



Medical Examiner Department Business Plan

Fiscal Years: 2021 and 2022
(10/1/2020 through 9/30/2022)

Approved by:

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3/8/21

Date

Plan Date: **March 4, 2021**

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DEPARTMENT OVERVIEW

Department Mission

The mission of the Medical Examiner Department is to provide accurate, timely, dignified, compassionate and professional death investigative services for the residents of Miami-Dade County, together with education, consultation and research for local and national medical, legal, academic and law enforcement communities.

The Medical Examiner Department exists to provide statutorily mandated medicolegal death investigative services for the residents of Miami-Dade County. The work of the department focuses on what is generally termed “forensic pathology.” This field of work combines the efforts of legal and law enforcement investigations with those of medicine and science to ascertain the facts surrounding deaths, particularly the cause and manner of death, as defined in Florida Statute, Chapter 406. This mandate translates into a workload of investigating nearly 15,000 deaths annually. Forensic medical and toxicological consultation services, education, and research further define the department’s mission. Apart from our core mission, the department directs the County’s Indigent Cremation Services (ICS). The County’s Indigent Cremation Services provide low-cost disposition for abandoned, unclaimed human remains and for deceased members of indigent Miami-Dade County families.

The department interrelates with many local, state and federal agencies, including the Federal Bureau of Investigation (FBI), National Transportation Safety Board (NTSB), Federal Aviation Administration (FAA), State Attorney’s and Public Defender’s Offices, Life Alliance Organ Procurement, Legacy Donor Services Foundation, Florida Lions Eye Bank, law enforcement agencies, medical offices and hospitals, funeral homes, and the media. The Medical Examiner Department currently has eighty-eight (88) full-time employees in its various bureaus, which include: the Director’s Office, Pathology/Histology, Toxicology, and Operations. Within Operations are: the Business Office, Information Technology, Records, Morgue, Photography, Investigations, Evidence Recovery and Indigent Cremation Services.

Our Customers

The Miami-Dade Medical Examiner Department (ME) provides statutorily mandated medicolegal death investigative services for County residents. In cooperation with various local law enforcement agencies, the department uses the tools of medicine and science to ascertain the facts surrounding deaths in order to determine the cause and manner of death as defined in Florida Statute, Chapter 406.

The specialized nature of the Medical Examiner Department’s work guarantees a restricted and specialized customer/market base. Since death is not bound by social, economic, political or legal parameters, the Department serves a diverse group of customers with various expectations.

For the most part, our customers are drawn to us by virtue of the decedents who are brought to our facility for investigation and certification. The most personal services are those provided to bereaved next-of-kin who call and visit the Department daily to seek information and assistance. Each decedent draws an investigating police agency contingent on the jurisdiction in which the death occurs, and each decedent will be followed by family members. As a government agency established by state statute and funded by public dollars, we have a clearly defined customer base:

Customers	Needs
Bereaved families	Prompt release of remains, sensitivity, professionalism
Funeral homes	Prompt release of remains; clear, accurate death certificate
Law enforcement	Prompt response to crime scenes, professional cooperation
Judicial system	Accurate death investigative information
Private Industry and Media	Prompt release of public records information
Federal, State and County Governments	Adherence to County ordinances, rules, regulations and directives
Hospitals, nursing homes, and assisted living facilities	Prompt response, professional cooperation

Each year, the Department hosts forensic seminars, such as the Medicolegal Death Investigation and the International Forensic Photography Workshops. These seminars draw professionals and students from across the country and abroad.

Every three years, the Florida Medical Examiner Commission conducts customer satisfaction surveys of all the customers listed above and provides feedback to the Chief Medical Examiner.

The area of forensic toxicology services is a competitive environment with private and public sectors competing for contracts. The department's Toxicology Laboratory provides quality laboratory services for other Medical Examiner jurisdictions and has been successful in retaining these business partners year after year. A key factor in this retention of business is the fact that the ME services have been competitive with the private sector. Maintaining a competitive edge has been challenged by the rising costs of helium and petroleum-based products as well as the inherent personnel and operational limitations of the toxicology laboratory.

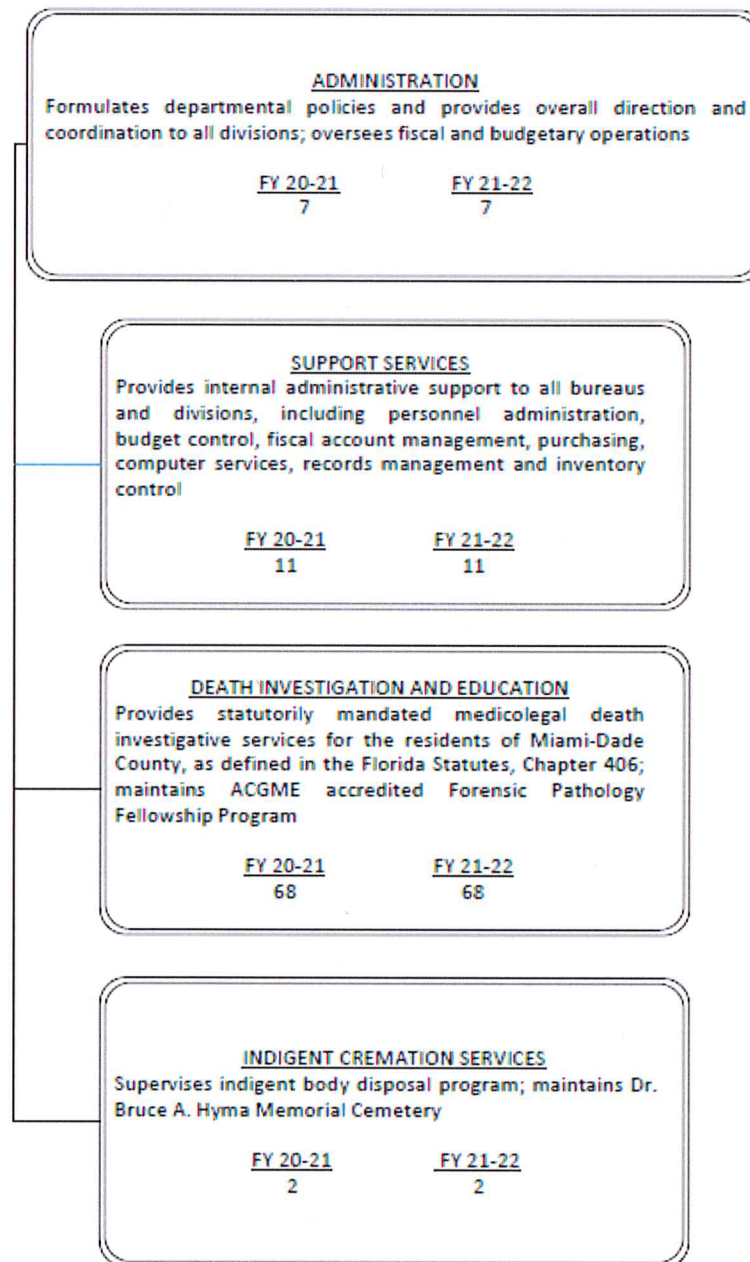
The Department serves the residents of Miami-Dade County, many local, state and federal agencies, including the Federal Bureau of Investigation (FBI), National Transportation Safety Board (NTSB), Federal Aviation Administration (FAA), State Attorney's and Public Defender's Offices, Life Alliance Organ Procurement, Legacy Donor Services Foundation, Florida Lions Eye Bank, insurance companies, private not-for-profit organizations, law enforcement departments, medical offices, hospitals, funeral homes, and the media.

Departmental Business Plan and Outlook

Department Name: **Medical Examiner**

FY2020-21 & FY2021-22

Table of Organization



The FY 2021-22 total number of full-time equivalent positions is 88

Strategic Alignment Summary

- I. The Department's mission aligns with the following Miami-Dade County Strategic Plan Goals:
 1. Safe Community for all (PS1)
 2. Reductions in Preventable Death, Injury and Property Loss (PS2)

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Departmental Business Plan and Outlook

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3. Effective Emergency and Disaster Management (PS3)
4. Excellent, engaged and resilient workforce (GG2)
5. Optimal internal Miami-Dade County operations and service delivery (GG3)
6. Effective Leadership and Management Practices (GG4)
7. Safe, healthy and attractive neighborhoods and communities (NI1)



Departmental Business Plan and Outlook

Department Name: **Medical Examiner**

FY2020-21 & FY2021-22

Strategic Alignment Summary

Select Department-related Strategic Plan Goals and Objectives with related departmental Programs & Initiatives:

CODE	STRATEGIC PLAN GOALS AND OBJECTIVES	DEPARTMENTAL PROGRAMS AND INITIATIVES
PS1	Safe Community for all	
PS1-2	Solve crimes quickly, accurately and in a fair manner	Maintain timely evidence collection and investigative services, completion of autopsy protocols and pending cases, toxicological and histopathological analysis as well as body disposition approvals in accordance with the National Association of Medical Examiners (NAME) accreditation.
		Review and process the County's unidentified decedents through the Federal DNA Initiative National Crime Information Center (NCIC) and National Missing and Unidentified Persons System (NamUs.org).
		Provide quality, relevant and professional training programs.
		Maintain death scene investigative services by certified medicolegal death investigators and medical examiners.
		Continue to repair and/or recapitalize aging equipment to ensure a timely, accurate and consistent level of quality service to the County, our partners and our customers.
PS2	Reductions in Preventable Death, Injury and Property Loss	
PS2-1	Reduce response time	Improve Forensic Evidence Recovery Team (FERT) response time.
		Identify new drugs of abuse and chemicals in the community that present potential public health problems that may result in death.
GG2	Excellent, engaged and resilient workforce	
GG2-1	Attract and hire new talent	Support and maintain competitive employee compensation and benefit packages.
		Train qualified pathologists (4) annually in the ACGME-accredited Forensic Pathology Fellowship program. This program provides service delivery to the department and is a consistent, reliable source of quality medical examiners.
GG2-2	Promote employee development and leadership	Support and maintain required professional certification for histology technician, toxicologists, forensic photographers and medicolegal death investigators.
		Renew accreditation with Accreditation Council for Graduate Medical Education.
		Acquire necessary staffing to ensure that current HR/administration and procurement personnel functionally align with new roles and responsibilities created by Integrated Financial Resource Management System (INFORMS) Project.
		Train qualified dentists through the contractual services of the department's forensic odontologist.
GG3	Optimal Internal Miami-Dade County operations and service delivery	
GG3-2	Ensure security of systems and data	Purchase specialized advanced analytical instrumentation to identify and measure newly emerging drugs of abuse and toxins.
		Maintain and facilitate coordination of unidentified decedents and missing persons; and review and process the County's unidentified decedents through the Federal DNA initiative (NCIC and NamUs.org).
		Convert to paperless department with secure and efficient archiving solutions.
		Improve internal chain of custody tracking systems.
		Develop and implement IT solutions to streamline business operations and improve our service to the County, our partners and our customers.
GG3-4	Effectively utilize and maintain facilities and assets	Replace aging audio-visual system in auditorium to ensure that our revenue-generating seminars continue to meet the highest of educational and training standards.
		Plan, cost estimate, integrate and execute complex cross-departmental (ITD, ISD, ME) projects such as the operations building electrical panel increase, and toxicology lab infrastructure upgrades.
GG4	Effective Leadership and Management practices	
GG4-2	Effectively allocate and utilize resources to meet current and future operating and capital needs	Amplify existing capacity for the department-wide network storage areas and backup strategies.

Departmental Business Plan and Outlook

Department Name: **Medical Examiner**

FY2020-21 & FY2021-22

Alignment of Scorecard Measures to Resilience

Scorecard Measures	Resilience Driver
Autopsy protocol preparation time (calendar days)	ES-2: Ensure Social Stability, Security, and Justice
Toxicology Cases Processed (ME District 11, Miami-Dade)	ES-2: Ensure Social Stability, Security, and Justice
Department Sortie-Medical Examiner Release Time(hours)	ES-2: Ensure Social Stability, Security, and Justice
Deaths Certified Annually (Autopsies, External Examinations, Skeletal Examinations and Telephone Cases)	ES-2: Ensure Social Stability, Security, and Justice
Total Number of Cases Investigated/Processed by the Medical Examiner - Fiscal Year	ES-2: Ensure Social Stability, Security, and Justice
Autopsies Performed Annually (Fiscal)	ES-2: Ensure Social Stability, Security, and Justice
FERT - Average Arrival Response Time (Minutes)	ES-2: Ensure Social Stability, Security, and Justice
Number of Medicolegal Scene Calls per Month	ES-2: Ensure Social Stability, Security, and Justice
Toxicology Case Turnaround Time	ES-2: Ensure Social Stability, Security, and Justice
Percent of Staff Doctors Meeting Case Load (NAME Accreditation) Guidelines	ES-2: Ensure Social Stability, Security, and Justice
Percent Staff Pathologist Meeting FAME Autopsy Case Load Guidelines	ES-2: Ensure Social Stability, Security, and Justice
Toxicology assays performed on MDME cases	ES-2: Ensure Social Stability, Security, and Justice
FERT - % of calls where FERT was available to respond monthly	ES-2: Ensure Social Stability, Security, and Justice
NAME Performance Measure: Percent of all death investigations performed by the department that are certified as to cause and manner of death within 90 days.	ES-2: Ensure Social Stability, Security, and Justice
NAME Performance Measure: Percent of all death investigations performed by the department that are certified as to cause and manner of death within 60 days.	ES-2: Ensure Social Stability, Security, and Justice
Scene Investigations by Medical Examiners	ES-2: Ensure Social Stability, Security, and Justice
Body Disposition Requests Processed /Approved per Florida Statute	HW-1: Meets Basic Needs
Indigent Cremation Service Cases Annually (Fiscal Year)	HW-1: Meets Basic Needs
Body Count in refrigerated storage	IE-2: Ensure Continuity of Critical Services
Expen: Total (Medical Examiner)	LS-1: Promote Leadership and Effective Management
Revenue: Total (Medical Examiner)	LS-1: Promote Leadership and Effective Management
Positions: Full-Time Filled (ME)	LS-1: Promote Leadership and Effective Management

KEY ISSUES

1. Critical to the Department's mission is to obtain sufficient operational and capital funding in order to:
 - a. Meet our statutory obligations to the residents of Miami-Dade County, law enforcement, the judiciary, the state of Florida, private industry and the medical and legal communities.
 - b. Attract and retain quality employees.
 - c. Meet and maintain National Association of Medical Examiners (NAME), Accreditation Council for Graduate Medical Education (ACGME), American Board of Medicolegal Death Investigators (ABMDI) and American Board of Forensic Toxicology (ABFT) accreditation and certification standards.

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Departmental Business Plan and Outlook

Department Name: **Medical Examiner**

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- d. Remain current with laboratory and investigative technology in order to address continuous, emerging investigative challenges.
- e. Provide in-house and off-site training and educational opportunities for departmental staff to meet emerging investigative challenges.
- f. Maintain and update information technology hardware and software to include connectivity and compatibility with the County network infrastructure.
- g. Recapitalize equipment that has exceeded its natural life span.

PRIORITY INITIATIVES

- 1. Maintain accreditation and certification by NAME, ACGME, ABMDI and ABFT.
- 2. Continue to align staffing allocations with observed work demands and County financial streamline initiatives in order to better meet departmental objectives.
- 3. Replace aging instrumentation and equipment in the toxicology lab, photography lab, morgue and histology lab in order to maintain certification standards and produce quality laboratory results.
- 4. Pursue staffing to ensure that current HR and procurement personnel functionally align with new roles and responsibilities created by the Integrated Financial Resource Management System (INFORMS) Project.
- 5. Ensure integrity and security of data by replacing two near-obsolete IT servers with current server technology and uninterrupted power supply support.
- 6. Replace aging audio-visual system in auditorium to ensure that our revenue-generating seminars continue to meet the highest of educational and training standards.
- 7. Collaborate with the Internal Services Department to integrate and execute complex multi-departmental projects such as toxicology lab infrastructure upgrades, the induction of new and more efficient laboratory systems and major renovations.
- 8. Collaborate with the Internal Services Department to repair and/or replace deteriorating and/or obsolete aspects of our 34-year old Medical Examiner facility.
- 9. Collaborate with the Innovative Technology Department to integrate current ME systems with the Integrated Financial Resources Management System (INFORMS) project and to facilitate development or acquisition of an enterprise software solution with delivery and implementation in time to replace current enterprise tool that will become inoperative upon Microsoft's transition away from Windows 10 in the next 5-7 years.
- 10. Engage our workforce in business plan implementation.

FUTURE OUTLOOK

The top priority of the department is to maintain personnel and operating funding sources to the proper service levels. As a state Medical Examiner Commission mandate, the department will complete the review and processing of all County unidentified decedents through the Federal DNA Initiative and maintain current data in the National Missing and Unidentified Persons System (www.NamUs.org). Disaster and mass casualty preparedness will be a continuing challenge as we restore and train staff while moving forward with integrating data management software through Florida Emergency Mortuary Operations Response System (FEMORS). As time and our limited budget permits, the department desires to accomplish the following in the next three to five years:

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FY2020-21 & FY2021-22

- a. Renew and maintain accreditation and certification by NAME, ACGME, ABMDI, and ABFT.
- b. Continue a multi-year plan to convert all existing Medical Examiner case files into a state certified, digital database.
- c. Modernize the toxicology laboratory to include an increase in electric panel power capacity and advanced uninterrupted power supply systems to ensure the fleet of toxicology instrumentation has sufficient and consistent power for operation.
- d. Develop long-term, sustainable solution to ensure the current enterprise IT Coroner/Medical Examiner Data System is fully compatible with the INFORMS project and that it provides tailored, dependable support to operations amidst changing trends in IT security and interoperability.
- e. Continue to develop and implement IT solutions to streamline business operations and improve our service to the County, our partners and our customers.
- f. Renovate the toxicology, histology and morgue suites to better align with service demands, instrument workflow and hazardous material storage requirements.
- g. Modernize and beautify the ME facility. The facility is 34 years old and a majority of its décor (carpet, flooring, furniture, wall covering etc.) has not been replaced in nearly two decades.



As Of <= 03/04/2021

Business Plan Report

Medical Examiner Department

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	Resilience Driver	As of	VR Flag	Actual	Target	FY2020-21 Annualized Target	FY2021-22 Annualized Target
Customer	Provide accurate service in support of Statutory Mandate (FS Chapter 406) (PS 1-2 / PS 2-1)	PS2: Reductions in preventable death, injury and property loss	PS2-1: Reduce response time	Medicolegal Number of Scene Calls per Month (PS 2-1 / PS 1-2)	⇒	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	✓	0	7	84	84
				Scene Investigations by Medical Examiners	⇧	ES-2: Ensure Social Stability, Security, and Justice	2020 FY	✓	176	144	144	144
		PS1: Safe community for all	PS1-2: Solve crimes quickly, accurately, and in a fair manner	Medicolegal Number of Scene Calls per Month (PS 2-1 / PS 1-2)	⇒	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	✓	0	7	84	84
				Scene Investigations by Medical Examiners	⇧	ES-2: Ensure Social Stability, Security, and Justice	2020 FY	✓	176	144	144	144
	Maintain contingency space for mass fatality scenario.	PS3: Effective emergency and disaster management	PS3-1: Increase countywide preparedness	Body Count in refrigeration	⇒	IE-2: Ensure Continuity of Critical Services	Feb '21	✓	136	70	70	70
	Provide timely service to meet certification standards and/or support Statutory Mandate (FS Chapter 406) (PS 1-2 / PS 2-1 / GG 5-1)			Autopsy protocol preparation time (calendar days)	⇒	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	✓	7	14	14	14
		PS2: Reductions in preventable death, injury and property loss	PS2-1: Reduce response time	Department Sortie-Medical Examiner Release Time(hours) (PS2-1)	⇒	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	✓	42	24	24	24
				FERT - Average Arrival Response Time (Minutes) PS 2-1	⇒	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	✓	61	60	60	60
				Toxicology Case Turnaround Time	⇒	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	✓	43.1	30.0	30.0	30.0
				FERT - % of calls where FERT was available to respond monthly PS2-1	⇒	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	✓	62%	95%	95%	95%
	Maintain all available certifications in order to provide professional service in support of Statutory Mandate (FS Chapter 406) (PS 1-2 / PS 2-1 / GG 5-1)	PS1: Safe community for all	PS1-2: Solve crimes quickly, accurately, and in a fair manner	Percent of Staff Doctors Meeting Case Load (NAME Accreditation) Guidelines	⇒	ES-2: Ensure Social Stability, Security, and Justice	2020 FY	✓	50%	100%	100%	100%
				Percent Staff Pathologist Meeting FAME Autopsy Case Load Guidelines	⇧	ES-2: Ensure Social Stability, Security, and Justice	2020 FY	✓	50%	100%	100%	100%
				NAME Performance Measure: Percent of all death investigations performed by the department that are certified as to cause and manner of death within 90 days.	⇒	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	✓	95%	90%	90%	90%
				NAME Performance Measure: Percent of all death investigations performed by the department that are certified as to cause and manner of death within 60 days.	⇒	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	✓	89%	90%	90%	90%
Financial	Meet Budget Targets (Medical Examiner) GG 4-2			Expen: Total (Medical Examiner)	⇧	LS-1: Promote Leadership and Effective Management	'20 FQ4	✓	\$2,905K	\$3,618K	\$14,743K	n/a
				Revenue: Total (Medical Examiner)	⇧	LS-1: Promote Leadership and Effective Management	'20 FQ4	✓	\$11,688K	\$3,618K	\$14,743K	n/a
				Positions: Full-Time Filled (ME)	⇒	LS-1: Promote Leadership and Effective Management	'21 FQ1	✓	86	88	88	n/a
Internal	Accurately monitor current activity and estimate future service demand.	PS1: Safe community for all	PS1-2: Solve crimes quickly, accurately, and in a fair manner	Toxicology Cases Processed (ME District 11, Miami-Dade)	⇒	ES-2: Ensure Social Stability, Security, and Justice	Feb '21		n/a	157	1,884	1,884
				Deaths Certified Annually (Autopsies, External Examinations, Skeletal Examinations and Telephone Cases) PS 1-2	⇧	ES-2: Ensure Social Stability, Security, and Justice	2020 FY	✓	5,409	2,345	2,345	3,029
				Body Disposition Requests Processed /Approved per Florida Statute GG 5-1	⇧	HW-1: Meets Basic Needs	2020 FY	✓	11,336	9,666	9,666	9,666
				Total Number of Cases Investigated/Processed by the Medical Examiner - Fiscal Year PS 1-2	⇒	ES-2: Ensure Social Stability, Security, and Justice	2020 FY	✓	18,379	14,566	15,329	15,329
				Autopsies Performed Annually (Fiscal) PS 1-2	⇧	ES-2: Ensure Social Stability, Security, and Justice	2020 FY	✓	1,950	1,857	1,857	1,857
				Toxicology assays performed on MDME cases	⇧	ES-2: Ensure Social Stability, Security, and Justice	2020 FY	✓	12,918	10,467	10,467	10,467
				Indigent Cremation Service Cases Annually (Fiscal Year) GG 5-1 (New)	⇧	HW-1: Meets Basic Needs	2020 FY	✓	977	769	769	769

Initiatives

There are no Objectives associated to the initiatives

Name contains any Medical Examiner Department