

Office of the Chief Medical Examiner FY2018

Agency Office of the Chief Medical Examiner

Agency Code FX0

Fiscal Year 2018

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.

2018 Strategic Objectives

Objective Number	Strategic Objective	# of Measures	# 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.	7	5
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	4
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	2
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	3
5	Create and maintain a highly efficient, transparent and responsive District government.**	11	4
TOT		27	18

2018 Key Performance Indicators

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target
1 - Provide efficient and quality forensic services related to: a) the medicolegal investigation and certification of the cause and manner of death; b) toxicological analyses and interpretations; c) family assistance in understanding the cause and manner of death; d) expert testimony; and e) education and training of law enforcement, health care providers, academic institutions and other stakeholders. (7 Measures)									
Percent of public dispositions ready for release within 45 days of the date of decedent receipt	<input type="checkbox"/>	Not available	Not available	Not Available	90%	24.3%	90%	58.3%	75%
Percent of toxicology examinations completed within 90 calendar days of case submission	<input type="checkbox"/>	29.9%	75%	51.9%	75%	Not Available	75%	91.4%	75%
	<input type="checkbox"/>								

Percent of all reports of postmortem examinations completed within 90 calendar days from the time of autopsy in all cases	<input type="checkbox"/>	Not available	50%	66.5%	90%	89.1%	90%	72.6%	90%
Percent of toxicology examinations completed within 60 calendar days of case submission	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	40%	72.5%	40%
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"/>	84%	90%	90.2%	95%	89.9%	95%	97.1%	95%
Percent 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"/>	89.8%	90%	80.8%	95%	95.2%	95%	99.4%	95%
Percent of decedent cases scientifically identified within five days	<input checked="" type="checkbox"/>	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	30%

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)

Percent of employees completing and maintaining licensure, certification, industry-specific, web-based, internal agency training	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	90%	82.6%	90%
Percent of forensic pathologists (medical examiners) that are board certified or board eligible	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	90%	100%	90%
Percent of external autopsy requests responded to within 2 business days of receipt	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	90%	92.1%	90%
Percent of all death certificate amendments processed within 3 business days of completion/signature	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	90%	87.1%	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	<input type="checkbox"/>	90%	70%	93%	70%	97.1%	70%	96.5%	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	<input type="checkbox"/>	100%	80%	100%	80%	100%	80%	80.5%	90%
	<input type="checkbox"/>								

Percent of FOIA requests responded to within fifteen (15) days	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	90%	95.5%	90%
Percent of CFRC case summary reports that will be uploaded to the web portal three days prior to the scheduled case review meetings	<input checked="" type="checkbox"/>	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	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	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	95%	100%	95%
5 - Create and maintain a highly efficient, transparent and responsive District government.** (2 Measures)									
Percent of positions posted and filled within 30 days	<input type="checkbox"/>	Not available	Not available	Not Available	80%	Not Available	80%	88%	80%
Percent of requisitions submitted by the timeframe as prescribed by the District's contracting authority's acquisition planning.	<input type="checkbox"/>	Not available	Not available	Not Available	90%	Not Available	98%	100%	98%

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2018 Operations

Operations Header	Operations Title	Operations Description	Type of Operations	# of Measures	# of Strategic Initiatives
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	1	2
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	0	0
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;	Daily Service	0	1

		release of bodies to the funeral industry in a timely manner; and transport of bodies from public spaces, homes, hospitals and other facilities.			
FORENSIC PATHOLOGY	Forensic Pathology Services	Provide timely decedent examination and cause and manner of death determination. Investigation and analysis services performed by forensic pathologists resulting in certification of cause and manner of death provided to next of kin, law enforcement, government agencies and other interested parties.	Daily Service	9	2
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	0	1
TOT				10	6

2 - Provide efficient and effective service through a quality management system supported by continuous process improvement, quality control measures, adherence to accrediting body guidelines, training and best practices. (4 Activities)

INFORMATION TECHNOLOGY	Standard Operating Procedures	Manage agency operational documents providing effective and detailed tracking, auditing and reporting. Maintain and update standard operating procedures, work processes and instructions and other related documentation utilizing document management and control systems and process automations to ensure compliance with industry standards.	Daily Service	0	0
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	0	1
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	0	1
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	0	2
TOT				0	4

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	0	0
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	0	0
TOT				0	0

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	0	1
HEALTH AND SAFETY	Medical Surveillance Program	Provide a safe and healthy workplace for all employees and visitors. Implement a employee medical surveillance program involving and 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	0	0
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	0	0
TOT				0	1

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	0	1

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	0	1
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	0	1
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	0	1
TOT				0	4
TOT				10	15

2018 Workload Measures

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY2016 Actual	FY 2017 Actual
1 - Forensic Pathology Services (9 Measures)					
Number of Postmortem Examinations performed: Full/Partial (Not including External Exams)	<input type="checkbox"/>	Not available	Not Available	1185	1406
Number of Deaths Due to Traffic Accidents (i.e., cars, Metro, motorcycles, pedestrian, bicycle)	<input type="checkbox"/>	Not available	Not Available	Not Available	64
Number of drug deaths (illicit/rxn) diagnosed	<input type="checkbox"/>	Not available	Not Available	170	153
Number of deaths due to hypertensive cardiovascular disease/obesity	<input type="checkbox"/>	Not available	Not Available	290	288
Number of Infant deaths (1 year and under)	<input type="checkbox"/>	Not available	Not Available	31	47
	<input type="checkbox"/>				

Number of child deaths due to inappropriate bedding/SUID (with or without crib in the dwelling)	<input type="checkbox"/>	Not available	Not Available	7	0
Number of elder deaths due to falls (age 65 and over)	<input type="checkbox"/>	Not available	Not Available	88	68
Number of youth (ages 10-19) homicides where gun violence is a factor	<input type="checkbox"/>	Not available	Not Available	2	11
Number of Anthropologic Analyses Performed	<input type="checkbox"/>	Not available	Not Available	107	123
1 - Toxicology Analysis (1 Measure)					
Number of DUI cases performed	<input type="checkbox"/>	Not available	Not Available	122	439

Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Full Implementation of METT Body Release & Transport Project	The agency established a Mortuary Examiner Transport Team consisting of Forensic Mortuary Technicians (METT) to fulfill NAME proper body handling during Mass Fatality and day to day case response. The METT also operates to fill gaps identified in: fleet maintenance; decedent intake and release; mass fatality response logistics; post-mortem radiology and identification; supply inventory and tracking; and mortuary quality assurance and control processes. In FY17, the METT was fully staffed with 12 employees, with the last four hired during 4th quarter. During FY18, the full METT transport project will be implemented given completion of training of the additional 4 staff during the 4th quarter such that there will be 12 fully-trained personnel. In FY18, the agency will also fully implement a body release project wherein the METT will have responsibility to coordinate body release to funeral homes.	03-31-2018
Meet National Association of Medical Examiners (NAME) industry standards for postmortem examination reporting - 90% of report 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 staffing models and scheduling.	09-30-2018
Establishment of OCME Forensic Library and Training Center	The OCME will develop a forensic library for use of staff specifically to encourage continued certification and licensure and staff ability to maintain knowledge of industry standards for positions such as: medical examiners, toxicologists, investigators, pathologists' assistants, social workers, human resource specialists, attorneys and information technology specialists. The library will also be used as a training facility for all staff and as a resource for work-related matters. Library resources will hard copy and electronic.	09-30-2018
Contribute to the 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 and presentations to key stakeholders (i.e., scientific community, health care entities, law enforcement and academic community). The goals are	09-30-2018

	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.	
Full Revision of Case Management System	The OCME will work with vendor to establish a new case management system, currently named Forensic Analytic Case Tracking System (FACTS). The new system will address several gaps that currently exist to include: mass fatality, toxicology and fatality review and will improve functionality for the end user. Further, there will be improved efficiency with integrated reporting for various units and additional forms for required recordkeeping. All units will be involved with providing input to work processes that serve as the foundation for the system and how it will integrate with the hard copy medical examiner case files and daily end user utilization.	09-30-2018
Improve Efficiency of Consultation-Testing Services Funding	The agency will work with its OCP Contracting Officer to evaluate its consultation and maintenance services to develop a short-term and long-term plan for obtaining such services. Part of such plan includes development of a justification to use non-expiring local fund type to fund the consultation testing contracts or some other method to address the issue described herein. The agency's consultation services include for example such as toxicology specimens. There is a challenge in estimating the number of specimens to be tested during the fourth quarter due to the business of the inability to forecast death and the number of tests required. As such, while purchase orders are established, it is difficult to predict the amounts needed on the PO. The agency has in the past set up a significant amount of "reserve" funding to account for the unanticipated spending, however, this is not believed to be an efficient method as money may not be utilized by year's end. The purpose of this initiative is to prevent the agency from going into ratification if there are insufficient funds and not have a surplus of unused funds by keeping a reserve.	09-30-2018
Coordination of Performance Management/Leadership Training Series for Managers	The OCME HR Unit will coordinate a performance management training series for managers to focus on enhancing their resources and skills to ensure improved effectiveness and efficiency in the operations of their Divisions and Units, as well as supervision of employees. The purpose of the series is to empower managers to have an understanding of District and OCME procedures and protocols and a concept of lean operations (Six Sigma) in order to improve the overall operations of the agency toward fulfilling its mission. The series of courses will be taught by the HR Advisor, General Counsel, Chief of Staff and Agency Fiscal Officer, as well as external invited speakers on specialized topics.	09-30-2018
Coordination of Staff Training on DPM and OCME Employee Manual	The OCME staff has increased from about 75 to approximately 100 over the past 3 years. With the number of new staff due to the increase and a number of backfills, it is recognized that enhanced training must be conducted on the District Personnel Manual and OCME Employee Manual above and beyond the annual trainings that have been provided. As such, the agency will provide a series of trainings focused on key elements of the DPM and OCME Employee Manual to ensure that employees are knowledgeable about the procedures and protocol of the District and OCME and are able to ask question. The trainings will occur throughout the year. The agency's orientation process will also be enhanced to ensure that critical training items and issues are addressed during the on-boarding process.	09-30-2018
District-wide Fatality Management Evaluation and Training	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 host an internal mass fatality 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.	09-30-2018
Implementation of Internal and External	The agency's mandate includes an academic component. During FY18, the Deputy Chief Medical Examiner will coordinate this academic program which include:1) ensuring that staff obtains requisite training to maintain required	09-30-2018

Professional & Academic Training	licensure and certificates and to implement agency standards within work processes and procedures; 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.	
Implementation of Automated Call Center Solution	The agency will implement an Automated Call Center Service Pilot wherein the main line will be automated and provide details on what number to press to direct the caller to the appropriate person or Division/Unit depending on the matter they are calling about. This will be tested during the first and then implemented throughout the year with feedback and improvements. Note that given the nature of the work of the agency, only certain individuals and Divisions/Units will be included in the automated system. The purpose of the automated system is to ensure that all calls are captured and transferred in an efficient and timely manner, particularly those that may not deal directly with a death investigation matter and can be automatically transferred to the appropriate individuals for administrative resolution.	09-30-2018
Training on Standard Operating Procedures Toward NAME Re-Accreditation	The agency will focus on Standard Operating Procedures and continued preparation for ISO accreditation. First, the agency will provide training on all Standard Operating Procedures (SOPs) per Division/Unit in preparation for National Association of Medical Examiner's re-accreditation which occurs every 2 years. Per the guidelines, the SOPs will be updated and then socialized with the staff to ensure that any new procedures/protocols and revisions are recognized and effectuated appropriately. Re-accreditation inspection or review occurs in February/March of 2018. Secondly, the agency will begin a first phase of planning toward ISO accreditation. This includes staff ISO training (some of which has been conducted over the past two years, as recently as 4th quarter FY17). The agency will also work to gain additional expertise through consultation which will augment work done by the agency's Records Management/Quality Control Supervisor and ISO Coordinator. This is being implemented as part of the agency's continued efforts to maintain accreditation standards set by the National Association of Medical Examiners (NAME). ISO will be incorporated into the new NAME standards and guidelines now required for medical examiner offices as part of accreditation.	03-30-2018
Enhancement 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.	09-30-2018
Implement a Pilot Investigations Fatality Review Project	The Investigations Unit will engage the District's Fatality Review Committee, Boards and Commissions to provide guidance on the most beneficial information collected from scene investigators for improved interaction with individuals on a scene. This will provide for a more wholistic understanding of the multipurpose uses of information that investigators collect and provide in the District and may provide insight on more effective interactions with individuals at the scene.	09-30-2018
Incorporate ISO 17025 requirements into Forensic Toxicology Laboratory	The forensic toxicology laboratory will be adding forms, policies, and practices which will prepare it for future 17020 and 17025 accreditation across the division. Upgrading and streamlining processes associated with ISO 17020 and 17025 will lead to further improvement in the overall quality of the laboratory and bring OCME in line with future national and international standards"	09-30-2018