PROGRAM DATA ANALYSIS REPORT
HealthRIGHT360 Residential Treatment Programs
Fiscal Years 2021–2024

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PLEASE NOTE: Page 9-12 are the data charts and graphs provided by the City and County of San Francisco to this researcher for analysis.

PROGRAM DATA ANALYSIS REPORT: HEALTHRIGHT360 RESIDENTIAL TREATMENT PROGRAMS (FY 21-24)

Overview

This report analyzes data from HealthRIGHT360's General 90-day inpatient treatment programs over three fiscal years (2021-2022, 2022-2023, and 2023-2024). The data was obtained through a Public Records request submitted to the City and County of San Francisco. The accompanying charts used in this analysis are included at the end of the report.

The analysis covers total admissions, total discharges, average length of stay, and, where available, demographic information. These metrics provide insights into program performance and client trends, enabling year-over-year comparisons and the identification of opportunities for improvement.

The demographic breakdown includes details on client characteristics such as language, age, and race/ethnicity, offering a comprehensive view of the populations served. This information, combined with service utilization data, helps evaluate program inclusivity, operational consistency, and the extent to which the programs address client needs.

This report aims to provide HealthRIGHT360 with actionable insights to enhance program operations and client outcomes. By leveraging these insights, HealthRIGHT360 can refine its service approach, improve client outcomes, and strengthen the impact of data collection and reporting of its programs. The following sections analyze key metrics, highlight trends, and identify areas for improvement.

Total Admissions

Admissions data reflects the number of clients entering HealthRIGHT360's 90-day inpatient treatment programs annually. This metric provides valuable insights into program demand, capacity, and outreach effectiveness, while trends in admissions highlight shifts in client demographics or referral patterns over time.

Findings:

- Programs like "Adult Residential 890" consistently report the highest admissions, peaking at 386 clients in 2023, showcasing their ability to manage large client volumes.
- Declining admissions are evident in programs such as "Adult Residential 815" (from 243 in 2021 to 137 in 2024) and "Women's Hope Residential" (from 28 in 2021 to 15 in 2024). These trends may point to reduced referrals, capacity issues, or changes in client eligibility criteria.

Implications and Opportunities:

- Programs with declining admissions may face challenges in maintaining capacity or meeting community needs.
- Strengthening referral networks and enhancing outreach efforts could help improve program visibility and increase admissions, particularly for programs experiencing declining client intake.

Total Discharges

Discharges represent the number of clients exiting the programs each year, regardless of whether they completed treatment successfully or left early. This metric offers insight into program retention, completion rates, and the circumstances under which clients exit treatment.

1. Findings:
    - Discharges frequently exceed admissions in programs such as "Adult Residential 890," with 436 discharges compared to 386 admissions in 2023. This discrepancy raises questions about retention, early exits, and the accuracy of discharge reporting.
    - Exact alignment between admissions and discharges in programs like "Women's Hope Residential" suggests a highly controlled intake and discharge process but may also indicate oversimplified reporting practices.

2. Implications and Opportunities:
    - Understanding the reasons for discharge (e.g., successful completion, voluntary exit, administrative removal) is crucial for evaluating program effectiveness and client outcomes.
    - Standardized discharge tracking could provide more detailed insights into the factors contributing to early exits or successful completions, helping to identify areas for intervention and improvement.

Average Length of Stay

The average length of stay (LOS) measures the time clients spend in treatment, providing an indication of how closely programs align with the intended 90-day duration. LOS data also reflects the complexity of client needs and program efficiency in achieving treatment milestones.

1. Findings:
    - "Women's Hope Residential" consistently exceeds the 90-day target, with LOS averages increasing from 114 days in 2021 to 145 days in 2024, potentially signaling delays in treatment progression or unmet client needs.
    - Conversely, "Adult Residential 815" has seen a steady decline in LOS, from 56 days in 2021 to 45 days in 2024, which may suggest shorter treatment engagement or quicker client turnover.

2. Implications and Opportunities:
    - Programs with extended stays may face resource strains or inefficiencies that impact their ability to accept new clients.
    - Shortened LOS could indicate premature client exits, requiring further investigation into factors affecting retention and engagement.
    - Aligning LOS with the intended 90-day duration across all programs could enhance treatment consistency and improve client outcomes.

Program Summaries: HealthRIGHT360 Residential Treatment Programs

The HealthRIGHT360 Residential Treatment Programs encompass a diverse array of services designed to meet the needs of clients across different populations and circumstances. Each program offers unique insights into client trends, operational performance, and areas for potential improvement. This section provides an overview of five key programs, examining admissions, discharges, and average lengths of stay, as well as identifying challenges such as declining admissions, extended stays, and discrepancies in discharge data. By analyzing the performance and characteristics of these programs, this report aims to highlight opportunities to optimize service delivery, improve client outcomes, and ensure consistency in achieving program goals.

1. AB109 Residential Program (87342)

The AB109 Residential Program serves clients with relatively short lengths of stay, averaging 55 days in 2021. Admissions totaled 44 in 2021, but discharges exceeded this number at 58, suggesting potential carryover from previous years or early exits. The program may benefit from examining its discharge processes to better align outcomes with admissions and ensure consistency in meeting client goals.

2. Acceptance Place

Acceptance Place demonstrates stability with consistent lengths of stay averaging 72 days for 2023 and 2024, though slightly below the 90-day target. Admissions and discharges closely align each year, with 36 admissions and 30 discharges in 2023, and 23 for both metrics in 2024. While the program appears efficient, declining admissions warrant further exploration to determine whether reduced referrals or capacity issues are impacting intake.

3. Adult Residential 815 (3806ARM)

Adult Residential 815 has experienced a noticeable decline in admissions, dropping from 243 in 2021 to 137 in 2024. Discharges have similarly decreased, from 262 in 2021 to 166 in 2024. Average lengths of stay have also shortened, declining from 56 days in 2021 to 45 days in 2024. This program faces challenges with reduced client flow and engagement, potentially affecting its ability to meet capacity and long-term treatment goals.

4. Adult Residential 890 (3834ARS)

Adult Residential 890 consistently handles the largest client volume, with admissions peaking at 386 in 2023. Discharges, however, often exceed admissions, as seen in 2023 (436 discharges vs. 386 admissions), raising concerns about data integrity or client retention. Despite these issues, the program maintains an average length of stay close to the 90-day target, ranging between 54 and 58 days, reflecting operational efficiency for most clients.

5. Women's Hope Residential (89102)

Women's Hope Residential consistently exceeds the 90-day length-of-stay target, with averages increasing from 114 days in 2021 to 145 days in 2024. Admissions, however, have steadily declined, from 28 in 2021 to 15 in 2024, which limits the program's reach. The perfect alignment of admissions and discharges across all years suggests tightly controlled client flow but may also indicate potential oversimplification in reporting or capacity limitations. This program would benefit from addressing extended stays and exploring strategies to increase admissions.

Key Observations

The key observations from HealthRIGHT360's residential treatment programs provide a comprehensive overview of trends, challenges, and insights that may impact program performance and client outcomes. This section highlights notable patterns, including variations in average lengths of stay, high turnover rates, and discrepancies in admissions and discharges. Additionally, demographic analysis sheds light on the populations served, with a focus on language, age, race, ethnicity, and housing status. By examining these factors, the report identifies critical areas for improvement and potential opportunities to enhance program effectiveness and inclusivity. These observations form the basis for recommendations aimed at addressing assumed inefficiencies and better meeting the needs of the diverse client base.

1. Length of Stay:
    - The average length of stay across "Women's Hope Residential" is higher than the intended 90-day period for all fiscal years. This may suggest challenges in completing treatment goals within the expected timeframe or misreporting.

2. High Turnover in Specific Program:
    - Programs like "Adult Residential 890" have high discharge numbers, often exceeding admissions (e.g., 436 discharges vs. 386 admissions in FY22-23). This discrepancy raises concerns about program retention and potential early exits.

3. Exact Matching of Admissions and Discharges in Some Programs:
    - Programs such as "Women's Hope Residential" display perfect one-to-one ratios of admissions and discharges across several years. This uniformity is uncommon in treatment settings and may point to data replication or misreporting.

4. Client Demographics:
    - People Experiencing Homelessness (PEH) Status: Over 95% of clients each year identified as PEH, indicating that the program serves a predominantly homeless population.
    - Language: The majority of clients speak English (96-97%), with Spanish speakers comprising 3-4%.
    - Age Groups: The largest age group is 30-59, consistently around 79-80% each year, while younger age groups (18-25) represent only 4-6%.
    - Race and Ethnicity: Clients are predominantly White (34-40%) and Black or African American (26-29%), with Hispanic or Latino/a individuals making up 25-26%.

Concerns

The analysis of HealthRIGHT360's residential treatment programs reveals several areas of concern that may impact program effectiveness, data accuracy, and client accessibility. Key issues include discrepancies in discharge reporting, extended lengths of stay in some programs, and uniformity in admissions and discharge data that raises questions about data integrity. Additionally, the limited representation of non-English-speaking clients highlights potential

barriers to service accessibility and inclusivity. Addressing these concerns is essential to ensuring that programs operate efficiently, serve a diverse population effectively, and produce accurate, actionable insights for future planning and improvement.

1. Inaccurate Discharge Reporting:
    - Instances where discharge numbers exceed admissions could suggest data inaccuracies or potential over-reporting, particularly in programs like "Adult Residential 890."

2. Extended Stays in 90-Day Programs:
    - Increasing average lengths of stay beyond the intended 90-day period may indicate inefficiencies in treatment delivery or challenges meeting program milestones within the standard timeframe.

3. Data Integrity Issues:
    - Exact matching of admissions and discharges in multiple years and uniformity in certain demographic categories raise questions about the reliability of data tracking and reporting processes.

4. Service Accessibility for Non-English Speakers:
    - With 96-97% of clients identified as English speakers, language accessibility may need attention to ensure services are inclusive for a broader range of clients, especially as Spanish speakers make up 3-4% of the population.

Recommendations for Additional Data Collection

To enhance understanding of program performance and address identified concerns, the following data points are recommended, with a specific focus on reasons for discharge and urinalysis results:

1. Client-Level Admission and Discharge Details:
    - Collect detailed admission and discharge records, including the reason for discharge (e.g., successful completion, voluntary exit, administrative discharge, or non-compliance).
    - Identify trends in extended stays and re-admissions to evaluate whether clients are completing programs as intended or encountering barriers that lead to early exits or repeat treatment episodes.

2. Urine Analysis (UA) Data:
    - Track UA results, including frequency and outcomes, to assess compliance with substance use goals during treatment.
    - Analyze patterns in positive UA results to determine correlations with early discharges, extended stays, or program re-admissions.
    - Include a breakdown of substances detected, providing insight into the challenges clients face during recovery.

3. Reason for Discharge Analysis:
    - Develop a standardized categorization system for discharge reasons to ensure accurate tracking and reporting.
    - Evaluate the proportion of discharges due to successful completions versus involuntary exits or non-compliance to identify areas for program improvement.

Conclusion

The analysis of HealthRIGHT360's residential treatment programs reveals valuable insights into client demographics and program trends while highlighting significant concerns about data accuracy, program effectiveness, and resource utilization. Discrepancies between admissions and discharges, declining admissions in key programs, and variations in lengths of stay indicate potential inefficiencies in operations and challenges in meeting program goals. Additionally, extended stays in some programs, such as "Women's Hope Residential," and shortened stays in others, like "Adult Residential 815," suggest the need for tailored interventions to optimize treatment timelines and improve client outcomes.

The demographic analysis demonstrates that HealthRIGHT360 serves a predominantly English-speaking and middle-aged homeless population. However, the limited reach to younger age groups and non-English speakers points to opportunities for more inclusive outreach and service provision. Programs with high client turnover, such as "Adult Residential 890," and those with declining admissions, such as "Adult Residential 815," may benefit from enhanced tracking systems and strategies to better align programming with client needs.

Addressing these issues through improved data tracking, expanded outreach, and targeted program adjustments will not only enhance operational efficiency but also ensure HealthRIGHT360's programs continue to effectively serve vulnerable populations. By leveraging these insights, each program can strengthen its impact, achieve better client outcomes, and meet its commitment to delivering high-quality, client-centered care.

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HR360 Residential Treatment Client Demographics FY21-22, FY22-23, FY23-24

These data comes from the Avatar electronic health record and shows the demographics of residential treatment clients served at HR360 residential treatment between 7/1/21 and 6/30/24. The individual programs include: HR360 AB109 Residential Program; HR360 Acceptance Place; HR360 Adult Resieential 815; HR360 Adult Residential 890; and HR360 Women's Hope.

We note that SUD Residential Treatment for Medi-Cal clients no longer operates under a 90-day model. Currently, Medi-Cal members—including pregnant and postpartum individuals—can remain in residential SUD treatment programs for as long as clinically necessary, based on assessments by a Licensed Practitioner of the Healing Arts (LPHA). See https://www.dhcs.ca.gov/Documents/BHIN-21-021-DMC-ODS%e2%80%93Updated-Policy-on-Residential-Treatment-Limitations.pdf.

Race and Ethnicity by Fiscal Year

Race and Ethnicity FY21-22	Number of Clients	Percentage
White	194	34%
Black or African American	164	29%
Hispanic or Latino/a, all races	145	26%
Asian	23	4%
Multi-ethnic	19	3%
Native American	[redacted]	[redacted]
Native Hawaiian or Pacific Islander	[redacted]	[redacted]
Other	[redacted]	[redacted]

Race and Ethnicity FY22-23	Number of Clients	Percentage
White	198	36%
Black or African American	157	28%
Hispanic or Latino/a, all races	146	26%
Multi-ethnic	18	3%
Asian	13	2%
Native American	12	2%
Native Hawaiian or Pacific Islander	[redacted]	[redacted]
Other	[redacted]	[redacted]

Race and Ethnicity FY23-24	Number of Clients	Percentage
White	308	40%
Black or African American	201	26%
Hispanic or Latino/a, all races	196	25%
Multi-ethnic	24	3%
Asian	15	2%
Native American	12	2%
Other	10	1%
Native Hawaiian or Pacific Islander	[redacted]	[redacted]

ADMISSIONS

Modality	Year	Program	Clients	Admissions
Residential Treatment	2021	HR360 AB109 Residential Prog.(87342)	44	48
Residential Treatment	2023	HR360 Acceptance Place	36	37
Residential Treatment	2024	HR360 Acceptance Place	23	23
Residential Treatment	2021	HR360 Adult Residential 815 (3806ARM)	243	262
Residential Treatment	2022	HR360 Adult Residential 815 (3806ARM)	163	175
Residential Treatment	2023	HR360 Adult Residential 815 (3806ARM)	200	220
Residential Treatment	2024	HR360 Adult Residential 815 (3806ARM)	137	152
Residential Treatment	2021	HR360 Adult Residential 890(3834ARS)	261	283
Residential Treatment	2022	HR360 Adult Residential 890(3834ARS)	217	232
Residential Treatment	2023	HR360 Adult Residential 890(3834ARS)	386	443
Residential Treatment	2024	HR360 Adult Residential 890(3834ARS)	216	233
Residential Treatment	2021	HR360 Women's Hope Residential (89102)	28	30
Residential Treatment	2022	HR360 Women's Hope Residential (89102)	21	24
Residential Treatment	2023	HR360 Women's Hope Residential (89102)	26	26
Residential Treatment	2024	HR360 Women's Hope Residential (89102)	15	15

DISCHARGES

Modality	Year	Program	Clients	Discharges
Residential Treatment	2021	HR360 AB109 Residential Prog.(87342)	52	58
Residential Treatment	2023	HR360 Acceptance Place	29	30
Residential Treatment	2024	HR360 Acceptance Place	25	25
Residential Treatment	2021	HR360 Adult Residential 815 (3806ARM)	242	262
Residential Treatment	2022	HR360 Adult Residential 815 (3806ARM)	185	199
Residential Treatment	2023	HR360 Adult Residential 815 (3806ARM)	184	203
Residential Treatment	2024	HR360 Adult Residential 815 (3806ARM)	147	166
Residential Treatment	2021	HR360 Adult Residential 890(3834ARS)	257	280
Residential Treatment	2022	HR360 Adult Residential 890(3834ARS)	217	235
Residential Treatment	2023	HR360 Adult Residential 890(3834ARS)	385	436
Residential Treatment	2024	HR360 Adult Residential 890(3834ARS)	223	236
Residential Treatment	2021	HR360 Women's Hope Residential (89102)	26	26
Residential Treatment	2022	HR360 Women's Hope Residential (89102)	26	26
Residential Treatment	2023	HR360 Women's Hope Residential (89102)	23	23
Residential Treatment	2024	HR360 Women's Hope Residential (89102)	17	17

LENGTH OF STAY

Modality	Year	Program	Average_Length_of_Stay
Residential Treatment	2021	HR360 AB109 Residential Prog.(87342)	55
Residential Treatment	2023	HR360 Acceptance Place	72
Residential Treatment	2024	HR360 Acceptance Place	72
Residential Treatment	2021	HR360 Adult Residential 815 (3806ARM)	56
Residential Treatment	2022	HR360 Adult Residential 815 (3806ARM)	58
Residential Treatment	2023	HR360 Adult Residential 815 (3806ARM)	47
Residential Treatment	2024	HR360 Adult Residential 815 (3806ARM)	45
Residential Treatment	2021	HR360 Adult Residential 890(3834ARS)	54
Residential Treatment	2022	HR360 Adult Residential 890(3834ARS)	58
Residential Treatment	2023	HR360 Adult Residential 890(3834ARS)	57
Residential Treatment	2024	HR360 Adult Residential 890(3834ARS)	53
Residential Treatment	2021	HR360 Women's Hope Residential (89102)	114
Residential Treatment	2022	HR360 Women's Hope Residential (89102)	115
Residential Treatment	2023	HR360 Women's Hope Residential (89102)	127
Residential Treatment	2024	HR360 Women's Hope Residential (89102)	145

Language by Fiscal Year

Language FY21-22	Number of Clients	Percentage
English	538	96%
Spanish	16	3%
Cantonese	[redacted]	[redacted]
Other	[redacted]	[redacted]
Unknown	[redacted]	[redacted]
Language FY22-23	**Number of Clients**	**Percentage**
English	534	96%
Spanish	18	3%
Cantonese	[redacted]	[redacted]
Unknown	[redacted]	[redacted]
Language FY23-24	**Number of Clients**	**Percentage**
English	747	97%
Spanish	22	3%
Other	[redacted]	[redacted]
Unknown	[redacted]	[redacted]

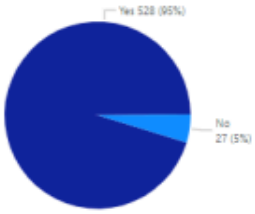
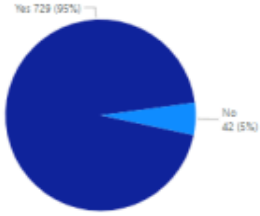
Age Groups by Fiscal Year

Age Groups FY21-22	Number of Clients	Percentage
30-59	442	79%
26-29	71	13%
18-25	34	6%
Over 60	27	5%
Age Groups FY22-23	**Number of Clients**	**Percentage**
30-59	446	80%
26-29	59	11%
Over 60	32	6%
18-25	26	5%
Age Groups FY23-24	**Number of Clients**	**Percentage**
30-59	612	79%
Over 60	72	9%
26-29	61	8%
18-25	30	4%

PEH Status by Fiscal Year

FY21-22 Percent of PEH

FY22-23 Percent of PEH



FY23-24 Percent of PEH