

AIR AMBULANCE IN NORTHERN NEWFOUNDLAND AND LABRADOR

**Review of air ambulance statistics and list of recommendations regarding:
the location of the air ambulance aircraft in northern Newfoundland and Labrador**

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March 19, 2010

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EXECUTIVE SUMMARY AND LISTING OF RECOMMENDATIONS

The air ambulance service in Newfoundland and Labrador is an important component of the overall health care delivery system which has seen growing challenges and ongoing changes to improve the health and wellbeing of the people of Newfoundland and Labrador.

This report was commissioned to assist the Minister of Health and Community Services to make further improvements in the air ambulance service for the people of Labrador and Northern Newfoundland. It was also to respond to the representation from the area by Municipal Councils on behalf of their Communities and the specific concerns of two families personally impacted by the service.

The air ambulance service can be improved and thus able to deliver a more effective and timely response by the establishment of a program structure with improved processes and the addition of resources coupled with the relocation of the aircraft from St. Anthony to Happy Valley – Goose Bay.

The following recommendations constitute the best advice to accomplish this improvement based on the findings.

- Recommendation # 1:*** ***The air ambulance aircraft should be located in Happy Valley Goose Bay to serve the people of Labrador and Northern Newfoundland.***
- Recommendation # 2:*** ***There should be a second MFS Team stationed in Happy Valley Goose Bay to accompany the air ambulance aircraft to be located there.***
- Recommendation # 3:*** ***The Aircraft Flight Crews and the MFS Teams must be sufficiently staffed to provide a 24/7 level of service.***
- Recommendation # 4:*** ***There must be aircraft available to provide a 24/7 level of service.***
- Recommendation # 5:*** ***To insure consistent training and to maintain competence, the teams should rotate as necessary.***
- Recommendation # 6:*** ***The air ambulance service should be organized as a single program with a single administrative structure.***
- Recommendation # 7:*** ***Data gathering, reporting and analysis must be standardized.***
- Recommendation # 8:*** ***If a third aircraft were to be considered it should be located in Deer Lake.***

1. INTRODUCTION

This report was prepared at the request of the Department of Health and Community Services. Its focus is specifically the location of the “air ambulance aircraft” relative to the provision of “medivac” services to northern Newfoundland and Labrador. While the focus is thus directed to this area, interrelated issues of a Provincial nature that impacted this issue or would be germane to this issue are also discussed.

2. TERMS OF REFERENCE

The terms of reference for this assignment/report were to

- “review the current statistics relative to the air ambulance patients transports with a focus on the Labrador Grenfell area”,
- “consider the appropriateness of the location of the current fixed wing (King Air) aircraft in St Anthony versus the alternate locations of Labrador City or Happy Valley Goose Bay”,
- “provide a recommendation as to which of these locations is the most strategic for medical evacuation purposes”, and
- “provide any other recommendations relative to the above specific items”.

These terms of reference served to guide and focus the work of the author of this report.

3. METHODOLOGY

The report was prepared utilizing primarily the statistics for pickup and destination locations for the years 2006 to 2009.

Discussions were also held with officials of a number of Provincial Government departments, the Nunatsiavut Government, the Municipal councils of St. Anthony, Happy Valley - Goose Bay, Labrador City and Wabush (the latter two at a combined meeting).

Meetings were also held with the Mitchell family of Labrador City and the Best family of Happy Valley-Goose Bay.

This report and its focus is not an analysis of the complete air ambulance system in the Province. Issues that are impacted or influenced by a provincial system will be noted in the commentary and where it was felt pertinent were identified in the recommendations.

Therefore the recommendations are focused mainly on the specific assignment, but include a number of system type recommendations which are applicable to the system as a whole and are highly relevant to the implementation of the primary recommendations.

4. BACKGROUND

The air ambulance system is a key component of the health care system in the Province. It is intended to primarily provide a timely response to people requiring emergency air transportation to health facilities.

However it also serves to provide access when needed (usually in an emergency) to various types of secondary, tertiary and quaternary specialized diagnostic and treatment services for the citizens (and sometimes non-residents) of Newfoundland and Labrador.

There have been a number of specific incidents recently that involve the air ambulance service which have given Government sufficient concern that it has asked this author to review the location of the air ambulance aircraft relative to providing timely air ambulance service to the residents of Labrador.

There has been a new King Air aircraft purchased by the Provincial Government and put into service in St Anthony in 2008. The King Air unit located in St John's is of an older vintage. There have also been recent changes (fall 2009) to improve the dispatching of the air ambulance aircraft.

This preferred type of aircraft (King Air) is limited as to where it can land on the Labrador Coast; therefore a Twin Otter or other charter aircraft is regularly used.

There is also considerable concern regarding the availability of an aircraft and the availability of Aircraft Flight Crews (pilots & engineers) and Medical Flight Service Teams. This will be considered in this report to the extent that it bears relevance to the focus of this report.

5. AIRCRAFT

The current air ambulance service is intended to provide air transportation to patients requiring emergency care who could not be transported by road ambulance or commercial airlines because of urgency, time or the remoteness of the location (of the patient).

There are three dedicated fixed wing air ambulance aircraft providing the service to the province. There is a new King Air operated by LGRIHA and located in St Anthony, an older King Air operated by Government Air Services and located in St John's, and a Twin Otter chartered by LGRIHA and located in Happy Valley – Goose Bay.

The Twin Otter is able to handle only one stretcher. It however is able to land on a number of gravel airstrips in Labrador which the King Air cannot. Therefore its primary usage is for the coastal areas of Labrador.

The King Air is a valuable aircraft by virtue of its air speed, cabin capacity and airworthiness. It does however rely on the Twin Otter to be the 1st responder for most of the coastal

communities in Labrador. This arrangement is critical to how the King Air is utilized and where it is located.

The service also utilizes 5 rotary wing helicopters one which is located in Happy Valley - Goose Bay. These units serve the needs of other provincial departments as well.

There is a practice of chartering other aircraft when the current compliment is not available or in the case of special need.

The Twin Otter aircraft that provides the medivac service may provide the schedivac service. The available statistics have not been disassembled to identify the other than medivac flights except to note the out of province flights.

6. DISPATCH

With the exception of the North and Southeast Coast of Labrador flights, aircraft are dispatched by staff of Government Air Services, Department of Transportation and Works in Gander, after the request is medically authorized through the Medical Communications Centre at Eastern Health.

The use of the air ambulance aircraft for emergency transport is based primarily on a request for the service from facility – based physicians and other medical personnel. There are however requests from time to time from the police, fire etc personnel and sometimes from the public.

7. FLIGHT STATISTICS

The flight statistics for calendar years 2006, 2007, 2008 and 2009 which were the source of data that informed this report to the extent of the trending is attached as Appendix “A”.

Table 1 shows the specific pick-up and destination locations relative to St. Anthony, Labrador and St. John’s. St. Anthony’s total patient (pick-up) is approximately ½ of Labrador’s total patient (pick-up).

Calendar Year	Pick Up Location				Destination (see note 4)				
	Total Patients (see note 1)	Northern Peninsula (see note 2)	Labrador	Other (See Note 3)	Northern Peninsula	Labrador	St. John's	Other	TOTAL
2006	949	154	292	503	107	25	693	124	949
2007	946	139	263	544	72	50	720	104	946
2008	959	130	298	531	67	31	752	109	959
2009	1,056	157	276	623	77	29	816	134	1,056
TOTAL	3,910	580	1,129	2,201	323	135	2,981	471	3,910

NOTES:

1. Includes patients transported through the provincial air ambulance program. With the exception of Forteau on the southeast coast of Labrador (which utilizes the provincial air ambulance), the data **excludes** transports from the north and southeast coast of Labrador.
2. Based on analysis from the fiscal year 08-09, 18% of patients that were transported from St. Anthony by air ambulance live on the southeast coast of Labrador. In the future, there may be changes in patient flow from the southeast coast of Labrador for the following reasons:
 - a. If the air ambulance originates from HVGB to pick-up patients from the southeast coast of Labrador, these patients may be transported to HVGB where the flight would terminate opposed to St. Anthony where the majority of these patients are currently transported.
 - b. If the runway in Port Hope Simpson is expanded to accommodate the King Air and larger charter aircrafts, patients may be flown directly to St. John's instead of St. Anthony.
3. "Other" pick-up locations include all other pick-up locations throughout the province (e.g. St. John's, Burin, Gander, Grand Falls, Deer Lake, etc.) **excluding** St. Anthony and Labrador (HVGB, Lab City and Forteau)
4. With the exception of Forteau on the southeast coast which transports the majority of their patients to St. Anthony, most patient destinations is St. John's or out of province. With the exception of transports from Forteau to St. Anthony, the majority of patients destined for St. Anthony or Labrador are waitlisted patients returning back to their region after receiving their required medical treatment but are unable to return by other means. The following table summarizes the patient transports from Forteau to St. Anthony.

Transports from Forteau to St. Anthony

Calendar Year	# of Patients
2006	79
2007	46
2008	47
2009	48
Total	220

8. POPULATION

Utilizing the 2006 census data, an analysis showed the following:

The population of Labrador City & Wabush was 7,240 and 1739 respectively (8979 total)
The population of Happy Valley - Goose Bay & Churchill Falls was 9,175 and 670 respectively (9,845 total)

The population of St. Anthony was 2,476

The Labrador Rural Secretariat Region (whole of Labrador) had a population of 26,395

The St Anthony – Port au Choix Rural Secretariat Region (Northern Newfoundland) had a population of 13,140

An analysis of the Economic Zones data showed also that Happy Valley-Goose Bay was central to a population of 39,535.

One can conclude from the population data and based on the assumption that the utilization of the air ambulance service is generally consistent across the population areas under consideration, the aircraft location should be in Labrador versus St. Anthony.

As to the specific location in Labrador, Happy Valley-Goose Bay is central to the area (both geographical and population). Therefore based on serving the needs of the population in the most effective time, the logical location for the aircraft is Happy Valley Goose Bay.

9. MEDICAL FLIGHT SERVICE TEAMS

Currently there is only one general Medical Flight Services Team for the province which is located in St. John's. Consequently when an air ambulance flight is dispatched (and a MFS Team is needed), it (aircraft) must either be in St. John's or travel to St. John's to pick up the Team. This causes considerable delays due to both the travel (time if it is needed in northern Newfoundland or Labrador) or crew availability (if it is out on another flight).

There is a highly specialized Neonatal Team which is based at the Janeway Hospital in St. John's which is dispatched when these special services are required for neonatal patients. This team by the nature of its specialization must be located at the Janeway.

In the meetings with the families and councils, the issue of the Medical Flight Services Team availability appeared to be the most critical issue and was the most criticized feature of the current service. Indeed it is recognized by them as well as the employees in the system that if a Medical Flight Services Team were stationed with the aircraft, it would significantly shorten the time from air ambulance request to pickup and travel to the receiving hospital.

Wherever the aircraft are located there must be sufficient Medical Flight Services Team members assigned to the service at each location to provide a 24/7 level of service.

10. AIRCRAFT FLIGHT CREWS

To maintain a 24/7 service there needs to be sufficient crews to cover holidays, sick days, rest periods etc. The numbers of employees necessary to provide this level of service appears to be a problem in St. John's and a larger problem in St. Anthony. Delays due to crew availability can

significantly delay the availability of the service. This was also recognized as a concern by the people consulted.

11. Third Aircraft

During the course of the study the issue of a third aircraft was raised and specifically considering the western portion of the island.

An analysis of the pickup and destination statistics for the western portion of the island (see table 2) shows that in the order of 30% of the pick-up of patients in any given year were from the western part of the island.

Further, an analysis of the population statistics of the rural secretariat regions (RSR) showed that the population (2006 information) of the Stephenville – Port aux Basque RSR is 30,955, the Corner Brook - Rocky Harbour RSR is 45,730 and the Grand Falls-Windsor – Baie Verte – Harbour Breton RSR is 48,605. This illustrates that Deer Lake is the most central airport to the population of the western part of the island even with an adjustment for flight leakage from the areas closer to Gander. A similar analysis of the populations by Economic Zones shows a similar argument for designating Deer Lake as the location for the third aircraft.

Table 2 – Flight Statistics

2006

Community	Pick-up	St. John's	Other
Grand Falls Windsor	70	69	1
Stephenville	47	47	0
Corner Brook	159	152	7
Port Aux Basques	6	5	1
Burgeo	3	1	2
Sub-Totals	285	274	11
Total Provincial =	949		

2007

Community	Pick-up	St. John's	Other
Grand Falls Windsor	73	73	0
Stephenville	43	42	1
Corner Brook	165	154	11
Port Aux Basques	9	8	1
Burgeo	1	0	1
Sub-Totals	291	277	14
Total Provincial =	946		

2008

Community	Pick-up	St. John's	Other
Grand Falls Windsor	77	76	1
Stephenville	42	41	1
Corner Brook	140	131	9
Port Aux Basques	12	10	2
Burgeo	6	0	6
Sub-Totals	277	258	19
Total Provincial =	959		

2009

Community	Pick-up	St. John's	Other
Grand Falls Windsor	74	70	4
Stephenville	41	41	0
Corner Brook	149	141	8
Port Aux Basques	4	3	1
Burgeo	1	0	1
Baie Verte	2	2	0
Botwood	1	1	0
Sub-Totals	272	258	14
Total Provincial =	1056		

NOTE: See Table 1 and notes for Provincial total patients

12. RECOMMENDATIONS

The following recommendations are made in the sincere hope that they will be recognized as being in the best interest of maximizing the efficiency and effectiveness of the available air ambulance resources: for all the citizens of Labrador and Northern Newfoundland. They are based on the information available and the representations made by those representing the communities and the pleas of the two families so significantly and personally affected. With regard to the community representation, while each council argued for their own community, the overwhelming emphasis was on locating an aircraft in Labrador and ensuring the availability of Medical Flight Services Teams and the Aircraft Flight Crews so as to reduce the time delays in accessing the service.

Recommendation # 1: *The air ambulance aircraft should be in located in Happy Valley Goose Bay to serve the people of Labrador and Northern Newfoundland.*

The statistics show that there are more patient transports from Labrador than from St. Anthony.

The population data also supports this recommendation. An aircraft located in Happy Valley-Goose Bay would be central to and serve a population base of 39,532 people.

Locating the aircraft in Happy Valley-Goose Bay would be centrally located to serve the population of Labrador City-Wabush (8,985), Happy Valley-Goose Bay & Churchill Falls (9,845), the South East Coast of Labrador (3,845) the North East Coast of Labrador (3,120) as well as the St. Anthony-Port au Choix Rural Secretariat Region (13,140).

Also Happy Valley-Goose Bay is and will continue to be a location for significant Nunatsiavut Government functions. Indeed for their people needing to access health care in the south, translators are often a necessity and Happy Valley-Goose Bay and area is the major population base from which to draw the translators.

In the case of the North Coast of Labrador, the Twin Otter would be used to transport the patient to HV-GB where he/she would be transferred to the King Air for the transport to St. John's.

With regard to the South East Coast the Twin Otter would be able to transport the patient to St. Anthony as at present and the King Air in HV-GB could be simultaneously dispatched to St. Anthony to be in position to transport the patient on arrival to St. John's

This arrangement coupled with the recommendations related to Aircraft Flight Crews and MFS Teams following would resolve the issue of delays and access to services and provide an equitable level of service to Northern Newfoundland and Labrador.

Recommendation # 2: ***There should be a second MFS Team stationed in Happy Valley Goose Bay to accompany the air ambulance aircraft to be located there.***

This is needed to ensure that there is a MFS Team on the ground to fly with the aircraft when the aircraft is dispatched.

The MSF Team should be located with the air ambulance aircraft in Labrador to maximize the effectiveness of the resource and to negate the need to send a team from St. John's thus doubling the travel time.

There must be a MFS Team available with the aircraft as it is not generally advisable to utilize staff from the referring facility that are not specially trained in medical flight transport.

Recommendation # 3: ***The Aircraft Flight Crews and the MFS Teams must be sufficiently staffed to provide a 24/7 level of service.***

This would require staffing levels and patterns where they would be located in the facility and not on an on-call roster. The Aircraft Flight Crews and MFS Teams also need to be on parallel schedules to avoid inconsistent schedule conflicts and crossover in duty

time. The number of AF Crew members should be 8 per aircraft and the number of MFS Team members should be 12 per aircraft.

Recommendation # 4: ***There must be aircraft available to provide a 24/7 level of service.***

This may be provided a number of ways including utilizing contractors or through additional Government aircraft. This arrangement is needed to provide an aircraft when the regular air ambulance aircraft are out of service for regular maintenance, emergency service or on other calls. This arrangement would also cover off Schedivacs.

Recommendation # 5: ***To insure consistent training and to maintain competence, the teams should rotate as necessary.***

The MFS Teams and the AF Crews should rotate through St. John's to maintain skills competency and to ensure the teams/crews are familiar with providing service throughout the province.

Recommendation # 6: ***The air ambulance service should be organized as a single program with a single administrative structure.***

At the moment there are a number of separate organizations with responsibility for certain components. To bring all of the components together a program approach is needed. There should be a provincial program with responsibility for aircraft, MFS Teams, Aircraft Flight Crews, dispatchers etc. They (the program leadership) should be charged with building an integrated service. There should also be regular monitoring of the effectiveness and operations of the program. There are many aspects of the service that need to be reviewed on an ongoing basis and this would provide the framework for such reviews. A single entity with overall responsibility for the full program would mitigate any jurisdictional issues and avoid coordination delays. This single administrative structure would include medical system oversight and the development of and adherence to provincial wide policies. A program approach would also facilitate the service being able to seek accreditation by the Commission on Accreditation of Medical Transport Services. This would ensure an objective reference standard for the delivery of the service.

Recommendation # 7: ***Data gathering, reporting and analysis must be standardized.***

Given the difficulty experienced in getting the necessary and consistent data, an effort is needed to standardize the data gathering and reporting. Various categories and types of statistics are needed to effectively evaluate the service. This would be aided greatly by a program approach to the organization.

Recommendation # 8: ***If a third aircraft were to be considered it should be located in Deer Lake.***

Based on the flight statistics and population distribution noted in section 11 Third Aircraft, Deer Lake would be the logically location to locate a third aircraft if Government were to consider the acquisition of a third aircraft.

13. CONCLUSION

These recommendations respond to the issues that gave rise to the Minister seeking advice and recommendations. Taken together they should improve the access to and delivery of air ambulance services to the people of Labrador and Northern Newfoundland.

A number of the recommendations while intended to improve the service for Labrador and Northern Newfoundland should have the added effect of improving the service for the whole of the province.

In addition it might be timely to review the road ambulance service if indeed the recommendations and especially recommendation # 6 regarding the single program administrative structure were to be implemented.

APPENDIX "A"

FLIGHT STATISTICS 2006, 2007, 2008 and 2009

Year: 2006

Provincial Air Ambulance Program

Pick Up Location	Destination											
	St. John's	Gander	GFW	Stephenville	Corner Brook	St. Anthony	Forteau	Goose Bay	Lab City/Wabush	Out of Province	Other	Total
St John's	0	0	1	2	4	17	1	11	3	35	4	78
Carbonear	2	0	0	0	0	0	0	0	0	0	0	2
Clareville	1	0	0	0	0	0	0	0	0	0	0	1
Burin	10	0	0	0	0	0	0	0	0	0	0	10
Connaigre	0	0	1	0	0	0	0	0	0	0	0	1
Fogo	3	4	0	0	0	0	0	0	0	0	0	7
Twillingate	2	0	0	0	0	0	0	0	0	0	0	2
Gander	87	0	0	0	0	0	0	0	0	0	2	89
Grand Falls Windsor	69	0	1	0	0	0	0	0	0	0	0	70
Stephenville	47	0	0	0	0	0	0	0	0	0	0	47
Corner Brook	152	0	0	0	2	1	0	1	0	3	0	159
Port aux Basques	5	0	0	0	0	0	0	0	0	1	0	6
Burgeo	1	0	0	0	0	0	0	0	0	0	2	3
Port Saunders	1	0	0	0	0	0	0	0	0	0	0	1
Flower's Cove	2	0	1	0	0	0	0	0	0	0	0	3
St. Anthony	112	1	0	0	23	0	7	2	0	2	3	150
Forteau	4	0	0	0	1	79	0	0	0	0	0	84
Goose Bay	104	0	0	0	5	9	0	7	0	1	1	127
Lab City/Wabush	74	0	1	0	1	0	0	1	0	4	0	81
Out of Province	13	1	0	0	0	1	0	0	0	0	0	15
Other	2	0	0	0	0	0	0	0	0	0	11	13
TOTAL	691	6	5	2	36	107	8	22	3	46	23	949

Southeast Coast of Labrador

Pick Up Location	Destination											
	St. John's	Gander	GFW	Stephenville	Corner Brook	St. Anthony	Forteau	Goose Bay	Lab City/Wabush	Out of Province	Other	Total
Charlottetown	2	0	0	0	0	20	0	0	0	0	0	22
Port Hope Simpson	0	0	0	0	0	21	0	0	0	0	0	21
St. Lewis	0	0	0	0	0	6	0	0	0	0	0	6
Mary's Hr	0	0	0	0	0	27	0	0	0	0	0	27
Fox Hr	0	0	0	0	0	0	0	0	0	0	0	0
Williams Harbour	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	2	0	0	0	0	74	0	0	0	0	0	76

TOTAL PATIENT TRANSPORTS

Pick Up Location	Destination											
	St. John's	Gander	Grand Falls Windsor	Stephenville	Corner Brook	St. Anthony	Forteau	Goose Bay	Lab City/Wabush	Out of Prov	Other	TOTAL
Provincial	691	6	5	2	36	107	8	22	3	46	23	949
Southeast Coast Lab	2	0	0	0	0	74	0	0	0	0	0	76
TOTAL	693	6	5	2	36	181	8	22	3	46	23	1025

Notes:

1. Excludes transports from the North Coast of Labrador.

2. While Forteau is located on the southeast coast of Labrador, it is listed under the provincial air ambulance program as the provincial air ambulance can land in that region. This is unlike all other communities on the southeast coast which must utilize either the Twin Otter in HVGB or the local charter aircraft for an air ambulance transport.

Year: 2007

Provincial Air Ambulance Program

Pick Up Location	Destination											TOTAL
	St. John's	Gander	Grand Falls Windsor	Stephenville	Corner Brook	St. Anthony	Forteau	Goose Bay	Lab City/Wabush	Out of Prov	Other	
St John's	0	1	1	1	7	13	0	22	6	35	3	89
Clareville	3	0	0	0	0	0	0	0	0	0	0	3
Burin	26	0	0	0	0	0	0	0	0	0	0	26
Grand Bank	3	0	0	0	0	0	0	0	0	0	0	3
Connaigre	0	0	1	0	0	0	0	0	0	0	0	1
Fogo	4	3	0	0	0	0	0	0	0	0	0	7
Twillingate	2	0	0	0	0	0	0	0	0	0	0	2
Gander	105	1	0	0	0	0	0	0	0	0	1	107
Grand Falls Windsor	73	0	0	0	0	0	0	0	0	0	0	73
Stephenville	42	0	0	0	0	0	0	1	0	0	0	43
Corner Brook	154	0	0	0	1	1	0	1	0	5	3	165
Port aux Basques	8	0	0	0	0	0	0	0	0	0	1	9
Burgeo	0	0	0	0	0	0	0	0	0	0	1	1
Port Saunders	1	0	0	0	0	0	0	0	0	0	0	1
Flower's Cove	1	0	0	0	1	0	0	0	0	0	0	2
Roddickton	1	0	0	0	0	0	0	0	0	0	0	1
St. Anthony	99	1	0	0	20	2	4	8	0	0	1	135
Forteau	2	0	0	0	1	46	0	0	0	0	0	49
Goose Bay	102	0	0	0	1	10	0	11	0	0	0	124
Lab City/Wabush	85	0	0	0	0	0	0	0	1	4	0	90
Out of Province	6	1	0	0	0	0	0	0	0	0	1	8
Other	3	0	1	0	0	0	0	0	0	0	3	7
TOTAL	720	7	3	1	31	72	4	43	7	44	14	946

Southeast Coast of Labrador

Pick Up Location	Destination											TOTAL
	St. John's	Gander	Grand Falls Windsor	Stephenville	Corner Brook	St. Anthony	Forteau	Goose Bay	Lab City/Wabush	Out of Prov	Other	
Charlottetown	0	0	0	0	0	11	0	1	0	0	0	12
St. Lewis	0	0	0	0	0	5	0	0	0	0	0	5
Mary's Hr	0	0	0	0	0	21	0	0	0	0	0	21
Fox Hr	0	0	0	0	0	1	0	0	0	0	0	1
Williams Harbour	0	0	0	0	0	0	0	0	0	0	0	0
Port Hope Simpson	0	0	0	0	0	13	0	0	0	0	0	13
TOTAL	0	0	0	0	0	51	0	1	0	0	0	52

TOTAL PATIENT TRANSPORTS

Pick Up Location	Destination											TOTAL
	St. John's	Gander	Grand Falls Windsor	Stephenville	Corner Brook	St. Anthony	Forteau	Goose Bay	Lab City/Wabush	Out of Prov	Other	
Provincial	720	7	3	1	31	72	4	43	7	44	14	946
Southeast Coast Lab	0	0	0	0	0	51	0	1	0	0	0	52
TOTAL	720	7	3	1	31	123	4	44	7	44	14	998

Notes:

1. Excludes transports from the North Coast of Labrador.

2. While Forteau is located on the southeast coast of Labrador, it is listed under the provincial air ambulance program as the provincial air ambulance can land in that region. This is unlike all other communities on the southeast coast which must utilize either the Twin Otter in HVGB or the local charter aircraft for an air ambulance transport.

Year: 2008

Provincial Air Ambulance Program

Pick Up Location	Destination											TOTAL
	St. John's	Gander	GFW	Stephenville	Corner Brook	St. Anthony	Forteau	Goose Bay	Lab City/Wabush	Out of Prov	Other	
St John's	3	0	0	3	9	13	1	17	8	32	4	90
Carbonear	6	0	0	0	1	0	0	0	0	1	0	8
Clareville	6	0	0	0	0	0	0	0	0	0	1	7
Burin	30	0	0	0	0	0	0	0	0	0	0	30
Connaigre	1	0	0	0	0	0	0	0	0	0	1	2
Fogo	4	4	0	0	0	0	0	0	0	0	0	8
Twillingate	4	0	0	0	0	0	0	0	0	0	0	4
Gander	77	1	0	0	0	1	0	0	0	2	0	81
Grand Falls Windsor	76	0	0	0	0	0	0	0	0	1	0	77
Stephenville	41	0	0	0	0	0	0	1	0	0	0	42
Corner Brook	131	0	0	0	0	0	0	0	0	6	3	140
Port aux Basques	10	0	0	0	0	0	0	0	0	1	1	12
Burgeo	0	0	0	0	2	0	0	0	0	0	4	6
Port Saunders	0	0	0	0	1	0	0	0	0	0	0	1
Roddickton	1	0	0	0	0	0	0	0	0	0	0	1
Bonne Bay	1	0	0	0	0	0	0	0	0	0	0	1
Forteau	6	0	0	0	0	47	0	0	0	0	0	53
St. Anthony	106	0	0	0	13	0	6	0	3	0	0	128
Goose Bay	138	0	0	0	1	5	0	2	0	1	0	147
Lab City/Wabush	94	0	0	0	0	0	0	1	0	3	0	98
Out of Province	11	0	0	0	2	1	0	1	0	0	0	15
Other	4	0	0	1	2	0	0	1	0	0	0	8
TOTAL	750	5	0	4	31	67	7	23	8	50	14	959

Southeast Coast of Labrador

Pick Up Location	Destination											TOTAL
	St. John's	Gander	GFW	Stephenville	Corner Brook	St. Anthony	Forteau	Goose Bay	Lab City/Wabush	Out of Prov	Other	
Charlottetown	0	0	0	0	0	3	0	0	0	0	0	3
Port Hope Simpson	1	0	0	0	0	11	0	0	0	0	0	12
St. Lewis	0	0	0	0	0	7	0	0	0	0	0	7
Mary's Hr	1	0	0	0	0	29	0	0	0	0	0	30
Fox Hr	0	0	0	0	0	1	0	0	0	0	0	1
Williams Harbour	0	0	0	0	0	1	0	0	0	0	0	1
TOTAL	2	0	0	0	0	52	0	0	0	0	0	54

TOTAL PATIENT TRANSPORTS

Pick Up Location	Destination											TOTAL
	St. John's	Gander	Grand Falls Windsor	Stephenville	Corner Brook	St. Anthony	Forteau	Goose Bay	Lab City/Wabush	Out of Prov	Other	
Provincial	750	5	0	4	31	67	7	23	8	50	14	959
Southeast Coast Lab	2	0	0	0	0	52	0	0	0	0	0	54
TOTAL	752	5	0	4	31	119	7	23	8	50	14	1013

Notes:

1. Excludes transports from the North Coast of Labrador.

2. While Forteau is located on the southeast coast of Labrador, it is listed under the provincial air ambulance program as the provincial air ambulance can land in that region. This is unlike all other communities on the southeast coast which must utilize either the Twin Otter in HVGB or the local charter aircraft for an air ambulance transport.

Year: 2009

Provincial Air Ambulance Program

Pick Up Location	Destination											TOTAL
	St. John's	Gander	GFW	Stephenville	Corner Brook	St. Anthony	Forteau	Goose Bay	Lab City/ Wabush	Out of Province	Other	
St. John's	3	1	0	3	17	20	0	18	10	47	9	128
Carbonear	3	0	0	0	0	1	0	0	0	0	0	4
Clarenville	6	0	0	0	0	0	0	0	0	0	0	6
Burin	59	0	0	0	0	0	0	0	0	1	0	60
Bell Island	2	0	0	0	0	0	0	0	0	0	0	2
Placentia	1	0	0	0	0	0	0	0	0	0	0	1
Bonavista	3	0	0	0	0	0	0	0	0	0	0	3
Connaigre	1	0	0	0	0	0	0	0	0	0	0	1
Fogo	1	4	0	0	0	0	0	0	0	0	0	5
Twillingate	5	0	0	0	0	0	0	0	0	0	0	5
Gander	99	0	0	0	0	0	0	0	0	1	0	100
Botwood	1	0	0	0	0	0	0	0	0	0	0	1
GFW	70	0	0	0	0	0	0	0	0	4	0	74
Stephenville	41	0	0	0	0	0	0	0	0	0	0	41
Corner Brook	141	0	0	0	1	0	0	0	0	7	0	149
Port aux Basques	3	0	0	0	0	0	0	0	0	1	0	4
Baie Verte	2	0	0	0	0	0	0	0	0	0	0	2
Burgeo	0	0	0	0	0	0	0	0	0	0	1	1
Port Saunders	1	0	0	0	0	0	0	0	0	0	0	1
Flower's Cove	3	0	0	0	0	0	0	0	0	0	0	3
St. Anthony	129	0	0	0	13	0	5	1	0	0	5	153
Forteau	2	0	0	0	0	48	0	0	0	0	0	50
Goose Bay	125	0	0	0	0	7	0	0	0	3	0	135
Lab City/Wabush	88	0	0	0	0	2	0	0	0	1	0	91
Out of Province	18	2	2	0	2	0	0	0	0	0	0	24
Other	7	1	0	0	2	0	0	0	0	0	2	12
TOTAL	814	8	2	3	36	77	5	19	10	65	17	1056

Southeast Coast of Labrador

Pick Up Location	Destination											TOTAL
	St. John's	Gander	GFW	Stephenville	Corner Brook	St. Anthony	Forteau	Goose Bay	Lab City/ Wabush	Out of Province	Other	
Charlottetown	0	0	0	0	0	13	0	0	0	0	0	13
Port Hope Simpson	0	0	0	0	0	34	0	0	0	0	0	34
St. Lewis	1	0	0	0	0	9	0	0	0	0	0	10
Mary's Hr	1	0	0	0	0	18	0	0	0	0	0	19
William's Hr	0	0	0	0	0	1	0	0	0	0	0	1
TOTAL	2	0	0	0	0	75	0	0	0	0	0	77

TOTAL PATIENT TRANSPORTS

Pick Up Location	Destination											TOTAL
	St. John's	Gander	GFW	Stephenville	Corner Brook	St. Anthony	Forteau	Goose Bay	Lab City/ Wabush	Out of Province	Other	
Provincial	814	8	2	3	36	77	5	19	10	65	17	1056
Southeast Coast Lab	2	0	0	0	0	75	0	0	0	0	0	77
TOTAL	816	8	2	3	36	152	5	19	10	65	17	1133

Notes:

1. Excludes transports from the North Coast of Labrador.

2. While Forteau is located on the southeast coast of Labrador, it is listed under the provincial air ambulance program as the provincial air ambulance can land in that region. This is unlike all other communities on the southeast coast which must utilize either the Twin Otter in HVGB or the local charter aircraft for an air ambulance transport.

WES DRODGE'S - BIO

Wes has 30 plus years of health care leadership including developing, restructuring and operating regional hospital operations in Newfoundland & Labrador, New Brunswick, Ontario and the Northwest Territories.

He has experience at the Board level of organizations provincially and nationally.

Wes is recognized for his strategic planning, organizational and facilities development/re-development skills and providing leadership to small and large, rural and urban hospitals.

He held CEO positions in Newfoundland & Labrador, NWT, and Ontario.

Wes has a BA (Math & Economics), MSc (Community Medicine), Masters in Business Administration and is a Certified Healthcare Executive.

He has chaired a number of Canadian Standards Associations Standards Committees, National Energy Management Task Forces and has represented Canada Internationally.

Wes has experience providing health care in northern communities in Ontario and NWT.

He established WJD Consulting Inc. in 2008 to provide consulting and project management services.

Wes Drodge, President
WJD Consulting Inc.