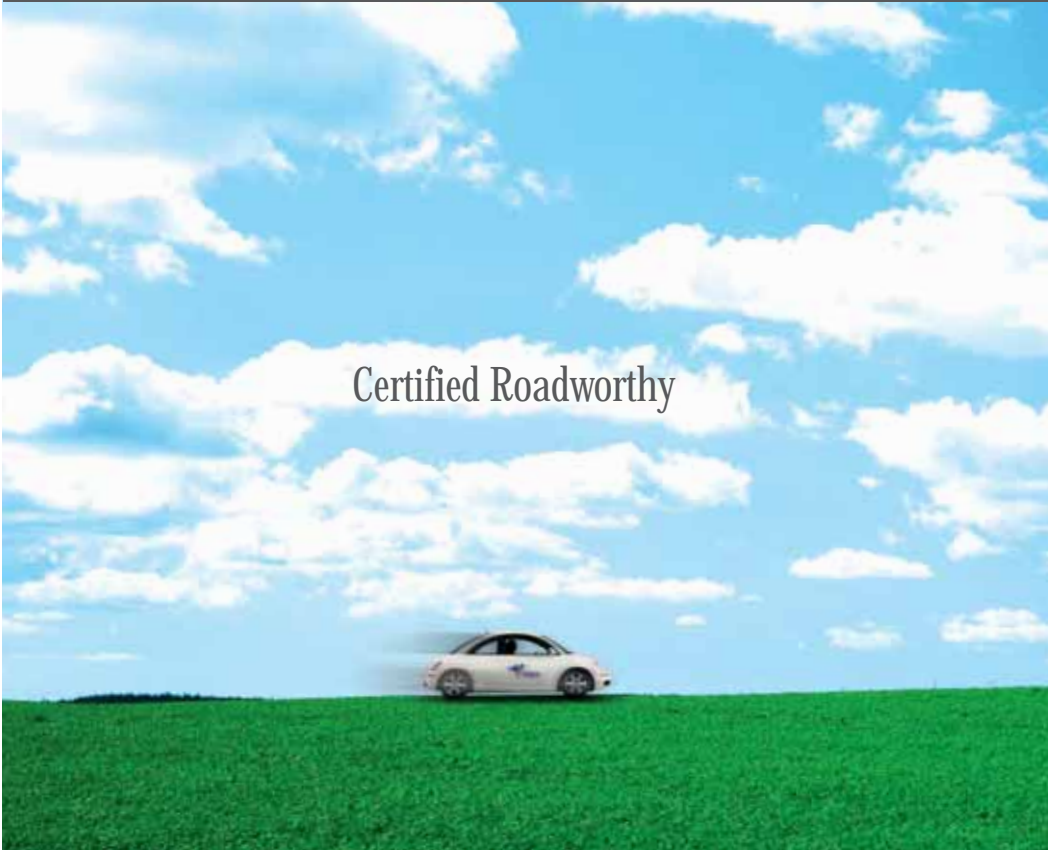


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Certified Roadworthy



Organisational Excellence







Our ongoing pursuit of organisational excellence has led us to achieve several organisational accolades over the years. They include the Singapore Innovation Class [I-Class] in 2003, People Developer Standard [PDS] renewed in 2005, and Public Service Award for Organisational Excellence in 2006.

In 2006, focused efforts were channelled into clarifying our strategic directions in the longer term and defining the relevant organisational structures to advance HSA in our new wave of growth. Various strategic conversations and conferences were initiated across different levels of staff and departments to encourage a wider exchange of ideas and to allow greater clarity in collectively defining our next moves forward. This resulted in revised Vision and Mission statements and the development of key strategic plans to facilitate our organisational excellence journey.

A renewed HSA Organisational Excellence Framework was also rolled out to achieve greater synergy across related organisational developmental initiatives and to strengthen people integration. The three pillars of excellence identified are:

- People Excellence
- Innovation Excellence
- Quality and Service Excellence

The framework focuses on putting the appropriate structures and systems in place to reinforce organisational culture; provide an optimum environment with the right conditions; and build competencies that will enable HSA to develop into an organisation capable of thriving in a future environment of greater complexities and challenges.



People Excellence

In recognition of their achievements, 15 HSA officers were conferred the National Day Awards 2006, which included the following three special awards:

- **The Commendation Medal**
Ms Lim Chin Chin [CFS, ASG]
- **The Efficiency Medal**
Ms Phang Chew Yen [CTM, HSG]
Mrs Tan-Lee Ngak Lee [CFS, ASG]
- **The Public Service Medal [PBM]**
Ms Daisy Ang [Corporate Communications, Corporate HQ]

In August 2006, Ms Goh Choo Neo, Human Resource Officer from Corporate HQ was awarded the Singapore Labour Foundation Educational Tours Award for Model Workers 2006.

During the year, 58 officers were promoted in recognition of their excellent performance. Long Service Awards were also presented to 92 officers.

Five staff members were posted overseas for training under the Ministry of Health's [MOH] Health Manpower Development Plan in countries that included the USA and Australia. Under the HSA's Professional Development Programme, 17 staff upgraded their academic qualifications.



Integrating Fun and Fitness at Work

As part of our commitment to encourage our staff to lead balanced and healthy lifestyles, activities such as Active Day, Fruit Day, and Games Day were held to strengthen staff bonding and promote healthy living.

Our efforts continue to be recognised and we have been commended with the Singapore H.E.A.L.T.H* Gold Award for the last two consecutive years.

We were also awarded the Ministry of Home Affairs Award for NS Men's Employers [Commendation] in September 2006 for supporting the National Service activities of our employees.

* Helping Employees Achieve Life-Time Health



Innovation Excellence through IT

During the year, we intensified Information Technology [IT] developments in the area of system applications as mapped out in HSA's four-year IT Master Plan.

Two key application projects, namely *LISA* [*Laboratory Information Scientific Administration*] and *FIONA* [*Forensic Integrated Operations Network Application*] are being developed for the Applied Sciences Group. When completed, both systems will help towards building a paperless environment and promoting greater automation through enhanced workflow.

To align with the Government directives for Web Interface Standard [WIS] and Web Content Accessibility Guidelines [WCAG], the HSA website underwent a revamp and the new website was successfully launched in August 2007.

In support of the drive towards a more synergistic public service through shared processes and systems, we also embarked on several shared IT and infrastructural initiatives projects.

We collaborated with the National Library Board [NLB] and three other public agencies – Health Promotion Board [HPB], Media Development Authority [MDA] and the Standards, Productivity and Innovation Board [SPRING] to implement a shared Corporate Resources System [CREST]. With CREST, the areas in the management of Human Resource, Finance, Procurement and Administration will be handled more efficiently.

We also leveraged on the MOH's Shared Infrastructural [MediNet] services, a centralised infrastructure for both website and Intranet management. To optimise resources and minimise overall maintenance cost, we are working closely with HPB and MOH to establish greater centralised services for network and facility management.



Quality and Service Excellence

Through the efforts of the Quality Service Committee, we have continually upgraded our service level and have created added value for customers through procedures and systems reviews.

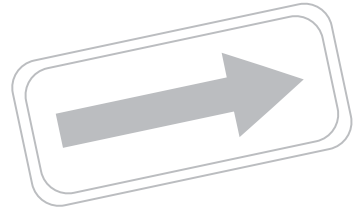
In July 2006, the Committee introduced a more user-friendly feedback form for customers to better assess the service received and provide suggestions for improvement.

We are guided by the Public Service "Minimum Service Standards". In the quarterly Mystery Customer Survey co-ordinated by the PS21 Office, we have consistently achieved a 100% satisfactory mark. An internal Frontline Customer Service Audit helps to maintain ongoing service standards.

During the year, we received 4,485 and 1,660 returns through feedback forms and email respectively.

To recognise staff members for their contribution in quality service and work improvement initiatives, the following awards were presented:

- Nine Quarterly Outstanding Service to Customer Awards [OSCA]
- One Annual OSCA Award
- One Team Outstanding Quality Improvement Award



Moving Forward

HSA will continually seek to strengthen our fundamentals – to make the organisation's Core Values resonate with all HSAians, and streamline and improve our processes further in support of HSA's overall organisational developments. To ensure better organisation-wide alignment of strategic directions and systems, we will be pursuing an integrated Organisational Excellence re-certification under the refined niche standards of I-Class and PDS. Together, we will transform aspirations into reality as we make HSA the leading innovative authority protecting and advancing national health and safety.

