



**Richmond
State Hospital**

Richmond State Hospital Strategic Plan 2025

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 an integrated system of state psychiatric hospitals, we serve patients 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, 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 Principles

- 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>GOAL: Environmental Safety</p> <p>PURPOSE: To provide a safe environment for staff and patients.</p> <p>PLAN: Evaluate safety concerns as raised by Workplace Violence Survey as well as other data and reports to make recommendations for environmental changes and select products to provide for a higher degree of safety.</p> <p>OUTCOME: Create a safer environment through addressing exterior and interior lighting; selection of panic alarm system; recommendation for camera system improvement; and addressing lines of sight.</p>		
OUR People	Goals Due	Goals Met
<p>GOAL: Employee Engagement</p> <p>PURPOSE: To encourage and promote employee engagement through events celebrating staff and encouraging self-care.</p> <p>PLAN: Employee Recognition Committee will create a schedule of quarterly events for the year and will also encourage employee wellness through initiatives.</p> <p>OUTCOME: ERC will have a calendar of events scheduled for the year and will work with internal and external partners to develop a plan for our 135th Celebration.</p>		
<p>GOAL: Employee Development</p> <p>PURPOSE: To encourage and promote employee development through training opportunities and educational offerings.</p> <p>PLAN: Provide and encourage opportunities that are related to employee professional development.</p> <p>OUTCOME: There will be three or more opportunities for employees to participate in SPARK Training. There will be three or more opportunities for QMA training in 2025. Supervisors will be responsible to complete at least nine trainings through the year which will include LinkedIn training and use of Indiana Manager Central. New supervisors will complete Manager Onboard Workshop as provided by State Personnel Department partners. Will be at least four Lunch and Learn opportunities that will be provided during 2025. All staff will receive Trauma Informed Care Training during the year.</p>		
OUR Patient Care	Goals Due	Goals Met
<p>GOAL: Timely Documentation</p> <p>PURPOSE: To be in compliance with documentation standards to improve patient care.</p> <p>PLAN: 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>OUTCOME: Each department will have documentation related to admission and discharge assessment and documentation completed timely at a 90% minimum.</p>		
<p>GOAL: Provision of enrichment/leisure based Active Treatment opportunities by Special Attendants.</p> <p>PURPOSE: To more fully utilize the role, talents and function of Special Attendants.</p> <p>PLAN: Rehabilitation Department will work with Nursing Department and Staff Development to educate, train and attest to the competency of SAs in providing appropriate group-based activities.</p> <p>OUTCOME: At the end of 2025, all Special Attendants will be able to demonstrate the needed competencies to provide enrichment/leisure-based groups for patients and appropriately document in the EMR.</p>		

OUR Teamwork & Communication	Goals Due	Goals Met
<p>GOAL: Communication</p> <p>PURPOSE: Continue successful communication methods and explore additional methods to communicate with all staff.</p> <p>PLAN: Continue bi-weekly Exec Exchange, while expanding virtual and face-to-face opportunities, and also expanding presence on social media.</p> <p>OUTCOME: Communication to occur on at least every two-weeks basis. Additionally, will have a minimum of two Feedback Forum opportunities for employees to participate in feedback sessions with Executive Team of the Hospital. Will provide videos at least four times during the year to provide information in a format other than in email only. Will also have additional accreditation related informed shared via use of bulletin boards and also via email. Will work with Communications Team to establish official social media accounts to share information to staff and as appropriate the public.</p>		