

Crisis Management Team (CMT)
Exercise Scenario 2005

Thursday 30 June 05 01:20 hours

[Company](#) Head of Business Development Group, Mr. [Tan](#) Seow Ann takes [Singapore Airlines](#) flight SQ812 to Beijing [China](#) and a domestic flight to Urumqi, Xinjiang Province (*photo at left*). Seow Ann plans to visit an oil refinery owned by [PetroChina Company Ltd \(PetroChina\)](#), which has expressed interest in seeking a listing on the [Company](#) main board. He arrives in Urumqi at 12:10 hours. He rests at his hotel in the afternoon, and joins a dinner hosted PetroChina in the evening at a local Uighur restaurant.

Friday 1 July 10:30 hours

Seow Ann tours the refinery in Urumqi. In the afternoon, he has a discussion with staff from PetroChina on future expansion of a gas pipeline from Xinjiang to China's east coast. He spends the afternoon with them, and then he takes them to dinner at Le Grand restaurant at the [Hoi Tak Hotel](#).

Saturday 2 July 9:30 hours



On Saturday morning, Seow Ann puts on casual clothes and sets out to look for gifts for his children. As he's never been to Urumqi, he decides to walk through a market near Urumqi's main square and take some photographs (*photo at left*). He does not go to any part of the market with live poultry, as he has [read the stories](#) about 5,000 birds dying in Qinghai province. He doesn't

handle any items in the market, and he doesn't shake hands with anyone during his 45-minute walk through the area. During his time in Urumqi, he hasn't visited any farms or rural areas.

Saturday 2 July 16:00 hours

Seow Ann returns on flight SQ 801, and arrives in Singapore about 22:10 hours. He takes a taxi home.

Sunday 3 July 2005

Seow Ann tells his wife he feels tired and drained, but assumes that is a result of his travel. He takes traditional Chinese herbal remedies and tea, but without much improvement in his condition. At a family dinner, he picks at his food, eating little.

Monday 4 July 15:00

By Monday afternoon Seow Ann has a fever and a dry cough. He is sure he has the flu, but decides he can treat it with traditional remedies, rest and a good diet. If it doesn't get better in 24 hours, he resolves to visit his Western doctor.

Tuesday 5 July 15:25 hours

Seow Ann's cold and flu symptoms are worse, not better. His muscles ache, he has a dry cough, his eyes are watering and discolored phlegm. Trying to write a report on his meetings with PetroChina, Seow Ann realizes his flu symptoms have become serious. He makes an appointment to see his Western physician, and goes home early.

Wednesday, 6 July 16:15 hours

The doctor examines Seow Ann, and confirms he has "the flu." The doctor prescribes [Panadol®](#) and [Claritin®](#) for the symptoms. In conversation with the doctor, Seow Ann reports he was in Xinjiang last week. The [World Health Organization](#) has not declared northwest China as a high-risk area. Although no alert has been issued for 'bird flu', the doctor decides "just as a precaution" to take a nasopharyngeal swab from Seow Ann for laboratory analysis. The sample is picked up at the end of the day by the courier for the laboratory at Gleneagles Medical Centre, and stored in the lab's refrigerator overnight.

Thursday, 7 July 09:25 hours

The laboratory uses a 'quick' diagnosis assay for Influenza A to test Seow Ann's sample. It tests positive for Type A influenza. The laboratory notifies Seow Ann's doctor of its findings by facsimile by lunch time.

Friday, 8 July 14:10 hours

The doctor reads the fax and immediately instructs the nurse to reach Seow Ann. In combination with his travel to an area known to have [H5N1](#) infections, the result causes the doctor to send the test sample for further culturing for H5N1. The doctor sends [Form MD 131](#) to the [Ministry of Health](#) (MoH) to report an incident of infectious disease, as required by law.

Friday, 8 July 13:45 hours

The doctor tells Seow Ann he may or may not have influenza Type A H5N1 virus, or 'bird flu'. [MoH guidelines](#) issued on 29 June 2005 require the doctor to classify Seow Ann as a "probable" case of influenza, and to treat him accordingly. That requires isolating him and transporting him by ambulance to Tan Tock Seng Hospital. The doctor tells Seow Ann that the MoH will probably want to begin tracing all his contacts since he returned from China. Stunned, it takes a few minutes for Seow Ann to comprehend the implications of this.

Friday, 8 July 17:39 hours

Seow Ann notifies the CEO and the Chairman. They agree they must call a CMT meeting to decide what actions to take. For purposes of this exercise, the CMT meeting is scheduled for Saturday morning, 9 July.

Saturday, 9 July 09:30 hours

The CMT convenes at [Company's](#) recovery centre.