



Business Plan 2022/2023

Ornge:
Health Equity in Motion

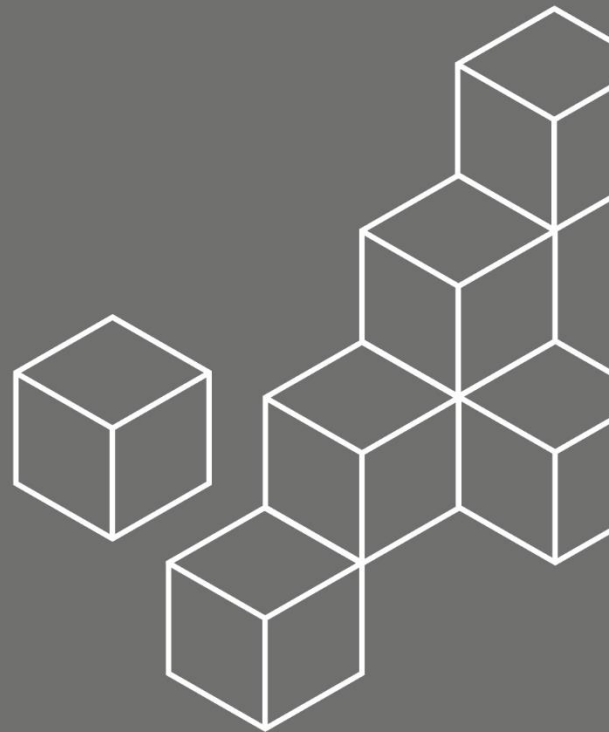


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Pursuant to the Broader Public Sector Business Documents Directive, Ornge prepares an annual business plan. Business Plan 2022-2023 provides an overview of our organization’s priority initiatives for the coming year within the context of our vision and longer-term strategic directions. It explains our operational model, our current operating environment, risks and mitigations, and some of our key performance indicators.

Companion documents are available on Ornge’s website including Strategic Plan 2021-2024, our Annual Report, our annual Quality Improvement Plan and information related to our governance structure and accountability practices.

About Ornge

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.

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 helicopter
 - Emergent and urgent inter-facility transport by helicopter, airplane or critical care land ambulance (CCLA)
 - Non-urgent transport including repatriation of patients to their closest-to-home hospital or home community, over long distances by airplane.
- 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 inter-facility transfer is screened for infectious diseases before a Medical Transfer (MT) Authorization number is issued by Ornge.

These, together with other tasks performed by Ornge, are central to achieving our mission.

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

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.

Create Capacity. We repatriate patients to hospitals closer to their home communities if air transport is required over a long distance or if the patient requires critical care during transport. This creates capacity for the next critically or injured patient to receive specialized hospital care.

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.

Motto: Health Equity in Motion

For Ontarians, geography is a major determinant of health, and it is widely understood that geography negatively impacts access to health care for patients in northern and rural Ontario. Health equity means

giving people what they need to reach their best health.¹ As an integrator within Ontario's health care system, Ornge is of the view that any future vision of health equity in Ontario must consider patient transport, and we see ourselves playing a key role.

Values: Kindness, Respect, Integrity, Safety, Professionalism

¹ Health equity and health equality do not mean the same thing. Equality means giving everyone the same thing, whereas equity means giving people what they need to reach their best health. [Northwestern Health Unit: Health Equity Matters](#)

Strategic Directions

In preparing Ornge's Strategic Plan 2021-2024, we have taken a long-term view of the capabilities we will need for the future. We recognize that decisions taken today will determine our ability to manage the challenges of the future. Our Strategic Plan sets out a vision that is rooted in health equity.

Vision: The best care wherever you may be

Ornge has four strategic propellers to help us achieve our vision and mission over the next three years.

Strategic Propellers

- i. **Invent Practice** – As critical care best practices change, adapt them for the transport environment so as to achieve the best possible outcomes for our patients.
- ii. **Improve our Processes** – Improve our processes to achieve operational excellence, so that we ACTT (Access, Capacity, Training and Transport) with Precision in completing our missions:
 - Access. Explore innovative ways to help rural and remote communities to access care, sometimes while remaining in the community.
 - Capacity. Explore innovative ways to help rural and remote communities during surges in demand.
 - Training. Ensure staff are appropriately trained to safely and effectively complete their missions.
 - Transport. Make sure we have the right aircraft and vehicles in the right locations, available and operational to complete our missions.
 - Precision. Make sure we get the right patient to the right place with the right asset at the right time.
- iii. **Integrate Provincially** – By securing a place at the tables where system planning occurs, participate with government and service delivery partners to better integrate care throughout the province.
- iv. **Inspire our People** – Encourage equity, diversity and inclusion; ensure our staff members feel safe, secure and supported; and ensure our team members are well-equipped, well-resourced and well-trained.

Aligned with our Strategic Plan, this Business Plan 2022-2023 outlines our operational model, describes our current operating environment and highlights key priorities for the year ahead.

Operational Model

Patient care and transportation operations are delivered by highly skilled paramedics, transport physicians, pilots, communications officers and aircraft maintenance engineers. Ornge aircraft are staffed with two pilots and two paramedics, and Ornge land ambulances are staffed with two paramedics.

Services and personnel are dispatched through a central communications facility, the Operations Control Centre (OCC). The OCC works with Central Ambulance Communications Centres and sending and receiving hospitals to facilitate patient transportation. Transport Medicine Physicians are available 24/7

to review and triage all requests for transport, provide medical guidance to paramedics in the field and provide clinical support to stakeholders. In addition, corporate staff provide necessary support for operations and most work out of Ornge’s head office in Mississauga.

Base Locations

Ornge has 12 bases located in 11 centres across the province from which air ambulance and Critical Care Land Ambulance (CCLA) services are delivered.

Base	Staffed Asset
Air²	
London	1 Helicopter
Ottawa	1 Helicopter
Toronto	2 Helicopters
Sudbury	1 Helicopter
Moosonee	1 Helicopter
Kenora	1 Helicopter
Thunder Bay	1 Helicopter, 2 Airplanes
Sioux Lookout	1 Airplane
Timmins	1 Airplane
Land³	
Ottawa Land	1 Land Ambulance
Peterborough	1 Land Ambulance
Mississauga	2 Land Ambulances
Chatham (temporary ⁴)	1 Land Ambulance

Service Delivery Partners

Ornge contracts with:

- Standing Agreement air carriers who perform non-urgent patient transports by airplane largely in the North, as well as some advanced care patient transports.

² The Sioux Lookout and Timmins bases are staffed using a peak hours model with overlapping shifts providing 24 service hours.

³ Peterborough, Mississauga and Chatham CCLA ambulances are 12/7.

⁴ In April 2020, as part of its response to COVID-19, Ornge added a temporary base in Chatham.

- Charter fixed wing air carriers for the purposes of the transport of organs and organ transport teams on behalf the Trillium Gift of Life Network.
- 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, and engages private Medical Transport Services (MTS) when required and appropriate. Paramedic service partners are vital for the success of Ontario’s air ambulance program.

Base Hospital

Ornge provides Ministry of Health mandated Base Hospital services, including developing and delivering training and education for paramedics, providing them with certification and medical delegation, and ensuring that the quality of patient care is delivered in accordance with accepted medical practice and all applicable laws.

Operations Control Centre (OCC)

The OCC coordinates front-line Ornge transport services, Standing Agreement carrier transport services (SA carriers) and organ carrier services using established guidelines. The OCC is the 24/7 single provincial point of contact for hospitals, CACCs, Paramedic Services and other partners regarding air and critical care medical transports and organ recovery flight services.

The OCC determines which vehicle to dispatch – helicopter, airplane or land ambulance – and the level of care required for the patient – primary care, advanced care or critical care. Transport Medicine Physicians triage patients, while Communications Officers plan, coordinate and dispatch Ornge’s crews, vehicles and SA carriers. The OCC ensures the continuum of care for the patient, and provides paramedics with continuous access to physicians for consultation and medical orders.

Third Party Relationships

In addition to our service delivery partners (noted above), Ornge works closely with provincial and federal regulators and healthcare partners, and maintains relationships with a range of stakeholders, including the Ontario Association of Paramedic Chiefs, the Paramedic Chiefs of Canada, the Ontario Base Hospital Group and others. A summary of key relationships is as follows:

Ministry of Health	Regulatory and oversight relationship
Transport Canada	Regulatory relationship re: air operations and maintenance
Central Ambulance Communications Centres	Key partners in arranging patient transport

Hospitals and Nursing Stations	Clients: Sending and receiving facilities
Trillium Gift of Life Network	Client - Ornge is a contracted service delivery partner for the Trillium Gift of Life Network
CritiCall Ontario Critical Care Services Ontario eHealth Ontario	Key operational and policy partners
OPSEU, OPEIU, Unifor	Union stakeholders representing communications staff, helicopter and airplane pilots, aircraft maintenance engineers and paramedics
Owner/operators of landing site infrastructure	Owner/operators of airports and helipads across the province, including some hospitals as helipad operators and the Ministry of Transportation as the operator of the remote airports
Ministry of Northern Development, Mines, Natural Resources and Forestry	Provincial requirements for air operations
Suppliers	E.g. aircraft and components, aviation and other maintenance services, fuel, flight simulation and training, medical equipment, consumables and pharmaceuticals, medical transport services, corporate services such as banking, IT, insurance and legal

Current Operating Environment

COVID-19 Response

Environmental Scan

Beyond COVID-19, Ornge continues to monitor emerging trends and changes in our environment which, in turn, have influenced the development of Ornge's Strategic Plan 2021-2024.

Developments in Health Care

- *Time-Sensitive Emergencies:* Evolving therapies for conditions such as stroke, acute myocardial infarction, obstetrical and neonatal emergencies, and trauma increasingly require ultra time-sensitive intervention. Rapid diagnosis, stabilization and transportation to definitive care lead to improved outcomes. Ornge's efforts to improve our operational precision respond to this growing need.
- *End-of-Life Care:* Decisions regarding the transition from acute care to palliative care often occur at tertiary care centres. Residents of northern Ontario who prefer to receive end-of-life care closer to home may require a combination of air ambulance and local land ambulance transfer. The current framework for emergency health services prioritizes life-saving and disability-limiting transfers, so palliative patients may experience unacceptable delays. Narrowing this gap is critical to Ornge's ability for helping to provide dignified end-of-life care for Ontarians living in the north. In addition, Ornge continues to have an important role in supporting TGLN's organ transplant program and will need to meet evolving needs, including increased transplant activity and changes related to organ transplant and Medical Assistance in Dying (MAiD).

Access to Care

- *Mental Health:* A patient suffering a serious mental health crisis in remote Indigenous communities may require air ambulance transportation to a hospital for assessment. The current framework for emergency health services, which prioritizes life-saving and disability-limiting acuity transfers, has often led to unacceptable delays for mental health patients. Developing alternate means of transporting mental health patients in crisis from rural and remote communities is critical to improving timely access to mental health services in the north.
- *Emerging Technologies:* In the foreseeable future, rural and remote communities will benefit significantly from 5G-enabled services, like remote health care assistance through telemedicine and robotics. Other emerging technologies such as unmanned aerial vehicles or portable diagnostic imaging may allow care to be brought to northern communities instead of patients being transported to care. Ornge needs to ensure that its future strategy is aligned with the health needs of remote communities and technology advancements.

Equity, Diversity and Inclusion

- *Vulnerable Groups:* In the north, Ornge provides service to Indigenous communities. In the south, we transport multicultural populations in large urban areas. LGBTQ Ontarians live all across the province. Ornge needs to ensure that it provides culturally sensitive and appropriate care to all Ontarians, and that we are an employer of choice for visible minorities, Indigenous peoples and LGBTQ members. Diversity and inclusion need to be part of Ornge's recruitment strategy to

ensure we hire the best people and to ensure that our staff – particularly those who belong to vulnerable groups – feel safe, secure and supported.

Risks and Mitigations

In keeping with Enterprise Risk Management best practices, Ornge identifies, monitors and manages risks throughout the year, with a view to minimizing the organization’s risk profile. Summary of certain risks as they pertain to operations:

Risk	Mitigation
<p>COVID-19 Related Risks – Ornge continues to experience a range of operational pressures and risks including medical consumable restrictions/shortages, incremental costs to put safety measures in place, supply chain risks such as delayed shipments, unavailability of equipment/parts/inventory etc.</p>	<p>Ornge’s Pandemic Planning committee meets routinely to discuss issues/concerns. Town halls are held frequently to communicate up-to-date information in regards to the pandemic. Significant changes were made to Ornge’s paramedic education programs to deliver the majority of modules virtually therefore reducing travel requirements. Many procedural changes have been made for clinical care and infection prevention. Workplace modifications addressing physical distancing and other public health measures have been implemented in our Head Office, bases and other facilities and work from home arrangements have been implemented for the majority of Ornge administrative staff.</p>
<p>Staffing with Certainty – Inability to staff our bases and assets.</p>	<p>As with most healthcare organizations, the sustained COVID pandemic response has placed a strain on our front-line crews. This is exacerbated by the fact that Ornge employs numerous highly specialized resources, including some which are sensitive to the vagaries of the aviation industry (pilots, aircraft maintenance engineers, etc.) Staffing with certainty remains a key priority, and we remain vigilant in relation to this operational risk. An on-call staffing model is in place to address unplanned absences. In addition, there are ongoing discussions with the Ministry of Health on how to best address this issue.</p>
<p>Unavailable to Respond to a Service Request – Ornge may be unable to service a request due to adverse weather, staffing, operational matters such as maintenance, other ongoing transports, etc.</p>	<p>A well-defined deployment plan sets out the steps taken to deploy assets efficiently and minimize the challenges associated with volume and weather. Operational procedures and systems are in place to reinforce operational readiness and minimize downtime associated with aircraft maintenance.</p>
<p>Patient Transfer Critical Incident – Risk of an accident during air or land transportation.</p>	<p>As an air carrier, Ornge is heavily regulated and overseen by Transport Canada. Part of oversight includes provision and compliance with standard operating procedures and training programs. Initial pilot training and annual training programs are overseen by Transport Canada. Safety standards and practices are monitored through an active safety reporting system which forms part of Ornge’s safety management system (SMS), also overseen by Transport</p>

Risk	Mitigation
	Canada. Driver training is provided to land crews on a routine basis and for new recruits.
<p>Clinical Risk – Low volume, high acuity patients present a clinical risk.</p>	<p>Ornge’s initial and continuing medical education programs, including live simulation training, addresses high acuity skills training. Chart audits are routinely performed and clinical metrics are monitored and reviewed to assess compliance with clinical standards.</p>
<p>Financial Risk – Ornge is fully funded by the provincial Ministry of Health. Ornge continues to experience extraordinary costs associated with COVID-19 response, which are in addition to usual financial pressures. Moreover, certain costs are beyond Ornge’s control (foreign exchange, fuel costs, carbon tax).</p>	<p>Ongoing efforts to find efficiencies within the operation and manage the operation within the funding envelope. Ornge maintains an open and transparent relationship with the MOH with respect to value for money and funding needs.</p>
<p>Healthcare System Risk – Change in environmental, demographic, societal and technological areas will impact our operations and transport patterns.</p>	<p>Through our planning processes, we endeavour to respond to system-level emerging risks. Our Strategic Plan contemplates the growing needs in health care, including the operational implications re: response to mental health and time-sensitive requests (e.g. cardiac, stroke). Our IT roadmap endeavours to position us for future technological changes. Our business continuity plans consider disruptions due to environmental risks such as extreme weather events.</p>

Priorities for 2022-2023

COVID-19-Related

Ornge will continue to work closely with the Ministry of Health to support provincial COVID-19 efforts. Initiatives such as surge response (providing assistance in 'decanting' patients in the event a hospital is experiencing capacity challenges) can be deployed again, if needed.

Throughout 2021, Ornge took a leadership role in *Operation Remote Immunity*. In partnership with the Nishnawbe Aski Nation (NAN) and other allied partners, Ornge played a leadership role in the delivery and administration of vaccines to remote northern First Nations communities. Ornge will continue to support provincial vaccination efforts through planning support, the dispatch of aircraft, and other opportunities to leverage the organization's experience and expertise in logistics, transport and medical care.

Strategic Plan

Invent Practice

Standing Agreement Mental Health Asset: Launch dedicated aircraft to perform mental health related transports on a trial basis. Monitor performance and system impact throughout the pilot period.

Blood on Board: Following the successful launch of a Blood on Board program in Toronto (in partnership with Sunnybrook Health Sciences Centre), expand this program into Northern Ontario in collaboration with a northern hospital partner.

All Canada Aeromedical Transport (ACAT): Host the fifth annual ACAT symposium for air ambulance providers as a forum for sharing novel approaches and best practices in aviation safety.

Improve our Processes – ACTT with Precision

Access

Serviceability: Seek funding for increase in paramedic and pilot staffing levels across Ornge bases, working toward a goal of achieving 95% readiness (fully staffed with CCP level of care).

OCC Alternate Work Site: As Ornge's present Operations Control Centre (OCC) alternate work location (the Mississauga CACC) will no longer be available for Ornge use in approximately July 2022, secure space and retrofit a new OCC backup site.

Environmental Management System (EMS): Implement a robust EMS for Ornge bases, including programs and processes (notification, cleanup, etc.) for environmental concerns such as oil spills, management of tanks, etc. Explore options for long-term, permanent facilities solutions, including appropriate rest quarters for staff.

Capacity

Special Operations Team: Launch an Ornge Special Operations Transport Team (OSOTT), which would be comprised of paramedics specially trained to transport complex, high acuity patients as well as other cases where there are operational limitations.

Operational Demand Vehicles: Study viability of establishing alternate means of transport to complete non-urgent patient transports from airport to final destination. Building on the success of dedicated vehicles in Thunder Bay and Toronto, Ornge is looking to expand use of dedicated vehicles in specific communities, beginning with Timmins. The goal is to decrease delays on the ground, improve overall operations, and improve patient flow and care.

Training

Continuing Medical Education (CME) Facilities: Acquire temporary facilities (trailers) for Ornge bases to be used as classrooms for new educational model, allowing newly-hired Clinical Practice Leads to have suitable space for the delivery of CME programs.

Transport

New Permanent Critical Care Land Ambulance Bases: Subject to Ministry approval, secure permanent space and dedicated base staffing for CCLA operations in southwestern Ontario and the Golden Horseshoe regions. (Temporary bases opened in these two communities as extra capacity for COVID-19.)

Precision

Emergent 1 Responsiveness: Find system efficiencies with the goal of achieving a 10% reduction in how quickly (90th percentile) Ornge can launch or turn a helicopter/airplane towards a patient with an absolute time sensitive emergency known as E1/Life or Limb.

There are two main components to improve E1 response time: *1. Improve serviceability rates; 2. Improve performance when there is an available aircraft.*

Ornge has identified four key time segments to target for efficiencies:

- a. Time spent completing patient details
- b. Time from patient details complete to weather check
- c. Time spent performing a weather check
- d. Chute time (time from when call is dispatched to when helicopter/airplane begins travelling to the call).

Ornge will be reviewing its processes to make adjustments that result in time saved without compromise to safety or operational effectiveness.

Integrate Provincially

- *Contributing System Partner:* Continue Ornge's system-level contributions to provincial COVID-19 response and vaccination roll-out. Seek out new and ongoing opportunities to participate at planning tables within the health care system, advising on system integration matters, including patient transportation and health equity for Indigenous communities.

Inspire our People

Quality and Patient Safety Plan (QPSP)

Based upon input from key stakeholders (front line staff, Paramedic Services, CACC, Hospitals) and quality and patient safety data from our quality program within the organization, the 2021-2024 Quality and Patient Safety Plan will be implemented. This ambitious plan will align the Strategic Propellers and the lynchpin of SAFE and drive the quality and safety initiatives for the organization from 2021-2024.

Paramedic Mobile App: Develop and launch a mobile app which allows Ornge paramedics to perform daily tasks electronically, including vehicle checks, logging equipment malfunctions, incident reports, etc.

Equity, Diversity and Inclusion (EDI): Build on the successes of first year of EDI committee by engaging a consultant to help Ornge develop best practices. Begin process of implementing recommendations to ensure EDI principles are reflected in internal and external processes such as recruitment and retention. Continue work to promote health equity.

Information Technology Plan

The primary IT goal is to support frontline operations by maintaining 24/7 communication links between the Operations Control Centre (OCC) and a range of stakeholders, including our crews, Transport Medicine Physicians, sending and receiving health care facilities, Central Ambulance Communications Centres (CACC), Paramedic Services and other healthcare partners. Ornge manages a range of technology tools internally and through third party providers, including:

- Dispatch software and telecommunication technology, such as decision support software, status boards, telephony
- Aviation-related tools pertaining to aircraft maintenance, electronic flight bags
- Paramedic-related tools such as electronic patient care records (ePCR)
- Database platforms

In addition, Ornge manages a range of business applications that support administrative functions. Business continuity and cyber security remain the highest priority.

In the coming year, the main areas of focus will be:

- Continued system improvements to support operational efficiencies, initiatives such as Robotic Process Automation, mobile device technologies for paramedics and improved system integration initiatives that help reduce data entry and streamline processes.
- Medium and long-term technology planning, including consideration of other new technologies with a significant focus on cloud technology.
- Improved technology for communication with frontline and other service providers through the government's Public Safety Radio Network initiative.

Public and Stakeholder Relations Plan

Ornge's Corporate Communications and Public Affairs provides responsive, proactive and reactive communications advice and support to internal stakeholders, promotes the organization as a leading provider of air ambulance and related services, and engages external audiences and stakeholders to build awareness and understanding of our work.

Internal Engagement

Corporate Communications and Public Affairs will continue to provide timely, accurate information to staff related to COVID-19. This includes the organization of virtual town hall meetings typically held monthly, ensuring staff are informed of public health developments and how they relate to Ornge operations and clinical practice. In 2022, we will introduce new topics and guest speakers to these meetings to make the most of the opportunity to pass along relevant information to all staff. The primary digital tool for staff information is Compass, Ornge's Intranet which was launched in 2015. We will be undertaking a new design for the site, representing best practices and improved functionality.

External Engagement

As many of the previous external engagement tools – such as media rideouts and staff appearances at public events – have been scaled back or cancelled due to COVID-19, Corporate Communications and Public Affairs has been seeking out innovative opportunities to showcase the Ornge brand and thought leadership. The podcast *Ornge Pulse* launched in 2021, offering the public an opportunity to learn more about Ornge's people and service. New episodes will proceed in 2022 along with the launch of a new podcast *Ornge Precision*. This podcast will be specifically targeted to a clinical audience (paramedics, physicians) with the aim of discussing topics of interest in the air medical and critical transport space. Corporate Communications and Public Affairs will also be executing a new brand strategy to position

Ornge as a world leader in support of the organization in efforts to recruit the best and brightest in paramedics and pilots.

Partner-Stakeholder Education and Communications

Many stakeholders reach out to Ornge via the ornge.ca website, which contains many documents, procedures and policies relevant to the transport process. In 2022, the site is undergoing a reorganization in order to ensure stakeholders (hospital, Paramedic Service, medical escorts, police, fire, etc.) are able to reach the information they require with relative ease. Following completion of the reorganization, we will be launching a stakeholder marketing campaign to raise awareness of the website and improvements. Corporate Communications and Public Affairs will continue to work with operational divisions to create material such as whiteboards and animations to support specific stakeholder education needs (Examples: cancelled calls, bariatric transports.)

Performance Measures

Every year, Ornge prepares a Quality Improvement Plan (QIP). The purpose of the QIP is to provide a framework for Ornge initiatives that are designed to improve patient experience and care, clinical practice, and operational service delivery to meet the transport needs of Ontario residents within a broader healthcare system. Indicators change from one year to the next to reflect organizational priorities, including some identified areas for improvement. Ornge’s QIP indicators are largely outcome measures and are listed as follows. See Ornge’s website for a more detailed version.

Objective	Performance Indicators 2022
Improve patient and stakeholder satisfaction	Timely Acknowledgement of External Complaints and Inquiries
Improve patient and stakeholder satisfaction	% patients delayed for transport in whom OCC staff obtain updates every six hours
Improve Clinical Quality	Responsiveness to Mental Health Patients – 90 th percentile time from first call received (T0) to arrival at sending facility for Urgent (OTAS 3) transports
Improve Clinical Quality	Definitive Airway Sans Hypotension/Hypoxia on 1 st Attempt (DASH-1A) and Peri-intubation vitals
Improve Clinical Quality	HCO3 Guided Ventilation Strategy (NEW) % of ventilated adult and pediatric patients with HCO3 documented on the EPCR
Improve Patient Safety	% of time pre-determined areas are cleaned below the relative light units (RLU) threshold on monthly audits
Improve Staff Safety	Soft Tissue/MSK Injury Rate

Improve Timeliness	Length of Stay at Sending Hospital After Handover to Ornge
Improve Efficiency	E1 Responsiveness: 90 th percentile time from patient details complete (PDC) to aircraft moving towards sending hospital
Improve Efficiency	OCC Time to First Response

In addition, Ornge closely monitors its volume of activity using a range of measures (output measures) which include:

- Volume of requests for patient service
- Volume of ‘serviced and transported’ requests, by patient acuity and type of request (on scene vs inter-facility)
- Volume of ‘serviced and transported’ special patient population requests
- Volume of ‘serviced and transported’ requests with positive COVID-19 screening outcome
- Volume of patient transports by asset type (helicopter, airplane etc.) and carrier
- Overall timeliness by acuity and region (inter-facility transfers)
- Volume of requests in support of the Trillium Gift of Life organ donation program

By monitoring QIP results and other key performance measures, Ornge maintains a steady watch over organizational quality with an overall goal of improving the effectiveness of our service delivery.

Progress on Prior Year Priorities

The following chart outlines progress on many of the operational priorities identified in Ornge’s 2021-2022 Business Plan. Given the extraordinary demands presented by COVID-19, we are satisfied with the progress made on most of these initiatives.

2021/2022 Operational Priorities	Status @ December 2021
<p><i>Invent Practice</i></p> <ul style="list-style-type: none"> • <i>Ventilator Replacement Program:</i> Taking a phased approach, implement new ventilators. Develop standardized protocols and associated training for paramedics. • <i>All Canada Aeromedical Transport (ACAT):</i> Host the forth annual ACAT symposium for air ambulance providers as a forum for sharing novel approaches and best practices in aviation safety. 	<p>Procured all ventilators and received them. Training is underway, with a planned implementation in rotor wing aircraft in Jan 2022 followed by fixed wing in Q3.</p> <p>Virtual conference held in May 2021. Planning underway for fifth conference in 2022.</p>
<p><i>Improve our Processes – ACTT with Precision</i></p> <ul style="list-style-type: none"> • <i>Partnership on Remote Piloted Aircraft System:</i> In partnership with the Independent First Nations Alliance and Indigenous Services Canada, trial ‘beyond visual line of 	<p>Continued discussions with Independent First Nations Alliance (IFNA) and Indigenous Services Canada (ISC). Further action delayed due to COVID-19 priorities.</p>

2021/2022 Operational Priorities	Status @ December 2021
<p>sight' drone technology in support of time-sensitive clinical intervention (e.g. delivery of a life-saving drug) pending the arrival of an Ornge crew.</p> <ul style="list-style-type: none"> • <i>Cancelled Trauma Scene Calls Project:</i> Review data from phase one of the 'cancelled calls' project to assess patterns and reasons for cancelling helicopter response. Based on results, work with system partners on strategies for preventing cancellations where the patient would derive a clinical benefit from onward rapid transport to a trauma centre. <p><i>Capacity</i></p> <ul style="list-style-type: none"> • <i>Surge Response Capability:</i> In partnership with the Emergency Medical Assistance Team (EMAT), develop a concept of operations where Ornge Surge Response Team would be deployed as advance party to EMAT deployment. <p><i>Training</i></p> <ul style="list-style-type: none"> • <i>Paramedic Education:</i> Implement a revamped approach to continuing medical education, taking a phased approach. The new format focuses on smaller, more frequent delivery of education by an Ornge clinical practice leader locally who trains at the base or in the aircraft while paramedics are on-shift. <p><i>Transport</i></p> <ul style="list-style-type: none"> • <i>Helipad Information for Stakeholders:</i> Upon completion of an engineering report, make available the performance specifications of Ornge's helicopters (AW139) to operators of helipads in urban areas who have an interest in protecting the surrounding air space from urban encroachment. • <i>Advanced Care Paramedic (ACP) Standing Agreement Carrier:</i> Arrange for ongoing advanced care service delivery via an aircraft based in southern Ontario. <p><i>Precision</i></p> <ul style="list-style-type: none"> • <i>Right asset, Right time, Right patient, Right place:</i> Develop a conceptual approach for presentation to government partners on strategies for deploying assets with greater precision, including with reference to the patient's condition. • <i>Back Office Tools for Operational Efficiency:</i> Implement an eExpense solution and technology integration for aviation management systems. Begin considerations for an inventory management system. Continue with priority initiatives: integration with the government's Public Safety Radio Network (PSRN); system and data security; disaster recovery; long-term technology planning; and novel solutions for business needs. 	<p>Ongoing stakeholder engagement with the publication of cancelled calls project research. Exploring the feasibility of an option where Ornge crews would have the ability to land at the nearest airport in the event of cancellation en route, in order to be in a closer position to respond for an inter-facility if requested.</p> <p>Tabletop exercises held in 2020/21. Further discussions with EMAT anticipated for 2022.</p> <p>The position of Clinical Practice Lead (0.5 Flight Paramedic, 0.5 Education) was created, posted for, and recruited. Base enhancements to meet the needs of paramedic education planned for 2022/23.</p> <p>Engineering report completed. Ongoing dialogue with several hospitals underway to ensure understanding of AW139 technical requirements and the need to protect surrounding airspace.</p> <p>ACP-level standing agreement (SA) carriers now available in Kitchener. Additional ACP SA asset also available in Thunder Bay.</p> <p>Continued work toward the creation of data modelling which can predict operational impact of changes to staffing levels, aircraft type and availability, base locations</p> <p>The eExpense system was implemented in 2021. PSRN-related site visits by Ministry conducted to understand existing infrastructure at Ornge. Exploring feasibility of "push to talk" radio communication between Ornge rotor wing aircraft and municipal Paramedic Services crews during scene calls.</p>

2021/2022 Operational Priorities	Status @ December 2021
<p><i>Integrate Provincially</i></p> <ul style="list-style-type: none"> • <i>Contributing System Partner:</i> Building on Ornge’s recent system-level contributions to provincial COVID-19 response and vaccination roll-out, further participate at planning tables within the health care system, advising on system integration matters, including patient transportation and health equity for Indigenous communities. 	<p>Ornge is taking an active role in several provincial COVID-19 related tables, including the IMS table and critical care command centre, in addition to other provincial tables which predate the pandemic (Emergency Service Advisory Committee and Ontario Trauma Advisory Committee).</p>
<p><i>Inspire our People</i></p> <ul style="list-style-type: none"> • <i>Equity, Diversity and Inclusion (EDI):</i> Through Ornge’s new EDI Committee, develop a roadmap for best practices that promote equity, diversity and inclusion to attract, retain and enable the best talent, and promote health equity in Ontario and strengthen communities we serve. • <i>Fatigue Risk Management:</i> Develop fatigue management strategies that, as a minimum, align with federal regulation changes which are anticipated in December 2022. • <i>OH&S Best Practices (ISO 45001):</i> Adopt best practices in Occupational Health and Safety which are consistent with ISO 45001 program standards. 	<p>Request for Proposals issued for EDI consultant, with a successful proponent chosen. Recruitment for EDI Lead roles (internal) complete. Development of EDI roadmap to commence in early 2022.</p> <p>Initial Fatigue Risk Management (FRMS) policy and procedures have been developed to reduce real-time operational fatigue risk as we continue to work with our staff and Transport Canada to implement additional policies in alignment with the federal mandate by December 2022.</p> <p>Completing internal compliance evaluation. In 2022, Ornge will be performing a gap analysis to the ISO 45001 program standards. Implementation expected in Q4 2023.</p>