

# Residential Care & Treatment

**Public Safety and Neighborhood Services Committee**

**Board of Supervisors**

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# Agenda

- **Breaking the Cycle and the Bed Pipeline**
- **Key Project Updates:**
  - Prop 1 Bond Awards
  - Increasing Locked Bed Capacity at the Behavioral Health Center
  - Improving Provision of Residential Care Facilities
  - Bed Inventory and Optimization
  - Progress Under Key Initiatives
  - Other Initiatives to Remove Barriers to Bed Expansion



# Breaking the Cycle and the Bed Pipeline



We **thank the Residential Care and Treatment Workgroup** for their work and acknowledge the challenges placing individuals with complex needs in care.



We do not yet have enough treatment capacity and we do not have enough flow through the system to address untreated or insufficiently treated mental illness, substance use disorder, and homelessness in San Francisco.



We need a more responsive behavioral health system.

# Tackling San Francisco's Behavioral Health and Homelessness Crisis



## Our goals

Build a more responsive and proactive behavioral health system of care that will help move people quickly from the streets into effective treatment and sustained recovery

Reduce fatal overdoses and reduce disparities in overdose rates across the city

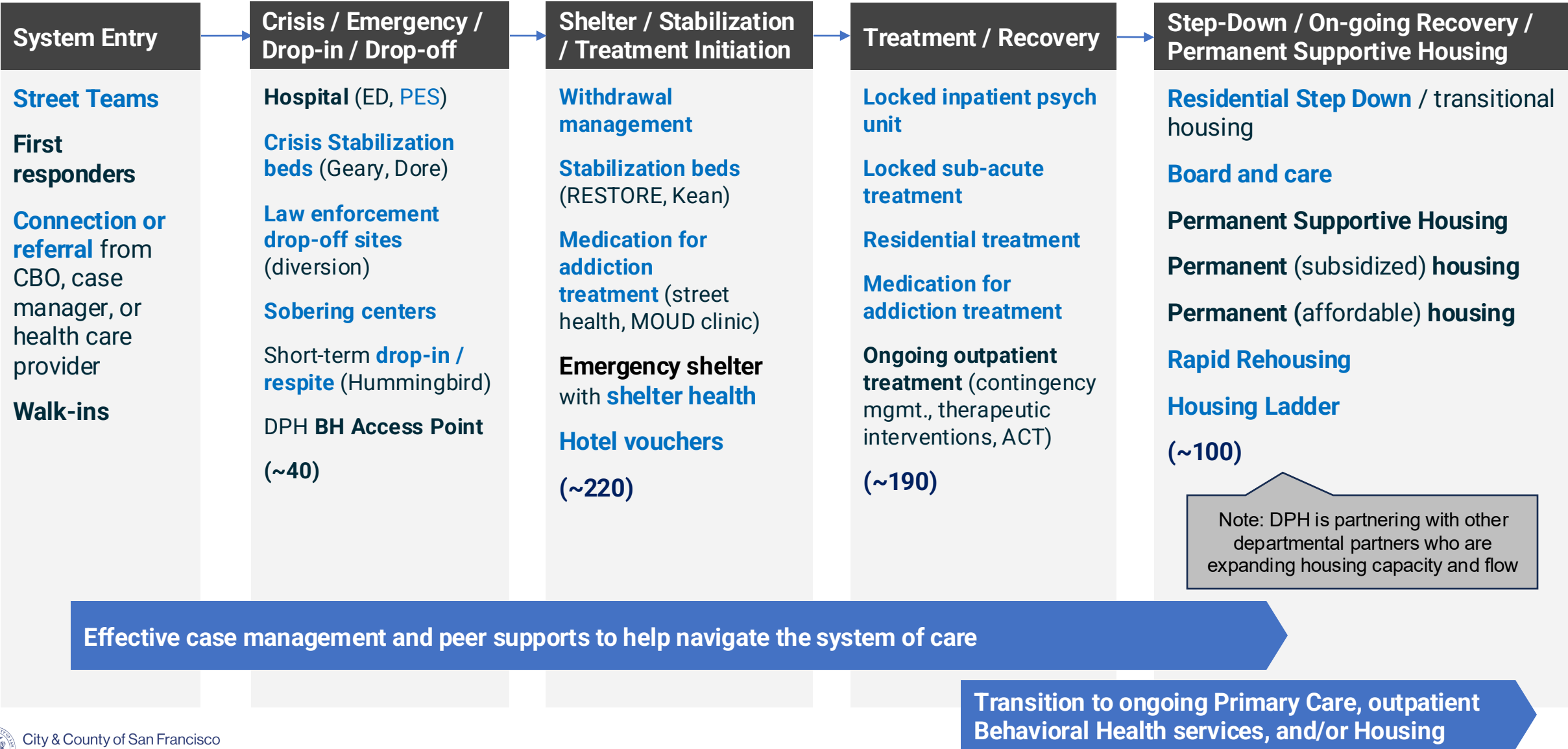
# SFDPH Roadmap for the Behavioral Health Crisis

1. **Expand Treatment Beds and Services** – We need to expand treatment beds and services, at the right levels of clinical intensity, including more clinical care in shelters
2. **Accelerate and Simplify Entry to Care** – We need to more quickly connect people to treatment and stabilization services, whenever someone needs or is ready for treatment
3. **Support People To Progress Through Care** – We need to do a better job being “sticky” – supporting people to engage and stay the course through evidence-based treatment and recovery – without falling through the cracks
4. **Pair Safer Use Supplies with Proactive Linkages to Care** – We are requiring that distribution of supplies be paired with counseling and connections to treatment, and piloting a new smoking supply policy for public spaces
5. **Build a Comprehensive Pathway to Recovery** – We need all the tools in the toolkit, ranging from low-barrier stabilization to recovery-oriented treatment and step-down services, to help everyone on the street move forward
6. **Prevent overdoses** – We need to continue overdose prevention efforts, especially in permanent supportive housing, through culturally congruent programs, and by moving upstream in care

# Moving Into A Structured, Integrated System of Care

Indicates areas for expansion of beds, slots, or services

Currently, SFDPH has **415 treatment and care beds budgeted to open** from 2025 to 2028, as well as **~140 beds in planning**.



# SFDPH Residential Bed Expansion: Treatment and Recovery, Step-Down, and Ongoing Recovery

The following slides focus on SFDPH's bed expansion projects in the Treatment & Recovery and Step-Down & Ongoing Recovery categories, in alignment with the focus of the Residential Care & Treatment Workgroup.

Currently, SFDPH plans to open an additional **~190 treatment and recovery beds** and **~100 step-down and ongoing recovery** beds from 2025 to 2028.



# Treatment & Recovery Expansion Beds

~190 treatment and recovery beds in SFDPH expansion

Category	Project (Address)	Service Type	New Beds	Open Date
<b>Treatment &amp; Recovery</b>  Residential Treatment	<b>Salvation Army – Harbor Light</b> <i>1275 Harrison St</i>	SUD Residential Treatment	11	2025
	<b>Dual Diagnosis Facilities*</b> <i>333 7th St &amp; Contracted Community</i>	Dual Diagnosis Residential Treatment	20	2026
	<b>Treasure Island Behavioral Health Building</b> <i>TIDA Parcel E1.2</i>	SUD Residential Treatment & Residential Step-Down	40	2028
<b>Treatment &amp; Recovery</b>  Locked Acute & Subacute Treatment	<b>Adolescent Psychiatric Unit</b> <i>ZSFG Campus</i>	Acute Psychiatric Inpatient	12	2027
	<b>Locked Subacute Treatment (MHRC) Expansion*</b> <i>ZSFG Campus</i>	Locked Subacute Treatment (MHRC)	~90	2027
	<b>MHRC/Psych SNF Out-of-County Capacity</b>	Locked Subacute Treatment (MHRC/Psych SNF) as needed	21**	2025

\* Awarded capital funding under Proposition 1 – Bond BHCIP Round 1

\*\* estimated increase in as-needed out-of-county bed capacity

# Step-Down & Ongoing Recovery Expansion Beds

~100 step-down and on-going recovery beds in SFDPH expansion

Category	Project (Address)	Service Type	New Beds	Open Date
<b>Step-Down &amp; Ongoing Recovery</b>	<b>Marina Inn</b> <i>3110 Octavia St</i>	Residential Step-Down	68	2025
	<b>Rehabilitative Board &amp; Care</b>	Adult Residential Care Facility (ARF)	28	2025
	<b>Residential Care Facility for the Elderly</b> <i>624 Laguna St</i>	Residential Care Facility for the Elderly (RCFE)	56**	2025
	<b>Adult Residential Care Facility</b> <i>601 Laguna St</i>	Adult Residential Care Facility (ARF)	41**	2026

**\*\* Relocation option for current BHC RCFE and ARF residents – excluded from total count of new beds to avoid double-counting**

# Key Project Updates

# Proposition 1 Update

In May 2025, SFDPH was **awarded \$27.6 million** in the first round of state funding for behavioral health capital projects under Proposition 1:

- \$6.3 million to reopen 333 7<sup>th</sup> Street as a **16-bed enhanced dual diagnosis** (mental health + SUD) treatment facility
- \$21.3 million for **the expansion of locked subacute beds at the Behavioral Health Center at ZSFG**

SFDPH has been **awarded \$88 million** in state capital funding for behavioral health projects since 2022.



*333 7<sup>th</sup> Street (formerly Jo Ruffin Place)*

# Increasing Locked Bed Capacity at the Behavioral Health Center at Zuckerberg San Francisco General



In alignment with the recommendations of the Residential Care and Treatment Workgroup, SFDPH has been working aggressively to **expand capacity in key bed types that serve individuals with complex behavioral health and care needs.**



Repurposing the first and second floors of the Behavioral Health Center at Zuckerberg San Francisco General (ZSFG) will allow the City **bring more than 90 locked subacute beds online** – doubling the City's locked subacute bed **capacity in San Francisco** (SF contracts for ~50 beds out of county). This leverages existing City infrastructure: the BHC was built as a locked facility.



This project is supported by a **\$21M State funding award under Proposition 1.**



These locked beds will serve **individuals under conservatorship or transitioning from acute care**, ensuring they receive timely, structured treatment in a safe, therapeutic setting.



Every current resident will remain a SFDPH client, with guaranteed placement in a SFDPH setting that meets their care needs. **No current BHC resident will move without a secure and appropriate next home.** The acquisition of assisted living facilities on Laguna Street is designed to serve the majority of BHC clients.

# 624 and 601 Laguna Street: Improving Provision of Residential Care Facilities



SFDPH is improving its provision of residential care (board and care) facilities through the recent purchase of an assisted living facility at 624 Laguna Street and with plans to acquire another assisted living facility at 601 Laguna Street.

These facilities will serve nearly 100 individuals with long-term, stable behavioral health conditions.

SFDPH will continue to use 624 Laguna Street as assisted living for approximately 56 seniors over 60 years of age, with plans to use 601 Laguna Street as assisted living for approximately 40 adults.

These purchases will allow residents at the Behavioral Health Center (BHC) at ZSFG to transition to Laguna Street, allowing the BHC to open about 90 locked beds, increasing in-county locked bed capacity.

Together, the new facilities are designed to serve the majority of current BHC residents and keep them connected with their current community.

Additionally, the Laguna Street properties will allow more residents to age in place, in a community-based, homelike setting.



# Updating Bed Inventory and Optimization

As requested by the Residential Care and Treatment Workgroup, SFDPH is continuing to refine its bed inventory tracking and bed optimization analysis.

## Bed Inventory Updates

- SFDPH has **approximately 2,640 residential treatment and care beds** to serve people with mental health conditions and/or substance use disorders, as of Fiscal Year 2024-2025.\*
- SFDPH bed occupancy rates typically fluctuate from 85 to 95% due to operational factors, such as the volume of client placements and staffing levels.
- **Since the last bed inventory, SFDPH has had a net increase of 90 beds**, from the addition of transitional housing beds with behavioral health supports for women, launch of the RESTORE pilot, opening of a therapeutic residence for justice-involved women, and opening of daytime shelter beds with substance use services.
- Other bed inventory fluctuations are due to program reconfiguration, temporary closures, and refinement of inventory methodology.

\*Estimate as of January 2025. Total beds estimate includes as-needed beds that are not contracted at fixed numbers and change based on needs and availability.

# Updating Bed Inventory and Optimization

## Bed Optimization Updates

- SFDPH's behavioral health bed modeling was last updated in 2023 and has informed current investments, including the current expansion of locked subacute beds.
- Our 2025 analysis will include data from recently opened programs. Improvements to the BHS data infrastructure will enable:
  - **Greater data standardization** through the transition of programs to unified Epic electronic health record
  - Increased model accuracy through **improved tracking of wait times**
  - Up-to-date assessment of the behavioral health bed inventory



# Progress Under Key Initiatives

SFDPH is grateful to the Mayor Lurie for his **Fentanyl State of Emergency Ordinance** and the Board of Supervisors for the **"New Beds" competitive solicitation waiver** it passed in 2024. Both initiatives have streamlined contracting for beds.

Key projects that have opened and will open using the waivers include:

- **24/7 stabilization center at 822 Geary Street** (opened April 2025): Alternative to hospital emergency departments for first responders, street teams, and members of law enforcement connecting people in crisis to urgent care, while allowing those frontline workers to get back on the streets more quickly.
- Development of **76 non-congregate respite beds at the Kean Hotel** (with Westside): A safe space for people exiting street homelessness with 24/7 staffing, on-site nursing and behavioral health treatment, case management, and structured transition to longer-term care.
- Development of **68 recovery housing beds at the Marina Inn** (with the Salvation Army): Abstinence-based transitional living program for individuals transitioning from substance use treatment to independent living. With onsite case management and wraparound support and recovery and treatment requirements.
- These waivers have also allowed SFDPH to ensure **continuity of existing beds** for contracts that were set to expire, including withdrawal management, substance use treatment, residential step-down housing, sobering and medical respite beds, and residential care facilities.

# Other Initiatives to Remove Barriers to Bed Expansion

## **MOHCD Supportive Living Preservation Program:**

- Will allow SFDPH's contracted service providers to receive long-term loans from the City to acquire and preserve properties for behavioral health residential care and treatment programs
- Opens new pathways for SFDPH to collaborate with our service providers to acquire and/or renovate properties for residential care & treatment

## **Interim Housing in Hotels and Motels Ordinance:**

- SFDPH is grateful to the Board of Supervisors for passing legislation this month which will allow certain tourist hotels and motels to be used for interim housing, while retaining the option for the owner to return to a hotel use in the future.
- This legislation was amended to cover several upcoming SFDPH and HSH projects, including the Marina Inn and the Kean Hotel.
- This legislation supports tourist hotel owners in leasing their properties to the City or its service providers for interim housing.

# Summary and Looking Ahead

- SFDPH will continue to work on additional bed expansion projects to take advantage of state funding opportunities, leverage streamlining legislation, and meet the priorities identified by the Mayor's Breaking the Cycle Initiative.
- SFDPH looks forward to continuing to expand treatment and recovery beds and improve analytics in to better serve individuals with complex care needs, and in alignment with the recommendations of the Residential Care and Treatment Workgroup.

# Thank you