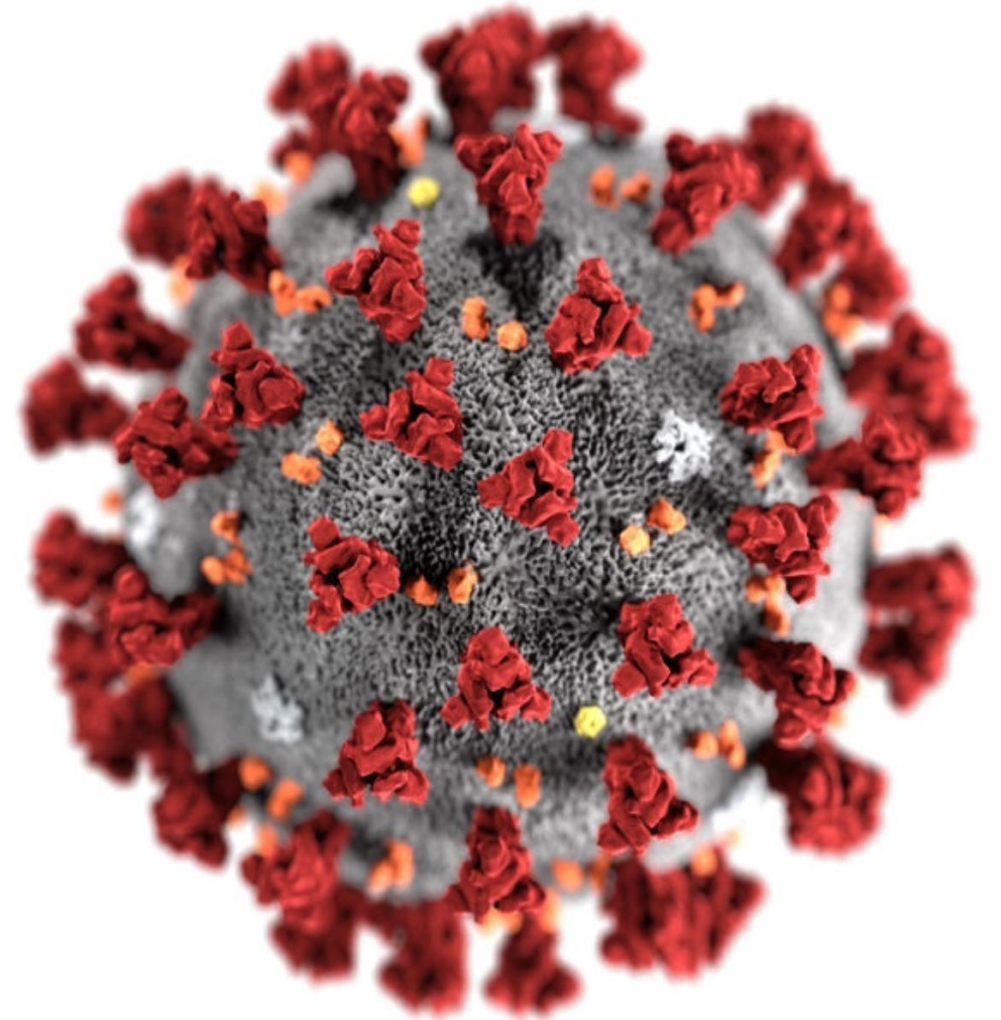


# Supply Chain Management during COVID-19 Singapore Healthcare Experience

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*18 Aug 2020*

# Scope of Presentation

- About ALPS
- Situation Landscape
- Key Focus Areas
- Approach
- Reflections



... from a lens of Supply Chain Management

# About ALPS

- National Healthcare Supply Chain Agency started in July 2018
- Initiated by MOH with 3 Public Healthcare Clusters as ALPS shareholders
- Scope :
  - Procurement of Drugs, Medical & Non Medical Supplies, Outsourced Services, Fixture, Furniture & Equipment
  - Supply Chain Operations for all 26 Public Healthcare Institutions.



# Situational Landscape w COVID 19

Global	National	Internal
<ul style="list-style-type: none"> <li>• Government imposed prohibitions on export on goods</li> <li>• Global allocation               <ul style="list-style-type: none"> <li>○ COVID19 related supplies</li> <li>○ ICU equipment &amp; consumables</li> <li>○ Lab Supplies &amp; Test equipment</li> </ul> </li> <li>• Factory shutdowns</li> <li>• Air freight/air cargo capacity constraints</li> <li>• Regulatory requirements</li> <li>• MNCs not supporting stockpile development</li> </ul>	<ul style="list-style-type: none"> <li>• Detection, treatment &amp; care               <ul style="list-style-type: none"> <li>○ From PHI to community</li> <li>○ External operations</li> <li>○ Medical posts</li> <li>○ Private Institutions/Labs/Service Providers</li> </ul> </li> <li>• Multi ministry/agencies coordination</li> <li>• Varying needs               <ul style="list-style-type: none"> <li>○ Lab &amp; clinical preferences</li> <li>○ Differing workflows</li> <li>○ Varying PPE guidelines</li> </ul> </li> <li>• Rapid ramp               <ul style="list-style-type: none"> <li>○ Swabbing Operations</li> <li>○ Lab test capacity</li> </ul> </li> <li>• Warehousing &amp; logistics/reverse logistics</li> <li>• FW Dorm C+ Infection</li> <li>• Circuit Breaker               <ul style="list-style-type: none"> <li>○ Essential Service Providers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Availability of Supplies – data extraction &amp; daily/weekly reporting across all PHIs for               <ul style="list-style-type: none"> <li>○ PPE</li> <li>○ Medical Supplies</li> <li>○ Drugs</li> <li>○ Lab Supplies</li> </ul> </li> <li>• Central management &amp; oversight of assurance of supply               <ul style="list-style-type: none"> <li>○ Logistics for lab supplies</li> <li>○ Purchases for advancing stocks</li> <li>○ MOH Funding</li> <li>○ Product transfer to PHIs</li> </ul> </li> <li>• Logistics               <ul style="list-style-type: none"> <li>○ Warehousing</li> <li>○ Distribution services</li> <li>○ Courier services</li> </ul> </li> </ul>

# Key Focus Areas

- Demand-Supply Situation
- Risk Assessment and Management
- Ensuring care and operations continuity for PHIs
  - Clinical, non-medical and operations demands
  - Accessibility of medications to patients
- Supporting national requirements for MOH and agencies
- Sustaining and protecting healthcare providers
  - Frontline and Ancillaries

# Course of Actions (1/2)

- Control Tower & Supply Chain Taskforce
  - Continuous monitoring and assessment of situations
    - Including abnormalities in demand (leverage on IT and Finance)
  - Command, control, coordinate and communicate activities
- Priority :
  - Prevent disruption in supply chain
    - Diversification of sources, product alternatives, installing buffers
  - Focus on sustenance of critical areas in hospitals
    - ICU, ISO, ED, ARI and Lab Testing
  - Work with key outsourced partners
    - Medication deliveries to patients' home, essential services for hospitals
  - Support facilities external to hospitals
    - Clusters/ Institutions, AIC, non-PHI labs

# Course of Actions (2/2)

- Coordination with MOH departments and agencies
  - Establishing demands (MOH departments, agencies and planning groups)
  - Registration (HSA)
- Manage demands with MOH, hospitals and suppliers
  - Alternate products
  - Innovation
  - Control of supplies (eg. prescription of medication)
- Leverage on capabilities of other ministries and national agencies
- Sustenance and protection of healthcare providers



# Reflections: What Went Well?

- Engagement with clusters/institutions, ministries/agencies
  - Ability to understand situations and needs
  - Facilitates appropriate response and expediency to needs
- “Wet Weather” Friends
  - Suppliers & Partners whom we can depend on
  - Strength/quality of relationship during normalcy
- Minimised stock out situations
- Leadership in resilience, change management



# Reflections: Opportunities for Improvements

- Visibility of stocks across institutions thru' key departments
  - Ability to conduct scenario planning
- Review of procurement strategies
  - Sole or preferred sources vs diversity
- Suppliers' own visibility of incoming supplies
- Improve coordination with national emergency agencies.

Thank You!