



Strategic Approach To Developing A Mature Capital Replacement Program

About Us



4 hospitals



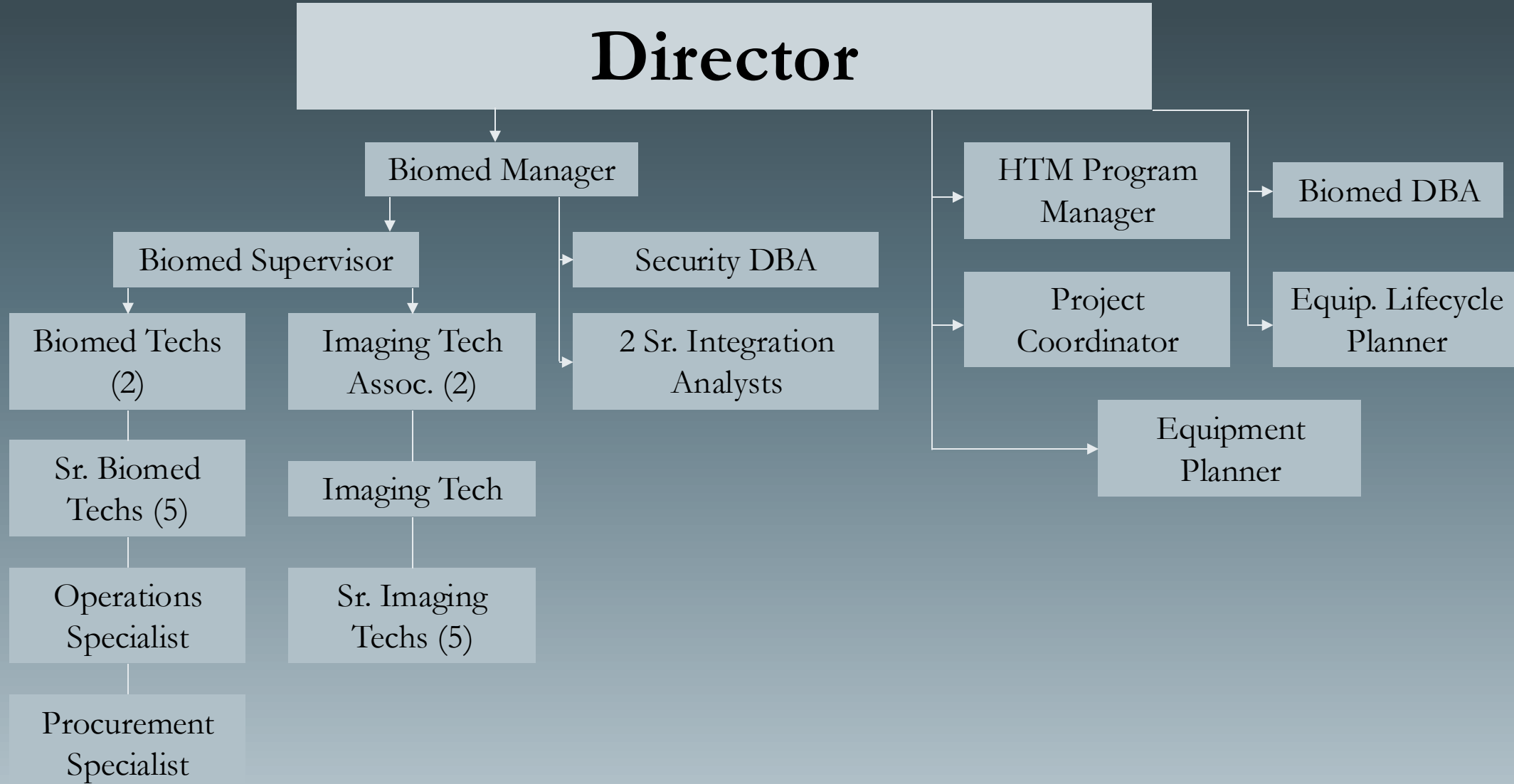
15 clinics



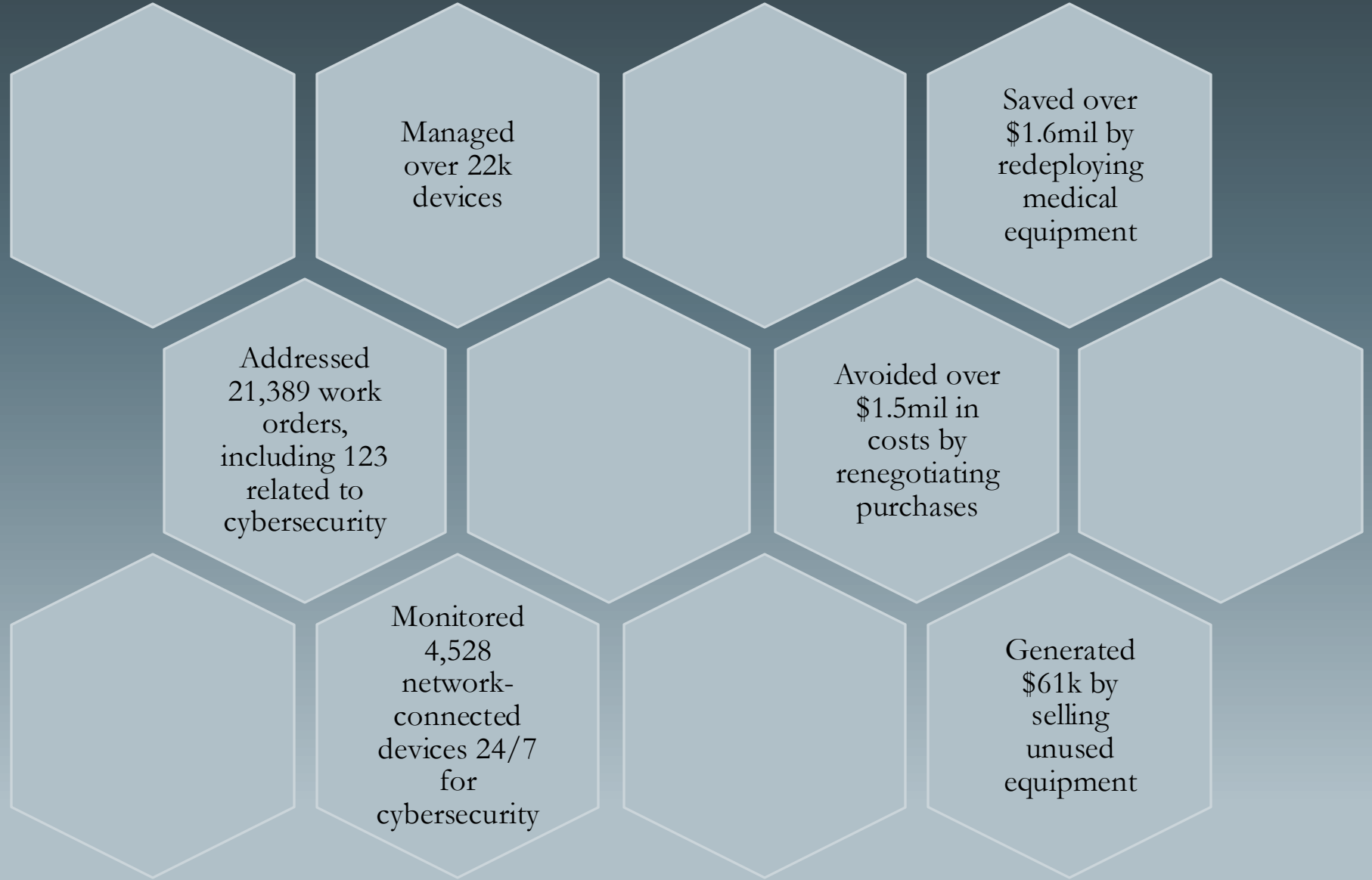
Multiple joint ventures & partnerships

ProHealth Care is a community-based, non-profit healthcare system serving Waukesha County, WI and surrounding areas

The Team



A Few Stats...



What & Why?



What is a replacement plan?

- Schedule showing when equipment should be replaced
- Tool to help facilitate/support conversation
- Means to help support organizational goals/initiatives



Why doesn't everyone have them?

- Reactive mindset
- They take time and effort
- Lack of understanding



Replacement plan benefits

- Help drive standardization
- Cost Avoidance
- Plants seen with senior leadership
- Improves odds of capital getting approved
- Relationship builder

Evolution

The Beginning

- Single imaging plan
- Minimal strategy around what to replace and when
- Limited engagement with stakeholders

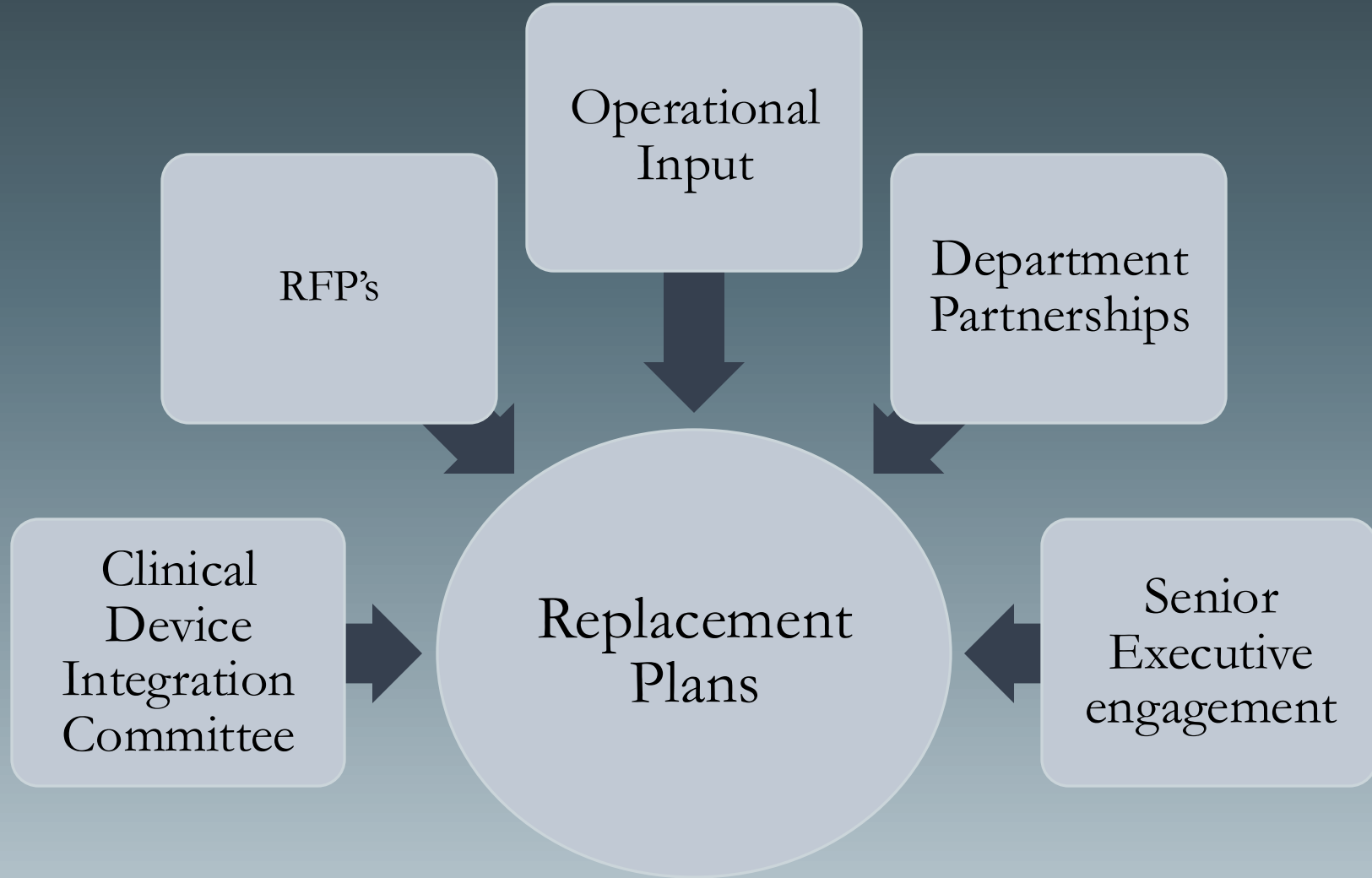
Current State

- Process changes
- Committees
 - Clinical Device Integration
- Partnerships
 - IT
 - Construction Services
 - Finance
 - Senior Executives
- Proof of concept

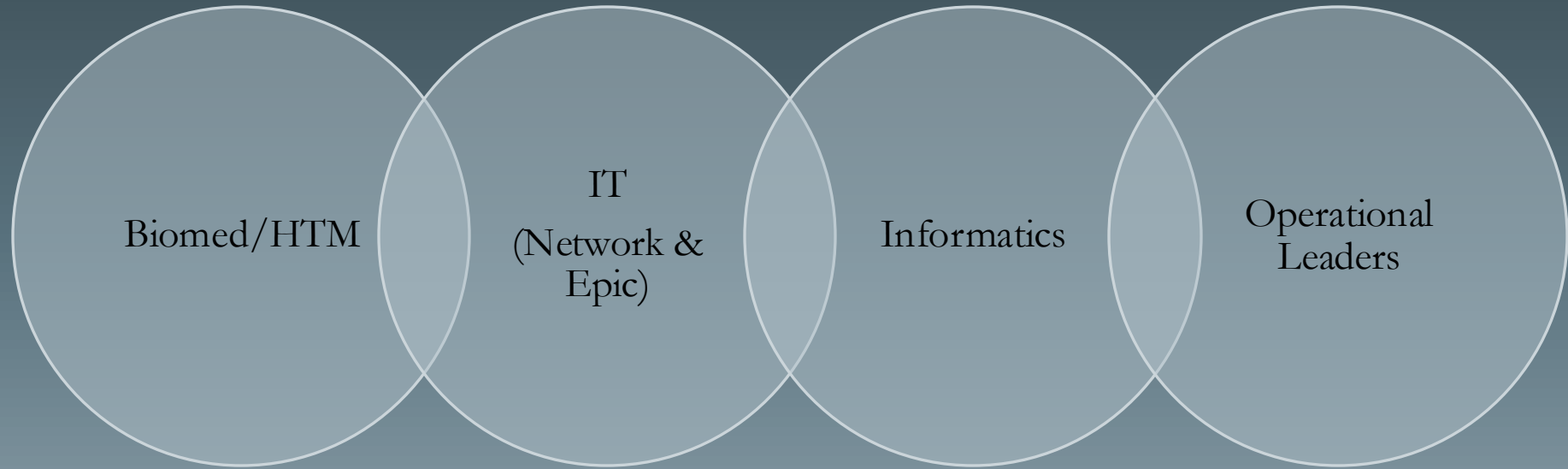
Future State

- Expand and mature our replacement plans
- Improve oversight with partners
- Continue collaborations with various vendors

Development



Device Integ.



Objectives

- Develop, monitor and maintain the strategy and infrastructure for clinical device integration
- Evaluate device integration offerings and associated infrastructure
- Recommend fleet replacements in support of EHR Integration offerings
- Provide advice and oversight for any requested device integration enhancements/issues or deferred/future functionality

RFP'S

Key Issues/Barriers

- Lack of requirements from clinical areas
- Lack of consistent RFP process
- Key stakeholders not always identified or included

What we needed

- A comprehensive RFP document ensuring all necessary data is being gathered
- Centralized management of the process
- A mechanism to track and summarize vendor responses

Why are they important to do?

- Process to help ensure the best clinical and financial decisions were being made for the organization

Operational Input

Biomed/HTM

- Serviceability of equipment
- Total repair costs
- Cybersecurity risks/concerns
- Standardization

Operational

- Downtime
- Technology
- Standardization

Dept. Partnerships

- Review replacement plan for upcoming year
- Understand if any room refresh needs to occur
- Investigate infrastructure and call out any concerns
- Provide budget for construction



Construction Services

Purchasing

- Standardization adherence
- Assists with negotiations
- Determine supply/disposable or contract/agreement impact
- Signs necessary documentation like quotes, agreements, etc.

Sr. Exec. Review

Type	Project ID	CapReq	Title	Vendor	Requested Capital Amount	VP	Priority	Equipment Summary	Release of Funds Timing	Comments
Fleet	240261100.001 240265020.001	CAPREQ9	FY24 Fleet Replacement Plan - EKG	GE	\$ 163,665.00	Alan Johnson	Medium	Replacements slated for FY23, but closed. Resubmitting for FY24. Qty. 9 MAC 5500 units for Cardiovascular with average age of 8.5 years. Some units less than 8.5 years old will be redeployed to other locations to replace units that are older	Q1	Vendor is GE so would want to negotiate all GE spend to receive best discounting possible. Negotiations to take place in Nov/Dec with PO being out by 12/31/23 (GE's end of fiscal year). We could stagger delivery to spread out payment (80% delivery/20% install)
Fleet	240276020.001	CAPREQ10	FY24 Fleet Replacement Plan - Endoscopy	Stryker	\$ 1,264,252.00	Alan Johnson	Medium	Updates current 1488 platform to the 1688 platform. Current platform, video platform, scopes are end of life and integration does not support 4K.	Q1	discounting possible. Originally had for Q2, but changed to Q1 to support larger Stryker deal.
Fleet	240466000.001 240276000.003	CAPREQ10	FY24 Imaging Replacement Plan - Mini C Arm	GE	\$ 170,000.00	Alan Johnson	Medium/Low	Replacing 1 mini at OMH Surgery that is 7.5 y/o and 1 unit at WMH Surgery that is 15.4 y/o; both are not our standard C-Arm mini	Q1	Vendor is GE so would want to negotiate all GE spend to receive best discounting possible. Negotiations to take place in Nov/Dec with PO being out by 12/31/23 (GE's end of fiscal year). We could stagger delivery to spread out payment (80% delivery/20% install)
Fleet	240265120.136.001 240265100.135.001 240276200.001 240473500.001	CAPREQ11	FY24 Imaging Replacement Plan - Ultrasound	GE	\$ 780,000.00	Alan Johnson	Medium	Replacing 5 units (DMH - 3, WMH - 2) with an average age of 8.7 y/o; DMH Surgery, IR, OB/GYN, WMH LDRP & Anesthesia/Surgery	Q1	Vendor is GE so would want to negotiate all GE spend to receive best discounting possible. Negotiations to take place in Nov/Dec with PO being out by 12/31/23 (GE's end of fiscal year). We could stagger delivery to spread out payment (80% delivery/20% install)
Fleet	240472101.001 240267001.001	CAPREQ11	FY24 Imaging Replacement Plan - Ultrasound CV	GE	\$ 350,000.00	Alan Johnson	Low	Replacing 2 units for WMH IR with an average age of 10.5 y/o		Vendor is GE so would want to negotiate all GE spend to receive best discounting possible. Negotiations to take place in Nov/Dec with PO being out by 12/31/23 (GE's end of fiscal year). We could stagger delivery to spread out payment (80% delivery/20% install)
Fleet	Multiple ID's; see detail tab	CAPREQ8	FY24 Cardiac Patient Monitoring	GE	\$ 1,704,300.00	Mimi Pfitzinger	High	Continuation of our 7 year patient monitoring program. Replacement of old warmers/isolettes for FY24 will allow us to continue with our current program. Slated for FY25/FY26.		receive best discounting possible. Negotiations to take place in Nov/Dec with PO being out by 12/31/23 (GE's end of fiscal year). We could stagger delivery to spread out payment (80% delivery/20% install)
Fleet	240274100.001	CAPREQ9	FY24 Fleet Replacement Plan - Infant Warmers	GE	\$ 320,584.00	Mimi Pfitzinger	Medium	Replacement of old warmers/isolettes for FY24. Resubmitting for FY24.		receive best discounting possible. Negotiations to take place in Nov/Dec with PO being out by 12/31/23 (GE's end of fiscal year). We could stagger delivery to spread out payment (80% delivery/20% install)

Anticipated Funding Release Amount	Q1	Q2	Q3	Q4
Fleet	\$ 6,154,301.00	\$ 1,130,000.00	\$ 436,250.00	\$ -
Biomed	\$ 33,000.00	\$ 3,500.00	\$ 37,624.00	\$ -
Total Quarterly Spend	\$ 6,187,301.00	\$ 1,133,500.00	\$ 473,874.00	\$ -

Plan Execution

Centralized capital request process

- Improved chances of capital getting approved
- Ability to enforce standardization
- Leverage discounting for great cost savings/avoidance

Engaging Finance

- Review capital/operational breakdown of spend
- Shepherd release of funds request through process with Senior Executives

Project Management

- Design and planning with Construction Services
- Vendor engagement
- Managing both external and internal stakeholders and their expectations
- Equipment Planner engagement
- Equipment disposition for sale of equipment, if applicable

Financial Breakdown

Modality	Product	Multi Modality Price w/ Selected Options	Capital Cost Portion	Operational Cost Portion (Training)	Trade-In Amounts	Capital ID Amount Needed	FY24 Budgeted Amounts	Department	Asset # Impacted	Upgrade/Trade/Sell	Capital ID	Release of Funds Requested	Lead Times
Training	CT Apps and Tech Training	\$5,600.00	\$0.00	\$5,600.00	\$0.00	\$0.00		DNG CT	N/A	N/A	Operational	12/7/2023	
Surgery	Elite miniView	\$65,609.50	\$64,117.75	\$1,491.75	\$0.00	\$64,117.75	\$170,000.00	OMH Surgery	00993201	Sell	240466000.001	12/7/2023	6-8 weeks
Surgery	Elite miniView	\$65,609.50	\$64,117.75	\$1,491.75	\$0.00	\$64,117.75		WMH Surgery	00040907	Sell	240276000.003	12/7/2023	6-8 weeks
PCS MIC	7 Panda iRes Warmers (L&D) & 3 Giraffe OmniBed Carestations (NICU)	\$274,377.01	\$274,377.01	\$0.00	\$0.00	\$274,377.01	\$320,584.00	WMH LDRP & NICU	00043871 00043873 00041938 00043872 00041937 00043870 00041936 00042726 00042725 00042727	Sell?	240274100.001	12/7/2023	Warmers 8-10 Weeks Carestation 5-6 Months
PCS DCAR	4 MACVU360 with trolleys	\$68,956.25	\$68,956.25	\$0.00	\$2,000.00	\$70,956.25		Multiple	00060975 00062991 00068811 00600216	Trade	240261100.001	12/7/2023	
PCS DCAR	4 MACVU360 with trolleys for WMH & 1 MACVU360 with trolley for Mukwonago	\$86,195.32	\$86,195.32	\$0.00	\$2,500.00	\$88,695.32	\$163,665.00	Multiple	00065731 00060977 00992098 00063789 00060978	Trade	240265020.001	12/7/2023	
PCS PM	31 B450 Upgrade (reuse PDM, Mounting)	\$173,531.66	\$173,531.66	\$0.00	\$62,000.00	\$235,531.66		WMH HCU	Multiple	Trade	240272300.001	12/7/2023	6-8 weeks

What's Next?

Continue
expanding
our plans

Improve
oversight
with our
partners

Continue
working
with
developers

Lessons Learned



Change is difficult

Life happens

Timing is important

Questions

