



I've Got a Plan, Now What? How to Go From Planning to Executing Your Replacement Plans

# About Us

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



4 hospitals



15 clinics



Multiple joint ventures  
& partnerships

# The Team

**Director**

**Biomed Manager**

**Biomed Supervisor**

Biomed Techs (2)

Sr. Biomed Techs (5)

Operations Specialist

Procurement  
Specialist

Imaging Tech Assoc.  
(2)

Imaging Tech

Sr. Imaging Techs (5)

Security DBA

Sr. Integration Analysts (2)

HTM Program Manager

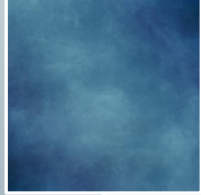
Project Manager

Project Coordinator

Biomed DBA

Equip. Lifecycle Planner

# Replacement Plans



What is a replacement plan?

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



Why doesn't everyone have them?

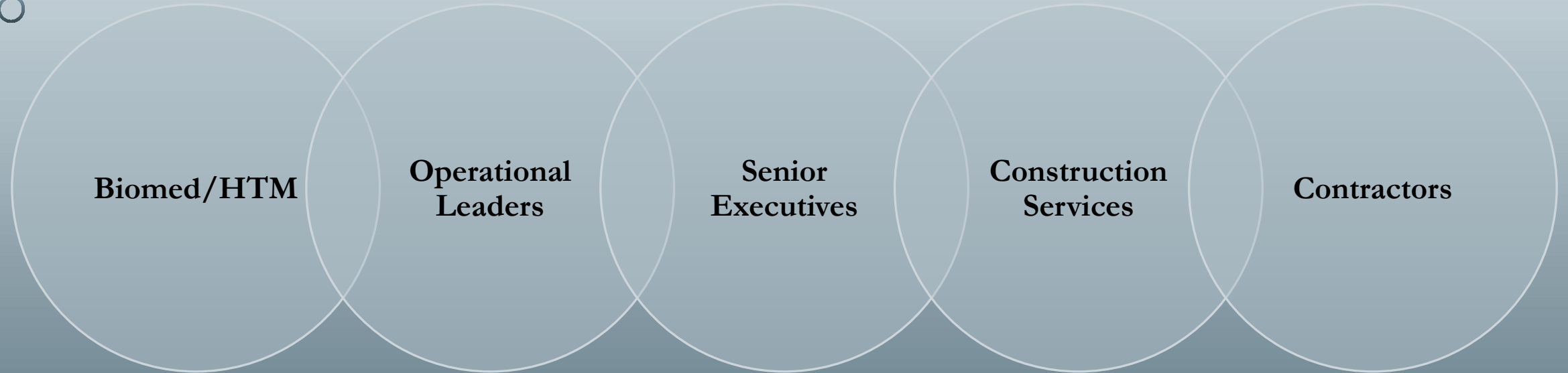
- Reactive mindset
- They take time and effort
- Lack of understanding



Replacement plan benefits

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

# Plan Stakeholder Engagement



**Biomed/HTM**

**Operational  
Leaders**

**Senior  
Executives**

**Construction  
Services**

**Contractors**

## **Biomed/HTM**

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

## **Ops. Leadership**

- Downtime
- Technology
- Standardization

## **Senior Executives**

- Cost
- Insight into company priorities
- Approval to proceed with plan

## **Construction Svcs.**

- Project scope & design
- Infrastructure impact
- Budget analysis

## **Contractors**

- Project scope & design
- Infrastructure impact
- Cost estimates
- Vendor equip. analysis

# Replacement Plan

Modality	2026			2027			2028			2029			2030		
	Replace	Other	Total	Replace	Other	Total	Replace	Other	Total	Replace	Other	Total	Replace	Other	Total
BMD	-	-	-	\$ 128K	-	\$ 128K	-	-	-	-	-	-	\$ 64K	-	\$ 64K
C-Arm	-	-	-	-	-	-	\$ 618K	-	\$ 618K	\$ 1,648K	-	\$ 1,648K	-	-	-
C-Arm - Mini	-	-	-	-	-	-	-	-	-	-	-	-	\$ 85K	-	\$ 85K
Cath	-	-	-	-	-	-	-	-	-	\$ 1,310K	-	\$ 1,310K	-	-	-
CT	\$ 1,840K	-	\$ 1,840K	\$ 1,840K	-	\$ 1,840K	\$ 3,470K	-	\$ 3,470K	-	-	-	\$ 1,840K	-	\$ 1,840K
IR	-	-	-	\$ 1,500K	-	\$ 1,500K	-	-	-	-	-	-	-	-	-
Lin Acc	-	-	-	-	-	-	\$ 4,200K	-	\$ 4,200K	-	-	-	\$ 4,200K	-	\$ 4,200K
Mammo	\$ 585K	-	\$ 585K	\$ 585K	-	\$ 585K	-	-	-	\$ 1,755K	-	\$ 1,755K	\$ 1,170K	-	\$ 1,170K
Mammo-Bio	-	-	-	-	-	-	-	-	-	\$ 62K	-	\$ 62K	\$ 186K	-	\$ 186K
MR	-	-	-	\$ 2,052K	-	\$ 2,052K	\$ 2,052K	-	\$ 2,052K	\$ 2,052K	-	\$ 2,052K	-	-	-
NM	-	-	-	\$ 2,844K	-	\$ 2,844K	\$ 948K	-	\$ 948K	-	-	-	-	-	-
O-Arm	-	-	-	-	-	-	-	-	-	-	-	-	\$ 450K	-	\$ 450K
PET	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
R&F	-	-	-	\$ 565K	-	\$ 565K	-	-	-	-	-	-	-	-	-
Robotics	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
U/S	\$ 210K	-	\$ 210K	\$ 910K	-	\$ 910K	\$ 130K	-	\$ 130K	\$ 1,040K	-	\$ 1,040K	\$ 910K	-	\$ 910K
U/S - CV	-	-	-	\$ 175K	-	\$ 175K	\$ 1,575K	-	\$ 1,575K	\$ 1,400K	-	\$ 1,400K	\$ 525K	-	\$ 525K
U/S - Int	-	-	-	\$ 280K	-	\$ 280K	-	-	-	-	-	-	\$ 560K	-	\$ 560K
XR	\$ 1,300K	-	\$ 1,300K	\$ 975K	-	\$ 975K	\$ 975K	-	\$ 975K	\$ 650K	-	\$ 650K	\$ 650K	-	\$ 650K
XR-Dental	-	-	-	-	-	-	\$ 225K	-	\$ 225K	\$ 225K	-	\$ 225K	-	-	-
XR-Mobile	\$ 165K	-	\$ 165K	\$ 162K	-	\$ 162K	-	-	-	-	-	-	-	-	-
XR-Spec	-	-	-	-	-	-	-	-	-	\$ 100K	-	\$ 100K	-	-	-
<b>Total</b>	<b>\$ 4,100K</b>	<b>-</b>	<b>\$ 4,100K</b>	<b>\$ 12,016K</b>	<b>-</b>	<b>\$ 12,016K</b>	<b>\$ 14,193K</b>	<b>-</b>	<b>\$ 14,193K</b>	<b>\$ 10,242K</b>	<b>-</b>	<b>\$ 10,242K</b>	<b>\$ 10,640K</b>	<b>-</b>	<b>\$ 10,640K</b>

**FY26:**

- 1) CT: Replacement of 2 CT units; OMH CT which is 14.4 y/o and PWK CT (Rad Onc) which is 16.3 y/o.
- 2) Mammo: Replacement of 1 unit at Mukwonago which is 10.1 y/o.
- 3) U/S: Replacement of 3 ultrasounds at clinics; Barstow which is 11.3 y/o, Watertown which is 9.5 y/o and PWK which is 9.5 y/o. This will continue our standardization with GE for ultrasound.
- 4) X-Ray: Replacement of 4 X-ray systems; OMH Rad Rm. 3 which is 15.4 y/o, MFMA which is 16.3 y/o, WMH ED Rm. 1 which is 20.6 y/o and Brookfield which is 20 y/o.
- 5) X-Ray Mobile: Replacement of 1 unit at WMH which is 13.5 y/o. This will continue our standardization with GE for mobile x-ray.

**Additional FY26 Comments:**

- 1) WMH OR15, WMH R&F and WMH Rad Rm. 3 X-Ray replacements were originally slated for replacement in FY26, but have been moved into the IPS project.
- 2) PWK Linac replacement was slated for replacement in FY26, but due to price and bundle approach by Varian the request will move to an operational request, therefore removed from my FY26 list.

# From Plan to Execution

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Replacement  
Plan  
Development

Transition to  
Project Team

Project  
Execution

# Project Landscape

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6 Active  
Projects

Project  
Timelines  
Range from a  
Few Months  
to 3+ Years

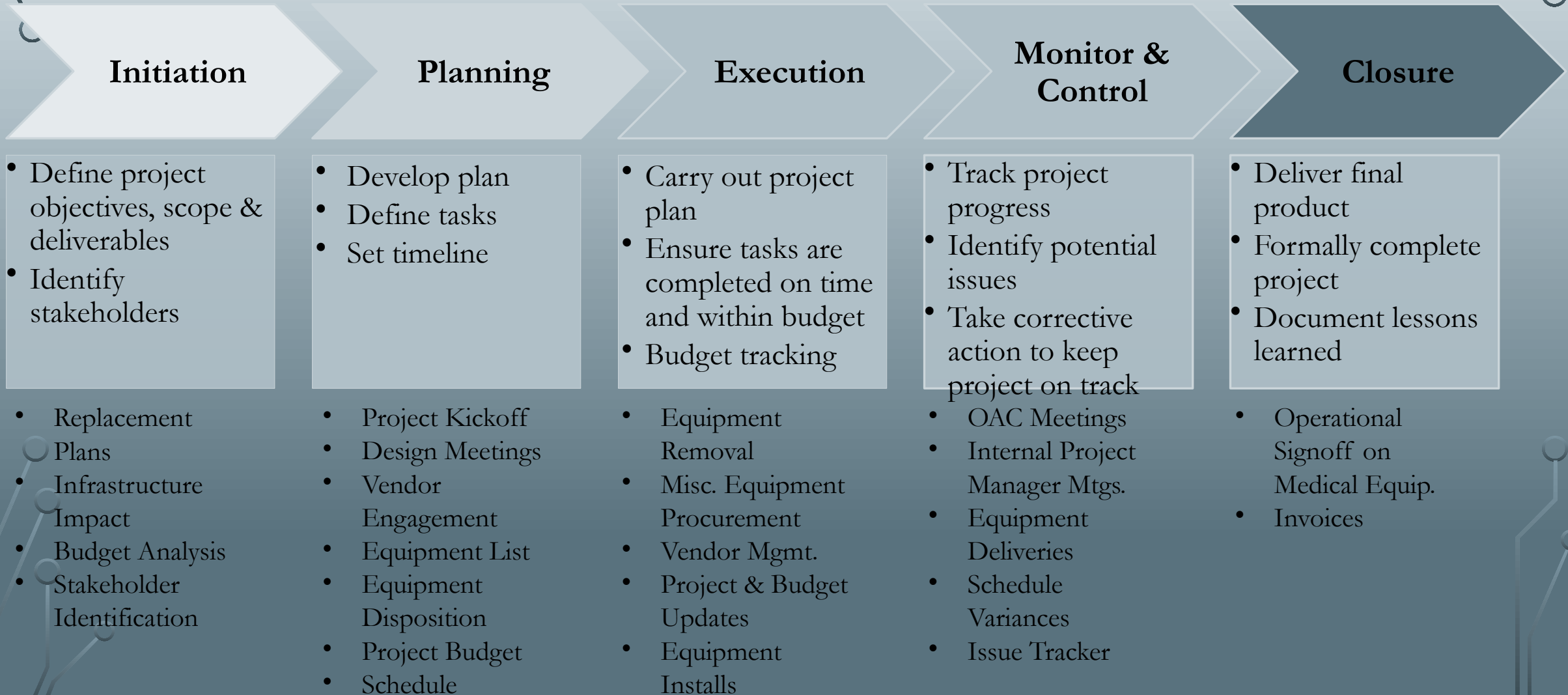
Procuring  
Equip. from  
30+ vendors

4 Parked  
Projects

Collaborating  
with 10+  
External  
Stakeholders

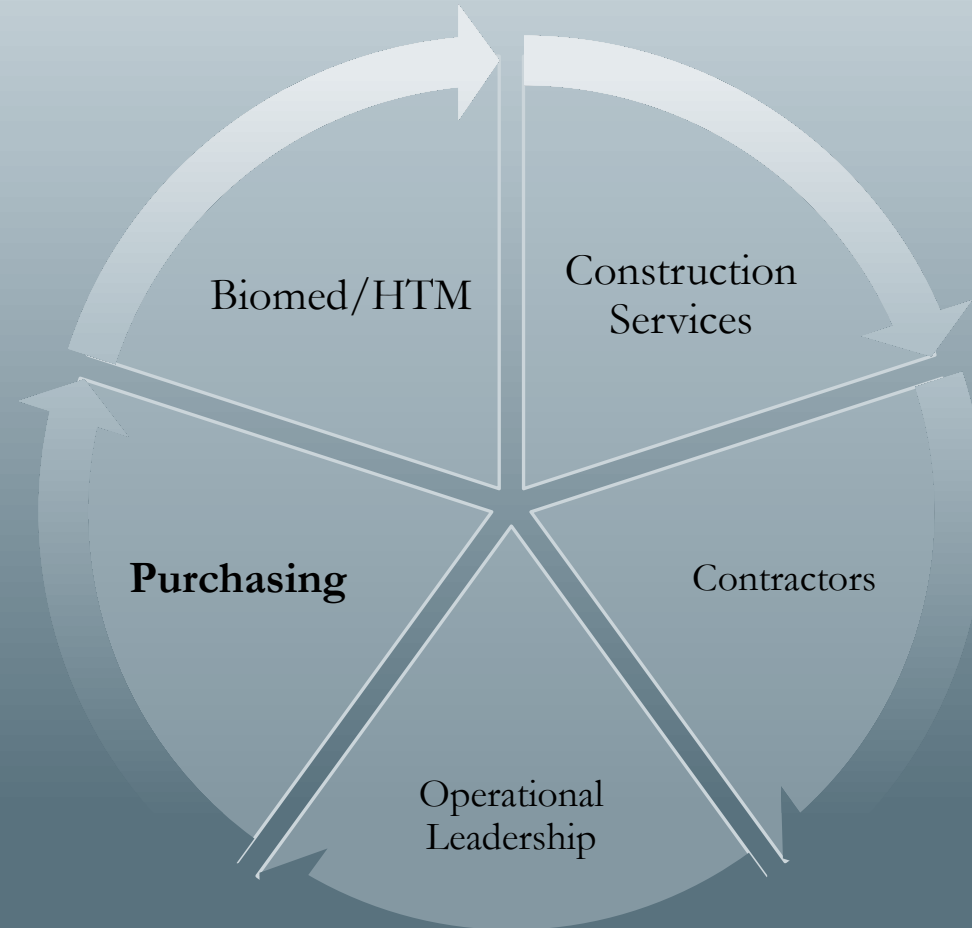
4 Approved  
Projects Next  
Fiscal Year

# Project Management Process



# Project Stakeholders

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



# Project Tools

Project  
Mtgs.

Project  
Calendar

Issue  
Tracker

Equipment Planning  
Software

OneNote

Work Breakdown Structure (WBS)

# Project Tool - Work Breakdown

Project Name				
Work Breakdown Structure (WBS)				
ID	Task Name	Assigned To	% Complete	Notes
<b>1.0</b>	<b>Design</b>			
1.1	Design Meetings	CPM/EUA/Operations	0%	
1.2	Final Construction Schedule	CPM/Contractor	0%	
<b>2.0</b>	<b>Planning</b>			
<b>2.1</b>	<b>Preliminary Site Specifics</b>			
<b>2.1.1</b>	<b>CT - Siemens</b>			
2.1.1.1	Request vendor to create/provide prelim site specific drawing	PM/Siemens/Corry R./EUA	0%	Need Initial CAD file from EUA
2.1.1.2	Received prelim site specific drawing	PM/Siemens	0%	
2.1.1.3	Request operational leader sign off of prelim drawing	PM/Siemens/Corry R.	0%	
2.1.1.4	Send prelim drawing to EUA/CPM	PM/Siemens/EUA/CPM	0%	
<b>2.1.2</b>	<b>R&amp;F - GE</b>			
2.1.2.1	Request vendor to create/provide prelim site specific drawing	PM/GE/Erik S./EUA/CPM	0%	Need Initial CAD file from EUA
2.1.2.2	Received prelim site specific drawing	PM/GE	0%	
2.1.2.3	Request operational leader sign off of prelim drawing	PM/GE/Erik S.	0%	
2.1.2.4	Send prelim drawing to EUA/CPM	PM/GE/EUA/CPM	0%	
<b>2.1.3</b>	<b>X-Ray - Canon</b>			
2.1.3.1	Request vendor to create/provide prelim site specific drawing	PM/Canon/Erik S./EUA/CPM	0%	Need Initial CAD file from EUA
2.1.3.2	Received prelim site specific drawing	PM/Canon	0%	
2.1.3.3	Request operational leader sign off of prelim drawing	PM	0%	Canon does not require signoff, but Biomed does
2.1.3.4	Send prelim drawing to EUA/CPM	PM/Canon/EUA/CPM	0%	

# Project Tool - Work Breakdown

<b>2.4</b>	<b>Equipment List</b>			
<b>2.4.1</b>	<b>Prelim Equipment List</b>			
2.4.1.1	Create initial equipment list in 4Tower	PM		Create from Project Template or previous similar project
2.4.1.2	Schedule preliminary equipment list meetings w/operations	PM	0%	Mtg. to include operational leadership, CPM & EUA
2.4.1.3	Update 4Tower based on equipment meeting decisions	PM		
2.4.1.4	Export preliminary list w/ specs & datasheets and send to EUA/CPM	PM	0%	
2.4.1.5	Send preliminary equipment budget sent to CPM	PM	0%	
<b>2.4.2</b>	<b>Final Equipment List</b>			
2.4.2.1	Schedule final equipment meeting with operations; include CPM & EUA	PM	0%	
2.4.2.1	Update 4Tower based on equipment meeting decisions	PM	0%	
2.4.2.2	Send final equipment list to operational leaders for sign off	PM	0%	Make sure to note in the email that any future equipment requests, post sign off, will need to be reviewed and approved by the CPM/PM
2.4.2.3	Export final list w/ specs & datasheets and send to EUA/CPM	PM	0%	
2.4.2.4	Send final equipment budget to CPM	PM/CPM	0%	
2.4.2.5	Generate budget report for tracking	PM	0%	
<b>2.4.3</b>	<b>Equipment/Item Storage Plan</b>			
2.4.3.1	Review equipment list to understand storage needs	PC/CPC	0%	
2.4.3.2	Determine storage location for items to be stored onsite at PHC	PC	0%	
2.4.3.3	Select storage vendor for items needing to be stored offsite	PC/CPC	0%	
2.4.3.4	Provide storage vendor list of equipment needing to be stored	PC/CPC	0%	
2.4.3.5	Obtain quote from storage vendor	CPC	0%	
2.4.3.6	Issue PO to storage vendor	CPC	0%	

# Project Tool – Project Calendar

February 2026

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
			PWK Linac (Rm. 1030) Construction			
			WMH IPS - IR3 & Minor Procedure 113			
8	9	10	11	12	13	14
			PWK Linac (Rm. 1030) Construction			
			WMH IPS - SPD phase 1 start			
15	16	17	18	19	20	21
			PWK Linac (Rm. 1030) Construction			
			WMH IPS - IR3 Siemens De-install (Artis Zee Ceiling)		Barstow - Phase 1 Start (9 exam rooms go down)	
22	23	24	25	26	27	28
			PWK Linac (Rm. 1030) Construction			



# What's Next?

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Refine  
Process

Track  
Lessons  
Learned

Create  
Project  
Dashboard

# Questions

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