



NATIONAL ASSOCIATION OF MEDICAL EXAMINERS NAME MISSION, VISION, VALUES, AND 2022–2030 STRATEGIC PLAN

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Vision:

NAME achieves the highest levels of excellence and integrity in medicolegal death investigations for the health and safety of the living.

Mission:

NAME advances forensic medicine and medicolegal death investigations through education, advocacy, collaboration and leadership.

Values:

- NAME currently achieves and will reach greater heights of excellence by:
- Acting ethically with integrity and respect for all;
- Adhering to truth and objectivity;
- Establishing and maintaining professional practice standards and accreditation requirements;
- Fostering growth and professional attraction through mentorship, research and collaboration;
- Embracing diversity of person, opinion, and perspective;
- Maintaining transparency in word and deed.

Goals:

The goals are numbered for ease of reference and should not necessarily be interpreted as the priority level of the individual goal.

1. Remediate the forensic pathology workforce shortage through elevation and escalation of the “all-hands-on deck” focus, strategies and work throughout the entirety of the NAME organization.
2. Prioritize diversity, inclusiveness, and equal opportunity.
3. Foster the respect, safety, well-being and sustainability of professionals in the medicolegal death investigation community.
4. Ensure NAME is a functional, effective, productive, sustainable and financially progressive organization that can seek and accept partnerships, funding, and opportunities that contribute to the growth of the NAME.
5. Strengthen the collaboration and partnership of medicolegal examiner and coroner communities by magnifying and leveraging a unified voice.
6. Advocate for an Office of Forensic Medicine (OFM).
7. Track and support innovative approaches to forensic pathology and medicolegal death investigations and advocate for their implementation.
8. Enhance the public image of forensic pathology and medicolegal death investigation work and of the NAME organization.
9. Promote research and advancement of medical and scientific knowledge in forensic pathology.
10. Reduce disparity and ensure equitable access to quality medicolegal death investigation for all.

GOAL ONE: WORKFORCE SHORTAGE

Remediate the forensic pathology workforce shortage through elevation and escalation of the “all-hands-on deck” focus, strategies, and work throughout the entirety of the NAME organization.

Objective One: NAME’s leadership acknowledges that NAME needs to obtain accurate and comprehensive baseline data so the “all-hands-on-deck” strategies and efforts can be properly prioritized and focused to achieve maximum effectiveness, reach, and coverage; therefore, NAME will commit to obtaining and maintaining such data.

Tactic One: The EC/BOD, either through its own work or through designee individuals or committees, will prioritize and create the following data sets, or assess reliability of existing dataset with supplementation:

- How many Board-certified forensic pathologists are practicing forensic pathology
- Age of practitioners
- Nature of practice,
 - coroner jurisdiction vs. medical examiner jurisdictions
 - metropolitan practice versus rural and/or underserved practice, with listing of number of counties serviced
 - Exclusively forensic pathology or also surgical pathology or other duties
- Number of board-certified forensic pathologists who have left the practice and reasons for departure
- Number and location of Fellowship programs
- Number of Fellowship programs participating in The Match
- Number of NIJ Fellowships offered, filled and unfilled
- Number of ME offices that host elective rotations, job shadows, internships and other forensic pathology exposure and attraction opportunities,
- Residency programs that require integrated rotation, or minimally require some element of forensic pathology exposure and develop NAME-sanctioned model
- Other data sets as deemed pertinent

Tactic Two: NAME will selectively invest to obtain the baseline data sets and compilations that are needed to support achievement of goals set forth in this Strategic Plan by retaining or hiring external resources as needed to assist in data collection and compilation.

Tactic Three: NAME will commit to maintaining currency and relevance of compiled datasets through the build out of the existing ITOD platform or the development of software resources, platforms and capabilities.

Sub-tactic One: Determine whether the International Training Opportunities Database could be expanded to house all relevant data points related to compiled data sets. If ITOD is a mechanism that can house data as needed, perform upgrade to expand ITOD, and make a dedicated commitment to invest accordingly to keep ITOD data current.

Sub-tactic Two: In conjunction with ITOD curators, re-brand and re-launch ITOD to publicize its high value and utility as a multi-faceted resource, and increase its visibility on the NAME website.

Tactic Four: Collected data and analysis will not live at NAME only; the EC, BOD of Directors, or its designees will charge committees, subcommittees, liaisons and persons working with NAME with utilizing, sharing, and promoting information and data relating to Workforce Mitigation effort.

Sub-tactic One: Use platforms and presentations at other professional association meetings to promote and publicize the critical role of forensic pathology in public health and the detrimental and threatening impacts of the forensic pathology workforce shortage.

Sub-tactic Two: Prepare a scientific presentations/panel discussions for professional meetings and conferences at other scientific, medical and governmental conferences and meetings, with archival replay made available on the NAME website.

Sub-tactic Three: Create and present interdisciplinary workshops at scientific and medical meetings featuring the value of the autopsy in medical diagnosis of the deceased, but also in medical diagnosis and treatment of the living.

Sub-tactic Four: Solicit “guest appearances” on the platforms of other medical, MDI, scientific, and governmental organizations to feature the value of forensic pathology, medicolegal death investigations, and the need to imminently mitigate the workforce shortage.

Sub-tactic Five: Create readily-accessible, highly visible podcast series on the imminent threats posed to public health and public safety by the forensic pathology workforce shortage.

Objective Two: Fellows

Tactic One: Continue active participation in and support for The Match;

Sub-tactic One: Support work (and proposed plan) of Forensic Pathology Fellowship Training Committee Chair to survey Program Directors as to whether a common application hosted by NAME would: 1) Facilitate and ease burden on residents searching for a fellowship; 2) Promote forensic pathology by ease of exposure to opportunities, and 3) Demonstrate NAME's commitment to rising forensic pathology candidates through facilitating streamlined and establishing relatively-simplified processes.

Sub-tactic Two: Encourage all programs participating in the match to populate any data fields on NAME platforms that will enhance and inform NAME's data compilations.

Sub-tactic Three: Perform formal analysis in Years One-Five of the match to determine impact on enrollment of fellows.

Tactic Two: Support the Forensic Pathology Fellowship Training Directors Committee in facilitating communication, collaboration, and opportunities with the Fellow Program Directors and Fellowship Programs Coordinators.

Sub-Tactic One: Make certain all trainings, meetings, seminars, CME opportunities, and forensic pathology-related events are publicized to Fellowship Directors and Fellowship Program Coordinators.

Sub-Tactic Two: Consider reduced fees and provision of stipends for fellows to annual meetings and fee-based training events.

Sub-Tactic Three: Create a monthly Fellows Roundtable hosted by one or more forensic pathologists.

Sub-tactic Four: Use the Annual Meeting for individualized One-on-One meetings with Fellows to answer Fellows' questions and concerns.

Sub-tactic Five: Host a Fellows "listening session" on new and additional strategies and events NAME could use to attract medical students.

Sub-tactic Six: Ensure that Program Coordinators, Program Directors, and Academic Partners in hospital settings have accurate and timely data on forensic pathology shortages and proactive efforts to mitigate the workforce shortage. Make certain those

persons receive information on NAME's activities, benefits of membership, and events, and extend invitations to become involved with NAME.

Tactic Three: Assess methodology for building on the success of the NAME-E case studies and forensic pathology spotlight series; articulate other ways to support, educate and mentor Fellows through NAME-E, and increase the participation and communication by NAME Forensic Pathologist's on the NAME-E platform.

Tactic Four: Host an additional activity(s) at the NAME meeting for Fellows in addition to the Fellows reception, such as:

- *A platform presentation roundtable,*
- *A mediated Fellows business meeting focused on remediating the workforce shortage from the young professional's perspective,*
- *A formal recognition at the Wednesday President's luncheon,*
- *A "Fellows Booth" where young professionals can congregate in the vendor arena, or*
- *Other types of opportunities to recognize and credit their respective presence.*

Tactic Five: NAME EC and BOD will formally request information and data from the Bureau of Justice Affairs (BJA) on its funded Fellows Programs in order to understand why funded positions go unfilled annually.

Sub-tactic One: The EC will send a formal letter of inquiry to persons responsible for the Fellows Program at the BJA requesting historic data on:

- The number of funded fellowships available annually for the past ten years;
- The number of fellowships filled, with information as to what medical examiner offices received funded fellows;
- The number of fellows who received student loan assistance as part of the fellows program;
- The number of BJA funded fellowships that have gone unfilled over the past ten years;
- A specific timeline setting forth: a) funding notification timelines; b) application filing deadlines correlating to calendar years for which fellow is seeking a position and is seeking funding; c) information on timing for notification of acceptance or declination; d) length of funding awards;

Sub-tactic Two: The EC/BOD or its designee will charge a committee or subcommittee with comparing fellowship application deadlines, match timing, and other realities of fellowship with BJA information.

Sub-tactic Three: NAME Leadership will meet with BJA to discuss areas of divergence and disconnection between funding opportunities and practical considerations for fellowship candidates, with the goal of reaching congruence between the funding opportunities and the fellowship application and award process.

Objective Three: Pathology Residency Programs

Tactic One: *Align forensic pathology workforce shortage efforts with work being performed by other professional associations to remediate the general pathology workforce shortage.*

Sub-tactic One: Through research of remediation efforts that may be underway by College of American Pathologists, Association of Pathology Chairs, USCAP, American Medical Association and others, come to understanding of where forces and efforts can be conjoined and strengthened:

Sub-tactic Two: In addition to NAME's existing professional association liaisons, designate a NAME liaison to specifically work on workforce issues for each professional association, including joint strategies and action plans for increasing the number of pathologists;

Sub-tactic Three: Fund NAME members to attend professional meetings where meaningful and impactful progress may be realized.

Tactic Two: *Formulate specific plan to integrate into Pathology Residency Programs, including approaching Pathology Residency Chairs with overtures for collaboration and cooperation from the direction of academia.*

Tactic Three: *Engage Association of Pathology Chairs in ongoing discussion about mutual benefits of integrating forensic pathology into academic health centers, and work collectively to formulate strategies and attendant action steps for integration.*

Tactic Four: *To benefit incoming residents and medical students, establish a regularized cadence of mentorship webinars, roundtables, and forensic pathology exposure trainings offered by NAME members, with NAME stipends and honoraria provided for efforts.*

Tactic Five: Map residency programs that require integrated rotation, or minimally require some element of forensic pathology exposure and develop NAME-sanctioned model that can be introduced through professional organizations to promote increased exposure.

Tactic Six: NAME will work with federal, state, nonprofit, and other partners to incentivize and fund residents to travel and participate in forensic pathology “job shadow”/extern opportunities.

Objective Four: Medical students

Tactic One: Align forensic pathology workforce shortage efforts with work being performed by other professional associations to remediate the general medical student shortage and the shortage of student’s specializing in pathology.

Sub-tactic One: Through research of remediation efforts underway by American Medical Association, American Board of Internal Medicine, Association of Medical Colleges, the Accreditation Council for Graduate Medical Education (AGCME), the Group for Research in Pathology Education (GRYPE), and the American Medical Association and others, come to understanding of where forces and efforts can be conjoined and strengthened:

Sub-tactic Two: Designate a NAME liaison to specifically work on workforce issues, including joint strategies and action plans for increasing the number of pathologists, including funding NAME members to attend professional meetings where meaningful and impactful progress may be realized.

Tactic Two: NAME leadership will formulate a plan to advocate for hospital rotations or experiences that include forensic pathology case studies and laboratories to create opportunities for exposure to forensic pathology in public health curricula.

Tactic Three: Maximize exposure to medical students in the academic setting, with tracked activities and efforts as memorialized by one or more NAME committees.

Sub-tactic One: Identify medical school curriculum where NAME could propose equivalent or supplemental credit for “block unit” education on subjects such as Forensic Trauma, Certifying Drug Overdose Deaths, Neuroscience related to Forensic Wounding, Pediatric Forensic Pathology, the Role of Forensic Toxicology in Forensic Pathology, Best Practices in Completing Death Certificates, Geriatric Forensic Pathology, and others.

Sub-tactic Two: Conduct single or multi-series lectures on the above topics or others of interest, such as the polydrug epidemic, the violence epidemic, Covid, or other socially significant topics of importance.

Sub-tactic Three: Offer “Lunch and Learn” dialogues for medical students to informally meet up and discuss the entry path and practice of forensic pathology.

Sub-tactic Four: Continue and amplify the current NAME training series aimed at medical students, the forensic pathology roundtables, and other efforts, using due care that all efforts are known, mapped, calendared, and publicized in a consistent manner to maximize efficacy and avoid repetition.

Sub-tactic Five: Finalize the list of Pathology Interest Groups and create template for regularized interaction, communication, and involvement in those groups.

Tactic Four: Maximize exposure to medical students through medical examiner and coroner settings.

Sub-tactic One: Make an accurate, accessible list of medical examiner and coroner offices that offer either job shadows, lecture attendance, accompaniment at court or public functions, and other tools of attraction, and keep that listing current and readily available on re-branded ITOD or on another maintained and accessible site.

Sub-tactic Two: Use social media to publicize the public service, publications, and recognition provided by and given to Forensic Pathologists for the respective contributions to public health and public safety.

Sub-tactic Three: Thoroughly research perceived restrictions to medical examiner and coroner “job shadows” or elective student acceptances, such as insurance liability, cost to students, medical school curriculum timing, etc. Once actual and accurate understanding is reached on limitations that prevent or disallow opportunities, formulate an action plan to inform medical examiner and coroner offices that interactions with medical students is legally acceptable and appropriate.

Sub-tactic Four: Engage NIJ in discussion of concept of establishing and financially supporting regionally distributed Medical Examiner Offices of Excellence that would host residents from outside their home programs for forensic pathology rotations with a common curriculum. Financial support should cover resident expenses as well as host program expenses.

Tactic Five: Maximize exposure to medical students through NAME’s Annual and Interim Meetings.

Sub-tactic One: Use the meetings—host an event for medical school students in the state or contiguous states where annual meeting is held, accompanied by offer for a free day at the meeting.

Sub-tactic Two: Use the meetings—Allow medical students to submit forensic pathology projects and/or paper (format TBD) to NAME, with the one to two winners receiving meeting access at no charge.

Sub-tactic Three: Use the meetings—Host annual and interim meeting “listening parties”, where a set, short amount of time could be allocated to interactive dialogue between the forensic pathologists and the medical students.

Tactic Six: Clarify NAME’s approach to Social Media, and use it in concerted, targeted fashion to regularly and dynamically speak to medical students.

Sub-tactic One: Solicit presentation from Social Media committee about current platforms in use, identify of curator and poster for such platforms, frequency of postings of each type, how decisions are made how and when to post, and expand/modify current efforts in ways identified to reach more medical schools and medical students.

Sub-tactic Two: Formulate a Board-approved strategy for social media output to medical schools, student interest groups, and medical academia, and charge a particular individual or committee with executing those responsibilities and reporting back on those efforts.

Objective Five: STEM/High School and Lower School Students

Tactic One: Create an Ad Hoc Committee focused on STEM education to continue the work of Past President Sally Akin, and charge that committee with reaching a set number of associations, students, and populations.

Tactic Two: Map the STEM opportunities that are likely to be most conducive to producing medical students including association and affiliation with:

- National Science Teaching Association (NSTA)
- National Society of High School Scholars
- NEPRIS (Real World Delivered to Science Classroom)
- Council of Forensic Science Educators (COFSI)

- Center for Forensic Science Research and Education’s FRFF Summer Science Institute, and its virtual year-around “Forensics on the Fly” program
- Science Clubs International

Tactic Three: Hold forensic pathology roundtables for students aspiring to medical school or forensic pathology.

Tactic Four: Partner with scientific STEM programs that have already been established to feature forensic pathology and medicine as viable, obtainable career choices.

Objective Six: Governmental Advocacy

Tactic One: In conjunction with NAME Legislative/Governmental Affairs committee, author a document entitled NAME’s Platform for Change, with content that is directly related only to NAME and the forensic pathology workforce shortage. The Platform should distinguish matters that would need federal legislation, regulation, or innovation from matters that would require individual states’ legislation, regulation, and innovation.

Sub-tactic One: Meet with NAME’s CSFO representative to discuss whether NAME’s Platform for Change is consistent with CSFO’s vision and obligations, and to further discuss whether complementary efforts can be undertaken to further advance the NAME mission.

Tactic Two: Determine a strategy for approaching state legislative and regulatory organizations (potentially with IACME) to investigate common areas of concern in need of change; for example:

Interstate licensing issues, with emphasis on parity between forensic pathology and internal medicine disciplines,

Creation of and eligibility for student loan forgiveness programs with emphasis on parity with all public health professionals who currently benefit from eligibility, and

The federal government’s role in seeking epidemiological data which warrants financial support for epidemiological personnel and resources in all medical examiner and coroner offices.

Tactic Three: Perform realistic assessment of degree to which Governmental/Legislative Affairs is called upon to confer, respond, and act with CSFO;

Sub-tactic One: If Governmental/Legislative Affairs is not being regularly called upon to assist CFSO, NAME will require a publicly transparent mapping document describing how the members of the Governmental/Legislative Affairs Committee and the membership of NAME writ large can dynamically and consistently assist in speaking NAME's message on the forensic pathology workforce shortage to law and policy makers.

GOAL TWO: DIVERSITY, INCLUSIVITY AND EQUITY

Prioritize diversity, inclusivity, and equal opportunity in NAME's membership, professional development, educational outreach, and work.

Objective One: Using the Diversity Committee, NAME should specifically define NAME's goals for of diversity, inclusivity, and equal opportunity in the NAME organization, the forensic pathology practice, and the medicolegal death investigation community.

Tactic One: *Adopt NAME Position Paper specifically describing the precise NAME values advanced by diversity, inclusion, and equal opportunity in forensic pathology and medicolegal death investigations, with a firm statement of support and commitment by NAME to prioritize those values.*

Objective Two: Attraction of diverse Medical Students

Tactic One: *Work with and join current diversity, inclusiveness and equal opportunity efforts of American Medical Association and other medical professional associations to highlight NAME's commitment.*

Sub-tactic One: **Identify students in diverse, underprivileged and/or underserved communities who have demonstrated a sincere interest in pursuing a career in medicine and toxicology, and offer scholarships to the NAME Annual meeting with designated mentors for those students.**

Tactic Two: *Research and seek presence in diverse medical school groups and associations.*

Tactic Three: *Seek association and partnership with academic and professional associations that host or participate in recruitment events for diverse and disadvantaged students, emphasizing the attractiveness of forensic pathology as a recruitment tool.*

Objective Three: Attraction of diverse candidates through STEM outreach.

Tactic One: *Continue the work of STEM outreach with tracked identification of schools, programs, student groups, and existing programs that provide opportunities for students who are underprivileged, underserved, and diverse in all respects.*

Tactic Two: *Charge the Diversity Committee with identifying potential STEM partnerships in which NAME could join.*

Objective Four: NAME will advocate for streamlined immigration practices for foreign-born medical professionals, and will task CFSO with monitoring and alerting the NAME Visa Committee when action is needed by the organization.

Objective Five: Ensure that the NAME organization promotes diversity, inclusivity, and equal opportunity within NAME and practice of forensic pathology by including candid conversations, presentations, workshops, webinars, and dialogue on overcoming challenges relating to diversity, inclusivity, and equal opportunity at Annual and Interim NAME meetings.

GOAL THREE: SAFETY, WELL-BEING, RESPECT AND ADVANCEMENT

Foster and protect the safety, well-being, respect and advancement of professionals in the medicolegal death investigation community.

Objective One: NAME will actively advocate for parity with other medical disciplines in compensation, working conditions, status, and public appreciation, respect, recognition, and other issues affecting recruitment and retention.

Tactic One: Designate a responsible committee to continue the Forensic Pathology Salary Survey, and to also undertake survey of salary information relative to differentials in office size, jurisdictions, and years of experience.

Tactic Two: Compare forensic pathology mean salaries per jurisdiction with salaries of 1) General medical practitioners; 2) Medical specialists; and 3) Highest elected or appointed officials in various regions, states and localities.

Tactic Three: Prepare NAME Position Paper on findings and salary differentials, emphasizing the critical role forensic pathologists have in informing timely and accurate public health policies.

Tactic Four: NAME will advocate to agencies in the federal government for provision of long overdue epidemiological/public health reporting resources for respective medical examiner and coroner offices so the regular demands made by governmental agencies and public entities can be serviced with adequate resources.

Objective Two: Forensic pathology is the practice of medicine, and NAME will use every opportunity to promote the autopsy and the forensic pathologist's expertise as critical components in person-specific diagnoses and public health writ large.

Tactic One: Formulate the Five Core Points of various aspects of the forensic pathology medical practice, and submit papers to medical, legal, governmental, treatment conferences—get the message out! Examples from the recent NAME Grand Round Series 2022, previous NAME presentations on initial COVID detections, and CDC MMWR publications relating to opioid overdose fatality statistics provide exemplars for abstracts, publications and outreach.

Tactic Two: Examine the NAME professional association liaison appointments to determine whether a single representative or liaison is sufficient to interact with international and national organizations that have myriad meetings, webinars, committees and events;

Sub-tactic One: If NAME could showcase its professionalism and reputation by increasing number of participants and content presentation and participation in medical associations and professional associations, add additional professional liaisons for targeted professional organization issue work.

Objective Three: NAME will promote respect for forensic pathologists, forensic toxicologists, and medicolegal death investigator personnel in the Court process by advocating for streamlined, respectful court processes and improved opportunities for courtroom preparation and practice.

Tactic One: NAME President will submit a letter to national legal and judicial associations that outlines the severe workforce shortages faced by Forensic Pathologists, and suggests improvements and alternatives to current courtroom processes that will be respectful of the forensic pathology physicians' time, including but not limited to allowing the forensic pathologist to testify out of order, breaking testimony to take forensic pathology testimony, allowing video testimony, and establishing a court rule requiring particular terms of notice for calling the forensic pathologist.

Tactic Two: Create NAME Moot Court to be held at every annual meeting, with emphasis on discovery, objectivity, subpoenas, depositions, courtroom rules, best practices for testimony, handling difficult attorneys, and all aspects of the court and litigation experience that creates stress and trauma in practitioners.

Tactic Three: Expand Legal Committee to non-lawyers; add seasoned forensic pathologists who understand courtroom proceedings, procedures and realities and can act as points of contact for persons facing court difficulties.

Objective Four: In recognition that recruitment of tested, seasoned, committed and caring forensic pathologists is essential to human beings and human systems, NAME will promote measures essential to prevention of physician burnout.

Tactic One: The Wellness Committee will articulate a Model Plan for Sustainability (Model Plan) for core systemic wellness measures that medical examiners and coroners can adopt, with measures for flexible work hours, articulation of the need for limited autopsy numbers per professional per year, increased resourcing for medicolegal death investigators including victim advocates, and opportunity to provide meaningful voice with other community-based health providers and nationally-based agencies and associations.

Tactic Two: The NAME Board of Directors will review and formally adopt a version of the Model Plan in the foundational NAME documents.

Tactic Three: As an organization, NAME will assist its forensic pathologists and medicolegal death investigation professionals in communicating the Model Plan's core wellness measures as appropriate and necessary to support its individual members and collective membership.

GOAL FOUR: ORGANIZATIONAL FUNCTION AND PRODUCTIVITY

Ensure NAME is a functional, effective, productive, sustainable, and financially progressive organization that can seek and accept partnerships, funding, opportunities, and collaborations that contribute to the growth of the NAME.

Objective One: The Executive Committee (EC) and Board of Directors (BOD) will establish and support staffing and committee infrastructure that enables NAME to pursue and accept opportunities, collaborations, partnerships and projects that further the mission, vision and values of NAME.

Tactic One: The EC or its designee will work with NAME staff, committee members, and professional liaisons to map and list past projects that have allowed meaningful partnerships and collaborations with Centers for Disease Control, medical associations, academic institutions, and nonprofits.

Tactic Two: The EC or its designee will work with NAME staff, committee members, and professional liaisons to identify and map future opportunities for training and financial support for NAME activities and collaborations, research and grant opportunities and public health partnerships that further the mission, vision and values of NAME.

Tactic Three: With the Strategic Planning Committee and the BOD, the EC will prioritize funding, grant, research, and publication opportunities that enhance NAME's strength, stature and visibility, while also benefitting NAME financially.

Tactic Four: The EC will assess and identify NAME infrastructure gaps, and will realign staffing, committees and liaisons to enable tracking of measurable metrics relating to progress under the NAME Strategic Plan.

Tactic Five: The EC will establish a written process for receiving, seeking, and vetting of opportunities, with clearly designated "first points of contact" and communication chains between persons involved with intake and NAME Executive Team.

Tactic Six: The EC will establish a written process for pursuing opportunities with the partner(s) that may include tasking a standing committee or establishing an ad hoc committee to memorialize consideration, acceptance, declination and investigation of opportunities.

Tactic Seven: In advance of the interim yearly meeting, either the EC, BOD, or designees will perform a formal review of partnerships and performance, with affirmative decision-making as

to future paths, partnerships, collaborations, and opportunities to be sought for the benefit of NAME.

Objective Two: NAME will ensure appropriate, content-relevant committees are active and operational for the successful execution of the Goals, Objectives, Tactics, and Sub-tactics in the Strategic Plan.

Tactic One: *The NAME EC and BOD will review the capabilities and constitution of the existing committee structure against the following factors: 1) Past performance, initiative, and successes, and 2) Current and future Goals, Objectives, Tactics, and Sub-Tactics set forth in this Strategic Plan.*

Tactic Two: *NAME will ensure its committee structure is sufficient to achieve the Goals, Objectives and Tactics in this Strategic Plan. The NAME President and Executive Committee create “stretch goals” for existing committees relative to particular goals, objectives, and tactics in the Strategic Plan.*

Tactic Three: *If necessary, the NAME President, EC, and BOD will create new standing committees, ad hoc committees, liaison positions, and outreach coordinators as needed to supplement current committee structure.*

Tactic Four: *In conjunction with the Strategic Planning Committee, the EC and BOD will establish accountability metrics for committee work which may include, but not be limited to, articulated goals for year, expected number of meetings and level of engagement within each committee, commitment to a minimum quarterly meetings/ interaction among committee chairs, and expected deliverables on projects, undertakings and assignments.*

Tactic Five: *NAME BOD will identify one or more committee(s) to assume primary, secondary, and support function for each Strategic Plan Goal, and will communicate those assignments to the respective committees.*

Tactic Six: *NAME leadership shall promote, honor, and publicly value active and successful committee work.*

Sub-tactic One: Launch a Social Media campaign describing NAME committees and recruiting members;

Sub-tactic Two: Host a booth at the NAME annual and interim meeting promoting committee work and increasing committee membership:

Sub-tactic Three: Consider Committee Honors Designation for members providing exceptional service, with symbolic financial awards and recognition on the website or in “Five Bullet Point” net messaging.

Objective Three: Devise metrics and tracking systems for accountability in Strategic Plan execution:

Tactic One: *The Strategic Planning Committee will develop measurable outputs and outcomes that are approved by the NAME EC, BOD, or a subset of the Board of Directors.*

Tactic Two: *NAME Strategic Planning Committee Chair will hold bi-monthly meetings with Committee Chairs, elected President and Vice-President as available, and the President’s Strategic Plan designee, and will advise NAME EC and BOD as to ongoing work, tasks, projects, and deliverables.*

Tactic Three: *Committee Reports submitted by Committee Chairs working on assigned Strategic Plan Goals, Objectives, and Tactics will specifically include a report on achievements, successes, and challenges in goal accomplishment.*

Tactic Four: *Yearly reviews will be held at NAME meeting of Strategic Planning progression, accomplishments, challenges to be overcome, and additions and amendments to be made to the Strategic Plan.*

GOAL FIVE: COLLABORATION WITH MEDICAL EXAMINERS AND CORONERS

Strengthen the collaboration and partnership of medical examiner and coroner communities by magnifying and leveraging a unified voice.

Objective One: Identify and leverage strengths, attributes, and leadership in medical examiner and coroner communities.

Tactic One: Establish a Joint NAME and International Association of Medical Examiners and Coroners (IACME) Workforce Shortage Mitigation Task Force (WFMTF) to formulate a cohesive strategy and action plan for combatting forensic pathology, forensic toxicology and medicolegal death investigator shortages, funding deficits, and unwarranted exclusion of forensic pathology as a valued medical practice that supports local, state, regional and federal public health initiatives.

Tactic Two: After identifying joint issues of concern, NAME and IACME will prepare consensus documents for public issuance to lawmakers, policy makers, professional associations, and the public that clearly state concise goals, objectives, tactics and action plans for successful achievement.

Tactic Three: The NAME/IACME WFMTF will meet with CSFO and IAMCE's policy-formulation and lobbying representatives to vet strategies and action plans to successfully attack core areas of concern in the forensic pathology/MDI workforce shortage and will specifically prioritize and assign tasks to achieve goals and objectives.

Tactic Four: The NAME/IACME WFMTF will determine one or more methodologies and metrics for adjudging effectiveness, cooperativeness, and general utility of the NAME/IACME, with publication of a written report on the methodology, outputs, and outcomes.

Tactic Five: NAME leadership will assess the efficacy of MDI Joint Task Force of NAME and IACME through yearly Executive Review in joint meeting of both organizations.

Tactic Six: Year One through Three efficacy review by NAME/IACME executives will determine whether ABMDI has congruent goals and objectives with those of the NAME/IACME Task Force and will determine whether invitation to join and collaborate should be extended.

GOAL SIX: OFFICE OF FORENSIC MEDICINE

Advocate for an Office of Forensic Medicine (OFM).

Objective One: Create a formalized point of convergence for forensic medicine and medicolegal death investigation work between federal and state entities.

Tactic One: Identify a responsible, action-oriented leader for this effort and ask that person to establish an Ad Hoc committee devoted to the goal.

Tactic Two: Formulate a model structure and advocacy plan for an OFM. Prepare a particularized, specific Position Paper setting forth the purposes and objectives for the Office of Forensic Medicine.

Tactic Three: Prepare and expedite drafting of a NAME informational, research-based report (White Paper) that identifies the public health benefits that would be served by the creation of the OFM. The NAME Position Paper will:

Clearly and succinctly identify the public health benefits that would be enhanced in sophistication and number through the creation of a centralized Office of Forensic Medicine, including but not limited to unified sources of communication, centralized data repositories, and prospective data-drive planning capabilities.

Affirm the retention of state primacy in medicolegal death investigations, and clarify and contextualize proposed work for OFM in the context of federal infrastructure and funding.

Draw on historic existence and success of CDC's Medical Examiner/Coroner Information Sharing Program (MecISP) which was established in 1986 and has left substantial action and information gaps in its demise;

Highlight analogous benefits to public health between CDC's historical MecISP and the anticipated value of the proposed OFM.

Tactic Four: NAME leaders, the NAME CSFO representative, the CFSSO lobbyist, and other stakeholders (IACME, ABMDI, NIJ, ASTHO, and others) will meet with the CDC Chief Medical Officer to discuss developing an Office of Forensic Medicine as a "next phase" in the former Medical Examiner/Coroner Information Sharing Program (MecISP).

GOAL SEVEN: INNOVATION IN FORENSIC PATHOLOGY AND MEDICOLEGAL DEATH INVESTIGATIONS

Track and support innovative approaches to forensic pathology and medicolegal death investigations and advocate for their implementation.

Objective One: Assess NAME Position Paper topics and approval processes to ensure that NAME Position Papers are considered and decided upon expeditiously so that NAME is nimble, current, and relevant as an organization in matters of importance relating to public health, public safety, criminal justice, and societal welfare concerns.

Tactic One: Review potential NAME Position Papers for relevance, timeliness, and content-relevance to ensure NAME is speaking to innovations, advancements, and new opportunities for the MDI community as appropriate

Tactic Two: Place a call for papers on identified topics that will improve the work of medical examiners, coroners, and medicolegal death investigators, meet the needs of key stakeholders, and allow NAME's voice to contribute to advocacy.

Tactic Three: Form an ad hoc subcommittee to conduct a three-year viability and accuracy audit of all active and inactive position papers and formulate methodology to call for new Position Papers.

Tactic Four: Develop protocols to build diverse teams of experts with sufficient specialty, leadership and writing skills to draft Position Papers that will advocate and speak for NAME including stipends for publication.

Tactic Five: Require that Position Papers use a systematic review format, incorporate minority opinions, and are supported by a thorough literature review and evaluation.

Tactic Six: Provide financial support for reference librarian consultants and stipends to Position Paper drafters to incentivize high-quality and expeditious completion.

Tactic Seven: Expedite processes for approval and dissemination to move at the speed of science, rather than the speed of law and policy.

Tactic Eight: Ensure that NAME Position Papers are distributed to all key stakeholders, collaborators, and advocates including the CFSO.

Tactic Nine: Create a standard NAME disclaimer and require NAME members who publish independently and without NAME organizational affiliation to include the NAME disclaimer if the NAME organization is listed or referred to in the publication.

Tactic Ten: Formalize NAME's ability to publicly speak on matters of urgency and imminence through creation of an EC/BOD White Paper or similar vehicle.

Objective Two: NAME will adapt to changes in science, technology, and medicine and advocate for these advances to be incorporated into practice.

Tactic One: NAME will support decisions of medical examiner and coroner offices to utilize advanced imaging technologies such as computed tomography (CT) and foster the use of molecular genetic testing for diagnostic purposes as deemed appropriate through individualized assessment for medical examiners and coroners.

Tactic Two: Task the Standards and Accreditation committee to review and revise the NAME autopsy standards and accreditation standards to reflect:

The medical literature and practice advances in our community from offices using CT for case triage and evaluation, and molecular genetic testing for the diagnosis of potentially inheritable conditions.

Tactic Three: NAME recognizes that some technologies are expensive. Consequently, NAME will support and foster the consolidation of jurisdictions that would result in economies of scale necessary for these technologic advances to be more widely incorporated.

GOAL EIGHT: ENHANCE THE PUBLIC IMAGE OF NAME

Enhance the public image of NAME, forensic pathology and medicolegal death investigation work and of the NAME organization.

Objective One: Establish an Ad Hoc Committee to oversee redesign of the website, including hiring of a website design company, maintaining work within budgeting, scheduled completion, and content approval lying with the EC and BOD.

Objective Two: Formulate and adopt a unified, proactive, and progressive communication strategy.

Tactic One: Hire or retain a Public Information Officer.

Tactic Two: Through the work of the Public Information Officer or other effectual, concrete means (in the absence of a PIO), investigate and formulate conclusions as to the current public face and messaging of forensic pathologists, medicolegal death investigation systems, and by analyzing open sources such as with “Google Hits”, Altimetric scores, and regularized net queries, congressional testimony, and public-facing pronouncements about events, positive or negative, that may be publicly linked to NAME, its members, and its mission.

Tactic Three: NAME will create a formal process, with full transparency to the membership, to ensure nimble, proactive response to correct inaccurate, damaging public pronouncements or media reports such as: a) inaccurate or incomplete citation to existing position papers; b) statements incorrectly attributed to NAME.

Objective Three: Formulate, design, and utilize messaging platforms to demonstrate the value and utility of NAME membership, and the vital role those Forensic Pathologists, medical examiners, coroners, and forensic toxicologists play in telling the whole truth about life and death in the world.

Tactic One: Clarify NAME’s approach to Social Media, to ensure Social Media is being proactively and beneficially utilized on behalf of NAME in both a concerted, targeted fashion for particularized messaging and in a frequent cadence for broad view messaging about matters of import.

Sub-tactic One: Solicit a presentation from Social Media committee about current platforms in use, identify of curator and poster for such platforms, frequency of postings of each type, how decisions are made how and when to post.

Sub-tactic Two: Formulate a Board-approved strategy for social media posting cadencing to publicize positive information on NAME, IACME and medicolegal death investigations, and also to post or publish research, academic publications, and scientific investigations supporting the integrity of medicolegal death investigations and the science underlying the practice.

Tactic Two: NAME will host media blasts/social media communications to focus on the positive contributions of Medical Examiners, Coroners, forensic pathologists and toxicologists to public health and public safety;

Sub-tactic One: NAME will host a webinar series on the impact and contributions of accurate and timely forensic pathology and toxicology in:

- court proceedings
- fatality review committees
- education of judicial system professionals
- formulation of legislation and regulations, and
- pronouncement of public health alerts, policies, and regulations

GOAL NINE: PROMOTE RESEARCH AND INTERDISCIPLINARY COLLABORATIONS

Promote research and advancement of medical and scientific knowledge in forensic pathology and interdisciplinary collaborations involving forensic pathology.

Objective One: Foster professional, financial, and educational research opportunities for forensic pathologist and MDI practitioners by promoting the research, educational and public health components of the medical practice of forensic pathology.

Tactic One: NAME will solicit, accept, and seek research opportunities that contribute to the Mission, Vision, Values and Goals of the organization and support public health in general.

Tactic Two: NAME will seek interdisciplinary collaborations that promote the critical and essential public health function served by forensic pathologists and the MDI community, with support for collaboration in publications and presentations at interdisciplinary meetings.

Tactic Three: NAME will support the initiatives of the National Institute of Justice, National Institute of Health, and Centers for Disease Control and Prevention to expand eligibility for student loan forgiveness and forbearance based on the research and public health contributions made by forensic pathologists, and will assist those agencies in using compiled data, anonymized case studies, and trend data to formulate publications and public pronouncements on matters of societal import.

GOAL TEN: EQUITABLE ACCESS TO QUALITY MEDICOLEGAL DEATH INVESTIGATIONS

Reduce disparity and ensure equitable access to quality medicolegal death investigations for all.

Objective One: Ensure geographical availability of forensic pathologists

Tactic One: NAME will work with IACME in a joint study to determine forensic pathology, forensic toxicology, and advanced imaging capabilities in rural coroner and medical examiner jurisdictions, with the goal of seeking federal assistance and partnership.

Tactic Two: NAME will survey membership as to the impacts of increased violent deaths, drug overdose deaths, and emerging societal threats that increase resourcing burdens for all sectors of coroner and medical examiner communities, with the goal of gaining media exposure to advocate for resources in disproportionately affected jurisdictions, if identifiable.

Tactic Three: NAME leadership will charge a committee with drafting a publication on the differential demands and costs of medicolegal death investigations in the various diversified jurisdictions and localities, and will seek assistance from CSFO to get resources, personnel and support to fill gaps.

Objective Two: Articulate specific instrumentation and electronic imaging capabilities with which every medicolegal death investigation community should be equipped.

Tactic One: Produce NAME Position Paper on Advance Electronic Imaging instrumentation and capabilities as Essential Public Health Tools.

Tactic Two: Use the Position Paper to obtain resourcing for such instrumentation and capabilities in the name of cost savings, efficiency, and accuracy.

Objective Three: Waiver of interstate license requirements; Because rural geography, urban demand, mass casualty events, and force majeure conditions such as the COVID pandemic require a rapid, nimble and professional forensic pathology response, NAME will require CSFO to monitor and report on all interstate waiver of licensure advances and aggressively link forensic pathology medicine to proposals and efforts that are advanced on behalf of and in support in other medical disciplines.