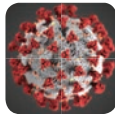


TIMELINE

TTSH-NCID'S COVID-19 JOURNEY

Legend
 BAU: Business-As-Usual
 C3: Command, Control and Communications System
 CCF: Community Care Facilities
 CHILL: Centre for Healthcare Innovation Living Lab
 DORSCON: Disease Outbreak Response System Condition
 ED: Emergency Department
 MAC: Medical Ambulatory Centre
 NCID: National Centre for Infectious Diseases
 SC: Screening Centre
 SOC J: Specialist Outpatient Clinic J
 SSU: Short-stay Units
 TTSH: Tan Tock Seng Hospital

1st Wave : Imported Cases
2nd Wave : Migrant Workers Cases
3rd Wave : Community Cases



31 Dec
 A cluster of severe pneumonia cases in Wuhan, China is reported to the World Health Organization. Doctors do not yet know its cause.

2019

December

DEC
 TTSH C3 fully operational for BAU operations.

2020

January

JAN
 The start of preparing for a potential outbreak, and ramping up of operations at TTSH ED and NCID SC to handle expectant myriad operational and healthcare demands.

2 JAN
 Screening for COVID-19 begins at ED.

6 JAN
 First NCID outbreak ward opens.

23 JAN
 Contact tracing efforts by TTSH.

29 JAN
 NCID SC opens.



7 Feb
 DORSCON level is raised from Yellow to Orange.

February

FEB (1ST WAVE)
 All hands and hearts on deck as colleagues from across the hospital swing into action; demand for medication delivery grows exponentially reaching a high of 600 deliveries in a day, the lab ramps up its capacity to perform 3,000 tests a day, in support of NCID, community hospitals, nursing homes and polyclinics.

5 FEB
 Operations ramped up as NCID SC becomes packed and seven more outbreak wards are opened.

12 FEB
 NCID deploys inpatient nurses to SOC J and Contact Centre to support contact tracing.

21 Mar
 Singapore sees its first two deaths from the virus.

March

MAR
 Within nine hours, colleagues from all departments move 250 beds, pedestal cupboards, and other items from TTSH to increase ward capacity in NCID, together with reinforcement of staff to NCID. Safe distancing measures begins in TTSH-NCID.

16 & 19 MAR
 Building of SC extension at NCID begins; NCID Ward 3F opens in addition to Ward 3E, ramping up 38 ICU beds.

20 MAR
 Transfer of medically fit long-stayers to community hospitals and nursing homes intensifies.

23 MAR
 ICU nurses from other institutions transferred to TTSH to extend aid; stable COVID-19 patients transferred to private hospitals.



7 Apr
 Circuit breaker measures kick in (7 Apr to 4 May, and extended till 1 Jun).

April

APR
 Arguably the height of COVID-19 in Singapore. Healthcare workers are deployed to provide support at nursing homes, community care facilities and migrant worker dormitories.

5 APR
 TTSH ramps up staff support programmes (3S).

9-21 APR
 TTSH Level 7 & 11 Wards ready for overflow of COVID-19 patients, with MAC on standby; ICUs ramped up as a reserve.

29 APR
 SIA staff start training as Care Ambassadors in the Wards.

May

MAY (2ND WAVE)
 COVID-19 cases in migrant workers' dormitories continue to dominate the nation's battle against the pandemic. TTSH-NCID prepare SSUs for onward transfer of stable patients to CCFs.

1 & 22 MAY
 TTSH Subacute Ward 9 and 78 beds at CDC1 open as SSU.

27 MAY
 Lab begins serology testing for COVID-19.

2 Jun
 The circuit breaker lifts and Singapore enters Phase One of reopening.

19 Jun
 Singapore moves to Phase Two of reopening.

Jun/Jul

JUN
 Mr Raju Sarker finally discharged after spending three months in TTSH.

JUL
 TTSH marks 176 years of care, and remembers the unwavering spirit that brings the hospital through the darkest days of SARS and COVID-19.



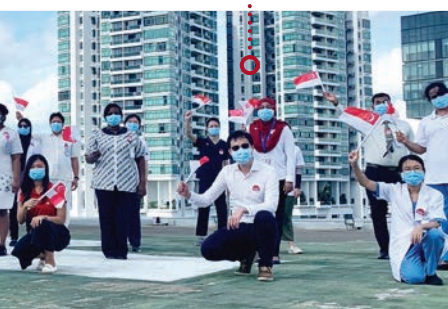
Aug/Oct

AUG
 A National Day like never before. Six RSAF F-15 fighter jets soar around the island over eight hospitals – including TTSH – as a tribute to frontline and essential workers amid the COVID-19 pandemic.

OCT
 Doctors from TTSH successfully treat unusual case of blood clot in artery of COVID-19 patient.

DEC
 TTSH receives a special "Resilience Award" and is certified as a "Great Place to Work and a Great Place to Learn".

On 30 Dec, NCID senior staff nurse Sarah Lim receives the first COVID-19 vaccination. A total of 40 NCID staff receive theirs on the same day.



21 Dec
 The first shipment of the vaccine lands in Singapore.

28 Dec
 Phase Three re-opening starts.

December

DEC
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On 30 Dec, NCID senior staff nurse Sarah Lim receives the first COVID-19 vaccination. A total of 40 NCID staff receive theirs on the same day.



Apr/May

APR/MAY
 Singapore's first hospital cluster detected at TTSH.

28 APR
 Affected wards locked down with tightened restrictions.

Ring-fencing the cluster by *containing, controlling* and *casting a wide net* to secure well-being of patients and staff.

4 MAY
 TTSH ceases new admissions.

18 MAY
 TTSH opens its doors for patient admissions.



27 Sep
 Stabilisation Phase begins to slow down the rate of transmission.

22 Nov
 Transition Phase starts to build COVID-19 Resilience.

Jul-Dec

JUL-NOV (3RD WAVE)
 Ramping up of outbreak capacity, including ICU beds, isolation wards and screening areas in tandem with escalating surge in community COVID-19 cases.

Start of para-nursing to augment nursing.

Pivoting to "living with COVID-19" protocols as Singapore enters into transition phase.

2021

Jan/Feb

JAN/FEB
 Commemorating the first anniversary of the fight against COVID-19, TTSH-NCID put up two photo exhibitions, "Stronger Together, Better Together" – a staff appreciation event – and "Where Every Person Matters", a collection of staff reflections through COVID-19.

COVID-19 frontliners collectively named "The Straits Times Singaporean of the Year 2020".