

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**Executive Office of Mayor Muriel Bowser**



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue  
Interim City Administrator



**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.

**Summary of Services** OCME provides forensic services to local and federal government agencies, health care providers, institutions of higher learning and citizens in the District and metropolitan area. Forensic services include: forensic investigation and certification of certain deaths (i.e., deaths occurring as a result of violence (injury) as well as those that occur unexpectedly, without medical attention, in custody, or pose a threat to public health); review of deaths of specific populations; grief counseling; performance of a full range of toxicological examinations; cremation approvals; and public dispositions of unclaimed remains.

**2020 Accomplishments**

Accomplishment	Impact on Agency	Impact on Residents
Successful Coordination of Fatality Management Operations: In response to the COVID pandemic, the agency was able to implement its Mass Fatality and Continuity of Operations (COOP) Plans which ensured continuous efficient and effective operations given the following: a significant increase in caseload due to COVID-19 positive and ancillary cases; need for additional body storage; modifications in the procedure for processing and release of COVID positive decedents. Fatality management operations included: a) stand up of Field Morgue Operations which required procurement of additional resources (i.e., refrigerated trucks for body storage); obtaining force-multipliers (i.e., funeral directors and National Guard); and establishing interoperability telecommunications. Additionally, the agency secured additional morgue storage space at Georgetown University. The agency established an addendum with the current public disposition vendor to decrease costs; established emergency legislation to allow for increased turnaround time; and provided for public dispositions for all COVID and ancillary cases.	The agency was able to effectuate continuity of operations despite a significant increase in caseload. The agency was able to maintain critical key performance indicators (KPIs) that are associated with accreditation status. Successful coordination of Fatality Management Operations also ensured that the agency was in a position to complete its inspection for and obtain ISO accreditation. Moreover, the agency was able to implement cost saving measures with regard to public dispositions. The agency also established essential agreements and protocols that will be helpful in the future with regard to public dispositions and telework. Lastly, the manner in which fatality management operations were carried out based on all Standard Operating Procedures (SOPs) and the Mass Fatality Plan and COOP ensured the safety of all employees as they engaged with COVID-positive decedents.	Efficient and effective Fatality Management Operations ensured that the District's processing and release of COVID positive cases was done in a safe manner for next of kin, agency employees and all vendors (i.e., funeral homes). This not only provided a cost savings to the District despite a significant increase in caseload, but allowed an ease of mind for next of kin with regard to safe disposition of their loved ones.
Agency Obtains International Organization for Standardization (ISO) Accreditation: During FY20, the agency focused on its quest to obtain ISO Accreditation. The agency revised Standard Operation Procedures (SOPs) and developed a Quality Manual and a Training Manual. The agency submitted application and an accreditation inspection was conducted on September 28th – September 30th. The agency was found to be in compliance with all ISO 17020 standards with zero non-conformities and received accreditation status.	The impact on the agency of ISO accreditation is the improvement of the agency's quality system in the short term and long term. The focus of ISO is quality improvement and this ensures that the agency is in compliance not only with industry standards and best practices, but also requires consistent quality processes. This status also assists in the legal arena with regard to the maintenance of a quality system in work processes.	ISO accreditation provides additional assurances to District residents that the medical examiner's office conducts death investigation in an efficient and effective manner that includes extensive quality control and analysis, per industry standard and best practices.
Successful Application for Forensic Pathology Fellowship Grant  The agency applied and was awarded the 2020 BJA FY20 Strengthening the Medical Examiner-Coroner Systems Program Grant from Department of Justice in the amount of \$125,000.	The agency has been awarded funding to support a fellowship program which will be the first in its history. Conducting a fellowship program demonstrates the agency's ability to provide sound and quality forensic pathology instruction and further solidifies the agency's status as a premier medical examiner's office.	The grant monies allow the agency to coordinate a quality forensic pathology fellowship. A fellowship allows the agency to develop a pipeline of qualified forensic pathologists for possible permanent hire within the agency. Board certified forensic pathologists are statutorily mandated and are a requirement of the agency's accrediting body (the National Association of Medical Examiners). Board certification demonstrates that the agency is conducting efficient, quality and sound death investigations by qualified forensic pathologists. A fellowship program serves as the foundation for a pathologists' hire and successful board certification.

**2020 Key Performance Indicators**

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
<b>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)</b>												
Percent of toxicology examinations completed within 90 calendar days of case submission	Quarterly	91.4%	98.5%	99.6%	80%	98.5%	98.2%	99.2%	90.9%	96.4%	Met	
Percent of all reports of postmortem examinations completed within 90 calendar days from the time of autopsy in all cases	Quarterly	72.6%	93.2%	95.5%	90%	84.8%	94.9%	94.9%	93.9%	92.4%	Met	
Percent of toxicology examinations completed within 60 calendar days of case submission	Quarterly	72.5%	90.9%	91.8%	50%	90.4%	71.8%	92.4%	88.4%	85.8%	Met	
Percent of mortuary/transport service scene response within one hour of transport notification by an investigator or medical examiner of an accepted case	Quarterly	97.1%	97.3%	95%	95%	96.5%	97.7%	96.8%	97.7%	97.2%	Met	
Percent of decedent cases scientifically identified within five days	Quarterly	New in 2018	33.6%	56.7%	30%	46.1%	47%	25.8%	94.5%	48.3%	Met	
Percent of hospital cases wherein medical examiner jurisdiction is determined within 24 hours of the initial death report	Quarterly	New in 2019	New in 2019	98.8%	95%	91.3%	80.8%	69%	81.8%	80%	Unmet	This was not met due to COVID related work which resulted in a significantly increased caseload.
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.	Quarterly	New in 2020	New in 2020	New in 2020	95%	100%	0%	44.4%	10.5%	34.8%	New in 2020	
Percent of decedent storage unit spaces unoccupied within the morgue during normal operation periods.	Quarterly	New in 2020	New in 2020	New in 2020	55%	64.9%	61.5%	39.5%	57.1%	55.7%	New in 2020	
<b>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)</b>												
Percent of employees completing and maintaining licensure, certification, industry-specific, web-based, internal agency training	Quarterly	82.6%	100%	100%	90%	100%	100%	100%	100%	100%	Met	
Percent of external autopsy requests responded to within 2 business days of receipt	Quarterly	92.1%	99%	99.9%	90%	100%	99.5%	100%	100%	99.9%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of forensic pathologists (medical examiners) that are board certified or board eligible	Quarterly	100%	100%	100%	90%	100%	100%	100%	100%	100%	Met	
<b>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)</b>												
Percent of Child Fatality Review Committee (CFRC) fatality reviews held within six months of notification of the death	Quarterly	96.5%	100%	100%	70%	100%	100%	No data available	100%	100%	Met	
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	Quarterly	80.5%	100%	No Applicable Incidents	90%	100%	100%	No data available	100%	100%	Neutral Measure	
Percent of FOIA requests responded to within fifteen (15) days	Quarterly	95.5%	94.1%	87%	90%	100%	100%	No data available	96%	97.8%	Met	
Percent of CFRC case summary reports that will be uploaded to the web portal three days prior to the scheduled case review meetings	Quarterly	New in 2018	96.4%	100%	80%	100%	100%	No data available	100%	100%	Met	
<b>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)</b>												
Percent of agency employees completing a mass fatality training annually	Annually	100%	96.6%	95.6%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	

## 2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
<b>1 - Forensic Pathology Services (9 Measures)</b>							
Number of Postmortem Examinations performed: Full/Partial (Not including External Exams)	1252	875	355	366	475	443	1639
Number of Deaths Due to Traffic Accidents (i.e., cars, Metro, motorcycles, pedestrian, bicycle)	57	58	14	11	13	18	56
Number of drug deaths (illicit/rxn) diagnosed	225	190	46	79	73	48	246
Number of deaths due to hypertensive cardiovascular disease/obesity	329	305	75	71	118	99	363
Number of Infant deaths (1 year and under)	25	25	8	6	3	6	23
Number of child deaths due to inappropriate bedding/SUID (with or without crib in the dwelling)	17	21	7	3	2	6	18
Number of elder deaths due to falls (age 65 and over)	62	60	22	23	15	17	77
Number of youth (ages 10-19) homicides where gun violence is a factor	15	16	4	6	10	7	27
Number of Anthropologic Analyses Performed	113	111	32	30	44	52	158
<b>1 - Toxicology Analysis (1 Measure)</b>							
Number of DUI cases performed	534	512	107	112	38	51	308

## 2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>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)</b>			
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
<b>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)</b>			
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

Operations Header	Operations Title	Operations Description	Type of Operations
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
<b>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)</b>			
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
<b>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)</b>			
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
<b>5 - Create and maintain a highly efficient, transparent, and responsive District government. (4 Activities)</b>			
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

## 2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Case Management System (1 Strategic Initiative)</b>				
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.	Complete	<ul style="list-style-type: none"> <li>OCME has continued progress on two separate development initiatives: EDRS Integration and Decedent Tracking Mobile Application development. The EDRS integration will automate the process of transmitting mortality data to the office of vital records. The process of testing and addressing software glitches has been effectively completed. The Decedent Tracking Mobile App has been fully delivered. The mobile application is housed virtually on Microsoft Azure as a managed service by the VertiQ vendor. The solution has been vetted and approved by OCTO. The DT Mobile Application is in the final stages of User Acceptance Testing with a full deployment pending review by key User Focus Group members and the Chief ME.</li> <li>The first phase of the CMS upgrade plan (to be executed over a two year period from FY20-FY21) has been completed. The procurement of the new CMS hardware was fully approved and has been received. The server hardware has been fully provisioned, configured, and deployed in the CFL Datacenter. The OCME IT and Records units have worked tirelessly with the VertiQ software vendor to officially execute the project kick-off meeting, conduct extensive requirements gathering, and develop a comprehensive requirements document. That 90-page document has been approved by OCME stakeholders, to include migration of all data reporting tools, document templates, and legacy system data. Phase One of this project has been completed and invoice. Phase Two is currently moving through procurement for the FY2021 fiscal cycle.</li> </ul>	
<b>Committee Recommendations (2 Strategic initiatives)</b>				
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.	Complete	The agency worked to fully implement three new fatality review committee/boards. During Q2, the MMRC meetings continue d with 1 vacancy until COVID. The first VFRC meeting took place in February and MOTA is working on filling the federal seats on the committee. The OPOID meetings also continued until COVID.	
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.	25-49%	The OCME is working with external federal partners to execute an MOA with the National Institutes of Health (NIH) and Palladian Partners to support a campaign.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Customer Service (1 Strategic Initiative)</b>				
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.	Complete	The agency was instrumental in setting up the Virtual Family Assistance Center (VFAC) to assist family members of decedents by provided resource information regarding burial assistance, grief counseling, housing and other services. The VFAC is manned by agency and other navigators. The agency has also worked to provide grief support services to agency employees as needed during the COVID pandemic due to their consistent work with the death process and the significant increase in caseload,	
<b>Data Analysis Fusion Center (1 Strategic Initiative)</b>				
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.	Complete	The agency not only provided investigation into various leading causes of death but provided a daily report on COVID related deaths (the leading cause of death) in Q2, Q3 and Q4. Grants were also identified and applications made.	
<b>Forensic Analytic Testing (1 Strategic Initiative)</b>				
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.	Complete	The agency has worked with OCP over the last two years on this matter. The issue appears to be resolved as the agency has been able to start loading requisitions and subsequent POs for services either prior to or at the beginning of the first quarter. However, the OCP contracting officer for the agency is on alert, accessible and ready to act should there be any issue.	
<b>Forensic Pathology Services (1 Strategic Initiative)</b>				
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.	Complete	he agency has an ongoing MOU with the Department of Justice (DOJ) International Criminal Investigative Training Program (ICITAP) whereby the agency serves as training partner for forensic physicians from Costa Rica, Panama, Honduras, Belize, Mexico, East Africa and where ICITAP requires the agency experience. The initiative involves rotations, teaching and training. The ICITAP relies on the agency for consultations on implementations of medicolegal death investigations systems of the countries assigned.	
<b>Mass Fatality Training and Education (1 Strategic Initiative)</b>				
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.	25-49%	This project was not completed during FY20. This work is managed by the Department of General Services (DGS). While a requisition was established and vendors visited the COOP site for review. The project was halted however in order for DGS to evaluate the available capital funding for the project in relation to the agency's renovation project. DGS has ownership over the project. The initiative was established based on the tasks the agency would be responsible for once the project moved forward.	
<b>Medicolegal Death Investigations (1 Strategic Initiative)</b>				
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.	Complete	The agency investigation team (Supervisor and Lead Investigator) not only review dthe new SUIDI form but also attended two webinars during Q4: 1) one with the National Center for Fatality Review and Prevention and CDC-SUID/SDY Case Registry Team. The Lead Investigator was recorded for the course in interviewing techniques with parents of Infants; and 2) with the CDC's SUID Initiative introducing the Updated SUIDI Reporting Form. The new form will be incorporated in to the agency's SOPs.	
<b>Performance Management (2 Strategic initiatives)</b>				
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.	50-74%	The project experienced delays as DGS attempted to complete a reprogramming of funds from the capital project to local funding for the procurement of furniture and associated items, as well as IT equipment and services. The reprogramming was not approved until Q3. The project is now experiencing delays as a requisition must be approved via several agency personnel and DGS was included inappropriately by DGS staff. Once the requisition is approved, the project can proceed. While it was anticipated that the construction will start during Q4, delays in approval of the requisition external to the agency caused delays in providing POs to the vendors to start work and DGS determined that the product deliverables and work could not be completed by 9/30 as required. A reprogramming of the funding back to capital was initiated. DGS will work to initiate the start of the project again in FY21.	The project experienced delays as DGS attempted to complete a reprogramming of funds from the capital project to local funding for the procurement of furniture and associated items, as well as IT equipment and services. The reprogramming was not approved until Q3. The project is now experiencing delays as a requisition must be approved via several agency personnel and DGS was included inappropriately by DGS staff. Once the requisition is approved, the project can proceed. While it was anticipated that the construction will start during Q4, delays in approval of the requisition external to the agency caused delays in providing POs to the vendors to start work and DGS determined that the product deliverables and work could not be completed by 9/30 as required. A reprogramming of the funding back to capital was initiated. DGS will work to initiate the start of the project again in FY21.

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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.	Complete	a. Accreditation inspection was conducted on September 28th – September 30th. b. The agency was found to be in compliance with all ISO 17020 standards with zero non-conformities and will therefore be expected to receive the accreditation certificate within the next couple of months – to include the scope of accreditation.	
<b>Records Management (2 Strategic initiatives)</b>				
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.	Complete	The goal of the project is to develop a digitally born decedent case file. First step in the process was to stop printing documents received electronically (i.e. by e-fax, e-mail or via website (SharePoint, ftp etc.)). In addition to developing a workflow for documents received electronically we are also identifying documents generated from within our case management system, other systems, as well as reports, and documents developed for corresponding to external stakeholders. Since FY17 to current, OCME management has worked to ensure all required elements were established for the development of a comprehensive and efficient automated process. For example, all SOP's have been developed, an electronic seal has been approved from the Office of the Secretary and equipment has been selected and procured to implement an electronic signature process for required forms and reports. Next steps include completing all training of staff.	
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.	75-99%	The DC Office of the Chief Medical Examiner and the DC Health Department of Vital Records would like to request a no-cost extension to the end of this contract #200-2017-92576, due to the overwhelming work the agencies had to take on in response to the COVID-19 Pandemic, within the District of Columbia.  Monthly reports have been developed. The Case Management Server was installed and the Chief Information Officer is working with the Office of the Chief Technology Officer to obtain access for the vendor to install the ".net" version of the software. A kick-off meeting with the vendor was held and monthly meetings held.	
<b>Toxicology Analysis (3 Strategic initiatives)</b>				
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.	Complete	a. The internal LIMS team has reviewed all proposals, observed vendor demonstrations and made a selection. The information was submitted to the Office of Contract and Procurement (OCP). The team awaits the completion of the negotiation process between OCP and the selected vendor. i. UPDATE a LIMS vendor was selected in FY2021	
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.	Complete	- Current SOPs reviewed. - Drafted and annual review and internal audit document. i. The laboratory must first conduct its own audit prior to the 17025 inspections - Two toxicologists completed the Internal Audit training in the fourth quarter. They will assist the laboratory in completing its internal audit in preparation for the 17025 inspection	
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.	50-74%	The agency STEM team evaluated providing workshops to two entities: a) a District Library; and b) a NSBE, Jr. chapter; both with youth from Wards 7 and 8. In both instances workshops would consist of a viewing and demonstration of the agency's Mobile Command Center; as well as demonstrations of toxicology, IT and epidemiology work. During Q2, due to the COVID pandemic, the agency has re-evaluated toward virtual workshops. As Q3 has closed, it is the understanding that outreach may be challenging given the pandemic situation. The workshops were prepared and scheduled but had to be canceled by the entity due to the COVID pandemic. The agency will have to reevaluate once school system finalize plans for the fall.	The workshops were prepared and scheduled but had to be canceled by the entity due to the COVID pandemic. The agency will have to reevaluate once school system finalize plans for the fall.
<b>Vehicle Operations and Accountability (1 Strategic Initiative)</b>				
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.	Complete	The agency received approval to reprogram monies from the fleet replacement capital project to another capital project - Continuity of Operations Site Build-out. The funds will be utilized to provide fencing surrounding the site, as well as parking lot paving. The rationale is that the agency vehicles will be housed at the site and must be contained. Such vehicles include those procured by the District in responses to the COVID pandemic, emergency response vehicles, as well as agency vehicles for day to day work of death investigation.	