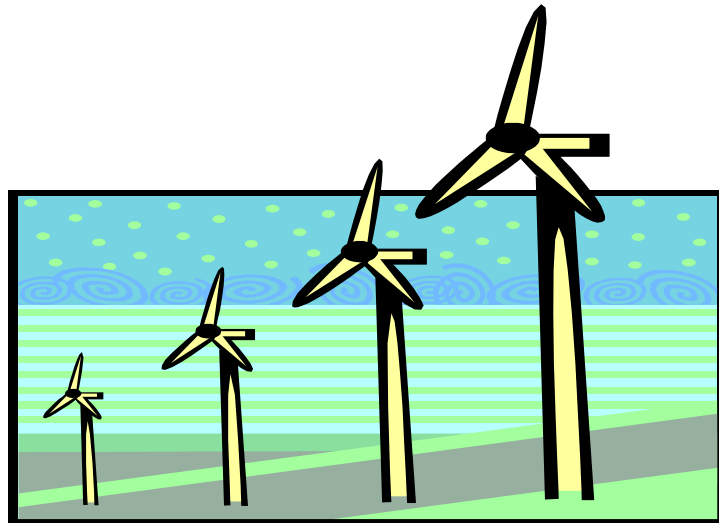


# Medical Examiner's Office

## HOP PHASE 1 PERFORMANCE MEASUREMENT ASSESSMENT AND EVALUATION



*(Project No. 2003-P-02.14)*

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## Medical Examiner's Office

### Phase 1 Assessment and Evaluation

*An overview survey of the current state of performance measuring and the degree of linkage present among mission statement, organizational objectives, and specific performance indicators in the department*

**T**his publication contains the results of a structured process for evaluating the current state of program performance measurement in a county department. The process was designed and developed by the Management & Program Analysis Section of OFMB/Financial Management Division (MPA) to facilitate an agency-wide review of the county's performance measurement system. Harnessing Organizational Performance—or HOP—is a collaborative initiative with Palm Beach County's departments. The HOP methodology involves an initial evaluation of the current performance measuring system in a department, and assesses the system according to a common set of HOP criteria. In the process, the work incorporates national benchmark and subject-matter best practices into findings and recommendations concerning the department's existing performance measures. This initial phase of the project is intended as a diagnostic phase; subsequent phases will help guide the department into a re-structuring of its performance measurement program in contextually relevant ways. The long-term objective of the HOP initiative is to verify that the Palm Beach County performance measurement program is:

- A positive tool in gauging organizational achievements;
- An important management tool to aid decision-making;
- A way to connect staff-level activities to higher-level organizational missions and statements of objectives.

The methodology employed in the HOP initiative is designed to allow for a collaborative process of evaluation and assessment of the client department's current performance measurement system. To this end, MPA

has created and utilizes a Client Manual (workbook) to take a team comprised of the client representatives and the Budget Division representative through a series of facilitated meetings.

Following this series of three 2-hour meetings, a consensus point of view emerges concerning the current state of the client’s performance measurement system. In addition, the series of three HOP meetings provides the MPA consultant with useful operational insights and client-specific performance measurement information. The MPA consultant utilizes these insights and information to complete relevant best practices research.

Each of the three HOP meetings covers a “level” of evaluation. Each level of evaluation utilizes a different criterion by which to gauge the current performance measurement system. The primary criteria utilized for this evaluation are 1) linkages between the clients’ mission statements, objectives and performance measures, 2) a balanced use of the HOP defined “types” of performance measures, and 3) a balanced use of the HOP defined business “perspectives” of performance measures. The HOP defined “types” and business “perspectives” are described in greater detail below.

The HOP performance measurement program concentrates on three types of performance measures.

<b>Measurement “Types”</b>	Output performance measures - represent the department’s workload, amount of service or production, not the consequences of performing the workload.
	Efficiency performance measures – represent the ratio of <u>service unit output</u> to <u>resource input</u> ; usually cost per unit of service, or unit of service per resource (FTE’s or dollars expended).
	Outcome performance measures – represent the consequences or effects of specific actions or initiatives focused primarily on improving the citizen’s condition.

The HOP performance measurement program then employs four business “perspectives” by which organizational performance is to be guided.

<b>Business Perspectives</b>	Customer satisfaction perspective –performance measures that are created to indicate the customer’s perspective of “how they rate the county in the delivery of services” or those measures that indicate the customer use of a service.
	Internal process (operational) efficiency perspective –performance measures that are created to “indicate” the degree of efficiency involved in the delivery of services.

<b>Business Perspectives</b>	Financial accountability perspective –performance measures that are created to “indicate” the financial accountability of the organization, stewardship of the public trust, or delivering services in a cost efficient manner.
	Employee learning & growth perspective –performance measures that are created to “indicate” employee development – development which will enable the organization to succeed in its mission and/or that increases employee productivity, employee retention, career enrichment, and job satisfaction.

This publication reports on the consensus assessment developed by the HOP Team and the best practices research conducted by the MPA consultants to document findings, observations and recommendations pertaining to the client’s performance measurement system.

The Management & Program Analysis Section is leading this effort, together with our partners from the Budget Division, to establish common performance concepts and an understanding of performance measurement purposes throughout all county departments and divisions. When the three-phase HOP program is fully implemented in mid-2006, specific outputs of the Harnessing Organization Performance initiative will be:

- Standardizing performance measurement terminology;
- Establishing a collaborative, interactive approach towards performance measurement;
- Recommending improvements to the current performance system to decrease time and effort required by the system, while improving its management usefulness.

**PHASE 1: “EVALUATING EXISTING MEASURES”**

This is the first phase of the HOP program. This report contains the results of the phase 1 evaluation and assessment of the Medical Examiner’s Office mission statement and current year objectives. Current performance measures that cannot be linked to, or do not support, the mission statement or statements of objectives will not be required as part of the county’s official performance measurement program, although they can be maintained for departmental purposes, if desired. This phase also establishes the common terminology that will be used throughout the HOP project, as it relates to performance measures, linkages and relevant business perspectives. During this phase, the department will probably experience a reduction in the number of required performance measures, thereby reducing the time and effort spent in gathering and reporting on departmental performance.

## PHASE 2: “MANAGING FOR HIGH PERFORMANCE”

The second phase will include communicating to every level of the department the linkage and relevancy among mission statement, objectives, performance measures, and stakeholder desires. Where the first phase is primarily a diagnostic step to establish the current state of the department’s performance measuring program, during the second phase a number of linked and highly relevant performance measures will be developed for the department’s future use.

## PHASE 3: “PUTTING IT INTO PRACTICE”

Finally, in this stage of the project, all of the required performance management infrastructure will be established to permit the meaningful tracking and reporting of the department’s performance. Formal guidelines will be developed and adopted regarding, (1) validation of acceptable measures, (2) reporting mechanisms and schedules, (3) accuracy verification techniques, (4) approval of goals, targets, and benchmarks, (5) incentive programs to reward the attainment of high performance, (6) internal financial control uses, and (7) ways and means of carrying out periodic reviews of performance indicators and targets to keep them current and relevant.

## OVERVIEW OF PHASE 1 FINDINGS

The findings and recommendations summarized below provide an overview of the performance measurement program assessment conducted for the Medical Examiner’s Office.

The performance measurement program consists of the department’s mission statement, departmental objectives and the department’s performance measures, along with the processes for tracking and reporting on the department’s success in achieving those measures. The findings and recommendations are based on the evaluations of the HOP Team, made up of the department’s staff representatives, the assigned Budget Analyst from OFMB and an MPA consultant from the OFMB/Financial Management Division. The HOP Team used the published performance elements from the FY05 draft budget narrative to perform the HOP Assessment & Evaluation.

The summary of findings and recommendations is followed by detailed findings and recommendations for the Medical Examiner’s Office. The detailed assessment is based upon the structured, four levels of evaluation conducted by the HOP Team. Each level of evaluation was accomplished by use of evaluation tools designed expressly for that purpose by the MPA Section. In addition to the conclusions reached by using the 4-level evaluative tools, the MPA consultants performed “best practices” research involving similar operations nationwide, and cited examples from this research which the divisions can use as a starting point for its own further

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*All of the findings in this report were made by the members of the Medical Examiner’s HOP Team, and represent the consensus conclusions of that staff group.*

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efforts. That research also forms an important foundation and knowledge base for the work yet to come in phase 2 of the HOP project.

### General Findings

- The current department mission statement meets the HOP criteria for identifying the purpose of the organization; there are 5 service topics that are easily identified. The mission statement is within the HOP specified criteria of 2 to 3 sentences.
- The department mission statement, along with the department's Definition of Programs and Services fulfills the HOP criteria for providing mission-level guidance (broad), thus enabling the department to create cohesive and linked objectives and performance measures.
- Descriptive detail using expressive narratives such as "protection", "efficient" and "timely" are generally absent from the department's Definition of Programs and Services.
- The mission statement conveys 5 service topics relating to deaths (criminal violence, an accident, suicide, while in police or penal custody, and when unattended by a physician) providing one broad, general guidance statement; one that is applicable across the department. However, these topics do not cover all the department's core missions.
- In the current mission statement, the customers of the services are identified ("any person who dies"), but requires clarification of additional customers (families of the deceased and other agencies).
- There is poor linkage between "mission topics" and objectives statements with all 4 of the objectives statements not linking to mission topics. The HOP Team agreed that more clearly defined objectives would enhance linkages.
- There is poor linkage between existing "mission topics" and performance measures. Only 3 of the 11 performance measures had direct linkage.
- There is poor linkage between objectives statements and performance measures but rewriting them would enhance linkages as well as increase clarity of intent.
- There is a poor balance of performance measurement "types". There are no "efficiency type" and no "outcome type" indicators out of 11 total performance measures.
- None of the 11 total performance measures can be categorized into any of the four HOP business perspectives.

### General Recommendations

- Revise the Definition of Programs and Services to include a 2-3 sentence opening paragraph that conforms to the HOP definitions and guidelines regarding a mission statement.

- Review the department’s mission topics and statements of objectives; update either or both to create a more direct “linkage” or coherence, per the HOP defined criteria.
- Review the performance measure types (output, outcome, efficiency) with an eye toward developing a better mix of measures.
- Determine which current performance measures best meet the HOP defined criteria for business perspectives, consider how the others can be restated (if at all) to achieve a better balance across the four HOP business perspective categories for the department.

In the course of the first phase evaluation, the department identified a series of important, FY05 operational initiatives. These initiatives are ideal starting places from which the department can develop meaningful objectives and linked performance measures. Displayed in brackets are the potential business perspectives that could be used in creating performance measures for the stated initiatives. Each performance measure should be created from primarily one business perspective.

Medical Examiner’s Office:

- Improve communications with Health Care Organizations and Criminal Justice Agencies [customer satisfaction, operational efficiency].
- Provide expert testimony in civil and criminal cases when necessary [operational efficiency, customer satisfaction].
- Present educational programs to Law Enforcement Agencies, Medical Facilities and First Responders [customer satisfaction, operational efficiency].
- Collect, maintain and provide statistical data to public and private agencies as required [customer satisfaction, operational efficiency].
- Increase training for internal staff [customer satisfaction, operational efficiency, employee growth and learning].

We recommend that the department utilize these initiatives to develop meaningful objectives and performance measures.

The detailed recommendations that follow are supported by references to the HOP Client Manual and to the best practices research. The recommendations are presented for each of the four levels of evaluation performed by the HOP Team. The Best Practices research is drawn from public sector entities that are recognized as leaders in their operational fields and in the measurement of performance. A listing of best practices Internet sites and contact information is included (Appendix A) to give the divisions a ready resource for assistance in developing modifications to their performance measurement programs.

## LEVEL 1 EVALUATION – MEDICAL EXAMINER’S OFFICE

### A. Department Mission Statement: Content and Structure

The Level 1 evaluation begins by examining the content and structure of the published material that guides the department. The department’s mission statement offers this type of guidance, as does the department’s Definitions of Programs and Services; both are published in the county’s annual budget document. From these two sources, the HOP methodology identifies “mission level topics”. These are macro-level, topical areas that communicate the direction or vision for the department. Department objectives and performance measures flow from the mission level topics to ensure the department’s operations strive to meet the mission.

For the purpose of the HOP evaluation, “mission level topics” are listed as the first component of the department’s over-all performance programs, followed by the department’s objectives and performance measures. This allows a consistent approach to creating and defining departmental mission statements and divisional programs and services descriptions throughout all county departments. The HOP Team determined that all “mission level guidance” currently listed as part of the department’s Definition of Programs and Services could fall under one of the five topical areas identified in the department’s mission statement. The mission statement used in the HOP evaluations is taken from the FY2005 draft budget narrative. The convention of using the department’s name within the mission statement should be incorporated in the published performance measurement documents, the annual budget book and semi-annual reports.

#### *Performance Component*

**Mission Statement**

The Medical Examiner’s Office is mandated by Chapter 406 of the Florida Statutes to investigate and determine the cause and manner of death of any person who dies in Palm Beach County when that person dies as a result of criminal violence, an accident, suicide, while in police custody, or when unattended by a physician.

#### *Recommendations*

- Consider possible strategic uses of the department mission statements such as, 1) actively using the verbiage as the yardstick for decision making, and 2) placing this macro-level statement of mission on the backside of business cards and on division letterhead or public forms to promote the mission to employees, customer-citizens and stakeholders.

1

Findings and Observations	Recommendations
<p>The HOP Team had several insights as to the content and structure of the current mission statement: The mission statement was too detailed and did not cover all the department’s core missions.</p> <p>The team also concluded the mission statement did not include an accurate reflection of the department’s customers such as families and other agencies.</p> <p>The team additionally determined that descriptive adjectives were absent.</p>	<p>Fully define the core activities of the department in the mission statement to communicate them to the department as well as all stakeholders. Add pertinent descriptive adjectives per HOP guidelines.</p> <p>Ensure that the department’s mission statement broadly addresses all activities of the department and adheres to the HOP guidelines for mission statements structure and content.</p> <p>Review the customers the department serves and rewrite the mission statement per HOP guidelines.</p>

*Resources*

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, mission statement definitions and examples (page 13).

Best Practices Research: Examples of the Medical Examiner’s Office mission statements are listed below. Descriptive adjectives are in bold type and customers underlined.

**Maricopa County, AZ**

- “The mission of the Office of the Medical Examiner is to **provide** medicolegal investigations into all deaths requiring a public inquiry to **determine** and **record** the cause and manner of death for the families of the decedent, and the legal and medical community so they can effect a resolution and have closure, **affix responsibility**, and **protect** public health and safety.”

**King County, WA**

- “The mission of the King County Medical Examiner’s Office is to **investigate** sudden, unexpected and unnatural deaths in King County with the **highest level of professionalism, compassion** and **efficiency** and to **provide** a resource for **improving** the health and safety of the community consistent with the general mission of Public Health.”

**State of Connecticut**

- “In Connecticut, all violent, sudden, unexpected and suspicious deaths, deaths related to employment or which constitute a threat to the public health, and deaths of people whose bodies are to be cremated are reportable to the Office of the Chief Medical Examiner. It is the mission of this Office to **investigate** these deaths, **certify** the cause and manner of death and **provide** information to legitimate interested parties as defined by law and regulation.”

### **Pinellas County, FL**

- “The mission of the Medical examiner’s Office is to **fulfill** the needs outlined in F.S. 406, to be of **service** to families of the deceased, and local government agencies. In short, our mission is to **determine** the cause and manner of death under certain circumstances. This mission requires the **utmost objectivity** irrespective of personal beliefs or emotional attachments to the circumstances of any particular case.”

### **State of Iowa**

- “The mission of the State Medical Examiner is to **establish credibility** in death investigation in a system that will operate **efficiently** and **serve** the needs of the citizens of Iowa.”
- “...to **search** for a **truthful, logical and scientifically** unbiased statement of the cause and manner of the death of an individual... to **display uncompromising honesty, integrity and loyalty** to their community and their oath, regardless of any pressure they may receive from outside sources.”

### **Santa Clara County, CA**

- “The mission of the Medical Examiner-Coroner is to **provide** for the health, safety and dignity of the community by **determining** the circumstances, conditions and cause of death of persons who fall under its legal jurisdiction and to **notify** and **treat** the bereaved family members of these deaths in a **compassionate** and **professional** manner.”
- “...**serve** as the protector and guardian of the rights of the decedent...to **observe** the highest standards of ethics and to **discharge** duties in a **professional, efficient and compassionate manner**, recognizing that the best interest of the public that we serve must be our primary concern.”

### **Miami-Dade County, FL**

- “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.”

### **Brevard County, FL**

- “The mission of the Medical Examiner’s Office is to **provide comprehensive** investigations and forensic post mortem examinations in all manners of death as mandated by Florida Statue 406. We are advocates of the dead; it is not justice we seek, but the truth in death so that justice can be served.”

**B. Department Definition of Programs and Services**

*Recommendations*

- Modify the opening paragraph of the department’s current Definition of Programs and Services to conform to HOP definitions and guidelines regarding a mission statement. To achieve consistency throughout the county, this “statement of departmental mission” should: 1) include the name of the mission owner (Medical Examiner’s Office), 2) describe overall mission outcomes desired, and 3) specifically identify direct customers and/or important stakeholders.

1

Findings and Observations	Recommendations
The current Definition of Programs and Services does clearly state the department’s purpose in terms of identifying a) the services it provides, b) a customer focus, c) it does include the name of the department; d) it does not include the level or degree of the service provided (e.g. “prompt, efficient”).	Add descriptive adjectives to enhance the communication of the department’s service levels to the reader.

*Resources*

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, mission statement definitions and examples (page 13).

Best Practices Research: Examples of the Medical Examiner’s Office mission statements researched at best practice sites can be found on page 8.

**C. Statements of Objectives: Mission Linkage**

The Level 1 evaluation next examined the linkages between the mission level topics and the department’s objectives. This ensures that there is continuity of purpose between these two important components of the performance program. An assessment of the content and structure of the statements of objectives was also performed.

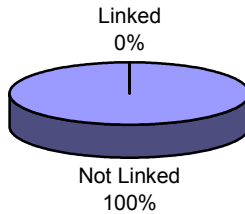
*Performance Component*

Mission Level Topics (From Department Mission Statement)	To investigate and determine the cause and manner of death ...when that person dies as a result of: <ul style="list-style-type: none"> <li>➤ Criminal violence</li> <li>➤ An accident</li> <li>➤ Suicide</li> <li>➤ While in police or penal custody</li> <li>➤ When unattended by a physician</li> </ul>
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*Performance Component*

Objectives	<ol style="list-style-type: none"> <li>1. Improve communications with health care and criminal justice agencies.</li> <li>2. Provide evidentiary testimony to civil and criminal cases as necessary.</li> <li>3. Present educational programs for law enforcement agencies, medical personnel, and county personnel.</li> <li>4. Collect, maintain and provide statistical data to various public and private agencies.</li> </ol>
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**Medical Examiner's Office  
Objectives  
Linkages to Mission Level Topics**



*Recommendations*

- As the chart indicates, the objectives exhibit poor linkage, with all 4 of the department’s objectives not linked to at least one mission topic.
- Ensure that objectives are relevant to the department’s core mission and that they have direct linkage to the mission statement topical parts.
- Based on the new initiatives planned for the department in FY 2005 (see page 6), 3 to 5 objectives statements seem appropriate. Modify the current objectives statements or create anew using the HOP definitions for content and structure to guide development of objectives.

Examples of objectives statements that conform to HOP definitions concerning content and structure follow the findings and recommendations generated from the HOP Team’s assessment and evaluation of the existing objectives statements. An objective statement example is “To promote community awareness of the Medical Examiner’s Office (the “what”) by implementing a series of public outreach programs (the “how”) to increase the public’s knowledge of pertinent health issues in the community (the “why”).”

When reviewing the findings and recommendations below, please reference the HOP Client Manual: **Section IV. HOP Definitions and Concepts**, the objectives definitions and examples (pages 14).

2

Findings and Observations	Recommendations
<p>Department representatives on the HOP Team determined that the department's objectives do not specify 1) why the objective is important, and 2) how the objective will be accomplished, through what means.</p>	<p>Enhance the objectives statements to provide 1) why the objective is important, and 2) how the objective will be accomplished, through what means.</p> <p>Fully define all statements of objectives. Refer to the HOP manual page 14 and the best practices examples listed below.</p> <p>Develop objectives that are relevant and meaningful to the department's core mission activities.</p>

3

Findings and Observations	Recommendations
<p>The HOP Team determined that the objectives lacked clarity and were not definitive enough per HOP guidelines.</p> <p>It was also decided that the objectives in general lacked descriptive adjectives to convey the department's objectives per HOP guidelines.</p>	<p>Per HOP guidelines include descriptive adjectives such as "increase, decrease, and improve" to communicate the department's objectives in a way that fosters organizational efficiency.</p> <p>Reword objectives to improve clarity and enhance linkage to the mission statement.</p> <p>Rewrite objectives to accurately represent the department's goals.</p>

*Resources*

Best Practices Research: Examples of the Medical Examiner's Office objectives statements researched at best practices sites:

**State of West Virginia**

- "To insure the application of our laws to the purposes of justice:"
  - "...(by) providing accurate and impartial forensic and scientific findings to police investigators and to courts of law."
  - "...(by) providing forensic pathology and forensic medical services to county and state agencies that are responsible for the care of our youth, the elderly, and persons requiring long term supervision."
  - "...(by) providing specialized training and certification for county based death investigators and other professionals charged with the public safety."
  - "...(by) providing 24 hour, 7 day medicolegal consultation services to all public safety and public health requests."
- "To deliver public safety and public health services to the community:"
  - "...(by) providing important information used to evaluate the effectiveness of medical and social services that are provided to the citizens of West Virginia."
  - "...(by) investigating and reporting of all out-of-hospital deaths, certain in-hospital deaths, and deaths occurring in public institutions such as jails, prisons and state hospitals."

“...(by) reviewing all children’s deaths as an integral part of the Child Fatality Review Team to identify and report common factors and circumstances that might help prevent such deaths in the future.”

“...(by) reviewing certain deaths that are the result of domestic violence, in order to report the incidence of such events and to discover ways in which West Virginia can address the growing problem of domestic violence.”

“...(by) gathering crucial information regarding the circumstances of certain deaths that occur in our state that provide invaluable information to federal public safety and health agencies, to alert them to potential hazards to the public welfare.”

**Maricopa County, AZ**

- “To improve service to families and other agencies by completing cases within established time frames by FY 2006, i.e., 90% of cases closed in 45 days and 100% in 90 days.”
- “To handle the increases in deaths in Maricopa County that are a direct result of yearly increases in population growth occurring in Maricopa County by achieving staffing levels commensurate with caseload and staffing analyses and in accordance with national accrediting organizations.”
- “To develop the resources to provide programs for the at-risk youth in Maricopa County by addressing public requests for educational assistance in the development of educational programs for medical and emergency and law enforcement personnel.”
- “To achieve the proper safety and welfare of the residents of Maricopa County by preserving the independence of the Office of the Medical Examiner while working cooperatively with law enforcement, public health and the County Attorney.”

**Santa Clara County, CA**

- “To reduce perception of a conflict of interest by developing a policy for deputy involved shootings.”
- “To provide direction for employees by distributing Mission Statement and Core Values.”
- “To ensure integrity of evidence by restructuring the Evidence Room and procedures.”
- “To decrease exposure to liability by providing OSHA approved breathing masks for high risk autopsies.”
- “To facilitate training of personnel by using the Sheriffs Office training unit.”
- “To provide an atmosphere of sensitivity to grieving families by improving the appearance of the Viewing Room.”

**Miami-Dade County, FL**

- “To enhance systems and technology for management reporting and to share information among agencies by internet access of departmental data to authorized users.”
- “To improve the quality and service delivery through commitment to ongoing employee training.”
- “To increase community awareness of information resources and involvement opportunities by determining and evaluating types of information desired by the public and reviewing existing information forums to coordinate dissemination.”

**Milwaukee County, WI**

- “To provide services in the area of public health and safety:”
  - “...(by) detecting tuberculosis, hepatitis, meningitis and other infectious diseases to take proper precautions against the spread of disease.”
  - “...(by) coordinating with other public health and safety organizations and entities to reduce the occurrence of preventable deaths.”
  - “...(by) maintaining a forensic toxicology (drug) laboratory for testing blood and body fluid specimens for the presence of drugs, poisons or other toxic agents.”
  - “...(by) hosting an annual two-day seminar designed to educate pathologists, coroners, attorneys, law enforcement officers, and other health professionals on a variety of topics relating to forensic science.”

## LEVEL 2 EVALUATION – MEDICAL EXAMINER’S OFFICE

### Performance Measures: Mission Linkage

The Level 2 evaluation examined the linkages between the mission level topics and performance measures. This ensures that there is continuity of purpose between these two important components of the performance program.

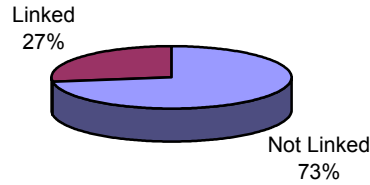
*Performance Component*

Performance Measures	<ol style="list-style-type: none"> <li>1. Total cases investigated (excluding cremations)</li> <li>2. Medical examiner cases</li> <li>3. Non-Medical cases</li> <li>4. Scene investigations</li> <li>5. Autopsies</li> <li>6. Inspections</li> <li>7. Cremation approvals</li> <li>8. Lectures / speaking engagements</li> <li>9. Committee meetings</li> <li>10. Expert testimony / consultations</li> <li>11. Professional meetings</li> </ol>
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*Performance Component*

Mission Level Topics (From Department Mission Statement)	<p>To investigate and determine the cause and manner of death ...when that person dies as a result of:</p> <ul style="list-style-type: none"> <li>➤ Criminal violence</li> <li>➤ An accident</li> <li>➤ Suicide</li> <li>➤ While in police or penal custody</li> <li>➤ When unattended by a physician</li> </ul>
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**Medical Examiner's Office  
Performance Measures  
Linkages to Mission Level Topics**



*Recommendations*

- Evaluate existing performance measures and determine the importance of the information they convey in measuring the attainment of the current mission level topics. Do they each indicate progress or success in meeting current objectives?

**4**

Findings and Observations	Recommendations
<p>During the HOP level 2 evaluation, the HOP Team determined that 8 of the department's 11 performance measures did not link to the mission statement topical parts. Performance measures #1, #2, and #4 were considered to have linkage.</p> <p>The evaluation also yielded that in general the performance measures lacked clarity and that performance measures and mission statement needed to be addressed to enhance linkage of performance measures to core mission topics.</p>	<p>Develop performance measures that provide meaningful and long-term significance in the tangible information they supply to management, employees and other stakeholders. Create performance measures that communicate the department's most important activities.</p> <p>Rewrite performance measures to adhere to HOP guidelines as per page 30 of the HOP Client Manual "Performance Measures "and "Linking Performance Measures to the Mission Statement."</p>

**5**

Findings and Observations	Recommendations
<p>Of the 11 performance measures none has a 5 year trend or benchmark comparison.</p>	<p>Establish meaningful and representative targets and benchmarks for performance measures to provide management with significant input as to the performance of the area.</p> <p>Select objectives and related performance measures that have lasting importance to the department to establish trends to enhance management decision making.</p>

*Resources*

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (page 14-19).

## LEVEL 3 EVALUATION – MEDICAL EXAMINER’S OFFICE

### Performance Measures: Objectives Linkage & Types

The Level 3 evaluation examined the linkages between statements of objectives and performance measures. This ensures that there is documented progress or success in achieving objectives. An assessment of the “types” of measures being used in the department was also performed.

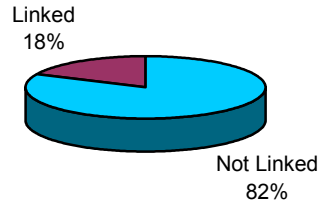
*Performance Component*

<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. Improve communications with health care and criminal justice agencies.</li> <li>2. Provide evidentiary testimony to civil and criminal cases as necessary.</li> <li>3. Present educational programs for law enforcement agencies, medical personnel, and county personnel.</li> <li>4. Collect, maintain and provide statistical data to various public and private agencies.</li> </ol>
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*Performance Component*

<b>Performance Measures</b>	<ol style="list-style-type: none"> <li>1. Total cases investigated (excluding cremations)</li> <li>2. Medical examiner cases</li> <li>3. Non-Medical cases</li> <li>4. Scene investigations</li> <li>5. Autopsies</li> <li>6. Inspections</li> <li>7. Cremation approvals</li> <li>8. Lectures / speaking engagements</li> <li>9. Committee meetings</li> <li>10. Expert testimony / consultations</li> <li>11. Professional meetings</li> </ol>
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### Medical Examiner's Office Performance Measures Linkages to Objectives



*Recommendations*

- Develop performance measures that exhibit greater linkage to objectives. (Only performance measures #8 and #10 were determined by the HOP Team to have linkage.)
- Objectives should have at least one related/linked performance measure to indicate success or status of the objective.
- Based on the concept of a “vital few” and the suggested number of objectives (3 to 5) the current number of performance measures (11) could be reduced to perhaps 3 to 5.

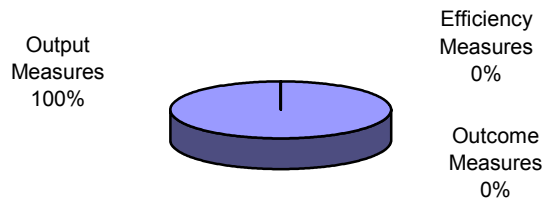
*Resources*

HOP Client Manual: Reference Section IV HOP Definitions and Concepts, the performance measure linkages definition (page 15).

*Evaluation Criteria*

<b>PM "Types"</b>	<ol style="list-style-type: none"> <li>1. Output</li> <li>2. Efficiency</li> <li>3. Outcome</li> </ol>
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### Medical Examiner's Office Performance Measure "Types"



*Recommendations*

- Evaluate existing performance measures and determine the importance of the information they convey in measuring the attainment of a stated objective (or of a mission topic). Update or replace those indicators that have lost importance or that are not particularly meaningful.

- Develop performance measures that exhibit greater balance among the three HOP defined “types” of performance measures.

Examples of performance measures that conform to HOP guidelines concerning type definitions would be “number of autopsies” (indicates an amount of workload or production = **output measure**); “cost per autopsy” (\$ per unit of service = **efficiency measure**); “% of clients satisfied with the Medical Examiner’s Office” (indicates the consequences of the department’s service by asking the customers if they are satisfied = **outcome measure**).

6

Findings and Observations	Recommendations
<p>The HOP Team determined that all 11 of the department’s performance measures were output types.</p> <p>It was also decided that the wording of objectives and performance measures could be changed to enhance linkage, improve clarity, and increase the overall communication of the department’s core missions.</p> <p>Objectives #1 and #4 were found to have no corresponding performance measures.</p>	<p>Use HOP criteria to revise and/or create performance measures that will achieve balance across the three HOP “types” of performance measures by adding efficiency and outcome measures.</p> <p>Select objectives and related performance measures that are meaningful and relevant to the core elements of the department and have lasting importance to the department. This approach will allow for the establishment of significant trends that enhance management decision making.</p> <p>Ensure that all objectives have a corresponding performance measure to ascertain the attainment and status of the objective.</p>

*Resources*

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (pages 15-19).

Best Practices Research: Examples of performance measures researched at best practices sites:

**Maricopa County, AZ**

- “% increase of examinations conducted within one working day of admitting the case” (OC)
- “% increase of autopsies performed” (OC)
- “# of cases examined” (OP)
- “# of case reports completed” (OP)
- “# of cases declined” (OP)
- “\$ cost per case completed” (E)
- “\$ cost per transport of decedents” (E)
- “% increase of investigation summaries provided to medical examiner prior to, or same day, as examination” (OC)

- “# of cases requiring an investigative summary” (OP)
- “\$ cost per investigative summary” (E)
- “% increase of cases admitted accurately” (OC)
- “\$ cost to begin admission record” (E)
- “% increase in cases completed within 90 days” (OC)
- “# of examinations conducted with forensic technician assisting medical examiner” (OP)
- “# of cases requiring post mortem examinations” (OP)
- “\$ cost per post mortem examination” (E)
- “% increase of microslides produced within three working days of examination” (OC)
- “# of cases for which microslides were produced” (OP)
- “\$ cost to produce microslides per case” (E)

**Hennepin County, MN**

- “Number of organ/ tissue/ eye donations” (OP)
- “Expenditures on / under budget” (OC)
- “Toxicology expense per accepted case” (E)
- “% increase professional investigative staff credentialed by the American Board of Mediollegal Death Investigators (ABMDI)” (OC)

**Hillsborough County, FL**

- “# of autopsies” (OP)
- “# of investigations of bodies to be cremated” (OP)
- “# of investigations of bodies to be removed from the State” (OP)
- “# of autopsies per medical examiner” (E)
- “Average cost per autopsy” (E)
- “# of inquiries per investigator, of bodies to be removed from the State” (E)
- “% decrease in days from autopsy to signed report” (OC)
- “# of cremations provided” (OP)
- “# of burials provided” (OP)”
- “Average cost per cremation” (E)
- “Average cost per burial” (E)
- “Average cost of body disposed” (E)

**Miami-Dade County, FL**

- “% of internal users and service delivery partners satisfied or very satisfied with information availability” (OC)
- “% increase in compliance with applicable accreditation standards, including ethics standards” (OC)
- “% increase in the amount of coordinated and formalized community input and feed back” (OC)
- “% increase in dollars available through all sources of funding including existing and new sources” (OC)

**LEVEL 4 EVALUATION – MEDICAL EXAMINER’S OFFICE**

**Performance Measures: Business Perspectives**

The Level 4 evaluation examined performance measures as they relate to defined business perspectives. This ensures that there is a balanced approach in defining and utilizing performance measures to maintain high performance in several important focus areas.

*Performance Component*

<b>Performance Measures</b>	<ol style="list-style-type: none"> <li>1. Total cases investigated (excluding cremations)</li> <li>2. Medical examiner cases</li> <li>3. Non-Medical cases</li> <li>4. Scene investigations</li> <li>5. Autopsies</li> <li>6. Inspections</li> <li>7. Cremation approvals</li> <li>8. Lectures / speaking engagements</li> <li>9. Committee meetings</li> <li>10. Expert testimony / consultations</li> <li>11. Professional meetings</li> </ol>
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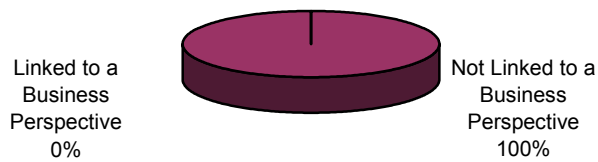
*Evaluation Criteria*

<b>Business Perspectives</b>	<ol style="list-style-type: none"> <li>1. Customer satisfaction perspective</li> <li>2. Internal process efficiency perspective</li> <li>3. Financial accountability perspective</li> <li>4. Employee growth and learning perspective</li> </ol>
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**7**

Findings and Observations	Recommendations
<p>The HOP Team determined that none of the department’s performance measures could be linked to a business perspective.</p>	<p>Review the best practices performance measure examples listed as resources for Evaluation 3. Modify the existing performance measures, or create anew, to achieve a balance across the four HOP business perspectives.</p> <p>Review performance measures and determine if the measure is intended to represent a HOP defined business perspective. Determine if the measure provides adequate, accurate representation of the business perspective. Performance measures that cannot be categorized as belonging to a business perspective should be eliminated and replaced.</p>

**Medical Examiner's Office  
Performance Measures  
Linkage to Business Perspective**



*Recommendation*

- Review any changes to the departmental mission statement, “Definition of Programs and Services” and departmental objectives. The department should strive to have at least one performance measure developed from each of the four business perspectives.

*Resources*

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (pages 20-22).

Best Practices Research: See the examples from the Level 3 Evaluation.

The following examples of performance measures are created from the four business perspectives. Corresponding objectives statements are also displayed. The examples were developed with input from various best practices sites.

Customer Satisfaction Perspective

- *Objective:* Be rated ‘extremely good’ or ‘good’ in overall service delivery by at least 80% of clients surveyed in the countywide phone survey.
- *Performance Measure:* Respondents rating overall service delivery as ‘good’ or ‘extremely good’ in the countywide phone survey.

Internal Process Perspective

- *Objective:* Improve service to families and other agencies by completing 100% of cases in 90 days.
- *Performance Measure:* Number of inspections processed per FTE.

Financial Accountability Perspective

- *Objective:* Reduce the cost of toxicology reports by incorporating the latest laboratory technologies.
- *Performance Measure:* Cost per toxicology report.

Employee Growth and Learning Perspective

- *Objective:* To improve service to our clients by providing specialized training and certification for all staff members.
- *Performance Measure:* Percentage increase of staff who have received training or certification.

### **Project Summary**

The findings, observations, and recommendations were all developed from the series of three evaluation meetings held with The Medical Examiner’s Office. The report’s findings and recommendations follow the Harnessing Organizational Performance (HOP) principles of:

- Concise, clear descriptions of mission statements, objectives and performance measures
- A clear linkage or coherence between the mission level topics, objectives and performance indicators
- A balanced representation of all “types” of performance measures (output, efficiency and outcome)
- A balanced focus to performance measurement across the HOP “business perspectives” (customer satisfaction, internal process efficiency, financial accountability and employee growth & learning)

The anticipated organizational benefits of successfully implementing the HOP recommendations are:

## HARNESSING ORGANIZATIONAL PERFORMANCE

- Creating a vital few, meaningful performance measures
- Decreasing the time and energy spent collecting and reporting performance measures that lack meaning
- Focusing the organization on activities and initiatives that achieve the over-all departmental mission
- Development of a uniform approach to measuring performance; creating linkages from performance measures to mission statements or objectives statements; utilizing different “types” of performance measures to provide balance across the four defined “business perspectives”

## Appendix A

### Best Practices Reference Sites

- (1) **Maricopa County, AZ** – Office of the Medical Examiner  
Contact: Dorothy O’Connell, Director 602-506-8110  
  
Web Address: <http://www.maricopa.gov/medex/contact.asp>
- (2) **King County, WA** – Medical Examiner’s Office  
Contact: Greg Hewett, Program Manager 206-731-2883  
  
Web Address: <http://www.metrokc.gov/health/examiner/index.htm>
- (3) **Pinellas County, FL** – District Six Medical Examiner’s Office  
Contact: Bill Pellán, Director of Investigations 727-582-6800  
  
Web Address: <http://www.co.pinellas.fl.us/forensics>
- (4) **Santa Clara County, CA** – Medical Examiner-Coroner’s Office  
Contact: Chris Forrester, Sheriff’s Office Lieutenant. 408-793-1902  
  
Web Address: <http://www.scvmed.org/site/0,4760,sid%3D149053,00.html>
- (5) **Miami-Dade County, FL** – Medical Examiner  
Contact: Larry Cameran, Director of Operations 305-545-2400  
  
Web Address: <http://www.miamidade.gov/medexam>
- (6) **State of West Virginia**– Office of the Chief Medical Examiner  
Contact: Larry Kennedy, Administrator 304-558-4936  
  
Web Address: <http://www.wvhr.org/ocem/mission.asp>
- (7) **Milwaukee County, WI** – Medical Examiner’s Office  
Contact: Eileen Weller, Administrator 414-223-1207  
  
Web Address:  
<http://www.milwaukeecounty.org/Service/serviceDetail.asp?service=1371>
- (8) **Hennepin County, MN** – Medical Examiner’s Office  
Contact: David Eggen, Administrator 612-215-6328  
  
Web Address: [http://www.hcmc.org/a\\_z/medicalexaminer.htm](http://www.hcmc.org/a_z/medicalexaminer.htm)
- (9) **Hillsborough County, FL** – Medical Examiner  
Contact: Dick Bailey, Manager of Operations 813-272-6912  
  
Web Address: <http://www.hillsboroughcounty.org/medexam/home.html>