



FY10 PERFORMANCE PLAN Office of Chief Medical Examiner

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.

PERFORMANCE PLAN DIVISIONS

- Offices of the Chief & Administration
- Death Investigation and Certification
- Toxicology
- Fatality Review

AGENCY WORKLOAD MEASURES

Measure	FY08 Actual	FY09 YTD
# of Autopsies performed: Full/Partial	N/A	N/A
# of Deaths Due to Traffic Accidents (i.e., cars, Metro, motorcycles)	N/A	N/A
# of deaths due to hypertensive cardiovascular disease	N/A	N/A
Hours of court-related Activity (i.e., pre-trial conferences, depositions, testimony) for the Death Investigation and Certification Division	N/A	N/A
# of DUI cases performed	N/A	N/A
#of child deaths due to inappropriate bedding (with or without crib in the dwelling)	N/A	N/A
Hours of court-related Activity (i.e., pre-trial conferences, depositions, testimony), for the Toxicology Division	N/A	N/A



Offices of the Chief and Administration

SUMMARY OF SERVICES

The Office of the Chief is responsible for oversight of the operational and programmatic functions of the OCME. The Office of Administration program provides administrative services and support to the staff of the OCME. These services include personnel management (timekeeping, training and educational development, and labor relations); contracting and procurement; risk, fleet, property and financial management; information technology and legal services; communications; and agency performance management.

OBJECTIVE 1: Maintain high quality office and system operations to support effective medicolegal death investigation, efficient and quality autopsy reporting, and accurate certification of deaths.

INITIATIVE 1.1: Maintain provisional accreditation by the National Association of Medical Examiners (NAME) by meeting NAME standards for forensic pathology, death investigation, mortuary services, and ancillary services.

In October 2008, OCME receiving provisional accreditation from the National Association of Medical Examiners (NAME). In order to maintain that status, OCME is required to show continuous efforts at eliminating deficiencies identified by its accreditation inspection, The agency will conduct an agency-wide self-inspection by to ensure that standards are met and to correct any noted deficiencies, if possible. It will also forward written reports to NAME on progress and requesting maintenance of provisional accreditation, every six months.

Due: End of First Quarter FY2010.

INITIATIVE 1.2: Formalize electronic reporting and record storage policies and procedures and develop agency intranet website.

Implementation of electronic reporting will enable use of electronic autopsy and toxicology reporting, electronic signature for death certification, and digitization of historic case files. These initiatives will result in cost-savings and improved space control and also compliance with mayoral “paperless policies.” Development of an intranet website and e-policies and procedures will support the move toward digitization of agency work. Due: End of Second Quarter FY2010.

INITIATIVE 1.3: Formalize and improve the OCME educational and training program to include training of agency personnel, public safety cluster agency employees, medical residents and students, and other individuals that have an interest in forensic pathology.

OCME will identify in-house and external training that satisfies continuing education and licensing, and performance of duty requirements. It will enhance its existing public safety agency cross-training program to improve external knowledge of agency operations and programs. Due: End of Second Quarter FY2010.



STANDARD CITYWIDE OPERATIONAL MEASURES

Measure	FY09 YTD
Contracts	
KPI: % of sole-source contracts	
KPI: Average time from requisition to purchase order for small (under \$100K) purchases	
KPI: # of ratifications	
KPI: % of invoices processed in 30 days or less	
Customer Service	
KPI: OUC customer service score	
Finance	
KPI: Variance between agency budget estimate and actual spending	
KPI: Overtime as percent of salary pay	
KPI: Travel/Conference spending per employee	
KPI: Operating expenditures "per capita" (adjusted: per client, per resident)	
People	
KPI: Ratio of non-supervisory staff to supervisory staff	
KPI: Vacancy Rate Total for Agency	
KPI: Admin leave and sick leave hours as percent of total hours worked	
KPI: Employee turnover rate	
KPI: % of workforce eligible to retire or will be within 2 years	
KPI: Average evaluation score for staff	
KPI: Operational support employees are percent of total employees	
Property	
KPI: Square feet of office space occupied per employee	
Risk	
KPI: # of worker comp and disability claims per 100 employees	



Death Investigation and Certification

SUMMARY OF SERVICES

The Death Investigation and Certification Division is responsible for forensic pathology, forensic investigation and mortuary services. Forensic pathology involves conducting decedent examination, certifying the cause and manner of death and providing that information to next of kin and law enforcement, as well as designated government entities and interested parties. Forensic investigation includes evidence gathering, medical interpretation and provision of information to aid in the determination of the cause and manner of death. The purpose of mortuary services is to provide body disposition and autopsy support to forensic pathology staff and the funeral industry.

OBJECTIVE 1: Provide efficient, timely and accurate death investigation and certification of cases within the jurisdiction of the agency as statutorily mandated.

INITIATIVE 1.1: Meet new NAME standards for autopsy and postmortem examination reporting.

OCME will optimize staffing resources and technological applications/advances in order to ensure that reports of autopsies and postmortem examinations be completed according to NAME standards, which require that 90 percent of reports of all postmortem examinations be completed within 60 calendar days from the time of autopsy. Full staffing of its medical examiner positions will enable OCME to achieve this critical measure in FY 2010. Due: End of FY2010.

INITIATIVE 1.2: Establish in-house Histology Laboratory services.

OCME will work with the Department of Real Estate Services to complete construction of an agency Histology Laboratory, which will bring in-house work that is now done by external contractors. This initiative will require development of standard operating procedures and work-flow policies, as well as hiring new personnel and training existing personnel in histology. Due: End of FY2010.

INITIATIVE 1.3: Provide outreach and education to health care providers, educational institutions and the general public through publications of specific case studies on various subjects on a quarterly basis.

Through the agency's work in death investigation and certification, statistical information is compiled. The information includes demographic data on health, disease, gender/sex, geographic location that is of interest to health care institutions, law enforcement, research facilities, universities and the general public. In FY10, the agency will prepare reports and special case studies for dissemination to key stakeholders using this information. The agency will also conduct seminars on special case studies.



KEY PERFORMANCE INDICATORS – Death Investigation and Certification

Measure	FY08 YE	FY09 Target	FY09 YTD	FY10 Projection	FY11 Projection	FY12 Projection
% of autopsy reports on homicide cases completed within 60 days	85%	95%	77%*	N/A	N/A	N/A
% of autopsy reports on non-homicide cases completed within 90 days	77%	95%	71%*	N/A	N/A	N/A
% of reports of all postmortem examinations completed within 60 calendar days from time of autopsy	N/A	N/A	N/A	90%	90%	90%
% of positively identified bodies ready for release within 48 hours	94%	95%	95%	95%	95%	95%
% of primary contacts (case decision for jurisdiction) made within eight hours of case assignment to investigator	89%	95%	95%	95%	95%	95%
% of mortuary scene response within one hour of notification that case has been accepted for OCME jurisdiction by an investigator or medical examiner	88%	90%	91%	90%	95%	95%

*Please note that the data provided herein covers only through the third quarter of FY2009. Homicide and non-homicide cases for the fourth quarter are not due at this time and, thus, results are not included. Further, the reported data reflects three quarters within which the office experienced heavy workload due to increased number of traffic accident deaths which required additional hours to investigate and certify (i.e., Metro accident); an inauguration; medical examiner fatigue due to heavy workload; and delay in completion of autopsy reports due to staff shortage in the toxicology unit and delay in toxicology results.



Toxicology

SUMMARY OF SERVICES

The Toxicology Laboratory maintains standards of practice for the detection, identification and quantitation of alcohol, drugs and other toxins in biological specimens. The Laboratory provides scientific support services to OCME, law enforcement agencies, legal counsel and the community so they can access timely, accurate and complete data and information.

OBJECTIVE 1: Prepare and submit an application for accreditation of the Toxicology Laboratory by the American Board of Forensic Toxicology.

INITIATIVE 1.1: Implement a formal quality assurance and quality control program.

Develop and implement a formal QA/QC program focused on establishing a baseline or reference point of reliability and system performance. This includes proper quality control specimens, the use of validated testing procedures, timely evaluation of quality control specimens and implementation and documentation of corrective action. The purpose of the program is to ensure that results can withstand challenge in an adversarial justice system. Due: End of Second Quarter FY2010.

INITIATIVE 1.2: Update and complete a set of written Standard Operating Procedures (SOPs) for the Toxicology Laboratory.

Written Standard Operating Procedures (SOPs) are required in order to be accredited by the American Board of Forensic Toxicology (ABFT). OCME will draft the SOPs and ensure that tests are performed according to them. Due: End of Second Quarter FY2010.

INITIATIVE 1.3: Complete the ABFT self-evaluation accreditation checklist.

Obtaining ABFT accreditation requires the laboratory to meet a checklist of standards. In order to evaluate laboratory deficiencies and make necessary improvements and modifications to operations and procedures in compliance with ABFT standards, OCME will complete a self-evaluation using the checklist. Due: End of Third Quarter FY2010.



KEY PERFORMANCE INDICATORS – Toxicology

Measure	FY08 Actual	FY09 Target	FY09 YTD	FY10 Projection	FY11 Projection	FY12 Projection
% of negative toxicology examinations completed within 30 days of case submission	98	95	70**	n/a	n/a	n/a
% of positive toxicology examinations completed within 30 days of case submission	100	95	76**	n/a	n/a	n/a
% of toxicology examinations completed within 90 calendar days of case submission	N/A	N/A	N/A	90%	90%	90%

**These percentages represent results during a year when the unit was significantly understaffed due to turnover. Note that while the overall FY2009 percentages are included in the above table, the fourth quarter percentages reflect an improvement over the previous quarters. The KPI goal of 95% was met for both negative and positive toxicology examinations for the fourth quarter. This increase and compliance with goals is related to the unit being staffed for most of the fourth quarter.



Fatality Review

SUMMARY OF SERVICES

The Fatality Review program reviews the circumstances of the deaths of individuals within certain populations, including their interaction with District government services. The purpose of the reviews is to provide analysis and recommendations to the public and District entities serving defined populations, so they can address systemic problems, provide better services and be held accountable. The current Fatality Reviews include the Child Fatality Review Committee (CFRC) and Mental Retardation & Development Disability Fatality Review Committee (MRDD FRC).

OBJECTIVE 1: Provide analysis and make recommendations that result in improved services and outcomes for those populations served by the Fatality Review Unit.

KEY PERFORMANCE INDICATORS – Fatality Review

Measure	FY08 Actual	FY09 Target	FY09 YTD	FY10 Projection	FY11 Projection	FY12 Projection
% of CFRC fatality reviews held within six months of notification of the death	91	90	93	85	90	90
% of MRRD fatality reviews held within three months of receipt of the investigative report from DHS/DDS and determination of the cause and manner of death	100	94	90	85	90	90
% of recommendations of CFRC implemented.	N/A	N/A	N/A	90	90	90