



ORNGE

Accredited with Exemplary Standing

November 2018 to 2022

ORNGE has gone beyond the requirements of the Qmentum accreditation program and demonstrates excellence in quality improvement. It is accredited until November 2022 provided program requirements continue to be met.

ORNGE is participating in the Accreditation Canada Qmentum accreditation program. Qmentum helps organizations strengthen their quality improvement efforts by identifying what they are doing well and where improvements are needed.

Organizations that become accredited with Accreditation Canada do so as a mark of pride and as a way to create a strong and sustainable culture of quality and safety.

Accreditation Canada commends **ORNGE** for its ongoing work to integrate accreditation into its operations to improve the quality and safety of its programs and services.

ORNGE (2018)

Ornge, a not-for-profit, charitable organization, is Ontario's provider of air ambulance and related services. Established in 2006, Ornge is responsible for approximately 21,000 patient-related transports each year, serving a population of more than 13 million people across 1 million square kilometres. With a fleet that includes airplanes, helicopters and land ambulances, Ornge crews perform emergent and urgent inter-facility transports and emergent on-scene responses while supporting healthcare in remote communities across Ontario. The Ornge team consists of paramedics, pilots, aircraft maintenance engineers, communications officers, physicians, educators and corporate support staff.

Accreditation Canada

We are independent, not-for-profit, and 100 percent Canadian. For more than 55 years, we have set national standards and shared leading practices from around the globe so we can continue to raise the bar for health quality.

As the leader in Canadian health care accreditation, we accredit more than 1,100 health care and social services organizations in Canada and around the world.

Accreditation Canada is accredited by the International Society for Quality in Health Care (ISQua) www.isqua.org, a tangible demonstration that our programs meet international standards.

Find out more about what we do at www.accreditation.ca.

Demonstrating a commitment to quality and safety

Accreditation is an ongoing process of evaluating and recognizing a program or service as meeting established standards. It is a powerful tool for quality improvement. As a roadmap to quality, Accreditation Canada's Qmentum accreditation program provides evidence-informed standards, tools, resources, and guidance to health care and social services organizations on their journey to excellence.

As part of the program, most organizations conduct an extensive self-assessment to determine the extent to which they are meeting the Accreditation Canada standards and make changes to areas that need improvement. Every four years, Accreditation Canada surveyors, who are health care professionals from accredited organizations, visit the organization and conduct an on-site survey. After the survey, an accreditation decision is issued and the ongoing cycle of assessment and improvement continues.

This Executive Summary highlights some of the key achievements, strengths, and opportunities for improvement that were identified during the on-site survey at the organization. Detailed results are found in the organization's Accreditation Report.

On-site survey dates

October 29, 2018 to November 2, 2018

Locations surveyed

- **7** locations were assessed by the surveyor team during the on-site survey. Locations and sites visited were identified by considering risk factors such as the complexity of the organization, the scope of services at various sites, high or low volume sites, patient flow, geographical location, issues or concerns that may have arisen during the accreditation cycle, and results from previous on-site surveys. As a rule, sites that were not surveyed during one accreditation cycle become priorities for survey in the next.
- All sites and services are deemed **Accredited with Exemplary Standing** as of the date of this report.

See **Appendix A** for a list of the locations that were surveyed.

Standards used in the assessment

- **3 sets of standards** were used in the assessment.

Summary of surveyor team observations

These surveyor observations appear in both the Executive Summary and the Accreditation Report.

During the on-site survey, the surveyor team undertook a number of activities to determine the extent to which the organization met the accreditation program requirements. They observed the care that was provided; talked to staff, clients, families and others; reviewed documents and files; and recorded the results.

This process, known as a tracer, helped the surveyors follow a client's path through the organization. It gives them a clear picture of how service is delivered at any given point in the process.

The following is a summary of the surveyor team's overall observations.

Ornge is the non-profit charitable organization that operates Ontario's air ambulance and related systems. It is a large, complex and diverse organization, servicing a population of more than 14 million people spread over 1 million square kilometres spanning urban, rural and remote areas.

Ornge operates a fleet of owned and operated aircraft (8 fixed wing and 12 rotor wing) and land ambulances (14 of which 4 are staffed as Critical Care Land Ambulances or CCLA). Services are also delivered through contracted carriers (4 fixed wing Standing Agreement Carriers with 16 aircraft and Toronto Paramedic Services with up to 2 CCLA). Over 20,000 patient-related transports are provided annually of which more than 90% are interfacility transports. The organization also provides approximately 700 organ-related transports and manages more than 400,000 Patient Transfer Authorization Centre (PTAC) requests out of its Operations Communication Centre (OCC).

A Base Hospital provides medical direction and oversight to Primary Care and Advance Care Flight Paramedics and Critical Care Paramedics operating out of 9 air base and 3 land base stations geographically dispersed across the province. There are more than 600 employees including paramedics, pilots, communication officers, physicians, aircraft maintenance engineers, along with a team of educators, researchers and support staff. Collectively, they respond to a wide-range of patients including life or limb, scheduled appointments and non-urgent repatriations.

Following substantial change in 2012, the organization is currently governed by a Board of Directors and is accountable to the Ministry of Health and Long Term Care (MOHLTC) under a Performance Agreement.

As the only provider of air ambulance services in the province, Ornge directly interacts with a multitude of partners including hospitals, nursing stations, local and regional medical services, central ambulance communication centres (CACC) and CriteCall Ontario. The organization has sought to understand and strengthen these partnerships and has incorporated feedback and input into planning and evaluation processes. Community involvement is strong and is furthered through a network of volunteers and committed staff.

Leadership is strong and has successfully steered the organization through some rough waters, including recovery from significant financial challenges and an air disaster that claimed the lives of pilots and crew. The organization has been stabilized and has focused its efforts and energy on a continued and dedicated path of improvement. Foundational tenets of service to patients, safety, efficiency and effectiveness, and stewardship provide a strong platform for a series of well integrated plans that support Board driven strategic priorities.

The leadership team has embraced the accreditation process and has made commendable progress in advancing a patient-centred approach and embedding it into the way business is conducted and services are delivered.

A focus on the evolution and growth of a just culture, one in which employees are encouraged to bring forward reports of hazards, near misses and safety-related incidents / quality concerns without fear of a punitive response or reprisal, is evident. Employee engagement scores are monitored and reported out to all staff and improvements have been made. The organization's leaders are encouraged to continue this work and to share stories and learnings as part of a strategy to reshape perceptions and change the conversation. There have also been significant efforts to support staff wellness with strong programs emerging for mental health supports, operational pauses in the face of trauma triggering incidents, PTSD response and violence prevention.

Pilot recruitment and retention is an identified challenge (not just for Ornge) and the organization is actively pursuing opportunities to address.

During this accreditation survey, we had an opportunity to visit 5 base stations, the Operations Communications Centre and meet with staff and leaders throughout the organization. By all accounts, care was found to be exceptional. Without question, all staff are committed to the provision of high quality, safe, timely care. There are many processes and systems in place to support the safe delivery of care and services including robust quality assurance and quality improvement activities designed to support an environment of learning and development.

As a survey team we were impressed with the multi-pronged approach to gain feedback from the many stakeholders and to bring the patient perspective into all aspects of service planning and design. Client and staff satisfaction is high but there are still opportunities for improvement and an expanded mission statement, to specifically address access, provides a strong directional compass.









Congratulations to everyone at Ornge! The amount of effort and work you have put into this process is not to be underestimated.

Overview: Quality dimensions results

Accreditation Canada uses eight dimensions that all play a part in providing safe, high quality health care.

These dimensions are the basis for the standards, and each criteria in the standards is tied to one of the quality dimensions.

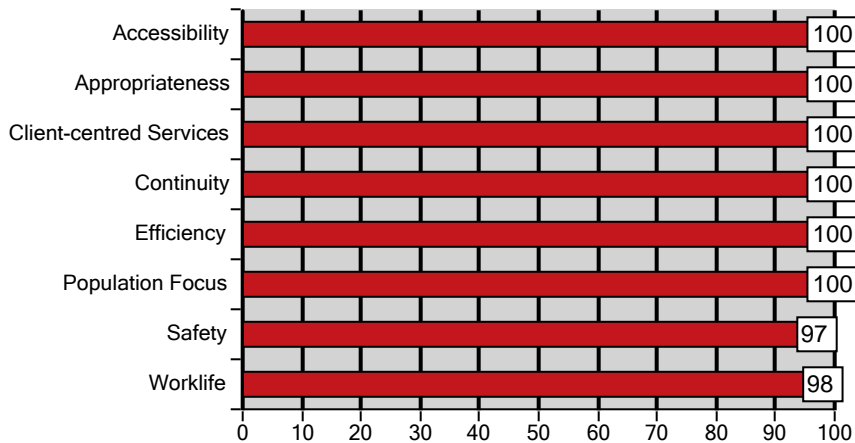
The quality dimensions are:

-  **Accessibility:** Give me timely and equitable services
-  **Appropriateness:** Do the right thing to achieve the best results
-  **Client-centred Services:** Partner with me and my family in our care
-  **Continuity:** Coordinate my care across the continuum
-  **Efficiency:** Make the best use of resources
-  **Population Focus:** Work with my community to anticipate and meet our needs
-  **Safety:** Keep me safe
-  **Worklife:** Take care of those who take care of me

Taken together, the dimensions create a picture of what a high quality health care program or service “looks like.” It is easy to access, focused on the client or patient, safe, efficient, effective, coordinated, reflective of community needs, and supportive of wellness and worklife balance.

This chart shows the percentage of criteria that the organization met for each quality dimension.

Quality Dimensions: Percentage of criteria met



Overview: Standards results

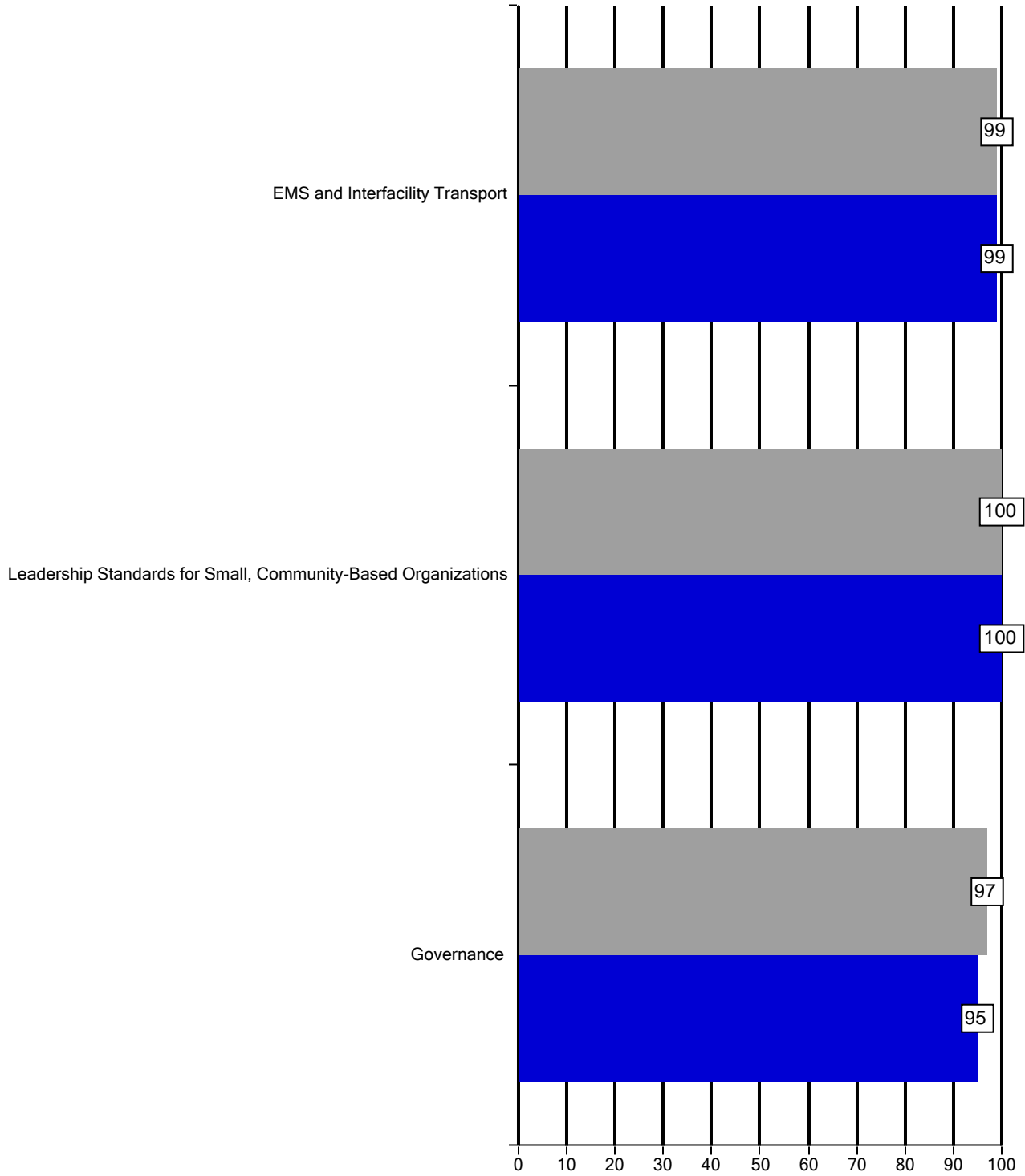
All of the standards make a difference to health care quality and safety. A set of standards includes criteria and guidelines that show what is necessary to provide high quality care and service.

Some criteria—specifically those related to safety, ethics, risk management, or quality improvement—are considered high priority and carry more weight in determining the accreditation decision.

This chart shows the percentage of high priority criteria and the percentage of all criteria that the organization met in each set of standards.

Standards: Percentage of criteria met

High priority criteria met Total criteria met



Overview: Required Organizational Practices results

Accreditation Canada defines a Required Organizational Practice (ROP) as an essential practice that must be in place for client safety and to minimize risk. ROPs are part of the standards. Each one has detailed tests for compliance that the organization must meet if it is to meet the ROP.

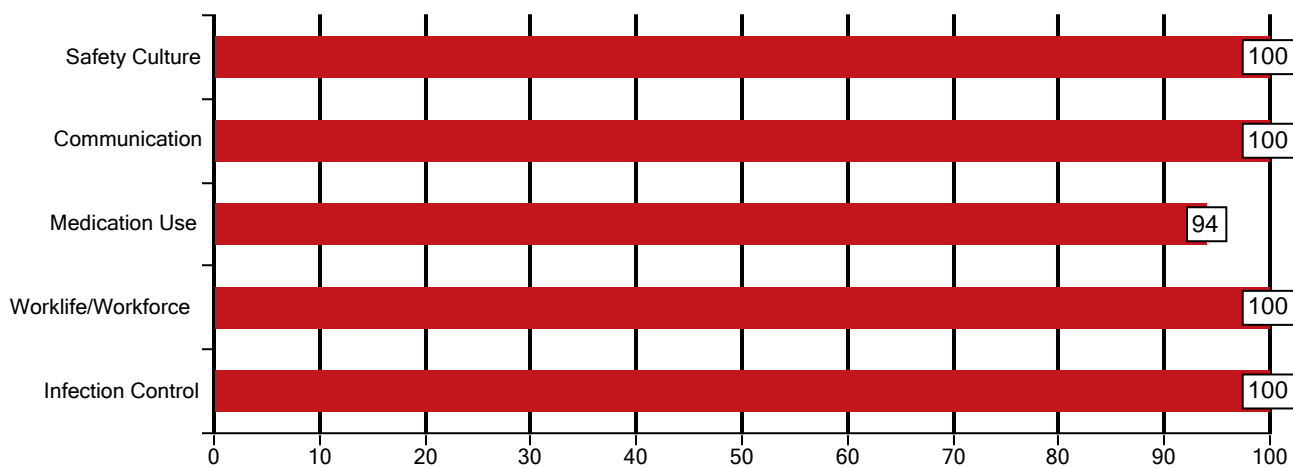
ROPs are always high priority and it is difficult to achieve accreditation without meeting most of the applicable ROPs. To highlight the importance of the ROPs and their role in promoting quality and safety, Accreditation Canada produces the Canadian Health Accreditation Report each year. It analyzes how select ROPs are being met across the country.

ROPs are categorized into six safety areas, each with its own goal:

- **Safety culture:** Create a culture of safety within the organization
- **Communication:** Improve the effectiveness and coordination of communication among care and service providers and with the recipients of care and service across the continuum
- **Medication use:** Ensure the safe use of high-risk medications
- **Worklife/workforce:** Create a worklife and physical environment that supports the safe delivery of care and service
- **Infection control:** Reduce the risk of health care-associated infections and their impact across the continuum of care/service
- **Risk assessment:** Identify safety risks inherent in the client population

See **Appendix B** for a list of the ROPs in each goal area.

ROP Goal Areas: Percentage of tests for compliance met



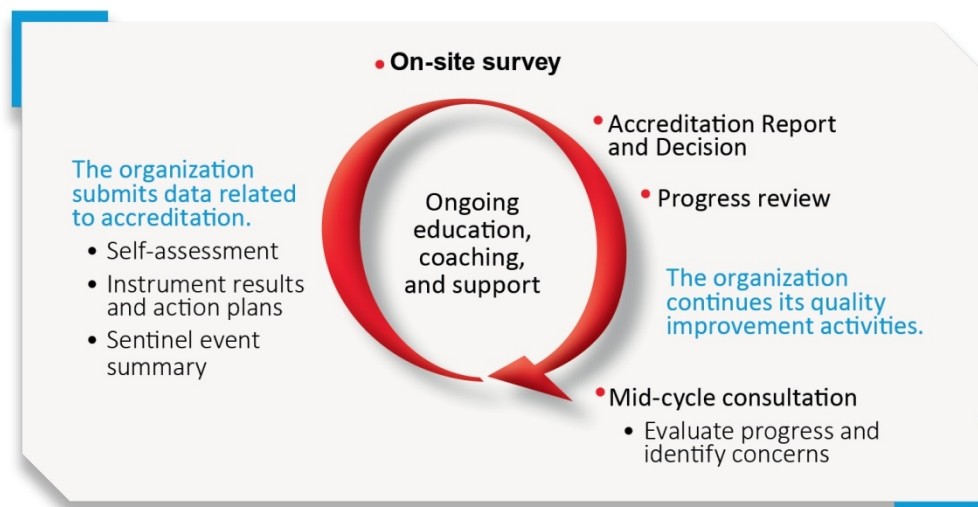
The quality improvement journey

The Qmentum accreditation program is a four-year cycle of assessment and improvement, where organizations work to meet the standards and raise the quality of their services. Qmentum helps them assess all aspects of their operations, from board and leadership, to care and services, to infrastructure.

The program identifies and rewards quality and innovation. The time and resources an organization invests in accreditation pay off in terms of better care, safer clients, and stronger teamwork. Accreditation also helps organizations be more efficient and gives them structured methods to report on their activities and what they are doing to improve quality.

In the end, all Canadians benefit from safer and higher quality health services as a result of the commitment that so many organizations across the country have made to the accreditation process.

Qmentum: A four-year cycle of quality improvement



As **ORNGE** continues its quality improvement journey, it will conduct an in-depth review of the accreditation results and findings. Then a new cycle of improvement will begin as it incorporates any outstanding issues into its overall quality improvement plan, further strengthening its efforts to build a robust and widespread culture of quality and safety within its walls.

Appendix A: Locations surveyed

- 1 Communications Centre
- 2 Headquarters
- 3 London - RW - 792 - YXU
- 4 Ottawa - RW - 791 - YOW
- 5 Ottawa CCLU
- 6 Thunder Bay - FW - 790, RW - 797 - YQT
- 7 Toronto - RW - 799 - YTZ

Appendix B

Required Organizational Practices

Safety Culture

- Accountability for Quality
 - Patient safety incident disclosure
 - Patient safety incident management
 - Patient safety quarterly reports
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Communication

- Client Identification
 - Information transfer at care transitions
-

Medication Use

- High-Alert Medications
 - Infusion Pumps Training
 - Narcotics Safety
-

Worklife/Workforce

- Patient safety plan
 - Patient safety: education and training
 - Preventive Maintenance Program
 - Workplace Violence Prevention
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Infection Control

- Hand-Hygiene Compliance
 - Hand-Hygiene Education and Training
 - Reprocessing
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