

Office of the Chief Medical Examiner FY2019

Agency Office of the Chief Medical Examiner

Agency Code FX0

Fiscal Year 2019

Mission The mission of the Office of Chief Medical Examiner (OCME) is to ensure that justice is served and that the health and safety of the public is improved by conducting quality death investigations and certification, and providing forensic services for government agencies, health care entities and grieving families.

2019 Strategic Objectives

Objective Number	Strategic Objective
1	Provide efficient and quality forensic services related to: a) the medicolegal investigation and certification of the cause and manner of death; b) toxicological analyses and interpretations; c) family assistance in understanding the cause and manner of death; d) expert testimony; and e) education and training of law enforcement, health care providers, academic institutions, and other stakeholders.
2	Provide efficient and effective service through a quality management system supported by continuous process improvement, quality control measures, adherence to accrediting body guidelines, training, and best practices.
3	Serve as a public health and safety surveillance organization providing statistical data to law enforcement, health care entities and social service entities tasked with prevention, detection and deterrence, and ultimately preventing deaths.
4	Provide sound expertise as the District's fatality management authority maintaining a comprehensive District-wide plan to respond to all types of fatality incidents and ensure decedent disposition, family assistance, and continuity of operations.
5	Create and maintain a highly efficient, transparent, and responsive District government.

2019 Key Performance Indicators

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
1 - Provide efficient and quality forensic services related to: a) the medicolegal investigation and certification of the cause and manner of death; b) toxicological analyses and interpretations; c) family assistance in understanding the cause and manner of death; d) expert testimony; and e) education and training of law enforcement, health care providers, academic institutions, and other stakeholders. (7 Measures)					
Percent of public dispositions ready for release within 45 days of the date of decedent receipt	Up is Better	24.3%	58.3%	10%	80%
Percent of toxicology examinations completed within 90 calendar days of case submission	Up is Better	Not Available	91.4%	98.5%	80%
Percent of all reports of postmortem examinations completed within 90 calendar days from the time of autopsy in all cases	Up is Better	89.1%	72.6%	93.2%	90%
Percent of toxicology examinations completed within 60 calendar days of case submission	Up is Better	Not Available	72.5%	90.9%	40%
Percent of mortuary/transport service scene response within one hour of transport notification by an investigator or medical examiner of an accepted case	Up is Better	89.9%	97.1%	97.3%	95%

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
Percent of decedent cases scientifically identified within five days	Up is Better	Not Available	Not Available	33.6%	30%
Percent of hospital cases wherein medical examiner jurisdiction is determined within 24 hours of the initial death report	Up is Better	Not Available	Not Available	Not Available	New Measure
2 - Provide efficient and effective service through a quality management system supported by continuous process improvement, quality control measures, adherence to accrediting body guidelines, training, and best practices. (3 Measures)					
Percent of employees completing and maintaining licensure, certification, industry-specific, web-based, internal agency training	Up is Better	Not Available	82.6%	100%	90%
Percent of forensic pathologists (medical examiners) that are board certified or board eligible	Up is Better	Not Available	100%	100%	90%
Percent of external autopsy requests responded to within 2 business days of receipt	Up is Better	Not Available	92.1%	99%	90%
3 - Serve as a public health and safety surveillance organization providing statistical data to law enforcement, health care entities and social service entities tasked with prevention, detection and deterrence, and ultimately preventing deaths. (4 Measures)					
Percent of Child Fatality Review Committee (CFRC) fatality reviews held within six months of notification of the death	Up is Better	97.1%	96.5%	100%	70%
Percent of Developmental Disabilities Fatality Review Committee (DDS FRC) fatality reviews held within three months of receipt of the investigative report from DHS/DDS and determination of the cause and manner of death	Neutral	100%	80.5%	100%	90%
Percent of FOIA requests responded to within fifteen (15) days	Up is Better	Not Available	95.5%	94.1%	90%
Percent of CFRC case summary reports that will be uploaded to the web portal three days prior to the scheduled case review meetings	Up is Better	Not Available	Not Available	96.4%	80%
4 - Provide sound expertise as the District's fatality management authority maintaining a comprehensive District-wide plan to respond to all types of fatality incidents and ensure decedent disposition, family assistance, and continuity of operations. (1 Measure)					
Percent of agency employees completing a mass fatality training annually	Up is Better	Not Available	100%	96.6%	95%
5 - Create and maintain a highly efficient, transparent, and responsive District government. (11 Measures)					
Percent of positions posted and filled within 30 days	Up is Better	Not Available	88%	100%	80%
Percent of requisitions submitted by the timeframe as prescribed by the District's contracting authority's acquisition planning	Up is Better	Not Available	100%	98.3%	98%
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Up is Better	Not Available	No data available	95.5%	Not Available

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Up is Better	Not Available	100%	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Up is Better	Not Available	No data available	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Down is Better	2.4%	0.7%	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Average number of calendar days between requisition and purchase orders issued (Updated by OCA)	Up is Better	Not Available	17.1	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Up is Better	144.8%	166.8%	Waiting on Data	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Up is Better	Not Available	No data available	0%	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Down is Better	0%	0%	Waiting on Data	Not Available
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Down is Better	Not Available	Not Available	Not Available	New Measure

2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Provide efficient and quality forensic services related to: a) the medicolegal investigation and certification of the cause and manner of death; b) toxicological analyses and interpretations; c) family assistance in understanding the cause and manner of death; d) expert testimony; and e) education and training of law enforcement, health care providers, academic institutions, and other stakeholders. (5 Activities)			
FORENSIC TOXICOLOGY LAB	Toxicology Analysis	Provides toxicological analyses, interpretive services and expert testimony. Provides toxicological testing on postmortem cases, as well as, testing on a variety of drug and alcohol related matters for law enforcement entities, other District agencies and federal entities, as well as, administers the District's District's Breath Alcohol Testing Program.	Daily Service
FORENSIC SUPPORT SERVICES	Forensic Analytic Testing	Provide scientific support services in the form of analytic testing for OCME and law enforcement agencies. Provide support toward the timely determination of cause and manner of death determinations via testing of specimens at forensic laboratories.	Daily Service
MORTUARY	Decedent Handling/Postmortem Examination	Provide body transport, body release and postmortem examination support services. Support forensic pathologists in postmortem examination toward the determination of the cause and	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
		manner of death; release of bodies to the funeral industry in a timely manner; and transport of bodies from public spaces, homes, hospitals and other facilities.	
FORENSIC PATHOLOGY	Forensic Pathology Services	Provide timely decedent examination and cause and manner of death determination. Investigation and analysis services performed by forensic pathologists resulting in certification of cause and manner of death provided to next of kin, law enforcement, government agencies, and other interested parties.	Daily Service
FORENSIC INVESTIGATIONS	Medicolegal Death Investigations	Gather information and collect evidence and perform medical interpretation services for agency forensic pathologists, law enforcement agencies, and legal counsel. Utilize information obtained from investigations toward identification of decedents and to aid in the determination of the cause and manner of death by forensic pathologists.	Daily Service
2 - Provide efficient and effective service through a quality management system supported by continuous process improvement, quality control measures, adherence to accrediting body guidelines, training, and best practices. (4 Activities)			
INFORMATION TECHNOLOGY	Standard Operating Procedures	Manage agency operational documents providing effective and detailed tracking, auditing, and reporting. Maintain and update standard operating procedures, work processes and instructions, and other related documentation utilizing document management and control systems and process automations to ensure compliance with industry standards.	Daily Service
INFORMATION TECHNOLOGY	Case Management System	Utilize system to manage death investigation and toxicology documents and data, as well as, for decedent tracking. Maintain and continue development of case management databases utilized to track: a) all relevant case types from case initiation through disposition; b) testing and analysis toxicology data; c) inventory; d) decedents; and e) other key documents and resources.	Daily Service
CUSTOMER SERVICE	Records Management	Serve as the custodian of agency records providing premier customer service to all parties requesting records the agency is entrusted to secure. Process, maintain, and secure error-free quality records for the District to include autopsy reports, photographs, and other documents as requested by next of kin, the legal community, insurance companies, courts, and other entities.	Daily Service
TRAINING	Professional Training/Career Development	Provide training and career development services to agency staff so they can maintain licensure and certifications, meet accrediting guidelines, and adhere to best practices. Establish innovative ways to obtain training opportunities for staff through District, university, industry-specific, web-based, and internal programs.	Daily Service
3 - Serve as a public health and safety surveillance organization providing statistical data to law enforcement, health care entities and social service entities tasked with prevention, detection and deterrence, and ultimately preventing deaths. (2 Activities)			
INFORMATION TECHNOLOGY	Data Analysis Fusion Center	Provide data collection, surveillance, and analysis resulting in the promotion of public safety and health. Establish scientific and technical methods and practices to identify and evaluate data in order to determine outcomes and trends in mortality statistics to improve the quality of life of District residents.	Daily Service
Fatality Review	Committee Recommendations	Review circumstances of the deaths of individuals within certain populations, including their interaction with District government services. Conduct fatality reviews to provide recommendations to District entities serving defined populations, so they can address systemic problems, provide better services, and be held accountable.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
4 - Provide sound expertise as the District's fatality management authority maintaining a comprehensive District-wide plan to respond to all types of fatality incidents and ensure decedent disposition, family assistance, and continuity of operations. (3 Activities)			
FATALITY MANAGEMENT	Mass Fatality Training and Education	Provide training and education to agency staff and District stakeholders in order to ensure preparedness for mass fatality incident. Develop and coordinate emergency response/incident training and exercise programs amongst District, regional, and federal stakeholders to ensure the appropriate implementation of incident plans and standard operating procedures, availability and use of equipment and resources, and interoperability.	Daily Service
HEALTH AND SAFETY	Medical Surveillance Program	Provide a safe and healthy workplace for all employees and visitors. Implement an employee medical surveillance program involving a formal safety program that involves management, supervisors, and employees in identifying and eliminating hazards that exist or may develop during work processes and testing.	Daily Service
FLEET MANAGEMENT	Vehicle Operations and Accountability	Implement and maintain a system for managing the use of agency vehicles and accountability for agency drivers. Work throughout the year to manage, maintain, and purchase new vehicles utilized for death scene investigation, transport of decedents, emergency incident management, and administrative functions.	Daily Service
5 - Create and maintain a highly efficient, transparent, and responsive District government. (4 Activities)			
PERSONNEL	Human Resources	Recruitment and retention of a highly skilled, professional, and diverse workforce. Focus on staff development, hiring candidates with requisite qualifications, licenses and certifications, maintaining a low vacancy rate, and an efficient onboarding time.	Daily Service
CONTRACTS AND PROCUREMENT	Procurement Process Management	Support the District's contracts and procurements process through adherence to the District's rules and regulations, particularly percentage of budget spent on CBEs. Provision of contracts management, purchasing, and technical assistance to agency staff to obtain products and services within budget, in a timely manner, and according to customer specifications.	Daily Service
CUSTOMER SERVICE	Customer Service	Provide service information and responses to internal and external customers to have their needs met in a courteous, reliable, and timely manner. Engage next of kin, the funeral industry, law enforcement, health care providers, legal entities, educational institutions, emergency response entities, the public health entities, elected officials, other agencies and residents in the: a) dissemination of requested information; and b) the awareness of agency programs, issues, and challenges.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Provide support to overall organizational performance via agency leadership, administrative support services, and employee performance management. Develop short and long term strategic plan for the agency, manage agency and employee performance planning, reporting and evaluating, and provide the administrative support necessary to operate.	Daily Service

Measure	FY 2016	FY 2017	FY 2018
1 - Forensic Pathology Services (9 Measures)			
Number of Postmortem Examinations performed: Full/Partial (Not including External Exams)	1185	1406	1252
Number of Deaths Due to Traffic Accidents (i.e., cars, Metro, motorcycles, pedestrian, bicycle)	Not Available	64	57
Number of drug deaths (illicit/rxn) diagnosed	170	153	225
Number of deaths due to hypertensive cardiovascular disease/obesity	290	288	329
Number of Infant deaths (1 year and under)	31	47	25
Number of child deaths due to inappropriate bedding/SUID (with or without crib in the dwelling)	7	0	17
Number of elder deaths due to falls (age 65 and over)	88	68	62
Number of youth (ages 10-19) homicides where gun violence is a factor	2	11	15
Number of Anthropologic Analyses Performed	107	123	113
1 - Toxicology Analysis (1 Measure)			
Number of DUI cases performed	122	439	534

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Committee Recommendations (1 Strategic Initiative)		
Evaluation of and restructuring of Fatality Review Unit to accommodate newly established fatality review committees and additional staffing.	During FY19, the District will establish two new fatality review committees - Maternal Mortality and Violence Fatality Review -- that will be administered by OCME. As a result, the FY19 District budget includes additional staffing for the agency's Fatality Review Unit. The agency will evaluate work processes and procedures in order to accommodate two additional fatality review committees and distribution of work amongst additional and new staffing. The Unit will be restructured to develop a new staffing model to ensure that the review units will be supported and administered accordingly. The agency will support four review units to also include the existing Child Fatality and the Developmental Disabled Review Committees.	09-30-2018
Decedent Handling/Postmortem Examination (1 Strategic Initiative)		
		09-30-2019

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Standardize Mortuary and METT Units for onboarding and ongoing employee training	The Medicolegal Death Investigation's Mortuary and METT Units will standardize the onboarding training for new employees, as well as ongoing training. This will consist of a written training guidelines and schedule to include the type of training to provided and timelines, as well as clear standard sdelineating the difference between and a progression for the positions within the Mortuary and METT Units.	
Forensic Pathology Services (1 Strategic Initiative)		
Meet NAME Standards for Postmortem Examination Reporting	The OCME's Medicolegal Death Investigation Divison's Forensic Pathology Unit will focus efforts on meeting National Association of Medical Examiner standards for postmortem examination -- 90% of reports of postmortem examinations completed within 90 days from the time of autopsy in all cases. The agency has implemented a myriad of initiatives to meet this initiative to include enhanced staffing and scheduling models; maintenance of pathologists conferences; routine monitoring of key performance measure; and routine case monitoring by pathologists.	09-30-2018
Mass Fatality Training and Education (1 Strategic Initiative)		
Coordination of Fatality Management Evaluation and Training for District and Agency Employees and Update of Mass Fatality Plans	The agency will continue its evaluation of mass fatality and continuity of operations planning; emergency response planning; and local and regional cooperation. The agency will coordinate training and exercises for District and agency employees, as well as stakeholders to include other medical examiner offices, funeral homes, hospitals, federal partners, universities, emergency response entities and community partners. The agency will update District and agency mass fatality plans and will ensure coordination of stakeholder plans.	09-30-2019
Medicolegal Death Investigations (1 Strategic Initiative)		
Investigation Uni to develop proficiency test to meet requirements of accrediting body	Several agency units engage in proficiency testing which meets the requirements of accreditation bodies such as the National Association of Medical Examiners and ISO. The The investigations unit will develop a proficiency testing program to meet the requirements of ISO 17025. The program will include the creation of a mock death scene proficiency test. New forms will be created to document the process.	09-30-2019
Performance Management (4 Strategic initiatives)		
Provision of in-house training to Supervisors/Managers through a series of Brown Bag Lunch Sessions for Improved Operations of Divisions/Units	The OCME Executive Unit will continue coordination of a Performance Management Training Series geared towards Supervisors/Managers and Leads to enhance their skills for improved effectiveness and efficiency in the operations of their Divisions and Units and the supervision of their employees. The purpose of the series is to empower managers in understanding of District and agency policies and procedures, as well as applicable laws and regulations. There will be a specific focus on Six Sigma, as well as FMLA/ADA and EEO.	09-30-2019
Carry out the agency's academic mission by ensuring employees are engaged in professional and academic training	The agency's mandate includes an academic mandate and, as such, the agency will continue to implement an academic program, coordinated by the Deputy Chief Medical Examiner, which will include: 1) training to maintain required licensures and certificates; 2) training required to implement accrediting body standards; 3) academic training opportunities for external stakeholders to gain an understanding of agency operations; and 4) internships and other educational opportunities for students (i.e., residents, medical students, forensic students).	09-30-2019
		09-30-2019

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Agency Renovations to accommodate significant growth in staffing and to construct an operations center for ongoing situational awareness during emergency incidents	The agency will work with DGS for a phased approach to the renovation of the 5th and 6th floor offices per the design that was completed in FY18. During FY19, a phased plan will be completed and the 5th floor renovation completed. The agency will also work with DGS for the construction of an operations center for initial and ongoing situational awareness during pre-planned or emergency incidents. During FY19 this will include use of capital monies to procure a vendor for design and purchase of furniture. There will be eventual construction. This will serve as a regional asset to allow fatality management entities to converge in a single location to plan for and respond to regional catastrophic events that cross state boundaries. This center will be constructed within the agency's investigation unit and will complement the current room.	
Completion of Evaluation and Review of ISO Checklist and Agency Quality Manual and Documentation in Preparation for ISO Accreditation	The agency will complete all evaluation and review of ISO checklist and documentation on preparation for application for ISO accreditation. Staff will be socialized to updated Standard Operation Procedures (SOPs) associated with this process. A Quality Manual will be finalized and provided to all managers and staff for review. It is anticipated that the agency may apply for such accreditation during FY19.	09-30-2019
Professional Training/Career Development (1 Strategic Initiative)		
Provide Training Manual to address all types of formal training within the agency in compliance with accrediting bodies	The agency shall develop and finalize a Training Manual to document all formal training programs to include: new employee orientation; mandatory safety training; unit trainings on policies and procedures and laws which includes on-the-job training/monitoring, adhoc training and sustainment training. Training materials will be documented in the manual as well as schedules and checklists. The manual should follow best practices and standards provided by the National Association of Medical Examiners and ISO.	09-30-2019
Toxicology Analysis (3 Strategic initiatives)		
Contribute to the Forensic Toxicology Scientific Community	As part of its function to contribute to the scientific community, the forensic toxicology laboratory will assess toxicological findings, conduct trend analyses and present research papers, publications and presentations to key stakeholders (i.e., scientific community, health care entities, law enforcement and academic community). The goals are to: 1) highlight data findings and trends relevant to stakeholders; 2) provide training for staff in analyzing findings and trends and presenting such information in academic setting; and 3) provide visibility to the District's forensic toxicology laboratory.	09-30-2019
Evaluate various Laboratory Information Systems (LIMS) towards procurement of a vendor for buildout for the agency Forensic Toxicology Laboratory	The agency will evaluate various Laboratory Information Systems utilized by toxicology laboratories for best practices and fit for the agency's laboratory. Agency staff will work with OCP to utilize grant or capital monies to secure a vendor for buildout of a LIMS for the purpose of seamless integration with current analytical equipment; expedient tracking of results and quality control; assistance with technical data review; improved forensic toxicology reporting and minimization and elimination of human errors.	09-30-2019
Procurement of new equipment to support forensic toxicological testing and other agency IT services	The agency moved into its current facility – the Consolidated Forensic Laboratory – in the fall of 2012. The equipment for the facility was procured in 2011 for installation into the laboratories including the OCME. Because equipment typically has a replacement target based on usage and years and the agency's Forensic Toxicology Laboratory and IT equipment, purchased in May 2011, has either exceeded or is at that replacement target time period. Based on a replacement target of 7-10 years from a procurement date of 2011, the agency's Five-Year Capital Plan includes a phased approach of toxicology equipment	09-30-2019

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
	upgrades prioritized based on the replacement target date. The agency's laboratory will evaluate equipment for purchase. IT equipment may also be evaluated for purchase.	
Vehicle Operations and Accountability (1 Strategic Initiative)		
Purchase of Vehicles to Replace Aging Vehicles Within Fleet	The agency developed a fleet replacement plan which included purchase, retrofitting and outfitting of vehicles with Mobile Data Terminal Devices and IT/Communications upgrades to the agency's existing Mobile Command Center. This will provide vehicles in good working condition ensuring adequate and timely response to death scenes and ability to carry out other mandated functions to include: case related body and specimen transfer; court duties; records management; and administrative functions. Capital funds are available for this initiative and, as such, the agency will evaluate and purchase appropriate type and numbers as allowed by the funding.	09-30-2019