



Business Plan 2021/2022

Ornge:
Health Equity in Motion



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Pursuant to the Broader Public Sector Business Documents Directive, Ornge prepares an annual business plan. Business Plan 2021-2022 provides an overview of our organization’s priority initiatives for the coming year within the context of our vision and longer-term strategic directions. It explains our operational model, our current operating environment, risks and mitigations, and some of our key performance indicators.

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

About Ornge

Ornge is a not-for-profit charitable organization that provides air ambulance and critical care transport services to the province of Ontario. We are Canada's largest air ambulance and critical care transport provider. Ornge is part of a province-wide hub-and-spoke model of care that links communities to hospitals, and local community hospitals to tertiary care centres. To do this, Ornge employs over 640 employees, including paramedics, pilots, communication officers, physicians, aircraft maintenance engineers, educators, researchers and support staff. (See Appendix for organizational chart).

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 interfacility transport by helicopter, airplane or critical care land ambulance (CCLA)
 - Non-urgent transport including repatriation of patients to their closest-to-home hospital or home community, over long distances by airplane.
- Providing transportation-related services to support organ transplant under contract with the Trillium Gift of Life Network (TGLN), Ontario's organ and tissue donation agency; and
- Operating the Provincial Transfer Authorization Centre (PTAC) in support of public health objectives. Every interfacility transfer is screened for infectious diseases before a Medical Transfer (MT) Authorization number is issued by Ornge.

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

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

Save Lives. We provide rapid, highly specialized transport services for patients suffering from emergencies so that they can access time-sensitive definitive therapy.

Restore Health. We provide air ambulance transport services to patients living in rural and remote communities to access diagnostic and specialist services in order to restore health.

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

Preserve Dignity. We provide service to patients that preserves their dignity. This may be transport to bring them closer to home at end-of-life. This may be access to specialized services that lets patients remain safely in their community.

Motto: Health equity in motion

For Ontarians, geography is a major determinant of health, and it is widely understood that geography negatively impacts access to health care for patients in northern and rural Ontario. Health equity means giving people what they need to reach their best health.¹ As an integrator within Ontario's health care system, Ornge is of the view that any future vision of health equity in Ontario must consider patient transport, and we see ourselves playing a key role.

Values: Kindness, Respect, Integrity, Safety, Professional

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

Strategic Directions

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

Vision: The best care wherever you may be

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

Strategic Propellers

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

Aligned with our Strategic Plan, this Business Plan 2021-2022 outlines our operational model, describes our current operating environment and highlights key priorities for the year ahead.

Operational Model

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

Services and personnel are dispatched through a central communications facility, the Operations Control Centre (OCC). The OCC works with Central Ambulance Communications Centres and sending and receiving hospitals to facilitate patient transportation. Transport Medicine Physicians are available 24/7 to provide medical guidance to paramedics in the field and to make triage decisions when there are multiple requests for resources. In addition, corporate staff provide necessary support for operations and most work out of Ornge's head office in Mississauga.

Base Locations

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

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

Service Delivery Partners

Ornge contracts with:

- Standing Agreement air carriers who perform non-urgent patient transports by airplane largely in the North, as well as some advanced care patient transports.
- 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. Paramedic service partners are vital for the success of Ontario's air ambulance program.

Base Hospital

Ornge provides MOH-mandated Base Hospital services, including approving 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

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

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

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

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

triage patients, while Communications Officers plan, coordinate and dispatch Ornge’s crews, vehicles and SA carriers. The OCC ensures the continuum of care for the patient, and provides paramedics with continuous access to physicians for consultation and medical orders.

Third Party Relationships

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

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

Current Operating Environment

COVID-19 Response

Across the globe, every person and every organization has been dramatically affected by the COVID-19 pandemic. We have all had to ‘pivot’, and Ornge has risen to this challenge.

In the earliest days of COVID-19 we maintained a fierce pace, adapting our patterns of work and putting in place safeguards for our staff and patients. Throughout, we have successfully maintained service delivery and indeed stretched beyond:

- We have enhanced service delivery, by staffing an extra CCLA asset based in Chatham to better service the southwestern corner of the province, and are forward-positioning one of our GTA CCLA crews to the Hamilton/Halton area on a daily basis at the beginning of each shift to better service hospitals west and southwest of the GTA.
- We developed Surge Response capability, so that Ornge’s highly trained paramedics can assist facilities in local surge situations.

- We have been providing timely transportation of lab samples from across the North for processing at the provincial laboratory in Toronto, as well as transportation of critical supplies and health care personnel to/from Moosonee.
- We made available physician support for hospitals and nursing stations across the province via telemedicine.

In May 2020, Ornge's CEO also presented at the House of Commons of Canada's Standing Committee on Health hearings on the Canadian response to the COVID-19 pandemic, highlighting Ornge's surge planning initiatives for northern Indigenous communities as well as the importance of northern airports.

Throughout the pandemic, our CEO and other representatives from Ornge have been advisors at a variety of provincial tables tasked with managing Ontario's response:

- Provincial Critical Care COVID-19 Command Table
- Provincial Critical Care COVID-19 Command Centre, for which Ornge provides secretariat support
- Ministry of Health's Emergency Operations Centre
- Provincial COVID-19 Vaccine Distribution Task Force
- Federal and provincial working groups addressing transportation of vaccines to remote Indigenous communities.
- Regional tables monitoring/managing the distribution of ICU and ward patients.

Most recently, Ornge has been tasked with planning and coordinating the overall operations of vaccination distribution for Ontario's fly-in Indigenous communities from start to finish. (See below – Priorities for 2021-2022, COVID-19 Vaccination Distribution).

Environmental Scan

Beyond COVID-19, Ornge continues to monitor emerging trends and changes in our environment which, in turn, have influenced the development of Ornge's new strategic directions:

Developments in Health Care

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

Access to Care

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

Equity, Diversity and Inclusion

- *Vulnerable Groups:* In the north, Ornge provides service to Indigenous communities. In the south, we transport multicultural populations in large urban areas. LGBTQ Ontarians live all across the province. Ornge needs to ensure that it provides culturally sensitive and appropriate care to all Ontarians, and that we are an employer of choice for visible minorities, Indigenous peoples and LGBTQ members. Diversity and inclusion need to be part of Ornge’s HR strategy to ensure we hire the best people and to ensure that our staff – particularly those who belong to vulnerable groups – feel safe, secure and supported.

Risks and Mitigations

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

Risk	Mitigation
<p>COVID-19 Related Risks – Like other health care organizations, Ornge is experiencing a range of new operational pressures and risks including medical consumable restrictions/shortages, extraordinary costs to put safety measures in place, supplier risks such as delayed shipments, unavailability of equipment/parts/inventory etc.</p>	<p>Ornge’s Pandemic Planning committee meets weekly to discuss issues/concerns. Biweekly town halls are held to communicate with staff. Significant changes are being made to Ornge’s paramedic education programs to improve effectiveness and, at the same time, reduce travel. Other travel restrictions and workplace modifications have been made, including a replicate dispatch centre to avoid cross-contamination for oncoming and outgoing shifts. Many procedural changes have been made for clinical care and infection prevention. Workplace modifications addressing physical distancing and other public health measures are being incorporated into our return to work plan for corporate staff.</p>
<p>Transportation Critical Event – Risk of an accident during air or land transportation.</p>	<p>Ornge maintains robust mitigations including extensive standardization and training programs. Initial pilot training and annual training programs are overseen by Transport Canada. Monitoring of safety standards and practices through an active safety reporting system is part of Ornge’s safety management system which is also overseen by Transport Canada. For land transportation, driver training is provided.</p>

Risk	Mitigation
<p>Unavailable to Respond to a Service Request – The main reasons why Ornge may be unable to service a request are adverse weather, volume of other requests, staffing issues and mechanical issues.</p>	<p>Steps are taken to deploy assets efficiently and thereby minimize the challenges associated with volume and weather. Systems and processes are in place to reinforce operational readiness and minimize downtime associated with aircraft maintenance. An on-call staffing model is in place to address unplanned absences. Staffing with certainty remains a key priority, and with COVID-19, we are particularly vigilant in relation to this operational risk.</p>
<p>Clinical Risk – Low volume, high acuity patients present a clinical risk.</p>	<p>Ornge’s paramedic education programs include high acuity skills training. Chart audits are routinely performed and clinical metrics reviewed to assess compliance with clinical standards. A new Special Operations Team is being created for complex transports.</p>
<p>Financial Risk – Ornge is financially reliant on government funding and unable to continue without their support. Certain costs are beyond Ornge’s control (foreign exchange, fuel costs, carbon tax). Moreover, Ornge has been experiencing extraordinary costs associated with COVID-19 response, which are in addition to a structural funding deficit.</p>	<p>Managing within the funding envelope requires a careful use of resources and ongoing efforts to find efficiencies within the operation. Ornge maintains an open and transparent relationship with the MOH with respect to value for money and funding needs. A capital asset funding framework has been proposed to mitigate the structural funding deficit.</p>
<p>System-Level Risk – Broadly speaking, partners across the health care system are experiencing pressures related to changing environmental, demographic, societal and technological patterns.</p>	<p>Through our planning processes, we endeavour to respond to system-level emerging risks. Our business continuity plans contemplate environmental risks such as extreme weather events. Our Strategic Plan contemplates the growing needs in health care, including the operational implications re: response to mental health and time-sensitive requests (e.g. cardiac, stroke). Our IT roadmap endeavours to position us for the future re: technological change.</p>

Priorities for 2021-2022

COVID-19 Vaccine Distribution

Vaccine distribution to the remote fly-in Indigenous communities across Ontario’s far north is a top priority for Ornge. Ornge is the lead organization for coordinating a vaccination program for 31 fly-in communities.

Ornge is tasked with start-to-finish planning, distribution and administering of vaccinations for residents of the remote communities. Delivery of the vaccine program involves engaging with and coordinating the efforts of multiple First Nations (their leadership and community pandemic teams), government departments and health care partners; and an incident management structure has been established. Augmenting health human resources and support capacity for administering the vaccines and proper functioning of vaccination clinics is central to the effort. Communication with community members including translated educational materials is critical for success of the vaccination program.

Given the isolation, health factors and a lack of medical resources, residents of remote communities face disproportionate risks and are among Ontario’s most vulnerable. This is a collaborative public health effort and is important from a health equity perspective.

Operational Priorities

A wide range of additional priorities are planned for the year ahead, highlights of which are as follows.

Invent Practice

- *Mental Health Air Response:* In partnership with MOH, develop a model for trialing dedicated air transport of mental health patients using a contracted air carrier.
- *Ventilator Replacement Program:* Taking a phased approach, implement new ventilators. Develop standardized protocols and associated training for paramedics.
- *Blood on Board:* In partnership with Sunnybrook Hospital, develop specifications for a program to carry blood on board the aircraft. This will involve a multi-year roll-out, aiming for implementation at the first base as early as the end of the fiscal year.
- *Ultrasound Program:* Develop training protocols in anticipation of future roll-out of ultrasound capability on the Ornge fleet.
- *All Canada Aeromedical Transport (ACAT):* Host the fourth annual ACAT symposium for air ambulance providers as a forum for sharing novel approaches and best practices in aviation safety.

Improve our Processes – ACTT with Precision

Access

- *Partnership on Remote Piloted Aircraft System:* In partnership with the Independent First Nations Alliance and Indigenous Services Canada, trial 'beyond visual line of sight' drone technology in support of time-sensitive clinical intervention (e.g. delivery of a life-saving drug) pending the arrival of an Ornge crew.
- *Cancelled Trauma Scene Calls Project:* Review data from phase one of the 'cancelled calls' project to assess patterns and reasons for cancelling helicopter response. Based on results, work with system partners on strategies for preventing cancellations where the patient would derive a clinical benefit from onward rapid transport to a trauma centre.

Capacity

- *Special Operations Team:* In consultation with labour partners, develop specifications for a new Special Operations Team to support highly complex patient transports.
- *Surge Response Capability:* In partnership with the Emergency Medical Assistance Team (EMAT), develop a concept of operations where Ornge Surge Response Team would be deployed as advance party to EMAT deployment.

Training

- *Paramedic Education:* Implement a revamped approach to continuing medical education, taking a phased approach. The new format focuses on smaller, more frequent delivery of education by an Ornge clinical practice leader locally who trains at the base or in the aircraft while paramedics are on-shift.

Transport

- *Helipad Information for Stakeholders:* Upon completion of an engineering report, make available the performance specifications of Ornge's helicopters (AW139) to operators of helipads in urban areas who have an interest in protecting the surrounding air space from urban encroachment.
- *CCLA:* Based on the success of Ornge's temporary Chatham CCLA base, seek funding for ongoing operations.
- *Advanced Care Standing Agreement Carrier:* Arrange for ongoing advanced care service delivery via an aircraft based in southern Ontario.

Precision

- *Right asset, Right time, Right patient, Right place:* Develop a conceptual approach for presentation to government partners on strategies for deploying assets with greater precision, including with reference to the patient's condition.
- *Back Office Tools for Operational Efficiency:* Implement an eExpense solution and technology integration for aviation management systems. Begin considerations for an inventory management system. Continue with priority initiatives: integration with the government's Public Safety Radio Network; system and data security; disaster recovery; long-term technology planning; and novel solutions for business needs.

Integrate Provincially

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

Inspire our People

- *Equity, Diversity and Inclusion (EDI):* Through Ornge's new EDI Committee, develop a roadmap for best practices that promote equity, diversity and inclusion to attract, retain and enable the best talent, and promote health equity in Ontario and strengthen communities we serve.
- *Fatigue Risk Management:* Develop fatigue management strategies that, as a minimum, align with federal regulation changes which are anticipated in December 2022.
- *OH&S Best Practices (ISO 45001):* Adopt best practices in Occupational Health and Safety which are consistent with ISO 45001 program standards.

Information Technology Plan

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

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

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

Earlier this year, Ornge developed an IT roadmap with short-term, medium-term and long-term strategies across four dimensions:

- Safety and soundness of our systems
- Efficiency and optimization through the use of innovative technologies
- Easier to do business with each other internally
- Evolve our perspective from IT maintaining the organization to changing the organization.

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

- System improvements that support operational efficiency, with major initiatives such as e-Expenses, e-Forms, Robotic Process Automation and other system integrations that help to reduce data entry and streamline processes.
- Medium and long-term technology planning, including consideration of other new technologies.
- Improved technology for communication with frontline and other service providers through the government's Public Safety Radio Network initiative.

Public and Stakeholder Relations Plan

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

Internal Engagement

Reaching internal groups across our provincial organization through innovative means has been a cornerstone of staff engagement. The Corporate Communications department takes the lead on the facilitation, production and distribution of internal e-newsletters and preparation for and facilitation of internal town hall meetings. Internal communication has never been more important than now. The arrival of COVID-19 necessitated fast and frequent communication with frontline and back-office staff across the organization, all of whom were impacted by working in new and different ways. Communication with broad groups of employees in new and interactive ways has been essential, as has communication of up-to-date information on risks and mitigations associated with the virus. These efforts will remain a focus in the coming year.

External Engagement

Ornge's social media and web platforms continue to be destinations for a variety of audiences: members of the public interested in medical transport, paramedic services and hospitals partners, past patients and others. Patient stories are being presented in high-quality videos, and then distributed on various channels. Such stories offer an important reminder of the importance and impact of the Ornge mission. Ornge continues to establish strong relationships with media across Ontario through regular outreach, responses to inquiries and participation in charitable initiatives such as the CHUM CP24 Christmas Wish campaign. The reach of these initiatives is tracked and evaluated using analytical tools.

Partner-Stakeholder Education and Communications

As partners in ensuring access to health services, Ornge interacts with hospitals and paramedic services partners every day on an operational level. As such, it is important for front line healthcare professionals to have the latest information with respect to Ornge's processes, procedures, safety practices and other elements of our service. Working closely with paramedic operations personnel, the Corporate Communications department assists with this process through the production of videos, animated tutorials, as well as the development of website content and targeted campaigns. In the coming year, Ornge will redesign its website to facilitate more ready access to operational information needed, in particular, by our hospital partners.

Performance Measures

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

Objective	Performance Indicators 2020-2021
Improve patient satisfaction	Quarterly Trend of Satisfied Patients (SAs) –obtained from NRC data
Improve patient and stakeholder satisfaction	Timely Acknowledgement of External Complaints and Inquiries
Improve patient and stakeholder satisfaction	% patients delayed for transport in whom OCC staff obtain updates every 6h. (NEW)
Improve Clinical Quality	Documented Temperature in stroke, trauma and ROSC patients
Improve Clinical Quality	% non-intubated trauma patients with adequately controlled pain
Improve Clinical Quality	HCO3 Guided Ventilation Strategy (NEW) % of ventilated adult and pediatric patients with HCO3 documented on the EPCR
Improve Patient Safety	% Hand Hygiene Education and Compliance
Improve Patient Safety	% of time pre-determined areas are cleaned below the relative light units (RLU) threshold on monthly audits
Improve Patient Safety	% Usage of a standardized patient care hand-off Checklist
Improve Staff Safety	Soft Tissue/MSK Injury Rate
Improve Timeliness	Length of Stay at Sending Hospital After Handover to Ornge
Improve Timeliness	Overall Base Response Time: % within threshold
Improve Efficiency	% of Emergent 1 cases where TMP pre-patches with paramedic
Improve Efficiency	% of patients OCC Staff obtain bed confirmation

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

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

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

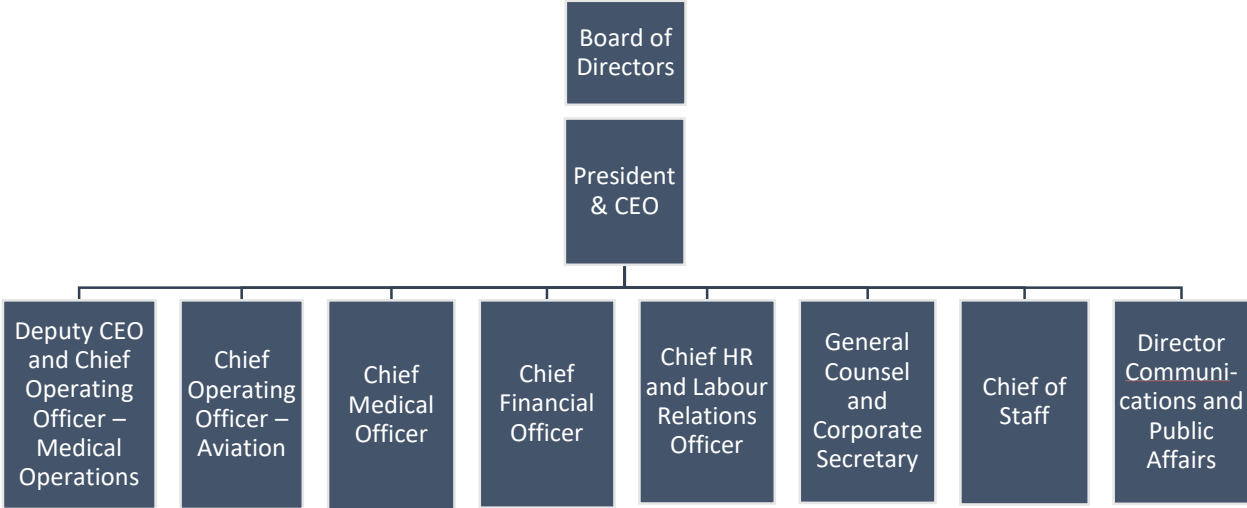
Progress on Prior Year Priorities

The following chart outlines progress on the operational priorities identified in Ornge's 2020-2021 Business Plan. Given the extraordinary demands presented by COVID-19, we are satisfied with the progress made on most of these initiatives.

2020/2021 Operational Priorities	Status @ December 2021
<p>Service to Patients</p> <ul style="list-style-type: none"> • <i>Stretchers:</i> Work with aviation engineers to consider the feasibility of expanding power loading stretcher capabilities onto the fixed-wing fleet. • <i>Single Level of Care and Resource Availability:</i> Implement further training and staffing initiatives that promote service availability and level of care. • <i>Special Operations Team:</i> Develop a proposal for a Special Operations Team to support highly complex patient transports. 	<ul style="list-style-type: none"> • Currently working on specifications for an engineering solution for the fixed wing fleet. • Progress continues to be made on the long-term goal of single level of care. (See paramedic education, below). • Completed proposal for Special Operations Team in consultation with labour partners. Implemented Surge Response capability within the context of COVID-19 response.
<p>Clinical</p> <ul style="list-style-type: none"> • <i>Ventilators:</i> Initiate acquisition of new ventilators for Ornge fleet and contracted partners. • <i>Blood:</i> Continue with efforts to develop a program for carrying blood on board the aircraft. • <i>Paramedic Education:</i> Continue implementing new initial education program, and revamped approach to continuing medical education that features training capabilities at Ornge bases for more frequent, smaller continuing education experiences. • <i>Electronic Health Records:</i> Continue working with eHealth Ontario on establishing a means to share our electronic patient record with all receiving facilities. • <i>Chart Audits:</i> Continue implementing an electronic approach to streamlining chart audit processes. • <i>Medical Fellow:</i> Onboard Ornge's first-ever Fellow. 	<ul style="list-style-type: none"> • Completed RFP for new ventilators; roll-out in 2021. • Partnership with Sunnybrook hospital on a concept of operations is in development. • New initial education program is in place allowing for direct progression from ACP(land) directly to CCP scope. Revamped continuing medical education delivery model is being rolled-out with phased implementation. • This remains a goal, however progress is delayed due to present circumstances. • Progress is being made toward a final technical solution. • Delayed due to COVID-19. Onboard in 2021.
<p>Transportation</p> <ul style="list-style-type: none"> • <i>Helipad Operations:</i> Commission a technical review of H1 helipad certification requirements in relation to the operational requirements of Ornge's helicopters. • <i>Night Vision Goggles:</i> Consider reducing certain limitations on helicopter night operations (contingent on Ornge's application to Transport Canada for status as an advanced user of NVGs). • <i>Aircraft Weight:</i> Continue with initiatives to reduce aircraft weight for the helicopter and airplane fleets in order to provide greater operational flexibility in accommodating a patient escort. • <i>Unmanned Aerial Vehicle (UAV) Analysis:</i> In collaboration with northern partners, analyze potential applications for UAV technology in support of health care services for remote areas. • <i>Pilot Recruitment/Retention:</i> Ongoing focus on pilot staffing levels. 	<ul style="list-style-type: none"> • Engineering report received, which will be helpful for discussions with helipad operators. • This remains a matter for further consideration; efforts are on hold due to present circumstances. • Work is ongoing, with significant progress to date on both the helicopter and fixed wing fleets. e.g. To date, helicopter weight reduced by 67.5kg which will facilitate installing a fourth seat to accommodate a patient escort. • Partnering with Independent First Nations Alliance and Indigenous Services Canada on a trial of UAV technology in the remote north. • No longer a consideration given the downturn in the aviation industry due to pandemic.

2020/2021 Operational Priorities	Status @ December 2021
<p>Safety</p> <ul style="list-style-type: none"> • <i>Electronic Inventory Control for Medications:</i> Move forward with plans for implementation of electronic, access-controlled systems for inventory management. • <i>Fatigue Management:</i> Refine Ornge’s fatigue management program by conducting an analysis to guide staff on optimal sleep patterns based on shift patterns. • <i>Flight Data Analysis:</i> Use results of flight data analysis to improve training on unusual events and inform company Standard Operational Procedures. Complete installation of flight data analysis hardware on helicopter fleet. • <i>All Canada Aeromedical Transport (ACAT):</i> Host the fourth annual ACAT aviation safety symposium for air ambulance providers across the country. 	<ul style="list-style-type: none"> • Inventory management system under discussion; anticipated timeline is 2022-2023. • Completed a fatigue impact assessment using specialized analytical software. This will inform the development of fatigue management strategies that align with federal regulation changes. • Completed flight data analysis roll-out on fixed wing fleet. Flight data analysis is now an ongoing operational practice for both helicopter and fixed wing operations. • 2020 conference postponed to March 2021.
<p>Logistics/Communication</p> <ul style="list-style-type: none"> • <i>Dispatch System:</i> Continue with efforts to integrate Ornge’s dispatch system with other systems to reduce data entry and streamline processes. • <i>Booking Portal for Hospitals:</i> Develop technical specifications for an electronic platform for hospital staff to use in booking non-urgent, low acuity patient transfers. • <i>Trial Status Boards:</i> Develop and trial status board for Central Ambulance Communications Centres (CACC) and a status board for CritiCall Ontario that displays real-time transport information. 	<ul style="list-style-type: none"> • Integration between Ornge’s dispatch system and aviation software is currently in progress. • In our recent strategic planning survey, we asked for hospital stakeholders for feedback on ‘self-serve’ booking. Feedback was mixed, in part due to practicalities within the hospital environment. Revisit the portal idea in future. • A technology solution is forthcoming as part of the next update of Ornge’s dispatch system.

Appendix: Organizational Chart



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