San Francisco Healing Center – A Collaborative Effort

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CALIFORNIA HOSPITAL ASSOCIATION
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San Francisco’s only locked subacute facility is located at the Behavioral Health Center (BHC) on the Zuckerberg San Francisco General Hospital (ZSFGH) campus.

The BHC has 47 beds and a 6-9 month wait for new patients due to the unit’s high occupancy rate.

Long wait times indicate the urgent need for additional beds that provide this level of care. As there is no other facility providing these services in the city, SFDPH must send patients to out-of-county facilities.
Mutual Interest to Solve A Problem, Continued

- UCSF Langley Porter Psychiatric Hospital and Clinics (LPPHC) is a separately licensed acute psychiatric hospital with twenty two licensed beds. Placement to a sub-acute unit is difficult because of the lack of beds which creates longer, unnecessary stays.

- This also has a negative impact on the UCSF Emergency Department as well as on the behavioral health and health care system throughout San Francisco.
How Partners Coalesced

- UCSF and the SF Department of Public Health (SFDPH) met to talk about working together to solve this problem (Spring 2016).
- UCSF, SFDPH, and Crestwood met (Fall 2016).
- Crestwood, UCSF and SFDPH determine the Mental Health Rehabilitation Center (MHRC) – a recovery oriented locked program for adult with significant mental health issues.
- Unused space was identified at UCSF but in the end was not used.
- UCSF was able to leverage its relationship with Dignity to bring them into the conversation (January 2017).
- Dignity identified space at St. Mary’s (54 beds) that Crestwood could lease.
Funding and Legal Agreements

• All partners agreed to fund up to $1 million (total $4 million).

• Because Crestwood is a for-profit, UCSF could not donate money (including paying for the tenant improvements which was the original plan) without receiving some type of service in return.

• UCSF made a grant to Crestwood; because it serves the Medi-Cal population, it is in alignment with UCSF’s mission to improve access to and the quality of healthcare services to the public.

• Dignity and Crestwood also signed a legal agreement.
Crestwood and Dignity initiated the planning process for the construction related to locking a floor of an acute hospital.

The planning included all partners in weekly updates.

Crestwood designed the 5th floor to create a homelike locked residential program licensed and CARF accredited as an MHRC.

Crestwood and Dignity worked directly with OSHPD on permits and discussion related to licensing a non CDPH program in an OSHPD building. OSHPD and Crestwood continue to discuss the challenges and opportunities of using existing hospital space for these much needed services across the state.
Current Status

• The construction was complete in April 2018 and SFHC was licensed and opened April 19, 2018.

• **SFHC successes:**
  - 60 Clients admitted.
  - 20% Transitioned to lower level of care in first 7 months.
  - 20% Engaged in community re-entry.
  - 8% Clients employed through Dreamcatchers.
Lessons Learned

• Value of the deep-level commitment to working as a Collaborative, Multi-system Team.

• Important to identify key stakeholders beyond the core team members (ex. City, County, State).

• Soliciting input from a broad range of people/organizations with similar problems.

• Clear Task Assignment.
Project Team

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Barbara Garcia, SFDPH

Kelly Hiramoto, SFDPH

Maga Jackson-Triche, UCSF

Rita Ogden, UCSF

John Allen, St. Mary’s Medical Center, Dignity Health
May 2016
Meeting with SFGH, SFDPH and UCSF leadership

Oct 2016
Crestwood, SFDPH tour space at UCSF Mt. Zion

Sept 2016
Meeting with LPPHC, SFDPH, Crestwood

Oct 2016
Crestwood, SFDPH tour space at UCSF Mt. Zion

Sept 2017
Legal documents signed; money transferred

Oct – March 2017
Construction started

March–April 2018
Construction complete and Licensing

April 2018
Program Opened
Questions

Go to www.menti.com and use the code 28 26 94

Questions?

Waiting for questions

Once questions are accepted by the moderator, they will show up here so that you can answer them one by one.

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Thank You

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