

PROFESSOR  
BENJAMIN ONG  
*Chairman*



## MESSAGE FROM THE CHAIRMAN

“ In our pursuit of innovation, we reimagined solutions by leveraging digital technologies, embracing automation, and fostering a growth mindset that encourages lifelong learning and the acquisition of new technologies. ”

The past year has brought tighter fiscal and resourcing challenges from significant global geopolitical and socioeconomic changes. Furthermore, the impact of an ageing population by 2030 presents additional challenges to the tight labour market.

We recognise that transformation, innovation, and digitalisation are crucial for HSA to not only succeed but thrive in this more challenging environment.

To adapt to these circumstances, we have reset our priorities and deployed our resources to support critical emerging needs, while deprioritising less critical tasks.

In our pursuit of innovation, we reimagined solutions by leveraging digital technologies, embracing automation, and fostering a growth mindset that encourages lifelong learning and the acquisition of new technologies.

We are also building a culture of collaboration and forging strategic partnerships to leverage each other's strengths and grow our capabilities.

At the core, it is our staff who are enablers. We will prioritise the well-being of our people, creating a supportive environment where they can flourish. We will continue to invest in the upskilling and growth of our people, to equip them with the necessary skills and tools to excel in their roles.

## Leveraging digital technologies and embracing automation

We developed the "Vaccine Lot Release Track" app, which digitises and automates the processing and management of lot release notification data for imported

vaccines. This app has not only alleviated laborious work processes but also enabled traceability and improved overall productivity. Furthermore, it has allowed us to analyse trends related to lot release status, enhancing our ability to make informed decisions.

We implemented various digital tools to enhance the surveillance and management of therapeutic product defects. These tools include an automated web-scraping program that employs machine learning to extract alerts related to product defects and recalls from overseas drug regulatory agency websites. We also developed filtering algorithms, machine learning models, and risk classification models to identify and prioritise the management of product defects. These initiatives have significantly enhanced our ability to ensure the safety and quality of therapeutic products.

In our commitment to uphold stringent quality standards, we introduced Robot Process Automation (RPA) to screen for adulterants in complementary health products. By automating the inter-quality control assessment and reporting outcomes, we have enhanced work efficiency and productivity while upholding the highest quality standards in accordance with ISO/IEC 17025:2017 requirements.

## Culture of collaboration

Our achievements in our commitment to excellence would not have been possible without the culture of collaboration we have fostered. We have actively sought partnerships with local and overseas counterparts, exchanging experience and knowledge to enhance our capabilities.

Over the past year, HSA has issued regulatory approvals for 10 applications

through Project Orbis, a global collaborative review program headed by the US FDA for cancer therapies; and completed six therapeutic product applications through Access Consortium, a coalition of five like-minded regulatory authorities that workshare to promote timely access to therapeutic products.

We are also now recognised by Australia's Therapeutic Goods Administration (TGA) as a Comparable Overseas Regulator (COR) for the review of medical devices, joining the European Union, United States of America, Canada, and Japan as one of five listed TGA COR regulators. With this recognition, companies can now leverage HSA's medical device approvals for faster entry into Australia.

Through a fruitful collaboration with clinicians from KK Women's and Children's Hospital and Singapore General Hospital, we utilised our Cell & Gene Therapy Facility as a manufacturing site for various CAR-T products. These CAR-T products were employed in clinical trials, offering innovative and more affordable salvage therapy for patients.

To strengthen the national emergency preparedness during mass fatality incidents, we conducted workshops with the Singapore Police Force to train police officers in the application of DNA kinship analysis for Disaster Victim Identification efforts. The knowledge and skills acquired can be applied both locally and internationally.

## Investing in our people

In this ever-changing landscape, we need to instil a mindset of continuous learning, and provide the tools for our staff to upskill and develop new skills.

This year, the Blood Services Group (BSG) achieved a significant milestone by obtaining the certified On-the-Job Training accreditation from the Institute of Technical Education. Along with the Human Capital Management department, they developed a comprehensive blueprint for enhanced hands-on learning experiences. As a certified provider, BSG can now reward and acknowledge the efforts of staff with e-certificates upon completing the modules. This also serves as a source of motivation for our trainers to continually improve and develop better modules.

To ensure our staff are well-positioned to leverage data for data-driven decision-making, we have organised briefings, training courses, and data analytics clinics to provide them with the necessary digital skills, as well as equip them with tools to start them on their data analytics journey.

## Recognition for our work

My heartiest congratulations to three HSA teams (Forensic Medicine and Histolab Team, Medical Devices Team, and Therapeutic Products Team) who received their National Awards (COVID-19) – the President's Certificate of Commendation (COVID-19) for their exceptional efforts which had a significant impact on Singapore's fight against COVID-19, and 118 of our colleagues who received the COVID-19 Resilience Medal.

As we reflect on the past year's accomplishments, we acknowledge the dedication, expertise, and passion of our staff and partners who have contributed to our success and helped set us apart as an organisation that continually strives to the highest standards in pursuit of our mission.