



WE RESPOND

2024 — 2029



WE RESPOND...

VISION
Health Equity in Motion

MISSION
We overcome time and distance when it matters most.

VALUES
Safe
Patient-Centred
Accountable
Respectful
Kind and Compassionate

TO THOSE WHO NEED CARE

We save lives. We preserve health.

TO SYSTEM AND COMMUNITY

We enable timely access to care. We grow system capacity to meet need.



AS LEADERS IN HEALTH EQUITY

We research and implement innovative services and programs to address geographic inequities in care.

AS ONE TEAM

We are a patient-focused team unified in delivering our mission.

STRATEGIC PRIORITIES

1

IMPROVED TIMELINESS THROUGH OPERATIONAL EXCELLENCE

Over the next five years we will focus on optimizing our capacity and capabilities across the organization in order to better meet need and improve timely access to care.

2

CREATING THE ORNGE ACADEMY FOR HEALTH EQUITY

Our vision of “health equity in motion” will come to life by bringing together existing and newly planned clinical, education, research and innovation efforts into an academy of learning and application for our team and for others.

3

ONE TEAM, ONE MISSION: ORGANIZATIONAL CULTURE

Working together as one team, internally and with our partners, to put the patient at the centre of everything we do.

4

ACCOUNTABILITY AND STRONG PARTNERSHIPS

Focusing on partnerships to promote increased transparency on Ornge performance, system challenges and opportunities.

WE ARE RESPONSIVE. WE ARE ORNGE.

Message from our Board Chair and CEO

As we began mapping out the next chapter in the history of air ambulance and critical care service in Ontario, we considered our unique role in the provincial healthcare system. We recognized the need to reach out to our many partners in care to fully understand how we can serve them better. We also sought the input of our own team members who are on the frontlines of delivering care in transport across every region of Ontario. Finally, we were mindful of the support of our funder, the Government of Ontario, whose investments have enabled Ornge to build the foundation required to meet the future needs of our patients.

We are excited to share the results of this process with our new **Strategic Plan 2025 – 2029**. **We Respond** is a blueprint for the future of our organization and our commitment to health equity, operational excellence, and patient-centred care.

At the core of this is our renewed mission: to overcome time and distance when it matters most. As Ontario's air ambulance service, we are deeply committed to ensuring that every person, regardless of where they live, has access to timely and life-saving care. Our vision, "Health Equity in Motion," reflects our dedication to removing barriers to healthcare across the province, especially in the most remote and underserved regions.

We Respond focuses on four key areas. We are committed to improving timeliness through operational excellence. We will optimize our team, assets, and responsiveness to ensure that we meet patient needs efficiently and effectively. We will lead the way in health equity by innovating and implementing new programs that address geographic disparities in access to care. We will continue to build a strong organizational culture that unites us as one team with one mission. Finally, we will foster strong partnerships that are essential to our success.

Ornge is more than a transport service. We are a lifeline for people in need. We are a team of dedicated professionals who are passionate about delivering high-quality care to the people of Ontario. Together, with our partners and communities, we will continue to respond to the needs of our patients and fulfill our mission.

Thank you for your continued support as we work to make our vision of health equity a reality for all.



Ian Delaney
Board Chair
Ornge



Dr. Homer Tien
President and CEO
Ornge