

# CEO's Preface





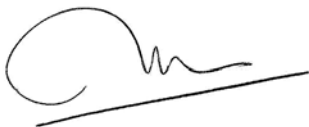
The past year has again been an eventful one for HSA as we advanced on our vision journey. We are delighted to work with our new Board, under the Chairmanship of Professor Edison Liu. With the completion of our envisioning exercise in mid 2006, and our strategic regrouping into the Corporate HQ and three professional groups - Health Products Regulation, Health Services and Applied Sciences - HSA looks ahead with optimism to all the possibilities that await us on the road ahead.

I am continually encouraged by the commitment and quality of our people, who demonstrate tremendous dedication and potential. Across the professional groups, exciting possibilities exist to develop new synergies for growth with the diversity of scientific and professional expertise that currently exists in HSA, as well as new skill sets that will come in over time. HSA is a distinctive organisation encompassing important functions normally found in a number of different counterpart agencies overseas. We therefore have unique opportunities to develop innovative regulatory and scientific frameworks that could serve as new paradigms for the future. This fits in well both with our fundamental role as a public sector organisation protecting and advancing our nation's public health and the Singapore Public Service's increasingly global orientation.

In order for this to come about, reviewing and clarifying our Core Values is a critical enabler to make HSA a Trusted, Teamed and Transforming authority. The organisational and individual congruence we need to enable us to accomplish our Vision and Mission must stem from a clear sense of our identity and purpose.

Therefore, the strengthening and development of a strong and sound organisational culture is one clear focus for the year ahead, even as we continue to refine and implement our strategic plans. We have also identified key organisational initiatives in the areas of enhancing our pro-enterprise orientation, reviewing our costing and pricing framework, and re-engineering key processes. In recognition of the value we accord to our people, a significant HR review is also ongoing to ensure that HSA can attract the right people, retain them through performance and innovation recognition rewards, and develop them to their full potential.

The HSA Journey is one of transforming possibilities into realities. The strong support of all HSA staff, our parent Ministry of Health and the HSA Board, combined with our understanding of the critical role we play in safeguarding the health and safety of Singaporeans and the potential we have to extend our role as a global citizen, all combine to energise and motivate us for the journey ahead.

A handwritten signature in black ink, consisting of a large, stylized 'J' followed by a series of loops and a long horizontal stroke extending to the right.

Dr John Lim  
Chief Executive Officer