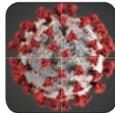


# TIMELINE

## 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

**1<sup>st</sup> Wave** : Imported Cases  
**2<sup>nd</sup> Wave** : Migrant Workers Cases  
**3<sup>rd</sup> 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.

**22 Jan**  
 DORSCON level raised to Yellow; Multi-Ministry Task Force is formed.

**23 & 24 Jan**  
 Singapore's first novel coronavirus case is confirmed; NCID's first confirmed case, and Singapore's second, announced on 24 Jan.

**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 (1<sup>ST</sup> 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 (2<sup>ND</sup> 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.



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

**28 Dec**  
 Phase Three re-opening starts.

**December**

**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.

**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".



**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 (3<sup>RD</sup> 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.

