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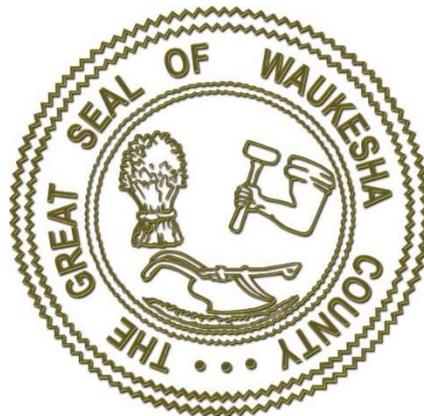
Waukesha County  
Department of Medical Examiner

# Strategic Plan

## 2017 - 2019

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Waukesha County's departmental Strategic Plans guide the work of the organization toward achievement of its overall goals.



*The Waukesha County Medical Examiner's Office strives to provide the highest quality death investigations to ensure the safety, health and welfare of the community.*

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# Reader's Guide: How to read the Strategic Plan

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Thanks for reading Waukesha County **Department of Public Works Strategic Plan**.

This document provides an overview of what Waukesha County leads achieve over the next three years and how this Department aims to m

**Note:** Consider this Strategic Plan a high-level look at problem-solving such, a reader may not encounter data on all departmental activities (Operational Plan). We welcome your questions and feedback any tim

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## What's an Objective?

In this Strategic Plan, an Objective is a milestone to be reached. It must be specific, realistic, and time-bound (aka **SMART**).

Each objective appears in two places: In a list that shows all of our goals in one place (example below, right).

**Owner:** The member of our team that is accountable for this Objective.

Feel free to contact Waukesha County to discuss any objective – just ask for the person listed here. We do the very same!

**Strategy:** What must be accomplished in order to achieve our objective.

A company that sells fruit snacks may set an objective to "increase sales." One of their strategies is to pioneer new points of sale beyond supermarkets and vending machines, like commercial air travel, pizza delivery, and pro sporting events.

Like each Objective, a Strategy has an **owner** who guides efforts for its completion and success. Find this in the center column.

In the right-hand column, please find the **timeframe** for each strategy. This represents each strategy's deadline.

## Performance measures:

A graphic or image show the progress and status of each Objective's success.

Department/Office of XXXXXXXX Strategic Plan

Pillar: Choose an item.

Objective 1: Click or tap here to enter text.  
Owner: Click or tap here to enter text.  
Performance Measure: Click or tap here to enter text.

Insert graphic/image here

Type here, update link

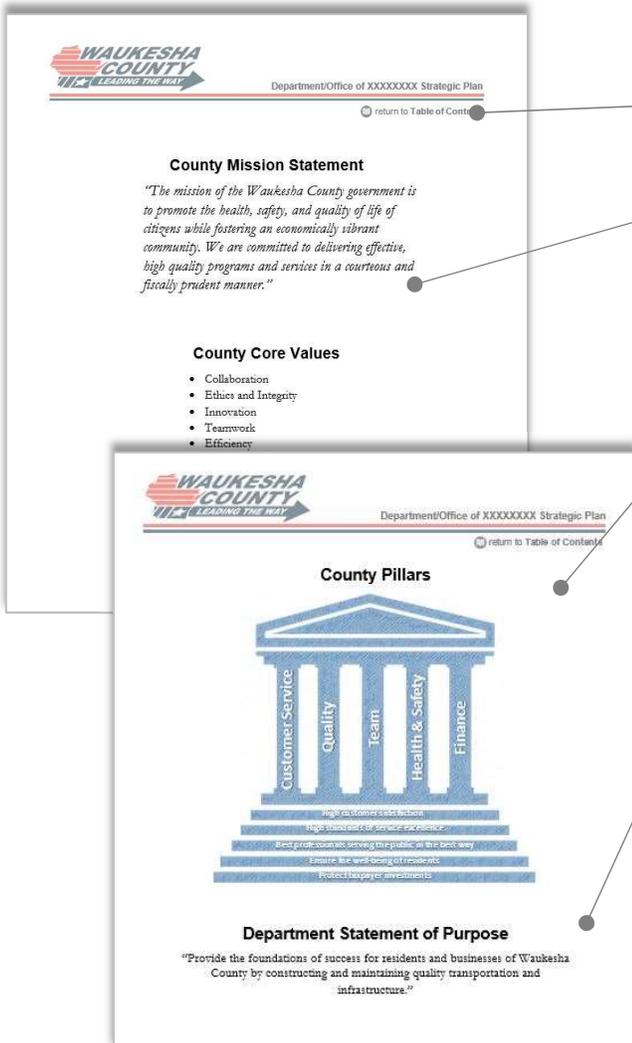
STRATEGY	STRATEGY OWNER	TIMEFRAME
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## Learn More:

Jump to supporting resources found in this Strategic Plan's appendices, on WaukeshaCounty.gov, or elsewhere!

# How to read the Strategic Plan continued

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## The origin of each Objective

In each of Waukesha County's Departmental Strategic Plans, a pair of pages bears the principles and promises that guide our Objectives:

- Waukesha County's **Mission Statement**. The big picture.
- Waukesha County **Standards of Excellence**, the principles we observe on our path to completing our mission.
- Waukesha County's **Five Pillars of Success**, our framework for identifying core priorities and establishing program goals.
- Department's **Statement of Purpose**. Each department completes a Strategic Plan. Each declares its own "mission" here.

## How is the objective shaped by the "environmental scan"?

*Environmental scan (n): Monitoring of an organization's internal and external environments for detecting early signs of opportunities and threats that may influence its current and future plans.*

Find environmental scan data summarized in this document's [Executive Summary](#) and [Appendix](#) sections.

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## Appendices at a glance

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### Appendix A – Statistics

- Statistical Overview for Waukesha County
- Statistical Overview for Regional Partners
- Waukesha County Drug Deaths
- Waukesha County Suicide Deaths

 *Tip: Click title to  
jump to Appendix*

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# Executive Summary

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The purpose of the Waukesha County Medical Examiner is to conduct excellent and impartial death investigations under Wisconsin State Statute 979. Our strategic plan articulates our objectives and provides a guide for execution in alignment with the Waukesha County Strategic Pillars.

## **Quality**

Providing quality death investigation is critical to the administration of justice and for the health of the community.

## **Team**

Working as a team with other county agencies through collaborative case review will focus prevention efforts more efficiently.

## **Health and Safety**

Sharing data and providing expertise to partners in government and healthcare will reduce morbidity and mortality in our community.

## **Fiscal**

Collaborating with regional partners to share limited and expensive resources will allow us to provide quality services in a fiscally responsible manner.

## **Customer Service**

Identifying and fulfilling our community's service expectations will allow timely and compassionate response to our community needs.

This plan will serve to reinforce the Waukesha County Medical Examiner's already strong commitment to its mission and dedication to service.

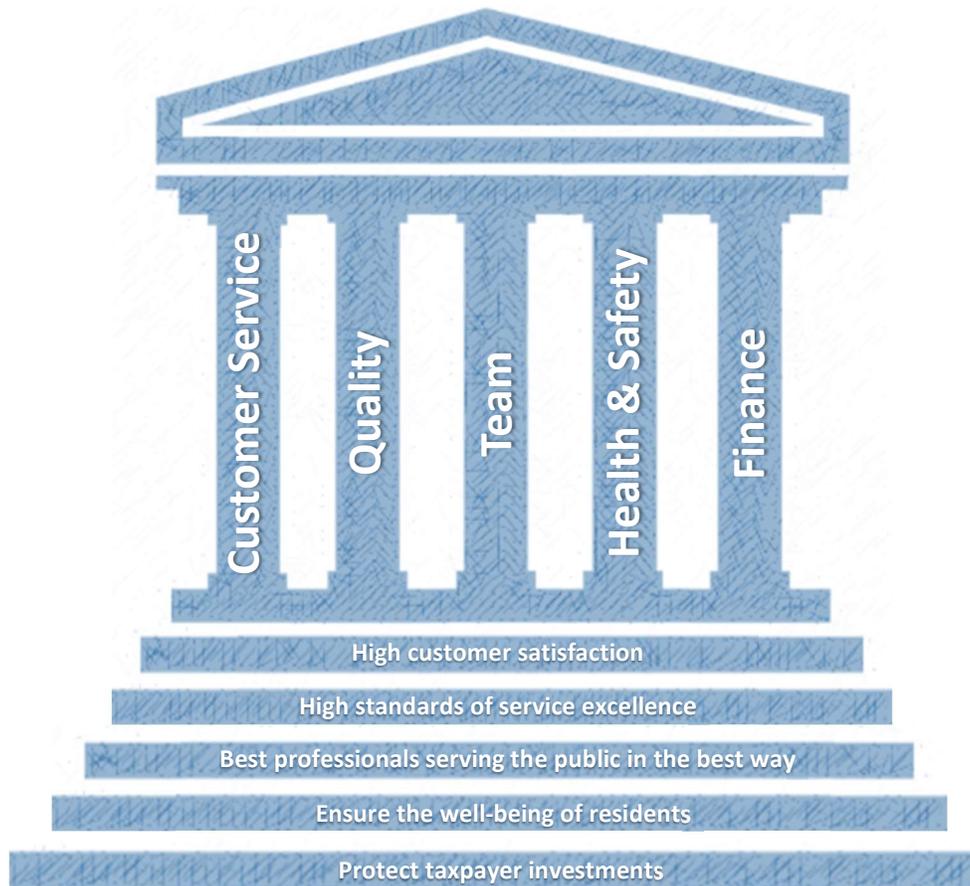
## County Mission Statement

*“The mission of the Waukesha County government is to promote the health, safety, and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high quality programs and services in a courteous and fiscally prudent manner.”*

## Standards of Excellence

- Teamwork & Collaboration
- Communication
- Innovation
- Ethics & Diversity
- Efficiency & Cost Savings
- Wellbeing

## County Pillars



### Department Statement of Purpose

*“The Waukesha County Medical Examiner’s Office investigates deaths in Waukesha County as mandated by Wisconsin State Statute 979 to ensure the safety, health and welfare of the community. The office provides investigation, documentation, and medical evaluation of reportable cases.”*

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## Strategic Objectives at a glance

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- 1) Improve community safety and health through data sharing.
- 2) Maintain current and create new regional death investigation partnerships to provide efficient and fiscally responsible services.
- 3) Provide quality customer service to decedent families, law enforcement, healthcare facilities, and funeral homes.
- 4) Provide highest quality death investigation services.
- 5) Strengthen relationships with county departments to improve services to residents.

 *Tip: Click title to jump to objective detail*

# Strategic Objectives

## Pillar: Health & Safety

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Objective 1: Improve community safety and health through data sharing.
Owner: All Medical Examiner Staff
Performance Measure: Provide case specific data and risk awareness training.
Learn More: <a href="#">WI Department of Health Services</a> <a href="#">Children’s Health Alliance of WI</a> <a href="#">Waukesha Drug Free Coalition</a>

STRATEGY	STRATEGY OWNER	TIMEFRAME
Provide injury and drug death data to violent death reporting center	All Medical Examiner Staff	Provide reports within 90 days of receiving annual case list
Provide reports to Sudden Death in Youth Program	Amy Sheil, MD	Provide reports within 180 days
Provide traffic fatality data to Traffic Safety Commission	Lynda Biedrzycki, MD	Quarterly
Participate in the Waukesha County Drug Free Coalition	Zelda Okia, MD	Monthly
Participate in safe driving programs for teens	Kristine Klenz	Bi-annually
Develop and implement Facebook page to deliver Health & Safety information	Lynda Biedrzycki, MD	End of 2017

## Pillar: Finance

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Objective 2: Maintain current and create new regional death investigation partnerships to provide efficient and fiscally responsible services.

Owner: All Medical Examiner Staff

Performance Measure: Maintain regional contracts within contractual cost parameters.

Learn More:

[Walworth County Medical Examiner](#)  
[Washington County Medical Examiner](#)

STRATEGY	STRATEGY OWNER	TIMEFRAME
Review tracked costs to assure equity in contracts	Nicole Bauer	Quarterly
Develop IT software to improve data collection and shared services	Kristine Klenz and Nicole Bauer	End of 2018
Coordinate mass fatality and business continuity plans with partners	Lynda Biedrzycki, MD	Review and update annually
Create memorandum of understanding to allow cross coverage in emergency situations	Lynda Biedrzycki MD	End of 2018

## Pillar: Customer Service

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Objective 3: Provide quality customer service to decedent families, law enforcement, healthcare facilities, and funeral homes.

Owner: All Medical Examiner staff

Performance Measure: 85% or above overall customer service satisfaction rating.

Learn More:

[WI State Statute 979 – Investigation of Deaths](#)

STRATEGY	STRATEGY OWNER	TIMEFRAME
Release decedents to funeral homes within 36 hours of funeral home assignment	All Medical Examiner Staff	90% compliance by end of 2017
Respond to scenes within 60 minutes of notification	All Deputy Medical Examiner Investigators	85% compliance by middle of 2018
Determine cause and manner of death within 90 days of performing an exam	All Medical Examiner Staff	85% compliance by end of 2019
Sign death certificates within five business days of death	All Medical Examiner Staff	90% compliance by end of 2018
Perform cremation exams within 24 hours (during business hours) of receiving completed requests from funeral homes	All Medical Examiner Staff	90% compliance by middle of 2018
Develop and send survey to funeral home customers	All Medical Examiner Staff	End of 2018
Develop and send survey to law enforcement customers	All Medical Examiner Staff	End of 2019

## Pillar: Quality

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Objective 4: Provide highest quality death investigation services.
Owner: All Medical Examiner staff
Performance Measure: Highest-level uniform quality best practices by continually improving services through education and training. All staff aware and able to implement best practices
Learn More: <a href="#">National Association of Medical Examiners</a> <a href="#">American Academy of Forensic Sciences</a> <a href="#">American Board of Medicolegal Death Investigators</a>

STRATEGY	STRATEGY OWNER	TIMEFRAME
Provide all staff with external education opportunities annually	Lynda Biedrzycki, MD	100% of staff training annually by end of 2018
Provide all staff in-service training during staff meetings	Lynda Biedrzycki, MD	End of 2018
Provide two off-site staff in-service trainings annually (regional partners)	Lynda Biedrzycki, MD	End of 2019
Implement pediatric death best practices, autopsy and investigation guidelines	Amy Sheil, MD	End of 2018
Formal pediatric case reviews by staff pediatric pathologist	Amy Sheil, MD	End of 2018
Develop onboarding training for new employees	Kristine Klenz and Nicole Bauer	Middle of 2018

## Pillar: Team

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Objective 5: Strengthen relationships with county departments to improve services to residents.

Owner: All Medical Examiner staff

Performance Measure: Review 100% of cases involving children, elderly, mentally ill, and other at-risk individuals.

Learn More:

[Waukesha Co - HHS](#)

[Waukesha Co - Sheriff](#)

[Waukesha Co – District Attorney](#)

STRATEGY	STRATEGY OWNER	TIMEFRAME
Review all deaths of persons 19 years and younger with multidisciplinary team	Amy Sheil, MD	Quarterly
Review all deaths of persons 65 years and older with multidisciplinary team	Kristine Klenz	Quarterly
Refer vulnerable individuals to relevant agency (HHS, etc.)	Kristine Klenz	Monthly reviews by end of 2018
Develop and implement death scene investigation training with Sheriff's Department	Kristine Klenz	End of 2018

## Appendix A – Statistics

### Waukesha County Medical Examiner – Statistical Overview

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	As of 6/30/17
Waukesha Co. Population	379,577	381,651	382,697	383,190	389,891	390,267	390,914	391,478	392,761	393,927	398,424	tbd
Waukesha Co. Total Deaths	2,914	2,731	3,037	2,913	3,084	2,969	3,196	3,677	4,325	3,293	3,354	tbd
Total Cases Investigated	1,317	1,250	1,371	1,320	1,423	1,290	1,419	1,360	1,398	1,375	1,366	684
Scenes	238	293	331	303	337	320	348	371	366	375	413	206
Non-scene Investigations	1,079	957	1,040	1,017	1,086	970	1,071	989	1,032	1,000	953	478
Autopsies	158	169	163	180	193	169	227	216	229	201	217	106
External Examinations	167	146	168	162	181	169	163	181	185	203	217	93
Total Examinations	325	320	335	344	378	343	390	397	412	404	434	199
Body Transports (Waukesha Cases)	330	334	343	352	414	374	413	418	439	434	459	199
Death Certificates Signed	329	318	337	345	378	338	395	405	416	407	437	201
Total Cremations	1,130	1,104	1,307	1,287	1,515	1,506	1,631	1,727	1,860	1,856	1,977	1,018
Cremations Only	610	616	722	697	822	873	927	992	1,083	1,113	1,182	612
Cremation Views	--	--	1031	1032	1199	1193	1290	1347	1466	1469	1,538	796
Disinterments	13	12	13	13	15	16	8	6	7	5	7	7
Total Case Activity	1,940	1,878	2,106	2,030	2,260	2,179	2,360	2,363	2,489	2,503	2,563	1,304

**Partner Counties – Statistical Overview**

<b>Walworth County Medical Examiner</b>	<b>2015</b>	<b>2016</b>
Population	103,527	102,228
Total Deaths	800	787
Scenes	149	183
Autopsies	91	98
External Examinations	41	44
Total Examinations	132	142
Death Certificates Signed	131	141
Total Cremations	489	511
Cremation Views	362	351

<b>Washington County Medical Examiner</b>	<b>2015</b>	<b>2016</b>
Population	133,251	131,887
Total Deaths	929	993
Scenes	128	188
Autopsies	74	94
External Examinations	67	69
Total Examinations	141	166
Death Certificates Signed	138	164
Total Cremations	534	592
Cremation Views	352	214



**Waukesha County Drug Deaths**

**2009 - 2017 Deaths by Manner, Age and Gender**

Year	Total number Drug Related Deaths	Accident	Suicide	Undetermined	Gender Male ; Female	Age Range	Avg. Age
2009	29	23	3	3	15 M ; 14 F	19 – 83 yrs	44 yrs
2010	42	29	10	3	21 M ; 21 F	20 – 74 yrs	44 yrs
2011	47	38	8	1	27 M ; 20 F	13 – 71 yrs	41 yrs
2012	59	49	7	3	39 M ; 20 F	20 - 82 yrs	41 yrs
2013	39	33	5	1	23 M ; 16 F	19 – 87 yrs	44 yrs
2014	50	40	5	5	33 M; 17 F	12-64 yrs	37 yrs
2015	49	39	7	3	26M; 23 F	20-94 yrs	43 yrs
2016 (to date)	54	47	5	2	42 M; 12 F	15 – 88 yrs	tbd
2017 (to date)	8	4	4	--	5 M; 3 F	33 – 71 yrs	tbd

**2009 - 2017 Deaths by Type of Substances Identified**

Year	Total number Drug Related Deaths	Drug Related Deaths by Substance(s)			
		Total Heroin-related (alone or in combination)	Opioid Medications (alone or in combination)	Non-prescription synthetic Opioids	Other Drugs or Medications
2009	29	3	20	--	6
2010	42	5	33	--	4
2011	47	6	35	--	6
2012	59	21	27/1*	--	10
2013	39	11	23**	--	5
2014	50	15	29	--	6
2015	49	20	23**	--	6
2016 (to date)	54	22	24/1*	1	6
2017 (to date)	8	3	4	1	--



**Waukesha County Medical Examiner – Suicide Deaths**

Category	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016*	2017**
Asphyxia	--	1	--	2	--	--	--	--	2	3	2
Carbon Monoxide	1	--	4	3	1	2	1	1	2	4	--
Drowning	1	1	--	--	--	--	--	--	--	--	--
Fall	1	--	1	--	--	--	1	2	--	--	--
Fire	--	1	--	--	--	--	--	--	1	--	--
Gunshot/Shotgun Wound	18	15	18	25	17	24	27	23	30	23	14
Hanging	6	5	8	14	9	14	14	9	10	6	3
Incised Wounds	2	--	1	--	2	1	1	1	1	3	--
Ingestion	12	8	3	7	7	7	5	5	7	4	5
Inhalation	--	--	--	3	1	1	3	1	2	--	--
Motor Vehicle	--	--	1	1	--	--	--	3	--	--	1
Pedestrian VS Train	--	--	--	--	2	1	2	--	1	2	--
Sharp Force Injury	--	--	1	2	--	--	--	--	1	--	1
<b>Total</b>	<b>41</b>	<b>31</b>	<b>37</b>	<b>57</b>	<b>39</b>	<b>50</b>	<b>54</b>	<b>45</b>	<b>57</b>	<b>45</b>	<b>26</b>

Demographics	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016*	2017**
Male	30	22	28	40	29	42	44	34	45	34	21
Female	11	9	9	17	10	8	10	11	12	10	5
Age 19 years and under	1	1	1	6	5	3	1	3	4	2	1
Ages 20-40	15	9	10	14	12	11	9	10	14	6	6
Ages 41-64	18	9	18	28	16	27	34	25	31	24	14
Ages 65 and above	7	12	8	9	6	9	10	7	8	12	5

\*2016 data is based on completed death certificates as of 7/13/2017. Totals may or may not increase once all cases are no longer pending.

\*\*2017 data is based on completed death certificates as of 7/13/17.