



2017 ANNUAL REPORT

CEO MESSAGE



**DR ANDREW MCCALUM
PRESIDENT & CEO**

Three years ago, we set forth on a new direction for the organization with our 2014 – 2017 Strategic Plan. I am proud to say that, having reached completion in March 2017, we implemented every strategic goal and objective and achieved nearly every planned outcome. This is a testament to the tireless efforts of our staff and their ongoing commitment to improving our service.

We are now looking ahead to the next phase. Consultations for the new three year Strategic Plan began in late 2016. We will continue to work toward initiatives which enhance air ambulance and medical transport services for the patients of this province.

One specific focus over the past year has been how best to serve northern Indigenous

communities. We take our responsibility in this area very seriously. Ornge plays an important role in the delivery of healthcare in the north and is a particularly critical lifeline for remote, fly-in communities where a nursing station provides the only means of providing care. Under the leadership of Dr. Homer Tien, our Chief Medical Officer, Ornge is looking at a number of innovative strategies, including telemedicine and educational programs, to help us reach patients more efficiently, and ultimately improve their care.

We continue to take a leadership role in the air medical industry. We were proud to host the first-ever All Canadian Aeromedical Transport (ACAT) Conference, which brought together representatives from

providers of air ambulance services across Canada to discuss aviation safety matters of common interest. In addition, Ornge paramedics scored first place finishes at two prestigious simulation competitions, both nationally and internationally.

In the following pages, you will learn more about the accomplishments of the Ornge team over the past year. I am very grateful for the contributions of our paramedics, pilots and aviation maintenance engineers in the field, along with our physicians, communications officers, schedulers and administrative staff who support them, in delivering the kind of air ambulance services our patients can and should expect.



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MEET OUR EXECUTIVES



DR ANDREW MCCALLUM
PRESIDENT AND CHIEF
EXECUTIVE OFFICER



ROB GIGUERE
CHIEF OPERATING
OFFICER AND DEPUTY
CHIEF EXECUTIVE OFFICER



DAN WRIGHT
CHIEF FINANCIAL AND
CORPORATE SERVICES
OFFICER



DR. HOMER TIEN
CHIEF MEDICAL
OFFICER



SUSAN KENNEDY
GENERAL COUNSEL
AND CORPORATE
SECRETARY



FOSTER BROWN
CHIEF HUMAN
RESOURCES OFFICER



IAN W. DELANEY
BOARD CHAIR



MANEESH MEHTA
BOARD MEMBER



PATRICIA LANG
BOARD MEMBER



DR ANNELIND WAKEGIJIG
BOARD MEMBER



DR. ANDREW SMITH
BOARD MEMBER



CHARLES A. HARNICK
BOARD MEMBER



PATRICIA (TRISH) VOLKER
BOARD MEMBER



DAVID MURRAY
BOARD MEMBER

ORNGE BASE LOCATIONS



ABOUT ORNGE



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Ornge provides air ambulance and related services for the province 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.

The organization owns and operates a fleet of fixed and rotor wing aircraft, including Leonardo AW139 helicopters, Pilatus Next Generation PC-12 airplanes, as well as new Crestline land ambulances. Ornge also operates a dedicated paediatric transport program out of the Greater Toronto Area.

The Operations Control Centre (OCC) is responsible for the coordination of Ornge's services and works with Central Ambulance Communication Centres (CACCs) and well as sending and receiving hospitals, to facilitate the transport of patients, plan flights, and authorize patient transports through the Provincial Transfer Authorization Centre (PTAC).

Through the OCC, Transport Medicine Physicians are available 24/7 to provide medical guidance to paramedics in the field and to make triage decisions when there are multiple requests for resources.

OUR VALUES

OUR CORE BUSINESS

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 objectives
- Transportation related to organ transplant

MISSION, VISION, VALUES

MISSION

Providing 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.



PATIENT SATISFACTION

Each year, Ornge surveys approximately 4,000 patients which allow us monitor our patients' experience of care and hear their comments so that we can continually improve our service to the patients of Ontario.

Ornge continues to receive very positive feedback from our patients and families. For the first time ever, Ornge received 100% for positive indicator (excellent, very good, good) in response to the question "Overall how would you rate the quality of care you've received from Ornge?"*

PATIENT SAFETY PLAN

This was the 3rd year of our Patient Safety Plan implementation.

Highlights for this year include:

- Revision of our Medical Directives that now incorporate Clinical Practice Guidelines
- "Quick Turns" (organizational bulletins) are published for timely communication and learning
- New Committees introduced:
 - TAD RAG – Triage and Dispatch Review Action Group – monthly interdisciplinary review of duty-outs, under and over triage
 - SAD RAG – Strategic Analysis of Data Review Action Group – monthly review of data with recommendations to refine or develop based upon business needs
- Mortality and Morbidity Rounds now on the Ornge Learning Centre providing an interactive environment for learning
- Standardization initiatives introduced



PATIENT EXPERIENCE

In May 2009, five day old Hudson Geiger was admitted into Walkerton Hospital. At the time, it was thought that he had jaundice, so a short stay was all the Geiger family anticipated. A day later, Hudson's condition worsened.

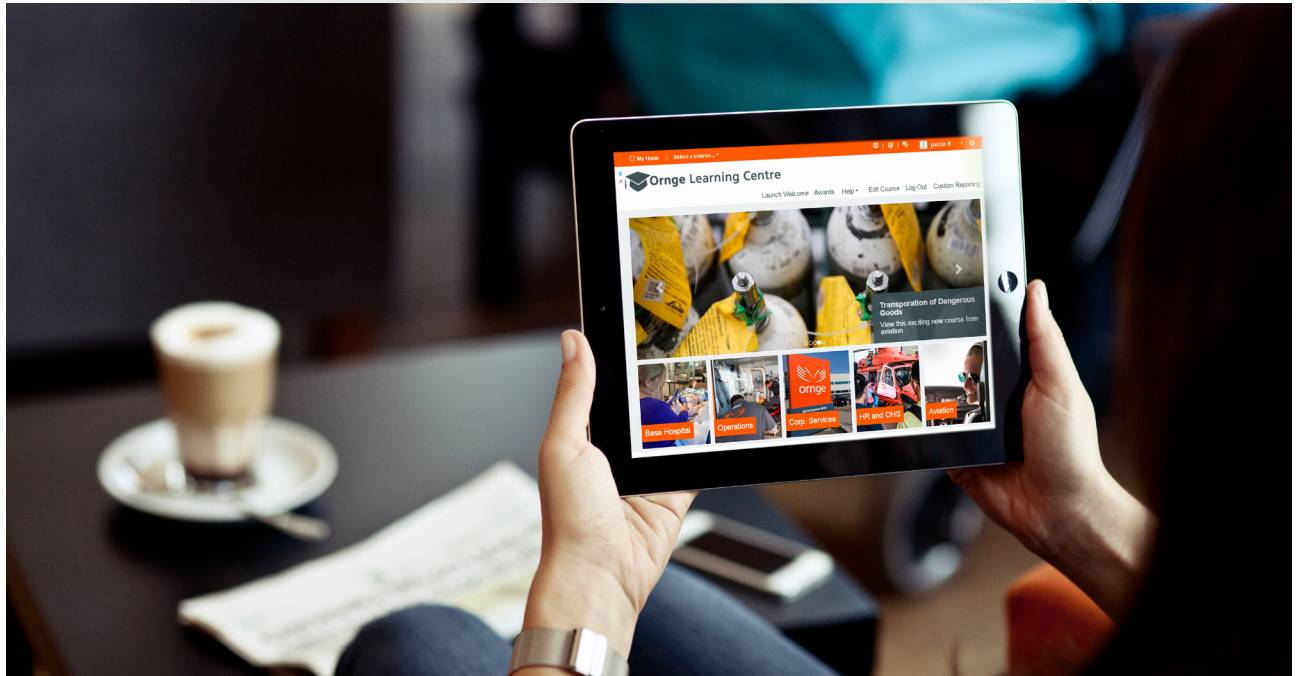
"His platelet levels were extremely low and his jaundice levels were very high," says Kelly Geiger, Hudson's mom. Hudson was transported to Grey Bruce Health Services – Owen Sound Hospital by local EMS for further evaluation.

Hudson spent only a short time in Owen Sound Hospital when it was determined he required Ornge to transport him to Children's Hospital of Western Ontario in London. Hudson's mom says "the travel from Owen Sound to London with Hudson was not easy."

After a number of days in at Children's Hospital, it was determined Hudson was suffering from a urinary tract infection which had infected his blood. He received treatment and made a full recovery.

For Hudson's eighth birthday, the Geiger family reconnected with Ornge to share their experience with Ornge and surprise Hudson with a tour of our London base. The tour was a priceless reminder that the work we do has an impact on the lives of patients across Ontario.

A LEARNING ORGANIZATION



LEARNING MANAGEMENT SYSTEM

In 2016, Ornge launched an electronic learning management system, also known as the Ornge Learning Centre (OLC). The OLC allows Ornge to centralize our learning and course material, such as Occupational Health & Safety training, into one accessible system. Through the OLC, Ornge is able to deliver consistent and ongoing training and course material to relevant groups, which contributes to student and employee success.

The OLC has enhanced our ability to deliver a blended education model, using on-line training in a 24/7 environment, as well as track completion and, as appropriate, administer on-line testing. Each department is able to post learning resources, including written material and videos. Content can be made available to a specific department, or made available across the organization to promote cross-departmental learning. New to Ornge is the

ability to engage staff through interactive discussion boards, which promotes sharing and learning from colleagues across the province.

Our electronic learning management system is essential to supporting Ornge's strategic goal on being a learning organization.



MOOSONEE AW139 HELICOPTER

Air ambulance service to the James Bay coast entered a new era with the deployment of an AW139 helicopter to the Ornge Moosonee base. Patients in the community are served by a modern, state-of-the-art helicopter with advanced avionics and enhanced safety features.

The arrival of aircraft C-GYNZ in October 2016 was many months

in the making. Ornge undertook an open and transparent procurement process, including a Request for Proposals. Following this process, the aircraft was acquired from Waypoint Leasing and retrofitted for Ornge air medical operations. Ornge's rotor wing, maintenance and Moosonee base operations were heavily involved in transitioning the base to AW139.

This action completes the phased retirement of the legacy Sikorsky S76 helicopter fleet which had served as the model aircraft for Ontario's air ambulance program for more than 30 years. It also achieves Ornge's goal of operating a single-type helicopter fleet for the Ontario air ambulance system.





RAPID ESTIMATED TIME OF ARRIVAL

Ornge continues to work with healthcare partners on ideas for improvement. As a result of feedback from hospitals, we've taken steps to streamline the information we're collecting about patients in order to improve the speed of our dispatch process.

We are also providing a Rapid Estimated Time of Arrival (ETA) for all emergent patient transfers – those that are the most time-sensitive. A Rapid ETA is now provided during the first

conversation with a requesting healthcare facility. This allows the Emergency Department physician to make informed decisions about patient care and transportation.

We look forward to more opportunities for Ornge to work with health care facilities including moving forward to analyze data for gaps and how to close them, providing advice on medical equipment and assisting in training or education.

STRATEGIC PLAN

Ornge's 2014 – 2017 Strategic Plan has been completed, with nearly every goal achieved and initiative implemented. Among the highlights:

- Ornge is a stronger system partner, as we have moved into closer alignment with paramedic services and facilities with which we work. Ornge is proud to be part of a strategic alliance with CriteCall with respect to the One Number to Call process.
- Significant steps have been taken to train more paramedics faster, and to achieve a more consistently high level of care amongst our staff.
- The decommissioning of the legacy Sikorsky S76 helicopter fleet has been completed, with a full single-type AW139 helicopter fleet deployed across the province.
- We continue to advance a culture of safety and learning with the introduction of such measures as Aeromedical Resource Management (AMRM) courses for our staff, improved internal safety communication opportunities and Flight Operations Quality Assurance program.

In late 2016, Ornge embarked on the development of a new Strategic Plan for 2017 to 2020. This involved a series of in-depth discussions with partners, stakeholders and staff. The new plan identifies out the key priorities underlying our commitment to delivering safe and timely transport and access to health services.

[View the Strategic Plan online.](#)



NORTHERN INITIATIVES

As healthcare delivery evolves in Ontario, so do the ways in which Ornge performs in serving northern communities. Approximately two thirds of Ornge transports take place north of Sudbury. Many of these involve remote First Nations communities across Northwestern Ontario and along the James Bay coast.

Ornge is taking steps to leverage existing expertise in new ways, in an effort to better support to the healthcare providers in remote and northern communities. Earlier this year Ornge implemented a telemedicine program to support northern communities in conjunction with our partners.

In partnership with two regional hospitals in Northwestern Ontario, Ornge's transport medicine physicians are using telemedicine technology to provide advice to healthcare providers in nursing stations and smaller hospitals. Visibility on the patient prior to transport allows us to better prepare our paramedics for transporting the patient and improve triage.

In addition, working with Health Canada First Nations and Inuit Health Branch, Ornge provided a number of educational opportunities this year for medical professionals in federally-administered nursing stations. This year we focused on field trauma care, including airway, chest and brain trauma and bleeding.

We are also exploring ideas for technology applications in remote environments. Our efforts to contribute toward improved health outcomes for residents of the Far North will continue, and we look forward to working with healthcare system partners on innovative approaches to service delivery.





NIGHT VISION GOGGLES

The safety of our patients and crews is our number one priority, and Ornge remains committed to introducing technology to reinforce this. Ornge's Sudbury base had been the location of a trial of Night Vision Goggles (NVG) – a potentially game-changing technology for night helicopter operations in terms of providing increased situational awareness and safety. NVGs are light intensifiers, where ambient and cultural light is gathered and amplified to provide enhanced vision for the pilots, allowing them to “see” their surroundings clearly, even in almost total darkness. Following the overwhelmingly positive response from pilots involved in the trial, Ornge committed to rolling out NVGs to the entire fleet.

Over the past year, Ornge received all 30 sets of NVGs from the vendor, and necessary aircraft modifications were well underway. All pilots system-wide are receiving training, which involves a one-day classroom session and a minimum of five flight hours in-aircraft training. By March 2017, NVG operations were fully implemented in Sudbury, Kenora and Thunder Bay. Ottawa, Toronto, London and Moosonee are expected to move to NVGs in 2017.

OUR LAND CREWS



ORNGE LAND AMBULANCES ACROSS THE PROVINCE

In 2014 Ornge began replacing its fleet of ambulances with new Crestline Commander vehicles through a competitive bidding process which involved front line staff. The new generation of vehicles have several enhanced safety features such as a sliding attendant seat with improved seatbelts, backup camera, hands free communication, and an improved lighting and striping package for better visibility.

As of March 2017 the entire fleet of 14 vehicles has now been replaced.

- Seven of our ambulances are located at bases where a land ambulance is their primary vehicle (Peterborough, Ottawa and the Greater Toronto Area).
- The remaining seven vehicles are utilized for a variety of circumstances in a backup or supplementary capacity at existing air ambulance bases in Toronto, London, Sudbury, Sioux Lookout, and Thunder Bay.

Ornge has begun a regular capital replacement process for land ambulances every 48-54 months. This process will be assessed over time to ensure that the vehicles used by front line staff are reliable and have appropriate safety features. Ornge has proudly maintained a full Land Ambulance Operators Certificate with the Ministry of Health and Long-Term Care since 2009.



QUALITY & RESEARCH

The Ornge Quality and Research (Q&R) group had many projects underway in different areas including patient safety, critical care and critical events, and resource allocation and optimization. Q&R members have built collaborations with a number of educational institutions, including Cornell University, University of Toronto, Sunnybrook Health Sciences Centre, Western University, McMaster University, University of Ottawa, Lakehead University and Northern Ontario School of Medicine to carry out these projects.

Some of our research projects include:

- Airway Induction Methods in Helicopters: a retrospective review of medication choice when intubating critically ill transport patients
- Trauma System-level Performance Improvement and Knowledge Exchange (TSPIKE); the goal of this study is to develop a sustained TSPIKE network within the Hamilton Health Sciences trauma program catchment area that will optimize care of critically injured patients. (In partnership with Hamilton Health Science Center)
- Randomized, double blind prehospital clinical trial to determine the efficacy of dosing regimens of tranexamic acid (TXA) initiated in the pre-hospital setting in patients with moderate to severe traumatic brain injury. Toronto is one of 12 study sites across North America. Ornge Toronto Island helicopter base began enrolling patients since August 2015. (In partnership with University of Toronto's Resuscitation Outcomes Consortium (ROC))
- Community-based emergency care: Developing a prehospital care system with the Windigo First Nations Council in Northwestern Ontario. (In partnership with the Faculty of Medicine, Northern Ontario School of Medicine / Lakehead University)

EDUCATION & TRAINING



A number of improvements have been made to Ornge's education and training facilities. Ornge maintains education and training facilities at head office in Mississauga and in Thunder Bay.

In June 2016, we opened two new classrooms and three simulation bays in Mississauga, improving the education experience for paramedic crews. Simulation bays are now available for adult, pediatric and obstetrical/neonatal scenarios.

In addition, new medium-fidelity mannequins are in use, which are robust, reliable and appropriate to our training needs.

The new facilities are equipped with audio/visual recording equipment, allowing training activities to be recorded for education, debriefing and evaluation purposes. The technology also allows for off-site viewing of live or recorded scenarios via the internet.

Additionally, software improvements have been made allowing better tracking of skill performance for accreditation purposes.

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ORNGE IN THE COMMUNITY

We believe engaging with the communities we serve is an essential step to educating our partners and raising awareness about the services we provide as well as the career opportunities that exist at Ornge. Connecting with our communities goes hand in hand with delivering excellent patient care.

We take pride in our staff and the work they do on a daily basis and we encourage and welcome opportunities where members of the public can meet with our teams. We hope these interactions provide insight into the broader healthcare system, and how Ornge is an essential partner in care.

Throughout the year, we make every effort to attend events and participate in awareness and safety campaigns. In the past year, we've participated in a number of events and campaigns including:

- Canada Day celebrations at the Canada Aviation and Space Museum
- Base Open Houses
- Doors Open Toronto
- Kenora Emergency Services Safety Night
- Paramedic Services Week
- Telecommunications Week
- The Canadian Paramedic Memorial Ride
- CTV and the Salvation Army's Toy Mountain Christmas toy drive
- Pokemon Go Safety Awareness
- International Air Ambulance Week
- Bell Lets Talk Campaign
- All Canada Aeromedical Transport (ACAT) Safety Conference
- International Nursing Week

For the year ahead, we look forward to working with and engaging more of our communities to attend their events. To collaborate with Ornge for a health or awareness campaign, or to invite us to an event, please contact us using info@ornge.ca.

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We hope these interactions provide insight into the broader healthcare system, and how Ornge is an essential partner in care.



DOORS OPEN TORONTO



ACAT Safety Conference

ALL CANADA AEROMEDICAL TRANSPORT SAFETY CONFERENCE

In October 2016, Ornge announced the launch of the inaugural All Canada Aeromedical Transport (ACAT) Safety Conference.

ACAT aims to continue to enhance safety within the Canadian Air Ambulance industry by sharing and discussing potential safety hazards and concerns, new trending risks and other ongoing aeromedical industry issues.

The first ACAT safety conference was attended by more than 20 delegates representing 8 fixed and rotor wing air ambulance operators from across Canada. Guest speakers covered a variety of aviation safety topics unique to the aeromedical transport community, including night vision goggles usage in the scene flight environment, air to ground communications and more.

We look forward to working with our air ambulance colleagues from across Canada to enhance safety within the Canadian Air Ambulance industry.

FINANCIAL STEWARDSHIP

In fiscal year 2016/17, Ornge received \$181.4 million from the Ministry of Health and Long-Term Care to fund our air and critical care land ambulance services. In addition, \$4.0 million was reimbursed by Trillium Gift of Life Network for the cost of transporting organs and transplant surgical teams.

As a steward of public funds, fiscal responsibility is one of Ornge's strategic foundations. We strive to provide patients with high quality, safe and timely access to the care they need in the most cost efficient manner. We do so by challenging the organization's fundamentals and continue to improve our operations through innovation and integration with partners in the health care system.

A number of achievements in fiscal year 2016/17 contributed to efficient and effective delivery of patient care and laying the foundation for service excellence in the coming year, including:

- Standardized our rotary wing fleet, replacing the aging Sikorsky SK76 helicopters
- Entered into a AW139 airframe long term maintenance program
- Renewed the collective agreement with our Call Center employees represented by the Ontario Public Service Employees Union
- Launched a telemedicine project linking Ornge's Transport Medicine Physicians with Thunder Bay Regional Health Sciences Centre
- Implemented upgrades to Flight Vector, our flight dispatch system, to improve dispatch efficiency, asset management and data analysis
- Streamlined our corporate structure through the amalgamation of legacy corporate entities

Working with the Ministry of Health and Long-Term Care to establish a sustainable long term financial model that addresses funding our capital requirements and debt obligations remains a priority. We are committed to maintaining a sound financial footing that allows us to focus on Ornge's role in connecting and integrating Ontario's healthcare system.



OPERATING EXPENSES

Labour: salary, employee benefit and other labor related expenditures.

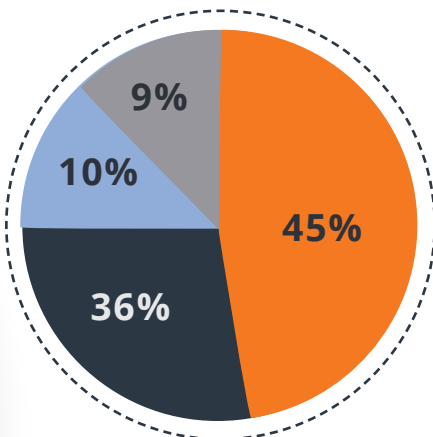
Aviation: cost for fleet operation including aircraft maintenance, fuel, and standing agreement carrier cost.

Other Ops: medical supplies, facilities, administrative support expenses.

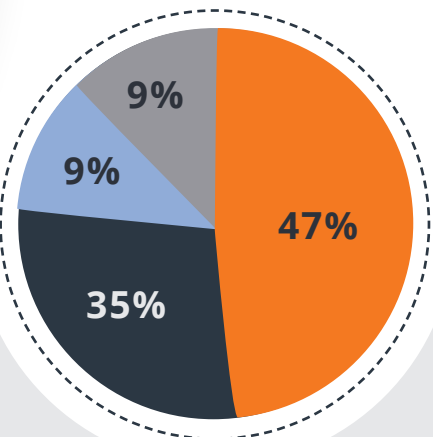
Specifically Funded Programs: Critical Care Land Ambulance Program



FINANCIAL YEAR 2017



FINANCIAL YEAR 2016



CONSOLIDATED FINANCIALS

Ornge Consolidated Statement of Operations (in thousands of Canadian Dollars)

	2017	2016
REVENUES	\$186,988	\$176,701
EXPENSES		
Labour related expenses	68,870	69,086
Aviation and other operating expenses	83,720	78,837
	152,590	147,923
EXCESS OF REVENUE OVER EXPENSES BEFORE	\$34,398	\$28,778
Amortization and other	11,029	10,438
Interest expense	15,620	16,087
Income tax recovery and others	--	(15)
SURPLUS OF REVENUE OVER EXPENSES	\$7,749	\$2,268
Net deficiency, beginning of the year	(84,238)	(86,506)
NET DEFICIENCY END OF YEAR	\$(76,489)	\$(84,238)

Certain comparative figures have been reclassified to conform with financial statement presentation for the current year. Please refer to Audited Consolidated Financial Statements.

Ornge Consolidated Statement of Financial Position (in thousands of Canadian Dollars)

	March 31, 2017	March 31, 2016
ASSETS		
Cash	\$6,145	\$9,973
Other current assets	16,159	14,031
CURRENT ASSETS	22,304	24,404
Restricted cash	400	280
Maintenance contract	11,214	--
Capital assets	180,646	183,376
TOTAL ASSETS	\$214,564	\$207,660
LIABILITIES		
Short term loan	\$7,100	\$ --
Accounts payable and other short-term liabilities	20,337	20,206
Current portion of long-term debt	8,706	8,230
CURRENT LIABILITIES	36,143	28,436
Long-term debt	254,910	263,462
TOTAL LIABILITIES	291,053	291,898
Net deficiency	(76,489)	(84,238)
TOTAL LIABILITIES AND NET DEFICIENCY	\$214,564	\$207,660

Certain comparative figures have been reclassified to conform with financial statement presentation for the current year. Please refer to Audited Consolidated Financial Statements.



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care in motion



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