

MedOne

LETTER FROM THE OWNER

SOUTHEAST SUCCESS

P3

BOARD OF DIRECTORS

WHO IS THE HERO OF YOUR STORY?

P27

YOU
DON'T
KNOW
WHAT
YOU
DON'T
KNOW

P31



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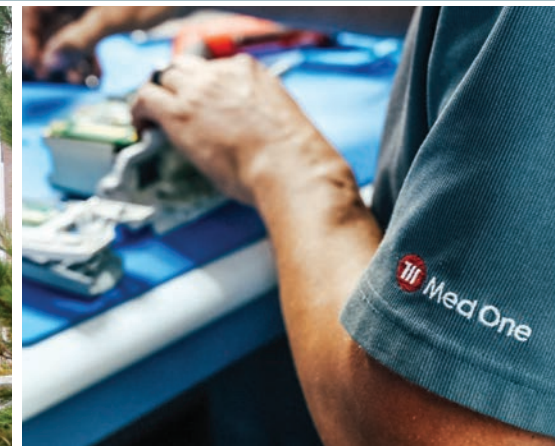
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Med One To One is a Med One Group publication consisting of editorials, a message from our owners and key stakeholders, testimonials, information regarding our solutions, employee spotlights, and more. Four quarterly issues are produced each year. Issues include the most recent and exciting news from Med One.

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LETTER FROM THE EDITOR



LOOKING BACK @ 2021

Another year has coming to an end, and as I sit and reflect over the course of the last 12 months, I am amazed at how crazy this past year was. At the end of 2020, I remember thinking, "I am glad this year is over and can't wait to get back to normal." Well, normal never did make it back - 2021 was just as crazy.

One of the things that really stands out to me is the dynamic effort of those in health care. In particular, our "front line defenders" - the nurses and doctors who have tirelessly worked as we navigate through the COVID-19 pandemic and the different variants. Every time it looked as though we might be getting ahead, there always seemed to be a setback. These individuals never got a break. For them, it has been 24/7 every day of the year. Working directly with the medical industry, I have seen the impact COVID has had on medical professionals. However, their commitment to providing the best care possible - despite all the challenges - has been amazing.

Another group that has been just as diligent in its commitment to providing the best possible care is the rental operations team at Med One. As you can imagine, the need for medical equipment has been extremely high during this pandemic. Our rental operations team - drivers, equipment cleaners, biomed technicians, and support staff have been working around the clock to make sure our health care providers have the equipment they need. This effort has been a great example of how a team should function, with everyone doing their job to the very best of their ability and then giving a little more.



Written By **Troy Tait**
SVP Customer Care

"IT HAS BEEN AMAZING TO WATCH INDIVIDUALS RISE TO THE CHALLENGE AND CONTINUE MOVING FORWARD."

2021 has been a great year. There have been many challenges and obstacles that have provided great learning opportunities. It has been amazing to watch individuals rise to the challenge and continue moving forward. I'm hopeful that many of the difficult things we have experienced - particularly with COVID - will go away in 2022, but I am confident that if more challenges arise, we have the ability and the individuals who will once again rise to the occasion and get things done.

LETTER FROM THE OWNER

SOUTHEAST SUCCESS



Written By **Larry Stevens**
President / CEO



I want to report on a Med One success that has been growing and gaining momentum right under our noses without fanfare and almost without being recognized. With our foundational business vertical – medical equipment leasing – we have been able to be a nationwide company and serve customers in virtually every state without having to have a physical presence anywhere other than our headquarters in Sandy, Utah. When we entered the equipment rental business, however, the dynamics changed significantly.

Brent and I originally envisioned being in the rental business without having to invest in the infrastructure of a “local presence” such as real estate, vehicles, or direct sales representatives, for that matter. Our plan was to partner with those who had already made those investments and needed more equipment available to rent. For several years, this strategy worked fine for us, and we projected our growth upon finding more and more strategic partners to utilize our equipment. The glaring deficiency in this strategy was that we had no control over the outcome, and we had no ability to distinguish Med One as a significant player in the marketplace.

In 2012, we determined that we had to face the realities and make the investments that were needed to really enter the rental business. We opened our first location in Corona to serve hospitals in Southern California. We began hiring people to represent us and serve our customers in that area. We had some important and strategic wins as we worked very hard to establish a strong offering in that area. Later, we entered the northern California area by establishing our initial office in Hayward. Our growth in California has been very impressive, and today we have seven successful offices in California, and we have established a significant market share as a leading provider of peak-need rental equipment.

Just over six years ago, we made the strategic decision to establish a market that was separate from California to minimize the high concentration of our assets in one location and provide a place to re-deploy any of our underutilized equipment. We chose the southeast United States with the expectation that we could eventually establish a nice business unit in that region. We began by opening an office in the Atlanta area. Slowly but surely, we began introducing ourselves to the hospitals in the area. The challenges were daunting because no one knew who we



SOUTHEAST TEAM KAREN RAVEN (TN) SUSAN MINGLE (GA) MIKE SCHMITT (FL) BRYAN DABNEY (GA) SKIP HORTON (NC) AMY VIZANKO (FL)

were, and there were a plethora of very prominent competitors with multiple offices throughout the area. Four years ago, we opened an office in Sanford, Florida, to serve customers in the Orlando area and Central Florida region. In 2020, we established the latest of our locations in Morrisville, North Carolina. In addition to those physical offices, we have added our Puerto Rico operation to the southeast region.

Revenue growth and customer awareness have been slow and improving steadily. For the most part, the southeast has been overshadowed by the impressive growth of our California operations.

Thanks, however, to the dedicated and consistent efforts of our sales teams in our newest region, we have established a very loyal customer following. Although we started with 100% of the

customers having no idea who Med One is, today we would estimate that over 80% of our possible customers know very well who Med One is and what we can do for them. Today we are a very competitive player in that market. According to Tom Lindsey – National SVP of Sales, “What makes us the most competitive in the southeast region is our COMMITMENT to providing the best equipment by the finest people - who truly care about the customer - at a fair price.”

During 2021, through tremendous hard work by a dedicated team of sales and operations professionals - the southeast region has experienced unprecedented revenue growth. They have also steadily added to their list of active customers. We enjoy a very strong and positive customer awareness in all the areas of the region. In our latest reporting month, the southeast has established itself as the number one revenue producing region in our company. Starting from a point six years ago when we weren't even sure if anyone would give us a chance to do business with them, this is how the picture has emerged this year.

Revenue as a percentage of Total Company Revenue

Northwest Region	18% 2021 To Date	17% Current Month
Southwest Region	30% 2021 To Date	26% Current Month
Southeast Region	25% 2021 To Date	34% Current Month
Intermountain Region	4% 2021 To Date	7% Current Month
At-Large Region	23% 2021 To Date	16% Current Month
Total Med One Revenue	100%	100%

This has been a slow, gradual process for our team in the southeast. During the 2020 pandemic and more so because of the 2021 re-emergence, we have seen a strong demand for our equipment, and we have shipped truckload after truckload of equipment across the country to meet the needs of our customers. Through all of this, we have been able to demonstrate to our existing as well as our new customers that Med One is a serious player and we have the capacity to take care of them.

In the southeast, we have a dedicated and hard-working team of operational employees who maintain, repair, and deliver equipment to provide for the needs of our customers.



Chad Agliam is our operations manager in the Alpharetta (Atlanta) office. He was our very first operations employee in the region and has been with us since the office was established. He does a wonderful job and has managed the growth in this location very well. He is supported by Donald Poles, who is our biomed technician, as well as our drivers who deliver equipment, Nakash Abdulkarim and Brandon South. This team is key to the impressive growth in our customer base in Georgia, and they have met every challenge that has been thrown at them.



Edgar Galan is our operations manager in the Sanford (Orlando) office. He has been there since the opening of the facility. Edgar is a passionate advocate for Med One, and he is a key element in why so many hospitals in that area have switched to Med One as one of their key suppliers. The Sanford operations team is rounded out with David McLean, our biomed technician, and Christopher Ebert and Peter Otto, our drivers who deliver equipment to the hospitals and other healthcare providers.



Our newest office is the Morrisville, North Carolina location. Zach Poray was sent from our Southern California region to open and manage this new office. As a new employee, Zach has distinguished himself in an outstanding way by his willingness to accept any assignment he is given and do a great job. Luis Lazo is our biomed technician, and our drivers are Tyrone Sims and Barry Brown. This team has made a major impact as they have served the hospitals in the Carolinas, and our revenue has shown significant growth as a result.



Our sales team in the southeast is headed up by Karen Raven - Regional Sales Manager. Karen is a Med One veteran and has fulfilled many different roles at Med One. Before she joined Med One, she was a prodigious user of Med One's leasing expertise as we were able to team up together to do many, many lease transactions benefiting her customers at ALARIS Medical Systems. Karen has a group of all-stars under her direction.



Bryan Dabney covers the Atlanta territory. He is a respiratory therapist, and he sold respiratory equipment prior to joining Med One. He has taken Atlanta from zero and has created an attractive revenue base. He has us poised to win some very lucrative contracts that are coming up for bid in the year ahead.



Skip Horton, who covers the Carolinas, is another long-time Med One veteran. Prior to joining Med One, Skip worked for ALARIS

Medical Systems selling infusion systems. Skip has spent 35 years serving hospitals in his area, and through his efforts, Med One has done leases with a high percentage of them. Skip has done a tremendous job in growing our revenue in his territory more than we could have ever hoped.



Mike Schmitt joined us in Central Florida in 2020. He is new to the medical equipment rental business, but he has done a masterful job in "lighting a fire" in his sales area. In the most recent month, his territory was number one in the country. With Mike's enthusiasm and commitment, we expect that he'll stay on top for a long time.



Susan Mingle takes care of our customers in the Caribbean as our Director of International Sales. We have several notable hospitals throughout the Caribbean that rely on our equipment and Susan's expertise to achieve excellence in patient outcomes. Susan also brings her extensive background and education into play by providing education and training support for our entire sales force. Susan is the star performer in many of the equipment training videos that have been produced by Med One and are available on our YouTube channel.



Tom Lindsey - Senior Vice President of Sales, was very instrumental in "hatching" the concept of Med One opening in the Southeastern United States. He understood the reasons why we needed to be there. He worked hand-in-hand with company ownership to develop an operating plan for the area, and he has overseen the effort from day one. As he has with all the other sales and service regions that he has established for Med One, he has been "hands-on" and totally committed to success. Tom has been the driving force in the establishment of each of our regions and has been a critical key to our overall success as a company.



Rounding out the Med One team in the southeast is Amy Vizanko, the Equipment Finance Sales Executive for our leasing division. Amy works directly with all the hospitals in the region and has done a fabulous job in telling the Med One story and serving the needs of our customers. In Amy's words, "On the leasing side, we are like no other. There is not one finance institution out there that focuses only on healthcare. We understand and vet the customer's needs, and we understand how the customer must navigate their acquisitions internally. We have many advantages, but in comparison competitively, our sales reps understand what the actual devices are, how they work and the importance these products have on staff utilization, and

most importantly, how they can improve patient care and outcomes. We have the most creative and extensive offerings for our customers to acquire their much-needed medical devices in situations where they do not have the cash.

Like many others on our sales team in the southeast, Amy, who also worked for ALARIS, knew Med One very well before she came to work for us, "Being a former vendor has helped significantly because my story is simple and true... I came to work for Med One because I was fully aware and always appreciated the way they took care of me as a vendor and helped me take care of customers' acquisition needs. Now I get to be a part of this company and prove to other vendors and customers that we stand true on our pillars of excellence: simplicity, responsiveness, and creativity."

The Southeast Region is one of the shining jewels in Med One's crown. This is what Karen Raven has to say about the region, "We have tremendous opportunities in our region. Covid has helped us gain more customers. We are very competitive with our pricing, which means that we are gaining new business and keeping rentals out there longer. We are getting positive reviews from our customers for the service we provide. Relationships are building with our new customers even though it has been difficult with little to no face time during the Covid shutdowns. We are building a strong equipment inventory which has helped us to maintain customer retention because equipment is available when they call. We have a great team who work well together and help each other."

We have been able to become successful in the face of overwhelming odds. We have significant competition from at least three national vendors - all of whom have many more offices than we do, and they all have access to the major GPO contracts. Against this competition, Med One has emerged as a significant force in this area of the country and is poised to enjoy significant expansion and growth. As in all the other areas we serve, our employees have been the key. They work tirelessly. They reflect the Med One culture and the Med One way of doing things. To reiterate the sentiments of Tom Lindsey, "What makes us the most competitive in (all of the areas that we serve) is our COMMITMENT to providing the best equipment by the finest people - who truly care about the customer - at a fair price." That, in a nutshell, is exactly what sets us apart in every one of the regions we serve, and it will always continue to be the Med One way of doing things.



SANFORD, FL



ALPHARETTA, GA



MORRISVILLE, NC

Meet The Sales Team

Sales

RENTAL / LEASING / SALES / SERVICE

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Our Sales Team is comprised of experienced professionals for the specific purpose of Making Medical Equipment Available for hospitals and healthcare facilities across the U.S. We also work with the largest equipment manufacturers in the healthcare industry. Our sales reps are experts in equipment finance, rental, and sales.

EQUIPMENT LEASING



Robb Stevens SVP / Director of Equipment Leasing

Robb Stevens began his career at Med One in January 2002 as part of the leasing sales group and was appointed as SVP and Director of Equipment Leasing in 2012. He has been a top contributor to lease originations, vendor development, creating strong relationships with customers, and successfully blending all aspects of the leasing sales process to maximize returns.



Carter Allen SVP / Strategic Account Manager

Carter Allen has been in the financial industry for more than 20 years and has been with Med One Group since 2002. He appreciates the opportunity to provide solutions for hospitals that allow them to gain access to much needed equipment. Carter manages strategic accounts that are essential to Med One's success. His experience with healthcare leasing provides customers with valued solutions.



Doug Green SVP / Director Of Corporate Development

As SVP - Director of Corporate Development, Doug is active in finding and developing new vendors for our leasing division and developing opportunities for rental with new and existing customers, organizations, equipment providers, and manufacturers. He is also looking for additional opportunities in our equipment sales area as well as exploring new markets and revenue-generating capabilities for the company.



Tim Loftis Equipment Finance Sales Executive

Tim Loftis is the West Region Equipment Finance Executive serving AZ, CO, NV, and NM and has been part of the Med One team since 2014. With 20+ years in financial services and an MBA from the University of Utah, Tim has a passion for people, and he loves getting to know his customers and helping solve their needs. When the sun is shining, you'll find him sailing or outside with family and friends.



Spence Tueller Account Manager / Equipment Leasing

Spence Tueller is a part of the Med One Equipment Finance Sales team. He works with and manages some of Med One's top medical equipment manufacturers and vendor partners. He has extensive experience developing custom finance solutions and vendor programs to help our valued customers close more business. Spence graduated from BYU with a degree in health science and business administration.



Al Mugno Equipment Finance Sales Executive

Al joined Med One as an Equipment Finance Sales Executive in 2017. Al graduated from Iona College with a bachelor's degree in business administration, majoring in marketing. Al has worked as a sales executive in the healthcare industry for over 25 years and has an extensive medical device and healthcare IT background. Al enjoys golfing and spending time with his wife and two sons.



Brian Nappi Equipment Finance Sales Executive

Brian brings more than 20 years of industry experience to the team. He earned his degrees from Penn State & Texas A&M University. He understands that his customers are busy and prides himself on quietly listening and accurately defining their requirements and subsequently offering satisfying solutions that allow them to quickly acquire the equipment they need.



Richard Hedderman Equipment Finance Sales Executive

Richard Hedderman brings over 20 years of experience in medical equipment sales, business development, and sales management. Richard graduated from Texas Tech University with a bachelor's degree in business administration, majoring in marketing. He has a background in infusion therapy, radiology, and vital signs monitors. He enjoys the occasional round of golf and spending time with his family.



Amy Vizanko Equipment Finance Sales Executive

Amy Vizanko joined Med One with 15+ years of medical device and capital sales experience. Prior to Med One, she gained experience by working at both Philips and CareFusion (now BD). She earned her bachelor's degree in biomedical engineering from Marquette University and thrives in solving complex customer problems. Amy is passionate about family, friends, new adventures, and leading an active lifestyle.



Randy Gregory Equipment Finance Sales Executive

Randy is a graduate of GVSU in Michigan, where he played football and received his degree in marketing. He has over 15 years of experience selling solutions and products in the healthcare industry. His passion is his family and creating memories with his wife and three kids. He loves to travel, golf, exercise, and attend football games. Randy is all about loyalty and helping others.



Julie Harrison Equipment Finance Sales Executive

Julie Harrison joined Med One in 2018 as an Equipment Finance Sales Executive for the Midwest region. She brings with her 20 years of medical device experience, primarily in the anesthesia market. Julie appreciates the challenges of being in sales while developing valuable relationships and continually working on personal growth. She enjoys her four kids and all of their activities.



Dal Holman Equipment Finance Sales Executive

Dal Holman joined Med One in 2019 as part of our equipment leasing team. He graduated from Weber State with a BS in technical service and sales. Dal has 15 years of experience in sales and finance and has worked for companies like Wells Fargo Bank and the Utah Jazz. Dal enjoys developing meaningful relationships and providing solutions to his clients needs.



Nate Farnsworth Equipment Finance Sales Executive

Nate Farnsworth joined Med One Group in 2019 as part of the Equipment Finance Sales Team, although he has worked extensively with Med One as one of their funding partners since 2010. Nate has an extensive background in finance and banking, including healthcare finance. He is a graduate of the University of Michigan.



Steve Roth Equipment Finance Sales Executive

Steve Roth joined Med One in 2019 as an Equipment Finance Sales Executive. With a degree in business administration, he brings more than 30 years of experience in the finance, consumer products, and medical device industries. Steve understands the complex issues facing the healthcare community and applies his experience to better serve customers with creative and effective solutions.

EQUIPMENT SALES



Jeremy Quick National Sales Manager / Equipment Sales

Jeremy Quick joined Med One in August 2009 with an extensive background in sales and marketing. Jeremy's responsibilities include the sale of new and refurbished medical equipment to hospitals, clinics, nursing schools, EMS companies, and research facilities. He enjoys spending time in the outdoors, including skiing, mountain biking, hiking, and running, along with watching his favorite sports teams.



Casie Woolston Account Manager / Equipment Sales

Casie Woolston brings with her over 15 years of experience in several different sales roles. Specializing in inside sales, she is a great asset to the Med One Equipment Sales team. Before joining Med One in December 2018, she worked to transform a customer service team into a profitable inside sales team. Her energetic and happy attitude brightens the day of both customers and coworkers alike.



Julie Pitcher Account Manager / Equipment Sales

Julie Pitcher has 16 years of customer service experience. Before joining Med One, she worked in the health care industry. She has a Bachelor of Science in psychology from the University of Utah. Currently, she is an Account Manager with Equipment Sales. She is enthusiastic about creating and maintaining relationships with coworkers and customers. She loves time with her family and her dog Randy.



Annholland Bennett Regional Sales Manager - Smart-C

Annholland Bennett joined Med One in 2021 as the Regional Sales Manager focused on C-Arm sales in the Midwest. Annholland has a background in healthcare and medical sales in the Denver, CO, area. She is originally from Alabama, where she graduated from Auburn University with a degree in communication and business. Annholland enjoys mountain biking, snowboarding, fly fishing, and camping with her husband and dog Emmylou.

INTERNATIONAL SALES



Susan Mingle Director of International Sales

Susan Mingle joined Med One in 2017 as a Director of International Sales bringing 14 years of medical/capital sales experience, with previous experience at BD and Abbot Labs. Susan has a degree in both education and nursing. Her nursing focus was Neonatal Intensive Care. She is passionate about Georgia football, gymnastics, and enjoys traveling and spending time with her daughter and two grandchildren.

Sales

CONT.

Creativity.
Simplicity.
Responsiveness.

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EQUIPMENT RENTAL



Brad Johnson SVP General Manager / Equipment Rental

Brad Johnson is the General Manager of the rental division and has been working at Med One Group since 1994. He oversees all equipment purchases and works with senior management in opening new rental locations. Brad graduated from the University of Phoenix with a bachelor's degree in business and accounting. He enjoys playing golf, fishing, hunting, and spending time with his family.



Tom Lindsey SVP / Director of Rental Sales

Tom has over 40 years of experience in the medical sales and rental industry, having worked for and owned companies providing these services. He graduated from BYU with a degree in microbiology. His interests lie in politics, having served twice as mayor of his hometown and with his 12 grandchildren. His professional passion continues to be improving patient care for those who depend on Med One.



Bill Varley Regional Sales Manager / Northwest Region

Bill Varley has over 40 years of experience in marketing and sales. Prior to working at Med One, he worked at several different medical device companies in management positions specializing in imaging applications, cardiology, and infusion. Bill has worked all over the US and internationally to provide better solutions to hospitals and healthcare facilities.



Brian Smiley Regional Sales Manager

Brian Smiley has been a part of the Med One team since 1999 and serves as a Regional Sales Manager focused on equipment rental. He received his bachelor's degree in finance from the University of Utah and is also certified on the CareFusion and Smiths Medical equipment that Med One works with. He enjoys spending time with his family and working in his yard and garden.



Mike Daniels Regional Sales Manager / Southwest

Mike Daniels has over 30 years of experience in sales and management, marketing a variety of medical equipment from movable medical equipment to specialty support surfaces — both medical equipment rentals and capital sales. During his off time, he enjoys spending time with his family, church, surfing, and any outdoor activity.



Braden Mackay Territory Sales Manager / Northern California

Braden Mackay joined the Med One team in August of 2018. He has over a decade of experience in sales and marketing in a variety of industries, most recently in a blend of Non-Profits, Pharmaceuticals and Tech. Born in Johannesburg, South Africa, he moved to California at the age of 11. He completed his education in Sacramento before moving to the Bay Area in 2015. A golfer and motorsports fan, he often spends his weekends on the fairway or at a racetrack.



Karen Raven Vice President / Eastern Region Sales Manager

Karen Raven is the leader of the Med One International Sales Team and Eastern Regional Sales Team. Karen has over 30 years of experience and has worked in various roles, including direct sales, national accounts, and as a Regional Director. Karen has a background in infusion, vital signs monitors, and enjoys focusing on customer needs and helping them with better solutions for patient care.



Jay Thorley Territory Sales Manager

Jay Thorley joined the Med One Team in 2015. Prior to Med One, Jay worked in the mortgage industry for 12 years. He enjoys working with customers to make sure that they have the equipment they need to care for their patients. Jay enjoys spending his time with his wife, son, and two boxers.



Kyle Smelser Territory Sales Manager / Southern California

Kyle Smelser joined Med One in 2018 as a Territory Sales Manager in Southern California. He graduated from Indiana University with a bachelor's degree in finance and brings 10 years of experience in Equipment and Rental Sales. Before Med One, he most recently worked to provide hospitals and surgery centers rental solutions for cataract surgery. Kyle enjoys lifting weights and playing board games.



Jay Cantiberos Territory Sales Manager / Northern California

Jay Cantiberos graduated from the University of Arizona with a bachelor of science degree and an associate degree in respiratory therapy. Jay joined the Med One team in 2019. He brings over 20 years of experience in the medical device industry as well as a clinical background. He enjoys that every day at Med One is new and exciting.



Skip Horton Territory Sales Manager / Carolinas

Skip Horton joined the Med One Rental Division as a Territory Sales Manager in June 2017. He brings over 30 years of experience in the healthcare industry, with previous experience at Eli Lilly, DuPont, and BD. Skip graduated from East Carolina University with a bachelor's degree in life science. Skip enjoys working skiing, snowboarding, and mountain biking when not helping his customers.



Ben Erickson Territory Sales Manager

Ben Erickson joined Med One in 2019 as a Territory Sales Manager covering the Northeastern United States region. He has many years of customer-focused sales experience, as well as an education centered on communication. He is very passionate about providing an outstanding experience for his customers. Outside of work, he enjoys spending time with his family, reading, and strength training.



Lisa Woods Territory Sales Manager / Southern California

Lisa Woods graduated from the University of La Verne with a degree in business accounting. Prior to Med One, she worked in sales and marketing for about 25 years traveling all over the world as an international buyer. Lisa was the Director of Sales and Merchandise overseeing 3 sales divisions before switching industries into the medical equipment rental field. She likes to spend her free time with friends and vacationing.



Aditya Mehta Territory Sales Manager / Northern California

Aditya Mehta joined Med One Group as Territory Sales Manager in 2021. Aditya has four years of experience in sales as well as a solid background in customer service. Aditya enjoys working at Med One Group and being able to help meet customers' needs on a daily basis. Outside of work, he enjoys spending time with his dog (Miko) and spending time with his family.



Bryan Dabney Territory Sales Manager / Georgia

Bryan Dabney has over 30 years of experience as a respiratory therapist. Bryan was born in California and lived there until advancing his schooling at Ricks College. Bryan finished his schooling at Weber State University and graduated with his bachelor's degree in respiratory therapy. Bryan loves traveling, camping, fishing, and water and snow skiing with his family.



Garrett Jensen Territory Sales Manager / Central

Garrett Jensen joined Med One in June of 2020 as part of the Equipment Rental team. Garrett has worked exclusively in sales since 2015. He received his bachelor's degree in business administration and management at BYU-Idaho. His free time is spent with his wife and two sons; they enjoy the great outdoors. His favorite hobbies include camping, hunting, dirt biking, snowmobiling, and skiing.



Victor Garcia Territory Sales Manager / Southern California

Victor graduated from the University of Southern California in 2015. Before joining Med One, he spent five years working in medical device sales, focusing on orthopedics. Victor enjoys being part of the healthcare industry and being able to facilitate solutions to issues our healthcare professionals face every day. During his time off, he enjoys spending time with his family and being outdoors.



Theresa Warren Territory Sales Manager / Southern California

Theresa Warren has over 20 years of experience in sales and management in the medical and pharmaceutical industries. Theresa attended California State University, earning a bachelor's degree in speech communication. Theresa loves working with customers each day and finding solutions to their needs. During her off time, she enjoys spending time with her husband, children, and traveling.



David Coulter Territory Sales Manager / Arizona & Nevada

David has nearly 30 years of experience in branch operations and medical equipment/support surface rentals and sales, focusing on superior customer service and solutions to ensure his customers can provide the best outcomes for their patients. David has been married for over 31 years and has one daughter. He enjoys traveling with his family, attending baseball games, and off-road driving adventures.



Mike Schmitt Territory Sales Manager / Northern Florida

Mike Schmitt has over 20 years of experience in sales and marketing in the healthcare and logistics industries. Mike joined Med One as a Rental Territory Sales Manager bringing significant knowledge in healthcare sales. He enjoys working with hospitals and healthcare facilities to make sure that they have the equipment they need to care for their patients. Mike has a bachelor's degree from the University of Central Florida and enjoys spending his time with his wife, four sons, and three dogs.

CULTURE:

WHAT IT IS AND WHY IT MATTERS



Written By **Robb Stevens**
SVP Director of Equipment Leasing

A commonly talked about thing in the business world is the importance of organizational culture. It comes up often here at Med One that we have “great culture.” But I’ve often found myself wondering what people mean when they say that. As Inigo said to Vizzini in *The Princess Bride*, “you keep using that word – I do not think it means what you think it means.”

The phrase “culture is king” may be overused, but it’s also true. Many business leaders have weighed in on why it’s important to them. Here are four that I find particularly insightful:

“Company culture is the backbone of any successful organization.” (Gary Vaynerchuck, VaynerMedia)

“You can have all the right strategies in the world, but if you don’t have the right culture, you’re dead.” (Patrick Whitesell, Endeavor Entertainment)

“Determine what behaviors and beliefs you value as a company, and [urge] everyone to live true to them. These behaviors and beliefs should be so essential to your core, that you don’t even think of it as culture.” (Brittany Forsyth, SVP of HR, Shopify)

“Culture is like the wind. It is invisible, yet its effect can be seen and felt.” (Bryan Walker, Partner and Managing Director, Ideo)

There’s no question that culture matters big time for any company, but in my view, there is much misunderstanding by employees and even leaders at times about what it actually is. This matters because anyone who wants to positively influence culture



must first understand more fully what it is. This article is my attempt to unpack culture in business and what each of us can do about it.

Some people may have the impression that culture in the workplace refers to perks and benefits a company offers or the openness and flexibility of an office environment. That could be things like how much time a person can take off for lunch or breaks during the workday, ping pong tables, TVs and snacks in a breakroom, catered lunches, holiday parties, birthday celebrations, or tickets to sporting events. A list like this could go on and on, and such perks can certainly be a huge motivator for employees. While those kinds of “benefits” may stem from the overall culture of a business or may be products of a workplace environment, they are NOT the company’s culture. Even benefit packages are ultimately a byproduct of deliberate work a company’s leaders put forth to create an enjoyable office environment.

A company’s culture can be summed up in three main things:

1. Values: This includes those stated with words and those exhibited through actions. For example, the values that Med One focuses on are included in the COURAGEOUS acronym we’ve embraced the past couple of years.

2. Mission and Vision: A mission and vision statement should be an important indicator and guide of what a company is and what it wants to be, but to be effective, mission and vision statements cannot be written and forgotten. They must be articulated, taught, and implemented across the whole of a company and adjusted along the way as a company progresses.

3. Employment Decisions & Criteria:

These are the reasons you bring people onto the team, reasons they may leave the team, and what drives promotions and other types of rewards. These elements are perhaps the most visible and impactful to employees of anything that goes on at a company, so great care and concern must be given in this area.

Practically speaking, what exactly does all of this look like in day-to-day real-life applications? Here are a few examples:

- Culture is how employees handle a disagreement.
- Culture is how teams communicate, the language they use or the way they share their ideas and feedback.
- Culture is whether people talk badly about others behind their backs.
- Culture is the meticulousness that goes into even the most mind-numbing of tasks.
- Culture is whether your title defines your role, or your role defines your title.
- Culture is everyone’s willingness to listen.
- Culture is reliability - showing up to

work on time, prepared, with a positive attitude.

- Culture is the way you approach your work, day in and day out, with an insatiable hunger to learn, grow, and build.
- Culture is the freedom to express concerns.

A company’s culture says a great deal about its employees, what they collectively value, and what drives them to do what they do. Frequently, job seekers can pick up on it almost immediately. I’ve heard often from those I’ve interviewed over the years that there

If it’s not the above, then what IS company culture? Often called organizational or corporate culture, it is really defined as the shared values, beliefs, attitudes, and practices that characterize an organization. Culture is the personality of a company, and it plays a large part in overall employee satisfaction. As such, it greatly impacts the way employees and management interact with each other and with their customers. Culture tends to develop organically over time from the cumulative traits of leadership and the people they hire to build and run their company.



is a good cultural “feel” at Med One. All of that is commendable, but we must be careful not to spend too much time patting each other on the back and thus become too entrenched in thinking we’re getting it 100% right all the time. Getting culture right requires constant care and vigilance.

The fact is, there is a rather striking disparity between management’s view of culture and the employees’ overall view of it. This gap speaks to the ongoing challenge that every company faces: translating high aspirations for culture into day-to-day actions and aligning everyone in the organization under that same mantra. A yearly global survey on organizational culture done by PwC bears this out.

The survey findings in 2018 revealed the following insights:

- 80% of employees believed that for their organization to succeed in the future, their culture would need to change (it was only 51% in 2013!).
- 43% of employees believed that their company walks the talk when it comes to culture (as opposed to 63% at the C-suite and board level).
- 71% of leaders say that culture is an important item on their agenda, while only 48% of their employees perceive it to be true.
- 87% of C-suite leaders and board members feel proud to be a part of their organization, but that is not the case for their employees. Only 57% feel proud to belong.

The 2021 PwC annual global survey further found that 77% of senior management feel connected to the company’s purpose vs 54% for everyone else.

What can be done about this disparity? Employees pay close attention to company leaders and take cues from what they do much more than what they say or from a list of values found on a poster in the workplace. Senior leaders, owners, and even board members set the tone for an organization by the way they behave. Thus, every person in a leadership role becomes a sort of Chief Cultural Officer in their own way as they seek to effectively walk the walk rather than just talk the talk.

A strong company culture tends to attract the right candidates for jobs and keeps them engaged as employees. One Glassdoor study found that 77% of adults would evaluate a company’s culture before applying for an open position, and 56% rank culture as even more important than compensation.

Influencing culture is hard, and most leaders tend to declare victory too soon. It certainly isn’t built in a day or a month or even in a year, but throughout the life of a company. Maintaining the good things and implementing improvements then, is a long-term commitment for everyone at an organization.

According to the PwC research, people are generally more likely to describe their organization’s culture as positive rather than negative even when they see room for improvement. I realized this when I asked a sampling of Med One employees what they like and what they think needs change in our company’s culture. The things they liked far outweighed the things they felt needed to change.

This positive outlook indicates that most of us want a culture we can be proud of. When leaders demonstrate a real commitment to maintaining and improving their cultures, employees will be much more likely to take notice, appreciate the effort, and contribute as well. When everyone is on board, a solid culture is no longer “inconceivable” but is real and achievable.

B E I N G

Grateful, Clean, True, and Humble



Written By **Jeff Easton**
SVP Chief Financial Officer



Happy holidays to everyone; I hope you have had a wonderful year. I truly know that we live in challenging times, and as a nation and world, the last 21 months with COVID-19 have not been easy. Many of us have lost loved ones, friends, or colleagues to the pandemic. At Med One, we are in a unique position and have seen this pandemic up close and done everything we possibly know how to do to be part of the solution. We have the opportunity to be a part of this amazing healthcare ecosystem and to do our part to provide the best patient care possible. As a company, we believe and center everything we do around this objective of helping wherever we can to care for the wellbeing of each patient in this healthcare system that is currently very strained.

As I have thought and pondered on the pandemic, my mind has gone to many different places and had many different thoughts. During this time of the year as we celebrate the holidays and the end of 2021, I would like to concentrate my thoughts and feelings towards being grateful, being clean, being true, and being humble.

Being Grateful

When was the last time you expressed gratitude and said thank you? For some, this is easy and a daily event that occurs; for others, it is very hard. Expressing appreciation to everyone who does you a favor or assists you in any way will go a long way. None of us are able to accomplish what we do on a daily basis without help from others. Be thankful for the tremendous opportunities that we have, we are richly blessed, and I hope we will all have more gratitude in our hearts. Being involved in the healthcare ecosystem and observing and being a part of what happens each day by all healthcare workers, we at Med One are so grateful to each person involved and thank you for all that you are doing. Around this wonderful time of the year, if each of us would reach out and see what we can do to help and assist, simply show our gratitude to the front-line healthcare workers, it would make a world of difference.

Being Clean

Over the last 21 months, we have been given more guidance and had more different opinions on many different things on how to slow the transmission of COVID-19. Whether COVID-19 continues, increases, or decreases, the following items are just good healthy habits for each of us to do to prevent the spread of any sickness and to be kind and cognizant of those people who are around us:

- **Wash your hands regularly with soap and water.**
- **Maintain distance between yourself and other people when coughing or sneezing.**
- **Avoid touching your face.**
- **Cover your mouth and nose when coughing or sneezing.**
- **Stay home if you feel unwell.**

We know there has been so much divisiveness regarding so much information. These items above are just good sound things we can all do and should always be doing regardless of a pandemic or not. Doing these simple things mentioned above will only help improve the healthcare ecosystem.

Being True

Med One, over the last 30 years, has dabbled in different segments of the market but at the end of the day, what we do best is "Making Medical Equipment Available To Contribute To Positive Patient Outcomes." Over 99% of our business conducted is done in the medical world. With its emphasis on the medical industry, Med One has an understanding of the specific challenges the healthcare ecosystem faces today. The Med One philosophy is simple: determine and exceed the needs of our customers. With every deal, our focus is to provide for our customers' needs by helping them acquire equipment when they lack the funds

to pay for it. Whether it's equipment financing, equipment rental, or equipment sales or services, Med One has solutions that work. We are the only company that I am aware of that truly offers all these different solutions. We want to help our customers and have them do what is best for their own individual needs. We have gone out of our way to be agnostic about what a customer chooses as we want what is best for them and know that we truly do care about them.

During the last 21 months of the pandemic, Med One has not raised its rates on its short-term rental offerings. We have stayed true to our customers. We are here to help and be a solution for the healthcare ecosystem at this time, not to take advantage of what is occurring but to stay true to who and what we are. We all must be true to our own convictions; we know what is right, and we know what is wrong. We all know when we are doing the right thing, be loyal and true.

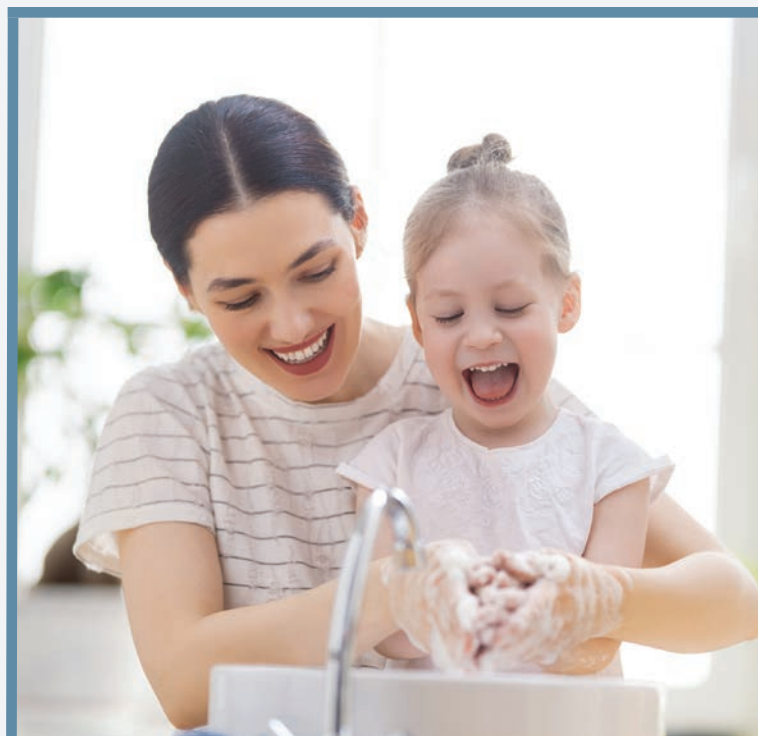
Being Humble

Finally, Med One has now been in existence for nearly 31 years...starting with just a few transactions on the books to one that now has thousands; a company that started by servicing just a couple of customers to a company that has and does service thousands; a company that started with only a couple of vendors to one that now does transactions with many, many different vendors on a yearly basis; a company that has seen the need and opportunity to greatly expand our rental operations; and a company that has great capital partner relationships. The company started with just two employees (the founders), and now we employ over 180 people. In the beginning, there was just one location doing leasing business only, and now we have over 13 locations doing everything we can to be a help, a solution for the healthcare ecosystem in making medical equipment available in any possible manner to contribute to positive patient outcomes.

Through it all, our two owners/founders are still here, still coming in daily. We have a culture that has been instilled in us; we talk about our past often, where we have come from, and our strategy moving forward. We are humbled by the opportunity that we have to be a part of this wonderful healthcare ecosystem and to support and help the amazing professionals in this ecosystem on a daily basis.



“
If each of us would reach out and see what we can do to help and assist, simply show our gratitude to the front-line healthcare workers, it would make a world of difference.
 ”



When our daughter was 13 years old, she had a disagreement with her best friend. She was so upset that she would try avoiding being even on the same block, although her best friend lived nearly across the street. When her former friend was in sight, our daughter would change directions or cross to the other side of the street just to avoid her. This became



Written By **Randy Smith**
 Director of Information Technology

such an obsession that her life was disrupted just trying to avoid meeting this other young girl. She decided to completely alter her life because she didn't like this one person at that time.

After about a year, the two girls finally decided that they could be friends again and had months before forgotten what the original disagreement had been about. The two friends had totally disrupted their lives and had lost many opportunities they would have had as friends over a silly disagreement that didn't even matter in the long term.

To this day, many years later, the two girls are still friends.

From the movie *Milton's Secret*, a line by actor Donald Sutherland goes, "Without forgiveness, the past

determines who you are and not the present." How often do we hold grudges against others that impact our attitudes and our actions? Often, the other person has no idea or doesn't care and goes about their life with little or no impact from your actions or personal feelings. We are the only one that has the problem, and we let this define what our actions will be.

In the movie *Ghost in a Shell*, the actress Scarlett Johansson states, "We cling to memories as if they define us, but what we do defines us."

Over the years, I have often stepped back to look at my life and see if I am going in the direction I want to be. We all have regrets about things we have done or said in the past, but we need to look beyond that. Yes, we should learn from our experiences, so we don't make the same mistakes again, but we can all decide what we do and say now and in the future. The past is the past, and it should stay there.

We can't let others dictate what our lives will be.

At the Spencer F. Eccles Convocation on 9 September 2018, Gail Miller quoted her husband, Larry Miller, former owner of the Utah Jazz basketball franchise, as saying, "Measure yourself against yourself."

As we stay true to ourselves, forgive others, and let the past lie, we free ourselves to determine our own future and find peace without the noisy encumbrances that can limit our lives.

“ We cling to memories as if they define us, but what we do defines us. ”



MED ONE CORPORATE OFFICE / SANDY, UT

PHOTO CRED: CHRIS ENGER



DANIEL MORENO

WAREHOUSE MANAGER / BURBANK, CA

I was born and raised in Los Angeles County. I'm the oldest of three, with a younger sister and brother. My mom and dad came to the states at a young age, so I am the first person in my family to be born in this country. My hobbies include going to Lakers and Dodgers games, hiking all over LA County, cars and coffee, and detailing cars. My family also has a ranch in Napa that I enjoy vacationing at. In my free time, I just like to unwind. Over the past year, I have really enjoyed spending time with my niece and seeing her grow.

After high school, I went to a community college at LA Trade Tech as a member of the track & field team. After a year, I transferred to UCLA. GO BRUINS! I got the opportunity to be coached and mentored by Mike Powell, world record long jump holder. I studied forensic anthropology along with infant studies and child development.

At Med One, I am the Warehouse Manager for our Burbank branch. Every day is a different day; no day is the same. I enjoy being around a great group of co-workers and the support system Med One has. Last but not least, I find satisfaction in providing medical equipment not just to our customer facilities but playing a part in providing care for people in need, especially in the current pandemic we are all facing.

SOPHIA WALSTON

OPERATIONS SERVICE SPECIALIST / HAYWARD, CA

I was born in Rohnert Park, which is about an hour north of San Francisco, CA. I lived there the majority of my life, and I hope to be able to move back there one day. I have one older sister, and we are ten years apart. Our mom and stepfather raised us since I was five.

I went to culinary school in Santa Rosa, CA. It was a lot of fun and taught me so much. In my spare time, I love to cook and bake; I especially love baking sweets for the office so everyone at Med One can enjoy them as well.

I met the love of my life when I was 18, and that's when I moved to Hayward, CA. Eight years later,

we finally got married on February 22, 2021! The pandemic caused our wedding to be way different than I'd ever imagined, but it was still the happiest day ever. Even my dog Romeo got to attend in his cute little tux.

I'm the Operations Service Specialist here at Med One in Hayward, CA. I absolutely love my job, but one thing that makes it truly great is the people. Everyone here is family. I can honestly say I'm happy to come to work every day and be around everyone's positivity and kindness. I also love talking with our accounts and making genuine relationships with each one.

EMPLOYEE SPOTLIGHTS

DANI VAUGHAN

DIGITAL CONTENT COORDINATOR / SANDY, UT

I was born in Boise, ID but moved to Utah when I was young. I grew up just south of Salt Lake and attended school in Utah as well. I currently live in Midvale, UT, and have recently become a little bit of a cat lady with my two cats I have named Axel and Franky. My family is large, but I am closest to my sister and her kids. We are only 18 months apart, so we have a very close relationship. I love doing things with her, my brother-in-law, and my niece and nephews. This past May, we competed together in an event called the Tactical Games. It combines physical fitness and target shooting to complete each event. We have a great time together and love that we can do things together.

In school, I studied communications with an emphasis in advertising. Throughout my schooling, photography has been something that I have always been involved with, and I have been lucky enough to put those skills to use in my career. I love that I can have an impact on the visual representation of Med One in the video and photo content that I create. In addition to the content creation I do for Med One, I also have a

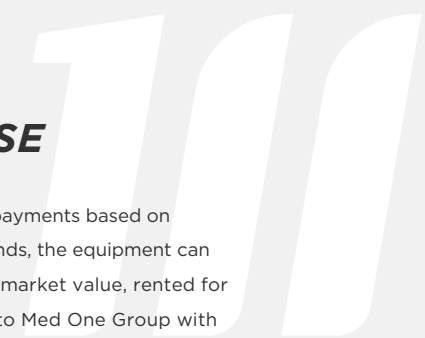
personal photography business that I run in my spare time.

Utah is a great place to live, and I love to be outside. In addition to photography, basically anything I can do outside, I will do: hiking, kayaking, paddle boarding, shooting sports, hunting, etc. I'm also a big nerd who occasionally plays video games and loves Batman.





Leasing & Finance



CAPITAL LEASE

Customer commits to a fixed term of rental payments. At the end of the rental term, customer owns the equipment with a \$1.00 buyout. There is no option to return this equipment. Rather, the point of this program is simply to finance the equipment over several months when cash is not available for immediate purchase. Completing a capital lease through Med One is just a matter of signing a simple agreement and issuing a purchase order. Both the signed document and the PO are then sent directly to Med One. This program is also known as a Rent-To-Own or a \$1.00 Buyout Lease.

EQUITY RENTAL

Simply issue a renewable purchase order (typically 1-12 months) to Med One, and the customer receives brand new equipment direct from the manufacturer. The customer can rent the equipment on a month-to-month basis or, if capital budget is allocated, purchase the equipment with 50% of the rental paid going toward the purchase price. There is no paperwork to sign, payments are made from the operating budget, and the customer may return the equipment at any time.

OPERATING LEASE

Customer commits to make monthly payments based on an established term. When the term ends, the equipment can either be purchased based on its fair market value, rented for an additional 12 months, or returned to Med One Group with no further obligation. Completing an operating lease through Med One is just a matter of signing a simple agreement and issuing a purchase order. Both the signed document and the PO are then sent directly to Med One.

CUSTOM LEASE STRUCTURES

DEFERRED PAYMENTS

Deferred payments allow purchase-minded customers to get their equipment now and pay for it later. Many deals are completed on the basis of a 12-month deferral.

STEP-UP PAYMENTS

A step-up payment scenario provides a customer with a very low initial payment, which increases over time to match the increased flow of revenue generated from the new technology.

Rental, Sales, & Services

EQUIPMENT RENTAL

Our Equipment Rental division is an authorized rental dealer for Alaris Systems and Sigma Pumps. We carry equipment from leading manufacturers and our refurbished medical devices are patient-ready, include a full warranty, and are factory tested. Equipment available to rent: Pumps (Infusion, Syringe, Feeding, Suction), Patient Monitors, Pulse Oximeters, Beds and Support Surfaces, SCDs, Ventilators, Bi-pap Machines, and much more.

EQUIPMENT SALES / SERVICES

Our Equipment Services division includes full time OEM certified technicians who can meet the needs of a single department or the needs of your entire facility. We offer service repair options on a wide variety of equipment, including PM services. Additionally, we have patient-ready refurbished equipment available for sale or rental that includes a warranty. Available equipment: Infusion, Respiratory, Oximetry, Monitoring, Support Surfaces, and more.

FOR QUOTE REQUESTS PLEASE VISIT

WWW.MEDONEGROUP.COM

PHONE 800.248.5882 EMAIL info@medonegroup.com

EQUIPMENT ACQUISITION

WE MAKE MEDICAL EQUIPMENT AVAILABLE



WHO IS THE HERO OF YOUR STORY?



Every great story has a few main characters. There has got to be a villain, either a literal bad guy or a tough problem to solve. Frequently there is a guide, a sage, or a mentor...someone whose wisdom lights the way for others to follow. And there definitely has to be a hero, that person who always shows up to save the day, conquer evil, or just make things happen amid tough circumstances.

Like a lot of kids, I dreamed of being the hero of my own story. In an effort to prepare myself for an epic hero's journey to unfold, I became an avid reader of historical and political biographies. I wanted to learn from the lives of great men and women whom I considered heroes to me or to the times in which they lived, but through that exploration and discovery, my goals evolved.

Written By **Bill Brady**
Board of Directors





I became fascinated with Ronald Reagan, and he began to change my understanding of what it means to be a hero. On top of all he accomplished, what impressed me about President Reagan was his character and leadership. Though arguably one of the greatest presidents of the United States, he didn't seek the mantle of hero. He was an unboastful—even humble—statesman who recognized he could accomplish more by helping others accomplish more. In fact, as an homage to a plaque President Reagan kept on his desk (right beside the jelly beans he loved sharing with visitors), I have a quote posted in my own office that reads, "There is no limit to what a man can do or where he can go if he does not mind who gets the credit."

Though I've been blessed with some pretty incredible opportunities throughout my life, I have found my greatest joy in helping other people accomplish their goals—and in giving them as much credit as possible for a job well done—so they can be the heroes of their own journeys.

At one point in my career, for example, I sold a marketing company I owned to a competing firm in order to create a larger, multi-disciplined agency

that would be well poised to do great work for Silicon Valley. In the course of those negotiations, I met a single mom named Emily at the reception desk of the firm that was buying mine.

As I got to know Emily over the weeks that followed, I knew unequivocally that she was overflowing with massive talent and untapped potential, so I moved her out of her receptionist role and put her on the front lines with our clients as an account manager. While she learned to manage accounts, we supported her effort to earn an MBA. When she finished grad school, I moved her into a marketing strategist role. Then, through an uncanny course of events that followed, we recommended her as an employee to our largest client, where she became the Global Director of Digital Marketing for a Fortune 500 company—and we reported to her! No experience in my career has made me happier.

In *How Will You Measure Your Life?*, renowned Harvard Business School professor Clayton M. Christensen said it best:

"Management is the most noble of professions if it's practiced well. No other occupation offers as many ways to help others learn and grow, take responsibility and be recognized for achievement, and contribute to the success of a team. More and more MBA students come to school thinking that a career in business means buying, selling, and investing in companies. That's unfortunate. Doing deals doesn't yield the deep rewards that come from building up people."

Just as President Reagan taught me, we find true meaning and satisfaction in business when we focus on people before we focus on profits or on the success of programs. Rather, I believe those *desirable and necessary* outcomes are best achieved as natural consequences of prioritizing around the growth of the people we work with... around making them heroes.

Because of this paradigm, I have deeply appreciated the culture of Med One Group.

In the world of healthcare, there are a lot of villains to combat, and some of them pose seemingly insurmountable challenges for many people: Covid,



cancer, diabetes, and heart disease, to name just a few. In the United States, we are extremely blessed to have one of the greatest healthcare systems in the world, one that brings the most advanced technologies to bear on the toughest problems to be solved, led by more than three million nurses and one million doctors.

These incredible men and women, who work endless hours and provide thankless service, are the heroes of Med One's story. By making medical equipment available with maximum convenience and flexibility—in whatever ways best serve the needs of a hospital—we work behind the scenes to make sure these heroes of healthcare are well equipped with the tools necessary to increase patient comfort, improve outcomes, and save lives. And in a partnership like that, there is no limit to what we can accomplish.

"BY MAKING MEDICAL EQUIPMENT AVAILABLE WITH MAXIMUM CONVENIENCE AND FLEXIBILITY—IN WHATEVER WAYS BEST SERVE THE NEEDS OF A HOSPITAL—WE WORK BEHIND THE SCENES TO MAKE SURE THESE HEROES OF HEALTHCARE ARE WELL EQUIPPED WITH THE TOOLS NECESSARY TO INCREASE PATIENT COMFORT, IMPROVE OUTCOMES, AND SAVE LIVES."

You Don't Know What You Don't Know



You don't know what you don't know. I love how the below graph depicts this concept. The smallest piece of the pie is what we actually know. Then, slightly larger is the information we know we don't know (like me knowing I don't know how to do astrophysics). Then, the largest portion of the pie is the information we don't know that we don't know. Though I know I don't know astrophysics, I doubtless am unaware of other scientific concepts and what they entail, as well as a myriad other things (I couldn't tell you what though, I don't know what they are).

Generally, adults like to think they have things figured out and know how the world works, especially in the eyes of those they consider not as advanced as they are. Maybe this includes peers with a lesser amount of education, less work experience, or even children. How many adults have had an encounter with a child where they were asked so many "how" and "why" questions, they realized their answers consisted of more "I don't knows" than they could count? A child's simple curiosity about life can reveal how little we know about the world around us.

This highlights a concept called "illusion of explanatory depth." Put simply, we believe we know how things work until we have to explain something in detail. Suddenly, many gaps in our explanation surface, revealing how little we actually knew all along. This is problematic, not because

we don't know everything, but rather because up until we are proven otherwise, we believe we do. Operating under the assumption that we are right and cannot be wrong is a sure-fire way to make mistakes.

Additionally, studies have shown that individuals with the most passionate opinions tend to know less about a

Written By **Madeline Cheney**
Marketing Specialist

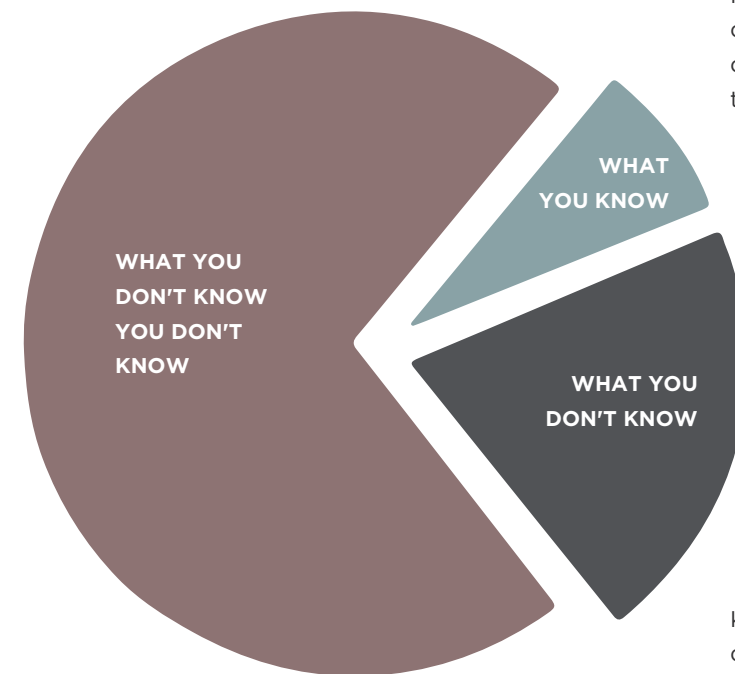


topic than their more-informed counterparts. Those who know more about the topic are often less aggressive because they see the nuances and gray areas surrounding it. Think about how social media frequently sensationalizes news. Stories can go viral based on misleading headlines and internet comments riddled with misinformation that build upon each other. Within a short time, the real story hardly resembles the story that went viral, and countless people who spent just one minute reading a few headlines and comments are left in a complete uproar.

The readers of this hypothetical news story didn't take into account that there was more to the story before they decided they had enough information and made a judgment. They knew almost nothing, and yet they waged passionate online arguments about the situation. They didn't know what they didn't know.

It's not necessarily a bad thing to not know what you don't know, but we miss huge opportunities when we don't take into account that we have massive blind spots to the possibility of additional information. For example, have you ever misjudged someone and only realized you did when you learned more information about them that you wouldn't have guessed previously? Too often, we see 5% of the big picture and operate as if we see 100% of it. It's easy to look back and recognize when you were blind to something; it's much harder to recognize you might be missing something in the moment. To combat this, don't be afraid of what you don't know, but do be mindful that there is information out there that could change a situation. It takes humbling oneself and not fighting to preserve one's ego at the expense of the truth.

Knowing that you don't know everything allows you to ask questions and find out information that you never would otherwise. Always operating under the assumption that there could be more to the story creates a mindset that allows for the possibility of more information. If we can operate in life with the awareness of that biggest pie slice that represents all of the information we don't know we don't know, we can begin to explore the world in a new way. It allows us to change our perception of life and those around us to one that is likely more accurate.





New Mattress Training **VIDEOS**

Check out our YouTube channel to view a couple of our recent mattress training videos for the Blue Chip Power Pro Elite and Blue Chip Adapt Pro Elite Mattresses.

DON'T FORGET TO LIKE, SUBSCRIBE, & SHARE!

[YouTube.com/MedOneGroup](https://www.youtube.com/MedOneGroup)





THE BOWL PATROL



Written By **Grady Brown**
VP of Human Resources

Located in the city of Pocatello, Idaho, stands an unusual museum. It's called the Museum of Clean. The next time you are in this part of the country, it's worth stopping in for a visit. The Museum of Clean is dedicated to the history and art of staying clean and was founded in 2006. Don Aslett, the museum's founder, put on display his large collection of cleaning supplies - including 250 pre-electric vacuums. Don's vision of the Museum of Clean is to sell the idea and value of clean - clean homes, clean minds, clean language, clean community, and a clean world. One of the many displays contains the following story.

Starting in the spring of 1970, Don Aslett's janitorial company, Varsity Contractors, had a contract to clean the world-famous ski resort at Sun Valley Idaho. At the beginning of the next winter, the

owner of the Sun Valley Resort asked Don if he was a toilet cleaner, to which he proudly proclaimed he indeed was. The toilets in question were fifteen outhouses spread strategically over the ski hill that would serve the expected five thousand skiers.

Don did not have any skiers in his janitorial crew, so he had to find someone who could ski as well as clean a toilet. With the offer of having to work for only three hours to clean the toilets and ski for free for the other four hours, Don quickly found an enthusiastic candidate. However, his enthusiasm was destroyed that first night as the stigma of being a toilet cleaner in a trendy ski resort caught up to him in the form of laughter and ridicule, and his damaged self-image forced him to quit. Don went through fourteen skiing toilet scrubbers that all quit for that same reason, some lasting a week, others less than a day.

Don was about at his wit's end when Bill Zickgraf, recently relocated from North Carolina, came into Don's office after hearing Don had a job opening. Not only did Bill take the job, despite the fact that he

did not know how to ski, but to say he embraced his job is a gross understatement. As he learned to ski the hard way, Bill's attitude and pride in his job soon made him the most famous person on the mountain. At the lodge, Bill would be eagerly awaited to tell stories of his toilet cleaning adventures, leaving his trademark crossed mops stuck in the snow outside alongside all the rest of the skis.

Everywhere Bill went in Sun Valley, everybody knew him. Indeed, the only rivals for prestige and status on the mountain were the elite group of square-jawed heroes in the Ski Patrol in their bright red coats with fancy trim displaying their big emblem of two crossed skis. So, Bill had a coat specially made, complete with an outhouse silhouette and "Bowl Patrol" proudly emblazoned across his back.

The next August, Don had seventeen applicants for the toilet cleaning job on the mountain, all wanting to do the job without pay. Bill Zickgraf, the first Sun Valley Toilet Cleaner, became a legend completely due to his attitude. At Med One, there are many "Bill Zickgraf's." I've ridden in delivery trucks with them,

“
There are many "Bill Zickgraf's" among us - people who simply choose to have a positive attitude. When you change your attitude, nothing can stop you.
”

cleaned hospital bed mattresses with them, spent time waiting in airports with them, endured long meetings and endless conference calls with them, and I've sat with many who have struggled with emotional and physical pain. There are many "Bill Zickgraf's" among us - people who simply choose to have a positive attitude. When you change your attitude, nothing can stop you.



FROM THE FIELD SOUTHEAST TERRITORY



Written By **Amy Vizanko**
Equipment Finance Sales Executive

As Med One's Equipment Finance Sales Executive for the southeastern United States, my territory currently consists of seven states (FL, GA, AL, MS, TN, SC, NC). In the last four years, Med One has grown its field presence throughout the country, empowering each sales rep to more effectively communicate with our customers and cultivate relationships directly with them. We now have eight Equipment Finance Sales Executives covering all 50 states - all of whom cover large regions of the country, and we are consistently building relationships with all of Med One's valued hospital customers and equipment vendor partners.

The role of Med One's equipment finance field team has evolved and expanded over the past four years as the team has grown. During my time here, my role has gone from one that mainly involved building new and existing hospital relationships in an effort to identify direct leasing opportunities to a consultative one that also interacts with vendor salespeople in my states. As we collaborate together with vendor salespeople to identify solutions for hospitals to acquire their equipment, Med One really seeks to be the intermediary of the deal between the customer and vendor so that all three parties ultimately win together.

In this way, the hospital gets the equipment

they desperately need, the vendor sells their product, and Med One is able to be the catalyst or vehicle that enables the sale.

Another powerful advantage in the southeast for Med One is our rental team. There are three rental office locations in my region - each of which has a team of sales reps, managers, drivers, and biomedical services. These facilities provide our customers with much-needed medical equipment for short-term peak needs by delivering excellent, timely service and patient-ready products. The southeast rental team and I work together daily to ensure that our customers have all aspects of their equipment needs covered. In working seamlessly with Med One's rental division toward customer satisfaction, our presence and reputation have expanded greatly in the southeast.

My team and I have increasingly become involved in local and national trade shows. We support and attend AHRMM, IDN, HCP, respiratory, biomed, and other healthcare conferences throughout the southeast. By actively attending and supporting these associations and their events, it has become an excellent way to establish Med One's brand and increase visibility among hospitals and vendors. These conferences allow us to showcase our offerings and effectively build relationships with customers in settings away from their fast-paced and demanding work lives. These events are designed for networking, so the customers

are in that mode too. Industry conferences typically include attendees from various hospital departments and management as well as vendor representatives with whom we also work with. In my role and territory, the opportunity to meet live with multiple hospital and vendor contacts all in one place for a few days at a time is a great benefit as I work to build our presence and expand our offerings in the southeast. We are always grateful for the opportunity to support these

"IF GIVEN THE OPPORTUNITY TO HAVE FACE-TO-FACE INTERACTIONS, EMBRACE THEM."

conferences as we understand the important role that each organization plays in the education, information, and even accreditation they offer to participating healthcare providers. Although our world today has changed and our new normal of interacting via technology will continue, in-person meetings will continue to have great importance in the business world. If given the opportunity to have face-to-face interactions, embrace them.

Implementing a Med One leasing field team across the US was only a vision a few years ago, and now the reality has proven its worth as we continue to grow our presence and brand throughout the nation. For Med One, field presence and its evolution has allowed for further cultivation of existing relationships, expansion of new relationships, teamwork within our divisions, and most importantly, being trusted advisors to provide our customers creative finance solutions.

TRADE SHOWS & EVENTS





ARE YOU A **RACEHORSE** OR A **CAROUSEL HORSE?**

Written By **Ibby Smith Stofer**
IDN & Health Systems Director



That is one of the strangest questions that I have ever been asked. It was quite a while ago and during an interview process.

The person asking me the question had known me for a long time. We had worked together on many projects, and we had a good relationship. This question came out of left field. What was he after? A racehorse versus a carousel horse? I was totally lost.

Let me give you a little background. He was not my direct boss, but I supported both him and his direct reports. I had significant experience and credibility within the company. My reviews were almost always strong. Accountability, responsiveness, willingness to accept challenges, customer focus, and problem-solving were consistent. He knew me better than anyone else in the company.

The role I was seeking would be managing a very seasoned team of sales professionals. I had managed our inside sales team and stepped in to manage a field team for six months during a corporate transition. I felt well qualified to take on the new role. I was well known by the team and hiring manager. Everyone knew my background, strengths, commitment to the company, and sales success.

He asked me to think about the question overnight, and we would discuss it in the morning.

That evening I asked my family, my friends, even some of his direct reports to help me understand what he was asking. I also tried to understand why. Lacking an answer, I began an internet quest. I looked at articles on racehorses as leaders. I read the history of carousel horses and trick interview

questions. After a very long night, I thought I finally understood the question and why he asked it. The sales manager needed to be able to always focus on the finish line. He or she needed to develop that passion in others. They needed to be driven by success and able to help their reps develop that same mental focus. They need to have related experience and know-how to walk the walk and talk the talk every day. Winning is an obsession.

The carousel horse needed to be willing to stay the ride and accept the next curves ahead. They can handle the ups and downs. They provide encouragement and motivation to others. They can become an integral part of success, yet are rarely recognized as a racehorse.

As those realities began to sink in, I asked very hard questions of myself. What was I after? Would I be successful? Would I be happy? Did I have the right mindset and skills?

Early the next day, I wanted to share my newfound insight with the hiring manager as soon as possible. I burst into his office and said, "I am the carousel horse! I am steady, reliable, and consistent, and those are the leadership skills I bring to teams. They are the racehorses, and I need to be there to support them, empathize if they do not win, and encourage them to enter the next race. Racehorse sales leaders and the carousel horses working together provides the best solution." The hiring manager smiled, and we had a great conversation about that statement.

I did not get that job. I learned a lot about myself, my strengths and weaknesses, and how important it is to have a mix of horses in your stable (at work, with friends, and even within your family). By the way, you also need stable hands, but that is for another day.

The hiring manager knew that my comfort and strengths were to support and help others ride the ups and downs. Be there to offer encouragement to reach for the gold ring time and time again. It took his question to help me see that the job was not for me.

As you look at your own work environment, can you identify the racehorses and the carousel horses? Think about how different it would be if we only had teams made up of people of one group. Each is important. As you aspire to new roles, it is critical to understand the requirements that your own strengths must match. Look at the new role's daily tasks and compare that to what you enjoy, where your experience has prepared you to excel, and then determine if it is a good fit. If you can develop a mental picture of success, then go for it. For fun, picture a race where the race is being run by a carousel horse bringing up the rear.

When we know ourselves, recognize our strengths, skills, and motivations, we are well on the path to succeed in whatever roles we want to take on. What success looks like to me may be different than what you would see for either you or me. I will likely never be a racehorse this late in my career, but I am a darn good carousel horse. Which are you? Which do you want to be?



As you aspire to new roles, it is critical to understand the requirements that your own strengths must match.

UNITED TEAMWORK

Written By **Chris Enger**
National Director of Training



In 2015, a soccer club named Leicester City was playing in the Premier League in England. They were a smaller club with a payroll of \$27 million. They started the season with a 5000-1 chance of winning their league. Why such long odds? They were playing against international powerhouses like Liverpool, Manchester City, and Chelsea that each had payrolls that exceeded \$200 million.

If someone placed a \$27 bet on Leicester to win the league before it started, they would have won \$147,000.

- What else had the same or better odds?
- **Barak Obama to play cricket for England: 5000-1**
 - **Elvis Presley being found alive: 5000-1**
 - **Hitting a hole-in-one: 3632-1**
 - **Loch Ness monster existing: 500-1**

Leicester City went on to win the league that year and didn't win it on the last day of the year; they won it with two games left. It's one of the most amazing sports stories of this generation and is likely unheard of by many here in the United States.

How did they do it? United Teamwork.

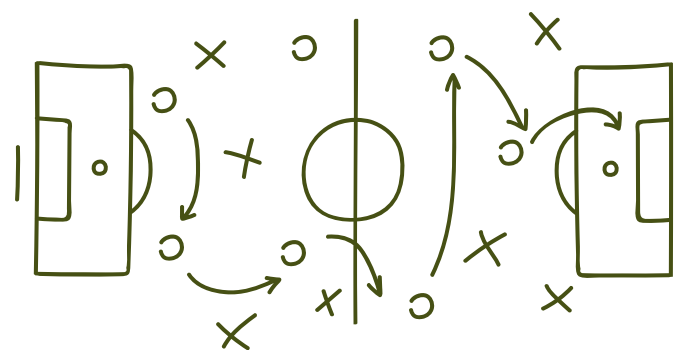
1. They did something different. In the age of modern soccer, where possession and passing have dominated

champion winning teams, Leicester City took a different approach. Their strategy was making sure their defense was in check, allowing other teams to keep the ball so when they finally got the ball, they would counterattack with precision and speed.

Right now, things are great at Med One Group. We continue to grow along with our customer base. At times it may feel like we are simply waiting for the next change to happen in our company, but when it happens, it takes the whole team to move as one. Opening new locations, taking on new contracts, and moving large quantities of equipment all seem to happen quickly and effortlessly as all involved share a common goal.

2. Leicester's Coach, Claudio Ranieri, was known in previous coaching jobs as one that would change his starting eleven players so much that it upset the chemistry of the team. With Leicester, he found his starting eleven and kept it. He only made 27 changes that year (compared to the previous champions making 86 changes the year before).

In Jim Collins's book, "Good to Great," he stresses first who, then what. "The good-to-great leaders understood three simple truths. First, if you begin with "who," rather than "what," you can more easily adapt to a changing world. If people join the bus primarily because of where



it is going, what happens if you get ten miles down the road and you need to change direction? You've got a problem. But if people are on the bus because of who else is on the bus, then it's much easier to change direction: "Hey, I got on this bus because of who else is on it; if we need to change direction to be more successful, fine with me." Second, if you have the right people on the bus, the problem of how to motivate and manage people largely goes away. The right people don't need to be tightly managed or fired up; they will be self-motivated by the inner drive to produce the best results and to be part of creating something great. Third, if you have the wrong people, it doesn't matter whether you discover the right direction; you still won't have a great company."

Med One grew because of the bus driver getting the bus full of the right people. Jobs have shifted and changed, responsibilities have evolved; with the right people on the bus, these changes don't matter, and the direction of the bus may change, but we will be prepared for those changes.

3. As the season progressed, Leicester went from the fast-paced, reckless abandon counterattacks to more precise and clinical counterattacks. In the first half of the season, they gave up 25 goals, but after their change, they only conceded nine goals in the second half.

Med One has changed and evolved during its 30 years in business. Some of those changes are growing pains, some are necessary process shifts, **but as Med One has made these very precise changes, we have become more pointed and focused on making sure the customer's needs are met, that our employees are fulfilled and that Med One continues to succeed and is protected.**

Our CEO has expressed several times how amazed he was when Med One Group did \$20 million in new business in one of its earlier years. From that time, it feels like Med One has taken on some of the characteristics of that "little" soccer club in England. Med One's united teamwork has helped make Med One what it is today.

THE **Med One** WAY



CREATIVITY*

Doing one thing very well - "whatever it takes"



OBSERVANT LISTENING

A unique philosophy - what does our customer really need?



UNITED TEAMWORK

It takes all of us to make a happy customer



RESPONSIVENESS*

Unprecedented service builds customer loyalty



ABOVE AND BEYOND

Taking pride in going the extra mile



GENUINE RELATIONSHIPS

A huge secret to getting repeat business



EVERYDAY - DO IT RIGHT

The first time, and every time



OUTSTANDING INTEGRITY

The principle upon which Med One was built



UNIQUE PATIENCE

Perseverance - we will never give up



SIMPLICITY*

Making it easy for a customer to do business with us

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SANDY, UT 84094

MEDICAL EQUIPMENT | LEASING | RENTAL | SALES | SERVICES

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