

WAUKESHA COUNTY MEDICAL EXAMINER



STRATEGIC PLAN

2014 – 2016

Waukesha County Mission Statement

The mission of 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.

Medical Examiner 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.

Environmental Scan

Stakeholders

- Legal, statutory and business requirements
 - Collective and best practices
1. Law enforcement / Legal community: Police agencies, Prosecutors/Defense Attorneys, Courts
 - Defensible and accurate investigations, evidence collection, and documentation
 2. Public Health
 - State required reporting
 - Child Fatality
 - D.O.T.
 - Violent Death
 - County collaboration
 - Reportable cases (infectious disease)
 - Mass fatality / Pandemic response
 3. Families of decedents
 - Compassionate response to violent deaths
 - Accurate explanation of complex medical information
 - Documents required to satisfy insurance / estate reviews
 - Provide medical diagnoses that may have implications for survivors
 4. Healthcare facilities
 - Ongoing education regarding criteria to report cases
 - Collaborate to access medical records of decedents
 - Provide feedback to healthcare providers
 5. Regional needs
 - Opportunity to provide services due to paucity of forensic pathology and death investigation infrastructure in region
 - Collaborate on larger disaster/mass fatality plans

Community Trends

A. Increased Population

Waukesha County has experienced consistent and significant growth over the past 10 years, growing by 8.1% (29,104) between 2000 and 2010. Waukesha County is currently the 3rd largest county in the state of Wisconsin. For the Waukesha County Medical Examiner's Office, increased population and traffic means increased caseload.

B. Aging population in Waukesha County

The Growing Older Adult Population¹

In 2000, the population aged 65+ represented 12.4% of the U.S. population, about one in every eight Americans. Worldwide, one out of every 10 persons was age 60 or above.² The 65+ population in the United States is expected to increase by 13.4% from 2000 to 2010, and to double by 2030 when the baby boom generation reaches age 65. The median age of the citizens in Waukesha County is 42 years old and the number of people aged 65 and over is 55,688. This 65+ year old age group currently make up 14.3% of the population of Waukesha County. The median age will continue to increase, reflecting the aging “baby-boomers”, coupled with the smaller number of people born in the late 1960’s and early 1970’s. Thus the percentage of people aged 65 and over is projected to increase to 25.8% of the County in the year 2035.

Medical Examiner - Caseload History and Projections

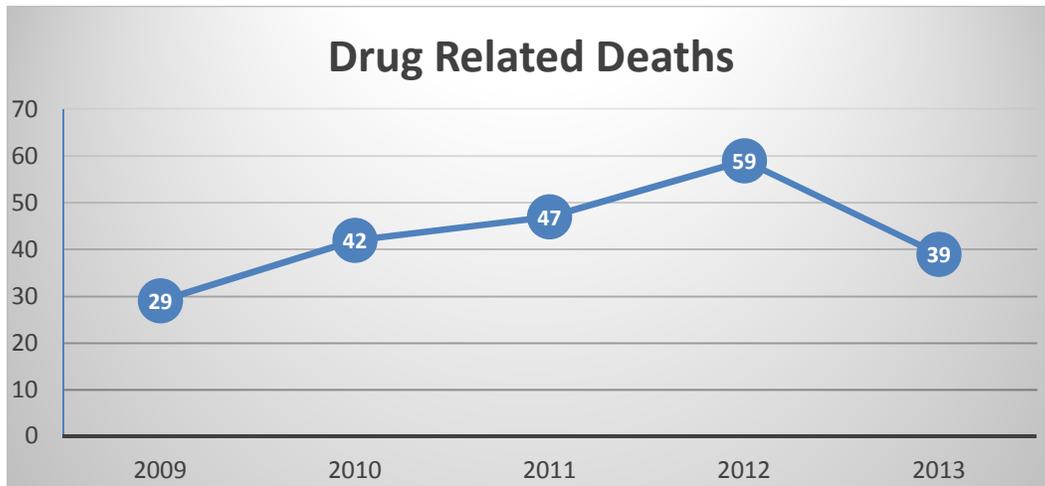
Year	1991	2000	2010	2011	2012	2013	2014
Waukesha Co. Population	308,243	360,767	389,891	390,730	392,477	393,843	391,478
Waukesha Co. Total Deaths	1972	2590	3098	3581	3263	3677	4325
Total Cases Investigated	569	1082	1423	1290	1419	1360	1398
Scenes	240	279	337	320	348	371	366
Non-scene Investigations	329	803	1086	970	1071	989	1032
Waukesha Autopsies	158	157	193	169	227	216	229
Waukesha External Examinations	33	128	181	169	163	181	185
Total Examinations	191	306	378	343	390	397	412
Bodies Transported to Morgue	--	329	414	374	413	418	439
Death Certificates Signed	202	295	378	338	395	405	416
Cremation Viewings	--	--	1199	1193	1290	1347	1468
Total Cremations	--	--	1515	1506	1631	1727	1860
Contract Autopsies (Non-Waukesha add'l cases)	--	--	84	78	95	101	118

¹ Unless otherwise stated, data for this section is from the Administration on Aging, U.S. Department of Health and Human Services “A Profile of Older Americans: 2001”.

² United Nations, Division for Social Policy and Development “The Aging of the World’s Population”.

C. Drug-Related Deaths

Drug-related deaths (fatalities involving illicit, prescription and / or over-the-counter drugs) have increased in the last few years. These cases require significant time and resources.



D. Public Health Awareness

Federal and state government requires plans for a variety of disasters that would affect continuity of service and accommodate mass fatalities.

E. Technological Advancement

Electronic record keeping with the ability to interface with other systems (hospital records, court records, etc.) will be essential.

2014 - 2016 STRATEGIC OUTCOMES

STRATEGIC OUTCOME 1: Cost Effective Services Delivered with Competence and Skill

Objective 1.1: Effectively integrate strategic goals and objectives into the annual county budget process, staff goals and performance evaluations.

Action Steps To Complete These Objectives	Individuals Involved	Target Date To Complete
1. Compare department goals and county goals during the budget review process	Department head and key staff	Annually
2. Develop department short-term goals that are aligned with the Waukesha County Key Objectives	Department head and key staff	Quarterly
3. Require all staff to establish yearly measurable goals at annual performance evaluations	Department head and key staff	Annually

Key Outcome Indicators: To be further defined but will include:

- Incorporation of county goals in department budget
- Number of department-specific short-term goals that are met
- Annual review of individual staff goal completion

Performance Measure:	2014 Target	2015 Target
% of Department staff who answer positively “I understand how my work and goals directly contribute to the overall success of the County in meeting the key strategic priorities” on annual employee survey.	80%	90%

Objective 1.2: Facilitate a work environment that rewards and recognizes employees that exemplify Waukesha County Core Values.

Action Steps To Complete These Objectives	Individuals Involved	Target Date To Complete
1. Poll staff to determine desired recognition and reward strategies	Department head and key staff	Immediate
2. Create and display the Waukesha County Core Values centrally in the office	Department head and key staff	Immediate
3. Refer to the Waukesha County Core Values routinely throughout the year while reviewing policies, creating procedures and evaluating needs	Department head and key staff	Continually

Key Outcome Indicators: To be further defined but will include:

- Creation of recognition strategies
- Construction of visual display outlining Waukesha County Core Values
- Integration of Waukesha County Core Values within department-specific processes

Performance Measure:	2014 Target	2015 Target
% of Department staff who understand the County Core Values on annual employee survey	80%	90%

% of Department staff who answer Affirmatively "I agree that I can be Recognized for extra effort while Demonstrating the County Core Values" on annual employee survey	80%	90%

Objective 1.3: Ensure that department employees have a training plan established to provide professional development and to deliver services with competence and skill.

Action Steps To Complete These Objectives	Individuals Involved	Target Date To Complete
1. Determine the Department's yearly training budget	Department head and supervisors	Annually
2. Institute the "Employee Development Plan" as a component of the annual performance evaluation to discuss individual employee training needs	Department head and supervisors	Annually
3. Create a resource detailing key training opportunities available for the current year	Department head and key staff	Annually in January and Continually Updated

Key Outcome Indicators: To be further defined but will include:

- Creation of individual employee training and development paths
- Application of knowledge gained through training to current processes

Performance Measure:	2014 Target	2015 Target
% of Department staff who answer affirmatively that "During my annual performance evaluation with my direct supervisor, I discussed my training needs and opportunities for professional development" on the annual employee survey	80%	90%

Objective 1.4: Maintain agreements with other counties

Action Steps To Complete These Objectives	Individuals Involved	Target Date To Complete
1. Continue to utilize long-term contracts for services	Department head and key staff	Ongoing
2. Provide high quality services to a greater base of customers in other counties	Department head and key staff	Ongoing

Key Outcome Indicators:

- Revenue generated through contract autopsy coverage offsets reliance on tax levy for departmental operations

Performance Measure:	2014 Target	2015 Target
Amt of money that the dept. generated through contract autopsy services	\$159,840	\$568,100

% of autopsy/examination program costs covered by contracts	18%	44%

STRATEGIC OUTCOME 2: A Safe County and a County that Provides Customers with Quality Programs and Services

Objective 2.1: Develop internal strategies to improve communications within and between County Departments.

Action Steps To Complete These Objectives	Individuals Involved	Target Date To Complete
1. Collaborate with another County Department to develop a shared objective	Department head and key staff	Ongoing
2. Develop a written communication plan for sharing important information with employees	Department head and key staff	End of 2014
3. Discuss with staff possible processes to promote open communication within department	Department head and key staff	End of 2014
4. Designate a single central source of information for specific items (Front desk calendar or Lunch room calendar as "MAIN" calendar)	Department head and key staff	End of 2014
5. Routinely share interesting, upcoming and noteworthy information from other county departments and department-related third parties with department staff via e-mail	Physicians, DME's and key staff	Ongoing
6. Collaborate with UW Extension, Sheriff, and Drug free communities to analyze annual drug trends in Waukesha County	Physician, DME's and key staff	Ongoing

Key Outcome Indicators: To be further defined but will include:

- New practices established to facilitate communication flow within the department
- Creation of a written communication plan

Performance Measure	2014 Target	2015 Target
Creation of a written communication plan	Complete	Update

% of Department staff who answer affirmatively "I agree that information and knowledge are shared openly within my department" on the annual employee survey	80%	90%

Objective 2.2: Investigate all unnatural and/or suspicious deaths in the County

Action Steps to Complete These Objectives	Individuals Involved	Target Date to Complete
1. Work collectively with other agencies to ensure thorough investigation	Physicians, DME's and key staff	Ongoing
2. Provide ongoing guidance to relevant agencies regarding reportable deaths	Department head and key staff	Ongoing

Key Outcome Indicators:

- Percentage of deaths reported according to industry standards

Performance Measure	2014 Target	2015 Target
% of deaths reported	40%	40%

Objective 2.3: Work with Public Health to develop a Pandemic Mass Fatality Plan

Action Steps to Complete These Objectives	Individuals Involved	Target Date to Complete
1. Work collectively with other agencies to prepare a pandemic mass fatality plan	Department head and key staff	Ongoing
2. Participate in mass fatality training	Department head and key staff	Ongoing

Key Outcome Indicators:

- Participation in pandemic mass fatality exercise
- Creation of a written pandemic mass fatality plan

Performance Measure	2014 Target	2015 Target
Draft of a Pandemic Mass Fatality Plan	Last Quarter 2014	

Develop a testable Pandemic Mass Fatality Plan		End of First Quarter 2015
--	--	---------------------------

STRATEGIC OUTCOME 3: A County That Assists At-Risk Citizens

Objective 3.1: Collaborate with the Aging and Disability Resource Center (ADRC)

Action Steps to Complete These Objectives	Individuals Involved	Target Date to Complete
Identify and refer elderly widows/widowers who could benefit from ADRC services	Physicians, DME's, and key staff	Ongoing

Key Outcome Indicators:

- Number of at-risk elderly (60+) referred to the ADRC by the Medical Examiner's Office
- Improve care of elderly to prevent fall and hip fractures to enhance health/comfort in later life

Performance Measure:	2014 Target	2015 Target
Number of individuals over 60 living independently referred to ADRC	10	10

	Target # of providers	
Participate in quarterly Elder Care Review Team Meetings with community healthcare providers.	25	35