

CHAIRMAN'S MESSAGE



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Professor
Benjamin Ong
Chairman

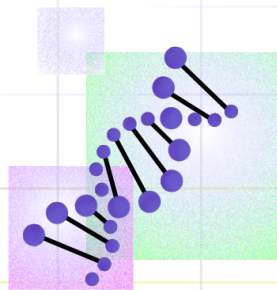
The year 2024 marked many significant moments in HSA's history with the groundbreaking of our new state-of-the-art facility as one of the highlights. This new building embodies our vision for healthcare regulation, blood services, and scientific excellence for the future. It symbolises more than a shared physical space; it represents how we are shaping our future environment—one built on catalysing collaboration, driving breakthroughs, and serving with purpose.

This milestone also coincided with a leadership transition as we warmly welcome Adjunct Professor (Dr) Raymond Chua as our Chief Executive Officer (CEO), taking the helm from Dr Mimi Choong. Together, we are forging a vision to be even more agile, forward-looking, and resilient as an organisation—one that continues to earn the trust of the public, our partners, and the global community.

Elevating Excellence Through Innovation

I am happy to share that this past year, we were able to advance on all fronts—from regulatory operations to forensic science and digital transformation. Our forensic investigations have been enhanced with the use of laser scanning to conduct Driver's 3D Field of View Analysis, reducing human error in traffic accident measurements; while sophisticated kinship statistics software extends identification to distant relatives, strengthening our ability to solve complex cases through DNA analysis.

In collaboration with the Maritime and Port Authority of Singapore, we qualitatively assessed laboratories' testing competency in determining polymer contaminants in bunker fuel oil, facilitating the maritime regulator's efforts in ensuring bunker fuel quality supplied at the Port of Singapore.



Digitalising Customer Experience

We have transformed our services for better accessibility and user experience. Industry partners can now submit and track Cell, Tissue and Gene Therapy Product (CTGTP) applications easily through our new Singapore Health Product Access Regulatory E-system (SHARE) portal. This one-stop platform offers real-time status updates and more efficient regulatory processing.

We have introduced a new queue management system for blood donors, allowing them to check their queue status online. Improved algorithms help smooth donor flow and give staff more flexibility during busier periods. Across all Bloodbanks, enhanced real-time analytics now track key metrics like queue times, service quality, and attendance, enabling quicker operational responses. At mobile blood drives, switching to digital forms and a hybrid data system minimised paperwork, allowing nurses to focus more on caring for donors.

A Trusted Global Contributor

We led collaborative efforts in INTERPOL's Disaster Victim Identification (DVI) Genetic Workgroup to contribute to the harmonisation of kinship analysis for DVI, and developed new international performance standards for detection of albumin in urine by in vitro diagnostic devices. HSA is one of only three institutions worldwide with reference methods for urinary albumin, highlighting our global leadership in laboratory standards through a key study led by the International Federation of Clinical Chemistry and Laboratory Medicine and the US National Institute of Diabetes and Digestive and Kidney Diseases.

Our long-standing excellence in transfusion medicine is reflected in our continuous designation as a World Health Organization (WHO) Collaborating Centre since 1992. This sustained recognition over three decades validates our expertise in blood services and reinforces our position as a trusted partner in global healthcare initiatives.

Shaping the Future Together

As we look ahead, three strategic priorities will shape our future trajectory:

- **Relentless Innovation** – Staying ahead of scientific and technological frontiers allows us to anticipate and tackle emerging health challenges.
- **Strong Organisational Resilience** – By investing in our people and capabilities, we ensure HSA remains ready for an increasingly complex world.
- **Deep Strategic Partnerships** – Whether with the public, industry, or international stakeholders, meaningful collaboration multiplies our collective impact.

Under the leadership of our CEO, Adjunct Professor (Dr) Raymond Chua, and with the dedication of our talented teams, we are entering a new era of transformation—one that seeks not only to adapt to change, but be at the leading edge. Together, we will IGNITE the future of HSA and advance the health and safety of Singaporeans.

