



Ornge

# ANNUAL REPORT

19  
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Ornge is a not-for-profit charitable organization that provides air ambulance and critical care transport services to the province of Ontario.

[www.ornge.ca](http://www.ornge.ca)

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ORNGE

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## — MESSAGE FROM THE CEO



**Dr. Homer Tien**

President and CEO, Ornge



The onset of the COVID-19 pandemic resulted in unprecedented challenges to the healthcare system at large, not to mention the upheaval across the aviation sector.

On January 3, 2020, I was honoured to assume the role of President and CEO of Ornge. As we look back on 2019/20, I want to first acknowledge the outstanding leadership of Dr. Andrew McCallum throughout his tenure. His retirement as CEO concludes a remarkable career in medicine and public service. It is indeed a privilege to build on Dr. McCallum's tremendous work over the past seven years at the helm of this organization.

In my previous five years as Chief Medical Officer at Ornge, I became acutely aware that this is truly an elite paramedic service – one of the most versatile and capable in the world. The sheer scope of the work that is performed on a daily basis – from landing on gravel runways in remote communities to give meaning to the promise of health equity, to landing on urban highways to transport critically injured patients to trauma centres – is amazing. Ornge provides the highest level of pre-hospital care possible in the back of our air and land ambulances to the sickest and most critically injured patients in the province.

Needless to say, my first 100 days in the role as CEO did not go exactly as planned. The onset of the COVID-19 pandemic resulted in unprecedented challenges to the healthcare system at large, not to mention the upheaval across the aviation sector. Yet through it all, the Ornge team stepped up, putting themselves in harm's way to transport potentially highly infectious patients while at the same time, contributing in other spaces such as telemedicine, provincial planning, and the transport of COVID-19 testing samples just to name a few. As COVID-19 continues to unfold, Ornge will remain at the ready to help the broader system in any way we can.



The Ornge Annual Report is an excellent opportunity to look back at the many achievements of the organization over the last year. We are also looking forward to what's ahead in the new year, including the development and implementation of a new strategic plan. Operationally, this plan will guide us for the next three years, but will also establish a vision of where we might be and what we might be doing 15 years from now. We will also be conducting a search for our new permanent Chief Medical Officer. Finally, we will continue to look for ways to ensure Ornge remains an innovator in critical care transport.

I am proud to serve as part of the Ornge team, as we move forward together to provide care to Ontarians when they need it most.

Dr. Homer Tien  
President and CEO, Ornge

## WHO WE ARE

Ornge is a not-for-profit charitable organization that 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 hub-and-spoke model of care that links communities to hospitals, and local community hospitals to tertiary care centres. To do this, Ornge employs over 640 employees, including paramedics, pilots, communication officers, physicians, aircraft maintenance engineers, educators, researchers and support staff.

PC12 flying over northern Ontario

### FLEET

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 land ambulances. 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 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 (GTA) and are dispatched by Ornge's Operations Control Centre.



#### DEFINITIONS

##### 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 a ACP or PCP level of care.

## VALUES

**VALUES:** Safety, Excellence, Integrity, Preparedness, Compassion

**SAFETY** means minimizing risk, employing best practices, and avoiding harm to our patients, staff and assets.

**PREPAREDNESS** means being ready and effective in the performance of our duties, and primed for extraordinary circumstances as they arise.

**INTEGRITY** means doing our job in an honest, consistent and uncompromising way that adheres with ethical principles.

**COMPASSION** means doing the right thing, as an organization and as individuals.

**EXCELLENCE** means performing our roles and delivering our service to extremely high standards of quality, effectiveness, efficiency and safety.

## MISSION

**MISSION:** To provide Ontario's patients with safe and timely care, transport, and access to health services. We do this to:

**SAVE LIVES:** We provide rapid, highly specialized transport services for patients suffering from emergencies so that they can access time-sensitive definitive therapy.

**RESTORE HEALTH:** We provide air ambulance transport services to patients living in rural and remote communities to access diagnostic and specialist services in order to restore health.

**PRESERVE DIGNITY:** We provide service to patients that preserves their dignity. This may be transport to bring them closer to home at end-of-life. This may be access to specialized services that lets patients remain safely in their community.

## VISION

**VISION:** We are a trusted and responsive partner in extending the reach of healthcare in Ontario because we **ACT** with **PRECISION**:

**ACCESS:** we provide **access** to health services;

**CAPACITY:** we help create health care **capacity**;

**TRANSPORT:** we provide timely **transport** services when required;

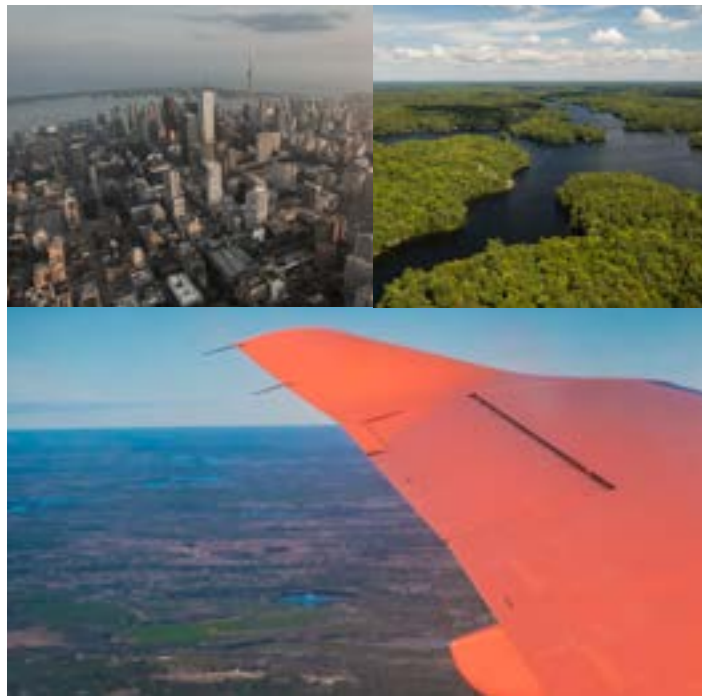
**PRECISION:** we move the **right patient** with the **right asset** and crew to the **right place** at the **right time**.

## WHERE WE ARE



Ornge provides the highest level of pre-hospital care possible in the back of our air and land ambulances to the sickest and most critically injured patients in the province.

Ornge operates out of 12 front-line bases, one head office, and one warehouse (14 locations) located in 11 communities across the province. As well, our head office and our aviation stores warehouse are in Mississauga.



**12**  
BASES

**20,000+**  
PATIENT RELATED  
TRANSPORTS

**550+**  
ORGAN RELATED  
TRANSPORTS

**600+**  
EMPLOYEES

**1,200+**  
SCENE CALLS

**266**  
TELEMEDICINE  
CONSULTATIONS



# WHAT WE DO

## CORE TASKS

Ornge provides timely patient and patient-related transportation by air and by land. Our core tasks include:

- Transporting patients; Our patient response can be divided into three categories:
  - Emergent scene response, primarily by rotor wing (RW) aircraft;
  - Emergent and urgent interfacility transport by RW aircraft, fixed wing (FW) aircraft or critical care land ambulance (CCLA); and
  - Non-urgent transport, usually by FW aircraft based on geographic and population needs.
- 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; and
- Operating the Provincial Transfer Authorization Centre (PTAC) in support of public health objectives. Every interfacility transfer is screened for infectious diseases before a Medical Transfer (MT) Authorization number is issued by Ornge.

## OTHER TASKS

Ornge is also committed to improving access to care in remote Indigenous communities by offering virtual care using telemedicine and by providing access to point-of-care laboratory testing. Our Decision Support group at Ornge also provides data to our external stakeholders.



# FACTS, FIGURES AND TRENDS

FAST FACTS		
	AVERAGE DISTANCE PER MISSION (KM)	AVERAGE TIME WITH PATIENT PER MISSION (HOURS)
 <b>FIXED WING</b>	<b>1767</b> KM	<b>2.0</b> HOURS
 <b>ROTOR WING</b>	<b>361</b> KM	<b>1.66</b> HOURS
 <b>CCLA LAND</b>	<b>133</b> KM	<b>1.7</b> HOURS



### Facts, Figures and Trends Trillium Gift of Life and Organ Transplants

Ornge received 321 specific TGLN requests, up 9.6% from the previous year. One TGLN request can generate several organ requests. For example, one TGLN request for service for an organ donor in Ottawa might generate an organ request to transport the transplant team from Toronto to Ottawa, and then generate an organ request to transport the team and one recovered organ (liver) back to Toronto and a separate organ request to transport one organ (kidney) separately to London. From April 1, 2019 - March 31, 2020, the 321 specific TGLN requests generated 582 organ requests that were serviced and transported.

**ORGAN RELATED TRANSPORTS**

Ornge coordinated **582** Organ related transports.

### Facts, Figures and Trends Patient Response

In 2020, Ornge transported 17,938 patients, up 1.8% from the previous year. About 7% of these patients were transported from the scene of injury (or were modified scene calls), up about 6% from the previous year. The remaining 93% were interfacility transfers, which was up 1.4% from the previous year.

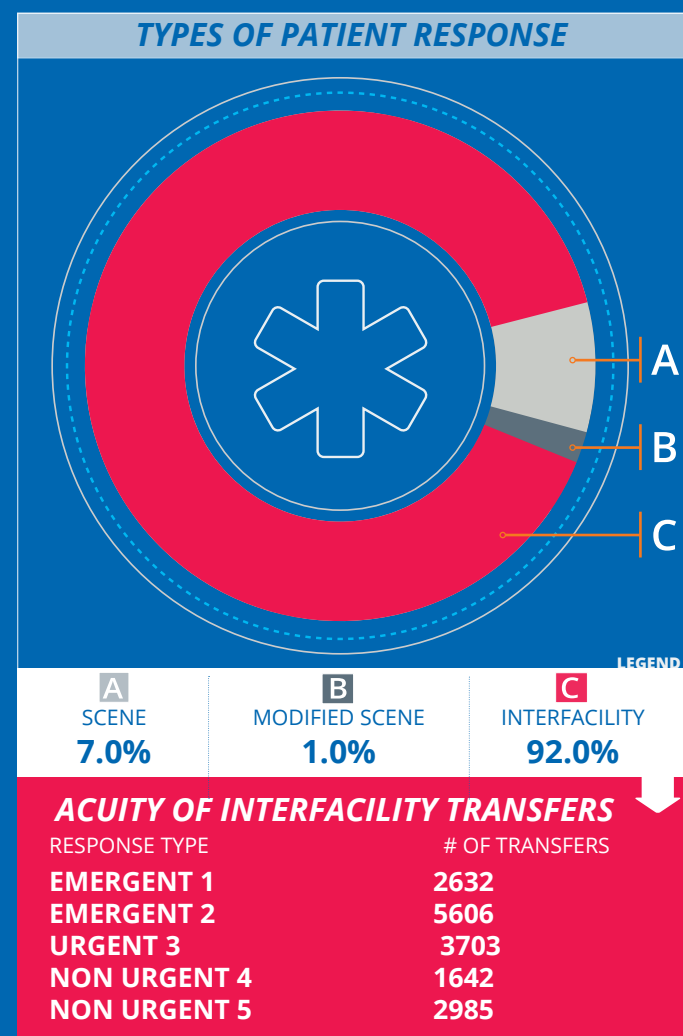


FIGURE 1

**DEFINITIONS**

**MODIFIED SCENE**  
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.

**INTERFACILITY**  
Interfacility transports are performed between health care facilities; this includes hospitals or nursing stations.

### Facts, Figures and Trends 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 RW transport from Moose Factory Island to Moosonee Airport, one FW aircraft transport from Moosonee airport to Thunder Bay airport, and one land ambulance transport from Thunder Bay airport to Thunder Bay Health Sciences Centre. All of these transports might have been performed by Ornge. In 2020, Ornge performed 20,882 patient-related transports to respond to the 17,938 patients, up approximately 2% from the previous year. See Figure 2 for breakdown of patient-related transports by asset.

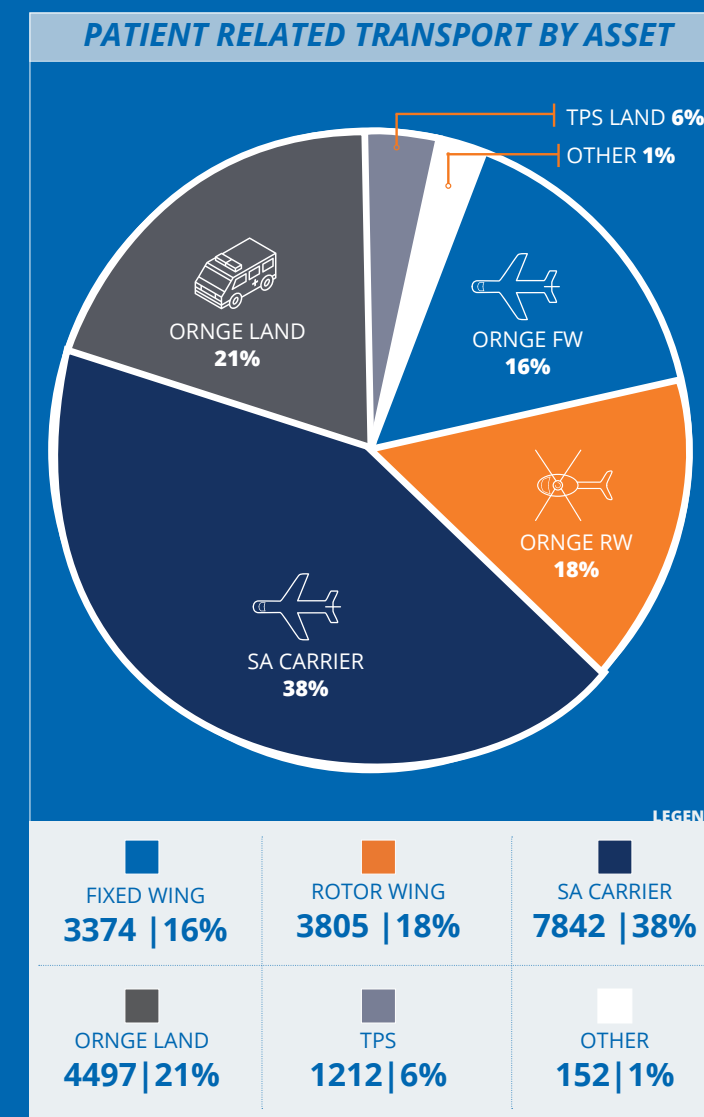


FIGURE 2

**DEFINITIONS**

**TORONTO PARAMEDIC SERVICES (TPS)**  
Toronto Paramedic Services is the largest municipal Paramedic Service in Canada. They provide Critical Care support under the Ornge Base Hospital



Facts, Figures and Trends  
**Provincial Transfer Authorization Centre (PTAC)**

In 2019/20, Ornge generated 310,669 MT numbers for PTAC. Included in these numbers are the number of patients screened for COVID-19 during the pandemic. From January 28 to March 31, 2020, Ornge screened 52,578 patients for COVID-19. 365 patients screened positive for being at risk of having COVID-19, resulting in Ornge warning the receiving hospitals and transport agencies for possible COVID -19 risk.

PTAC DATA (MARCH 31, 2020)	
SCREENING OUTCOME CATEGORY	YEAR TO DATE TOTALS MTs ISSUED BY PTAC
<b>NO SCREENING CONCERNS</b>	<b>52,213</b>
<b>IDENTIFIED BOTH SYMPTOMS AND TRAVEL HISTORY</b>	<b>26</b>
<b>MEDICAL ADVICE TO SELF-MONITOR/ ISOLATE</b>	<b>272</b>
<b>SUSPECTED COVID-19 DIAGNOSIS</b>	<b>43</b>
<b>CONFIRMED COVID-19 DIAGNOSIS</b>	<b>24</b>

Facts, Figures and Trends  
**Other Tasks**

Ornge Transport Medicine Physicians (TMPs) have provided 266 telemedicine consultations this year. As well, we have provided 8,700 iSTAT point-of-care lab testing cartridges for remote Indigenous communities. Our Decision Support Group has provided aggregate data to 45 external stakeholders this year, as well.

**TELEMEDICINE**

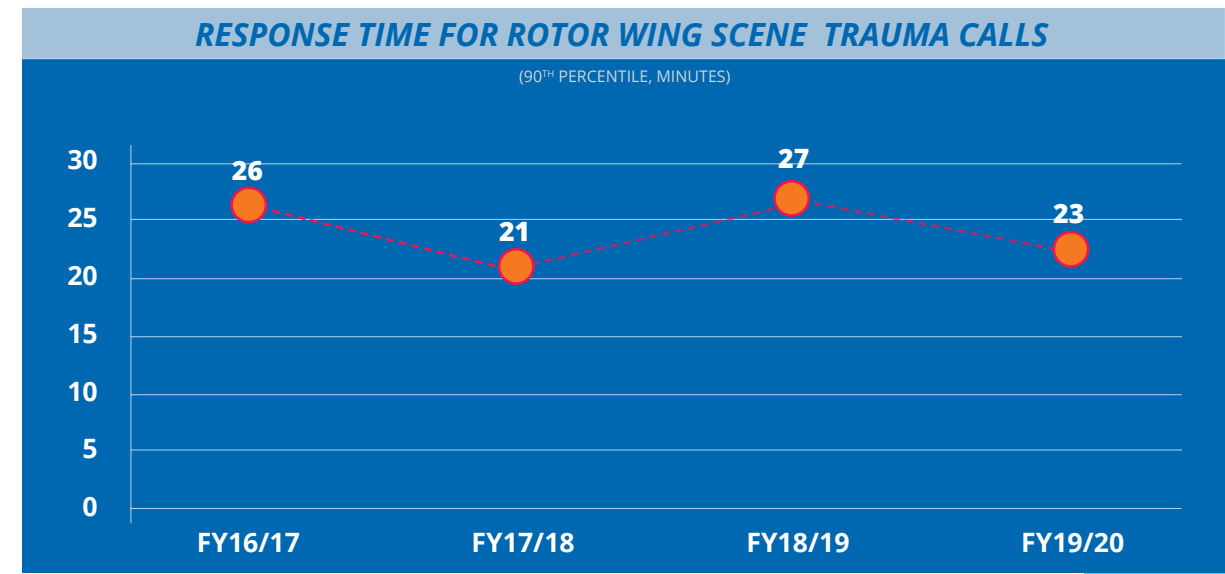
Ornge Transport Medicine Physicians (TMPs) have provided **266** telemedicine consultations this year.

## — 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 Communications Centres (CACCs) will request a “scene” response from Ornge RW aircraft. These calls represent about 7% of our call volumes. Our response time is of

the utmost importance in these situations. Figure 1 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 RW aircraft is on the runway and requesting “Air Traffic Control” clearance to take-off.



**FIGURE 3**



**DEFINITIONS**

**CACCS**

Central Ambulance Communications Centres (CACC) are often the first point of contact for medical emergencies. CACCs prioritize the urgency of requests, provide pre-arrival instructions and determine the most appropriate ambulance service to send to the scene. CACCs dispatch, coordinate and direct the movement of all ambulance and emergency response vehicles within a specific geographic catchment area.



How Did We Do  
**TRILLIUM GIFT OF LIFE NETWORK**

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, 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 4 shows the 90th percentile of the time Ornge OCC spent to solicit and award the bid to a contractor for TGLN.

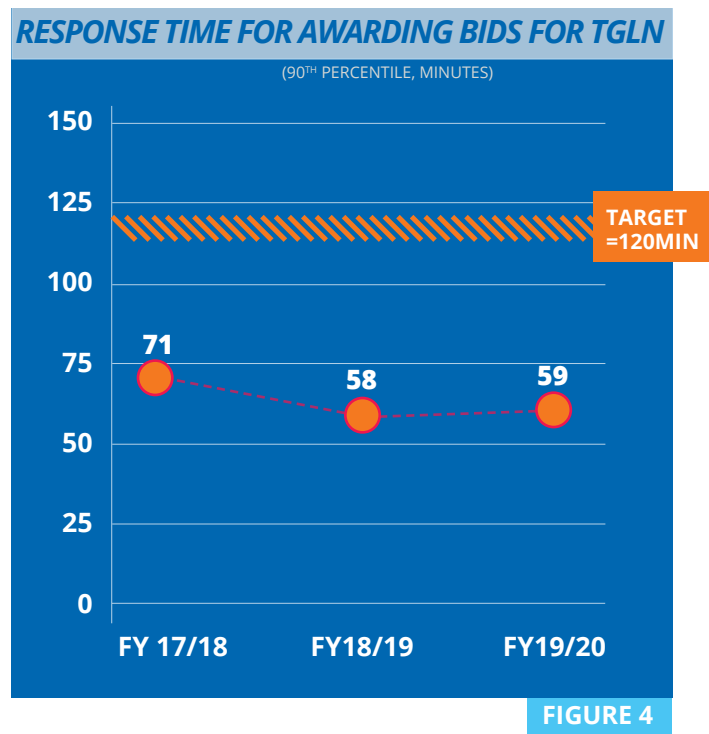


FIGURE 4

**RESPONSE TYPE**

Ornge responded to more than **1,200** scene calls in 2019.

How Did We Do  
**INTERFACILITY LIFE OR LIMB CALLS**

The purpose of the provincial Life or Limb Policy is to facilitate timely access to acute care services within a best effort window of 4 hours in order to improve outcomes for patients who are life or limb threatened. The life or limb status of the patient must be confirmed by both the sending and receiving physician. The Ministry of Health developed the Life or Limb Policy in response to recommendations from the Office of the Chief Coroner for a provincial "no refusal" policy when critical injuries or

conditions of life or limb are involved. Ornge prioritizes these transports. Ornge pilots and paramedics must stop flying after 14 hours on shift. If this happens before they return to base, the aviators and paramedics "duty-out" at the receiving centre. Ornge will still dispatch its crews for life or limb calls, even if we expect the crew to duty-out at the receiving centre. For all other types of interfacility transports, Ornge will wait to dispatch the subsequent shift of aviators and paramedics.

Figures 5-7 show Ornge's 90th percentile response time for Interfacility Life-or-Limb calls by Asset Type. This response time measures the time interval from the original call requesting a Life-or-Limb transport to when the patient arrives at the receiving centre.

Approximately 90 % of Life or Limb Calls were completed within 4 hours and 10 minutes by our critical care land ambulances (Figure 5). For our Rotor Wing ambulances, 90 percent of Life or Limb Calls were completed within 4 hours and 20 minutes (Figure 6). For our Fixed Wing aircraft (Figure 7), 90% of Life or Limb Calls were completed by almost 10 hours (599 minutes). Our best efforts to respond with our fixed wing aircraft are affected by the long distances required for transport (on average, over 1700 km) and the effects of volume of transfers and weather.

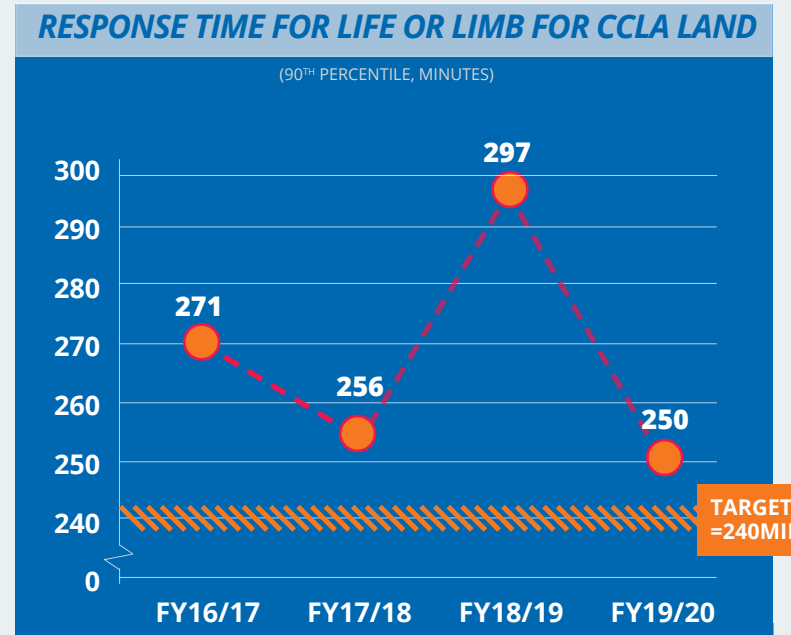


FIGURE 5

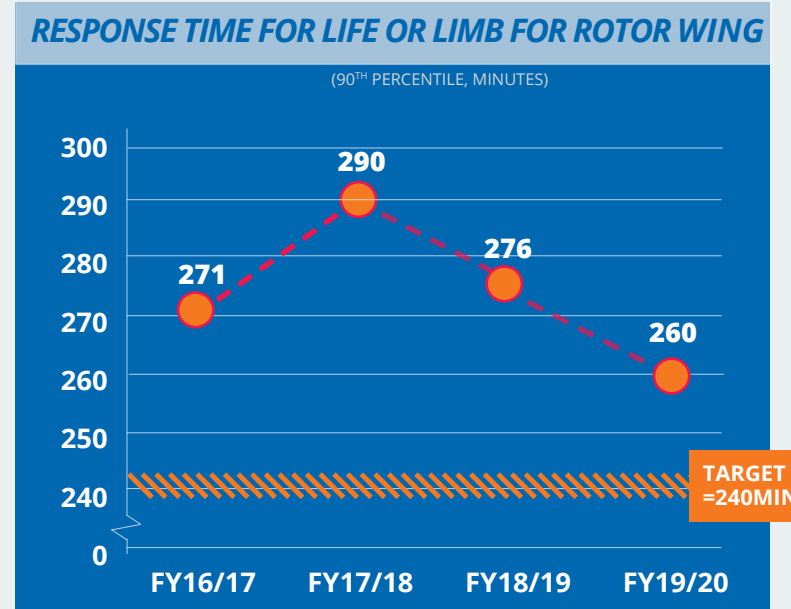


FIGURE 6

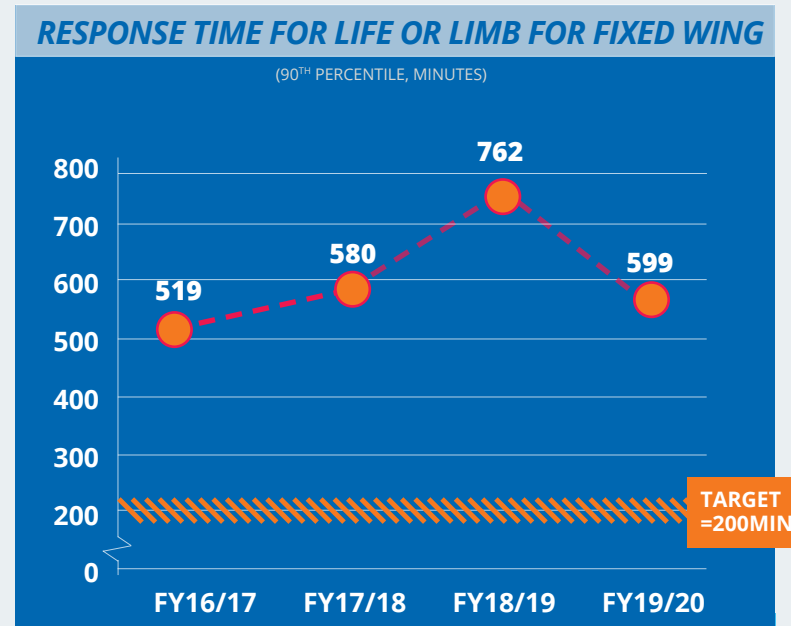


FIGURE 7

# — ORGANIZATIONAL CHANGES

## NEW FOR 2020

- **Ian Mclean's** position has been redefined as Chief Operating Officer – Joint Operations, Aviation and Deputy CEO. The Operations Control Centre (OCC) will fall under Joint Operations.
- **Wade Durham's** position has been redefined as Chief Operating Officer – Medical Operations.
- **Dr. Bruce Sawadsky** assumed the role of Acting Chief Medical Officer. Paramedic Education is now under the jurisdiction of the Ornge Base Hospital in order to better coordinate learning and professional accreditation efforts.
- To streamline data analytics and operational decision making, a consolidated Decision Support and Analysis team has been created.
- It is expected these changes will lead to better coordination, teamwork and collaboration with improved access to information leading to greater efficiency and agile decision making.



### STAFFING

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



## – COVID-19 OPERATIONAL RESPONSE

When the novel coronavirus (nCoV) became a public health emergency in Ontario, across Canada and around the world, Ornge faced not only the challenges of day-to-day clinical management, but also planning for a potential surge in cases, primarily within the remote communities we serve.

Front line workers at Ornge answer the call each day to ensure essential air ambulance and critical care transport services function during the COVID-19 pandemic. Among the COVID-19 positive patients transported by Ornge in the first few months of the pandemic:

- Nearly half of these patients were transported by our critical care land ambulances.
- About 30% on fixed wing aircraft and about 20% on helicopters.
- Nearly half of these patients were intubated and being mechanically ventilated.

### *Added Support to Ontario Healthcare System*



Most COVID-19 transports performed by Ornge to date have been carried out by the organization's Critical Care Land Ambulance (CCLA) program. Recognizing the need for critical care capacity in Southern Ontario at this time, Ornge opened two temporary CCLA bases in Hamilton and Chatham-Kent to serve the Niagara Peninsula and Southwestern Ontario respectively. This resource provides timely transport for patients to tertiary care centres and timely critical care repatriations.



In partnership with CriteCall Ontario, Ornge began providing 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.

As COVID-19 first began to unfold, our organization had three basic objectives: ensuring the health and safety of staff, maintaining service delivery, and planning for a surge.

Ornge prioritized the protection of employees by mitigating risks through a number of initiatives, including:



#### **Personal Protective Equipment**

Ornge made Personal Protective Equipment (PPE) mandatory for pilots and paramedics operating on flights with confirmed or suspected COVID-19 infected patients.



#### **Screening**

In order for Ornge and other EMS agencies to properly prepare front-line staff members for an upcoming COVID-19 transfer, the Provincial Transport Authorization Centre (PTAC) added an extra set of pandemic screening questions for hospitals and medical facilities with an outgoing or incoming patient.



#### **Self-Screening Stations**

As an added measure of protection from the spread of COVID-19, effective Thursday March 19, we implemented a self-screening procedure at all Ornge bases and head office.



#### **Staff Communication**

In late February, Ornge developed a COVID-19 intranet page, providing staff with timely, important updates with respect to our operational response to the outbreak, including employee wellness, human resources, planning and procedures. In addition, Ornge held a weekly livestreamed town hall meeting in order to provide staff with the latest information and respond to questions.



#### **Mental Health**

Among the many lessons learned over the course of the past few months is the importance of supporting our own staff, particularly from a mental health perspective. Even with proper Personal Protective Equipment (PPE) and training, transporting COVID-19 patients can be unsettling for front line paramedics and pilots and their families. As part of a broader mental wellness program, Ornge has established a procedure where upon completing such a transport, the crew is automatically put on an 'operational pause'. The crew is taken temporarily off-line in order to facilitate a debrief and check-in on their well-being.

## PARAMEDIC OPERATIONS

Paramedic Operations is made up of Paramedic Support, and Professional Standards. Support handles logistics and equipment and Standards frames the operational guidelines our paramedics work within.

- **HeliMods Powered Aero-Loader Stretcher System**

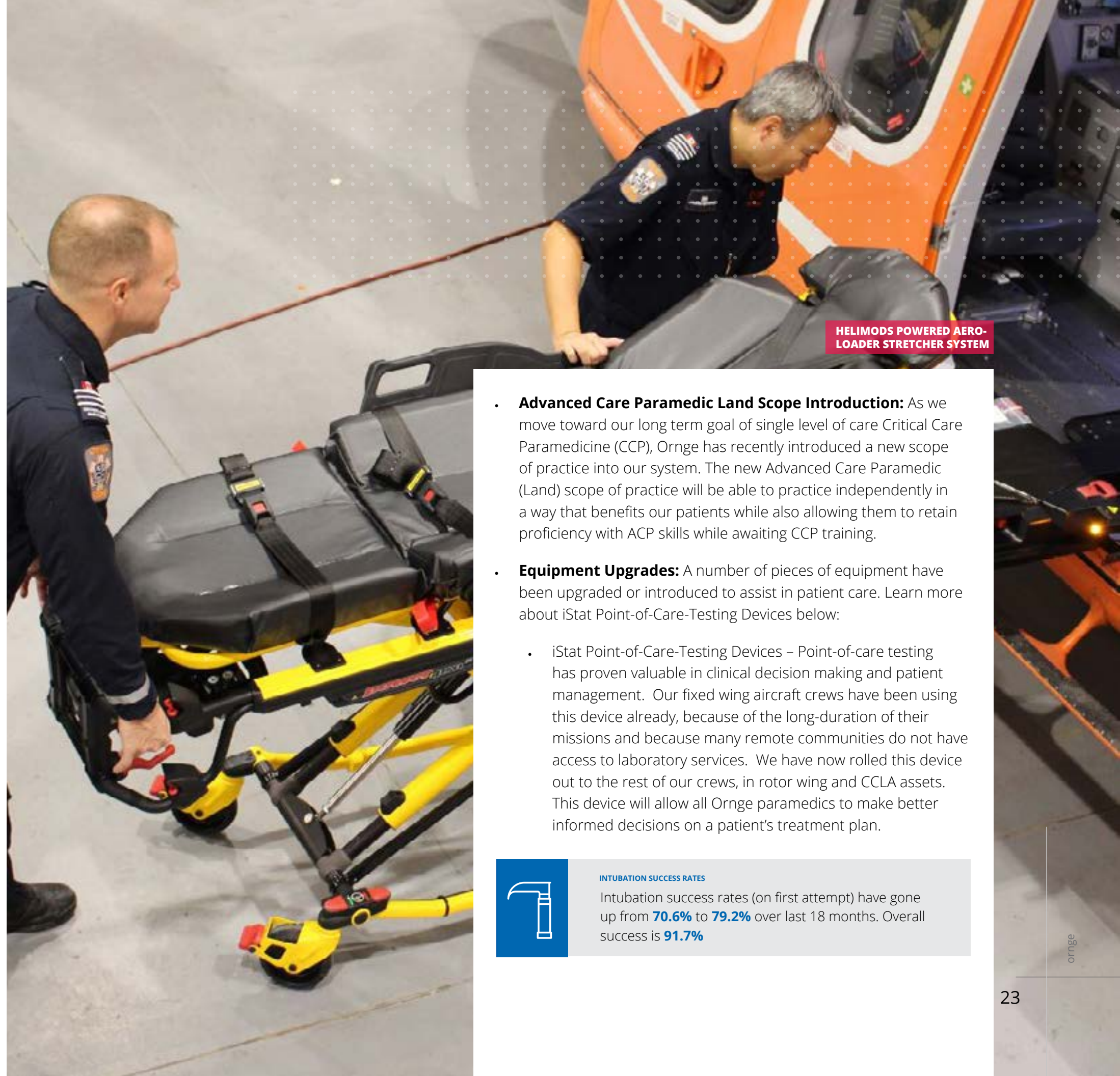
**System:** In 2019, Ornge completed the installation of the HeliMods Powered Aero-Loader Stretcher System in all of our AW-139 helicopters. The new system features a self-loading power cot with an equipment bridge which will be able to hold all medical devices in all phases of flight. The system will also allow Ornge to enhance its current bariatric transport capabilities.

- **Standardization:**

One key success we have had with our standardization program has been with our new airway bag, with which paramedics are now being trained. This bag has also been equipped with a new video laryngoscope (CMAC). The standardization of the airway bag and other airway improvement initiatives have resulted in an improvement of our intubation success rate to well over 90% this year, from a low of about 75% several years ago.

- **Surge Response Team:**

As part of our COVID-19 plan, Ornge has created a Surge Response Team to assist remote communities and healthcare facilities with possible surges in patients that are clinically and logistically complex and require transport. The team consists of more than 40 Ornge paramedics all across Ontario with access to critical care equipment and training.



HELI MODS POWERED AERO-LOADER STRETCHER SYSTEM

- **Advanced Care Paramedic Land Scope Introduction:** As we move toward our long term goal of single level of care Critical Care Paramedicine (CCP), Ornge has recently introduced a new scope of practice into our system. The new Advanced Care Paramedic (Land) scope of practice will be able to practice independently in a way that benefits our patients while also allowing them to retain proficiency with ACP skills while awaiting CCP training.
- **Equipment Upgrades:** A number of pieces of equipment have been upgraded or introduced to assist in patient care. Learn more about iStat Point-of-Care-Testing Devices below:
  - iStat Point-of-Care-Testing Devices – Point-of-care testing has proven valuable in clinical decision making and patient management. Our fixed wing aircraft crews have been using this device already, because of the long-duration of their missions and because many remote communities do not have access to laboratory services. We have now rolled this device out to the rest of our crews, in rotor wing and CCLA assets. This device will allow all Ornge paramedics to make better informed decisions on a patient’s treatment plan.



**INTUBATION SUCCESS RATES**

Intubation success rates (on first attempt) have gone up from **70.6%** to **79.2%** over last 18 months. Overall success is **91.7%**

2019/2020 HIGHLIGHTS

## AVIATION & JOINT OPERATIONS

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 and an Approved Maintenance Organization, Ornge aviation employs fixed and rotor wing pilots, aircraft maintenance engineers, managers and support staff.

- **Flight Data Analysis (FDA):** All Ornge PC-12s have been equipped with Pratt & Whitney Canada's FAST™ Flight Data Analysis (FDA) hardware. This hardware utilizes wireless technology to transmit engine and aircraft data post flight, upon shutdown.

FDA is a program whereby digital flight data generated during line operations is collected and analyzed to provide greater insight into the total flight operations environment. The information and insights provided by the FDA program can significantly enhance flight operations, maintenance and engineering procedures, flight crew performance as well as opportunities to contribute to evidence based training.

- **Fixed Wing 10-year Anniversary:** 2019 marked the 10-year anniversary for the initial hire of fixed wing pilots when Ornge first acquired an Aviation Operating Certificate. The inaugural flight and patient transport occurred in August 2009.
- **Aft Cabinet Removal:** All cabinets located in the rear of the PC-12 aircraft have been removed. This configuration change will adjust the weight and balance of the aircraft forward which would allow an opportunity to carry escorts more frequently. It also creates additional storage space for paramedics.

- **Landing Site Infrastructure Advocacy:** As a means to further improve our service efficiency and effectiveness, a review was completed of landing site infrastructure in Ontario with the goal of submitting a report on current and future provincial EMS aerodrome location and utilization. This initiative was conducted in cooperation with the Ontario government and other stakeholders to explore long-term objectives for runway and helipad infrastructure in support of access to health care.

- **Hospital Two-way Radio Communication:** Work is currently underway to establish direct two-way communication from the helicopter to the helipad operations at 8 Ontario hospitals. This initiative will ensure real time helipad status and provide superior situational awareness and security to the front line and the hospital community.



PC12 Cockpit



Sunnybrook Helipad  
Ribbon Cutting



Ornge Operations Control Centre in Mississauga

## 2019/2020 HIGHLIGHTS

### Aviation & Joint Operations 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. It is the role of the OCC to ensure transport is coordinated in a safe and efficient manner.


- **COVID-19 and Provincial Transfer Authorization Centre (PTAC):** As the organization responsible for administration of PTAC on behalf of the Ontario Ministry of Health (MOH), the OCC has made important changes to patient screening in response to the COVID-19 Pandemic. The MOH requested that infectious disease screening questions in the Provincial Transfer Authorization Centre (PTAC) be included in requests for all Ontario patients requiring transport between healthcare facilities.

As we continue to address the changing landscape of COVID-19, the OCC has been tasked by the MOH with ongoing updates to screening questions and requirements. These updates have required the Operations Control Centre to be agile with continuous system changes and to work collaboratively with our healthcare partner CitiCall Ontario to achieve timely results.

- **The Operations Control Centre Business Continuity Plan (BCP) in response to COVID-19:** In response to COVID-19 and the Ontario Government, as well as, Public Health Ontario's guidelines on maintaining social distancing, the OCC initiated its Business Continuity Plan (BCP) in March 2020 by physically separating the OCC between day shift and night shift. As part of the process, each OCC location is deep cleaned after every shift to ensure a safe and clean work environment for the oncoming shift. Furthermore, we made significant staff scheduling changes in order to minimize cross pollination and exposure between different teams.



Ornge Operations Control Centre in Mississauga

 Ornge's Operations Control Centre (OCC) coordinates all logistics related to Ornge medical transports.



**Operations Control Centre**  
Our Operations Control Centre has **44** staff members who work on shifts to provide **24h** service.

## 2019/2020 HIGHLIGHTS

# EDUCATION & 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.

- **Initial Education:** For the period of April 1, 2019 to March 31, 2020, the Education and Training department has graduated 9 paramedics from its initial education programs, 4 of those were Advanced Care Flight Paramedics (ACP) in the bridge program and 5 were Critical Care Paramedics (CCP). Three additional students remain actively working towards completion.
  - A cohort of 24 students began their Critical Care program in January 2020. This cohort is currently on hold during the COVID-19 pandemic.
- **Initial Certification:** For the period of January 1, 2019 to December 31, 2019, the Base Hospital had 14 initial certification days. Certifying a total of 40 paramedics, 27 – Primary Care Paramedics (f) (PCP), 6 – Advanced Care Paramedics (f) and 7 Critical Care Paramedics.



Ornge Field Educators

- **Continuing Medical Education (CME):** 37 ACP(f)/CCP sessions of face-to-face CME were delivered at eight base locations across the province. 16 PCP(f) sessions of face-to-face CME were delivered at five base locations across the province, for a total of 53 CME sessions in 2019/2020 CME year.
  - 17 Paramedics were reintegrated back to Advanced Care Flight or Critical Care Paramedics status as a result of absence from clinical practice.
  - 40 ACP(F) and CCP paramedics attended cadaver lab training in collaboration with the Northern Ontario School of Medicine to receive advanced airway management education including the use of specialized adjuncts such as video laryngoscopy.
- **In House First Aid/CPR:** CPR training was completed for 20 employees and First Aid/CPR training completed for 30 employees from Operations Control Centre, Aviation (including pilots and aircraft maintenance engineers), and corporate staff.

Ornge Simulation Exercise  
in Thunder Bay





Take Your Kids to Work Day 2019,  
Toronto Island Base

Corporate Services

## STAFF ENGAGEMENT EVENTS

Ornge is dedicated to engaging and empowering its 600+ employees across the province. Throughout the year our Corporate Services departments collect feedback from staff to offer a number of initiatives that help contribute to a healthy work/life balance.

Ornge hosts and participates in a number of events geared towards staff appreciation and engagement, including:

- International Women's Day
- Staff Rock Climbing Event
- Thunder Bay Open House
- Yellow for Daffodil Fundraiser (Canadian Cancer Society)
- Staff Appreciation Day
- Paramedic Services Day
- Spartan Fit Challenge
- Therapy Dog Program (St John's Ambulance)
- Pink Shirt Day
- Take Your Kids to Work Day
- Blood Donation Drive (Canadian Blood Services)
- Family Day Event

## 2019/2020 HIGHLIGHTS

# CORPORATE SERVICES

Corporate services staff provide an essential function within Ornge by ensuring the administrative and financial aspects of the organization support the front line mission. Based out of Ornge's head office in Mississauga, this group includes Human Resources and Labour Relations, Finance, Information Technology and Project Management, Decision Support, Procurement, Legal Services, and Corporate Communications and Public Affairs.

- **Human Resources:** Development of new Diversity and Inclusion online content and training, with establishment of a Diversity and Inclusion Committee
- **Human Resources:** Implementation of flex time and 'dress for your day' policies
- **IT and PMO:** Go-live for the Workforce Scheduling system for pilots, paramedics, aircraft maintenance engineers and OCC staff
- **Finance:** Ornge implemented an electronic invoicing (e-invoicing) system that utilizes artificial intelligence technology to assist with the processing and approval of invoices
- **IT:** Implementation of mandatory security awareness training for all staff
- **Finance:** Implementation of eForms site that automates various processes to streamline staff requests pertaining to vendor information, billing requests, stop payment requests, etc.
- **Finance:** Development of new Organ Bidding Portal Interface for OCC staff to enter awarded organ bidding info into IVS.





Governor General Ceremony

2019/2020 HIGHLIGHTS

## AWARDS & 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.

- Marcie Auger, Paramedic
- Jonathan Britton, Paramedic
- Wayde Diamond, Paramedic
- Wade Durham, Chief Operating Officer – Paramedicine
- Karla Gagnon, Paramedic, Base Manager & Patient Advocate

- Trevor Lang, Paramedic
- Jonathan Lee, Paramedic
- Robbie Lougheed, Paramedic
- Stephen Wiebe, Paramedic

Julie Merko, Ornge CCP who passed in 2018, was honoured posthumously.

The following paramedics received their 30 year bar:

- Andy Hunt, Paramedic
- James Ide, Paramedic
- Ron Laverty, Base Manager
- Todd Ritchie, Paramedic
- John Wismer, Paramedic

In addition, First Officer Graeme Bates became the first air ambulance pilot to have ever received the award.



Years of Service Award Ceremony

### YEAR OF SERVICE AWARD

Ornge launched the inaugural Year of Service Award program for Ornge employees. The award, in the form of a pin or pins, was presented at an Ornge staff town hall and base ceremonies to employees who had five, 10, 15, 20, 25, 30 and 35 years of service to the Ontario Air Ambulance Program.

### TELECOMMUNICATOR OF THE YEAR

Ornge presented its second annual Telecommunicator of the Year Award during National Telecommunication Public Safety Week in April 2019. This year's recipient is Bruce Hecker, Communications Officer – Medical.





Ornge Air Ambulance  
Golf Tournament

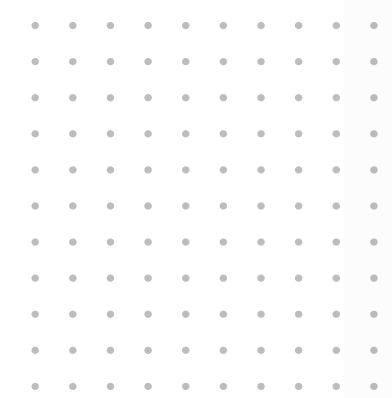
2019/2020 HIGHLIGHTS

## COMMUNITY, PUBLIC & MEDIA ENGAGEMENT

Ornge believes 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.

- **Patient Stories:** Leveraging the power of social media and the community, we have built on our platforms, Ornge frequently engages with patients and their families. Building on our success in 2018, Ornge continued to leverage our social platforms in 2019 to identify and connect with patients to continue to share their stories. Patient stories continue to demonstrate the work of Ornge's crew and are viewable on our website and social platforms.
- **Air Ambulance Golf Classic:** In 2019, Ornge's Air Ambulance Golf Classic partnered with Cambrian College to launch the Ontario Air Ambulance Advanced Care Paramedicine Bursary for students enrolled in the Advanced Care Paramedicine program at Cambrian College. Up to two eligible students may be eligible to receive up to 50 per cent of the amount of their tuition upon proof of financial need and demonstration of Ornge's values. Thanks to the support of Ornge staff and stakeholders who participated, \$20,000 was raised towards the bursary.



### Community, Public & Media Engagement 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:

- Pride Celebrations
- 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
- CP24 Chum Christmas Wish Campaign
- International Air Ambulance Week
- International Nursing Week
- Paramedic Services Week
- Take Your Kids to Work Day
- National Telecommunication Public Safety Week
- The Canadian Paramedic Memorial Ride
- Toronto Sportsmen's Show
- Thunder Bay Open House

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

### NOTEABLE MEDIA STORIES

Toronto's Sunnybrook Health Sciences Centre unveiled its new rooftop helipad. Ornge was pleased to participate in the ceremony reveal as this new addition will make a positive difference to Ontario's patients.

 Toronto's Sunnybrook Health Sciences Centre unveils new rooftop helipad

Ornge completed the installation of our Helimods Powered Aero Loader (PAL) Stretcher System in our AW139 helicopters. The new system is self-loading, enhancing paramedic health and safety while also allowing for greater flexibility in the types of patients we transport.

 Ornge powers up fleet stretcher system with HeliMods upgrade

Dr. Homer Tien, Ornge's new President and CEO, wrote a column in Hospital News about opportunities for patient transport and health equity in the province of Ontario's modernization initiative.

 Modernization brings opportunities for patient transportation: New Ornge CEO

After experiencing more laser strikes in January and February 2020 than all of 2019 combined, Ornge launched a media campaign to educate the public on the dangers of laser strikes on our aircraft, crew and patients. This campaign included video of one of the strikes to show the impacts of a laser.

 Video shows green laser strike air ambulance in downtown Toronto

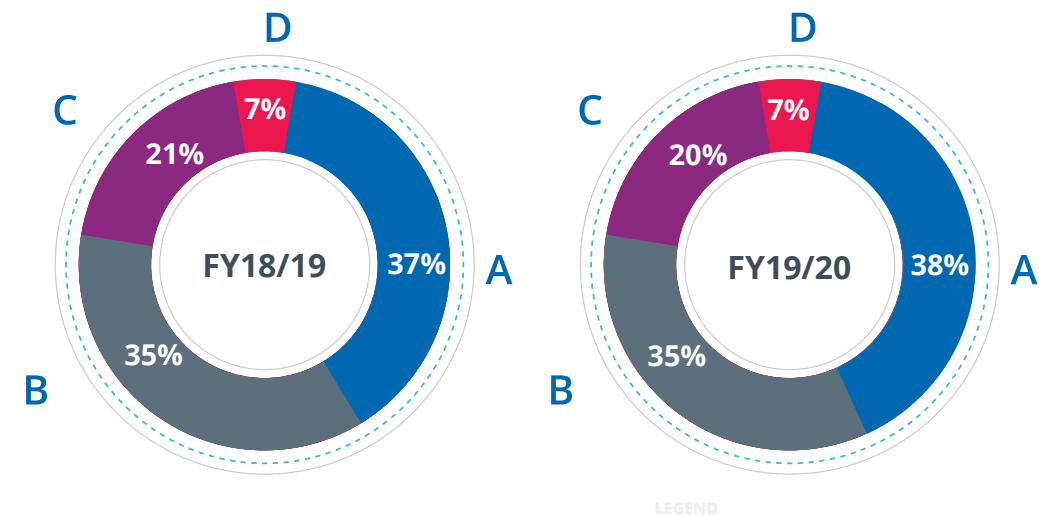
## FINANCIAL STEWARDSHIP

Total funding received by Ornge in fiscal 2019/20 included \$204.4 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 \$5.5 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.

### Financial Stewardship 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.



#### LEGEND

- LABOUR**  
This includes: salary, employee benefit and other labour related expenditures.
- AVIATION**  
This is the cost associated with fleet operation including aircraft maintenance, fuel, and Standing Agreement carriers.
- CRITICAL CARE LAND AMBULANCE PROGRAM**  
Ornge's Critical Care Land Program provides care throughout the Greater Toronto area, Ottawa and Peterborough regions.
- OTHER OPERATIONS**  
This includes; medical supplies, facilities, administrative support expenses.

## — CONSOLIDATED STATEMENT OF OPERATIONS AND CHANGES IN NET DEFICIENCY

(in thousands of Canadian dollars)	2020	2019
<b>REVENUE</b>		
Ontario Ministry of Health Transport Medicine Program	\$190,633	\$197,746
Critical Care Land Ambulance program	13,801	13,801
Other Income	6,634	5,617
	<b>211,068</b>	217,164
<b>EXPENSES</b>		
Salaries, employee benefits and other labour-related	79,849	74,346
Carrier and fleet-related	74,760	69,202
Supplies, facilities and other	16,846	15,894
Critical Care Land Ambulance program	13,801	13,801
Interest	14,581	15,362
Amortization of capital assets	11,265	11,209
	<b>211,102</b>	199,814
(Deficiency)/excess of revenue over expenses before other income	(34)	17,350
<b>OTHER INCOME</b>		
Gain on capital asset disposal - net	55	39
Excess of revenue over expenses	21	17,389
Net deficiency, beginning of the year	(59,325)	(76,714)
<b>NET DEFICIENCY, END OF THE YEAR</b>	<b>\$(59,304)</b>	<b>\$(59,325)</b>


## — CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(in thousands of Canadian dollars)	March 31, 2020	March 31, 2019
<b>ASSETS</b>		
Cash	\$1,529	\$4,416
Other current assets	19,950	40,531
<b>Current assets</b>	<b>21,479</b>	<b>44,947</b>
Restricted cash	400	400
Maintenance contract	17,889	21,419
Capital assets	176,540	179,156
<b>Total assets</b>	<b>\$216,308</b>	<b>\$245,922</b>
<b>LIABILITIES</b>		
Short-term loan	\$8,000	\$24,000
Accounts payable and other short-term liabilities	27,077	26,630
Current portion of long-term debt	10,360	9,747
<b>Current liabilities</b>	<b>45,437</b>	<b>60,377</b>
Long-term debt	226,073	236,273
Long-term maintenance contract	4,725	8,512
<b>TOTAL LIABILITIES</b>	<b>276,235</b>	<b>305,162</b>
Net deficiency	(59,304)	(59,325)
Unrealized remeasurement (losses) gains	(623)	85
<b>TOTAL LIABILITIES AND NET DEFICIENCY</b>	<b>\$216,308</b>	<b>\$245,922</b>

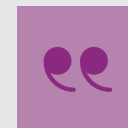


# THE LAST WORD GOES TO OUR PATIENTS.

4-year old Finley arrived to Lake of the Woods District Hospital in Kenora after experiencing an unexpected seizure. Finley's mom, Shannon, shares what happens next:



**PATIENT RELATED TRANSPORTS**  
Ornge responds to more than **20,000+** patient related transports each year!



*This amazing Ornge paramedic (pictured above) and her wonderful partner transported my son and I to the airport in Kenora in an ambulance. When we arrived at the airport, my son was loaded onto an awaiting Ornge plane, and was then flown to the Winnipeg airport for transport to Winnipeg Health Sciences Centre.*

*These amazing ladies stayed with me through it all, and they waited until I got in a room to leave. About 15 to 20 minutes later, they returned with food and coffee for me. They have no idea how much that means to me. Thank you! Thank you! From the bottom of my heart!*

*While in Winnipeg, Finley received some tests, and was released the same day. We had an uneventful weekend. However, on Monday, Finley began to have multiple seizures.*

*Soon, Finley was once again at Lake of the Woods District Hospital in Kenora. He was again transported by Ornge to Winnipeg Health Sciences Centre. The two Ornge paramedics again stayed with me from ambulance to plane to ambulance and made sure we were in a room.*

*During this transport, my son was less than cooperative and was trying to rip things off him like the IVs and trying to take his seatbelt off (which is out of character). One of the paramedics gave my son a stuffed Flyin' Lion. It was the source of Finley's comfort for the rest of our stay in Winnipeg. They managed to get the IVs and PICCs together along with all the other necessary tests.*

*After a few days of tests, Finley was treated and diagnosed with Anti-NMDA receptor encephalitis, which is inflammation of the brain. This explained the out of character actions on transport.*

*Thank you to both hospitals, paramedics, pilots, physicians, nurses, infectious disease specialists and neurologist for the of the outstanding care. Everyone who has been part of our Finley's story, thank you!*

*Because of everyone's fast action, we were able to catch it so soon and treat our baby promptly.*





**19/20**

# ANNUAL REPORT

[www.ornge.ca](http://www.ornge.ca)