

CEO'S MESSAGE

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Adj Prof (Dr)
Raymond Chua
Chief Executive Officer

This year marks my first as CEO of the Health Sciences Authority—and what a meaningful journey it has been. I have had the privilege to witness first-hand the dedication, ingenuity, and resilience of all our staff that define HSA. As we look ahead, I am filled with excitement and determination to work hand in hand with all of you—our staff and our partners—to IGNITE the future of our work, our workplace, and the impact we make together.

We are living through one of the most transformative periods in public health. The pace of change and innovation—driven by artificial intelligence (AI), machine learning, automation, personalised medicine, cell therapy, and digital therapeutics—has intensified dramatically. In this era of disruption and possibility, HSA stands at a critical juncture: as both a trusted gatekeeper of safety and an enabler of innovation.

Amidst these shifts, expectations of regulatory authorities like HSA have grown. We are called to respond faster, think bolder, and lead with greater agility—without ever compromising on the public trust we have worked so hard to earn.

To rise to this moment, we have charted a clear course anchored by our five-year strategic roadmap, guided by the “5P Framework” – Products, Platforms, People, Partnerships, and Profiling. These pillars define our priorities as we strengthen our position as a science-driven, future-ready organisation that protects and advances public health.

Innovating Our Products

As a regulatory and scientific authority, we are reimagining how we assess, test, and serve. This year, we celebrated several breakthroughs that exemplify our commitment to excellence and innovation:

- Our risk classification process for Immediate Class B Route (IBR) medical devices has been enhanced through the implementation of machine learning and keyword detection solutions, resulting in improved processing efficiency, enhanced evaluation consistency, and an expedited application process.

- The deployment of a Solid Phase Extraction system in our laboratories has automated the detection of harmful alkaloids in health products, processing over 50 samples simultaneously at a time—a significant leap forward in speed and accuracy.

- Newly established microbiology testing facilities have enabled us to provide comprehensive assessment on quality and safety of the health products sold in Singapore. In the fight against emerging drugs, we continue to expand our repertoire of instruments with the addition of a liquid chromatography coupled with high-resolution mass spectrometry system for the identification and characterisation of structurally complex drug compounds.

- The Killer Cell Immunoglobulin-like Receptor (KIR) genotyping was launched to further optimise haematopoietic stem cell transplant outcomes in Singapore's healthcare system. It brings renewed hope by enabling transplant physicians to select the most optimal donor who can produce the best transplant outcome for their patients.

These are not just technical milestones—they are tangible steps towards a healthier and safer Singapore.

Digitising Our Platforms

Digital transformation is no longer a future aspiration—it is happening now, and it is happening across HSA.

From the ground up, our teams have developed innovative solutions to streamline work and amplify impact, driven largely by ground-up initiatives from our staff. One such example is "Automated Solution for Package Insert Retrieval and Evaluation" (ASPIRE)—an AI-driven tool that uses large language models in combination with a retrieval augmented generation architecture that paves the way for efficient

retrieval and evaluation of information within and across product labels to simplify and broaden the scope of regulatory investigations. For this, we earned the SuperStar Builders Award from Amazon Web Services—a proud testament to our in-house ingenuity.

Our AI-powered human resource (HR) chatbot, "MoMo", helps resolve HR queries in real time, while our strategic partnership with Synapxe allows us to prototype AI-based screening tool for medical device evaluations.

These platforms free us up to focus on what matters most: deep thinking, critical evaluation, and impactful decisions.

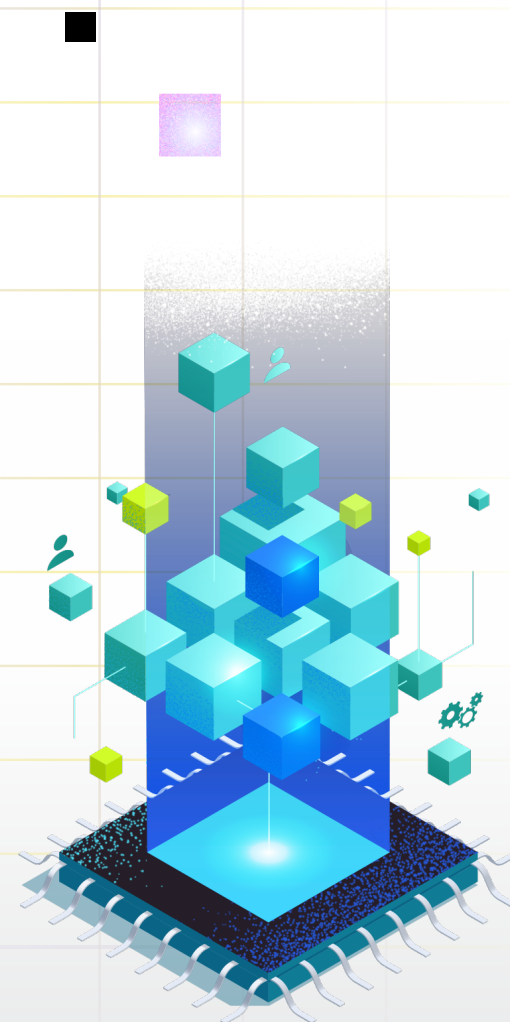
Empowering Our People

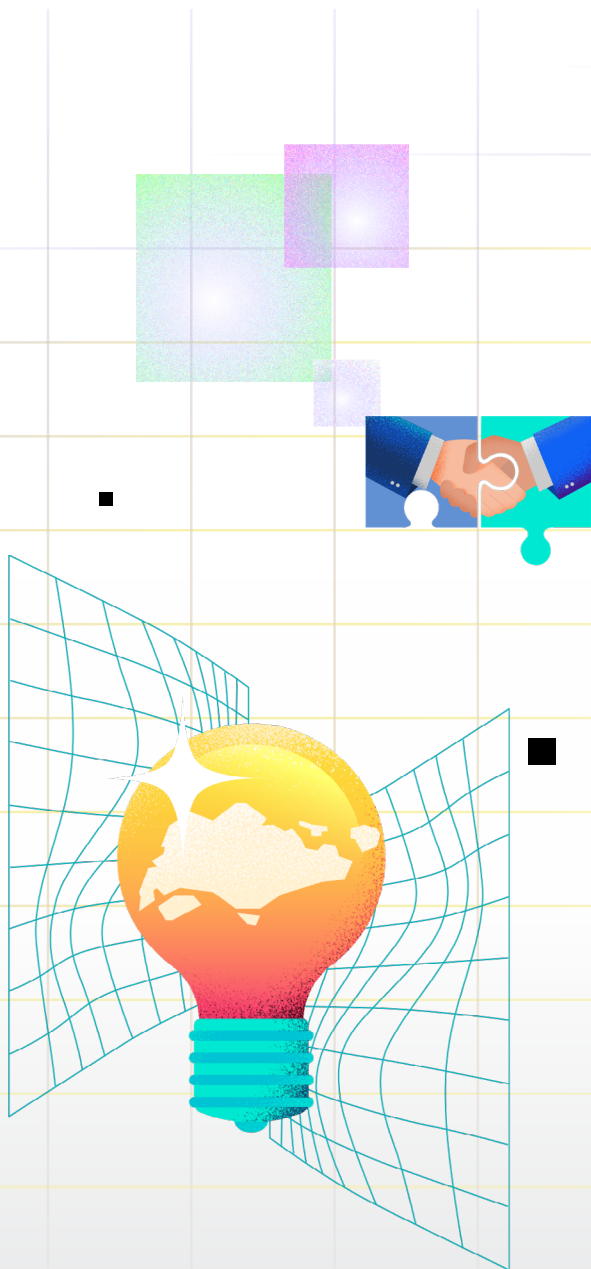
Behind every innovation is a passionate HSAian.

HSA's success stems from continual staff development and exposure to new technologies and methodologies. Through GovTech-led workshops, expert coaching, and hands-on training sessions, we have enhanced our teams' capabilities in AI and Data Systems. For example, the Prompt Royale X Tournament not only raised awareness in Generative AI technologies, but also encouraged HSAians' practical experimentation with emerging tools.

Nurturing growth among HSAians remains paramount, as demonstrated by initiatives like the HSA Learning Festival. Held over two days in October 2024, this flagship event exemplified our commitment to continuous learning and professional growth, featuring diverse learning opportunities and knowledge-sharing sessions.

We also extended our knowledge beyond our walls. Our forensic experts launched Singapore's first training programme for non-forensic dentists in disaster victim identification—with crucial identification skills which strengthen our nation's preparedness for mass casualty incidents, while





simultaneously contributing to international efforts to standardise kinship analysis practices.

This year, we were also honoured to receive the HR Partner Award from the Public Service Division—an affirmation of our efforts to invest in our people, build strong people systems, and shape a progressive, values-based workplace culture. Similarly, HSA was happy to clinch the Gold category for Best HR Digital Transformation Strategy in 2025's Employee Experience Awards.

We believe that when we empower people, possibilities multiply.

Strengthening Our Partnerships

Science and safety know no borders. That is why HSA continues to lead and collaborate across the region and beyond. Our global influence continues to strengthen through leadership roles in key international bodies.

We are proud of our active leadership in international scientific communities, including the Asian Forensic Sciences Network, where we maintain a Board position and have nine HSA experts serving in key technical workgroups and committees.

We deepened regional ties through collaboration with the Vietnam Metrology Institute, improving measurement standards and quality infrastructure in ASEAN. This partnership has facilitated valuable knowledge exchange and joint research initiatives that enhance regional quality infrastructure.

At home, we have worked with the Attorney-General's Chambers and the Central Narcotics Bureau to improve case management in forensic testing and prosecution. Cooperation with the Singapore Police Force, Criminal Investigation Department, and Immigration and Checkpoints Authority has disrupted a major e-vaporiser distribution network through coordinated efforts. These inter-agency partnerships demonstrate how leveraging complementary strengths can maximise impact while optimising resource utilisation.

Elevating Our Profile

We have continued to grow our public voice as a scientific authority and purpose-driven employer.

Building on our established presence in mainstream media, we strategically expanded our digital footprint on LinkedIn. In addition, we launched HSA's Instagram channel to reach new audiences and showcase our people, science, and enforcement stories in fresh, visual ways. Through our expanding digital footprint, we are connecting more meaningfully with the public, our partners, and future talent.

Our stories of breakthroughs, enforcement successes, and staff achievements are resonating more than ever with a growing global audience.

Looking Ahead: IGNITE the Future Together

As I reflect on my first year as CEO, I am deeply grateful for the foundation that has been built by those before me—and I am energised by the opportunity to shape what lies ahead.

With our "5Ps" as our compass, we are not just transforming processes—we are reimagining our possibilities. Together, let us IGNITE:

- Innovation in how we protect health
- Growth in our people and potential
- Networks across our local and international stakeholders
- Inspiration to lead with purpose
- Trust at the heart of all we do
- Excellence in our service to Singapore and beyond

This is more than a strategy—it is our shared mission. Advancing as a unified organisation, we continue to deliver excellence in service to Singapore and our stakeholders, building towards an increasingly impactful future for HSA. Let us continue to push boundaries, uplift each other, and stand ready to maintain our status as a leading global authority in protecting and advancing public health and safety.