

ANNUAL REPORT

2018/2019





Andrew L. McCallum

President and CEO

Message From The CEO

In a year which saw a number of key milestones achieved, few of them were as meaningful to Ornge staff and stakeholders as our first-ever Accreditation Canada process.

In October 2018, external surveyors from Accreditation Canada's Qmentum program visited Ornge's Thunder Bay, Ottawa, Toronto, and London bases, the Operations Control Centre and our head office to assess Ornge against national standards in governance, leadership, medication management, and other areas. Following their review, Ornge successfully received Accreditation with Exemplary standing – the highest possible ranking – under Accreditation Canada's Qmentum program.

This extraordinary achievement is a testament to the hard work and dedication of the Ornge team. But our first accreditation is only the beginning. We will use the results to improve the quality and safety of our services.

Beyond this milestone, we continue to make considerable progress on our Strategic Plan 2017-2020.

- On our first goal of focusing on activities that improve patient outcomes, we continue to explore, trial and implement technological enhancements such as video laryngoscopes, ultrasound and infrascanner into our operation.
- For our second goal of improving coordination and integration with system partners, one key project has been the installation of our third generation AW139 helicopter medical interior which allows for seamless integration with the stretcher systems used by the majority of paramedic services across Ontario.
- Goal three focuses on improving service efficiency and effectiveness. To that end, a number of Operations Control Centre-related improvements, including a new call workflow ensuring calls received go to the right person faster, are now in place.
- For our final goal of being a learning and engaged organization, we continue to invest time and resources in unique educational opportunities, including new cadaver lab training, a partnership with Contact North to promote lifelong learning among Ornge staff, and in-house video tutorials for frontline staff.



You can read more about these and many other achievements throughout this report.

I want to conclude by saying what a pleasure it has been for us to reconnect with many of our grateful patients over the past year. Some have come forward to us offering to share their stories in company-wide town hall meetings, in private gatherings with the paramedics and pilots responsible for their transport, or by simply posting a thank you on social media. Two of our past patients have even stepped forward to volunteer as patient representatives on Ornge's Medical Advisory Committee.

These patients offer a visible reminder of why we are here and the value of our service to the patients of Ontario. As an organization, we are honoured to have played such an important role in ensuring they received timely care.

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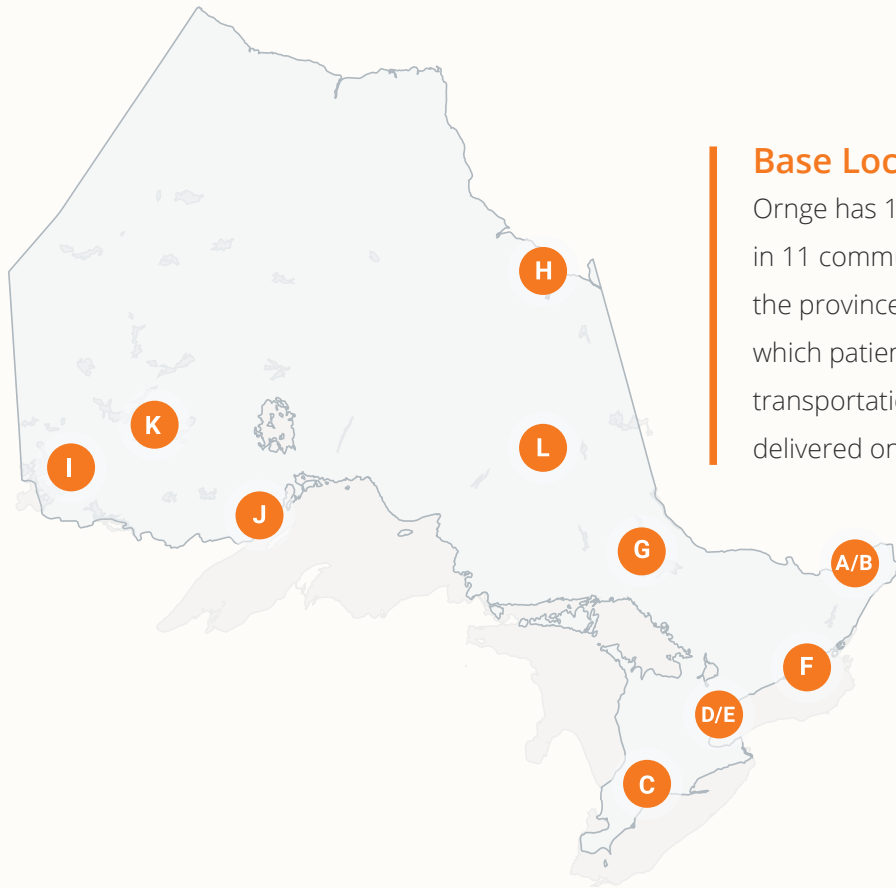
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About Ornge

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.





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



D Toronto Air Base (YTZ)
1 Leonardo AW139 Helicopter
Open 24/7



G Sudbury Air Base (YSB)
1 Leonardo AW139 Helicopter
Open 24/7



J Thunder Bay Air Base (YQT)
1 Leonardo AW139 Helicopter
2 Pilatus PC12 Airplanes
Open 24/7



B Ottawa Land Base (CCLA)
1 Crestline Land Ambulance
Open 24/7



E GTA Land Base (CCLA)
2 Crestline Land Ambulances
Open 12/7



H Moosonee Air Base (YMO)
1 Leonardo AW139 Helicopter
Open 24/7



K Sioux Lookout Air Base (YXL)
1 Pilatus PC12 Airplane
Open 24/7



C London Air Base (YXU)
1 Leonardo AW139 Helicopter
Open 24/7



F Peterborough Land Base (CCLA)
1 Crestline Land Ambulance
Open 12/7



I Kenora Air Base (YQK)
1 Leonardo AW139 Helicopter
Open 24/7



L Timmins Air Base (YTS)
1 Pilatus PC12 Airplane
Open 24/7

Our Services

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 healthcare 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 20,000 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 Facts

Ornge has 12 bases across the province, as well as an administrative Head Office in Mississauga.

Ornge also works with Toronto Paramedic Services who deliver critical care land ambulance services within the GTA 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.

Ornge Values

Mission:

To provide Ontario's patients with safe and timely care, transport, and access to health services.

Vision:

A trusted and responsive partner in extending the reach of healthcare in Ontario.

Values:

Safety, Excellence, Integrity,
Preparedness, Compassion.



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 our medics work within.



Key Achievements:

HeliMods Powered Aero-Loader Stretcher System

In November 2018, Ornge announced the procurement of a new Powered Aero-Loader stretcher system from HeliMods, an Australian aerospace technology company. The new system features a self-loading power cot with an equipment bridge which will be able to hold all medical devices in all phases of flight. The system will also allow Ornge to enhance its current bariatric transport capabilities without reconfiguring the aircraft. Ornge took delivery of the first stretcher system in March, 2019.

Interior Layout & Bag Standardization

After more than a year of committee work and frontline consultation processes, Ornge has proceeded with the standardization of vehicle interiors and medical bag layouts. This project has been driven by frontline paramedics. There is strong evidence, rooted in quality research, that standardized equipment and bag layouts reduces risk and improves success in high acuity procedures in the transport environment. It is also a best practice. Many of the design features in our standardization plan are derived from consultation with other high performance transport organizations including, among others, London, United Kingdom Helicopter EMS.

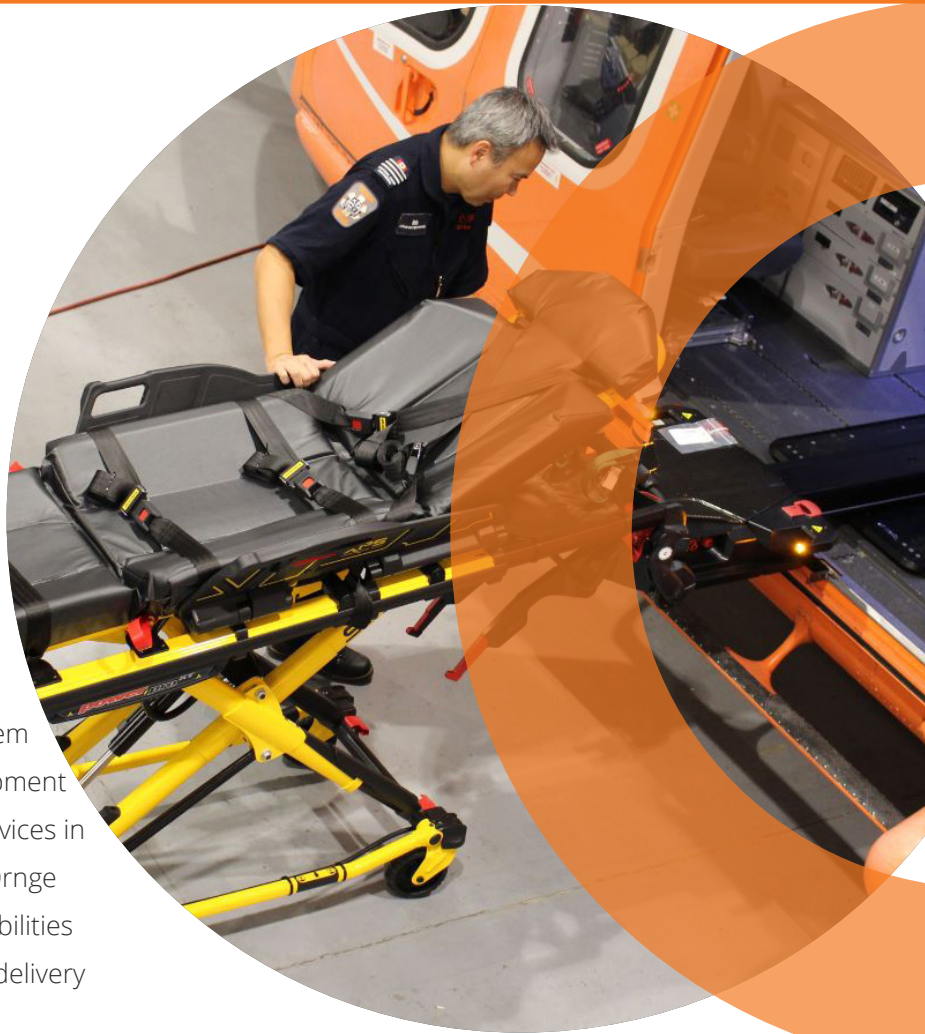
New Video Laryngoscopy Devices

Ornge initiated a process to procure new video laryngoscopy equipment for use in the field. A number of frontline Ornge paramedics were involved and contributed to the evaluation process. The new equipment will replace Ornge's existing equipment systems. After an extensive testing phase in a simulated environment, Ornge procured new video laryngoscopy devices which entered service in spring 2019.



Ornge Facts

Ornge performed over 20,000 patient related transports in 2018





Education and Training

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.

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.

Key Achievements:

Initial Education

For the period of April 1, 2018 to March 31, 2019, the Education and Training department has graduated a total of 19 paramedics from its initial education programs, 14 of those were Advanced Care Flight Paramedics in the bridge program and five were Critical Care Paramedics.

Continuing Medical Education

Four sessions of face-to-face CME were delivered at eight base locations across the province in 2018 for a total of 32 CME sessions.

A total of 16 Paramedics were reintegrated back to Advanced Care Flight or Critical Care Paramedics status as a result of absence from clinical practice. *They were absent for reasons such as short term disability, long term disability, parental/maternity leave, etc.*

In House First Aid/CPR

CPR training was completed for 20 employees and First Aid/CPR training was completed for 30 employees from the Operations Control Centre, Aviation (including pilots and aircraft maintenance engineers), and Corporate Services.



Ornge Facts

In 2018, Ornge coordinated over 600 Organ related transports. That's approximately 3% of all patient related transports.





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

AW139 Lease/Coverage

Ornge acquired an additional AW139 helicopter on a short term lease to provide additional coverage during the medical interior retrofit and other maintenance initiatives.

HeliMods Interior

Floor modifications by Ornge's maintenance team to allow for installation of the HeliMods interior.

Fleet Software Upgrades

Installation of Phase 7 software upgrades for the AW139 helicopter fleet.

PC12 Wall Configuration Study

Commenced study of the PC-12 wall configuration, with an aim to significantly reduce weight of the aircraft.

Night Vision Goggles

Proficiency milestones achieved for Night Vision Goggles (NVG) operations.



Ornge Facts

Ornge responded to over 1,200 scene calls in 2018.





Operations Control Centre

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. As Ornge transports critically ill and injured patients across Ontario, time is of the essence. It is the role of the OCC to ensure transport is coordinated in a safe and efficient manner.

Key Achievements

Ornge Patient Transfer Status Board

The Ornge Patient Transfer Status Board is an online tool, accessible through the Provincial Transfer Authorization Centre (PTAC) website, which provides real-time information and updates to stakeholders regarding their patient transfer.

Short-Term Planning Tool

The Short Term Planning (STP) Tool was developed as a theoretical dispatch assist tool by the University of Toronto, Human Factors and Applied Statistics Laboratory, Mechanical and Industrial Engineering Department. The STP Tool application is an application created by Ornge IT developers along with Softtech, the developers of Ornge's Computer Aided Dispatch system, Flight Vector™.

The STP Tool provides decision support for Communications Officers using historical transfer and patient data. The tool estimates each interval of the overall patient journey in combination with real-time data from various sources. The tool accounts for the nuances of specific transfer routes that Communications Officers may be less familiar with (e.g., the distance between the helipad and hospital, the size of the facility, and differences in in-hospital time).



Ornge Facts

Our Operations Control centre has approximately 45 staff members who work on shifts to provide 24h service.

Provincial Transfer Authorization Centre (PTAC)

As the organization responsible for administration of PTAC on behalf of the Ministry of Health, the OCC made an important change in the processing of patient transfer requests in November 2019.

In order to ensure a more secure, efficient and accurate transfer authorization process which better safeguards patient privacy, the OCC began accepting transfer requests online exclusively while decommissioning PTAC requests through fax or phone.

OCC Phone Routing

In 2018, the OCC conducted a thorough review of its telephone routing to better enhance service and efficiency for stakeholders. Using the results of this review, the OCC formulated a new workflow plan to be implemented early in the first quarter of the 2019/20 fiscal year.

With the new workflow, hospital stakeholders are expected to see a reduction in the amount of time spent on the phone speaking with the OCC and, as a result, have more time to spend with their patients.



Health and Safety

Occupational Health & 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.

Key Achievements

Post-Traumatic Stress Disorder (PTSD) Prevention and Support Program

An avant garde programme to safeguard the emotional well-being of our first responders.

Ornge successfully implemented our PTSD program, including a Traumatic Incident Review Procedure (TIRP). This procedure focuses on PTSD prevention, early-intervention, recovery and return to work strategies. The TIRP identifies events that may have the potential to trigger distress in our employees which results in an operational pause for the effected crew(s). This program was designed to provide a safe and secure workplace for our employees and includes practices geared towards the prevention of PTSD and maintenance of mental health.

Job Hazard Analysis/Profiles

Safeguarding the physical well-being of employees by scrutinizing each individual job classification for identification and exposure to risk.

In consultation with worker health and safety representatives and frontline staff, a re-evaluation of all frontline positions was conducted to identify potential hazards associated with daily work. During the analysis, focus was placed on job tasks as a way to identify hazards before they occur and/or mitigate the risk of any existing workplace hazards by implementing safe control measures for the protection of our employees.



Ornge Facts

Ornge employs over 600 staff members at 13 locations across the province.

Hazard/Incident Reporting

Engaging employees in the identification and elimination to exposure to risk. Ornge has experienced a significant reduction in severity of accidents over the past 4 years. Employee Survey results consistently identify Occupational Health among the top responses.

Ornge migrated to an online hazard/incident reporting process with the goal of having a more efficient and effective way for our employees to report Occupational Health and Safety (OHS) workplace hazards and incidents. This online platform brings OHS reporting in line with both Ornge's Paramedicine and Aviation Safety teams. All three departments collaborate to continue to improve the ease of reporting for our staff. Early identification and investigation is the key to preventing injury and illness.





Awards and Recognition



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 is **Bruce Hecker**, Communications Officer – Medical.



Life Saved Award

Life Saved Awards

Each year, Ornge presents its first Life Saved Awards. A lightning bolt pin, representing life, is presented to Ornge teams (including paramedics, pilots, communications officers and physicians) who have worked together to successfully ensure the resuscitation of a patient who was 'vital signs absent' in the field. This year's recipients:

1. Ottawa Crew
 Paramedics: **Heather Stirling, Anne-Marie Piche**
 OCC: **Mark Barrett, Doug Davis**
 Transport Medicine Physician: **Doug Chisholm**
2. Timmins/Sudbury Crew
 Paramedics: **Melissa Roney, Mathieu Coulombe**
 Pilots: **Glenn Collier, Jordan Rowland**
 OCC: **Tanya Power-Whalen, Justin Phillips**
 Transport Medicine Physician: **Anna Gunz**
3. Thunder Bay Staff
 Awarded for actions conducted off-duty
 Paramedic: **Anik Malabossa**



Governor General Award: Dan Duguay

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:

- **Nicole Izsak** – Paramedic Education Specialist
- **Paul Richard** – Paramedic Education Specialist
- **Ray Dewar** – Critical Care Paramedic, Ottawa

In addition, **Dan Duguay**, an Ornge Thunder Bay Critical Care Paramedic, received his 30 year bar.

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

Landing Zone Safety Video

The safety of the general public, first responders and healthcare providers when operating around an Ornge helicopter is paramount. Ornge created and released an updated version of its Landing Zone Safety

Video which highlights:

- How first responders and healthcare providers can prepare themselves for an Ornge helicopter landing and departure
- Choosing, preparing and securing a landing site
- Expectations for helicopter arrival and departure
- Approaching and leaving the helicopter
- Night Operations
- Communication directly with the flight crew

This video was distributed to Police, Fire and Paramedics Services and healthcare providers in Ontario for review to ensure their safety around an Ornge helicopter.

Air Ambulance Golf Classic

In 2018, Ornge's Air Ambulance Golf Classic partnered with Outward Bound Canada to raise funds for Indigenous programming supporting women and youth. Thanks to the support of Ornge staff and stakeholders who participated, \$15,000 was raised towards these programs.

Patient Stories

Leveraging the power of social media and the community, Ornge frequently engages with patients and their families. In 2018, Ornge utilized these platforms to seek out six patients and their families to participate in video interviews to share their stories with us. Patient stories continue to demonstrate the work of Ornge's crews and are viewable on our website and social platforms.



London Air Show



Toronto Pride

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
- Air Ambulance Golf Classic
- 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 using info@ornge.ca.

Media Partners

The media plays 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



Breakfast Television

In October, 2018, City's Stella Acquisto from Breakfast Television in Toronto spent a morning with Ornge to learn more about our fixed-wing operation and interoperability with partners in care such as Toronto Paramedic Services.



Air response: Anatomy of a MCI

In an effort to provide insight into how Ornge operates in the event of a mass casualty incident (MCI), Hospital News published an article detailing Ornge's response to an MCI in Stayner, Ontario.



The Last Word Goes to our Patients

On June 21, 2018, 2 1/2 month old Lucas Tanswell arrived to Kingston General Hospital with heart failure. Lucas's parents Milton and Anne-Marie share their story.

I awoke at 4 a.m. to my infant son fussing as normal. He wouldn't nurse and was hard to console. We kept him calm for the morning trying to figure out what was wrong. He was healthy, developing well, happy.

On the morning of June 20, our seemingly healthy 2 1/2 month old son Lucas was in heart failure. The events that followed truly saved his life. After visiting our family doctor we were sent to Urgent Care then taken by ambulance to Kingston General Hospital and afterwards airlifted to SickKids.

Lucas was stabilized in Kingston and the team originally informed us that we were going to Ottawa. About an hour before we were set to leave I was told we were now going to be going to Toronto as they could better suit his needs.

Lucas was diagnosed with Dilated Cardiomyopathy. It was imperative that he make it to SickKids to undergo treatment, care and potentially a heart transplant in the cardiology department there.

It took a few days for everything to settle in, but when I look back on the events of that day, I know how important the care of hospital staff and paramedics truly saved his life.

Lucas' helicopter ride and the gentlemen who looked after my boy will never be forgotten. Their continuous, watchful care kept him stable so he could arrive safely that night. They were kind and considerate offering explanations and information as the flight went on.

His Flyin' Lion, given to me as we exited the helicopter on the roof of SickKids as a memento, has not left his side and we look at it as his good luck charm. I often draped it beside his head as he sleeps to comfort him, especially those nights in Critical Care when we couldn't be beside him.

Ornge, you were a crucial step in saving Lucas' life. We will never ever forget this and we are thankful that we live in a place where having the proper care isn't a privilege, it is a right.

I used to be sad when I saw that Ornge helicopter in flight but now I look at it with gratitude and hope.

We're very pleased to report that Lucas has successfully received a heart transplant in January, 2019 and is now home with his family.



Watch the video online at:

www.vimeo.com/showcase/orngepatients





Financial Stewardship

Total funding received by Ornge in fiscal 2018/19 included \$188.6 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 \$5.0 million from Trillium Gift of Life Network 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.

By leveraging innovative solutions, our resourceful staff, and through collaborations with Ontario healthcare partners, we are making advances in our long term strategic goals while laying a solid and sustainable financial foundation for the future.

Key Achievements

Standing Agreement Carriers

Negotiated new Standing Agreement Carriers contracts to optimize asset deployment.

Long Term Maintenance Program

Entered into AW139 engine long term maintenance program.

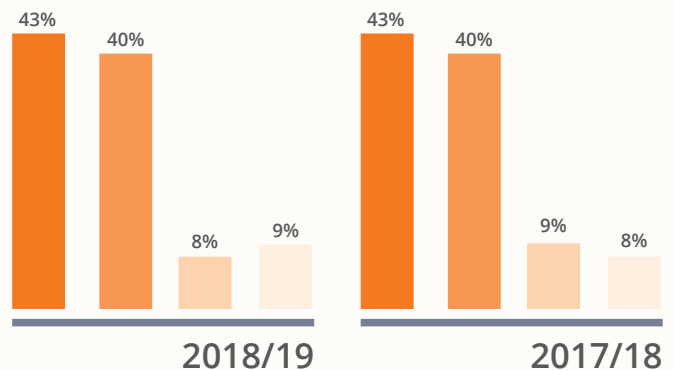
IT Infrastructure

Strengthen IT infrastructure to both expand capacity and raise resilience to threats.

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 most recent and prior fiscal year.



Definitions

- Labour:** salary, employee benefit and other labour related expenditures.
- Aviation:** cost for fleet operation including aircraft maintenance, fuel, and standing agreement carriers.
- Other Operations:** medical supplies, facilities, administrative support expenses.
- Specifically Funded Programs:** Critical Care Land Ambulance Program



Consolidated Statement of Financial Position

(in thousands of Canadian dollars)

| | March 31, 2019 | March 31, 2018 |
|---|------------------|------------------|
| ASSETS | | |
| Cash | \$4,416 | \$2,458 |
| Other current assets | 40,531 | 18,306 |
| Current assets | 44,947 | 20,764 |
| Restricted cash | 400 | 400 |
| Maintenance contract | 21,419 | 24,980 |
| Capital assets | 179,156 | 177,603 |
| Total assets | \$245,922 | \$223,747 |
| LIABILITIES | | |
| Short-term loan | \$24,000 | \$8,100 |
| Accounts payable and other short-term liabilities | 26,630 | 24,744 |
| Current portion of long-term debt | 9,747 | 9,213 |
| Current liabilities | 60,377 | 42,057 |
| Long-term debt | 236,273 | 245,860 |
| Long-term maintenance contract | 8,512 | 11,980 |
| Total liabilities | 305,162 | 299,897 |
| Net deficiency | (59,325) | (76,714) |
| Unrealized remeasurement gains | 85 | 564 |
| Total liabilities and net deficiency | \$245,922 | \$223,747 |

Consolidated Statement of Operations

(in thousands of Canadian dollars)

| | 2019 | 2018 |
|---|-------------------|-------------------|
| REVENUES | \$217,164 | \$195,024 |
| EXPENSES | | |
| Labour-related expenses | 74,346 | 72,826 |
| Aviation and other operating expenses | 98,897 | 95,521 |
| | 173,243 | 168,347 |
| EXCESS OF REVENUES OVER EXPENSES BEFORE OTHER EXPENSES | 43,921 | 26,677 |
| Amortization and other | 11,170 | 10,896 |
| Interest expense | 15,362 | 16,006 |
| SURPLUS OF REVENUES OVER EXPENSES | \$17,389 | \$(225) |
| Net deficiency, beginning of the year | (76,714) | (76,489) |
| NET DEFICIENCY, END OF THE YEAR | \$(59,325) | \$(76,714) |




Ornge Facts

Ornge performed over 19,000 interfacility transports in 2018.

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