Office of the Chief Medical Examiner FY2020

Agency Office of the Chief Medical Examiner   **Agency Code** FX0   **Fiscal Year** 2020

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.

🔻 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.

🔻 Key Performance Indicators

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 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. (8 Measures)					
Percent of toxicology examinations completed within 90 calendar days of case submission	Up is Better	91.4%	98.5%	99.6%	80%
Percent of all reports of postmortem examinations completed within 90 calendar days from the time of autopsy in all cases	Up is Better	72.6%	93.2%	95.5%	90%
Percent of toxicology examinations completed within 60 calendar days of case submission	Up is Better	72.5%	90.9%	91.8%	50%
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	97.1%	97.3%	95%	95%
Percent of decedent cases scientifically identified within five days	Up is Better	New in 2018	33.6%	56.7%	30%
Percent of hospital cases wherein medical examiner jurisdiction is determined within 24 hours of the initial death report	Up is Better	New in 2019	New in 2019	98.8%	95%
Percent of all decedents with no known next of kin to be entered into Namus Unclaimed prior to the release of the decedent for public disposition.	Up is Better	New in 2020	New in 2020	New in 2020	95%
Percent of decedent storage unit spaces unoccupied within the morgue during normal operation periods.	Up is Better	New in 2020	New in 2020	New in 2020	55%

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
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	82.6%	100%	100%	90%
Percent of external autopsy requests responded to within 2 business days of receipt	Up is Better	92.1%	99%	99.9%	90%
Percent of forensic pathologists (medical examiners) that are board certified or board eligible	Up is Better	100%	100%	100%	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	96.5%	100%	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	80.5%	100%	66.7%	90%
Percent of FOIA requests responded to within fifteen (15) days	Up is Better	95.5%	94.1%	87%	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	New in 2018	96.4%	100%	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	100%	96.6%	95.6%	95%

▼ Core Business Measures

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
5 - Create and maintain a highly efficient, transparent, and responsive District government. (10 Measures)				
Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent	Up is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Percent of local budget de-obligated to the general fund at the end of year	Down is Better	New in 2019	New in 2019	Not Available
Financial Management - Quick Payment Act (QPA) Compliance - Percent of QPA eligible invoices paid within 30 days	Up is Better	New in 2019	New in 2019	100%
Human Resource Management - Average number of days to fill vacancy from post to offer acceptance	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft	Up is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft	Up is Better	New in 2019	New in 2019	96.7%

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal	Up is Better	New in 2019	New in 2019	Not Available
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management – Percent of new hires that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020
Human Resource Management – Percent of employees that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020

*The above measures were collected for all mayoral agencies in FY2019. The 2019 open data inventory includes data for calendar year 2018. Due to data lags, FY2019 data for the following core business measures will be available in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

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 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.	Daily Service
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)			

Operations Header	Operations Title	Operations Description	Type of Operations
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)

Operations Header	Operations Title	Operations Description	Type of Operations
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

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)

Operations Header	Operations Title	Operations Description	Type of Operations
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

Operations Header	Operations Title	Operations Description	Type of Operations
5 - Create and maintain a highly efficient, transparent, and responsive District government. (4 Activities)			
CONTRACTS AND PROCUREMENT	Procurement Process Management	Support the District's contracts and procurements process through adherence to the District's rules and regulations, particularly the 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
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
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

Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
1 - Forensic Pathology Services (9 Measures)			
Number of Postmortem Examinations performed: Full/Partial (Not including External Exams)	1406	1252	875
Number of Deaths Due to Traffic Accidents (i.e., cars, Metro, motorcycles, pedestrian, bicycle)	64	57	58
Number of drug deaths (illicit/rxn) diagnosed	153	225	190
Number of deaths due to hypertensive cardiovascular disease/obesity	288	329	305
Number of Infant deaths (1 year and under)	47	25	25
Number of child deaths due to inappropriate bedding/SUID (with or without crib in the dwelling)	0	17	21
Number of elder deaths due to falls (age 65 and over)	68	62	60
Number of youth (ages 10-19) homicides where gun violence is a factor	11	15	16
Number of Anthropologic Analyses Performed	123	113	111
1 - Toxicology Analysis (1 Measure)			
Number of DUI cases performed	439	534	512

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date

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Case Management System (1 Strategic Initiative)		
Case Management System Enhancements	The agency will undergo Case Management System enhancements to include: development and design of APIs (Application Program Interfaces); design and deployment of an IOS Mobile App for fleet management and decedent tracking; and modernization of user interfaces; and the implementation of a more robust framework architecture.	09-30-2020
Committee Recommendations (2 Strategic initiatives)		
Fatality Review Restructuring & publication of Annual Report Publication	The Fatality Review Unit established three new fatality review committee over the FY18 and FY19: Maternal Mortality, Violence and Opioid Fatality Reviews. During FY20, the unit will work to fully implement these committees and will evaluate the publication of three new annual reports.	09-30-2020
Safe Sleep Campaign	Through the Fatality Review Unit the agency will implement a Safe Sleep Campaign focused on developing an innovative mobile technology based application and safe sleep campaign to decrease the number of pre-term births and other precipitating risk factors. Primary audiences include District residents who provide care to infants and secondary audiences include professionals providing medical care, human service supports and daycare providers.	09-30-2020
Customer Service (1 Strategic Initiative)		
Trauma & Grief Support Service Outreach to Next of Kin	The agency will work to improve outreach to family members regarding trauma and grief support services. The goals are to improve information dissemination about the OCME trauma and grief support services and to identify meeting locations that are accessible to community members and provide a comforting environment. The target areas are Wards 7 and 8 where violent and unexpected deaths occur in the greatest numbers. Success will be measured by family member participation.	09-30-2020
Data Analysis Fusion Center (1 Strategic Initiative)		
Public Health & Safety Surveillance	Through its Data Fusion Center, the agency will conduct epidemiological investigations on leading causes of death in the District, develop surveillance reports and disseminate key findings to District agencies and the Administration, as well as industry and community stakeholders. In FY20, the new Grants Management Specialist will assist in identifying new grants to support the agency's mission and this project.	09-30-2020
Forensic Analytic Testing (1 Strategic Initiative)		
Forensic Services Consultation Continuation Across Fiscal Years	The Death Investigations Division will work with agency management and the Office of Contracting and Procurement to evaluate and determine a methodology wherein forensic services would be maintained from one fiscal year to another without a stop in services. The agency has had challenges in ensuring that forensic services do not have to be halted prior to the end of the fiscal year in order to ensure that the services are received by the end of the year. However, the agency's mission mandates that services be continued due to their critical nature. Forensic services include consultations for testing of specimens, as well as consultations by various medical professionals in a myriad of disciplines both toward determination of the cause and manner of death.	09-30-2020
Forensic Pathology Services (1 Strategic Initiative)		
International Training Initiative for Death Investigation and Certification	In collaboration with the Department of Justice (DOJ), establish an international training initiative for purposes of providing quality forensic death investigation and certification training and consultation.	09-30-2020
Mass Fatality Training and Education (1 Strategic Initiative)		

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Continuity of Operations Center Site Build-Out	The agency will work with DGS for the construction of a Continuity of Operations Site that will serve as a fatality management administrative, investigative and mortuary operations site, as well as an operations center for initial and ongoing situational awareness during pre-planned or emergency incidents. During FY20 this will include use of capital monies to procure a vendor for design and purchase of furniture and associated resources/items. This will serve as a regional asset to allow fatality management entities to converge in a single location to plan for and response to regional catastrophic events that cross state boundaries.	09-30-2020
Medicolegal Death Investigations (1 Strategic Initiative)		
Adaptation of Industry Standard Investigations (SUIDI) Reporting	The Forensic Investigations Unit will review and adapt a nationally utilized reporting form for Sudden Unexplained Infant Death Investigations Reporting Form. The purpose is to comply with best practices and industry standards in the development of an agency specific form. Such form will incorporate jurisdictional statutory and regulatory mandates, as well as agency policies and procedures.	09-30-2020
Performance Management (2 Strategic initiatives)		
Renovation of 5th and 6th Floors & Technological Advances	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. 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. The project also includes build out of a laundry facility and technological advances.	09-30-2020
ISO Accreditation Initiative	The agency will continue its pursuit of ISO accreditation. The focus will be completion of revised Standard Operation Procedures (SOPs) associated with this process. A Training Manual will also be finalized and the Quality Manual reviewed with newly revised SOPs. It is anticipated that the agency may apply for such accreditation during FY20, with an inspection in the 2nd quarter.	09-30-2020
Records Management (2 Strategic initiatives)		
Development of Electronically Initiated Case File for Process Improvement	The Records Management Unit and IT Unit will develop an electronically initiated case file for process improvement. Electronic initiation of case files assists in quality of end product,increase turnaround times, assist in maintaining a paperless environment, improves ability to datashare with stakeholders and improve customer service.	09-30-2020
Systems Interoperability Initiative between OCME and DCHealth	between the agency's Case Management System (CMS) and DC Health's Electronic Death Registration System. The purpose is to eliminate the need for staff to enter data into either system separately. Instead, data will only be entered once into one of the systems and will flow automatically to the other. This will improve the process with recording requirements to DC Health's Vital Records Division as related to vitality data.	09-30-2020
Toxicology Analysis (3 Strategic initiatives)		
Laboratory Information System (LIMS) implementation	The implementation of a Laboratory Information System (LIMS) will allow for ease of case tracking, streamlined data handling and the reduction of transcription errors. The LIMS will directly interface with the instrumentation and provide a mechanism for direct transfer of results and allow for a more efficient means for responding to stakeholders who require case status updates.	09-30-2020
Process to Application for ISO/IEC 17025:2017	The laboratory is currently accredited by the American Board of Forensic Toxicology (ABFT). However, ABFT has made notice that laboratories under their accreditation will require a different accrediting body, as ABFT will no longer accredit laboratories post the year 2022. As such, the laboratory will be preparing itself to achieve ISO/IEC 17025:2017 accreditation. To that end, current processes and procedures will need to be assessed against the ISO standard to ensure compliance and seamless accreditation transition.	09-30-2020
Public Outreach: Science Technology Engineering & Mathematics (STEM) in Toxicology and IT	In an effort to increase exposure to and interest in Science Technology Engineering and Mathematics (STEM) careers as it pertains to forensic toxicology and information systems, the toxicology division will engage the youth of Ward 7 and Ward 8 by offering an educational environment which allows students to interact with forensic scientists and learn about a challenging and rewarding career path.	09-30-2020

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Vehicle Operations and Accountability (1 Strategic Initiative)		
Fleet Replacement Capital Project	The agency has developed a fleet replacement plan to ensure that the agency has vehicles in good working condition resulting in 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.	09-30-2020