

ANNUAL REPORT

2021-2022

Territory Acknowledgement

We would like to begin this document by acknowledging that Ornge operates on the traditional lands of many Indigenous Peoples in what we now called Ontario. We recognize the importance of the lands in order to reaffirm our commitment to improving relationships between Nations, and to improving our own understanding of local Indigenous peoples and their cultures.

We acknowledge the ancestral and unceded territory of all the Inuit, Métis, and First Nations people who call this land home and are cognizant of the responsibility we have in improving access to care and furthering health equity throughout Ontario.

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CEO MESSAGE

In 2021/22, Ornge stepped forward in the face of unprecedented challenges to our healthcare system, putting our organization's expertise in patient care, transport, and logistics to work for the benefit of patients across the province.

With the significant and ongoing impact of COVID-19 on hospitals, Ornge played a key role in the management of patient capacity challenges by providing safe and effective transport from one facility to another. In addition to volunteering to provide extra surge capacity in southern Ontario, Ornge also worked with other key stakeholders – CritiCall, Ontario Health and MOH to ensure well coordinated, timely interfacility patient transports during a severe wave of the disease.

Ornge staff continued to provide leadership in the provincial vaccine distribution initiative. Building on the early successes of *Operation Remote Immunity* in the early part of 2021, Ornge staff coordinated and carried out the distribution and administration of vaccines to northern, remote First Nations communities. As the scope of vaccine delivery expanded to different age groups and demographics through the year, Ornge provided support by arranging and dispatching flights, thereby ensuring communities continued to have access to vaccines.

In addition to these special projects, Ornge worked to identify and address gaps to improve equity for patients regardless of where they live. The trial launch of a dedicated Mental Health Transport Team brought specialized mental health treatment directly to the patient's bedside. Ontario's first *Blood on Board* program – bringing life-saving blood products to the scene of traumatic injury aboard an Ornge helicopter air ambulance – results in more effective treatment at locations where few blood products are available.

This year's Annual Report offers a glimpse into these and other initiatives, as we continue to make progress on *iPropel*, our 2021-2024 Strategic Plan. It also provides updates on our initiatives to embrace and foster a culture of equity, diversity, and inclusion across our organization, as well as efforts to engage our employees and stakeholders.

Ornge's team of more than 650 front line and supporting staff showed remarkable dedication and resilience in the face of many challenges, and we are delighted to share with you some of the results of this journey.

Dr. Homer Tien

BOARD OF DIRECTORS

- Ian W. Delaney – Chair
- Charles A. Harnick
- Patricia Lang
- Maneesh Mehta
- David Murray
- Dr. Andrew Smith
- Patricia (Trish) Volker
- Dr. Annelind Wakegijig

SENIOR LEADERSHIP TEAM

- Dr. Homer Tien, President and CEO
- Wade Durham, Chief Operating Officer – Chief Operating Officer – Joint Operations and Medical Operations / Deputy Chief Executive Officer (A)
- Foster Brown, Chief Human Resources and Labour Relations Officer
- Peter Cunnington, Chief Operating Officer – Aviation (A)
- Abbie Hudson, Chief of Staff
- Susan Kennedy, Chief Counsel and Corporate Secretary
- Inna Kravitz, Chief Financial Officer
- Dr. Bruce Sawadsky, Chief Medical Officer
- James MacDonald, Director, Communications and Public Affairs

Who We Are

Ornge provides air ambulance and critical care transport services to the province of Ontario. We are Canada's largest air ambulance and critical care transport provider. Ornge is part of a province-wide system of care that links communities to hospitals, and local community hospitals to tertiary care centres. To do this, Ornge employs over 650 employees, including paramedics, pilots, communication officers, physicians, aircraft maintenance engineers, educators, and support staff.

FLEET AND SERVICE

Ornge owns and operates a fleet of fixed and rotor wing aircraft, including 12 Leonardo AW139 helicopters, 8 Pilatus PC-12 airplanes, and 14 Crestline Critical Care Land Ambulances

Ornge's Operations Control Centre (OCC) coordinates all logistics related to Ornge medical transports. Located in Mississauga, it is staffed with Communication Officers who ensure that each medical transport request is assigned the proper medical personnel and equipment to provide patients with the best possible care in the most efficient way possible.

Service coverage extends over more than a million square kilometres into remote communities in Ontario. As well, Ornge has contracts with Standing Agreement air carriers (Air Bravo, SkyCare Air Ambulance, and Thunder Airlines) 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 GTA (Greater Toronto Area) and are dispatched by Ornge's Operations Control Centre.

Mission: *We save lives, restore health, create capacity and preserve dignity.*

How We Save Lives.

Our helicopters bring critical care capability to the scene to save the lives of critically ill or injured patients. Our air and land crews perform emergency inter-facility transfers to save lives and preserve limbs. Ornge also coordinates all aviation requirements in support of Trillium Gift of Life Network's (TGLN) mission. This involves coordinating air transport for TGLN surgical transplant teams and for recovered organs.

How We Restore Health.

Ornge transports or organizes the air transport of all stretcher-bound patients in Ontario for diagnostic imaging and/or specialist consultation to help restore health.

How We Create Capacity.

Ornge is asked to repatriate patients to hospitals closer to their home communities by air and/or if patients require a critical care level of care during repatriation. This activity creates necessary capacity at hospitals to receive the next critically ill or injured patient.

How We Preserve Dignity.

Ornge helps provide dignified end-of-life care by transporting patients back to their rural and remote communities to be with family and friends at the end of their lives.

Vision: The best care, wherever you may be.

Motto: Health Equity in Motion

Corporate Values: Kindness, Respect, Integrity, Safety, and Professionalism.

Strategic Plan – iPropel 2021 - 2024

Our Strategic Propellers

iP1: Invent Practice

iP2: Improve Processes

iP3: Integrate Provincially

iP4: Inspire our People

The hub or “lynchpin” of our strategic propeller is that we will be SAFE in everything we do:

Safe: Aviation safety, patient safety and staff safety will always be at the core of our efforts.

Accountable: We will be accountable and transparent in all our actions and decisions.

Fiscally responsible: We are stewards of public funds. We will be fiscally responsible in how we spend public dollars to achieve our mission and vision.

Equitable: We will strive to improve equity by improving access to care, particularly for vulnerable populations. We will also strive to encourage equity, diversity, and inclusion within our organization by reaching out, encouraging and mentoring our employees who belong to vulnerable communities.

To read more about our strategic plan, visit orange.ca/stratplan

Facts, Figures and Trends

Inter-facility Patient and Team Transports

	<i>Mission Count</i>	<i>Transport Count</i>	<i>Total Distance Travelled</i>	<i>Average KM by Transport</i>
<i>Ornge Fixed Wing</i>	<i>6,385</i>	<i>11,259</i>	<i>19,546,791</i>	<i>1,736</i>
<i>Ornge Rotor Wing</i>	<i>2,486</i>	<i>2,625</i>	<i>968,787</i>	<i>369</i>
<i>CCLA</i>	<i>3,060</i>	<i>3,650</i>	<i>552,814</i>	<i>151</i>

Definitions

Mission Count: Total count of unique mission (related to patient transports).

Transport Count: Total inter-facility patient transport count.

Total Distance Travelled: Actual distance based on flight legs for patient-related transports.

Note: These figures exclude Moosonee cross-river transports.

Patient Response

In 2022, Ornge serviced and transported 20,307 patients, up 14 per cent from the previous year. About seven per cent of these patients were transported from the scene of injury (or were modified scene calls). This represents no change from the previous year. The remaining 93 per cent were inter-facility transfers, which was the same as the previous year.

**Modified scene calls are scene calls where rendezvous is arranged between Paramedic Services and Ornge to pick up the patient at closest hospital.*

FIGURE 1: Acuity of All Ornge Transports 2021/22

Emergent 1 (Life or Limb)	4,068
Emergent 2	5,710
Urgent 3	5,655
Non Urgent 4	1,674
Non Urgent 5	3,200

Definitions:

Modified Scene Call: A modified scene response occurs when Ornge is dispatched to a community hospital, local airport or an alternate landing site which is not the geographic location of an incident.

Scene Calls: Transports performed by helicopter responding to the geographic location of an incident.

Inter-facility Transports: Transports performed between health care facilities including hospitals or nursing stations.

Emergent 1: Conditions that are threats to life or limb (or imminent risk of deterioration) requiring immediate aggressive interventions within four hours of initiating the transfer request, as per the Provincial Life or Limb Policy.

Emergent 2: Conditions that are a potential threat to life, limb or function requiring rapid medical interventions. These patients have an acute illness or injury and have the potential for further deterioration.

Urgent 3: Patient conditions that could potentially progress to a serious problem requiring emergency intervention.

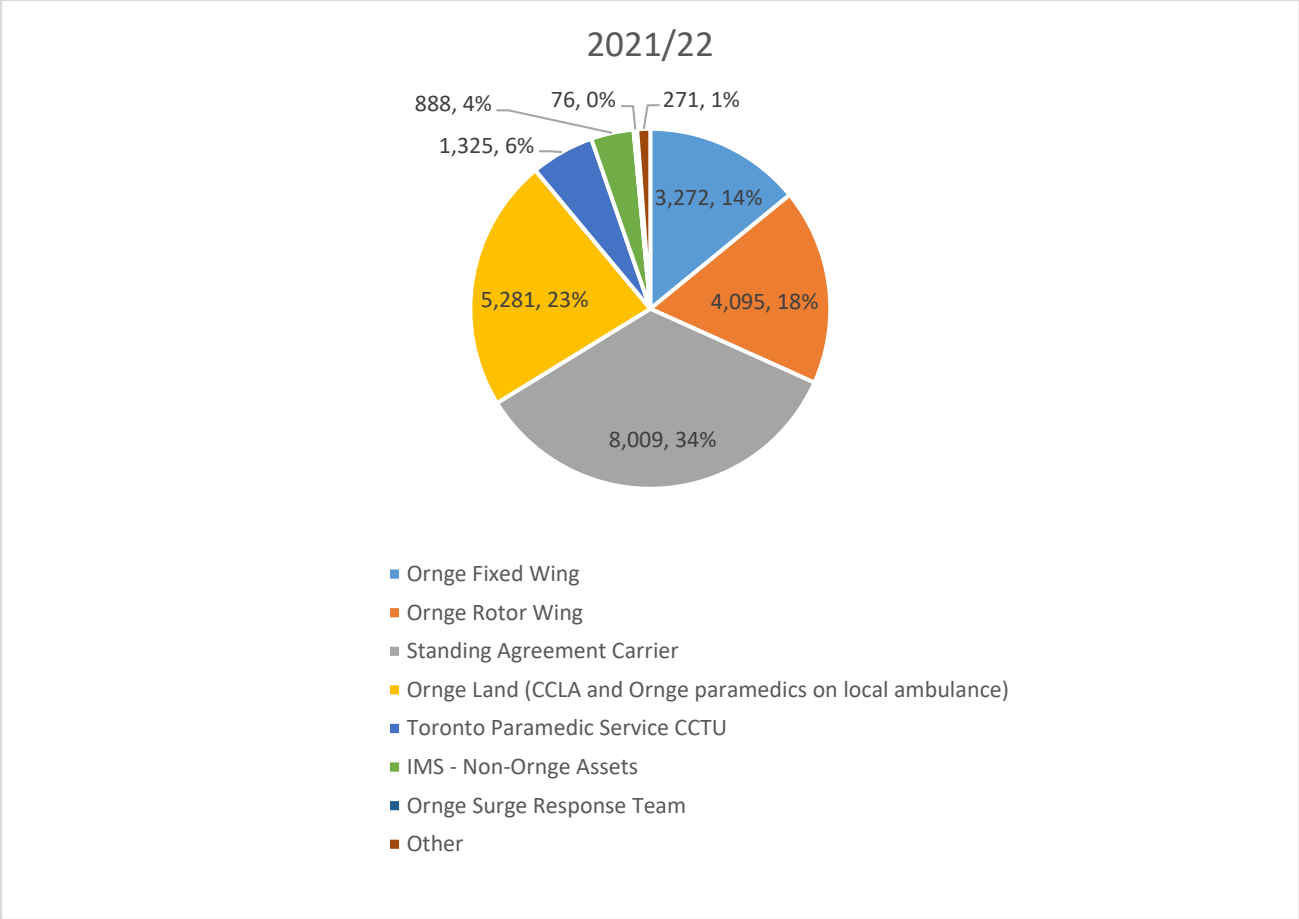
Non Urgent 4: Acute conditions that are treated appropriately and stabilized at sending facility; however there is a need to go to consultation at a higher level of care.

Non Urgent 5: Conditions that may be acute but non-urgent as well as conditions which may be part of a chronic problem.

Patient-Related Transports

Because of Ontario's vast geography, each patient response might require transports by several different assets to arrive at their final destination. For example, a patient travelling from Moose Factory Island to Thunder Bay Regional Health Sciences Centre might require three patient-related transports: one helicopter transport from Moose Factory Island to Moosonee Airport, one fixed wing aircraft transport from Moosonee airport to Thunder Bay airport, and one land ambulance transport from Thunder Bay airport to Thunder Bay Regional Health Sciences Centre.

FIGURE 2: Patient-Related Transports by Asset 2021/22



	2021/22
Ornge Fixed Wing	3,272
Ornge Rotor Wing	4,095
Standing Agreement Carrier	8,009
Ornge Land (CCLA and Ornge par	5,281
Toronto Paramedic Service CCTU	1,325
IMS - Non-Ornge Assets	888
Ornge Surge Response Team	76
Other	271

Definitions:

Toronto Paramedic Services (TPS) Land: Toronto Paramedic Services is the largest municipal Paramedic Service in Canada. They provide Critical Care Land Ambulance support with the Critical Care Transport Unit (CCTU) under the Ornge Base Hospital.

Standing Agreement (SA) Carriers: Ornge contracts three SA carriers to perform fixed wing patient transports on a fee-for-services basis; most of these transfers are non-urgent and require an Advanced Care (ACP) or Primary Care (PCP) level of care.

Ornge Land Ambulance Transports: Transports performed by Ornge's Critical Care Land Ambulance Program (CCLA) and transports involving Ornge paramedics traveling with a patient in municipal Paramedic Services ambulance.

Ornge Rotor Wing: Transports performed by an Ornge helicopter.

Incident Management System (IMS) – Non-Ornge Assets: Patient movements via local Paramedic Services coordinated by Ornge through the provincial IMS Command Directives for acute and ICU patients.

Ornge Surge Response Team: Transports carried out by Ornge's specialized Surge Response Team during the provincial COVID-19 emergency.

Other: Includes WAHA Paramedic Service Marine Unit, Manitoba Life Flight, additional carriers on contract during surge periods, patients transported on scheduled flights.

Trillium Gift of Life and Organ Transplants

Ornge is responsible for providing transportation-related services to support organ transplant under contract with the Trillium Gift of Life Network (TGLN - part of Ontario Health), Ontario's organ and tissue donation agency.

In 2021/22 Ornge received 262 specific TGLN requests, up 22 percent from the previous year. This increase can be attributed to the pandemic and the gradual re-opening of non-emergent services.

One TGLN request can generate several organ requests. For example, One TGLN request for service for an organ donor (liver and kidney) in Ottawa might generate three organ requests: a request to transport the transplant team from Toronto to Ottawa, a request to transport the team and one recovered organ (liver) back to Toronto, and a request to transport one organ (kidney) separately to London.

During the reporting period, the 262 specific TGLN requests, generating 445 organ requests that were serviced and transported.

Provincial Transfer Authorization Centre

The Provincial Transfer Authorization Centre (PTAC) is funded by the Ministry of Health and administered on its behalf by Ornge. PTAC offers an online tool to screen for respiratory diseases prior to inter-facility patient transport within Ontario and maintains a database of patient transfers within the province of Ontario. PTAC has been invaluable over in terms of screening for COVID-19 and collecting data related to COVID transports.

From April 01, 2021, to March 31, 2022, Ornge generated 313,761 Medical Transport (MT) numbers for PTAC. Among these, 30,132 patients screened positive for being either at risk of having COVID-19 or

having a suspected/confirmed diagnosis, resulting in Ornge warning the receiving facilities and transport agencies for possible COVID-19 risk.

Figure 3

Updated table Below:

<u>PTAC Data for: April 1, 2021 - March 31, 2022</u>	<u>Total</u>
<u>Total PTAC MTs Issued</u>	<u>313761</u>
<u>No Screening Concerns</u>	<u>283629</u>
<u>Identified Symptoms</u>	<u>18117</u>
<u>Identified Travel</u>	<u>181</u>
<u>Identified Close Contact with COVID-19</u>	<u>386</u>
<u>Suspected COVID-19 Diagnosis</u>	<u>291</u>
<u>Confirmed COVID-19 Diagnosis</u>	<u>6848</u>
<u>Other</u>	<u>4309</u>

Telemedicine

In partnership with CritiCall Ontario, Ornge provides enhanced telemedicine support for the province. Under this arrangement, any physician in any Ontario hospital can reach out to an Ornge Emergency Medicine Physician, ICU physician or pediatrician to receive assistance in managing a patient. This service is not specific to COVID-19 and can be used for patients with general acute and critical care needs.

Ornge Transport Medicine Physicians (TMPs) have provided 263 telemedicine consultations this year.

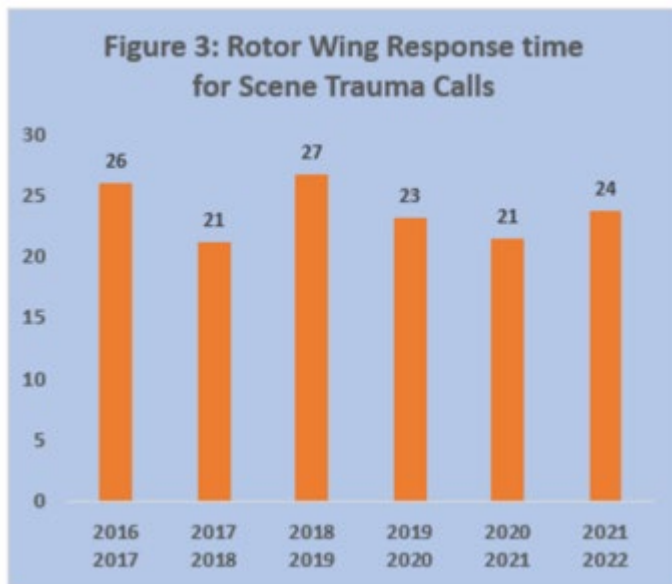
How Did We Do

Rotor Wing Scene Calls for Trauma

Like all Paramedic Services, Ornge responds to the scene of major trauma. If trauma patients meet Air Ambulance Utilization Standards and meet Field Trauma Triage Guidelines, Central Ambulance Communication Centre (CACCs) will request a “scene” response from an Ornge helicopter. These calls represent about seven per cent of our call volumes. Our response time is of the utmost importance in these situations.

Figure 4 shows Ornge’s 90th percentile response time for life-threatening trauma scene calls. This response time measures the time interval from the CACC request for service to the time when the helicopter is on the runway and requesting “Air Traffic Control” clearance to take-off.

Figure 4: Rotor Wing Response Time for Scene Trauma Calls



Inter-facility Life or Limb Calls

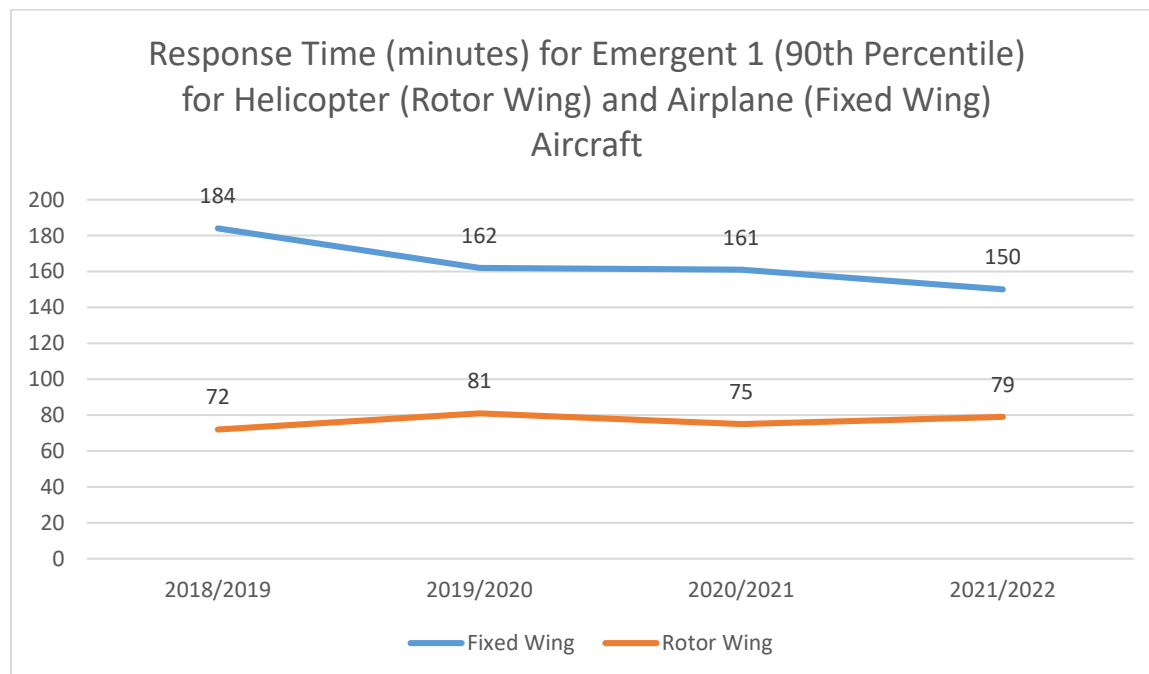
When time is of the essence, when it is literally “Life or Limb,” the measure our patients and stakeholders value is how fast can we consistently launch an aircraft to transport the patient to definitive care. Our best efforts to respond are affected by the long distances required for transport (on average, over 1,700 km for fixed wing aircraft), the need to wait for land ambulances to transport between airport and hospital, and the effects of volume of transfers and weather.

Figure 5 shows how quickly (90th percentile) we can launch or turn a helicopter/fixed wing airplane towards a patient with an absolute time sensitive emergency known as an Emergent 1/Life or Limb. This metric is drawn from Ornge’s annual Quality Improvement Plan (QIP). The QIP is a framework for monitoring key aspects of Ornge’s service delivery, such as patient experience and care, clinical practice, and operational service delivery. QIP indicators are chosen each year and reflect organizational priorities, including some identified areas for improvement.

This response time measures the time interval from when the OCC has completed taking the patient details to when the Ornge team starts moving towards the patient. This could be when the aircraft departs for a patient transfer or is triaged and re-routed, or when the Ornge medical team departs to pick a patient up from the healthcare facility. Many variables impact our timeliness of response: asset availability, maintenance, staffing, weather, proximity of the facility to our bases. These are particularly impactful in the north, where transport times tend to be longer due to many of these factors. As championing health equity is a significant part of our strategy, Ornge is actively seeking solutions to ensure we have the right number of northern fixed wing air ambulance resources available to service the region.

In our Quality Improvement Plan, our goal is to reduce the time to launch an aircraft by 10%.

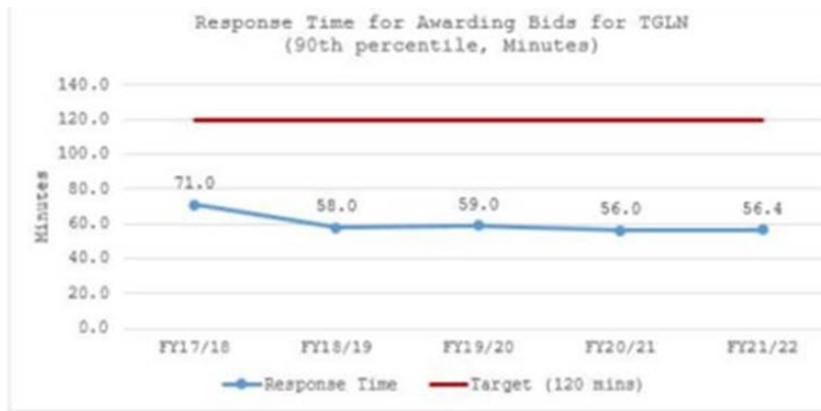
Figure 5: Response Time (minutes) for Life or Limb (90th Percentile) for Helicopter (Rotor Wing) and Airplane (Fixed Wing) Aircraft



Ornge is responsible for providing transportation-related services to support organ transplant under contract with the Trillium Gift of Life Network (TGLN), Ontario’s organ and tissue donation agency. When TGLN requests Ornge to arrange air transportation, as per our Service Level Agreement (SLA) with TGLN, we aim to award the bid to a contract carrier within 2 hours, all in an effort to provide timely transportation of transplant teams and recovered organs to their destination.

Figure 6 shows the 90th percentile of the time Ornge OCC spent to award bids for TGLN.

Figure 6: TGLN Bid Award Response Time




OPERATIONAL AND CLINICAL HIGHLIGHTS

Operation Remote Immunity

In the first few months of 2021, there was an urgent need to administer COVID-19 vaccinations at 31 remote, fly-in Indigenous communities in Northern Ontario and the Municipality of Moosonee. Many of these communities lacked the necessary healthcare infrastructure and expertise to treat patients with COVID-19. An outbreak in community would have had detrimental health outcomes to community members and overburden the existing health infrastructure in the region. It was essential to vaccinate as many community members and workers as quickly as possible to ensure their safety.

Operation Remote Immunity (ORI) was a partnership between Ornge and Nishnawbe Aski Nation and overseen by the Government of Ontario. Vaccination teams under the direction of Ornge travelled to these communities to deliver and administer the vaccine to residents who wished to receive it.

In the months following the ORI launch in January 2021, the initiative continued throughout the year, resulting in ongoing vaccine access for Indigenous communities and vulnerable populations. Following the conclusion of ORI, Ornge was involved in two additional and related vaccination campaigns. Under the leadership of Indigenous Services Canada, and with the support of the Sioux Lookout First Nations Health Authority (SLFNHA) and the Weeneebayko Area Health Authority (WAHA), ORI 2.0 and 3.0 delivered first and second doses to the youth in the community as well as third booster doses. Ornge contributed to these efforts by securing and coordinating aircraft, handling logistics for deliveries, and personnel transport into the communities.

 OPERATION REMOTE IMMUNITY						
Operation Remote Immunity	ORI OPERATION TOTALS to March 31, 2022	ORI		ORI		
		1.0 1, 2021 to May 30, 2021	January	2.0 31, 2021 to July 26, 2021	May	July 27, 2021 to May 19, 2022
Number of Operation Remote Immunity Flights	1,058		644		176	238
Flight Hours	2,599		1,577		472	550
Statute Miles Flown	617,810		372,974		116,200	128,636
Total Doses Adult	27,700		26,045		1,655	
Total Doses Youth	4,194				4,194	
Number of Standby Aircraft Missions	322		234		88	

Surge Response

Ornge played an increasingly critical role in responding to the provincial COVID-19 emergency – particularly during a severe wave of illness in spring 2021.

In Ontario's third wave of the pandemic, intensive care units (ICUs) in the Greater Toronto Area experienced a volume of patients significantly higher than during the second wave. This resulted in the need for 'load sharing' – where hospitals under capacity pressure would transfer patients to other facilities where ICU beds were available. The process of transferring these patients is known as 'decanting.'

Ornge responded by:

- Staffing a special Incident Management System (IMS) Command Centre to coordinate these transfers.
- Putting out a call for Ornge paramedics from bases across the province to work additional shifts in the GTA to help provide COVID surge-related transports. Dozens of Ornge paramedics from across Ontario answered the call during this challenging time.
- Making additional land ambulance resources available, including a temporary operational CCLA base at Explorer Drive. As a result, Ornge tripled its GTA land transport capacity over this period.
- Partnering with York Paramedic Service in providing patient transport via a specially-outfitted ambulance bus.

Between April 2021 and March 2022, Ornge's IMS Command Centre coordinated the transport of 1,796 decanting patients.

CCLA Expansion

Recognizing the need for critical care capacity in Southern Ontario, Ornge received approval to open two new permanent Critical Care Land Ambulance bases. The first will be located in Chatham-Kent, which was the location of a temporary Ornge base over the course of the COVID-19 pandemic. This service will provide a much-needed benefit to healthcare in the Golden Horseshoe and southwestern Ontario and add much to the existing complement of CCLA crews in Mississauga, Peterborough, and Ottawa.

Blood on Board

For patients experiencing a life-threatening injury or catastrophic hemorrhage, an emergency transfusion to replace lost blood can be life saving. Research shows the faster that lost blood is restored with a transfusion, the better the patient outcome.

Ornge, in partnership with Toronto's Sunnybrook Health Sciences Centre, launched Ontario's first air ambulance *Blood on Board* program. Beginning August 31, 2021, in Toronto, Ornge paramedics could carry blood products from their base directly to the scene of a traumatic injury by air and administering them to a patient. This also resulted in more effective treatment for patients with gastrointestinal bleeding and post-partum hemorrhage at locations where few blood products are available.

The Blood on Board pilot program was developed by Ornge and the Division of Transfusion Medicine & Tissue Bank (TMTB) at Sunnybrook, an academic health sciences centre fully affiliated with the University of Toronto and a Level 1 trauma centre. This program is expected to be expanded to other Ornge air bases within the next few years.

Mental Health Aircraft

In Northern Ontario, hundreds of mental health patients each year require an air medical transfer, often originating in remote communities off the Ontario road network. The effective transportation of mental health patients requires timely availability of aircraft and specialized staff. We recognize the significant burden of mental illness in Northern and First Nations communities, and the need for these patients to receive timely and expert care.

In April 2022, Ornge launched a one-year trial for a mental health transport team dedicated to providing mental health transports in Northern communities. The team is based at the Thunder Airlines hangar in Thunder Bay and is available from 9:00 a.m. to 9:00 p.m. seven days a week. It is comprised of a Registered Nurse who is experienced and specially trained in mental health care, as well as trained security personnel with experience in a healthcare setting. There will also be a Primary Care Flight Paramedic on board the aircraft during transport. This team will only perform mental health-related transports.

Our goal is to bring mental health expertise to the patient in transport and increase the quality of care provided. In addition to the patient care benefits, this team is expected to decrease response times.

Ornge Fellowship Opportunities

In 2021, Ornge began offering physicians an opportunity to get an up-close view of air ambulance and pre-hospital medicine in Ontario through the Ornge Fellowship in Pre-hospital and Transport Medicine programs. There are five streams of Fellowship opportunities:

Fellowship: The Ornge Fellowship is an immersive full-time clinical experience in Canadian pre-hospital medicine suitable for physicians who have completed specialist training and have experience in pre-hospital medicine.

Area of Advanced Learning (AAL) Resident Rotation: The Ornge Area of Advanced Learning is a six-month clinical focused rotation for Canadian resident physicians in the final year of their Fellow of the Royal College of Physicians of Canada (FRCPC) training who are interested in a career in pre-hospital medicine.

Electives (Observation): The Ornge elective is a four-week observership providing physicians with an opportunity to experience the day-to-day operations of a critical care transport organization.

Partnership: Through this stream, Ornge aims to partner with physicians in training interested in the medical care and health promotion of remote and Indigenous communities.

Other: This Fellowship opportunity is designed for partnerships with international leaders in transport medicine including government organizations, air ambulances providers, and the armed forces.

For more information, visit ornge.ca/fellowship22.

Fellowship Spotlight

Dr. Johannes Vopelius is a UK-trained Emergency Medicine physician, and was the first Ornge Fellow in Pre-hospital and Transport Medicine.

Tell us about your background.

I trained for ten years in the UK which includes a PhD in pre-hospital care research as well as seven years of training in various emergency departments, including major trauma centres. I have now come across to Canada to continue my career here. I am looking forward to being involved in pre-hospital care, trauma care and emergency medicine and research.

What drew you to this opportunity?

It is a unique opportunity to practice in a high challenge, high support environment. We deal with very sick patients in an austere environment, being outside or in remote settings. And at the same time, the organization can provide the kind of support we need to provide to do the best for these patients.

What have you accomplished during your time here?

My first job here was to learn to become essentially a really good paramedic. This involved working with Critical Care Paramedics on the Ornge aircraft and learning from them how to be safe, how to transition from in-hospital medicine to what can be done pre-hospital.

It has been an absolute whirlwind, but it has been a great experience. I have learned huge amounts about new equipment, procedures, new ways of doing things, about Ontario as a province, about health equity within it and the role that Ornge can play by making sure that health outcomes are as good as they can be across the province.

LOOKING AFTER OUR PEOPLE

Ornge is proud of its staff members who work tirelessly every day to contribute to our mission. The organization works to ensure team members feel safe and supported, well-resourced and well-trained. Ornge is also committed to ensuring a diverse, inclusive, and respectful culture, where all employees feel they can thrive and contribute to our collective mission.

Education and Training

Ornge has a team of highly skilled and qualified educators to deliver and/or 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.

Paramedic Education at Ornge

For the past few years, we have been re-imagining our approach to paramedic education. To date, Continuing Medical Education has been based on bringing groups of paramedics together once per year for four days of classroom and simulation-based learning, along with supplemental online learning. Over the past year, planning and development has been underway to create a more decentralized model which leverages the considerable expertise that exists among our front-line paramedics.

This approach is anchored by the newly created position of Clinical Practice Leads (CPL). The role of CPL is a multi-faceted one, as a leader, role model, coach, teacher, and mentor, with a responsibility for ensuring clinical guidance, leadership and development of paramedics and learners in a practice-based education environment. CPLs work at all bases and will deliver learning activities in a variety of settings, including classroom, simulation, practice-based preceptorship, and peer-to-peer mentoring. In addition to their education duties, CPLs will continue to work clinical shifts as Critical Care/Advanced Care (Flight) Paramedics.

Base Hospital: The Base Hospital had five initial certification days and thirteen Oral Boards; certifying a total of 34 paramedics, 13 Primary Care Flight Paramedics, one Advanced Care Flight Paramedic, five Advanced Care Land Paramedics and 15 Critical Care Paramedics. Additionally, 31 Advanced Care Land Paramedics were cross certified, while five Primary Care Flight Paramedics were cross certified – meaning all 36 paramedics were previously certified at the same level with another Ontario Base Hospital when they joined Ornge.

Continuing Medical Education (CME): Despite the challenges associated with COVID-19 and indoor gatherings, Clinical Affairs was able to safely deliver 42 ACP(f)/CCP face-to-face CME sessions, including one adult and one paediatric day at eight base locations across the Province. As well, 11 Primary Care Paramedic - Flight (PCP-f) sessions of face-to-face CME were provided at three base locations across the province, for a total of 53 CME sessions in the 2021/2022 CME year.

14 paramedics were reintegrated back to Advanced Care Flight or Critical Care Paramedic status because of absence from clinical practice.

Initial Education: Ornge is responsible for developing and delivering the Critical Care Paramedic Program for the Province of Ontario. The program has undergone significant changes in the past year, that accomplishes several goals. First, it is designed using principles and practices of more traditional post-graduate programs. Second, it is designed to accommodate more cohorts of students, allowing for higher volumes of training. Third, while supporting multiple cohorts, it is designed to reduce the amount of required travel for students, allowing them more opportunity to contribute to operational staffing, while increasing the number of simulation training days within their home communities. Finally, with a scaffolding model for competency and training, paramedics are taken through five semesters of critical care residency (CCR1-CCR5), allowing them to contribute organizationally to the overall level of care at Ornge faster, and individually by allowing paramedics to provide their critical care knowledge and skills sooner to the patients they care for.

This year, Ornge has initiated three Critical Care Cohorts, which consists of 55 paramedics, all progressing through the five semesters of residency.

[Equity, Diversity and Inclusion \(EDI\)](#)

In 2021, Ornge built on the work performed in the previous year with the launch of its Equity, Diversity, and Inclusion (EDI) Committee. Additional steps were taken toward developing shared practices that promote equity, diversity, and inclusion within work teams, across the organization and with patients and stakeholders. In doing so, Ornge will ensure that it is a place where employees do their best work and contribute to making health care better for Ontario's patients.

2021/2022 Highlights:

Signing of Relationship Accord

On March 23, 2022 Dr. Homer Tien, Ornge President and CEO, attended the Nishnawbe Aski Nation's (NAN) Virtual Chiefs Assembly on Health Transformation & Governance. Ornge joined seven other organizations in the signing of Relationship Accords to help improve health care across NAN territory.

EDI Cultural Audit Kick Off

Boldly Inclusive was selected as Ornge's EDI consultant to assist with the development of an EDI Action Plan and Roadmap through an organizational Cultural Audit. Their initial work included:

- Perception Survey – Gathering information, opinions, and experiences of Ornge employees
- Focus Groups – Guided discussions with Ornge staff, stakeholders, and healthcare partners
- Story Interview Session – Collecting stories about EDI at Ornge
- Story Harvest Workshop – Case studies presented to Ornge staff based on survey, interview and focus group results

Indigenous Cultural Safety Training

All Ornge staff were given the opportunity to take the **San'yas Indigenous Cultural Safety Training** course. This program was delivered to Operation Remote Immunity team members in 2021. Based on the overwhelmingly positive feedback, this training was then offered to all Ornge employees.

Topics covered include:

- Culture and Canada's Indigenous People
- Colonization in Canada and its Legacies
- Images of Indigenous People
- Cultural Competency at Work
- The health of Indigenous people in context of Cultural Safety in Health Care

Guest Speakers

Ornge welcomed several guest speakers on topics with an equity, diversity, and inclusion focus. These included:

- What Everyone Should Know About Gender Identity – Dr. Kevin Alderson
- Understanding Indigenous Cultural Identity and Health Impact – Howie Isaac (Ornge Critical Care Paramedic and member of Moose Cree First Nation) and Dr. Laurie Mazurik (Ornge Transport Medicine Physician)
- Preparing for National Day of Truth and Reconciliation – Cat Criger, Aboriginal Elder in Residence for University of Toronto Mississauga
- Black History Month – Amorell Saunders N'Daw
- Black History of Niagara – Lezlie Harper (Niagara Bound Tours)

Land Acknowledgement Initiative

In July 2021, a Land Acknowledgment advisory group was created to discuss the development of an organization wide land acknowledgment. The goal of this advisory group was to work with base management and each respective community for the development of the land acknowledgment statements.

EDI Related Dates of Recognition Equity, Diversity and Inclusion (EDI)

- International Women’s Day • Pride Month • Black History Month • International Day of Pink • World Autism Awareness Day • Asian and South Asian Heritage Month • Eid Mubarak • International Day Against Homophobia, Transphobia and Biphobia • National Indigenous People’s Day

[Greater Toronto Area Top 100 Employer](#)

For a second year in a row, Ornge is honoured to have been named one of the Greater Toronto Area’s top employers.

The **Canada’s Top 100 Employers** program is a national competition that recognizes employers that lead their industries in offering exceptional workplaces. To be successful, organizations that apply must meet or exceed stringent criteria that focus on several areas, including the physical workplace, benefits, employee communications, community involvement and training. Ornge was selected as one of the [GTA’s Top 100 Employers](#) for 2022 in their regional award category.

The reasons for selecting Ornge, along with an organizational profile and an feature article, have been [published on their website](#). While Ornge is located with an address in the GTA and therefore has been recognized as a top GTA employer, this achievement reflects what is happening each day at Ornge bases across the province. Our application included initiatives which involve Ornge staff in every department, employee group and base community.

[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, **11** Ornge employees were honoured:

Naomi Williams	Paramedic	GTA
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John Sloan	Paramedic	GTA
Robert Mekis	Paramedic	London
Matthew Clements	Paramedic	London
Howie Isaac	Paramedic	Moosonee
Heather Stirling	Paramedic	Ottawa
Jean-Luc Larouche	Pilot	Sudbury
Pascal Delaunay	Pilot	Ottawa
Keith Simons	Paramedic	Thunder Bay
Charles Telky	Paramedic	Toronto
Leslie Weeks	Paramedic	Toronto

Telecommunicator of the Year

Lisa-Marie Cooper, Communications Officer – Flight, is this year’s Ornge Telecommunicator of the Year.

A long-time Ornge employee with many years of experience in air ambulance communications, Lisa-Marie went above and beyond with significant support to Operation Remote Immunity as well as the coordination of surge transports. In addition, Lisa-Marie trains new staff members in the Operations Control Centre before they assume their role as a Communications Officer.

Years of Service Awards

Ornge announced the Years of Service Award for the second time. The recipients of the Award were announced at an Ornge town hall. The Award, in the form of a pin or pins, will be presented to employees who had five, 10, 20, 25, 30 and 35 years of service to the Ontario Air Ambulance Program.

[STAFF PROFILES](#)

Charles Liu

Chief Librarian - Aviation

Charles joined Ornge in 2011 and started the Central Library Publications Department for both Flight Operations and Maintenance.

“As part of library management, we organize, consolidate, and control several types of publications from various sources, across all aircraft series, in a standardized, logical format and to compliance with the Air Regulations.”

“Within the Asian community, I find that not too many people understand or know that Ontario has a service like this air ambulance. So every time when I put on my uniform, when I am volunteering, I always introduce what Ornge is. I feel proud of what I’m doing. Being part of the team here is really rewarding. Even though I am a back office employee, everyone in the organization can share the credit for what we do.”

Marcia Francois

Administrative Assistant – Paramedic Support

Marcia joined the organization in 2004, even before it was known as Ornge. She has worked in administration for several departments, including her current role with Paramedic Support.

“In Paramedic Support, we support the bases and their needs: the Base Managers, the paramedics, the building itself. We make sure our staff have all the right equipment, products, medications, uniforms, supplies they need on a day-to-day basis. If there is a hiccup, we make sure they know right away.”

“Over the years I’ve had the chance to support so many parts of the operation – Quality, IT (Information Technology), reception. This year it was all new and different working on projects like Operation Remote Immunity and Surge. You cannot help but be proud of the work that we do at Ornge. I am always happy to help!”

Community, Public and Media Engagement

Ornge has a deep connection to the community it serves. Through social and traditional media, community events and speaking engagements, Ornge seeks to provide information about our service to patients and the people who make it happen, and to be responsive to inquiries from stakeholders and the people we serve.

Key Achievements

Operation Remote Immunity - Promotion

Working closely with the Nishnawbe-Aski Nation (NAN) and many other partners from government, the private sector, educational institutions, and other allied agencies, Ornge undertook a marketing campaign to raise awareness of the vaccination clinics operating in remote, Northern communities, and to build trust among community members. This included sharing stories, testimonials, and updates from the community clinics through social media channels and providing media with timely information.

These efforts were recognized by the Toronto chapter of the International Business Communicators (IABC) with a 2022 IABC Ovation Award of Excellence. Ornge and NAN are honoured to share this award, which is a testament to the work accomplished by the vaccination teams and everyone who supported them behind the scenes.

National Day for Truth and Reconciliation

On September 30, 2021, Ornge staff marked the first National Day for Truth and Reconciliation. The day honours the lost children and Survivors of residential schools, their families, and communities. Public commemoration of the tragic and painful history and ongoing impacts of residential schools is a vital component of the reconciliation process.

September 30 also marked Orange Shirt Day, an Indigenous-led grassroots commemorative day that honours the children who survived residential schools and remembers those who did not. To honour the occasion, Ornge commissioned Mariah Meawasige, an Indigenous graphic designer and illustrator from the north shore of Lake Huron, to create a custom shirt design for our organization.

She described her concept this way:

“Every Child Matters means creating an environment where every child belongs and feels safe, regardless of their background. Every one of the letters has an individual flower growing from it. Each one has a different amount of growth to it, but they are all growing and each one is flowering, also as a symbol of healthy growth. The flowers themselves have a circle in the center, and then they are surrounded by the four directions, which is a symbol of Indigenous wellness, but also the symbol of a cross. Conceptually, the design centers growth as a privilege that is provided by healing and encouraged by healing.”

I hope that it starts conversations that would not have happened otherwise. I hope that it starts difficult conversations. I hope that it starts incremental change. Without this day and the ideas behind it, I don't think that any of us would be having conversations like this if it were not for survivors coming out and speaking their stories."

Canadian International Airshow

The Canadian International Airshow returned to Toronto this year on September 4 and 5 after a COVID-related hiatus. The theme of the show was *Thank you to all Canadians for the sacrifices made the past 18 months*. As a show of gratitude for the sacrifices of Ornge staff during the pandemic, the Ornge AW139 aircraft was the opening act.

Toronto Base Captains **Jacques Sevenig**, **Milan Paynton** and **Stephen Smith** were responsible for putting on a display for those watching in person and digitally across Canada. Ornge's Aircraft Maintenance Engineers were also instrumental in preparing the aircraft for the show.

Ornge PULSE Podcast

In March 2021, Ornge was proud to announce the launch of the PULSE podcast. The PULSE Podcast gives listeners insights into the inner workings of our organization.

From coordinating and dispatching calls, triaging patients across the province, and the logistics that come with operating a fleet of helicopters, airplanes, and land ambulances. PULSE tell you what it takes to deliver lifesaving care in an ever-changing environment.

PULSE is available on all podcast platforms including Spotify, Apple Podcasts and Amazon Music, or by visiting www.ornge.ca/pulse for the latest episode.

Notable Media Stories

- [**This critical care paramedic worked a week of 12-hour shifts to help keep Ontario's ICUs from overflowing**](#)

In Spring 2021, Ornge's surge response team played a critical role in supporting Ontario's ICU capacity challenges through transporting patients to hospitals across Ontario. This story features Joanne Skinner, a Critical Care Paramedic from Timmins, Ontario who answered the call to assist with patient transfers in the Toronto area.

- [**"The pilot won't let you on the plane if you're not dressed for survival": This Toronto doctor travelled to Northern Ontario to vaccinate people in fly-in Indigenous reserves**](#)

This article features Dr. Suzanne Shoush, a physician with Unity Health Toronto, who joined Operation Remote Immunity to vaccinate community members in Ontario's remote, fly-in Indigenous communities.

- [Olympic equestrian thankful for 'unbelievable' trauma care](#)

Though Ornge crews remained busy transporting COVID-19 patients in 2021, Ornge's routine transports also continued. Two-time winner of the Show Jumping World Cup and Olympic equestrian silver medallist Ian Miller shared his story.

Community Engagement:

Throughout the year, Ornge receives many requests to attend events in communities across the province. In the past year, with pandemic restrictions in place, we've participated in and hosted several virtual events including:

- Hardeep Kang Memorial Hockey Tournament
- CP24 Chum Christmas Wish campaign
- National Air Ambulance Week
- International Nursing Week
- Paramedic Services Week
- The Canadian Paramedic Memorial Bell Tour
- Movember fundraising
- Pride Celebrations

To collaborate with Ornge for a health or awareness campaign, or to invite us to an event, please contact us using info@ornge.ca.

FINANCIAL STEWARDSHIP

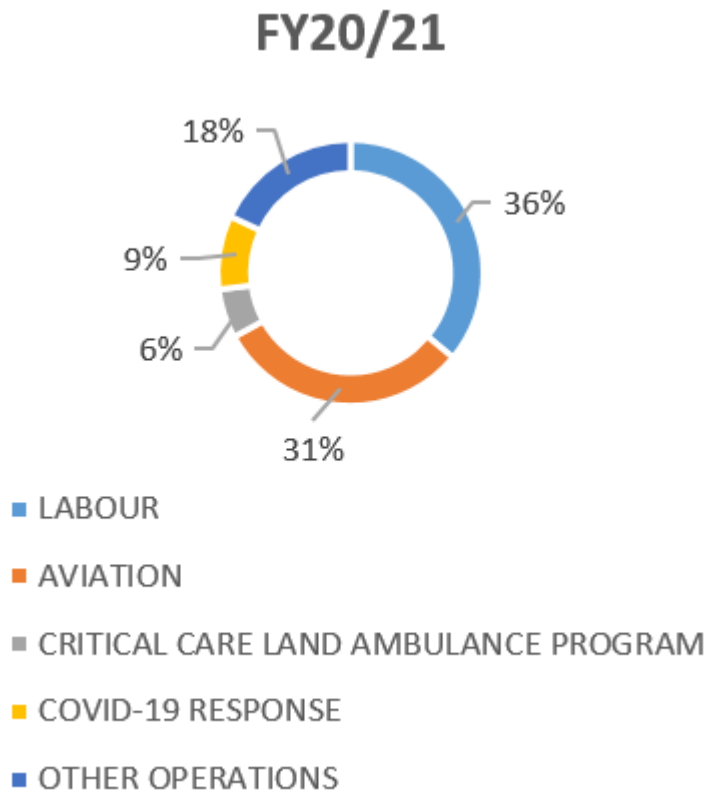
Total funding received by Ornge in fiscal 2021/22 included \$229.6 million from the Ministry of Health (inclusive of annual funding and one-time funding) for air and Critical Care Land Ambulance services, as well as \$4.2 million from Ontario Health for transporting organs and transplant surgical teams.

We continue our mission of providing patients with the safe and ready access to healthcare by the most efficient means.

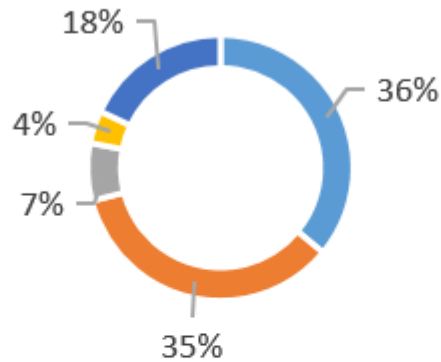
Maintaining our operation with fiscal discipline to ensure public funds entrusted to us are utilized effectively remains a cornerstone of Ornge's strategic plan. Rising operating cost of our fleet, fluctuating fuel prices, changing labour markets and service cost of our legacy debt obligations are some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

OPERATING EXPENSES BY AREA

Note: 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.



FY21/22



- LABOUR
- AVIATION
- CRITICAL CARE LAND AMBULANCE PROGRAM
- COVID-19 RESPONSE
- OTHER OPERATIONS

LABOUR	CRITICAL CARE LAND AMBULANCE PROGRAM	AVIATION	OTHER OPERATIONS	COVID-19 RESPONSE
This is the cost associated with salary, employee benefits and other labour related expenditures.	Ornge's Critical Care Land Program provides care throughout Southern Ontario.	This is the cost associated with fleet operation including aircraft maintenance, fuel, and Standing Agreement carriers.	This includes: medical supplies, facilities, and administrative support expenses.	This is the cost incurred to respond to the COVID-19 pandemic. Includes: labour, aviation, and other operations expenditures.

FY21

LABOUR	77,784	36%
AVIATION	67,251	31%
CRITICAL CARE LAND AMBULANCE PROGRAM	13,801	6%
COVID-19 RESPONSE	18,806	9%
OTHER OPERATIONS	37,780	18%
	215,422	100%

	2022	2021
(in thousands of Canadian dollars)		
REVENUE		
Ontario Ministry of Health Transport Medicine program	\$204,982	\$200,353
Critical Care Land Ambulance program	14,815	13,801
COVID-19 response funding	9,808	19,430
Other income	5,315	3,123
	234,920	236,707
EXPENSES		
Salaries, employee benefits and other labour-related	80,201	77,784
Carrier and fleet-related	78,594	67,251
Supplies, facilities and other	15,092	12,482
Critical Care Land Ambulance program	14,815	13,801
COVID-19 response expenditures	9,808	18,806
Interest	12,892	13,719
Amortization of capital assets	11,742	11,579
	223,144	215,422
Excess of revenue over expenses before other income	11,776	21,285
OTHER INCOME		
(Loss) gain on capital asset disposal - net	(310)	40
Excess of revenue over expenses	11,466	21,325
Net deficiency, beginning of the year	-37,979	-59,304
NET DEFICIENCY, END OF THE YEAR	(\$26,513)	(\$37,979)

	March 31, 2022	March 31, 2021
(in thousands of Canadian dollars)		
ASSETS		
Cash	\$12,429	\$5,234
Other current assets	22,816	25,990
Current assets	35,245	31,224
Restricted cash	473	400
Maintenance contract and other	12,040	14,358
Capital assets	169,345	172,296
TOTAL ASSETS	\$217,103	\$218,278
LIABILITIES		
Accounts payable and other short-term liabilities	27,478	29,668
Current portion of long-term debt	11,852	11,202
Current liabilities	39,330	40,870
Long-term debt	203,336	215,030
Total liabilities	242,666	255,900
Net deficiency	-26,513	-37,979
Unrealized remeasurement gains (losses)	950	357
TOTAL LIABILITIES AND NET DEFICIENCY	\$217,103	\$218,278

The Last Word Goes to Our Patients

Roy Taylor was severely ill with COVID-19 when he needed to be transferred between facilities during a surge of hospitalizations. He recently had the opportunity to reunite with the two Ornge paramedics who were part of his journey to recovery.



It seemed like fate when I met two Ornge staff members at a Princess Auto while I was out shopping for some supplies. I don't normally go to that store but when I couldn't find what I was looking for my friend suggested it, and I had a feeling I would find what I needed. I did, and to my surprise, I found a lot more. I saw two people wearing jackets with what I recognized to be the Ornge logo and I went straight over to talk to them. I had spent months wanting to meet the paramedics who helped save my life last year.

When I contracted COVID, it absolutely wreaked havoc on my life. The debilitating illness itself was something I had never experienced before, and I could never have imagined how difficult the recovery process would be. The first time I saw myself in a mirror, I cried like a baby. I had to ask the nurse, "Honestly, am I dying?" I had to learn how to walk, talk, and eat again.

Ornge critical care paramedics transferred me to Markham Stouffville Hospital in May 2021 where I would spend the next 17 days in a coma, and almost three months recovering from my illness.

How did I cope? I learned not to stress, embrace my spirituality, and take it one day at a time.

And it's a blessing to finally get to meet the Ornge paramedics who helped me. These aren't tears of sadness, but of joy. Any day in life above ground, is time to be cherished.

There are people who make your day better, and then there are those who make your life better. I'm honoured to be able to meet Jordan and Tara to tell them that the work they did made me a better man and gave me a second chance at life. They helped me get to see another birthday and I will always be grateful to them for the best 59th birthday present I could have ever imagined. I appreciate everything you did for me and I hope that I can honour you. This moment couldn't be any better and I will never forget it.



From the nurses, doctors, respiratory therapists, paramedics, and other healthcare professionals that helped Roy through his recovery, he expressed how grateful he was for each person's expertise, care, and support.

And we are grateful that Ornge was able to play a part in Roy's journey.