

CHAIRMAN'S MESSAGE

2025 was a consequential year for HSA as the intensified national response to vaping placed the agency squarely in the public eye. That visibility underscored that safeguarding public health cannot be the work of any one agency alone. It requires sustained partnership among government agencies, healthcare professionals, industry, communities and individuals.

Yet HSA's contributions extend far beyond any single issue. Across health products regulation, forensic and analytical science, the National Blood Programme and digital transformation, HSA continued to strengthen capabilities that Singapore relies on every day. These functions may be diverse, but they are linked by one purpose – to protect health, ensure safety and uphold public trust.

Earning Global Trust Through Regulatory Excellence

Regulatory excellence is both a national responsibility and a global asset. In 2025, HSA strengthened the systems, expertise and partnerships that anchor Singapore's reputation as a trusted regulatory hub. That momentum continued into 2026, when HSA became the world's first national authority to achieve the WHO's highest maturity level for medical device regulation, building on its WHO Listed Authority status for medicines.

In March 2026, HSA was redesignated as a World Health Organization (WHO) Collaborating Centre for Medicines Quality Assurance, and Singapore hosted the opening session of the 29th International Medical Device Regulators Forum (IMDRF), welcoming over 400 global delegates. The launch of the IMDRF Reliance Playbook marked a significant step toward reducing regulatory duplication and accelerating patient access to medical devices.

These milestones matter not just as accolades, but because trusted, internationally aligned regulation improves access, strengthens confidence in health products, and reinforces Singapore's role as a gateway for biomedical innovation.



“We are committed to supporting management in strengthening capabilities, anticipating risks, developing our people and building partnerships that amplify HSA's impact.”

Professor
Benjamin Ong
Chairman

Chairman's Message

CEO's Message

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- ▶ Awards and Accolades
- ▶ Growing Partnerships
- ▶ Digital Innovations
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Reimagining How We Work

Across HSA, teams have deliberately harnessed technology and redesigned processes to make services more seamless for stakeholders while preserving the rigour and accountability expected of a scientific authority.

For the industry, the electronic Common Technical Document (eCTD) portal created a single environment for pharmaceutical dossier submissions and lifecycle tracking. The Singapore Health Product Access and Regulatory E-System (SHARE) similarly streamlined medical device submissions and product lifecycle management. Together, these platforms reduce administrative friction and provide businesses with clearer end-to-end visibility of their product portfolios.

For blood donors, a harmonised Queue Management System (QMS) was introduced across all five Bloodbanks, enabling real-time queue tracking and a more predictable donation experience. It also strengthens donor safety by allowing nurses to alert medical personnel promptly when assistance is needed. Behind the scenes, algorithm-enabled management of walk-in and appointment flows supports fairer and more efficient queue allocation.

Within HSA's laboratories, automation has delivered substantial gains without compromising scientific integrity. Robotic Process Automation (RPA) now supports equipment data processing, test record compilation and reporting for etomidate testing. A new UiPath workflow reduced Clinical Chemistry External Quality Assessment (EQA) reporting time from 48 hours to two hours, while end-to-end automation in the Analytical Toxicology Laboratory shortened the processing time for a batch of 20 common drugs-of-abuse samples from 1.5 days to about five hours. These improvements allow scarce scientific expertise to be deployed where professional judgement adds the greatest value.

Safeguarding Singapore's Blood Supply

Blood is a precious national resource that cannot be manufactured. Its continued availability depends on the generosity of donors, the commitment of blood services professionals, and close coordination across the healthcare system. During the year, all public and private hospitals were onboarded to the Next-Generation Blood Supply Management (NBSM) system, giving HSA real-time visibility of national blood stocks and strengthening our collective ability to respond to supply fluctuations.

As the National Blood Programme entered its 80th anniversary year in 2026, HSA continued to widen participation responsibly. In January 2026, following a rigorous evidence-based review, the upper age limit for first-time donors was raised from 60 to 65 years. This built on earlier science-led refinements to donor eligibility and reflects HSA's commitment to securing a safe, sufficient and sustainable blood supply for every patient who needs it.

Stewarding Trust for the Future

The Board recognises that HSA's mandate is continually growing more complex as science advances, technology accelerates and public expectations rise. We are committed to supporting management in strengthening capabilities, anticipating risks, developing our people and building partnerships that amplify HSA's impact.

I extend the Board's deep appreciation to every HSA officer for your professionalism, resilience and unwavering sense of mission. We also thank our partners across government, healthcare, industry and the community – and especially blood donors. Your trust makes HSA's work possible.

Over 25 years, HSA has built a strong and trusted foundation. We will continue to steward it with discipline, foresight and humility, ensuring the Authority stays ready for the challenges ahead.

