective care — a mission that remains vital today. Over the past decade, ACE has delivered real value by improving care while ensuring sustainability. This work is even more important as healthcare systems face rising demands and tighter resources. My thanks to the ACE team, management, and stakeholders for your continued dedication. May you carry this meaningful work forward for many more years to come.

Prof Chee Yam Cheng

President, Singapore Medical Council; Emeritus Consultant, Tan Tock Seng Hospital; Chairman, ACE Council (2016-2025)



Congratulations to ACE on a decade of championing value-based care! Your dedication has improved patient care and set new standards for healthcare excellence - here's to continued progress and even greater impact ahead.

A/Prof Lita Chew

Group Chief Pharmacist, SingHealth; ACE Council (2019-2025)



Congratulations to ACE on your 10th anniversary.

Having served for many years on the ACE Council, I have seen first-hand how your work has shaped value-based care in Singapore.

The evidence-based guidance contributes to quality and safety in Primary care, and continues to support Family Physicians in delivering care that is effective, appropriate, and patient-centred.

Wishing ACE continued success in the years ahead.

Dr Wong Tien Hua

Director, Mutual Healthcare Pte Ltd, Singapore; President, College of Family Physicians Singapore; Member, ACE Council (2016-2025)



Congratulations to ACE on its 10th anniversary.

It has been an exciting 10 year journey for ACE, and its mission of streamlining guideline development as well as championing value based care has set the foundations for advancing Singapore healthcare into the 21st century.

I wish ACE all the very best on its 10th anniversary and every success in all its endeavors going forward.

Adjunct Associate Prof Tan Tze Lee

Senior Partner, The Edinburgh Clinic; Member, ACE Council (2019-2025)



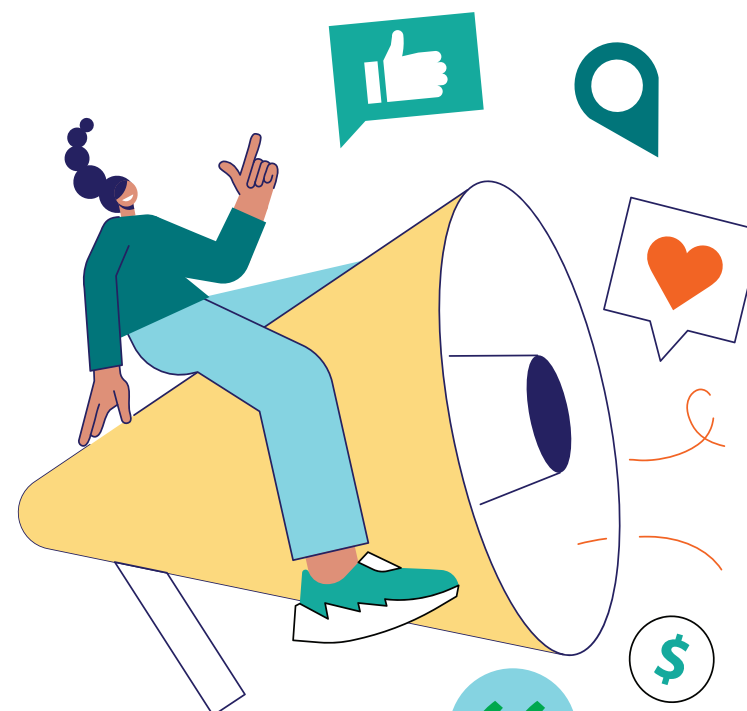
By sharing their experiences, perspectives, and priorities, patients provide invaluable insights that help ensure medical decisions reflect real-world needs. This active engagement not only enhances the relevance of healthcare solutions in Singapore but also fosters trust and collaboration between patients, healthcare providers, and policymakers.

Prof Lau Tang Ching
Co-Chair, ACE Consumer Panel



ACE's involvement of patients in critical and meaningful healthcare decision-making is a game-changer. It has shared its processes in a transparent fashion and invited critical questions and feedback through various dialogue opportunities.

Dr Ritu Jain
Co-Chair, ACE Consumer Panel



Truly honoured being part of the extraordinary journey ACE has travelled! Nothing is possible without the visionary leadership and dedicated staff - you should all be SO PROUD. Really excited for the new journey ACE is embarking on!!! Happy 10th birthday ACE!

Dr Hong Ju
Founding Staff, Agency for Care Effectiveness (ACE)



As one of ACE's earliest team members, it's been an incredible journey to witness how a small, passionate group has grown into a respected voice in health technology assessment both locally and internationally. From those first few days of building everything from the ground up, to seeing the real impact we now have on policy and people's lives—it's been a privilege to be part of ACE's story from the beginning and to still be a part of it 10 years later.

This anniversary isn't just about looking back—it's about celebrating the people, partnerships, and purpose that have brought us here. Our evolution reflects not just changing healthcare needs, but a maturing organisation that continues to grow in relevance and impact. It's been both humbling and inspiring to be part of this transformation—and I'm excited to see where the next decade takes us.

Ms Fiona Pearce
Founding Staff, Agency for Care Effectiveness (ACE)



In 10 short years, the Agency for Care Effectiveness (ACE) has grown to rival sister health technology evaluation entities around the world. ACE has done this despite the very modest manpower, delivering more than \$2.03 bn in cost savings to our healthcare system while, more importantly, facilitating the access to needed medications and devices to our patients in Singapore. They have become the trusted source for guidance on appropriate use of medications to doctors and the public, and have ensured that the voices of patients are heard in the process of their work. The ably led team of dedicated professionals should be lauded for the highly significant impact they have brought to the improvement of the health of Singaporeans.

Prof Benjamin Ong

Director of Medical Services (2014–2020), Ministry of Health, Singapore; Chairman, Health Sciences Authority, Singapore; Senior Consultant, Division of Neurology, Department of Medicine, NUH



Over the past 10 years, ACE has successfully implemented health technology assessment (HTA) within our healthcare system, to the benefit of our patients and the community. Thanks for giving me the opportunity to participate in ACE's evaluation and policy work as well as the excellent secretariat support for National P&T Committee and the Gout and Osteoporosis ACGs. Happy 10th birthday ACE!

A/Prof Bernard Thong

Chairman, Medical Board; Senior Consultant, Department of Rheumatology, Allergy and Immunology, TTSH



I am impressed by the team at ACE. They are dedicated, professional, and consistently deliver high-quality work. Their work is always clearly presented, thoroughly analysed, and supported by well-considered recommendations that add real value. Moreover, they are most pleasant to work with.

A/Prof Andrew Wong

Chairman, Division of Surgery; Senior Consultant, Department of Surgery, CGH

10 *Years*
ANNIVERSARY



ACE
agency for
care effectiveness

From Vision to Reality: A Decade of ACE, and Beyond

DRIVING BETTER DECISION-MAKING IN HEALTHCARE

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Learn More About Our Journey

Scan the QR Code below
to visit our 10th Anniversary website
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