

Scorecard - Medical Examiner Department

Information

Name: Medical Examiner Department 

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

Domain: Medical Examiner

Owners: Lew, Emma O. (ME)

Details

	As Of		Actual	Target		FYTD Actual	FYTD Target
▼ 1.0 Customer							
▼ Fulfill Statutory Mandate (FS Chapter 406) (PS 1-2 / PS 2-1 / GG 5-1)							
Autopsies Performed Annually (Fiscal) PS 1-2	2018 FY		1,790	1,725		1,790	1,725
Autopsies Performed Quarterly (Fiscal)	'19 FQ1		486	428		486	428
Body Disposition Requests Processed /Approved per Florida Statute GG 5-1	2018 FY		10,307	8,100		10,307	8,100
Body Disposition Requests Processed /Approved per Florida Statute GG 5-1 Quarterly FY	'19 FQ1		2,555	2,194		2,555	2,194
Deaths Certified Annually (Autopsies, External Examinations, Skeletal Examinations and Telephone Cases) PS 1-2	2018 FY		2,386	2,309		2,386	2,309
Deaths Certified Quarterly (Autopsies, External Examinations, Skeletal Examinations and Telephone Cases) PS 1-2	'19 FQ1		636	615		636	615
Deaths Certified Monthly PS 1-2	Dec '18		245	205		636	615
Medicolegal Non-ME Cases Cleared per Month PS 1-2	Dec '18		135	n/a		371	n/a
Medicolegal Number of Scene Calls per Month (PS 2-1 / PS 1-2)	Dec '18		8	n/a		41	n/a
Non ME Cases (Jurisdiction Declined) PS 1-2	Dec '18		130	n/a		368	n/a
Total Number of Cases Investigated/Processed by the Medical Examiner - Fiscal Year PS 1-2	2018 FY		14,662	14,800		14,662	14,800
Total Number of Cases Investigated/Processed by the Medical Examiner - Quarterly by Fiscal Year	'19 FQ1		3,725	3,287		3,725	3,287
▼ Comply with Florida Administrative Code - Bone & Tissue Procurement (HH 1-1 / GG 5-1)							
Percentage of ME cases that are bone, tissue, or organ donors (HH 1-1 / GG 5-1)	Dec '18		4%	n/a		5%	n/a
▼ Indigent Cremation Service (FS Chapters 406 and 872) GG 5-1							
Indigent Cremation Service Cases Annually (Fiscal Year) GG 5-1	2018 FY		710	740		710	740
Indigent Cremation Service Cases Quarterly (Fiscal Year)	'19 FQ1		161	150		161	150
Indigent Cremation Service cases cremated	Dec '18		59	n/a		161	n/a
Indigent Cremation Service cases opened	Dec '18		59	n/a		194	n/a
Indigent Cremation Service pre approval cases opened	Dec '18		16	23		21	23
▼ Forensic Toxicology Laboratory Activity (PS 1-2 / HH 1-1)							
Toxicology Cases Processed (ME District 11, Miami-Dade)	Dec '18		157	157		490	471
Toxicology Cases Received - (ME District 11, Miami-Dade)	2018 FY		2,293	1,950		2,293	1,950
Toxicology Cases Received Quarterly - (ME District 11, Miami-Dade)	'19 FQ1		525	n/a		525	n/a
Toxicology Cases Received - (Outside Districts)	2018 FY		547	700		547	700
Toxicology Cases Received Quarterly - (Outside Districts)	'19 FQ1		145	n/a		145	n/a

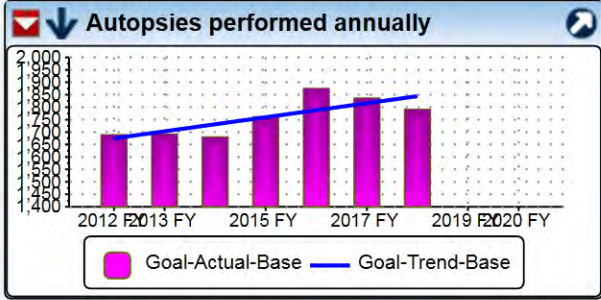
Scorecard - Medical Examiner Department

Toxicology assays performed on MDME cases	2018 FY	▲	11,089	10,467	▲	11,089	10,467
Toxicology assays performed on MDME Cases Quarterly	'19 FQ1	▲	2,703	2,471	▲	2,703	2,471
Toxicology assays performed on Outside cases	2018 FY	▲	2,402	2,181	▲	2,402	2,181
Toxicology assays performed on Outside cases Quarterly	'19 FQ1	▲	633	422	▲	633	422
Toxicology assays for QA/QC evaluations	2018 FY	▲	7,843	4,565	▲	7,843	4,565
Toxicology assays for QA/QC evaluations Quarterly	'19 FQ1	▲	1,424	1,238	▲	1,424	1,238
Toxicology Case Turnaround Time	Dec '18	▲	36.0	45.0	▲	39.4	45.0
Toxicology Cases Processed (Outside Districts)	Dec '18	▼	10	75	▼	67	225
Accreditation Criteria for Toxicology Turnaround (ME Cases)	Dec '18	▲	99.0%	90.0%	▲	98.7%	90.0%
▼ Expand awareness of death investigation processes (PS 2-2)							
Training activities for public safety agencies and the community - Number of activities per month	Dec '18	▼	5	10	▼	23	30
Training activities for public safety agencies and the community - Number of students per month	Dec '18	▲	106	100	▲	344	300
▼ Improve Effectiveness of Outreach and Response PS 2-2							
Accidental infant deaths (<=2 years) excluding drownings: KPI	2018 FY	▼	11	0	▼	11	0
Accidental infant deaths (<=2 years) excluding drownings quarterly: KPI	'19 FQ1		2	n/a		2	n/a
Drownings of Minors (Ages > 2 and <=17): KPI	2018 FY	▼	3	0	▼	3	0
Drownings of Minors (Ages > 2 and <=17) quarterly: KPI	'19 FQ1	▲	1	1	▲	1	1
Accidental Infant (<or=2 years) deaths due to drowning, water submersion or immersion: KPI	2018 FY	▼	3	2	▼	3	2
Accidental Infant (<or=2 years) deaths due to drowning, water submersion or immersion quarterly: KPI	'19 FQ1	▲	0	1	▲	0	1
▼ 2.0 Financial							
▼ Meet Budget Targets (Medical Examiner) GG 4-2							
Expen: Total (Medical Examiner)	'19 FQ1	▲	\$3,091K	\$3,469K	▲	\$3,091K	\$3,469K
Revenue: Total (Medical Examiner)	'19 FQ1	▼	\$238K	\$3,469K	▼	\$238K	\$3,469K
Positions: Full-Time Filled (ME)	'19 FQ1	▼	82	87 (83 - 88)	▼	82	87 (83 - 88)
▼ 3.0 Internal							
▼ Forensic Evidence Recovery Team - Measure Overall Performance PS 2-1							
FERT - Average Arrival Response Time (Minutes) PS 2-1	Dec '18	▲	56	60	▲	54	60
FERT - % of calls that are above 60 minutes per month, historical PS2-1	Dec '18	▼	33%	5%	▼	32%	5%
FERT - % of calls where FERT was available to respond monthly PS2-1	Dec '18	▼	69% (148 / 213)	95%	▼	75% (418 / 561)	95%
▼ Autopsy Reports Preparation Time (PS 1-2)							
Autopsy protocol preparation time (calendar days)	Dec '18	▲	7	14	▲	11	14
▼ Department Sortie-Medical Examiner Release Time (hours) (PS2-1)							
Department Sortie-Medical Examiner Release Time(hours) (PS2-1)	Dec '18	■	29	24	■	28	24
▼ Scene Investigations by Medical Examiners (PS 1-2 / PS 2-1)							
Scene Investigations by Medical Examiners	2018 FY	▲	174	190	▲	174	190
Scene Investigations by Medical Examiners Quarterly	'19 FQ1	▼	47	36	▼	47	36

Scorecard - Medical Examiner Department

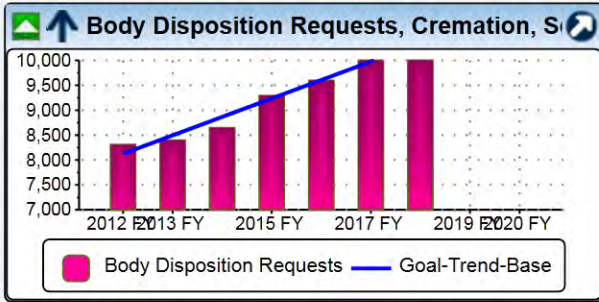
Forensic Imaging Unit Activity PS 1-2																																								
Photographs Taken For Medical Examiners	2018 FY	▲	139,977	122,480	▲	139,977	122,480																																	
Photographs Taken For Medical Examiners Quarterly	'19 FQ1	▲	49,342	30,620	▲	49,342	30,620																																	
Workorders processed workload	Dec '18	▲	563	463	▲	1,665	1,389																																	
Total Images reproduced	Dec '18	▲	9,601	5,465	▲	32,602	16,395																																	
Evaluate Laboratory Case Input and Output PS 1-2																																								
Ratio of Toxicology cases completed to cases received.	Dec '18	■	0.75	1.00	■	0.84	1.00																																	
ME Case Load (NAME) Accreditation (PS 1-2 / GG 2-2)																																								
Percent of Staff Doctors Meeting Case Load (NAME Accreditation) Guidelines	2018 FY	▼	50%	100%	▼	50%	100%																																	
Staff Doctors Meeting Case Load (NAME Accreditation) Guidelines Quarterly	'19 FQ1	▼	418	408	▼	418	408																																	
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.	Dec '18	▲	94% (2,068 / 2,195)	90%	▲	94% (6,238 / 6,630)	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.	Dec '18	■	90% (1,973 / 2,195)	90%	■	89% (5,890 / 6,630)	90%																																	
FAME Practice Guidelines for Pathologist Autopsy Case Load (PS 1-2 / GG2-2)																																								
Percent Staff Pathologist Meeting FAME Autopsy Case Load Guidelines	2018 FY	▲	100%	100%	▲	100%	100%																																	
Staff Pathologists Meeting FAME Autopsy Case Load Guidelines Quarterly	'19 FQ1	■	281	258	■	281	258																																	
Body Inventory PS 1-2																																								
Body Count in refrigeration	Dec '18	▼	117	70	▼	108	70																																	
4.0 Learning and Growth																																								
Forensic Imaging Bureau (FIB) Storage Capacity Expansion GG3-2																																								
CME Modifications - Electronic Signature GG 3-2																																								
<table><tr><th>Initiative Name</th><th>Type</th><th>As Of</th><th>Status</th><th>🟢</th><th>🟡</th><th>✅</th><th>❌</th><th>🎯</th><th>%</th><th>Owners</th></tr><tr><td>Autopsy Protocols</td><td>Strategic Plan</td><td>n/a</td><td>n/a</td><td></td><td></td><td></td><td></td><td></td><td></td><td>Rivera-Morales, Jorge (ME)</td></tr><tr><td>Toxicology Reports for External Agencies</td><td>Strategic Plan</td><td>n/a</td><td>n/a</td><td></td><td></td><td></td><td></td><td></td><td></td><td>Rivera-Morales, Jorge (ME)</td></tr></table>								Initiative Name	Type	As Of	Status	🟢	🟡	✅	❌	🎯	%	Owners	Autopsy Protocols	Strategic Plan	n/a	n/a							Rivera-Morales, Jorge (ME)	Toxicology Reports for External Agencies	Strategic Plan	n/a	n/a							Rivera-Morales, Jorge (ME)
Initiative Name	Type	As Of	Status	🟢	🟡	✅	❌	🎯	%	Owners																														
Autopsy Protocols	Strategic Plan	n/a	n/a							Rivera-Morales, Jorge (ME)																														
Toxicology Reports for External Agencies	Strategic Plan	n/a	n/a							Rivera-Morales, Jorge (ME)																														
CME Migration from VAST to latest NET version. GG 3-2																																								

Business Plan Report - Medical Examiner Department

Scorecard	Description					Owners																														
Medical Examiner Department	The mission of the Medical Examiner Department is to provide accurate, timely, dignified, compassionate and professional death investigative services for the citizens of Miami-Dade County, together with education, consultation and research for local and national medical, legal, academic and law enforcement communities.					Lew, Emma O. (ME)																														
1.0 Customer																																				
Objective	Description					Owners																														
Fulfill Statutory Mandate (FS Chapter 406) (PS 1-2 / PS 2-1 / GG 5-1)	This state Statute defines the duty, authority and accountability of the District Medical Examiner. It further defines the types of death over which the District Medical Examiner has jurisdiction. The types of death include all violent deaths, deaths which are sudden and unexplained, all homicides, all suicides, accidental deaths, all deaths in police custody or prison, deaths from occupational exposures, public health threats, poisonings, deaths from unusual or mysterious circumstances, deaths without proper medical certification, and bodies which are to be cremated, dissected or buried at sea.					Lew, Emma O. (ME)																														
Grandparent Objectives	Description					Owners																														
PS1 Reduced Crime						Miami-Dade County																														
Parent Objectives	Description					Owners																														
PS1-2 Solve Crimes Quickly and Accurately						Miami-Dade County																														
Measures Linked to Objective		Period	Actual	Target	Variance	Owners																														
Autopsies Performed Annually (Fiscal) PS 1-2	📉	2018 FY	1,790	1,725	65	Melton-Lamar, Veronica (ME); Lew, Emma O. (ME)																														
📉📌 Autopsies performed annually 🔄  <table border="1"><caption>Autopsies performed annually data</caption><thead><tr><th>Fiscal Year</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>2012 FY</td><td>~1,700</td><td>~1,700</td></tr><tr><td>2013 FY</td><td>~1,750</td><td>~1,750</td></tr><tr><td>2014 FY</td><td>~1,700</td><td>~1,750</td></tr><tr><td>2015 FY</td><td>~1,750</td><td>~1,800</td></tr><tr><td>2016 FY</td><td>~1,850</td><td>~1,850</td></tr><tr><td>2017 FY</td><td>~1,800</td><td>~1,900</td></tr><tr><td>2018 FY</td><td>1,790</td><td>1,725</td></tr><tr><td>2019 FY</td><td>~1,750</td><td>~1,950</td></tr><tr><td>2020 FY</td><td>~1,700</td><td>~2,000</td></tr></tbody></table>							Fiscal Year	Actual	Target	2012 FY	~1,700	~1,700	2013 FY	~1,750	~1,750	2014 FY	~1,700	~1,750	2015 FY	~1,750	~1,800	2016 FY	~1,850	~1,850	2017 FY	~1,800	~1,900	2018 FY	1,790	1,725	2019 FY	~1,750	~1,950	2020 FY	~1,700	~2,000
Fiscal Year	Actual	Target																																		
2012 FY	~1,700	~1,700																																		
2013 FY	~1,750	~1,750																																		
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2019 FY	~1,750	~1,950																																		
2020 FY	~1,700	~2,000																																		
Child Measures		Period	Actual	Target	Variance	Owners																														
Autopsies Performed Quarterly (Fiscal)	📈	'19 FQ2	0	428	428	Melton-Lamar, Veronica (ME)																														
Autopsies Performed Quarterly (Fiscal)	📈	'19 FQ2	0	428	428	Melton-Lamar, Veronica (ME)																														
Child Measures		Period	Actual	Target	Variance	Owners																														
ME Autopsy	📉	Mar '19	0	177	-177	Melton-Lamar, Veronica (ME); Lew, Emma O. (ME)																														

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Body Disposition Requests Processed / Approved per Florida Statute GG 5-1  2018 FY 10,307 8,100 2,207 Melton-Lamar, Veronica (ME); Lew, Emma O. (ME)

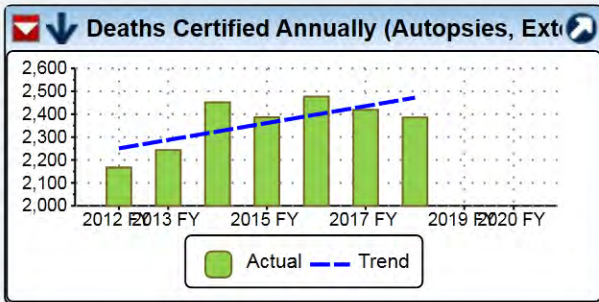


Child Measures		Period	Actual	Target	Variance	Owners
Body Disposition Requests Processed / Approved per Florida Statute GG 5-1 Quarterly FY		'19 FQ2	0	2,194	-2,194	Lew, Emma O. (ME); Melton-Lamar, Veronica (ME)

Body Disposition Requests Processed / Approved per Florida Statute GG 5-1 Quarterly FY  '19 FQ2 0 2,194 -2,194 Lew, Emma O. (ME); Melton-Lamar, Veronica (ME)

Child Measures		Period	Actual	Target	Variance	Owners
Cremation Approvals		Dec '18	812	574	238	Melton-Lamar, Veronica (ME); Rivera-Morales, Jorge (ME); Lew, Emma O. (ME)

Deaths Certified Annually (Autopsies, External Examinations, Skeletal Examinations and Telephone Cases) PS 1-2  2018 FY 2,386 2,309 77 Melton-Lamar, Veronica (ME)



Child Measures		Period	Actual	Target	Variance	Owners
Deaths Certified Quarterly (Autopsies, External Examinations, Skeletal Examinations and Telephone Cases) PS 1-2		'19 FQ1	636	615	-21	Melton-Lamar, Veronica (ME)

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Deaths Certified Quarterly (Autopsies, External Examinations, Skeletal Examinations and Telephone Cases) PS 1-2  '19 FQ1 636 615 -21 Melton-Lamar, Veronica (ME)

Child Measures		Period	Actual	Target	Variance	Owners
Deaths Certified Monthly PS 1-2		Dec '18	245	205	40	Melton-Lamar, Veronica (ME)

Deaths Certified Monthly PS 1-2  Dec '18 245 205 40 Melton-Lamar, Veronica (ME)

Child Measures		Period	Actual	Target	Variance	Owners
Accidents		Dec '18	69	58	-11	Melton-Lamar, Veronica (ME)
Homicides		Dec '18	26	20	-6	Melton-Lamar, Veronica (ME)
Naturals		Dec '18	70	78	8	Melton-Lamar, Veronica (ME)
Suicides		Dec '18	29	17	-12	Melton-Lamar, Veronica (ME)
Pending		Dec '18	51	34	-17	Melton-Lamar, Veronica (ME)
Other Deaths Certified		Dec '18	0	1	1	Melton-Lamar, Veronica (ME)

Medicolegal Non-ME Cases Cleared per Month PS 1-2 Dec '18 135 n/a n/a Louis, Ernest (ME); Caprara, Darren (ME)

Medicolegal Number of Scene Calls per Month (PS 2-1 / PS 1-2) Dec '18 8 n/a n/a Caprara, Darren (ME); Louis, Ernest (ME)

Non ME Cases (Jurisdiction Declined) PS 1-2 Dec '18 130 n/a n/a Melton-Lamar, Veronica (ME); Louis, Ernest (ME)

Total Number of Cases Investigated/ Processed by the Medical Examiner - Fiscal Year PS 1-2  2018 FY 14,662 14,800 138 Lew, Emma O. (ME)

Child Measures		Period	Actual	Target	Variance	Owners
Total Number of Cases Investigated/ Processed by the Medical Examiner - Quarterly by Fiscal Year		'19 FQ2	0	3,287	-3,287	Melton-Lamar, Veronica (ME)

Total Number of Cases Investigated/ Processed by the Medical Examiner - Quarterly by Fiscal Year  '19 FQ2 0 3,287 -3,287 Melton-Lamar, Veronica (ME)

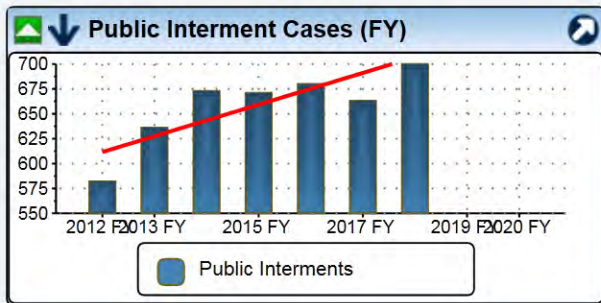
Child Measures		Period	Actual	Target	Variance	Owners
ME Autopsy		Mar '19	0	177	-177	Melton-Lamar, Veronica (ME); Lew, Emma O. (ME)
PIP Telephone Cases		Dec '18	0	10	-10	Melton-Lamar, Veronica (ME)
Telephone Approvals		Dec '18	13	11	2	Melton-Lamar, Veronica (ME); Rivera-Morales, Jorge (ME)
Skeletal Remains		Dec '18	1	1	1	Melton-Lamar, Veronica (ME); Rivera-Morales, Jorge (ME)
ME Examinations		Dec '18	60	30	30	Melton-Lamar, Veronica (ME)
Non ME Cases (Jurisdiction Declined) PS 1-2		Dec '18	130	n/a	n/a	Melton-Lamar, Veronica (ME); Louis, Ernest (ME)
Non Human Remains		Dec '18	0	1	-1	Melton-Lamar, Veronica (ME); Rivera-Morales, Jorge (ME)
Cremation Approvals		Dec '18	812	574	238	Melton-Lamar, Veronica (ME); Rivera-Morales, Jorge (ME); Lew, Emma O. (ME)

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Consult Cases	Dec '18	3	7	-4	Melton-Lamar, Veronica (ME); Rivera-Morales, Jorge (ME)
Toxicology Consultation Cases	Dec '18	25	n/a	n/a	Melton-Lamar, Veronica (ME); Rivera-Morales, Jorge (ME)

Objective	Description	Owners			
Comply with Florida Administrative Code - Bone & Tissue Procurement (HH 1-1 / GG 5-1)	Comply with Florida Administrative Code - Bone & Tissue Procurement. Cadaver bone and tissue donors come to the Medical Examiner Department, from Miami-Dade County and from other jurisdictions, in order for the University of Miami to procure bone and tissue for transplantation and/or research.	Lew, Emma O. (ME)			
Grandparent Objectives	Description	Owners			
PS1 Reduced Crime		Miami-Dade County			
Parent Objectives	Description	Owners			
PS1-2 Solve Crimes Quickly and Accurately		Miami-Dade County			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage of ME cases that are bone, tissue, or organ donors (HH 1-1 / GG 5-1)	Dec '18	4%	n/a	n/a	Melton-Lamar, Veronica (ME); Lew, Emma O. (ME)

Objective	Description					Owners
Indigent Cremation Service (FS Chapters 406 and 872) GG 5-1	This service provides for the disposition of unclaimed or indigent, identified or unidentified human remains.					Witty-Fortunato, Sandra (ME); Medical Examiner
Parent Objectives	Description					Owners
HH2 Basic needs of vulnerable Miami-Dade County residents are met						Miami-Dade County
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Indigent Cremation Service Cases Annually (Fiscal Year) GG 5-1		2018 FY	710	740	-30	Witty-Fortunato, Sandra (ME)



Child Measures	Period	Actual	Target	Variance	Owners
Indigent Cremation Service Cases Quarterly (Fiscal Year)	'19 FQ1	161	150	-11	Witty-Fortunato, Sandra (ME)

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Indigent Cremation Service Cases Quarterly (Fiscal Year) ■ '19 FQ1 161 150 -11 Witty-Fortunato, Sandra (ME)

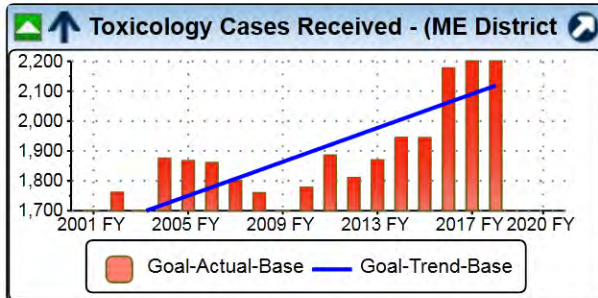
Child Measures	Period	Actual	Target	Variance	Owners
Indigent Cremation Service cases cremated	Dec '18	59	n/a	n/a	Witty-Fortunato, Sandra (ME)
Indigent Cremation Service cases cremated	Dec '18	59	n/a	n/a	Witty-Fortunato, Sandra (ME)
Indigent Cremation Service cases opened	Dec '18	59	n/a	n/a	Witty-Fortunato, Sandra (ME)
Indigent Cremation Service pre approval cases opened ▼	Dec '18	16	23	n/a	Witty-Fortunato, Sandra (ME); Galligaris, Julio (ME)

Objective	Description	Owners
Forensic Toxicology Laboratory Activity (PS 1-2 / HH 1-1)	Total cases received and processed in District 11 and for outside clients	Hime, George W. (ME); Medical Examiner

Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County

Parent Objectives	Description	Owners
PS1-2 Solve Crimes Quickly and Accurately		Miami-Dade County

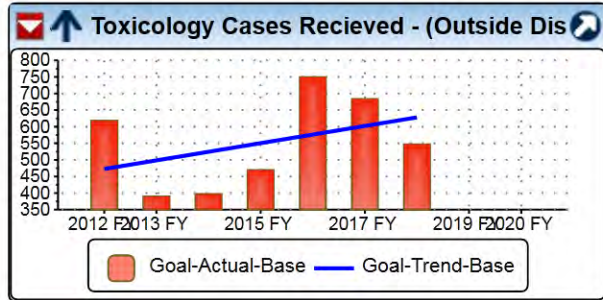
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Toxicology Cases Processed (ME District 11, Miami-Dade) ▲	Jan '19	183	157	26	Hime, George W. (ME)
Toxicology Cases Received - (ME District 11, Miami-Dade) ▲	2018 FY	2,293	1,950	343	Hime, George W. (ME)



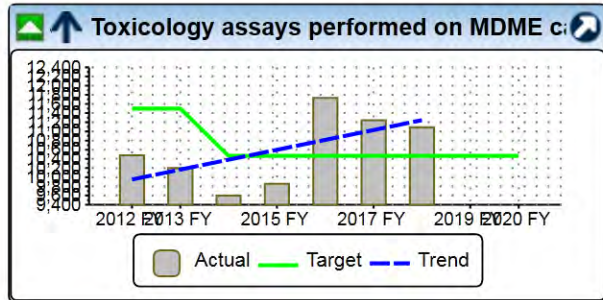
Child Measures	Period	Actual	Target	Variance	Owners
Toxicology Cases Received Quarterly - (ME District 11, Miami-Dade)	'19 FQ1	525	n/a	n/a	Hime, George W. (ME)
Toxicology Cases Received Quarterly - (ME District 11, Miami-Dade)	'19 FQ1	525	n/a	n/a	Hime, George W. (ME)

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Toxicology Cases Received - (Outside Districts)  2018 FY 547 700 -153 Hime, George W. (ME)



Child Measures	Period	Actual	Target	Variance	Owners
Toxicology Cases Received Quarterly - (Outside Districts)	'19 FQ1	145	n/a	n/a	Hime, George W. (ME)
Toxicology Cases Received Quarterly - (Outside Districts)	'19 FQ1	145	n/a	n/a	Hime, George W. (ME)
Toxicology assays performed on MDME cases 	2018 FY	11,089	10,467	622	Hime, George W. (ME)



Child Measures	Period	Actual	Target	Variance	Owners
Toxicology assays performed on MDME Cases Quarterly 	'19 FQ1	2,703	2,471	232	Hime, George W. (ME)
Toxicology assays performed on MDME Cases Quarterly 	'19 FQ1	2,703	2,471	232	Hime, George W. (ME)

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Toxicology assays performed on Outside cases

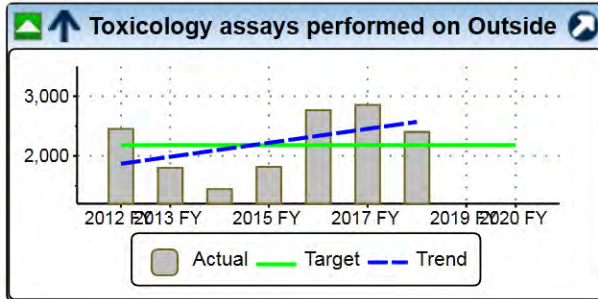


2018 FY

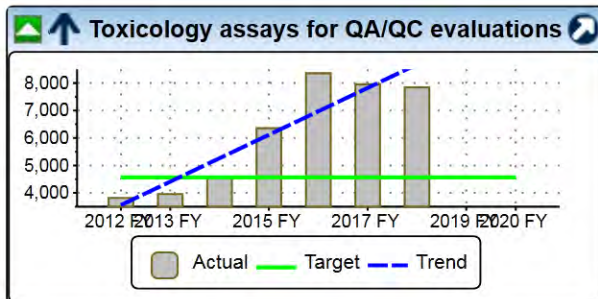
2,402

2,181

221 Hime, George W. (ME)



Child Measures		Period	Actual	Target	Variance	Owners
Toxicology assays performed on Outside cases Quarterly		'19 FQ1	633	422	211	Hime, George W. (ME)
Toxicology assays performed on Outside cases Quarterly		'19 FQ1	633	422	211	Hime, George W. (ME)
Toxicology assays for QA/QC evaluations		2018 FY	7,843	4,565	3,278	Hime, George W. (ME)



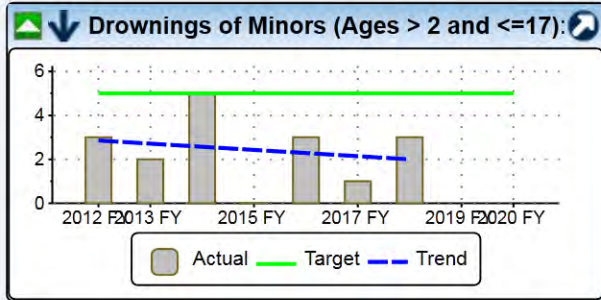
Child Measures		Period	Actual	Target	Variance	Owners
Toxicology assays for QA/QC evaluations Quarterly		'19 FQ1	1,424	1,238	186	Hime, George W. (ME)
Toxicology assays for QA/QC evaluations Quarterly		'19 FQ1	1,424	1,238	186	Hime, George W. (ME)
Toxicology Case Turnaround Time		Jan '19	36.9	45.0	8.1	Hime, George W. (ME)
Toxicology Cases Processed (Outside Districts)		Jan '19	19	75	-56	Hime, George W. (ME)
Accreditation Criteria for Toxicology Turnaround (ME Cases)		Jan '19	100.0%	90.0%	10.0%	Hime, George W. (ME)

Business Plan Report - Medical Examiner Department

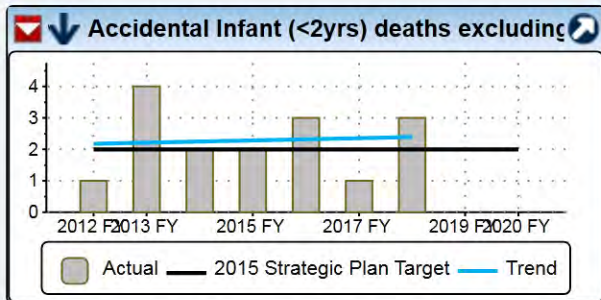
Objective	Description	Owners																							
Expand awareness of death investigation processes (PS 2-2)	Strengthen the bond between the Medical Examiner Department, public safety departments, educational institutions and the community through lectures, seminars, professional meetings, instructional tours, student internships, presentations in schools, and Career Days.	Lew, Emma O. (ME)																							
Grandparent Objectives	Description	Owners																							
PS2 Reductions in Preventable Death, Injury, and Property Loss		Miami-Dade County																							
Parent Objectives	Description	Owners																							
PS2-2 Improve Effectiveness of Outreach and Response		Miami-Dade County																							
Measures Linked to Objective	Period	Actual	Target	Variance	Owners																				
Training activities for public safety agencies and the community - Number of activities per month	Dec '18	5	10	-5	Caprara, Darren (ME)																				
Training activities for public safety agencies and the community - Number of students per month	Dec '18	106	100	6	Caprara, Darren (ME)																				
Objective	Description	Owners																							
Improve Effectiveness of Outreach and Response PS 2-2		Rivera-Morales, Jorge (ME)																							
Measures Linked to Objective	Period	Actual	Target	Variance	Owners																				
Accidental infant deaths (<=2 years) excluding drownings: KPI	2018 FY	11	15	-4	Miami-Dade County																				
▲▼ Accidental infant deaths (<=2yrs.) excludi ↻ <table><thead><tr><th>Year</th><th>Actual</th></tr></thead><tbody><tr><td>2012 FY</td><td>16</td></tr><tr><td>2013 FY</td><td>22</td></tr><tr><td>2014 FY</td><td>15</td></tr><tr><td>2015 FY</td><td>25</td></tr><tr><td>2016 FY</td><td>12</td></tr><tr><td>2017 FY</td><td>11</td></tr><tr><td>2018 FY</td><td>11</td></tr><tr><td>2019 FY</td><td>11</td></tr><tr><td>2020 FY</td><td>11</td></tr></tbody></table>						Year	Actual	2012 FY	16	2013 FY	22	2014 FY	15	2015 FY	25	2016 FY	12	2017 FY	11	2018 FY	11	2019 FY	11	2020 FY	11
Year	Actual																								
2012 FY	16																								
2013 FY	22																								
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2015 FY	25																								
2016 FY	12																								
2017 FY	11																								
2018 FY	11																								
2019 FY	11																								
2020 FY	11																								
Child Measures	Period	Actual	Target	Variance	Owners																				
Accidental infant deaths (<=2 years) excluding drownings quarterly: KPI	'19 FQ1	2	n/a	n/a	Miami-Dade County; Rivera-Morales, Jorge (ME)																				
Accidental infant deaths (<=2 years) excluding drownings quarterly: KPI	'19 FQ1	2	n/a	n/a	Miami-Dade County; Rivera-Morales, Jorge (ME)																				

Business Plan Report - Medical Examiner Department

Drownings of Minors (Ages > 2 and <=17):  2018 FY 3 5 -2 Miami-Dade County KPI



Child Measures		Period	Actual	Target	Variance	Owners
Drownings of Minors (Ages > 2 and <=17) quarterly: KPI		'19 FQ1	1	1	0	Miami-Dade County; Rivera-Morales, Jorge (ME)
Drownings of Minors (Ages > 2 and <=17) quarterly: KPI		'19 FQ1	1	1	0	Miami-Dade County; Rivera-Morales, Jorge (ME)
Accidental Infant (<or=2 years) deaths due to drowning, water submersion or immersion: KPI		2018 FY	3	2	1	Miami-Dade County



Child Measures		Period	Actual	Target	Variance	Owners
Accidental Infant (<or=2 years) deaths due to drowning, water submersion or immersion quarterly: KPI		'19 FQ1	0	1	1	Miami-Dade County; Rivera-Morales, Jorge (ME)
Accidental Infant (<or=2 years) deaths due to drowning, water submersion or immersion quarterly: KPI		'19 FQ1	0	1	1	Miami-Dade County; Rivera-Morales, Jorge (ME)

Business Plan Report - Medical Examiner Department

2.0 Financial

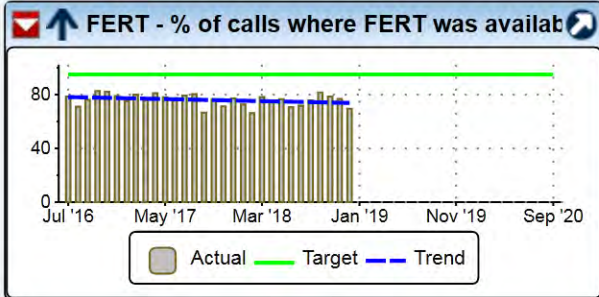
Objective	Description					Owners	
Meet Budget Targets (Medical Examiner) GG 4-2						Lew, Emma O. (ME)	
Grandparent Objectives	Description					Owners	
GG4-2 Effectively allocate resources to meet current and future operating and capital needs						Miami-Dade County	
Parent Objectives	Description					Owners	
Meet Budget Targets (All Miami-Dade County)	This is the parent objectives to all departmental "Meet Budget Targets" objective. This is the child objective to the County's Strategic Plan Objective, "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs."					Moon, Jennifer (OMB)	
Measures Linked to Objective			Period	Actual	Target	Variance	Owners
Expen: Total (Medical Examiner)	▲		'19 FQ2	\$2,811K	\$3,469K	\$658K	Serra, Yeseny (ME)
Child Measures			Period	Actual	Target	Variance	Owners
Expen: Personnel (ME)	▲		'19 FQ2	\$2,453K	\$2,796K	\$343K	Serra, Yeseny (ME)
Expen: Other Operating (ME)	▲		'19 FQ2	358	637	279	Serra, Yeseny (ME)
Expenditure: Capital (ME)	▲		'19 FQ2	\$0K	\$36K	\$36K	Serra, Yeseny (ME)
Expen: Non-Operating (ME)	▲		'19 FQ2	\$0K	\$0K	\$0K	Serra, Yeseny (ME)
Revenue: Total (Medical Examiner)	▼		'19 FQ2	\$251K	\$3,469K	\$-3,218K	Serra, Yeseny (ME)
Child Measures			Period	Actual	Target	Variance	Owners
Revenue: Carryover (ME)	▲		'19 FQ2	\$0K	\$0K	\$0K	Serra, Yeseny (ME)
Revenue: General Fund (ME)	▼		'19 FQ2	\$0K	\$3,259K	\$-3,259K	Serra, Yeseny (ME)
Revenue: Proprietary (ME)	▲		'19 FQ2	\$251K	\$210K	\$41K	Serra, Yeseny (ME)
Positions: Full-Time Filled (ME)	▼		'19 FQ2	78	87 (83 - 88)	-9	Serra, Yeseny (ME)

3.0 Internal

Objective	Description					Owners	
Forensic Evidence Recovery Team - Measure Overall Performance PS 2-1	The Forensic Evidence Recovery Team is in charge of recovering, preserving and transporting Medical Examiner evidence from death scenes, including human remains, and working with local law enforcement agencies in the collection and preservation of death investigation evidence.					Sumlar, Len D. (ME)	
Grandparent Objectives	Description					Owners	
PS1 Reduced Crime						Miami-Dade County	
Parent Objectives	Description					Owners	
PS1-2 Solve Crimes Quickly and Accurately						Miami-Dade County	
Measures Linked to Objective			Period	Actual	Target	Variance	Owners
FERT - Average Arrival Response Time (Minutes) PS 2-1			Feb '19	58	60	-2	Sumlar, Len D. (ME); St. Gerard, Claude (ME)

Business Plan Report - Medical Examiner Department

FERT - % of calls that are above 60 minutes per month, historical PS2-1	▼	Dec '18	33%	5%	28%	St. Gerard, Claude (ME)
FERT - % of calls where FERT was available to respond monthly PS2-1	▼	Dec '18	69% (148 / 213)	95%	-26%	St. Gerard, Claude (ME); Caprara, Darren (ME)



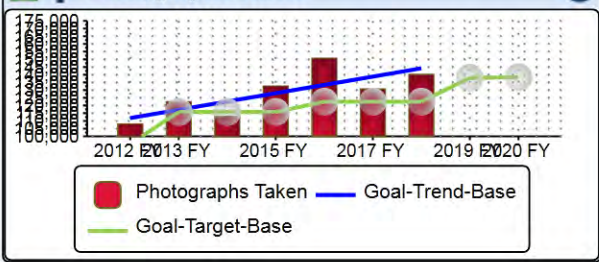
Objective	Description					Owners	
Autopsy Reports Preparation Time (PS 1-2)	Average time that it takes to prepare an Autopsy Protocol: Dictation, Transcription & Signature by Medical Examiner.					Melton-Lamar, Veronica (ME)	
Grandparent Objectives	Description					Owners	
PS1 Reduced Crime						Miami-Dade County	
Parent Objectives	Description					Owners	
PS1-2 Solve Crimes Quickly and Accurately						Miami-Dade County	
Measures Linked to Objective			Period	Actual	Target	Variance	Owners
Autopsy protocol preparation time (calendar days)			Dec '18	7	14	7	Melton-Lamar, Veronica (ME)

Objective	Description	Owners
Department Sortie-Medical Examiner Release Time (hours) (PS2-1)	Average Turn Around Time for a medical examiner to release a body to the funeral home. This is the core performance measure of the department (department sortie).	Rivera-Morales, Jorge (ME)
Grandparent Objectives	Description	Owners
PS2 Reductions in Preventable Death, Injury, and Property Loss		Miami-Dade County
Parent Objectives	Description	Owners
PS2-1 Reduce Response Time		Miami-Dade County

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Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Department Sortie-Medical Examiner Release Time(hours) (PS2-1)	Dec '18	29	24	-5	Rivera-Morales, Jorge (ME); Lew, Emma O. (ME)
Dept. Sortie-Med Exam Release Time (hours) Monthly Average (hours) Goal-Target-Base Goal-Trend-Base					
Objective	Description	Owners			
Scene Investigations by Medical Examiners (PS 1-2 / PS 2-1)	A Medical Examiner will conduct an investigation at a scene of death when the body is still at the scene. These death scenes consist primarily of violent deaths including homicides, industrial and traffic accidents, some suicides and any death scene where law enforcement requests the Medical Examiner's presence. A Medical Examiner is available to respond 24 hours/day, 7 days/week and 365 days/year.	Rivera-Morales, Jorge (ME); Medical Examiner			
Grandparent Objectives	Description	Owners			
PS1 Reduced Crime		Miami-Dade County			
Parent Objectives	Description	Owners			
PS1-2 Solve Crimes Quickly and Accurately		Miami-Dade County			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Scene Investigations by Medical Examiners	2018 FY	174	190	16	Lew, Emma O. (ME)
Child Measures	Period	Actual	Target	Variance	Owners
Scene Investigations by Medical Examiners Quarterly	'19 FQ1	47	36	-11	Caprara, Darren (ME); Rivera-Morales, Jorge (ME)
Scene Investigations by Medical Examiners Quarterly	'19 FQ1	47	36	-11	Caprara, Darren (ME); Rivera-Morales, Jorge (ME)
Scene Investigations by Medical Examiner Actual Target Trend					

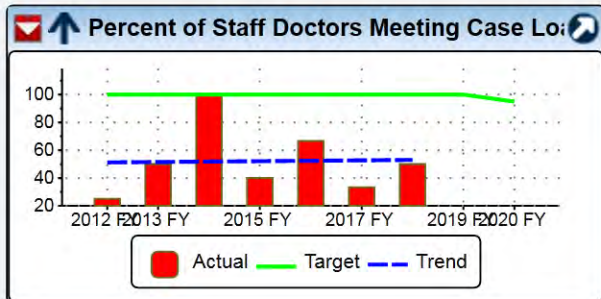
Business Plan Report - Medical Examiner Department

Objective	Description	Owners			
Forensic Imaging Unit Activity PS 1-2	Forensic photographers document death investigation activities.	Rivera-Morales, Jorge (ME); Medical Examiner			
Grandparent Objectives	Description	Owners			
PS1 Reduced Crime		Miami-Dade County			
Parent Objectives	Description	Owners			
PS1-2 Solve Crimes Quickly and Accurately		Miami-Dade County			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Photographs Taken For Medical Examiners 	2018 FY	139,977	122,480	17,497	Wolf, Leonard (ME)
 Photographs Taken    Photographs Taken  Goal-Trend-Base  Goal-Target-Base					
Child Measures	Period	Actual	Target	Variance	Owners
Photographs Taken For Medical Examiners Quarterly 	'19 FQ1	49,342	30,620	18,722	Wolf, Leonard (ME)
Photographs Taken For Medical Examiners Quarterly	'19 FQ1	49,342	30,620	18,722	Wolf, Leonard (ME)
Child Measures	Period	Actual	Target	Variance	Owners
ME Photographs 	Feb '19	9,708	9,404	304	Wolf, Leonard (ME)
Workorders processed workload 	Feb '19	561	463	98	Wolf, Leonard (ME)
Child Measures	Period	Actual	Target	Variance	Owners
ME Records Requests 	Feb '19	50	36	14	Wolf, Leonard (ME)
Outside Agency work orders 	Feb '19	0	1	-1	Wolf, Leonard (ME)
ME workorders processed 	Feb '19	35	26	9	Wolf, Leonard (ME)
Media cards processed 	Feb '19	476	400	n/a	Wolf, Leonard (ME)
Total Images reproduced 	Feb '19	5,053	5,465	n/a	Wolf, Leonard (ME)
Child Measures	Period	Actual	Target	Variance	Owners
ME Other Images Reproduced 	Feb '19	165	2,092	-1,927	Wolf, Leonard (ME)
LE Other Images Reproduced 	Feb '19	0	0	0	Wolf, Leonard (ME)
ME Number of Images Reproduced as a Records Request 	Feb '19	4,888	3,373	n/a	Wolf, Leonard (ME)
Objective	Description	Owners			

Business Plan Report - Medical Examiner Department

Objective	Description				Owners	
Evaluate Laboratory Case Input and Output PS 1-2					Hime, George W. (ME)	
Grandparent Objectives	Description				Owners	
PS1 Reduced Crime					Miami-Dade County	
Parent Objectives	Description				Owners	
PS1-2 Solve Crimes Quickly and Accurately					Miami-Dade County	
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Ratio of Toxicology cases completed to cases received.		Jan '19	0.94	1.00	-0.06	Hime, George W. (ME)

Objective	Description					Owners	
ME Case Load (NAME) Accreditation (PS 1-2 / GG 2-2)	National Association of Medical Examiners (N.A.M.E.) accreditation criteria requires as of January 2010 staff pathologist to do no more than 300 death investigations annually. This measure includes autopsies, external examinations conducted by the pathologist as well as those they supervise.					Rivera-Morales, Jorge (ME)	
Measures Linked to Objective			Period	Actual	Target	Variance	Owners
Percent of Staff Doctors Meeting Case Load (NAME Accreditation) Guidelines			2018 FY	50%	100%	-50%	Rivera-Morales, Jorge (ME)



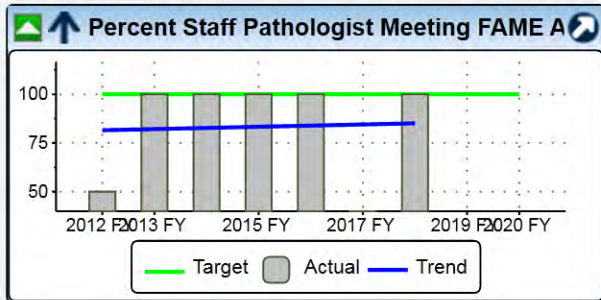
Child Measures	Period	Actual	Target	Variance	Owners
ME Doctor - Garavan, Fintan M.D.	2018 FY	278	275	-3	Galligaris, Julio (ME)
ME Doctor - Lew, Emma O. M.D.	2018 FY	109	275	-166	n/a
ME Doctor - Hutchins, Kenneth M.D.	2018 FY	296	275	21	n/a
ME Doctor - Mathis, Benjamin M.D.	2018 FY	249	275	-26	n/a
ME Doctor - Shuman, Mark M.D.	2018 FY	280	275	5	n/a
ME Doctor - Kenerson, Katherine L. M.D.	2018 FY	261	275	-14	n/a
Staff Doctors Meeting Case Load (NAME Accreditation) Guidelines Quarterly	'19 FQ1	418	408	-10	Rivera-Morales, Jorge (ME)
Child Measures	Period	Actual	Target	Variance	Owners
ME Doctor - Mathis, Benjamin M.D. Quarterly	'19 FQ1	66	68	2	Rivera-Morales, Jorge (ME)
ME Doctor - Garavan, Fintan M.D. Quarterly	'19 FQ1	70	68	-2	Rivera-Morales, Jorge (ME)

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ME Doctor - Kenerson, Katherine L. M.D. Quarterly	🔴	'19 FQ1	84	68	-16	Rivera-Morales, Jorge (ME)
ME Doctor - Lew, Emma O. M.D. Quarterly	🟢	'19 FQ1	44	68	24	Rivera-Morales, Jorge (ME)
ME Doctor - Hutchins, Kenneth M.D. Quarterly	🟢	'19 FQ1	67	68	1	Rivera-Morales, Jorge (ME)
ME Doctor - Shuman, Mark M.D. Quarterly	🔴	'19 FQ1	87	68	-19	Rivera-Morales, Jorge (ME)
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.	🟢	Dec '18	94% (2,068 / 2,195)	90%	4%	Rivera-Morales, Jorge (ME)
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.	🟡	Dec '18	90% (1,973 / 2,195)	90%	0%	Rivera-Morales, Jorge (ME)

Objective	Description	Owners
FAME Practice Guidelines for Pathologist Autopsy Case Load (PS 1-2 / GG2-2)		n/a

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percent Staff Pathologist Meeting FAME Autopsy Case Load Guidelines	2018 FY	100%	100%	0%	Lew, Emma O. (ME)



Child Measures	Period	Actual	Target	Variance	Owners
Garavan, Fintan M.D.	2018 FY	170	175	5	Galligaris, Julio (ME)
Lew, Emma O. M.D.	2018 FY	78	175	-97	n/a
Mathis, Benjamin M.D.	2018 FY	141	175	-34	n/a
Kenerson, Katherine L. M.D.	2018 FY	156	175	-19	n/a
Hutchins, Kenneth M.D.	2018 FY	174	175	-1	n/a
Shuman, Mark M.D.	2018 FY	164	175	-11	n/a

Staff Pathologists Meeting FAME Autopsy Case Load Guidelines Quarterly	🟡	'19 FQ1	281	258	-23	Rivera-Morales, Jorge (ME)
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Child Measures	Period	Actual	Target	Variance	Owners
Shuman, Mark M.D. Quarterly	'19 FQ1	56	43	-13	Rivera-Morales, Jorge (ME)
Mathis, Benjamin M.D. Quarterly	'19 FQ1	41	43	2	Rivera-Morales, Jorge (ME)
Kenerson, Katherine L. M.D. Quarterly	'19 FQ1	61	43	-18	Rivera-Morales, Jorge (ME)

Business Plan Report - Medical Examiner Department

Garavan, Fintan M.D. Quarterly		'19 FQ1	44	43	-1	Rivera-Morales, Jorge (ME)
Hutchins, Kenneth M.D. Quarterly		'19 FQ2	0	43	43	Rivera-Morales, Jorge (ME)
Lew, Emma O. M.D. Quarterly		'19 FQ1	33	43	10	Rivera-Morales, Jorge (ME)

Objective	Description	Owners			
Body Inventory PS 1-2	Number of bodies in the custody of the Medical Examiner waiting to be processed, ready for disposition, unidentified or unclaimed.	Rivera-Morales, Jorge (ME)			
Parent Objectives	Description	Owners			
GG4 Effective management practices		Miami-Dade County			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Body Count in refrigeration	Mar '19	126	70	56	Garner, LaTishia (ME)

4.0 Learning and Growth

Objective	Description	Owners
Forensic Imaging Bureau (FIB) Storage Capacity Expansion GG3-2	Current Situation: Current capacity is 25 TB of storage space. It stores all pictures in the original format (RAW) from all our Medical Examiner cases and other work areas starting in 2006. These means an average of 2 TB per year of data. This data by standard operating procedure (SOP) established by ME personnel requires the data to be separated from any access to the internet. These allows for the integrity of the pictures not to be questioned in a court of law. Goal: Replace the existing storage unit with a newer higher capacity storage unit to accommodate current production by three times the current space. Total capacity will be 82TB. The current storage unit will become the online archive unit for the system. This will allow to move non-current data by fiscal year and liberate space from the newer storage unit and keep the data protected.	Rivera-Morales, Jorge (ME)

Objective	Description	Owners
CME Modifications - Electronic Signature GG 3-2	Enhance existing operations for the software department wide to give employees the ability to authenticate their signature with a password code. All reports that are requiring a hand signature will be stamped with the name of the user as an electronic signature.	Rivera-Morales, Jorge (ME)

Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	    	%	Status	Owners
Toxicology Reports for External Agencies	12/14/2015	6/30/2016	Strategic Plan	n/a			n/a	Rivera-Morales, Jorge (ME)
Autopsy Protocols	1/1/2015	5/31/2016	Strategic Plan	n/a			n/a	Rivera-Morales, Jorge (ME)

Objective	Description	Owners
CME Migration from VAST to latest NET version. GG 3-2	Transfer all available forms and reports to the latest version provided by VertiQ. Includes better security and development will be done with Microsoft Expression and the database will be upgraded to Microsoft SQL 2008.	Rivera-Morales, Jorge (ME)