

ORNGE ANNUAL REPORT 2023/2024



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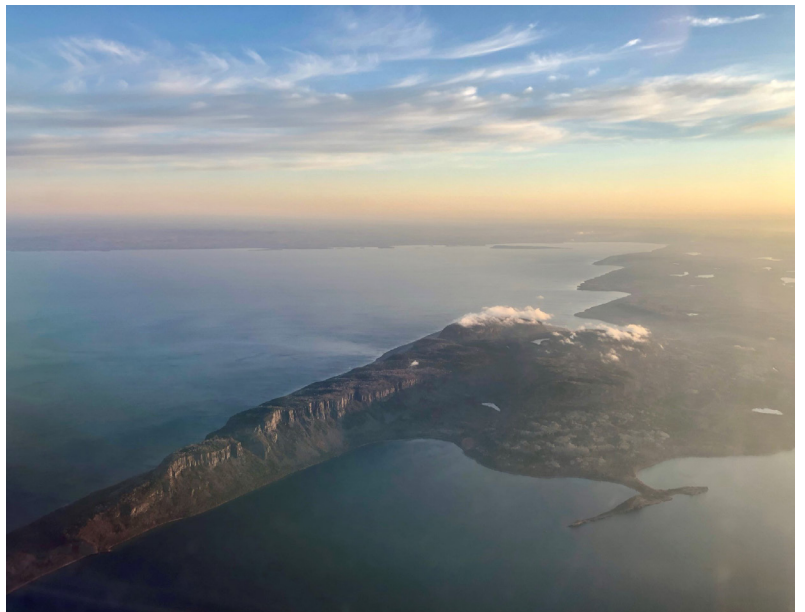
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LAND ACKNOWLEDGEMENT



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.

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Dr. Homer Tien
President and CEO

MESSAGE FROM THE PRESIDENT AND CEO

2023-24 was a year of significant planning, investments for the future, and signs of big things to come for Ontario's air ambulance system.

Most notably, the Government of Ontario invested in Ornge's fixed wing fleet renewal initiative: a plan to not only replace the eight older generation Pilatus PC-12 aircraft in our fleet, but add four new ones to support two new air ambulance crews based out of Sudbury. This will help Ornge deliver health equity, particularly to the remote Indigenous communities in Northern Ontario. We continue to explore faster, long-range aircraft to serve specific patient populations including bariatric, paediatric and ECMO. We also continue to work with the Ministry of Health on initiatives to ensure we are staffed with certainty so we are ready to serve when the call comes in.

This year also brought shorter term enhancements which are benefitting patients today, including the opening of a new Critical Care Land Ambulance base in Hamilton. This base offers a new critical care inter-facility patient transportation option for

hospitals throughout the Golden Horseshoe. In addition, newer projects such as the Mental Health Transport Team, Blood on Board and our Special Operations Team continue to evolve and support our mission.

2024 marks the conclusion of Ornge's iPropel 2021-2024 Strategic Plan. While the Ornge team has achieved so much over this period, we recognize that we must constantly strive to do better. As we embark on a new Strategic Planning process, we will be paying close attention to our timeliness and responsiveness while looking at ways to ensure we are there when our healthcare system partners need us most.

As always, I am incredibly proud of the dedication of all members of the Ornge team, both at the front lines and behind the scenes. Our 2023-24 Annual Report offers a snapshot of our performance, a recap of some of the achievements of which we are especially proud, and look ahead at what promises to be a busy and productive year.



BOARD OF DIRECTORS



Ian W. Delaney
Chair



Charles A. Harnick
Director



Patricia Lang
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



Peter Cunnington
Chief Aviation Officer



Wade Durham
Chief Operating Officer & Deputy CEO



Abbie Hudson
Chief of Staff



Susan Kennedy
General Counsel & Corporate Secretary



Lorinda Lee
Chief Human Resources & Labour
Relations Officer



Dr. Bruce Sawadsky
Chief Medical Officer



James MacDonald
Director, Communications & Public
Affairs

WHO WE ARE

Ornge 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 system of care that links communities to hospitals, and local community hospitals to tertiary care centres. To do this, Ornge employs over 700 employees, including paramedics, pilots, communication officers, physicians, aircraft maintenance engineers, educators, and support staff.



By the numbers – Full and Part Time Employees :



Paramedics
235



Paramedic Operations and Safety
13



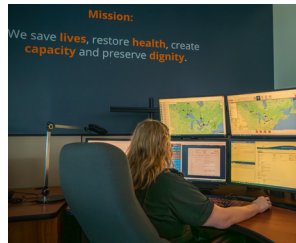
Aircraft Maintenance Engineers
55



Fixed Wing Pilots
46



Rotor Wing Pilots
86



(OCC) Communications Officers
50



OCC and Logistics
28



Medical Affairs
29



Aviation Operations
45



Base Management
18



Corporate and Support Staff (including Human Resources, Information Technology, Finance, Decision Support, etc.)
113

MISSION, VISION, AND VALUES

MISSION

We save lives, restore health, create capacity and preserve dignity.

How We Save Lives: Our helicopters bring critical care capability to the scene to save the lives of critically ill or injured patients. Our air and land crews perform emergency inter-facility transfers to save lives and preserve limbs. Ornge also coordinates all aviation requirements in support of Trillium Gift of Life Network's (TGLN) mission. This involves coordinating air transport for TGLN surgical transplant teams and for recovered organs.

How We Restore Health: Ornge transports or organizes the air transport of all stretcher-bound patients in Ontario for diagnostic imaging and/or specialist consultation to help restore health.

How We Create Capacity: Ornge is asked to repatriate patients to hospitals closer to their home communities by air and/or if patients require a critical care level of care during repatriation. This activity creates necessary capacity at hospitals to receive the next critically ill or injured patient.

How We Preserve Dignity: Ornge helps provide dignified end-of-life care by transporting patients back to their rural and remote communities to be with family and friends at the end of their lives.

VISION

The best care, wherever you may be.

MOTTO

Health Equity in Motion

CORPORATE VALUES

Kindness, Respect, Integrity, Safety, and Professionalism.

STRATEGIC PLAN

iPROPEL 2021 - 2024

iPropel was released in 2020 with an ambitious agenda. The Ornge team was very successful in delivering on the items within the iPropel Strategic Plan despite the challenges presented by the COVID-19 pandemic. Ornge has moved forward with equipping our teams with Blood on Board to promote improved health outcomes during transit, focused on improving timeliness for the most critical cases to ensure these patients get the care they need, and also completed the pilot project of the Mental Health Team asset to provide specialized care to this demographic of patient ensuring that wait times decreased and appropriate care provided.

COVID-19 presented the opportunity to review our business needs and resulted in an ask to government for increased staff and assets that Ornge will be implementing over the next five years to improve timeliness and health outcomes for our patients across the province.

Ornge is in the process of creating the next strategic plan for the organization which will be launched in the fall of 2024.

Our Strategic Propellers

iP1**Invent
Practice****iP2****Improve
Processes****iP3****Integrate
Provincially****iP4****Inspire our
People**

The hub or “lynchpin” of our strategic propeller is that we will be **SAFE** in everything we do:

Safe

Aviation safety, patient safety and staff safety will always be at the core of our efforts.

Accountable

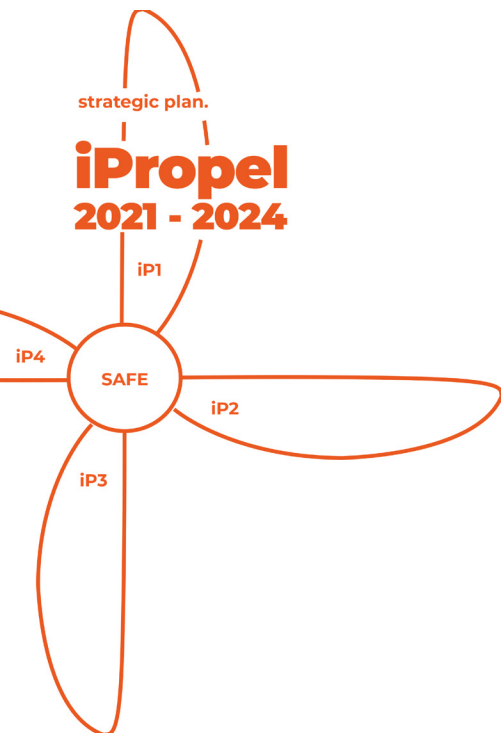
We will be accountable and transparent in all our actions and decisions.

Fiscally Responsible

We are stewards of public funds. We will be fiscally responsible in how we spend public dollars to achieve our mission and vision.

Equitable

We strive to improve equity by improving access to care, particularly for vulnerable populations.



We also strive to encourage equity, diversity, and inclusion within our organization by reaching out, encouraging and mentoring our employees who belong to vulnerable communities.

To read more about our strategic plan, visit orange.ca/stratplan

HIGHLIGHTS

Fixed Wing Fleet Renewal



In November, the Government of Ontario announced one of the largest, most transformative investments in the history of the provincial air ambulance program.

Beginning in 2026, Ornge will replace its current fleet of eight PC-12 fixed wing air ambulances with next generation aircraft. In addition, Ornge will acquire four more PC-12 airplanes to support two new 24-7 crews at the Sudbury base. This enhancement in service responds to a growing need for air medical transport, particularly in Northeastern Ontario and remote, Indigenous communities throughout the region.

Since entering the Ontario air ambulance fleet in 2009, the Pilatus PC-12 has demonstrated strong performance, reliability, and versatility, helping Ornge deliver high quality care and transport across the province. The global fleet of more than 2,000 PC-12 aircraft are used in a variety of missions worldwide including air ambulance configuration for the Royal Flying Doctor Service of Australia, and in a law enforcement capacity with the Royal Canadian Mounted Police.



“Investing in new, state-of-the-art planes is another way we are making it faster for Ontarians in rural and remote communities to connect to the care they need, when they need it, for years to come.”

Sylvia Jones
Minister of Health



“Ornge’s air ambulance service is a key partner in delivering care to the over 15,000 people living in the Hudson and James Bay region. I applaud the government’s decision to expand Ornge’s fleet so that all patients specifically those most difficult to reach can get the care they need when they need it.”

Lynne Innes
President and CEO, Weeneebayko Area Health Authority



CCLA in the Golden Horseshoe



In response to a growing need for patient transport services in the Golden Horseshoe, Ornge opened a new, permanent Critical Care Land Ambulance (CCLA) base in Hamilton in September. Staffed 12/7 with Critical Care Paramedics, this new resource supports the transport of critically ill individuals between hospitals primarily in the Hamilton-Halton-Niagara corridor. This most recent expansion, which includes a newly-constructed three bay ambulance garage, adds to Ornge's complement of CCLA bases across the province, including our bases in Mississauga, Peterborough, Ottawa, and as of fall 2022, Chatham-Kent.

The Hamilton base is co-located with CitiCall Ontario, the province's 24-hour-a-day emergency consultation and referral service for hospital-based physicians. The location offers advantages such as highway access so that Ornge can respond quickly to hospitals throughout the region.

Mental Health Transports



Based at the Thunder Airlines hangar in Thunder Bay, the Mental Health Transport team is available 12 hours per day, seven days a week, and is comprised of a Registered Nurse who is experienced in mental health care, as well as trained security personnel with experience in a healthcare setting. In addition, a Primary Care Flight Paramedic is on board the aircraft during transport. This team only performs mental health-related transports.

Ornge completed a trial of this program, and based on its success, the team continues operations. In 2023/24, the team provided specialized mental health care in transport to 327 mental health patients, an increase of 26% per cent from the previous year. Over the course of this year, the team improved the quality of care provided in transport to a significant portion of Ornge's mental health patients. This was achieved with a low rate of sedation and physical restraint. The team transported 95 patients that would have previously required transport by Ornge dedicated fixed wing assets, therefore increasing capacity in the system.

Special Operations Team Update



Ornge's Special Operations Team, comprised of experienced, specially-trained Critical Care Paramedics, was created in 2022/23 as a means of carrying out complex, low frequency, high acuity transports. These include providing medical care in challenging operational conditions, transports related to infectious diseases, extracorporeal membrane oxygenation (ECMO), bariatric and other specialized cases.

The special operations team conducted its inaugural mission in December 11, 2023, transporting a paediatric patient. Since then, there have been two additional transports by the team. In addition to these transports, the team has been building its capabilities, including the acquisition of the EpiShuttle – an isolation unit developed to fit in an air ambulance – and undertaking Special Pathogens Transport training.

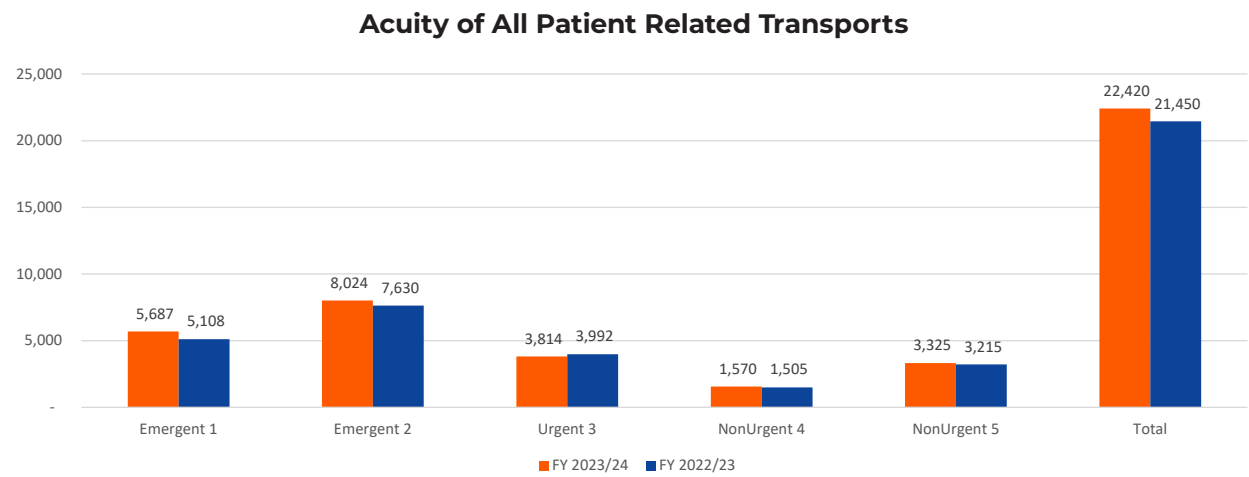
FACTS, FIGURES AND PERFORMANCE

Inter-Facility and Team Transports

		2023/2024	2022/2023
Fixed Wing (includes Ornge and SA Carriers)	Transport Count	10,477	10,327
	Total Distance Travelled	18,595,729	18,198,281
	Average KM by Transport	1,780	1,762
Rotor Wing	Transport Count	2,818	2,803
	Total Distance Travelled	1,133,315	1,117,956
	Average KM by Transport	402	399
Critical Care Land Ambulance	Transport Count	3,516	3,702
	Total Distance Travelled	495,450	515,956
	Average KM by Transport	141	139

Patient Response

In 2024, Ornge serviced and transported 22,420 patients, up 4.5 per cent from the previous year. About 5% of these patients were transported from the scene of injury (or were modified scene calls). This represents a 1% decrease from the previous year. The remaining 95 per cent were inter-facility transfers, which was the same as the previous year.



Patient Related Transports by Asset

Vehicle	Number of Transports	Percentage of Overall Total
Rotor Wing	4,231	19%
Ornge Fixed Wing	3,165	14%
Standing Agreement Carrier	7,344	33%
Ornge Land	6,249	28%
Toronto Paramedic Services	1,271	5%
Other**	160	1%

** Other includes scheduled flights, local Paramedic Services with Ornge medics, Manitoba LifeFlight, marine unit (Moosonee)

Special Population Patients Transported

	FY23/24	FY22/23
ECMO (Land Only)	9	11
ECMO (Air)	<5	<5
IABP (Land Only)	30	46
IABP (Air)	8	5
Bariatric	682	704
Mental Health Patient	823	766
Neonatal Patients	286	245

Ornge works closely with hospital partners and municipal Paramedic Services for the transport of patients from special populations. These include extracorporeal membrane oxygenation (ECMO), bariatric (patients with a weight greater than 120 kilograms), and patients requiring specialized equipment such as an intra-aortic balloon pump.

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 inter-facility patient transport within Ontario and maintains a database of patient transfers within the province of Ontario. Each inter-facility patient transfer within Ontario must have a medical transfer (MT) authorization number.



In FY 2023/2024, **315,965** MT numbers were issued.

Telemedicine

In partnership with CitiCall Ontario, Ornge provides enhanced telemedicine support for the province. Under this arrangement, any physician in any Ontario hospital can reach out to an Ornge Emergency Medicine Physician, ICU physician or pediatrician 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 **217** 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. In 2023-2024, Ornge received 484 specific TGLN requests.

One TGLN request can generate several organ requests. For example, One TGLN request for service for an organ donor (liver and kidney) in Ottawa might generate three organ requests: a request to transport the transplant team

from Toronto to Ottawa, a request to transport the team and one recovered organ (liver) back to Toronto, and a request to transport one organ (kidney) separately to London. During the reporting period, the 484 specific TGLN requests generated 403 organ requests that were serviced and transported. In addition, there were 29 living donor kidney requests of which 27 (93%) were serviced.



PERFORMANCE

Overview – Risks and Factors Affecting Performance

Ornge continues to reach more patients every year. Our call volumes continue to trend upward, increasing by 4.5 per cent this year to 22,420. Patients continue to receive the care they need from Ornge 24 hours per day, 7 days a week.

Ornge's other key metrics relate to the time it takes to move patients. Several factors come together for an Ornge air base to complete a patient transport: a staffing complement of two paramedics, two pilots as well as a functional aircraft. An Ornge land base requires two paramedics and a functional vehicle. An Ornge base is described as serviceable if all these criteria are met. Less serviceability means that it takes longer to move the patient.

While our organization has come out of the COVID-19 pandemic in a strong position, there are a number of lingering factors

impacting serviceability. This includes a tight employment market – particularly among Paramedics and Fixed Wing Pilots – attributed to industry-wide trends. Like most healthcare organizations, Ornge has felt the challenges of recruiting and retaining human health resources (HHR). In the aviation side of our operation, increased hiring by commercial carriers has continued unabated, leading to a highly competitive job market.



Serviceability and Timeliness – How Did We Do?

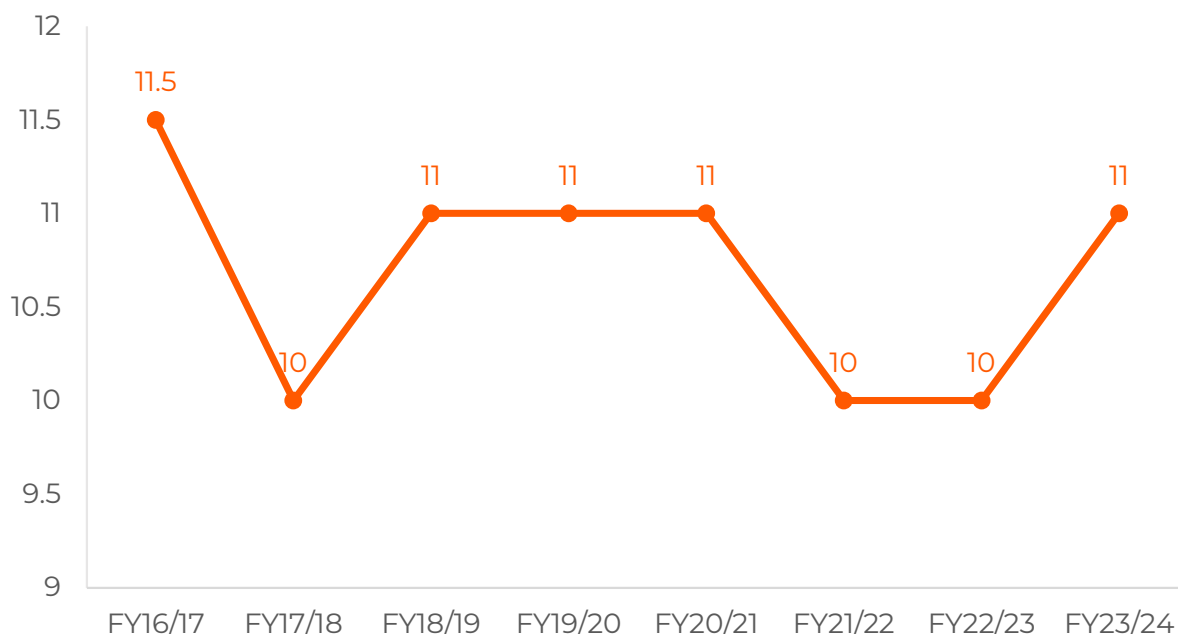
Many variables impact our timeliness of response: asset availability, maintenance, staffing, weather, proximity of the scene to our bases. Some of these factors – such as weather – are outside of Ornge’s control. Others, such as staffing, are areas of organizational focus for improvement.

Two metrics are illustrative of some of the current trends we are experiencing.

Median Rotor Wing Response Time Scene Trauma Calls (mins)

Like all Paramedic Services, Ornge responds to the scene of major trauma. If trauma patients meet Air Ambulance Utilization Standards and meet Field Trauma Triage Guidelines, Central Ambulance Communication Centre (CACCs) will request a “scene” response from an Ornge helicopter. These calls represent about six per cent of our call volumes. Our response time is of the utmost importance in these situations.

The figure below shows Ornge’s median (50th percentile) response time for life-threatening trauma scene calls. This response time measures the time interval from the CACC request for service to the time when the helicopter is on the runway and requesting “Air Traffic Control” clearance to take-off. This number has been stable over the past few years, attributed in part to stability in helicopter pilot staffing during this period.



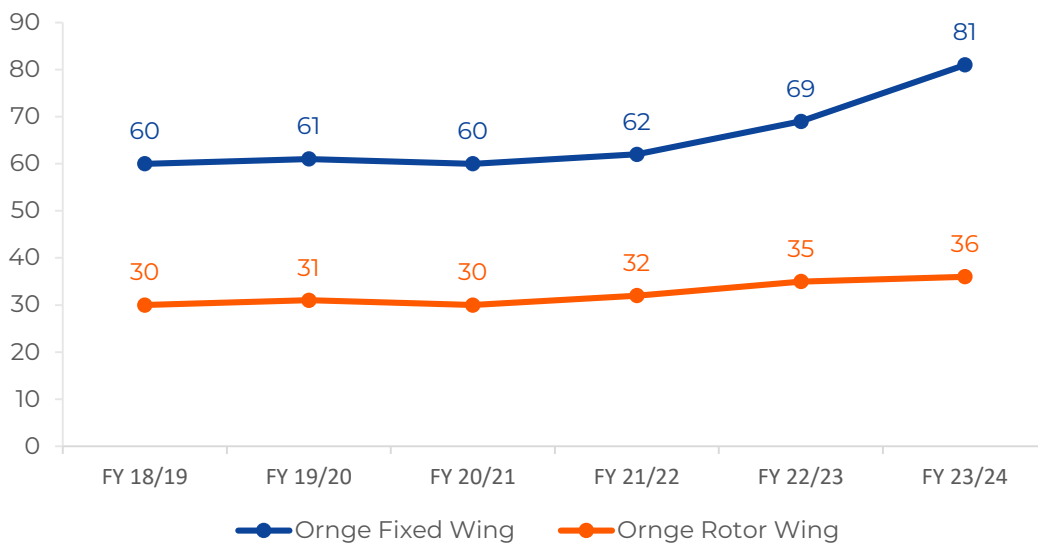
Median Interfacility E1 Responsiveness

When time is of the essence, when it is literally “Life or Limb,” the measure that our patients and stakeholders value is how fast we can consistently launch an aircraft to transport the patient to the critical care they need. Our best efforts to respond are affected by the long distances required for transport (on average, over 1,700 km for fixed wing aircraft), the need to wait for land ambulances to transport between airport and hospital, and the effects of volume of transfers and weather.



This response time indicator measures the median time interval from when the OCC has completed taking the patient details to when the Ornge team starts moving towards the patient. This could be when the aircraft departs for a patient transfer or is triaged and re-routed, or when the Ornge medical team departs to pick up a patient from the health care facility.

Fiscal Trend Interfacility Emergent 1 Responsiveness (Median)



As with scene calls, helicopter responsiveness for Emergent 1 patients remains stable. The fixed wing response times have increased in recent years, attributed to many of the factors outlined above.



Quality Improvement Plan

Ornge's Quality Improvement Plans, the most recent of which is available on the [Ornge.ca](https://www.ornge.ca) website, outline many of our key performance indicators. The QIP is a framework for monitoring key aspects of Ornge's service delivery, such as patient experience and care, clinical practice, and operational service delivery. QIP indicators are chosen each year and reflect organizational priorities, including some identified areas for improvement. Visit [Ornge.ca](https://www.ornge.ca) to view the most recent QIP.



What We Are Doing to Improve

Ornge is tackling these challenges on multiple fronts.

- The tight job market, as well as Ornge's planned expansion, has heightened the need for a pipeline of skilled, dedicated staff. In addition to our standard recruiting for paramedics, we are looking beyond our borders. An international paramedic recruitment drive resulted in the hiring of 24 paramedics over the past year from countries such as Australia, New Zealand, Ireland, South Africa and the United Kingdom. Two have already started work at Ornge, with an additional 12 scheduled to begin work in early spring. The remaining international recruits are in various stages of employment and will transition to Ornge in the coming months.
- Similarly, Ornge has been recruiting abroad for Rotor Wing Pilots and has found significant interest. Finally, we are building our recruitment efforts for Fixed Wing Pilots by attending pilot career fairs and trade shows across the province and are looking to new and innovative approaches to ensure Ornge is seen in the industry as an employer of choice.
- In the coming year, Regulated Health Professionals will complement a strong paramedic-based system. Working with SkyCare, Ornge will be introducing a Flight Registered Nurse Program (Flight RN), allowing a new category of Health Care Professional to function as an air ambulance crew member on SkyCare air ambulance flights. This will result in more flexible staffing to carry out lower acuity patient transports, particularly among remote, Indigenous communities.
- Ornge has encouraged additional private carriers to become certified as an Ontario air ambulance in the hopes of increasing the pool of available contracted aircraft on a daily basis.

OUR PEOPLE

Governor General's Emergency Medical Services Exemplary Service Medal

The Governor General's Emergency Medical Services Exemplary Service Medal recognizes professionals in the provision of pre-hospital emergency medical services to the public, who have performed their duties in an exemplary manner, characterized by good conduct, industry and efficiency.

During a ceremony in Blue Mountain in September, five Ornge staff members received their 20 year medal. Congratulations to **Chris Andersson, Marc Bechard, Michael Curry, Darrin Veilleux, and Chris Vickery.**



During a ceremony at Queen's Park in December, seven Ornge staff members received their 30 year bar. Congratulations to **Paul Richard, David Maynard, Peter Zanon, Rob Teranishi, Mike Chad, Brad MacArthur, and Matt Middaugh.**



Paramedic Education at Ornge

2023/24 was the second full cycle of our new approach to paramedic continuing professional development (CPD) at Ornge, and a continuation of significant initial education training in Critical Care. Clinical Affairs continues to adjust the approach to paramedic education, ensuring that we continue to meet the needs of both our learners and the organization. As a result, CPD has evolved to a more encompassing program, which involves a more decentralized model, leveraging the considerable expertise that exists among our frontline paramedics, Transport Medical Physicians (TMPs), and leveraging opportunities in asynchronous learning. CPD continues to be anchored by our Clinical Practice Leads (CPL).

The role of CPLs is a multi-faceted one: as a leader, role model, coach, teacher, and mentor, with a responsibility for ensuring clinical guidance, leadership and development of paramedics and learners in a practice based education environment. CPLs work at all bases and deliver learning activities in a variety of settings, including classroom, simulation, practice-based preceptorship, and peer-to-peer mentoring. In addition to their education duties, CPLs continue to work operational shifts as Critical Care Paramedics.



Base Hospital Continuing Professional Development (CPD)

Ornge is one of Ontario's eight Regional Base Hospitals (7 land, 1 air). A Base Hospital provides medical direction, leadership and advice in the provision of prehospital emergency health care within a broad based, multi-disciplinary, community emergency health services system. A Base Hospital provides training, quality assurance, continuing education and guidance to paramedics and other first responders.

The Ornge Base Hospital has held several initial certification events, through simulation or oral board testing; credentialing a total of 70 paramedics, 17 Primary Care Flight Paramedics (an increase of 5 from previous year), 18 Advanced Care Land Paramedics (22 fewer than during the previous year) and 35 Critical Care Paramedics (an increase of 22 from previous year). In all, 2023 represents the largest single-year number of new CCPs.

In addition to certification activities, the Base Hospital continues to perform Ministry-mandated Quality Assurance audits, as well as work with other Ornge departments with investigation, quality improvement, and other reporting activities. In 2023, as part of our CPD program, paramedics completed a single day of group simulation focused on adult patients (for a total of 45 days – an increase of 6 days from previous year), another focused on paediatrics (a total of 46 days – an increase of 10 days from previous year), at-base training by their CPL, asynchronous online learning, and a Transport Medicine Physician (TMP) ride-along.

During the ride-along, the TMP delivers a preassembled curriculum and assesses paramedic performance during transports. In addition to these activities, 9 face-to-face CPD sessions were delivered to the Primary

Care Paramedics (one fewer than during the previous year) certified by the Ornge Base Hospital. 28 paramedics were reintegrated (an increase of 13 from previous year) back to Advanced Care Flight or Critical Care Paramedic status because of 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 develop and adapt through robust programmatic evaluation and design, working towards several goals. First, it is designed using principles and practices of more traditional post-graduate programs. Second, it is designed to accommodate more cohorts of students, allowing for higher volumes of training. Third, while supporting multiple cohorts, it is designed to reduce the amount of required travel for students, allowing them more opportunity to contribute to operational staffing, while increasing the number of simulation training days within their home communities. Finally, with a competency-based program design, paramedics are taken through four semesters of critical care residency, allowing them to contribute organizationally to the overall level of care at Ornge faster, and individually by allowing paramedics to provide their critical care knowledge and skills sooner to the patients they care for.

This year, Ornge has initiated two Critical Care Cohorts, bringing the total number of students to over 80, all progressing through the four semesters of residency.



ORNGE FELLOWSHIP PROFILE

Meet Dr. Melissa Bouwsema, Ornge Prehospital and Retrieval Medicine Fellow

What made you want to join the fellowship program?

My parents met in the paramedic program at NAIT, and I grew up hearing about their work days, so I think just I naturally became interested in prehospital / out-of-hospital medicine. I love caring for critically ill and injured patients, and I work best in a team, so the fellowship felt like a great way to expand my repertoire.

Can you describe a typical day as a Fellow?

The fellowship heavily focuses on clinical work, so most of my time is spent working with the medical crews. Shifts start at 7 a.m. or 7 p.m. When everyone is in, the crew begins checking over the asset and bags, ensuring we're ready for the day's first call. From there, the flow of the day really depends on how busy we are — on some shifts, we have a bit of downtime for informal education / case discussions/exercise / just catching our breaths. On other days I'm lucky to inhale a protein bar and a bottle of water between calls. The shift ends 12 hours later or whenever we get back to base from the last call.

What has the fellowship experience been like for you?

I'm learning a lot! There's so much nuance to delivering patient care outside the (relatively) controlled hospital environment. As a physician, I'm now trying to master skills I historically relied on my nursing or respiratory therapy colleagues to perform. It's really humbling, but the paramedics I've worked

with have been really patient teachers as I navigate the steep learning curve.

What are some things you hope to gain from your tenure?

I'm really happy to be learning skills that will enable me to be a better team member back in the hospital setting. In future resuscitations, I will have a much more intimate understanding of what I'm asking of my team when I'm leading a case.

Separate from my learning goals, I hope to contribute to the evolution of the fellowship, as it's becoming more established since it was first piloted in 2021. I'm still getting to know the organization and where the opportunities to contribute are, but I aim to be a "value-add" and a learner over the year.

Learn more about the Ornge Fellowship at ornge.ca/fellowship



COMMUNITY ENGAGEMENT

Air Ambulance Classic Golf Tournament

Ornge hosted the fourth annual Air Ambulance Golf Classic! The event was a sell out for the fourth straight year with 148 golfers including Ornge staff, vendors, sponsors and stakeholders. Ornge was able to donate nearly \$20,000 to support the Weeneebayko Area Health Authority and Weeneebayko Foundation.



Ornge Precision Podcast

Hosted by Mike Longeway, Director of Clinical Affairs and Critical Care Flight Paramedic, and Justin Smith, Chief Flight Paramedic, the podcast explored a patient story, the Blood on Board program in partnership with Sunnybrook Health Sciences Center, team performance, and Extracorporeal Membrane Oxygenation (ECMO).



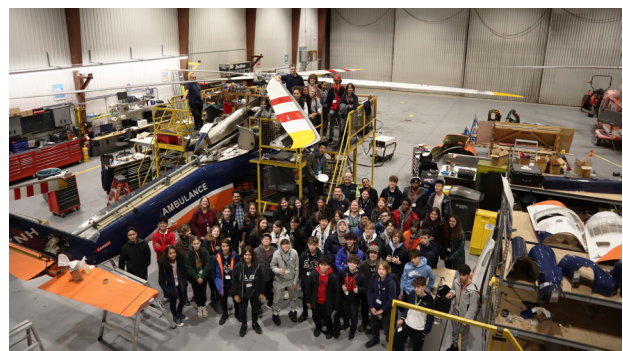
Drone Safety Campaign

Ornge launches drone awareness campaign and video. When operated near emergency scenes, helipads or airports, drones are a threat to air ambulances and may delay timeline patient transport and care.



Take Your Kids to Work Day

Ornge hosted grade nine students as part of Take Your Kids to Work Day to give the kids a chance to think about how their education connects to the world of work. The students joined the group from Toronto Paramedic Service at our Toronto base for a tour. At the base, they had an opportunity to speak to pilots, aircraft maintenance engineers and paramedics about their work at Ornge.



CHUM Christmas Wish

Thanks to the generous contributions of our staff and partners at Billy Bishop Airport, Ornge raised more than \$10,000 for this year's CP24 CHUM Christmas Wish Campaign! This year's campaign, is the most successful holiday toy drive campaign in our history.



Thunder Bay Children's Aid Society Holiday Hamper Program

The Thunder Bay base sponsored a family assigned by Thunder Bay Children's Aid Society (CAS) Holiday Hamper Program. The base was provided with details of the family and list of gifts that each child had requested. Staff members at the base picked an item to purchase for the family. An outfit was also purchased for each child as well as gift cards for a local grocery store so the family could get a holiday meal.



Thunder Bay Polar Bear Plunge

Eight brave souls made up of Thunder Bay base staff & family took the plunge on the shores of Lake Superior and in the process raised over \$4,000 for some Thunder Bay charities including Thunder Bay Special Olympics, CNIB, PRO Kids, and Roots Community Food Centre.



North Western Ontario First Responders Hockey Tournament

Staff and friends from Ornge's Thunder Bay and Sioux Lookout bases played in the Northwestern Ontario First Responders Hockey Tournament held in Thunder Bay.



FINANCIAL STEWARDSHIP

Total funding received by Ornge in fiscal 2023/24 included \$305.0 million from the Ministry of Health (inclusive of annual funding and one-time funding) for air and Critical Care Land Ambulance services. Additionally, Ornge received \$8.5 million from Ontario Health for transporting organs and transplant surgical teams.

We continue our mission of providing patients with the safe and ready access to health care by the most efficient means.

Maintaining our operation with fiscal discipline to ensure public funds entrusted to us are utilized effectively remains a cornerstone of Ornge's strategic plan. Rising operating cost of our fleet, fluctuating fuel prices, changing labour markets and service cost of our legacy debt obligations are some of the challenges we had to address and will continue to manage in the coming year.

	(in thousands of Canadian dollars)	2024	2023
REVENUE			
Ontario Ministry of Health Air Transport Medicine program		\$287,202	\$228,302
Critical Care Land Ambulance program		17,400	14,815
COVID-19 response funding		355	3,209
Other income		12,224	7,014
		317,181	253,340
EXPENSES			
Salaries, employee benefits and other labour-related		99,192	88,156
Carrier and fleet related		108,920	92,247
Supplies, facilities and other		23,423	20,915
Critical Care Land Ambulance program		17,400	14,815
COVID-19 response expenditures		339	3,209
Interest		11,534	12,178
Amortization of capital assets		12,550	12,043
		273,358	243,563
Excess of revenue over expenses before other income		43,823	9,777
OTHER (EXPENSE) INCOME			
(Write-down) and (loss) gain on capital asset disposal		(436)	1
(Loss) on COVID-19 capital asset disposal - net		(16)	-
Excess of revenue over expenses		43,371	9,778
Net Deficiency, beginning of the year		-16,735	-26,513
NET SURPLUS (DEFICIENCY), END OF THE YEAR		\$26,636	(\$16,735)

	(in thousands of Canadian dollars)	March 31, 2024	March 31, 2023
ASSETS			
Cash		\$44,901	\$19,892
Other current assets		30,856	20,499
Current assets		75,757	40,391
Restricted cash		473	473
Maintenance contract and other		10,787	10,854
Capital assets		167,398	162,980
TOTAL ASSETS		\$254,415	\$214,698
LIABILITIES			
Accounts payable and other short-term liabilities		\$35,895	\$27,171
Current portion of long-term debt		13,266	12,539
Current liabilities		49,161	39,710
Long-term debt		177,836	190,951
TOTAL LIABILITIES		226,997	230,661
Net surplus (deficiency)		26,636	-16,735
Unrealized remeasurment gains		782	772
TOTAL LIABILITIES AND NET SURPLUS (DEFICIENCY)		\$254,415	\$214,698



THE LAST WORD GOES TO OUR PATIENTS

I'm Charli. I'm 10 years old and a liver transplant warrior. In July of 2023, my family and I were having a wonderful BBQ dinner out on our deck. The sun was shining so bright. As we were eating, my dad asked if he could take a closer look at my eyes and asked if I was feeling okay. He even asked my mom to look. They noticed that the whites of my eyes had a yellow tinge. I told my parents that I hadn't been to the bathroom in about five days and that my urine was dark as tea. We abruptly stopped eating and hurried off to the local emergency department in Sioux Lookout.



Upon arrival, we checked-in and were immediately seen by the doctor. He asked some standard questions and thought it was the flu. When my dad asked the doctor to look at the yellowing of my eyes, he immediately rushed to order bloodwork and a series of tests. A few hours later, they told my dad that for a 10-year-old, the liver enzymes were off the chart. After nine hours of conversations with different hospitals, we were sent by Ornge to the Winnipeg Children's Hospital.

I met Andrew, one of your medical transport team members. He is a cool guy! He talked a lot and shared stories of his favourite things



to do. He made me feel comfortable during our flight. When we reached the hospital, he continued to play X's and O's and hangman with me. It was so nice to meet him and the rest of the team.

After five days in Winnipeg, it was determined that I'd be taken to Toronto SickKids Hospital and that I was in acute liver failure. My surgery took place on July 27, 2023 and I'm recovering well. We would like to thank you for being a part of my journey.

Our deepest regards and affection,
THANK YOU!

- Charli Alexa
Gabrielle
Barrato-
Yewchyn



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 nonurgent as well as conditions which may be part of a chronic problem.



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