

# San Francisco Department of Public Health Zuckerberg San Francisco General Hospital & Behavioral Health Services

A presentation to the Board of Supervisors on Psychiatric Emergency  
Services (PES) at Zuckerberg San Francisco General (ZSFG)  
July 28, 2022

**Mark Leary, MD**

Deputy Director, ZSFG Department of Psychiatry  
UCSF Professor of Clinical Psychiatry

**Hillary Kunins, MD, MPH, MS**

Director of Behavioral Health Services and Mental Health SF  
San Francisco Department of Public Health



San Francisco Health Network  
Behavioral Health Services

# Psychiatric Emergency Services (PES)



**Zuckerberg San  
Francisco General  
Hospital**

The only dedicated 24/7 psychiatric emergency service in San Francisco

Emergency assessment and treatment of mental health, substance use, and medical conditions

Linkage to follow-up services

Receives both voluntary and involuntary (5150 and conserved) patients

Census capped at 19 during COVID to reduce infection risk in congregate setting

# Multidisciplinary Psychiatric Staffing

Psychiatrists (24/7) and  
Psychiatric Nurse  
Practitioners

Psychiatric Nurses and  
Licensed Psychiatric  
Technicians (1 staff: 4  
patients at all times)

Psychiatric Social  
Workers – placement  
and linkage

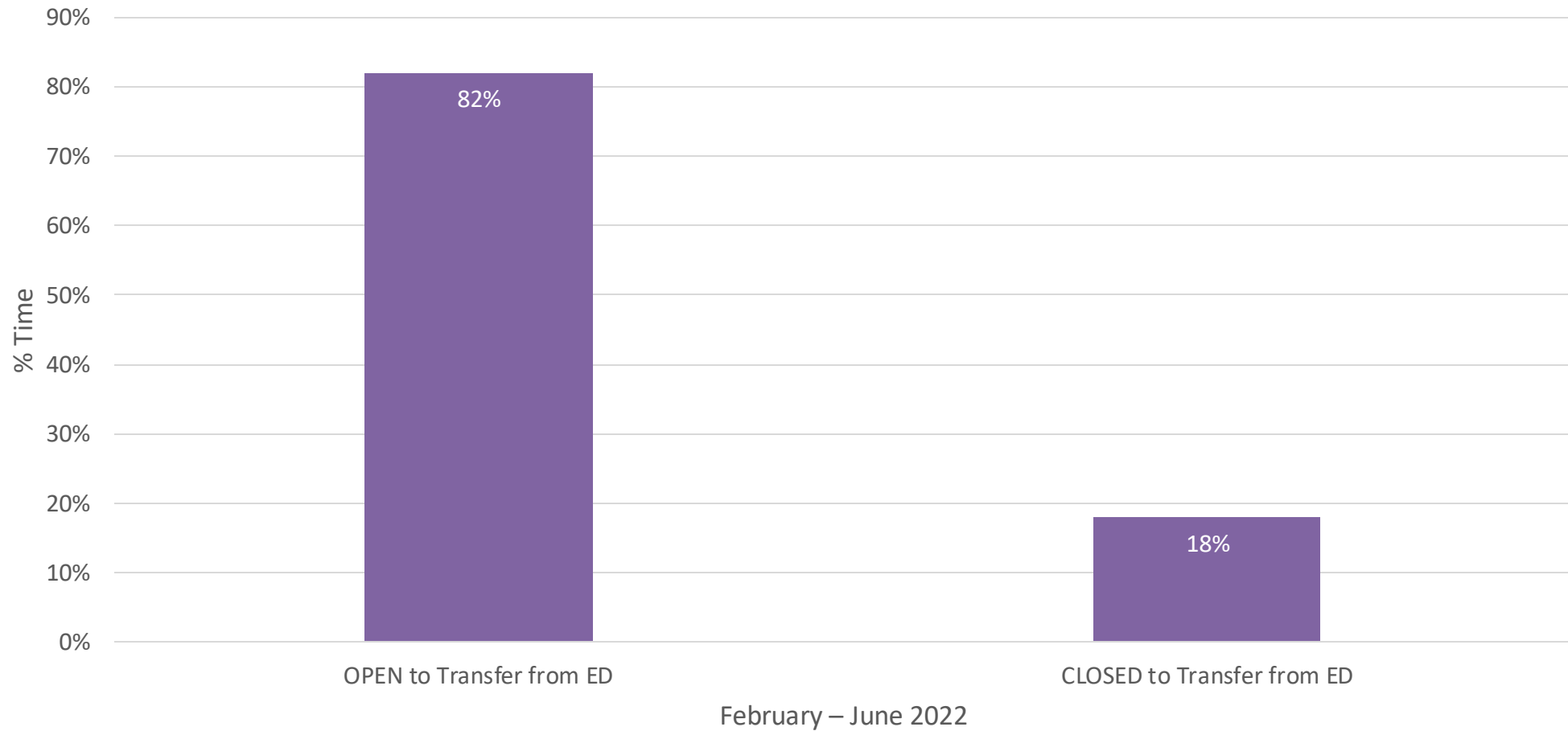
Psychiatric  
Occupational Therapists  
– life skills assessment,  
coping skills  
enhancement

Patient Navigator –  
hiring in process

# PES Open for the City throughout COVID Pandemic

- Pivoted to all psychiatric patients arriving at ZSFG ED for COVID clearance (rather than pre-COVID direct to PES)
- **“100% PES Condition Red” = “Go to the ZSFG ED first!”**
- Patients triaged, assessed, and treated by PES psychiatrist in the ED with Behavioral Emergency Response Team (BERT) and PES nursing support
- 1/3 of psychiatric patients are discharged from the ED
- 2/3 of psychiatric patients in the ED are transferred to PES after COVID clearance

# PES Open for the City throughout COVID Pandemic



# PES Linkage to Ongoing Care in 2022 YTD



18% admitted for acute inpatient psychiatric treatment



5% admitted to Hummingbird Psychiatric Respite



5% transferred to Dore Urgent Care Clinic (Behavioral Health)



65% discharged with outpatient referrals

# DPH BHS/PES Linkage Innovations

120% increase in discharge medications (psychotropics and naloxone) provided to patients leaving PES (from 2021 to 2022)

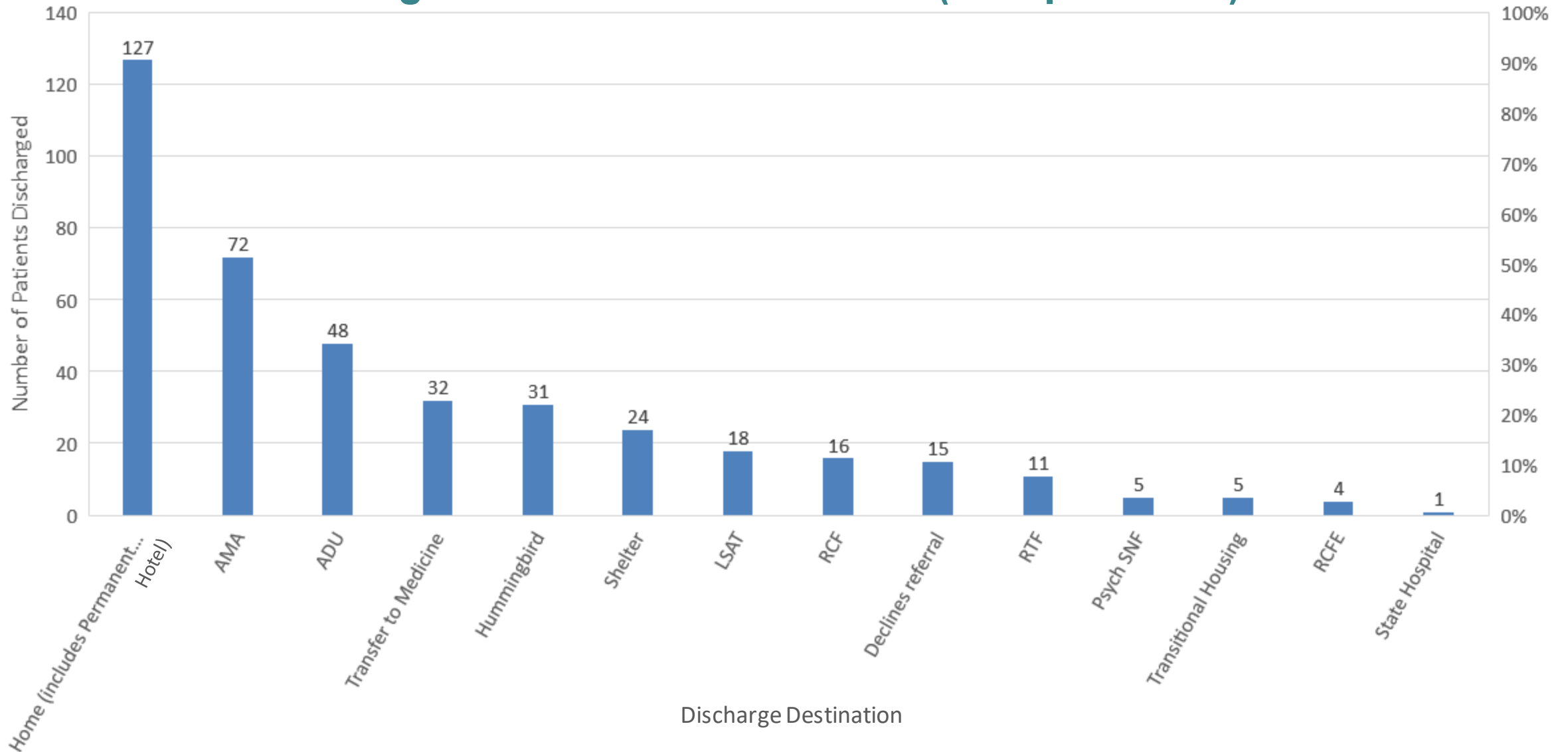
DPH BHS Bridge & Engagement Services Team (BEST) linkage case managers come to PES to meet and link with patients before they leave PES

DPH BHS helped strengthen partnerships with HealthRight360 to provide reserved detox beds, and with Salvation Army Harbor Lights to streamline referrals

Increased intensive case management referrals to Transitional Age Youth Acute Linkage, Citywide Linkage, and STARR (Supporting Treatment and Reducing Recidivism)

# Discharges from ZSFG Inpatient Psychiatry

## August 2021 – March 2022 (409 patients)





# Behavioral Health Services Agenda

- Alleviating Demand
- Supporting Discharges
- Follow Up Treatment
- Hiring Update



# Existing Services

## Street Crisis Response Team (SCRT)

- In June 2022, SCRT engaged with 226 clients.
- From November 2020 – June 2022, SCRT engaged with 5,077 clients. In total, the outcomes of these engagements has resulted in less than 15% of clients transported to the hospital.

## Dore Urgent Care

Directly admits clients from PES who need further stabilization and connects them to next level of care (e.g., Acute Diversion Unit, residential treatment program, etc).

- In FY 21-22, 1,608 clients were admitted.
- Average of daily admissions: 4.5 clients

## Whole Person Integrated Care (WPIC) Urgent Care

- In a sampling of one month, an average of ~10% of clients had an urgent mental health episode.



# Existing Services

## Hummingbird Potrero

- In FY21-22, there were 433 admissions for overnight stay.
- A majority of clients at Hummingbird Potrero are coming from PES/ER and ZSFG inpatient units for further stabilization.

Referral Source	Number of Admissions
ZSFG Psychiatric Emergency Services	259 (60%)
ZSFG Inpatient Psychiatry	18 (4.2%)
ZSFG Emergency Department	10 (2.3%)
ZSFG Medical-Surgical	44 (10%)
Hummingbird Day Program	45 (10%)
Others	57 (13.2%)
Total	433 (100%)



# Recent Services to Improve Behavioral Health Services

## Mental Health SF (Prop C) Services

- **Hummingbird Valencia (Opened 2021):** Psychiatric respite facility to serve people in mental distress who experience homelessness (in lieu of emergency visit). 28 beds available for overnight stays where professional staff can engage, counsel, and stabilize clients in a home-like environment.
- **SoMa RISE (Opened June 2022):** Drug sobering center for people experiencing intoxication or mental health crisis due to drugs. A safe place to rest, stabilize, and link to services. 12 beds currently; will expand to 20. Now open 8am-8pm; will move to 24/7 in the next couple weeks. 330 clients served since launch
- **Crisis Diversion (Estimated Late 2023):** A psychiatric crisis unit capable of providing up to 23 hours of medically supervised psychiatric, substance use and medical stabilization for 16 clients.



# Services Facilitating PES Discharges

## Citywide Social Workers

- Two social workers from Citywide Stabilization Programs are stationed at PES to provide discharge planning support and coordination.
- Well-integrated into the PES workflow, have expertise in behavioral health resources, and provide direct referrals to bridge case management and follow-up teams.

## Office of Coordinated Care (OCC) Case Management & Follow Up

- Follow-up for individuals who have had contact with SCRT and have been placed on 5150.
- Flexible and field-based bridge case management for individuals who are discharging from acute levels of care.
- Short-term and intensive case management and linkage services for individuals discharging from acute levels of care.
- Short-term and intensive case management and linkage services for TAY (18-25) discharging from acute levels of care.
- Systematic follow up via several different case management teams (residential, outpatient behavioral, expanded case management (treatment), and case management for outpatient mental health) for better retention and care and in order to prevent crisis.



# Expanding Residential & Outpatient Behavioral Health Treatment

## New Residential Care and Treatment Beds

**89 beds were open in 2021, and an additional 90 beds have opened as of July 2022**

- 13 Psychiatric Skilled Nursing Facilities beds
- 23 beds contracted to meet our Board and Care goal
- 10 beds added for a total of 30 beds for Rehabilitative Board and Care
- 12 beds opened in June at the SoMa Rise Drug Sobering Center toward the goal of 20 beds
- 32 beds opened in July toward the total of 75 beds for the Minna Project

**~70 additional beds anticipated to open by the end of the summer as program capacities expand and new programs open, which will get us to nearly ~250 of the 400 bed open goal.**

- Coming soon: 46 beds at Victoria's Place for Residential Care/Board & Care

***Bed optimization will be completed by 2022. Data systems to identify wait times for different levels of services.***



# Behavioral Health Hiring Update

## Positions Filled by Program Area and Hiring Status\*

	Position Approval	Selection in Process	Onboarded	Total
Adult and Older Adult System of Care	15	59	79	153
Children, Youth and Families System of Care	8	23	49	80
Office of Coordinated Care	3	23	39	65
Behavioral Health Services Administration	4	20	42	66
Whole Person Integrated Care	0	6	41	47
Total	30	131	250	411



# Thank You



San Francisco Health Network  
Behavioral Health Services



# Positions Filled by Program Area and Hiring Status

Class	Class Title	Position Approval	Selection in Process	Onboarded	Total
2930	Behavioral Health Clinician	3	43	22	68
2587	Health Worker III	2	12	33	47
2932	Senior Behavioral Health Clinician	7	10	4	21
2593	Health Program Coordinator III	3	9	2	14
2320	Registered Nurse		5	8	13
2588	Health Worker IV	5	5	1	11
2242	Sr Psychiatric Physician Spec		10	1	11
2586	Health Worker II	5	5		10
1406	Senior Clerk		6	2	8
2589	Health Program Coordinator I	1	4	1	6
2574	Clinical Psychologist		4	2	6
2119	Health Care Analyst		5		5
923	Manager II	1	3	1	5
2328	Nurse Practitioner		1	4	5
2409	Pharmacy Technician	1	4		5
922	Manager I	3	2		5
2908	Senior Hospital Eligibility Worker		4		4
2450	Pharmacist		3	1	4
	Other (fewer than 4)	7	19	2	28
		38	154	84	276