



ANNUAL REPORT

2025/2026



Web

Phone

Fax

Email

Ornge Head Office

www.ornge.ca

1.800.251.6543

647.428.2006

info@ornge.ca

5310 Explorer Drive, Mississauga, ON, L4W 5H8

We begin by acknowledging the Indigenous Peoples of all the lands that we are on today. We acknowledge the importance of the lands, which we each call home. We do this to reaffirm our commitment and responsibility to improving relationships between nations and to improving our own understanding of local Indigenous peoples and their cultures. From coast to coast to coast, we acknowledge the ancestral and unceded territory of all the Inuit, Métis, and First Nations people that call this land home. We take a moment of reflection to acknowledge the harms and mistakes of the past and present and to consider how we can each, in our own way, try to move forward in a spirit of reconciliation and collaboration.



LAND ACKNOWLEDGEMENT



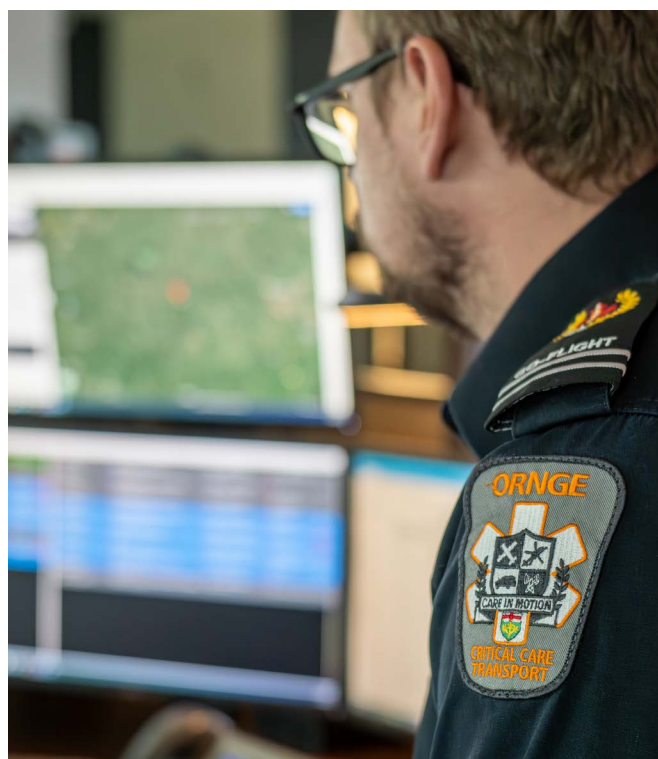
TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT AND CEO	01
BOARD OF DIRECTORS	03
SENIOR LEADERSHIP TEAM	05
WHO WE ARE	07
CRITICAL INTEGRATION	11
EMERGENCY FIRST RESPONSE TEAMS	13
SUDBURY FIXED WING EARLY LAUNCH	15
ORNGE PERFORMANCE	17
EMERGENT TRANSPORT PERFORMANCE	25
Serviceability and Timeliness	26





CRITICAL HIGHLIGHTS	29
Capacity	31
Innovation	32
RESEARCH HIGHLIGHTS	33
PATIENT HEALTH, PEOPLE HEALTH, PLANET HEALTH	35
PARAMEDIC EDUCATION AT ORNGE	39
IN THE COMMUNITY	42
FINANCIAL STEWARDSHIP	48
THE LAST WORD GOES TO OUR PATIENTS	51
Brittany Parkinson	52
DEFINITIONS	53





MESSAGE FROM THE PRESIDENT AND CEO

MESSAGE FROM THE PRESIDENT AND CEO

This past year at Ornge has been defined by purposeful growth, deeper integration, and a continued commitment to delivering on our mission: overcoming time and distance when it matters most.

Across Ontario, demand for air ambulance and critical care transport services continues to grow, with 20,548 patients transported this year (which represents a 5% increase from the previous year). Each transport represents a moment when timely access to care made a meaningful difference. Behind every transport is a highly skilled and dedicated team, working around the clock to ensure patients receive the right care, at the right place, at the right time. I am incredibly proud of the professionalism, compassion, and resilience our team demonstrates every day.

A defining milestone this year was the formal integration of CritiCall Ontario into Ornge. This important step brings together the provincial urgent and emergent critical care consultation and patient transport under one unified organization. By aligning these services more closely, we are improving how patients move through the healthcare system—enhancing access, reducing delays, and strengthening our ability to support clinicians and hospitals across the province. This integration represents a significant evolution in how we serve Ontarians and reflects our broader commitment to system leadership.

We also continued to make progress on key strategic priorities. We have made great strides in improving the timeliness of our response. Our healthcare partners rely on us to answer a wide range of calls—whether urgent, life-threatening situations or scheduled visits for patients in remote areas—promptly and efficiently. Due to many of the initiatives outlined in this report, we were able to reach our sickest and most critically injured patients within our target 90 per cent of the time. In addition, initiatives like the Emergency First Response Teams program and expanded mental health transport services are helping to address longstanding gaps in care, particularly in Northern and remote communities, where the need remains greatest.

Delivering health equity remains central to our work. With the majority of our transports originating in Northern Ontario, we understand the unique challenges of geography, access, and infrastructure. Whether by air or land, across vast distances and in complex conditions, our teams are there—ensuring patients can access specialized care regardless of where they live.

As we look ahead, we will continue to build on the strong foundation established through our Strategic Plan, We Respond. This includes advancing fleet renewal and strengthening our workforce to improve performance and patient outcomes. Just as importantly, we remain focused on sustainability—supporting not only patient health, but also the well-being of our people and the communities we serve.

I invite you to read more about our progress and accomplishments in this year's Annual Report.

Dr. Homer Tien
President and CEO
Ornge



BOARD OF DIRECTORS



IAN W. DELANEY

Chair



CHARLES A. HARNICK

Director



PATRICIA LANG

Director



TRACEY MACARTHUR

Director



MANEESH MEHTA

Director



DAVID MURRAY

Director



DR. ANDREW SMITH

Director



PATRICIA (TRISH) VOLKER

Director



DR. ANNELIND WAKEGIJIG

Director



SENIOR LEADERSHIP TEAM



DR. HOMER TIEN

President & CEO



ISABEL ATKINSON

Chief Integrations and
Partnerships Officer



PETER CUNNINGTON

Chief Aviation Officer



WADE DURHAM

Chief Operating Officer
& Deputy CEO



ABBIE HUDSON

Chief of Staff



PERCY GYARA

Chief Financial Officer



SUSAN KENNEDY

Chief Legal &
Administrative Officer



LORINDA LEE

Chief People &
Learning Officer



DR. BRUCE SAWADSKY

Chief Medical Officer



JAMES MACDONALD

Director, Communications
& Public Affairs



WHO WE ARE

WHO WE ARE

Ornge delivers air ambulance and critical care transport services for the province of Ontario, serving as Canada's largest provider in this field. As an integral part of the province's healthcare system, Ornge connects communities with hospitals and links local hospitals to specialized tertiary care centres. The organization operates with a team of almost 1000 staff, including paramedics, pilots, communications officers, physicians, aircraft maintenance engineers, educators, and support staff.



19

Base Management



33

Clinical Affairs



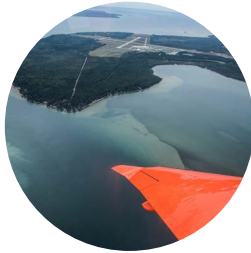
158

Corporate and Support Staff



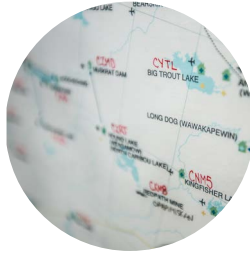
4

Emergency First Response Teams



4

Mental Health Nurses



56

Aviation Operations



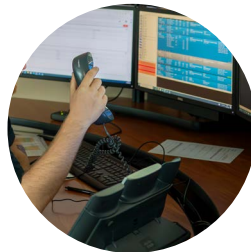
25

OCC Logistics and Central Scheduling



295

Paramedics



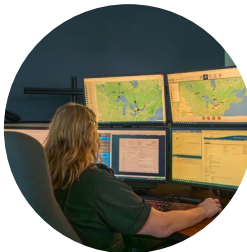
39

CritiCall Call Agents



36

CritiCall Corporate and Support Staff



62

OCC Communications Officers



17

Paramedicine - Operations, Standards and Safety



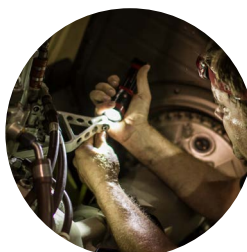
68

Fixed Wing Pilots



91

Rotor Wing Pilots



71

Aircraft Maintenance Engineers



VISION, MISSION AND VALUES

VISION, MISSION AND VALUES

Vision

Health Equity in Motion

Mission

We overcome time and distance when it matters most.

Values

Safe

We prioritize the health, safety and well-being of our patients, our Ornge team members and our partners. We foster a culture where safety is everyone's responsibility. We are dedicated to ongoing learning and innovation in safety.

Patient-Centred

Across Ornge, we place patients at the heart of everything we do. The needs of our patients are our highest priority. We provide care that is respectful of and responsive to individual patient needs, values and optimal health outcomes.

Accountable

It is our responsibility to Ontarians to set clear goals, develop actionable plans and execute them effectively. At Ornge we foster a culture of trust, transparency and open communication to ensure shared accountability for high performance always

Respectful

For those we care for, respect means diligent attention and individual consideration of health, social, cultural, and geographic impact for each patient under our care. Within Ornge, mutual respect fosters a positive and inclusive workplace where all individuals feel heard and empowered to contribute their best. For our partners, respect means listening, responding and conducting our mandate with integrity at all times.

Kind and Compassionate

Treating our patients, colleagues and partners with kindness and compassion supports a positive team culture and patient experience.



Learn more about Ornge's 2024 – 2029 Strategic Plan **We Respond** at www.ornge.ca/stratplan2029



Mission:

We overcome time and distance when it matters most.

Vision:

Health Equity in Motion

Values:

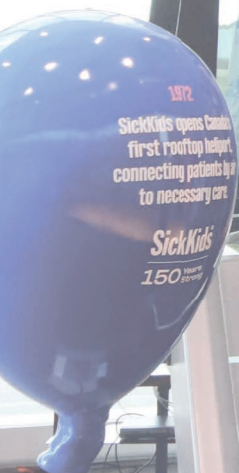
Safety
Patient-Centred
Accountable
Respectful
Kind and Compassionate

Motto:

Up and

ent:

ted to
equitable,
clusive
or patients
ecting the
n which we
e.



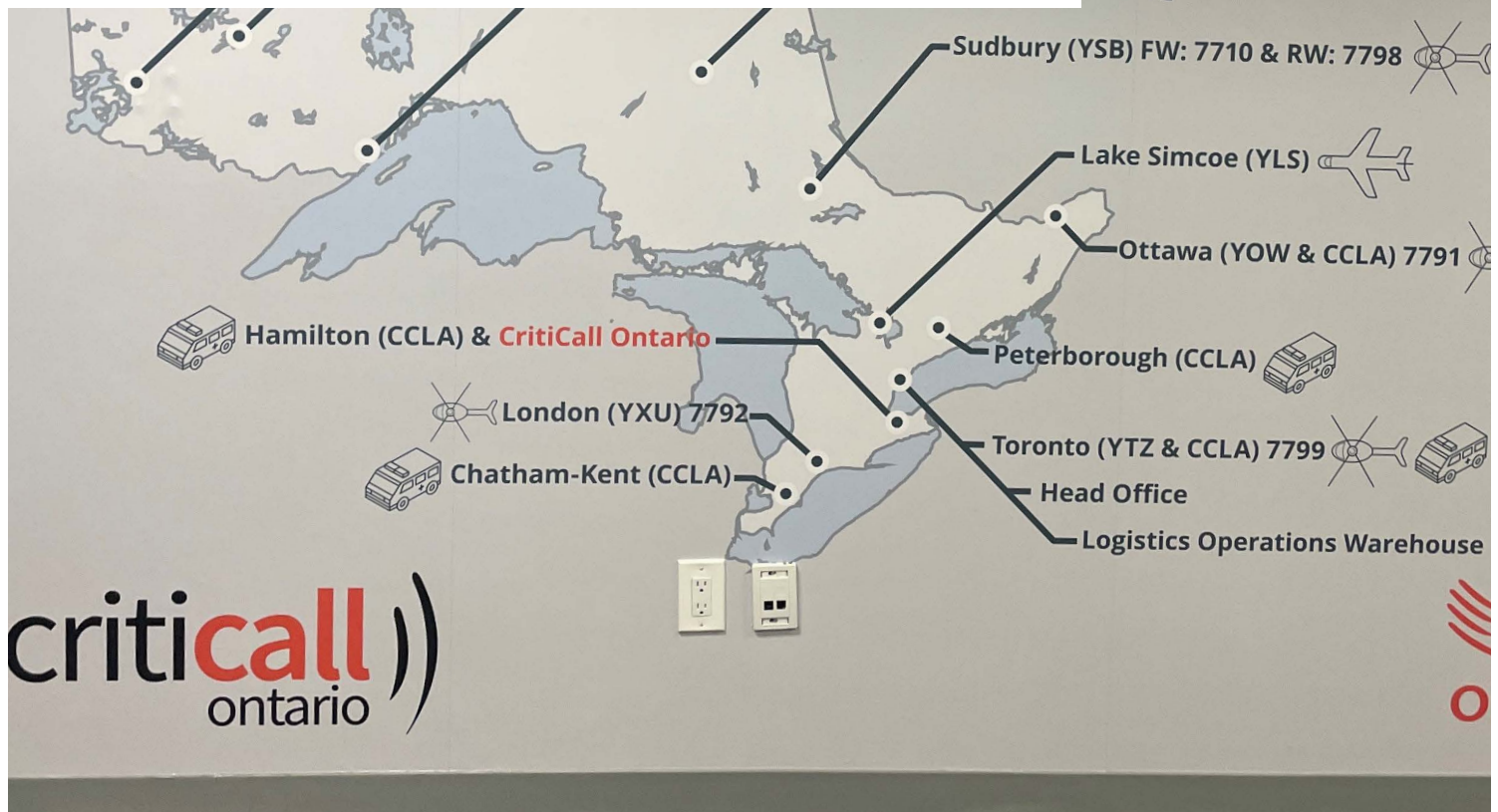
CRITICAL INTEGRATION

ORNGE-CRITICALL ONTARIO INTEGRATION

Two cornerstone organizations in Ontario's healthcare system—Ornge and CriteCall Ontario—formally integrated on November 1, 2025, bringing together the provincial urgent and emergent critical care consultation service and patient transport under one unified organization.

CriteCall's operations, staff, and core functions were transferred into Ornge from their previous home at Hamilton Health Sciences Centre. This created an integrated structure responsible for both supporting access to and delivery of urgent and emergent care within Ontario. With both functions now operating under one organization, the process of identifying appropriate receiving facilities, securing available beds, and arranging patient transfers is more directly connected. Clinicians and referring hospitals benefit from a simplified, coordinated access point, while enhanced data sharing and operational alignment support more efficient triage, transport prioritization, and deployment of resources across the system.

As a unified organization, Ornge and CriteCall are better positioned to manage the full continuum of patient movement—from initial referral and triage through to transport and definitive care. The integration improves visibility into system capacity, streamlines communication between care partners, and reduces delays in accessing critical services, particularly for high-acuity patients.





EFRT

EMERGENCY FIRST RESPONSE TEAMS

The launch of the Emergency First Response Team (EFRT) program in 2025 marked a transformative milestone this year in strengthening community-based emergency care across Northern Ontario.

Built on the legacy of the previous volunteer model administered by Lake of the Woods Hospital, the renewed EFRT establishes paid, trained, and equipped teams of local responders in remote and fly-in First Nations, supported by Ornge through standardized training, clinical oversight, and program coordination. These community-led teams provide immediate, on-the-ground response to medical emergencies, delivering enhanced first aid and stabilization while ensuring patients can be safely transported within the community.

EFRTs are active in several northern communities—including Deer Lake, Sandy Lake, Bearskin Lake, Keewaywin and Wapekeka First Nation—with continued expansion planned to additional communities. The program addresses long-standing gaps in local emergency response capacity, where geography, weather, and infrastructure have historically delayed access to care. By equipping teams with dedicated response vehicles, medical equipment, and culturally relevant, hands-on training, EFRT enables safer, faster patient movement and earlier clinical intervention. Importantly, it also strengthens integration with Ornge's air ambulance and critical care transport services, allowing community responders to stabilize patients and coordinate timely transfers to advanced care when needed.

Through this partnership model—grounded in Indigenous leadership and supported by provincial investment—EFRT is helping to advance health equity and improve outcomes in some of Ontario's most remote regions.





SUDBURY FIXED WING EARLY LAUNCH

'710' SERVICE

With increasing demand for fixed wing patient transport in Northeastern Ontario, a decision was made to accelerate the launch of fixed wing air ambulance service at the new Sudbury base, which opened in 2025. Though two fixed wing aircraft and associated crews were scheduled to become operational with the delivery of the new Ornge PC-12 Pro aircraft in 2026/27, we launched the service more than a year early using the existing PC-12 fleet and newly hired paramedic and pilot staff.



The service – also known as '710' in keeping with the numbering convention for our other bases – launched in April 2025 on a 12/7 basis, which made an immediate and meaningful difference to our stakeholders and patients. We look forward to continued improvements in serviceability as the operation expands to 24/7 service in the year ahead.





**ORNGE
PERFORMANCE**

ORNGE PERFORMANCE BY THE NUMBERS

Individual Patients Transported – By Region and Type of Call

In 2025, Ornge serviced and transported 20,548 individual patients, up 5 per cent from the previous year (19,550). Below, this is broken down by Ontario region. 58.31 per cent of these patients originated in Northern Ontario.



Continued on page 19

Other

110

Out of Province
Interfacility

148

Other Interfacility
Transfers

CACC Coordinated by Type

1,082

Scene

145

Modified Scene



Patient Transport Legs

Ontario’s vast geography often necessitates the use of multiple transportation methods to ensure patients reach their final destination. For instance, a patient traveling from Moose Factory Island to Thunder Bay Regional Health Sciences Centre (TBRHSC) may require three separate transfers: first, a helicopter from Moose Factory Island to Moosonee Airport; second, a fixed-wing aircraft from Moosonee Airport to Thunder Bay Airport; and finally, a land ambulance from Thunder Bay International Airport to TBRHSC. We count any of these components as an Ornge ‘patient transport leg’ if Ornge is responsible for performing the transport. If a local Paramedic Service performs the transport, Ornge does not count it as its own patient transport leg.

To transport 20,548 individual patients, 25,576 patient transport legs were required.

In 2025/26, Ornge performed 25,576 patient transport legs. The following is the breakdown by the vehicle/mode of transportation:

Fixed Wing Aircraft

Total Patient Transport Legs	12,130
Ornge Fixed Wing (Airplane)	3,260
Standing Agreement Carrier	8,868
Other (Includes scheduled flights, Manitoba LifeFlight)	2

Rotor Wing Aircraft

Total Patient Transport Legs	4,027
------------------------------	-------

Land Ambulance

Total Patient Transport Legs	9,419
Ornge Land (includes Critical Care Land Ambulances, land ambulances at Ornge air bases and Ornge Primary Care Land Ambulances)	7,885
Toronto Paramedic Services Critical Care Transport Unit (CCTU)	1,430
Other (includes local land Paramedic Services with Ornge paramedics, WAHA Paramedic Services Marine Unit)	104



Top Five Sending Facilities – Northern Ontario

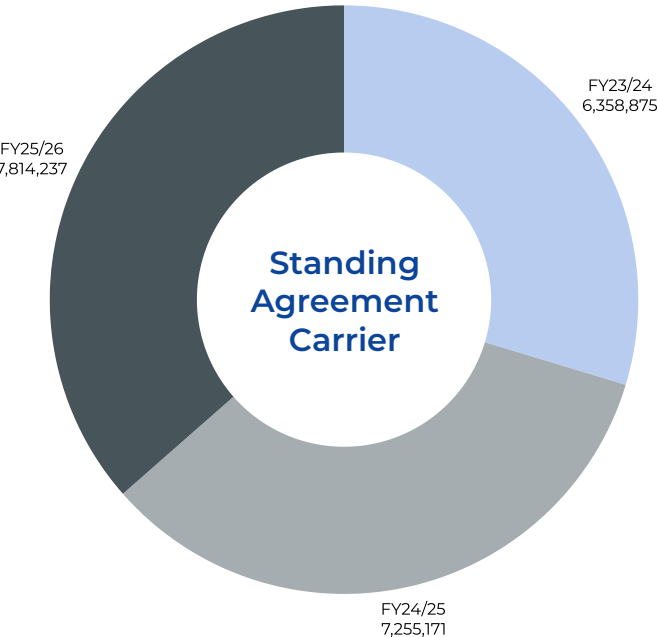
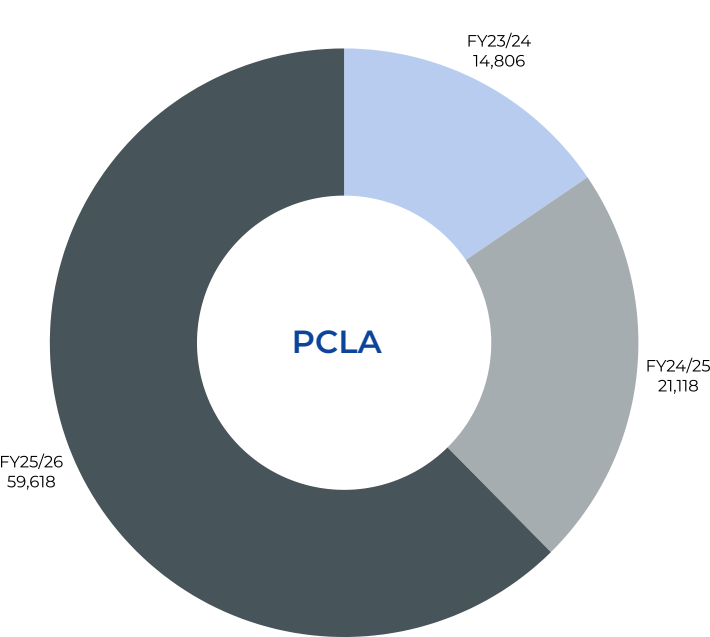
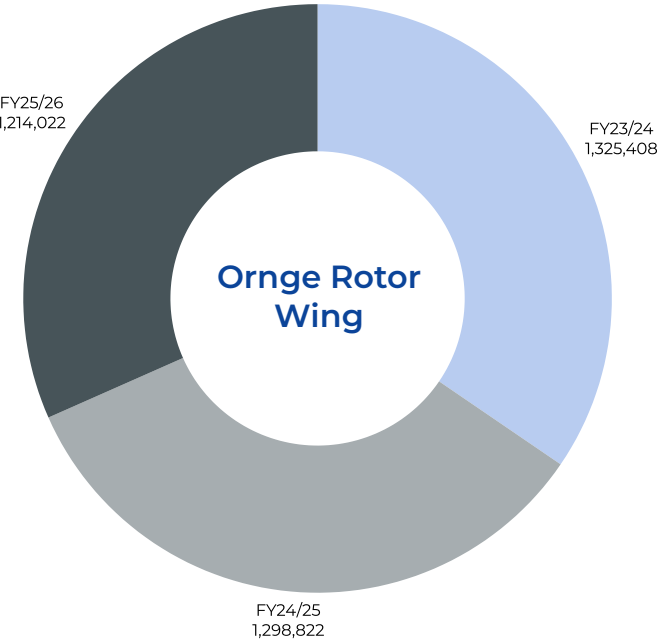
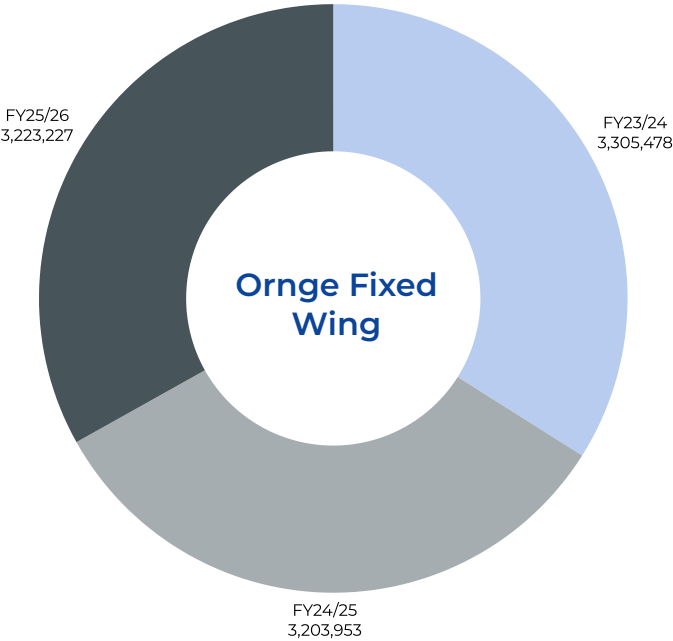
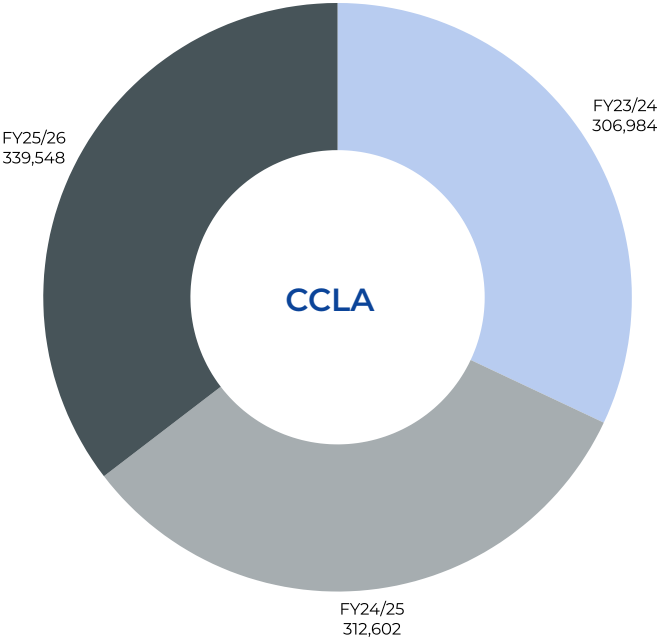
Ornge’s air ambulance service is critically important in Northern Ontario due to the region’s vast geography, remote communities, and limited access to specialized healthcare facilities. We work closely with hospital and nursing station partners in the north to ensure patients receive timely air ambulance transport to facilities where they can receive a higher level of care. The following chart show the top five sending facilities in Northern Ontario for both the Northeast and Northwest.

Top Northern Ontario Sending Facility Numbers	
Thunder Bay Regional Health Sciences Centre	1,973
Health Sciences North – Sudbury	1,369
Sioux Lookout Meno Ya Win Health Centre	1,185
Timmins and District Hospital	1,019
Pikangikum Nursing Station	687



Distance Travelled

With Ontario spanning more than 1 million square kilometres – approximately the size of France, Spain and the Netherlands combined – Ornge often transports patients across vast distances. The following shows the total distances traveled by rotor wing, fixed wing (including Standing Agreement Carriers), Ornge’s Critical Care Land Ambulances and Primary Care Land Ambulances (which primarily perform airport to hospital transports). The distance traveled in each vehicle type has increased over the past three years.



Provincial Transfer Authorization Centre

The Provincial Transfer Authorization Centre (PTAC) is funded by the Ministry of Health and administered on its behalf by Ornge. PTAC offers an online tool to screen for respiratory diseases prior to interfacility patient transport within Ontario and maintains a database of patient transfers within the province of Ontario. Each interfacility patient transfer within Ontario must have a medical transfer (MT) authorization number.



In FY 2025/2026, 315,208 MT numbers were issued.

Telemedicine

Ornge provides enhanced telemedicine support for the province. Under this arrangement, any physician in any Ontario hospital can reach out to an Ornge Transport Medicine Physician to receive assistance in managing a patient. This service is not specific to COVID-19 and can be used for patients with general acute and critical care needs.

Ornge Transport Medicine Physicians (TMPs) have provided 158 telemedicine consultations this year.



Ontario Health - Trillium Gift of Life Transports

Ornge is responsible for providing transportation-related services to support organ transplant under contract with the Trillium Gift of Life Network (TGLN - part of Ontario Health), Ontario's organ and tissue donation agency. During the reporting period, Ornge responded to 805 organ requests. This number includes both organs and hospital-based organ transport teams.





EMERGENT TRANSPORT PERFORMANCE

PERFORMANCE

Overview – Risks and Factors Affecting Performance

Ornge continues to extend its reach, serving more patients each year. In the past year, the number of individual patients transported increased by 5%, totaling 20,548. This trend has been consistent over the past few years in the post-COVID-19 period. Our teams remain committed to delivering high-quality care around the clock—24 hours a day, seven days a week.

Efficient patient movement relies on multiple factors: for air transport, this includes a fully staffed team of two paramedics, two pilots, and a functional aircraft; for land transport, two paramedics and a fully operational vehicle are required. A base is considered “serviceable” when all these components are in place. When serviceability is reduced, transport times are impacted, underscoring the importance of maintaining readiness across all bases.

Serviceability and Timeliness

Timeliness is at the heart of everything we do at Ornge. Our healthcare stakeholders expect us to respond to a variety of calls – from life-threatening emergencies to scheduled appointments for patients in remote communities. Every call is important to us, which is why timeliness will be a primary focus as we measure our performance in the years to come.

Several factors influence Ornge’s ability to respond in a timely manner, including asset availability, maintenance schedules, staffing levels, weather conditions, and the proximity of scene locations to our bases. While some variables—such as weather—are beyond our control, others, like staffing, are key areas of focus as we work to strengthen our operational readiness and improve overall response times.

Emergent 1 (E1) Responsiveness

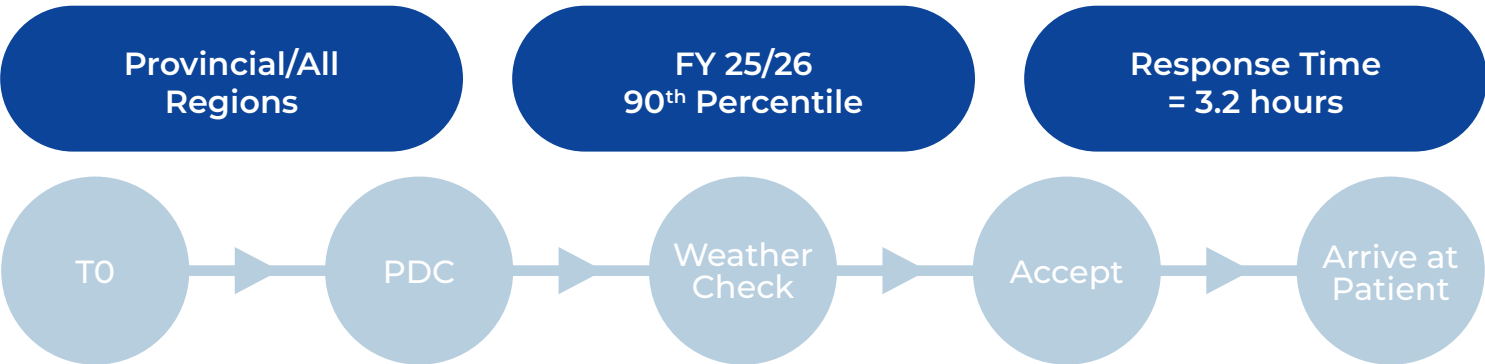
In critical “Life or Limb” situations, the speed at which we can launch an aircraft and transport a patient to receive urgent care is a vital measure of our performance. Examples of E1 calls are bleeding trauma patient and patients with ischemic limbs needing emergent vascularization procedures. While we strive for rapid and consistent response times, several factors influence our ability to do so. These include the long distances involved in fixed-wing transports, the reliance on land ambulances for transfers between airports and hospitals, and the impact of high call volumes and adverse weather conditions.

Ornge tracks emergent response via its Quality Improvement Plan (QIP), available on [Ornge.ca](https://www.ornge.ca). This report provides a structured framework for monitoring and enhancing key aspects of our service delivery. It includes performance indicators focused on patient experience and care, clinical practice, and operational efficiency. Each year, QIP indicators are selected to align with organizational priorities and to address identified opportunities for improvement.

Beginning this year, we are measuring our response in terms of the amount of time it takes to arrive at the patient rather than arrival at the receiving facility. Ornge’s highly skilled paramedics are able to assume responsibility for patient care shortly after their arrival. In addition, there is significant variability in distances our patients travel to reach the receiving facility. For these reasons, Ornge’s arrival at the patient is a meaningful and accurate measurement of the value of our service.

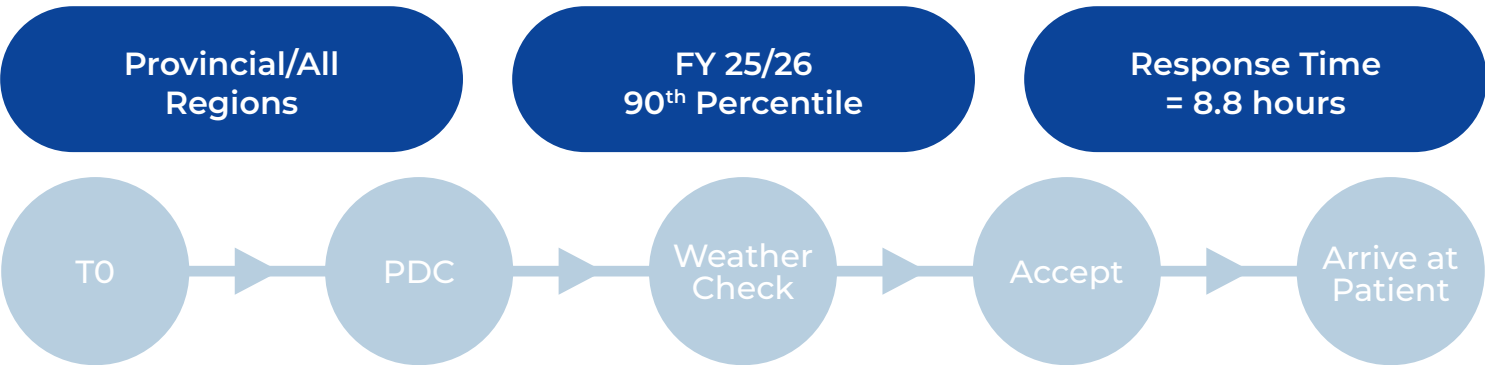
Taking a closer look at our timeliness this past year as it relates to emergent calls:

Emergent 1



The above graphic takes us through a response beginning when the call comes in (TO), to when our OCC Communications Officer finishes taking the patient information (Patient Details Complete or PDC), to the weather check, and finally, to when we arrive at the sending facility to transport the patient. We measure this because a timely response to their patient is what sending facilities expect from us. Currently, we are able to achieve this in **3.2 hours 90 per cent of the time**. We have set a target of four hours for Emergent 1 patients.

Emergent 2



Emergent 2 patients have potentially life-threatening conditions. Although they are lower acuity than the “life or limb” calls, they nonetheless have conditions requiring a fast air ambulance response for improved outcomes. Currently, we are able to arrive at the patient in **8.8 hours 90 per cent of the time**. Our target for Emergent 2 response is eight hours.

(Please note that the preceding data includes both interfacility and scene transports across all regions of the province, all vehicle types and Standing Agreement Carriers. It excludes team and organ transports, evacuations/special operations, and delays outside our control including weather and bed confirmation delays.)

Compliance Response Time Rate

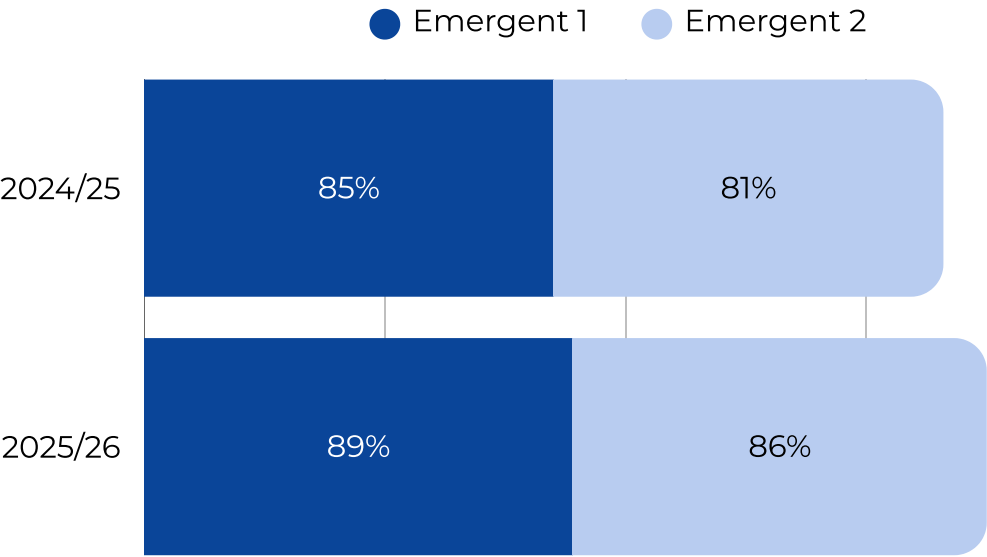
The rate at which Ornge is able to reach a patient within the following targets:
For E1 = 4hrs, For E2 = 8hrs.
Provincial E1 Compliance Response Time Rate for FY25/26: 94%
Provincial E2 Compliance Response Time Rate for FY25/26: 89%

Focus on the North

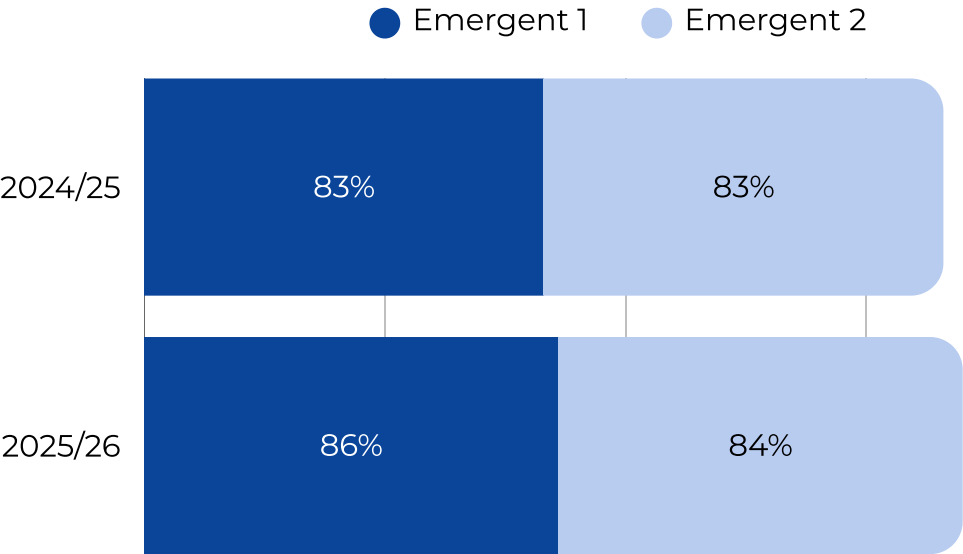
Northern Ontario is where more than two thirds of Ornge transports take place. It covers nearly 90 per cent of Ontario’s landmass but has a sparse population spread over many remote communities. Ornge plays a critical role in delivering health equity by providing medical transport to larger hospitals in the south. Many communities, including many with primarily Indigenous residents, lack specialized medical facilities and rely on Ornge to transport patients safely and quickly. For all of these reasons, our performance in the North is something we track carefully.

Our goal is to meet our E1 response time target of four hours 85 per cent of the time, and meeting our E2 response time of eight hours 83% of the time. The following depicts how frequently we achieve these targets in Northwestern and Northeastern Ontario.

North East Compliance Rates



North West Compliance Rates



criticall
ontario))



CRITICAL HIGHLIGHTS

CRITICAL HIGHLIGHTS

CritiCall Ontario

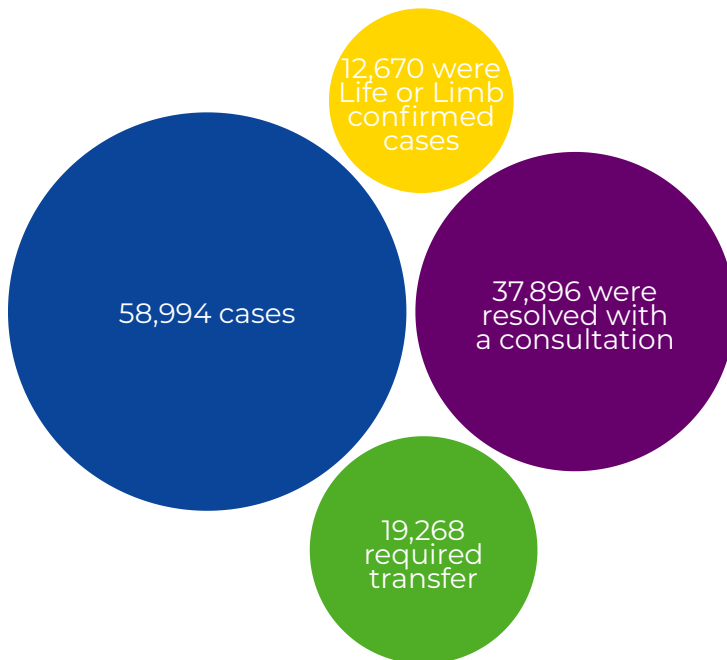
CritiCall Ontario, now fully integrated into Ornge, is a 24/7, province-wide service that hospital-based physicians can call for urgent and emergent and life or limb patient consultations. We connect physicians with specialists and help arrange access to higher level of care when necessary.

What Makes CritiCall Unique

CritiCall is a leader in powering emergency care for all Ontarians by connecting healthcare providers in real time to save lives. We connect physicians, information, and resources across the province. CritiCall is the only service of its kind in Ontario.

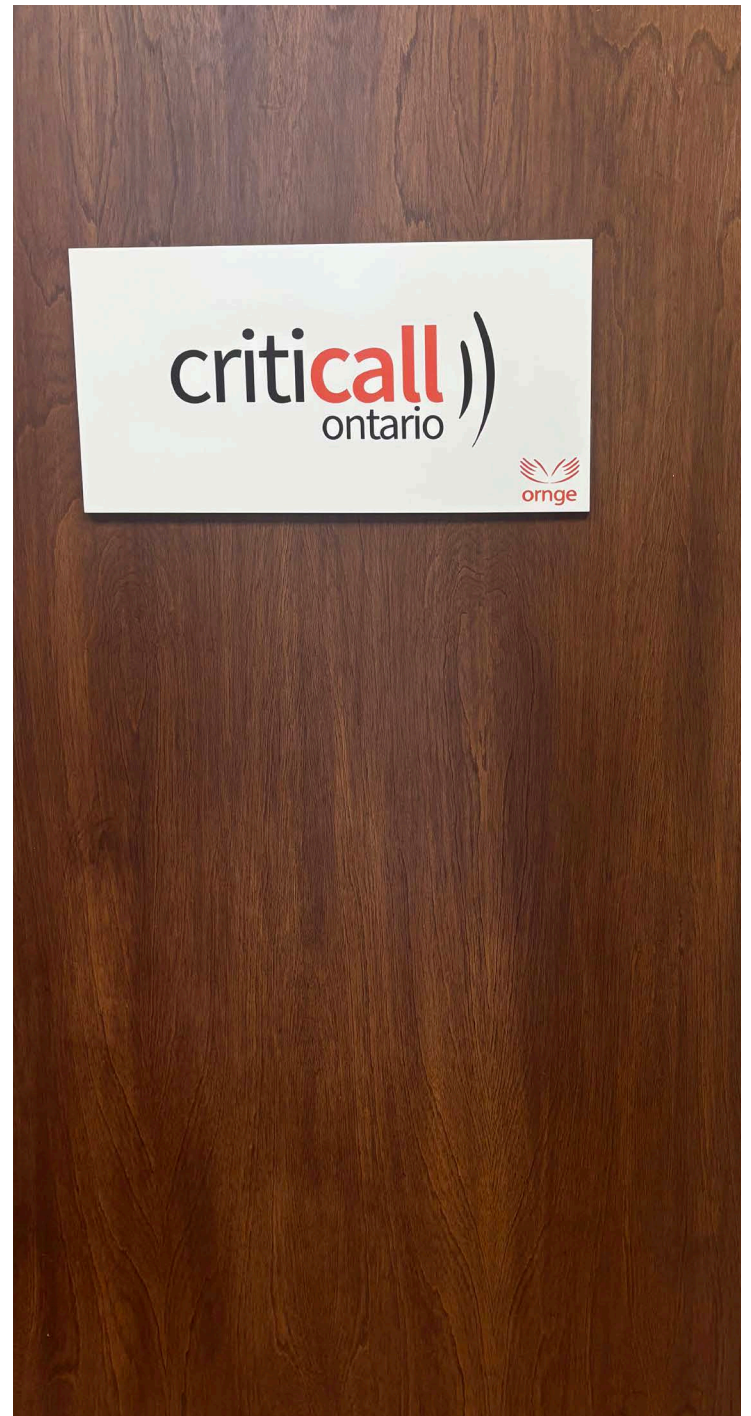
We Connect Physicians

Our provincial call centre links physicians to the right expertise—quickly and efficiently. Backed by real-time data, referral pathways, and a province-wide network, in 2025/26, we've supported the facilitation of:



We also connect physicians and nurse practitioners to Ontario Health's **ED Peer-to-Peer Program**. The Peer-to-Peer Program provides 24/7 "consult a colleague"

for support with clinically and socially complex patient care issues for Emergency Department (ED) physicians and ED nurse practitioners in Ontario. As a next step, we are working with the OH Peer-to-Peer Program and neurosurgeons to develop a new pathway of peer support for Emergency Department physicians who need assistance managing non-urgent neurosurgical cases that may not require the expertise of a neurosurgeon.



WE KNOW WHERE CAPACITY EXISTS

CritiCall's Total Hospital Occupancy Board (THOB) is Ontario's only real-time, province-wide bed management system. Built in partnership with hospitals, the THOB provides up to date data on bed availability for critical care, categorized inpatient units, and unconventional spaces within Ontario's acute care hospitals. This shared visibility supports capacity management and patient flow.

We Support the System in Crisis

Our real-time data and physician network are critical during emergencies. We help coordinate care during mass casualty incidents, pandemics, moderate surges, floods and other system pressures. In 2026, we partnered with the Office of the Chief Medical Officer of Health, Public Health to launch a capacity dashboard for burn, trauma, pediatric and adult ICU beds to support readiness for the FIFA World Cup.

We Facilitate Patient Repatriation

Since 2014, our Repatriation Tool (PHRS) has helped hospitals safely return more than 80,000 patients to appropriate care closer to home after their critical care needs have been met. In 2026, Ontario Health released a Repatriation Direction which now requires all acute care hospitals in Ontario to use the Repatriation Tool because of its ability to enable real-time tracking of patient repatriations. CritiCall also provides data and performance dashboards to help improve understanding of patient flow and capacity across Ontario's acute care hospitals.

We Strengthen Critical Care Access

CritiCall operates Ontario's Critical Care Information System (CCIS). The Critical Care Information System (CCIS) is a mandatory database used across all Level 2 and Level 3 critical care units in Ontario. CritiCall works closely with Ontario Health - Critical Care

Services Ontario (OH-CCSO) to support the use of data from the CCIS to understand critical care capacity and ongoing opportunities for system-wide improvement. Our CCIS Team supports hospitals with their ongoing utilization of the CCIS and also plays a key role in driving ongoing improvement.

In 2025, we embarked on a multi-year modernization of the Critical Care Response Team and Pediatric Critical Care Response Team (CCRT/PCCRT) modules within the CCIS. This involved significant stakeholder engagement undertaken in partnership with CCSO. Planned changes to the CCRT and PCCRT include upgrades to data collection and reporting of PCCRT and CCRT modules, calls outside of PCCRT/CCRT calling criteria, Code Blue and other no consult data. These improvements will enable measurable, scalable and dynamic clinical services that improve patient outcomes, and support evidence-based decision-making for all critical care patients in Ontario.



WE DRIVE INNOVATION

AI for Traumatic Brain Injury (Assist TBI)

In partnership with Unity Health Toronto and The Ontario Clinical Imaging Network (OCINet), we are supporting a pilot project that uses Artificial Intelligence to help predict the need for neurosurgery based on CT images. This innovative project could transform how neurosurgery consultations are managed and further support Ontario's ability to manage human resources and connect patients to the right care at the right time. **The pilot includes 12 hospitals and has the potential to scale province-wide in the future.**

Modernizing How We Connect

Since our inception in the 1980s we have been using telephones to drive real-time connection in our provincial Call Centre. This year, we are excited to expand our connection points with the creation of a new **web app**. The app, although still in development, will offer new options to streamline our case facilitation process by connecting **physicians directly at key points to improve speed, clarity, and create a more seamless experience.**

We Connect Stakeholders

CritiCall works closely with stakeholders across the health care system. In addition to making sure stakeholders know how to access and use CritiCall's systems and services, we also strive to actively learn about challenges within the system and seek out opportunities to assist with those challenges. We co-lead provincial tables and initiatives focused on improving access, equity, and coordination of urgent, emergent and critical care. These include the **Ontario Health Critical and Acute Services Committee (OHCASC)** – advancing equitable access to critical services, **One Number to Call (ONTC) Phase II** – expanding coordinated transport beyond life or limb cases, **Urgent/Emergent Specialist Access** – connecting physicians

to specialist consultations and referrals, and **Pediatric & Neonatal Transport** – ensuring timely, coordinated care for Ontario's youngest patients. Our Client Relations, Quality and Communications team also contributes to regional repatriation, trauma, emergency, and critical care planning and discussions.

A Powerful Partnership

The formal integration of CritiCall and Ornge in late 2025 marked a significant step forward in uniting our shared vision to improve outcomes for critically ill or injured patients in Ontario. Together, we are building a more integrated service that aligns access to urgent, emergent and life or limb care with transportation services, supporting timely access to specialist expertise, patient transfers, and access to appropriate care for patients across Ontario.

Work is already underway to explore the use of Ornge's Transport Status Board to streamline and improve coordination for CritiCall cases that may require transportation. A pre-alert process would provide Ornge with an early indication of active CritiCall cases so that Ornge could begin checking weather conditions and asset availability based on the location and type of cases being actively facilitated by CritiCall. This would be especially beneficial for life or limb cases in northern Ontario where weather and distance are particularly challenging.





RESEARCH HIGHLIGHTS

ADVANCING CLINICAL EXCELLENCE AND KNOWLEDGE

Advancing patient care through research is a core part of Ornge's mission, driving innovation in how critical care is delivered across Ontario. Through active participation in leading-edge studies, Ornge continues to contribute to evidence-based improvements in prehospital and transport medicine. In the past year, this included involvement in over 40

studies, the publication of 26 peer-reviewed papers, and active participation in national and international conferences.

SWiFT Canada: Study of Whole Blood in Frontline Trauma Y Lin, **M Peddle**, J Callum, A Beckett, LT da Luz, I Drennan, K Pavenski, J Mack, M McGowan, **M Ahghari**, J Smith, L Green, CDG Keown-Stoneman, **B Nolan**

This study outlines a Canadian trial testing whether giving whole blood instead of separate blood components to trauma patients before they reach hospital can improve survival. It focuses on evaluating whether this approach is practical and whether it could reduce deaths or the need for large transfusions in the first 24 hours after injury.

The SWiFT Canada trial will recruit 60 patients who are transported to one of the six participating lead trauma centres by Ornge. It will investigate the feasibility of a pre-hospital transfusion clinical trial in Canada to compare the effectiveness of whole blood compared with component blood therapy in a future definitive trial.

Prehospital transfusion strategies in haemorrhagic shock

B Burns, B Nolan, I Ferguson, M Peddle, C Partyka, G Healy, S Shackelford, B Cotton.

This study looks at how giving blood transfusions earlier—before a patient reaches the hospital—could help save the lives of people with severe bleeding after trauma. It highlights growing evidence that early treatment in the field improves survival, but notes that more research is needed to determine the best approach for civilian care.

Presentation Highlights

Care in the Air Symposium

The 2025 inaugural Care in the Air Symposium, sponsored by Ornge and the University of Toronto, brought together clinicians, researchers, and operational leaders for a dynamic program exploring the future of aeromedical and austere care.

Held in Toronto on April 24, the symposium featured expert presentations on emerging frontiers—including commercial suborbital

spaceflight, intelligent medical systems for space and remote environments, and drone-enabled resuscitation—alongside practical sessions on airway management, high-risk pathogen transport, and safety culture in high-reliability teams.

Attendees also examined opportunities for advancing collaboration in Canadian aerospace medicine, while optional programming provided unique exposure to military environmental medicine capabilities. The event fostered interdisciplinary dialogue, knowledge exchange, and innovation, reinforcing Ornge's leadership role in advancing critical care transport and system integration.

Toronto Resuscitation Conference

The inaugural Toronto Resuscitation Conference, presented by FIRST60 in partnership with Ornge and the Unity Health Toronto Critical Care Research Pillar, was held at the Li Ka Shing Knowledge Institute adjacent to St. Michael's Hospital in downtown Toronto on June 10. The event convened interprofessional clinicians, scientists, learners, and resuscitation enthusiasts.

Ornge presenters included Dr. Homer Tien (keynote speaker), Dr. Brodie Nolan, Dr. Ian Drennan, and Dr. Johannes von Vopelius-Feldt.

Canadian Prehospital Transfusion Summit

In collaboration with FIRST60 and Unity Health, Ornge co hosted the inaugural Canadian Prehospital Transfusion Summit on June 9. Facilitated by Ornge's Dr. Brodie Nolan and Dr. Michael Peddle, the event brought together national experts, including representatives from all Canadian Critical Care Transport Organizations and the Canadian Armed Forces, to examine emerging innovations in bleed management, address barriers to standardized care, and help shape the future of prehospital transfusion in Canada.

Discussions focused on current and evolving best practices in prehospital bleed management, variations in product use across organizations, future directions—including freeze-dried plasma and whole blood—and the development of national research priorities.

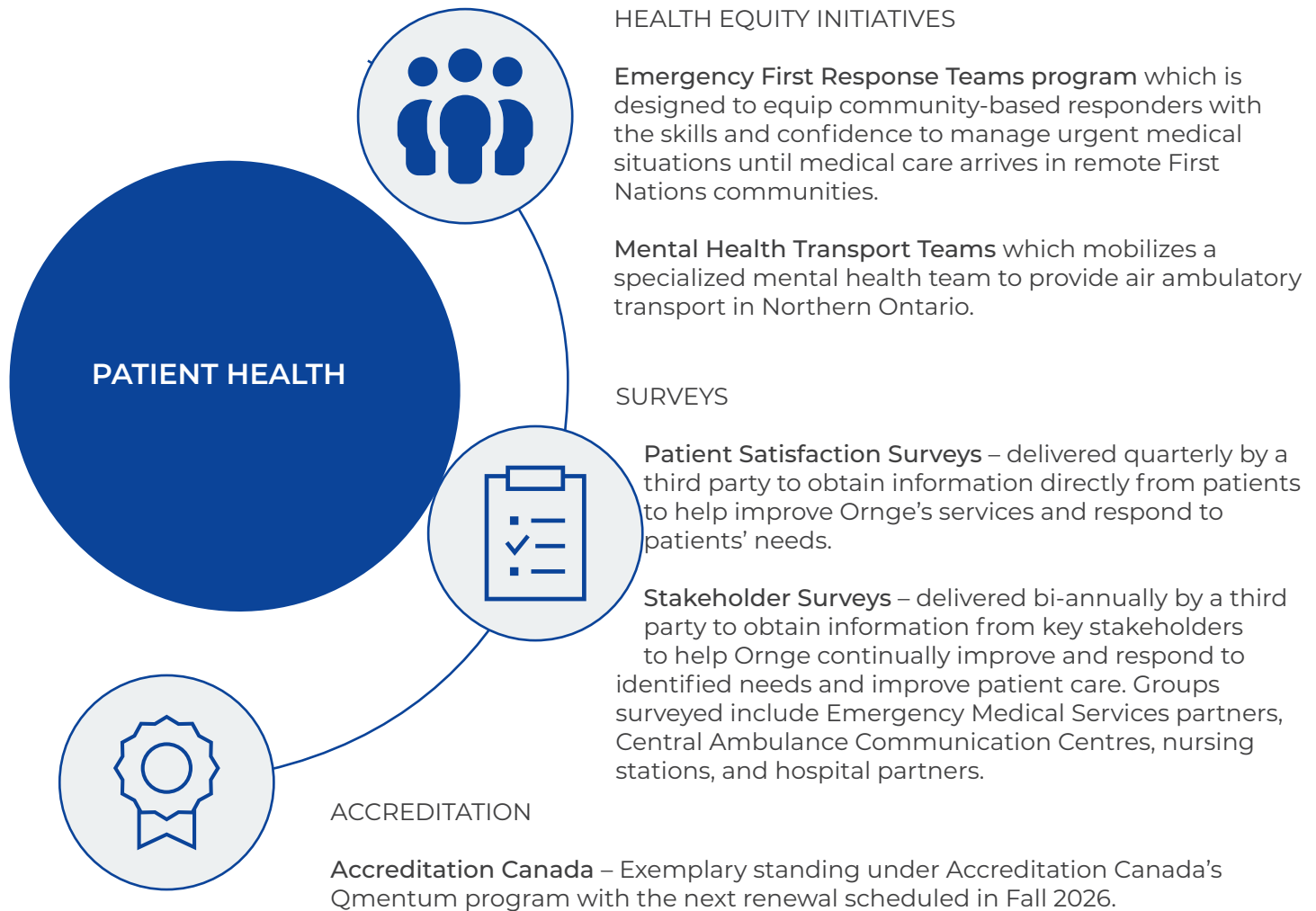


**PATIENT HEALTH,
PEOPLE HEALTH,
PLANET HEALTH - (PH3)**

PH3

Ornge's "Patient Health, People Health, Planet Health" (PH3) framework anchors its approach to environmental, social and governance (ESG) priorities, aligning the organization's 2024–2029 Strategic Plan with measurable, long-term impact.

Through PH3, Ornge has committed to establishing a baseline of performance and driving continuous improvement across patient outcomes, workforce well-being, and environmental stewardship. Current initiatives reflect this integrated approach, including:





CULTURE OF RECOGNITION



Recognition Programs: Values-based recognition (e.g., employee appreciation week), Formal recognition (e.g., long service awards), and launching Everyday recognition initiatives.

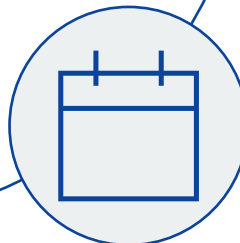
PHYSICAL HEALTH



Wellness Centres: Centres dedicated to fitness and wellness at bases and headquarters.

Workplace Wellness Challenge: App-based wellness challenge open to all Ornge employees in the spring.

COMMUNITY OUTREACH



Annual golf tournament: raises funds in support of healthcare projects for communities in the Western James Bay/Hudson Bay region. To date nearly \$65,000 has been raised through the golf tournament to support the building of a hospital in partnership with the Weeneebayko Area Health Authority.

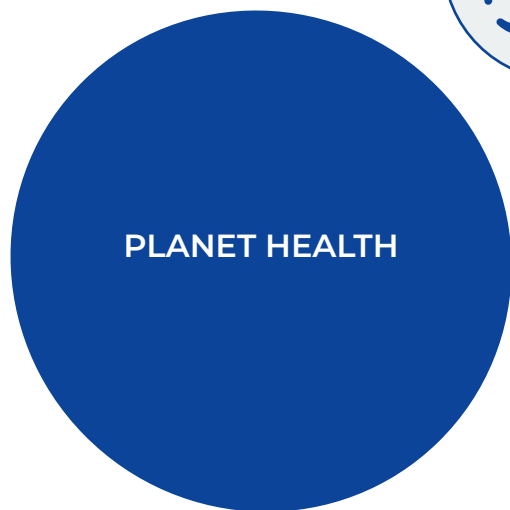
Girls Take Flight: Participation in [Girls Take Flight](#) at Billy Bishop Airport which inspires a new generation to pursue rewarding careers in aviation and aerospace.

PEOPLE HEALTH



SURVEYS

Employee Engagement Surveys: delivered bi-annually to Ornge employees and provides an opportunity to assess levels of employee engagement and identify areas of opportunity to evolve and adapt.



WASTE MANAGEMENT INITIATIVES:

Updated Biomedical Waste Storage Standards: Ornge is working to standardize biomedical waste across all bases and HQ. This includes refrigerating all biomedical waste held at a base for more than 4 days while awaiting pickup, in compliance with Ministry of the Environment requirements.



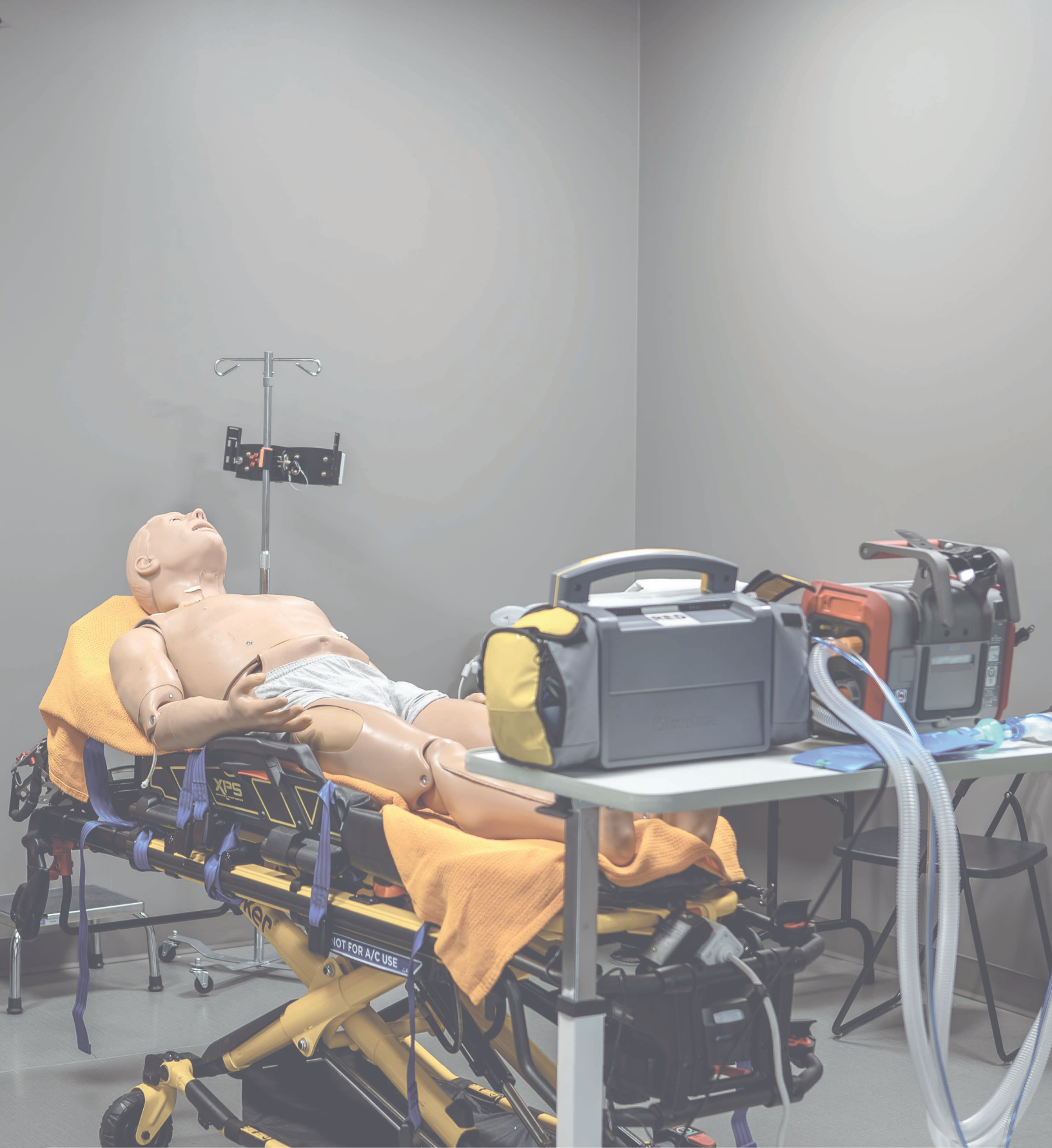
SUSTAINABLE ENERGY INITIATIVES:

Improved Energy Solutions: In 2026, Ornge deployed two portable Tesla Power Wall 3 battery energy storage units at the Ottawa land base to enhance operational resilience and support more sustainable energy use. This initiative aimed at energy solutions at our smaller bases reduces reliance on peak grid power while ensuring continuity of critical functions during outages.

Looking ahead, Ornge is advancing a range of short- and long-term PH3 opportunities including advancing its commitment to Truth and Reconciliation by implementing a multi-year cultural competency training strategy across the organization.

Together, these efforts position Ornge to deliver transparent, accountable performance while creating lasting value for patients, staff, communities and the environment.





PARAMEDIC EDUCATION AT ORNGE

PARAMEDIC EDUCATION AT ORNGE

In 2025, Clinical Affairs and paramedic education continued to advance in support of Ornge's strategic priorities. In the fourth year of Ornge's redesigned Continuing Professional Development (CPD) program, alongside the sustained delivery of initial Critical Care education, Clinical Affairs further refined its approach to paramedic education and professional development to meet the evolving needs of both learners and patients. The CPD program now operates through a broader, decentralized model that leverages the expertise of frontline paramedics and Transport Medicine Physicians (TMPs), supported by asynchronous learning. Central to this model are Clinical Practice Leads (CPLs), who are Critical Care Paramedics (CCPs) serving as leaders, coaches, educators, mentors, and role models. CPLs are responsible for providing clinical guidance, leadership, and development to paramedics and learners within a practice-based education environment. Fifteen CPLs work across Ontario to deliver learning activities in classroom, simulation, practice-based preceptorship, and peer mentoring settings, while continuing to serve operational shifts as Critical Care Paramedics.

Base Hospital Continuing Professional Development (CPD):

The Base Hospital and Clinical Affairs teams continued preparations for Ornge's 2026 Accreditation Canada survey, building on the organization's Exemplary status in the 2022 review. A notable area of progress was the enhancement of clinician feedback through the Base Hospital auditing process, strengthening frontline participation in performance review and enabling more timely input related to patient care.

The Base Hospital also conducted several initial certification events through simulation, credentialing a total of 103 clinicians, including:

- 27 Primary Care Flight Paramedics (*equal from previous year*)
- 30 Advanced Care Land Paramedics (*-13 from previous year*)
- 7 Flight Registered Nurses (*+3 from previous year*)
- 39 Critical Care Paramedics (*+18 from previous year*)

Clinical Affairs continued to respond to organizational growth by training and certifying CCPs at sustained high volumes.



In addition to certification activity, the Base Hospital maintained its Ministry of Health-mandated Quality Assurance audits and continued to collaborate with other Ornge departments on investigations, quality improvement initiatives, and reporting requirements. As part of the 2025 CPD program, paramedics completed one day of group simulation focused on adult patients (46 total days, -5 from previous year), one day focused on paediatrics (51 total days, equal from previous year), at-base training led by their CPL, asynchronous online learning, and a Transport Medicine Physician (TMP) ride-along. During the ride-along, TMPs delivered a standardized curriculum and assessed paramedic performance during transports. In addition, 19 face-to-face CPD sessions were delivered to Primary Care Paramedics and Flight RNs certified by the Ornge Base Hospital, 9 additional CPD education days were provided to non-Ornge CCP paramedics, and 17 paramedics were reintegrated (-9 from previous year) to Advanced Care Flight or Critical Care Paramedic status following an absence from clinical practice.



Initial Education

Ornge is responsible for developing and delivering the Critical Care Paramedic Program for the Province of Ontario. The program continues to evolve through robust evaluation and curriculum design guided by several strategic objectives. It is structured using principles and practices drawn from traditional post-graduate education while maintaining a competency-based framework that equips paramedics with the practical skills needed to complement their theoretical learning. Following significant program redesign work in 2024, the Initial Education team launched the remapped CCP program with Ministry of Health approval. The updated model provides learners with more focused time for theoretical study, increases cohort capacity, and enables earlier entry into the final practical phase of training with the full CCP scope of practice, allowing learners to contribute to patient care at Ornge sooner.

Alongside continued domestic training, Ornge also continued to hire and train internationally educated CCPs. In 2025, paramedics were recruited from Australia, New Zealand, England, and South Africa. International CCPs complete a modified version of the CCP program to support their transition to the Ornge scope of practice while ensuring all CCP clinicians meet the same standards for independent practice. In 2025, Ornge initiated two Critical Care cohorts, bringing the total number of students to more than 70 across various stages of the CCP program.

2025 marked the second year of Ornge's Flight Registered Nurse (FRN) program. Through this 15-week program, Registered Nurses employed by SA carriers are trained to apply their Emergency and Critical Care RN scope of practice within the air ambulance transport environment. The program combines in-person simulation with asynchronous learning delivered through Ornge's learning management system. Upon completion, participants challenge certification through the Ornge Base Hospital and, once successful, are authorized to practice at the FRN scope of practice. In 2025, a second SA carrier joined the delivery of FRN-level care, supporting progress toward Ornge's coverage target of two FRN/ACP-F shifts per day.





IN THE COMMUNITY

ORNGE OUT AND ABOUT

2025



Confederation College Career Fair

Ornge paramedics, pilots and AMEs had the pleasure of attending Confederation College's annual career fair. Here, Ornge staff had the opportunity to speak with prospective and graduating students.

Paediatric Emergency Transport Team (PETT) Launch

Ornge's Thunder Bay base joined the Thunder Bay Regional Health Sciences Centre to celebrate the launch of the Paediatric Emergency Transport Team (PETT).



Moosonee Career Fairs

Staff in Moosonee participated in the annual career fairs held in Moosonee and Moose Factory. Secondary and post-secondary students as well as community members connect with employers such as Ornge to learn about education and career opportunities throughout the James Bay area.

Sault College Career Fair 2025

Ornge staff connected with aviation students to share more about our operation and positions at Ornge as an employer of choice after graduation.



Waterloo-Wellington Industry Day 2025

Ornge crew attended the annual Industry Day. This event provided an opportunity to engage with flight students and instructors of their professional pilot training programs, offering valuable insight into our recruitment process, operation and requirements.



All Canada Aeromedical Transport (ACAT) Safety Conference

ACAT Safety Conference continues to bring together industry professionals in a space to learn, share, and discuss solutions to safety issues.

Aviation Day - Confederation College Aviation Centre of Excellence

Pilots, AMEs and corporate staff had the opportunity to connect with students and members of the public, highlighting Ornge as an employer of choice in Thunder Bay and beyond.



Care in the Air Symposium

Hosted by Ornge, CITA highlights the special skill and coordination of providing air ambulance services

Northern College Spring Career Fair, Timmins

First and second year paramedic students had the opportunity to learn more about Ornge and the aeromedical transport system in Ontario.



CTMA 2025

The Canadian Transport Medicine Association brought together providers across the sector to discuss better and safer patient care.

Doors Open - Toronto

The Ornge 799 base opened it's hangar doors to the public to showcase and educate the city.



Amazing Race Canada

The simulation rooms at Explorer Drive became the backdrop for an action-packed challenge where racers were put to the test with a simulated trauma scenario.



Canadian Aviation Pride Gala

This year's gala was an excellent opportunity for networking, speaking with potential candidates and attending the scholarship award program, awarding over \$10,000 to support LGBTQ+ individuals pursuing careers in aviation.

2025 Air Ambulance Golf Classic

The 6th annual Air Ambulance Golf Classic took place at Nobleton Lakes golf club raising money for the Weeneebayko General Hospital Foundation.



Flag-raising ceremony Mississaugas of the Credit First Nation , Billy Bishop Toronto City Airport

Attendees at the flag-raising ceremony recognizing the Mississaugas of the Credit First Nation at Billy Bishop Toronto City Airport.

Sudbury Base Career Fair and Open House

Talent Acquisition and Corporate Communication teams held a career focused event for local pilots, aircraft maintenance engineers and paramedics.



Canada Day at the Canada Aviation and Space Museum - Ottawa

Ornge celebrated Canada Day at the Canada Aviation & Space Museum. This annual event is an opportunity to engage with thousands of residents and families in the Ottawa region.

Thunder Bay Bordercats Baseball Game

Flyin' Lion joined mascots from the Thunder Bay Bordercats baseball team, Superior North EMS, Thunder Bay Fire Rescue and the North Stars for a day of baseball.





Shooting Stars Academy (Black Aviation Professionals Network) - 799 Base Visit

The Toronto base hosted the Shooting Stars Academy, organized by the Black Aviation Professionals Network, focused on inspiring youth interested in pursuing careers in aviation.

Toronto Pride Parade

Members of Ornge marched alongside the 2SLGBTQ+ community and organizations.



Girls Take Flight

The 799 base participated in Girls Take Flight, inspiring the next generation of women in aviation.

Career Expo West - Calgary

Ornge attended the Career Expo West event in Calgary. The event brought together workplaces from across Canada with specifications in first responding and aviation.



Paramentors

Our team welcomed over 500 registered participants to the Paramentors paramedic career event.

National Aircraft Maintenance Conference and Skills Challenge

Ornge was represented at the National Aircraft Maintenance Conference and Skills Challenge by a team of London AMEs. This team won first place in the competition which featured operators from across Canada.





Altitude Pathways Fair - Canada Aviation and Space Museum, Ottawa

Over the course of the two days, Ornge connected with hundreds of students, cadets and their teachers and families.

CHUM Christmas Wish

Ornge and our partners at Ports Toronto, Nieuport Aviation, and Billy Bishop Airport, we're thrilled to share that we raised \$10,000 for CP24 CHUM Christmas Wish Campaign!



2026



Kenora Career Fair

Crew from the Kenora base attended Kenora's Career Day. The event was a great success connecting with the community and sharing information and experiences about Ornge.

EFRT Launch Thunder Bay

Community Coordinators received a firsthand look at the new emergency response trucks, medical pod, and stretcher system. Community members also learned about the EFRT program.



Aviation Day - Confederation College Aviation Centre of Excellence

Here, pilots, AMEs and corporate staff had the opportunity to connect with students and members of the public, highlighting Ornge.



FINANCIAL STEWARDSHIP

FINANCIAL STEWARDSHIP

Ornge is Ontario's provider of air ambulance, critical care transport, and related services. Operating from bases across the province, Ornge is responsible for delivering all aspects of Ontario's air medical transport system, as well as the Critical Care Land Ambulance program, the administration of the Emergency First Response Team program, and the Provincial Transfer Authorization Centre.

Ornge is funded primarily by the Province of Ontario under a Performance Agreement with the Ministry of Health. This agreement outlines the respective rights and obligations of both parties in relation to provincial funding, and defines Ornge's scope of services, performance metrics, governance, oversight, and accountability framework. For the 2025/26 fiscal year, Ornge received \$364.1 million in funding from the Ministry.

As of November 2025, CritiCall Ontario was integrated into Ornge's operations. In addition, Ornge received \$15.6 million in funding from Ontario Health to support both CritiCall operations and the transportation of organs and transplant surgical teams.

Financial stewardship at Ornge supports its mission to overcome time and distance when it matters most. Guided by its strategic plan and guiding compass, Ornge ensures that resources are managed prudently and directed toward delivering timely, high-quality critical care services across the province. In doing so, Ornge continues to manage key financial pressures, including rising fleet operating costs, fuel price volatility, evolving labour market conditions, and the ongoing servicing of legacy debt obligations, while maintaining a strong focus on efficiency and long-term sustainability.

	(in thousands of Canadian dollars)	2026	2025
REVENUE			
Province of Ontario Funding		\$379,656	\$351,347
Other income		3,292	3,572
		382,948	354,919
EXPENSES			
Salaries, employee benefits and related expenses		145,280	124,594
Carrier and fleet-related		130,951	120,597
Supplies, facilities and other		46,143	34,596
Interest		9,916	10,700
Amortization of capital assets		16,212	14,388
		348,502	304,875
Excess of revenue over expenses before other income		34,446	50,044
OTHER INCOME AND EXPENSES			
(Net write-down) gain on capital asset disposal		(3,815)	20
Excess of revenue over expenses		30,631	50,064
Net surplus, beginning of the year		76,700	26,636
NET SURPLUS, END OF THE YEAR		\$107,331	\$76,700

ASSETS

Cash	\$50,688	\$69,521
Other current assets	40,407	30,195
Current assets	91,095	99,716
Restricted cash	543	473
Maintenance contract and other	8,173	9,460
Prepaid deposits - capital	29,108	9,067
Capital assets	174,753	168,840

TOTAL ASSETS

\$303,672	\$287,556
-----------	-----------

LIABILITIES

Accounts payable and other short-term liabilities	\$31,511	\$32,152
Current portion of long-term debt	15,140	14,083
Current liabilities	46,651	46,235
Long-term debt	148,900	163,899

TOTAL LIABILITIES

195,551	210,134
---------	---------

Net surplus	107,331	76,700
Accumulated unrealized remeasurment gains	790	722

TOTAL LIABILITIES AND NET SURPLUS

\$303,672	\$287,556
-----------	-----------





**THE LAST WORD GOES
TO OUR PATIENTS**

BRITTANY PARKINSON

Through the regular days of life between school drop-offs and family meals, you never stop to think about the worst. I was a healthy mom of two and a living kidney donor. I had nothing to worry about. That was until my accident just a little over a year ago.

Ornge airlifted me on March 26, 2025 after I suffered a medical episode behind the wheel. I was driving my daughters to school and was unable to brake or disable the cruise control in time before my vehicle went speeding up a rock embankment and tumbling back down onto the road. My youngest suffered a broken arm, while my oldest was able to relay information to the attending emergency services. Luckily, my girls avoided serious injury.

However, that was not the case for me. From head to toe everything was broken. I had a traumatic brain injury because I hit my head twice, a chipped tooth, a lacerated spleen and liver. I had fractured my spine, wrist, hand and thumb, requiring plates, screws, and surgery. My right leg from the knee down was completely twisted one way and the bone in my ankle had broken completely out. I had broken all my ribs and required chest tubes.



In a matter of minutes of being at South Muskoka Memorial Hospital, my family was told to kiss me goodbye as the Ornge crew began preparing me for the flight to Sunnybrook. I have no recollection of any of the care I received - who held my hand, who checked my stats, who spoke to me even though they knew I couldn't hear them. The flurry of care continued when I arrived at Sunnybrook where the surgeries to save my life began. I spent a total of 38 days in the hospital. It was agony being away from family, from my girls and my husband. It was a huge toll on our family, and it was a lot on my husband. He basically became a single dad overnight.

The external fasteners that were keeping my leg together made relocating to a rehab facility unlikely. Instead, it was decided that I would go home. The surprise, relief and fear of continuing this journey outside of a hospital was overwhelming, but the joy of being back with my family was the best medicine. Dr. Homer Tien discharged me. He personally took an hour to come and talk to me before I left the hospital, giving the care and confidence that was a consistent theme throughout my whole experience.

I still attend physiotherapy three times a week to continue to increase my strength. For my one-year anniversary of my accident, I reached out to Ornge to offer my sincere thanks to the crew that saved my life that day. I feel like a thank you isn't enough, since I wouldn't be standing here with my kids and my family and friends if it wasn't for them.



I was also lucky enough to complete the full circle of my journey when I came to Ornge's HQ to speak at their town hall. I was reunited with the paramedics who cared for me. I was finally able to put a name and a face to those angels -- those special people who day in and day out help people like me get back to their families. I am here to hug my children, to laugh with my friends, and to live. Thank you, Ornge, from the bottom of my heart, and thank you to the entire ICU team at Sunnybrook who helped me bridge that terrifying gap.



DEFINITIONS

Modified Scene Call: A modified scene response occurs when Ornge is dispatched to a community hospital, local airport or an alternate landing site which is not the geographic location of an incident.

Scene Call: Transports performed by helicopter responding to the geographic location of an incident.

Inter-facility Transports: Transports performed between health care facilities including hospitals or nursing stations.

Emergent 1: Conditions that are threats to life or limb (or imminent risk of deterioration) requiring immediate aggressive interventions within four hours of initiating the transfer request, as per the Provincial Life or Limb Policy.

Emergent 2: Conditions that are a potential threat to life, limb or function requiring rapid medical interventions. These patients have an acute illness or injury and have the potential for further deterioration.

Urgent 3: Patient conditions that could potentially progress to a serious problem requiring emergency intervention.

Non-Urgent 4: Acute conditions that are treated appropriately and stabilized at sending facility; however, there is a need to go for consultation at a higher level of care.

Non-Urgent 5: Conditions that may be acute but non urgent as well as conditions which may be part of a chronic problem.



Ornge
Annual Report
2025/2026

Web

www.ornge.ca

Phone

1.800.251.6543

Fax

647.428.2006

Email

info@ornge.ca

Ornge Head Office

5310 Explorer Drive, Mississauga, ON, L4W 5H8