VBHC Study Tour Singapore 2026

10-13 November 2026 | Three-day programme plus welcome evening

International Hospital Federation

See how Singapore is turning value-based healthcare principles into action - from national policy and frontline care to payer-provider partnerships, contracting and analytics.

Singapore is confronting a challenge shared by health systems worldwide: how to improve outcomes and patient experience while keeping care affordable and sustainable. The iFHP VBHC Study Tour offers a rare opportunity to see how one of the world's most sophisticated healthcare systems is responding.

We'll explore a coordinated national initiative and change across policy, funding, clinical practice, insurance, provider relationships and data.

Beginning with a welcome evening and followed by three intensive programme days, the tour brings a small group of health plan leaders, strategists, contracting experts and value-based care champions into direct discussion with the people designing and delivering Singapore's transformation.

The focus throughout is practical: what is working, what lies ahead and what delegates can adapt to their own organisations.

The programme is designed and delivered for the first time in collaboration with two partners:

- **Swansea University Value-Based Health and Care Academy**, a globally recognised centre for value-based healthcare implementation, transformation and leadership development.
- The **IHF**, a global not-for-profit, non-governmental membership organization providing a platform for knowledge exchange and networking with a community of over 35,000 hospitals.

Why Singapore?

Singapore provides an unusually complete view of value-based healthcare in practice. An exploration of its public-private healthcare ecosystem allows delegates to follow the full value agenda.

This will take us from national policy and funding decisions, through care pathway redesign and outcomes measurement, to insurer-provider collaboration, operational delivery and analytics-enabled purchasing.

This is not a conventional conference programme. It is an immersive study tour built around focused workshops, on-site visits, practical case studies and candid peer exchange with leaders responsible for implementation.

What you will experience

- **Ministry of Health:** Meet leaders shaping Singapore's national Appropriate and Value-Based Care framework and understand how policy, funding and clinical practice are being aligned around appropriate care, better outcomes and long-term sustainability.
- **SingHealth:** See how national ambition is translated into care pathways, outcomes measurement and service redesign within a major public health system, supported by on-site visits to VBHC initiatives and discussion with the teams leading implementation.
- **AIA Singapore:** Explore how a private insurer is helping to build public-private VBHC partnerships, including Singapore General Hospital's programme across more than 40 conditions and Thomson Medical's use of patient-reported and clinical outcomes to reduce unnecessary tests, admissions and procedures.
- **iXchange, IHH Healthcare and Cigna Healthcare:** Take part in a site visit that brings the operating reality behind a value-based contract to life. Explore how a third-party administrator acts as the operational bridge between insurer, hospitals and patients. Payer and clinical leaders will explain how the arrangement is moving participating IHH hospitals away from volume-based activity and towards better outcomes, more appropriate care and sustainable costs.
- **Amplify Health:** See how data and analytics can reveal variation, compare provider performance and turn complex clinical and claims information into practical decisions on network strategy, provider engagement and value-based purchasing.

What you will take back

Delegates will leave with:

- A system-level understanding of how policy, funding and clinical practice can be aligned around value.
- Practical examples of care pathway redesign, outcomes measurement and more appropriate care.
- A clearer view of how insurers, providers and TPAs can share responsibility for outcomes, affordability and patient experience.
- Insight into the governance, data, measures and operational workflows required to support value-based contracts.
- Approaches to risk adjustment, provider benchmarking and analytics-enabled purchasing.
- Actionable ideas to test within your own organisation, informed by direct discussion with implementers and international peers.
- A stronger network of leaders working to improve healthcare outcomes and sustainability.

Programme at a glance

Tuesday 10 November

Welcome evening

Arrive in Singapore and meet the cohort over welcome drinks and canapés. The evening will introduce the study tour, frame the questions delegates want to test over the following three days and include a welcome from Swansea University Value-Based Health and Care Academy.

Wednesday 11 November

National policy and system transformation

Begin at system level with an exclusive Ministry of Health workshop, followed by further programme visits that connect Singapore's national direction with implementation. Group dinner in the evening.

Thursday 12 November

From policy to pathways at SingHealth

Spend the day with SingHealth through a workshop and on-site visits, meeting the teams responsible for translating AVBC into everyday delivery. Group dinner in the evening.

Friday 13 November

Private-sector value in practice

Examine private-sector implementation through a site visit with iXchange, IHH Healthcare and Cigna Healthcare, together with sessions involving AIA Singapore and Amplify Health. The day connects payer-provider partnership, operational delivery and analytics before departures from early evening.

Who should attend?

The tour is designed for healthcare leaders, strategists and practitioners who are actively shaping value-based care, affordability and system transformation, including professionals working in:

- Value-based care implementation and strategy
- Provider network management and contracting
- Medical management and clinical stewardship
- Health policy, regulation and system design
- Population health and integrated care
- Healthcare innovation, digital transformation and analytics
- Outcomes measurement and healthcare sustainability

It is particularly relevant for leaders who want to move beyond theory, understand the mechanics of implementation and build relationships with peers pursuing the same goals.

Programme details

Dates: 10-13 November 2026

Format: Welcome evening followed by three programme days

Location: Singapore

Venue: PARKROYAL COLLECTION Pickering, Singapore

Cost: £3,500 per person

Included: Three nights' hotel accommodation, programme participation, workshops, site visits, group dinners, working lunches and all programme activities.

Not included: Flights.

Reserve your place

Places are limited to protect the quality of access, discussion and peer exchange. Join a select group of international peers for three days of direct learning across Singapore's public-private healthcare ecosystem.

Reserve a place

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