

# Annual Report

## 2017/2018

care in motion

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On Friday February 2, 2018, Ornge's Operations Control Centre (OCC) was notified of an unfolding mass casualty incident (MCI). We soon became aware that a vehicle had crashed into a charter coach carrying school children near the town of Stayner. Initial reports indicated this was a difficult scene, including multiple serious injuries and a number of paediatric patients.

What followed was the largest Ornge response to a call in recent memory, and one of the rare cases where all three of our vehicle types- helicopter, airplane, land ambulance - from all over the province were involved in transporting patients. We had excellent availability with three helicopters, GTA Critical Care Land Ambulance (CCLA) and the Toronto Paramedic Service Critical Care Transport Unit (CCTU). Additionally, two Ornge fixed wing crews happened to be nearby.

To say this was logistically complex is an understatement. This call involved extraordinary efforts from our OCC, including asset and triage decisions, consideration of weather, co-ordination of re-fueling -- all the while ensuring our other patients across the province were transported efficiently. When the call was finally completed, our crews from Toronto, Mississauga, London, Sioux Lookout and Thunder Bay had moved a total of seven patients to three hospitals.

While incidents like these are thankfully rare, they show our crews at their best, as they exemplify Ornge's core values of safety, excellence, integrity, preparedness and compassion. As an organization, our focus is on supporting this frontline work to ensure we carry out our mission for the patients we serve. In doing so, we are guided by our Strategic Plan 2020 which outlines initiatives for the improvement of our services, strengthening our partnerships and engaging our staff. This Annual Report outlines many of the items presently underway.

This year, we were reminded of our place in history during the anniversary of Ontario's air ambulance program. Forty years after the first "Bandage 1" helicopter flight out of Toronto's Buttonville Airport, the breadth and scope of aeromedical and critical care transport services has grown exponentially. From a handful of bases and aircraft, we have evolved into a mature network of aircraft and land ambulances, staffed by a dedicated and highly-qualified team.

Whether it's a large-scale incident, or any of the other 21,000 patient-related transports carried out through the year, the men and women of Ornge are proud to be a part of a long tradition of patient care in this province.

  
 Andrew McCallum  
 PRESIDENT AND  
 CHIEF EXECUTIVE OFFICER







*The views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province of Ontario.*



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# Year In Review

Learn more about what we've been up to >

care in motion

Funded by:







# ABOUT US

A vital part of Ontario’s health care system, Ornge provides high quality air ambulance service and medical transport to people who are critically ill or injured. Ornge services are part of a province-wide system of patient care that links hospitals and communities, enabling access to specialized care for the people of Ontario. A not-for-profit charitable organization, Ornge has more than 600 employees, including paramedics, pilots, communication officers, physicians, aircraft maintenance engineers, along with a team of educators, researchers and support staff.



**1 OUR VISION**  
A trusted and responsive partner in extending the reach of health care in Ontario.

**2 OUR MISSION**  
To provide Ontario’s patients with safe and timely care, transport, and access to health services.



**3 OUR VALUES**  
Safety, Excellence, Integrity, Preparedness, and Compassion.

**BY THE NUMBERS**

- 712**  
Ornge performed approximately 712 organ-related transports.
- 91%**  
91% of all patient related transports were interfacility (transports between hospital to hospital).
- 122**  
On 122 occasions throughout the year, Ornge paramedics completed transports in local land EMS vehicles.



# SERVICE OVERVIEW

Ornge’s core business is providing timely patient transportation involving a range of paramedical services, by air and by land, including:

- Emergent and urgent interfacility transport.
- Emergent scene response.
- Repatriation of interfacility patients.
- Non-urgent transport based on geographic and population needs.
- Support for health care in remote communities through new and innovative approaches.
- Provincial Transfer Authorization Centre (PTAC) authorization in support of public health objective.
- Transportation related to organ transplant under contract with the Trillium Gift of Life Network (TGLN), Ontario’s organ and tissue donation agency.

Ornge owns and operates a fleet of fixed and rotor wing aircraft, including Leonardo AW139 helicopters, Pilatus PC-12 airplanes, and Crestline land ambulances. Service coverage extends over more than a million square kilometres into remote communities in Ontario. In total, approximately 21,000 patient-related transports are performed each year.

Ornge has contracts with Standing Agreement air carriers who perform fixed wing non-urgent transports and some advanced care transports largely in the North. Ornge also works with Toronto Paramedic Services who deliver critical care land ambulance services within the Greater Toronto Area and are dispatched by Ornge’s Operations Control Centre.

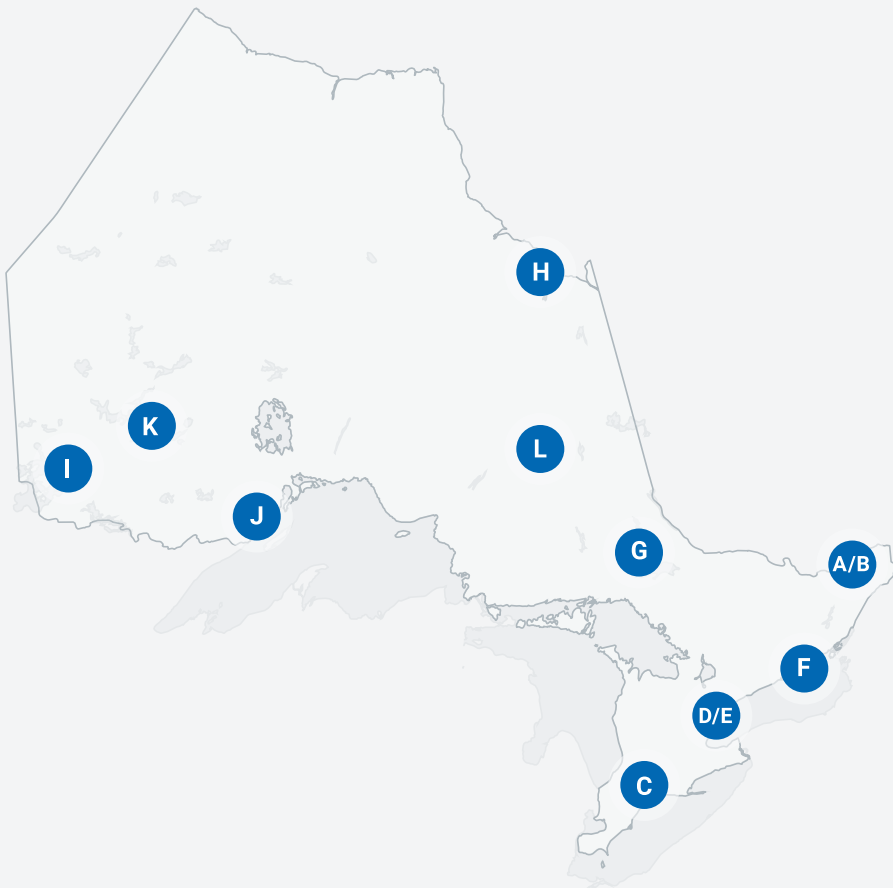
In addition, for many patient transports, Ornge relies on municipal paramedic services for ground transportation between airport and hospital. Paramedic service partners are crucial to the success of Ontario’s air ambulance program.





# LOCATIONS

**Base Locations**  
 Ornge has 12 bases located in 11 communities across the province from which patient care and transportation services are delivered on a 24/7 basis.



**A** Ottawa Air Base (YQW)

1 Leonardo AW139 Helicopter  
 Open 24/7



**G** Sudbury Air Base (YSB)

1 Leonardo AW139 Helicopter  
 Open 24/7



**B** Ottawa Land Base (CCLA)

1 Crestline Land Ambulance  
 Open 24/7



**H** Moosonee Air Base (YMO)

1 Leonardo AW139 Helicopter  
 Open 24/7



**C** London Air Base (YXU)

1 Leonardo AW139 Helicopter  
 Open 24/7



**I** Kenora Air Base (YQK)

1 Leonardo AW139 Helicopter  
 Open 24/7



**D** Toronto Air Base (YTZ)

1 Leonardo AW139 Helicopter  
 Open 24/7



**J** Thunder Bay Air Base (YQT)

1 Leonardo AW139 Helicopter  
 2 Pilatus PC12 Airplanes  
 Open 24/7



**E** GTA Land Base (CCLA)

2 Crestline Land Ambulances  
 Open 12/7



**K** Sioux Lookout Air Base (YXL)

1 Pilatus PC12 Airplane  
 Open 24/7



**F** Peterborough Land Base (CCLA)

1 Crestline Land Ambulance  
 Open 12/7



**L** Timmins Air Base (YTS)

1 Pilatus PC12 Airplane  
 Open 24/7





# STRATEGIC DIRECTION — 2020

## Notes

Ornge's Strategic Plan 2017-2020 provides a three-year outlook on initiatives that will enhance our patient care and transportation services and our integration with system partners. The Plan supports key goals of Ontario's Ministry of Health and Long-Term Care including improving access, coordination, integration and sustainability of our health care system.

We are making good progress toward implementing Ornge's Strategic Plan 2020. Our efforts are focused on improving service delivery, including how we work with hospital and Paramedic Service partners in order to benefit patients – particularly time-sensitive patients and those who live in remote areas. At the same time, we aim to improve staff engagement so that all members of the Ornge team share in the vitality of delivering a crucial service within Ontario's health care system.

Strategic Plan 2020 has four goals, each with priorities and projects. Recent highlights are as follows >



### Goal 1:

Focus on activities that improve patient outcomes

#### Telemedicine

We are expanding our use of recently implemented telemedicine technology to be better connected with physicians in small northern hospitals. In collaboration with the Meno Ya Win Health Centre in Sioux Lookout, we are supporting several nursing stations by providing medical advice on a back-up basis.

#### Trauma Response in the North

Working with our Paramedic Service partners, we are leading an initiative to initiate requests for air ambulance response sooner so that critically injured patients can be transported to a trauma centre more quickly.

### Goal 2:

Improve coordination and integration with system partners

#### Patient Status Board

Ornge has developed a new electronic portal for hospitals to check on the status of patient's transportation. Staff in a sending hospital often want to know 'when will Ornge be here', and staff in a receiving hospital often want to know 'when will the patient be here'. The status board provides hospitals with Ornge's estimated time of arrival to the nearest landing site.

#### Medical Residents

Ornge has partnered with two medical schools on a residency program in transport medicine for medical students. To date, Ornge has sponsored two medical residents. The program helps to raise awareness among medical students about care within the transport environment, and provides an enriching experience for the residents as well as Ornge's paramedics.





Take a look at our Strategic Plan minisite -- a special webpage that provides an overview of the plan.

[www.ornge.ca/strategic-plan-2020](http://www.ornge.ca/strategic-plan-2020)

### Goal 3:

Improve service efficiency and effectiveness

#### Operations Control Centre

Over the past few years, Ornge's dispatch centre implemented several major improvement initiatives, including a new dispatch platform and new deployment plan. With these in place, efforts are now focused on improved practices. A new quality assurance program is assisting with consistency and data quality. In addition, improved telephone routing protocols have brought efficiencies for Operations Control Centre, hospitals and Central Ambulance Communications Centres, and work is underway to develop better decision-support tools.

### Goal 4:

Be a learning and engaged organization

#### Staff Safety Program

Ornge continues to promote its well established Safety Management System, including the principle of Just Culture. Our efforts are focused on early communication of safety concerns and findings, and on annual training to promote good communication and synergy among crew members.

#### Staff Engagement

As a company, we value the efforts of our staff – most especially the staff who deliver Ornge's service on a day-and-night basis – and we are working to show our appreciation. For example, our new Prehospital Save Award recognizes Ornge team members who worked together to successfully resuscitate a patient who was vital signs absent in the field. We are also placing a priority on improvements to base facilities, and are continuing to work on the connections among staff at head office and those at our bases.

### By the Numbers



21,000+

Ornge performed more than 21,000 patient related transports.



332,016

Ornge issued over 332,016 Medical Transport (MT) numbers through PTAC.



1,292

Ornge responded to approximately 1,292 Scene /Modified Scene calls.

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Paramedic Operations/  
Education and Training





## PARAMEDIC OPERATIONS

Paramedic Operations is made up of three departments: Paramedic Support, Paramedic Education and Training, and Professional Standards. Support handles logistics and equipment, Education and Training is responsible for the continual upgrading and skills enhancement of our highly-qualified paramedics, and Standards frames the operational guidelines within which our paramedics work.

### KEY ACHIEVEMENTS:

- **Simulation Room Renovations:** In June 2017 the department underwent renovations to include the addition of three simulation rooms and the expansion of a classroom. This renovation enhanced the ability to accommodate the multiple demands for simulation and classroom space.
- **Driver Simulation:** To increase safety for our paramedics and our patients, Ornge has partnered with Drive Wise to provide simulated driver training geared specifically for paramedics and the challenges they face on the road. Drive Wise is travelling across the province to our land bases in Ottawa, Peterborough and the Greater Toronto Area to deliver Ornge-specific training to our paramedics over the next fiscal year.
- **Infusion Pumps:** Following a Request for Proposals process to replace the MedSystem III infusion pumps on Ornge's fixed and rotor wing aircraft, a new product has been chosen. Currently, representatives from logistics, medical affairs and maintenance are working on the next phase of integrating and installing the new IV pumps. This process is expected to conclude in the next 12-18 months.

01. Paramedics: Sioux Lookout
02. Kindermedic workshop in renovated simulation room.



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## EDUCATION AND TRAINING

Ornge has a team of highly skilled and qualified educators to deliver and coordinate Ornge's training utilizing a combination of self-lead learning and instruction from experienced and trained professionals. Ornge's educators operate a medium and high-fidelity Patient Simulation Centre which provides Paramedics with an opportunity to perform and practice high risk/low frequency skills. Patient simulation is utilized in all aspects of training, except the Aeromedical Theory course.

### KEY ACHIEVEMENTS:

- Initial Education:** For the period of January 2017 to May 2018, the Education and Training department has graduated a total of 30 paramedics. From its initial education programs, 18 of those were Advanced Care Flight Paramedics in the bridge program and 12 were Critical Care Paramedics. This has met and exceeded the goal of graduating at a minimum 20 individuals per year.
- Continuing Medical Education (CME):** Four sessions of face-to-face CME were delivered at eight base locations across the province in 2017 for a total of 32 CME sessions.
- Reintegration:** A total of 30 Paramedics were reintegrated back to Advanced Care Flight or Critical Care Paramedics status from March 2017 to March 2018 as a result of absence from clinical practice.
- In House First Aid/CPR:** A First-Aid CPR training was completed for a total 31 Ornge employees consisting of Operations Control Centre, Aviation (including pilots and aircraft maintenance engineers), and corporate staff between November 9, 2017 and May 24, 2018.
- Accreditation:** In November 2017, the Education and Training department successfully achieved a two year accreditation status from Accreditation Canada EQual program for its Critical Care Paramedic program.

Education and Training is currently seeking accreditation status for our in-house simulation program through the Royal College of Physician and Surgeons.



The Department of Education and Training at Ornge covers three main areas:

- Initial Education:** Advanced Care Paramedic – Flight bridge program, and Critical Care Paramedic training -- preparing our paramedics to perform at high-levels of care during air transport;
- Continuing Medical Education:** Annual training and re-certification of our paramedics so as to maintain that high level of care;
- Operational Training:** Maintenance of logistical skills such as CPR, Underwater Escape Training, Lift Testing and upgrading knowledge on new equipment; and the Aeromedical Theory Course that covers all aspects of medical air transport.

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Aviation/  
Operations Control Centre





# AVIATION

Ornge’s aviation division is responsible for the operations and maintenance of Pilatus PC-12NG fixed wing aircraft and Leonardo AW139 helicopters, in addition to a robust and approved safety management system (SMS). The holder of two Transport Canada Air Operator Certificates, Ornge aviation employs fixed and rotor wing pilots, aircraft maintenance engineers, managers and support staff.

## KEY ACHIEVEMENTS:

- Night Vision Goggles:** The Night Vision Goggles (NVG) program has been fully implemented across Ornge’s helicopter fleet. The ground and flight training program was completed for all pilots. NVGs are light intensifiers, where ambient and cultural light is gathered and amplified to provide enhanced vision for the pilots, allowing them to “see” their surroundings clearly, even in almost total darkness.
- Flight Data Analysis Program:** In winter 2017, Ornge commenced a Flight Data Analysis Program (FDA) in our AW139 helicopters. To date, five aircraft have been equipped with the requisite hardware. Information gathered through the FDA program is used to support maintenance operations as well as to identify operational trends.
- Standards Pilots Regulation:** Standards pilots have been introduced into rotor wing operations, exceeding regulatory requirements. These pilots are intended to complement the established training and standards program.
- Union Bargaining Agreement:** Ornge and the Office and Professional Employees International Union (OPEIU) fixed wing division signed a three year Collective Bargaining Agreement.
- Fatigue Risk Management:** Ornge began actively working towards establishing a Fatigue Risk Management System (FRMS). This initiative was sparked by input from frontline staff through safety reports and responses to Ornge’s annual Safety Survey. Our goal is to implement company-wide FRMS which covers all aspects of our front-line operations, including both aviation and paramedicine, applying the principles of FRMS even where no regulatory requirement exists.

01. Ornge Thunder Bay Base
02. Ornge Thunder Bay Base
03. Night Vision Goggles Workshop



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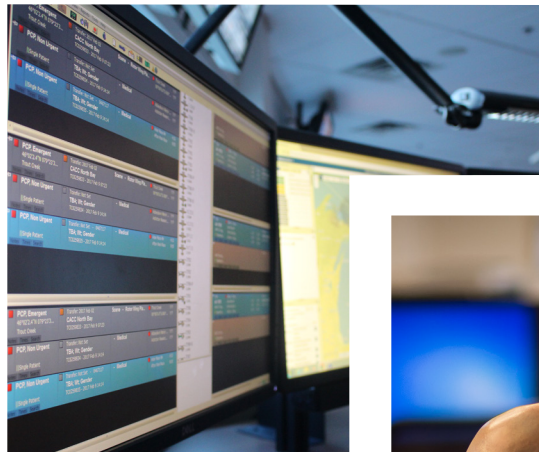


# OPERATIONS CONTROL CENTRE

## KEY ACHIEVEMENTS:

- Workflow Changes:** Based on historical data on business demands and stakeholder requirements, the Operations Control Centre (OCC) implemented workflow changes to provide effective and efficient service to the patients of Ontario. Staff roles and responsibilities were further defined to accommodate the needs of the business, and improve the efficiency of the patient transport process.
- Peak Hour Staffing:** Phone data analysis and traffic studies (Flight Vector Computer Aided Dispatch database) were analyzed to determine the peak hours and demands on the OCC. As a result, staff work schedules and hours were realigned to maximize staffing efficiency.
- Quality Improvement:** The OCC Quality Improvement (QI) Department was introduced in winter 2017 in order to improve staff performance, compliancy, and ensure accurate data entry. The QI department also provides Ornge an opportunity to assess staff performance and work towards standardization and professionalism. As a result, the OCC has seen a 79 per cent reduction in overall data entry errors since 2016.
- Non-Urgent dedicated desk :** In January 2018, the OCC introduced a dedicated position to process and facilitate next day non-urgent patient transfer requests. This position provides a dedicated Communications Officer to our external stakeholders 40 hours per week (during peak hours) to assist with these specific patient transfer requests. As a result, the non-urgent phone queues are directed to a single point of entry, allowing the other scheduled Communications Officers to focus on urgent and emergent requests. Stakeholder feedback has been positive and we will continue to reassess the position and hours to ensure maximum efficiency.

Ornge's Operations Control Centre (OCC) coordinates all logistics related to Ornge medical transports. The OCC is staffed with Communication Officers who ensure that each medical transport request is assigned the proper medical personnel and equipment in order to provide patients with the best possible care in the most efficient way possible. It is the role of the OCC to ensure transport is coordinated in a safe and efficient manner.



01

01. Flight Vector Computer Aided Dispatch
02. Ornge Operations Communications Manager



02





## HEALTH AND SAFETY

Ornge frontline staff routinely work through challenging circumstances while caring for critically ill or injured patients -- often in isolated environments. As a result, Ornge has taken a number of steps across multiple areas of the organization to provide support for staff through these challenges and to promote wellness, while establishing strategies to ensure a safe and healthy work environment for all.

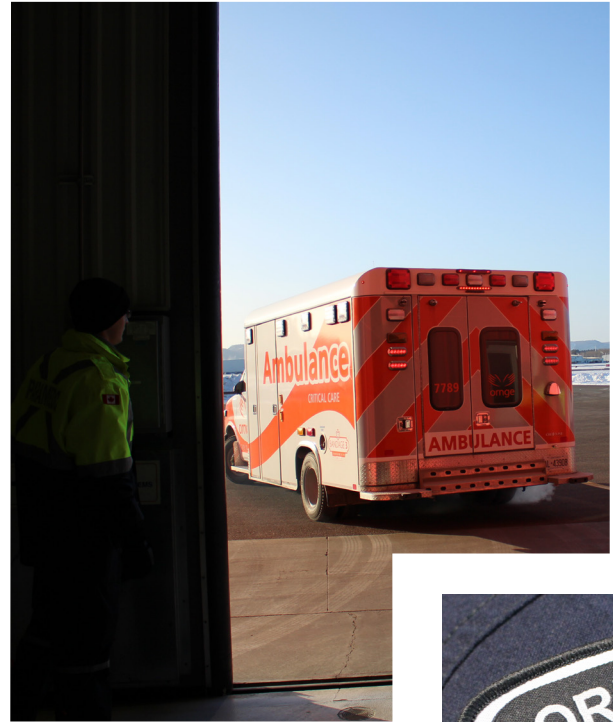
### OCCUPATIONAL HEALTH & SAFETY

In an effort to increase awareness about mental health and create an open dialogue between employees, managers, senior leadership and unions, Ornge has developed a number of training programs to support staff:

#### KEY ACHIEVEMENTS:

- **Awareness and Anti-Stigma:** A training module aimed at educating staff about mental health and associated stigma.
- **Road to Mental Readiness:** A program facilitated for Base Managers, Operations Control Managers and corporate Managers through the Mental Health Commission of Canada. It is aimed at providing leaders with information and practical strategies for dealing with emotional trauma and providing support to their employees. Ornge has certified two employees as Road to Mental Readiness trainers who continue to facilitate training sessions for our leaders and PEER support team.
- **Navigating Mental Health:** Developed in collaboration with Ornge's frontline employees, this training module was designed to assist employees in identifying early signs/symptoms of poor mental health including Post Traumatic Stress Disorder (PTSD), promoting recovery to good mental health and intervention strategies for support.
- **Self-Care/Self-Assessment:** A training module which will equip employees with strategies to self-assess and build a foundation to help individuals manage stressors and traumatic events through self-care.
- **Traumatic Incident Review Procedure:** Developed in collaboration with Ornge's frontline employees, this procedure was designed to identify, review and support employees when there are events that may have the potential to trigger stress for frontline staff.

In addition to training, there are a number of programs which remain available to staff that they may choose to contact for support such as Ornge's Peer Support Program, Employee Family and Assistance Program and Human Factors Specialist.





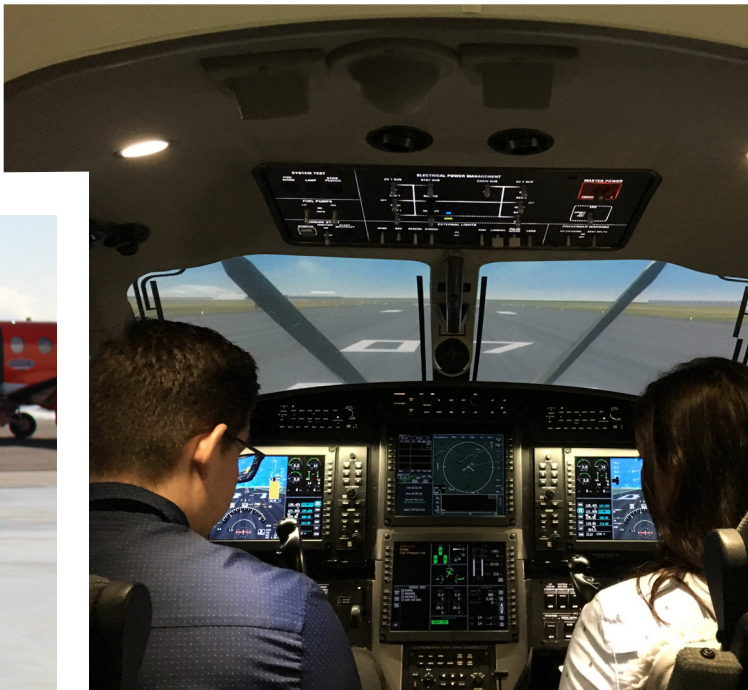


## AVIATION AND SYSTEM SAFETY

Over the past year, Ornge’s Aviation and System Safety department has worked on a number of initiatives to create safe working environments, as well as mitigating risks and hazards.

### KEY ACHIEVEMENTS:

- Just Culture:** The goal of a Just Culture is to provide uniform guidance for employee behaviour. Just Culture standardizes management’s response to non-standard situations, outcomes or behaviour among employees, and establishes acceptable and unacceptable behavior. Ornge trusts that all employees act in good faith when working. It is understood that employees may make mistakes that lead to undesirable outcomes. Should this occur, Ornge improves the system as a whole rather than finding personal fault or guilt. A key component of our safety practices, Just Culture training was delivered to employees.
- All Canada Aeromedical Transport Safety Conference:** In November, 2017, Ornge hosted its second annual All Canada Aeromedical Transport Safety Conference (ACAT). The ACAT event brought together more than 50 air medical transport professionals from across Canada to discuss topics such as usage of night vision goggles in a scene flight environment, Aeromedical Resource Management (AMRM), fatigue management, safety management systems, human factors, Just Culture, communication, emerging technologies, drones and more. As a result of this year’s conference, attendees drafted a letter to provincial, territory and federal Ministers requesting aviation infrastructure support in remote areas throughout Canada. Through ACAT, Ornge strengthens its commitment to working with our industry partners to develop a framework to enhance safety in our operation, share best practices and create training opportunities for our staff.
- Standing Agreement Carrier Audits:** The Ornge Aviation Safety department now performs audits of our Standing Agreement Carriers, which were previously conducted by a third party. This shift allows for closer ties with the operators and real time access to their operational practices. Ornge also introduced a requirement for the operators to develop a Safety Management System. Their progress will be checked in future audits beginning with the 2018-2019 audit cycle.
- Aviation Safety to System Safety:** In spring 2018, Ornge developed a Paramedicine Safety Management System, which is an evolutionary development, expanding beyond the traditional safety programs. The purpose of the Paramedicine Safety is to identify Paramedicine risks and develop services, programs or procedures to manage and mitigate these risks, thereby enhancing Patient Safety efforts, preventing injury or the loss of Paramedicine resources. This development prompted a group level name change from Aviation Safety to System Safety.



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Community, Public and Media Engagement





## COMMUNITY, PUBLIC AND MEDIA ENGAGEMENT

Ornge continues to believe engaging with communities across Ontario is essential to creating positive interactions with the people we serve. Through events, social and traditional media, we seek to provide educational opportunities about our services for stakeholders, community leaders, potential future employees and members of the general public.

Ornge maintains a visible digital presence on digital and social media where information about our service is accessible to all Ontarians. Whether we are promoting safety on Ontario's roads, waterways or trails, or keeping communities up to date with unfolding operational responses, Ornge strives to provide information for public benefit on a regular basis.

### KEY ACHIEVEMENTS:

- Launch of a new, bilingual website: Ornge's new external website is available in both English and French in an easy-to-read and navigate format. Ornge's new blog and events calendar provides regular updates to communities and stakeholders worldwide about recent developments at our organization and our community activities.
- Staff Profiles: Our new external website has also provided an opportunity for Ornge to introduce members of our team to the communities that we serve. Ornge has profiled paramedics, pilots, aircraft maintenance engineers and operations managers to provide insight into the high quality, skilled and dedicated individuals working at Ornge.
- Sikorsky S-76A Donations: Throughout the past year, Ornge has donated three decommissioned Sikorsky 76-A helicopters to Mohawk College, Fanshawe College and the Canada Aviation and Space Museum. These aircraft will be used as a hands-on educational tool for students of Aviation, Public Safety and Paramedicine programs. Secondary and post-secondary school students in the Ottawa region, in partnership with the Canada Aviation and Space Museum, will be working to turn their donated aircraft into an exhibit at the Museum for years to come.

### Media Partners

The media play an important role in educating Ontarians about Ornge operations across the province. News outlets are important partners in sharing our key messages of safety.

### Notable News Stories:

#### *Helicopters Magazine*

Helicopters Magazine profiled Ornge and featured a number of safety enhancements completed and underway.

They also had the opportunity to sit in on the All Canada Aeromedical Transport Safety Conference to profile the importance of the conference.

#### *Breakfast Television*

In September, 2017, former Breakfast Television Host Kevin Frankish spent a 12 hour shift with a crew from our Toronto base during Air Ambulance Week and documented a typical shift for one of our helicopter bases.

### COMMUNITY ENGAGEMENT:

Throughout the year, Ornge receives many requests to attend events in communities across the province. In the past year, we've participated in and hosted a number of events and campaigns including:

- All Canada Aeromedical Transport (ACAT) Safety Conference
- Bell Let's Talk Campaign
- Canada Day celebrations at the Canada Aviation and Space Museum
- Careers in Aviation Career Fair
- CTV and the Salvation Army's Toy Mountain Christmas toy drive
- Doors Open Toronto
- International Air Ambulance Week
- International Nursing Week
- Kenora Emergency Services Safety Night
- KinderMedic, a one day workshop hosted by Ornge's Paediatric Team
- Ontario Air Ambulance 40th Anniversary Golf Tournament
- Ontario Air Ambulance 40th Anniversary BBQ
- Paramedic Services Week
- Take Your Kids to Work Day
- National Telecommunication Public Safety Week
- The Canadian Paramedic Memorial Ride
- Toronto Sportsmen's Show

To collaborate with Ornge for a health or awareness campaign, or to invite us to an event, please contact us via [info@ornge.ca](mailto:info@ornge.ca).





# #OAA40 | 40<sup>TH</sup> ANNIVERSARY OF ONTARIO'S AIR AMBULANCE PROGRAM

It all began when an ambulance service manager in northern Ontario proposed an official airborne medical transport service after observing the suffering of a burn patient during a long distance land transfer.

In October of 1977, Ontario's Ministry of Health (today known as the Ministry of Health and Long-Term Care) launched a pilot project involving a medium twin-engine Bell 212 air ambulance helicopter at Toronto's Buttonville Airport. The helicopter was expected to carry about 500 critically ill or injured patients a year to hospitals in Toronto. An elite team of eight paramedics, with the addition of several Intensive Care Unit nurses and respiratory therapists was chosen from the ranks for the task. A 'name the helicopter' contest was held, and thanks to a submission by a young girl in Kitchener, the aircraft was nicknamed "Bandage 1."

These humble beginnings lay the groundwork for the air ambulance program we see today. By 1981, Bandage 1 in Toronto had four siblings across the province, and they included both rotor wing and fixed wing aircraft. Bandage 2 was in Sudbury, Bandage 3 in Thunder Bay, Bandage 4 in Timmins, and Bandage 5 in Sioux Lookout. Additional bases and aircraft were added over the years, growing into a program responsible for more than 21,000 annual patient related transports, and a critical integrator in Ontario's health care system.

## #OAA40 Celebrated

Ontario's air ambulance system evolved immensely over the past 40 years and made a positive impact on many lives across the province. A number of events were scheduled throughout the year to celebrate the milestone, including:

Doors Open Toronto  
[May 27, 2017](#)

Kenora Paramedic & Emergency Services Appreciation Event  
[May 28, 2017](#)

Ontario Air Ambulance 40th Anniversary Golf Tournament  
[June 19, 2017](#)

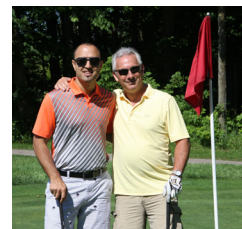
Canada Day at Canada Aviation and Space Museum in Ottawa  
[July 1, 2017](#)

Sikorsky S-76 hull donation to Mohawk College:  
[August 23, 2017](#)

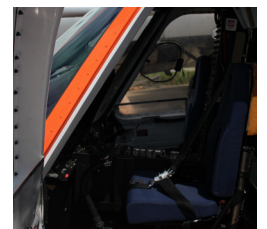
Ontario Air Ambulance Anniversary BBQ  
[September 13, 2017](#)



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03

01. Ontario Air Ambulance 40 BBQ
02. Ontario Air Ambulance 40th Anniversary Golf Tournament
03. Sikorsky S-76 hull donation to Mohawk College: College





## AWARDS AND RECOGNITION

### GOVERNOR GENERAL / EXEMPLARY SERVICE MEDAL:

The Emergency Medical Services Exemplary Service Medal recognizes professionals in the pre-hospital emergency medical services industry who have performed their duties in an exemplary manner, characterized by good conduct, industry and efficiency.

All recipients must have been employed with an emergency medical service on or after October 31, 1991 and have completed 20 years of exemplary service.

This year, three Ornge paramedics were honoured:

- John Cox – Critical Care Paramedic, Sioux Lookout
- Dennis Quenneville – Critical Care Paramedic, Sudbury
- David O'Shaughnessy – Critical Care Paramedic, Ottawa

### TELECOMMUNICATOR OF THE YEAR:

Ornge presented its second annual Telecommunicator of the Year Award during National Telecommunication Public Safety Week in April.

This year's recipient was:

- Doug Davis, Communications Officer – Flight.

### LIFE SAVED AWARDS:

In 2017, Ornge presented its first Life Saved Awards. The lightning bolt pins were presented to Ornge teams (including paramedics, pilots, communications officers and physicals) who have worked together to successfully ensure the resuscitation of a patient who was 'vital signs absent' in the field.

This year's recipients include:

#### THUNDER BAY CREW / TRANSPORT IN JULY 2016

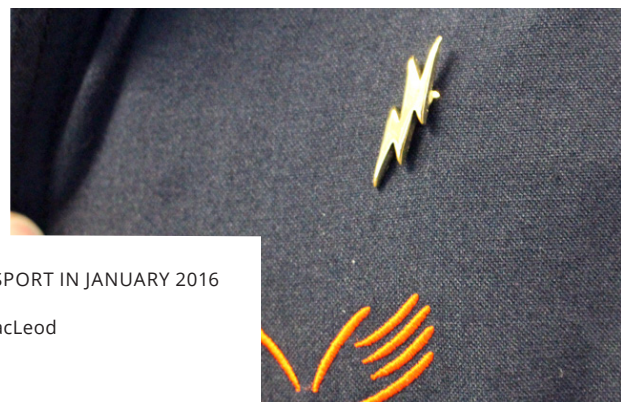
- Paramedics: Andrew Hamilton, David Boer
- Pilot: Matthew Westerman
- OCC: Joshua Thomas, Justin Phillips
- TMP: Jordan Chenkin

#### TORONTO CREW / TRANSPORT IN JULY 2017

- Paramedics: John Holbrook, Tara Williams
- Pilots: Michel Bouley, Graham Oldfield
- OCC: Stacy Eichler
- TMP: Laurie Mazurik

#### SIOUX LOOKOUT CREW/ TRANSPORT IN JANUARY 2016

- Paramedic: Jessica MacLeod
- Pilot: Brad Woodrow
- OCC: Victoria Martin
- TMP: Keith Donovan







## THE LAST WORD GOES TO OUR PATIENTS

On June 19, 2016, Tammi-Lyn Richard was involved in a motorcycle accident on Highway 129 south of Chapleau, Ontario.

The accident took place in a remote area with no cell service. She lay by the side of the road, unable to breathe or move easily due to the pain, for over an hour as she waited for help to arrive.

Tammi-Lyn was transported to Chapleau Hospital where the severity and extent of her injuries was confirmed. All of her ribs on her right side were broken in several locations and she had a collapsed right lung. The hospital realized these injuries were outside the scope of their resources and contacted Ornge for transport to Health Sciences North in Sudbury.

Upon arrival, the Ornge team worked collaboratively with the hospital to ensure the patient was stable enough for transport. The paramedics noted a potential risk, and chest tube needed to be re-inserted before she was able to be brought to the helicopter. During the flight, the team reassured and calmed Tammi-Lyn. They monitored every detail and communicated to her that she was doing well despite the severity of her injuries.

Upon arriving at Health Sciences North, they wasted no time in moving her into the trauma unit where the doctors began assessing her and making a plan to deal with her injuries.

Many people played a significant role in saving Tammi-Lyn's life, including those at the scene, the nurses and physicians at the hospitals. Tammi believes Ornge's rapid response and professionalism in transport undoubtedly made a difference.



Patient Transport Northern Ontario



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# Ornge Financial Stewardship

A closer look at the past year

Ornge Finance



Total funding received by Ornge in fiscal 2018 included \$188.6 million from the Ministry of Health and Long-Term Care for air and Critical Care Land Ambulance services, as well as \$5 million from Trillium Gift of Life Network for transporting organs and transplant surgical teams.

We continue our mission of providing patients with safe and ready access to health care by the most efficient means. Maintaining our operation with fiscal discipline to ensure public funds entrusted to us are utilized effectively remains a cornerstone of Ornge's strategic plan. Rising operating cost of our fleet, fluctuating fuel prices, changing labour markets and service cost of our legacy debt obligations are some of the challenges we had to address and will continue to manage in the coming year.

By leveraging innovative solutions and through collaboration with our health care partners, our resourceful staff continues to make advances in our long term strategic goals while laying a solid and sustainable financial foundation for the future.

#### KEY ACHIEVEMENTS:

- Carriers Contract: Negotiated new Standing Agreement Carriers contracts to optimize asset deployment.
- AW139 Maintenance: Entered into AW139 engine long term maintenance program.
- IT Security: Strengthen IT infrastructure to both expand capacity and raise resilience to threats.

## Consolidated Statement of Operations

(in thousands of Canadian dollars)

	2018	2017
REVENUES	\$195,024	\$186,988
EXPENSES		
Labour related expenses	72,826	68,870
Aviation and other operating expenses	95,521	83,720
	168,347	152,590
EXCESS OF REVENUE OVER EXPENSES BEFORE	26,677	34,398
Amortization and other	10,896	11,029
Interest expense	16,006	15,620
SURPLUS OF REVENUE OVER EXPENSES	\$(225)	\$7,749
Net Deficiency, beginning of the year	(76,489)	(84,238)
NET DEFICIENCY END OF YEAR	\$(76,714)	\$(76,489)



## Consolidated Statement of Financial Position (in thousands of Canadian dollars)

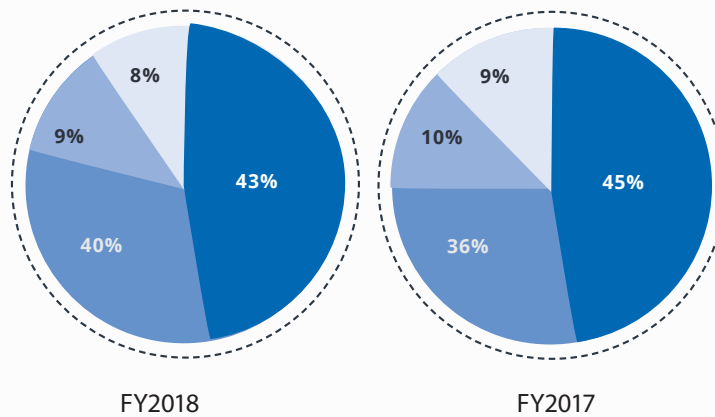
	March 31, 2018	March 31, 2017
<b>ASSETS</b>		
Cash	\$2,458	\$6,145
Other Current assets	18,306	16,159
Current assets	20,764	4,321
Restricted cash	400	400
Maintenance contract	24,980	11,214
Capital assets	177,603	180,646
<b>Total Assets</b>	<b>\$223,747</b>	<b>\$214,564</b>
<b>LIABILITIES</b>		
Short term loan	\$8,100	\$7,100
Accounts payable and other short-term liabilities	24,744	20,337
Current Portion Of Long-Term Debt	9,213	8,706
Current Liabilities	42,057	36,143
Long-term debt	245,860	254,910
Long-term maintenance contract	11,980	--
<b>Total Liabilities</b>	<b>299,897</b>	<b>291,053</b>
Net Deficiency	(76,714)	(76,489)
Unrealized remeasurement gains	564	30,112
<b>Total Liabilities and net deficiency</b>	<b>\$223,747</b>	<b>\$214,564</b>



# OPERATING EXPENSES — *by area*

### Notes

The charts illustrate the components of Ornge’s operating expense and the percentage of each component to total annual operating expenses for the current and prior fiscal year.



## Definitions

- Labour:** salary, employee benefit and other labour related expenditures.

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- Aviation:** cost for fleet operation including aircraft maintenance, fuel, and standing agreement carriers.

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- Other Operations:** medical supplies, facilities, administrative support expenses.

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- Specifically Funded Programs:** Critical Care Land Ambulance Program



care in motion



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