

2019 Annual Report



Board of Directors

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Ms. Tammy Kemp
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Executive Director

Jake Jacobs, MPA

Director of Targeted Case Management

Jorgi McNamara

Director of Administrative Services

Tom Holcomb, CPA

Director of Organizational Development

Amanda George



Who We Are

As a statutorily-created taxing authority of Jackson County, Missouri, since 1976 eitas has provided funding and services for Jackson County citizens with developmental disabilities.

Our Mission

Our mission is to support individuals with developmental disabilities and their families with services that respect their choices, increase their opportunities, encourage their independence and assist their inclusion in all aspects of the community.

Our Value Statements

At eitas, we

- will advocate for a wide range of services and funding to meet the needs of persons with developmental disabilities.
- will promote a culture of inclusion and individualized supports.
- will support individuals with developmental disabilities through cutting-edge programs and empowered staff and providers.
- will provide the highest quality of supports and services by listening to the people it supports and the people who know them best.
- will support people to be active, full members of their communities.
- will be a Missouri leader in developing, supporting and furthering a community free of attitudinal and physical barriers and where persons with developmental disabilities participate in the full, rich life of their community without fear and prejudice.
- will conduct itself with integrity, propriety and honesty in carrying out the Board's mission, values and responsibilities.
- will seek to insure the health, safety and quality of life for the persons we support through proactive oversight of the programs we fund.
- will, whenever possible, leverage its resources to enhance funding and forge local, state and federal partnerships to expand available funding and services for individuals with developmental disabilities.

To the residents of Jackson County

The theme for the 2019 continued to be expanding in new and different areas.

Eitas has been in a growth mode the last few years – growing to serve more people in new and innovative ways. In 2019 we added the Community Outreach Department and expanded services in transportation and communications and continued to focus on better customer services externally and internally with our organization.

We have worked closer with the Department of Mental Health Developmental Disabilities Division and local residential providers to broaden housing opportunities for people that give them choice and a place in the community; we have developed new services that address aging issues for the people we support; we are working to develop better transitioning of young adults from school to work; we have partnered with the sheltered workshops to develop and support more community employment; and we have taken on the welcome task of opening hearts and minds through Gentle Teaching.

Internally, we have expanded the transportation department, continued to develop our service coordination services, and moved into new office space to accommodate our growing number of staff.

But in all of this expansion and change, we continue to stay focused on our mission of providing supports and advocating in a myriad number of ways for our fellow citizens with developmental disabilities. We try to never lose sight of the fact that it is a person by person endeavor centered on individuals and the unique qualities and abilities each of us have.

Sincerely,



Jake Jacobs
Eitas Executive Director



Community Services

Facility Services

Organizational Development

Personnel Services

Transportation Services

Financial

Revenue	
Jackson County Taxes	\$8,765,070
Investment Income	\$243,292
Missouri Department of Mental Health - Shared Units	\$477,129
Organized Healthcare Delivery System	\$0
Missouri Elderly & Handicapped Transportation Grant	\$41,839
Medicaid (Includes Service Coordination)	\$6,643,458
Gain (Loss) on Disposal of Assets	(\$17,766)
Other Revenue	\$287,824
Total Revenues	\$16,440,846

Expenses	
Administration	\$1,854,598
Transportation	\$3,479,633
Residential	\$335,249
Vocational	\$2,448,911
Day Services	\$777,118
Support Coordination	\$5,227,607
Community Outreach	\$355,107
Intervention	\$126,130
HOPE Waiver Match	\$114,195
Property	\$665,209
Training	\$309,944
Total Expenses	\$15,693,701

Totals	
Revenues Over Expenses	\$747,145
Less Depreciation	\$840,271
Changes in Fund Balance	(\$93,126)
Fund Balance, Beginning of Year	\$24,579,669
Fund Balance, End of Year	\$24,486,543

2019 Services and Supports Expenditures

Organization / Agency	Supports / Services	Tax Levy Funding
Life Unlimited	Residential Sports Programs	\$60,765
Center for Developmentally Disabled	Residential	\$168,692
Truman Neurological Center	Residential	\$108,917
Job One	Sheltered Employment, Community Employment	\$1,057,648
Southeast Enterprises	Sheltered Employment	\$453,491
Blue Valley Industries	Sheltered Employment	\$329,355
Ability KC	Sheltered Employment	\$219,806
ACED	Adult Education	\$257,062
Mattie Rhodes	Transitional Services	\$121,852
The Whole Person	Employment	\$6,960
Rainbow Center	Day Programming	\$284,792
Developing Potential	Day Programming, Community Employment	\$243,784
Jackson County Parks & Recreation	Recreational Programs	\$192,917
Down Syndrome Guild	Transitional Services	\$22,500
Propel	Vocational Services	\$30,000
Children's Center for Visually Impaired	Vocational Services	\$126,130
Intervention Services	Special Services	\$73,047
Property Expenses	Repairs/Refurbishing	\$665,209
Eitas Transportation Services	Transportation Services	\$3,479,633
Eitas Administration	Operational Services	\$1,854,598
Eitas Support Coordination	Targeted Case Management	\$5,227,607
Eitas Community Outreach	Non-Medicaid Case Management	\$284,797
Partnership for Hope	Match Funding	\$114,195
Eitas Organizational Development	Staff Training and Supports	\$309,944
Grand Total of Services and Supports Expenditures		\$15,693,701

Accomplishments for Administrative Services in 2019

- In 2019, including payroll, paper checks, and electronic payments, we made 7,003 payments totaling \$16,887,149.22. We had a 54 percent increase in the number of electronic payments made and a 24 percent decrease in the number of paper checks. This was the first year in eitas' history that the number of electronic payments of accounts payable has exceeded the number of paper checks.
- Our total expenses in 2019 were \$16,533,972, of which \$70,310 was for emergency grants to individuals and \$3,687,409 was for grants to other government and nonprofit organizations.
- In 2019, for the first time we contracted with another organization to help manage our computer system and provide helpdesk services.

- Administrative Services
- Community Services
- Facility Services
- Organizational Development
- Personnel Services
- Transportation Services

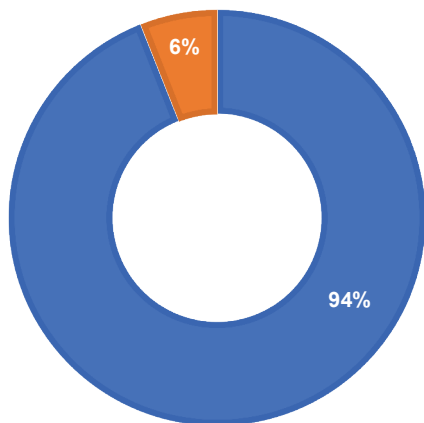
Support Coordination

In 2019, eitas support coordination served more than 1,800 people. At the close of 2019, eitas employed 50 support coordinators on seven teams. In order to continuously improve our services, changes needed to be made.

Eitas has committed to removing tasks from the support coordination workload and reallocating those tasks to others. The expected outcome is that support coordinators will have more time to focus on relationships with individuals, families, providers and stakeholders. This also should allow greater accountability and consistency in performance of the reallocated tasks. The following steps toward those goals occurred in 2019:

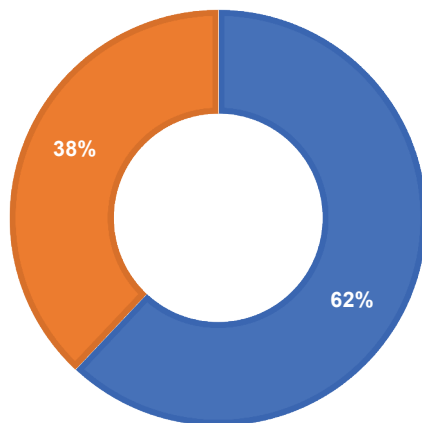
1. Eitas committed to actively interviewing and hiring staff needed to reduce the average caseload size to 35. That goal is in progress.
2. Eitas created the position of Due Process Specialist. This person is responsible for tracking any rights restrictions of people we support and assisting the teams in making sure that those rights restrictions are necessary and temporary. We must always have a pathway to the restoration of rights. This position was filled in September of 2019 and the goal is in progress.
3. Eitas revised the role of the staff who assist with funding authorizations (Utilization Review Coordinators or URCs) to provide more hands-on support to the SCs. The number of URCs doubled in 2019. They were also divided up and assigned to specific teams in order to build better relationships with staff and providers. This has worked extremely well.
4. The positions of Assessment Specialist were created in 2019. These positions were not filled until 2020. They will take over the waiver eligibility assessments from the SCs to provide for more consistent assessments and better tracking of those assessments. This goal is in progress.
5. A 4th Records Clerk (RC) was added in 2019. The RCs were divided up according to specific TCM teams to provide better communication and build relationships internally. This has worked extremely well.
6. Specific goals for TCM were set and tracked both by SC, by team, and compiled as a whole. This allows eitas to pinpoint specifically which staff and which teams need more support to meet expectations. That support is then provided to them until we find a system that works better for them. Since the tracking began, we have seen many improvements to the accuracy, timeliness, and fiscal efficiency of the TCM Department.

Languages spoken by those we support



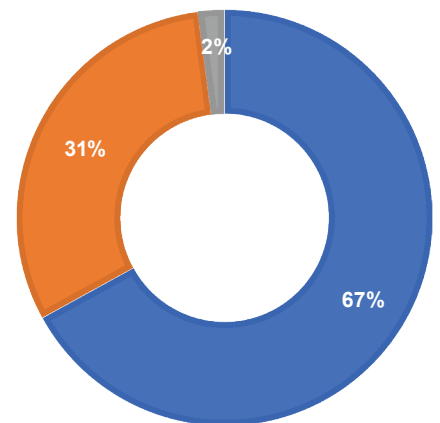
■ English
■ Other

Gender of those we support



■ Male
■ Female

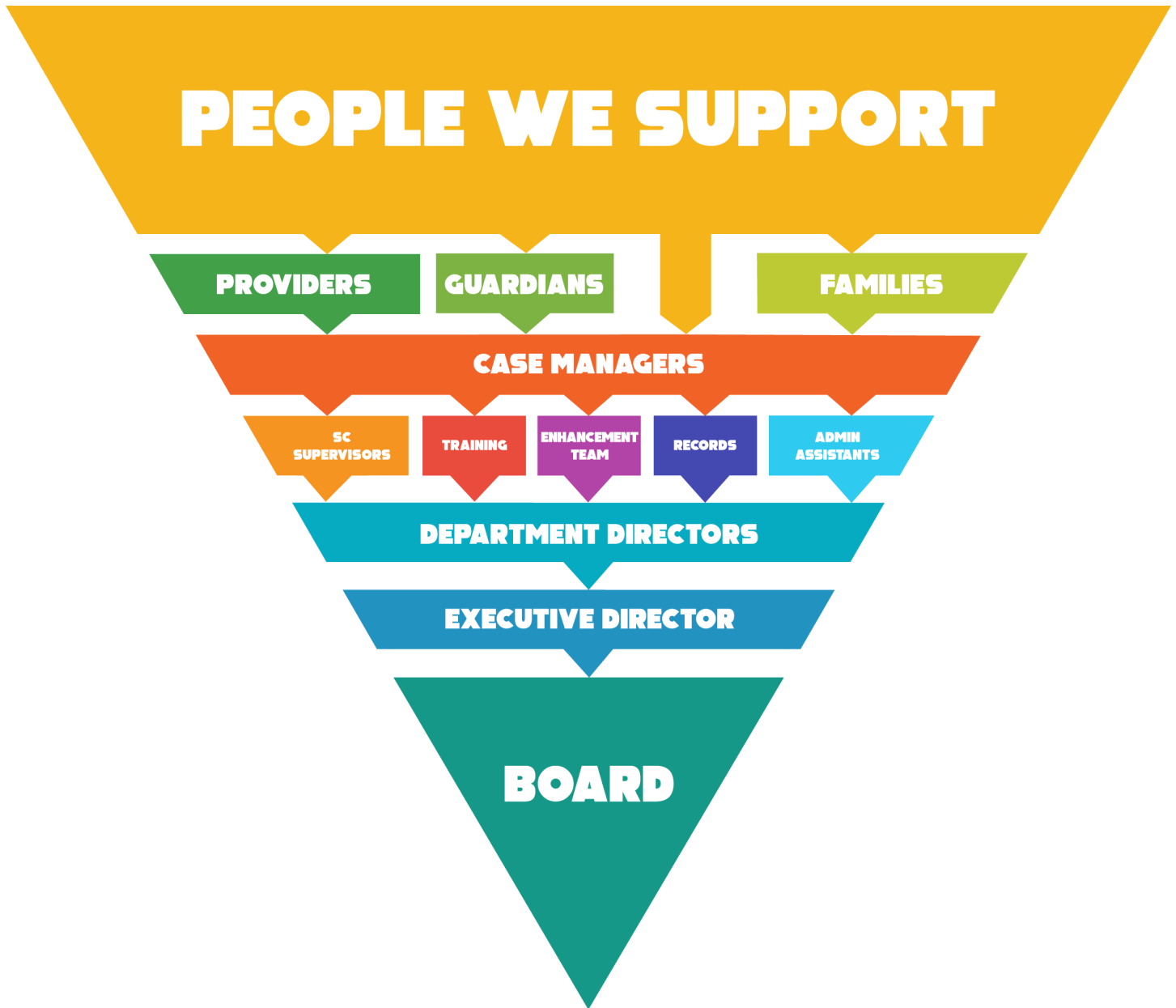
Living situation for those we support



■ Full Guardian
■ Independent
■ Other

**This number includes minor children.*

Support Coordinators at Eitas believe that we ultimately report to the people we support. They are at the top of our organizational chart.



2019 Support Coordination Capacity Building Survey

- Each year eitas surveys 100 percent of the people it supports through Targeted Case Management (TCM) Department. This is done to assess the level of satisfaction of those served within this department and to ensure the TCM Department is living the mission of eitas. The Support Coordination Capacity Building Survey (SCCB) was developed for all TCM entities in Missouri to use in 2017 and this has been eitas' method for surveying the TCM Department since that time. In 2019, surveys were sent out in October and the survey remained open until 12/04/2019.
- Surveys are mailed/e-mailed to the person supported or their legal guardian(s)/responsible party. New in 2019, the letters mailed with the survey had a QR code, so the respondent had the opportunity to scan the code and complete the survey online.
- All surveys are distributed in the person supported/best informant's primary language based on demographic information in the person's file. In 2019, eitas mailed out surveys in the following languages: English, Spanish, French, Somali and Burmese.
- Forty-four (44) percent of respondents report having the same Support Coordinator for two or more years.
- Eighty-four (84) percent of respondents report having received support coordination services with eitas for more than two years.
- Fifty-eight (58) percent of those respondents report having been with eitas more than five years.
- The SCCB survey contains a set of 12 questions about the Support Coordinator's capacities and the respondents were asked to rank each question on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree). Below are the questions and the weighted average for the question. The weighted average score is out of 5.

Survey Question	2019 Weighted Avg.
My support coordinator knows about me.	4.34
My support coordinator knows about local supports, services and resources.	4.24
My support coordinator helps with connecting to local supports, services and resources.	4.11
My support coordinator helps me find ways to participate in the community.	3.98
My support coordinator helps me with building relationships.	3.96
My support coordinator ensures the services are delivered to meet my needs (service effectiveness).	3.96
My support coordinator helps me with planning for my life.	4.18
My support coordinator listens to me and shows understanding and compassion.	4.47
My support coordinator is attentive and responsive (responds to questions in a timely manner).	4.21
My support coordinator communicates effectively with me.	4.3
My support coordinator advocates for me.	4.18
My support coordinator encourages me to advocate.	4.13

Administrative Services

Community Services

Facility Services

Organizational Development

Personnel Services

Transportation Services

Agency Relations

Accomplishments for Agency Relations in 2019

- Agency Relations became LifeCourse Ambassadors to facilitate strategic planning for our department and funded agencies.
- A member of our team became Certified as a Mental Health First Aid Trainer and has certified eight eitas staff.
- AR staff member was certified to assist with eitas Alzheimer and Dementia trainings.
- Agency Relations developed a Certification Process to certify Gentle Teaching Mentors that includes recognition by the Gentle Teaching International Board. Two mentors has been certified, five in process and nine additionally have requested to enter the process.
- Agency Relations partnered with a local Gentle Teaching mentor to offer an Introduction to Gentle Teaching Presentation statewide at MACDDS; 48 participates attended.
- Completed our first full year of a new outcome reporting process for all grant-funded agencies.

Communications

Website Traffic and Demographics for 2019



Users
13,474



New Users
13,099



Typical User Age
25-34



Typical Gender
Female (67%)



Page Views
62,809









Social Media Analytics for 2019

	199 posts • 4,700 engagements • 726 fans		181 tweets • 374 engagements • 79 followers
	180 posts • 560 engagements • 61 followers		22 views • 115 impressions • 4 subscribers

Accomplishments for Communications in 2019

- Created various forms and documents to assist in CARF accreditation.
- Promoted two "Intelligent Lives" movie screenings.
- Developed over 27 documents or forms (either electronic or print) to be used internally and/or externally.
- Created 12 internal employee newsletters and two external newsletters.
- Coordinated 13 Constant Contact email campaigns.
- Began larger push to using an intranet developed through SharePoint framework.

Community Outreach

 Presentations	Number of presentations eitas presented.	3
 Events	Number of events eitas participated.	7
 Committees	Number of committees eitas participated.	10
 Assisted	Individuals assisted in becoming Medicaid eligible.	64
 Community	Processed information referral calls from the community.	110
 Active	Individuals actively supported on caseloads as of Dec. 31, 2019.	117
 Referred	Individuals referred for supports from Jan. 1, 2019 - Dec. 31, 2019.	156
 Agency	Total number of agency referrals.	170

Accomplishments for Community Outreach in 2019

- A Benefits Specialist was hired in November 2019 to specifically assist people with becoming eligible for Medicaid, Social Security and food stamps, as well as provide benefits counseling.
- The Community Outreach Department was asked to present at the Missouri Family-to-Family Stakeholder Meeting, to showcase the innovative ways our department has utilized Charting the LifeCourse tools and concepts in supporting people with developmental disabilities.
- The Community Outreach Department was asked to present to the Children's Mercy Hospital Social Work Department. In doing so, we were asked if the presentation could be developed for attending Social Workers to be able to count towards their CEU's. The presentation was approved to be able to do this, and we received multiple referrals following the presentation.
- Good Life Groups began to be facilitated.
- Community Outreach Supervisor received certification in becoming Charting the LifeCourse Ambassador.

Quality Assurance

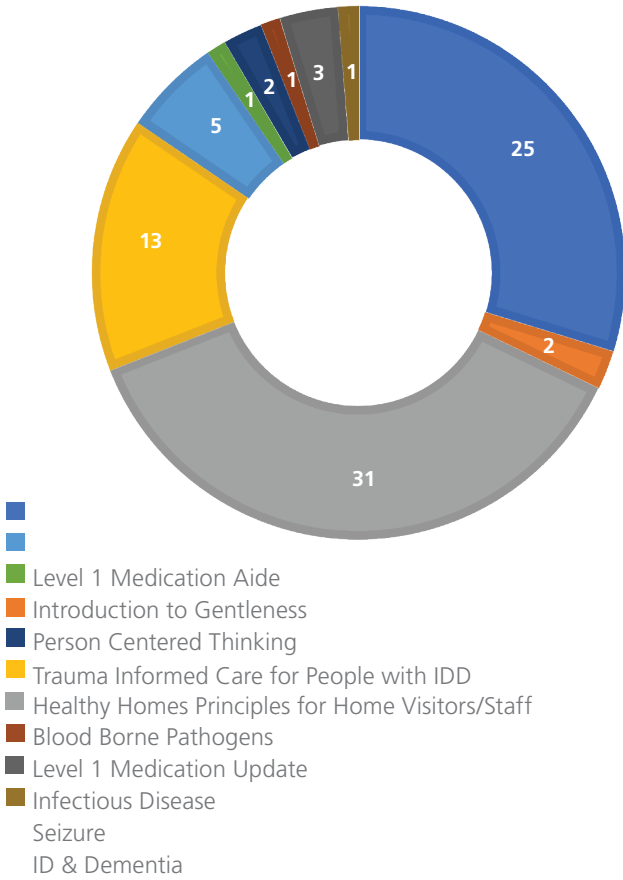
2019 External Stakeholder Survey

- In 2019, eitas conducted its first external stakeholder survey because eitas is committed to actively seeking information from external stakeholders, and to providing supports and services in a manner that utilizes that information to ensure that that needs and preferences of all stakeholders are consistently met.
- At eitas, external stakeholders are identified as: any individuals or groups who have an interest in the activities and outcomes of eitas' programs and services that involve the departments of Transportation Services, Community Outreach and/or Targeted Case Management.
- For this survey, these stakeholders include but are not limited to, the Department of Mental Health/Kansas City Regional Office, SB40 Boards, Missouri Department of Mental Health contracted providers, Department of Health & Senior Services providers, residential care facilities, intermediate care facility for the mentally retarded, nursing homes, sheltered workshops, funded services/organizations, community partners, grant funders and Jackson County residents.
- In 2019, eitas identified 309 possible external stakeholders to survey.
- Sixty-three out of 303 (21%) responded to the survey.
- Respondents were asked six questions about each department(s) in which the respondent is affiliated. Many respondents are affiliated with more than one department. The respondents were asked to rank each question on a scale of 1 (Strongly Disagree) to 4 (Strongly Agree). Below are the questions and the weighted average for the question by department. The weighted average score is out of 4.

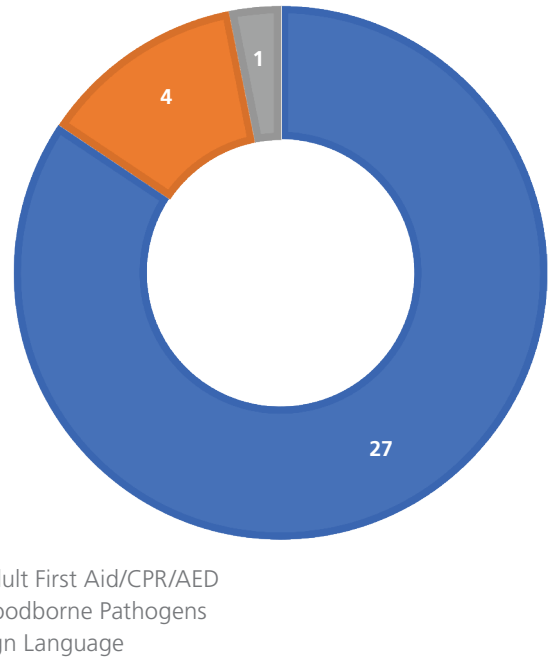
Survey Question	Targeted Case Mangement Weighted Avg.	Community Outreach Weighted Avg.	Transportation Services Weighted Avg.
Eitas supports individuals and their families with services that respect their choices, increase their opportunities, encourage their independence and assist their inclusion in all aspects of the community.	3.46	3.80	3.64
Staff are prompt in their response to your calls/request for contact.	3.16	3.60	3.36
Staff are timely in their role for coordinating services.	3.15	3.60	3.14
I have been treated with kindness and respect each time I have had contat with eitas.	3.43	3.73	3.36
Individuals who request services, and meet the requirements for admission to our program, are admitted in a timely manner.	3.21	3.64	3.08
Eitas provides and advocates for culturally competent services for the people we support.	3.50	3.46	3.64

Training

Number of Classes/Workshops Offered in 2019



Number of Classes Requested by Providers in 2019



Accomplishments for Training in 2019

Provider Training at the Hensley Training Center

- Total training attendees: 1,042
- Number of classes scheduled: 116
- Total hours of training: 836.5
- Training evaluations: Average of 3.87 out of a 4-point scale for evaluations received.

Support Coordinator Training

- Sixteen new support coordinators were trained in 2019.
- Total hours of support coordination training provided: 1,834

Additional Accomplishments

- Preparing for CARF survey in 2020.

Administrative Services

Community Services

Facility Services

Organizational Development

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Transportation Services

Transportation Services



Gallons of fuel used in 2019

118,000



Total trips completed in 2019

131,103



Total number of miles driven in 2019

1,172,272

Accomplishments for Transportation in 2019

- Created the Passenger Intake Coordinator position which has benefited in the following ways:
 - Transportation requests are now processed in a third of the time from previously.
 - Passenger long-term waitlist has been reduced from approximately 110 requests pending to 13 in less than six months.
 - Inquiries are being handled by one point of contact who can provide detailed information for each individual case.
- Tighter inventory control than in previous years resulting in an overall reduction in costs and waste.
- The purchase of a brake Lathe machine. We now resurface rotors onsite resulting in quicker turnaround and significant savings.
- Whip around app – this is an app that drivers have on their vehicle phones used to submit pre-trip electronically. Benefits – mechanical issues are immediately submitted to maintenance, mileage recording errors are nonexistent and a significant reduction in paperwork.
- Use of handheld tablets for mechanics. This device helps expedite ordering of parts, aids in quicker invoicing and provides immediate technical assistance to mechanics via internet.
- Installation of large monitors used for training, vehicle tracking and driver entertainment.
- We've expanded our Advance Call service by adding a third vehicle. We now can transport 30 percent more passengers daily and have expanded our operational hours until 7 p.m.
- Our on-time performance time has significantly increased. Complaints are down approximately 60 percent from last year.



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Kansas City, MO 64138

Place
Postage
Here

Eitas Administration

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Kansas City, MO 64138
P/ 816.363.2000
F/ 816.363.1755
E/ info@eitas.org

Transportation Services

6400 James A. Reed Rd.
Kansas City, MO 64133
P/ 816.461.3654
F/ 816.363.1755
E/ transportation@eitas.org

Hensley Training Center

8508 Hillcrest Rd.
Kansas City, MO 64138
P/ 816.822.8900
F/ 855.541.0203



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