

# KCStat

<http://kcmo.gov/kcstat/>

May 1, 2018

#KCStat

Public Safety



# Public Safety

To protect Kansas City residents, visitors, and employees by providing comprehensive, high quality public safety and public health services, including strategies to prevent or significantly reduce public safety and public health problems and threats in a timely manner.

# How To Get There: 2018-2023 City Objectives and Strategies For Public Safety

1. Reduce crime among all age groups, placing an emphasis on young offenders.
  - a. Expand the city's efforts on building relationships with partner agencies and to increase youth intervention and anti-violence programs. (Office of the City Manager)
  - b. Work with area school districts and other organizations to expand access to programming for the City's youth. (Office of the City Manager)
  - c. Using the Public Health approach to reach young audience members in regard to (1) the physical realities of being a gunshot victim; (2) curfew, truancy, and the consequences; and (3) the unintended consequences of a marijuana conviction. (Office of the City Manager)

# How To Get There: 2018-2023 City Objectives and Strategies For Public Safety

2. Evaluate and identify areas of opportunity in the emergency response delivery system to ensure the best possible patient outcomes.
  - a. Measure the impact and effectiveness of the Kansas City Assessment and Triage Center (KC-ATC). (Office of the City Manager)
  - b. Implement the Ground Emergency Medical Transportation (GEMT) program that provides supplemental reimbursement for ambulance services to Missouri HealthNet participants. (Fire)
  - c. Provide an ongoing series of courses on CPR and other life-saving techniques throughout the City in order to improve the cardiac survival rate. (Fire)
  - d. Develop initiatives to reduce the number of chronic users of emergency response services. (Emergency Medical Director)
3. Improve the diversity of employee recruitment, succession planning, and retention in the Police and Fire Departments
  - a. Develop a multi-year plan to implement the recommendations of the Kansas City Police Department's staffing study. (Office of the City Manager)
  - b. Develop partnerships with local educational institutions to increase the number of the City's entry-level public safety workforce. (Office of the City Manager)

# How To Get There: 2018-2023 City Objectives and Strategies For Public Safety

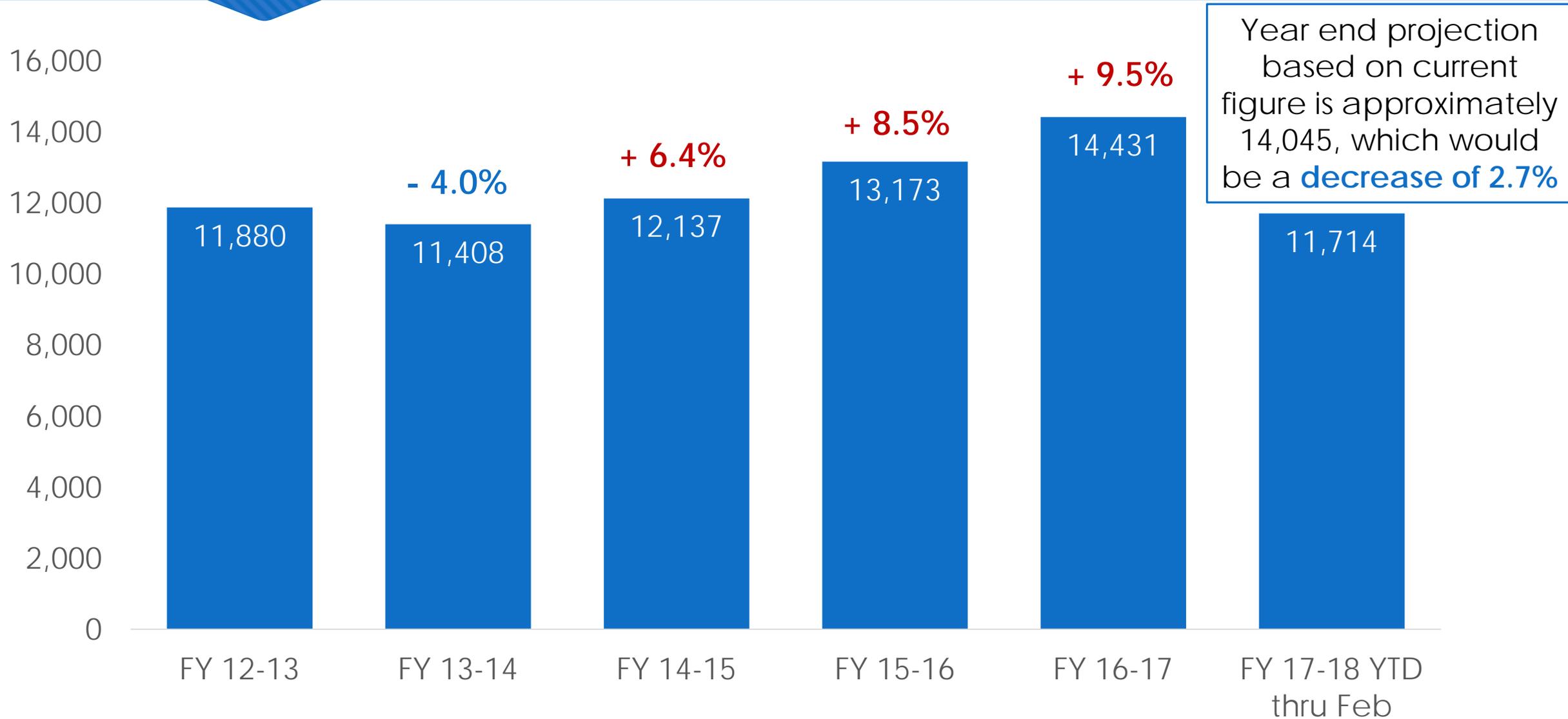
4. Increase effectiveness and efficiencies of operations at Municipal Court in order to achieve the best possible outcomes for those served.
  - a. Measure the efficiency and effectiveness of the Municipal Court by utilizing the National Center for State Courts (NCSC) court performance measures on clearance rates and time to disposition. (Municipal Court)
  - b. Refine the standards and policies of the City's Drug Court to meet the needs of chronic offenders. (Municipal Court)
5. Prevent animal-related threats to public safety and support animal welfare.
  - a. Partner with Spay Neuter of Kansas City (SNKC) to increase the percentage of currently licensed pets in the City from 11 percent to 20 percent through low-cost vaccinations, increasing locations for residents to obtain pet licenses, and increasing the number of participating veterinarian offices. (Neighborhoods and Housing Services, Animal Health and Public Safety)
  - b. Develop a plan to further improve animal response operations. (Neighborhoods and Housing Services)
  - c. Engage pet owners in responsible pet ownership through education and Public Service Announcements (PSAs). (Neighborhoods and Housing Services)

# Measures of Success

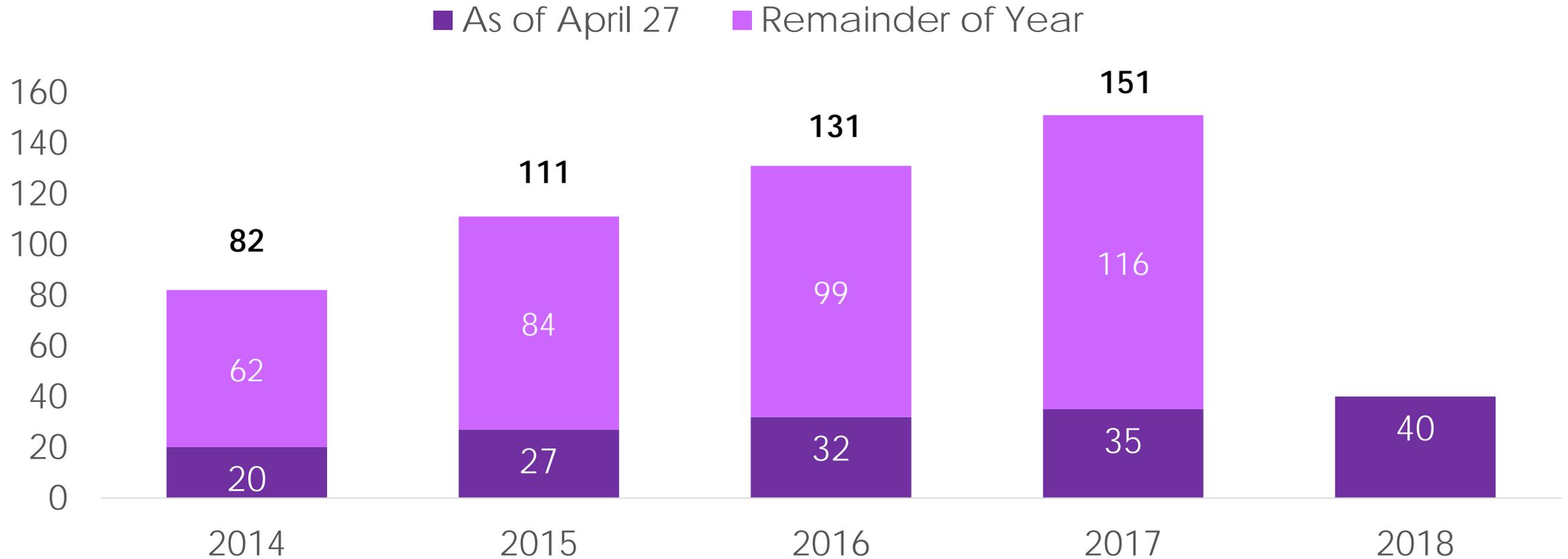
Objective	Measures of Success	Actual FY15	Actual FY16	Target FY17	Actual FY17	Target FY18
1	Total crimes against persons	11,978	13,173	12,516	14,431	13,709
1	Percent of citizens satisfied with the city's overall efforts to prevent crime	51%	45%	54%	39%	54%
2	Percent of pets licensed	11%	11%	11%	11%	13%
3	Percent of cardiac arrests (vfib/vtac rhythm) with return of spontaneous circulation (ROSC)	22%	36%	30%	47%	32%
4	Percent of KCFD uniform personnel who are women and/or minorities	--	--	--	29%	TBD
4	Percent of KCPD uniform personnel who are women and/or minorities	--	--	--	34%	TBD
5	Municipal court case clearance rate	--	96%	100%	105%	100%
5	Percent of traffic cases disposed within 90 days	82%	81%	85%	84%	86%

**Objective 1:**  
**Reduce crime among all age groups, placing an emphasis on young offenders**

# Crimes Against Persons on Annual Basis



# 5-Year Year-to-Date Homicide Summary



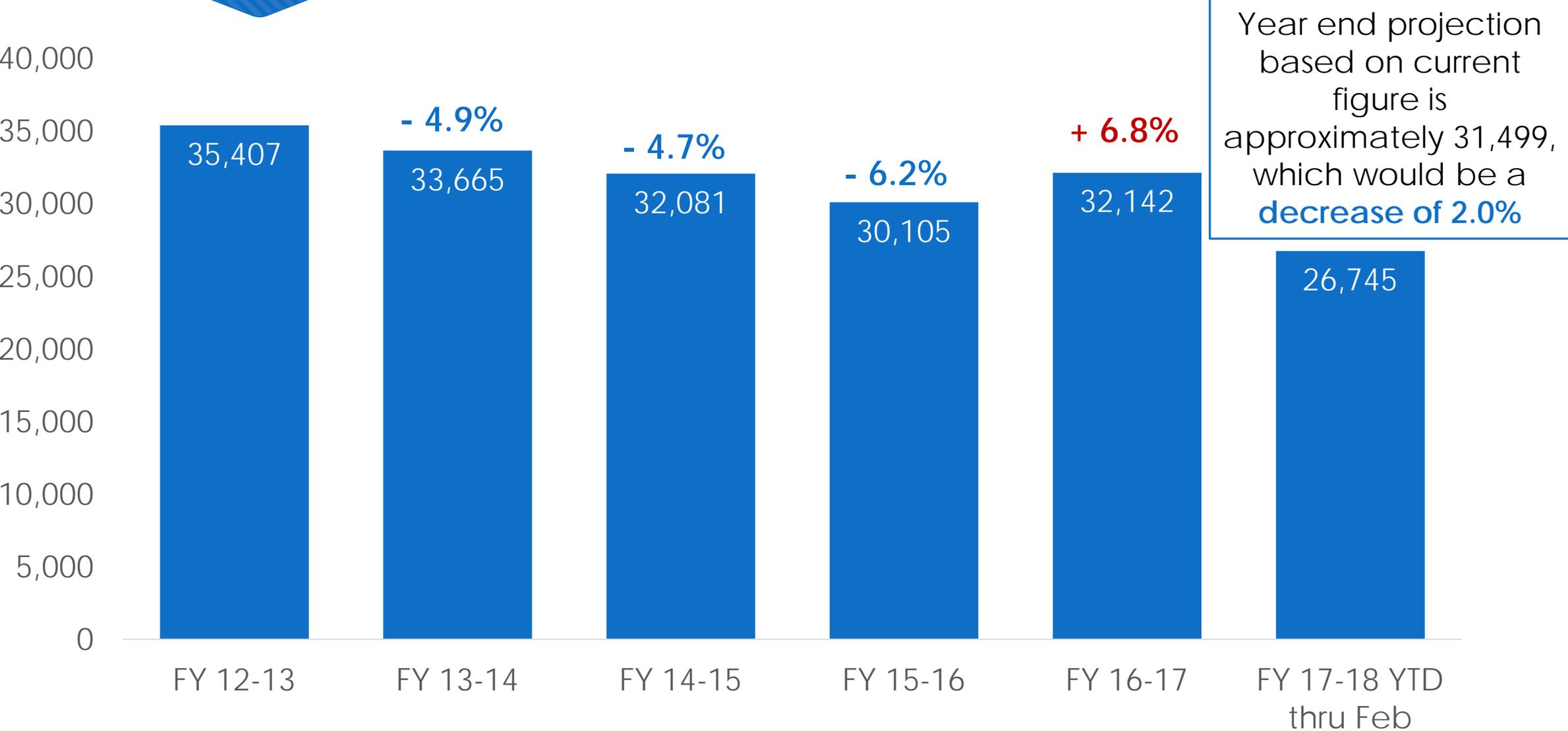
In 2018 (YTD):

Most common means of attack: **firearms** (91%, or 39 out of 43 means of attack)

Most common motive: **unknown** (37%, 16 out of 45 motives) and **argument** (31%, 14 out of 45)

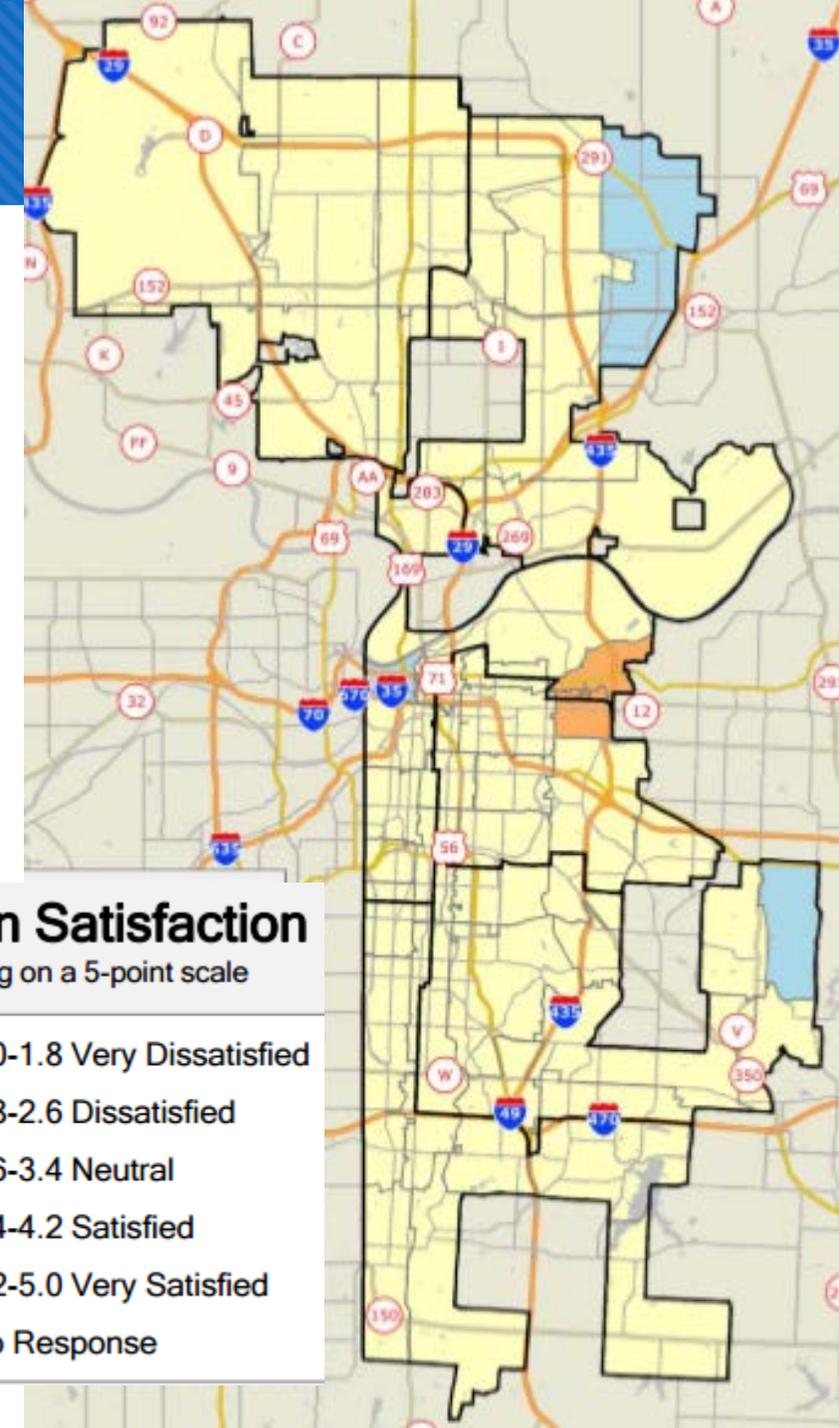
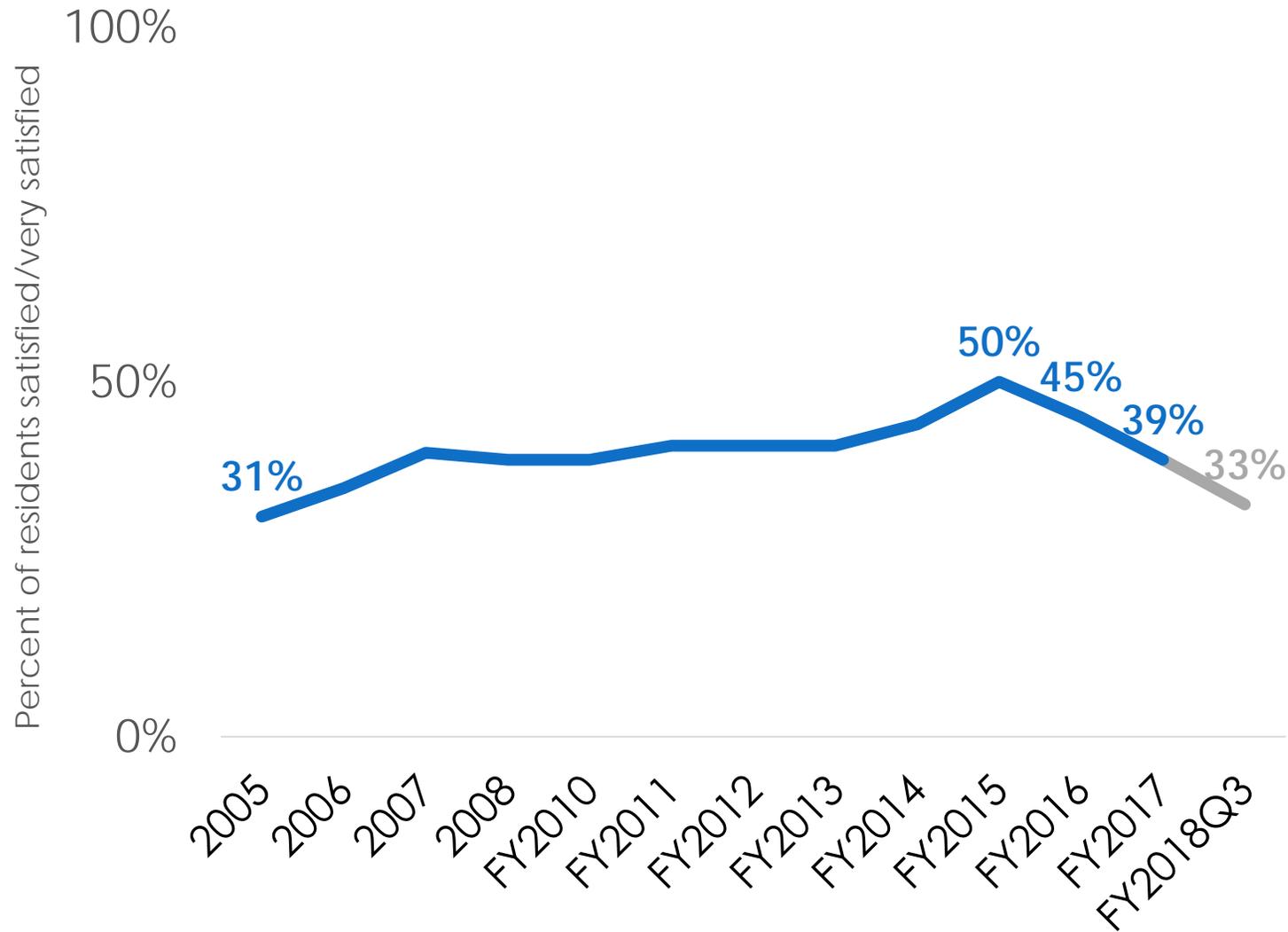
Clearance: **40%** (13) of current year cases are cleared and **23%** (9) are solved but not cleared

# Crimes Against Property on Annual Basis

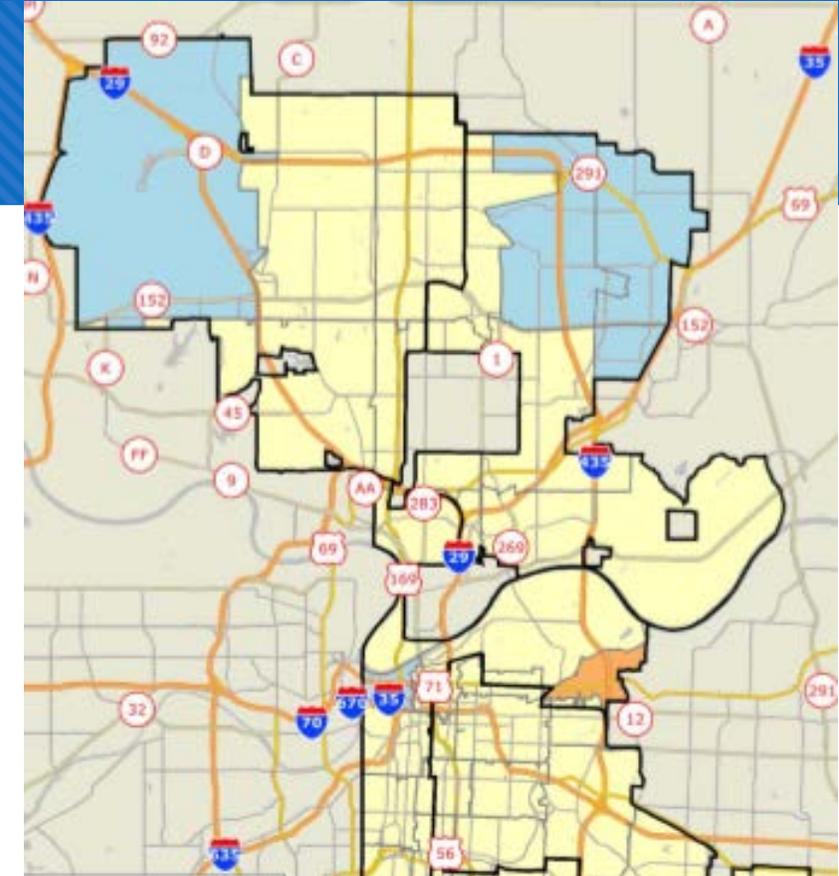
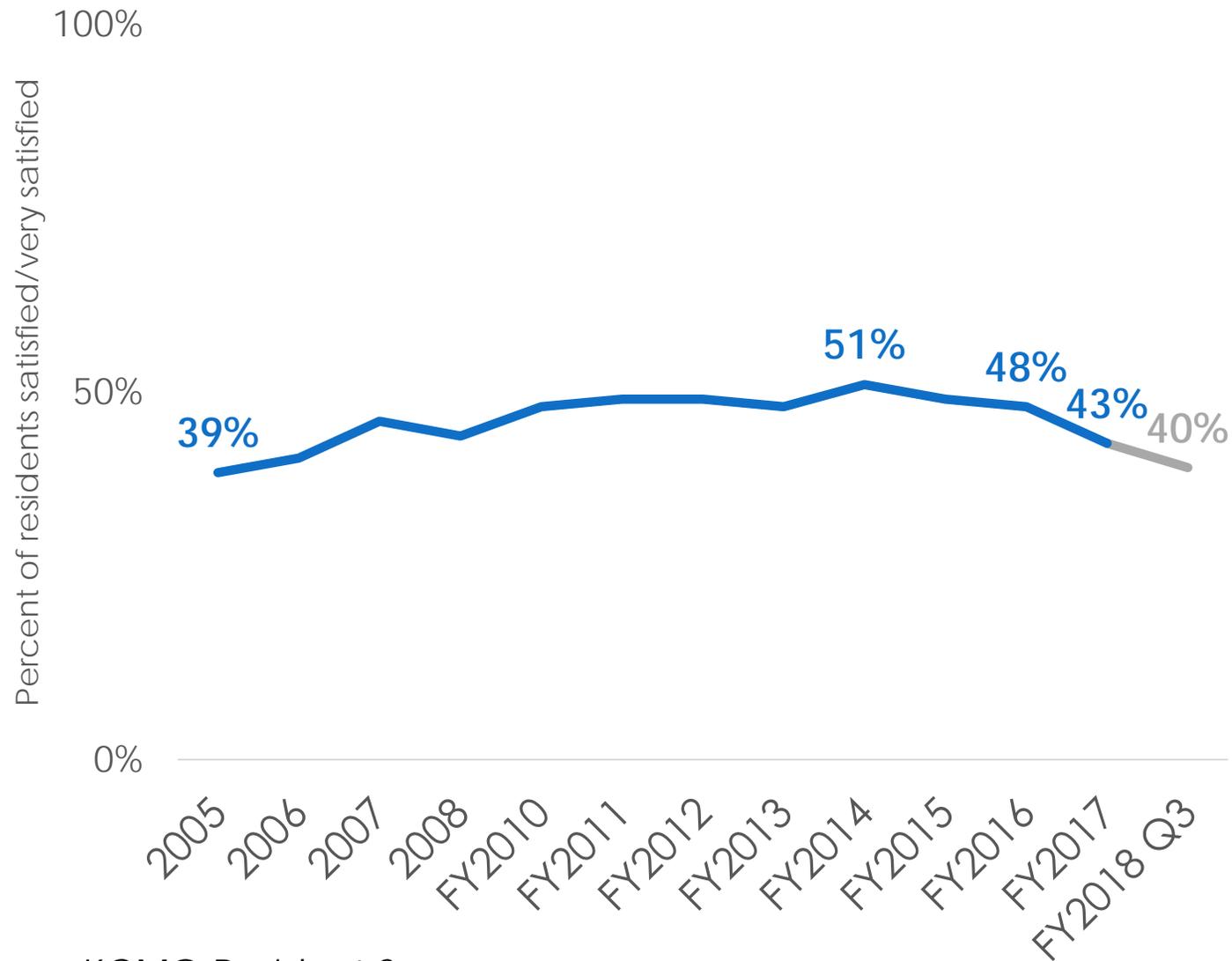


Year end projection based on current figure is approximately 31,499, which would be a decrease of 2.0%

# Resident Satisfaction with Efforts to Prevent Crime



# Resident Satisfaction with Visibility of Police in Neighborhoods

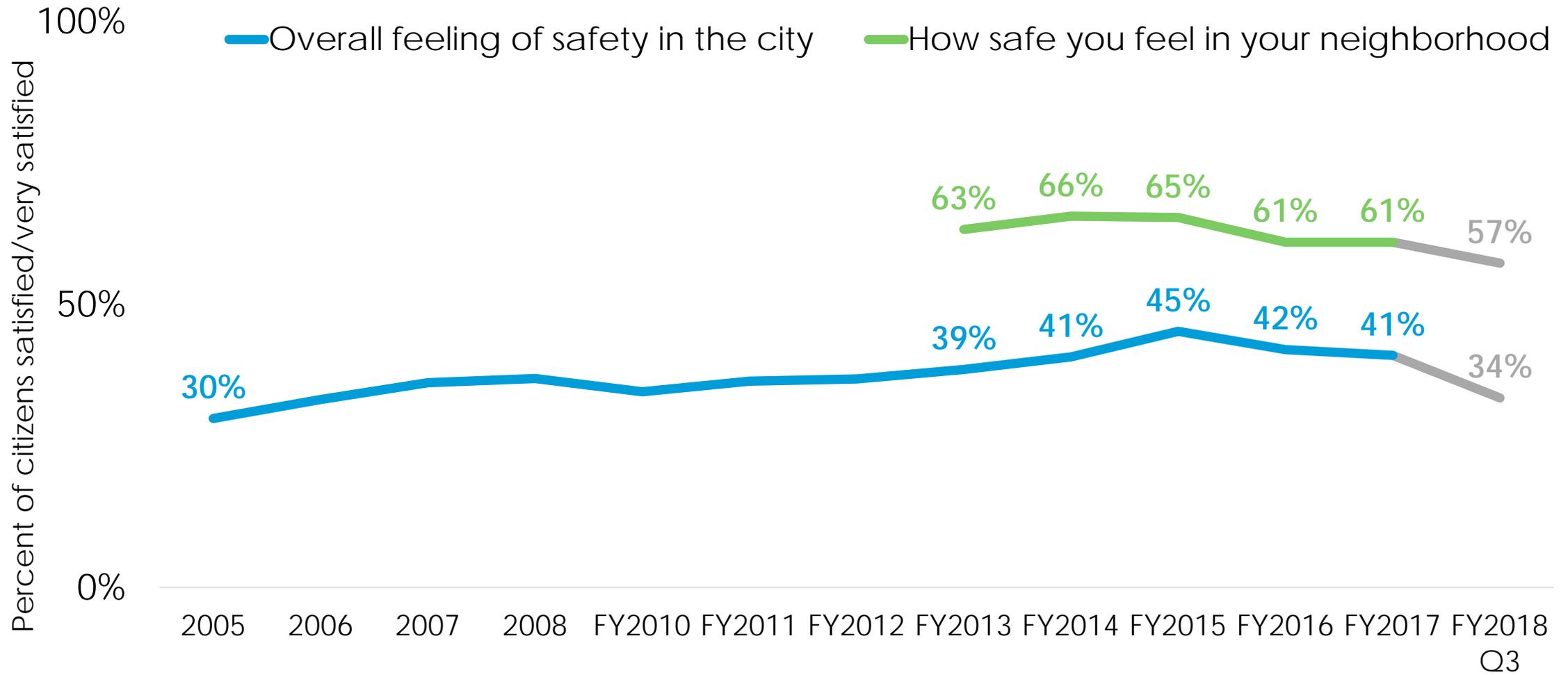


## Citizen Satisfaction

Mean rating on a 5-point scale



# Feelings of Safety in City and Neighborhood

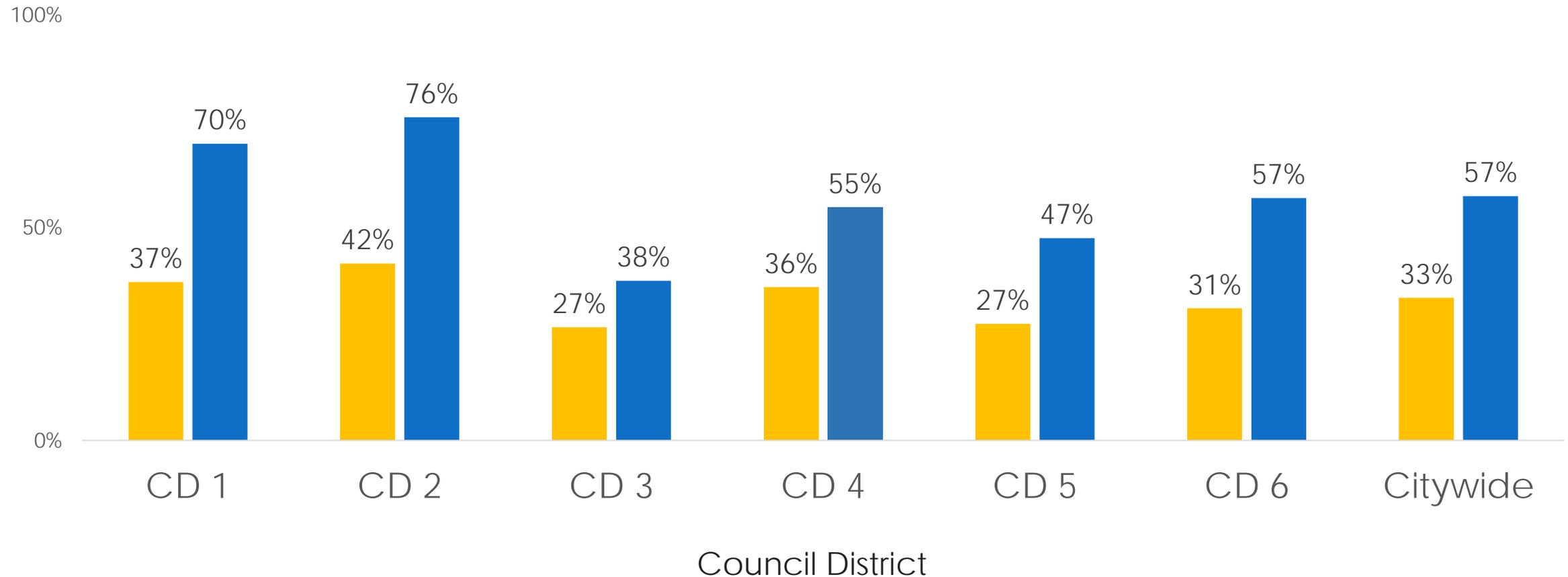


# Resident Survey: Feelings of Safety by Council District

% satisfied/very satisfied

■ Feelings of safety in the city

■ Feelings of safety in your neighborhood



# Strategy A

Expand the city's efforts on building relationships with partner agencies and to increase youth intervention and anti-violence programs. (Office of the City Manager)

# KCMO Violence Prevention System Approach



**Achieving More by Leveraging Resources & Partnerships**

# Pervasive Forms of Violence & Trauma in Kansas City

- ◆ Structural violence
- ◆ Sexual violence
- ◆ Child abuse
- ◆ Intimate partner violence
- ◆ Bias-based violence
- ◆ Community violence



# Resilience Factors

## People

- Norms supporting alternatives to violence
- Community support and connectedness
- Strong social networks
- Social responsibility, willingness to act for common good
- Opportunities for meaningful participation
- Spiritual support and leadership through engaged faith community

## Place

- Community design that promotes safety
- Safe parks and open spaces
- Quality, affordable housing
- Opportunities for artistic and cultural expression

## Equitable Opportunity

- Employment and economic opportunities
- Living wages and local wealth
- Quality schools/education
- Coordination of resources and services

### Individual, Relationship Level

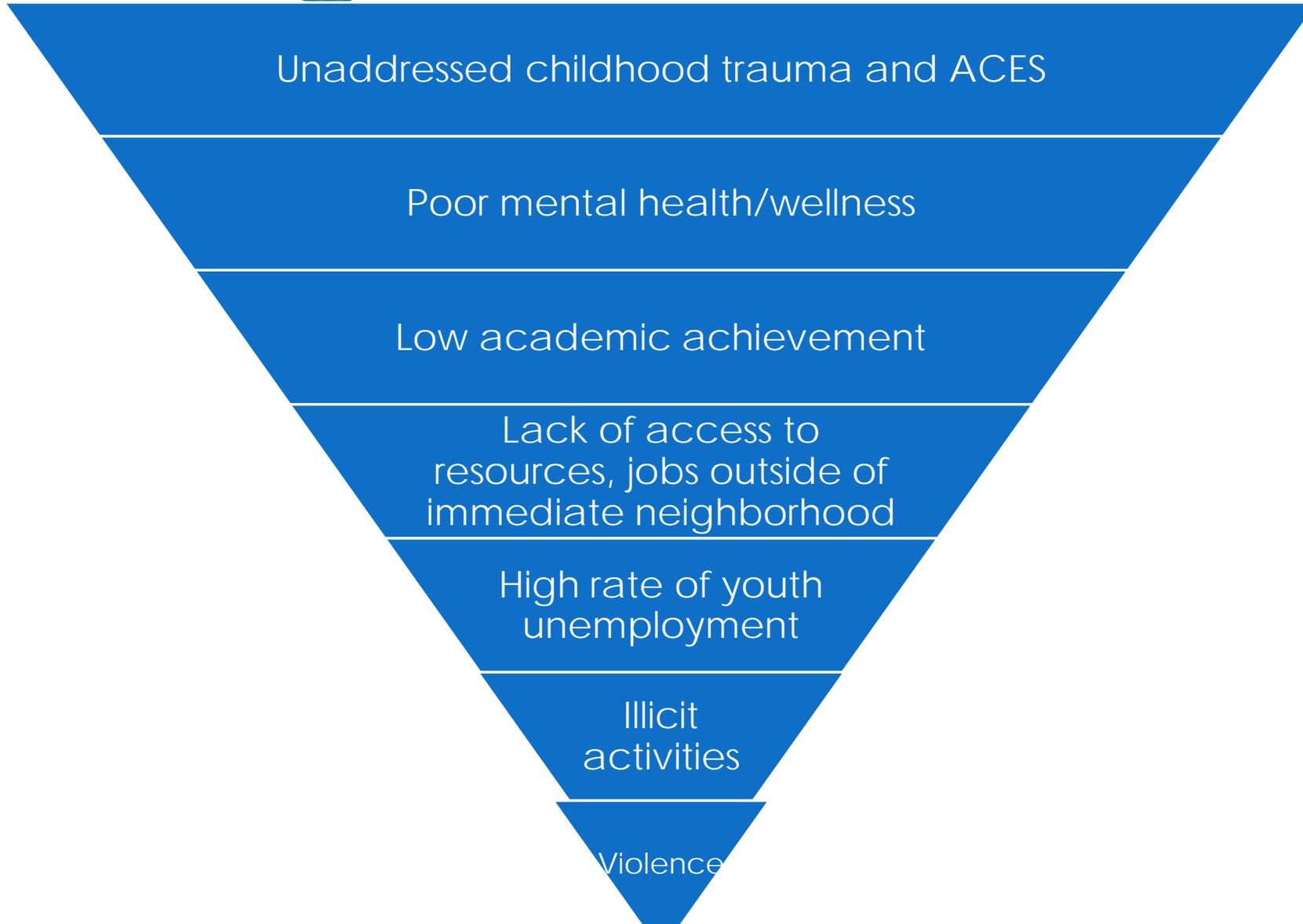
- Positive relationships, attachments
- Connection and commitment to school
- Skills in solving problems non-violently

# VP System Performance Measures



Category	Key Performance Indicator	Target
Process	% Inter-org client referral follow-through	75%
Process	% Orgs with collaborative client referral policy	100%
Program Development	% New grants awarded to collaborating orgs	75%
Personnel	% Org boards and/or staff comprised of at least 20% former clients	100%
Evaluation	% Orgs tracking at least one outcome measure monthly	85%

# Outcome Indicators



## Baseline Data

Awareness and engagement in trauma and healing-informed services among residents

Residents reporting >14 days of poor mental health

Youth on-track for on-time grade progression

Rate of youth under supervision by Family Court

Rate of shootings  
Rate of homicides

# Building Resilience One Community at a Time

## Aim4Peace Trauma Network

### ➤ Services for the Community:

- ❖ Wrap around services for youth ages 13-24
  - ✓ *Focus groups of young men*
- ❖ Trauma Informed & Mental Health First Aid Trainings
- ❖ Hope and Healing Outreach Events
- ❖ Hospital Prevention Program Expansion



# KC-Violence & Trauma Response Network: Performance Update

	Responses to Violent Incidents	Trainings of Community Partners	Survivors of Violence	Referrals for Service	Social Service Providers
2017	253	7	96	59	17
2018 - YTD	100	5	77	158	



# Creating a System of Hope

## Aim4Peace Trauma Network

### ***Quarterly Case Review***

- Launch Date: June 2018
- What: Quarterly Reviews
- Purpose: Present cases of youth (ages 13-24) suffering from trauma or violent injury and defining realistic solutions regarding risk factors utilizing a multi-sector approach.
  - *Review of pre-injury circumstances, actual incident and after care across multiple systems*



# Youth Ambassadors of Peace

- Started: February 2018
- Youth: Ages 13-24
- **Goal: To promote healing and resiliency amongst our youth and community**
  - *Participants are engaged in weekly self development workshops, community events, service learning projects, peer messaging and social service supports*



# Youth Ambassadors of Peace: Performance Update

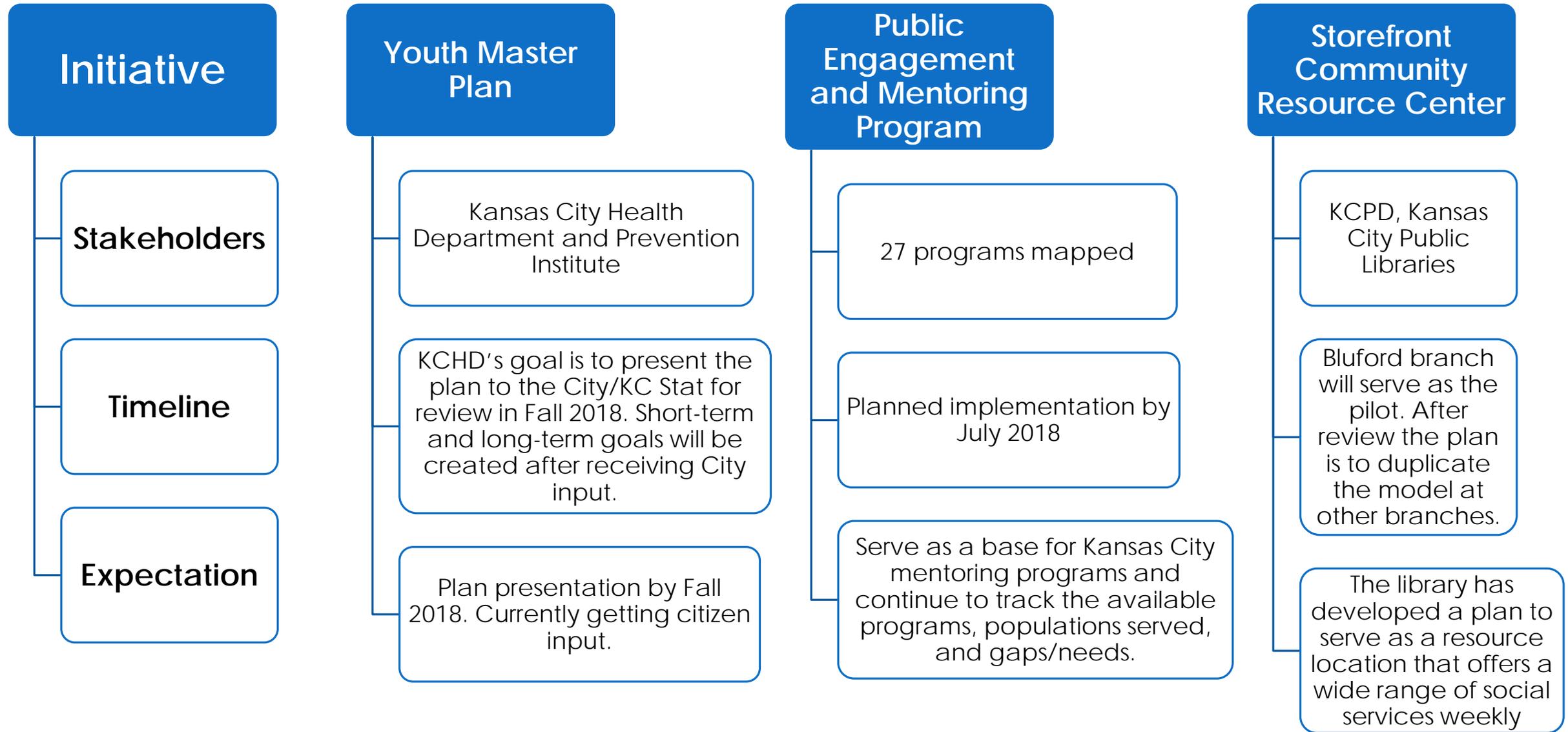
Enrolled Members	General Meetings	Trainings	Community Activities
9 (8 male survivors)	8	2 Professional Development	2



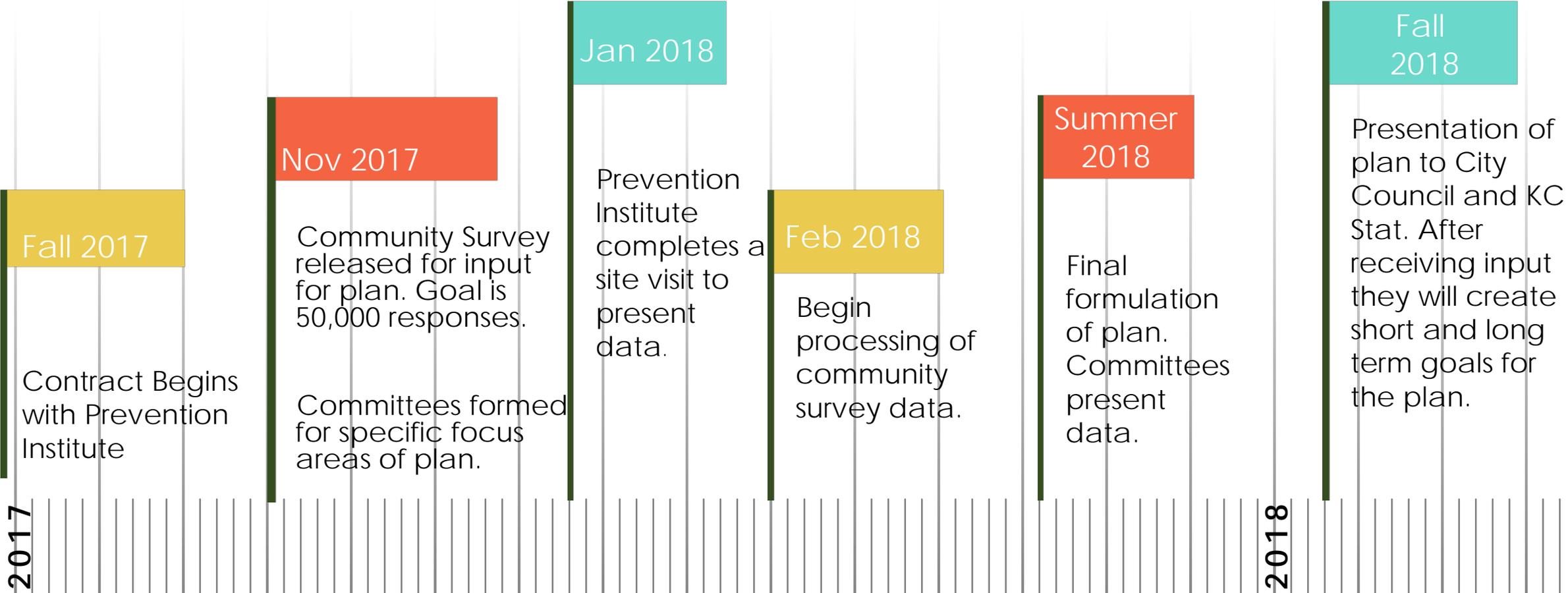
**SEEDS  
OF PEACE**

# Violence Program Coordinator

## Quarter 1 Initiatives Outcome Report



# Youth Master Plan Timeline



# Violence Program Coordinator

## Quarter 2 Focus Areas

### Goal

*Collaboration and cohesiveness between community members, law enforcement, community organizations, elected officials and city staff to create a city-wide approach to reduce violence in Kansas City.*

### Current Status of the Citizen's Task Force Recommendations

#### *Electronic Database of Community Resources*

- 1) Stakeholders: MoneySmart KC has been selected as the provider for this resource.
- 2) Timeline: Individual meetings will be scheduled with MoneySmart KC to provide recommendations for resources and what best suits the city.

#### *Public Service Campaign*

- 1) Stakeholders: US Dept. of Health and Human Services and KCHD.
- 2) Timeline: Meeting with both entities to gather more information.

# Violence Program Coordinator Quarter 2 Plan

Kamisha Stanton, MSW

30 Days

- Identify 2 new immediate focus points from the Citizen's Task Force Recommendations
- Create a plan for the second quarter
- Meet with stakeholder's working on in progress recommendations
- Continue asset mapping for in progress and priority status initiatives
- Continue to monitor progression of youth plan and community storefront plans
- Research effective coordinated entry services
- Begin contact and initial discussions with potential vendors for city-wide violence prevention mobile app
- Meet with Mayor and Councilmembers to present quarter 2 plans

60 Days

- Continue asset mapping throughout the city then create a map of gaps in services in the city
- Begin discussions/garner interest to create a coalition for mentoring programs in Kansas city
- Work with KCPD and Gina English to intensively plan coordinated entry process
- Meet with KCHD to discuss the iRyse program and aspects of the Youth plan that meet the qualifications for the public service campaign initiative
- Present new focus points and progress at KC Stat
- Present list of potential mobile app vendors

90 Days

- Report current status of youth master plan
- Report current status of storefront community centers
- Report current status of mentoring program coalition and meeting dates
- Report current status of mobile app planning
- Present draft 2 of asset map
- Begin research for leadership training programs for existing anti-violence programs and neighborhood leaders

# Strategy B

Work with area school districts and other organizations to expand hours of programming for the City's youth. (Office of the City Manager)

# Hire KC Youth Summer Program

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## Summer 2017 Numbers

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Employees at Career Fair	<b>28</b>
Jobs Available at Career Fair	<b>1,000</b>
Total Applications for internships/seasonal positions	<b>1,269</b>
Total Youth connected to paid work experience	<b>565</b>

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In 2017, 70% of applicants were in high school, 18% in college, 8% not in HS, and 3% with HS diploma, not in college

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## Summer 2018 YTD Numbers

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Employees at Career Fair	<b>85</b>
Jobs Available at Career Fair	<b>1,500</b>
Total YTD Applications for internships/seasonal positions	<b>331</b>
Total Youth connected to paid work experience	<b>TBD</b>

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In 2018, the Career Fair saw a 200% increase in employers and a 50% increase in jobs available. The Job Board has seen 141 jobs posted and 370 youth profiles created.

# Full Employment Council: Youth Programs

Full Employment Council (FEC) administers 12 programs that target youth ages 16-24 for enrollment and participation:

Program	Participation	Highlights
Summer Job League Program	239	5% placed in jobs
Tech Hire Program (Dept of Labor grant program)	230	26% placed in jobs to date
WIOA Adult and Dislocated Worker Programs (training and work experience for youth w/o barriers)	121	40% placed in jobs
WIOA Youth Program (classroom and work experience for economically disadvantaged youth)	109	35% placed in jobs to date; 32% have earned a credential or degree
Health Profession Opportunity Grant (classroom training and job placement funded by MO Dept of Social Services)	50	46% placed in jobs

Others include: MODOT (4); America's Promise (2); WANTO Pre-apprenticeship (3); Hickman Mills Career Pathways (10); Middle College Program with KCPS/MCC; West Central Missouri Community Action Agency

# Strategy C

Using the Public Health approach to reach young audience members in regard to (1) the physical realities of being a gunshot victim; (2) curfew, truancy, and the consequences; and (3) the unintended consequences of a marijuana conviction. (Office of the City Manager)

# Violence Free KC: iRYSE Update

Using the Public Health approach to reach young audience members regarding

- (1) The physical realities of being a gunshot victim (survivors' stories);
- (2) Curfew, truancy, and the consequences; and
- (3) The unintended consequences of a marijuana conviction.



# Violence Free KC: Community Survey Results

## Purpose of the Survey:

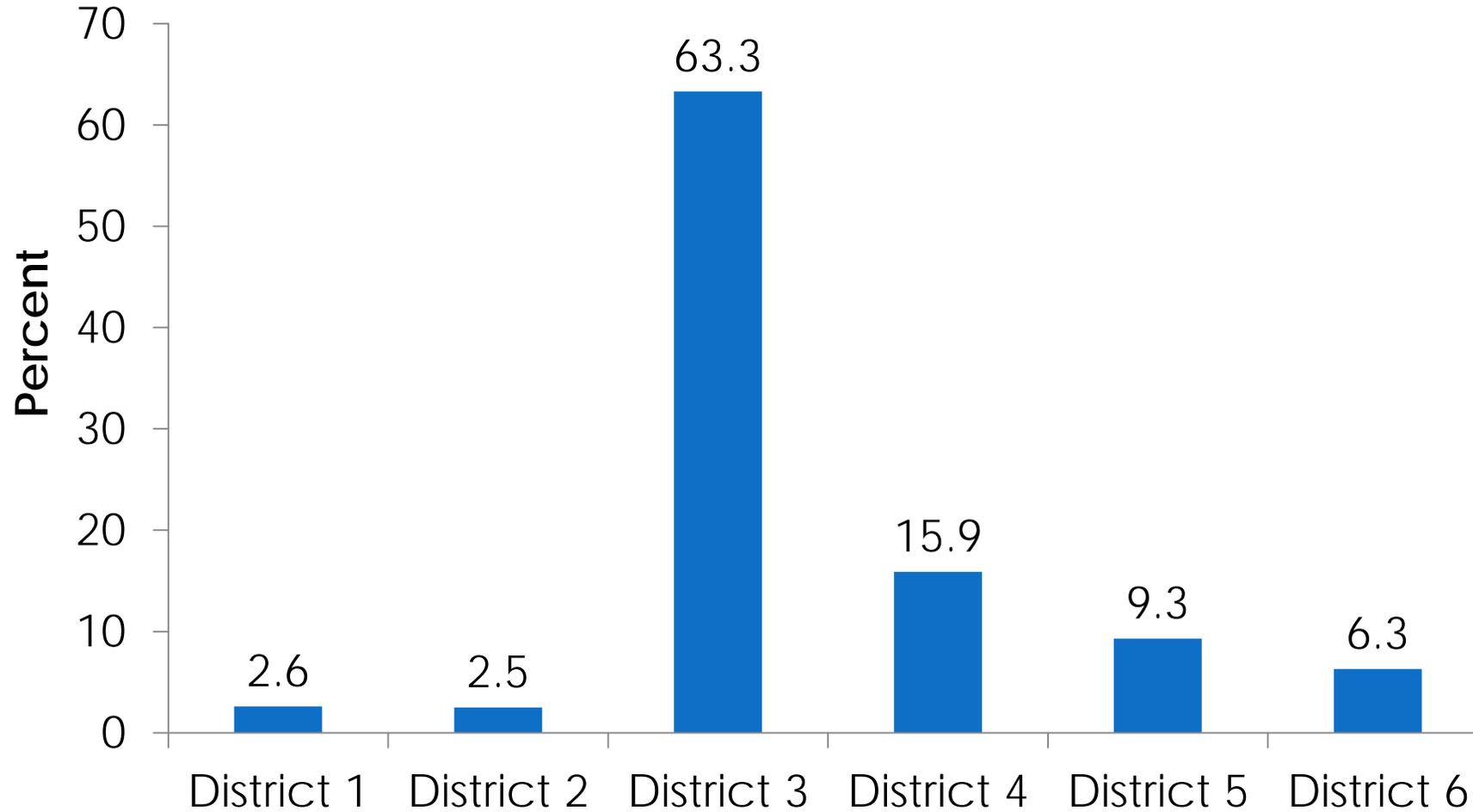
- ✓ Determine strategies to include in the KC-Youth & Family Violence Prevention Plan that draw on community strengths and increase collaboration
  - ◆ Community violence, including gun violence
  - ◆ Intimate partner violence, including teen dating violence
  - ◆ Sexual violence
  - ◆ Child abuse
  - ◆ Bias-motivated violence (e.g. hate violence and bullying)



# Percent of responses by Council District

**Dr. Jinwen Cai, Senior Public Health Analyst (KCMOHD)**

**COMMUNITY ENGAGEMENT, POLICY, and ACCOUNTABILITY**



Results based on 6,426 online surveys

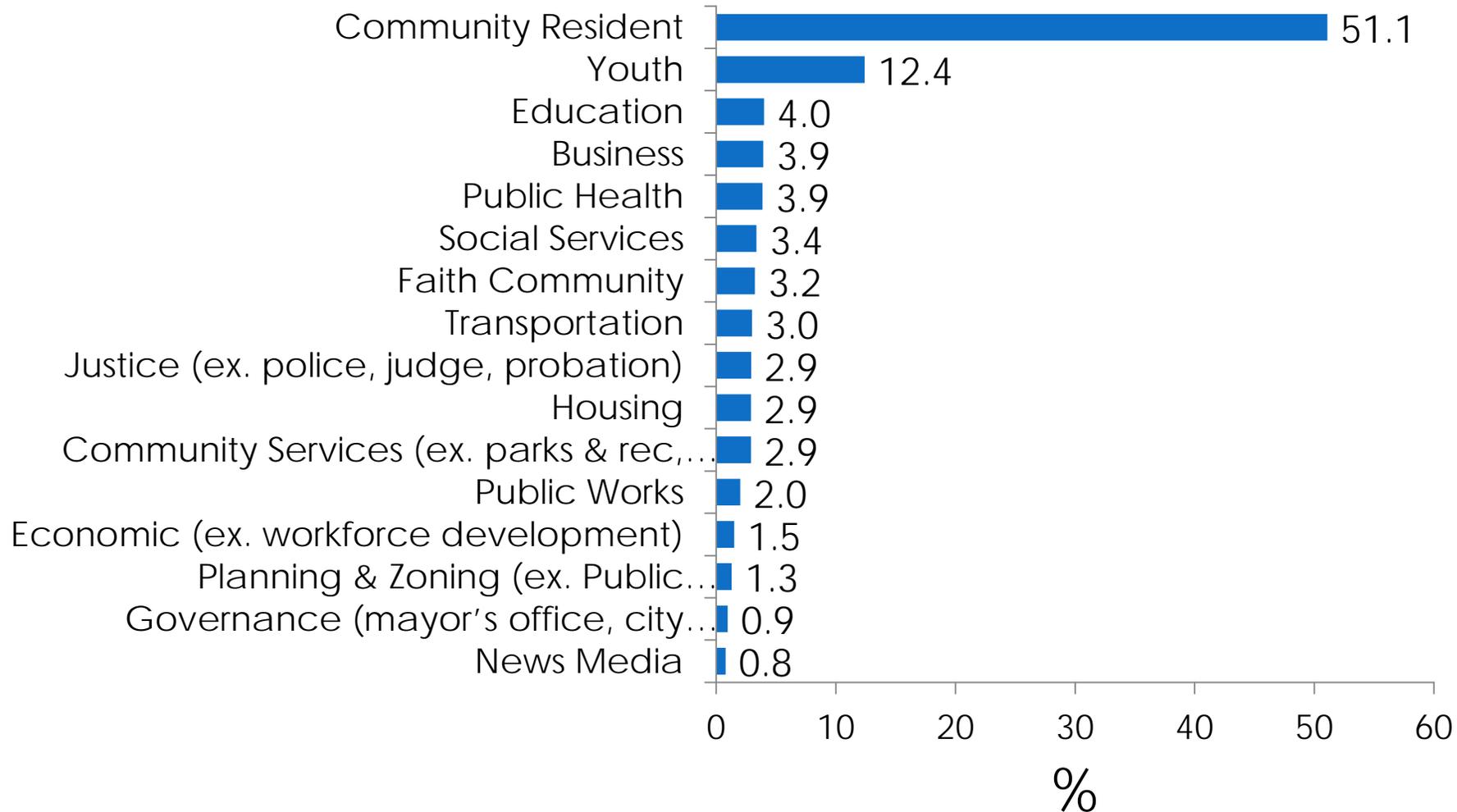




# Percent of responses by Sector

Dr. Jinwen Cai, Senior Public Health Analyst (KCMOHD)

COMMUNITY ENGAGEMENT, POLICY, and ACCOUNTABILITY



Results based on 6,426 online surveys

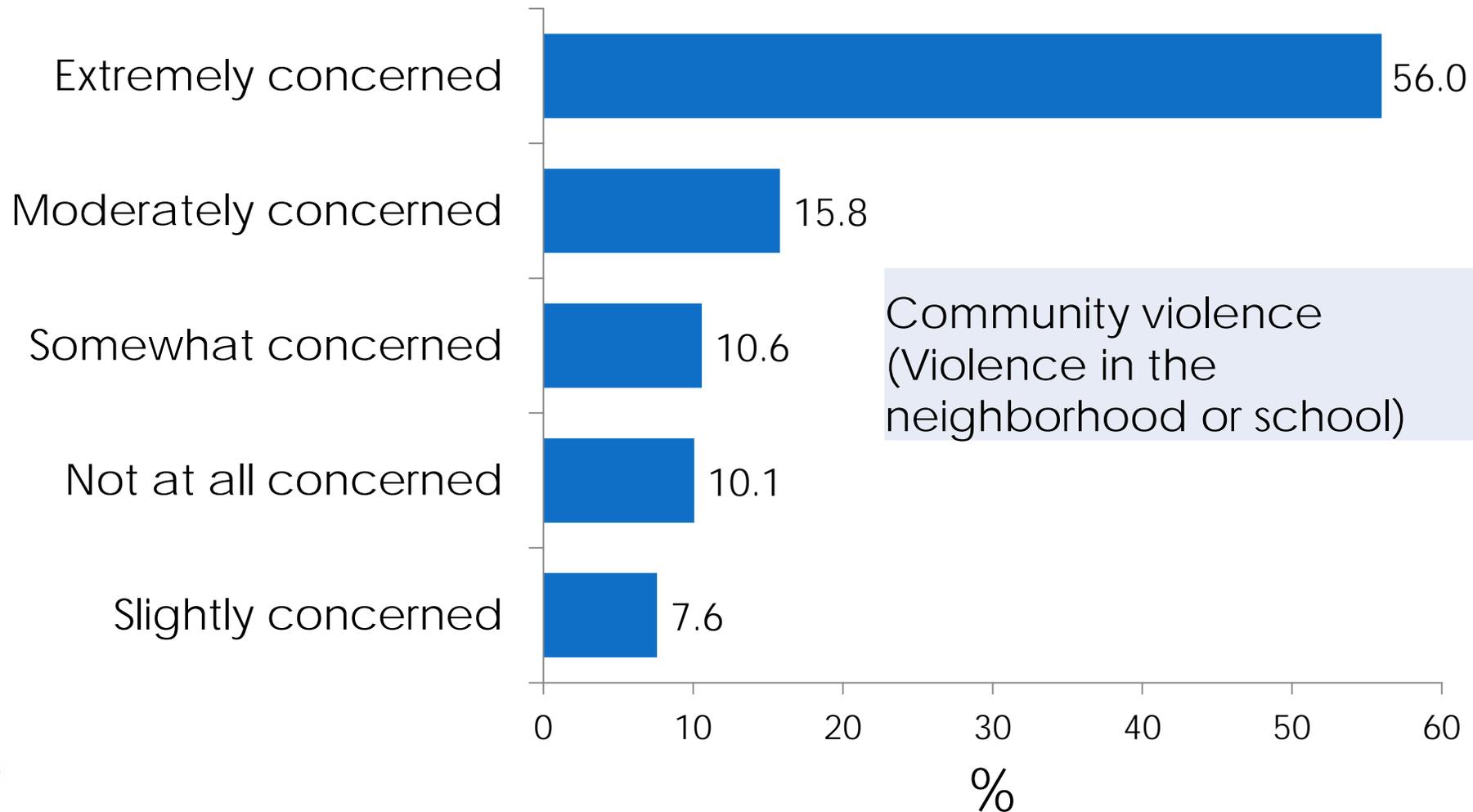




# Percent of responses to Community Violence

**Dr. Jinwen Cai, Senior Public Health Analyst (KCMOHD)**

**COMMUNITY ENGAGEMENT, POLICY, and ACCOUNTABILITY**



Results based on 6,426 online surveys

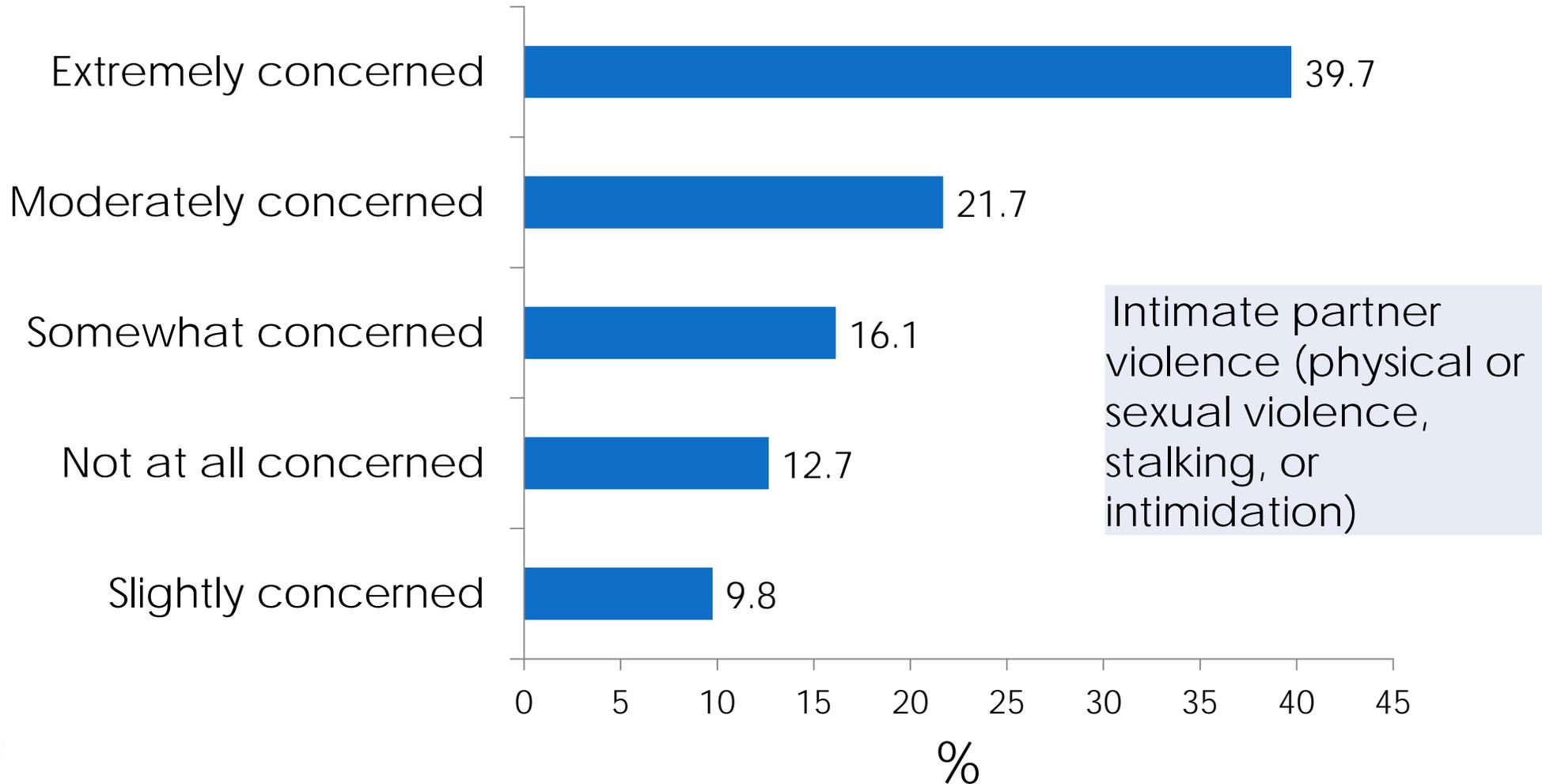




# Percent of responses to Intimate Partner Violence

Dr. Jinwen Cai, Senior Public Health Analyst (KCMOHD)

COMMUNITY ENGAGEMENT, POLICY, and ACCOUNTABILITY



Results based on 6,426 online surveys

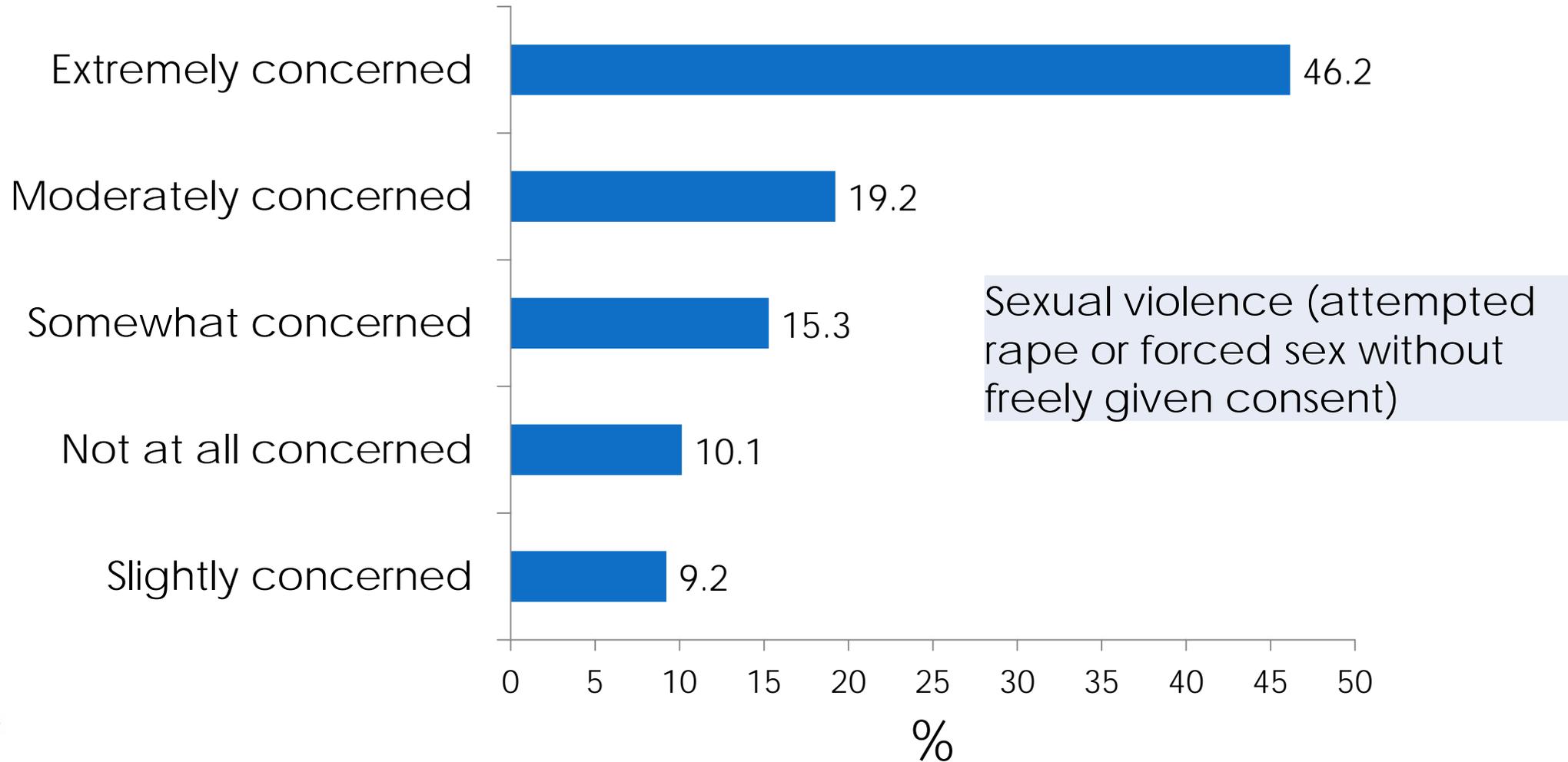




# Percent of responses to Sexual Violence

Dr. Jinwen Cai, Senior Public Health Analyst (KCMOHD)

COMMUNITY ENGAGEMENT, POLICY, and ACCOUNTABILITY



Results based on 6,426 online surveys

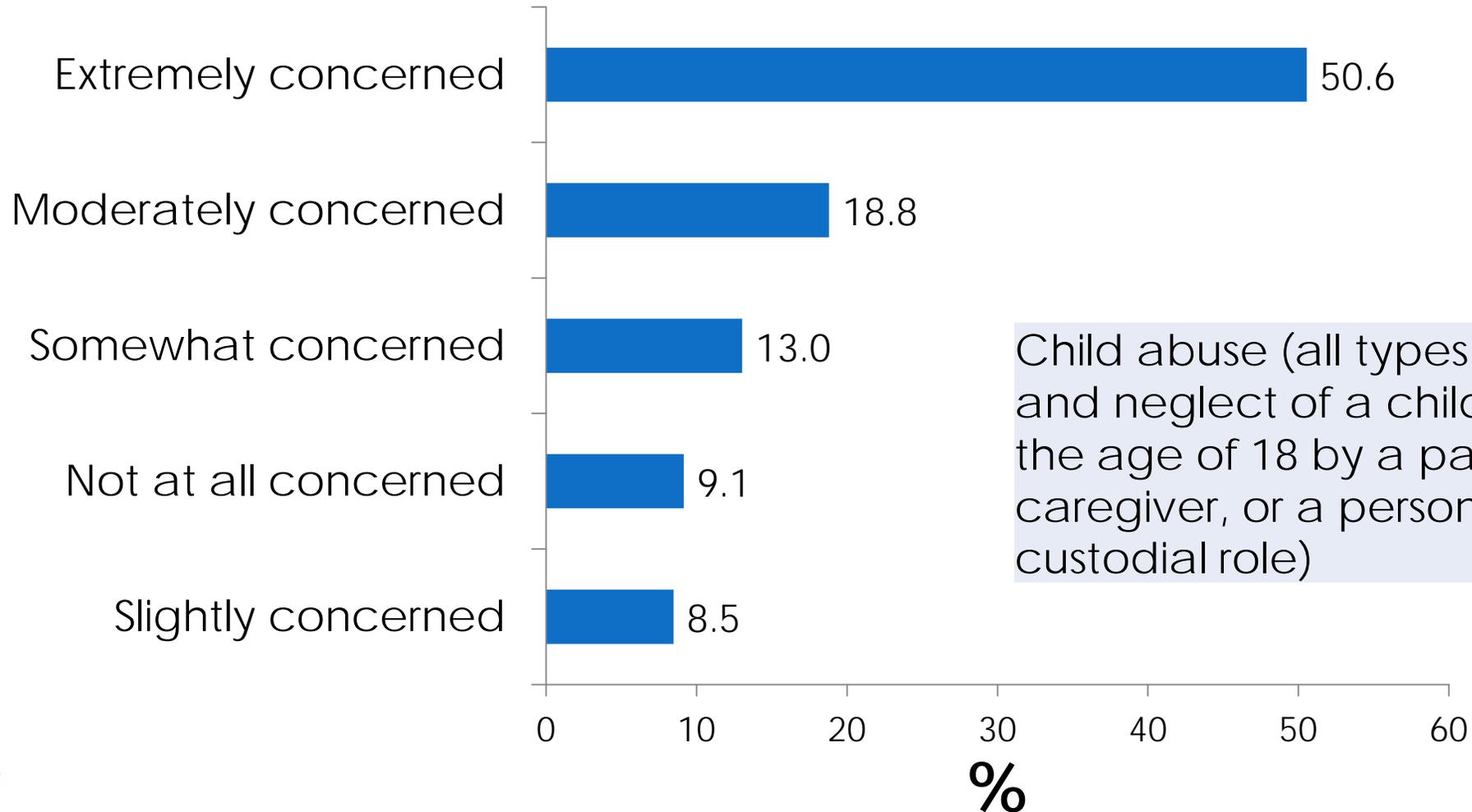




# Percent of responses to Child Abuse

Dr. Jinwen Cai, Senior Public Health Analyst (KCMOHD)

COMMUNITY ENGAGEMENT, POLICY, and ACCOUNTABILITY



Results based on 6,426 online surveys

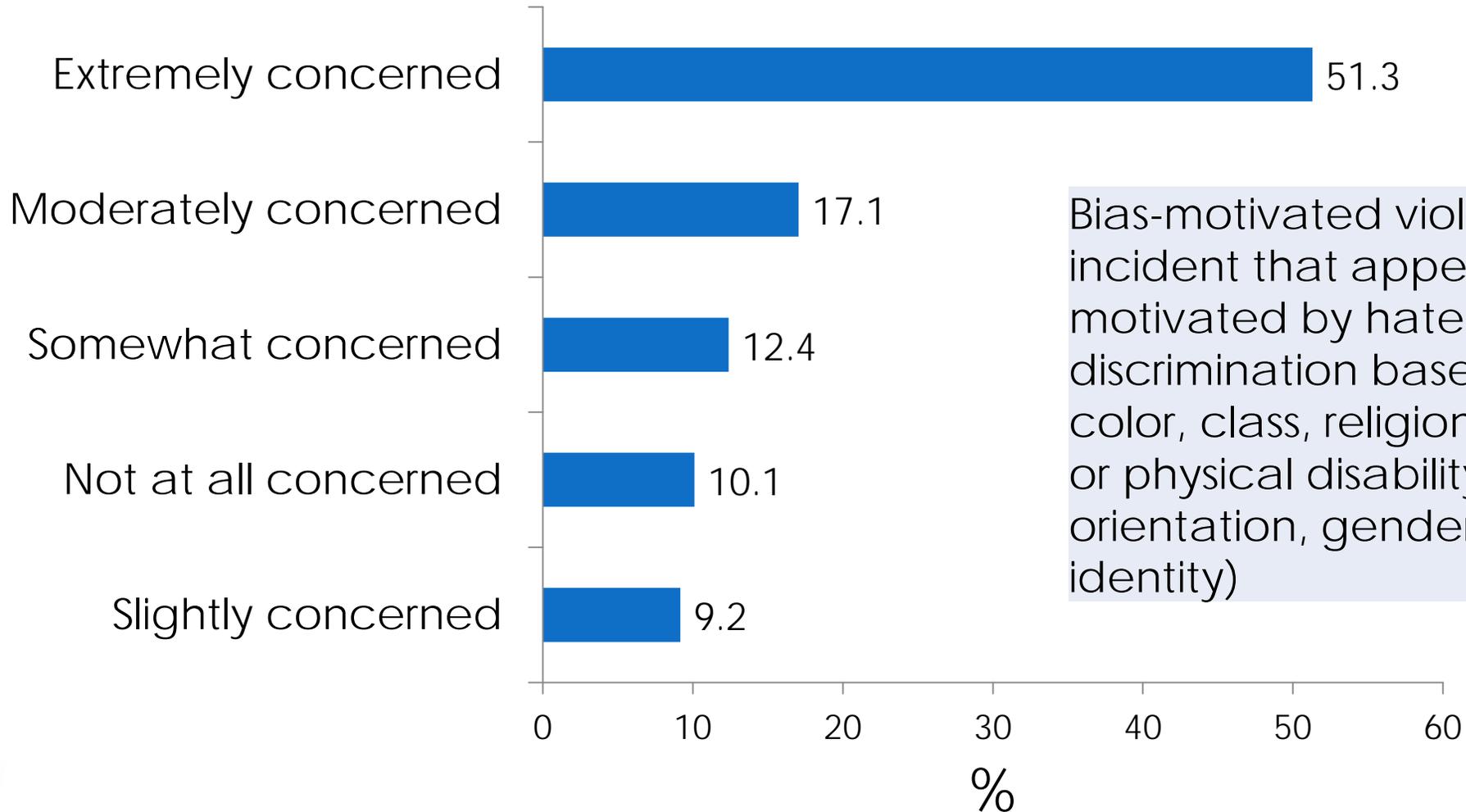




# Percent of responses to Bias-motivated Violence

Dr. Jinwen Cai, Senior Public Health Analyst (KCMOHD)

COMMUNITY ENGAGEMENT, POLICY, and ACCOUNTABILITY



Bias-motivated violence (any incident that appears to be motivated by hate or discrimination based on race, color, class, religion, age, mental or physical disability, sexual orientation, gender, or gender identity)

Results based on 6,426 online surveys



# Hope Hangout – Activities for Youth

## Hope Hangout

Marva Moses

[[www.hopehangout.org](http://www.hopehangout.org)]



*Since 2005, Hope Hangout has contributed to the development of children in the greater South Kansas City area through a wide range of programs.*

- Youth For Change
- S.O.L.O. (Students Overcoming Life's Obstacles)
- LOTUS Project



## KCMO Public Library

Lauren Olson

[[www.kclibrary.org](http://www.kclibrary.org)]

- Summer Reading Program starts May 25th. All children and teens who sign up receive a free book and may have fines on their library account forgiven.
- Smash Brothers Video Game Tournament on Saturday, June 16 from 5-9 at the Plaza Branch
- Youth Empowerment Summit on Saturday, July 14 from 5-9 at the Plaza Branch
- Teen lock-ins across the city will be held on July 27th from 5-9 at Bluford, Waldo, Trails West, and Southeast branches
- Bluford hosts Front Porch Café playgroup every Tuesday, 10-noon

# Economic Opportunity

## Full Employment Council

Clyde McQueen, President & CEO

[[www.feckc.org](http://www.feckc.org)]

### Mission

The Full Employment Council, Inc. (FEC) works in collaboration with businesses, local units of government, educational institutions, labor organizations, and community-based organizations. Responding to employer needs while reducing unemployment, underemployment, and the public dependency of area residents.

### Vision

FEC supplies employers with a skilled workforce and job seekers with meaningful training and career opportunities.



# Community Health and Healing Events

- **Mental Health & Wellness Block Party** - May 5, 9a – 2p  
Swope Health Services Parking Lot
- **Super Saturday Market** - May 5 (every 1st Saturday until October), 8a-2pm  
Seven Oaks Parking Lot
- **Troost Festival** - May 19, 11a-8p  
Linwood and 31st Troost
- **The Community Baby Shower** - May 19  
Boone Tabernacle
- **Outreach Violence Prevention Ministry Restore Hope and Healing** - June 16, 2p-6p  
4306 Prospect Ave, Providing resources for returning citizens
- **Ruby's Health & Wellness Fair** - June 23, 10a – 3p  
Church of Faith International, 3601 E. 63<sup>rd</sup> KCMO 64130



# Community Health and Healing Events

- **3rd District Urban Core Clean-up** - June 30, 8a-12p

Several 3rd District Neighborhoods are involved, Volunteers needed

- **KIKI Curls 12<sup>th</sup> Annual Public Health and Safety Fair** - July 21, 10a – 2p

Arrowhead Stadium home of the KC Chiefs

- **Wellness and Educational Health Fair** - August 18, 10a -1p

Morning Star Youth and Family Life Center, 2525 E. 27<sup>th</sup> street



**Objective 2:**  
**Evaluate and identify areas of opportunity in the emergency response delivery system to ensure the best possible patient outcomes.**

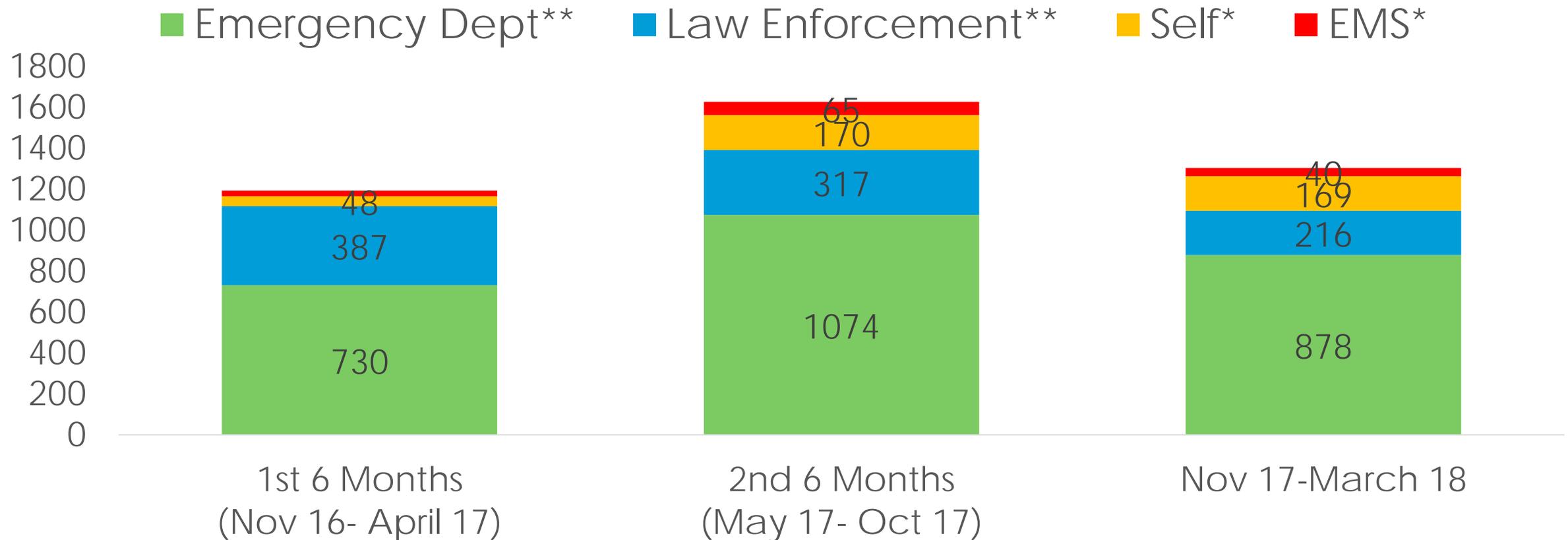
# Strategy A

Measure the impact and effectiveness of the Kansas City Assessment and Triage Center (KC-ATC). (Office of the City Manager)

# Intake at KC-ATC by Source

(October 31, 2016 – March 31, 2018)

4,151 Total Clients in Timeframe\*\*



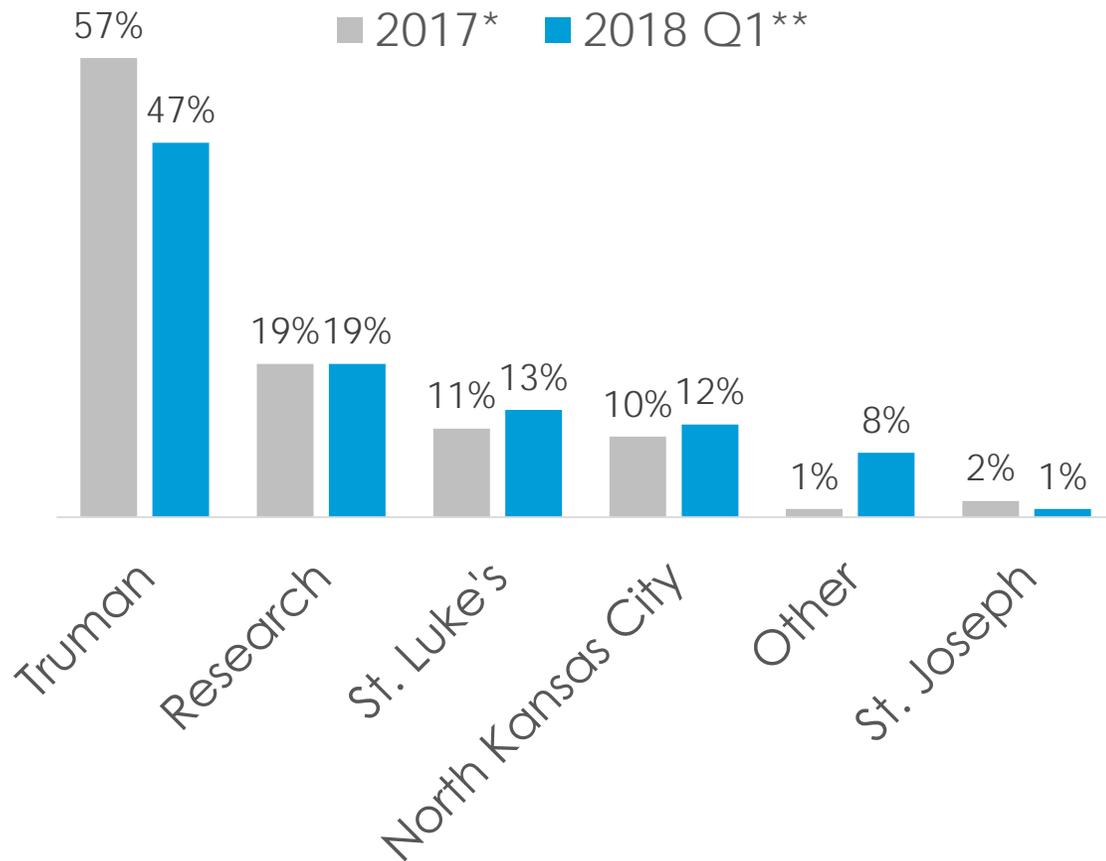
\*Total does not include the additional admissions in January 2018

\*\*Total does not include the additional admissions between January 1-January 18, 2018

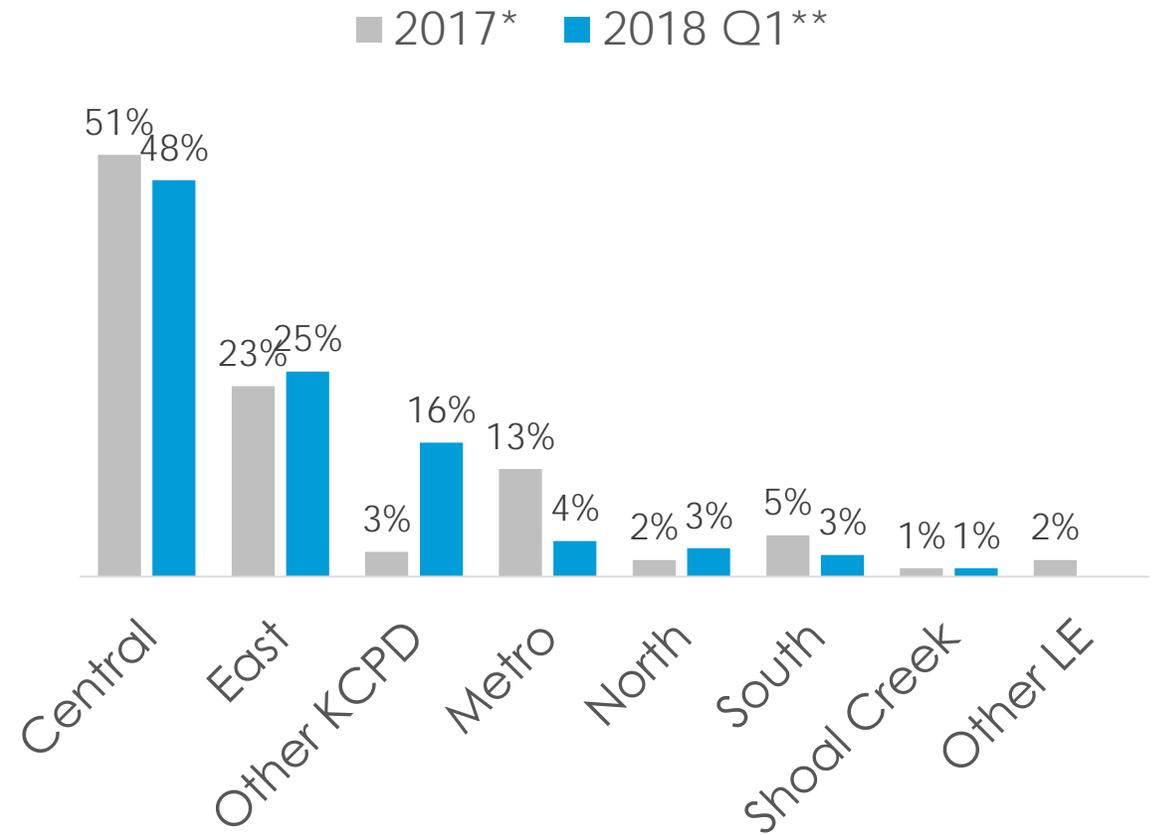
# Source of Clients for KC-ATC

(Nov 2016-March 2018)

**76%** from Emergency Departments



**24%** from Law Enforcement



\*Total includes admission data from November and December 2016

\*\*Total does not include the additional admissions between January 1-January 18, 2018

# Client Characteristics & Cost Savings - 2018

(January 19, 2018 – March 31, 2018)

**788** clients served

**85%** Medicaid funded

**77%** Between the ages of 25 and 54

**71%** male

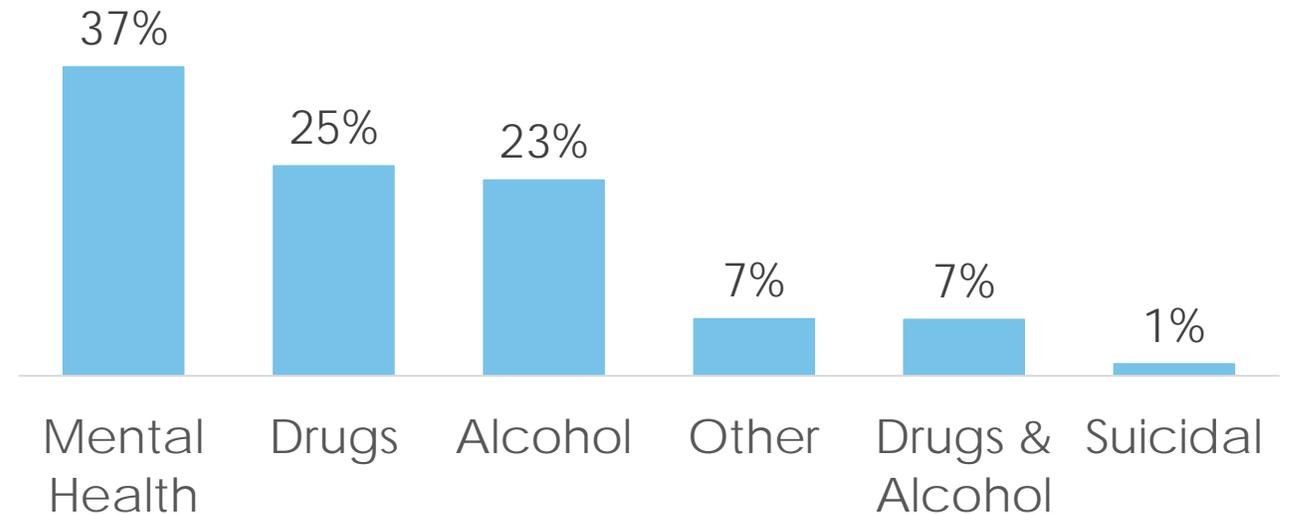
**65%** homeless

**56%** white

**45%** unemployed

**36%** black

Presenting Concern (n=720)

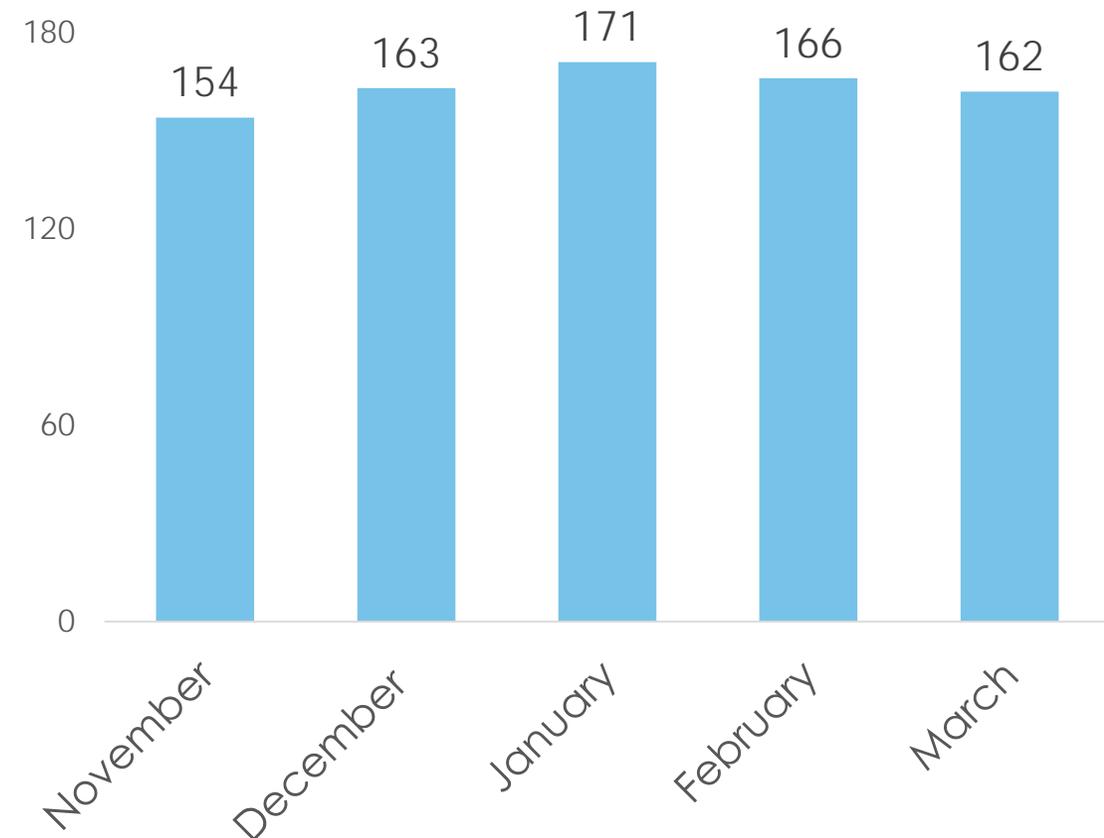


**Cost Savings** of **\$599,827** for **265 clients diverted** from emergency departments (Law, EMS, Self-Admit) computed at preliminary rates from 2014 of \$2263.50 per visit.

# Case Management Support

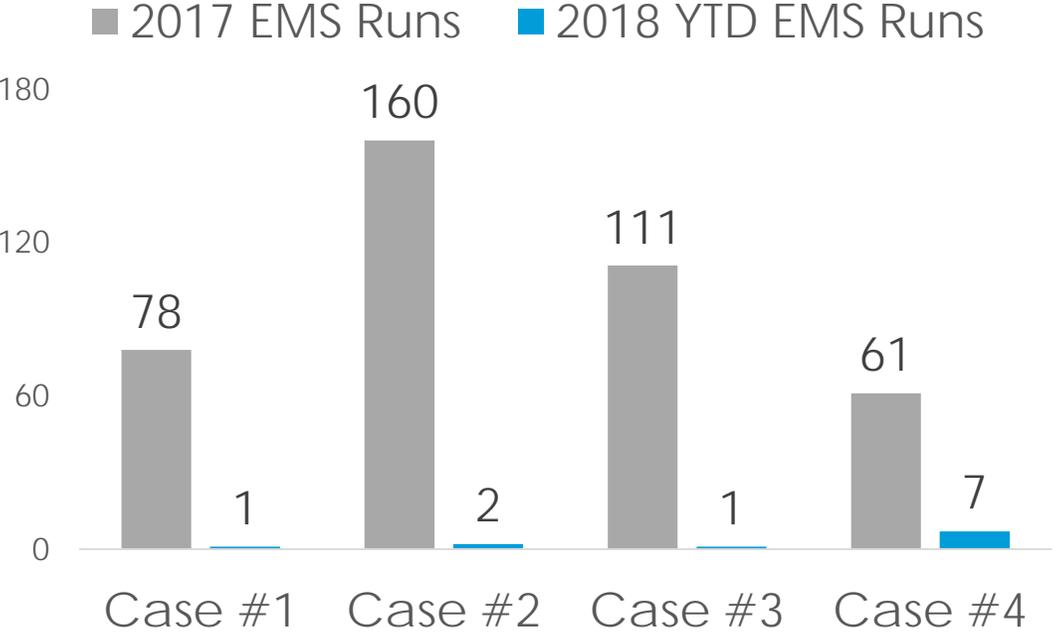
Since its opening in October of 2016, ATC has increased the number of case managers on staff from 2 to 6 due to high demand.

Monthly Case Management Assignments for KCATC  
November 2017-March 2018

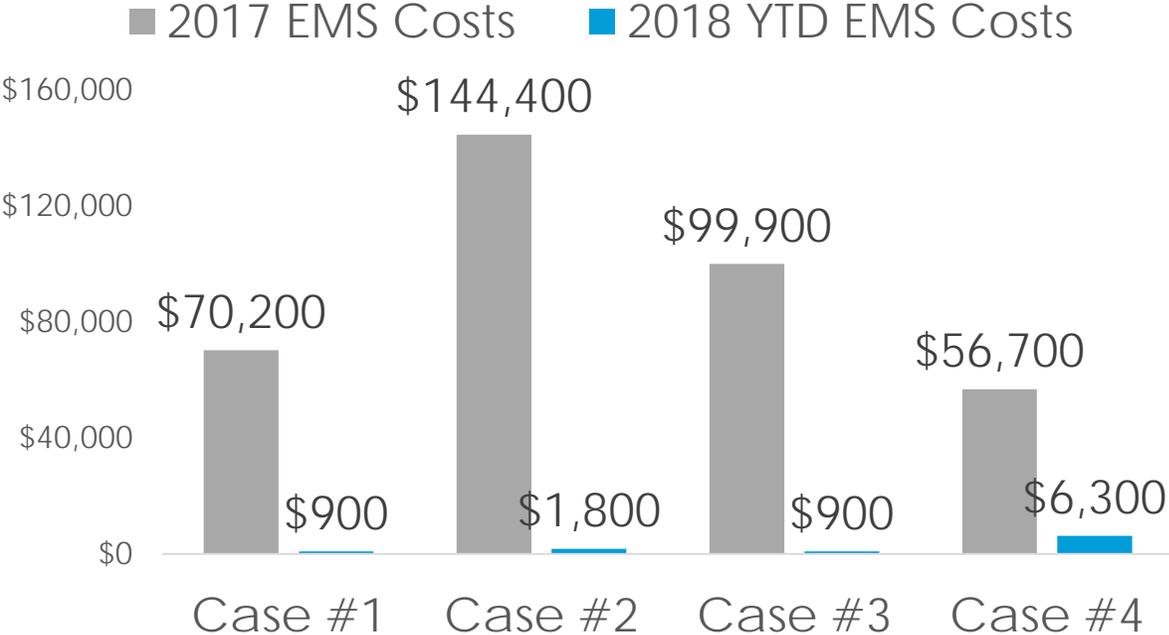


# EMS Impacts from ATC High Utilizers

### High Utilizer EMS Runs



### High Utilizer EMS Costs



## KCATC High Utilizer Outcomes

**Case #1:** 27 ATC Visits – Housed  
**Case #2:** 32 ATC Visits - Housed

**Case #3:** 21 ATC Visits – Partially Housed  
**Case #4:** 33 ATC Visits - Guardianship

# Focus Group with ATC Clients

What	<ul style="list-style-type: none"><li>• Two focus groups were conducted in March 2018</li></ul>
Who	<ul style="list-style-type: none"><li>• Focus group participants were clients who had received Crisis Center services and were now connected to community resources.</li></ul>
ATC Service Access	<ul style="list-style-type: none"><li>• Participants reported multiple ways of receiving services at the Crisis Center (hospitals, hotline, emergency shelters, and self-referral), but hospital was the most frequent response.</li></ul>

## ATC Client Responses

### What are things you LIKE about the Crisis Center?

- Participants had many positive things to say and the majority felt the staff members were positive.
- *"You can come and go as you please; that way they give you some trust."*
- *"They treat you like a human being."*
- *"They'll help you up."*
- *"It's basically a lifesaver. It literally saves your life all the help they give."*
- *"If it hadn't been for this place, I'd be dead."*

### What are things you DISLIKE about the Crisis Center?

- It was frequently mentioned that there was need for a bigger facility and the ability to stay longer.

# ATC on the PBS NewsHour

**PBS**  
**NEWS**  
**HOUR**



**Giving vulnerable residents  
help before mental health  
issues land them in jail**

<https://www.pbs.org/newshour/show/giving-vulnerable-residents-help-before-mental-health-issues-land-them-in-jail>

# Next Steps

- Participating hospitals should be making a decision by early May on their continued level of operational support for the ATC

# Strategy B

Implement the Ground  
Emergency Medical  
Transportation (GEMT) program  
that provides supplemental  
reimbursement for ambulance  
services to Missouri HealthNet  
participants. (Fire)

# Ground Emergency Medical Transportation (GEMT)

## Updates

- The plan submitted for supplemental reimbursement (Medicaid State Plan Amendment 17-009) was approved by Centers for Medicare & Medicaid Services (CMS) on December 22, 2017. It is effective retroactively to July 1, 2017.

## Eligibility

- The supplemental Missouri HealthNet Division reimbursement shall be distributed to eligible providers based on GEMT services provided to MHD participants on a per-transport basis.
- Non-governmental providers may not participate in the GEMT Program.

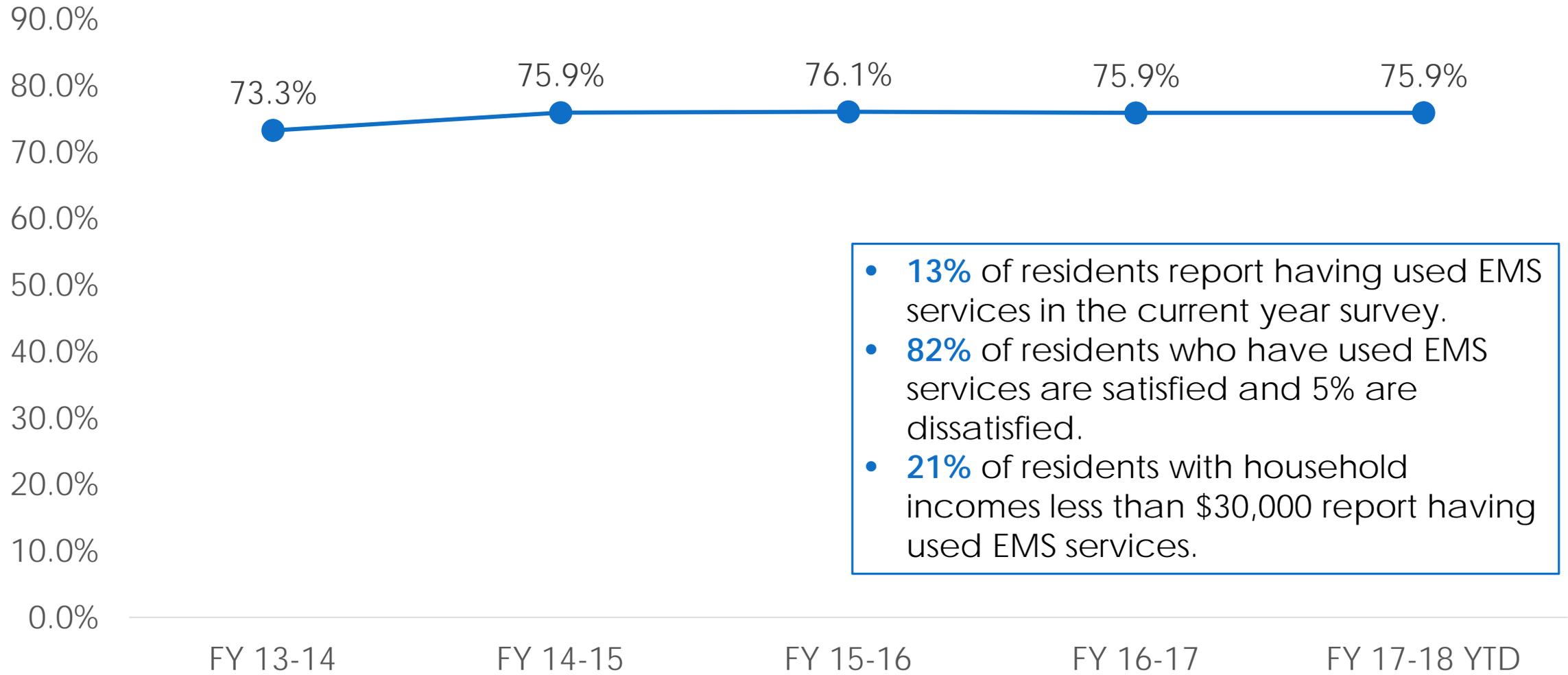
## Training

- Implementation training is set across the state for Jefferson City area (May 30), Kansas City area (June 5), and St. Louis area (June 6). A combination of Finance and EMS Billing employees are attending this training.

# Strategy C

Provide an ongoing series of courses on CPR and other life-saving techniques throughout the City in order to improve the cardiac survival rate. (Fire)

# Resident Satisfaction With Quality of EMS Services

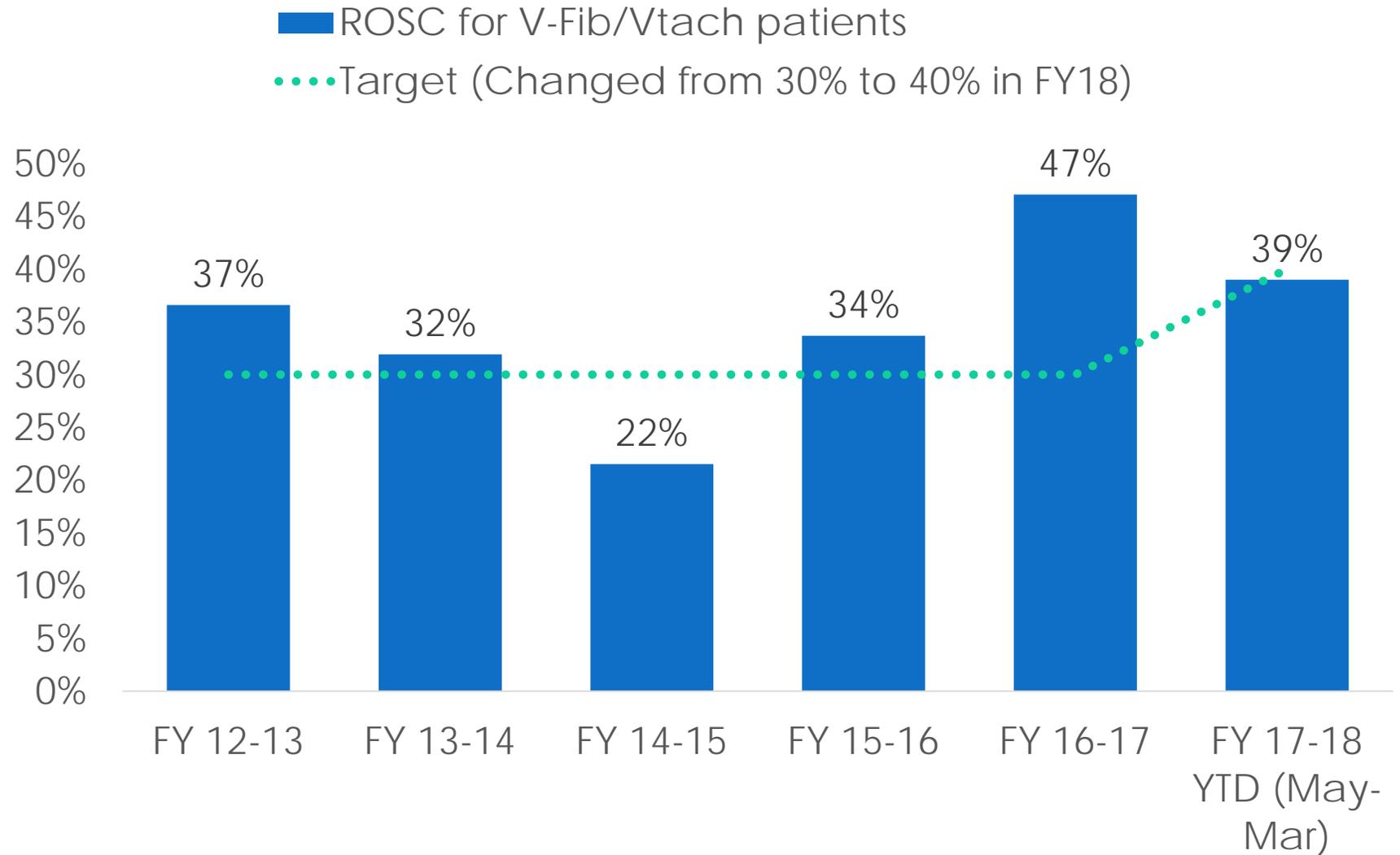


# Patient Outcomes From EMS Care: Return Of Spontaneous Circulation (VF/VT Only)

Return of Spontaneous Circulation (ROSC)  
definition: return of pulse/patient to hospital by EMS with a pulse

**ROSC for V-Fib/Vtach** patients (those with a shockable rhythm) is **35%** from **FY13 to FY18 YTD**.

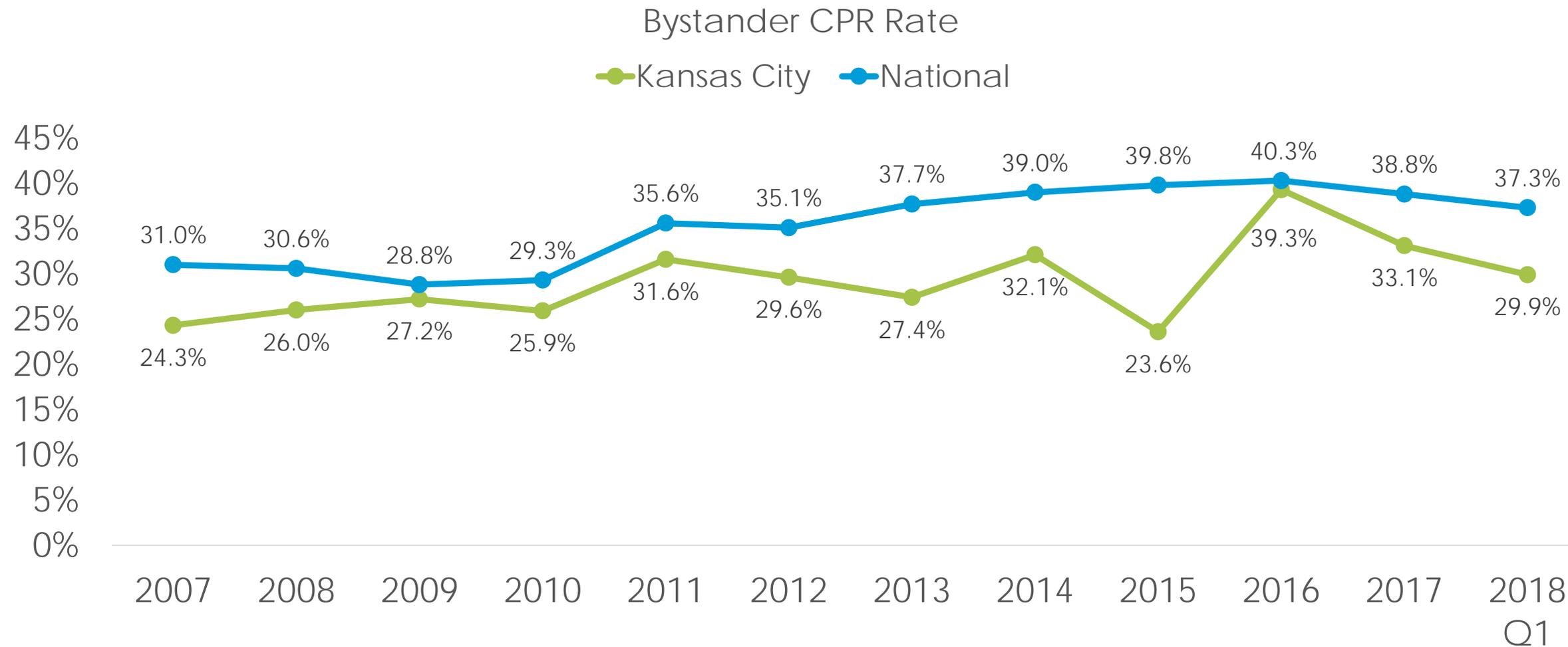
**ROSC for all cardiac arrest** patients is **15%** since **FY13 to FY18 YTD**.



# Cardiac Arrest Survivability By Category

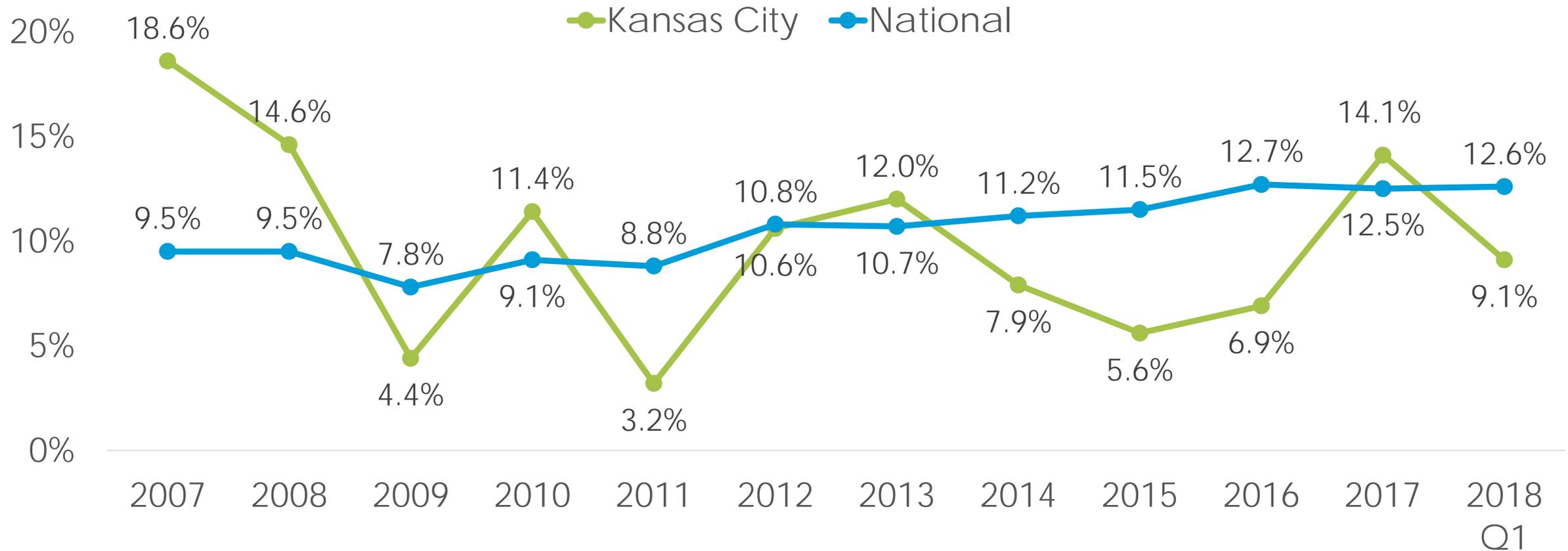
Cardiac Arrest Category	2011	2012	2013	2014	2015	2016	2017	2017 Natl Avg	2018 Q1
Cardiac Etiology w/ Resuscitation Survival Rate	11%	9%	7%	6%	8%	8%	11%	10%	3%
Bystander Witnessed Survival Rate	22%	14%	13%	9%	14%	12%	17%	16%	5%
Unwitnessed Survival Rate	6%	4%	3%	0.5%	1%	3%	4%	4%	2%
Utstein Survival Rate	28%	34%	26%	21%	33%	29%	30%	33%	13%
Utstein Bystander Survival Rate	23%	44%	38%	29%	52%	32%	33%	37%	0%

# Bystander CPR Rate: KC v. Nation

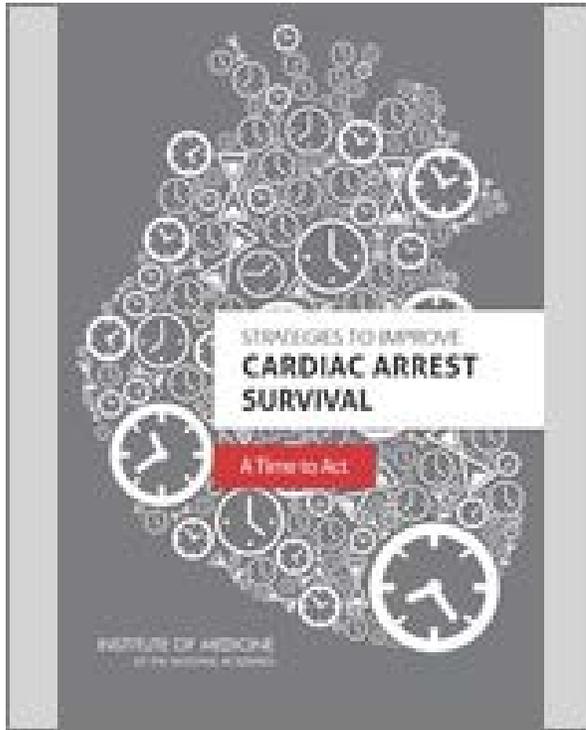


# Public AED Rate: KC v. Nation

Percentage of presumed cardiac caused cardiac arrests in which the public utilizes an Automatic External Defibrillator (AED)



# Strategies to Improve Cardiac Arrest Survival: A Time to Act



- Committee on the Treatment of Cardiac Arrest: Current Status and Future Directions; Board on Health Sciences Policy; Institute of Medicine; Graham R, McCoy MA, Schultz AM, editors.
  - Washington (DC): [National Academies Press \(US\)](#); 2015 Sep 29
- Study between National Academy of Sciences and CDC, National Institutes of Health, U.S. Department of Veterans Affairs
- Support from American College of Cardiology, American Heart Association, and American Red Cross

# Context for Cardiac Arrest

- 4 out of 5 cardiac arrests occur at home
- >90% die before reaching hospital
- Cardiac arrest treatment is a community issue
- Shortening the time between arrest onset to provision of care is paramount

# Bystander CPR Rates Vary by Income

- The rate of bystander CPR varies across communities
- Studies show that low-income neighborhoods have lower rates of bystander CPR
  - King County, Washington: higher socioeconomic status increased odds of bystander CPR ([Mitchell et al., 2009](#))
  - Ottawa, Canada: increased likelihood of bystander CPR with higher property values ([Vaillancourt et al., 2008](#))
  - Fulton County, Georgia: cardiac arrests within highest income quintile much more likely (OR 4.98) to receive bystander CPR ([Sasson et al., 2011](#))
  - CARES data shows similar findings: bystander CPR rates increase with median household income ([Sasson et al., 2012a](#))

# Bystander CPR Rates Also Vary by Income/Ethnicity

- Studies also show that race and ethnicity are factors in the rate of bystander CPR
  - Hispanic, African American, or poor populations are 2-3x more likely to have out-of-hospital cardiac arrests ([Warden et al., 2012](#))
  - African Americans with out-of-hospital cardiac arrests have lower rates of bystander CPR ([Becker et al., 1993](#); [Brookoff et al., 1994](#); [Cowie et al., 1993](#); [Shah et al., 2014](#))
  - Hispanics with out-of-hospital cardiac arrests have lower rates of bystander CPR ([Berdowski et al., 2009](#); [Vadeboncoeur et al., 2008](#))

# Neighborhood Characteristics Relate to Rates of Bystander-Initiated CPR

- Study included Kansas City  
(<http://www.nejm.org/doi/pdf/10.1056/NEJMoa1110700>)
- “In neighborhoods where household incomes averaged > \$40,000...and > 80% of residents were white, 37% of people received bystander CPR”
- “[where] incomes were lower and > 80% were black, 18% got bystander CPR”

# What We Can Do About This

- People have a desire to help and improve
  - Dr. Chan, "It isn't race or wealth that makes people more or less willing to help save a life. It's most likely how prepared they are to do it."
- Spatial epidemiological clustering techniques can be used to **identify** high-risk neighborhoods for out-of-hospital cardiac arrest incidence and low provision of bystander CPR
- Can use this info to target education and resources

# Goals for Emergency Medical Director's Office

- Improving our CARES data collection (PAI)
- Reviewing and implementing prehospital evidence-based medicine
- Updating protocols, procedures, policies
- Improving our CEUs

# Strategy D

Develop initiatives to reduce the number of chronic users of emergency response services.  
(Emergency Medical Director)

# The Changing Role of EMS in Healthcare

- EMS is at intersection of health care, public health, and public safety
- Expanding role of Paramedic:
  - Management of urgent **low-acuity** illnesses
  - Monitoring patients with **chronic** illnesses at home
  - Prevent Emergency Department visits
  - Other functions besides treatment and transport to Emergency Department
- Data limited, but successful programs in Canada, Australia, and England



# High Utilizers of EMS System

	2016	2017
Top ten users	1,200 transports	1,011 transports
Highest user	134 calls 70 different locations 47% abdominal pain 72% of time transported to TMC 100% of time discharged	159 calls 50 different locations 90% Etoh (intoxication) 44% of time transported to TMC 100% of time discharged
Second highest user	133 calls 68 different locations Majority Etoh (intoxication) 69% of time transported to TMC Nearly 100% of time discharged	145 calls 34 different locations Majority Etoh (intoxication) 40% of time transported to TMC Nearly 100% of time discharged
Third highest user	131 calls 24 different locations Abdominal pain/Etoh (intoxication) 21% of time transported to TMC Nearly 100% of time discharged	110 calls 67 different locations Etoh (intoxication)/behavioral 67% of time transported to TMC Nearly 100% of time discharged

# Impact of High Utilizers

- Repeat nature of encounters suggests their health outcomes are not improving
- High cost of provision (EMS and ED care)
- Reduced availability of EMS units/resources
- Impact on morale of EMS staff

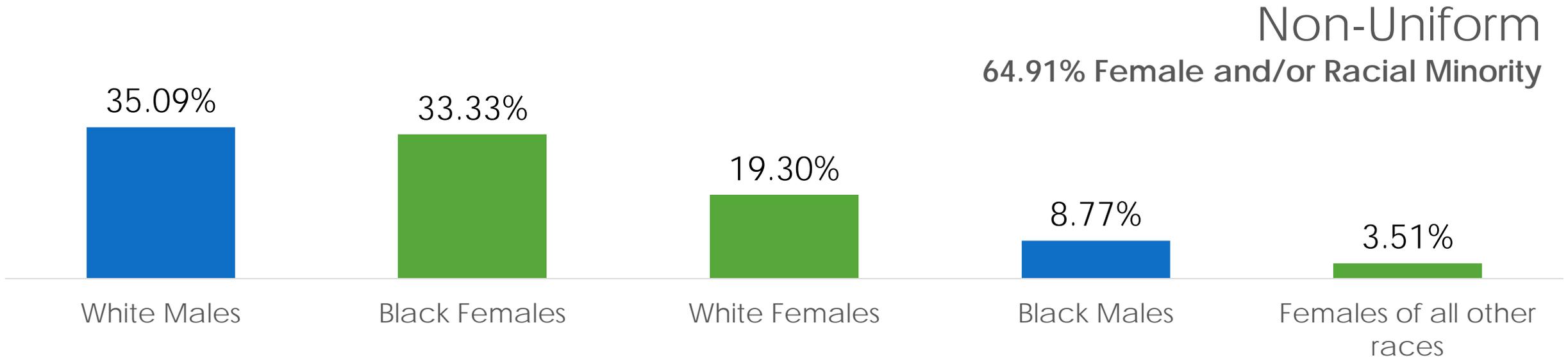
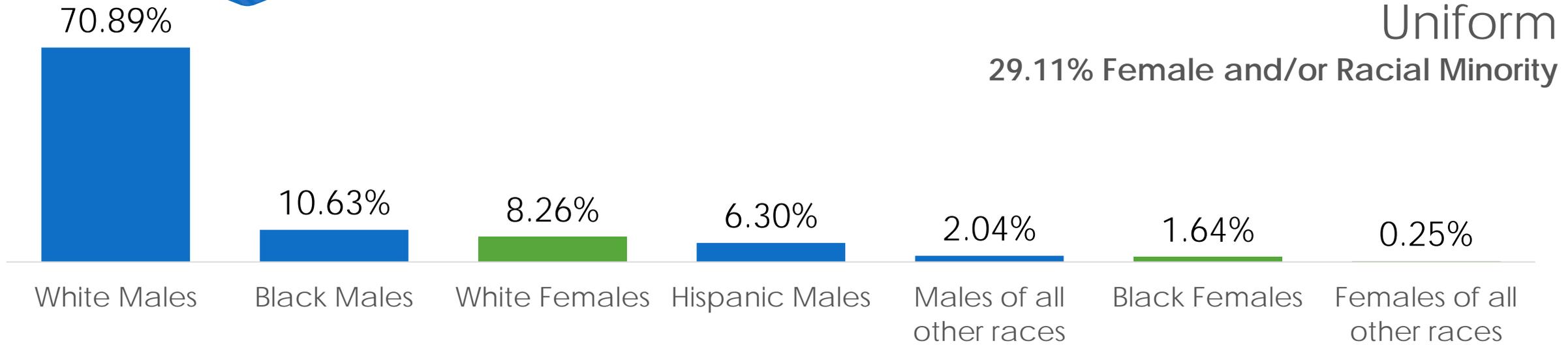
# Potential Barriers to Change

- Reimbursement for ambulance services by Medicare limited to ambulance transportation is **provided** and is **medically necessary**
- Previous definition of "emergency" is what **patient** thinks is an emergency
- False Claims Act and Medicare Fraud and Abuse - targeted in recent years: "The patient **MUST** demonstrate a need for ALS (abnormal VS or need for medications) in order to qualify for ALS reimbursement"
- **Average number of different call locations for Top 10 users > 30**
- Studies show that prehospital personnel **undertriage**

**Objective 3:  
Improve the diversity of employee  
recruitment, succession planning,  
and retention in the Police and Fire  
Departments.**

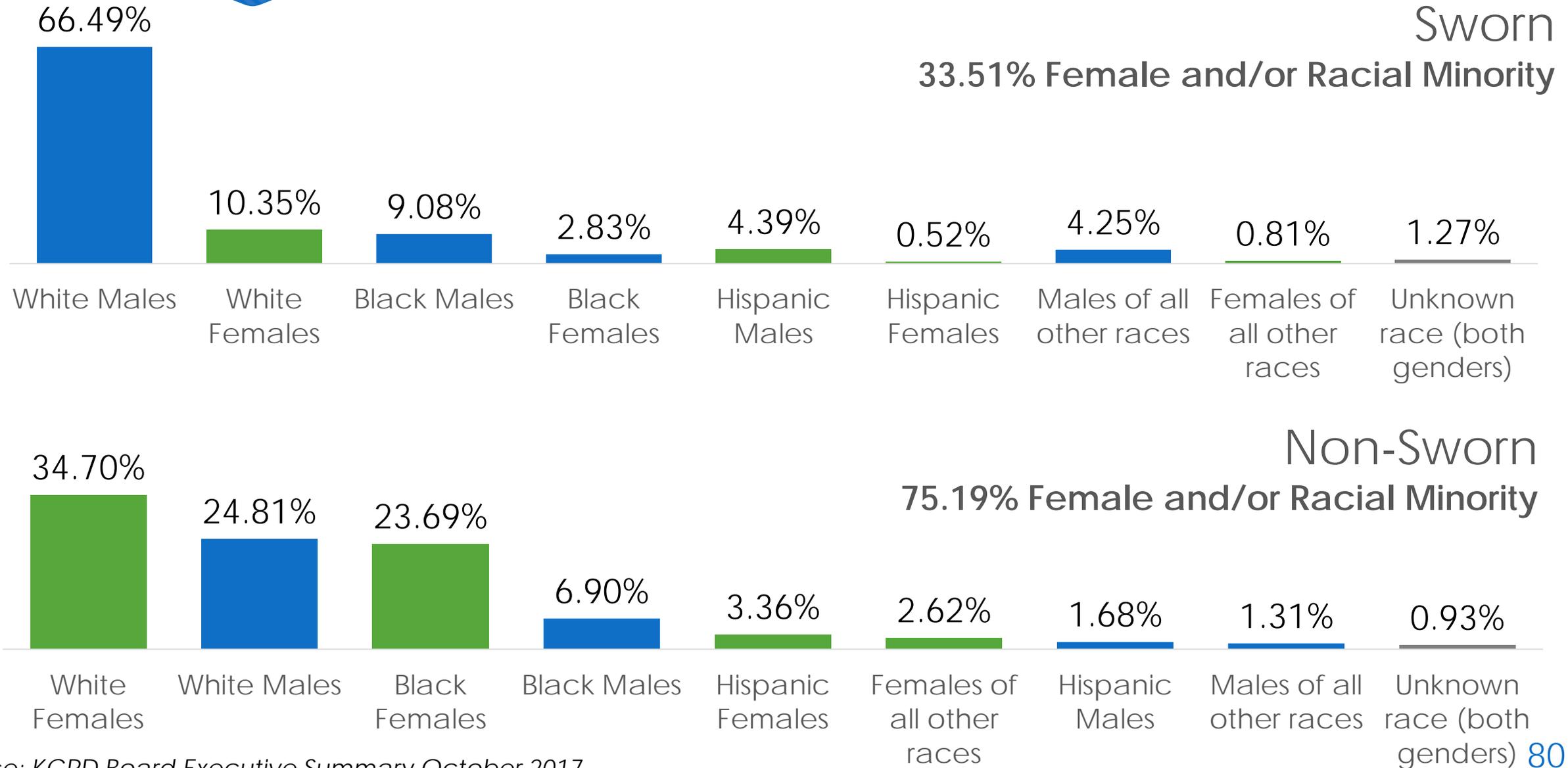
# KCFD Personnel Diversity Summary

As of April 2018



# KCPD Personnel Diversity Summary

As of February 2018



Source: KCPD Board Executive Summary October 2017

# Strategy A

Develop a multi-year plan to implement the recommendations of the Kansas City Police Department's staffing study. (Office of the City Manager)

# KCPD Staffing in FY 2018-19 Budget

- Staffing study recommended a **net increase of 58 positions** in KCPD, which included:
  - **Net increase of 79 civilian** positions
  - **Net decrease of 21 sworn** positions
- FY 2018-19 Adopted Budget included the following additional FTEs for KCPD:
  - **15 dispatchers (civilian)**
  - **23 officers (sworn)**
  - **10 parking control (civilian)**

## Key Improvement Themes

- ◆ In spite of robust research and development, the Department lacks a culture of managing performance. The Police Board could be an important sponsor of a shift in performance management.
- ◆ Some functions are organized in way to impede optimal coordination.
- ◆ Many functions which are managed by sworn personnel could be managed by civilians or staff of lower rank.
- ◆ Many support functions could similarly be civilianized.
- ◆ The Department and the City have initiated a direction to share certain support services (e.g., IT); more opportunities should be evaluated.

# Strategy B

Develop partnerships with local educational institutions to increase the number of the City's entry-level public safety workforce. (Office of the City Manager)

# KCFD Training Systems Update

- Train the trainer has been conducted on the 43' class A burn trailer, the 43' multi skills trailer, 24' mobile driving simulator (approx. 150 Students attended 20 plus live burn class)
- The 43' Skills trailer is headed to Battalion 108 at station 6 during April for Fire Ground Survival Training.
- The Driving Simulator was moved to Battalion 108 February 2018 and almost all of Battalion 108 has completed Safe Driver Course. Moving to Battalion 103 end of April.
- Both the Class A burn and Skills trailers have been utilized for firefighter training including the Company Officer Academy and Firefighter Recruit Academy
- 1,287 personnel are uploaded into system and have received training (completed by 1/30/18)
- 64,302 hours of training have been logged since July 1, 2017

## 43' Skills Trailer



**Objective 4:**  
**Increase effectiveness and efficiencies of operations at Municipal Court in order to achieve the best possible outcomes for those served.**

# Strategy A

Measure the efficiency and effectiveness of the Municipal Court by utilizing the National Center for State Courts (NCSC) court performance measures.  
(Municipal Court)

# Trial Court Performance Measures from National Center for State Courts

## Trial Court Performance Measures

1. Access and Fairness
2. Clearance Rates
3. Time to Disposition
4. Age of Active Pending Caseload
5. Trial Date Certainty
6. Reliability and Integrity of Case Files
7. Ensuring Fairness, Management, and Fair Practices in Legal Financial Obligations
8. Effective Use of Jurors (*not applicable for KCMO Municipal Court*)
9. Court Employee Satisfaction
10. Cost Per Case

Measures in blue are currently being utilized by KCMO Municipal Court.

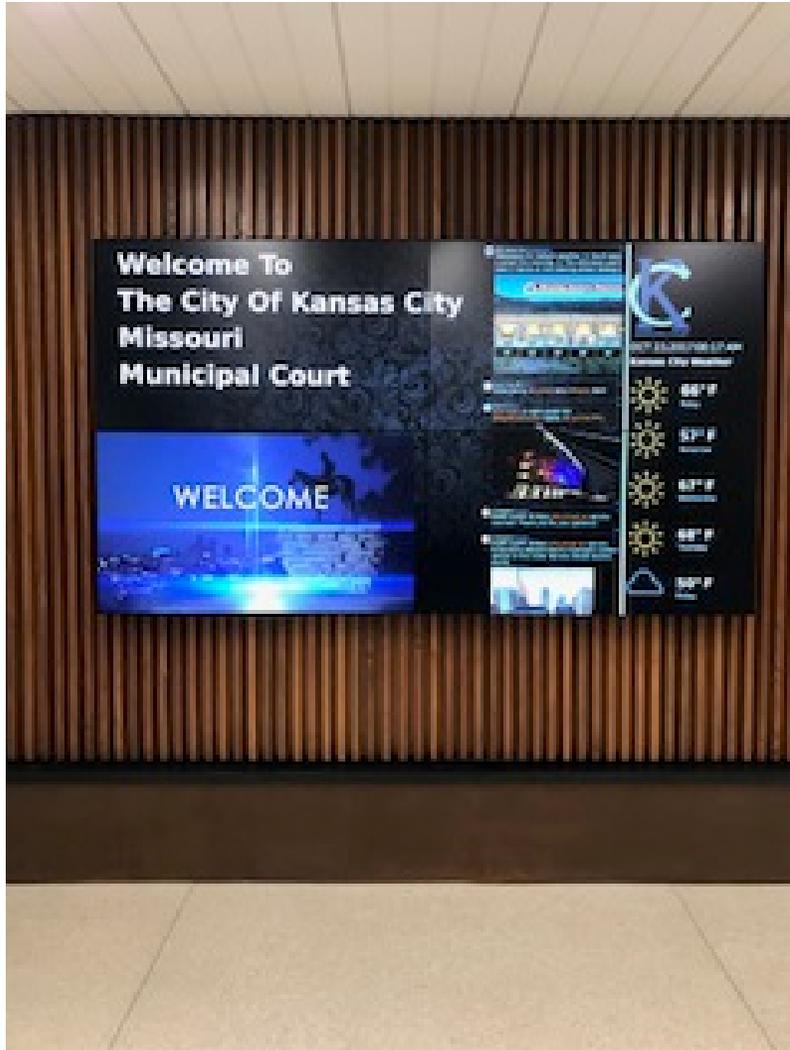
Measures in red are planned for implementation when court renovations are completed.

# Current Municipal Court Indicators

Indicator	FY 17-18 Target	FY 17-18 YTD Data (May-Feb 2018)
Case Clearance Rate	100%	84%
% of traffic payable cases disposed within 90 days	90%	89%
Average days to disposition - Payable Traffic (days)	90	59
Average days to disposition - Other (days)	180	146
% of fines collected within the same year - Traffic	90%	87%
% of fines collected within the same year - Other	68%	71%
% of customers served within 10 minutes at the Violations Bureau	90%	91%
Percent bed capacity reached	100%	73%
Percent of released clients not incarcerated again in 6 months	85%	95%
% of probationers successfully completing probation conditions	65%	73%

# Municipal Court Remodel: Outcomes for Clients and Staff

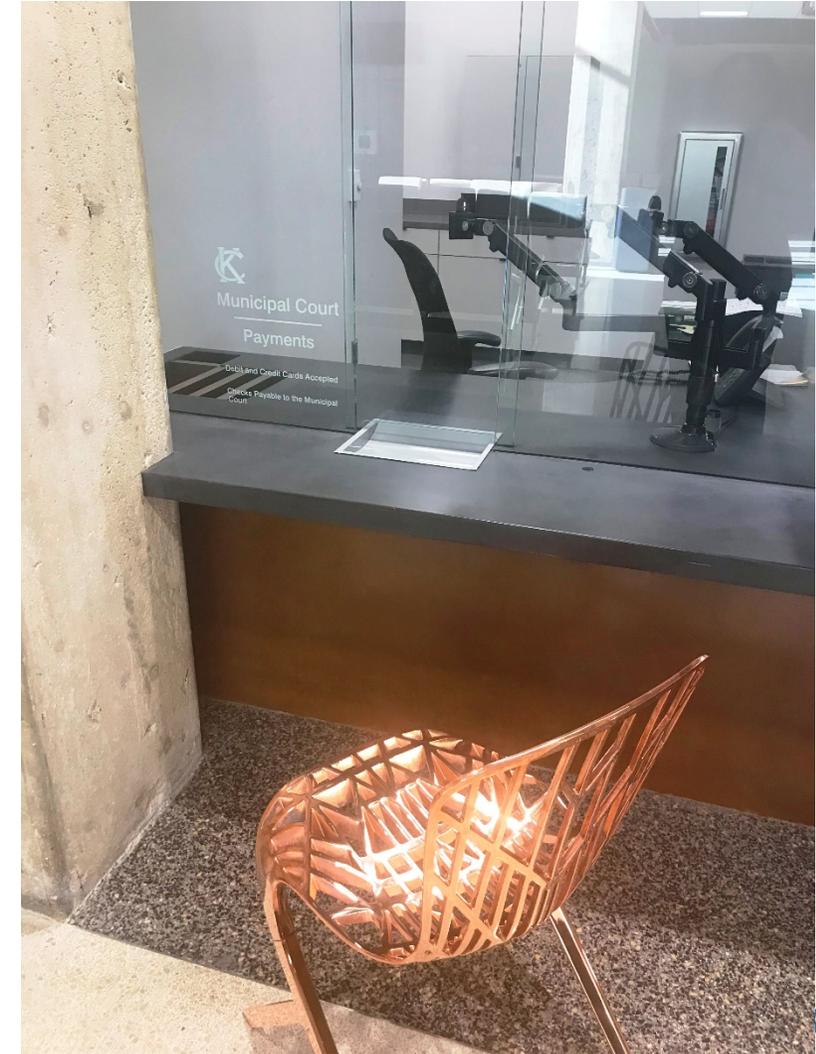
Improved communications



More open public areas



ADA accessibility



# Municipal Court Remodel Best Practices

- The Municipal Court remodel has been focused on improving the customer experience while in the Municipal Court.
- Based on tours of other court facilities we are attempting to:
  - Provide a streamlined approach to fine payments and access to probation services
  - We have consolidated all probation activity to the first floor of the Courthouse, giving all probationers a centralized location to report and receive services from the Court and its partners
- Digital signage enhancements will contain:
  - Defendant's Know Your Rights information
  - Court Dockets
  - Directions and announcements affecting court staff and citizens

# Strategy B

Refine the standards and policies of the City's Drug Court to meet the needs of chronic offenders. (Municipal Court)

# Drug Court Technical Assistance

- KCMO Municipal Court received technical assistance in March 2017 focused on improving outcomes.
- Based on the recommendations from this technical assistance:
  - Eligibility requirements have been revised
  - There has been a reduction in the wait time between completion of RCC programming and transitional housing or home
  - The handbook and phases are still under revision
- Over the last 11 months:
  - **81** assessments have been completed
  - **63** new contracts have been signed
  - **36** drug court participants are currently active

# Drug Court Success and New Focus

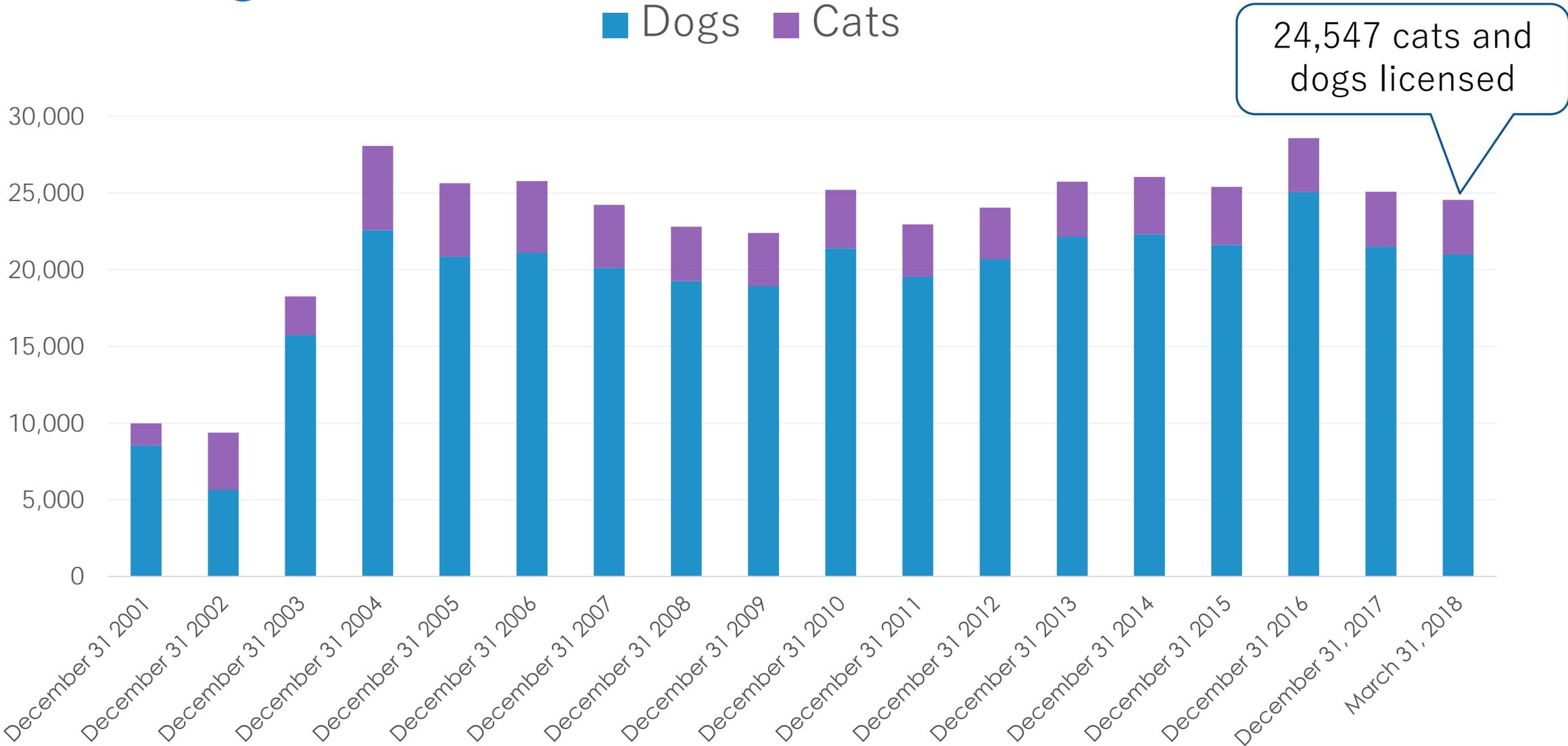
- Based upon the realignment and new strategies within our Drug Court program, the program has reached near capacity.
- The Court considers this strategy complete and has continued to focus on the other specialty and specialized courts.
  - Veteran's Treatment Court continues to explore, enhance and expand its services to the multitude of veterans suffering from mental health and substance abuse issues.
  - Mental Health Court has sought ways to offer services to individuals in and out of the detention facility, while continuing to explore partnership with community organizations.
  - Truancy Court has expanded their programming. The program now is providing incentives and additional services to participants.
  - The Domestic Violence Court strives to provide programming through an intense and supervised program to offenders assigned to the Compliance Docket. This particular specialized court also continues to represent the KC metro on a national level through the Domestic Violence Mentor Grant.

Objective 5:  
Prevent animal-related threats to  
public safety and support animal  
welfare.

# Strategy A

Partner with Spay Neuter of Kansas City (SNKC) to increase the percentage of currently licensed pets in the City from 11 percent to 20 percent through low-cost vaccinations, increasing locations for residents to obtain pet licenses, and increasing the number of participating veterinarian offices. (Neighborhoods and Housing Services, Animal Health and Public Safety)

# Number of KC Pets with Licenses



Source: PetData

# Percentage of Licensed Pets in KCMO



*KCMO Pet Population\**

Dogs: 108,134

Cats: 118,133

*Percentage of Currently Licensed  
KCMO Pets as of March 31, 2018*

Dogs: 19%

Cats: 3%

**Total: 11%**

*\*Based on AVMA Pet Ownership Calculator*

# Strategy B

Develop a plan to further improve animal response operations. (Neighborhoods and Housing Services)

# Animal Shelter Intake (Follow-up from December 2017)

	FY2016	FY2017	Change	Q1 2017	Q1 2018	Change
Owned cats and dogs surrendered	2,264	2,182	-3.6%	488	440	-9.8%
Stray dogs and cats	2,094	2,454	+17.2%	362	572	+58%

## FY2012 – FY2017 Trend:

- 139% increase in owned animals surrendered to the shelter
- 154% increase in number of strays brought in by the public

## Primary Reasons (Q1 2018)

Owned pets surrendered	<ul style="list-style-type: none"> <li>• Behavior issues</li> <li>• Health of Animal</li> <li>• Moving/Landlord Issues</li> </ul>
Stray animal brought by public	<ul style="list-style-type: none"> <li>• Found at Large</li> <li>• Police drop off</li> <li>• Abandoned at shelter</li> </ul>

**65%** of stray animals received are brought in by KCMO residents  
**20%** are from non-KCMO residents who found animals in KCMO

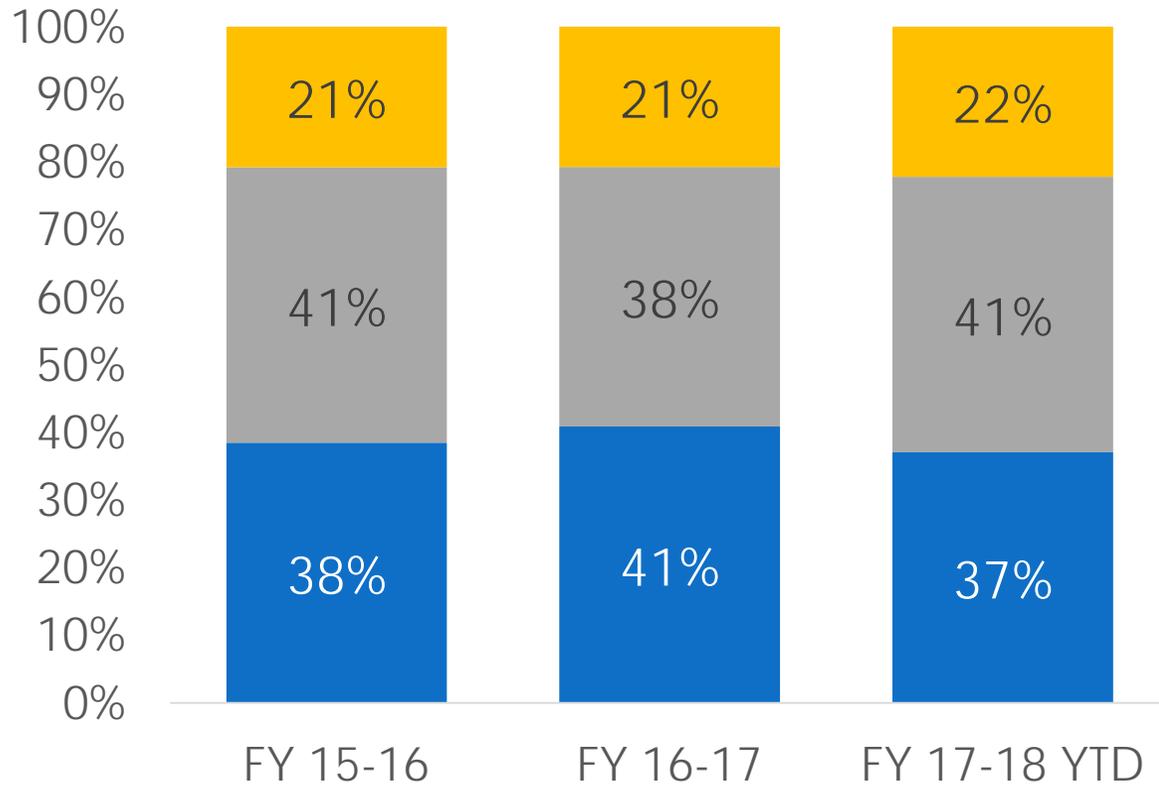
Owner reclaim rate for dogs for FY2017 was **29%**;  
 for cats it was **3%**

Most lost pets are reclaimed within **3.5 days**; otherwise not reclaimed at all

# Resident Satisfaction With Animal Control Services

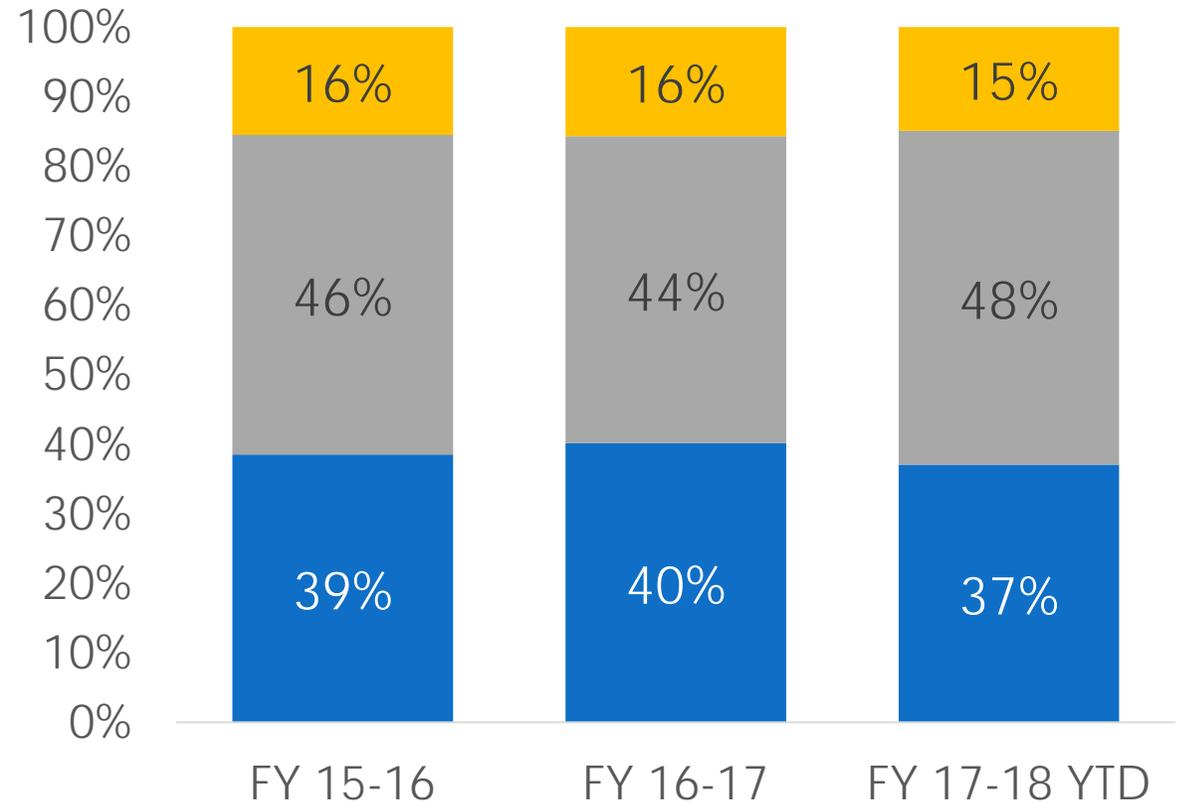
## Enforcement of Animal Code

■ Satisfied ■ Neutral ■ Dissatisfied

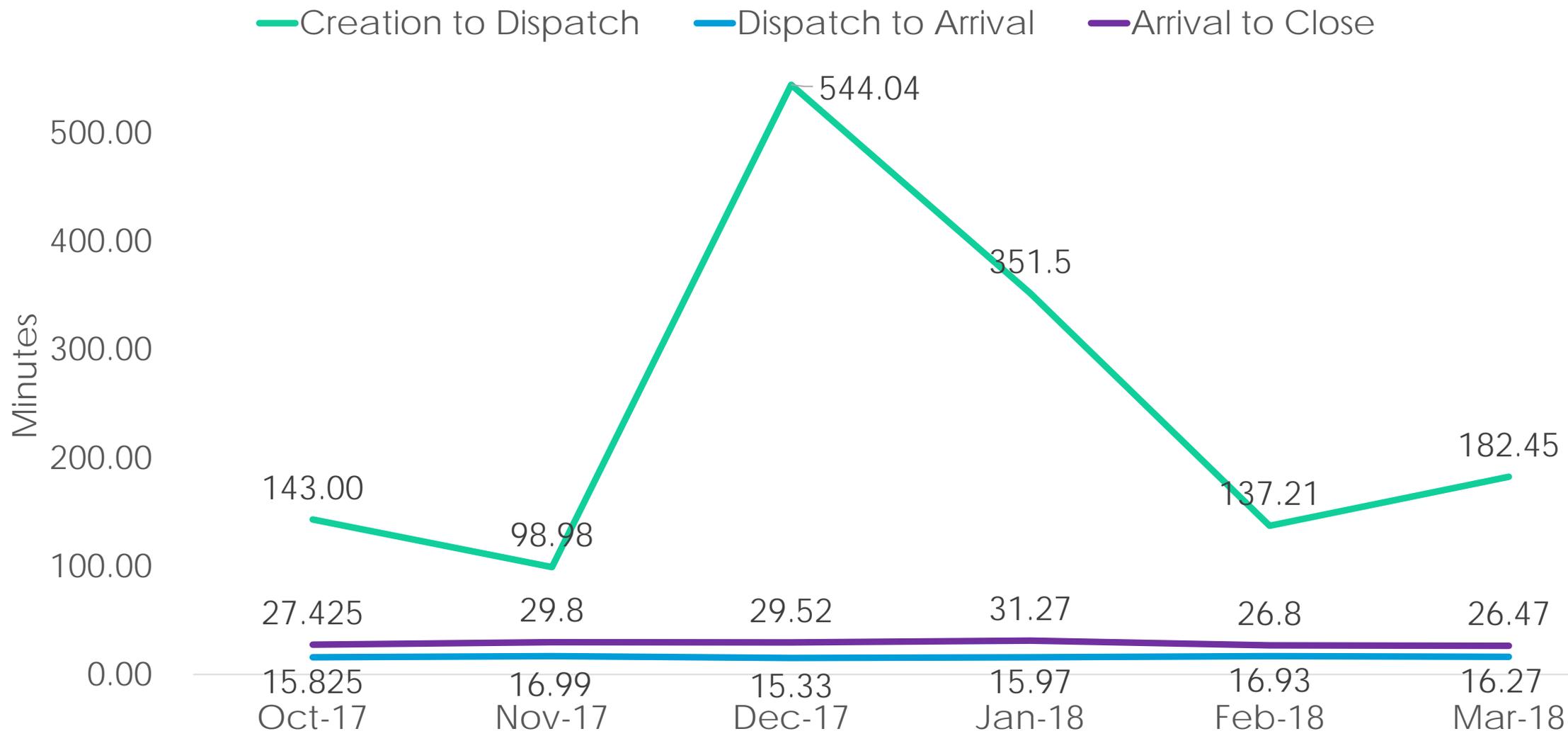


## Customer Service from ACOs

■ Satisfied ■ Neutral ■ Dissatisfied



# Median Response Times for Animal Control Calls



# Staffing Levels and Response Time

- The City's Manager's Office of Performance Management is assisting in an analysis of response times relative to staffing levels, since AHPS has varying levels of staff depending on vacancy and also shifts
- As a first analysis, OPM looked at data for March 2018 to compare the timeframe from Creation to Dispatch for two timeframes:
  - The overnight shift (9:30 PM to 7 AM), which is currently not staffed
  - Midday (10:30 AM to 6 PM) when many shifts overlap leading in the highest scheduled staffing for all days of the week

March 2018	Calls	Create to Dispatch (Median)	Dispatch to Arrival (Median)
All Timeframes	1,288	182.45 minutes	16.27 minutes
Overnight	165 (13%)	360.49 minutes	16.02 minutes
Midday	657 (51%)	119.37 minutes	16.35 minutes

Initial conclusion: Overnight shift is increasing timeframes for creation to dispatch

# Audit Report Update (March 2018)

- 12 Recommendations – Implementation Complete
- Status of other 5:
  - Facilitated meetings between AHPS and KC Pet Project
    - Began in November, meetings are ongoing
  - Shared vision for animal care and control
    - Initial meeting expected in May
  - Standardizing call types with KCPD for after hours calls
    - Working with City Manager's Office and KCPD
  - Analyze calls to determine staff scheduling
    - Working with City Manager's Office of Performance Management on analysis
  - Ensure annual training is required of ACOs and supervisors
    - Completed in August 2017 and April 2018

# New Animal Control Facility

**Summer 2018**

~Excavation~

**Fall 2018**

~Construction~



# Strategy C

Engage pet owners in responsible pet ownership through education and Public Service Announcements.  
(Neighborhoods and Housing Services)

# Free Vaccinations and Microchipping

*Spay and Neuter Kansas City* provided free vaccinations and microchipping at the following clinics in 2018 :

Event Date/ Location	Vaccinations	Microchips sold	Licenses sold
1/27/18 – Westport Roanoke Community Center	133	98	130
2/10/18 – Boys and Girls Club	163	124	157
3/24/18 – Hillcrest Community Center	198	123	198
Total for FY 17-18 (including 4 other clinics)	<b><u>1060</u></b>	<b><u>740</u></b>	<b><u>1054</u></b>



# Public Education: South Patrol Fair



# Questions?

Stay up to date on progress at <http://kcmo.gov/kcstat/>



#KCStat

