

**In its report, CARF stated Henrico Area Mental Health & Developmental Services demonstrated the following strengths:**

Henrico Area Mental Health & Developmental Services (HAMHDS) demonstrates exceptional leadership, innovation, and commitment to service excellence. The organization cultivates a supportive, team-oriented culture where staff members feel valued, empowered, and encouraged to grow through education, training, and leadership development. Collaboration is central to the organization's success, as reflected in strong partnerships with community organizations, law enforcement, healthcare systems, and local agencies to enhance access to coordinated care. Programs integrate evidence-based practices and holistic approaches that promote recovery, resilience, and inclusion. Clients served receive high-quality, individualized support. The organization's long-standing dedication to diversity, equity, and inclusion (as recognized through multiple awards) reinforces its reputation for excellence. HAMHDS continues to serve as a trusted leader in the community, driven by compassion, integrity, and a shared vision of improving lives and building a healthier, more connected future. HAMHDS is an exceptionally well-led organization that has worked diligently to use the CARF standards as a foundation for the high-quality services it provides to clients served.

1. Employees contribute diverse professional, educational, and personal experiences that strengthen the organization's shared vision and mission. Teamwork is prioritized across all levels through regular meetings, clinical supervision, and an open-door approach that ensures consistent support. Employees value the emphasis on professional growth and advancement through education, training, and opportunities to explore areas of interest that enhance services for clients served. One employee stated, "I would send anyone in my family here for services." Administrators demonstrate active listening and model the same skills used by staff members in their direct work with clients served and the broader community.
2. The board of directors is active and engaged in the oversight of operations and expresses pride in the organization's accomplishments. Board members demonstrate enthusiasm and offer sincere praise for the organization's work. The extensive tenure among board members reflects their ongoing commitment to the organization.
3. The leadership models its philosophy by promoting performance through learning, growth, and leadership development. Staff members carry out their responsibilities

effectively and continue to grow in their roles. This is reflected in the longevity of employment and the organization's commitment to professional development through leadership training. Staff members reported experiencing compassion and positive relationships with the leadership. One staff member stated that the leadership has "a level of empathy and compassion. It speaks volumes that leadership and countywide leaders listen, include us in decisions, and trust our judgment." Another staff member noted, "Benefits are hard to beat [including] flexibility."

4. The leadership team consists of visionary and experienced clinicians who are purpose-driven and compassionate professionals dedicated to making a positive difference in the lives of their employees. They demonstrate this commitment by offering comprehensive benefit programs that include career development strategies, a tuition reimbursement program, and a tiered promotional system that enables staff members to advance within their job classification by assuming additional responsibilities and earning higher salaries. The organization also provides time off for self care and has established a mentoring program to prepare staff members for future administrative opportunities. Leadership remains knowledgeable and deeply invested in the success of staff members and in ensuring that each client served receives high-quality care.
5. HAMHDS demonstrates a strong team-centered philosophy in its administration. The administrative staff members are friendly, professional, and committed to providing the highest quality of care to clients served. The team is engaging and readily shares the organization's accomplishments. Leadership models a consistent commitment to quality and integrity. This dedication to excellence is illustrated by the organization's history of recognition through numerous awards. In 2025, the organization received multiple national and state-level awards recognizing its achievements and contributions.
6. The organization's long-standing staff members form the backbone of its mission, bringing extensive experience, consistency, and institutional knowledge. Their tenure reflects professional dedication and a workplace culture grounded in respect, purpose, and shared values, where clients served and staff members are empowered to grow, contribute, and lead. With a genuine passion for service, staff members demonstrate warmth and integrity in every interaction, creating an environment that inspires meaningful work and transforms lives.
7. The facilities are well maintained, appear safe, and provide an atmosphere that supports therapeutic interventions. The sites are also well decorated with artwork

sensitive to cultures and diversity. Community organizations are invited to use the space as well. This provides a wonderful opportunity for others to learn more about behavioral health services and care.

8. Like many organizations, HAMHDS faces challenges in recruiting and retaining quality employees who meet the high standards of care established by leadership. In response, the organization implemented a range of strategies, including significant increases in compensation, tuition assistance, payment for professional licenses, and various wellness and morale-building initiatives. Staff recognition and retention efforts also include incentives for tenure and a hall of fame program established to honor individuals who make a lasting impact on the organization and the clients served. In addition, the county offers a homeowner program and a leadership training program to further develop and retain promising employees.
9. The organization demonstrates a long-standing commitment to diversity, equity, and inclusion (DEI) that spans more than 35 years. In addition to a wide range of trainings, numerous initiatives, media efforts, and events actively promote inclusion. Several DEI initiatives originate from the organization's own efforts to evaluate and strengthen its connection to the composition and needs of the community.
10. Program services across case management, outpatient treatment, and prevention initiatives focus on clients served, families, and the community through an evolving holistic approach. The behavioral health court, after-school and summer prevention programs, and meaningful community outings and field trips are recognized by community collaborators as valuable learning experiences that help clients served reach their full potential. One stakeholder shared, "I wish more providers were like them."
11. The office-based opioid treatment (OBOT) program has built strong, trusting relationships with clients served and functions as a cohesive, dedicated team. The OBOT team demonstrates compassion, empathy, and integrity in all aspects of its work. Team members share a passion for their roles and collaborate effectively to ensure quality care. To reduce stigma and increase awareness of medication-assisted treatment, the team partners with the county's public health department to provide outreach, harm reduction education, and same-day access to services for clients ready to make positive life changes. The team remains readily available to support the community and clients served, offering case coordination and assistance with accessing insurance, transportation, food, and housing resources. Team members also provide innovative feedback to leadership, which has

supported creative program enhancements. One example includes a bracelet designed by the registered certified peer support specialist that features a positive affirmation that is shared with clients served as a symbol of encouragement and hope.

12. As a result of the OBOT team's impact and alignment with the organization's mission, lives are being saved and restored, as reflected in feedback from clients served. One client commented, "They are doing a great job. I have everything I need. It's [been] amazing getting me back on track." Another client stated, "They are very good, thorough services, and helpful with speaking about my life. Definitely therapeutic. I know my warning signs and have tips." An additional stakeholder also reported a highly positive experience working with the team.
13. HAMHDS receives strong support from county leadership and continues to excel in providing employment support services. For more than 40 years the organization has served as one of the first programs to implement the Virginia Commonwealth University model, which promotes competitive employment in integrated community settings. Clients served in the community employment program demonstrate confidence, engagement, and self-assurance across a variety of workplace environments, contributing positively to workplace culture. Employers expressed enthusiasm and appreciation for their contributions and inclusion within their businesses.
14. The managers and staff members of the community employment services are highly skilled, passionate, and enthusiastic, working seamlessly within their respective roles to support the successful integration of clients served into workplace environments. Programs are structured to provide progressive supports, such as mobile crew employment, that help build skills and confidence leading to independent employment.
15. Programs within the community employment services demonstrate strong commitment to supporting clients served in obtaining employment and continuing to develop their full potential. Several clients served have maintained employment for many years and have advanced in both skills and compensation. One client served was able to maintain several part-time jobs while owning their own business.
16. Families expressed deep gratitude as they described the growth and success experienced through the provision of services. Clients served and family members often enter with feelings of grief, sadness, and hopelessness. As services progress and continue through discharge, those same clients and caregivers describe

gratitude, hope, and excitement for the future. The progress achieved is life-changing, and many attribute their transformation to the dedication of the organization's teams. Collaboration, innovation, and a clear commitment are consistently demonstrated.

17. Feedback from community partners highlighted the strong reputation HAMHDS has earned through its collaborative and innovative approach. A local university leader praised the teams for supporting student development and internships, describing them as invaluable community partners and leaders in advancing the early intervention field. A mental health consultant expressed admiration for the team's culturally mindful and forward-thinking efforts to enhance programs. The team also plays a key role in creating and formalizing the Rapid Autism Assessment to address service delays caused by waitlists. Community stakeholders consistently emphasized the vital role HAMHDS plays in strengthening the community and expanding access to essential services.
18. The developmental services programs within Henrico County provide a consistent and seamless process through which community members have their needs met efficiently and creatively. From flexible intake options, which may occur virtually anywhere, to a wide range of financial supports and robust case management services, staff members demonstrate dedication and pride in serving these unique populations. Clients served expressed trust in their individual and group providers. Children and adults participating in day programs described feeling comfortable being their authentic selves and taking pride in their space.
19. The organization's group homes reflect the spirit of inclusive and community-integrated living. Each residence is thoughtfully designed to be accessible and visually harmonious, blending seamlessly with surrounding neighborhoods. Every home fosters a strong sense of belonging, safety, and pride, offering clients served a place where they can live with dignity, build connections, and thrive.
20. The organization cultivates a network of values-driven partnerships that create opportunities for clients served to engage, contribute, and thrive within their communities. These collaborations establish purposeful pathways through employment, volunteerism, recreation, and cultural participation that affirm dignity and promote inclusion in everyday life. By embedding services within the community, the organization fosters genuine belonging, reduces stigma, and empowers clients served to build relationships and routines that reflect their strengths.

21. The organization implements a wide range of evidence-based programs and services, including community treatment, medication-assisted treatment, parent-child therapy, multisystemic approaches, and trauma-informed care. The organization also utilizes crisis intervention and adolescent-focused reinforcement trainings. These initiatives collaborate with multiple agencies and organizations to address and resolve complex cases that affect the community.
22. The leadership remains open to new ideas and collaborations with other organizations, including the health department, law enforcement, hospitals, courts, and child protective services. Clients served shared powerful reflections on their experiences, including “This program helps me start thinking that I can recover instead of thinking I’ll fail. That changes everything.” Another client stated, “My therapist teaches me how to calm down when I feel overwhelmed. Positive thinking isn’t fake; it’s training my mind to see what is possible.” A third client shared, “I’m not scared to ask for help anymore. This place helps me see that being positive doesn’t mean pretending, it means believing things can get better.”
23. The organization continues to demonstrate innovation, integrity, and strong partnerships throughout the community. Examples include collaboration with local law enforcement prevention units, participation on diversion committees for substance use programs, a strong record of successful grant awards, the creation of regional recovery events, and the introduction of the community’s first detox and treatment center in partnership with a behavioral healthcare provider.