

SAN FRANCISCO HEALTH NETWORK • ZSFG IMAGING & INTERVENTIONAL SERVICES

The Backbone of Health Equity

How Imaging Powers Equitable, Exceptional Care Across San Francisco's Safety Net

The Imaging Impact Tour — A DPH & SFHN Leadership Briefing

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“To be the best health care system in the world.”

— Vision of the San Francisco Department of Public Health

Our Safety Net Obligation

- As the City and County's public safety-net hospital, ZSFG serves a population with higher acuity — driven by trauma, chronic disease burden, homelessness, and barriers to earlier care.
- Delivering exceptional, equitable care to this population is a core obligation — not an aspiration.
- **Imaging is involved in roughly 95% of diagnoses — making it the front door to nearly every care pathway in the hospital.**

Every exam we perform is a step toward equity and being the premier health care system — the same evidence-based imaging available anywhere in the world, delivered to patients who often have nowhere else to turn.

Imaging Powers Every Service Line

From the emergency bay to the outpatient clinic, imaging is the shared diagnostic engine behind ZSFG's clinical programs.



Women's Health

Screening & diagnostic mammography with tomosynthesis, pelvic/endovaginal ultrasound, and the AVON Breast Center of Excellence.



General & Men's Health

Chest, abdomen, and spine radiography; abdomen/pelvis CT; kidney, liver, and bladder ultrasound — the everyday backbone of diagnosis.



Cardiovascular Disease

CT angiography, chest CT for aortic and pulmonary emboli, and cardiac-adjacent vascular imaging for time-critical decisions.



Cancer Care

Diagnostic mammography, image-guided biopsy, and closed-loop communication for possible-malignancy findings, driving faster time to treatment.



Trauma & Stroke

24/7 trauma brain & C-spine CT and stroke protocol head/neck perfusion imaging — the single busiest driver of ED imaging volume.

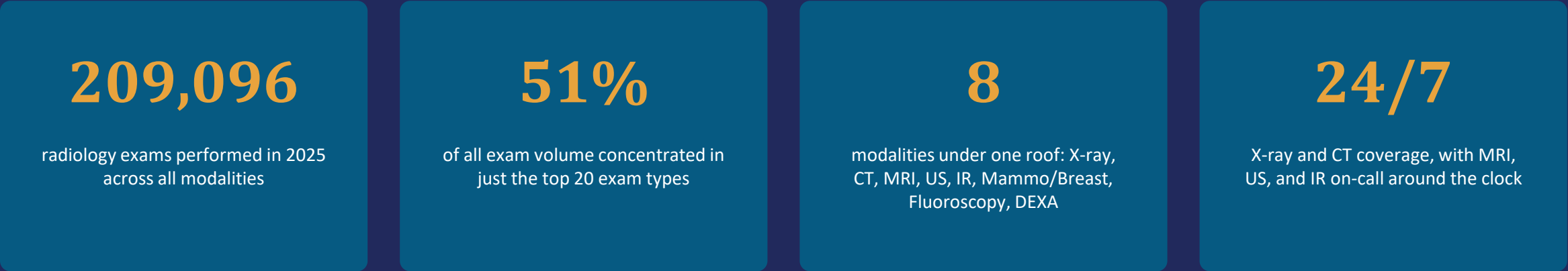


Interventional Care

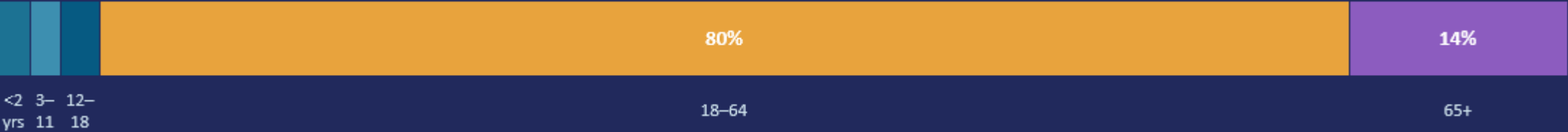
Dialysis fistula maintenance, central line placement, abscess drainage, and image-guided procedures for our most complex patients.

The Scale of What We Deliver

2025 volumes across the Imaging & Interventional Services Department

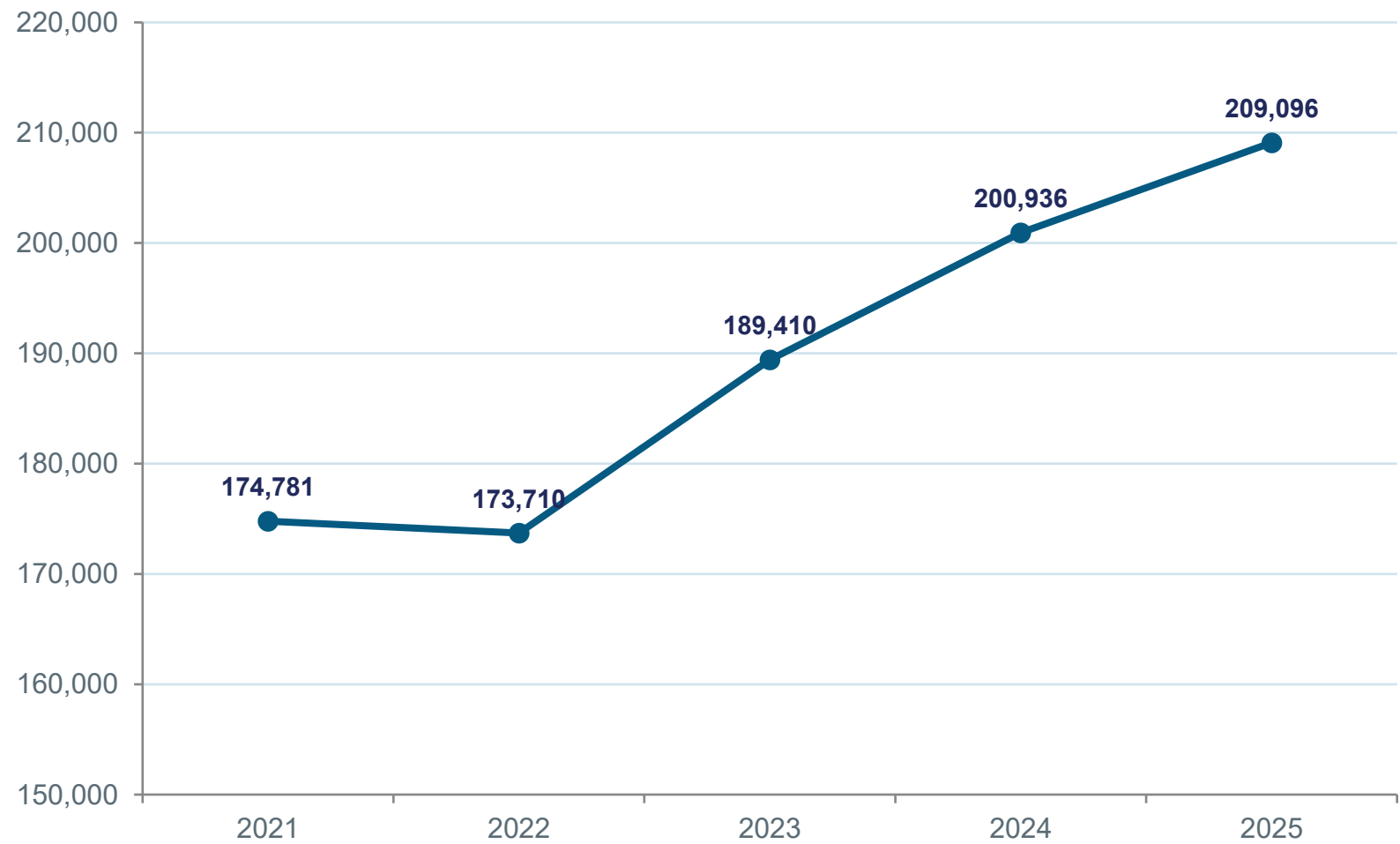


Patients served span every age group — from infants under 2 to seniors 65+ — reflecting the full breadth of San Francisco's population.



Five Years of Sustained Growth

Total radiology exam volume, all modalities, 2021–2025



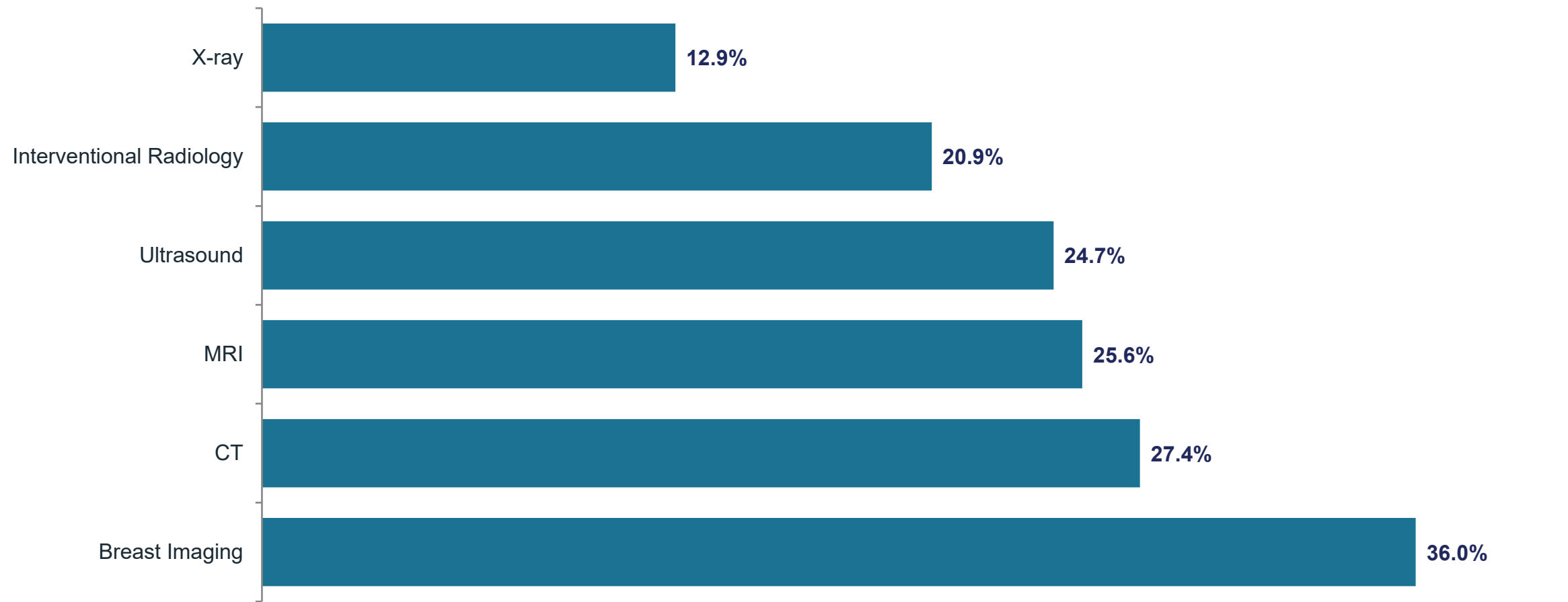
+20%

growth in total exam volume
since 2021

*Growth has continued even as complexity
per patient — and acuity — has risen,
reflecting demand for evidence-based
testing*

Growth Across Every Modality

Percent change in exam volume, 2021 vs. 2025



One Network, City-Wide Reach

Imaging capacity is built to extend beyond ZSFG's own walls

Building 25

Main Campus Hub

X-ray & CT: 24/7. MRI, Ultrasound & IR: extended hours with overnight on-call. AVON Breast Center & DEXA on weekday schedules.

Building 5

Outpatient Campus

Open Monday–Friday, 0730–1900, serving outpatients across X-ray, Ultrasound, CT, and MRI.

Laguna Honda Hospital

Skilled Nursing & Rehab

Imaging services extend to support LHH's long-term care and rehabilitation population.

Southeast Health Center

Community Health Center

Imaging support reaches SEHC, bringing diagnostic access closer to the communities we serve.



Access & Flow Win

Reducing Third Next Available Appointment

1,000+

open appointments in queue
(prior state)



< 400

appointments today — driven down through active queue
management

What this means for patients:

- Faster access to CT, MRI, and ultrasound appointments
- Improved patient flow and throughput across the department
- More capacity available for urgent and high-acuity referrals
- A direct, measurable improvement to equitable access for our safety-net population



Innovation Spotlight: MRI Overnight Pilot

Shifting elective and non-urgent MRI studies into overnight hours to relieve daytime bottlenecks and expand true patient access.



The Problem

Prime-time MRI hours (0730–2330 weekdays) were saturated, pushing routine studies into long queues and competing directly with urgent and inpatient demand.



The Pilot

Scheduling select MRI studies during overnight and off-peak windows — using capacity that previously sat idle outside on-call emergent coverage.



The Result

Significant, sustained success moving volume out of prime-time hours — freeing daytime slots for urgent, inpatient, and ED studies and easing overall queue pressure.



Interventional Radiology: Lifesaving, Time-Critical Care

Around-the-Clock Coverage

- Weekdays: staffed 0730–1830, with on-call coverage 1800–0730
- Weekends & holidays: on-call only, dedicated to stroke activation, vascular, and body trauma
- On-call technologists and attending radiologists required on-site within 30 minutes for trauma and stroke interventions

Procedures That Keep Patients Out of the OR

- Dialysis fistula maintenance
- Central line placement
- Percutaneous abscess drainage
- Image-guided biopsy
- Neuro-interventional & vascular radiography for stroke response



The Team Behind Every Study

Budgeted clinical & support staff, Imaging & Interventional Services

Radiologists	19.62 FTE	Registered Nurses	10.0 FTE
Radiologic Technologists (I–III & Lead)	80.0 FTE	Diagnostic Medical Sonographers	11.0 FTE
Diagnostic Imaging Assistants	34.52 FTE	Radiology IT Support	3.0 FTE

Noting the current budget climate: Imaging has been asked to reduce Registry costs by \$1MM, reduce OT and currently has 13 vacancies.



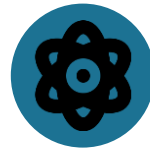
What's Next: Investing in the Future

Extending access beyond our walls and expanding capacity within them — even under tight capital and space constraints.



Mobile Mammography Van

Meeting patients where they are — bringing screening mammography directly into San Francisco's neighborhoods to close gaps in early breast cancer detection for patients who face the biggest barriers to care.



Future Nuclear Medicine Program

Planning to bring nuclear medicine services in-house, expanding our diagnostic and therapeutic capabilities for patients who currently must be referred outside the safety net.



Additional 1.5T MRI, Building 25

Adding a second 1.5T MRI scanner in Building 25 to relieve pressure on an already stretched fleet — a high-value investment being pursued within real space and capital constraints.

Imaging Is How We Keep the Promise

95% of diagnoses touch imaging. Every service line — women's health, cardiovascular disease, cancer, trauma & stroke — depends on the same department to move fast and get it right.

We've cut TNAA access queues from 1,000+ to under 400. We've launched an overnight MRI pilot to unlock daytime capacity. We're expanding equitable, evidence-based imaging to LHH and Southeast Health Center.

This is what it looks like to build the best health care system in the world, one exam at a time.

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