

Medical Examiner Strategic Business Plan

Vision

Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.

COUNTY MISSION

Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.

DEPARTMENT MISSION

The mission of the Medical Examiner Department is to provide death investigation and body examination services to the families and agencies of those who are found deceased in Pinal County so they can learn the cause and manner of death.

ISSUE STATEMENTS

Issue 1 Limited County Based Services Accessibility

The increasing lack of community/County resources, coupled with the continued reliance on out-of-county providers creates difficulty in meeting customer needs and will, if not addressed, result in:

- Increase in demands on County staff to fill previously covered gaps
- Continued use of out-of-county services for specialized or complex death investigation and body examination services as well as gap coverage for transportation from death scenes
- Resident tax dollars leaving the County

Issue 2 Growth

The increasing growth in population of the County will necessitate a proportionate growth in departmental staffing and capability levels, which if not addressed, will result in:

- Continuing reliance on outside vendors and providers resulting in higher county expenses.
- An increase in turnaround time in reports and certificates
- Increase in demands on County staff to fill increasing service gaps

Issue 3 Demographics – Crime-Violence because of the people coming into Pinal County

The increasing population of certain crime prone demographics (drug users, gang members) will increase resource utilization in the department, which if not addressed will result in:

- Continuing reliance on outside vendors and providers resulting in higher county expenses.
- An increase in turnaround time in reports and certificates
- Increased need for extensive additional laboratory tests, which will result in higher county expenditures.

STRATEGIC GOALS

Strategic Goal 1 Timely and Accurate Information (Issue 1)

All recipients of Department services will receive timely, accurate, culturally sensitive, and accountable information and services as evidenced by:

- By 2013, 80% of all Medical Examiner reports will be completed within 90 days of the initial investigation or examination (number of body examination/case evaluation reports completed in 90 days/ total number cases examined by Medical Examiner)

Strategic Goal 2 - Resource Development (Issue 1, Issue 2)

The taxpayer will benefit from greater fiscal efficiency within Pinal County as evidenced by:

- By 2013, 80% of all body examinations will be performed in Pinal County by the Office of the Medical Examiner (number of body examinations performed in Pinal/ total number of cases)

Strategic Goal 3 - Scene Investigation and Response (Issue 2)

The Public and investigative agencies will benefit from more timely and accurate information by:

- By 2013 90% of cases are responded to at the scene by a Pinal County Medico-legal investigator
- By 2012 100% of Medico-legal investigators will begin the accreditation process for ABMDI. (American Board of Medicolegal Death Investigators)

*Pertaining to an event with medical and/or legal consequences

CROSS-CUTTING ISSUES

Issue: Increasing Population and Changing Demographics;

Issue Statement: #3 Demographics – Crime-Violence

Strategic Goal: # 3-Scene Investigation and Response

Department(s): Sheriff, County Attorney, Animal Care & Control, Correctional Health, Public Health

Need(s): Staffed and functional Medical Examiner building,

Issue: Training Collaboration in Death Investigations

Issue Statement: #3 Succession Planning and Staff Training

Strategic Goal: #1 Client Safety and Welfare through Comprehensive Services

Departments: PCSO, PCAO, Correctional Health, Animal Care & Control and Public Health

Need(s): Cross-departmental clarification of Policies & Procedures and Technical Training

DEPARTMENT ORGANIZATION

1. Administrative Program

- 1.1. Human Resources Activity, page 8
- 1.2. Reserved, page 8
- 1.3. Training Activity, page 9
- 1.4. Records Management Activity, page 10
- 1.5. Vehicle Management Activity, page 11
- 1.6. Financial Services Activity, page 12
- 1.7. Department Director Activity, page 13

2. Medical Examiner Services Program

- 2.1. Medical Examiner Services Activity, page 14

PROGRAMS

Program One: Administrative

Purpose Statement

The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Key Results

- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
- 85% of training dollars spent that directly align to County or Department strategic goals.
- 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.
- 95% of department vehicles with preventative maintenance performed as scheduled
- 95% of department vehicles operated more than 10,000 miles per year
- 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
- 100% of Key Results achieved
- 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Medical Examiner's Department

Program Two: Medical Examiner Services

Purpose Statement

The purpose of the Medical Examiner Services Activity is to provide death investigation, evidence preservation, decedent transportation, and body examinations to victims of suspicious, unexplained, or unattended deaths within Pinal County so decedent's victims' families and legal agencies can have a timely and cost effective determination of cause and manner of death.

Key Results

- 80% of body examinations will be performed in Pinal County.
(# of body examinations performed within Pinal County/Total # of examinations performed)
 - 80% of all Medical Examiner reports will be completed within 90 days of the initial examination
(# of body examination reports completed within 90 days of exam /total # of body examination reports.)
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ACTIVITIES

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Activity 1.1: : Human Resources Activity

Activity Purpose Statement The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can manage, evaluate, and retain a qualified and diverse workforce

Activity Services	<ul style="list-style-type: none"> • Candidate Selection Recommendations • Job Postings • Policy Interpretations • Employee Relations Management • Employee Interviews • Grievance hearings • Employee Inquiry Responses 	<ul style="list-style-type: none"> Performance Appraisals/ Evaluations Employee Assistance Referrals Employee Orientation Sessions Exit Interviews Personnel Reports Police and Procedure Updates Employee Awards “Silent Whistle” Investigations
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Family of Measures Results
 1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
 (# of employee appraisals submitted by due date/total of appraisals)

Outputs
 1. 4 employee appraisals submitted on/by due date

Demands
 1. 4 employee appraisals anticipated to be submitted

Efficiencies
 N/A

Activity Manager(s)

- Dr Rebecca Hsu
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Activity Budget \$x,xxx,xxx

Section 1.2: Reserved

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.3: Training Activity

Activity Purpose Statement The purpose of the Training Activity is to provide department specific training services to employees so they can more effectively meet the County and/or department strategic goal.

Activity Services	<ul style="list-style-type: none">• Training Sessions• Safety Training Sessions• Employee Handbooks	Training Assessments Training Records Training Schedules/Arrangements
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Family of Measures Results
1. 85% of training dollars spent that directly align to County or Department strategic goals.

Outputs
1. \$5,000 Training \$ spent that directly align to County or Department strategic goals

Demands
1. \$5,000 Training \$ spent that directly align to County or Department strategic goals anticipated to be spent

Efficiencies
Training Activity \$ spent that directly align to County or Department strategic goals

Activity Manager(s)

- Dr Rebecca Hsu

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.4: Records Management Activity

Activity Purpose Statement The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.

Activity Services	<ul style="list-style-type: none">• Record Archives• Record Disposals• Record Disposition Authorizations• Records Destruction List	Records Inventory Records Requests Responses Medical Examiner Statistical Data Reports
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Family of Measures **Results**
1. 100% of records managed in compliance with legal and policy requirements
(# of records managed in compliance with legal and policy requirements/ total # of records managed)

Outputs
1. 1 of record series in compliance with legal and policy requirements

Demands
1. 1-of records anticipated to be in compliance with legal and policy requirements

Efficiencies
1. \$ Records Management Activity expenditure per record series in compliance with legal and policy requirements

Activity Manager(s) Stephanie Huffine

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.5: Vehicle Management Activity

Activity Purpose Statement The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective and safe vehicles.

Activity Services	<ul style="list-style-type: none">• Vehicle Maintenance and Repair Service Schedules• Vehicle Utilization Reports• Maintenance Records	Fleet Credit Card Usage Reports Vehicle Usage Assessment
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Family of Measures

Results

1. 95% of department vehicles with preventative maintenance performed as scheduled
(# of department vehicles with preventative maintenance performed as scheduled/ #total department vehicles)
 2. 95% of department vehicles operated more than 10,000 miles per year
(# of department vehicles operated more than 10,000 miles per year/ total department vehicles)
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Outputs

1. 1 of department vehicles operated
-

Demands

1. 1 of department vehicles anticipated to be operated
 2. 1 of department vehicles operated more than 10000 miles a year
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Efficiencies

1. \$ Vehicle Management Activity expenditure per vehicle operated
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Activity Manager(s)

- Stephanie Huffine

Activity Budget \$X,XXX,XXX

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.6: Financial Services Activity

Activity Purpose Statement The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure efficient use of County resources.

Activity Services	<ul style="list-style-type: none"> • Grant Reports • Grant Applications • Grant Programmatic Progress Reports • Payment Authorizations • Employee Reimbursement Authorizations 	<ul style="list-style-type: none"> Year-end Accounting Records Cash Receipts Budget Proposal Spending Requests Appropriation Adjustments Expenditure Projections Performance Reports
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Family of Measures

Results

1. 90% of non-construction payment authorizations (purchase orders) entered into the system within three business days of receipt of goods.
(# of payment authorizations entered on the date of receipt of goods/ # total payment authorizations)

Outputs

1. 10 of payment authorizations received within three business days of physical receipt of item(s)

Demands

1. 10of payment authorizations anticipated to be entered into the system

Efficiencies

1. \$ Financial Services Activity per payment authorization entered within three business days

Activity Manager(s) • Stephanie Huffine

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.7: Department Director Activity

Activity Purpose Statement The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.

Activity Services	<ul style="list-style-type: none">• Reports• Direction• Employee Supervision Meeting• Inquiry Responses• Strategic Business PlansIssue Resolutions• Special Projects	<ul style="list-style-type: none">BudgetsDepartment StructuresPolicies/ProceduresEmployee EvaluationsProgram EvaluationsRecommendationsLeadership
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Family of Measures

Results

1. 100% of Key Results achieved
(# of key results achieved/total # of key results)
2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Medical Examiner Department.
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

Outputs

1. 25 of customers responding to the department survey

Demands

1. 25 of customers expected to respond to the survey

Efficiencies

1. \$ Department expenditures per customer served

Activity Manager(s)

- Dr Rebecca Hsu

Activity Budget \$x,xxx,xxx

2 Medical Examiner Services Program

Purpose Statement The purpose of the Medical Examiner Services Program is to provide death investigation, evidence preservation, decedent transportation, and body examinations to victims of suspicious, unexplained, or unattended deaths within Pinal County so decedent's victims' families and legal agencies can have a timely determination of cause and manner of death.

Section 2.1: Medical Examiner Services Activity

Activity Purpose Statement The purpose of the Medical Examiner Services Activity is to provide death investigation, evidence preservation, decedent transportation, and body examinations to victims of suspicious, unexplained, or unattended deaths within Pinal County so decedent's victims' families and legal agencies can have a timely and cost effective determination of cause and manner of death.

Activity Services	24/7 Death scene investigations	Expert testimonies
	24/7 Decedent body transportations	Evidence collections and distributions
	Human and non-human remains identifications	Body examinations (external and internal)
	Medication and Drug collections and disposals	Body examination reports
	Death certifications	Material collections for laboratory evaluations (DNA, histology, toxicology)
	Cremation authorizations	Responses to death investigation inquiries

Family of Measures

Results

- 80% of body examinations will be performed in Pinal County.
(# of body examinations performed within Pinal County/Total # of examinations performed)
- 80% of all Medical Examiner reports will be completed within 90 days of the initial examination.
(# of body examination reports completed within 90 days of exam /total # of body examination reports.)
- 90% of cases are responded to at the scene by a Pinal County Medico-legal investigator
(# of in person scene responses /total # of scenes)

Outputs

- 250 body examinations
- 250 body examination reports
- 200 on scene investigations

Demands

- 370 of body examinations expected to be conducted
- 370 body examinations reports expected to be completed
- 400 medical examiner on-scene investigations expected to be conducted

Efficiencies

- Total \$ Medical Examiner activity expenditure per body examinations performed.

Activity Manager(s)

- Dr Rebecca Hsu

Activity Budget \$x,xxx,xxx

