



## Richmond State Hospital Strategic Plan 2024

**Division:** Division of Mental Health & Addiction

**Agency:** Richmond State Hospital

**Executive Team:**

**Dr. Josh Nolan** – Superintendent

**Jeremy Mathews** – Assistant Superintendent

**Dr. Windel Stracener** – Medical Director

**Hank Visalli** – Director of Nursing

**Kay Stephan** – Quality Director

**Lindsay Fields** – Senior HR Business Partner

### Summary

We are prioritizing **OUR PEOPLE; OUR SAFETY; OUR PATIENT CARE; AND OUR COMMUNICATION AND TEAMWORK.**

### Richmond State Hospital Overview

Richmond State Hospital is about the people we serve and the community relationships we have developed dating back to 1890. Richmond State Hospital is a public behavioral health facility operated by the state of Indiana and one of six state psychiatric hospitals within the Family and Social Services Administration Division of Mental Health and Addiction. As part of a integrated system of state psychiatric hospitals, we serve patient from across the state.

Our beautiful campus provides a quiet and peaceful environment. We provide psychiatric, and substance use treatment to all adults regardless of race, religion, sex, gender identification, age, handicap, national origin, and ability to pay for services. We are proud of our heritage and committed to continuing our tradition of service.

#### Our mission

*To provide individualized patient care as the center of all we do.*

#### Our values

Recovery

Strength

Hope

#### Our vision

*To be a center of excellence that meets the evolving public health and patient care needs through: Community partnerships, Innovation, Technology and Evidence-based practice.*

## DMHA Overview

The Division of Mental Health and Addiction sets care standards for the provision of mental health and addiction services to Hoosiers. DMHA is committed to ensuring that clients have access to quality services that promote individual, family and community resiliency and recovery.

The division also certifies all community mental health centers and addiction treatment services providers. DMHA operates six psychiatric hospitals (NeuroDiagnostic Institute, Evansville Psychiatric Children's Center, Evansville State Hospital, Logansport State Hospital, Madison State Hospital and Richmond State Hospital). DMHA provides funding support for mental health and addiction services to target populations with financial need and administers federal funds earmarked for substance abuse prevention projects.

### DMHA Mission

*To champion mental health promotion and substance use disorder prevention, treatment and recovery systems that are high quality, seamlessly integrated and accessible to the people and communities of Indiana.*

### DMHA Vision

*An unyielding focus on promoting and supporting the mental health and wellness of the people of Indiana.*

### DMHA Core Principals

- DMHA is committed to setting care standards for the provision of mental health and addiction services to Hoosiers, that promotes individual, family and community resiliency and recovery.
- DMHA is committed to building a quality behavioral health infrastructure.
- DMHA is committed to growing and supporting the state's behavioral health workforce.
- DMHA is committed to increasing access to critical services for Hoosiers.
- DMHA is committed to improving the quality of services and supports for Hoosiers.

## Indiana State Psychiatric Hospital Network Philosophy

The Indiana State Psychiatric Hospital Network, comprised of six facilities within the Indiana Family and Social Services Administration Division of Mental Health and Addiction, is a vital part of the state's mental health continuum of care, providing therapeutic treatment to those with complex psychiatric conditions who pose an assessed risk of harm to themselves or others and who have not responded effectively to treatment in their home communities. The Indiana State Psychiatric Hospital Network operates under a recovery-oriented, trauma informed model that emphasizes providing high quality psychiatric care for adults with serious mental illness and youth with serious emotional disturbances.

The hospital network continues to build strong partnerships with community stakeholders to foster a person-centered approach to accessible care while promoting the minimization of system silos. The Division of Mental Health and Addiction is dedicated to showcasing the true intent of state hospitals, as highly structured treatment facilities, not residential homes. Indiana state hospitals are no longer viewed as default programs for underfunded, fragmented community systems of care. Instead, they are multidisciplinary, active treatment environments focused on compassionate care, scholarly research and evidence-based practice. Evidence-based treatment models include:

- Assessment
- Evaluations
- Stabilization
- Medication management
- Intensive mental health therapy
- Intensive case management services
- Community re-entry

It is the Indiana State Psychiatric Hospital Network's philosophy that every Hoosier has value, and each community has unique qualities to embrace the diversity of their community members. To build on the strengths of our communities and its individuals, the hospitals collaborate and integrate innovative recovery service models to assure persons can be served in the least restrictive environment possible. A person's timely transition back to their community and natural supports is critical for their continued recovery. To promote integration within the community the network has completed the following (per National Association of State Mental Health Program Directors):

- Increased collaboration with community stakeholders
- Continue to develop an environment of transparency
- Implement an electronic medical record
- Advocate against the criminalization of individuals with mental illness

To further champion this approach, the Indiana State Psychiatric Hospital Network will continue to open our treatment teams to include local community mental health partners throughout the person's stay to provide a seamless integrated service. The hospital network will also closely collaborate with law and judicial systems to provide secure settings for the health and safety of those with the most challenging mental illness requiring forensic evaluation and restoration of legal competency. Above all, the Indiana State Psychiatric Hospital Network will provide a hopeful, holistic and therapeutic environment to Hoosiers in need of its services.

# RSH Strategic Goals and Plan

OUR Safety	Goals Due	Goals Met
<p><b>GOAL:</b> Implement Bridge Building (Behavioral Management)</p> <p><b>PURPOSE:</b> Train every employee on Bridge Building including the philosophy behind its use and also on its appropriate techniques.</p> <p><b>PLAN:</b> Implement Bridge Building with a Trauma Informed Care focus to provide staff with better tools and approaches to managing patient behavior.</p> <p><b>OUTCOME:</b> Create a healing environment as shown by a reduction in work place violence incidents, staff and patient injuries related to behavioral management, and seclusion and restraints occurrences.</p>		

OUR People	Goals Due	Goals Met
<p><b>GOAL:</b> Competency-Based Training</p> <p><b>PURPOSE:</b> To standardize and elevate relevant employee skills.</p> <p><b>PLAN:</b> Use a Continuous Performance module with competency check off.</p> <p><b>OUTCOME:</b> Supervisor will be having monthly meetings with documentation of each employee and each employee will have an annual competency assessment completed.</p>		
<p><b>GOAL:</b> Establish an Employee Recognition Committee</p> <p><b>PURPOSE:</b> To encourage and promote employee engagement.</p> <p><b>PLAN:</b> Establish members, engagement events, etc. in compliance with the ISPHN Employee Recognition Committee policy.</p> <p><b>OUTCOME:</b> Group is formed, opportunities for engagement are conducted, and events are standardized across the year.</p>		

OUR Patient Care	Goals Due	Goals Met
<p><b>GOAL:</b> Timely Documentation</p> <p><b>PURPOSE:</b> To be in compliance with documentation standards to improve patient care.</p> <p><b>PLAN:</b> Audits will be reviewed on a monthly basis, department and individual issues will be followed up on and patterns of deficit will be addressed.</p> <p><b>OUTCOME:</b> Each department will have documentation related to patient care weekly, monthly, and annual notes as well as admission and discharge paperwork completed timely.</p>		

OUR Teamwork & Communication	Goals Due	Goals Met
<p><b>GOAL:</b> Communication</p> <p><b>PURPOSE:</b> Continue successful communication methods and continue to explore different methods to communicate with all staff.</p> <p><b>PLAN:</b> Continue bi-weekly Exec Exchange, with updated information provided on TV monitors and reimplement information being shared on bulletin boards, and in common space areas staff share.</p> <p><b>OUTCOME:</b> Communication to occur on at least an every 2 week basis for all staff throughout the course of year. Increase in positive responses related to communication and recognition on Pulse Survey results during the year.</p>		
<p><b>GOAL:</b> Council on Quality and Leadership Enhancement</p> <p><b>PURPOSE:</b> Create a format for Council on Quality and Leadership to allow for improved communication in regards to hospital updates and accreditation standards.</p> <p><b>PLAN:</b> Develop better communication tools and methods for sharing information.</p> <p><b>OUTCOME:</b> Creation of a Council on Quality and Leadership shared folder that will include a data dashboard to allow for comparison across quarters.</p>		