Healthy Streets Operation Center

San Francisco Police Commission
August 7, 2019
Approximately **21,000** people experience homelessness in San Francisco over the course of a year.

Approximately **8,011** people experience homelessness in San Francisco on any given night. Over **3,000** sleep in shelters or other programs and approximately **5,000** sleep on the streets, in tents/structures, or in vehicles.

Based on a recent survey, we learned that:
- 69% of the homeless population has at least 1 disabling condition
- 39% has a psychiatric condition
- 31% report a chronic health issue
- 42% report drug or alcohol abuse
- 30% arrive homeless from another jurisdiction.
The Homelessness Crisis in San Francisco

- San Francisco helps over 2,000 people exit homelessness each year.

- The Homeless Outreach Team serves over 400 people each month.

- HSH provides housing and shelter to over 12,000 homeless and formerly homeless individuals each day.

- HSH has more permanent supportive housing and shelter per capita than any other county in the Bay Area.

- However, for every person we help exit homelessness year, there are over 3 newly homeless people.
The Healthy Streets Operation Center (HSOC) launched in January 2018. HSOC ensures unified response among City departments addressing homelessness and behaviors that affect quality of life across the City.

Core values of HSOC:

a. Lead with services, compassion and respect  
b. Empathize with the whole community  
c. Develop systems & services that meet individuals where they are  
d. Believe that every San Franciscan, housed or unhoused, should have a safe and clean environment

Equity  Harm Reduction  Trauma-Informed  
Transparent  Data-Informed
Health Street Operation Center

HSOC has representatives from key City departments working together at the Department of Emergency Management.

HSOC directs, plans and coordinates responses to unsheltered homelessness and behaviors that affect quality of life on the street.

HSOC provides the infrastructure to coordinate the increased investment in addressing these issues.
HSOC Partners

San Francisco Department of Public Health

DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING

SAN FRANCISCO RECREATION & PARKS

SEAL OF THE CITY AND COUNTY OF SAN FRANCISCO

SFMTA

San Francisco Police

Sheriff

Keeping our neighborhoods safe & clean
Goals

CONNECT           PLAN           RESPOND           COORDINATE

C
Connect

Connect individuals to care

P
Plan

Conduct planned and proactive work to address encampments

R
Respond

Respond to requests for service from the community

C
Coordinate

Coordinate across departments to increase effectiveness
Overview of How Team Works Together

1. Coordinated call intake
2. Coordinated dispatch
3. Daily planning and response
4. Using shared data to create proactive response plans
5. Responding to street behavior
6. Field staff call HSOC to make referrals for services
HSOC Training

HSOC provides cross-departmental training to participating departments. These **weekly** trainings include:
Service First Approach

• HSOC is a service-first approach to addressing encampments.

• SFPD does not enforce laws related to camping without making a genuine shelter offer first.

• HSOC uses a coordinated outreach strategy that includes the Homeless Outreach Team, Dept of Public Health, and SFPD.
Availability of Services Decreases Citations

Number of "Quality of Life" Citations

- Aug-18
- Sep-18
- Oct-18
- Nov-18
- Dec-18
- Jan-19
- Feb-19
- Mar-19
- Apr-19
- May-19
Decriminalization of Homelessness

![Bar chart showing the number of "Quality of Life" bookings from August 2018 to May 2019.](chart)

- **Aug-18**: 16
- **Sep-18**: 35
- **Oct-18**: 4
- **Nov-18**: 1
- **Dec-18**: 3
- **Jan-19**: 7
- **Feb-19**: 13
- **Mar-19**: 6
- **Apr-19**: 3
- **May-19**: 4

*Number of "Quality of Life" Bookings*
Tent Encampments

Quarterly Tent Counts (July 2018 to present)

<table>
<thead>
<tr>
<th>Month</th>
<th>Total Tents/Structures</th>
<th>Sites with 6+ Tents/Structures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul 2018</td>
<td>568</td>
<td></td>
</tr>
<tr>
<td>Oct 2018</td>
<td>378</td>
<td>8</td>
</tr>
<tr>
<td>Jan 2019</td>
<td>341</td>
<td>2</td>
</tr>
<tr>
<td>Apr 2019</td>
<td>380</td>
<td>9</td>
</tr>
<tr>
<td>Jul 2019</td>
<td>451</td>
<td>10</td>
</tr>
</tbody>
</table>
## Count of Tents/Structures & Vehicles, by Police District

<table>
<thead>
<tr>
<th>Police District</th>
<th>Number of Tents &amp; Structures (July 2019)</th>
<th>Number of Occupied Vehicles (July 2019)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bayview</td>
<td>126</td>
<td>340</td>
</tr>
<tr>
<td>Central</td>
<td>17</td>
<td>2</td>
</tr>
<tr>
<td>Ingleside</td>
<td>12</td>
<td>27</td>
</tr>
<tr>
<td>Mission</td>
<td>74</td>
<td>65</td>
</tr>
<tr>
<td>Northern</td>
<td>54</td>
<td>1</td>
</tr>
<tr>
<td>Park</td>
<td>3</td>
<td>23</td>
</tr>
<tr>
<td>Richmond</td>
<td>6</td>
<td>40</td>
</tr>
<tr>
<td>Southern</td>
<td>92</td>
<td>20</td>
</tr>
<tr>
<td>Taraval</td>
<td>11</td>
<td>120</td>
</tr>
<tr>
<td>Tenderloin</td>
<td>56</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>451</strong></td>
<td><strong>638</strong></td>
</tr>
</tbody>
</table>
Care Coordination:

- Coordinate efforts to better meet the needs of individuals with complex challenges

- Various meetings and lists of priority individuals or “top users” from key departments are getting consolidated at HSOC
Care Coordination: Case Study

During HSOC operations staff from SF HOT engaged Angela, a young woman, who was approximately six months pregnant. Angela was sleeping on the street and using multiple substances. She had stopped going to groups and was not receiving prenatal care.

SF HOT was able to place her in a navigation center that first night. Several outreach teams (including EMS 6, SFHOT, FEST, and Street Medicine) all collaborated to engage with her, and were able to escort her to appointments with multiple treatment providers.

Angela is now medically stable and scheduled to move into permanent housing shortly. The coordination between the SFPD, HSH, and DPH made it possible to move Angela quickly from the street, and get her on a pathway out of homelessness.
DPH & HSH CASE CONFERENCE FLOWCHART

Tier One Priority

HSOC Clients

Provider Priority Clients

Law Enforcement Priority Clients

Daily HSOC Triage

Respond to immediate need (e.g., outreach, engagement, medical care, etc.)

Re-connect with existing care coordinator

Assign care coordinator

Ad hoc clinical case conference

Weekly DPH/HSH Case Conference

Biweekly Tier One Case Conference
## 2019 Health Fair Successes

<table>
<thead>
<tr>
<th>240</th>
<th>Medical Engagements</th>
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</thead>
<tbody>
<tr>
<td>25</td>
<td>Newly connected to SF Health System</td>
</tr>
<tr>
<td>296</td>
<td>HIV Tests</td>
</tr>
<tr>
<td></td>
<td>• 7 HIV+ Reconnected to care</td>
</tr>
<tr>
<td>245</td>
<td>HCV Tests</td>
</tr>
<tr>
<td></td>
<td>• 63 reactive (connected to care)</td>
</tr>
<tr>
<td>77</td>
<td>Narcan Trainings/Overdose Prevention Education sessions</td>
</tr>
<tr>
<td>33</td>
<td>Buprenorphine starts</td>
</tr>
<tr>
<td>56</td>
<td>Homelessness and Supportive Housing Shelter &amp; Navigation Placements</td>
</tr>
</tbody>
</table>
Healthy Streets Intervention Program

- HSIP is a collaborative, services-first strategy designed to intervene and disrupt open air drug use and the quality of life issues associated with it in hot-spot areas.

- Through HSIP, SFPD officers approach individuals on the street and offer to connect the individuals to services, with most service linkage coordinated through APD’s Community Assessment Service Center (CASC).

- Through HSIP operations, SFPD and APD officers connect individuals engaging in illegal behaviors with treatment at the CASC or DPH facilities whenever possible and use enforcement action as a last resort.
Healthy Streets Intervention Program: Impact

• In 2019, HSOC conducted 55 HSIP operations.

• In 2019 **240** people were brought by law enforcement to the CASC through HSIP. 216 individuals received referral and triage services.

• 44 individuals completed intakes to be linked to ongoing outreach-based case management through the Law Enforcement Assisted Diversion (LEAD).
Encampment Resolutions and Health:

- HSOC resolved 25 large encampments of 6+ tents (88% reduction in sites during 2018)
- Through this process 365 (65% of total) people have been placed into shelter and navigation centers
- Ended large long term encampments of 10+ tents
- 7,900 engagements by DPH
- Collected 90,879 syringes since (July 2018)
HSOC: 2018 Successes

- Creation of streamlined response operation
- Improved data and impact collection
- Strengthened collaboration between departments
- Increased integration of services
# HSOC 2018 Impact

## Service Requests

<table>
<thead>
<tr>
<th></th>
<th>January 2018</th>
<th>December 2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homeless-related requests for service</td>
<td>12,223 requests</td>
<td>8,243 requests</td>
<td>-33%</td>
</tr>
<tr>
<td>Average call response time</td>
<td>123 hours</td>
<td>90 hours</td>
<td>-27%</td>
</tr>
</tbody>
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## Citywide Tent Counts

<table>
<thead>
<tr>
<th></th>
<th>July 2018</th>
<th>January 2019</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tents/structures</td>
<td>~560</td>
<td>341</td>
<td>-40%</td>
</tr>
<tr>
<td>Sites with 6+ tents/structures</td>
<td>~17 sites</td>
<td>2 sites</td>
<td>-88%</td>
</tr>
</tbody>
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## New Services & Shelter

<table>
<thead>
<tr>
<th></th>
<th>Expansion 2017 - 2018</th>
</tr>
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<tbody>
<tr>
<td>Temporary Shelter</td>
<td>Added 691 new beds</td>
</tr>
<tr>
<td>Permanent Supportive Housing</td>
<td>Added 390 new units</td>
</tr>
<tr>
<td>Behavioral Health Beds</td>
<td>Added 99 new beds</td>
</tr>
</tbody>
</table>
Plans: Tracking HSOC Service Engagements

The following tracking efforts (some still under development) will help HSOC show how it is helping people on the street connect to supportive services.

- **Initial Street Engagements**
  - Police Tracking Sheet
  - Weekly DPH Street Contacts

- **Support/Referrals via HSOC**
  - HOT dispatch log (*under development*)
  - ERT Tracking
  - HSOC Priority List (*Under development*)

- **Program Connections via HSOC**
  - HSOC Priority List and MDT tracking (*Under development*)
  - ERT Placements
  - Police Placements
  - HOT Placements (*Under development*)
  - HSIP LEAD enrollments
Expansion of Services: 2018–2019

**Shelter**
- 398 temporary shelter beds including 3 new navigation centers and a new family shelter

**Behavioral Health**
- 100 new behavioral health beds

**Housing**
- 199 PSH units
- 47 housing ladder vouchers
- 80 scattered site slots
Expansion of Service: 2019 – 2020

HSOC’s ability to address unsheltered homelessness and unhealthy street behavior is linked to its ability to offer services. HSH and DPH are adding the following services:

- Opening 700 more shelter beds
- Leasing at least 300 SRO units by the end of the year
- Developing 1,000 more PSH units in the MOHCD pipeline
- Adding 500 new rapid rehousing slots for youth (over the next 3 years)
- 102 new Behavioral Health Beds
- Expanding the ERT model to inhabited vehicles
- Expanding DHP & HSH outreach and engagement capacity