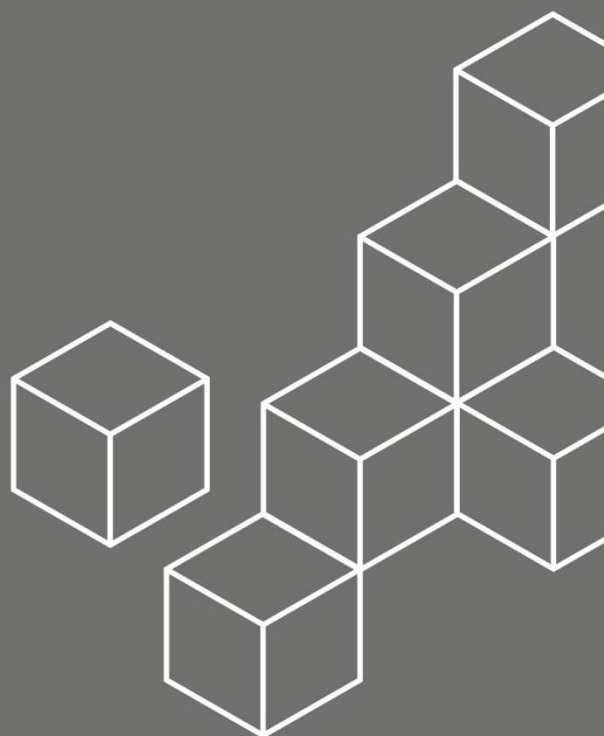




# Business Plan 2023/2024



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## Introduction

This document is Ornge's 2023-24 Business Plan. Submitting and publically posting a Business Plan is a requirement for Ornge under the Broader Public Sector Business Documents Directive.

The Broader Public Sector Business Documents Directive (reference) sets out the requirement for all designated BPS organizations to prepare and publish online business plans and other business or financial documents. The objective is to provide the public with consistent and accessible business information.

Designated BPS organizations must post business plans that contain at minimum the following information:

- an organization's mandate and strategic direction;
- an overview of current and future programs and key activities;
- and performance measures and targets.

## A. ORGANIZATIONAL MANDATE AND STRATEGIC DIRECTIONS

### Organizational Mandate and Core Tasks

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.

Our mandate is 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.

#### 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 over long distances by airplane, for the purposes of

repatriation of patients to their closest-to-home hospital or home community, or access to specialist appointment and specialty diagnostic testing at regional centres.

- Providing transportation-related services to support organ transplant under contract with Ontario Health - 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.

**Vision: 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. 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.

**Motto: Lives Uplifted**

**Values: Kindness, Respect, Integrity, Safety, Professionalism**

## Strategic Directions

Ornge's Strategic Plan 2021-2024 sets out a plan that is rooted in health equity. 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 prehospital environment so that they can be started earlier and/or be maintained during transport so as to achieve the best possible outcomes for the patient.
- 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, even for patients 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 2023-2024 outlines our operational model, describes our current operating environment and highlights key priorities for the year ahead.

## B. CURRENT PROGRAMS AND KEY ACTIVITIES

### Achieving our Mandate: Ornge’s Operational Model

Highly skilled paramedics deliver patient care. Pilots fly our aviation assets, while paramedics drive our critical care land ambulances. Aircraft maintenance engineers ensure that the aviation assets are maintained and safe to fly. Our communications officers dispatch our assets based on the medical priority of the call. Ornge aircraft are staffed with two pilots and two paramedics, and Ornge land ambulances are staffed with two paramedics.

Our communication officers who work at our central communications facility, the Operations Control Centre (OCC), dispatch services and personnel. The OCC works with Central Ambulance Communications Centres (CACC), as well as sending and receiving hospitals to facilitate patient transportation, including the coordination of municipal land ambulances to transport patients and Ornge crews to and from aerodromes. Transport Medicine Physicians (TMP) 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. Most work out of Ornge’s head office in Mississauga.

### Base Locations

Currently, Ornge has 13 bases located in 12 centres across the province from which air ambulance and Critical Care Land Ambulance (CCLA) services are delivered. (An additional CCLA base – Hamilton – is expected to open in 2023.)

Base	Staffed Asset	Available
<b><i>Air</i></b>		
London	1 Helicopter	24/7
Ottawa	1 Helicopter	24/7
Toronto	2 Helicopters	24/7
Sudbury	1 Helicopter	24/7
Moosonee	1 Helicopter	24/7
Kenora	1 Helicopter	24/7
Thunder Bay	1 Helicopter, 2 Airplanes	24/7
Sioux Lookout	1 Airplane	Peak Hours
Timmins	1 Airplane	Peak Hours
<b><i>Land</i></b>		
Ottawa Land	1 Land Ambulance	24/7
Peterborough	1 Land Ambulance	12/7
Mississauga	2 Land Ambulances	24/7
Chatham-Kent	1 Land Ambulance	12/7

Note: The Sioux Lookout and Timmins bases are staffed using a peak hours model with overlapping shifts.

## Asset Deployment

Ornge strives to dispatch the right asset to the right patient at the right time. Several factors are taken into consideration when assigning an asset. Appropriate utilization of air ambulance and CCLA assets is set out in policies of the Ministry of Health, as well as policies of Ornge and CritiCall Ontario. For system efficiency and effectiveness, utilization policies and guidelines are to be followed by all system partners when requesting Ornge response – the Central Ambulance Communications Centres (CACCs), local land paramedic/EMS providers, hospitals, nursing stations, and long-term care facilities.

When deploying Ornge assets, there are criteria that must be met as set out within the *Field Trauma Triage and Air Ambulance Utilization Standards*. Other factors in dispatch decisions include patient condition, the location of the closest asset, and infrastructure that exists at both sending and receiving locations (i.e., hospital rooftop helipads vs airport only which would require a land ambulance to assist in the transport).

Generally the following applies when making asset decisions. Please note that the transport environment is dynamic and fluid, and guidelines may shift depending on the nature of the call.

- Rotor wing assets will be considered within a response range of up to 250 km as the crow flies from current location/base.
- Fixed wing may be preferred to rotor wing when airport landing is available and overall time to definitive care is faster than, or the same as, rotor. Typically, anything over 240 km from sending to receiving is considered for fixed-wing response.
- CCLA assets will be considered within a response range of up to 150 km to Requestor, 150 km to Receiver, and having an anticipated out of hospital patient transfer time of not more than 90 minutes.

### Level of Care Considerations

Ornge's dedicated assets – including its owned and operated fleet of helicopters, airplanes and land ambulances -- typically operate at the critical care paramedic (CCP) level of care. Ornge is the only paramedic service in Ontario which trains paramedics to the CCP level. The highest level of paramedic qualification in the province, Ornge CCPs operate with an expanded scope of practice and can administer almost all critical care medications, blood products and manage ventilated patients in transport.

For transports of lower acuity requiring Primary Care Paramedic (PCP) level, Ornge makes use of Standing Agreement (SA) carriers. Some SA carriers are equipped and staffed so as to offer ACP flight capabilities and operate as an extension of the dedicated fleet.

## 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.



- 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:

Organization	Relationship
Ministry of Health	Regulatory and oversight relationship, funding

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	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

## C: FUTURE PROGRAM AND ACTIVITIES

Innovations and developments in the healthcare system will continue to drive future programs and activities, as Ornge will need to keep pace with new changes in the standards of care and with changes in the health care system.

### Innovations in Health Care

*Time-sensitive emergency:* New developments in the therapy 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. Early initiation of blood transfusion of different products is an example of such a therapy. Early transfusion of blood products for a host of conditions resulting in massive hemorrhage has been shown to save the lives of bleeding trauma patients, bleeding post-partum patients, and patients experiencing GI bleeds. Balanced transfusions (red cells, plasma and platelets) are particularly important.

*Different modes of ventilation:* There is increased attention on the use of noninvasive ventilation strategies to avoid mechanical ventilation and intubation. These include bipap and high flow oxygen. These strategies have been shown to be very effective during the pandemic for conserving ICU capacity. Ornge will continue to need to expand its ability to provide non-invasive ventilation within all types of aircraft and vehicles and to all ages of patients. Ornge effectively expanded its ability to provide High Flow Nasal Cannula oxygen on our fixed wing aircraft to support to our Northern patient transports and rural and remote health care providers during the pandemic by conducting a groundbreaking research study. We will continue to expand this ability for non-invasive ventilation (NIV) to infants and children as we roll out the new Hamilton T1 ventilator across the Province.

*Extracorporeal Membrane Oxygenation (ECMO):* ECMO is a form of life support for patients with life threatening illness that affects the function of their heart or lungs. This device pumps blood from the patient's body to an artificial lung that adds oxygen and removes carbon dioxide. It is only used on the most critically ill patients and we observed and increase in the volume of ECMO patient transport requests during the pandemic. Ornge, in collaboration with University Health Network (UHN) and Toronto Paramedic Services Critical Care Transport Unit, have transported hundreds of patients safely on ECMO on our Critical Care Land Ambulances (CCLA). In order to ensure increased capability in ECMO transport across the Province, Ornge is collaborating with London Health Sciences Centre and the Ottawa Heart Institute to develop similar ECMO CCLA transport programs to service the southeast and southwest portions of Ontario. Ornge is also focused on improving its ability to transport ECMO patients longer distances on fixed wing aircraft by partnering with the MOH to potentially procure a larger multi-purpose aircraft suitable for the number of clinical team members required for care of these complex patients.

*Bariatrics:* The ability to transport bariatric patients safely and efficiently is a key priority for Ornge. Ornge is developing improved dispatch processes as well as information packages for stakeholders to ensure the right aircraft is dispatched in support of bariatric patients. Ornge is also developing a surge response team of specially-trained paramedics to provide clinical care to bariatric patients in transport. As part of Ornge's fleet renewal process, the ability of our new fixed wing aircraft to transport bariatric patients is a

mandatory requirement to ensure our ability to respond in a timely fashion.

## Changes in the Healthcare System and the Ornge Operating Environment

### **1. Human Health Resources (HHR) Challenges**

All Ontario health care organizations, including Ornge, are experiencing shortages of HHR. The result for hospitals include short term bed closures, and in extreme circumstances, short term closures of emergency departments (ED) and/or Intensive Care Units (ICU). For municipal paramedic services, this means fewer ambulances on the road and decreased availability of land ambulances to pick up and drop off Ornge crews and patients at aerodromes and hospitals. For Ornge, the result has been increased down staffing of assets, which results in decreased availability and increased delays in transport. Closures of hospital EDs is also resulting in increased number of urgent and emergent Ornge transports from hospitals during cycles of down staffing.

Ornge HHR challenges are multifactorial. An increase in paramedics booking sick time results in decreased serviceability. These workers experienced the brunt of the pandemic. Ornge fixed wing pilots are, generally speaking, early in their flight careers. Many see Ornge as a stepping stone to a position as an airline pilot. As airlines resume normal operations, the demand for pilots in the private sector has increased, resulting in more frequent fixed wing pilot vacancies at Ornge. The shortages of staff are particularly troublesome for our fixed wing bases, but down staffing challenges exist at rotor wing bases as well.

The MOH has recently changed Regulation 257/00 of the Ambulance Act to allow mixed crew configurations in the back of air ambulances. In part, this change was driven by increasing serviceability issues for our air ambulances. This change will allow Ornge to staff the back of SA carriers with nurses in the short term to allow for higher level of care in fixed wing aircraft, to augment our dedicated Ornge fixed wing fleet.

### **2. Pandemic**

There continues to be increased demand for ICU and ED capacity, driven by COVID-19. As well, Ontario continues to experience high pediatric ICU hospitalizations because of RSV infections and Influenza infections. New highly infectious and potentially severe COVID-19 variants, as well as the normal seasonal uptick in respiratory infections, may lead to new and ongoing surges in Ontario hospitals.

### **3. Global Warming**

As global warming continues, the Moose River in the James Bay coast will be impassable to motorized vehicle traffic for a longer period of time. Subsequently, there will be a prolonged need for helicopter availability for the river crossing for the Weeneebayko Area Health Authority (WAHA) hospital. As well, global warming will increase the likelihood for mass evacuations for climate events including spring flooding and forest fires.

### **4. Global Economy**

Global inflation continues to result in significant increases in operating costs for Ornge. The price of fuel has

gone up by almost 40 per cent. In addition, supply chain issues complicate the procurement of aviation parts, resulting in decreased serviceability of machines, because of parts supply. As well, the costs of using the SA carriers and other contract carriers is also rising dramatically (up to 40 per cent) because of aviation parts issues, maintenance costs and HHR costs.

## Access to Care

- *End-of-Life Care:* There is increased attention to improving the quality of life of palliative patients at end of life. Ornge traditionally prioritizes life-saving transports. However, it is important to provide timely transport of palliative patients, particularly in northern Ontario, so that they can spend their remaining time with friends and family. 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).
- *Mental Health:* A patient suffering a serious mental health crisis in rural and remote 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. Ornge will also increasingly rely on this technology and require improved digital integration. As a result, Ornge will need to ensure its digital network functions are resistant to cyberattacks.

## 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 also 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. As well, EDI needs to permeate the care we provide all of our patients: we need to ensure that Ornge crews continue to provide culturally-competent and excellent health care.

## D: PRIORITIES FOR 2023-2024

### To Increase Serviceability and Timeliness

**Fleet Renewal:** Having received Government of Ontario approval to proceed with the replacement of eight fixed wing aircraft as they reach the end of their operational life, a significant focus for the upcoming year will be the fleet renewal initiative. This includes undertaking a fair, open and transparent procurement process for the airframe as well as the medical interiors. Future associated base infrastructure and personnel needs will also be assessed. In addition, the Government of Ontario is also considering fleet expansion for larger and faster aircraft. As such, Ornge will undertake a procurement for up to four additional aircraft to be used for air ambulance and emergency response. (Final decisions on fleet size will be subject to additional government approvals.)

**CCLA Expansion:** With the launch of the Chatham-Kent CCLA base complete, the opening of a permanent Hamilton base will be the focus. This involves finalizing agreements for a suitable facility and determining staffing needs.

**Medical Transport Service (MTS):** Because of decreased availability of municipal paramedic service land ambulances, Ornge will work with Medical Transport Service (MTS) providers and hire PCP paramedics at high volume bases to staff Operational Demand Vehicles (ODV). In these vehicles, paramedics will perform transports between hospitals and aerodromes.

**Moosonee Helicopter:** Ornge presently leases two AW139 helicopters, one of which is tasked primarily with providing service to Moosonee and the James Bay coast. As one aircraft lease expires in 2023, Ornge will be seeking approval to purchase this aircraft and adding it as a permanent part of the fleet, ensuring ongoing and timely service to this region.

**SA contract renewal:** We rely completely on SA carriers to provided FW air ambulance service to those patients requiring next day non-urgent PCP level of care. We also are increasingly relying on SA carriers for ACP level of care in specific circumstances where we need larger aircraft and when we have a mismatch between demand for and availability of our own dedicated fixed wing aircraft. Unfortunately, we have large gaps in the availability of our SA carriers because of our funding model for them. As well, there is a shortage of ACP paramedics to staff the ACP model of SA carriers. Finally, there is a shortage of SA carriers for the dedicated mental health asset. We intend to renegotiate our SA contracts to focus on availability of predictability of availability. As well, with the regulation change in the Ambulance Act, we will train and utilize more nurses on our SA carriers to augment the level of care provided on SA carriers to increase flexibility of our transport options.

### To Staff with Certainty

**Optimal Paramedic Staffing:** Front-line staffing will continue to be a focus for Ornge. After

conducting detailed analyses, we realize that the current model of 12 paramedics and 12 pilots per asset has proven to be inadequate to meet Ornge staffing needs. We will be undertaking ongoing discussions with the Ministry to ensure there is appropriate funding for optimal staffing levels.

**Recruitment and Retention:** For paramedics, work will continue on developing a recruitment, assessment and education process for international critical care paramedics to augment our staffing levels with a reduced training burden. In addition, Ornge will continue to focus on measures to ensure our organization remains competitive in the aviation industry in order to recruit and retain qualified fixed wing pilots.

**Collective Bargaining:** Ornge has five Collective Agreements with three different unions that define terms and conditions of employment for fixed wing pilots, rotor wing pilots, aircraft maintenance engineers and communications officers. All five of these agreements will be subject to renewal this year.

### To Promote Equity, Diversity and Inclusion (EDI)

**EDI Phase 2:** With the first phase of the EDI consultant engagement complete, attention will turn to action planning, targeted outreach sessions to address specific findings within the report, mandatory EDI-related education for Ornge staff, ongoing efforts to promote health equity in the north, and providing cultural learning opportunities.

### To Enhance Clinical and Operational Capabilities

**Initial Education:** Ornge will focus on ensuring our ability to train paramedics efficiently to the CCP level of care. This includes maintaining and expanding high volumes of paramedics in training and providing timely clinical in-field experience during the residency process.

**Blood on Board:** Following the successful launch of the Ornge/Sunnybrook Blood on Board program in Toronto in 2021, Ornge will continue to expand our ability to carry blood products on board Ornge aircraft throughout the Province to improve our ability to provide immediate resuscitation of bleeding patients.

**Equipment Renewal:** Areas of focus include the replacement of infusion pumps and the introduction of the Provincial Standard Transport Isolette to the Ornge fleet.

**Special Operations Teams:** Ornge will continue to work closely with the MOH 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. These teams will also be prepared to respond to highly complex and specialized transports such as bariatric, ECMO and others. In addition, the rollout of the Ornge Special Operations Transport Team will include equipment and procedures for highly infectious patients.

## Public and Stakeholder Relations

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.

Recently, Ornge launched a new, refreshed brand campaign: *Lives Uplifted*. Ornge literally "uplifts" people in air vehicles in its mission to provide equitable access to care. It is also inclusive of transports in our land ambulances, as we "uplift" patients to a higher level of care. All members of the Ornge team contribute to this mission. As a colour, orange has been proven to psychologically evoke uplifting feelings, making it the ideal complement to a brand statement rooted in comradery and community support. This change in branding will be a rallying point for our organization and will be visible in our digital channels, videos, presentations, recruitment drives, etc.

- ***Internal Engagement***

Corporate Communications and Public Affairs (CCPA) will continue to provide timely, accurate information to staff and stakeholders. The frequency of virtual town hall meetings – including meetings targeted at specific employee groups – has increased in order to facilitate dialogue with senior leadership. Following the launch of the enhanced *Compass* intranet in 2022, CCPA will continue to add features to enhance inter-departmental communication. Building off the success of the new *Lives Uplifted* branding, we will explore opportunities to enhance knowledge of our organization among opinion leaders in order to support recruitment efforts – positioning Ornge as a world leader.

- ***External Engagement***

Ornge will seek out new ways to engage with external stakeholders. The development and distribution of an Ornge Quick Access Guide – a physical manual consisting of a series of QR codes which direct a user to the relevant section of the website – will take place early in 2023, offering our stakeholders a simplified approach to reaching the information they require to work with Ornge effectively. This is happening in conjunction with the launch of an improved format and layout for the Ornge.ca website. As pandemic restrictions ease, additional external communication tactics such as media rideouts and staff participation in community events will resume on a limited basis. 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.)



## E: PERFORMANCE MEASURES

### Quality Improvement Plan Indicators

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.

Objective	Performance Indicators 2022
Improve Clinical Quality	Responsiveness to Mental Health Patients – 90 <sup>th</sup> 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 <sup>st</sup> Attempt (DASH-1A) and Peri-intubation vitals
Improve Clinical Quality	Transport Medicine Physician E1 Interfacility Patients – 90 <sup>th</sup> percentile patients serviced and transported, First Review Needed time to First TMP Status time
Improve Efficiency	E1 Responsiveness: 90 <sup>th</sup> percentile time from patient details complete (PDC) to aircraft moving towards sending hospital
Improve Efficiency	E1 Responsiveness: OCC – 90 <sup>th</sup> percentile time from ticket creation to PDC time stamp
Improve Efficiency	E1 Responsiveness: Weather Check
Improve Efficiency	E1 Responsiveness: % CCP Level of Care targets

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.

## F: PROGRESS ON PRIOR YEAR PRIORITIES

2022/2023 Operational Priorities	Status @ December 2022
<p><i>Invent Practice</i></p> <p><b>Standing Agreement Mental Health Asset:</b> Launch dedicated aircraft to perform mental health related transports on a trial basis.</p> <p><b>Blood on Board:</b> 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.</p>	<p>Dedicated Mental Health Aircraft launched in April 2022 for a one-year trial. Continuing to monitor performance and system impact throughout the pilot period.</p> <p>Planning continues for the launch of the next Blood on Board program, which will be based in Thunder Bay. Anticipated launch date March 2023. Next Blood on Board programs anticipated for London and Timmins.</p>
<p><i>Improve our Processes – ACTT with Precision</i></p> <p><b>Serviceability:</b> 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).</p> <p><b>OCC Alternate Work Site:</b> 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.</p> <p><i>Capacity</i></p> <p><b>Special Operations Team:</b> 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.</p>	<p>Ongoing discussions with Ministry of Health with respect to Ornge’s staffing levels. Recruitment for paramedics and pilots continues. Launched an paramedic recruitment campaign targeting jurisdictions outside of Ontario. Plans to hire up to 19 contract Advance Care Paramedics from Ontario.</p> <p>Leasing temporary office space for current OCC backup site. Secured new warehouse facility that will house alternate workspace for OCC. Renovations to take place January 2023, with targeted move in date for February.</p> <p>Discussions with paramedic union resulted in agreement on Collective Bargaining Agreement language. Positions for OSOTT posted and 10 offers made. First round of training planned for early 2023.</p>

<p><b>Operational Demand Vehicles (OCV):</b> 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.</p> <p><b>Continuing Medical Education (CME) Facilities:</b> 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.</p> <p><i>Transport</i></p> <p><b>New Permanent Critical Care Land Ambulance Bases:</b> 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.)</p> <p><i>Precision</i></p> <p><b>Emergent 1 Responsiveness:</b> Find system efficiencies with the goal of achieving a 10% reduction in how quickly (90<sup>th</sup> percentile) Ornge can launch or turn a helicopter/airplane towards a patient with an absolute time sensitive emergency known as E1/Life or Limb.</p>	<p>One-year trial for ODV in Timmins launched in July 2022. Primary Care Paramedics hired for this vehicle. In collaboration with Cochrane District Paramedic Services, mandate expanded to include supporting the transport needs of Long-Term Care homes in Timmins and district.</p> <p>Education trailers in place at bases for education purposes. Renovations to education and head office simulation area complete, with renovations for Thunder Bay scheduled to begin in late 2022.</p> <p>Permanent Southwestern Ontario CCLA base launched in Spring 2022. Moved into permanent space in Chatham-Kent in September. Plans for a permanent Hamilton base approved. Location identified and working on finalizing an agreement.</p> <p>As staffing has the largest impact on responsiveness, initiatives to support staffing with certainty continue to be a focus (see above: Serviceability).</p>
<p><i>Integrate Provincially</i></p> <p><i>Contributing System Partner:</i> Continue Ornge’s system-level contributions to provincial COVID-19</p>	<p>Ongoing presence on provincial Critical Care Command Centre during surge of paediatric</p>

<p>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.</p>	<p>respiratory illness. Working with Independent First Nations Alliance (IFNA) on initiatives to improve emergency health care in IFNA communities. Participation in Nishnawbe-Aski Nation task force on health transformation.</p>
<p><i>Inspire Our People</i></p> <p><b>Quality and Patient Safety Plan (QPSP):</b> 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.</p> <p><b>Paramedic Mobile App:</b> Develop and launch a mobile app which allows Ornge paramedics to perform daily tasks electronically, including vehicle checks, logging equipment malfunctions, incident reports, etc.</p> <p><b>Equity, Diversity and Inclusion (EDI):</b> 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.</p>	<p>QPSP implemented, with quality and safety initiatives tracked regularly.</p> <p>Mobile app launched in Toronto as a pilot. System-wide rollout expected to take place in early 2023.</p> <p>Selected consultant led an organization-wide “Cultural Audit”, including current state assessment and employee consultation. Report delivered in fall 2022. Next steps: communicate EDI goals to staff, implement mandatory education for all staff, development of EDI roadmap.</p>