

GRAND JURY RECOMMENDATIONS

RELATED OR COMPARABLE CAO DETAILED MANAGEMENT AUDIT RECOMMENDATIONS

(No. 1) The Department should utilize "daily" transcribing procedures for recording Inquest hearings that require immediate transcripts. Such option should be explained to all Inquest participants. The additional costs should be charged to the agency requesting the immediate transcript.

Subject not addressed by audit

(No. 2) The Department should develop performance standards for dictating and transcribing Inquest hearings. These standards should be consistent with the work load and priorities of the Department and Inquest Division.

7. Add an administrative position with systems development responsibilities, to be allocated by the Department of Person to meet the administrative, and systems and procedures development needs of the department.

(No. 3) The Department should develop a reporting system that tracks the work load of the Inquest Division and reports key operating data to management.

8. Develop and implement, with appropriate procedural manuals, manually operated management reporting system in the Public Services Division with future computer adaptability.

0. 4) The Department should conduct a complete review of existing autopsy screening procedures to determine whether or not the number of complete autopsies presently performed needs to be increased. In performing this review, the professional opinions of qualified forensic pathologists should be sought. Considering existing work loads, if additional autopsies needs to be performed, staffing levels should be increased commensurately to maintain/enhance the quality of autopsies presently being performed.

8. Add one Assistant Division Chief, Forensic Medicine Division with appropriate level secretarial support, to be allocated the Department of Personnel.

9. Add four Deputy Medical Examiner positions to the Forensic Medicine Division.

(No. 5) The Department should evaluate the work loads of Investigators to determine if such work loads are too heavy in light of the need to conduct thorough investigations and in light of the overall duties performed.

15. Direct the CAO in concert with the Department of Personnel, Coroner to review the feasibility of developing and implement staffing requirements recommended by the National Association of Medical Examiners to improve the quality of the medicolegal investigation of death in the County.

(No. 6) The Department should continue to use Coroner's Investigators to conduct Inquest Investigations. Efforts should be made whenever possible to use the original Coroner's Investigator assigned to the case.

19. Review with the Chief Administrative Office and the County Engineer-Facilities, the feasibility of establishing regional Coroner's offices and the assignment of individual caseloads to Investigators.

(No. 7) The Department should continue to use outside contractors to perform embalming services based upon their evaluation of the most responsible bidder.

20. Determine the cost effectiveness of contracting body removal services with an ambulance or transport services firm of cases other than households or questionable deaths.

21. Determine the cost effectiveness of implementing procedures for the contracting transportation, storage and processing of coroner cases with local mortuaries, excepting those cases which must be brought to the Coroner's central facility.

43. Explore the possibility of contracting burials of John/Jane Doe cases with private mortuaries/cemeteries to expedite disposition of bodies.

51. Develop and execute a contract with a reputable outside laboratory to process the department's requirements for histopathology (slides) services.

(No. 8) The Department should enforce the formal personnel evaluation requirements set forth in the Department's Personnel Guidelines.

Subject not addressed by audit.

9) Each Division should develop quantitative standards of performance for major staff positions to serve as the basis for budget projection, staffing and performance evaluation. The final standards should continually be available to staff for reference.

10. Develop with the CAO/DOP new standards of performance for Departmental Examiners to reflect the current workload.

15. Direct the CAO in concert with the Department of Personnel and Coroner to review the feasibility of developing and implementing staffing requirements recommended by the National Association of Medical Examiners to improve the quality of the medicolegal investigation of death in the County.

(No. 10) The Department should assign a Training Officer to develop formal training programs and a training budget for the continuing education of Departmental employees.

17. Consult with the Department of Personnel and other resources to develop and install ongoing technical, professional supervisor and management training programs for all appropriate levels of staff.

50. Develop and implement training and procedures to improve operations in both the toxicology and histology laboratories in conjunction with the filling of the vacant Chief, Forensic Toxicologist position and the acquisition of new laboratory

(No. 11) The County Personnel Department should conduct an overall review/formal survey of positions and salaries within the Department. Such review should focus on the comparability of wages and duties within the overall County personnel structure and considering similar agencies in surrounding counties. The results of such review should be used in setting wages and salaries in the future.

(No. 12) The Department should establish a specific retention policy for photographs, X rays, bullets, death instruments, personal clothes, inquest reporter notes of inquest hearings, and other data and materials created in daily operations.

(No. 13) The Department should improve storage practices by consolidating all storage areas of vital evidence into one central area. Storage bins should be secured and inventory records maintained.

(No. 14) The Department should develop and submit to the County of Angeles Board of Supervisors a request for additional operating ce to meet the immediate and long-term requirements.

(No. 15) The Department should develop scheduling and parking arrangements for Coroner's vans and mortuary vehicles to accommodate reasonable peak loads.

(No. 16) The Department should create and maintain a master log report (management information report) that reports the number of deferred certificates and final death certificates issued by examining pathologist and lists pending deferred death certificates and remaining tests and reports ordered by days outstanding.

14. Request the Department of Personnel to conduct an analysis of Investigator classification and make adjustments as required.

16. Instruct the Department of Personnel to reassess the Coroner's custodial function to properly classify work and salary requirements for the position.

34. Improve the current body tag system by attaching a tag directly to the clothing.

35. Establish a central control system and location for all evidence and personal property.

36. Assign to property and evidence custodians responsibility for receipt, logging, monitoring, inventory and destruction of all articles.

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19. Review with the Chief Administrative Office and the County Engineer-Facilities, the feasibility of establishing regional Coroner's offices and the assignment of individual caseloads to Investigators.

20. Determine the cost effectiveness of contracting body removal services with an ambulance or transport services firm of case other than homicide or questionable deaths.

18. Extend the developmental cycle of the Coroner's Automated Information Network (CAIN) to include an evaluation of the requirements emanating from recommendations resulting from the audit.

38. Resume, pending implementation of the Coroner's Automated Information Network (CAIN), the weekly Management Control

(No. 17) The Department should develop and implement performance standards for completion of internal medical tests (like histopathology) and, when necessary, secure additional support or overtime work to assure timely performance. Such standards should be developed with the help and input of outside agencies (e.g., law enforcement, hospitals, etc.) to develop mutually acceptable time standards for receipt of their respective reports that are critical to the completion of deferred death certificates.

51. Develop and execute a contract with a reputable outside laboratory to process the department's requirements for histopathology (slides) services.

(No. 18) The Department should numerically order death certificates and maintain records to improve internal control procedures.

24. Develop and implement, with appropriate procedural manuals, a manually operated management reporting system in the Public Services Division with future computer adaptability.

(No. 19) Pathologists should review copies of completed death certificates. If discrepancies are identified in reviewing the death certificate, an amendment should be issued.

7. Add an administrative position with systems development responsibilities, to be allocated by the Department of Person to meet the administrative, and systems and procedures development needs of the department.

(No. 20) The Department should strive to rigidly enforce the requirement for immediate notification of the Coroner.

30. Develop and implement, in cooperation with law enforcement agencies, procedures to assure accountability for personal property and evidence found at the death scene.

(No. 21) The Department accumulate in a single reference book a Departmental policy and procedures manual; such manual should include standards for Coroner's Investigators and Senior Coroner's Investigators.

10. Develop with the CAO/DOP new standards of performance for Deputy Medical Examiners to reflect the current workload.

14. Request the Department of Personnel to conduct an analysis of Investigator classification and make adjustments as required.

23. Adopt a single procedural manual for the Investigation Division agreed upon by management and organized by topic in a logical sequence which would easily allow for additions, deletions and modifications.

24. Develop and implement, with appropriate procedural manuals, a manually operated management reporting system in the Public Services Division with future computer adaptability.

(No. 22) The Department should develop and monitor an evaluation system that tracks and enforces staff investigating performance against documented policies, procedures and standards.

10. Develop with the CAO/DOP new standards of performance for Deputy Medical Examiners to reflect the current workload.

14. Request the Department of Personnel to conduct an analysis of Investigator classification and make adjustments as required.

15. Direct the CAO in concert with the Department of Personnel and Coroner to review the feasibility of developing and implementing staffing requirements recommended by the National Association Medical Examiners to improve the quality of the medicolegal investigation of death in the County.

23. Adopt a single procedural manual for the Investigation Division agreed upon by management and organized by topic in a logical sequence which would easily allow for additions, deletions and modifications.

(No. 23) The Department should require payment in full before the preparation of Inquest transcripts.

Subject not addressed by audit.

(No. 24) The Audit-Controller develop a billing rate for first-time requests for Inquest transcripts that is consistent with the actual costs of preparation.

Subject not addressed by audit.

(No. 25) The Department should work with other County departments requesting autopsy and transcript reports to determine if the volume of reports is excessive and if such volume cannot reasonably be reduced.

Subject not addressed by audit.

(No. 26) The Department's request for \$85,000 in the capital expenditures for the forensic laboratory equipment be approved. Such equipment is necessary to assure accurate and timely toxicology test results.

47. Establish an inventory of all clerical and specialized equipment showing date acquired and current working condition.
48. Establish a regular equipment maintenance program.
49. Establish a five year equipment state-of-the-art review of all equipment.
52. Authorize the CAO to increase the Coroner's equipment allocation by \$100,000 annually to be used exclusively to purchase and/or lease of the necessary equipment which is required to bring the toxicology lab to a state of the art level.

(No. 27) The Department develop a plan to implement the recommendations of this report that specifies objectives, time frame, milestones and required resources.

1. Work with the Chief Administrative Office and Department of Personnel to fully implement the findings and recommendations presented in this management audit.
2. Establish and adopt departmental policies, goals and objectives for all departmental personnel which are compatible with, and conducive to, the full completion of the Department's primary mission and reduce those outside activities which interfere with this policy.

(No. 28) The Coroner's Office continue with the development of the "CAIN" system and the documentation of its internal operating procedures. The detail design phase of "CAIN" development should be scheduled to begin after management changes in operating procedures resulting from this study have been made.

7. Add an administrative position with systems development responsibilities, to be allocated by the Department of Personnel to meet the administrative, and systems and procedures development needs of the department.
18. Extend the developmental cycle of the Coroner's Automated Information Network (CAIN) to include an evaluation of the new requirements emanating from recommendations resulting from this audit.
38. Resume, pending implementation of the Coroner's Automated Information Network (CAIN), the Weekly Management Control Information and Statistical Reporting System.

MOTION BY SUPERVISOR _____

In reference to the continuing investigation of the Office of Chief Medical Examiner-Coroner and upon recommendation of the County Counsel,

I MOVE that the law firm of Rogers & Wells and attorney William A. Masterson be employed to advise the Board and represent the County in accordance with the terms and conditions set forth on the attached letter, said representation to be effective as of March 15, 1982.

I FURTHER MOVE that the Auditor-Controller be instructed to make payments in accordance therewith upon the filing of appropriate claims.

70-1

[Faint handwritten notes]

S/D

MOTION

MAR 16 1982

HAHN	_____
EDELMAN	_____
DANA	_____ <i>[initials]</i>
ANTONOVICH	_____
SCHABARUM	_____

*See I
RASH
Sharon*

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NEW YORK, N.Y. 10166
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DOMESTIC TELEX 710-581-2191

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INTERNATIONAL TELEX 697842

10 WEST ELM STREET
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TELEPHONE (203) 869-6533

Rogers & Wells
261 South Figueroa Street
Los Angeles, California 90012

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47, AVENUE HOCHÉ
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"USLAW" LONDON

March 15, 1982

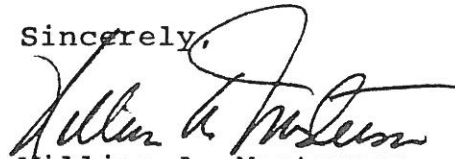
Honorable John H. Larson
Los Angeles County Counsel
648 Hall of Administration
Los Angeles, California 90012

Re: County of Los Angeles - Thomas Noguchi

Dear Mr. Larson:

This letter confirms our telephone conversation of last week. This firm will be pleased to represent the County in the above matter on the following fee basis. The professional time of attorneys will be billed at hourly rates, depending upon the age and experience of the particular attorney, from \$95 per hour to \$110 per hour. Paralegal time will be billed at a rate of \$55 per hour.

Sincerely,


William A. Masterson



COUNTY OF LOS ANGELES
OFFICE OF THE COUNTY COUNSEL
648 HALL OF ADMINISTRATION
LOS ANGELES, CALIFORNIA 90012
974-1801

JOHN H. LARSON, COUNTY COUNSEL

March 16, 1982

TO: SUPERVISOR PETER F. SCHABARUM, Chairman
SUPERVISOR KENNETH HAHN
SUPERVISOR EDMUND D. EDELMAN
SUPERVISOR DEANE DANA
SUPERVISOR MICHAEL D. ANTONOVICH

FROM: JOHN H. LARSON, County Counsel *JHL*

Attached hereto is motion in reference to the employment of Rogers & Wells which we discussed.

Attorney Masterson and members of his staff have met with members of my staff, myself and the Chief Administrative Officer in anticipation of employment.

I have kept the motion understandably brief.

JHL:ef

cc: Mr. Harry L. Hufford



COUNTY OF LOS ANGELES
OFFICE OF THE COUNTY COUNSEL
648 HALL OF ADMINISTRATION
LOS ANGELES, CALIFORNIA 90012
974-1801

JOHN H. LARSON, COUNTY COUNSEL

March 16, 1982

TO: SUPERVISOR PETER F. SCHABARUM, Chairman
SUPERVISOR KENNETH HAHN
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cc: Mr. Harry L. Hufford

MOTION BY SUPERVISOR _____

In reference to the continuing investigation of the Office of Chief Medical Examiner-Coroner and upon recommendation of the County Counsel,

I MOVE that the law firm of Rogers & Wells and attorney William A. Masterson be employed to advise the Board and represent the County in accordance with the terms and conditions set forth on the attached letter, said representation to be effective as of March 15, 1982.

I FURTHER MOVE that the Auditor-Controller be instructed to make payments in accordance therewith upon the filing of appropriate claims.

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March 15, 1982


Honorable John H. Larson
Los Angeles County Counsel
648 Hall of Administration
Los Angeles, California 90012

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Sincerely,


William A. Masterson



MINUTES OF THE BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES, STATE OF CALIFORNIA

James S. Mize, Executive Officer-
Clerk of the Board of Supervisors
383 Hall of Administration
Los Angeles, California 90012

Auditor-Controller
County Counsel

At its meeting held March 16, 1982, the Board took the following action:

116

On motion of Supervisor Schabarum, seconded by Supervisor Dana, unanimously carried, the Board authorized the employment of the law firm of Rogers & Wells and attorney William A. Masterson to represent the Board in the investigation of the Office of the Chief Medical Examiner-Coroner, effective March 15, 1982.

Further, the Auditor-Controller was instructed to make payments upon the filing of appropriate claims.

Copies distributed:

Each Supervisor
Chief Administrative Officer

MOTION BY SUPERVISOR PETER F. SCHABARUM

March 11, 1982

The Board of Supervisors has met in executive session this afternoon to discuss a number of charges which have been made against Dr. Noguchi.

As a result of our discussion,

I MOVE THAT:

The Chief Administrative Officer be instructed to prepare and send Dr. Noguchi a letter notifying him of our intent to suspend him for thirty days effective March 19, 1982, pending completion of our investigation. The Chief Administrative Officer should release this letter by Friday, March 12, and encourage Dr. Noguchi to respond to the charges by Wednesday, March 17.

The Board will meet in Executive Session next Thursday, March 18, to review Dr. Noguchi's response to the charges and determine appropriate follow-up actions.

70-1

See [unclear]

S/E

MAR 11 1982

MOTION

*See I
RUSH
done*

- Hahn _____
- Edelman *[Signature]* _____
- Dana _____
- Antonovich _____
- Schabarum _____



**MINUTES OF THE BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES, STATE OF CALIFORNIA**

**James S. Mize, Executive Officer-
Clerk of the Board of Supervisors
383 Hall of Administration
Los Angeles, California 90012**

Chief Administrative Officer

At its meeting held March 11, 1982, the Board took the following action:

24

On motion of Supervisor Schabarum, seconded by Supervisor Edelman, unanimously carried, the Board instructed the Chief Administrative Officer to prepare and send to the Chief Medical Examiner-Coroner a letter notifying him of the Board's intent to suspend him for thirty days effective March 19, 1982, pending completion of the Board's investigation into the charges which have been made against him. The Board instructed the Chief Administrative Officer to release the letter by Friday, March 12, 1982, and to encourage the Chief Medical Examiner-Coroner to respond to the charges by Wednesday, March 17, 1982.

Copies distributed:

Each Supervisor
County Counsel

MOTION BY SUPERVISOR MICHAEL D. ANTONOVICH MARCH 1, 1982

Mr. Chairman:

Late yesterday afternoon, my office was informed by the Medical Examiner of an incident that occurred during the performance of the autopsy of Los Angeles County Deputy Sheriff Kenneth Ell, who was slain in the performance of his duty.

It is my understanding the incident involved the mislabeling of blood samples, that caused the reported finding of alcohol in Deputy Ell's blood analysis, a finding that, no doubt, brought unwarranted perplexity and embarrassment to his family.

The Medical Examiner reports that since the discovery of the labeling error, all necessary procedural steps have been taken to insure against this occurring in the future. What disturbs me, however, is that the Medical Examiner had knowledge of this mishap for well over two weeks and did not report it to this Board until it was discovered by a member of the news media.

I, THEREFORE, MOVE THAT this Board order:

1. The Chief Administrative Officer to investigate the circumstances surrounding this incident and that he include in his audit of the Medical Examiner the procedures that led to the mislabeling of the blood samples.
2. The individual(s) responsible for this incident be formally reprimanded and that it be made part of the personnel file(s).
3. The Chief Administrative Officer accelerate his management audit and submit his findings at the earliest opportunity for Board review.

70-1

Sec II

A/H

MOTION

MAR 2 1982

#

Hahn _____

Edelman _____

Dana _____

Antonovich _____

Schabarum _____



MINUTES OF THE BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES, STATE OF CALIFORNIA

James S. Mize, Executive Officer
Clerk of the Board of Supervisors
383 Hall of Administration
Los Angeles, California 90012

Chief Administrative Officer

At its meeting held March 2, 1982, the Board took the following action:

100

On motion of Supervisor Antonovich, seconded by Supervisor Hahn, unanimously carried, the Board instructed the Chief Administrative Officer to investigate the circumstances surrounding the incident involving the mislabeling of blood samples during the performance of an autopsy of Deputy Sheriff Kenneth Ell. The individual or persons responsible for this incident to be formally reprimanded and that it be made part of the personnel file.

The Chief Administrative Officer was further instructed to accelerate his management audit of the Chief Medical Examiner-Coroner Department, including the procedures that led to the mislabeling of the blood samples, and to submit his findings at the earliest opportunity for Board review.

Copies distributed:
Each Supervisor
Chief Medical Examiner-Coroner

MOTION BY SUPERVISOR MICHAEL D. ANTONOVICH FEBRUARY 2, 1982

This morning another story of what appears to be procedural and management irregularities in the Office of the Chief Medical Examiner-Coroner has appeared in the news media.

Departmental records indicate that the remains of two infants were cremated last April. However, when a physical count of the bodies at the Coroner's Office was made last week, the infant bodies were found to still be there.

According to the Times, the administration of the Coroner's Office feels there may have been a deliberate attempt to sabotage departmental operations. The Coroner also made this same indication in his memorandum regarding this incident, which was delivered to the Board of Supervisors last night. I believe we need to know for sure whether or not this incident was indeed the result of an intentional act by Coroner's personnel. If it is determined to be so, the severest action possible must be taken against those individuals involved.

70-2

*Don P...
...*

I, THEREFORE, MOVE THAT the Chief Administrative Officer be instructed to work with the Coroner's Office to conduct a special in-depth investigation of this particular incident and report back to this Board by March 15, 1982.

MS
FEB 2 1982
MOTION

#

Hahn	_____
Edelman	_____ <i>Adopt</i>
Dana	_____
Antonovich	_____
Schabarum	_____

*See I
Ernestina*



MINUTES OF THE BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES, STATE OF CALIFORNIA

James S. Mize, Executive Officer-
Clerk of the Board of Supervisors
383 Hall of Administration
Los Angeles, California 90012

Chief Administrative Officer

At its meeting held February 2, 1982, the Board took the following action:

93

On motion of Supervisor Antonovich, seconded by Supervisor Schabarum, unanimously carried, the Board instructed the Chief Administrative Officer to work with the Chief Medical-Examiner Coroner to conduct a special in-depth investigation on the two infants that departmental records indicated were cremated last April and whose bodies were subsequently found still at the Coroners Office, and report back by March 15, 1982.

Copies to:

Each Supervisor
Chief Medical Examiner-Coroner
County Counsel

MOTION BY SUPERVISOR KENNETH HAHN

January 26, 1982

It is important for the relatives and friends of deceased individuals that the County Coroner should make the proper disposition of the bodies in his care in as short a time as possible. The dignity of the departed require no less.

As of January 15, there were 312 bodies being held by the Coroner, 272 of which had been there for over 30 days. Twenty-six of these bodies were from the first six months of 1981 and two bodies remained from 1980.

A certain amount of delay is beyond our control since agencies such as the FBI have four month backlogs in identifying certain Coroner cases. Nevertheless, a policy should be established to expedite the handling of all coroner cases as quickly as possible.

THEREFORE, I MOVE that the Los Angeles County Chief Medical Examiner-Coroner be requested to report to the Board of Supervisors on the reasons for delay in the disposition of bodies under his care and to set up a policy whereby he will issue a quarterly report to the members of the Board explaining the reasons any body has been held in the morgue for over 90 days.

Kenneth Hahn

H/A

JAN 26 1982

MOTION

Schabarum _____

Hahn _____

Dana _____

Antonovich _____

Edelman _____

DW:cs

Adopt also CAO

include in his report

Pat



MINUTES OF THE BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES, STATE OF CALIFORNIA

James S. Mize, Executive Officer-
Clerk of the Board of Supervisors
383 Hall of Administration
Los Angeles, California 90012

Medical-Examiner Coroner

At its meeting held January 26, 1982, the Board took the following action:

79

On motion of Supervisor Hahn, seconded by Supervisor Antonovich, unanimously carried, the Board instructed the Chief Medical Examiner-Coroner to report to the Board on the reasons for delay in the disposition of bodies under his care and to set up a policy whereby he will issue a quarterly report to the members of the Board explaining the reasons any body has been held in the morgue for over 90 days.

Copies to:

Each Supervisor
Chief Administrative Officer
County Counsel
Director of Health Services