

Office of the Chief Medical Examiner FY2021

Agency Office of the Chief Medical Examiner

Agency Code FXO

Fiscal Year 2021

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.

2021 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
<p>Successful Agency Accreditation by the National Association of Medical Examiners</p> <p>The agency was successful in achieving full accreditation for a second five year period. Inspection occurred on May 14th with an in person meeting with the Chief Medical Examiner, Chief of Staff and Quality and Records Management Supervisor for review of the NAME checklist. A tour for facility inspection followed. The certification dated June 21, 2021 grants full certification from February 16, 2021 to February 16, 2025.</p>	<p>NAME accreditation is an endorsement indicating that the office or system provides an adequate environment for agency medical examiners (as well as forensic investigators and mortuary, transport, investigator, histology and toxicology staff) to practice their profession. The accreditation program is a peer review system and the inspectors serve as guest consultants to the agency. The process involves networking and exchange of information. The accreditation also brings positive outlook on the agency as premier agency in the nation given that it has achieved both NAME and ISO accreditation; one of only 1-2 with such status. This results in enhanced attraction and retention of professional staff in a competitive market place. There is also documentation of autonomy and independence from external vested interest groups. The accreditation also provides analysis of whether there is justification for increased funding and staffing.</p>	<p>NAME accreditation provides residents of DC the assurance that the agency meets the minimum standards for an adequate medicolegal system. Moreover, it is the goal that the application of certain standards will aid materially in developing and maintaining a high caliber of medicolegal investigation of death for the community. The agency is has received endorsement, as well as courtroom testimony.</p>
<p>Implementation of the Agency's First Forensic Pathology Fellowship</p> <p>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. This funding was targeted toward support a fellowship program which will be the first in its history. The agency worked with George Washington as its host entity to hire a fellow and the fellowship has been successful.</p>	<p>A Forensic Pathology Fellowship is in line with the agency's mission to serve as an academic institution focused on death investigation and forensic toxicology. It also serves as a pipeline for possible hire of medical examiners which is a hard to fill position given that there is a low number within the nation at this time.</p>	<p>The residents of DC have assurance that the agency is fulfilling one of its mandates to serve as an academic institution. To do so, the agency must be in a position of providing quality and credible medicolegal death investigation. The fellowship also provides a pipeline of possible permanent medical examiner hires which results in stability in the agency's medicolegal death investigation program.</p>
<p>Autopsy and Toxicology Reporting KPIs Consistently Exceeded During the Pandemic Significant Increase in Caseload</p> <p>The agency has exceeded its Key Performance Indicators (KPIs) consistently over four quarters in its post-mortem examination (autopsy) reporting and forensic toxicology testing. This accomplishment is elevated in that the agency has experienced a significant increase in caseload (non-COVID) cases since the pandemic. The entire staff has worked tirelessly throughout the fiscal year (and during FY20) to ensure that cases are processed in the same manner and time as pre-pandemic even though there are significantly more per day.</p>	<p>Meeting Key Performance Indicators is important to meet National Association of Medical Examiners (NAME) and ISO accreditation standards and to demonstrate efficiency and effectiveness in the agency's medicolegal investigation. Moreover, the information is available for court purposes in a timely manner and backlogs are avoided.</p>	<p>The next of kin of decedents of medical examiner cases, including DC residents, are impacted by this accomplishment in that the autopsy reporting and complete death certificates are available in a timely fashion. Autopsy reporting and death certificates with cause and manner are key to next of kin burial assistance, insurance processing and other business matters. Most significantly, the completion of post-mortem examinations and toxicology toward a completed autopsy report (which includes toxicology) and death certification provides peace of mind to those grieving their deceased loved ones.</p>

2021 Key Performance Indicators

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
<p>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)</p>											
Percent of toxicology examinations completed within 90 calendar days of case submission	Quarterly	99.6%	96.4%	80%	98.9%	98.9%	99.1%	98%	98.7%	Met	
Percent of all reports of postmortem examinations completed within 90 calendar days from the time of autopsy in all cases	Quarterly	95.5%	92.4%	90%	93.8%	91.9%	96%	92.2%	93.4%	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	95%	97.2%	95%	96.1%	98.1%	97.7%	97.5%	97.6%	Met	
Percent of decedent cases scientifically identified within five days	Quarterly	56.7%	48.3%	30%	37.5%	36%	50.5%	59.2%	43.7%	Met	
Percent of storage requests from hospitals filled within two business days of receipt.	Quarterly	New in 2021	New in 2021	New in 2021	70.8%	76.5%	95.8%	90%	84.2%	New in 2021	
Percentage of 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	34.8%	80%	0%	76.5%	61.8%	92.9%	61.8%	Unmet	There are barriers with regard to the length of time to determine whether decedents have next of kin given that they are unknown.
Percent of toxicology examinations completed within 60 calendar days of case submission	Quarterly	91.8%	85.8%	50%	91.9%	91.9%	89.3%	71%	86.4%	Met	

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percent of decedent storage unit spaces unoccupied within the morgue during normal operation periods.	Quarterly	New in 2020	55.7%	55%	61%	40.5%	40%	56.6%	49.5%	Unmet	The agency morgue storage spacing is based on the caseload. The agency has had a significant increase in caseload due to the pandemic (nonCovid cases).
2 - Provide efficient and effective service through a quality management system supported by continuous process improvement, quality control measures, adherence to accrediting body guidelines, training, and best practices. (3 Measures)											
Percent of employees completing and maintaining licensure, certification, industry-specific, web-based, internal agency training	Quarterly	100%	100%	90%	99%	99%	99%	99%	99%	Met	
Percent of external autopsy requests responded to within 2 business days of receipt	Quarterly	99.9%	99.9%	90%	100%	100%	100%	100%	100%	Met	
Percent of forensic pathologists (medical examiners) that are board certified or board eligible	Quarterly	100%	100%	90%	100%	100%	100%	100%	100%	Met	
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	Quarterly	100%	100%	70%	100%	100%	100%	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	66.7%	100%	90%	0%	84.6%	66.7%	14.3%	33.3%	Neutral Measure	
Percent of FOIA requests responded to within fifteen (15) days	Quarterly	87%	97.8%	90%	90%	92.3%	91.7%	100%	91%	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	100%	100%	80%	100%	100%	100%	100%	100%	Met	
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	Annually	95.6%	100%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	

2021 Workload Measures

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
1 - Forensic Pathology Services (9 Measures)							
Number of Postmortem Examinations performed: Full/Partial (Not including External Exams)	875	1639	283	301	316	320	1220
Number of Deaths Due to Traffic Accidents (i.e., cars, Metro, motorcycles, pedestrian, bicycle)	58	56	11	15	16	12	54
Number of drug deaths (illicit/rxn) diagnosed	190	246	43	28	28	17	116
Number of deaths due to hypertensive cardiovascular disease/obesity	305	363	108	145	83	102	438
Number of Infant deaths (1 year and under)	25	23	6	4	8	10	28
Number of child deaths due to inappropriate bedding/SUID (with or without crib in the dwelling)	21	18	0	0	0	0	0
Number of elder deaths due to falls (age 65 and over)	60	77	25	25	26	18	94
Number of youth (ages 10-19) homicides where gun violence is a factor	16	27	4	7	3	6	20
Number of Anthropologic Analyses Performed	111	158	56	64	50	59	229
1 - Toxicology Analysis (1 Measure)							
Number of DUI cases performed	512	308	91	130	91	91	403

2021 Operations

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)		
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

Operations Title	Operations Description	Type of Operations
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
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
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 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
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)		
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
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
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
Professional Training/Career Development	Provide training and career development services to agency staff so they can maintain licensure and certifications, meet accrediting guidelines, and adhere to best practices. Establish innovative ways to obtain training opportunities for staff through District, university, industry-specific, web-based, and internal programs.	Daily Service
3 - Serve as a public health and safety surveillance organization providing statistical data to law enforcement, health care entities and social service entities tasked with prevention, detection and deterrence, and ultimately preventing deaths. (2 Activities)		
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
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
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)		
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
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
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
5 - Create and maintain a highly efficient, transparent, and responsive District government. (4 Activities)		
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
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	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	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

2021 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Committee Recommendations (1 Strategic Initiative)				
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.	Complete	The District, through the Child Fatality Review Committee's Infant Mortality Review Sub-Committee, was awarded \$75,000 (via MOA) from the Eunice Kennedy Shriver National Institute of Child Health and Human Development (NICHD) and Palladian Partner's, for this fiscal year to implement a Safe Sleep Campaign. The OCME continued to partner with the EOM's Thrive by 5 DC. During this quarter, Advisory Board and Committee meetings took place as did the development and implementation of Safe Sleep Surveys with stakeholders. The OCME and NICHD partnered and developed a draft Press Release/Announcement of the project. The release of this information was made public on April 8, 2021. The yearlong project was complete and discussions for a renewal of the funding and the project for FY22.	
Customer Service (1 Strategic Initiative)				
Enhanced Language Access Line Reporting	The agency will revamp its Language Access Line utilization and reporting program and protocols to ensure all employees are aware of the services, that services are readily available to the public, to establish a case tracking system and ensure compliance with mandated reporting.	Complete	This initiative was completed early in the fiscal year. The agency continues to utilize the language line when interacting with non-English speakers. A tracking system has been developed and allows OCME to report use of language services in an annual report.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Decedent Handling/Postmortem Examination (1 Strategic Initiative)				
Body Release Procedures	The agency shall assess body release procedures with regard to a possible need for a sole body release technician. This includes the SOPs, number of releases per day and customer evaluation (funeral homes).	Complete	An assessment has been completed of the agency body release process, including evaluation of staffing needs. As stated in previous quarters, the agency has experienced a significant increase in the number of release appointments based on the increase in caseload. The agency is required to maintain (not exceed) in-house decedent storage capacity, as well as to consistently increase the number of decedent release appointments to serve the funeral home customers daily. The agency has determined the need to implement a sole body release technician for decedent release procedures. Presently, the METT team is rotating to support the decedent release process. Data and associated justification will be submitted to the Administration.	
Forensic Analytic Testing (1 Strategic Initiative)				
Forensic Analysis Testing	The agency shall develop a trends analysis report on all forensic analysis testing (consultations) in order to align budgetary needs.	Complete	The agency's forensic toxicology laboratory has developed a trends analysis report on all forensic analysis testing in order to align budgetary needs. All forensic analysis testing and consultations are tracked at the time of sample collection. Each sample for the representative OCME case is updated in Excel spreadsheets to generate reports that indicate the number of cases and type of forensic analysis testing and consultations completed per month. The reports developed provide comparisons of forensic testing and consultations completed monthly, quarterly or annually. The agency will also transition in the future to an automated trend reporting system with the implementation of a laboratory module in the agency's case management system upgrade. The report will be utilized during FY22 budget monitoring, but most specifically in the FY23 budget formulation.	
Forensic Pathology Services (1 Strategic Initiative)				
Forensic Pathology Fellowship	A Forensic Pathology Fellowship shall be established to include entering into a MOU with George Washington and developing protocols and procedures for a fellowship within the Death Investigations Division.	Complete	This initiative is complete with the start of the agency's first fellow in its first Forensic Pathology Fellowship on July 6, 2021. The fellowship is in partnership with George Washington and is a yearlong position.	
Mass Fatality Training and Education (3 Strategic initiatives)				
Fatality Operations Center	The agency will continue to 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 FY21 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.	Complete	Agency renovations are ongoing to include the build-out of the FMOC. While the project is proceeding, it is not anticipated that the FMOC will be completed by the end of the fiscal year. It is noted that the renovation is supported by capital funding and, as such, is not required to be completed by the end of the fiscal year as with local funding. DGS, however, did project end of the year completion. It is noted that there have been delays in product procurement as throughout the international community due to the pandemic.	
Continuity of Operations Center Site Build-Out	The agency will work with DGS on the renovation of the Blue Plains Annex to serve as a Continuity of Operations Plan Site (COOP). This includes renovation of the facility, implementing new security measures (including a fence surrounding the property) and repavement of the parking lot.	Complete	DGS, the implementing agency, has worked with the agency to reassess the build-out of the COOP site. This assessment focused on the renovation needs for the COOP site (Blue Plains Annex), the probable cost and the capital funding available. It has been determined that there is not sufficient funding for the buildout of the COOP during this fiscal year and even with appropriate funding, a reasonable timeline would be about 18 months. It is noted that funding for the agency's CFL renovation was underestimated during the DGS bidding process and, as such, capital funding was allotted to the CFL project. Due to this circumstance, the agency implemented use of some of the remaining funding that could not be utilized for the COOP for buildout of space for a CT Scan. The impact of the COOP project not being implemented at this time is that HSEMA sub-grant funding to outfit the facility with equipment, supplies and other critical resources will be repurposed for other District needs. HSEMA will work with the agency to identify other funding at the time of the COOP buildout. The agency requested and has been approved by the Executive and Council for FY2022 and FY2023 funding for the COOP project.	
COVID-19 After Action Reporting & Planning	The agency shall assess operations, resources and staffing during COVID-19 and develop an After Action Report to include successes/issues, gaps and resources required of a similar emergency incident. The agency shall review its COOP and Mass Fatality Plans for update based on the After Action Report.	Complete	An initial AAR was completed to cover from March 2020- Feb 2021. The emergency planner at that time completed what appears to be a time line with lessons learned. The present emergency planner is now providing that document in narrative form, completing an AAR of the demobilization process from Covid-19. The COOP and MF Plans will subsequently be updated based on the AAR. The agency Fatality Management team has worked on After Action reporting to cover a time period beginning March 2021 to end of the fiscal year, which included demobilization efforts. Note that such a report will be augmented to cover a time period for which the pandemic continues throughout FY22.	
Medicolegal Death Investigations (1 Strategic Initiative)				
Adaptation of Industry Standard Investigations (SUIDI) Reporting	The Forensic Investigations Unit will review and adapt a nationally utilized reporting form for Sudden Unexplained Infant Death Investigations Reporting Form. The purpose is to comply with best practices and industry standards in the development of an agency specific form. Such form will incorporate jurisdictional statutory and regulatory mandates, as well as agency policies and procedures.	Complete	The Forensic Investigations Unit has reviewed and adopted a nationally utilized reporting form for Sudden Unexplained Infant Death Investigations. While the form has been adopted, the Unit is working on a technical issue. Once this issue is cleared with the Centers for Disease Control (CDC), the Unit will be able to fully utilize the form and this initiative will be complete. The agency is now utilizing the form.	
Performance Management (2 Strategic initiatives)				
OCME Renovation Project	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 FY18-20. 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.	Complete	The agency renovations are ongoing. It is significant to note that while DGS did schedule a completion date for the end of FY21, the renovation is funded via capital funding and thus there is no requirement for completion by the end of the fiscal year. There have been design and scheduling adjustments based on unforeseen construction and user issues, as typical with construction. There has also been significant delay in procurement due to the pandemic.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Health & Wellness Initiative	The agency will continue to enhance the work environment via the provision of health and wellness activities. This is critical given the front-line work the staff performs in an environment that involves COVID-19, as well as protests and possible environmental hazards.	Complete	The agency continued provision of its Health & Wellness vicarious trauma counseling through the first quarter. The initiative was completed and the agency also assisted in the provision of similar vicarious trauma counseling to all Directors of the Public Safety & Justice Cluster. The agency also provided all staff with additional days off for health and wellness purposes under administrative leave.	
Records Management (1 Strategic Initiative)				
Systems Interoperability Initiative between OCME and DCHealth	The agency will continue with implementation of a project 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.	Complete	Phase I of the project has been completed and fully implemented as during Q1. This phase automated the creation of the death certificates. The death record data is transmitted from the OCME Case Management System (CMS) directly to the DC Health Electronic Death Registration System (EDRS) with the touch of a button. The staff is no longer required to re-type the information from the agency CMS into the EDRS system.	
Standard Operating Procedures (1 Strategic Initiative)				
NAME Accreditation	The Agency shall review and update Standard Operating Procedures for provision to the National Association of Medical Examiners for inspection toward accreditation (per NAME Checklist Guidelines).	Complete	The agency was successful in achieving full accreditation for a second five year period. Inspection occurred on May 14th with an in person meeting with the Chief Medical Examiner, Chief of Staff and Quality and Records Management Supervisor for review of the NAME checklist. A tour for facility inspection followed. The certification dated June 21, 2021 grants full certification from February 16, 2021 to February 16, 2025	
Toxicology Analysis (2 Strategic initiatives)				
Laboratory Information System (LIMS)	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.	50-74%	Due to unforeseen circumstances by the vendor, the completion deadline for the LIMS was extended to December 2021. The laboratory continues to meet regularly (2-4 times per month) with the vendor. Access to the LIMS through the server has been a challenge for the employees to achieve. The vendor is working with the toxicology staff to resolve these issues.	Due to unforeseen circumstances by the vendor, the completion deadline for the LIMS was extended to December 2021. The laboratory continues to meet regularly (2-4 times per month) with the vendor. Access to the LIMS through the server has been a challenge for the employees to achieve. The vendor is working with the toxicology staff to resolve these issues.
Provision of National & International Toxicology Services	The Forensic Toxicology Laboratory will explore the ability to provide testing services to national and international entities as a way to bring revenue to the District in support of the agency's laboratory operations.	Complete	This initiative is complete in that the exploration and research phase has been implemented and the agency has moved forward with submittal of legislation via the FY 21 BSA to allow the laboratory to provide testing services to national and international entities. The laboratory has also submitted the requested documents to two internationally located laboratories. A third laboratory is identifying their internal needs and will contact us at a later date.	