

Elevating Imaging Excellence

February 21, 2026



ICE IMAGING
CONFERENCE
& EXPO
SAN ANTONIO
Texas



IAE Expo 2026 HFM Strategy for Performance



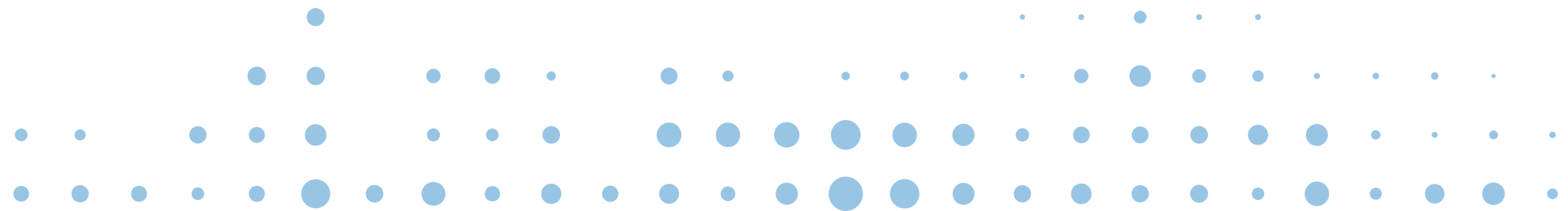
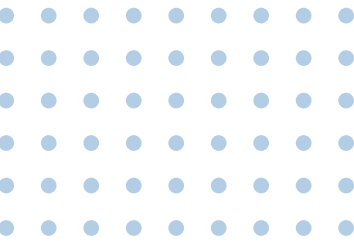
Francis Vonder Haar

VP & GM Imaging
PartsSource, Inc



Jay Olson

Director of Biomedical Services
Marshfield Clinic



Background



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Director of Biomedical Services
Marshfield Clinic

Growth of Marshfield Clinic

- 5600 pcs – 39000 pcs

Strategic leadership of enterprise



Learning objectives

- Share proactive HTM strategies to improve imaging uptime and operational performance
- Use AI-enabled techniques to predict/prevent failures and accelerate troubleshooting
- Optimize Readiness through a balance of OEM, in-house, and third-party models
- Build and retain HTM talent with practical workforce strategies
- Provide a framework to evaluate financial + clinical trade-offs (reactive vs proactive)
- Apply a real-world health system case study (Marshfield Clinic) to quantify value

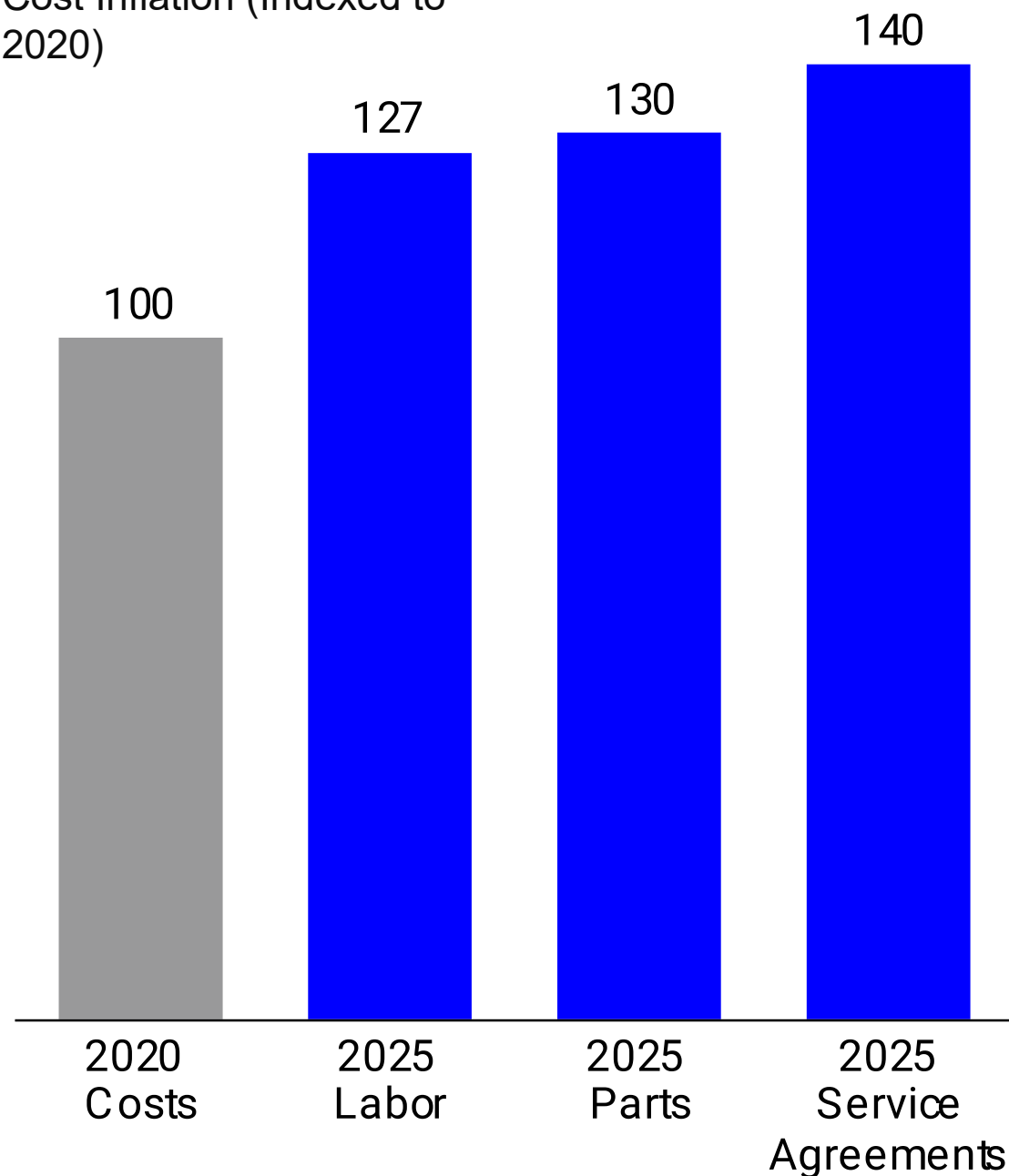
“Healthcare Technology Management (HTM) professionals are realizing they must move beyond ‘break-fix’ models for managing equipment and focus on the diagnosis and understanding asset health.”

– Phil Settimi, MSE, MD
President and Chief Executive Officer
PartsSource

Key Trends

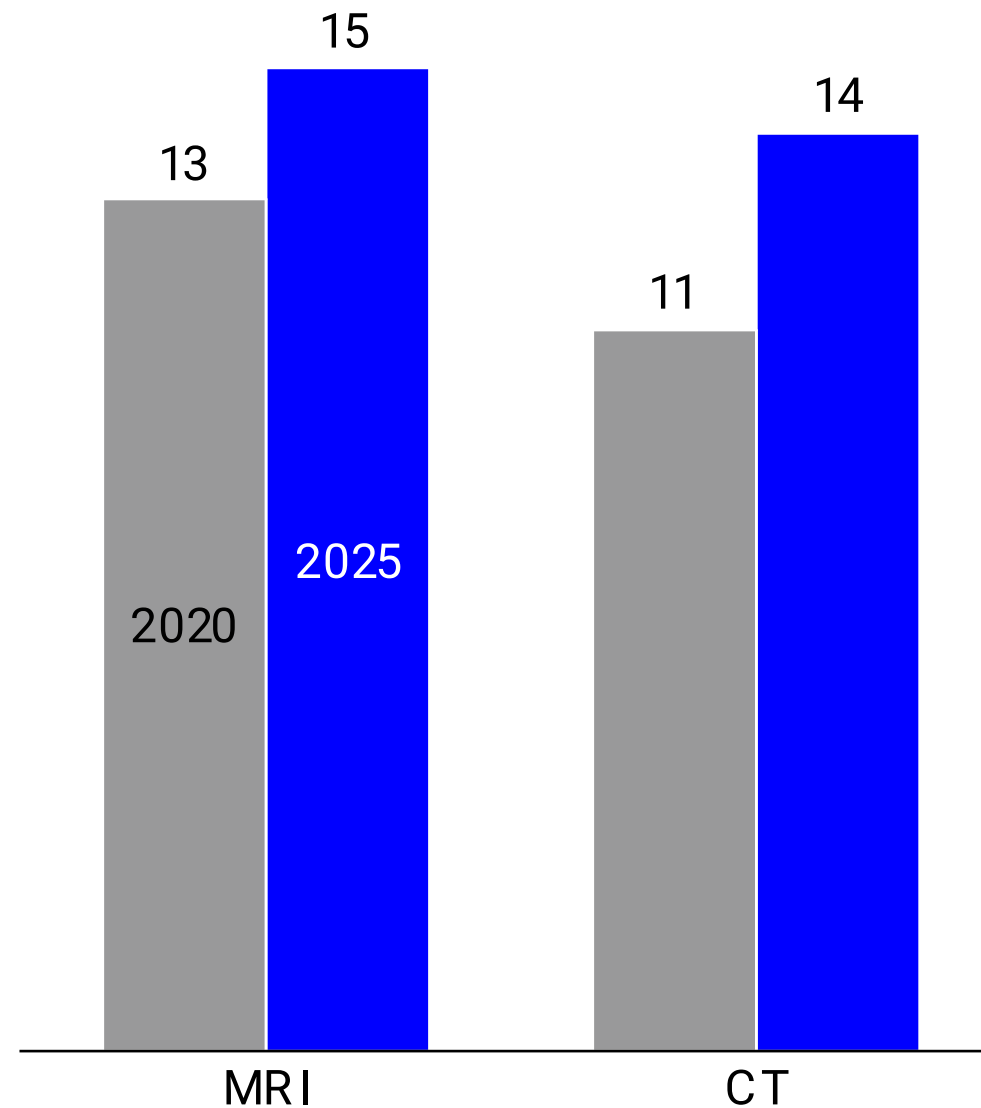
Inflationary Environment

Cost Inflation (Indexed to 2020)



Extended Asset Lives

Avg Age (Years) Equipment Replacement



More Complex Footprint

Over the next 5 year (projections)



Increase in Ambulatory facilities

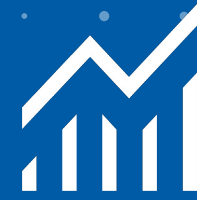


Decrease in U.S. Hospitals



Hospitals and Health Systems are Facing Unprecedented Challenges

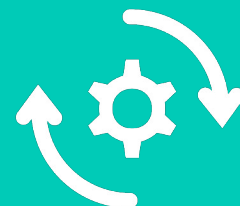
Escalating costs, labor shortages, and operational complexity are creating unprecedented pressure to cut expenses without compromising care



**7-10% Price Hikes
Expected from
Tariffs**



**Labor Shortages
Ahead: 18% Growth in
Repair Demand by
2033**



**>\$100K/Month in
Downtime Costs**

**Yet only 6% of
organizations have
predictive
maintenance
capabilities**



**470% Price Variance
Across 146+ Service
Contracts**

Why proactive now?

- HTM leaders lack robust data analytics and predictive insights needed to prevent costly service interruptions
 - Track and include tube usage on PM reports
- Only 6% report effective systems to predict maintenance needs
- Real-time analytics can reduce costs by 25%
- Accurate service histories are critical

Key Findings:

Data Gaps are Limiting HTM Leaders from Reaching Potential

While HTM leaders understand equipment downtime directly erodes revenue, disrupts care, and strains staff, most lack the robust data analytics and predictive insights needed to prevent it. Fragmented data, limited visibility, and insufficient predictive capabilities keep many organizations locked in a reactive “break-fix” cycle. Emerging solutions – such as integrated telemetry, advanced analytics, and asset health records, are demonstrating strong potential to improve uptime, optimize resource allocation, and extended asset life, but adoption remains limited.

- Accurate service histories can help avoid costly, unnecessary equipment upgrades.
- According to one Glassbeam study, facilities can double or triple scan capacity, driving revenue gains with real-time scheduling data.
- Integrated telemetry and workflow automation enable proactive uptime management, improving asset availability, and patient satisfaction.

Learn more in **Improving Asset Availability** (pg 19)



Supporting Data and Insights:

- Only 6% report effective systems to predict maintenance needs to enable proactive work to reduce downtime.
- Missed procedures from downtime can cost health systems more than \$100,000 per month.
- Real-time analytics can reduce repair costs by 25%+ by shifting service to non-clinical hours.

**Read the Full Report
Scan the QR Code**



Reactive vs proactive: what changes in practice



Reactive – Break Fix

- Work starts after failure
- High downtime + schedule disruption
- Expedites/loaners drive cost
- Knowledge trapped with a few experts
- Vendor availability becomes your constraint



Proactive – Planned Readiness

- Anticipate failure modes; build playbooks
- Right parts staged; faster restoration
- Rules for repair vs exchange; fewer surprises
- AI tools + training raise the floor for newer techs
- Plan A/B/C reduces dependency risk

How we'll cover this

Four levers of proactive Imaging excellence



We'll use stories + quantified numbers from Marshfield Clinic to make it actionable

Case study: Marshfield Clinic

Rural, multi site challenges



Rural Footprint

HTM covers large geography

Uptime is mission critical



Staffing Strategy

Training reinvestment

Flexible schedules

Broad hiring profiles



Proactive Playbook

A/B/C service plan

Forward stock parts



Centralized Budget

Consolidated medical equipment repair budget

Parts readiness: forward-deploy smart locker

- Concept: securely place mission critical / high-impact parts near the point of care (e.g., CT tube)
- Governance: agreed stocking list, replenishment rules, chain-of-custody, and usage reporting
- Operational impact:
 - reduced part cost,
 - reduce time-to-repair,
 - avoid emergency freight,
 - protect patient throughput
- Start small: 10–20 SKUs that drive the majority of hard-down risk
- CT tube and Mammo parts successes



Service contract complexity & variance

- Providers manage average of 146 service contracts
- Pricing inconsistencies are often missed
- Case studies show 15% to 25% service cost reduction opportunities

Insights in Action:

- Streamline contracts to eliminate waste
- Create a data-driven transition plan
- Use evidence-based outcome data
- Evaluate contract strategy

Key Findings:

Complexity and Cost Challenges are Increasing for Healthcare Equipment Service

As healthcare technology management becomes more complex, service costs are rising due to fragmented vendor relationships, inconsistent service standards, and inefficient maintenance practices. Many organizations juggle multiple OEM contracts, unpredictable repair expenses, and escalating parts costs - challenges compounded by the need for specialized labor and rapid response times. To control costs and complexity, leading systems are moving toward integrated service models, standardized performance metrics, and technology-enabled maintenance strategies that improve efficiency and equipment uptime.

response metrics help prevent unexpected cost spikes.

- Usage- and risk-based PM scheduling minimizes downtime and focuses resources on high-priority assets.
- Integrating core systems to centralize asset data automates workflows and enhances visibility into performance and warranty coverage.
- Case study examples show a 15% to 25% service cost reduction in year one when multiple vendors are consolidated into a single comprehensive agreement, alongside improved uptime and response times.

Supporting Data and Insights:

- Providers currently manage an average of 146 service contracts, but some systems can exceed 200.
- With providers managing numerous contracts and vendors, pricing inconsistencies are often missed, with some full-service agreements for the same equipment model varying by up to 470%.

Learn more in **Eliminating Complexity & Cost** (pg 54)



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Real-World Example: When the Service Contract Removes "Plan B"

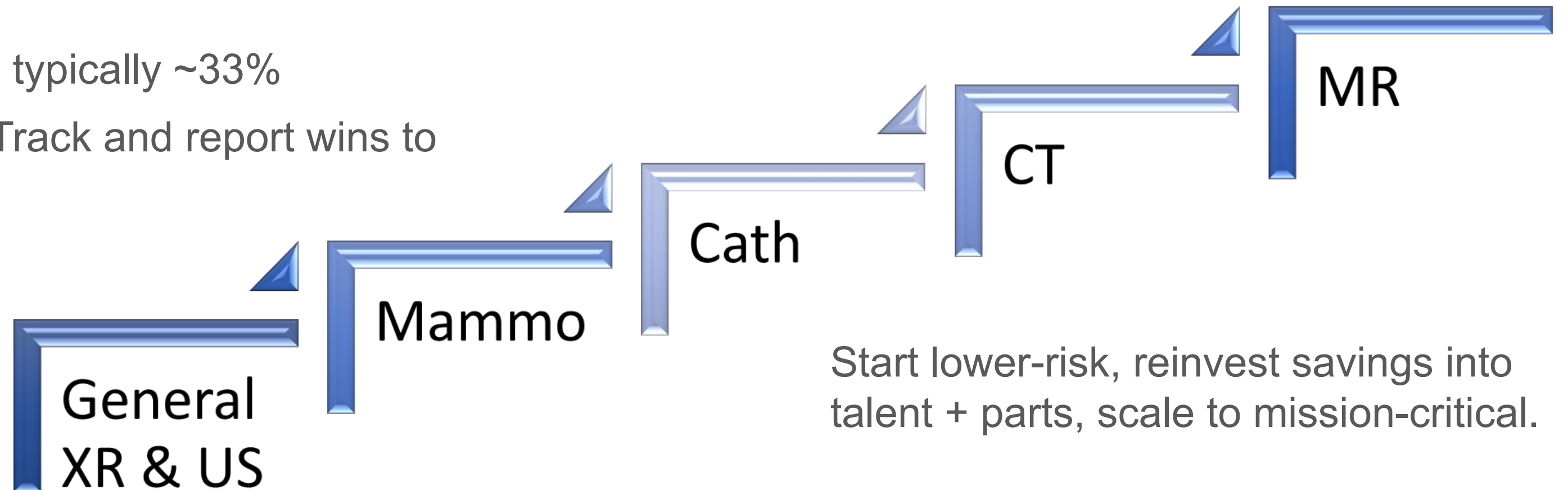
- Scenario: Certain contract terms give only one path to service – utilizing the OEM service engineer.
- Potential pitfall: extended downtime, even when internal team could have executed the repair
- Lesson: build contract transition plan A/B/C decisions upfront
 - A - what we self-perform
 - B - what stays under OEM
 - C - who's backup
- Metric to track: downtime cost + clinical capacity impact; use it to guide contract decisions
 - Partnership to centrally track results

“With a full-service contract, there was nothing I could do - even with a \$150,000 tube sitting in our warehouse.”

— Jay Olson

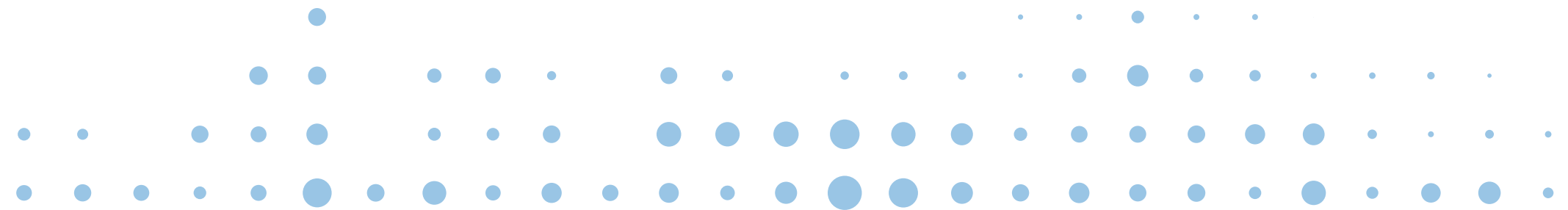
Marshfield Savings Strategy

- Mammo contract expired → shift strategy
 - Non-OEM coverage delivered \$250K/yr immediate savings
 - Built in-house capability over ~2 years
 - Used parts history to set risk-based spares (cost-effective coverage)
- Linear accelerator savings (Add quantifiable example)
- Contract savings typically ~33%
- Share the wins! Track and report wins to leadership



Balancing OEM, in-house, and third-party service

- Use OEM when tech is newest, parts access is restricted, or risk/complexity is too high today
- Use in-house for repeatable repairs on stable platforms, when the talent is in place
- Use third-party to fill coverage gaps or provide surge capacity
- Non-negotiable: protect OEM relationships, brand reputation and future sales still drive responsiveness
- Before dropping coverage: define backups (Plan B/C) and escalation paths



Workforce: recruit, retain, and specialize

- Recruitment: partner with the regional biomed schools; hire early and 'home-grow' talent
 - Workforce development strategies – participate in student development
 - Create long term career paths
- Broaden requirements: associate degrees/military equivalent in electronics/automation + structured OJT pathways
- Retention: flexible scheduling (e.g., 4-day weeks, staggered shifts) aligned to employee needs
- Development: skill assessments, invest in strong performers, clear imaging progression paths
- Manager practice: regular rounding with frontline techs; remove barriers quickly

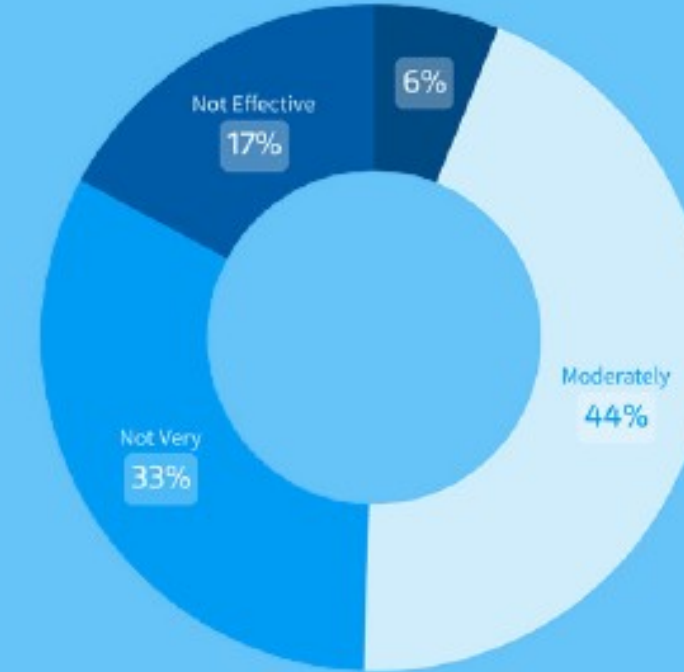
"Olson is committed to giving his staff a solid career path, so they are not tempted by another employer at a time when all healthcare organizations are looking for skilled technicians."

Top Challenges to Optimize Asset Utilization

What are the top challenges to improving mission critical asset utilization?

- 63% - Insufficient internal data
- 42% - Access to peer benchmarked data
- 32% - Multiple distinct data sources
- 21% - Untimely data
- 16% - Tools to perform critical KPI analysis
- 16% - Insufficient data points (sample size)

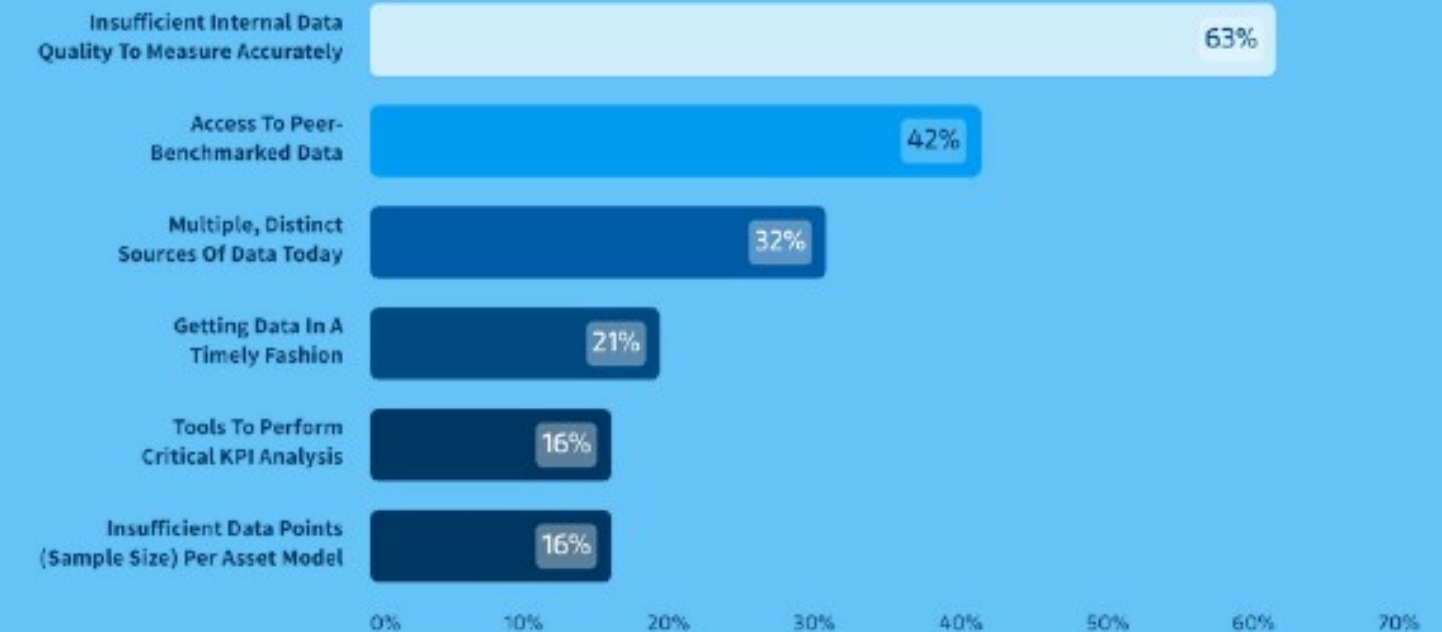
“Strengthening analytics platforms to deliver actionable insights in real time represents a clear opportunity...”



How effective are your current systems in predicting maintenance needs and enabling proactive work?

- Moderately Effective
some predictive features are in use
- Not Very Effective
largely reactive maintenance
- Not effective at all
- Very Effective
predictive capabilities are robust and drive proactive scheduling

What are the top challenges to measuring, monitoring, and analyzing critical asset KPIs?

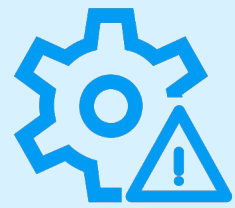


AI-enabled troubleshooting to scale expertise

- **Proactively reduce downtime** to protect patient access and revenue
- **Make analytics the backbone** of decisions (not anecdote)
- **Unify CMMS and workflow status** to improve staffing, cut delays, and lift patient satisfaction
- **Reinvest credits/refunds into training** to continuously strengthen in-house capability



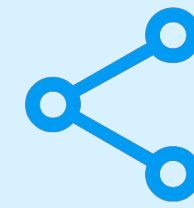
From Troubleshooting to Prediction



Hard-Down Alerts



Error-Code Trends



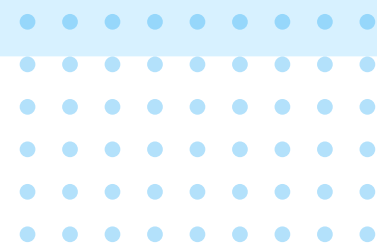
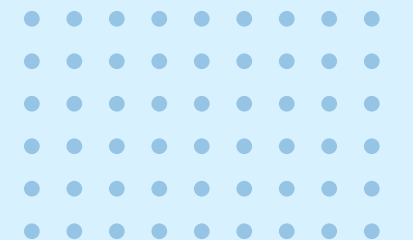
Utilization Outliers



PM Timing

- Predictive maintenance signals and utilization insights:
 - High value in rural settings
 - Do more with less, fewer trips,
 - Better prioritization, fewer surprises

- Key Importance:
 - Integrate insights into daily huddles
 - Service priorities, and service workflows, not a separate dashboard



180-Day Imaging Reliability Transformation

From Stabilization to Scalable Impact

0 – 60 Days

Stabilize & Design

- Baseline performance + quick wins
- Standardize playbooks (low-complexity first)
- Lock financial impact plan

Impact : Foundation for reliability + cost control

61 - 120

Operationalize & Measure
Days

- HTM First Call Ownership
- Build skill depth and redundancy
- Launch executive scorecard

Impact : Accountability + measurable performance

121 - 180

Prove & Scale
Days

- Forward-stock pilot (10–20 SKUs)
- Validate 12-month ROI
- Refine and scale model
- Continuous improvement

Impact : Demonstrated ROI + repeatable model

Q&A / Connect with us



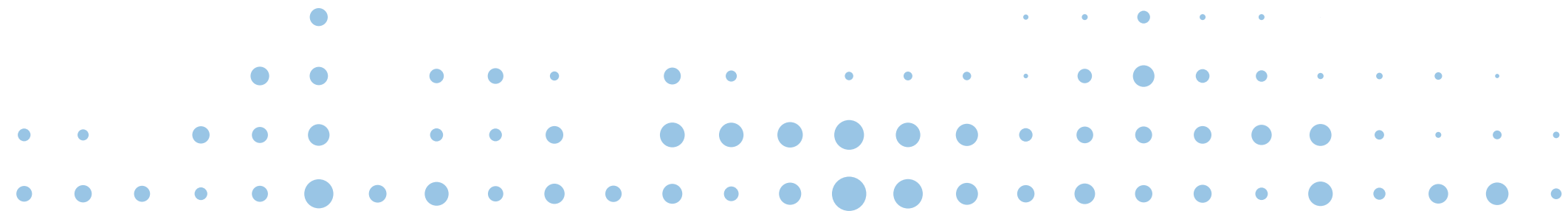
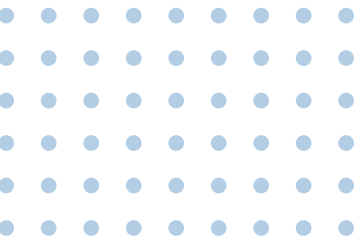
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Thank You

