

Office of the Chief Medical Examiner FY2017

Agency Office of the Chief Medical Examiner

Agency Code FX0

Fiscal Year 2017

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.

2017 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.**

2017 Key Performance Indicators

Measure	New Measure/ Benchmark Year	Frequency of Reporting	Add Data Fields (if applicable)	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 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. (6 Measures)									
Percent of all reports of postmortem examinations completed within 90 calendar days from the time of autopsy in all cases.	<input type="checkbox"/>	Quarterly		Not available	50%	66.5%	90%	89.07%	90%
Percent of public dispositions ready for release within 45 days	<input type="checkbox"/>	Quarterly		Not available	Not available	Not available	Not available	24.3%	90%
Percentage of preliminary investigative reports presented at the morning meeting contain sufficient detail for the Medical Examiners to determine the type of postmortem examination.	<input type="checkbox"/>	Quarterly		89.82%	90%	80.8%	95%	95.18%	95%
Percent of mortuary/transport service scene response within one hour of transport notification by an investigator or medical examiner of an accepted case	<input type="checkbox"/>	Quarterly		84.02%	90%	90.2%	95%	89.85%	95%
Percent of toxicology examinations completed within 90 calendar days of case submission	<input checked="" type="checkbox"/>	Quarterly		29.93%	75%	51.9%	75%	New Measure	75%
Percent of toxicology examinations completed within 60 calendar days of case submission	<input checked="" type="checkbox"/>	Quarterly		Not available	Not available	Not available	Not available	New Measure	40%
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 Measures)									

Budget- Local funds unspent	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Federal Funds returned	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service-Meeting Service Level Agreements	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Vacancy Rate	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Employee District residency	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Employee Onboard Time	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management-Employee Performance Plan Completion	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

2017 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 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
MORTUARY	Decedent Handling/Postmortem Examination	Provide body transport, body release and postmortem examination support services. Support forensic pathologists in postmortem examination toward 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 SUPPORT SERVICES	Forensic Analytic Testing	Provide scientific support services in the form of analytic testing for OCME and law enforcement agencies. Support toward the timely determination of cause and manner of death determinations via testing of specimens at forensic laboratories.	Daily Service
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
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)			
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 innovate ways to obtain training opportunities for staff through District, university, industry-specific, web-based and internal programs.	Daily Service
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 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

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
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 coordinates 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 a employee medical surveillance program involving a formal safety program that involves management, supervisors and employees in identifying and eliminating hazards and that exist or may develop during work processes and testing.	Daily Service
FLEET MANAGEMENT	Vehicle Operations & 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

2017 Workload Measures

Measure	New Measure/ Benchmark Year	Add Historical and Target Data (FY17)	Numerator Title	Units	Frequency of Reporting	FY 2014	FY 2015	FY 2016 Actual
1 - Forensic Pathology Services (9 Measures)								
Number of Postmortem Examinations performed: Full/Partial (Not including External Exams)	<input type="checkbox"/>		Number of Postmortem Examinations Performed	Postmortem Examinations	Quarterly	763	1030	1185
Number of Deaths Due to Traffic Accidents (i.e., cars, Metro, motorcycles, pedestrian, bicycle)	<input checked="" type="checkbox"/>		Number of Deaths Due to Traffic Accidents	Number of Traffic Deaths	Quarterly	Not available	Not available	New Measure
Number of drug deaths (illicit/rxn) diagnosed	<input type="checkbox"/>		Number of drug deaths (illicit/rxn) diagnosed	Number of drug deaths	Quarterly	137	98	170
Number of deaths due to hypertensive cardiovascular disease/obesity	<input type="checkbox"/>		Number of deaths due to hypertensive cardiovascular disease/obesity	Number of cardiovascular disease/obesity deaths	Quarterly	368	319	290
Number of Infant deaths (1 year and under)	<input type="checkbox"/>		Number of Infant deaths (1 year and under)	Number of infant deaths	Quarterly	32	27	31

Number of child deaths due to inappropriate bedding/SUID (with or without crib in the dwelling)	<input type="checkbox"/>	Number of child deaths due to inappropriate bedding/SUID	Number of child deaths	Quarterly	10	5	7
Number of elder deaths due to falls (age 65 and over)	<input type="checkbox"/>	Number of elder deaths due to falls (age 65 and over)	Elder deaths	Quarterly	81	66	88
Number of youth (ages 10-19) homicides where gun violence is a factor	<input type="checkbox"/>	Number of youth (ages 10-19) homicides where gun violence is a factor	Number of youth homicides	Quarterly	6	10	2
Number of Anthropologic Analyses Performed	<input type="checkbox"/>	Number of Anthropologic Analyses Performed	Anthropology Analyses	Quarterly	Not available	6	107
1 - Toxicology Analysis (1 Measure)							
Number of DUI cases performed	<input type="checkbox"/>	Number of DUI cases performed	DUI Tests/Samples	Quarterly	381	244	122

2017 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
CONTRACTS AND PROCUREMENT (1 Strategic Initiative-Operation Link)		
Develop SOPs for In-house Agency Budget & Procurement Process	The agency will develop Standard Operating Procedures for its internal budget and contracts & procurement process. The SOPs will focus on the agency internal budget review meetings and analysis, as well as the procedures to be followed by managers internally with regard to purchasing good and services for operational purposes in line with Office of Contracting & Procurement regulations and policies.	09-30-2017
CUSTOMER SERVICE (1 Strategic Initiative-Operation Link)		
Implementation of Digitization Methodology	The agency Records Management Unit will begin an initiative focused on digitization of agency records. The purpose is to streamline the management of medical examiner case files and other documents generated, utilized and stored by the agency (particularly in light of hard copy storage limitations internally and at District external sites.) This initiative involves staff training, development of Standard Operating Procedures, procurement of associated equipment and development of a phased in approach to the digitization effort. Digitization of documents will enable the agency to provide more timely response to records requests in that they are more easily assessable and, thus, can be more efficiently forwarded or provided in a timely manner.	09-30-2017
FATALITY MANAGEMENT (2 Strategic initiative-operation links)		
Build-Out of Agency Fatality Management Operations Center (FMOC)	The agency must have a centralized location for disaster operations and coordination. As such, the agency plans to construct a fatality management operations center to include "emergency communications and office infrastructure." The Fatality Management Operations Center (FMOC) would provide the agency with initial and ongoing situational awareness for pre-planned or emergency incidents; the ability to centralize operations, assess the situation and provide rapid response; provide appropriate staff preparedness on an ongoing basis; allow communication with other stakeholders (i.e., jurisdictional law enforcement, fire and rescue, emergency agencies and hospitals); and provide a training center for staff and stakeholder partners for emergency preparedness. The center will also be utilized on a day-to-day basis for operational assessment meetings of medical examiner caseload. Build-out of an FMOC also supports the agency's accreditation efforts as related to accreditation standards requiring a sound mass disaster plan and resources. This initiative ensures that the agency has the appropriate resources and infrastructure to fulfill its role in emergency preparedness situations.	09-30-2017
Disaster Plan Evaluation & Training/Exercises	The OCME will continue its evaluation of mass fatality and continuity of operations planning; emergency response standard operating procedures; local and regional planning and cooperation; and training and exercising. This will involve coordination with regional entities, such as other local Medical Examiners, District agency stakeholders, funeral homes, universities and hospital, federal partners and other community stakeholders. The OCME will continue its evaluation of mass fatality and continuity of operations planning; emergency response standard operating procedures; local and regional planning and cooperation; and training and exercising. This will involve coordination with regional entities, such as other local Medical Examiners, District agency stakeholders, funeral homes, universities and hospital, federal partners and other community stakeholders. The agency will participate in an emergency response exercise. This initiative focuses on agency preparation and collaborative partnerships with stakeholders to ensure the safety and security of the District during natural disasters, public health emergencies and terrorist and criminal threats..	09-30-2017
Fatality Review (1 Strategic Initiative-Operation Link)		
Expansion of Fatality Review Programmatic Populations	The Fatality Review Unit will evaluation the expansion of the programmatic thrust of the review committees to include a maternal review committee as well as one focused on violence prevention. In FY16, the agency has submitted regulations to expand the District's fatality review program to include a Maternal Mortality Fatality Review. During that fiscal year, the agency began discussions with the Administration through the Mayoral Safer Stronger Initiative regarding a Violence Prevention Review.	09-30-2017
FLEET MANAGEMENT (1 Strategic Initiative-Operation Link)		

Fleet Replacement Plan	In FY17, the agency will continue its Fleet Replacement Initiative. The agency will work to replace vehicles utilized by mortuary, investigations or administrative units via grant opportunities or will look to procure additional vehicles for the purpose of mass fatality usage. The agency's fleet is aging and the cost of consistent repairs is not effective nor are the vehicles as reliable as required for day to day usage or mass fatality purposes. As such, as part of it's strategic plan, the agency has developed a Fleet Replacement Plan utilizing grant funding.	09-30-2017
FORENSIC INVESTIGATIONS (1 Strategic Initiative-Operation Link)		
Medicolegal Death Investigations Field Guide Revision	The Medicolegal Death Investigations Unit will augment its Standard Operating Procedures with a revised Field Operations Guide. The Field Operations Guide provides procedures and guidance to the investigative team on a step by step process to death scene investigations, as well as interactions with stakeholders at the scene. The Guide is to be exhaustive and include full details of the procedures.	09-30-2017
FORENSIC PATHOLOGY (1 Strategic Initiative-Operation Link)		
Meet National Association of Medical Examiners (NAME) industry standards for postmortem examination reporting – 90% of reports postmortem examinations completed within 90 days from the time of autopsy in all cases.	The OCME's Medicolegal Death Investigation Division will focus efforts on meeting NAME standards for postmortem examinations – 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 enhance the reporting autopsy reporting time periods to include: improved management modules and work processes, dictation services, staffing models and scheduling.	09-30-2016
FORENSIC TOXICOLOGY LAB (2 Strategic initiative-operation links)		
Implementation of DUI Testing Enhancement	The Forensic Toxicology Laboratory will implement a new rapid drug testing methodology that will increase the scope and performance of DUI testing. The Laboratory will monitor turnaround times for DUI casework and tests for an increased number of "impairings" drugs in addition to alcohol. The turnaround times should decrease based on the new methodology.	09-30-2017
Contributions to Forensic Toxicology Scientific Community	As part of its function to contribute to the scientific community specifically, the forensic toxicology laboratory will assess toxicological findings, conduct trend analyses and present research papers, publications or 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 an academic setting; and 3) provide visibility to the District's forensic toxicology laboratory.	09-30-2017
INFORMATION TECHNOLOGY (3 Strategic initiative-operation links)		
Qualtrax and Surgicare Implementation	The agency will implement two web-based systems to ensure inventory and document control -- Qualtrax and Surgicare. These systems are managed by the Information Technology and Quality Control/Records Management Units. In FY16, agency staff underwent extensive training and built-out the foundation of these systems and uploaded the requisite documents and items to each.	09-30-2017
Enhancement of FACTS and Implementation of FACTS	The agency will implement consultation on the implementation of Lab Information System (LIMS) and work toward enhancement of its current Forensic Analytic Case Tracking System.	09-30-2017
Establishment of Data Analysis Fusion Center Grant	The Data Analysis Fusion Center is a collaborative effort established by the agency to provide and/or share data with stakeholders toward "prevention," "detection," "law enforcement" or other types of evaluation or analysis, particularly in the areas of public safety or health. Mortality data is critical data that can be formatted in a manner that can provide key information to other agencies in the form of trends, GIS mapping and statistical studies. This data can be utilized within the District in providing enhanced services to residents and visitors. In FY17, the Center Director will focus efforts on obtaining a grant(s) to support such public surveillance work in the form of resources and/or staffing.	09-30-2017
MORTUARY (1 Strategic Initiative-Operation Link)		
METT	In FY16, the agency implemented a Mortuary Examiner Transport Team (METT) Pilot program. This METT fulfills the standards established by NAME which requires proper body handling on daily basis and during mass fatality. Body transport has been performed by a vendor but during the pilot and in FY17 will be performed by METT. In FY17, the agency's goal is to phase in additional staff with the existing pilot staff and phase out the vendor. This initiative will be evaluated with regard to the staffing model, overtime, emergency availability of the vendor, annual/sick leave and the use of the METT team for other duties to determine the cost, resource, time savings, as well as whether there will be maintenance of improved death scene response times as compared to the vendor (a KPI).	09-30-2017
PERSONNEL (1 Strategic Initiative-Operation Link)		
Ensure Efficient Recruitment Process for Qualified Candidates	The agency will implement an Efficient and Effective Recruitment Initiative in line with DCHR's goal to ensure that the recruitment process is within a 45 day timeline and that the best qualified candidates are hired.	09-30-2017
TRAINING (1 Strategic Initiative-Operation Link)		

<p>Establish a Formal Internal and External Academic & Training Program</p>	<p>The agency's mandate includes an academic component. This includes: 1) ensuring that staff obtains requisite training to maintain required licensures and certificates and to implement agency standards within work processes and procedures (i.e. attendance at professional toxicology, forensic pathology, death investigations, mass fatality, human resources, quality assurance, records management, IT, anthropology, histology, epidemiology, fatality review and social services, legal, business processing, fatality management and emergency preparedness and other conferences associated with the industries in the fields of work of the staff); 2) providing academic training opportunities for external stakeholders to learn about the agency and its procedures; internships and other educational opportunities for students (i.e., residents, medical students, forensic students); and 3) training opportunities for stakeholders.</p>	<p>09-30-2017</p>

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