



File 250339: Contract Amendment

HealthRIGHT 360
Substance Use and Mental Health Services

BOS Budget & Finance Committee
April 30, 2025

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SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

Overview of Contract Amendment #2



Overview:

- **Contractor:** HealthRIGHT 360
- **Contract Summary:** Provides residential and outpatient mental health and substance use services, as well as representative payee services. Contracted to serve nearly 1,980 clients per year across programs.*
- **Total Not to Exceed Amount:** \$305,358,044
 - Annual amount: \$35.4M
 - Increase maximum expenditure by \$141,427,165
- **Timeline:** Total term of July 1, 2018, through June 30, 2028
 - Extend contract term by 3 years to June 30, 2028

*Not unduplicated across programs.

Program Overview



Summary: Under the proposed contract, HealthRIGHT 360 would continue to provide:

- **Withdrawal Management:** Short term residential services to help individuals safely manage the effects of cessation of drugs or alcohol. (761 clients/year)
- **Residential Substance Use Treatment:** Treatment in a residential setting for individuals with substance use disorder; approximately 90 days. (471 clients/year)
- **Perinatal Residential Treatment:** Residential substance use treatment for pregnant and postpartum women and women with children in their care. (63 clients/year)
- **Residential Step-Down (Recovery Housing):** Up to two years of stable housing and support for people who have completed residential substance use treatment while they participate in outpatient treatment, strengthen their recovery, and build independent living skills (162 clients/year)

Program Overview



Summary (continued): Under the proposed contract, HealthRIGHT 360 would continue to provide:

- **Outpatient and Intensive Outpatient Substance Use Services:** Treatment including individual and group counseling, relapse prevention, contingency management, and social support services, with more intensive and frequent services available to highest needs clients. These services are delivered across three programs: **Outpatient & Intensive Outpatient; the African American Healing Center, and Project ADAPT.** (703 clients/year)
- **Adult Outpatient Mental Health:** Outpatient mental health services for individuals with co-occurring substance use issues. (35 clients/year)
- **ADAPT Mental Health:** Outpatient mental health services to support substance use recovery, with integrated Western therapies and Eastern healing practices and culturally sensitive counseling in English, Cantonese, and Mandarin. (19 clients/year)
- **Representative Payee Services:** Money management services for individuals who receive public benefits and require assistance managing their financial obligations. (75 clients/year)

Contract Oversight



The proposed contract increases maximum expenditure by \$1.4M. It also increases the contracted number of clients served in residential treatment and recovery housing by over 200, accounting for high demand. Most programs on this contract **exceeded deliverables** in FY23-24.

Alongside this increase, SFDPH has **strengthened and refined program objectives** in the proposed contract, including adding supplemental program objectives on top of baseline objectives for all similar programs. **Supplemental objectives** for residential programs include:

- Maintaining record of weekly average performance of client safety checks during the day and overnight, which are to be performed a minimum of four times each night.
- Maintaining record demonstrating that 90% of clients will engage in a minimum of 15 hours of service per week, including clinical groups, psychoeducation, individual sessions, and therapeutic activities
- Continue practice of reporting all overdoses through SFDPH Behavioral Health Services Quality of Care Reporting. Provider will conduct an internal evaluation within one week of any overdose to identify gaps, recommendations and remediations and submit to SFDPH for review.

Contract Oversight



In addition to the routine contract and program monitoring all SFDPH contractors are subject to, SFDPH has aggressively **increased scrutiny, monitoring, and oversight** of HealthRIGHT 360.

Beginning in May 2024, we formed a joint SFDPH – HealthRIGHT 360 Care Team to review policies, conduct site visits, and recommend program improvements. Key recommendations included the areas of patient safety, quality of care, and staffing, with monitoring to ensure compliance.

- **Client Safety:** A thorough review of program policies identified ways to improve client safety (e.g., enhanced monitoring, bag checks, wellness checks, and more).
- **Quality of Care:** New policies and monitoring tools were introduced to improve and track quality of care. Treatment participation is being monitored beyond state requirements. Updated procedures have a more robust response to relapse or recurrence of drug use, and immediate connection to clinical assessment at intake or with new symptomatic behavior.
- **Staffing:** HealthRIGHT 360 launched strong efforts to recruit and retain staff, leading to fewer staff vacancies. HR360 and DPH continue to monitor staffing to support client safety and care quality.

Improvements Implemented



In response to key recommendations, HealthRIGHT 360 implemented measures including:

- Using an electronic scanning device to track that a minimum of 4 **safety checks** per night are completed
- Limiting **client passes off-site** to only necessary appointments and implementing monitoring procedures after return from approved leave
- Conducting **bag checks** during the client and visitor check in process
- Making several **changes to physical space** to improve safety, security, and surveillance



Conclusion

DPH agrees with the BLA recommendation and respectfully requests approval of this item.

Thank you!