



# DYNAMIC

# YET PRODUCTIVE



**Q**ur ongoing goal of driving transformation is aimed at improving productivity, building up skills and capabilities, and enhancing user-experience.

# PUBLIC SECTOR TRANSFORMATION @ HSA

□ We continuously improve ourselves to ensure relevance to our stakeholders' needs and the future landscape.

## HSA'S TRANSFORMATION FRAMEWORK AND FOCUS AREAS

HSA has embarked on a transformation journey to ensure our future readiness.

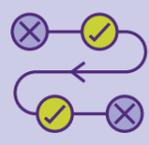
### TRANSFORMATION FOCUS AREAS

**Transformation Outcome**  
Lean, agile and digital organisation that delivers products and services that meet our customers' and stakeholders' needs.



#### Stakeholder Centric Products & Services

- Improving customer experience
- Improving products and services for better outcomes and stakeholders' convenience
- Creating new products and services to meet emerging needs



#### Process Transformation

- Reviewing, recalibrating and removing processes to improve efficiency while maintaining desired outcomes
- Leveraging digital technologies to change business model and enhance productivity where possible



#### People Transformation

- Positioning our people better for the future by empowering and engaging them
- Cultivating a growth mindset and equipping them with the relevant skillsets through continuous learning



#### Strong Partnerships

- Advancing professional expertise and interests
- Leveraging scientific and technological knowledge and experience of external experts
- Co-creating solutions with stakeholders for mutual benefits

### KEY ENABLER: DIGITALISATION

Adopt digital and smart technologies such as artificial intelligence, natural language processing, robotic process automation and machine learning. Other enablers include UX design, design thinking, behavioural insights and data analytics.

### DIGITAL TRANSFORMATION @ HSA

We accelerated the adoption of digital signatures and began working with GovTech to automate and digitalise HSA's internal workflows and processes. By adopting a whole-of-government (WoG) Signing Certificate, we are now able to convert and digitally sign forms that previously required hard copy wet-ink signatures. Time and manpower savings were also achieved through the implementation of robotic process automation (RPA) to digitalise manual and repetitive tasks.

As part of our digital transformation efforts, we also developed the HSA Digitalisation Training Framework to build knowledge and equip staff with basic and specialised digital skills. A training catalogue comprising a list of courses has been curated to help staff identify suitable digital courses that are relevant for their areas of work. Such courses include data analytics, user experience design and agile project management.

# PEOPLE AND VALUES

We care about nurturing individuals who are driven by the right values, who take pride in what they do, and who feel a strong sense of camaraderie.

## WE CARE SERIES

In May 2020, we started a series of Coffee Chat sessions to support the mental and social well-being of staff.

As of December 2020, a total of 15 virtual Coffee Chat sessions have been organised for staff to communicate and connect with each other amidst the COVID-19 pandemic. Experts were also invited to these sessions to provide self-care tips such as mindfulness, resilience, stress management and positive psychology.

We regularly sent staff specially curated self-care related Electronic Direct Mailers (EDMs) that contained helpful messages and tips, reminding staff to care for themselves and look out for others.



2020 has been an extraordinary year. If you have not taken time for yourself, now is the perfect time to renew, refresh and rejuvenate! Challenge yourself to try as many as you can:

### DAYCATION/STAYCATION

Make use of your SingapoRediscover Vouchers to rediscover Singapore and at the same time, recharge and rejuvenate.



### SPRING CLEANING YOUR HOME

"Discard everything that does not spark joy."  
MARIE KONDO

Decluttering and freeing yourself from unwanted stuff is amazingly liberating. It helps to gain a fresh perspective on life too!

### DO SOMETHING NICE FOR SOMEONE

As strange as it might sound, research shows that giving actually makes us happier than receiving. Try doing something nice for someone else!



### TRY GOING 24 HOURS UNPLUGGED



It's time for a Digital Detox. (You know you need it.) Come up with a plan, create a no phone zone and resist the hooks!

### LEARN SOMETHING NEW

Learning has been shown in research to help improve and maintain our well-being. Have something that you have always wanted to learn? Give it a go!



### Singapore Health Quality Service Awards 2021 (Special Edition)

The awards specially honoured healthcare professionals and partners who stood up and contributed to the nation's fight against the COVID-19 pandemic.

There were three winners from HSA:

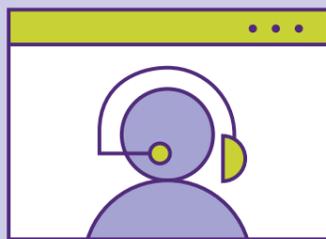
- 01 Dr Paul Chui, Applied Sciences Group**  
*SuperHero Award (Clinician – Merit)*
- 02 Forensic Medicine Division**  
*Team Commendation Award*
- 03 Blood Services Group**  
*Team Commendation Award*



### HSA CUSTOMER SERVICE DAY 2021

HSA held its 12<sup>th</sup> Customer Service Day on 26 February 2021 with the theme, "Redefining Service in the New Norm".

#### EVENT HIGHLIGHTS



**1<sup>st</sup>-ever virtual HSA Customer Service Day**

**A total of 40 HSA Outstanding Service to Customers Award (OSCA) 2020 were presented in the virtual ceremony.**

**These included:**

**1 Star Award**

**3 Gold Awards**

**9 Silver Awards**

**17 Bronze Awards**

**10 Team Awards**

### PUBLIC SECTOR TRANSFORMATION AWARDS 2020

**Terenze Ong, Biology Division, Applied Sciences Group**  
*Exemplary Innovator Award*

In response to the time-consuming task of processing raw data from instruments and performing manual calculations for over 30,000 DNA profiles each year, Terenze decided to come up with a tool that could automate the process.

As part of the development process, he actively solicited feedback from fellow scientists to identify pain points before using Microsoft Excel-Visual Basic to come up with the 'DNA Call' tool. He also coordinated testing efforts to ensure adherence to international accreditation standards.



**Tobacco Regulation Branch (TRB), Health Products Regulation Group**  
*One Public Service Award*

Staff from TRB streamlined the application process for tobacco licensing through our contribution and partnership to the G2B GoBusiness Licensing Portal, which helps guide prospective applicants through the entire process of applying for their business licences.

The GoBusiness Licensing Portal has enabled TRB officers to reduce the amount of verification and checks on tobacco licensing by 1 man-day per application.



# SUPPORTING OUR STAFF

We seek to foster a dynamic and resilient spirit, whilst staying sensitive to the needs and concerns of our people.

## CARE PACK FOR HSAIANS

As part of the battle against COVID-19, we gave out care packs with items such as healthy snacks and disinfectant sprays to all HSAians as a gesture of care and concern.



## LAUNCH OF COVID-19 EMPLOYEE SUPPORT PORTAL & TELECOMMUTING CLAIM

A one-stop COVID-19 Employee Support Portal was launched in December 2020 to enable staff to look for relevant information easily. The portal houses information related to COVID-19, overseas travel notifications, Quarantine Order (QO)/Stay Home Notice (SHN) reporting and flu vaccinations. A one-time telecommuting claim of up to \$150 was also implemented to support employees who had been working from home during the pandemic.



## FACILITATING WORK FROM HOME (WFH) ARRANGEMENTS

To better facilitate WFH and split team arrangements, we implemented the following initiatives:

- 01 Equipped meeting rooms in HSA with video conferencing capabilities to enable hybrid-meetings between physical and remote participants
- 02 Established IT Spot (Walk-in IT support helpdesk stations)
- 03 Provided support for Professional Groups in their various virtual events
- 04 Set up Remote Desktop Support (RDSS)



In FY20/21, we expedited the tech refresh of **450** laptops and ramped up the acquisition of **245** Virtual Private Networks (VPNs) & **22** laptops

# ENGAGEMENT AND BRANDING

We engaged the media to shine the spotlight on pertinent issues and showcase HSA's scientific excellence and regulatory rigour.

## MEDIA ENGAGEMENT

Besides working with various media to profile HSA's work, we had the added challenges of ensuring that timely, accurate information was provided to the media for factual reporting, and preventing the spread of misinformation in the time of the COVID-19 pandemic. To this end, we conducted proactive media engagements to inform and educate the public on various topics of interest.



## HIGHLIGHTS

- I. Extensive media engagement and profiling by broadcast, print and online media on:
  - a. the introduction of the Pandemic Special Access Route to facilitate early access to critical novel vaccines, medicines and medical devices during the COVID-19 pandemic
  - b. COVID-19 vaccines evaluation and approval process
  - c. the facilitated import and expedited authorisation of medical devices such as diagnostic test kits, masks, thermometers, ventilators and protective gear
  - d. the conditional approval of remdesivir to treat adult patients with COVID-19 infection
  - e. the removal of products making false COVID-19 claims in the market
- 2. Working with the media to feature colleagues from the Forensic Medicine Division in exclusive stories to share their experiences during the pandemic.
- 3. The raising of the alert to DORSCON Orange saw blood stocks dipping. With our prompt media engagement, the various media outlets amplified the call for blood donors and shared on the enhanced safe management measures at our blood banks. This expeditiously aided in building the blood supply back to healthy levels.

**“**  
*I support forensic pathologists at the mortuary during post-mortem examinations to find out the causes of death for Coroner's cases.*

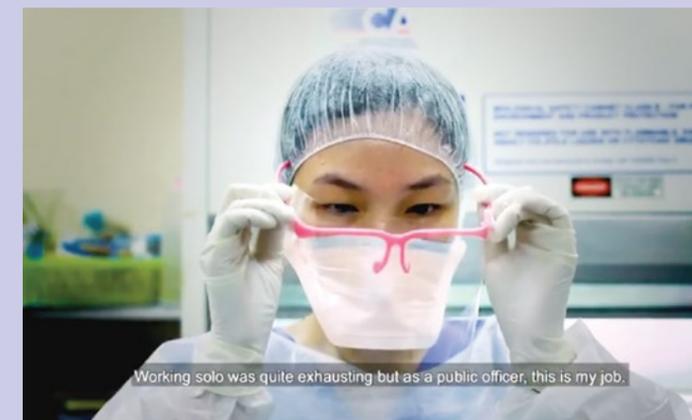


*The Health Sciences Authority mortuary also handles COVID-19 cases reportable to the Coroner. All COVID-19 related autopsies are carried out in the biosafety level 4 mobile autopsy suite, which is designed to deal with the highest level of bio-risk agents.*



- 4. HSA collaborated with the Science Centre Singapore to host the quarterfinals of the National Science Challenge (NSC) 2020, to nurture the passion for scientific inquiry and develop creative problem-solving skills among the participants as well as the audience.

We supported the Illicit Drugs Laboratory, which came up with the challenge for students from Hwa Chong Institution, School of Science and Technology, Nan Hua Secondary School and Swiss Cottage Secondary School.

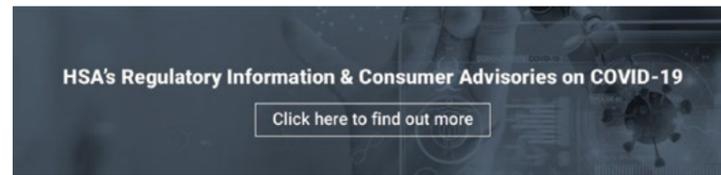


**In total, we published**  
**22** press releases | **5** HSA updates

**which resulted in**  
**2,069** media articles

### MARKETING COLLATERALS AND WEBSITE UPDATES

We created a wide range of collaterals, ensuring that stakeholders would get timely updates to crucial information through posters, or via newsletters. A prominent page with information related to COVID-19 updates was also published on the HSA website.



**Have you taken the COVID-19 vaccine?**

Let us know:

- Date of your vaccination
- Brand of vaccine
- If you experienced any side effects

Based on the information provided to us, you may be asked to donate at a later date. We seek your kind understanding.

**Waiting Period**

**Type of COVID-19 Vaccine**

**Inactivated viruses or vaccines that do not contain live agents** (e.g. Pfizer-BioNTech or Moderna vaccines)

- 3 days** after vaccination
- 1 week** after side effects has resolved
- 4 weeks** after side effects have resolved

**No side effects** ✓

**Muscle ache or pain at injection site (localised)** ✓

**Any of the following:**

- Fever or chills ✓
- Rashes ✓
- Lymph node swelling ✓
- Any generalised muscle or joint aches/pains ✓

For other symptoms not included in the list, please speak to our medical screening staff.

**A Message from CEO, HSA** January 2021

Dear Chief Executive Officers, Managing Directors and General Managers of Health Products Companies

It has been almost a year since the COVID-19 pandemic caused an unprecedented global health crisis and massive socioeconomic disruptions. Nonetheless, with your companies' support and collaboration, HSA has been able to actively and swiftly address the many challenges through proactive regulatory facilitation, regulatory agility and collaborative initiatives.

I am pleased to highlight the key initiatives HSA has undertaken and the notable outcomes achieved in 2020 in the accompanying newsletter.

While HSA has channelled significant resources to expedite access to urgently needed and critical health products to support our fight against the COVID-19 pandemic, I am encouraged to note that we have successfully maintained our service delivery standards for our business-as-usual applications and services.

I hope all of you are keeping safe, healthy and well. I look forward to our continued strong partnership in safeguarding and advancing public health.

Here's wishing everyone a better, brighter and happy 2021!

*Dr Choong May Ling, Mimi*  
Chief Executive Officer  
Health Sciences Authority  
Singapore

cc: Regulatory Affairs Managers

**2021** HAPPY NEW YEAR

We created a total of:

**59** marketing collaterals

**8** event collaterals

# TECHNOLOGY AND INFRASTRUCTURE

We achieve greater efficiency by embracing a forward-looking attitude and an openness to change and new technologies.

## LAUNCH OF UNIFIED CLOUD PLATFORM



In September 2020, we transitioned to a single unified cloud platform — Workday, which allows users to access corporate service functions anytime, anywhere.

Workday provides us with the opportunity to transform HR, Finance and Procurement functions across the whole-of-government (WOG) to bring about greater synergy, scalability and reduced maintenance. Through its user-friendly and intuitive interface, we can move towards newer and more agile ways of working.

Features of this new cloud platform include:

- 01** A single sign-in platform for employees and managers to access and process leave applications, claims, course sign-ups, etc
- 02** Cloud computing which enables faster processing and decision-making, with real-time feedback for all users
- 03** Ability for staff to perform key transactions on the go through the Workday app on their mobile devices
- 04** Streamlining of finance controls. For example, purchase orders, goods receipts and invoices are matched and payment made without additional approvals required
- 05** Managers have greater visibility through the “team view” which displays useful information such as staff on absence, performance and budget

# AWARDS AND ACCREDITATIONS

We strive to make a difference, where it counts the most.

## CCF'S PHILANTHROPY (CORPORATE) BRONZE AWARD

HSA believes in contributing back to the community through supporting our adopted beneficiaries. Over the years, HSA staff have given unstinting support to the Children's Cancer Foundation (CCF) by raising funds and making donations to its Hair for Hope initiative.

This support has enabled CCF to deliver free psycho-social services to children and families affected by cancer, giving them the strength and resources in their difficult journey from diagnosis to treatment to aftercare.

On 27 November 2020, we were presented with the Philanthropy (Corporate) Bronze Award by CCF in recognition of our contributions.



## SHARE PLATINUM AWARD 2020

HSA was recognised at Community Chest Awards 2020, which brought together distinguished corporates and individuals to recognise and celebrate their outstanding contributions to the social service sector.

We received the SHARE Platinum Award which is given in recognition to organisations with employees who actively participate through the SHARE programme.

Donations through SHARE provide continuous funding for a wide range of social service agencies, especially those that are less visible.

