



**CARF**  
**Survey Report**  
**for**

**United Rehabilitation**  
**Services of Greater**  
**Dayton**

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## Organization

United Rehabilitation Services of Greater Dayton (URS)  
4710 Old Troy Pike  
Dayton, OH 45424

## Organizational Leadership

Dennis G. Grant, M.A., LPC, Executive Director

## Survey Dates

March 8–9, 2007

## Survey Team

Thomas J. Shaheen, M.Ed., Administrative Surveyor

Pamelia Mobley, Ph.D., Program Surveyor

Philip E. Coyle, Program Surveyor

## Programs/Services Surveyed

Community Services: Child and Youth Services  
Community Services: Community Integration

Employment Services: Community Employment Services: Job Development  
Employment Services: Community Employment Services: Job Supports  
Employment Services: Community Employment Services: Job-Site Training

Outpatient Medical Rehabilitation Programs - Multiple Service (Adults)

Outpatient Medical Rehabilitation Programs - Multiple Service (Children and Adolescents)

## Previous Survey

February 5–6, 2004

Three-Year Accreditation



## Survey Outcome

Three-Year Accreditation

Expiration: April 2010

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# SURVEY SUMMARY

## **United Rehabilitation Services of Greater Dayton (URS) has strengths in many areas.**

- URS has a reputation as both a provider of high quality services and as a stable, well-run organization. The organization has a long history of providing services to meet the needs of the community. The board and administration are committed to the provision of resources to meet the needs of the persons served.
- The organization is staffed by well-qualified, highly trained staff members from a wide variety of disciplines who are truly dedicated to their jobs. One staff member stated, “Whatever it takes, we want to serve the child the best possible way we can to help them grow and be all they can be.”
- URS is based in a very attractive, well-kept, and functional facility. The facility is large, spacious, and well designed to meet the needs of the persons served.
- The persons served and their families report a high degree of satisfaction with the services provided by the organization. Persons served, families, and program referral and funding sources all express a high degree of satisfaction with the services provided to persons with the most significant disabilities. Two stakeholder quotes express the quality of services received. One stated, “Without the staff of URS, my child would not be doing so well. He has made remarkable progress, and it is all because of his participation in the toddler and preschool classes.” The guardian of another person served complimented the willingness of staff to always go beyond what is required, always be open to trying new techniques, and always be loving and caring.
- All records that were reviewed from all service programs were well organized, thorough, and complete with good documentation in all areas.
- The organization’s broad range of services provides the persons served and their families the convenience of not having to seek many services from other providers at varying locations.
- The board of directors is active, committed, talented, and very involved in planning and executing events to raise funds for the organization.
- URS is financially strong. The CEO, senior staff, and board are complimented for shoring up the organization’s finances over the last several years.
- URS is complimented for the effective use of the attractive, creative, and professionally written web-based materials that promote the organization and promote understanding and advocacy regarding persons with disabilities.
- URS is complimented for having a very thorough, well-organized safety program.

**United Rehabilitation Services of Greater Dayton should seek improvement in the areas identified by the recommendations in the report. Suggestions given do not indicate nonconformance to standards but are offered as consultation for further quality improvement.**

On balance, URS demonstrates substantial conformance to the applicable CARF standards in the areas surveyed. The organization is well established and stable and is highly regarded in its community. The organization has substantial strengths, including a high quality staff and attractive and dignified settings for service delivery.

United Rehabilitation Services of Greater Dayton has earned a Three-Year Accreditation. The organization is commended for this achievement. URS is encouraged to continue to use the CARF standards as a guide to the continuous improvement of this commendable organization.

## **SECTION 1. BUSINESS PRACTICES**

### **Criterion A. Input from Stakeholders**

#### **Principle Statement**

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in Criterion A direct the organization's focus to soliciting, collecting, analyzing, and using input from all stakeholders to create services that meet or exceed the expectations of the persons served, the community, and other stakeholders.

#### **Key Areas Addressed**

- Ongoing collection of information from a variety of sources
  - Analysis and integration into business practices
  - Leadership response to information collected
- 

#### **Recommendations**

There are no recommendations in this area.

#### **Consultation**

- URS uses a variety of satisfaction survey instruments to gather input from stakeholders. It is suggested that this information be gathered in a format that can be used to promote the organization's programs and services.
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### **Criterion B. Accessibility**

#### **Principle Statement**

CARF-accredited organizations promote accessibility and the removal of barriers for the persons served and other stakeholders.

## **Key Areas Addressed**

- Written accessibility plan(s)
  - Status report regarding removal of identified barriers
  - Requests for reasonable accommodations
- 

## **Recommendations**

### **B.3.c.(1)**

URS has accessibility meetings several times per year; however, it is recommended that, at least annually, barriers that have been previously identified receive attention and documentation as to their status.

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## **Criterion C. Information Management and Performance Improvement**

### **Principle Statement**

CARF-accredited organizations are committed to continually improving their organizations and service delivery to the persons served. Data are collected and information is used to manage and improve service delivery. The dynamic nature of continuous improvement in a CARF-accredited organization sets it apart from other organizations providing similar services. CARF-accredited organizations share and provide the persons served and other interested stakeholders with ongoing information about their actual performance as a business entity and their ability to achieve optimal outcomes for the persons served through their programs and services.

### **Key Areas Addressed**

- Information collected, analyzed, and used to address critical customer needs
  - Accurate and consistent information collection
  - Proactive performance improvement
  - Performance information shared with all stakeholders
  - Written technology and system plan
- 

## **Recommendations**

### **C.2.a. through C.2.d.**

URS is urged to demonstrate how it addresses the reliability, validity, completeness, and accuracy of the data collected.

## Consultation

- Much information is collected and analyzed. It is suggested that outcomes data be presented in promotional literature through the use of charts and graphs. This would help optimize the use of information that is now collected.
- 

## Criterion D. Rights of Persons Served

*(This section represents the application of standard 1.D.5. from the 2006 Medical Rehabilitation Standards Manual.)*

### Principle Statement

CARF-accredited organizations protect and promote the rights of the persons served. This commitment guides the delivery of services and ongoing interactions with the persons served.

### Key Areas Addressed

- Meaningful communication of rights
  - Commitment to diversity
  - Policies promote rights of persons served
  - Complaint, grievance, and appeals policy
  - Annual review of complaints
- 

### Recommendations

There are no recommendations in this area.

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## Criterion E. Health and Safety

*(This section represents the application of standard 1.E.16. from the 2006 Medical Rehabilitation Standards Manual.)*

### Principle Statement

CARF-accredited organizations maintain accessible, healthy, safe, and clean environments through both external and internal safety reviews and personnel commitment to this philosophy.

## **Key Areas Addressed**

- One annual external inspection
  - Self-inspections twice a year
  - Emergency procedures, including evacuation, tested/analyzed annually
  - Access to emergency first-aid resources
  - Competency of personnel in safety procedures
  - Defined system for reporting/reviewing critical incidents
  - Infection control plan
  - Transportation requirements, if applicable
- 

## **Recommendations**

There are no recommendations in this area.

## **Consultation**

- It is suggested that safety committee minutes record those who are in attendance.
  - Although it is noted that first aid kits are well stocked and available throughout the building, it is suggested that the locations of first aid kits be clearly marked so that, in the event of an emergency, first responders can more easily locate the kits.
- 

## **Criterion F. Human Resources**

*(This section represents the application of standard 1.F.7.–9. from the 2006 Medical Rehabilitation Standards Manual.)*

### **Principle Statement**

CARF-accredited organizations demonstrate that they value their human resources. It should be evident that personnel are involved and engaged in the success of the organization and the persons they serve.

### **Key Areas Addressed**

- Adequate staffing
- Verification of background/credentials
- Recruitment/retention efforts

- Personnel skills/characteristics
  - Annual review of job description/performance
  - Policies regarding students/volunteers, if applicable
- 

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- URS has written procedures regarding background/qualification requirements for incoming staff members. It is suggested that the language of the written procedures be expanded to be more prescriptive. It might be helpful for the written procedures to specify the type of criminal and other background checks that are required in order to comply with varying local, state, and federal regulations.
- 

## **Criterion G. Leadership**

### **Principle Statement**

CARF-accredited organizations identify leadership that embraces the values of accountability and responsibility to the individual organization's stated mission. The leadership demonstrates corporate social responsibility.

### **Key Areas Addressed**

- Leadership structure
  - Leadership guidance
  - Corporate responsibility
  - Corporate compliance
  - Commitment to diversity
- 

### **Recommendations**

There are no recommendations in this area.

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## Criterion H. Legal Requirements

### Principle Statement

CARF-accredited organizations comply with all the legal and regulatory requirements of federal, state, provincial, county, and city entities.

### Key Areas Addressed

- Compliance with all legal/regulatory requirements
- 

### Recommendations

There are no recommendations in this area.

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## Criterion I. Financial Planning and Management

### Principle Statement

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and annual performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

### Key Areas Addressed

- Budget(s) prepared, shared, and reflective of strategic planning
- Financial results reported/compared to budgeted performance
- Organization review
- Fiscal policies and procedures
- Annual review of service billing records, if applicable
- Review of fee structure, if applicable
- Annual outside review/audit, if applicable

- Written risk management plan
  - Adequate insurance coverage
  - Policies regarding safeguarding funds of persons served, if applicable
- 

### **Recommendations**

There are no recommendations in this area.

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## **SECTION 2. QUALITY INDIVIDUALIZED SERVICES**

### **A. Individual-Centered Service Planning, Design, and Delivery**

#### **Principle Statement**

Improvement of the quality of an individual's services requires a focus on the person and/or family served and their identified strengths, abilities, needs, and preferences. The organization's services are designed around the identified needs and desires of the persons served, are responsive to their expectations, and are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making, directing, and planning that affects his or her life. Efforts to include the person served in the direction or delivery of those services are evident. The service environment reflects identified cultural needs, practices, and diversity. The person served is given information about the purposes of the organization.

#### **Key Areas Addressed**

- Services are person-centered and individualized
  - Persons are given information about the organization's purposes and ability to address desired outcomes
- 

### **Recommendations**

There are no recommendations in this area.

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### **B. Records of the Persons Served**

#### **Principle Statement**

The organization maintains complete records and treats all information related to persons served as confidential.

## Key Areas Addressed

- Complete, confidential records are maintained
- 

## Recommendations

There are no recommendations in this area.

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# SECTION 3. EMPLOYMENT SERVICES

## Principle Statement

An organization seeking CARF accreditation in the area of employment services provides individualized services to achieve identified employment outcomes. The array of services in this section may include:

- Identification of employment opportunities and resources in the local job market.
- Development of realistic employment goals.
- Establishment of service plans to achieve employment outcomes.
- Identification of resources to achieve and maintain employment.
- Coordination of and referral to employment-related services.

The organization maintains its leadership role in the employment sector of the community by designing and continually improving its services based on input from the persons served and from employers in the local job market, and managing results of the organization's outcomes management system. The provision of quality employment services requires a continuous focus on the persons served and the personnel needs of employers in the organization's local job market.

## A. Employment Services Principle Standards

### Principle Statement

The standards in this section assert basic practices and capabilities that should be demonstrated by any organization seeking accreditation in the area of employment services.

## **Key Areas Addressed**

- Goals of the persons served
  - Personnel needs of local employers
  - Community resources available
  - Economic trends in the local employment sector
- 

## **Recommendations**

There are no recommendations in this area.

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# **I. Community Employment Services**

## **Principle Statement**

### **Job Development**

Successful job development concurrently uses assessment information about the person seeking employment to target the types of jobs available from potential employers in the local labor market. Typical job development activities include reviewing local employment opportunities and developing potential employers/customers through direct and indirect promotional strategies.

### **Job-Site Training**

Job-site training services vary according to the needs of the new employee and the complexity of the job. Training can include assisting the employee with performance on the new job task and helping the person to understand the job culture and industry practices and work behaviors expected by the employer. It may also include training the employer and coworkers to understand the training methods and accommodations needed by the worker.

### **Job Supports**

Ongoing job support services are activities that are employment-related and needed to promote job adjustment and retention. These services are based on the individual needs of the new employee.

## **Key Areas Addressed**

- Integrated employment choice
  - Integrated employment obtainment
  - Integrated employment retention
- 

## **Recommendations**

There are no recommendations in this area.

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## SECTION 4. COMMUNITY SERVICES

### Principle Statement

An organization seeking CARF accreditation in the area of community services assists the persons and/or families served in obtaining access to the resources and services of their choice. The persons and/or families served are included in their communities to the degree they desire. This may be accomplished by direct service provision or linkages to existing generic opportunities and natural supports in the community.

### A. Community Services Principle Standards

#### Principle Statement

The standards in this subsection assert basic principles that should be demonstrated by any organization seeking accreditation in the area of community services.

#### Key Areas Addressed

- Access to community resources and services
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#### Recommendations

There are no recommendations in this area.

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### C. Child and Youth Services

#### Principle Statement

Child and youth services provide one or more services, such as prenatal counseling, service coordination, early intervention, prevention, preschool programs, and after-school programs. These services may be provided in any of a variety of settings, such as a family's private home, the organization's facility, and community settings such as parks, recreation areas, preschools, or child day care programs not operated by the organization.

#### Key Areas Addressed

- Individualized services based on identified needs and desired outcomes
  - Healthcare, safety, emotional, and developmental needs of child/youth
- 

#### Recommendations

There are no recommendations in this area.

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## **E. Community Integration**

### **Principle Statement**

Community integration is designed to help persons to optimize their personal, social, and vocational competency in order to live successfully in the community. Activities are determined by the needs of the persons served. The persons served are active partners in all aspects of these programs. Therefore, the settings can be informal in order to reduce barriers between staff members and program participants. Community integration provides opportunities for the community participation of the persons served.

### **Key Areas Addressed**

- Opportunities for community participation
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### **Recommendations**

There are no recommendations in this area.

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**Standards from the *2006 Medical Rehabilitation Standards Manual* were also applied during this survey. The following sections of this report reflect the application of those standards.**

## **SECTION 2. THE REHABILITATION PROCESS FOR THE PERSONS SERVED**

### **Key Areas Addressed**

- Rights
- Appropriate placement in and movement through the continuum of care
- Coordination of care
- Team composition
- Responsibilities of the team
- Ongoing communication and collaboration of the team
- Records of the persons served

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## Recommendations

### 22.g.

Although there are certainly interactions that happen between disciplines that promote the achievement of persons' goals, it is recommended that the team treatment planning process be formalized to enhance the achievement of predicted outcomes.

### Consultation

- All treating therapists have evaluations that include long- and short-term goals. Progress and achievement of goals is documented. It is suggested that the team develop a method for integrating individual goals into a team treatment plan format.
  - The treatment team members meet informally to discuss treatment issues and ideas. Team members often co-treat to address specific needs of persons served. It is suggested that the team formalize the meeting/planning to ensure integration of team processes, consistency in the implementation of the plan, and progress toward achievement of measurable goals and areas identified in the team treatment plan.
  - Family members of persons served report satisfaction with information received from treating therapists during therapy. It is suggested that periodic conferences with the persons served and their families be held to provide an overall picture of progress toward team goals, to allow for input in the team planning process, and to update of the plan based on input of the persons' and the families' preferences.
  - Although it is apparent that services are coordinated for the persons served and their families, it is suggested that the organization consider someone, such as a social worker/case manager, to coordinate services to each person served to ensure achievement of outcomes and the facilitation of the team and the person served throughout the rehabilitation process.
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## SECTION 3. SPECIFIC PROGRAM STANDARDS

### E. Outpatient Medical Rehabilitation Programs

#### Multiple Service Outpatient Medical Rehabilitation Programs (Adults)

#### Multiple Service Outpatient Medical Rehabilitation Programs (Children and Adolescents)

#### Key Areas Addressed

- Scope of program
- Sharing of outcomes information with the persons served
- Admission and discharge criteria

- Program-specific information-gathering requirements
  - Medical input
  - Rehabilitation physician role
  - Provision of services to any persons with spinal cord dysfunction
  - Team composition
  - Provision of services to any children/adolescents
- 

## **Recommendations**

### **E.14.a.(1)**

Although there is a physician who currently serves on the organization's board and on a medical advisory committee, her role and responsibilities should be formalized regarding giving input on medical issues for persons served in the program.

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