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## Introduction

Ornge was formally known as Ontario Air Ambulance. It is an ambulance service provider in Ontario Province under the Ministry of Health. This company is governed by an Ambulance act, which states that the health ministry has the power to ensure Ontario is provided for by an integrated system, balanced ambulance service system and dispatch system.

## Ornge`s current strategy

It provides a dozen of aircrafts under the air bravo fleet; these operate in five bases that balance the business coming from charters.

## The Plane

The planes operated for the air ambulance emergency services are the Pilatus PC-12/45; these have pressurized cabins that are well sized for medical evacuation. Its performance and design are suitable for gravel runways that are often encountered in remote destinations, and it has also been proven economically and in all weather conditions. These planes can only be flown for 20, 000 hours after that a life extension program has to be performed; this includes inspection, re-assembling and service, and can last without service for around not more than eight months.

## The team

Has a head count of 88, which includes; 40 pilots, 8 aircraft maintenance engineers, 25 paramedics, two sales and marketers, five in administrative posts and 8 that perform other duties. This team has excellent flight and maintenance skills; they work together and have had an outstanding record of safety. They have received a platinum rating from Argus International aviation safety auditors from Cincinnati.

## Strengths, Weaknesses, Opportunity and threat analysis

Strengths   
- Air ambulance has proven to be in constant demand and recession resistance   
- Diversified revenue   
- Revenues standings are approximately 60/40 implying that there is an increase in demand for flight charters.   
- Fleet Standardization   
- One aircraft type operation standard in regards to parts training and maintenance

## Weaknesses

- Customer significance   
- If a client represents a minimum of a company`s top management. This calls for the provision of services that exceed the expectation of the customer.   
- Uncertainty   
- Questions on the future of the ambulance service administrator

## Opportunities

- Reconstructing the industry- this implies that, in due time, a decision to downsize will be made so that contracts can be reached upon to lease out planes to private operators (Bond et al., 99).   
- The increment of charters- an aim to satisfy charters that can come about due to the economic growth of Ontario.   
- Management of aircrafts- this long-term opportunity is like an Ontario based firm that acquires aircrafts.

## Threats

- Flight plans- any decisions on fleet increment can sabotage private sector providers.   
- Economy- poor economy in the mining sector in Ontario can cause a reduction of charters in the region.   
- Alternative Strategies   
Strong PR department- for Ornge to educate the media on matters concerning change, it has to exploit opportunities for short-term and long-term improvement. It has to show that it can improve their service outcome. It also has to show that it can improve staff performance; it has to its staff. It also has to show that it is going to improve its plans are being designed and implemented as soon as possible.

## Strengths:-

Improve reputation- for Ornge`s PR team ensured success, it needs to manage the reputation and improve it without chances of ruining it any further with; first identifying the current customer`s perception of Ornge. Recovery consists of good service marketing, its promotion with an aim to recover

## Online reviews- people trust reviews; therefore, Ornge should urge its customers to review it and even write its own review.

Getting Ornge social- the PR team should research on air med-evacuation, social networks in major social network providers. And if possible, there should be an active profile, which can be thought as a better reputation (Bond et al., 33).   
Unified defense is the combination of essential services that can potentially guarantee Ornge`s IT surroundings once and for all. It will ensure the customization of Ornge`s security strategy. It provides firewalls and anti-virus getaways that provide up-to standard security. It also adds URL filters that can detect and prevent intrusions.   
The unified defense protocols ensure permanent surveillance and any intrusion attempt detected will be blocked. For wide-scale network security customization, it is possible to protect each access point. It can also be adapted to the priorities of Ornge.

## Weakness

It is expensive to hire new employees as that involves the budget and for a recovering company it needs to maintain its finance on other departments

## Alternative 2

Communication channels-there should be policies in place to ensure interaction between staff and board members. The executive director or the board members can strategically plan how to work in sync to achieve immediate and long term goals. Staff members can always submit reports to board members, so that focus remains on unfinished tasks. The board can also identify the functional staff that are strong or weak in several areas and if they need help or promotion. A more productive partnership can be successful if it allows staff to ask for assistance where they are incapacitated. Defining roles enable both groups to clearly understand their responsibilities. For a more proactive approach, it is good for staffs and the board members to get acquainted to a personal level, meet away from work. This can help staff to stay on course and take their daily roles well enough so that the friendship is maintained.   
Strengths   
Addressing employee leading issues- for successful leadership the manager has to have an effective and open relationship with the whole team and individual staff. An effective relationship with the HR team can facilitate timely advice and support in different situations. When assistance is required, the internal network can be of assistance.   
There is a need to know and understand what, where and how your gaps are. A work force needs to be ahead and understand what is going on and will come ahead. The manager needs to select specific persons who are to take care of specific tasks.   
Establishment of expectations- after developing the necessary skills needed. The manager has to create clear expectations with the team and individuals, focusing on developing the necessary capabilities for staff. Every staff has to come to terms with the expectations and keep up with the demands (Bond et al., 45).   
Strong corporate focus to address issues-The board expects to understand and test assumptions and plans of the management; they expect the managers to have what it takes to come up with innovations and strategies. They need to be willing to address the CEO`s performances.

## Weaknesses

Giving of wrong directions- health workers claim extra pressure has left ambulance services at a critical crisis point due to increased workload. Call handlers are unable to spot genuine symptoms.

## Miss information- EMT`s are sometimes given the wrong information when handling emergency medical care.

Alternative 3   
Sell assets to improve training programs for employees-Ornge can sell some of its assets to the private sectors and the money derived from the sale of the assets can be used to train and provide workshops, which will improve the skills of their staff significantly.

## Strengths-how to improve employee training

- Emphasize the training to be a long term investment for the skill development of the staff   
- Identify the skills that need to be improved and the bottom line of the training what can be achieved.   
- Inclusion of the management can be a significant point to support the effort   
When employee training is improved there is an improved patient outcome, and a much better chance of survival. EMT`s with better skills in cardiovascular handling can benefit Ornge (Bond et al., 78).

## Reduced cost of helicopter emergency evacuation can benefit the organization greatly since there will be many patients.

Weakness   
It might not be cost effective   
Personnel may look for the same job with higher payday

## Work Cited

Bond, Casey, Patricia R. Hastings, Andrew N. Pollak, and Jennifer Kling. 68w Advanced Field   
Craft: Combat Medic Skills. Boston: Jones and Bartlett Publishers, 2010. Print.