2020 **Annual Report**





Empowering Individuals Through Advocacy & Support

Board of Directors

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Leadership Staff

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

Transportation Manager Roger Montero

Personnel Manager Pam Washington



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

To say the year 2020 was a challenge does not even begin to describe the sometimes-overwhelming issues we faced - from the COVID pandemic, to social unrest and a volatile political scene, it was definitely a year to go down in history. And though many issues touched all of us personally, the pandemic effected eitas the most drastically.

Fortunately, in many ways, we were prepared for what we had to face. It was not a simple transition, but we were able to alter operations in a structured and efficient manner that protected the safety of our staff and the public. Some changes were difficult in that they affected our interactions with and supports of the people we are designed to serve – Jackson County citizens with developmental disabilities, as well as the organizations we partner with and fund.



Our Targeted Case Management Department quickly responded through the use of existing systems where each Support Coordinator already had their own laptop, and eitas had a robust IT system that allowed for remote service delivery and billing. Our system was also capable of effective communication of administrative and supervisory staff with the eitas Board, all employees, and our partner agencies in Jackson County as well as across the State.

The most seriously impacted service was our Department of Transportation that went from serving 500 people a day to none, as provider organizations shut down operations and the country-wide guarantine went into effect. But despite that, we were able to keep staff on board and employed as the country and our local area gradually resumed services, even though much reduced. As the year 2020 ended we were back to about half our typical number of riders.

One of our greatest concerns was with the fifteen or so providers that we were funding who all had to suspend services, some of them completely for a while. Fortunately, eitas has strong reserves that allowed us to not only keep our own operations afloat but aided those providers to keep them from losing too many staff. We did not want our local IDD system to come out of the pandemic with no viable providers to serve people who desperately needed supports.

But despite all of the above, eitas prevailed, and kept right on providing and funding services and did not let the pandemic reduce our mission or negate advances we have made over the years. Additionally, it did not deter our plans for seeking CARF accreditation in 2020, and after much work from our dedicated staff we received a full three-year accreditation. Our 45-year-history has been one of resilience and dedication to a mission that will never be abandoned as long as we have citizens with developmental disabilities in need.

This report reflects that determination to carry-on. As we move into a post-COVID era, we will reflect back on the past year with sorrow over those we lost, but with a firm resolve to always be there for others – people needing supports, our dedicated staff, and the providers who do so much to enrich the lives of those with disabilities.

Sincerely,

Jahreland

Jake Jacobs Eitas Executive Director

Administrative ServicesFacility ServicesOrganizational DevelopmentPersonnel ServicesTargeted Case ManagementTransportation Services

Financial

Administrative Services is responsible for handling all financial aspects of revenues and expenditures, including tax levy dollars, Medicaid contracts, grants, accounting, purchasing, and staff payroll and benefits. It also manages IT services and insurance.

Revenue	
Jackson County Taxes	\$8,327,394
Investment Income	\$65,706
Missouri Department of Mental Health - Shared Units	\$417,534
Missouri Elderly & Handicapped Transportation Grant	\$73,661
Medicaid (Includes Service Coordination)	\$6,587,254
Gain (Loss) on Disposal of Assets	\$132,761
Other Revenue	\$537,359
Total Revenues	\$16,141,669

Expenses	
Administration	\$2,038,636
Transportation	\$3,646,223
Residential	\$291,849
Vocational	\$2,575,785
Day Services	\$721,527
Support Coordination	\$5,875,329
Community Outreach	\$386,712
Intervention	\$197,500
HOPE Waiver Match	\$86,498
Property	\$603,429
Training	\$264,241
Total Expenses	\$16,687,729

Totals	
Revenues Over Expenses	(\$546,060)
Less Depreciation	\$883,923
Changes in Fund Balance	(\$1,429,983)
Fund Balance, Beginning of Year	\$24,486,543
Fund Balance, End of Year	\$23,056,560

2020 Services and Supports Expenditures

Organization / Agency	Supports / Services	Tax Levy Funding
Life Unlimited	Residential Sports Programs	\$7,372
Center for Developmentally Disabled	Residential	\$179,557
Truman Neurological Center	Residential	\$104,920
Job One	Sheltered Employment, Community Employment	\$1,188,898
Southeast Enterprises	Sheltered Employment	\$462,915
Blue Valley Industries	Sheltered Employment	\$351,248
Ability KC	Sheltered Employment	\$236,840
ACED	Adult Education	\$214,033
Mattie Rhodes	Transitional Services	\$121,851
Rainbow Center	Day Programming	\$309,000
Developing Potential	Day Programming, Community Employment	\$248,517
Jackson County Parks & Recreation	Recreational Programs	\$164,010
Down Syndrome Guild	Transitional Services	\$17,500
Propel	Vocatinal Services	\$60,000
Children's Center for Visually Impaired	Vocational Services	\$120,000
Partnership for Hope	Match Funding	\$86,498
Grants to Individuals	Special Services	\$50,192
Eitas Community Outreach	Non-Medicaid Case Management	\$336,520
Eitas Transportation Services	Transportation Services	\$3,646,223
Eitas Administration	Operational Services	\$2,038,636
Eitas Support Coordination	Targeted Case Management	\$5,875,329
Eitas Organizational Development	Staff Training and Supports	\$264,241
Property Expenses	Repairs/Refurbishing/Utilities	\$603,429
Grand Total of Services and Supports Exenditures		\$16,687,729

Accomplishments for Administrative Services in 2020

In 2020, including payroll, paper checks, and electronic payments, we made 6,289 payments totaling \$16,663,313.38. Electronic payments now account for 61 percent of all accounts payable transactions and 88 percent of the dollar volume of those transactions.
Our total expenses in 2020 were \$17,571,652, of which \$50,192 was for emergency grants to individuals and \$3,786,661 was for

grants to other government and nonprofit organizations.

• In 2020, we changed our provider of payroll/human resources software. The new software will better position us to become a more data-driven organization.

Financial Impact of COVID-19

• Most of the providers funded to perform vocational, intervention, and day services were forced to reduce the volume of services provided, both to comply with local regulations and to keep the individuals served safe. Despite this reduction in services provided, eitas maintained the approved funding to help the providers stay in business.

• Similarly, in order to maintain its own workforce, we did not lay off or reduce pay to employees, even when there was much less work to be done.

• The most significant impact on revenue was on Medicaid billings for transportation. For two months, the transportation operation was completely shut down, and when it resumed operations, the number of passengers was dramatically less than before the pandemic. As a result, Medicaid billings related to transportation in 2020 were \$390,494 less than in 2019, a 51 percent decrease.

Administrative Services Facility Services Organizational Development Personnel Services Targeted Case Management Transportation Services

Facility Services

Facility Services manages all the property that eitas owns and leases to providers, responsibilities include major upkeep of buildings and grounds, safety and security.

The year started with high hopes of continuing to spend the budget on items for the buildings, a time to get caught up on large ticket items that have been put on hold in the past. Then came the news the virus was gaining strength and people were starting to die, and we immediately closed. Many may have thought we closed, but instead we went into survival mode. Facility Services staff were coming into the buildings on nights and weekends to make sure systems were up and running. The search for Personal Protective Equipment (PPE) started and with everyone looking for the same things, supplies were short and very hard to find.

Accomplishments for Facility Services in 2020

- Professional services contacted to fog eitas buildings with high-strength, EPA-approved Cold Sterilant & Everpure Antimicrobial giving protection on all surfaces including air ducts and vents.
- All inspections were completed regardless if our facilities were closed to staff. Vendors worked with us to make sure we stayed current on all building systems.
- At mid-year we started using vital oxide a residential, commercial and hospital disinfectant through our electrostatic sprayer. We cover the entire building top to bottom once a week to insure superior coverage.
- Upgraded all soap dispersers and loaded them with a higher quality soap.
- Hot water units replaced or repaired to insure plenty of hot water in all areas.
- Air filtration at the buildings were upgraded to pre-surgery quality. Currently at top tier for filtration.
- Accessible parking were added to complete the new look. (CARF Priority)
- Direction signs were installed to direct folks toward assessable bathrooms and meeting areas.
- Repairs to thermostats and temperature adjusted for better setting. (CARF Priority)
- Major work also continued at 8508, with new roof section added and major gas leak in roof repaired along with mold remediation and window repair in boardroom.
- Window repairs continued with the southside of 8511 along with major roof repair.
- The elevator phone was a major deal but was completed and is up and running.
- New hand sanitizing stations were placed in all common areas.
- We practice social distancing and spots are marked on floors.

Administrative Services Facility Services Organizational Development Personnel Services Targeted Case Management Transportation Services

Agency Relations

Agency Relations is a department within Organizational Development. The department monitors the funding contracts with all providers to ensure compliance, and assists in handling issues with people supported and services.

Accomplishments for Agency Relations in 2020

- Agency Relations staff partnered with gentle teaching organizations world-wide to create a Gentle Teaching International Network.
- AR staff partnered with other organizations from the US to create a Gentle Teaching Network within the US.
- Agency Relations created two online trainings for Gentle Teaching to better meet the needs do to COVID-19.
- 4-Hour Introduction to Gentle Teaching Modified from our in-person class, 6 classes were provided online.
- 2-Hour Review of Gentle Teaching- To be used as a review for those who have been training previously or needed a shorter version of the training.

Agencies Funded for 2020

- Children's Center for the Visually Impaired (CCVI)
- Jackson County Parks + Rec. (JCP+R)
- Life Unlimited Previously Open Options
- The Down Syndrome Guild
- Ability KC
- Blue Valley Industries (BVI)
- JobOne
- Southeast Enterprises

- Developing Potential (DPI)
- Mattie Rhodes Center Visionaries Program
- Truman Neurological Community (TNC)
- UMKC Propel
- ACED Program UMKC/IHD
- Center for Developmentally Disabled (CDD)
- Rainbow Options

Number of Grants Funded

- College Program 1
- Community Employment 2
- Sheltered Workshop 4
- Home Consultations 1
- Early Intervention 1
- Community Living 2
- Sports Programs 2
- Transition 1
- Day Services 3
- Adult Education 1

Number of People Benefiting from SB40 Funding

- College Programs 20
- Community Employment 236
- Sheltered Workshop 261
- Home Consultations 32
- Early Intervention 13
 Community Living 232
- Community Eiving 252
- Sports Programs 60
- Transition 6
- Day Services 145
- Adult Education 100

Community Outreach

Community Outreach (COD) is a department within Organizational Development that provides a variety of services, information and resources to the general public, and in specific to families and individuals referred to eitas by the Kansas City Regional Office or other sources.

Resentations	Number of presentations eitas presented.	2
🔶 Events	Number of events eitas participated.	2
🔆 Committees	Number of committees eitas participated.	8
👍 Assisted	Individuals assisted in becoming Medicaid eligible.	78
差 Assisted	Individuals assisted in benefits counseling and benefits assistance.	107
🔿 Community	Processed information referral calls from the community.	179
Active	Individuals actively supported on caseloads as of Dec. 31, 2020.	75
Referred	Individuals referred for supports from Jan. 1, 2020 - Dec. 31, 2020.	93
Agency	Total number of agency referrals.	300+

Accomplishments for Community Outreach in 2020

- Achieved three year CARF accreditation, with no recommendations.
- Benefits Specialist became certified to provide benefits counseling.
- Created and added Autism Resources Specialist position.
- Through representing eitas on Complete Count Committee, assisted six people in completing 2020 Census, gave out items to bring awareness and made a video that was shared on eitas social media.
- Participated in the Health Equity Collaborative grant in partnership with Institute for Human Development.

Impact of COVID pandemic on Community Outreach activities

- Despite difficulties in completing Medicaid applications in a virtual world, Benefits Specialist was able to assist 14 additional people than in 2019 in becoming Medicaid eligible
- While there were 63 less referrals from KCRO from 2019, COD processed 69 additional information and referral calls from 2019 from the community. Requests for resource information included but wasn't limited to mental health resources, virtual activities and supports, and emergency assistance.
- COD was instrumental in gathering COVID related resource information that was placed on the eitas website.
- COD connected people supported with approximately 130 additional referrals to agencies than in 2019. Connections included but wasn't limited to emergency assistance and virtual activities and supports.

Community Outreach Annual Satisfaction Survey Results

Survey Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My Community Outreach staff knows about me and my situation.	58%	12%	24%	6%	0%
My Community Outreach staff knows about local supports, services and resources.	59%	35%	6%	0%	0%
My Community Outreach staff helps me connect to local supports, services and resources that meet my needs.	65%	29%	6%	0%	0%
My Community Outreach staff helps me find ways to participate in the community.	57%	30%	7%	6%	0%
My Community Outreach staff helps me identify people and things already in my life that can help me meet my needs.	57%	25%	6%	6%	6%
My Community Outreach staff ensures that the services are delivered to meet my needs. My support coordinator makes sure problems are addressed/fixed in a timely manner.	65%	25%	5%	5%	0%
My Community Outreach staff listens to me and shows understanding & compassion.	75%	19%	6%	0%	0%
My Community Outreach staff responds to questions in a timely manner.	76%	18%	6%	0%	0%
My Community Outreach staff encourages me to advocate for myself.	66%	20%	7%	0%	7%
I am satisfied with the support provided by eitas staff during the COVID-19 pandemic.	75%	13%	6%	0%	6%

Communications

Communications is a department within Organizational Development. The department manages all print and digital communications (internal and external) and marketing, as well as managing social media, the Internet and the Intranet.



Accomplishments for Communications in 2020

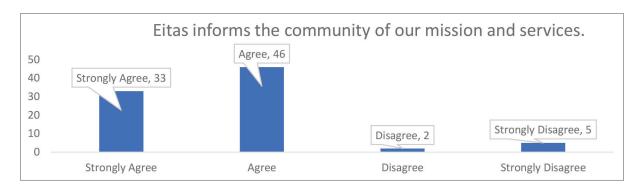
- Developed and promoted 12 internal employee newsletters and two external newsletters.
- Coordinated 14 Constant Contact email campaigns.
- Began development of an extensive SharePoint (Intranet) Governance Plan.
- Conducted three Sharepoint learning seminars for all staff.
- Managed social media and automated marketing channels, and continued adding more followers and subscribers.

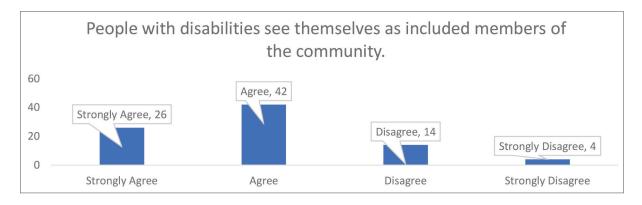
Quality Assurance

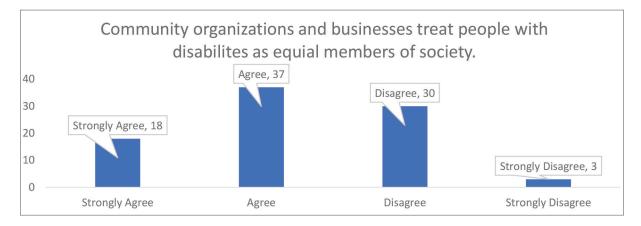
Quality Assurance, a department within Organizational Development, monitors the quality and integrity of service activities and supports through external surveys, and provision of data analysis and specialized reports.

2020 External Stakeholder Survey

At eitas, we are committed to actively seeking information from external stakeholders and providing supports and services in a manner that utilizes this information to ensure that the needs (and preferences) of all stakeholders are consistently met. Therefore, in 2020, eitas conducted its second annual external stakeholder survey to measure such things.





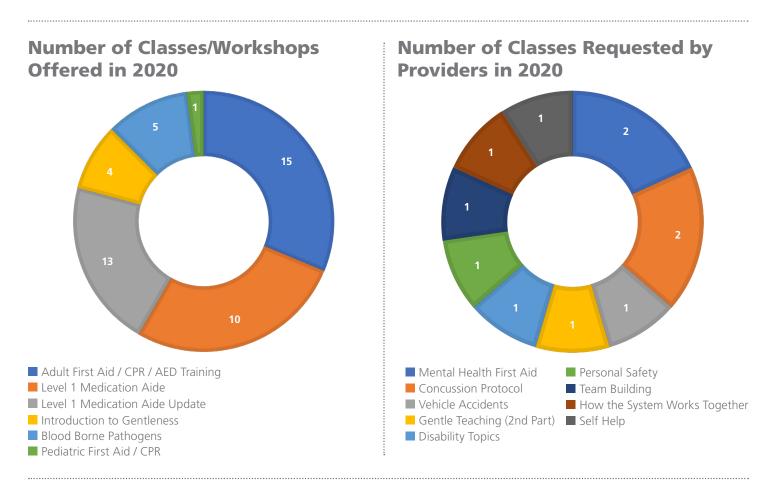


The following chart is the percentage of respondents who indicated they "Strongly Agree" or "Agree" with the question based on their interaction with the eitas department(s) they indicated they are affiliated with.

	% of Strongly Agree/Agree		
Survey Question	Community Outreach Department	Transportation Services	Targeted Case Management Department
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.	95.00%	90.00%	98.00%
Staff are prompt in their response to your calls/requests for contact.	95.00%	85.00%	82.69%
Staff are timely in their role for coordinating services.	94.74%	95.00%	83.67%
I have been treated with kindness and respect each time I have had contact with eitas.	100.00%	90.00%	95.92%
Individuals who request services, and meet the requirements for admission to our program, are admitted in a timely manner.	100.00%	82.35%	87.80%
Eitas provides and advocates for culturally competent services for the people we support.	94.74%	93.75%	93.48%
New in 2020 I am pleased with the support provided by eitas staff during the COVID-19 pandemic.	93.75%	89.47%	90.91%

Training

Training, a department within Organizational Development, provides a variety of training services to eitas staff and community providers.



Accomplishments for Training in 2020

Provider Training at the Hensley Training Center

- Total training attendees: 474
- Number of classes scheduled: 80 (17 canceled due to COVID-19)
- Total hours of training: 526
- Training evaluations: Average of 3.78 out of a 4-point scale for evaluations received.

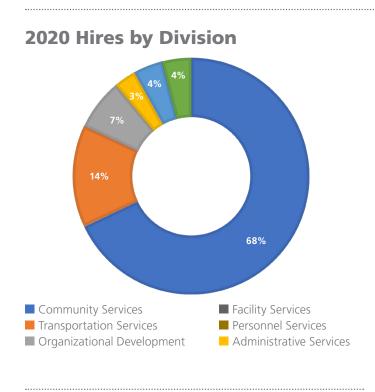
Support Coordinator Training

- 1 new Field Trainer in July 2020
- 22 new support coordinators were trained in 2020
- Total hours of support coordination training provided: 1856.42

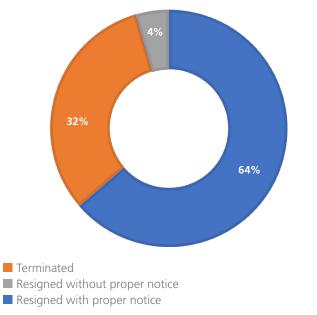
Additional Accomplishments

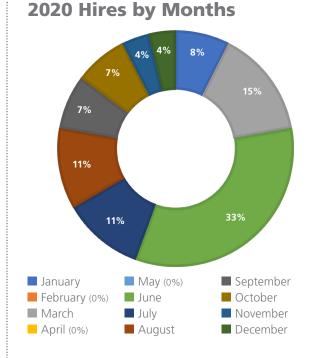
- Hosted four webinars presented by Dr. Karyn Harvey
 - Trauma Informed Care
 - Leading in a Trauma Informed Way
 - Supporting with Trauma Informed Approaches
 - Coping and Healing at this Difficult Time

The Personnel Services division manages the recruitment of staff, personnel policies and benefits.



2020 Separation of Employment





By the Numbers (Sum Totals)



2020 Total New Hires



2020 Separation of Employment

Community Services	14
Transportation Services	5
Organizational Development	2
Administrative Services	1
Personnel Services	0
Facility Services	0

28

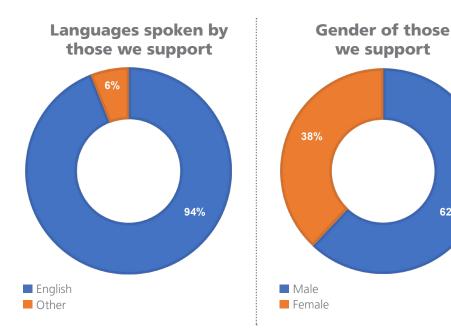
Support Coordination

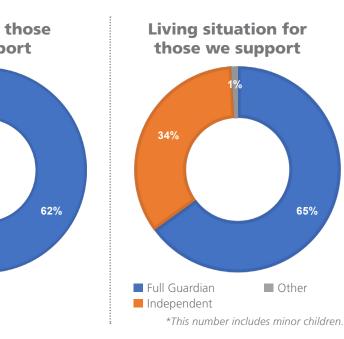
Our Medicaid Targeted Case Management division manages our Support Coordination department through our contract with the Missouri Department of Mental Health.

In 2020 we moved to a virtual support coordination model due to COVID-19. We were not able to see the people we support in person after March 23. The lack of ability to see/hear/smell/feel the environment of the people we support caused much anxiety in our staff, but we did our best to stay in touch with people and make sure they were safe. Also in 2020 we quickly became adept at learning and applying technology to our jobs. We fully embraced Zoom, Microsoft Teams and SharePoint. These tools have improved our communication and efficiency. They will be an ongoing part of our arsenal.

The year forced us to abandon the office and work from home. Initially we were fearful that this would result in less productivity and efficiency for our department. After an initial small slump while we figured out the technology piece, the opposite quickly became apparent. Our staff work very well from home. This has led us to begin exploring options for more permanent work-from-home designations. This option is an important tool to help us recruit and retain top notch employees. While experiencing the changes related to the pandemic, we also continued to focus heavily on performance improvement and enhancement. We were thrilled to receive a three-year CARF accreditation. We also demonstrated marked improvement in the guality of the individual plans we write and in several other key areas such as ensuring that any needed restrictions to a person's rights are stringently reviewed and carefully implemented. Another change to our department was the addition of two Assessment Specialists. They are charged with completing the assessments that determine ongoing eligibility for Medicaid Waiver services. Prior to 2020 those assessments were completed by the Support Coordinators. It is our belief that having fewer people administer the assessments results in greater accuracy and consistency in the administration of the instrument.

During 2020 the Targeted Case Management Department served approximately 1,700 people. We ended 2020 with 54 Support Coordinators working on seven teams. We also have a Records team and an Enhancement team to support the Support Coordination staff.





65%

Other

Facility Services Organizational Development Personnel Services

Administrative Services

Targeted Case Management

Transportation Services

Administrative Services	
Facility Services	
Organizational Development	
Personnel Services	
Targeted Case Management	
Transportation Services	

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Transportation Services

Transportation Services division provides a variety of needed transportation services across Jackson County for persons with developmental disabilities.



Accomplishments for Transportation Services in 2020

Intake 2020: The addition of the new intake coordinator position in 2019 has yielded great results. Significant areas of improvement include 94 percent decrease of the number of passengers on our waitlist; transportation requests processed quickly; complete request assessment and determination made within 48 hours; no complaints received regarding transportation requests not being answered in a timely manner; existing routs now consolidated more rapidly which promotes overall efficiency; consumer has better understanding of what to expect resulting in an easier transition; consumers and providers have single point of contact that deals with placement.

Transportation requests: In 2020, out of 44 new transportation requests received, 32 were placed on routes, six were added to our current waitlist with the remaining six being unable to place.

Eight new vehicles from MoDOT: In 2020 we submitted an application to procure 11 new vehicles under the 5310 Enhanced Mobility of Seniors and Individuals with Disabilities Program through MoDOT. This program provides grant funds for capital and operating expenses for public and alternative transportation projects designed and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient or unavailable. Of the 11 vehicles requested, we were approved for nine valued at \$486,829.

New lift in maintenance: As part of our 2020 budget, we requested a third lift be added to the maintenance department. To help offset our losses to COVID-19 in 2020, we decided to postpone the addition of the new lift until 2021. At the time, this decision was based on our ability to handle the current and projected workload for the year. Two weeks into 2020, the lift in Bay 1 failed to pass a required annual test. As a result, Transportation Services was forced to spend just under \$15,000 to replace it. We now have a new lift in maintenance.

Offsite ventures: Transportation Services is currently transporting a seven-man team from their homes to Blount industries located near KCI airport sponsored by Blue Valley Industries. We also provide transportation to staff from Southeast Workshop who are also working offsite at OXG located in Independence. Our plan is to continue working with providers and other outside agencies to promote and expand our role in providing safe reliable transportation.

CARF accreditation: Transportation Services did not receive a single improvement recommendation from the CARF inspectors. In addition, the inspectors commented how impressed they were with our operation. Transportation Services will continue working to meet every standard we put in place with routine self-evaluation.

COVID-19: Transportation Services was was significantly impacted by COVID-19 in 2020. From March 22, 2020 to May 18, 2020, we were forced to shutdown Transportation Services to protect staff and persons served. Once the CDC released their recommended guidelines for reopening of essential services, we started working on a "reopening" plan for Transportation Services. On May 18, 2020, that plan was implemented and services were reinstated to a limited number of consumers. Pre-COVID daily trips averaged around 380-390 passengers per day. For the first two weeks after the reopening, that number had dwindled down to less than 75 per day then eventually increased to around 225 per day as the year progressed. We put into place a sanitation protocol prior to reopening that was comprehensive and met CDC recommendations. In addition to cleaning surfaces, medical grade disinfectant was used to fumigate the vehicles cabin between destinations (4-5 times a day).

Training: CARF process has changed the way we carry out training now. All our trainings are now competency based with an emphasis on hands on interaction. A Paycom system was initiated to begin tracking and developing online training courses.



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We would love the opportunity to keep you updated on everything going on in our orbit.

Here's how you can stay in touch with us:

www.eitas.org: Our website provides you with an opportunity to sign up to join our mailing list. This is a great way for us to be able to reach out to you with news items, upcoming courses and much more. We also include news releases on our website in the Announcements banner.

Social Media: We post related information on these social media channels:

- **Facebook:** <u>www.facebook.com/eitasJacksonCounty</u>
 - **Twitter:** <u>@eitasjacksonco</u>



SIGN

- YouTube: <u>www.youtube.com/channel/</u> UCZmwKRIMFstYJzQFyIvUPrg
- LinkedIn: <u>www.linkedin.com/company/eitas/</u>

To submit news items or ideas, please reach out to us at <u>communications@eitas.org</u>.

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Hensley Training Center

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