



## San Francisco Department of Public Health

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To: President Dan Bernal and Members of the Health Commission

From: Basil A. Price  
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Department of Public Health

Through: Dr. Grant Colfax, Director of Health  
Greg Wagner, Chief Operating Officer

Subject: **DPH Security Services Staffing Plan Update**

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The safety and security of our staff, patients and visitors is one of DPH's most important goals. We continually review our practices and policies to ensure that all DPH facilities maintain safe and healing environments, deliver clinically appropriate and equitable responses to incidents. To meet these goals, the annual evaluation of the DPH Security Management Plan serves to identify and implement opportunities for improvement.

### **Background:**

A consistent and critical issue that the department continues to address is the inequitable use of force with respect to our patient population. In 2021, the department concluded that in situations where a patient or client required support from a trained, skilled health care professional, a law enforcement intervention could have the unintended effect of escalating a situation that could result in a negative outcome for the patient.

We proposed a security staffing plan that was more appropriate for meeting the goal of safety and security and aligned with the Center for Medicare and Medicaid Services (CMS) Interpretive Guidelines regarding law enforcement intervention on a person in a hospital—we proposed using Psychiatry Nurses to function as a Behavioral Emergency Response Team (BERT) to prevent crisis development by performing early-stage de-escalation, rounding, patient standby services, and assist in giving emergent medications and the initiation and application of restraints.

Additionally, we proposed supporting BERT with non-uniformed cadets that would assist in patient intervention, based on clearly defined hospital policy and under the supervision of clinical staff. DPH will vet the cadets to ensure that they are suitable to function in a healing environment; receive DPH specific healthcare security training to function as healthcare ambassadors.

This succeeding presentation provides an update of the operational transition status in the areas of:

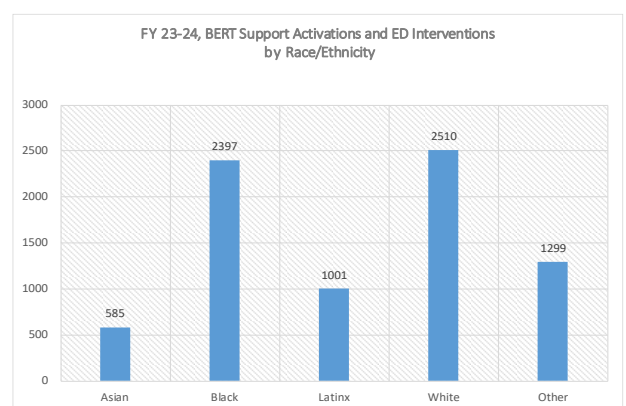
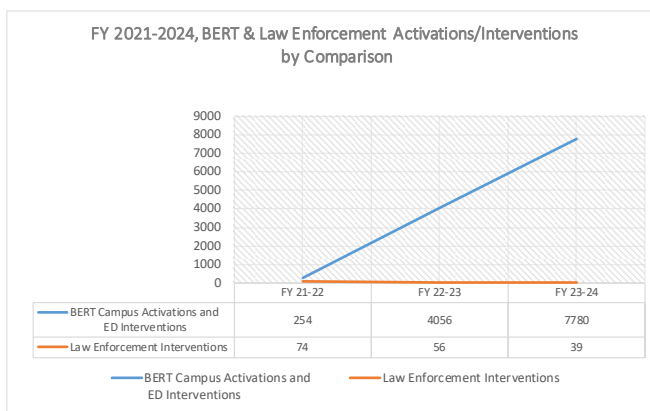
- Security Plan, Staffing, and Training
- Behavioral Emergency Response and Training (BERT)
- BERT Recruitment and Hiring

**August 28, 2023, Report: - Zuckerberg San Francisco General Hospital:**

- On July 2023, DPH reduced the workorder from thirty deputy FTE to 21 FTE.
- After the full implementation of the BERT program, within six months, turnover and barriers associated with hiring and onboarding that resulted in 11.8 FTE of vacant BERT positions.
- The 24-hour BERT Emergency Department program accounted for 2,961 of initiative-taking ED interventions without the presence of law enforcement in eighty-nine percent of the BERT patient interventions.
- To address the staffing challenges of the Sheriff Cadets, contracted private security officers, trained in healthcare security, are functioning as hospital ambassadors—providing greeting and navigation services at the campus building entrances.

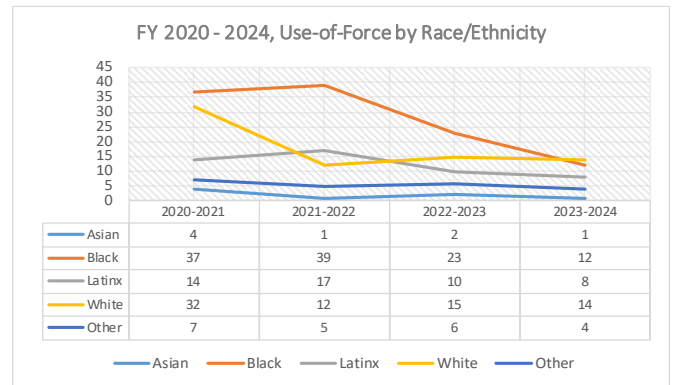
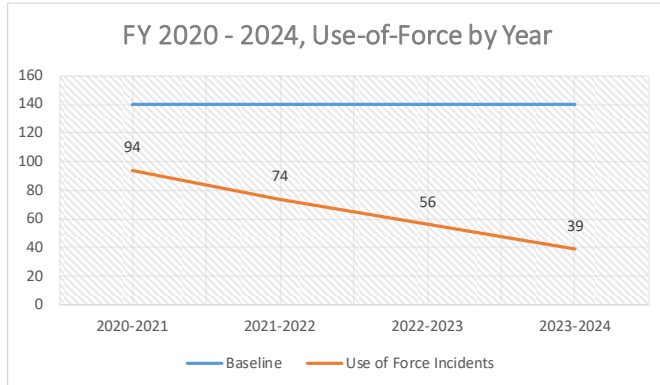
**Updates - Zuckerberg San Francisco General Hospital - BERT Program:**

- Of the 29.4 FTE of BERT positions, there are four Licensed Psych Tech positions are vacant.
- In FY 23-24, BERT interventions increased from the previous year by 92% (from 4,056 to 7,780 interventions) and was 7,741 more interventions than SFSO.
- An average of 87% of BERT interventions were accomplished without law enforcement being present.
- BERT campus-wide rounding consultations increased 7.3% ( from 2799 to 3005 consultations).
- The Emergency Department 24-hour BERT program accounted for 2,961 (71%) of proactive BERT interventions and 89% were without law enforcement assistance.
- Emergency Department BERT support by race/ethnicity was equal between Black/African American and Caucasian patients (31%, 2,297 for Black/African American patients and 32%, 2,510 for Caucasian patients).



**Updates - Zuckerberg San Francisco General Hospital - Law Enforcement Use-of-Force:**

- Since FY 20-21, law enforcement use-of-force has decreased 52%.
- From FY 22-23, use-of-force decreased in all race/ethnicities. Use-of-force against Caucasians patients were the highest (36%, 14 of 39 incidents).
- Deputies assisting with patient restraints continues to be the primary driver for use-of-force (58%, 23 of 40 incidents).
- Use-of-Force incidents occurred in Psychiatry Emergency Services (PES) more frequently than other high-risk departments (45%, 17 of 38 incidents).



**Updates - Zuckerberg San Francisco General Hospital – Healthcare Security Ambassador Program:**

- Private security officers, trained in healthcare security, continue to function as hospital ambassadors, providing greeting and navigation services at each campus building entrances. Additional services include:
  1. Personal Safety Escorts for patients, visitors, and employees.
  2. Campus Visibility Patrols during Shift Changes
  3. Loading Dock Security

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**August 28, 2023, Report: - Laguna Honda Hospital:**

- To address the Sheriff's Office staffing challenges and support the hospital's plan-of-correction, contracted private security officers are providing 24-hour monitoring in eight key resident gathering areas to deter illicit drug activity.
- Health Worker positions replaced the 14 FTE of Cadet positions to function as BRT staff under the management of Nursing Administration and will not perform any security functions.

**Updates - Laguna Honda Hospital:**

- Private security officers, trained in healthcare security, continue to monitor the resident gathering areas to deter illicit drug activity.
- In addition, the private security duties are:
  1. Compliance with all CMS and Hospital Required Training.
  2. Clinical Support with Resident Standby and Assistance.
  3. Resident Elopement Response.

**August 28, 2023, Report: - Community Clinics:**

- The Board of Supervisors approved and finalized the Proposition J and the RFP in January 2022, which the Civil Service Commission approved in April 2022.
- In June 2023, the Contracts Office awarded the contract, and funding release and contract documents were proceeding.
- The listed locations will begin the safety ambassador program in October 2023:
  1. Southeast Health Center
  2. Castro-Mission Health Center
  3. Maxine Hall Health Center
  4. Silver Avenue Health Center
- Upon further consideration for high safety and security concerns for staff and patients, Behavioral Health Access Center (1380 Howard) and SOMA Mental Health were no longer slated for the safety ambassador program.
- The additional locations for the safety ambassador program were Maxine Hall and Silver Avenue Health Centers.

**Updates - Community Clinics:**

- The contract service transitioned on April 1<sup>st</sup>, 2024, at the following locations:
  1. Southeast Health Center
  2. Castro-Mission Health Center
  3. Maxine Hall Health Center
- Based on the monthly performance surveys, the Clinic Program Managers have rated the ambassador services as being exceptional.
- Upon the expiration of the current service provider's contract, the Silver Avenue Health Center will transition on September 1, 2024.