



2024

# Rhode Island State Psychiatric Hospital Annual Report



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# REFLECTING ON THE YEAR BEHIND US

## Dear Colleagues, Partners, and Community Members,

As we close another year at the Rhode Island State Psychiatric Hospital (RISPH), I am both proud and inspired by the extraordinary progress we have achieved together. This year has been defined by resilience, innovation, and an unwavering commitment to advancing forensic behavioral health. In collaboration with BHDDH leadership, our business partners, and community stakeholders, we have taken meaningful strides toward establishing RISPH as a nationally recognized leader in forensic psychiatric care.

At the core of our mission is a steadfast dedication to holistic, person-centered, and culturally responsive care - ensuring that every individual we serve receives the highest quality treatment while promoting health equity, improving systemic outcomes, and strengthening population health. Our work is driven by a bold vision for transformation, one that prioritizes accountability, innovation, and excellence across every facet of our institution.

With a clear strategic direction, RISPH remains focused on four key priorities: system transformation, quality, safety, and access. These pillars serve as the foundation of our journey toward becoming a High-Reliability Organization (HRO), ensuring that our services are not only effective but also sustainable and continuously evolving. This year's accomplishments in patient care, staff development, infrastructure enhancements, and community partnerships are a testament to the dedication and passion of our team.

I am profoundly grateful to our staff, patients, families, and partners for their unwavering support, commitment, and collaboration. Together, we are not only transforming lives, but also redefining the future of forensic behavioral healthcare. With continued momentum and shared purpose, we will build an even stronger, more innovative, and compassionate system in the years ahead.

With warm regards,

*Irina*

## MESSAGE FROM RISPH'S CEO



**Irina Beyder, PhD MBA**  
*Chief Executive Officer*  
Rhode Island State Psychiatric  
Hospital

# RISPH OVERVIEW

## EXECUTIVE TEAM

IRINA BEYDER, PHD MBA  
*Chief Executive Officer*

PEDRO TACTACAN, MD  
*Chief Medical Officer*

MATTHEW WILEY, MSN RN  
*Chief Nursing Officer*

ALLISON ARDEN, RN  
*Associate Chief Nursing Officer*

JASON ALEXANDRE, MA MS  
*Chief Quality Officer*

MICHAEL BASSETT  
*Operations Manager*

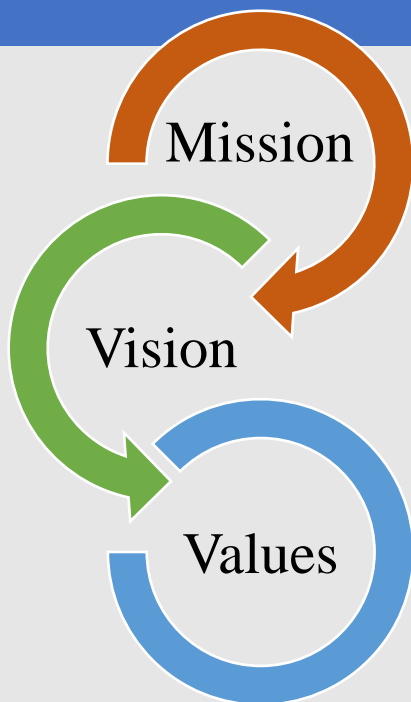
RENE RICO, MA, CAGS  
*Administrator of Rehabilitative Services*

STEPHANIE LANZI, MA, CAGS, LMHC  
*Administrator, Risk Mgmt & Performance Improvement*

ALLYSON HOLBROOK  
*Chief Implementation Aide*

RISPH is a state-owned, 53-bed facility dedicated to providing secure, specialized care for individuals with mental illness who are legally committed through the justice system. Serving a unique and high-risk population, the hospital offers comprehensive assessment, treatment, and rehabilitation, primarily for mentally disordered offenders with psychotic disorders, alongside co-occurring conditions such as personality disorders, neurodevelopmental disorders, and substance use disorders. Many patients have committed violent offenses, and RISPH's mission extends beyond rehabilitation to include thorough risk assessments aimed at reducing the likelihood of re-offending and supporting successful reintegration into society.

Committed to addressing health disparities and the complex social needs of its patient population, RISPH employs a multidisciplinary approach to care. Each patient receives a personalized treatment plan designed to achieve the best possible mental health outcomes while prioritizing safety, equity, and recovery. By providing tailored, patient-centered services, RISPH upholds its role as a critical resource in the forensic psychiatric continuum, ensuring both individual rehabilitation and public safety.



To provide our patients with high-quality, evidence-based care that meets their unique needs and helps them achieve recovery and the greatest level of independence.



To be a nationally recognized leader in forensic behavioral healthcare, delivering innovative, person-centered, and culturally responsive treatment that promotes recovery, safety, and community re-integration.



**RESPECT** is the cornerstone of operations at the RISPH, serving as a guiding principle in all aspects of care, collaboration, and communication. By fostering an environment of mutual respect, we create a culture of inclusivity, empathy, and trust that empowers individuals to thrive.

## RISPH VALUES

**RESPECT** drives our approach to patient-centered care, where diverse needs and perspectives are acknowledged and addressed with compassion and professionalism. It also informs our teamwork, ensuring open dialogue, constructive feedback, and shared accountability across all departments. At the RISPH, respect is not only a value but a vital framework that shapes our mission to deliver safe, high-quality, and equitable care to those we serve.



RESILIENCE



ENGAGEMENT



SAFETY



PEOPLE FIRST



EXCELLENCE



COLLABORATION  
& PARTNERSHIP



TEAMWORK

## ENHANCED FOCUS ON SERVICE DELIVERY

RISPH is committed to maintaining high standards of care while balancing therapeutic and legal mandates. The structured separation of patient populations ensures targeted, effective treatment and promotes safety and security within the hospital. By integrating clinical and legal services, RISPH realizes its mission to provide specialized care to a high-risk forensic population while supporting public safety and rehabilitation goals.



## GOALS FOR RISPH SERVICES

### Stabilization

- Deliver intensive treatment to stabilize acute psychiatric symptoms and manage severe behavioral challenges.

### Rehabilitation

- Equip patients with tools and skills to thrive within structured environments and prepare for reintegration.

### Public Safety

- Maintain robust risk management protocols to ensure the safety of patients, staff, and the broader community.

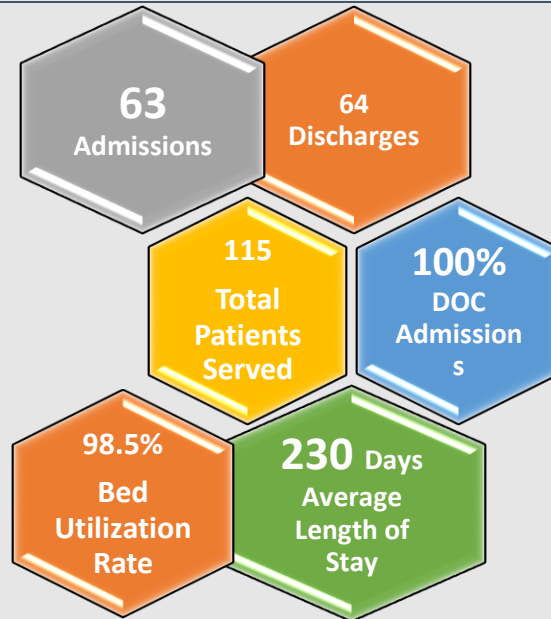
### Continuity of Care

- Facilitate seamless transitions between RISPH, the Department of Corrections, and community resources, ensuring comprehensive clinical and legal support

At Rhode Island State Psychiatric Hospital (RISPH), our core values—Respect: Resilience, Engagement, Safety, People First, Excellence, Collaboration and Partnership, and Teamwork—are the foundation of everything we do. These principles shape our approach to compassionate, person-centered psychiatric care, ensuring that every individual we serve is treated with dignity, respect, and unwavering support. By fostering a culture of safety, inclusion, and innovation, we create an environment where patients, families, and staff feel empowered, valued, and connected.

In fiscal year 2024, RISPH exemplified these values by expanding access to high-quality mental health services, reducing disparities in care, and implementing innovative treatment approaches. Through collaboration and teamwork, we strengthened partnerships within the healthcare community, ensuring a more integrated and seamless continuum of care. Our commitment to resilience and engagement drives us forward as we continue to empower individuals, promote

## 2024 BY THE NUMBERS



### Culture of Safety

This year, RISPH achieved remarkable progress in advancing its mission to provide safe, high-quality, and equitable care to individuals with mental health needs. With significant improvements in patient safety culture, enhanced reporting of safety events, and strengthened leadership support for patient safety, we continue to build a foundation of accountability and excellence. Our initiatives in workforce development, operational efficiency, and innovation reflect our dedication to fostering a culture of continuous improvement.

Looking forward, RISPH remains committed to addressing challenges, expanding health equity efforts, and enhancing care models to meet the evolving needs of patients and the community. Together, we are shaping the future of forensic psychiatric healthcare with compassion and innovation.





## RISPH SUCCESS STORY

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When Mary, a 35-year-old mother of three, was remanded by the Department of Correction to RISPH, she carried the weight of immense challenges. Homeless and navigating DCYF involvement with her children, Mary faced a diagnosis of schizoaffective disorder, bipolar type. Her days were filled with sadness, paranoia, and delusional thoughts about her family. She had few supports, struggled with overwhelming emotions, and exhibited behaviors like yelling, crying, and self-dialoguing. It was clear that Mary not only needed treatment but also compassion and a path toward hope and healing.

With the unwavering support of the RISPH team, Mary began to turn a corner. Occupational Therapy became a safe space for her to explore and practice coping strategies tailored to her needs as a mother. Sensory interventions helped her find calm during moments of feeling overwhelmed, while community life skills groups empowered her with practical tools like job searching, financial management, and preparing simple, nutritious meals. In group settings, she practiced communication skills, building confidence through role-playing and supportive interactions.

Slowly but surely, Mary's progress became evident. She began smiling more, her interactions became more positive, and her determination to rebuild her life shone brightly. By the time of her discharge, she had not only regained emotional stability but also hope for the future. Armed with new skills and a renewed sense of purpose, Mary was ready to embrace her journey outside RISPH.

Mary's story is a testament to resilience and the power of compassionate, patient-centered care. Her transformation inspires all of us at RISPH, reminding us of the profound impact we can make by walking alongside those we serve in their moments of greatest need.

## YEAR-END HIGHLIGHTS

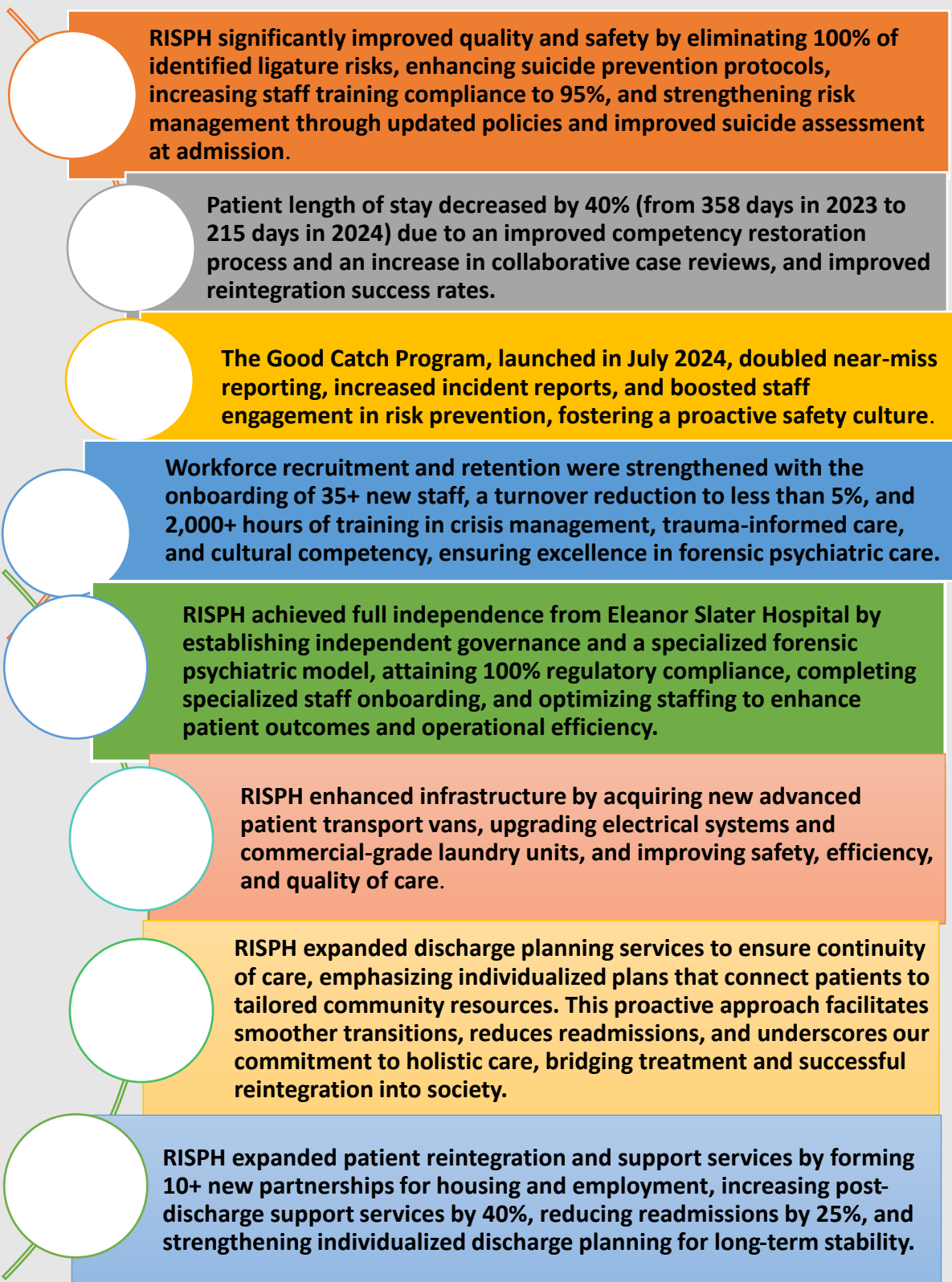
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This year has been a testament to RISPH's unwavering commitment to excellence, innovation, and transformation in forensic psychiatric care. Through a relentless focus on patient-centered treatment, workforce development, and operational enhancements, we have strengthened our ability to deliver safe, high-quality, and equitable care. Our progress is evident in the expansion of evidence-based programs, strategic infrastructure improvements, and a reinforced culture of safety and accountability, all of which contribute to a more effective and compassionate therapeutic environment.



With each milestone, we continue to redefine what is possible in forensic behavioral health, ensuring that our patients receive the support they need to heal, recover, and reintegrate successfully into the community. From groundbreaking quality and safety initiatives to investments in staff education and collaboration with key stakeholders, RISPH is building a future rooted in innovation and excellence. As we move forward, our dedication to advancing forensic psychiatric care remains steadfast, laying the groundwork for even greater achievements in the years ahead.





## RISPH TEAM

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### To Our Remarkable RISPH Team (Message from the CEO),

The dedication and perseverance of the RISPH team have been truly inspiring, demonstrating an unwavering commitment to delivering exceptional forensic psychiatric care. In the face of challenges, you have remained steadfast in ensuring that every patient receives the support, dignity, and treatment they deserve. Your collective efforts have not only advanced patient well-being but have also reinforced our institution's reputation as a leader in forensic behavioral healthcare. Whether through direct patient care, operational improvements, or behind-the-scenes support, every member of our team has played a vital role in creating a safer, more effective, and more compassionate environment.

### EXTRAORDINARY TEAM.

### UNWAVERING DEDICATION.



### EXCEPTIONAL RISPH.



Together, we celebrate our shared commitment to overcoming obstacles and continuously improving the quality of care we provide. Your unwavering dedication to patient safety, innovation, and evidence-based practices has allowed us to make meaningful progress in strengthening our services and expanding access to holistic, person-centered care. The strides we have made in clinical excellence, workforce



development, and operational efficiency is a direct reflection of your resilience, professionalism, and teamwork. Because of you, RISPH is not just a hospital—it is a place of healing, hope, and transformation for those who need it most.

As we look toward the future, I want to express my deepest gratitude for your hard work, passion, and perseverance. Your ability to adapt, grow, and push forward despite challenges speaks volumes about the strength of our team and our shared mission. Let us continue to build upon this foundation of excellence, striving for even greater achievements in patient care, safety, and innovation. Thank you for your dedication to RISPH, to each other, and most importantly, to the individuals whose lives we have the privilege of impacting. Your efforts make a difference every single day, and I am honored to be part of this journey with you.

Irina Beyder, CEO



## RISPH SUCCESS STORY

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When Mr. Smith arrived at Rhode Island State Psychiatric Hospital (RISPH), his life was overshadowed by significant challenges. He faced charges of domestic violence and resisting arrest, his mental health struggles had contributed to the removal of his child from his custody, and his battle with substance use had strained his relationships and stability. Diagnosed with schizoaffective disorder (bipolar type), obsessive-compulsive disorder, and multiple substance use disorders, he presented with delusions, paranoia, and bizarre thoughts that had gone untreated for years. Despite his initial reluctance to engage in treatment, Mr. Smith was determined to rebuild his life, motivated by the hope of reuniting with his daughter.

During his stay, Mr. Smith's journey of transformation began. With the support of his dedicated treatment team, he adhered to psychotropic medication for the first time, leading to noticeable stabilization of his symptoms. He actively participated in substance use counseling, finding strength in his commitment to sobriety. His desire to demonstrate progress to DCYF led him to eagerly sign releases for coordination of care, and his openness to learning was evident as he excelled in occupational therapy groups, unit activities, and Competency Restoration efforts.

A highlight of his recovery was his participation in the Triple P: Positive Parenting Program, where he learned effective parenting skills and strategies to manage challenging behaviors. These lessons deepened his connection to his role as a father and prepared him for the supervised visits with his daughter, which brought him immense joy and hope. His progress soon paved the way for unsupervised visits, a step closer to reunification.

In under six months, Mr. Smith achieved a remarkable turnaround. He discharged successfully to his own apartment, supported by his family and community services, with improved relationships and renewed hope. On track for reunification with his daughter, Mr. Smith's story is a testament to the power of perseverance, love, and the comprehensive care provided at RISPH. His journey inspires us all, proving that with the right support, meaningful change is always possible.

## STRATEGIC PRIORITIES

### Becoming a High-Reliability Organization (HRO)

- **Commitment to Safety and Quality:** Embed a culture of safety and continuous improvement by implementing evidence-based practices, rigorous performance monitoring, and staff training to minimize errors and enhance patient outcomes
- **Fostering Accountability and Transparency:** Strengthen organizational accountability through clear communication, data-driven decision-making, and transparent reporting systems to ensure consistent delivery of high-quality, reliable care.

### Infrastructure and Technology

- **EHR Implementation and Reporting Enhancements:** Strategically plan and implement a comprehensive Electronic Health Record (EHR) system to improve documentation accuracy, streamline workflows, and enhance data-driven decision-making through advanced reporting capabilities.
- **Leveraging Technology for Improved Care:** Invest in state-of-the-art technology and staff training to optimize patient care delivery, enhance communication, and ensure the highest standards of safety and efficiency across all operations.

### Community Engagement

- **Building Strategic Partnerships:** Collaborate with housing and vocational agencies to support effective patient reintegration, ensuring access to essential resources and opportunities that promote long-term recovery and stability.
- **Enhancing Community Connections:** Strengthen ties with community organizations to expand service capacity, address rising demand, and improve post-discharge outcomes through coordinated care and support networks.

### Workforce Development

- **Comprehensive Training and Mentorship:** Develop robust training programs and mentorship initiatives to equip staff with advanced skills, foster professional growth, and cultivate future leaders within the organization.
- **Prioritizing Staff Well-Being:** Implement initiatives focused on physical, mental, and financial wellness, creating a supportive work environment that promotes job satisfaction, retention, and a resilient workforce.

## LOOKING AHEAD: PLANS & INITIATIVES FOR 2025

As we close the year, the Rhode Island State Psychiatric Hospital (RISPH) reflects on its accomplishments, progress, and ongoing commitment to delivering high-quality care and fostering a safe, inclusive environment for patients and staff. Guided by our core values of respect, compassion, collaboration, and innovation, this year marked significant strides in patient care, operational excellence, and workforce development. Below is an overview of key achievements across our strategic focus areas.

### Key highlights include:

#### Electronic Health Record (EHR) System Procurement

- RISPH's implementation of an Electronic Health Record (EHR) system will modernize operations, enhance efficiency, and improve patient-centered care, with a careful vendor selection process, collaborative planning, and comprehensive staff training to ensure seamless integration, accuracy, and compliance.

#### Enhancing Emergency Operations Planning

- RISPH will update its Emergency Operations Plan (EOP) to enhance readiness, safety, and response efficiency, ensuring alignment with forensic hospital requirements through structured communication, optimized resource allocation, and comprehensive staff training, fostering a culture of preparedness and operational excellence.

#### Enhanced Patient Centered Care

- RISPH is implementing a Peer Support Program and Family Engagement Program to enhance patient outcomes and holistic recovery by connecting patients with mentors with lived experience and involving families through education, communication workshops, and clinical collaboration, fostering resilience, support networks, and patient-centered care.

#### Expanded Patient Care Programming

- RISPH is enhancing patient care services with a comprehensive substance use program that integrates evidence-based practices, advanced staff training, and diverse therapeutic interventions to foster resilience, well-being, and long-term recovery, reinforcing its commitment to patient-centered forensic psychiatric care.



### Staff Wellness Program Expansion

- RISPH, in collaboration with Human Resources, is strengthening its Staff Wellness Program to prioritize mental health and burnout prevention through counseling, mindfulness initiatives, and peer support, while implementing comprehensive monitoring systems to assess workforce needs and cultivate a supportive, health-focused work environment.

### Advanced Education, Professional Development, Community Engagement & Training Initiatives

- RISPH is enhancing professional growth by appointing an educator, revitalizing its education department, and implementing career pathways, tuition reimbursement, mentorship, and specialized training to ensure a skilled workforce for exceptional forensic psychiatric care.

### Enhancing Leadership Capabilities and Team Cohesion

- RISPH is enhancing leadership and team cohesion through training in conflict resolution, performance management, and mentorship, along with team-building retreats and workshops to improve communication, alignment, and accountability, fostering a high-performing, collaborative environment for excellence in patient care.

### Comprehensive Scheduling System Optimization

- RISPH is optimizing its scheduling system to improve operational efficiency, shift allocation, and workforce balance, ensuring transparency, fairness, and predictability while fostering a supportive and well-structured workplace.

### Establishing Academic Partnership for Excellence and Innovation

- RISPH is advancing forensic psychiatric care by collaborating with academic institutions, including Brown University's Forensic Psychiatry Program, to establish itself as a leading teaching hospital, attract top talent, and integrate academic expertise with clinical practice, while implementing specialized training programs to equip staff with advanced skills and drive innovation, excellence, and professional growth.

## FINANCIAL OVERVIEW

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The Rhode Island State Psychiatric Hospital (RISPH) is a state-operated facility under the Department of Behavioral Healthcare, Developmental Disabilities & Hospitals (BHDDH). For the Fiscal Year 2024 (FY24), the enacted budget for RISPH is approximately \$34.8 million, sourced entirely from general revenues. This budget supported a staffing complement of 129.4 full-time equivalent (FTE) positions.

### Budget Allocation

The **\$34.8 million** budget was distributed across key operational areas:

- **Salaries and Benefits: \$21.9 million** – Covers compensation for healthcare professionals, clinical staff, and administrative personnel.
- **Contracted Professional Services: \$5.0 million** – Funds external psychiatric specialists, medical consultants, and service providers.
- **Operating Supplies and Expenses: \$6.1 million** – Covers medications, medical equipment, facility maintenance, and other hospital needs.
- **Assistance and Grants: \$1.6 million** – Supports community mental health initiatives and patient assistance programs.
- **Capital Purchases and Equipment: \$40,000** – Invests in essential infrastructure improvements and medical equipment.

### Personnel Breakdown

RISPH's staffing structure ensured adequate clinical coverage and patient care, with **129.4 FTEs** allocated as follows:

- **Mental Health Workers: 48.0 FTEs** – Provide direct patient care and behavioral support.
- **Registered Nurses (RNs): 11.2 FTEs** – Deliver specialized psychiatric nursing care.
- **Psychiatric Technicians: 10.0 FTEs** – Assist with therapeutic interventions and patient monitoring.
- **Clinical Social Workers: 3.6 FTEs** – Offer counseling, case management, and discharge planning services.
- **Clinical Psychologists: 3.0 FTEs** – Provide psychological assessments and therapy.

### Strategic Initiatives & Impact

The creation of RISPH as a standalone forensic psychiatric facility was a critical restructuring effort in Rhode Island's mental health system. Previously, forensic psychiatric services were housed within Eleanor Slater Hospital, which limited Medicaid reimbursement opportunities and operational flexibility.

The FY24 budget of \$34.8 million reflected Rhode Island’s commitment to improving forensic psychiatric care, optimizing service delivery, and expanding Medicaid reimbursement potential. With a dedicated staff and a specialized treatment model, RISPH is poised to serve as a cornerstone of the state's mental health infrastructure, providing high-quality psychiatric care for individuals requiring forensic-level interventions.

## CONCLUSION

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This year’s achievements are a powerful testament to the dedication, resilience, and passion of RISPH’s staff and leadership in advancing our mission to deliver safe, high-quality, and equitable care to individuals with mental health needs. These milestones underscore not only our commitment to patient safety and excellence but also our relentless drive to foster a culture of innovation and continuous improvement. Each success reflects the extraordinary efforts made by our team to transform challenges into opportunities and to create a brighter future for our patients and community.

As we look to the future, RISPH remains determined to build on this momentum. We will expand our health equity initiatives, deepen workforce engagement, and push the boundaries of innovation in both patient care and operational efficiency. Our vision is to enhance every aspect of our care model, ensuring that every individual, regardless of their circumstances, receives the compassionate and effective mental health services they deserve. Together, we will continue to lead the way in forensic psychiatric care and beyond, shaping a future defined by hope, healing, and equity for all those we serve.

## ACKNOWLEDGMENTS

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We extend our heartfelt gratitude to the incredible RISPH staff, state leadership, patients, families, and community partners who make our mission not only possible but deeply meaningful. Your unwavering dedication, compassion, and teamwork are the foundation of everything we achieve. It is through your collective efforts that we provide high-quality, compassionate care, foster a culture of safety, and continuously strive for excellence. Together, we are not just improving services—we are transforming lives and creating a brighter, more supportive future for those we serve. We are profoundly thankful for the vital role each of you plays in advancing our shared vision of hope, healing, and community.